

Fiscal Year Adopted Budget

2015



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 2015 Adopted Budget

Anne Syrcle Lee
Chief Financial Officer

Prepared by:
Financial Planning & Performance Analysis Division

Ivonne M. Davila
Financial Performance Coordinator

Amy Cruz
Accountant 3

Brian Gendron
Special Projects Administrator 1

Brenda Ellis
Accountant 2

Miami-Dade County, Florida

Elected Officials

Carlos A. Gimenez
Mayor

Board of County Commissioners

Jean Monestime, *Chairman*

Esteban Bovo, Jr., *Vice Chairman*

Barbara J. Jordan, District 1

Daniella Levine Cava, 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" Díaz, 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



Joseph Napoli
Chief of Staff & Senior Policy Advisor



Hiram Barrosa
Senior Executive Assistant & Deputy Chief of Staff



Ken Pyatt
Deputy Director



Anne Synda Lee
Chief Financial Officer



Daniel J. Augustine
Assistant Director, Operations



Lauren Stover
Assistant Director, Public Safety & Security



Carlos Jose
Assistant Director, Facilities Management



Barbara Jimenez
Assistant Director, Administration



Gregory C. Owens
Assistant Director, Business Development



Pedro Hernandez
Acting Assistant Director, Facilities Development



Tony Quintero
Associate Director, Governmental Affairs



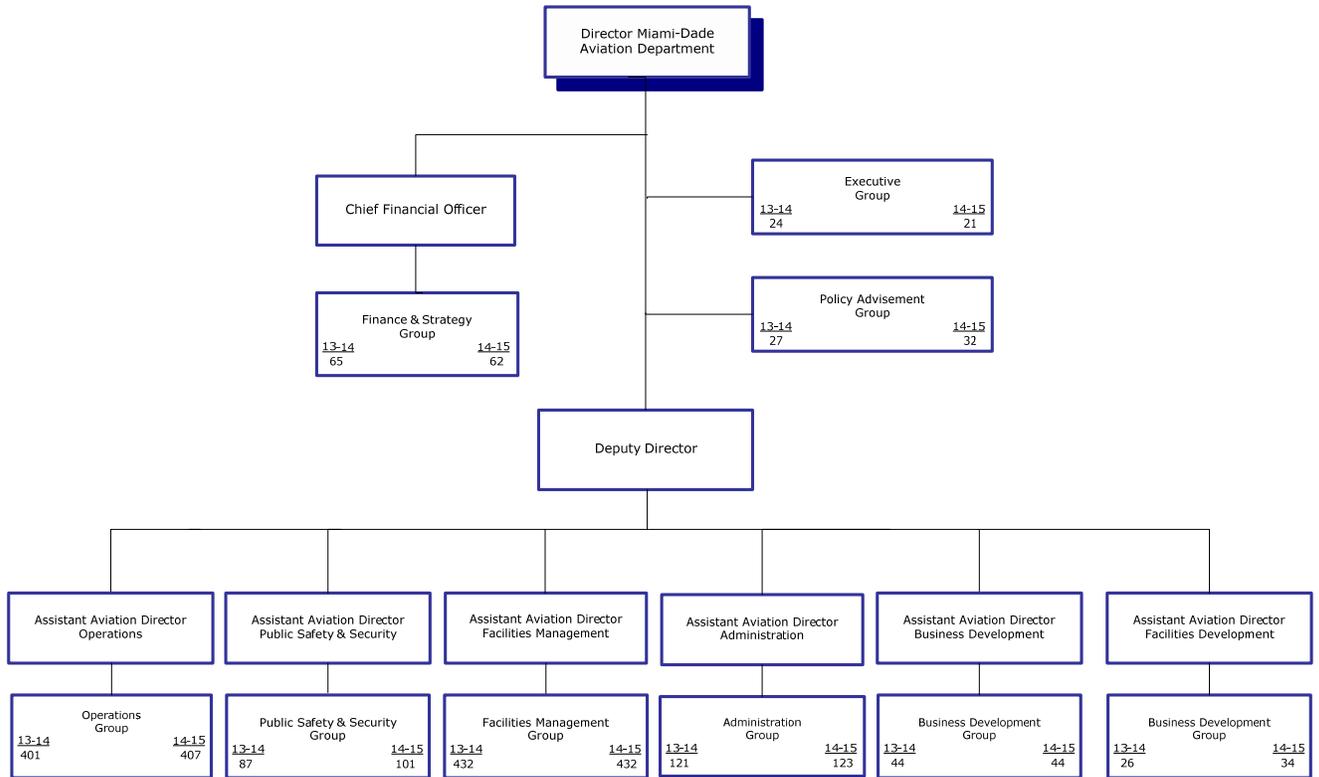
Milton Collins
Associate Director, Minority Affairs

The Government Finance Officers Association of the United States and Canada presented a Distinguished Budget Presentation Award to the Miami-Dade Aviation Department, Florida for its annual budget for the fiscal year beginning October 1, 2013. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communications device.

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



Miami-Dade Aviation Department Organizational Chart



Executive Group
Executive
Legal
North Terminal Development

Policy Advisement Group
Governmental Affairs
Fine Arts & Cultural Affairs
Public & Customer Relations
Communications
Professional Compliance
Protocol & International Affairs

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

Operations Group
Operations
Airside Operations
Terminal Operations
Landside Operations
GAA Operations
Aviation Noise Abatement

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

Facilities Management Group
Facilities Management
Maintenance

Administration Group
Administration
Human Resources
Contracts Administration
Information Systems
Minority Affairs
Commodities Management

Business Development Group
Business Development
Real Estate Management & Development
Marketing
Airport Concession Business Development
Communication, Hospitality, & Transportation Services

Facilities Development Group
Facilities Development
Facilities
Aviation Planning, Land-Use & Grants
Civil Environmental Engineering

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



Table of Contents

(Click on text below, to view section)

<u>READERS GUIDE</u>	1	GOVERNMENTAL AFFAIRS	88
		FINE ARTS & CULTURAL AFFAIRS	92
		PUBLIC & CUSTOMER RELATIONS	96
		COMMUNICATIONS	100
		PROFESSIONAL COMPLIANCE	104
		PROTOCOL & INTERNATIONAL AFFAIRS	108
<u>BUDGET MESSAGE</u>	3	<u>FINANCE & STRATEGY GROUP</u>	113
<u>INTRODUCTION</u>	15	FINANCE & STRATEGY	120
OVERVIEW	15	ACCOUNTING	123
FIVE-YEAR FINANCIAL OUTLOOK	19	CAPITAL FINANCE	127
ORGANIZATIONAL GOALS & KEY STRATEGIES	26	PROGRAM CONTROLS	131
STRATEGIC ALIGNMENT	26	FINANCIAL PLANNING & PERFORMANCE ANALYSIS	135
FINANCIAL POLICIES	28	CASH MANAGEMENT	139
BUDGET OVERVIEW	30	<u>OPERATIONS GROUP</u>	143
FINANCIAL STRUCTURE	33	OPERATIONS	148
FLOW OF FUNDS	36	AIRSIDE OPERATIONS	151
DEBT POLICIES	37	TERMINAL OPERATIONS	155
		LANDSIDE OPERATIONS	159
<u>BUDGET OVERVIEW: OPERATING REVENUES</u>	39	GENERAL AVIATION AIRPORTS OPERATIONS	163
BUDGET COMPARISON	39	AVIATION NOISE ABATEMENT	167
DESCRIPTION OF REVENUES	40	<u>PUBLIC SAFETY & SECURITY GROUP</u>	171
MAJOR SOURCES OF REVENUES	41	POLICE SERVICES	176
REVENUE DETAIL	42	FIRE & RESCUE	179
NARRATIVE OVERVIEW	45	SECURITY & SAFETY	182
		<u>FACILITIES MANAGEMENT GROUP</u>	187
<u>BUDGET OVERVIEW: OPERATING EXPENSES</u>	53	FACILITIES MANAGEMENT	191
BUDGET COMPARISON	53	MAINTENANCE	194
BUDGET BY CATEGORY	55	<u>ADMINISTRATION GROUP</u>	201
NARRATIVE OVERVIEW	56	ADMINISTRATION	206
BUDGET BY GROUP	58	HUMAN RESOURCES	209
EXPENSE SUMMARY BY GROUP	59	CONTRACTS ADMINISTRATION	213
PERSONNEL BY GROUP	61	INFORMATION SYSTEMS	217
PERSONNEL SUMMARY BY GROUP	62	MINORITY AFFAIRS	222
PERSONNEL CHANGES BY GROUP	63	COMMODITIES MANAGEMENT	226
<u>EXECUTIVE GROUP</u>	65		
EXECUTIVE	70		
LEGAL	74		
NORTH TERMINAL DEVELOPMENT	78		
<u>POLICY ADVISEMENT GROUP</u>	83		

BUSINESS DEVELOPMENT GROUP **231**

BUSINESS DEVELOPMENT	238
REAL ESTATE MANAGEMENT & DEVELOPMENT	241
MARKETING	245
AIRPORT CONCESSION BUSINESS DEVELOPMENT	249
COMMUNICATION, HOSPITALITY & TRANSPORTATION SERVICES	253

FACILITIES DEVELOPMENT GROUP **257**

FACILITIES DEVELOPMENT	262
FACILITIES	265
AVIATION PLANNING, LAND-USE & GRANTS	269
CIVIL ENVIRONMENTAL ENGINEERING	273

RESERVE MAINTENANCE FUND **277**

DEBT SERVICE **279**

IMPROVEMENT FUND **289**

CAPITAL IMPROVEMENT PROGRAM **291**

SUPPLEMENTAL DATA **295**

ORDINANCE	296
NON-DEPARTMENTAL	299
MANAGEMENT AGREEMENTS	300
ADMINISTRATIVE REIMBURSEMENT	301
PROMOTIONAL FUNDING	302
SUMMARY OF NEW/REVISED RATES	306
ECONOMIC STATISTICS	312
OPERATIONAL STATISTICS	317
GLOSSARY	331
ACRONYMS	337

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 2014

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, 2015

Honorable Mayor Carlos A. Gimenez
Honorable Chairman Jean Monestime
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, 2015 (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 (3.6%) 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 less than 1.0%) from the CEP in the FY 2014 Budget. This reduction was due to numerous factors, some of which offset the increase in operating expenses. The FY 2015 CEP is \$20.14, which is less than published forecasts due to the Department keeping its operating costs low and enhancing its non-airline revenues. 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.

BACKGROUND

The Department's mission is: *To provide a modern, safe and efficient world-class international gateway that delivers best-in-class customer service, significant economic benefits to our community and rewarding professional development opportunities to our employees.*

The Department's vision statement is: *To grow MIA from a recognized hemispheric hub to a global airport of choice that offers customers a world-class experience and an expanded route network with direct passenger and cargo access to all world regions.*

Some of the initiatives that support these statements are:

- Expand domestic and international travel and tourism
- 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
- Allocate and effectively utilize resources to meet current and future operating and capital needs
- Provide well maintained, accessible facilities and assets
- Minimize overtime expenses

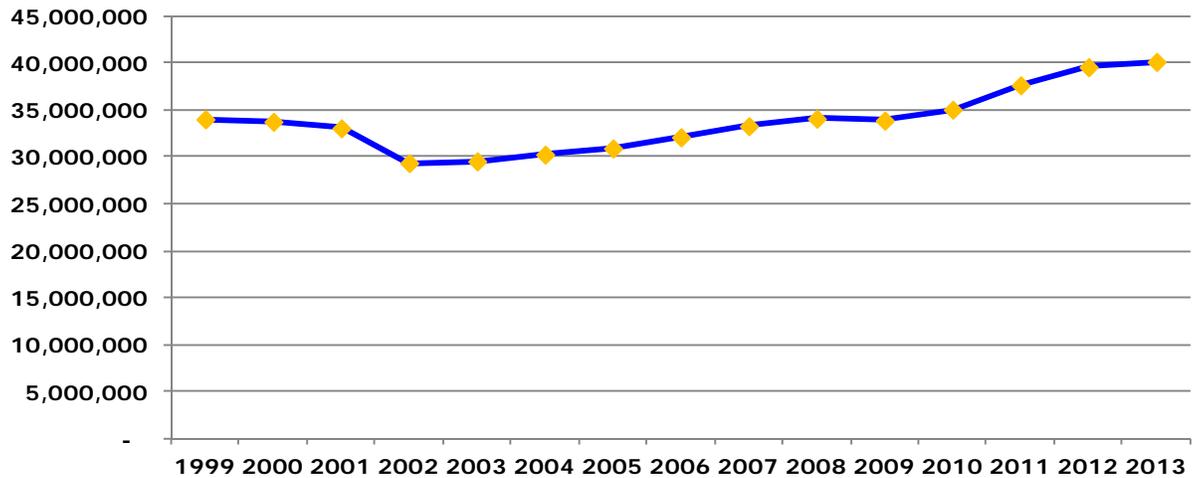
These initiatives are integrated into the Budget. It also incorporates other financially-oriented objectives that have been fairly successful, especially since the significant increases in passenger traffic that has occurred during the FY 2009 to FY 2014 time frame. These objectives include:

- **Conduct a bond refinancing if market conditions are favorable**—To reduce annual debt service costs, the Aviation Department continually analyzes bond interest rates so as to realize any savings over 5% (minimum savings rate as mandated by County policy) that would be obtained from a bond refunding for the eligible outstanding Bonds. The Aviation Department is in the midst of a bond refunding that is expected to be completed in December 2014.
- **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 3.6% increase from \$442.1 million in FY 2014 to \$458.0 million in FY 2015.

- **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. In the Fiscal Years since 2012, the Aviation Department has increased staff on a very limited, as needed, basis. For FY 2015 Budget, the number of budgeted positions increased to 1,256 from 1,206 in FY 2012, which is a difference of 50 positions or a 4.1% increase over the 3 year time period.
- **Enhance commercial (non-airline) revenue**—Through expansion of the terminal facilities, the Aviation Department has been able to increase its commercial operations and thereby the in-terminal revenues such as duty-free, food & beverage and retail. In addition, rental car and advertising revenues have greatly increased. Since FY 2009, budgeted commercial revenue has increased from \$177.8 million to \$283.7 million in FY 2015 or a 59.5% increase.
- **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 has abated just over \$1 million in landing fees over the past two fiscal years under ASIP4.

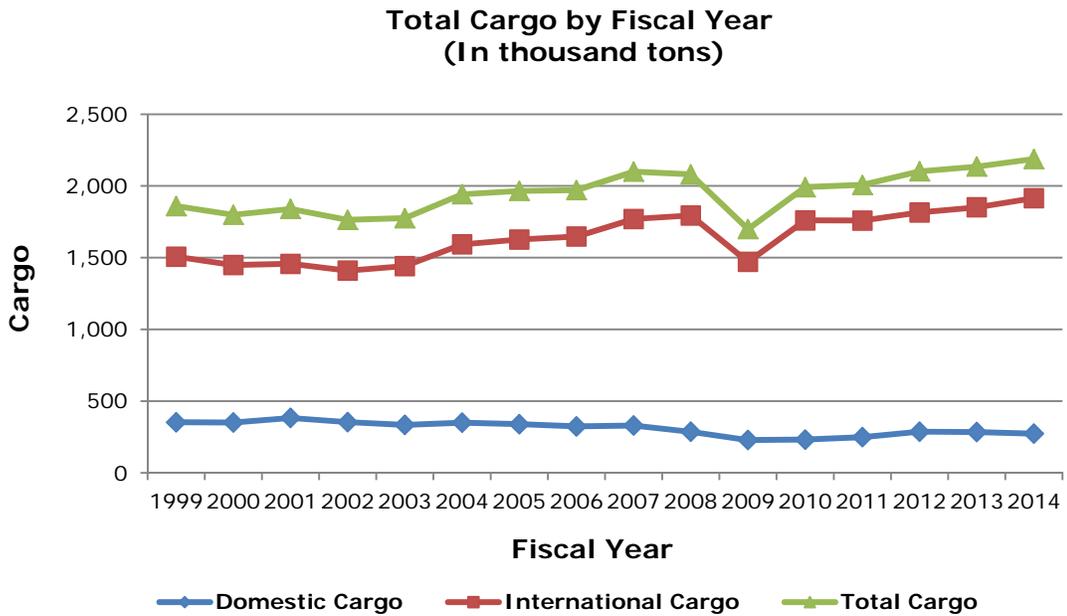
The Aviation Department opened the North Terminal aircraft gates in recent years, enabling MIA to accommodate the significant growth in total passenger traffic totaling 20.6% since FY 2009. Historically, passenger traffic has fluctuated as shown in the graph below. The Department assumed a modest enplaned passenger rate of growth of 3.4% for the FY 2015 Budget to reflect the actual growth in FY 2014 (1.7%) that was not captured in the FY 2014 Budget (passenger growth assumption was flat/no growth) and the slight growth expected in FY 2015.

Total Passengers by Fiscal Year



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 economic 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 in recent years changed 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, Envoy Air (formerly American Eagle). Combined, the two carriers have experienced a 15.2% increase in enplaned passenger traffic at MIA since FY 2009.

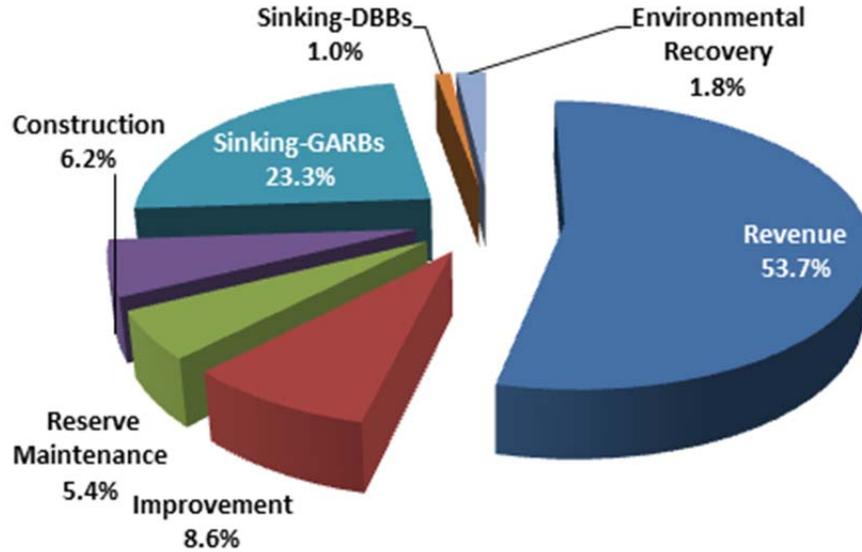
In addition to passengers, MIA also has considerable cargo activity, especially to and from international destinations. MIA was ranked first in the United States in 2013 in enplaned and deplaned freight, excluding mail (and in-transit freight). Cargo tonnage growth was modest until FY 2008 and FY 2009, 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 87% of MIA's total cargo in these years. The primary reason for this increase is due to the relatively healthy and stable economies in most of the Latin American countries.



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 2015 expenditures and inter-fund transfers included in the adopted ordinance total \$1,622.8 million: \$871.5 million for the Revenue Fund, \$393.8 million for both Sinking Funds, \$87.5 million for the Reserve Maintenance Fund, \$138.8 million for the Improvement Fund, \$30.0 million for the Environmental Claim Fund, and \$101.1 million for the Construction Fund

FY 2015 Total Budgeted Use of All Funds



Operating Expense Budget

The table shown below is a summary of the sources and uses of the Revenue Fund, the Department's principal operating fund. The actual FY 2014 numbers are included in this final budget presentation, though they were not available when the FY 2015 Budget was prepared and adopted prior to the end of FY 2014. Budgeted FY 2015 operating revenue is projected to increase by \$38.8 million or 5.1%. This growth primarily reflects the increases in concession revenues that the Aviation Department has been experiencing in recent years as previously discussed. Aviation fees and charges also increased due to the budgeted increase in aviation activity expected in FY 2015.

FY 2013-2015 Budget and Actual Summary of Sources and Uses Revenue Fund

(\$ in 000s)	Actual FY 2013	Budget FY 2014	Actual FY 2014	Budget FY 2015
Beginning Cash Balance	\$82,973	\$68,627	\$98,736	\$72,950
Sources of Funds				
Aviation Fees & Charges	\$356,698	\$363,544	\$372,581	\$373,067
Rental Revenues	123,818	122,359	121,540	119,991
Other Revenues	17,171	16,116	19,676	16,900
Commercial Operations	91,024	87,260	86,229	86,308
Concessions	182,114	166,682	188,244	197,378
General Aviation Airports	6,916	6,706	7,372	7,792
Total Operating Revenue	\$777,740	\$762,666	\$795,642	\$801,436
Transfer from Improvement Fund	89,794	95,000	95,974	75,000
Total Non-Operating Revenue and Transfers	\$89,794	\$95,000	\$95,974	\$75,000
Total Sources of Funds	\$867,534	\$857,666	\$891,616	\$876,436
Uses of Funds				
Salary & Fringes	\$96,370	\$106,486	\$102,468	\$114,175
Outside Contract Services	64,743	77,298	68,854	89,235
Utilities	47,477	56,700	49,637	54,700
Other Operating	22,332	33,121	20,890	28,245
G&A Administrative Support	2,787	3,477	2,983	3,942
Insurance	9,697	11,581	8,947	11,614
MOU	68,576	69,958	64,401	71,543
Capital	5,984	11,596	5,151	12,837
Management Agreements	66,039	71,905	63,804	71,681
Total Expenses	\$384,004	\$442,122	\$387,135	\$457,971
Transfer to Improvement Fund	128,821	79,393	170,107	79,453
Transfer to Reserve Account	--	--	--	--
Transfer to Reserve Maintenance	17,000	15,000	15,000	17,000
Transfer to Sinking Fund	321,945	316,828	319,554	317,107
Total Transfers	\$467,766	\$411,221	\$504,661	\$413,560
Reconciling amount				
Total Use of Funds	\$851,770	\$853,343	\$891,796	\$871,531
Excess (Deficit) of Source Over Use of Funds	15,764	4,323	(180)	4,905
Ending Cash Balance	\$98,736	\$72,950	\$98,556	\$77,855

Total FY 2015 budgeted expenses increased only \$15.8 million or 3.6% over FY 2014 budgeted expenses. Salaries & Fringes increased due to the restoration of County-wide benefits and salary adjustments that had been taken away in prior fiscal years and due to the increase of 50 staffing positions. The major operating expense budgeted increase year over year is in the Outside Contract Services category; it increased by \$11.9 million or 15.4% due to contract escalation increases globally and more specifically increases in landscaping and information technology contracts.

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 will be referred to as CIP Carryover Projects and primarily consist of the runway rehabilitation project and MIA mover train cars acquisition. Otherwise, all major programs are complete and the Aviation Department plans to close the \$6.5 billion CIP by the end of 2014. For FY 2015, the BCC approved a total capital budget of \$501.3 million of which \$149.2 million was funded in prior years. The Department is in the process of determining its future capital needs for FY 2016 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 2015.

The FY 2015 capital expenditures have a variety of funding sources as identified below:

CAPITAL BUDGET SUMMARY									
(dollars in thousands)	PRIOR	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FUTURE	TOTAL
Revenue									
Federal Aviation Administration	10,778	20,956	0	0	0	0	0	0	31,734
Improvement Fund	48,503	85,907	52,243	28,641	0	0	0	0	215,294
Transportation Security Administration	2,600	24,640	24,640	24,640	24,640	0	0	0	101,160
Funds									
FDOT Funds	3,449	6,195	1,953	0	0	0	0	0	11,597
Aviation Passenger Facility Charge	0	14,398	14,398	14,398	14,398	0	0	0	57,592
Aviation Revenue Bonds	39,061	0	0	0	0	0	0	0	39,061
Aviation Revenue Bonds Sold	28,712	0	0	0	0	0	0	0	28,712
Double-Barreled GO Bonds	16,112	0	0	0	0	0	0	0	16,112
Total:	149,215	152,096	93,234	67,679	39,038	0	0	0	501,262
Expenditures									
Strategic Area: Transportation									
Airside Improvements	16,001	34,640	3,990	0	0	0	0	0	54,631
General Aviation Airports	981	639	44	0	0	0	0	0	1,664
Landside Improvements	5,458	7,698	3,351	0	0	0	0	0	16,507
Support Facilities	78,181	144,067	99,495	67,679	39,038	0	0	0	428,460
Total:	100,621	187,044	106,880	67,679	39,038	0	0	0	501,262

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 2014, the Construction Fund balance will continue to decrease and should be nearly depleted by the end of FY 2015. MDAD has no definitive plans to issue any bonds in FY 2015 (with the exception of a refinancing).

**FY2015 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	Environ- mental Recovery	Total Budget
Beginning Cash Balance	\$72,950	\$155,000	\$ 35,000	\$48,937	\$172,000	\$37,000	\$51,000	\$571,887
Sources of Funds								
Aviation Fees & Charges	\$373,067	\$ --	\$ --	\$ --	\$ --	\$ --	\$ --	\$373,067
Rental Revenues	119,991	--	--	--	--	--	--	119,991
Other Revenues	16,900	--	--	--	--	--	--	16,900
Commercial Operations	86,308	--	--	--	--	--	--	86,308
Concessions	197,378	--	--	--	--	--	--	197,378
General Aviation Airports	7,792	--	--	--	--	--	--	7,792
Interest Earnings	--	200	800	--	5,000	300	300	6,400
Grant Funds	--	--	40,000	51,791	--	--	--	91,791
American Airlines Payments	--	--	--	--	--	--	--	--
Transfer from Improvement Fund	75,000	--	--	--	--	15,431	--	90,431
Transfer from Revenue Fund	--	79,453	17,000	--	317,107	--	--	413,560
Transfer from Sinking Fund	--	2,000	--	--	--	--	--	2,000
Transfer from AA Claim Fund	--	--	--	--	--	--	--	--
PRC Revenues	--	--	--	14,398	55,000	--	--	69,398
Total Sources of Funds	\$876,436	\$81,653	\$57,600	\$66,189	\$377,107	\$15,731	\$300	\$1,475,016
Uses of Funds								
Salary & Fringes	\$114,175	\$ --	\$ --	\$ --	\$ --	\$ --	\$ --	\$114,175
Outside Contract Services	89,235	--	--	--	--	--	--	89,235
Utilities	54,700	--	--	--	--	--	--	54,700
GSA Administrative Support	3,942	--	--	--	--	--	--	3,942
Insurance	11,614	--	--	--	--	--	--	11,614
Other	28,245	5,000	--	--	--	--	--	33,245
MOU	71,543	--	--	--	--	--	--	71,543
Capital	12,837	--	--	--	--	--	--	12,837
Management Agreements	71,681	--	--	--	--	--	--	71,681
Debt Service Payments	--	--	--	--	376,386	15,431	--	391,817
Construction in Progress	--	--	--	101,137	--	--	30,000	131,137
Projects in Progress and Committed	--	43,400	87,507	--	--	--	--	130,907
Transfer to Improvement Fund	79,453	--	--	--	2,000	--	--	81,453
Transfer to Construction Fund	--	--	--	--	--	--	--	--
Transfer to Sinking Fund--Aviation Rev. Bds	317,107	--	--	--	--	--	--	317,107
Transfer to Sinking Fund--DB Bonds	--	15,431	--	--	--	--	--	15,431
Transfer to Reserve Maintenance	17,000	--	--	--	--	--	--	17,000
Transfer to Revenue Fund	--	75,000	--	--	--	--	--	75,000
Total Uses of Funds	\$871,531	\$138,831	\$87,507	\$101,137	\$378,386	\$15,431	\$30,000	\$1,622,823
Excess (Deficit) of Source over Use of Funds	4,905	(57,178)	(29,907)	(34,948)	(1,279)	300	(29,700)	(147,807)
Ending Cash Balance	\$77,855	\$97,822	\$5,093	\$13,989	\$170,721	\$37,300	\$21,300	\$424,080

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.

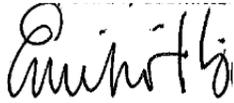
FY 2013-2015 Budget and Actual Summary of Sources and Uses All Funds

(\$ in 000s)	Actual FY 2013	Budget FY 2014	Actual FY 2014	Budget FY 2015
Beginning Cash Balance	\$848,824	\$608,762	\$838,278	\$571,887
Sources of Funds				
Aviation Fees & Charges	\$356,698	\$363,544	\$372,581	\$373,067
Rental Revenues	123,818	122,359	121,540	119,991
Other Revenues	16,685	16,116	20,534	16,900
Commercial Operations	92,800	87,260	88,005	86,308
Concessions	182,114	166,682	188,244	197,378
General Aviation Airports	6,916	6,706	7,372	7,792
Interest Earnings	2,998	6,055	3,100	6,400
Grant Funds and Insurance Reimbursements	57,340	58,915	31,975	91,791
Tenant Financing	--	--	--	--
Transfer from Bond Escrow Account	58	--	--	--
American Airlines Payments	7,500	7,500	7,500	--
Transfer from Improvement Fund	94,794	110,431	115,974	90,431
Transfer from Revenue Fund	467,766	411,221	504,661	413,560
Transfer from Sinking Fund	1,789	2,000	1,874	2,000
Transfer from AA Claim Fund	--	7,515	--	--
PFC Revenues	50,000	54,500	54,500	69,398
Total Sources of Funds	\$1,461,277	\$1,420,803	\$1,517,860	\$1,475,016
Uses of Funds				
Salary & Fringes	\$96,370	\$106,486	\$102,468	\$114,175
Outside Contract Services	64,743	77,298	68,854	89,235
Utilities	47,477	56,700	49,637	54,700
G&A Administrative Support	2,787	3,477	2,983	3,942
Insurance	9,697	11,581	8,947	11,614
Other	27,332	38,121	25,890	33,245
MOU	68,576	69,958	64,401	71,543
Capital	5,984	11,596	5,151	12,837
Management Agreements	66,039	71,905	63,804	71,681
Debt Service Payments	362,006	389,759	363,834	391,817
Transfer to Bond Escrow Acct (for refunding)	--	--	8,905	--
Construction in Progress	87,773	155,000	87,773	131,137
Projects in Progress and Committed	43,847	126,161	50,870	130,907
Transfer to Improvement Fund	134,610	81,393	171,980	81,453
Transfer to Construction Fund	--	7,515	--	--
Transfer to Sinking Fund--Aviation Rev. Bds	321,945	316,828	319,554	317,107
Transfer to Sinking Fund--DB Bonds	20,844	15,431	15,343	15,431
Transfer to Reserve Maintenance	22,000	15,000	35,000	17,000
Transfer to Revenue Fund	89,794	95,000	95,974	75,000
Total Uses of Funds	\$ 1,471,823	\$1,649,209	\$1,541,369	\$1,622,823
Excess (Deficit) of Source Over Use of Fund:	(\$10,546)	(\$228,406)	(\$23,509)	(\$147,807)
Ending Cash Balance	\$838,278	\$380,356	\$814,769	\$424,080

CONCLUSION

Every effort has been made to ensure that the FY 2015 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 2014																												
Miami-Dade Airports: Miami International Airport - MIA Opa-locka Executive Airport - OPF Miami Executive Airport - TMB Homestead General Aviation Airport - X51 Dade-Collier Training and Transition Airport – TNT		MIA Rankings for 2013: <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 10 th Total Passengers <u>Among Worldwide Airports</u> 9 th International Freight 26 th International Passengers 9 th Total Freight 10 th Total Cargo (Freight + Mail) 24 th Total Number of Operations 26 th Total Passengers																												
Economic Impact: Miami International Airport's (MIA) and the General Aviation Airports' annual economic impact is \$33.5 billion. MIA and related aviation industries contribute 278,081 jobs directly and indirectly to the local economy. That equates to one out of 4.1 jobs.		MIA Figures for 2013: <u>Flight Operations: (Commercial Aircraft Movements)</u> Domestic 207,143 International 188,779 Total: 395,922 <u>Passengers:</u> Domestic 20.3 million International 20.2 million Total: 40.5 million Weekday Daily Average: 107,154 passengers Weekend Daily Average: 116,218 passengers Weekly Average: 770,269 passengers <u>Freight:</u> Domestic 257,879 U.S. Tons International 1,847,242 U.S. Tons Total: 2,105,121 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>Parking:</u> 1. A total of 8,233 parking spaces. 2. 24-hour valet parking services are located inside the Dolphin and Flamingo garages 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.		MIA Carriers and Destinations: <u>Carriers: (09/14)</u> U.S. 39 Scheduled 76 International 57 Charter 20 Total 96 96 <u>Number of Destinations: (3rd Q'14)</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>03</td> </tr> <tr> <td>International</td> <td>92</td> <td>03</td> </tr> <tr> <td>Total</td> <td>140</td> <td>06</td> </tr> </tbody> </table>		Non-Stop	One Stop	Domestic	48	03	International	92	03	Total	140	06																
	Non-Stop	One Stop																												
Domestic	48	03																												
International	92	03																												
Total	140	06																												
MIA's Top Airlines (August 2014) <table border="1"> <thead> <tr> <th colspan="4">TOP FIVE CARRIERS FOR THE YEAR - 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>2,123,839</td> <td>UPS</td> <td>19,619.56</td> </tr> <tr> <td>Delta</td> <td>204,478</td> <td>Tampa Cargo</td> <td>15,599.99</td> </tr> <tr> <td>American Eagle</td> <td>168,986</td> <td>LATAM Airlines dba LAN</td> <td>15,306.59</td> </tr> <tr> <td>US Airways</td> <td>144,891</td> <td>Sky Lease dba Tradewinds Airlines</td> <td>14,828.35</td> </tr> <tr> <td>TAM</td> <td>85,188</td> <td>Atlas Air</td> <td>13,795.06</td> </tr> </tbody> </table>		TOP FIVE CARRIERS FOR THE YEAR - TOTAL TRAFFIC					TOTAL PASSENGERS		TOTAL FREIGHT*	American Airlines	2,123,839	UPS	19,619.56	Delta	204,478	Tampa Cargo	15,599.99	American Eagle	168,986	LATAM Airlines dba LAN	15,306.59	US Airways	144,891	Sky Lease dba Tradewinds Airlines	14,828.35	TAM	85,188	Atlas Air	13,795.06	New Air Service at MIA <ul style="list-style-type: none"> • <u>Jetairfly</u>: Brussels, Belgium (April 5) • <u>InselAir Aruba</u>: Oranjestad, Aruba (April 11) • <u>Dynamic Airways Cargo</u>: Latin America/Caribbean (May) • <u>Boliviana de Aviacion</u>: Santa Cruz, Bolivia (June 8) • <u>Air Europa</u>: Madrid / Punta Cana (June 4) • <u>Qatar Airways</u>: Doha, Qatar (June 10) • <u>TAME</u>: Ecuador (July) (Charter) • <u>GOL</u>: Viracopos, Brazil (July 18) • <u>American Airlines</u>: Cap Haitien, Haiti (October) • <u>Lufthansa</u>: Munich, Germany (December 2) • <u>American Airlines</u>: Viracopos, Brazil (December 3) • <u>Finnair</u>: Helsinki, Finland (December 14)
TOP FIVE CARRIERS FOR THE YEAR - TOTAL TRAFFIC																														
	TOTAL PASSENGERS		TOTAL FREIGHT*																											
American Airlines	2,123,839	UPS	19,619.56																											
Delta	204,478	Tampa Cargo	15,599.99																											
American Eagle	168,986	LATAM Airlines dba LAN	15,306.59																											
US Airways	144,891	Sky Lease dba Tradewinds Airlines	14,828.35																											
TAM	85,188	Atlas Air	13,795.06																											

* Total Freight is in U.S. tons.

Overview (cont)

Airport Improvements

Capital Improvement Program: MIA's \$6.4 billion Capital Improvement Program (CIP) is completed, encompassing all aspects of airport operations, from the Terminal and roadways to the cargo facilities and the airfield.

Terminal: Extending from MIA's Central terminal, the South and North Terminals have added over 4 million square feet to MIA's existing 3.5 million square feet of space. The South Terminal adds 1.7 million square feet to MIA. The North Terminal encompasses more than 3.8 million square feet. The North, Central, and South Terminals have a total of 130 gates, with 104 international capable gates and 26 domestic gates, and a total of 645 ticket counters.

Cargo: MIA's cargo facilities encompass eighteen (18) cargo buildings with over 3.4 million square feet of warehouse, office, and support space. Apron space is presently 4.4 million square feet, with 41 common-use cargo positions and 31 leased cargo positions.

Roadway Improvements

Central Boulevard: 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

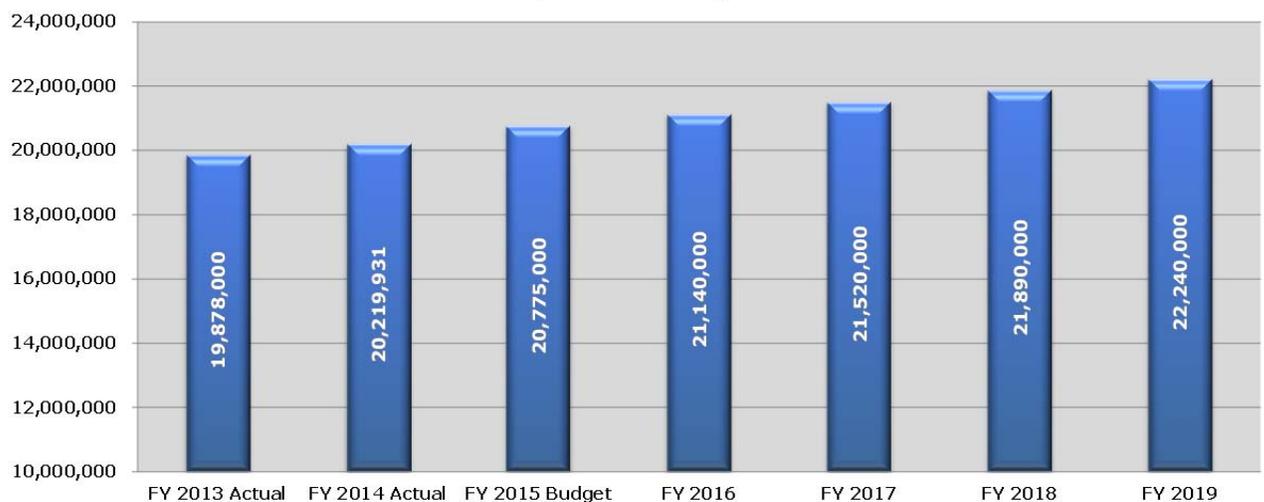
The Airport System is considered the primary economic engine for Miami-Dade County as well as for South Florida. Over 35,000 people are employed in the Miami-Dade County System of Airports, 1,133 of whom are County employees. An economic impact study released in 2009 reported that MIA and the General 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 2014-15, 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 2014-15, 20.8 million enplaned passengers will transit through MIA, representing a 3.0 percent increase over FY 2013-14 when 20.1 million enplaned passengers are projected to move through MIA. Similarly domestic enplaned passenger traffic is projected to increase 1.1 percent in FY 2014-15 to 10.486 million from the figure of 10.370 million passengers in FY 2013-14. Domestic traffic represents 50 percent of MIA total passengers while international traffic is projected at 50 percent or 10.289 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 49 percent of the South American market, 26 percent of Central America and 27 percent of the Caribbean market. With 50 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.

**Miami-Dade Aviation Department
Enplaned Passengers**



Five-Year Financial Outlook (cont)

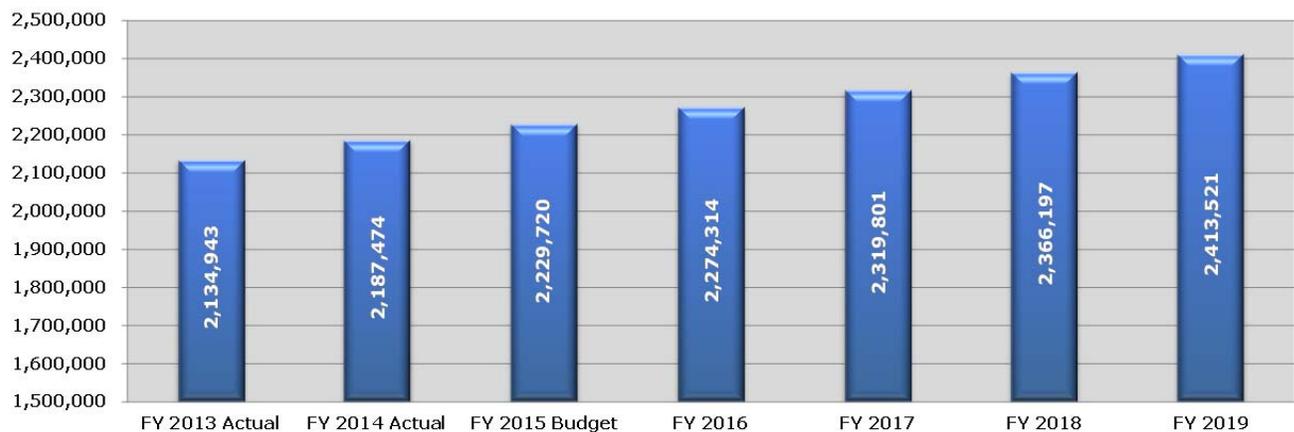
Cargo

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 is projected at 2.186 million in FY 2013-14, resulting in an increase of 2.4 percent above the prior's year's tonnage of 2.135 million. Cargo tonnage is projected to increase by two percent in FY 2014-15 to 2.230 million tons and maintain a two percent growth rate thereafter. International tonnage, representing 87 percent of total tonnage is projected to be 1.94 million tons in FY 2014-15 and domestic tonnage is projected at 297,000 tons. It is projected that these amounts will grow proportionally at a two percent growth factor.

MIA's total air trade is valued at \$68.5 billion annually, or 96 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 85 percent of all air imports and 80 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 72 percent of all perishable products, 91 percent of all cut-flower imports, 55 percent of all fish imports, and 77 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.

**Miami-Dade Aviation Department
Cargo Tons (Domestic / International)**



Five-Year Financial Outlook (cont)

MIA Operating Strategy

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

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

CIP Financial Update

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.

**Miami-Dade Aviation Department
Cost per Enplaned Passenger**



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 \$175.4 million to offset the cost of an inline EDS.

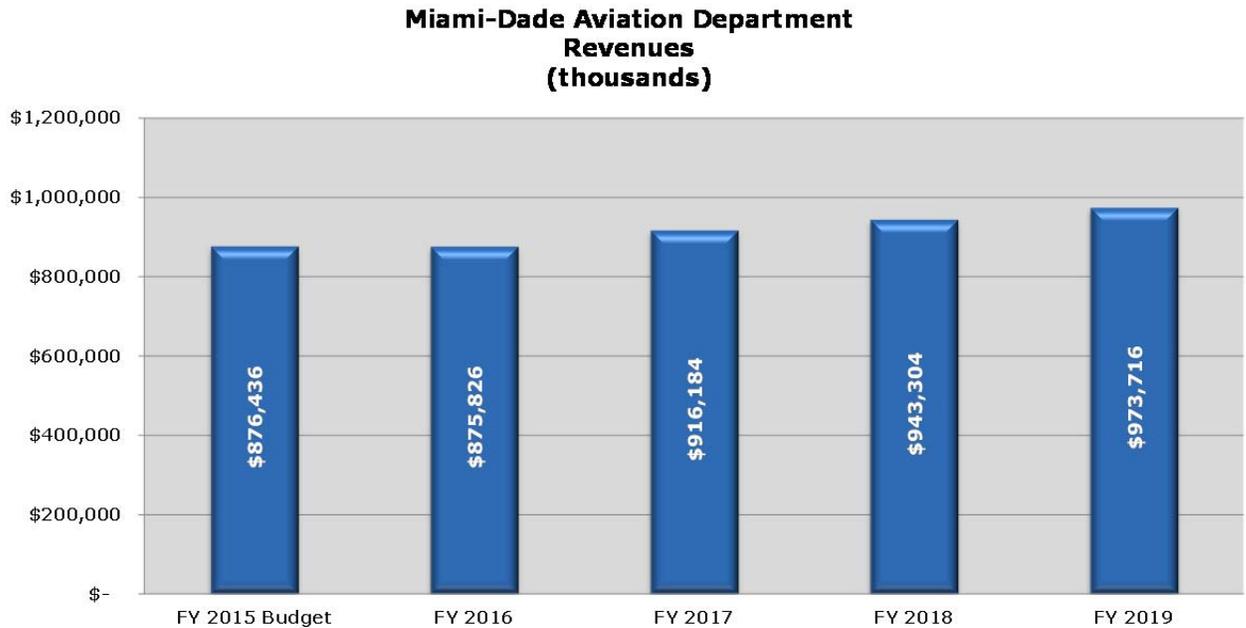
Economic Outlook

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 is expected to continue through FY 2014-15. The Department is projecting a 3 percent growth rate in the FY 2014-15 Budget over FY 2013-14 projected enplaned passengers. Passenger Facility Charges (PFC), imposed per passenger to provide revenues to pay debt service for approved projects within the CIP, have generated \$1.023 billion 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)

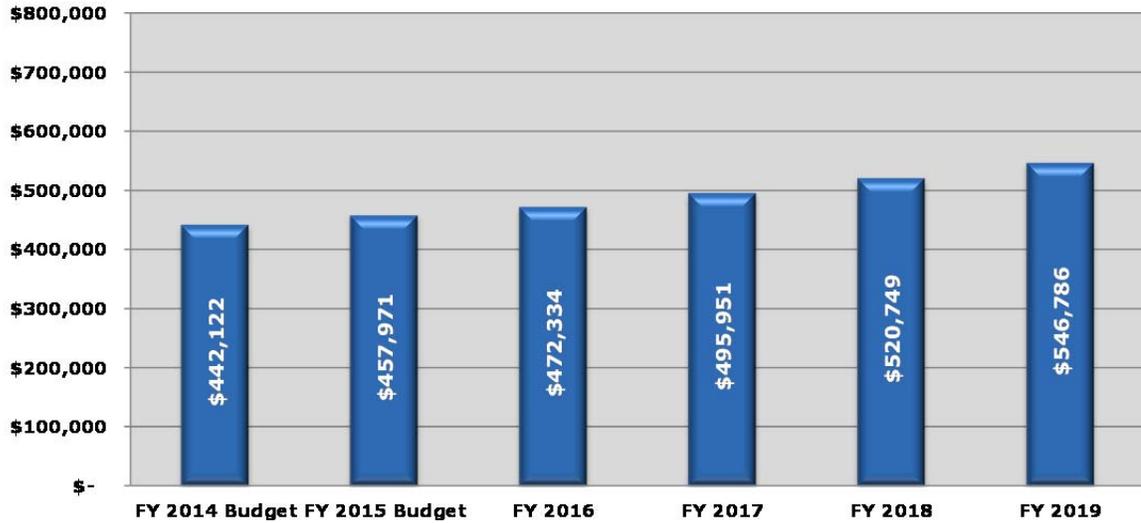
The airline rates and charges at MIA have continued to increase due to the issuance of additional debt required for the department's ongoing Capital Improvement Program. The department is making efforts to increase its ranking as a major airport system as exemplified in its "WE MEAN BUSINESS" Campaign, 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 2014-15, which may require an increase in landing fee rates.

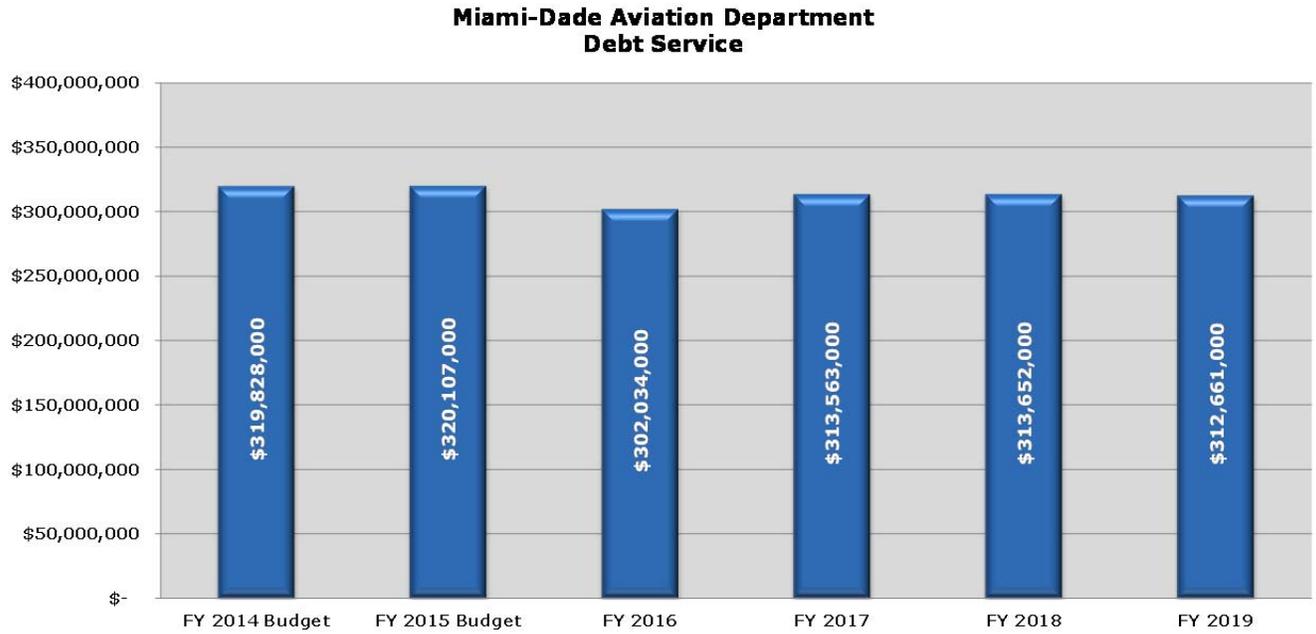
Five-Year Financial Outlook (cont)

Miami-Dade Aviation Department Operating & Maintenance Expenditures (in thousands)



MDAD's operating and maintenance expenditures include expenditures associated with running Miami International Airport as well as four general aviation airports. This amount excludes depreciation, transfers to debt service accounts, improvement fund and maintenance reserve accounts, as well as a mandated operating cash reserve. The North Terminal 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 provide a modern, safe and efficient world-class international gateway that delivers best-in-class customer service, significant economic benefits to our community and rewarding professional development opportunities to our employees

MISSION - to grow MIA from a recognized hemispheric hub to a global airport of choice that offers customers a world-class experience and an expanded route network with direct passenger and cargo access to all world regions

Strategic Alignment

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

1. Attract more visitors, meetings, and conventions. (ED2-1)
 - Contain operating expenses
 - MIA Cost Per Enplaned Passenger (***Finance & Strategy Group***)
 - Increase revenue generating activity at MIA
 - Enplaned Passengers (***Finance & Strategy Group***)
 - MIA Total Passengers (***Finance & Strategy Group***)
2. Attract and increase foreign direct investments and international trade from targeted countries (ED3-1)
 - Increase revenue generating activity at MIA
 - MIA Cargo Tonnage (***Finance & Strategy Group***)
 - Contain operating expenses
 - Landing Fee Rate (***Finance & Strategy Group***)

Strategic Alignment (cont)

3. Ensure excellent customer service for passengers. (TP2-6)
 - Enhance Customer Service
 - MIA Overall Customer Service Ratings – MIA Survey (**Operations Group**)
 - Airport workers trained through “Miami Begins with MIA” program (**Operations Group**)
4. Ensure security at airports, seaport, and on public transit. (TP2-4)
 - Provide a secure environment at the airports
 - MIA Overall Crimes (**Public Safety & Security Group**)
5. Develop and retain excellent employees and leaders. (GG2-2)
 - Ensure a safe working environment
 - MDAD Job Related Injury/Illness Incidents (**Administration Group**)
6. Provide sound financial and risk management. (GG4-1)
 - Increase revenue generating activity at MIA
 - MIA Non-Terminal Rental Revenue (**Business Development Group**)
 - GAA Rental Revenue (**Business Development Group**)
 - Commercial Operations Revenue (**Business Development Group**)
 - Public Parking Revenue (**Business Development Group**)
 - Commercial Operations Revenues (**Business Development Group**)
 - New Passenger Routes (**Business Development Group**)
 - New Carriers (**Business Development Group**)
7. Continually modernize seaport and airports. (TP3-3)
 - Enhance Customer Service
 - Airspace analysis for airport construction - (**Facilities Development Group**)
8. Reduce County government’s greenhouse gas emissions and resource consumptions. (GG6-1)
 - Adhere to a green approach in disposal of waste
 - Personal Pledge to Recycle Cardboard (**Facilities Development Group**)

Financial Policies

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

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

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

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

Financial Policies (cont)

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

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

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

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

Budget Overview

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

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

Budget Development Process

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

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

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

Budget Development Process (cont)

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

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

Budget Timeline

	Prep-Phase		Budget Development Phase											Wrap-Up Phase	
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	
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

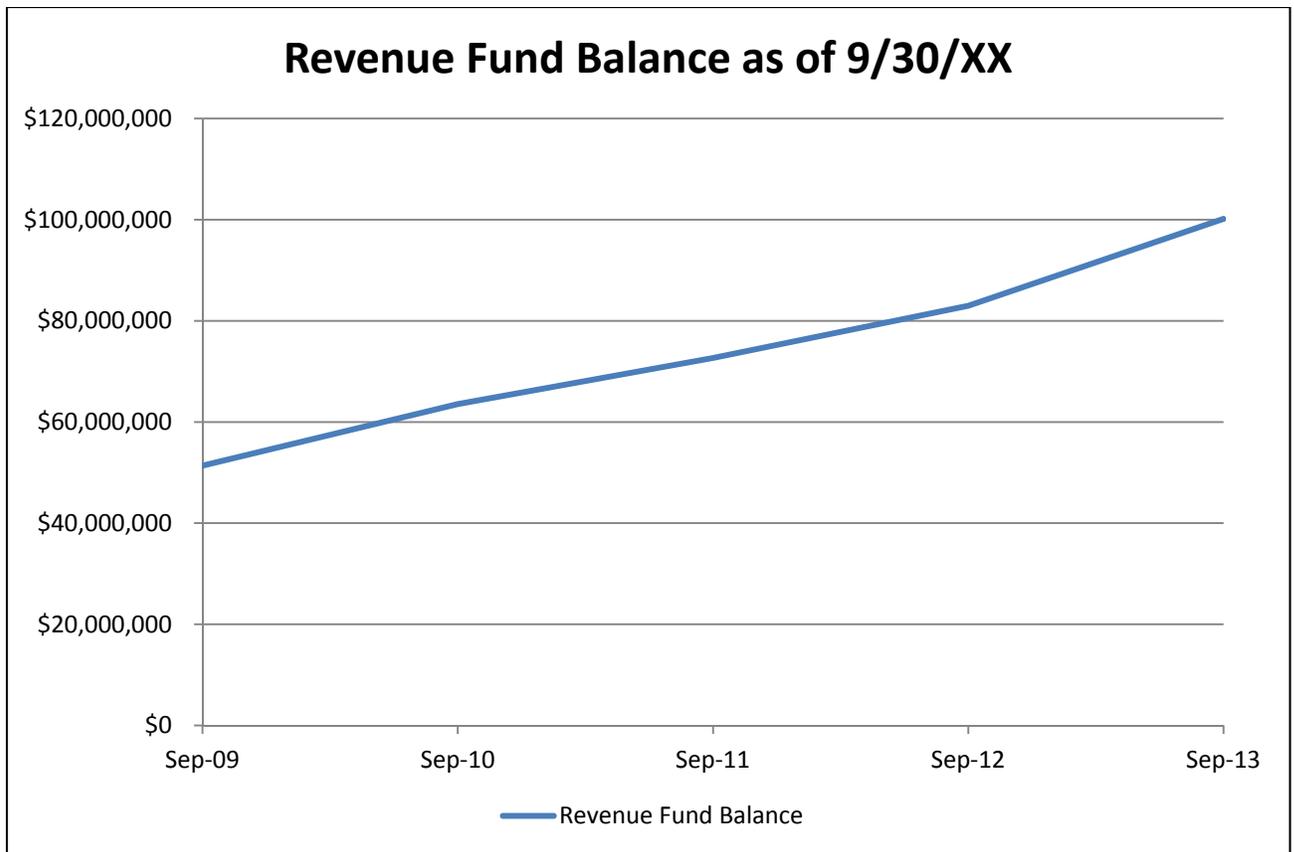
Cash Basis	Accrual Basis
Revenues are recorded when they are received	Revenues are recorded when they are earned
Expenses are recorded when they are paid	Expenses are recorded when they are incurred
Financial statements reflect revenues and expenses based on when transactions were entered, rather than 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			
Policy Advisement	X			
Finance & Strategy	X	X		
Operations	X			X
Public Safety & Security	X		X	X
Facilities Management	X		X	X
Administration	X			
Business Development	X			
Facilities Development	X		X	X

Fund Balance

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



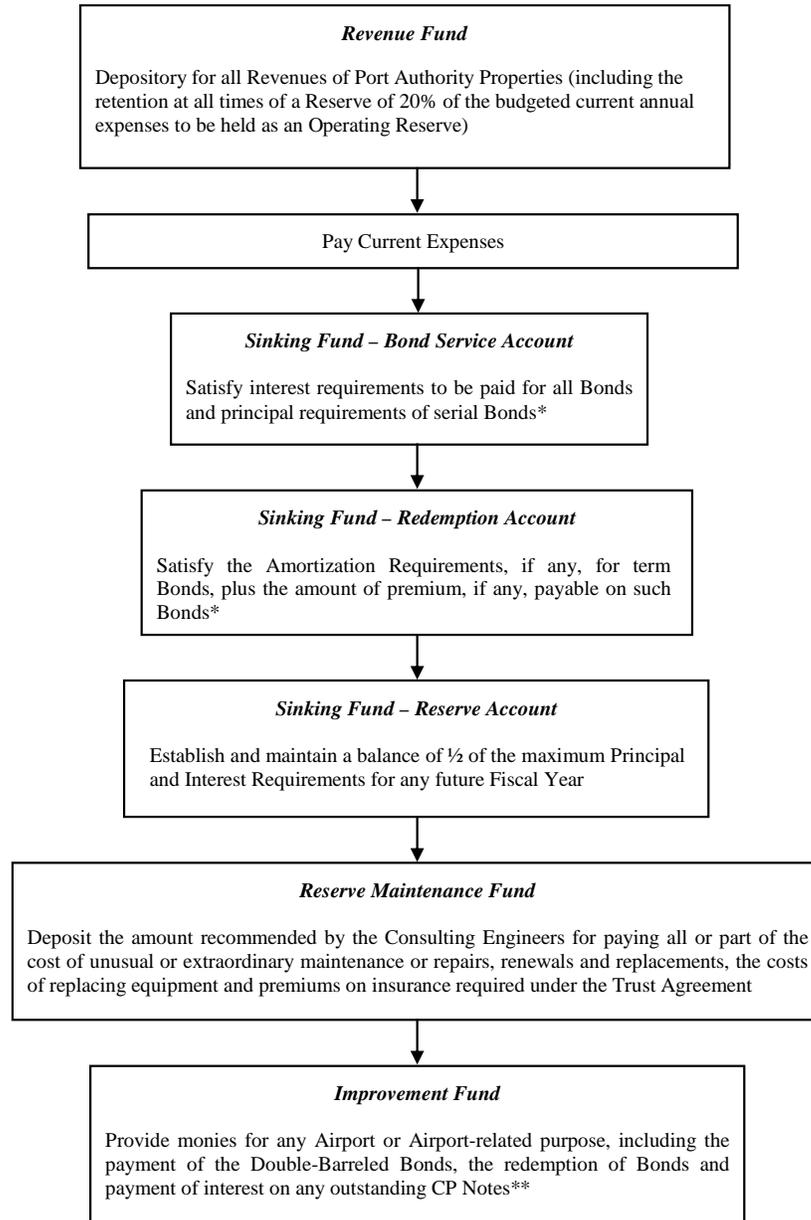
The chart above reflects the trend for the Revenue Fund balance over the last five fiscal years.

Flow of Funds

MONTHLY APPLICATION OF REVENUES UNDER THE TRUST AGREEMENT

PORT AUTHORITY PROPERTIES

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



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

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

Debt Policies

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

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

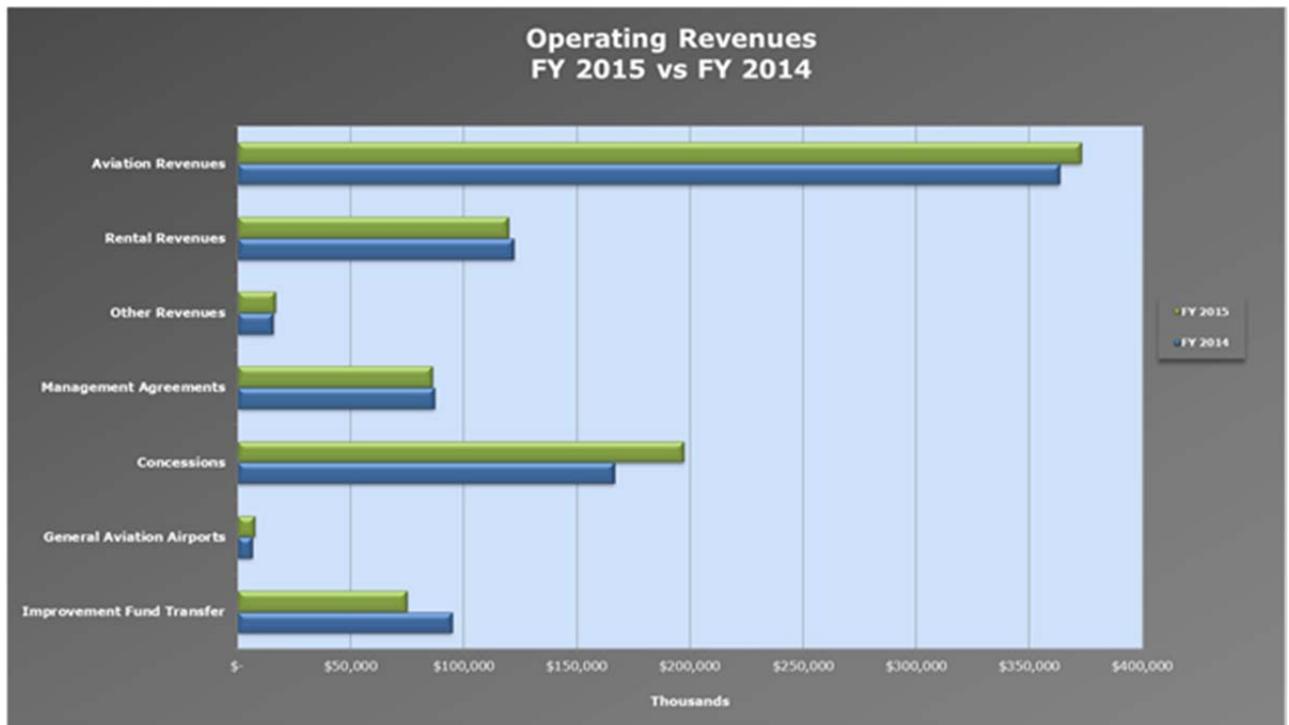
The Trust Agreement also requires the Aviation Department to meet the debt service Reserve Account Requirement upon issuance of any new Bonds. This requirement is one-half of the maximum Principal and Interest Requirements for any Fiscal Year thereafter on all Bonds then outstanding. This requirement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



Budget Overview: Operating Revenues

Budget Comparison

	Actual FY 2013	Adopted Budget FY 2014	Adopted Budget FY 2015	Inc/(Dec) FY 2015 vs FY 2014	
				\$	%
Cash Carryover	\$ 60,381,328	\$ 68,627,153	\$ 72,950,128	\$ 4,322,975	6.3%
Aviation Revenues	356,697,759	363,543,510	373,067,396	9,523,886	2.6%
Rental Revenues	123,817,935	122,358,885	119,991,355	(2,367,530)	-1.9%
Other Revenues	16,685,376	16,115,747	16,899,550	783,803	4.9%
Management Agreements	91,023,518	87,259,736	86,308,080	(951,656)	-1.1%
Concessions	182,113,710	166,682,012	197,378,030	30,696,018	18.4%
General Aviation Airports	6,916,306	6,706,192	7,791,590	1,085,398	16.2%
Improvement Fund Transfer	89,185,405	95,000,000	75,000,000	(20,000,000)	-21.1%
Total Operating Revenues	\$ 926,821,337	\$ 926,293,235	\$ 949,386,129	\$ 23,092,894	2.5%



The chart above is a comparison of the FY 2015 and FY 2014 operating revenues by the major categories; the major changes are in the Concessions which are projected to increase by \$30,696,018 (18.4%) and the Improvement Fund Transfer is projected to decrease by \$20,000,000 (-21.1%). Overall, revenues are projected to increase by \$23,092,894 (2.5%) in FY 2015; primarily due to an increase in Aviation Revenues as a result of higher projected passenger activity and Concessions due to higher projected sales from the duty free stores, rental car revenue and advertising revenue. This is offset by a decrease in Rental Revenue due to relocation of a large cargo tenant and their cargo handlers.

Description of Revenues

The Aviation Department classifies revenues into:

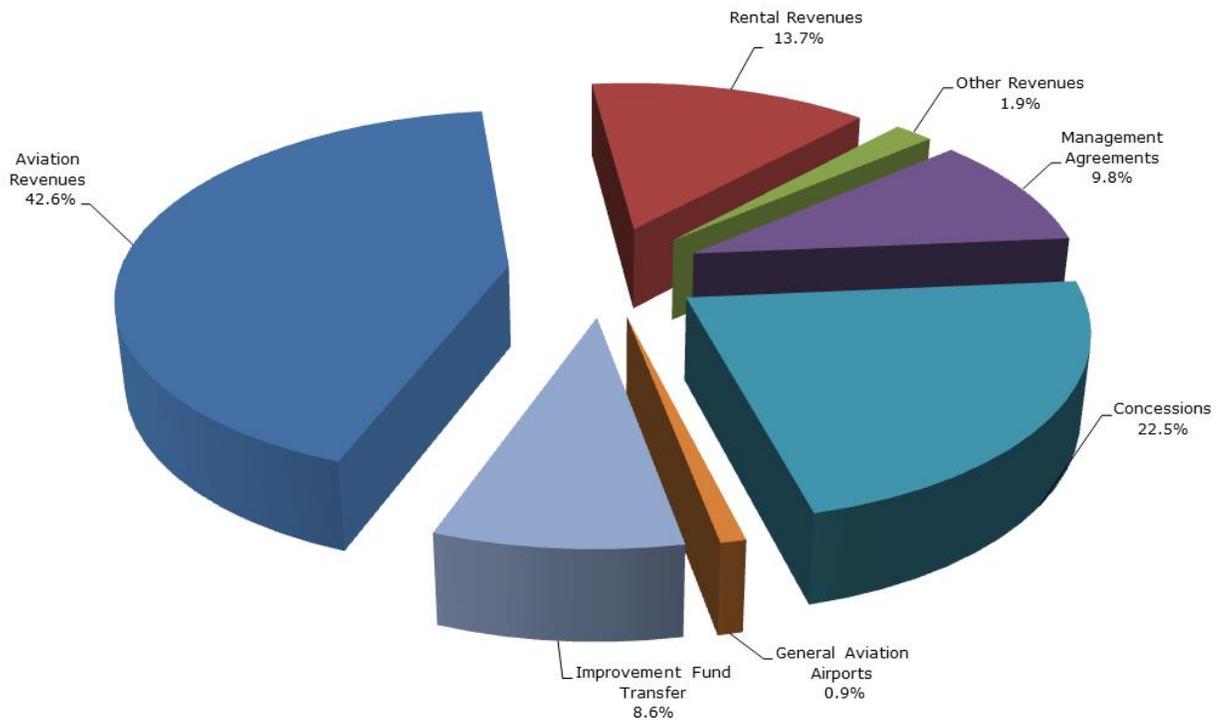
- **Operating Revenue** – those revenues received from aviation operations through rates and fees charged to customers and tenants for use of the airport's assets
- **Non-operating Revenue** – includes interest earnings, certain grants, and Passenger Facility Charges (PFC)

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 2015
Aviation Revenues	373,067,396
Rental Revenues	119,991,355
Other Revenues	16,899,550
Management Agreements	86,308,080
Concessions	197,378,030
General Aviation Airports	7,791,590
Transfer from Improvement Fund	75,000,000
Total	<u>\$ 876,436,001</u>



The chart above represents the major sources of revenues by percentage; for FY 2015 the major source of revenues is Aviation Revenues which is projected to be 42.6% of total revenues.

Revenue Detail

	<i>Actual</i> <i>FY 2013</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2014</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2015</i>	<i>Inc/(Dec)</i> <i>FY 2015 vs 2014</i>	
				\$	%
Aviation Fees					
Airfield Escort	128,877	131,173	108,250	(22,923)	-17.5%
Baggage Devices (Claim)	19,039,554	19,312,168	19,484,115	171,947	0.9%
Baggage Make-Up	18,164,530	15,817,490	15,993,651	176,161	1.1%
Concourse Domestic	142,710,198	110,916,803	112,492,803	1,576,000	1.4%
Concourse International	78,122,520	121,461,580	129,869,276	8,407,696	6.9%
Pre-Conditioned Air	2,773,789	2,748,295	2,899,138	150,843	5.5%
CUTE System	2,135,743	2,142,436	1,596,770	(545,666)	-25.5%
Loading Bridges	9,629,047	9,325,845	10,056,864	731,019	7.8%
Aircraft Parking	11,199,371	10,938,773	11,038,901	100,128	0.9%
Screening	12,086,724	12,234,607	11,940,814	(293,793)	-2.4%
Premium Landing Fees	419,429	361,893	186,022	(175,871)	-48.6%
Sub-Total	\$ 296,409,782	\$ 305,391,062	\$ 315,666,604	\$ 10,275,543	3.4%
Landing Fees					
Landing Fees	60,287,977	58,152,448	57,400,792	(751,656)	-1.3%
Sub-Total	\$ 60,287,977	\$ 58,152,448	\$ 57,400,792	\$ (751,656)	-1.3%
Total Aviation Fees With L/F	\$ 356,697,759	\$ 363,543,510	\$ 373,067,396	\$ 9,523,887	2.6%
Rentals					
Structures	35,248,407	37,982,958	36,000,000	(1,982,958)	-5.2%
Terminal Rent - Airline	50,713,246	45,572,182	46,318,577	746,395	1.6%
Terminal Rent - Non Airline	4,522,535	4,557,218	4,631,858	74,640	1.6%
Terminal Rent - CUTE	10,913,619	11,396,981	10,475,607	(921,374)	-8.1%
Aircraft Pavement	1,369,008	1,453,533	1,447,976	(5,557)	-0.4%
Ground	14,427,961	14,455,134	14,573,514	118,380	0.8%
Telephone Services	1,353,820	1,324,719	1,291,639	(33,080)	-2.5%
Janitorial Reg	899,754	968,761	1,083,867	115,106	11.9%
Utilities	4,369,586	4,647,399	4,168,317	(479,082)	-10.3%
Total	\$ 123,817,935	\$ 122,358,885	\$ 119,991,355	\$ (2,367,530)	-1.9%
Commercial Operations					
Concessions					
Duty Free	33,336,803	28,972,860	36,445,444	7,472,584	25.8%
Food & Beverage	17,680,500	18,130,722	20,449,119	2,318,397	12.8%
Retail/Merchandise	19,320,209	19,310,310	20,288,870	978,560	5.1%
Passenger Service	30,345,710	24,069,810	31,301,957	7,232,147	30.0%
Ground Transportation	8,242,464	8,572,352	9,446,367	874,015	10.2%
Rental Cars	47,271,763	45,952,814	52,308,426	6,355,612	13.8%
Aeronautical Services	12,061,400	10,234,522	12,683,265	2,448,743	23.9%
In-Flight Food Services	8,308,516	7,913,616	8,683,174	769,558	9.7%
Security Services	3,114,516	2,621,264	3,233,211	611,947	23.3%
Operational Services	2,276,980	744,921	2,379,267	1,634,346	219.4%
Fuel & Oil	154,848	158,821	158,930	109	0.1%
Total	\$ 182,113,710	\$ 166,682,012	\$ 197,378,030	\$ 30,696,018	18.4%
Management Agreements					
Garage Parking - Taxi Lot	47,919,133	45,474,958	50,435,300	4,960,342	10.9%
IAMI Clubs	6,211,413	6,588,000	1,944,000	(4,644,000)	-70.5%
Fuel Farm	19,541,728	17,170,586	16,837,473	(333,113)	-1.9%
Fuel Farm - Midfield	2,010,724	2,414,090	2,218,239	(195,851)	-8.1%
Top of the Port	2,348,451	2,441,600	841,390	(1,600,210)	-65.5%
Hotel	12,992,069	13,170,502	14,031,678	861,176	6.5%
Total	\$ 91,023,518	\$ 87,259,736	\$ 86,308,080	\$ (951,656)	-1.1%
Total Commercial Operations	\$ 273,137,228	\$ 253,941,748	\$ 283,686,110	\$ 29,744,362	11.7%

Revenue Detail (cont)

	<i>Actual</i> <i>FY 2013</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2014</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2015</i>	<i>Inc/(Dec)</i> <i>FY 2015 vs 2014</i>	
				\$	%
Other Revenues					
Delinquency Charges	1,084,831	1,588,880	1,547,772	(41,108)	-2.6%
Expense Refunds	157,357	-	-	-	0.0%
Interest Income	67,183	50,000	1,030,860	980,860	1961.7%
Security Deposits	309,089	200,000	250,000	50,000	25.0%
Reimbursement	(7,784)	2,161,722	728,895	(1,432,827)	-66.3%
Enforcement	2,052,483	1,421,128	2,608,452	1,187,324	83.5%
Miscellaneous Income	6,794,303	3,694,017	3,733,571	39,554	1.1%
Sales Tax	6,227,913	7,000,000	7,000,000	-	0.0%
Total	\$ 16,685,376	\$ 16,115,747	\$ 16,899,550	\$ 783,803	4.9%
General Aviation Airports					
Tamiami					
Aircraft Parking	-	-	-	-	0.0%
Fuel & Oil	215,986	295,959	354,787	58,828	19.9%
Building Rentals	806,115	819,015	819,015	-	0.0%
Pavement	88,807	89,777	101,707	11,930	13.3%
Ground Rentals	1,148,626	898,853	1,202,305	303,452	33.8%
Delinquency Charges	14,335	30,347	40,588	10,241	33.7%
Miscellaneous Income	7,272	4,420	3,400	(1,020)	-23.1%
Sales Tax	25,705	27,405	36,074	8,669	31.6%
Total	\$ 2,306,846	\$ 2,165,776	\$ 2,557,876	\$ 392,100	18.1%
Opa Locka					
Aircraft Parking	4,783	-	-	-	0.0%
Fuel & Oil	806,545	760,565	837,582	77,017	10.1%
Building Rentals	1,148,354	1,156,821	1,170,509	13,688	1.2%
Pavement	96,225	101,121	108,612	7,491	7.4%
Ground Rentals	1,883,908	1,796,111	2,379,918	583,807	32.5%
Delinquency Charges	18,766	31,571	18,021	(13,550)	-42.9%
Miscellaneous Income	78,338	51,006	123,588	72,582	142.3%
Sales Tax	92,793	105,595	125,276	19,681	18.6%
Total	\$ 4,129,712	\$ 4,002,790	\$ 4,763,506	\$ 760,716	19.0%
Homestead					
Aircraft Parking	75	-	-	-	0.0%
Fuel & Oil	20,158	109,179	10,922	(98,257)	-90.0%
Building Rentals	97,116	95,999	95,999	-	0.0%
Ground Rentals	314,135	294,188	313,074	18,886	6.4%
Delinquency Charges	101	61	437	376	616.4%
Sales Tax	6,230	6,200	6,139	(61)	-1.0%
Total	\$ 437,816	\$ 505,627	\$ 426,571	\$ (79,056)	-15.6%
Training & Transition					
Training Landings	23,632	31,755	31,933	178	0.6%
Delinquency Charges	-	-	-	-	0.0%
Miscellaneous Income	18,161	-	11,463	11,463	100.0%
Sales Tax	140	244	241	(3)	-1.2%
Total	\$ 41,933	\$ 31,999	\$ 43,637	\$ 11,638	36.4%
Total General Aviation Airports	\$ 6,916,306	\$ 6,706,192	\$ 7,791,590	\$ 1,085,398	16.2%

Revenue Detail (cont)

	<i>Actual FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Inc/(Dec) FY 2015 vs 2014</i>	
				<i>\$</i>	<i>%</i>
Revenue Summary					
Aviation Fees	296,409,782	305,391,062	315,666,604	10,275,542	3.4%
Landing Fees	60,287,977	58,152,448	57,400,792	(751,656)	-1.3%
Rentals	123,817,935	122,358,885	119,991,355	(2,367,529)	-1.9%
Concessions	182,113,710	166,682,012	197,378,030	30,696,018	18.4%
Management Agreements	91,023,518	87,259,736	86,308,080	(951,656)	-1.1%
Other Revenues	16,685,376	16,115,747	16,899,550	783,803	4.9%
General Aviation Airports	6,916,306	6,706,192	7,791,590	1,085,398	16.2%
Total Revenue Summary	<u>\$ 777,254,604</u>	<u>\$ 762,666,082</u>	<u>\$ 801,436,001</u>	<u>\$ 38,769,919</u>	<u>5.1%</u>
Cash Carryover	60,381,328	68,627,153	72,950,128	4,322,975	6.3%
Transfer from Improvement Fund	89,185,405	95,000,000	75,000,000	(20,000,000)	-21.1%
Grand Total Revenue Summary	<u>\$ 926,821,337</u>	<u>\$ 926,293,235</u>	<u>\$ 949,386,129</u>	<u>\$ 23,092,894</u>	<u>2.5%</u>

Narrative Overview

Operating and Non-Operating Revenues for FY 2015 are projected to be \$949,386,129 an increase of \$23,092,894 (2.5%) above the FY 2014 Adopted Budget.

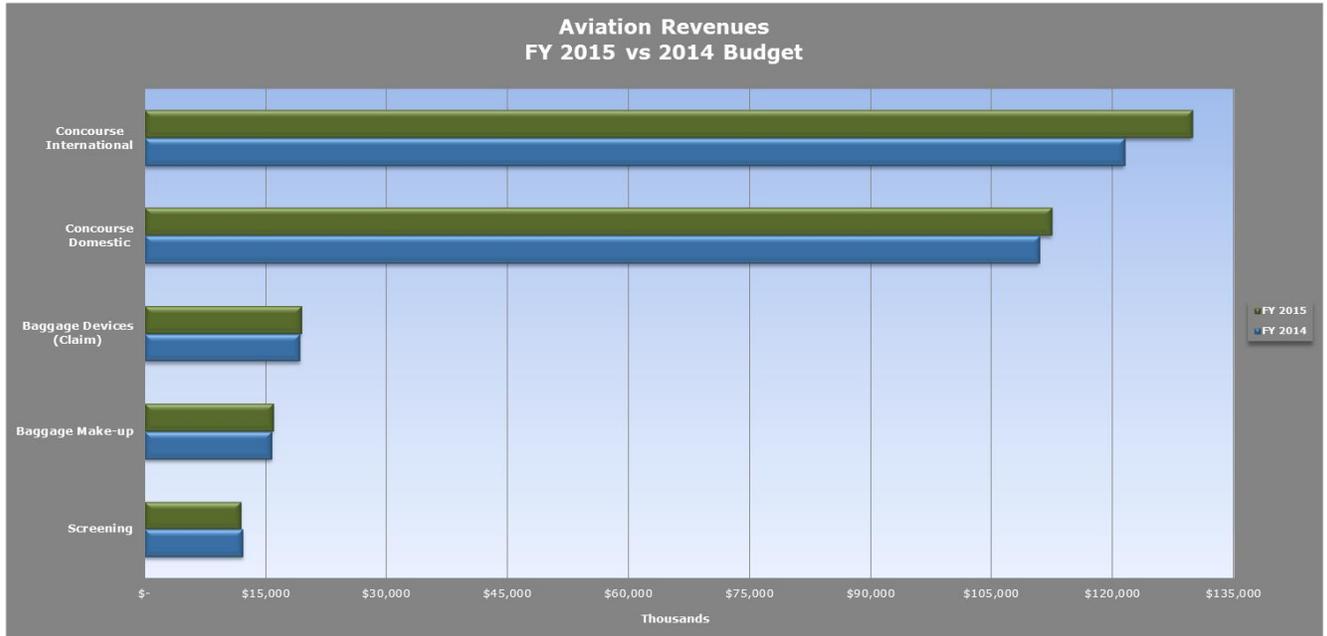
Aviation Revenues

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 hold rooms), outbound and inbound baggage charges, and various other charges that are all based on either departing or arriving aircraft seats or both. Additional aviation revenues are generated from airfield escort services, pre-conditioned air, loading bridges and aircraft parking.

Landing Fee revenues are generated from commercial passenger carriers, commercial cargo carriers and general aviation aircraft based on 1,000 lb. increments of gross landed weight. Landing fee rates are calculated to provide a level of revenues that, when added to other revenues of Port Authority Properties, allows the Aviation Department to meet the requirements of the Trust Agreement. The following page contains the landing fee calculation; this summary schedule reflects all 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 flight operations and passenger activity. Concourse use fees are projected to increase due to an increase in overall rental rates resulting from the re-weighting of Class I premium ticket counter space to Class III average space. This re-weighting, which affects concourse use fees and terminal rental fees, was implemented to reflect changing trends in passenger self-processing technologies such as check-in kiosks, mobile boarding pass and self-bag tagging. Miami International Airport was able to reduce the landing fee during FY 2015 to \$1.58 per 1,000 lbs. which was \$0.17 less than the FY 2014 rate of \$1.75 per 1,000 lbs.

Aviation Revenues (cont)



The chart above is a comparison of the FY 2015 and FY 2014 budget of the major categories within the Aviation Revenues; the majority of the increase is attributed to Concourse Use Fees International which rose by \$8,407,696 (6.9%) and Concourse Use Fees Domestic which rose by \$1,576,000 (1.4%).

Landing Fee

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

Landing Fee Calculation	Budget Calculation		Variance	% Chg
	FY 2013-14	FY 2014-15		
Airport System Requirement:				
Principal & Interest Requirement	\$ 374,328,000	\$ 375,107,000	\$ 779,000	0.2%
Less: PFC Revenue	(54,500,000)	(55,000,000)	(500,000)	0.9%
Net P & I Requirement	\$319,828,000	\$320,107,000	\$ 279,000	0.1%
Times Coverage Factor	1.20	1.20		
P&I Requirement Plus Coverage	\$ 383,793,600	\$ 384,128,400	\$ 334,800	0.1%
Current Expenses	442,121,987	457,971,325	15,849,338	3.6%
Increase/(Decrease) in O&M Reserve	4,322,975	4,904,997	582,022	0.0%
Deposit from Bond Service Account (Interest)	(3,000,000)	(3,000,000)	-	0.0%
Deposit to Reserve Maintenance Fund	15,000,000	17,000,000	2,000,000	13.3%
Subordinate Debt Payment	15,431,000	15,431,278	278	100.0%
Total Requirement [A]	\$857,669,562	\$876,436,000	\$18,766,438	2.2%
Less: Revenues Net of Landing Fees				
Aviation Fees	\$305,391,062	\$315,666,605	\$10,275,543	3.4%
Terminal Rentals	61,526,381	61,426,042	(100,339)	-0.2%
Structure & Other Rentals	60,832,504	58,565,313	(2,267,191)	-3.7%
Commercial Revenues	253,941,748	283,686,109	29,744,361	11.7%
Other Revenues	16,115,746	16,899,550	783,804	4.9%
G/A Airports	6,709,672	7,791,590	1,081,918	16.1%
Transfer from Improvement Fund (Deposit)	95,000,000	75,000,000	(20,000,000)	-21.1%
Total Revenues [B]	\$799,517,113	\$819,035,208	\$19,518,095	2.4%
Amount Recovered from Landing Fees [A-B]	\$ 58,152,450	\$ 57,400,792	(\$751,658)	-1.3%
Less: Sept. collections (prior yr) from Ldg. Fees [D]	\$4,383,834	\$4,532,661	148,827	3.4%
Net Amt Recovered from Landing Fees [C-D]	\$ 53,768,616	\$ 52,868,131	(\$900,485)	-1.7%
Estimated Landed Weight in 1,000 lb. units (1) [F]	30,694,000	33,485,000	2,791,000	9.1%
Landing Fee Rate (per 1,000 lb. unit) [E/F]	\$1.75	\$1.58	(\$0.17)	0.0%
Total Landing Fee Revenue [G*F+D]	\$58,152,450	\$57,400,792	-\$751,658	-1.3%

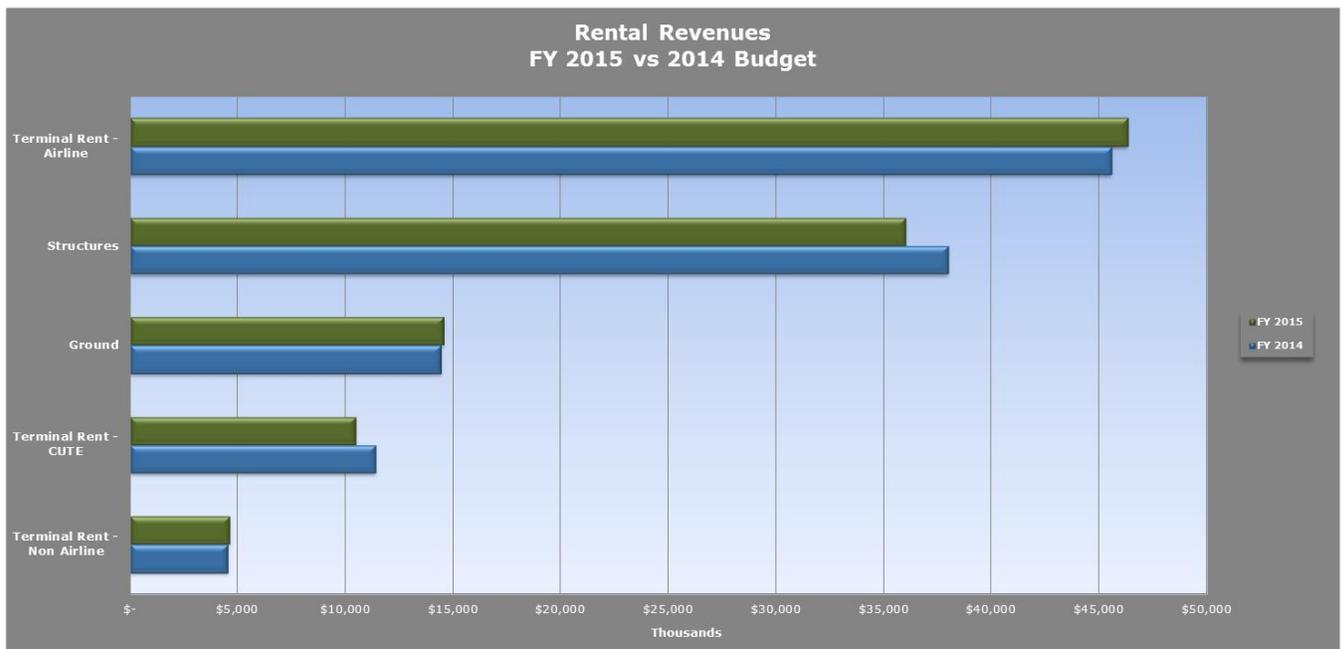
(1) Represents estimated landed weight for 11 months

Rental Revenues

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

Terminal rental revenues are expected to decrease slightly in FY 2015 due to the re-weighting of Class I premium ticket counter rate to Class III average rental rate. The Class I rate is being reduced to reflect changes in passenger self-processing technologies such as the use of check-in kiosks, mobile boarding pass and self-bag tagging which reduce ticket counter space requirements by airlines. This re-weighting slightly increases the Class III average space rental rate but the associated revenue increase is not enough to offset the reduction of Class I rental revenues.

Non-terminal rental revenues are expected to decrease slightly in FY 2015 due to temporary building vacancies associated with the relocation of a major cargo tenant and their cargo handling companies into buildings previously under construction.

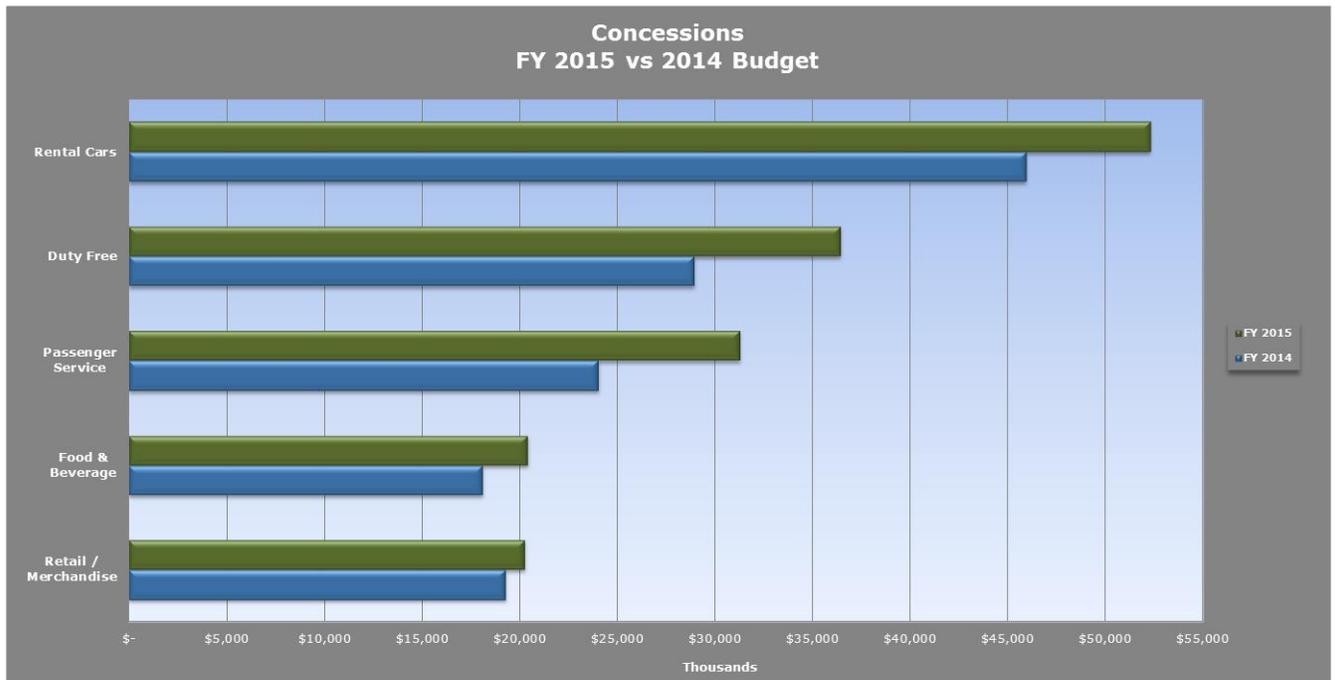


The chart above is a comparison of the FY 2015 and FY 2014 budget of the major categories within the Rental Revenues; overall there is a decrease with the majority attributed to Structures which declined by \$1,982,958 (-5.2%).

Concessions

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

Concession revenues 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.

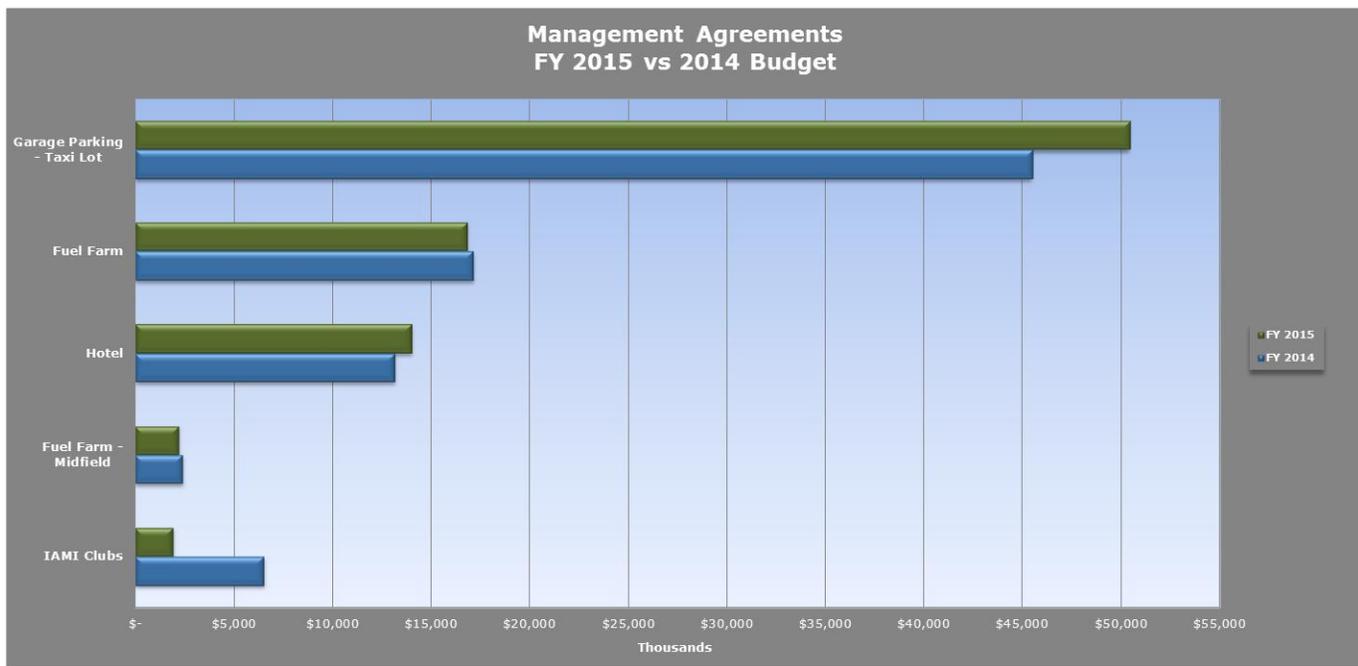


The chart above is a comparison of the FY 2015 and FY 2014 budget of the major categories within the Concessions; the majority of the increase is attributed to the Duty Free which rose by \$7,472,584 (25.8%) and Passenger Service which rose by \$7,232,147 (30.0%)

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.

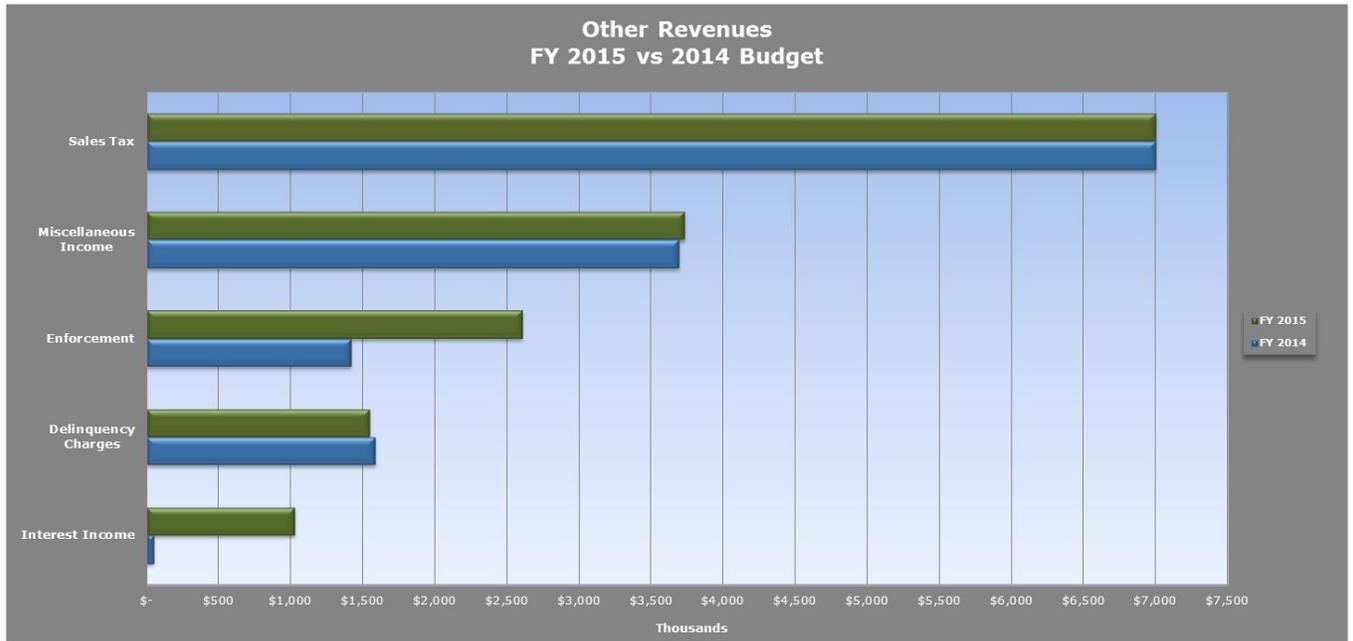
Management Agreement revenue is projected to decrease in FY 2015 due to lower VIP Club revenue and Top of the Port revenues. VIP Club revenue is projected to decrease in FY 2015 due to the South Terminal club now being operated by airlines. Top of the Port revenues are projected to decline due to temporary closure for renovations if new operator solicitation is awarded.



The chart above is a comparison of the FY 2015 and FY 2014 budget for the major categories within the Management Agreements; the majority of the decrease is attributed to the IAMI clubs which declined by \$4,614,000 (-70.4%) and the Fuel Farm – Midfield which declined by \$1,600,210 (-65.5%); this is offset by an increase in the Garage Parking-Taxi Lot which rose by \$4,960,342 (10.9%).

Other Revenues

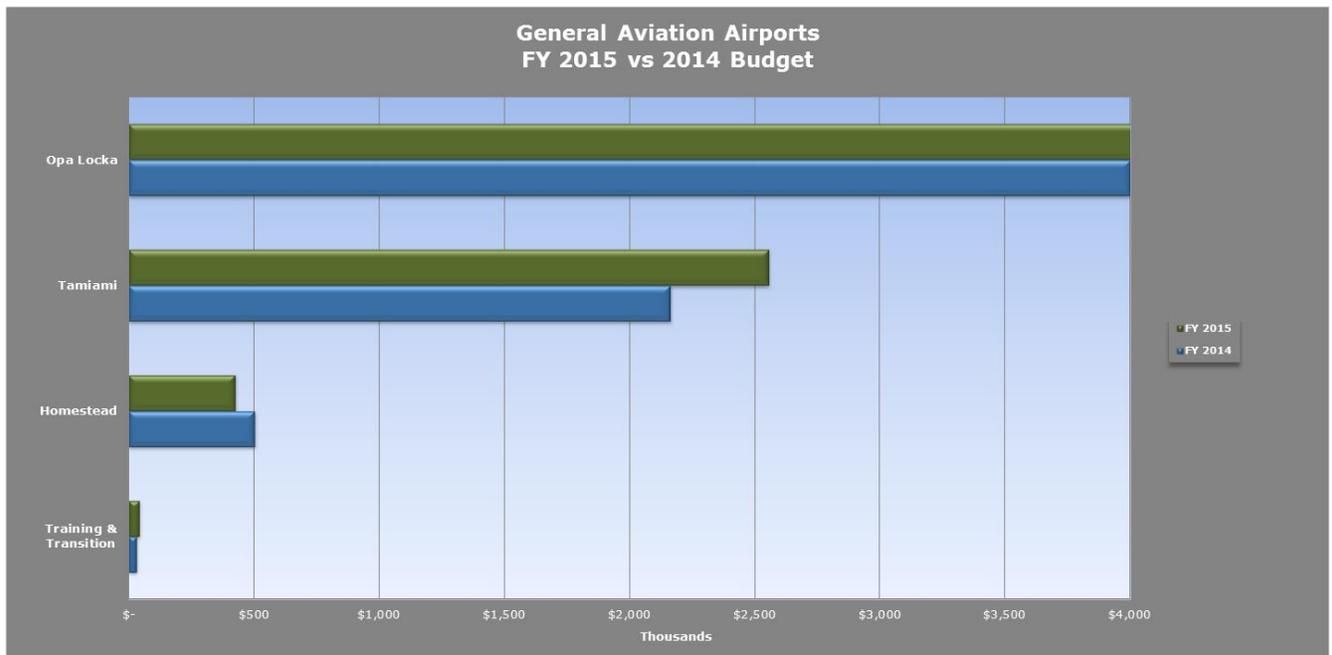
Other Revenues consist of various items including delinquency charges, expense refunds, interest income, security deposits, grant reimbursement, miscellaneous income and sales tax. Other revenues are projected to increase in the FY 2015 budget mostly due to higher interest income and grant reimbursements for Police K9, TSA and Law Enforcement requirements.



The chart above is a comparison of the FY 2015 and FY 2014 budget of the major categories within the Other Revenues; overall there was an increase with the majority attributed to Enforcement which increased by \$1,187,324 (83.5%).

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 2015 budget primarily due to improved building rentals and associated ground rentals at Opa-Locka Airport and Miami Executive Airport (previously Kendall-Tamiami Airport) and increased miscellaneous income from Opa-Locka and Training & Transition Airport due to aircraft demolition fees, special event fees and operational closure fees.



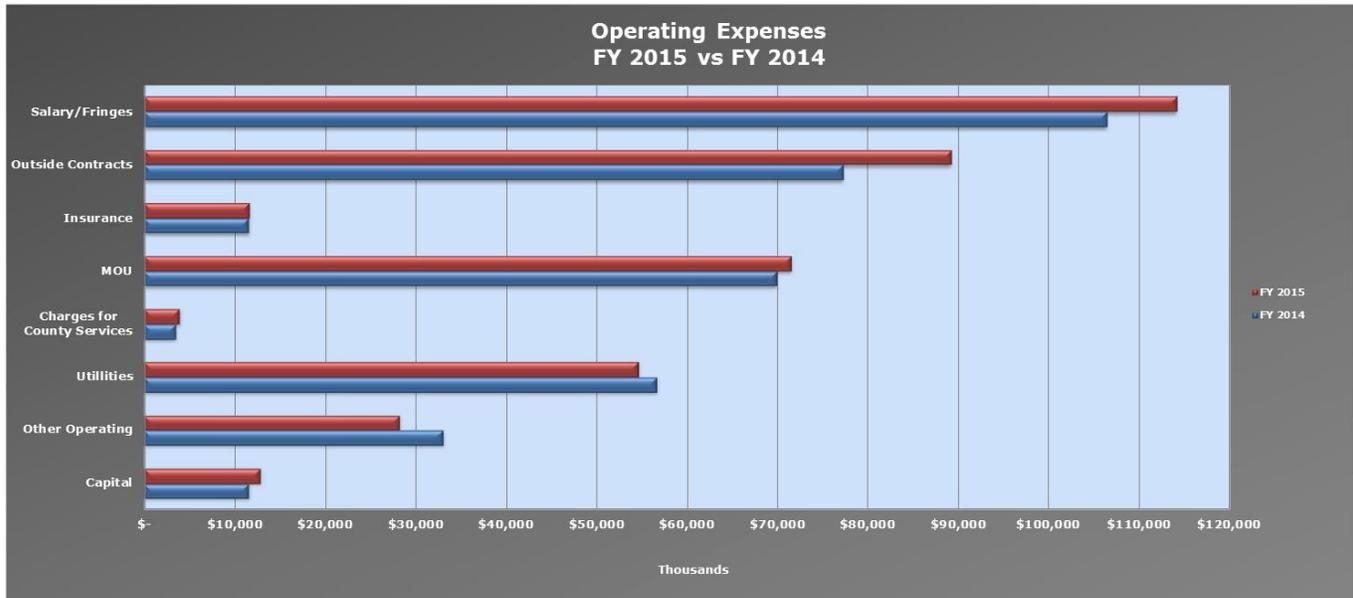
The chart above is a comparison of the FY 2015 and FY 2014 budget for the major categories within the General Aviation Airports; the majority of the increase is attributed to Opa-Locka Airport which rose by \$760,716 (19.0%).

Budget Overview: Operating Expenses

Budget Comparison

	<i>Actual</i> FY 2013	<i>Adopted</i> <i>Budget</i> FY 2014	<i>Adopted</i> <i>Budget</i> FY 2015	<i>Inc/(Dec)</i> <i>FY 2015 vs FY 2014</i>	
				\$	%
Salary/Fringes					
Regular	\$ 75,191,729	\$ 77,851,498	\$ 82,490,729	\$ 4,639,231	6.0%
Over-time	3,306,947	3,378,675	3,462,967	84,292	2.5%
Fringes	17,871,025	25,255,542	28,220,964	2,965,422	11.7%
Total Salary/Fringes	\$ 96,369,701	\$ 106,485,715	\$ 114,174,660	\$ 7,688,945	7.2%
Outside Contracts	64,742,818	77,298,103	89,234,988	11,936,885	15.4%
Insurance	9,697,429	11,581,000	11,613,725	32,725	0.3%
MOU	68,575,688	69,958,077	71,542,969	1,584,892	2.3%
Charges for County Services	3,099,409	3,477,396	3,941,699	464,303	13.4%
Utilities	47,476,595	56,700,400	54,700,260	(2,000,140)	-3.5%
Other Operating	22,019,557	33,120,543	28,245,033	(4,875,510)	-14.7%
Capital	5,983,984	11,596,236	12,837,104	1,240,868	10.7%
Total Other	\$ 221,595,479	\$ 263,731,755	\$ 272,115,778	\$ 8,384,023	3.2%
Management Agreements	66,038,737	71,904,517	71,680,887	(223,630)	-0.3%
Total Operating Expenses	\$ 384,003,916	\$ 442,121,987	\$ 457,971,325	\$ 15,849,338	3.6%
Transfer to Improvement Fund	113,389,274	63,962,120	64,021,402	59,282	0.1%
Transfer to Debt Service-Sinking Fund	321,944,975	316,828,000	317,107,000	279,000	0.1%
Transfer to Reserve Maintenance	17,000,000	15,000,000	17,000,000	2,000,000	13.3%
DB GOB Debt Service Account	15,432,000	15,431,000	15,431,278	278	0.0%
Total Transfers	\$ 467,766,249	\$ 411,221,120	\$ 413,559,679	\$ 2,338,559	0.6%
Cash Reserve	75,051,172	72,950,128	77,855,125	4,904,997	6.7%
Total Expenses & Transfers	\$ 926,821,337	\$ 926,293,235	\$ 949,386,129	\$ 23,092,894	2.5%

Budget Comparison (cont)



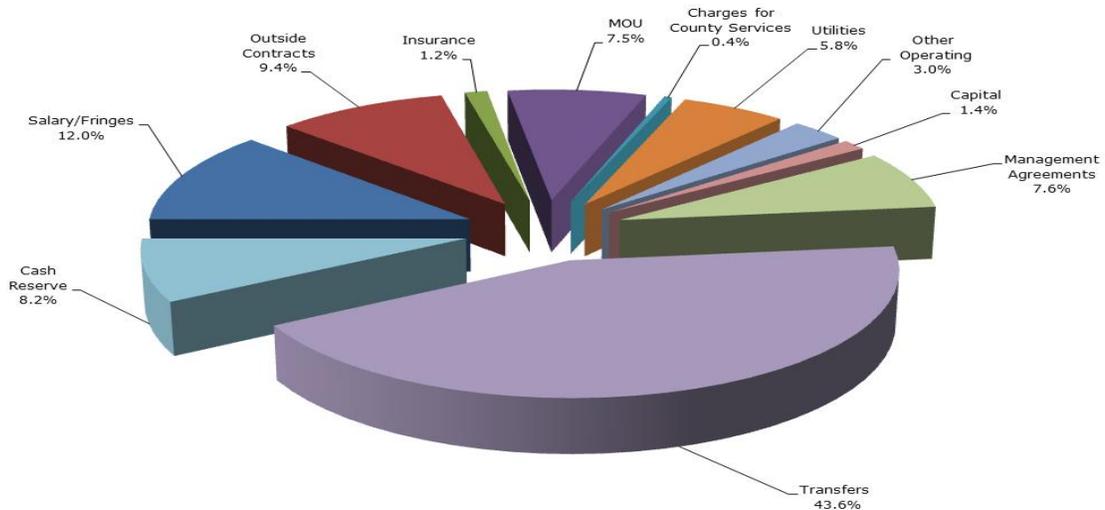
The chart above is a comparison of the FY 2015 and FY 2014 budgeted operating expenses by category; overall operating expenses increased by \$15,849,338 (3.6%). This is due to an increase in Salary/Fringes, Outside Contracts, MOU, and Capital, which is offset by a decrease in Utilities and Other Operating.

Major Drivers

FY 2013-14 Budget	\$ 926,293,235
Proposed personnel costs	
Salary/Fringe Adjustments	7,604,653
Increase in over-time	84,292
Proposed variance in personnel costs	933,982,180
Outside Contract Services	11,936,885
Insurance	32,725
MOU	1,584,892
Charges for County Services	464,303
Utilities	(2,000,140)
Other Operating	(4,875,510)
Capital	1,240,868
Management Agreements	(223,630)
Transfers	2,338,559
Cash Reserve	4,904,997
FY 2014-15 Budget	\$ 949,386,129

Budget by Category

Category	Adopted Budget FY 2015
Salary/Fringes	\$ 114,174,660
Outside Contracts	89,234,988
Insurance	11,613,725
MOU	71,542,969
Charges for County Services	3,941,699
Utilities	54,700,260
Other Operating	28,245,033
Capital	12,837,104
Management Agreements	71,680,887
Transfers	413,559,679
Cash Reserve	77,855,125
Total	<u>\$ 949,386,129</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 12.0% and the major component of the non-operating expenses is the interfund transfers with 43.6%.

Narrative Overview

The Aviation Department's total expenses, including non-operating expenses are estimated to increase from \$926,293,235 in FY 2014 to \$949,386,129 in FY 2015. This represents an increase of \$23,092,894 (2.5%).

Operating Expenses

- **Salary** includes regular, overtime, sick, annual, holiday leave, etc. Regular salaries increased from to \$81,230,173 in FY 2014 to \$85,953,696 in FY 2015, which represents an increase of \$4,723,523 (5.8%). The increase is primarily due to the addition of 29 new positions and an increase 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 \$2,965,422 (12.5%), from \$25,255,542 in FY 2014 to \$28,220,964 in FY 2015, 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 \$11,936,885 (15.4%) \$77,298,103 in FY 2014 to \$89,234,988 in FY 2015.
- **Insurance** includes expenses for various types of insurance premiums such as motor vehicle liability, fire/property, airport public liability, deductible claims liability, etc. These expenses will increase by \$32,725 (0.3%), from \$11,581,000 in FY 2014 to \$11,613,725 in FY 2015.
- **MOU** includes reimbursements for services provided by other Miami-Dade County Departments, such as the Miami-Dade Police Department, Miami-Dade Fire Rescue Department, Enterprise Technology Services Department (ETSD), and Department of Environmental Resource Management (DERM). These expenses will increase by \$1,584,892 (2.3%) from \$69,958,077 in FY 2014 to \$71,542,969 in FY 2015.
- **Charges for County Services** include the Aviation Department's indirect payment to the County for support services. General & Administrative Support expenses increased by \$464,303 (13.4%), from \$3,477,396 in FY 2014 to \$3,941,699 in FY 2015.
- **Utilities** include expenses for telephone, gas, electric, water, waste collection, and storm water utility services. These expenses are expected to decrease by \$2,000,140 (-3.5%) from \$56,700,400 in FY 2014 to \$54,700,260 in FY 2015.

Narrative Overview (cont)

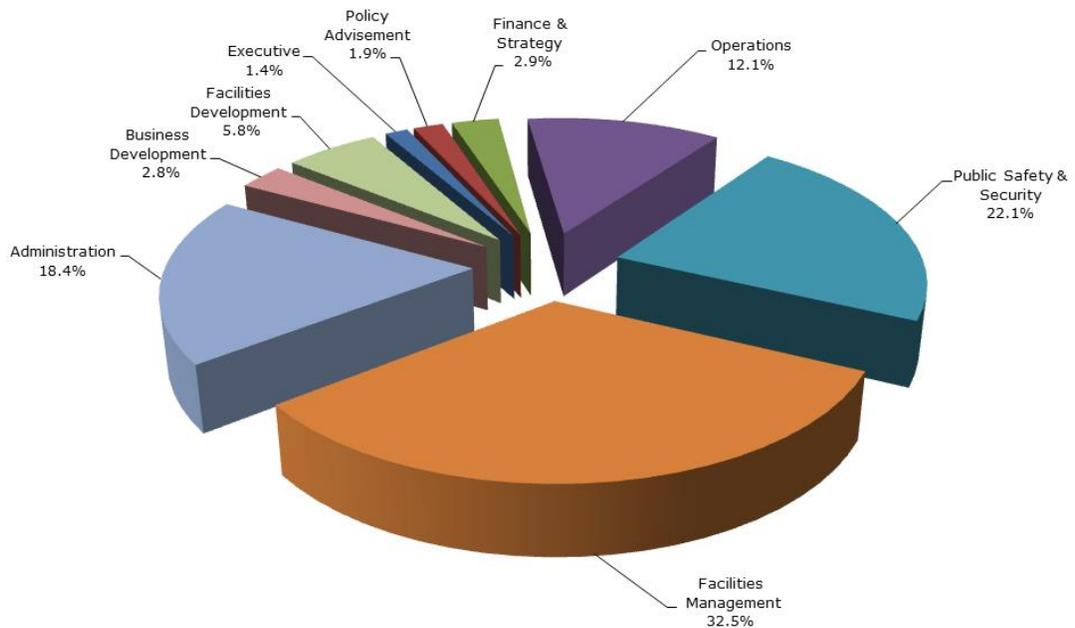
- **Other Operating** represents expenses that support the daily administrative and operational functions of the various divisions within the Department. These expenses are expected to decrease by \$4,875,510 (-14.7%) from \$33,120,543 in FY 2014 to \$28,245,033 in FY 2015.
- **Capital** includes expenses for purchases costing \$1,000 or more and with a life expectancy of one year or more. These expenses are expected to increase by \$1,240,868 (10.7%), from \$11,596,236 in FY 2014 to \$12,837,104 in FY 2015. This is due to increase for computer hardware, software, radio equipment, building improvements, 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 \$223,630 (-0.3%), from \$71,904,517 in FY 2014 to \$71,680,887 in FY 2015.

Non-Operating Expenses

- **Transfers** include transfers made from the Revenue Fund to various funds such as Improvement, Debt Service, Reserve Maintenance, and Double-Barreled Bond. Transfers are expected to increase by \$2,338,559 (0.6%), from \$411,221,120 in FY 2014 to \$413,559,679 in FY 2015. The major increase is due the transfer into the Reserve Maintenance Fund.

Budget by Group

Group	Adopted Budget FY 2015
Executive	\$ 4,683,078
Policy Advisement	6,136,321
Finance & Strategy	9,598,734
Operations	39,594,519
Public Safety & Security	72,431,287
Facilities Management	106,854,389
Administration	60,554,847
Business Development	9,346,340
Facilities Development	19,102,625
Total	<u>\$ 328,302,140</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 32.5%.

Expense Summary by Group

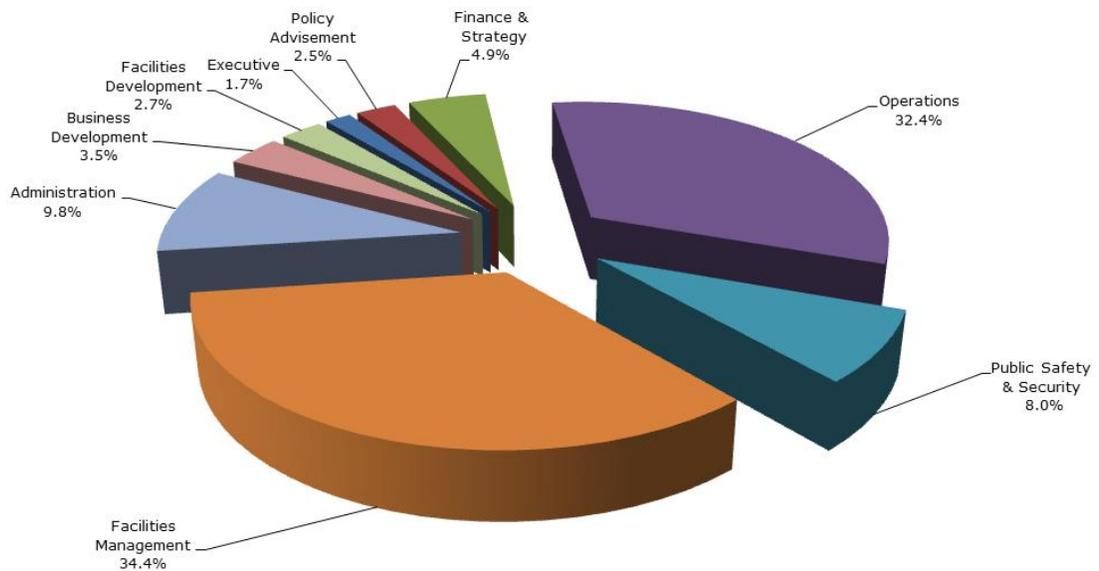
	<i>Actual</i> <i>FY 2013</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2014</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2015</i>	<i>Inc/(Dec)</i> <i>FY 2015 vs FY 2014</i>	
				<i>\$</i>	<i>%</i>
Executive Group					
Salary/Fringes	3,631,263	3,853,062	3,638,098	(214,964)	-5.6%
Outside Contracts	262,479	568,030	577,230	9,200	1.6%
MOU	-	340,000	-	(340,000)	-100.0%
Other Operating	330,455	470,600	467,750	(2,850)	-0.6%
Capital	-	-	-	-	0.0%
Total	\$ 4,224,196	\$ 5,231,692	\$ 4,683,078	\$ (548,614)	-10.5%
Policy Advisement Group					
Salary/Fringes	2,595,835	2,747,089	3,326,692	579,603	21.1%
Outside Contracts	256,013	321,603	644,846	323,243	100.5%
MOU	793,092	963,000	1,530,866	567,866	59.0%
Other Operating	127,759	169,000	508,917	339,917	201.1%
Capital	102,265	92,000	125,000	33,000	35.9%
Total	\$ 3,874,964	\$ 4,292,692	\$ 6,136,321	\$ 1,843,629	42.9%
Finance & Strategy Group					
Salary/Fringes	5,001,925	5,757,102	5,794,044	36,942	0.6%
Outside Contracts	1,668,748	2,756,100	3,089,600	333,500	12.1%
MOU	62,611	60,000	67,000	7,000	11.7%
Other Operating	315,755	647,250	628,750	(18,500)	-2.9%
Capital	-	7,000	19,340	12,340	176.3%
Total	\$ 7,049,038	\$ 9,227,452	\$ 9,598,734	\$ 371,282	4.0%
Operations Group					
Salary/Fringes	28,193,964	31,224,547	33,624,893	2,400,346	7.7%
Outside Contracts	404,778	665,351	801,965	136,614	20.5%
MOU	146,395	1,169,205	1,901,600	732,395	62.6%
Utilities	291,254	303,000	315,000	12,000	4.0%
Other Operating	396,633	820,439	1,036,563	216,124	26.3%
Capital	1,040,278	2,139,424	1,914,498	(224,926)	-10.5%
Total	\$ 30,473,302	\$ 36,321,966	\$ 39,594,519	\$ 3,272,553	9.0%
Public Safety & Security Group					
Salary/Fringes	5,213,726	5,752,581	7,227,184	1,474,603	25.6%
Outside Contracts	110,788	369,600	329,300	(40,300)	-10.9%
Insurance	196,310	280,000	257,725	(22,275)	-8.0%
MOU	57,713,444	60,619,548	59,554,046	(1,065,502)	-1.8%
Charges for County Services	59,878	1,099,744	1,128,401	28,657	2.6%
Utilities	59,300	107,400	95,260	(12,140)	-11.3%
Other Operating	233,232	911,315	866,185	(45,130)	-5.0%
Capital	107,740	1,369,150	2,973,186	1,604,036	117.2%
Total	\$ 63,694,419	\$ 70,509,338	\$ 72,431,287	\$ 1,921,949	2.7%
Facilities Management Group					
Salary/Fringes	33,168,676	35,963,640	37,476,812	1,513,172	4.2%
Outside Contracts	48,528,617	47,357,256	51,552,962	4,195,706	8.9%
MOU	1,075,979	885,524	885,124	(400)	0.0%
Utilities	3,166,445	3,490,000	3,490,000	-	0.0%
Other Operating	6,810,653	7,302,323	10,180,596	2,878,273	39.4%
Capital	999,226	2,110,617	3,268,895	1,158,278	54.9%
Total	\$ 93,749,596	\$ 97,109,360	\$ 106,854,389	\$ 9,745,029	10.0%

Expense Summary by Group (cont)

	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2013</i>	<i>Budget</i> <i>FY 2014</i>	<i>Budget</i> <i>FY 2015</i>	<i>FY 2015 vs FY 2014</i>	
				\$	%
Administration Group					
Salary/Fringes	12,253,621	13,678,409	14,155,114	476,705	3.5%
Outside Contracts	8,292,077	13,102,745	17,773,249	4,670,504	35.6%
Insurance	9,501,119	11,301,000	11,356,000	55,000	0.5%
MOU	6,361,779	4,495,800	4,614,333	118,533	2.6%
Charges for County Services	312,710	325,000	325,000	-	0.0%
Utilities	-	7,500,000	7,500,000	-	0.0%
Other Operating	1,588,612	1,857,724	3,024,305	1,166,581	62.8%
Capital	2,123,144	3,337,045	1,806,846	(1,530,199)	-45.9%
Total	\$ 40,433,063	\$ 55,597,723	\$ 60,554,847	\$ 4,957,124	8.9%
Business Development Group					
Salary/Fringes	3,652,033	4,400,874	4,593,937	193,063	4.4%
Outside Contracts	1,306,191	2,218,918	2,220,836	1,918	0.1%
MOU	69,920	75,000	40,000	(35,000)	-46.7%
Other Operating	2,726,365	3,907,223	2,404,567	(1,502,656)	-38.5%
Capital	331,845	29,000	87,000	58,000	200.0%
Total	\$ 8,086,355	\$ 10,631,015	\$ 9,346,340	\$ (1,284,675)	-12.1%
Facilities Development Group					
Salary/Fringes	2,658,659	3,108,411	4,337,886	1,229,475	39.6%
Outside Contracts	3,146,923	7,438,500	9,745,000	2,306,500	31.0%
MOU	2,352,467	1,350,000	2,950,000	1,600,000	118.5%
Utilities	-	1,700,000	1,700,000	-	0.0%
Other Operating	50,269	131,800	227,400	95,600	72.5%
Capital	-	12,000	142,339	130,339	1086.2%
Total	\$ 8,208,317	\$ 13,740,711	\$ 19,102,625	\$ 5,361,914	39.0%
Total of all Groups					
Salary/Fringes	96,369,701	106,485,715	114,174,660	7,688,945	7.2%
Outside Contracts	63,976,614	74,798,103	86,734,988	11,936,885	16.0%
Insurance	9,697,429	11,581,000	11,613,725	32,725	0.3%
MOU	68,575,687	69,958,077	71,542,969	1,584,892	2.3%
Charges for County Services	372,589	1,424,744	1,453,401	28,657	2.0%
Utilities	3,516,999	13,100,400	13,100,260	(140)	0.0%
Other Operating	12,579,733	16,217,674	19,345,033	3,127,359	19.3%
Capital	4,704,497	9,096,236	10,337,104	1,240,868	13.6%
Total	\$ 259,793,250	\$ 302,661,949	\$ 328,302,140	\$ 25,640,191	8.5%

Personnel by Group

Group	Adopted Budget FY 2015
Executive	21
Policy Advisement	32
Finance & Strategy	62
Operations	407
Public Safety & Security	101
Facilities Management	432
Administration	123
Business Development	44
Facilities Development	34
Total	1,256

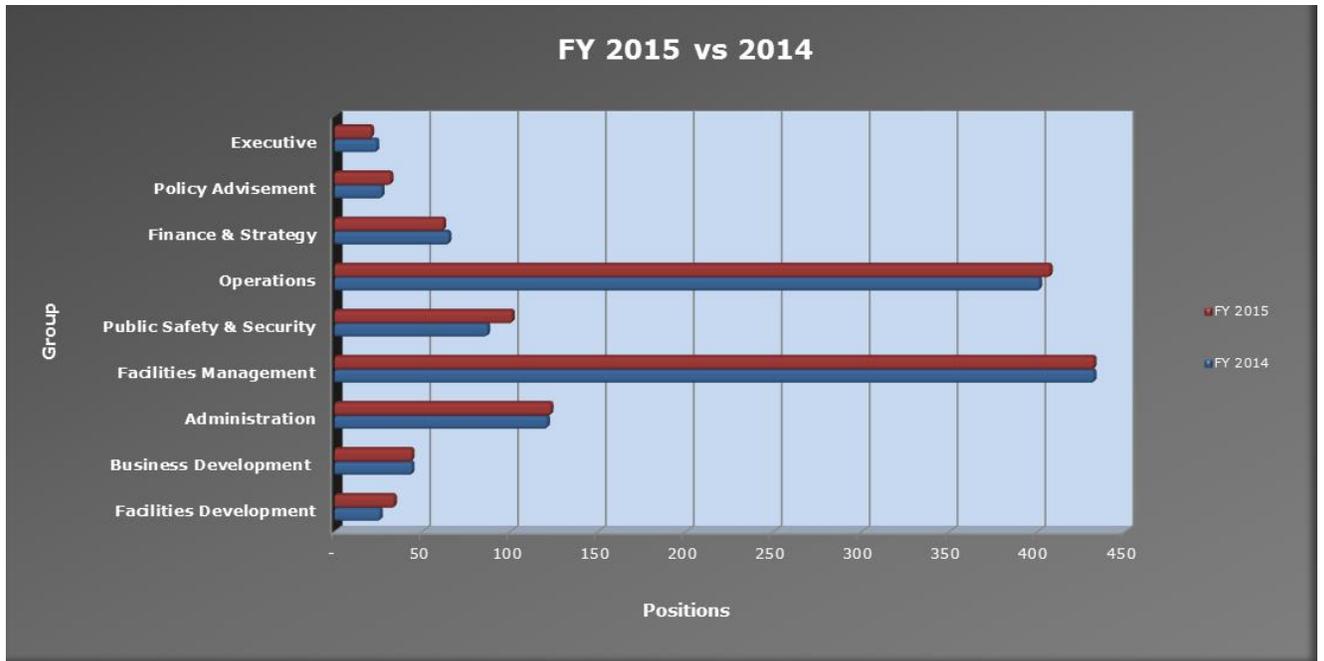


The chart above represents the budgeted positions by Group as a percentage of the total; The Group that comprises the majority of the positions is the Facilities Management Group with 34.4%.

Personnel Summary by Group

	<i>Actual FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Inc/(Dec) FY 15 vs FY 14</i>
Executive Group				
Executive	8	10	8	(2)
Legal	12	13	13	-
North Terminal Development	1	1	-	(1)
Total	21	24	21	(3)
Policy Advisement				
Governmental Affairs	4	4	4	-
Fine Arts & Cultural Affairs	1	2	2	-
Public & Customer Relations	-	-	8	8
Communications	8	8	5	(3)
Professional Compliance	3	3	3	-
Protocol & International Affairs	10	10	10	-
Total	26	27	32	5
Finance & Strategy Group				
Finance & Strategy	6	6	5	(1)
Accounting	38	42	42	-
Capital Finance	1	1	1	-
Program Controls	6	6	5	(1)
Financial Planning & Performance Analysis	5	5	4	(1)
Cash Management	4	5	5	-
Total	60	65	62	(3)
Operations Group				
Operations	-	1	3	2
Airside Operations	94	98	99	1
Terminal Operations	143	147	150	3
Landside Operations	124	127	128	1
General Aviation Airports	23	23	22	(1)
Noise Abatement	5	5	5	-
Total	389	401	407	6
Public Safety & Security Group				
Police Services	-	-	-	-
Fire & Rescue	-	-	-	-
Security & Safety	84	87	101	14
Total	84	87	101	14
Facilities Management Group				
Facilities Management	12	12	12	-
Maintenance	402	420	420	-
Total	414	432	432	-
Administration Group				
Administration	3	3	3	-
Human Resources	21	24	24	-
Contracts Administration	6	6	7	1
Information Systems	54	56	56	-
Minority Affairs	8	8	8	-
Commodities Management	24	24	25	1
Total	116	121	123	2
Business Development Group				
Business Development	-	1	2	1
Real Estate Management & Development	21	22	23	1
Marketing	9	11	8	(3)
Airport Concession Business Development	6	6	6	-
Communications, Hospitality, & Transportation Services	4	4	5	1
Total	40	44	44	-
Facilities Development Group				
Facilities Development	-	1	1	-
Facilities	-	-	9	9
Aviation Planning, Land-Use & Grants	9	10	9	(1)
Civil Environmental Engineering	14	15	15	-
Total	23	26	34	8
Department Total	1,173	1,227	1,256	29

Personnel Summary by Group (cont)



The chart above is a comparison by Group between the number of positions budgeted for in FY 2015 and FY 2014; the major change was in the Public Safety & Security Group.

Personnel Changes by Group

Executive Group	Purpose
Executive Transfer out - Executive Secretary to Business Development Division, Section Chief, Aviation and Special Projects Administrator 2 to Marketing Division, and Special Projects Administrator 1 from Financial Planning & Performance Analysis Division	Positions transferred due to reorganization of staff
North Terminal Development Transfer out - Chief of Design to Facilities Division	Position transferred due to reorganization of staff
Finance & Strategy Group	Purpose
Finance & Strategy Transfer out - Executive Secretary to Executive Division	Position transferred due to reorganization of staff
Financial Planning & Performance Analysis Transfer out - Special Projects Administrator 1 to Executive Division	Position transferred due to reorganization of staff
Policy Advisement Group	Purpose
Public & Customer Relations Transfer in - Division Director 2, Aviation, Aviation Customer Service Supervisor from Terminal Operations Division and Aviation Advertising Services Supervisor, Airport Videographer/Editor, three Graphic/Video Technician, and Aviation Marketing Specialist reclassified to Social Media Manager from Marketing Division	Positions transferred due to reorganization of staff
Communications Transfer out - Assistant Aviation Director Public Safety & Security, Special Projects Administrator 1, Clerk 4, and Executive Secretary from Communications Division Transfer in - Aviation Planner from Aviation Planning, Land-Use & Grants Division and reclassified to Special Projects Administrator 1	Positions transferred due to reorganization of staff Position transferred due to reorganization of staff

Personnel Changes by Group (cont)

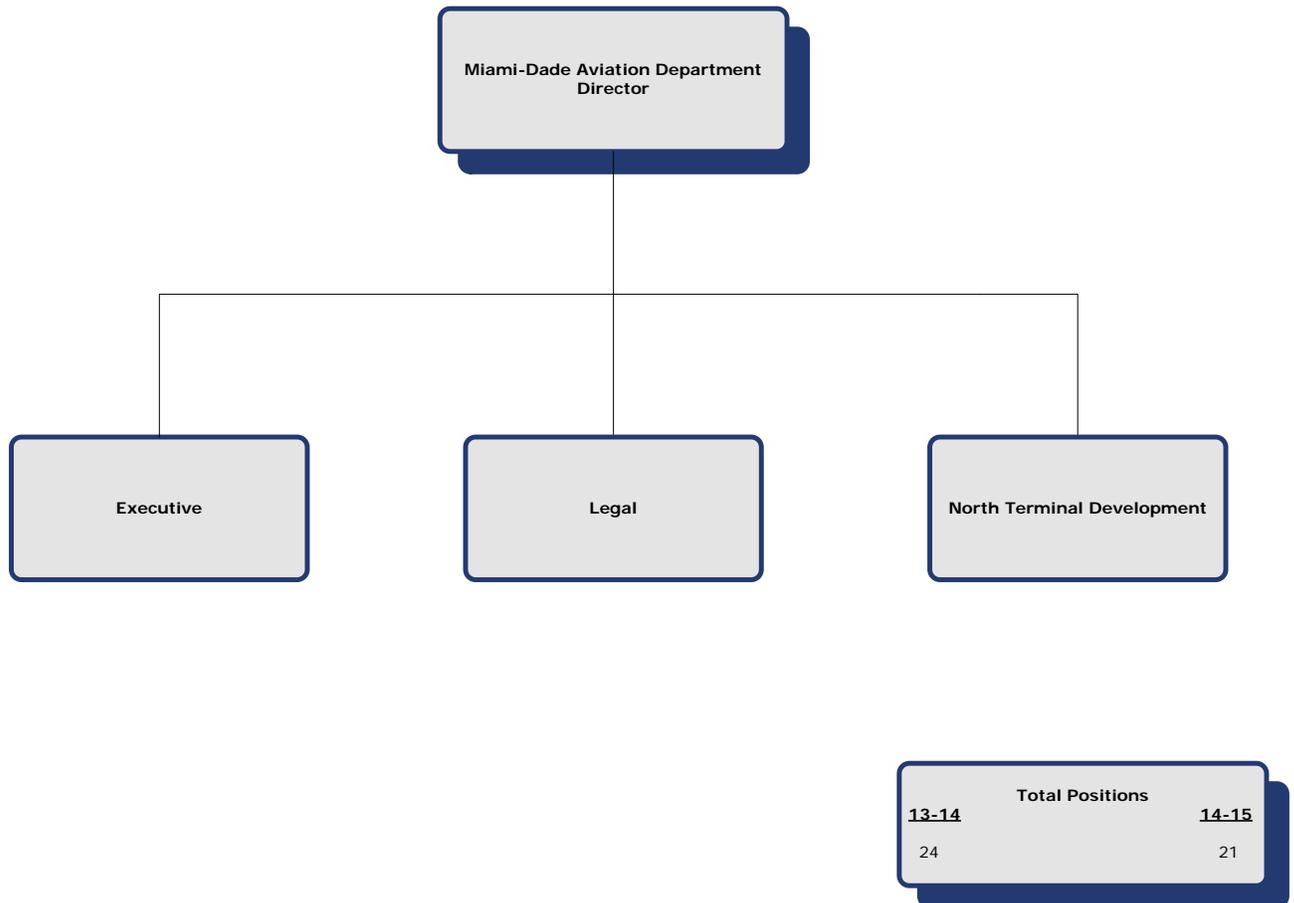
Operations Group	Purpose
Operations Transfer in - Executive Secretary from Finance & Strategy Division and Aviation Sr. Cost Manager from Program Controls Division	Positions transferred due to reorganization of staff
Airside Operations Transfer in - Airport Operations Agent from GAA Operations Division	Position transferred due to reorganization of staff
Terminal Operations Transfer out - Division Director 2, Aviation, Aviation Customer Service Supervisor to Public & Customer Relations Division and Airport Information & Program Specialist to Marketing Division New positions - Airport Operations Sr. Agent and five Airport Operations Specialist	Positions transferred due to reorganization of staff Operational necessities within the FIS enclosure
Landside Operations New position - Landside Operations Equipment Specialist	Mandated by TSA for removal of unattended vehicles
GAA Operations Transfer out - Airport Operations Agent to Airside Operations Division	Position transferred due to reorganization of staff
Public Safety & Security Group	Purpose
Security & Safety Transfer in - Assistant Aviation Director Public Safety & Security, Special Projects Administrator 1, Clerk 4, and Executive Secretary from Communications Division New positions - Airport Operations Sr. Agent and nine Airport Operations Specialist	Positions transferred due to reorganization of staff To enhance customer service in the Credentialing Section and TSA compliance
Facilities Management Group	Purpose
Maintenance Transfer out - Chief Aviation Construction, Engineer 4, Engineer 3, two Construction Manager 3, and three Construction Manager 2 to Facilities Division and Airport Maintenance Repairer to Commodities Management and reclassified to Airport Inventory Control Specialist New positions - Airport Locksmith, two Airport Refrigeration A/C Mechanic, three Airport Electronic Electrical Equipment Technician 1, and three Airport Fire Suppression Systems Technician	Positions transferred due to reorganization of staff Operational necessities
Administration Group	Purpose
Contracts Administration New position - Aviation Procurement Contracts Officer	To process increased contractual obligations
Commodities Management Transfer in - Airport Maintenance Repairer from Maintenance Division and reclassified to Airport Inventory Control Specialist	Position transferred due to reorganization of staff
Business Development Group	Purpose
Business Development Transfer in - Executive Secretary from Executive Division	Position transferred due to reorganization of staff
Real Estate Management & Development New position - Aviation Property Manager 2	To manage increased leasable square footage as a result of completion of the new MIA North Terminal
Marketing Transfer in - Section Chief, Aviation and Special Projects Administrator 2 from Executive Division, and Airport Information & Program Specialist from Terminal Operations Division Transfer out - Aviation Advertising Services Supervisor, Airport Videographer/Editor, three Graphic/Video Technician, and Aviation Marketing Specialist reclassified to Social Media Manager to Public & Customer Relations Division	Positions transferred due to reorganization of staff Positions transferred due to reorganization of staff
Communication, Hospitality & Transportation Services New position - Special Projects Administrator 2	To manage increased leasable square footage as a result of completion of the new MIA North Terminal
Facilities Development Group	Purpose
Facilities Transfer in - Chief Aviation Construction, Engineer 4, Engineer 3, two Construction Manager 3, and three Construction Manager 2 from Maintenance Division and Chief Aviation Design from North Terminal Development Division	Positions transferred due to reorganization of staff
Aviation Planning, Land-Use, & Grants Transfer out - Aviation Planner to Communications Division and reclassified to Special Projects Administrator 1	Position transferred due to reorganization of staff

Executive Group

Overview

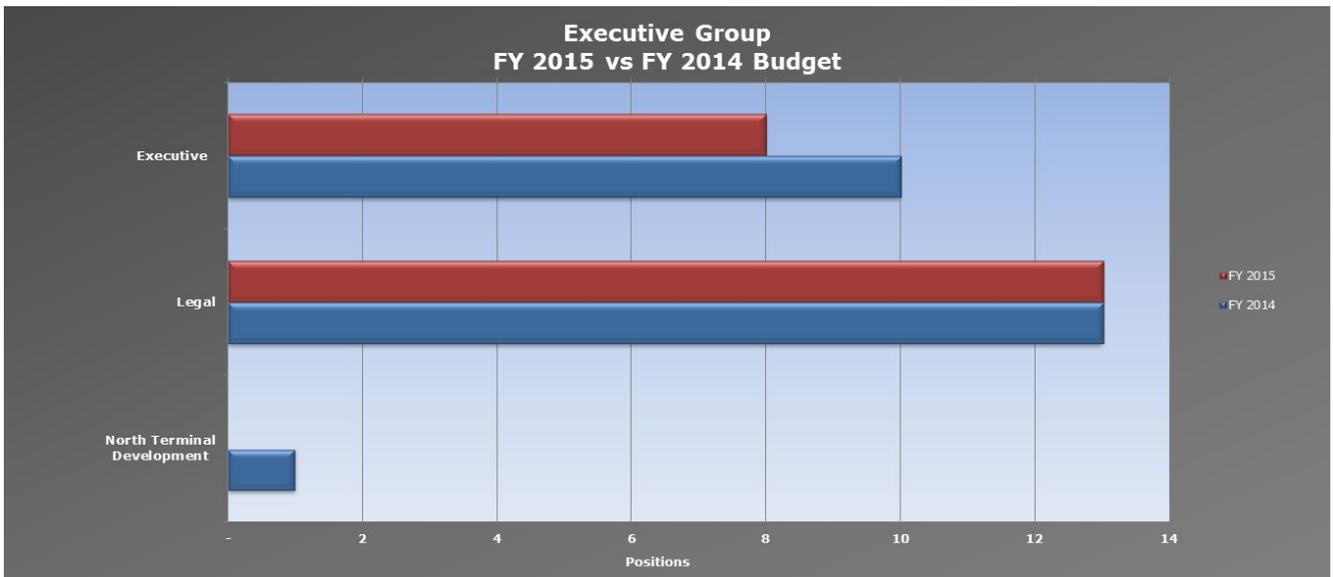
The Executive Group provides leadership and direction to the department staff in accomplishing the stated goals and objectives. The Group consists of the Executive, Legal, and North Terminal Development Divisions.

Organizational Structure



Personnel Summary

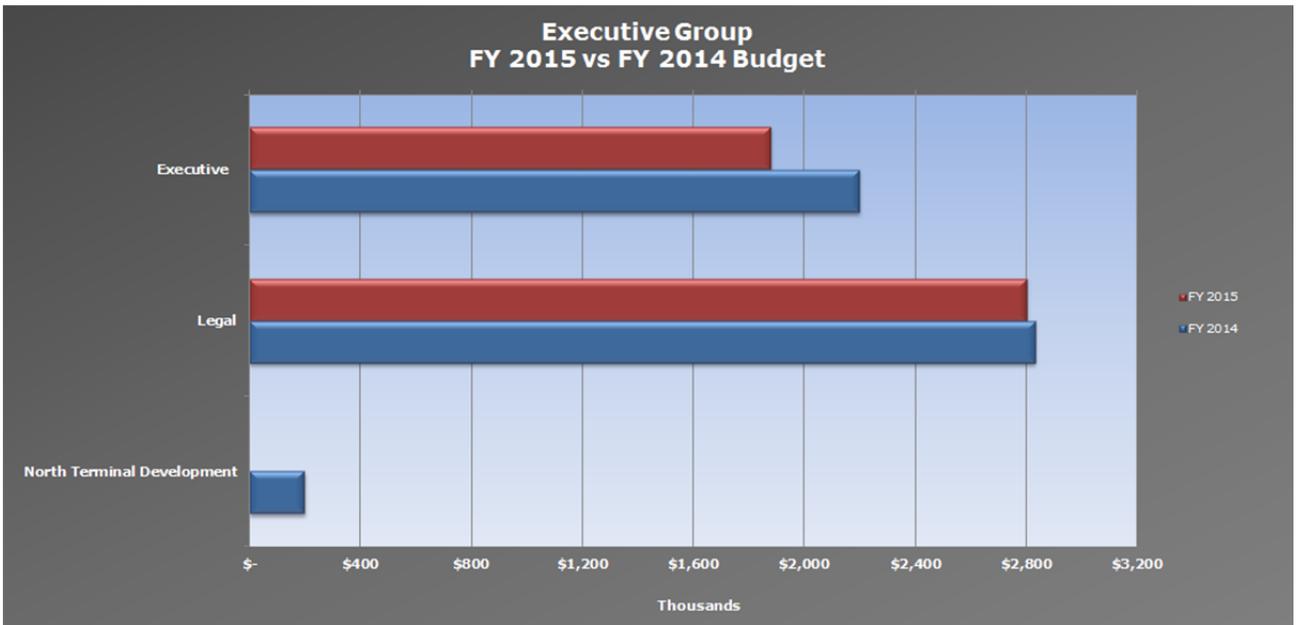
	<i>Actual FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Inc/(Dec) FY15 vs FY14</i>
Executive	8	10	8	(2)
Legal	12	13	13	-
North Terminal Development	1	1	-	(1)
Total	21	24	21	(3)



The chart above is a comparison between the FY 2015 and FY 2014 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 Division due to the reorganization of staff.

Expense Summary

	<i>Actual FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Inc/(Dec) FY 2015 vs FY 2014</i>	
				<i>\$</i>	<i>%</i>
Executive	\$ 1,753,052	\$ 2,198,436	\$ 1,880,020	\$ (318,416)	-14.5%
Legal	2,211,123	2,832,350	2,803,058	(29,292)	-1.0%
North Terminal Development	260,020	200,906	-	(200,906)	-100.0%
Total	\$ 4,224,195	\$ 5,231,692	\$ 4,683,078	\$ (548,614)	-10.5%



The chart above is a comparison between the FY 2015 and FY 2014 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 Executive Division.

Group Goal(s)/Performance Measures



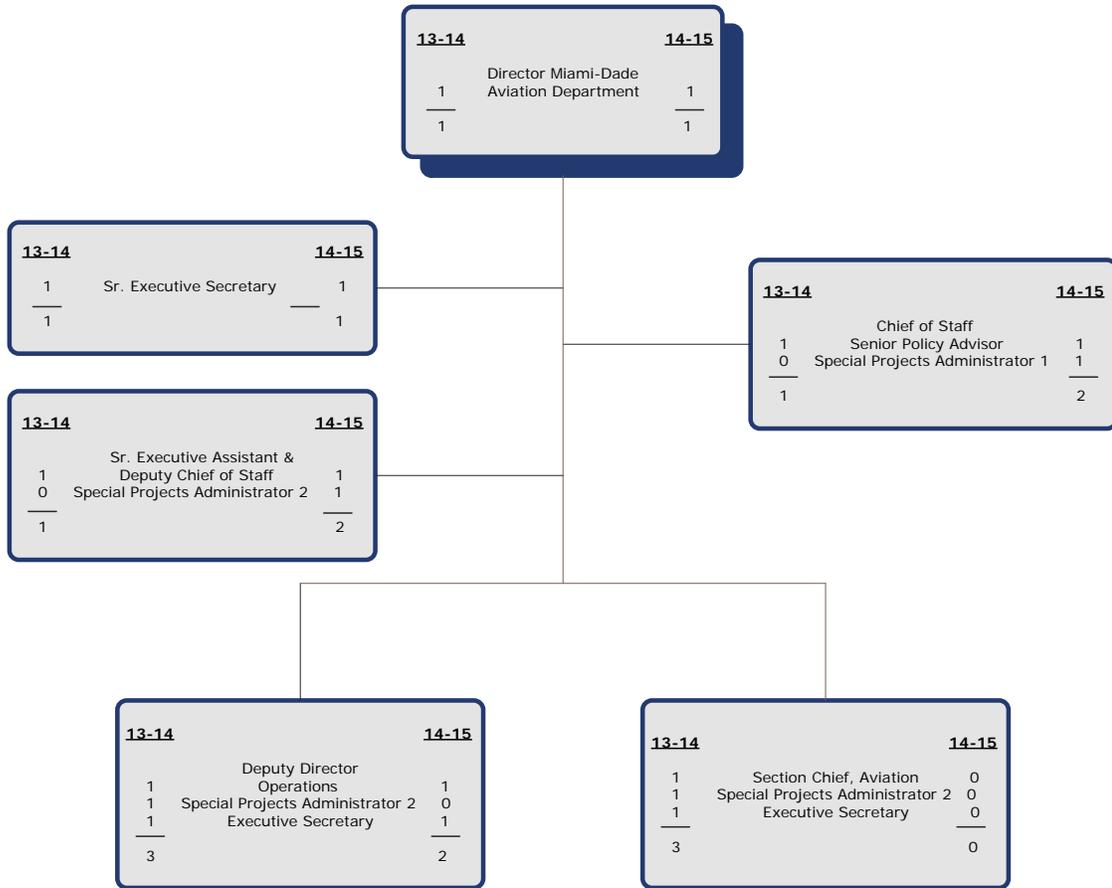
The chart above illustrates the actual and the target for the number of job related accidents that occurred during construction of the North Terminal; for FY 2013 the actual was below the target.

Accomplishments for FY 2014

- Completed and opened for operations all North Terminal areas, except for FIS facility
- Completed Baggage Handling System Phase 1 and 2

Executive

Organizational Structure



Total Positions	
13-14	14-15
10	8

Mission Statement

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

Responsibilities

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

Personnel Summary

<i>OCC</i>		<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>
<i>Code</i>	<i>Occupational Title</i>	<i>FY 2013</i>	<i>Budget</i>	<i>Budget</i>	<i>FY15 vs FY14</i>
			<i>FY 2014</i>	<i>FY 2015</i>	
5197	Director Miami-Dade Aviation Department	1	1	1	-
5196	Deputy Director Miami-Dade Aviation Department	2	1	1	-
9979	Chief of Staff Senior Policy Advisor	-	1	1	-
1496	Senior Executive Assistant to Department Director	-	1	1	-
5016	Section Chief, Aviation	1	1	-	(1)
0832	Special Projects Administrator 2	1	2	1	(1)
0831	Special Projects Administrator 1	-	-	1	1
0096	Senior Executive Secretary	1	1	1	-
0095	Executive Secretary	2	2	1	(1)
	Total	8	10	8	(2)

Expense Summary

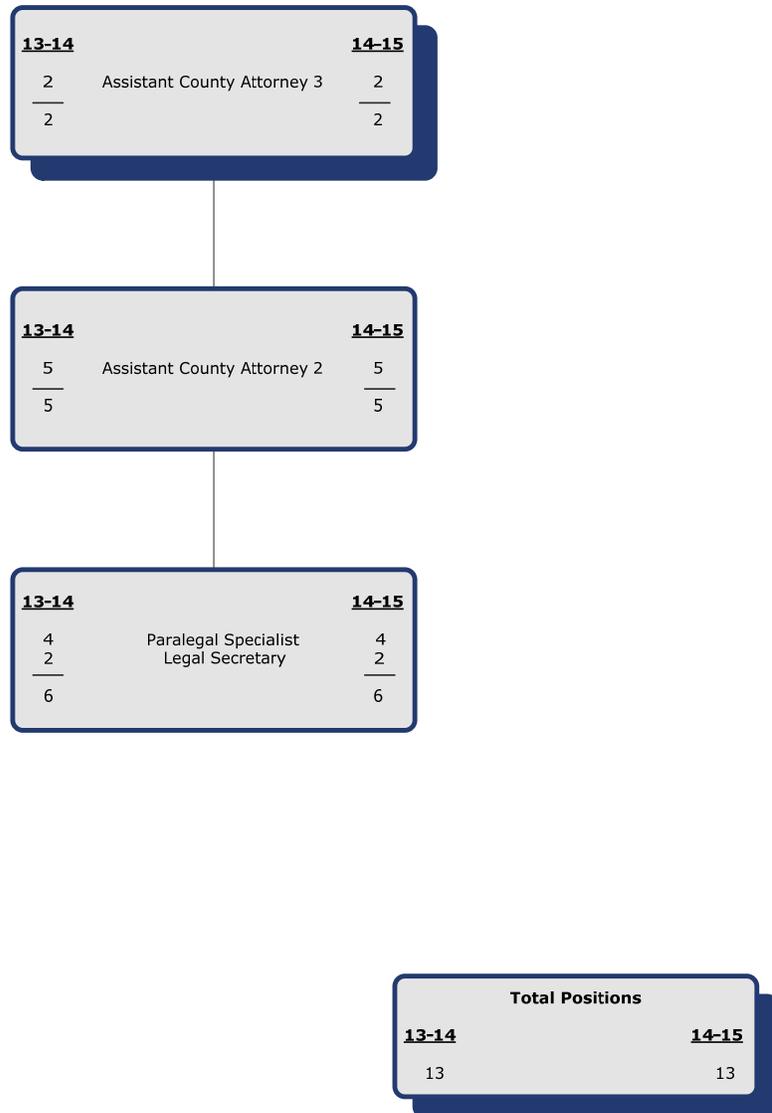
	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2013</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 2015 vs FY 2014</i>	
		<i>FY 2014</i>	<i>FY 2015</i>	<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 1,222,541	\$ 1,201,270	\$ 1,122,902	\$ (78,368)	-6.5%
Over-time	126	-	-	-	0.0%
Fringes	203,363	258,066	306,668	48,602	18.8%
Total Salary/Fringes	\$ 1,426,030	\$ 1,459,336	\$ 1,429,570	\$ (29,766)	-2.0%
Outside Contracts	36,366	46,000	55,200	9,200	20.0%
MOU	-	340,000	-	(340,000)	-100.0%
Other Operating	290,656	353,100	395,250	42,150	11.9%
Capital	-	-	-	-	0.0%
Total	\$ 1,753,052	\$ 2,198,436	\$ 1,880,020	\$ (318,416)	-14.5%

Major Drivers

FY 2013-14 Budget	\$ 2,198,436
Proposed personnel costs	
Salary/Fringe Adjustments	(29,766)
Proposed variance in personnel costs	<u>2,168,670</u>
Outside Contract Services	
Increase in catering expenses provided by Hotel & Host Marriott for meetings and other outside contract services	9,200
MOU	
Decrease due to reallocation of expense for services provided by Art in Public Places to Fine Arts & Cultural Affairs Division	(340,000)
Other Operating	
Increase in auto expense reimbursement, memberships, travel, and uniforms	87,750
Decrease in publications, parking reimbursement, inservice training, registration fees, miscellaneous general & administrative expenses, and office supplies	(45,600)
FY 2014-15 Budget	<u><u>\$ 1,880,020</u></u>

Legal

Organizational Structure



Mission Statement

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

Responsibilities

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

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Inc/(Dec) FY15 vs FY14</i>
8554	Assistant County Attorney 3	1	2	2	-
8552	Assistant County Attorney 2	5	5	5	-
8520	Paralegal Specialist	4	4	4	-
8522	Legal Secretary	2	2	2	-
Total		12	13	13	-

Expense Summary

	<i>Actual FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Inc/(Dec) FY 2015 vs FY 2014</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 1,689,849	\$ 1,904,615	\$ 1,836,472	\$ (68,143)	-3.6%
Over-time		-	-	-	0.0%
Fringes	258,087	333,205	372,056	38,851	11.7%
Total Salary/Fringes	\$ 1,947,936	\$ 2,237,820	\$ 2,208,528	\$ (29,292)	-1.3%
Outside Contracts	226,113	522,030	522,030	-	0.0%
MOU	-	-	-	-	0.0%
Other Operating	37,074	72,500	72,500	-	0.0%
Capital	-	-	-	-	0.0%
Total	2,211,123	2,832,350	2,803,058	-	0.0%

Major Drivers

FY 2013-14 Budget	\$ 2,832,350
Proposed personnel costs	
Salary/Fringe Adjustments	<u>(29,292)</u>
Proposed variance in personnel costs	<u>2,803,058</u>
FY 2014-15 Budget	<u><u>\$ 2,803,058</u></u>

North Terminal Development

Organizational Structure

<u>13-14</u>		<u>14-15</u>
1	Chief MIA	0
1	North Terminal Development	0
1		0

<u>13-14</u>	Total Positions	<u>14-15</u>
1		0

Mission Statement

This division merged with the Facilities Division.

Responsibilities

This division merged with the Facilities Division.

North Terminal Development

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Inc/(Dec) FY15 vs FY14</i>
5176	Chief MIA North Terminal Development	1	1	-	(1)
	Total	1	1	-	(1)

Expense Summary

	<i>Actual FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Inc/(Dec) FY 2015 vs FY 2014</i>	
				\$	%
Salary/Fringes					
Regular	\$ 227,278	\$ 130,436	\$ -	\$ (130,436)	-100.0%
Over-time	-	-	-	-	0.0%
Fringes	30,018	25,470	-	(25,470)	-100.0%
Total Salary/Fringes	\$ 257,296	\$ 155,906	\$ -	\$ (155,906)	-100.0%
Outside Contracts	-	-	-	-	0.0%
Other Operating	2,724	45,000	-	(45,000)	-100.0%
Capital	-	-	-	-	0.0%
Total	\$ 260,020	\$ 200,906	\$ -	\$ (200,906)	-100.0%

Major Drivers

FY 2013-14 Budget	\$ 200,906
Proposed personnel costs	
Salary/Fringe Adjustments	<u>(155,906)</u>
Proposed variance in personnel costs	45,000
Other Operating	
Decrease in operating expenses as a result of reallocation to Facilities division	<u>(45,000)</u>
FY 2014-15 Budget	\$ -

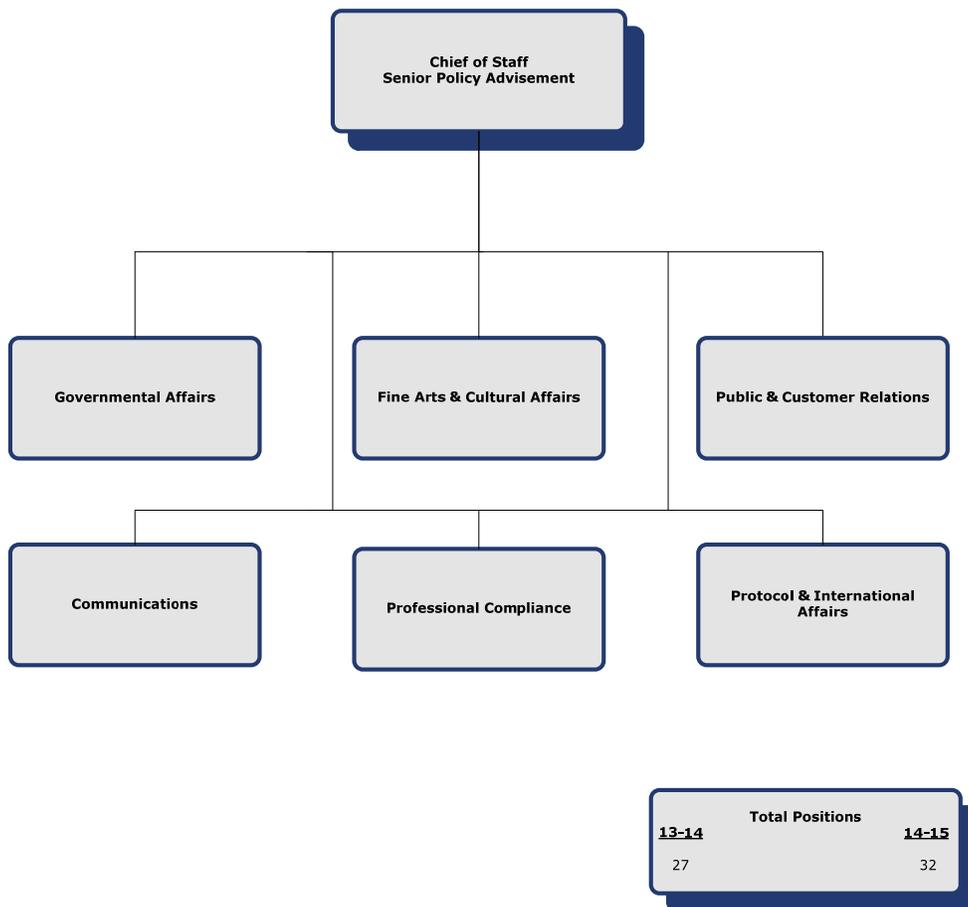


Policy Advisement Group

Overview

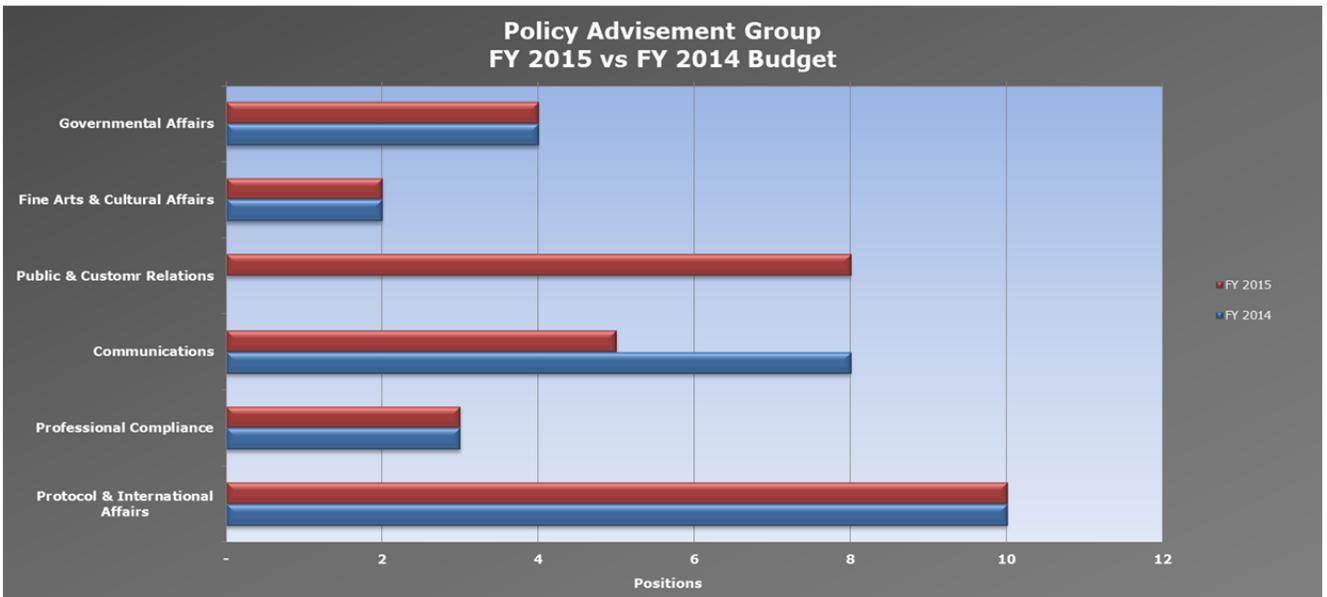
The Policy Advisement Group protects and advances the strategic interests of the Miami-Dade system of airports through superior government relations at the local, state, and federal levels, utilizes the airport facility to create an environment that is visually stimulating for passengers at the airport, oversees MIA's image, branding, customer service, and electronic media, to include social media, coordinates internal and external communication activities, assures compliance with established policies, rules and regulations as well as industry best practices, and provides protocol services to ensure a smooth passage of dignitaries through the airport. The Group consists of the Governmental Affairs, Fine Arts & Cultural Affairs, Public & Customer Relations, Communications, Professional Compliance, and Protocol & International Affairs Divisions.

Organizational Structure



Personnel Summary

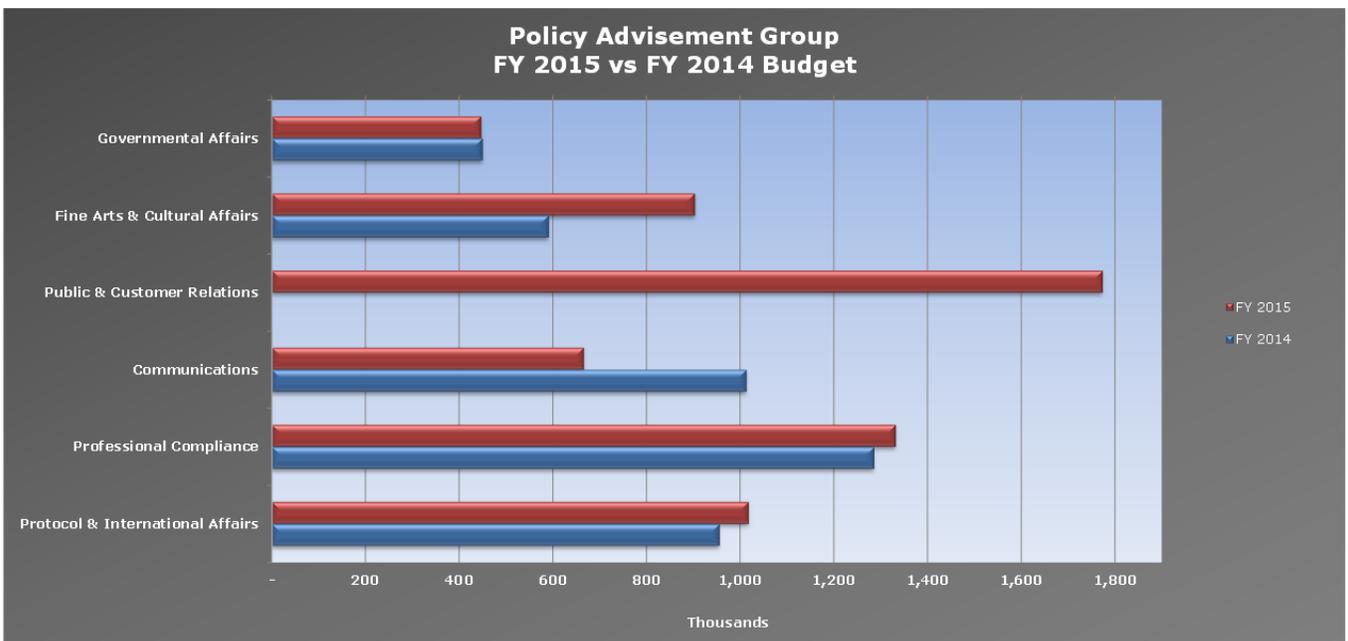
	<i>Actual FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Inc/(Dec) FY15 vs FY14</i>
Governmental Affairs	4	4	4	-
Fine Arts & Cultural Affairs	1	2	2	-
Public & Customer Relations	-	-	8	8
Communications	8	8	5	(3)
Professional Compliance	3	3	3	-
Protocol & International Affairs	10	10	10	-
Total	26	27	32	5



The chart above is a comparison between the FY 2015 and FY 2014 positions budgeted for the divisions in the Policy Advisement Group; overall there is an increase in personnel for the Group, the major increase is within the Public & Customer Relations Division due to the reorganization of staff.

Expense Summary

	<i>Actual</i> <i>FY 2013</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2014</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2015</i>	<i>Inc/(Dec)</i> <i>FY 2015 vs FY 2014</i>	
				<i>\$</i>	<i>%</i>
Governmental Affairs	434,005	449,339	446,482	(2,857)	-0.6%
Fine Arts & Cultural Affairs	495,276	590,412	902,637	312,225	52.9%
Public & Customer Relations	-	-	1,772,932	1,772,932	100.0%
Communications	944,815	1,012,545	665,573	(346,972)	-34.3%
Professional Compliance	1,156,048	1,285,432	1,331,294	45,862	3.6%
Protocol & International Affairs	844,821	954,964	1,017,403	62,439	6.5%
Total	\$ 3,874,965	\$ 4,292,692	\$ 6,136,321	\$ 1,843,629	42.9%



The chart above is a comparison between the FY 2015 and FY 2014 budget for the divisions in the Policy Advisement Group; overall there is an increase in expenses for the Group, with the major increase reflected in Public & Customer Relations Division.

Group Goal(s)/Performance Measures

Non Applicable

Accomplishments for FY 2014

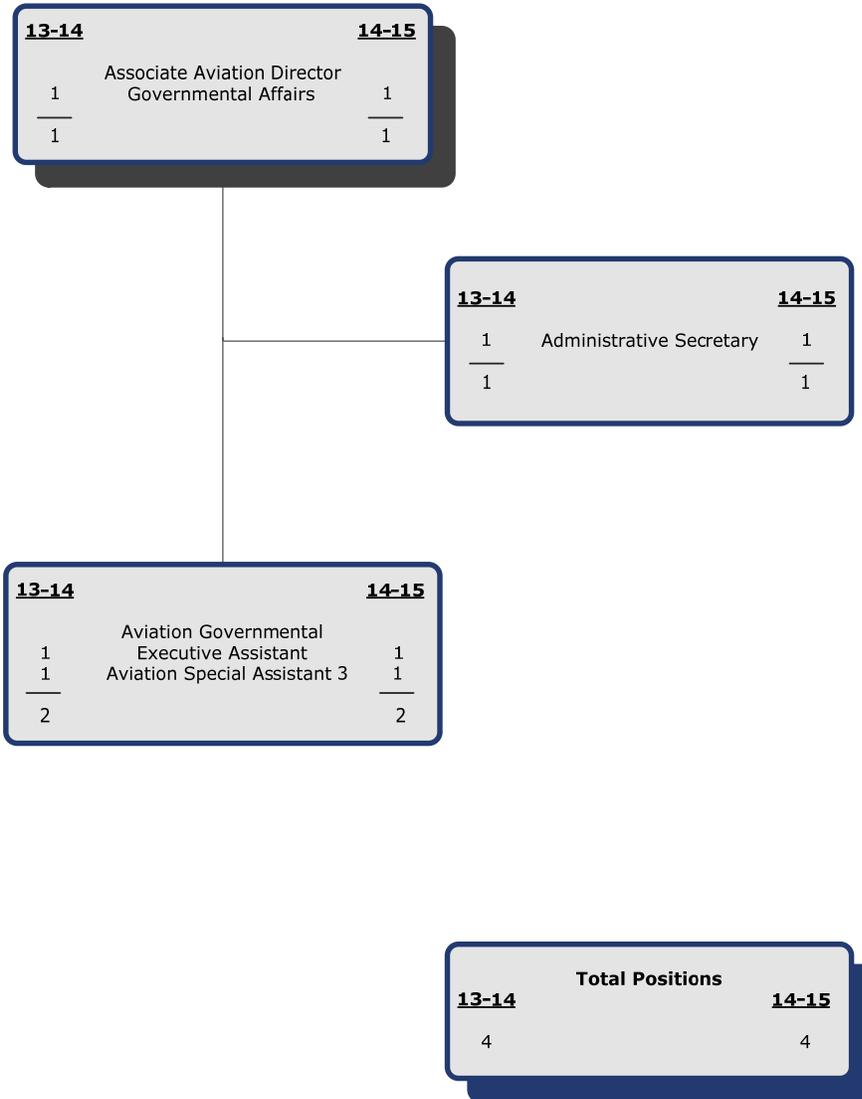
- Processed and briefed the Mayor's office, commissioners and staff on agenda items which were successfully adopted in the best interest of the Department/County which included legislation impacting the Capital Improvement Program
- Provided strong leadership in industry coalitions including ACI-NA, AAAE, Gateway Airports Council and Florida Airports Council in moving forward the common state and federal priorities
- Maintained MIA as part of the facilitation committee that supports sufficient Customs and Border Protection staffing levels at Airports.
- Worked to maintain funding in the FDOT Work Program for MDAD Capital Projects
- Lobbied for the inclusion in the DHS Budget funding for additional CBP officers at MIA
- 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
- Designed and created MIA's first mobile app
- Created MIA's digital e-magazine and negotiated contract for same
- Directed social media efforts and garnered a 2nd place win in marketing competition for "Best Emerging Airport on Social Media"
- 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
- Developed and distributed press releases to generate positive publicity for MIA
- Assisted with the development of presentations such as the Director's annual State of the Ports

Accomplishments for FY 2014 (cont)

- Completed various procedural evaluations and reviews which assisted the Department in streamlining operations, correcting weak internal controls or provided information for management decisions
- Concluded Department audit responses to reports from the Audit and Management Services (AMS) Department or the Commission Auditors Office
- Composed, negotiated, and reviewed Memorandums of Understanding (MOU)
- 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

Governmental Affairs

Organizational Structure



Mission Statement

The mission of the Governmental Affairs Division is to protect and advance the strategic interests of the Miami-Dade System of Airports through superior government relations at the local, state and federal levels.

Responsibilities

- Developing and/or reviewing of all departmental submissions to the BCC, coordinating agenda items with departmental senior staff, the County Manager's Office, County Attorney's Office, Clerk of the Board and County Commission members and staff
- Monitoring and reviewing proposed state and federal legislation and regulations and formulating strategies to protect the interest of the County's airport system
- Working with state and federal government and elected officials, in coordination with the County's Office of Intergovernmental Affairs (OIA)
- Maintaining relationships with government, business, civic and industry groups and leaders to obtain support for departmental objectives and programs

Personnel Summary

<i>OCC</i> <i>Code</i>	<i>Occupational Title</i>	<i>Actual</i> <i>FY 2013</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2014</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2015</i>	<i>Inc/(Dec)</i> <i>FY15 vs FY14</i>
5147	Associate Avia Dir Governmental Affairs	1	1	1	-
5236	Aviation Governmental Executive Asst	1	1	1	-
5139	Aviation Special Assistant 3	1	1	1	-
0094	Administrative Secretary	1	1	1	-
	Total	4	4	4	-

Expense Summary

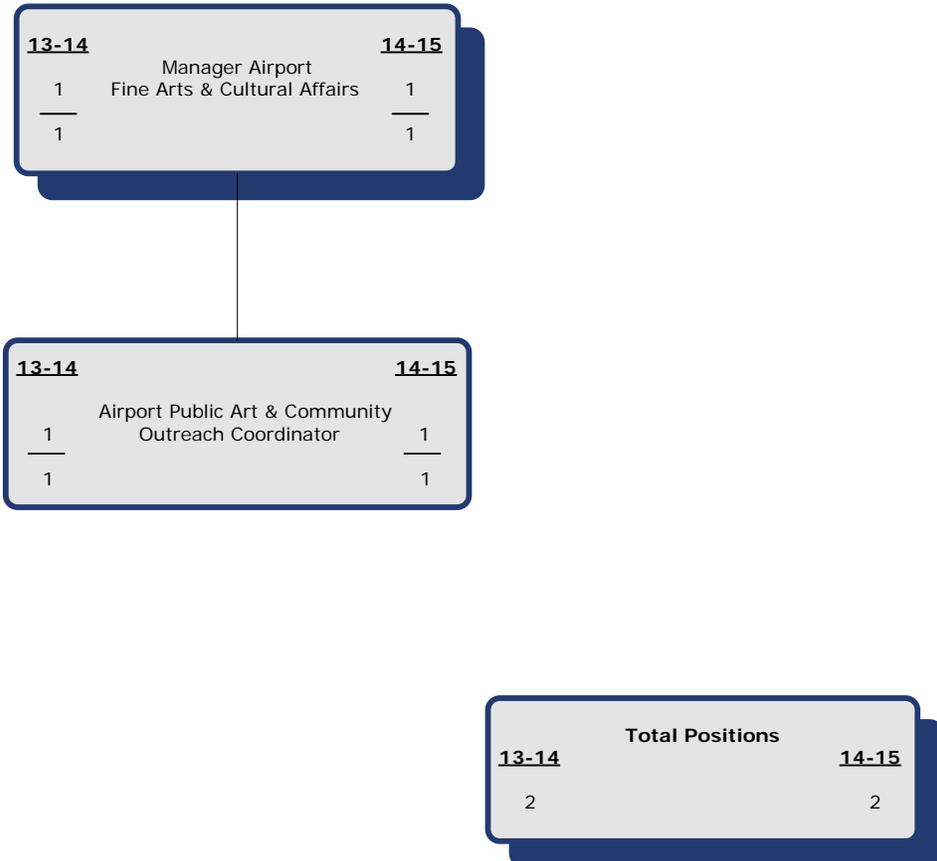
	<i>Actual</i> <i>FY 2013</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2014</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2015</i>	<i>Inc/(Dec)</i> <i>FY 2015 vs FY 2014</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 320,974	\$ 327,141	\$ 314,785	\$ (12,356)	-3.8%
Over-time	1,637	500	500	-	0.0%
Fringes	95,305	77,898	88,697	10,799	13.9%
Total Salary/Fringes	\$ 417,916	\$ 405,539	\$ 403,982	\$ (1,557)	-0.4%
Outside Contracts	-	1,000	1,000	-	0.0%
MOU	-	3,000	3,000	-	0.0%
Other Operating	16,089	39,800	28,500	(11,300)	-28.4%
Capital	-	-	10,000	10,000	100.0%
Total	\$ 434,005	\$ 449,339	\$ 446,482	\$ (1,300)	-0.3%

Major Drivers

FY 2013-14 Budget	\$ 449,339
Proposed personnel costs	
Salary/Fringe Adjustments	(1,557)
Proposed variance in personnel costs	447,782
Other Operating	
Increase in publications and registration fees	1,500
Decrease in parking reimbursement, miscellaneous general & administrative expenses, and office furniture and equipment	(12,800)
Capital	
Increase for new office furniture	10,000
FY 2014-15 Budget	\$ 446,482

Fine Arts & Cultural Affairs

Organizational Structure



Mission Statement

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

Responsibilities

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

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Inc/(Dec) FY15 vs FY14</i>
5023	Manager Airport Fine Arts & Cultural Affairs	-	1	1	-
0813	Airport Public Art & Community Outreach Coord	1	1	1	-
Total		1	2	2	-

Expense Summary

	<i>Actual FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Inc/(Dec) FY 2015 vs FY 2014</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 168,043	\$ 182,092	\$ 188,218	\$ 6,126	3.4%
Over-time	-	-	-	-	0.0%
Fringes	30,170	41,217	48,453	7,236	17.6%
Total Salary/Fringes	\$ 198,213	\$ 223,309	\$ 236,671	\$ 13,362	6.0%
Outside Contracts	113,574	202,903	42,000	(160,903)	-79.3%
MOU	-	-	447,866	447,866	100.0%
Other Operating	87,520	72,200	74,100	1,900	2.6%
Capital	95,970	92,000	102,000	10,000	10.9%
Total	\$ 495,276	\$ 590,412	\$ 902,637	\$ 312,225	52.9%

Major Drivers

FY 2013-14 Budget	\$ 590,412
Proposed personnel costs	
Salary/Fringe Adjustments	13,362
Proposed variance in personnel costs	603,774
Outside Contract Services	
Increase in catering services provided by Hotel, Top, Host Marriott for receptions and exhibit openings and other outside contracted services	7,000
Decrease in miscellaneous maintenance contracts	(167,903)
MOU	
Increase due to reallocation of expense for services provided by Art in Public Places from Executive Division	447,866
Other Operating	
Increase in memberships, photographic services, light bulbs, and paint	12,100
Decrease in photographic supplies and miscellaneous operating supplies	(10,200)
Capital	
Increase for purchase of art work	10,000
FY 2014-15 Budget	\$ 902,637

Mission Statement

The mission of the Public & Customer Relations Division is to market and promote MIA and its services and programs to our internal and external customers via creative visual graphics and digital medium including the web and social media platforms while ensuring the most innovative programming and services.

Responsibilities

- Directing MIA's public relations and marketing campaigns for new services and programming
- Creating and maintaining MIA's brand and collateral materials whether digital or print graphics
- Assembling and directing MIA's web and intranet content and design
- Managing and directing MIA's Rewards and Recognition programs including MIA's Employee of the Year event
- Managing and directing the Department's Volunteer Ambassador Program including MIA's Volunteer of the Year event
- Creating all content for MIA's entry roadway dynamic, digitize signage

Personnel Summary

<i>OCC</i>		<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>
<i>Code</i>	<i>Occupational Title</i>	<i>FY 2013</i>	<i>Budget</i>	<i>Budget</i>	<i>FY15 vs FY14</i>
			<i>FY 2014</i>	<i>FY 2015</i>	
5054	Division Director 2, Aviation	-	-	1	1
0832	Social Media Manager	-	-	1	1
5016	Section Chief Aviation	-	-	1	1
5207	Aviation Customer Service Supervisor	-	-	1	1
5225	Airport Videographer/Editor	-	-	1	1
5384	Airport Graphic/Video Technician	-	-	3	3
	Total	-	-	8	8

Expense Summary

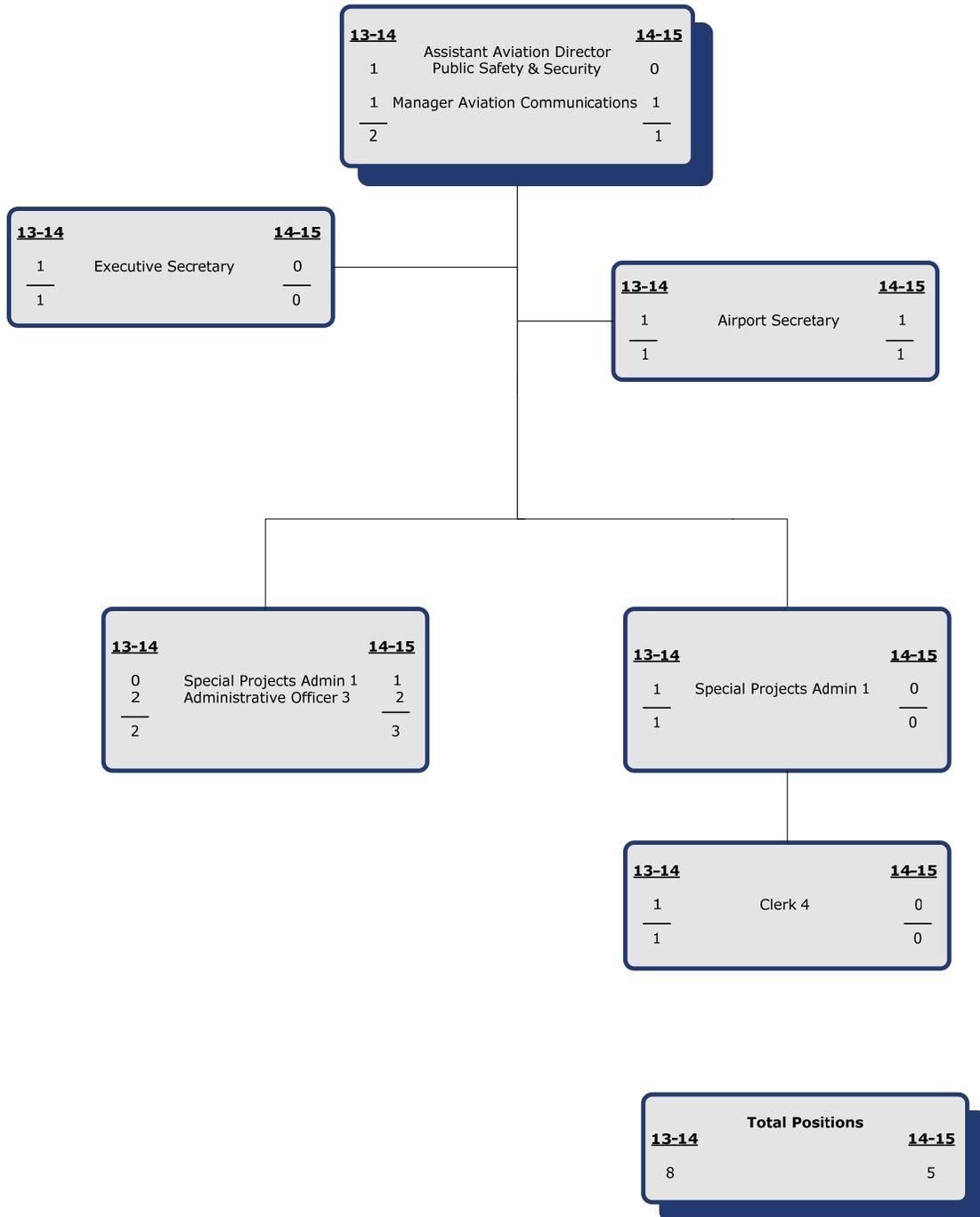
	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2013</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 2015 vs FY 2014</i>	
		<i>FY 2014</i>	<i>FY 2015</i>	\$	%
Salary/Fringes					
Regular	\$ -	\$ -	\$ 656,979	\$ 656,979	100.0%
Over-time	-	-	6,250	6,250	100.0%
Fringes	-	-	187,365	187,365	100.0%
Total Salary/Fringes	\$ -	\$ -	\$ 850,594	\$ 850,594	100.0%
Outside Contracts	-	-	474,746	474,746	100.0%
MOU	-	-	100,000	100,000	100.0%
Other Operating	-	-	334,592	334,592	100.0%
Capital	-	-	13,000	13,000	100.0%
Total	\$ -	\$ -	\$ 1,772,932	\$ 1,772,932	100.0%

Major Drivers

FY 2013-14 Budget	\$ -
Proposed personnel costs	
Salary/Fringe Adjustments	844,344
Increase in over-time	6,250
Proposed variance in personnel costs	850,594
Outside Contract Services	
Increase in advertising, promotional items, catering services provided by Hotel, Top, Host Marriott, and other outside contracted services	474,746
MOU	
Increase due to reallocation of expense for GSA printing services from Marketing Division	100,000
Other Operating	
Increase in auto & parking expense reimbursement, publications, memberships, travel expense, inservice training, registration fees, photographic services, educational seminars, rewards & recognition program, miscellaneous general & administrative expenses, office supplies, photographic supplies, and miscellaneous supplies	334,592
Capital	
Increase for computer hardware, radio equipment, and video equipment	13,000
FY 2014-15 Budget	\$ 1,772,932

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 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Inc/(Dec) FY15 vs FY14</i>
5182	Assistant Aviation Director Public Safety & Security	1	1	-	(1)
5130	Manager Aviation Communications	1	1	1	-
0831	Special Projects Administrator 1	1	1	1	-
0812	Administrative Officer 3	2	2	2	-
0013	Clerk 4	1	1	-	(1)
0095	Executive Secretary	1	1	-	(1)
5310	Airport Secretary	1	1	1	-
Total		8	8	5	(3)

Expense Summary

	<i>Actual FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Inc/(Dec) FY 2015 vs FY 2014</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 660,172	\$ 678,987	\$ 390,478	\$ (288,509)	-42.5%
Over-time	8	1,000	1,000	-	0.0%
Fringes	137,330	172,108	109,645	(62,463)	-36.3%
Total Salary/Fringes	\$ 797,510	\$ 852,095	\$ 501,123	\$ (350,972)	-41.2%
Outside Contracts	98,829	25,500	55,500	30,000	117.6%
MOU	37,645	120,000	90,000	(30,000)	-25.0%
Other Operating	10,830	14,950	18,950	4,000	26.8%
Capital		-	-	-	0.0%
Total	\$ 944,815	\$ 1,012,545	\$ 665,573	\$ (346,972)	-34.3%

Major Drivers

FY 2013-14 Budget	\$ 1,012,545
Proposed personnel costs	
Salary/Fringe Adjustments	(350,972)
Proposed variance in personnel costs	<u>661,573</u>
Outside Contract Services	
Increase in Community Periodical Advertising (CPP)	30,000
MOU	
Decrease for services provided by Community Information & Outreach (CIO) Department	(30,000)
Other Operating	
Increase in travel expense	<u>4,000</u>
FY 2014-15 Budget	<u><u>\$ 665,573</u></u>

Professional Compliance

Organizational Structure

<u>13-14</u>		<u>14-15</u>
1	Division Director 2, Aviation	1
1		1

<u>13-14</u>		<u>14-15</u>
2	Special Projects Administrator 2	2
2		2

<u>13-14</u>	Total Positions	<u>14-15</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 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Inc/(Dec) FY15 vs FY14</i>
5054	Division Director 2, Aviation	1	1	1	-
0832	Special Projects Administrator 2	2	2	2	-
Total		3	3	3	-

Expense Summary

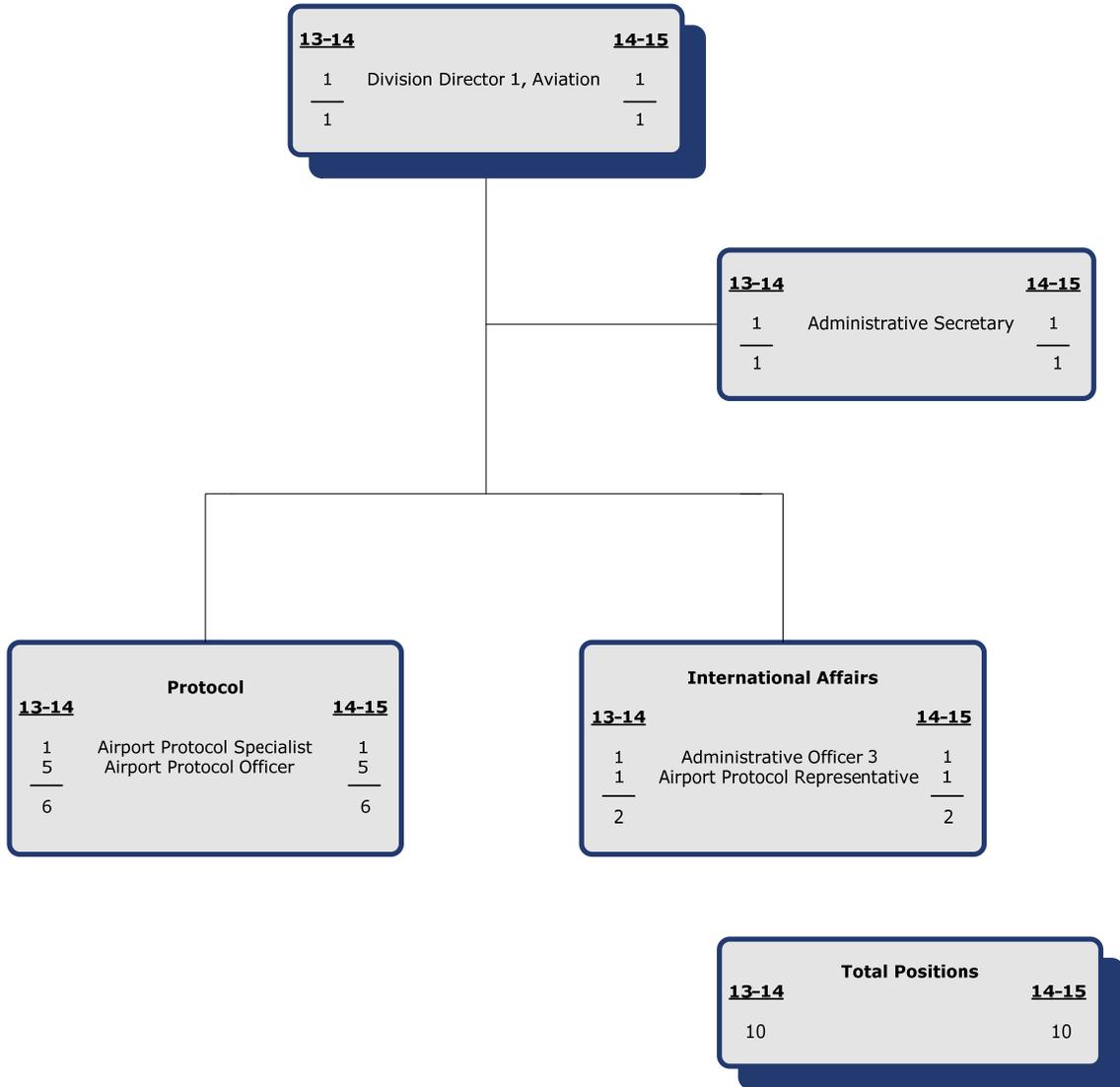
	<i>Actual FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Inc/(Dec) FY 2015 vs FY 2014</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 303,061	\$ 314,905	\$ 302,121	\$ (12,784)	-4.1%
Over-time	-	-	-	-	0.0%
Fringes	55,377	67,877	76,523	8,646	12.7%
Total Salary/Fringes	\$ 358,437	\$ 382,782	\$ 378,644	\$ (4,138)	-1.1%
Outside Contracts	40,000	50,000	50,000	-	0.0%
MOU	755,448	840,000	890,000	50,000	6.0%
Other Operating	2,163	12,650	12,650	-	0.0%
Capital	-	-	-	-	0.0%
Total	\$ 1,156,048	\$ 1,285,432	\$ 1,331,294	\$ 45,862	3.6%

Major Drivers

FY 2013-14 Budget	\$ 1,285,432
Proposed personnel costs	
Salary/Fringe Adjustments	(4,138)
Proposed variance in personnel costs	1,281,294
MOU	
Increase for services provided by Audit & Management Services Department	50,000
Other Operating	
Increase in travel expense	5,000
Decrease in educational seminars	(5,000)
FY 2014-15 Budget	\$ 1,331,294

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> Code	Occupational Title	Actual FY 2013	Adopted Budget FY 2014	Adopted Budget FY 2015	Inc/(Dec) FY15 vs FY14
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

	Actual FY 2013	Adopted Budget FY 2014	Adopted Budget FY 2015	Inc/(Dec) FY 2015 vs FY 2014	
				\$	%
Salary/Fringes					
Regular	\$ 668,866	\$ 678,579	\$ 707,724	\$ 29,145	4.3%
Over-time	13,786	20,000	20,000	-	0.0%
Fringes	141,107	184,785	227,954	43,169	23.4%
Total Salary/Fringes	\$ 823,759	\$ 883,364	\$ 955,678	\$ 72,314	8.2%
Outside Contracts	3,610	42,200	21,600	(20,600)	-48.8%
Other Operating	11,157	29,400	40,125	10,725	36.5%
Capital	6,295	-	-	-	0.0%
Total	\$ 844,821	\$ 954,964	\$ 1,017,403	\$ 62,439	6.5%

Major Drivers

FY 2013-14 Budget	\$ 954,964
Proposed personnel costs	
Salary/Fringe Adjustments	72,314
Proposed variance in personnel costs	<u>1,027,278</u>
Outside Contract Services	
Decrease in other outside contract services	(20,600)
Other Operating	
Increase in auto expense reimbursement, travel expense, registration fees, electrical fixtures, paint, plants, disposable serviceware, and miscellaneous other operating supplies	16,225
Decrease in memberships, parking reimbursement, and VIP Consular Lounge	(5,500)
FY 2014-15 Budget	<u><u>\$ 1,017,403</u></u>

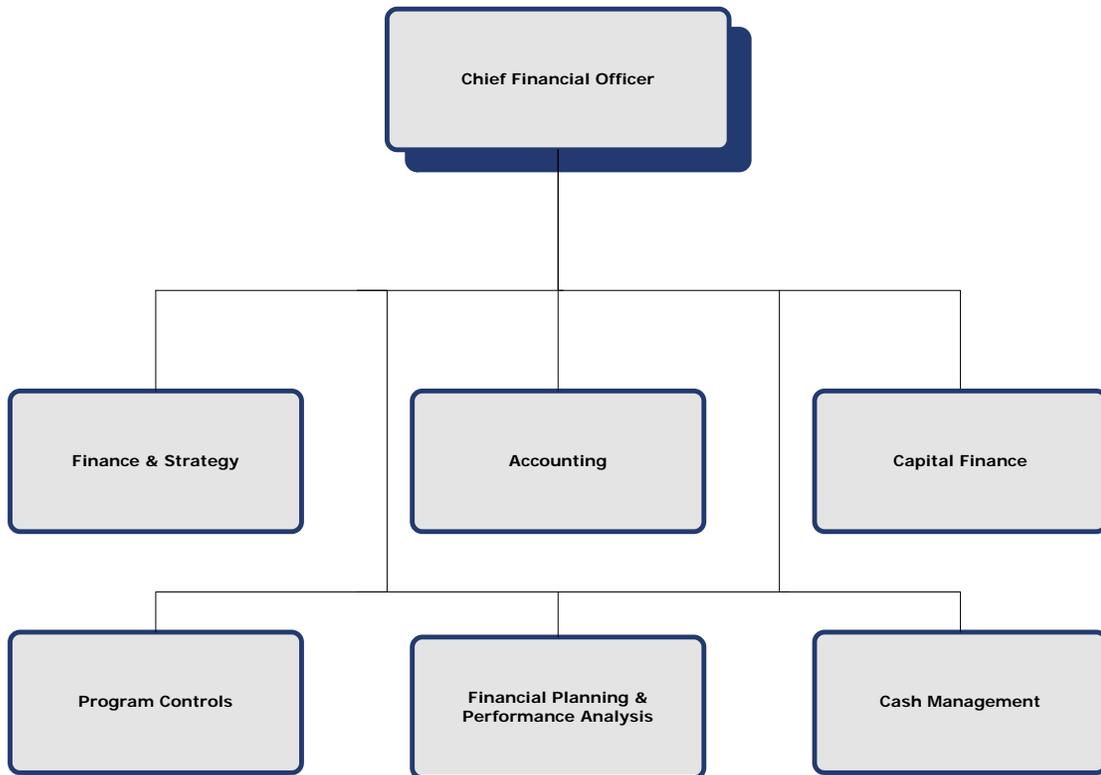


Finance & Strategy Group

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

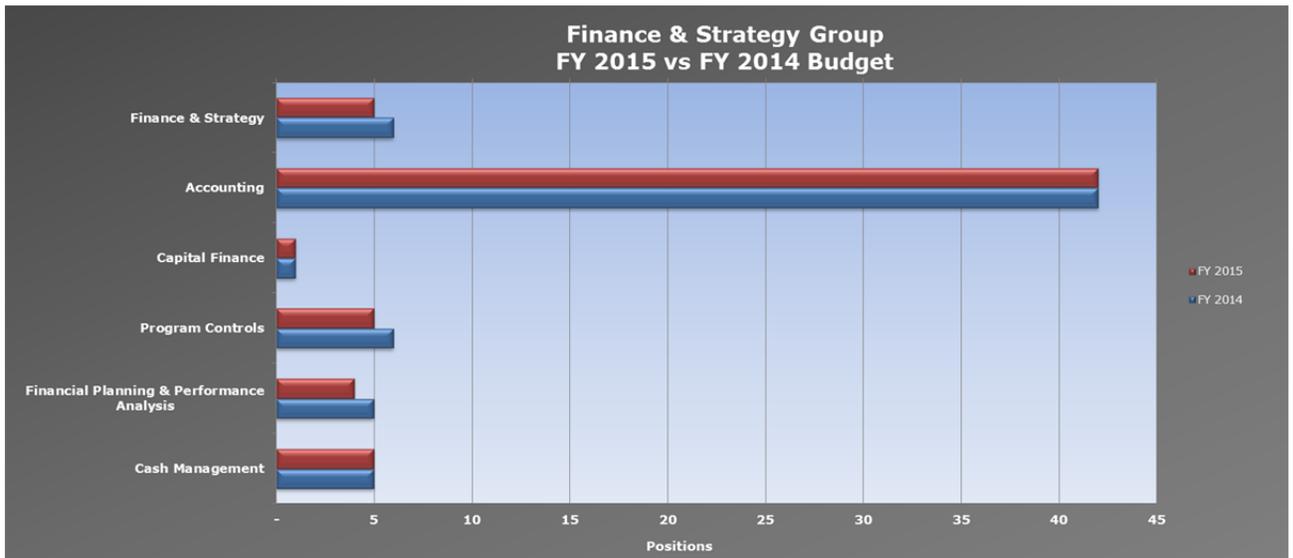
Organizational Structure



Total Positions	
13-14	14-15
65	62

Personnel Summary

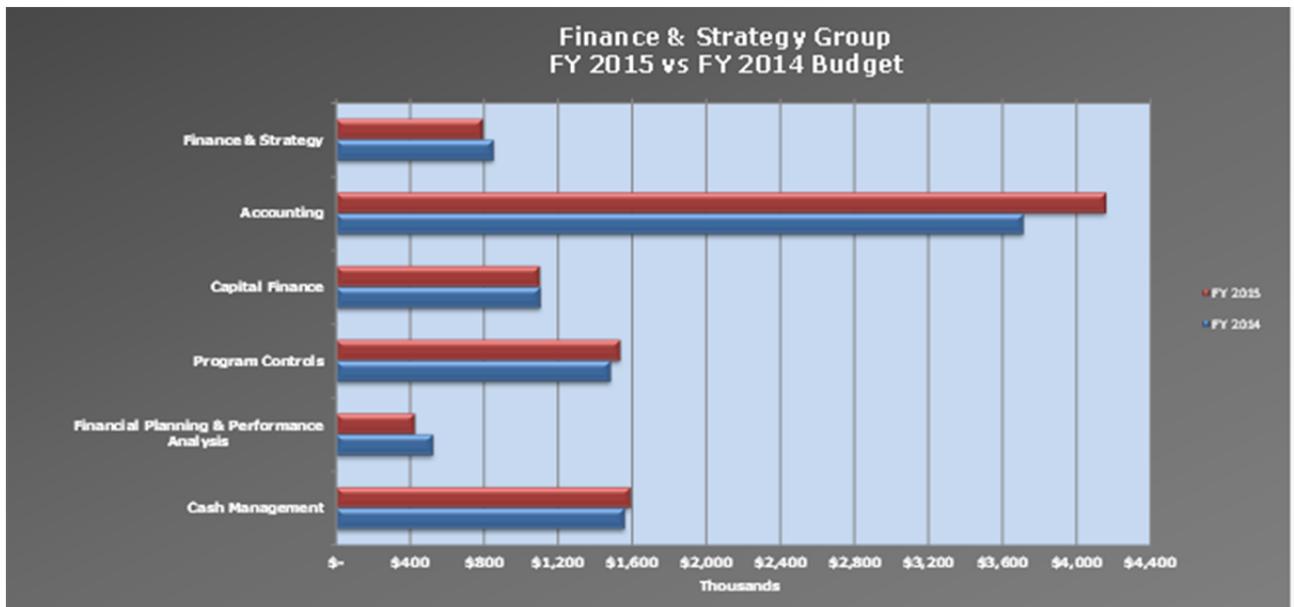
	<i>Actual FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Inc/(Dec) FY15 vs FY14</i>
Finance & Strategy	6	6	5	(1)
Accounting	38	42	42	-
Capital Finance	1	1	1	-
Program Controls	6	6	5	(1)
Financial Planning & Performance Analysis	5	5	4	(1)
Cash Management	4	5	5	-
Total	60	65	62	(3)



The chart above is a comparison between the FY 2015 and FY 2014 positions budgeted for the divisions in the Finance & Strategy Group; overall there is a decrease in personnel for the Group, due to the reorganization of staff.

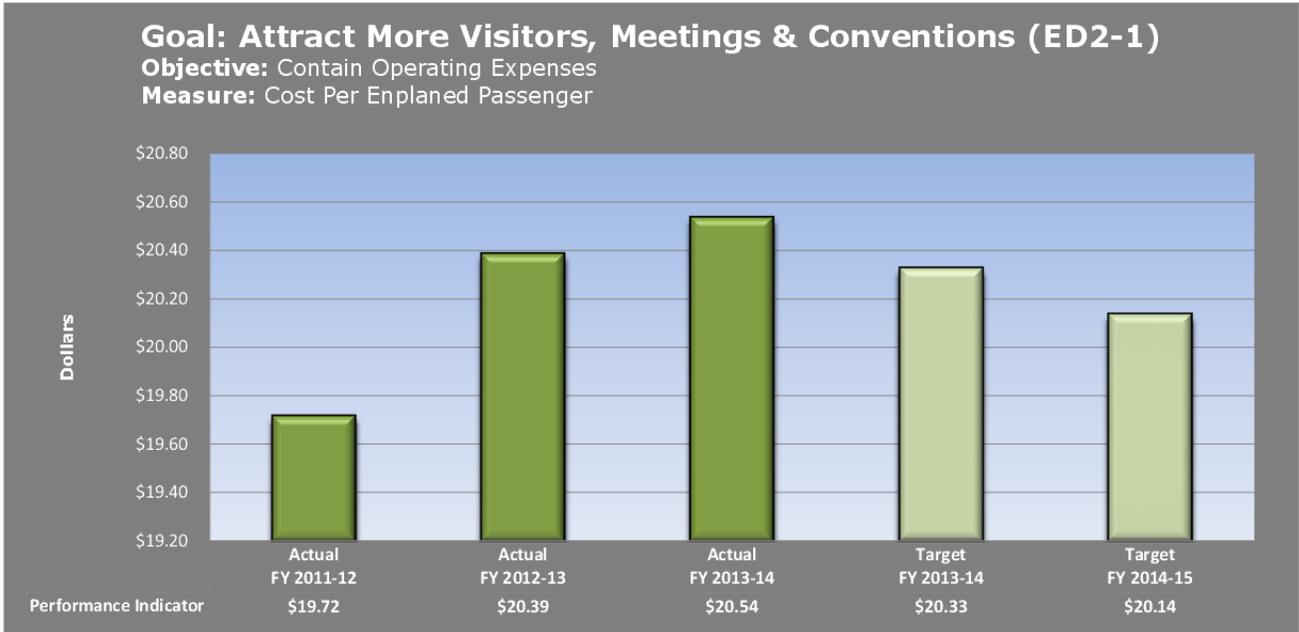
Expense Summary

	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2013</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 2015 vs FY 2014</i>	
		<i>FY 2014</i>	<i>FY 2015</i>	\$	%
Finance & Strategy	\$ 784,797	\$ 849,570	\$ 791,200	\$ (58,370)	-6.9%
Accounting	3,224,208	3,713,018	4,159,709	446,691	12.0%
Capital Finance	527,058	1,103,434	1,099,554	(3,880)	-0.4%
Program Controls	919,282	1,481,499	1,533,757	52,258	3.5%
Financial Planning & Performance Analysis	476,453	522,360	424,437	(97,923)	-18.7%
Cash Management	1,117,239	1,557,571	1,590,077	32,506	2.1%
Total	\$ 7,049,038	\$ 9,227,452	\$ 9,598,734	\$ 371,282	4.0%

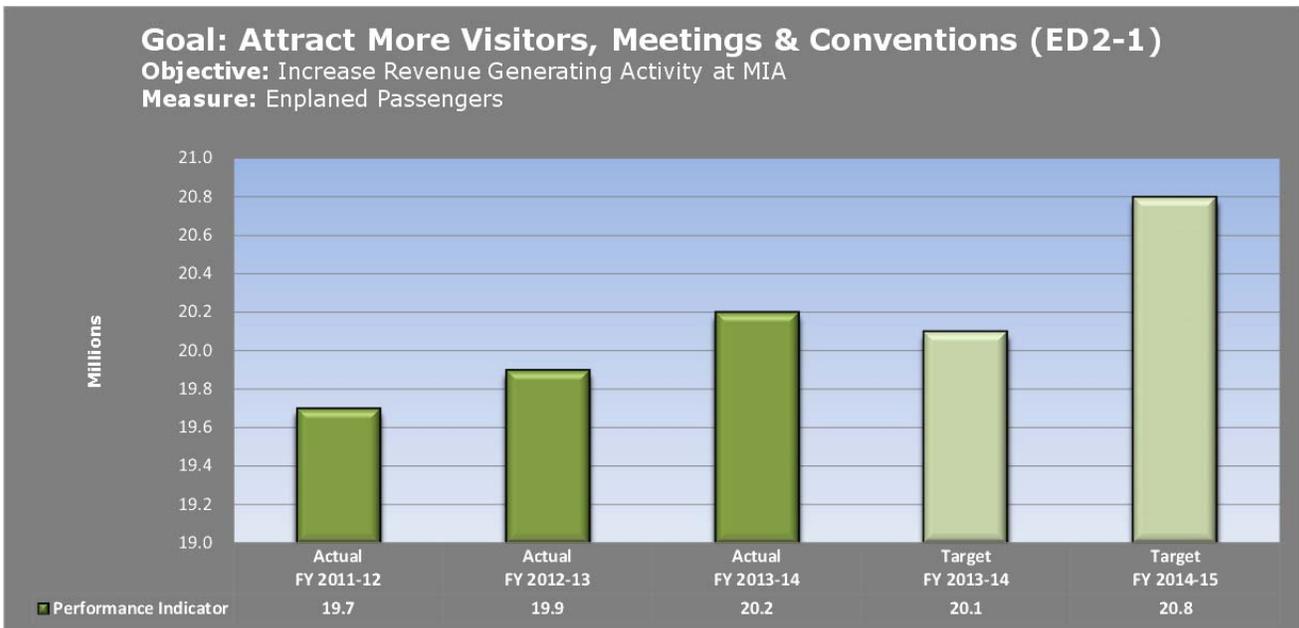


The chart above is a comparison between the FY 2015 and FY 2014 budget for the divisions in the Finance & Strategy Group; overall there is an increase in expenses for the Group, with the Accounting Division reflecting the major increase.

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 2013-14 the rate exceeded the target.

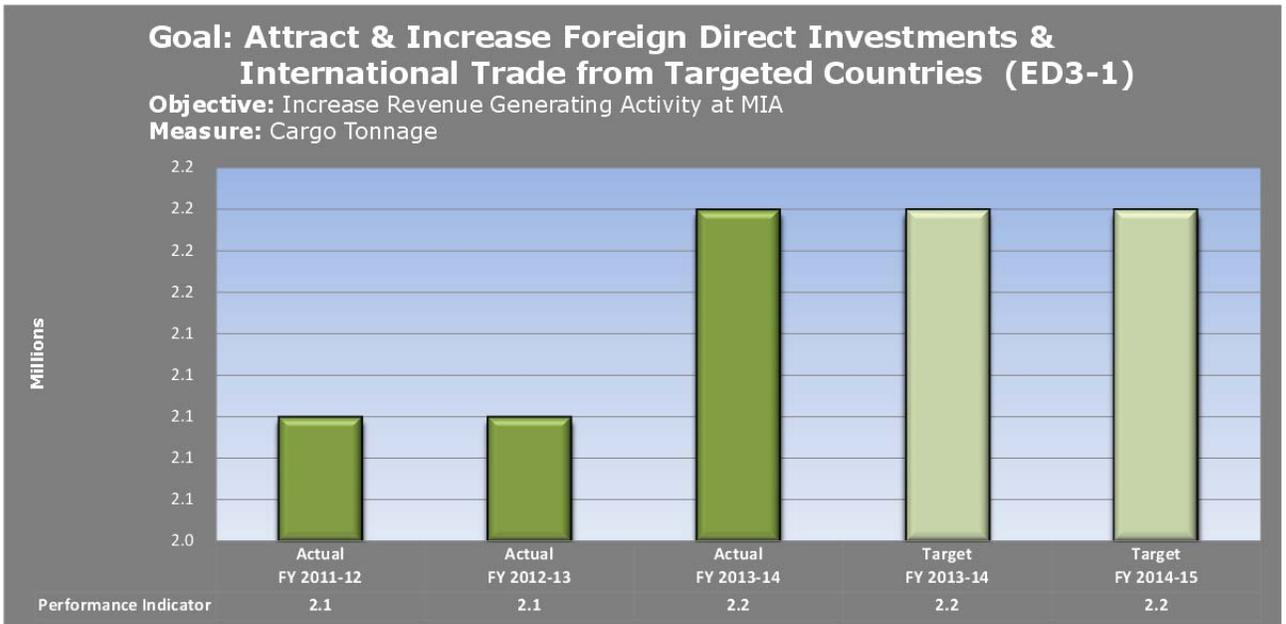


The chart above illustrates the actual and the target for the Enplaned Passengers which is the number of passengers that departed from MIA; for FY 2013-14 the actual exceeded the target.

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 2013-14 the actual exceeded the target.



The chart above illustrates the actual and the target for cargo tonnage; for FY 2013-14 the actual met the target.

Group Goal(s)/Performance Measures (cont)



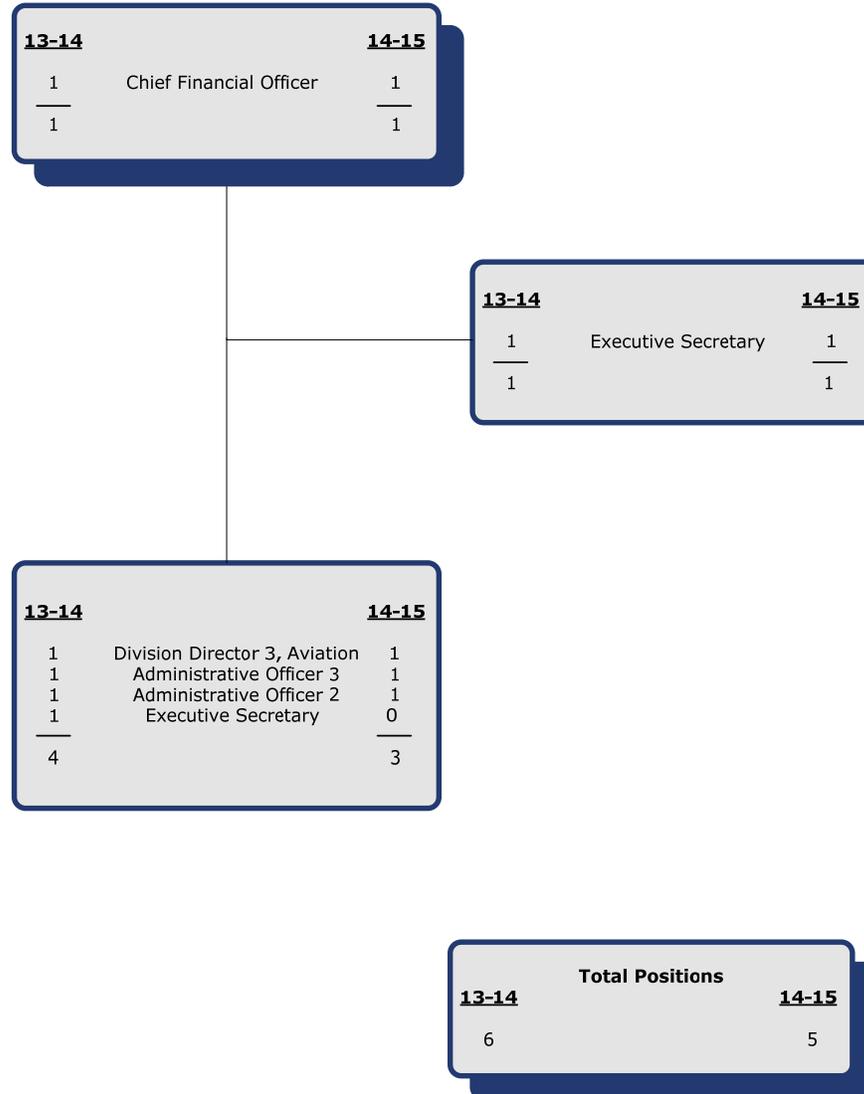
The chart above illustrates the actual and the target for the landing fee which is the rate per 1,000 lbs. charged to the airlines for landing an aircraft; for FY 2013-14 the actual met the target.

Accomplishments for FY 2014

- Earned Certificate of Achievement for Excellence in Financial Reporting
- 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
- 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
- Implemented Merchant Services new software and equipment to meet new PCI compliance standards.

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 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Inc/(Dec) FY15 vs FY14</i>
5181	Chief Financial Officer	1	1	1	-
5148	Division Director 3, Aviation	1	1	1	-
0812	Administrative Officer 3	1	1	1	-
0811	Administrative Officer 2	1	1	1	-
0095	Executive Secretary	2	2	1	(1)
Total		6	6	5	(1)

Expense Summary

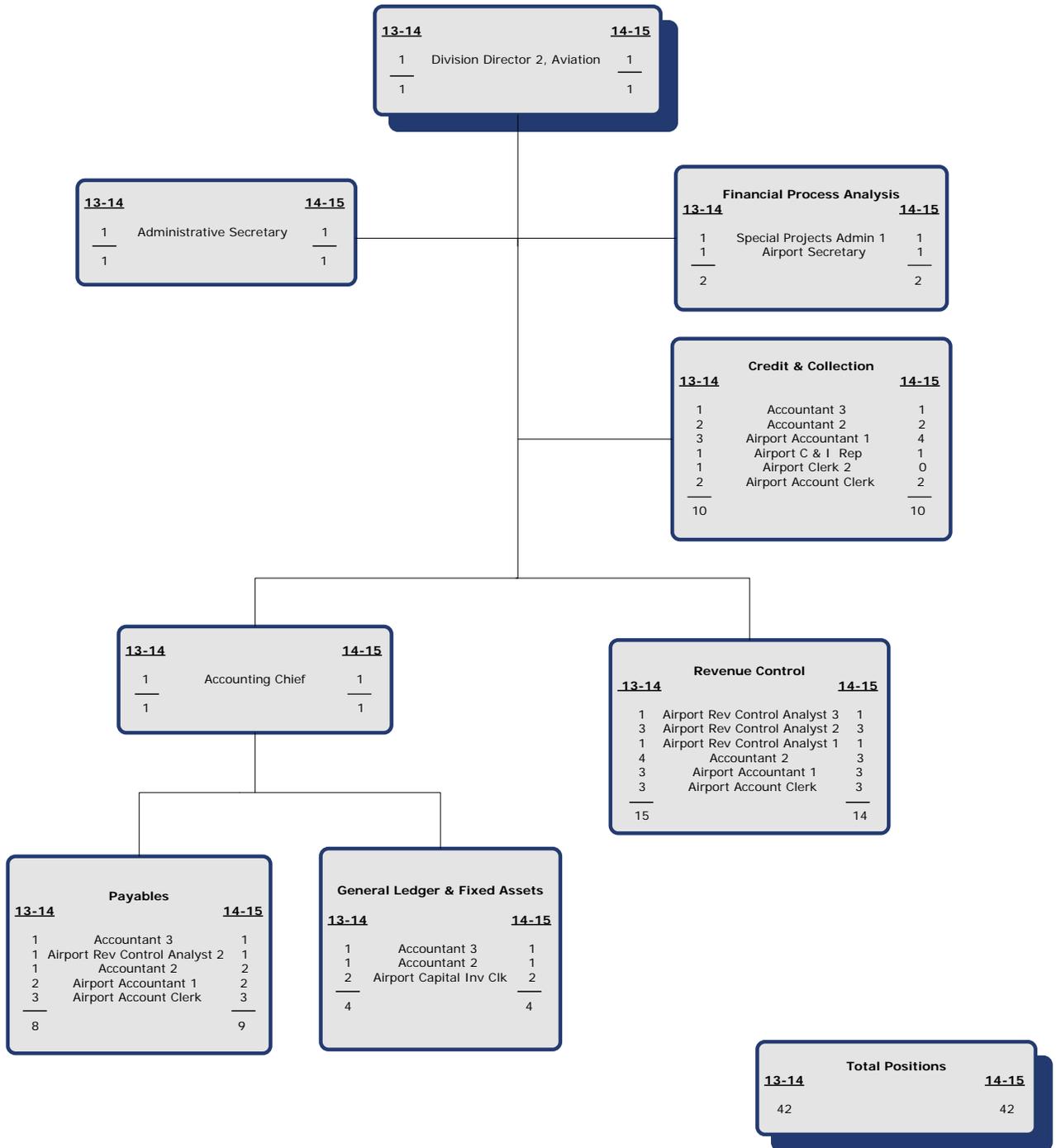
	<i>Actual FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Inc/(Dec) FY 2015 vs FY 2014</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 647,298	\$ 653,929	\$ 605,071	\$ (48,858)	-7.5%
Over-time	-	-	-	-	0.0%
Fringes	120,330	151,791	143,129	(8,662)	-5.7%
Total Salary/Fringes	\$ 767,628	\$ 805,720	\$ 748,200	\$ (57,520)	-7.1%
Outside Contracts	649	13,500	13,000	(500)	-3.7%
Other Operating	16,520	30,350	30,000	(350)	-1.2%
Capital	-	-	-	-	0.0%
Total	\$ 784,797	\$ 849,570	\$ 791,200	\$ (58,370)	-6.9%

Major Drivers

FY 2013-14 Budget	\$ 849,570
Proposed personnel costs	
Salary/Fringe Adjustments	(57,520)
Proposed variance in personnel costs	<u>792,050</u>
Outside Contract Services	
Increase in catering services provided by Hotel, Top, Host Marriott	1,500
Decrease in management consulting services	(2,000)
Other Operating	
Increase in publications, memberships, and parking reimbursement	1,150
Decrease in travel expense and educational seminars	<u>(1,500)</u>
FY 2014-15 Budget	<u>\$ 791,200</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 2013</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 15 vs FY 14</i>
			<i>FY 2014</i>	<i>FY 2015</i>	
5054	Division Director 2, Aviation	1	1	1	-
5116	Accounting Chief	1	1	1	-
0831	Special Projects Administrator 1	1	1	1	-
0317	Accountant 3	3	3	3	-
5239	Airport Revenue Control Analyst 3	1	1	1	-
0316	Accountant 2	8	8	8	-
5238	Airport Revenue Control Analyst 2	4	4	4	-
5339	Airport Accountant 1	5	8	9	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	-
5338	Airport Account Clerk	8	9	8	(1)
0094	Administrative Secretary	1	1	1	-
5310	Airport Secretary	1	1	1	-
	Total	38	42	42	-

Expense Summary

	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2013</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 2015 vs FY 2014</i>	
		<i>FY 2014</i>	<i>FY 2015</i>	<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 2,339,584	\$ 2,520,737	\$ 2,661,849	\$ 141,112	5.6%
Over-time	2,640	2,500	4,000	1,500	60.0%
Fringes	492,700	709,431	846,360	136,929	19.3%
Total Salary/Fringes	\$ 2,834,924	\$ 3,232,668	\$ 3,512,209	\$ 279,541	8.6%
Outside Contracts	359,597	451,850	611,600	159,750	35.4%
MOU	17,928	-	7,000	7,000	100.0%
Other Operating	11,760	28,500	28,900	400	1.4%
Capital	-	-	-	-	0.0%
Total	\$ 3,224,208	\$ 3,713,018	\$ 4,159,709	\$ 446,691	12.0%

Major Drivers

FY 2013- 14 Budget	\$ 3,713,018
Proposed personnel costs	
Salary/Fringe Adjustments	278,041
Increase in over-time	<u>1,500</u>
Proposed variance in personnel costs	3,992,559
Outside Contract Services	
Increase in annual external audit and temporary help	159,750
MOU	
Increase due to new allocation for Asset Management fee	7,000
Other Operating	
Increase in auto expense reimbursement	<u>400</u>
FY 2014- 15 Budget	<u>\$ 4,159,709</u>

Capital Finance

Organizational Structure

<u>13-14</u>		<u>14-15</u>
1	Division Director 2, Aviation	1
<hr/>		<hr/>
1		1

<u>13-14</u>	Total Positions	<u>14-15</u>
1		1

Mission Statement

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

Responsibilities

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

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Inc/(Dec) FY15 vs FY14</i>
5054	Division Director 2, Aviation	1	1	1	-
	Total	1	1	1	-

Expense Summary

	<i>Actual FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Inc/(Dec) FY 2015 vs FY 2014</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 21,037	\$ 118,576	\$ 111,980	\$ (6,596)	-5.6%
Over-time	-	-	-	-	0.0%
Fringes	3,519	24,508	27,224	2,716	11.1%
Total Salary/Fringes	\$ 24,555	\$ 143,084	\$ 139,204	\$ (3,880)	-2.7%
Outside Contracts	501,817	955,000	955,000	-	0.0%
Other Operating	686	5,350	5,350	-	0.0%
Capital	-	-	-	-	0.0%
Total	\$ 527,058	\$ 1,103,434	\$ 1,099,554	\$ (3,880)	-0.4%

Major Drivers

FY 2013-14 Budget	\$ 1,103,434
Proposed personnel costs	
Salary/Fringe Adjustments	<u>(3,880)</u>
Proposed variance in personnel costs	<u>1,099,554</u>
FY 2014-15 Budget	<u><u>\$ 1,099,554</u></u>

Program Controls

Organizational Structure

<u>13-14</u>		<u>14-15</u>
1	Division Director 2, Aviation	1
<u>1</u>		<u>1</u>

<u>13-14</u>		<u>14-15</u>
1	Aviation Sr Scheduler Manager	1
1	Aviation Senior Cost Manager	0
1	Aviation Cost Analyst	1
2	PGTS Coordinator	2
<u>5</u>		<u>4</u>

<u>13-14</u>	Total Positions	<u>14-15</u>
6		5

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</i>		<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>
<i>Code</i>	<i>Occupational Title</i>	<i>FY 2013</i>	<i>Budget</i>	<i>Budget</i>	<i>FY15 vs FY14</i>
			<i>FY 2014</i>	<i>FY 2015</i>	
5054	Division Director 2, Aviation	1	1	1	-
5099	Aviation Senior Scheduler Manager	1	1	1	-
5119	Aviation Senior Cost Manager	1	1	-	(1)
5118	Aviation Cost Analyst	1	1	1	-
5292	PGTS Coordinator	2	2	2	-
	Total	6	6	5	(1)

Expense Summary

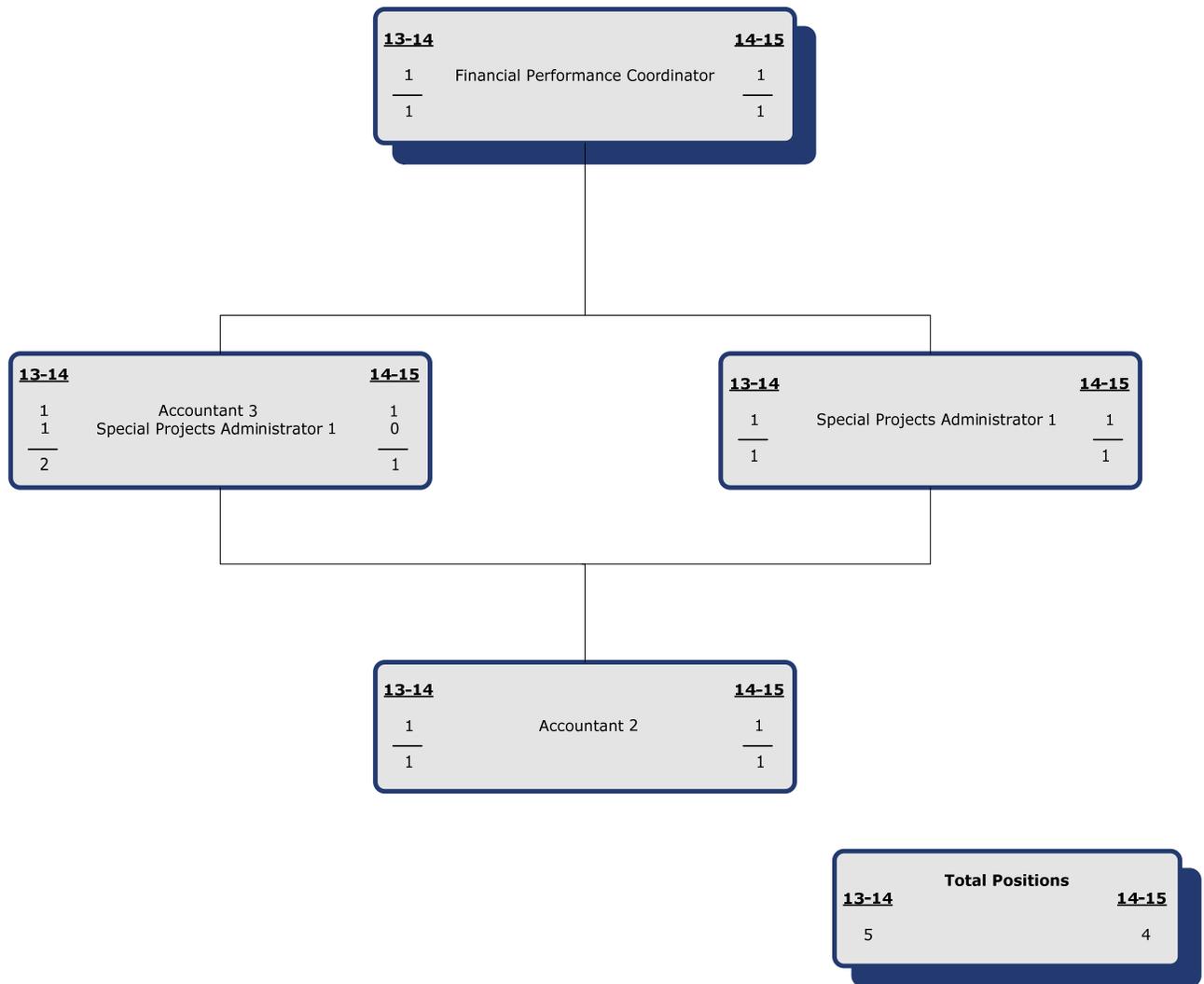
	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2013</i>	<i>FY 2014</i>	<i>FY 2015</i>	<i>FY 2015 vs FY 2014</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 435,378	\$ 526,309	\$ 421,079	\$ (105,230)	-20.0%
Over-time	-	-	-	-	0.0%
Fringes	81,260	119,390	114,538	(4,852)	-4.1%
Total Salary/Fringes	\$ 516,638	\$ 645,699	\$ 535,617	\$ (110,082)	-17.0%
Outside Contracts	375,487	750,000	900,000	150,000	20.0%
Other Operating	27,157	78,800	78,800	-	0.0%
Capital	-	7,000	19,340	12,340	176.3%
Total	\$ 919,282	\$ 1,481,499	\$ 1,533,757	\$ 52,258	3.5%

Major Drivers

FY 2013-14 Budget	\$ 1,481,499
Proposed personnel costs	
Salary/Fringe Adjustments	(110,082)
Proposed variance in personnel costs	1,371,417
Outside Contract Services	
Increase in consulting services	150,000
Other Operating	
Increase in inservice training	29,334
Decrease in inservice training, registration fees, and educational seminars	(29,334)
Capital	
Increase in office furniture and computer hardware	12,340
FY 2014-15 Budget	\$ 1,533,757

Financial Planning & Performance Analysis

Organizational Structure



Mission Statement

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

Responsibilities

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

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Inc/(Dec) FY15 vs FY14</i>
5162	Aviation Financial Performance Coordinator	1	1	1	-
0831	Special Projects Administrator 1	2	2	1	(1)
0317	Accountant 3	1	1	1	-
0316	Accountant 2	1	1	1	-
	Total	5	5	4	(1)

Expense Summary

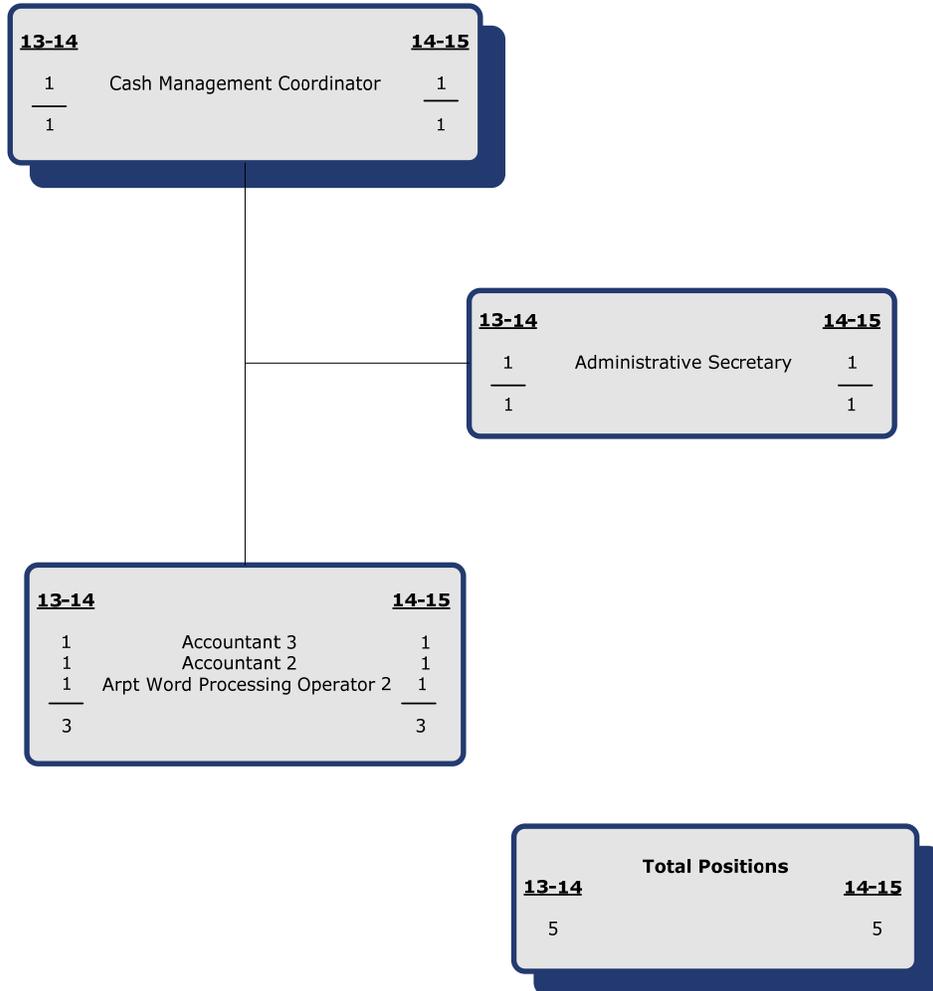
	<i>Actual FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Inc/(Dec) FY 2015 vs FY 2014</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 401,809	\$ 414,318	\$ 326,499	\$ (87,819)	-21.2%
Over-time		-	-	-	0.0%
Fringes	72,814	97,292	90,238	(7,054)	-7.3%
Total Salary/Fringes	\$ 474,623	\$ 511,610	\$ 416,737	\$ (94,873)	-18.5%
Outside Contracts	-	1,500	-	(1,500)	-100.0%
Other Operating	1,830	9,250	7,700	(1,550)	-16.8%
Capital	-	-	-	-	0.0%
Total	\$ 476,453	\$ 522,360	\$ 424,437	\$ (97,923)	-18.7%

Major Drivers

FY 2013-14 Budget	\$ 522,360
Proposed personnel costs	
Salary/Fringe Adjustments	(94,873)
Proposed variance in personnel costs	427,487
Outside Contract Services	
Decrease in outside printing services	(1,500)
Other Operating	
Increase in memberships, parking reimbursement, and educational seminars	2,450
Decrease in registration fees and office supplies	(4,000)
FY 2014-15 Budget	\$ 424,437

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 Code</i>	<i>Occupational Title</i>	<i>Actual FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Inc/(Dec) FY15 vs FY14</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	-
Total		4	5	5	-

Expense Summary

	<i>Actual FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Inc/(Dec) FY 2015 vs FY 2014</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 312,060	\$ 327,850	\$ 333,209	\$ 5,359	1.6%
Over-time	-	-	-	-	0.0%
Fringes	71,497	90,471	108,868	18,397	20.3%
Total Salary/Fringes	\$ 383,557	\$ 418,321	\$ 442,077	\$ 23,756	5.7%
Outside Contracts	431,198	584,250	610,000	25,750	4.4%
MOU	44,683	60,000	60,000	-	0.0%
Other Operating	257,803	495,000	478,000	(17,000)	-3.4%
Capital	-	-	-	-	0.0%
Total	\$ 1,117,239	\$ 1,557,571	\$ 1,590,077	\$ 32,506	2.1%

Major Drivers

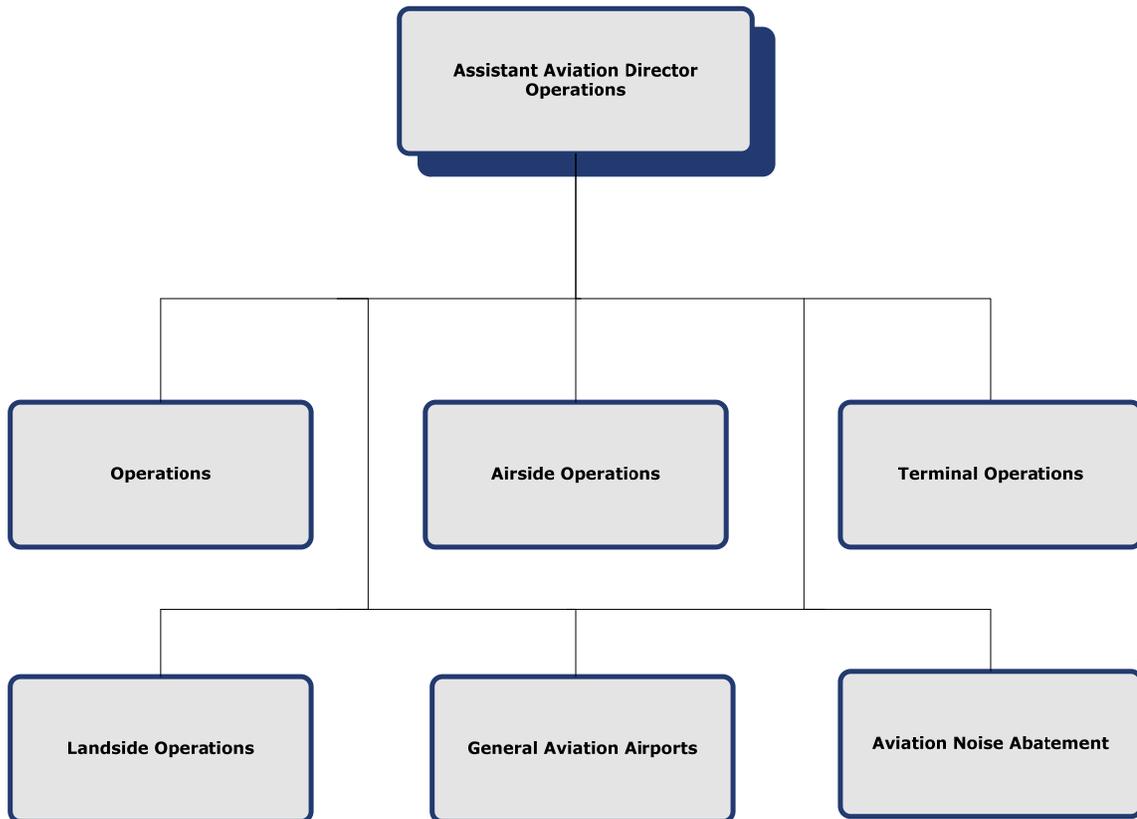
FY 2013-14 Budget	\$ 1,557,571
Proposed personnel costs	
Salary/Fringe Adjustments	23,756
Proposed variance in personnel costs	1,581,327
Outside Contract Services	
Increase in bond rating services	5,000
Decrease in maintenance of computer hardware	(4,250)
Other Operating	
Increase in travel expense and educational seminars	10,000
Decrease in bank charges	(2,000)
FY 2014-15 Budget	\$ 1,590,077

Operations Group

Overview

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

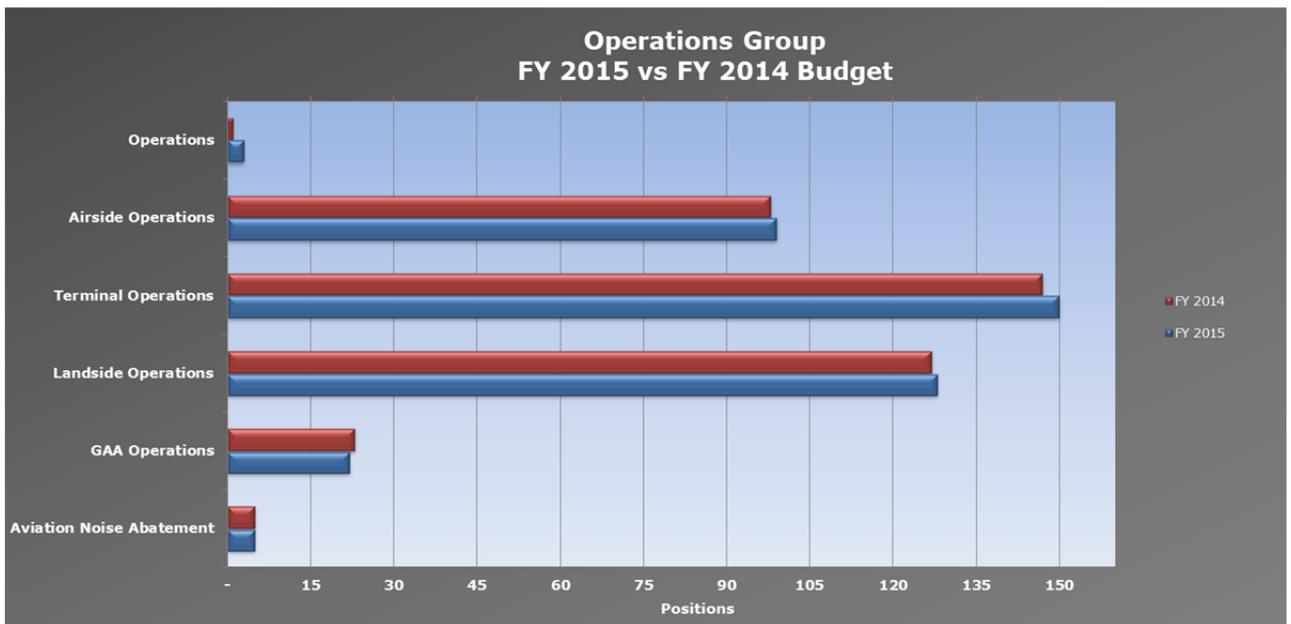
Organizational Structure



Total Positions	
<u>13-14</u>	<u>14-15</u>
401	407

Personnel Summary

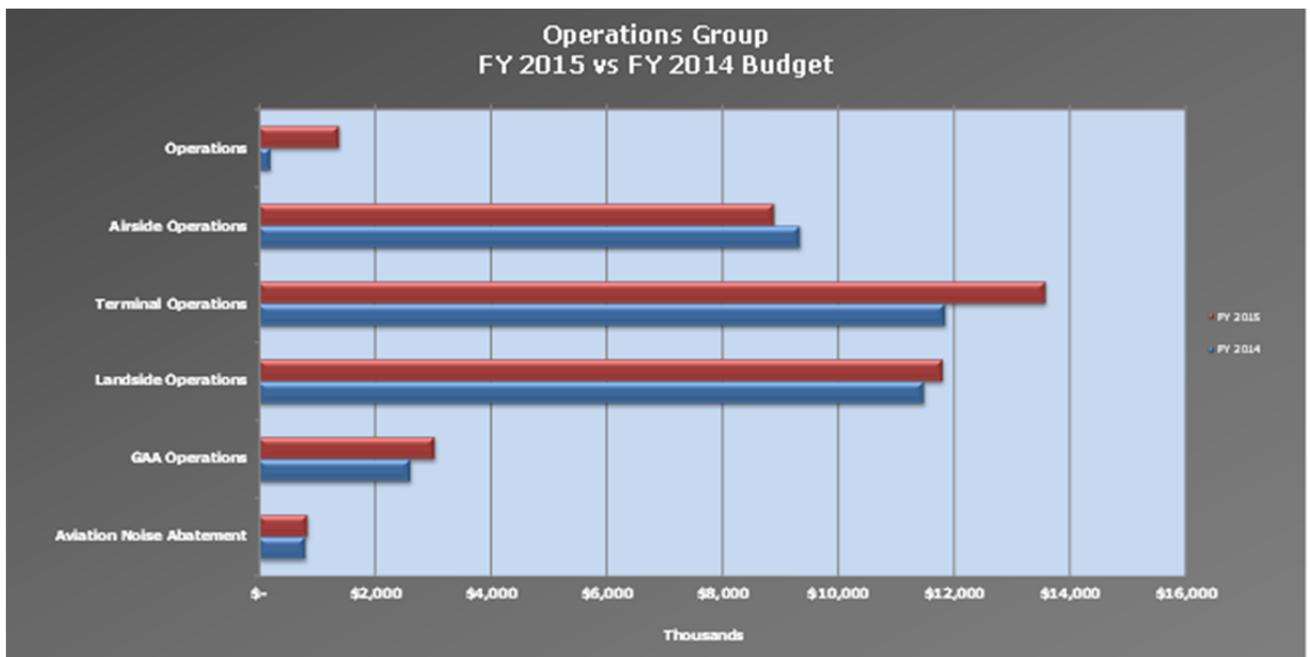
	<i>Actual FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Inc/(Dec) FY15 vs FY14</i>
Operations	-	1	3	2
Airside Operations	94	98	99	1
Terminal Operations	143	147	150	3
Landside Operations	124	127	128	1
GAA Operations	23	23	22	(1)
Aviation Noise Abatement	5	5	5	-
Total	389	401	407	6



The chart above is a comparison between the FY 2015 and FY 2014 positions budgeted for the divisions in the Operations Group; overall there is an increase in personnel for the Group, the change in positions was due to new positions and reorganization of staff.

Expense Summary

	<i>Actual FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Inc/(Dec) FY 2015 vs FY 2014</i>	
				<i>\$</i>	<i>%</i>
Operations	\$ -	\$ 203,051	\$ 1,392,793	\$ 1,189,742	585.9%
Airside Operations	8,444,277	9,347,291	8,902,483	(444,808)	-4.8%
Terminal Operations	9,161,357	11,854,319	13,592,529	1,738,210	14.7%
Landside Operations	10,028,864	11,486,566	11,817,580	331,014	2.9%
GAA Operations	2,170,713	2,622,918	3,041,983	419,065	16.0%
Aviation Noise Abatement	668,091	807,821	847,151	39,330	4.9%
Total	\$ 30,473,302	\$ 36,321,966	\$ 39,594,519	\$ 3,272,553	9.0%

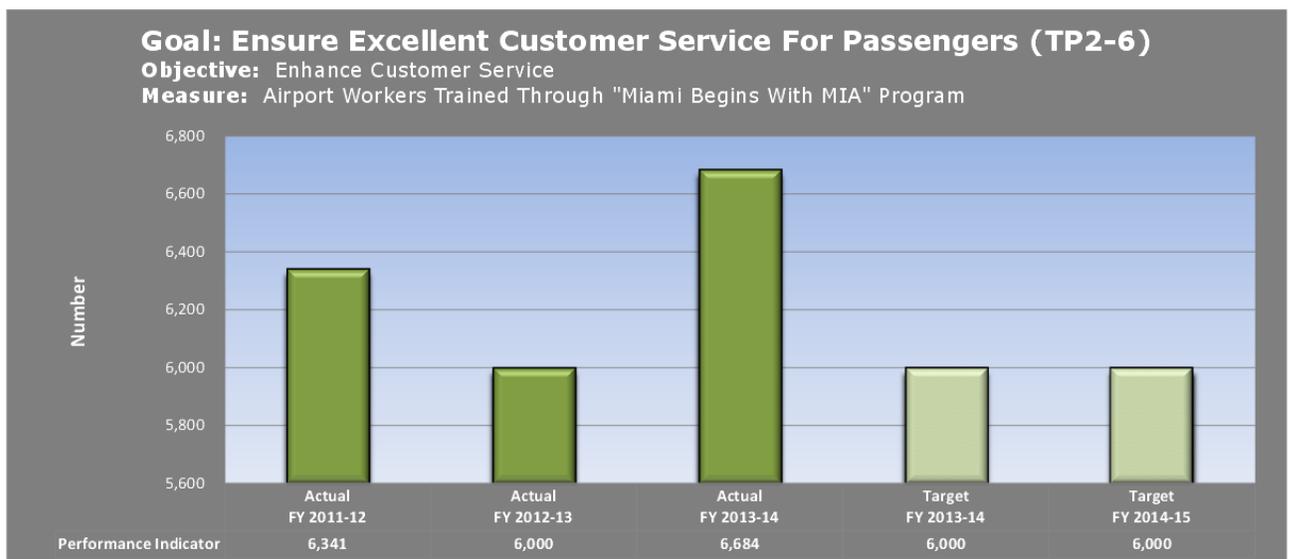


The chart above is a comparison between the FY 2015 and FY 2014 budget for the divisions in the Operations Group; overall there is an increase in expenses for the Group, with the Terminal Operations Division reflecting the major increase.

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 FY2013-14 the actual was lower than the target.



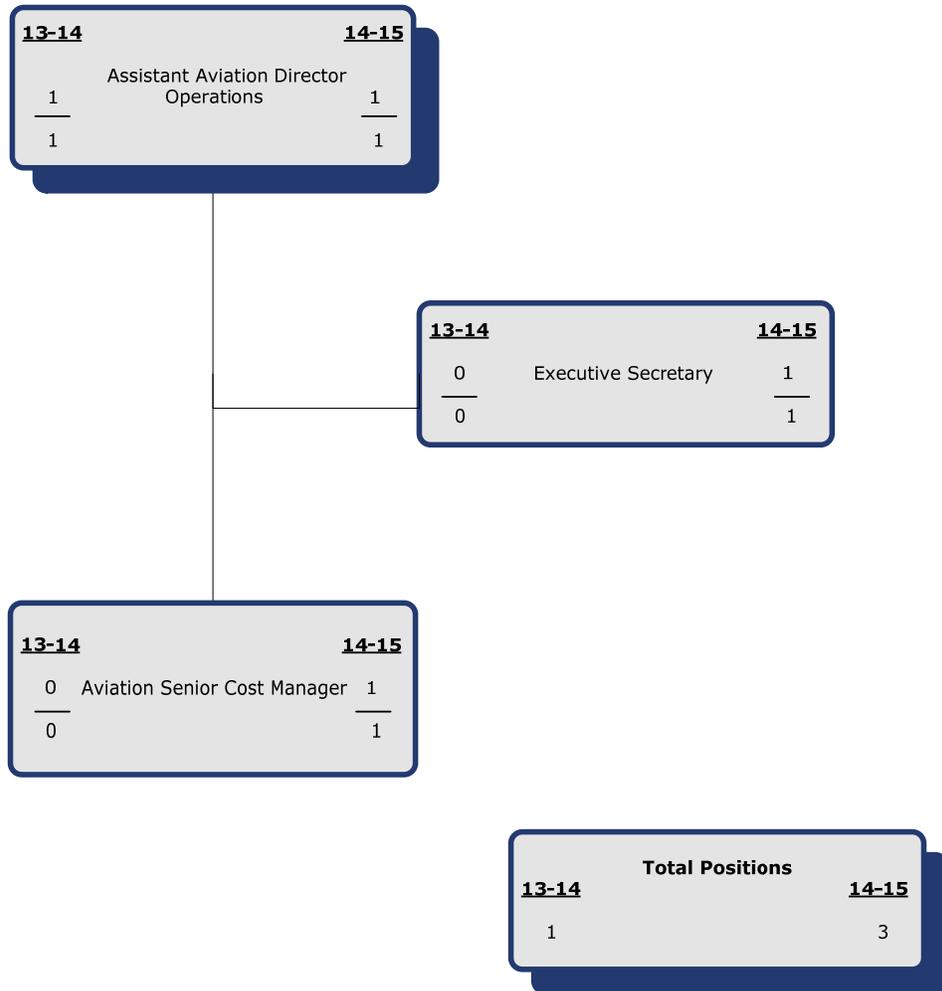
The chart above illustrates the actual and the target for the number of employees trained through the "Miami Begins With MIA" program for the purpose of enhancing customer service which requires that all airport employees attend customer service classes; for FY2013-14 the actual was higher than the target.

Accomplishments for FY 2014

- Completed the North Terminal project and the opening of the last three gates
- Coordinated with FPL for runway and taxiway closures and creation of safety plans for the replacement of two primary feeder lines to improve quality of power supply
- Ensured the smooth implementation of the Automated Passenger Control (APC) Kiosk system in MIA's CBP enclosures to expedite the processing of arriving international passengers
- Continued to successfully manage the new North Terminal, ensuring passenger/tenant satisfaction
- Implemented the Visa Waiver program to streamline FIS processing
- Continued to work with the ADA Access Committee and participated in the County's Commission on Disability Issues (CODI) meetings
- Completed the first phase of implementation of the new AVI system
- Coordinated with contractor/facilities in developing and implementing maintenance of traffic plans for Central Boulevard and the refurbishment of the public parking facilities
- Maintained safe and secure airfield operations areas at the General Aviation Airports (GAA)
- Prevented unauthorized field incursions and pedestrian deviations (VPD) at the GAA Airports
- Added a new Fixed Base Operator at Opa-Locka Airport
- Updated the Miami International Airport Departure Profile study to include all the newer aircraft types operating at MIA
- Prepared and issued a new Operational Directive for Departure Profiles at Miami International Airport
- Completed the TMB Pilot handout for TMB Airport that includes the new runway extension and distributed the same among the tenants and pilots utilizing the airport
- Initiated a New Service Agreement between the United States Department of Agriculture and MDAD for wildlife hazards at MIA
- Trained all Noise and GAA Employees on Gun/Launcher safety handling
- Submitted to the FAA Air Traffic Control Manager all departures that were not following prescribed procedures for MIA

Operations

Organizational Structure



Mission Statement

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

Responsibilities

- Overseeing the functions of the Operations Group

Personnel Summary

<i>OCC</i>		<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>
<i>Code</i>	<i>Occupational Title</i>	<i>FY 2013</i>	<i>Budget</i>	<i>Budget</i>	<i>FY15 vs FY14</i>
			<i>FY 2014</i>	<i>FY 2015</i>	
5182	Assistant Aviation Director Operations	-	1	1	-
5199	Aviation Sr. Cost Manager	-	-	1	1
0095	Executive Secretary	-	-	1	1
	Total	-	1	3	2

Expense Summary

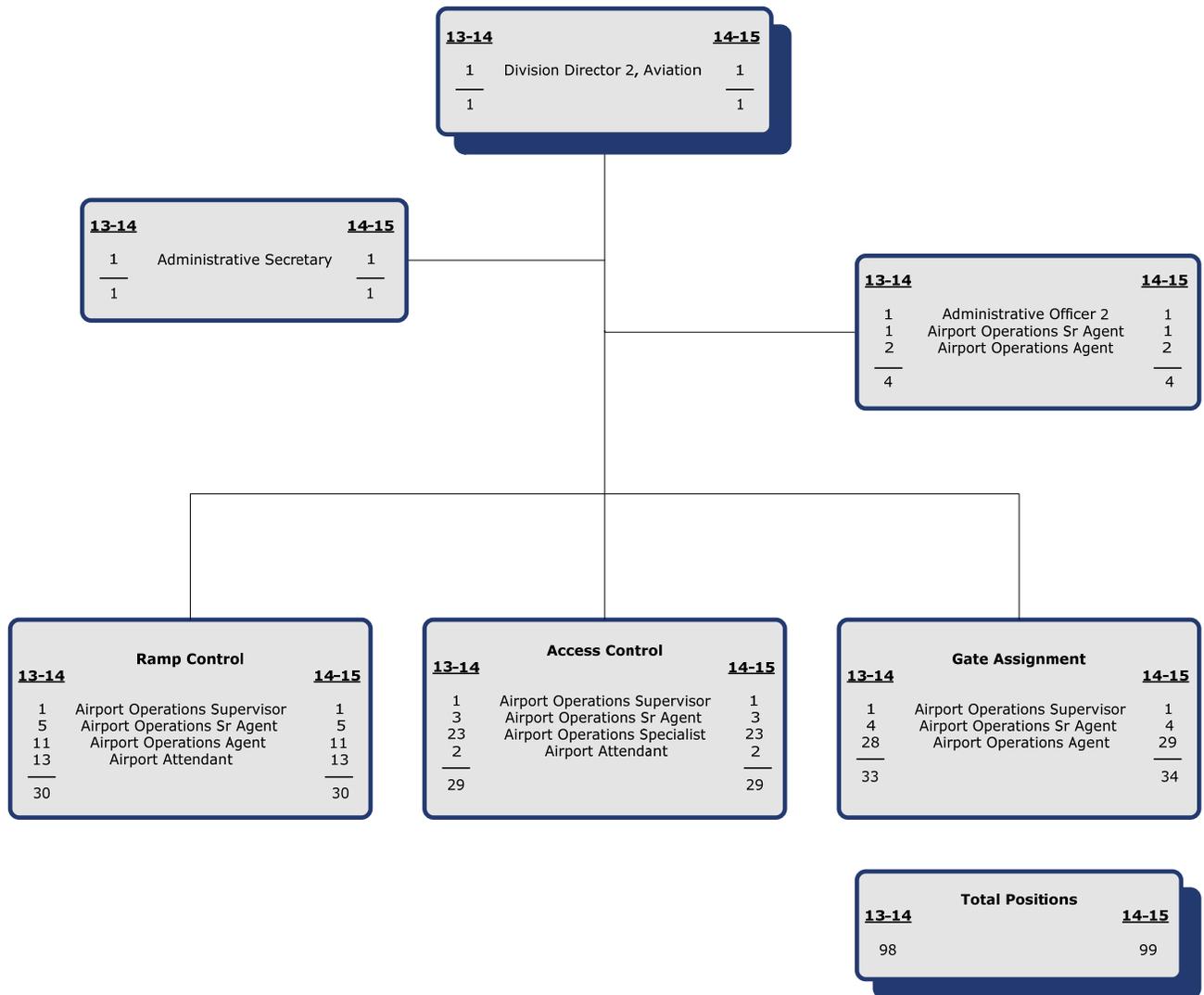
	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2013</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 2015 vs FY 2014</i>	
		<i>FY 2014</i>	<i>FY 2015</i>	\$	%
Salary/Fringes					
Regular	\$ 5,523,033	\$ 5,325,369	\$ 5,607,824	\$ 282,455	5.3%
Over-time	563,215	579,259	615,416	36,157	6.2%
Fringes	1,314,412	1,834,299	1,994,101	159,802	8.7%
Total Salary/Fringes	\$ 7,400,660	\$ 7,738,927	\$ 8,217,341	\$ 478,414	6.2%
Outside Contracts	-	152,000	152,000	-	0.0%
MOU	22,830	17,500	35,000	17,500	100.0%
Other Operating	6,085	68,200	89,400	21,200	31.1%
Capital	1,014,702	1,370,664	408,742	(961,922)	-70.2%
Total	\$ 8,444,277	\$ 9,347,291	\$ 8,902,483	\$ (444,808)	-4.8%

Major Drivers

FY 2013-14 Budget	\$ 203,051
Proposed personnel costs	
Salary/Fringe Adjustments	177,092
Proposed variance in personnel costs	380,143
Outside Contract Services	
Increase in consulting services and catering services provided by Hotel, Top, Host Marriott	251,200
Other Operating	
Increase in publications, memberships, auto expense and parking reimbursement, travel expense, registration fees, and miscellaneous general & administrative expenses	31,450
Capital	
Increase in office furniture & equipment and computer software	730,000
FY 2014-15 Budget	<u>\$ 1,012,650</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 Code</i>	<i>Occupational Title</i>	<i>Actual FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Inc/(Dec) FY15 vs FY14</i>
5054	Division Director 2, Aviation	1	1	1	-
5202	Airport Operations Supervisor	3	3	3	-
5203	Airport Operations Sr. Agent	13	13	13	-
5204	Airport Operations Agent	40	41	42	1
5205	Airport Operations Specialist	23	23	23	-
5374	Airport Attendant	13	15	15	-
0811	Administrative Officer 2	-	1	1	-
0094	Administrative Secretary	1	1	1	-
Total		94	98	99	1

Expense Summary

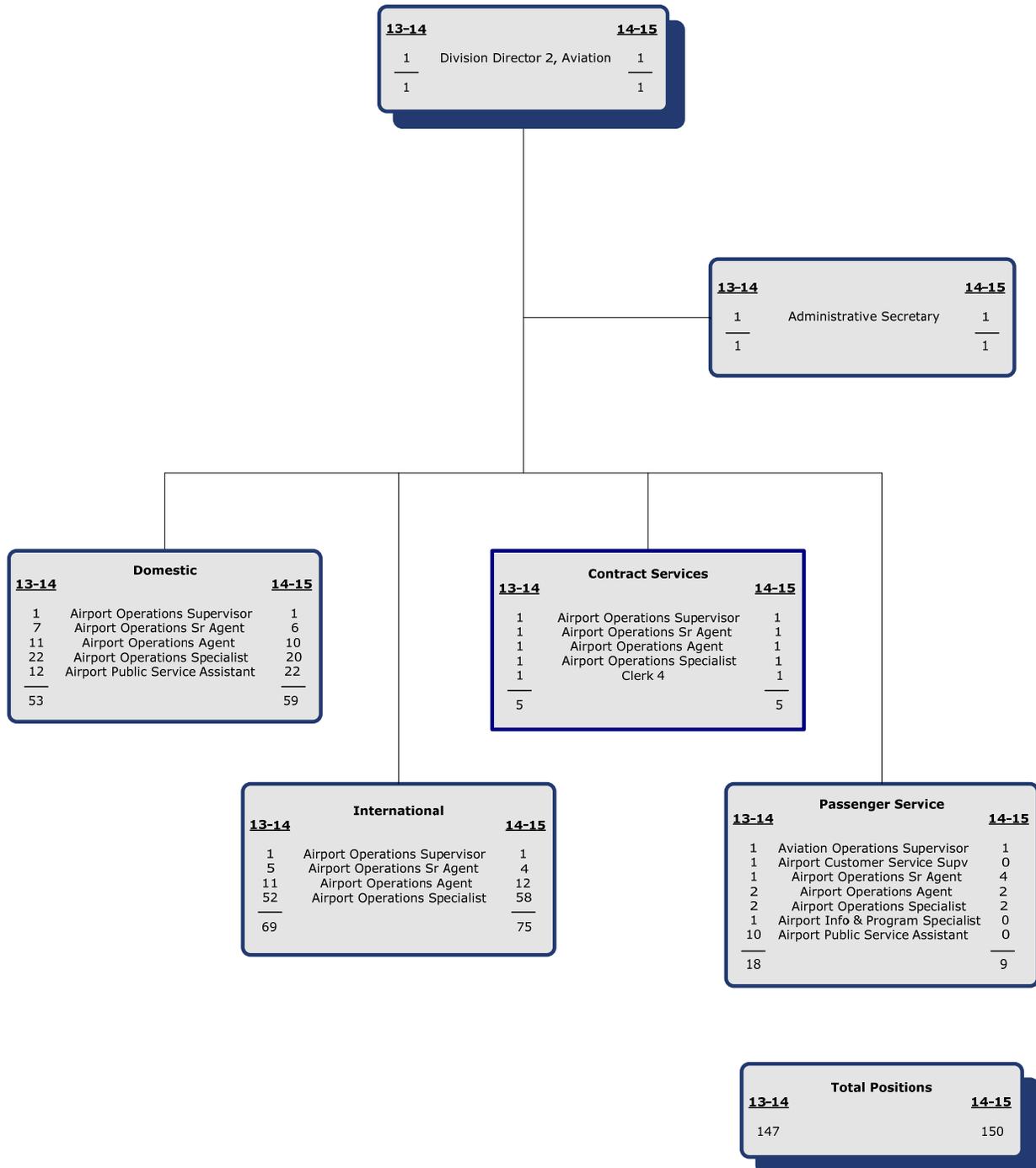
	<i>Actual FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Inc/(Dec) FY 2015 vs FY 2014</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 5,523,033	\$ 5,325,369	\$ 5,607,824	\$ 282,455	5.3%
Over-time	563,215	579,259	615,416	36,157	6.2%
Fringes	1,314,412	1,834,299	1,994,101	159,802	8.7%
Total Salary/Fringes	\$ 7,400,660	\$ 7,738,927	\$ 8,217,341	\$ 478,414	6.2%
Outside Contracts	-	152,000	152,000	-	0.0%
MOU	22,830	17,500	35,000	17,500	100.0%
Other Operating	6,085	68,200	89,400	21,200	31.1%
Capital	1,014,702	1,370,664	408,742	(961,922)	-70.2%
Total	\$ 8,444,277	\$ 9,347,291	\$ 8,902,483	\$ (444,808)	-4.8%

Major Drivers

FY 2013-14 Budget	\$ 9,347,291
Proposed personnel costs	
Salary/Fringe Adjustments	442,257
Increase in over-time	36,157
Proposed variance in personnel costs	<u>9,825,705</u>
MOU	
Increase in GSA charges for printing and reproduction	17,500
Other Operating	
Increase in publications, miscellaneous general & administrative expenses, batteries, expendable tools, paint for runway, office supplies, ID card system supplies, and uniforms & shoes	21,200
Capital	
Decrease in equipment and vehicles	<u>(961,922)</u>
FY 2014-15 Budget	<u>\$ 8,902,483</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
- 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)

Terminal Operations

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Inc/(Dec) FY15 vs FY14</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	15	1
5204	Airport Operations Agent	24	25	25	-
5205	Airport Operations Specialist	74	77	81	4
5364	Airport Public Service Assistant	22	22	22	-
0013	Clerk 4	1	1	1	-
0094	Administrative Secretary	1	1	1	-
Total		143	147	150	3

Expense Summary

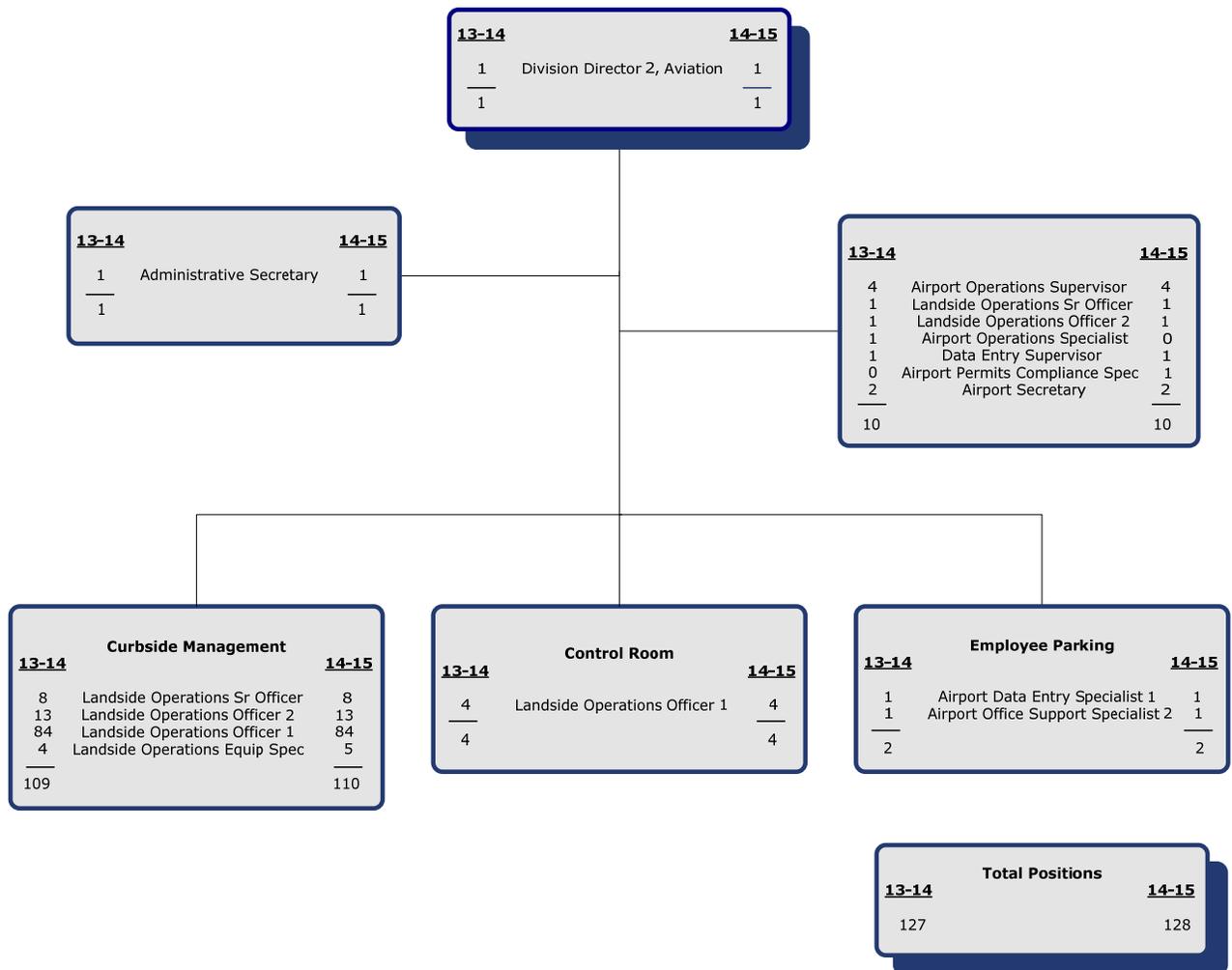
	<i>Actual FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Inc/(Dec) FY 2015 vs FY 2014</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 6,784,347	\$ 6,951,100	\$ 7,833,970	\$ 882,870	12.7%
Over-time	194,706	213,925	213,925	-	0.0%
Fringes	1,727,182	2,485,594	2,890,996	405,402	16.3%
Total Salary/Fringes	\$ 8,706,235	\$ 9,650,619	\$ 10,938,891	\$ 1,288,272	13.3%
Outside Contracts	163,760	152,071	44,385	(107,686)	-70.8%
MOU	650	1,000,605	1,700,650	700,045	70.0%
Other Operating	290,312	625,264	569,813	(55,451)	-8.9%
Capital	400	425,760	338,790	(86,970)	-20.4%
Total	\$ 9,161,357	\$ 11,854,319	\$ 13,592,529	\$ 1,738,210	14.7%

Major Drivers

FY 2013-14 Budget	\$ 11,854,319
Proposed personnel costs	
Salary/Fringe Adjustments	1,288,272
Proposed variance in personnel costs	13,142,591
Outside Contract Services	
Increase in outside printing	808
Decrease in promotional items, catering services provided by Hotel, Top, Host Marriott, and outside contracted services	(108,494)
MOU	
Increase for services provided by Customs & Border Patrol	700,045
Other Operating	
Increase in rental expense, parking reimbursement, educational seminars, office supplies, and safety equipment & supplies	12,174
Decrease in auto expense reimbursement, memberships, travel expense, inservice training, registration fees, rewards & recognition program, and miscellaneous general & administrative expenses	(67,625)
Capital	
Decrease in equipment	(86,970)
FY 2014-15 Budget	\$ 13,592,529

Landside Operations

Organizational Structure



Mission Statement

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

Responsibilities

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

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Inc/(Dec) FY15 vs FY14</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	85	88	88	-
5390	Landside Operations Equip Specialist	4	4	5	1
5340	Airport Permits Compliance Specialist	-	-	1	1
5205	Airport Operations Specialist	1	1	-	(1)
0018	Data Entry Supervisor	1	1	1	-
5345	Airport Data Entry Specialist 1	1	1	1	-
0094	Administrative Secretary	1	1	1	-
5310	Airport Secretary	2	2	2	-
5306	Airport Office Support Specialist 2	1	1	1	-
Total		124	127	128	1

Expense Summary

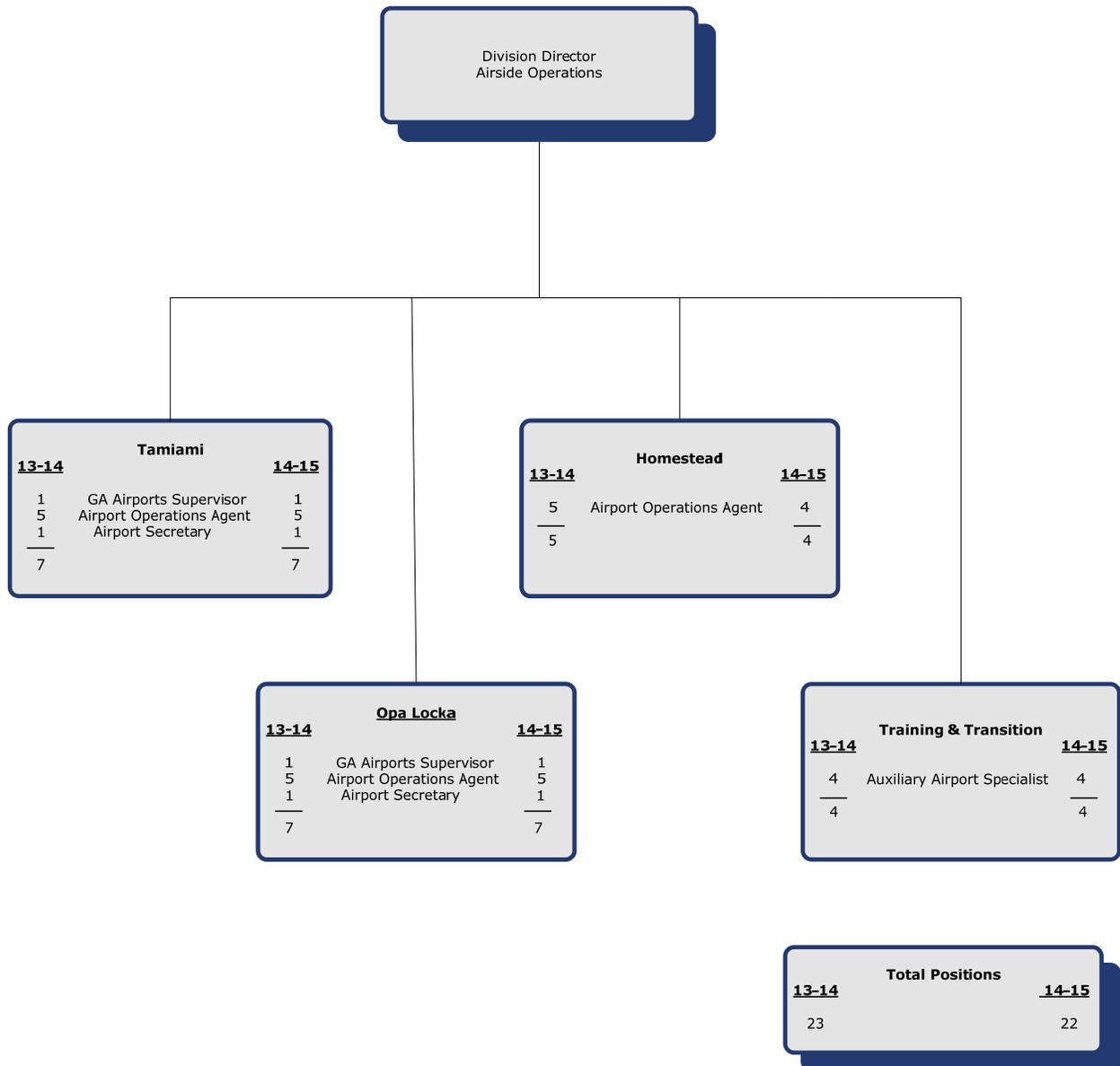
	<i>Actual FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Inc/(Dec) FY 2015 vs FY 2014</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 7,685,440	\$ 8,055,212	\$ 8,256,907	\$ 201,695	2.5%
Over-time	538,436	594,016	608,251	14,235	2.4%
Fringes	1,729,861	2,552,408	2,699,392	146,984	5.8%
Total Salary/Fringes	\$ 9,953,738	\$ 11,201,636	\$ 11,564,550	\$ 362,914	3.2%
Outside Contracts	1,437	9,480	9,480	-	0.0%
MOU	610	500	950	450	90.0%
Other Operating	72,465	74,950	85,600	10,650	14.2%
Capital	615	200,000	157,000	(43,000)	-21.5%
Total	\$ 10,028,864	\$ 11,486,566	\$ 11,817,580	\$ 331,014	2.9%

Major Drivers

FY 2013-14 Budget	\$ 11,486,566
Proposed personnel costs	
Salary/Fringe Adjustments	348,679
Increase in over-time	14,235
Proposed variance in personnel costs	<u>11,849,480</u>
MOU	
Increase in GSA charges for printing and reproduction	450
Other Operating	
Increase in license & permit fees, miscellaneous general & administrative expenses, safety equipment & supplies, and crowd control equipment	14,800
Decrease in inservice training and miscellaneous other operating supplies	(4,150)
Capital	
Increase in equipment for segways	3,000
Decrease in vehicle replacement	(46,000)
FY 2014-15 Budget	<u><u>\$ 11,817,580</u></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

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 2013</i>	<i>Budget</i>	<i>Budget</i>	<i>FY15 vs FY14</i>
			<i>FY 2014</i>	<i>FY 2015</i>	
5218	General Aviation Airports Supervisor	2	2	2	-
5204	Airport Operations Agent	15	15	14	(1)
5372	Auxiliary Airport Specialist	4	4	4	-
5310	Airport Secretary	2	2	2	-
	Total	23	23	22	(1)

Expense Summary

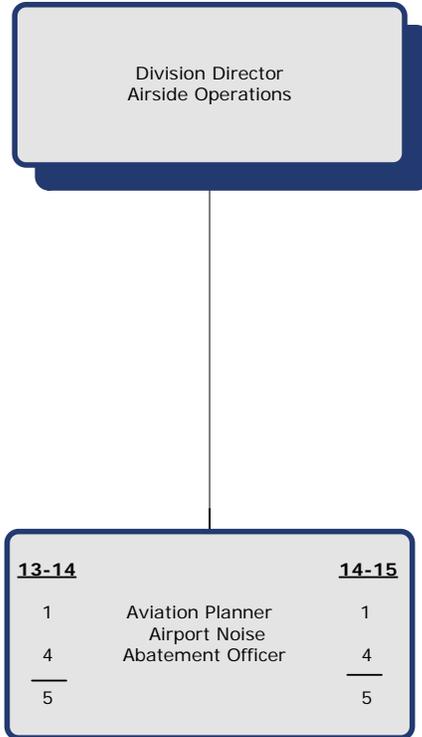
	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2013</i>	<i>FY 2014</i>	<i>FY 2015</i>	<i>FY 2015 vs FY 2014</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 1,295,741	\$ 1,307,545	\$ 1,329,315	\$ 21,770	1.7%
Over-time	125,264	255,000	267,750	12,750	5.0%
Fringes	314,685	457,148	477,959	20,811	4.6%
Total Salary/Fringes	\$ 1,735,689	\$ 2,019,693	\$ 2,075,024	\$ 55,331	2.7%
Outside Contracts	7,169	7,400	9,400	2,000	27.0%
MOU	122,305	150,600	165,000	14,400	9.6%
Utilities	291,254	303,000	315,000	12,000	4.0%
Other Operating	12,613	30,225	236,500	206,275	682.5%
Capital	1,682	112,000	241,059	129,059	115.2%
Total	\$ 2,170,713	\$ 2,622,918	\$ 3,041,983	\$ 419,065	16.0%

Major Drivers

FY 2013- 14 Budget	\$ 2,622,918
Proposed personnel costs	
Salary/Fringe Adjustments	42,581
Increase in over-time	12,750
Proposed variance in personnel costs	<u>2,678,249</u>
Outside Contract Services	
Increase in outside contracted services	2,000
MOU	
Increase in security guard services	14,400
Utilities	
Increase in electrical service	12,000
Other Operating	
Increase in publications, parking reimbursement, registration fees, expendable tools, building materials, office supplies & equipment, photographic supplies, and safety equipment & supplies	207,075
Decrease in other repair & maintenance supplies	(800)
Capital	
Increase for replacement of vehicles and additional equipment for vehicles such as radios and light bars	129,059
FY 2014- 15 Budget	<u>\$ 3,041,983</u>

Aviation Noise Abatement

Organizational Structure



Total Positions	
<u>13-14</u>	<u>14-15</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 Code</i>	<i>Occupational Title</i>	<i>Actual FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Inc/(Dec) FY15 vs FY14</i>
5253	Airport Noise Abatement Officer	4	4	4	-
5284	Aviation Planner	1	1	1	-
	Total	5	5	5	-

Expense Summary

	<i>Actual FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Inc/(Dec) FY 2015 vs FY 2014</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 309,355	\$ 304,886	\$ 329,348	\$ 24,462	8.0%
Over-time	20,669	16,000	16,800	800	5.0%
Fringes	67,617	89,735	102,796	13,061	14.6%
Total Salary/Fringes	\$ 397,642	\$ 410,621	\$ 448,944	\$ 38,323	9.3%
Outside Contracts	232,411	344,400	335,500	(8,900)	-2.6%
Other Operating	15,159	21,800	23,800	2,000	9.2%
Capital	22,879	31,000	38,907	7,907	25.5%
Total	\$ 668,091	\$ 807,821	\$ 847,151	\$ 39,330	4.9%

Major Drivers

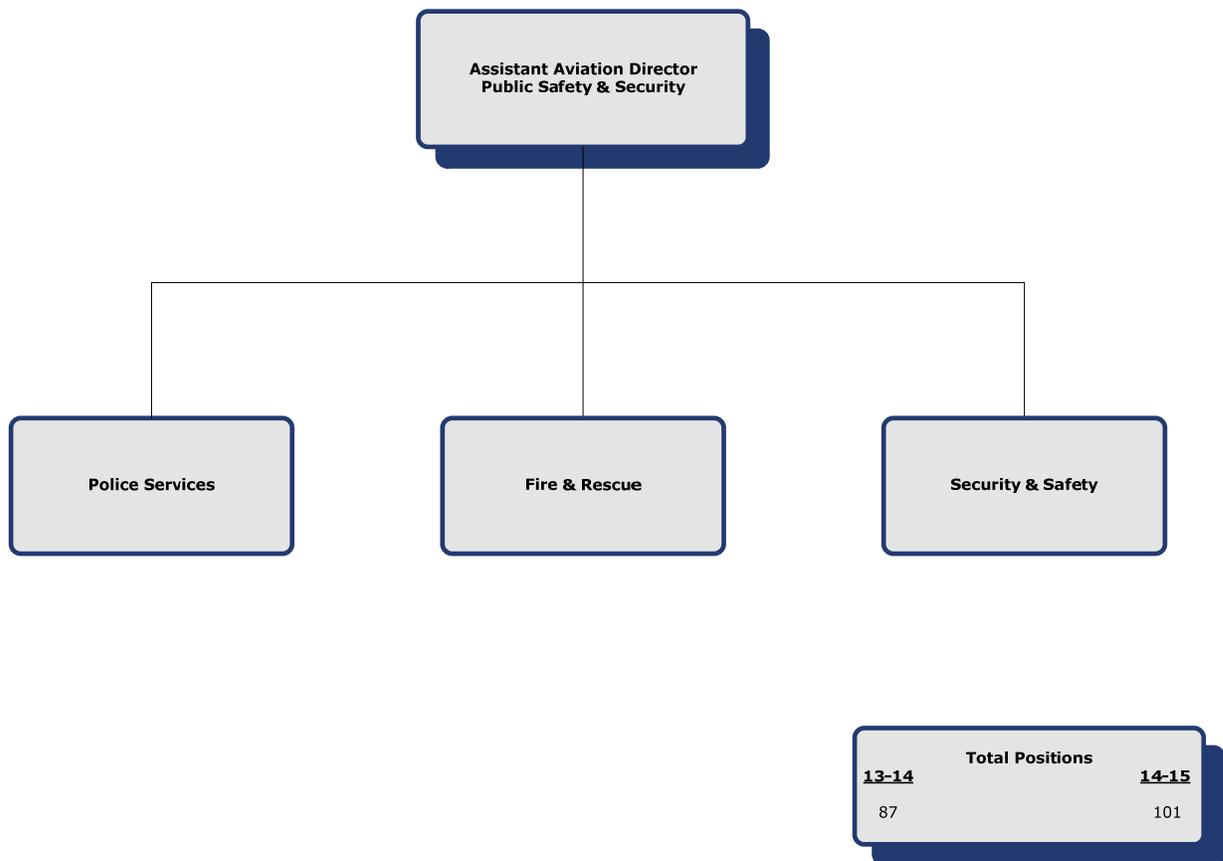
FY 2013-14 Budget	\$ 807,821
Proposed personnel costs	
Salary/Fringe Adjustments	37,523
Increase in over-time	800
Proposed variance in personnel costs	<u>846,144</u>
Outside Contract Services	
Decrease in maintenance of computer hardware and miscellaneous maintenance contracts	(8,900)
Other Operating	
Increase in miscellaneous operating supplies	2,000
Capital	
Increase in truck replacement	<u>7,907</u>
FY 2014-15 Budget	<u>\$ 847,151</u>

Public Safety & Security Group

Overview

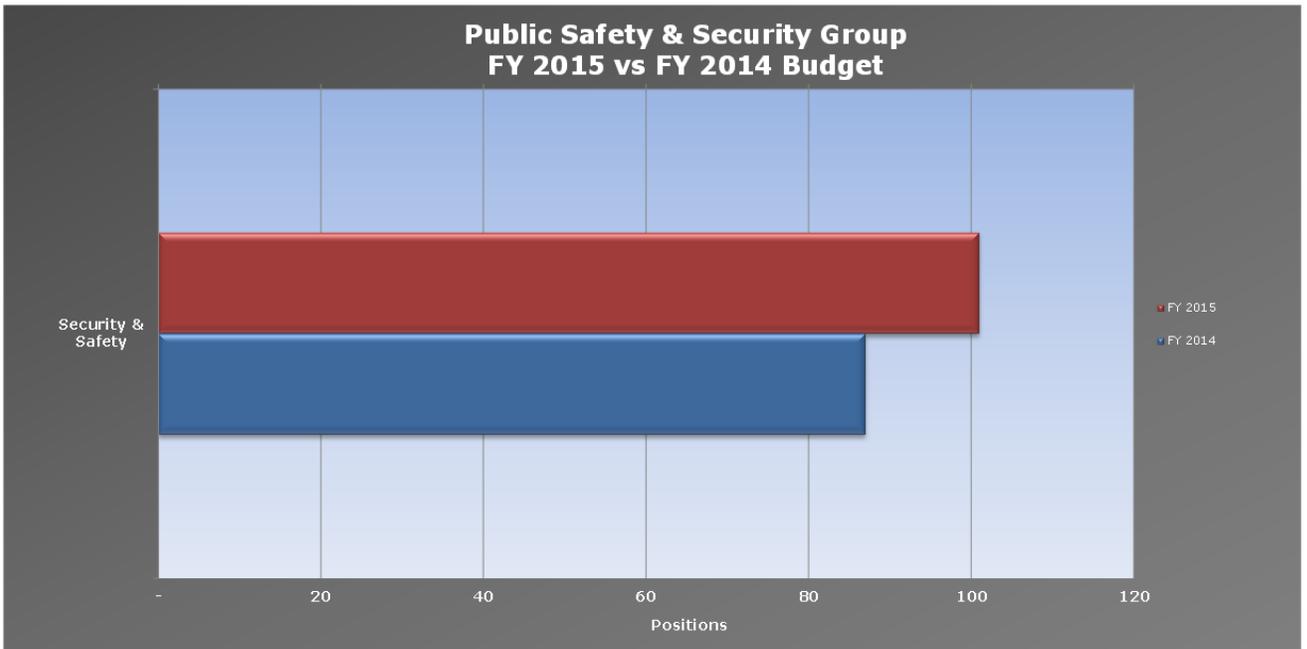
The Public Safety & Security Group oversees the investigative police and uniform services and fire and rescue services at MIA, ensures enforcement of all local, state and federally mandated security requirements. The Group consists of the Police Services, Fire & Rescue, and Security & Safety Divisions.

Organizational Structure



Personnel Summary

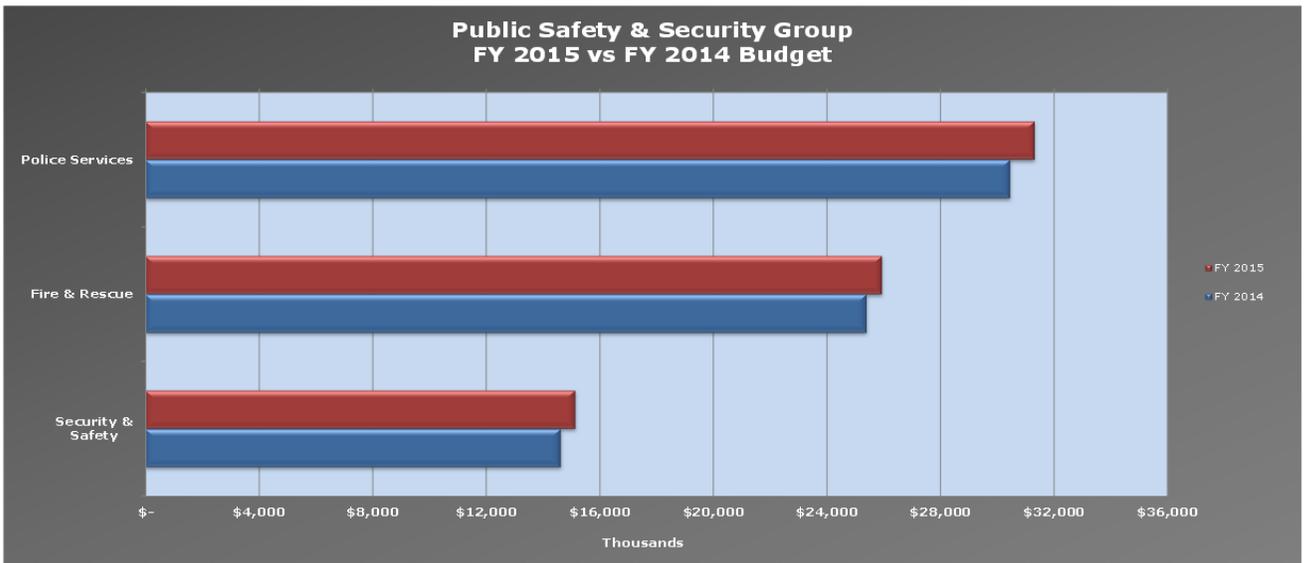
	<i>Actual FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Inc/(Dec) FY15 vs FY14</i>
Security & Safety	84	87	101	14
Total	84	87	101	14



The chart above is a comparison between the FY 2015 and FY 2014 positions budgeted for the divisions in the Public Safety & Security Group; overall there was an increase in positions due to new positions and reorganization of staff.

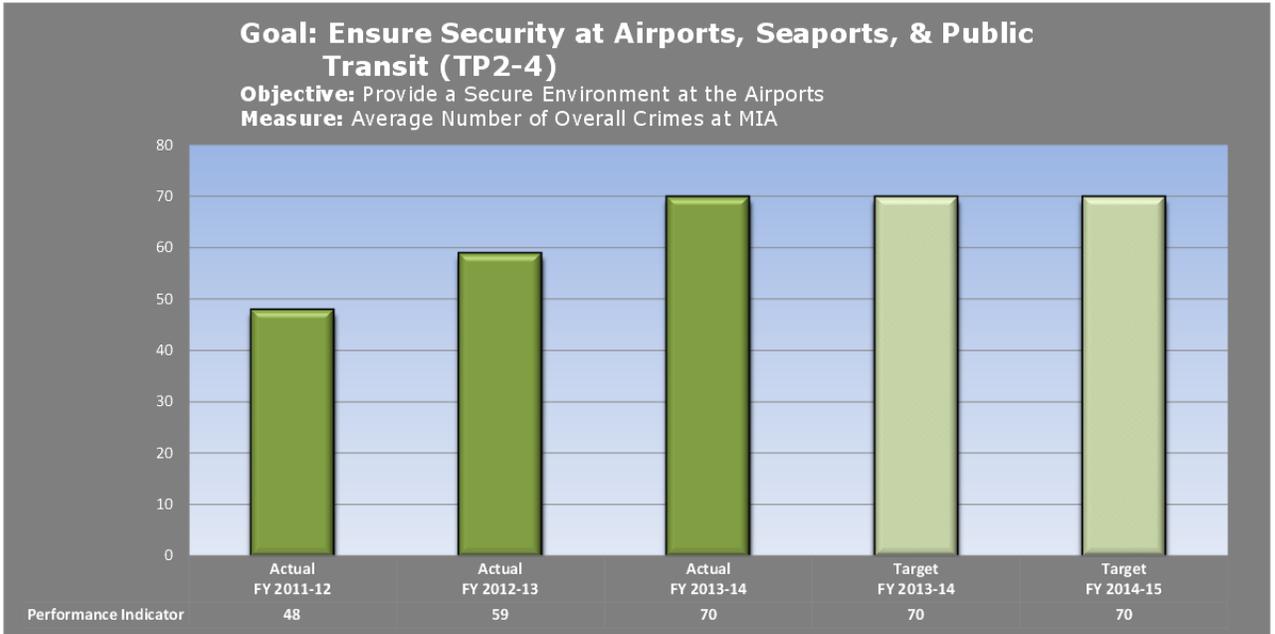
Expense Summary

	<i>Actual FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Inc/(Dec) FY 2015 vs FY 2014</i>	
				<i>\$</i>	<i>%</i>
Police Services	\$ 32,182,011	\$ 30,465,113	\$ 31,331,802	\$ 866,689	2.8%
Fire & Rescue	19,538,443	25,406,951	25,947,297	540,346	2.1%
Security & Safety	11,973,965	14,637,274	15,152,188	514,914	3.5%
Total	\$ 63,694,419	\$ 70,509,338	\$ 72,431,287	\$ 1,921,949	2.7%



The chart above is a comparison between the FY 2015 and FY 2014 budget for the divisions in the Public Safety & Security Group; overall there is an increase in expenses for the Group, with the Police Services 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 FY2013-14 the actual met the target.

Accomplishments for FY 2014

- Enforced the laws of the State of Florida, Miami-Dade County Ordinances, and Chapter 25
- Performed undercover/surveillance details that resulted in arrest
- Completed special details/investigations based on trend information provided by the District's Crime Analysis Unit
- Conducted vehicle inspections/check points at MIA
- Conducted random employee background checks
- Completed 2014 FAA Airport Inspection with zero discrepancies
- Improved airport rescue firefighting services by staffing an Airport Rescue Fire Fighting (ARFF) at Miami Executive Airport (TMB)
- Created a training database to track mandated Federal Aviation Administration (FAA) requirements by individual personnel as well as by specific training component, in accordance with Title 14 CFR Part 139
- Conducted annual tabletop and drill exercises to enhance responder proficiency
- Trained all MDR Airport Division sworn personnel in the deployment of the Rigid Hull Inflatable Boat (RHIB)
- Averted fines assessed to the Department by TSA for security violations by performing efficient investigations and implementing timely corrective measures
- Conducted monthly Airport Security Consortium and Quarterly Cargo Consortium meetings
- Distributed pertinent open source intelligence to security personnel in order to remain current on the threats to an airport community
- Continued to explore new and emerging technology to compliment security operations, in an effort to provide optional security at MIA and the GAA Airports
- Conducted Behavior Pattern Recognition (BPR) classes for new MIA employees

Police Services

Organizational Structure

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

Mission Statement

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

Responsibilities

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

Personnel Summary

Non Applicable

Expense Summary

	<i>Actual</i> <i>FY 2013</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2014</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2015</i>	<i>Inc/(Dec)</i> <i>FY 2015 vs FY 2014</i>	
				\$	%
Salary/Fringes					
Regular	\$ -	\$ -	\$ -	\$ -	0.0%
Over-time	-	-	-	-	0.0%
Fringes	-	-	-	-	0.0%
Total Salary/Fringes	\$ -	\$ -	\$ -	\$ -	0.0%
Outside Contracts	52,535	68,100	72,300	4,200	6.2%
Insurance	196,310	280,000	257,725	(22,275)	-8.0%
MOU	31,755,051	28,494,069	29,239,556	745,487	2.6%
Charges for County Services	59,878	1,082,244	1,115,901	33,657	3.1%
Utilities	44,948	70,000	71,620	1,620	2.3%
Other Operating	72,410	371,700	338,700	(33,000)	-8.9%
Capital	878	99,000	236,000	137,000	138.4%
Total	\$ 32,182,011	\$ 30,465,113	\$ 31,331,802	\$ 866,689	2.8%

Major Drivers

FY 2013-14 Budget	\$ 30,465,113
Proposed personnel costs	
Salary/Fringe Adjustments	-
Proposed variance in personnel costs	30,465,113
Outside Contract Services	
Increase in outside maintenance	4,200
Insurance	
Increase in automobile liability insurance	3,520
Decrease in sheriffs professional liability insurance	(25,795)
MOU	
Increase in charges for Police services	745,487
Charges for County Services	
Increase for take home vehicle charges	33,657
Utilities	
Increase in telephone service	1,620
Other Operating	
Increase in office supplies	2,000
Decrease in miscellaneous operating supplies	(35,000)
Capital	
Increase for computer equipment and vehicle	137,000
FY 2014-15 Budget	\$ 31,331,802

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

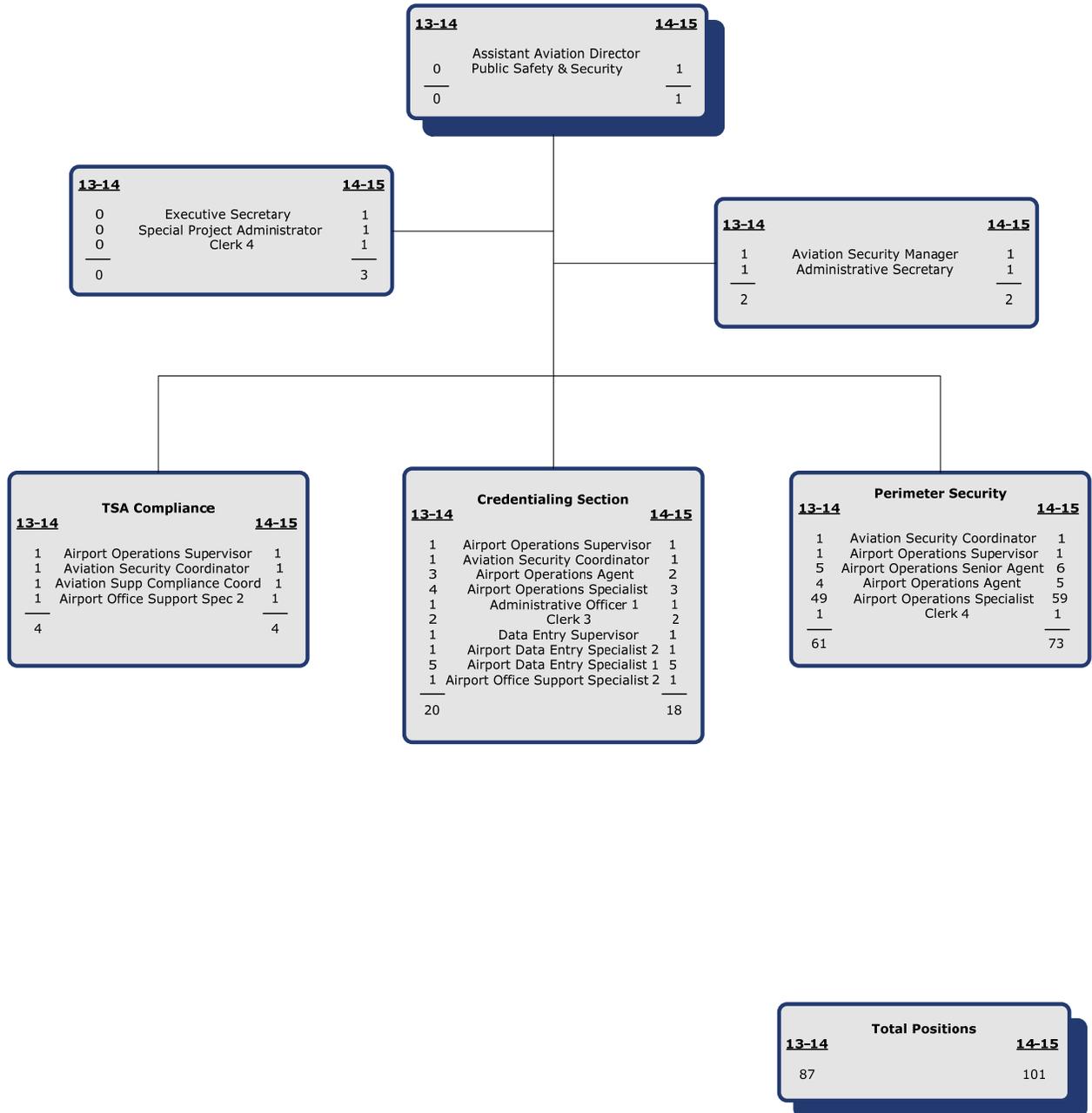
	<i>Actual FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Inc/(Dec) FY 2015 vs FY 2014</i>	
				<i>\$</i>	<i>%</i>
<i>Salary/Fringes</i>					
Regular	\$ -	\$ -	\$ -	\$ -	0.0%
Over-time	-	-	-	-	0.0%
Fringes	-	-	-	-	0.0%
<i>Total Salary/Fringes</i>	\$ -	\$ -	\$ -	\$ -	0.0%
Outside Contracts	7,418	155,500	127,500	(28,000)	-18.0%
MOU	19,388,238	23,711,311	23,147,897	(563,414)	-2.4%
Charges for County Services	-	17,500	12,500	(5,000)	-28.6%
Utilities	14,352	37,400	23,640	(13,760)	-36.8%
Other Operating	88,562	296,290	347,060	50,770	17.1%
Capital	39,872	1,188,950	2,288,700	1,099,750	92.5%
<i>Total</i>	\$ 19,538,443	\$ 25,406,951	\$ 25,947,297	\$ 540,346	2.1%

Major Drivers

FY 2013-14 Budget	\$ 25,406,951
Proposed personnel costs	
Salary/Fringe Adjustments	-
Proposed variance in personnel costs	25,406,951
Outside Contract Services	
Increase in maintenance & repair of equipment	5,000
Decrease in other outside contracts	(33,000)
MOU	
Decrease in charges for Fire Rescue services	(563,414)
Charges for County Services	
Decrease in radio maintenance	(5,000)
Utilities	
Decrease in telephone service	(13,760)
Other Operating	
Increase in auto & parking expense reimbursement, travel expense, license & permit fees, miscellaneous general & administrative expenses, other fuels & lubricants, office furniture & equipment, fire ext agents, and miscellaneous operating supplies	95,980
expendable tools, office supplies, minor equipment, uniforms & shoes, and safety equipment & supplies	(45,210)
Capital	
Increase in radio equipment, computer hardware, and fire rescue vehicles	1,122,550
Decrease in equipment & furniture and training equipment	(22,800)
FY 2014-15 Budget	\$ 25,947,297

Security & Safety

Organizational Structure



Mission Statement

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

Responsibilities

- Directing the day-to-day security operations of MIA and the County's four General Aviation Airports (GAA)
- Enforcing local, state and federally mandated security requirements, in coordination with agencies such as the TSA, CBP, FBI, Immigration and Customs Enforcement (ICE), Drug Enforcement Administration (DEA), Department of Homeland Security (DHS), the State and U.S. Attorneys offices and the Miami-Dade Police and Fire Department
- Serving as the primary overseer of TSA compliance and enforcement actions, responsible for implementing any new security mandates issued in addition to serving as the main point of contact for standard regulations issues and provides coordination between the TSA Federal Security Director (FSD) and the MIA Airport Security Coordinator (ASC)
- Overseeing and responding to Customs and Border Protection (CBP) compliance and enforcement issues involving MDAD employees
- Issuing Airport ID badges to all airport employees based on fingerprint and background checks
- Researching new and emerging security technologies and grant opportunities
- Monitoring any security-related activities within the Department's Capital Improvement Program, including security installations in the new South and North Terminals and throughout the existing Central Terminal
- Coordinating monthly MIA Security Consortia meeting for the airlines and business partners and a quarterly cargo security meeting at MIA
- Conducting field audits of airport vendors, multi-agency sweeps
- Operating Airport Operations Area (AOA) vehicular access control gates
- Monitoring contracted security guard services such as operations and staffing
- Monitoring fuel farm areas and Federal Inspection Service (FIS) areas
- Issuing security notices, security directives and security operational directives
- Coordinating mandated table tops and exercise drills, investigates security violations

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Inc/(Dec) FY15 vs FY14</i>
5182	Assistance Aviation Director Public Safety & Security	-	-	1	1
5287	Aviation Security Manager	1	1	1	-
5315	Aviation Support Compliance Coordinator	1	1	1	-
5288	Aviation Security Coordinator	3	3	3	-
0831	Special Projects Administrator 1	-	-	1	1
5202	Airport Operations Supervisor	3	3	3	-
5203	Airport Operations Senior Agent	5	5	6	1
5204	Airport Operations Agent	7	7	7	-
5205	Airport Operations Specialist	51	53	62	9
0810	Administrative Officer 1	1	1	1	-
0013	Clerk 4	1	1	2	1
0012	Clerk 3	2	2	2	-
0018	Data Entry Supervisor	1	1	1	-
5346	Airport Data Entry Specialist 2	1	1	1	-
5345	Airport Data Entry Specialist 1	5	5	5	-
0095	Executive Secretary	-	-	1	1
0094	Administrative Secretary	-	1	1	-
5306	Airport Office Support Specialist 2	2	2	2	-
Total		84	87	101	14

Expense Summary

	<i>Actual FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Inc/(Dec) FY 2015 vs FY 2014</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 3,957,131	\$ 4,059,719	\$ 5,077,291	\$ 1,017,572	25.1%
Over-time	229,839	243,775	243,775	-	0.0%
Fringes	1,026,756	1,449,087	1,906,118	457,031	31.5%
Total Salary/Fringes	\$ 5,213,726	\$ 5,752,581	\$ 7,227,184	\$ 1,474,603	25.6%
Outside Contracts	50,834	146,000	129,500	(16,500)	-11.3%
MOU	6,570,155	8,414,168	7,166,593	(1,247,575)	-14.8%
Other Operating	72,260	243,325	180,425	(62,900)	-25.9%
Capital	66,989	81,200	448,486	367,286	452.3%
Total	\$ 11,973,965	\$ 14,637,274	\$ 15,152,188	\$ 514,914	3.5%

Major Drivers

FY 2013-14 Budget	\$ 14,637,274
Proposed personnel costs	
Salary/Fringe Adjustments	1,474,603
Proposed variance in personnel costs	16,111,877
Outside Contract Services	
Increase in other outside maintenance services	10,000
Decrease in consulting services and maintenance & repair of equipment	(26,500)
MOU	
Decrease in security guard services	(1,247,575)
Other Operating	
Increase in safety equipment & supplies	800
Decrease in inservice training, registration fees, educational seminars, and office supplies	(63,700)
Capital	
Increase in office furniture, computer hardware, and vehicle replacement	367,286
FY 2014-15 Budget	\$ 15,152,188

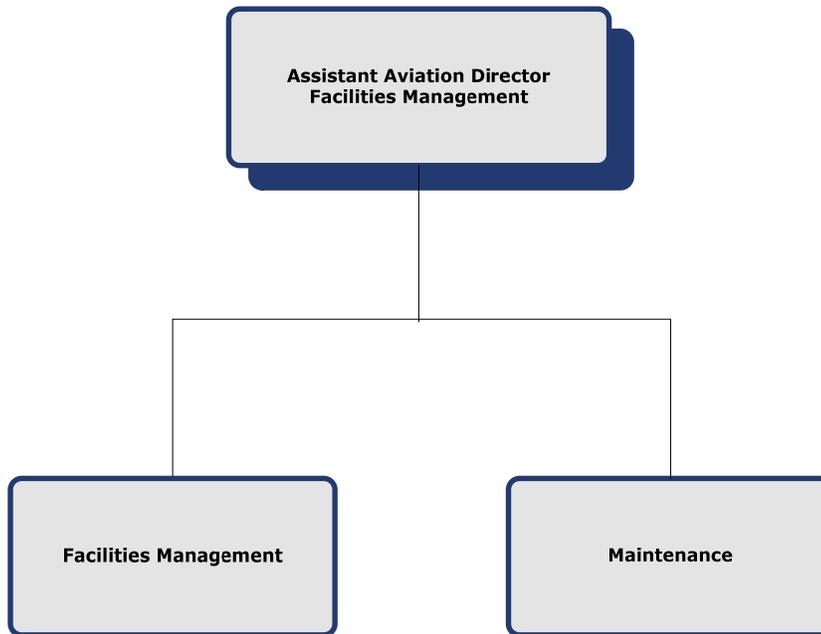


Facilities Management Group

Overview

The Facilities Management Group maintains the airport systems and facilities in optimum working condition at MIA and the General Aviation Airports. The Group consists of the Facilities Management, and Maintenance Divisions.

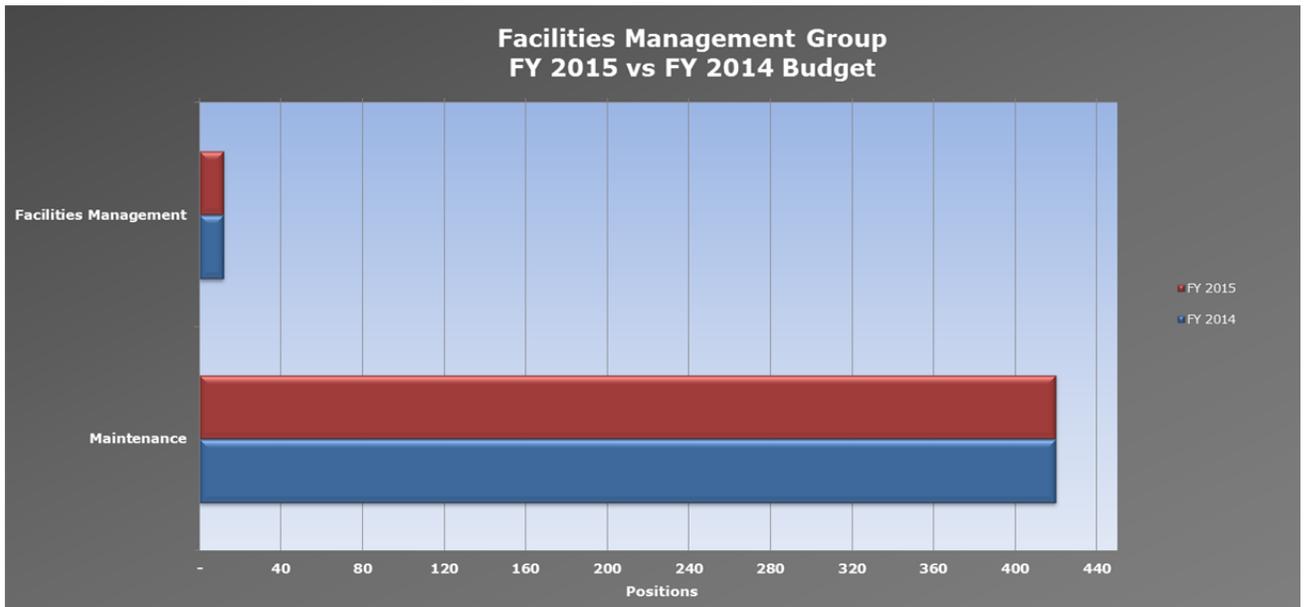
Organizational Structure



<u>13-14</u>	Total Positions	<u>14-15</u>
432		432

Personnel Summary

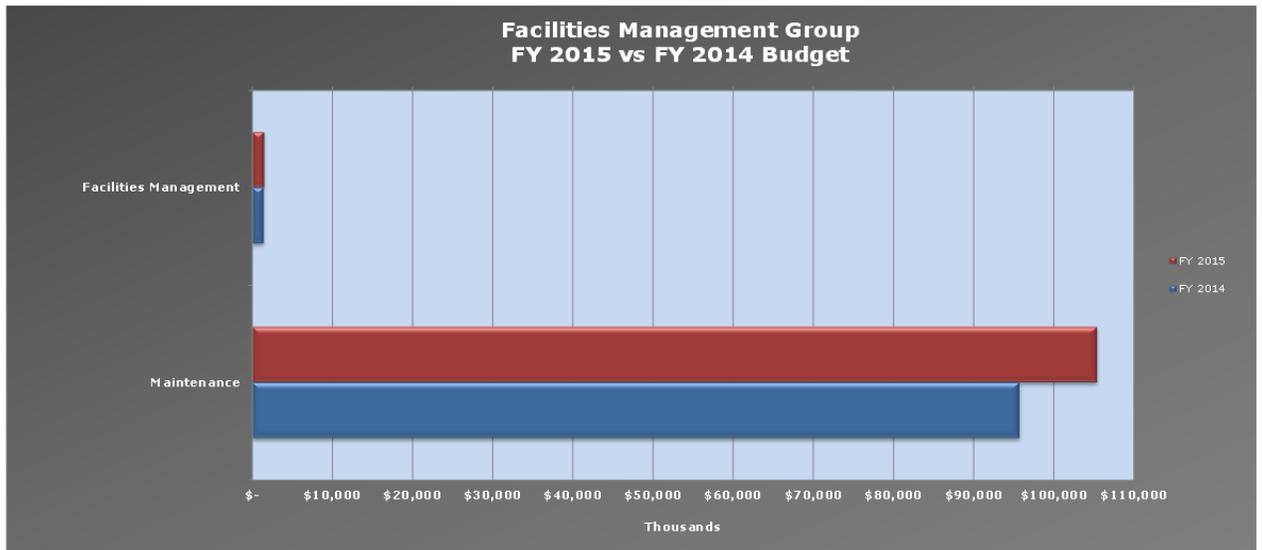
	<i>Actual FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Inc/(Dec) FY15 vs FY14</i>
Facilities Management	12	12	12	-
Maintenance	402	420	420	-
Total	414	432	432	-



The chart above is a comparison between the FY 2015 and FY 2014 positions budgeted for the divisions in the Facilities Management Group; there was no change in position for this group.

Expense Summary

	<i>Actual FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Inc./(Dec)</i> <i>FY 2015 vs FY 2014</i>	
				<i>\$</i>	<i>%</i>
Facilities Management	\$ 1,203,865	\$ 1,410,758	\$ 1,479,138	\$ 68,380	4.8%
Maintenance	92,545,731	95,698,602	105,375,251	9,676,649	10.1%
Total	\$ 93,749,596	\$ 97,109,360	\$ 106,854,389	\$ 9,745,029	10.0%



The chart above is a comparison between the FY 2015 and FY 2014 budget for the divisions in the Facilities Management Group; overall there is an increase in expenses for the Group, with the Maintenance Division reflecting the major increase.

Group Goal(s)/Performance Measures

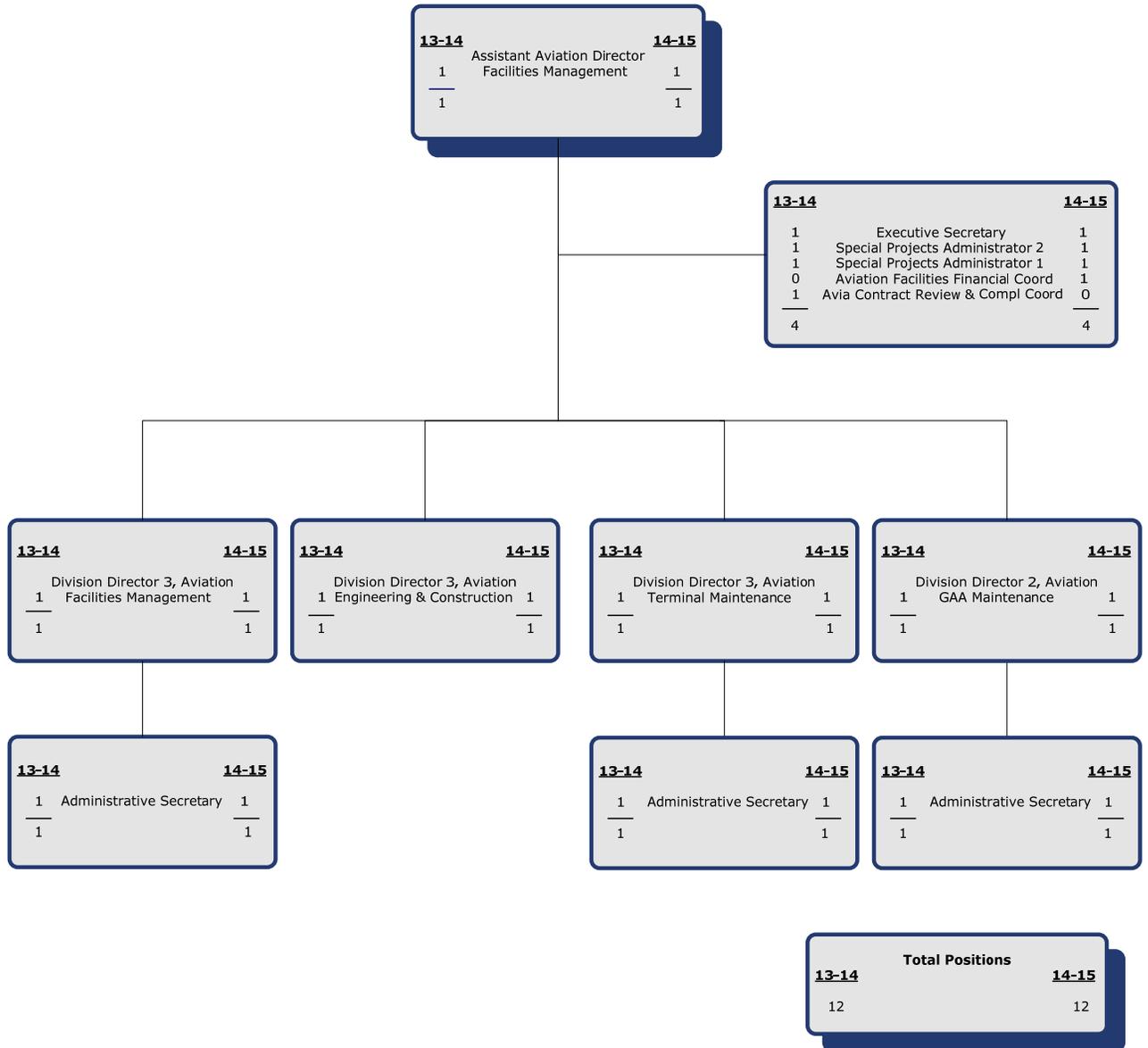
Non applicable

Accomplishments for FY 2014

- Replaced chillers and ac units at various locations throughout the airport
- Replaced incandescent runway edge lighting at Tamiami and Homestead General Airports
- Established an underground feeder cable replacement project
- Awarded nearly \$6.5 million in contracts to more than 35 CSBE contractors in various trades under the MCC 7040 Pilot Program for Maintenance Construction at MDAD Facilities (the "Pilot Program")
- Completed drainage repairs which significantly reduced flooding in the Employee Parking Lot
- Completed repairs to the gravity sewer system and manholes throughout the well field protection area (North side of MIA)
- Completed roof repairs for passenger loading bridges (PLBs)
- Completed 100 percent of programmable logic controller upgrades at lower D concourse passenger loading bridges
- Retrofitted South Terminal baggage handling and ticket counter lighting to LEDS
- Maintained ISO14001 re-certification
- Replaced Central Collection Plaza dynamic signs
- Completed MIA Central Blvd landscaping project

Facilities Management

Organizational Structure



Mission Statement

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

Responsibilities

- Overseeing the functions of the Facilities Management Group

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Inc/(Dec) FY15 vs FY14</i>
5182	Assistant Aviation Director Facilities Mngmt	1	1	1	-
5148	Division Director 3, Aviation	2	2	2	-
5054	Division Director 2, Aviation	2	2	2	-
5232	Aviation Facilities Financial Coordinator	-	-	1	1
5063	Aviation Contract Review & Compliance Coord	-	1	-	(1)
0832	Special Projects Administrator 2	1	1	1	-
0831	Special Projects Administrator 1	1	1	1	-
0811	Administrative Officer 2	1	-	-	-
0095	Executive Secretary	1	1	1	-
0094	Administrative Secretary	3	3	3	-
Total		12	12	12	-

Expense Summary

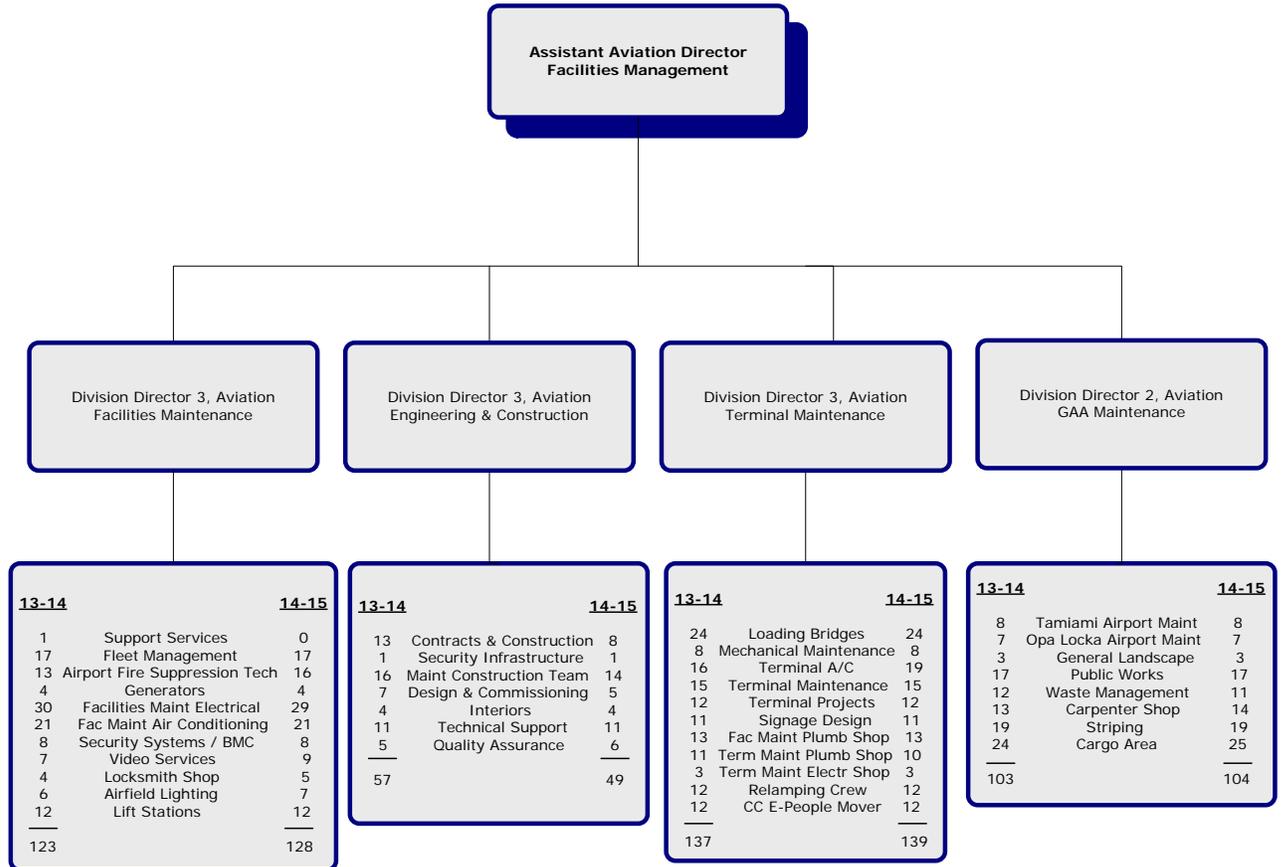
	<i>Actual FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Inc/(Dec) FY 2015 vs FY 2014</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 993,939	\$ 1,126,287	\$ 1,104,754	\$ (21,533)	-1.9%
Over-time	6,901	5,500	7,000	1,500	27.3%
Fringes	190,586	243,521	293,434	49,913	20.5%
Total Salary/Fringes	\$ 1,191,425	\$ 1,375,308	\$ 1,405,188	\$ 29,880	2.2%
Outside Contracts	-	-	-	-	0.0%
Other Operating	12,440	35,450	73,950	38,500	108.6%
Capital	-	-	-	-	0.0%
Total	\$ 1,203,865	\$ 1,410,758	\$ 1,479,138	\$ 68,380	4.8%

Major Drivers

FY 2013-14 Budget	\$ 1,410,758
Proposed Personnel Costs	
Salary/Fringe Adjustments	28,380
Increase in over-time	1,500
Proposed variance in personnel costs	1,440,638
Other Operating	
Increase in copy machine rental, travel expense, registratin fees, educational seminars, and office supplies	38,500
FY 2014-15 Budget	<u>\$ 1,479,138</u>

Maintenance

Organizational Structure



Total Positions	
13-14	14-15
420	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 staff that maintains all utilities, buildings, and facilities; handles the emergency utilities repair work, maintenance projects, and all preventative maintenance of the utilities systems such as the plumbing, air conditioning and, electrical systems; additionally, this area is responsible for the fleet management of all MDAD vehicles.
- The Engineering & Construction section is responsible for the readiness of all new facilities, including testing, commissioning, acceptance and turnover of equipment and buildings, setting operational standards for new systems, development of standard operational procedures and updating MDAD design guidelines, in addition to providing direction and coordination, interface with builders and helping remove operational constraints while maintaining existing operations by mitigating problems caused by construction activity
- The Terminal Maintenance section is responsible for the maintenance and repair of the facilities and utility systems contained within the MIA terminal building, the parking garages and lower drive lighting, passenger loading bridges, baggage conveyors, painting, lighting, pest control as well as three automated people mover systems
- The General Aviation Airports section provides land and building maintenance and emergency repair work at the General Aviation Airports and cargo buildings to include the coordination and oversight of various facilities and grounds maintenance related contracted services such as canal maintenance, grounds maintenance, tree trimming, termite protection and interior foliage; in addition, this area is responsible for waste management of all domestic and international garbage, maintenance and striping of all runways, taxiways and roadways

Maintenance

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Inc/(Dec) FY15 vs FY14</i>
5066	Chief Aviation Maint Engineering & Contracts	1	1	1	-
5069	Chief Aviation Maint Utilities & Public Works	1	1	1	-
5071	Chief Aviation Terminal Building Maintenance	1	1	1	-
5125	Chief Aviation Maint Construction & Contracts	1	1	-	(1)
3978	Chief Aviation Safety & Quality Programs	-	-	1	1
5016	Section Chief, Aviation	1	2	1	(1)
5249	Airport Building Systems Manager	1	1	1	-
5219	Aviation Interior Design Space Plan Supv	1	1	1	-
5233	Aviation Technical Services Supervisor	-	-	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	-
5251	Aviation Volunteer Info Program Coord	1	1	1	-
0831	Special Projects Administrator 1	1	1	1	-
0811	Administrative Officer 2	1	1	1	-
5271	Facilities Maintenance Contract Specialist	2	2	2	-
6474	Elevator Contract Specialist	1	1	1	-
6481	Interior Design Specialist	-	1	1	-
1023	Engineer 4	2	2	1	(1)
1022	Engineer 3	2	2	1	(1)
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	4	3	2	(1)
6611	Construction Manager 2	6	7	3	(4)
6610	Construction Manager 1	1	1	1	-
6466	Technical Services Planner/Scheduler	4	4	5	1
1845	Sr Systems Analyst/Programmer	1	2	2	-
5353	Arpt Systems Analyst/Programmer 2	1	1	-	(1)

Maintenance

Personnel Summary (cont)

<i>OCC</i> <i>Code</i>	<i>Occupational Title</i>	<i>Actual</i> <i>FY 2013</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2014</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2015</i>	<i>Inc/(Dec)</i> <i>FY15 vs FY14</i>
1827	Computer Tech 2	1	1	1	-
5380	Airport Senior Cadastral Technician	1	1	1	-
5379	Airport Cadastral Technician	1	1	1	-
9019	Airport Buyer	-	-	1	1
5334	Airport Collection & Inspection Rep	1	1	-	(1)
0012	Clerk 3	1	1	1	-
5272	Airport Facilities Superintendent	16	17	17	-
5275	Airport BMS Operator	5	5	5	-
5462	Airport Waste Plant Operator	4	4	4	-
5463	Airport Lighting Technician	3	4	4	-
5377	Airport Automated People Mover Technician	10	11	11	-
5474	Airport Electronic Electrical Equipment Tech 2	3	3	3	-
5472	Airport Electronic Electrical Equipment Tech 1	18	19	22	3
5479	Airport Fire Suppression Systems Technician	10	10	13	3
5420	Airport Waste Plant Electrician	1	1	1	-
5406	Airport Service Equipment Maint Mechanic	4	4	2	(2)
5404	Airport Maintenance Mechanic	71	75	72	(3)
5403	Airport Maintenance Repairer	18	24	23	(1)
5407	Airport Heavy Truck Tire Repairer	-	1	1	-
5416	Airport Automotive Mechanic	3	4	4	-
5417	Airport Motorcycle Mechanic	1	1	1	-
5418	Airport Hydraulics Mechanic	11	11	11	-
5421	Airport Plant Mechanic	6	3	7	4
5429	Airport Automotive Equipment Operator 3	5	5	5	-
5428	Airport Automotive Equipment Operator 2	18	18	18	-
5427	Airport Automotive Equipment Operator 1	7	7	7	-
5401	Airport Automotive Support Specialist	1	1	1	-
5438	Airport Carpenter/Roofer	2	2	2	-
5442	Airport Carpenter	8	8	8	-
5444	Airport Electrician	17	17	17	-
5446	Airport Locksmith	3	3	4	1
5448	Airport Painter	27	27	27	-
5450	Airport Machinist	1	1	1	-
5452	Airport Plumber	12	13	13	-
5454	Airport Mason	2	2	2	-
5456	Airport Refrigeration/Air Conditioning Mech	17	18	20	2
5458	Airport Sign Painter	4	4	4	-
5460	Airport Welder	2	2	2	-
5461	Airport Sprayer	3	3	3	-
5464	Airport Hydraulics Mechanic	9	9	9	-
Total		402	420	420	-

Expense Summary

	<i>Actual FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Inc/(Dec) FY 2015 vs FY 2014</i>	
				<i>\$</i>	<i>%</i>
<i>Salary/Fringes</i>					
Regular	\$ 25,098,957	\$ 25,346,289	\$ 26,164,155	\$ 817,866	3.2%
Over-time	1,538,525	1,362,200	1,362,200	-	0.0%
Fringes	5,339,768	7,879,843	8,545,269	665,426	8.4%
<i>Total Salary/Fringes</i>	\$ 31,977,250	\$ 34,588,332	\$ 36,071,624	\$ 1,483,292	4.3%
Outside Contracts	48,528,617	47,357,256	51,552,962	4,195,706	8.9%
MOU	1,075,979	885,524	885,124	(400)	0.0%
Utilities	3,166,445	3,490,000	3,490,000	-	0.0%
Other Operating	6,798,213	7,266,873	10,106,646	2,839,773	39.1%
Capital	999,226	2,110,617	3,268,895	1,158,278	54.9%
<i>Total</i>	\$ 92,545,731	\$ 95,698,602	\$ 105,375,251	\$ 9,676,649	10.1%

Major Drivers

FY 2013-14 Budget	\$ 95,698,602
Proposed Personnel Costs	
Salary/Fringe Adjustments	1,483,292
Proposed variance in personnel costs	<u>97,181,894</u>
Outside Contract Services	
Increase in motor vehicle maintenance, exterminating service, outside maintenance services, miscellaneous maintenance contracts, electrical, air conditioning maintenance, landscape services, air compressor maintenance, and fire protection system maintenance	4,501,306
Decrease in consulting services, and outside building maintenance	(305,600)
MOU	
Decrease in GSA printing and reproduction services	(400)
Other Operating	
Increase in rental expense, memberships, travel expense, registration fees, fuel, repair parts, airfield lighting material, and repair and maintenance supplies	3,155,320
Decrease in office supplies and minor equipment	(315,547)
Capital	
Increase for building improvements, radio equipment, shop equipment, and heavy trucks	1,758,100
Decrease in vehicle replacement, motorized field equipment, trailers, and tractor mowers	(599,822)
FY 2014-15 Budget	<u><u>\$ 105,375,251</u></u>

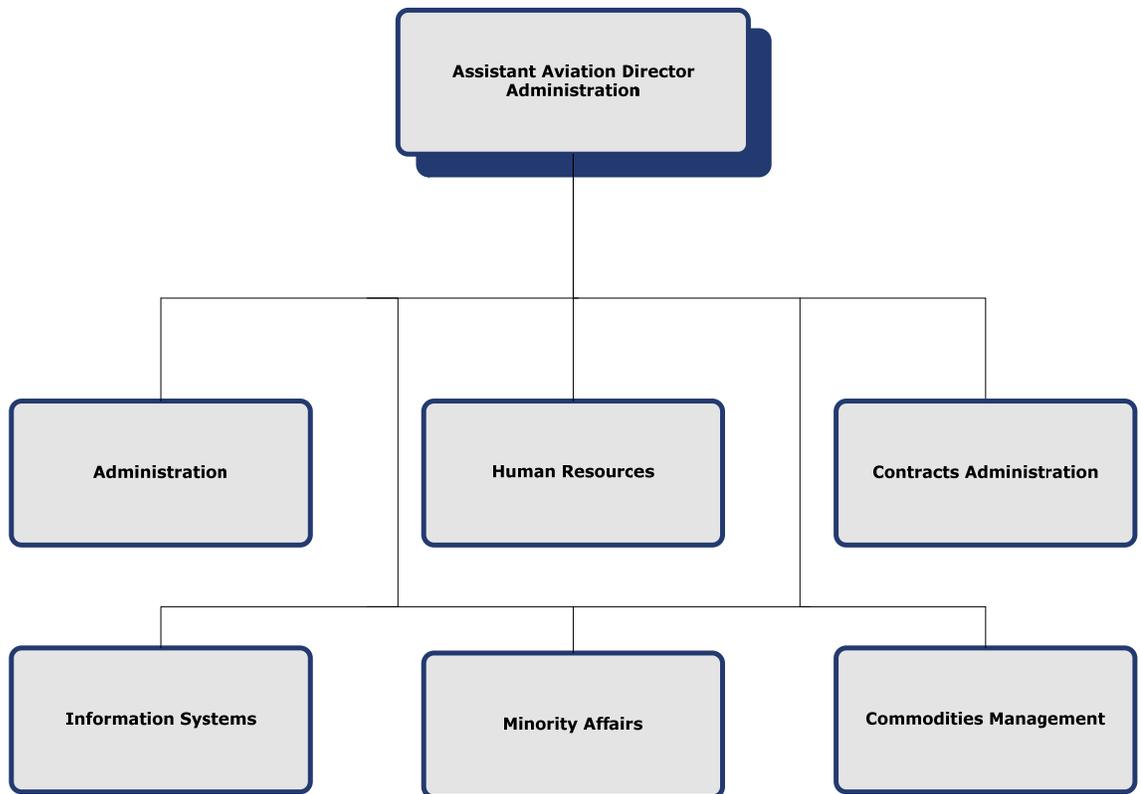


Administration Group

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.

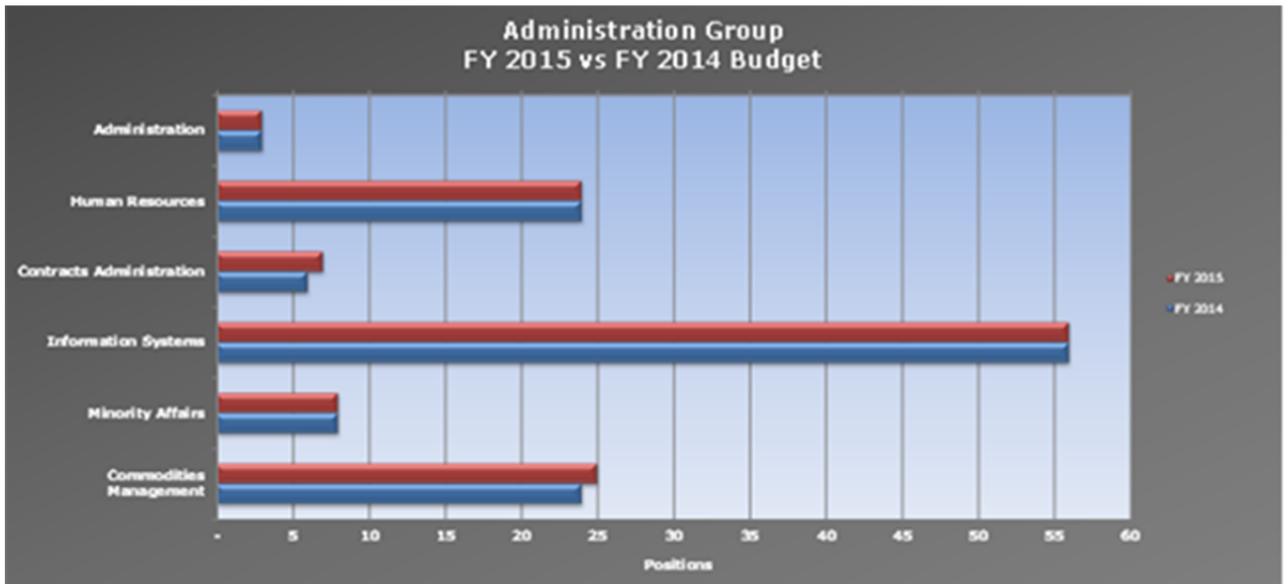
Organizational Structure



Total Positions	
<u>13-14</u>	<u>14-15</u>
121	123

Personnel Summary

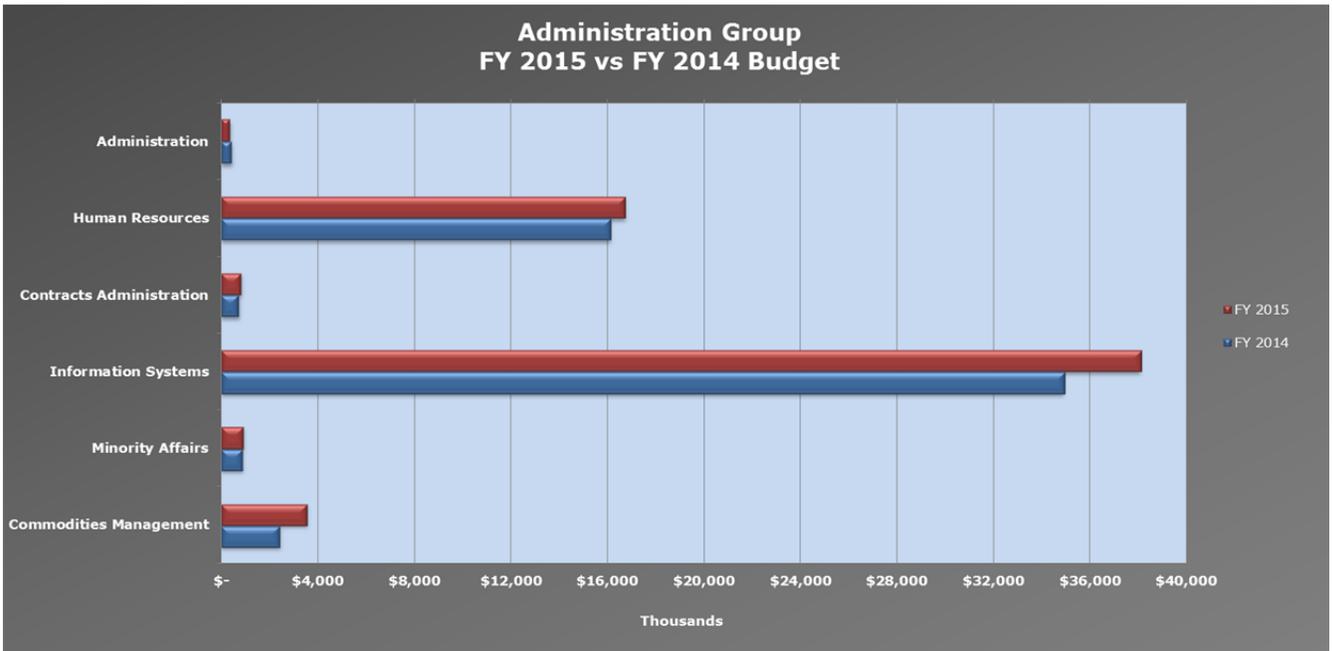
	<i>Actual FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Inc/(Dec) FY15 vs FY14</i>
Administration	3	3	3	-
Human Resources	21	24	24	-
Contracts Administration	6	6	7	1
Information Systems	54	56	56	-
Minority Affairs	8	8	8	-
Commodities Management	24	24	25	1
Total	116	121	123	2



The chart above is a comparison between the FY 2015 and FY 2014 positions budgeted for the divisions in the Administration Group; overall there is an increase in personnel for the Group, with the increase due to a new position and reorganization of staff.

Expense Summary

	<i>Actual</i> <i>FY 2013</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2014</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2015</i>	<i>Inc/(Dec)</i> <i>FY 2015 vs FY 2014</i>	
				<i>\$</i>	<i>%</i>
Administration	\$ 359,791	\$ 448,358	\$ 384,065	\$ (64,293)	-14.3%
Human Resources	13,349,321	16,143,400	16,745,848	602,448	3.7%
Contracts Administration	665,145	751,306	837,407	86,101	11.5%
Information Systems	23,189,791	34,920,510	38,105,370	3,184,860	9.1%
Minority Affairs	629,596	887,685	920,310	32,625	3.7%
Commodities Management	2,239,420	2,446,464	3,561,847	1,115,383	45.6%
Total	\$ 40,433,063	\$ 55,597,723	\$ 60,554,847	\$ 4,957,124	8.9%



The chart above is a comparison between the FY 2015 and FY 2014 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



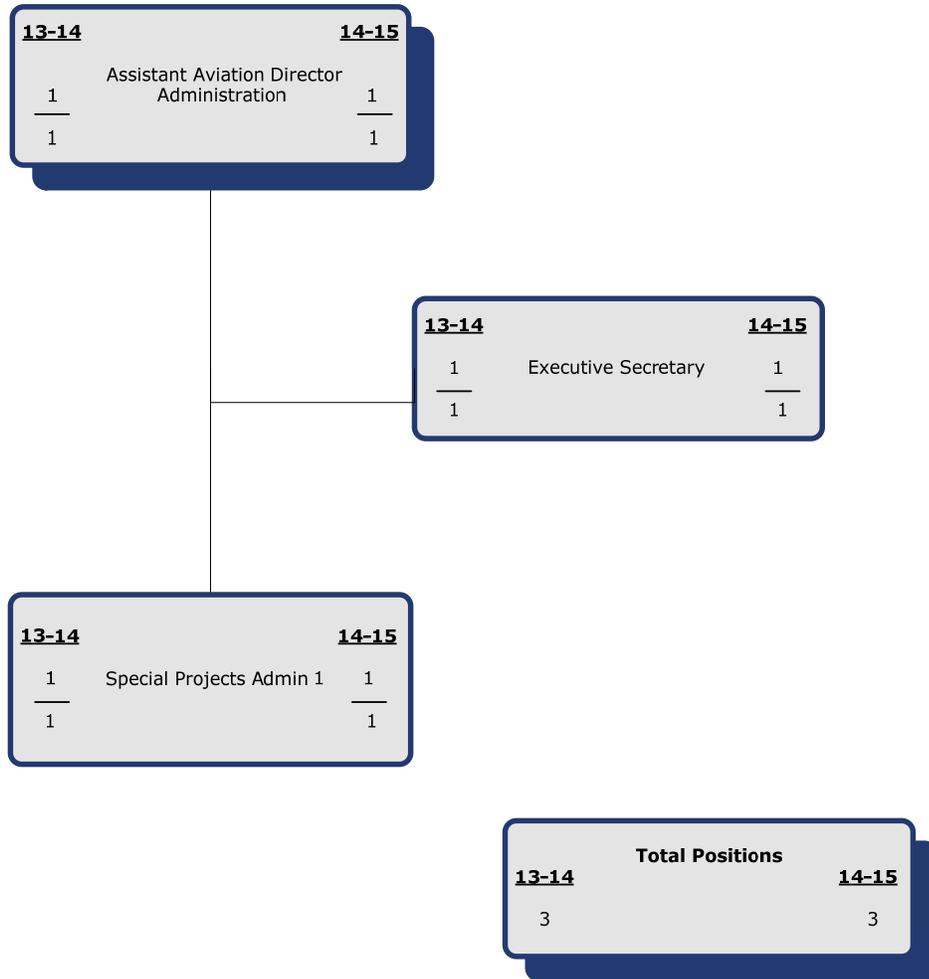
The chart above illustrates the actual and the target for the average number of accidents that occur on a monthly basis, it is comprised of two categories non-chargeable and chargeable preventable; for FY 2013-14 the actual met the target.

Accomplishments for FY 2014

- Responded in a timely manner to all Disciplinary Action Reports (DAR) and Results of Classification (ROC) received
- Coordinated and facilitated informational workshops on Miami-Dade County's New Healthcare Benefits Redesign
- Conducted classroom training sessions and Lunch and Learn sessions
- Coordinated college internship programs with the Florida Airports Council, Florida Memorial University, Miami-Dade College and Mayor's Executive Internship Program
- Conducted Employee Development Training Needs Survey
- Introduced Employee Development Resource Center that has books, DVDs, and CDs
- Completed all department-wide duplication requests received within the agreed upon date
- Created a General Records Maintenance (GRM) storage database to better manage and account for storage boxes
- Established procedure to expedite certificate of insurance processing within 3 working days of receipt
- Implemented the E-solicitation process so that interested proposers can download MDAD solicitations
- Continued to streamline the solicitation process for contracts and conducted workshops to provide information on the solicitation process in order to obtain the necessary services
- Completed integration between PeopleSoft 9.1 Financials System and EAMS for inventory
- Installed Automated Passenger (APC) kiosk in the D FIS and J FIS areas
- Implemented flight information web pages for mobile devices
- Replaced/upgraded the MIA Public Address System Infrastructure (PASI)
- Received recognition from US Office of Inspector General as one of the top five airports in the nation for engaging small businesses participation at MIA
- Submitted Triennial DBE Goal for Construction projects and concession business at MIA for FY 2016-17 to the FAA
- Continued to work with Maintenance division to expedite purchase of non-stock items
- Received ISO 14001 re-certification for Procurement
- Acquired Warehouse budget from the Maintenance division
- Reduced use of paper as part of the ISO 14001

Administration

Organizational Structure



Mission Statement

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

Responsibilities

- Overseeing the functions of the Administration Group

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Inc/(Dec) FY 15 vs FY 14</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

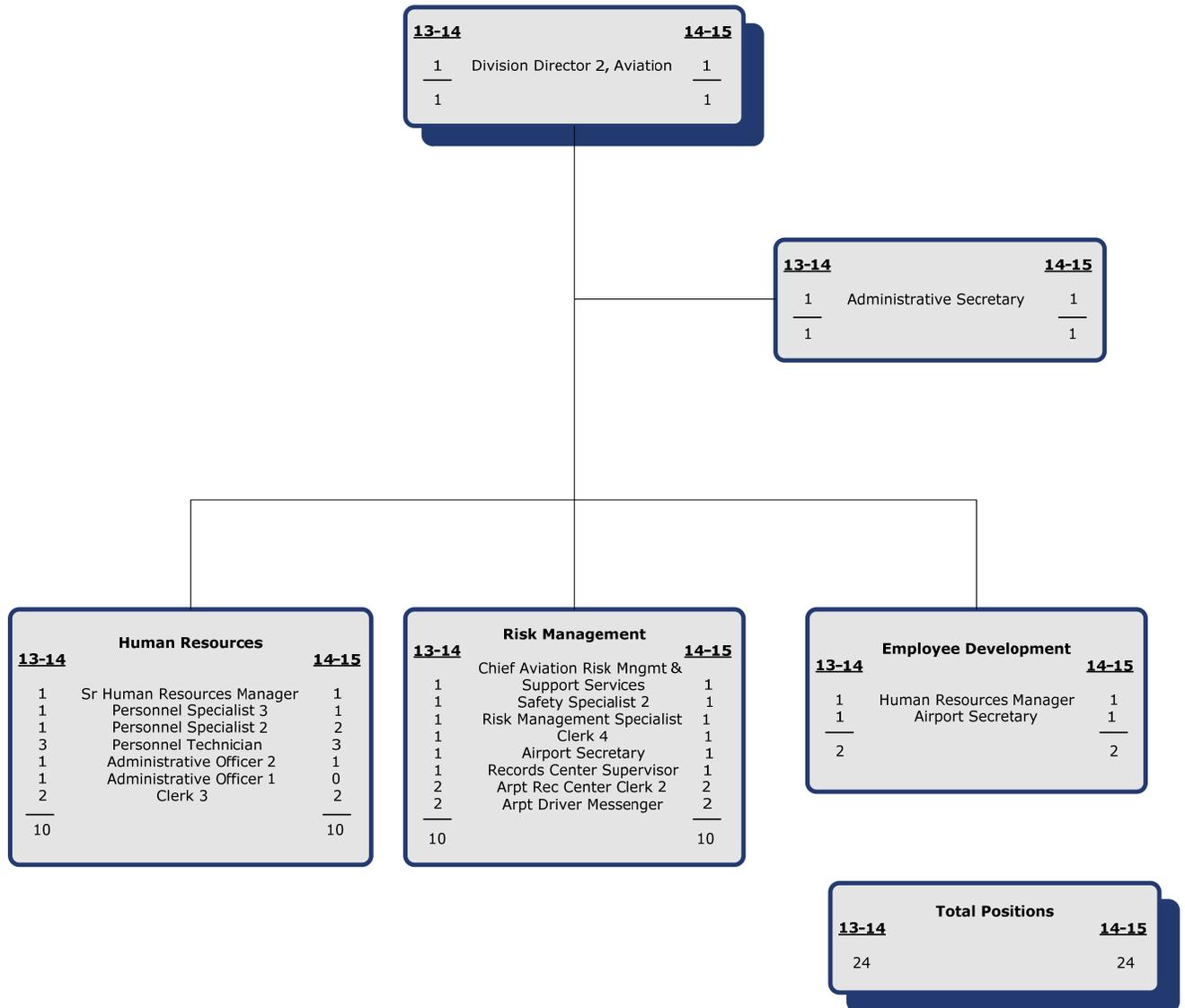
	<i>Actual FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Inc/(Dec) FY 2015 vs FY 2014</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 303,274	\$ 313,409	\$ 245,379	\$ (68,030)	-21.7%
Over-time	-	600	600	-	0.0%
Fringes	54,641	74,799	68,436	(6,363)	-8.5%
Total Salary/Fringes	\$ 357,915	\$ 388,808	\$ 314,415	\$ (74,393)	-19.1%
Outside Contracts	528	40,000	50,000	10,000	25.0%
Other Operating	1,347	19,550	19,650	100	0.5%
Capital	-	-	-	-	0.0%
Total	\$ 359,791	\$ 448,358	\$ 384,065	\$ (64,293)	-14.3%

Major Drivers

FY 2013- 14 Budget	\$ 448,358
Proposed personnel costs	
Salary/Fringe Adjustments	(74,393)
Proposed variance in personnel costs	<u>373,965</u>
Outside Contract Services	
Increase in consulting services	10,000
Other Operating	
Increase in auto expense & parking reimbursement	100
FY 2014- 15 Budget	<u>\$ 384,065</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 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Inc/(Dec) FY15 vs FY14</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	-
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	1	-
1965	Safety Specialist 2	1	1	1	-
0414	Personnel Specialist 3	1	1	1	-
0412	Personnel Specialist 2	1	1	2	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	-	-	-	-
0094	Administrative Secretary	1	1	1	-
5310	Airport Secretary	2	2	2	-
5343	Airport Driver Messenger	2	2	2	-
	Total	21	24	24	-

Expense Summary

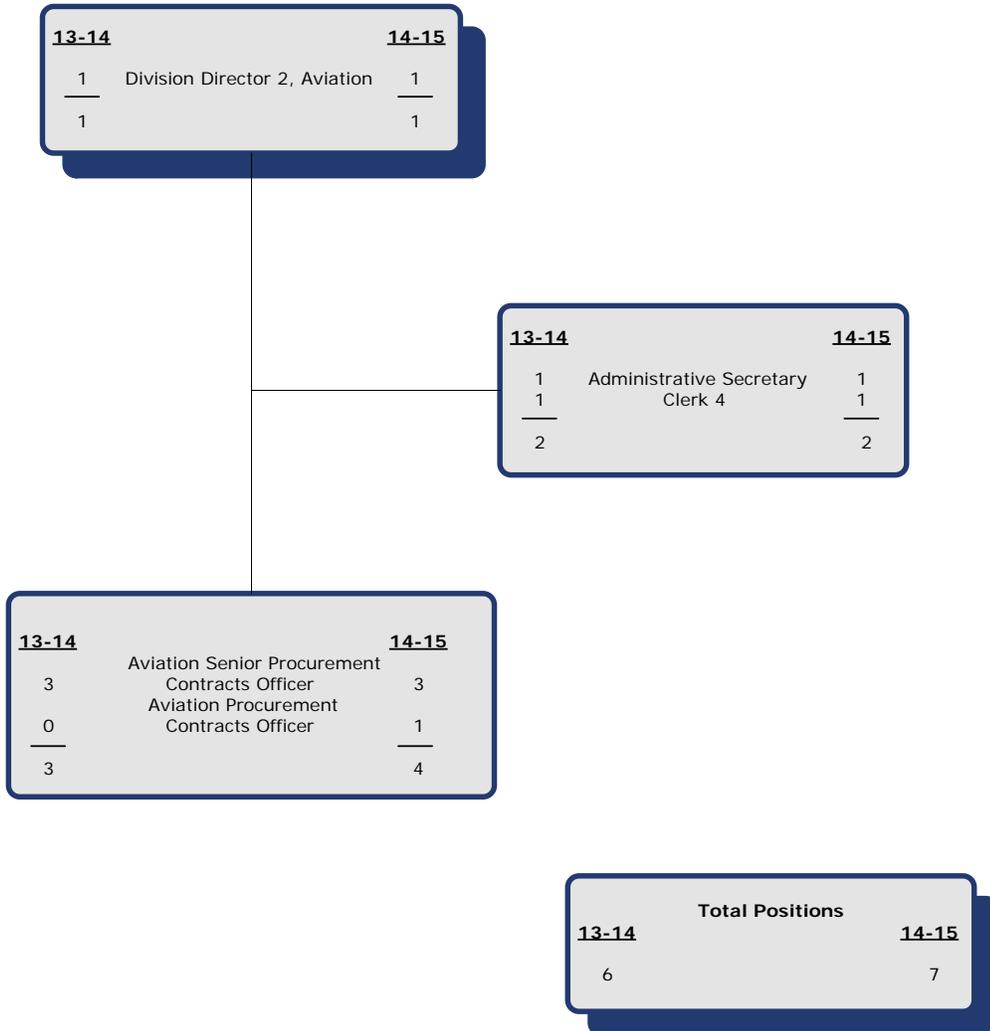
	<i>Actual FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Inc/(Dec) FY 2015 vs FY 2014</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 1,324,813	\$ 1,437,280	\$ 1,458,076	\$ 20,796	1.4%
Over-time	4,860	8,000	8,500	500	6.3%
Fringes	1,871,560	2,445,570	2,400,388	(45,182)	-1.8%
Total Salary/Fringes	\$ 3,201,233	\$ 3,890,850	\$ 3,866,964	\$ (23,886)	-0.6%
Outside Contracts	251,521	397,000	374,500	(22,500)	-5.7%
Insurance	9,501,119	11,301,000	11,356,000	55,000	0.5%
MOU	270,240	191,300	486,300	295,000	154.2%
Other Operating	121,862	348,250	637,084	288,834	82.9%
Capital	3,346	15,000	25,000	10,000	66.7%
Total	\$ 13,349,321	\$ 16,143,400	\$ 16,745,848	\$ 602,448	3.7%

Major Drivers

FY 2013-14 Budget	\$ 16,143,400
Proposed personnel costs	
Salary/Fringe Adjustments	(24,386)
Increase in over-time	500
Proposed variance in personnel costs	16,119,514
Outside Contract Services	
Decrease in outside printing and promotional items	(22,500)
Insurance	
Increase in deductible claims liability insurance	55,000
MOU	
Increase for services provided by Human Resources Department and Office of Safety	295,000
Other Operating	
Increase in memberships, auto expense reimbursement, inservice training, and educational seminars	300,834
Decrease in registration fees, miscellaneous general & administrative expenses, and office supplies & equipment	(12,000)
Capital	
Increase in rescue equipment for Automated External Defibrillators (AED)	10,000
FY 2014-15 Budget	\$ 16,745,848

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 Code</i>	<i>Occupational Title</i>	<i>Actual FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Inc/(Dec) FY15 vs FY14</i>
5054	Division Director 2, Aviation	1	1	1	-
5297	Aviation Sr Procurement Contract Officer	3	3	3	-
5296	Aviation Procurement Contract Officer	-	-	1	1
0013	Clerk 4	1	1	1	-
0094	Administrative Secretary	1	1	1	-
	Total	6	6	7	1

Expense Summary

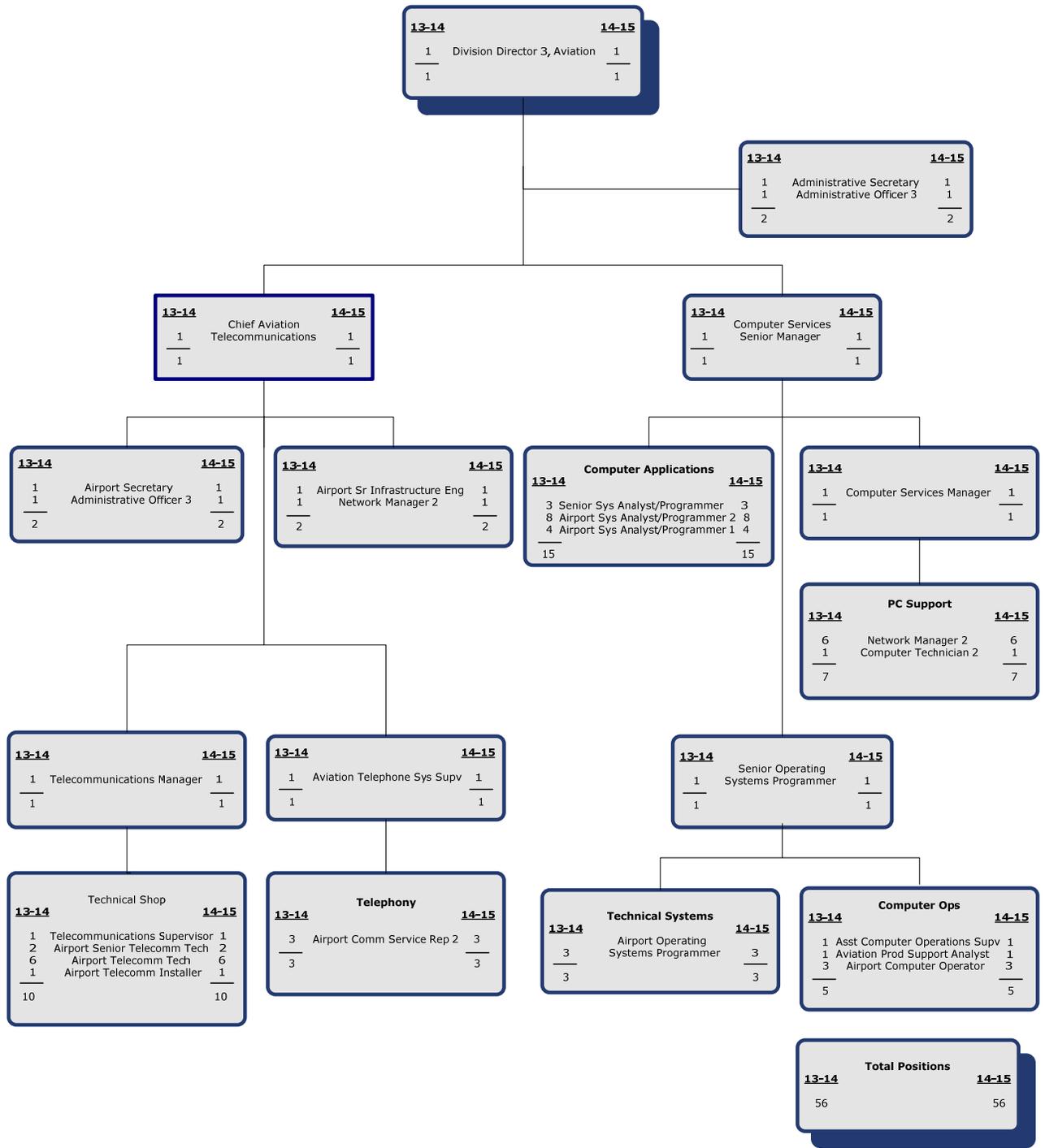
	<i>Actual FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Inc/(Dec) FY 2015 vs FY 2014</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 535,607	\$ 557,619	\$ 606,775	\$ 49,156	8.8%
Over-time	2,051	3,000	3,000	-	0.0%
Fringes	98,723	136,487	172,932	36,445	26.7%
Total Salary/Fringes	\$ 636,381	\$ 697,106	\$ 782,707	\$ 85,601	12.3%
Outside Contracts	27,428	36,500	37,000	500	1.4%
Other Operating	1,336	17,700	17,700	-	0.0%
Capital	-	-	-	-	0.0%
Total	\$ 665,145	\$ 751,306	\$ 837,407	\$ 86,101	11.5%

Major Drivers

FY 2013- 14 Budget	\$ 751,306
Proposed personnel costs	
Salary/Fringe Adjustments	85,601
Proposed variance in personnel costs	<u>836,907</u>
Outside Contract Services	
Increase in catering services provided by Hotel, Top, Host Marriott for meetings	500
FY 2014- 15 Budget	<u><u>\$ 837,407</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 technology and telecommunications services to the Miami-Dade Aviation Department and its diverse user base.

Responsibilities

- Developing, maintaining, and acquiring software solutions in support of the department's business functions
- Providing enterprise level IT support for Miami International Airport which includes data center facilities management along with application hosting in a diverse multi-platform environment
- Designing, acquiring, configuring, and maintaining hardware and software systems across varied platforms
- Providing technical support in the form of performance monitoring, tape and disk management, storage management, network monitoring and application security
- Supporting the physical and logical hosting environment for the Department's business applications
- Integrating of desktop computers to the network servers, network administration, and network security
- Maintaining of Firewall, VPN access, Anti-Virus Defense System, Patch Management system, web server management, end user training including e-learning and Cyber Security Awareness for Everyone (C-SAFE)
- Providing connectivity to ETSD and other county departmental applications and servers, Enterprise E-mail system, and Web Access
- Evaluating software and hardware, and analyzing new hardware/software requests
- Scheduling and completion of installations and upgrades, PC and network problem diagnosis and resolution
- Operating and maintaining the devices for the provision of voice, data, and wireless devices and services to MDAD and delivering the same services for resale to other tenants of the Airport

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Inc/(Dec) FY15 vs FY14</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	8	8	8	-
5352	Airport Systems Analyst/Programmer 1	3	4	4	-
5214	Airport Sr Telecommunications Technician	2	2	2	-
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	-
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

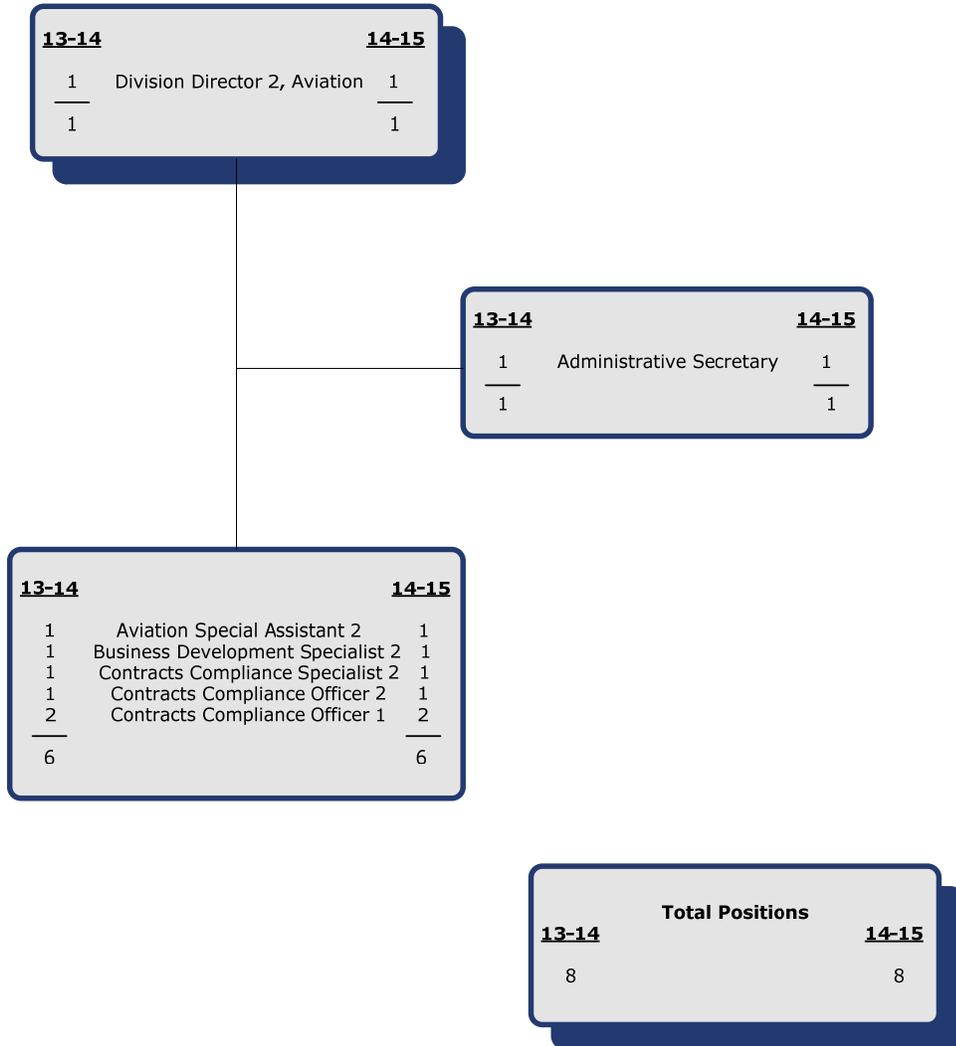
	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2013</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 2015 vs FY 2014</i>	
		<i>FY 2014</i>	<i>FY 2015</i>	\$	%
Salary/Fringes					
Regular	\$ 4,856,531	\$ 4,835,011	\$ 4,996,662	\$ 161,651	3.3%
Over-time	44,079	45,000	45,000	-	0.0%
Fringes	920,299	1,215,885	1,339,809	123,924	10.2%
Total Salary/Fringes	\$ 5,820,909	\$ 6,095,896	\$ 6,381,471	\$ 285,575	4.7%
Outside Contracts	7,972,078	12,592,745	17,275,249	4,682,504	37.2%
MOU	6,081,664	4,204,000	4,052,533	(151,467)	-3.6%
Utilities	-	7,500,000	7,500,000	-	0.0%
Other Operating	1,195,340	1,205,824	1,139,271	(66,553)	-5.5%
Capital	2,119,799	3,322,045	1,756,846	(1,565,199)	-47.1%
Total	\$ 23,189,791	\$ 34,920,510	\$ 38,105,370	\$ 3,184,860	9.1%

Major Drivers

FY 2013- 14 Budget	\$ 34,920,510
Proposed personnel costs	
Salary/Fringe Adjustments	285,575
Proposed variance in personnel costs	35,206,085
Outside Contract Services	
Increase in consulting services, software support service, and maintenance of CUTE, AOIS, and NSS systems	4,699,204
Decrease in terminal recoded music service and computer hardware maintenance	(16,700)
MOU	
Decrease in data processing services	(151,467)
Other Operating	
Increase in publications and educational seminars	10,500
Decrease in rental expense, license & permit fees, expendable tools, repair & maintenance supplies, photographic supplies, software, and miscellaneous operating supplies	(77,053)
Capital	
Increase in radio equipment and software replacement	190,455
Decrease in computer hardware and vehicle replacement	(1,755,654)
FY 2014- 15 Budget	\$ 38,105,370

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 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Inc/(Dec) FY15 vs FY14</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

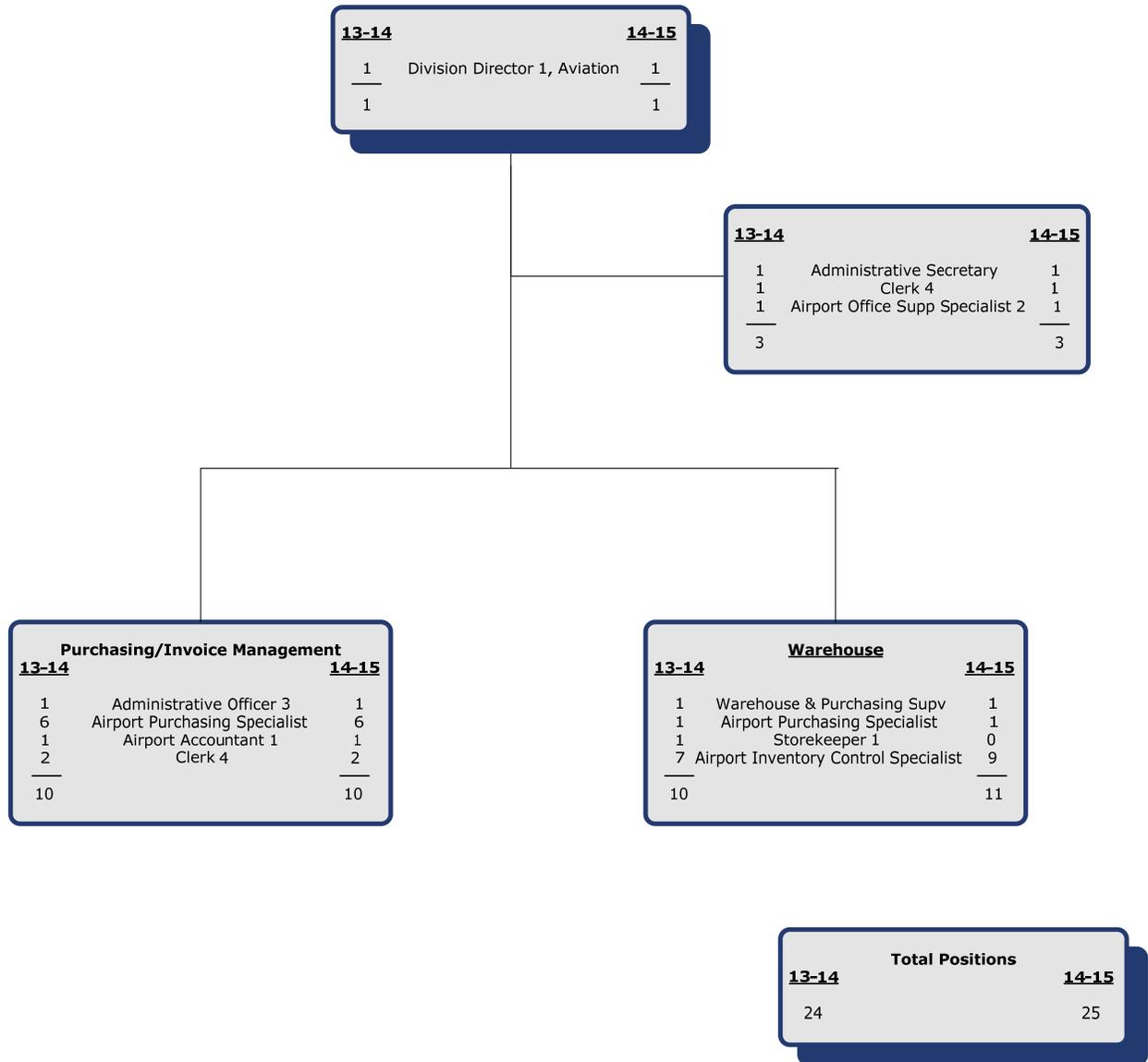
	<i>Actual FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Inc/(Dec) FY 2015 vs FY 2014</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 504,497	\$ 608,749	\$ 610,423	\$ 1,674	0.3%
Over-time	834	-	1,000	1,000	100.0%
Fringes	111,587	153,436	175,187	21,751	14.2%
Total Salary/Fringes	\$ 616,918	\$ 762,185	\$ 786,610	\$ 24,425	3.2%
Outside Contracts	-	-	-	-	0.0%
MOU	9,875	100,000	75,000	(25,000)	-25.0%
Other Operating	2,803	25,500	33,700	8,200	32.2%
Capital	-	-	25,000	25,000	100.0%
Total	\$ 629,596	\$ 887,685	\$ 920,310	\$ 32,625	3.7%

Major Drivers

FY 2013- 14 Budget	\$ 887,685
Proposed personnel costs	
Salary/Fringe Adjustments	23,425
Increase in over-time	1,000
Proposed variance in personnel costs	912,110
MOU	
Decrease in charges for services provided by the Small Business Development Office	(25,000)
Other Operating	
Increase in auto expense & parking reimbursement, publications, travel, educational seminars, and office supplies	8,200
Capital	
Increase in vehicle replacement	25,000
FY 2014- 15 Budget	\$ 920,310

Commodities Management

Organizational Structure



Mission Statement

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

Responsibilities

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

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Inc/(Dec) FY15 vs FY14</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	9	2
0094	Administrative Secretary	1	1	1	-
5306	Airport Office Support Specialist 2	1	1	1	-
	Total	24	24	25	1

Expense Summary

	<i>Actual FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Inc/(Dec) FY 2015 vs FY 2014</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 1,317,009	\$ 1,386,676	\$ 1,505,761	\$ 119,085	8.6%
Over-time	13,569	27,050	27,050	-	0.0%
Fringes	289,686	429,838	490,136	60,298	14.0%
Total Salary/Fringes	\$ 1,620,264	\$ 1,843,564	\$ 2,022,947	\$ 179,383	9.7%
Outside Contracts	40,521	36,500	36,500	-	0.0%
MOU	-	500	500	-	0.0%
Charges for County Services	312,710	325,000	325,000	-	0.0%
Other Operating	265,924	240,900	1,176,900	936,000	388.5%
Capital	-	-	-	-	0.0%
Total	\$ 2,239,420	\$ 2,446,464	\$ 3,561,847	\$ 1,115,383	45.6%

Major Drivers

FY 2013-14 Budget	\$ 2,446,464
Proposed personnel costs	
Salary/Fringe Adjustments	179,383
Proposed variance in personnel costs	<u>2,625,847</u>
Other Operating	
Increase in other fuel & lubricants, batteries, ceiling tile, ballasts, paint, sign material, a/c controllers, welding supplies, building materials, electrical fixtures, plumbing supplies, locksmith supplies, construction supplies, cleaning supplies, paper good due to reallocation of the Warehouse section from the Maintenance Division	936,000
FY 2014-15 Budget	<u><u>\$ 3,561,847</u></u>

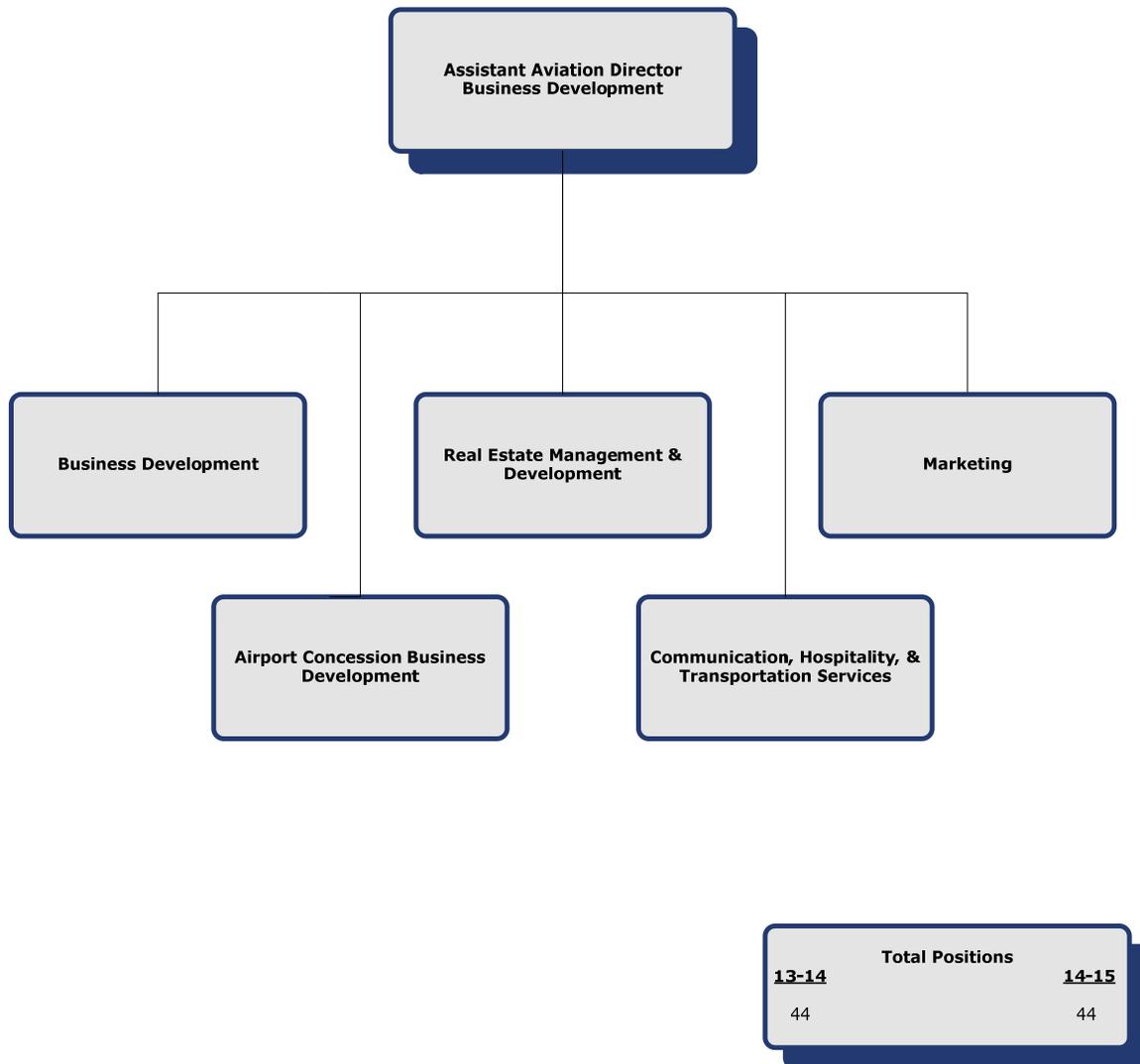


Business Development Group

Overview

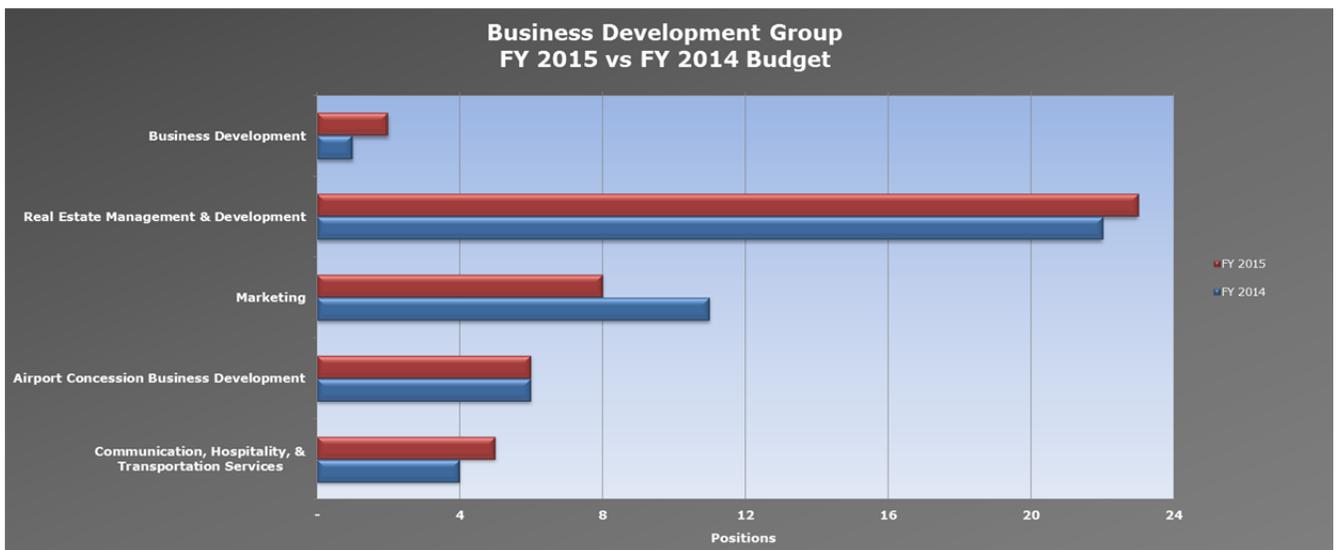
The Business Development Group expands and develops revenue sources for MIA and the General Aviation Airports, plans and coordinates air carrier route development and route maintenance, develops, administers, and monitors air carrier and concessionaire lease agreements, and plans and recommends future business and economic development for the Department. The Group consists of the Business Development, Real Estate Management and Development, Marketing, Airport Concession Business Development, and Communication, Hospitality, & Transportation Services Divisions.

Organizational Structure



Personnel Summary

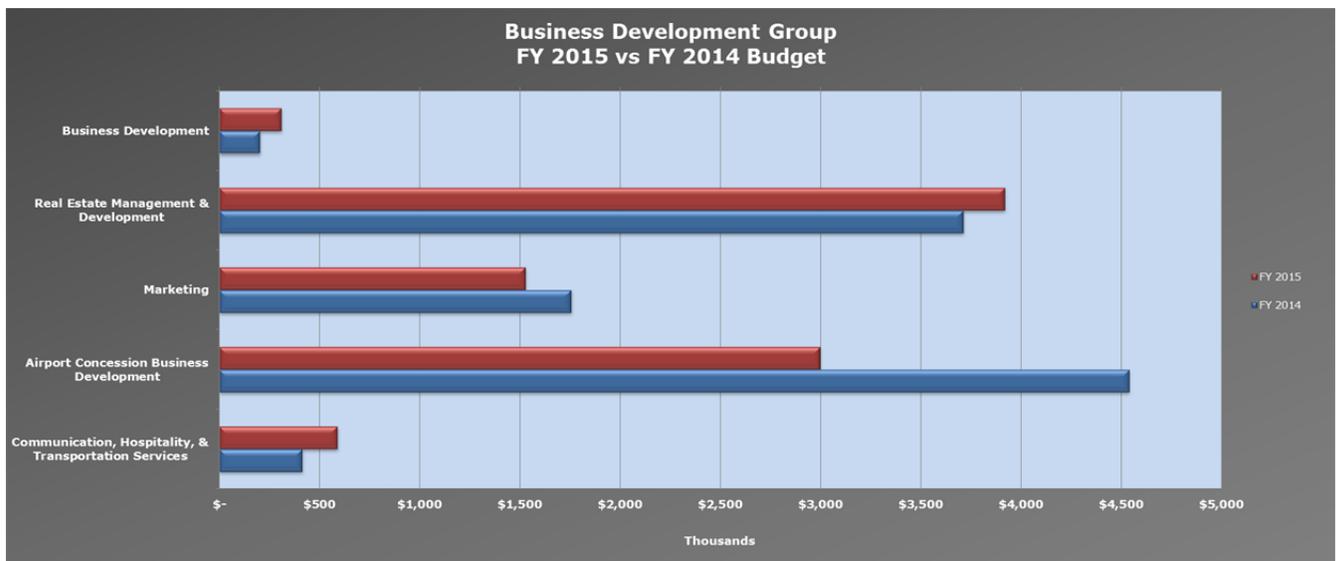
	<i>Actual</i> <i>FY 2013</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2014</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2015</i>	<i>Inc/(Dec)</i> <i>FY15 vs FY14</i>
Business Development	-	1	2	1
Real Estate Management & Development	21	22	23	1
Marketing	9	11	8	(3)
Airport Concession Business Development	6	6	6	-
Communication, Hospitality, & Transportation Services	4	4	5	1
Total	40	44	44	-



The chart above is a comparison between the FY 2015 and FY 2014 positions budgeted for the divisions in the Business Development Group; overall there is no change in positions for this group.

Expense Summary

	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2013</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 2015 vs FY 2014</i>	
		<i>FY 2014</i>	<i>FY 2015</i>	<i>\$</i>	<i>%</i>
Business Development	\$ -	\$ 203,051	\$ 309,916	\$ 106,865	52.6%
Real Estate Management & Development	2,930,844	3,713,798	3,919,873	206,075	5.5%
Marketing	1,522,345	1,757,521	1,528,494	(229,027)	-13.0%
Airport Concession Business Development	3,316,329	4,541,234	2,997,624	(1,543,610)	-34.0%
Communication, Hospitality, & Transportation Services	316,837	415,411	590,433	175,022	42.1%
Total	\$ 8,086,355	\$ 10,631,015	\$ 9,346,340	\$ (1,284,675)	-12.1%

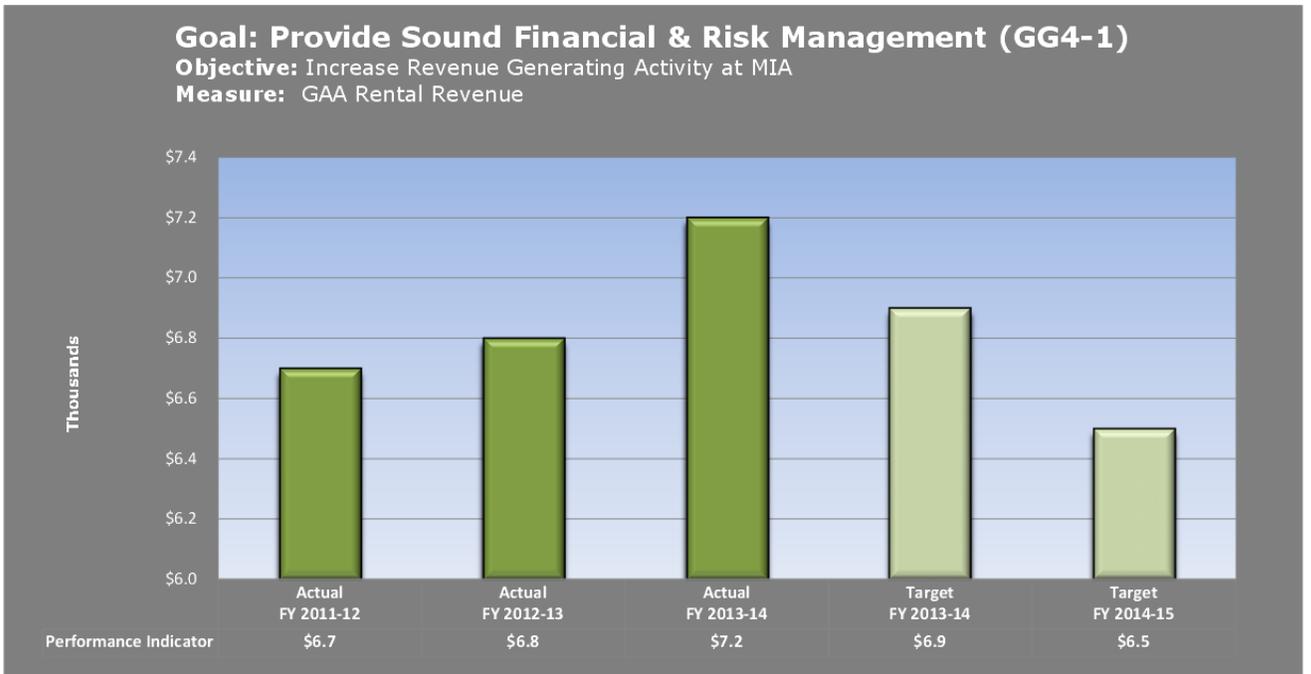


The chart above is a comparison between the FY 2015 and FY 2014 budget for the divisions in the Business Development Group; overall there is a decrease in expenses for the Group, with the Airport Concession Business Development Division reflecting the major decrease.

Group Goal(s)/Performance Measures

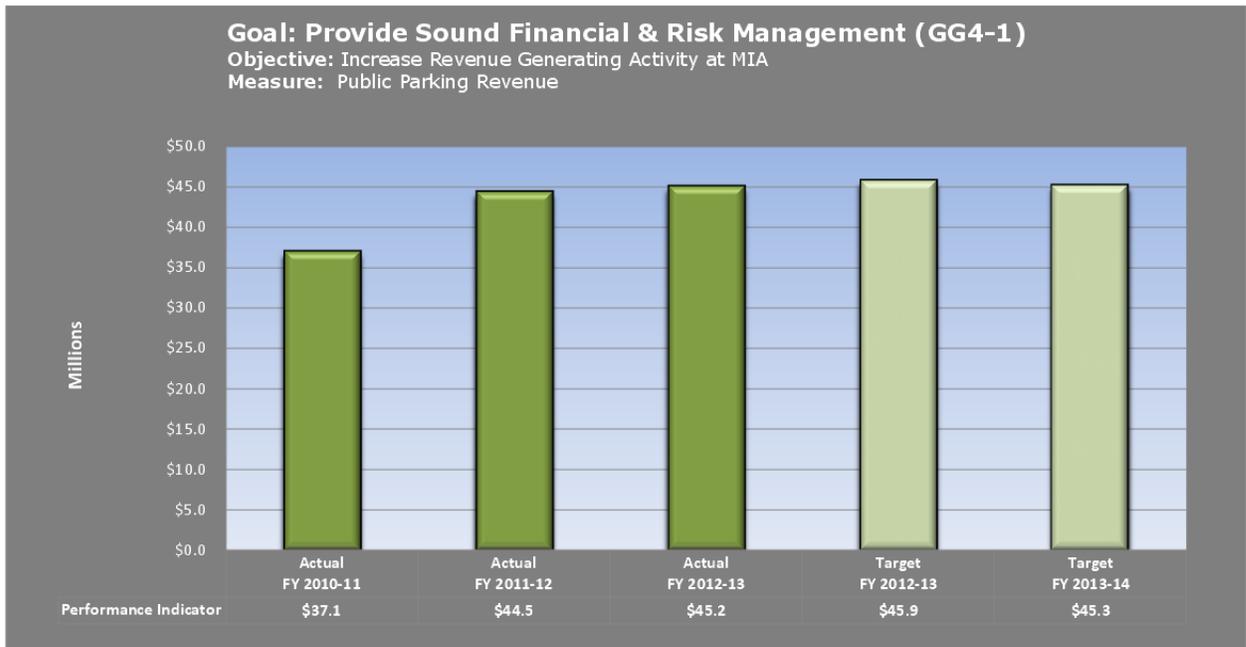


The chart above illustrates the actual and the target for the MIA non-terminal revenue that is generated from aviation land and structures; for FY 2013-14 the actual was lower than the target.

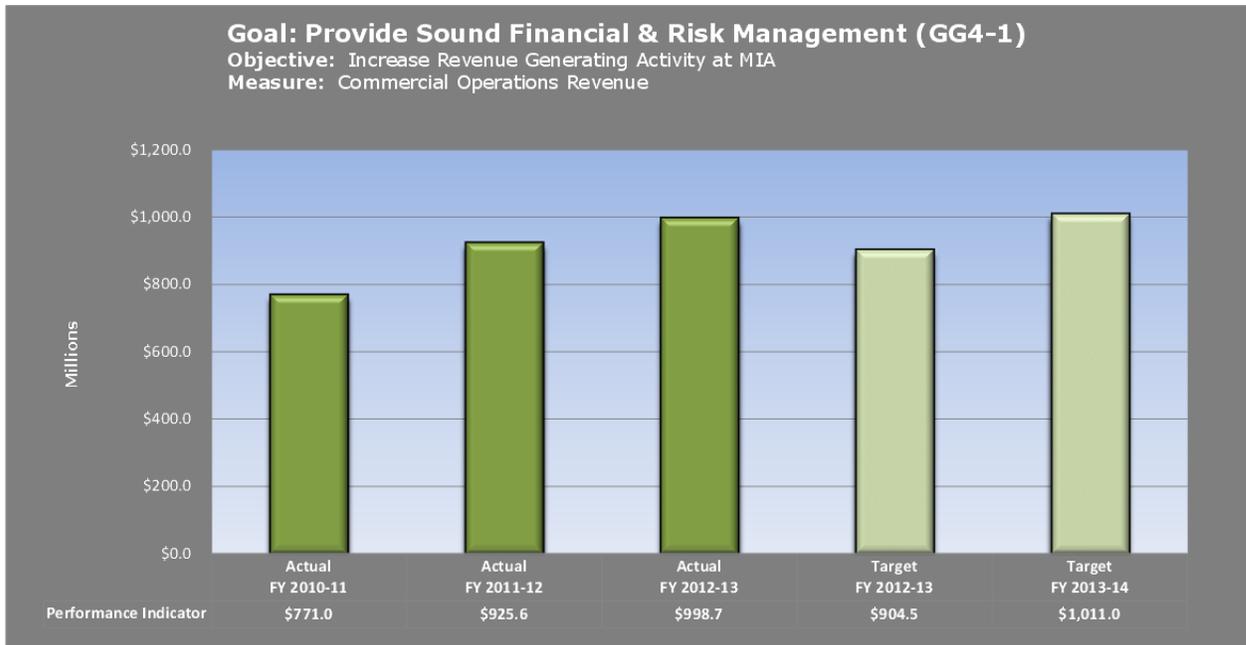


The chart above illustrates the actual and the target for the GAA rental revenue that is generated from the rental of land and structures at the General Aviation Airports; for FY 2013-14 the actual was higher than the target.

Group Goal(s)/Performance Measures (cont)

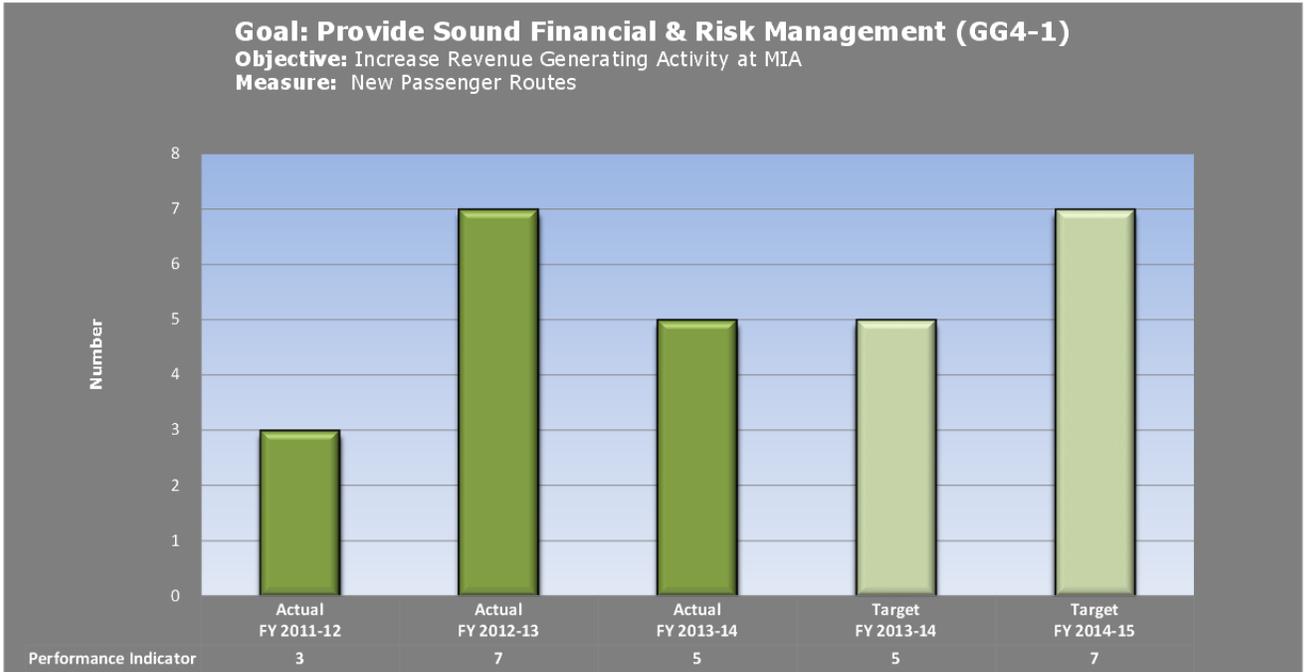


The chart above illustrates the actual and the target for the public parking revenue that is generated from public parking facilities such as the garages; for FY 2013-14 the actual was slightly lower than the target.

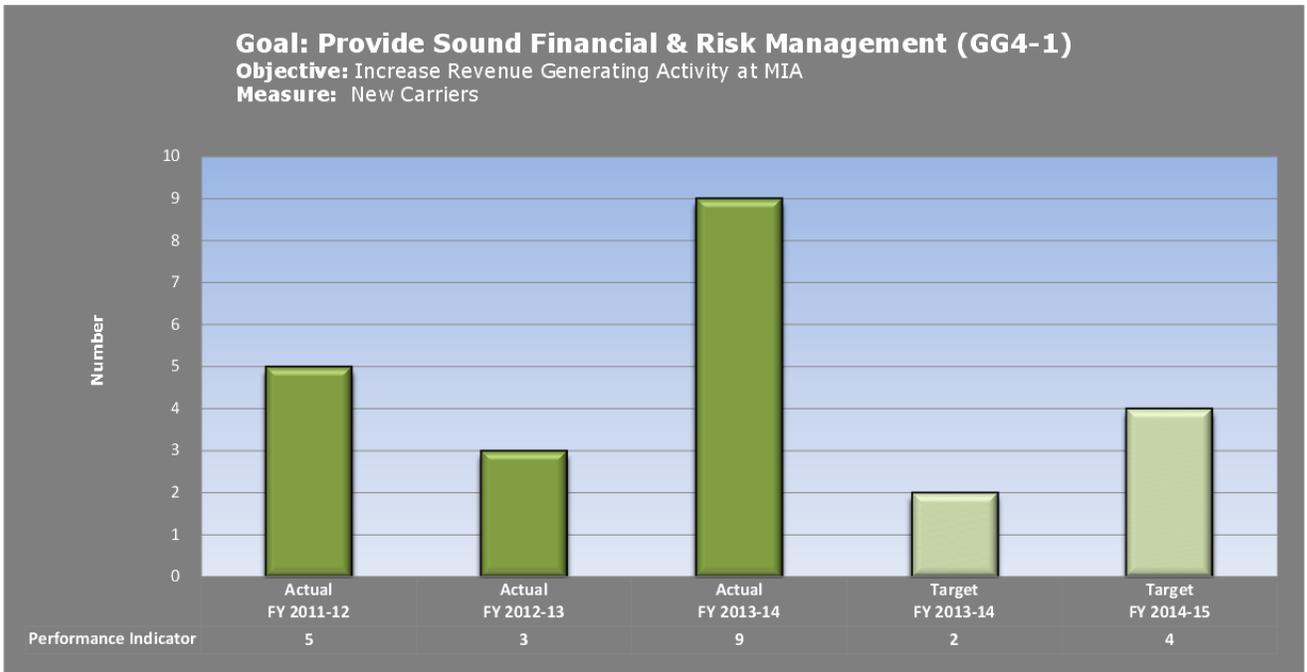


The chart above illustrates the actual and the target for the Commercial Operations revenue that is generated from rental cars, management agreements, and terminal concessions; for FY 2013-14 the actual was higher than the target.

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 2013-14 the actual met the target.



The chart above illustrates the actual and the target for new carriers; for FY 2013-14 the actual exceeded the target.

Accomplishments for FY 2014

- 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
- Conducted air service presentations to international carriers
- Conducted air service presentations to domestic / international low fare carriers
- Added new scheduled international passenger carriers and routes
- Added new charter passenger airline carriers
- Added new scheduled freighter airlines
- Increased awareness of services offered by the special events section to promote greater awareness of airport venues and services offered by MIA business partners to organizations and/or special interest groups in the planning and execution of special events and functions
- Expanded array of services offered by the unit to include: creation of an online MIA promotional items catalog and redesign of special events request forms
- Coordinated and executed projects for internal and external clients to include: high profile events, VIP visits/tours, air service inaugurations, school tours, fundraisers, and photo shoots
- Increased Concession sales over prior year
- Opened five new stores
- Continued to strengthen internal controls for management companies
- Issued solicitations for TOP and Hotel
- Implemented TOP concession agreement
- Introduced infrastructure for future Revenue Control System at Taxi Lot
- Awarded new agreement for Sprint
- Approved new agreement for Verizon

Business Development

Organizational Structure

<u>13-14</u>		<u>14-15</u>
1	Assistant Aviation Director Business Development	1
<hr/> 1		<hr/> 1



<u>13-14</u>		<u>14-15</u>
0	Executive Secretary	1
<hr/> 0		<hr/> 1

<u>13-14</u>	Total Positions	<u>14-15</u>
1		2

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 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Inc/(Dec) FY15 vs FY14</i>
5182	Assistant Aviation Director Business Development	-	1	1	-
0095	Executive Secretary	-	-	1	-
Total		-	1	2	1

Expense Summary

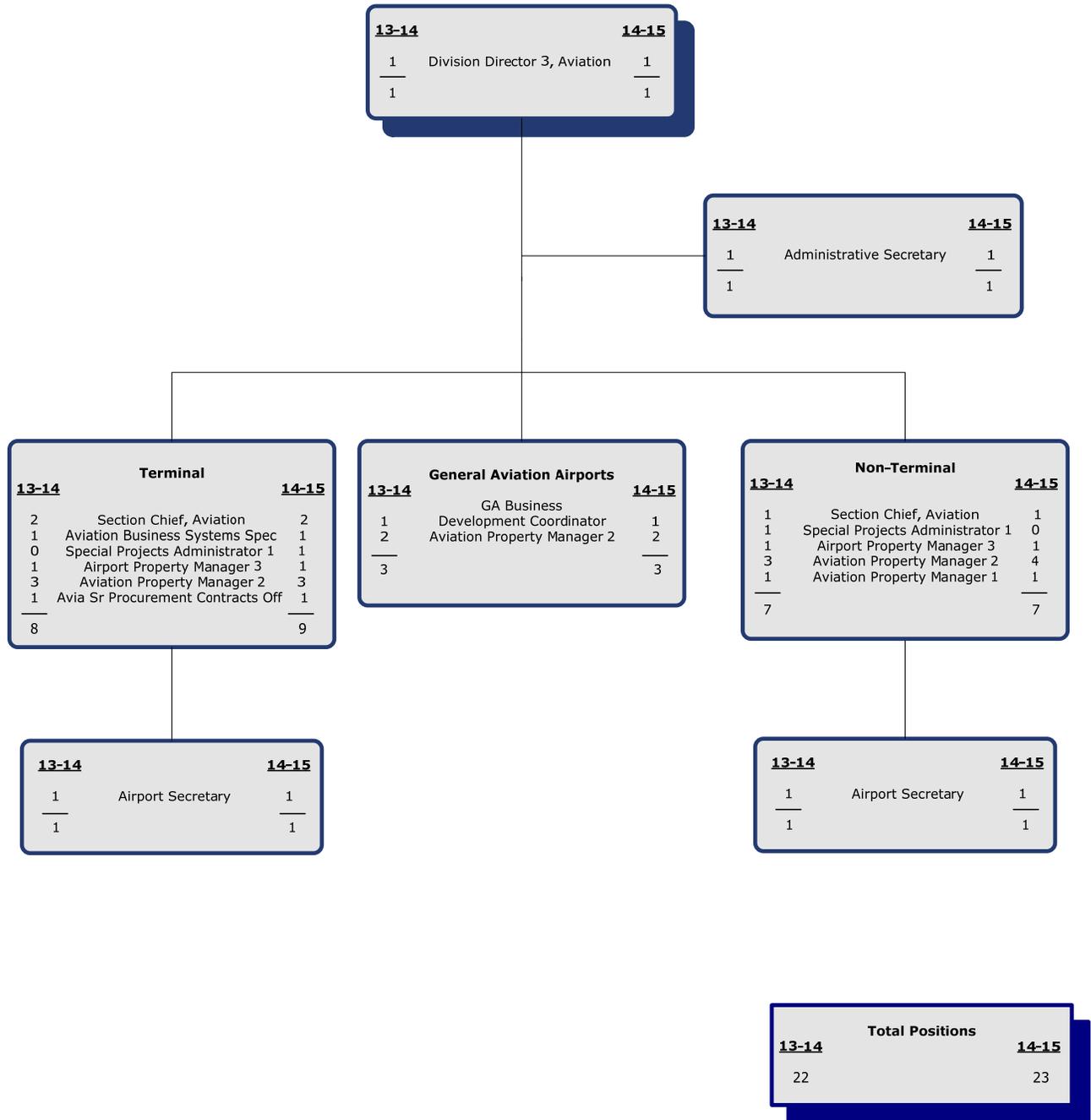
	<i>Actual FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Inc/(Dec) FY 2015 vs FY 2014</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ -	\$ 174,200	\$ 200,312	\$ 26,112	15.0%
Over-time	-	-	-	-	0.0%
Fringes	-	28,851	47,754	18,903	65.5%
Total Salary/Fringes	\$ -	\$ 203,051	\$ 248,066	\$ 45,015	22.2%
Outside Contracts	-	-	3,225	3,225	100.0%
MOU	-	-	40,000	40,000	100.0%
Other Operating	-	-	18,625	18,625	100.0%
Capital	-	-	-	-	0.0%
Total	\$ -	\$ 203,051	\$ 309,916	\$ 106,865	52.6%

Major Drivers

FY 2013- 14 Budget	\$ 203,051
Proposed personnel costs	
Salary/Fringe Adjustments	45,015
Proposed variance in personnel costs	248,066
Outside Contract Services	
Increase in catering services provided by Hotel, Top, Host Marriott for meetings	3,225
MOU	
Increase due to reallocation of expense for Office of Economic Development from Executive Division	40,000
Other Operating	
Increase in auto & parking expense reimbursement, travel expense, registration fees, and office supplies	18,625
FY 2014- 15 Budget	\$ 309,916

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 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Inc/(Dec) FY15 vs FY14</i>
5148	Division Director 3, 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	2	2	2	-
5211	Aviation Property Manager 2	8	8	9	1
5210	Aviation Property Manager 1	1	1	1	-
0094	Administrative Secretary	1	1	1	-
5310	Airport Secretary	2	2	2	-
	Total	21	22	23	1

Expense Summary

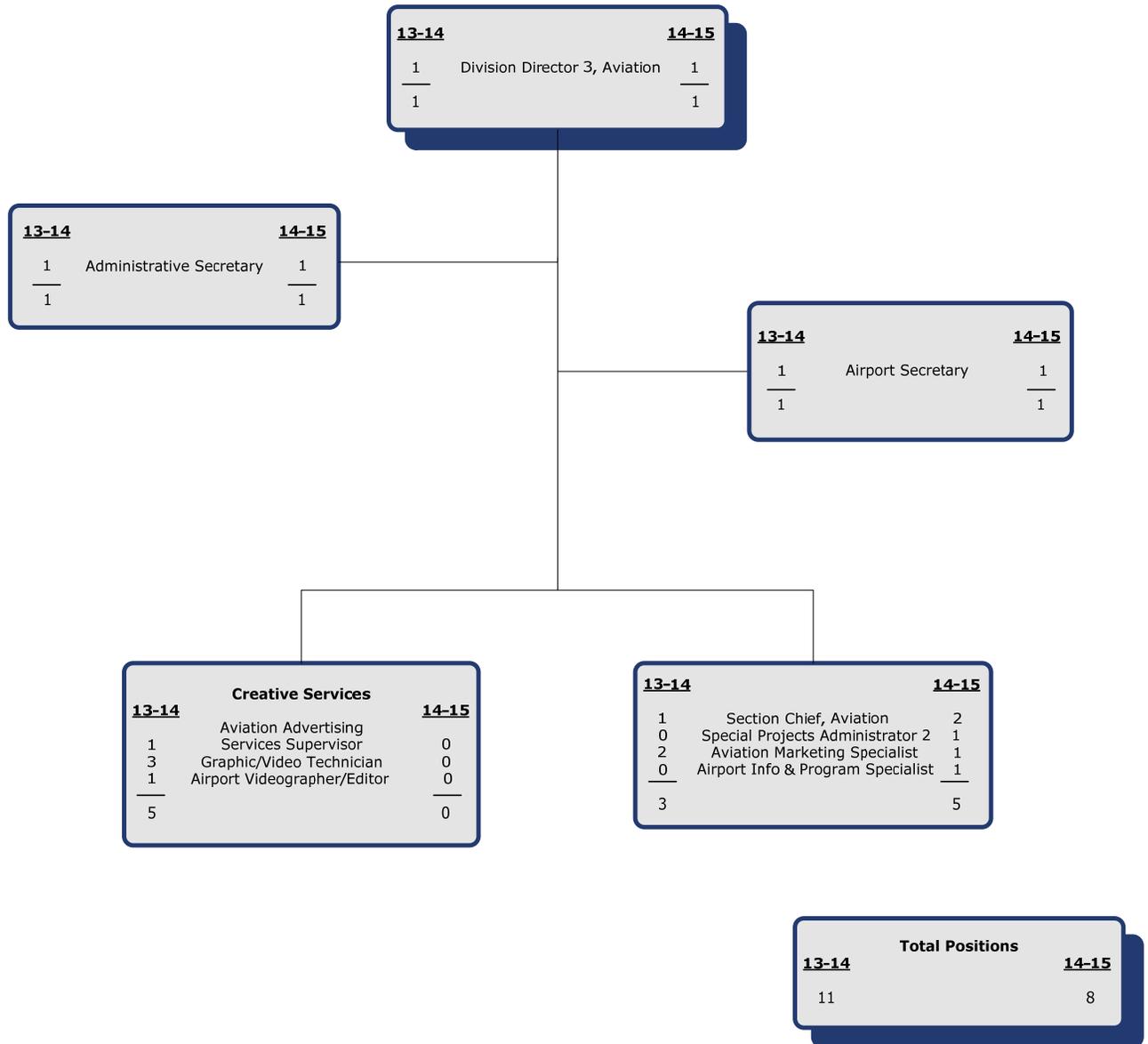
	<i>Actual FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Inc/(Dec) FY 2015 vs FY 2014</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 1,560,360	\$ 1,736,281	\$ 1,830,646	\$ 94,365	5.4%
Over-time	339	600	600	-	0.0%
Fringes	300,037	422,697	514,890	92,193	21.8%
Total Salary/Fringes	\$ 1,860,736	\$ 2,159,578	\$ 2,346,136	\$ 186,558	8.6%
Outside Contracts	730,813	1,484,278	1,440,621	(43,657)	-2.9%
Other Operating	8,020	40,942	46,116	5,174	12.6%
Capital	331,274	29,000	87,000	58,000	200.0%
Total	\$ 2,930,844	\$ 3,713,798	\$ 3,919,873	\$ 206,075	5.5%

Major Drivers

FY 2013- 14 Budget	\$ 3,713,798
Proposed personnel costs	
Salary/Fringe Adjustments	186,558
Proposed variance in personnel costs	3,900,356
Outside Contract Services	
Increase in newspaper advertising	12,050
Decrease in consulting services and appraisal services	(55,707)
Other Operating	
Increase in travel expense, registration fees, educational seminars, and office supplies	5,174
Capital	
Increase in vehicle replacement	58,000
FY 2014- 15 Budget	\$ 3,919,873

Marketing

Organizational Structure



Mission Statement

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

Responsibilities

- Formulating and implementing an international air service plan to develop new international passenger and cargo routes that will diversify MIA's route network
- Monitoring and seeking opportunities for expansion of present passenger and cargo route structure
- Formulating and implementing a domestic air service plan to develop low-cost air carrier service from key U.S. markets
- Promoting MIA at industry trade shows for business development
- Performing extensive industry and passenger/cargo research and analysis
- Conducting advertising, media-buying and advertorial development in industry publications in support of air service and business development efforts
- Coordinating the special events, conferences, delegations and community related functions hosted by the Miami-Dade Aviation Department
- Exposing organizations to the airport's environment through tours and educating the community on the importance of aviation and the airport's user friendliness.
- Researching and procuring promotional items to effectively promote public and industry awareness of Miami International Airport and GA Airports
- Assist the promotional efforts of the Marketing Division through participation in pertinent aviation industry and business events

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Inc/(Dec) FY15 vs FY14</i>
5148	Division Director 3, Aviation	1	1	1	-
5016	Section Chief Aviation	1	1	2	1
5222	Aviation Advertising Services Supervisor	1	1	-	(1)
5234	Aviation Marketing Specialist	1	2	1	(1)
0832	Special Projects Administrator 2	-	-	1	1
5362	Airport Info & Program Specialist	-	-	1	1
5384	Airport Graphic/Video Technician	3	3	-	(3)
5225	Airport Videographer/Editor	1	1	-	(1)
0094	Administrative Secretary	-	1	1	-
5310	Airport Secretary	1	1	1	-
	Total	9	11	8	(3)

Expense Summary

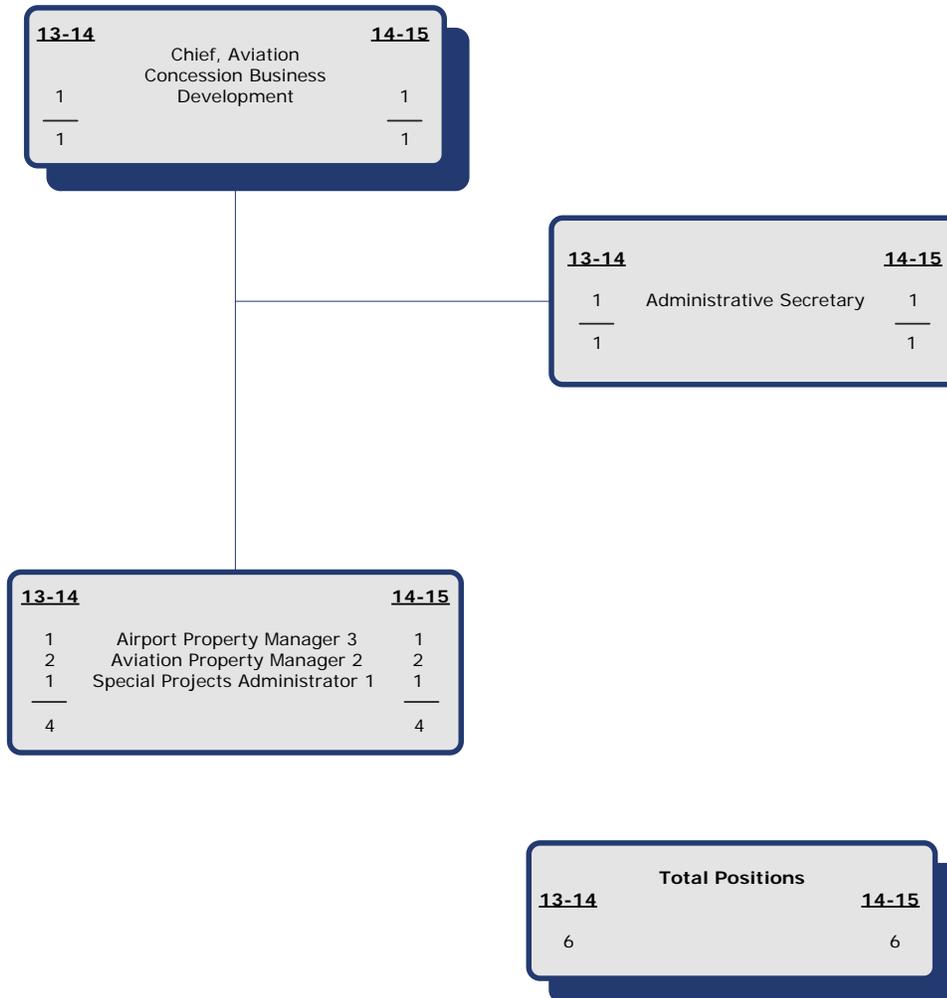
	<i>Actual FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Inc/(Dec) FY 2015 vs FY 2014</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 726,615	\$ 813,374	\$ 657,313	\$ (156,061)	-19.2%
Over-time	1,483	650	250	(400)	-61.5%
Fringes	146,010	210,567	178,036	(32,531)	-15.4%
Total Salary/Fringes	\$ 874,108	\$ 1,024,591	\$ 835,599	\$ (188,992)	-18.4%
Outside Contracts	547,553	602,200	589,550	(12,650)	-2.1%
MOU	69,920	75,000	-	(75,000)	-100.0%
Other Operating	30,192	55,730	103,345	47,615	85.4%
Capital	571	-	-	-	0.0%
Total	\$ 1,522,345	\$ 1,757,521	\$ 1,528,494	\$ (229,027)	-13.0%

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 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Inc/(Dec) FY15 vs FY14</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 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Adopted Budget FY 2014</i>	<i>Inc/(Dec) FY 2015 vs FY 2014</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 489,622	\$ 501,216	\$ 506,043	\$ 4,827	1.0%
Over-time	-	-	-	-	0.0%
Fringes	113,287	116,902	137,535	20,633	17.6%
Total Salary/Fringes	\$ 602,908	\$ 618,118	\$ 643,578	\$ 25,460	4.1%
Outside Contracts	27,009	121,700	126,700	5,000	4.1%
Other Operating	2,686,412	3,801,416	2,227,346	(1,574,070)	-41.4%
Capital	-	-	-	-	0.0%
Total	\$ 3,316,329	\$ 4,541,234	\$ 2,997,624	\$ (1,543,610)	-34.0%

Major Drivers

FY 2013-14 Budget	\$ 4,541,234
Proposed personnel costs	
Salary/Fringe Adjustments	25,460
Proposed variance in personnel costs	4,566,694
Outside Contract Services	
Increase in consulting services	5,000
Other Operating	
Increase in travel expense, registration fees, and office furniture & equipment	5,930
Decrease in marketing fees	(1,580,000)
FY 2014-15 Budget	\$ 2,997,624

Communication, Hospitality & Transportation Services

Organizational Structure

13-14		14-15
	Chief, Aviation Business & Revenue Development	
1		1
<u>1</u>		<u>1</u>

13-14		14-15
1	Special Projects Administrator	2
1	Manager, Aviation Rental Car Facility	1
1	Airport Secretary	1
<u>3</u>		<u>4</u>

13-14	Total Positions	14-15
4		5

Mission Statement

The mission of the Communication, Hospitality, & Transportation Services Division is to implement and manage concession programs at Miami International Airport.

Responsibilities

- Developing, maintaining and initiating concessions, services, rental cars, parking and hotel accommodations at MIA to maximize revenue opportunities and meet customer service needs
- Meeting with industry representatives on future business opportunities
- Preparing solicitations for new business opportunities
- Representing MIA nationwide 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 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Inc/(Dec) FY 15 vs FY 14</i>
5067	Chief, Aviation Business & Revenue Development	1	1	1	-
0832	Special Projects Administrator 2	1	1	2	1
5137	Manager Aviation Rental Car Facility	1	1	1	-
5310	Airport Secretary	1	1	1	-
	Total	4	4	5	1

Expense Summary

	<i>Actual FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Inc/(Dec) FY 2015 vs FY 2014</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 264,657	\$ 315,078	\$ 407,651	\$ 92,573	29.4%
Over-time	8	100	100	-	0.0%
Fringes	49,615	80,358	112,807	32,449	40.4%
Total Salary/Fringes	\$ 314,280	\$ 395,536	\$ 520,558	\$ 125,022	31.6%
Outside Contracts	816	10,740	60,740	50,000	465.5%
Other Operating	1,741	9,135	9,135	-	0.0%
Capital	-	-	-	-	0.0%
Total	\$ 316,837	\$ 415,411	\$ 590,433	\$ 175,022	42.1%

Major Drivers

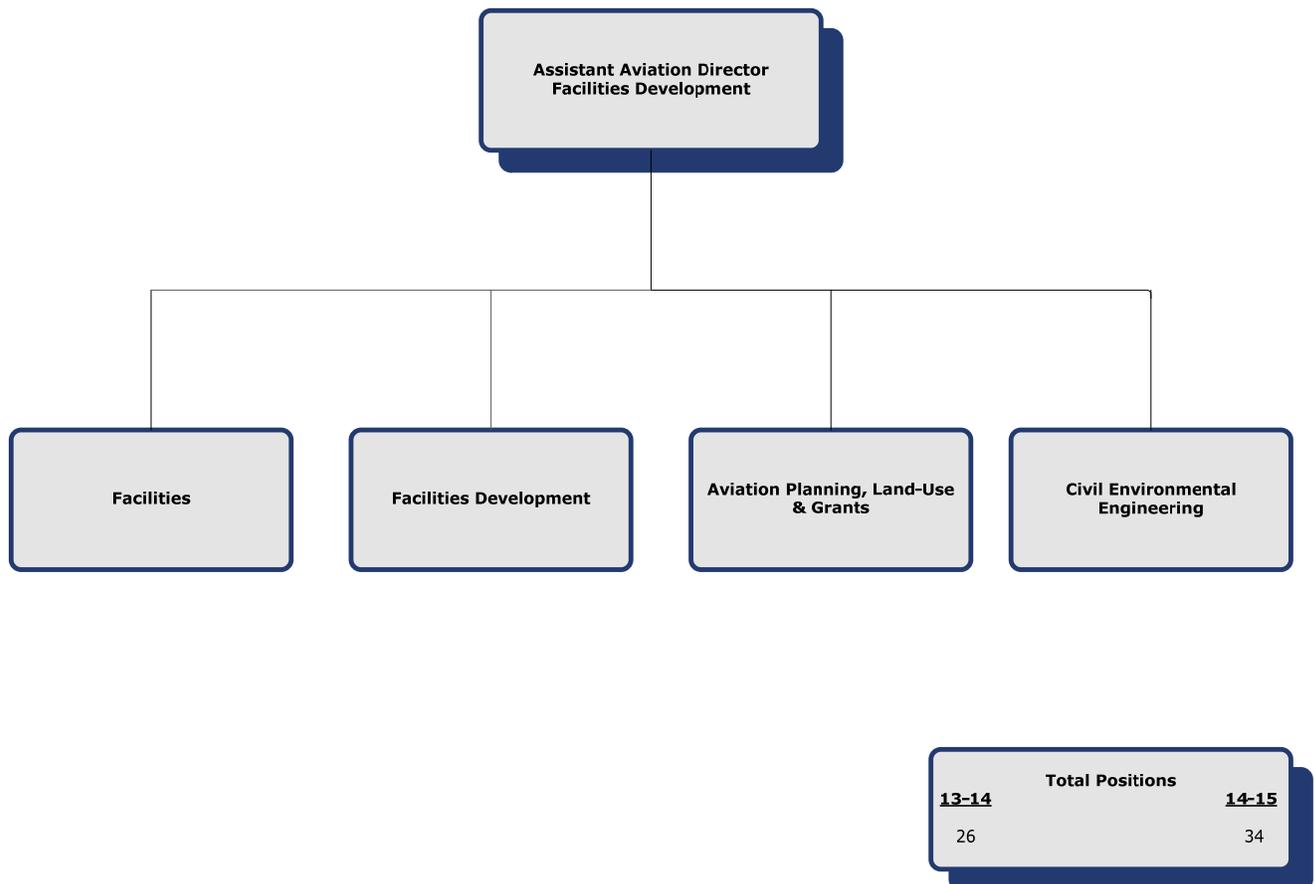
FY 2013-14 Budget	\$ 415,411
Proposed personnel costs	
Salary/Fringe Adjustments	125,022
Proposed variance in personnel costs	540,433
Outside Contract Services	
Increase in consulting services	50,000
FY 2014-15 Budget	\$ 590,433

Facilities Development Group

Overview

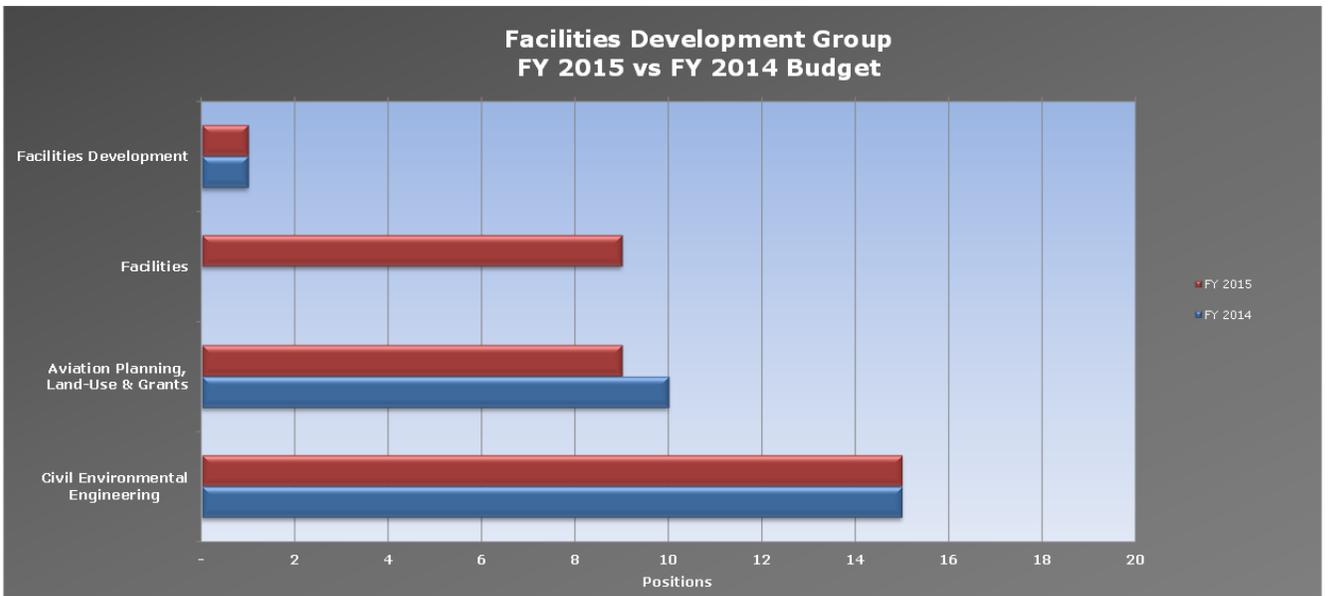
The Facilities Development Group manages the planning, development, and acquisition of funds for improvements to the Miami-Dade County's public use airports in order to meet the growing aviation demands and supports the environmental, civil, and aviation fuel needs of the Department. The Group consists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

Organizational Structure



Personnel Summary

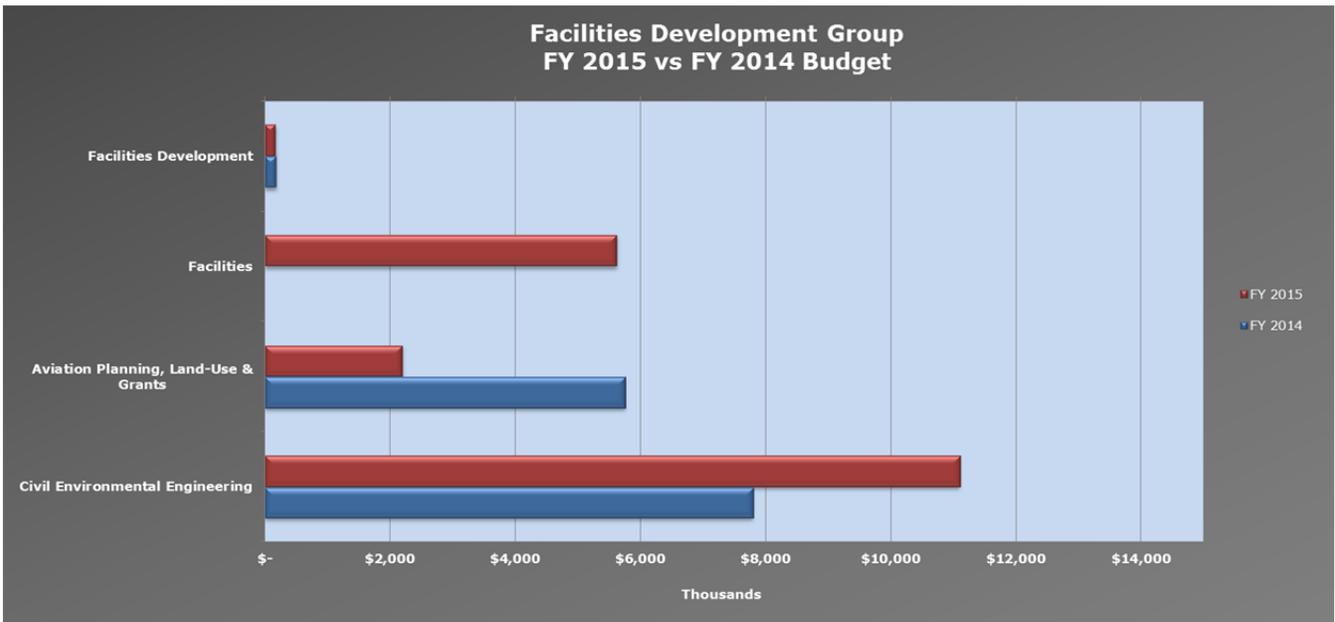
	<i>Actual FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Inc/(Dec) FY15 vs FY14</i>
Facilities Development	-	1	1	-
Facilities	-	-	9	9
Aviation Planning, Land-Use & Grants	9	10	9	(1)
Civil Environmental Engineering	14	15	15	-
Total	23	26	34	8



The chart above is a comparison between the FY 2015 and FY 2014 positions budgeted for the divisions in the Facilities Development Group; overall there was an increase due to reorganization of staff.

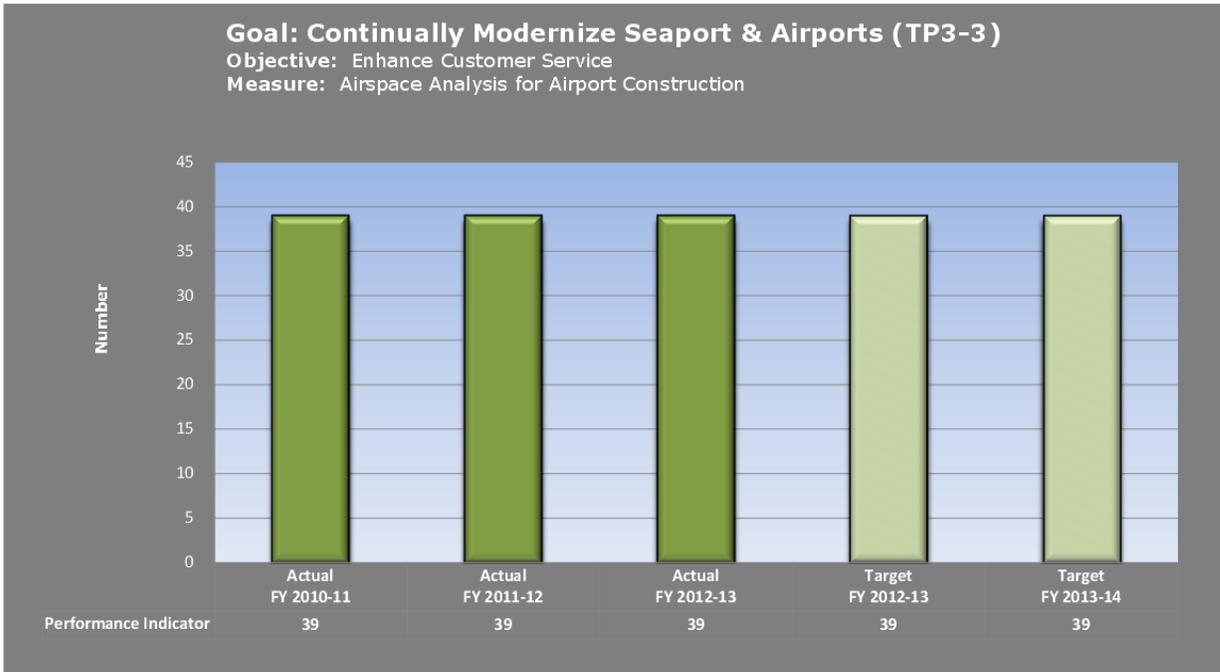
Expense Summary

	<i>Actual FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Inc/(Dec) FY 2015 vs FY 2014</i>	
				<i>\$</i>	<i>%</i>
Facilities Development	\$ -	\$ 183,286	\$ 176,014	\$ (7,272)	-4.0%
Facilities	-	-	5,625,127	5,625,127	100.0%
Aviation Planning, Land-Use & Grants	1,802,245	5,756,798	2,203,619	(3,553,179)	-61.7%
Civil Environmental Engineering	6,406,072	7,800,627	11,097,865	3,297,238	42.3%
Total	\$ 8,208,317	\$ 13,740,711	\$ 19,102,625	\$ 5,361,914	39.0%

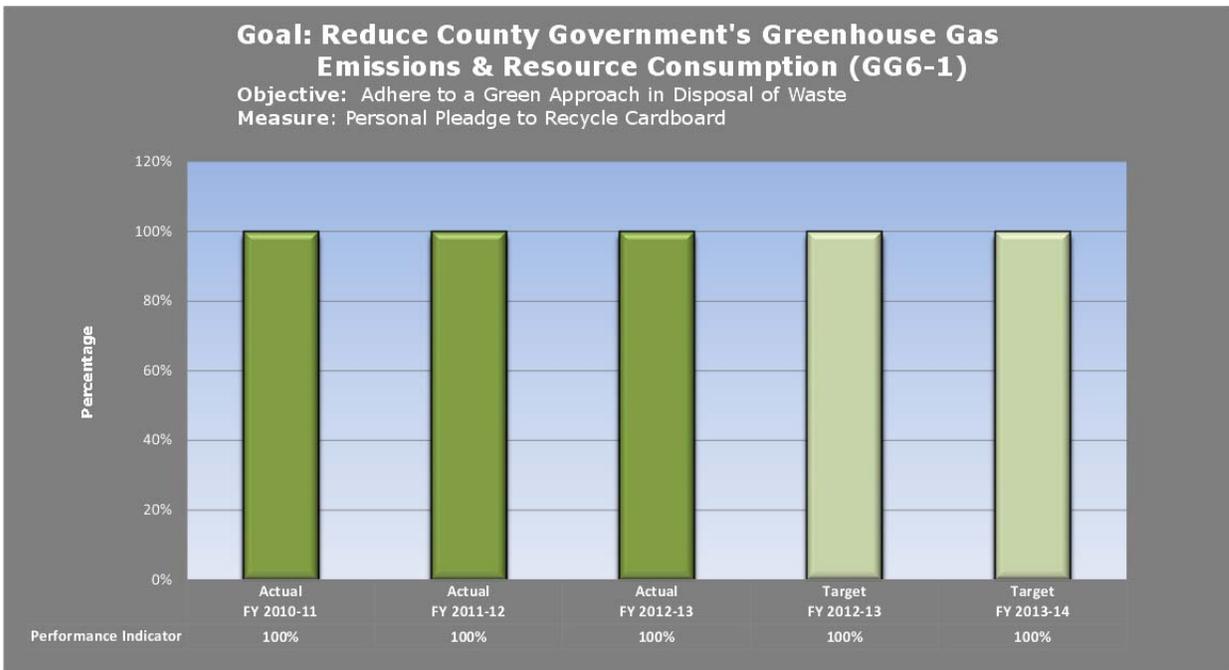


The chart above is a comparison between the FY 2015 and FY 2014 budget for the divisions in the Facilities Development Group; overall there is an increase in expenses for the Group, with the Facilities Division reflecting the major increase.

Group Goal(s)/Performance Measures



The chart above illustrates the actual and the target for the number of airspace analysis that were conducted at MIA, the Aviation Planning Division works with the FAA to ensure aviation safety by regulating the heights of structures beneath the MIA airspace; for FY 2013-14 the actual met the target.



The chart above illustrates the actual and the target for the amount of cardboard that is recycled at MIA each fiscal year, the target is to recycle 300 tons; for FY 2013-14 the actual met the target.

Accomplishments for FY 2014

- Completed the refurbishment of the Chiller plant
- Awarded the construction of the Water main project from Bldg. 5A to Central Boulevard
- Minimized and closed NTD deferred projects
- Initiated the refurbishment of the Cc E lower gates
- Negotiated the extension of the MCC8 contract
- 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
- 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
- Completed selection process for the storm water master plan update
- Completed the lining of the sewer system
- Rehabilitated Runway 12/30
- Awarded the contract for construction of the Opa-Locka perimeter road
- Initiated the replacement of the train at Concourse E

Facilities Development

Organizational Structure

<u>13-14</u>		<u>14-15</u>
	Assistant Aviation Director Facilities Development	
<u>1</u>		<u>1</u>
1		1

<u>13-14</u>	Total Positions	<u>14-15</u>
1		1

Mission Statement

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

Responsibilities

- Overseeing the functions of the Facilities Development Group

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Inc/(Dec) FY15 vs FY14</i>
5182	Assistant Aviation Director Planning & Engineering	-	1	1	-
Total		-	1	1	-

Expense Summary

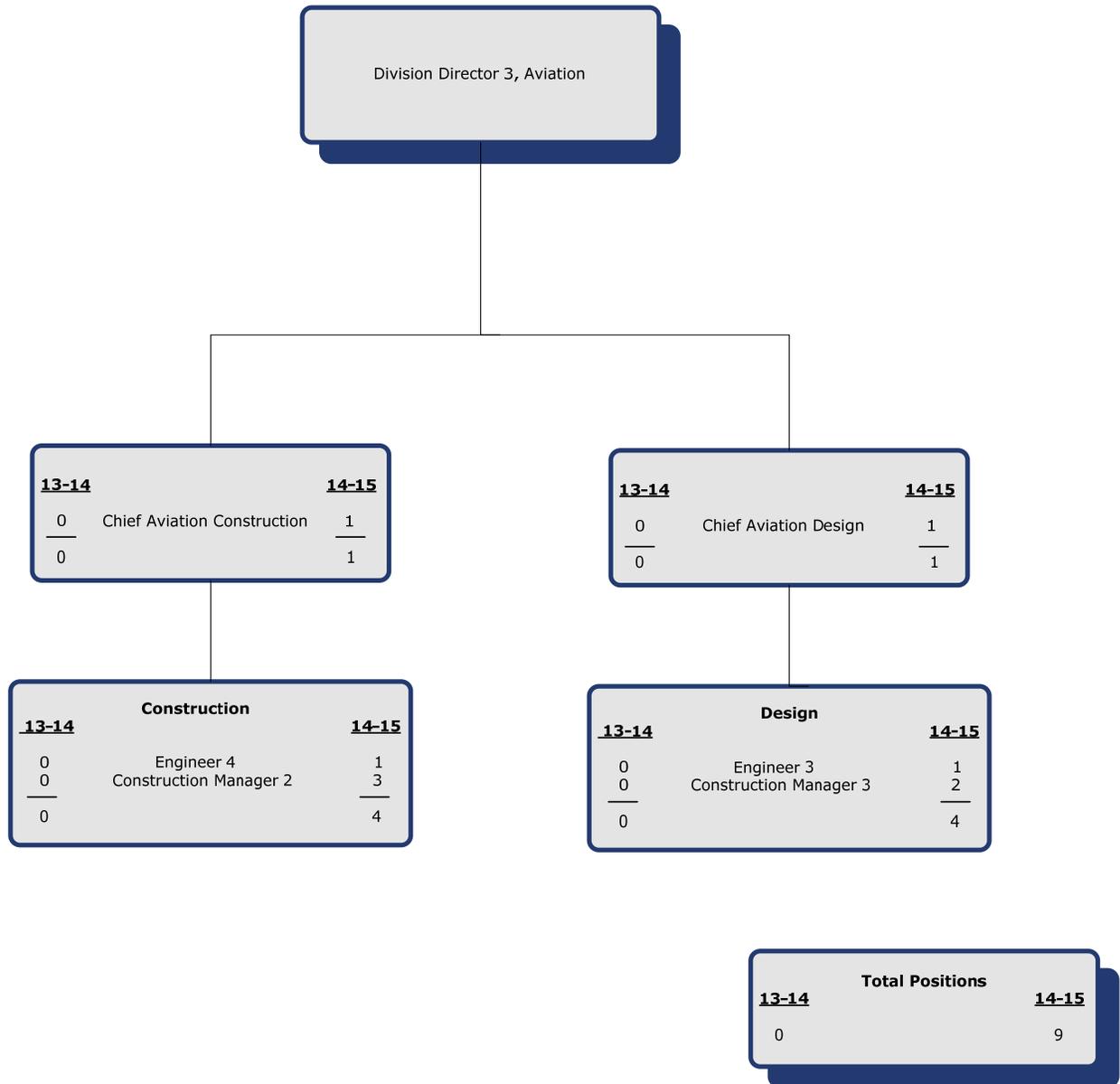
	<i>Actual FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Inc/(Dec) FY 2015 vs FY 2014</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ -	\$ 156,000	\$ 156,000	\$ -	0.0%
Over-time	-	-	-	-	0.0%
Fringes	-	27,286	20,014	(7,272)	-26.7%
Total Salary/Fringes	\$ -	\$ 183,286	\$ 176,014	\$ (7,272)	-4.0%
Outside Contracts	-	-	-	-	0.0%
Other Operating	-	-	-	-	0.0%
Capital	-	-	-	-	0.0%
Total	\$ -	\$ 183,286	\$ 176,014	\$ (7,272)	-4.0%

Major Drivers

FY 2013- 14 Budget	\$ 183,286
Proposed personnel costs	
Salary/Fringe Adjustments	<u>(7,272)</u>
Proposed variance in personnel costs	<u>176,014</u>
FY 2014- 15 Budget	<u><u>\$ 176,014</u></u>

Facilities

Organizational Structure



Mission Statement

The mission of the Facilities Division is to provide design and construction services to the airport's internal and external customers with expertise and available tools.

Responsibilities

- Overseeing the design of all MDAD Facilities
- Developing construction documents for the construction of buildings and their support facilities
- Managing construction projects and renovations of various spaces and facilities owned by MDAD
- Maintaining the MDAD Facilities operationally reliable and efficient at all times

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Inc/(Dec) FY15 vs FY14</i>
5125	Chief Aviation Construction	-	-	1	1
5148	Chief Aviation Design	-	-	1	1
1023	Engineer 4	-	-	1	1
5063	Engineer 3	-	-	1	1
6612	Construction Manager 3	-	-	2	2
6611	Construction Manager 2	-	-	3	3
Total		-	-	9	(9)

Expense Summary

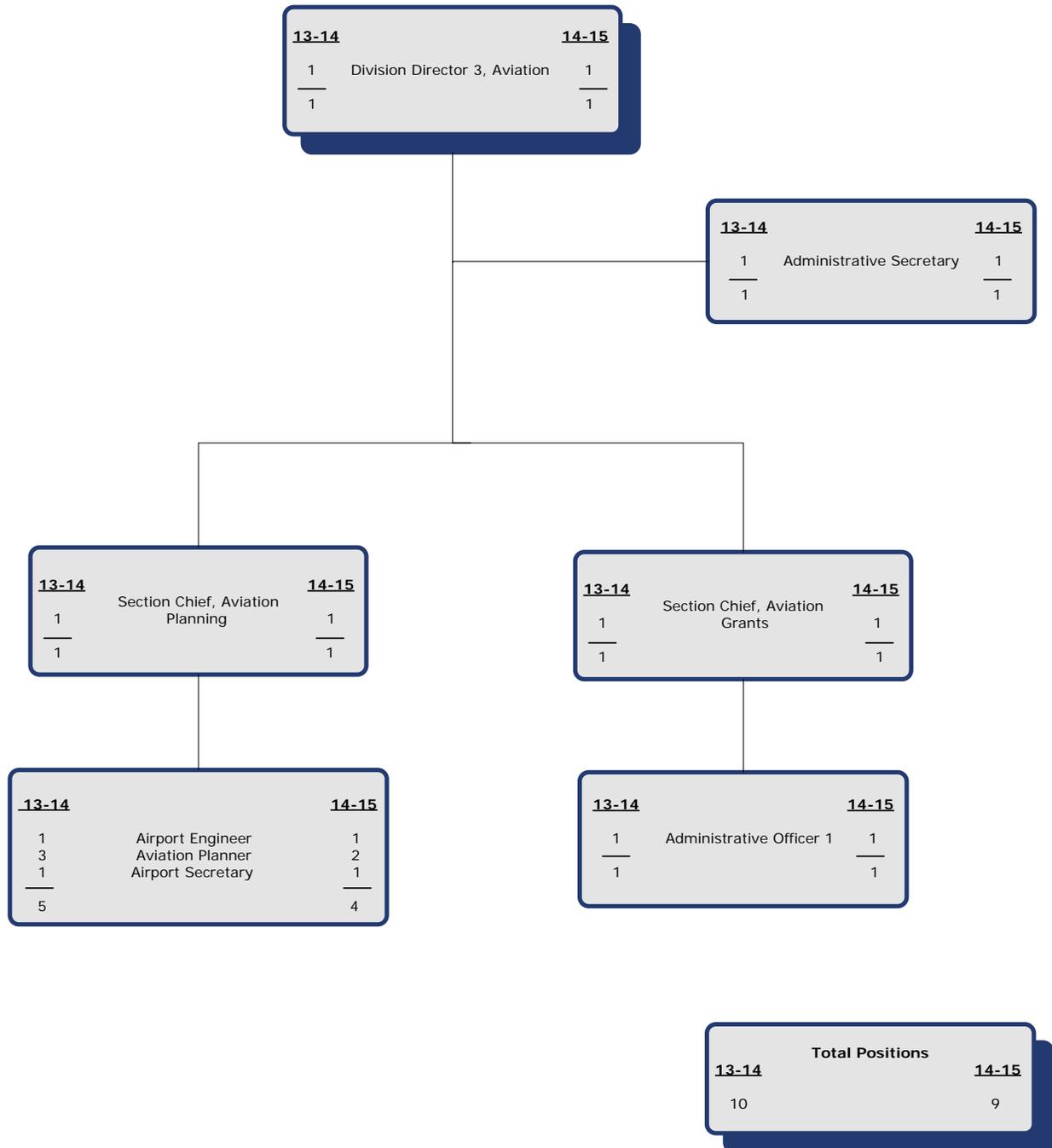
	<i>Actual FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Inc/(Dec) FY 2015 vs FY 2014</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ -	\$ -	\$ 1,043,907	\$ 1,043,907	100.0%
Over-time	-	-	-	-	0.0%
Fringes	-	-	257,220	257,220	100.0%
Total Salary/Fringes	\$ -	\$ -	\$ 1,301,127	\$ 1,301,127	100.0%
Outside Contracts	-	-	4,200,000	4,200,000	100.0%
Other Operating	-	-	104,000	104,000	100.0%
Capital	-	-	20,000	20,000	100.0%
Total	\$ -	\$ -	\$ 5,625,127	\$ 5,625,127	100.0%

Major Drivers

FY 2013-14 Budget	\$ -
Proposed personnel costs	
Salary/Fringe Adjustments	1,301,127
Proposed variance in personnel costs	<u>1,301,127</u>
Outside Contract Services	
Increase in consulting services, other outside maintenance, and laboratory services	4,200,000
Other Operating	
Increase in publications, auto & parking expense reimbursement, inservice training, registration fees, office supplies, office furniture & equipment, and uniforms & shoes	104,000
Capital	
Increase in computer hardware	<u>20,000</u>
FY 2014-15 Budget	<u><u>\$ 5,625,127</u></u>

Aviation Planning, Land-Use & Grants

Organizational Structure



Mission Statement

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

Responsibilities

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

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Inc/(Dec) FY15 vs FY14</i>
5148	Division Director 3, Aviation	1	1	1	-
5016	Section Chief, Aviation Grants	1	1	1	-
5135	Section Chief, Aviation Planning	1	1	1	-
5282	Airport Engineer	1	1	1	-
5284	Aviation Planner	2	3	2	(1)
0810	Administrative Officer 1	1	1	1	-
0094	Administrative Secretary	1	1	1	-
5310	Airport Secretary	1	1	1	-
Total		9	10	9	(1)

Expense Summary

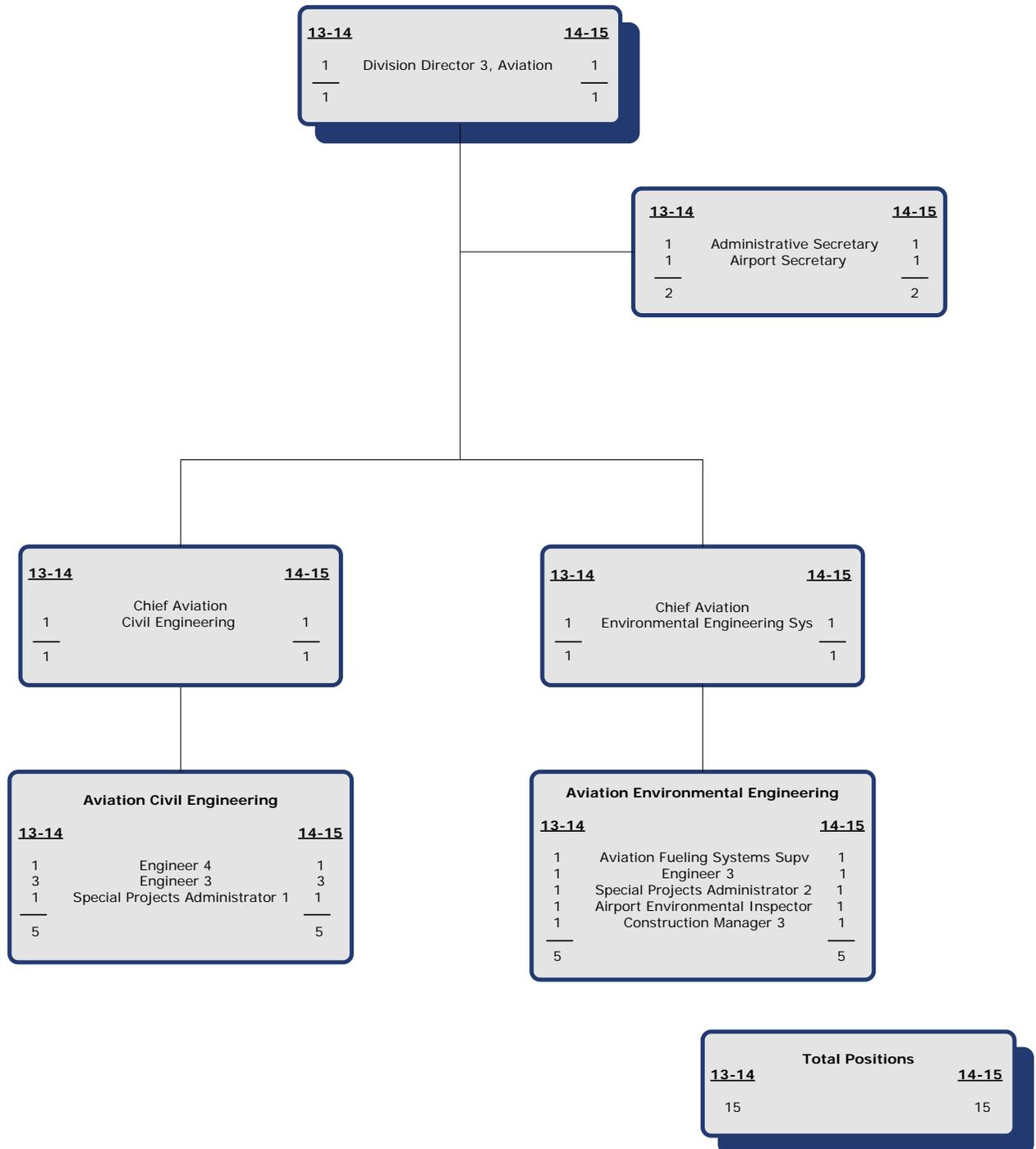
	<i>Actual FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Inc/(Dec) FY 2015 vs FY 2014</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 786,355	\$ 885,284	\$ 816,762	\$ (68,522)	-7.7%
Over-time	-	-	-	-	0.0%
Fringes	147,561	200,314	212,857	12,543	6.3%
Total Salary/Fringes	\$ 933,916	\$ 1,085,598	\$ 1,029,619	\$ (55,979)	-5.2%
Outside Contracts	862,612	4,393,500	880,000	(3,513,500)	-80.0%
MOU	-	250,000	250,000	-	0.0%
Other Operating	5,717	22,700	14,000	(8,700)	-38.3%
Capital	-	5,000	30,000	25,000	500.0%
Total	\$ 1,802,245	\$ 5,756,798	\$ 2,203,619	\$ (3,553,179)	-61.7%

Major Drivers

FY 2013-14 Budget	\$ 5,756,798
Proposed personnel costs	
Salary/Fringe Adjustments	(55,979)
Proposed variance in personnel costs	<u>5,700,819</u>
Outside Contract Services	
Decrease in consulting engineer services, other outside contractual services, and catering services provided by Hotel, Top, Host Marriott for meetings	(3,513,500)
Other Operating	
Increase in postage/mailing expense, travel expense and miscellaneous general & administrative expenses	2,300
Decrease in auto expense & parking reimbursement, inservice training, registration fees, educational seminars, and miscellaneous operating supplies	(11,000)
Capital	
Increase in vehicle replacement	<u>25,000</u>
FY 2014-15 Budget	<u>\$ 2,203,619</u>

Civil Environmental Engineering

Organizational Structure



Mission Statement

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

Responsibilities

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

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Inc/(Dec) FY15 vs FY14</i>
5148	Division Director 3, Aviation	1	1	1	-
5016	Chief Aviation Civil Engineering	1	1	1	-
5018	Chief Avia Environmental Engineering Systems	-	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		14	15	15	-

Expense Summary

	<i>Actual FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Inc/(Dec) FY 2015 vs FY 2014</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 1,456,495	\$ 1,500,970	\$ 1,447,970	\$ (53,000)	-3.5%
Over-time	3,974	-	10,000	10,000	100.0%
Fringes	264,273	338,557	373,156	34,599	10.2%
Total Salary/Fringes	\$ 1,724,743	\$ 1,839,527	\$ 1,831,126	\$ (8,401)	-0.5%
Outside Contracts	2,284,311	3,045,000	4,665,000	1,620,000	53.2%
MOU	2,352,467	1,100,000	2,700,000	1,600,000	145.5%
Utilities	-	1,700,000	1,700,000	-	0.0%
Other Operating	44,552	109,100	109,400	300	0.3%
Capital	-	7,000	92,339	85,339	1219.1%
Total	\$ 6,406,072	\$ 7,800,627	\$ 11,097,865	\$ 3,297,238	42.3%

Major Drivers

FY 2013-14 Budget	\$ 7,800,627
Proposed personnel costs	
Salary/Fringe Adjustments	(18,401)
Increase in over-time	10,000
Proposed variance in personnel costs	<u>7,792,226</u>
Outside Contract Services	
Increase in consulting services, other outside maintenance, laboratory services, and remediation	1,620,000
MOU	
Increase in DERM stormwater	1,600,000
Other Operating	
Increase in travel expense, educational seminars, uniforms & shoes, and safety equipment & supplies	10,300
Decrease in license & permit fees	(10,000)
Capital	
Increase in vehicle replacement	85,339
FY 2014-15 Budget	<u><u>\$ 11,097,865</u></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 as well as its own assessment of the Airport System facilities, the Aviation Department develops a list that prioritizes the major repair or refurbishment of these facilities and addresses the projects identified on this list as scheduling and funding permit throughout the Fiscal Year.

In FY2014, \$15 million was transferred from the Revenue Fund to the Reserve Maintenance Fund and \$17 million will be transferred in FY 2015 based on the recommendation of the Consulting Engineers. An additional \$20 million was transferred in FY 2014 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 2015 and beyond.

(\$ in 000s)	Actual FY 2013	Budget FY 2014	Actual FY 2014	Budget FY 2015
Beginning Cash Balance	\$ 50,508	\$ 50,000	\$48,348	\$ 35,000
Sources of Funds				
Grant Funds	\$2,922	\$16,000	\$4,293	\$40,000
Insurance Claim/Reimbursements	9,380	-	679	-
Interest Earnings	101	150	128	600
Transfer from Improvement Fund	5,000	-	20,000	-
Transfer from Revenue Fund	17,000	15,000	15,000	17,000
Total Sources of Funds	\$34,403	\$31,150	\$40,100	\$57,600
Uses of Funds				
Projects in progress and committed	\$32,563	\$75,661	\$46,436	\$87,507
Transfer to Improvement Fund	4,000	-	-	-
Total Uses of Funds	\$36,563	\$75,661	\$46,436	\$87,507
Excess (Deficit) of Sources over Use of Funds	(2,160)	(44,511)	(6,337)	(29,907)
Ending Cash Balance	\$48,348	\$5,489	\$42,011	\$5,093

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, when the Aviation Department neared completion of its Capital Improvement Program (CIP), the commercial paper program was terminated back in August 2010 and the remaining capital expenditures have been 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 2015, debt service expenses are budgeted at \$375.1 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.

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.

Outstanding Bonds	Dated Date of Issue	Principal Amount Issued	Principal Amount Outstanding
Series 2002A Bonds	December 19, 2002	600,000,000	332,340,000
Series 2003A Bonds	May 28, 2003	291,400,000	111,565,000
Series 2003B Bonds ⁽¹⁾	May 28, 2003	61,160,000	1,780,000
Series 2003D Bonds ⁽¹⁾	May 28, 2003	85,640,000	5,215,000
Series 2003E Bonds ^{(1) (2)}	May 28, 2003	139,705,000	112,650,000
Series 2004A Bonds	April 14, 2004	211,850,000	211,850,000
Series 2004B Bonds	April 14, 2004	156,365,000	156,365,000
Series 2005A Bonds	November 2, 2005	357,900,000	357,900,000
Series 2005B Bonds ⁽¹⁾	November 2, 2005	180,345,000	116,300,000
Series 2005C Bonds ⁽¹⁾	November 2, 2005	61,755,000	26,545,000
Series 2007A Bonds	May 31, 2007	551,080,000	551,080,000
Series 2007B Bonds	May 31, 2007	48,920,000	48,920,000
Series 2007C Bonds ⁽¹⁾	December 20, 2007	367,700,000	296,395,000
Series 2007D Bonds ⁽¹⁾	December 20, 2007	43,650,000	27,300,000
Series 2008A Bonds	June 26, 2008	433,565,000	433,565,000
Series 2008B Bonds	June 26, 2008	166,435,000	166,435,000
Series 2009A Bonds	May 7, 2009	388,440,000	386,940,000
Series 2009B Bonds	May 7, 2009	211,560,000	210,060,000
Series 2010A Bonds	January 28, 2010	600,000,000	598,000,000
Series 2010B Bonds	August 5, 2010	503,020,000	500,955,000
Series 2012A Bonds ⁽¹⁾	December 11, 2012	669,670,000	643,810,000
Series 2012B Bonds ⁽¹⁾	December 11, 2012	106,845,000	102,645,000
Series 2014 Bonds ⁽¹⁾	March 28, 2014	328,130,000	328,130,000
TOTAL		\$ 6,565,135,000	\$ 5,726,745,000

⁽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.

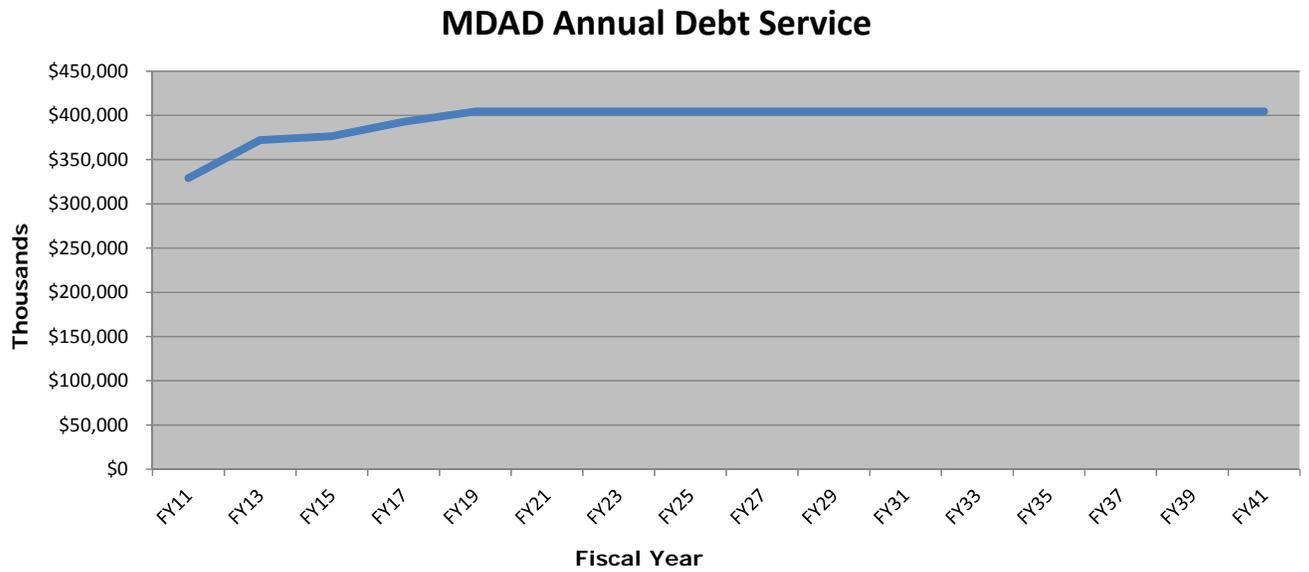
Although, the respective insurance policies remain in effect, per the Trust Agreement, once these insurance companies were downgraded to certain levels the County was required to replace these surety bonds with cash, but only while the Aviation Revenue Bonds issued prior to December 15, 2002 remain outstanding. As of September 30, 2014, the Reserve Account balance exceeded by approximately \$671,000 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.

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 existing debt level is high at MIA as compared to most other major US airports resulting in higher airline rates and charges. However, airlines continue to either begin service or expand service at MIA, so to date it has not been an impediment to attracting airline service.

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
2014	\$282,241,520	\$83,155,000	\$365,396,520
2015	286,417,000	88,690,000	375,107,000
2016	282,318,936	94,715,000	377,033,936
2017	277,643,285	110,920,000	388,563,285
2018	272,341,537	116,310,000	388,651,537
2019	266,536,209	122,125,000	388,661,209
2020	260,498,085	128,155,000	388,653,085
2021	253,952,226	131,955,000	385,907,226
2022	247,215,499	137,040,000	384,255,499
2023	240,243,761	142,475,000	382,718,761
2024	233,089,287	149,635,000	382,724,287
2025	225,409,380	162,655,000	388,064,380
2026	217,132,334	170,915,000	388,047,334
2027	208,199,309	177,500,000	385,699,309
2028	199,256,309	187,405,000	386,661,309
2029	189,959,279	197,360,000	387,319,279
2030	180,163,067	208,985,000	389,148,067
2031	169,514,516	219,630,000	389,144,516
2032	158,410,429	239,340,000	397,750,429
2033	146,204,248	258,175,000	404,379,248
2034	133,042,548	270,220,000	403,262,548
2035	119,354,504	285,190,000	404,544,504
2036	104,815,898	299,730,000	404,545,898
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
	<u>\$5,232,219,339</u>	<u>\$5,726,745,000</u>	<u>\$10,958,964,339</u>

Other Airport-Related Debt

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

DOUBLE-BARRELED BONDS PRINCIPAL AND INTEREST REQUIREMENTS

<u>Fiscal Year</u>	<u>Interest Requirements</u>	<u>Principal Requirements</u>	<u>Total P&I Requirements</u>
2014	\$11,245,528	\$4,185,000	\$15,430,528
2015	11,036,278	4,395,000	15,431,278
2016	10,860,478	4,570,000	15,430,478
2017	10,737,088	4,695,000	15,432,088
2018	10,502,338	4,930,000	15,432,338
2019	10,255,838	5,175,000	15,430,838
2020	10,058,513	5,375,000	15,433,513
2021	9,843,513	5,590,000	15,433,513
2022	9,564,013	5,870,000	15,434,013
2023	9,270,513	6,160,000	15,430,513
2024	8,962,513	6,470,000	15,432,513
2025	8,665,263	6,765,000	15,430,263
2026	8,327,013	7,105,000	15,432,013
2027	7,971,763	7,460,000	15,431,763
2028	7,598,763	7,835,000	15,433,763
2029	7,207,013	8,225,000	15,432,013
2030	6,795,763	8,635,000	15,430,763
2031	6,366,088	9,065,000	15,431,088
2032	5,912,838	9,520,000	15,432,838
2033	5,436,838	9,995,000	15,431,838
2034	4,962,075	10,470,000	15,432,075
2035	4,464,750	10,970,000	15,434,750
2036	3,916,250	11,515,000	15,431,250
2037	3,340,500	12,090,000	15,430,500
2038	2,736,000	12,695,000	15,431,000
2039	2,101,250	13,330,000	15,431,250
2040	1,434,750	14,000,000	15,434,750
2041	734,750	14,695,000	15,429,750
	\$200,308,270	\$231,785,000	\$432,093,270

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. After receiving Board approval, FDOT and the County entered into a joint participation agreement on March 12, 2007 whereby FDOT constructed the Viaduct Project and closed on the 11 year loan on March 21, 2007. The loan is secured by a County covenant to annually budget and appropriate from County legally available non-ad valorem revenues funds sufficient to pay debt service costs. The debt service costs will be reimbursed to the County by the Aviation Department. The Aviation Department has made the first six 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. As of September 30, 2014, such bonds were outstanding in the aggregate principal amount of \$76,440,000. Neither the Aviation Department nor the County has any obligation with respect to these bonds.

Sinking Fund

Debt service on the Department's Aviation Revenue Bonds is paid from the Bond Service Account, which is part of the Sinking Fund. 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 2014 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 2013	Budget FY 2014	Actual FY 2014	Budget FY 2015
Beginning Cash Balance	\$388,911	\$172,000	\$399,106	\$172,000
Sources of Funds				
PFC Revenues	\$50,000	\$54,500	\$54,500	\$55,000
Other Revenues	-	-	177	-
Bond Proceeds	-	-	-	-
Interest Earnings	1,986	5,000	1,928	5,000
Transfer from Bond Escrow Account	58	-	-	-
Transfer from Revenue Fund	321,945	316,828	319,554	317,107
Transfer from Capitalized Interest Account	-	-	-	-
Total Sources of Funds	\$373,989	\$376,328	\$376,159	\$377,107
Uses of Funds				
Debt Service - Principal	\$62,995	\$83,155	\$79,735	\$89,000
Debt Service - Interest	299,011	291,173	284,099	287,386
Debt Service - Reserve	-	-	-	-
Transfer to Bond Escrow Acct (for refundng)	-	-	8,905	-
Capitalized Interest	-	-	-	-
Transfer to Improvement Fund	1,789	2,000	1,874	2,000
Total Uses of Funds	\$363,795	\$376,328	\$374,613	\$378,386
Excess (Deficit) of Sources over Use of Funds	10,195	-	1,546	(1,279)
Ending Cash Balance	\$399,106	\$172,000	\$400,652	\$170,721

Debt Service Coverage – Airport Revenue Bonds

The table in this section 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 2013	Budget FY 2014	Actual FY 2014	Budget FY 2015
Gross Revenues:					
MIA Aviation Fees ⁽¹⁾		\$446,492	\$458,544	\$468,050	\$448,067
Commercial Operations:					
Management Agreements		\$91,024	\$87,260	\$86,229	\$86,308
Concessions		182,114	166,682	188,244	197,378
Total Commercial Operations		\$273,137	\$253,942	\$274,473	\$283,686
Rentals		\$123,818	\$122,359	\$121,540	\$119,991
Other Revenues		19,047	19,116	22,139	19,900
Sub-total Revenues		\$862,494	\$853,960	\$886,202	\$871,644
General Aviation Airports		6,916	6,710	7,372	7,792
Gross Revenues	[a]	\$869,410	\$860,670	\$893,574	\$879,436
Current Expenses:					
Current Expenses		\$317,965	\$370,217	\$322,165	\$386,290
Current Expenses under Mgmt Agreement		27,196	32,017	26,233	30,812
Current Expenses under Operating Agreement		38,843	39,887	37,571	40,869
Total Current Expenses	[b]	\$384,004	\$442,122	\$385,969	\$457,971
Net Revenues:	[c=a-b]	\$485,406	\$418,548	\$507,605	\$421,465
Less: Reserve Maint. Fund Deposit	[d]	(17,000)	(15,000)	(15,000)	(17,000)
Net Revenues After Deposits	[e=c-d]	\$468,406	\$403,548	\$492,605	\$404,465
Total Debt Service		\$372,234	\$374,328	\$374,302	\$375,107
Less: PFC Revenue (used for d/s)		(50,000)	(54,500)	(54,500)	(55,000)
Debt Service less PFC Revenue	[f]	\$322,234	\$319,828	\$319,802	\$320,107
Debt Service Coverage ⁽²⁾	[e/f]	1.45	1.26	1.54	1.26

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

(2) Calculated in accordance with the Trust Agreement by dividing Net Revenues after deposits by the required debt service amount.
Note: 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 2014, the Aviation Department contributed \$7.0 million to the Retainage Subaccount and ended with a balance of \$15.4 million. Approximately \$77.3 million in surplus monies was realized in the Improvement Fund in FY 2014, which will be transferred back to the Revenue Fund in FY 2015. Another \$20 million in surplus monies was transferred to the Reserve Maintenance Fund to pay for some major capital refurbishment costs to be done in FY 2015 and beyond. In addition, the MIA air carriers authorized the Aviation Department to set aside another \$50 million in surplus monies that can be used for airline approved projects or supplement the transfer from the Improvement Fund to the Revenue Fund in future years in order to reduce that fiscal year's landing fee rate.

In FY 2014, the Aviation Department paid a full year of subordinate debt service as budgeted from the Improvement Fund—\$15.3 million. The Aviation Department is also paying down a State Infrastructure Bank (SIB) note from the Improvement fund by paying \$5 million per year to the lender (Florida Department of Transportation). Through the end of FY 2014, six annual payments have been made with five more annual payments to be made in the future.

Detail

(\$ in 000s)	Actual FY 2013	Budget FY 2014	Actual FY 2014	Budget FY 2015
Beginning Cash Balance	\$127,364	\$155,000	\$148,504	\$155,000
Sources of Funds				
Insurance Claim/Reimbursements	\$16,935	\$0	\$0	\$0
Grant Funds	5,243	-	4,144	-
Other Revenues	-	-	1,166	-
Interest Earnings	275	200	407	200
Transfer from (Bond) Reserve Account	1,789	2,000	1,874	2,000
Transfer from Revenue Fund	128,821	79,393	170,107	79,453
Total Sources of Funds	\$153,063	\$81,593	\$177,697	\$81,653
Uses of Funds				
Improvement Fund Expenditures	\$11,284	\$50,500	\$4,433	\$43,400
Transfer to Revenue Fund	89,794	95,000	95,974	75,000
Transfer to DB Bond Debt Service Account	20,844	15,431	15,343	15,431
Transfer to Reserve Maintenance	5,000	0	20,000	0
Other Expenditures	5,000	5,000	5,000	5,000
Total Uses of Funds	\$131,922	\$165,931	\$140,751	\$138,831
Excess (Deficit) of Sources over Use of Funds	21,140	(84,338)	36,947	(57,178)
Ending Cash Balance	\$148,504	\$70,662	\$185,451	\$97,822

Capital Improvement Program

Overview

Today's state-of-the-art Miami International Airport is rooted in the Airport System master plan that was prepared in the early 1990s from which the Capital Improvement Program (the "CIP") was created. The \$6.5 billion CIP began in 1994 and is scheduled to be completed by the end of 2014. Ninety-eight percent of the CIP budget has been expended and projects not completed or additional projects are will continue as "CIP Carryover Projects" in the amount of \$167.5 million. The CIP consists of a number of completed projects, including improvements to the airside and landside areas, as well as to terminal and non-terminal (e.g., cargo and aircraft maintenance) facilities.

Most of the improvements within the CIP were to the terminal, which include (1) the addition of Concourse A (now part of Concourse D); (2) the renovation of Concourse H; (3) the addition of Concourse J (which, with Concourse H, is referred to as the "South Terminal"); and (4) the complete reconfiguration of the concourses in the North Terminal by joining Concourses A and D (and demolishing Concourses B and C), to make a linear concourse now referred to as Concourse D. In addition, the Aviation Department (a) installed a state-of-the-art baggage handling system in North Terminal for MIA's hubbing carrier, American Airlines, (b) built a new federal inspections services area, and (c) made major cosmetic improvements to the front of the North and South terminals. Other non-terminal major improvements made by the Aviation Department as part of the CIP include (w) the addition of a fourth runway (8L-26R), (x) the addition of a 1,540-space parking garage, (y) the extension of Upper and Lower Terminal Vehicular Drives, and (z) the addition of six new cargo facilities totaling 1.09 million square feet of space. All of these improvements have contributed materially to making MIA a modern airport with growth capacity, especially for international operations.

CIP Carryover Projects

As of September 30, 2014, approximately 98% of the CIP budget had been expended with all the major programs being finished except for some final close-out work. The balance of CIP projects with work to be completed (the "CIP Carryover Projects") include the following: MIA Pavement Rehabilitation & Overlay of RW 12/30 & Taxiways; MIA Concourse D Gates D1 & D2 Modifications for A380 (aircraft); MIA FOD Detection System Acquisition and Installation; Concourse G Preconditioned Air Equipment Acquisition and Installation; Additional MIA Mover Cars Acquisition; MIA Parking Guidance System Acquisition and Installation; and security-related projects. Most of the funding for these projects is to come from remaining proceeds from prior bond issues. The major portion of this work is anticipated to be completed by the end of Fiscal Year 2017.

Future Capital Projects

Although the Central Terminal did not have any significant improvements during the CIP, making capital improvements to the Central Terminal is desirable over time to further enhance the overall efficiency of the MIA terminal facility. A number of design alternatives to improve the Central Terminal are being studied as part of the updated master plan exercise—Strategic Master Plan (“SMP”). No significant modifications, however, are definitively planned nor are any related financings anticipated in the immediate future under the SMP. However, certain near-term renovations to the Central Terminal (including, security and life safety enhancements and maintenance projects) are planned and will be funded from available Aviation Department moneys. At this time, the Aviation Department expects to focus on the completion of the CIP Carryover Projects and any required capital projects before undertaking any major improvements to the Central Terminal.

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 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FUTURE	TOTAL
Revenue									
Federal Aviation Administration	10,778	20,956	0	0	0	0	0	0	31,734
Improvement Fund	48,503	85,907	52,243	28,641	0	0	0	0	215,294
Transportation Security Administration	2,600	24,640	24,640	24,640	24,640	0	0	0	101,160
Funds									
FDOT Funds	3,449	6,195	1,953	0	0	0	0	0	11,597
Aviation Passenger Facility Charge	0	14,398	14,398	14,398	14,398	0	0	0	57,592
Aviation Revenue Bonds	39,061	0	0	0	0	0	0	0	39,061
Aviation Revenue Bonds Sold	28,712	0	0	0	0	0	0	0	28,712
Double-Barreled GO Bonds	16,112	0	0	0	0	0	0	0	16,112
Total:	149,215	152,096	93,234	67,679	39,038	0	0	0	501,262
Expenditures									
Strategic Area: Transportation									
Airside Improvements	16,001	34,640	3,990	0	0	0	0	0	54,631
General Aviation Airports	981	639	44	0	0	0	0	0	1,664
Landside Improvements	5,458	7,698	3,351	0	0	0	0	0	16,507
Support Facilities	78,181	144,067	99,495	67,679	39,038	0	0	0	428,460
Total:	100,621	187,044	106,880	67,679	39,038	0	0	0	501,262

Capital Improvement Program Funding

The Aviation Department utilizes multiple funding sources to pay for the capital projects as noted in the schedule above. These funding sources are described in more detail below.

Federal Aviation Administration (FAA) Funds—The Federal Airport Improvement Program (AIP) is administered by the FAA and funded by the Airport and Airway Trust Fund, which is financed through federal aviation user fees and taxes. Grants-in-aid funds are for airport infrastructure improvements to enhance safety, security, and capacity with access made available to airport sponsors in the form of “entitlements” and “discretionary” allocations for eligible projects. The AIP “entitlement” grant amounts vary annually and are based upon an airport’s level of enplaned passengers and air-cargo, the amount of funds appropriated by Congress and any revisions to the statutory formula for calculating such funding. The AIP “discretionary” funds are selectively disbursed based on the competitiveness of the project within the national airport priority system established by the FAA and are also affected by Congressional actions. 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 \$21 million in grant funds from the FAA in FY2015.

Improvement Fund and Reserve Maintenance Fund—The Improvement Fund represents discretionary funds that can be used by the Aviation Department for any lawful airport purpose including pay-as-you-go financing of capital projects. The Reserve Maintenance Fund is used to fund refurbishment type costs. The Aviation Department is anticipating spending \$86 million from both of these funds in Fiscal Year 2015, most of which is for the Concourse E Satellite Train project.

Transportation Security Administration (TSA) Funds—TSA funds are dedicated towards the installation of in-line explosive detection systems and related security measures for outbound baggage systems. In September 2013, the TSA issued an Other Transaction Agreement for \$101.2 million to fund outbound baggage system enhancements at MIA in both the South and Central Terminals to be done over the next 5-6 years.

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 2015 the Aviation Department is anticipating receiving grant revenues totaling \$6.2 million from FDOT, most of which is for the Concourse E Satellite Train replacement and the runway rehabilitation projects.

Capital Improvement Program Funding (cont)

Passenger Facility Charge (PFC) Revenue—these funds are money collected by the MIA air carriers on behalf of the Aviation Department based on a \$4.50 fee that is added to a passenger's ticket costs. As stated in the Debt Service section, most of the PFC revenue collected is used to pay annual debt service costs related to PFC approved projects. However, the Aviation Department has accumulated a balance in the PFC Revenue Account that will allow it to fund on a pay-as-you-go (equity) basis some capital project costs. At this time, the Aviation Department is contemplating using \$57.6 million from this build-up of PFC revenue as a supplemental funding source to the TSA OTA grant issued for the outbound baggage system enhancement project discussed above.

Aviation Revenue Bonds—Bond proceeds obtained from the sale of Aviation Revenue Bonds are deposited into the construction fund 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 more new money Bonds under this Board authorization. However, the Aviation Department does plan to issue Refunding Bonds in FY 2015 to realize future debt service savings. As the Aviation Department moves forward with any new capital projects (i.e., beyond the CIP) that require debt financing, a new Board Bond authorization will need to be obtained.

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. The nature of the CIP Carryover Projects is such that they do not have any material effect on operating expenses. Therefore, the Aviation Department did not anticipate any material increases in operating costs due to the completion of capital projects in the Fiscal Year 2015 operating budget.

Supplemental Data

Ordinance

Revenue Fund

<u>Revenues:</u>	<u>2014-15</u>
Carryover	\$ 72,950,000
Miami International Airport	793,644,000
Tamiami Airport	2,558,000
Opa-locka Airport	4,764,000
Homestead Airport	426,000
T & T Airport	44,000
Transfer from Improvement Fund	75,000,000
Total	\$ 949,386,000
<u>Expenditures:</u>	
Miami International Airport	\$ 454,929,000
Tamiami Airport	1,112,000
Opa-locka Airport	1,006,000
Homestead Airport	511,000
T & T Airport	413,000
Subtotal Operating Expenditures	\$ 457,971,000
<u>Transfer to Other Funds:</u>	
Sinking Fund	317,107,000
Reserve Maintenance	17,000,000
Improvement Fund	79,453,000
Subtotal Transfers to Other Funds	\$ 413,560,000
Operating Reserve/Ending Cash Balance	\$ 77,855,000
Total	\$ 949,386,000

Improvement Fund

<u>Revenues:</u>	<u>2014-15</u>
Carryover	\$ 155,000,000
Transfer from Revenue Fund	79,453,000
Transfer from Interest and Sinking Fund	2,000,000
Interest Earnings	200,000
Total	\$ 236,653,000
<u>Expenditures:</u>	
On-going Improvement Fund Projects	12,000,000
Projects in Capital Improvement Program	11,400,000
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	75,000,000
Ending Cash Balance	97,822,000
Total	\$ 236,653,000

Ordinance (cont)

Reserve Maintenance Fund

<u>Revenues:</u>	<u>2014-15</u>
Carryover	35,000,000
Transfer from Revenue Fund	17,000,000
Grants Contribution	40,000,000
Interest Earnings	600,000
Total	\$ 92,600,000
<u>Expenditures:</u>	
Projects Committed	74,507,000
Unplanned Capital Projects	13,000,000
Ending Cash Balance (Reserved for Emergencies)	5,093,000
Total	\$ 92,600,000

Construction Fund

Trust Agreement Bonds

<u>Revenues:</u>	<u>2014-15</u>
Carryover	32,825,000
Transfer from Double Barrel Bonds (Carryover)	16,112,000
Reserve Maintenance Fund	74,507,000
Improvement Fund	11,400,000
Passenger Facility Charge Revenue	14,398,000
Grant Funds	51,791,000
Total	\$ 201,033,000
<u>Expenditures:</u>	
Projects in Capital Improvement Program	187,044,000
Ending Cash Balance	13,989,000
Total	\$ 201,033,000

Double Barrel Bonds

<u>Revenues:</u>	<u>2014-15</u>
Carryover	16,112,000
Total	\$ 16,112,000
<u>Expenditures:</u>	
Transfer to Construction Fund	16,112,000
Total	\$ 16,112,000

Ordinance (cont)

Sinking Fund

Trust Agreement Bonds

<u>Revenues:</u>	<u>2014-15</u>
Carryover	172,000,000
Transfer from Revenue Fund	317,107,000
PFC Revenues	55,000,000
Interest Earnings	5,000,000
Total	<u>\$ 549,107,000</u>

<u>Expenditures:</u>	
Debt Service - Principal	89,000,000
Debt Service - Interest	287,386,000
Transfer to Improvement Fund	2,000,000
Ending Cash Balance	170,721,000
Total	<u>\$ 549,107,000</u>

Double Barrel Bonds Sinking Fund

<u>Revenues:</u>	<u>2014-15</u>
Carryover	37,000,000
Transfer from Improvement Fund	15,431,000
Interest Earnings	300,000
Total	<u>\$ 52,731,000</u>

<u>Expenditures:</u>	
Payment of DB Bonds Debt Service	15,431,000
Ending Cash Balance (Reserved for Claims)	37,300,000
Total	<u>\$ 52,731,000</u>

Environmental Fund

<u>Revenues:</u>	<u>2014-15</u>
Carryover	51,000,000
Interest Earnings	300,000
Total	<u>\$ 51,300,000</u>

<u>Expenditures:</u>	
Projects Committed	30,000,000
Ending Cash Balance (Reserved for Emergencies)	21,300,000
Total	<u>\$ 51,300,000</u>

Non-Departmental

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

	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2013</i>	<i>FY 2014</i>	<i>FY 2015</i>	<i>FY 2015 vs FY 2014</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	766,205	2,500,000	2,500,000	-	0.0%
Charges for County Services	2,726,820	2,052,652	2,488,298	435,646	21.2%
Utilities	43,959,595	43,600,000	41,600,000	(2,000,000)	-4.6%
Other Operating	9,439,823	16,902,869	8,900,000	(8,002,869)	-47.3%
Capital	1,279,487	2,500,000	2,500,000	-	0.0%
<i>Total</i>	<u>\$ 58,171,930</u>	<u>\$ 67,555,521</u>	<u>\$ 57,988,298</u>	<u>\$ (9,567,223)</u>	<u>-14.2%</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 2013</i>	<i>Budget</i> <i>FY 2014</i>	<i>Budget</i> <i>FY 2015</i>	<i>FY 2015 vs FY 2014</i>	
				\$	%
Management Agreement					
Airport Parking Associates (APA)	\$ 6,710,787	\$ 9,050,258	\$ 9,260,478	\$ 210,220	2.3%
IAMI (Passenger Lounges)	2,262,482	2,521,415	808,617	(1,712,798)	-67.9%
Allied Aviation (Fuel Farm)	6,810,485	6,334,238	6,053,381	(280,857)	-4.4%
Allied Aviation (Fuel Farm Fire)		-		-	0.0%
Midfield (Auto Gas Sales)	1,978,139	2,341,092	2,086,661	(254,431)	-10.9%
Hotel	6,446,361	8,993,429	9,323,376	329,947	3.7%
Top of the Port (Restaurant)	2,717,459	2,777,000	3,279,195	502,195	18.1%
Total	\$ 26,925,713	\$ 32,017,432	\$ 30,811,708	\$ (1,205,724)	-3.8%
Operating Agreements					
Shuttle	\$ 7,131,271	\$ 6,671,116	\$ 7,034,075	\$ 362,959	5.4%
Unicco (Janitorial)	26,379,742	27,516,442	28,064,947	548,505	2.0%
Vista (Janitorial)	2,315,430	2,488,025	2,517,914	29,889	1.2%
N & K (Janitorial)	3,016,196	3,211,502	3,252,243	40,741	1.3%
Smarte Carte	270,385	-	-	-	0.0%
Total	\$ 39,113,024	\$ 39,887,085	\$ 40,869,179	\$ 982,094	2.5%
Grand Total	\$ 66,038,737	\$ 71,904,517	\$ 71,680,887	\$ (223,630)	-0.3%

Administrative Reimbursement

Overview

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

Direct County Expenses

Miami-Dade County Agency	Adopted Budget	Adopted Budget	Purpose
	FY 2013-14	FY 2014-15	
Audit and Management Services	\$ 440,000	\$ 490,000	Auditing services in excess of indirect reimbursement
Community Information and Outreach	16,000	18,000	Maintenance and support of Department's website
Community Information and Outreach	120,000	90,000	Advertising services
Cultural Affairs	300,000	447,866	Art in Public Places
Environmental Resources Management	900,000	1,200,000	DERM charges for personnel and resources
Finance	60,000	60,000	Cash management services
Fire Rescue	23,310,611	22,747,897	Fire protection & fire rescue services
Fire Rescue	400,000	400,000	Fire inspection Fees
Information Technology	4,188,000	4,034,533	Radios, technology and infrastructure
Internal Services	-	7,000	Assets management fee
Internal Services	50,000	300,000	Office of Safety
Internal Services	141,000	186,000	Human Resources - services and support
Internal Services	200,000	-	GSA - architectural services
Internal Services	11,301,000	11,356,000	GSA - insurance
Internal Services	8,564,768	7,331,593	GSA - security guard services
Internal Services	31,350	31,350	GSA - exterminating services
Internal Services	300,000	300,000	GSA - elevator inspections
Internal Services	99,505	141,400	GSA - printing & reproduction supplies
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	28,493,069	29,238,556	Police services
Police Department	280,000	257,725	Automobile Insurance
Regulatory & Economic Resources	-	1,500,000	Building Department
Regulatory & Economic Resources	250,000	250,000	Planning, zoning, and agenda coordination
Sustainability, Planning, & Economic Enhancement	100,000	75,000	DBED compliance fee
Transit	553,774	553,774	Satellite E-Train
	\$ 80,539,077	\$ 81,456,694	
Federal Agency			
Customs & Border Patrol	\$ 1,000,000	\$ 1,700,000	Reimbursement of staffing hours
	\$ 1,000,000	\$ 1,700,000	
	\$ 81,539,077	\$ 83,156,694	

Indirect County Expenses

	Adopted Budget	Adopted Budget	
	FY 2013-14	FY 2014-15	
MDAD Salaries & Fringes	\$ 106,485,714	\$ 114,174,660	[A]
Rate-Modified Full Costing	0.032900	0.034500	[B]
Total MDAD Reimbursement to County	\$ 3,503,380	\$ 3,939,026	[A x B]
Agreed Upon Deduction	(1,450,728)	(1,450,728)	
Amount Due to Miami-Dade County	\$ 2,052,652	\$ 2,488,298	
Total Direct & Indirect County Expenses	\$ 82,591,729	\$ 83,944,992	

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 2015	2,500
FAC State Legislative Summit, FAC Federal Legislative Summit, & FAC Annual Conference	5,000
FAA Meetings for FY 2014-15	5,000
National Minority Enterprise Development Conference (MED Week)	4,500
"Where Worlds Meet" Public Relations Campaign	50,000
Survival Fire Drill	5,000
Monthly Miami Airport Affairs Committee (MAAC) Meetings	5,000
2015 Finance & Administration Conference	15,000
US Africa Air Transportation Summit	25,000
<i>Total</i>	<u><u>\$ 204,500</u></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 2015 - 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.

Miami-Dade Aviation Department (MDAD)

Event Title: FAA Meetings for FY 2014-15 – 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.

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

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

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.

Detail of Promotional Funding (cont)

Miami-Dade Aviation Department (MDAD)

Event Title: Monthly Miami Airport Affairs Committee (MAAC) meetings – The MAAC meetings are attended by the Aviation Director and other senior MDAD staff members. These meetings are held to discuss and address issues arising from MIA operations which have a direct impact on the airlines; as well as provide answers to requests for information. These meetings are held in the Hotel MIA Conference Center and catered by the hotel.

Southeast Chapter: American Association of Airport Executives (SEC/AAAE)

Event Title: 2015 Finance & Administration Conference – MDAD will serve as host for the conference. The SEC/AAAE's mission includes promoting professionalism and financial stability in the administration of airports and providing a medium for discussion and interchange of information in order to develop and disseminate policies and procedures that encourage the safe and efficient development, maintenance, and operation of public airports.

Summary of New/Revised Rates

	Description	Rate
1	Revise Manual CUTE Ticket Counter Rates	<p>Standard Manual Rate for Widebody Aircraft (over 200 seats) \$509.00 from the current \$551.24, and Narrow Aircraft (100 seats through 200 seats) \$290.86 from the current \$314.99, Regional Commuter Aircraft (20 seats through 100 seats) \$145.43 from the current \$157.50 and Small Turbo Aircraft (under 20 seats) \$72.71 from the current \$78.75.</p> <p>Unauthorized Manual Rate for Widebody Aircraft (over 200 seats) \$1,018.00 from current \$1,102.47, and Narrow Aircraft (100 seats through 200 seats) \$581.71 from the current \$629.98, Regional Commuter Aircraft (20 seats through 100 seats) \$290.86 from the current \$314.99, and Small Turbo Aircraft (under 20 seats) \$145.43 from the current \$157.50.</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 \$59.79 ea. per month from the current \$51.82 ea. per month • Standalone Unit – Revise Standalone rate to \$101.31 ea. per month from the current \$131.74 ea. per month
3	Revise CUTE Backoffice Unit charge	Revise CUTE Backoffice monthly charge to \$218.69 per unit from the current \$182.24 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	See attached schedule for building rental rates.

Summary of New/Revised Rates (cont)

	Description	Rate
6	Revise CUTE Rate Charge Methodology to Departing Aircraft Seat Basis from Hourly Usage Basis	<p>Revise the CUTE rate based on departing aircraft seat for non-exempt carriers.</p> <p>Revise the CUTE rate to \$1.77 per seat from the current rate of \$2.25 per seat.</p> <p>The CUTE rate per departing seat for non-exempt carriers will replace the hourly rates where applicable and in accordance with the Summary of Airline Charges listed above.</p> <p>This change is being implemented to maintain recovery of equipment maintenance and space costs as more passengers use various forms of self-processing technologies (kiosks, internet, smart phones, etc.) that do not require ticket counter services.</p>
7	Revise Class I Terminal Rental Rate to Reflect Class III Terminal Rental Rate	<p>Revise Class I rate to Class III rate since Class I space is no longer considered premium space due to reduced usage of ticket counters resulting from improvements in passenger self-processing technologies (kiosks, internet, smart phone, etc.). This revision also reduces the effect of vacant space while reducing operating costs to airlines. The revision requires the technical approval of the Co-Trustee, who has informally approved the change. In the event the Co-Trustee rejects the change, MDAD will reverse the Class I rate adjustment until such time as the Co-Trustee provides its approval.</p>

Summary of New/Revised Rates (cont)

Description	Rate
<p>8 Revise Fees and Wording for Technical Reviews and Written Comments</p>	<p>The following fees are being established to recover costs associated with technical reviews and written comments which ensure compliance with aviation regulations.</p> <p>Request for Written Comments (to include comments for conceptual development plans) – To recover costs associated with the technical review of proposed land-uses and structures and the issuance of written comments where airspace/land use and land use Letter of Determination (LOD) criteria does not otherwise apply. This fee also applies to conceptual plans in which case MDAD’s comments are requested.</p> <p>Development Impact Committee (DIC) or Equivalent Large-Scale Zoning Hearing Application – MDAD Planning Division’s review and written comments for the County’s Developmental Impact Committee (DIC) zoning hearing applications or any other type of large scale applications where Airspace/Land-Use and Land-Use Letter of Determination (LOD) criteria does not otherwise apply. Fee will be waived if proponent pays for LOD. If the DIC application is conceptual during the review time and when department comments are due, MDAD will charge the \$360.00 even if an Airspace/Land-Use LOD is required in the future.</p> <p>Request for a new MDAD-issued Airspace/Land-Use or Land-Use Letter of Determination (LOD) to provide a time extension for an existing MDAD-issued LOD nearing expiration or already expired. This new LOD is only for an extension of time. All referenced data including, but not limited to, the land use, structure elevation, site plans, address or impacted property folio numbers as well as the actual approval must be identical to the data provided in the previously approved MDAD-issued LOD</p>

Summary of New/Revised Rates (cont)

Description		Rate
8	(continued)	<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).....\$45.00 • Request for New Letter of Determination Due to Expiration.....\$360.00
9	Establish Permissible Crane (or Equipment) Height Determination Extension Fee	<p>The following fee is being established to extend the timeframe for approved MDAD-issued permissible Crane (or Equipment) Height Determination provided the location and elevation do not change.</p> <ul style="list-style-type: none"> • Permissible Crane (or Equipment) Height Determination Extension Fee..... \$90.00
10	Establish Motorcycle Parking Fee at Miami International Airport	<p>Establish employee motorcycle parking decal fee of \$180.00 per year to offset costs associated with maintaining motorcycle parking areas at Miami International Airport. Currently, there are no charges for motorcycle parking.</p>

Summary of New/Revised Rates (cont)

Description		Rate
11	Establish Late Revenue Reporting Fee	<p>Establish Late Revenue Reporting Fee for all companies doing business with the Miami-Dade Aviation Department that are required to submit revenue reports on a recurring basis (monthly, quarterly, annually, etc.).</p> <p>Late Revenue Reporting Penalty Fees established under Resolution R-105-03 apply to airlines, leases, concession agreements and permits. The fee of \$50.00 per day, up to \$750.00 per violation, will remain consistent with Resolution R-105-03 and apply to all other companies doing business with MDAD.</p>
12	Establish Wireless Network Access for Multiple Users	<p>Establish Wireless Network Access Fee for Multiple Users in order to provide MDAD internet services and WiFi to airline lounges. Monthly Fee. \$600.00</p>
13	Revise Minimum Daily Parking Rate for M1 Type Aircraft	<p>Revise minimum daily parking rate for M1 type aircraft to \$11.00 per day for 1 – 5 days from the current \$5.00 per day for 1 - 5 days. The minimum rate of \$5.00 was established without considering aircraft shadow (length x wingspan) but was applied to multiple types and configurations of small aircraft. This revised rate is based on a minimum shadow of 1,800 sq. ft.</p>

Summary of New/Revised Rates (cont)

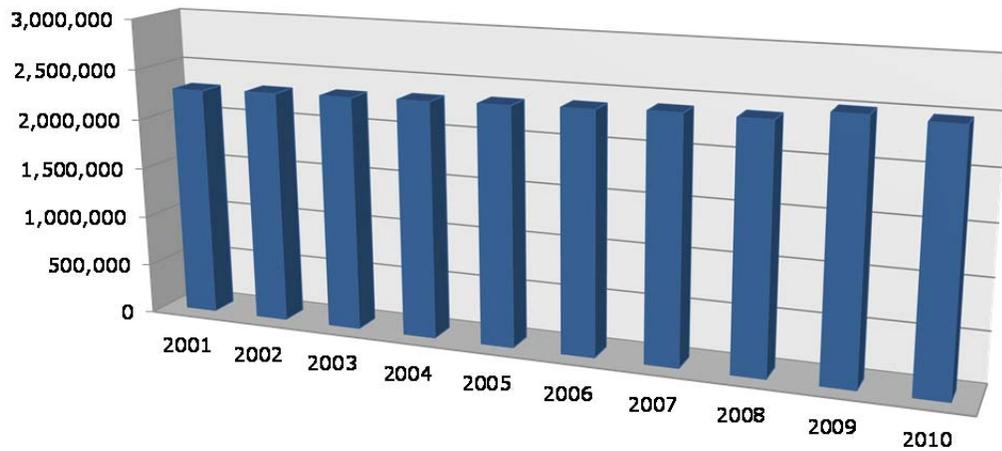
	Description	Rate
14	Revise Monthly Telecommunication Rates	<p>Revise Telecommunications rates as follows:</p> <p>1)Switch Access</p> <ul style="list-style-type: none"> • Meridian One Port\$15.00 • Advanced Features (Conf. Calling, Speed Calling, Etc.).....\$6.25 <p>2)Network Access – Public</p> <ul style="list-style-type: none"> • Single Line Access.....\$22.50 • Wireless Telephone Access....\$36.25 • Network Access.....\$61.25 <p>3)System – Terminal Equipment</p> <ul style="list-style-type: none"> • M3902 Basic Rel. 3 Digit Phone – 1 Line\$7.45 • M3903 Enhanced Rel. 3 Digit Phone – 3 Line.....\$17.65 • M3904 Professional Rel. 3 Phone – 5 Line.....\$22.43 • M3904 Add On Module.....\$7.48 • M3905 CallCenter Telephone Rel. 3.....\$24.21 <ul style="list-style-type: none"> • Analog Set.....\$4.21 • Companion Wireless Teleph...\$19.43 • Conference Phone\$34.66 • Loud Bell\$7.90 • Hands-Free Headset.....\$13.36 <p>4)System – Other</p> <ul style="list-style-type: none"> • Voice Mail Box.....\$6.25 • Authorization Code.....\$1.25 • Voice Cable (Fax, Modem, or Clock Programming).....\$3.28 • Level 5 Date Cable.....\$3.28 • Internet Access.....\$31.25 • Ethernet Port.....\$75.00 • Additional Static IP Address.....\$12.50 • Wireless Data Ports.....\$37.50 • Wi-Fi Data Port Internet Acc....\$10.00 • One Strand foot of Fiber (MM or SM).....\$0.019 • SC Connector in Fiber Patch Panel.....\$4.20 • Copper Cable per pair foot\$0.006 • Black filled Copper Cables per pair foot.....\$0.006 • 25 pair Copper Cable per pair foot\$0.038

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
Baptist Health South Florida	13,376
University of Miami	12,720
American Airlines	9,000
Publix Super Markets	4,604
Carnival Cruise Lines	3,500
Mount Sinai Medical Center	3,000
Miami Childrens Hospital	2,800
Sedanos Supermarkets	2,600
Royal Caribbean International/Celebrity Cruises	2,051
Bank of America Merrill Lynch	2,000
Wells Fargo	1,958
LATAM Airlines/LAN Cargo	1,380
AAR Corporation - Aircraft Services	1,300
N.C.L. Corporations	1,200
Federal Express	1,173
Beckman Coulter Corporation	1,100
Eulen America	1,000
Ryder Integrated Logistics	957
BankUnited	750
Miami Herald Publishing Company	720
CitiBank	681
Noven Pharmaceuticals, Incorporated	679
Ocean Bank	670
SunTrust Bank	519

Source: The Beacon Council

Top Public Employers in Miami-Dade County

Employers	Number of Employees
Miami-Dade County Public Schools	33,477
Miami-Dade county	25,502
Federal Government	19,600
Florida State Government	18,300
Jackson Health System	8,208
Florida International University	3,534
Miami Dade College	2,356
City of Miami	3,656
Homestead AFB	3,000
Miami VA Healthcare System	2,500
City of Miami Beach	1,715
City of Hialeah	1,578
City of North Miami Beach	427
City of Coral Gables	748

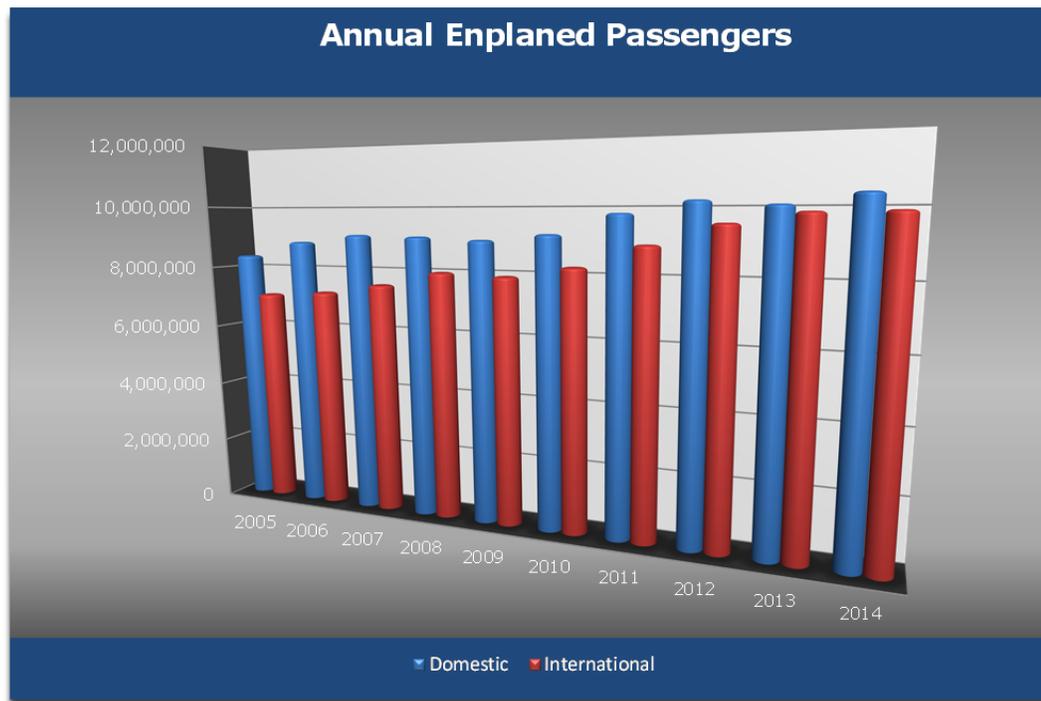
Source: The Beacon Council

Operational Statistics

Annual Enplaned Passengers

Fiscal Years Ended September 30, 2005 to 2014

Fiscal Year	Domestic		International		Total	
	Passengers	Change %	Passengers	Change %	Passengers	Change %
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%
2014	10,342,784	3.1%	9,877,147	0.3%	20,219,931	1.7%



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> 14-15	13-14	12-13	11-12	10-11	09-10	08-09	07-08	06-07
OCT	753,294	754,252	720,758	719,861	651,611	621,390	606,589	608,062	525,267
NOV	850,126	791,887	813,408	767,857	690,806	643,512	645,421	638,498	588,209
DEC	926,115	946,267	886,114	864,133	780,717	745,065	742,055	717,423	686,461
JAN	906,786	895,342	867,620	834,949	761,744	700,462	697,330	680,436	627,548
FEB	811,480	765,290	776,431	743,263	655,619	605,009	591,145	607,197	547,422
MAR	904,636	838,009	865,563	813,144	750,951	679,376	645,659	707,826	632,761
APR	801,537	781,036	766,917	789,945	721,668	664,356	647,401	585,845	596,519
MAY	835,510	810,463	799,423	769,857	738,743	674,387	612,355	645,965	614,898
JUN	892,538	840,819	853,988	818,676	785,301	726,242	684,410	707,851	665,833
JUL	969,414	884,091	927,543	899,892	886,708	806,233	748,400	761,607	741,888
AUG	896,250	863,533	857,539	812,573	798,235	751,927	713,508	731,737	707,763
SEP	741,278	706,158	709,261	694,223	682,826	607,935	562,730	575,235	578,495
	10,288,964	9,877,147	9,844,565	9,528,373	8,904,929	8,225,894	7,897,003	7,967,682	7,513,064

ENPLANED PASSENGERS - DOMESTIC

	<i>Budget</i> 14-15	13-14	12-13	11-12	10-11	09-10	08-09	07-08	06-07
OCT	764,098	779,384	731,095	786,385	753,990	688,513	689,395	714,282	662,922
NOV	809,058	789,906	774,113	814,991	767,911	702,224	721,215	734,397	706,111
DEC	847,474	878,447	810,870	840,996	792,682	729,287	742,278	747,810	756,123
JAN	935,273	926,546	894,877	927,294	866,346	816,977	798,934	809,584	812,842
FEB	822,544	825,094	787,017	819,130	750,621	704,973	700,849	732,152	721,009
MAR	976,270	977,251	934,103	938,537	877,980	853,395	826,102	852,798	851,449
APR	926,154	908,110	886,152	913,559	850,341	816,825	797,779	782,613	821,138
MAY	911,504	911,699	872,135	870,629	866,602	806,430	773,128	788,314	782,291
JUN	890,982	858,192	852,499	850,365	825,660	778,364	740,891	747,322	765,508
JUL	927,810	903,979	887,736	879,534	887,237	803,846	791,874	770,960	798,734
AUG	926,344	879,453	886,334	830,906	844,308	809,328	786,604	773,673	780,746
SEP	748,525	704,723	716,195	682,979	712,513	669,274	618,047	613,813	643,478
	10,486,036	10,342,784	10,033,126	10,155,305	9,796,191	9,179,436	8,987,096	9,067,718	9,102,351

ENPLANED PASSENGERS - TOTAL

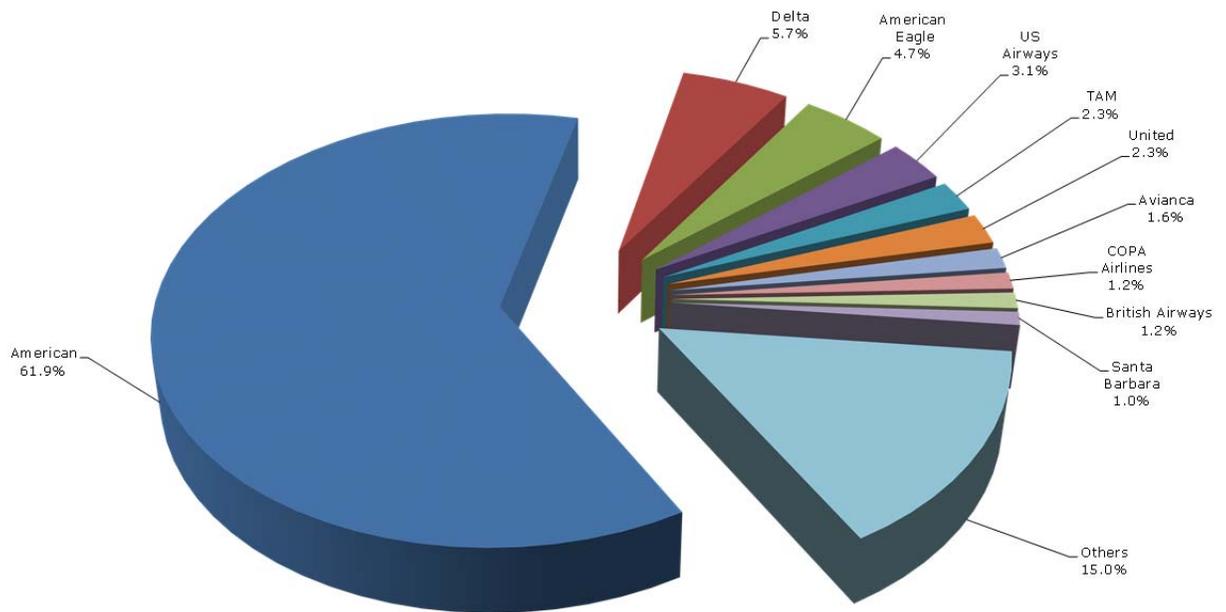
	<i>Budget</i> 14-15	13-14	12-13	11-12	10-11	09-10	08-09	07-08	06-07
OCT	1,517,392	1,533,636	1,451,853	1,506,246	1,405,601	1,309,903	1,295,984	1,322,344	1,188,189
NOV	1,659,184	1,581,793	1,587,521	1,582,848	1,458,717	1,345,736	1,366,636	1,372,895	1,294,320
DEC	1,773,588	1,824,714	1,696,984	1,705,129	1,573,399	1,474,352	1,484,333	1,465,233	1,442,584
JAN	1,842,059	1,821,888	1,762,497	1,762,243	1,628,090	1,517,439	1,496,264	1,490,020	1,440,390
FEB	1,634,024	1,590,384	1,563,448	1,562,393	1,406,240	1,309,982	1,291,994	1,339,349	1,268,431
MAR	1,880,906	1,815,260	1,799,666	1,751,681	1,628,931	1,532,771	1,471,761	1,560,624	1,484,210
APR	1,727,691	1,689,146	1,653,069	1,703,504	1,572,009	1,481,181	1,445,180	1,368,458	1,417,657
MAY	1,747,015	1,722,162	1,671,558	1,640,486	1,605,345	1,480,817	1,385,483	1,434,279	1,397,189
JUN	1,783,520	1,699,011	1,706,487	1,669,041	1,610,961	1,504,606	1,425,301	1,455,173	1,431,341
JUL	1,897,223	1,788,070	1,815,279	1,779,426	1,773,945	1,610,079	1,540,274	1,532,567	1,540,622
AUG	1,822,594	1,742,986	1,743,873	1,643,479	1,642,543	1,561,255	1,500,112	1,505,410	1,488,509
SEP	1,489,803	1,410,881	1,425,456	1,377,202	1,395,339	1,277,209	1,180,777	1,189,048	1,221,973
	20,775,000	20,219,931	19,877,691	19,683,678	18,701,120	17,405,330	16,884,099	17,035,400	16,615,415

Enplaned Passengers by Airline

Fiscal Years Ended September 30, 2011-2014

	2014		2013		2012		2011	
	Number	Total %						
American	12,520,842	61.9%	12,526,559	63.0%	12,478,365	63.4%	11,797,691	63.1%
Delta	1,158,382	5.7%	1,098,544	5.5%	1,139,203	5.8%	1,123,049	6.0%
American Eagle	945,981	4.7%	926,986	4.7%	941,102	4.8%	936,838	5.0%
US Airways	636,877	3.1%	435,356	2.2%	397,606	2.0%	390,611	2.1%
TAM	464,246	2.3%	412,425	2.1%	343,749	1.7%	327,869	1.8%
United	459,851	2.3%	465,124	2.3%	387,273	2.0%	411,777	2.2%
Avianca	314,699	1.6%	317,591	1.6%	286,842	1.5%	290,349	1.6%
COPA Airlines	248,938	1.2%	225,169	1.1%	196,541	1.0%	143,647	0.8%
British Airways	237,449	1.2%	267,125	1.3%	285,852	1.5%	224,187	1.2%
Santa Barbara	198,011	1.0%	182,974	0.9%	146,377	0.7%	114,044	0.6%
Others	3,034,655	15.0%	3,019,838	15.2%	3,080,768	15.7%	2,941,058	15.7%
Total	20,219,931	100%	19,877,691	100%	19,683,678	100%	18,701,120	100%

**Enplaned Passengers by Airline
Fiscal Year 2014**

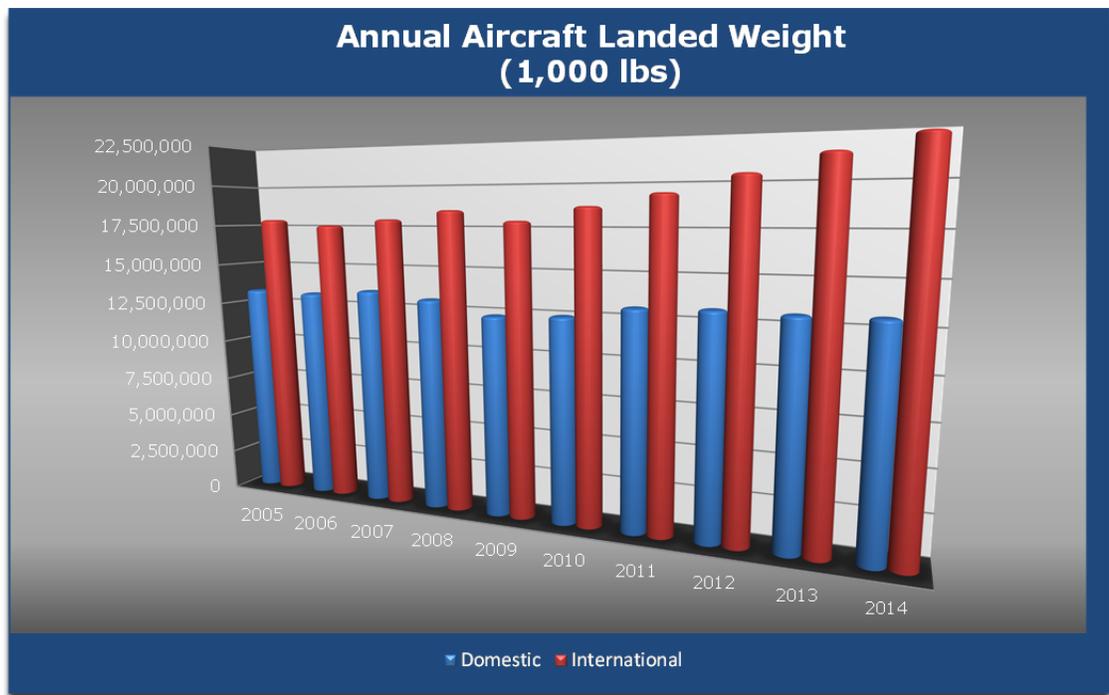


The chart above represents the percentage of enplaned (departing) passengers carried by the top ten airlines and others during Fiscal Year 2014.

Annual Aircraft Landed Weight

Fiscal Years Ended September 30, 2005 to 2014

Fiscal Year	Domestic		International		Total		Domestic	International	
	Landed Wt.	Change %	Landed Wt.	Change %	Landed Wt.	Change %			
2005	13,288,101	-3.1%	17,860,411	-1.8%	31,148,512	-2.4%	2005	13,288,101	17,860,411
2006	13,197,980	-0.7%	17,537,132	-1.8%	30,735,112	-1.3%	2006	13,197,980	17,537,132
2007	13,498,940	2.3%	17,920,937	2.2%	31,419,877	2.2%	2007	13,498,940	17,920,937
2008	13,121,892	-2.8%	18,468,578	3.1%	31,590,470	0.5%	2008	13,121,892	18,468,578
2009	12,315,080	-6.1%	17,856,602	-3.3%	30,171,682	-4.5%	2009	12,315,080	17,856,602
2010	12,472,867	1.3%	18,674,893	4.6%	31,147,760	3.2%	2010	12,472,867	18,674,893
2011	13,137,884	5.3%	19,378,648	3.8%	32,516,532	4.4%	2011	13,137,884	19,378,648
2012	13,213,922	0.6%	20,334,264	4.9%	33,548,186	3.2%	2012	13,213,922	20,334,264
2013	13,115,308	-0.7%	21,323,070	4.9%	34,438,378	2.7%	2013	13,115,308	21,323,070
2014	13,141,290	0.2%	22,157,205	3.9%	35,298,495	2.5%	2014	13,141,290	22,157,205



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

Monthly Aircraft Landed Weight

LANDED WEIGHT - INTERNATIONAL

	Budget								
	14-15	13-14	12-13	11-12	10-11	09-10	08-09	07-08	06-07
OCT	1,735,541	1,721,988	1,650,755	1,627,778	1,527,604	1,451,565	1,468,242	1,494,461	1,425,647
NOV	1,804,029	1,777,079	1,715,910	1,666,230	1,583,758	1,464,521	1,495,929	1,471,374	1,434,674
DEC	2,001,980	1,991,510	1,904,228	1,817,243	1,711,031	1,618,045	1,644,368	1,634,409	1,568,303
JAN	1,952,393	1,996,317	1,857,054	1,777,066	1,681,653	1,616,445	1,597,754	1,612,691	1,564,939
FEB	1,768,273	1,770,346	1,681,894	1,655,640	1,499,174	1,453,463	1,388,275	1,519,003	1,428,026
MAR	1,998,555	1,898,391	1,900,970	1,829,508	1,631,013	1,629,801	1,511,345	1,605,720	1,549,929
APR	1,935,618	1,899,403	1,841,096	1,693,954	1,640,767	1,634,277	1,539,520	1,612,195	1,524,626
MAY	1,845,906	1,867,341	1,755,750	1,691,799	1,580,866	1,584,942	1,473,744	1,518,351	1,484,954
JUN	1,813,057	1,815,422	1,724,500	1,646,778	1,585,380	1,558,347	1,410,855	1,450,634	1,446,413
JUL	1,928,910	1,902,823	1,834,715	1,711,245	1,708,610	1,639,540	1,507,201	1,555,744	1,507,564
AUG	1,907,625	1,853,122	1,814,466	1,661,282	1,668,702	1,579,901	1,485,522	1,549,728	1,531,961
SEP	1,721,920	1,663,464	1,641,732	1,555,741	1,560,090	1,444,046	1,333,847	1,444,289	1,453,901
	22,413,806	22,157,206	21,323,070	20,334,264	19,378,648	18,674,893	17,856,602	18,468,599	17,920,937

LANDED WEIGHT - DOMESTIC

	Budget								
	14-15	13-14	12-13	11-12	10-11	09-10	08-09	07-08	06-07
OCT	1,032,309	1,033,218	981,745	1,028,203	1,037,736	958,902	1,042,071	1,100,831	1,061,463
NOV	1,140,971	1,082,773	1,085,119	1,073,330	1,072,192	978,931	1,078,477	1,100,307	1,072,694
DEC	1,229,907	1,217,725	1,169,727	1,221,322	1,201,631	1,104,563	1,028,511	1,177,792	1,184,683
JAN	1,236,225	1,172,230	1,175,738	1,192,385	1,147,734	1,095,891	1,088,013	1,149,678	1,206,768
FEB	1,148,498	1,080,424	1,092,280	1,119,352	1,049,705	1,006,735	999,582	1,107,330	1,153,728
MAR	1,246,746	1,217,680	1,185,747	1,207,319	1,140,266	1,106,550	1,091,301	1,185,026	1,249,745
APR	1,173,435	1,103,136	1,116,003	1,111,247	1,110,892	1,070,134	1,045,659	1,099,601	1,181,006
MAY	1,191,592	1,102,426	1,133,277	1,111,098	1,105,128	1,083,064	1,049,948	1,093,815	1,136,364
JUN	1,115,579	1,051,274	1,060,964	1,064,493	1,088,852	1,013,842	984,036	1,050,862	1,066,050
JUL	1,129,304	1,077,292	1,074,021	1,082,355	1,112,319	1,037,977	1,014,389	1,049,976	1,092,451
AUG	1,148,547	1,040,419	1,092,327	1,053,511	1,061,380	1,040,005	990,940	1,054,448	1,079,954
SEP	993,079	962,693	948,360	949,307	1,010,049	976,273	902,153	952,226	1,014,034
	13,786,194	13,141,290	13,115,308	13,213,922	13,137,884	12,472,867	12,315,080	13,121,892	13,498,940

LANDED WEIGHT - TOTAL

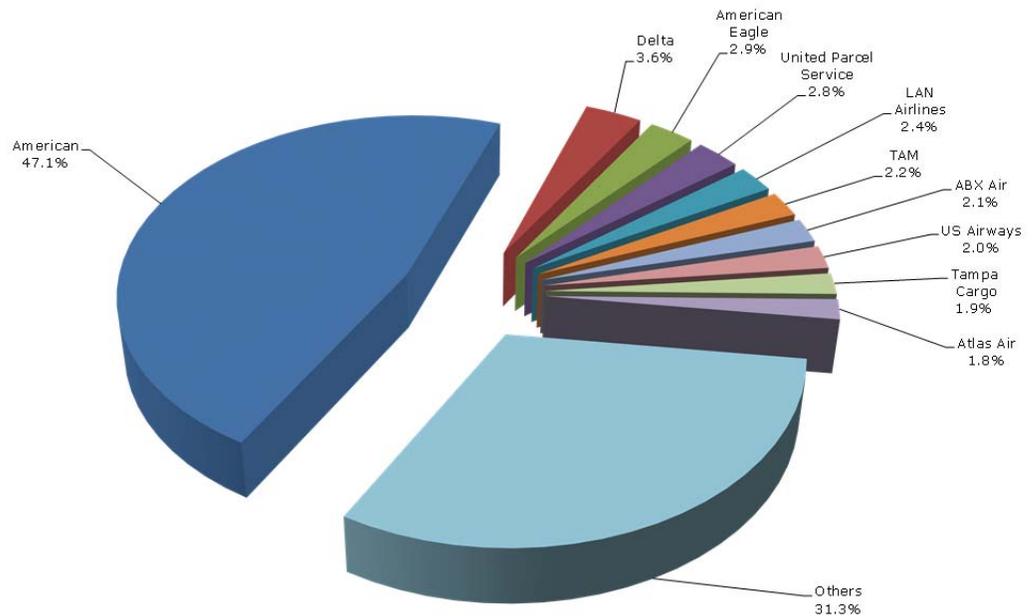
	Budget								
	14-15	13-14	12-13	11-12	10-11	09-10	08-09	07-08	06-07
OCT	2,767,850	2,755,206	2,632,500	2,655,981	2,565,340	2,410,467	2,510,313	2,595,292	2,487,110
NOV	2,945,000	2,859,852	2,801,029	2,739,560	2,655,950	2,443,452	2,574,406	2,571,681	2,507,368
DEC	3,231,887	3,209,235	3,073,955	3,038,565	2,912,662	2,722,608	2,672,879	2,812,201	2,752,986
JAN	3,188,618	3,168,547	3,032,792	2,969,451	2,829,387	2,712,336	2,685,767	2,762,369	2,771,707
FEB	2,916,771	2,850,770	2,774,174	2,774,992	2,548,879	2,460,198	2,387,857	2,626,333	2,581,754
MAR	3,245,301	3,116,071	3,086,717	3,036,827	2,771,279	2,736,351	2,602,646	2,790,746	2,799,674
APR	3,109,053	3,002,539	2,957,099	2,805,201	2,751,659	2,704,411	2,585,179	2,711,796	2,705,632
MAY	3,037,498	2,969,767	2,889,027	2,802,897	2,685,994	2,668,006	2,523,692	2,612,166	2,621,318
JUN	2,928,636	2,866,696	2,785,464	2,711,271	2,674,232	2,572,189	2,394,891	2,501,496	2,512,463
JUL	3,058,214	2,980,115	2,908,736	2,793,600	2,820,929	2,677,517	2,521,590	2,605,720	2,600,015
AUG	3,056,172	2,893,541	2,906,793	2,714,793	2,730,082	2,619,906	2,476,462	2,604,176	2,611,915
SEP	2,715,000	2,626,157	2,590,092	2,505,048	2,570,139	2,420,319	2,236,000	2,396,515	2,467,935
	36,200,000	35,298,496	34,438,378	33,548,186	32,516,532	31,147,760	30,171,682	31,590,491	31,419,877

Aircraft Landed Weight by Airline

Fiscal Years Ended September 30, 2011-2014

	2014		2013		2012		2011	
	Number	Total %						
American	16,614,648	47.1%	16,368,590	47.5%	15,782,559	47.0%	15,386,003	47.3%
Delta	1,262,237	3.6%	1,213,682	3.5%	1,358,814	4.1%	1,429,165	4.4%
American Eagle	1,009,044	2.9%	1,019,951	3.0%	1,041,121	3.1%	1,071,462	3.3%
United Parcel Service	985,740	2.8%	924,488	2.7%	908,778	2.7%	834,917	2.6%
LAN Airlines	843,740	2.4%	906,820	2.6%	820,295	2.4%	792,290	2.4%
TAM	791,436	2.2%	804,985	2.3%	637,194	1.9%	627,038	1.9%
ABX Air	746,936	2.1%	725,284	2.1%	677,490	2.0%	503,028	1.5%
US Airways	715,255	2.0%	461,025	1.3%	414,180	1.2%	410,875	1.3%
Tampa Cargo	656,735	1.9%	537,217	1.6%	470,232	1.4%	433,280	1.3%
Atlas Air	622,140	1.8%	533,330	1.5%	490,849	1.5%	410,888	1.3%
Others	11,050,585	31.3%	10,943,006	31.8%	10,946,674	32.6%	10,617,586	32.7%
Total	35,298,496	100%	34,438,378	100%	33,548,186	100%	32,516,532	100%

**Aircraft Landed Weight by Airlines
Fiscal Year 2014**

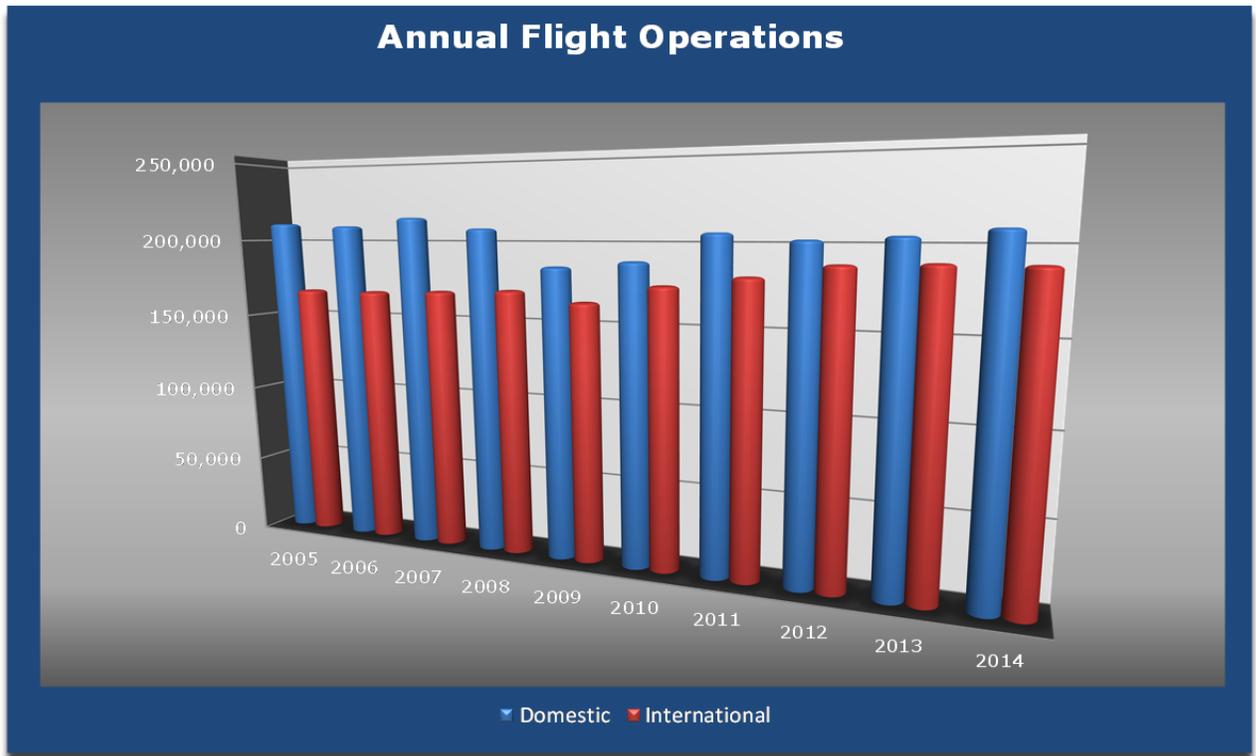


The chart above represents the percentage of landed weight by the top ten airlines and others during Fiscal Year 2014.

Annual Flight Operations

Fiscal Years Ended September 30, 2005 to 2014

Fiscal Year	Domestic		International		Total		Domestic	International
	Operations	Change %	Operations	Change %	Operations	Change %		
2005	210,960	0.8%	166,670	-3.3%	377,630	-1.1%	210,960	166,670
2006	209,357	-0.8%	166,650	0.0%	376,007	-0.4%	209,357	166,650
2007	214,668	2.5%	168,046	0.8%	382,714	1.8%	214,668	168,046
2008	207,839	-3.2%	169,729	1.0%	377,568	-1.3%	207,839	169,729
2009	184,827	-11.1%	163,660	-3.6%	348,487	-7.7%	184,827	163,660
2010	188,590	2.0%	174,732	6.8%	363,322	4.3%	188,590	174,732
2011	205,462	8.9%	180,771	3.5%	386,233	6.3%	205,462	180,771
2012	201,638	-1.9%	188,281	4.2%	389,919	1.0%	201,638	188,281
2013	203,797	1.1%	189,558	0.7%	393,355	0.9%	203,797	189,558
2014	207,967	2.0%	189,294	-0.1%	397,261	1.0%	207,967	189,294



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>14-15</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>
OCT	15,194	14,468	14,649	14,767	13,796	13,226	13,282	13,876	13,277
NOV	16,045	15,022	15,469	15,228	14,298	13,536	13,575	13,899	13,386
DEC	18,019	17,221	17,372	17,084	15,760	15,426	14,941	14,786	14,795
JAN	17,458	17,030	16,831	16,542	15,605	15,244	14,426	15,109	14,653
FEB	15,740	14,906	15,175	15,329	14,105	13,810	12,678	13,508	12,999
MAR	17,719	16,294	17,083	16,829	15,525	15,368	13,792	14,728	14,221
APR	16,597	16,881	16,001	15,691	15,351	15,149	13,879	14,628	13,641
MAY	16,221	16,559	15,639	15,704	14,988	14,865	13,449	13,563	14,016
JUN	15,874	15,381	15,304	15,470	15,084	14,776	13,238	13,816	13,961
JUL	17,075	16,355	16,462	16,094	16,242	15,560	14,218	14,318	14,652
AUG	16,449	15,612	15,859	15,493	15,669	14,678	13,836	14,551	14,875
SEP	14,225	13,565	13,714	14,050	14,348	13,094	12,346	12,947	13,570
	196,615	189,294	189,558	188,281	180,771	174,732	163,660	169,729	168,046

FLIGHT OPERATIONS - DOMESTIC

	<i>Budget</i>								
	<i>14-15</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>
OCT	15,324	16,238	14,774	15,869	15,676	14,340	15,312	16,728	16,670
NOV	16,751	16,630	16,150	17,101	16,961	15,023	15,828	17,399	17,243
DEC	18,701	19,432	18,030	18,733	19,057	16,529	16,389	19,326	18,927
JAN	19,511	18,872	18,811	18,643	18,675	16,724	16,531	18,730	19,285
FEB	17,981	17,944	17,336	17,783	17,172	15,809	15,303	18,784	19,243
MAR	19,702	19,853	18,995	18,825	18,401	16,808	16,570	19,779	20,370
APR	18,136	17,318	17,485	17,135	17,702	16,164	15,895	17,583	18,779
MAY	18,003	16,902	17,357	16,620	17,419	16,150	15,484	17,600	18,127
JUN	17,106	16,547	16,492	15,859	16,698	15,174	14,500	16,017	16,524
JUL	17,251	16,790	16,632	15,903	16,654	15,770	15,034	16,534	17,063
AUG	17,476	16,320	16,849	15,140	15,909	15,488	14,637	15,337	16,823
SEP	15,440	15,121	14,886	14,027	15,138	14,611	13,344	14,022	15,614
	211,385	207,967	203,797	201,638	205,462	188,590	184,827	207,839	214,668

FLIGHT OPERATIONS - TOTAL

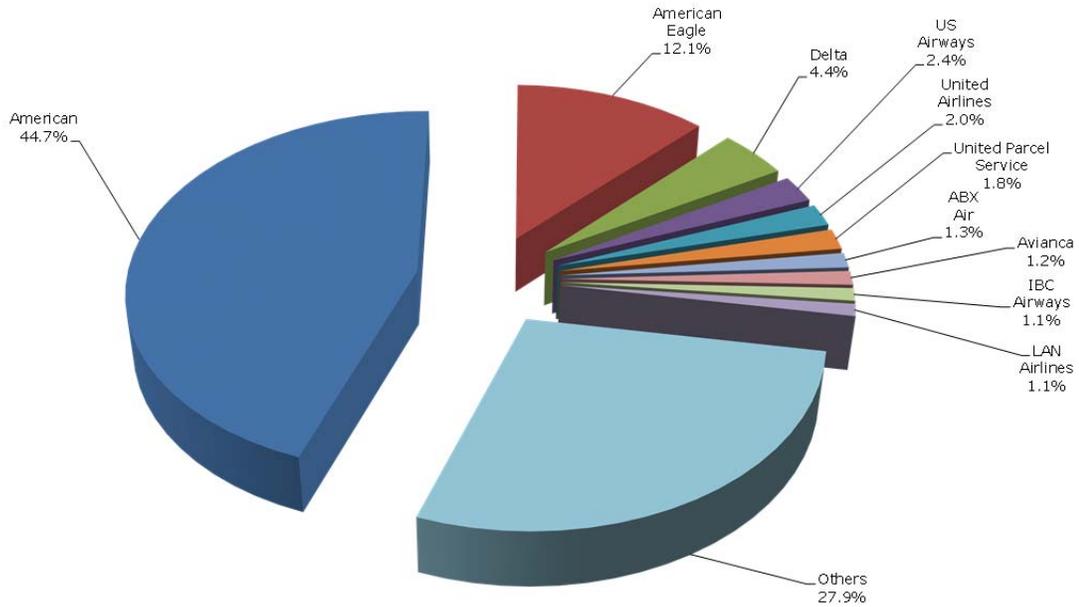
	<i>Budget</i>								
	<i>14-15</i>	<i>13-14</i>	<i>12-13</i>	<i>11-12</i>	<i>10-11</i>	<i>09-10</i>	<i>08-09</i>	<i>07-08</i>	<i>06-07</i>
OCT	30,518	30,706	29,423	30,636	29,472	27,566	28,594	30,604	29,947
NOV	32,796	31,652	31,619	32,329	31,259	28,559	29,403	31,298	30,629
DEC	36,720	36,653	35,402	35,817	34,817	31,955	31,330	34,112	33,722
JAN	36,969	35,902	35,642	35,185	34,280	31,968	30,957	33,839	33,938
FEB	33,721	32,850	32,511	33,112	31,277	29,619	27,981	32,292	32,242
MAR	37,421	36,147	36,078	35,654	33,926	32,176	30,362	34,507	34,591
APR	34,733	34,199	33,486	32,826	33,053	31,313	29,774	32,211	32,420
MAY	34,224	33,461	32,996	32,324	32,407	31,015	28,933	31,163	32,143
JUN	32,980	31,928	31,796	31,329	31,782	29,950	27,738	29,833	30,485
JUL	34,326	33,145	33,094	31,997	32,896	31,330	29,252	30,852	31,715
AUG	33,926	31,932	32,708	30,633	31,578	30,166	28,473	29,888	31,698
SEP	29,665	28,686	28,600	28,077	29,486	27,705	25,690	26,969	29,184
	408,000	397,261	393,355	389,919	386,233	363,322	348,487	377,568	382,714

Flight Operations by Airline

Fiscal Years Ended September 30, 2011-2014

	2014		2013		2012		2011	
	Number	Total %						
American	177,620	44.7%	173,207	44.0%	165,963	42.6%	160,456	41.5%
American Eagle	48,178	12.1%	48,491	12.3%	47,554	12.2%	48,557	12.6%
Delta	17,387	4.4%	16,851	4.3%	19,487	5.0%	21,530	5.6%
US Airways	9,603	2.4%	6,896	1.8%	6,717	1.7%	6,580	1.7%
United Airlines	7,766	2.0%	8,178	2.1%	3,832	1.0%	1,895	0.5%
United Parcel Service	7,221	1.8%	7,020	1.8%	7,067	1.8%	6,964	1.8%
ABX Air	5,251	1.3%	5,260	1.3%	5,026	1.3%	3,768	1.0%
Avianca	4,911	1.2%	4,844	1.2%	4,354	1.1%	4,301	1.1%
IBC Airways	4,399	1.1%	5,635	1.4%	6,531	1.7%	7,132	1.8%
LAN Airlines	4,218	1.1%	4,744	1.2%	4,785	1.2%	4,677	1.2%
Others	110,707	27.9%	112,229	28.5%	118,603	30.4%	120,373	31.2%
Total	397,261	100%	393,355	100%	389,919	100%	386,233	100%

**Flight Operations by Airline
Fiscal Year 2014**



The chart above represents the percentage of flight operations (take-offs and landings) by the top ten airlines and others during Fiscal Year 2014.

Monthly Passenger Airline Seats

SEATS - INTERNATIONAL

	<i>Budget</i> 14-15	13-14	12-13	11-12	10-11	09-10	08-09	07-08	06-07
OCT	1,963,131	1,910,746	1,875,634	1,820,708	1,698,667	1,612,322	1,654,716	1,646,544	1,546,831
NOV	2,094,840	2,017,821	2,001,473	1,856,275	1,741,321	1,651,145	1,726,854	1,618,739	1,556,095
DEC	2,385,810	2,351,172	2,279,474	2,145,351	1,962,099	1,892,503	1,880,275	1,791,863	1,770,423
JAN	2,388,913	2,360,411	2,282,439	2,142,625	1,980,417	1,885,922	1,915,419	1,876,615	1,786,151
FEB	2,109,524	2,048,938	2,015,502	1,932,126	1,716,210	1,648,579	1,632,611	1,699,280	1,547,433
MAR	2,368,903	2,253,587	2,263,321	2,081,260	1,878,967	1,866,670	1,780,135	1,811,507	1,708,929
APR	2,117,915	2,198,230	2,023,519	1,901,845	1,852,929	1,782,979	1,728,488	1,723,658	1,615,901
MAY	2,159,107	2,185,788	2,062,875	1,913,784	1,859,821	1,818,837	1,708,460	1,698,203	1,670,190
JUN	2,169,299	2,172,783	2,072,613	1,926,667	1,876,676	1,820,702	1,679,420	1,724,037	1,675,003
JUL	2,359,696	2,296,463	2,254,524	2,075,372	2,073,385	1,980,005	1,816,802	1,841,084	1,793,705
AUG	2,298,857	2,194,866	2,196,397	1,952,682	2,000,155	1,880,730	1,774,059	1,858,663	1,810,328
SEP	1,921,311	1,875,271	1,835,678	1,757,660	1,777,367	1,612,078	1,509,938	1,618,776	1,634,105
	26,337,305	25,866,076	25,163,449	23,506,355	22,418,014	21,452,472	20,807,177	20,908,969	20,115,094

SEATS - DOMESTIC

	<i>Budget</i> 14-15	13-14	12-13	11-12	10-11	09-10	08-09	07-08	06-07
OCT	1,811,363	1,890,156	1,730,630	1,822,636	1,791,228	1,648,393	1,688,223	1,765,270	1,713,017
NOV	1,946,850	1,910,807	1,860,079	1,864,431	1,856,269	1,694,306	1,765,956	1,761,290	1,709,382
DEC	2,154,404	2,165,872	2,058,382	2,081,708	2,039,580	1,862,724	1,830,306	1,896,861	1,879,521
JAN	2,199,876	2,147,467	2,101,827	2,083,850	2,037,931	1,903,917	1,859,565	1,892,636	1,976,141
FEB	2,003,504	1,954,853	1,914,208	1,947,426	1,850,010	1,712,106	1,677,974	1,787,432	1,807,582
MAR	2,235,961	2,242,295	2,136,304	2,103,537	2,005,357	1,916,705	1,877,650	1,932,778	1,999,724
APR	2,083,556	2,018,889	1,990,692	1,956,642	1,973,096	1,846,579	1,785,286	1,819,036	1,877,075
MAY	2,113,529	2,035,712	2,019,329	1,944,501	1,984,624	1,874,763	1,797,263	1,849,261	1,813,207
JUN	2,049,529	1,976,375	1,958,181	1,862,351	1,928,603	1,774,406	1,698,499	1,728,217	1,730,858
JUL	2,102,941	2,033,072	2,009,213	1,902,911	1,980,895	1,855,839	1,764,345	1,780,293	1,780,742
AUG	2,090,672	1,971,558	1,997,491	1,805,629	1,881,882	1,848,888	1,747,282	1,781,767	1,775,445
SEP	1,870,509	1,751,166	1,787,140	1,661,643	1,774,444	1,709,126	1,575,393	1,613,129	1,678,923
	24,662,695	24,098,222	23,563,476	23,037,265	23,103,919	21,647,752	21,067,742	21,607,970	21,741,617

SEATS - TOTAL

	<i>Budget</i> 14-15	13-14	12-13	11-12	10-11	09-10	08-09	07-08	06-07
OCT	3,774,494	3,800,902	3,606,264	3,643,344	3,489,895	3,260,715	3,342,939	3,411,814	3,259,848
NOV	4,041,691	3,928,628	3,861,552	3,720,706	3,597,590	3,345,451	3,492,810	3,380,029	3,265,477
DEC	4,540,214	4,517,044	4,337,856	4,227,059	4,001,679	3,755,227	3,710,581	3,688,724	3,649,944
JAN	4,588,789	4,507,878	4,384,266	4,226,475	4,018,348	3,789,839	3,774,984	3,769,251	3,762,292
FEB	4,113,028	4,003,791	3,929,710	3,879,552	3,566,220	3,360,685	3,310,585	3,486,712	3,355,015
MAR	4,604,864	4,495,882	4,399,625	4,184,797	3,884,324	3,783,375	3,657,785	3,744,285	3,708,653
APR	4,201,471	4,217,119	4,014,211	3,858,487	3,826,025	3,629,558	3,513,774	3,542,694	3,492,976
MAY	4,272,636	4,221,500	4,082,204	3,858,285	3,844,445	3,693,600	3,505,723	3,547,464	3,483,397
JUN	4,218,828	4,149,158	4,030,794	3,789,018	3,805,279	3,595,108	3,377,919	3,452,254	3,405,861
JUL	4,462,637	4,329,535	4,263,737	3,978,283	4,054,280	3,835,844	3,581,147	3,621,377	3,574,447
AUG	4,389,530	4,166,424	4,193,888	3,758,311	3,882,037	3,729,618	3,521,341	3,640,430	3,585,773
SEP	3,791,820	3,626,437	3,622,818	3,419,303	3,551,811	3,321,204	3,085,331	3,231,905	3,313,028
	51,000,000	49,964,298	48,726,925	46,543,620	45,521,933	43,100,224	41,874,919	42,516,939	41,856,711

Financial Statistics

Landing Fees

Fiscal Year	Landing Fee (per 1,000 lbs)	Change %
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	\$1.75	-8.9%
2014	\$1.75	0.0%

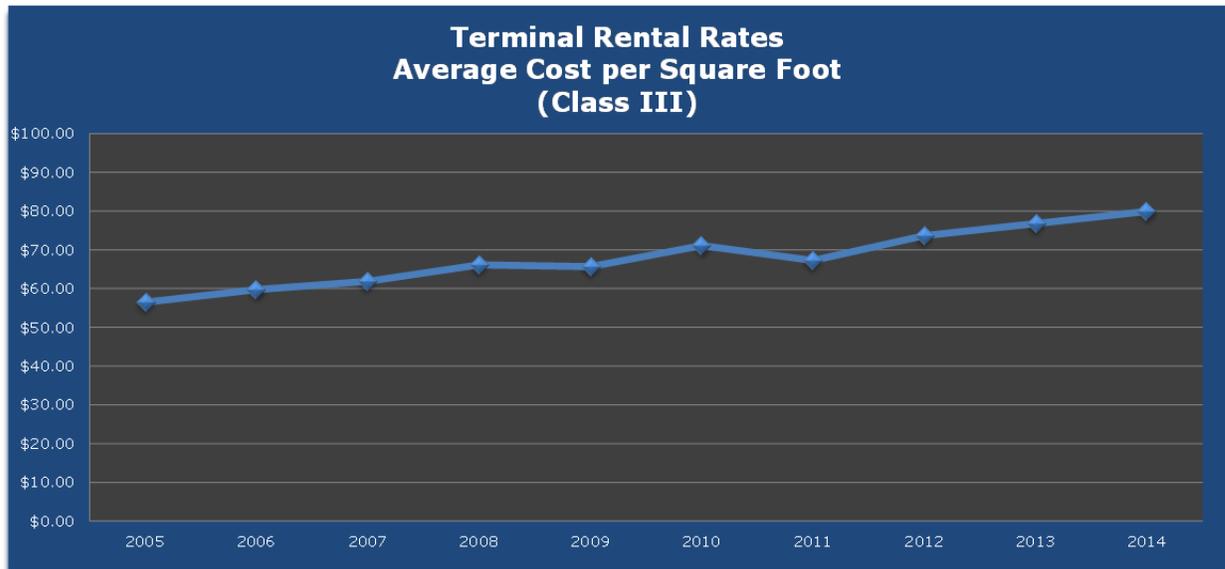


The chart represents the 10 year historical trend of Landing Fee rates charged to airlines per 1,000 pounds of aircraft landed weight.

Terminal Rates Billed to Airlines

Fiscal Years Ended September 30, 2005 - 2014

Terminal Rental Rates		
Fiscal Year	Avg. Cost per Sq. Ft. (Class III)	Change %
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%
2014	\$79.92	4.1%



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.

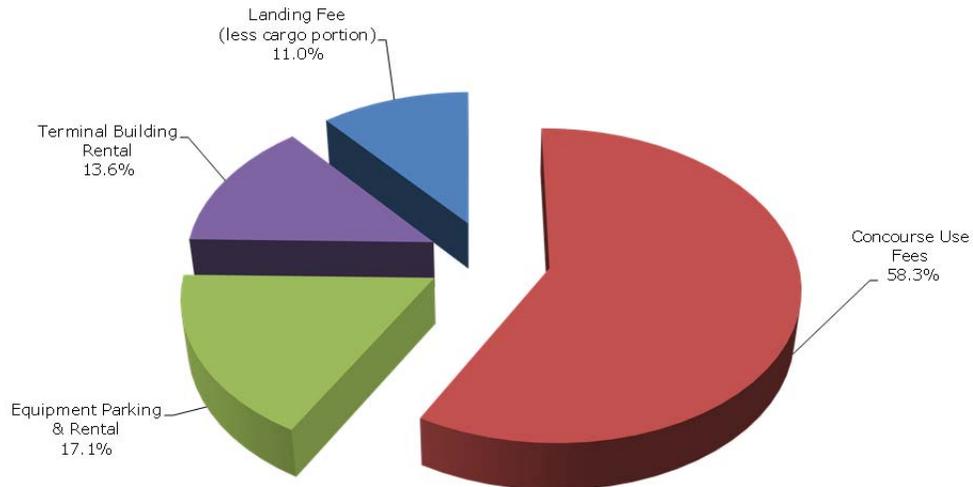
Cost per Enplaned Passenger

AIRLINE COST PER ENPLANED PASSENGER
Miami-Dade County Aviation Department
Miami International Airport
FY 2014-15

		<u>FY 2014</u>	<u>FY 2015</u>
Landing Fee (less cargo portion)		\$46,262,705	\$45,920,667
Concourse Use Fees		234,520,819	243,958,849
Equipment and Parking Rental		70,870,244	71,707,756
Terminal Building Rental		56,969,163	56,794,184
Total Airline Payments	[A]	\$408,622,931	\$418,381,456
Enplaned Passengers	[B]	20,100,000	20,775,000
Airline Cost per Enplaned Pax.	[A/B]	\$20.33	\$20.14
Airline Cost per Enplaned Pax per Traffic Engineers (b) and (c)		\$20.81	\$20.14

Notes:

(a) FY 2013-14 and FY 2014-15 represents the estimated airline cost per enplaned passenger contained in the 2012 Official Statement and report titled Update: Traffic & Financial Outlook draft dated July 2014, 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 58.3%.



Glossary

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

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

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

AIRCRAFT OPERATION – The landing or takeoff of an aircraft.

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

AIRPORT – Refers to the Miami International Airport.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

CARGO – This refers to mail and freight.

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

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

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

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

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

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

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

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

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

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

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

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

DISCRETIONARY GRANTS – See “Federal Grants.”

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

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

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

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

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

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

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

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

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

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

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

FIS – Federal Inspection Service

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Acronyms

-A-

AA – Affirmative Action
AAAE – American Association of Airport Executives
ABDS – Automated Budget Development System
ACDBE – Airport Concession Disadvantage Business Enterprises
ACI – Airports Council International
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
APC – Automated Passenger Control
APM – Automated People Mover
ARFF – Aircraft Rescue Fire Fighter
ASC – Airport Security Coordinator
ASE – Active Strategy Enterprise
ASIP – Air Service Incentive Program
ATCT – Air Traffic Control Tower
ATM – Automated Teller Machine
AUA – Airline Use Agreement
AVI – Automated Vehicle Identification

-B-

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

-C-

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

-D-

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

-E-

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

-F-

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

-G-

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

-H-

HSA – High Structure Set Aside Area

-I-

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

-L-

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

-M-

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

-N-

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

-O-

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

-P-

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

-R-

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

-S-

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

-T-

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

-V-

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



MIAMI-DADE AVIATION DEPARTMENT

Finance and Strategy Group : Financial Planning and Performance Analysis Division

P.O. Box 526624 • Miami - Florida 33152-6624

www.miami-airport.com

