

Fiscal Year Adopted Budget

2013



**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 2013 Adopted Budget**

**Anne Syrcle Lee**  
Chief Financial Officer

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

**Ivonne M. Davila**  
Financial Performance Coordinator

**Brian Gendron**  
Special Projects Administrator 1

**Amy Cruz**  
Accountant 3

**Miami-Dade County, Florida**

**Elected Officials**

**Carlos A. Gimenez**  
*Mayor*

**Board of County Commissioners**

**Rebeca Sosa**, *Chairwoman*

**Lynda Bell**, *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*

*Juan C. Zapata, 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 Ruvín**  
*Clerk of the Circuit and County Courts*

**Alina T. Hudak**  
*County Manager*

**Robert A. Cuevas, Jr.**  
*County Attorney*

**Jennifer Moon**  
*Director Office of Strategic Business Management*

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

## Miami-Dade Aviation Department

### Senior Management Staff



**José Abreu, P.E.**  
*Aviation Director*



**Ken Pyatt**  
*Deputy Director  
Operations*



**Anne Syrde Lee**  
*Chief Financial Officer*



**Miguel Southwell**  
*Deputy Director  
Business Retention & Development*



**Lauren Stover**  
*Assistant Director  
Public Safety, Security &  
Communications*



**Carlos Jose**  
*Assistant Director  
Facilities Management*



**Bobbie Jones-Wilfork**  
*Assistant Director  
Administration*



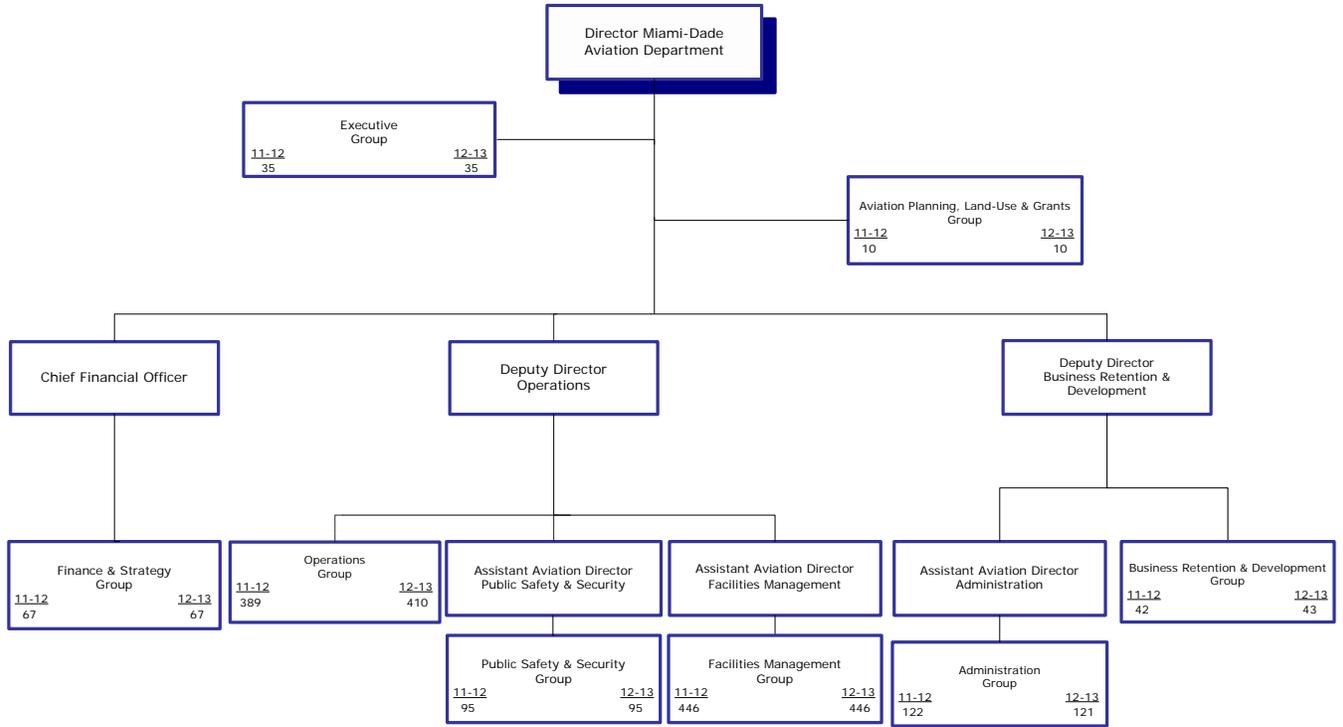
**José Ramos**  
*Division Director  
Aviation Planning,  
Land-Use & Grants*

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, 2011. 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



# Table of Contents

(Click on text below, to view section)

## **READERS GUIDE** **1**

## **BUDGET MESSAGE** **3**

## **INTRODUCTION** **15**

OVERVIEW	15
ORGANIZATIONAL GOALS & KEY STRATEGIES	19
STRATEGIC ALIGNMENT	19
FINANCIAL POLICIES	21
BUDGET OVERVIEW	23
FINANCIAL STRUCTURE	26
FLOW OF FUNDS	27
DEBT POLICIES	28

## **BUDGET OVERVIEW: OPERATING REVENUES** **29**

BUDGET COMPARISON	29
DESCRIPTION OF REVENUES	30
MAJOR SOURCES OF REVENUES	31
REVENUE DETAIL	32
NARRATIVE OVERVIEW	35

## **BUDGET OVERVIEW: OPERATING EXPENSES** **43**

BUDGET COMPARISON	43
BUDGET BY CATEGORY	45
NARRATIVE OVERVIEW	46
BUDGET BY GROUP	48
EXPENSE SUMMARY BY GROUP	49
PERSONNEL BY GROUP	51
PERSONNEL SUMMARY BY GROUP	52
PERSONNEL CHANGES BY GROUP	54

## **EXECUTIVE GROUP** **55**

EXECUTIVE	60
LEGAL	64
GOVERNMENTAL AFFAIRS	68
NORTH TERMINAL DEVELOPMENT	72

## **FINANCE & STRATEGY GROUP** **77**

FINANCE & STRATEGY	82
ACCOUNTING	85
CAPITAL FINANCE	89
PROGRAM CONTROLS	93
PROFESSIONAL COMPLIANCE	97
FINANCIAL PLANNING & PERFORMANCE ANALYSIS	101
CASH MANAGEMENT	105

## **OPERATIONS GROUP** **109**

AIRSIDE OPERATIONS	114
TERMINAL OPERATIONS	118
LANDSIDE OPERATIONS	122
GENERAL AVIATION AIRPORTS OPERATIONS	126
AVIATION NOISE ABATEMENT	130
PROTOCOL & INTERNATIONAL AFFAIRS	134

## **PUBLIC SAFETY & SECURITY GROUP** **139**

POLICE SERVICES	144
FIRE & RESCUE	147
SECURITY & SAFETY	150
COMMUNICATIONS	154

## **FACILITIES MANAGEMENT GROUP** **159**

FACILITIES MANAGEMENT	163
MAINTENANCE	166
CIVIL ENVIRONMENTAL ENGINEERING	172

## **ADMINISTRATION GROUP** **177**

ADMINISTRATION	181
HUMAN RESOURCES	184
CONTRACTS ADMINISTRATION	188
INFORMATION SYSTEMS	192
MINORITY AFFAIRS	197
COMMODITIES MANAGEMENT	201

**BUSINESS RETENTION & DEVELOPMENT**

**GROUP 205**

REAL ESTATE MANAGEMENT & DEVELOPMENT	210
FINE ARTS & CULTURAL AFFAIRS	214
MARKETING	218
AIRPORT CONCESSION BUSINESS DEVELOPMENT	222
COMMUNICATION, HOSPITALITY & TRANSPORTATION SERVICES	226

**AVIATION PLANNING, LAND-USE & GRANTS**

**GROUP 231**

AVIATION PLANNING, LAND-USE & GRANTS	235
--------------------------------------	-----

**RESERVE MAINTENANCE FUND 239**

**DEBT SERVICE 241**

**IMPROVEMENT FUND 251**

**CAPITAL IMPROVEMENT PROGRAM 253**

**SUPPLEMENTAL DATA 259**

ORDINANCE	260
NON-DEPARTMENTAL	264
MANAGEMENT AGREEMENTS	265
ADMINISTRATIVE REIMBURSEMENT	266
PROMOTIONAL FUNDING	267
SUMMARY OF NEW/REVISED RATES	271
ECONOMIC STATISTICS	274
OPERATIONAL STATISTICS	279
GLOSSARY	292
ACRONYMS	298

# Readers Guide

---

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

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

## **Department**

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

## **Group**

- Overview
- Organizational Structure
- Personnel Summary
- Expense Summary
- Group Goal(s)/Performance Measures
- Accomplishments for FY 2012

## **Division**

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

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



# Budget Message

---

March 14, 2013

Honorable Mayor Carlos A. Gimenez  
Honorable Chairwoman Rebeca Sosa  
Honorable Members of the Board of County Commissioners  
Harvey Ruvín, 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, 2013 (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 minimal growth rate (1.6%), allowing only justifiably necessary increases in order to keep costs affordable for its main customers, the MIA air carriers. 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 1.7% higher than in the 2012 Budget. The amount of the FY 2013 CEP is \$20.56, which is significantly less than published forecasts; although some of this is attributable to the significant increase in enplaned passenger traffic that MIA has experienced over the last few years. MIA has one of the higher CEP's among United States commercial airports, so the Aviation Department strives to keep its operating (variable) costs as low as possible given that its annual debt service amount is mostly fixed.

The Department has the following mission statement: *To cost effectively operate airport facilities that are safe, efficient, customer friendly, environmentally responsible and contribute to the economic growth of the community.*

Some of the initiatives that support this mission statement are to:

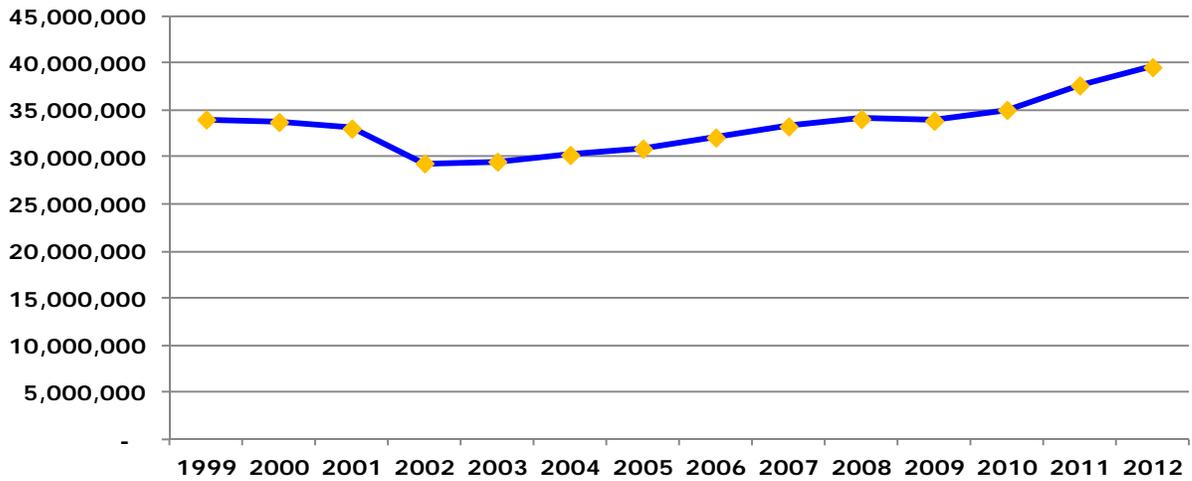
- Broaden employee development and professional growth
- Upgrade the financial reporting system (ERP)
- Implement PeopleSoft's inventory module throughout all of MDAD's warehouses
- Advance MIA's information and technology systems in support of MDAD operations and services to the public
- Ensure timely acquisition and provision of goods and services

Although these initiatives are integrated into the Budget, there are other initiatives that are more financially oriented as well as reflect 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 minimal 1.6% increase from \$422.2 million in FY2012 to \$428.9 million in FY 2013.
- **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. Including FY 2012 reductions, the Department has 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. The outbound baggage makeup system became operational in FY 2012 and the new federal inspection service (FIS) has partially opened with the remainder to be opened in March 2013.

By opening these NTD gates, MIA has been able to accommodate the considerable growth in passenger traffic, 5.1% 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 and FY 2012. American Airlines and its regional jet affiliate, American Eagle, experienced a 5.4% increase in FY 2012 passenger traffic. The Department assumed a slightly higher enplaned passenger growth rate (5.3%) in the FY 2013 Budget because actual enplaned passenger growth in FY 2012 was higher than what was reflected in that year's Budget.

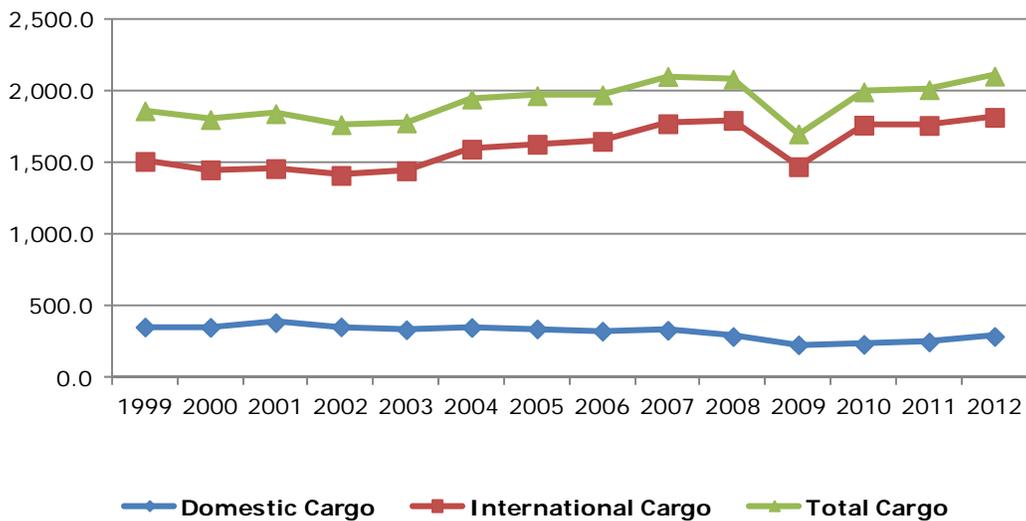
**Total Passengers by Fiscal Year**



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 through 2012 time period.

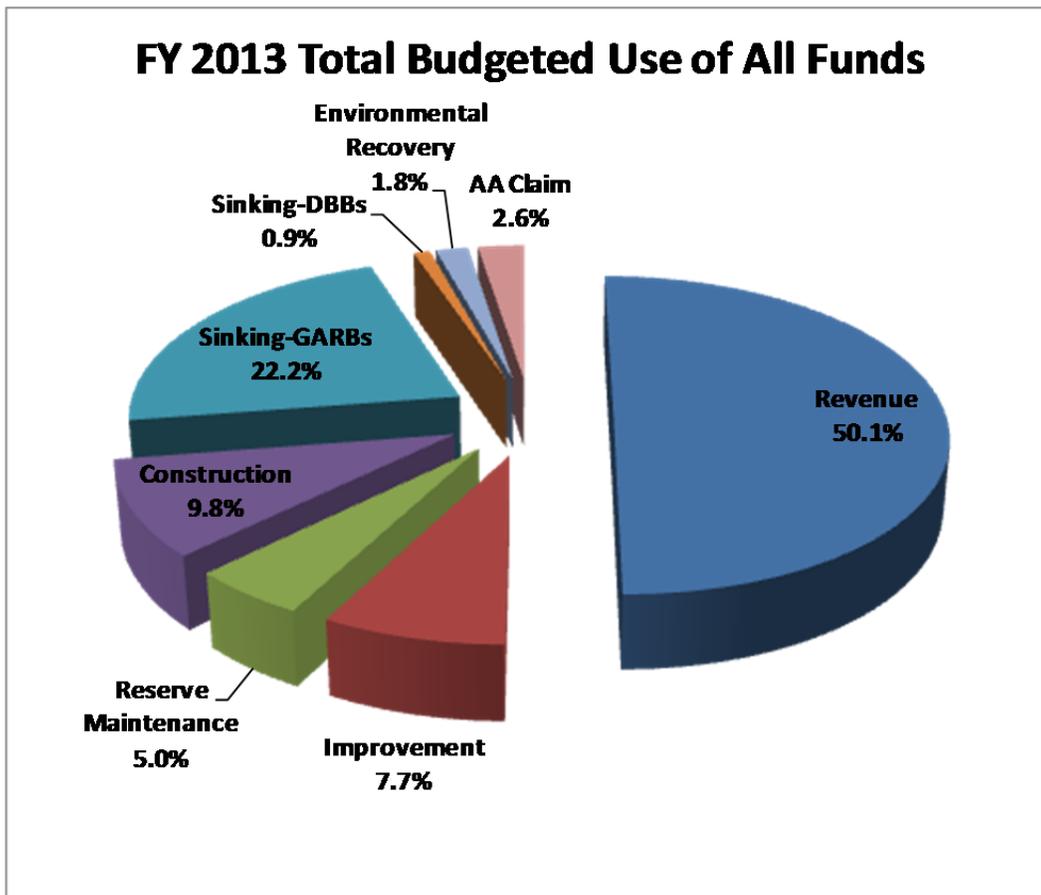
In addition to passengers, MIA also has considerable cargo activity, especially to and from international destinations. MIA was ranked first in the United States in 2011 in enplaned and deplaned freight, excluding mail (and in-transit freight). Cargo tonnage growth had been modest until FY 2008 and 2009, when international cargo severely decreased due to the global economic recession. However, in the last few years, international cargo has rebounded while domestic cargo has remained fairly flat; international cargo has represented over 86% of MIA's total cargo in these 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 2013 expenditures and inter-fund transfers included in the adopted ordinance total \$1,707.6 million, which consists of \$844.1 million for the Revenue Fund, \$389.2 million for both Sinking Funds, \$83.8 million for the Reserve Maintenance Fund, \$130.4 million for the Improvement Fund, \$30.0 for the Environmental Claim Fund, and \$230.1 million for the Construction Fund including the American Airlines Claims Fund.



## Operating Expense Budget

The table shown on the following page is a summary of the sources and uses of the Revenue Fund, the Department's principal operating fund. The actual FY 2012 numbers are included in this final budget presentation, though they were not available when the FY 2013 Budget was prepared and adopted prior to the end of FY 2012.

Budgeted FY 2013 operating revenue is projected to increase \$47.9 million (6.7%) over budgeted FY 2012. The largest contributor to this overall increase is the Rental Revenues, which has increased due to the addition of North Terminal rented space. Another reason for the increase in Rental Revenues is that the average terminal rental rate increased because the North Terminal capital costs (i.e., debt service) have been added to the terminal rental rate calculation. To complete the major capital programs undertaken in the last 15 years, MDAD incurred a significant amount of debt that now must be allocated among the various cost centers, especially the terminal cost center.

Another contributor to the operating revenue increase is Concessions revenue due to the significant increase in passenger traffic in FY 2012 as compared to the growth rate assumed for FY 2012 budget. As a result, the increase reflects both the adjustment for the effect on Concession revenues of the FY 2012 actual passenger growth plus the effect of the slight passenger growth assumed in the FY 2013 Budget.

## FY 2011-2013 Budget and Actual Summary of Sources and Uses Revenue Fund

(\$ in 000s)	Actual FY 2011	Budget FY 2012	Actual FY 2012	Budget FY 2013
<b>Beginning Cash Balance</b>	<b>\$ 63,544</b>	<b>\$59,917</b>	<b>\$72,668</b>	<b>\$ 65,440</b>
<b>Sources of Funds</b>				
Aviation Fees & Charges	\$316,571	\$346,679	\$344,242	\$355,499
Rental Revenues	102,947	109,307	124,856	132,782
Other Revenues	17,886	15,637	13,763	15,592
Commercial Operations	80,589	81,798	88,263	92,689
Concessions	146,590	154,245	163,303	159,472
General Aviation Airports	6,315	6,734	6,749	6,218
<b>Total Operating Revenue</b>	<b>\$670,898</b>	<b>\$714,400</b>	<b>\$741,176</b>	<b>\$762,252</b>
Transfer from Improvement Fund	69,098	80,000	81,224	85,000
<b>Total Non-Operating Revenue and Transfers</b>	<b>\$69,098</b>	<b>\$80,000</b>	<b>\$81,224</b>	<b>\$85,000</b>
<b>Total Sources of Funds</b>	<b>\$739,996</b>	<b>\$794,400</b>	<b>\$822,399</b>	<b>\$847,252</b>
<b>Uses of Funds</b>				
Salary & Fringes	\$105,777	\$107,402	\$97,633	\$103,614
Outside Contract Services	57,386	75,911	65,159	75,057
Utilities	47,545	54,831	48,240	54,859
G&A Expenses and Indirect Costs Allocation	21,038	36,585	23,229	40,148
G&A Administrative Support	4,876	5,678	5,069	1,958
Insurance	9,325	12,701	9,830	11,651
MOU	50,167	54,413	51,469	59,694
Capital	2,195	5,724	3,292	9,921
Management Agreements	75,229	68,953	66,369	72,018
<b>Total Expenses</b>	<b>\$373,538</b>	<b>\$422,198</b>	<b>\$370,290</b>	<b>\$428,920</b>
Transfer to Improvement Fund	101,947	72,472	142,181	79,634
Transfer to Reserve Account	--	--	--	--
Transfer to Reserve Maintenance	25,000	12,000	16,000	17,000
Transfer to Sinking Funds	228,531	282,208	285,007	318,511
<b>Total Transfers</b>	<b>\$355,478</b>	<b>\$366,680</b>	<b>\$443,188</b>	<b>415,145</b>
<b>Reconciling amount</b>	<b>1,856</b>			
<b>Total Use of Funds</b>	<b>\$730,872</b>	<b>\$788,877</b>	<b>\$813,477</b>	<b>\$844,064</b>
<b>Excess (Deficit) of Source Over Use of Funds</b>	<b>9,124</b>	<b>5,523</b>	<b>8,922</b>	<b>3,187</b>
<b>Ending Cash Balance</b>	<b>\$72,668</b>	<b>\$65,440</b>	<b>\$81,590</b>	<b>\$68,627</b>

Total FY2013 budgeted expenses increased only \$6.7 million or 1.6% over FY2012 budgeted expenses. Although total expenses increased, Salaries & Fringes budgeted costs for FY 2013 decreased when compared to the budgeted FY 2012 amount; declined by \$3.8 million or 3.5%. (Actual FY2012 Salaries & Fringes costs also decreased from the actual FY2011 Salaries & Fringes amount.) The major operating expense budgeted increases year over year are in the MOU (the Police and Fire MOU's increased over 9%) and Capital (some small dollar replacement items that had previously been budgeted under the Reserve Maintenance Fund budget were moved to the Revenue Fund budget) line items. All financial transactions between the Department and the County are 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 costs from 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 2013, the BCC approved a total capital budget of \$6.5 billion of which \$6.25 billion was expended in prior years. The remaining costs primarily reflect the completion costs related to the North Terminal; more specifically finishing the US Customs processing area and three gates within the terminal and apron areas. Otherwise, all major programs are complete and the Aviation Department is in the process of determining its future capital needs.

The CIP has a variety of funding sources as identified below:

### FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

CAPITAL BUDGET SUMMARY									
(dollars in thousands)	PRIOR	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FUTURE	TOTAL
<b>Revenue</b>									
Federal Aviation Administration Improvement Fund	\$313,943	\$7,913	\$14,225	\$2,697	\$0	\$0	\$0	\$0	\$338,778
Transportation Security Admin. Funds	63,569	15,792	3,492	3,492	0	0	0	0	86,345
FDOT Funds	334,052	13,279	11,846	141	0	0	0	0	359,318
Aviation Passenger Facility Charge	169,459	0	0	0	0	0	0	0	169,459
Aviation Revenue Bonds	5,218,199	0	0	0	0	0	0	0	5,218,199
Double-Barreled GO Bonds	214,778	0	0	0	0	0	0	0	214,778
Tenant Financing	<u>90,000</u>	<u>15,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>105,000</u>
Total:	\$6,421,379	\$51,984	29,563	\$6,330	\$0	\$0	\$0	\$0	\$6,509,256
<b>Expenditures</b>									
<b>Strategic Area: Transportation</b>									
Airside Improvements	\$356,736	\$21,820	\$15,380	\$0	\$0	\$0	\$0	\$0	\$393,936
Cargo Facilities Improvements	177,377	1,500	3,300	0	0	0	0	0	182,177
General Aviation Airports	58,699	102	102	253	0	0	0	0	59,156
Landside Improvements	435,640	3,735	0	0	0	0	0	0	439,375
Support Facilities	884,159	59,888	38,388	10,500	0	0	0	0	992,935
Terminal Improvements	<u>4,337,603</u>	<u>95,241</u>	<u>6,433</u>	<u>2,400</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>4,441,677</u>
Total:	\$6,250,214	\$182,286	\$63,603	\$13,153	\$0	\$0	\$0	\$0	\$6,509,256

As part of determining its future capital needs, the Aviation Department is currently in the process of developing a new Master Plan for the next 10 to 15 years. 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 2013, the Construction Fund balance should be nearly depleted by the end of the fiscal year. MDAD has no definitive plans to issue any bonds in FY 2013 (with the exception of a possible refinancing), which has replenished the Construction Fund monies in the past.

### FY2013 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	Environme ntal Recovery	AA Claim	Total Budget
<b>Beginning Cash Balance</b>	\$ 65,440	\$105,301	\$55,000	\$131,886	\$1,000	\$15,500	\$45,000	\$36,600	\$455,727
<b>Sources of Funds</b>									
Aviation Fees & Charges	\$355,499	\$ --	\$ --	\$ --	\$ --	\$ --	\$ --	\$ --	\$355,499
Rental Revenues	132,782	--	--	--	--	--	--	--	132,782
Other Revenues	15,592	--	--	--	--	--	--	--	15,592
Commercial Operations	92,689	--	--	--	--	--	--	--	92,689
Concessions	159,472	--	--	--	--	--	--	--	159,472
General Aviation Airports	6,218	--	--	--	--	--	--	--	6,218
Interest Earnings	--	300	150	200	4,503	300	225	75	5,753
Grant Funds	--	--	22,000	41,984	--	--	1,500	--	65,484
Tenant Financing	--	--	--	15,000	--	--	--	--	15,000
American Airlines Payments	--	--	--	--	--	--	--	7,500	7,500
Transfer from Improvement Fund	85,000	--	--	--	--	15,432	--	--	100,432
Transfer from Revenue Fund	--	79,634	17,000	--	318,511	--	--	--	415,145
Transfer from Sinking Fund	--	1,500	--	--	--	--	--	--	1,500
Transfer from AA Claim Fund	--	--	--	22,000	--	--	--	--	22,000
PFC Revenues	--	--	--	--	50,750	--	--	--	50,750
<b>Total Sources of Funds</b>	<b>\$847,252</b>	<b>\$81,434</b>	<b>\$39,150</b>	<b>\$79,184</b>	<b>\$373,764</b>	<b>\$15,732</b>	<b>\$1,725</b>	<b>\$7,575</b>	<b>\$1,445,816</b>
<b>Uses of Funds</b>									
Salary & Fringes	\$103,614	\$ --	\$ --	\$ --	\$ --	\$ --	\$ --	\$ --	\$103,614
Outside Contract Services	75,057	--	--	--	--	--	--	--	75,057
Utilities	54,859	--	--	--	--	--	--	--	54,859
G&A Expenses and Indirect Costs Allocation	40,148	--	--	--	--	--	--	--	40,148
G&A Administrative Support	1,958	--	--	--	--	--	--	--	1,958
Insurance	11,651	--	--	--	--	--	--	--	11,651
Other	--	5,000	--	--	--	--	--	--	5,000
MOU	59,694	--	--	--	--	--	--	--	59,694
Capital	9,921	--	--	--	--	--	--	--	9,921
Management Agreements	72,018	--	--	--	--	--	--	--	72,018
Debt Service Payments	--	--	--	--	372,265	15,432	--	--	387,697
Construction in Progress	--	--	--	164,907	--	--	30,000	21,175	216,082
Projects in Progress and Committed	--	25,000	83,825	--	--	--	--	--	108,825
Transfer to Improvement Fund	79,634	--	--	--	1,500	--	--	--	81,134
Transfer to Construction Fund	--	--	--	--	--	--	--	22,000	22,000
Transfer to Sinking Fund--Aviation Rev. Bds	318,511	--	--	--	--	--	--	--	318,511
Transfer to Sinking Fund--DB Bonds	--	15,432	--	--	--	--	--	--	15,432
Transfer to Reserve Maintenance	17,000	--	--	--	--	--	--	--	17,000
Transfer to Revenue Fund	--	85,000	--	--	--	--	--	--	85,000
<b>Total Uses of Funds</b>	<b>\$844,064</b>	<b>\$130,432</b>	<b>\$83,825</b>	<b>\$164,907</b>	<b>\$373,765</b>	<b>\$15,432</b>	<b>\$30,000</b>	<b>\$43,175</b>	<b>\$1,685,601</b>
<b>Excess (Deficit) of Source over Use of Funds</b>	<b>3,188</b>	<b>(48,998)</b>	<b>(44,675)</b>	<b>(85,723)</b>	<b>(1)</b>	<b>300</b>	<b>(28,275)</b>	<b>(35,600)</b>	<b>(239,785)</b>
<b>Ending Cash Balance</b>	<b>\$68,628</b>	<b>\$56,303</b>	<b>\$10,325</b>	<b>\$46,163</b>	<b>\$999</b>	<b>\$15,800</b>	<b>\$16,725</b>	<b>\$1,000</b>	<b>\$215,941</b>

The following schedule represents a historical account of all Aviation Department funds for the last two fiscal years and also reflects the total Budgets for FY 2012 and FY 2013. As expected, the cash balances that pertain to funding the CIP (e.g., construction related funds) are decreasing as MDAD nears the end of its CIP. The remaining cash will primarily consist of the operating reserve, which represents 15.5% (it has been increased to 16% in FY 2013) of the operating expense portion of the Budget and MDAD's other unrestricted cash funds.

**FY 2011-2013 Budget and Actual Summary of Sources and Uses All Funds**

(\$ in 000s)	Actual FY 2011	Budget FY 2012	Actual FY 2012	Budget FY 2013
<b>Beginning Cash Balance</b>	<b>\$1,271,745</b>	<b>\$334,417</b>	<b>\$986,208</b>	<b>\$455,727</b>
<b>Sources of Funds</b>				
Aviation Fees & Charges	\$316,571	\$346,679	\$344,242	\$355,499
Rental Revenues	102,947	109,307	124,856	132,782
Other Revenues	35,152	15,638	13,718	15,592
Commercial Operations	80,589	81,798	88,263	92,689
Concessions	146,590	154,245	163,303	159,472
General Aviation Airports	6,315	6,734	6,749	6,218
Interest Earnings	4,953	6,250	2,772	5,753
Grant Funds and Insurance Reimbursements	58,028	29,200	38,499	65,484
Tenant Financing	--	--	--	15,000
American Airlines Payments	10,000	10,000	10,000	7,500
Transfer from Improvement Fund	81,098	95,430	101,224	100,432
Transfer from Revenue Fund	357,350	366,680	439,188	415,145
Transfer from Sinking Fund	2,454	1,500	2,146	1,500
Transfer from Capitalized Interest Account	12,411	--	--	--
Transfer from AA Claim Fund	--	--	--	22,000
PFC Revenues	100,000	85,000	85,000	50,750
<b>Total Sources of Funds</b>	<b>\$1,314,459</b>	<b>\$1,308,461</b>	<b>\$1,419,961</b>	<b>\$1,445,816</b>
<b>Uses of Funds</b>				
Salary & Fringes	\$105,777	\$107,402	\$97,633	\$103,614
Outside Contract Services	57,386	75,911	65,159	75,057
Utilities	47,545	54,831	48,240	54,859
G&A Expenses and Indirect Costs Allocation	21,038	36,585	23,229	40,148
G&A Administrative Support	4,876	5,678	5,069	1,958
Insurance	9,325	12,701	9,830	11,651
Other	--	--	5,000	5,000
MOU	50,167	54,413	51,469	59,694
Capital	2,195	5,724	3,292	9,921
Management Agreements	75,229	68,953	66,369	72,018
Debt Service Payments	368,331	385,640	368,170	387,697
Construction in Progress	376,734	133,700	196,493	216,082
Projects in Progress and Committed	34,268	84,150	45,715	108,825
Transfer to Improvement Fund	104,400	73,972	144,327	81,134
Transfer to Construction Fund	--	--	--	22,000
Transfer to Sinking Fund-- Aviation Rev. Bds	228,531	282,208	285,007	318,511
Transfer to Sinking Fund-- DB Bonds	5,507	15,430	25,119	15,432
Transfer to Reserve Maintenance	37,000	12,000	36,000	17,000
Transfer to Revenue Fund	71,687	80,000	81,224	85,000
<b>Total Uses of Funds</b>	<b>\$1,599,996</b>	<b>\$1,489,298</b>	<b>\$1,557,344</b>	<b>\$1,685,601</b>
<b>Excess (Deficit) of Source Over Use of Funds:</b>	<b>(285,537)</b>	<b>(180,837)</b>	<b>(137,383)</b>	<b>(\$239,785)</b>
<b>Ending Cash Balance</b>	<b>\$986,208</b>	<b>\$153,580</b>	<b>\$848,824</b>	<b>\$215,941</b>

## CONCLUSION

Every effort has been made to ensure that the FY 2013 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 2012

---

Miami-Dade Airports:

Opa-locka Executive Airport - OPF  
Kendall-Tamiami Executive Airport - TMB  
Homestead General Aviation Airport - X51  
Dade-Collier Training and Transition Airport – TNT

Economic Impact:

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.

Miami International Airport

Land area: 3,230 acres

Runways:

9-27:	13,000'	
8R-26L:	10,500'	
12/30:	9,355'	
8L-26R:	8,600'	

Personnel: Aviation Dept. and Other: 36,797

Hotel: MIA Hotel 259 rooms

Number of Ticketing Positions: 451\*

Number of gates: 123\* Common use  
\*changes according to construction

Parking:

1. A total of 8,724 parking spaces (includes economy MIA garages and Economy Park & Ride lot).
2. 24-hour valet parking services are located on the departure level, across concourses D and J.
3. A Cell Phone Parking Lot, providing 60 spaces for private, not-for-hire vehicles, is located just off LeJeune Road heading north or south.
4. The economy Park & Ride long-term lot with 554 spaces is located at 1350 N.W. 45<sup>th</sup> Avenue.

MIA Rankings for 2011:

Among U.S. Airports

- 1<sup>st</sup> International Freight
- 2<sup>nd</sup> International Passengers
- 3<sup>rd</sup> Total Freight
- 3<sup>rd</sup> Total Cargo (Freight + Mail)
- 16<sup>th</sup> Total Number of Operations
- 12<sup>th</sup> Total Passengers

Among Worldwide Airports

- 10<sup>th</sup> International Freight
- 27<sup>th</sup> International Passengers
- 11<sup>th</sup> Total Freight
- 11<sup>th</sup> Total Cargo (Freight + Mail)
- 24<sup>th</sup> Total Number of Operations
- 26<sup>th</sup> Total Passengers

MIA Figures for 2011:

Flight Operations: (Commercial Aircraft Movements)

Domestic	205,471
International	<u>183,996</u>
<b>Total:</b>	<b>389,467</b>

Passengers:

Domestic	19.9 million
International	18.4 million
<b>Total:</b>	<b>38.3 million</b>

Weekday Daily Average: 102,354 passengers  
Weekend Daily Average: 110,108 passengers  
Weekly Average: 731,891 passengers

Freight:

International	1,763,690 U.S. Tons
Domestic	<u>236,352 U.S. Tons</u>
<b>Total:</b>	<b>2,000,042 U.S. Tons</b>

MIA Carriers and Destinations:

Carriers: (09/12)

U.S.	37	Scheduled	68
International	53	Charter	22
<b>Total</b>	<b>90</b>		<b>90</b>

Number of Destinations: (3rd Q'12)

	<u>Non-Stop</u>		<u>One Stop</u>
Domestic	45		10
International	<u>83</u>		<u>03</u>
<b>Total</b>	<b>128</b>		<b>13</b>

---

MIA's Top Airlines (August 2012)

TOP FIVE CARRIERS FOR THE MONTH - TOTAL TRAFFIC			
	TOTAL PASSENGERS		TOTAL FREIGHT*
American Airlines	2,119,657	UPS	19,049.37
Delta	178,574	ABX Air	15,686.88
American Eagle	145,039	SkyLease (dba Tradewinds)	13,948.18
US Airways	64,460	LAN	13,429.81
Continental Airlines	64,372	Tampa Cargo	11,980.27

\*Total Freight is in U.S. tons.

What's New at MIA

MetroRail began service to MIA on July 28, 2012.

North Terminal's new three-level, 400,000 square foot international arrivals facility opened July 31, 2012.





Miami-Dade Aviation Department | FY 2012-13 17

## Overview (cont)

### Airport Improvements

**Capital Improvement Program:** MIA's \$6.4 billion Capital Improvement Program (CIP) is nearly completed, 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 facilities encompass seventeen (17) cargo buildings with over 2.6 million square feet of warehouses and support space. Apron space is presently 3.8 million square feet, with 41 common-use cargo positions and 23 leased cargo positions.

**New Cargo Facility – Aeroterm/Centurion:** Construction is underway for a new 895,000 square foot air cargo warehouse/office/hangar/storage facility for the Centurion air cargo group of carriers. The new facility will accommodate 8 Boeing 747-400 wide body freighters. The project is scheduled for completion in December 2013.

### 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.

**25<sup>th</sup> Street Viaduct:** Construction of the east phase project was completed in July 2011. The west phase project commenced in June 2012, and will provide a direct connection between MIA's cargo facilities and NW 82<sup>nd</sup> Avenue.

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

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

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

## 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
    - 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**)

## Strategic Alignment (cont)

2. Effectively allocate and utilize resources to meet current and future operating and capital needs. (GG4-2)
  - 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***)
  - Enhance MIA Competitive Position
    - MIA Cost Per Enplaned Passenger (***Finance & Strategy Group***)
    - Landing Fee Rate (***Finance & Strategy Group***)
    - Enplaned Passengers (***Finance & Strategy Group***)
  - Meet the Operating Budget Targets
    - Revenues (***Business Retention & Development Group***)
  - Monitor Aviation Statistics
    - MIA Total Passengers (***Finance & Strategy Group***)
    - MIA Cargo Tonnage (***Finance & Strategy Group***)
3. Reduce County government's greenhouse gas emissions and resource consumptions. (GG6-1)
  - Sustainability
    - ISO 14001 Certification (***Facilities Management Group***)
    - Personal Pledge to Recycle Cardboard (***Facilities Management Group***)
4. Provide well maintained, accessible facilities and assets. (GG4-2)
  - 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 (cont)

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

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

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

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

## Budget Overview

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

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

## Budget Development Process

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

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

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

## Budget Development Process (cont)

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

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

# Budget Timeline

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

# Budgetary Controls

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

## Financial Structure

**FUND STRUCTURE** - The following details the Miami-Dade County Fund Structure, describing the various funds and providing information regarding appropriations. A fund is a set of self-balancing accounts that are segregated for the purpose of carrying on specific activities or attaining certain objectives, as required by special regulations, restrictions, or limitations. Miami-Dade County's funds can be divided into three categories: governmental funds, proprietary funds, and fiduciary funds. 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.

### Fund Usage

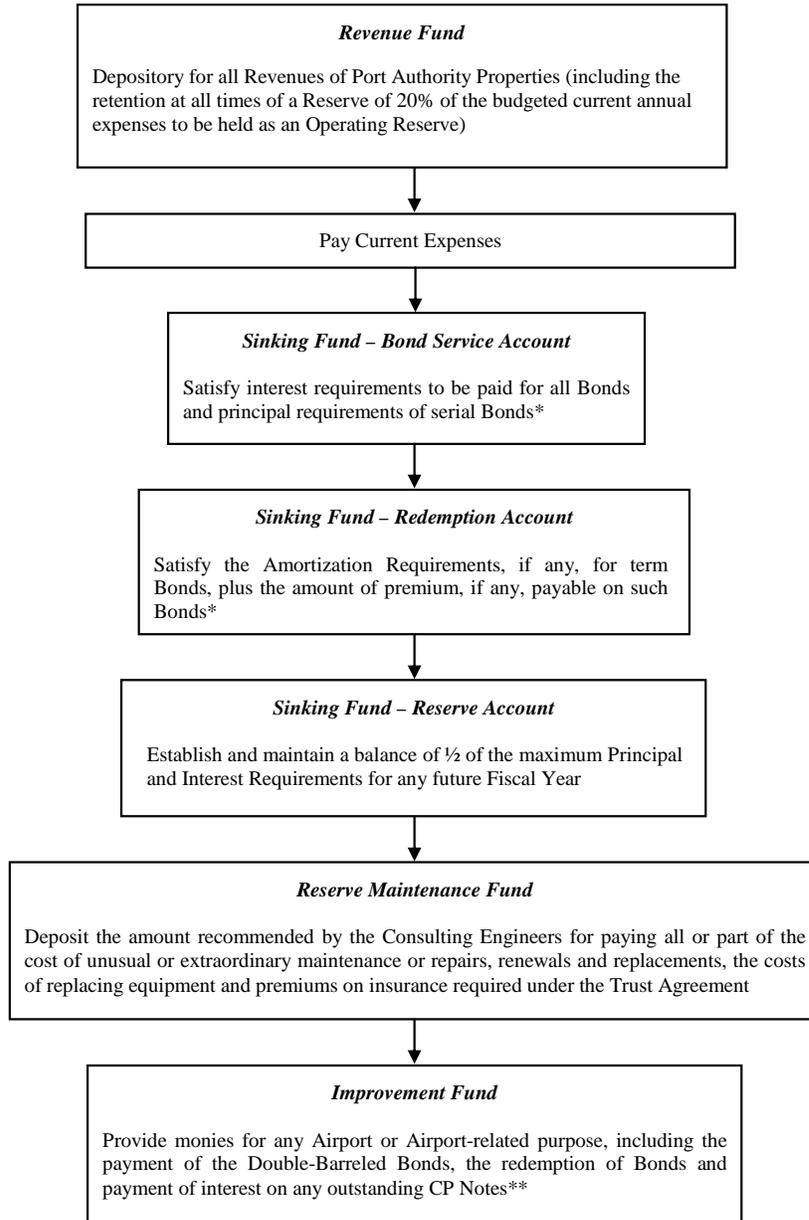
Group	Revenue Fund	Improvement Fund	Reserve Maintenance Fund	Construction Fund
Executive	X		X	
Finance & Strategy	X	X		
Operations	X			X
Public Safety & Security	X		X	X
Facilities Management	X		X	X
Administration	X		X	
Business Retention & Development	X			
Aviation Planning, Land-Use & Grants	X			

# 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.

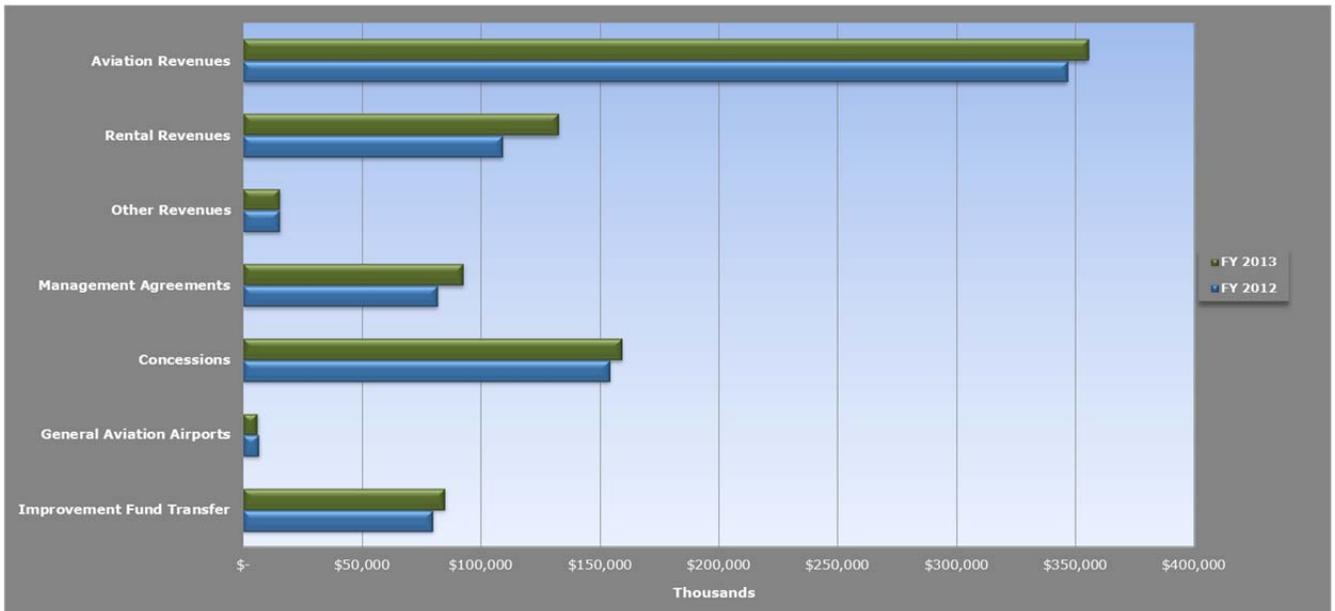
In order to issue bonds, the Trust Agreement requires the County meet certain requirements including statements signed by various outside parties and the Aviation Department Director certifying the capital improvements are necessary and that there will be sufficient net revenues to pay 120% of the annual 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 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Adopted Budget FY 2013</i>	<i>Inc/(Dec) FY 2013 vs FY 2012</i>	
				<i>\$</i>	<i>%</i>
<b>Cash Carryover</b>	<b>\$ 40,978,929</b>	<b>\$ 59,917,331</b>	<b>\$ 65,440,675</b>	<b>\$ 5,523,344</b>	<b>9.2%</b>
Aviation Revenues	316,571,194	346,678,947	355,498,870	8,819,923	2.5%
Rental Revenues	102,947,330	109,306,572	132,781,898	23,475,326	21.5%
Other Revenues	13,572,602	15,638,352	15,591,729	(46,623)	-0.3%
Management Agreements	80,588,598	81,798,466	92,688,901	10,890,435	13.3%
Concessions	146,590,097	154,244,708	159,472,118	5,227,410	3.4%
General Aviation Airports	6,315,137	6,733,966	6,218,158	(515,808)	-7.7%
Improvement Fund Transfer	69,814,545	80,000,000	85,000,000	5,000,000	6.3%
<b>Total Operating Revenues</b>	<b>\$ 777,378,432</b>	<b>\$ 854,318,342</b>	<b>\$ 912,692,349</b>	<b>\$ 58,374,007</b>	<b>6.8%</b>



The chart above is a comparison of the FY 2013 and FY 2012 budgeted operating revenues by the major categories; the greatest percentage change is in Rental revenues which are projected to increase by \$23,475,326 (21.5%). Overall, revenues are projected to increase by \$58,374,007 (6.8%) in FY 2013; primarily due to an expected increase in rented space within the North Terminal and an overall increase in rental rates. Additionally, Management Agreements are expected to increase by \$10,890,435 (13.3%) due to increased maximum daily vehicle parking and valet rates.

## Description of Revenues

The Aviation Department classifies revenues into:

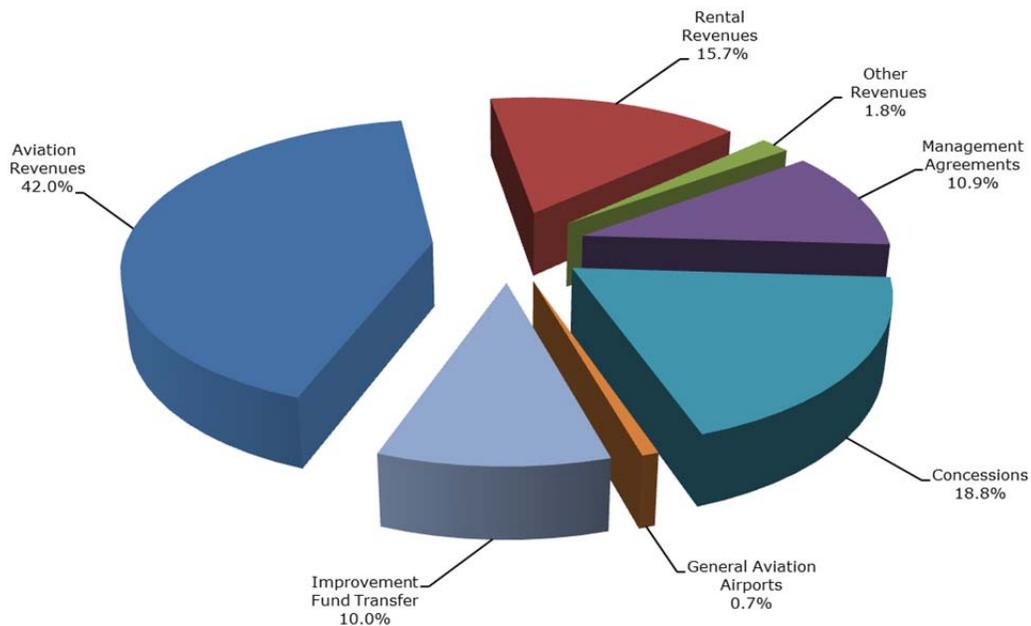
- **Operating Revenue** – those revenues received from aviation operations through rates and fees charged to customers and tenants for use of the airport's assets
- **Non-operating Revenue** – includes interest earnings, certain grants, and Passenger Facility Charges (PFC)

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 2013
Aviation Revenues	355,498,870
Rental Revenues	132,781,898
Other Revenues	15,591,729
Management Agreements	92,688,901
Concessions	159,472,118
General Aviation Airports	6,218,158
Transfer from Improvement Fund	85,000,000
<b>Total</b>	<b><u>\$ 847,251,674</u></b>



The chart above represents the major sources of revenues by percentage; for FY 2013 the major source of revenues is Aviation Revenues which is projected to be 42% of total revenues.

# Revenue Detail

	<i>Actual FY 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Adopted Budget FY 2013</i>	<i>Inc/(Dec) FY 2013 vs 2012</i>	
				<i>\$</i>	<i>%</i>
<b>Aviation Fees</b>					
Airfield Escort	90,828	70,143	164,128	93,985	134.0%
Baggage Devices (Claim)	25,861,876	27,622,773	19,454,304	(8,168,469)	-29.6%
Baggage Make-Up	10,697,604	10,935,997	18,025,053	7,089,056	64.8%
Concourse Domestic	125,256,274	103,227,357	106,035,893	2,808,536	2.7%
Concourse International	67,676,105	104,808,435	113,871,060	9,062,625	8.6%
Pre-Conditioned Air	2,649,555	2,524,123	2,590,021	65,898	2.6%
CUTE System	1,534,042	1,688,460	1,731,065	42,605	2.5%
Loading Bridges	9,139,417	8,436,893	9,355,850	918,957	10.9%
Aircraft Parking	9,959,256	11,135,858	10,886,045	(249,813)	-2.2%
Screening	8,141,157	11,277,937	12,149,194	871,257	7.7%
Premium Landing Fees	329,600	114,706	183,869	69,163	60.3%
<b>Sub-Total</b>	<b>\$ 261,335,715</b>	<b>\$ 281,842,682</b>	<b>\$ 294,446,482</b>	<b>\$ 12,603,800</b>	<b>4.5%</b>
<b>Landing Fees</b>					
Landing Fees	55,235,480	64,836,265	61,052,387	(3,783,878)	-5.8%
<b>Sub-Total</b>	<b>\$ 55,235,480</b>	<b>\$ 64,836,265</b>	<b>\$ 61,052,387</b>	<b>\$ (3,783,878)</b>	<b>-5.8%</b>
<b>Total Aviation Fees With L/F</b>	<b>\$ 316,571,196</b>	<b>\$ 346,678,947</b>	<b>\$ 355,498,870</b>	<b>\$ 8,819,923</b>	<b>2.5%</b>
<b>Rentals</b>					
Structures	35,155,095	32,134,234	37,456,724	5,322,490	16.6%
Terminal Rent -Airline	31,656,463	40,067,663	55,843,967	15,776,304	39.4%
Terminal Rent -Non Airline	3,936,736	4,006,766	5,584,397	1,577,631	39.4%
Terminal Rent - CUTE	9,767,062	10,497,390	11,783,436	1,286,046	12.3%
Machinery	-	800	-	(800)	-100.0%
Aircraft Pavement	1,415,602	1,230,949	1,560,934	329,985	26.8%
Ground	14,320,355	14,862,479	14,175,767	(686,712)	-4.6%
Telephone Services	1,176,480	1,132,287	1,164,607	32,320	2.9%
Janitorial Reg	836,945	1,208,670	1,088,742	(119,928)	-9.9%
Utilities	4,682,592	4,165,334	4,123,324	(42,010)	-1.0%
<b>Total</b>	<b>\$ 102,947,330</b>	<b>\$ 109,306,572</b>	<b>\$ 132,781,898</b>	<b>\$ 23,475,327</b>	<b>21.5%</b>
<b>Commercial Operations</b>					
<b>Concessions</b>					
Duty Free	23,498,645	24,402,266	28,740,733	4,338,467	17.8%
Food & Beverage	15,382,399	17,494,482	18,335,700	841,218	4.8%
Retail/Merchandise	16,228,036	17,016,752	16,774,255	(242,497)	-1.4%
Passenger Service	23,426,677	25,445,524	23,852,238	(1,593,286)	-6.3%
Ground Transportation	7,559,679	7,690,736	8,392,841	702,105	9.1%
Rental Cars	37,758,973	37,893,450	41,679,425	3,785,975	10.0%
Aeronautical Services	9,844,909	8,951,319	6,790,869	(2,160,450)	-24.1%
In-Flight Food Services	7,476,035	8,825,727	7,568,178	(1,257,549)	-14.2%
Security Services	2,993,179	2,729,033	2,834,245	105,212	3.9%
Operational Services	1,770,545	3,268,489	4,263,334	994,845	30.4%
Fuel & Oil	651,020	526,930	240,300	(286,630)	-54.4%
<b>Total</b>	<b>\$ 146,590,097</b>	<b>\$ 154,244,708</b>	<b>\$ 159,472,118</b>	<b>\$ 5,227,410</b>	<b>3.4%</b>
<b>Management Agreements</b>					
Garage Parking - Taxi Lot	40,500,328	41,500,000	51,000,000	9,500,000	22.9%
IAMI Clubs	4,714,237	3,860,325	5,621,240	1,760,915	45.6%
Fuel Farm	17,849,957	18,406,467	17,318,400	(1,088,067)	-5.9%
Fuel Farm-Midfield	2,419,069	2,221,538	2,441,385	219,847	9.9%
Top of the Port	2,663,817	2,942,819	3,036,175	93,356	3.2%
Hotel	12,441,190	12,867,317	13,271,701	404,384	3.1%
<b>Total</b>	<b>\$ 80,588,598</b>	<b>\$ 81,798,466</b>	<b>\$ 92,688,901</b>	<b>\$ 10,890,435</b>	<b>13.3%</b>
<b>Total Commercial Operations</b>	<b>\$ 227,178,695</b>	<b>\$ 236,043,174</b>	<b>\$ 252,161,019</b>	<b>\$ 16,117,845</b>	<b>6.8%</b>

## Revenue Detail (cont)

	<i>Actual</i> <i>FY 2011</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2012</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2013</i>	<i>Inc/(Dec)</i> <i>FY 2013 vs 2012</i>	
				\$	%
<b>Other Revenues</b>					
Delinquency Charges	1,388,942	1,688,598	1,175,129	(513,469)	-30.4%
Expense Refunds	158,110	3,771	808	(2,963)	-78.6%
Interest Income	56,279	100,000	100,000	-	0.0%
Security Deposits	618,209	200,000	200,000	-	0.0%
Reimbursement	381,116	5,126,851	4,915,652	(211,199)	-4.1%
Enforcement	1,427,335	2,199,620	750,000	(1,449,620)	-65.9%
Miscellaneous Income	4,965,646	1,073,572	1,450,140	376,568	35.1%
Sales Tax	4,576,965	5,245,941	7,000,000	1,754,059	33.4%
<b>Total</b>	<b>\$ 13,572,602</b>	<b>\$ 15,638,353</b>	<b>\$ 15,591,729</b>	<b>\$ (46,624)</b>	<b>-0.3%</b>
<b>General Aviation Airports</b>					
<b>Tamiami</b>					
Aircraft Parking	155	-	20	20	100.0%
Fuel & Oil	222,992	313,240	325,028	11,788	3.8%
Building Rentals	801,937	810,126	819,015	8,889	1.1%
Pavement	97,087	89,055	89,777	722	0.8%
Ground Rentals	1,246,004	1,033,109	921,901	(111,208)	-10.8%
Delinquency Charges	140,947	95,660	72,020	(23,640)	-24.7%
Miscellaneous Income	12,997	2,569	5,834	3,265	127.1%
Sales Tax	35,678	23,619	27,958	4,339	18.4%
<b>Total</b>	<b>\$ 2,557,797</b>	<b>\$ 2,367,378</b>	<b>\$ 2,261,553</b>	<b>\$ (105,825)</b>	<b>-4.5%</b>
<b>Opa Locka</b>					
Fuel & Oil	657,126	589,769	679,754	89,985	15.3%
Building Rentals	907,017	1,242,898	988,599	(254,299)	-20.5%
Pavement	94,363	106,051	99,460	(6,591)	-6.2%
Ground Rentals	1,555,183	1,740,092	1,618,650	(121,442)	-7.0%
Delinquency Charges	10,079	53,222	3,153	(50,069)	-94.1%
Miscellaneous Income	(21,758)	94,376	29,784	(64,592)	-68.4%
Sales Tax	89,412	100,846	95,311	(5,535)	-5.5%
<b>Total</b>	<b>\$ 3,291,422</b>	<b>\$ 3,927,254</b>	<b>\$ 3,514,711</b>	<b>\$ (412,543)</b>	<b>-10.5%</b>
<b>Homestead</b>					
Aircraft Parking	15	-	-	-	0.0%
Fuel & Oil	15,687	16,793	16,509	(284)	-1.7%
Building Rentals	96,699	96,000	96,000	-	0.0%
Ground Rentals	320,299	301,413	294,188	(7,225)	-2.4%
Delinquency Charges	357	-	-	-	0.0%
Sales Tax	7,476	11,689	10,000	(1,689)	-14.4%
<b>Total</b>	<b>\$ 440,533</b>	<b>\$ 425,895</b>	<b>\$ 416,697</b>	<b>\$ (9,198)</b>	<b>-2.2%</b>
<b>Training &amp; Transition</b>					
Training Landings	21,652	13,439	25,197	11,758	87.5%
Delinquency Charges	18	-	-	-	0.0%
Miscellaneous Income	3,540	-	-	-	0.0%
Sales Tax	175	-	-	-	0.0%
<b>Total</b>	<b>\$ 25,385</b>	<b>\$ 13,439</b>	<b>\$ 25,197</b>	<b>\$ 11,758</b>	<b>87.5%</b>
<b>Total General Aviation Airports</b>	<b>\$ 6,315,137</b>	<b>\$ 6,733,966</b>	<b>\$ 6,218,158</b>	<b>\$ (515,808)</b>	<b>-7.7%</b>

## Revenue Detail (cont)

	<i>Actual FY 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Adopted Budget FY 2013</i>	<i>Inc/(Dec) FY 2013 vs 2012</i>	
				<i>\$</i>	<i>%</i>
<b>Revenue Summary</b>					
Aviation Fees	261,335,715	281,842,682	294,446,482	12,603,800	4.5%
Landing Fees	55,235,480	64,836,265	61,052,387	(3,783,878)	-5.8%
Rentals	102,947,330	109,306,572	132,781,898	23,475,327	21.5%
Concessions	146,590,097	154,244,708	159,472,118	5,227,410	3.4%
Management Agreements	80,588,598	81,798,466	92,688,901	10,890,435	13.3%
Other Revenues	13,572,602	15,638,353	15,591,729	(46,624)	-0.3%
General Aviation Airports	6,315,137	6,733,966	6,218,158	(515,808)	-7.7%
<b>Total Revenue Summary</b>	<b><u>\$ 666,584,958</u></b>	<b><u>\$ 714,401,012</u></b>	<b><u>\$ 762,251,673</u></b>	<b><u>\$ 47,850,661</u></b>	<b><u>6.7%</u></b>
Cash Carryover	40,978,929	59,917,331	65,440,675	5,523,344	9.2%
Transfer from Improvement Fund	69,814,545	80,000,000	85,000,000	5,000,000	6.3%
<b>Grand Total Revenue Summary</b>	<b><u>\$ 777,378,432</u></b>	<b><u>\$ 854,318,342</u></b>	<b><u>\$ 912,692,349</u></b>	<b><u>\$ 58,374,006</u></b>	<b><u>6.8%</u></b>

## Narrative Overview

Operating and Non-Operating Revenues for FY 2013 are projected to be \$912,692,349, an increase of \$58,374,006 (6.8%) above the FY 2012 Adopted Budget.

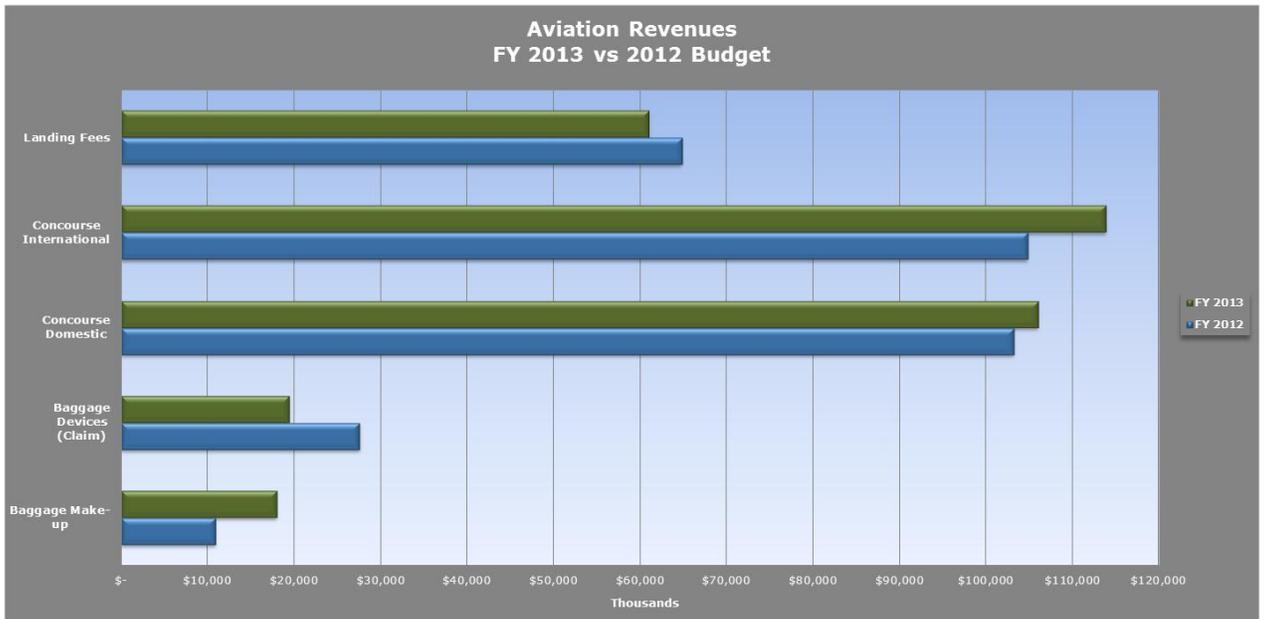
### Aviation Revenues

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 the prior year due to an increase in concourse use fees and an increase in passenger activity. Concourse use fees are projected to increase due to a slight increase in the per-seat rates due to debt service and additional square footage associated with the phased completion of North Terminal construction. More specifically, the international Federal Inspection Service (FIS) area for international passenger processing is contributing most of the additional square footage during FY 2013. As these costs have increased slightly, Miami International Airport was able to reduce the landing fee from \$1.92 in FY 2012 to \$1.75 per 1,000 lbs. in FY 2013.

## Aviation Revenues (cont)



The chart above is a comparison of the FY 2013 and FY 2012 budget of the major categories for Aviation Revenues; the majority of the increase is attributed to Concourse Use Fees International which rose by \$9,062,625 (8.6%) and Baggage Make-up which rose by \$7,089,056 (64.8%).

# Landing Fee

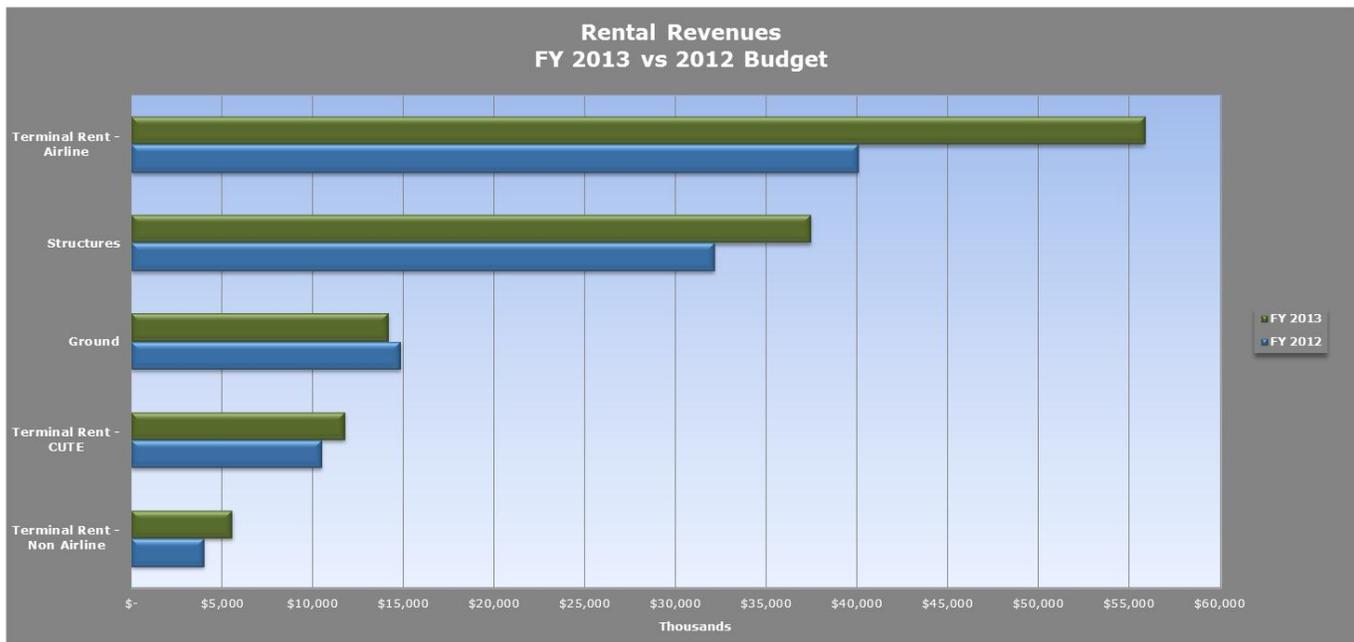
**LANDING FEE CALCULATION  
MIAMI INTERNATIONAL AIRPORT  
For Fiscal Years Ended September 30**

Landing Fee Calculation	Budget Calculation		Variance	% Chg
	FY 2011-12	FY 2012-13		
<b>Airport System Requirement:</b>				
Principal & Interest Requirement	\$ 370,208,136	\$ 372,261,240	\$ 2,053,104	0.6%
Less: PFC Revenue	(85,000,000)	(50,750,000)	34,250,000	-40.3%
Net P & I Requirement	<b>\$285,208,136</b>	<b>\$321,511,240</b>	<b>\$ 36,303,104</b>	<b>12.7%</b>
Times Coverage Factor	1.20	1.20		
P&I Requirement Plus Coverage	\$ 342,249,763	\$ 385,813,487	\$ 43,563,724	12.7%
Current Expenses	422,197,903	428,919,708	6,721,805	1.6%
Increase/(Decrease) in O&M Reserve	5,523,344	3,186,478	(2,336,866)	0.0%
Deposit from Bond Service Account (Interest)	(3,000,000)	(3,000,000)	-	0.0%
Deposit to Reserve Maintenance Fund	12,000,000	17,000,000	5,000,000	41.7%
Subordinate Debt Payment	15,430,000	15,432,000	2,000	100.0%
<b>Total Requirement [A]</b>	<b>\$794,401,010</b>	<b>\$847,351,673</b>	<b>\$52,950,663</b>	<b>6.7%</b>
<b>Less: Revenues Net of Landing Fees</b>				
Aviation Fees	\$281,842,682	\$294,446,483	\$12,603,801	4.5%
Terminal Rentals	54,571,819	73,211,800	18,639,981	34.2%
Structure & Other Rentals	54,734,753	59,570,098	4,835,345	8.8%
Commercial Revenues	236,043,174	252,161,019	16,117,845	6.8%
Other Revenues	15,638,352	15,591,729	(46,623)	-0.3%
G/A Airports	6,733,966	6,218,158	(515,808)	-7.7%
Transfer from Improvement Fund (Deposit)	80,000,000	85,000,000	5,000,000	6.3%
<b>Total Revenues [B]</b>	<b>\$729,564,746</b>	<b>\$786,199,287</b>	<b>\$56,634,541</b>	<b>7.8%</b>
<b>Amount Recovered from Landing Fees [A-B]</b>	<b>\$ 64,836,265</b>	<b>\$ 61,152,387</b>	<b>(\$3,683,878)</b>	<b>-5.7%</b>
Less: Sept. collections (prior yr) from Ldg. Fees [D]	\$4,361,078	\$4,934,667	573,589	13.2%
<b>Net Amt Recovered from Landing Fees [C-D]</b>	<b>\$ 60,475,187</b>	<b>\$ 56,217,720</b>	<b>(\$4,257,467)</b>	<b>-7.0%</b>
Estimated Landed Weight in 1,000 lb. units (1) [F]	31,450,000	32,097,500	647,500	2.1%
<b>Landing Fee Rate (per 1,000 lb. unit) [E/F]</b>	<b>\$1.92</b>	<b>\$1.75</b>	<b>(\$0.17)</b>	<b>0.0%</b>
<b>Total Landing Fee Revenue [G*F+D]</b>	<b>\$64,836,265</b>	<b>\$61,152,387</b>	<b>-\$3,683,878</b>	<b>-5.7%</b>

## 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 for FY 2013 is due to the expected increase in North Terminal rented space as American Airlines relocates most of their operations from Central Terminal to North Terminal due to phased completion of construction. Rental revenue from structures is expected to increase due to increased occupancy in cargo buildings and a change in rental recovery method for Miami International Airports' fixed-base operator (FBO).

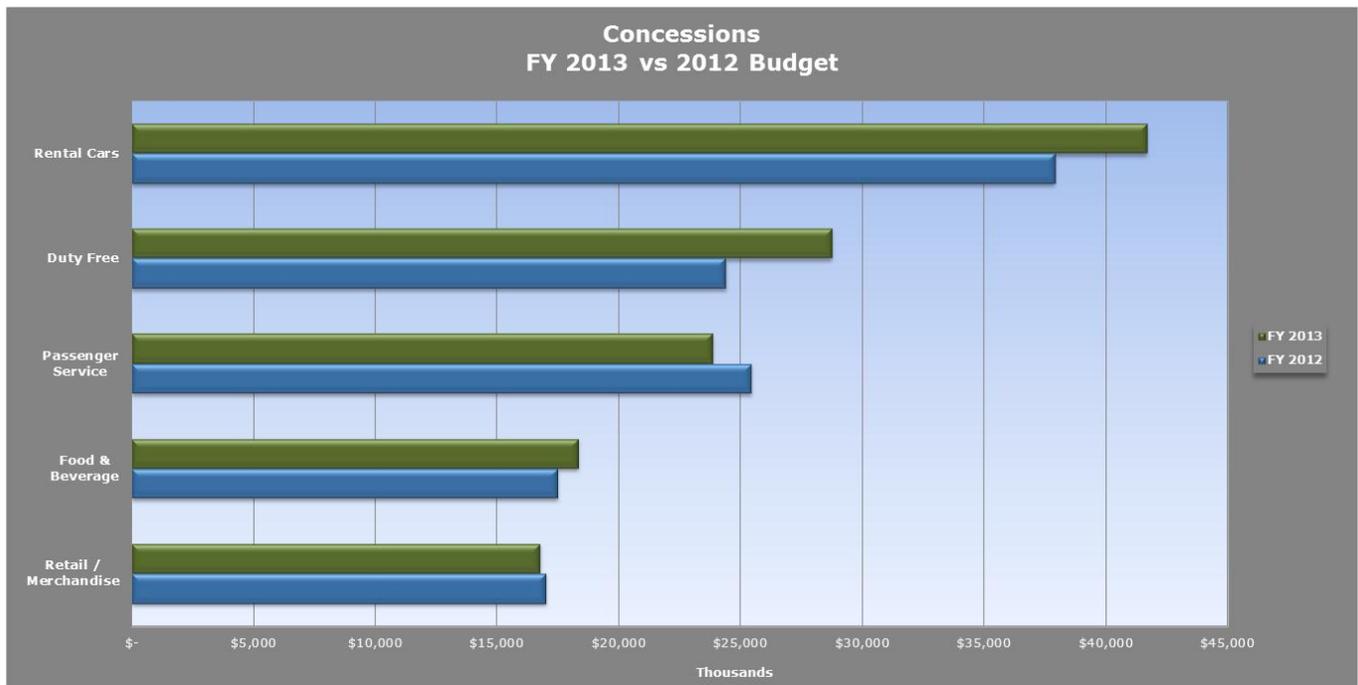


The chart above is a comparison of the FY 2013 and FY 2012 budget of the major categories for Rental Revenues; the majority of the increase is attributable to Terminal Rent-Airlines which went up by \$15,776,304 (39.4%).

## 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 are primarily generated from rental cars, duty-free shops, food & beverage, passenger services and retail/merchandise. Concession revenues fluctuate with passenger activity. Rental car revenues are projected to improve due to passenger activity and the fact that the consolidated rental car facility is now connected to the airport terminal by the Automated People Mover (APM) train. Revenue from duty-free shops and food & beverage are projected to increase due to additional locations in North Terminal. Some locations were opened in small, temporary locations during construction. Passenger services such as baggage services, currency exchange and advertising are expected to increase based on passenger improvements.

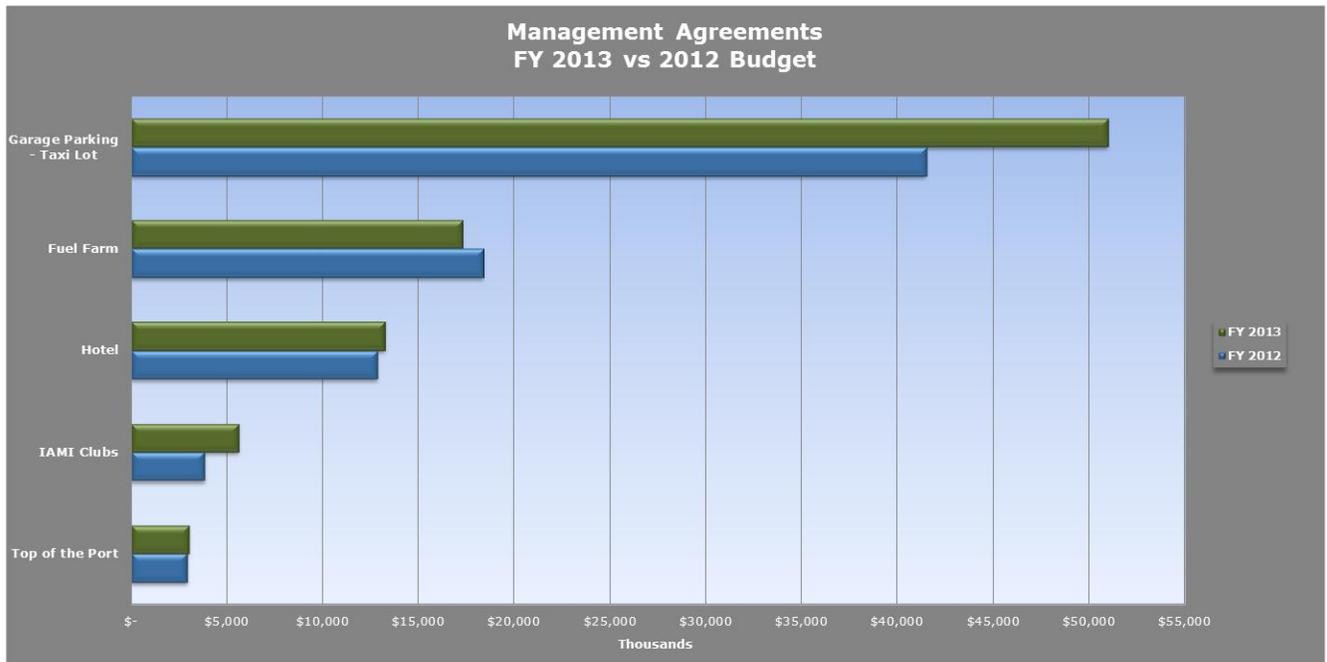


The chart above is a comparison of the FY 2013 and FY 2012 budget of the major categories for Concessions; the majority of the increase is attributable to the Duty Free which went up by \$4,338,467 (17.8%).

## 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.

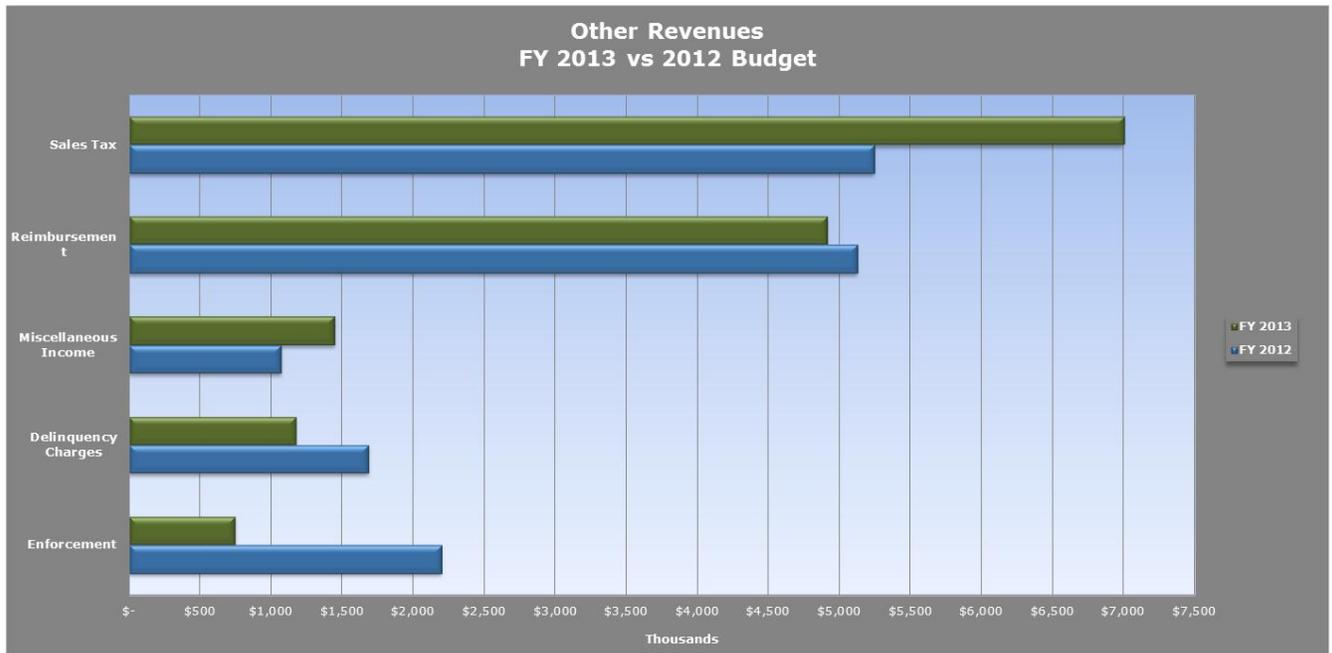
Management Agreement revenue is projected to increase in FY 2013 due to expected improvement in passenger traffic. Most of the increase is expected in the category of Parking Garage, VIP Clubs and Hotel. Parking garage revenues are expected to increase due to a revision to the rate structure and increase in the daily maximum. VIP clubs are expected to increase due to improved passenger traffic and the relocation of the VIP club in South Terminal from pre-security to post-security. The MIA Hotel is undergoing renovations and is expected to contribute higher revenues in FY 2013 based on improved passenger traffic and an increase in the overnight room rate.



The chart above is a comparison of the FY 2013 and FY 2012 budget for Management Agreements; the majority of the increase is attributable to the Garage Parking-Taxi Lot which went up by \$9,500,00 (22.9%).

## Other Revenues

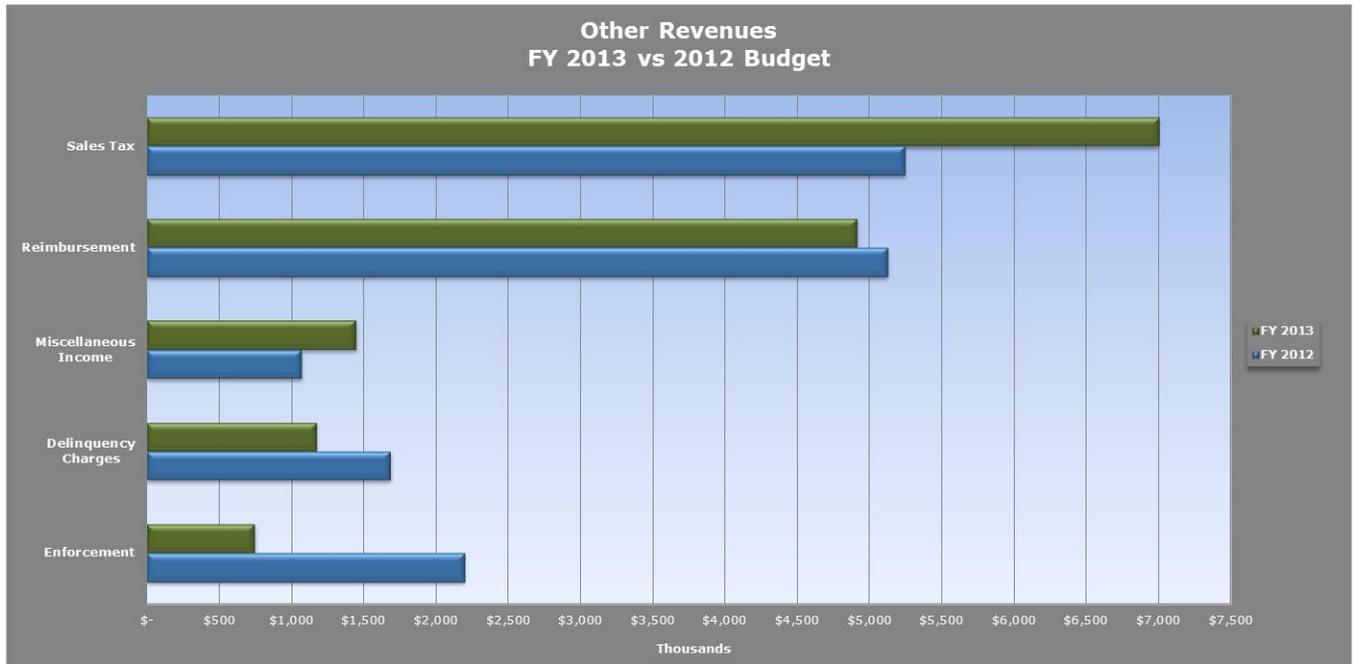
Other Revenues consist of various items including delinquency charges, expense refunds, interest income, security deposits, grant reimbursement, miscellaneous income and sales tax. Other revenues are projected to increase in the FY 2013 budget mostly due to increase in sales tax receipts to accurately reflect sales tax expense and reimbursements received from the consolidated Rental Car Facility for Police, security and janitorial services.



The chart above is a comparison of the FY 2013 and FY 2012 budget of the major categories for Other Revenues; the majority of the increase is attributable to Sales Tax which went up by \$1,754,059 (33.4%).

## 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 decrease in the FY 2013 budget primarily due to the reassignment of the FBO leasehold (from Falcontrust Air to Landmark Aviation) at Kendall-Tamiami airport and a slight reduction in appraised land rental rates at Opa-Locka airport.



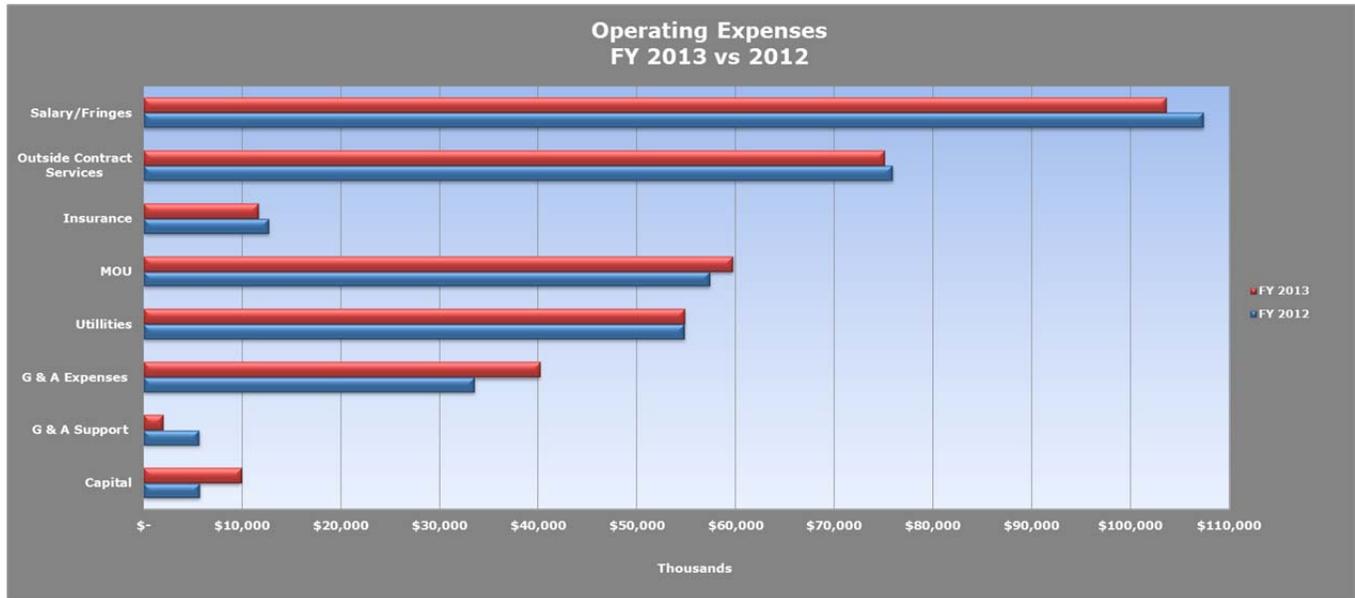
The chart above is a comparison of the FY 2013 and FY 2012 budget for General Aviation Airports; the majority of the decrease is attributable to Opa Locka Airport which went down by \$412,543 (-10.5%).

# Budget Overview: Operating Expenses

## Budget Comparison

	<i>Actual</i> FY 2011	<i>Adopted</i> Budget FY 2012	<i>Adopted</i> Budget FY 2013	<i>Inc/(Dec)</i> FY 2013 vs FY 2012	
				\$	%
<b>Salary/Fringes</b>					
Regular	\$ 78,930,037	\$ 81,693,879	\$ 77,694,581	\$ (3,999,298)	-4.9%
Over-time	3,318,981	3,694,030	3,464,204	(229,826)	-6.2%
Fringes	23,528,014	22,013,902	22,455,194	441,292	2.0%
<b>Total Salary/Fringes</b>	<b>\$ 105,777,032</b>	<b>\$ 107,401,811</b>	<b>\$ 103,613,979</b>	<b>\$ (3,787,832)</b>	<b>-3.5%</b>
Outside Contract Services	57,386,277	75,911,293	75,057,294	(853,999)	-1.1%
Utilities	47,545,118	54,830,844	54,859,046	28,202	0.1%
G & A Expenses	21,037,943	33,585,110	40,147,624	6,562,514	19.5%
G & A Administrative Support	4,875,753	5,678,000	1,958,172	(3,719,828)	-65.5%
Insurance	9,324,683	12,701,000	11,651,000	(1,050,000)	-8.3%
MOU	50,166,768	57,412,905	59,693,968	2,281,063	4.0%
Capital	2,195,405	5,724,431	9,921,091	4,196,660	73.3%
<b>Total Other</b>	<b>\$ 192,531,946</b>	<b>\$ 245,843,583</b>	<b>\$ 253,288,195</b>	<b>\$ 7,444,612</b>	<b>3.0%</b>
Management Agreements	75,228,964	68,952,509	72,017,534	3,065,025	4.4%
<b>Total Operating Expenses</b>	<b>\$ 373,537,942</b>	<b>\$ 422,197,903</b>	<b>\$ 428,919,708</b>	<b>\$ 6,721,805</b>	<b>1.6%</b>
Transfer to Improvement Fund	101,946,704	57,041,628	64,202,247	7,160,619	12.6%
Transfer to Debt Service-Sinking Fund	228,531,000	282,208,136	318,511,240	36,303,104	12.9%
Transfer to Reserve Maintenance	25,000,000	12,000,000	17,000,000	5,000,000	41.7%
DB GOB Debt Service Account	-	15,430,000	15,432,000	2,000	0.0%
<b>Total Transfers</b>	<b>\$ 355,477,704</b>	<b>\$ 366,679,764</b>	<b>\$ 415,145,487</b>	<b>\$ 48,465,723</b>	<b>13.2%</b>
Cash Reserve	48,362,787	65,440,675	68,627,153	3,186,478	4.9%
<b>Total Expenses &amp; Transfers</b>	<b>\$ 777,378,433</b>	<b>\$ 854,318,342</b>	<b>\$ 912,692,349</b>	<b>\$ 58,374,006</b>	<b>6.8%</b>

## Budget Comparison (cont)



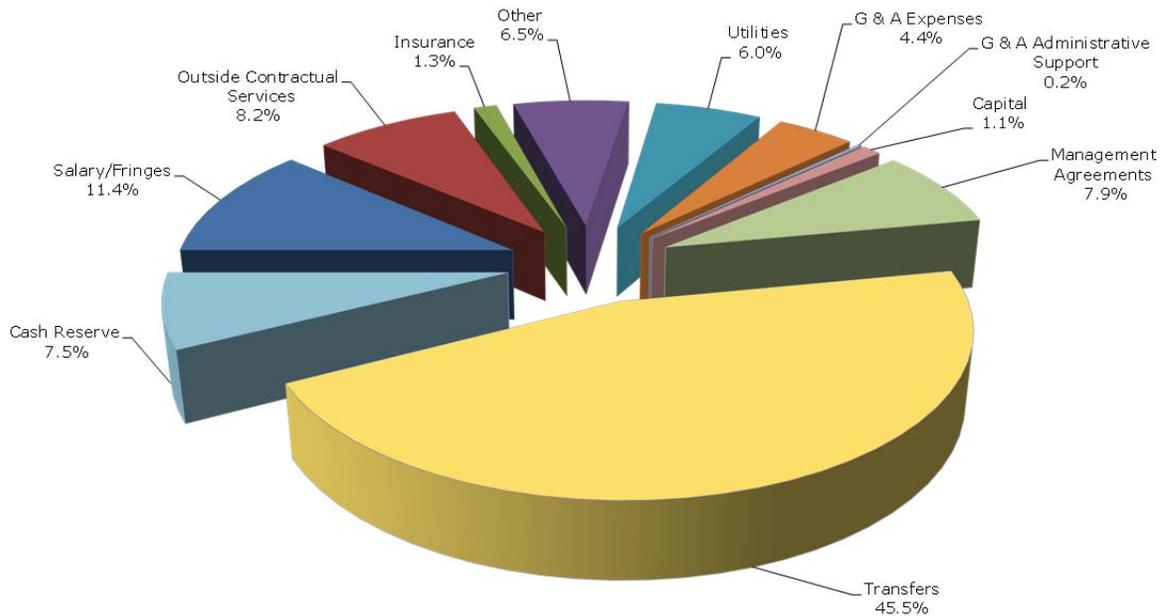
The chart above is a comparison of the FY 2013 and FY 2012 budgeted operating expenses by category; overall operating expenses increased by \$6,721,805 (1.6%). This is due to a net effect of an increase in G & A Expenses, Capital, and Management Agreements, offset by a decrease in Salary/Fringes and G & A Administrative Support.

## Major Drivers

<b>FY 2011-12 Budget</b>	<b>\$ 854,318,342</b>
<b>Proposed personnel costs</b>	
Salary/Fringe Adjustments	(3,558,006)
Decrease in over-time	(229,826)
<b>Proposed variance in personnel costs</b>	<b>850,530,510</b>
Outside Contract Services	(853,999)
Insurance	(1,050,000)
MOU	2,281,063
Utilities	28,202
G & A Expenses	6,562,514
G & A Administrative Support	(3,719,828)
Capital	4,196,660
Management Agreements	3,065,025
Transfers	48,465,723
Cash Reserve	3,186,478
<b>FY 2012-13 Budget</b>	<b>\$ 912,692,349</b>

## Budget by Category

Category	Adopted Budget FY 2013
Salary/Fringes	\$ 103,613,979
Outside Contractual Services	75,057,294
Insurance	11,651,000
MOU	59,693,968
Utilities	54,859,046
G & A Expenses	40,147,624
G & A Administrative Support	1,958,172
Capital	9,921,091
Management Agreements	72,017,534
Transfers	415,145,487
Cash Reserve	68,627,153
<b>Total</b>	<b><u><u>\$ 912,692,349</u></u></b>



The chart above represents the categories within the operating and non operating expenses as a percentage of the total. The major component of the operating expenses is salary/fringes with 11.4% and the major component of the non operating expenses is the interfund transfers with 45.5%.

## Narrative Overview

The Aviation Department's total expenses, including non-operating expenses are estimated to increase from \$854,318,342 in FY 2012 to \$912,692,349 in FY 2013. This represents an increase of \$58,374,006 (6.8%).

### Operating Expenses

- **Salary** includes regular, overtime, sick, annual, holiday leave, etc. Regular salaries decreased from \$85,193,305 in FY 2012 to \$81,158,785 in FY 2013, which represents a decrease of \$4,229,124 (-5.0%). The decrease is due to the net effect of addition of 21 positions that were converted from part time to full time, offset by a decrease in regular salaries for furlough.
- **Fringes** includes the Department's contribution for social security, retirement, health insurance, life insurance, workmen's compensation insurance, unemployment insurance, long-term disability insurance and short-term disability insurance. Fringes will increase by \$441,292 (2.0%), from \$22,013,902 in FY 2012 to \$22,455,194 in FY 2013, due to increase in health insurance contribution by the County.
- **Outside Contractual Services** represents expenses for services provided by outside sources. These expenses decreased by \$853,999 (-1.1%) from \$75,911,293 in FY 2012 to \$75,057,294 in FY 2013.
- **Utilities** include expenses for telephone, gas, electric, water, waste collection, and storm water utility services. These expenses are expected to increase by \$28,202 (0.1%) from \$54,830,844 in FY 2012 to \$54,859,046 in FY 2013.
- **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 \$6,562,514 (19.5%) from \$33,585,110 in FY 2012 to \$40,147,624 in FY 2013. The major increase is for special projects and payment of Florida sales tax, which is a pass through from taxes, collected on various rental and management agreements.
- **General & Administrative Support** is the Aviation Department's indirect payment to the County for support services. General & Administrative Support expenses decreased by \$3,719,828 (-65.5%), from \$5,678,000 in FY 2012 to \$1,958,172 in FY 2013, due to a decrease in the rate multiplier established by the General Fund Reimbursement study (MAXIMUS study).

## Narrative Overview (cont)

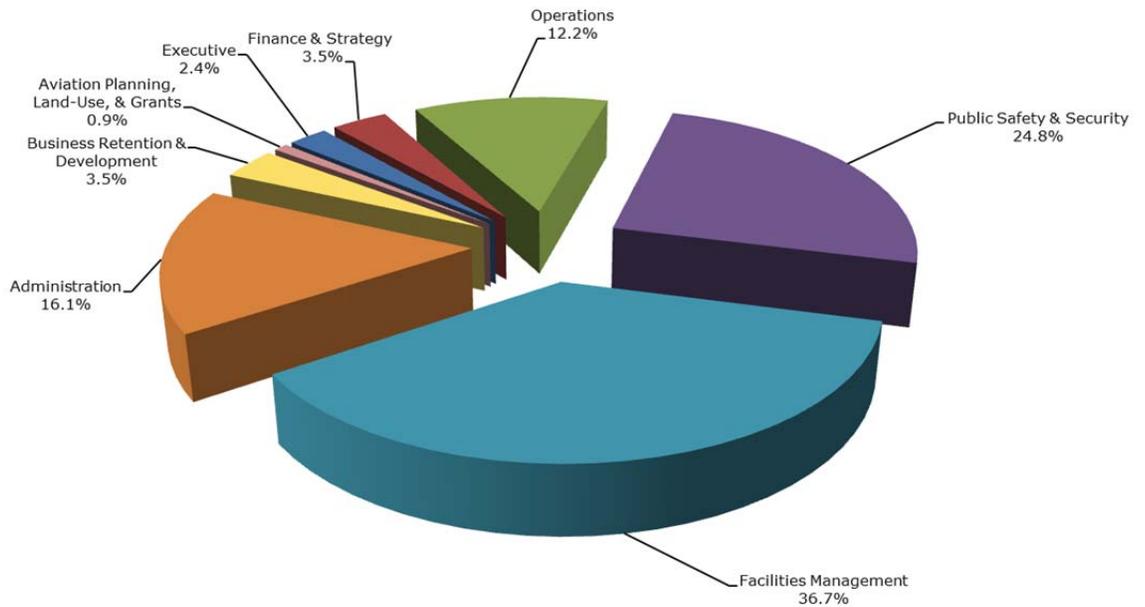
- **Insurance** includes expenses for various types of insurance premiums such as motor vehicle liability, fire/property, airport public liability, deductible claims liability, etc. These expenses will decrease by \$1,050,000 (-8.3%), from \$12,701,000 in FY 2012 to \$11,651,000 in FY 2013, the decrease is due to reduction in fire/property insurance, airport public liability insurance, and 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 \$2,281,063 (4.0%) from \$57,412,905 in FY 2012 to \$59,693,968 in FY 2013. The increase is primarily due to Memorandum of Understanding (MOU) with the Miami-Dade Police Department and Miami-Dade Fire Rescue Department. In addition new MOU's were established with the Community Information and Outreach Department and the Office of Economic Development and International Trade.
- **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 \$4,196,660 (73.3%), from \$5,724,431 in FY 2012 to \$9,921,091 in FY 2013. The increase is due to reclassification of capital items purchased from Reserve Maintenance Fund to Revenue Fund.
- **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 \$3,065,025 (4.4%), from \$68,952,509 in FY 2012 to \$72,017,534 in FY 2013.

## 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 \$48,465,723 (13.2%), from \$366,679,764 in FY 2012 to \$415,145,487 in FY 2013. The major portion of this increase is due to increments in the transfers to the Debt Service, Improvement, and Reserve Maintenance Fund.

## Budget by Group

Group	Adopted Budget FY 2013
Executive	\$ 6,928,228
Finance & Strategy	9,937,857
Operations	34,521,342
Public Safety & Security	70,395,327
Facilities Management	104,276,043
Administration	45,669,766
Business Retention & Development	9,867,716
Aviation Planning, Land-Use, & Grants	2,500,723
<b>Total</b>	<b><u><u>\$ 284,097,002</u></u></b>



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 36.7%.

## Expense Summary by Group

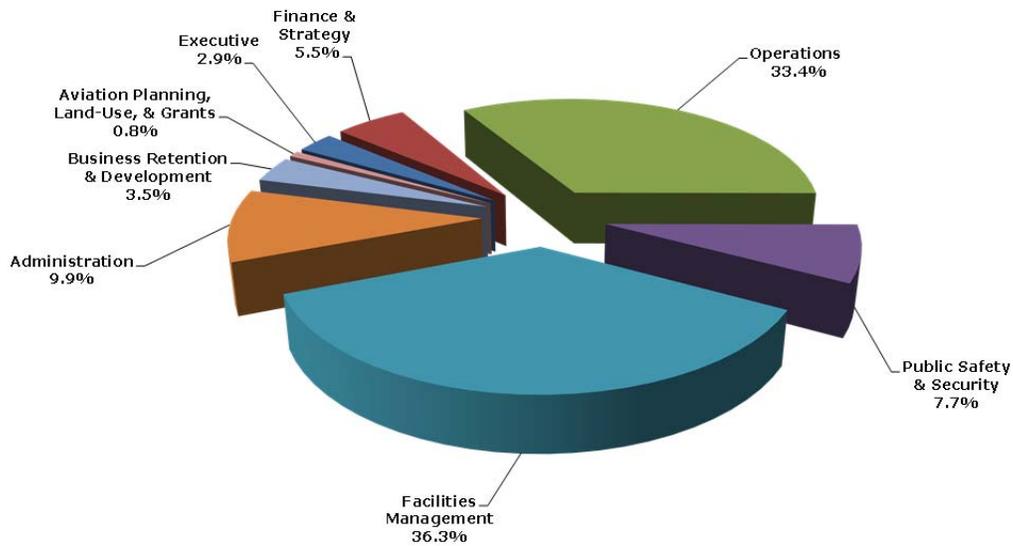
	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2011</i>	<i>Budget</i> <i>FY 2012</i>	<i>Budget</i> <i>FY 2013</i>	<i>FY 2013 vs FY 2012</i> \$	%
<b>Executive Group</b>					
Salary/Fringes	5,425,932	5,081,986	5,148,148	66,162	1.3%
Outside Contract Services	845,476	537,230	548,230	11,000	2.0%
MOU	-	670,000	670,000	-	0.0%
G & A Expenses	353,205	551,300	561,850	10,550	1.9%
Capital	-	-	-	-	0.0%
<b>Total</b>	<b>\$ 6,624,613</b>	<b>\$ 6,840,516</b>	<b>\$ 6,928,228</b>	<b>\$ 87,712</b>	<b>1.3%</b>
<b>Finance &amp; Strategy Group</b>					
Salary/Fringes	5,989,508	6,104,203	6,058,917	(45,286)	-0.7%
Outside Contract Services	1,903,248	2,736,100	2,403,100	(333,000)	-12.2%
MOU	1,308,983	907,000	900,000	(7,000)	-0.8%
G & A Expenses	122,954	570,675	568,840	(1,835)	-0.3%
Capital	1,540	2,000	7,000	5,000	250.0%
<b>Total</b>	<b>\$ 9,326,233</b>	<b>\$ 10,319,978</b>	<b>\$ 9,937,857</b>	<b>\$ (382,121)</b>	<b>-3.7%</b>
<b>Operations Group</b>					
Salary/Fringes	29,062,406	31,926,176	30,814,504	(1,111,672)	-3.5%
Outside Contract Services	666,178	719,619	847,537	127,918	17.8%
Utilities	240,129	366,000	366,000	-	0.0%
G & A Expenses	517,425	896,411	869,701	(26,710)	-3.0%
Capital	16,671	1,342,102	1,623,600	281,498	21.0%
<b>Total</b>	<b>\$ 30,502,809</b>	<b>\$ 35,250,308</b>	<b>\$ 34,521,342</b>	<b>\$ (728,966)</b>	<b>-2.1%</b>
<b>Public Safety &amp; Security Group</b>					
Salary/Fringes	7,671,392	6,842,782	6,588,069	(254,713)	-3.7%
Outside Contract Services	5,408,169	7,626,384	7,050,109	(576,275)	-7.6%
MOU	46,758,362	52,232,131	54,121,194	1,889,063	3.6%
Utilities	60,681	77,000	70,000	(7,000)	-9.1%
G & A Expenses	1,308,486	1,709,208	1,769,669	60,461	3.5%
Capital	84,861	403,009	796,286	393,277	97.6%
<b>Total</b>	<b>\$ 61,291,951</b>	<b>\$ 68,890,514</b>	<b>\$ 70,395,327</b>	<b>\$ 1,504,813</b>	<b>2.2%</b>
<b>Facilities Management Group</b>					
Salary/Fringes	38,936,690	38,485,752	36,754,049	(1,731,703)	-4.5%
Outside Contract Services	35,063,286	48,089,484	45,909,644	(2,179,840)	-4.5%
MOU	2,099,423	3,603,774	3,653,774	50,000	1.4%
Utilities	3,137,627	3,552,844	3,588,046	35,202	1.0%
G & A Expenses	7,041,486	10,098,044	12,477,930	2,379,886	23.6%
Capital	547,535	1,070,275	1,892,600	822,325	76.8%
<b>Total</b>	<b>\$ 86,826,047</b>	<b>\$ 104,900,173</b>	<b>\$ 104,276,043</b>	<b>\$ (624,130)</b>	<b>-0.6%</b>

## Expense Summary by Group (cont)

	<i>Actual</i> <i>FY 2011</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2012</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2013</i>	<i>Inc/(Dec)</i> <i>FY 2013 vs FY 2012</i>	
				<i>\$</i>	<i>%</i>
<b>Administration Group</b>					
Salary/Fringes	13,721,678	13,793,061	13,003,631	(789,430)	-5.7%
Outside Contract Services	9,867,556	9,958,236	12,139,320	2,181,084	21.9%
Insurance	9,324,683	12,701,000	11,651,000	(1,050,000)	-8.3%
MOU	-	-	309,000	309,000	100.0%
G & A Expenses	3,949,622	5,614,113	6,096,210	482,097	8.6%
Capital	131,428	317,045	2,470,605	2,153,560	679.3%
<b>Total</b>	<b>\$ 36,994,967</b>	<b>\$ 42,383,455</b>	<b>\$ 45,669,766</b>	<b>\$ 3,286,311</b>	<b>7.8%</b>
<b>Business Retention &amp; Development Group</b>					
Salary/Fringes	3,899,447	4,046,817	4,201,671	154,854	3.8%
Outside Contract Services	1,145,025	1,588,740	2,110,471	521,731	32.8%
MOU	-	-	40,000	40,000	100.0%
G & A Expenses	561,619	2,212,509	2,884,574	672,065	30.4%
Capital	140,481	90,000	631,000	541,000	601.1%
<b>Total</b>	<b>\$ 5,746,571</b>	<b>\$ 7,938,066</b>	<b>\$ 9,867,716</b>	<b>\$ 1,929,650</b>	<b>24.3%</b>
<b>Aviation Planning, Land-Use, &amp; Grants Group</b>					
Salary/Fringes	1,069,979	1,121,034	1,044,990	(76,044)	-6.8%
Outside Contract Services	1,244,569	1,381,000	1,436,883	55,883	4.0%
G & A Expenses	4,516	17,850	18,850	1,000	5.6%
Capital	-	-	-	-	0.0%
<b>Total</b>	<b>\$ 2,319,064</b>	<b>\$ 2,519,884</b>	<b>\$ 2,500,723</b>	<b>\$ (19,161)</b>	<b>-0.8%</b>
<b>Total of all Groups</b>					
Salary/Fringes	105,777,032	107,401,811	103,613,979	(3,787,832)	-3.5%
Outside Contract Services	56,143,507	72,636,793	72,445,294	(191,499)	-0.3%
Insurance	9,324,683	12,701,000	11,651,000	(1,050,000)	-8.3%
MOU	50,166,768	57,412,905	59,693,968	2,281,063	4.0%
Utilities	3,438,437	3,995,844	4,024,046	28,202	0.7%
G & A Expenses	13,859,313	21,670,110	25,247,624	3,577,514	16.5%
Capital	922,516	3,224,431	7,421,091	4,196,660	130.2%
<b>Total</b>	<b>\$ 239,632,254</b>	<b>\$ 279,042,894</b>	<b>\$ 284,097,002</b>	<b>\$ 5,054,108</b>	<b>1.8%</b>

## Personnel by Group

Group	Adopted Budget FY 2013
Executive	35
Finance & Strategy	67
Operations	410
Public Safety & Security	95
Facilities Management	446
Administration	121
Business Retention & Development	43
Aviation Planning, Land-Use, & Grants	10
<b>Total</b>	<b>1,227</b>

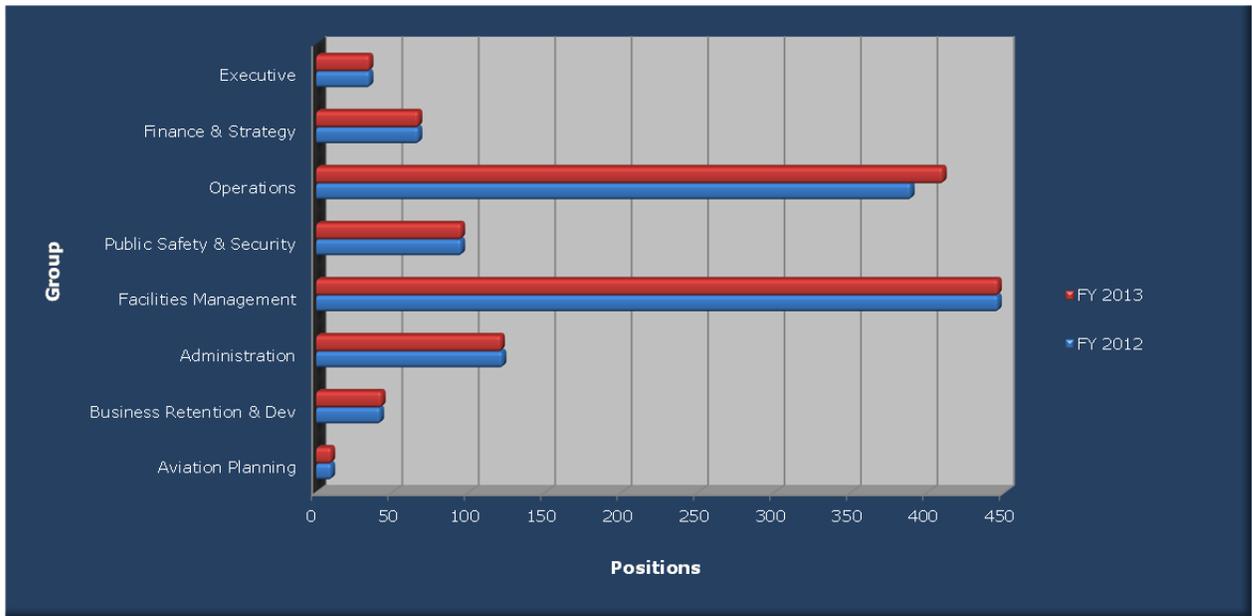


The chart above represents the budgeted positions by Group as a percentage of the total; The Group that comprises the majority of the positions is the Facilities Management Group with 36.3%.

## Personnel Summary by Group

	<i>Actual FY 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Adopted Budget FY 2013</i>	<i>Inc/(Dec) FY12 vs FY11</i>
<b>Executive Group</b>				
Executive	11	11	13	2
Legal	13	15	14	(1)
Governmental Affairs	4	4	4	-
North Terminal Development	5	5	4	(1)
<b>Total</b>	<b>33</b>	<b>35</b>	<b>35</b>	<b>-</b>
<b>Finance &amp; Strategy Group</b>				
Finance & Strategy	5	6	6	-
Accounting	41	41	41	-
Capital Finance	1	1	1	-
Program Controls	6	6	6	-
Professional Compliance	3	3	3	-
Financial Planning & Performance Analysis	4	5	5	-
Cash Management	5	5	5	-
<b>Total</b>	<b>65</b>	<b>67</b>	<b>67</b>	<b>-</b>
<b>Operations Group</b>				
Airside Operations	95	98	98	-
Terminal Operations	124	126	147	21
Landside Operations	120	127	127	-
GAA Operations	23	23	23	-
Aviation Noise Abatement	5	5	5	-
Protocol & International Affairs	10	10	10	-
<b>Total</b>	<b>377</b>	<b>389</b>	<b>410</b>	<b>21</b>
<b>Public Safety &amp; Security Group</b>				
Police Services	-	-	-	-
Fire & Rescue	-	-	-	-
Security & Safety	87	86	87	1
Communications	9	9	8	(1)
<b>Total</b>	<b>96</b>	<b>95</b>	<b>95</b>	<b>-</b>
<b>Facilities Management Group</b>				
Facilities Management	11	11	12	1
Maintenance	397	420	419	(1)
Civil Environmental Engineering	15	15	15	-
<b>Total</b>	<b>423</b>	<b>446</b>	<b>446</b>	<b>-</b>
<b>Administration Group</b>				
Administration	3	4	3	(1)
Human Resources	24	24	24	-
Contracts Administration	7	6	6	-
Information Systems	56	56	56	-
Minority Affairs	8	8	8	-
Commodities Management	23	24	24	-
<b>Total</b>	<b>121</b>	<b>122</b>	<b>121</b>	<b>(1)</b>
<b>Business Retention &amp; Development Group</b>				
Real Estate Management & Development	17	20	21	1
Fine Arts & Cultural Affairs	2	2	2	-
Marketing	10	10	10	-
Airport Concession Business Development	5	6	6	-
Communication, Hospitality, & Transportation Services	3	4	4	-
<b>Total</b>	<b>37</b>	<b>42</b>	<b>43</b>	<b>1</b>
<b>Aviation Planning, Land-Use &amp; Grants Group</b>				
Aviation Planning, Land-Use & Grants	9	10	10	-
<b>Total</b>	<b>9</b>	<b>10</b>	<b>10</b>	<b>-</b>
<b>Department Total</b>	<b>1,161</b>	<b>1,206</b>	<b>1,227</b>	<b>21</b>

## Personnel Summary by Group (cont)



The chart above is a comparison by Group between the number of positions budgeted for in FY 2013 and FY 2012; the major change was in the Operations Group.

## Personnel Changes by Group

Executive Group	Purpose
<b>Executive</b> Transfer in - Aviation Property Manager 2 from Real Estate Management & Development Division  Transfer in - Airport Computer Operations Support Clerk 2 from Maintenance Division	Position transferred due to reorganization of staff  Position transferred due to reorganization of staff
<b>Legal</b> Eliminated - Paralegal Specialist	Reduction of staff
<b>North Terminal Development</b> Eliminated - Airport Secretary	Reduction of Staff
Operations Group	Purpose
<b>Terminal Operations</b> New position - 21 Airport Operations Specialist converted from part time to full time employees	To assist with customer service and passenger safety concerns
Public Safety & Security Group	Purpose
<b>Security &amp; Safety</b> Transfer in - Aviation Security Manager from Communications Division	Positions transferred due to reorganization of staff
<b>Communications</b> Transfer out - Aviation Security Manager to Security & Safety Division	Position transferred due to reorganization of staff
Facilities Management Group	Purpose
<b>Facilities Management</b> Transfer in - Aviation Contract Review & Compliance Coordinator from Maintenance Division	Position transferred due to reorganization of staff
<b>Maintenance</b> Transfer in - Airport Clerk 2 from Administration Division  Transfer out - Airport Computer Operations Support Clerk 2 to Executive Division  Transfer out - Aviation Contract Review & Compliance Coordinator to Facilities Management Division	Positions transferred due to reorganization of staff  Positions transferred due to reorganization of staff  Position transferred due to reorganization of staff
Administration Group	Purpose
<b>Administration</b> Transfer out - Airport Clerk 2 to Maintenance Division	Position transferred due to reorganization of staff
<b>Human Resources</b> New position - Airport Records Center Clerk 2  Eliminated - Airport Duplicating Equipment Operator 2	Reclassification of position  Reclassification of position
Business Retention & Development Group	Purpose
<b>Real Estate Management &amp; Development</b> Transfer out - Aviation Property Manager 2 to Executive Division  New position - Aviation Property Manager 2  New position - Airport Property Manager 3	Position transferred due to reorganization of staff  To oversee property management and meet the demand for tenant monitoring and customer service  To oversee property management and meet the demand for tenant monitoring and customer service

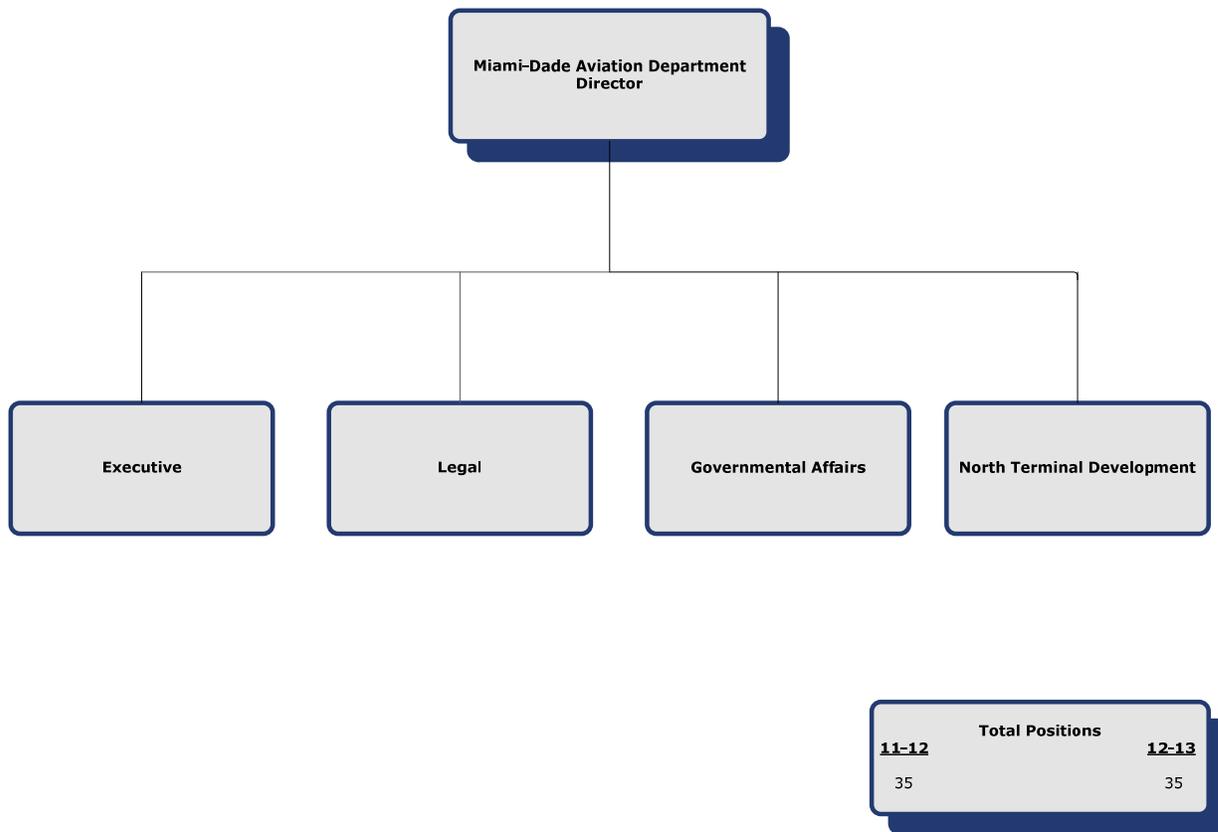
# Executive Group

---

## Overview

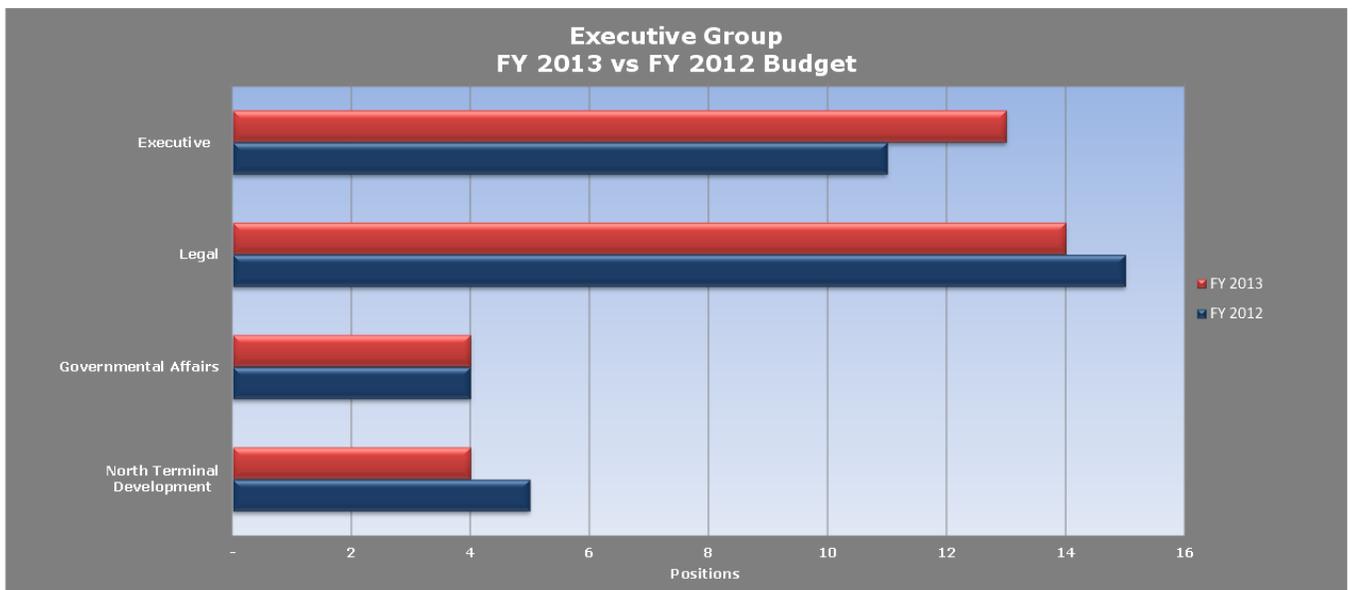
The Executive Group provides leadership and direction to the department staff in accomplishing the stated goals and objectives. The Group consists of the Executive, Legal, Governmental Affairs, and North Terminal Development Divisions.

## Organizational Structure



## Personnel Summary

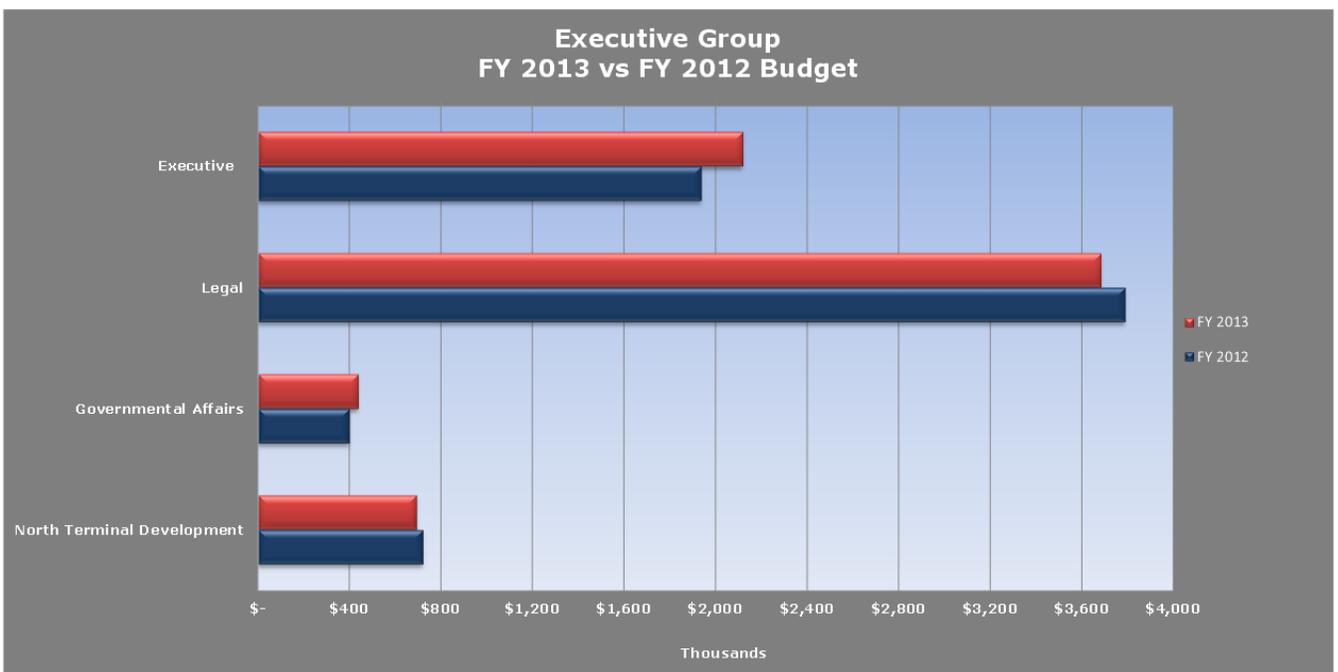
	<i>Actual FY 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Adopted Budget FY 2013</i>	<i>Inc/(Dec) FY13 vs FY12</i>
Executive	11	11	13	2
Legal	13	15	14	(1)
Governmental Affairs	4	4	4	-
North Terminal Development	5	5	4	(1)
<b>Total</b>	<b>33</b>	<b>35</b>	<b>35</b>	<b>-</b>



The chart above is a comparison between the FY 2013 and FY 2012 positions budgeted for the divisions in the Executive Group.

## Expense Summary

	<i>Actual</i> FY 2011	<i>Adopted</i> Budget FY 2012	<i>Adopted</i> Budget FY 2013	<i>Inc/(Dec)</i> FY 2013 vs FY 2012	
				\$	%
Executive	\$ 1,962,422	\$ 1,935,442	\$ 2,116,716	\$ 181,274	9.4%
Legal	3,241,658	3,786,361	3,682,729	(103,632)	-2.7%
Governmental Affairs	424,645	398,730	437,626	38,896	9.8%
North Terminal Development	995,888	719,983	691,157	(28,826)	-4.0%
<b>Total</b>	<b>\$ 6,624,613</b>	<b>\$ 6,840,516</b>	<b>\$ 6,928,228</b>	<b>\$ 87,712</b>	<b>1.3%</b>



The chart above is a comparison between the FY 2013 and FY 2012 budget for the Divisions in the Executive Group; overall there is an increase in expenses for the Group, with the major increase reflected in the Executive Division.

## Group Goal(s)/Performance Measures

Goal						
Provide well maintained, accessible facilities and assets (GG4-2)						
Objective	Measure	Performance Indicator				
		Actual FY 2009-10	Actual FY 2010-11	Actual FY 2011-12	Target FY 2011-12	Target FY 2012-13
Maintain a Safe Working Environment	CIP Construction Lost Workday Rate Cases	0.52	0	2.8	2.8	2.8

## Accomplishments for FY 2012

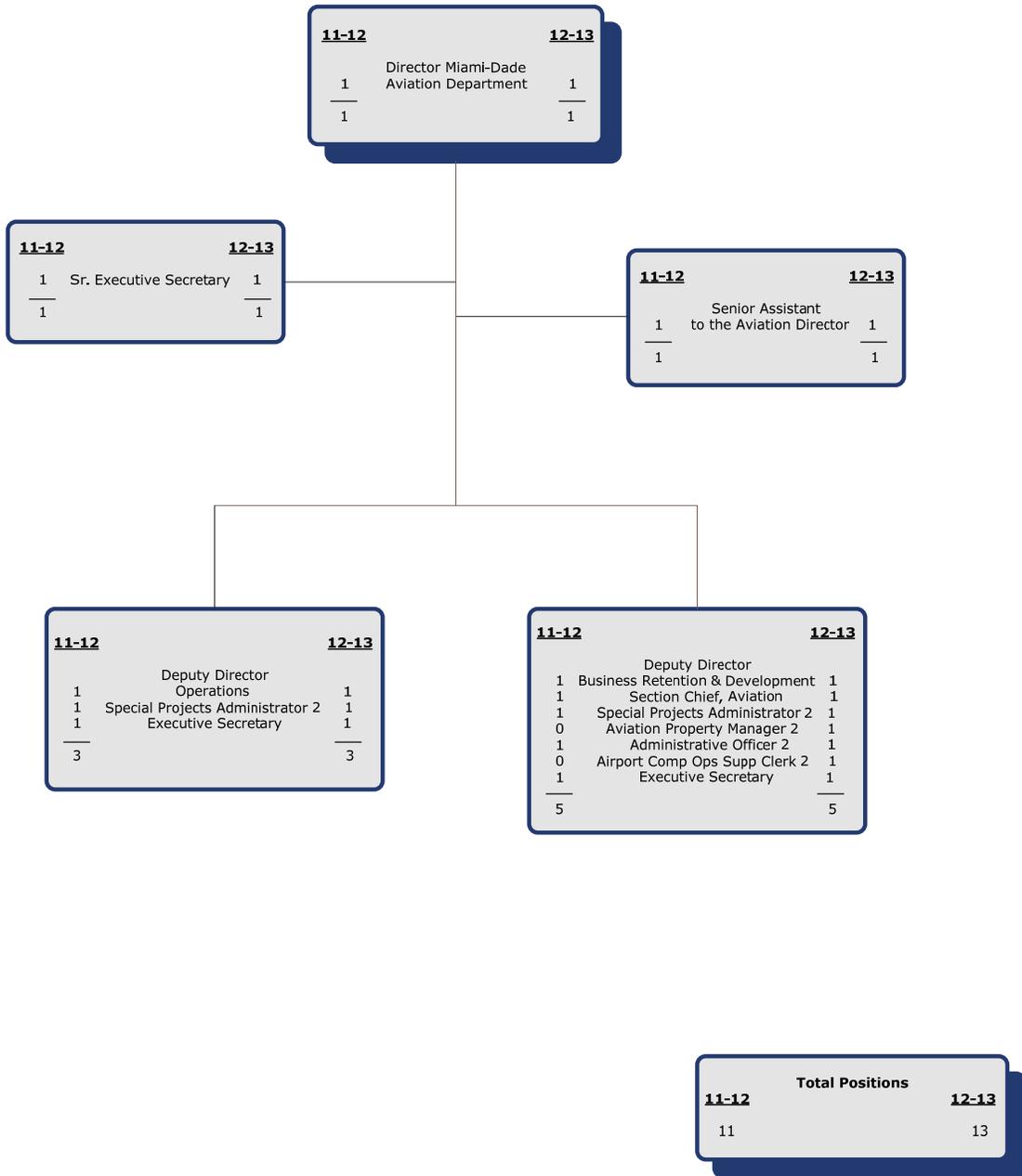
- Advocated for and successfully briefed Miami-Dade Commissioners on several Aviation items, resulting in their passage
- Processed and briefed the Mayor's office, Commissioners and staff on 42 agenda items which were successfully adopted in the best interest of the Department/County including, but not limited to, legislation impacting the Capital Improvement Program. Conforming to all County policies, goals and objectives, and submitted in a timely and accurate manner, where in GA's control
- Joined forces on behalf of MIA along with other major airports through the International Gateway Airport Coalition known as the G-10 Airports to move forward the common priorities in the Federal Legislative agenda. MIA is part of the facilitation committee that supports sufficient Customs and Border Protection staffing levels at airports
- Worked with congressional delegation, to include language in H.R. 3011, the TSA Authorization Act, directing TSA to reimburse airports that were previously reimbursed at less than 90% for eligible costs for Explosive Detection Systems incurred before August 3, 2007, an amount equal to the difference for such eligible costs
- Succeeded in including the 25<sup>th</sup> Street Viaduct Phase II Project in the FDOT Work Program for full funding

## Accomplishments for FY 2012 (cont)

- Succeeded in maintaining funding in the FDOT Work Program for MDAD Capital Projects.
- Lobbied for the inclusion in the DHS Budget funding for additional CBP officers at MIA.
- Completed and opened for operations all North Terminal areas, except for FIS facility
- Completed Baggage Handling System Phase 1 and 2

# 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 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Adopted Budget FY 2013</i>	<i>Inc/(Dec) FY13 vs FY12</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	-
5211	Aviation Property Manager 2	-	-	1	1
5357	Airport Computer Operations Support Clerk 2	-	-	1	1
0096	Senior Executive Secretary	1	1	1	-
0095	Executive Secretary	2	2	2	-
<b>Total</b>		<b>11</b>	<b>11</b>	<b>13</b>	<b>2</b>

## Expense Summary

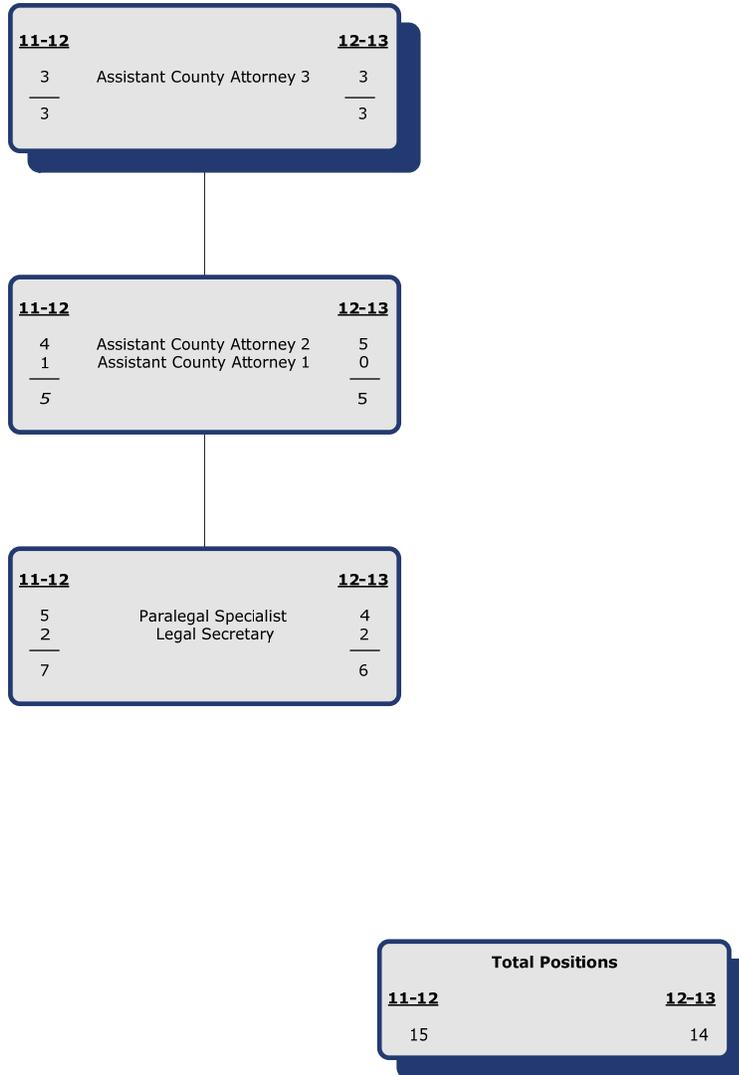
	<i>Actual FY 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Adopted Budget FY 2013</i>	<i>Inc/(Dec) FY 2013 vs FY 2012</i>	
				<i>\$</i>	<i>%</i>
<b>Salary/Fringes</b>					
Regular	\$ 1,374,220	\$ 1,340,940	\$ 1,424,317	\$ 83,377	6.2%
Over-time	-	-	-	-	0.0%
Fringes	328,276	211,202	300,599	89,397	42.3%
<b>Total Salary/Fringes</b>	<b>\$ 1,702,496</b>	<b>\$ 1,552,142</b>	<b>\$ 1,724,916</b>	<b>\$ 172,774</b>	<b>11.1%</b>
Outside Contract Services	26,933	15,200	25,200	10,000	65.8%
Capital	-	-	-	-	0.0%
G & A Expenses	232,993	368,100	366,600	(1,500)	-0.4%
<b>Total</b>	<b>\$ 1,962,422</b>	<b>\$ 1,935,442</b>	<b>\$ 2,116,716</b>	<b>\$ 181,274</b>	<b>9.4%</b>

## Major Drivers

<b>FY 2011-12 Budget</b>	<b>\$ 1,935,442</b>
<b>Proposed personnel costs</b>	
Salary/Fringe Adjustments	172,774
<b>Proposed variance in personnel costs</b>	<u>2,108,216</u>
<b>Outside Contract Services</b>	
Increase in catering expenses provided by Hotel & Host Marriott for meetings	10,000
<b>G &amp; A Expenses</b>	
Increase in parking reimbursement, travel, registration fees, and office supplies	10,000
Decrease in memberships and miscellaneous general & administrative expenses	<u>(11,500)</u>
<b>FY 2012-13 Budget</b>	<b><u>\$ 2,116,716</u></b>

# Legal

## Organizational Structure



## 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 2011</i>	<i>Budget</i>	<i>Budget</i>	<i>FY13 vs FY12</i>
			<i>FY 2012</i>	<i>FY 2013</i>	
8554	Assistant County Attorney 3	2	3	3	-
8552	Assistant County Attorney 2	4	4	5	1
8551	Assistant County Attorney 1	-	1	-	(1)
8520	Paralegal Specialist	5	5	4	(1)
8522	Legal Secretary	2	2	2	-
	<b>Total</b>	<b>13</b>	<b>15</b>	<b>14</b>	<b>(1)</b>

## Expense Summary

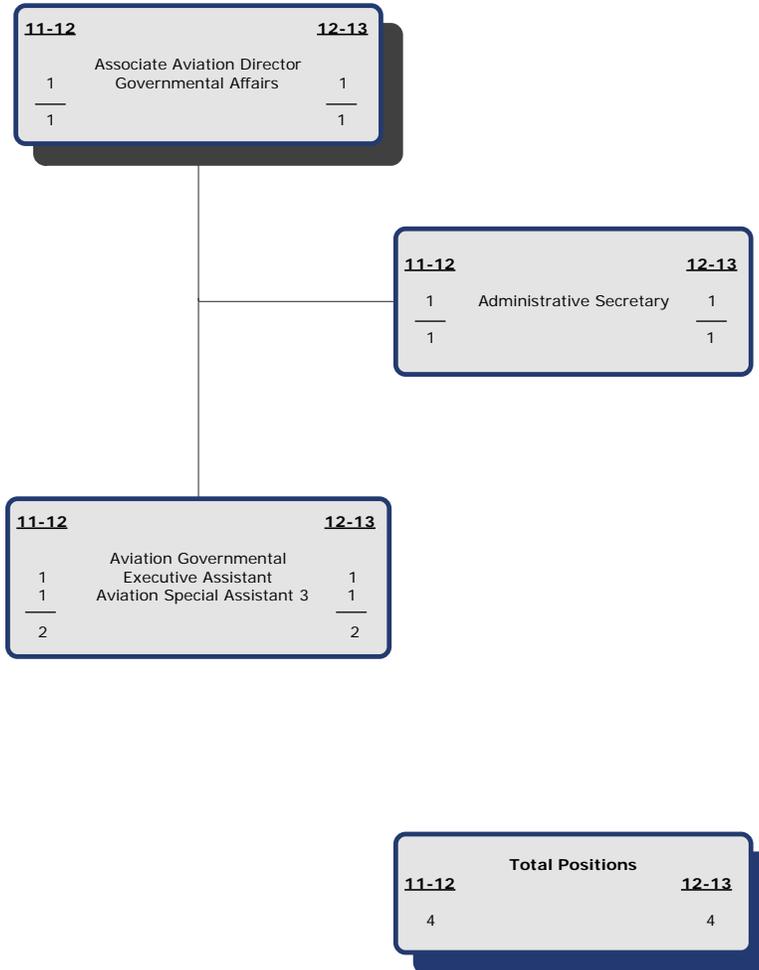
	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2011</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 2013 vs FY 2012</i>	
		<i>FY 2012</i>	<i>FY 2013</i>	\$	%
<b>Salary/Fringes</b>					
Regular	\$ 2,011,906	\$ 2,240,309	\$ 2,072,493	\$ (167,816)	-7.5%
Over-time	-	-	-	-	0.0%
Fringes	389,614	281,522	345,706	64,184	22.8%
<b>Total Salary/Fringes</b>	<b>\$ 2,401,520</b>	<b>\$ 2,521,831</b>	<b>\$ 2,418,199</b>	<b>\$ (103,632)</b>	<b>-4.1%</b>
Outside Contract Services	732,061	522,030	522,030	-	0.0%
MOU	-	670,000	670,000	-	0.0%
Capital	-	-	-	-	0.0%
G & A Expenses	108,076	72,500	72,500	-	0.0%
<b>Total</b>	<b>\$ 3,241,658</b>	<b>\$ 3,786,361</b>	<b>\$ 3,682,729</b>	<b>\$ (103,632)</b>	<b>-2.7%</b>

## Major Drivers

<b>FY 2011-12 Budget</b>	<b>\$ 3,786,361</b>
<b>Proposed personnel costs</b>	
Salary/Fringe Adjustments	<u>(103,632)</u>
<b>Proposed variance in personnel costs</b>	<u><b>3,682,729</b></u>
<b>FY 2012-13 Budget</b>	<u><b>\$ 3,682,729</b></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 Code</i>	<i>Occupational Title</i>	<i>Actual FY 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Adopted Budget FY 2013</i>	<i>Inc/(Dec) FY13 vs FY12</i>
5147	Associate Avia Dir Governmental Affairs	1	1	1	-
5236	Aviation Governmental Executive Asst	1	1	1	-
5139	Aviation Special Assistant 3	1	1	1	-
0094	Administrative Secretary	1	1	1	-
	<b>Total</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>-</b>

## Expense Summary

	<i>Actual FY 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Adopted Budget FY 2013</i>	<i>Inc/(Dec) FY 2013 vs FY 2012</i>	
				<i>\$</i>	<i>%</i>
<b>Salary/Fringes</b>					
Regular	\$ 321,353	\$ 316,046	\$ 327,037	\$ 10,991	3.5%
Over-time	408	600	600	-	0.0%
Fringes	93,460	61,384	76,239	14,855	24.2%
<b>Total Salary/Fringes</b>	<b>\$ 415,221</b>	<b>\$ 378,030</b>	<b>\$ 403,876</b>	<b>\$ 25,846</b>	<b>6.8%</b>
Outside Contract Services	724	-	1,000	1,000	100.0%
Capital	-	-	-	-	0.0%
G & A Expenses	8,700	20,700	32,750	12,050	58.2%
<b>Total</b>	<b>\$ 424,645</b>	<b>\$ 398,730</b>	<b>\$ 437,626</b>	<b>\$ 38,896</b>	<b>9.8%</b>

## Major Drivers

<b>FY 2011-12 Budget</b>	<b>\$ 398,730</b>
<b>Proposed personnel costs</b>	
Salary/Fringe Adjustments	25,846
<b>Proposed variance in personnel costs</b>	<b>424,576</b>
<b>Outside Contract Services</b>	
Increase in catering services provided by Hotel, Top, Host Marriott	1,000
<b>MOU</b>	
Increase in charges for GSA printing & reproduction services	3,000
<b>G &amp; A Expenses</b>	
Increase in publications, memberships, travel, and office equipment	10,250
Decrease in registration fees and miscellaneous operating supplies	(1,200)
<b>FY 2012-13 Budget</b>	<b>\$ 437,626</b>

# North Terminal Development

## Organizational Structure

<u>11-12</u>		<u>12-13</u>
1	North Terminal Program Director	1
<hr/>		<hr/>
1		1

<u>11-12</u>		<u>12-13</u>
1	Chief MIA	1
2	North Terminal Development	2
1	Construction Manager 3	0
	Airport Secretary	
<hr/>		<hr/>
4		3

<b>Total Positions</b>		
<u>11-12</u>		<u>12-13</u>
5		4

## 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 2011</i>	<i>Budget</i>	<i>Budget</i>	<i>FY13 vs FY12</i>
			<i>FY 2012</i>	<i>FY 2013</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)
	<b>Total</b>	<b>5</b>	<b>5</b>	<b>4</b>	<b>(1)</b>

## Expense Summary

	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2011</i>	<i>FY 2012</i>	<i>FY 2013</i>	<i>FY 2013 vs FY 2012</i>	
				\$	%
<b>Salary/Fringes</b>					
Regular	\$ 739,830	\$ 544,520	\$ 506,974	\$ (37,546)	-6.9%
Over-time	42	-	-	-	0.0%
Fringes	166,823	85,463	94,183	8,720	10.2%
<b>Total Salary/Fringes</b>	<b>\$ 906,695</b>	<b>\$ 629,983</b>	<b>\$ 601,157</b>	<b>\$ (28,826)</b>	<b>-4.6%</b>
Outside Contract Services	85,757	-	-	-	0.0%
Capital	-	-	-	-	0.0%
G & A Expenses	3,436	90,000	90,000	-	0.0%
<b>Total</b>	<b>\$ 995,888</b>	<b>\$ 719,983</b>	<b>\$ 691,157</b>	<b>\$ (28,826)</b>	<b>-4.0%</b>

## Major Drivers

<b>FY 2011-12 Budget</b>	<b>\$ 719,983</b>
<b>Proposed personnel costs</b>	
Salary/Fringe Adjustments	<u>(28,826)</u>
<b>Proposed variance in personnel costs</b>	<u><b>691,157</b></u>
<b>FY 2012-13 Budget</b>	<u><u><b>\$ 691,157</b></u></u>

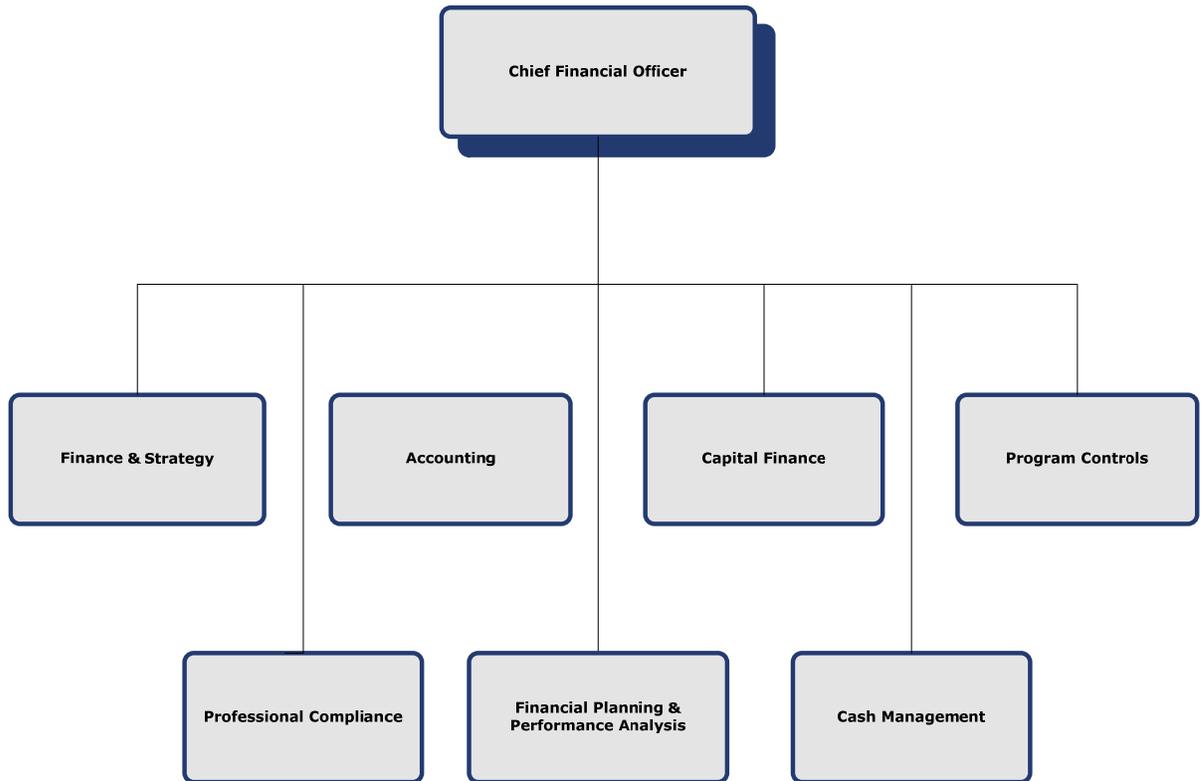


# Finance & Strategy Group

## 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.

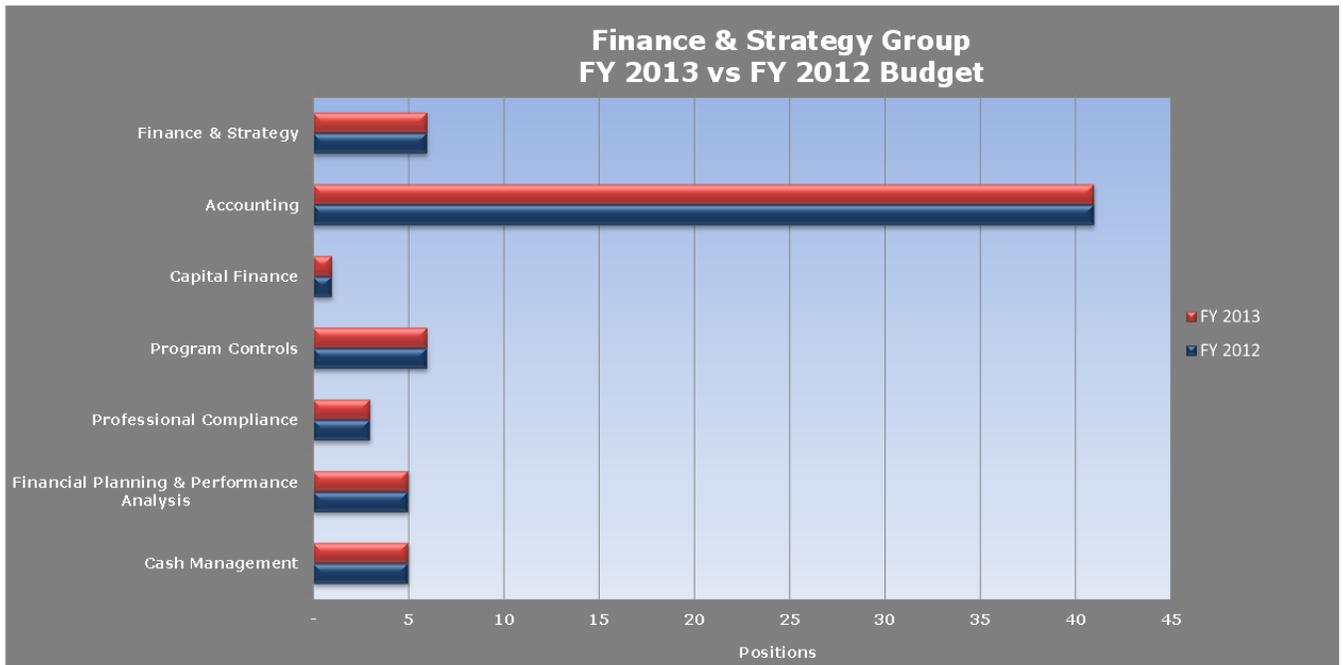
## Organizational Structure



	Total Positions	
<u>11-12</u>		<u>12-13</u>
67		67

## Personnel Summary

	<i>Actual FY 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Adopted Budget FY 2013</i>	<i>Inc/(Dec) FY13 vs FY12</i>
Finance & Strategy	5	6	6	-
Accounting	41	41	41	-
Capital Finance	1	1	1	-
Program Controls	6	6	6	-
Professional Compliance	3	3	3	-
Financial Planning & Performance Analysis	4	5	5	-
Cash Management	5	5	5	-
<b>Total</b>	<b>65</b>	<b>67</b>	<b>67</b>	<b>-</b>



The chart above is a comparison between the FY 2013 and FY 2012 positions budgeted for the divisions in the Finance & Strategy Group.

## Expense Summary

	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2011</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 2013 vs FY 2012</i>	
		<i>FY 2012</i>	<i>FY 2013</i>	<i>\$</i>	<i>%</i>
Finance & Strategy	\$ 731,930	\$ 797,724	\$ 837,504	\$ 39,780	5.0%
Accounting	3,587,675	3,779,983	3,588,045	(191,938)	-5.1%
Capital Finance	769,109	1,113,944	1,105,199	(8,745)	-0.8%
Program Controls	1,036,840	1,059,146	1,073,386	14,240	1.3%
Professional Compliance	1,636,447	1,202,447	1,283,961	81,514	6.8%
Financial Planning & Performance Analysis	417,200	514,159	548,114	33,955	6.6%
Cash Management	1,147,032	1,852,575	1,501,648	(350,927)	-18.9%
<b>Total</b>	<b>\$ 9,326,233</b>	<b>\$ 10,319,978</b>	<b>\$ 9,937,857</b>	<b>\$ (382,121)</b>	<b>-3.7%</b>



The chart above is a comparison between the FY 2013 and FY 2012 budget for the divisions in the Finance & Strategy Group; overall there is a decrease in expenses for the Group, with the Cash Management Division reflecting the major increase.

## Group Goal(s)/Performance Measures

<b>Goal</b>						
<b>Effectively allocate and utilize resources to meet current and future operating &amp; capital needs (GG4-2)</b>						
<b>Objective</b>	<b>Measure</b>	<b>Performance Indicator</b>				
		<b>Actual FY 2009-10</b>	<b>Actual FY 2010-11</b>	<b>Actual FY 2011-12</b>	<b>Target FY 2011-12</b>	<b>Target FY 2012-13</b>
Enhance MIA Competitive Position	Cost Per Enplaned Passenger (dollars)	\$17.61	\$18.51	\$19.72	\$20.21	\$20.56
Enhance MIA Competitive Position	Landing Fee Rate (dollars)	\$1.92	\$1.70	\$1.92	\$1.92	\$1.75
Enhance MIA Competitive Position	Enplaned Passengers (millions)	17.4	18.7	19.7	19.0	20.0
Monitor Aviation Statistics	Total Passengers (millions)	35.0	37.6	39.6	38.0	40.0
Monitor Aviation Statistics	Cargo Tonnage (millions)	2.0	2.0	2.1	2.0	2.1

## Accomplishments for FY 2012

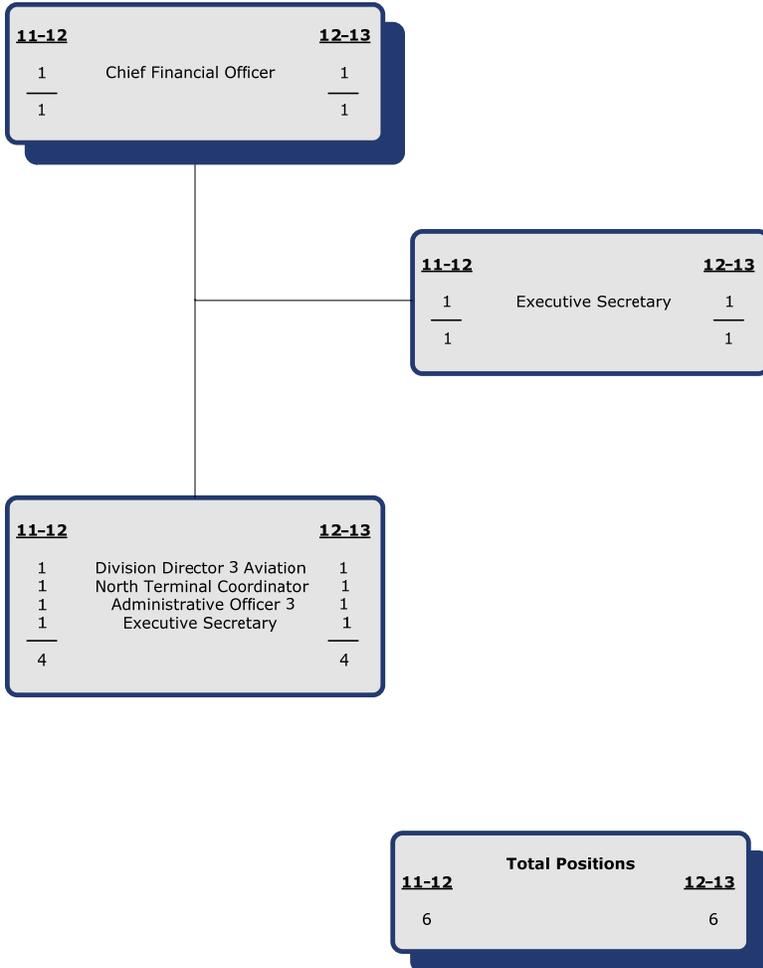
- ➔ Performed monthly and year-end closings on a timely basis
- ➔ Implemented MIA Pay and email for customer payment documentation
- ➔ Initiated the ERP Financials upgrade
- ➔ Maintained good rating scores from the Rating Agencies
- ➔ Developed functionalities in PMIS which will improve the efficiency of the Aviation Department's processes
- ➔ 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 18 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 2012 (cont)

- Received approval of the budget from the Board of County Commissioners as presented in the Final Draft
- 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
- Increase online functionality and data integration to eliminate paper processing costs, delays, and inconveniences

# 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 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Adopted Budget FY 2013</i>	<i>Inc/(Dec) FY13 vs FY12</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	2	2	2	-
	<b>Total</b>	<b>5</b>	<b>6</b>	<b>6</b>	<b>-</b>

## Expense Summary

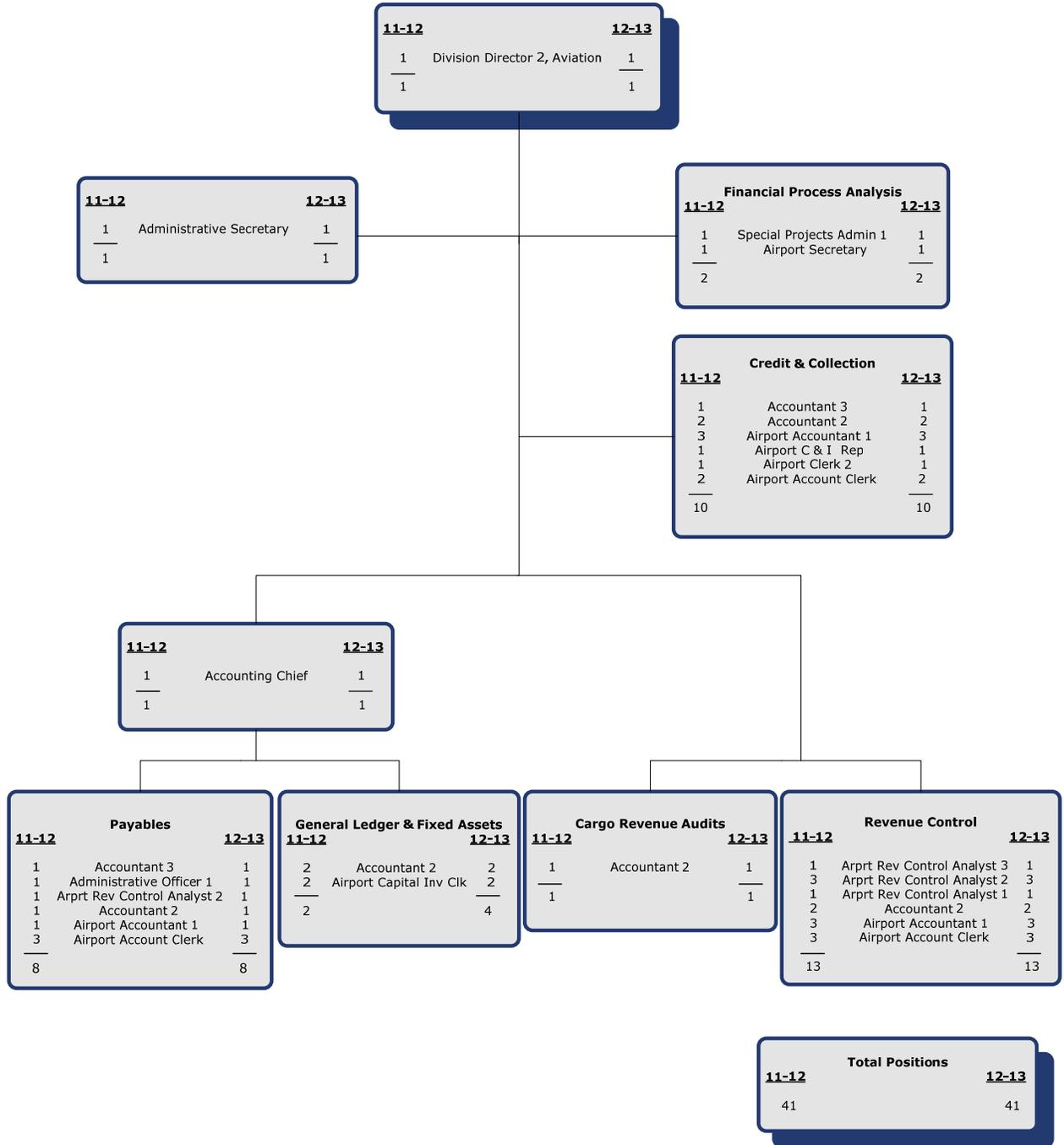
	<i>Actual FY 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Adopted Budget FY 2013</i>	<i>Inc/(Dec) FY 2013 vs FY 2012</i>	
				<i>\$</i>	<i>%</i>
<b>Salary/Fringes</b>					
Regular	\$ 600,183	\$ 670,165	\$ 683,986	\$ 13,821	2.1%
Over-time	-	-	-	-	0.0%
Fringes	122,512	113,709	136,168	22,459	19.8%
<b>Total Salary/Fringes</b>	<b>\$ 722,695</b>	<b>\$ 783,874</b>	<b>\$ 820,154</b>	<b>\$ 36,280</b>	<b>4.6%</b>
Outside Contract Services	7,316	-	500	500	100.0%
Capital	-	-	-	-	0.0%
G & A Expenses	1,918	13,850	16,850	3,000	21.7%
<b>Total</b>	<b>\$ 731,930</b>	<b>\$ 797,724</b>	<b>\$ 837,504</b>	<b>\$ 39,780</b>	<b>5.0%</b>

## Major Drivers

<b>FY 2011-12 Budget</b>	<b>\$ 811,370</b>
<b>Proposed personnel costs</b>	
Salary/Fringe Adjustments	22,634
<b>Proposed variance in personnel costs</b>	<u>834,004</u>
<b>Outside Contract Services</b>	
Increase in catering services provided by Hotel, Top, Host Marriott	500
<b>G &amp; A Expenses</b>	
Increase in publications, registration fees, and office supplies	4,000
Decrease in memberships	<u>(1,000)</u>
<b>FY 2012-13 Budget</b>	<b><u><u>\$ 837,504</u></u></b>

# Accounting

## Organizational Structure



## Mission Statement

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

## Responsibilities

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

## 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 2011</i>	<i>Budget</i>	<i>Budget</i>	<i>FY13 vs FY12</i>
			<i>FY 2012</i>	<i>FY 2013</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	-
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	7	7	7	-
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	-
	<b>Total</b>	<b>41</b>	<b>41</b>	<b>41</b>	<b>-</b>

## Expense Summary

	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2011</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 2013 vs FY 2012</i>	
		<i>FY 2012</i>	<i>FY 2013</i>	\$	%
<b>Salary/Fringes</b>					
Regular	\$ 2,512,758	\$ 2,599,654	\$ 2,466,696	\$ (132,958)	-5.1%
Over-time	720	-	1,000	1,000	100.0%
Fringes	688,970	649,979	654,499	4,520	0.7%
<b>Total Salary/Fringes</b>	<b>\$ 3,202,448</b>	<b>\$ 3,249,633</b>	<b>\$ 3,122,195</b>	<b>\$ (127,438)</b>	<b>-3.9%</b>
Outside Contract Services	369,989	505,350	441,850	(63,500)	-12.6%
Capital	-	-	-	-	0.0%
G & A Expenses	15,237	25,000	24,000	(1,000)	-4.0%
<b>Total</b>	<b>\$ 3,587,675</b>	<b>\$ 3,779,983</b>	<b>\$ 3,588,045</b>	<b>\$ (191,938)</b>	<b>-5.1%</b>

## Major Drivers

<b>FY 2011-12 Budget</b>	<b>\$ 3,779,983</b>
<b>Proposed personnel costs</b>	
Salary/Fringe Adjustments	(128,438)
Increase in over-time	1,000
<b>Proposed variance in personnel costs</b>	<b>3,652,545</b>
<b>Outside Contract Services</b>	
Increase in armored car service and catering services provided by Hotel, Top, Host Marriott	1,500
Decrease in annual external audit	(65,000)
<b>G &amp; A Expenses</b>	
Increase in travel, registration fees, and office supplies	6,000
Decrease in publications, memberships, and educational seminars	(7,000)
<b>FY 2012-13 Budget</b>	<b>\$ 3,588,045</b>

# Capital Finance

## Organizational Structure

<u>11-12</u>		<u>12-13</u>
1	Division Director 2, Aviation	1
<hr/>		<hr/>
1		1

<u>11-12</u>	Total Positions	<u>12-13</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 Code</i>	<i>Occupational Title</i>	<i>Actual FY 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Adopted Budget FY 2013</i>	<i>Inc/(Dec) FY13 vs FY12</i>
5054	Division Director 2, Aviation	1	1	1	-
	<b>Total</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>-</b>

## Expense Summary

	<i>Actual FY 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Adopted Budget FY 2013</i>	<i>Inc/(Dec) FY 2013 vs FY 2012</i>	
				<i>\$</i>	<i>%</i>
<b>Salary/Fringes</b>					
Regular	\$ 115,210	\$ 136,040	\$ 121,758	\$ (14,282)	-10.5%
Over-time	-	-	-	-	0.0%
Fringes	25,045	18,004	23,541	5,537	30.8%
<b>Total Salary/Fringes</b>	<b>\$ 140,255</b>	<b>\$ 154,044</b>	<b>\$ 145,299</b>	<b>\$ (8,745)</b>	<b>-5.7%</b>
Outside Contract Services	628,733	955,000	955,000	-	0.0%
Capital	-	-	-	-	0.0%
G & A Expenses	121	4,900	4,900	-	0.0%
<b>Total</b>	<b>\$ 769,109</b>	<b>\$ 1,113,944</b>	<b>\$ 1,105,199</b>	<b>\$ (8,745)</b>	<b>-0.8%</b>

## Major Drivers

<b>FY 2011-12 Budget</b>	<b>\$ 1,113,944</b>
<b>Proposed personnel costs</b>	
Salary/Fringe Adjustments	<u>(8,745)</u>
<b>Proposed variance in personnel costs</b>	<u>1,105,199</u>
<b>FY 2012-13 Budget</b>	<b><u>\$ 1,105,199</u></b>

# Program Controls

## Organizational Structure

<u>11-12</u>		<u>12-13</u>
1	Division Director 2, Aviation	1
<u>1</u>		<u>1</u>

<u>11-12</u>		<u>12-13</u>
1	Aviation Sr Scheduler Manager	1
1	Aviation Senior Cost Manager	1
1	Aviation Scheduler/Analyst	1
2	PGTS Coordinator	2
<u>5</u>		<u>5</u>

<u>11-12</u>	Total Positions	<u>12-13</u>
6		6

## Mission Statement

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

## Responsibilities

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

## Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Adopted Budget FY 2013</i>	<i>Inc/(Dec) FY13 vs FY12</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	-
5118	Aviation Cost Analyst	1	1	1	-
5292	PGTS Coordinator	2	2	2	-
	<b>Total</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>-</b>

## Expense Summary

	<i>Actual FY 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Adopted Budget FY 2013</i>	<i>Inc/(Dec) FY 2013 vs FY 2012</i>	
				<i>\$</i>	<i>%</i>
<b>Salary/Fringes</b>					
Regular	\$ 570,518	\$ 534,965	\$ 519,964	\$ (15,001)	-2.8%
Over-time	-	-	-	-	0.0%
Fringes	141,108	103,481	117,622	14,141	13.7%
<b>Total Salary/Fringes</b>	<b>\$ 711,626</b>	<b>\$ 638,446</b>	<b>\$ 637,586</b>	<b>\$ (860)</b>	<b>-0.1%</b>
Outside Contract Services	321,813	400,000	400,000	-	0.0%
Capital	-	2,000	7,000	5,000	250.0%
G & A Expenses	3,402	18,700	28,800	10,100	54.0%
<b>Total</b>	<b>\$ 1,036,840</b>	<b>\$ 1,059,146</b>	<b>\$ 1,073,386</b>	<b>\$ 14,240</b>	<b>1.3%</b>

## Major Drivers

<b>FY 2011-12 Budget</b>	<b>\$ 1,059,146</b>
<b>Proposed personnel costs</b>	
Salary/Fringe Adjustments	<u>(860)</u>
<b>Proposed variance in personnel costs</b>	<b>1,058,286</b>
<b>G &amp; A Expenses</b>	
Increase in memberships, parking reimbursement, travel, registration fees, and office supplies	10,100
<b>Capital</b>	
Increase in office furniture, equipment, and computer hardware	<u>5,000</u>
<b>FY 2012-13 Budget</b>	<b><u><u>\$ 1,073,386</u></u></b>

# Professional Compliance

## Organizational Structure

<u>11-12</u>		<u>12-13</u>
<u>1</u>	Division Director 2, Aviation	<u>1</u>
1		1

<u>11-12</u>		<u>12-13</u>
<u>2</u>	Special Projects Administrator 2	<u>2</u>
2		2

<u>11-12</u>	Total Positions	<u>12-13</u>
3		3

## Mission Statement

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

## Responsibilities

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

## 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 2011</i>	<i>Budget</i>	<i>Budget</i>	<i>FY13 vs FY12</i>
			<i>FY 2012</i>	<i>FY 2013</i>	
5054	Division Director 2, Aviation	1	1	1	-
0832	Special Projects Administrator 2	2	2	2	-
	<b>Total</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>-</b>

## Expense Summary

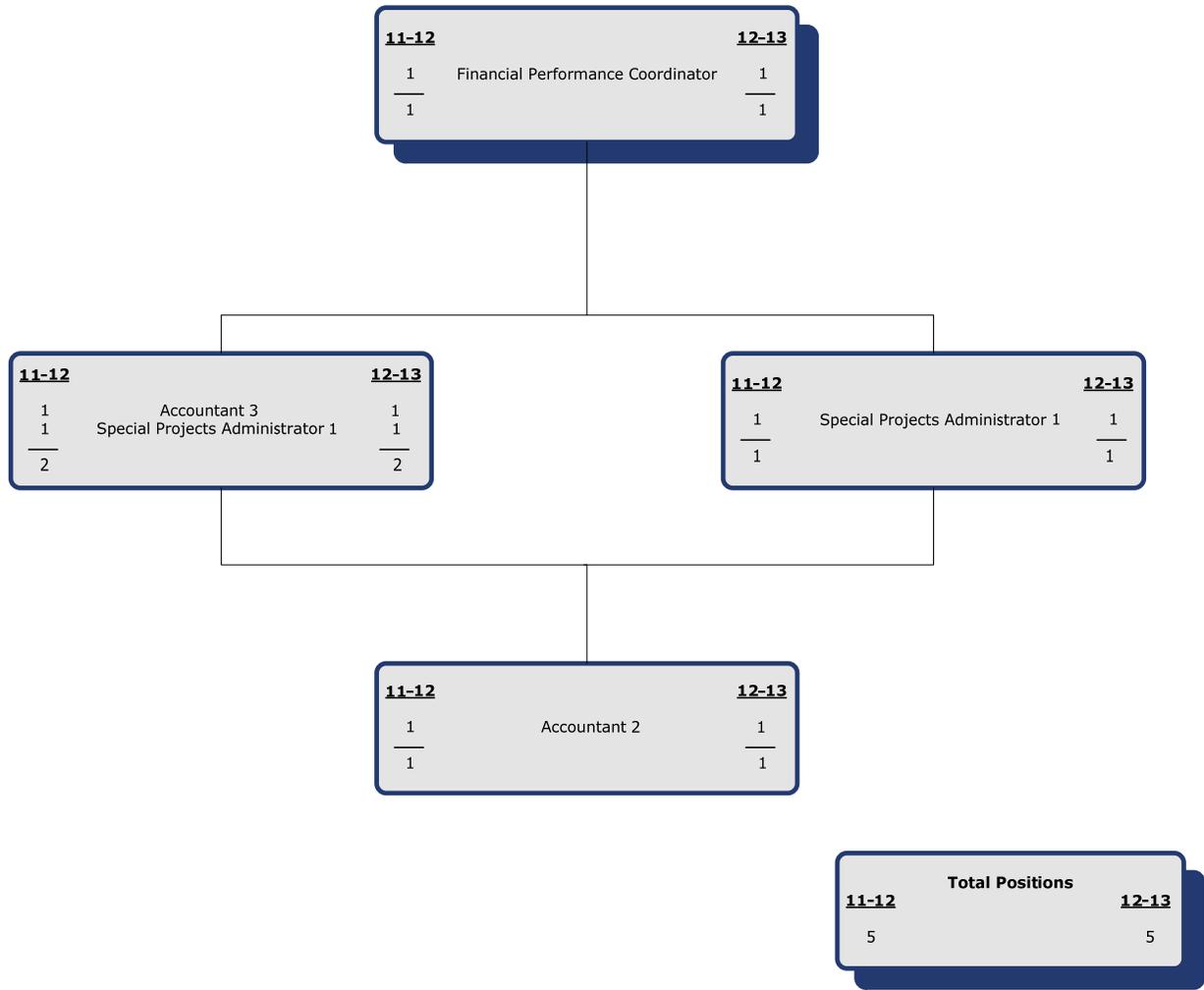
	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2011</i>	<i>FY 2012</i>	<i>FY 2013</i>	<i>FY 2013 vs FY 2012</i>	
				<i>\$</i>	<i>%</i>
<b>Salary/Fringes</b>					
Regular	\$ 305,518	\$ 300,821	\$ 315,856	\$ 15,035	5.0%
Over-time	-	-	-	-	0.0%
Fringes	69,334	51,076	65,455	14,379	28.2%
<b>Total Salary/Fringes</b>	<b>\$ 374,852</b>	<b>\$ 351,897</b>	<b>\$ 381,311</b>	<b>\$ 29,414</b>	<b>8.4%</b>
Outside Contract Services	-	-	50,000	50,000	100.0%
MOU	1,258,818	840,000	840,000	-	0.0%
Capital	1,540	-	-	-	0.0%
G & A Expenses	1,237	10,550	12,650	2,100	19.9%
<b>Total</b>	<b>\$ 1,636,447</b>	<b>\$ 1,202,447</b>	<b>\$ 1,283,961</b>	<b>\$ 81,514</b>	<b>6.8%</b>

## Major Drivers

<b>FY 2011-12 Budget</b>	<b>\$ 1,202,447</b>
<b>Proposed personnel costs</b>	
Salary/Fringe Adjustments	29,414
<b>Proposed variance in personnel costs</b>	<b>1,231,861</b>
<b>Outside Contract Services</b>	
Increase in outside contracted services	50,000
<b>G &amp; A Expenses</b>	
Increase in educational seminars	2,500
Decrease in office supplies	(400)
<b>FY 2012-13 Budget</b>	<b>\$ 1,283,961</b>

# Financial Planning & Performance Analysis

## Organizational Structure



## Mission Statement

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

## Responsibilities

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

## Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Adopted Budget FY 2013</i>	<i>Inc/(Dec) FY13 vs FY12</i>
5162	Aviation Financial Performance Coordinator	1	1	1	-
0831	Special Projects Administrator 1	1	2	2	-
0317	Accountant 3	1	1	1	-
0316	Accountant 2	1	1	1	-
	<b>Total</b>	<b>4</b>	<b>5</b>	<b>5</b>	<b>-</b>

## Expense Summary

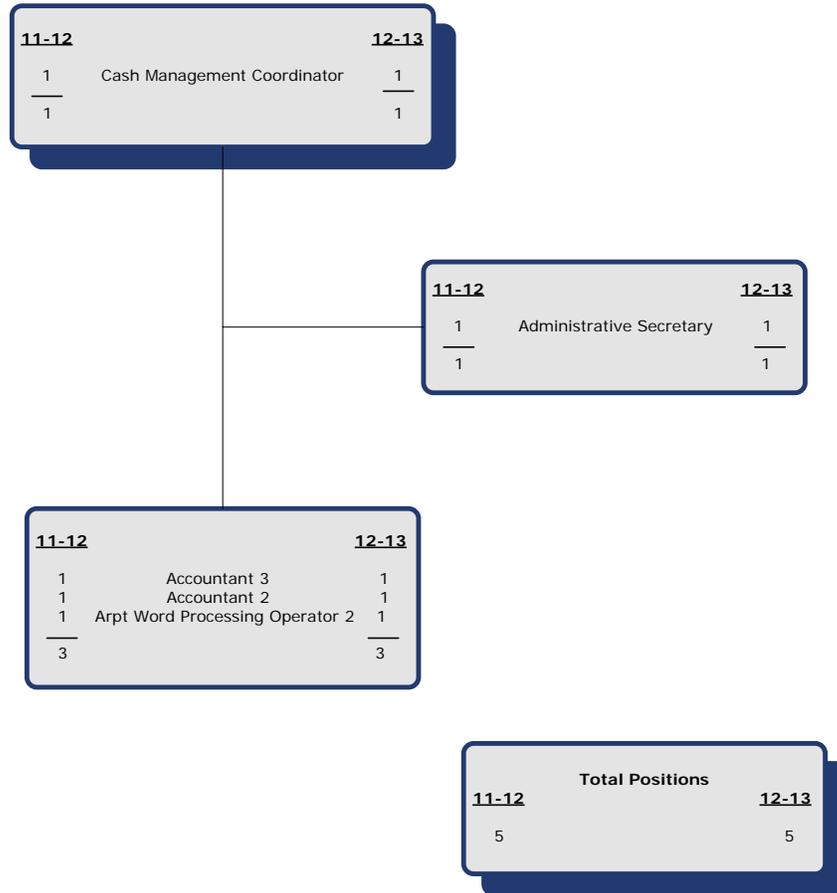
	<i>Actual FY 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Adopted Budget FY 2013</i>	<i>Inc/(Dec) FY 2013 vs FY 2012</i>	
				<i>\$</i>	<i>%</i>
<b>Salary/Fringes</b>					
Regular	\$ 331,644	\$ 419,191	\$ 435,828	\$ 16,637	4.0%
Over-time	-	-	-	-	0.0%
Fringes	82,946	85,368	99,146	13,778	16.1%
<b>Total Salary/Fringes</b>	<b>\$ 414,590</b>	<b>\$ 504,559</b>	<b>\$ 534,974</b>	<b>\$ 30,415</b>	<b>6.0%</b>
Outside Contract Services	1,074	1,500	1,500	-	0.0%
Capital	-	-	-	-	0.0%
G & A Expenses	1,536	8,100	11,640	3,540	43.7%
<b>Total</b>	<b>\$ 417,200</b>	<b>\$ 514,159</b>	<b>\$ 548,114</b>	<b>\$ 33,955</b>	<b>6.6%</b>

## Major Drivers

<b>FY 2011-12 Budget</b>	<b>\$ 514,159</b>
<b>Proposed personnel costs</b>	
Salary/Fringe Adjustments	30,415
<b>Proposed variance in personnel costs</b>	<u>544,574</u>
<b>G &amp; A Expenses</b>	
Increase in publications, memberships, and educational seminars	3,540
<b>FY 2012-13 Budget</b>	<b><u>548,114</u></b>

# 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 2011</i>	<i>Budget</i>	<i>Budget</i>	<i>FY13 vs FY12</i>
			<i>FY 2012</i>	<i>FY 2013</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	-
	<b>Total</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>-</b>

## Expense Summary

	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2011</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 2013 vs FY 2012</i>	
		<i>FY 2012</i>	<i>FY 2013</i>	<i>\$</i>	<i>%</i>
<b>Salary/Fringes</b>					
Regular	\$ 332,165	\$ 341,291	\$ 332,800	\$ (8,491)	-2.5%
Over-time	-	2,000	-	(2,000)	-100.0%
Fringes	90,877	78,459	84,598	6,139	7.8%
<b>Total Salary/Fringes</b>	<b>\$ 423,042</b>	<b>\$ 421,750</b>	<b>\$ 417,398</b>	<b>\$ (4,352)</b>	<b>-1.0%</b>
Outside Contract Services	574,323	874,250	554,250	(320,000)	-36.6%
MOU	50,165	67,000	60,000	(7,000)	-10.4%
Capital	-	-	-	-	0.0%
G & A Expenses	99,503	489,575	470,000	(19,575)	-4.0%
<b>Total</b>	<b>\$ 1,147,033</b>	<b>\$ 1,852,575</b>	<b>\$ 1,501,648</b>	<b>\$ (350,927)</b>	<b>-18.9%</b>

## Major Drivers

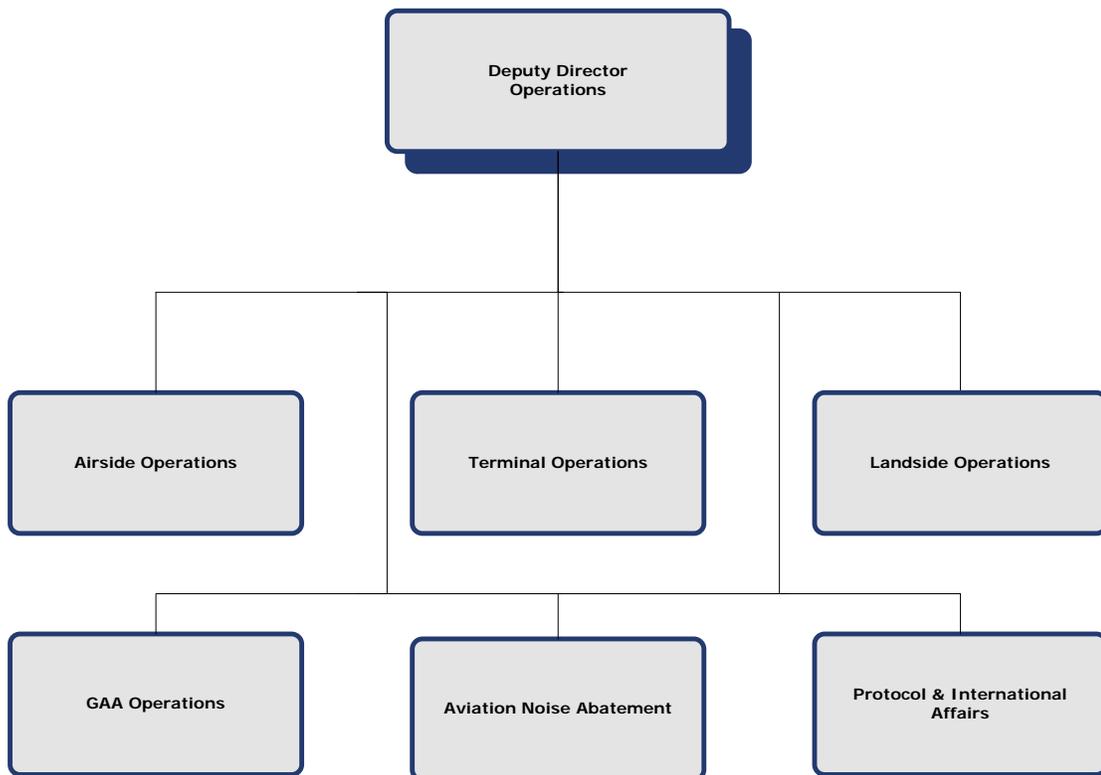
<b>FY 2011-12 Budget</b>	<b>\$ 1,852,575</b>
<b>Proposed personnel costs</b>	
Salary/Fringe Adjustments	(2,352)
Decrease in over-time	(2,000)
<b>Proposed variance in personnel costs</b>	<b><u>1,848,223</u></b>
<b>Outside Contract Services</b>	
Decrease in trustee services and bond rating services	(320,000)
<b>MOU</b>	
Decrease in Cash Management services	(7,000)
<b>G &amp; A Expenses</b>	
Increase in bank charges	63,000
Decrease in credit card fees and office supplies	(82,575)
<b>FY 2012-13 Budget</b>	<b><u><u>\$ 1,501,648</u></u></b>

# 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.

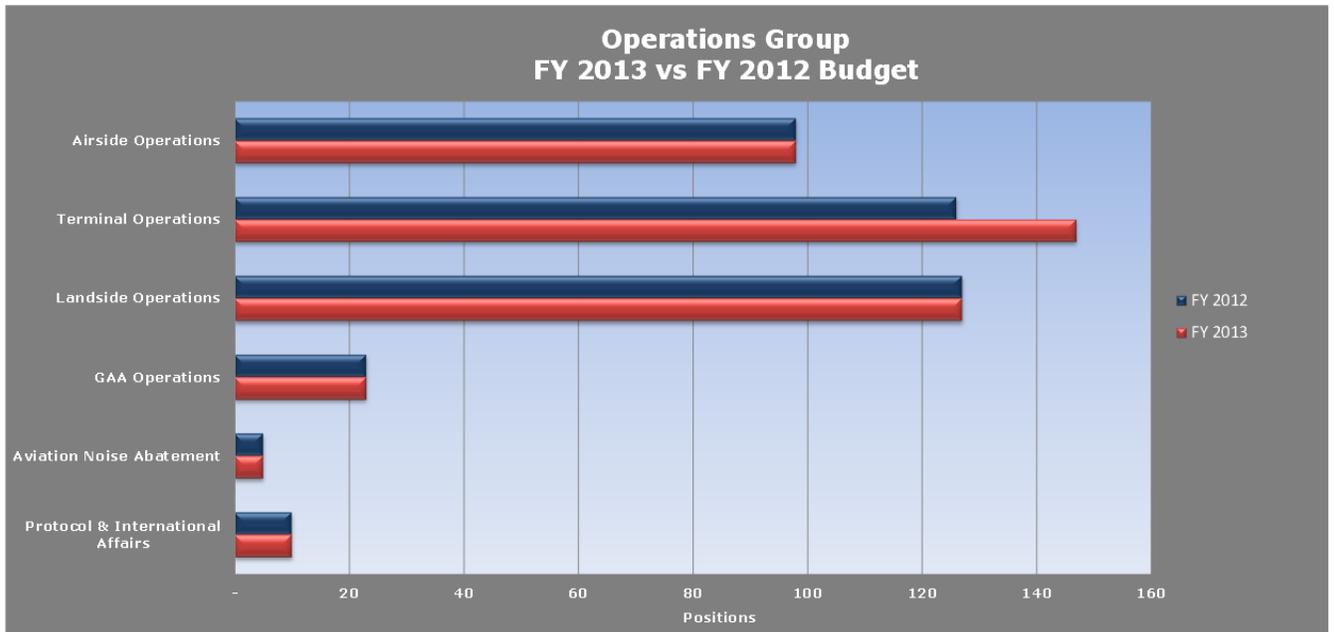
## Organizational Structure



Total Positions	
11-12	12-13
378	410

## Personnel Summary

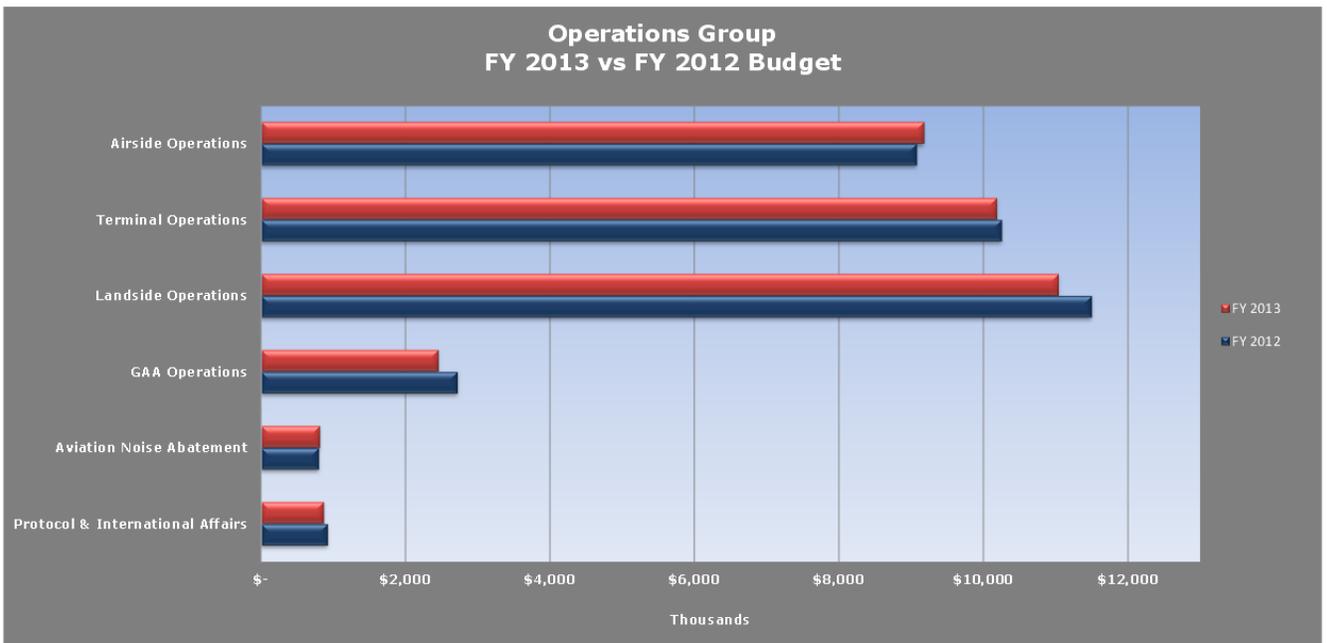
	<i>Actual FY 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Adopted Budget FY 2013</i>	<i>Inc/(Dec) FY13 vs FY12</i>
Airside Operations	95	98	98	-
Terminal Operations	124	126	147	21
Landside Operations	120	127	127	-
GAA Operations	23	23	23	-
Aviation Noise Abatement	5	5	5	-
Protocol & International Affairs	10	10	10	-
<b>Total</b>	<b>377</b>	<b>389</b>	<b>410</b>	<b>21</b>



The chart above is a comparison between the FY 2013 and FY 2012 positions budgeted for the divisions in the Operations Group.

## Expense Summary

	<i>Actual FY 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Adopted Budget FY 2013</i>	<i>Inc/(Dec)</i>	
				<i>FY 2013 vs FY 2012</i>	
				\$	%
Airside Operations	\$ 7,618,633	\$ 9,072,495	\$ 9,175,087	\$ 102,592	1.1%
Terminal Operations	8,797,112	10,247,856	10,182,879	(64,977)	-0.6%
Landside Operations	10,275,933	11,493,586	11,035,890	(457,696)	-4.0%
GAA Operations	2,317,566	2,718,480	2,453,262	(265,218)	-9.8%
Aviation Noise Abatement	639,724	797,603	810,704	13,101	1.6%
Protocol & International Affairs	853,842	920,288	863,520	(56,768)	-6.2%
<b>Total</b>	<b>\$ 30,502,809</b>	<b>\$ 35,250,308</b>	<b>\$ 34,521,342</b>	<b>\$ (728,966)</b>	<b>-2.1%</b>



The chart above is a comparison between the FY 2013 and FY 2012 budget for the divisions in the Operations Group; overall there is a decrease in expenses for the Group, with the Landside Operations Division reflecting the major decrease.

Group Goal(s)/Performance Measures

Goal						
Ensure excellent customer service for passengers (TP2-6)						
Objective	Measure	Performance Indicator				
		Actual FY 2009-10	Actual FY 2010-11	Actual FY 2011-12	Target FY 2011-12	Target FY 2012-13
Enhance Customer Service	MIA Overall Customer Service Ratings	3.6	3.7	3.7	4.0	4.0
Enhance Customer Service	Airport Workers Trained Through "Miami Begins With MIA" Program (number)	6,320	7,356	6,341	6,000	6,000

Accomplishments for FY 2012

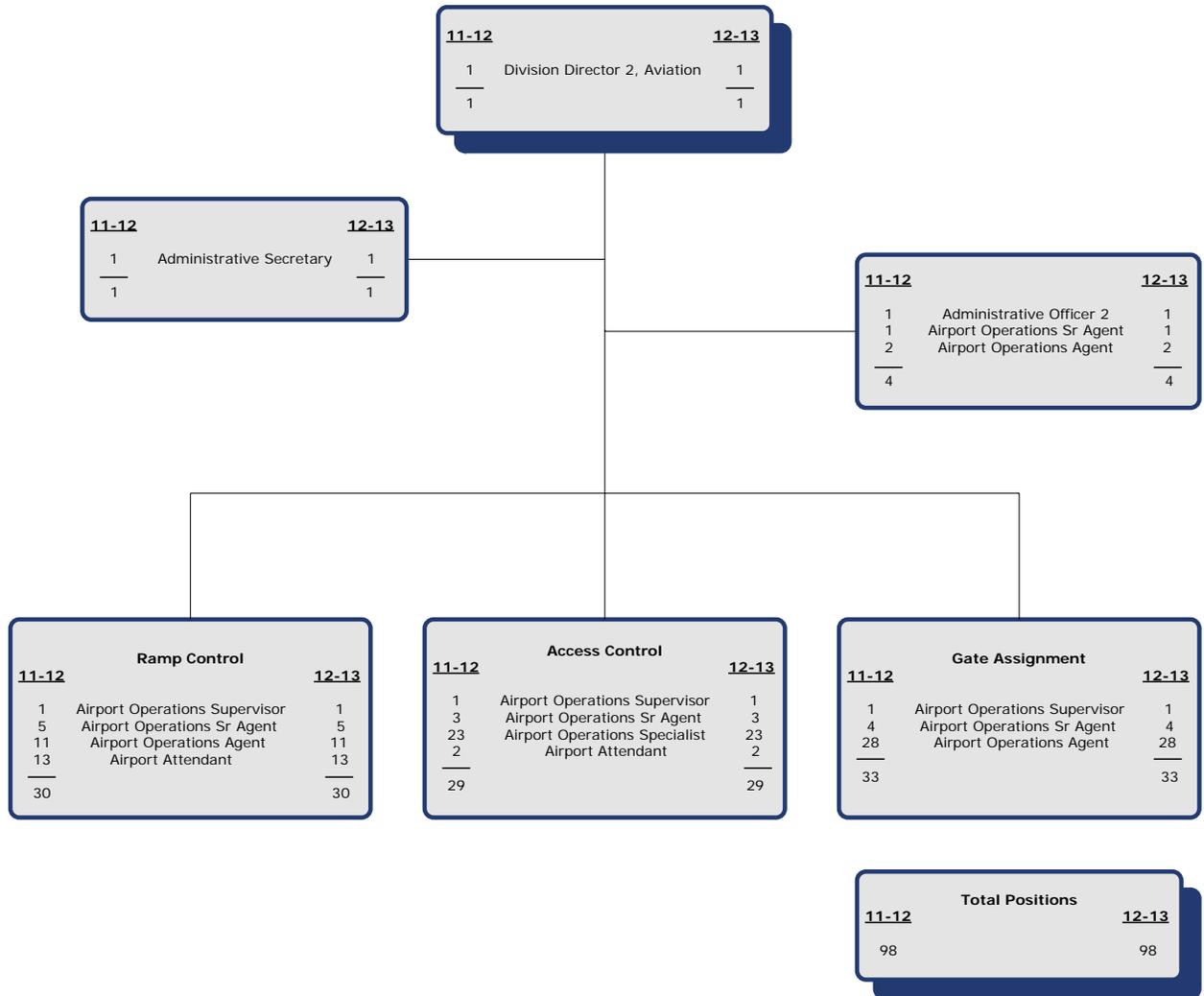
- ➔ Opened the Regional Aircraft Commuter Facility with a new bus station and international passenger with an injection point
- ➔ Welcomed the first daily Aircraft Design Group VI passenger aircraft and the first cargo freighter group VI
- ➔ Received zero discrepancies on annual FAA audit
- ➔ Featured in the television documentary-reality series, Airport 24/7: Miami, which was produced by 2C Media and aired by the Travel Channel
- ➔ Received five awards from the ACI-NA's 2012 Marketing & Communications competition
- ➔ Implemented "Miami Begins with MIA" program's Phase 6, a partnership with the Greater Miami Convention & Visitors Bureau and the Miami Beach Visitor & Convention Authority, along with Miami-Dade College's Center for Service Excellence, to give customer service training to 35,000 MIA employees
- ➔ Generated numerous positive media stories regarding the Department's Customer Service initiatives
- ➔ Expanded the Rewards & Recognition (R&R) program and provided a more personal experience for each nominee
- ➔ Continued to successfully manage the new North Terminal, ensuring passenger/tenant satisfaction

## Accomplishments for FY 2012 (cont)

- Continued to work with the ADA Access Committee and participated in the County's Commission on Disability Issues (CODI) meetings
- Coordinated with contractor/facilities in developing and implementing maintenance of traffic plans for North Terminal Development and Central Boulevard projects
- Maintained safe and secure airfield operations areas at the General Aviation airports
- Prevent unauthorized field incursions and pedestrian deviations (VPD) at the General Aviation airports
- Worked closely with the newly created Noise Abatement Advisory Board and continued to work with the community on arrival and departure procedures
- Implemented 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
- Initiated and completed the 2011 Noise Contours comparison to the FAA 180 day test for a procedure change for runway 12 at MIA
- Initiated a new service agreement between the United States Department of Agriculture and MDAD for wildlife hazards at MIA
- Facilitated close to 3,000 transits of high-level dignitaries who travelled regularly to the region and some who travelled through MIA on their way to attend various 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 (FAR) 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 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Adopted Budget FY 2013</i>	<i>Inc/(Dec) FY13 vs FY12</i>
5054	Division Director 2, Aviation	1	1	1	-
5202	Airport Operations Supervisor	3	3	3	-
5203	Airport Operations Sr. Agent	13	13	13	-
5204	Airport Operations Agent	38	41	41	-
5374	Airport Attendant	15	15	15	-
5205	Airport Operations Specialist	23	23	23	-
0811	Administrative Officer 2	1	1	1	-
0094	Administrative Secretary	1	1	1	-
<b>Total</b>		<b>95</b>	<b>98</b>	<b>98</b>	<b>-</b>

## Expense Summary

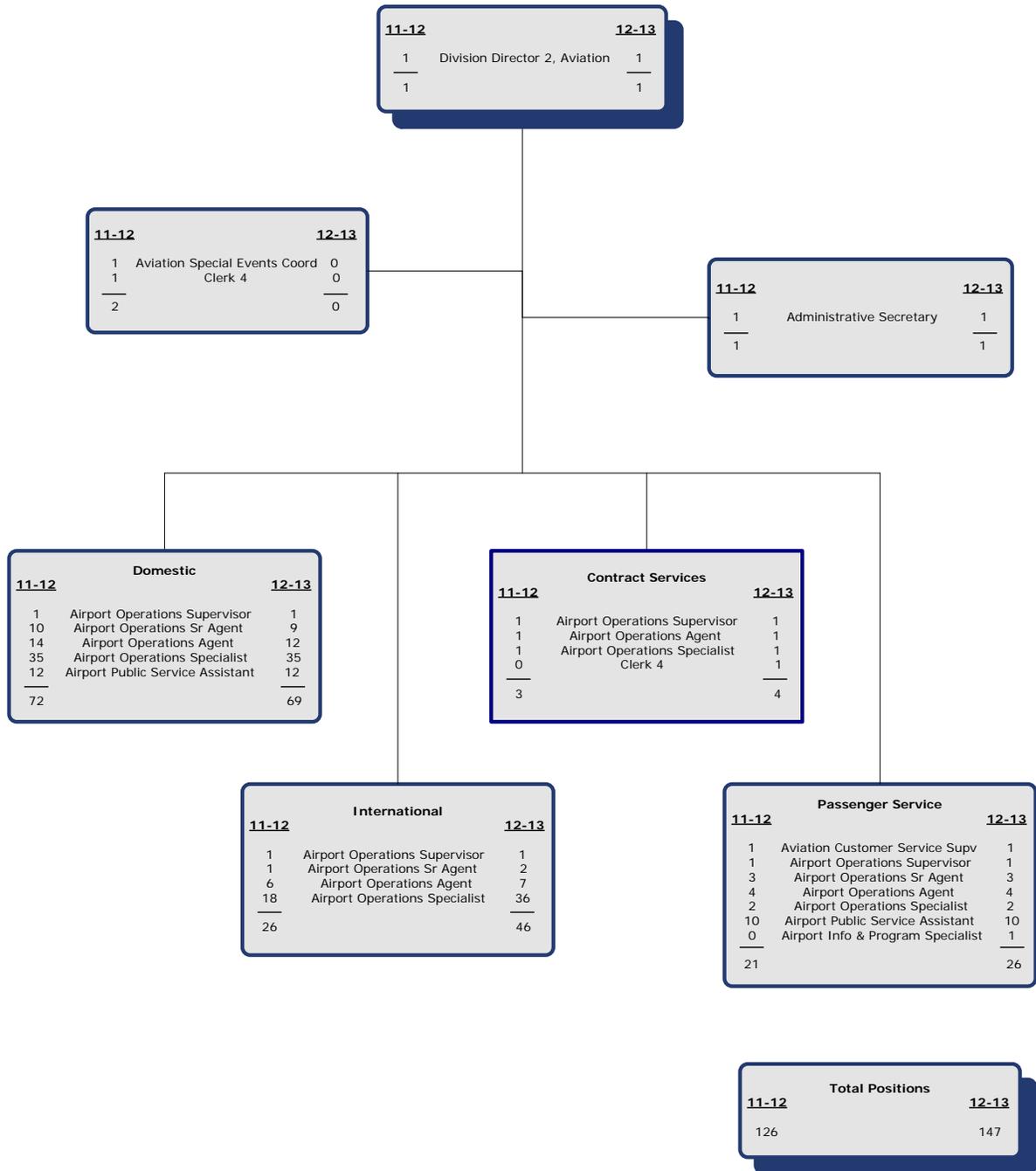
	<i>Actual FY 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Adopted Budget FY 2013</i>	<i>Inc/(Dec) FY 2013 vs FY 2012</i>	
				<i>\$</i>	<i>%</i>
<b>Salary/Fringes</b>					
Regular	\$ 5,533,679	\$ 5,735,507	\$ 5,337,999	\$ (397,508)	-6.9%
Over-time	406,364	542,384	560,868	18,484	3.4%
Fringes	1,649,776	1,579,046	1,621,562	42,516	2.7%
<b>Total Salary/Fringes</b>	<b>\$ 7,589,819</b>	<b>\$ 7,856,937</b>	<b>\$ 7,520,429</b>	<b>\$ (336,508)</b>	<b>-4.3%</b>
Outside Contract Services	-	3,500	101,500	98,000	2800.0%
Capital	3,133	1,148,500	1,489,600	341,100	29.7%
G & A Expenses	25,681	63,558	63,558	-	0.0%
<b>Total</b>	<b>\$ 7,618,633</b>	<b>\$ 9,072,495</b>	<b>\$ 9,175,087</b>	<b>\$ 102,592</b>	<b>1.1%</b>

## Major Drivers

<b>FY 2011-12 Budget</b>	<b>\$ 9,072,495</b>
<b>Proposed personnel costs</b>	
Salary/Fringe Adjustments	(354,992)
Increase in over-time	18,484
<b>Proposed variance in personnel costs</b>	<b>8,735,987</b>
<b>Outside Contract Services</b>	
Increase in aircraft removal service	98,000
<b>Capital</b>	
Increase in vehicles and trucks	341,100
<b>FY 2012-13 Budget</b>	<b>\$ 9,175,087</b>

# Terminal Operations

## Organizational Structure



## Mission Statement

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

## Responsibilities

- Managing the day-to-day operation of the facility and acting as an ombudsman to resolve complaints/issues for tenants, airlines and passengers in MIA terminals
- Operating the Terminal Operations Control Room (OCR), Paging and Information Center (PIC). MIA's Information Center at Concourse E, MDAD's Lost and Found Center (L&F)
- Providing crowd control/crisis management, standards compliance and enforcement, and facilities inspections
- Managing the janitorial and skycap/baggage handling contracts
- Administering the "Miami Begins With MIA" customer service training for MDAD staff and its tenants

Terminal Operations

Personnel Summary

<i>OCC</i>		<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>
<i>Code</i>	<i>Occupational Title</i>	<i>FY 2011</i>	<i>Budget</i>	<i>Budget</i>	<i>FY13 vs FY12</i>
			<i>FY 2012</i>	<i>FY 2013</i>	
5054	Division Director 2, Aviation	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	14	14	14	-
5204	Airport Operations Agent	25	25	25	-
5205	Airport Operations Specialist	56	56	77	21
5364	Airport Public Service Assistant	20	22	22	-
0013	Clerk 4	1	1	1	-
0094	Administrative Secretary	1	1	1	-
	<b>Total</b>	<b>124</b>	<b>126</b>	<b>147</b>	<b>21</b>

Expense Summary

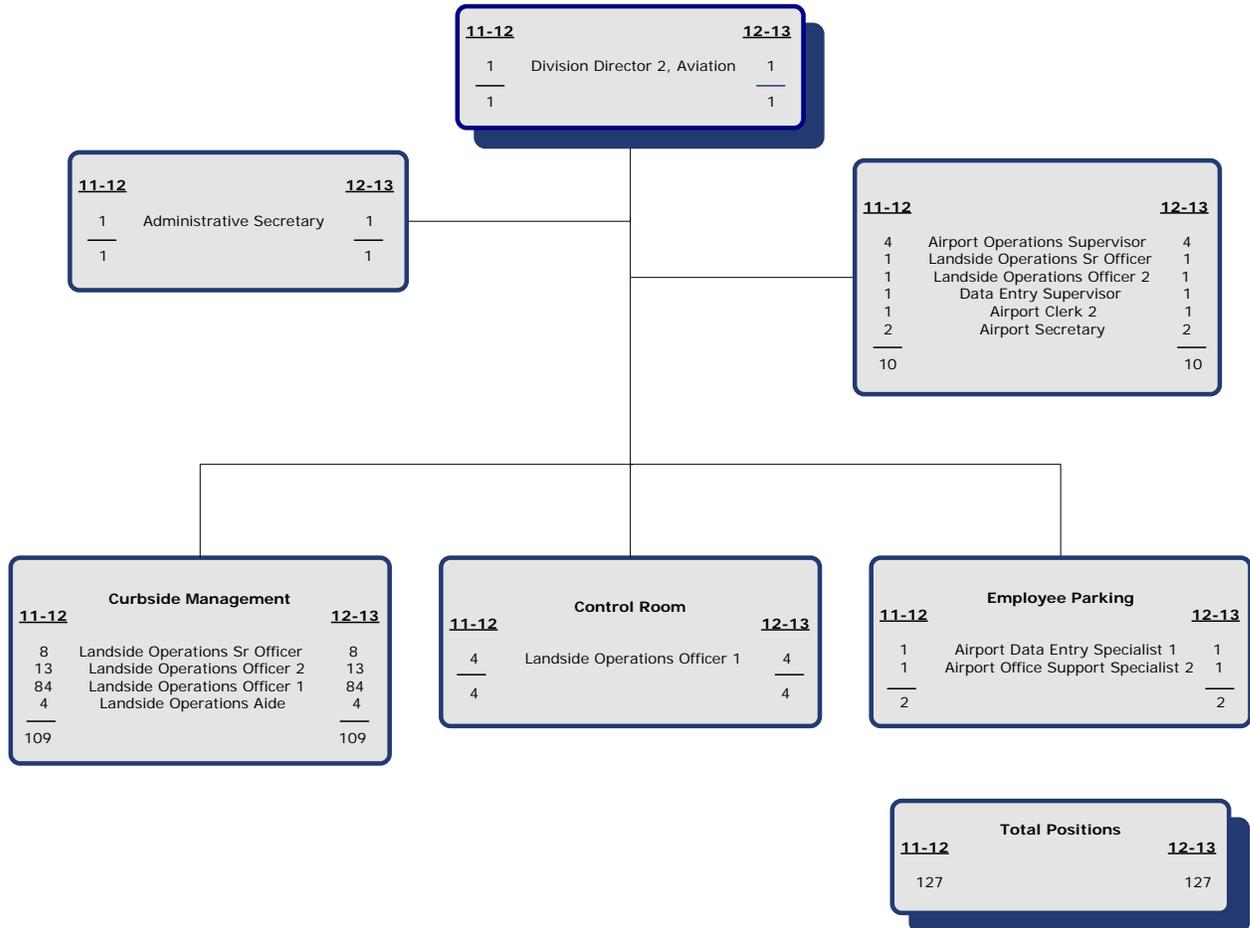
	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2011</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 2013 vs FY 2012</i>	
		<i>FY 2012</i>	<i>FY 2013</i>	<i>\$</i>	<i>%</i>
<b>Salary/Fringes</b>					
Regular	\$ 6,153,017	\$ 7,200,687	\$ 6,925,858	\$ (274,829)	-3.8%
Over-time	131,420	181,925	181,925	-	0.0%
Fringes	1,843,521	1,995,086	2,193,947	198,861	10.0%
<b>Total Salary/Fringes</b>	<b>\$ 8,127,958</b>	<b>\$ 9,377,698</b>	<b>\$ 9,301,730</b>	<b>\$ (75,968)</b>	<b>-0.8%</b>
Outside Contract Services	230,423	170,655	158,171	(12,484)	-7.3%
Capital	4,591	55,310	80,000	24,690	44.6%
G & A Expenses	434,139	644,193	642,978	(1,215)	-0.2%
<b>Total</b>	<b>\$ 8,797,112</b>	<b>\$ 10,247,856</b>	<b>\$ 10,182,879</b>	<b>\$ (64,977)</b>	<b>-0.6%</b>

## Major Drivers

<b>FY 2011-12 Budget</b>	<b>\$ 10,247,856</b>
<b>Proposed personnel costs</b>	
Salary/Fringe Adjustments	(75,968)
<b>Proposed variance in personnel costs</b>	<b>10,171,888</b>
<b>Outside Contract Services</b>	
Increase in outside maintenance service and catering services provided by Hotel, Top, Host Marriott	8,100
Decrease in outside printing, other outside contract services, and newspaper advertising	(20,584)
<b>G &amp; A Expenses</b>	
Increase in rental expense, memberships, travel, registration fees, miscellaneous general & administrative expenses, and crowd control equipment	50,649
Decrease in auto expense, parking reimbursement, uniforms & safety shoes, and safety equipment & supplies	(51,864)
<b>Capital</b>	
Increase in vehicles and trucks	71,900
Decrease in equipment and radios	(47,210)
<b>FY 2012-13 Budget</b>	<b>\$ 10,182,879</b>

# 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 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Adopted Budget FY 2013</i>	<i>Inc/(Dec) FY13 vs FY12</i>
5054	Division Director 2, Aviation	1	1	1	-
5202	Airport Operations Supervisor	4	4	4	-
5389	Landside Operations Sr. Officer	9	9	9	-
5388	Landside Operations Officer 2	13	14	14	-
5386	Landside Operations Officer 1	82	88	88	-
5390	Landside Operations Equip Specialist	4	4	4	-
5303	Airport Clerk 2	1	1	1	-
0018	Data Entry Supervisor	1	1	1	-
5345	Airport Data Entry Specialist 1	1	1	1	-
0094	Administrative Secretary	1	1	1	-
5310	Airport Secretary	2	2	2	-
5306	Airport Office Support Specialist 2	1	1	1	-
	<b>Total</b>	<b>120</b>	<b>127</b>	<b>127</b>	<b>-</b>

## Expense Summary

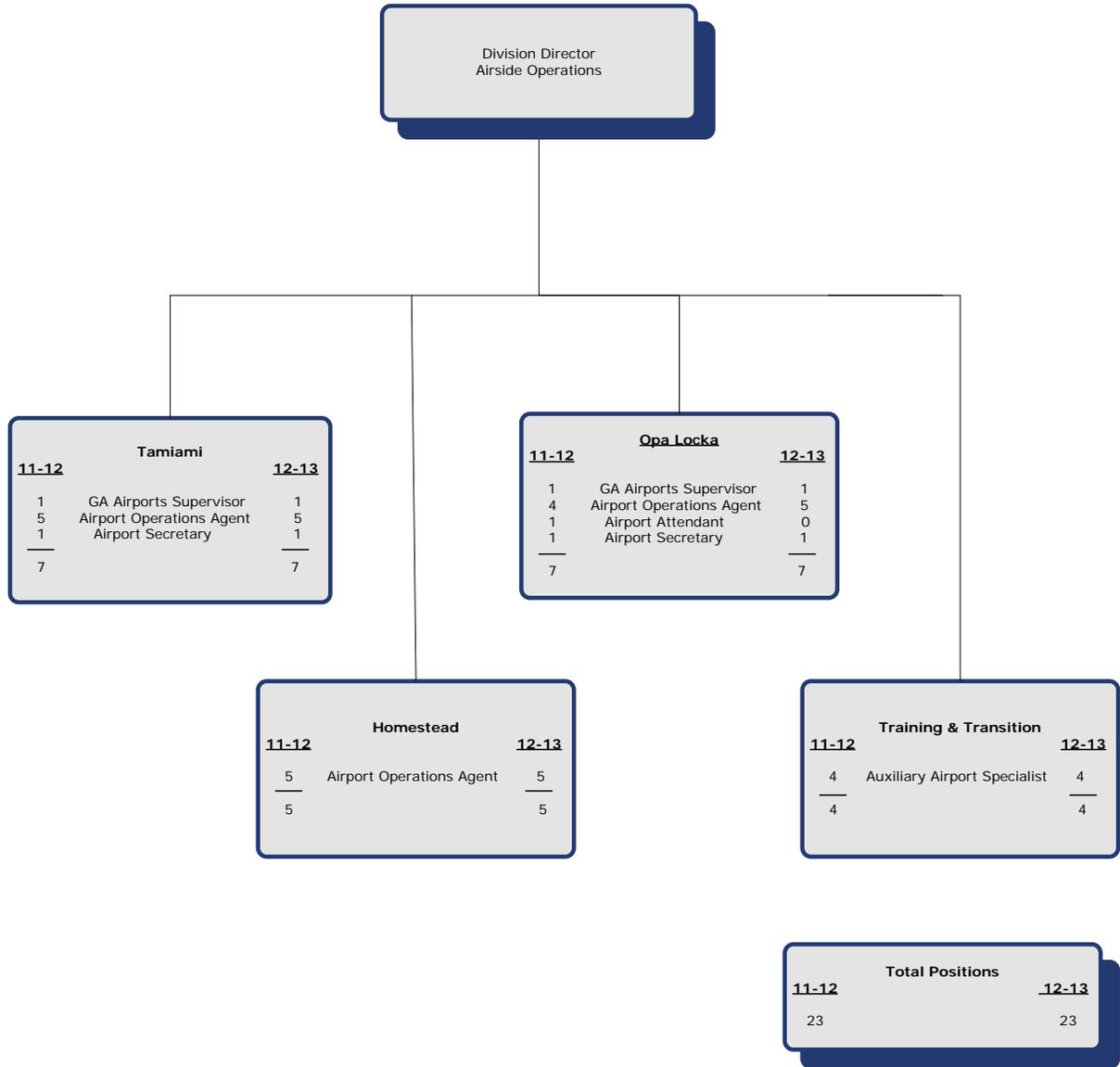
	<i>Actual FY 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Adopted Budget FY 2013</i>	<i>Inc/(Dec) FY 2013 vs FY 2012</i>	
				<i>\$</i>	<i>%</i>
<b>Salary/Fringes</b>					
Regular	\$ 7,713,329	\$ 8,502,053	\$ 8,096,934	\$ (405,119)	-4.8%
Over-time	403,229	594,016	594,016	-	0.0%
Fringes	2,120,421	2,162,745	2,214,760	52,015	2.4%
<b>Total Salary/Fringes</b>	<b>\$ 10,236,979</b>	<b>\$ 11,258,814</b>	<b>\$ 10,905,710</b>	<b>\$ (353,104)</b>	<b>-3.1%</b>
Outside Contract Services	1,582	9,180	1,480	(7,700)	-83.9%
Capital	-	137,392	28,000	(109,392)	-79.6%
G & A Expenses	37,371	88,200	100,700	12,500	14.2%
<b>Total</b>	<b>\$ 10,275,933</b>	<b>\$ 11,493,586</b>	<b>\$ 11,035,890</b>	<b>\$ (457,696)</b>	<b>-4.0%</b>

## Major Drivers

<b>FY 2011-12 Budget</b>	<b>\$ 11,493,586</b>
<b>Proposed personnel costs</b>	
Salary/Fringe Adjustments	(353,104)
<b>Proposed variance in personnel costs</b>	<u><b>11,140,482</b></u>
<b>Outside Contract Services</b>	
Increase in catering services provided by Hotel, Top, Host Marriott	300
Decrease in outside printing	(8,000)
<b>G &amp; A Expenses</b>	
Increase in inservice training, license & permit fees, expendable tools, office supplies, and uniforms & safety shoes	17,350
Decrease in parking reimbursement and miscellaneous operating supplies	(4,850)
<b>Capital</b>	
Increase in truck replacement	23,000
Decrease in radio equipment and miscellaneous equipment	<u>(132,392)</u>
<b>FY 2012-13 Budget</b>	<u><u><b>\$ 11,035,890</b></u></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</i>		<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>
<i>Code</i>	<i>Occupational Title</i>	<i>FY 2011</i>	<i>Budget</i>	<i>Budget</i>	<i>FY13 vs FY12</i>
			<i>FY 2012</i>	<i>FY 2013</i>	
5218	General Aviation Airports Supervisor	2	2	2	-
5204	Airport Operations Agent	14	14	15	1
5372	Auxiliary Airport Specialist	4	4	4	-
5374	Airport Attendant	1	1	-	(1)
5310	Airport Secretary	2	2	2	-
	<b>Total</b>	<b>23</b>	<b>23</b>	<b>23</b>	<b>-</b>

## Expense Summary

	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2011</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 2013 vs FY 2012</i>	
		<i>FY 2012</i>	<i>FY 2013</i>	<i>\$</i>	<i>%</i>
<b>Salary/Fringes</b>					
Regular	\$ 1,320,197	\$ 1,592,599	\$ 1,297,555	\$ (295,044)	-18.5%
Over-time	129,236	156,800	160,000	3,200	2.0%
Fringes	400,612	389,547	392,082	2,535	0.7%
<b>Total Salary/Fringes</b>	<b>\$ 1,850,045</b>	<b>\$ 2,138,946</b>	<b>\$ 1,849,637</b>	<b>\$ (289,309)</b>	<b>-13.5%</b>
Outside Contract Services	430	7,400	7,400	-	0.0%
Security Guard Service	219,140	178,599	200,600	22,001	12.3%
Utilities	240,129	366,000	366,000	-	0.0%
Capital	6,400	400	-	(400)	-100.0%
G & A Expenses	1,421	27,135	29,625	2,490	9.2%
<b>Total</b>	<b>\$ 2,317,566</b>	<b>\$ 2,718,480</b>	<b>\$ 2,453,262</b>	<b>\$ (265,218)</b>	<b>-9.8%</b>

## Major Drivers

<b>FY 2011-12 Budget</b>	<b>\$ 2,718,480</b>
<b>Proposed personnel costs</b>	
Salary/Fringe Adjustments	(292,509)
Increase in over-time	3,200
<b>Proposed variance in personnel costs</b>	<u>2,429,171</u>
<b>Outside Contract Services</b>	
Increase in security guard services	22,001
<b>G &amp; A Expenses</b>	
Increase in ID card system supplies, radio parts, and office equipment	3,900
Decrease in publications, memberships, educational seminars, miscellaneous general & administrative expense, and photographic supplies	(1,410)
<b>Capital</b>	
Decrease in radio equipment	<u>(400)</u>
<b>FY 2012-13 Budget</b>	<u><b>\$ 2,453,262</b></u>

# Aviation Noise Abatement

## Organizational Structure



<b>11-12</b>		<b>12-13</b>
1	Aviation Planner	1
4	Airport Noise Abatement Officer	4
<hr/>		<hr/>
5		5

<b>Total Positions</b>		
<b>11-12</b>		<b>12-13</b>
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 2011</i>	<i>Budget</i>	<i>Budget</i>	<i>FY13 vs FY12</i>
			<i>FY 2012</i>	<i>FY 2013</i>	
5253	Airport Noise Abatement Officer	4	4	4	-
5284	Aviation Planner	1	1	1	-
	<b>Total</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>-</b>

## Expense Summary

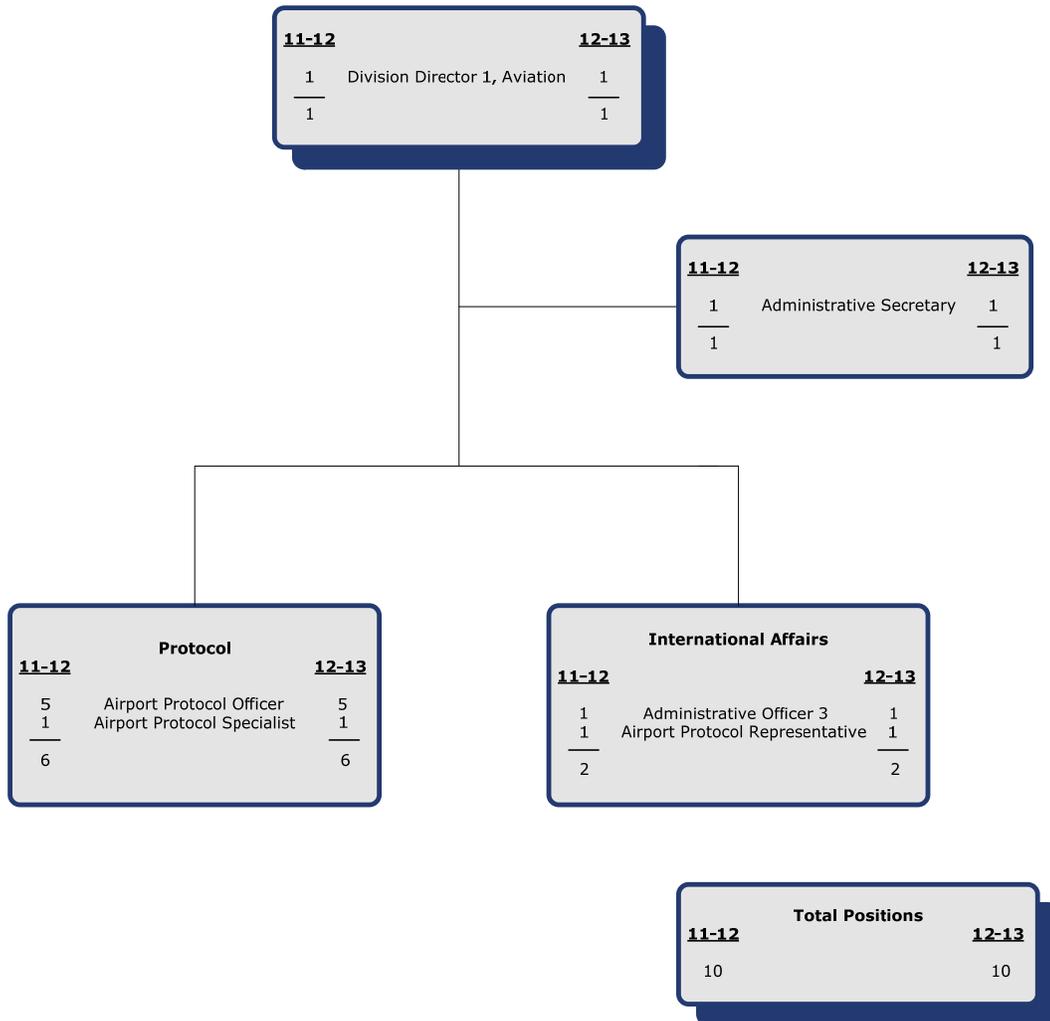
	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2011</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 2013 vs FY 2012</i>	
		<i>FY 2012</i>	<i>FY 2013</i>	\$	%
<b>Salary/Fringes</b>					
Regular	\$ 320,152	\$ 335,326	\$ 318,864	\$ (16,462)	-4.9%
Over-time	10,169	10,000	10,000	-	0.0%
Fringes	89,315	84,592	84,354	(238)	-0.3%
<b>Total Salary/Fringes</b>	<b>\$ 419,636</b>	<b>\$ 429,918</b>	<b>\$ 413,218</b>	<b>\$ (16,700)</b>	<b>-3.9%</b>
Outside Contract Services	202,853	344,785	349,086	4,301	1.2%
Capital	2,091	-	26,000	26,000	100.0%
G & A Expenses	15,144	22,900	22,400	(500)	-2.2%
<b>Total</b>	<b>\$ 639,724</b>	<b>\$ 797,603</b>	<b>\$ 810,704</b>	<b>\$ 13,101</b>	<b>1.6%</b>

## Major Drivers

<b>FY 2011-12 Budget</b>	<b>\$ 797,603</b>
<b>Proposed personnel costs</b>	
Salary/Fringe Adjustments	(16,700)
<b>Proposed variance in personnel costs</b>	<u>780,903</u>
<b>Outside Contract Services</b>	
Increase in miscellaneous maintenance contracts	4,301
<b>G &amp; A Expenses</b>	
Decrease in photographic supplies	(500)
<b>Capital</b>	
Increase in truck replacement	<u>26,000</u>
<b>FY 2012-13 Budget</b>	<b><u><u>\$ 810,704</u></u></b>

# Protocol & International Affairs

## Organizational Structure



## Mission Statement

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

## Responsibilities

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

## 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 2011</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 2013 vs FY 12</i>
			<i>FY 2012</i>	<i>FY 2013</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	-
	<b>Total</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>-</b>

## Expense Summary

	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2011</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 2013 vs FY 2012</i>	
		<i>FY 2012</i>	<i>FY 2013</i>	<i>\$</i>	<i>%</i>
<b>Salary/Fringes</b>					
Regular	\$ 654,134	\$ 683,085	\$ 633,325	\$ (49,760)	-7.3%
Over-time	6,864	20,000	20,000	-	0.0%
Fringes	176,971	160,778	170,455	9,677	6.0%
<b>Total Salary/Fringes</b>	<b>\$ 837,969</b>	<b>\$ 863,863</b>	<b>\$ 823,780</b>	<b>\$ (40,083)</b>	<b>-4.6%</b>
Outside Contract Services	11,749	5,500	29,300	23,800	432.7%
Capital	455	500	-	(500)	-100.0%
G & A Expenses	3,669	50,425	10,440	(39,985)	-79.3%
<b>Total</b>	<b>\$ 853,842</b>	<b>\$ 920,288</b>	<b>\$ 863,520</b>	<b>\$ (56,768)</b>	<b>-6.2%</b>

## Major Drivers

<b>FY 2011-12 Budget</b>	<b>\$ 920,288</b>
<b>Proposed personnel costs</b>	
Salary/Fringe Adjustments	(40,083)
<b>Proposed variance in personnel costs</b>	<u><b>880,205</b></u>
<b>Outside Contract Services</b>	
Increase in catering services provided by Hotel, Top, Host Marriott and other outside contract services	24,300
Decrease in promotional items	(500)
<b>G &amp; A Expenses</b>	
Increase in parking reimbursement, registration fees, office supplies, and printing & reproduction supplies	1,415
Decrease in Consular lounge expense, miscellaneous general & administrative expenses, uniforms, and miscellaneous operating supplies	(41,400)
<b>Capital</b>	
Decrease in miscellaneous equipment	<u>(500)</u>
<b>FY 2012-13 Budget</b>	<u><b>\$ 863,520</b></u>

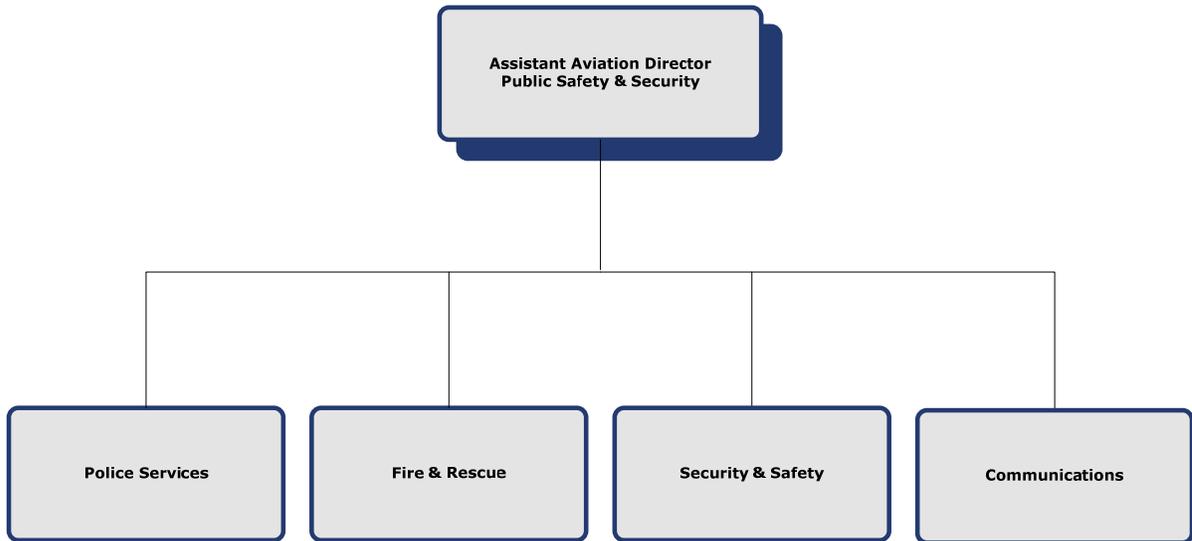


# Public Safety & Security Group

## 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.

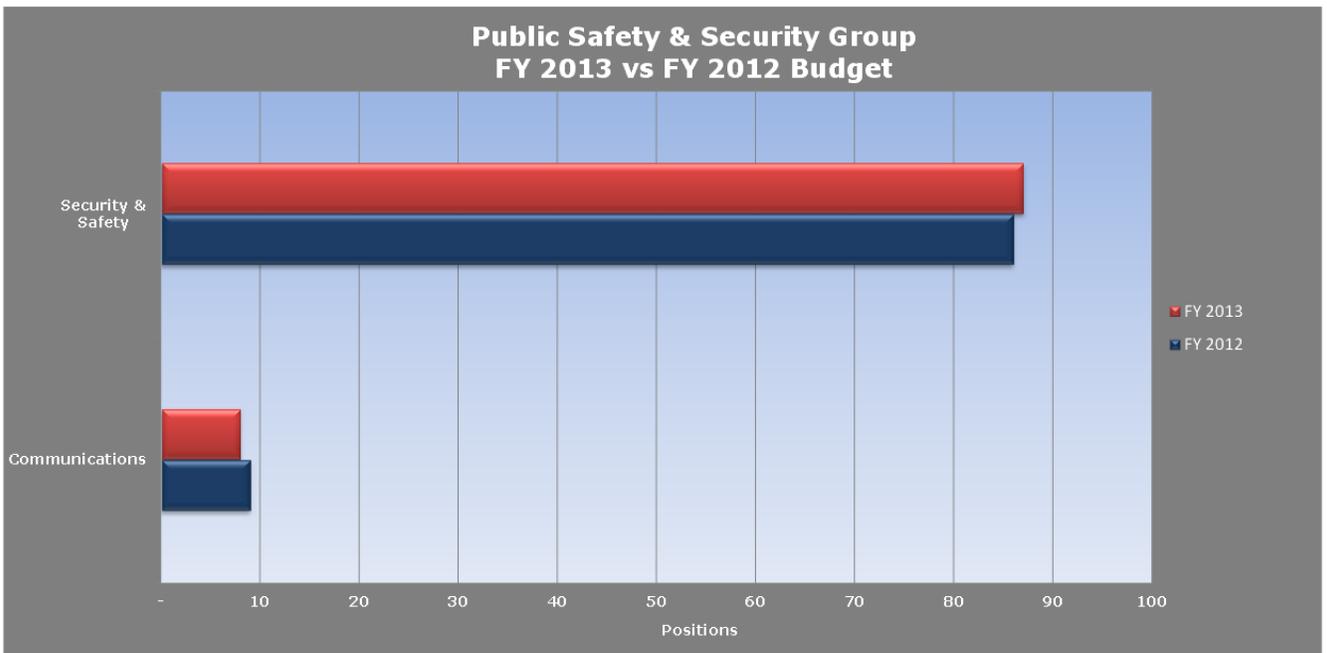
## Organizational Structure



Total Positions	
11-12	12-13
95	95

## Personnel Summary

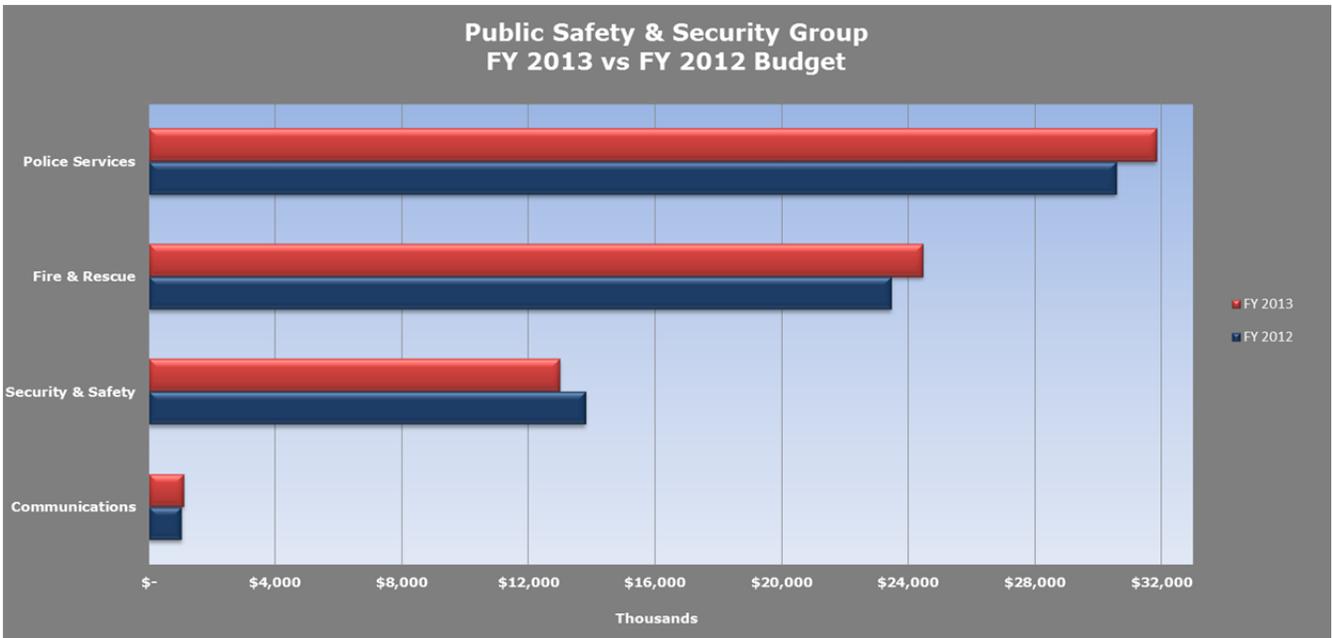
	<i>Actual FY 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Adopted Budget FY 2013</i>	<i>Inc/(Dec) FY13 vs FY12</i>
Security & Safety	87	86	87	1
Communications	9	9	8	(1)
<b>Total</b>	<b>96</b>	<b>95</b>	<b>95</b>	<b>-</b>



The chart above is a comparison between the FY 2013 and FY 2012 positions budgeted for the divisions in the Public Safety & Security Group.

## Expense Summary

	<i>Actual FY 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Adopted Budget FY 2013</i>	<i>Inc/(Dec) FY 2013 vs FY 2012</i>	
				<i>\$</i>	<i>%</i>
Police Services	<b>\$ 26,675,096</b>	<b>\$ 30,573,851</b>	<b>\$ 31,836,796</b>	<b>\$ 1,262,945</b>	<b>4.1%</b>
Fire & Rescue	21,491,789	23,467,437	24,462,215	994,778	4.2%
Security & Safety	12,043,807	13,797,148	12,989,970	(807,178)	-5.9%
Communications	1,081,258	1,052,078	1,106,346	54,268	5.2%
<b>Total</b>	<b>\$ 61,291,951</b>	<b>\$ 68,890,514</b>	<b>\$ 70,395,327</b>	<b>\$ 1,504,813</b>	<b>2.2%</b>



The chart above is a comparison between the FY 2013 and FY 2012 budget for the divisions in the Public Safety & Security Group; overall there is an increases in expenses for the Group, with the Police Services and 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 2009-10	Actual FY 2010-11	Actual FY 2011-12	Target FY 2011-12	Target FY 2012-13
Provide a Secure Environment at the Airports	Average Number of Overall Crimes at MIA	45	70	48	70	70

## Accomplishments for FY 2012

- 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
- Improved fire rescue service at Miami International Airport by placing an Emergency Medical Service (EMS) cart in the terminal during peak hours
- Continued the American Airlines Tech Crew Chief Pilot Program that responds to Alerts 2 & 3 with MDFR and MDAD and assist the Incident Commander in technical areas of the aircraft
- Conducted annual tabletop and drill exercises to enhance responder proficiency
- Trained all MDFR Airport Division sworn personnel in the deployment of the Rigid Hull Inflatable Boat (RHIB)
- 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
- Replaced old AOA vehicle-access gates with new booths
- Distributed pertinent open source intelligence to security personnel in order to remain current on the threats to an airport community

## Accomplishments for FY 2012 (cont)

- Continued to explore new and emerging technology to compliment security operations, in an effort to provide optional security at MIA and the GAA airports
- Developed and executed media relations and advertising campaigns to promote: the opening of the North Terminal international arrivals area; the Global Entry and TSA PreCheck expedited screening programs at MIA; and the Travel Channel documentary series "Airport 24/7: Miami."
- 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

# Police Services

## Organizational Structure

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

## Mission Statement

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

## Responsibilities

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

## Personnel Summary

Non Applicable

## Expense Summary

	<i>Actual</i> <i>FY 2011</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2012</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2013</i>	<i>Inc/(Dec)</i> <i>FY 2013 vs FY 2012</i>	
				\$	%
<b>Salary/Fringes</b>					
Regular	\$ -	\$ -	\$ -	\$ -	0.0%
Over-time	-	-	-	-	0.0%
Fringes	-	-	-	-	0.0%
<b>Total Salary/Fringes</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>
Outside Contract Services	55,426	68,100	68,100	-	0.0%
MOU	25,449,567	29,199,451	30,469,396	1,269,945	4.3%
Utilities	60,681	77,000	70,000	(7,000)	-9.1%
Capital	73,875	70,000	70,000	-	0.0%
G & A Expenses	1,035,547	1,159,300	1,159,300	-	0.0%
<b>Total</b>	<b>\$ 26,675,096</b>	<b>\$ 30,573,851</b>	<b>\$ 31,836,796</b>	<b>\$ 1,262,945</b>	<b>4.1%</b>

## Major Drivers

<b>FY 2011-12 Budget</b>	<b>\$ 29,073,851</b>
<b>Proposed personnel costs</b>	
Salary/Fringe Adjustments	-
<b>Proposed variance in personnel costs</b>	<u>29,073,851</u>
<b>MOU</b>	
Increase in charges for Police services	2,769,945
<b>Utilities</b>	
Decrease in telephone service	<u>(7,000)</u>
<b>FY 2012-13 Budget</b>	<b><u>\$ 31,836,796</u></b>

# Fire & Rescue

## Organizational Structure

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

## Mission Statement

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

## Responsibilities

- Providing fire and rescue services to the passengers, employees and visitors at MIA and the General Aviation airports: 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 (CO) inspections and reviewing plans
- Developing and maintaining dynamic disaster response plans for every potential hazard that may be present in highly complex environments such as Miami-Dade County airports
- Assuring that all personnel Assigned to the Aviation Department receive Aircraft Rescue Fire Fighter (ARFF) training which meets FAA requirements

## Personnel Summary

Non Applicable

## Expense Summary

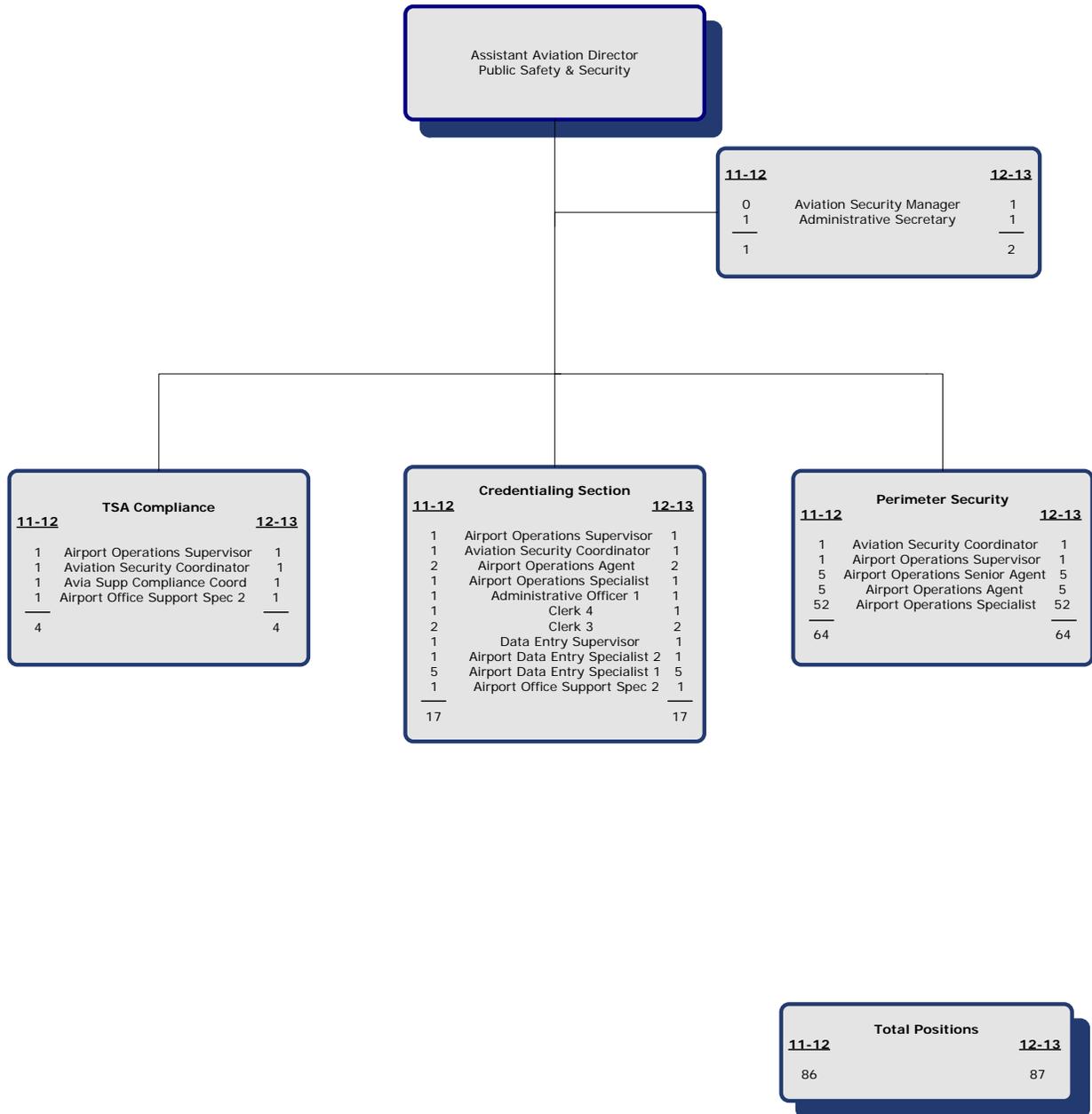
	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2011</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 2013 vs FY 2012</i>	
		<i>FY 2012</i>	<i>FY 2013</i>	\$	%
<b><i>Salary/Fringes</i></b>					
Regular	\$ -	\$ -	\$ -	\$ -	0.0%
Over-time	-	-	-	-	0.0%
Fringes	-	-	-	-	0.0%
<b><i>Total Salary/Fringes</i></b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>
Outside Contract Services	7,310	35,691	41,216	5,525	15.5%
MOU	21,308,795	23,032,680	23,531,798	499,118	2.2%
Capital	-	49,775	526,286	476,511	957.3%
G & A Expenses	175,684	349,291	362,915	13,624	3.9%
<b><i>Total</i></b>	<b><u>\$ 21,491,789</u></b>	<b><u>\$ 23,467,437</u></b>	<b><u>\$ 24,462,215</u></b>	<b><u>\$ 994,778</u></b>	<b><u>4.2%</u></b>

## Major Drivers

<b>FY 2011-12 Budget</b>	<b>\$ 21,967,437</b>
<b>Proposed personnel costs</b>	
Salary/Fringe Adjustments	-
<b>Proposed variance in personnel costs</b>	<b>21,967,437</b>
<b>Outside Contract Services</b>	
Increase in other outside contracts	20,000
Decrease in maintenance & repair of equipment	(14,475)
<b>MOU</b>	
Increase in radio maintenance and charges for Fire Rescue services	2,016,538
<b>MOU</b>	
Increase in telephone service	5,040
<b>G &amp; A Expenses</b>	
Increase in auto expense reimbursement, memberships, educational seminars, miscellaneous general & administrative expenses, office supplies, minor equipment, safety equipment & supplies, and fire extinguisher agents	105,070
Decrease in publications, travel, and registration fees	(113,906)
<b>Capital</b>	
Increase in office equipment, computer hardware, radios, training equipment, vehicles, and trucks	476,511
<b>FY 2012-13 Budget</b>	<b>\$ 24,462,215</b>

# Security & Safety

## Organizational Structure



## Mission Statement

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

## 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 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Adopted Budget FY 2013</i>	<i>Inc/(Dec) FY13 vs FY12</i>
5289	Aviation Security Manager		-	1	1
5175	Airport North Terminal Coordinator	1	-	-	-
5315	Aviation Support Compliance Coordinator	1	1	1	-
5288	Aviation Security Coordinator	3	3	3	-
5202	Airport Operations Supervisor	3	3	3	-
5203	Airport Operations Senior Agent	5	5	5	-
5204	Airport Operations Agent	7	7	7	-
5205	Airport Operations Specialist	53	53	53	-
0810	Administrative Officer 1	1	1	1	-
0013	Clerk 4	1	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	-
	<b>Total</b>	<b>87</b>	<b>86</b>	<b>87</b>	<b>1</b>

## Expense Summary

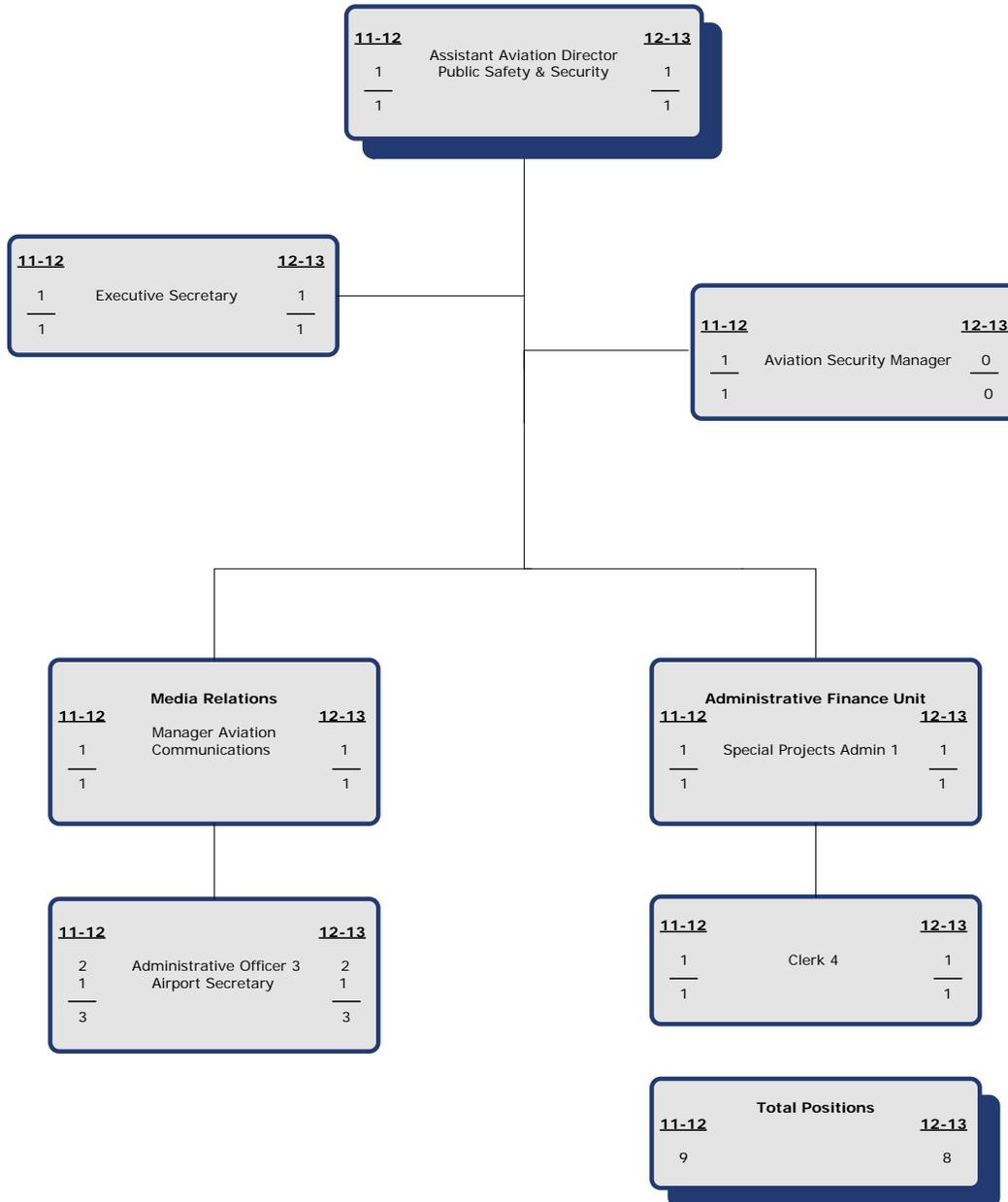
	<i>Actual FY 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Adopted Budget FY 2013</i>	<i>Inc/(Dec) FY 2013 vs FY 2012</i>	
				<i>\$</i>	<i>%</i>
<b>Salary/Fringes</b>					
Regular	\$ 4,996,186	\$ 4,378,190	\$ 4,155,204	\$ (222,986)	-5.1%
Over-time	132,359	243,775	243,775	-	0.0%
Fringes	1,593,682	1,302,189	1,351,194	49,005	3.8%
<b>Total Salary/Fringes</b>	<b>\$ 6,722,227</b>	<b>\$ 5,924,154</b>	<b>\$ 5,750,173</b>	<b>\$ (173,981)</b>	<b>-2.9%</b>
Outside Contract Services	24,789	89,425	92,625	3,200	3.6%
Security Guard Service	5,198,581	7,314,168	6,714,168	(600,000)	-8.2%
Capital	10,986	283,234	200,000	(83,234)	-29.4%
G & A Expenses	87,224	186,167	233,004	46,837	25.2%
<b>Total</b>	<b>\$ 12,043,807</b>	<b>\$ 13,797,148</b>	<b>\$ 12,989,970</b>	<b>\$ (807,178)</b>	<b>-5.9%</b>

## Major Drivers

<b>FY 2011-12 Budget</b>	<b>\$ 13,783,502</b>
<b>Proposed personnel costs</b>	
Salary/Fringe Adjustments	(160,335)
<b>Proposed variance in personnel costs</b>	<b>13,623,167</b>
<b>Outside Contract Services</b>	
Increase in maintenance & repair of equipment and catering services provided by Hotel, Top, Host Marriott for meetings	3,200
Decrease in security guard services	(600,000)
<b>G &amp; A Expenses</b>	
Increase in inservice training, educational seminars, miscellaneous general & administrative expense, office supplies, and safety equipment & supplies	46,837
<b>Capital</b>	
Increase in vehicle replacement	50,000
Decrease in equipment	(133,234)
<b>FY 2012-13 Budget</b>	<b>\$ 12,989,970</b>

# 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 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Adopted Budget FY 2013</i>	<i>Inc/(Dec) FY13 vs FY12</i>
5182	Assistant Aviation Director Public Safety & Security	1	1	1	-
5130	Manager Aviation Communications	1	1	1	-
5289	Aviation Security Manager	1	1	-	(1)
0831	Special Projects Administrator 1	1	1	1	-
0812	Administrative Officer 3	2	2	2	-
0013	Clerk 4	1	1	1	-
0095	Executive Secretary	1	1	1	-
5310	Airport Secretary	1	1	1	-
	<b>Total</b>	<b>9</b>	<b>9</b>	<b>8</b>	<b>(1)</b>

## Expense Summary

	<i>Actual FY 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Adopted Budget FY 2013</i>	<i>Inc/(Dec) FY 2013 vs FY 2012</i>	
				<i>\$</i>	<i>%</i>
<b>Salary/Fringes</b>					
Regular	\$ 779,699	\$ 768,048	\$ 682,564	\$ (85,484)	-11.1%
Over-time	282	500	500	-	0.0%
Fringes	169,184	150,080	154,832	4,752	3.2%
<b>Total Salary/Fringes</b>	<b>\$ 949,165</b>	<b>\$ 918,628</b>	<b>\$ 837,896</b>	<b>\$ (80,732)</b>	<b>-8.8%</b>
Outside Contract Services	122,063	119,000	134,000	15,000	12.6%
MOU	-	-	120,000	120,000	100.0%
Capital	-	-	-	-	0.0%
G & A Expenses	10,031	14,450	14,450	-	0.0%
<b>Total</b>	<b>\$ 1,081,258</b>	<b>\$ 1,052,078</b>	<b>\$ 1,106,346</b>	<b>\$ 54,268</b>	<b>5.2%</b>

## Major Drivers

<b>FY 2011-12 Budget</b>	<b>\$ 1,052,078</b>
<b>Proposed personnel costs</b>	
Salary/Fringe Adjustments	(80,732)
<b>Proposed variance in personnel costs</b>	<u><b>971,346</b></u>
<b>Outside Contract Services</b>	
Increase in newspaper advertising	45,000
Decrease in Community Periodical advertising	(30,000)
<b>MOU</b>	
Increase due to new allocation for services provided by Community Information & Outreach (CIO) Department	120,000
<b>FY 2012-13 Budget</b>	<u><u><b>\$ 1,106,346</b></u></u>

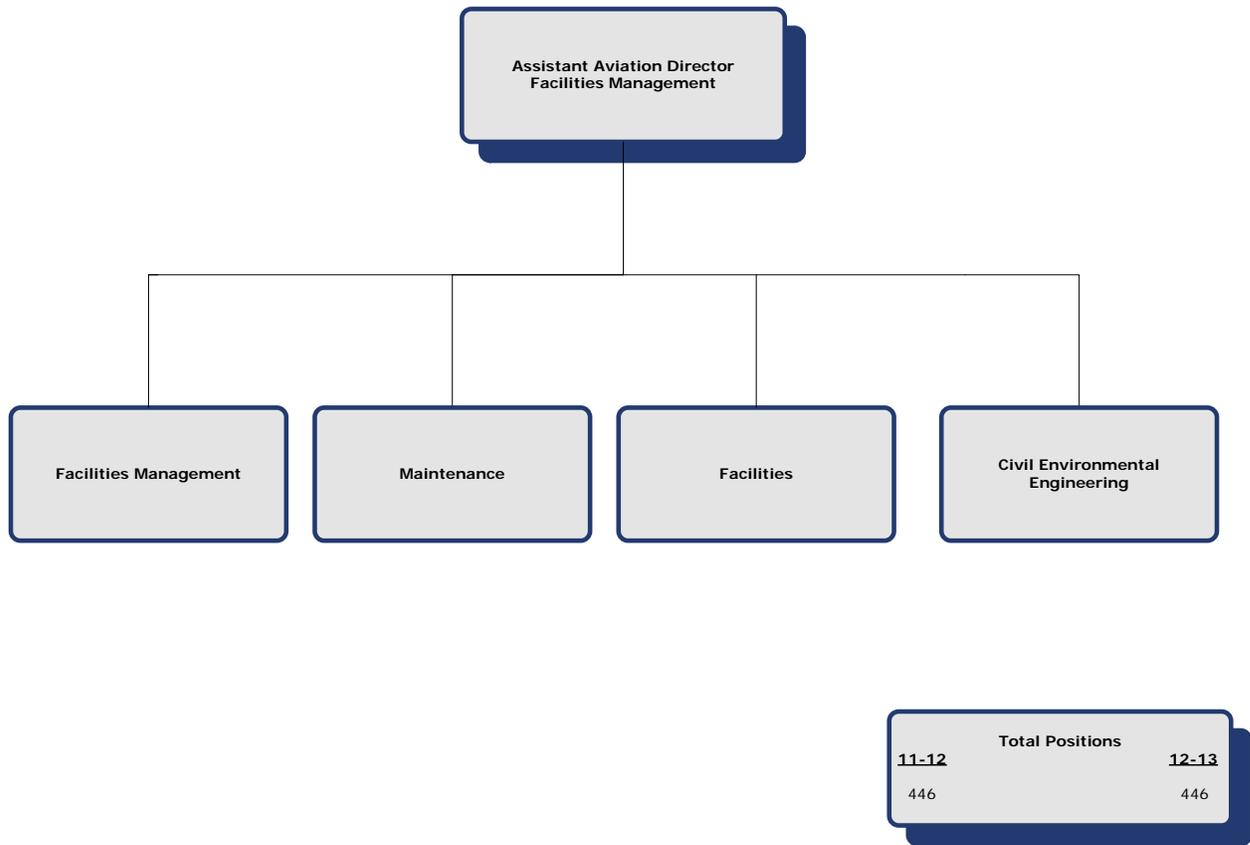


# Facilities Management Group

## Overview

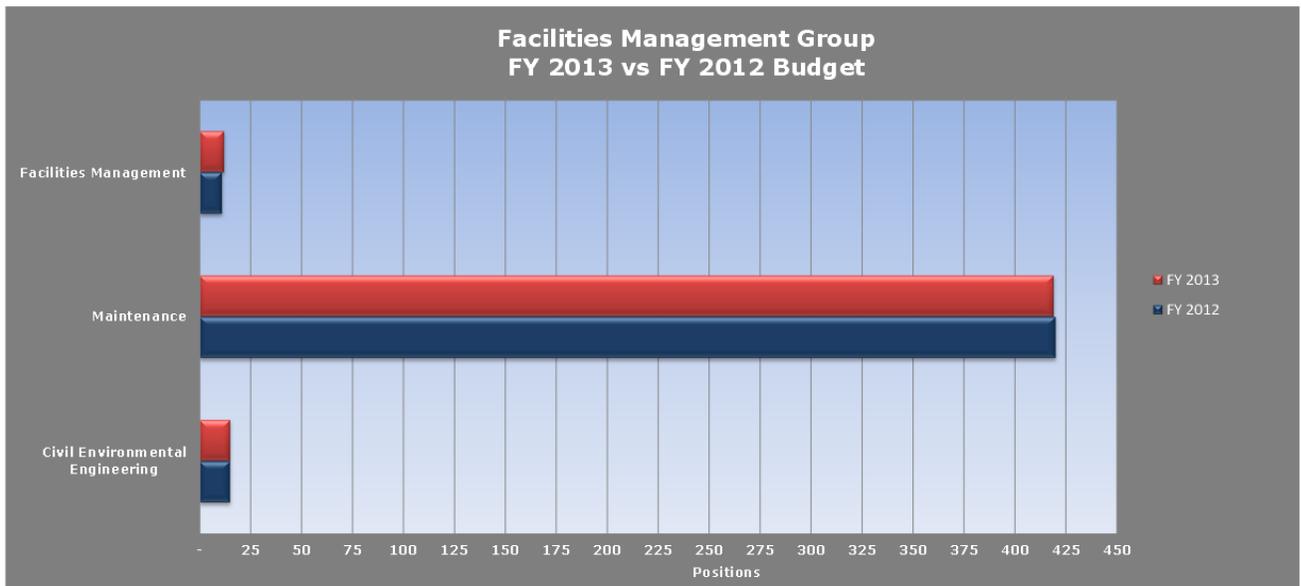
The Facilities Management Group maintains the airport systems and facilities in optimum working condition at MIA and the General Aviation Airports, and supports the environmental, civil, and aviation fuel needs for the Department. The Group consists of the Facilities Management, Maintenance, Facilities and Civil Environmental Engineering Divisions.

## Organizational Structure



## Personnel Summary

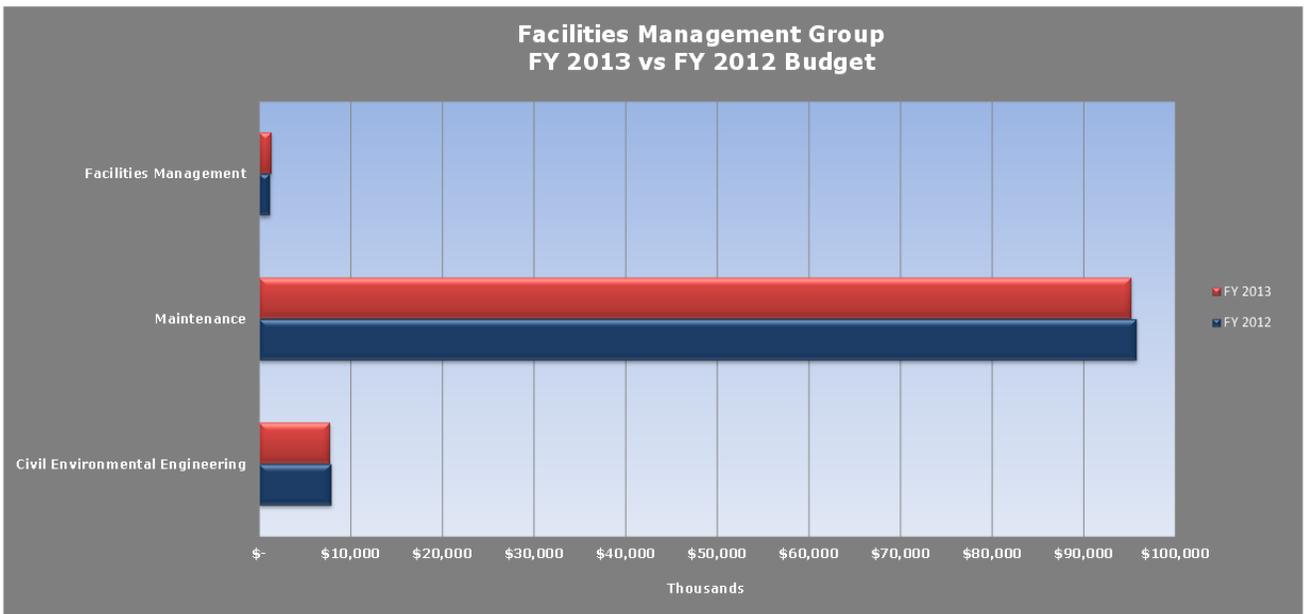
	<i>Actual FY 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Adopted Budget FY 2013</i>	<i>Inc/(Dec) FY13 vs FY12</i>
Facilities Management	11	11	12	1
Maintenance	397	420	419	(1)
Civil Environmental Engineering	15	15	15	-
<b>Total</b>	<b>423</b>	<b>446</b>	<b>446</b>	<b>-</b>



The chart above is a comparison between the FY 2013 and FY 2012 positions budgeted for the divisions in the Facilities Management Group.

Expense Summary

	<i>Actual FY 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Adopted Budget FY 2013</i>	<i>Inc/(Dec) FY 2013 vs FY 2012</i>	
				<i>\$</i>	<i>%</i>
Facilities Management	\$ 1,341,217	\$ 1,195,936	\$ 1,335,750	\$ 139,814	11.7%
Maintenance	79,831,344	95,793,530	95,197,903	(595,627)	-0.6%
Civil Environmental Engineering	5,653,486	7,910,707	7,742,390	(168,317)	-2.1%
<b>Total</b>	<b>\$ 86,826,047</b>	<b>\$ 104,900,173</b>	<b>\$ 104,276,043</b>	<b>\$ (624,130)</b>	<b>-0.6%</b>



The chart above is a comparison between the FY 2013 and FY 2012 budget for the divisions in the Facilities Management Group; overall there is a decrease in expenses for the Group, with the Maintenance Division reflecting the major decrease.

## Group Goal(s)/Performance Measures

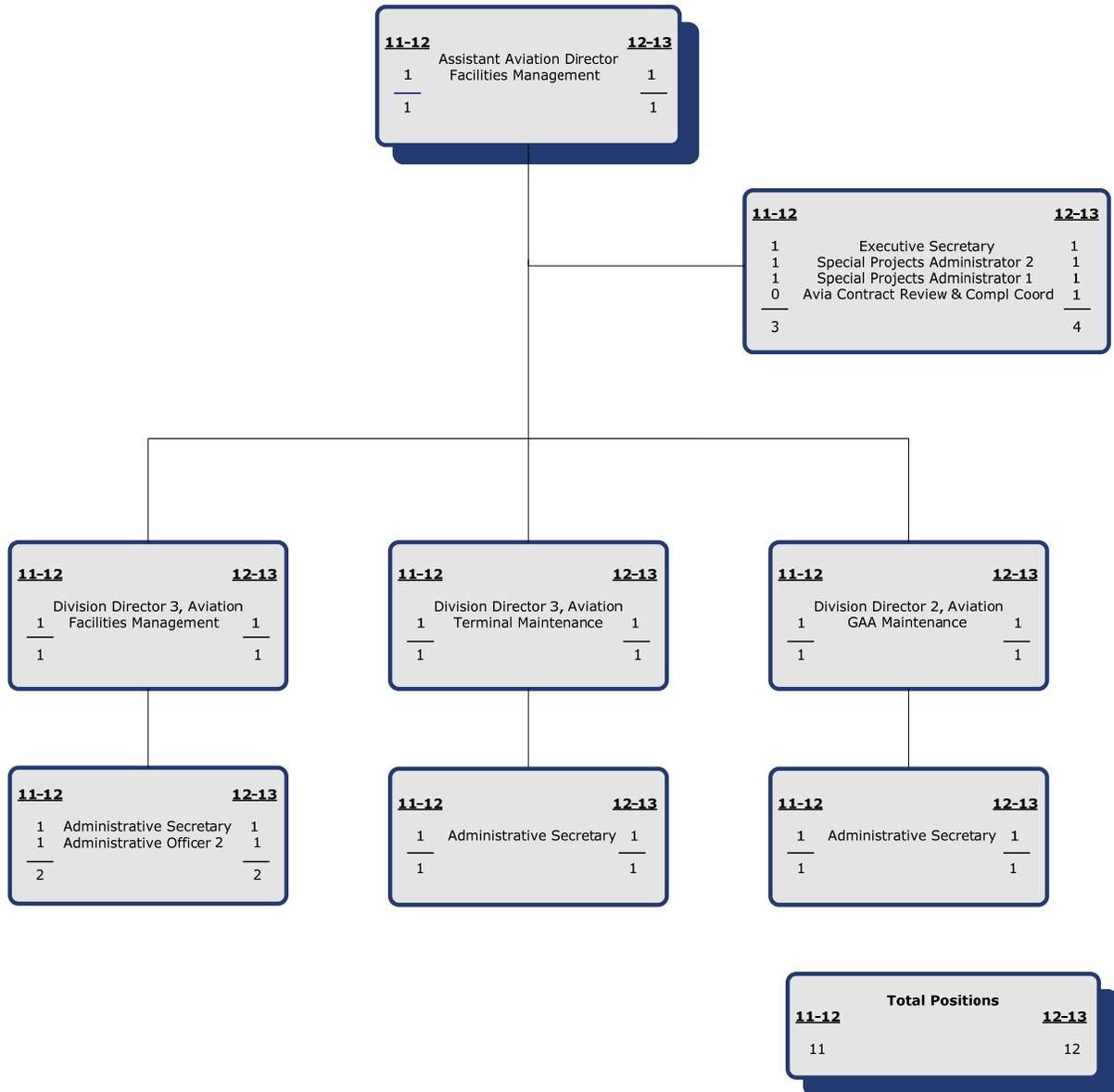
Goal						
Reduce County government's greenhouse gas emissions and resource consumption (GG6-1)						
Measure	Performance Indicator (Description)	Performance Indicator				
		Actual FY 2009-10	Actual FY 2010-11	Actual FY 2011-12	Target FY 2011-12	Target FY 2012-13
Sustainability	ISO 14001 Certification	July 2010	July 2011	July 2012	July 2012	July 2013
	Recycle Cardboard (%)	100%	100%	100%	100%	100%

## Accomplishments for FY 2012

- Completed 50 percent of programmable logic controller upgrades at lower D concourse
- Completed all MIA Mover and Rental car Center temporary way finding signage (275 signs)
- Completed refurbishment of five passenger loading bridges at Concourse G
- Retrofitted south terminal baggage handling and ticket counter lighting to LEDS
- Maintained ISO14001 re-certification
- Achieved 100% customer satisfaction at waste transfer for international and domestic trash collection
- Re-striped runways, taxiways, parking spaces at MIA, X51 and OPF
- Completed selection process for the storm water master plan update
- Rehabilitated the portions of Upper Vehicular Drive pavements
- Awarded the contract to design the rehabilitation of Runway 12/30

# 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 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Adopted Budget FY 2013</i>	<i>Inc/(Dec) FY13 vs FY12</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	-
5063	Aviation Contract Review & Compliance Coord	-	-	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	-
<b>Total</b>		<b>11</b>	<b>11</b>	<b>12</b>	<b>(1)</b>

## Expense Summary

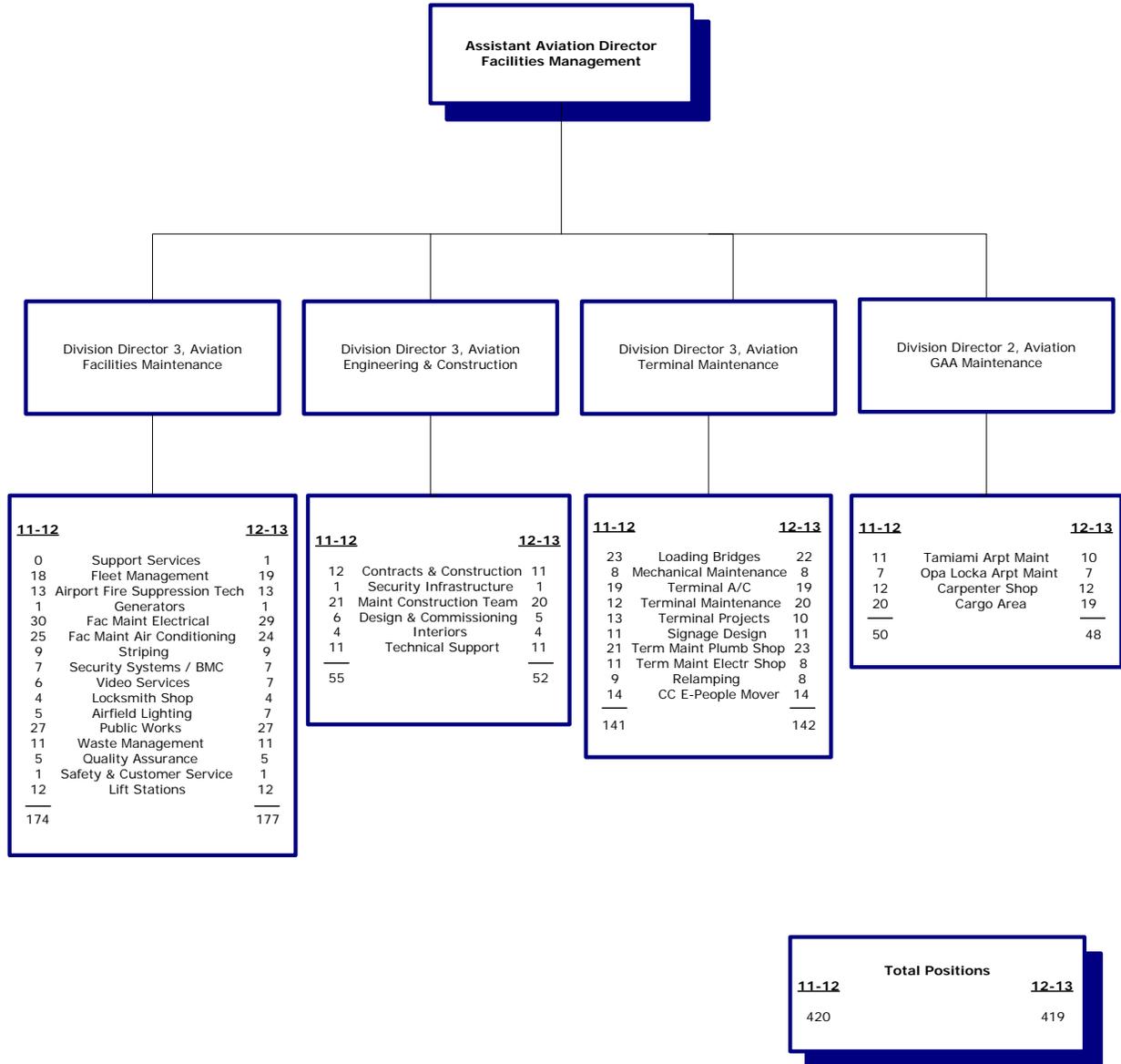
	<i>Actual FY 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Adopted Budget FY 2013</i>	<i>Inc/(Dec) FY 2013 vs FY 2012</i>	
				<i>\$</i>	<i>%</i>
<b>Salary/Fringes</b>					
Regular	\$ 1,073,606	\$ 984,276	\$ 1,066,934	\$ 82,658	8.4%
Over-time	5,129	1,160	5,500	4,340	374.1%
Fringes	247,189	172,500	230,566	58,066	33.7%
<b>Total Salary/Fringes</b>	<b>\$ 1,325,924</b>	<b>\$ 1,157,936</b>	<b>\$ 1,303,000</b>	<b>\$ 145,064</b>	<b>12.5%</b>
Outside Contract Services	-	-	-	-	0.0%
Capital	699	-	-	-	0.0%
G & A Expenses	14,594	38,000	32,750	(5,250)	-13.8%
<b>Total</b>	<b>\$ 1,341,217</b>	<b>\$ 1,195,936</b>	<b>\$ 1,335,750</b>	<b>\$ 139,814</b>	<b>11.7%</b>

## Major Drivers

<b>FY 2011-12 Budget</b>	<b>\$ 1,195,936</b>
<b>Proposed Personnel Costs</b>	
Salary/Fringe Adjustments	145,064
<b>Proposed variance in personnel costs</b>	<u>1,341,000</u>
<b>G &amp; A Expenses</b>	
Increase in parking reimbursement, office supplies and equipment	3,750
Decrease in travel, registration fees, and educational seminars	<u>(9,000)</u>
<b>FY 2012-13 Budget</b>	<b><u>\$ 1,335,750</u></b>

# 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 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Adopted Budget FY 2013</i>	<i>Inc/(Dec) FY13 vs FY12</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	-
5248	Building Maint Systems Support Manager	1	1	1	-
5219	Aviation Interior Design Space Plan Supv	1	1	1	-
6512	Electrician Supervisor	1	1	1	-
6518	Painter Supervisor	1	1	1	-
6528	Plumbing Supervisor	1	1	1	-
6533	Refrigeration/Air Conditioning Mechanic Supv	2	2	2	-
6574	Electronic-Electrical Equipment Supervisor	-	1	1	-
5262	Airport Maintenance Supervisor	13	13	13	-
5265	Airport Plant Maintenance Supervisor	1	1	1	-
5268	Airport Loading Bridges Maintenance Supv 2	1	1	1	-
5267	Airport Loading Bridges Maintenance Supv 1	1	1	1	-
5274	Airport Lighting Supervisor	1	1	1	-
5276	Airport Fire Suppression Systems Supervisor	1	1	1	-
5286	Aviation Signage Supervisor	1	1	1	-
6130	Fleet Management Assistant Facility Supv	1	1	1	-
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	1	1	1	-
5271	Facilities Maintenance Contract Specialist	2	2	2	-
6474	Elevator Contract Specialist	1	1	1	-
6481	Interior Design Specialist	1	1	1	-
5063	Aviation Contract Review & Compliance Coord	1	1	-	(1)
1023	Engineer 4	2	2	2	-
1022	Engineer 3	2	2	2	-
1020	Engineer 1	1	1	1	-
1033	Architect 2	1	1	1	-
1032	Architect 1	2	2	2	-
5489	Airport Architectural Drafter 2	9	9	9	-
7359	Landscape Architect 3	1	1	1	-
6612	Construction Manager 3	-	1	1	-
6611	Construction Manager 2	7	7	7	-
6610	Construction Manager 1	1	1	1	-
6466	Technical Services Planner/Scheduler	4	4	4	-
1845	Sr Systems Analyst/Programmer	2	2	2	-
5353	Arpt Systems Analyst/Programmer 2	1	1	1	-

Maintenance

Personnel Summary (cont)

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Adopted Budget FY 2013</i>	<i>Inc/(Dec) FY13 vs FY12</i>
1827	Computer Tech 2	1	1	1	-
1018	Senior Cadastral Technician	1	1	1	-
1017	Cadastral Technician	1	1	1	-
5334	Airport Collection & Inspection Rep	1	1	1	-
0012	Clerk 3	1	1	1	-
5303	Airport Clerk 2	-	-	1	1
5357	Airport Computer Operations Support Clerk 2	-	1	-	(1)
5272	Airport Facilities Superintendent	17	17	17	-
5275	Airport BMS Operator	5	5	5	-
5462	Airport Waste Plant Operator	4	4	4	-
5463	Airport Lighting Technician	3	4	4	-
5377	Airport Automated People Mover Technician	10	11	11	-
5474	Airport Electronic Electrical Equipment Tech 2	3	3	3	-
5472	Airport Electronic Electrical Equipment Tech 1	18	19	19	-
5479	Airport Fire Suppression Systems Technician	10	10	10	-
5420	Airport Waste Plant Electrician	1	1	1	-
5406	Airport Service Equipment Maint Mechanic	4	4	4	-
5404	Airport Maintenance Mechanic	66	69	73	4
5403	Airport Maintenance Repairer	26	32	28	(4)
5407	Airport Heavy Truck Tire Repairer	1	1	1	-
5416	Airport Automotive Mechanic	4	4	4	-
5417	Airport Motorcycle Mechanic	1	1	1	-
5418	Airport Hydraulics Mechanic	11	11	11	-
5421	Airport Plant Mechanic	3	3	3	-
5429	Airport Automotive Equipment Operator 3	5	5	5	-
5428	Airport Automotive Equipment Operator 2	17	18	18	-
5427	Airport Automotive Equipment Operator 1	6	7	7	-
5438	Airport Carpenter/Roofer	2	2	2	-
5442	Airport Carpenter	8	8	8	-
5444	Airport Electrician	16	17	17	-
5446	Airport Locksmith	3	3	3	-
5448	Airport Painter	27	27	27	-
5450	Airport Machinist	1	1	1	-
5452	Airport Plumber	13	13	13	-
5454	Airport Mason	1	2	2	-
5456	Airport Refrigeration/Air Conditioning Mech	16	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	7	9	9	-
	<b>Total</b>	<b>397</b>	<b>420</b>	<b>419</b>	<b>(1)</b>

Maintenance

Expense Summary

	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2011</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 2013 vs FY 2012</i>	
		<i>FY 2012</i>	<i>FY 2013</i>	<i>\$</i>	<i>%</i>
<b>Salary/Fringes</b>					
Regular	\$ 25,962,887	\$ 26,750,594	\$ 25,082,170	\$ (1,668,424)	-6.2%
Over-time	2,041,453	1,855,000	1,600,000	(255,000)	-13.7%
Fringes	7,456,043	6,981,615	6,937,589	(44,026)	-0.6%
<b>Total Salary/Fringes</b>	<b>\$ 35,460,383</b>	<b>\$ 35,587,209</b>	<b>\$ 33,619,759</b>	<b>\$ (1,967,450)</b>	<b>-5.5%</b>
Outside Contract Services	33,541,015	45,084,484	42,914,644	(2,169,840)	-4.8%
MOU	193,354	553,774	853,774	300,000	54.2%
Utilities	3,137,627	3,552,844	3,588,046	35,202	1.0%
Capital	546,836	1,063,275	1,885,600	822,325	77.3%
G & A Expenses	6,952,129	9,951,944	12,336,080	2,384,136	24.0%
<b>Total</b>	<b>\$ 79,831,344</b>	<b>\$ 95,793,530</b>	<b>\$ 95,197,903</b>	<b>\$ (595,627)</b>	<b>-0.6%</b>

## Maintenance

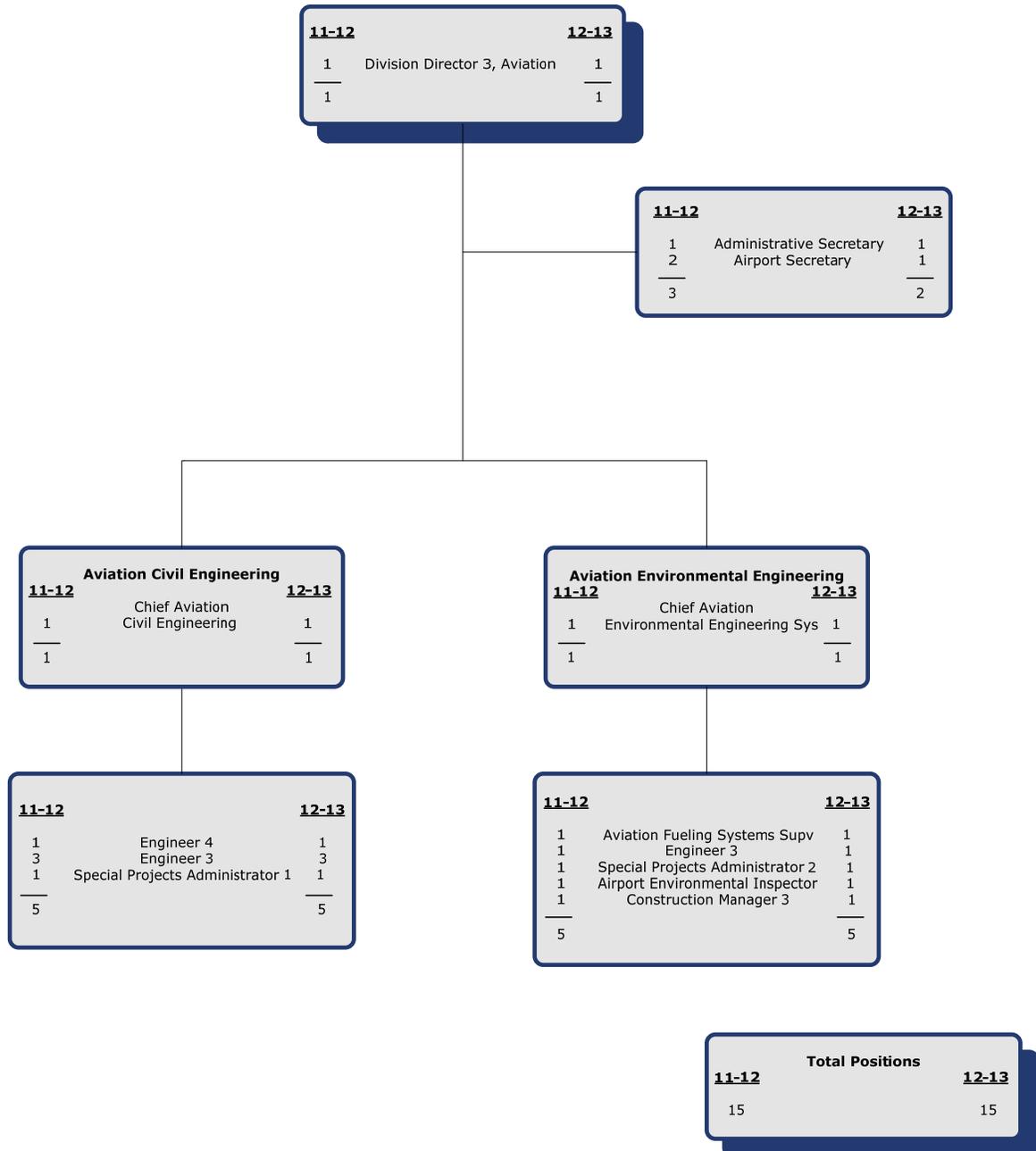
---

### Major Drivers

<b>FY 2011-12 Budget</b>	<b>\$ 95,793,530</b>
<b>Proposed Personnel Costs</b>	
Salary/Fringe Adjustments	(1,712,450)
Decrease in over-time	(255,000)
<b>Proposed variance in personnel costs</b>	<b>93,826,080</b>
<b>Outside Contract Services</b>	
Increase in building maintenance, outside maintenance services, other outside contracts, air conditioning maintenance, air compressor maintenance, and fire protection system maintenance	2,021,152
Decrease in consulting engineer services, exterminating service, maintenance & repair of office machines, water treatment service, carpet repair, repairs & maintenance, miscellaneous maintenance contracts, elevator maintenance, automatic doors, plumbing, electrical, and landscape maintenance	(4,190,992)
<b>MOU</b>	
Increase in GSA elevator inspections	300,000
Decrease in GSA charges for printing & reproduction	(510)
<b>Utilities</b>	
Increase in waste collection	35,202
<b>G &amp; A Expenses</b>	
Increase in parking reimbursement, license & permit fees, special projects, holiday decorations, miscellaneous general & administrative expenses, gasoline, lubricants, repair parts & supplies, and construction materials	2,439,346
Decrease in rental expense, publications, memberships, travel, moving, registration fees, auto tags, educational seminars, office supplies, and operating supplies	(54,700)
<b>Capital</b>	
Increase in vehicles, trucks, and trailers	998,000
Decrease in shop equipment	(175,675)
<b>FY 2012-13 Budget</b>	<b>\$ 95,197,903</b>

# 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</i> <i>Code</i>	<i>Occupational Title</i>	<i>Actual</i> <i>FY 2011</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2012</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2013</i>	<i>Inc/(Dec)</i> <i>FY13 vs FY12</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	1	-
1022	Engineer 3	4	4	4	-
6612	Construction Manager 3	1	1	1	-
0832	Special Projects Administrator 2	1	1	1	-
0831	Special Projects Administrator 1	1	1	1	-
5466	Airport Environmental Inspector	1	1	1	-
0094	Administrative Secretary	1	1	1	-
5310	Airport Secretary	1	1	1	-
	<b>Total</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>-</b>

## Expense Summary

	<i>Actual</i> <i>FY 2011</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2012</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2013</i>	<i>Inc/(Dec)</i> <i>FY 2013 vs FY 2012</i>	
				<i>\$</i>	<i>%</i>
<b>Salary/Fringes</b>					
Regular	\$ 1,736,557	\$ 1,476,904	\$ 1,515,701	\$ 38,797	2.6%
Over-time	1,639	-	-	-	0.0%
Fringes	412,187	263,703	315,589	51,886	19.7%
<b>Total Salary/Fringes</b>	<b>\$ 2,150,383</b>	<b>\$ 1,740,607</b>	<b>\$ 1,831,290</b>	<b>\$ 90,683</b>	<b>5.2%</b>
Outside Contract Services	1,522,271	3,005,000	2,995,000	(10,000)	-0.3%
MOU	1,906,069	3,050,000	2,800,000	(250,000)	-8.2%
Capital	-	7,000	7,000	-	0.0%
G & A Expenses	74,762	108,100	109,100	1,000	0.9%
<b>Total</b>	<b>\$ 5,653,486</b>	<b>\$ 7,910,707</b>	<b>\$ 7,742,390</b>	<b>\$ (168,317)</b>	<b>-2.1%</b>

## Major Drivers

<b>FY 2011-12 Budget</b>	<b>\$ 7,910,707</b>
<b>Proposed personnel costs</b>	
Salary/Fringe Adjustments	90,683
<b>Proposed variance in personnel costs</b>	<u>8,001,390</u>
<b>Outside Contract Services</b>	
Decrease in repairs and maintenance	(10,000)
<b>MOU</b>	
Decrease in DERM Stormwater	(250,000)
<b>G &amp; A Expenses</b>	
Increase in registration fees	2,000
Decrease in inservice training	(1,000)
<b>FY 2012-13 Budget</b>	<u><u>\$ 7,742,390</u></u>



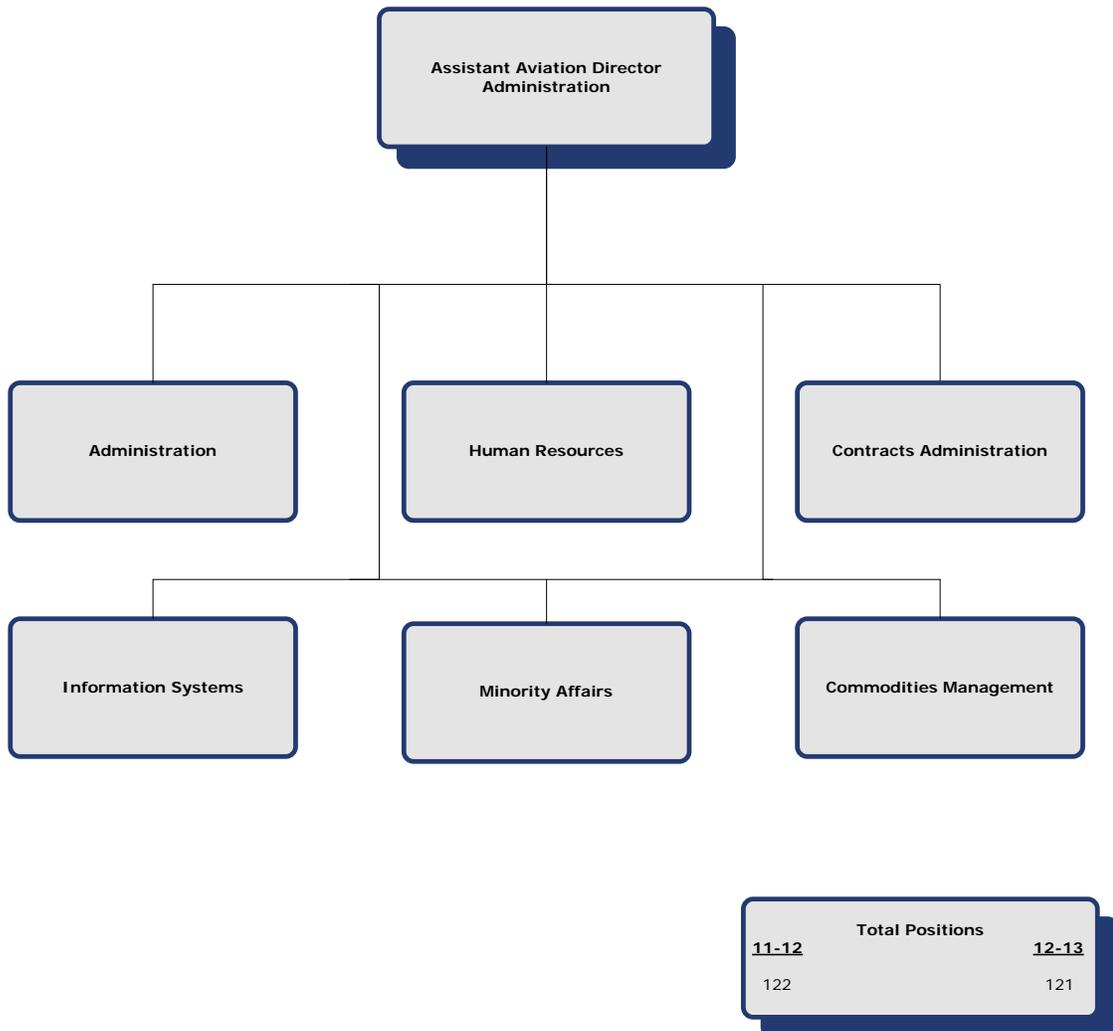
# Administration Group

---

## Overview

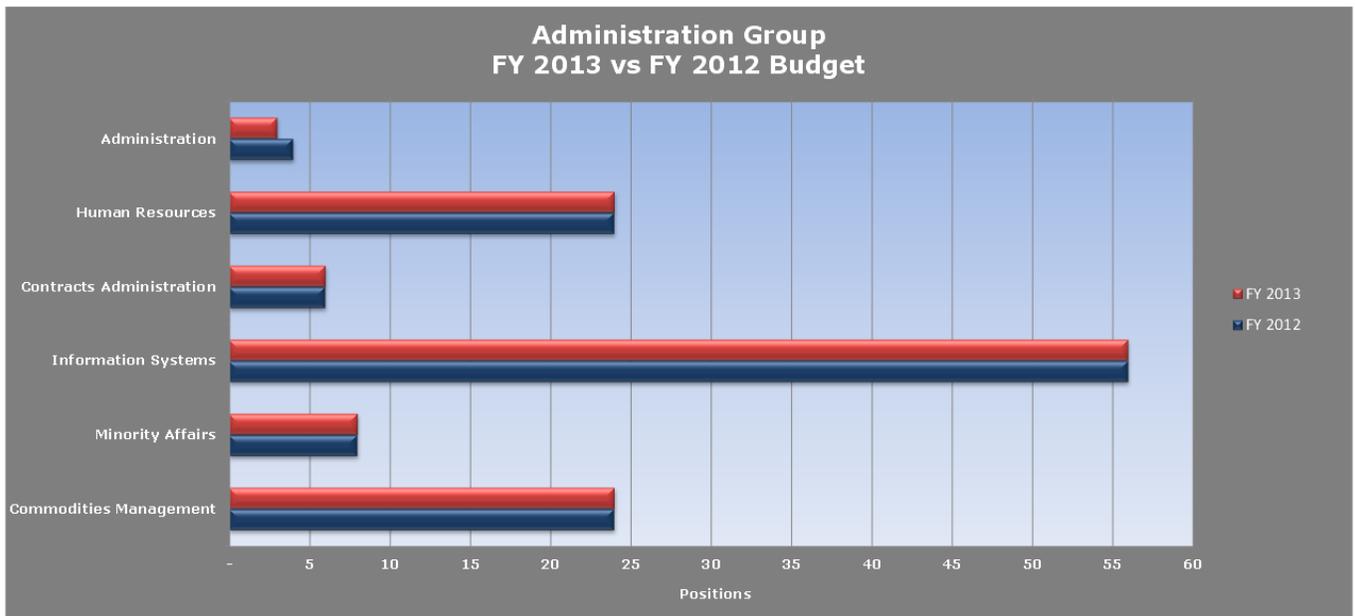
The Administration Group performs activities that are vital to the daily operations of MIA such as: administration of the Department's personnel and support services functions, provision of technology and telecommunication resources to the Department's diverse user base and coordination of procurement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

## Organizational Structure



Personnel Summary

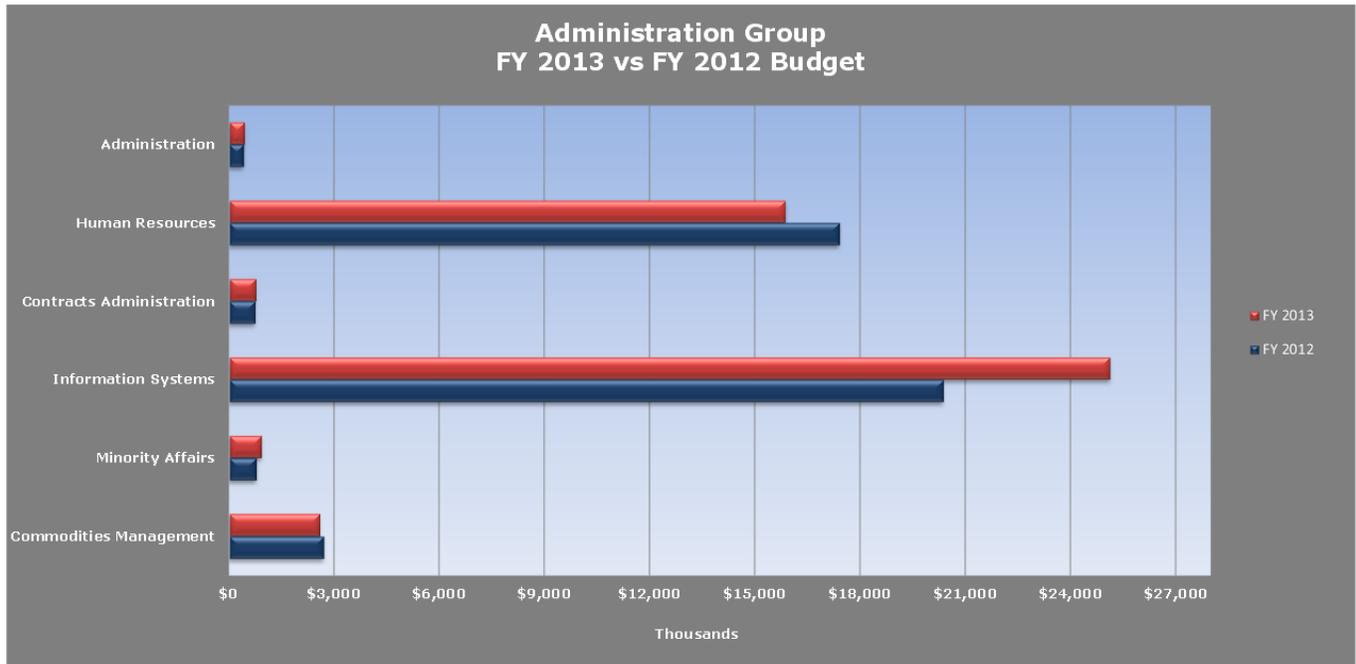
	<i>Actual FY 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Adopted Budget FY 2013</i>	<i>Inc/(Dec) FY13 vs FY12</i>
Administration	3	4	3	(1)
Human Resources	24	24	24	-
Contracts Administration	7	6	6	-
Information Systems	56	56	56	-
Minority Affairs	8	8	8	-
Commodities Management	23	24	24	-
<b>Total</b>	<b>121</b>	<b>122</b>	<b>121</b>	<b>(1)</b>



The chart above is a comparison between the FY 2013 and FY 2012 positions budgeted for the divisions in the Administration Group.

Expense Summary

	<i>Actual</i> <i>FY 2011</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2012</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2013</i>	<i>Inc/(Dec)</i> <i>FY 2013 vs FY 2012</i>	
				<i>\$</i>	<i>%</i>
Administration	\$ 387,244	\$ 408,854	\$ 437,640	\$ 28,786	7.0%
Human Resources	13,640,202	17,401,225	15,862,939	(1,538,286)	-8.8%
Contracts Administration	866,160	737,900	759,630	21,730	2.9%
Information Systems	18,880,994	20,364,873	25,107,729	4,742,856	23.3%
Minority Affairs	804,897	773,774	920,799	147,025	19.0%
Commodities Management	2,415,469	2,696,829	2,581,029	(115,800)	-4.3%
<b>Total</b>	<b>\$ 36,994,967</b>	<b>\$ 42,383,455</b>	<b>\$ 45,669,766</b>	<b>\$ 3,286,311</b>	<b>7.8%</b>



The chart above is a comparison between the FY 2013 and FY 2012 budget for the divisions in the Administration Group; overall there is an increase in expenses for the Group, with the Information Systems Division reflecting the major increase.

## Group Goals(s)/Performance Measures

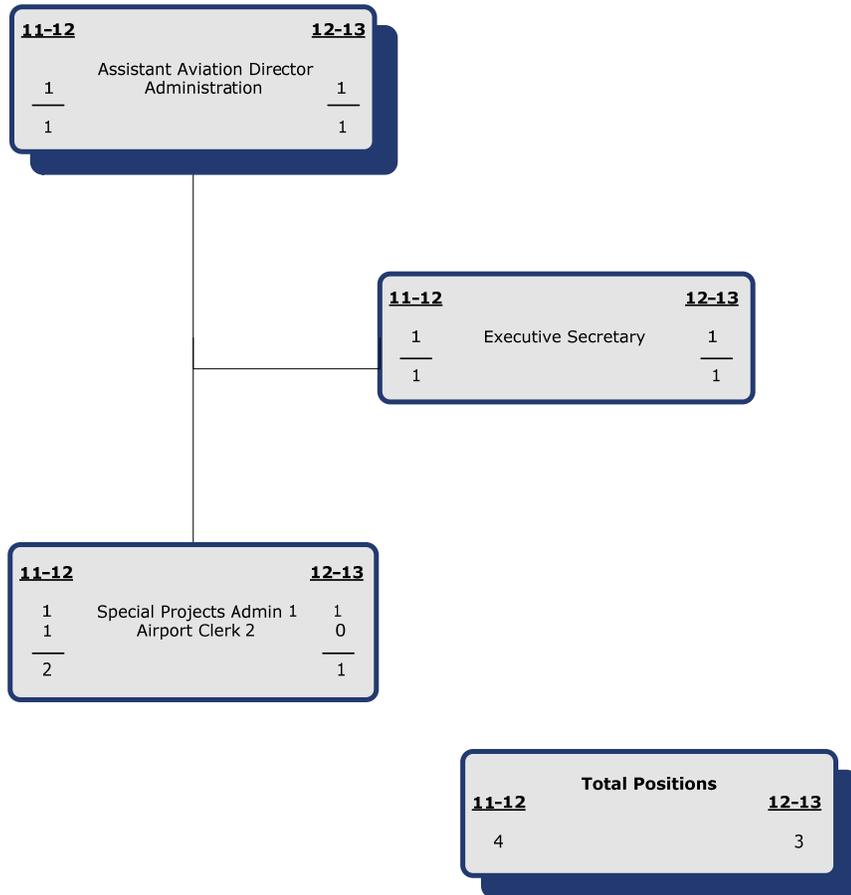
Goal						
Provide well maintained, accessible facilities and assets (GG4-2)						
Measure	Performance Indicator (Description)	Performance Indicator				
		Actual FY 2009-10	Actual FY 2010-11	Actual FY 2011-12	Target FY 2011-12	Target FY 2012-13
Maintain a Safe Work Environment	MDAD Job Related Injury/Illness Incidents (number)	5.4	5.4	5.4	5.4	5.4

### Accomplishments for FY 2012

- ➔ 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
- ➔ Created SharePoint/PeopleSoft Accounts Payable interface for invoice process
- ➔ Completed replacement of leased copiers for Phase 1 of Go Green printing solutions
- ➔ Relocated Concourse-F and Concourse-G Public Address system equipment to the new Security Room to improve public safety and emergency evacuation.
- ➔ Received AMAC Airport Concessions Award for 2012
- ➔ Received FAA Partner and Advocate Award for 2012
- ➔ Submitted Emerging Small Business (ESB) program to the FAA
- ➔ Implemented the Inventory Module in PeopleSoft
- ➔ Established blanket purchase orders for additional shops in the Maintenance Division
- ➔ 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 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Adopted Budget FY 2013</i>	<i>Inc/(Dec) FY13 vs FY12</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	-
	<b>Total</b>	<b>3</b>	<b>4</b>	<b>3</b>	<b>(1)</b>

## Expense Summary

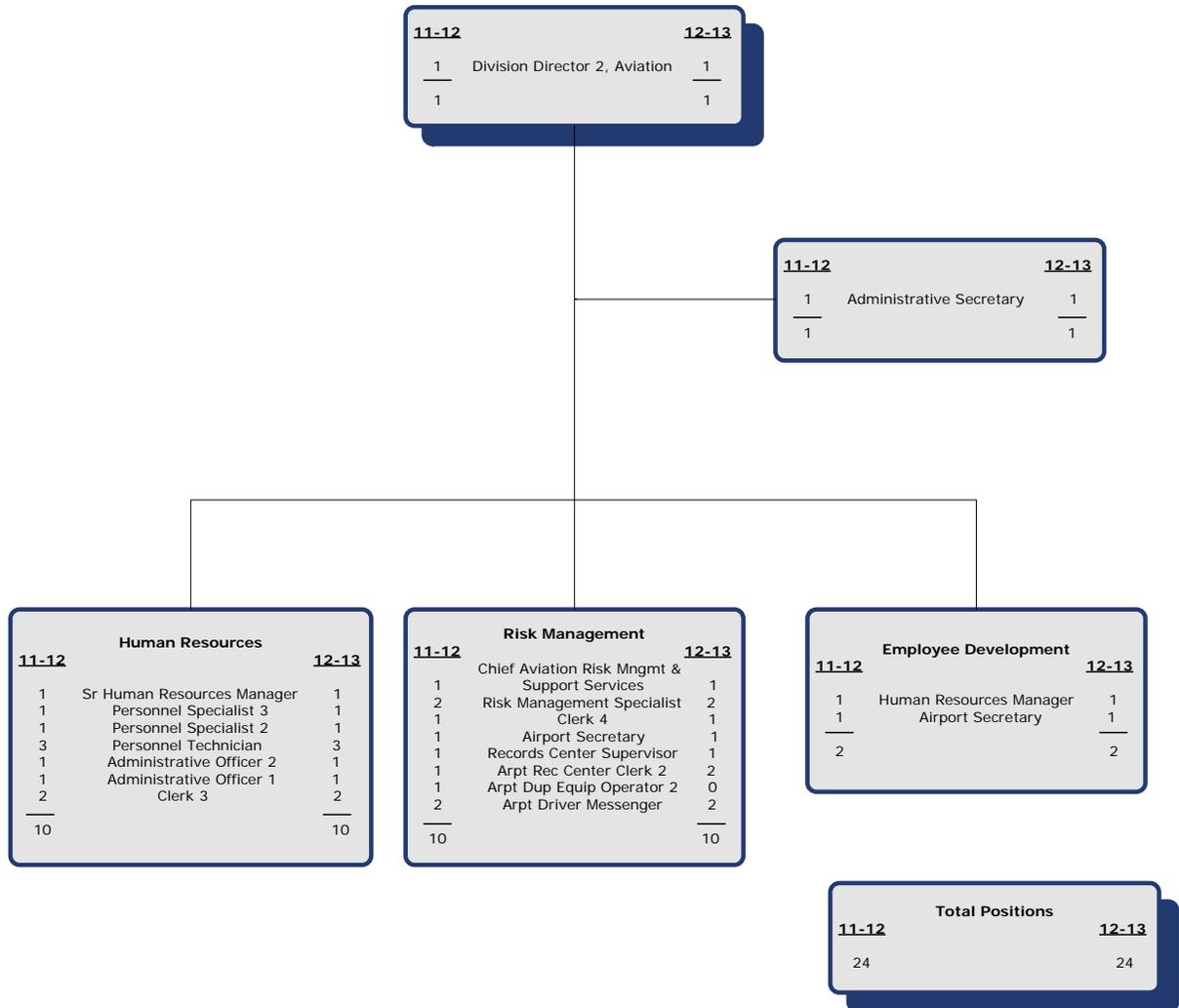
	<i>Actual FY 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Adopted Budget FY 2013</i>	<i>Inc/(Dec) FY 2013 vs FY 2012</i>	
				<i>\$</i>	<i>%</i>
<b>Salary/Fringes</b>					
Regular	\$ 313,502	\$ 343,577	\$ 313,278	\$ (30,299)	-8.8%
Over-time	-	600	600	-	0.0%
Fringes	67,392	58,127	64,212	6,085	10.5%
<b>Total Salary/Fringes</b>	<b>\$ 380,894</b>	<b>\$ 402,304</b>	<b>\$ 378,090</b>	<b>\$ (24,214)</b>	<b>-6.0%</b>
Outside Contract Services	809	-	40,000	40,000	100.0%
Capital	-	-	-	-	0.0%
Other/Operating	5,542	6,550	19,550	13,000	198.5%
<b>Total</b>	<b>\$ 387,244</b>	<b>\$ 408,854</b>	<b>\$ 437,640</b>	<b>\$ 28,786</b>	<b>7.0%</b>

## Major Drivers

<b>FY 2011-12 Budget</b>	<b>\$ 408,854</b>
<b>Proposed personnel costs</b>	
Salary/Fringe Adjustments	(24,214)
<b>Proposed variance in personnel costs</b>	<u><b>384,640</b></u>
<b>Outside Contract Services</b>	
Increase in management consulting services	40,000
<b>G &amp; A Expenses</b>	
Increase in general & administrative expenses	13,000
<b>FY 2012-13 Budget</b>	<u><u><b>\$ 437,640</b></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 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Adopted Budget FY 2013</i>	<i>Inc/(Dec) FY13 vs FY12</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	1	-
1973	Risk Management Specialist	2	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	2	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	-
	<b>Total</b>	<b>24</b>	<b>24</b>	<b>24</b>	<b>-</b>

## Expense Summary

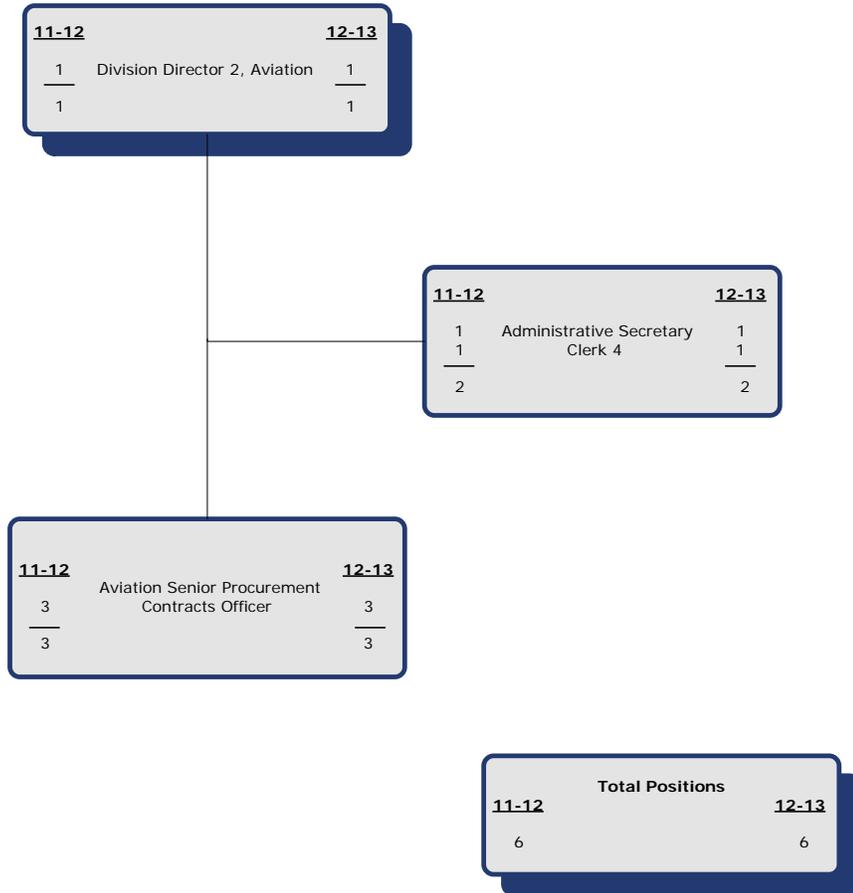
	<i>Actual FY 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Adopted Budget FY 2013</i>	<i>Inc/(Dec) FY 2013 vs FY 2012</i>	
				<i>\$</i>	<i>%</i>
<b>Salary/Fringes</b>					
Regular	\$ 1,391,354	\$ 1,459,140	\$ 1,432,463	\$ (26,677)	-1.8%
Over-time	3,505	8,000	8,000	-	0.0%
Fringes	2,233,065	2,402,535	1,981,106	(421,429)	-17.5%
<b>Total Salary/Fringes</b>	<b>\$ 3,627,924</b>	<b>\$ 3,869,675</b>	<b>\$ 3,421,569</b>	<b>\$ (448,106)</b>	<b>-11.6%</b>
Outside Contract Services	505,670	453,500	416,500	(37,000)	-8.2%
Insurance	9,324,683	12,701,000	11,651,000	(1,050,000)	-8.3%
MOU	-	-	141,000	141,000	100.0%
Capital	-	50,000	25,000	(25,000)	-50.0%
Other/Operating	181,926	327,050	207,870	(119,180)	-36.4%
<b>Total</b>	<b>\$ 13,640,202</b>	<b>\$ 17,401,225</b>	<b>\$ 15,862,939</b>	<b>\$ (1,538,286)</b>	<b>-8.8%</b>

## Major Drivers

<b>FY 2011-12 Budget</b>	<b>\$ 17,401,225</b>
<b>Proposed personnel costs</b>	
Salary/Fringe Adjustments	(448,106)
<b>Proposed variance in personnel costs</b>	<b>16,953,119</b>
<b>Outside Contract Services</b>	
Increase in other outside contract services	75,000
Decrease in legal services, outside printing, and pre-employment testing	(112,000)
<b>Insurance</b>	
Decrease in fire/property, airport public liability, and deductible claims liability insurance	(1,050,000)
<b>MOU</b>	
Increase for services provided by Human Resources Department	141,000
<b>G &amp; A Expenses</b>	
Increase in travel, registration fees, awards & recognition program, and office supplies	18,570
Decrease in inservice training and office equipment	(137,750)
<b>Capital</b>	
Decrease in expense for defibrillators	(25,000)
<b>FY 2012-13 Budget</b>	<b>\$ 15,862,939</b>

# Contracts Administration

## Organizational Structure



## Mission Statement

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

## Responsibilities

- Developing 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 2011</i>	<i>Budget</i>	<i>Budget</i>	<i>FY13 vs FY12</i>
			<i>FY 2012</i>	<i>FY 2013</i>	
5054	Division Director 2, Aviation	1	1	1	-
5297	Aviation Sr Procurement Contract Officer	4	3	3	-
0013	Clerk 4	1	1	1	-
0094	Administrative Secretary	1	1	1	-
	<b>Total</b>	<b>7</b>	<b>6</b>	<b>6</b>	<b>-</b>

## Expense Summary

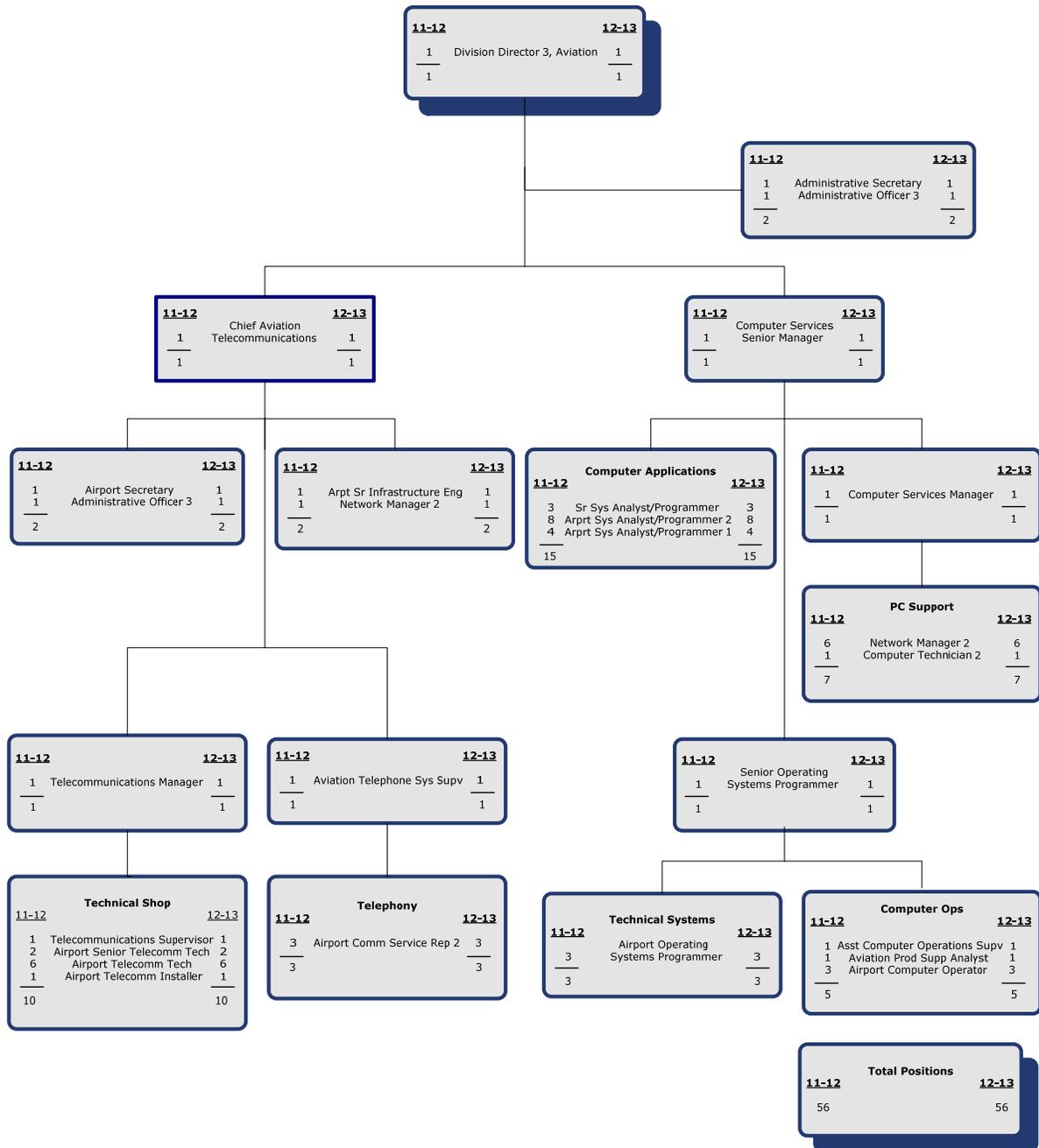
	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2011</i>	<i>FY 2012</i>	<i>FY 2013</i>	<i>FY 2013 vs FY 2012</i>	
				<i>\$</i>	<i>%</i>
<b>Salary/Fringes</b>					
Regular	\$ 686,305	\$ 538,978	\$ 555,592	\$ 16,614	3.1%
Over-time	895	4,000	4,000	-	0.0%
Fringes	150,627	92,822	122,938	30,116	32.4%
<b>Total Salary/Fringes</b>	<b>\$ 837,827</b>	<b>\$ 635,800</b>	<b>\$ 682,530</b>	<b>\$ 46,730</b>	<b>7.3%</b>
Outside Contract Services	25,373	82,000	57,000	(25,000)	-30.5%
Capital	-	-	-	-	0.0%
Other/Operating	2,961	20,100	20,100	-	0.0%
<b>Total</b>	<b>\$ 866,160</b>	<b>\$ 737,900</b>	<b>\$ 759,630</b>	<b>\$ 21,730</b>	<b>2.9%</b>

## Major Drivers

<b>FY 2011-12 Budget</b>	<b>\$ 737,900</b>
<b>Proposed personnel costs</b>	
Salary/Fringe Adjustments	46,730
<b>Proposed variance in personnel costs</b>	<u>784,630</u>
<b>Outside Contract Services</b>	
Decrease in newspaper advertising	<u>(25,000)</u>
<b>FY 2012-13 Budget</b>	<u><u>\$ 759,630</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</i>		<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>
<i>Code</i>	<i>Occupational Title</i>	<i>FY 2011</i>	<i>Budget</i>	<i>Budget</i>	<i>FY13 vs FY12</i>
			<i>FY 2012</i>	<i>FY 2013</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	-	-	-	-
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	4	4	4	-
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	-	-	-	-
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	-	-	-	-
0094	Administrative Secretary	1	1	1	-
5310	Airport Secretary	1	1	1	-
	<b>Total</b>	<b>56</b>	<b>56</b>	<b>56</b>	<b>-</b>

Expense Summary

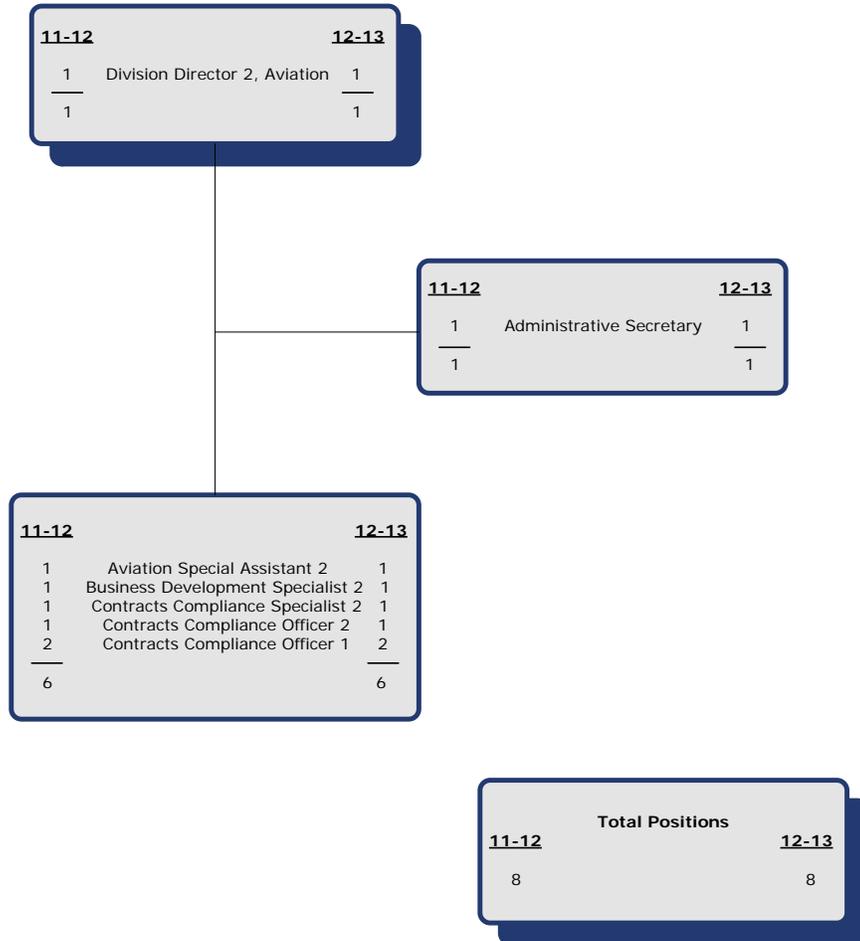
	<i>Actual</i> <i>FY 2011</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2012</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2013</i>	<i>Inc/(Dec)</i> <i>FY 2013 vs FY 2012</i>	
				<i>\$</i>	<i>%</i>
<b>Salary/Fringes</b>					
Regular	\$ 5,042,838	\$ 5,063,858	\$ 4,813,785	\$ (250,073)	-4.9%
Over-time	28,331	45,000	45,000	-	0.0%
Fringes	1,208,991	1,072,865	1,084,573	11,708	1.1%
<b>Total Salary/Fringes</b>	<b>\$ 6,280,160</b>	<b>\$ 6,181,723</b>	<b>\$ 5,943,358</b>	<b>\$ (238,365)</b>	<b>-3.9%</b>
Outside Contract Services	9,312,590	9,386,236	11,589,320	2,203,084	23.5%
MOU	-	-	16,000	16,000	100.0%
Capital	131,428	267,045	2,445,605	2,178,560	815.8%
Other/Operating	3,156,816	4,529,869	5,113,446	583,577	12.9%
<b>Total</b>	<b>\$ 18,880,994</b>	<b>\$ 20,364,873</b>	<b>\$ 25,107,729</b>	<b>\$ 4,742,856</b>	<b>23.3%</b>

## Major Drivers

<b>FY 2011-12 Budget</b>	<b>\$ 20,364,873</b>
<b>Proposed personnel costs</b>	
Salary/Fringe Adjustments	(238,365)
<b>Proposed variance in personnel costs</b>	<u>20,126,508</u>
<b>Outside Contract Services</b>	
Increase in management consulting services, terminal recorded music service, computer hardware maintenance, software support service, repairs and maintenance, other outside contract services and operation and maintenance of CUTE, AOIS, and NSS systems	2,203,084
<b>MOU</b>	
Increase in radio maintenance, data processing services, and new allocation for services provided by Community Information & Outreach (CIO) Department	633,963
<b>G &amp; A Expenses</b>	
Increase in rental expense, publications, license & permit fees, educational seminars, tools, electronic parts, minor equipment, computer hardware, and photographic supplies	224,724
Decrease in memberships, auto expense & parking reimbursement, electronic parts, office supplies, software, and radio parts	(259,110)
<b>Capital</b>	
Increase in computer hardware	2,213,560
Decrease in software replacement and shop equipment	(35,000)
<b>FY 2012-13 Budget</b>	<u><u>\$ 25,107,729</u></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 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Adopted Budget FY 2013</i>	<i>Inc/(Dec) FY13 vs FY12</i>
5054	Division Director 2, Aviation	1	1	1	-
5138	Aviation Special Assistant 2	1	1	1	-
0877	Contracts Compliance Specialist 2	1	1	1	-
3677	Business Development Specialist 2	1	1	1	-
3624	SBD Contract Compliance Officer 2	1	1	1	-
3623	SBD Contract Compliance Officer 1	2	2	2	-
0094	Administrative Secretary	1	1	1	-
	<b>Total</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>-</b>

## Expense Summary

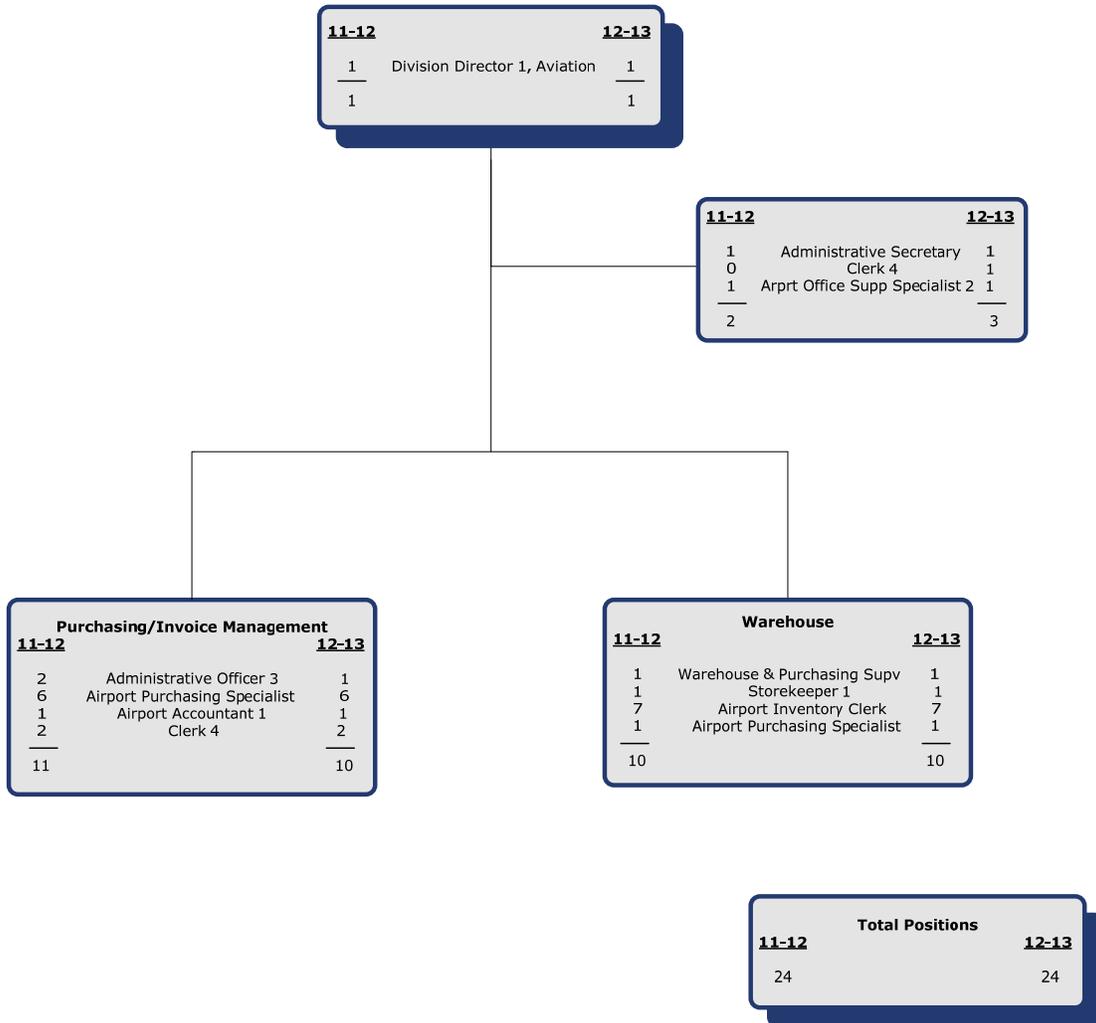
	<i>Actual FY 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Adopted Budget FY 2013</i>	<i>Inc/(Dec) FY 2013 vs FY 2012</i>	
				<i>\$</i>	<i>%</i>
<b>Salary/Fringes</b>					
Regular	\$ 640,313	\$ 630,168	\$ 605,629	\$ (24,539)	-3.9%
Over-time	113	-	-	-	0.0%
Fringes	161,625	131,106	145,970	14,864	11.3%
<b>Total Salary/Fringes</b>	<b>\$ 802,051</b>	<b>\$ 761,274</b>	<b>\$ 751,599</b>	<b>\$ (9,675)</b>	<b>-1.3%</b>
Outside Contract Services	-	-	-	-	0.0%
MOU	-	-	152,000	152,000	100.0%
Capital	-	-	-	-	0.0%
Other/Operating	2,845	12,500	17,200	4,700	37.6%
<b>Total</b>	<b>\$ 804,897</b>	<b>\$ 773,774</b>	<b>\$ 920,799</b>	<b>\$ 147,025</b>	<b>19.0%</b>

## Major Drivers

<b>FY 2011-12 Budget</b>	<b>\$ 773,774</b>
<b>Proposed personnel costs</b>	
Salary/Fringe Adjustments	(9,675)
<b>Proposed variance in personnel costs</b>	<u><b>764,099</b></u>
<b>MOU</b>	
Increase for services provided by the Small Business Development Office	152,000
<b>G &amp; A Expenses</b>	
Increase in publications, memberships, travel, educational seminars, and other operating supplies	6,800
Decrease in parking reimbursement and office supplies	<u>(2,100)</u>
<b>FY 2012-13 Budget</b>	<u><u><b>\$ 920,799</b></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</i>		<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>
<i>Code</i>	<i>Occupational Title</i>	<i>FY 2011</i>	<i>Budget</i>	<i>Budget</i>	<i>FY13 vs FY12</i>
			<i>FY 2012</i>	<i>FY 2013</i>	
5039	Division Director 1, Aviation	1	1	1	-
0812	Administrative Officer 3	2	2	1	(1)
5339	Airport Accountant 1	1	1	1	-
5277	Aviation Warehouse & Purchasing Supv	1	1	1	-
5295	Airport Purchasing Specialist	7	7	7	-
0220	Storekeeper 1	-	1	1	-
0013	Clerk 4	2	2	3	1
5320	Airport Inventory Control Specialist	7	7	7	-
0094	Administrative Secretary	1	1	1	-
5306	Airport Office Support Specialist 2	1	1	1	-
	<b>Total</b>	<b>23</b>	<b>24</b>	<b>24</b>	<b>-</b>

## Expense Summary

	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2011</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 2013 vs FY 2012</i>	
		<i>FY 2012</i>	<i>FY 2013</i>	\$	%
<b>Salary/Fringes</b>					
Regular	\$ 1,389,172	\$ 1,526,482	\$ 1,409,986	\$ (116,496)	-7.6%
Over-time	15,972	27,050	27,050	-	0.0%
Fringes	387,678	388,753	389,449	696	0.2%
<b>Total Salary/Fringes</b>	<b>\$ 1,792,822</b>	<b>\$ 1,942,285</b>	<b>\$ 1,826,485</b>	<b>\$ (115,800)</b>	<b>-6.0%</b>
Outside Contract Services	23,115	36,500	36,500	-	0.0%
Capital	-	-	-	-	0.0%
Other/Operating	599,533	718,044	718,044	-	0.0%
<b>Total</b>	<b>\$ 2,415,471</b>	<b>\$ 2,696,829</b>	<b>\$ 2,581,029</b>	<b>\$ (115,800)</b>	<b>-4.3%</b>

### Major Drivers

<b>FY 2011-12 Budget</b>	<b>\$ 2,696,829</b>
<b>Proposed personnel costs</b>	
Salary/Fringe Adjustments	(115,800)
<b>Proposed variance in personnel costs</b>	<u><b>2,581,029</b></u>
<b>FY 2012-13 Budget</b>	<u><u><b>\$ 2,581,029</b></u></u>

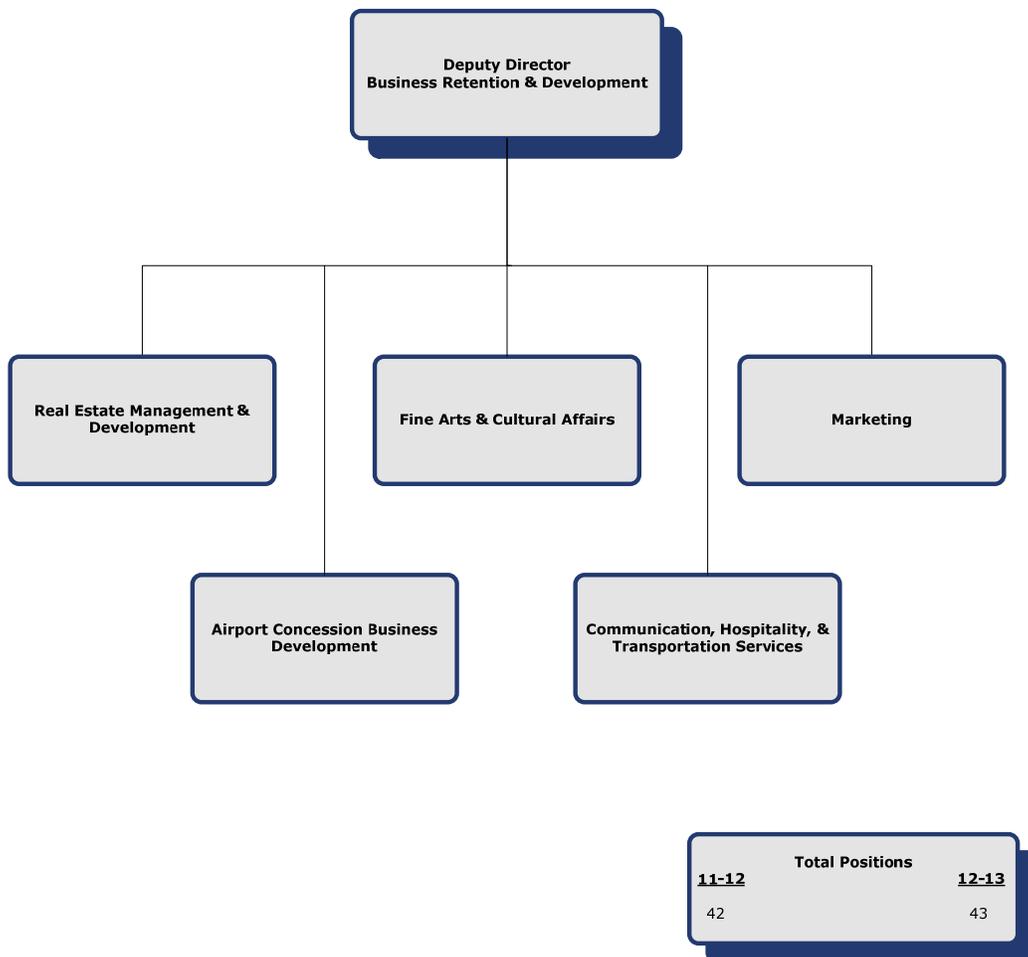
# Business Retention & Development Group

---

## Overview

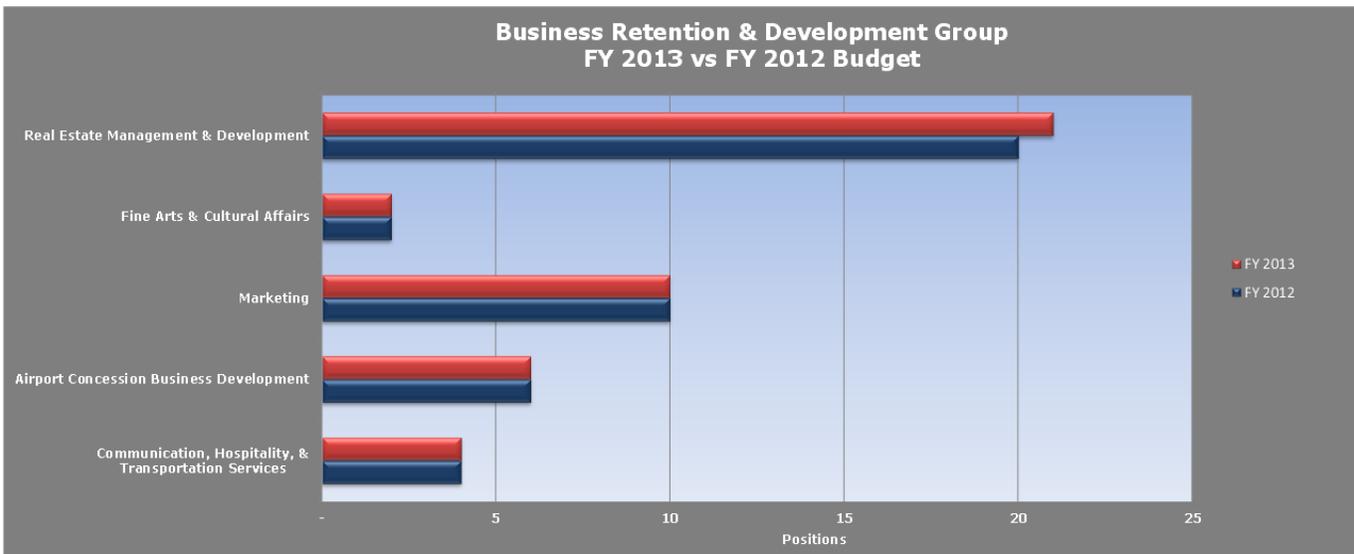
The Business Retention and Development Group expands and develops revenue sources for MIA and the General Aviation Airports, utilizes the airport facility to create an environment that is visually stimulating for passengers at the airport, plans and coordinates air carrier route development and route 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</i> <i>FY 2011</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2012</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2013</i>	<i>Inc/(Dec)</i> <i>FY13 vs FY12</i>
Real Estate Management & Development	17	20	21	1
Fine Arts & Cultural Affairs	2	2	2	-
Marketing	10	10	10	-
Airport Concession Business Development	5	6	6	-
Communication, Hospitality, & Transportation Services	3	4	4	-
<b>Total</b>	<b>37</b>	<b>42</b>	<b>43</b>	<b>1</b>



The chart above is a comparison between the FY 2013 and FY 2012 positions budgeted for the divisions in the Business Retention & Development Group.

## Expense Summary

	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2011</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 2013 vs FY 2012</i>	
		<i>FY 2012</i>	<i>FY 2013</i>	\$	%
Real Estate Management & Development	\$ 2,690,361	\$ 2,875,288	\$ 3,650,732	\$ 775,444	27.0%
Fine Arts & Cultural Affairs	307,076	314,034	475,715	161,681	51.5%
Marketing	1,269,863	1,643,803	1,862,381	218,578	13.3%
Airport Concession Business Development	1,141,410	2,712,760	3,467,229	754,469	27.8%
Communication, Hospitality, & Transportation Services	337,861	392,181	411,659	19,478	5.0%
<b>Total</b>	<b>\$ 5,746,571</b>	<b>\$ 7,938,066</b>	<b>\$ 9,867,716</b>	<b>\$ 1,929,650</b>	<b>24.3%</b>



The chart above is a comparison between the FY 2013 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 Real Estate Management & Development and the Airport Concession Business Development Division reflecting the major increase.

Group Goal(s)/Performance Measures

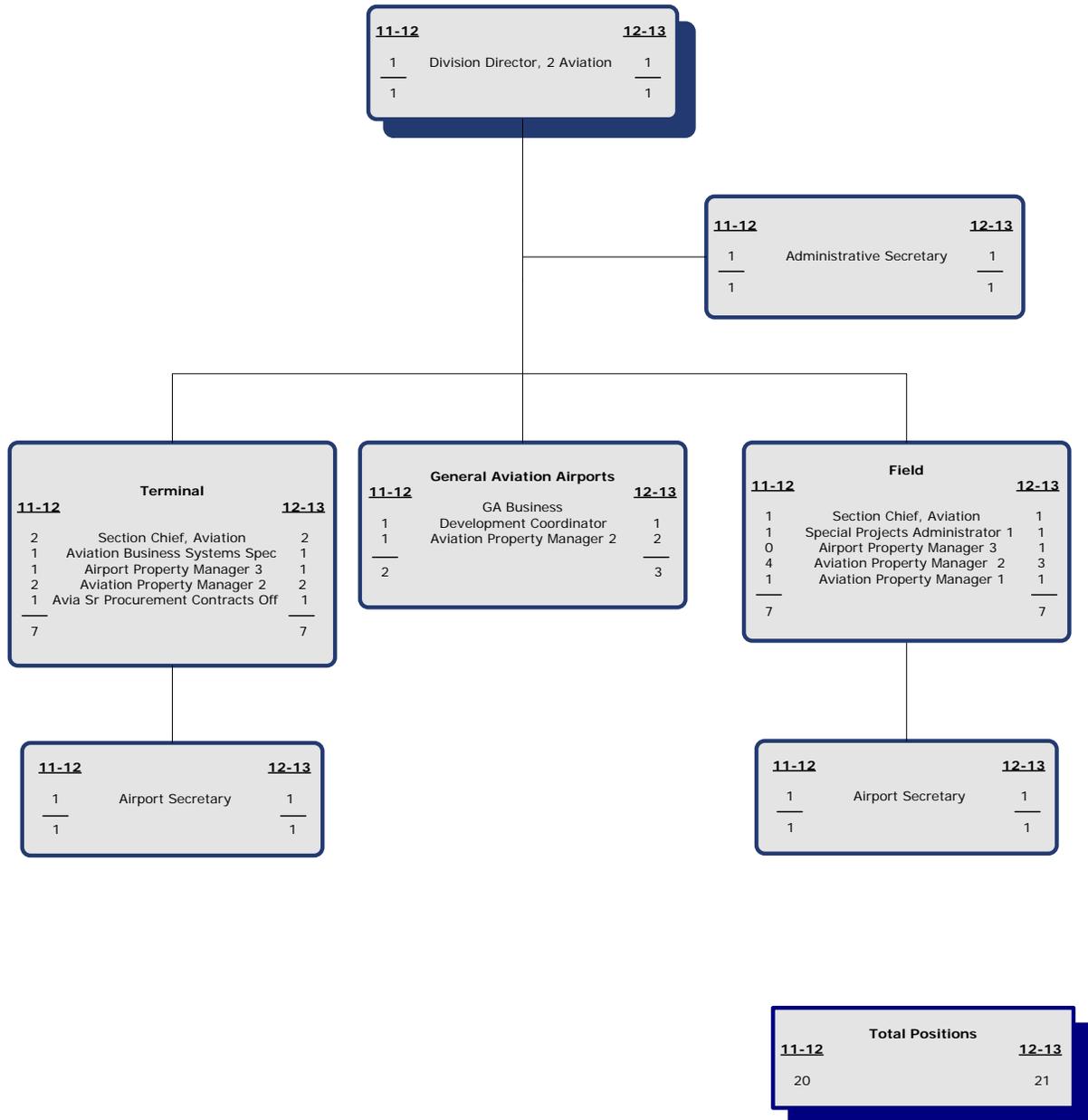
<b>Goal</b>						
<b>Effectively allocate and utilize resources to meet current and future operating &amp; capital needs (GG4-2)</b>						
<b>Objective</b>	<b>Measure</b>	<b>Performance Indicator</b>				
		<b>Actual FY 2009-10</b>	<b>Actual FY 2010-11</b>	<b>Actual FY 2011-12</b>	<b>Target FY 2011-12</b>	<b>Target FY 2012-13</b>
Enhance MDAD Revenue	MIA Non-Terminal Revenue (millions)	\$51.4	\$43.2	\$53.8	\$50.1	\$50.8
Enhance MDAD Revenue	GAA Rental Revenue (thousands)	\$6.3	\$6.7	\$6.7	\$5.7	\$5.7
Enhance MDAD Revenue	Public Parking Revenue (millions)	\$35.7	\$37.1	\$44.5	\$37.0	\$47.7
Enhance MDAD Revenue	Commercial Operations Revenue (millions)	\$656.3	\$771.0	\$925.6	\$759.0	\$904.5
Enhance MDAD Revenue	New Passenger Routes (number)	6	1	3	6	3
Enhance MDAD Revenue	New Carriers (number)	2	2	5	3	2

## Accomplishments for FY 2012

- Generated revenue for terminal building rental, non-terminal building rental, and permits
- Completed the relocation of various airlines within the terminal building
- 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
- Conducted air service presentations to international carriers
- Conducted air service presentations to domestic / international low fare carriers
- Added new major cargo carrier: Evergreen International
- Added new international passenger route: Georgetown, Guyana
- 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 services offered by the Creative Services Unit such as high definition video recording and editing services and digital duplication
- Increased Concession sales over prior year
- Opened nine new stores
- Expanded the valet parking program
- Initiated room improvement and restaurant renovation project at the Hotel
- Changed Central Plaza lane signage to LED
- Issued solicitations for TOP, Hotel, and VIP Clubs
- Expanded Sun Pass Plus lanes at MIA parking garages

# 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 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Adopted Budget FY 2013</i>	<i>Inc/(Dec) FY13 vs FY12</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	-
5240	Aviation Business Systems Specialist	-	1	1	-
5297	Aviation Sr Procurement Contract Officer	1	1	1	-
0831	Special Projects Administrator 1	1	1	1	-
5212	Airport Property Manager 3	1	1	2	1
5211	Aviation Property Manager 2	5	7	7	-
5210	Aviation Property Manager 1	1	1	1	-
0094	Administrative Secretary	1	1	1	-
5310	Airport Secretary	2	2	2	-
	<b>Total</b>	<b>17</b>	<b>20</b>	<b>21</b>	<b>1</b>

## Expense Summary

	<i>Actual FY 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Adopted Budget FY 2013</i>	<i>Inc/(Dec) FY 2013 vs FY 2012</i>	
				<i>\$</i>	<i>%</i>
<b>Salary/Fringes</b>					
Regular	\$ 1,522,533	\$ 1,640,911	\$ 1,675,309	\$ 34,398	2.1%
Over-time	335	600	600	-	0.0%
Fringes	354,368	339,063	392,849	53,786	15.9%
<b>Total Salary/Fringes</b>	<b>\$ 1,877,236</b>	<b>\$ 1,980,574</b>	<b>\$ 2,068,758</b>	<b>\$ 88,184</b>	<b>4.5%</b>
Outside Contract Services	715,954	765,250	912,028	146,778	19.2%
MOU	-	-	40,000	40,000	100.0%
Capital	91,363	90,000	589,000	499,000	554.4%
G & A Expenses	5,808	39,464	40,946	1,482	3.8%
<b>Total</b>	<b>\$ 2,690,361</b>	<b>\$ 2,875,288</b>	<b>\$ 3,650,732</b>	<b>\$ 775,444</b>	<b>27.0%</b>

## Major Drivers

<b>FY 2011-12 Budget</b>	<b>\$ 2,875,288</b>
<b>Proposed personnel costs</b>	
Salary/Fringe Adjustments	88,184
<b>Proposed variance in personnel costs</b>	<u><b>2,963,472</b></u>
<b>Outside Contract Services</b>	
Increase in management consulting services, appraisal services, catering services provided by Hotel, Top, Host Marriott for meetings	148,278
Decrease in other outside contracted services	(1,500)
<b>MOU</b>	
Increase due to new allocation for services provided by the Office of Economic Development & International Trade	40,000
<b>G &amp; A Expenses</b>	
Increase in travel expense, registration fees, office supplies, minor equipment, and photographic supplies	3,732
Decrease in rental expense, auto expense/parking reimbursement, and educational seminars	(2,250)
<b>Capital</b>	
Increase in minor improvements to buildings and vehicle replacement	499,000
<b>FY 2012-13 Budget</b>	<u><u><b>\$ 3,650,732</b></u></u>

# Fine Arts & Cultural Affairs

## Organizational Structure

<b>11-12</b>		<b>12-13</b>
1	Manager Airport Fine Arts & Cultural Affairs	1
<hr/>		<hr/>
1		1

<b>11-12</b>		<b>12-13</b>
1	Administrative Officer 2	1
<hr/>		<hr/>
1		1

	<b>Total Positions</b>	
<b>11-12</b>		<b>12-13</b>
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>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>
<i>Code</i>	<i>Occupational Title</i>	<i>FY 2011</i>	<i>Budget</i>	<i>Budget</i>	<i>FY13 vs FY12</i>
			<i>FY 2012</i>	<i>FY 2013</i>	
5023	Manager Avia Fine Arts & Cultural Affairs	1	1	1	-
0811	Administrative Officer 2	1	1	1	-
	<b>Total</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>-</b>

## Expense Summary

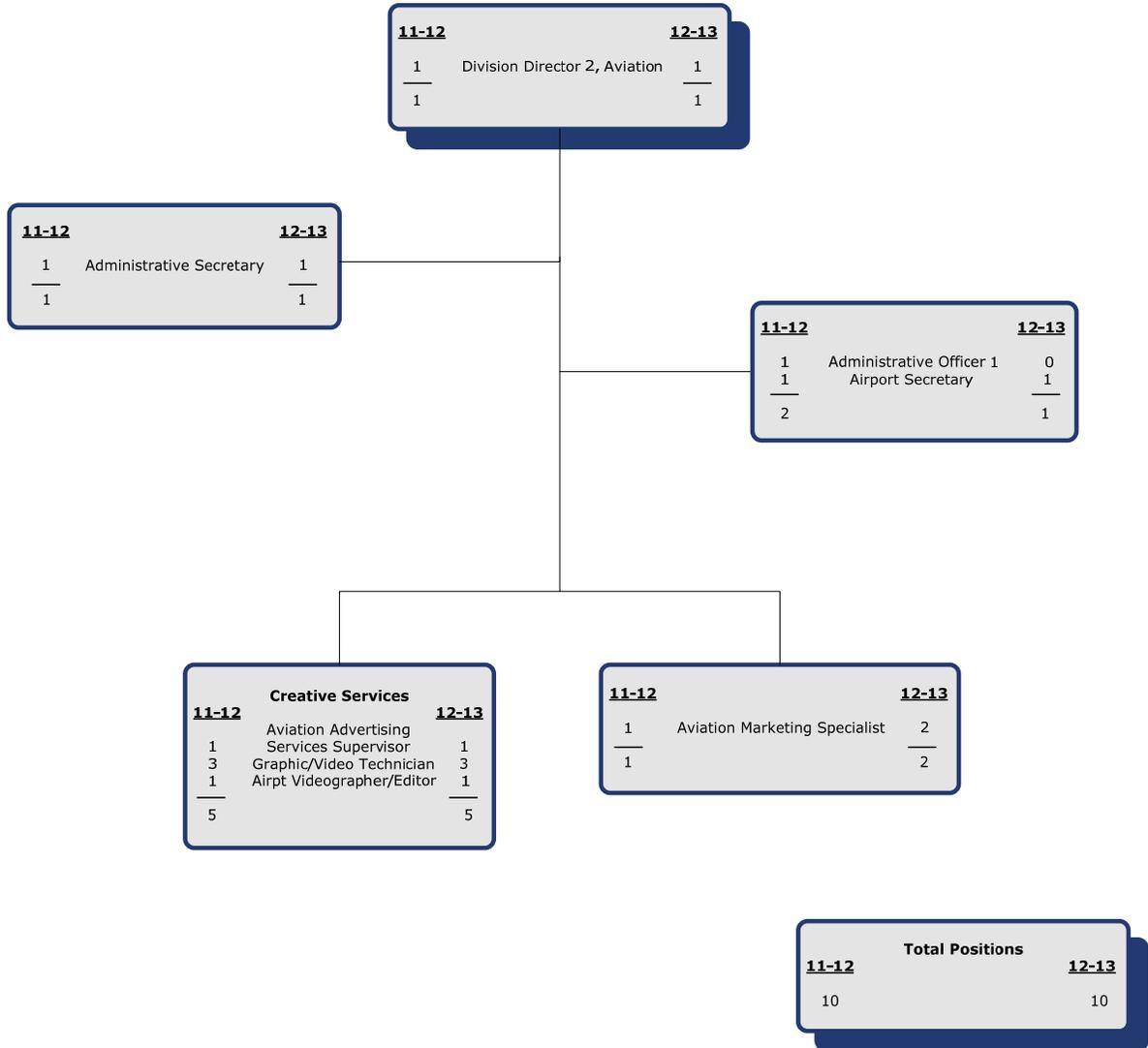
	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2011</i>	<i>FY 2012</i>	<i>FY 2013</i>	<i>FY 2013 vs FY 2012</i>	
				<i>\$</i>	<i>%</i>
<b>Salary/Fringes</b>					
Regular	\$ 174,623	\$ 176,287	\$ 168,802	\$ (7,485)	-4.2%
Over-time	-	-	-	-	0.0%
Fringes	41,038	33,347	38,310	4,963	14.9%
<b>Total Salary/Fringes</b>	<b>\$ 215,661</b>	<b>\$ 209,634</b>	<b>\$ 207,112</b>	<b>\$ (2,522)</b>	<b>-1.2%</b>
Outside Contract Services	62,893	-	170,703	170,703	100.0%
Capital	19,630	-	42,000	42,000	100.0%
G & A Expenses	8,893	104,400	55,900	(48,500)	-46.5%
<b>Total</b>	<b>\$ 307,076</b>	<b>\$ 314,034</b>	<b>\$ 475,715</b>	<b>\$ 161,681</b>	<b>51.5%</b>

## Major Drivers

<b>FY 2011-12 Budget</b>	<b>\$ 314,034</b>
<b>Proposed personnel costs</b>	
Salary/Fringe Adjustments	(2,522)
<b>Proposed variance in personnel costs</b>	<u><b>311,512</b></u>
<b>Outside Contract Services</b>	
Increase in catering services provided by Hotel, Top, Host Marriott for receptions, miscellaneous maintenance contracts, and other outside contracted services	170,703
<b>G &amp; A Expenses</b>	
Increase in publications, postage/ mailing expense, parking reimbursement, moving expense, photographic services, repair & maintenance supplies, electrical fixtures, office supplies, and photographic supplies	35,900
Decrease in miscellaneous general & administrative expenses	(84,400)
<b>Capital</b>	
Increase in equipment for display cases and art work	<u>42,000</u>
<b>FY 2012-13 Budget</b>	<u><b>\$ 475,715</b></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 Code</i>	<i>Occupational Title</i>	<i>Actual FY 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Adopted Budget FY 2013</i>	<i>Inc/(Dec) FY13 vs FY12</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	-
	<b>Total</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>-</b>

## Expense Summary

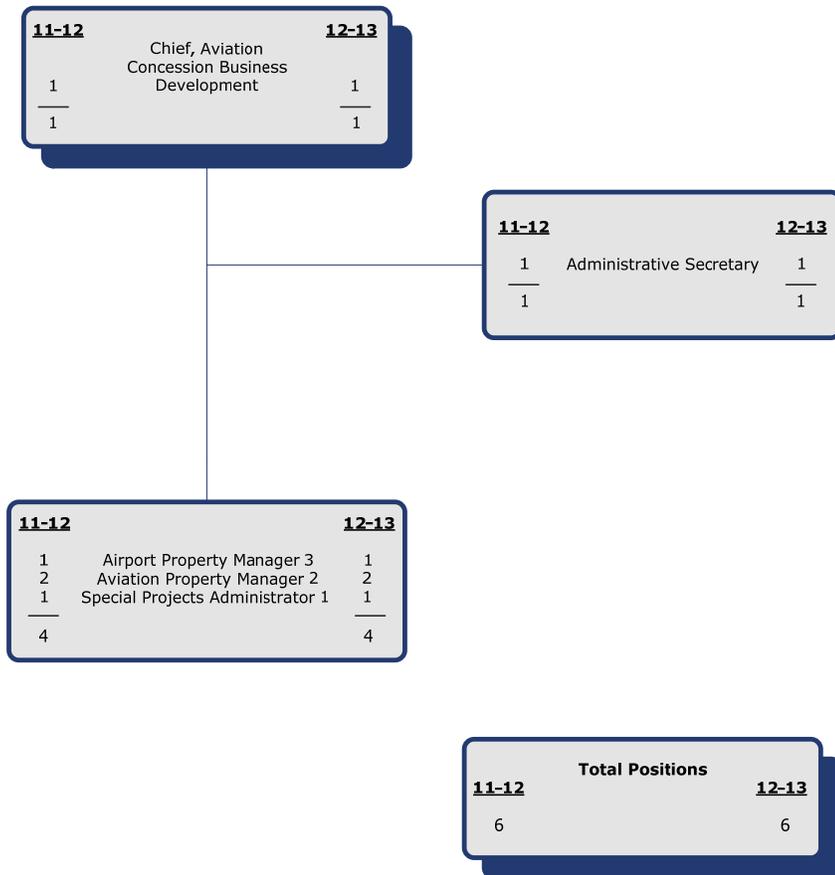
	<i>Actual FY 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Adopted Budget FY 2013</i>	<i>Inc/(Dec) FY 2013 vs FY 2012</i>	
				<i>\$</i>	<i>%</i>
<b>Salary/Fringes</b>					
Regular	\$ 717,286	\$ 740,440	\$ 731,431	\$ (9,009)	-1.2%
Over-time	460	500	650	150	30.0%
Fringes	180,450	164,888	176,365	11,477	7.0%
<b>Total Salary/Fringes</b>	<b>\$ 898,196</b>	<b>\$ 905,828</b>	<b>\$ 908,446</b>	<b>\$ 2,618</b>	<b>0.3%</b>
Outside Contract Services	312,641	691,050	895,300	204,250	29.6%
Capital	28,563	-	-	-	0.0%
G & A Expenses	30,462	46,925	58,635	11,710	25.0%
<b>Total</b>	<b>\$ 1,269,863</b>	<b>\$ 1,643,803</b>	<b>\$ 1,862,381</b>	<b>\$ 218,578</b>	<b>13.3%</b>

## Major Drivers

<b>FY 2011-12 Budget</b>	<b>\$ 1,643,803</b>
<b>Proposed personnel costs</b>	
Salary/Fringe Adjustments	2,618
<b>Proposed variance in personnel costs</b>	<u><b>1,646,421</b></u>
<b>Outside Contract Services</b>	
Increase in management consulting services, freight/delivery charges, advertising, promotional items, and magazine advertising	270,250
Decrease in outside printing and promotional funding per Administrative Order 7-32	(66,000)
<b>G &amp; A Expenses</b>	
Increase in travel, registration fees, and photographic services	<u>11,710</u>
<b>FY 2012-13 Budget</b>	<u><u><b>\$ 1,862,381</b></u></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 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Adopted Budget FY 2013</i>	<i>Inc/(Dec) FY13 vs FY12</i>
5067	Chief, Aviation Concession Business 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	1	2	2	-
0094	Administrative Secretary	1	1	1	-
<b>Total</b>		<b>5</b>	<b>6</b>	<b>6</b>	<b>-</b>

## Expense Summary

	<i>Actual FY 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Adopted Budget FY 2013</i>	<i>Inc/(Dec) FY 2013 vs FY 2012</i>	
				<i>\$</i>	<i>%</i>
<b>Salary/Fringes</b>					
Regular	\$ 457,657	\$ 477,831	\$ 497,195	\$ 19,364	4.1%
Over-time	-	-	-	-	0.0%
Fringes	114,023	101,091	128,823	27,732	27.4%
<b>Total Salary/Fringes</b>	<b>\$ 571,680</b>	<b>\$ 578,922</b>	<b>\$ 626,018</b>	<b>\$ 47,096</b>	<b>8.1%</b>
Outside Contract Services	52,350	121,700	121,700	-	0.0%
Capital	925	-	-	-	0.0%
G & A Expenses	516,455	2,012,138	2,719,511	707,373	35.2%
<b>Total</b>	<b>\$ 1,141,410</b>	<b>\$ 2,712,760</b>	<b>\$ 3,467,229</b>	<b>\$ 754,469</b>	<b>27.8%</b>

## Major Drivers

<b>FY 2011-12 Budget</b>	<b>\$ 2,712,760</b>
<b>Proposed personnel costs</b>	
Salary/Fringe Adjustments	47,096
<b>Proposed variance in personnel costs</b>	<b>2,759,856</b>
<b>G &amp; A Expenses</b>	
Increase in rental for copy machine, travel, registration fees, marketing fees, and office supplies	707,473
Decrease in auto expense reimbursement	(100)
<b>FY 2012-13 Budget</b>	<b>\$ 3,467,229</b>

# Communication, Hospitality & Transportation Services

## Organizational Structure

11-12		12-13
1	Chief, Aviation Business & Revenue Development	1
<u>1</u>		<u>1</u>

11-12		12-13
1	Special Projects Administrator 2	1
1	Rental Car & Transportation Analyst	1
1	Airport Secretary	1
<u>3</u>		<u>3</u>

Total Positions	
11-12	12-13
4	4

## 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 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Adopted Budget FY 2013</i>	<i>Inc/(Dec) FY13 vs FY12</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	-
<b>Total</b>		<b>3</b>	<b>4</b>	<b>4</b>	<b>-</b>

## Expense Summary

	<i>Actual FY 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Adopted Budget FY 2013</i>	<i>Inc/(Dec) FY 2013 vs FY 2012</i>	
				<i>\$</i>	<i>%</i>
<b>Salary/Fringes</b>					
Regular	\$ 270,824	\$ 309,960	\$ 316,362	\$ 6,402	2.1%
Over-time	56	120	120	-	0.0%
Fringes	65,794	61,779	74,855	13,076	21.2%
<b>Total Salary/Fringes</b>	<b>\$ 336,674</b>	<b>\$ 371,859</b>	<b>\$ 391,337</b>	<b>\$ 19,478</b>	<b>5.2%</b>
Outside Contract Services	1,187	10,740	10,740	-	0.0%
Capital	-	-	-	-	0.0%
G & A Expenses	-	9,582	9,582	-	0.0%
<b>Total</b>	<b>\$ 337,861</b>	<b>\$ 392,181</b>	<b>\$ 411,659</b>	<b>\$ 19,478</b>	<b>5.0%</b>

### Major Drivers

<b>FY 2011-12 Budget</b>	<b>\$ 392,181</b>
<b>Proposed personnel costs</b>	
Salary/Fringe Adjustments	19,478
<b>Proposed variance in personnel costs</b>	<u><b>411,659</b></u>
<b>FY 2012-13 Budget</b>	<u><b>\$ 411,659</b></u>



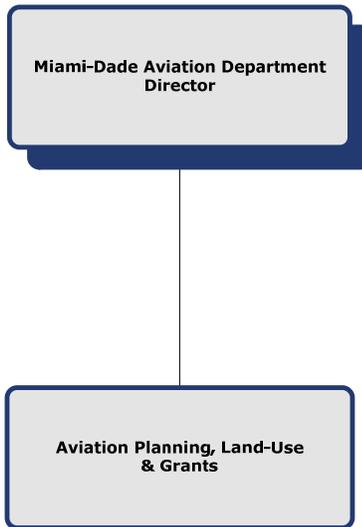
# Aviation Planning, Land-Use & Grants Group

---

## 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.

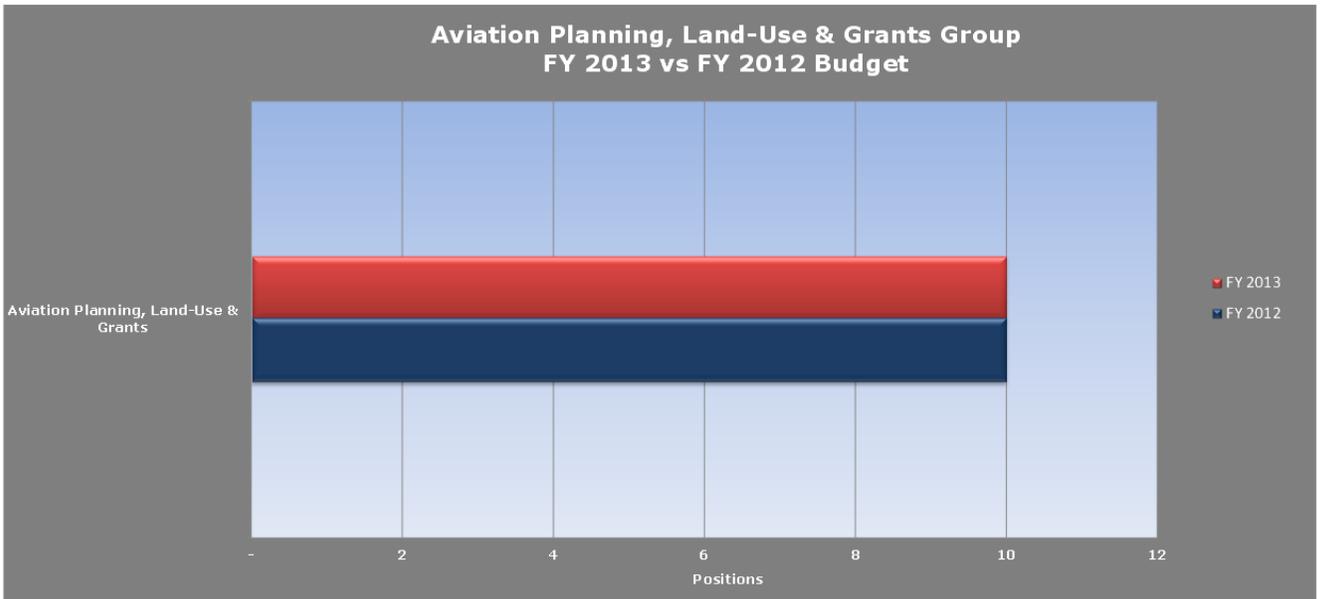
## Organizational Structure



Total Positions	
<u>11-12</u>	<u>12-13</u>
10	10

## Personnel Summary

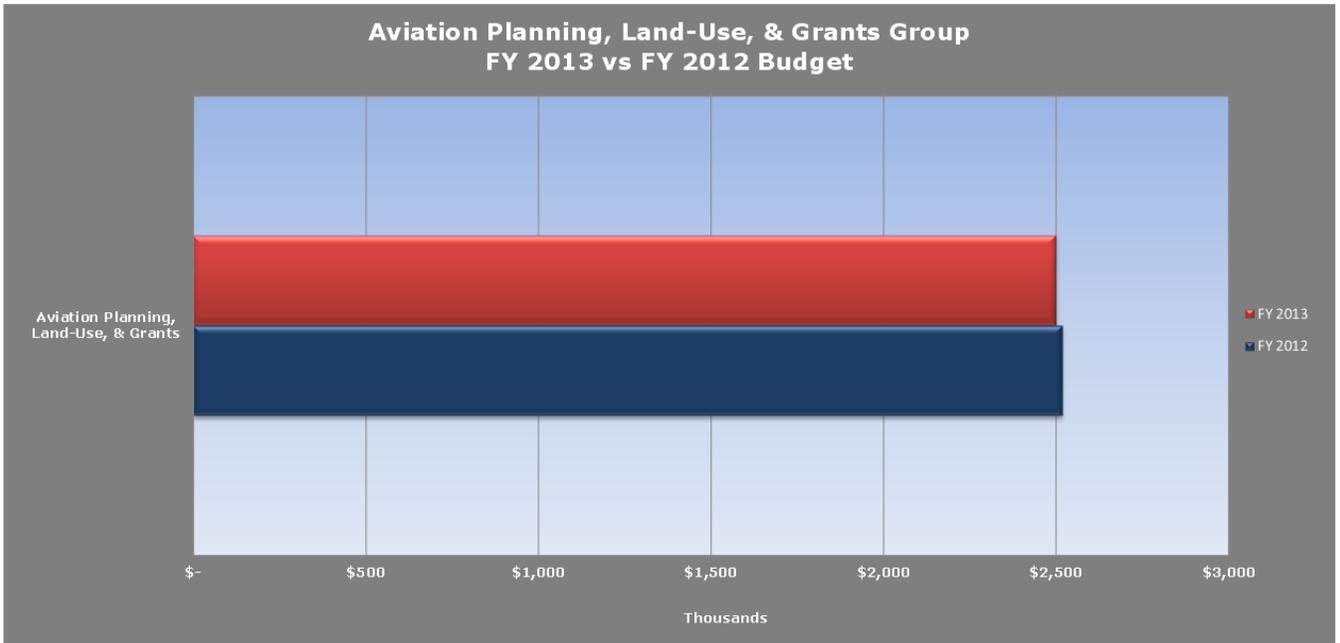
	<i>Actual FY 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Adopted Budget FY 2013</i>	<i>Inc/(Dec) FY13 vs FY12</i>
Aviation Planning, Land-Use & Grants	<b>9</b>	<b>10</b>	<b>10</b>	<b>-</b>
<b>Total</b>	<b>9</b>	<b>10</b>	<b>10</b>	<b>-</b>



The chart above is a comparison between the FY 2013 and FY 2012 positions budgeted for the division in the Aviation Planning, Land-Use, & Grants Group.

## Expense Summary

	<i>Actual</i> <i>FY 2011</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2012</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2013</i>	<i>Inc/(Dec)</i> <i>FY 2013 vs FY 2012</i>	
				\$	%
Aviation Planning, Land-Use, & Grants	<u>\$ 2,319,064</u>	<u>\$ 2,519,884</u>	<u>\$ 2,500,723</u>	<u>\$ (19,161)</u>	<u>-0.8%</u>
<b>Total</b>	<u><b>\$ 2,319,064</b></u>	<u><b>\$ 2,519,884</b></u>	<u><b>\$ 2,500,723</b></u>	<u><b>\$ (19,161)</b></u>	<u><b>-0.8%</b></u>



The chart above is a comparison between the FY 2013 and FY 2012 budget for the division in the Aviation Planning, Land-Use, & Grants Group; overall there is a decrease in expenses for the Group.

## Group Goal(s)/Performance Measures

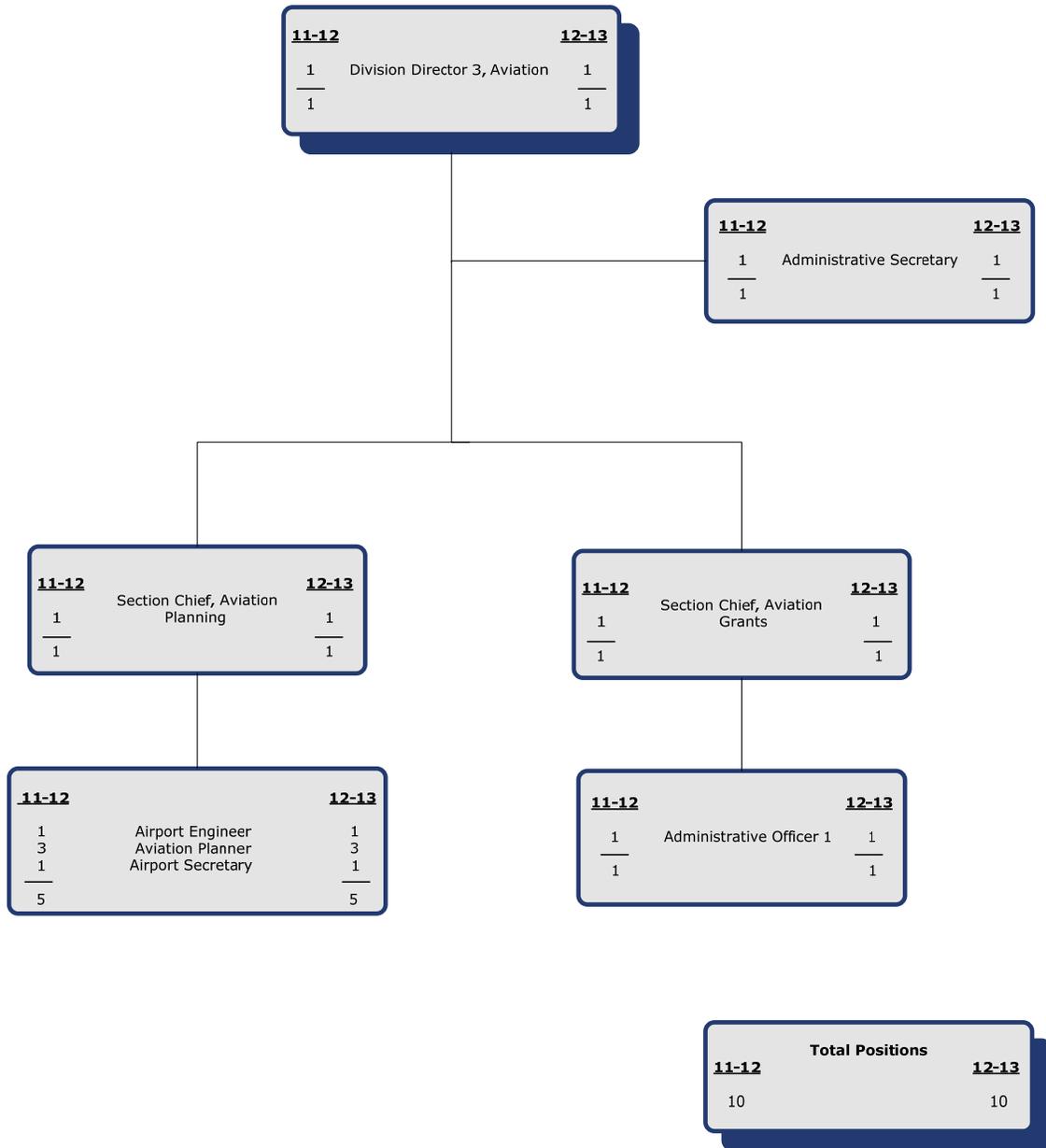
Goal						
Ensure excellent customer service for passengers (TP2-6)						
Objective	Measure	Performance Indicator				
		Actual FY 2009-10	Actual FY 2010-11	Actual FY 2011-12	Target FY 2011-12	Target FY 2012-13
Enhance Customer Service	Airspace Analysis for Airport Construction (number)	N/A	39	39	39	39

## Accomplishments for FY 2012

- ➔ Participated in state, regional and county transportation planning committees to insure airport needs were coordinated and integrated into plans
- ➔ Completed the Integrated Strategic System Plan for MIA, OPF, TMB and X-51
- ➔ Performed all required airspace obstruction analysis for off-airport construction for the County as requested by applicants, analyzed, prepared determination, notified applicant and provided written records of determination to applicant
- ➔ Performed required analysis and reviewed of TAC-N, TAC-R Projects; prepared written comments and forwarded to MDAD project manager
- ➔ 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 Discretionary grant application for the MIA Perimeter Road Widening and Realignment
- ➔ Completed update to the County Development Master Plan (CDMP) and coordinated with the Department of Regulatory and Economic Resources (DRER)

# 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 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Adopted Budget FY 2013</i>	<i>Inc/(Dec) FY13 vs FY12</i>
5148	Division Director 3, Aviation	-	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	-
	<b>Total</b>	<b>9</b>	<b>10</b>	<b>10</b>	<b>-</b>

## Expense Summary

	<i>Actual FY 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Adopted Budget FY 2013</i>	<i>Inc/(Dec) FY 2013 vs FY 2012</i>	
				<i>\$</i>	<i>%</i>
<b>Salary/Fringes</b>					
Regular	\$ 864,882	\$ 935,036	\$ 853,932	\$ (81,104)	-8.7%
Over-time	-	-	-	-	0.0%
Fringes	205,097	185,998	191,058	5,060	2.7%
<b>Total Salary/Fringes</b>	<b>\$ 1,069,979</b>	<b>\$ 1,121,034</b>	<b>\$ 1,044,990</b>	<b>\$ (76,044)</b>	<b>-6.8%</b>
Outside Contract Services	1,244,569	1,381,000	1,436,883	55,883	4.0%
Capital	-	-	-	-	0.0%
G & A Expenses	4,516	17,850	18,850	1,000	5.6%
<b>Total</b>	<b>\$ 2,319,064</b>	<b>\$ 2,519,884</b>	<b>\$ 2,500,723</b>	<b>\$ (19,161)</b>	<b>-0.8%</b>

## Major Drivers

<b>FY 2011-12 Budget</b>	<b>\$ 2,519,884</b>
<b>Proposed personnel costs</b>	
Salary/Fringe Adjustments	(76,044)
<b>Proposed variance in personnel costs</b>	<u>2,443,840</u>
<b>Outside Contract Services</b>	
Increase in consulting engineer services and other outside contractual services	435,383
Decrease in other outside maintenance services and catering services provided by Hotel, Top, Host Marriott for meetings	(379,500)
<b>G &amp; A Expenses</b>	
Increase in office equipment	1,200
Decrease in publications and postage/mailing expense	<u>(200)</u>
<b>FY 2012-13 Budget</b>	<b><u><u>\$ 2,500,723</u></u></b>

# Reserve Maintenance Fund

## Overview

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

In FY2012, \$12 million was transferred from the Revenue Fund to the Reserve Maintenance Fund and \$17 million will be transferred in FY 2013 based on the recommendation of the Consulting Engineers. An additional \$20 million was transferred in FY 2012 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 2013 and beyond.

(\$ in 000s)	Actual FY 2011	Budget FY 2012	Actual FY 2012	Budget FY 2013
<b>Beginning Cash Balance</b>	<b>\$ 20,872</b>	<b>\$ 42,000</b>	<b>\$ 49,973</b>	<b>\$ 55,000</b>
<b>Sources of Funds</b>				
Grant Funds	\$ 102	\$ -	\$ -	\$ 22,000
Insurance Claim/Reimbursements	6,458	-	5,408	-
Interest Earnings	64	150	101	150
Transfer from Improvement Fund	12,000	-	20,000	-
Transfer from Revenue Fund	25,000	12,000	12,000	17,000
<b>Total Sources of Funds</b>	<b>\$ 43,623</b>	<b>\$ 12,150</b>	<b>\$ 37,510</b>	<b>\$ 39,150</b>
<b>Uses of Funds</b>				
Projects in progress and committed	\$ 14,522	\$ 49,150	\$ 36,976	\$ 83,825
<b>Total Uses of Funds</b>	<b>\$ 14,522</b>	<b>\$ 49,150</b>	<b>\$ 36,976</b>	<b>\$ 83,825</b>
<b>Excess (Deficit) of Sources over Use of Funds</b>	<b>29,101</b>	<b>(37,000)</b>	<b>534</b>	<b>(44,675)</b>
<b>Ending Cash Balance</b>	<b>\$ 49,973</b>	<b>\$ 5,000</b>	<b>\$ 50,508</b>	<b>\$ 10,325</b>

## Detail of Projects

<i>Division</i>	<i>Description</i>	<i>Amount</i>
Fire & Rescue	Replacement of Foam 3 ARFF Truck	650,000
		<b>\$ 650,000</b>
Maintenance	Airfield Lighting Materials	1,816,896
	Other Vehicles - Replacement	567,000
	MIA Dolphin & Flamingo Garages	4,999,089
	MIA Dolphin & Flamingo Garages-Exterior Paint	5,000,000
	MIA Hotel 8th floor Pool Demolition	5,806,689
	Concourse F Bathroom	25,621
	MIA E Satellite Restoration	34,798
	MIA Building 871 40 yr Recertification	16,968
	Support Services Central Boulevard	200,000
	Chiller Plant - Refurbishment	10,313,319
	MIA Midfield Station 12	82,595
	Concourse F NOV	1,000
	Concourse G NOV	70,000
	Concourse E NOV	55,000
	Concourse H Roof Replacement	3,700,000
	MIA Hotel Kitchen Re-roof	750,000
	PCA Plant & System - NTD	250,000
	Roof Repairs	500,000
	Terrazo Project	151,785
	Carpet Replacement	672,556
	Baggage Sortation	6,700
	Loading Bridges	269,762
	Building 862 - Phase 1 Life Safety	750,916
	Concourse G - Improvements	243,880
	New Projects	30,240,207
	Terminal Seating	581,013
	Glazing Contract	219,872
	Roof Exhaust Fans - Cargo Area	1,015,794
	Terminal Lower Drive Lighting	431,200
	Concourse A MBA Ticket Counters	100,000
	Fire System - Maintenance & Repair	150,000
		<b>\$ 69,022,660</b>
Information Systems	Computer Equipment	4,989,480
		<b>\$ 4,989,480</b>
Civil Environmental Engineering	MIA Pavement Rehab and Overlay, Runway 12/30 and taxiways	4,120,940
	TMB Runway	821
	Other Outside Contracts	150,008
	E Satellite Replacement Train	3,000,000
	RM-6 Pavement Repairs and Replace Midfield Fuel Tanks	471,091
		<b>\$ 7,742,860</b>
North Terminal Development	GBR - General Bldg Repair	1,420,000
		<b>\$ 1,420,000</b>
<b>Total</b>		<b>\$ 83,825,000</b>

# 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 2013, debt service expenses are budgeted at \$372.3 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 capital projects. The primary type of debt is Aviation Revenue Bonds, which are limited obligation of the County payable solely from a pledge of Airport System revenues and not from any other source of County revenues. The Aviation Department's policy has been to have only fixed interest rate debt; any variable interest rate debt previously issued has been refunded and replaced with fixed rate debt. Aviation Revenues Bonds are issued pursuant to the Amended and Restated Trust Agreement, dated as of December 15, 2002 (referred to herein as the Trust Agreement).

## Debt Limit Policy

The Department's policy is to keep all outstanding Aviation Revenue Bonds as well as any future Aviation Revenue Bonds in compliance with all bond covenants required in the Trust Agreement, while meeting the Airport's capital 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 as well as the amount authorized by the BCC as part of the approval process for 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, 2012, is noted by bond series in the table below. Interest payments are made each year on April 1 and October 1 and principal payments are also made on October 1 of each year.

<b>Outstanding Bonds</b>	<b>Dated Date of Issue</b>	<b>Principal Amount Issued</b>	<b>Principal Amount Outstanding</b>
Series 1997C Bonds	1-Oct-97	\$ 63,170,000	\$ 63,170,000
Series 1998A Bonds <sup>(1)</sup>	1-Jul-98	192,165,000	85,675,000
Series 1998C Bonds	1-Oct-98	150,000,000	135,900,000
Series 2000A Bonds	1-Mar-00	78,110,000	75,735,000
Series 2000B Bonds	1-Mar-00	61,890,000	59,970,000
Series 2002 Bonds	30-May-02	299,000,000	296,200,000
Series 2002A Bonds	19-Dec-02	600,000,000	600,000,000
Series 2003A Bonds	28-May-03	291,400,000	291,400,000
Series 2003B Bonds <sup>(1)</sup>	28-May-03	61,160,000	26,840,000
Series 2003D Bonds <sup>(1)</sup>	28-May-03	85,640,000	62,865,000
Series 2003E Bonds <sup>(1) (2)</sup>	28-May-03	139,705,000	119,975,000
Series 2004A Bonds	14-Apr-04	211,850,000	211,850,000
Series 2004B Bonds	14-Apr-04	156,365,000	156,365,000
Series 2005A Bonds	2-Nov-05	357,900,000	357,900,000
Series 2005B Bonds <sup>(1)</sup>	2-Nov-05	180,345,000	129,385,000
Series 2005C Bonds <sup>(1)</sup>	2-Nov-05	61,755,000	26,695,000
Series 2007A Bonds	31-May-07	551,080,000	551,080,000
Series 2007B Bonds	31-May-07	48,920,000	48,920,000
Series 2007C Bonds <sup>(1)</sup>	20-Dec-07	367,700,000	314,775,000
Series 2007D Bonds <sup>(1)</sup>	20-Dec-07	43,650,000	27,300,000
Series 2008A Bonds	26-Jun-08	433,565,000	433,565,000
Series 2008B Bonds	26-Jun-08	166,435,000	166,435,000
Series 2009A Bonds	7-May-09	388,440,000	387,440,000
Series 2009B Bonds	7-May-09	211,560,000	210,560,000
Series 2010A Bonds	28-Jan-10	600,000,000	599,000,000
Series 2010B Bonds	5-Aug-10	503,020,000	503,020,000
<b>TOTAL</b>		<b>\$ 6,304,825,000</b>	<b>\$ 5,924,435,000</b>

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

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

## Outstanding Debt (cont)

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

Various factors are taken into consideration by the rating agencies when determining the risk to the bondholders of this debt. For example, MDAD is able to adjust its landing fee per the AUA throughout the fiscal year if the Aviation Department is not generating enough cash to meet its debt service coverage requirement. This particular 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
<b>Public Rating</b>	A Stable Outlook	A2 Stable Outlook	A Stable Outlook

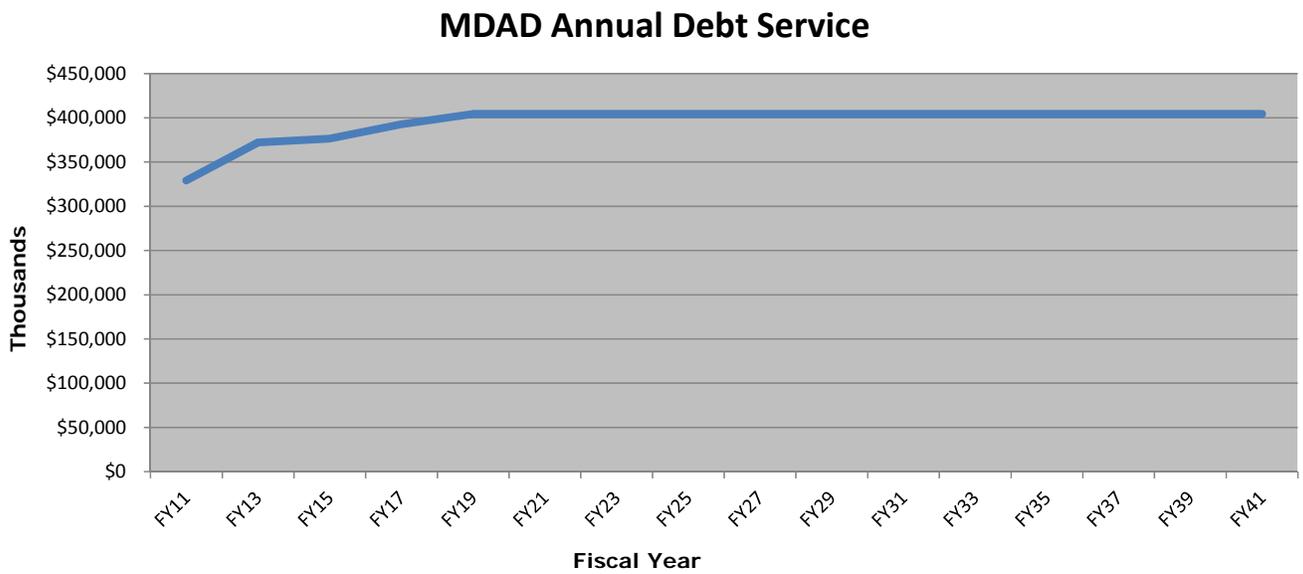
Some Aviation Revenue Bond issues are insured by various monoline insurance companies and the rating reflects the claims paying ability of these companies. When the insurance was originally purchased by the County the issues were rated AAA/Aaa/AAA respectively and lowered the interest rate that the County paid on the debt at the time of sale. These policies provided that the insurers would make debt service payments on the applicable debt issues in the unlikely event that the County was not able to do so. Since then the ratings of some of the various monoline insurers has been lowered by the rating agencies. In addition, these insurance companies provided MDAD with surety bonds for the debt service reserve 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, but only while the Aviation Revenue Bonds issued prior to December 15, 2002 remain outstanding. As of September 30, 2012, the Reserve Account balance exceeded by approximately \$748,000 the \$202.3 million balance requirement of the Trust Agreement with \$172.3 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 2013 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 below illustrates the steady increase of debt payments through FY 2018 and then there will 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>Aviation Revenue Bonds</u>		
	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
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
	<b><u>\$ 5,987,430,000</u></b>	<b><u>\$ 5,986,067,076</u></b>	<b><u>\$ 11,973,497,076</u></b>

## Other Airport-Related Debt

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

### DOUBLE-BARRELED BONDS PRINCIPAL AND INTEREST REQUIREMENTS

Fiscal Year	Double Barreled Bonds		
	Principal	Interest	Total
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
	<b>\$ 239,755,000</b>	<b>\$ 223,200,236</b>	<b>\$ 462,955,236</b>

## Other Airport-Related Debt (cont)

FDOT State Infrastructure Bank Loan—On February 6, 2007, the Board approved the construction of the N.W. 25<sup>th</sup> Street Viaduct Project (“Viaduct Project”) by the Florida Department of Transportation (“FDOT”) and approved a County loan in the amount of \$50 million from the FDOT State Infrastructure Bank to fund the County’s share of the total cost of the Viaduct Project. This project consists of an elevated roadway over NW 25<sup>th</sup> 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. 25<sup>th</sup> 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 11 year loan on March 21, 2007. The loan is secured by a County covenant to annually budget and appropriate from County legally available non-ad valorem revenues funds sufficient to pay debt service costs. The debt service costs will be reimbursed to the County by the Aviation Department. The Aviation Department has made the first four payments on behalf of the County and intends to earmark \$5 million from the Improvement Fund each year for the remaining 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 any revenues of the Aviation Department.

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

## Sinking Fund

Debt service on the Department's Aviation Revenue Bonds is paid from the Bond Service Account, which is part of the Sinking Fund. The debt service amount 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, but has flattened out for FY 2013. PFC revenues are used to pay a portion of the debt that has financed the construction of PFC eligible projects. The PFC contribution will vary in the future 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. As previously noted, the Reserve Account Requirement in FY 2012 is \$202.3 million of which the Aviation Department has cash funded \$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 2011	Budget FY 2012	Actual FY 2012	Budget FY 2013
<b>Beginning Cash Balance</b>	<b>\$412,807</b>	<b>\$1,500</b>	<b>\$386,964</b>	<b>\$1,000</b>
<b>Sources of Funds</b>				
PFC Revenues	\$100,000	\$85,000	\$85,000	\$50,750
Other Revenues	--	--	--	--
Bond Proceeds	--	--	--	--
Interest Earnings	3,999	4,500	2,257	4,503
Transfer from Revenue Fund	228,531	282,208	285,007	318,511
Transfer from Capitalized Interest Account	12,411	--	--	--
<b>Total Sources of Funds</b>	<b>\$344,941</b>	<b>\$371,708</b>	<b>\$372,264</b>	<b>\$373,764</b>
<b>Uses of Funds</b>				
Debt Service - Principal	\$59,815	\$63,000	\$59,520	\$68,145
Debt Service - Interest	308,516	307,210	308,650	304,120
Debt Service - Reserve	--	--	--	--
Transfer to Bond Escrow Account	--	--	--	--
Capitalized Interest	--	--	--	--
Transfer to Improvement Fund	2,454	1,500	2,146	1,500
<b>Total Uses of Funds</b>	<b>\$370,785</b>	<b>\$371,710</b>	<b>\$370,316</b>	<b>\$373,765</b>
<b>Excess (Deficit) of Sources over Use of Funds</b>	<b>(25,844)</b>	<b>(2)</b>	<b>1,947</b>	<b>(1)</b>
<b>Ending Cash Balance</b>	<b>\$386,964</b>	<b>\$1,498</b>	<b>\$388,911</b>	<b>\$999</b>

## Debt Service Coverage – Airport Revenue Bonds

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

(\$ in 000s)		Actual FY 2011	Budget FY 2012	Actual FY 2012	Budget FY 2013
<b>Gross Revenues:</b>					
MIA Aviation Fees <sup>(1)</sup>		\$385,669	\$426,679	\$425,466	\$440,599
<b>Commercial Operations:</b>					
Management Agreements		\$80,589	\$81,798	\$88,263	\$92,689
Concessions		146,590	154,245	163,303	159,472
<b>Total Commercial Operations</b>		<b>\$227,179</b>	<b>\$236,043</b>	<b>\$251,566</b>	<b>\$252,161</b>
Rentals		\$102,947	\$109,307	\$124,856	\$132,782
Other Revenues		17,886	18,638	16,249	18,592
<b>Sub-total Revenues</b>		<b>\$733,681</b>	<b>\$790,667</b>	<b>\$818,137</b>	<b>\$844,134</b>
General Aviation Airports		6,315	6,734	6,749	6,218
<b>Gross Revenues</b>	<b>[a]</b>	<b>\$739,996</b>	<b>\$797,401</b>	<b>\$824,886</b>	<b>\$850,352</b>
<b>Expenses:</b>					
Current Expenses		\$298,309	\$353,245	\$303,920	\$356,902
Current Expenses under Mgmt Agreement		41,139	32,279	31,228	33,017
Current Expenses under Operating Agreement		34,090	36,674	35,142	39,001
<b>Total Current Expenses</b>	<b>[b]</b>	<b>\$373,538</b>	<b>\$422,198</b>	<b>\$370,290</b>	<b>\$428,920</b>
<b>Net Revenues:</b>	<b>[c=a-b]</b>	<b>\$366,458</b>	<b>\$375,203</b>	<b>\$454,596</b>	<b>\$421,432</b>
Less: Reserve Maint. Fund Deposit	<b>[d]</b>	(25,000)	(12,000)	(12,000)	(17,000)
<b>Net Revenues After Deposits</b>	<b>[e=c-d]</b>	<b>\$341,458</b>	<b>\$363,203</b>	<b>\$442,596</b>	<b>\$404,432</b>
<b>Total Debt Service</b>		<b>\$329,035</b>	<b>\$370,208</b>	<b>\$370,208</b>	<b>\$372,261</b>
Less: PFC Revenue (used for d/s)		(100,000)	(85,000)	(85,000)	(50,750)
<b>Debt Service less PFC Revenue</b>	<b>[f]</b>	<b>\$229,035</b>	<b>\$285,208</b>	<b>\$285,208</b>	<b>\$321,511</b>
<b>Debt Service Coverage <sup>(2)</sup></b>	<b>[e/f]</b>	<b>1.49</b>	<b>1.27</b>	<b>1.55</b>	<b>1.26</b>

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

(2) Calculated in accordance with the Trust Agreement by dividing Net Revenues after deposits by the required debt service  
\* Numbers may not total due to rounding.



# Improvement Fund

---

## Overview

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

The Airline Use Agreement (AUA) between the Aviation Department and most of MIA's air carriers requires the Aviation Department to transfer back the major portion of the remaining surplus monies earned during a fiscal year 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 2012, the Aviation Department contributed \$6.8 million to the Retainage Subaccount and ended with a balance of \$13.3 million. Approximately \$89.2 million in surplus monies was realized in the Improvement Fund in FY 2012, which will be transferred back to the Revenue Fund in FY 2013. Another \$20 million in surplus monies was transferred to the Reserve Maintenance Fund to pay for some major capital refurbishment costs to be done in FY 2013 and beyond.

In FY 2012, the Aviation Department paid the first full year of subordinate debt service from the Improvement Fund—\$15.4 million. In addition, the Aviation Department used some of the surplus monies earned in FY 2012 to transfer another \$9.7 million to the subordinate debt service account so as to prefund a portion of the required subordinate debt service payment for FY 2013.

## Detail

(\$ in 000s)	Actual FY 2011	Budget FY 2012	Actual FY 2012	Budget FY 2013
<b>Beginning Cash Balance</b>	<b>\$ 111,782</b>	<b>\$ 112,000</b>	<b>\$ 119,166</b>	<b>\$ 105,301</b>
<b>Sources of Funds</b>				
Insurance Claim/Reimbursements	\$ 680	\$ -	\$ -	\$ -
Grant Funds	2,680	-	3,777	-
Other Revenues	6,438	-	1	-
Interest Earnings	254	500	174	300
Transfer from (Bond) Reserve Account	2,454	1,500	2,146	1,500
Transfer from Revenue Fund	103,819	72,472	142,181	79,634
<b>Total Sources of Funds</b>	<b>\$ 116,324</b>	<b>\$ 74,472</b>	<b>\$ 148,280</b>	<b>\$ 81,434</b>
<b>Uses of Funds</b>				
Improvement Fund Expenditures	\$ 14,746	\$ 15,000	\$ 8,739	\$ 25,000
Transfer to Revenue Fund	71,687	80,000	81,224	85,000
Transfer to DB Bond Debt Service Account	5,507	15,430	25,119	15,432
Transfer to Reserve Maintenance	12,000	-	20,000	-
Other Expenditures	5,000	5,000	5,000	5,000
<b>Total Uses of Funds</b>	<b>\$ 108,940</b>	<b>\$ 115,430</b>	<b>\$ 140,082</b>	<b>\$ 130,432</b>
<b>Excess (Deficit) of Sources over Use of Funds</b>	<b>7,384</b>	<b>(40,958)</b>	<b>8,198</b>	<b>(48,998)</b>
<b>Ending Cash Balance</b>	<b>\$ 119,166</b>	<b>\$ 71,042</b>	<b>\$ 127,364</b>	<b>\$ 56,303</b>

# Capital Improvement Program

---

## Overview

Today's state-of-the-art Miami International Airport is rooted in the Airport System Master Plan, which was initiated in 1994. The Capital Improvement Program (CIP), managed by the Aviation Department, has implemented the master plan. The CIP consisted of a number of programs that made improvements to the airside and landside areas as well as to terminal and non-terminal (e.g., cargo and aircraft maintenance) facilities, which have been completed.

Since 1994, most of the numerous capital improvements to MIA have been to the terminal facility. These terminal improvements have included: two new concourses—Concourse A and Concourse J; a renovated Concourse H (which with Concourse J, is referred to as the "South Terminal"); and reconfigured concourses in the North Terminal such that Concourse A was joined with Concourse D (and concourses B and C were demolished), to make a linear concourse now referred to as Concourse D. In addition, a state-of-the-art baggage handling system was installed in North Terminal for MIA's hubbing carrier, American Airlines, a new federal inspection services area was built, and major cosmetic improvements were made to the front of the North and South terminals.

Although the Central Terminal has not had any significant improvements during the implementation of the CIP and related master plan, making capital improvements to the Central Terminal is desirable over time to further enhance the overall efficiency of the MIA terminal facility. Certain near-term renovations to the Central Terminal (including, safety enhancements and maintenance projects) are planned and will be funded from available Aviation Department moneys.

Other non-terminal major improvements made by the Aviation Department as part of its CIP include: a new fourth runway (8L/26R); an additional 1,540-space parking garage; an extension of Upper and Lower Terminal Vehicular Drives; and six new cargo facilities totaling 1.09 million square feet of space. All of these improvements have proven to make MIA a state of the art airport facility with growth capacity, especially for international operations.

At present, 95.1% of the CIP budget has been expended with most major programs completed. The only major construction program still in progress is the North Terminal Development (NTD) program. By transforming the NTD area into a widened linear terminal (known as Concourse D) the gate utilization has been increased and the connection process is more efficient for passengers, thus creating a major hub facility for American Airlines and its Oneworld Alliance partners. The North Terminal has 47 international/domestic swing gates, a Federal Inspection Facility (FIS) facility capable of processing over 2,000 international passengers per hour, 278 ticketing positions (including 126 self-service units), a new baggage handling system (BHS) with over 10 miles of conveyors capable of handling 6,400 bags per hour, an Automated People Mover (APM) system with capacity to carry 9,000 passengers per hour through four stations and support systems capable of handling an international hub operation of 250 flights per day or more.

## Overview (cont)

The NTD construction work is in its final stages and all areas except for the FIS facility are completed and open to the traveling public. All terminal areas and gates from D1 to D60, with the exception of D26, D27 and D28 are operational. The FIS was partially opened in July 2012 and will be completed by the first quarter of 2013. Gates D26-28 will be opened in conjunction with the completion of the FIS and the Phase 3 of the BHS. The BHS phases 1 and 2 are complete and American Airlines is utilizing the system for all of its domestic and international operations. The final phase of the BHS, which is tied to the final build out of the FIS facility, is also projected for completion in the first quarter of 2013. With no claims and timely delivery of Terminal areas, gate openings and Sky train service, NTD has received a number of awards and accolades for being one of the most successful aviation projects in the Country.

## Sources and Uses of Funds

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

<b>FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan</b>									
<b>CAPITAL BUDGET SUMMARY</b>									
(dollars in thousands)	PRIOR	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FUTURE	TOTAL
<b>Revenue</b>									
Federal Aviation Administration	313,943	7,913	14,225	2,697	0	0	0	0	338,778
Improvement Fund	17,379	0	0	0	0	0	0	0	17,379
Transportation Security Administration	63,569	15,792	3,492	3,492	0	0	0	0	86,345
<b>Funds</b>									
FDOT Funds	334,052	13,279	11,846	141	0	0	0	0	359,318
Aviation Passenger Facility Charge	169,459	0	0	0	0	0	0	0	169,459
Aviation Revenue Bonds	5,218,199	0	0	0	0	0	0	0	5,218,199
Double-Barreled GO Bonds	214,778	0	0	0	0	0	0	0	214,778
Tenant Financing	90,000	15,000	0	0	0	0	0	0	105,000
<b>Total:</b>	<b>6,421,379</b>	<b>51,984</b>	<b>29,563</b>	<b>6,330</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,509,256</b>
<b>Expenditures</b>									
<b>Strategic Area: Transportation</b>									
Airside Improvements	356,736	21,820	15,380	0	0	0	0	0	393,936
Cargo Facilities Improvements	177,377	1,500	3,300	0	0	0	0	0	182,177
General Aviation Airports	58,699	102	102	253	0	0	0	0	59,156
Landside Improvements	435,640	3,735	0	0	0	0	0	0	439,375
Support Facilities	884,159	59,888	38,388	10,500	0	0	0	0	992,935
Terminal Improvements	4,337,603	95,241	6,433	2,400	0	0	0	0	4,441,677
<b>Total:</b>	<b>6,250,214</b>	<b>182,286</b>	<b>63,603</b>	<b>13,153</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,509,256</b>

## 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). In the past, changes to existing major programs are generally dictated by the construction staff responsible for building the projects, approved by the Aviation Director and ultimately approved by the BCC. Currently, new projects may be recommended by the Planning Division or by the operations staff. Their recommendations come before a CIP User Group, which is comprised of various interested parties such as the Aviation Department's Chief Financial Officer, who is responsible to ensure that there is adequate funding sources for the projects and sufficient operating revenues to pay debt service on the bonds issued; the Consulting Engineers who represents the interests 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 a representative from the Airport's major stakeholder—the MIA air carriers.

If these projects can be funded with the remaining bond monies that are not assigned to an on-going CIP project and the CIP User Group approves, then the project can be moved forward. Once these bond monies are depleted (\$162 million remained as of September 30, 2012), then the Aviation Department will have to determine the appropriate funding source for any future capital projects; the options are described below.

## Capital Improvement Program Funding

**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 FY 2013, but will issue refunding bonds in FY 2013 to realize future debt service savings.

**Florida Department of Transportation (FDOT) Funds**—Aviation projects throughout the state of Florida (the State) are funded by the State through both aviation and highway fuel taxes. State funding of aviation projects is made through FDOT under Chapter 332 of the Florida Statutes. Florida's aviation grant funds are non-competitive grants for non-exclusive use capital projects that are similar to the scope and eligibility criteria of projects eligible for FAA funding. 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 2013 the Aviation Department is anticipating receiving grant revenues totaling \$13.3 million from FDOT.

## Capital Improvement Program Funding (cont)

**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 \$7.9 million in grant funds from the FAA in FY2013.

**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. Although the Aviation Department is not anticipating spending any of the Improvement Fund monies on capital projects in FY 2013, \$25 million has been appropriated for unplanned capital expenditures that may arise during the fiscal year.

**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 equity financing of NTD project costs. MDAD has received \$90 million to date from American Airlines with two more payments of \$7.5 million each to be received in FY 2013 and FY 2014.

**Transportation Security Administration (TSA) Funds**—TSA funds are dedicated towards the installation of in-line explosive detection systems and related security measures for outbound baggage systems that are included in the CIP. To date, the TSA has provided Other Transaction Agreement (OTA) grants for these baggage systems in the South Terminal and in the North Terminal. The Airport anticipates receiving \$15.8 million from the TSA in FY2013 related to reimbursements for the NTD baggage system capital costs.

## Operating Cost Effect of Capital Projects

As previously stated, most of the major programs within the CIP are completed and have been operational for a few years. The operating cost impact of the CIP has been included in prior years' budgets with a relatively minor portion being added to the FY 2013 operating cost. Therefore, a more practical way to view the CIP's effect on operating expenses is to view it over a longer time frame because a lot of the major programs within the CIP became operational in phases. The table below was created to capture the major operating cost impacts from before the major capital programs became operational (e.g., North Terminal opened in phases over the last few years and South Terminal opened in 2007) until the current budget year—FY 2013.

Expense Type	Division	FY 2005	FY 2013	Change	% Change
Airport People Mover (NTD)	Maintenance	\$ --	\$6,600,000	\$6,600,000	100.0%
MIA Mover (RCF)	Maintenance	\$ --	\$4,949,706	\$4,949,706	100.0%
Misc Maint. Contract (ST, CT BHS)	Maintenance	\$ --	\$7,300,000	\$7,300,000	100.0%
Outside Maint - ASI O/B Baggage	Maintenance	\$125,000	\$157,744	\$32,744	26.2%
Elevators	Maintenance	\$4,320,000	\$6,685,644	\$2,365,644	54.8%
Janitorial Contract	Terminal Ops	\$22,676,824	\$31,715,182	\$9,038,358	39.9%
Air Conditioning Shop	Maintenance	\$2,225,003	\$3,366,554	\$1,141,551	51.3%
Electrical Service	Utility/Non Dept.	\$15,853,660	\$30,000,000	\$14,146,340	89.2%

The Airport People Mover (APM) was built for transporting passengers throughout Concourse D (the North Terminal) with its four passenger stations. The MIA Mover Train, which was built to transport passengers to and from the passenger terminal to the rental car and mass transit centers, was a DBOM (design, build, operate and maintain) type of contract. The successful contractor has hired a third party to operate the train for which MDAD budgeted \$4.9 million in FY 2013. The rental car companies reimburse MDAD for 50% of the MIA Mover train operating costs. For the baggage handling systems that MDAD maintains there have been significant increases as noted above, primarily due to the addition of the South Terminal baggage handling system. The remaining expenses noted in the table primarily reflect the addition of approximately 3.2 million square footage (or 69.8% increase) being added to the overall terminal footprint; 4.6 million square feet in FY 2005 and 7.8 million square feet in FY 2013.

Although the NTD baggage handling system became operational in FY 2012, the Aviation Department's operating expenses were not affected because American Airlines is maintaining the system and therefore paying the related operating costs. In terms of additional Aviation Department personnel, MDAD has been able to use its existing staff to maintain the additional terminal space that has become operational in the last few years. This prudence exercised by MDAD management is a major reason that MDAD's operating expenses only increased 1.6% in FY 2013. In fact, since FY 2005, the Aviation Department's total budgeted operating expenses have only increased 27.2%, which equates to a 3.0% average annual growth rate.



# Supplemental Data

---

# Ordinance

## Revenue Fund

<u>Revenues:</u>	<u>2012-13</u>
Carryover	\$ 65,440,000
Miami International Airport	756,033,000
Tamiami Airport	2,262,000
Opa-locka Airport	3,515,000
Homestead Airport	417,000
T & T Airport	25,000
Transfer from Improvement Fund	85,000,000
<b>Total</b>	<b>\$ 912,692,000</b>
<u>Expenditures:</u>	
Miami International Airport	\$ 420,467,000
Tamiami Airport	887,000
Opa-locka Airport	889,000
Homestead Airport	435,000
T & T Airport	242,000
Contingency	6,000,000
<b>Subtotal Operating Expenditures</b>	<b>\$ 428,920,000</b>
<u>Transfer to Other Funds:</u>	
Sinking Fund	318,511,000
Reserve Maintenance	17,000,000
Improvement Fund	79,634,000
<b>Subtotal Transfers to Other Funds</b>	<b>\$ 415,145,000</b>
<b>Operating Reserve/Ending Cash Balance</b>	<b>\$ 68,627,000</b>
<b>Total</b>	<b>\$ 912,692,000</b>

## Improvement Fund

<u>Revenues:</u>	<u>2012-13</u>
Carryover	\$ 105,300,752
Transfer from Revenue Fund	79,634,000
Transfer from Interest and Sinking Fund	1,500,000
Interest Earnings	300,000
<b>Total</b>	<b>\$ 186,734,752</b>
<u>Expenditures:</u>	
On-going Improvement Fund Projects	7,621,000
Projects in Capital Improvement Program	17,379,000
Payment of Viaduct Loan	5,000,000
Transfer of DB Bonds Debt Service	15,432,000
Transfer to Revenue Fund	85,000,000
Ending Cash Balance	56,302,752
<b>Total</b>	<b>\$ 186,734,752</b>

## Ordinance (cont)

### *Reserve Maintenance Fund*

<u>Revenues:</u>	<u>2012-13</u>
Carryover	55,000,000
Transfer from Revenue Fund	17,000,000
Grants Contribution	22,000,000
Interest Earnings	150,000
<b>Total</b>	<b>\$ 94,150,000</b>
<u>Expenditures:</u>	
Projects Committed	83,825,000
Ending Cash Balance (Reserved for Emergencies)	10,325,000
<b>Total</b>	<b>\$ 94,150,000</b>

### *Construction Fund*

<i>Trust Agreement Bonds</i>	
<u>Revenues:</u>	<u>2012-13</u>
Carryover	109,786,000
Transfer from Construction Fund (Carryover)	22,000,000
Transfer from Claim Fund (Carryover)	22,000,000
Grant Funds	36,984,000
Tenant Financing	15,000,000
<b>Total</b>	<b>\$ 205,770,000</b>
<u>Expenditures:</u>	
Projects in Capital Improvement Program	164,907,000
Ending Cash Balance	40,863,000
<b>Total</b>	<b>\$ 205,770,000</b>

### *Double Barrel Bonds*

<u>Revenues:</u>	<u>2012-13</u>
Carryover	22,100,000
Grant Funds	5,000,000
Interest Earnings	200,000
<b>Total</b>	<b>\$ 27,300,000</b>
<u>Expenditures:</u>	
Transfer to Construction Fund	22,000,000
Ending Cash Balance	5,300,000
<b>Total</b>	<b>\$ 27,300,000</b>

## Ordinance (cont)

---

### *Interest & Sinking Fund*

---

#### *Trust Agreement Bonds*

<u>Revenues:</u>	<u>2012-13</u>
Carryover	1,000,000
Transfer from Revenue Fund	318,511,000
PFC Revenues	50,750,000
Interest Earnings	4,503,000
<b>Total</b>	<b><u>\$ 374,764,000</u></b>
<u>Expenditures:</u>	
Debt Service - Principal	68,145,000
Debt Service - Interest	304,120,000
Transfer to Improvement Fund	1,500,000
Ending Cash Balance	999,000
<b>Total</b>	<b><u>\$ 374,764,000</u></b>

#### *Double Barrel Bonds*

<u>Revenues:</u>	<u>2012-13</u>
Carryover	15,500,000
Transfer from Improvement Fund	15,432,000
Interest Earnings	300,000
<b>Total</b>	<b><u>\$ 31,232,000</u></b>
<u>Expenditures:</u>	
Payment of DB Bonds Debt Service	15,432,000
Ending Cash Balance (Reserve for Claims)	15,800,000
<b>Total</b>	<b><u>\$ 31,232,000</u></b>

---

#### *Environmental Fund*

---

<u>Revenues:</u>	<u>2012-13</u>
Carryover	45,000,000
Grants	1,500,000
Interest Earnings	225,000
<b>Total</b>	<b><u>\$ 46,725,000</u></b>
<u>Expenditures:</u>	
Projects Committed	30,000,000
Ending Cash Balance (Reserved for Emergencies)	16,725,000
<b>Total</b>	<b><u>\$ 46,725,000</u></b>

## Ordinance (cont)

### *Claim Fund*

<b><u>Revenues:</u></b>	<b><u>2012-13</u></b>
Carryover	36,600,000
Annual Contribution	7,500,000
Interest Earnings	75,000
<b><i>Total</i></b>	<b><u><u>\$ 44,175,000</u></u></b>
<b><u>Expenditures:</u></b>	
Projects Committed	43,175,000
Ending Cash Balance (Reserved for Claims)	1,000,000
<b><i>Total</i></b>	<b><u><u>\$ 44,175,000</u></u></b>

## Non-Departmental

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

	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2011</i>	<i>FY 2012</i>	<i>FY 2013</i>	<i>FY 2013 vs FY 2012</i>	
				\$	%
<b>Salary/Fringes</b>					
Regular	\$ -	\$ -	\$ -	\$ -	0.0%
Over-time	-	-	-	-	0.0%
Fringes	-	-	-	-	0.0%
<b>Total Salary/Fringes</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>
Outside Contract Services	1,242,772	3,274,500	2,612,000	(662,500)	-20.2%
Utilities	44,106,680	50,835,000	50,835,000	-	0.0%
G & A Expenses	7,178,629	11,915,000	14,900,000	2,985,000	25.1%
G & A Administrative Support	4,875,753	5,678,000	1,958,172	(3,719,828)	-65.5%
Capital	1,272,891	2,500,000	2,500,000	-	0.0%
<b>Total</b>	<b>\$ 58,676,725</b>	<b>\$ 74,202,500</b>	<b>\$ 72,805,172</b>	<b>\$ (1,397,328)</b>	<b>-1.9%</b>

## Management Agreements

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

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

The FY 2013 budget increases noted below in passenger lounges (IAMI) due to renovation of Club F and cost of sales and Shuttle for the purchase of three new busses to expand service of Employee Shuttle and Pak 8 Shuttles. The decrease noted below in Smarte Carte which transitioned from an operating agreement to a permitted company. MDAD will no longer incur expenses, but will receive revenues based on percentage of gross sales. Both international and domestic passengers will be charged for using carts, whereas, in the past international passengers were not charged for this service.

	<i>Actual</i> <i>FY 2011</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2012</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2013</i>	<i>Inc/(Dec)</i> <i>FY 2013 vs FY 2012</i>	
				\$	%
<b>Management Agreement</b>					
Airport Parking Associates (APA)	\$ 7,459,906	\$ 8,728,774	\$ 9,445,949	\$ 717,175	8.2%
IAMI (Passenger Lounges)	1,966,019	1,981,115	2,440,928	459,813	23.2%
Allied Aviation (Fuel Farm)	6,848,732	7,270,851	7,377,548	106,697	1.5%
Allied Aviation (Fuel Farm Fire)	10,933,170	-	-	-	0.0%
Midfield (Auto Gas Sales)	2,262,297	2,051,672	2,276,976	225,304	11.0%
Hotel	6,627,072	7,599,528	8,366,511	766,983	10.1%
Top of the Port (Restaurant)	2,863,442	2,946,604	3,108,796	162,192	5.5%
<b>Total</b>	<b>\$ 38,960,638</b>	<b>\$ 30,578,544</b>	<b>\$ 33,016,708</b>	<b>\$ 2,438,164</b>	<b>8.0%</b>
<b>Operating Agreements</b>					
Quality Aircraft Services, Inc.	\$ 376,183	\$ -	\$ -	\$ -	0.0%
Shuttle	5,571,654	5,631,864	7,285,644	1,653,780	29.4%
Unicco (Janitorial)	23,788,383	26,040,012	26,173,983	133,971	0.5%
Vista (Janitorial)	2,022,198	2,405,569	2,430,569	25,000	1.0%
N & K (Janitorial)	2,331,271	2,596,520	3,110,630	514,110	19.8%
Smarte Carte	2,178,636	1,700,000	-	(1,700,000)	-100.0%
<b>Total</b>	<b>\$ 36,268,325</b>	<b>\$ 38,373,965</b>	<b>\$ 39,000,826</b>	<b>\$ 626,861</b>	<b>1.6%</b>
<b>Grand Total</b>	<b>\$ 75,228,963</b>	<b>\$ 68,952,509</b>	<b>\$ 72,017,534</b>	<b>\$ 3,065,025</b>	<b>4.4%</b>

# Administrative Reimbursement

## Overview

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

## Direct County Expenses

Miami-Dade County Agency	Adopted	Adopted	Purpose
	Budget	Budget	
	FY 2011-12	FY 2012-13	
Audit and Management Services	\$ 440,000	\$ 440,000	Auditing services in excess of indirect reimbursement
Community Information and Outreach	155,000	175,000	Ads and promotional spots
Community Information and Outreach	-	16,000	Maintenance and support of Department's website
Community Information and Outreach	-	120,000	
County Attorney's Office	670,000	670,000	Legal services in excess of indirect reimbursement
Environmental Resources Management	900,000	900,000	DERM charges for personnel and resources
Environmental Resources Management	2,150,000	1,900,000	Stormwater
Finance	67,000	60,000	Cash management services
Fire Rescue	21,532,680	23,531,798	Fire protection & fire rescue services
Fire Rescue	30,000	43,000	Life safety and fire supplies
Information Technology	3,373,444	3,991,407	Radios, technology and infrastructure
Internal Services	197,000	141,000	Human Resources - services and support
Internal Services	12,701,000	11,651,000	GSA - insurance
Internal Services	7,492,767	6,914,768	GSA - security guard services
Internal Services	2,025,000	2,133,000	GSA - fleet management - fuel, lubricants, auto tags
Internal Services	41,800	41,800	GSA - exterminating services
Internal Services	300,000	300,000	GSA - elevator inspections
Internal Services	325,000	325,000	GSA - office supplies
Internal Services	101,710	84,200	GSA - printing & reproduction supplies
Office of Economic Development & Int'l Trade	-	40,000	
Office of Inspector General	400,000	400,000	Audits and investigative work
Police Department	27,699,451	30,469,396	Police services
Police Department	639,500	639,500	Vehicles, fuel and insurance
Public Works and Waste Management	315,000	315,000	Waste removal services
Sustainability, Planning, & Economic Enhancement	-	152,000	DBED compliance fee
Transit	553,774	553,774	Satellite E-Train
Water & Sewer	7,500,000	7,500,000	Utilities
	<b>\$ 89,610,126</b>	<b>\$ 93,507,643</b>	

## Indirect County Expenses

	Adopted	Proposed	
	Budget	Budget	
	FY 2011-12	FY 2012-13	
MDAD Salaries & Fringes	\$ 107,401,811	\$ 103,613,979	[A]
Rate-Modified Full Costing	0.067419	0.032900	[B]
Total MDAD Reimbursement to County	\$ 7,240,923	\$ 3,408,900	[A x B]
Agreed Upon Deduction	(1,562,924)	(1,450,728)	
<b>Amount Due to Miami-Dade County</b>	<b>\$ 5,678,000</b>	<b>\$ 1,958,172</b>	
<b>Total Direct &amp; Indirect County Expenses</b>	<b>\$ 95,288,126</b>	<b>\$ 95,465,815</b>	

## Promotional Funding

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

### Summary of Promotional Funding

<i>Event Title</i>	<i>Amount</i>
Airports Council International Conferences	7,500
Inaugurals for New Airlines	6,000
Hosting of Inbound International Business Development Missions	5,000
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 2013	2,500
FAC State Legislative Summit, FAC Federal Legislative Summit, & FAC Annual Conference	5,000
Hemispheric Congress Sponsorship	2,500
FAA Meetings for FY 2012-13	5,000
Monthly Miami Airport Affairs Committee (MAAC) Meetings	5,000
AAAE/AMAC Annual Airports Economic Forum	7,500
National Minority Enterprise Development Conference (MED Week)	4,500
Annual Protocol Symposium	2,000
"Where Worlds Meet" Public Relations Campaign	50,000
Survival Fire Drill	5,000
<b>Total</b>	<b><u>\$ 197,500</u></b>

## 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.

### **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.

### **Foundation for Democracy in Africa (FDA)**

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

## Detail of Promotional Funding (cont)

### **Airport Minority Advisory Council (AMAC)**

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

### **Miami-Dade County**

**Event title: Miami-Dade County Days in Tallahassee 2013** - 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 2012-13** – 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; AAEE Trainings regarding required FAA drills to meet MIA's 139 Certification as a commercial airport.

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

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

## Detail of Promotional Funding (cont)

### **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.

### **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.

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

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

## Summary of New/Revised Rates

	Description	Rate
1	Revise Manual CUTE Ticket Counter Rates	<p>Standard Manual Rate for Widebody Aircraft (over 200 seats) \$568.51 from current \$497.84, and Narrow Aircraft (100 seats through 200 seats) \$324.86 from the current \$284.48, Regional Commuter Aircraft (20 seats through 100 seats) \$162.43 from the current \$142.24 and Small Turbo Aircraft (under 20 seats) \$81.22 from the current \$71.12.</p> <p>Unauthorized Manual Rate for Widebody Aircraft (over 200 seats) \$1,137.02 from current \$995.68, and Narrow Aircraft (100 seats through 200 seats) \$649.72 from the current \$568.96, Regional Commuter Aircraft (20 seats through 100 seats) \$324.86 from the current \$284.48, and Small Turbo Aircraft (under 20 seats) \$162.43 from the current \$142.24.</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"> <li>• Desktop Unit – Revise Desktop rate to \$44.02 ea. per month from the current \$367.39 ea. per month</li> <li>• Standalone Unit – Revise Standalone rate to \$120.79 ea. per month from the current \$470.23 ea. per month</li> </ul>
3	Revise CUTE Backoffice Unit charge	Revise CUTE Backoffice monthly charge per unit to \$146.53 per unit from the current \$142.87 per unit
4	Establish CUTE Rate Based on Departing Aircraft Seat	Establish CUTE Rate of \$2.25 per departing aircraft seat for non-exempt carriers
5	Revise Rental Rates for Non-Terminal Building Properties – Miami International Airport	See attached schedule for building rental rates.

## Summary of New/Revised Rates (cont)

Description		Rate
6	Revise Rental Rates for Building Properties – General Aviation Airports	See attached schedule for building rental rates.
7	Revise Valet Parking Rate	Revise valet parking rate to \$18.00 for the first 1-3 hours or portion thereof from the current \$24.00 for the first 1-3 hours or portion thereof. After 3 hours, the rate shall be revised to \$30.00 per day from the current \$42.00 per day.
8	Revise Airline VIP Club Fee and Associated Opportunity Fee	Revise the basic VIP Club Fee to \$27.50 from the current \$24.50 for each non-member passenger and revise the associated opportunity fee to \$9.63 from the current \$8.58 for each non-member passenger. The opportunity fee is based on 35% of the basic VIP Club fee.
9	Establish Consular Lounge Rental Fee for Non-Member Organizations	Establish Consular Lounge Rental Fee of \$500.00 for 1-4 hours of use per day and \$900.00 for 8 consecutive hours (full day) during a 24-hour period for rental of the MDAD Consular Lounge to non-member organizations (those organizations that are not part of the Consular Corps of Miami).
10	Revise Closed-Circuit Television (CCTV) Viewing/Workstation Monthly Rental Rates	Revise Cellstack/NICE equipment from the current \$596.00 each per month to \$614.00 each per month; Revise Cellstack equipment from the current \$537.00 each per month to \$553.00 each per month; Revise NICE equipment from the current \$447.00 each per month to \$461.00 each per month.
11	Revise Cable Television (CATV) Monthly Recovery Fee	Revise Cable Television Recovery Fee to \$60.00 per location per month (for offices and Lounges) and \$215.00 per location per month (for bars, restaurants, and VIP clubs) from the current \$35.00 per location per month.

## Summary of New/Revised Rates (cont)

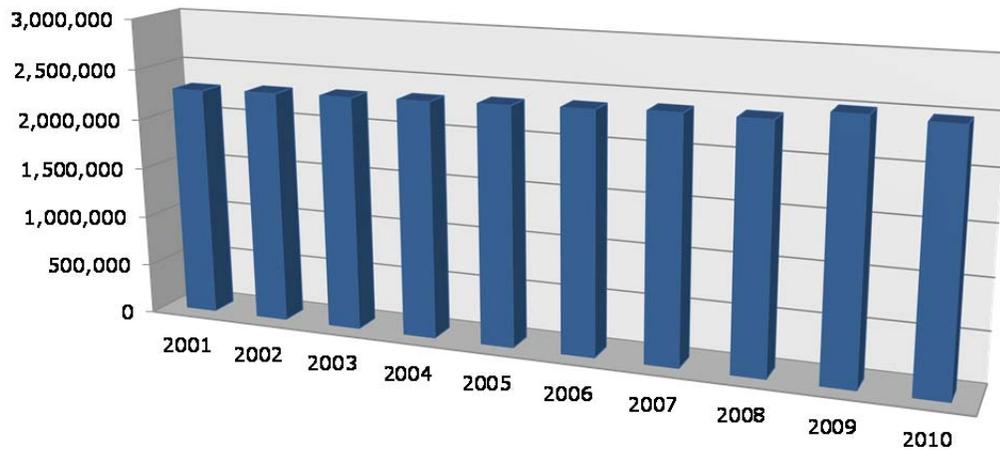
Description		Rate
12	Revise Operational Closure Fee at Training & Transition and General Aviation Airports	Revise Operational Closure Fee at Training & Transition and General Aviation Airports to \$4,800 per day or \$200 per hour from the current rate of \$3,000 per day to cover costs incurred by safety officer and vehicle required by the Federal Aviation Administration (FAA).
13	Revise wording and application of aircraft parking charges at General Aviation Airports	Revise wording to "Aircraft Parking at General Aviation Airports: (1) For M-1 aircraft, the same rates charged at Miami International Airport, but at only the daily base rate as charged at MIA (1 to 5 days), i.e., the daily base rate for 1-5 days will apply for the entire parking period; (2) For all other aircraft, the same rates charged at MIA, but the rates shall increase over time as reflected on the attached aircraft parking rates schedule" from the current wording of "Aircraft Parking at General Aviation Airports: the same rates charged at Miami International Airport, but will reflect only the daily base rate as charged at MIA (1 to 5 days). Please reference the attached aircraft parking rates schedule".
14	Establish Reserved Parking Space Charge	Establish Reserved Parking Space charge of \$10.00 per vehicle parking space. This is a prepaid fee and charged in addition to existing vehicle parking rates. The space reservation expires when vehicle exits the reserved parking space

# Economic Statistics

## Population and Economic Metrics – Miami-Dade County

	<b>Population</b>	<b>Change %</b>	<b>Personal Income</b>	<b>Change %</b>	<b>Labor Force</b>	<b>Employed</b>	<b>Unemployed</b>	<b>Unemployment Rate</b>
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%
2010	2,474,676	-1.0%	\$23,348	8.6%	1,257,458	1,131,458	126,000	10.0%

### Miami-Dade County Population



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

## Households and Income Miami-Dade County

<i>Households</i>	<i>2000</i>	<i>2010</i>	<i>2000-2010</i>
			<i>Change</i>
			<i>%</i>
Number of Households	760,019	825,337	8.6%
Median Household Income	\$35,148	\$43,957	25.1%

<i>Income</i> <i>Distribution</i>	<i>2000</i>	<i>2010</i>	<i>2000-2010</i>
			<i>Change</i>
			<i>%</i>
under \$25,000	36.1%	29.4%	-6.7%
\$25,000 - \$49,999	30.1%	25.5%	-4.6%
\$50,000 - \$74,999	16.8%	17.0%	0.2%
\$75,000 - \$99,999	7.3%	10.3%	3.0%
\$100,000 - \$149,999	6.5%	9.9%	3.4%
\$150,000 or more	3.3%	7.8%	4.5%

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>
2010	1,255,381	1,131,458	123,923	9.9%	10.3%
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%

Source: U.S. Census Bureau American Community Survey

## Top Private Employers in Miami-Dade County

<b>Employers</b>	<b>Number of Employees</b>
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
Sedan's 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

<b>Employers</b>	<b>Number of Employees</b>
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

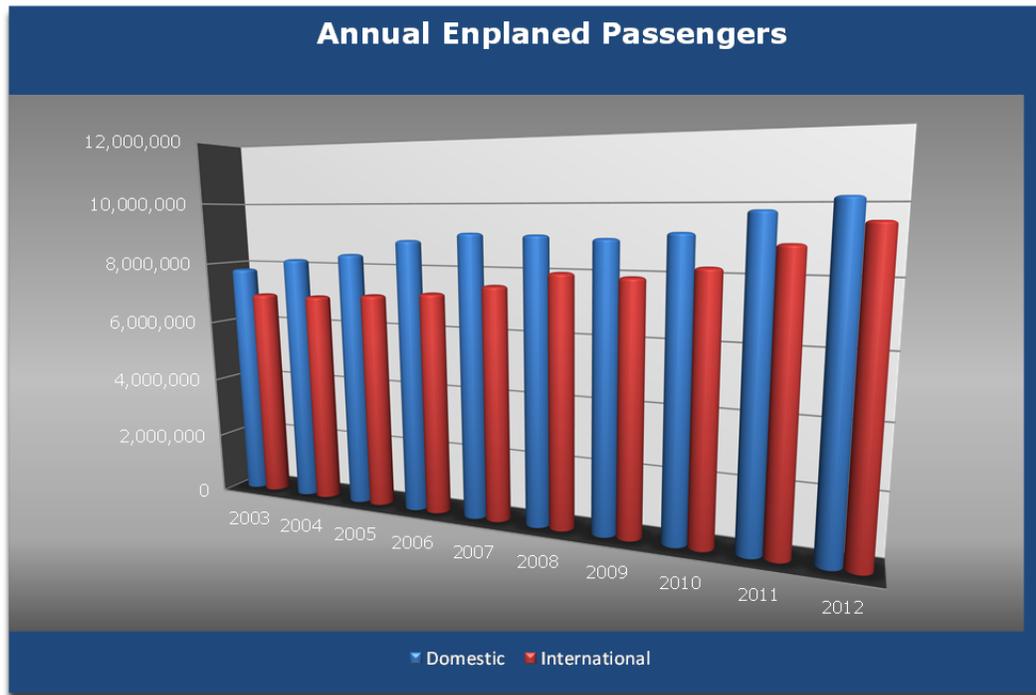
Source: The Beacon Council

# Operational Statistics

## Annual Enplaned Passengers

Fiscal Years Ended September 30, 2003 to 2012

Fiscal Year	Domestic		International		Total	
	Passengers	Change %	Passengers	Change %	Passengers	Change %
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%
2012	10,155,305	3.7%	9,528,373	7.0%	19,683,678	5.3%



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

# Monthly Enplaned Passengers

## ENPLANED PASSENGERS - INTERNATIONAL

	<i>Budget</i> <b>12-13</b>	<b>11-12</b>	<b>10-11</b>	<b>09-10</b>	<b>08-09</b>	<b>07-08</b>	<b>06-07</b>	<b>05-06</b>	<b>04-05</b>
OCT	<b>696,868</b>	719,861	651,611	621,390	606,589	608,062	525,267	469,940	499,455
NOV	<b>738,786</b>	767,857	690,806	643,512	645,421	638,498	588,209	552,447	551,259
DEC	<b>834,941</b>	864,133	780,717	745,065	742,055	717,423	686,461	705,993	693,907
JAN	<b>814,651</b>	834,949	761,744	700,462	697,330	680,436	627,548	624,851	614,745
FEB	<b>701,155</b>	743,263	655,619	605,009	591,145	607,197	547,422	538,174	534,353
MAR	<b>803,108</b>	813,144	750,951	679,376	645,659	707,826	632,761	620,637	643,338
APR	<b>771,791</b>	789,945	721,668	664,356	647,401	585,845	596,519	594,325	538,141
MAY	<b>790,052</b>	769,857	738,743	674,387	612,355	645,965	614,898	596,757	575,630
JUN	<b>839,844</b>	818,676	785,301	726,242	684,410	707,851	665,833	654,680	626,608
JUL	<b>948,294</b>	899,892	886,708	806,233	748,400	761,607	741,888	700,427	692,471
AUG	<b>853,676</b>	812,573	798,235	751,927	713,508	731,737	707,763	633,087	610,987
SEP	<b>730,252</b>	694,223	682,826	607,935	562,730	575,235	578,495	509,637	489,285
	<b>9,523,418</b>	<b>9,528,373</b>	<b>8,904,929</b>	<b>8,225,894</b>	<b>7,897,003</b>	<b>7,967,682</b>	<b>7,513,064</b>	<b>7,200,955</b>	<b>7,070,179</b>

## ENPLANED PASSENGERS - DOMESTIC

	<i>Budget</i> <b>12-13</b>	<b>11-12</b>	<b>10-11</b>	<b>09-10</b>	<b>08-09</b>	<b>07-08</b>	<b>06-07</b>	<b>05-06</b>	<b>04-05</b>
OCT	<b>806,358</b>	786,385	753,990	688,513	689,395	714,282	662,922	569,109	609,843
NOV	<b>821,246</b>	814,991	767,911	702,224	721,215	734,397	706,111	686,958	647,619
DEC	<b>847,737</b>	840,996	792,682	729,287	742,278	747,810	756,123	728,860	660,670
JAN	<b>926,518</b>	927,294	866,346	816,977	798,934	809,584	812,842	821,216	768,852
FEB	<b>802,755</b>	819,130	750,621	704,973	700,849	732,152	721,009	724,740	663,197
MAR	<b>938,960</b>	938,537	877,980	853,395	826,102	852,798	851,449	860,587	811,626
APR	<b>909,401</b>	913,559	850,341	816,825	797,779	782,613	821,138	832,330	744,966
MAY	<b>926,792</b>	870,629	866,602	806,430	773,128	788,314	782,291	788,543	731,624
JUN	<b>883,006</b>	850,365	825,660	778,364	740,891	747,322	765,508	769,770	721,491
JUL	<b>948,860</b>	879,534	887,237	803,846	791,874	770,960	798,734	784,572	760,653
AUG	<b>902,949</b>	830,906	844,308	809,328	786,604	773,673	780,746	708,852	686,197
SEP	<b>762,000</b>	682,979	712,513	669,274	618,047	613,813	643,478	578,548	566,341
	<b>10,476,582</b>	<b>10,155,305</b>	<b>9,796,191</b>	<b>9,179,436</b>	<b>8,987,096</b>	<b>9,067,718</b>	<b>9,102,351</b>	<b>8,854,085</b>	<b>8,373,079</b>

## ENPLANED PASSENGERS - TOTAL

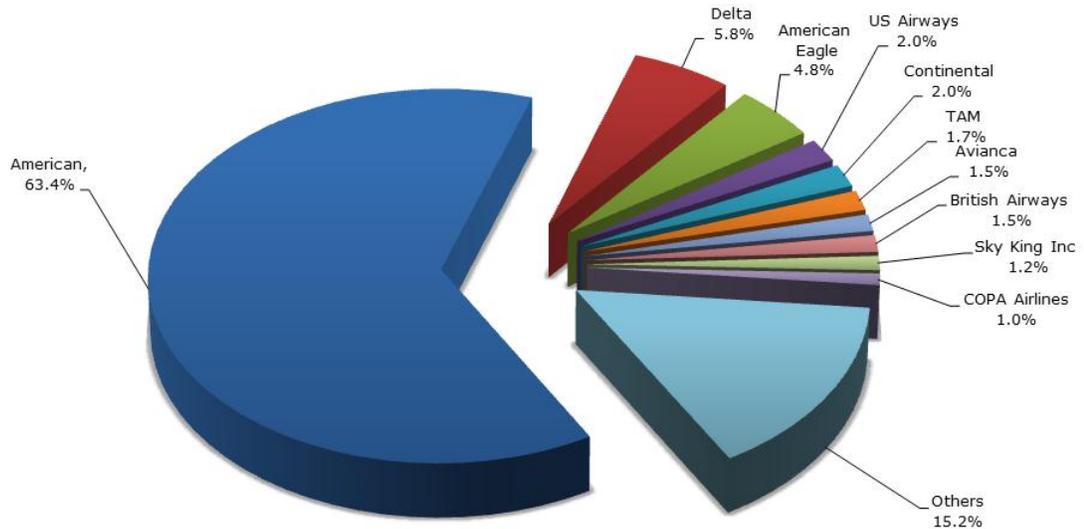
	<i>Budget</i> <b>12-13</b>	<b>11-12</b>	<b>10-11</b>	<b>09-10</b>	<b>08-09</b>	<b>07-08</b>	<b>06-07</b>	<b>05-06</b>	<b>04-05</b>
OCT	<b>1,503,226</b>	<b>1,506,246</b>	1,405,601	1,309,903	1,295,984	1,322,344	1,188,189	1,039,049	1,109,298
NOV	<b>1,560,032</b>	<b>1,582,848</b>	1,458,717	1,345,736	1,366,636	1,372,895	1,294,320	1,239,405	1,198,878
DEC	<b>1,682,678</b>	<b>1,705,129</b>	1,573,399	1,474,352	1,484,333	1,465,233	1,442,584	1,434,853	1,354,577
JAN	<b>1,741,169</b>	<b>1,762,243</b>	1,628,090	1,517,439	1,496,264	1,490,020	1,440,390	1,446,067	1,383,597
FEB	<b>1,503,910</b>	<b>1,562,393</b>	1,406,240	1,309,982	1,291,994	1,339,349	1,268,431	1,262,914	1,197,550
MAR	<b>1,742,068</b>	<b>1,751,681</b>	1,628,931	1,532,771	1,471,761	1,560,624	1,484,210	1,481,224	1,454,964
APR	<b>1,681,192</b>	<b>1,703,504</b>	1,572,009	1,481,181	1,445,180	1,368,458	1,417,657	1,426,655	1,283,107
MAY	<b>1,716,844</b>	<b>1,640,486</b>	1,605,345	1,480,817	1,385,483	1,434,279	1,397,189	1,385,300	1,307,254
JUN	<b>1,722,850</b>	<b>1,669,041</b>	1,610,961	1,504,606	1,425,301	1,455,173	1,431,341	1,424,450	1,348,099
JUL	<b>1,897,154</b>	<b>1,779,426</b>	1,773,945	1,610,079	1,540,274	1,532,567	1,540,622	1,484,999	1,453,124
AUG	<b>1,756,625</b>	<b>1,643,479</b>	1,642,543	1,561,255	1,500,112	1,505,410	1,488,509	1,341,939	1,297,184
SEP	<b>1,492,252</b>	<b>1,377,202</b>	1,395,339	1,277,209	1,180,777	1,189,048	1,221,973	1,088,185	1,055,626
	<b>20,000,000</b>	<b>19,683,678</b>	<b>18,701,120</b>	<b>17,405,330</b>	<b>16,884,099</b>	<b>17,035,400</b>	<b>16,615,415</b>	<b>16,055,040</b>	<b>15,443,258</b>

# Enplaned Passengers by Airline

Fiscal Years Ended September 30, 2009-2012

	2012		2011		2010		2009	
	Number	Total %						
American	12,478,365	63.4%	11,797,691	63.1%	11,144,289	64.0%	11,002,707	65.2%
Delta	1,139,203	5.8%	1,123,049	6.0%	927,766	5.3%	645,293	3.8%
American Eagle	941,102	4.8%	936,838	5.0%	792,298	4.6%	684,832	4.1%
US Airways	397,606	2.0%	390,611	2.1%	386,785	2.2%	405,872	2.4%
Continental	387,273	2.0%	411,777	2.2%	399,968	2.3%	379,097	2.2%
TAM	343,749	1.7%	327,869	1.8%	262,031	1.5%	223,292	1.3%
Avianca	286,842	1.5%	290,349	1.6%	273,541	1.6%	276,739	1.6%
British Airways	285,852	1.5%	224,187	1.2%	215,742	1.2%	222,371	1.3%
Sky King Inc	242,627	1.2%	227,544	1.2%	90,152	0.5%	62,592	0.4%
COPA Airlines	196,541	1.0%	143,647	0.8%	127,127	0.7%	120,481	0.7%
Others	2,984,518	15.2%	2,827,558	15.1%	2,785,631	16.0%	2,860,823	16.9%
<b>Total</b>	<b>19,683,678</b>	<b>100%</b>	<b>18,701,120</b>	<b>100%</b>	<b>17,405,330</b>	<b>100%</b>	<b>16,884,099</b>	<b>100%</b>

**Enplaned Passengers by Airline  
Fiscal Year 2012**

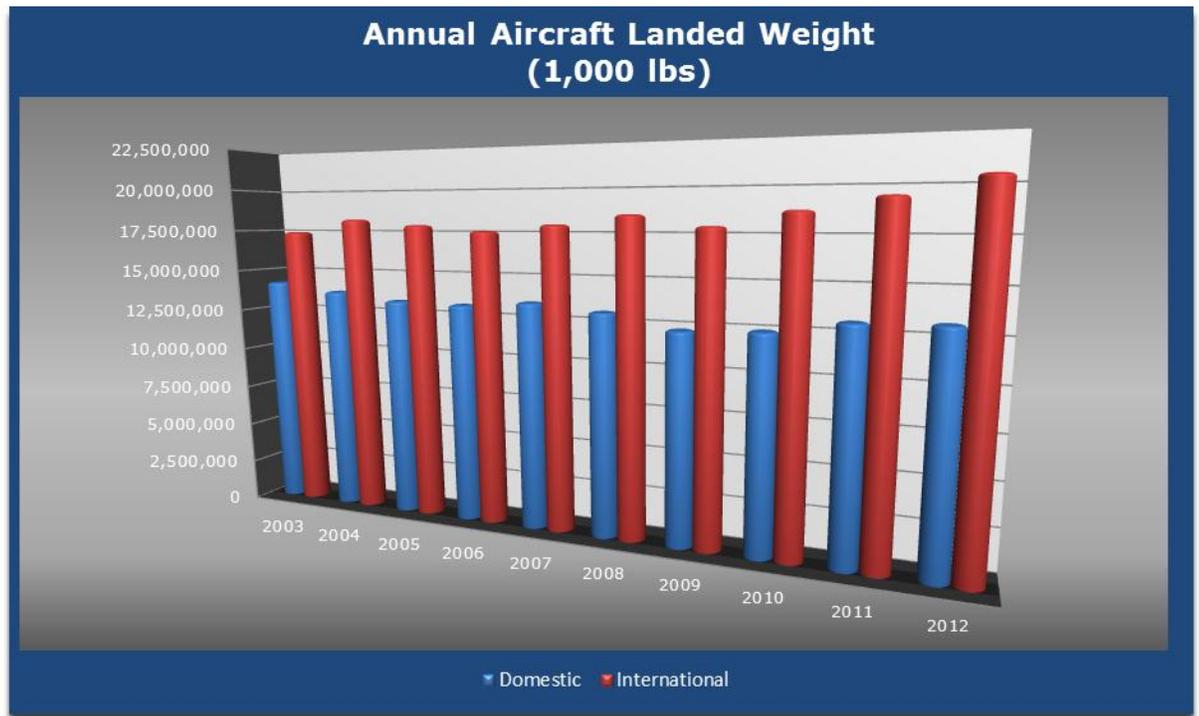


The chart above represents the percentage of enplaned (departing) passengers carried by the top ten airlines and others during Fiscal Year 2012.

## Annual Aircraft Landed Weight

Fiscal Years Ended September 30, 2003 to 2012

Fiscal Year	Domestic		International		Total	
	Landed Wt.	Change %	Landed Wt.	Change %	Landed Wt.	Change %
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	6.7%	19,378,648	8.5%	32,516,532	7.8%
2012	13,213,922	5.9%	20,334,264	8.9%	33,548,186	7.7%



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

## Monthly Aircraft Landed Weight

### LANDED WEIGHT - DOMESTIC

	<b>Budget 12-13</b>	<b>11-12</b>	<b>10-11</b>	<b>09-10</b>	<b>08-09</b>	<b>07-08</b>	<b>06-07</b>	<b>05-06</b>	<b>04-05</b>
OCT	<b>1,113,793</b>	1,028,203	1,037,736	958,902	1,042,071	1,100,831	1,061,463	943,995	1,106,505
NOV	<b>1,150,563</b>	1,073,330	1,072,192	978,931	1,078,477	1,100,307	1,072,694	1,103,910	1,107,786
DEC	<b>1,288,694</b>	1,221,322	1,201,631	1,104,563	1,028,511	1,177,792	1,184,683	1,182,569	1,170,475
JAN	<b>1,231,177</b>	1,192,385	1,147,734	1,095,891	1,088,013	1,149,678	1,206,768	1,186,770	1,143,024
FEB	<b>1,126,566</b>	1,119,352	1,049,705	1,006,735	999,582	1,107,330	1,153,728	1,082,398	1,084,533
MAR	<b>1,223,208</b>	1,207,319	1,140,266	1,106,550	1,091,301	1,185,026	1,249,745	1,215,720	1,192,092
APR	<b>1,191,862</b>	1,111,247	1,110,892	1,070,134	1,045,659	1,099,601	1,181,006	1,132,789	1,124,129
MAY	<b>1,185,711</b>	1,111,098	1,105,128	1,083,064	1,049,948	1,093,815	1,136,364	1,134,101	1,135,723
JUN	<b>1,168,342</b>	1,064,493	1,088,852	1,013,842	984,036	1,050,862	1,066,050	1,072,050	1,088,512
JUL	<b>1,193,384</b>	1,082,355	1,112,319	1,037,977	1,014,389	1,049,976	1,092,451	1,084,986	1,115,816
AUG	<b>1,139,025</b>	1,053,511	1,061,380	1,040,005	990,940	1,054,448	1,079,954	1,056,173	1,053,745
SEP	<b>1,007,762</b>	949,307	1,010,049	976,273	902,153	952,226	1,014,034	1,002,519	965,761
	<b>14,020,087</b>	<b>13,213,922</b>	<b>13,137,884</b>	<b>12,472,867</b>	<b>12,315,080</b>	<b>13,121,892</b>	<b>13,498,940</b>	<b>13,197,980</b>	<b>13,288,101</b>

### LANDED WEIGHT - TOTAL

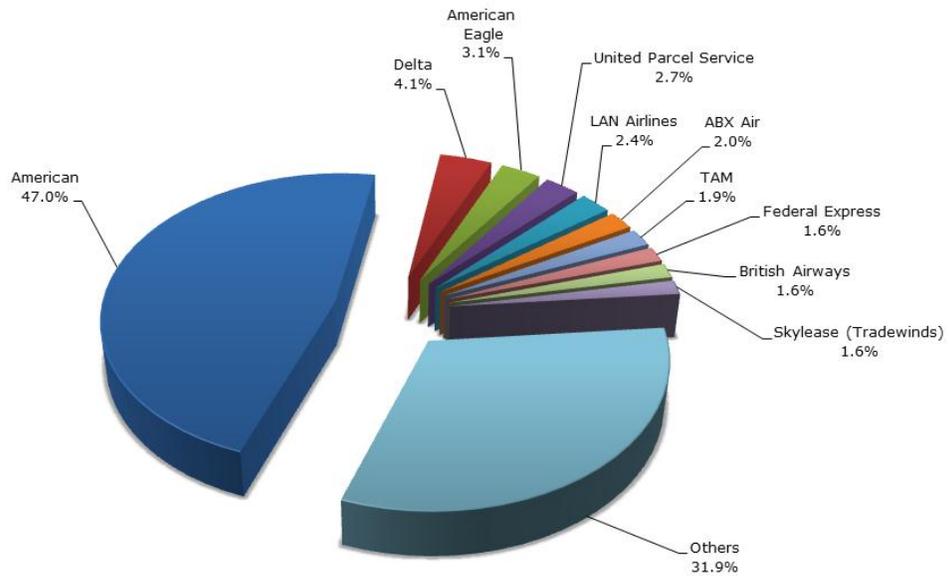
	<b>Budget 11-12</b>	<b>11-12</b>	<b>10-11</b>	<b>09-10</b>	<b>08-09</b>	<b>07-08</b>	<b>06-07</b>	<b>05-06</b>	<b>04-05</b>
OCT	<b>2,750,349</b>	2,655,981	2,565,340	2,410,467	2,510,313	2,595,292	2,487,110	2,258,888	2,578,065
NOV	<b>2,847,043</b>	2,739,560	2,655,950	2,443,452	2,574,406	2,571,681	2,507,368	2,542,993	2,564,857
DEC	<b>3,120,994</b>	3,038,565	2,912,662	2,722,608	2,672,879	2,812,201	2,752,986	2,763,703	2,809,537
JAN	<b>3,032,126</b>	2,969,451	2,829,387	2,712,336	2,685,767	2,762,369	2,771,707	2,700,135	2,742,184
FEB	<b>2,732,782</b>	2,774,992	2,548,879	2,460,198	2,387,857	2,626,333	2,581,754	2,494,182	2,547,179
MAR	<b>2,970,116</b>	3,036,827	2,771,279	2,736,351	2,602,646	2,790,746	2,799,674	2,789,559	2,755,791
APR	<b>2,949,179</b>	2,805,201	2,751,659	2,704,411	2,585,179	2,711,796	2,705,632	2,623,970	2,636,025
MAY	<b>2,879,105</b>	2,802,897	2,685,994	2,668,006	2,523,692	2,612,166	2,621,318	2,594,148	2,582,021
JUN	<b>2,866,553</b>	2,711,271	2,674,232	2,572,189	2,394,891	2,501,496	2,512,463	2,503,393	2,515,609
JUL	<b>3,023,100</b>	2,793,600	2,820,929	2,677,517	2,521,590	2,605,720	2,600,015	2,553,260	2,609,687
AUG	<b>2,926,153</b>	2,714,793	2,730,082	2,619,906	2,476,462	2,604,176	2,611,915	2,520,260	2,485,388
SEP	<b>2,602,500</b>	2,505,048	2,570,139	2,420,319	2,236,000	2,396,515	2,467,935	2,390,621	2,322,169
	<b>34,700,000</b>	<b>33,548,186</b>	<b>32,516,532</b>	<b>31,147,760</b>	<b>30,171,682</b>	<b>31,590,491</b>	<b>31,419,877</b>	<b>30,735,112</b>	<b>31,148,512</b>

## Aircraft Landed Weight by Airline

Fiscal Years Ended September 30, 2009-2012

	2012		2011		2010		2009	
	Number	Total %						
American	15,782,559	47.0%	15,386,003	47.3%	14,995,743	48.1%	14,889,853	49.4%
Delta	1,358,814	4.1%	1,429,165	4.4%	1,091,452	3.5%	787,667	2.6%
American Eagle	1,041,121	3.1%	1,071,462	3.3%	914,073	2.9%	784,413	2.6%
United Parcel Service	908,778	2.7%	834,917	2.6%	787,486	2.5%	827,834	2.7%
LAN Airlines	820,295	2.4%	792,290	2.4%	733,298	2.4%	759,912	2.5%
ABX Air	677,490	2.0%	503,028	1.5%	336,153	1.1%	393,825	1.3%
TAM	637,194	1.9%	627,038	1.9%	515,691	1.7%	516,899	1.7%
Federal Express	552,022	1.6%	486,950	1.5%	479,069	1.5%	425,280	1.4%
British Airways	531,868	1.6%	441,962	1.4%	435,728	1.4%	443,178	1.5%
Skylease (Tradewinds)	520,179	1.6%	466,499	1.4%	0	0.0%	47,352	0.2%
Others	10,717,866	31.9%	10,477,218	32.2%	10,859,067	34.9%	10,295,469	34.1%
<b>Total</b>	<b>33,548,186</b>	<b>100%</b>	<b>32,516,532</b>	<b>100%</b>	<b>31,147,760</b>	<b>100%</b>	<b>30,171,682</b>	<b>100%</b>

**Aircraft Landed Weight by Airline  
Fiscal Year 2012**

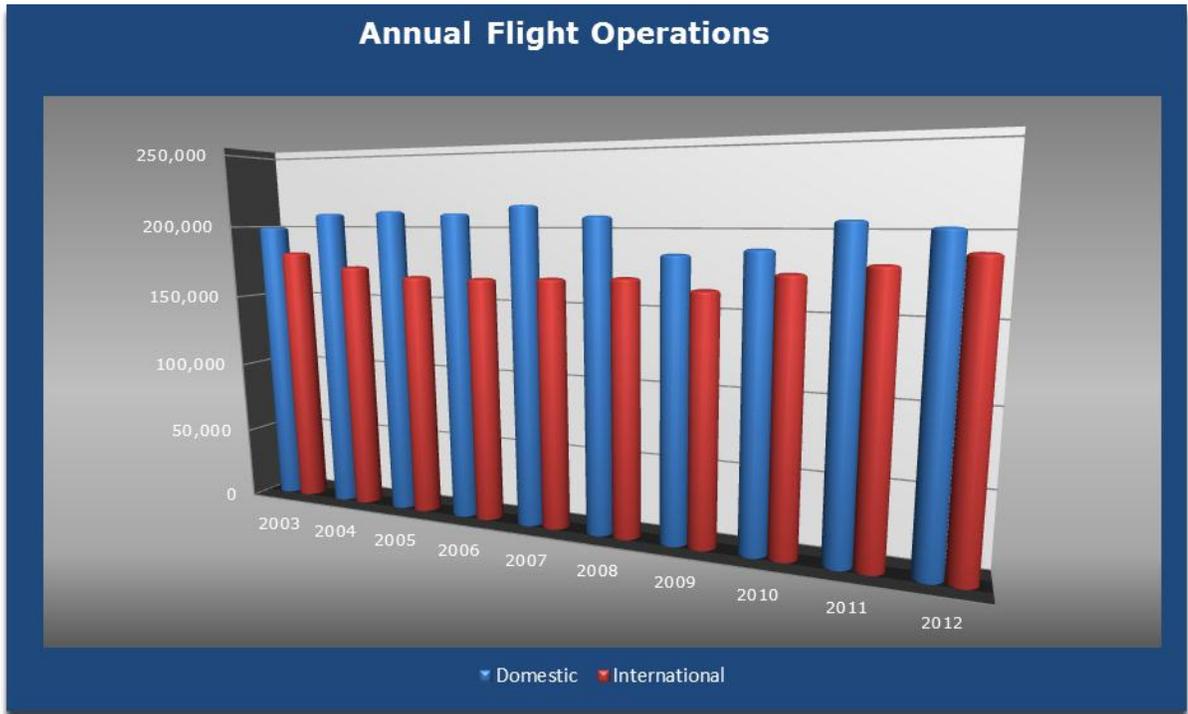


The chart above represents the percentage of landed weight by the top ten airlines and others during Fiscal Year 2012.

## Annual Flight Operations

Fiscal Years Ended September 30, 2003 to 2012

Fiscal Year	Domestic		International		Total	
	Operations	Change %	Operations	Change %	Operations	Change %
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	11.2%	180,771	10.5%	386,233	10.8%
2012	201,638	6.9%	188,281	7.8%	389,919	7.3%



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>12-13</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>
OCT	<b>14,210</b>	14,767	13,796	13,226	13,282	13,876	13,277	12,068	12,950
NOV	<b>14,727</b>	15,228	14,298	13,536	13,575	13,899	13,386	13,426	13,112
DEC	<b>16,233</b>	17,084	15,760	15,426	14,941	14,786	14,795	14,954	15,488
JAN	<b>16,073</b>	16,542	15,605	15,244	14,426	15,109	14,653	14,824	14,860
FEB	<b>14,528</b>	15,329	14,105	13,810	12,678	13,508	12,999	13,515	13,404
MAR	<b>15,991</b>	16,829	15,525	15,368	13,792	14,728	14,221	14,942	14,623
APR	<b>15,812</b>	15,691	15,351	15,149	13,879	14,628	13,641	13,898	14,143
MAY	<b>15,438</b>	15,704	14,988	14,865	13,449	13,563	14,016	13,840	13,935
JUN	<b>15,537</b>	15,470	15,084	14,776	13,238	13,816	13,961	13,748	13,723
JUL	<b>16,729</b>	16,094	16,242	15,560	14,218	14,318	14,652	14,304	14,362
AUG	<b>16,139</b>	15,493	15,669	14,678	13,836	14,551	14,875	14,139	13,649
SEP	<b>14,777</b>	14,050	14,348	13,094	12,346	12,947	13,570	12,992	12,421
	<b>186,194</b>	<b>188,281</b>	<b>180,771</b>	<b>174,732</b>	<b>163,660</b>	<b>169,729</b>	<b>168,046</b>	<b>166,650</b>	<b>166,670</b>

### FLIGHT OPERATIONS - DOMESTIC

	<i>Budget</i>								
	<i>12-13</i>	<i>11-12</i>	<i>10-11</i>	<i>09-10</i>	<i>08-09</i>	<i>07-08</i>	<i>06-07</i>	<i>05-06</i>	<i>04-05</i>
OCT	<b>16,146</b>	15,869	15,676	14,340	15,312	16,728	16,670	14,592	17,776
NOV	<b>17,470</b>	17,101	16,961	15,023	15,828	17,399	17,243	18,108	18,108
DEC	<b>19,629</b>	18,733	19,057	16,529	16,389	19,326	18,927	18,676	18,596
JAN	<b>19,235</b>	18,643	18,675	16,724	16,531	18,730	19,285	18,958	18,668
FEB	<b>17,687</b>	17,783	17,172	15,809	15,303	18,784	19,243	17,969	18,023
MAR	<b>18,953</b>	18,825	18,401	16,808	16,570	19,779	20,370	19,901	19,490
APR	<b>18,233</b>	17,135	17,702	16,164	15,895	17,583	18,779	18,236	17,681
MAY	<b>17,942</b>	16,620	17,419	16,150	15,484	17,600	18,127	17,760	17,425
JUN	<b>17,199</b>	15,859	16,698	15,174	14,500	16,017	16,524	16,840	16,664
JUL	<b>17,154</b>	15,903	16,654	15,770	15,034	16,534	17,063	16,539	16,933
AUG	<b>16,386</b>	15,140	15,909	15,488	14,637	15,337	16,823	16,239	16,353
SEP	<b>15,592</b>	14,027	15,138	14,611	13,344	14,022	15,614	15,539	15,243
	<b>211,626</b>	<b>201,638</b>	<b>205,462</b>	<b>188,590</b>	<b>184,827</b>	<b>207,839</b>	<b>214,668</b>	<b>209,357</b>	<b>210,960</b>

### FLIGHT OPERATIONS - TOTAL

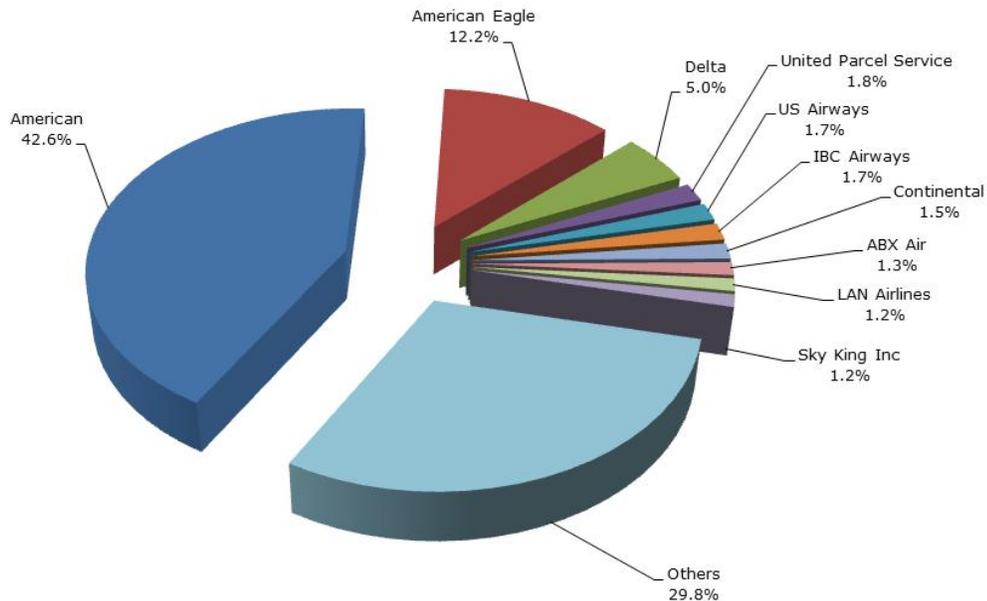
	<i>Budget</i>								
	<i>12-13</i>	<i>11-12</i>	<i>10-11</i>	<i>09-10</i>	<i>08-09</i>	<i>07-08</i>	<i>06-07</i>	<i>05-06</i>	<i>04-05</i>
OCT	<b>30,356</b>	30,636	29,472	27,566	28,594	30,604	29,947	26,660	30,726
NOV	<b>32,197</b>	32,329	31,259	28,559	29,403	31,298	30,629	31,534	31,220
DEC	<b>35,862</b>	35,817	34,817	31,955	31,330	34,112	33,722	33,630	34,084
JAN	<b>35,308</b>	35,185	34,280	31,968	30,957	33,839	33,938	33,782	33,528
FEB	<b>32,215</b>	33,112	31,277	29,619	27,981	32,292	32,242	31,484	31,427
MAR	<b>34,944</b>	35,654	33,926	32,176	30,362	34,507	34,591	34,843	34,113
APR	<b>34,045</b>	32,826	33,053	31,313	29,774	32,211	32,420	32,134	31,824
MAY	<b>33,380</b>	32,324	32,407	31,015	28,933	31,163	32,143	31,600	31,360
JUN	<b>32,736</b>	31,329	31,782	29,950	27,738	29,833	30,485	30,588	30,387
JUL	<b>33,883</b>	31,997	32,896	31,330	29,252	30,852	31,715	30,843	31,295
AUG	<b>32,525</b>	30,633	31,578	30,166	28,473	29,888	31,698	30,378	30,002
SEP	<b>30,369</b>	28,077	29,486	27,705	25,690	26,969	29,184	28,531	27,664
	<b>397,820</b>	<b>389,919</b>	<b>386,233</b>	<b>363,322</b>	<b>348,487</b>	<b>377,568</b>	<b>382,714</b>	<b>376,007</b>	<b>377,630</b>

## Flight Operations by Airline

Fiscal Years Ended September 30, 2009-2012

	2012		2011		2010		2009	
	Number	Total %						
American	165,963	42.6%	160,456	41.5%	154,000	42.4%	148,023	42.5%
American Eagle	47,554	12.2%	48,557	12.6%	40,840	11.2%	34,679	10.0%
Delta	19,487	5.0%	21,530	5.6%	14,520	4.0%	9,956	2.9%
United Parcel Service	7,067	1.8%	6,964	1.8%	6,698	1.8%	7,179	2.1%
US Airways	6,717	1.7%	6,580	1.7%	6,556	1.8%	6,558	1.9%
IBC Airways	6,531	1.7%	7,132	1.8%	5,626	1.5%	6,012	1.7%
Continental	5,955	1.5%	6,560	1.7%	6,740	1.9%	6,825	2.0%
ABX Air	5,026	1.3%	3,768	1.0%	2,518	0.7%	2,950	0.8%
LAN Airlines	4,785	1.2%	4,677	1.2%	4,308	1.2%	4,769	1.4%
Sky King Inc	4,772	1.2%	4,479	1.2%	2,053	0.6%	1,590	0.5%
Others	116,062	29.8%	115,530	29.9%	119,463	32.9%	119,946	34.4%
<b>Total</b>	<b>389,919</b>	<b>100%</b>	<b>386,233</b>	<b>100%</b>	<b>363,322</b>	<b>100%</b>	<b>348,487</b>	<b>100%</b>

**Flight Operations by Airline  
Fiscal Year 2012**



The chart above represents the percentage of flight operations (take-offs and landings) by the top ten airlines and others during Fiscal Year 2012.

## Monthly Passenger Airline Seats

### SEATS - INTERNATIONAL

	<i>Budget</i> <i>12-13</i>	<i>11-12</i>	<i>10-11</i>	<i>09-10</i>	<i>08-09</i>	<i>07-08</i>	<i>06-07</i>	<i>05-06</i>	<i>04-05</i>
OCT	<b>1,813,526</b>	1,820,708	1,698,667	1,612,322	1,654,716	1,646,544	1,546,831	1,450,989	1,573,569
NOV	<b>1,859,064</b>	1,856,275	1,741,321	1,651,145	1,726,854	1,618,739	1,556,095	1,591,880	1,602,900
DEC	<b>2,094,771</b>	2,145,351	1,962,099	1,892,503	1,880,275	1,791,863	1,770,423	1,787,367	1,863,143
JAN	<b>2,114,327</b>	2,142,625	1,980,417	1,885,922	1,915,419	1,876,615	1,786,151	1,825,265	1,849,182
FEB	<b>1,832,255</b>	1,932,126	1,716,210	1,648,579	1,632,611	1,699,280	1,547,433	1,596,267	1,597,222
MAR	<b>2,006,018</b>	2,081,260	1,878,967	1,866,670	1,780,135	1,811,507	1,708,929	1,753,094	1,773,743
APR	<b>1,978,219</b>	1,901,845	1,852,929	1,782,979	1,728,488	1,723,658	1,615,901	1,651,768	1,628,539
MAY	<b>1,985,577</b>	1,913,784	1,859,821	1,818,837	1,708,460	1,698,203	1,670,190	1,641,921	1,644,446
JUN	<b>2,003,572</b>	1,926,667	1,876,676	1,820,702	1,679,420	1,724,037	1,675,003	1,646,869	1,665,520
JUL	<b>2,213,582</b>	2,075,372	2,073,385	1,980,005	1,816,802	1,841,084	1,793,705	1,774,626	1,775,497
AUG	<b>2,135,400</b>	1,952,682	2,000,155	1,880,730	1,774,059	1,858,663	1,810,328	1,731,558	1,662,189
SEP	<b>1,897,547</b>	1,757,660	1,777,367	1,612,078	1,509,938	1,618,776	1,634,105	1,530,701	1,493,151
	<b>23,933,858</b>	<b>23,506,355</b>	<b>22,418,014</b>	<b>21,452,472</b>	<b>20,807,177</b>	<b>20,908,969</b>	<b>20,115,094</b>	<b>19,982,305</b>	<b>20,129,101</b>

### SEATS - DOMESTIC

	<i>Budget</i> <i>12-13</i>	<i>11-12</i>	<i>10-11</i>	<i>09-10</i>	<i>08-09</i>	<i>07-08</i>	<i>06-07</i>	<i>05-06</i>	<i>04-05</i>
OCT	<b>1,912,346</b>	1,822,636	1,791,228	1,648,393	1,688,223	1,765,270	1,713,017	1,552,828	1,848,931
NOV	<b>1,981,785</b>	1,864,431	1,856,269	1,694,306	1,765,956	1,761,290	1,709,382	1,798,236	1,854,180
DEC	<b>2,177,491</b>	2,081,708	2,039,580	1,862,724	1,830,306	1,896,861	1,879,521	1,913,072	1,904,795
JAN	<b>2,175,730</b>	2,083,850	2,037,931	1,903,917	1,859,565	1,892,636	1,976,141	1,963,832	1,884,355
FEB	<b>1,975,103</b>	1,947,426	1,850,010	1,712,106	1,677,974	1,787,432	1,807,582	1,785,285	1,749,386
MAR	<b>2,140,954</b>	2,103,537	2,005,357	1,916,705	1,877,650	1,932,778	1,999,724	2,019,286	1,955,078
APR	<b>2,106,511</b>	1,956,642	1,973,096	1,846,579	1,785,286	1,819,036	1,877,075	1,900,875	1,832,593
MAY	<b>2,118,819</b>	1,944,501	1,984,624	1,874,763	1,797,263	1,849,261	1,813,207	1,867,512	1,840,599
JUN	<b>2,059,010</b>	1,862,351	1,928,603	1,774,406	1,698,499	1,728,217	1,730,858	1,792,921	1,783,262
JUL	<b>2,114,838</b>	1,902,911	1,980,895	1,855,839	1,764,345	1,780,293	1,780,742	1,838,831	1,868,156
AUG	<b>2,009,130</b>	1,805,629	1,881,882	1,848,888	1,747,282	1,781,767	1,775,445	1,767,777	1,751,159
SEP	<b>1,894,425</b>	1,661,643	1,774,444	1,709,126	1,575,393	1,613,129	1,678,923	1,649,331	1,570,657
	<b>24,666,142</b>	<b>23,037,265</b>	<b>23,103,919</b>	<b>21,647,752</b>	<b>21,067,742</b>	<b>21,607,970</b>	<b>21,741,617</b>	<b>21,849,786</b>	<b>21,843,151</b>

### SEATS - TOTAL

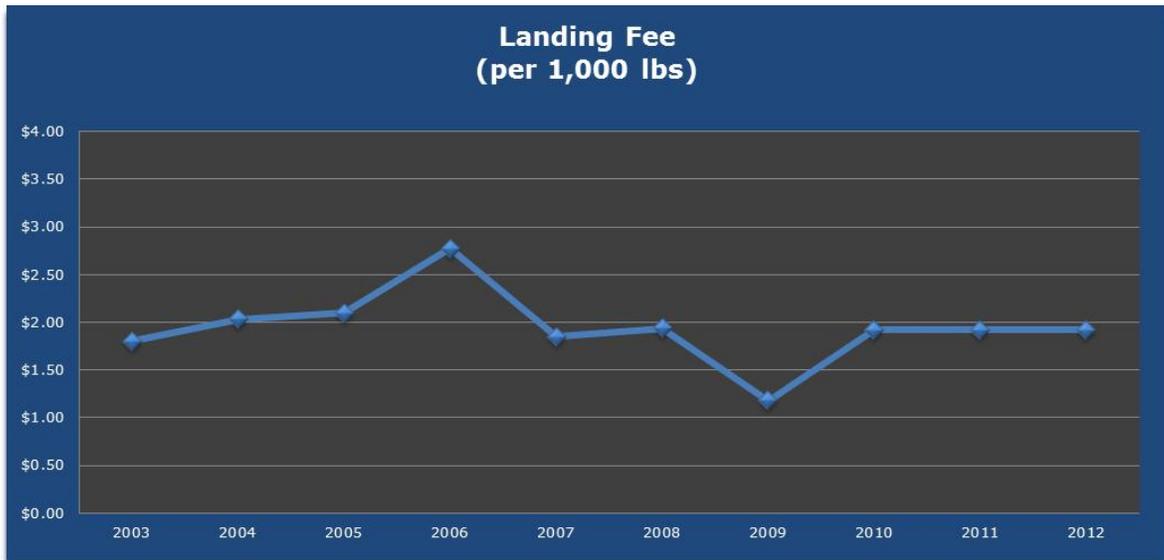
	<i>Budget</i> <i>12-13</i>	<i>11-12</i>	<i>10-11</i>	<i>09-10</i>	<i>08-09</i>	<i>07-08</i>	<i>06-07</i>	<i>05-06</i>	<i>04-05</i>
OCT	<b>3,725,872</b>	3,643,344	3,489,895	3,260,715	3,342,939	3,411,814	3,259,848	3,003,817	3,422,500
NOV	<b>3,840,849</b>	3,720,706	3,597,590	3,345,451	3,492,810	3,380,029	3,265,477	3,390,116	3,457,080
DEC	<b>4,272,262</b>	4,227,059	4,001,679	3,755,227	3,710,581	3,688,724	3,649,944	3,700,439	3,767,938
JAN	<b>4,290,057</b>	4,226,475	4,018,348	3,789,839	3,774,984	3,769,251	3,762,292	3,789,097	3,733,537
FEB	<b>3,807,358</b>	3,879,552	3,566,220	3,360,685	3,310,585	3,486,712	3,355,015	3,381,552	3,346,608
MAR	<b>4,146,972</b>	4,184,797	3,884,324	3,783,375	3,657,785	3,744,285	3,708,653	3,772,380	3,728,821
APR	<b>4,084,730</b>	3,858,487	3,826,025	3,629,558	3,513,774	3,542,694	3,492,976	3,552,643	3,461,132
MAY	<b>4,104,396</b>	3,858,285	3,844,445	3,693,600	3,505,723	3,547,464	3,483,397	3,509,433	3,485,045
JUN	<b>4,062,582</b>	3,789,018	3,805,279	3,595,108	3,377,919	3,452,254	3,405,861	3,439,790	3,448,782
JUL	<b>4,328,420</b>	3,978,283	4,054,280	3,835,844	3,581,147	3,621,377	3,574,447	3,613,457	3,643,653
AUG	<b>4,144,530</b>	3,758,311	3,882,037	3,729,618	3,521,341	3,640,430	3,585,773	3,499,335	3,413,348
SEP	<b>3,791,972</b>	3,419,303	3,551,811	3,321,204	3,085,331	3,231,905	3,313,028	3,180,032	3,063,808
	<b>48,600,000</b>	<b>46,543,620</b>	<b>45,521,933</b>	<b>43,100,224</b>	<b>41,874,919</b>	<b>42,516,939</b>	<b>41,856,711</b>	<b>41,832,091</b>	<b>41,972,252</b>

# Financial Statistics

## Landing Fees

Fiscal Years Ended September 30, 2003 -2012

Fiscal Year	Landing Fee (per 1,000 lbs)	Change %
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%
2012	\$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

Fiscal Years Ended September 30, 2003 -2012

Terminal Rental Rates		
Fiscal Year	Avg. Cost per Sq. Ft. (Class III)	Change %
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%
2012	\$73.68	9.5%



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.

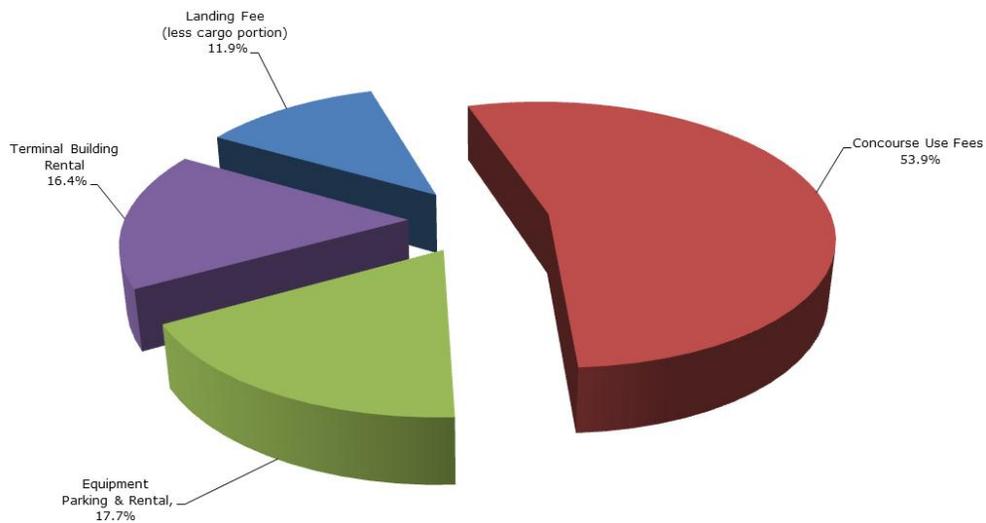
# Cost per Enplaned Passenger

**AIRLINE COST PER ENPLANED PASSENGER**  
**Miami-Dade County Aviation Department**  
**Miami International Airport**  
**FY 2012-13**

		<u>FY 2012</u>	<u>FY 2013</u>
Landing Fee (less cargo portion)		<b>\$51,568,009</b>	<b>\$49,100,681</b>
Concourse Use Fees		<b>209,724,251</b>	<b>221,638,019</b>
Equipment and Parking Rental		<b>72,118,430</b>	<b>72,808,464</b>
Terminal Building Rental		<b>50,565,053</b>	<b>67,627,403</b>
Total Airline Payments	[A]	<b>\$383,975,743</b>	<b>\$411,174,567</b>
Enplaned Passengers	[B]	<b>19,000,000</b>	<b>20,000,000</b>
<b>Airline Cost per Enplaned Pax.</b>	[A/B]	<b>\$20.21</b>	<b>\$20.56</b>
<b>FY 20XX Target (a)</b>		<b>\$26.18</b>	<b>\$27.46</b>
<b>Airline Cost per Enplaned Pax per Traffic Engineers (b) and (c)</b>		<b>\$23.23</b>	<b>\$25.36</b>

Notes:

- (a) FY 2011-12 and FY 2012-13 represent financial targets established by MDAD as part of the Financial Summary and Challenges report prepared in March 2012.
- (b) FY 2011-12 and FY 2012-13 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 53.9%.

## 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** – A twelve month cycle that comprises a budget and reporting period; beginning October 1 and ending September 30.

**FIXED BASE OPERATORS (FBOs)** – Those commercial businesses at the Airport authorized by the Authority to sell aviation fuels and provide other aviation-related services, primarily to General Aviation.

**FIXED RATE** – An interest rate on a security that does not change for the remaining life of the security.

**FRINGE (OR EMPLOYEE) BENEFITS** – Contributions made by an employer to meet commitments or obligations for employees beyond base pay, including the employers' share of costs for Social Security pension, and medical and life insurance plans.

**FULL-TIME EQUIVALENT POSITION** – A position converted to the decimal equivalent based on the annual number of hours in the work schedule in relation to 2,080 hours per year.

**GAAP** – General Accepted Accounting Principles are uniform minimum standards and guidelines for accounting and financial statement reporting.

**GASB** – Governmental Accounting Standards Board, the body responsible for establishing GAAP for governmental entities.

**GENERAL AVIATION (GA)** – The activities of privately owned aircraft that are not used for commercial purposes, such as the movement of passengers or freight.

**GEOGRAPHIC INFORMATION SYSTEM (GIS)** – GIS is an information system for capturing, storing, analyzing, managing and presenting data which is spatially referenced (linked to location).

**GOVERNMENT FINANCE OFFICERS ASSOCIATION (GFOA)** – A professional association promoting the professional management of governments for the public benefit by identifying and developing financial policies and practices and promoting them through education, training and leadership.

**GOVERNMENTAL FUND** – A category of funds, which include general, special revenue, capital project, and debt service; these funds account for short-term activities and are often compared to the budget.

**HUBBING** – The practice whereby the airlines schedule large numbers of flights to arrive at an airport within a short tie and to depart shortly thereafter, thus maximizing connecting passenger traffic.

**INTEREST RATE** – A rate of interest charged for the use of money usually expressed at an annual rate.

**LANDED WEIGHT** – Refers to maximum gross certificated landed weight in one thousand pound units, as stated in the airlines' flight operations manual. Landed weight is used to calculate landing fees for both airline and general aviation aircraft operated at the Airport.

**LANDING FEES** – Revenues from passenger and cargo carriers for commercial aircraft landings at the airport.

**MAJOR MAINTENANCE PROGRAM** – Includes projects that are defined as major repairs to existing buildings or structures and do not prolong or extend the estimated useful life of the asset. Major maintenance projects are generally not capitalized and are expensed in the operating budget.

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

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

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

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

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

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

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

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

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

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

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

## Acronyms

### **-A-**

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

### **-B-**

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

**-C-**

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

**-D-**

DAC – Dade Aviation Consultants  
DAR – Disciplinary Action Report  
DB – Double Barreled Bond  
DBD – Department of Business Development  
DBOM – Design, Build, Operate, and Maintain  
DEA – Drug Enforcement Agency  
DERM – Department of Environmental Resources Management  
DHS – Department of Homeland Security  
DRER – Department of Regulatory and Economic Resources

**-E-**

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

## **-F-**

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

## **-G-**

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

## **-H-**

HSA – High Structure Set Aside Area

## **-I-**

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

## **-L-**

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

## **-M-**

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

## **-N-**

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

## **-O-**

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

## **-P-**

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

## **-R-**

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

## **-S-**

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

## **-T-**

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

## **-V-**

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



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

