

Fiscal Year Adopted Budget

2014



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 2014 Adopted Budget

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Chief Financial Officer

Prepared by:
Financial Planning & Performance Analysis Division

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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

Robert A. Cuevas, Jr.

County Attorney

Jennifer Moon

Director Office of Management & Budget

www.miami-dade.gov

Miami-Dade Aviation Department

Senior Management Staff



Emilio T. González
Aviation Director



Ken Pyatt
Deputy Director



Anne Syrcle Lee
Chief Financial Officer



Lauren Stover
*Assistant Director,
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Bobbie Jones-Wilfork
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Administration*



Milton Collins
*Associate Director,
Minority Affairs*



Tony Quintero
*Associate Director,
Governmental Affairs*

www.miami-airport.com

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, 2012. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Miami-Dade County Aviation Department
Florida**

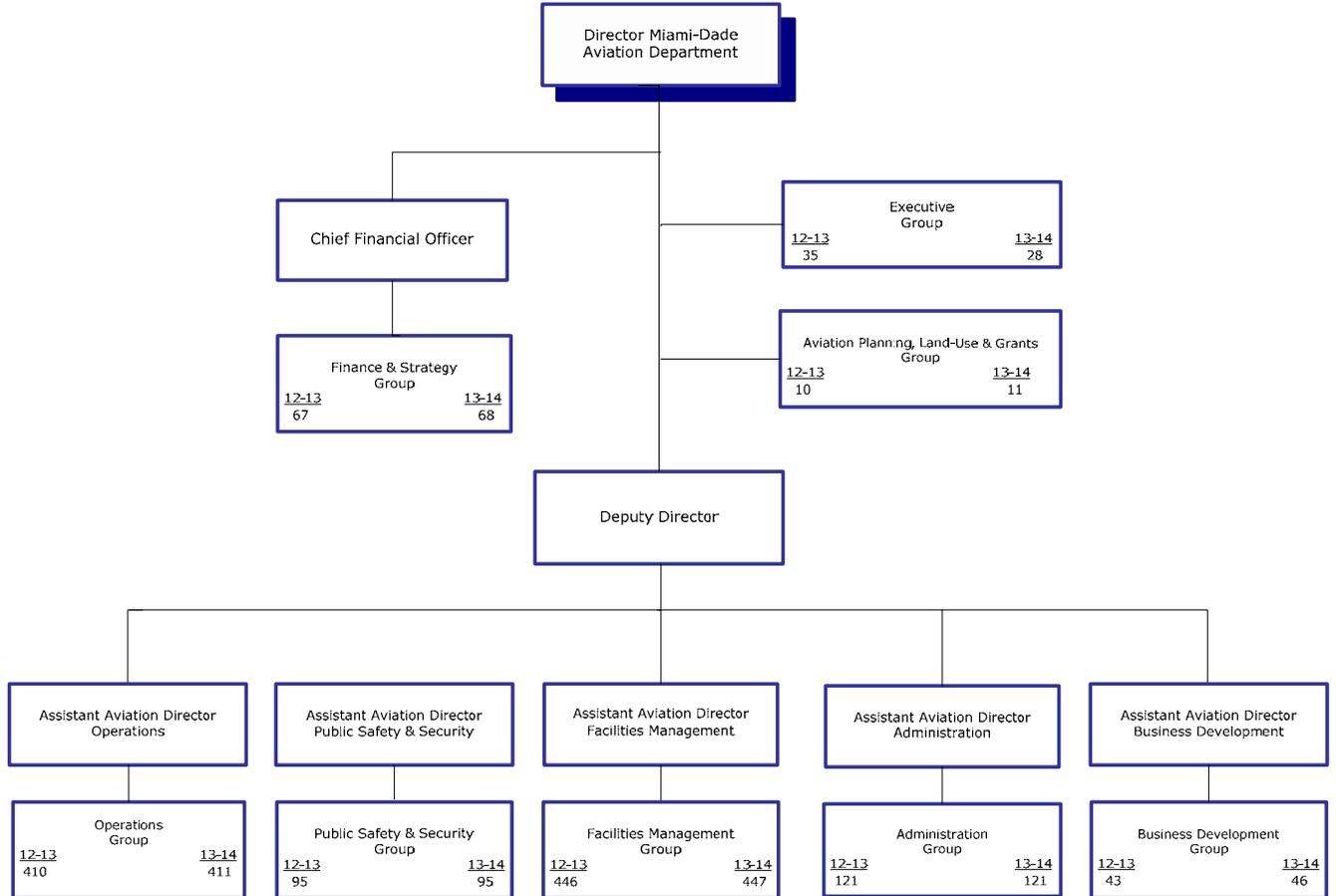
For the Fiscal Year Beginning

October 1, 2012

A handwritten signature in black ink, appearing to read 'Jeffrey R. Egan'. The signature is written in a cursive, flowing style.

Executive Director

Miami-Dade Aviation Department Organizational Chart



Executive Group
 Executive
 Legal
 Governmental Affairs
 North Terminal Development

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

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

Aviation Planning, Land-Use & Grants Group
 Planning & Engineering
 Aviation Planning, Land-Use & Grants

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



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Readers Guide

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

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

Department

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

Group

- Overview
- Organizational Structure
- Personnel Summary
- Expense Summary
- Group Goal(s)/Performance Measures
- Accomplishments for FY 2013

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

January 24, 2014

Honorable Mayor Carlos A. Gimenez
Honorable Chairwoman Rebeca Sosa
Honorable Members of the Board of County Commissioners
Harvey Ruvlin, Clerk of Courts

Ladies and Gentlemen:

The Miami-Dade County Aviation Department (MDAD, Aviation Department or the Department) herein presents the adopted operating and capital budget for the fiscal year (FY) ending September 30, 2014 (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. The budget process is deliberative, focused on accomplishing the strategic goals of the Department and the County for the Airport System, which consists of the principal airport, Miami International Airport (MIA or the Airport), three general aviation airports, one decommissioned general aviation airport, and one airport used primarily for flight training purposes.

The Department maintained a low growth rate (3.1%) in this year's operating expense budget, allowing only justifiably necessary increases in order to keep costs affordable for its main customers, the MIA air carriers. As a result, the airline cost per enplaned passenger (CEP), the principal measure of the cost of doing business at an airport, decreased slightly by just over 1.0% of the FY2013 Budget. This reduction was due to numerous factors, some of which offset the increase in operating expenses. The FY 2014 CEP is \$20.33, which is significantly less than published forecasts. A portion of this is attributable to the significant increase in enplaned passenger traffic that MIA experienced from FY 2010 to FY 2012. MIA has one of the higher CEPs 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's mission is: *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:

- Expand domestic and international travel and tourism
- Facilitate connections between transportation modes
- Ensure security at all MDAD airports
- Provide easy access to transportation information
- Ensure excellent customer service for passengers
- Enhance customer service, convenience and security at every level of contact
- Expand international trade and commerce
- Provide sound financial and risk management
- Effectively allocate and utilize resources to meet current and future operating and capital needs
- Provide well maintained, accessible facilities and assets

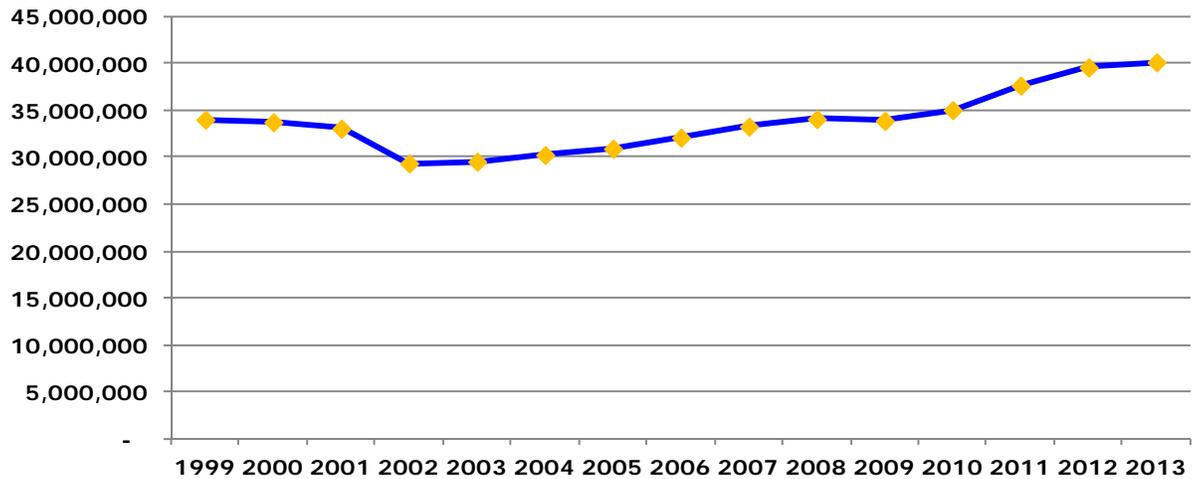
These initiatives are integrated into the Budget. It also incorporates other financially-oriented objectives. These include:

- **Control growth in operating expenses** - Due to the just-completed 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 controlled growth in its operating budget, resulting in a low 3.1% increase from \$428.9 million in FY 2013 to \$442.1 million in FY 2014.
- **Maintain current staff levels** - In FY 2007, the Aviation Department began a five-year program to reduce staffing levels, with the goal of eliminating 287 positions by FY 2012. Including FY 2012, actual reductions totaled 299 budgeted positions since FY 2007. For the FY 2014 Budget, the Aviation Department has maintained the same number of 1,227 positions as in the FY 2013 operating budget.
- **Continue air service incentive program (ASIP)** - 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. ASIP4, which became effective November 15, 2012, will be in effect for three years and total landing fee waivers will not exceed \$3 million within each year.

The Aviation Department opened the North Terminal aircraft gates in recent years, enabling MIA to accommodate the significant growth in passenger traffic totaling 18.4% since FY 2009. Historically, passenger traffic has fluctuated as shown in the graph below. The Department assumed a flat rate of growth for the FY 2014 Budget because there was little to no growth in FY 2013 at the time of the budget preparation.

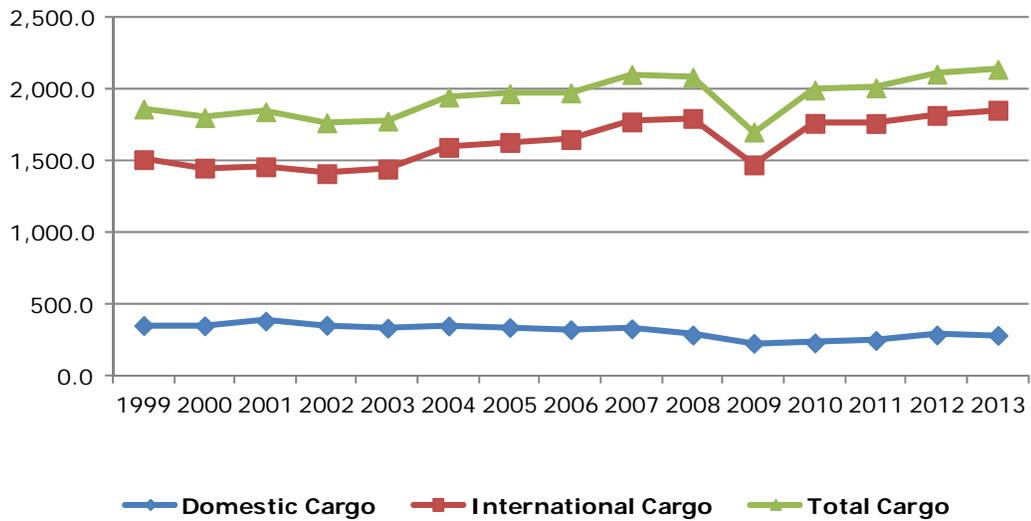
The growth over the last few years in passenger traffic reflects Miami-Dade County's large international tourism industry, especially from Latin America, which did not suffer the effects of the global financial crisis as severely as did the United States and Europe from 2010 through 2012. In addition, the US domestic airlines have been changing their business models to grow operations at fortress hubs while downsizing operations at non hub airports. MIA serves as a fortress gateway hub for American Airlines and its regional affiliate, American Eagle. Combined, the two carriers have experienced a 15.1% increase in enplaned passenger traffic at MIA since FY 2009.

Total Passengers by Fiscal Year



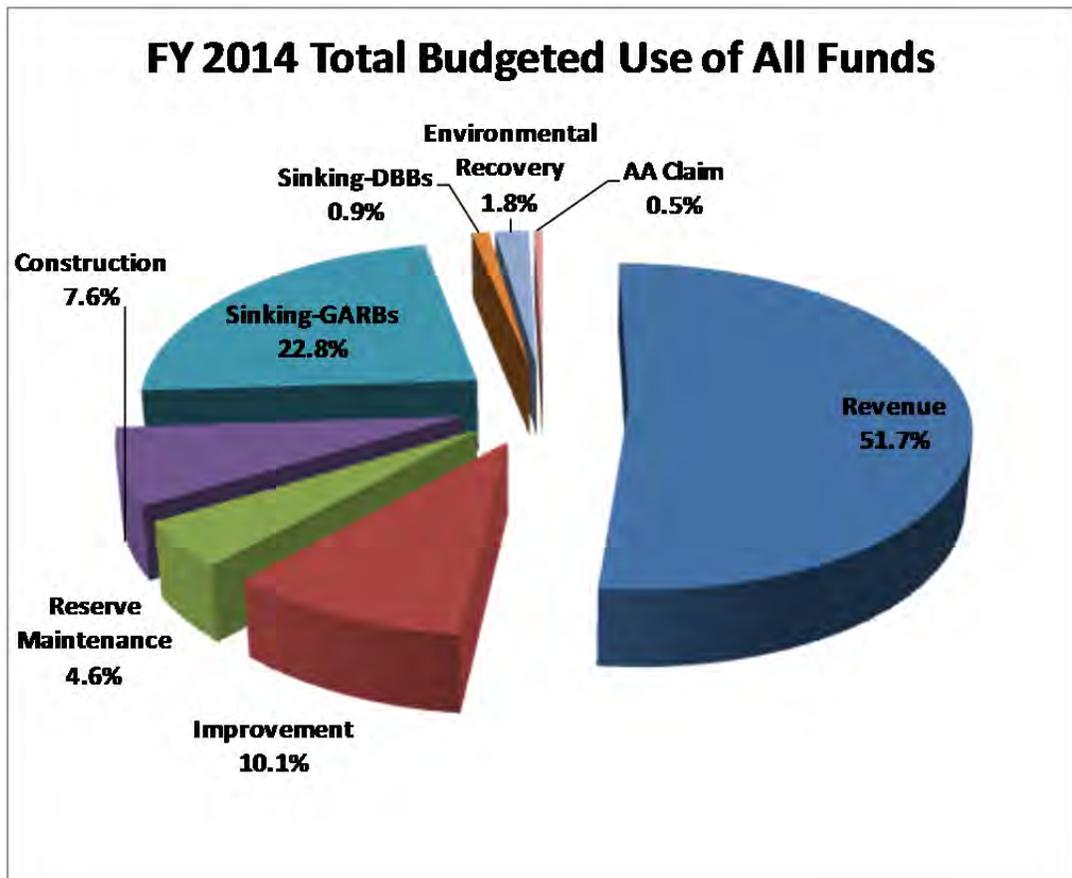
In addition to passengers, MIA also has considerable cargo activity, especially to and from international destinations. MIA was ranked first in the United States in 2012 in enplaned and deplaned freight, excluding mail (and in-transit freight). Cargo tonnage growth was modest until FY 2008 and FY 2009, when international cargo severely decreased due to the global economic recession. However, in the last few years, international cargo has rebounded while domestic cargo has remained fairly flat; international cargo 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 2014 expenditures and inter-fund transfers included in the adopted ordinance total \$1,649.2 million: \$853.3 million for the Revenue Fund, \$391.8 million for both Sinking Funds, \$75.7 million for the Reserve Maintenance Fund, \$165.9 million for the Improvement Fund, \$30.0 million for the Environmental Claim Fund, and \$132.5 million for the Construction Funds 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 2013 numbers are included in this final budget presentation, though they were not available when the FY 2014 Budget was prepared and adopted prior to the end of FY 2013.

Budgeted FY 2014 operating revenue is projected to remain fairly flat; \$414,000 (0.1%) over budgeted FY 2013. This lack of growth reflects offsetting increases and decreases within types of revenues. Rental Revenues have decreased to adjusted optimistic 2013 projected North Terminal rentals to lower actuals. The FY 2014 Rental Revenue reflects this adjustment, which is now more in line with actual FY 2013 Rental Revenues.

Commercial Operation revenue for FY 2014 decreased due to a projected decrease in parking revenues over the FY 2013 budget amount. The FY 2014 projection for Concessions revenues was somewhat increased (4.5%) over FY 2013 budget to be consistent with FY 2012 actual results as well as the amount of FY 2013 revenues received to date at the time of the FY 2014 budget preparation.

FY 2012-2014 Budget and Actual Summary of Sources and Uses Revenue Fund

(\$ in 000s)	Actual FY 2012	Budget FY 2013	Actual FY 2013	Budget FY 2014
Beginning Cash Balance	\$72,668	\$65,440	\$82,973	\$68,627
Sources of Funds				
Aviation Fees & Charges	\$344,242	\$355,499	\$356,698	\$363,544
Rental Revenues	124,856	132,782	123,818	122,359
Other Revenues	15,145	15,592	17,171	16,116
Commercial Operations	88,263	92,689	91,024	87,260
Concessions	163,303	159,472	182,114	166,682
General Aviation Airports	6,749	6,218	6,916	6,706
Total Operating Revenue	\$742,558	\$762,252	\$777,740	\$762,666
Transfer from Improvement Fund	81,224	85,000	89,794	95,000
Total Non-Operating Revenue and Transfers	\$81,224	\$85,000	\$89,794	\$95,000
Total Sources of Funds	\$823,782	\$847,252	\$867,534	\$857,666
Uses of Funds				
Salary & Fringes	\$97,633	\$103,614	\$96,370	\$106,486
Outside Contract Services	59,243	75,057	64,743	77,298
Utilities	48,252	54,859	47,477	56,700
Other Operating	20,284	40,148	22,332	33,121
G&A Administrative Support	5,870	1,958	2,787	3,477
Insurance	9,830	11,651	9,697	11,581
MOU	59,516	59,694	68,576	69,958
Capital	3,292	9,921	5,984	11,596
Management Agreements	66,369	72,018	66,039	71,905
Total Expenses	\$370,290	\$428,920	\$384,004	\$442,122
Transfer to Improvement Fund	142,181	79,634	128,821	79,393
Transfer to Reserve Account	--	--	--	--
Transfer to Reserve Maintenance	16,000	17,000	17,000	15,000
Transfer to Sinking Fund	285,007	318,511	321,945	316,828
Total Transfers	\$443,188	\$415,145	\$467,766	\$411,221
Reconciling amount				
Total Use of Funds	\$813,477	\$844,064	\$851,770	\$853,343
Excess (Deficit) of Source Over Use of Funds	10,305	3,187	15,764	4,323
Ending Cash Balance	\$82,973	\$68,627	\$98,736	\$72,950

Total FY2014 budgeted expenses increased only \$13.2 million or 3.1% over FY2013 budgeted expenses. In prior years, Salaries & Fringes decreased due to County-wide benefits and salary adjustments. In this Fiscal Year some benefits were restored for some employee groups and are reflected in the 2.8% increase over the FY 2013 Salary & Fringes amount. The major operating expense budgeted increase year over year is in the Memoranda of Understanding (MOU) category (the Police MOU increased 6.9%). 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 Aviation Department is at the end of its \$6.5 billion Capital Improvement Program (CIP), which began in 1994 and was an aggregation of projects that implemented the Airport Master Plan. The relatively small remaining costs primarily reflect the minimal completion costs related to the North Terminal (NT); the completion of the third phase of the NT outbound baggage make-up system. Otherwise, all major programs are complete and the Aviation Department plans to close the \$6.5 billion CIP by the end of FY 2014. For FY 2014, the BCC approved a total capital budget of \$387.6 million of which \$266.4 million was expended in prior years. The Department is in the process of determining its future capital needs for FY 2015 and beyond by developing a new System 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 FY 2014

The FY 2014 capital expenditures have a variety of funding sources as identified below:

FY 2013 - 14 Adopted Budget and Multi-Year Capital Plan

CAPITAL BUDGET SUMMARY									
(dollars in thousands)	PRIOR	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FUTURE	TOTAL
Revenue									
Federal Aviation Administration	7,556	3,305	0	0	0	0	0	0	10,861
Improvement Fund	13,404	58,834	5,923	0	0	0	0	0	78,161
Transportation Security Administration	53,546	11,329	0	0	0	0	0	0	64,875
Funds									
FDOT Funds	8,197	28,281	5,994	0	0	0	0	0	42,472
Aviation Revenue Bonds	113,533	0	0	0	0	0	0	0	113,533
Double-Barreled GO Bonds	42,685	0	0	0	0	0	0	0	42,685
Tenant Financing	27,500	7,500	0	0	0	0	0	0	35,000
Total:	266,421	109,249	11,917	0	0	0	0	0	387,587
Expenditures									
Strategic Area: Transportation									
Airside Improvements	5,600	22,715	7,572	0	0	0	0	0	35,887
Cargo Facilities Improvements	739	3,041	1,013	0	0	0	0	0	4,793
General Aviation Airports	1,105	493	0	0	0	0	0	0	1,598
Landside Improvements	1,853	98	0	0	0	0	0	0	1,951
Support Facilities	60,190	114,571	20,579	0	0	0	0	0	195,340
Terminal Improvements	87,461	59,235	1,322	0	0	0	0	0	148,018
Total:	156,948	200,153	30,486	0	0	0	0	0	387,587

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 the \$6.5 billion CIP being completed by the end of FY 2014, the Construction Fund balance should be nearly depleted at that time. MDAD has no definitive plans to issue any bonds in FY 2014 (with the exception of a possible refinancing). In the past, the proceeds of bond issues replenished the Construction Fund.

**FY2014 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
Beginning Cash Balance	\$68,627	\$155,000	\$50,000	\$76,425	\$172,000	\$36,700	\$50,000	\$10	\$608,762
Sources of Funds									
Aviation Fees & Charges	\$363,544	\$ --	\$ --	\$ --	\$ --	\$ --	\$ --	\$ --	\$363,544
Rental Revenues	122,359	--	--	--	--	--	--	--	122,359
Other Revenues	16,116	--	--	--	--	--	--	--	16,116
Commercial Operations	87,260	--	--	--	--	--	--	--	87,260
Concessions	166,682	--	--	--	--	--	--	--	166,682
General Aviation Airports	6,706	--	--	--	--	--	--	--	6,706
Interest Earnings	--	200	150	100	5,000	300	300	5	6,055
Grant Funds	--	--	16,000	42,915	--	--	--	--	58,915
American Airlines Payments	--	--	--	--	--	--	--	7,500	7,500
Transfer from Improvement Fund	95,000	--	--	--	--	15,431	--	--	110,431
Transfer from Revenue Fund	--	79,393	15,000	--	316,828	--	--	--	411,221
Transfer from Sinking Fund	--	2,000	--	--	--	--	--	--	2,000
Transfer from AA Claim Fund	--	--	--	7,515	--	--	--	--	7,515
PFC Revenues	--	--	--	--	54,500	--	--	--	54,500
Total Sources of Funds	\$857,666	\$81,593	\$31,150	\$50,530	\$376,328	\$15,731	\$300	\$7,505	\$1,420,803
Uses of Funds									
Salary & Fringes	\$106,486	\$ --	\$ --	\$ --	\$ --	\$ --	\$ --	\$ --	\$106,486
Outside Contract Services	77,298	--	--	--	--	--	--	--	77,298
Utilities	56,700	--	--	--	--	--	--	--	56,700
G&A Administrative Support	3,477	--	--	--	--	--	--	--	3,477
Insurance	11,581	--	--	--	--	--	--	--	11,581
Other	33,121	5,000	--	--	--	--	--	--	38,121
MOU	69,958	--	--	--	--	--	--	--	69,958
Capital	11,596	--	--	--	--	--	--	--	11,596
Management Agreements	71,905	--	--	--	--	--	--	--	71,905
Debt Service Payments	--	--	--	--	374,328	15,431	--	--	389,759
Construction in Progress	--	--	--	125,000	--	--	30,000	--	155,000
Projects in Progress and Committed	--	50,500	75,661	--	--	--	--	--	126,161
Transfer to Improvement Fund	79,393	--	--	--	2,000	--	--	--	81,393
Transfer to Construction Fund	--	--	--	--	--	--	--	7,515	7,515
Transfer to Sinking Fund--Aviation Rev. Bds	316,828	--	--	--	--	--	--	--	316,828
Transfer to Sinking Fund--DB Bonds	--	15,431	--	--	--	--	--	--	15,431
Transfer to Reserve Maintenance	15,000	--	--	--	--	--	--	--	15,000
Transfer to Revenue Fund	--	95,000	--	--	--	--	--	--	95,000
Total Uses of Funds	\$853,343	\$165,931	\$75,661	\$125,000	\$376,328	\$15,431	\$30,000	\$7,515	\$1,649,209
Excess (Deficit) of Source over Use of Funds	4,323	(84,338)	(44,511)	(74,470)	0	300	(29,700)	(10)	(228,406)
Ending Cash Balance	\$72,950	\$70,662	\$5,489	\$1,955	\$172,000	\$37,000	\$20,300	\$0	\$380,356

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 2013 and FY 2014. 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 16.0% (it has been increased to 16.5% in FY 2014) of the operating expense portion of the Budget and MDAD's other unrestricted cash funds.

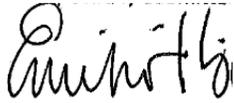
FY 2012-2014 Budget and Actual Summary of Sources and Uses All Funds

(\$ in 000s)	Actual FY 2012	Budget FY 2013	Actual FY 2013	Budget FY 2014
Beginning Cash Balance	\$986,208	\$455,727	\$848,824	\$608,762
Sources of Funds				
Aviation Fees & Charges	\$344,242	\$355,499	\$356,698	\$363,544
Rental Revenues	124,856	132,782	123,818	122,359
Other Revenues	13,718	15,592	16,685	16,116
Commercial Operations	88,263	92,689	92,800	87,260
Concessions	163,303	159,472	182,114	166,682
General Aviation Airports	6,749	6,218	6,916	6,706
Interest Earnings	2,772	5,753	2,998	6,055
Grant Funds and Insurance Reimbursements	38,499	65,484	57,340	58,915
Tenant Financing	--	15,000	--	--
Transfer from Bond Escrow Account	--	--	58	--
American Airlines Payments	10,000	7,500	7,500	7,500
Transfer from Improvement Fund	101,224	100,432	94,794	110,431
Transfer from Revenue Fund	439,188	415,145	467,766	411,221
Transfer from Sinking Fund	2,146	1,500	1,789	2,000
Transfer from AA Claim Fund	--	22,000	--	7,515
PFC Revenues	85,000	50,750	50,000	54,500
Total Sources of Funds	\$1,419,961	\$1,445,816	\$1,461,277	\$1,420,803
Uses of Funds				
Salary & Fringes	\$97,633	\$103,614	\$96,370	\$106,486
Outside Contract Services	59,243	75,057	64,743	77,298
Utilities	48,252	54,859	47,477	56,700
G&A Administrative Support	5,870	1,958	2,787	3,477
Insurance	9,830	11,651	9,697	11,581
Other	25,284	45,148	27,332	38,121
MOU	59,516	59,694	68,576	69,958
Capital	3,292	9,921	5,984	11,596
Management Agreements	66,369	72,018	66,039	71,905
Debt Service Payments	368,170	387,697	362,006	389,759
Construction in Progress	196,493	216,082	87,773	155,000
Projects in Progress and Committed	45,715	108,825	43,847	126,161
Transfer to Improvement Fund	144,327	81,134	134,610	81,393
Transfer to Construction Fund	--	22,000	--	7,515
Transfer to Sinking Fund--Aviation Rev. Bds	285,007	318,511	321,945	316,828
Transfer to Sinking Fund--DB Bonds	25,119	15,432	20,844	15,431
Transfer to Reserve Maintenance	36,000	17,000	22,000	15,000
Transfer to Revenue Fund	81,224	85,000	89,794	95,000
Total Uses of Funds	\$ 1,557,344	\$1,685,601	\$1,471,823	\$1,649,209
Excess (Deficit) of Source Over Use of Funds:	(\$137,383)	(\$239,785)	(\$10,546)	(\$228,406)
Ending Cash Balance	\$848,824	\$215,941	\$838,278	\$380,356

CONCLUSION

Every effort has been made to ensure that the FY 2014 Budget reflects the priorities of the County, and meets all federal safety and security mandates and legislative requirements. The Budget also allows the Department to fulfill its strategic goals in the coming fiscal year and provides for continued operation of the Airport System.

Respectfully submitted,



Emilio T. González

Aviation Director



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 2013																												
Miami-Dade Airports: Miami International Airport - MIA Opa-locka Executive Airport - OPF Kendall-Tamiami Executive Airport - TMB Homestead General Aviation Airport - X51 Dade-Collier Training and Transition Airport – TNT		MIA Rankings for 2012: <u>Among U.S. Airports</u> 1 st International Freight 2 nd International Passengers 3 rd Total Freight 3 rd Total Cargo (Freight + Mail) 16 th Total Number of Operations 12 th Total Passengers <u>Among Worldwide Airports</u> 9 th International Freight 26 th International Passengers 10 th Total Freight 10 th Total Cargo (Freight + Mail) 23 rd Total Number of Operations 28 th Total Passengers																												
Economic Impact: Miami International Airport's (MIA) and the General Aviation Airports' annual economic impact is \$32.8 billion. MIA and related aviation industries contribute 272,395 jobs directly and indirectly to the local economy. That equates to one out of 4.1 jobs.		MIA Figures for 2012: <u>Flight Operations: (Commercial Aircraft Movements)</u> Domestic 198,889 International <u>188,692</u> Total: 387,581 <u>Passengers:</u> Domestic 20.1 million International <u>19.4 million</u> Total: 39.5 million Weekday Daily Average: 104,954 passengers Weekend Daily Average: 112,984 passengers Weekly Average: 750,503 passengers <u>Freight:</u> International 1,821,821 U.S. Tons Domestic <u>270,433</u> U.S. Tons Total: 2,092,254 U.S. Tons																												
Miami International Airport <u>Land area:</u> 3,230 acres <u>Runways:</u> 9-27: 13,000' 8R-26L: 10,500' 12/30: 9,355' 8L-26R: 8,600' <u>Personnel:</u> Aviation Dept. and Other: 36,797 <u>Hotel:</u> MIA Hotel 259 rooms <u>Number of Ticketing Positions:</u> 451* <u>Number of gates:</u> 123* Common use *changes according to construction <u>Parking:</u> 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 th Avenue.		MIA Carriers and Destinations: <u>Carriers: (09/13)</u> U.S. 35 Scheduled 71 International <u>54</u> Charter <u>18</u> Total 89 89 <u>Number of Destinations: (2nd Q'13)</u> <table border="1"> <thead> <tr> <th></th> <th>Non-Stop</th> <th>One Stop</th> </tr> </thead> <tbody> <tr> <td>Domestic</td> <td>48</td> <td>09</td> </tr> <tr> <td>International</td> <td><u>86</u></td> <td><u>02</u></td> </tr> <tr> <td>Total</td> <td>134</td> <td>11</td> </tr> </tbody> </table>		Non-Stop	One Stop	Domestic	48	09	International	<u>86</u>	<u>02</u>	Total	134	11																
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MIA's Top Airlines (August 2013) <table border="1"> <thead> <tr> <th colspan="4">TOP FIVE CARRIERS FOR THE MONTH - TOTAL TRAFFIC</th> </tr> <tr> <th></th> <th>TOTAL PASSENGERS</th> <th></th> <th>TOTAL FREIGHT*</th> </tr> </thead> <tbody> <tr> <td>American Airlines</td> <td>2,253,635</td> <td>UPS</td> <td>18,362.85</td> </tr> <tr> <td>Delta</td> <td>187,836</td> <td>LAN</td> <td>15,907.44</td> </tr> <tr> <td>American Eagle</td> <td>176,634</td> <td>ABX Air</td> <td>15,879.55</td> </tr> <tr> <td>US Airways</td> <td>78,588</td> <td>Tampa Cargo</td> <td>12,811.07</td> </tr> <tr> <td>TAM</td> <td>67,216</td> <td>Atlas Air</td> <td>11,740.26</td> </tr> </tbody> </table> <p>*Total Freight is in U.S. tons.</p>		TOP FIVE CARRIERS FOR THE MONTH - TOTAL TRAFFIC					TOTAL PASSENGERS		TOTAL FREIGHT*	American Airlines	2,253,635	UPS	18,362.85	Delta	187,836	LAN	15,907.44	American Eagle	176,634	ABX Air	15,879.55	US Airways	78,588	Tampa Cargo	12,811.07	TAM	67,216	Atlas Air	11,740.26	What's New at MIA 
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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.

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 scheduled for the third quarter of 2013. 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 eighteen (18) cargo buildings with over 3.4 million square feet of warehouse, office, and support space. Apron space is presently 4.4 million square feet, with 41 common-use cargo positions and 31 leased cargo positions.

Roadway Improvements

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

25th Street Viaduct: Construction of the east phase project was completed in July 2011. The west phase project commenced in June 2012, and will provide a direct connection between MIA's cargo facilities and NW 82nd Avenue. The project is expected to be completed in December 2015.

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

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

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

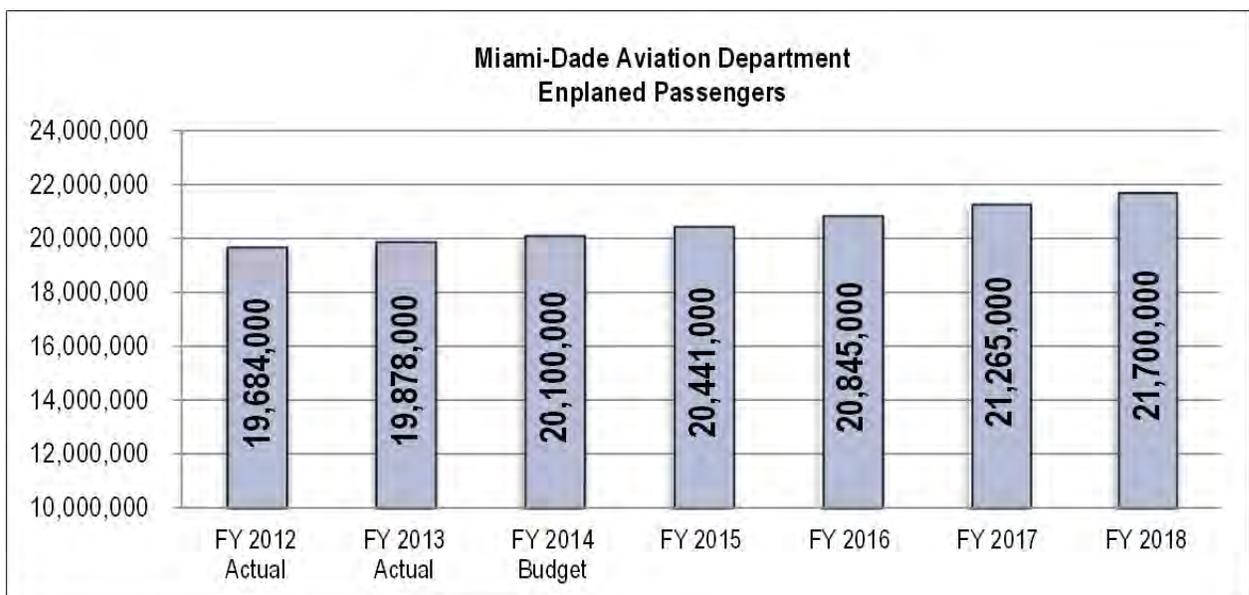
Five-Year Financial Outlook

The Airport System is considered the primary economic engine for Miami-Dade County as well as for South Florida. Over 35,000 people are employed in the Miami-Dade County System of Airports, 1,133 of whom are County employees. An economic impact study released in 2009 reported that MIA and the General Aviation Airports had an annual impact of \$26.7 billion in the region's economy. MIA and related aviation industries contribute approximately 272,395 jobs directly and indirectly to the South Florida economy, responsible for one out of every 4.1 jobs. Additionally, the airport system contributed \$923.3 million in state and local taxes, and \$644.1 million of federal aviation tax revenue.

Enplaned Passengers

In FY 2013-14, a diverse group of airlines will provide scheduled passenger service at the Airport including 9 U.S. airlines and 37 foreign-flag carriers. It is projected that during FY 2013-14, 20.1 million enplaned passengers will transit through MIA, representing a 1.0 percent increase over FY 2012-13 when 19.9 million enplaned passengers moved through MIA. Similarly domestic enplaned passenger traffic is projected to increase 3.3 percent in FY 2013-14 to 10.370 million from the figure of 10.033 million passengers in FY 2012-13. Domestic traffic represents 52 percent of MIA total passengers while international traffic is projected at 48 percent or 9.730 million enplaned passengers.

In international air travel, MIA's geographical location, close proximity to cruise port, and cultural ties provide a solid foundation for travel to and from Latin America, handling 48 percent of the South American market, 28 percent of Central America and 27 percent of the Caribbean market. With 49 percent of total passenger traffic being international, MIA ranks second in the USA for international passenger traffic and maintains one of the highest international-to-domestic passenger ratios of any U.S. airport.



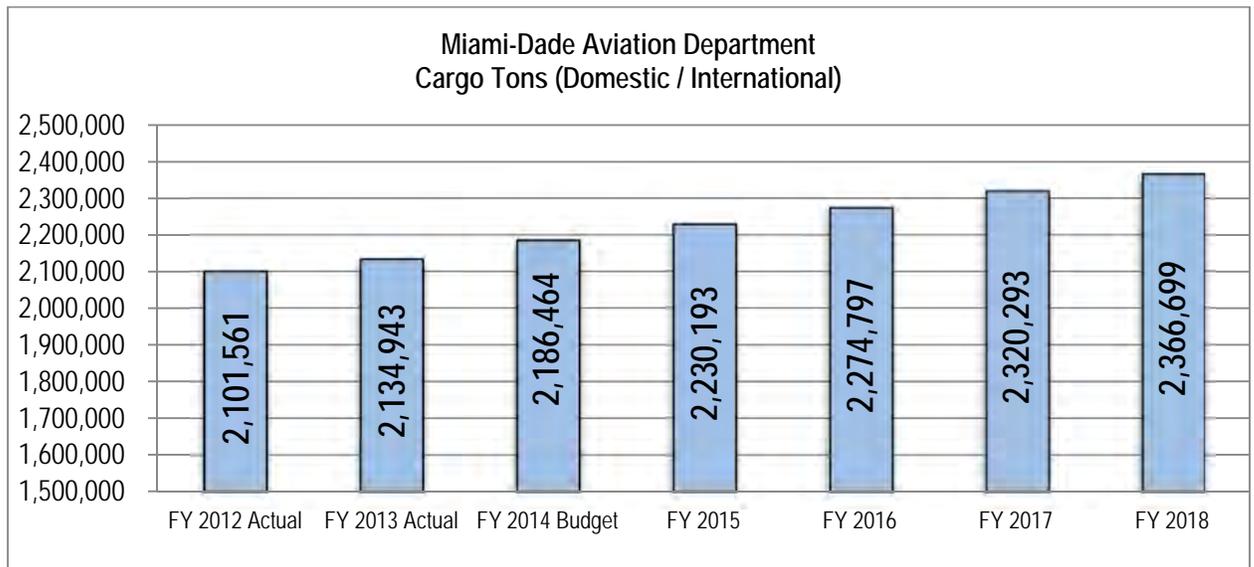
Five-Year Financial Outlook (cont)

Cargo

In international trade, MIA is the major air cargo trans-shipment point between Latin America and the Caribbean, and other global markets primarily in the USA and Europe, ranking number one in the USA for international freight. Actual cargo (freight plus mail) tonnage was 2.135 million in FY 2012-13, resulting in an increase of 1.6 percent above the prior's year's tonnage of 2.102 million. Cargo tonnage is projected to increase by two percent in FY 2013-14 to 2.186 million tons and maintain a two percent growth rate thereafter. International tonnage, representing 86 percent of total tonnage is projected to be 1.888 million tons in FY 2013-14 and domestic tonnage is projected at 298,000 tons. It is projected that these amounts will grow proportionally at a two percent growth factor.

MIA's total air trade is valued at \$69.9 billion annually, or 97 percent of the dollar value of Florida's total air imports and exports, and 44 percent of the State's total (air and sea) trade with the world. As the center for hemispheric air trade, MIA now handles 84 percent of all air imports and 81 percent of all air exports between the United States and the Latin American/Caribbean region. MIA is the USA's leading airport in the handling of perishable products, handling 71 percent of all perishable products, 90 percent of all cut-flower imports, 58 percent of all fish imports, and 73 percent of all fruit and vegetable imports.

MIA's cargo facility development program that began in 1992 has been completed, providing the Airport with over 2.7 million square feet of space in 17 new cargo buildings. Apron space has grown to over 3.8 million square feet, capable of handling 17 B747s or 38 DC-10Fs. Additionally, the Aeroterm / Centurion Cargo Facility was completed which can accommodate 8 B747 wide-body freighters.



Five-Year Financial Outlook (cont)

MIA Operating Strategy

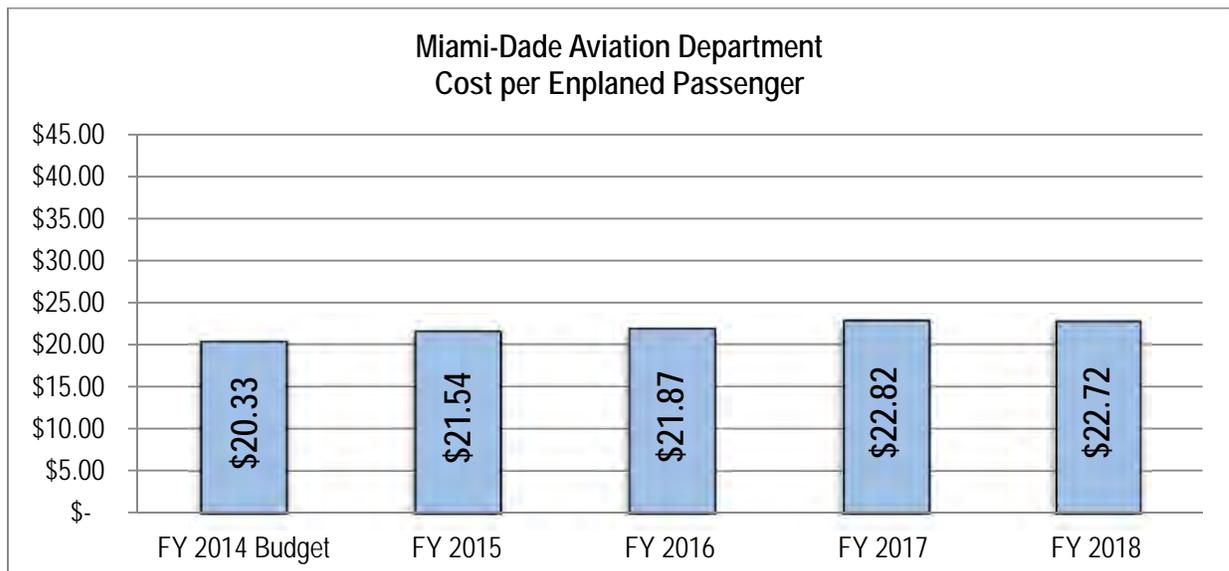
MIA's strategy to enhance the Airport System's competitive position with other airports and to attract more airlines as well as increase existing volume includes:

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

CIP Financial Update

The overall purpose of the CIP is to accommodate future MIA growth and to make the Airport more efficient from an airline operational perspective (e.g., North Terminal). The CIP is funded primarily by long-term debt, to be paid from charges to the airlines, supplemented by grants and limited pay-as-you-go revenues. MDAD completed \$6.509 billion in capital improvements that included a new North Terminal, expansion of the South Terminal, improvements to the Central Terminal, construction of the automated people mover (MIA Mover), roadway and facilities improvements and replacement of airport business systems.

In order to improve efficiency of operations, the Department plans to mitigate inflationary cost increases in the future with reductions in operating expenses. A goal was established to reduce these operating expenses by 20 percent over five years. The Department's ultimate goal is to meet a \$35 airline cost per enplaned passenger target by FY 2014-15, which represents a target internally adopted by the Department so as to keep the Airport competitive with other airports and affordable to the air carriers serving MIA.



Five-Year Financial Outlook (cont)

Safety and Security

MDAD strives to operate a system of airports that provides for the safe and comfortable movement of people and goods in efficient and attractive facilities while offering competitive prices to all users. With the current threat against civil aviation, the Miami-Dade County System of Airports has been faced with an ever-growing number of security directives from the federal government. MDAD has reacted promptly to meet the deadlines imposed by the federal government and has adjusted staff assignments and used uniform police officers when possible to minimize overtime costs in an effort to respond to these increased requirements. Other issues require continuing dialogue with the Department of Homeland Security (DHS) and members of Congress to secure funding for federal security mandates, as well as ensuring that the DHS officials, and the policies they create, recognize the unique features of MIA, its passengers and the greater Miami community. MDAD continues to work with DHS to achieve an effective balance between implementing necessary security measures and protecting and expanding MIA's air service operations and the associated economic impact.

Following the tragic events of September 11, 2001, the Transportation Security Administration (TSA) was tasked by Congress to deploy security equipment for detecting explosives in passenger baggage. MDAD has worked with TSA on a viable long-term solution to efficiently screen passenger checked baggage by installing Explosive Detection System (EDS) in-line with MIA's baggage conveyor system. The TSA has committed \$74.4 million to offset the cost of an inline EDS.

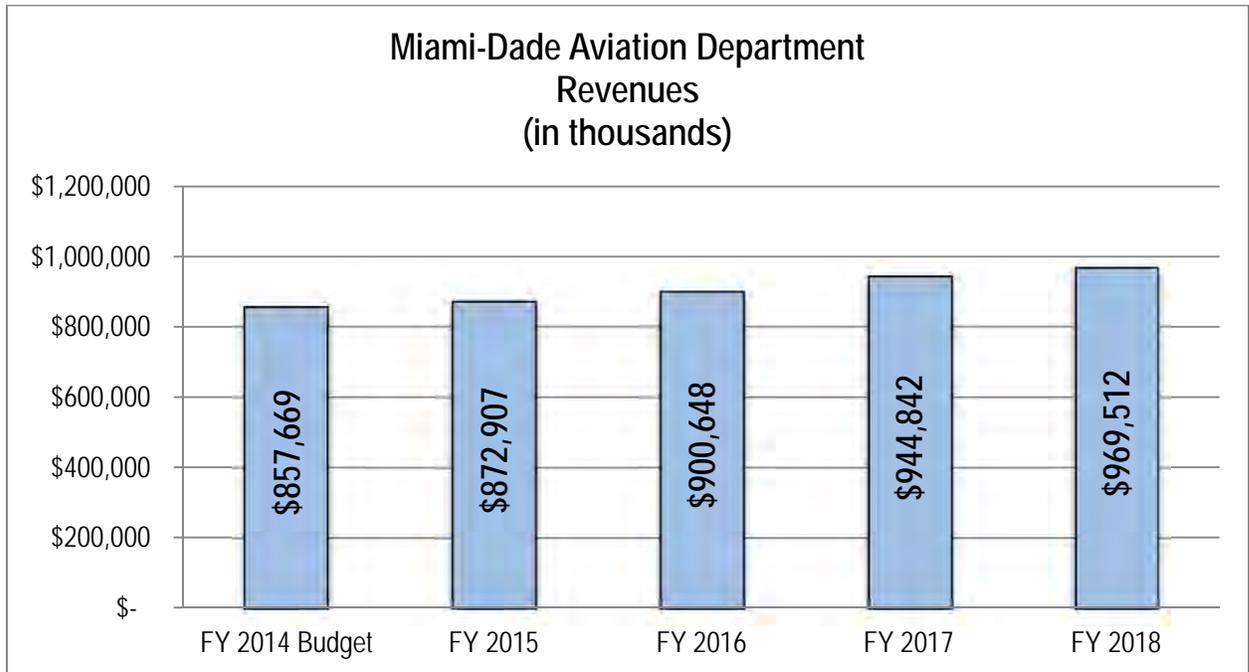
Economic Outlook

MDAD recognizes sound management and financial investment strategies as a priority outcome. Currently, the Department's bonds are rated A2 by Moody's, A by Standard & Poor's, and A by Fitch Ratings. All of the rating agencies cite MIA's role as the nation's largest international gateway to Latin America as an important strength.

After a sustained growth period from FY 2001-02 through FY 2007-08, in FY 2008-09, MDAD experienced a leveling of traffic consistent with the consolidation of the airline industry due to economic conditions worldwide. The upward trend in total passengers resumed in FY 2009-10 and continued through FY 2012-13. During FY 2012-13, MDAD experienced a 1.2 percent decline in domestic traffic and a 4.2 percent improvement in international traffic resulting in an overall increase of 1.4% when compared to FY 2011-12. The Department is projecting a 1.1 percent growth rate in the FY 2013-14 Budget over FY 2012-13 actual enplaned passengers. Passenger Facility Charges (PFC), imposed per passenger to provide revenues to pay debt service for approved projects within the CIP, have generated \$953.9 million since its inception in October 2001. MDAD is authorized to collect \$2.757 billion including interest, before the authorization expires on October 1, 2037.

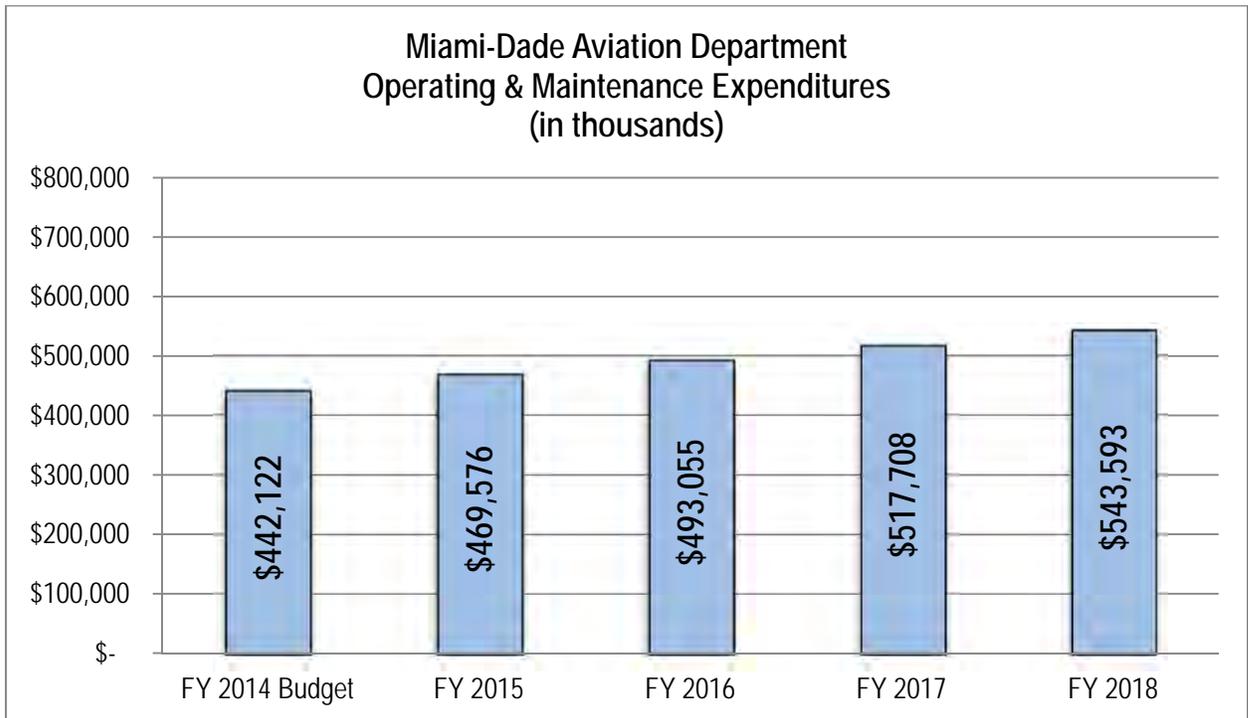
Five-Year Financial Outlook (cont)

The airline rates and charges at MIA have continued to increase due to the issuance of additional debt required for the department's ongoing Capital Improvement Program. The department is making efforts to increase its ranking as a major airport system as exemplified in its "WE MEAN BUSINESS" Campaign, a five-year plan to refine and improve the department's goals and measures, consistent with its management strategy to increase efficiency, streamline operations, and reduce operating expenses, ensuring MDAD a greater share of the aviation market.



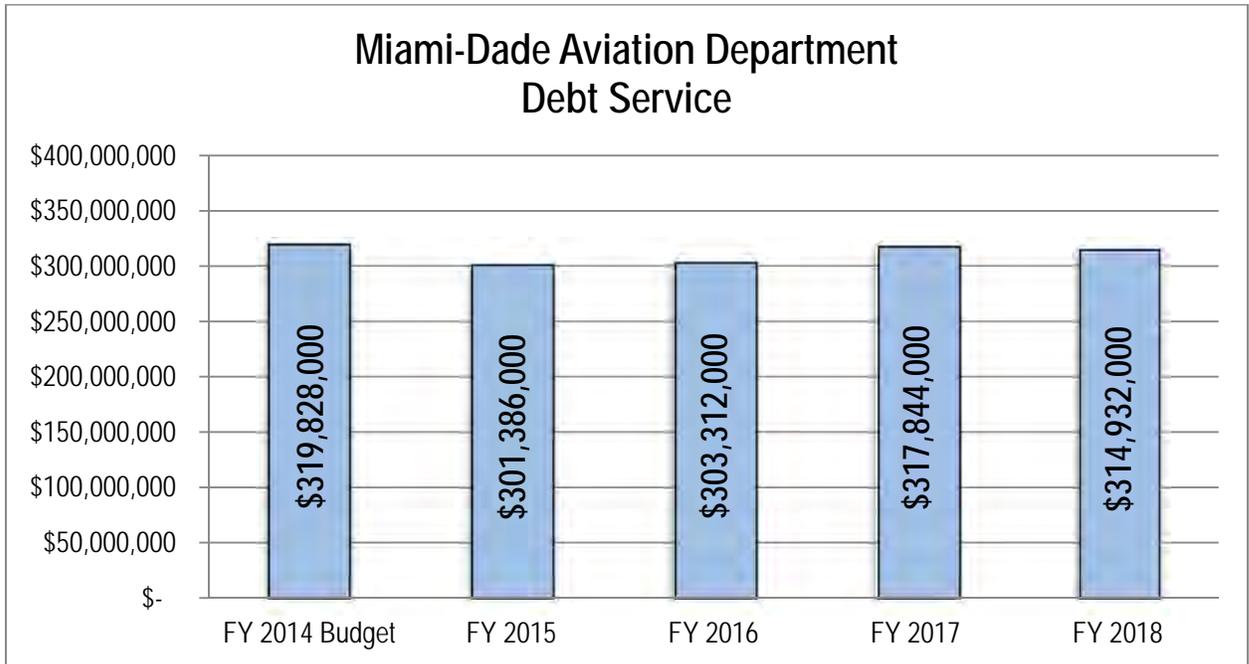
MDAD's revenue forecast is based on a residual revenue model. Unlike traditional fee for service models, MDAD calculates the landing fee rate based on expenses that are not covered by direct fee for services provided. The revenue forecast incorporates additional debt service related expenditures that will be incurred in FY 2013-14, which may require an increase in landing fee rates.

Five-Year Financial Outlook (cont)



MDAD's operating and maintenance expenditures include expenditures associated with running Miami International Airport as well as four general aviation airports. This amount excludes depreciation, transfers to debt service accounts, improvement fund and maintenance reserve accounts, as well as a mandated operating cash reserve. The North Terminal is now open and the related incremental expenses for maintaining the new facility have been reflected in the adopted operating budget of the Aviation Department. The last component of the North Terminal, Federal Inspection Services area was opened July 31, 2012.

Five-Year Financial Outlook (cont)



Organizational Goals & Key Strategies

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

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

Department Purpose/Mission

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

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

Strategic Alignment

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

1. Ensure excellent customer service for passengers. (TP2-6)
 - o Enhance Customer Service
 - MIA Overall Customer Service Ratings – MIA Survey (**Operations Group**)
 - Airport workers trained through "Miami Begins with MIA" program (**Operations Group**)
2. Continually modernize seaport and airports. (TP3-3)
 - o Enhance Customer Service
 - Airspace analysis for airport construction - (**Aviation Planning, Land-use, & Grants Group**)
3. Develop and retain excellent employees and leaders. (GG2-2)
 - o Ensure a safe working environment
 - MDAD Job Related Injury/Illness Incidents (**Administration Group**)
4. Ensure security at airports, seaport, and on public transit. (TP2-4)
 - o Provide a secure environment at the airports
 - MIA Overall Crimes (**Public Safety & Security Group**)

Strategic Alignment (cont)

5. Provide sound financial and risk management. (GG4-1)
 - o Increase revenue generating activity at MIA
 - MIA Non-Terminal Rental Revenue (***Business Retention & Development Group***)
 - GAA Rental Revenue (***Business Retention & Development Group***)
 - Commercial Operations Revenue (***Business Retention & Development Group***)
 - Public Parking Revenue (***Business Retention & Development Group***)
 - Commercial Operations Revenues (***Business Retention & Development Group***)
 - New Passenger Routes (***Business Retention & Development Group***)
 - New Carriers (***Business Retention & Development Group***)
6. Attract more visitors, meetings, and conventions. (ED2-1)
 - o Contain operating expenses
 - MIA Cost Per Enplaned Passenger (***Finance & Strategy Group***)
 - Landing Fee Rate (***Finance & Strategy Group***)
 - o Increase revenue generating activity at MIA
 - Enplaned Passengers (***Finance & Strategy Group***)
 - MIA Total Passengers (***Finance & Strategy Group***)
7. Attract and increase foreign direct investments and international trade from targeted countries (ED3-1)
 - o Increase revenue generating activity at MIA
 - MIA Cargo Tonnage (***Finance & Strategy Group***)
8. Reduce County government's greenhouse gas emissions and resource consumptions. (GG6-1)
 - o Adhere to a green approach in disposal of waste
 - Personal Pledge to Recycle Cardboard (***Facilities Management Group***)
9. Effectively allocate and utilize resources to meet current and future operating and capital needs. (GG4-2)
 - o Maintain a safe working environment
 - CIP Construction lost workday rate cases (***Executive 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
Prep-Phase	→	→												
Development of Budget Process Timeline	→	→												
Development of Budget Process	→	→												
Development of Budget Directives	→	→												
Development of Business Plan		→												
Budget Kick-Off Meeting		→												
Budget Development Phase														
Budget Estimates Stage		→	→	→	→									
Initial operating budget estimates are prepared by Divisions		→	→											
Development of the Capital Budget			→	→										
Submission of Departmental Proposed Capital Budget as part of the County Budget				→										
Preliminary calculation of Rates, Fees, and Charges				→										
Consultation with MAAC Liaison for updates				→										
Submission of Departmental Preliminary Proposed Operating Budget as part of the County Budget					→									
Refinement Stage					→	→	→	→	→					
MAAC consultation for mid-year financial results and adjustments					→									
Operating Budget review & refinements - as needed					→	→	→	→	→					
Consultation with MAAC Liaison - as needed					→	→	→	→	→					
Resource Allocation Meeting with OMB & ACM to discuss Dept. major concerns and budget submittal							→							
County Managers meeting with the Aviation Director to discuss unresolved issues & brief the Manager as he prepares to present the County Budget								→						
Review budget in consideration of County Manager's comments								→						
Finalization Stage Stage										→	→	→		
MAAC Budget Presentation of Proposed Operating Budget and Rates, Fees, & Charges										→				
Review of Operating Budget in consideration of Airline comments										→	→			
MAAC Presentation of revised Proposed Operating Budget and A/L Rates, Fees, & Charges											→			
First & second Budget Hearing presentation to BCC												→		
Wrap-Up Phase													→	→
Commencement of Fiscal Year													→	
Adopted Operating Budget is loaded into MDAD'S financial system													→	
Approved Budget Book is finalized, published and placed on the Department's intranet site														→
Approved Rates, Fees, & Charges Book is finalized, published, and placed on the Department's intranet site														→
Budget document is submitted for receipt of GFOA Award														→

Budgetary Controls

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

Financial Structure

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

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

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

- **Revenue Fund** – the Department's operating fund
- **Reserve Maintenance Fund** – pays for all or part of the cost of unusual or extraordinary maintenance or repairs, renewals and replacements and premiums on insurance required under the Trust Agreement which governs the Aviation Revenue Bonds
- **Improvement Fund** – provides moneys for any airport or airport related purpose or for the redemption of Aviation Revenue Bonds or payment of interest on commercial paper notes
- **Sinking Fund** – the Department's debt service funds for the payment of principal and interest on the Department's long term Aviation Revenue Bonds
- **Construction Fund** – the Department's capital project's fund

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

Fund Usage

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

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

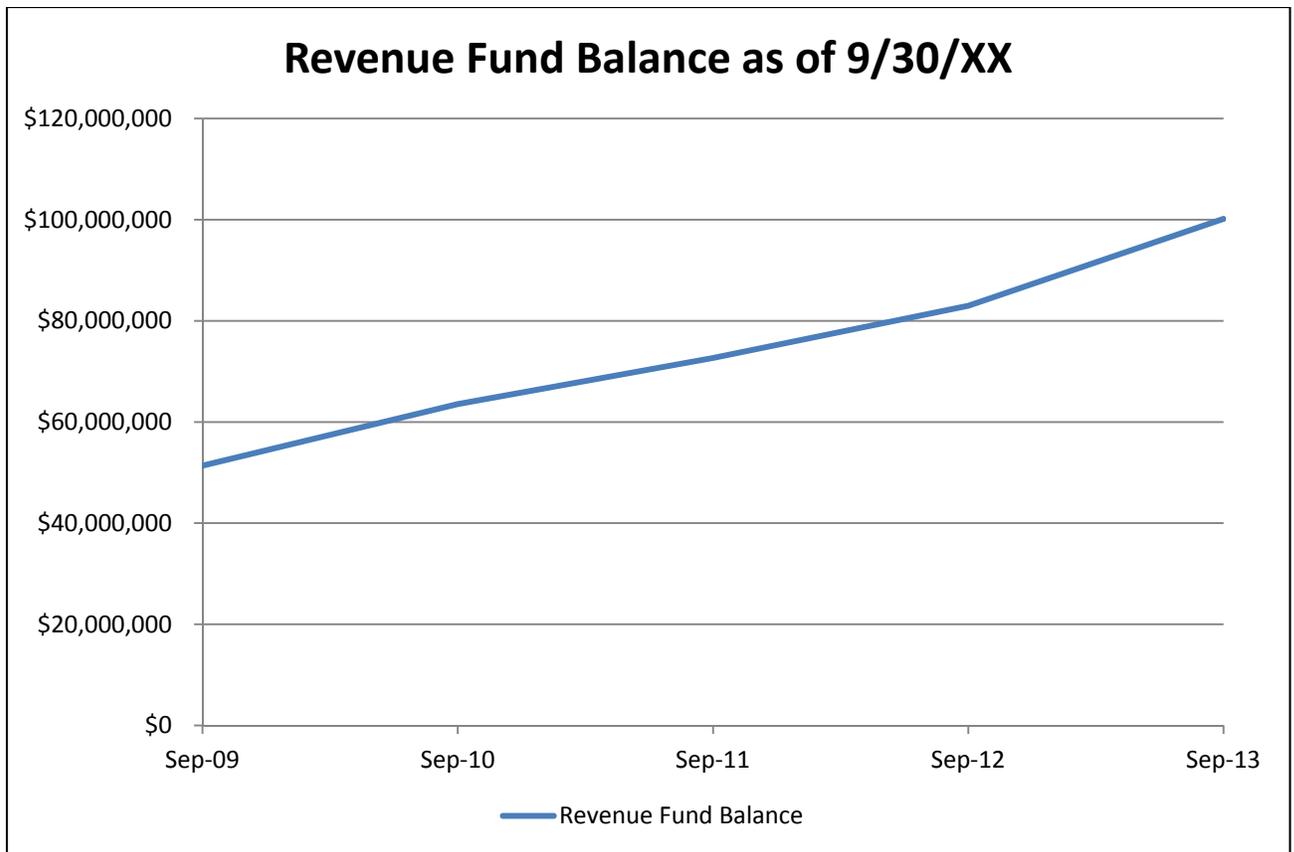
Cash Basis	Accrual Basis
Revenues are recorded when they are received	Revenues are recorded when they are earned
Expenses are recorded when they are paid	Expenses are recorded when they are incurred
Financial statements reflect revenues and expenses based on when transactions were entered, rather than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

The table below illustrates the usage of funds by group.

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

Fund Balance

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



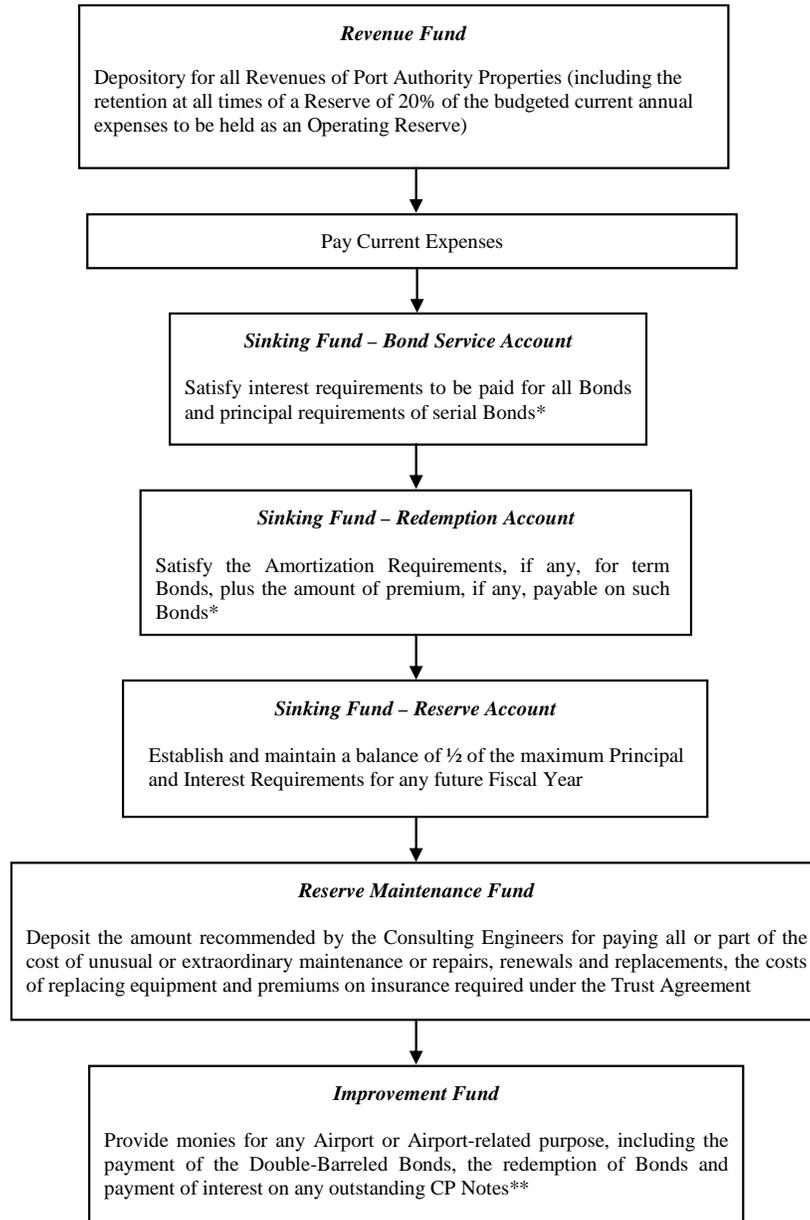
The chart above reflects the trend for the Revenue Fund balance over the last five fiscal years.

Flow of Funds

MONTHLY APPLICATION OF REVENUES UNDER THE TRUST AGREEMENT

PORT AUTHORITY PROPERTIES

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



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

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

Debt Policies

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

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

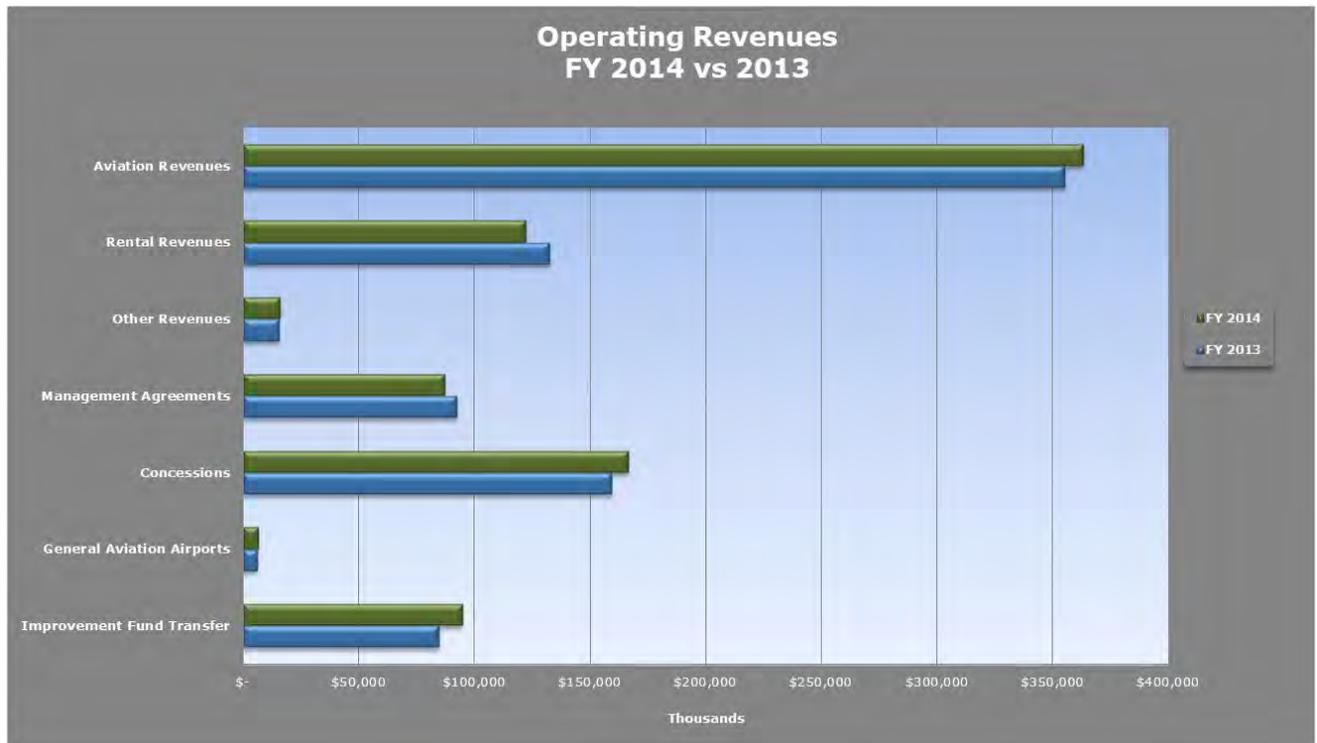
The Trust Agreement also requires the Aviation Department to meet the debt service Reserve Account Requirement upon issuance of any new Bonds. This requirement is one-half of the maximum Principal and Interest Requirements for any Fiscal Year thereafter on all Bonds then outstanding. This requirement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



Budget Overview: Operating Revenues

Budget Comparison

	<i>Actual FY 2012</i>	<i>Adopted Budget FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Inc/(Dec) FY 2014 vs FY 2013</i>	
				<i>\$</i>	<i>%</i>
Cash Carryover	\$ 48,362,787	\$ 65,440,675	\$ 68,627,153	\$ 3,186,478	4.9%
Aviation Revenues	344,241,799	355,498,870	363,543,510	8,044,640	2.3%
Rental Revenues	124,856,047	132,781,898	122,358,885	(10,423,013)	-7.8%
Other Revenues	13,716,884	15,591,729	16,115,747	524,018	3.4%
Management Agreements	88,262,726	92,688,901	87,259,736	(5,429,165)	-5.9%
Concessions	163,303,225	159,472,118	166,682,012	7,209,894	4.5%
General Aviation Airports	6,749,143	6,218,158	6,706,192	488,034	7.8%
Improvement Fund Transfer	81,223,683	85,000,000	95,000,000	10,000,000	11.8%
Total Operating Revenues	\$870,716,294	\$912,692,349	\$926,293,235	\$13,600,886	1.5%



The chart above is a comparison of the FY 2014 and FY 2013 operating revenues by the major categories; the greatest percentage change is in the Improvement Fund Transfer which is projected to increase by \$10,000,000 (11.8%). Overall, revenues are projected to increase by \$13,600,886 (1.5%) in FY 2014; primarily due to an increase in Aviation Revenues due to an increase in the Concourse Use Fee and Concessions due to an increase in advertising and rental car revenue, which is offset by a decrease in Rental Revenue due to adjustments to rentable square footage associated with the re-opening of Concourse D.

Description of Revenues

The Aviation Department classifies revenues into:

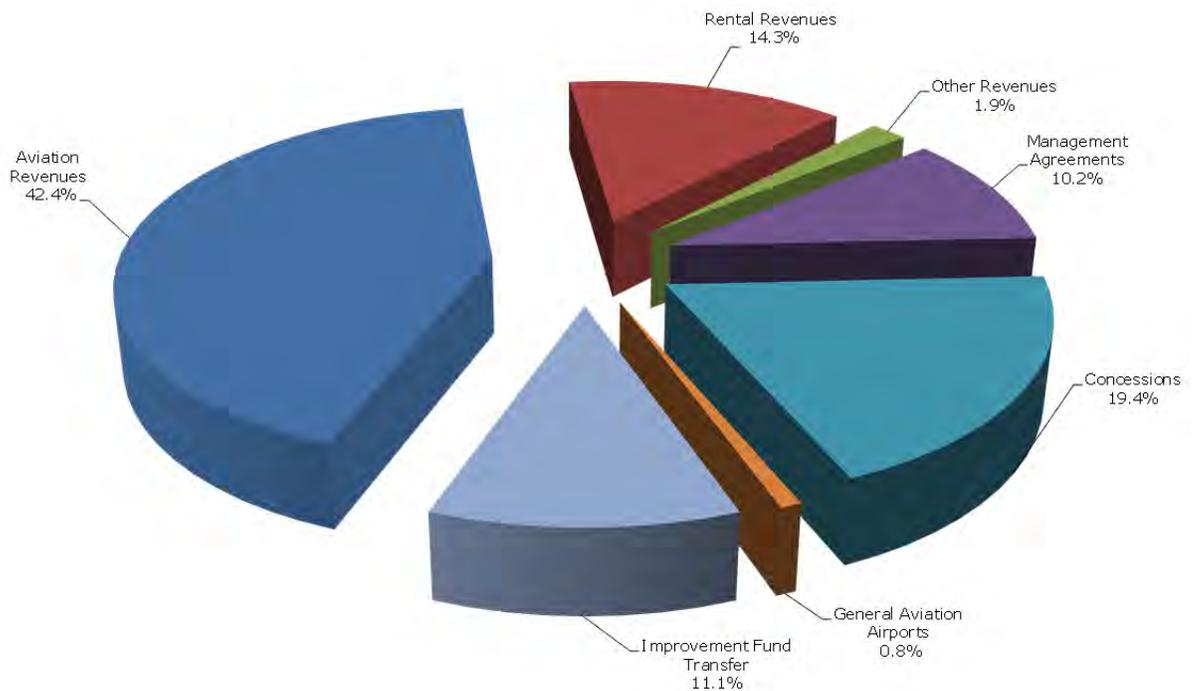
- **Operating Revenue** – those revenues received from aviation operations through rates and fees charged to customers and tenants for use of the airport's assets
- **Non-operating Revenue** – includes interest earnings, certain grants, and Passenger Facility Charges (PFC)

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 2014
Aviation Revenues	363,543,510
Rental Revenues	122,358,885
Other Revenues	16,115,747
Management Agreements	87,259,736
Concessions	166,682,012
General Aviation Airports	6,706,192
Transfer from Improvement Fund	95,000,000
Total	<u>\$ 857,666,082</u>



The chart above represents the major sources of revenues by percentage; for FY 2014 the major source of revenues is Aviation Revenues which is projected to be 42.4% of total revenues.

Revenue Detail

	<i>Actual FY 2012</i>	<i>Adopted Budget FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Inc/(Dec) FY 2014 vs 2013</i>	
				<i>\$</i>	<i>%</i>
Aviation Fees					
Airfield Escort	129,095	164,128	131,173	(32,955)	-20.1%
Baggage Devices (Claim)	26,364,529	19,454,304	19,312,168	(142,136)	-0.7%
Baggage Make-Up	10,785,166	18,025,053	15,817,490	(2,207,563)	-12.2%
Concourse Domestic	136,338,587	106,035,893	110,916,803	4,880,910	4.6%
Concourse International	71,637,073	113,871,060	121,461,580	7,590,520	6.7%
Pre-Conditioned Air	2,668,695	2,590,021	2,748,295	158,274	6.1%
CUTE System	1,755,861	1,731,065	2,142,436	411,371	23.8%
Loading Bridges	9,480,947	9,355,850	9,325,845	(30,005)	-0.3%
Aircraft Parking	10,932,804	10,886,045	10,938,773	52,728	0.5%
Screening	10,801,277	12,149,194	12,234,607	85,413	0.7%
Premium Landing Fees	559,820	183,869	361,893	178,024	96.8%
Sub-Total	\$ 281,453,854	\$ 294,446,483	\$ 305,391,062	\$ 10,944,580	3.7%
Landing Fees					
Landing Fees	62,787,945	61,052,387	58,152,448	(2,899,939)	-4.7%
Sub-Total	\$ 62,787,945	\$ 61,052,387	\$ 58,152,448	\$ (2,899,939)	-4.7%
Total Aviation Fees With L/F	\$ 344,241,799	\$ 355,498,870	\$ 363,543,510	\$ 8,044,641	2.3%
Rentals					
Structures	40,278,680	37,456,724	37,982,958	526,234	1.4%
Terminal Rent - Airline	47,248,075	55,843,967	45,572,182	(10,271,785)	-18.4%
Terminal Rent - Non Airline	4,612,937	5,584,397	4,557,218	(1,027,179)	-18.4%
Terminal Rent - CUTE	10,600,998	11,783,436	11,396,981	(386,455)	-3.3%
Aircraft Pavement	1,470,640	1,560,934	1,453,533	(107,401)	-6.9%
Ground	14,458,353	14,175,767	14,455,134	279,367	2.0%
Telephone Services	1,352,742	1,164,607	1,324,719	160,112	13.7%
Janitorial Reg	432,288	1,088,742	968,761	(119,981)	-11.0%
Utilities	4,401,334	4,123,324	4,647,399	524,075	12.7%
Total	\$ 124,856,047	\$ 132,781,898	\$ 122,358,885	\$ (10,423,013)	-7.8%
Commercial Operations					
Concessions					
Duty Free	27,582,398	28,740,733	28,972,860	232,127	0.8%
Food & Beverage	17,162,832	18,335,700	18,130,722	(204,978)	-1.1%
Retail/Merchandise	19,183,580	16,774,255	19,310,310	2,536,055	15.1%
Passenger Service	25,100,607	23,852,238	24,069,810	217,572	0.9%
Ground Transportation	7,972,585	8,392,841	8,572,352	179,511	2.1%
Rental Cars	43,235,993	41,679,425	45,952,814	4,273,389	10.3%
Aeronautical Services	10,216,438	6,790,869	10,234,522	3,443,653	50.7%
In-Flight Food Services	7,872,214	7,568,178	7,913,616	345,438	4.6%
Security Services	3,023,134	2,834,245	2,621,264	(212,981)	-7.5%
Operational Services	1,776,249	4,263,334	744,921	(3,518,413)	-82.5%
Fuel & Oil	177,195	240,300	158,821	(81,479)	-33.9%
Total	\$ 163,303,225	\$ 159,472,118	\$ 166,682,012	\$ 7,209,894	4.5%
Management Agreements					
Garage Parking - Taxi Lot	46,799,430	51,000,000	45,474,958	(5,525,042)	-10.8%
IAMI Clubs	5,857,561	5,621,240	6,558,000	936,760	16.7%
Fuel Farm	17,760,018	17,318,400	17,170,586	(147,814)	-0.9%
Fuel Farm - Midfield	2,128,882	2,441,385	2,414,090	(27,295)	-1.1%
Top of the Port	2,639,607	3,036,175	2,441,600	(594,575)	-19.6%
Hotel	13,077,228	13,271,701	13,170,502	(101,199)	-0.8%
Total	\$ 88,262,726	\$ 92,688,901	\$ 87,229,736	\$ (5,459,165)	-5.9%
Total Commercial Operations	\$ 251,565,951	\$ 252,161,019	\$ 253,911,748	\$ 1,750,729	0.7%

Revenue Detail (cont)

	<i>Actual</i> <i>FY 2012</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2013</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2014</i>	<i>Inc/(Dec)</i> <i>FY 2014 vs 2013</i>	
				\$	%
Other Revenues					
Delinquency Charges	1,325,465	1,175,129	1,588,880	413,751	35.2%
Expense Refunds	347,662	808	-	(808)	-100.0%
Interest Income	44,756	100,000	50,000	(50,000)	-50.0%
Security Deposits	(326,518)	200,000	200,000	-	0.0%
Reimbursement	(603,236)	4,915,652	2,161,722	(2,753,930)	-56.0%
Enforcement	2,214,096	750,000	1,421,128	671,128	89.5%
Miscellaneous Income	4,328,414	1,450,140	3,694,017	2,243,877	154.7%
Sales Tax	6,386,245	7,000,000	7,000,000	-	0.0%
Total	\$ 13,716,884	\$ 15,591,729	\$ 16,115,747	\$ 524,018	3.4%
General Aviation Airports					
Tamiami					
Aircraft Parking	122	20	-	(20)	-100.0%
Fuel & Oil	201,507	325,028	295,959	(29,069)	-8.9%
Building Rentals	847,531	819,015	819,015	-	0.0%
Pavement	91,905	89,777	89,777	-	0.0%
Ground Rentals	966,249	921,901	898,853	(23,048)	-2.5%
Delinquency Charges	20,400	72,020	30,347	(41,673)	-57.9%
Miscellaneous Income	8,659	5,834	4,420	(1,414)	-24.2%
Sales Tax	29,090	27,958	27,405	(553)	-2.0%
Total	\$ 2,165,463	\$ 2,261,553	\$ 2,165,776	\$ (95,777)	-4.2%
Opa Locka					
Aircraft Parking	20,032	-	-	-	0.0%
Fuel & Oil	742,636	679,754	760,565	80,811	11.9%
Building Rentals	1,091,010	988,599	1,156,821	168,222	17.0%
Pavement	172,205	99,460	101,121	1,661	1.7%
Ground Rentals	1,712,603	1,618,650	1,796,111	177,461	11.0%
Delinquency Charges	7,335	3,153	31,571	28,418	901.3%
Miscellaneous Income	247,000	29,784	51,006	21,222	71.3%
Sales Tax	124,961	95,311	105,595	10,284	10.8%
Total	\$ 4,117,782	\$ 3,514,711	\$ 4,002,790	\$ 488,079	13.9%
Homestead					
Aircraft Parking	5	-	-	-	0.0%
Fuel & Oil	15,175	16,509	109,179	92,670	561.3%
Building Rentals	95,999	96,000	95,999	(1)	0.0%
Ground Rentals	313,074	294,188	294,188	-	0.0%
Delinquency Charges	-	-	61	61	100.0%
Sales Tax	6,077	10,000	6,200	(3,800)	-38.0%
Total	\$ 430,330	\$ 416,697	\$ 505,627	\$ 88,930	21.3%
Training & Transition					
Training Landings	21,980	25,197	31,755	6,558	26.0%
Delinquency Charges	-	-	-	-	0.0%
Miscellaneous Income	13,448	-	-	-	0.0%
Sales Tax	140	-	244	244	100.0%
Total	\$ 35,568	\$ 25,197	\$ 31,999	\$ 6,802	27.0%
Total General Aviation Airports	\$ 6,749,143	\$ 6,218,158	\$ 6,706,192	\$ 488,034	7.8%

Revenue Detail (cont)

	<i>Actual FY 2012</i>	<i>Adopted Budget FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Inc/(Dec) FY 2014 vs 2013</i>	
				<i>\$</i>	<i>%</i>
<i>Revenue Summary</i>					
Aviation Fees	281,453,854	294,446,483	305,391,062	10,944,579	3.7%
Landing Fees	62,787,945	61,052,387	58,152,448	(2,899,939)	-4.7%
Rentals	124,856,047	132,781,898	122,358,885	(10,423,012)	-7.8%
Concessions	163,303,225	159,472,118	166,682,012	7,209,894	4.5%
Management Agreements	88,262,726	92,688,901	87,229,736	(5,459,165)	-5.9%
Other Revenues	13,716,884	15,591,729	16,115,747	524,018	3.4%
General Aviation Airports	6,749,143	6,218,158	6,706,192	488,034	7.8%
<i>Total Revenue Summary</i>	<i>\$ 741,129,824</i>	<i>\$ 762,251,674</i>	<i>\$ 762,636,082</i>	<i>\$ 384,408</i>	<i>0.1%</i>
Cash Carryover	48,362,787	65,440,675	68,627,153	3,186,478	4.9%
Transfer from Improvement Fund	81,223,683	85,000,000	95,000,000	10,000,000	11.8%
<i>Grand Total Revenue Summary</i>	<i>\$ 870,716,294</i>	<i>\$ 912,692,349</i>	<i>\$ 926,263,235</i>	<i>\$ 13,570,887</i>	<i>1.5%</i>

Narrative Overview

Operating and Non-Operating Revenues for FY 2014 are projected to be \$926,263,235, an increase of \$13,570,887 (1.5%) above the FY 2013 Adopted Budget.

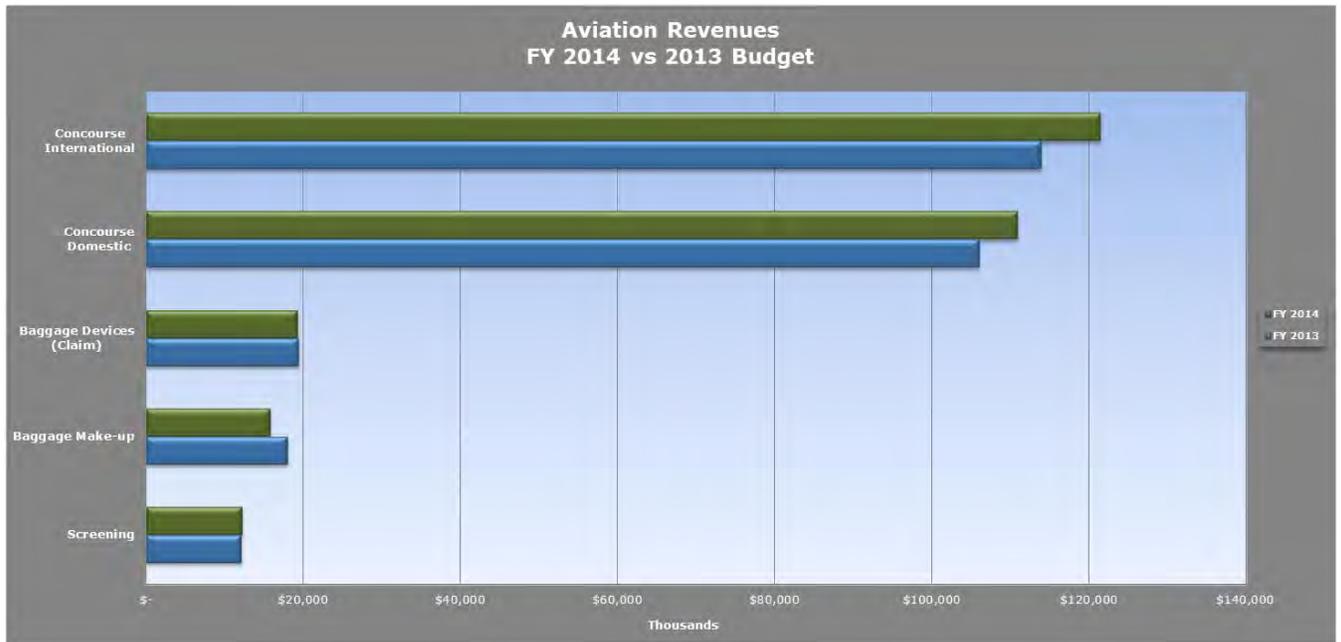
Aviation Revenues

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 maintain the landing at \$1.75 per 1,000 lbs. which was the same rate as in FY 2013.

Aviation Revenues (cont)



The chart above is a comparison of the FY 2014 and FY 2013 budget of the major categories within the Aviation Revenues; the majority of the increase is attributed to Concourse Use Fees International which rose by \$7,590,520 (6.7%) and Concourse Use Fees Domestic which rose by \$4,880,910 (4.6%).

Landing Fee

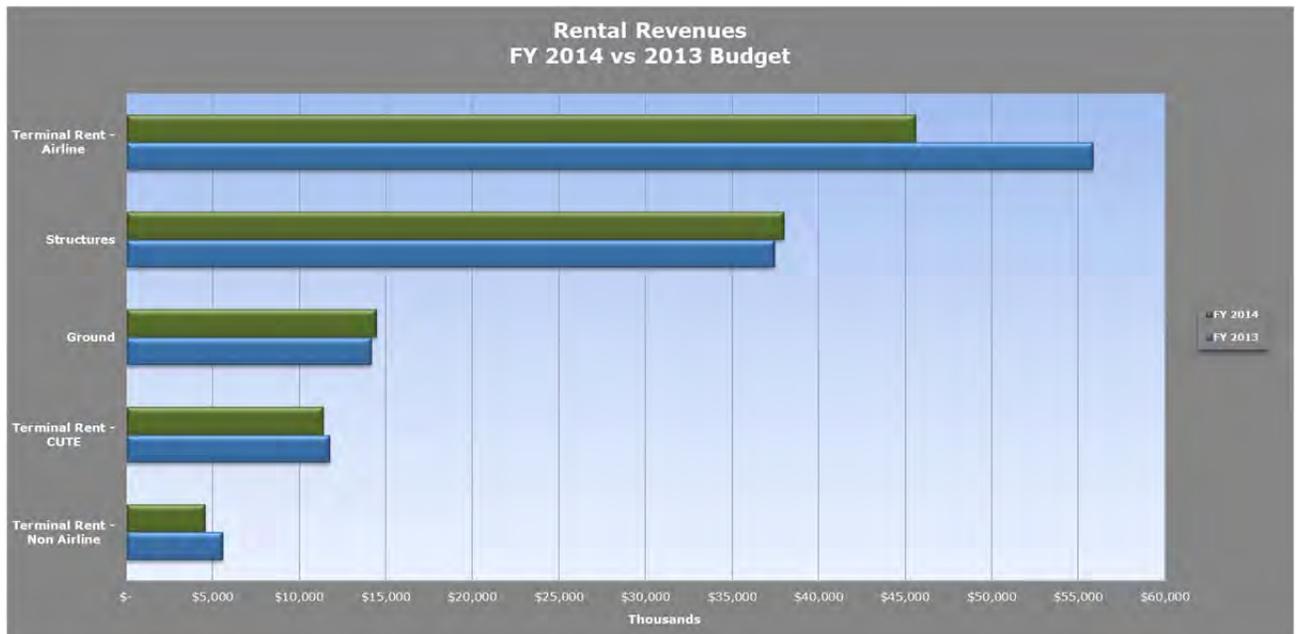
LANDING FEE CALCULATION
MIAMI INTERNATIONAL AIRPORT
For Fiscal Years Ended September 30

Landing Fee Calculation	Budget Calculation		Variance	% Chg
	FY 2012-13	FY 2013-14		
Airport System Requirement:				
Principal & Interest Requirement	\$ 372,261,240	\$ 374,328,000	\$ 2,066,760	0.6%
Less: PFC Revenue	(50,750,000)	(54,500,000)	(3,750,000)	7.4%
Net P & I Requirement	\$321,511,240	\$319,828,000	\$ (1,683,240)	-0.5%
Times Coverage Factor	1.20	1.20		
P&I Requirement Plus Coverage	\$ 385,813,487	\$ 383,793,600	\$ (2,019,887)	-0.5%
Current Expenses	428,919,708	442,121,987	13,202,279	3.1%
Increase/(Decrease) in O&M Reserve	3,186,478	4,322,975	1,136,497	0.0%
Deposit from Bond Service Account (Interest)	(3,000,000)	(3,000,000)	-	0.0%
Deposit to Reserve Maintenance Fund	17,000,000	15,000,000	(2,000,000)	-11.8%
Subordinate Debt Payment	15,432,000	15,431,000	(1,000)	100.0%
Total Requirement [A]	\$847,351,673	\$857,669,562	\$10,317,889	1.2%
Less: Revenues Net of Landing Fees				
Aviation Fees	\$294,446,483	\$305,391,062	\$10,944,579	3.7%
Terminal Rentals	73,211,800	61,526,381	(11,685,419)	-16.0%
Structure & Other Rentals	59,570,098	60,832,504	1,262,406	2.1%
Commercial Revenues	252,161,019	253,941,748	1,780,729	0.7%
Other Revenues	15,591,729	16,115,746	524,017	3.4%
G/A Airports	6,218,158	6,709,672	491,514	7.9%
Transfer from Improvement Fund (Deposit)	85,000,000	95,000,000	10,000,000	11.8%
Total Revenues [B]	\$786,199,287	\$799,517,114	\$13,317,827	1.7%
Amount Recovered from Landing Fees [A-B]	\$ 61,152,387	\$ 58,152,448	(\$2,999,939)	-4.9%
Less: Sept. collections (prior yr) from Ldg. Fees [D]	\$4,934,667	\$4,383,834	(550,833)	-11.2%
Net Amt Recovered from Landing Fees [C-D]	\$ 56,217,720	\$ 53,768,614	(\$2,449,106)	-4.4%
Estimated Landed Weight in 1,000 lb. units (1) [F]	32,097,500	30,694,000	(1,403,500)	-4.4%
Landing Fee Rate (per 1,000 lb. unit) [E/F]	\$1.75	\$1.75	\$0.00	0.0%
Total Landing Fee Revenue [G*F+D]	\$61,152,387	\$58,152,448	-\$2,999,939	-4.9%

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 decrease in terminal rental revenue for FY 2014 is due to adjustments to rentable square footage in Concourse D as American Airlines relocated most of their operations from Central Terminal. Rental revenue from structures is expected to remain consistent due to stable building occupancy and minor changes to cargo building rental rates.

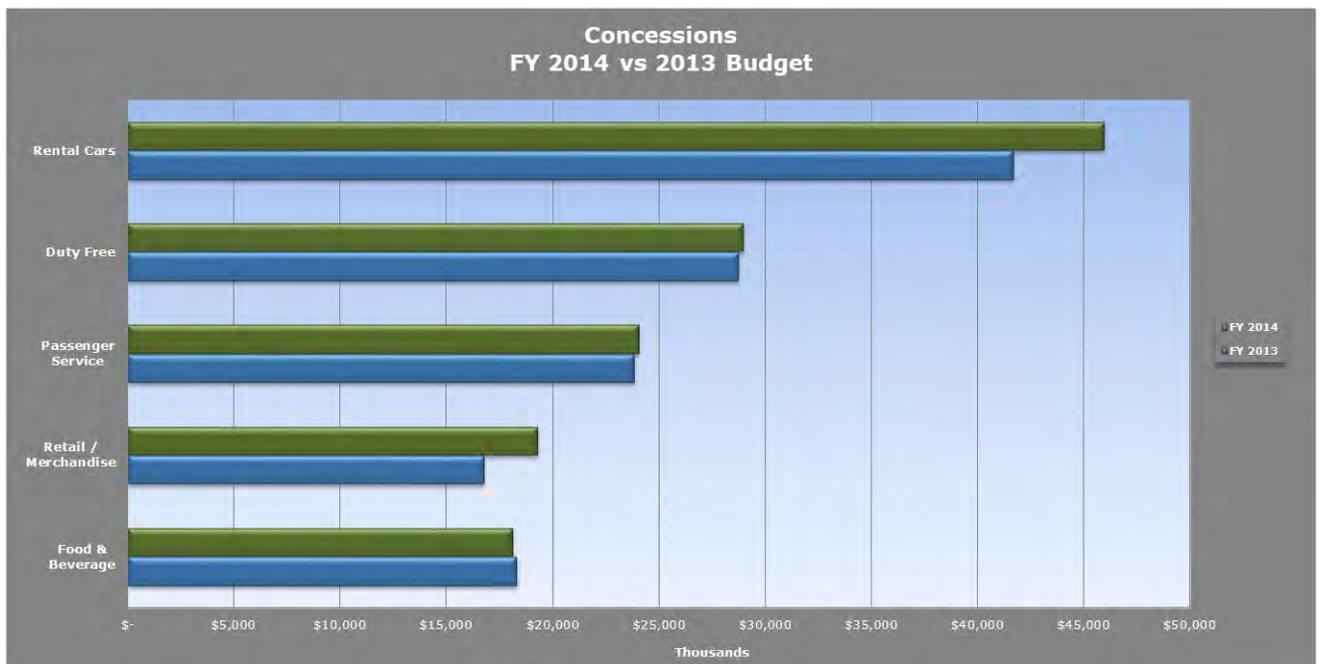


The chart above is a comparison of the FY 2014 and FY 2013 budget of the major categories within the Rental Revenues; overall there is a decrease with the majority attributed to Terminal Rent-Airlines which went down by \$10,271,785 (18.4%).

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 connected to the airport terminal by the Automated People Mover (APM) train. Revenue from Retail/Merchandise is projected to increase due to additional locations in Concourse D offering globally recognized, name-brand items. Passenger services such as baggage services, currency exchange, and advertising are expected to increase based on higher passenger volume.

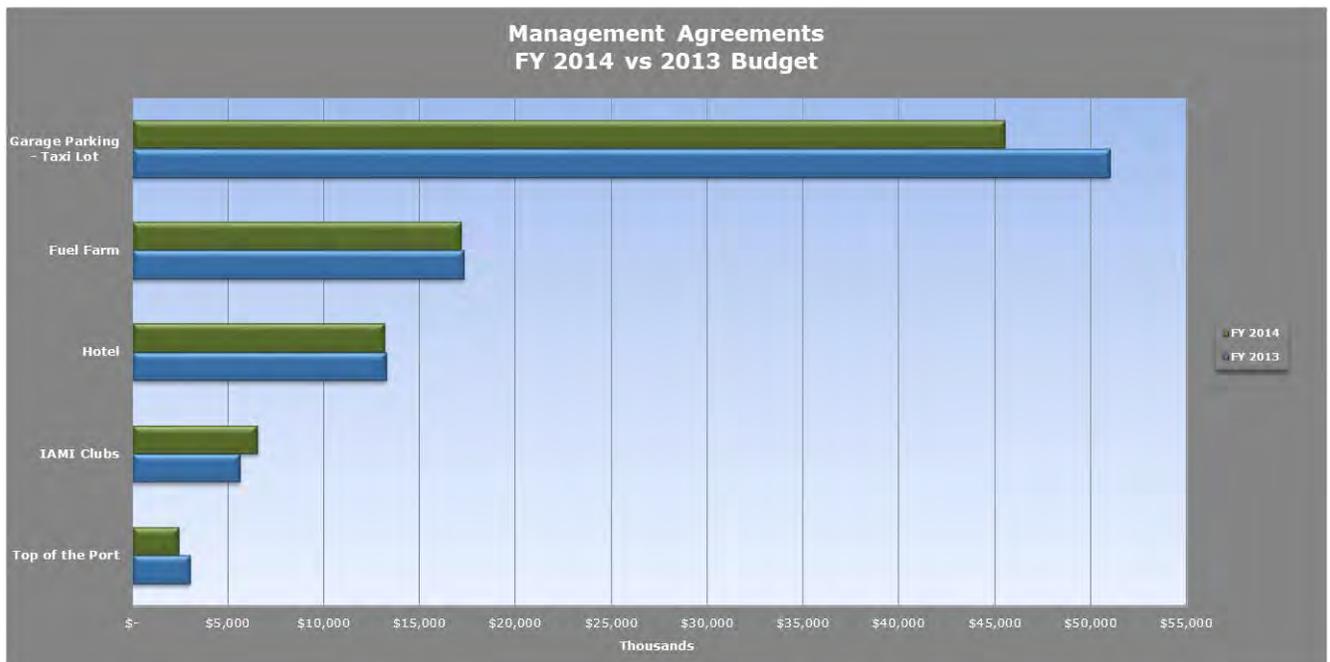


The chart above is a comparison of the FY 2014 and FY 2013 budget of the major categories within the Concessions; the majority of the increase is attributable to the Duty Free which went up by \$4,273,389 (10.3%).

Management Agreements

Management Agreement companies operate at Miami International Airport under the condition that the Aviation Department collects all revenues and pays all expenses including a management fee. The management fee is paid when revenues exceed expenses and can be fixed, variable, or a combination of fixed and variable. Passenger vehicle parking (garage parking) is by far the highest contributor to Management Agreement revenues.

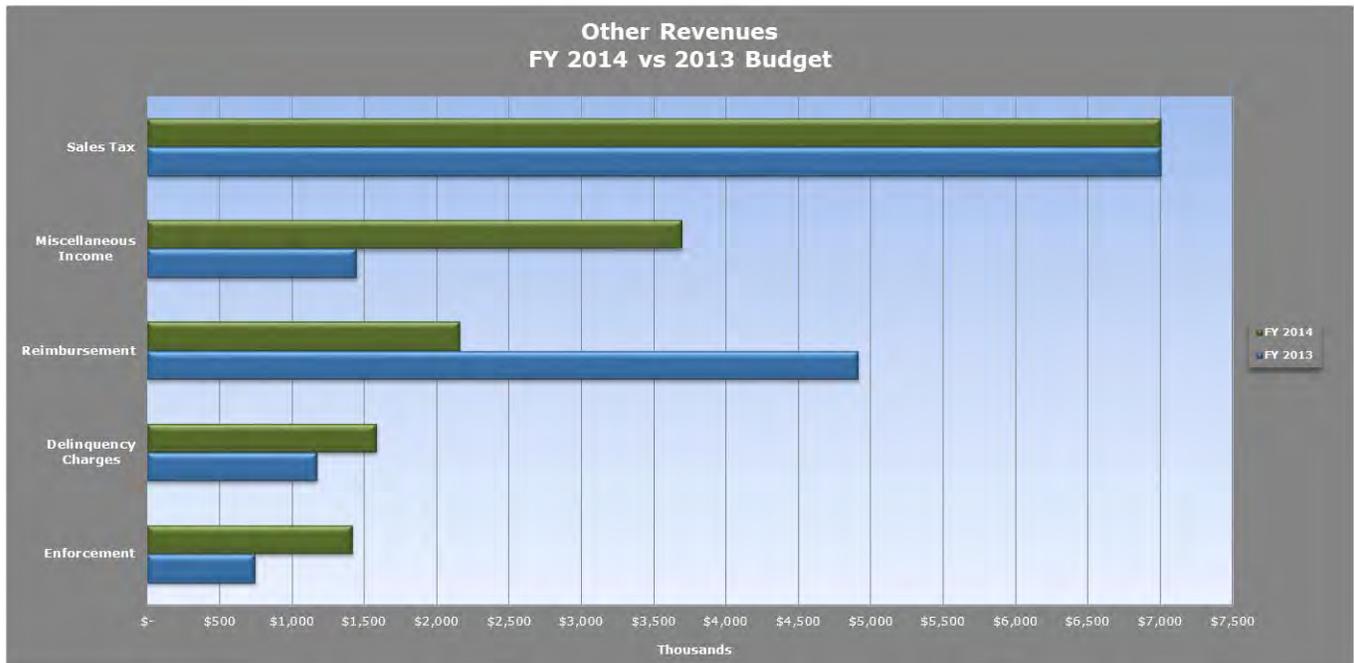
Management Agreement revenue is projected to decrease in FY 2014 due to the garage parking revenues for FY 2013 were budgeted substantially higher based on a new rate structure, an increase in the daily maximum and misuse of disabled parking identified by the Aviation Department during FY 2012. The Department was authorized to charge for disabled parking in November 2013 with certain exceptions. VIP Club revenue is projected to increase in FY 2014 due to the continued effects of relocating the South Terminal club from pre-security to post-security and an increase in passenger traffic. Top of the Port revenues are projected to decline slightly due to passenger diversion away from the Top of the Port restaurant and into Concourse D dining establishments.



The chart above is a comparison of the FY 2014 and FY 2013 budget for the major categories within the Management Agreements; the majority of the decrease is attributed to the Garage Parking-Taxi Lot which went down by \$5,525,042 (-10.8%).

Other Revenues

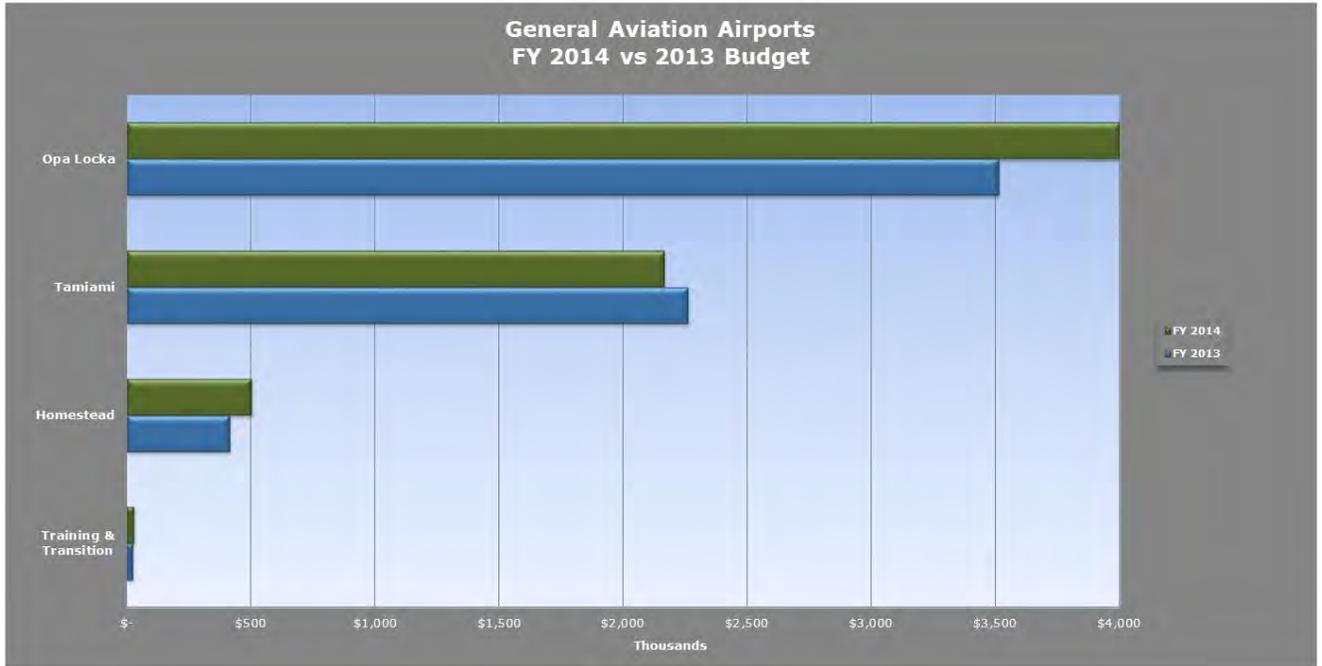
Other Revenues consist of various items including delinquency charges, expense refunds, interest income, security deposits, grant reimbursement, miscellaneous income and sales tax. Other revenues are projected to increase in the FY 2014 budget mostly due to higher delinquency fee collections and reimbursements received from the consolidated Rental Car Facility for Police, security and janitorial services.



The chart above is a comparison of the FY 2014 and FY 2013 budget of the major categories within the Other Revenues; overall there was an increase, with no change in Sales Tax which is the major category.

General Aviation Airports

General Aviation Airport revenues are generated from aircraft parking, training & transition approaches, fuel & oil sales, rentals and sales taxes collected at the Department's four general aviation facilities. General Aviation Airport revenues are projected to increase in the FY 2014 budget primarily due to improved building rentals and associated ground rentals at Opa-Locka Airport and increased fuel sales at Opa-Locka and Homestead General Airports



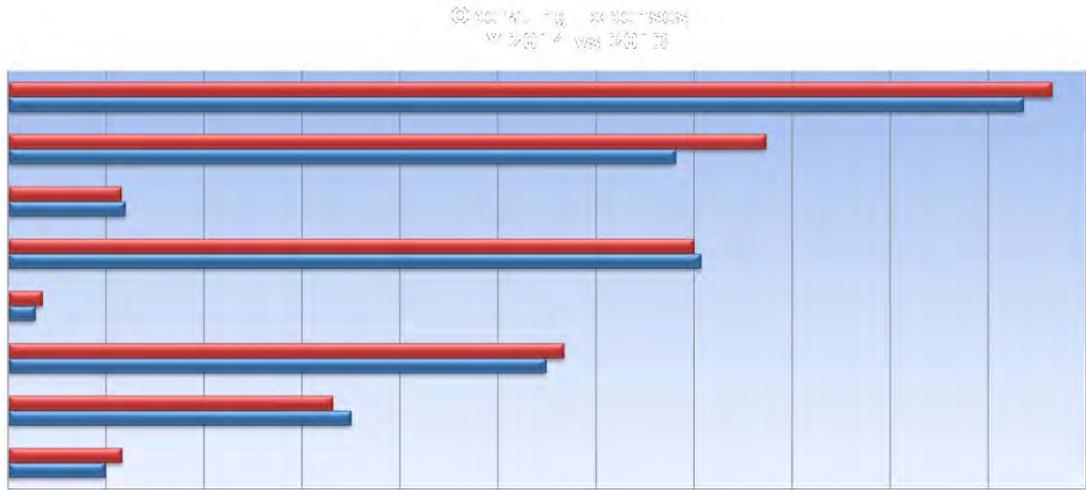
The chart above is a comparison of the FY 2014 and FY 2013 budget for the major categories within the General Aviation Airports; the majority of the increase is attributed to Opa-Locka Airport which up by \$488,079 (13.9%).

Budget Overview: Operating Expenses

Budget Comparison

	<i>Actual</i> FY 2012	<i>Adopted</i> Budget FY 2013	<i>Adopted</i> Budget FY 2014	<i>Inc/(Dec)</i> FY 2014 vs FY 2013	
				\$	%
Salary/Fringes					
Regular	\$ 75,821,749	\$ 77,694,581	\$ 77,851,498	\$ 156,917	0.2%
Over-time	2,720,164	3,464,204	3,378,675	(85,529)	-2.5%
Fringes	19,090,693	22,455,194	25,255,542	2,800,348	12.5%
Total Salary/Fringes	\$ 97,632,606	\$ 103,613,979	\$ 106,485,715	\$ 2,871,736	2.8%
Outside Contracts	59,243,333	68,092,526	77,298,103	9,205,577	13.5%
Insurance	9,830,416	11,947,835	11,581,000	(366,835)	-3.1%
MOU	59,516,494	70,677,263	69,958,077	(719,186)	-1.0%
Charges for County Services	5,870,168	2,774,722	3,477,396	702,674	25.3%
Utilities	48,252,166	54,884,246	56,700,400	1,816,154	3.3%
Other Operating	20,283,516	34,990,512	33,120,543	(1,869,969)	-5.3%
Capital	3,291,502	9,921,091	11,596,236	1,675,145	16.9%
Total Other	\$ 206,287,595	\$ 253,288,195	\$ 263,731,755	\$ 10,443,560	4.1%
Management Agreements	66,369,467	72,017,534	71,904,517	(113,017)	-0.2%
Total Operating Expenses	\$ 370,289,668	\$ 428,919,708	\$ 442,121,987	\$ 13,202,279	3.1%
Transfer to Improvement Fund	117,061,466	64,202,247	63,962,120	(240,127)	-0.4%
Transfer to Debt Service-Sinking Fund	285,007,014	318,511,240	316,828,000	(1,683,240)	-0.5%
Transfer to Reserve Maintenance	12,000,000	17,000,000	15,000,000	(2,000,000)	-11.8%
DB GOB Debt Service Account	25,119,241	15,432,000	15,431,000	(1,000)	0.0%
Total Transfers	\$ 439,187,721	\$ 415,145,487	\$ 411,221,120	\$ (3,924,367)	-0.9%
Cash Reserve	61,238,905	68,627,153	72,950,128	4,322,975	6.3%
Total Expenses & Transfers	\$ 870,716,294	\$ 912,692,349	\$ 926,293,235	\$ 13,600,887	1.5%

Budget Comparison (cont)



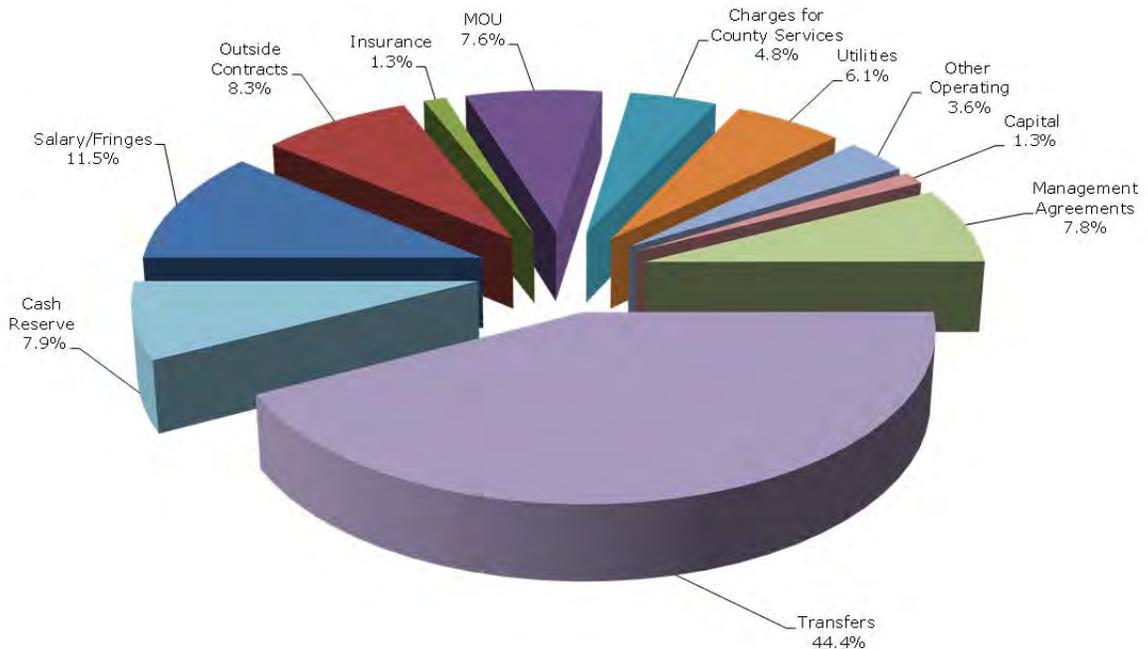
The chart above is a comparison of the FY 2014 and FY 2013 budgeted operating expenses by category; overall operating expenses increased by \$13,202,279 (3.1%). This is due to the net effect of an increase in Salary/Fringes, Outside Contracts, Charges for County Services, Utilities, and Capital, offset by a decrease in Insurance, MOU, Other Operating, and Management Agreements.

Major Drivers

FY 2012-13 Budget	\$ 912,692,349
Proposed personnel costs	
Salary/Fringe Adjustments	2,957,265
Decrease in over-time	(85,529)
Proposed variance in personnel costs	915,564,085
Outside Contract Services	9,205,577
Insurance	(366,835)
MOU	(719,186)
Charges for County Services	702,674
Utilities	1,816,154
Other Operating	(1,869,969)
Capital	1,675,145
Management Agreements	(113,017)
Transfers	(3,924,367)
Cash Reserve	4,322,975
FY 2013-14 Budget	\$ 926,293,235

Budget by Category

Category	Adopted Budget FY 2014
Salary/Fringes	\$ 106,485,715
Outside Contracts	77,298,103
Insurance	11,581,000
MOU	69,958,077
Charges for County Services	3,477,396
Utilities	56,700,400
Other Operating	33,120,543
Capital	11,596,236
Management Agreements	71,904,517
Transfers	411,221,120
Cash Reserve	72,950,128
Total	<u>\$ 926,293,235</u>



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 44.4%.

Narrative Overview

The Aviation Department's total expenses, including non-operating expenses are estimated to increase from \$912,692,349 in FY 2013 to \$926,293,235 in FY 2014. This represents an increase of \$13,600,887 (1.5%).

Operating Expenses

- **Salary** includes regular, overtime, sick, annual, holiday leave, etc. Regular salaries increased from \$81,158,785 in FY 2013 to \$81,230,173 in FY 2014, which represents an increase of \$71,388 (0.1%). The increase is due to the net effect of merit pay as staffing levels remained the same, offset by a decrease in overtime.
- **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 \$2,800,348 (12.5%), from \$22,455,194 in FY 2013 to \$25,255,542 in FY 2014, due to reinstatement of the health insurance contribution that is paid by the County.
- **Outside Contractual Services** represents expenses for services provided by outside sources. These expenses increased by \$9,205,577 (13.5%) from \$68,092,526 in FY 2013 to \$77,298,103 in FY 2014.
- **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 \$366,835 (-3.1%), from \$11,947,835 in FY 2013 to \$11,581,000 in FY 2014, the decrease is due to reduction in motor vehicle 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 decrease by \$719,816 (-1.0%) from \$70,677,263 in FY 2013 to \$69,958,077 in FY 2014.
- **Charges for County Services** include the Aviation Department's indirect payment to the County for support services. General & Administrative Support expenses increased by \$94,480 (4.8%), from \$1,958,172 in FY 2013 to \$2,052,652 in FY 2014.
- **Utilities** include expenses for telephone, gas, electric, water, waste collection, and storm water utility services. These expenses are expected to increase by \$1,816,154 (3.3%) from \$54,884,246 in FY 2013 to \$56,700,400 in FY 2014.

Narrative Overview (cont)

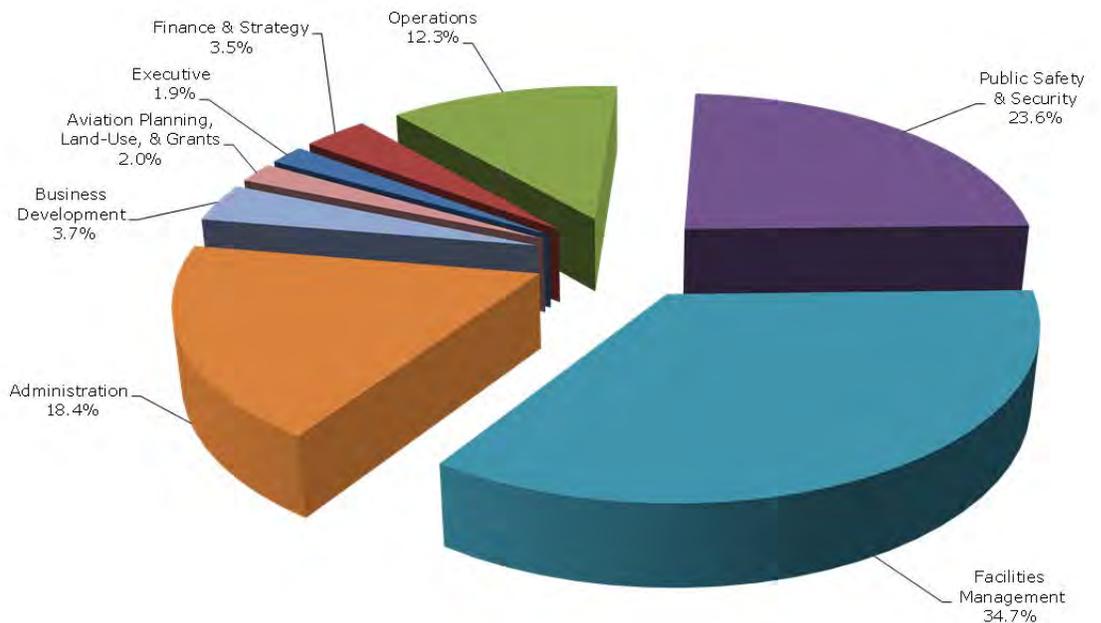
- **Other Operating** represents expenses that support the daily administrative and operational functions of the various divisions within the Department. These expenses are expected to decrease by \$1,869,969 (-5.3%) from \$34,990,512 in FY 2013 to \$33,120,543 in FY 2014.
- **Capital** includes expenses for purchases costing \$1,000 or more and with a life expectancy of one year or more. These expenses are expected to increase by \$1,675,145 (16.9%), from \$9,921,091 in FY 2013 to \$11,596,236 in FY 2014. This is due to increase for new computer hardware, and for equipment such as heavy trucks, trailers tractors, and fire rescue vehicles.
- **Management Agreements** includes expenses associated with the various management companies and operating agreements (refer to Supplemental Data section for more detail). These expenses will decrease by \$113,017 (-0.2%), from \$72,017,534 in FY 2013 to \$71,904,517 in FY 2014.

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 decrease by \$3,924,367 (-0.9%), from \$415,145,487 in FY 2013 to \$411,221,120 in FY 2014. The major portion of this decrease is due to reduction in the transfer to the Debt Service and Reserve Maintenance Fund.

Budget by Group

Group	Adopted Budget FY 2014
Executive	\$ 5,681,031
Finance & Strategy	10,512,884
Operations	37,276,930
Public Safety & Security	71,521,883
Facilities Management	104,909,987
Administration	55,597,723
Business Development	11,221,427
Aviation Planning, Land-Use, & Grants	5,940,084
Total	<u><u>\$ 302,661,949</u></u>



The chart above represents the budgeted expenses by Group as a percentage of the total. The major contributor is the Facilities Management Group which makes up 34.7%.

Expense Summary by Group

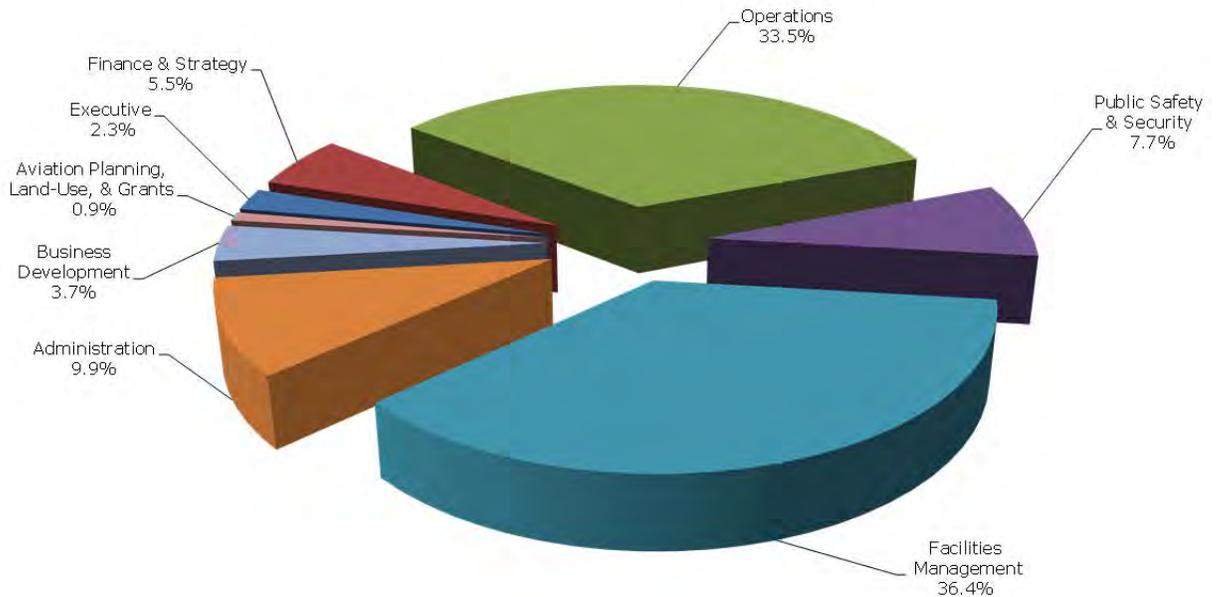
	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2012</i>	<i>Budget</i> <i>FY 2013</i>	<i>Budget</i> <i>FY 2014</i>	<i>FY 2014 vs FY 2013</i> <i>\$</i>	<i>%</i>
Executive Group					
Salary/Fringes	4,812,923	5,148,148	4,258,601	(889,547)	-17.3%
Outside Contracts	320,971	548,230	569,030	20,800	3.8%
MOU	-	673,000	343,000	(330,000)	-49.0%
Other Operating	257,860	558,850	510,400	(48,450)	-8.7%
Capital	-	-	-	-	0.0%
Total	\$ 5,391,754	\$ 6,928,228	\$ 5,681,031	\$ (1,247,197)	-18.0%
Finance & Strategy Group					
Salary/Fringes	5,588,207	6,058,917	6,139,884	80,967	1.3%
Outside Contracts	2,426,010	2,403,100	2,806,100	403,000	16.8%
MOU	778,846	900,000	900,000	-	0.0%
Other Operating	245,174	568,840	659,900	91,060	16.0%
Capital	-	7,000	7,000	-	0.0%
Total	\$ 9,038,237	\$ 9,937,857	\$ 10,512,884	\$ 575,027	5.8%
Operations Group					
Salary/Fringes	28,750,080	30,814,504	32,107,911	1,293,407	4.2%
Outside Contracts	403,749	646,937	707,551	60,614	9.4%
MOU	163,156	201,100	1,169,205	968,105	481.4%
Utilities	265,564	366,000	303,000	(63,000)	-17.2%
Other Operating	346,120	869,201	849,839	(19,362)	-2.2%
Capital	104,542	1,623,600	2,139,424	515,824	31.8%
Total	\$ 30,033,212	\$ 34,521,342	\$ 37,276,930	\$ 2,755,588	8.0%
Public Safety & Security Group					
Salary/Fringes	6,364,734	6,588,069	6,604,676	16,607	0.3%
Outside Contracts	206,641	335,941	395,100	59,159	17.6%
Insurance	-	296,835	280,000	(16,835)	-5.7%
MOU	53,315,871	60,857,782	60,739,548	(118,234)	-0.2%
Charges for County Services	291,114	491,550	1,099,744	608,194	123.7%
Utilities	65,018	95,200	107,400	12,200	12.8%
Other Operating	217,213	933,664	926,265	(7,399)	-0.8%
Capital	79,553	796,286	1,369,150	572,864	71.9%
Total	\$ 60,540,144	\$ 70,395,327	\$ 71,521,883	\$ 1,126,556	1.6%
Facilities Management Group					
Salary/Fringes	34,551,681	36,754,049	37,803,167	1,049,118	2.9%
Outside Contracts	42,833,014	45,909,644	50,402,256	4,492,612	9.8%
MOU	2,722,011	3,654,174	1,985,524	(1,668,650)	-45.7%
Charges for County Services	216,194	-	-	-	0.0%
Utilities	3,311,593	3,588,046	5,190,000	1,601,954	44.6%
Other Operating	5,981,066	12,477,530	7,411,423	(5,066,107)	-40.6%
Capital	830,172	1,892,600	2,117,617	225,017	11.9%
Total	\$ 90,445,730	\$ 104,276,043	\$ 104,909,987	\$ 633,944	0.6%

Expense Summary by Group (cont)

	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2012</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 2014 vs FY 2013</i>	
		<i>FY 2013</i>	<i>FY 2014</i>	\$	%
Administration Group					
Salary/Fringes	12,911,001	13,003,631	13,678,409	674,778	5.2%
Outside Contracts	9,322,081	12,139,320	13,102,745	963,425	7.9%
Insurance	9,830,416	11,651,000	11,301,000	(350,000)	-3.0%
MOU	2,505,580	4,301,207	4,495,800	194,593	4.5%
Charges for County Services	293,850	325,000	325,000	-	0.0%
Utilities	-	-	7,500,000	7,500,000	100.0%
Other Operating	1,168,976	1,779,003	1,857,724	78,721	4.4%
Capital	152,504	2,470,605	3,337,045	866,440	35.1%
Total	\$ 36,184,407	\$ 45,669,766	\$ 55,597,723	\$ 9,927,957	21.7%
Business Development Group					
Salary/Fringes	3,740,206	4,201,671	4,624,183	422,512	10.1%
Outside Contracts	1,213,860	2,060,471	2,421,821	361,350	17.5%
MOU	28,256	90,000	75,000	(15,000)	-16.7%
Other Operating	2,056,560	2,884,574	3,979,423	1,094,849	38.0%
Capital	94,566	631,000	121,000	(510,000)	-80.8%
Total	\$ 7,133,447	\$ 9,867,716	\$ 11,221,427	\$ 1,353,711	13.7%
Aviation Planning, Land-Use, & Grants Group					
Salary/Fringes	913,775	1,044,990	1,268,884	223,894	21.4%
Outside Contracts	566,940	1,436,883	4,393,500	2,956,617	205.8%
MOU	-	-	250,000	250,000	100.0%
Other Operating	2,414	18,850	22,700	3,850	20.4%
Capital	-	-	5,000	5,000	100.0%
Total	\$ 1,483,129	\$ 2,500,723	\$ 5,940,084	\$ 3,439,361	137.5%
Total of all Groups					
Salary/Fringes	97,632,606	103,613,979	106,485,715	2,871,736	2.8%
Outside Contracts	57,293,266	65,480,526	74,798,103	9,317,577	14.2%
Insurance	9,830,416	11,947,835	11,581,000	(366,835)	-3.1%
MOU	59,513,720	70,677,263	69,958,077	(719,186)	-1.0%
Charges for County Services	801,157	816,550	1,424,744	608,194	74.5%
Utilities	3,642,175	4,049,246	13,100,400	9,051,154	223.5%
Other Operating	10,275,383	20,090,512	16,217,674	(3,872,838)	-19.3%
Capital	1,261,337	7,421,091	9,096,236	1,675,145	22.6%
Total	\$ 240,250,059	\$ 284,097,002	\$ 302,661,949	\$ 18,564,947	6.5%

Personnel by Group

Group	Adopted Budget FY 2014
Executive	28
Finance & Strategy	68
Operations	411
Public Safety & Security	95
Facilities Management	447
Administration	121
Business Development	46
Aviation Planning, Land-Use, & Grants	11
Total	1,227

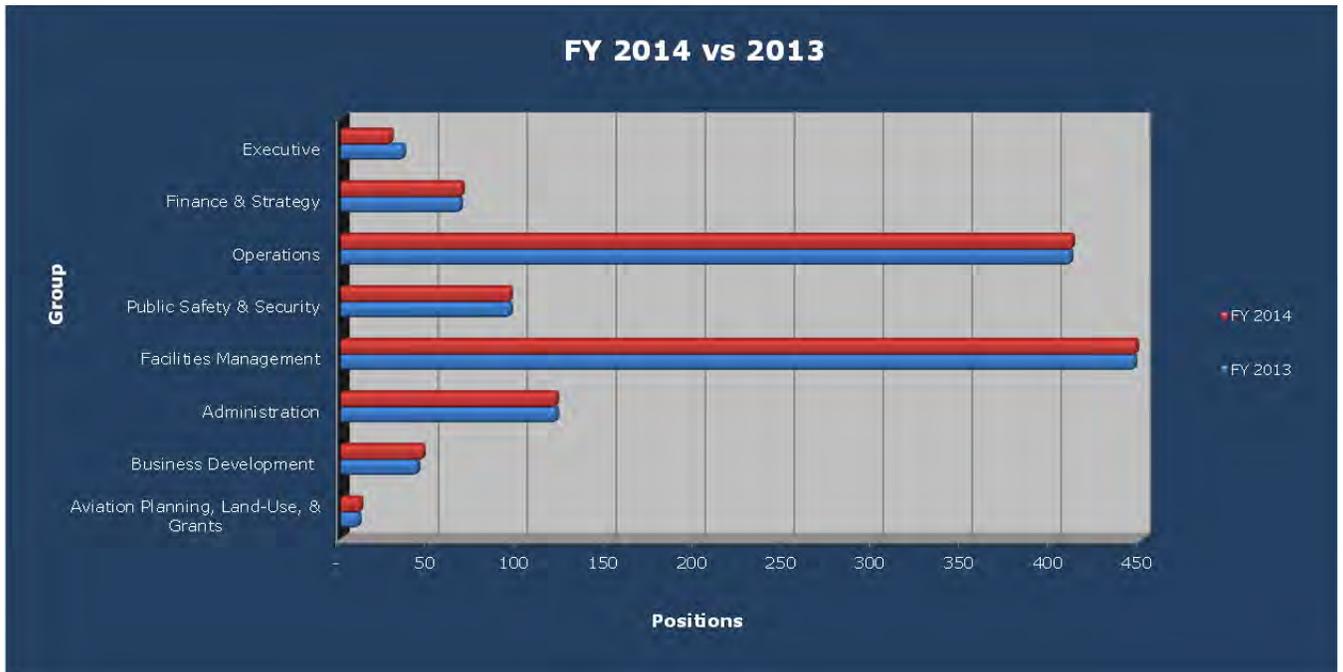


The chart above represents the budgeted positions by Group as a percentage of the total; The Group that comprises the majority of the positions is the Facilities Management Group with 36.4%.

Personnel Summary by Group

	<i>Actual FY 2012</i>	<i>Adopted Budget FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Inc/(Dec) FY14 vs FY13</i>
Executive Group				
Executive	10	13	10	(3)
Legal	12	14	13	(1)
Governmental Affairs	4	4	4	-
North Terminal Development	5	4	1	(3)
Total	31	35	28	(7)
Finance & Strategy Group				
Finance & Strategy	6	6	6	-
Accounting	39	41	42	1
Capital Finance	1	1	1	-
Program Controls	4	6	6	-
Professional Compliance	3	3	3	-
Financial Planning & Performance Analysis	4	5	5	-
Cash Management	5	5	5	-
Total	62	67	68	1
Operations Group				
Operations	-	-	1	1
Airside Operations	92	98	98	-
Terminal Operations	125	147	147	-
Landside Operations	116	127	127	-
General Aviation Airports	22	23	23	-
Noise Abatement	5	5	5	-
Protocol & International Affairs	10	10	10	-
Total	370	410	411	1
Public Safety & Security Group				
Police Services	-	-	-	-
Fire & Rescue	-	-	-	-
Security & Safety	81	87	87	-
Communications	9	8	8	-
Total	90	95	95	-
Facilities Management Group				
Facilities Management	10	12	12	-
Maintenance	388	419	420	1
Civil Environmental Engineering	15	15	15	-
Total	413	446	447	1
Administration Group				
Administration	3	3	3	-
Human Resources	24	24	24	-
Contracts Administration	6	6	6	-
Information Systems	54	56	56	-
Minority Affairs	8	8	8	-
Commodities Management	24	24	24	-
Total	119	121	121	-
Business Development Group				
Business Development	-	-	1	1
Real Estate Management & Development	18	21	22	1
Fine Arts & Cultural Affairs	2	2	2	-
Marketing	10	10	11	1
Airport Concession Business Development	6	6	6	-
Communications, Hospitality, & Transportation	3	4	4	-
Total	39	43	46	3
Aviation Planning, Land-Use, & Grants Group				
Planning & Engineering	-	-	1	1
Aviation Planning, Land-Use & Grants	9	10	10	-
Total	9	10	11	1
Department Total	1,133	1,227	1,227	-

Personnel Summary by Group (cont)



The chart above is a comparison by Group between the number of positions budgeted for in FY 2014 and FY 2013; the major change was in the Executive Group.

Personnel Changes by Group

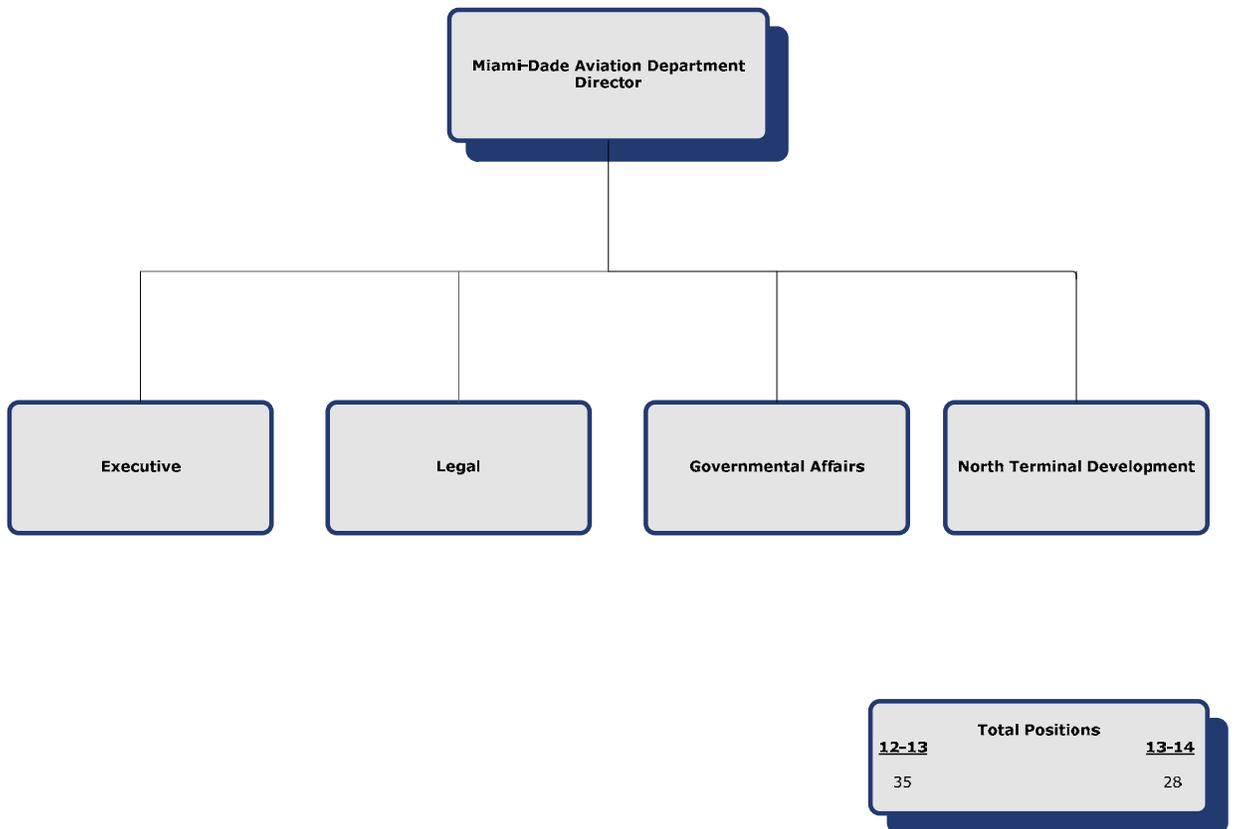
Executive Group	Purpose
Executive Transfer out - Administrative Officer 2 to Finance & Strategy Division Transfer out - Aviation Property Manager 2 and Airport Computer Operations Support Clerk 2 to Real Estate Management Division Eliminated - Deputy Director New position - Chief of Staff	Position transferred due to reorganization of staff Positions transferred due to reorganization of staff Reduction of staff Reclassification of position
Legal Eliminated - Assistant County Attorney 3	Reduction of staff
North Terminal Development Transfer out - two Construction Manager 3 to Maintenance Division Eliminated - Special Assistant to Aviation Director	Positions transferred due to reorganization of staff Reduction of Staff
Finance & Strategy Group	Purpose
Finance & Strategy Transfer in - Administrative Officer 2 from Executive Division Transfer out - North Terminal Coordinator to Accounting Division	Position transferred due to reorganization of staff Position transferred due to reorganization of staff
Accounting Transfer in - North Terminal Coordinator from Finance & Strategy and reclassified to Accountant 3	Position transferred due to reorganization of staff
Operations Group	Purpose
Operations New position - Assistant Aviation Director Operations	Reclassification of position
Facilities Management Group	Purpose
Facilities Management Transfer in - Airport Maintenance Repairer from Maintenance Division and reclassified to Division Director 2, Aviation Transfer out - Administrative Officer 2 to Maintenance Division	Position transferred due to reorganization of staff Position transferred due to reorganization of staff
Maintenance Transfer in - two Construction Manager 3 from North Terminal Development Division Transfer in - Administrative Officer 2 from Facilities Management Division Transfer out - Airport Maintenance Repairer to Facilities Management Division Eliminated - Training Specialist 3	Positions transferred due to reorganization of staff Position transferred due to reorganization of staff Position transferred due to reorganization of staff Reduction of Staff
Business Development Group	Purpose
Business Development New position - Assistant Aviation Director Business Development	Reclassification of position
Real Estate Management & Development Transfer in - Aviation Property Manager 2 and Airport Computer Operations Support Clerk 2 from Executive Division Transfer out - Airport Computer Operations Support Clerk 2 to Marketing Division	Positions transferred due to reorganization of staff Position transferred due to reorganization of staff
Marketing Transfer in - Airport Computer Operations Support Clerk 2 from Real Estate Management Division and reclassified to Section Chief, Aviation	Position transferred due to reorganization of staff
Aviation Planning, Land-Use, & Grants Group	Purpose
Planning & Engineering New position - Assistant Aviation Director Planning & Engineering	Reclassification of position

Executive Group

Overview

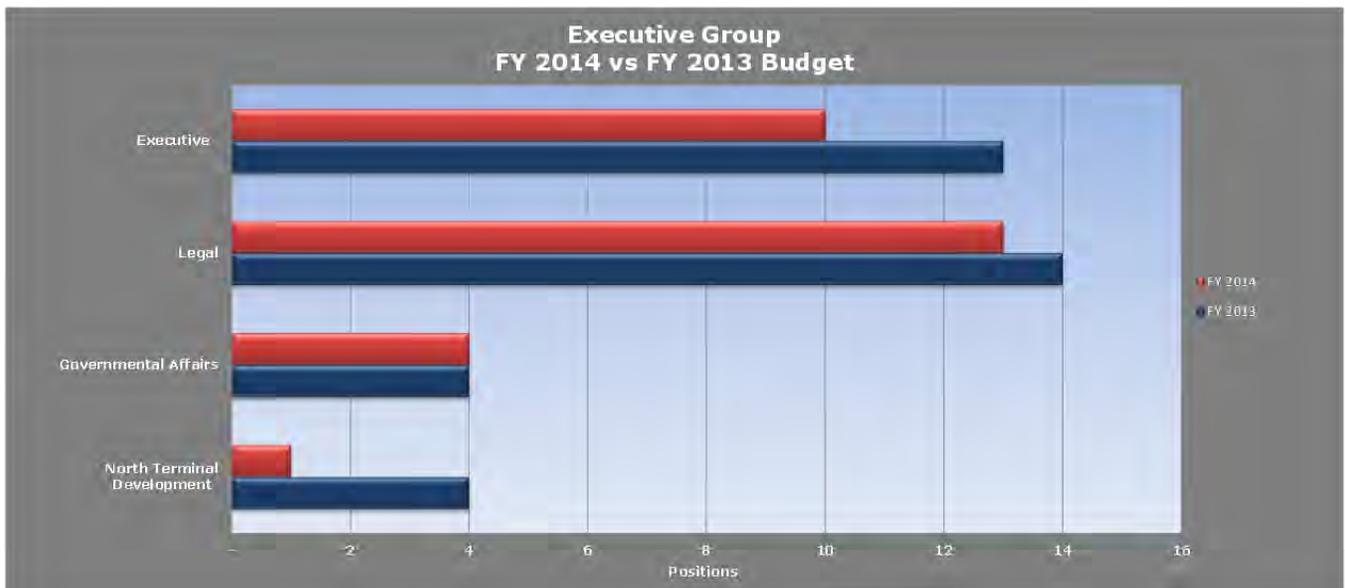
The Executive Group provides leadership and direction to the department staff in accomplishing the stated goals and objectives. The Group consists of the Executive, Legal, Governmental Affairs, and North Terminal Development Divisions.

Organizational Structure



Personnel Summary

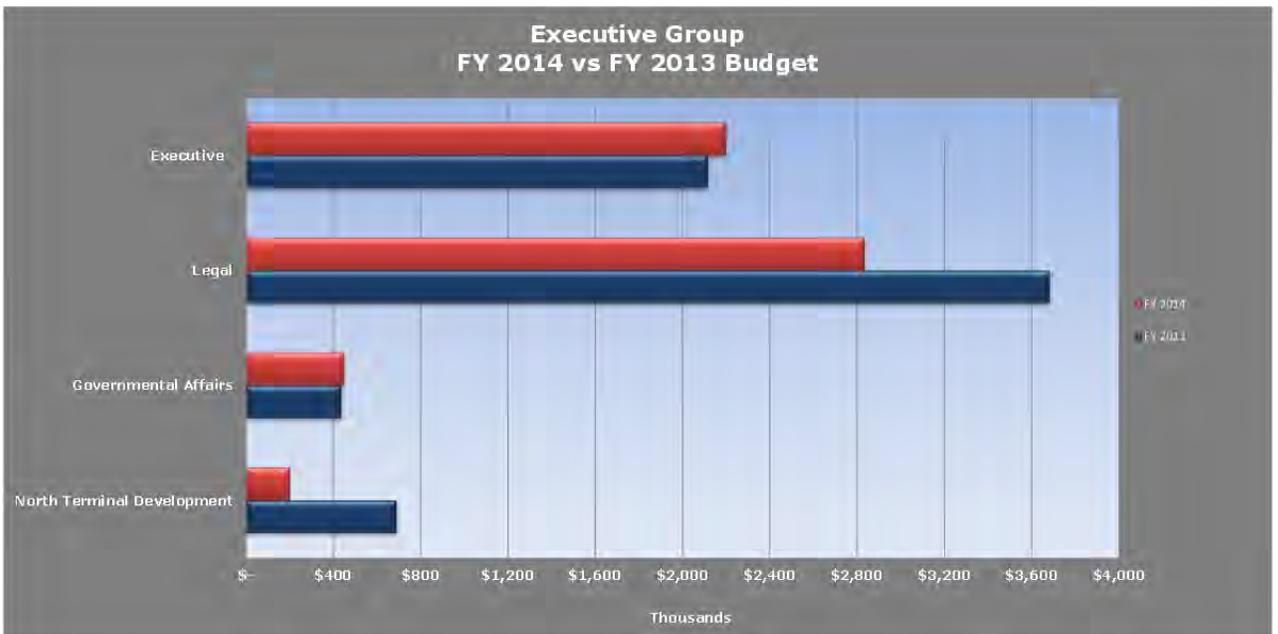
	<i>Actual FY 2012</i>	<i>Adopted Budget FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Inc/(Dec) FY14 vs FY13</i>
Executive	10	13	10	(3)
Legal	12	14	13	(1)
Governmental Affairs	4	4	4	-
North Terminal Development	5	4	1	(3)
Total	31	35	28	(7)



The chart above is a comparison between the FY 2014 and FY 2013 positions budgeted for the divisions in the Executive Group; overall there is a decrease in personnel for the Group, the major decrease is within the Executive and North Terminal Development Divisions due to the reorganization of staff.

Expense Summary

	<i>Actual</i> <i>FY 2012</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2013</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2014</i>	<i>Inc/(Dec)</i> <i>FY 2014 vs FY 2013</i>	
				<i>\$</i>	<i>%</i>
Executive	\$ 1,843,442	\$ 2,116,716	\$ 2,198,436	\$ 81,720	3.9%
Legal	2,514,087	3,682,729	2,832,350	(850,379)	-23.1%
Governmental Affairs	413,996	437,626	449,339	11,713	2.7%
North Terminal Development	620,228	691,157	200,906	(490,251)	-70.9%
Total	\$ 5,391,754	\$ 6,928,228	\$ 5,681,031	\$ (1,247,197)	-18.0%



The chart above is a comparison between the FY 2014 and FY 2013 budget for the Divisions in the Executive Group; overall there is a decrease in expenses for the Group, with the major decrease reflected in the Legal Division.

Group Goal(s)/Performance Measures



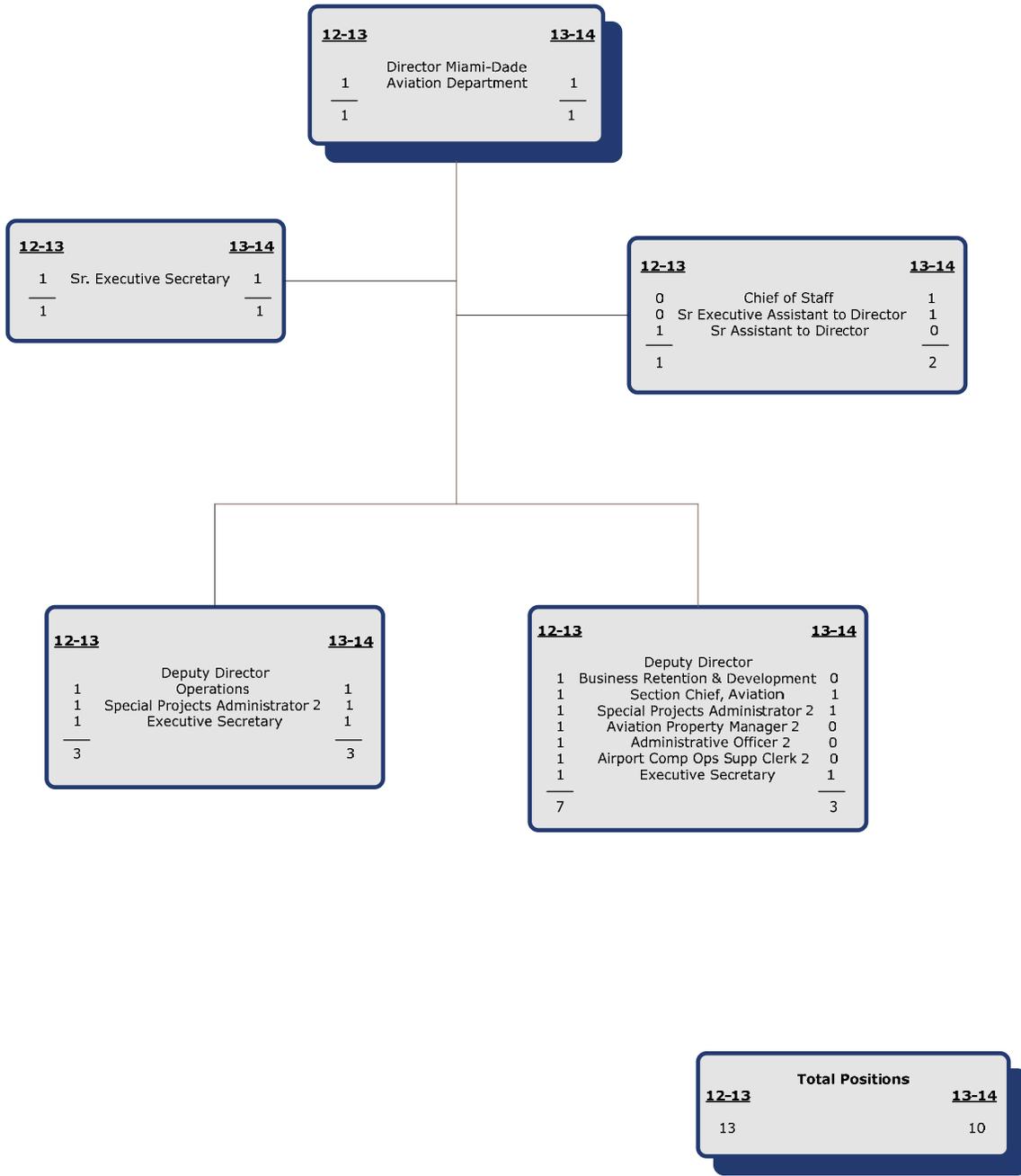
The chart above illustrates the actual and the target for the number of job related accidents that occurred during construction of the North Terminal; for FY 2013 the actual was below the target.

Accomplishments for FY 2013

- 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 25th Street Viaduct Phase II Project in the FDOT Work Program for full funding
- 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</i>		<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>
<i>Code</i>	<i>Occupational Title</i>	<i>FY 2012</i>	<i>FY 2013</i>	<i>FY 2014</i>	<i>FY14 vs FY13</i>
5197	Director Miami-Dade Aviation Department	1	1	1	-
5196	Deputy Director Miami-Dade Aviation Department	2	2	1	(1)
9979	Chief of Staff Senior Policy Advisor	-	-	1	1
1496	Senior Executive Assistant to Department Director	-	-	1	1
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)
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	-
Total		10	13	10	(3)

Expense Summary

	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2012</i>	<i>FY 2013</i>	<i>FY 2014</i>	<i>FY 2014 vs FY 2013</i>	
				\$	%
Salary/Fringes					
Regular	\$ 1,372,375	\$ 1,424,317	\$ 1,201,270	\$ (223,047)	-15.7%
Over-time	1,040	-	-	-	0.0%
Fringes	239,621	300,599	258,066	(42,533)	-14.1%
Total Salary/Fringes	\$ 1,613,036	\$ 1,724,916	\$ 1,459,336	\$ (265,580)	-15.4%
Outside Contracts	30,885	25,200	46,000	20,800	82.5%
MOU	-	-	340,000	340,000	100.0%
Other Operating	199,521	366,600	353,100	(13,500)	-3.7%
Capital	-	-	-	-	0.0%
Total	\$ 1,843,442	\$ 2,116,716	\$ 2,198,436	\$ 81,720	3.9%

Major Drivers

FY 2012-13 Budget	\$ 2,116,716
Proposed personnel costs	
Salary/Fringe Adjustments	(265,580)
Proposed variance in personnel costs	<u>1,851,136</u>
Outside Contract Services	
Increase in catering expenses provided by Hotel & Host Marriott for meetings and other outside contract services	20,800
MOU	
Increase due to new allocation for services provided by Art in Public Places and reallocation of expense for Office of Economic Development & International Trade from Real Estate Management Division	340,000
Other Operating	
Increase in auto reimbursement, travel, registration fees, miscellaneous general & administrative expenses, office supplies, and uniforms	63,500
Decrease in memberships and miscellaneous general & administrative expenses	<u>(77,000)</u>
FY 2013-14 Budget	<u>\$ 2,198,436</u>

Legal

Organizational Structure

<u>12-13</u>		<u>13-14</u>
3	Assistant County Attorney 3	2
<hr/> 3		<hr/> 2

<u>12-13</u>		<u>13-14</u>
5	Assistant County Attorney 2	5
<hr/> 5		<hr/> 5

<u>12-13</u>		<u>13-14</u>
4	Paralegal Specialist	4
2	Legal Secretary	2
<hr/> 6		<hr/> 6

Total Positions	
<u>12-13</u>	<u>13-14</u>
14	13

Mission Statement

The mission of the Miami-Dade County Attorney's Office is to provide legal representation to the Miami-Dade Aviation Department.

Responsibilities

- Providing in-house legal counsel and handling legal transactions and litigation involving the County's airport system
- Liaison with the local, state, and federal government agencies including but not limited to the Miami-Dade State Attorney's Office, US Attorney's Office, US Department of Transportation, Federal Aviation Administration, US Department of Homeland Security and the Transportation Security Administration
- Providing representation in matters related to the Trust Agreement and financing documents applicable to the airport's bonds and the CIP
- Reviewing resolutions, ordinances, agreements, permits and solicitation agreements prior to submission to the BCC

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2012</i>	<i>Adopted Budget FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Inc/(Dec) FY14 vs FY13</i>
8554	Assistant County Attorney 3	1	3	2	(1)
8552	Assistant County Attorney 2	5	5	5	-
8520	Paralegal Specialist	4	4	4	-
8522	Legal Secretary	2	2	2	-
	Total	12	14	13	(1)

Expense Summary

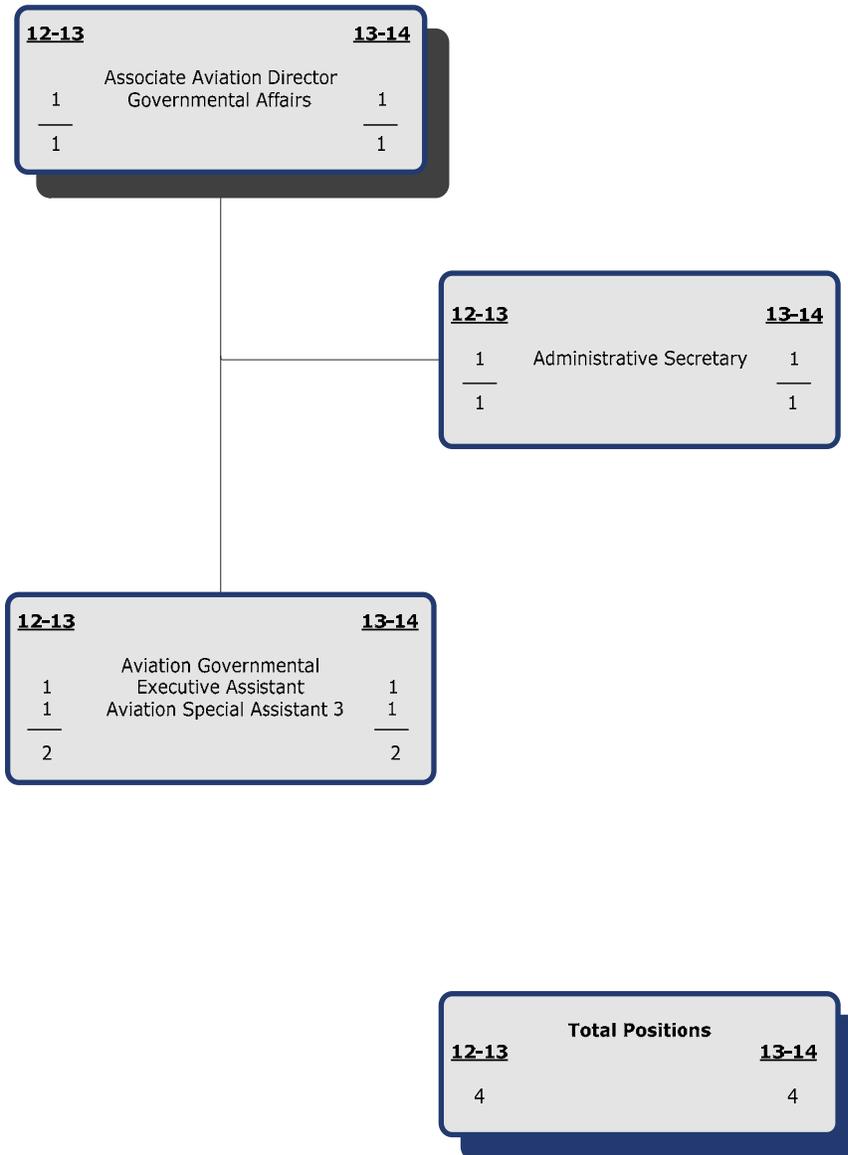
	<i>Actual FY 2012</i>	<i>Adopted Budget FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Inc/(Dec) FY 2014 vs FY 2013</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 1,930,580	\$ 2,072,493	\$ 1,904,615	\$ (167,878)	-8.1%
Over-time	-	-	-	-	0.0%
Fringes	253,770	345,706	333,205	(12,501)	-3.6%
Total Salary/Fringes	\$ 2,184,350	\$ 2,418,199	\$ 2,237,820	\$ (180,379)	-7.5%
Outside Contracts	290,086	522,030	522,030	-	0.0%
MOU	-	670,000	-	(670,000)	-100.0%
Other Operating	39,651	72,500	72,500	-	0.0%
Capital	-	-	-	-	0.0%
Total	2,514,087	3,682,729	2,832,350	(670,000)	-18.2%

Major Drivers

FY 2012-13 Budget	\$ 3,682,729
Proposed personnel costs	
Salary/Fringe Adjustments	(180,379)
MOU	
Decrease in services for Count Attorneys Office	(670,000)
Proposed variance in personnel costs	<u>2,832,350</u>
FY 2013-14 Budget	<u>\$ 2,832,350</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 2012</i>	<i>Adopted Budget FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Inc/(Dec) FY14 vs FY13</i>
5147	Associate Avia Dir Governmental Affairs	1	1	1	-
5236	Aviation Governmental Executive Asst	1	1	1	-
5139	Aviation Special Assistant 3	1	1	1	-
0094	Administrative Secretary	1	1	1	-
	Total	4	4	4	-

Expense Summary

	<i>Actual FY 2012</i>	<i>Adopted Budget FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Inc/(Dec) FY 2014 vs FY 2013</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 317,796	\$ 327,037	\$ 327,141	\$ 104	0.0%
Over-time	-	600	500	(100)	-16.7%
Fringes	85,195	76,239	77,898	1,659	2.2%
Total Salary/Fringes	\$ 402,991	\$ 403,876	\$ 405,539	\$ 1,663	0.4%
Outside Contracts	-	1,000	1,000	-	0.0%
MOU	-	3,000	3,000	-	0.0%
Other Operating	11,004	29,750	39,800	10,050	33.8%
Capital	-	-	-	-	0.0%
Total	\$ 413,996	\$ 437,626	\$ 449,339	\$ 10,050	2.3%

Major Drivers

FY 2012-13 Budget	\$ 437,626
Proposed personnel costs	
Salary/Fringe Adjustments	1,663
Proposed variance in personnel costs	<u>439,289</u>
Other Operating	
Increase in auto expense and parking reimbursement, registration fees, miscellaneous general & administrative expenses, office supplies and furniture	15,050
Decrease in travel	<u>(5,000)</u>
FY 2013-14 Budget	<u>\$ 449,339</u>

North Terminal Development

Organizational Structure

<u>12-13</u>		<u>13-14</u>
1	North Terminal Program Director	0
<hr/>		<hr/>
1		0

<u>12-13</u>	Chief MIA	<u>13-14</u>
1	North Terminal Development	1
2	Construction Manager 3	0
<hr/>		<hr/>
3		1

Total Positions		
<u>12-13</u>		<u>13-14</u>
4		1

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 North Terminal Development 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 2012</i>	<i>Budget</i>	<i>Budget</i>	<i>FY14 vs FY13</i>
			<i>FY 2013</i>	<i>FY 2014</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	-	-	-
	Total	5	4	1	(3)

Expense Summary

	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2012</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 2014 vs FY 2013</i>	
		<i>FY 2013</i>	<i>FY 2014</i>	<i>\$</i>	<i>%</i>
Executive	\$ 1,843,442	\$ 2,116,716	\$ 2,198,436	\$ 81,720	3.9%
Legal	2,514,087	3,682,729	2,832,350	(850,379)	-23.1%
Governmental Affairs	413,996	437,626	449,339	11,713	2.7%
North Terminal Development	620,228	691,157	200,906	(490,251)	-70.9%
Total	\$ 5,391,754	\$ 6,928,228	\$ 5,681,031	\$ (1,247,197)	-18.0%

Major Drivers

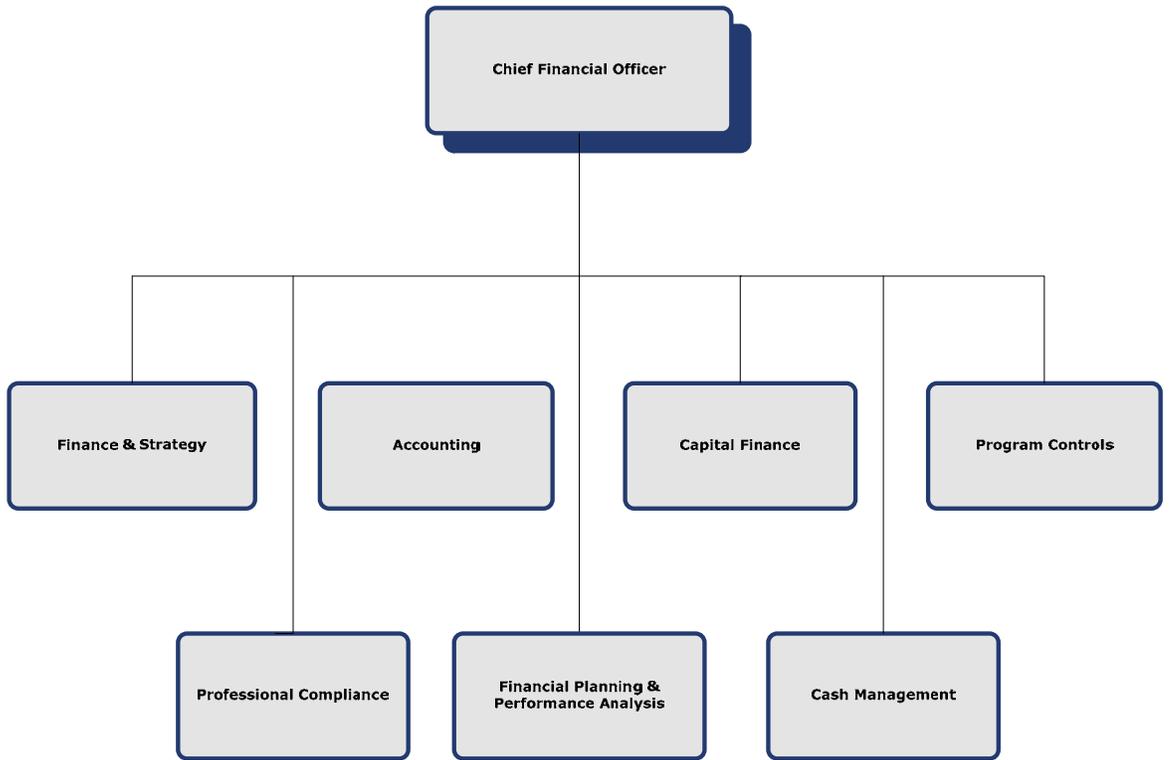
FY 2012-13 Budget	\$ 691,157
Proposed personnel costs	
Salary/Fringe Adjustments	(445,251)
Proposed variance in personnel costs	<u>245,906</u>
Other Operating	
Decrease in office supplies	(45,000)
FY 2013-14 Budget	<u><u>\$ 200,906</u></u>

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.

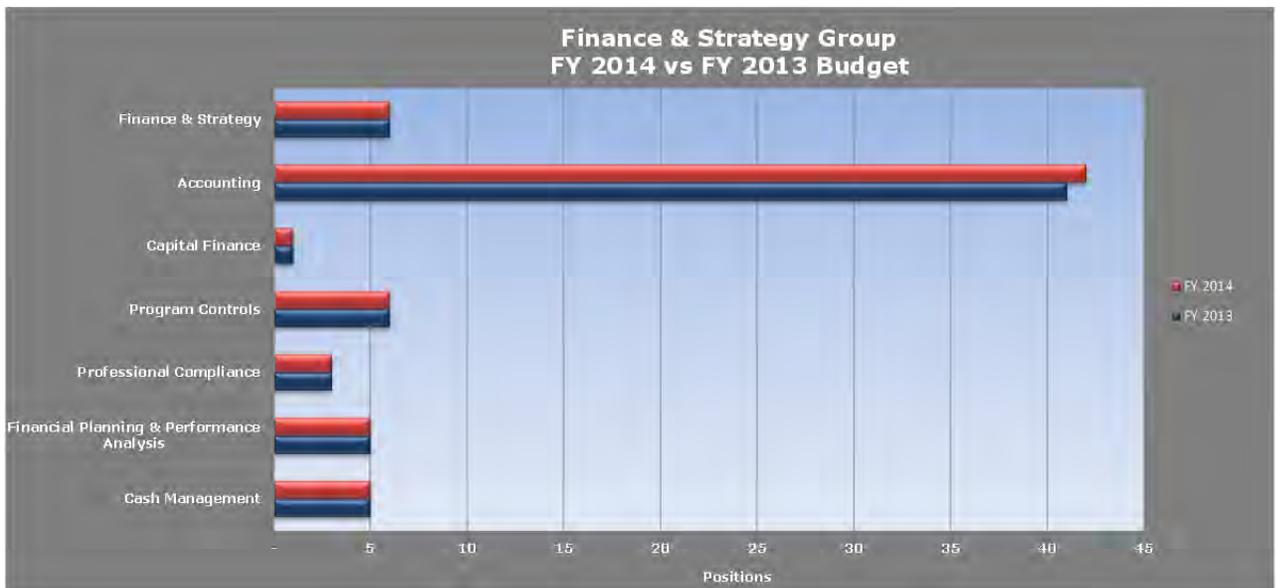
Organizational Structure



Total Positions	
<u>12-13</u>	<u>13-14</u>
67	68

Personnel Summary

	<i>Actual FY 2012</i>	<i>Adopted Budget FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Inc/(Dec) FY14 vs FY13</i>
Finance & Strategy	6	6	6	-
Accounting	39	41	42	1
Capital Finance	1	1	1	-
Program Controls	4	6	6	-
Professional Compliance	3	3	3	-
Financial Planning & Performance Analysis	4	5	5	-
Cash Management	5	5	5	-
Total	62	67	68	1



The chart above is a comparison between the FY 2014 and FY 2013 positions budgeted for the divisions in the Finance & Strategy Group; overall there is an increase in personnel for the Group, the major increase is within the Accounting Division due to the reorganization of staff.

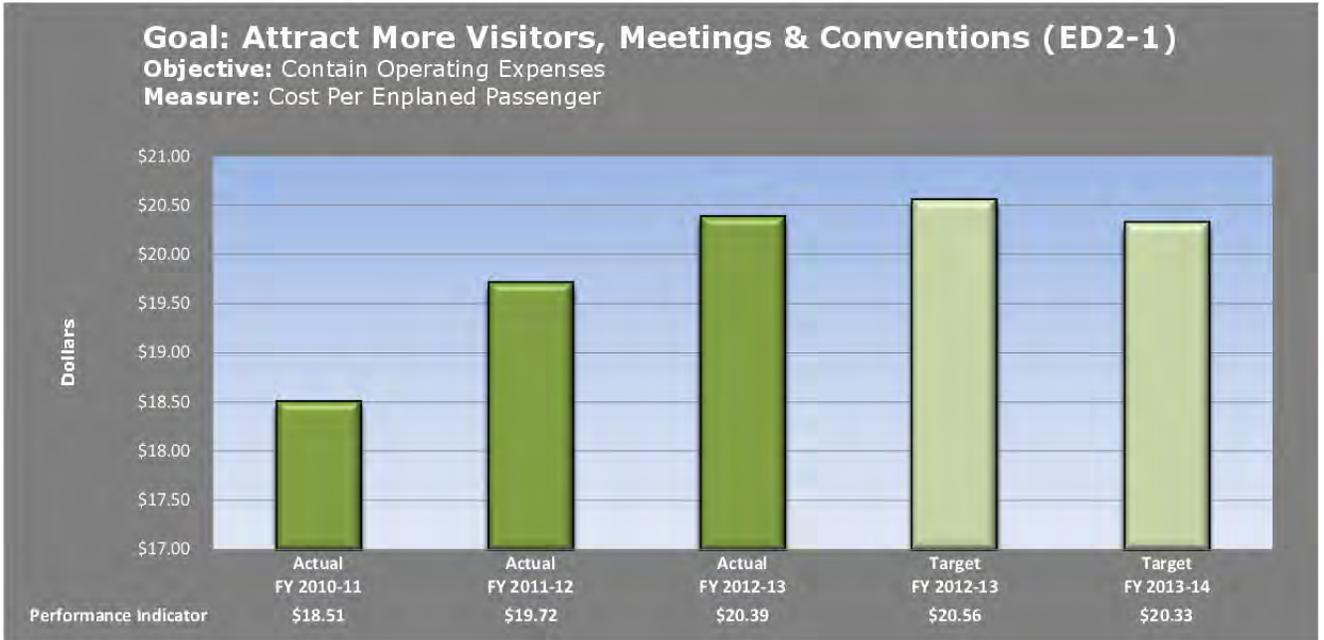
Expense Summary

	<i>Actual FY 2012</i>	<i>Adopted Budget FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Inc/(Dec) FY 2014 vs FY 2013</i>	
				<i>\$</i>	<i>%</i>
Finance & Strategy	\$ 676,663	\$ 837,504	\$ 849,570	\$ 12,066	1.4%
Accounting	3,725,215	3,588,045	3,713,018	124,973	3.5%
Capital Finance	888,319	1,105,199	1,103,434	(1,765)	-0.2%
Program Controls	981,594	1,073,386	1,481,499	408,113	38.0%
Professional Compliance	1,094,908	1,283,961	1,285,432	1,471	0.1%
Financial Planning & Performance Analysis	526,132	548,114	522,360	(25,754)	-4.7%
Cash Management	1,145,406	1,501,648	1,557,571	55,923	3.7%
Total	\$ 9,038,237	\$ 9,937,857	\$ 10,512,884	\$ 575,027	5.8%

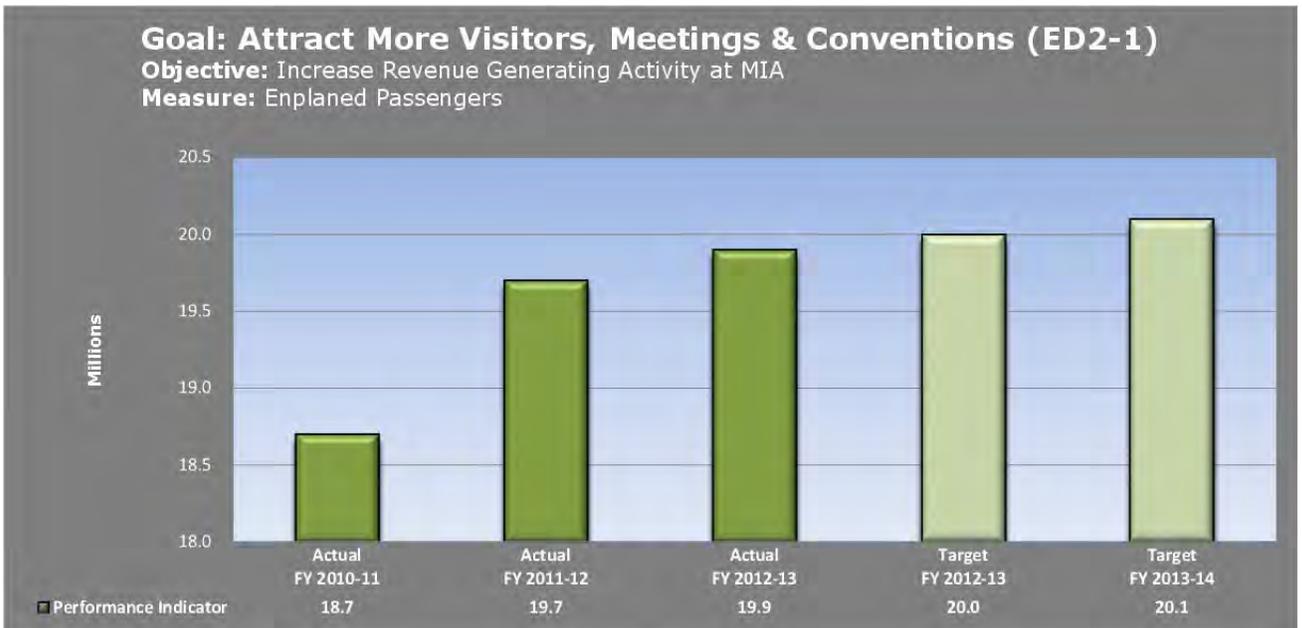


The chart above is a comparison between the FY 2014 and FY 2013 budget for the divisions in the Finance & Strategy Group; overall there is an increase in expenses for the Group, with the Program Controls Division reflecting the major increase.

Group Goal(s)/Performance Measures

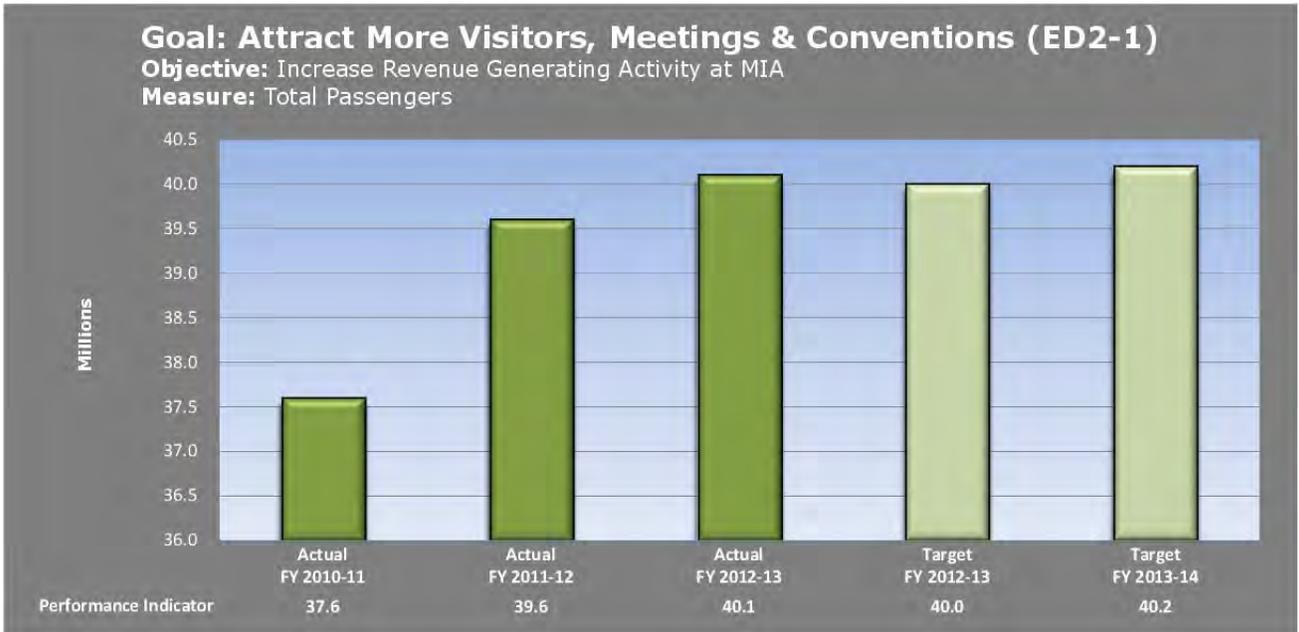


The chart above illustrates the actual and the target for the Cost Per Enplaned Passenger which is the average cost to an airline for basic airport charges (landing fees, terminal rent, etc.) divided by the number of departing passengers; for FY 2012-13 the rate remained below the target.

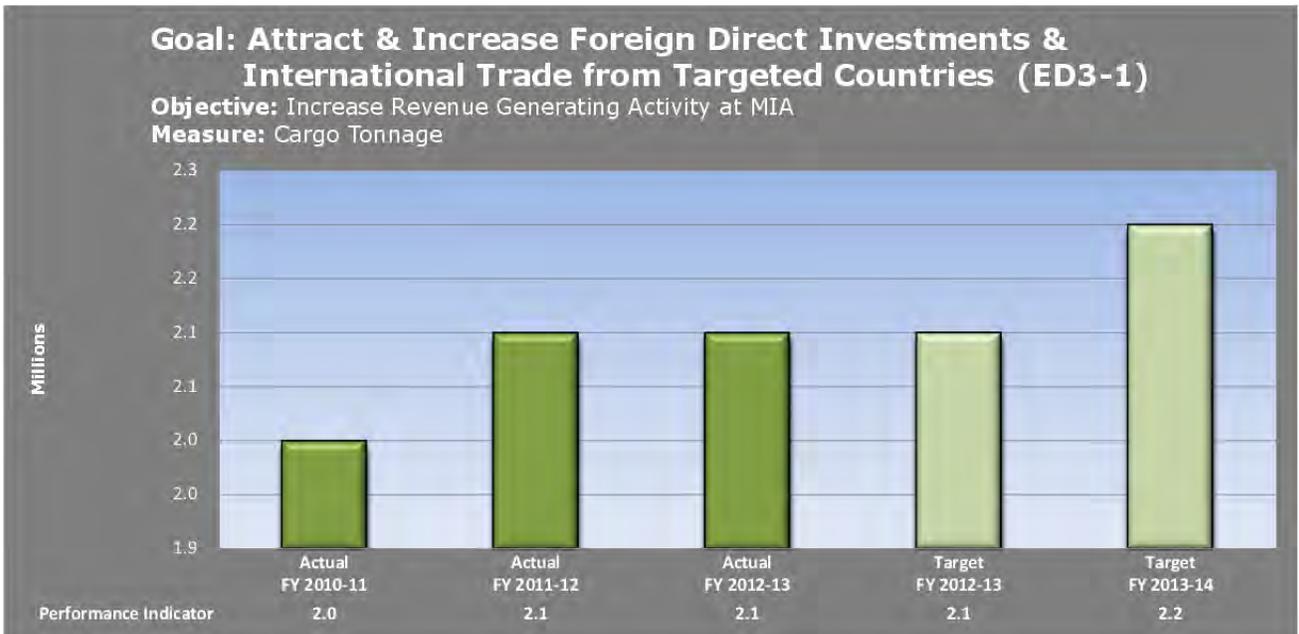


The chart above illustrates the actual and the target for the Enplaned Passengers which is the number of passengers that departed from MIA; for FY 2012-13 the actual remained below the target.

Group Goal(s)/Performance Measures

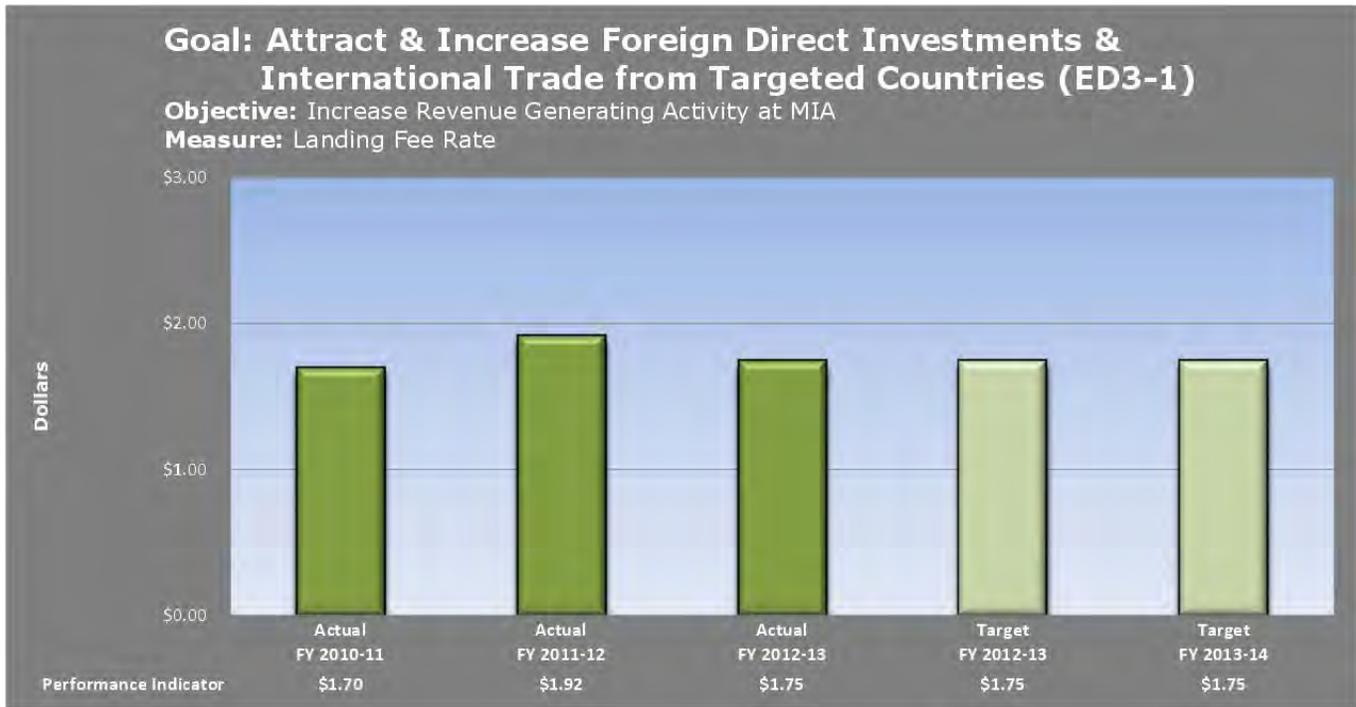


The chart above illustrates the actual and the target for the Total Passengers arriving and departing at MIA; for FY 2012-13 the actual exceeded the target.



The chart above illustrates the actual and the target for cargo tonnage; for FY 2012-13 the actual was the same as the target.

Group Goal(s)/Performance Measures (cont)



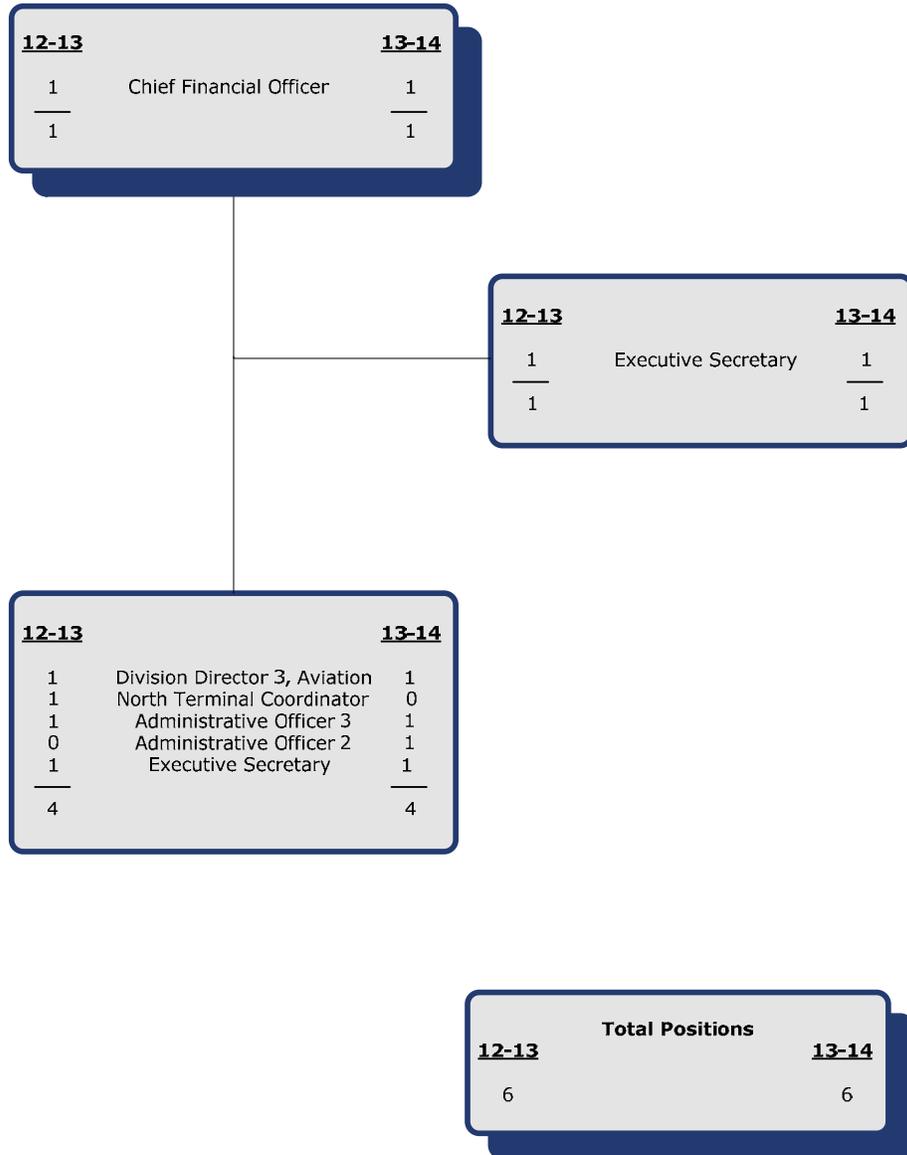
The chart above illustrates the actual and the target for the landing fee which is the rate per 1,000 lbs. charged to the airlines for landing an aircraft; for FY 2012-13 the actual was the same as the target.

Accomplishments for FY 2013

- Performed monthly and year-end closings on a timely basis
- Enhanced MIA Pay payment application
- Maintained good rating scores from the Rating Agencies
- Upgraded to ERP 9.1 which created the ability to track and control projects, contract and budget with its enhanced functionalities
- Continued to monitor and control project budgets as the program comes to a close
- Completed various procedural evaluations and reviews which assisted the Department in streamlining operations, correcting weak internal controls or provided information for management decisions
- Concluded seven Department audit responses to reports from the Audit and Management Services (AMS) Department or the Commission Auditors Office
- Composed, negotiated, and reviewed Memorandums of Understanding (MOU)
- Received the Government Finance Officers Association, Distinguished Budget Presentation Award
- Received approval of the budget from the Board of County Commissioners as presented in the Final Draft
- Accomplished PFC closeout in accordance with FAA requirements
- Implemented Positive Pay processes to identify fraudulent payment; block them from impacting our accounts, and have greater control over incoming payments
- Implemented newly modified ERP reconciliation process to improve management and audit controls and increase speed and accuracy of reconciliation

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 2012</i>	<i>Adopted Budget FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Inc/(Dec) FY14 vs FY13</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	-
0811	Administrative Officer 2	1	-	1	1
0095	Executive Secretary	2	2	2	-
Total		6	6	6	-

Expense Summary

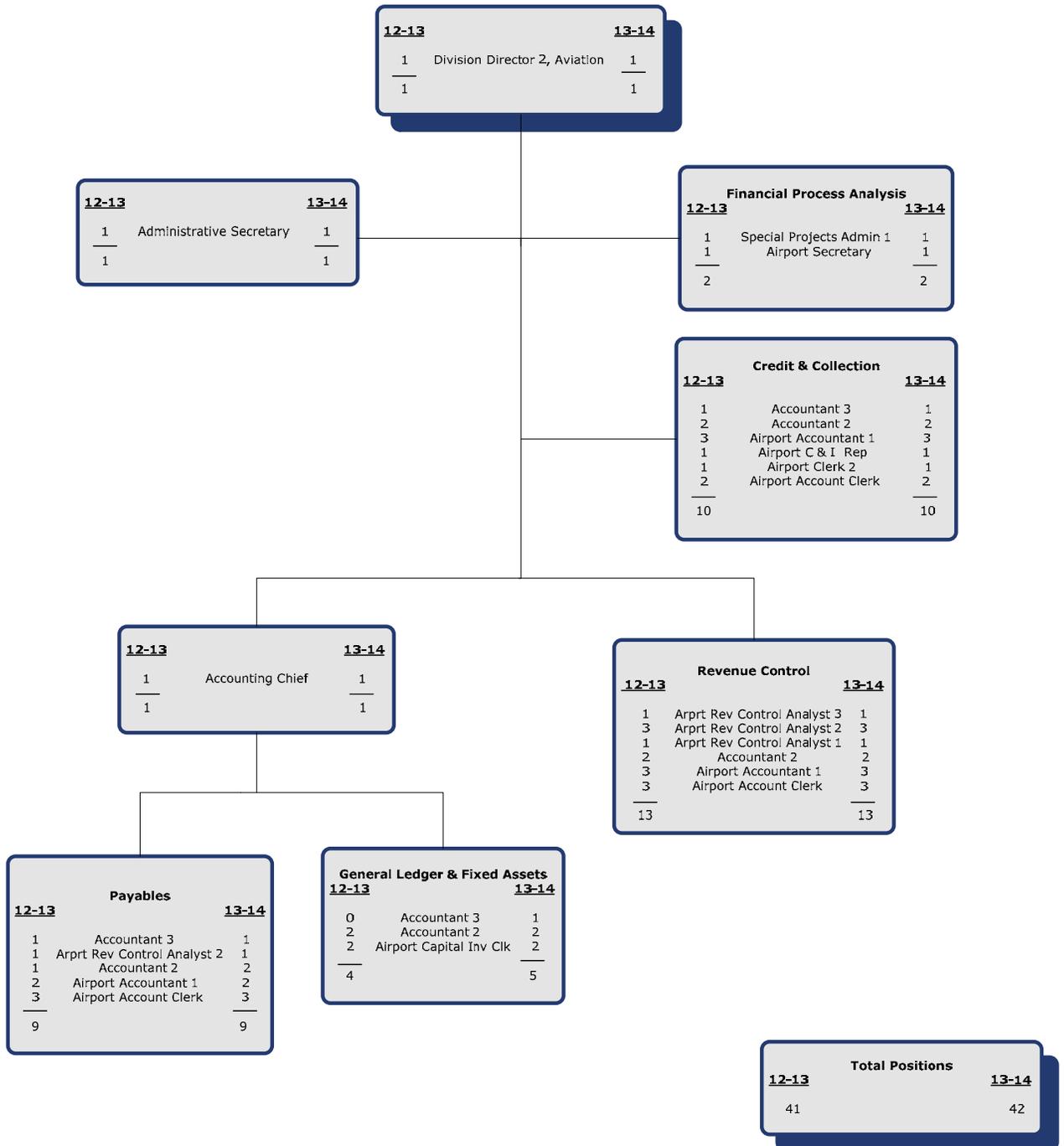
	<i>Actual FY 2012</i>	<i>Adopted Budget FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Inc/(Dec) FY 2014 vs FY 2013</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 568,152	\$ 683,986	\$ 653,929	\$ (30,057)	-4.4%
Over-time	-	-	-	-	0.0%
Fringes	90,934	136,168	151,791	15,623	11.5%
Total Salary/Fringes	\$ 659,087	\$ 820,154	\$ 805,720	\$ (14,434)	-1.8%
Outside Contracts	11,077	500	13,500	13,000	2600.0%
Other Operating	6,499	16,850	30,350	13,500	80.1%
Capital	-	-	-	-	0.0%
Total	\$ 676,663	\$ 837,504	\$ 849,570	\$ 12,066	1.4%

Major Drivers

FY 2012-13 Budget	\$ 837,504
Proposed personnel costs	
Salary/Fringe Adjustments	(14,434)
Proposed variance in personnel costs	<u>823,070</u>
Outside Contract Services	
Increase in management consulting services and catering services provided by Hotel, Top, Host Marriott	13,000
Other Operating	
Increase in travel, registration fees, educational seminars, and office supplies	<u>13,500</u>
FY 2013-14 Budget	<u>\$ 849,570</u>

Accounting

Organizational Structure



Mission Statement

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

Responsibilities

- Coordinating and preparing the Department's Year-End Financial Reports and the Single Audit Report
- Reviewing financial statements and the closing of monthly books and reconciliations
- Coordinating internal and external audits and management consulting services
- Maintaining, reporting and managing of all general ledger accounts and providing cost accounting services in support of the Department's financial goals and objectives
- Managing and overseeing the general ledger and accounting for grant awards and passenger facility charges, and overseeing and reviewing the preparation of various monthly, quarterly and annual reports required by the Trust Agreement
- Processing vendor invoices in a timely manner
- Collecting all cash received for all related airport services
- Generating accurate customer invoices
- Producing accurate and timely Aviation Statistics
- Complying with all governing principles Generally Accepted Accounting Principles (GAAP), Generally Accepted Auditing Standards (GAAS), and all other regulatory entities

Personnel Summary

<i>OCC</i>		<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>
<i>Code</i>	<i>Occupational Title</i>	<i>FY 2012</i>	<i>Budget</i>	<i>Budget</i>	<i>FY14 vs FY13</i>
			<i>FY 2013</i>	<i>FY 2014</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)
0317	Accountant 3	1	2	3	1
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	8	1
5237	Airport Revenue Control Analyst 1	1	1	1	-
5319	Airport Capital Inventory Clerk	2	2	2	-
5334	Airport Collection & Inspection Rep	1	1	1	-
5303	Airport Clerk 2	1	-	-	-
5338	Airport Account Clerk	8	9	9	-
0094	Administrative Secretary	1	1	1	-
5310	Airport Secretary	1	1	1	-
	Total	39	41	42	1

Expense Summary

	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2012</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 2014 vs FY 2013</i>	
		<i>FY 2013</i>	<i>FY 2014</i>	<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 2,381,058	\$ 2,466,696	\$ 2,520,737	\$ 54,041	2.2%
Over-time	1,815	1,000	2,500	1,500	150.0%
Fringes	549,841	654,499	709,431	54,932	8.4%
Total Salary/Fringes	\$ 2,932,713	\$ 3,122,195	\$ 3,232,668	\$ 110,473	3.5%
Outside Contracts	783,926	441,850	451,850	10,000	2.3%
Other Operating	8,576	24,000	28,500	4,500	18.8%
Capital	-	-	-	-	0.0%
Total	\$ 3,725,215	\$ 3,588,045	\$ 3,713,018	\$ 124,973	3.5%

Major Drivers

FY 2012-13 Budget	\$ 3,588,045
Proposed personnel costs	
Salary/Fringe Adjustments	108,973
Increase in over-time	<u>1,500</u>
Proposed variance in personnel costs	<u>3,698,518</u>
Outside Contract Services	
Increase in annual external audit	10,000
Other Operating	
Increase in travel, registration fees, and educational seminars	<u>4,500</u>
FY 2013-14 Budget	<u><u>\$ 3,713,018</u></u>

Capital Finance

Organizational Structure

<u>12-13</u>		<u>13-14</u>
1	Division Director 2, Aviation	1
<hr/>		<hr/>
1		1

<u>12-13</u>	Total Positions	<u>13-14</u>
1		1

Mission Statement

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

Responsibilities

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

Personnel Summary

<i>OCC</i>		<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>
<i>Code</i>	<i>Occupational Title</i>	<i>FY 2012</i>	<i>Budget</i>	<i>Budget</i>	<i>FY14 vs FY13</i>
			<i>FY 2013</i>	<i>FY 2014</i>	
5054	Division Director 2, Aviation	1	1	1	-
	Total	1	1	1	-

Expense Summary

	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2012</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 2014 vs FY 2013</i>	
		<i>FY 2013</i>	<i>FY 2014</i>	\$	%
Salary/Fringes					
Regular	\$ 116,748	\$ 121,758	\$ 118,576	\$ (3,182)	-2.6%
Over-time	-	-	-	-	0.0%
Fringes	19,467	23,541	24,508	967	4.1%
Total Salary/Fringes	\$ 136,215	\$ 145,299	\$ 143,084	\$ (2,215)	-1.5%
Outside Contracts	752,104	955,000	955,000	-	0.0%
Other Operating	-	4,900	5,350	450	9.2%
Capital	-	-	-	-	0.0%
Total	\$ 888,319	\$ 1,105,199	\$ 1,103,434	\$ (1,765)	-0.2%

Major Drivers

FY 2012-13 Budget	\$ 1,105,199
Proposed personnel costs	
Salary/Fringe Adjustments	<u>(2,215)</u>
Proposed variance in personnel costs	1,102,984
Other Operating	
Increase in parking reimbursement, registration fees, and miscellaneous general & administrative expense	<u>450</u>
FY 2013-14 Budget	<u><u>\$ 1,103,434</u></u>

Program Controls

Organizational Structure

<u>12-13</u>		<u>13-14</u>
1	Division Director 2, Aviation	1
<hr/>		<hr/>
1		1

<u>12-13</u>		<u>13-14</u>
1	Aviation Sr Scheduler Manager	1
1	Aviation Senior Cost Manager	1
1	Aviation Scheduler/Analyst	1
2	PGTS Coordinator	2
<hr/>		<hr/>
5		5

Total Positions		
<u>12-13</u>		<u>13-14</u>
6		6

Mission Statement

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

Responsibilities

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

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2012</i>	<i>Adopted Budget FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Inc/(Dec) FY14 vs FY13</i>
5054	Division Director 2, Aviation	-	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	1	2	2	-
	Total	4	6	6	-

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>
Salary/Fringes					
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%
Total Salary/Fringes	\$ 711,626	\$ 638,446	\$ 637,586	\$ (860)	-0.1%
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%
Total	\$ 1,036,840	\$ 1,059,146	\$ 1,073,386	\$ 14,240	1.3%

Major Drivers

FY 2012-13 Budget	\$ 1,073,386
Proposed personnel costs	
Salary/Fringe Adjustments	<u>8,113</u>
Proposed variance in personnel costs	1,081,499
Outside Contract Services	
Increase in consulting services	350,000
Other Operating	
Increase in inservice training	50,000
FY 2013-14 Budget	<u>\$ 1,481,499</u>

Professional Compliance

Organizational Structure

<u>12-13</u>		<u>13-14</u>
1	Division Director 2, Aviation	1
<hr/>		<hr/>
1		1

<u>12-13</u>		<u>13-14</u>
2	Special Projects Administrator 2	2
<hr/>		<hr/>
2		2

<u>12-13</u>	Total Positions	<u>13-14</u>
3		3

Mission Statement

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

Responsibilities

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

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2012</i>	<i>Adopted Budget FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Inc/(Dec) FY14 vs FY13</i>
5054	Division Director 2, Aviation	1	1	1	-
0832	Special Projects Administrator 2	2	2	2	-
Total		3	3	3	-

Expense Summary

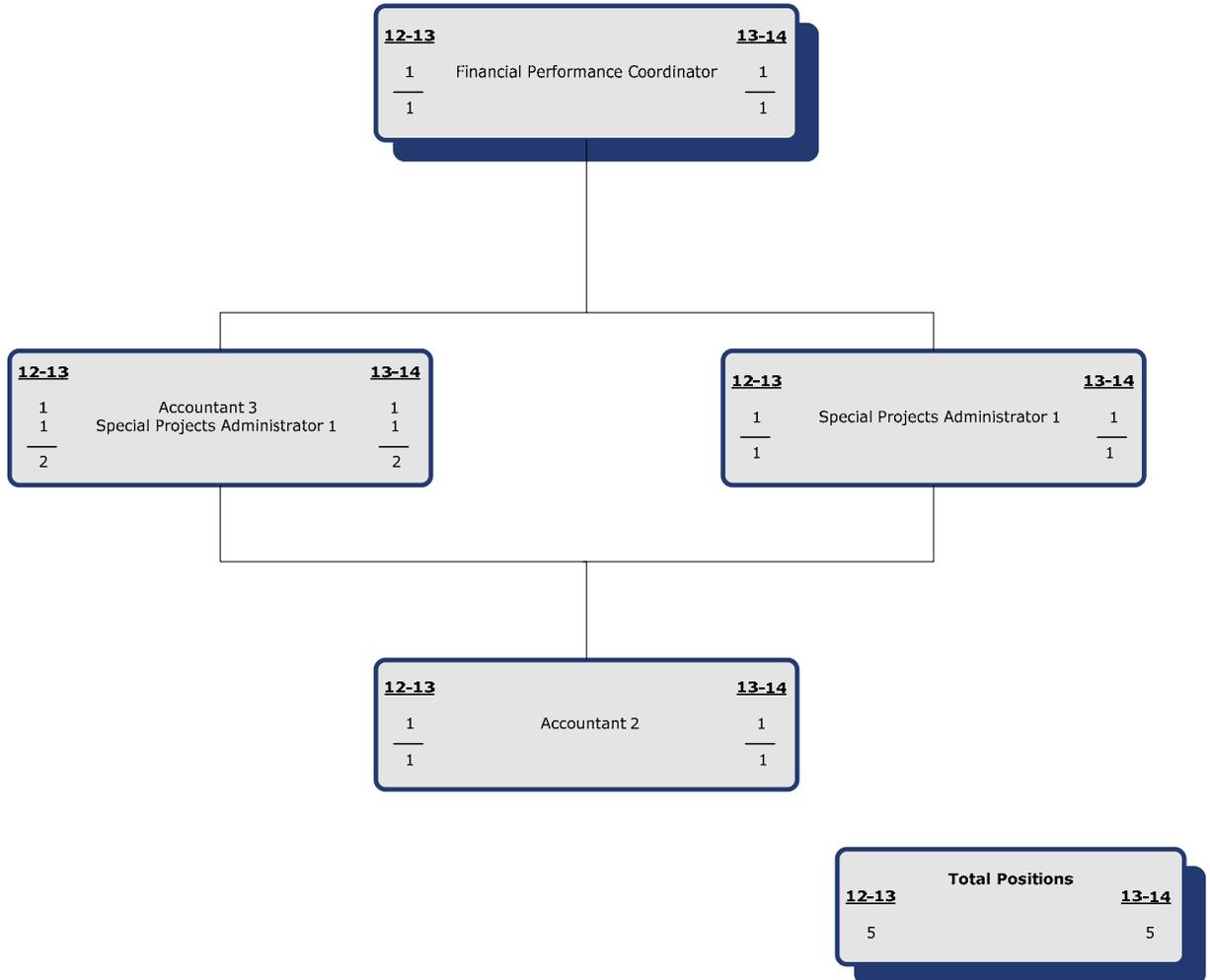
	<i>Actual FY 2012</i>	<i>Adopted Budget FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Inc/(Dec) FY 2014 vs FY 2013</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 302,120	\$ 315,856	\$ 314,905	\$ (951)	-0.3%
Over-time	-	-	-	-	0.0%
Fringes	53,625	65,455	67,877	2,422	3.7%
Total Salary/Fringes	\$ 355,745	\$ 381,311	\$ 382,782	\$ 1,471	0.4%
Outside Contracts	-	50,000	50,000	-	0.0%
MOU	734,102	840,000	840,000	-	0.0%
Other Operating	5,060	12,650	12,650	-	0.0%
Capital	-	-	-	-	0.0%
Total	\$ 1,094,908	\$ 1,283,961	\$ 1,285,432	\$ 1,471	0.1%

Major Drivers

FY 2012-13 Budget	\$ 1,283,961
Proposed personnel costs	
Salary/Fringe Adjustments	<u>1,471</u>
Proposed variance in personnel costs	<u>1,285,432</u>
FY 2013-14 Budget	<u><u>\$ 1,285,432</u></u>

Financial Planning & Performance Analysis

Organizational Structure



Mission Statement

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

Responsibilities

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

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2012</i>	<i>Adopted Budget FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Inc/(Dec) FY14 vs FY13</i>
5162	Aviation Financial Performance Coordinator	1	1	1	-
0831	Special Projects Administrator 1	2	2	2	-
0317	Accountant 3	-	1	1	-
0316	Accountant 2	1	1	1	-
Total		4	5	5	-

Expense Summary

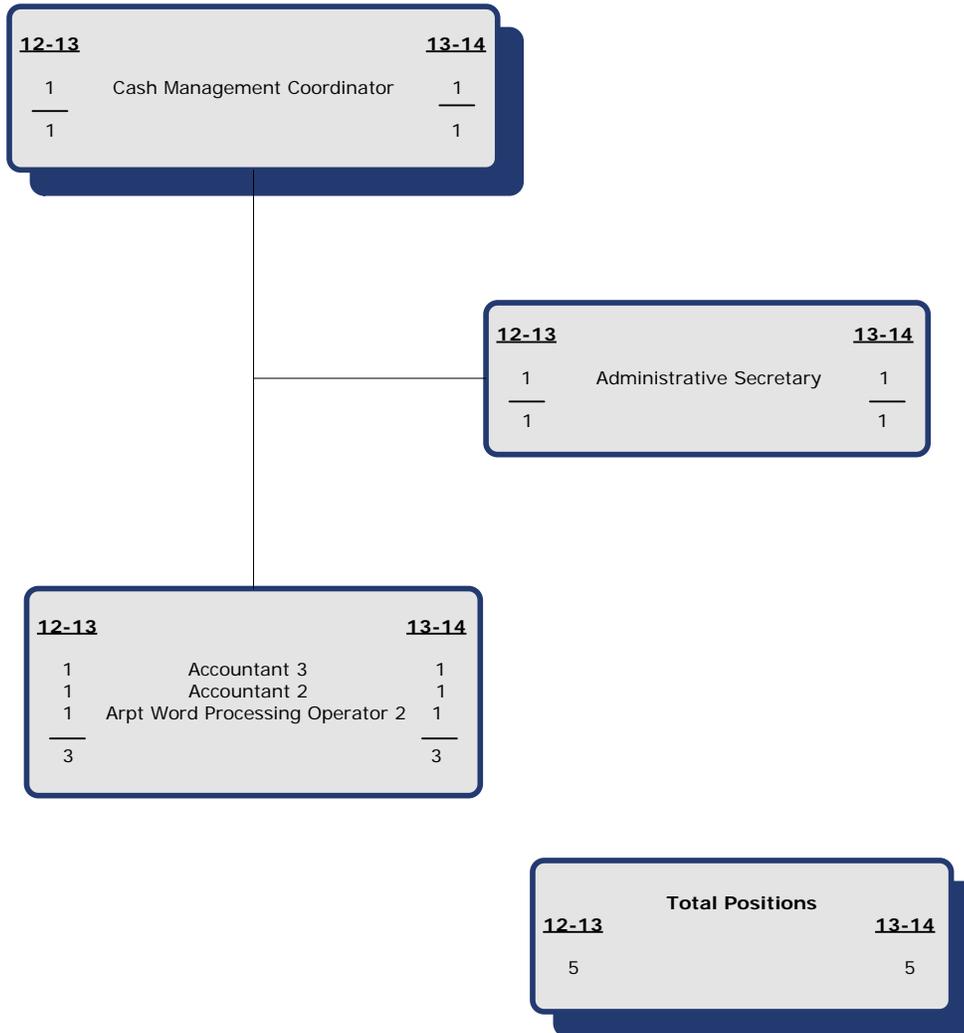
	<i>Actual FY 2012</i>	<i>Adopted Budget FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Inc/(Dec) FY 2014 vs FY 2013</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 302,120	\$ 315,856	\$ 314,905	\$ (951)	-0.3%
Over-time	-	-	-	-	0.0%
Fringes	53,625	65,455	67,877	2,422	3.7%
Total Salary/Fringes	\$ 355,745	\$ 381,311	\$ 382,782	\$ 1,471	0.4%
Outside Contracts	-	50,000	50,000	-	0.0%
MOU	734,102	840,000	840,000	-	0.0%
Other Operating	5,060	12,650	12,650	-	0.0%
Capital	-	-	-	-	0.0%
Total	\$ 1,094,908	\$ 1,283,961	\$ 1,285,432	\$ 1,471	0.1%

Major Drivers

FY 2012-13 Budget	\$ 548,114
Proposed personnel costs	
Salary/Fringe Adjustments	(23,364)
Proposed variance in personnel costs	524,750
Other Operating	
Increase in publications, and registration fees	3,060
Decrease in memberships, parking reimbursement, educational seminars, and office supplies	(5,450)
FY 2013-14 Budget	\$ 522,360

Cash Management

Organizational Structure



Mission Statement

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

Responsibilities

- Ensuring that all debt and investment transactions are recorded in conformity with General Accepted Accounting Principles (GAAP)
- Allocating interest earned and interest expense to the appropriate accounts in accordance with statutory requirements
- Verifying that all cash and investment transactions have been properly recorded and reconciled
- Verifying sufficient liquidity in the various bank accounts to cover operating expenses
- Monitoring and ensuring reserve requirements are satisfactorily met

Personnel Summary

<i>OCC</i>		<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>
<i>Code</i>	<i>Occupational Title</i>	<i>FY 2012</i>	<i>Budget</i>	<i>Budget</i>	<i>FY14 vs FY13</i>
			<i>FY 2013</i>	<i>FY 2014</i>	
5123	Aviation Cash Management Coordinator	1	1	1	-
0317	Accountant 3	1	1	1	-
0316	Accountant 2	1	1	1	-
0094	Administrative Secretary	1	1	1	-
5313	Airport Word Processing Operator 2	1	1	1	-
	Total	5	5	5	-

Expense Summary

	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2012</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 2014 vs FY 2013</i>	
		<i>FY 2013</i>	<i>FY 2014</i>	\$	%
Salary/Fringes					
Regular	\$ 324,765	\$ 332,800	\$ 327,850	\$ (4,950)	-1.5%
Over-time	33	-	-	-	0.0%
Fringes	86,052	84,598	90,471	5,873	6.9%
Total Salary/Fringes	\$ 410,850	\$ 417,398	\$ 418,321	\$ 923	0.2%
Outside Contracts	489,230	554,250	584,250	30,000	5.4%
MOU	44,744	60,000	60,000	-	0.0%
Other Operating	200,582	470,000	495,000	25,000	5.3%
Capital	-	-	-	-	0.0%
Total	\$ 1,145,406	\$ 1,501,648	\$ 1,557,571	\$ 55,923	3.7%

Major Drivers

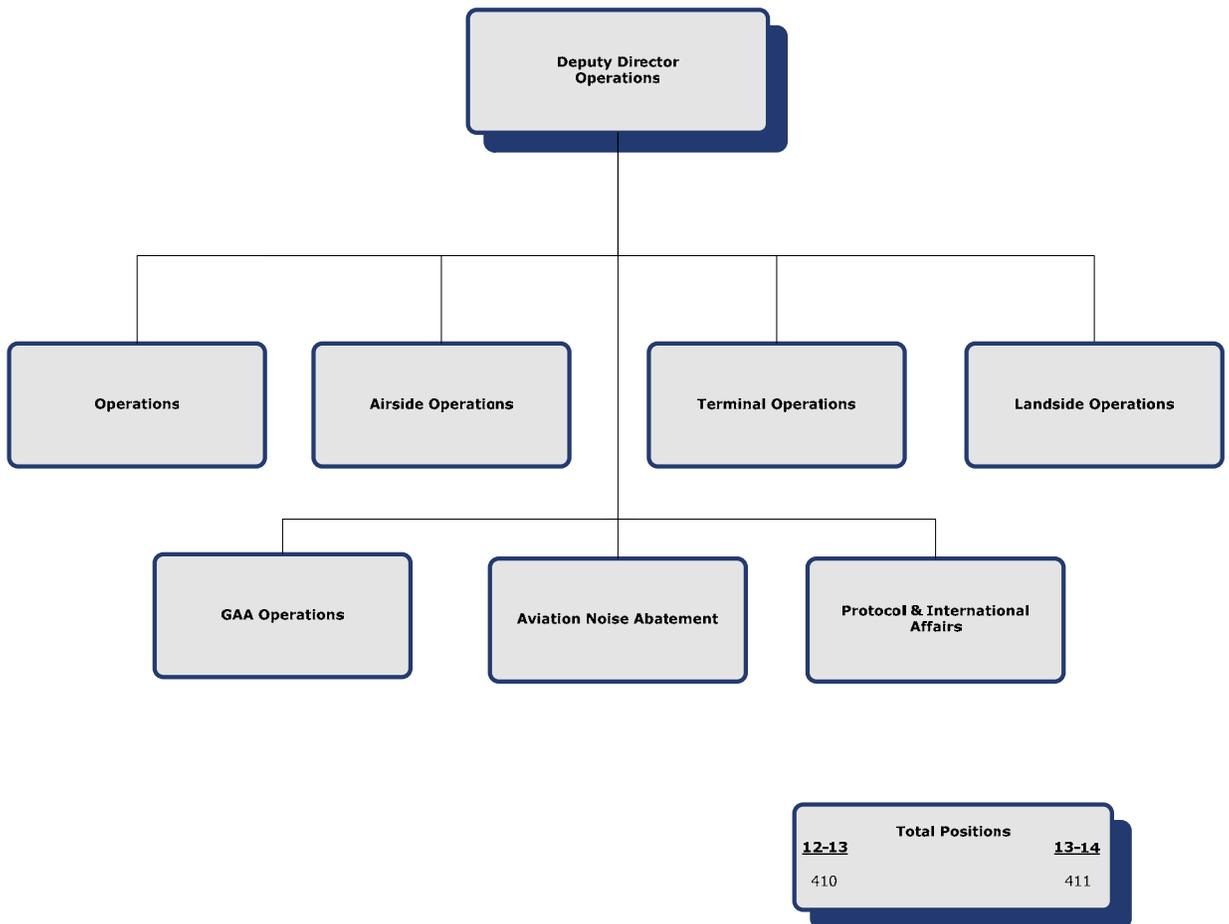
FY 2012-13 Budget	\$ 1,501,648
Proposed personnel costs	
Salary/Fringe Adjustments	872
Increase in over-time	51
	<hr/>
Proposed variance in personnel costs	1,502,571
Outside Contract Services	
Increase in trustee services and arbitrage expenses	50,000
Decrease in bond rating services	(20,000)
Other Operating	
Increase in bank charges and office supplies	25,000
	<hr/>
FY 2013-14 Budget	<u><u>\$ 1,557,571</u></u>

Operations Group

Overview

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

Organizational Structure



Personnel Summary

	<i>Actual FY 2012</i>	<i>Adopted Budget FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Inc/(Dec) FY14 vs FY13</i>
Operations	-	-	1	1
Airside Operations	92	98	98	-
Terminal Operations	125	147	147	-
Landside Operations	116	127	127	-
GAA Operations	22	23	23	-
Aviation Noise Abatement	5	5	5	-
Protocol & International Affairs	10	10	10	-
Total	370	410	411	1

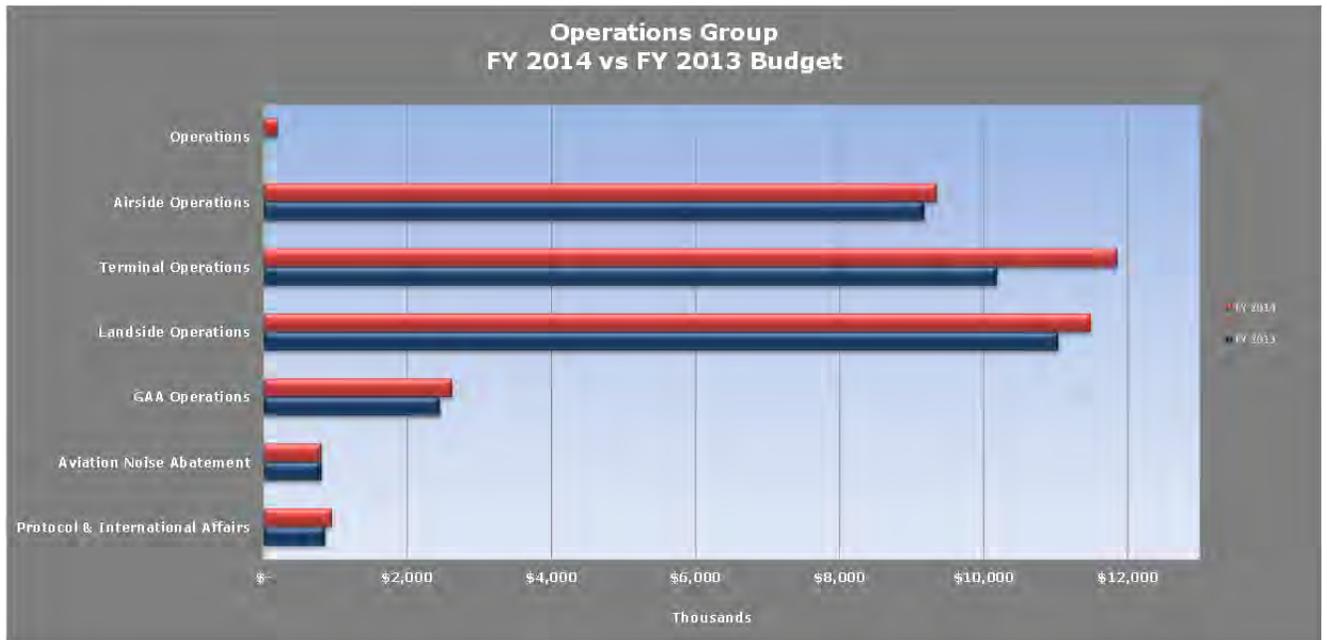


The chart above is a comparison between the FY 2014 and FY 2013 positions budgeted for the divisions in the Operations Group; the change in positions was due to reorganization of staff.

Operations Group

Expense Summary

	<i>Actual FY 2012</i>	<i>Adopted Budget FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Inc/(Dec) FY 2014 vs FY 2013</i>	
				<i>\$</i>	<i>%</i>
Operations	\$ -	\$ -	\$ 203,051	\$ 203,051	100.0%
Airside Operations	7,453,119	9,175,087	9,347,291	172,204	1.9%
Terminal Operations	8,912,851	10,182,879	11,854,319	1,671,440	16.4%
Landside Operations	9,987,858	11,035,890	11,486,566	450,676	4.1%
GAA Operations	2,189,461	2,453,262	2,622,918	169,656	6.9%
Aviation Noise Abatement	675,787	810,704	807,821	(2,883)	-0.4%
Protocol & International Affairs	814,136	863,520	954,964	91,444	10.6%
Total	\$ 30,033,212	\$ 34,521,342	\$ 37,276,930	\$ 2,755,588	8.0%

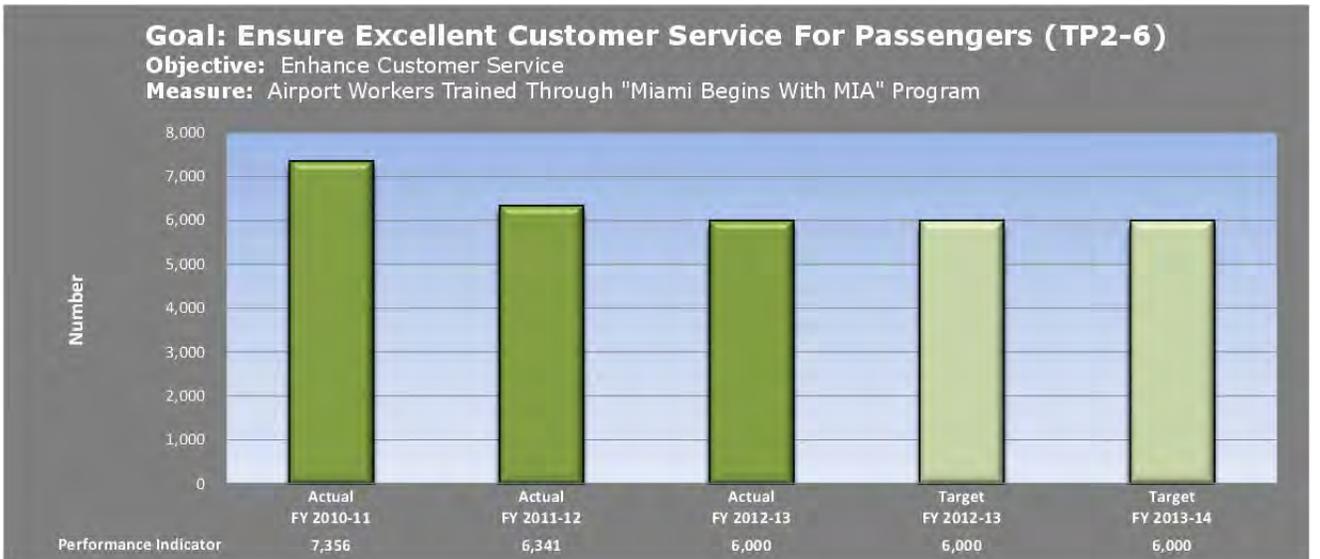


The chart above is a comparison between the FY 2014 and FY 2013 budget for the divisions in the Operations Group; overall there is an increase in expenses for the Group, with the Terminal Operations Division reflecting the major increase.

Group Goal(s)/Performance Measures



The chart above illustrates the actual and the target for the overall customer service rating which is an annual survey that is conducted for the purpose of increasing customer satisfaction at MIA, customers are asked to rate satisfaction of their overall airport experience by using a scale of 1 (unacceptable) to 5 (very satisfied); for FY2012-13 the actual met the target.



The chart above illustrates the actual and the target for the number of employees trained through the "Miami Begins With MIA" program for the purpose of enhancing customer service which requires that all airport employees attend customer service classes; for FY2012-13 the actual met the target.

Accomplishments for FY 2013

- Completed the North Terminal project and the opening of the last three gates
- Launched MIA's social media campaign on Facebook, Twitter and Instagram with exceptional results
- Featured in the second season of the television documentary-reality series, Airport 24/7: Miami, which was produced by 2C Media and aired by the Travel Channel
- Received four awards in the ACI-NA's 2013 Excellence in Marketing & Communications competition
- Implemented "Miami Begins with MIA" program's Phase 8, 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
- Continued to successfully manage the new North Terminal, ensuring passenger/tenant satisfaction
- Continued to work with the ADA Access Committee and participated in the County's Commission on Disability Issues (CODI) meetings
- Maintained safe and secure airfield operations areas at the General Aviation Airports (GAA)
- Prevented unauthorized field incursions and pedestrian deviations (VPD) at the GAA Airports
- Added a new hanger at Opa-Locka Airport
- Modified runway threshold lights at Dade-Collier Training and Transition Airports runway 9/27
- Completed runway extension project at Kendall-Tamiami Airport
- Completed the TMB Pilot handout for Kendall-Tamiami (TMB) Airport that includes the new runway extension and distributed the same among the tenants and pilots utilizing the airport
- Completed the Environmental Assessment for the Airport City Project at MIA
- Initiated a new Loan Renewal Agreement between the National Museum of the United States Air Force and MDAD for the static A-26C display at TMB Airport
- Trained all Noise and GAA Employees on Gun/Launcher safety handling
- Submitted to the FAA Air Traffic Control Manager all departures that were not following prescribed procedures for MIA
- Facilitated the transit of high-level dignitaries who traveled regularly to the region and some who traveled through MIA on their way to attend various important events

Operations

Organizational Structure

<u>12-13</u>		<u>13-14</u>
0	Assistant Aviation Director Operations	1
<hr/>		<hr/>
0		1

<u>12-13</u>	Total Positions	<u>13-14</u>
0		1

Mission Statement

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

Responsibilities

- Overseeing the functions of the Operations Group

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2012</i>	<i>Adopted Budget FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Inc/(Dec) FY14 vs FY13</i>
5182	Assistant Aviation Director Operations	-	-	1	1
Total		-	-	1	1

Expense Summary

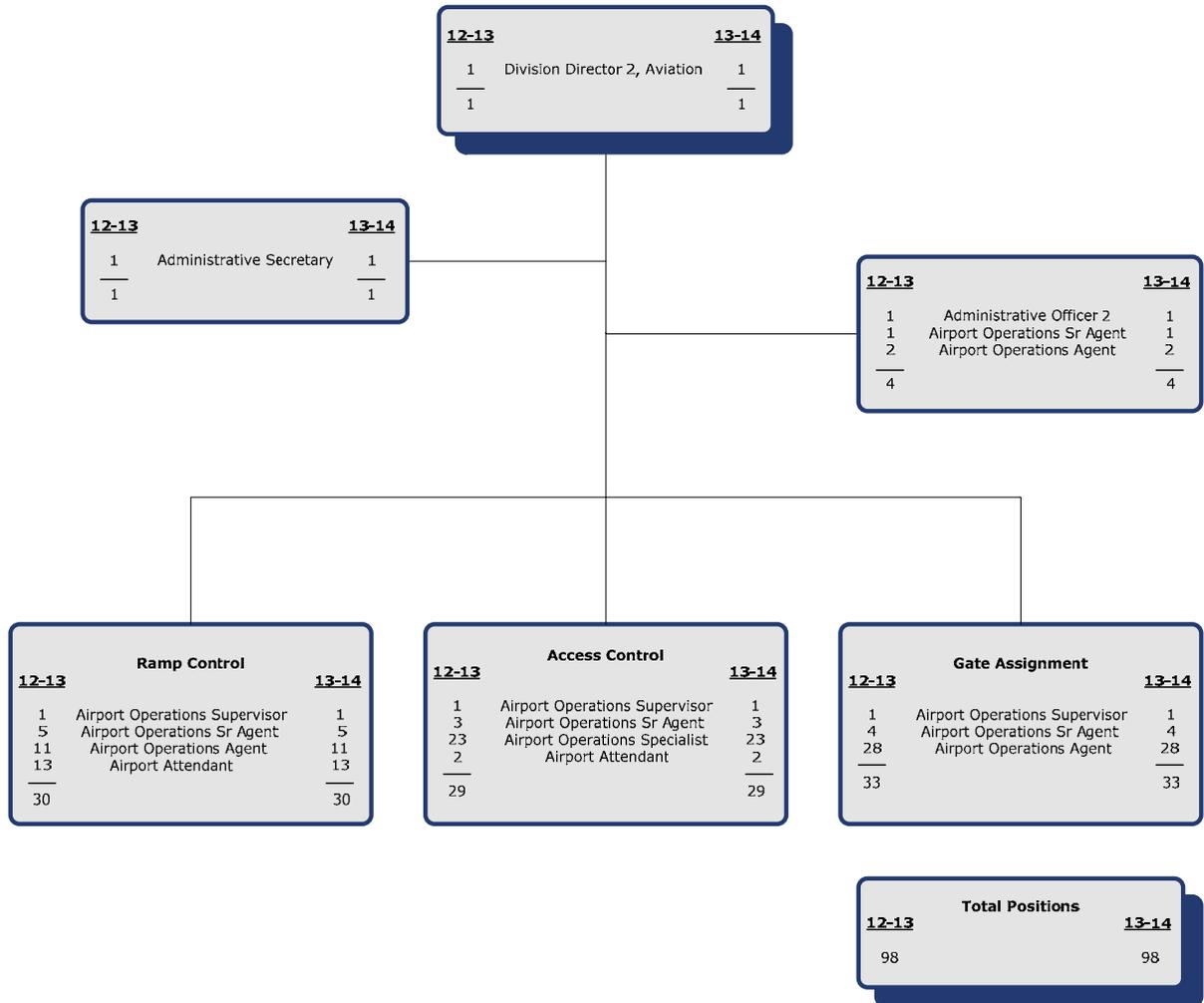
	<i>Actual FY 2012</i>	<i>Adopted Budget FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Inc/(Dec) FY 2014 vs FY 2013</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ -	\$ -	\$ 174,200	\$ 174,200	100.0%
Over-time	-	-	-	-	0.0%
Fringes	-	-	28,851	28,851	100.0%
Total Salary/Fringes	\$ -	\$ -	\$ 203,051	\$ 203,051	100.0%
Outside Contracts	-	-	-	-	0.0%
Other Operating	-	-	-	-	0.0%
Capital	-	-	-	-	0.0%
Total	\$ -	\$ -	\$ 203,051	\$ 203,051	100.0%

Major Drivers

FY 2012-13 Budget	\$ -
Proposed personnel costs	
Salary/Fringe Adjustments	203,051
Proposed variance in personnel costs	<u>203,051</u>
FY 2013-14 Budget	<u>\$ 203,051</u>

Airside Operations

Organizational Structure



Mission Statement

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

Responsibilities

- Providing a safe and secure airfield environment for the operations of aircraft, in compliance with Federal Aviation Regulations (FAR) Part 139 and Transportation Security Administration (TSA) Part 1542
- Collecting aviation fees associated with the operations of aircraft and airport users
- Controlling the movement of aircraft in non-Federal Aviation Administration (FAA) controlled areas
- Administering the Airport Operations Area (AOA) decal and vehicle safety inspection insurance verification
- Controlling the access and movement of persons and vehicles entering the AOA
- Conducting daily inspections of the airfield lighting system, striping, pavement conditions, Foreign Object Debris (FOD) and airfield training programs in compliance with FAR 139
- Approving advance airline schedules and preparing passenger projection reports, in conjunction with planning real-time gate assignment and maintaining real-time flight information on the Flight Information Display System (FIDS)
- Providing passenger bus service for aircrafts assigned to remote parking
- Administering the AOA Driver Training, Movement Area Driver Training, Loading Bridge Training, and Part 139 Operations Training programs
- Reviewing and approving construction plans, maintenance of traffic/safety plans on the AOA
- Working with airlines to ensure compliance with the Passenger Bill of Rights during irregular operations such as weather events

Personnel Summary

<i>OCC</i>		<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>
<i>Code</i>	<i>Occupational Title</i>	<i>FY 2012</i>	<i>Budget</i>	<i>Budget</i>	<i>FY14 vs FY13</i>
			<i>FY 2013</i>	<i>FY 2014</i>	
5054	Division Director 2, Aviation	1	1	1	-
5202	Airport Operations Supervisor	3	3	3	-
5203	Airport Operations Sr. Agent	12	13	13	-
5204	Airport Operations Agent	41	41	41	-
5205	Airport Operations Specialist	23	23	23	-
5374	Airport Attendant	11	15	15	-
0811	Administrative Officer 2	-	1	1	-
0094	Administrative Secretary	1	1	1	-
	Total	92	98	98	-

Expense Summary

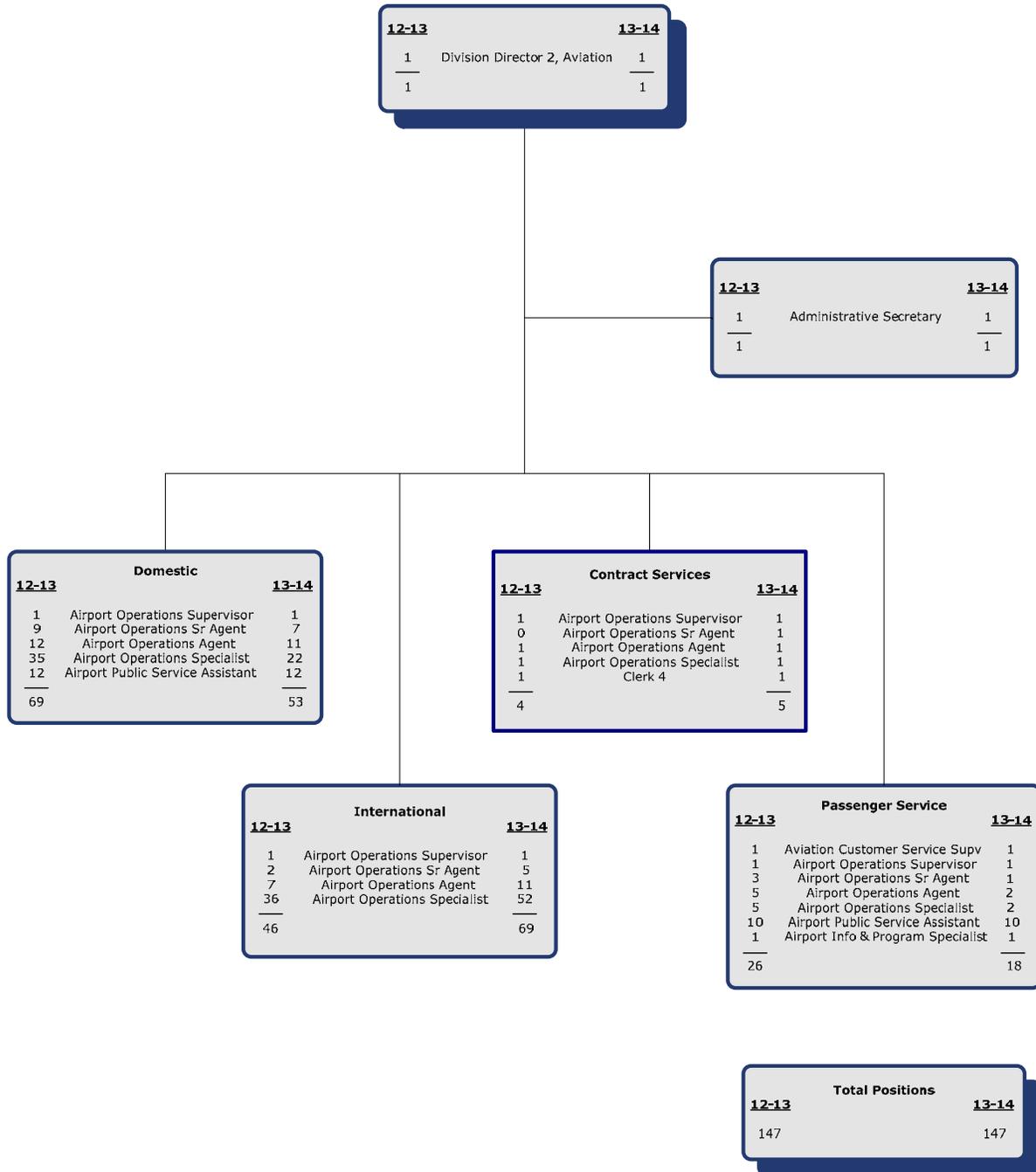
	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2012</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 2014 vs FY 2013</i>	
		<i>FY 2013</i>	<i>FY 2014</i>	<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 5,627,695	\$ 5,337,999	\$ 5,325,369	\$ (12,630)	-0.2%
Over-time	411,242	560,868	579,259	18,391	3.3%
Fringes	1,361,609	1,621,562	1,834,299	212,737	13.1%
Total Salary/Fringes	\$ 7,400,546	\$ 7,520,429	\$ 7,738,927	\$ 218,498	2.9%
Outside Contracts	725	101,500	152,000	50,500	49.8%
MOU	6,946	-	17,500	17,500	100.0%
Other Operating	16,244	63,558	68,200	4,642	7.3%
Capital	28,658	1,489,600	1,370,664	(118,936)	-8.0%
Total	\$ 7,453,119	\$ 9,175,087	\$ 9,347,291	\$ 172,204	1.9%

Major Drivers

FY 2012-13 Budget	\$ 9,175,087
Proposed personnel costs	
Salary/Fringe Adjustments	200,107
Increase in over-time	18,391
Proposed variance in personnel costs	<u>9,393,585</u>
Outside Contract Services	
Increase in appraisal services and other outside contract services	50,500
MOU	
Increase in GSA charges for printing and reproduction	14,000
Other Operating	
Increase in auto expense and parking reimbursement, office supplies, photographic supplies, and miscellaneous operating supplies	8,142
Capital	
Decrease in capital equipment for vehicles and trucks	<u>(118,936)</u>
FY 2013-14 Budget	<u>\$ 9,347,291</u>

Terminal Operations

Organizational Structure



Mission Statement

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

Responsibilities

- Managing the day-to-day operation of the facility and acting as an ombudsman to resolve complaints/issues for tenants, airlines and passengers in MIA terminals
- Operating the Terminal Operations Control Room (OCR), Paging and Information Center (PIC). MIA's Information Center at Concourse E, MDAD's Lost and Found Center (L&F)
- Providing crowd control/crisis management, standards compliance and enforcement, and facilities inspections
- Managing the Departments Zone 1 janitorial contract
- Administering the "Miami Begins With MIA" customer service training for MDAD staff and its tenants
- Maintaining customer advocacy (internal/external), providing one-stop service and eliminating wasted time and bureaucracy
- Operating MDAD liaison to U.S. Customs and Border Protection (CBP)

Personnel Summary

<i>OCC</i>		<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>
<i>Code</i>	<i>Occupational Title</i>	<i>FY 2012</i>	<i>Budget</i>	<i>Budget</i>	<i>FY14 vs FY13</i>
			<i>FY 2013</i>	<i>FY 2014</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	55	77	77	-
5364	Airport Public Service Assistant	22	22	22	-
0013	Clerk 4	1	1	1	-
0094	Administrative Secretary	1	1	1	-
	Total	125	147	147	-

Expense Summary

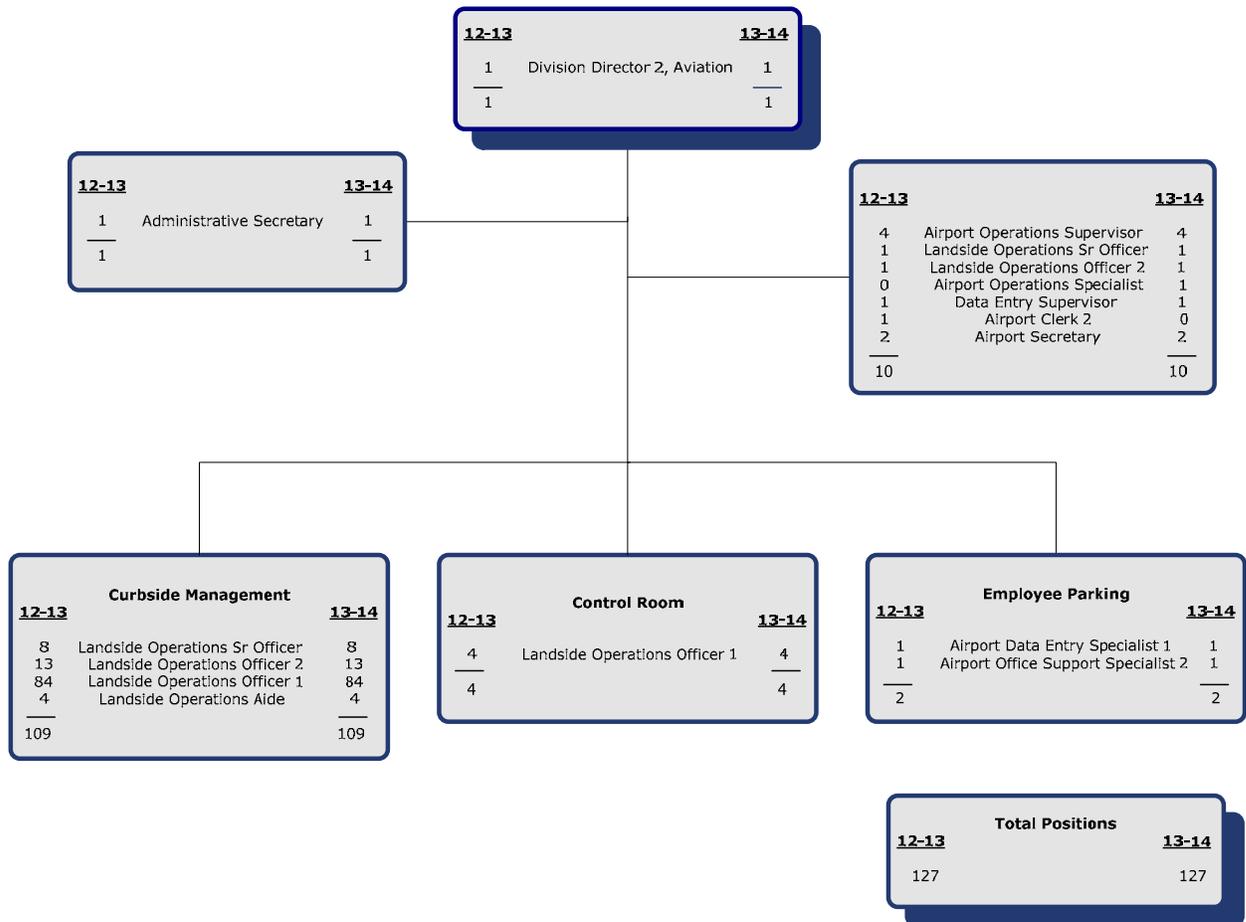
	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2012</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 2014 vs FY 2013</i>	
		<i>FY 2013</i>	<i>FY 2014</i>	<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 6,554,988	\$ 6,925,858	\$ 6,951,100	\$ 25,242	0.4%
Over-time	167,554	181,925	213,925	32,000	17.6%
Fringes	1,735,265	2,193,947	2,485,594	291,647	13.3%
Total Salary/Fringes	\$ 8,457,806	\$ 9,301,730	\$ 9,650,619	\$ 348,889	3.8%
Outside Contracts	140,390	158,171	152,071	(6,100)	-3.9%
MOU	-	-	1,000,605	1,000,605	100.0%
Other Operating	257,244	642,978	625,264	(17,714)	-2.8%
Capital	57,410	80,000	425,760	345,760	432.2%
Total	\$ 8,912,851	\$ 10,182,879	\$ 11,854,319	\$ 1,671,440	16.4%

Major Drivers

FY 2012-13 Budget	\$ 10,182,879
Proposed personnel costs	
Salary/Fringe Adjustments	316,889
Increase in over-time	32,000
Proposed variance in personnel costs	10,531,768
Outside Contract Services	
Increase in catering services provided by Hotel, Top, Host Marriott	400
Decrease in outside printing	(6,500)
MOU	
Increase due to new allocation for services provided by Customs & Border Patrol	1,000,605
Other Operating	
Increase in auto expense, memberships, uniforms, and miscellaneous operating supplies	58,089
Decrease in rental expense, inservice training, educational seminars, rewards & recognition program, office supplies, and crowd control equipment	(75,803)
Capital	
Increase in radio equipment and computer software	345,760
FY 2013-14 Budget	\$ 11,854,319

Landside Operations

Organizational Structure



Mission Statement

The mission of the Landside Operations Division is to provide the operational controls and customer-oriented administrative support services necessary to ensure the safe, efficient, and effective utilization of the airport roadway and curbside system, parking facilities and ground transportation modes available for the use of our valued patrons and employees at Miami International Airport.

Responsibilities

- Providing traffic control, employee and public parking, and monitoring and reporting maintenance, janitorial, and signage deficiencies
- Responding to all incidents/accidents occurring in the area including the public parking facilities and MIA Mover stations
- Monitoring ground transportation activity at MIA and enforcing regulations pertaining to taxicab, bus, and limousine operations
- Coordinating all special event parking and transportation activities
- Ensuring the efficient flow of traffic, especially in construction areas
- Addressing the American with Disabilities Act (ADA) issues thru the coordinator for ADA the Division Director for Landside
- Removing ADA barriers, compliance with new ADA design guidelines and initiative liaison to the County's ADA coordination following federal guidelines for stricter ADA enforcement
- Issuing Ground Transportation Service Permits and enforce Operational Directives No.24 and 24-A, to ensure efficient service to users, commercial ground transportation providers, and maximize revenue to the Department
- Coordinating taxi operations and enforce Chapter 31 and Operational Directive No 42 to ensure efficient, equitable service to both users and taxicab drivers
- Operating a 24-hour control center to monitor landside areas and ensure the effective management of the operation
- Responding to ADA concerns, questions and needs. Ensure, in conjunction with HNTB's ADA compliance staff and MDAD staff, that new and existing facilities are ADA compliant

Personnel Summary

<i>OCC</i>		<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>
<i>Code</i>	<i>Occupational Title</i>	<i>FY 2012</i>	<i>Budget</i>	<i>Budget</i>	<i>FY14 vs FY13</i>
			<i>FY 2013</i>	<i>FY 2014</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	14	14	14	-
5386	Landside Operations Officer 1	79	88	88	-
5390	Landside Operations Equip Specialist	3	4	4	-
5205	Airport Operations Specialist	-	-	1	1
5303	Airport Clerk 2	1	1	-	(1)
0018	Data Entry Supervisor	1	1	1	-
5345	Airport Data Entry Specialist 1	1	1	1	-
0094	Administrative Secretary	1	1	1	-
5310	Airport Secretary	2	2	2	-
5306	Airport Office Support Specialist 2	-	1	1	-
	Total	116	127	127	-

Expense Summary

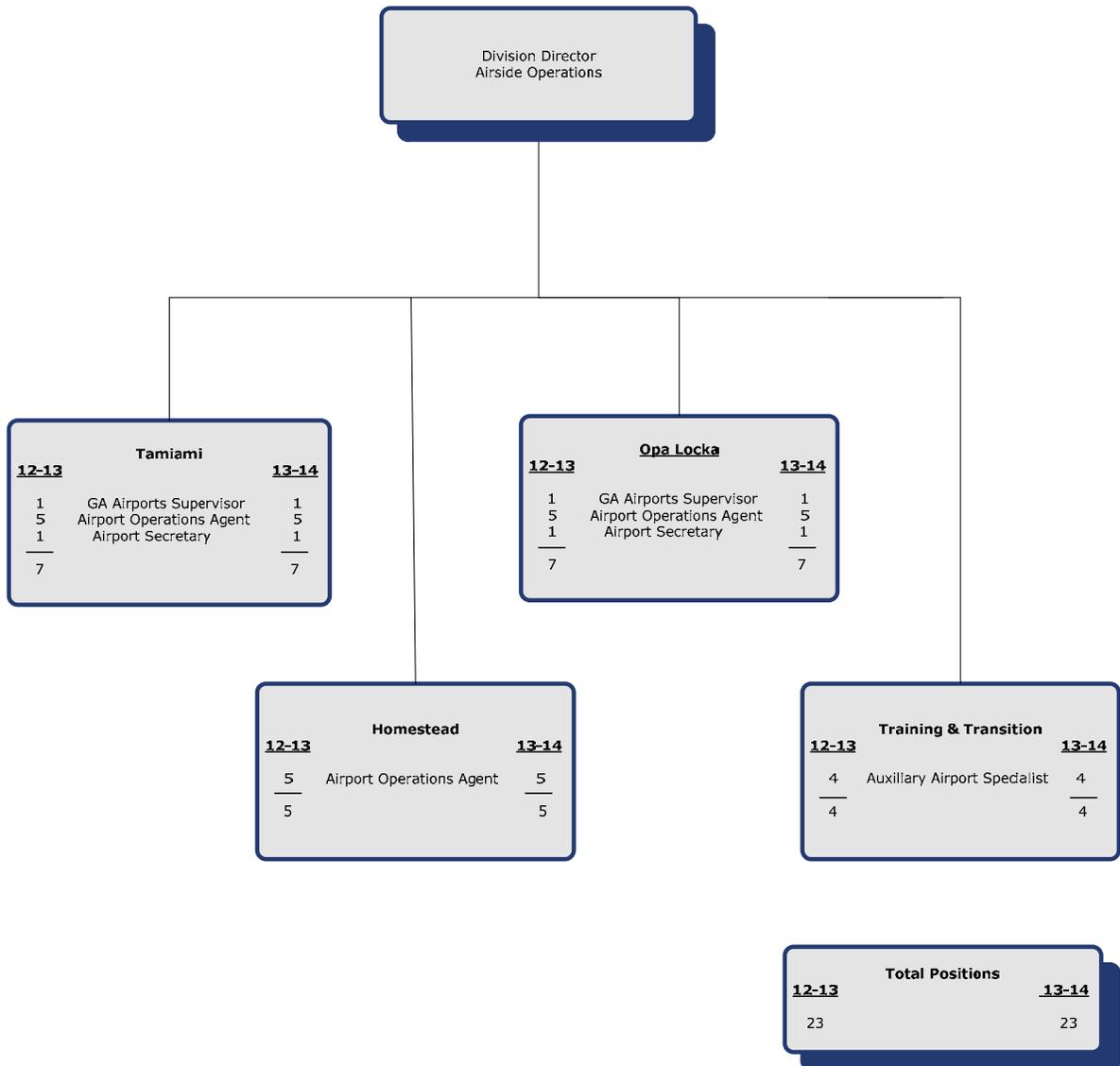
	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2012</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 2014 vs FY 2013</i>	
			<i>FY 2014</i>	<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 7,601,716	\$ 8,096,934	\$ 8,055,212	\$ (41,722)	-0.5%
Over-time	550,806	594,016	594,016	-	0.0%
Fringes	1,784,460	2,214,760	2,552,408	337,648	15.2%
Total Salary/Fringes	\$ 9,936,981	\$ 10,905,710	\$ 11,201,636	\$ 295,926	2.7%
Outside Contracts	7,830	1,480	9,480	8,000	540.5%
MOU	-	500	500	-	0.0%
Other Operating	42,247	100,200	74,950	(25,250)	-25.2%
Capital	800	28,000	200,000	172,000	614.3%
Total	\$ 9,987,858	\$ 11,035,890	\$ 11,486,566	\$ 450,676	4.1%

Major Drivers

FY 2012-13 Budget	\$ 11,035,890
Proposed personnel costs	
Salary/Fringe Adjustments	295,926
Proposed variance in personnel costs	<u>11,331,816</u>
Outside Contract Services	
Increase in outside printing	8,000
Other Operating	
Increase in inservice training and miscellaneous operating supplies	4,150
Decrease in license & permit fees, office supplies, and crowd control equipment	(29,400)
Capital	
Increase in capital equipment for segways, and replacement of vehicles and trucks	<u>172,000</u>
FY 2013-14 Budget	<u>\$ 11,486,566</u>

General Aviation Airports Operations

Organizational Structure



Mission Statement

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

Responsibilities

- Inspecting Aircraft Operation Area and pavement area for safety
- Examining the airport markings and signs and airfield lighting to ensure operation and correct color, size and legibility
- Monitoring all aspects of operational safety during construction
- Performing pre-operational inspections
- Keeping safety areas free of personnel and materials, ensuring preventative measures are taken to prevent FOD, identifying causes and ensuring timely removal
- Monitoring ground vehicles, fueling operations and the presence of unauthorized personnel and vehicles
- Performing access control and AOA security functions by challenging unfamiliar individuals on the airport, and staying alert for unusual activities
- Providing safe, modern, and efficient facilities supporting more than 397,000 annual aircraft operations which is more than 95% of all non-airline aircraft operations activity in the County
- Providing facilities for corporate and business aircraft, flight training, law enforcement, Air Rescue, and military, as well as all types of personal and recreational sport aviation activities
- Providing airport conditions to pilots in flight (PIREPs) when FAA Air Traffic Control personnel are not available

General Aviation Airports Operations

Personnel Summary

<i>OCC</i>		<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>
<i>Code</i>	<i>Occupational Title</i>	<i>FY 2012</i>	<i>Budget</i>	<i>Budget</i>	<i>FY14 vs FY13</i>
			<i>FY 2013</i>	<i>FY 2014</i>	
5218	General Aviation Airports Supervisor	1	2	2	-
5204	Airport Operations Agent	14	15	15	-
5372	Auxiliary Airport Specialist	4	4	4	-
5374	Airport Attendant	1	-	-	-
5310	Airport Secretary	2	2	2	-
	Total	22	23	23	-

Expense Summary

	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2012</i>	<i>FY 2013</i>	<i>FY 2014</i>	<i>FY 2014 vs FY 2013</i>	
				\$	%
Salary/Fringes					
Regular	\$ 1,312,692	\$ 1,297,555	\$ 1,307,545	\$ 9,990	0.8%
Over-time	116,404	160,000	255,000	95,000	59.4%
Fringes	316,770	392,082	457,148	65,066	16.6%
Total Salary/Fringes	\$ 1,745,865	\$ 1,849,637	\$ 2,019,693	\$ 170,056	9.2%
Outside Contracts	6,400	7,400	7,400	-	0.0%
MOU	156,210	200,600	150,600	(50,000)	-24.9%
Utilities	265,564	366,000	303,000	(63,000)	-17.2%
Other Operating	12,630	29,625	30,225	600	2.0%
Capital	2,790	-	112,000	112,000	100.0%
Total	\$ 2,189,461	\$ 2,453,262	\$ 2,622,918	\$ 169,656	6.9%

Major Drivers

FY 2011-12 Budget	\$ 2,718,480
Proposed personnel costs	
Salary/Fringe Adjustments	(292,509)
Increase in over-time	3,200
Proposed variance in personnel costs	<u>2,429,171</u>
Outside Contract Services	
Increase in security guard services	22,001
G & A Expenses	
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)
Capital	
Decrease in radio equipment	<u>(400)</u>
FY 2012-13 Budget	<u><u>\$ 2,453,262</u></u>

Aviation Noise Abatement

Organizational Structure



<u>12-13</u>		<u>13-14</u>
1	Aviation Planner	1
4	Airport Noise Abatement Officer	4
<u>5</u>		<u>5</u>

<u>12-13</u>	Total Positions	<u>13-14</u>
5		5

Mission Statement

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

Responsibilities

- Establishing and maintaining a good working relationship with environ communities
- Evaluating procedures to reduce off-airport noise impacts.
- Meeting on a regular basis with Federal Aviation Administration (FAA) and Air Traffic Control Tower (ATCT) to evaluate existing departure and arrival procedures
- Updating aircraft noise contours for all MDAD operated airports using the FAA's Integrated Noise Model (INM)
- Operating and maintaining MDAD's permanent Noise Monitoring System (PNMS)
- Operating MDAD's Aircraft Noise and Operations Monitoring System (ANOMS)
- Monitoring aircraft noise in the community with portable equipment
- Maintaining and expanding MIA's "Good Neighbor Policy"
- Providing information to the community through public meetings and demonstrations on issues related to aircraft noise
- Investigating all noise complaints, maintaining complaint log, and looking for trends in areas where noise complaints are increasing/decreasing
- Monitoring airline compliance with MDAD noise abatement procedures and "good neighbor policy"
- Managing MDAD's Wildlife Management Program for all MDAD operated airports
- Mitigating wildlife at MDAD system of airports and maintain the Part 139 certification.
- Conducting Environmental Assessments, Environmental Impact Statements, and other environmental studies as needed
- Providing ANOMS aircraft landing information to the General Aviation Airports (GAA) during tower closures

Personnel Summary

<i>OCC</i>		<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>
<i>Code</i>	<i>Occupational Title</i>	<i>FY 2012</i>	<i>Budget</i>	<i>Budget</i>	<i>FY14 vs FY13</i>
			<i>FY 2013</i>	<i>FY 2014</i>	
5253	Airport Noise Abatement Officer	4	4	4	-
5284	Aviation Planner	1	1	1	-
	Total	5	5	5	-

Expense Summary

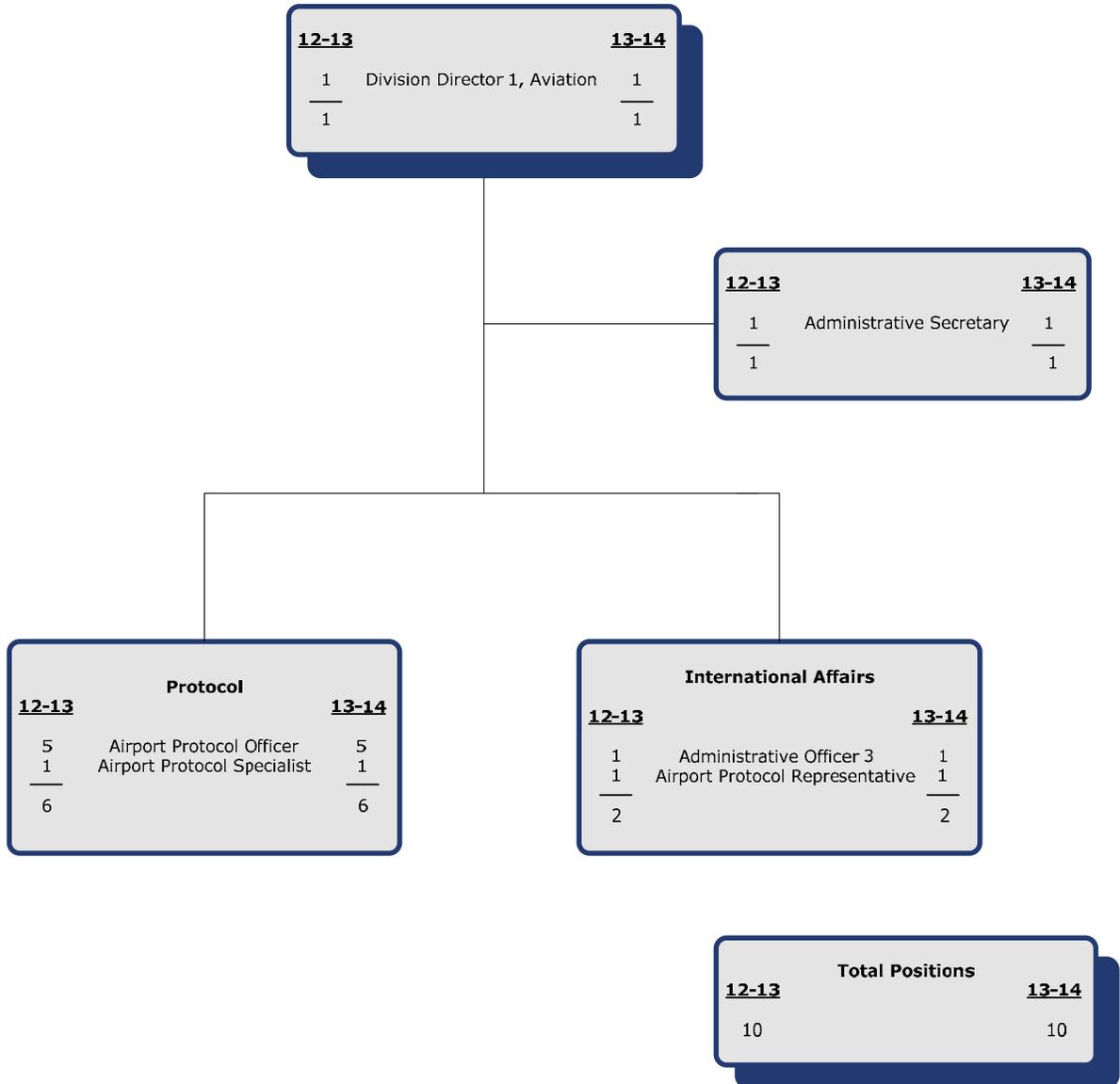
	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2012</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 2014 vs FY 2013</i>	
		<i>FY 2013</i>	<i>FY 2014</i>	<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 642,995	\$ 633,325	\$ 678,579	\$ 45,254	7.1%
Over-time	12,570	20,000	20,000	-	0.0%
Fringes	139,633	170,455	184,785	14,330	8.4%
Total Salary/Fringes	\$ 795,198	\$ 823,780	\$ 883,364	\$ 59,584	7.2%
Outside Contracts	261	29,300	42,200	12,900	44.0%
Other Operating	8,943	10,440	29,400	18,960	181.6%
Capital	9,734	-	-	-	0.0%
Total	\$ 814,136	\$ 863,520	\$ 954,964	\$ 91,444	10.6%

Major Drivers

FY 2012-13 Budget	\$ 810,704
Proposed personnel costs	
Salary/Fringe Adjustments	(8,597)
Increase in over-time	6,000
Proposed variance in personnel costs	<u>808,107</u>
Outside Contract Services	
Decrease in miscellaneous maintenance contracts	(4,686)
Other Operating	
Increase in tools and uniforms & safety shoes	200
Decrease in natural compressed gas, office supplies, and safety equipment	(800)
Capital	
Increase in truck replacement	<u>5,000</u>
FY 2013-14 Budget	<u>\$ 807,821</u>

Protocol & International Affairs

Organizational Structure



Mission Statement

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

Responsibilities

- Providing protocol services to foreign heads of state and high-ranking international officials at the national, state and local governmental levels
- Coordinating with the Secret Service, US Department of State, US Customs and Border Protection Agency and other agencies at the airport in order to provide a smooth passage for high-level dignitaries
- Establishing, monitoring, and enforcing rules and regulations pertaining to all diplomatic activities being conducted at MIA
- Maintaining the VIP facilities that are utilized by diplomats
- Serving as the County liaison office for the Miami-Dade County diplomatic corps, the sister cities, sister airports programs and other programs pertaining to the development of the County's international agenda
- Coordinating all requests from consulates that hold memberships to the Consular Lounge for its use when they hold meeting and cultural events pertaining to their countries

Personnel Summary

<i>OCC</i>		<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>
<i>Code</i>	<i>Occupational Title</i>	<i>FY 2012</i>	<i>Budget</i>	<i>Budget</i>	<i>FY14 vs FY13</i>
			<i>FY 2013</i>	<i>FY 2014</i>	
5039	Division Director 1, Aviation	1	1	1	-
0812	Administrative Officer 3	1	1	1	-
5361	Aviation Protocol Specialist	1	1	1	-
5363	Airport Protocol Representative	1	1	1	-
5360	Airport Protocol Officer	5	5	5	-
0094	Administrative Secretary	1	1	1	-
	Total	10	10	10	-

Expense Summary

	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2012</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 2014 vs FY 2013</i>	
		<i>FY 2013</i>	<i>FY 2014</i>	<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 642,995	\$ 633,325	\$ 678,579	\$ 45,254	7.1%
Over-time	12,570	20,000	20,000	-	0.0%
Fringes	139,633	170,455	184,785	14,330	8.4%
Total Salary/Fringes	\$ 795,198	\$ 823,780	\$ 883,364	\$ 59,584	7.2%
Outside Contracts	261	29,300	42,200	12,900	44.0%
Other Operating	8,943	10,440	29,400	18,960	181.6%
Capital	9,734	-	-	-	0.0%
Total	\$ 814,136	\$ 863,520	\$ 954,964	\$ 91,444	10.6%

Major Drivers

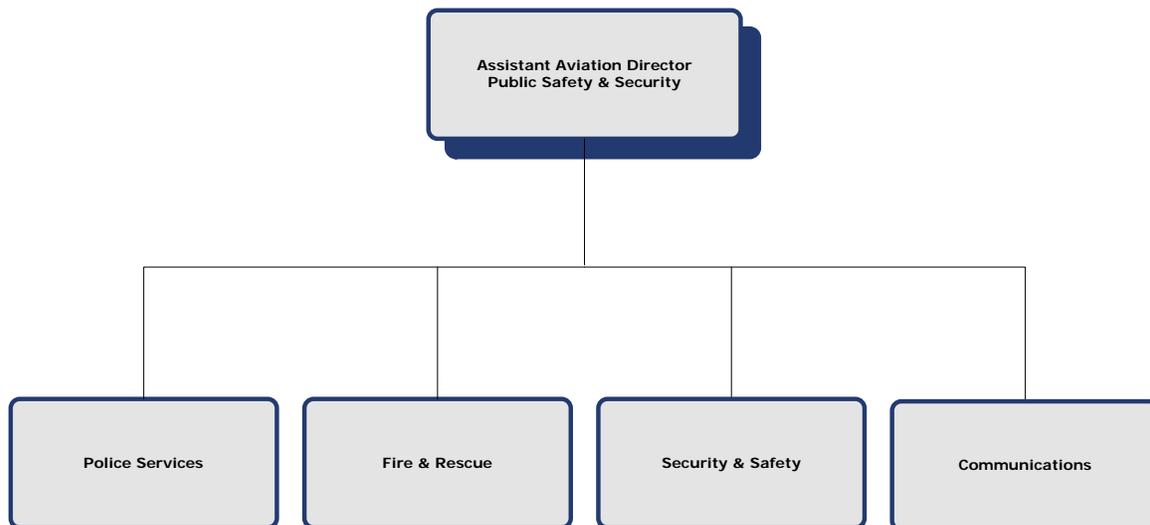
FY 2012-13 Budget	\$ 863,520
Proposed personnel costs	
Salary/Fringe Adjustments	59,584
Proposed variance in personnel costs	<u>923,104</u>
Outside Contract Services	
Increase in other outside contract services	12,900
Other Operating	
Increase in auto expense and parking reimbursement, travel, Consular lounge, and construction materials	18,960
FY 2013-14 Budget	<u><u>\$ 954,964</u></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.

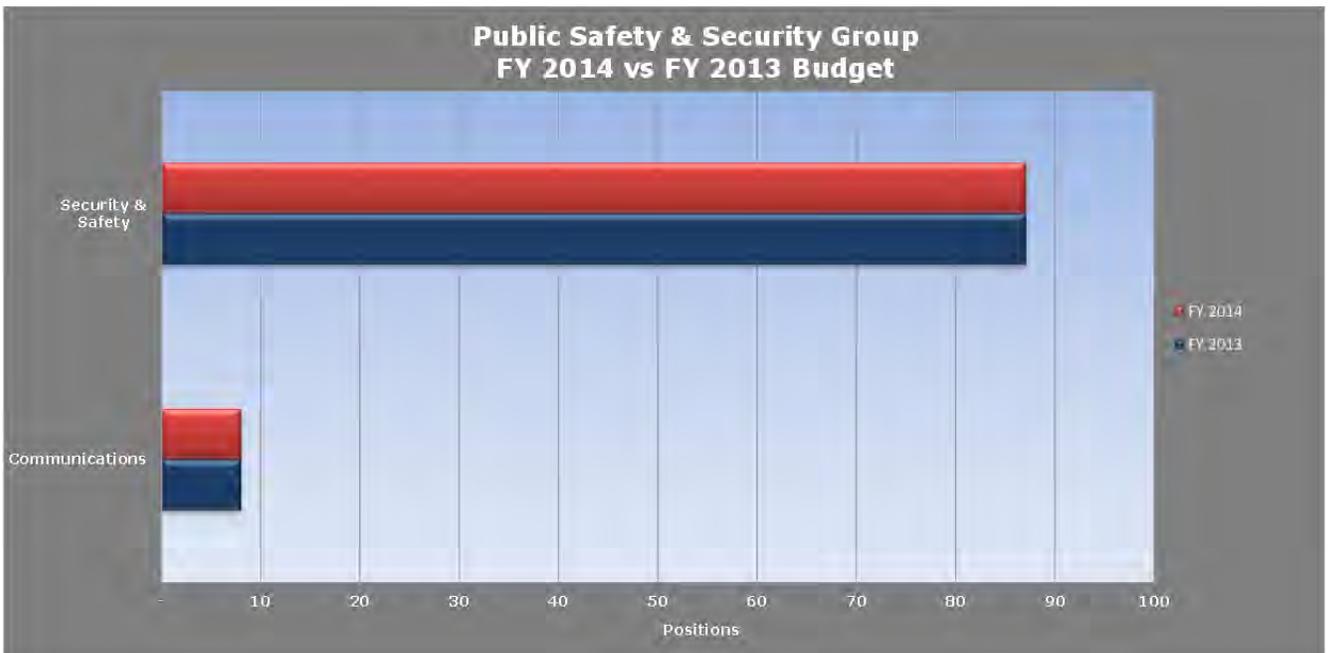
Organizational Structure



Total Positions	
12-13	13-14
95	95

Personnel Summary

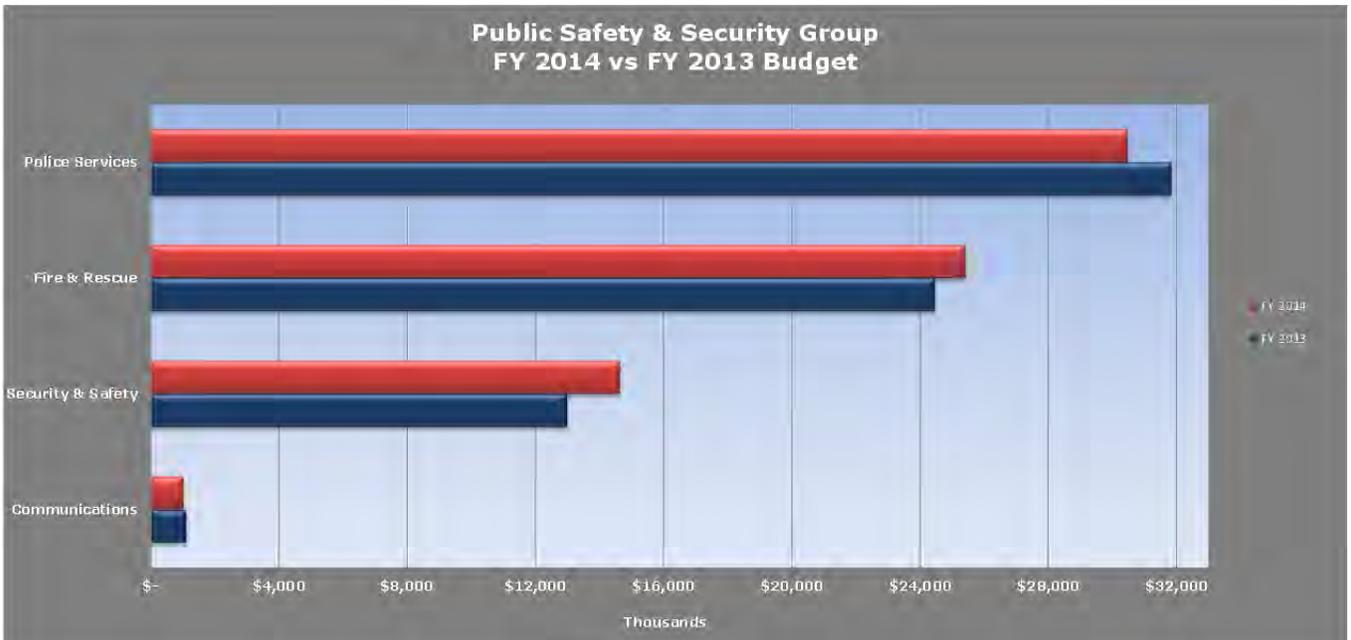
	<i>Actual FY 2012</i>	<i>Adopted Budget FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Inc/(Dec) FY14 vs FY13</i>
Security & Safety	81	87	87	-
Communications	9	8	8	-
Total	90	95	95	-



The chart above is a comparison between the FY 2014 and FY 2013 positions budgeted for the divisions in the Public Safety & Security Group; overall there was no change in positions.

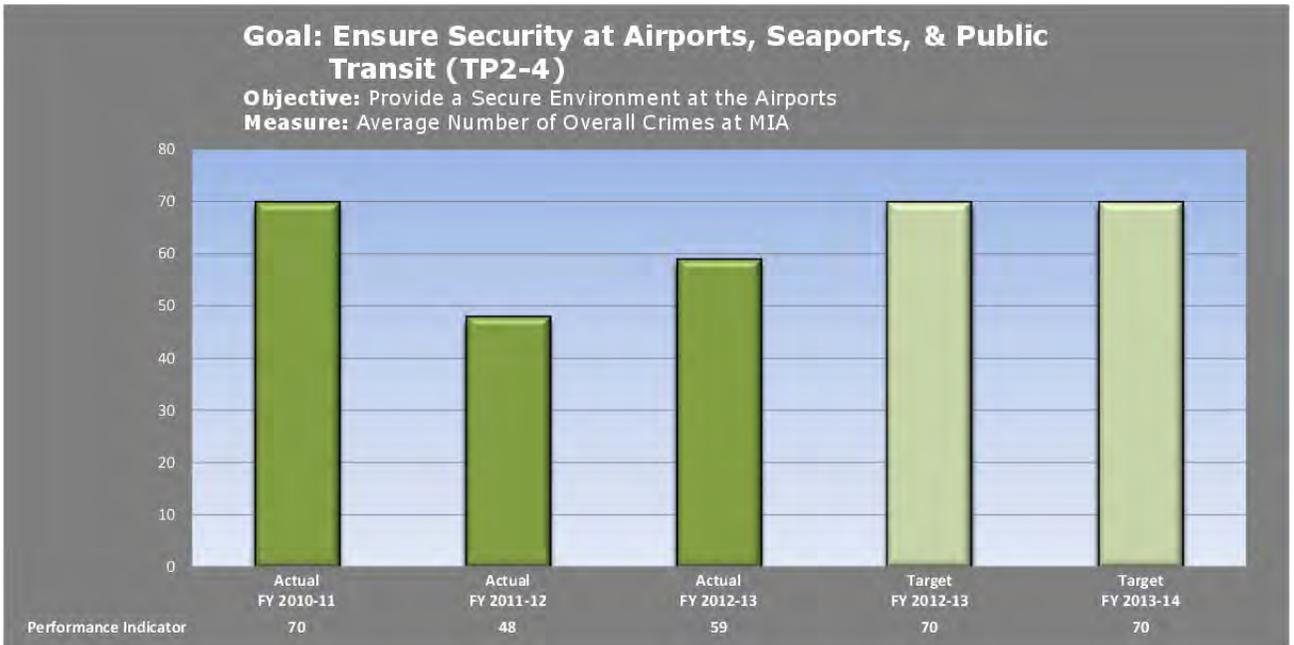
Expense Summary

	<i>Actual FY 2012</i>	<i>Adopted Budget FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Inc/(Dec) FY 2014 vs FY 2013</i>	
				<i>\$</i>	<i>%</i>
Police Services	\$ 27,069,997	\$ 31,836,796	\$ 30,465,113	\$ (1,371,683)	-4.3%
Fire & Rescue	21,155,143	24,462,215	25,406,951	944,736	3.9%
Security & Safety	11,288,629	12,989,970	14,637,274	1,647,304	12.7%
Communications	1,026,374	1,106,346	1,012,545	(93,801)	-8.5%
Total	\$ 60,540,144	\$ 70,395,327	\$ 71,521,883	\$ 1,126,556	1.6%



The chart above is a comparison between the FY 2014 and FY 2013 budget for the divisions in the Public Safety & Security Group; overall there is an increase in expenses for the Group, with the Security & Safety Division reflecting the major increase.

Group Goal(s)/Performance Measures



The chart above illustrates the actual and the target of the average monthly number of crimes such as assault, battery, homicide, robbery, burglary, and auto theft at MIA; for FY2012-13 there were less crimes than the targeted amount.

Accomplishments for FY 2013

- 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)
- Averted fines assessed to the Department of TSA for security violations by performing efficient investigations and implementing timely corrective measures
- Conducted monthly Airport Security Consortium and Quarterly Cargo Consortium meetings
- Distributed pertinent open source intelligence to security personnel in order to remain current on the threats to an airport community
- Continued to explore new and emerging technology to compliment security operations, in an effort to provide optional security at MIA and the GAA Airports
- Developed and executed media relations and advertising campaign for new air service launches and expedited screening programs at MIA
- 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>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2012</i>	<i>FY 2013</i>	<i>FY 2014</i>	<i>FY 2014 vs FY 2013</i>	
				\$	%
Salary/Fringes					
Regular	\$ -	\$ -	\$ -	\$ -	0.0%
Over-time	-	-	-	-	0.0%
Fringes	-	-	-	-	0.0%
Total Salary/Fringes	\$ -	\$ -	\$ -	\$ -	0.0%
Outside Contracts	62,640	68,100	68,100	-	0.0%
Insurance	-	296,835	280,000	(16,835)	-5.7%
MOU	26,480,994	30,474,396	28,494,069	(1,980,327)	-6.5%
Charges for County Services	291,114	491,550	1,082,244	590,694	120.2%
Utilities	52,368	70,000	70,000	-	0.0%
Other Operating	103,726	365,915	371,700	5,785	1.6%
Capital	79,155	70,000	99,000	29,000	41.4%
Total	\$ 27,069,997	\$ 31,836,796	\$ 30,465,113	\$ (1,371,683)	-4.3%

Major Drivers

FY 2012-13 Budget	\$ 31,836,796
Proposed personnel costs	
Salary/Fringe Adjustments	-
Proposed variance in personnel costs	<u>31,836,796</u>
Insurance	
Decrease in sheriffs professional liability insurance	(16,835)
MOU	
Decrease in charges for Police services	(1,978,327)
Charges for County Services	
Increase for radio maintenance, service vehicle rental and charges	588,694
Other Operating	
Increase in auto expense and parking reimbursement, repair and maintenance supplies, and office supplies	25,500
Decrease in registration fees, batteries, dog handling equipment, and miscellaneous operating supplies	(19,715)
Capital	
Increase for motorized field equipment	<u>29,000</u>
FY 2013-14 Budget	<u>\$ 30,465,113</u>

Fire & Rescue

Organizational Structure

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

Mission Statement

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

Responsibilities

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

Personnel Summary

Non Applicable

Expense Summary

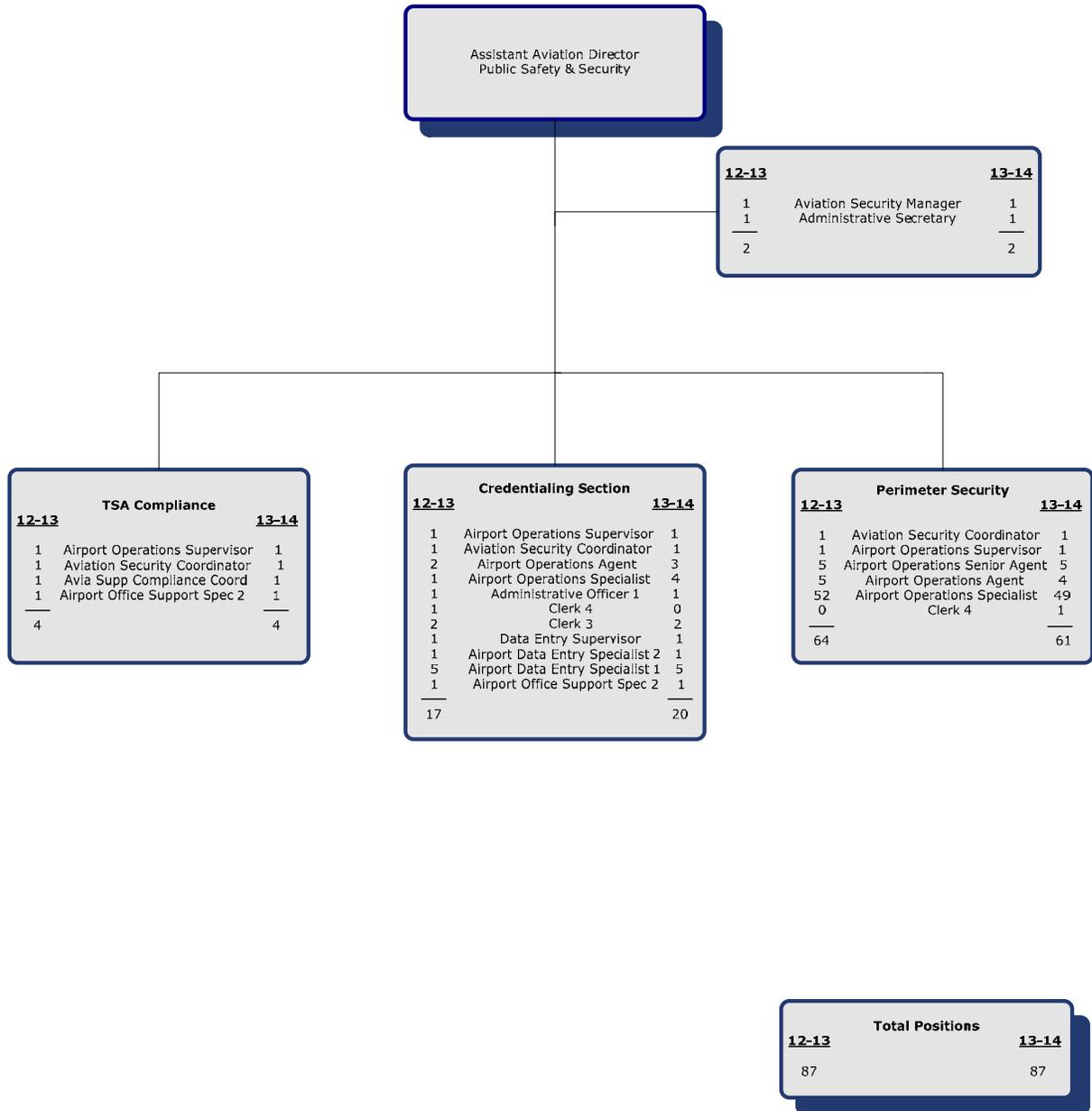
	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2012</i>	<i>FY 2013</i>	<i>FY 2014</i>	<i>FY 2014 vs FY 2013</i>	
				\$	%
Salary/Fringes					
Regular	\$ -	\$ -	\$ -	\$ -	0.0%
Over-time	-	-	-	-	0.0%
Fringes	-	-	-	-	0.0%
Total Salary/Fringes	\$ -	\$ -	\$ -	\$ -	0.0%
Outside Contracts	5,189	41,216	155,500	114,284	277.3%
MOU	21,114,047	23,549,218	23,711,311	162,093	0.7%
Charges for County Services	-	-	17,500	17,500	100.0%
Utilities	12,650	25,200	37,400	12,200	48.4%
Other Operating	22,939	320,295	296,290	(24,005)	-7.5%
Capital	319	526,286	1,188,950	662,664	125.9%
Total	\$21,155,143	\$24,462,215	\$25,406,951	\$ 944,736	3.9%

Major Drivers

FY 2012-13 Budget	\$ 24,462,215
Proposed personnel costs	
Salary/Fringe Adjustments	-
Proposed variance in personnel costs	<u>24,462,215</u>
Outside Contract Services	
Increase in other outside contracts	115,500
Decrease in maintenance & repair of equipment	(1,216)
MOU	
Increase in charges for Fire Rescue services and Fire Inspection fees	179,513
Charges for County Services	
Increase in radio maintenance	80
Utilities	
Increase in telephone service	12,200
Other Operating	
Increase in publications, memberships, inservice training, license & permit fees, other fuels & lubricants, expendable tools, office supplies, minor equipment, printing & reproduction supplies, and uniform & safety shoes	128,214
Decrease in travel, registration fees, educational seminars, office furniture & equipment, and safety equipment & supplies	(152,219)
Capital	
Increase in fire and rescue vehicles	815,250
Decrease in computer hardware, radios, training equipment, and vehicles	<u>(152,586)</u>
FY 2013-14 Budget	<u>\$ 25,406,951</u>

Security & Safety

Organizational Structure



Mission Statement

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

Responsibilities

- Directing the day-to-day security operations of MIA and the County's four General Aviation Airports (GAA)
- Enforcing local, state and federally mandated security requirements, in coordination with agencies such as the TSA, CBP, FBI, Immigration and Customs Enforcement (ICE), Drug Enforcement Administration (DEA), Department of Homeland Security (DHS), the State and U.S. Attorneys offices and the Miami-Dade Police 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
- Conducting field audits of airport vendors, multi-agency sweeps
- Operating Airport Operations Area (AOA) vehicular access control gates
- Monitoring contracted security guard services such as operations and staffing
- Monitoring fuel farm areas and Federal Inspection Service (FIS) areas
- Issuing security notices, security directives and security operational directives
- Coordinating mandated table tops and exercise drills, investigates security violations

Personnel Summary

<i>OCC</i>		<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>
<i>Code</i>	<i>Occupational Title</i>	<i>FY 2012</i>	<i>Budget</i>	<i>Budget</i>	<i>FY14 vs FY13</i>
			<i>FY 2013</i>	<i>FY 2014</i>	
5287	Aviation Security Manager	-	1	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	4	5	5	-
5204	Airport Operations Agent	6	7	7	-
5205	Airport Operations Specialist	51	53	53	-
0810	Administrative Officer 1	1	1	1	-
0013	Clerk 4	1	1	1	-
0012	Clerk 3	1	2	2	-
0018	Data Entry Supervisor	1	1	1	-
5346	Airport Data Entry Specialist 2	1	1	1	-
5345	Airport Data Entry Specialist 1	5	5	5	-
0094	Administrative Secretary	1	1	1	-
5306	Airport Office Support Specialist 2	2	2	2	-
	Total	81	87	87	-

Expense Summary

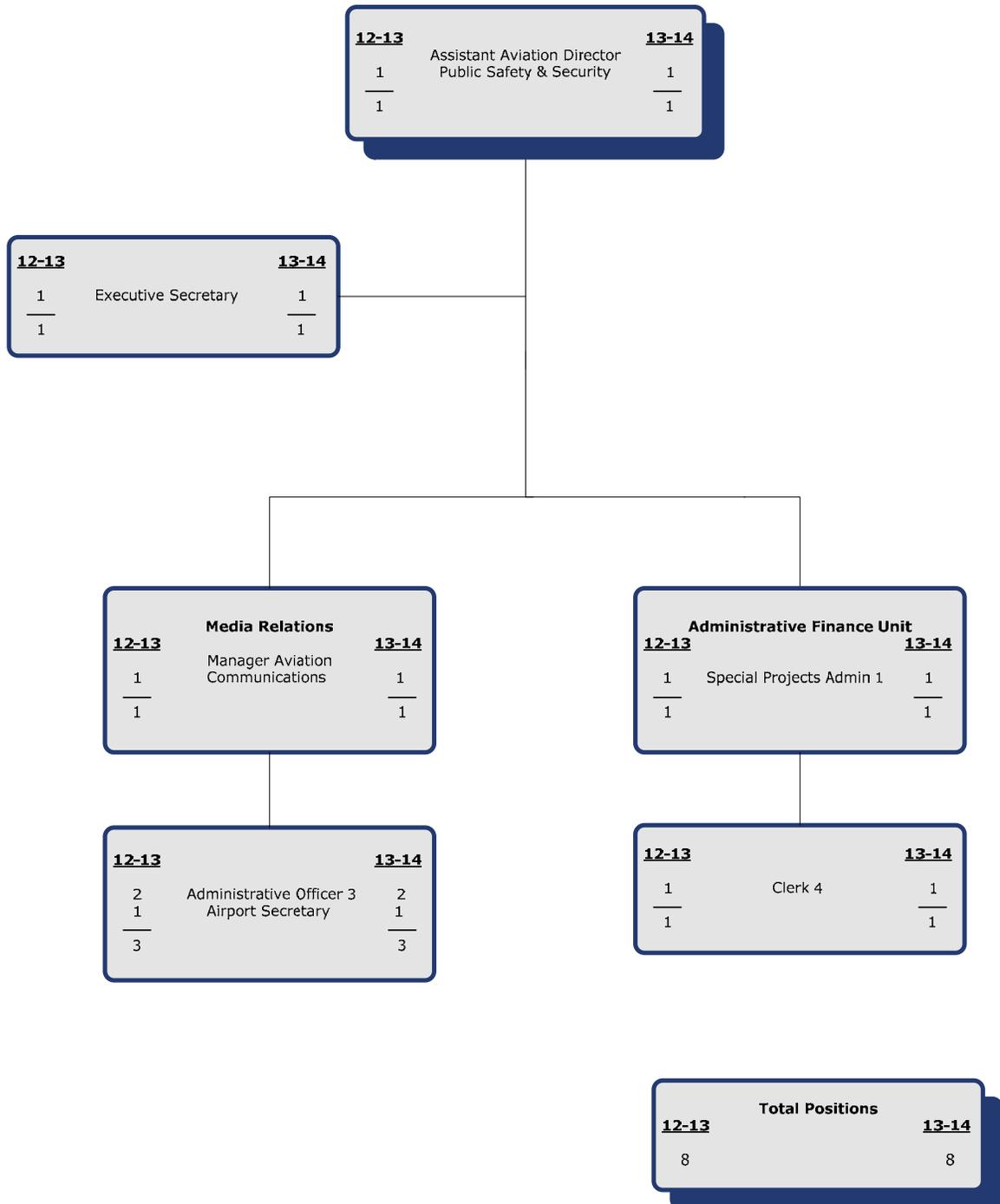
	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2012</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 2014 vs FY 2013</i>	
		<i>FY 2013</i>	<i>FY 2014</i>	<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 4,095,860	\$ 4,155,204	\$ 4,059,719	\$ (95,485)	-2.3%
Over-time	200,754	243,775	243,775	-	0.0%
Fringes	1,160,691	1,351,194	1,449,087	97,893	7.2%
Total Salary/Fringes	\$ 5,457,305	\$ 5,750,173	\$ 5,752,581	\$ 2,408	0.0%
Outside Contracts	30,855	92,625	146,000	53,375	57.6%
MOU	5,720,830	6,714,168	8,414,168	1,700,000	25.3%
Other Operating	79,559	233,004	243,325	10,321	4.4%
Capital	79	200,000	81,200	(118,800)	-59.4%
Total	\$ 11,288,629	\$ 12,989,970	\$ 14,637,274	\$ 1,647,304	12.7%

Major Drivers

FY 2012-13 Budget	\$ 12,989,970
Proposed personnel costs	
Salary/Fringe Adjustments	2,408
Proposed variance in personnel costs	<u>12,992,378</u>
Outside Contract Services	
Increase in management consulting services and catering services provided by Hotel, Top, Host Marriott for meetings	77,000
Decrease in outside maintenance services	(23,625)
MOU	
Increase in security guard services	1,700,000
Other Operating	
Increase in office supplies and ID card system supplies	20,321
Decrease in miscellaneous general & administrative expense	(10,000)
Capital	
Increase in computer hardware, vehicle replacement, and radio equipment	56,200
Decrease in office furniture and miscellaneous equipment	<u>(175,000)</u>
FY 2013-14 Budget	<u>\$ 14,637,274</u>

Communications

Organizational Structure



Mission Statement

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

Responsibilities

- Generating positive media exposure for MIA and the Miami-Dade Aviation Department through proactive media relations
- Coordinating new coverage, advertising campaigns in a variety of mediums
- Developing content for all press releases, advertising and marketing materials, speeches, internal newsletter, website content for the Department and distributing all printed materials for the media
- Conducting daily media monitoring to keep the Department's administration apprised of relevant new coverage
- Fulfilling public records request from the media
- Coordinating media interview requests to MDAD executives
- Serving as media spokesperson for the Department 24 hours a day, seven days a week
- Coordinating advertising development and placement
- Writing speeches and talking points for MDAD executives
- Distributing internal communications such as daily news updates and quarterly newsletter columns to MIA employees

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2012</i>	<i>Adopted Budget FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Inc/(Dec) FY14 vs FY13</i>
5182	Assistant Aviation Director Public Safety & Security	1	1	1	-
5130	Manager Aviation Communications	1	1	1	-
5287	Aviation Security Manager	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	-
	Total	9	8	8	-

Expense Summary

	<i>Actual FY 2012</i>	<i>Adopted Budget FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Inc/(Dec) FY 2014 vs FY 2013</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 774,217	\$ 682,564	\$ 678,987	\$ (3,577)	-0.5%
Over-time	1,061	500	1,000	500	100.0%
Fringes	132,151	154,832	172,108	17,276	11.2%
Total Salary/Fringes	\$ 907,429	\$ 837,896	\$ 852,095	\$ 14,199	1.7%
Outside Contracts	107,957	134,000	25,500	(108,500)	-81.0%
MOU	-	120,000	120,000	-	0.0%
Other Operating	10,988	14,450	14,950	500	3.5%
Capital	-	-	-	-	0.0%
Total	\$ 1,026,374	\$ 1,106,346	\$ 1,012,545	\$ (93,801)	-8.5%

Major Drivers

FY 2012-13 Budget	\$ 1,106,346
Proposed personnel costs	
Salary/Fringe Adjustments	13,699
Increase in over-time	500
Proposed variance in personnel costs	<u>1,120,545</u>
Outside Contract Services	
Increase in airport related printing expense and outside contract services	11,500
Decrease in newspaper advertising	(120,000)
Other Operating	
Increase in office supplies	500
FY 2013-14 Budget	<u><u>\$ 1,012,545</u></u>

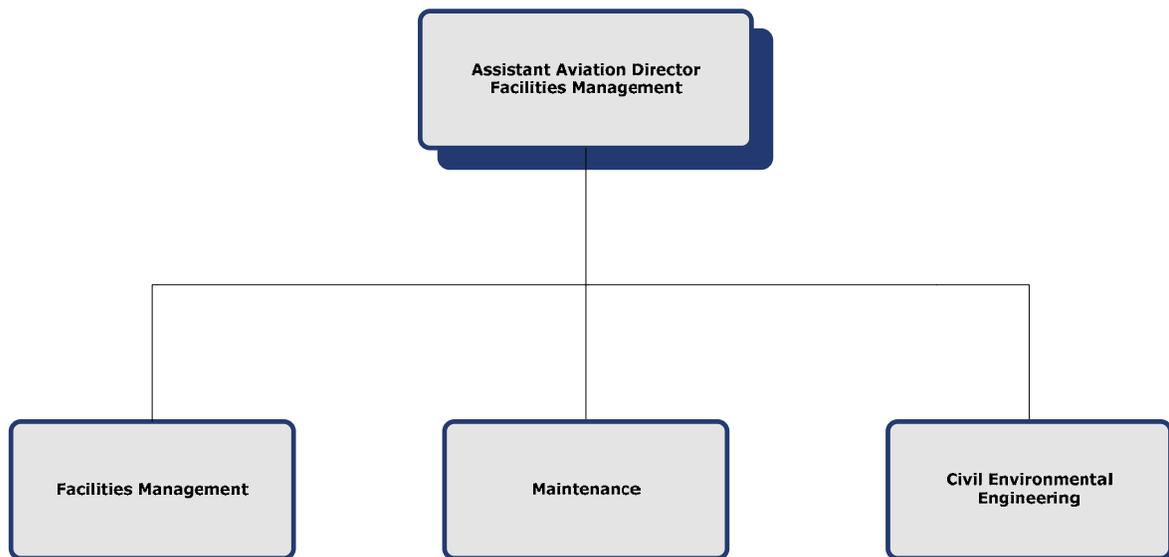


Facilities Management Group

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, and Civil Environmental Engineering Divisions.

Organizational Structure



Total Positions	
<u>12-13</u>	<u>13-14</u>
446	447

Personnel Summary

	<i>Actual FY 2012</i>	<i>Adopted Budget FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Inc/(Dec) FY14 vs FY13</i>
Facilities Management	10	12	12	-
Maintenance	388	419	420	1
Civil Environmental Engineering	15	15	15	-
Total	413	446	447	1



The chart above is a comparison between the FY 2014 and FY 2013 positions budgeted for the divisions in the Facilities Management Group; the change in position was due to the reorganization of staff.

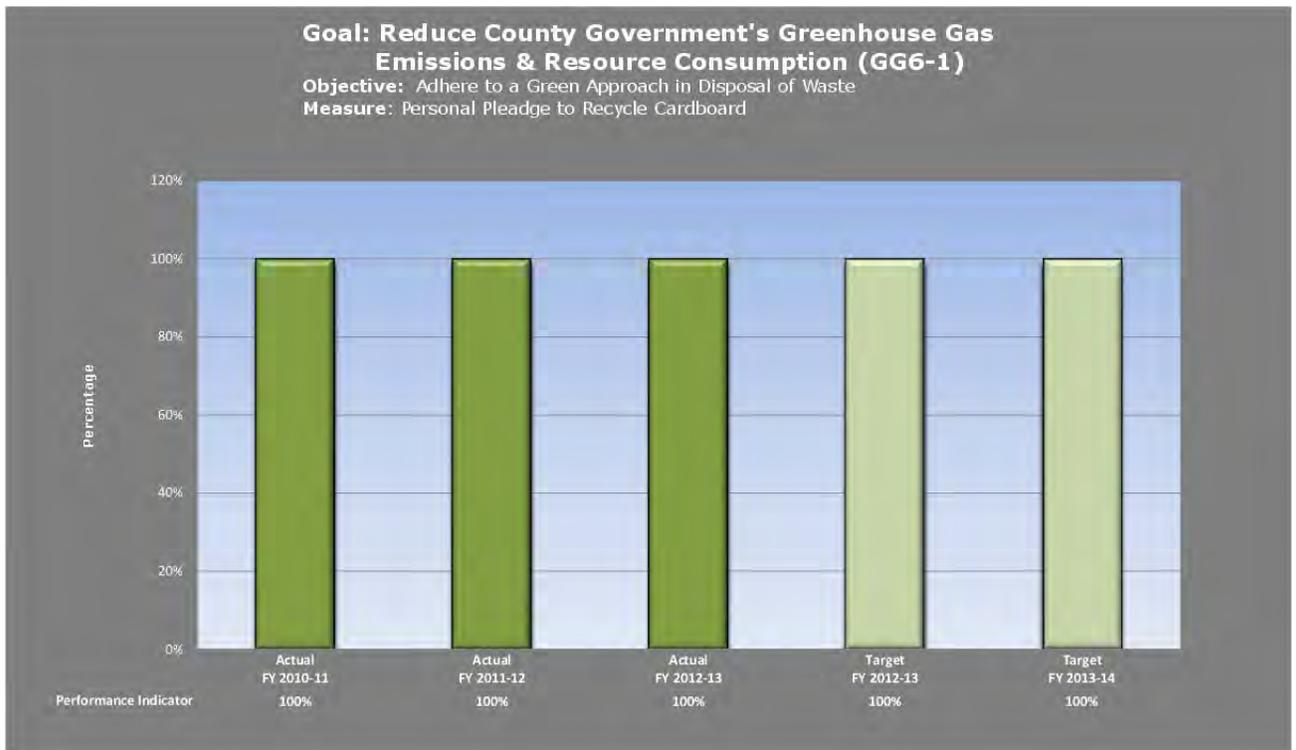
Expense Summary

	<i>Actual</i> <i>FY 2012</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2013</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2014</i>	<i>Inc/(Dec)</i> <i>FY 2014 vs FY 2013</i>	
				\$	%
Facilities Management	\$ 1,120,147	\$ 1,335,750	\$ 1,410,758	\$ 75,008	5.6%
Maintenance	83,700,548	95,197,903	95,698,602	500,699	0.5%
Civil Environmental Engineering	5,625,035	7,742,390	7,800,627	58,237	0.8%
Total	\$ 90,445,730	\$ 104,276,043	\$ 104,909,987	\$ 633,944	0.6%



The chart above is a comparison between the FY 2014 and FY 2013 budget for the divisions in the Facilities Management Group; overall there is an increase in expenses for the Group, with the Maintenance Division reflecting the major decrease.

Group Goal(s)/Performance Measures



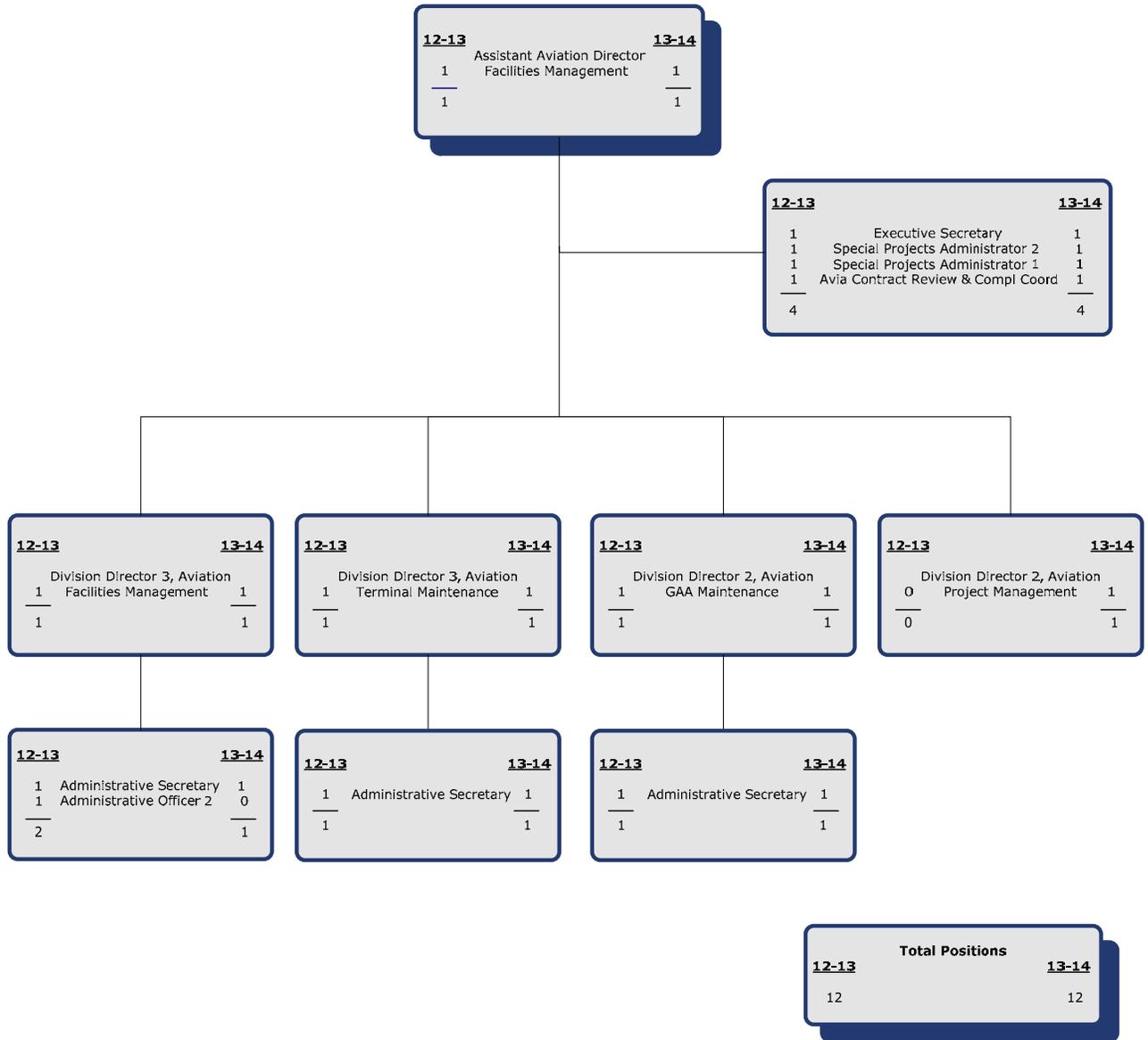
The chart above illustrates the actual and the target for the amount of cardboard that is recycled at MIA every fiscal year, the target is to recycle 300 tons; for FY 2012-13 the actual met the target.

Accomplishments for FY 2013

- Transitioned all Reserve Maintenance projects into Share Point through the Projects Control Module
- Completed the temporary Fuel Facility after the Fuel Farm Fire
- Completed 100 percent of programmable logic controller upgrades at lower D concourse passenger loading bridges
- Completed all terminal building directories
- Completed all MIA Mover and Rental Car Center temporary way finding signage
- Completed refurbishment of five passenger loading bridges at Concourse G
- Retrofitted South Terminal baggage handling and ticket counter lighting to LEDS
- Achieved 100% customer satisfaction at Waste Transfer for international and domestic trash collection
- Re-striped all runways, taxiways, parking spaces at TNT and MIA to meet Part 139 recertification
- Installed improved reflective delineators at entrance to MIA off Le Jeune Road
- Commenced bidding and selection process for the MDAD CSBE/MCC 7040 Pilot Program for Emergency/Priority maintenance Construction Services at MDAD Facilities
- Completed Phase 1 of the Hotel Lobby Project
- Completed the renovations to the new Inter-Faith Chapel located in the Terminal
- Maintained ISO14001 re-certification
- 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
- Awarded the contract to design the Opa-Locka Perimeter Road
- Awarded the contract to replace the Train at Cc E

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 2012</i>	<i>Adopted Budget FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Inc/(Dec) FY14 vs FY13</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	2	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	2	3	3	-
	Total	10	12	12	-

Expense Summary

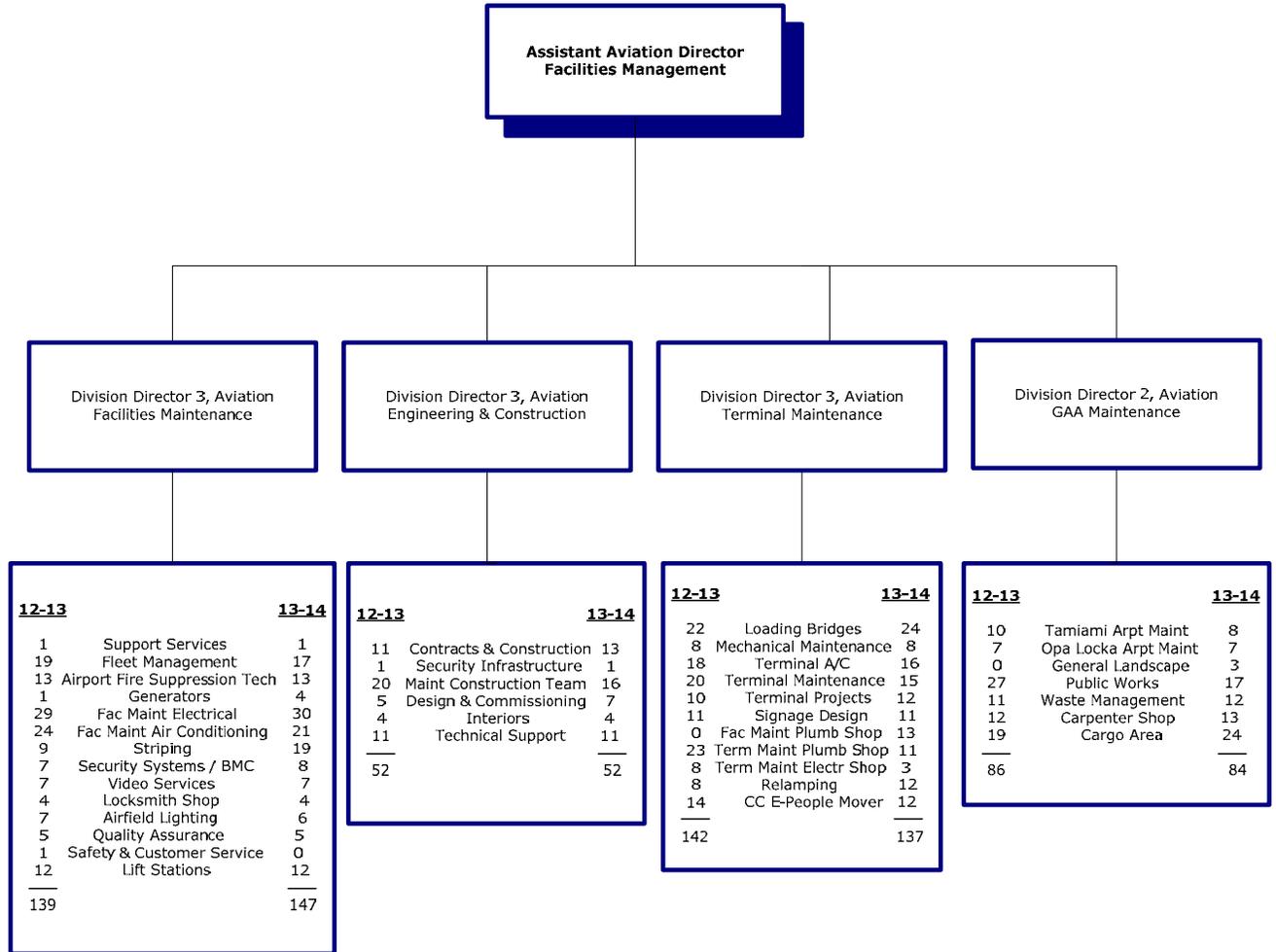
	<i>Actual FY 2012</i>	<i>Adopted Budget FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Inc/(Dec) FY 2014 vs FY 2013</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 937,193	\$ 1,066,934	\$ 1,126,287	\$ 59,353	5.6%
Over-time	3,937	5,500	5,500	-	0.0%
Fringes	176,895	230,566	243,521	12,955	5.6%
Total Salary/Fringes	\$ 1,118,025	\$ 1,303,000	\$ 1,375,308	\$ 72,308	5.5%
Outside Contracts	-	-	-	-	0.0%
Other Operating	2,123	32,750	35,450	2,700	8.2%
Capital	-	-	-	-	0.0%
Total	\$ 1,120,147	\$ 1,335,750	\$ 1,410,758	\$ 75,008	5.6%

Major Drivers

FY 2012-13 Budget	\$ 1,335,750
Proposed Personnel Costs	
Salary/Fringe Adjustments	72,308
Proposed variance in personnel costs	1,408,058
Other Operating	
Increase in educational seminars and office supplies	2,700
FY 2013-14 Budget	\$ 1,410,758

Maintenance

Organizational Structure



Total Positions		
<u>12-13</u>		<u>13-14</u>
419		420

Mission Statement

The mission of the Maintenance Division is to provide functional, safe, and secure facilities, equipment, structures, and utilities for internal and external customers in a cost effective and efficient manner.

Responsibilities

- The Facilities Maintenance section is a team of highly skilled trade and technical persons to maintain all utilities, building and facilities. Handling 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 the fleet management of all MDAD vehicles.
- The Engineering & Construction section is responsible for the readiness of all new facilities, including testing, commissioning, acceptance and turnover of equipment and buildings, setting operational standards for new systems, development of standard operational procedures and updating MDAD design guidelines, in addition to providing direction and coordination, interface with builders and helping remove operational constraints while maintaining existing operations by mitigating problems caused by construction activity
- The Terminal Maintenance section is responsible for the maintenance and repair of the facilities and utility systems contained within the MIA terminal building, the parking garages and lower drive lighting, passenger loading bridges, baggage conveyors, painting, lighting, pest control as well as maintenance customer service and quality control
- The General Aviation Airports section provides land and building maintenance and emergency repair work at the General Aviation Airports and cargo buildings to include the coordination and oversight of various facilities and grounds maintenance related contracted services such as canal maintenance, grounds maintenance, tree trimming, termite protection and interior foliage; in addition, this area is responsible for waste management of all domestic and international garbage, maintenance and striping of all runways, taxiways and roadways

Maintenance

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2012</i>	<i>Adopted Budget FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Inc/(Dec) FY14 vs FY13</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	2	1
5249	Airport Building Systems 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	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	-
0811	Administrative Officer 2	-	-	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	-	-	-
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	3	2
6611	Construction Manager 2	6	7	7	-
6610	Construction Manager 1	1	1	1	-
6466	Technical Services Planner/Scheduler	3	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</i>		<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>
<i>Code</i>	<i>Occupational Title</i>	<i>FY 2012</i>	<i>Budget</i>	<i>Budget</i>	<i>FY14 vs FY13</i>
			<i>FY 2013</i>	<i>FY 2014</i>	
1827	Computer Tech 2	1	1	1	-
5380	Airport Senior Cadastral Technician	1	1	1	-
5379	Airport 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)
5272	Airport Facilities Superintendent	14	17	17	-
5275	Airport BMS Operator	5	5	5	-
5462	Airport Waste Plant Operator	3	4	4	-
5463	Airport Lighting Technician	3	4	4	-
5377	Airport Automated People Mover Technician	11	11	11	-
5474	Airport Electronic Electrical Equipment Tech 2	3	3	3	-
5472	Airport Electronic Electrical Equipment Tech 1	18	19	19	-
5479	Airport Fire Suppression Systems Technician	9	10	10	-
5420	Airport Waste Plant Electrician	1	1	1	-
5406	Airport Service Equipment Maint Mechanic	4	4	4	-
5404	Airport Maintenance Mechanic	71	73	75	2
5403	Airport Maintenance Repairer	26	28	24	(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	15	18	18	-
5427	Airport Automotive Equipment Operator 1	5	7	7	-
9786	Airport Automotive Support Specialist	-	-	1	1
5438	Airport Carpenter/Roofer	2	2	2	-
5442	Airport Carpenter	8	8	8	-
5444	Airport Electrician	12	17	17	-
5446	Airport Locksmith	3	3	3	-
5448	Airport Painter	24	27	27	-
5450	Airport Machinist	1	1	1	-
5452	Airport Plumber	13	13	13	-
5454	Airport Mason	2	2	2	-
5456	Airport Refrigeration/Air Conditioning Mech	14	18	18	-
5458	Airport Sign Painter	4	4	4	-
5460	Airport Welder	1	2	2	-
5461	Airport Sprayer	3	3	3	-
5464	Airport Hydraulics Mechanic	9	9	9	-
	Total	388	419	420	1

Maintenance

Expense Summary

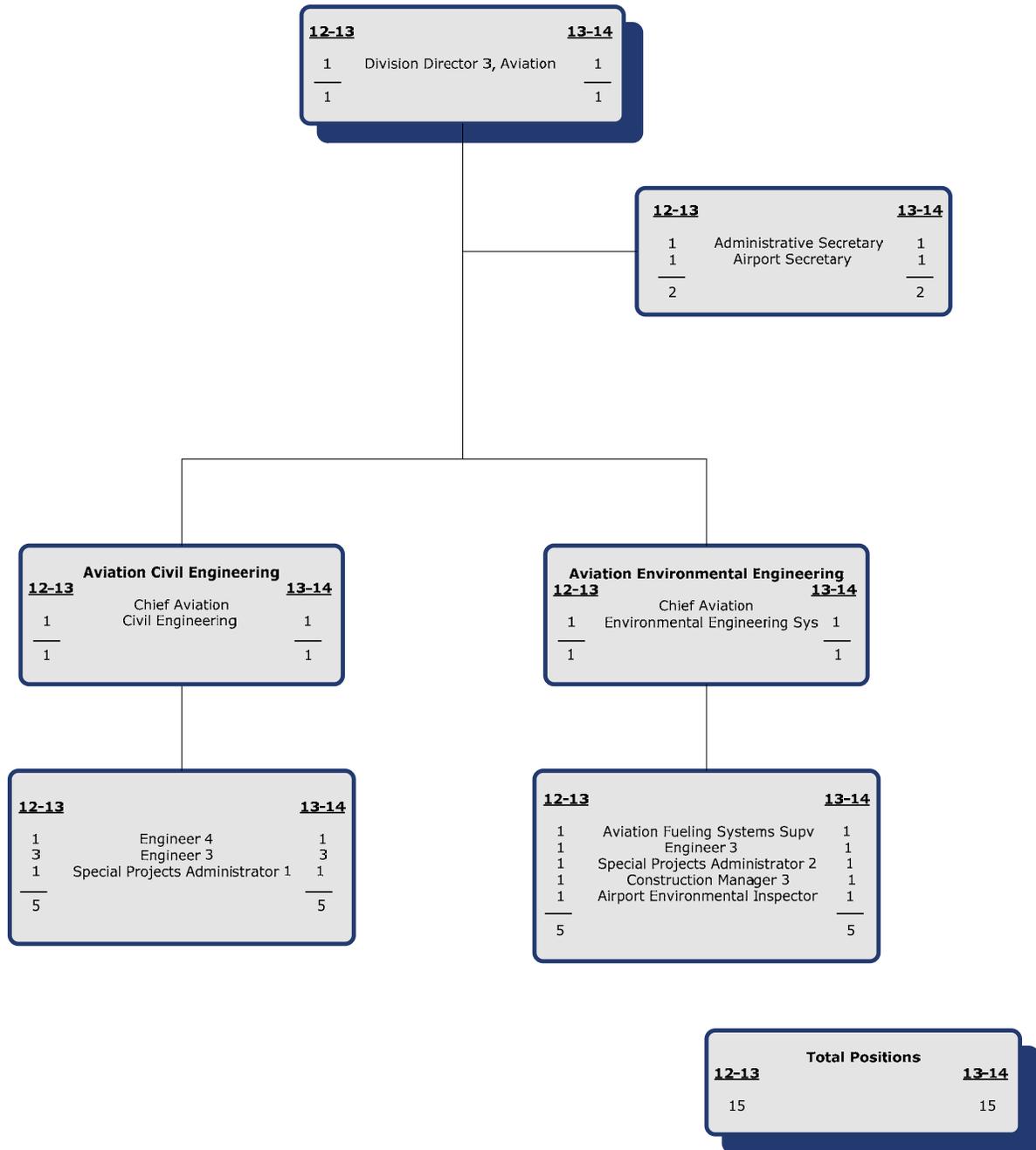
	<i>Actual</i> <i>FY 2012</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2013</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2014</i>	<i>Inc/(Dec)</i> <i>FY 2014 vs FY 2013</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 24,626,936	\$ 25,082,170	\$ 25,346,289	\$ 264,119	1.1%
Over-time	1,189,264	1,600,000	1,362,200	(237,800)	-14.9%
Fringes	5,846,703	6,937,589	7,879,843	942,254	13.6%
Total Salary/Fringes	\$ 31,662,903	\$ 33,619,759	\$ 34,588,332	\$ 968,573	2.9%
Outside Contracts	41,054,196	42,914,644	47,357,256	4,442,612	10.4%
MOU	677,305	854,174	885,524	31,350	3.7%
Charges for Cunty Services	216,194	-	-	-	0.0%
Utilities	3,311,593	3,588,046	3,490,000	(98,046)	-2.7%
Other Operating	5,948,185	12,335,680	7,266,873	(5,068,807)	-41.1%
Capital	830,172	1,885,600	2,110,617	225,017	11.9%
Total	\$ 83,700,548	\$ 95,197,903	\$ 95,698,602	\$ 500,699	0.5%

Major Drivers

FY 2012-13 Budget	\$ 95,197,903
Proposed Personnel Costs	
Salary/Fringe Adjustments	1,206,373
Decrease in over-time	(237,800)
Proposed variance in personnel costs	<u>96,166,476</u>
Outside Contract Services	
Increase in consulting services, motor vehicle maintenance, maintenance & repair of equipment, water treatment service, computer software support, vehicle towing service, operation & maintenance of NTD train, elevator maintenance, outside maintenance services, air conditioning maintenance, lanscape services, air compressor maintenance, and fire protection system maintenance	5,295,062
Decrease in outside building maintenance, exterminating service, operation & maintenance of MIA mover, and canal maintenance	(852,450)
MOU	
Increase for pest management services	31,350
Utilities	
Decrease in electrical service	(98,046)
Other Operating	
Increase in publications, memberships, moving expense, license & permit fees, holiday decorations, lubricants & motor oil, diesel fuel, repair & maintenance supplies, and office furniture & equipment	97,745
Decrease rental expense, fuel & lubricants, construction materials, and other operating supplies	(5,166,552)
Capital	
Increase for motorized field equipment, heavy trucks, trailers, and mowers	1,110,000
Decrease in minor improvements to buildings, shop equipment and, vehicle replacement	(884,983)
FY 2013-14 Budget	<u><u>\$ 95,698,602</u></u>

Civil Environmental Engineering

Organizational Structure



Mission Statement

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

Responsibilities

- Monitoring the quantity and quality of domestic water, sewage and storm water supply system and sewerage system for MIA as regulated by Federal, State and County
- Managing, monitoring and maintaining of the pavement management system to ensure the quality of the Airside Operations Area (AOA) pavements of all the airports as required by the FAA
- Overseeing environmental restorations and regulatory compliance
- Auditing tenant operations for environmental compliance
- Monitoring air quality standards by performing indoor and outdoor air quality studies and investigating complaints
- Coordinating mold preventive actions and asbestos abatement program for the Department
- Administering and maintaining the International Standards Organization (ISO) certification for ISO 14001 Environmental Management Systems
- Developing standards, specifications, and construction quality assurance programs for MIA's infrastructure
- Conducting assessments, remediation, and compliance activities mandated by the Department of Environmental Resources Management (DERM)/MDAD the Florida Department of Environmental Protection (FDEP) Consent Agreement/Orders

Personnel Summary

<i>OCC</i>		<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>
<i>Code</i>	<i>Occupational Title</i>	<i>FY 2012</i>	<i>Budget</i>	<i>Budget</i>	<i>FY14 vs FY13</i>
			<i>FY 2013</i>	<i>FY 2014</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	-
	Total	15	15	15	-

Expense Summary

	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2012</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 2014 vs FY 2013</i>	
		<i>FY 2013</i>	<i>FY 2014</i>	<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 1,488,378	\$ 1,515,701	\$ 1,500,970	\$ (14,731)	-1.0%
Over-time	3,590	-	-	-	0.0%
Fringes	278,785	315,589	338,557	22,968	7.3%
Total Salary/Fringes	\$ 1,770,753	\$ 1,831,290	\$ 1,839,527	\$ 8,237	0.4%
Outside Contracts	1,778,818	2,995,000	3,045,000	50,000	1.7%
MOU	2,044,706	2,800,000	1,100,000	(1,700,000)	-60.7%
Utilities	-	-	1,700,000		
Other Operating	30,758	109,100	109,100	-	0.0%
Capital	-	7,000	7,000	-	0.0%
Total	\$ 5,625,035	\$ 7,742,390	\$ 7,800,627	\$ 58,237	0.8%

Major Drivers

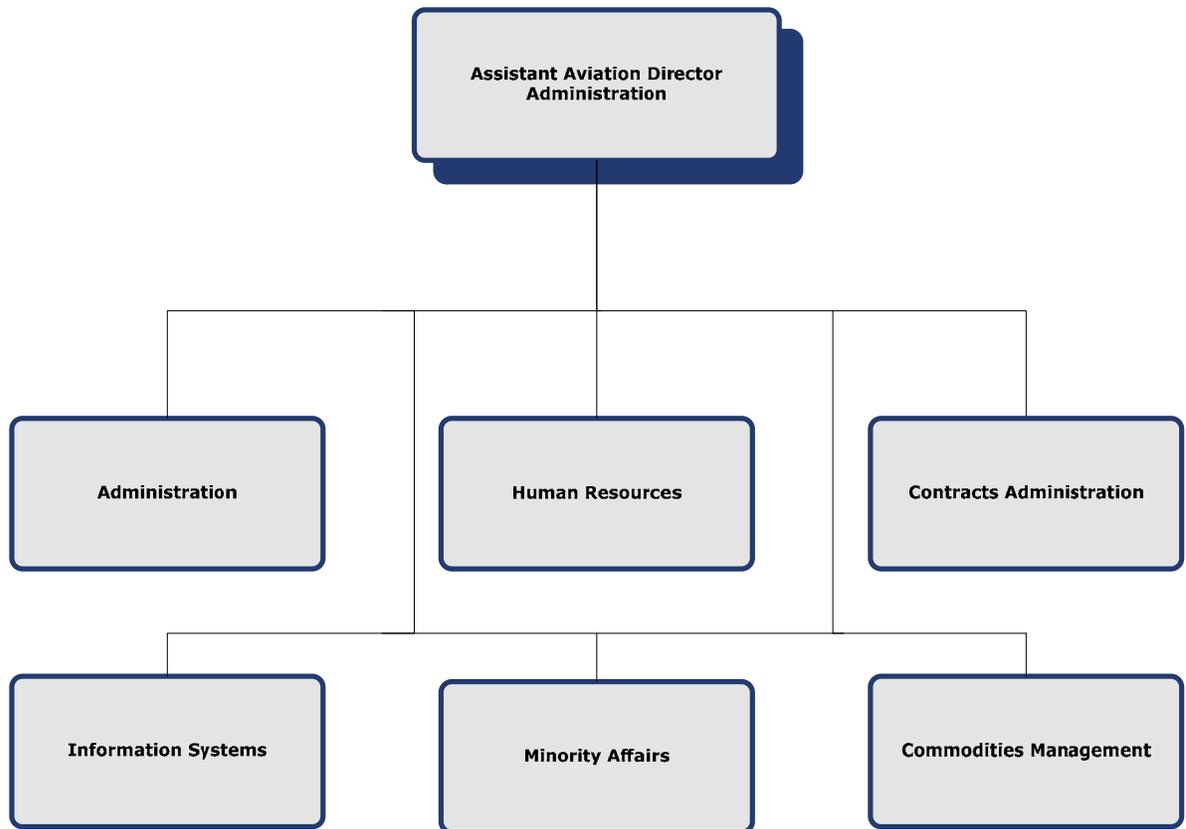
FY 2012-13 Budget	\$ 7,742,390
Proposed personnel costs	
Salary/Fringe Adjustments	8,237
Proposed variance in personnel costs	<u>7,750,627</u>
Outside Contract Services	
Increase in other outside maintenance services	50,000
MOU	
Decrease in DERM Stormwater, portion of expense reallocated to utilities	(1,700,000)
Utilities	
Increase in utilities, portion of expense reallocated from DERM Stormwater	<u>1,700,000</u>
FY 2013-14 Budget	<u><u>\$ 7,800,627</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.

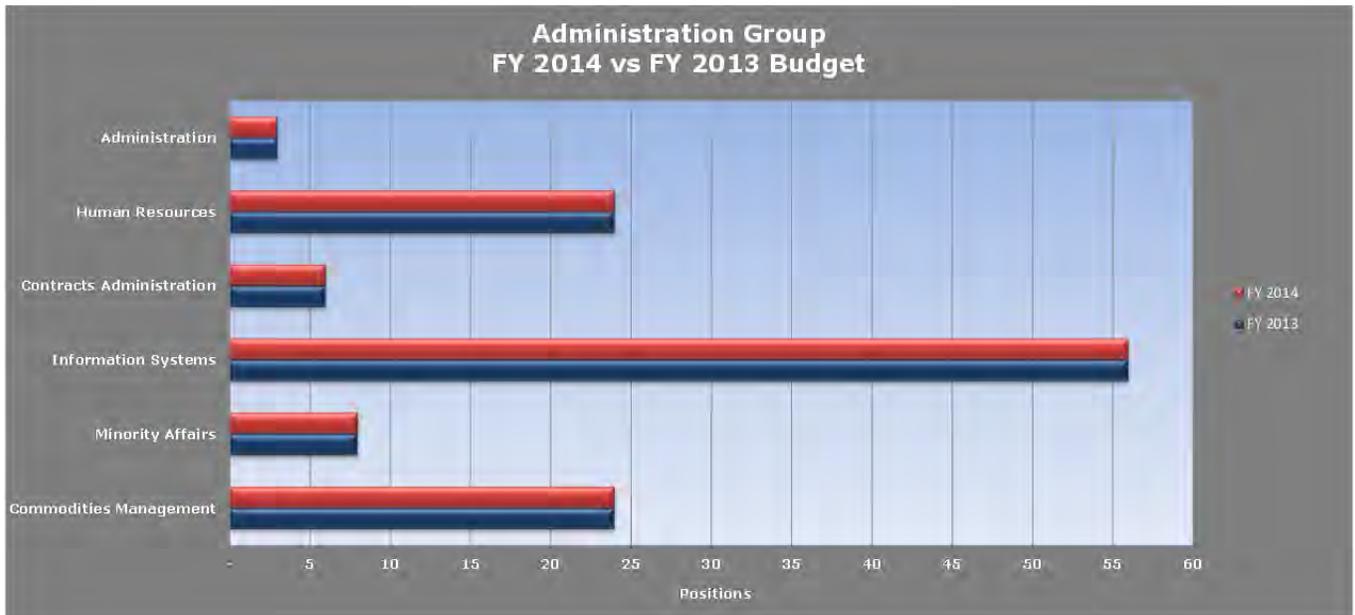
Organizational Structure



Total Positions	
<u>12-13</u>	<u>13-14</u>
121	121

Personnel Summary

	<i>Actual FY 2012</i>	<i>Adopted Budget FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Inc/(Dec) FY14 vs FY13</i>
Administration	3	3	3	-
Human Resources	24	24	24	-
Contracts Administration	6	6	6	-
Information Systems	54	56	56	-
Minority Affairs	8	8	8	-
Commodities Management	24	24	24	-
Total	119	121	121	-



The chart above is a comparison between the FY 2014 and FY 2013 positions budgeted for the divisions in the Administration Group; overall there was no change in positions.

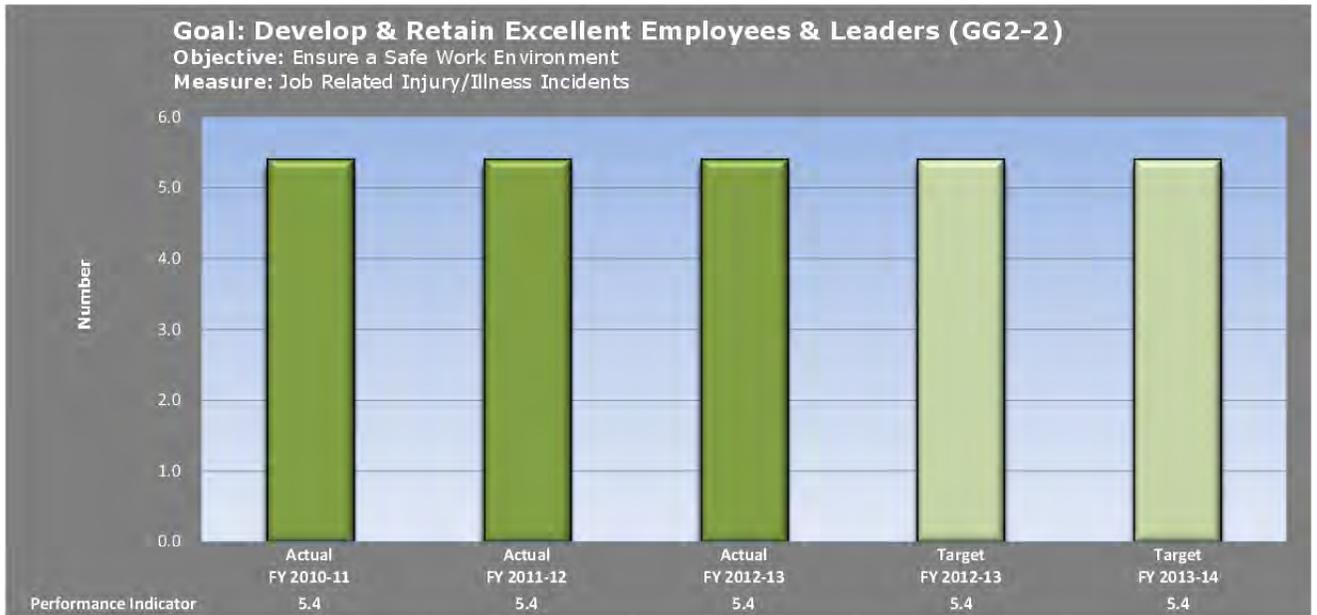
Expense Summary

	<i>Actual FY 2012</i>	<i>Adopted Budget FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Inc/(Dec) FY 2014 vs FY 2013</i>	
				<i>\$</i>	<i>%</i>
Administration	\$ 362,022	\$ 437,640	\$ 448,358	\$ 10,718	2.4%
Human Resources	13,796,110	15,862,939	16,143,400	280,461	1.8%
Contracts Administration	663,843	759,630	751,306	(8,324)	-1.1%
Information Systems	18,201,949	25,107,729	34,920,510	9,812,781	39.1%
Minority Affairs	711,392	920,799	887,685	(33,114)	-3.6%
Commodities Management	2,449,090	2,581,029	2,446,464	(134,565)	-5.2%
Total	\$ 36,184,407	\$ 45,669,766	\$ 55,597,723	\$ 9,927,957	21.7%



The chart above is a comparison between the FY 2014 and FY 2013 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



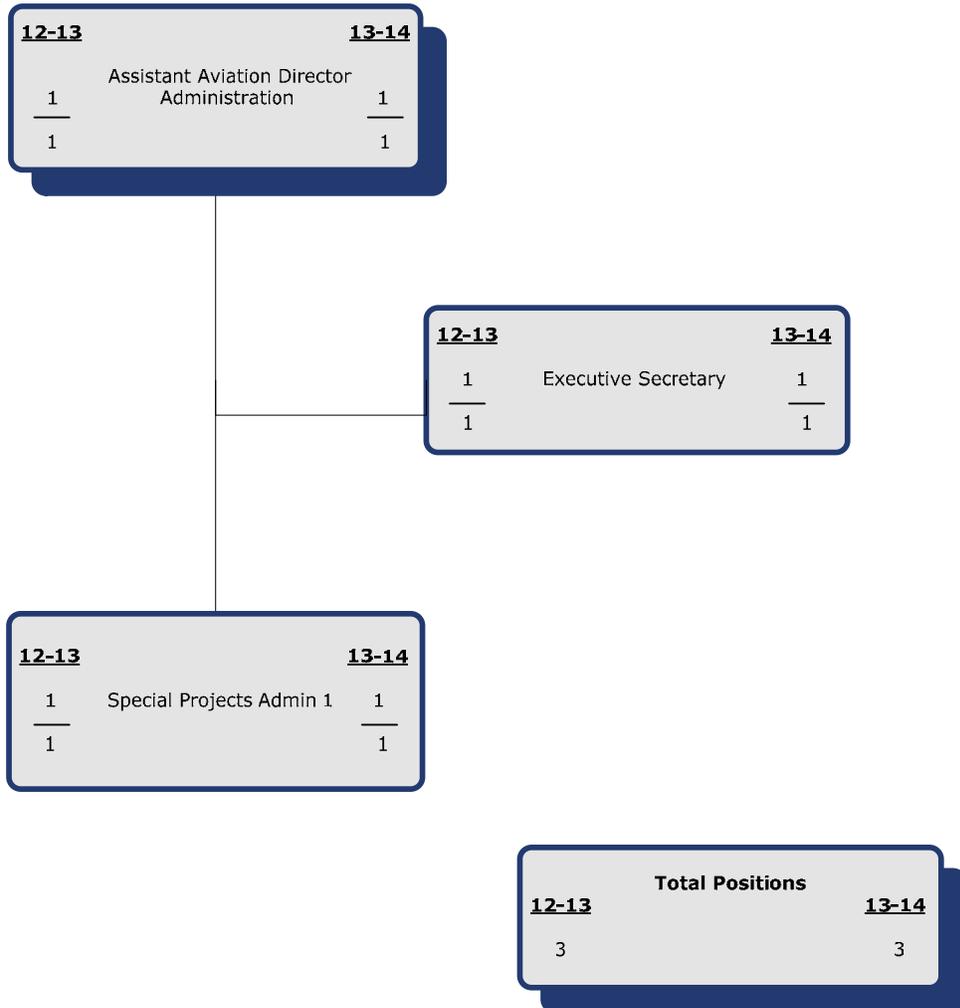
The chart above illustrates the actual and the target for the average number of accidents that occur on a monthly basis, it is comprised of two categories non-chargeable and chargeable preventable; for FY 2012-13 the actual met the target.

Accomplishments for FY 2013

- 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
- Established a Worksite Wellness Program Committee
- Conducted classroom training sessions and Lunch and Learn sessions
- Coordinated college internship programs with the Florida Airports Council, Florida Memorial University, Miami-Dade College and Mayor's Executive Internship Program
- Implemented the E-solicitation process so that interested proposers can download MDAD solicitations
- Continued to streamline the solicitation process for contracts and conducted workshops to provide information on the solicitation process in order to obtain the necessary services
- Added the following features to AOA Vehicle Security Gates: E-mail Access Restricted Internet Access, Folder access and Matrix Watch Window to view pictures of employees going thru AOA checkpoint gate
- Finalized the migration of the FIDS and AOIS system from the Oracle/SUN hardware to IBM virtualized servers and storage
- Designed, expanded, and implemented MDAD Network for new Automated Passport Control Kiosks
- Received US Department of Commerce sponsored Med Week 31st Anniversary Award for 2013
- Received FAA approval for Emerging Small Business (ESB) program
- Trained employees in CPR, First Aid and Automated External Defibrillator (AED) use
- Received ISO 14001 re-certification for Procurement
- Implemented a bar coding system at the Warehouse to work with PeopleSoft inventory Module

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 2012</i>	<i>Adopted Budget FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Inc/(Dec) FY14 vs FY13</i>
5182	Assistant Aviation Director Administration	1	1	1	-
0831	Special Projects Administrator 1	1	1	1	-
0095	Executive Secretary	1	1	1	-
Total		3	3	3	-

Expense Summary

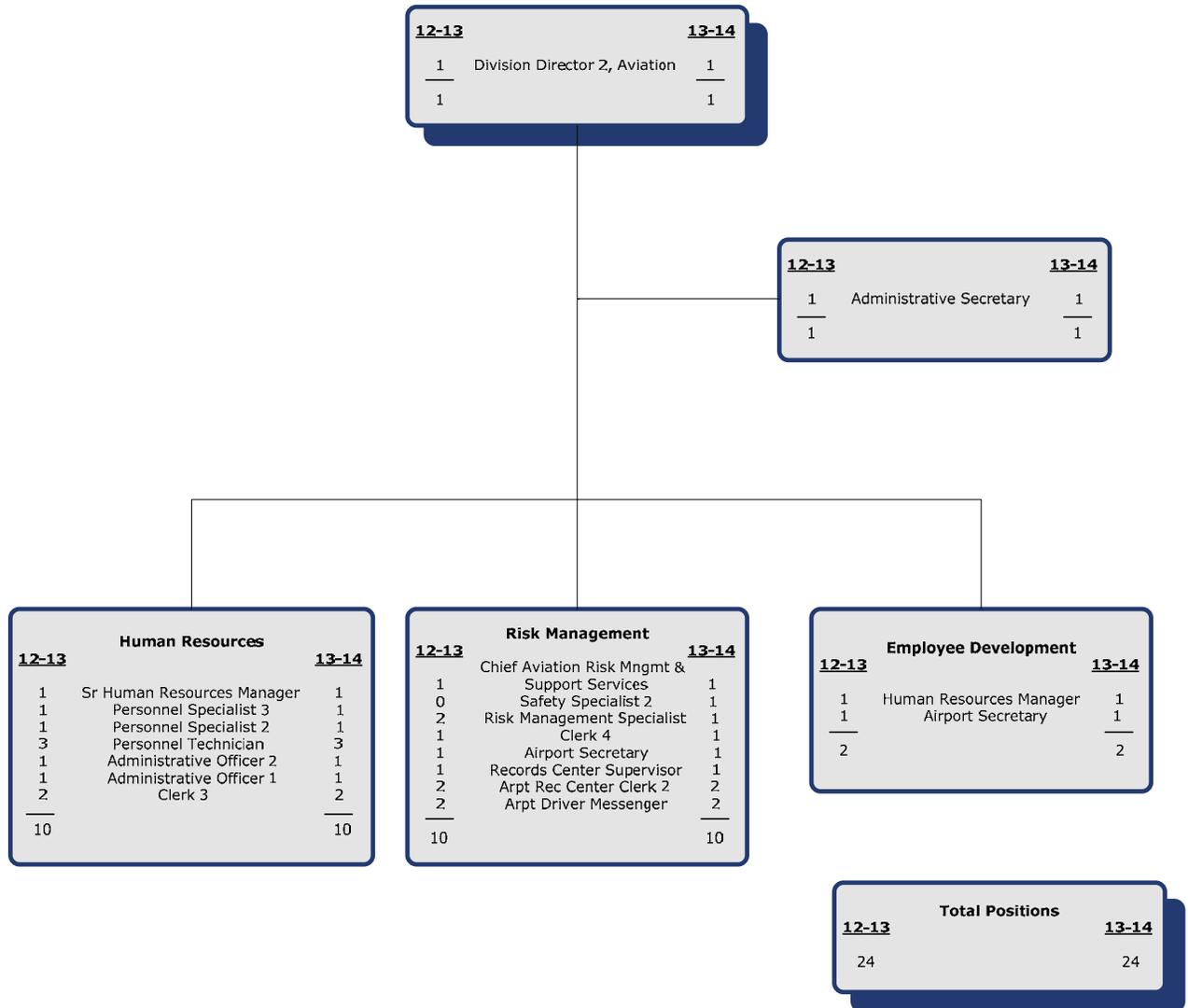
	<i>Actual FY 2012</i>	<i>Adopted Budget FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Inc/(Dec) FY 2014 vs FY 2013</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 309,193	\$ 313,278	\$ 313,409	\$ 131	0.0%
Over-time	197	600	600	-	0.0%
Fringes	48,713	64,212	74,799	10,587	16.5%
Total Salary/Fringes	\$ 358,103	\$ 378,090	\$ 388,808	\$ 10,718	2.8%
Outside Contracts	-	40,000	40,000	-	0.0%
Other Operating	3,919	19,550	19,550	-	0.0%
Capital	-	-	-	-	0.0%
Total	\$ 362,022	\$ 437,640	\$ 448,358	\$ 10,718	2.4%

Major Drivers

FY 2012-13 Budget	\$ 437,640
Proposed personnel costs	
Salary/Fringe Adjustments	10,718
Proposed variance in personnel costs	<u>448,358</u>
FY 2013-14 Budget	<u><u>\$ 448,358</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 2012</i>	<i>Adopted Budget FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Inc/(Dec) FY14 vs FY13</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	1	2	1	(1)
1965	Safety Specialist 2	1	-	1	1
0414	Personnel Specialist 3	1	1	1	-
0412	Personnel Specialist 2	1	1	1	-
5382	Airport Personnel Technician	3	3	3	-
0013	Clerk 4	1	1	1	-
0012	Clerk 3	2	2	2	-
5322	Airport Records Center Clerk 2	1	2	2	-
5329	Airport Duplicating Equipment Operator 2	1	-	-	-
0094	Administrative Secretary	1	1	1	-
5310	Airport Secretary	2	2	2	-
5343	Airport Driver Messenger	2	2	2	-
Total		24	24	24	-

Expense Summary

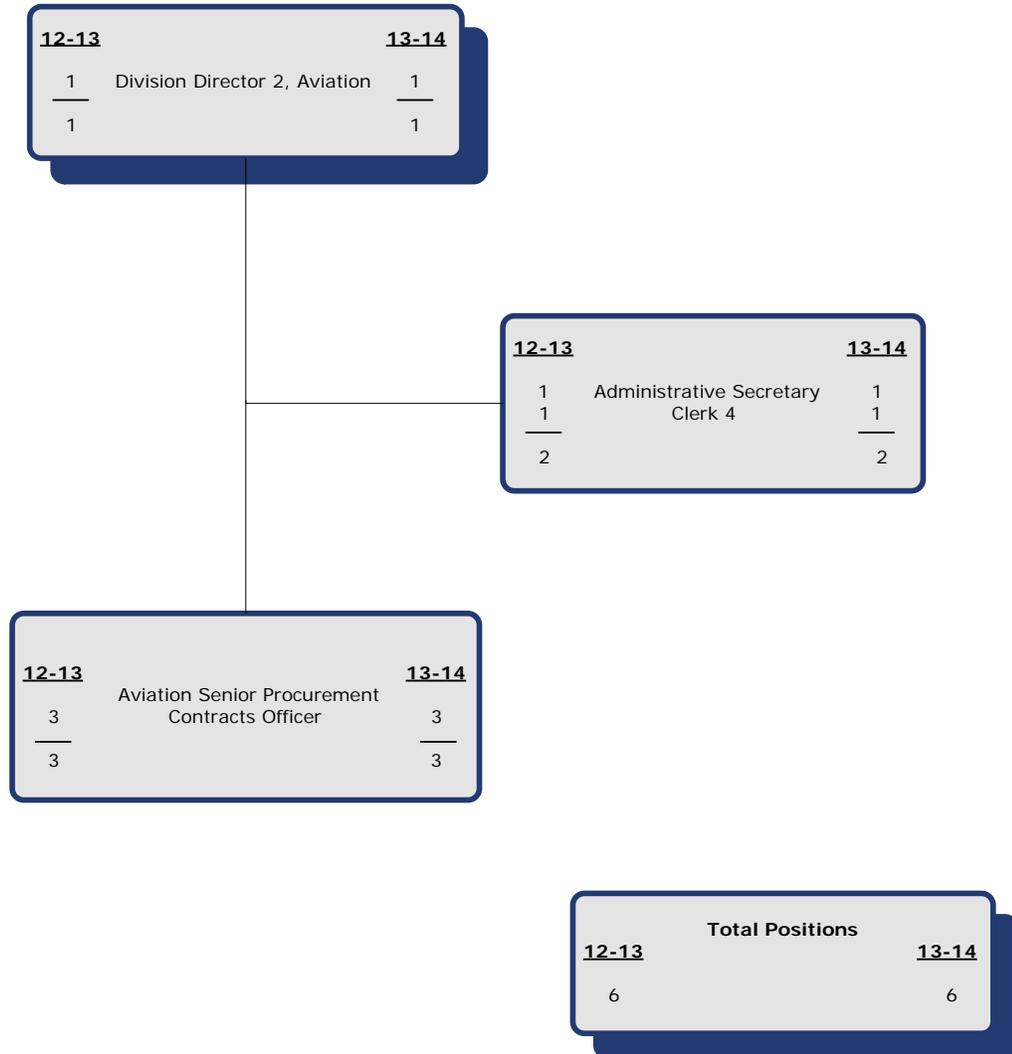
	<i>Actual FY 2012</i>	<i>Adopted Budget FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Inc/(Dec) FY 2014 vs FY 2013</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 1,389,446	\$ 1,432,463	\$ 1,437,280	\$ 4,817	0.3%
Over-time	2,563	8,000	8,000	-	0.0%
Fringes	2,087,252	1,981,106	2,445,570	464,464	23.4%
Total Salary/Fringes	\$ 3,479,261	\$ 3,421,569	\$ 3,890,850	\$ 469,281	13.7%
Outside Contracts	222,479	416,500	397,000	(19,500)	-4.7%
Insurance	9,830,416	11,651,000	11,301,000	(350,000)	-3.0%
MOU	109,504	141,300	191,300	50,000	35.4%
Other Operating	102,406	207,570	348,250	140,680	67.8%
Capital	52,044	25,000	15,000	(10,000)	-40.0%
Total	\$ 13,796,110	\$ 15,862,939	\$ 16,143,400	\$ 280,461	1.8%

Major Drivers

FY 2012-13 Budget	\$ 15,862,939
Proposed personnel costs	
Salary/Fringe Adjustments	469,281
Proposed variance in personnel costs	16,332,220
Outside Contract Services	
Increase in promotional items	5,500
Decrease in outside printing	(25,000)
Insurance	
Decrease in motor vehicle liability insurance and deductible claims liability insurance	(350,000)
MOU	
Increase for services provided by Human Resources Department	50,000
Other Operating	
Increase in auto expense reimbursement, publications, travel, inservice training, registration fees, educational seminars, miscellaneous general & administrative expenses, and minor office equipment	141,930
Decrease in memberships and parking reimbursement	(1,250)
Capital	
Decrease in expense for defibrillators	(10,000)
FY 2013-14 Budget	\$ 16,143,400

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 Small Business Development (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 2012</i>	<i>Budget</i>	<i>Budget</i>	<i>FY14 vs FY13</i>
			<i>FY 2013</i>	<i>FY 2014</i>	
5054	Division Director 2, Aviation	1	1	1	-
5297	Aviation Sr Procurement Contract Officer	3	3	3	-
0013	Clerk 4	1	1	1	-
0094	Administrative Secretary	1	1	1	-
	Total	6	6	6	-

Expense Summary

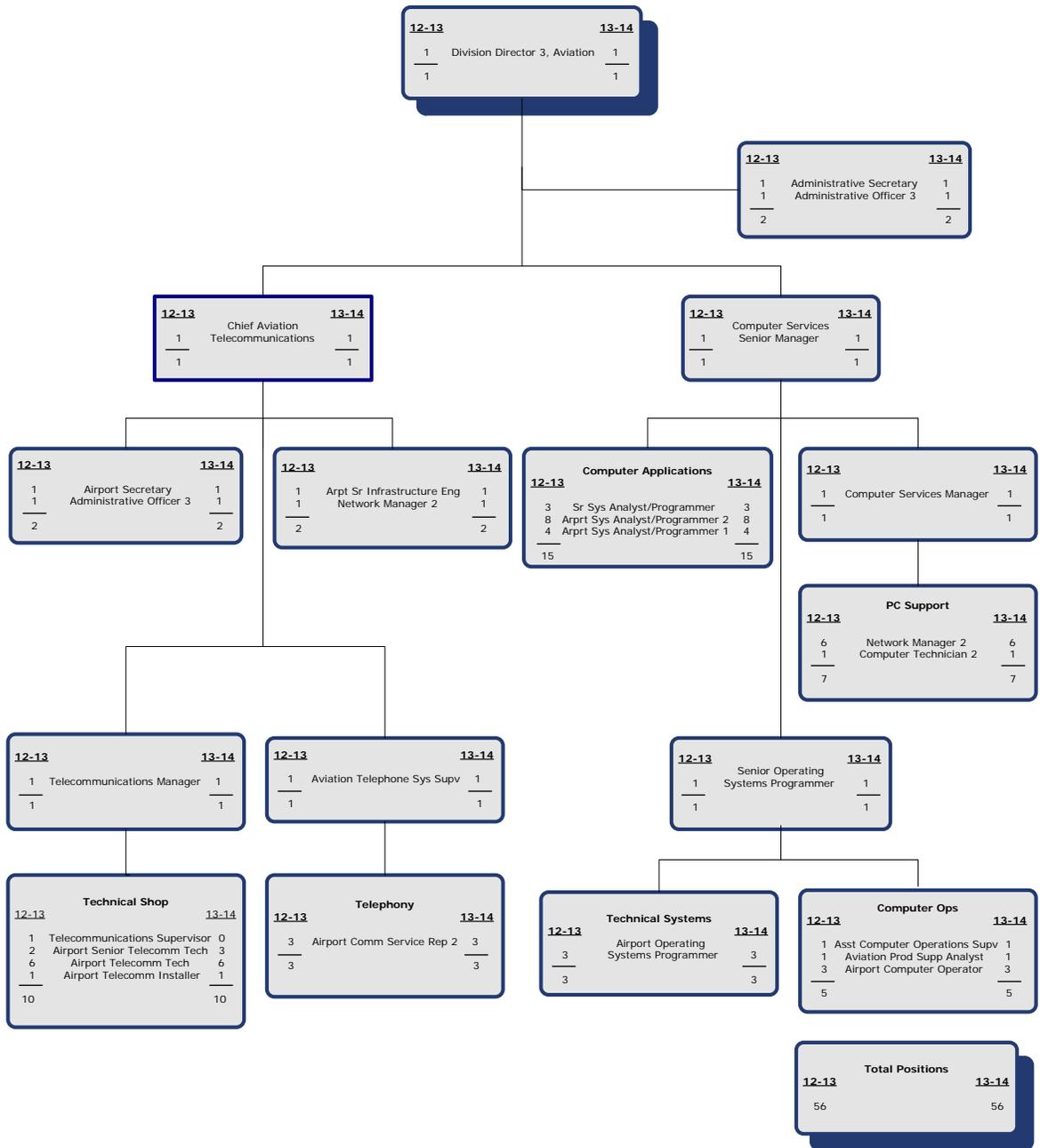
	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2012</i>	<i>FY 2013</i>	<i>FY 2014</i>	<i>FY 2014 vs FY 2013</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 554,163	\$ 555,592	\$ 557,619	\$ 2,027	0.4%
Over-time	446	4,000	3,000	(1,000)	-25.0%
Fringes	93,718	122,938	136,487	13,549	11.0%
Total Salary/Fringes	\$ 648,327	\$ 682,530	\$ 697,106	\$ 14,576	2.1%
Outside Contracts	13,573	57,000	36,500	(20,500)	-36.0%
Other Operating	1,943	20,100	17,700	(2,400)	-11.9%
Capital	-	-	-	-	0.0%
Total	\$ 663,843	\$ 759,630	\$ 751,306	\$ (8,324)	-1.1%

Major Drivers

FY 2012-13 Budget	\$ 759,630
Proposed personnel costs	
Salary/Fringe Adjustments	15,576
Decrease in over-time	(1,000)
Proposed variance in personnel costs	<u>774,206</u>
Outside Contract Services	
Decrease in catering services provided by Hotel, Top, Host Marriott for meetings, and newspaper advertising	(20,500)
Other Operating	
Decrease in publications, parking reimbursement, travel expense, registration fees, and office supplies	(2,400)
FY 2013-14 Budget	<u><u>\$ 751,306</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 Cyber Security Awareness for Everyone (C-SAFE)
- Providing connectivity to ETSD and other county departmental applications and servers, Enterprise E-mail system, and Web Access
- Evaluating software and hardware, and analyzing new hardware/software requests
- Scheduling and completion of installations and upgrades, PC and network problem diagnosis and resolution
- Operating and maintaining the devices for the provision of voice, data, and wireless devices and services to MDAD and delivering the same services for resale to other tenants of the Airport

Personnel Summary

<i>OCC</i>		<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>
<i>Code</i>	<i>Occupational Title</i>	<i>FY 2012</i>	<i>Budget</i>	<i>Budget</i>	<i>FY14 vs FY13</i>
			<i>FY 2013</i>	<i>FY 2014</i>	
5148	Division Director 3, Aviation	1	1	1	-
5281	Chief Aviation Telecommunications	1	1	1	-
5349	Aviation Sr Infrastructure Sys Engineer	1	1	1	-
5252	Aviation Production Support Analyst	1	1	1	-
1848	Computer Services Senior Manager	1	1	1	-
1735	Telecommunications Manager	1	1	1	-
1847	Computer Services Manager	1	1	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	6	8	8	-
5352	Airport Systems Analyst/Programmer 1	4	4	4	-
5214	Airport Sr Telecommunications Technician	2	2	3	1
5213	Airport Telecommunications Technician	6	6	6	-
1827	Computer Technician 2	1	1	1	-
5354	Airport Computer Operator	3	3	3	-
5208	Airport Telecommunications Installer	1	1	1	-
5351	Airport Communications Service Rep 2	3	3	3	-
0812	Administrative Officer 3	2	2	2	-
0094	Administrative Secretary	1	1	1	-
5310	Airport Secretary	1	1	1	-
	Total	54	56	56	-

Expense Summary

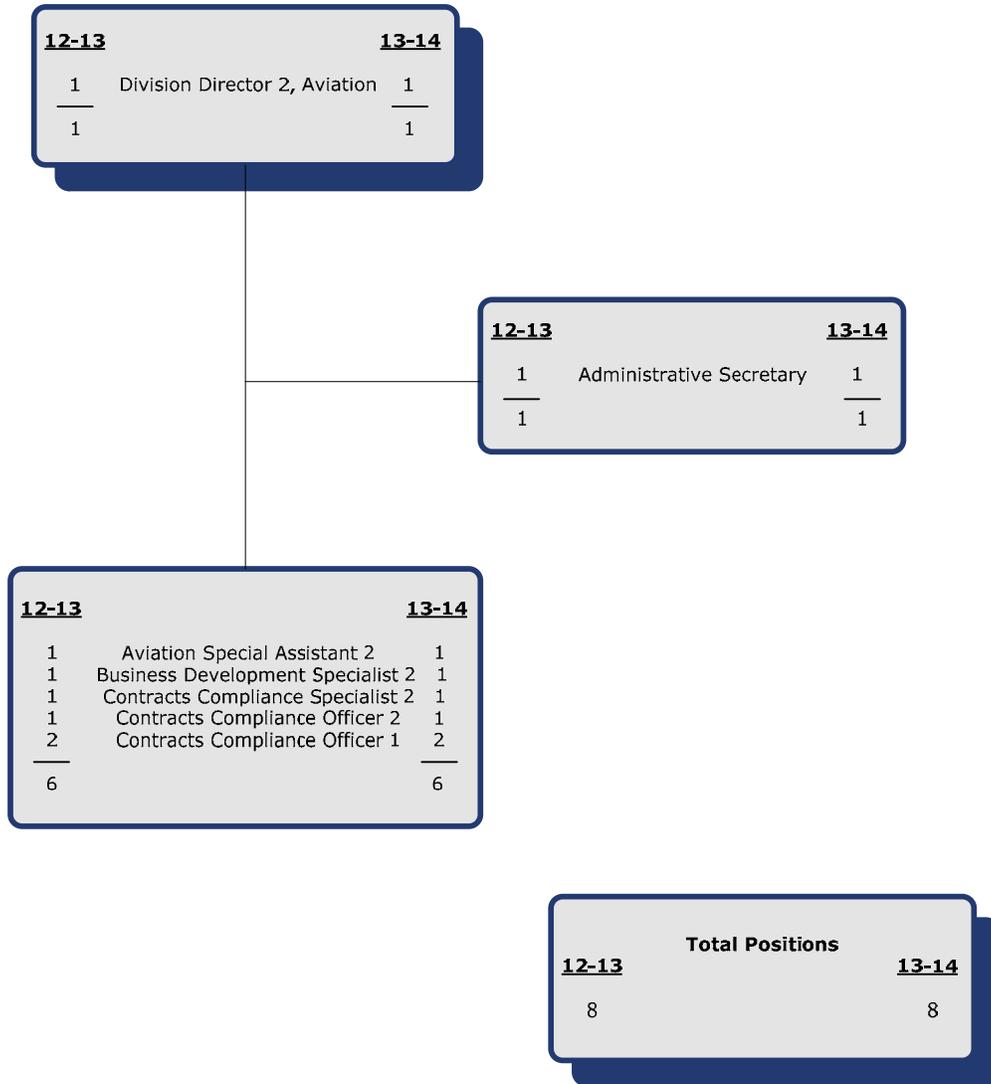
	<i>Actual</i> <i>FY 2012</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2013</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2014</i>	<i>Inc/(Dec)</i> <i>FY 2014 vs FY 2013</i>	
				<i>\$</i>	<i>%</i>
<i>Salary/Fringes</i>					
Regular	\$ 4,993,566	\$ 4,813,785	\$ 4,835,011	\$ 21,226	0.4%
Over-time	33,067	45,000	45,000	-	0.0%
Fringes	973,179	1,084,573	1,215,885	131,312	12.1%
<i>Total Salary/Fringes</i>	\$ 5,999,811	\$ 5,943,358	\$ 6,095,896	\$ 152,538	2.6%
Outside Contracts	9,065,077	11,589,320	12,592,745	1,003,425	8.7%
MOU	2,392,714	4,007,407	4,204,000	196,593	4.9%
Utilities	-	-	7,500,000	7,500,000	100.0%
Other Operating	643,887	1,122,039	1,205,824	83,785	7.5%
Capital	100,460	2,445,605	3,322,045	876,440	35.8%
<i>Total</i>	\$ 18,201,949	\$ 25,107,729	\$ 34,920,510	\$ 9,812,781	39.1%

Major Drivers

FY 2012-13 Budget	\$ 25,107,729
Proposed personnel costs	
Salary/Fringe Adjustments	152,538
Proposed variance in personnel costs	<u>25,260,267</u>
Outside Contract Services	
Increase in management consulting services, terminal recorded music service, computer hardware maintenance, software support service, other outside contract services and operation and maintenance of CUTE, AOIS, and NSS systems	1,004,125
Decrease in outside printing	(700)
MOU	
Increase in data processing services	196,593
Utilities	
Increase in telephone services, expense reallocated from Non Departmental division	7,500,000
Other Operating	
Increase in license & permit fees, educational seminars, tools, electrical wire, and printing supplies	138,400
Decrease in rental expense, electronic parts, photographic supplies, software, and minor equipment	(54,615)
Capital	
Increase in computer hardware, software replacement, and vehicles	919,440
Decrease in replacement of shop equipment	(43,000)
FY 2013-14 Budget	<u><u>\$ 34,920,510</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 2012</i>	<i>Adopted Budget FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Inc/(Dec) FY14 vs FY13</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	-
	Total	8	8	8	-

Expense Summary

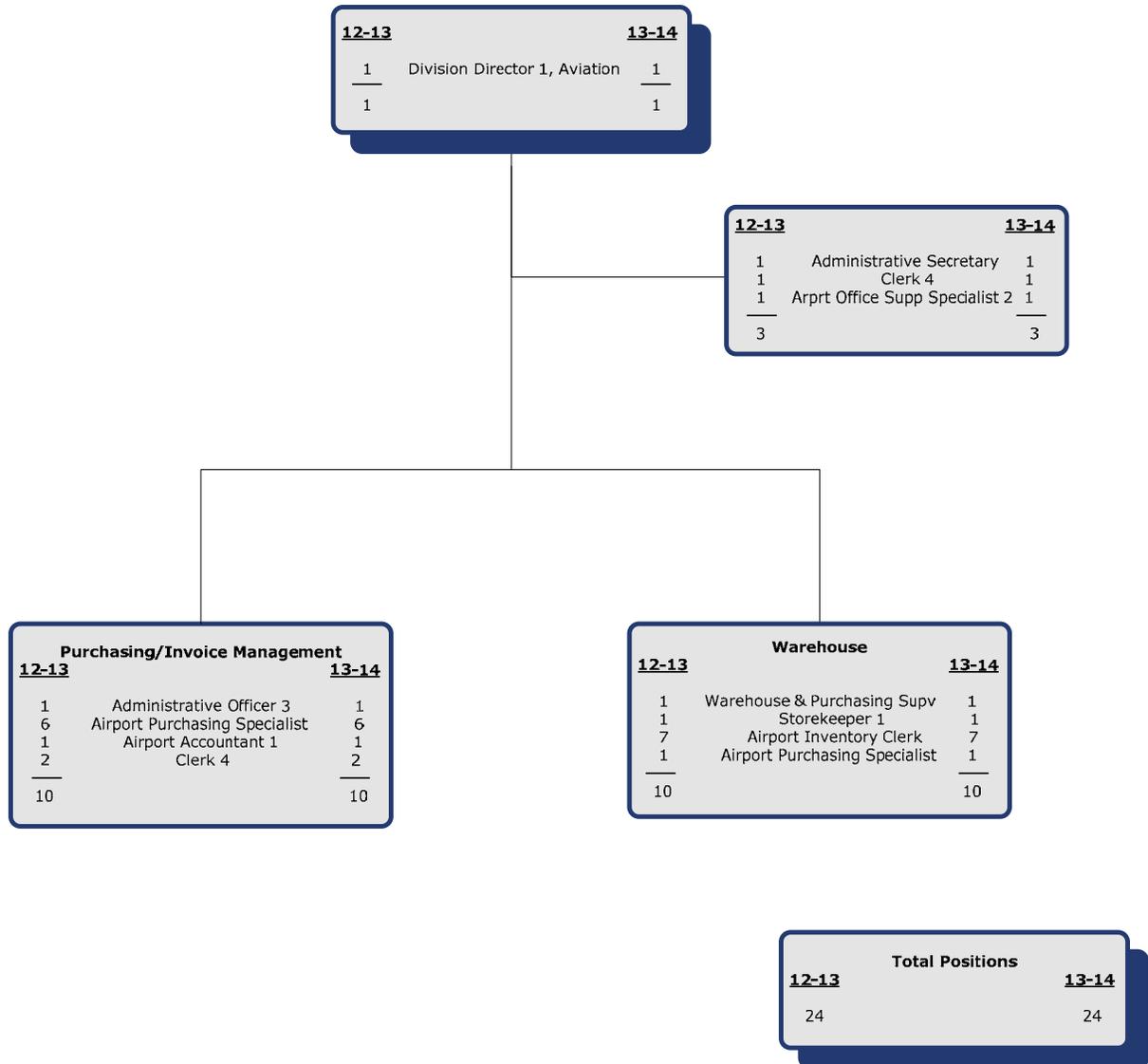
	<i>Actual FY 2012</i>	<i>Adopted Budget FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Inc/(Dec) FY 2014 vs FY 2013</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 579,197	\$ 605,629	\$ 608,749	\$ 3,120	0.5%
Over-time	980	-	-	-	0.0%
Fringes	126,147	145,970	153,436	7,466	5.1%
Total Salary/Fringes	\$ 706,324	\$ 751,599	\$ 762,185	\$ 10,586	1.4%
Outside Contracts	-	-	-	-	0.0%
MOU	3,362	152,000	100,000	(52,000)	-34.2%
Other Operating	1,706	17,200	25,500	8,300	48.3%
Capital	-	-	-	-	0.0%
Total	\$ 711,392	\$ 920,799	\$ 887,685	\$ (33,114)	-3.6%

Major Drivers

FY 2012-13 Budget	\$ 920,799
Proposed personnel costs	
Salary/Fringe Adjustments	10,586
Proposed variance in personnel costs	<u>931,385</u>
MOU	
Decrease in charges for services provided by the Small Business Development Office	(52,000)
Other Operating	
Increase in auto expense & parking reimbursemen, publications, travel, educational seminars, and office supplies	8,300
FY 2013-14 Budget	<u><u>\$ 887,685</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 General Service Aviation(GSA)Stores, and performing inventory control
- Reviewing, researching and collecting data on all invoices received which require a purchase order for payment
- Creating purchase orders for invoices received for recurring monthly services, maintenance, and rentals
- Interacting with divisions and vendors to resolve invoicing discrepancies and funding related issues

Personnel Summary

<i>OCC</i>		<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>
<i>Code</i>	<i>Occupational Title</i>	<i>FY 2012</i>	<i>Budget</i>	<i>Budget</i>	<i>FY14 vs FY13</i>
			<i>FY 2013</i>	<i>FY 2014</i>	
5039	Division Director 1, Aviation	1	1	1	-
0812	Administrative Officer 3	1	1	1	-
5339	Airport Accountant 1	1	1	1	-
5277	Aviation Warehouse & Purchasing Supv	1	1	1	-
5295	Airport Purchasing Specialist	7	7	7	-
0220	Storekeeper 1	1	1	1	-
0013	Clerk 4	3	3	3	-
5320	Airport Inventory Control Specialist	7	7	7	-
0094	Administrative Secretary	1	1	1	-
5306	Airport Office Support Specialist 2	1	1	1	-
	Total	24	24	24	-

Expense Summary

	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2012</i>	<i>FY 2013</i>	<i>FY 2014</i>	<i>FY 2014 vs FY 2013</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 1,399,568	\$ 1,409,986	\$ 1,386,676	\$ (23,310)	-1.7%
Over-time	7,059	27,050	27,050	-	0.0%
Fringes	312,548	389,449	429,838	40,389	10.4%
Total Salary/Fringes	\$ 1,719,174	\$ 1,826,485	\$ 1,843,564	\$ 17,079	0.9%
Outside Contracts	20,951	36,500	36,500	-	0.0%
MOU	-	500	500	-	0.0%
Charges for County Services	293,850	325,000	325,000	-	0.0%
Other Operating	415,115	392,544	240,900	(151,644)	-38.6%
Capital	-	-	-	-	0.0%
Total	\$ 2,449,090	\$ 2,581,029	\$ 2,446,464	\$ (134,565)	-5.2%

Major Drivers

FY 2012-13 Budget	\$ 2,581,029
Proposed personnel costs	
Salary/Fringe Adjustments	17,079
Proposed variance in personnel costs	<u>2,598,108</u>
Other Operating	
Decrease in rental of copy machines	<u>(151,644)</u>
FY 2013-14 Budget	<u>\$ 2,446,464</u>

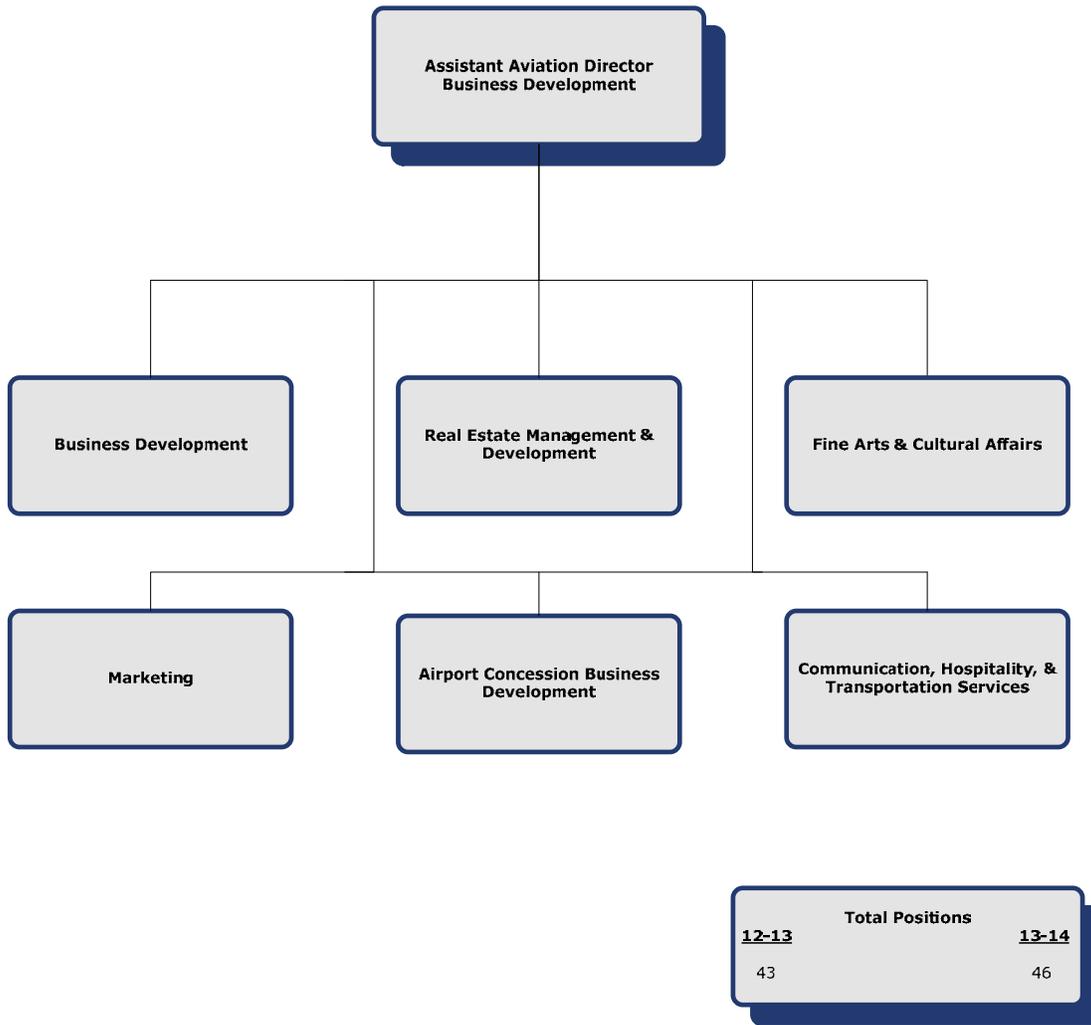


Business Development Group

Overview

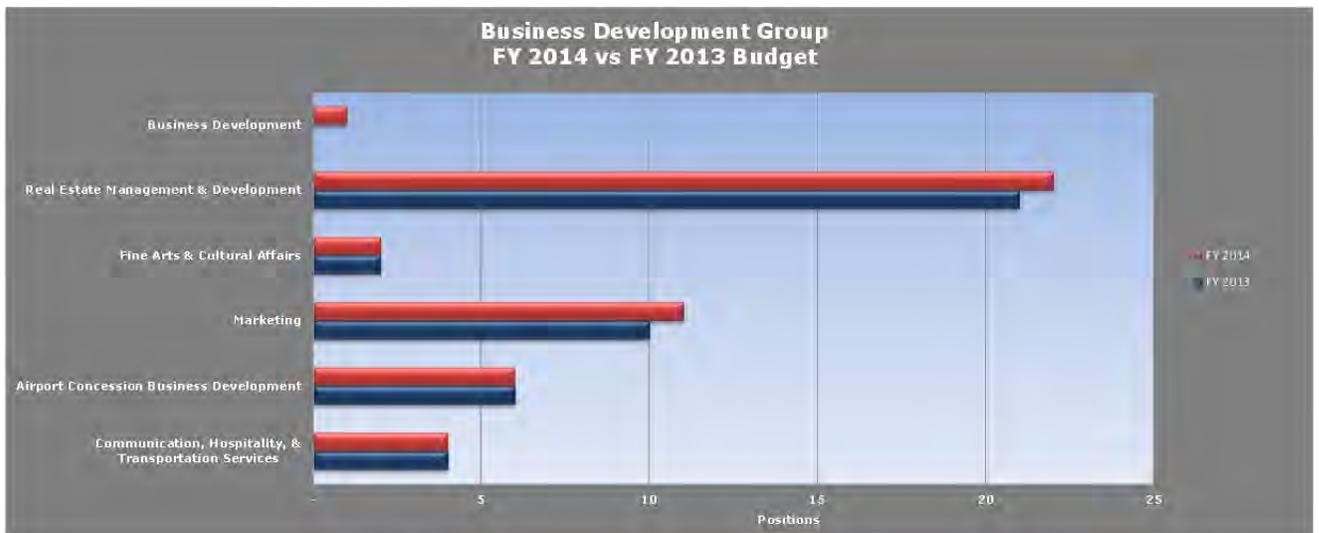
The Business Development Group expands and develops revenue sources for MIA and the General Aviation Airports, utilizes the airport facility to create an environment that is visually stimulating for passengers at the airport, plans and coordinates air carrier route development and route maintenance, 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 Business Development, 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 2012</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2013</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2014</i>	<i>Inc/(Dec)</i> <i>FY14 vs FY13</i>
Business Development	-	-	1	1
Real Estate Management & Development	18	21	22	1
Fine Arts & Cultural Affairs	2	2	2	-
Marketing	10	10	11	1
Airport Concession Business Development	6	6	6	-
Communication, Hospitality, & Transportation Services	3	4	4	-
Total	39	43	46	3



The chart above is a comparison between the FY 2014 and FY 2013 positions budgeted for the divisions in the Business Development Group; the overall increase in positions is due to reorganization of staff.

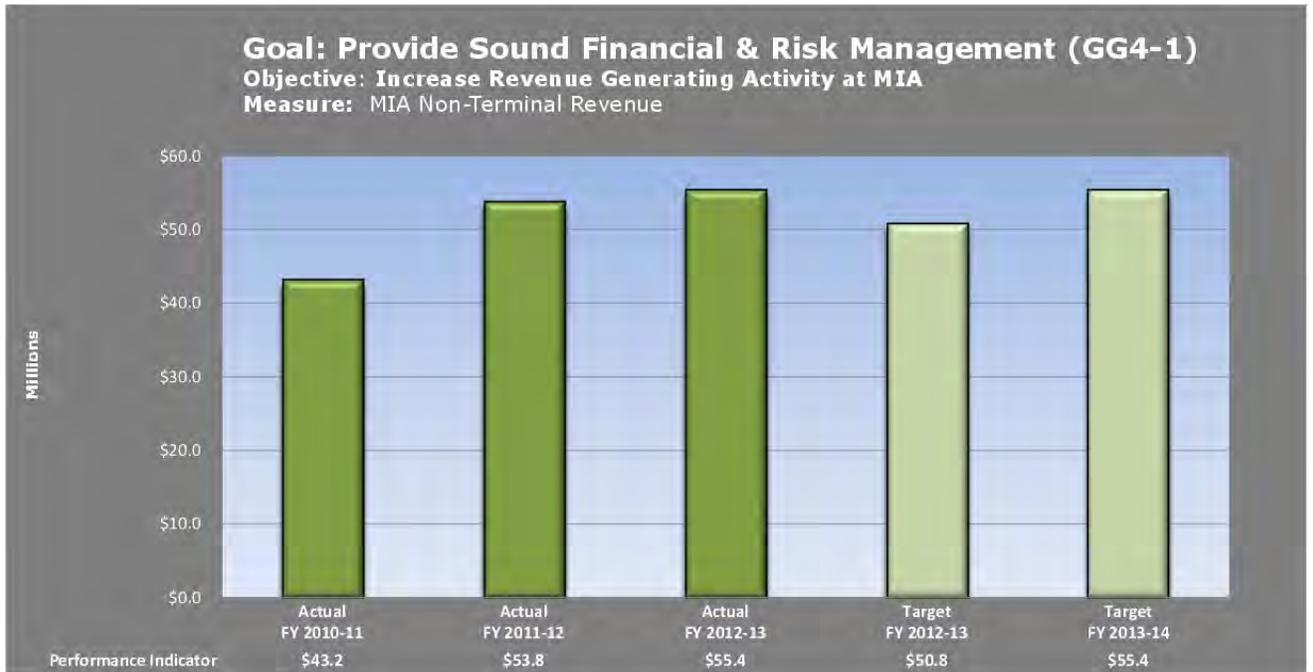
Expense Summary

	<i>Actual</i> FY 2012	<i>Adopted</i> Budget FY 2013	<i>Adopted</i> Budget FY 2014	<i>Inc/(Dec)</i> FY 2014 vs FY 2013	
				\$	%
Business Development	\$ -	\$ -	\$ 203,051	\$ 203,051	100.0%
Real Estate Management & Development	2,477,388	3,650,732	3,713,798	63,066	1.7%
Fine Arts & Cultural Affairs	310,133	475,715	590,412	114,697	24.1%
Marketing	1,394,696	1,862,381	1,757,521	(104,860)	-5.6%
Airport Concession Business Development	2,632,410	3,467,229	4,541,234	1,074,005	31.0%
Communication, Hospitality, & Transportation Services	318,819	411,659	415,411	3,752	0.9%
Total	\$ 7,133,447	\$ 9,867,716	\$ 11,221,427	\$ 1,353,711	13.7%

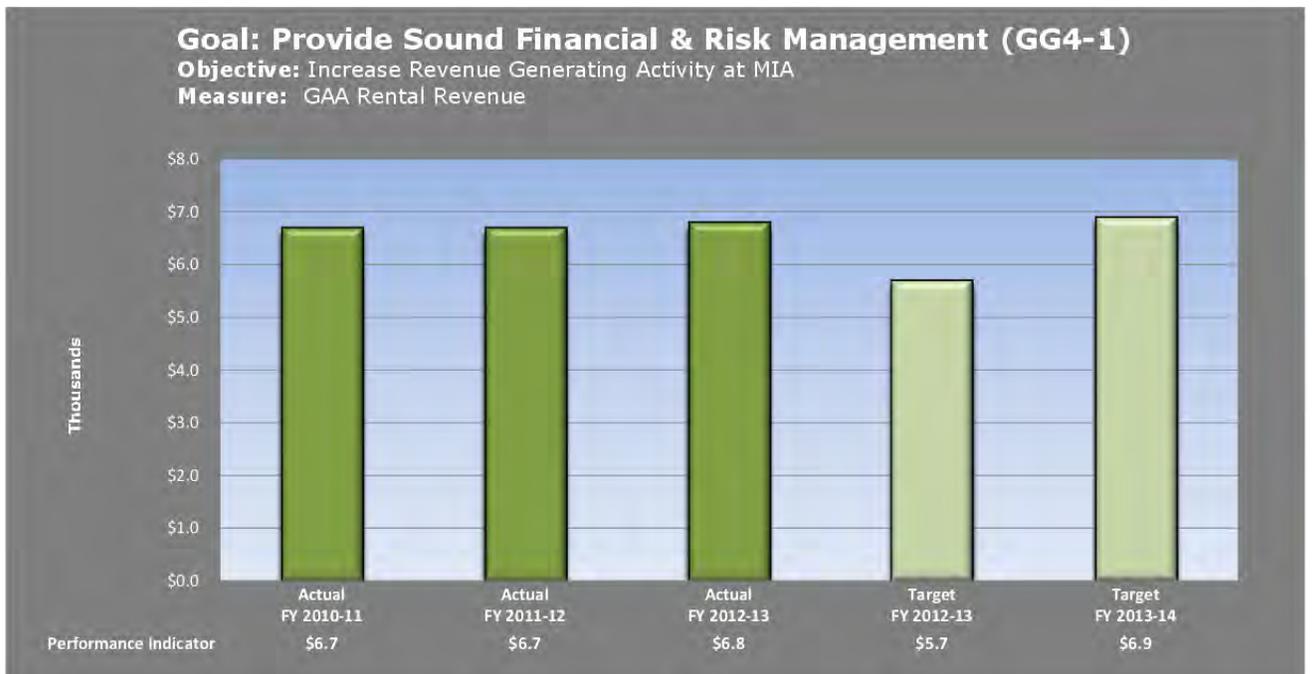


The chart above is a comparison between the FY 2014 and FY 2013 budget for the divisions in the Business Development Group; overall there is an increase in expenses for the Group, with the Airport Concession Business Development Division reflecting the major increase.

Group Goal(s)/Performance Measures

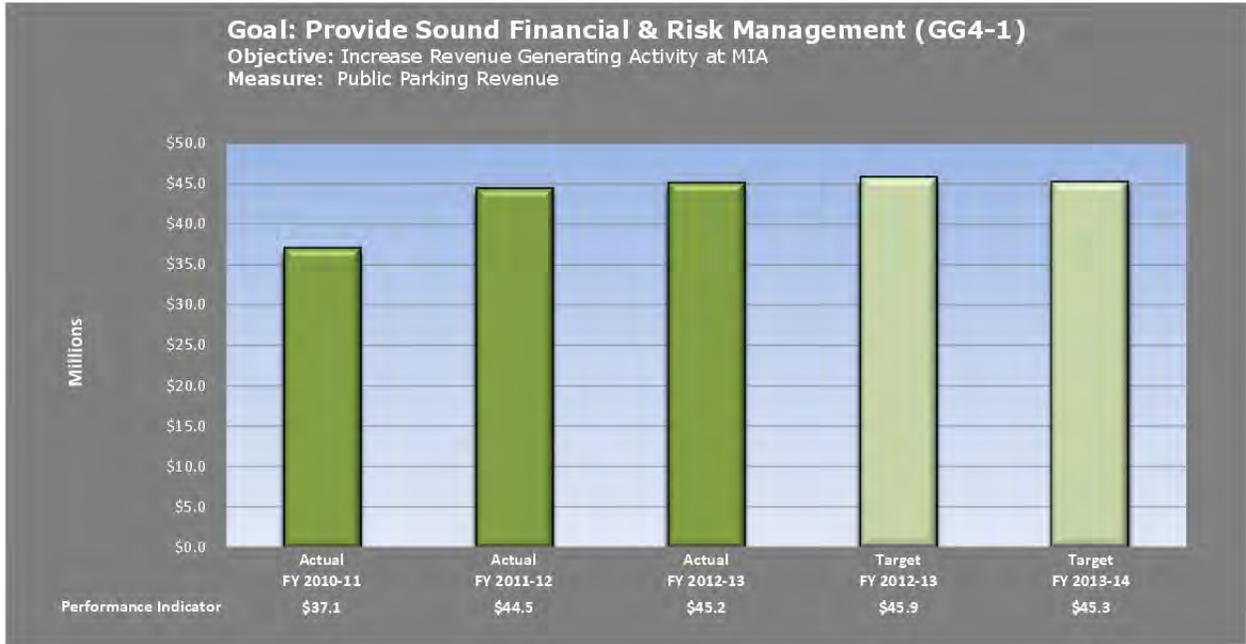


The chart above illustrates the actual and the target for the MIA non-terminal revenue that is generated from aviation land and structures; for FY 2012-13 the actual was higher than the target.

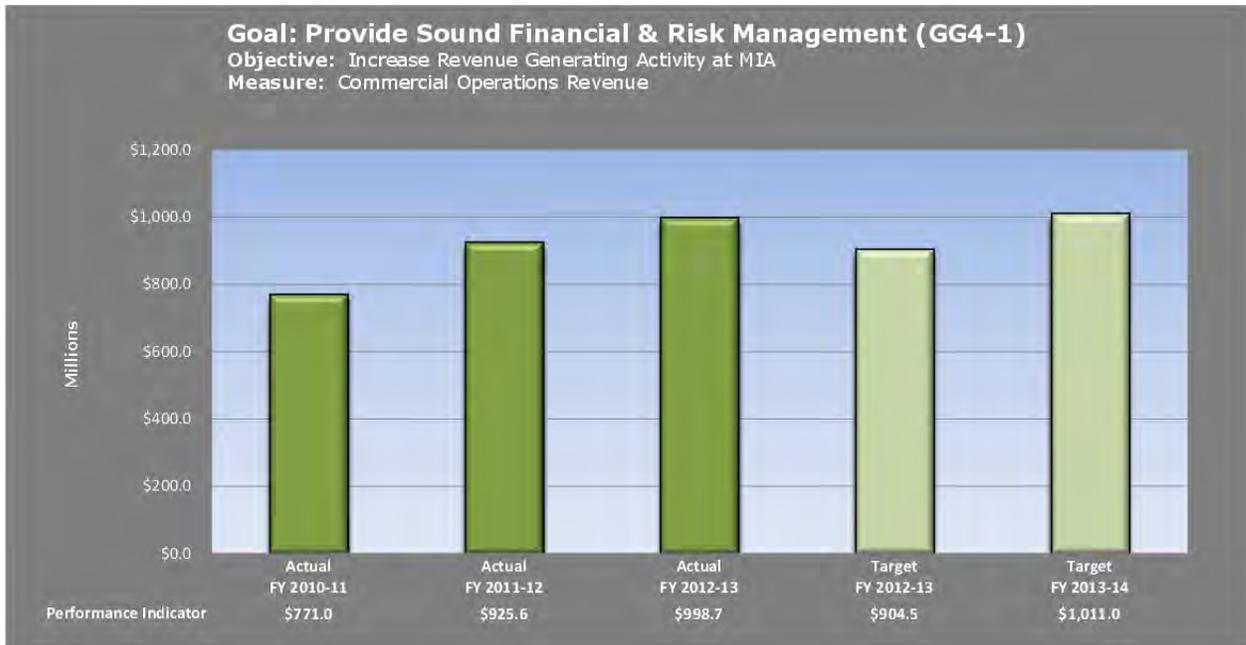


The chart above illustrates the actual and the target for the GAA rental revenue that is generated from the rental of land and structures at aviation that is rented on MIA terminal; for FY 2012-13 the actual was higher than the target

Group Goal(s)/Performance Measures (cont)

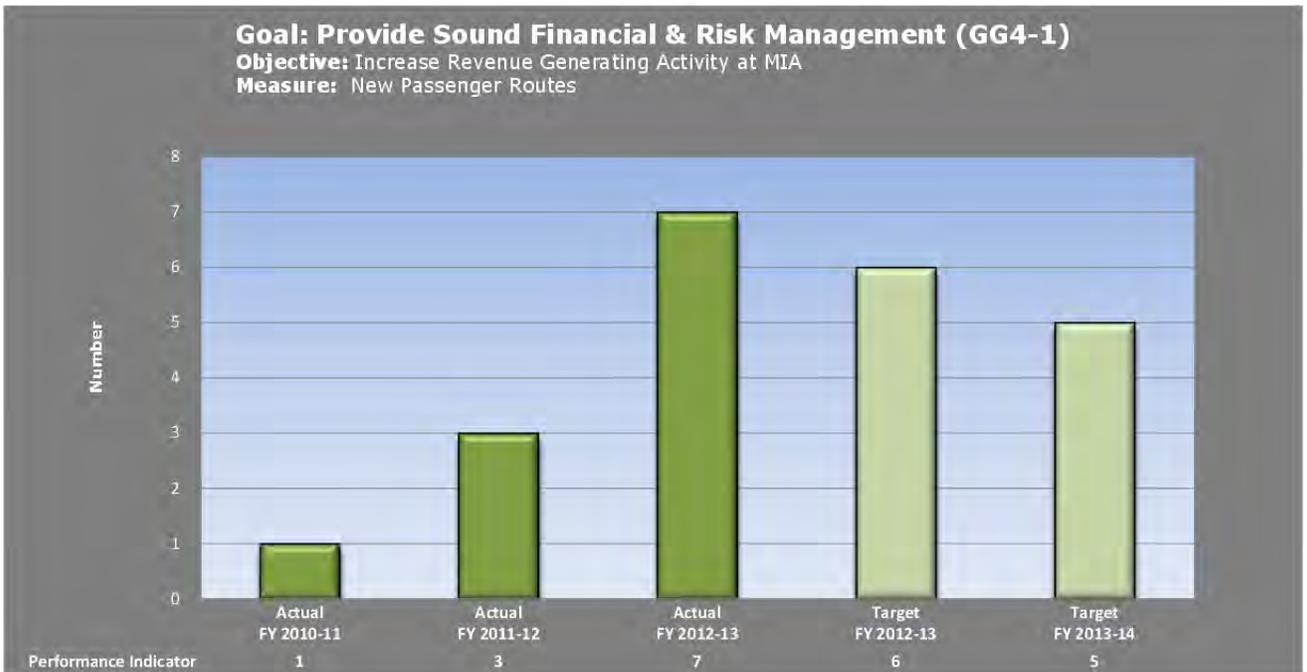


The chart above illustrates the actual and the target for the public parking revenue that is generated from public parking facilities such as the garages; for FY 2012-13 the actual was slightly lower than the target.

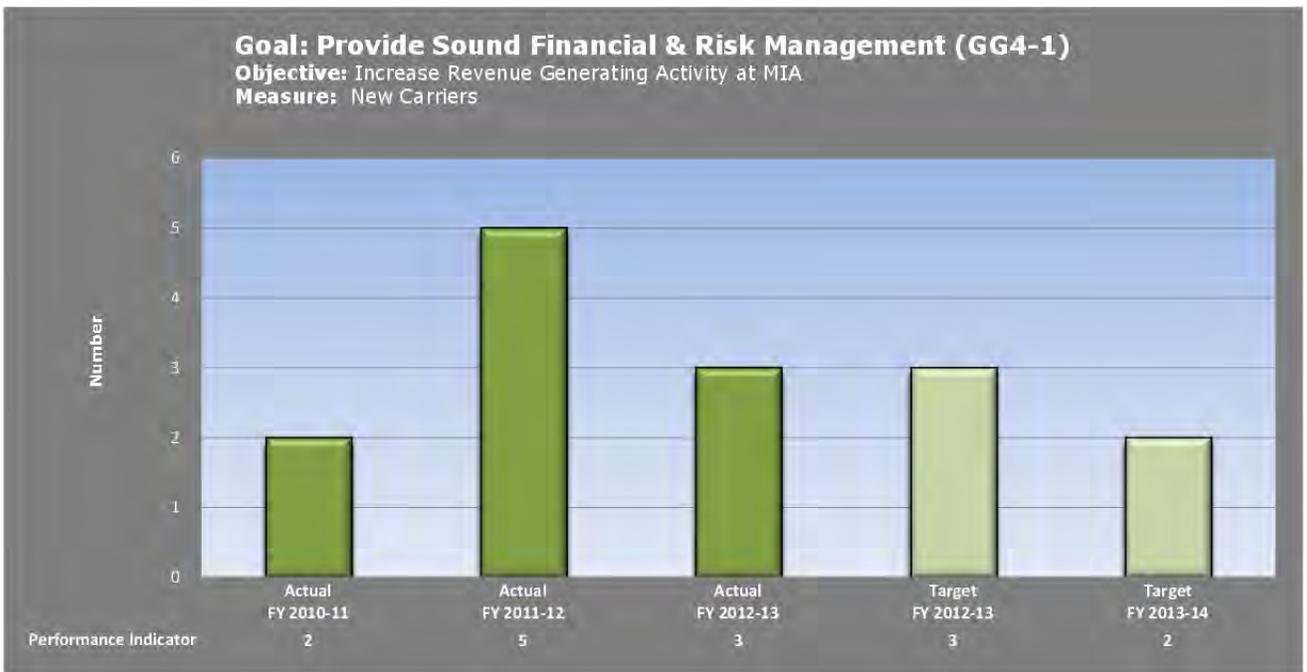


The chart above illustrates the actual and the target for the Commercial Operations revenue that is generated from rental cars, management agreements, and terminal concessions; for FY 2012-13 the actual was higher than the target.

Group Goal(s)/Performance Measures (cont)



The chart above illustrates the actual and the target for pasenger routes that were added at MIA; for FY 2012-13 the actual exceeded the target.



The chart above illustrates the actual and the target for new carriers; for FY 2012-13 the actual was the same as the target.

Accomplishments for FY 2013

- Generated revenue for terminal building rental, non-terminal building rental, and permits
- Completed the relocation of various airlines within the terminal building
- Started working on project books for the MDAD owned buildings to identify short and long term works required to repair and update the buildings
- 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 international passenger airline and route: Aeroflot to Moscow/Sheremetyevo
- Added new international carrier: XL Airways France
- Added new domestic routes: AA to Seattle and AA to San Diego
- 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
- Issued solicitations for TOP, Hotel, and VIP Clubs
- Introduced infrastructure for future Revenue Control System at Taxi Lot

Business Development

Organizational Structure

<u>12-13</u>		<u>13-14</u>
0	Assistant Aviation Director Business Development	1
<hr/>		<hr/>
0		1

<u>12-13</u>	Total Positions	<u>13-14</u>
0		1

Mission Statement

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

Responsibilities

- Overseeing the functions of the Business Development Group

Personnel Summary

<i>Occ Code</i>	<i>Occupational Title</i>	<i>Actual FY 2012</i>	<i>Adopted Budget FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Inc/(Dec) FY14 vs FY13</i>
5182	Assistant Aviation Director Business Development	-	-	1	1
Total		-	-	1	1

Expense Summary

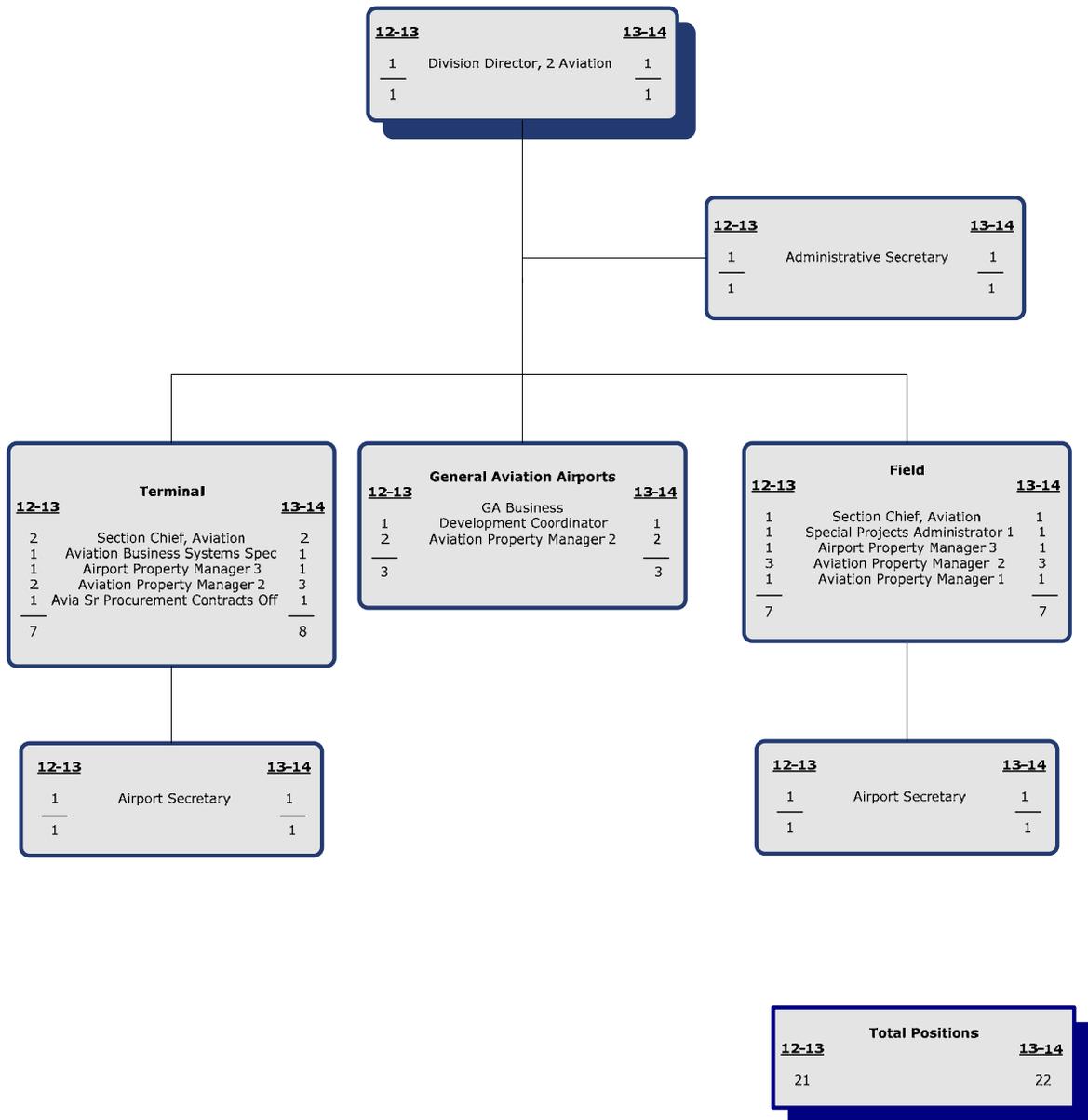
	<i>Actual FY 2012</i>	<i>Adopted Budget FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Inc/(Dec) FY 2014 vs FY 2013</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ -	\$ -	\$ 174,200	\$ 174,200	100.0%
Over-time	-	-	-	-	0.0%
Fringes	-	-	28,851	28,851	100.0%
Total Salary/Fringes	\$ -	\$ -	\$ 203,051	\$ 203,051	100.0%
Outside Contracts	-	-	-	-	0.0%
Other Operating	-	-	-	-	0.0%
Capital	-	-	-	-	0.0%
Total	\$ -	\$ -	\$ 203,051	\$ 203,051	100.0%

Major Drivers

FY 2012-13 Budget	\$ -
Proposed personnel costs	
Salary/Fringe Adjustments	203,051
Proposed variance in personnel costs	<u>203,051</u>
FY 2013-14 Budget	<u>\$ 203,051</u>

Real Estate Management & Development

Organizational Structure



Mission Statement

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

Responsibilities

- Developing, negotiating, and leasing land, building spaces, and storage areas throughout the County's airport system
- Issuing, maintaining and tracking permit agreements
- Retaining business and lease tenants to secure the continued generation of properties revenue
- Monitoring compliance of all terms stipulated in the agreements

Personnel Summary

<i>Occ Code</i>	<i>Occupational Title</i>	<i>Actual FY 2012</i>	<i>Adopted Budget FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Inc/(Dec) FY14 vs FY13</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	2	2	-
5211	Aviation Property Manager 2	6	7	8	1
5210	Aviation Property Manager 1	1	1	1	-
0094	Administrative Secretary	1	1	1	-
5310	Airport Secretary	2	2	2	-
	Total	18	21	22	1

Expense Summary

	<i>Actual FY 2012</i>	<i>Adopted Budget FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Inc/(Dec) FY 2014 vs FY 2013</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 1,552,267	\$ 1,675,309	\$ 1,736,281	\$ 60,972	3.6%
Over-time	73	600	600	-	0.0%
Fringes	305,081	392,849	422,697	29,848	7.6%
Total Salary/Fringes	\$ 1,857,421	\$ 2,068,758	\$ 2,159,578	\$ 90,820	4.4%
Outside Contracts	612,740	912,028	1,484,278	572,250	62.7%
MOU	-	40,000	-	(40,000)	-100.0%
Other Operating	7,227	40,946	40,942	(4)	0.0%
Capital	-	589,000	29,000	(560,000)	-95.1%
Total	\$ 2,477,388	\$ 3,650,732	\$ 3,713,798	\$ 63,066	1.7%

Major Drivers

FY 2012-13 Budget	\$ 3,650,732
Proposed personnel costs	
Salary/Fringe Adjustments	90,820
Proposed variance in personnel costs	<u>3,741,552</u>
Outside Contract Services	
Increase in management consulting services and general building repair and renovation contract	573,500
Decrease in other outside contracted services and newspaper advertising	(1,250)
MOU	
Decrease due to reallocation of expense for services provided by the Office of Economic Development & International Trade to Executive division	(40,000)
Other Operating	
Increase in travel expense, office supplies, and uniforms	1,695
Decrease in auto expense/parking reimbursement, office equipment, and photographic supplies	(1,699)
Capital	
Decrease in minor improvements to buildings	<u>(560,000)</u>
FY 2013-14 Budget	<u>\$ 3,713,798</u>

Fine Arts & Cultural Affairs

Organizational Structure

<u>12-13</u>		<u>13-14</u>
1	Manager Airport Fine Arts & Cultural Affairs	1
<hr/>		<hr/>
1		1

<u>12-13</u>		<u>13-14</u>
1	Administrative Officer 2	1
<hr/>		<hr/>
1		1

<u>12-13</u>	Total Positions	<u>13-14</u>
2		2

Mission Statement

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

Responsibilities

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

Personnel Summary

<i>OCC</i>		<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>
<i>Code</i>	<i>Occupational Title</i>	<i>FY 2012</i>	<i>Budget</i>	<i>Budget</i>	<i>FY14 vs FY13</i>
			<i>FY 2013</i>	<i>FY 2014</i>	
5023	Manager Avia Fine Arts & Cultural Affairs	1	1	1	-
0811	Administrative Officer 2	1	1	1	-
	Total	2	2	2	-

Expense Summary

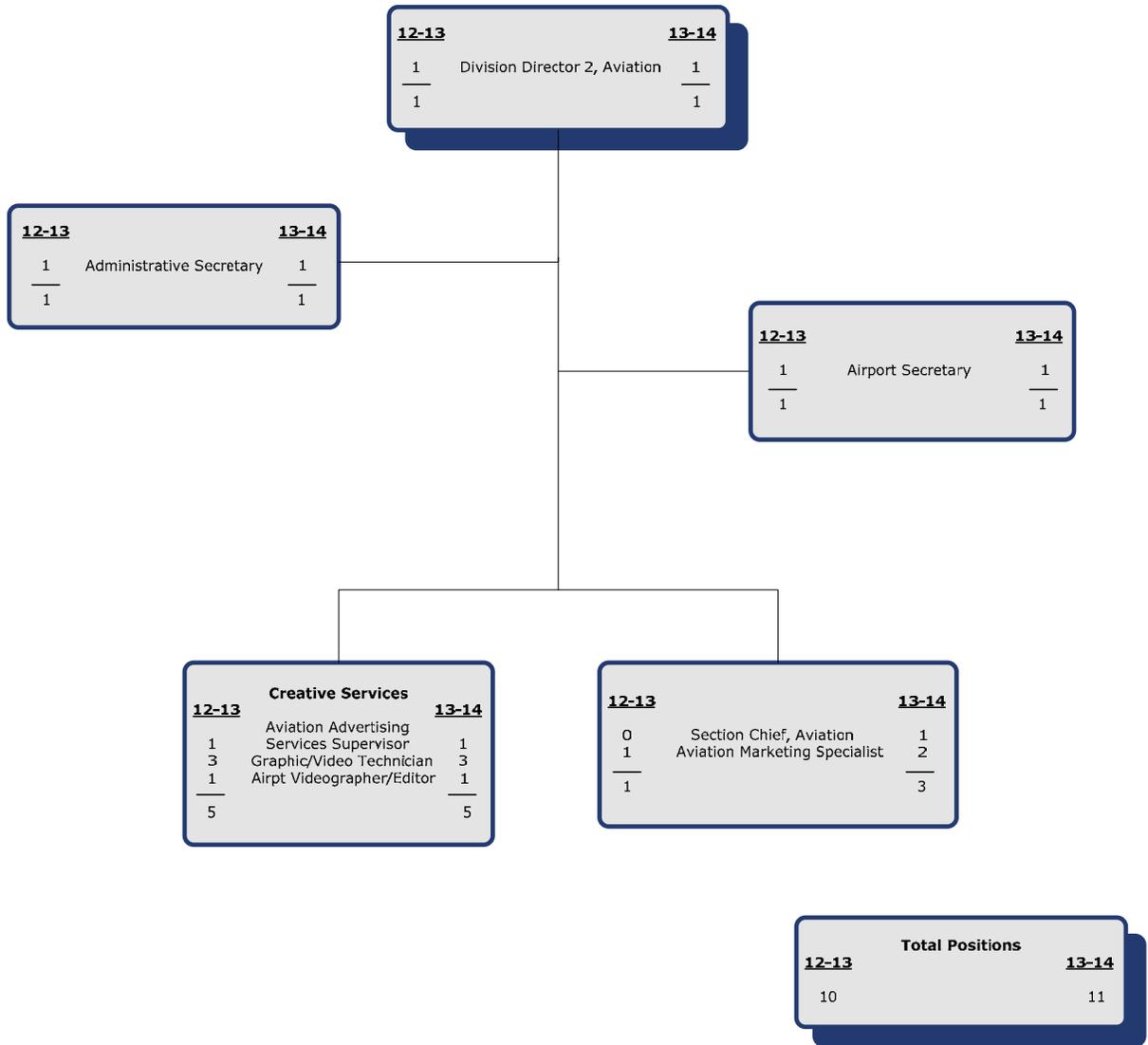
	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2012</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 2014 vs FY 2013</i>	
		<i>FY 2013</i>	<i>FY 2014</i>	<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 142,406	\$ 168,802	\$ 182,092	\$ 13,290	7.9%
Over-time	-	-	-	-	0.0%
Fringes	26,643	38,310	41,217	2,907	7.6%
Total Salary/Fringes	\$ 169,049	\$ 207,112	\$ 223,309	\$ 16,197	7.8%
Outside Contracts	26,254	170,703	202,903	32,200	18.9%
Other Operating	29,428	55,900	72,200	16,300	29.2%
Capital	85,403	42,000	92,000	50,000	119.0%
Total	\$ 310,133	\$ 475,715	\$ 590,412	\$ 114,697	24.1%

Major Drivers

FY 2012-13 Budget	\$ 475,715
Proposed personnel costs	
Salary/Fringe Adjustments	16,197
Proposed variance in personnel costs	<u>491,912</u>
Outside Contract Services	
Increase in freight/delivery charges, catering services provided by Hotel, Top, Host Marriott for receptions, miscellaneous maintenance contracts, and other outside contracted services	32,200
Other Operating	
Increase in postage/mailing, travel expense, building materials, paint, and office supplies	16,300
Capital	
Increase in equipment for display cases and art work	<u>50,000</u>
FY 2013-14 Budget	<u>\$ 590,412</u>

Marketing

Organizational Structure



Mission Statement

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

Responsibilities

- Formulating and implementing an international air service plan to develop new international passenger and cargo routes that will diversify MIA's route network
- Monitoring and seeking opportunities for expansion of present passenger and cargo route structure
- Formulating and implementing a domestic air service plan to develop low-cost air carrier service from key U.S. markets
- Promoting MIA at industry trade shows for business development
- Performing extensive industry and passenger/cargo research and analysis
- Conducting advertising, media-buying and advertorial development in industry publications in support of air service and business development efforts
- Coordinating the Department's collateral communication media efforts working with all MDAD divisions, the aviation industry, local/national media and the community
- Developing collateral communication materials for MIA and the GA Airports such as print media, online media, multi-media projects, video broadcast services, and photographic services that are utilized for promotion and business development purposes

Personnel Summary

<i>OCC</i>		<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>
<i>Code</i>	<i>Occupational Title</i>	<i>FY 2012</i>	<i>Budget</i>	<i>Budget</i>	<i>FY14 vs FY13</i>
			<i>FY 2013</i>	<i>FY 2014</i>	
5148	Division Director 3, Aviation	-	1	1	-
5054	Division Director 2, Aviation	1	-	-	-
5016	Section Chief Aviation	-	-	1	1
5222	Aviation Advertising Services Supervisor	1	1	1	-
5234	Aviation Marketing Specialist	2	2	2	-
5384	Airport Graphic/Video Technician	3	3	3	-
5225	Airport Videographer/Editor	1	1	1	-
0094	Administrative Secretary	1	1	1	-
5310	Airport Secretary	1	1	1	-
	Total	10	10	11	1

Expense Summary

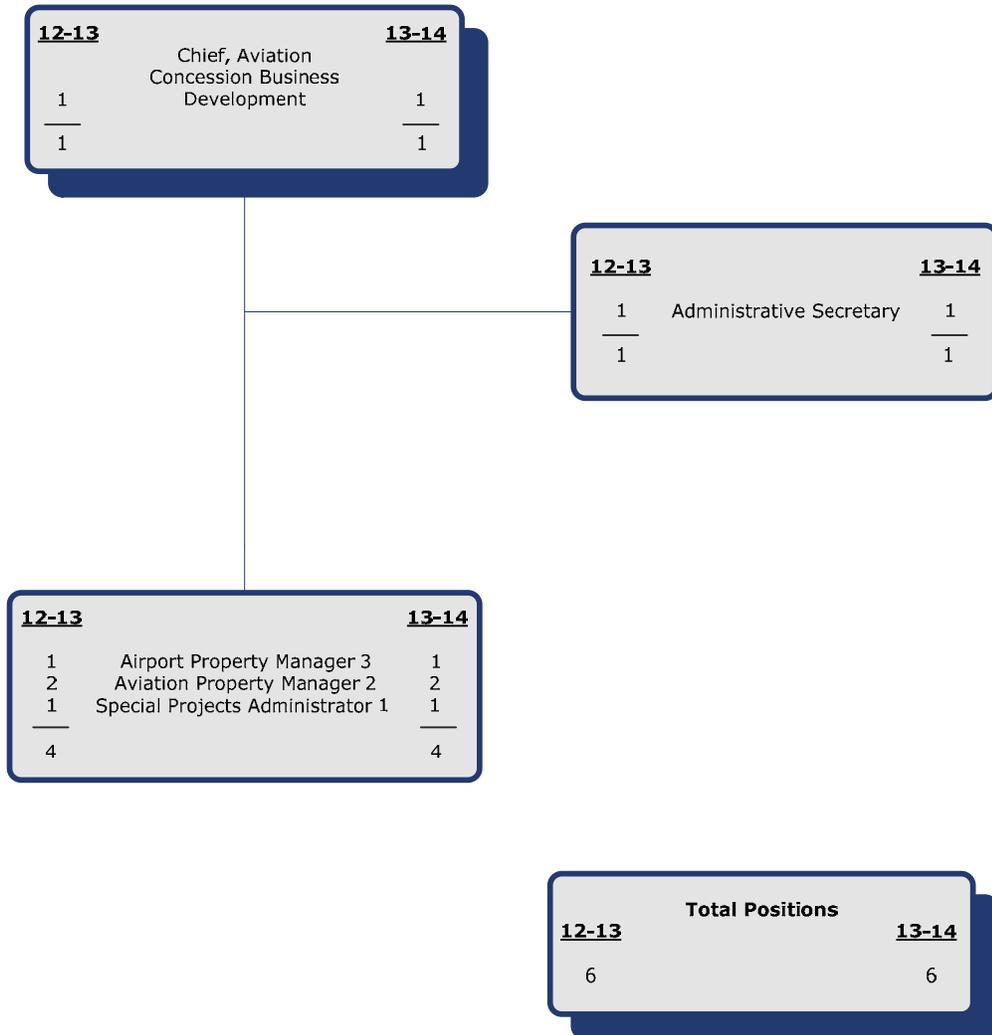
	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2012</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 2014 vs FY 2013</i>	
		<i>FY 2013</i>	<i>FY 2014</i>	<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 714,122	\$ 731,431	\$ 813,374	\$ 81,943	11.2%
Over-time	540	650	650	-	0.0%
Fringes	152,041	176,365	210,567	34,202	19.4%
Total Salary/Fringes	\$ 866,703	\$ 908,446	\$ 1,024,591	\$ 116,145	12.8%
Outside Contracts	473,197	845,300	602,200	(243,100)	-28.8%
MOU	28,256	50,000	75,000	25,000	50.0%
Other Operating	25,458	58,635	55,730	(2,905)	-5.0%
Capital	1,083	-	-	-	0.0%
Total	\$ 1,394,696	\$ 1,862,381	\$ 1,757,521	\$ (104,860)	-5.6%

Major Drivers

FY 2012-13 Budget	\$ 1,862,381
Proposed personnel costs	
Salary/Fringe Adjustments	116,145
Proposed variance in personnel costs	<u>1,978,526</u>
Outside Contract Services	
Increase in promotional items, promotional funding per Administrative Order 7-32, and magazine advertising	47,000
Decrease in management consulting services, freight/delivery charges, and advertising	(265,100)
Other Operating	
Increase in auto expense and parking reimbursement	1,550
Decrease in publications, travel expense, and registration fees	<u>(4,455)</u>
FY 2013-14 Budget	<u>\$ 1,757,521</u>

Airport Concession Business Development

Organizational Structure



Mission Statement

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

Responsibilities

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

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2012</i>	<i>Adopted Budget FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Inc/(Dec) FY14 vs FY13</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	2	2	2	-
0094	Administrative Secretary	1	1	1	-
	Total	6	6	6	-

Expense Summary

	<i>Actual FY 2012</i>	<i>Adopted Budget FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Inc/(Dec) FY 2014 vs FY 2013</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 438,518	\$ 497,195	\$ 501,216	\$ 4,021	0.8%
Over-time	-	-	-	-	0.0%
Fringes	92,092	128,823	116,902	(11,921)	-9.3%
Total Salary/Fringes	\$ 530,610	\$ 626,018	\$ 618,118	\$ (7,900)	-1.3%
Outside Contracts	101,056	121,700	121,700	-	0.0%
Other Operating	1,992,664	2,719,511	3,801,416	1,081,905	39.8%
Capital	8,080	-	-	-	0.0%
Total	\$ 2,632,410	\$ 3,467,229	\$ 4,541,234	\$ 1,074,005	31.0%

Major Drivers

FY 2012-13 Budget	\$ 3,467,229
Proposed personnel costs	
Salary/Fringe Adjustments	(7,900)
Proposed variance in personnel costs	<u>3,459,329</u>
Other Operating	
Increase in auto expense reimbursement, registration fees, marketing fees, and office supplies	<u>1,081,905</u>
FY 2013-14 Budget	<u><u>\$ 4,541,234</u></u>

Communication, Hospitality & Transportation Services

Organizational Structure

<u>12-13</u>		<u>13-14</u>
1	Chief, Aviation Business & Revenue Development	1
<u>1</u>		<u>1</u>

<u>12-13</u>		<u>13-14</u>
1	Special Projects Administrator 2	1
1	Manager, Aviation Rental Car Facility	1
1	Airport Secretary	1
<u>3</u>		<u>3</u>

<u>12-13</u>	Total Positions	<u>13-14</u>
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
- Managing the Rental Car Center and the Miami Intermodal Center

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2012</i>	<i>Adopted Budget FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Inc/(Dec) FY14 vs FY13</i>
5067	Chief, Aviation Business & Revenue Development	1	1	1	-
0832	Special Projects Administrator 2	1	1	1	-
5137	Manager Aviation Rental Car Facility	-	1	1	-
5310	Airport Secretary	1	1	1	-
Total		3	4	4	-

Expense Summary

	<i>Actual FY 2012</i>	<i>Adopted Budget FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Inc/(Dec) FY 2014 vs FY 2013</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 257,187	\$ 316,362	\$ 315,078	\$ (1,284)	-0.4%
Over-time	8	120	100	(20)	-16.7%
Fringes	59,228	74,855	80,358	5,503	7.4%
Total Salary/Fringes	\$ 316,423	\$ 391,337	\$ 395,536	\$ 4,199	1.1%
Outside Contracts	612	10,740	10,740	-	0.0%
Other Operating	1,784	9,582	9,135	(447)	-4.7%
Capital	-	-	-	-	0.0%
Total	\$ 318,819	\$ 411,659	\$ 415,411	\$ 3,752	0.9%

Major Drivers

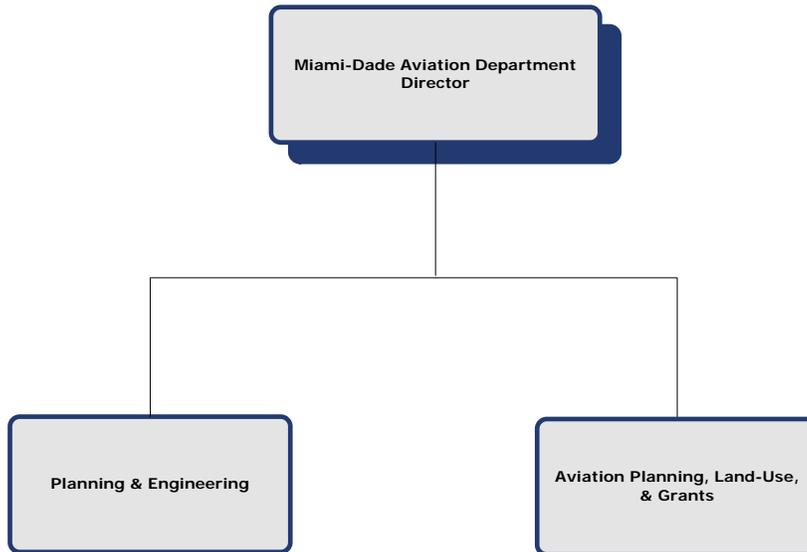
FY 2012-13 Budget	\$ 411,659
Proposed personnel costs	
Salary/Fringe Adjustments	4,199
Proposed variance in personnel costs	<u>415,858</u>
Other Operating	
Increase in auto expense, parking reimbursement, registration fees, and minor equipment	415
Decrease in memberships and travel expense	<u>(862)</u>
FY 2013-14 Budget	<u>\$ 415,411</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 Planning & Engineering and the Aviation Planning, Land-Use and Grants Division.

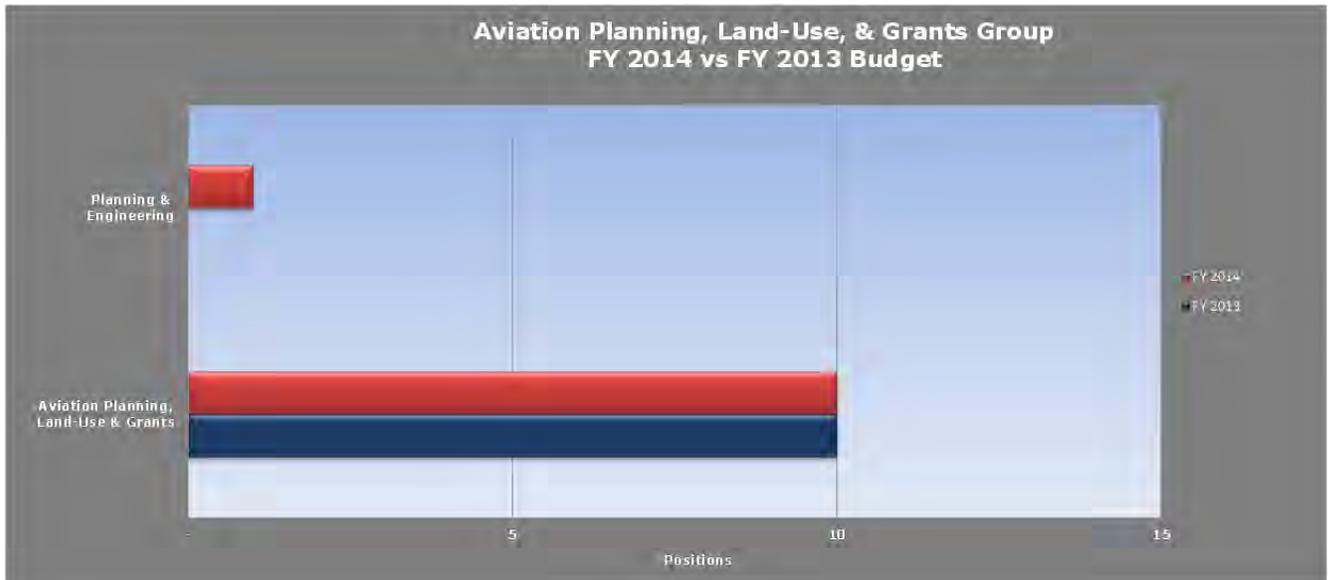
Organizational Structure



Total Positions	
<u>12-13</u>	<u>13-14</u>
10	11

Personnel Summary

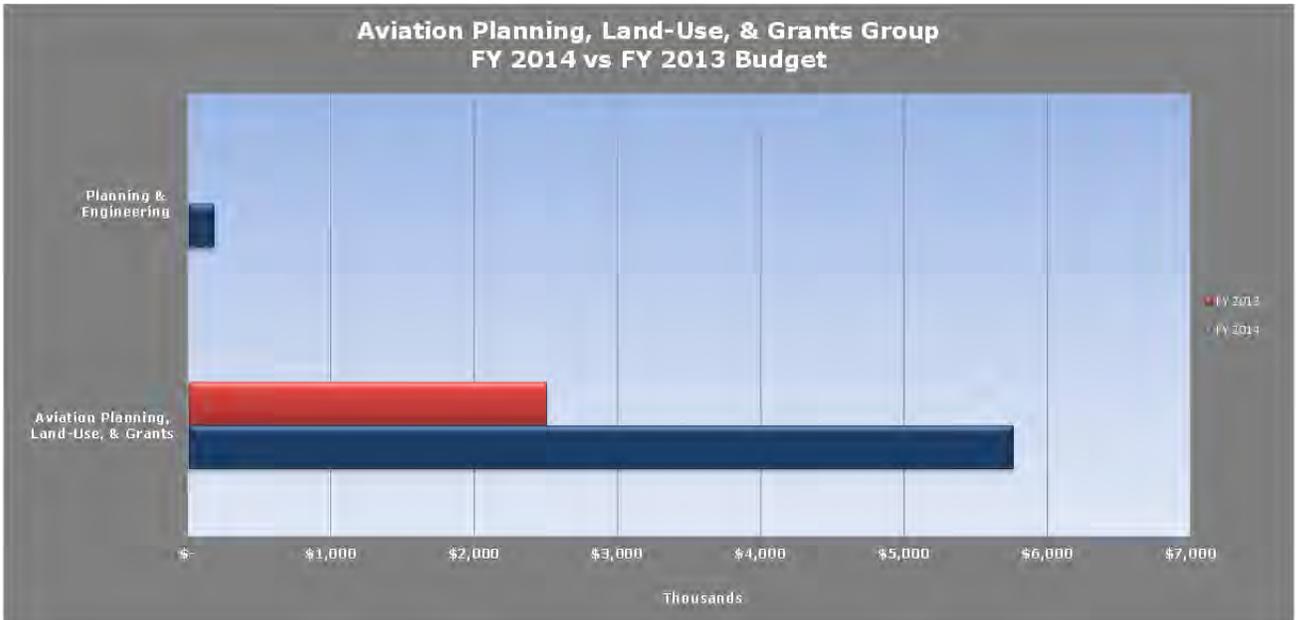
	<i>Actual FY 2012</i>	<i>Adopted Budget FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Inc/(Dec) FY14 vs FY13</i>
Planning & Engineering	-	-	1	1
Aviation Planning, Land-Use & Grants	9	10	10	-
Total	9	10	11	1



The chart above is a comparison between the FY 2014 and FY 2013 positions budgeted for the divisions in the Aviation Planning, Land-Use, & Grants Group.

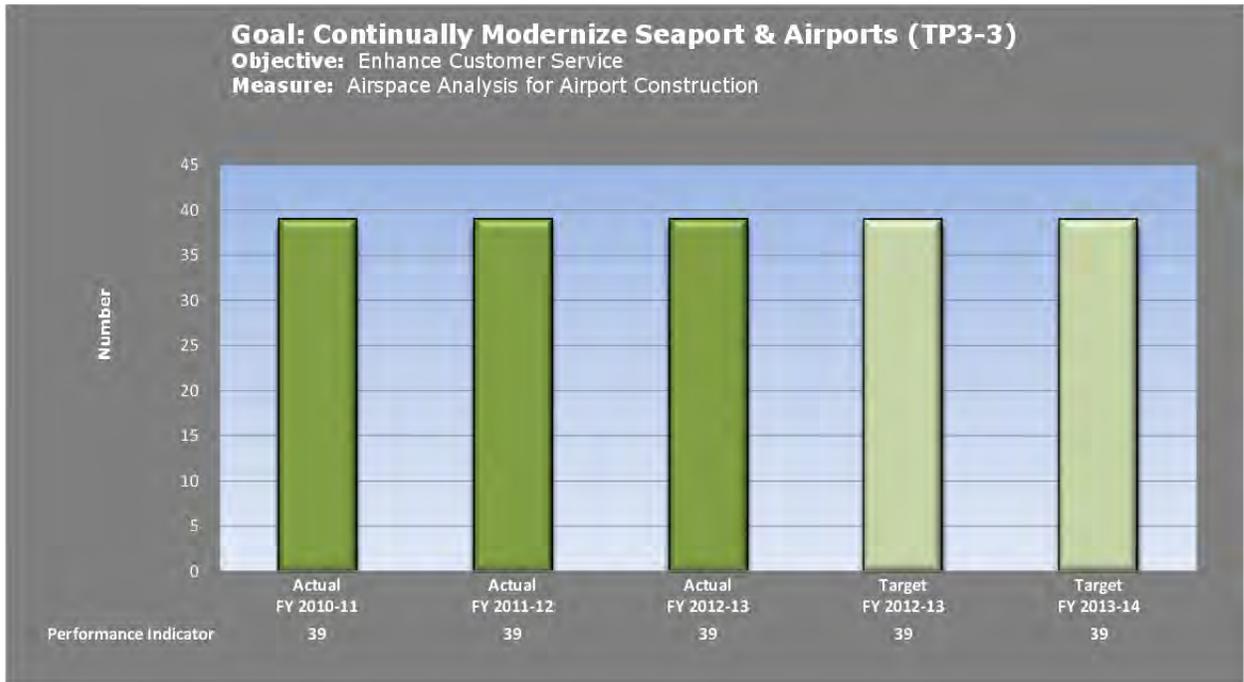
Expense Summary

	<i>Actual FY 2012</i>	<i>Adopted Budget FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Inc/(Dec) FY 2014 vs FY 2013</i>	
				<i>\$</i>	<i>%</i>
Facilities Development	\$ -	\$ -	\$ 183,286	\$ 183,286	100.0%
Aviation Planning, Land-Use, & Grants	1,483,129	2,500,723	5,756,798	3,256,075	130.2%
Total	\$ 1,483,129	\$ 2,500,723	\$ 5,940,084	\$ 3,439,361	137.5%



The chart above is a comparison between the FY 2014 and FY 2013 budget for the divisions in the Aviation Planning, Land-Use, & Grants Group; overall there is an increase in expenses for the Group.

Group Goal(s)/Performance Measures



The chart above illustrates the actual and the target for the number of airspace analysis that were conducted at MIA, the Planning Division works with the FAA to ensure aviation safety by regulating the heights of structures beneath the MIA airspace; for FY 2012-13 the actual met the target.

Accomplishments for FY 2013

- Participated in state, regional and county transportation planning committees to ensure airport needs were coordinated and integrated into plans
- Completed the mandated 2012 Evaluation and Appraisal Report (EAR) of the County Development Master Plan (CDMP) which evaluates the progress in implementing the goals, objectives, polices, maps and text of the CDMP
- 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
- Completed planning studies on schedule and within budget
- Completed the MIA Central Terminal Concept Definition Document
- Completed the MIA Central terminal Program Definition Document (PDD) which includes updated Central Terminal activity and gate, terminal space plans and programs costs
- 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
- Coordinated with Public Works and Waste Management Department for the issuance of a letter of credit in the amount of \$10.4 million towards Road Impact Fees (RIF) to be applied to future airport commercial development

Planning & Engineering

Organizational Structure

<u>12-13</u>		<u>13-14</u>
0	Assistant Aviation Director Planning & Engineering	1
<hr/>		<hr/>
0		1

<u>12-13</u>	Total Positions	<u>13-14</u>
0		1

Mission Statement

The mission of the Planning & Engineering Division is to provide leadership to the Divisions within this group.

Responsibilities

- Overseeing the functions of the Aviation Planning, Land-Use, & Grants Group

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2012</i>	<i>Adopted Budget FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Inc/(Dec) FY14 vs FY13</i>
5182	Assistant Aviation Director Planning & Engineering	-	-	1	1
Total		-	-	1	1

Expense Summary

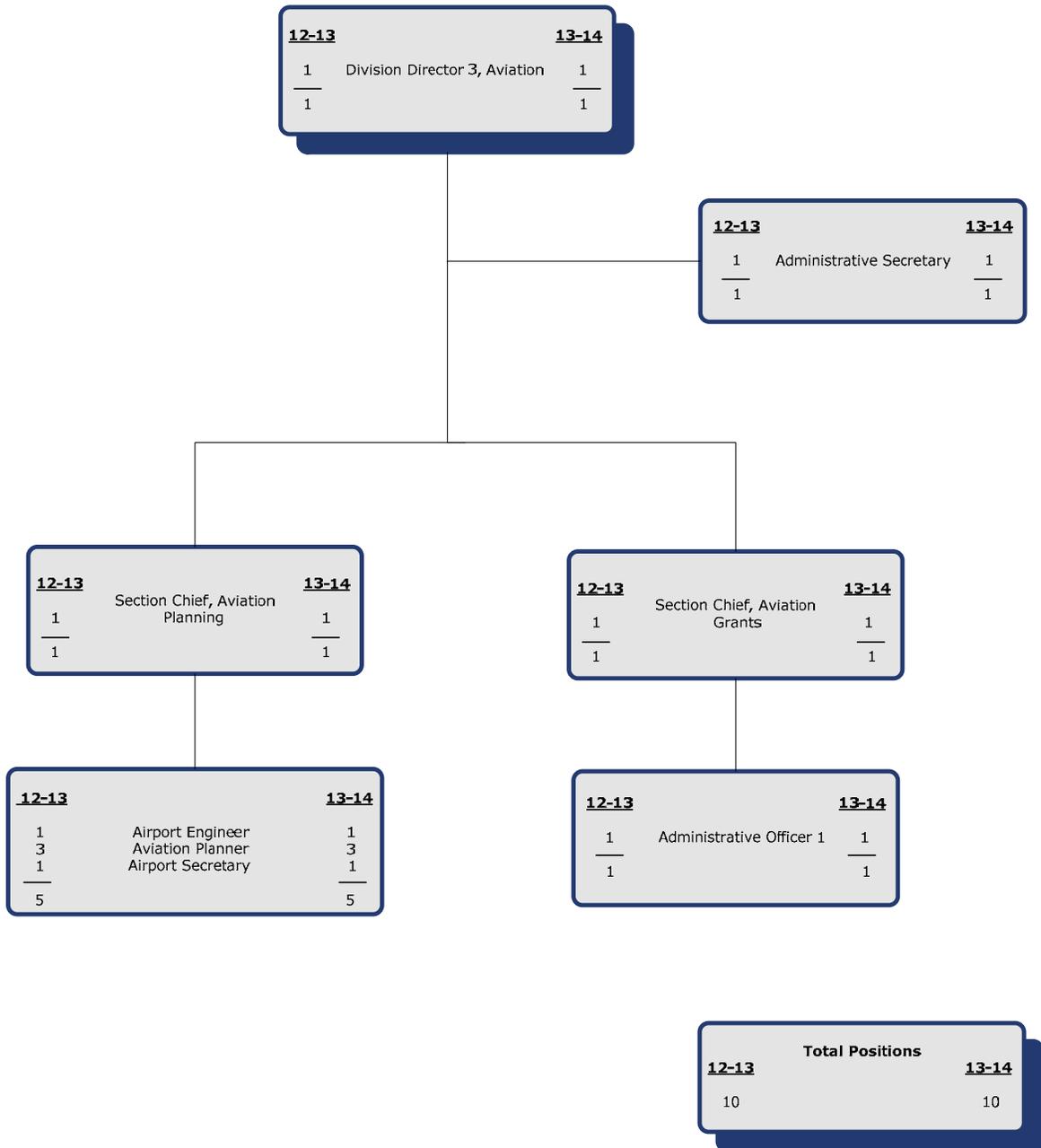
	<i>Actual FY 2012</i>	<i>Adopted Budget FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Inc/(Dec) FY 2014 vs FY 2013</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ -	\$ -	\$ 156,000	\$ 156,000	100.0%
Over-time	-	-	-	-	0.0%
Fringes	-	-	27,286	27,286	100.0%
Total Salary/Fringes	\$ -	\$ -	\$ 183,286	\$ 183,286	100.0%
Outside Contracts	-	-	-	-	0.0%
Other Operating	-	-	-	-	0.0%
Capital	-	-	-	-	0.0%
Total	\$ -	\$ -	\$ 183,286	\$ 183,286	100.0%

Major Drivers

FY 2012-13 Budget	\$ -
Proposed personnel costs	
Salary/Fringe Adjustments	<u>183,286</u>
Proposed variance in personnel costs	<u>183,286</u>
FY 2013-14 Budget	<u>\$ 183,286</u>

Aviation Planning, Land-Use & Grants

Organizational Structure



Mission Statement

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

Responsibilities

- Conducting 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</i> Code	Occupational Title	<i>Actual</i> FY 2012	<i>Adopted</i> Budget FY 2013	<i>Adopted</i> Budget FY 2014	<i>Inc/(Dec)</i> FY14 vs FY13
5148	Division Director 3, Aviation	1	1	1	-
5016	Section Chief, Aviation Grants	1	1	1	-
5135	Section Chief, Aviation Planning	1	1	1	-
5282	Airport Engineer	-	1	1	-
5284	Aviation Planner	3	3	3	-
0810	Administrative Officer 1	1	1	1	-
0094	Administrative Secretary	1	1	1	-
5310	Airport Secretary	1	1	1	-
	Total	9	10	10	-

Expense Summary

	<i>Actual</i> FY 2012	<i>Adopted</i> Budget FY 2013	<i>Adopted</i> Budget FY 2014	<i>Inc/(Dec)</i> FY 2014 vs FY 2013	
				\$	%
Salary/Fringes					
Regular	\$ 766,553	\$ 853,932	\$ 885,284	\$ 31,352	3.7%
Over-time	-	-	-	-	0.0%
Fringes	147,222	191,058	200,314	9,256	4.8%
Total Salary/Fringes	\$ 913,775	\$ 1,044,990	\$ 1,085,598	\$ 40,608	3.9%
Outside Contracts	566,940	1,436,883	4,393,500	2,956,617	205.8%
MOU	-	-	250,000	250,000	100.0%
Other Operating	2,414	18,850	22,700	3,850	20.4%
Capital	-	-	5,000	5,000	100.0%
Total	\$ 1,483,129	\$ 2,500,723	\$ 5,756,798	\$ 3,256,075	130.2%

Major Drivers

FY 2012-13 Budget	\$ 2,500,723
Proposed personnel costs	
Salary/Fringe Adjustments	40,608
Proposed variance in personnel costs	<u>2,541,331</u>
Outside Contract Services	
Increase in consulting engineer services and other outside contractual services	2,957,117
Decrease in catering services provided by Hotel, Top, Host Marriott for meetings	(500)
MOU	
Increase for services provided by Planning Department	250,000
Other Operating	
Increase in auto expense parking reimbursement and registration fees	5,050
Decrease in postage/mailing, miscellaneous general & administrative expenses, and office supplies	(1,200)
Capital	
Increase in equipment for display monitor and computer upgrades	<u>5,000</u>
FY 2013-14 Budget	<u>\$ 5,756,798</u>

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 FY2013, \$17 million was transferred from the Revenue Fund to the Reserve Maintenance Fund and \$15 million will be transferred in FY 2014 based on the recommendation of the Consulting Engineers. An additional \$5 million was transferred in FY 2013 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 2014 and beyond.

(\$ in 000s)	Actual FY 2012	Budget FY 2013	Actual FY 2013	Budget FY 2014
Beginning Cash Balance	\$ 49,973	\$ 55,000	\$ 50,508	\$ 50,000
Sources of Funds				
Grant Funds	\$ -	\$ 22,000	\$ 2,922	\$ 16,000
Insurance Claim/Reimbursements	5,408	-	9,380	-
Interest Earnings	101	150	101	150
Transfer from Improvement Fund	20,000	-	5,000	-
Transfer from Revenue Fund	12,000	17,000	17,000	15,000
Total Sources of Funds	\$ 37,510	\$ 39,150	\$ 34,403	\$ 31,150
Uses of Funds				
Projects in progress and committed	\$ 36,976	\$ 83,825	\$ 32,563	\$ 75,661
Transfer to Improvement Fund	-	-	4,000	-
Total Uses of Funds	\$ 36,976	\$ 83,825	\$ 36,563	\$ 75,661
Excess (Deficit) of Sources over Use of Funds	534	(44,675)	(2,160)	(44,511)
Ending Cash Balance	\$ 50,508	\$ 10,325	\$ 48,348	\$ 5,489

Detail of Projects

<i>Division</i>	<i>Description</i>	<i>Amount</i>
Fire & Rescue	Replacement of Foam 3 ARFF Truck	650,000
		\$ 650,000
Maintenance	Airfield Lighting Materials	1,600,000
	Other Vehicles - Replacement	1,300,000
	MIA Dolphin & Flamingo Garages	7,000,000
	MIA E Satellite NOVS mitigation	2,916,709
	MIA Hotel 8th floor Demolition Phase II	2,180,000
	Terminal Passenger Loading Bridge Refurbishment	4,070,000
	Terminal bathroom partitions	150,000
	Chiller Plant - Replacements	550,000
	MIA E STS train car refurbishment	23,000,000
	MIA Hotel lobby and floor renovation	250,000
	MIA Hotel restaurant and hallway renovation	5,200
	MIA Concourse G tenant relocation	48,200
	MIA Bldg. 826 A/B fire protection	174,500
	MIA Terminal C-E upper vehicular drive	450,000
	MIA Bldg. 715 USP office demolition	44,000
	Bldg 889/33 - chiller	300,000
	MIA temporary shoring bridge 3	20,000
	MIA Concourse E refurbishment	1,300,000
	Support Services Central Boulevard	61,000
	Chiller Plant - Refurbishment	6,700,000
	MIA Midfield Station 12	173,000
	Concourse F NOV	80,000
	Concourse G NOV	70,000
	Concourse E NOV	55,000
	Concourse H Roof Replacement	500,000
	MIA Hotel elevator renovation	500,000
	Roof Repairs	1,610,610
	Terrazo Project	800,000
	Carpet Replacement	130,000
	MIA Bldg 3095 Re-lamping	120,000
	Miscellaneous Projects	1,112,424
	Terminal Seating	330,000
	Glazing Contract	400,000
		\$ 58,000,643
Information Systems	Computer Equipment	5,200,000
		\$ 5,200,000
Civil Environmental Engineering	MIA Pavement Rehab and Overlay	9,000,000
	Other Outside Contracts	4,357
	CON 714634 Environmental	1,500,000
	RM-6-07/09 Pavement Repairs	806,000
		\$ 11,310,357
North Terminal Development	GBR - General Bldg Repair	500,000
		\$ 500,000
Total		\$ 75,661,000

Debt Service

Overview

In the past, capital improvement projects had been funded in the short-term with commercial paper, which was then paid off with Aviation Revenue Bonds. However, with the Aviation Department nearing completion of its Capital Improvement Program (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 2014, debt service expenses are budgeted at \$374.3 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 within the current CIP.

Outstanding Debt

Aviation Revenue Bonds - The outstanding principal for the bonds, as of September 30, 2013, is noted by bond series in the table below. Interest payments are made each year on April 1 and October 1 and principal payments are also made on October 1 of each year.

<u>Outstanding Bonds</u>	<u>Dated Date of Issue</u>	<u>Principal Amount Issued</u>	<u>Principal Amount Outstanding</u>
Series 2002A Bonds	19-Dec-02	\$600,000,000	\$420,780,000
Series 2003A Bonds	28-May-03	291,400,000	291,400,000
Series 2003B Bonds ⁽¹⁾	28-May-03	61,160,000	26,840,000
Series 2003D Bonds ⁽¹⁾	28-May-03	85,640,000	62,865,000
Series 2003E Bonds ^{(1) (2)}	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 ⁽¹⁾	2-Nov-05	180,345,000	129,385,000
Series 2005C Bonds ⁽¹⁾	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 ⁽¹⁾	20-Dec-07	367,700,000	314,775,000
Series 2007D Bonds ⁽¹⁾	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
Series 2012A Bonds ⁽¹⁾	11-Dec-12	669,670,000	669,670,000
Series 2012B Bonds ⁽¹⁾	11-Dec-12	106,845,000	106,845,000
TOTAL		\$6,237,005,000	\$5,822,665,000

⁽¹⁾ Denotes refunding bonds issues.

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

Outstanding Debt (cont)

The revenues used to repay these Bonds do not include cash received from passenger facility charges, federal grants or customer facility charges (received by the rental car agencies). The 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 provides a safety net thus lessening the risk to the bondholders.

These ratings are periodically reviewed by the rating agencies and the most recent ratings are outlined in the following table:

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

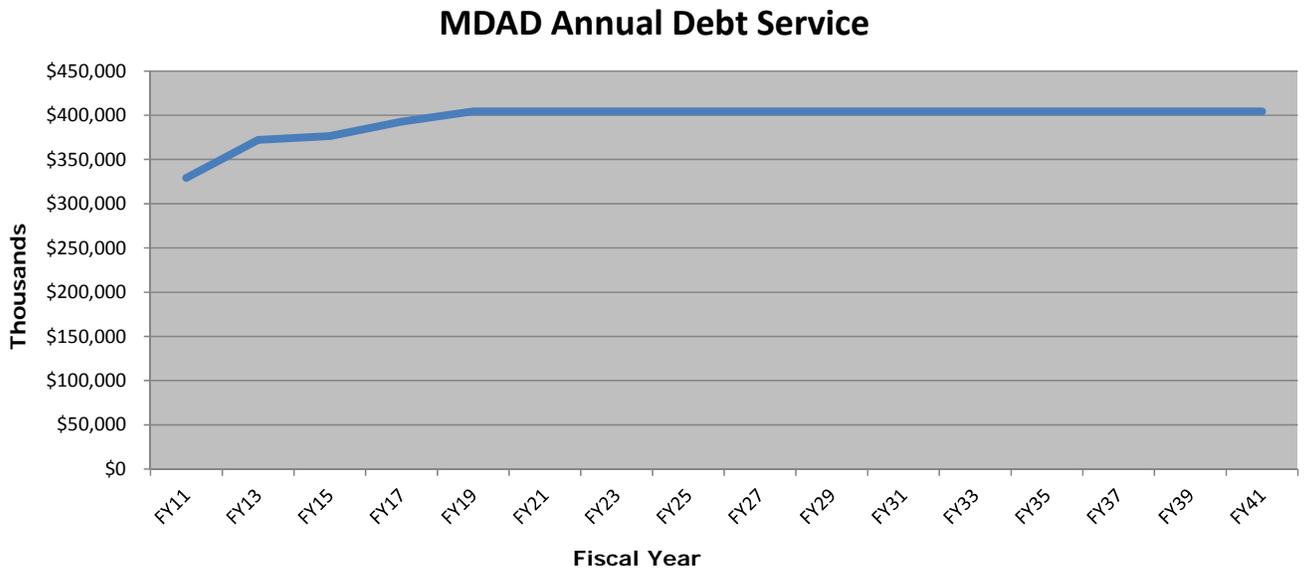
Some Aviation Revenue Bond issues are insured by various monoline insurance companies and the rating reflects the claims paying ability of these companies. When the insurance was originally purchased by the County the issues were rated AAA/Aaa/AAA respectively and lowered the interest rate that the County 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 were downgraded to certain levels the County was required to replace these surety bonds with cash, but only while the Aviation Revenue Bonds issued prior to December 15, 2002 remain outstanding. As of September 30, 2013, the Reserve Account balance exceeded by approximately \$714,000 the \$202.3 million balance requirement of the Trust Agreement with \$172.2 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 mostly level debt service payments 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**

Fiscal Year	Interest Requirements	Principal Requirements	TOTAL P&I Requirements
2013	\$287,090,192	\$79,735,000	\$366,825,192
2014	291,173,105	83,155,000	374,328,105
2015	287,386,019	89,000,000	376,386,019
2016	283,206,930	95,105,000	378,311,930
2017	278,419,054	114,425,000	392,844,054
2018	272,921,730	117,010,000	389,931,730
2019	267,060,028	122,880,000	389,940,028
2020	260,961,641	128,970,000	389,931,641
2021	254,446,132	132,740,000	387,186,132
2022	247,719,555	137,815,000	385,534,555
2023	240,742,786	143,255,000	383,997,786
2024	233,557,487	150,445,000	384,002,487
2025	225,844,205	162,655,000	388,499,205
2026	217,567,159	170,915,000	388,482,159
2027	208,634,134	178,345,000	386,979,134
2028	199,715,109	188,225,000	387,940,109
2029	190,377,079	198,225,000	388,602,079
2030	180,537,617	209,890,000	390,427,617
2031	169,843,816	220,580,000	390,423,816
2032	158,629,729	240,400,000	399,029,729
2033	146,370,548	258,175,000	404,545,548
2034	133,208,848	271,335,000	404,543,848
2035	119,354,504	285,190,000	404,544,504
2036	104,815,897	299,730,000	404,545,897
2037	89,505,922	315,040,000	404,545,922
2038	73,420,959	331,125,000	404,545,959
2039	56,538,582	348,005,000	404,543,582
2040	38,748,163	365,795,000	404,543,163
2041	20,046,550	384,500,000	404,546,550
TOTAL	\$5,537,843,478	\$5,822,665,000	\$11,360,508,478

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
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
	\$235,810,000	\$211,714,809	\$447,524,809

Other Airport-Related Debt (cont)

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

After receiving Board approval, FDOT and the County entered into a joint participation agreement on March 12, 2007 whereby FDOT will construct the Viaduct Project and closed on the 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 from the Improvement Fund 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 number of Aviation Revenue Bond issues that were issued to finance MIA's large CIP. However, as noted on the annual debt service requirement graph included on a previous page, the amount has for the most flattened out for FY 2013 and beyond. 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 depending on a number of factors including the amount of annual surplus used to fund the following year's expenses (as required by the Airline Use Agreement) and the actual PFC revenue balance available to pay debt service.

Also included in the Sinking Fund is the (bond) Reserve Account required by the Trust Agreement to contain one-half of the maximum principal and interest payment throughout the term of the outstanding Aviation Revenue Bonds. As previously noted, the Reserve Account Requirement in FY 2013 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.

(\$ in 000s)	Actual FY 2012	Budget FY 2013	Actual FY 2013	Budget FY 2014
Beginning Cash Balance	\$386,964	\$ 1,000	\$ 388,911	\$ 172,000
Sources of Funds				
PFC Revenues	\$ 85,000	\$ 50,750	\$ 50,000	\$ 54,500
Other Revenues	-	-	-	-
Bond Proceeds	-	-	-	-
Interest Earnings	2,257	4,503	1,986	5,000
Transfer from Bond Escrow Account	-	-	58	-
Transfer from Revenue Fund	285,007	318,511	321,945	316,828
Transfer from Capitalized Interest Account	-	-	-	-
Total Sources of Funds	\$372,264	\$ 373,764	\$ 373,989	\$ 376,328
Uses of Funds				
Debt Service - Principal	\$ 59,520	\$ 68,145	\$ 62,995	\$ 83,155
Debt Service - Interest	308,650	304,120	299,011	291,173
Debt Service - Reserve	-	-	-	-
Transfer to Bond Escrow Account	-	-	-	-
Capitalized Interest	-	-	-	-
Transfer to Improvement Fund	2,146	1,500	1,789	2,000
Total Uses of Funds	\$370,316	\$ 373,765	\$ 363,795	\$ 376,328
Excess (Deficit) of Sources over Use of Funds	1,947	(1)	10,195	-
Ending Cash Balance	\$388,911	\$ 999	\$ 399,106	\$ 172,000

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 2012	Budget FY 2013	Actual FY 2013	Budget FY 2014
Gross Revenues:					
MIA Aviation Fees ⁽¹⁾		\$425,466	\$440,599	\$446,492	\$458,544
Commercial Operations:					
Management Agreements		\$88,263	\$92,689	\$91,024	\$87,260
Concessions		163,303	159,472	182,114	166,682
Total Commercial Operations		\$251,566	\$252,161	273,137	\$253,942
Rentals		\$124,856	\$132,782	\$123,818	\$122,359
Other Revenues		16,249	18,592	19,047	19,116
Sub-total Revenues		\$818,137	\$844,134	\$862,494	853,960
General Aviation Airports		6,749	6,218	6,916	6,710
Gross Revenues	[a]	\$824,886	\$850,352	\$869,410	\$860,670
Expenses:					
Current Expenses		\$303,920	\$356,902	\$317,965	\$370,217
Current Expenses under Mgmt Agreement		31,228	33,017	27,196	32,017
Current Expenses under Operating Agreement		35,142	39,001	38,843	39,887
Total Current Expenses	[b]	\$370,290	\$428,920	\$384,004	442,122
Net Revenues:	[c=a-b]	\$454,596	\$421,432	\$485,406	\$418,548
Less: Reserve Maint. Fund Deposit	[d]	(12,000)	(17,000)	(17,000)	(15,000)
Net Revenues After Deposits	[e=c-d]	\$442,596	\$404,432	\$468,406	\$403,548
Total Debt Service		\$370,208	\$372,261	\$372,234	\$374,328
Less: PFC Revenue (used for d/s)		(85,000)	(50,750)	(50,000)	(54,500)
Debt Service less PFC Revenue	[f]	\$285,208	\$321,511	\$322,234	\$319,828
Debt Service Coverage ⁽²⁾	[e/f]	1.55	1.26	1.45	1.26

(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 serv

* Numbers may not total due to rounding.



Improvement Fund

Overview

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

The Airline Use Agreement (AUA) between the Aviation Department and most of MIA's air carriers requires the Aviation Department to transfer back 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 2013, the Aviation Department contributed \$6.9 million to the Retainage Subaccount and ended with a balance of \$14.0 million. Approximately \$96.0 million in surplus monies was realized in the Improvement Fund in FY 2013, which will be transferred back to the Revenue Fund in FY 2014. Another \$5 million in surplus monies was transferred to the Reserve Maintenance Fund to pay for some major capital refurbishment costs to be done in FY 2014 and beyond.

In FY 2013, the Aviation Department paid a 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 during the year to transfer another \$5.5 million to the subordinate debt service account so as to prefund a portion of the required subordinate debt service payment. When combined with the additional funding done in FY 2012, the Aviation Department has prefunded a full year's subordinate debt service payment.

The Aviation Department is also paying down a State Infrastructure Bank (SIB) note from the Improvement fund by paying \$5 million per year to the lender (Florida Department of Transportation). Through the end of FY 2013, five annual payments have been made with six more annual payments to be made in the future.

Detail

(\$ in 000s)	Actual FY 2012	Budget FY 2013	Actual FY 2013	Budget FY 2014
Beginning Cash Balance	\$119,166	\$105,301	\$127,364	\$155,000
<i>Sources of Funds</i>				
Insurance Claim/Reimbursements	\$ --	\$ --	\$16,935	\$ --
Grant Funds	3,777	--	5,243	--
Other Revenues	1	--	--	--
Interest Earnings	174	300	275	200
Transfer from (Bond) Reserve Account	2,146	1,500	1,789	2,000
Transfer from Revenue Fund	142,181	79,634	128,821	79,393
Total Sources of Funds	\$148,280	\$81,434	\$153,063	\$81,593
<i>Uses of Funds</i>				
Improvement Fund Expenditures	\$8,739	\$25,000	\$11,284	\$50,500
Transfer to Revenue Fund	81,224	85,000	89,794	95,000
Transfer to DB Bond Debt Service Account	25,119	15,432	20,844	15,431
Transfer to Reserve Maintenance	20,000	--	5,000	--
Other Expenditures	5,000	5,000	5,000	5,000
Total Uses of Funds	\$140,082	\$130,432	\$131,922	\$165,931
Excess (Deficit) of Sources over Use of Funds	8,198	(48,998)	21,140	(84,338)
Ending Cash Balance	\$127,364	\$56,303	\$148,504	\$70,662

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, 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.

At present, 97.2% 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 the linear 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 one world 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.

The NTD construction work is in its final stages and all areas except for the third phase of the BHS are completed and open to the traveling public. Because the BHS phases 1 and 2 are complete, American Airlines is utilizing the system for all of its domestic and international operations. The final phase of the BHS is projected for completion in the first quarter of 2014. 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 and may be used to fund, on an equity basis, a new capital project that is being contemplated for the South Terminal and Central Terminal outbound baggage handling systems.

CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FUTURE	TOTAL
Revenue									
Federal Aviation Administration	7,556	3,305	0	0	0	0	0	0	10,861
Improvement Fund	13,404	58,834	5,923	0	0	0	0	0	78,161
Transportation Security Administration Funds	53,546	11,329	0	0	0	0	0	0	64,875
FDOT Funds	8,197	28,281	5,994	0	0	0	0	0	42,472
Aviation Revenue Bonds	113,533	0	0	0	0	0	0	0	113,533
Double-Barreled GO Bonds	42,685	0	0	0	0	0	0	0	42,685
Tenant Financing	27,500	7,500	0	0	0	0	0	0	35,000
Total:	266,421	109,249	11,917	0	0	0	0	0	387,587
Expenditures									
Strategic Area: Transportation									
Airside Improvements	5,600	22,715	7,572	0	0	0	0	0	35,887
Cargo Facilities Improvements	739	3,041	1,013	0	0	0	0	0	4,793
General Aviation Airports	1,105	493	0	0	0	0	0	0	1,598
Landside Improvements	1,853	98	0	0	0	0	0	0	1,951
Support Facilities	60,190	114,571	20,579	0	0	0	0	0	195,340
Terminal Improvements	87,461	59,235	1,322	0	0	0	0	0	148,018
Total:	156,948	200,153	30,486	0	0	0	0	0	387,587

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 have been 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; 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 residing in the contingency fund and therefore 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 (approximately \$143 million remained as of September 30, 2013), 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

Federal Aviation Administration (FAA) Funds—The Federal Airport Improvement Program (AIP) is administered by the FAA and funded by the Airport and Airway Trust Fund, which is financed through federal aviation user fees and taxes. Grants-in-aid funds are for airport infrastructure improvements to enhance safety, security, and capacity with access made available to airport sponsors in the form of “entitlements” and “discretionary” allocations for eligible projects. The AIP “entitlement” grant amounts vary annually and are based upon an airport’s level of enplaned passengers and air-cargo, the amount of funds appropriated by Congress and any revisions to the statutory formula for calculating such funding. The AIP “discretionary” funds are selectively disbursed based on the competitiveness of the project within the national airport priority system established by the FAA and are also affected by Congressional actions. 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 \$3.3 million in grant funds from the FAA in FY2014.

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. The Aviation Department is anticipating spending \$12 million of the Improvement Fund monies on the replacement of the Concourse E Satellite Train project. The \$12 million is a portion of the total \$58.8 million amount appropriated for FY2014; the remainder is for unplanned capital expenditures that may arise during the fiscal year.

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 \$11.3 million from the TSA in FY2014 related to reimbursements for the NTD baggage system capital costs.

Florida Department of Transportation (FDOT) Funds—Aviation projects throughout the state of Florida (the State) are funded by the State through both aviation and highway fuel taxes. State funding of aviation projects is made through FDOT under Chapter 332 of the Florida Statutes. Florida’s aviation grant funds are non-competitive grants for non-exclusive use capital projects that are similar to the scope and eligibility criteria of projects eligible for FAA funding. FDOT bases its grant allocations on FDOT funding policies that give priority to matching federal funds and projects involving safety, security, preservation and maintenance of facilities and capacity. In FY 2014 the Aviation Department is anticipating receiving grant revenues totaling \$28.3 million from FDOT, most of which is for the replacement of the Concourse E Satellite Train project.

Aviation Revenue Bonds—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 2014 under this Board authorization. However, the Aviation Department does plan to issue Refunding Bonds in FY 2014 to realize future debt service savings. If the Aviation Department decides to move forward with any new capital projects (i.e., beyond the CIP) that require debt financing, then a new Board Bond authorization will have to be obtained,

Capital Improvement Program Funding (cont)

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 \$97.5 million to date from American Airlines with one more payment of \$7.5 million to be received in FY 2014.

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 2014 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 2014.

Expense Type	Division	FY 2005	FY 2014	\$ Change	% Change
MIA Mover Train (NTD)	Maintenance	\$ --	\$6,996,000	\$6,996,000	100.0%
Airport People Mover (RCF)	Maintenance	\$ --	\$4,273,607	\$4,273,607	100.0%
Misc Maintenance 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	Maintenance	\$4,320,000	\$6,920,609	\$2,600,609	60.2%
Air Conditioning Shop	Maintenance	\$2,225,003	\$3,391,892	\$1,166,889	52.4%
Janitorial Contract	Terminal Ops	\$22,676,824	\$33,215,969	\$10,539,145	46.5%
Electrical Utilities	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 \$4.3 million in FY 2014. 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 2014.

Operating Cost Effect of Capital Projects

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 overall operating expenses have only increased 31.1% or 3.1% on an average annual growth rate basis since FY 2005.



Supplemental Data

Ordinance

Revenue Fund

<u>Revenues:</u>	<u>2013-14</u>
Carryover	\$ 68,627,000
Miami International Airport	755,960,000
Tamiami Airport	2,166,000
Opa-locka Airport	4,003,000
Homestead Airport	505,000
T & T Airport	32,000
Transfer from Improvement Fund	95,000,000
Total	\$ 926,293,000
<u>Expenditures:</u>	
Miami International Airport	\$ 432,544,000
Tamiami Airport	809,000
Opa-locka Airport	908,000
Homestead Airport	539,000
T & T Airport	322,000
Contingency	7,000,000
Subtotal Operating Expenditures	\$ 442,122,000
<u>Transfer to Other Funds:</u>	
Sinking Fund	316,828,000
Reserve Maintenance	15,000,000
Improvement Fund	79,393,000
Subtotal Transfers to Other Funds	\$ 411,221,000
Operating Reserve/Ending Cash Balance	\$ 72,950,000
Total	\$ 926,293,000

Improvement Fund

<u>Revenues:</u>	<u>2013-14</u>
Carryover	\$ 155,000,000
Transfer from Revenue Fund	79,393,000
Transfer from Interest and Sinking Fund	2,000,000
Interest Earnings	200,000
Total	\$ 236,593,000
<u>Expenditures:</u>	
On-going Improvement Fund Projects	12,000,000
Projects in Capital Improvement Program	18,500,000
Unplanned Capital Projects	20,000,000
Payment of Viaduct Loan	5,000,000
Transfer of DB Bonds Debt Service	15,431,000
Transfer to Revenue Fund	95,000,000
Ending Cash Balance	70,662,000
Total	\$ 236,593,000

Ordinance (cont)

Reserve Maintenance Fund

<u>Revenues:</u>	<u>2013-14</u>
Carryover	50,000,000
Transfer from Revenue Fund	15,000,000
Grants Contribution	16,000,000
Interest Earnings	150,000
Total	\$ 81,150,000
<u>Expenditures:</u>	
Projects in Capital Improvement Program	59,661,000
Unplanned Capital Projects	16,000,000
Ending Cash Balance (Reserved for Emergencies)	5,489,000
Total	\$ 81,150,000

Construction Fund

Trust Agreement Bonds

<u>Revenues:</u>	<u>2013-14</u>
Aviation Revenue Bonds (Carryover)	51,425,000
Transfer from Construction Fund Double Barrel Bonds (Carryover)	25,000,000
Transfer from Claim Fund	7,515,000
Grant Funds	42,915,000
Total	\$ 126,855,000
<u>Expenditures:</u>	
Projects in Capital Improvement Program	125,000,000
Ending Cash Balance	1,855,000
Total	\$ 126,855,000

Double Barrel Bonds

<u>Revenues:</u>	<u>2013-14</u>
Carryover	250,000,000
Interest Earnings	100,000
Total	\$ 250,100,000
<u>Expenditures:</u>	
Transfer to Construction Fund	25,000,000
Ending Cash Balance	100,000
Total	\$ 25,100,000

Ordinance (cont)

Sinking Fund

<i>Trust Agreement Bonds</i>		<u>2013-14</u>
<u>Revenues:</u>		
Carryover		172,000,000
Transfer from Revenue Fund		316,828,000
PFC Revenues		54,500,000
Interest Earnings		5,000,000
Total		<u>\$ 548,328,000</u>
<u>Expenditures:</u>		
Debt Service - Principal		83,155,000
Debt Service - Interest		291,173,000
Transfer to Improvement Fund		2,000,000
Ending Cash Balance		172,000,000
Total		<u>\$ 548,328,000</u>
 <i>Double Barrel Bonds Sinking Fund</i>		
<u>Revenues:</u>		<u>2013-14</u>
Carryover		36,700,000
Transfer from Improvement Fund		15,431,000
Interest Earnings		300,000
Total		<u>\$ 52,431,000</u>
<u>Expenditures:</u>		
Payment of DB Bonds Debt Service		15,431,000
Ending Cash Balance		37,000,000
Total		<u>\$ 52,431,000</u>

Ordinance (cont)

Environmental Fund

<u>Revenues:</u>	<u>2013-14</u>
Carryover	50,000,000
Interest Earnings	300,000
Total	\$ 50,300,000
<u>Expenditures:</u>	
Projects Committed	30,000,000
Ending Cash Balance (Reserved for Emergencies)	20,300,000
Total	\$ 50,300,000

Claim Fund

<u>Revenues:</u>	<u>2013-14</u>
Carryover	10,000
Annual Contribution	7,500,000
Interest Earnings	5,000
Total	\$ 7,515,000
<u>Expenditures:</u>	
Transfer to Construction Fund	7,515,000
Total	\$ 7,515,000

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 2012</i>	<i>FY 2013</i>	<i>FY 2014</i>	<i>FY 2014 vs FY 2013</i>	
				\$	%
<i>Salary/Fringes</i>					
Regular	\$ -	\$ -	\$ -	\$ -	0.0%
Over-time	-	-	-	-	0.0%
Fringes	-	-	-	-	0.0%
<i>Total Salary/Fringes</i>	\$ -	\$ -	\$ -	\$ -	0.0%
Outside Contract Services	1,950,067	2,612,000	2,500,000	(112,000)	-4.3%
MOU	2,774	-	-	-	0.0%
Charges for County Services	5,069,011	1,958,172	2,052,652	94,480	4.8%
Utilities	44,609,991	50,835,000	43,600,000	(7,235,000)	-14.2%
Other Operating	10,008,134	1,490,000	16,902,869	15,412,869	1034.4%
Capital	2,030,165	2,500,000	2,500,000	-	0.0%
<i>Total</i>	<u>\$ 63,670,142</u>	<u>\$ 59,395,172</u>	<u>\$ 67,555,521</u>	<u>\$ 8,160,349</u>	<u>13.7%</u>

Management Agreements

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

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

	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2012</i>	<i>Budget</i> <i>FY 2013</i>	<i>Budget</i> <i>FY 2014</i>	<i>FY 2014 vs FY 2013</i>	
				\$	%
Management Agreement					
Airport Parking Associates (APA)	\$ 7,337,759	\$ 9,445,949	\$ 9,050,258	\$ (395,691)	-4.2%
IAMI (Passenger Lounges)	2,108,001	2,440,928	2,521,415	80,487	3.3%
Allied Aviation (Fuel Farm)	7,297,359	7,377,548	6,334,238	(1,043,310)	-14.1%
Allied Aviation (Fuel Farm Fire)	1,546,432	-	-	-	0.0%
Midfield (Auto Gas Sales)	2,116,717	2,276,976	2,341,092	64,116	2.8%
Hotel	6,318,277	8,366,511	8,993,429	626,918	7.5%
Top of the Port (Restaurant)	2,804,455	3,108,796	2,777,000	(331,796)	-10.7%
Total	\$ 29,529,001	\$ 33,016,708	\$ 32,017,432	\$ (999,276)	-3.0%
Operating Agreements					
Shuttle	\$ 5,594,967	\$ 7,285,644	\$ 6,671,116	\$ (614,528)	-8.4%
Unicco (Janitorial)	24,465,558	26,173,983	27,516,442	1,342,459	5.1%
Vista (Janitorial)	2,091,251	2,430,569	2,488,025	57,456	2.4%
N & K (Janitorial)	2,990,068	3,110,630	3,211,502	100,872	3.2%
Smarte Carte	1,698,622	-	-	-	0.0%
Total	\$ 36,840,466	\$ 39,000,826	\$ 39,887,085	\$ 886,259	2.3%
Grand Total	\$ 66,369,467	\$ 72,017,534	\$ 71,904,517	\$ (113,017)	-0.2%

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 2012-13	FY 2013-14	
Audit and Management Services	\$ 440,000	\$ 440,000	Auditing services in excess of indirect reimbursement
Community Information and Outreach	16,000	16,000	Maintenance and support of Department's website
Community Information and Outreach	120,000	120,000	Advertising services
Cultural Affairs	-	300,000	Art in Public Places
Customs & Border Patrol	-	1,000,000	Reimbursement of staffing hours
County Attorney's Office	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	1,900,000	-	
Finance	60,000	60,000	Cash management services
Fire Rescue	23,549,218	23,310,611	Fire protection & fire rescue services
Fire Rescue	-	400,000	Fire Inspection Fees
Information Technology	3,991,407	4,188,000	Radios, technology and infrastructure
Internal Services	141,000	141,000	Human Resources - services and support
Internal Services	-	200,000	GSA - architectural services
Internal Services	11,651,000	11,301,000	GSA - insurance
Internal Services	6,914,768	8,564,768	GSA - security guard services
Internal Services	-	31,350	GSA - exterminating services
Internal Services	300,000	300,000	GSA - elevator inspections
Internal Services	54,700	99,505	GSA - printing & reproduction supplies
Internal Services	-	50,000	Office of Safety
Office of Economic Development & Int'l Trade	40,000	40,000	Marketing services
Office of Inspector General	400,000	400,000	Audits and investigative work
Police Department	30,474,396	28,493,069	Police services
Police Department	296,835	280,000	Automobile Insurance
Regulatory & Economic Resources	-	250,000	Planning, zoning, and agenda coordination
Sustainability, Planning, & Economic Enhancement	152,000	100,000	DBED compliance fee
Transit	553,774	553,774	Satellite E-Train
	\$ 82,625,098	\$ 81,539,077	

Indirect County Expenses

	Adopted	Adopted	
	Budget	Budget	
	FY 2012-13	FY 2013-14	
MDAD Salaries & Fringes	\$ 103,613,979	\$ 106,485,714	[A]
Rate-Modified Full Costing	0.032900	0.032900	[B]
Total MDAD Reimbursement to County	\$ 3,408,900	\$ 3,503,380	[A x B]
Agreed Upon Deduction	(1,450,728)	(1,450,728)	
Amount Due to Miami-Dade County	\$ 1,958,173	\$ 2,052,652	
Total Direct & Indirect County Expenses	\$ 84,583,271	\$ 83,591,729	

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	10,000
Hosting of Inbound International Business Development Missions	5,000
Community Outreach Programs	60,000
Annual Airport Business Diversity Conference	5,000
Miami-Dade County Days in Tallahassee 2014	2,500
FAC State Legislative Summit, FAC Federal Legislative Summit, & FAC Annual Conference	5,000
Hemispheric Congress Sponsorship	2,500
FAA Meetings for FY 2013-14	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
Air Cargo Americas International Congress and Exhibition	50,000
Total	<u>\$ 221,500</u>

Detail of Promotional Funding

Airports Council International (ACI)

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

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.

Airport Minority Advisory Council (AMAC)

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

Detail of Promotional Funding (cont)

Miami-Dade County

Event title: Miami-Dade County Days in Tallahassee 2014 - 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 2013-14 – Airport safety assessment with FAA, airlines, and chief pilots; Runway Safety Action Team/FAA meetings with airlines and chief pilots; FAA drills/meetings reference required drills to meet MIA's 139 Certification as a commercial airport; AAAE Trainings regarding required FAA drills to meet MIA's 139 Certification as a commercial airport.

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)

Even 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.

Detail of Promotional Funding (cont)

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.

World Trade Center Miami

Event Title: Air Cargo Americas International Congress and Exhibition – Air Cargo Americas is a forum for aviation executives to exchange views, develop strategies to enhance the growth of the air cargo industry in the Americas, and showcase the latest products and technologies.

Summary of New/Revised Rates

	Description	Rate
1	Revise Manual CUTE Ticket Counter Rates	<p>Standard Manual Rate for Widebody Aircraft (over 200 seats) \$551.24 from the current \$568.51, and Narrow Aircraft (100 seats through 200 seats) \$314.99 from the current \$324.86, Regional Commuter Aircraft (20 seats through 100 seats) \$157.50 from the current \$162.43 and Small Turbo Aircraft (under 20 seats) \$78.75 from the current \$81.22.</p> <p>Unauthorized Manual Rate for Widebody Aircraft (over 200 seats) \$1,102.47 from current \$1,137.02, and Narrow Aircraft (100 seats through 200 seats) \$629.98 from the current \$649.72, Regional Commuter Aircraft (20 seats through 100 seats) \$314.99 from the current \$324.86, and Small Turbo Aircraft (under 20 seats) \$157.50 from the current \$162.43.</p>
2	Revise Monthly Rates for CUSS (Common Use Self Service) Units	<p>Revise Monthly Rates for CUSS (Common Use Self Service) Units as follows:</p> <ul style="list-style-type: none"> • Desktop Unit – Revise Desktop rate to \$51.82 ea. per month from the current \$44.02 ea. per month • Standalone Unit – Revise Standalone rate to \$131.74 ea. per month from the current \$120.79 ea. per month
3	Revise CUTE Backoffice Unit charge	Revise CUTE Backoffice monthly charge per unit to \$182.24 per unit from the current \$120.79 per unit
4	Revise Rental Rates for Non-Terminal Building Properties – Miami International Airport	See attached schedule for building rental rates.
5	Revise Rental Rates for Building Properties – General Aviation Airports	<p>See attached schedule for building rental rates with the exception of Aeronautical Land Rates for Kendall-Tamiami and Opa Locka Airports as amended by the Department and Board action.</p> <p>Aeronautical and land rates shall be: Kendall Tamiami \$0.18 from the current \$0.17 Opa Locka \$0.21 from the current \$0.20</p>

Summary of New/Revised Rates (cont)

Description	Rate
<p>6 Establish Authority to Revise or Adjust Building Rental Rates During Period Following Board's Action and Before Next Approval by Board Based on Revised Appraisal</p>	<p>By establishing and authorizing the imposition of the rental rates reflected on the attached appraisal document or in this Budget, the Board also establishes and authorizes the Aviation Department to impose, during the period following the Board's action and before the next approval by the Board of rental rates for the properties, any revised rental rates that are based on appraisals of any of the properties described in the attached document or the Budget that are obtained as a result of an appraisal performed under the authority of Board action or agreement previously approved by the Board.</p>
<p>7 Establish Late Ground Transportation Permit Renewal Fee</p>	<p>Establish a late ground transportation permit renewal fee of \$100.00 per permit. On average, over 300 ground transportation companies do not renew their annual permits on time resulting in lost revenue to the Department.</p>
<p>8 Establish Wi-Fi Internet Access Fee</p>	<p>Establish a Wi-Fi Internet Access Fee of \$10.00 per device, per month. This fee will apply to airport tenants, airlines and concessionaires in order to access internet and Wi-Fi services for their operations.</p>
<p>9 Establish AOA (Aircraft Operations Area) Decal Late Application Fee</p>	<p>Establish AOA decal late application fee of \$10.00 per vehicle. Each year, companies submit their application late or just prior to expiration date requiring expedited processing times. This fee will offset processing and manpower costs.</p>

Summary of New/Revised Rates (cont)

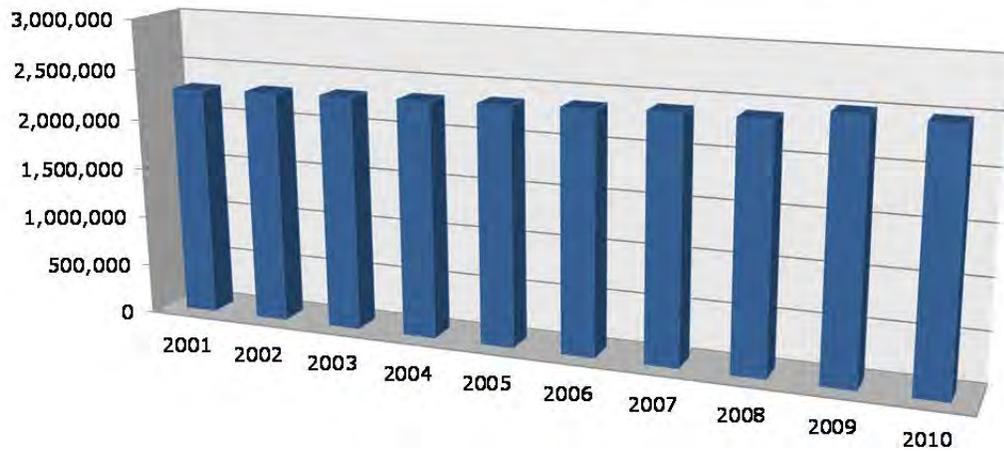
Description		Rate
10	Revise wording for Operational Closure Fee at Training & Transition and General Aviation Airports	Revise wording for Operational Closure Fee at Training & Transition and General Aviation Airports as follows: A fee of \$4,800.00 per day (or portion thereof), or \$200.00 per hour for government entities, shall be required for operational closure at the Training & Transition Airport (or part thereof) or each General Aviation Airport (or part thereof) to cover costs incurred by safety officer and vehicle required by the Federal Aviation Administration
11	Revise Aircraft Demolition Fees	Revise aircraft demolition fees to \$2,000.00 per aircraft, per month, for the first 3 months and \$4,000.00 per aircraft, per month, for the fourth month and each month thereafter. These rates were last revised in 1995 and reflect changes in CPI and costs associated with monitoring by MDAD staff and DERM.
12	Establish Fees for Technical Reviews and Written Comments	The following fees are being established to recover costs associated with technical reviews and written comments which ensure compliance with aviation regulations. <ul style="list-style-type: none"> • Cell Towers and Other Structures Under 200 Feet Above Mean Sea Level..... \$360.00 • Request for Written Comments.....\$360.00 • Request for Written Comments – Revised Plans.....\$90.00 • Development Impact Committee or Equivalent Large-Scale Zoning Hearing Application.....\$360.00 • Permissible Crane (or Equipment) Height Determination.....\$360.00 • Permissible Crane (or Equipment) Height Determination – Additional Coordinates (per set).....\$25.00 • Request for New Letter of Determination Due to Expiration.....\$360.00

Economic Statistics

Population and Economic Metrics – Miami-Dade County

	Population	Change %	Personal Income	Change %	Labor Force	Employed	Unemployed	Unemployment Rate
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

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

Source: The Beacon Council

Top Public Employers in Miami-Dade County

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

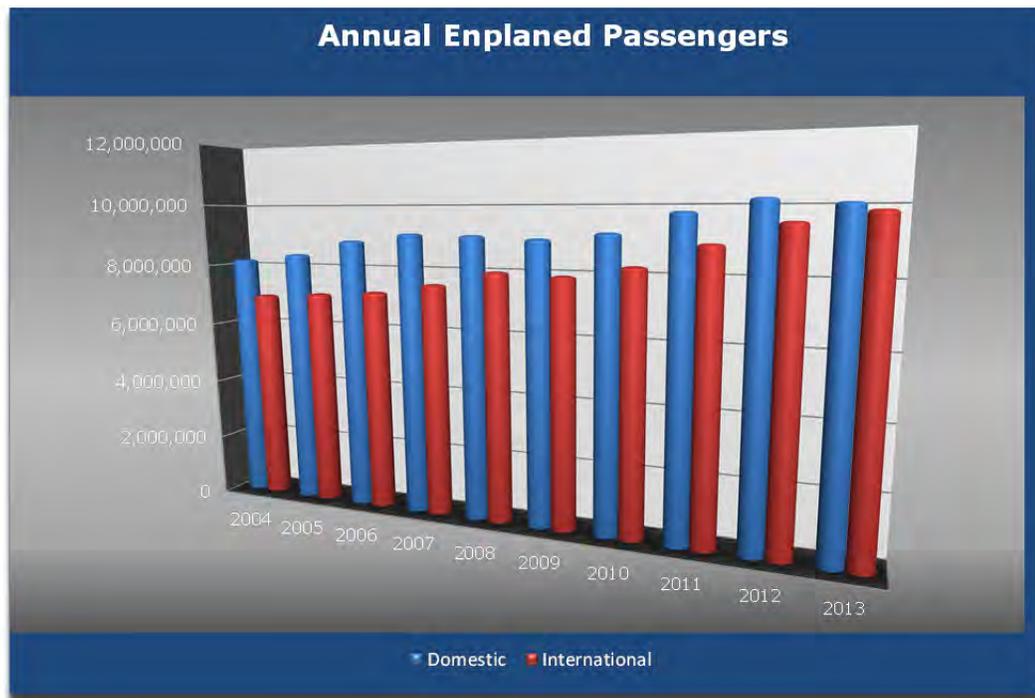
Source: The Beacon Council

Operational Statistics

Annual Enplaned Passengers

Fiscal Years Ended September 30, 2004 to 2013

Fiscal Year	Domestic		International		Total	
	Passengers	Change %	Passengers	Change %	Passengers	Change %
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%
2013	10,033,126	-1.2%	9,844,565	3.3%	19,877,691	1.0%



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> <i>13-14</i>	<i>12-13</i>	<i>11-12</i>	<i>10-11</i>	<i>09-10</i>	<i>08-09</i>	<i>07-08</i>	<i>06-07</i>	<i>05-06</i>
OCT	735,087	720,758	719,861	651,611	621,390	606,589	608,062	525,267	469,940
NOV	784,098	813,408	767,857	690,806	643,512	645,421	638,498	588,209	552,447
DEC	882,410	886,114	864,133	780,717	745,065	742,055	717,423	686,461	705,993
JAN	852,609	867,620	834,949	761,744	700,462	697,330	680,436	627,548	624,851
FEB	758,983	776,431	743,263	655,619	605,009	591,145	607,197	547,422	538,174
MAR	830,343	865,563	813,144	750,951	679,376	645,659	707,826	632,761	620,637
APR	806,653	766,917	789,945	721,668	664,356	647,401	585,845	596,519	594,325
MAY	786,140	799,423	769,857	738,743	674,387	612,355	645,965	614,898	596,757
JUN	835,992	853,988	818,676	785,301	726,242	684,410	707,851	665,833	654,680
JUL	918,925	927,543	899,892	886,708	806,233	748,400	761,607	741,888	700,427
AUG	829,759	857,539	812,573	798,235	751,927	713,508	731,737	707,763	633,087
SEP	708,906	709,261	694,223	682,826	607,935	562,730	575,235	578,495	509,637
	9,729,904	9,844,565	9,528,373	8,904,929	8,225,894	7,897,003	7,967,682	7,513,064	7,200,955

ENPLANED PASSENGERS - DOMESTIC

	<i>Budget</i> <i>13-14</i>	<i>12-13</i>	<i>11-12</i>	<i>10-11</i>	<i>09-10</i>	<i>08-09</i>	<i>07-08</i>	<i>06-07</i>	<i>05-06</i>
OCT	803,018	731,095	786,385	753,990	688,513	689,395	714,282	662,922	569,109
NOV	832,229	774,113	814,991	767,911	702,224	721,215	734,397	706,111	686,958
DEC	858,784	810,870	840,996	792,682	729,287	742,278	747,810	756,123	728,860
JAN	946,907	894,877	927,294	866,346	816,977	798,934	809,584	812,842	821,216
FEB	836,455	787,017	819,130	750,621	704,973	700,849	732,152	721,009	724,740
MAR	958,388	934,103	938,537	877,980	853,395	826,102	852,798	851,449	860,587
APR	932,881	886,152	913,559	850,341	816,825	797,779	782,613	821,138	832,330
MAY	889,043	872,135	870,629	866,602	806,430	773,128	788,314	782,291	788,543
JUN	868,351	852,499	850,365	825,660	778,364	740,891	747,322	765,508	769,770
JUL	898,137	887,736	879,534	887,237	803,846	791,874	770,960	798,734	784,572
AUG	848,480	886,334	830,906	844,308	809,328	786,604	773,673	780,746	708,852
SEP	697,424	716,195	682,979	712,513	669,274	618,047	613,813	643,478	578,548
	10,370,096	10,033,126	10,155,305	9,796,191	9,179,436	8,987,096	9,067,718	9,102,351	8,854,085

ENPLANED PASSENGERS - TOTAL

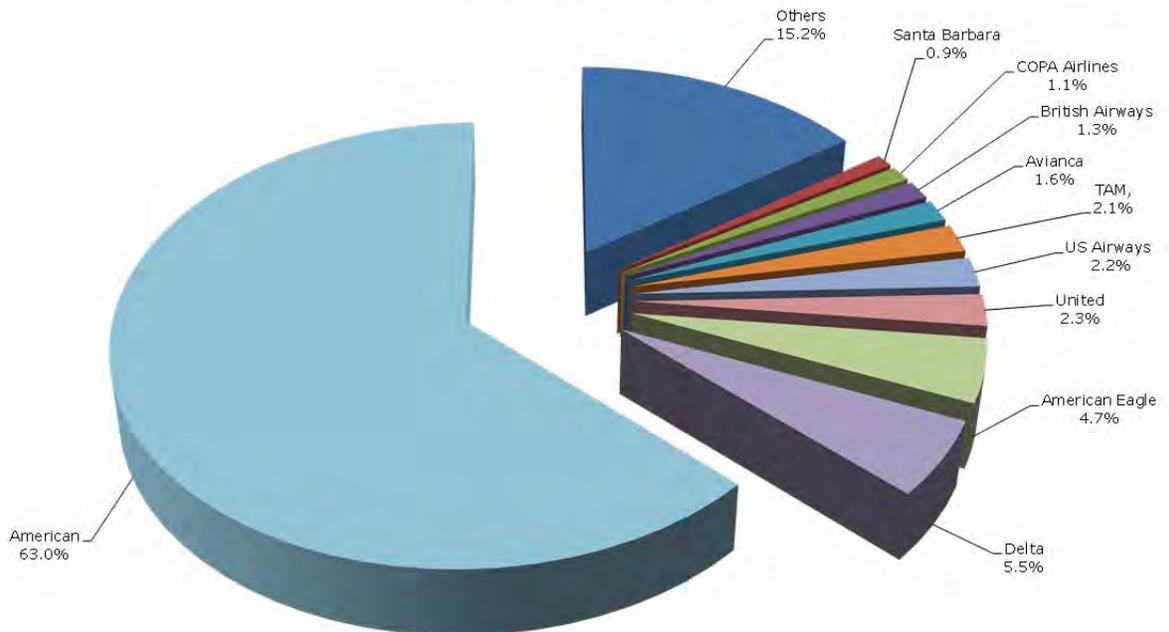
	<i>Budget</i> <i>13-14</i>	<i>12-13</i>	<i>11-12</i>	<i>10-11</i>	<i>09-10</i>	<i>08-09</i>	<i>07-08</i>	<i>06-07</i>	<i>05-06</i>
OCT	1,538,105	1,451,853	1,506,246	1,405,601	1,309,903	1,295,984	1,322,344	1,188,189	1,039,049
NOV	1,616,327	1,587,521	1,582,848	1,458,717	1,345,736	1,366,636	1,372,895	1,294,320	1,239,405
DEC	1,741,194	1,696,984	1,705,129	1,573,399	1,474,352	1,484,333	1,465,233	1,442,584	1,434,853
JAN	1,799,516	1,762,497	1,762,243	1,628,090	1,517,439	1,496,264	1,490,020	1,440,390	1,446,067
FEB	1,595,438	1,563,448	1,562,393	1,406,240	1,309,982	1,291,994	1,339,349	1,268,431	1,262,914
MAR	1,788,731	1,799,666	1,751,681	1,628,931	1,532,771	1,471,761	1,560,624	1,484,210	1,481,224
APR	1,739,534	1,653,069	1,703,504	1,572,009	1,481,181	1,445,180	1,368,458	1,417,657	1,426,655
MAY	1,675,183	1,671,558	1,640,486	1,605,345	1,480,817	1,385,483	1,434,279	1,397,189	1,385,300
JUN	1,704,343	1,706,487	1,669,041	1,610,961	1,504,606	1,425,301	1,455,173	1,431,341	1,424,450
JUL	1,817,062	1,815,279	1,779,426	1,773,945	1,610,079	1,540,274	1,532,567	1,540,622	1,484,999
AUG	1,678,239	1,743,873	1,643,479	1,642,543	1,561,255	1,500,112	1,505,410	1,488,509	1,341,939
SEP	1,406,330	1,425,456	1,377,202	1,395,339	1,277,209	1,180,777	1,189,048	1,221,973	1,088,185
	20,100,000	19,877,691	19,683,678	18,701,120	17,405,330	16,884,099	17,035,400	16,615,415	16,055,040

Enplaned Passengers by Airline

Fiscal Years Ended September 30, 2010-2013

	2013		2012		2011		2010	
	Number	Total %						
American	12,526,559	63.0%	12,478,365	63.4%	11,797,691	63.1%	11,144,289	64.0%
Delta	1,098,544	5.5%	1,139,203	5.8%	1,123,049	6.0%	927,766	5.3%
American Eagle	926,986	4.7%	941,102	4.8%	936,838	5.0%	792,298	4.6%
United	465,124	2.3%	387,273	2.0%	411,777	2.2%	399,968	2.3%
US Airways	435,356	2.2%	397,606	2.0%	390,611	2.1%	386,785	2.2%
TAM	412,425	2.1%	343,749	1.7%	327,869	1.8%	262,031	1.5%
Avianca	317,591	1.6%	286,842	1.5%	290,349	1.6%	273,541	1.6%
British Airways	267,125	1.3%	285,852	1.5%	224,187	1.2%	215,742	1.2%
COPA Airlines	225,169	1.1%	196,541	1.0%	143,647	0.8%	127,127	0.7%
Santa Barbara	182,974	0.9%	146,377	0.7%	114,044	0.6%	96,323	0.6%
Others	3,019,838	15.2%	3,080,768	15.7%	2,941,058	15.7%	2,779,460	16.0%
Total	19,877,691	100%	19,683,678	100%	18,701,120	100%	17,405,330	100%

Enplaned Passengers by Airline Fiscal Year 2013

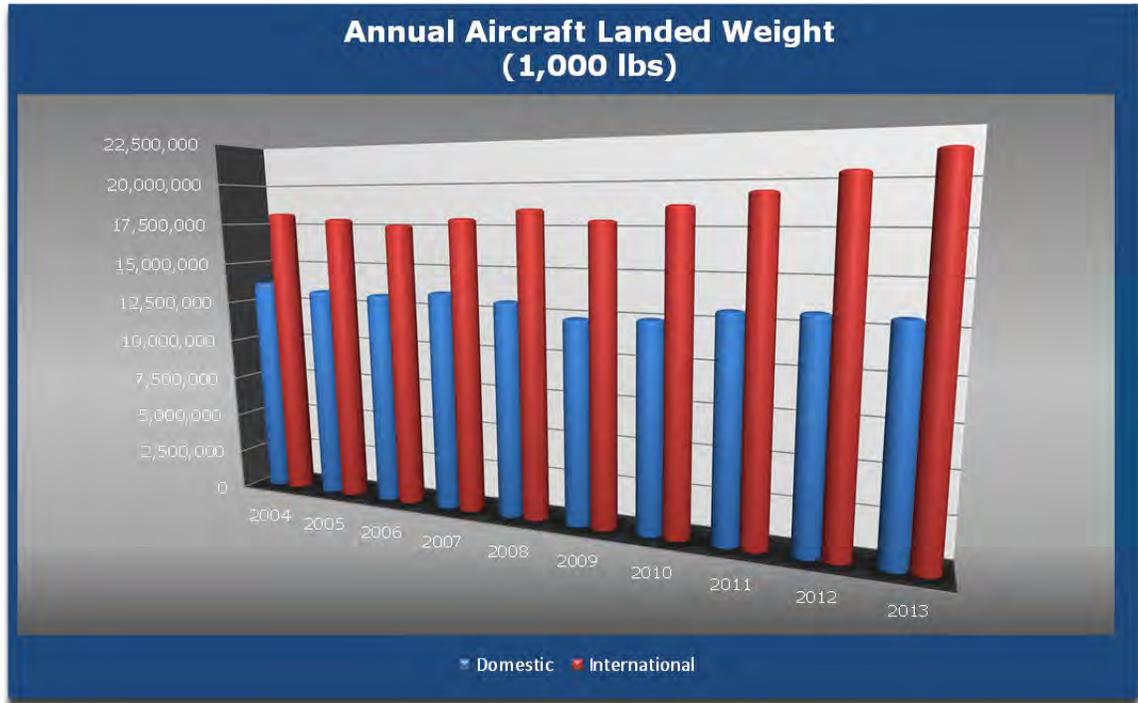


The chart above represents the percentage of enplaned (departing) passengers carried by the top ten airlines and others during Fiscal Year 2013.

Annual Aircraft Landed Weight

Fiscal Years Ended September 30, 2004 to 2013

Fiscal Year	Domestic		International		Total	
	Landed Wt.	Change %	Landed Wt.	Change %	Landed Wt.	Change %
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%
2013	13,115,308	-0.2%	21,323,070	10.0%	34,438,378	5.9%



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

Monthly Aircraft Landed Weight

LANDED WEIGHT - INTERNATIONAL

	<i>Budget</i>								
	<i>13-14</i>	<i>12-13</i>	<i>11-12</i>	<i>10-11</i>	<i>09-10</i>	<i>08-09</i>	<i>07-08</i>	<i>06-07</i>	<i>05-06</i>
OCT	1,643,961	1,650,755	1,627,778	1,527,604	1,451,565	1,468,242	1,494,461	1,425,647	1,314,893
NOV	1,683,504	1,715,910	1,666,230	1,583,758	1,464,521	1,495,929	1,471,374	1,434,674	1,439,083
DEC	1,838,801	1,904,228	1,817,243	1,711,031	1,618,045	1,644,368	1,634,409	1,568,303	1,581,134
JAN	1,797,484	1,857,054	1,777,066	1,681,653	1,616,445	1,597,754	1,612,691	1,564,939	1,513,365
FEB	1,672,613	1,681,894	1,655,640	1,499,174	1,453,463	1,388,275	1,519,003	1,428,026	1,411,784
MAR	1,851,414	1,900,970	1,829,508	1,631,013	1,629,801	1,511,345	1,605,720	1,549,929	1,573,839
APR	1,712,014	1,841,096	1,693,954	1,640,767	1,634,277	1,539,520	1,612,195	1,524,626	1,491,181
MAY	1,709,798	1,755,750	1,691,799	1,580,866	1,584,942	1,473,744	1,518,351	1,484,954	1,460,047
JUN	1,663,500	1,724,500	1,646,778	1,585,380	1,558,347	1,410,855	1,450,634	1,446,413	1,431,343
JUL	1,629,796	1,834,715	1,711,245	1,708,610	1,639,540	1,507,201	1,555,744	1,507,564	1,468,274
AUG	1,518,415	1,814,466	1,661,282	1,668,702	1,579,901	1,485,522	1,549,728	1,531,961	1,464,087
SEP	2,189,880	1,641,732	1,555,741	1,560,090	1,444,046	1,333,847	1,444,289	1,453,901	1,388,102
	20,911,179	21,323,070	20,334,264	19,378,648	18,674,893	17,856,602	18,468,599	17,920,937	17,537,132

LANDED WEIGHT - DOMESTIC

	<i>Budget</i>								
	<i>13-14</i>	<i>12-13</i>	<i>11-12</i>	<i>10-11</i>	<i>09-10</i>	<i>08-09</i>	<i>07-08</i>	<i>06-07</i>	<i>05-06</i>
OCT	1,017,375	981,745	1,028,203	1,037,736	958,902	1,042,071	1,100,831	1,061,463	943,995
NOV	1,063,782	1,085,119	1,073,330	1,072,192	978,931	1,078,477	1,100,307	1,072,694	1,103,910
DEC	1,215,973	1,169,727	1,221,322	1,201,631	1,104,563	1,028,511	1,177,792	1,184,683	1,182,569
JAN	1,186,215	1,175,738	1,192,385	1,147,734	1,095,891	1,088,013	1,149,678	1,206,768	1,186,770
FEB	1,111,110	1,092,280	1,119,352	1,049,705	1,006,735	999,582	1,107,330	1,153,728	1,082,398
MAR	1,201,573	1,185,747	1,207,319	1,140,266	1,106,550	1,091,301	1,185,026	1,249,745	1,215,720
APR	1,102,775	1,116,003	1,111,247	1,110,892	1,070,134	1,045,659	1,099,601	1,181,006	1,132,789
MAY	1,052,622	1,133,277	1,111,098	1,105,128	1,083,064	1,049,948	1,093,815	1,136,364	1,134,101
JUN	1,004,694	1,060,964	1,064,493	1,088,852	1,013,842	984,036	1,050,862	1,066,050	1,072,050
JUL	1,023,063	1,074,021	1,082,355	1,112,319	1,037,977	1,014,389	1,049,976	1,092,451	1,084,986
AUG	993,401	1,092,327	1,053,511	1,061,380	1,040,005	990,940	1,054,448	1,079,954	1,056,173
SEP	1,616,240	948,360	949,307	1,010,049	976,273	902,153	952,226	1,014,034	1,002,519
	13,588,821	13,115,308	13,213,922	13,137,884	12,472,867	12,315,080	13,121,892	13,498,940	13,197,980

LANDED WEIGHT - TOTAL

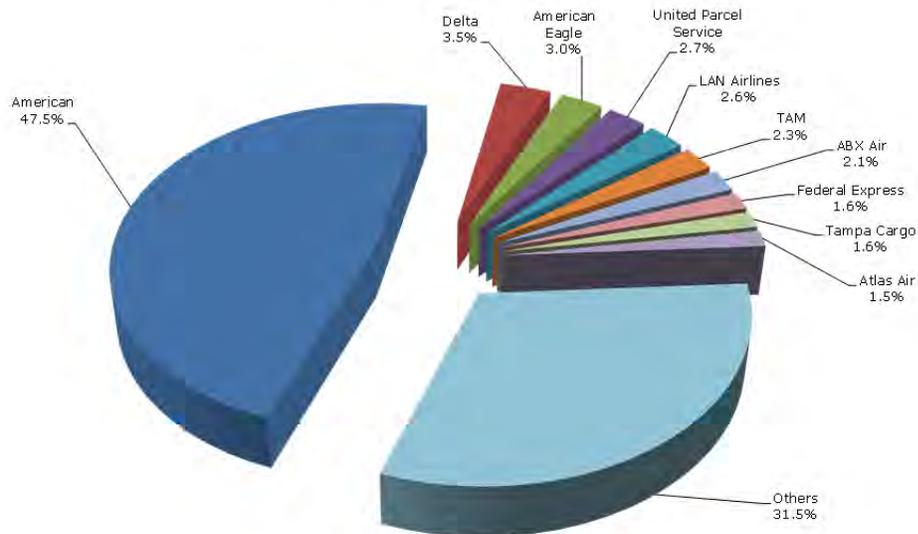
	<i>Budget</i>								
	<i>13-14</i>	<i>12-13</i>	<i>11-12</i>	<i>10-11</i>	<i>09-10</i>	<i>08-09</i>	<i>07-08</i>	<i>06-07</i>	<i>05-06</i>
OCT	2,661,336	2,632,500	2,655,981	2,565,340	2,410,467	2,510,313	2,595,292	2,487,110	2,258,888
NOV	2,747,286	2,801,029	2,739,560	2,655,950	2,443,452	2,574,406	2,571,681	2,507,368	2,542,993
DEC	3,054,774	3,073,955	3,038,565	2,912,662	2,722,608	2,672,879	2,812,201	2,752,986	2,763,703
JAN	2,983,699	3,032,792	2,969,451	2,829,387	2,712,336	2,685,767	2,762,369	2,771,707	2,700,135
FEB	2,783,723	2,774,174	2,774,992	2,548,879	2,460,198	2,387,857	2,626,333	2,581,754	2,494,182
MAR	3,052,987	3,086,717	3,036,827	2,771,279	2,736,351	2,602,646	2,790,746	2,799,674	2,789,559
APR	2,814,789	2,957,099	2,805,201	2,751,659	2,704,411	2,585,179	2,711,796	2,705,632	2,623,970
MAY	2,762,420	2,889,027	2,802,897	2,685,994	2,668,006	2,523,692	2,612,166	2,621,318	2,594,148
JUN	2,668,194	2,785,464	2,711,271	2,674,232	2,572,189	2,394,891	2,501,496	2,512,463	2,503,393
JUL	2,652,859	2,908,736	2,793,600	2,820,929	2,677,517	2,521,590	2,605,720	2,600,015	2,553,260
AUG	2,511,816	2,906,793	2,714,793	2,730,082	2,619,906	2,476,462	2,604,176	2,611,915	2,520,260
SEP	3,806,120	2,590,092	2,505,048	2,570,139	2,420,319	2,236,000	2,396,515	2,467,935	2,390,621
	34,500,000	34,438,378	33,548,186	32,516,532	31,147,760	30,171,682	31,590,491	31,419,877	30,735,112

Aircraft Landed Weight by Airline

Fiscal Years Ended September 30, 2010-2013

	2013		2012		2011		2010	
	Number	Total %						
American	16,368,590	47.5%	15,782,559	47.0%	15,386,003	47.3%	14,995,743	48.1%
Delta	1,213,682	3.5%	1,358,814	4.1%	1,429,165	4.4%	1,091,452	3.5%
American Eagle	1,019,951	3.0%	1,041,121	3.1%	1,071,462	3.3%	914,073	2.9%
United Parcel Service	924,488	2.7%	908,778	2.7%	834,917	2.6%	787,486	2.5%
LAN Airlines	906,820	2.6%	820,295	2.4%	792,290	2.4%	733,298	2.4%
TAM	804,985	2.3%	637,194	1.9%	627,038	1.9%	515,691	1.7%
ABX Air	725,284	2.1%	677,490	2.0%	503,028	1.5%	336,153	1.1%
Federal Express	564,487	1.6%	552,022	1.6%	486,950	1.5%	479,069	1.5%
Tampa Cargo	537,217	1.6%	470,232	1.4%	433,280	1.3%	504,957	1.6%
Atlas Air	533,330	1.5%	490,849	1.5%	410,888	1.3%	406,378	1.3%
Others	10,839,544	31.5%	10,808,832	32.2%	10,541,511	32.4%	10,383,460	33.3%
Total	34,438,378	100%	33,548,186	100%	32,516,532	100%	31,147,760	100%

**Aircraft Landed Weight by Airlines
Fiscal Year 2013**

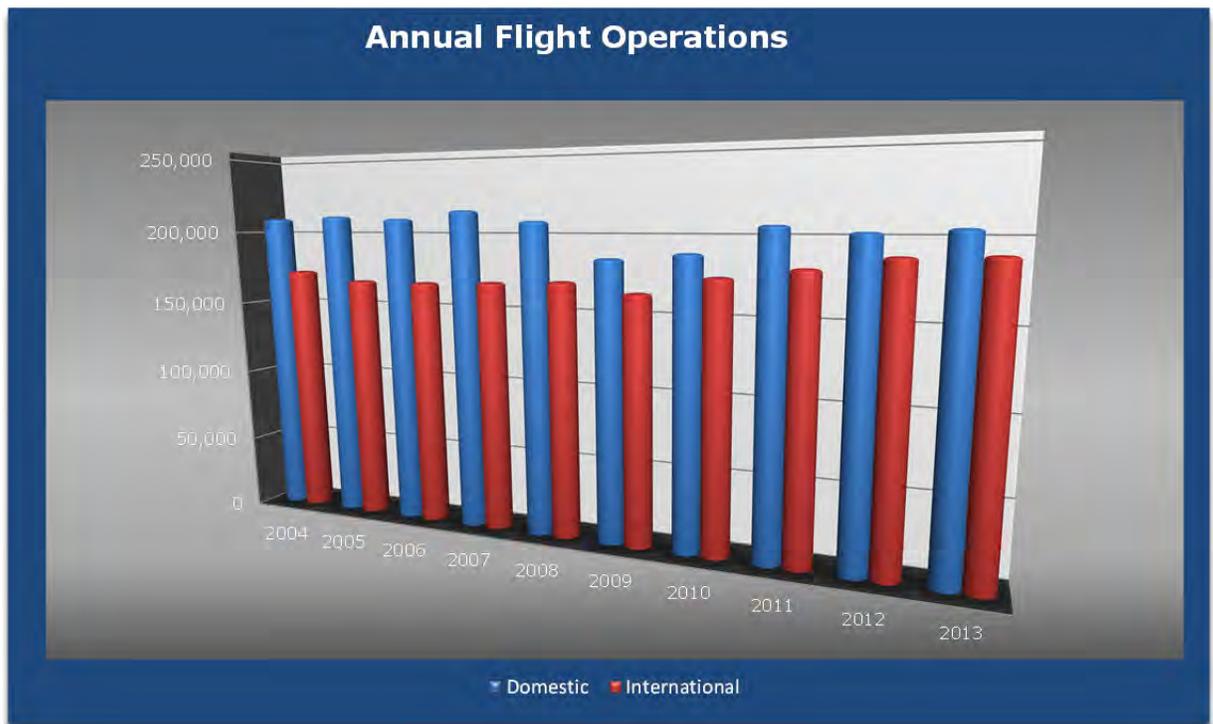


The chart above represents the percentage of landed weight by the top ten airlines and others during Fiscal Year 2013.

Annual Flight Operations

Fiscal Years Ended September 30, 2004 to 2013

Fiscal Year	Domestic		International		Total	
	Operations	Change %	Operations	Change %	Operations	Change %
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%
2013	203,797	-0.8%	189,558	4.9%	393,355	1.8%



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>13-14</i>	<i>12-13</i>	<i>11-12</i>	<i>10-11</i>	<i>09-10</i>	<i>08-09</i>	<i>07-08</i>	<i>06-07</i>	<i>05-06</i>
OCT	15,073	14,649	14,767	13,796	13,226	13,282	13,876	13,277	12,068
NOV	15,544	15,469	15,228	14,298	13,536	13,575	13,899	13,386	13,426
DEC	17,438	17,372	17,084	15,760	15,426	14,941	14,786	14,795	14,954
JAN	16,885	16,831	16,542	15,605	15,244	14,426	15,109	14,653	14,824
FEB	15,647	15,175	15,329	14,105	13,810	12,678	13,508	12,999	13,515
MAR	17,178	17,083	16,829	15,525	15,368	13,792	14,728	14,221	14,942
APR	16,016	16,001	15,691	15,351	15,149	13,879	14,628	13,641	13,898
MAY	16,029	15,639	15,704	14,988	14,865	13,449	13,563	14,016	13,840
JUN	15,791	15,304	15,470	15,084	14,776	13,238	13,816	13,961	13,748
JUL	16,428	16,462	16,094	16,242	15,560	14,218	14,318	14,652	14,304
AUG	15,814	15,859	15,493	15,669	14,678	13,836	14,551	14,875	14,139
SEP	14,341	13,714	14,050	14,348	13,094	12,346	12,947	13,570	12,992
	192,183	189,558	188,281	180,771	174,732	163,660	169,729	168,046	166,650

FLIGHT OPERATIONS - DOMESTIC

	<i>Budget</i>								
	<i>13-14</i>	<i>12-13</i>	<i>11-12</i>	<i>10-11</i>	<i>09-10</i>	<i>08-09</i>	<i>07-08</i>	<i>06-07</i>	<i>05-06</i>
OCT	16,198	14,774	15,869	15,676	14,340	15,312	16,728	16,670	14,592
NOV	17,455	16,150	17,101	16,961	15,023	15,828	17,399	17,243	18,108
DEC	19,121	18,030	18,733	19,057	16,529	16,389	19,326	18,927	18,676
JAN	19,029	18,811	18,643	18,675	16,724	16,531	18,730	19,285	18,958
FEB	18,152	17,336	17,783	17,172	15,809	15,303	18,784	19,243	17,969
MAR	19,215	18,995	18,825	18,401	16,808	16,570	19,779	20,370	19,901
APR	17,490	17,485	17,135	17,702	16,164	15,895	17,583	18,779	18,236
MAY	16,964	17,357	16,620	17,419	16,150	15,484	17,600	18,127	17,760
JUN	16,188	16,492	15,859	16,698	15,174	14,500	16,017	16,524	16,840
JUL	16,233	16,632	15,903	16,654	15,770	15,034	16,534	17,063	16,539
AUG	15,454	16,849	15,140	15,909	15,488	14,637	15,337	16,823	16,239
SEP	14,318	14,886	14,027	15,138	14,611	13,344	14,022	15,614	15,539
	205,817	203,797	201,638	205,462	188,590	184,827	207,839	214,668	209,357

FLIGHT OPERATIONS - TOTAL

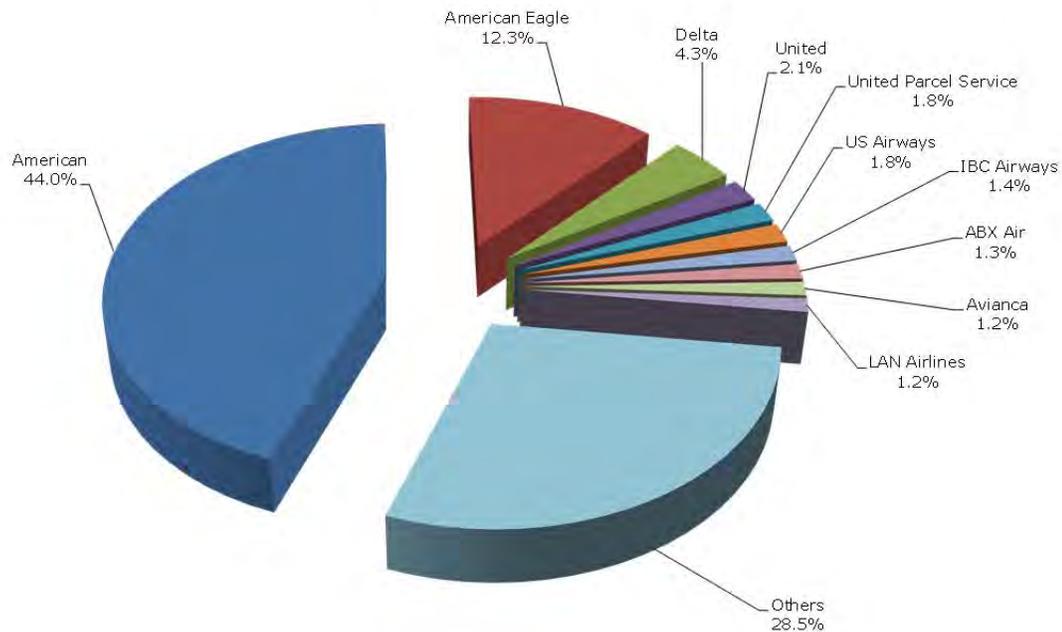
	<i>Budget</i>								
	<i>13-14</i>	<i>12-13</i>	<i>11-12</i>	<i>10-11</i>	<i>09-10</i>	<i>08-09</i>	<i>07-08</i>	<i>06-07</i>	<i>05-06</i>
OCT	31,271	29,423	30,636	29,472	27,566	28,594	30,604	29,947	26,660
NOV	32,999	31,619	32,329	31,259	28,559	29,403	31,298	30,629	31,534
DEC	36,559	35,402	35,817	34,817	31,955	31,330	34,112	33,722	33,630
JAN	35,914	35,642	35,185	34,280	31,968	30,957	33,839	33,938	33,782
FEB	33,799	32,511	33,112	31,277	29,619	27,981	32,292	32,242	31,484
MAR	36,393	36,078	35,654	33,926	32,176	30,362	34,507	34,591	34,843
APR	33,506	33,486	32,826	33,053	31,313	29,774	32,211	32,420	32,134
MAY	32,993	32,996	32,324	32,407	31,015	28,933	31,163	32,143	31,600
JUN	31,979	31,796	31,329	31,782	29,950	27,738	29,833	30,485	30,588
JUL	32,661	33,094	31,997	32,896	31,330	29,252	30,852	31,715	30,843
AUG	31,268	32,708	30,633	31,578	30,166	28,473	29,888	31,698	30,378
SEP	28,659	28,600	28,077	29,486	27,705	25,690	26,969	29,184	28,531
	398,000	393,355	389,919	386,233	363,322	348,487	377,568	382,714	376,007

Flight Operations by Airline

Fiscal Years Ended September 30, 2010-2013

	2013		2012		2011		2010	
	Number	Total %						
American	173,207	44.0%	165,963	42.6%	160,456	41.5%	154,000	42.4%
American Eagle	48,491	12.3%	47,554	12.2%	48,557	12.6%	40,840	11.2%
Delta	16,851	4.3%	19,487	5.0%	21,530	5.6%	14,520	4.0%
United	8,178	2.1%	3,832	1.0%	1,895	0.5%	570	0.2%
United Parcel Service	7,020	1.8%	7,067	1.8%	6,964	1.8%	6,698	1.8%
US Airways	6,896	1.8%	6,717	1.7%	6,580	1.7%	6,556	1.8%
IBC Airways	5,635	1.4%	6,531	1.7%	7,132	1.8%	5,626	1.5%
ABX Air	5,260	1.3%	5,026	1.3%	3,768	1.0%	2,518	0.7%
Avianca	4,844	1.2%	4,354	1.1%	4,301	1.1%	4,411	1.2%
LAN Airlines	4,744	1.2%	4,785	1.2%	4,677	1.2%	4,308	1.2%
Others	112,229	28.5%	118,603	30.4%	120,373	31.2%	123,275	33.9%
Total	393,355	100%	389,919	100%	386,233	100%	363,322	100%

**Flight Operations by Airline
Fiscal Year 2013**



The chart above represents the percentage of flight operations (take-offs and landings) by the top ten airlines and others during Fiscal Year 2013.

Monthly Passenger Airline Seats

SEATS - INTERNATIONAL

	<i>Budget</i> <i>13-14</i>	<i>12-13</i>	<i>11-12</i>	<i>10-11</i>	<i>09-10</i>	<i>08-09</i>	<i>07-08</i>	<i>06-07</i>	<i>05-06</i>
OCT	1,916,797	1,875,634	1,820,708	1,698,667	1,612,322	1,654,716	1,646,544	1,546,831	1,450,989
NOV	1,954,242	2,001,473	1,856,275	1,741,321	1,651,145	1,726,854	1,618,739	1,556,095	1,591,880
DEC	2,258,574	2,279,474	2,145,351	1,962,099	1,892,503	1,880,275	1,791,863	1,770,423	1,787,367
JAN	2,255,704	2,282,439	2,142,625	1,980,417	1,885,922	1,915,419	1,876,615	1,786,151	1,825,265
FEB	2,034,096	2,015,502	1,932,126	1,716,210	1,648,579	1,632,611	1,699,280	1,547,433	1,596,267
MAR	2,191,100	2,263,321	2,081,260	1,878,967	1,866,670	1,780,135	1,811,507	1,708,929	1,753,094
APR	2,002,217	2,023,519	1,901,845	1,852,929	1,782,979	1,728,488	1,723,658	1,615,901	1,651,768
MAY	2,014,786	2,062,875	1,913,784	1,859,821	1,818,837	1,708,460	1,698,203	1,670,190	1,641,921
JUN	2,028,349	2,072,613	1,926,667	1,876,676	1,820,702	1,679,420	1,724,037	1,675,003	1,646,869
JUL	2,184,902	2,254,524	2,075,372	2,073,385	1,980,005	1,816,802	1,841,084	1,793,705	1,774,626
AUG	2,055,736	2,196,397	1,952,682	2,000,155	1,880,730	1,774,059	1,858,663	1,810,328	1,731,558
SEP	1,850,422	1,835,678	1,757,660	1,777,367	1,612,078	1,509,938	1,618,776	1,634,105	1,530,701
	24,746,923	25,163,449	23,506,355	22,418,014	21,452,472	20,807,177	20,908,969	20,115,094	19,982,305

SEATS - DOMESTIC

	<i>Budget</i> <i>13-14</i>	<i>12-13</i>	<i>11-12</i>	<i>10-11</i>	<i>09-10</i>	<i>08-09</i>	<i>07-08</i>	<i>06-07</i>	<i>05-06</i>
OCT	1,918,827	1,730,630	1,822,636	1,791,228	1,648,393	1,688,223	1,765,270	1,713,017	1,552,828
NOV	1,962,828	1,860,079	1,864,431	1,856,269	1,694,306	1,765,956	1,761,290	1,709,382	1,798,236
DEC	2,191,572	2,058,382	2,081,708	2,039,580	1,862,724	1,830,306	1,896,861	1,879,521	1,913,072
JAN	2,193,827	2,101,827	2,083,850	2,037,931	1,903,917	1,859,565	1,892,636	1,976,141	1,963,832
FEB	2,050,203	1,914,208	1,947,426	1,850,010	1,712,106	1,677,974	1,787,432	1,807,582	1,785,285
MAR	2,214,553	2,136,304	2,103,537	2,005,357	1,916,705	1,877,650	1,932,778	1,999,724	2,019,286
APR	2,059,905	1,990,692	1,956,642	1,973,096	1,846,579	1,785,286	1,819,036	1,877,075	1,900,875
MAY	2,047,124	2,019,329	1,944,501	1,984,624	1,874,763	1,797,263	1,849,261	1,813,207	1,867,512
JUN	1,960,638	1,958,181	1,862,351	1,928,603	1,774,406	1,698,499	1,728,217	1,730,858	1,792,921
JUL	2,003,339	2,009,213	1,902,911	1,980,895	1,855,839	1,764,345	1,780,293	1,780,742	1,838,831
AUG	1,900,923	1,997,491	1,805,629	1,881,882	1,848,888	1,747,282	1,781,767	1,775,445	1,767,777
SEP	1,749,338	1,787,140	1,661,643	1,774,444	1,709,126	1,575,393	1,613,129	1,678,923	1,649,331
	24,253,077	23,563,476	23,037,265	23,103,919	21,647,752	21,067,742	21,607,970	21,741,617	21,849,786

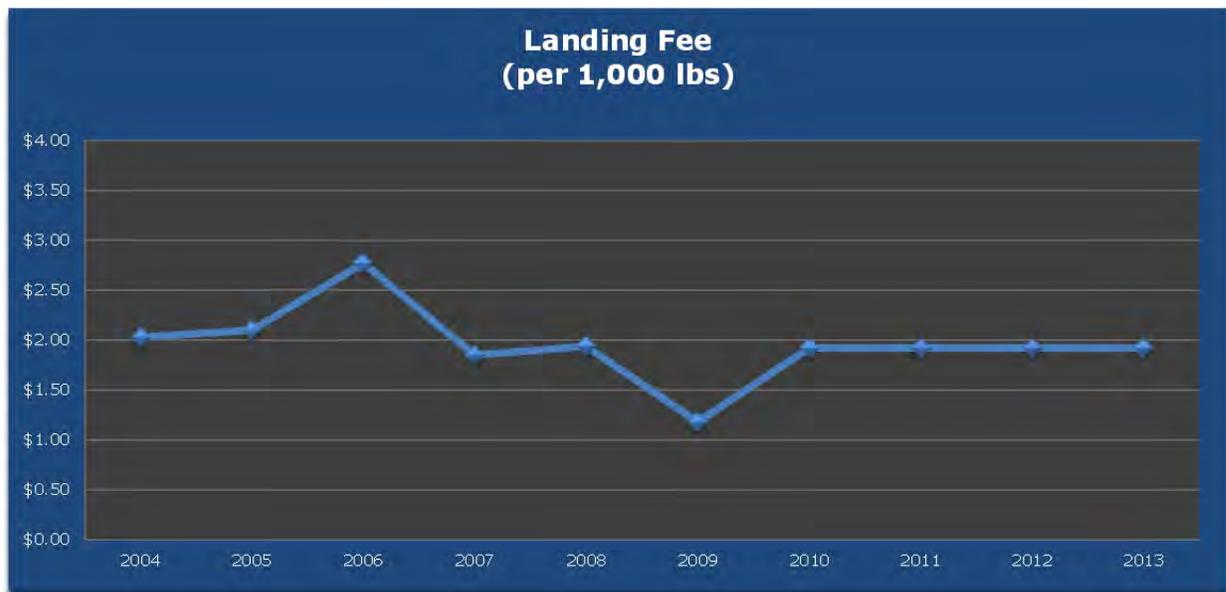
SEATS - TOTAL

	<i>Budget</i> <i>13-14</i>	<i>12-13</i>	<i>11-12</i>	<i>10-11</i>	<i>09-10</i>	<i>08-09</i>	<i>07-08</i>	<i>06-07</i>	<i>05-06</i>
OCT	3,835,624	3,606,264	3,643,344	3,489,895	3,260,715	3,342,939	3,411,814	3,259,848	3,003,817
NOV	3,917,070	3,861,552	3,720,706	3,597,590	3,345,451	3,492,810	3,380,029	3,265,477	3,390,116
DEC	4,450,146	4,337,856	4,227,059	4,001,679	3,755,227	3,710,581	3,688,724	3,649,944	3,700,439
JAN	4,449,531	4,384,266	4,226,475	4,018,348	3,789,839	3,774,984	3,769,251	3,762,292	3,789,097
FEB	4,084,299	3,929,710	3,879,552	3,566,220	3,360,685	3,310,585	3,486,712	3,355,015	3,381,552
MAR	4,405,653	4,399,625	4,184,797	3,884,324	3,783,375	3,657,785	3,744,285	3,708,653	3,772,380
APR	4,062,122	4,014,211	3,858,487	3,826,025	3,629,558	3,513,774	3,542,694	3,492,976	3,552,643
MAY	4,061,910	4,082,204	3,858,285	3,844,445	3,693,600	3,505,723	3,547,464	3,483,397	3,509,433
JUN	3,988,987	4,030,794	3,789,018	3,805,279	3,595,108	3,377,919	3,452,254	3,405,861	3,439,790
JUL	4,188,241	4,263,737	3,978,283	4,054,280	3,835,844	3,581,147	3,621,377	3,574,447	3,613,457
AUG	3,956,659	4,193,888	3,758,311	3,882,037	3,729,618	3,521,341	3,640,430	3,585,773	3,499,335
SEP	3,599,760	3,622,818	3,419,303	3,551,811	3,321,204	3,085,331	3,231,905	3,313,028	3,180,032
	49,000,002	48,726,925	46,543,620	45,521,933	43,100,224	41,874,919	42,516,939	41,856,711	41,832,091

Financial Statistics

Landing Fees

Fiscal Year	Landing Fee (per 1,000 lbs)	Change %
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%
2013	\$1.92	0.0%

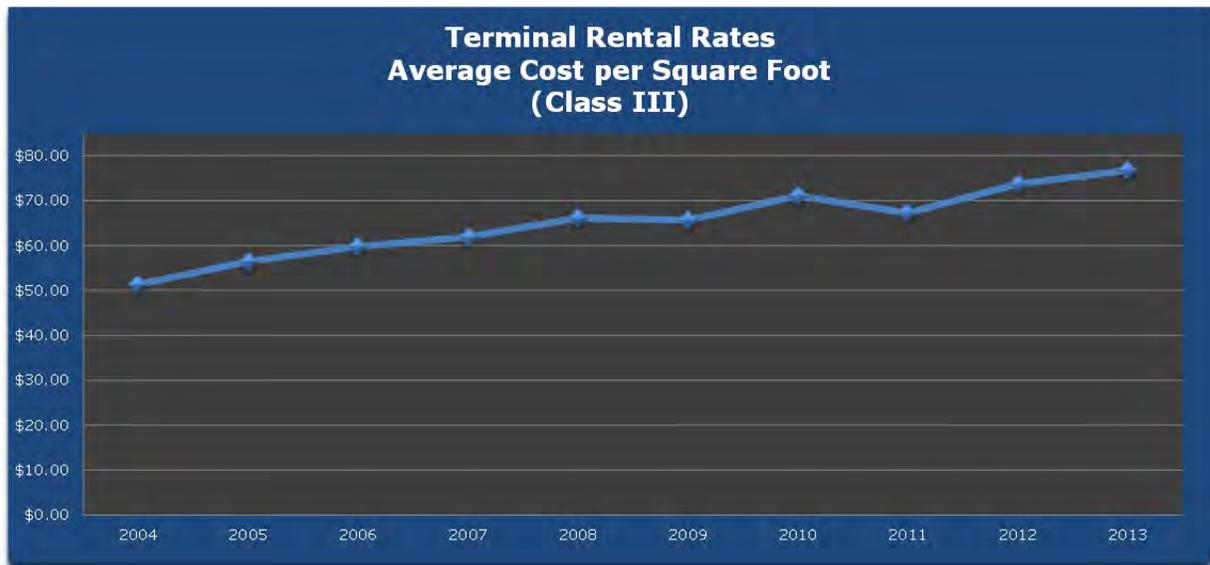


The chart represents the 10 year historical trend of Landing Fee rates charged to airlines per 1,000 pounds of aircraft landed weight.

Terminal Rates Billed to Airlines

Fiscal Years Ended September 30, 2004 -2013

Terminal Rental Rates		
Fiscal Year	Avg. Cost per Sq. Ft. (Class III)	Change %
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%
2013	\$76.77	4.2%



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

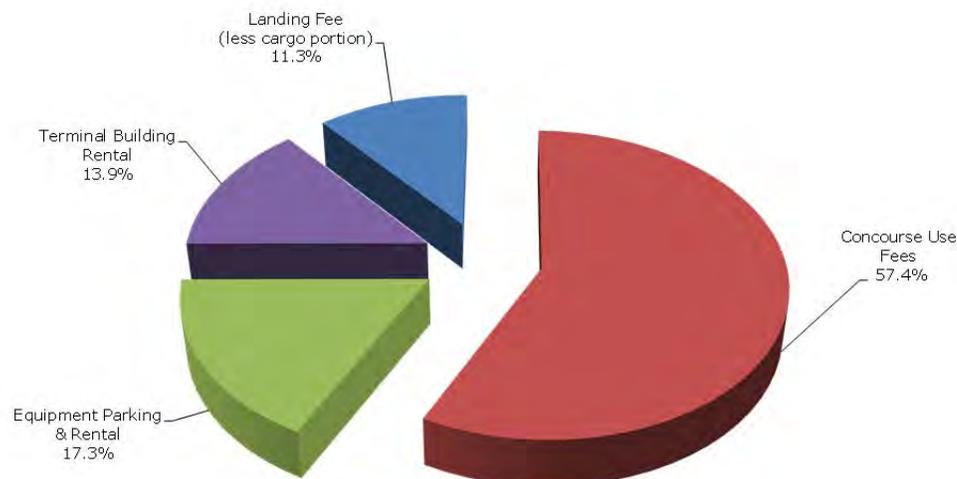
Cost per Enplaned Passenger

AIRLINE COST PER ENPLANED PASSENGER
Miami-Dade County Aviation Department
Miami International Airport
FY 2013-14

		<u>FY 2013</u>	<u>FY 2014</u>
Landing Fee (less cargo portion)		\$49,100,681	\$46,262,705
Concourse Use Fees		221,638,019	234,520,819
Equipment and Parking Rental		72,808,464	70,870,244
Terminal Building Rental		67,627,403	56,969,163
Total Airline Payments	[A]	\$411,174,567	\$408,622,931
Enplaned Passengers	[B]	20,000,000	20,100,000
Airline Cost per Enplaned Pax.	[A/B]	\$20.56	\$20.33
FY 20XX Target (a)		\$27.46	\$28.74
Airline Cost per Enplaned Pax per Traffic Engineers (b) and (c)		\$25.36	\$26.70

Notes:

- (a) FY 2012-13 and FY 2013-14 represent financial targets established by MDAD as part of the Financial Summary and Challenges report prepared in December 2012.
- (b) FY 2012-13 and FY 2013-14 represents the estimated airline cost per enplaned passenger contained in the 2011 Financial Forecast Update report dated June 2, 2011 and the 2012 Official Statement, respectively.



The chart above represents by percentage the components that make up the calculation of the Airline Cost per Enplaned Passenger; Concourse Use Fees is the major contributor with 57.4%.

Glossary

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

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

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

AIRCRAFT OPERATION – The landing or takeoff of an aircraft.

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

AIRPORT – Refers to the Miami International Airport.

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

AIRPORT LAYOUT PLAN – A blue print of the airport required by the Federal Aviation Administration which shows current and future airport development.

AIRPORT MASTER PLAN – An airport master plan represents the approved actions to be accomplished for phased development of the airport. Master plans address the airfield, terminal, landside access improvements, modernization and expansion of existing airports and establish the premise for site selection and planning for a new airport.

AIRPORT NOISE COMPATIBILITY PROGRAM – The mission of Airport Noise Compatibility Program is to reduce the aircraft noise impact on the community through mitigation programs while monitoring compliance with local, state and federal regulations, thus maintaining an environmentally viable airport.

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

APPROPRIATED FUNDS - Money set aside by law for a specific public purpose. Unless otherwise allowed by law, no government funds can be expended by any department unless first appropriated by the legislature through law. Appropriated amounts are based on budget requests submitted by the departments.

AVIATION ACTIVITY FORECAST – A forecast of aviation activities that is used in airport facilities planning and in evaluating environmental and fiscal impacts on the airport. These forecasts typically contain projections of passenger demand, airline flights and other activity segments that are likely to grow in the future and seek to measure when existing facility will not be able to accommodate the projected growth.

BALANCED BUDGET – A budget in which revenue equal expenditures; in the public sector this is achieved when total receipts equal total outlays for a fiscal year.

BEACON COUNCIL – An organization charged with bringing new, job-generation investments to the community, while assisting existing businesses in their efforts to expand; in addition, the council markets Miami-Dade County worldwide as a viable, attractive business location, and provides a variety of free services to companies interested in relocation.

BUDGET - A financial plan for a specified period of time (fiscal year) that matches planned expenses and revenues with planned services.

BUDGET CALENDAR – The schedule of key dates or milestones that the Department follows in the preparation, adoption and administration of the annual budget.

BUDGETARY BASIS – This refers to the basis of accounting used to estimate financing sources and uses in the budget; budgetary basis takes one of three forms; generally accepted accounting principles (GAAP), cash or modified accrual.

BOND – A written promise to pay a specified sum of money, called the face value or principal amount, at a specified date or dates in the future, called the maturity date(s), together with periodic interest at a specified rate; the County sells bonds as a means of borrowing revenue for costly projects and repays the debt to the lender over an extended period of time, similar to the manner in which a homeowner repays a mortgage; a bond differs from a note in two ways: a bond is issued for a longer period of time than a note and requires greater legal formality; bonds are primarily used to finance capital projects.

BOND COVENANT – Agreement with bond holders, which defines, among other things, the priority of payment of debt service in the use of revenues.

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

CAPITAL IMPROVEMENT PROGRAM – A rolling, near-term five year program that provides for critical needed improvements and asset preservation. The program includes projects that address federal security requirements, improved airfield safety and enhance revenue potential.

CAPITALIZED LABOR – Personnel salaries, taxes and benefits expenses that are associated with capital projects.

CARGO – This refers to mail and freight.

CASH BASIS OF ACCOUNTING - Under this method, revenues are recorded at the time they are received and expenses recorded when they are paid.

COMMERCIAL PAPER – Commercial Paper (CP) is a short-term promissory note issued for periods up to 270 days, with maturities commonly at 30, 60, and 90 days.

COMMUTER AIRLINE – An airline that operates aircraft with a maximum of 60 seats and with an operating frequency of at least five scheduled round trips per week between two or more points. See also “Major Airline,” “National Airline,” and “Regional Airline.”

COMMON USE SELF SERVICE (CUSS) - Common Use Self-Service is a shared kiosk offering convenient passenger check-in whilst allowing multiple airlines to maintain branding and functionality. As kiosks can be located throughout the airport, congestion is alleviated and passenger flow improved.

COMMON USE TERMINAL EQUIPMENT (CUTE) - CUTE is a common software, hardware and network system that enables airlines and handling agents to access their own systems from workstations and printers shared by all users. CUTE supports passenger processing applications such as departure control and boarding systems - as well as airport operations systems such as flight information displays and resource management.

CONCESSIONAIRE – A person or company having a lease, contract or operating permit arrangement with the Authority, entitling them to do business on the airport.

CONCESSIONS – The County contracts with private firms for many of the services provided to airport users including public parking management, rental cars, in-flight kitchens, fixed base operators, food and beverage facilities, newsstands, retail stores, etc...

CONNECTING PASSENGER – Passenger who transfers from one flight to another en route to a final destination.

CONSUMER PRICE INDEX (CPI) - An index that measures the change in the cost of typical wage-earner purchases of goods and services expressed as a percentage of the cost of the same goods and services in some base period (also referred to as the cost-of-living).

COST CENTER – An area of the Airport to which a revenue or expense is attributed, e.g., airfield, terminal, etc.

DEBT SERVICE - Principal and interest payments on bonds. The bond-financed portions of the CIP are recovered through debt service, instead of depreciation. See “Statement of Operations” for further clarification.

DEBT SERVICE COVERAGE – An amount equal to 120 percent of the portion of Debt Service attributable to bonds, plus other such amounts as may be established by any financial agreement.

DISCRETIONARY GRANTS – See “Federal Grants.”

DOUBLE BARRELED AVIATION BONDS – Subordinate debt that has a secondary pledge for debt repayment by the County.

ENPLANED PASSENGER – Any revenue passenger boarding at the Airport, including any passenger that previously disembarked from another aircraft (i.e., connecting passenger).

ENTERPRISE FUNDS – Funds used to finance and account for the acquisition, operation, and maintenance of facilities and services that are intended to be entirely or predominantly self-supporting through the collection of charges from external customers (such as the Aviation Department).

ENTERPRISE RESOURCE PLANNING (ERP) - A comprehensive information technology system with specific applications in the areas of human resources, accounting, procurement, real estate management and customer relationship management.

ENVIRONMENTAL IMPACT REVIEW (EIR) - The review and analysis of the environmental impacts that might potentially arise from changes in facility design or use – those issues typically addressed in an Environmental Impact Report, Negative Declaration, or similar document – are handled by the Airport Planning Division.

ENVIRONMENTAL IMPACT STATEMENT (EIS) - The EIS is an impact document prepared pursuant to the National Environmental Policy Act (NEPA) that documents the potential environmental impact of an airport infrastructure expansion or modification.

FEDERAL AVIATION ADMINISTRATION (FAA) - The FAA is a component of the Department of Transportation and, within the airspace of the United States, promotes air safety, regulates air commerce, controls the use of navigable airspace, develops and operates air navigation facilities, develops and operates the air traffic control system, and administers federal grants for development of public-use airports.

FEDERAL GRANTS - FAA'S Airport Improvement Program provides both entitlement and discretionary grants for eligible airport projects. Entitlement funds are determined by a formula according to enplanements at individual airports. The Authority applies for discretionary grants from the FAA through a Letter of Intent (LOI) process. Each LOI represents an intention to obligate funds from future federal budget appropriations. The issuance of a Letter of Intent is subject to receipt of Congressional appropriations for grants to airports, and does not itself constitute a binding commitment of funds by the FAA. For planning purposes, the amounts in approved LOI from FAA are used by the Authority as the estimate of federal discretionary grants to be received.

FEDERAL INSPECTION SERVICE (FIS) – Under the Department of Homeland Security the FIS area includes immigrating, baggage and customs processing.

FIDUCIARY FUND - Term used when a governmental unit acts in a fiduciary capacity such as a trustee or agent. The government unit is responsible for handling the assets placed under its control.

FINAL MATURITY DATE – A date on which the principal amount of a note, draft, bond, or other debt instrument becomes due and payable.

FIS – Federal Inspection Service

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Acronyms

-A-

AA – Affirmative Action
AAAE – American Association of Airport Executives
ABDS – Automated Budget Development System
ACDBE – Airport Concession Disadvantage Business Enterprises
ACI – Airports Council International
ADA – American with Disabilities Act
ADR – Average Daily Rate
A/E – Architectural Engineering
AED – Automated External Defibrillator
AIA – Airport Influence Area
AIP – Airport Improvement Program
AMAC – Airport Minority Advisory Council
AMS – Audit & Management Services
ANOMS – Airport Noise and Operations Monitoring System
AO – Administrative Order
AOA – Airport Operations Area
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-

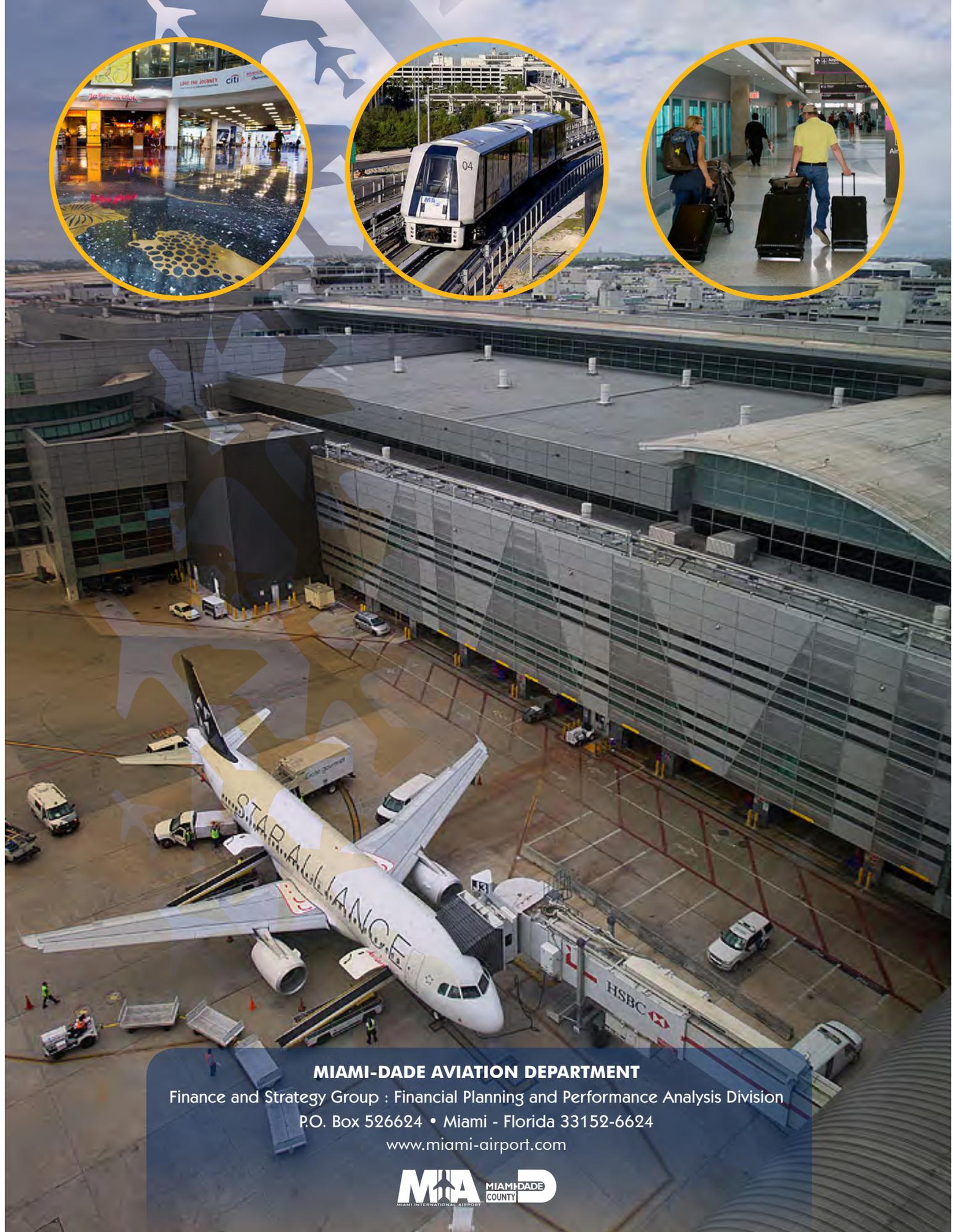
SBE – Small Business Enterprises
SMP – Strategic Master Plan
SRD – Service Required Date
SSI – Security Sensitive Information
ST - South Terminal
STD – South Terminal Development Project

-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



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