



Fiscal Year Adopted Budget

2016



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 2016 Adopted Budget

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Mayor

Board of County Commissioners

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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

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Esteban Bovo, Jr., District 13

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Harvey Ruvín

Clerk of the Circuit and County Courts

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www.miami-dade.gov

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*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, 2014. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communications device.

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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Miami-Dade County Aviation Department
Florida**

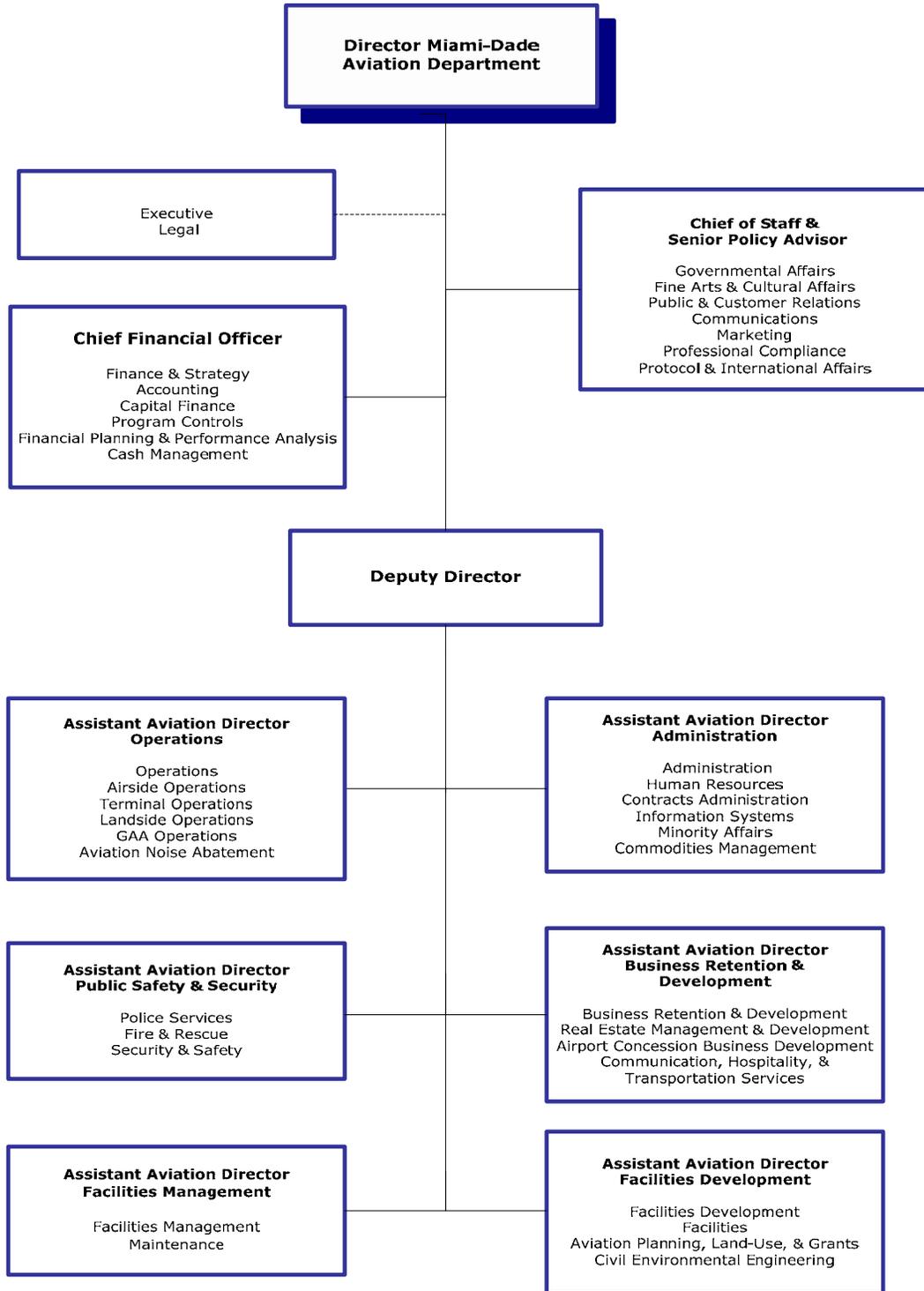
For the Fiscal Year Beginning

October 1, 2014

A handwritten signature in black ink, appearing to read 'Jeffrey R. Egan'.

Executive Director

Miami-Dade Aviation Department Organizational Chart



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



Table of Contents

(Click on text below, to view section)

READERS GUIDE 1

BUDGET MESSAGE 3

INTRODUCTION 17

OVERVIEW	17
FIVE-YEAR FINANCIAL OUTLOOK	21
ORGANIZATIONAL GOALS & KEY STRATEGIES	28
STRATEGIC ALIGNMENT	28
FINANCIAL POLICIES	30
BUDGET OVERVIEW	32
FINANCIAL STRUCTURE	35
FLOW OF FUNDS	38
DEBT POLICIES	39

BUDGET OVERVIEW: OPERATING REVENUES 41

BUDGET COMPARISON	41
DESCRIPTION OF REVENUES	42
MAJOR SOURCES OF REVENUES	43
REVENUE DETAIL	44
NARRATIVE OVERVIEW	47

BUDGET OVERVIEW: OPERATING EXPENSES 57

BUDGET COMPARISON	57
BUDGET BY CATEGORY	59
NARRATIVE OVERVIEW	60
BUDGET BY GROUP	62
EXPENSE SUMMARY BY GROUP	63
PERSONNEL BY GROUP	65
PERSONNEL SUMMARY BY GROUP	66
PERSONNEL CHANGES BY GROUP	68

EXECUTIVE GROUP 71

EXECUTIVE	75
LEGAL	79
NORTH TERMINAL DEVELOPMENT	83

POLICY ADVISEMENT GROUP 85

GOVERNMENTAL AFFAIRS	91
FINE ARTS & CULTURAL AFFAIRS	95
PUBLIC & CUSTOMER RELATIONS	99
COMMUNICATIONS	103
MARKETING	107
PROFESSIONAL COMPLIANCE	111
PROTOCOL & INTERNATIONAL AFFAIRS	115

FINANCE & STRATEGY GROUP 119

FINANCE & STRATEGY	126
ACCOUNTING	129
CAPITAL FINANCE	133
PROGRAM CONTROLS	137
FINANCIAL PLANNING & PERFORMANCE ANALYSIS	141
CASH MANAGEMENT	145

OPERATIONS GROUP 149

OPERATIONS	153
AIRSIDE OPERATIONS	156
TERMINAL OPERATIONS	160
LANDSIDE OPERATIONS	164
GENERAL AVIATION AIRPORTS OPERATIONS	168
AVIATION NOISE ABATEMENT	172

PUBLIC SAFETY & SECURITY GROUP 177

POLICE SERVICES	182
FIRE & RESCUE	185
SECURITY & SAFETY	188

FACILITIES MANAGEMENT GROUP 192

FACILITIES MANAGEMENT	197
MAINTENANCE	200

ADMINISTRATION GROUP 207

ADMINISTRATION	212
HUMAN RESOURCES	215
CONTRACTS ADMINISTRATION	219
INFORMATION SYSTEMS	223
MINORITY AFFAIRS	228
COMMODITIES MANAGEMENT	232

**BUSINESS RETENTION & DEVELOPMENT
GROUP** **237**

BUSINESS RETENTION & DEVELOPMENT 242
REAL ESTATE MANAGEMENT & DEVELOPMENT 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 **297**

ORDINANCE 298
NON-DEPARTMENTAL 301
MANAGEMENT AGREEMENTS 302
ADMINISTRATIVE REIMBURSEMENT 303
PROMOTIONAL FUNDING 304
SUMMARY OF NEW/REVISED RATES 307
ECONOMIC STATISTICS 309
OPERATIONAL STATISTICS 314
FINANCIAL STATISTICS 324
GLOSSARY 327
ACRONYMS 333

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 2015

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

December 11, 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 budgets for the fiscal year (FY) ending September 30, 2016 (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's vision is to grow MIA into 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. Although, most of this will be accomplished through capital investment, the operating budget will support the planned Capital Projects and where appropriate, enable the Aviation Department to meet the related objectives.

The Department maintained a low growth rate (3.5%) 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 2015 Budget. The FY 2016 CEP is \$20.13, which is less than the most recent published forecast. This is the result of keeping the growth in net costs below that of the projected increase in enplaned passengers at MIA. Although MIA has one of the higher CEPs among United States commercial airports, the Aviation Department has successfully kept CEP from materially increasing over the last five years by striving 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.*

As previously stated, the Department's vision is to grow MIA into a global airport and it plans to do so using its core values of professionalism, integrity, customer service, innovation, respect and teamwork.

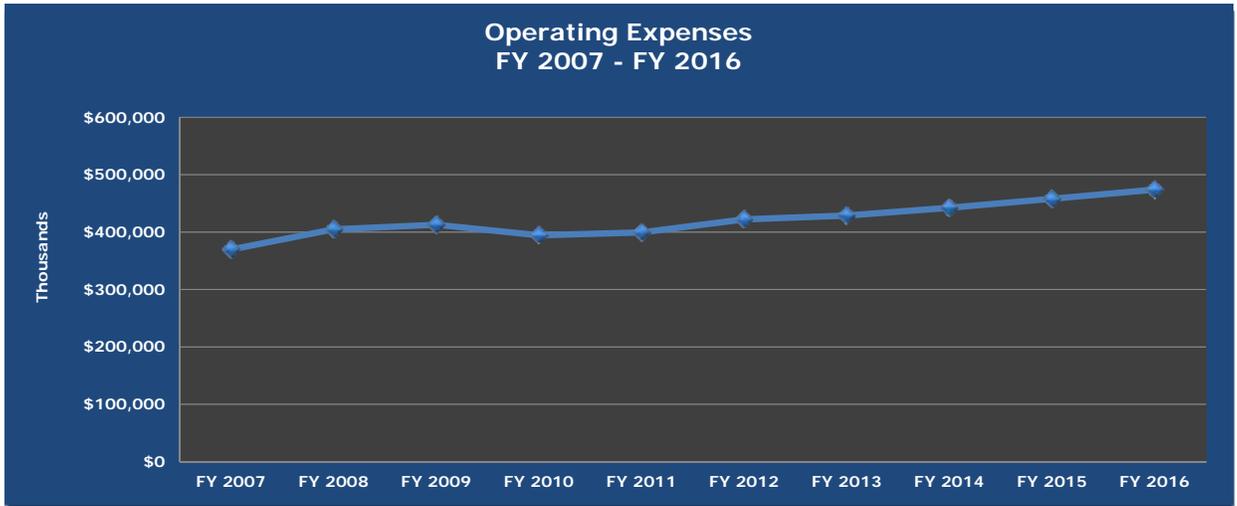
Some of the initiatives that support these statements are:

- 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 services, convenience and security at every level of contact
- Expand international trade and commerce
- Provide sound financial and risk management
- Effectively allocate and utilize resources to meet current and future operating and capital needs
- Provide well maintained, accessible facilities and assets
- Improve customer service at airports, hotel and with other service providers that support travel and tourism

These initiatives are integrated into the FY 2016 Budget. For example, four new positions were added for social media/customer services and protocol (welcoming international dignitaries). The Budget also incorporates other fairly successful financially-oriented objectives that correlate with the significant increase in passenger traffic that has occurred from FY 2009 to FY 2015. These objectives include:

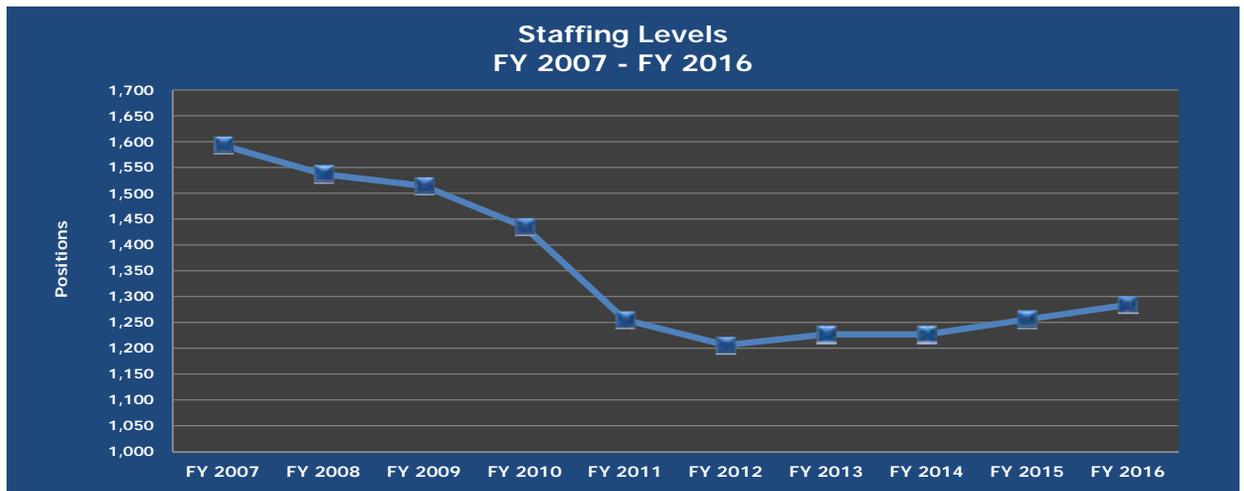
- **Conduct a bond refinancing if market conditions are favorable**—To reduce annual debt service costs, the Aviation Department continually analyzes bond interest rates in order to realize savings greater than 5% the minimum savings rate as mandated by County policy, from a refunding of eligible outstanding bonds. The Aviation Department conducted two bond refundings in FY2015, resulting in principal savings of over \$100 million.

- ➔ **Control growth of 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 keep airline charges from increasing. To meet this challenge, the Department has controlled growth in its operating budget, resulting in a low 3.5% increase from \$458.0 million in FY 2015 to \$474.1 million in FY 2016.



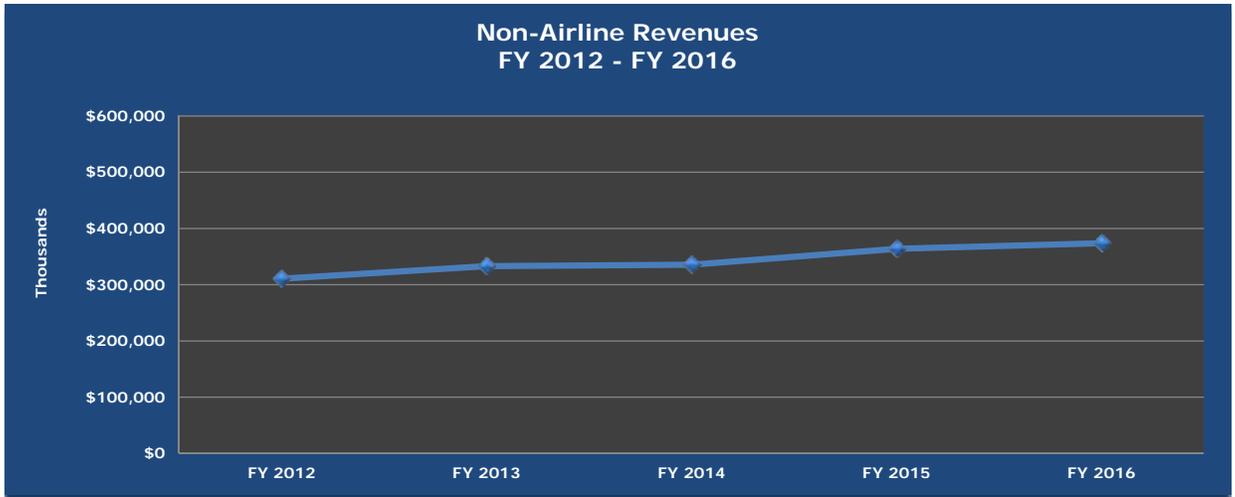
The chart above represents by fiscal year the historical trend of budgeted operating expenses for the Department.

- ➔ **Control MDAD staff growth**—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 during the period totaled 299 budgeted positions. In the fiscal years since 2012, the Aviation Department has increased staff on a very limited, as needed, basis. For FY 2016 Budget, the number of budgeted positions increased to 1,284 from the 1,206 positions in FY 2012, a difference of 78 positions or a modest 6.5% increase over the 4-year period.



The chart above represents by fiscal year the historical trend of budgeted positions for the Department.

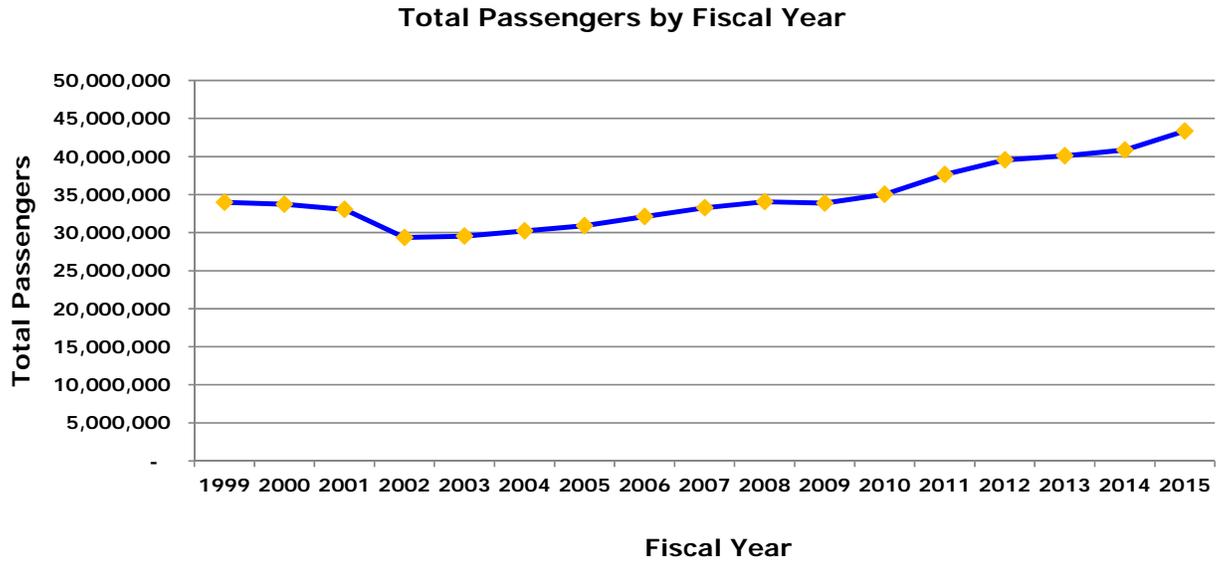
- **Enhance non-airline revenue**—Through expansion of the terminal facilities, the Aviation Department has increased its non-airline revenue, which includes commercial operations and rental revenues. Food and beverage revenues and ground rentals were the largest increases in FY 2015 over FY 2014: food and beverage increased \$3.8 million or 19.2% and ground rentals increased \$4.2 million or 28.5%.



The chart above represents by fiscal year the historical trend of budgeted non-airline revenues for the Department

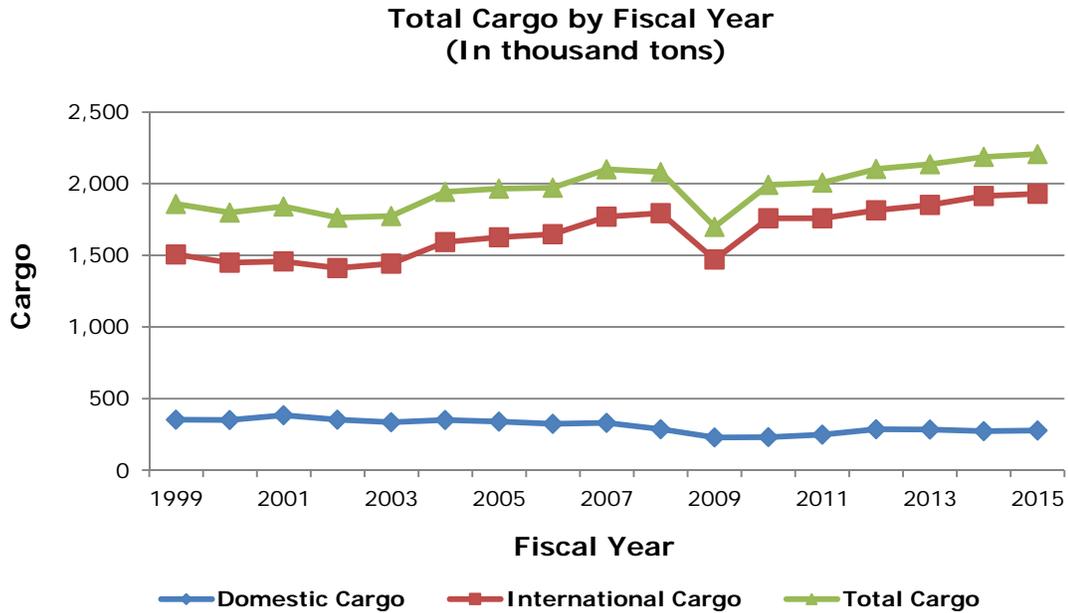
- **Continue air service incentive program (ASIP)**—This program, similar to those in prior years, provides incentives for air carriers to establish scheduled domestic and international passenger flights as well as freighter flights from targeted international markets by offering abatement of landing fees for a maximum 12 month period when certain conditions are met. ASIP4, which became effective November 15, 2012, has been in effect for three years; total landing fee waivers were not to exceed \$3 million within each year. The Aviation Department has abated approximately \$1 million in landing fees over the past three fiscal years under ASIP4.

The Aviation Department opened the North Terminal aircraft gates in the fiscal years prior to FY 2015, enabling MIA to accommodate significant growth in total passenger traffic. Passenger traffic has totaled 28.0% since FY 2009; the first fiscal year that began the current trend of passenger growth. Historically, passenger traffic has fluctuated as shown in the graph below. The Department assumed a modest enplaned passenger growth rate of 2.5% when preparing the FY 2016 Budget to reflect the anticipated growth in passengers at MIA.



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, in recent years US domestic airlines 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, which merged in the past year with US Airways, and its regional affiliate, Envoy Air (formerly American Eagle).

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 2014 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 the recent increase in international cargo is due to MIA serving as the primary gateway for imports and exports to most of the Latin American countries.



To enable MIA to become a global gateway, MDAD has identified five pillars that have to be addressed and strengthened in the years to come. These pillars are safety and security, operations, maintenance, capital development, and growth. The safety of MIA passengers and the overall security of the Airport System are the Aviation Department's top priority and are crucial for any future growth. MDAD plans to build an Airport Operations Center (AOC) in the next two years, which will eliminate redundant functions, significantly improve situational awareness and responsiveness during daily operations and crisis situations, and provide a single location that integrates those technologies that MDAD currently possesses but is unable to use due to infrastructure limitations.

Besides using new technology for safety and security purposes, the Aviation Department also plans to integrate new technology into the daily operations of the Airport to improve U.S. visitor entry, streamline passenger processing and better forecast changes in MIA's dynamic work environment. Over the past few years, MDAD has begun to achieve this goal by adding Customs Border Protection (CBP) kiosks in the international arriving passenger facility to expedite the international passenger arrival process.

In regard to facility maintenance, MDAD has recognized that with passenger growth comes greater wear and tear on airport facilities. Therefore, MDAD has placed a renewed emphasis on maintaining its facilities and assessing the underlying infrastructure for viability and functionality. To this end, increased expenditures were made in FY 2015 from the Reserve Maintenance Fund.

Along with increased maintenance efforts, MDAD is also planning major capital projects that will expand airport capacity, help to manage growth and strategically position MIA as America's next global gateway. Preliminary planning for the future Central Terminal—major customer service and operational upgrade—continues. At the same time, the Terminal Optimization Plan (TOP) is in full swing, and upgrades that will extend the life of the Central Terminal are well under way. These upgrades include new lighting, new flooring, modernization of the E-Satellite terminal, E-Satellite train and A380-capable gates.

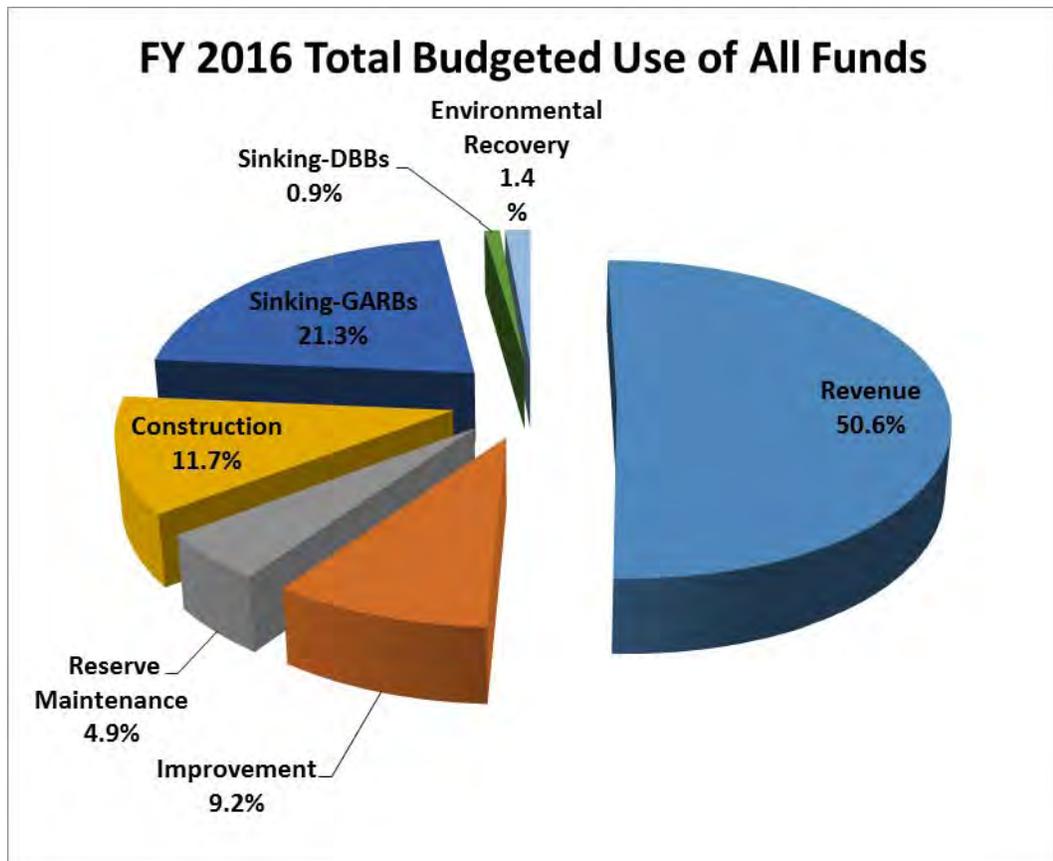
Another key component of MIA's future capital planning is the Cargo Optimization, Redevelopment and Expansion (CORE) Master Plan. MIA remains America's top airport for international freight, and accounts for 96 percent of Florida's total air trade value. Nearly \$70 billion worth of goods moved through MIA last year, but despite sustained cargo growth, the cargo facilities at MIA have become badly outdated. CORE represents a solid blueprint for revamping the infrastructure that supports one of MIA's most important functions.

The final pillar of MIA's framework for the future is growth. Maintaining MIA's place as the world's gateway to Latin America and the Caribbean will be fundamental to any growth plan. However, achieving further market reach is absolutely necessary and will require a proactive business strategy in areas like new passenger route development—Asia and Africa top the list—as well as continued cargo route development in all world regions.

While MIA will continue to be the centerpiece of the County's system of airports, the Department's focus on the general aviation (GA) airports will increase in the coming years, as well. Demand at the main GA airports is strong and continues to grow, as do opportunities for commercial development and new uses at those facilities. At the same time, some of the GA airports demonstrate untapped potential. The Aviation Department plans to develop a path forward to ensure that these sites are no longer underutilized.

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 2016 expenditures and inter-fund transfers included in the adopted ordinance total \$1,777.9 million: \$900.2 million for the Revenue Fund, \$394.3 million for both Sinking Funds, \$86.3 million for the Reserve Maintenance Fund, \$163.2 million for the Improvement Fund, \$25.0 million for the Environmental Claim Fund and \$208.9 million for the Construction Fund.



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 2015 numbers are included in this final budget presentation, though they were not available when the FY 2016 Budget was prepared and adopted prior to the end of FY 2015. Budgeted FY 2016 operating revenue is projected to increase by \$21.5 million or 2.7%. This growth primarily reflects the increases in rental revenues as previously discussed. Aviation fees and charges also are projected to increase due to the budgeted increase in aviation activity expected in FY 2016.

FY 2014-2016 Budget and Actual Summary of Sources and Uses Revenue Fund

(\$ in 000s)	Actual FY 2014	Budget FY 2015	Actual FY 2015	Budget FY 2016
Beginning Cash Balance	\$98,736	\$72,950	\$98,556	\$77,855
Sources of Funds				
Aviation Fees & Charges	\$372,581	\$373,067	\$382,496	\$383,908
Rental Revenues	121,540	119,991	129,501	125,855
Other Revenues	19,676	16,900	15,512	19,124
Commercial Operations	86,229	86,308	88,144	85,636
Concessions	188,244	197,378	189,262	200,447
General Aviation Airports	7,372	7,792	8,109	7,984
Total Operating Revenue	\$795,642	\$801,436	\$813,024	\$822,955
Transfer from Improvement Fund	95,974	75,000	77,336	80,000
Total Non-Operating Revenue and Transfers	\$95,974	\$75,000	\$77,336	\$80,000
Total Sources of Funds	\$891,616	\$876,436	\$890,360	\$902,955
Uses of Funds				
Salary & Fringes	\$102,468	\$114,175	\$110,006	\$119,556
Outside Contract Services	68,854	89,235	73,410	94,065
Utilities	49,637	54,700	51,563	56,185
Other Operating	20,890	28,245	20,243	41,313
G&A Administrative Support	2,983	3,942	3,337	3,928
Insurance	8,947	11,614	7,314	11,707
MOU	64,401	71,543	68,228	70,706
Capital	5,151	12,837	5,740	9,072
Management Agreements	63,804	71,681	62,991	67,537
Total Expenses	\$387,135	\$457,971	\$402,831	\$474,068
Transfer to Improvement Fund	\$170,107	\$79,453	\$153,506	\$80,121
Transfer to Reserve Account	--	--	--	--
Transfer to Reserve Maintenance	15,000	17,000	17,000	25,000
Transfer to Sinking Fund	319,554	317,107	319,902	321,030
Total Transfers	\$504,661	\$413,560	\$490,408	\$426,151
Reconciling amount				
Total Use of Funds	\$891,796	\$871,531	\$893,239	\$900,219
Excess (Deficit) of Source Over Use of Funds	(180)	4,905	(2,879)	2,736
Ending Cash Balance	\$98,556	\$77,855	\$95,677	\$80,591

Total FY 2016 budgeted expenses increased only \$16.1 million or 3.5% over FY 2015 budgeted expenses. Salaries & Fringes increased due to the County-wide benefits and salary adjustments and due to the increase of 28 staffing positions. The major operating expense budgeted increase year over year is in the Other Operating category; it increased by \$13.1 million or 46.3% due to the Aviation Department deciding to increase the operating budget contingency to \$10 million. This contingency will be used to cover any unanticipated budget needs during the fiscal year.

Capital Budget

The Aviation Department completed its \$6.5 billion Capital Improvement Program (CIP) for the most part by December 31, 2014. The CIP began in 1994 and was an aggregation of projects that implemented the Airport Master Plan. The relatively minor remaining costs referred to as CIP Carryover Projects, primarily consist of the runway rehabilitation project and MIA mover train cars acquisition. During FY 2015, the Aviation Department initiated a new capital program, the Terminal Optimization Program (TOP).

The TOP is scheduled to be done in two phases, with Phase I covering FY 2015 to FY 2018 and Phase II starting in FY 2019 and finishing in FY 2025. For purposes of future planning, only the funding sources related to Phase I have been identified and Phase II funding sources will be determined in the future. In the table below, the costs related to both phases are presented at the subprogram level. The Aviation Department anticipates using \$150 million of bond proceeds to partially fund the \$208.9 million of construction expenditures related to the TOP in FY 2016 with the remaining funding to come from various other sources such as federal and state grants. The funding source detail for Phase I is presented in the Capital Projects section.

ESTIMATED TERMINAL OPTIMIZATION PROGRAM COSTS
Miami-Dade Aviation Department
As of Fiscal Year 2015
(in thousands)

Subprogram Description	Phase I FY 2015-2018	Phase II FY 2019-2025
MIA Central Base Apron and Utilities Projects	\$41,000	\$171,400
Concourse E Projects	301,680	97,200
South Terminal Projects	179,500	133,900
Miscellaneous Projects	80,700	58,600
Sub-Total	\$602,880	\$461,100
Contingency	47,690	36,900
Total	\$650,570	\$498,000

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, following commencement of the TOP in FY 2015, the Construction Fund balance will continue to increase as the TOP Phase I Capital Projects move from the design phase to the construction phase.

**FY2016 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	\$77,855	\$185,000	\$41,800	\$121,500	\$172,000	\$37,000	\$51,000	\$686,155
Sources of Funds								
Aviation Fees & Charges	\$383,908	\$ --	\$ --	\$ --	\$ --	\$ --	\$ --	\$383,908
Rental Revenues	125,855	--	--	--	--	--	--	125,855
Other Revenues	19,124	--	--	--	--	--	--	19,124
Commercial Operations	85,636	--	--	--	--	--	--	85,636
Concessions	200,447	--	--	--	--	--	--	200,447
General Aviation Airports	7,984	--	--	--	--	--	--	7,984
Interest Earnings	--	400	600	--	5,000	300	300	6,600
Grant Funds	--	2,500	28,903	32,421	--	--	--	63,824
New Money Aviation Revenue Bonds	--	--	--	150,000	--	--	--	150,000
Transfer from Improvement Fund	80,000	--	--	12,899	--	15,315	--	108,214
Transfer from Revenue Fund	--	80,121	25,000	--	321,030	--	--	426,151
Transfer from Sinking Fund	--	2,000	--	--	--	--	--	2,000
Transfer from AA Claim Fund	--	--	--	--	--	--	--	--
PFC Revenues	--	--	--	--	53,000	--	--	53,000
Total Sources of Funds	\$902,955	\$85,021	\$54,503	\$195,320	\$379,030	\$15,615	\$300	\$1,632,744
Uses of Funds								
Salary & Fringes	\$119,556	\$ --	\$ --	\$ --	\$ --	\$ --	\$ --	\$119,556
Outside Contract Services	94,065	--	--	--	--	--	--	94,065
Utilities	56,185	--	--	--	--	--	--	56,185
G&A Administrative Support	3,928	--	--	--	--	--	--	3,928
Insurance	11,707	--	--	--	--	--	--	11,707
Other	41,313	--	--	--	--	--	--	41,313
MOU	70,706	--	--	--	--	--	--	70,706
Capital	9,072	--	--	--	--	--	--	9,072
Management Agreements	67,537	--	--	--	--	--	--	67,537
Debt Service Payments	--	--	--	--	377,030	15,315	--	392,345
Construction in Progress	--	--	--	208,855	--	--	25,000	233,855
Projects in Progress and Committed	--	67,899	86,303	--	--	--	--	154,202
Transfer to Improvement Fund	80,121	--	--	--	2,000	--	--	82,121
Transfer to Construction Fund	--	--	--	--	--	--	--	--
Transfer to Sinking Fund--Aviation Rev.	321,030	--	--	--	--	--	--	321,030
Transfer to Sinking Fund--DB Bonds	--	15,315	--	--	--	--	--	15,315
Transfer to Reserve Maintenance	25,000	--	--	--	--	--	--	25,000
Transfer to Revenue Fund	--	80,000	--	--	--	--	--	80,000
Total Uses of Funds	\$900,219	\$163,214	\$86,303	\$208,855	\$379,030	\$15,315	\$25,000	\$1,777,936
Excess (Deficit) of Source over Use of Funds	2,736	(78,193)	(31,800)	(13,535)	--	300	(24,700)	(145,192)
Ending Cash Balance	\$80,591	\$106,807	\$10,000	\$107,965	\$172,000	\$37,300	\$26,300	\$540,964

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 2015 and FY 2016. The primary difference in the cash balances between budget and actual has to do with the timing of the October 1, principal and interest payment that is made each fiscal year. For purposes of the Budget, it is paid prior to fiscal year end, whereas the actual payment is made on October 1 (the following fiscal year).

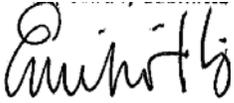
FY 2014-2016 Budget and Actual Summary of Sources and Uses All Funds

(\$ in 000s)	Actual FY 2014	Budget FY 2015	Actual FY 2015	Budget FY 2016
Beginning Cash Balance	\$838,278	\$571,887	\$814,769	\$686,155
Sources of Funds				
Aviation Fees & Charges	\$372,581	\$373,067	\$382,496	\$383,908
Rental Revenues	121,540	119,991	129,501	125,855
Other Revenues	20,534	16,900	15,150	19,124
Commercial Operations	88,005	86,308	88,144	85,636
Concessions	188,244	197,378	189,262	200,447
General Aviation Airports	7,372	7,792	8,109	7,984
Interest Earnings	3,100	6,400	3,023	6,600
Grant Funds and Insurance Reimbursements	31,975	91,791	39,745	63,824
Bond Proceeds	--	--	75,600	150,000
Transfer from Bond Escrow Account	--	--	--	--
American Airlines Payments	7,500	--	--	--
Transfer from Improvement Fund	115,974	90,431	122,336	108,214
Transfer from Revenue Fund	504,661	413,560	490,408	426,151
Transfer from Sinking Fund	1,874	2,000	-	2,000
Transfer from AA Claim Fund	--	--	--	--
PFC Revenues	54,500	69,398	55,000	53,000
Total Sources of Funds	\$1,517,860	\$1,475,016	\$1,598,774	\$1,632,744
Uses of Funds				
Salary & Fringes	\$102,468	\$114,175	\$110,006	\$119,556
Outside Contract Services	68,854	89,235	73,410	94,065
Utilities	49,637	54,700	51,563	56,185
G&A Administrative Support	2,983	3,942	3,337	3,928
Insurance	8,947	11,614	7,314	11,707
Other	25,890	33,245	25,243	41,313
MOU	64,401	71,543	68,228	70,706
Capital	5,151	12,837	5,740	9,072
Management Agreements	63,804	71,681	62,991	67,537
Debt Service Payments	363,834	391,817	361,769	392,345
Transfer to Bond Escrow Acct (for refunding)	8,905	--	13,017	--
Construction in Progress	87,773	131,137	51,404	233,855
Projects in Progress and Committed	50,870	130,907	70,327	154,202
Transfer to Improvement Fund	171,980	81,453	153,506	82,121
Transfer to Construction Fund	--	--	--	--
Transfer to Sinking Fund--Aviation Rev. Bds	319,554	317,107	319,902	321,030
Transfer to Sinking Fund--DB Bonds	15,343	15,431	15,369	15,315
Transfer to Reserve Maintenance	35,000	17,000	62,000	25,000
Transfer to Revenue Fund	95,974	75,000	78,204	80,000
Total Uses of Funds	\$1,541,369	\$1,622,823	\$1,533,329	\$1,777,936
Excess (Deficit) of Source Over Use of Funds	(\$23,509)	(\$147,807)	\$65,445	(\$145,192)
Ending Cash Balance	\$814,769	\$424,080	\$880,215	\$540,964

CONCLUSION

Every effort has been made to ensure that the FY 2016 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).

In addition to MIA, the Miami-Dade Aviation Department operates five General Aviation Airports. 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. The following narrative describes the facilities at each of these airports.

- Miami-Opa Locka Executive Airport (OPF) is the airport closest to MIA and serves as a private jet reliever for the gateway hub. It is home to three full-service fixed-base operator (FBO) facilities for private jet service, U.S. Customs and Border Protection office, the busiest Coast Guard Air/Sea Rescue station in the United States, and Miami-Dade Police and Fire Rescue helicopter operations, OPF offers a wide range of GA services for both private and public sector users.
- Miami Executive Airport known as Kendall-Tamiami Executive Airport until 2014 is a reliever airport for MIA. The airport offers full-service FBO facilities serving the expanding corporate and business interests of South Florida, and is also home to numerous local and federal government tenants.
- Homestead General Aviation Airport is the County's southernmost GA airport. With its two paved and lighted runways and one ultralight turf runway, the airport serves all aspects of the general aviation community. Activities include charter flights, flight training, helicopter operations, sport recreational activities, agriculture applicator aircraft, parachuting and ultralight activities. Services offered include aircraft maintenance, fueling, aerial tours, aircraft tie down and storage, car rentals, and T-hangars.

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, and private aircraft training. 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. Under the 10-year agreement, FDOT will secure all federal, state and county rock mining permits, assist the County in developing and marketing program for the rock. FDOT will receive no management fee. FDOT has submitted the required permit applications to mine the limestone, including one to the U.S. Army Corps of Engineers.

Overview (cont)



MIAMI-DADE AVIATION DEPARTMENT (MDAD)
FACTS AT-A-GLANCE

Revised: September 2015

Miami-Dade Airports:

Miami International Airport - MIA
 Miami-Opa locka Executive Airport - OPF
 Miami Executive Airport - TMB
 Miami Homestead General Aviation Airport - X51
 Dade-Collier Training and Transition Airport – TNT

Economic Impact:

Miami International Airport's (MIA) and the General Aviation Airports' annual economic impact is \$33.7 billion. MIA and related aviation industries contribute 282,724 jobs directly and indirectly to the local economy. That equates to one out of 4.1 jobs.

Miami International Airport

Land area: 3,230 acres

Runways:

0-27:	13,000'	
8R-26L:	10,500'	
12/30:	9,355'	
8L-26R:	8,600'	

Personnel: Aviation Dept. and Other: 38,797

Hotel: MIA Hotel 250 rooms

Parking:

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 Rankings for 2014:

Among U.S. Airports

- 1st International Freight
- 2nd International Passengers
- 3rd Total Cargo (Freight + Mail)
- 14th Total Number of Operations
- 12th Total Passengers

Among Worldwide Airports

- 10th International Freight
- 28th International Passengers
- 11th Total Cargo (Freight + Mail)
- 24th Total Number of Operations
- 29th Total Passengers

MIA's Top Airlines (August 2015)

TOP FIVE CARRIERS FOR THE MONTH - TOTAL TRAFFIC			
	TOTAL PASSENGERS		TOTAL FREIGHT*
American Airlines	2,403,630	UPS	20,235.02
Delta	217,681	LATAM Airlines dba LAN	16,079.55
American Eagle	209,531	Sky Lease dba Tradewinds Airlines	15,884.72
UG Airways	91,185	Tampa Cargo	15,846.21
TAM	79,237	Atlas Air	13,951.69

* Total Freight is in U.S. tons.

MIA Figures for 2014:

Flight Operations: (Commercial Aircraft Movements)

Domestic	209,601
International	189,447
Total:	399,048

Passengers:

Domestic	20.8 million
International	20.1 million
Total:	40.9 million

Weekday Daily Average: 107,874 passengers
 Weekend Daily Average: 116,802 passengers
 Weekly Average: 775,047 passengers

Freight:

Domestic	256,897 U.S. Tons
International	1,817,315 U.S. Tons
Total:	2,174,212 U.S. Tons

MIA Carriers and Destinations:

Carriers: (09/15)

U.S.	40	Scheduled	83
International	80	Charter	17
Total	100		100

Number of Destinations: (3rd Q'15)

	Non-Stop	One Stop
Domestic	52	03
International	95	02
Total	147	05

New Air Service at MIA

- American Airlines: Austin, Texas (AUS), Kansas City, Missouri (MCI), Salt Lake City, Utah (SLC), San Antonio, Texas (SAT) (March 5)
- Frontier: Atlanta, Georgia (ATL) (March 6)
- Aeromexico: Monterrey, Mexico (MTY) (March 26)
- Thomas Cook: Manchester, United Kingdom (MAN) (May 3)
- American Airlines: Frankfurt, Germany (FRA) (May 14)
- American Airlines: Barranquilla, Colombia (BAQ) (June 4)
- American Airlines: Monterrey, Mexico (MTY) (June 4)
- Aruba Airlines: Oranjestad, Aruba (AUA) (July 2)
- Aerolineas Argentinas: Cordoba, Argentina (COR) (July 4)
- Ocean Air dba Avianca Brazil (Cabo): Latin America (September 19)
- Tam Air Aruba: Oranjestad, Aruba (AUA) (October 2015)
- Austrian Airlines: Vienna, Austria (VIE) (October 16)
- Turkish Airlines: Istanbul, Turkey (IST) (October 25)

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 April 2016.

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.

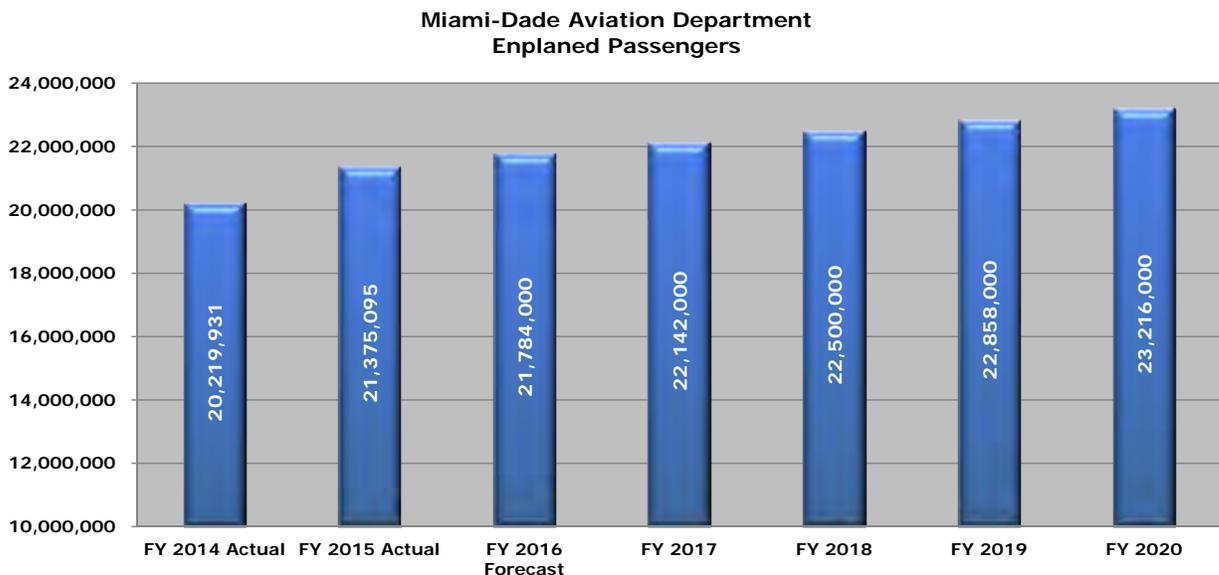
Five-Year Financial Outlook

The Airport System is considered the primary economic engine for Miami-Dade County, as well as for South Florida. Over 36,000 people are employed in the Miami-Dade County System of Airports, 1,192 of whom are County employees. An economic impact study released in 2014 reported that MIA and the General Aviation Airports had an annual impact of \$33.7 billion in the region's economy. MIA and related aviation industries contribute approximately 282,724 jobs directly and indirectly to the South Florida economy, responsible for one out of every 4.1 jobs. Additionally, the airport system contributed \$942.6 million in state and local taxes, and \$733.4 million of federal aviation tax revenue.

Enplaned Passengers

In FY 2015-16, a diverse group of airlines will provide scheduled passenger service at the Airport including 9 U.S. airlines and 46 foreign-flag carriers. It is forecasted that during FY 2015-16, 21.8 million enplaned passengers will transit through MIA, representing a 1.9 percent increase over FY 2014-15 when 21.4 million enplaned passengers moved through MIA. Similarly domestic enplaned passenger traffic is projected to increase 1.9 percent in FY 2015-16 to 11.412 million from the figure of 11.197 million passengers in FY 2014-15. Domestic traffic represents 52 percent of MIA total passengers while international traffic is projected at 48 percent or 10.372 million enplaned passengers.

In international air travel, MIA's geographical location, close proximity to a cruise port, and cultural ties provide a solid foundation for travel to and from Latin America, handling 46 percent of the South American market, 24 percent of Central America, and 25 percent of the Caribbean market. With 48 percent of total passenger traffic being international, MIA ranks second in the USA for international passenger traffic and maintains one of the highest international-to-domestic passenger ratios of any U.S. airport.



Five-Year Financial Outlook (cont)

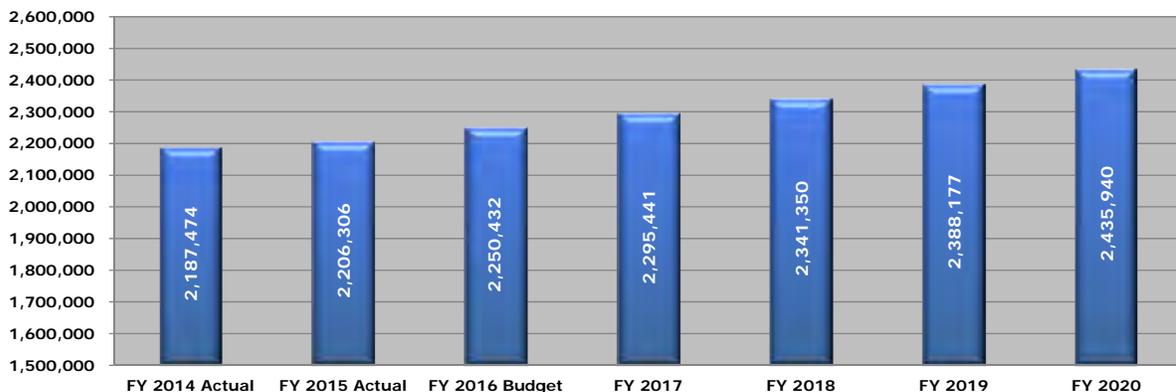
Cargo

In international trade, MIA is the major air cargo trans-shipment point between Latin America and the Caribbean, and other global markets primarily in the USA and Europe, ranking number one in the USA for international freight. Actual cargo (freight plus mail) tonnage was 2.206 million in FY 2014-15, resulting in an increase of 0.8 percent above the prior's year's tonnage of 2.187 million. Cargo tonnage is projected to increase by 3.1 percent in FY 2015-16 to 2.274 million tons and maintain a two percent growth rate thereafter. International tonnage, representing 88 percent of total tonnage is projected to be 1.98 million tons in FY 2015-16 and domestic tonnage is projected at 270,000 tons. It is projected that these amounts will grow proportionally at a two percent growth factor.

MIA's total air trade is valued at \$61.6 billion annually, or 96 percent of the dollar value of Florida's total air imports and exports, and 40 percent of the State's total (air and sea) trade with the world. As the center for hemispheric air trade, MIA now handles 84 percent of all air imports and 81 percent of all air exports between the United States and the Latin American/Caribbean region. MIA is the USA's leading airport in the handling of perishable products, handling 70 percent of all perishable products, 91 percent of all cut-flower imports, 52 percent of all fish imports, and 78 percent of all fruit and vegetable imports.

MIA currently has over 2.6 million square feet of cargo facilities including a 35,000 square foot courier facility built by UPS in 2001, which is located in the northwest area of the Airport and adjacent to the 157,000 square foot cargo facility the company acquired with its purchase of Challenge Air Cargo. These facilities serve as the Latin American gateway hub for UPS. In 2012, DHL spent \$21 million to expand its cargo warehouse to 130,000 square feet and made MIA its Latin American gateway. FedEx also built a 189,000 square foot facility along the north side of the Airport that was completed in 2004. In February 2013, Centurion Air Cargo, Inc. completed a 500,000 square foot cargo facility containing 166,000 square feet of refrigerated warehouse space located at the northeast section of the Airport. This development is the largest single tenant leasehold in the Airport.

**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 TOP is scheduled to be done in two phases, with Phase I to cover the FY 2015 to FY 2018 time period and Phase II to start in FY 2019 and finish in FY 2025. For purposes of future planning, only the funding sources related to Phase I have been identified and Phase II will be determined in the future. It is anticipated that the new money portion of the Series 2015 Bonds will be used to fund a portion of Phase I.

The major subprograms within the TOP consist of MIA Central Base Apron and Utilities, Concourse E, South Terminal and Miscellaneous Projects with Phase I estimated to cost \$651 million and Phase II \$498 million for a total of \$1.15 billion. The Concourse E subprogram represents the major portion of the costs in Phase I and is necessary for MIA to meet the expansion needs of the Airport's hub carrier, American Airlines, and to provide a safe and efficient terminal facility. The terminal renovation work will include replacing all the loading bridges, elevators, escalators, the train that connects remote or Satellite Concourse E with the base or Lower Concourse E, roof, and finishes (e.g., flooring, holdroom seating) and upgrading the life safety features. In addition, the entire airside apron pavement area surrounding Concourse E Satellite will be rehabilitated as part of this program during Phase I with the Lower Concourse E apron area rehabbed during Phase II.

The MIA Central Base Apron subprogram represents the addition of greatly needed aircraft parking hardstand positions. Phase I in this program will consist of placing a culvert in the canal intersecting the northeast portion of the airfield so that the canal can be paved over as part of the airfield as well as reconfiguring and resizing some of the existing aircraft parking apron in that area to increase the overall number of aircraft parking positions. In Phase II the remainder of the adjoining area will be paved to expand the number of aircraft parking hardstands.

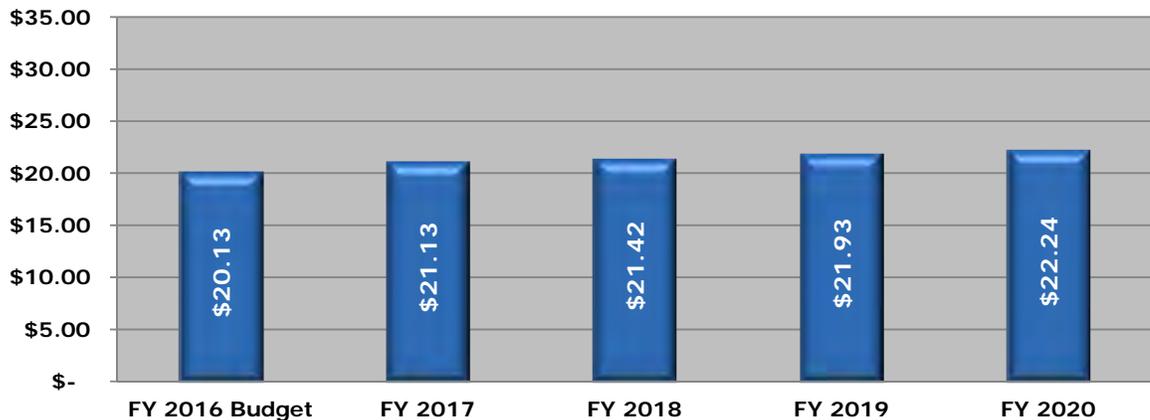
Five-Year Financial Outlook (cont)

The South Terminal subprogram primarily consists of enhancing and replacing the Central Terminal and South Terminal outbound baggage handling system. The Transportation Security Agency has shown its support for this project by awarding the Aviation Department a \$101.2 million grant to pay for most of this project. Also included in Phase I of this program is the re-roofing of Concourse H. Phase II includes remodeling Concourse H Headhouse area to make one of these Concourse H gates, add an A-380 aircraft capable gate and creating some more aircraft parking hardstand positions east of Concourse J.

The Miscellaneous Projects subprogram includes a wide range of projects such as consolidating the various MIA operations control functions into one location, relocating the taxi lot to enable future airfield expansion, building an employee parking garage to accommodate employee growth for all MIA tenants, and replacing the Central Terminal ticket counters that have been in place for over 20 years. Phase II of the Miscellaneous Projects will include taxiway pavement rehabilitation and terminal wide aesthetic renovations.

The Department plans to mitigate inflationary cost increase by implementing cost saving efficiencies throughout its operations. The Department's ultimate goal is to remain under a \$23 airline cost per enplaned passenger target by FY 2019-20, 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

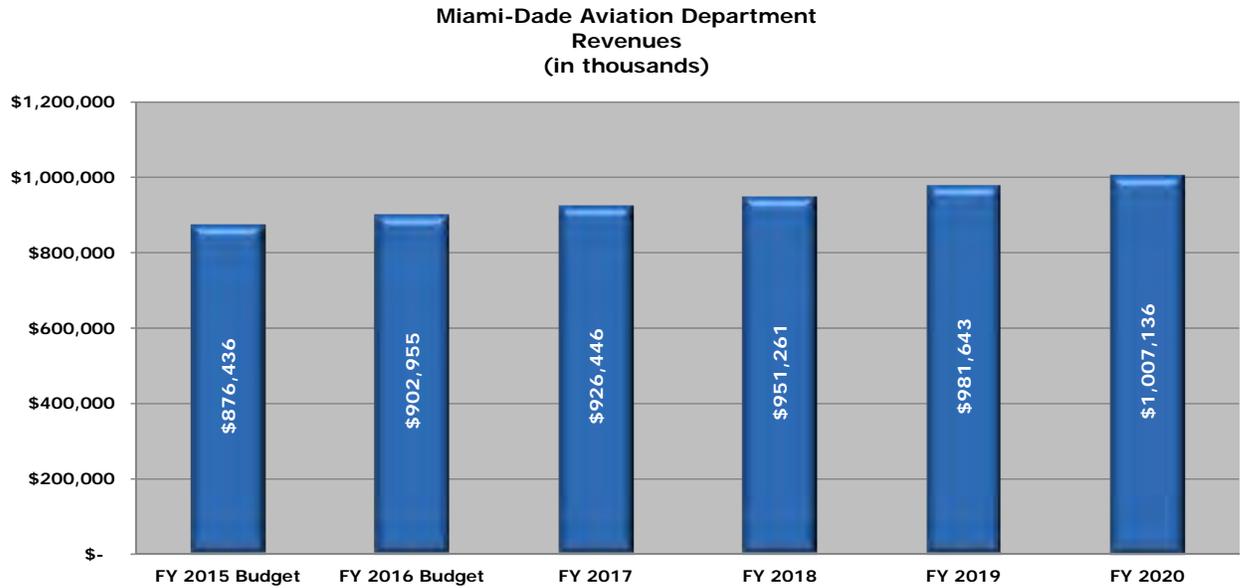
MDAD strives to operate a system of airports that provides for the safe and comfortable movement of people and goods in efficient and attractive facilities while offering competitive prices to all users. Since 2001, government agencies, airlines, and airport operators have upgraded security measures to guard against changing threats and maintain confidence in the safety of airline travel. These measures include strengthened aircraft cockpit doors, changed flight crew procedures, increased presence of armed sky marshals, federalization of airport security functions under the Transportation Security Administration (TSA), more effective dissemination of information about threats, more intensive screening of passengers and baggage, and deployment of new screening technologies. The TSA also has introduced "pre-check" service to expedite the screening of passengers who have submitted to background checks. MDAD continues to enhance the passenger experience by providing additional Automated Passport Control kiosks throughout the Federal Inspection Services areas and improving screening procedures by offering a free Mobile Passport phone application. Other security enhancements undertaken by the Department may be considered sensitive security information and restricted from publication.

Economic Outlook

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

In order to maintain strong bond ratings, the Airport must demonstrate the ability to generate positive future net revenues. The generation of net revenues is heavily dependent on the volume of commercial flights, the number of passengers, and the amount of cargo processed at the Airport, all three of which are dependent upon a wide range of factors including: (1) local, national and international economic conditions, including international trade volume, (2) regulation of the airline industry, (3) passenger reaction to disruptions and delays arising from security concerns, (4) airline operating and capital expenses, including security, labor and fuel costs, (5) environmental regulations, (6) the capacity of the national air traffic control system, (7) currency values, and (8) world-wide infectious diseases. In light of these operating conditions, MIA has experienced continued growth in enplaned passengers each year since 2009 and is forecasting growth rates between 1.5% and 2% per year through fiscal year 2020. These growth rates are supported by MIA's plans for facility improvements and continued efforts to lure new carriers to MIA while encouraging existing carriers to expand their route networks by promoting the Air Service Incentive Program.

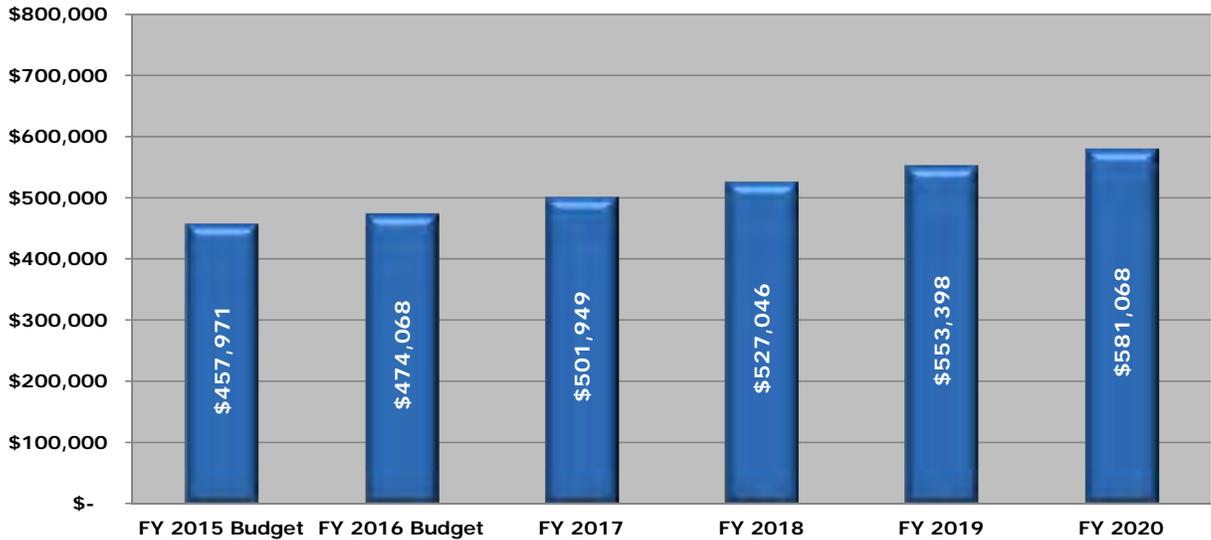
Five-Year Financial Outlook (cont)



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 2015-16, which may require an increase in landing fee rates.

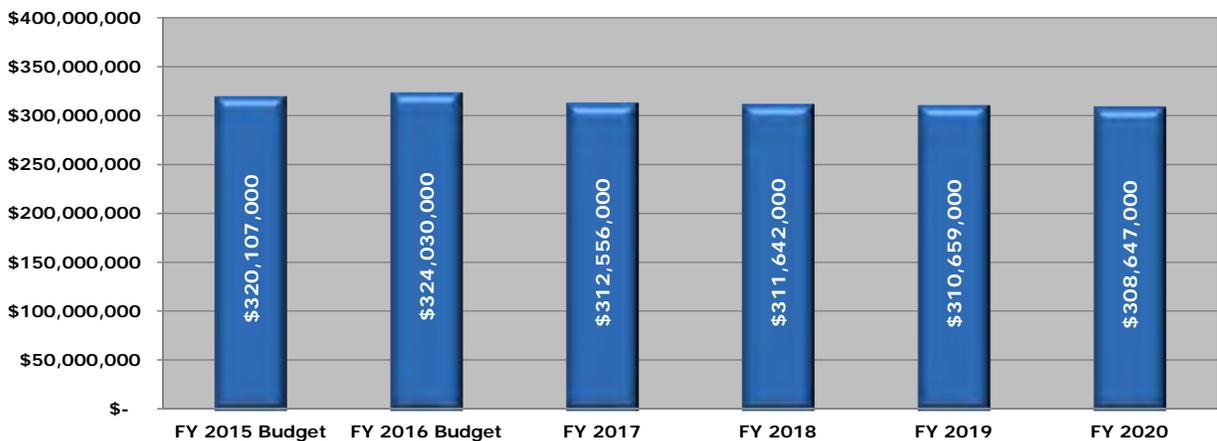
Five-Year Financial Outlook (cont)

**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.

**Miami-Dade Aviation Department
Debt Service**



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 grow 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

MISSION - 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

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. Ensure excellent customer service for passengers. (TP2-6)
 - o Enhance Customer Service
 - MIA Overall Customer Service Ratings – MIA Survey (**Policy Advisement Group**)
 - Airport workers trained through "Miami Begins with MIA" program (**Policy Advisement Group**)
2. Attract more visitors, meetings, and conventions. (ED2-1)
 - o Contain operating expenses
 - MIA Cost Per Enplaned Passenger (**Finance & Strategy Group**)
 - o Increase revenue generating activity at MIA
 - Enplaned Passengers (**Finance & Strategy Group**)
 - MIA Total Passengers (**Finance & Strategy Group**)

Strategic Alignment (cont)

3. 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***)
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 Retention & Development Group***)
 - GAA Rental Revenue (***Business Retention & 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

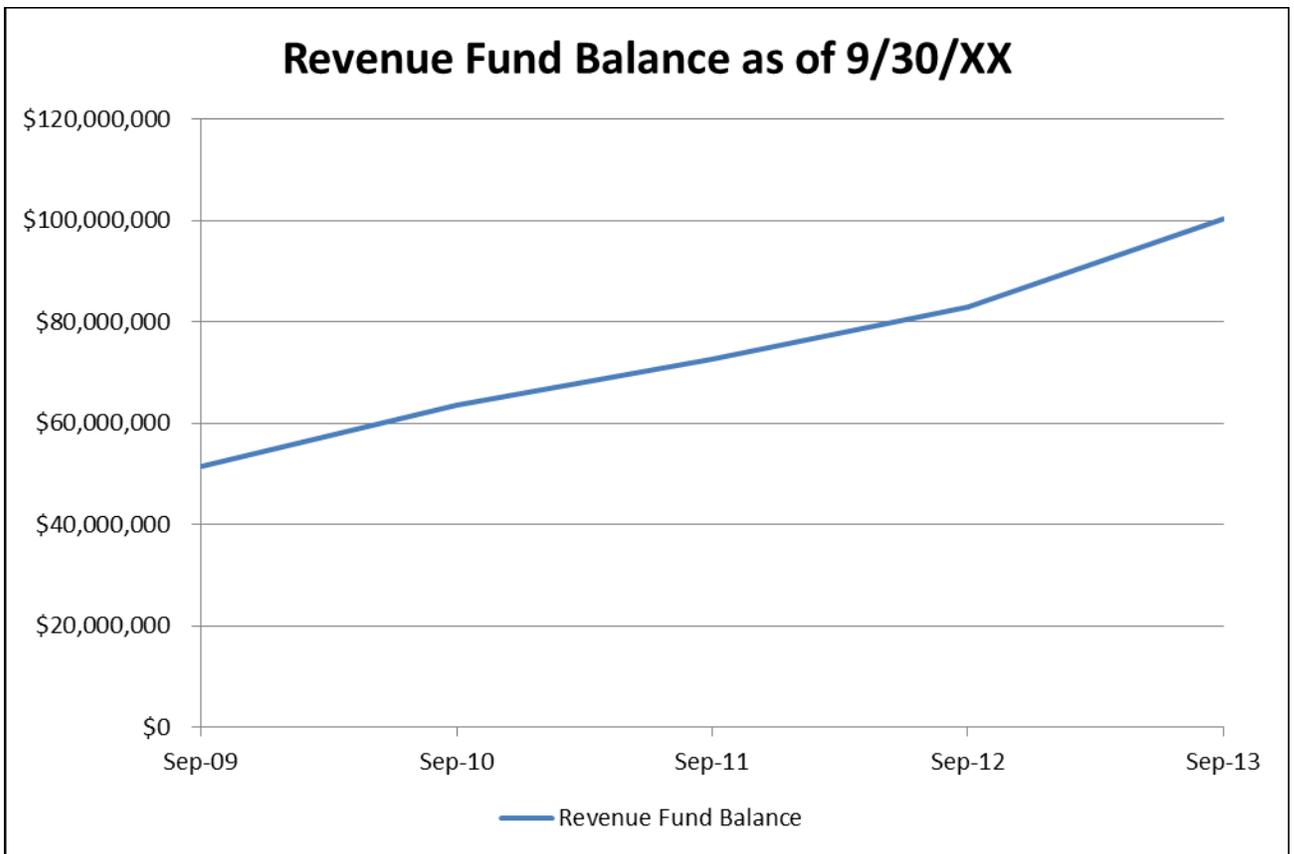
Cash Basis	Accrual Basis
Revenues are recorded when they are received	Revenues are recorded when they are earned
Expenses are recorded when they are paid	Expenses are recorded when they are incurred
Financial statements reflect revenues and expenses based on when transactions were entered, rather than 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	X	
Operations	X			X
Public Safety & Security	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.



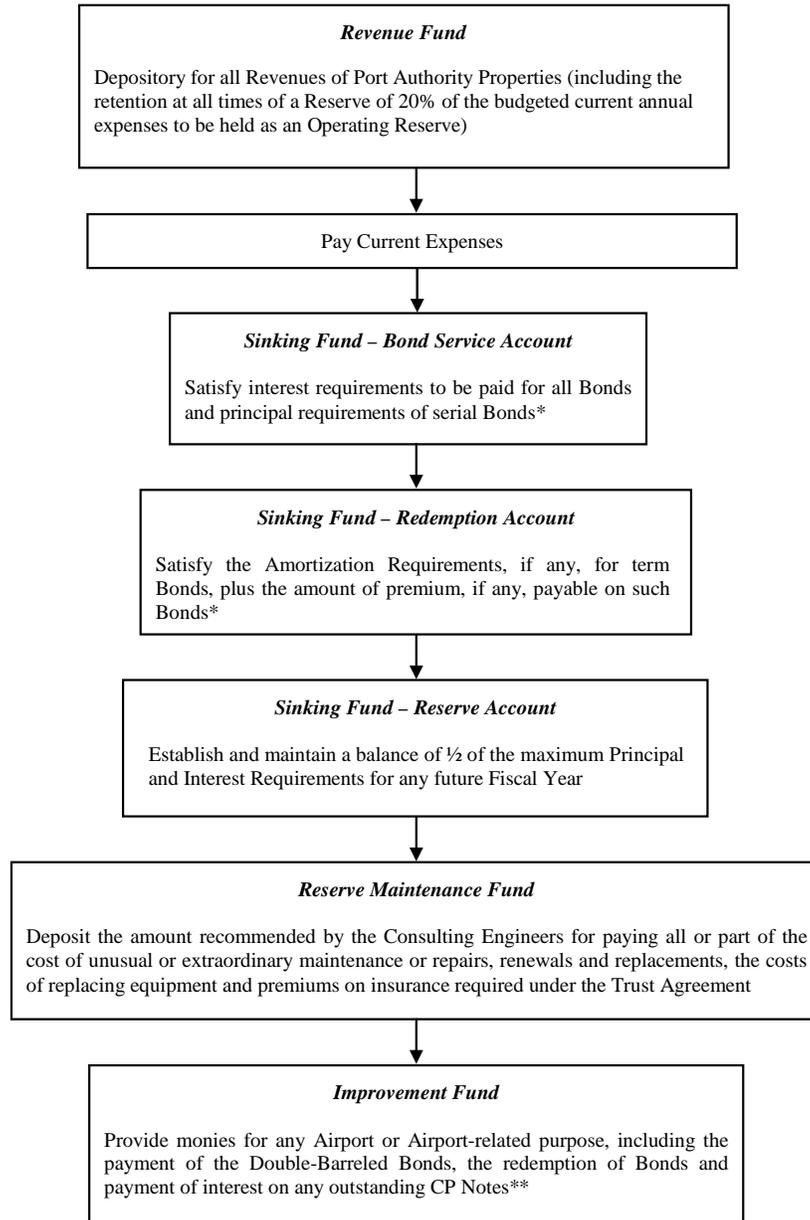
The chart above reflects the trend for the Revenue Fund balance over the last five fiscal years.

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.

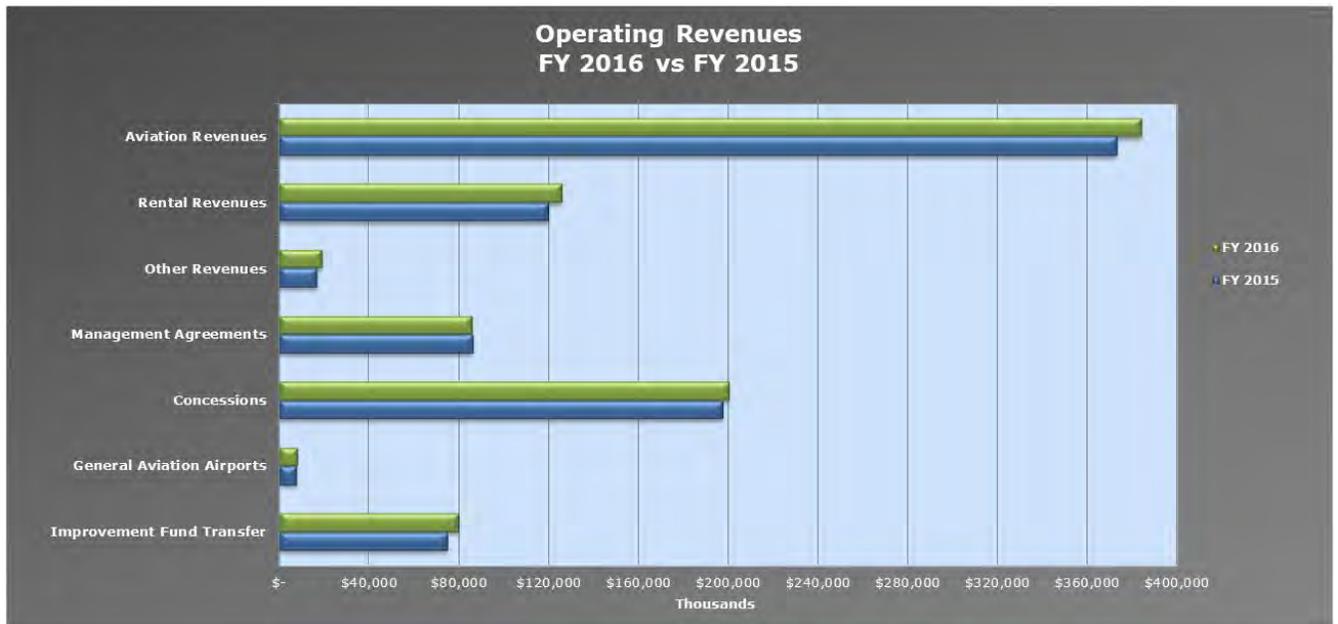
The Trust Agreement also requires the Aviation Department to meet the debt service Reserve Account Requirement upon issuance of any new Bonds. This requirement is one-half of the maximum Principal and Interest Requirements for any Fiscal Year thereafter on all Bonds then outstanding. This requirement 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 2014	Adopted Budget FY 2015	Adopted Budget FY 2016	Inc/(Dec) FY 2016 vs FY 2015	
				\$	%
Cash Carryover	\$ 75,051,172	\$ 72,950,128	\$ 77,855,125	\$ 4,904,997	6.7%
Aviation Revenues	372,581,009	373,067,396	383,908,480	10,841,084	2.9%
Rental Revenues	121,540,137	119,991,355	125,854,964	5,863,609	4.9%
Other Revenues	19,675,827	16,899,550	19,124,383	2,224,833	13.2%
Management Agreements	86,228,931	86,308,080	85,636,090	(671,990)	-0.8%
Concessions	188,243,810	197,378,030	200,447,039	3,069,009	1.6%
General Aviation Airports	7,372,193	7,791,590	7,984,416	192,826	2.5%
Improvement Fund Transfer	95,974,190	75,000,000	80,000,000	5,000,000	6.7%
Total Operating Revenues	\$ 966,667,269	\$ 949,386,129	\$ 980,810,497	\$ 31,424,368	3.3%



The chart above is a comparison of the FY 2016 and FY 2015 operating revenues by the major categories; the major changes are in the Aviation Revenues which are projected to increase by \$10,841,084 (2.9%) and the Rental Revenues Improvement Fund are projected to increase by \$5,863,609 (4.9%). Overall, revenues are projected to increase by \$31,424,368 (3.3%) in FY 2016; primarily due to an increase in Aviation Revenues as a result of higher projected passenger activity and Rental Revenues due to construction and environmental credits no longer issued to major cargo tenant and an increase in building and land appraisal rates.

Description of Revenues

The Aviation Department classifies revenues into:

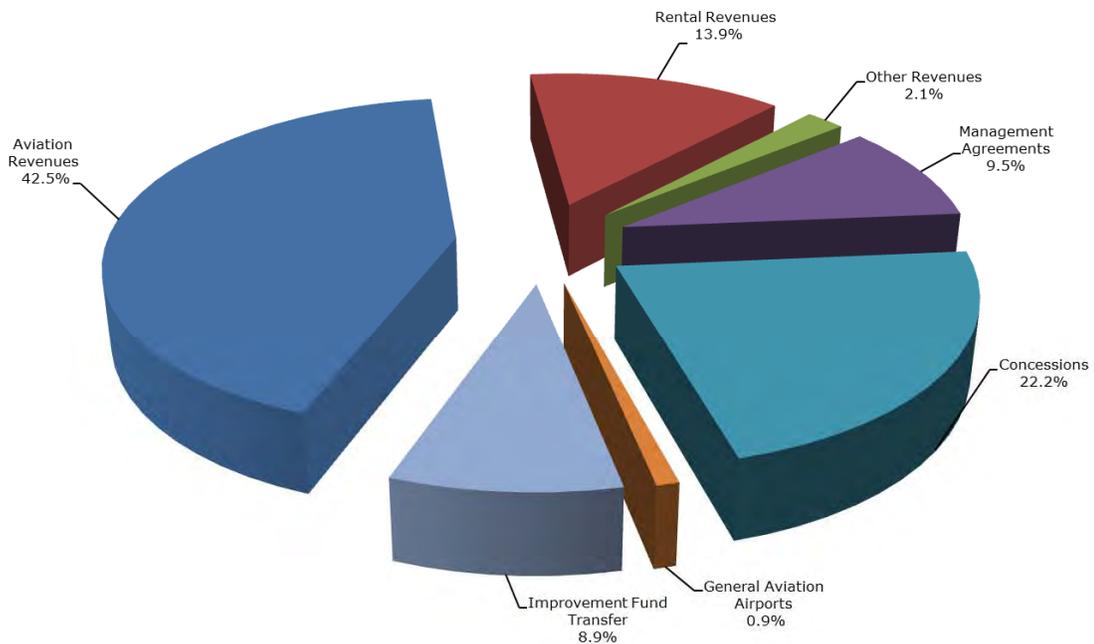
- **Operating Revenue** – those revenues received from aviation operations through rates and fees charged to customers and tenants for use of the airport's assets
- **Non-operating Revenue** – includes interest earnings, certain grants, and Passenger Facility Charges (PFC)

Within these classifications the major sources are:

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

Major Sources of Revenues

Sources	Adopted Budget FY 2016
Aviation Revenues	383,908,480
Rental Revenues	125,854,964
Other Revenues	19,124,383
Management Agreements	85,636,090
Concessions	200,447,039
General Aviation Airports	7,984,416
Transfer from Improvement Fund	80,000,000
Total	<u><u>\$902,955,372</u></u>



The chart above represents the major sources of revenues by percentage; for FY 2016 the major source of revenues is Aviation Revenues which is projected to be 42.5% of total revenues.

Revenue Detail

	<i>Actual</i> <i>FY 2014</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2015</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2016</i>	<i>Inc/(Dec)</i> <i>FY 2016 vs 2015</i>	
				<i>\$</i>	<i>%</i>
Aviation Fees					
Airfield Escort	111,905	108,250	115,962	7,712	7.1%
Baggage Devices (Claim)	18,739,460	19,484,115	20,097,750	613,635	3.1%
Baggage Make-Up	16,454,890	15,993,651	15,860,982	(132,669)	-0.8%
Concourse Domestic	111,574,024	112,492,803	113,623,085	1,130,282	1.0%
Concourse International	125,804,889	129,869,276	134,796,668	4,927,392	3.8%
Pre-Conditioned Air	2,844,235	2,899,138	2,902,251	3,113	0.1%
CUTE System	2,300,635	1,596,770	1,456,632	(140,138)	-8.8%
Loading Bridges	9,814,867	10,056,864	9,853,202	(203,662)	-2.0%
Aircraft Parking	10,872,052	11,038,901	11,543,392	504,491	4.6%
Screening	12,209,055	11,940,814	11,403,935	(536,879)	-4.5%
Premium Landing Fees	370,303	186,022	195,212	9,190	4.9%
Sub-Total	\$ 311,096,315	\$ 315,666,604	\$ 321,849,071	\$ 6,182,468	2.0%
Landing Fees					
Landing Fees	61,484,694	57,400,792	62,059,409	4,658,617	8.1%
Sub-Total	\$ 61,484,694	\$ 57,400,792	\$ 62,059,409	\$ 4,658,617	8.1%
Total Aviation Fees With L/F	\$ 372,581,009	\$ 373,067,396	\$ 383,908,480	\$ 10,841,085	2.9%
Rentals					
Structures	37,245,997	36,000,000	36,536,227	536,227	1.5%
Terminal Rent -Airline	47,618,601	46,318,577	47,170,903	852,326	1.8%
Terminal Rent -Non Airline	4,515,870	4,631,858	4,717,090	85,232	1.8%
Terminal Rent - CUTE	8,901,737	10,475,607	10,253,483	(222,124)	-2.1%
Aircraft Pavement	1,474,699	1,447,976	1,722,012	274,036	18.9%
Ground	14,564,062	14,573,514	18,360,366	3,786,852	26.0%
Telephone Services	1,278,383	1,291,639	1,090,878	(200,761)	-15.5%
Janitorial Reg	734,315	1,083,867	1,142,833	58,966	5.4%
Utilities	5,206,473	4,168,317	4,861,172	692,855	16.6%
Total	\$ 121,540,137	\$ 119,991,355	\$ 125,854,964	\$ 5,863,609	4.9%
Commercial Operations					
Concessions					
Duty Free	31,696,578	36,445,444	34,740,286	(1,705,158)	-4.7%
Food & Beverage	19,706,764	20,449,119	22,904,921	2,455,802	12.0%
Retail/Merchandise	19,840,752	20,288,870	19,629,442	(659,428)	-3.3%
Passenger Service	30,134,008	31,301,957	30,058,591	(1,243,366)	-4.0%
Ground Transportation	8,938,488	9,446,367	8,527,706	(918,661)	-9.7%
Rental Cars	51,575,008	52,308,426	57,228,954	4,920,528	9.4%
Aeronautical Services	12,021,471	12,683,265	12,429,994	(253,271)	-2.0%
In-Flight Food Services	8,743,169	8,683,174	9,310,774	627,600	7.2%
Security Services	3,023,192	3,233,211	3,327,014	93,803	2.9%
Operational Services	2,383,984	2,379,267	2,110,891	(268,376)	-11.3%
Fuel & Oil	180,397	158,930	178,466	19,536	12.3%
Total	\$ 188,243,810	\$ 197,378,030	\$ 200,447,039	\$ 3,069,009	1.6%
Management Agreements					
Garage Parking - Taxi Lot	50,163,326	50,435,300	51,444,000	1,008,700	2.0%
IAMI Clubs	3,050,862	-	-	-	0.0%
EFCO	-	1,944,000	2,397,383	453,383	23.3%
Fuel Farm	16,036,199	16,837,473	15,304,922	(1,532,551)	-9.1%
Fuel Farm - Midfield	2,205,770	2,218,239	2,076,033	(142,206)	-6.4%
Top of the Port	1,988,556	841,390	-	(841,390)	-100.0%
Hotel	12,784,218	14,031,678	14,413,752	382,074	2.7%
Total	\$ 86,228,931	\$ 86,308,080	\$ 85,636,090	\$ (671,990)	-0.8%
Total Commercial Operations	\$ 274,472,741	\$ 283,686,110	\$ 286,083,129	\$ 2,397,019	0.8%

Revenue Detail (cont)

	<i>Actual</i> <i>FY 2014</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2015</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2016</i>	<i>Inc/(Dec)</i> <i>FY 2016 vs 2015</i>	
				<i>\$</i>	<i>%</i>
Other Revenues					
Delinquency Charges	753,989	1,547,772	755,238	(792,534)	-51.2%
Expense Refunds	101,343	-	-	-	0.0%
Interest Income	572,706	1,030,860	1,010,860	(20,000)	-1.9%
Security Deposits	1,407,265	250,000	500,000	250,000	100.0%
Reimbursement	(346,073)	728,895	1,562,356	833,461	114.3%
Enforcement	2,755,638	2,608,452	4,330,853	1,722,401	66.0%
Miscellaneous Income	8,080,296	3,733,571	3,965,076	231,505	6.2%
Sales Tax	6,350,663	7,000,000	7,000,000	-	0.0%
Total	\$ 19,675,827	\$ 16,899,550	\$ 19,124,383	\$ 2,224,833	13.2%
General Aviation Airports					
Miami Executive					
Aircraft Parking	280	-	-	-	0.0%
Fuel & Oil	245,855	354,787	247,040	(107,747)	-30.4%
Building Rentals	719,784	819,015	819,014	(1)	0.0%
Pavement	89,109	101,707	99,325	(2,382)	-2.3%
Ground Rentals	1,142,536	1,202,305	1,140,405	(61,900)	-5.1%
Delinquency Charges	90,933	40,588	66,497	25,909	63.8%
Miscellaneous Income	15,203	3,400	2,456	(944)	-27.8%
Sales Tax	39,173	36,074	36,911	837	2.3%
Total	\$ 2,342,875	\$ 2,557,876	\$ 2,411,648	\$ (146,228)	-5.7%
Opa Locka					
Aircraft Parking	-	-	-	-	0.0%
Fuel & Oil	918,297	837,582	937,441	99,859	11.9%
Building Rentals	1,161,364	1,170,509	1,231,315	60,806	5.2%
Pavement	98,987	108,612	90,073	(18,539)	-17.1%
Ground Rentals	2,103,862	2,379,918	2,546,706	166,788	7.0%
Delinquency Charges	18,645	18,021	20,251	2,230	12.4%
Miscellaneous Income	145,699	123,588	95,120	(28,468)	-23.0%
Sales Tax	118,837	125,276	183,000	57,724	46.1%
Total	\$ 4,565,691	\$ 4,763,506	\$ 5,103,906	\$ 340,400	7.1%
Homestead					
Aircraft Parking	-	-	-	-	0.0%
Fuel & Oil	9,722	10,922	9,762	(1,160)	-10.6%
Building Rentals	92,558	95,999	95,999	-	0.0%
Ground Rentals	310,221	313,074	313,087	13	0.0%
Delinquency Charges	48	437	775	338	77.3%
Sales Tax	6,090	6,139	6,078	(61)	-1.0%
Total	\$ 418,639	\$ 426,571	\$ 425,701	\$ (870)	-0.2%
Training & Transition					
Training Landings	26,348	31,933	30,854	(1,079)	-3.4%
Delinquency Charges	-	-	-	-	0.0%
Miscellaneous Income	18,500	11,463	12,167	704	6.1%
Sales Tax	140	241	140	(101)	-41.9%
Total	\$ 44,988	\$ 43,637	\$ 43,161	\$ (476)	-1.1%
Total General Aviation Airports	\$ 7,372,193	\$ 7,791,590	\$ 7,984,416	\$ 192,826	2.5%

Revenue Detail (cont)

	<i>Actual FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Inc/(Dec) FY 2016 vs 2015</i>	
				<i>\$</i>	<i>%</i>
Revenue Summary					
Aviation Fees	311,096,315	315,666,604	321,849,071	6,182,467	2.0%
Landing Fees	61,484,694	57,400,792	62,059,409	4,658,617	8.1%
Rentals	121,540,137	119,991,355	125,854,964	5,863,610	4.9%
Concessions	188,243,810	197,378,030	200,447,039	3,069,009	1.6%
Management Agreements	86,228,931	86,308,080	85,636,090	(671,990)	-0.8%
Other Revenues	19,675,827	16,899,550	19,124,383	2,224,833	13.2%
General Aviation Airports	7,372,193	7,791,590	7,984,416	192,826	2.5%
Total Revenue Summary	<u>\$ 795,641,907</u>	<u>\$ 801,436,001</u>	<u>\$ 822,955,372</u>	<u>\$ 21,519,370</u>	<u>2.7%</u>
Cash Carryover	75,051,172	72,950,128	77,855,125	4,904,997	6.7%
Transfer from Improvement Fund	95,974,190	75,000,000	80,000,000	5,000,000	6.7%
Grand Total Revenue Summary	<u>\$ 966,667,269</u>	<u>\$ 949,386,129</u>	<u>\$ 980,810,497</u>	<u>\$ 31,424,367</u>	<u>3.3%</u>

Narrative Overview

The Aviation Department's total revenues, including operating and non-operating are projected to increase from \$949,386,129 in FY 2015 to 980,810,497 in FY 2016. This represents an increase of \$31,424,367 (3.3%).

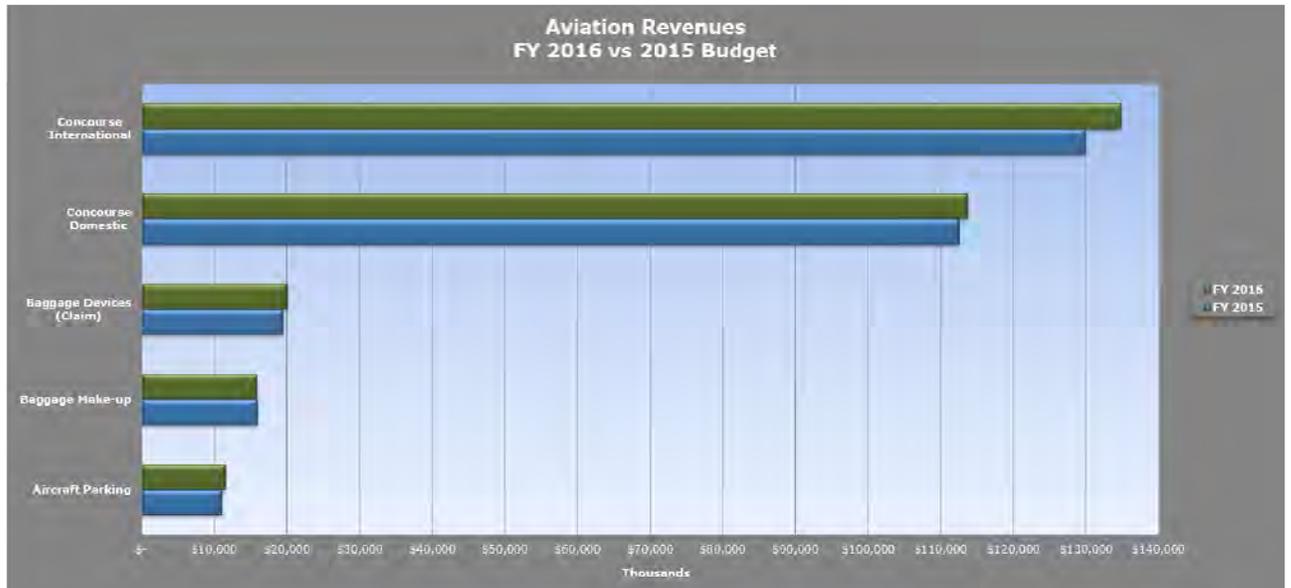
Aviation Revenues

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, passenger activity and associated seats. With the exception of the International Facility fee, all other concourse use rates were either maintained or reduced from prior year levels while generating revenues that exceed prior year levels. International Facility costs increased due to a slightly higher average terminal rental rate and increased U.S. Customs and Border Protection costs. The landing fee increased in FY 2016 to \$1.68 per 1,000 lbs. which is \$.10 higher than the FY 2015 rate of \$1.58.

Aviation Revenues (cont)



The chart above is a comparison of the FY 2016 and FY 2015 budget of the major categories within the Aviation Revenues; the majority of the increase is attributed to Concourse Use Fees International which rose by \$4,927,392 (3.8%) and Concourse Use Fees Domestic which rose by \$1,130,282 (1.0%)

Landing Fee

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

Landing Fee Calculation	Budget Calculation		Variance	% Chg
	FY 2014-15	FY 2015-16		
Airport System Requirement:				
Principal & Interest Requirement	\$ 375,107,000	\$ 377,030,010	\$ 1,923,010	0.5%
Less: PFC Revenue	(55,000,000)	(53,000,000)	2,000,000	-3.6%
Net P & I Requirement	\$320,107,000	\$ 324,030,010	\$ 3,923,010	1.2%
Times Coverage Factor	1.20	1.20		
P&I Requirement Plus Coverage	\$ 384,128,400	\$ 388,836,012	\$ 4,707,612	1.2%
Current Expenses	457,971,325	474,068,181	16,096,856	3.5%
Increase/(Decrease) in O&M Reserve	4,904,997	2,736,466	(2,168,531)	0.0%
Deposit from Bond Service Account (Interest)	(3,000,000)	(3,000,000)	0	0.0%
Deposit to Reserve Maintenance Fund	17,000,000	25,000,000	8,000,000	47.1%
Subordinate Debt Payment	15,431,278	15,314,713	(116,565)	-0.8%
Total Requirement [A]	\$876,436,000	\$ 902,955,371	\$ 26,519,372	3.0%
Less: Revenues Net of Landing Fees				
Aviation Fees	\$315,666,605	\$321,849,072	\$6,182,467	2.0%
Terminal Rentals	61,426,042	62,141,476	715,434	1.2%
Structure & Other Rentals	58,565,313	63,713,488	5,148,175	8.8%
Commercial Revenues	283,686,109	286,083,129	2,397,020	0.8%
Other Revenues	16,899,550	19,124,382	2,224,833	13.2%
G/A Airports	7,791,590	7,984,416	192,826	2.5%
Transfer from Improvement Fund (Deposit)	75,000,000	80,000,000	5,000,000	6.7%
Total Revenues [B]	\$819,035,208	\$840,895,963	\$21,860,755	2.7%
Amount Recovered from Landing Fees [A-B]	\$ 57,400,792	\$ 62,059,409	\$4,658,617	8.1%
Less: Sept. collections (prior yr) from Ldg. Fees [D]	\$4,532,661	\$4,149,328	(383,333)	-8.5%
Net Amt Recovered from Landing Fees [C-D]	\$ 52,868,131	\$ 57,910,081	\$5,041,950	9.5%
Estimated Landed Weight in 1,000 lb. units (1) [F]	33,485,000	34,526,500	1,041,500	3.1%
Landing Fee Rate (per 1,000 lb. unit) [E/F]	\$1.58	\$1.68	\$0.10	6.2%
Total Landing Fee Revenue [G*F+D]	\$57,400,792	\$62,059,409	\$4,658,617	8.1%

(1) Represents estimated landed weight for 11 months

Description of Landing Fee

RESIDUAL LANDING FEE

- MDAD employs an “**airport system residual**” formula to calculate MIA landing fees.
- MDAD typically calculates landing fees effective October 1 based upon budget estimates and, if necessary, adjusts landing fees effective April 1 based upon revised estimates.
- Each year MDAD calculates MIA landing fees in such a way as to insure that revenues from landing fees together with revenues from all other sources will be at least sufficient to meet the requirements of the PAP Rate Covenant.

Landing Fee Calculation

Revenue Requirement

- + Principal and Interest Requirements
- + 20 percent coverage margin
- + Current Expenses
- + Changes in operating reserve
- + Deposit to Bond Reserve Account
- + Deposit to Reserve Maintenance Fund
- + Debt service on commercial paper
- + Debt service on other indebtedness
- + Required deposits for commercial paper and other indebtedness
- + Interest earnings—Reserve Maintenance Fund
- + Interest earning—Improvement Fund
- = Total Revenue Requirement

Revenue Credits

- Aviation Fees
- Terminal Rentals
- Commercial Revenues
- Other Revenues
- Deposit from Improvement Fund
- PAP Revenues net of Landing Fees
- = Subtotal Revenue Credits
- + Revenues for September landings
- = Total Revenue Credits

Revenue Requirement less Revenue Credits = Landing Fee Requirement

Divided by Total Landed Weight (11 months October thru August)

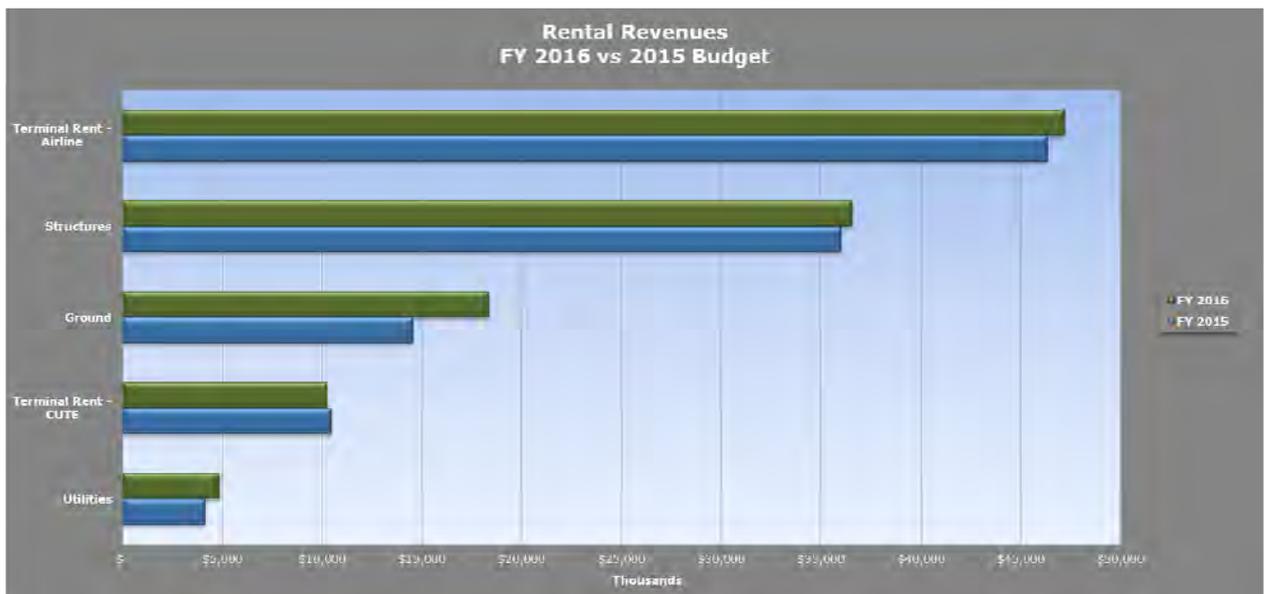
= Landing Fee Rate

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 increase slightly in FY 2016 due to a minor change in the average rental rate. Most of this rate increase is reflected in the Class II space rental rate which typically represents terminal office space. The Department of Homeland Security and other governmental agencies have occupied additional office space at Miami International Airport as a result of the high volume of international passengers.

Non-terminal rental revenues are expected to increase slightly in FY 2016 due to the expiration of environmental and construction ground rental credits given to a major cargo tenant while their facilities were being constructed. The airport is projecting a substantial increase in ground rental revenue when compared to the previous year.

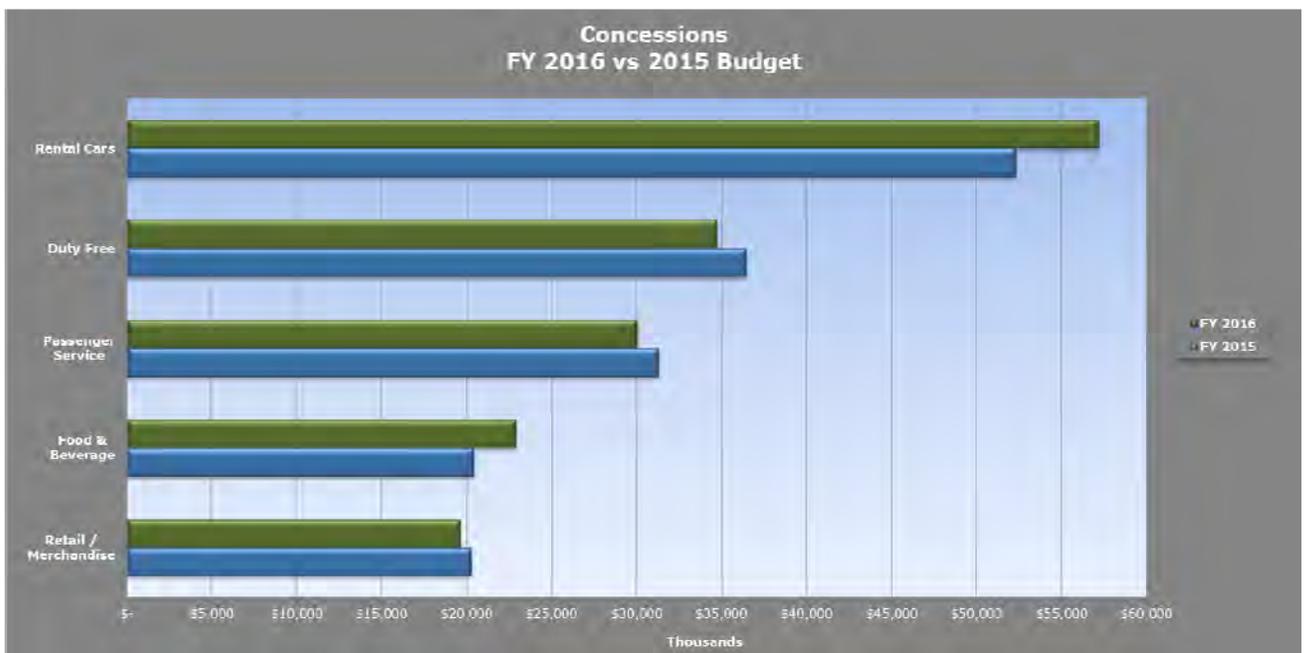


The chart above is a comparison of the FY 2016 and FY 2015 budget of the major categories within the Rental Revenues; overall there is a increase with the majority attributed to Ground which increased by \$3,786,852 (26.0%).

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 location of the consolidated Rental Car Facility which is connected to the airport terminal by the Automated People Mover (APM) train. While rental car revenues continued to increase, Duty Free stores are projected to decline due to unfavorable exchange rates in specific international markets and economic instability in South and Central America as they serve international departing passengers. Food & Beverage revenues are projected to increase based on an increase in passengers and the reclassification of Top of the Port restaurant from a management agreement to a food & beverage concession. Passenger service revenues such as wireless and Wi-Fi fees, and non-management agreement VIP club fees are projected to increase based on passenger volume, other categories such as advertising are projected to decline slightly due to changes in the existing advertising program.

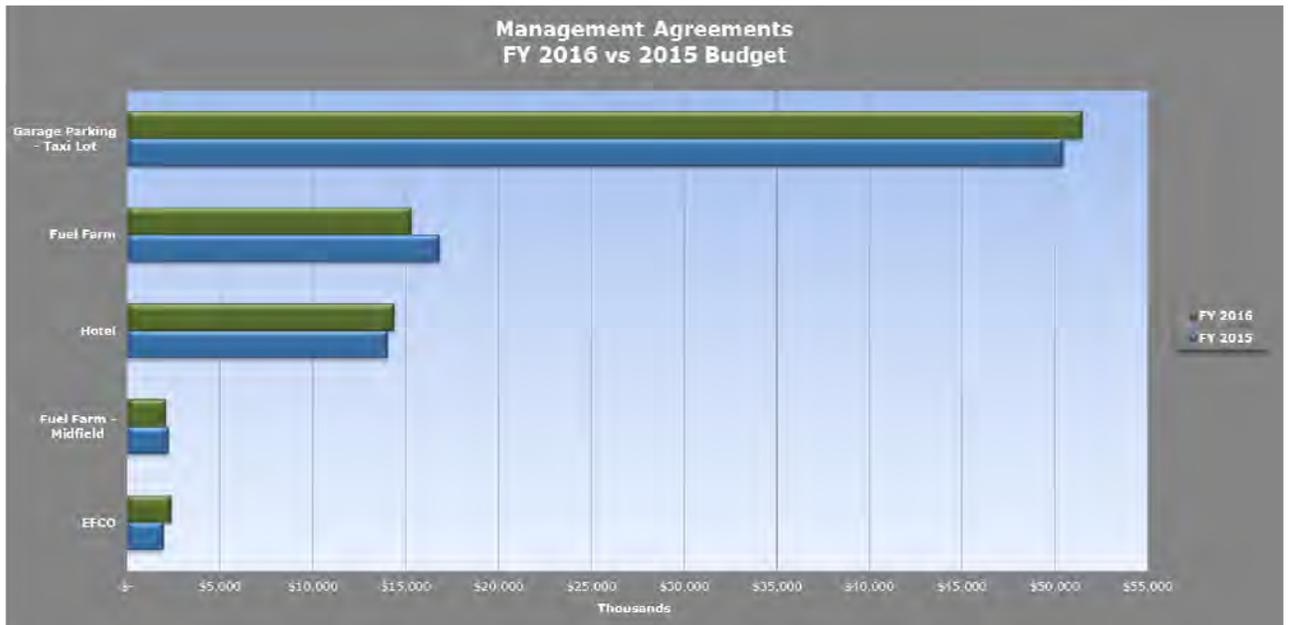


The chart above is a comparison of the FY 2016 and FY 2015 budget of the major categories within the Concessions; the majority of the increase is attributed to the Rental Cars which increased by \$4,920,528 (9.4%) and Food and Beverage which increased by \$2,455,802 (12.0%)

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.

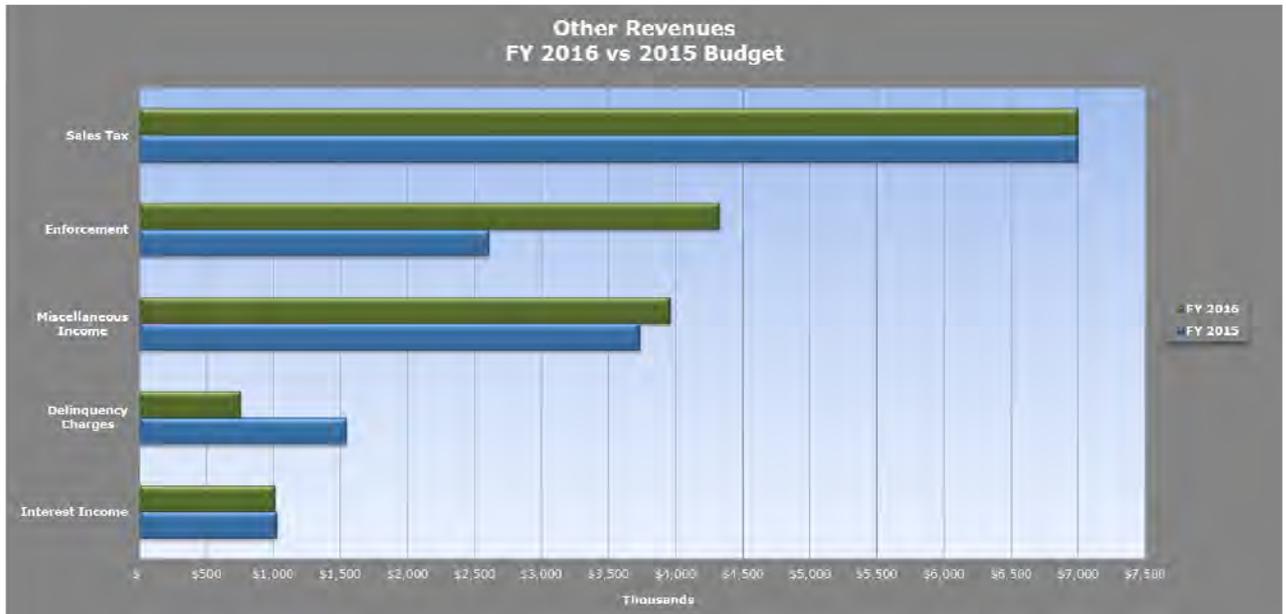
Management Agreement revenue is projected to decrease in FY 2016 due to the reclassification of Top of the Port restaurant from a management agreement to a food & beverage concessionaire. Fuel farm revenues are projected to decline due to a reduction in expenses. These reductions are being offset by a projected increase in garage parking revenues.



The chart above is a comparison of the FY 2016 and FY 2015 budget for the major categories within the Management Agreements; the majority of the decrease is attributed to the Fuel Farm which decreased by \$1,532,551 (-9.1%) and the Top of the Port (TOP) which decreased by \$841,390 (-100.0%); this is offset by an increase in the Garage Parking-Taxi Lot which increased by \$1,008,700 (2.0%).

Other Revenues

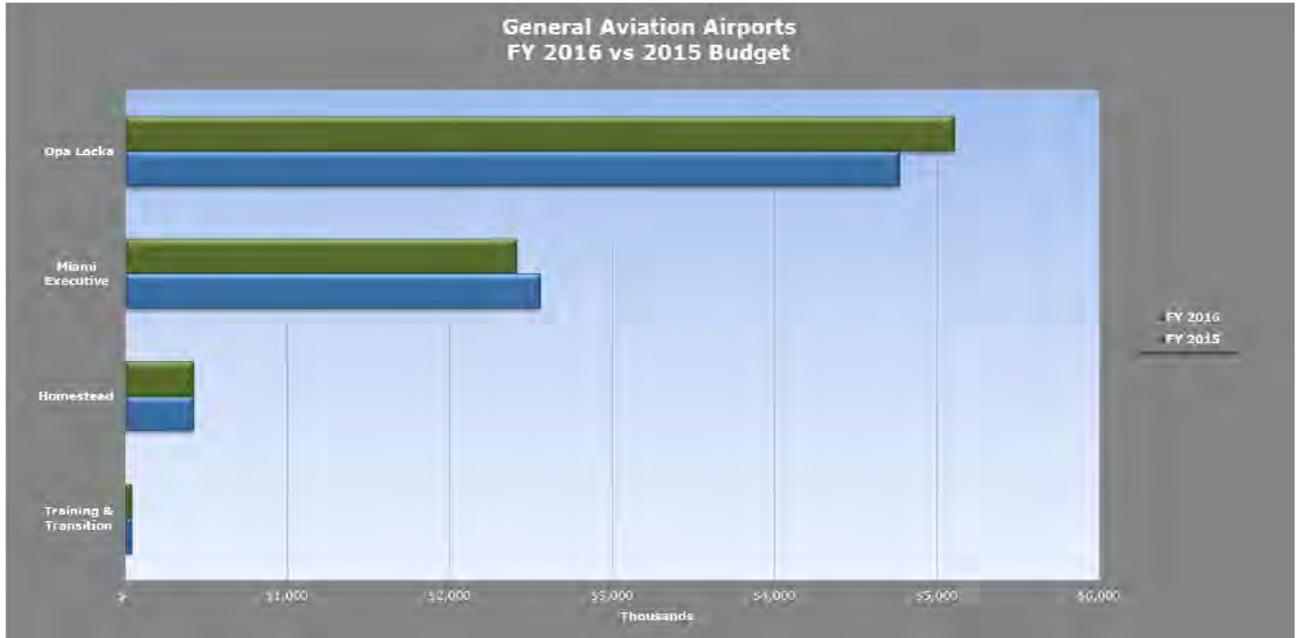
Other Revenues consist of various items including delinquency charges, expense refunds, interest income, security deposits, grant reimbursement, miscellaneous income and sales tax. Other revenues are projected to increase in the FY 2016 budget mostly due to higher standard reimbursements and grant reimbursements for Police K9, TSA and Law Enforcement requirements. This increase is being offset by a projected decline in delinquency charges due to increased collection efforts.



The chart above is a comparison of the FY 2016 and FY 2015 budget of the major categories within the Other Revenues; overall there was an increase with the majority attributed to Enforcement which increased by \$1,722,401 (66.0%).

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 2016 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 2016 and FY 2015 budget for the major categories within the General Aviation Airports; the majority of the increase is attributed to Opa-Locka Airport which increased by \$340,400 (7.1%).

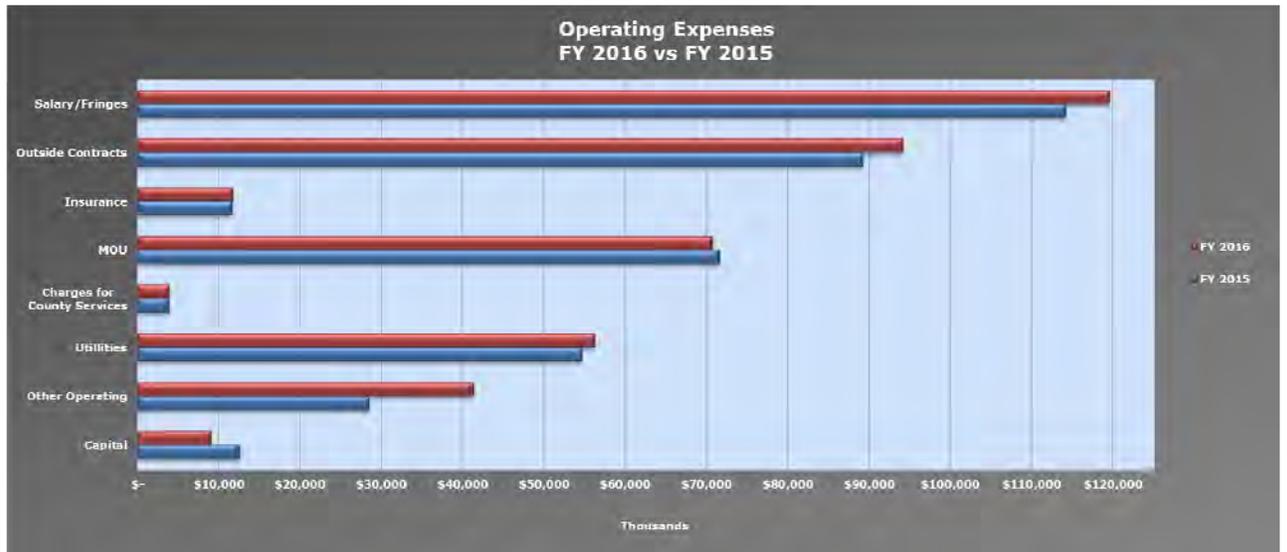


Budget Overview: Operating Expenses

Budget Comparison

	Actual FY 2014	Adopted Budget FY 2015	Adopted Budget FY 2016	Inc/(Dec) FY 2016 vs FY 2015	
				\$	%
Salary/Fringes					
Regular	\$ 77,664,262	\$ 82,490,729	\$ 86,616,470	\$ 4,125,741	5.0%
Over-time	3,661,430	3,462,967	3,817,710	354,743	10.2%
Fringes	21,142,244	28,220,964	29,121,785	900,821	3.2%
Total Salary/Fringes	\$ 102,467,936	\$ 114,174,660	\$ 119,555,965	\$ 5,381,305	4.7%
Outside Contracts	68,854,292	89,234,988	94,064,691	4,829,703	5.4%
Insurance	8,947,171	11,613,725	11,707,035	93,310	0.8%
MOU	64,400,781	71,542,969	70,705,982	(836,987)	-1.2%
Charges for County Services	2,983,167	3,941,699	3,927,511	(14,188)	-0.4%
Utilities	49,636,909	54,700,260	56,184,835	1,484,575	2.7%
Other Operating	20,890,345	28,495,033	41,312,957	12,817,924	45.0%
Capital	5,150,773	12,587,104	9,072,452	(3,514,652)	-27.9%
Total Other	\$ 220,863,439	\$ 272,115,778	\$ 286,975,463	\$ 14,859,685	5.5%
Management Agreements	63,803,874	71,680,887	67,536,754	(4,144,133)	-5.8%
Total Operating Expenses	\$ 387,135,249	\$ 457,971,325	\$ 474,068,182	\$ 16,096,857	3.5%
Transfer to Improvement Fund	154,763,127	64,021,402	64,806,002	784,600	1.2%
Transfer to Debt Service-Sinking Fund	319,554,284	317,107,000	321,030,010	3,923,010	1.2%
Transfer to Reserve Maintenance	15,000,000	17,000,000	25,000,000	8,000,000	47.1%
DB GOB Debt Service Account	15,343,377	15,431,278	15,314,713	(116,565)	-0.8%
Total Transfers	\$ 504,660,788	\$ 413,559,679	\$ 426,150,724	\$ 12,591,045	3.0%
Cash Reserve	74,871,232	77,855,125	80,591,591	2,736,466	3.5%
Total Expenses & Transfers	\$ 966,667,269	\$ 949,386,129	\$ 980,810,497	\$ 31,424,368	3.3%

Budget Comparison (cont)



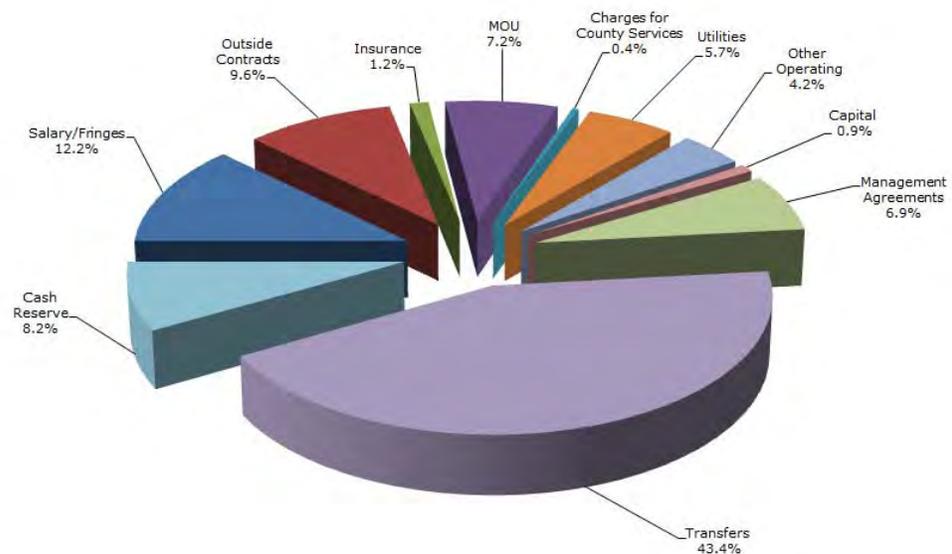
The chart above is a comparison of the FY 2016 and FY 2015 budgeted operating expenses by category; overall operating expenses increased by \$16,096,857 (3.5%). The major increase is reflected in the Operating category.

Major Drivers

FY 2014-15 Budget	\$ 949,386,129
Proposed personnel costs	
Salary/Fringe Adjustments	5,026,562
Increase in over-time	354,743
Proposed variance in personnel costs	954,767,434
Outside Contract Services	4,829,703
Insurance	93,310
MOU	(836,987)
Charges for County Services	(14,188)
Utilities	1,484,575
Other Operating	13,067,924
Capital	(3,764,652)
Management Agreements	(4,144,133)
Transfers	12,591,045
Cash Reserve	2,736,466
FY 2015-16 Budget	\$ 980,810,497

Budget by Category

Category	Adopted Budget FY 2016
Salary/Fringes	\$ 119,555,965
Outside Contracts	94,064,691
Insurance	11,707,035
MOU	70,705,982
Charges for County Services	3,927,511
Utilities	56,184,835
Other Operating	41,312,957
Capital	9,072,452
Management Agreements	67,536,754
Transfers	426,150,724
Cash Reserve	80,591,591
Total	<u>\$ 980,810,497</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 12.2% and the major component of the non-operating expenses is the interfund transfers with 43.4%.

Narrative Overview

The Aviation Department's total expenses, including non-operating expenses are estimated to increase from \$949,386,129 in FY 2015 to \$980,810,497 in FY 2016. This represents an increase of \$31,424,368 (3.3%).

Operating Expenses

- **Salary** includes regular, overtime, sick, annual, holiday leave, etc. Regular salaries increased by \$4,480,484 (5.2%) from \$85,953,696 in FY 2015 to \$90,434,180 in FY 2016.
- **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 \$900,821 (3.2%), from \$28,220,964 in FY 2015 to \$29,121,785 in FY 2016.
- **Outside Contractual Services** represents expenses for services provided by outside sources. These expenses increased by \$4,829,703 (5.4%) from \$89,234,988 in FY 2015 to \$94,064,691 in FY 2016.
- **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 \$93,310 (0.8%), from \$11,613,725 in FY 2015 to \$11,707,035 in FY 2016.
- **MOU** includes reimbursements for services provided by other Miami-Dade County Departments, such as the Miami-Dade Police Department, Miami-Dade Fire Rescue Department, Enterprise Technology Services Department (ETSD), and Department of Environmental Resource Management (DERM). These expenses will decrease by \$836,987 (-1.2%) from \$71,542,969 in FY 2015 to \$70,705,982 in FY 2016.
- **Charges for County Services** include the Aviation Department's indirect payment to the County for support services. General & Administrative Support expenses decreased by \$14,188 (-0.4%), from \$3,941,699 in FY 2015 to \$3,927,511 in FY 2016.
- **Utilities** include expenses for telephone, gas, electric, water, waste collection, and storm water utility services. These expenses are expected to increase by \$1,484,575 (2.7%) from \$54,700,260 in FY 2015 to \$56,184,835 in FY 2016.

Narrative Overview (cont)

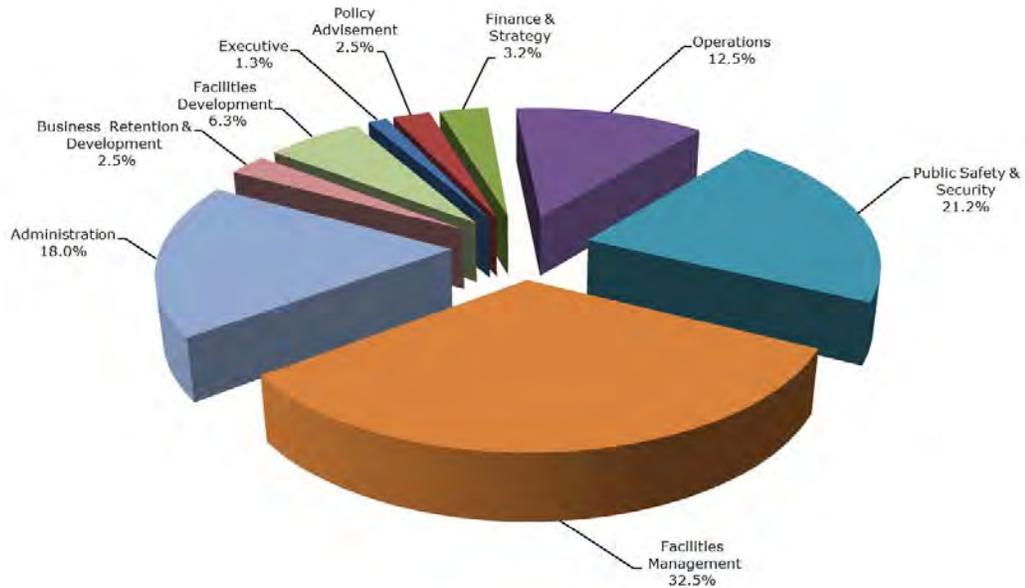
- **Other Operating** represents expenses that support the daily administrative and operational functions of the various divisions within the Department. These expenses are expected to increase by \$12,817,924 (45.0%) from \$28,245,033 in FY 2015 to \$41,312,957 in FY 2016.
- **Capital** includes expenses for purchases costing \$1,000 or more and with a life expectancy of one year or more. These expenses are expected to decrease by \$3,514,652 (-27.9%), from \$12,837,104 in FY 2015 to \$9,072,452 in FY 2016. This is due to transfer of allocation for vehicles and computer equipment to the Reserve Maintenance fund.
- **Management Agreements** includes expenses associated with the various management companies and operating agreements (refer to Supplemental Data section for more detail). These expenses will decrease by \$4,144,133 (-5.8%), from \$71,680,887 in FY 2015 to \$67,536,754 in FY 2016.

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 \$12,591,045 (3.0%), from \$413,559,679 in FY 2015 to \$426,150,724 in FY 2016. The major increase is due the transfer into the Reserve Maintenance Fund.

Budget by Group

Group	Adopted Budget FY 2016
Executive	\$ 4,247,588
Policy Advisement	8,203,722
Finance & Strategy	10,674,072
Operations	41,745,948
Public Safety & Security	70,930,735
Facilities Management	108,838,100
Administration	60,355,096
Business Retention & Development	8,435,025
Facilities Development	21,001,202
Total	<u>\$334,431,488</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

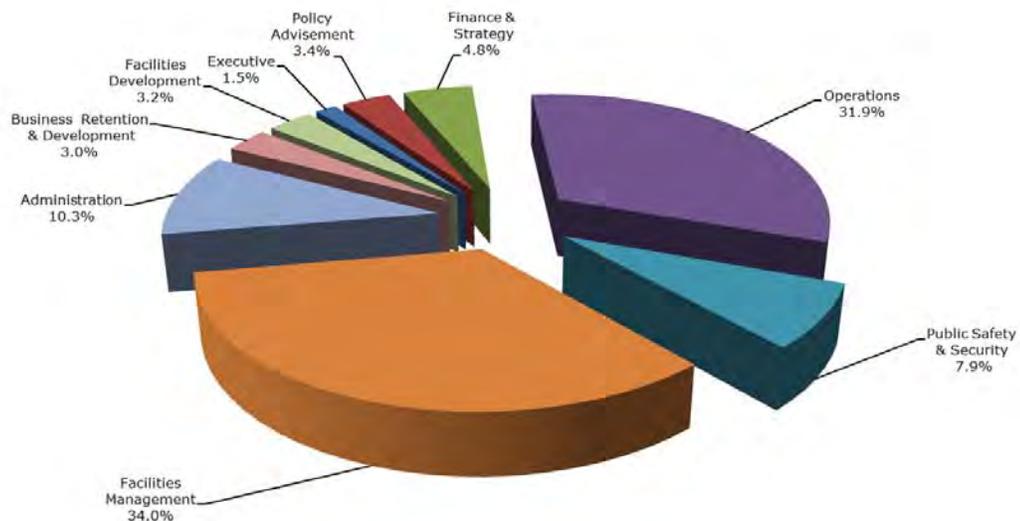
	<i>Actual FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Inc/(Dec) FY 2016 vs FY 2015</i>	
				<i>\$</i>	<i>%</i>
Executive Group					
Salary/Fringes	3,066,370	3,638,098	3,189,055	(449,043)	-12.3%
Outside Contracts	417,593	577,230	563,883	(13,347)	-2.3%
MOU	-	-	-	-	0.0%
Other Operating	363,120	467,750	494,650	26,900	5.8%
Capital	-	-	-	-	0.0%
Total	\$ 3,847,083	\$ 4,683,078	\$ 4,247,588	\$ (435,490)	-9.3%
Policy Advisement Group					
Salary/Fringes	3,165,612	3,326,692	4,635,466	1,308,774	39.3%
Outside Contracts	80,653	644,846	1,321,846	677,000	105.0%
MOU	804,208	1,530,866	1,477,673	(53,193)	-3.5%
Other Operating	118,235	508,917	553,737	44,820	8.8%
Capital	193,688	125,000	215,000	90,000	72.0%
Total	\$ 4,362,397	\$ 6,136,321	\$ 8,203,722	\$ 2,067,401	33.7%
Finance & Strategy Group					
Salary/Fringes	5,187,706	5,794,044	5,996,154	202,110	3.5%
Outside Contracts	1,892,229	3,089,600	3,766,019	676,419	21.9%
MOU	53,041	67,000	68,000	1,000	1.5%
Other Operating	308,943	628,750	824,899	196,149	31.2%
Capital	-	19,340	19,000	(340)	-1.8%
Total	\$ 7,441,920	\$ 9,598,734	\$ 10,674,072	\$ 1,075,338	11.2%
Operations Group					
Salary/Fringes	30,592,812	33,624,893	34,608,716	983,823	2.9%
Outside Contracts	513,352	801,965	1,816,222	1,014,257	126.5%
MOU	921,842	1,901,600	1,376,050	(525,550)	-27.6%
Utilities	275,277	315,000	315,000	-	0.0%
Other Operating	602,350	1,036,563	1,201,500	164,937	15.9%
Capital	1,442,990	1,914,498	2,428,460	513,962	26.8%
Total	\$ 34,348,623	\$ 39,594,519	\$ 41,745,948	\$ 2,151,429	5.4%
Public Safety & Security Group					
Salary/Fringes	5,304,863	7,227,184	7,067,814	(159,370)	-2.2%
Outside Contracts	91,076	329,300	249,600	(79,700)	-24.2%
Insurance	108,363	257,725	306,035	48,310	18.7%
MOU	54,120,685	59,554,046	60,362,026	807,980	1.4%
Charges for County Services	748,001	1,128,401	1,129,150	749	0.1%
Utilities	56,423	95,260	52,720	(42,540)	-44.7%
Other Operating	242,413	866,185	648,890	(217,295)	-25.1%
Capital	251,938	2,973,186	1,114,500	(1,858,686)	-62.5%
Total	\$ 60,923,761	\$ 72,431,287	\$ 70,930,735	\$ (1,500,552)	-2.1%
Facilities Management Group					
Salary/Fringes	35,556,505	37,476,812	38,199,695	722,883	1.9%
Outside Contracts	47,132,800	51,552,962	54,014,108	2,461,146	4.8%
MOU	684,178	885,124	358,900	(526,224)	-59.5%
Utilities	2,854,950	3,490,000	3,510,000	20,000	0.6%
Other Operating	6,054,290	10,180,596	10,462,405	281,809	2.8%
Capital	245,433	3,268,895	2,292,992	(975,903)	-29.9%
Total	\$ 92,528,156	\$ 106,854,389	\$ 108,838,100	\$ 1,983,711	1.9%

Expense Summary by Group (cont)

	<i>Actual</i> <i>FY 2014</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2015</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2016</i>	<i>Inc/(Dec)</i> <i>FY 2016 vs FY 2015</i>	
				<i>\$</i>	<i>%</i>
Administration Group					
Salary/Fringes	12,925,269	14,155,114	16,566,914	2,411,800	17.0%
Outside Contracts	11,888,309	17,773,249	15,502,039	(2,271,210)	-12.8%
Insurance	8,838,809	11,356,000	11,401,000	45,000	0.4%
MOU	6,585,375	4,614,333	4,623,333	9,000	0.2%
Charges for County Services	314,635	325,000	260,389	(64,611)	-19.9%
Utilities	7,831,403	7,500,000	9,057,115	1,557,115	20.8%
Other Operating	951,304	3,024,305	2,288,806	(735,499)	-24.3%
Capital	501,067	1,806,846	655,500	(1,151,346)	-63.7%
Total	\$ 49,836,171	\$ 60,554,847	\$ 60,355,096	\$ (199,751)	-0.3%
Business Retention & Development Group					
Salary/Fringes	4,016,956	4,593,937	4,308,249	(285,688)	-6.2%
Outside Contracts	1,844,628	2,220,836	1,777,126	(443,710)	-20.0%
MOU	98,513	40,000	40,000	-	0.0%
Other Operating	3,807,434	2,404,567	2,309,650	(94,917)	-3.9%
Capital	50,580	87,000	-	(87,000)	-100.0%
Total	\$ 9,818,111	\$ 9,346,340	\$ 8,435,025	\$ (911,315)	-9.8%
Facilities Development Group					
Salary/Fringes	2,651,843	4,337,886	4,983,902	646,016	14.9%
Outside Contracts	4,334,368	9,745,000	12,180,000	2,435,000	25.0%
MOU	1,132,940	2,950,000	2,400,000	(550,000)	-18.6%
Utilities	972,953	1,700,000	1,200,000	(500,000)	-29.4%
Other Operating	67,865	227,400	190,300	(37,100)	-16.3%
Capital	-	142,339	47,000	(95,339)	-67.0%
Total	\$ 9,159,969	\$ 19,102,625	\$ 21,001,202	\$ 1,898,577	9.9%
Total of all Groups					
Salary/Fringes	102,467,936	114,174,660	119,555,965	5,381,305	4.7%
Outside Contracts	68,195,009	86,734,988	91,190,843	4,455,855	5.1%
Insurance	8,947,171	11,613,725	11,707,035	93,310	0.8%
MOU	64,400,781	71,542,969	70,705,982	(836,987)	-1.2%
Charges for County Services	1,062,636	1,453,401	1,389,539	(63,862)	-4.4%
Utilities	11,991,005	13,100,260	14,134,835	1,034,575	7.9%
Other Operating	12,515,955	19,345,033	18,974,837	(370,196)	-1.9%
Capital	2,685,697	10,337,104	6,772,452	(3,564,652)	-34.5%
Total	\$ 272,266,191	\$ 328,302,140	\$ 334,431,488	\$ 6,129,348	1.9%

Personnel by Group

Group	Adopted Budget FY 2016
Executive	19
Policy Advisement	44
Finance & Strategy	62
Operations	409
Public Safety & Security	101
Facilities Management	437
Administration	132
Business Retention & Development	39
Facilities Development	41
Total	1,284

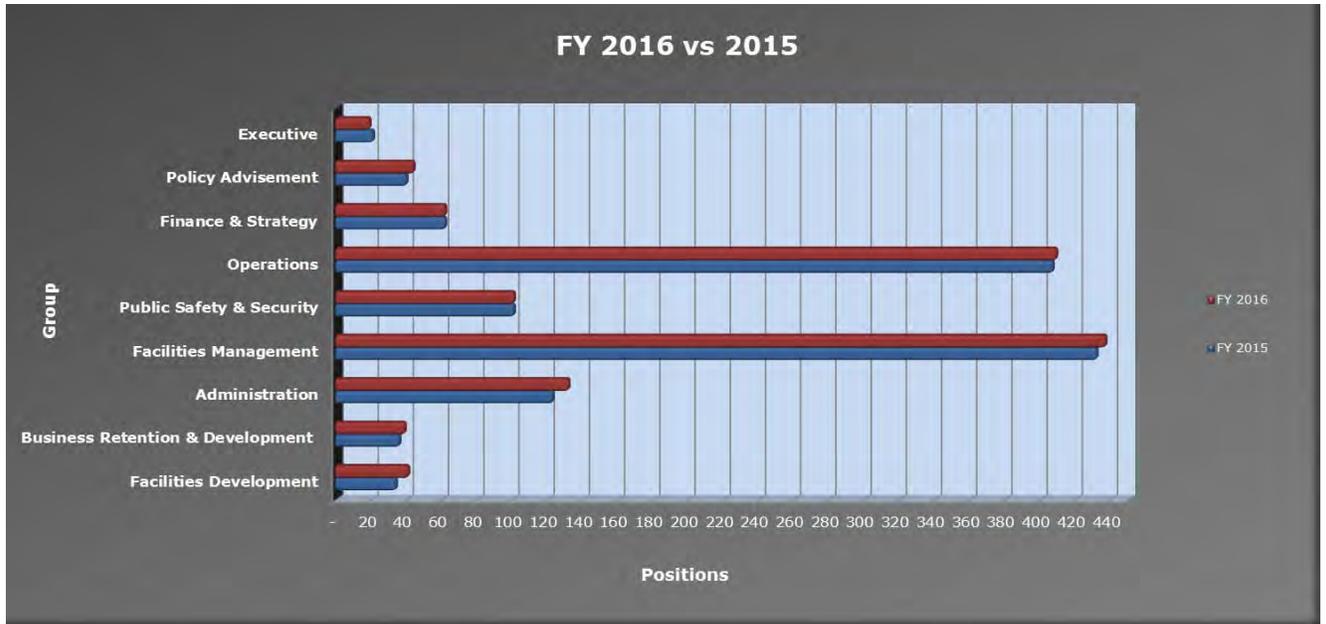


The chart above represents the budgeted positions by Group as a percentage of the total; The Group that comprises the majority of the positions is the Facilities Management Group with 34.0%.

Personnel Summary by Group

	<i>Actual FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Inc./(Dec) FY16 vs FY15</i>
Executive Group				
Executive	6	8	8	-
Legal	11	13	11	(2)
North Terminal Development	1	-	-	-
Total	18	21	19	(2)
Policy Advisement				
Governmental Affairs	4	4	4	-
Fine Arts & Cultural Affairs	2	2	2	-
Public & Customer Relations	6	8	12	4
Communications	9	5	4	(1)
Marketing	7	8	8	-
Professional Compliance	3	3	3	-
Protocol & International Affairs	10	10	11	1
Total	41	40	44	4
Finance & Strategy Group				
Finance & Strategy	5	5	5	-
Accounting	41	42	42	-
Capital Finance	-	1	1	-
Program Controls	6	5	6	1
Financial Planning & Performance Analysis	4	4	4	-
Cash Management	4	5	4	(1)
Total	60	62	62	-
Operations Group				
Operations	2	3	3	-
Airside Operations	95	99	99	-
Terminal Operations	146	150	150	-
Landside Operations	126	128	130	2
General Aviation Airports	23	22	22	-
Noise Abatement	5	5	5	-
Total	397	407	409	2
Public Safety & Security Group				
Police Services	-	-	-	-
Fire & Rescue	-	-	-	-
Security & Safety	82	101	101	-
Total	82	101	101	-
Facilities Management Group				
Facilities Management	10	12	13	1
Maintenance	405	420	424	4
Total	415	432	437	5
Administration Group				
Administration	3	3	3	-
Human Resources	21	24	27	3
Contracts Administration	6	7	9	2
Information Systems	56	56	60	4
Minority Affairs	8	8	8	-
Commodities Management	23	25	25	-
Total	117	123	132	9
Business Retention & Development Group				
Business Retention & Development	2	2	3	1
Real Estate Management & Development	19	23	25	2
Airport Concession Business Development	6	6	6	-
Communications, Hospitality, & Transportation Services	4	5	5	-
Total	31	36	39	3
Facilities Development Group				
Facilities Development	-	1	3	2
Facilities	-	9	13	4
Aviation Planning, Land-Use & Grants	9	9	11	2
Civil Environmental Engineering	14	15	14	(1)
Total	23	34	41	7
Department Total	1,184	1,256	1,284	28

Personnel Summary by Group (cont)



The chart above is a comparison by Group between the number of positions budgeted for in FY 2016 and FY 2015; the major change was in the Administration Group.

Personnel Changes by Group

Executive Group	Purpose
<p>Executive</p> <p>Transfer out - Special Projects Administrator 2 to Marketing Division and reclassified to an Aviation Trade Development Coordinator</p> <p>Transfer in - Airport Secretary from Marketing Division and reclassified to an Executive Secretary</p>	<p>Position transferred due to reorganization of staff</p> <p>Position transferred due to reorganization of staff</p>
<p>Legal</p> <p>Transfer out - Assistant County Attorney to Business Retention & Development Division and reclassified to a Special Projects Administrator 1 and Legal Secretary to Operations Division and reclassified to a Special Projects Administrator 1</p>	<p>Positions transferred due to reorganization of staff</p>
Policy Advisement Group	Purpose
<p>Public & Customer Relations</p> <p>Transfer in - Aviation Volunteer Information Program Coordinator from Maintenance Division</p> <p>New position - Sr. Social Media Specialist</p> <p>New position - Aviation Volunteer Information Program Coordinator</p> <p>New position - Airport Information & Program Specialist</p>	<p>Position transferred due to reorganization of staff</p> <p>To create social media content, post department responses, and new entries on all social media platforms such as Facebook, Twitter, Pinterest and YouTube; monitor all social media channels for MIA mentions or for other relevant content of marketing/PR value to MIA; track and measure social media analytic for trends and assist in adjusting campaigns and strategies accordingly; utilize social media listening tools such as Hootsuite to monitor all trends</p> <p>To work in the recruiting and directing of MIA volunteer ambassadors and implement strategies to sustain, develop, and grow efforts with volunteers and in the Department's Reward and Recognition programs</p> <p>To assist in carrying out the Department's initiatives in its Customer Service, Rewards and Recognition and Volunteer Ambassador efforts and provide passenger assistance especially to individuals filing complaints or in need of assistance at MIA</p>
<p>Communications</p> <p>Transfer out - Airport Secretary to Security & Safety Division and reclassified to an Administrative Secretary</p>	<p>Position transferred due to reorganization of staff</p>
<p>Marketing</p> <p>Transfer in - Special Projects Administrator 2 from Executive Division and reclassified to an Aviation Trade Development Coordinator and Administrative Secretary from Security & Safety Division and reclassified to an Aviation Trade Development Coordinator</p> <p>Transfer out - Airport Secretary to Executive Division and reclassified to an Executive Secretary and Aviation Trade Development Coordinator to Business Retention & Development</p>	<p>Positions transferred due to reorganization of staff</p> <p>Positions transferred due to reorganization of staff</p>
<p>Protocol & International Affairs</p> <p>New position - Airport Protocol Officer</p>	<p>To accommodate the added demands for service by the International Visitor Leadership Program (IVLP) participants</p>
Finance & Strategy Group	Purpose
<p>Program Controls</p> <p>Transfer in - Aviation Sr. Cost Manager from Operations Division</p>	<p>Position transferred due to reorganization of staff</p>
<p>Cash Management</p> <p>Transfer out - Airport Word Processing Operator 2 to Facilities Development Division and reclassified to a Special Projects Administrator 1</p>	<p>Position transferred due to reorganization of staff</p>
Operations Group	Purpose
<p>Operations</p> <p>Transfer out - Aviation Sr. Cost Manager to Program Controls Division</p> <p>Transfer in - Legal Secretary from Legal Division and reclassified to a Special Projects Administrator 1</p>	<p>Position transferred due to reorganization of staff</p> <p>Position transferred due to reorganization of staff</p>
<p>Landside Operations</p> <p>Transfer in - two Airport Maintenance Repairer from Maintenance Division and reclassified to an Airport Compliance Specialist</p>	<p>Positions transferred due to reorganization of staff</p>
Public Safety & Security Group	Purpose
<p>Security & Safety</p> <p>Transfer out - Administrative Secretary to Marketing Division and reclassified to an Aviation Trade Development Coordinator</p> <p>Transfer in - Airport Secretary from Communications Division and reclassified to an Administrative Secretary</p>	<p>Position transferred due to reorganization of staff</p> <p>Position transferred due to reorganization of staff</p>

Personnel Changes by Group (cont)

Facilities Management Group	Purpose
Facilities Management Transfer in - Executive Secretary from Business Retention & Development Division	Position transferred due to reorganization of staff
Maintenance Transfer out - Aviation Volunteer Information Program Coordinator to Public & Customer Relations Division Transfer out - two Airport Maintenance Repairer to Landside Division and reclassified to an Airport Compliance Specialist New position - Engineer 4 New positions - two Airport Building Systems Manager New positions - two Airport Equipment Operator 3 New positions - two Airport Maintenance Mechanic	Position transferred due to reorganization of staff Positions transferred due to reorganization of staff To manage engineering and construction projects that will be implemented by the Maintenance Construction and Contracts Section; assisting with the administration of the MCC 7040 Pilot Program; review design/engineering drawings for work performed by the Miscellaneous Construction Team (MCT) to ensure compliance with local building codes Ensures that all systems have the latest updates, software, and security patches; perform functional analysis and review of interfaces to ensure the compliance with the existing software and hardware; monitor network topologies across route networks to ensure that network design and configuration meets all requirements, tunes systems to achieve best performance; and performs recovery procedures after system failures To assist in the Terminal and General Aviation areas To assist in the Public Works section
Administration Group	Purpose
Human Resources New positions - three Aviation Administrative Trainee	One year rotational internship program that will provide individuals with the ability to obtain experience and engage in the day-to-day operations in the Miami-Dade Aviation Department as well as an opportunity to compete for employment with MDAD and other County departments
Contracts Administration New position - two Aviation Sr. Procurement Contract Officer	To process and manage MDAD contracts in a timely manner; the majority of the contracts are for concessions which generate revenue for the Department
Information Systems New positions - Network Manager 1, Aviation Production Support Analyst, and two Airport Systems Analyst/Programmer 1	To support the security infrastructure of MIA; to support the Systems and Operations area; to transition ERP temporary staff responsibilities to MDAD
Business Development Group	Purpose
Business Development Transfer out - Executive Secretary to Facilities Management Transfer in - Assistant County Attorney from Legal Division and reclassified to a Special Projects Administrator 1 and Aviation Trade Development Coordinator from Marketing Division	Position transferred due to reorganization of staff Positions transferred due to reorganization of staff
Real Estate Management & Development New positions - two Sr. Aviation Property Manager	To manage the increase of leasable square feet that resulted from the full operational opening of MIA North Terminal to serve American Airlines and other airlines which are members in The "One World Alliance" and will be re-located to North Terminaland to meet the increased and continued demand for terminal spaces as a result of several airlines that are planning to start operations at MIA in summer 2015 and beyond
Facilities Development Group	Purpose
Facilities Development Transfer in - Airport Word Processing Operator 2 from Cash Management Division and reclassified to a Special Projects Administrator 1 and Administrative Secretary from Civil Environmental Engineering Division	Positions transferred due to reorganization of staff
Facilities New positions - Engineer 3, Architect 3, and two Construction Manager 2	To assist in the design and construction of the Terminal Optimization Capital Improvement Program
Aviation Planning, Land-Use, & Grants New position - Grants Coordinator New position - Architect 3	To assist in administering and coordinating State, Federal, and TSA grants due to increase in volume of grants To develop facility requirements, flow analysis, layout alternatives, evaluation and preparation of Capital Improvement Programs, review of project designs, and management of A/E EDP consultants per the Definition Documents for the completion and implementation of the new Strategic Master Plan, and Central Terminal Redevelopment Program

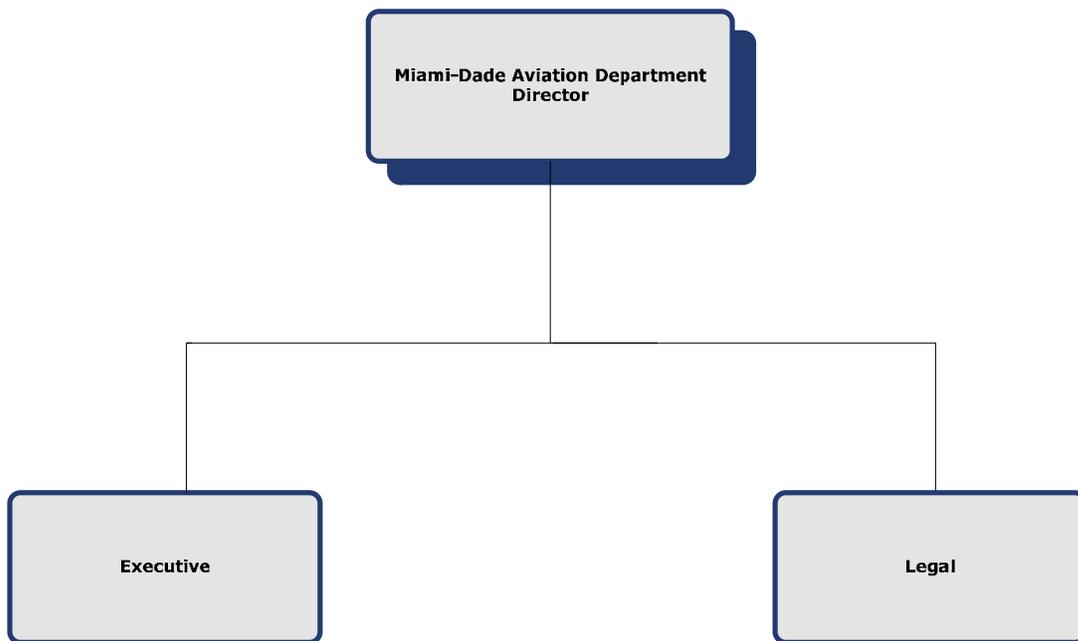


Executive Group

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, and Legal Divisions.

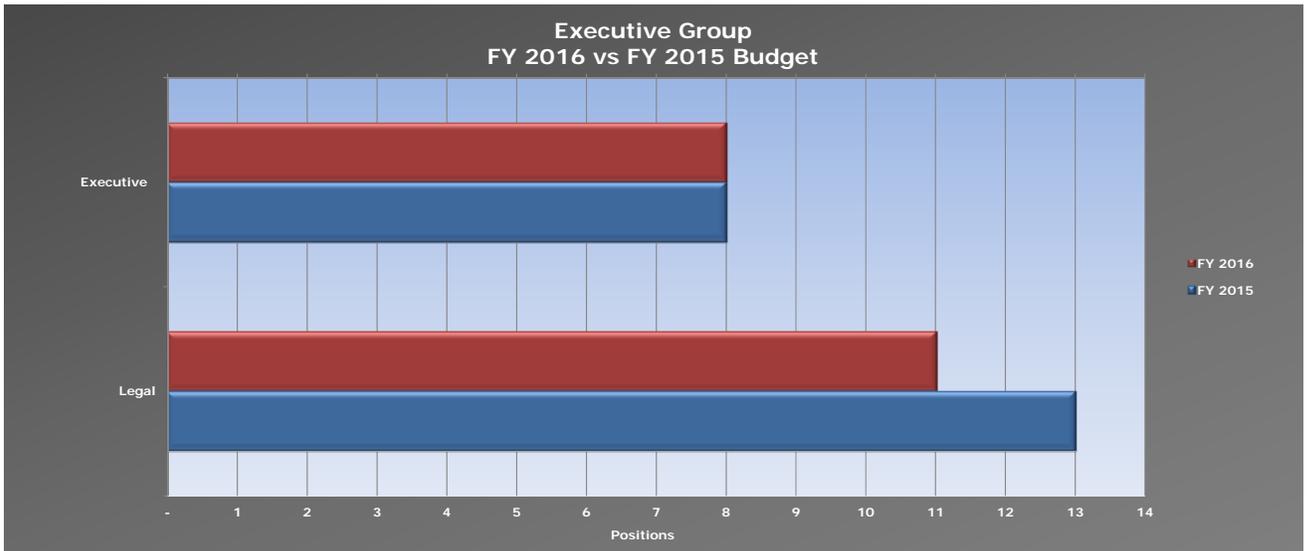
Organizational Structure



Total Positions	
14-15	15-16
21	19

Personnel Summary

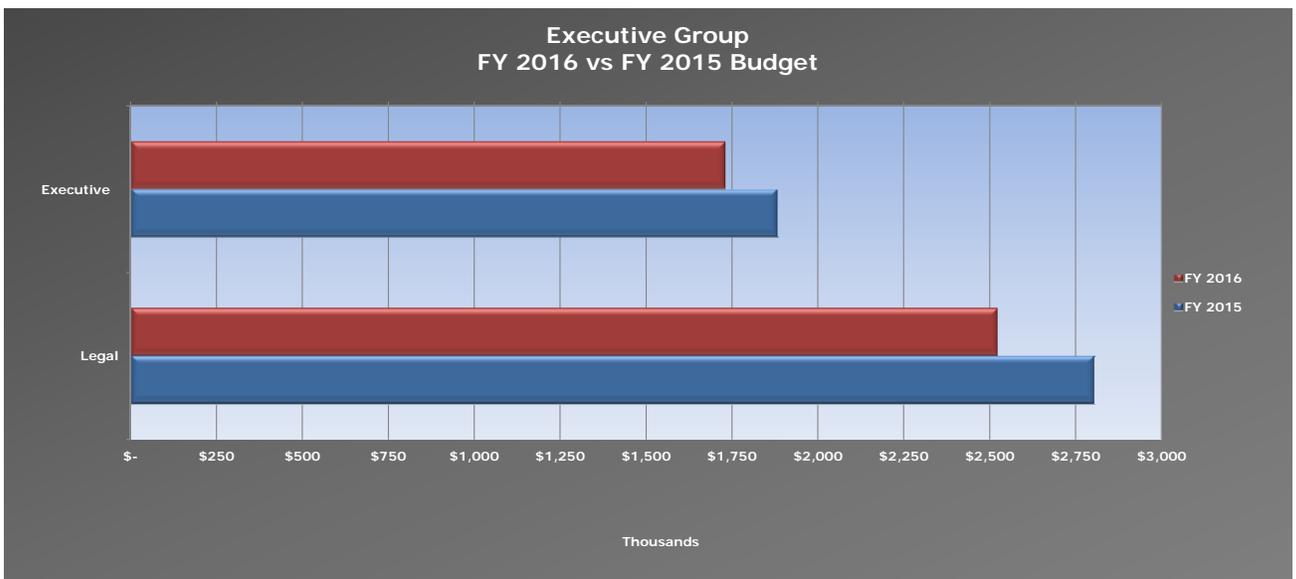
	<i>Actual FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Inc/(Dec) FY16 vs FY15</i>
Executive	6	8	8	-
Legal	11	13	11	(2)
North Terminal Development	1	-	-	-
Total	18	21	19	(2)



The chart above is a comparison between the FY 2016 and FY 2015 positions budgeted for the divisions in the Executive Group; overall there is a decrease in personnel for the Group, with the major decrease reflected in the Legal Division due to the reorganization of staff.

Expense Summary

	<i>Actual FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Inc/(Dec) FY 2016 vs FY 2015</i>	
				<i>\$</i>	<i>%</i>
Executive	\$ 1,515,073	\$ 1,880,020	\$ 1,727,299	\$ (152,721)	-8.1%
Legal	2,096,531	2,803,058	2,520,289	(282,769)	-10.1%
North Terminal Development	235,479	-	-	-	0.0%
Total	\$ 3,847,083	\$ 4,683,078	\$ 4,247,588	\$ (435,490)	-9.3%



The chart above is a comparison between the FY 2016 and FY 2015 budget for the divisions in the Executive Group; overall there is a decrease in expenses for the Group, with the major decrease reflected in the Legal Division.

Group Goal(s)/Performance Measures

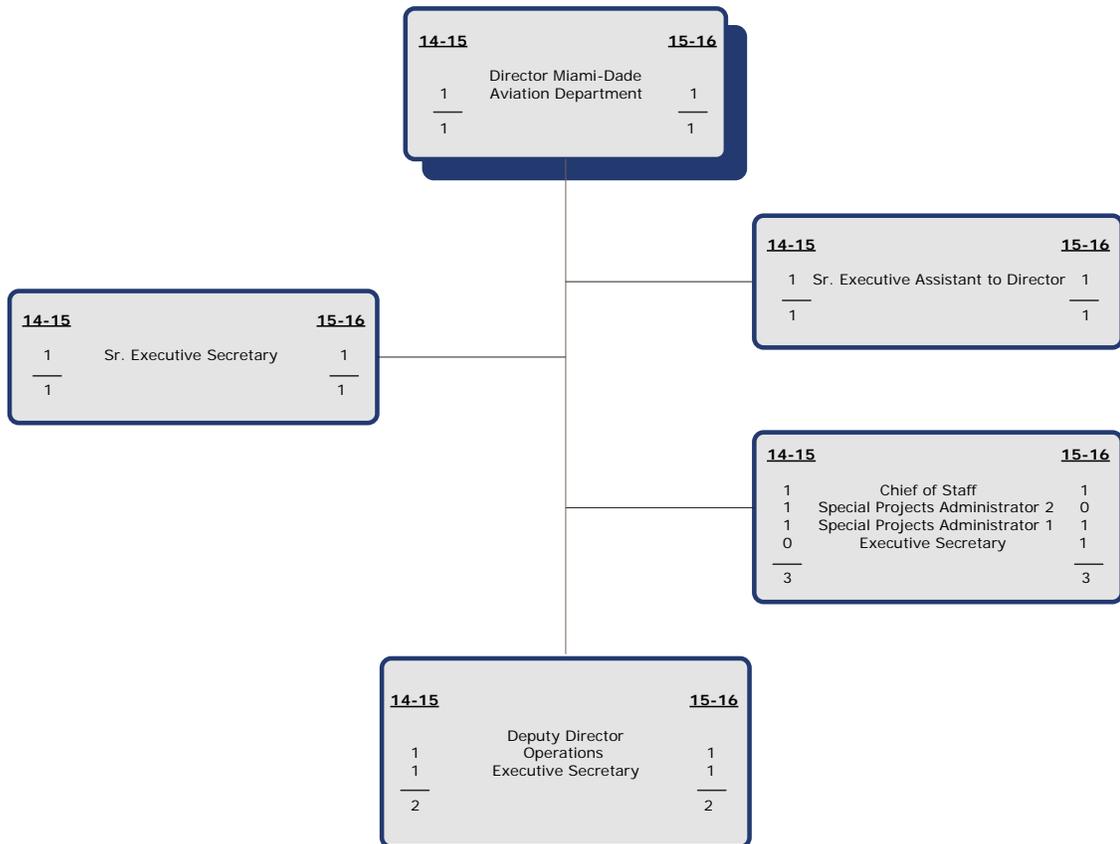
Non Applicable

Accomplishments for FY 2015

- Promoted MIA and the General Aviation Airports to potential business partners
- Projected a world-class image of Miami-Dade County to our valued passengers
- Protected our assets in a competitive marketplace
- Achieved a major aviation milestone by welcoming our 100th carrier
- Strengthened our community's connection to the world through new international airlines, passenger destinations, and trade routes

Executive

Organizational Structure



Total Positions	
14-15	15-16
8	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>Code</i>	<i>Occupational Title</i>	<i>Actual</i> <i>FY 2014</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2015</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2016</i>	<i>Inc/(Dec)</i> <i>FY16 vs FY15</i>
5197	Director Miami-Dade Aviation Department	1	1	1	-
5196	Deputy Director Miami-Dade Aviation Department	1	1	1	-
9979	Chief of Staff Senior Policy Advisor	1	1	1	-
1496	Senior Executive Assistant to Department Director	1	1	1	-
0832	Special Projects Administrator 2	-	1	-	(1)
0831	Special Projects Administrator 1	-	1	1	-
0096	Senior Executive Secretary	1	1	1	-
0095	Executive Secretary	1	1	2	1
	Total	6	8	8	-

Expense Summary

	<i>Actual</i> <i>FY 2014</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2015</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2016</i>	<i>Inc/(Dec)</i> <i>FY 2016 vs FY 2015</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 916,606	\$ 1,122,902	\$ 989,885	\$ (133,017)	-11.8%
Over-time	321	-	-	-	0.0%
Fringes	214,064	306,668	245,564	(61,104)	-19.9%
Total Salary/Fringes	\$ 1,130,991	\$ 1,429,570	\$ 1,235,449	\$ (194,121)	-13.6%
Outside Contracts	56,023	55,200	69,700	14,500	26.3%
MOU	328,059	-	422,150	422,150	100.0%
Other Operating	-	395,250	-	(395,250)	-100.0%
Capital	-	-	-	-	0.0%
Total	\$ 1,515,073	\$ 1,880,020	\$ 1,727,299	\$ (152,721)	-8.1%

Major Drivers

FY 2014-15 Budget	\$ 1,880,020
Proposed personnel costs	
Salary/Fringe Adjustments	(194,121)
Proposed variance in personnel costs	<u>1,685,899</u>
Outside Contract Services	
Increase in management consulting services, outside printing, and catering expenses provided by Hotel & Host Marriott for meetings	24,500
Decrease in outside contractual services	(10,000)
Other Operating	
Increase in auto expense and parking reimbursement, travel, registration fees, educational seminars, and miscellaneous general & administrative expenses	27,900
Decrease in uniforms	<u>(1,000)</u>
FY 2015-16 Budget	<u>\$ 1,727,299</u>

Legal

Organizational Structure

<u>14-15</u>		<u>15-16</u>
2	Assistant County Attorney 3	2
<hr/>		<hr/>
2		2

<u>14-15</u>		<u>15-16</u>
5	Assistant County Attorney 2	4
<hr/>		<hr/>
5		4

<u>14-15</u>		<u>15-16</u>
4	Paralegal Specialist	4
2	Legal Secretary	1
<hr/>		<hr/>
6		5

Total Positions	
<u>14-15</u>	<u>15-16</u>
13	11

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 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Inc/(Dec) FY16 vs FY15</i>
8554	Assistant County Attorney 3	2	2	2	-
8552	Assistant County Attorney 2	4	5	4	(1)
8520	Paralegal Specialist	4	4	4	-
8522	Legal Secretary	1	2	1	(1)
Total		11	13	11	(2)

Expense Summary

	<i>Actual FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Inc/(Dec) FY 2016 vs FY 2015</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 1,504,880	\$ 1,836,472	\$ 1,652,120	\$ (184,352)	-10.0%
Over-time	-	-	-	-	0.0%
Fringes	283,389	372,056	301,486	(70,570)	-19.0%
Total Salary/Fringes	\$ 1,788,269	\$ 2,208,528	\$ 1,953,606	\$ (254,922)	-11.5%
Outside Contracts	275,283	522,030	494,183	(27,847)	-5.3%
MOU	-	-	-	-	0.0%
Other Operating	32,979	72,500	72,500	-	0.0%
Capital	-	-	-	-	0.0%
Total	2,096,531	2,803,058	2,520,289	(282,769)	-10.1%

Major Drivers

FY 2014-15 Budget	\$ 2,803,058
Proposed personnel costs	
Salary/Fringe Adjustments	<u>(254,922)</u>
Proposed variance in personnel costs	2,548,136
Outside Contract Services	
Decrease in litigation expenses	<u>(27,847)</u>
FY 2015-16 Budget	<u><u>\$ 2,520,289</u></u>

North Terminal Development

Organizational Structure

This division merged with the Facilities Division

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 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Inc/(Dec) FY16 vs FY15</i>
5176	Chief MIA North Terminal Development	1	-	-	-
Total		1	-	-	-

Expense Summary

	<i>Actual FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Inc/(Dec) FY 2016 vs FY 2015</i>	
				\$	%
Salary/Fringes					
Regular	\$ 129,599	\$ -	\$ -	\$ -	0.0%
Over-time	-	-	-	-	0.0%
Fringes	17,512	-	-	-	0.0%
Total Salary/Fringes	\$ 147,111	\$ -	\$ -	\$ -	0.0%
Outside Contracts	86,288	-	-	-	0.0%
Other Operating	2,081	-	-	-	0.0%
Capital	-	-	-	-	0.0%
Total	\$ 235,479	\$ -	\$ -	\$ -	0.0%

Major Drivers

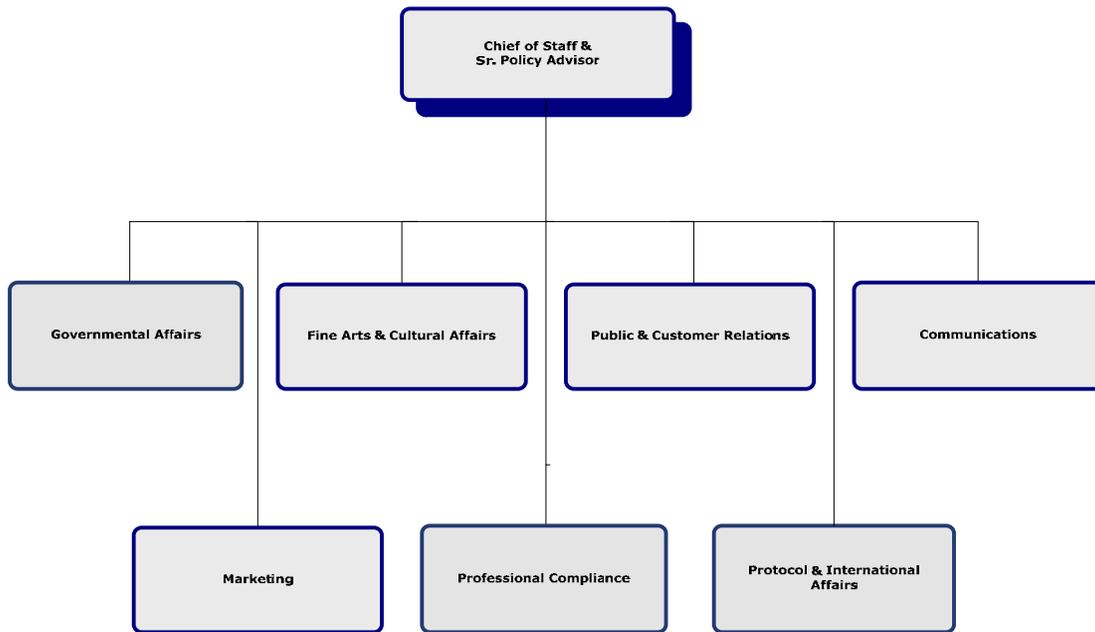
This division merged with the Facilities Division

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, plans and coordinates air carrier route development and route maintenance, 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, Marketing, Professional Compliance, and Protocol & International Affairs Divisions.

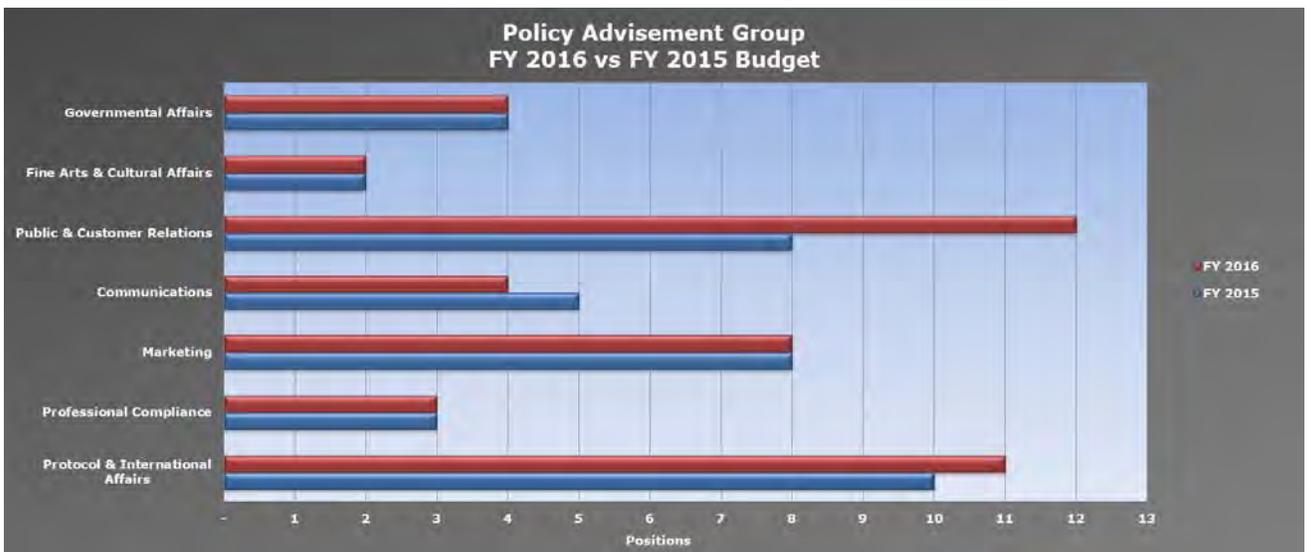
Organizational Structure



Total Positions	
14-15	15-16
40	44

Personnel Summary

	<i>Actual FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Inc/(Dec) FY16 vs FY15</i>
Governmental Affairs	4	4	4	-
Fine Arts & Cultural Affairs	2	2	2	-
Public & Customer Relations	6	8	12	4
Communications	9	5	4	(1)
Marketing	7	8	8	-
Professional Compliance	3	3	3	-
Protocol & International Affairs	10	10	11	1
Total	41	40	44	4



The chart above is a comparison between the FY 2016 and FY 2015 positions budgeted for the divisions in the Policy Advisement Group; overall there is an increase in personnel for the Group, with the major increase reflected in the Public & Customer Relations Division due to the reorganization and addition of staff.

Expense Summary

	<i>Actual</i> <i>FY 2014</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2015</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2016</i>	<i>Inc/(Dec)</i> <i>FY 2016 vs FY 2015</i>	
				\$	%
Governmental Affairs	408,678	446,482	457,755	11,273	2.5%
Fine Arts & Cultural Affairs	516,369	902,637	987,803	85,166	9.4%
Public & Customer Relations	421,184	1,772,932	2,046,290	273,358	15.4%
Communications	1,102,692	665,573	614,606	(50,967)	-7.7%
Marketing	1,371,810	1,528,494	1,736,042	207,548	13.6%
Professional Compliance	1,065,819	1,331,294	1,305,091	(26,203)	-2.0%
Protocol & International Affairs	847,654	1,017,403	1,056,135	38,732	3.8%
Total	\$ 5,734,207	\$ 7,664,815	\$ 8,203,722	\$ 538,907	7.0%

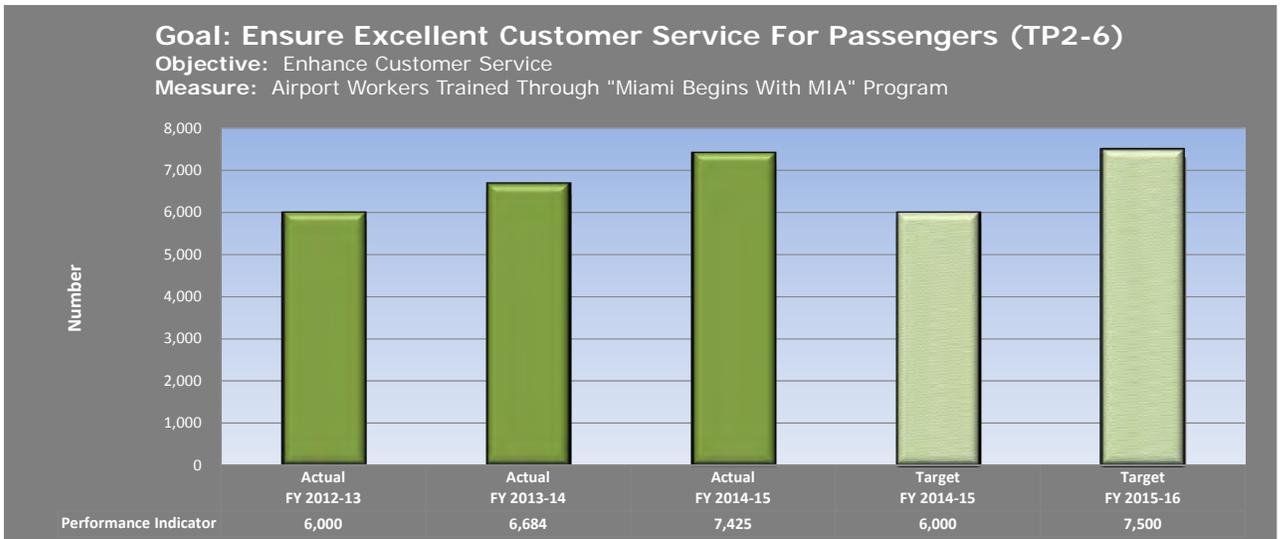


The chart above is a comparison between the FY 2016 and FY 2015 budget for the divisions in the Policy Advisement Group; overall there is an increase in expenses for the Group, with the major increase reflected in Public & Customer Relations Division.

Group Goal(s)/Performance Measures



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 FY2014-15 the actual was below 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 FY2014-15 the actual exceeded the target.

Accomplishments for FY 2015

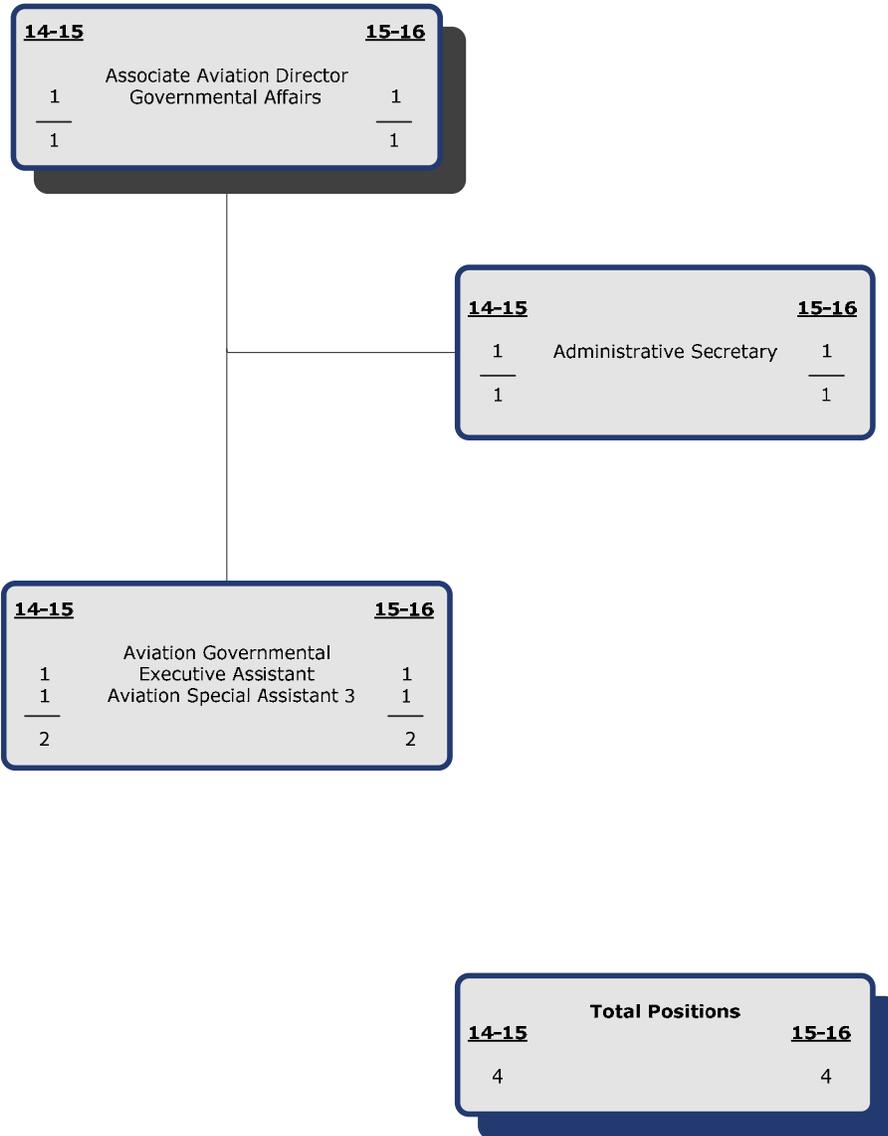
- Processed and briefed the Mayor's office, commissioners and staff on agenda items which were successfully adopted in the best interest of the Department/County which included legislation impacting the Capital Improvement Program
- Provided strong leadership in industry coalitions including ACI-NA, 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
- 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
- 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

Accomplishments for FY 2015 (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 Code</i>	<i>Occupational Title</i>	<i>Actual FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Inc/(Dec) FY16 vs FY15</i>
5147	Associate Avia Dir Governmental Affairs	1	1	1	-
5236	Aviation Governmental Executive Asst	1	1	1	-
5139	Aviation Special Assistant 3	1	1	1	-
0094	Administrative Secretary	1	1	1	-
	Total	4	4	4	-

Expense Summary

	<i>Actual FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Inc/(Dec) FY 2016 vs FY 2015</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 315,061	\$ 314,785	\$ 337,403	\$ 22,618	7.2%
Over-time	294	500	500	-	0.0%
Fringes	80,839	88,697	87,652	(1,045)	-1.2%
Total Salary/Fringes	\$ 396,194	\$ 403,982	\$ 425,555	\$ 21,573	5.3%
Outside Contracts	-	1,000	500	(500)	-50.0%
MOU	-	3,000	1,000	(2,000)	-66.7%
Other Operating	12,484	28,500	20,700	(7,800)	-27.4%
Capital	-	10,000	10,000	-	0.0%
Total	\$ 408,678	\$ 446,482	\$ 457,755	\$ 11,273	2.5%

Major Drivers

FY 2014-15 Budget	\$ 446,482
Proposed personnel costs	
Salary/Fringe Adjustments	21,573
Proposed variance in personnel costs	<u>468,055</u>
Outside Contract Services	
Decrease in catering services provided by Hotel, Top, Host Marriott for meetings	(500)
MOU	
Decrease in GSA charges for printing and reproduction	(2,000)
Other Operating	
Increase in publications, auto expense and parking reimbursement and office supplies	4,000
Decrease in travel, registration fees, and miscellaneous general & administrative expenses	(11,800)
FY 2015-16 Budget	<u>\$ 457,755</u>

Fine Arts & Cultural Affairs

Organizational Structure

<u>14-15</u>		<u>15-16</u>
1	Manager Airport Fine Arts & Cultural Affairs	1
<hr/>		<hr/>
1		1

<u>14-15</u>		<u>15-16</u>
1	Airport Public Art & Community Outreach Coordinator	1
<hr/>		<hr/>
1		1

<u>14-15</u>	Total Positions	<u>15-16</u>
2		2

Mission Statement

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

Responsibilities

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

Personnel Summary

<i>OCC</i> <i>Code</i>	<i>Occupational Title</i>	<i>Actual</i> <i>FY 2014</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2015</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2016</i>	<i>Inc/(Dec)</i> <i>FY16 vs FY15</i>
5023	Manager Airport Fine Arts & Cultural Affairs	1	1	1	-
0812	Airport Public Art & Community Outreach Coord	1	1	1	-
Total		2	2	2	-

Expense Summary

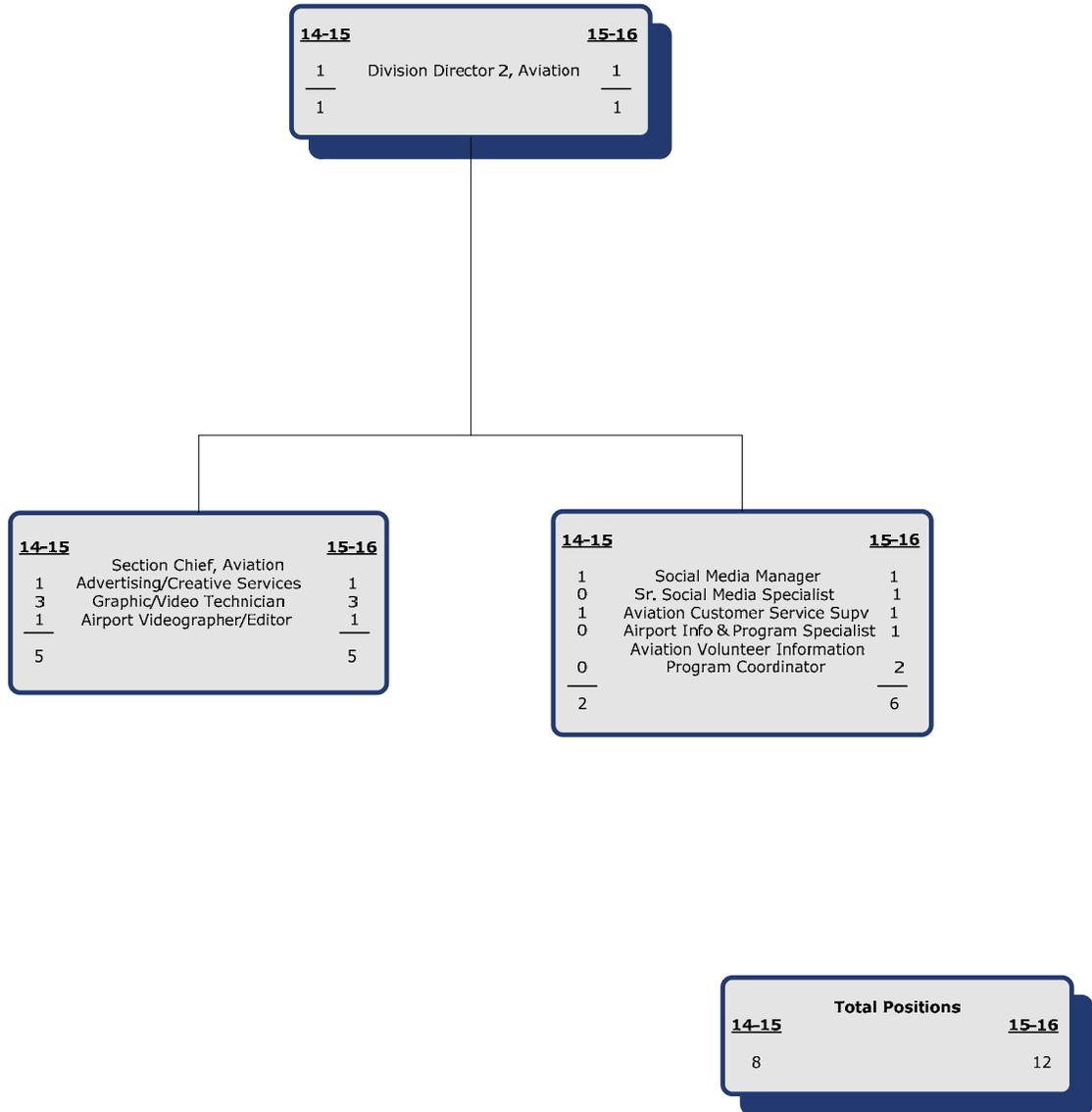
	<i>Actual</i> <i>FY 2014</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2015</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2016</i>	<i>Inc/(Dec)</i> <i>FY 2016 vs FY 2015</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 154,760	\$ 188,218	\$ 191,630	\$ 3,412	1.8%
Over-time	-	-	-	-	0.0%
Fringes	39,613	48,453	41,800	(6,653)	-13.7%
Total Salary/Fringes	\$ 194,373	\$ 236,671	\$ 233,430	\$ (3,241)	-1.4%
Outside Contracts	59,293	42,000	72,000	30,000	71.4%
MOU	-	447,866	416,673	(31,193)	-7.0%
Other Operating	69,015	74,100	83,700	9,600	13.0%
Capital	193,688	102,000	182,000	80,000	78.4%
Total	\$ 516,369	\$ 902,637	\$ 987,803	\$ 85,166	9.4%

Major Drivers

FY 2014-15 Budget	\$ 902,637
Proposed personnel costs	
Salary/Fringe Adjustments	(3,241)
Proposed variance in personnel costs	<u>899,396</u>
Outside Contract Services	
Increase in outside printing	30,000
MOU	
Decrease for services provided by Art in Public Places	(31,193)
Other Operating	
Increase in moving expense, light bulbs, paint, and building materials	9,600
Capital	
Increase for equipment and furniture	<u>80,000</u>
FY 2015-16 Budget	<u>\$ 987,803</u>

Public & Customer Relations

Organizational Structure



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 Code</i>	<i>Occupational Title</i>	<i>Actual FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Inc/(Dec) FY16 vs FY15</i>
5054	Division Director 2, Aviation	1	1	1	-
0832	Social Media Manager	-	1	1	-
0844	Sr. Social Media Specialist	-	-	1	1
5016	Section Chief Aviation	-	1	1	-
5207	Aviation Customer Service Supervisor	1	1	1	-
5251	Aviation Volunteer Information Program Coord	-	-	2	2
5362	Airport Information & Program Specialist	-	-	1	1
5225	Airport Videographer/Editor	1	1	1	-
5384	Airport Graphic/Video Technician	3	3	3	-
	Total	6	8	12	4

Expense Summary

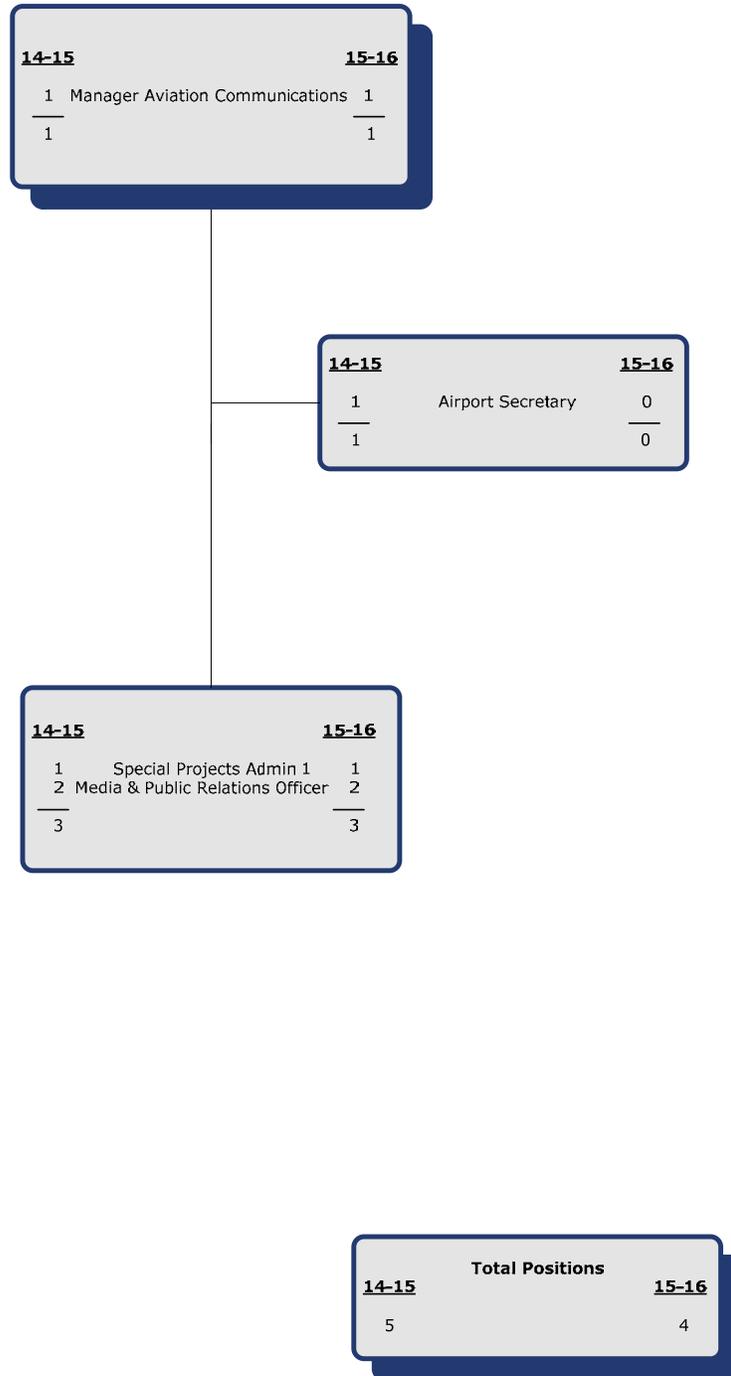
	<i>Actual FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Inc/(Dec) FY 2016 vs FY 2015</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 337,936	\$ 656,979	\$ 954,524	\$ 297,545	45.3%
Over-time	493	6,250	6,250	-	0.0%
Fringes	81,836	187,365	271,378	84,013	44.8%
Total Salary/Fringes	\$ 420,265	\$ 850,594	\$ 1,232,152	\$ 381,558	44.9%
Outside Contracts	919	474,746	431,546	(43,200)	-9.1%
MOU	-	100,000	100,000	-	0.0%
Other Operating	-	334,592	267,592	(67,000)	-20.0%
Capital	-	13,000	15,000	2,000	15.4%
Total	\$ 421,184	\$ 1,772,932	\$ 2,046,290	\$ 273,358	15.4%

Major Drivers

FY 2014-15 Budget	\$ 1,772,932
Proposed personnel costs	
Salary/Fringe Adjustments	381,558
Proposed variance in personnel costs	<u>2,154,490</u>
Outside Contract Services	
Decrease in magazine advertising	(43,200)
Other Operating	
Increase in photographic services	153,000
Decrease in miscellaneous supplies	(220,000)
Capital	
Increase for computer equipment	<u>2,000</u>
FY 2015-16 Budget	<u>\$ 2,046,290</u>

Communications

Organizational Structure



Mission Statement

The mission of the Communications Division is to project MIA and the Miami-Dade Aviation Department to its external and internal customers as a world-class airport focused on capital improvements, customer service excellence, and 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 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Inc/(Dec) FY16 vs FY15</i>
5182	Assistant Aviation Director Public Safety & Security	1	-	-	-
5130	Manager Aviation Communications	1	1	1	-
0831	Special Projects Administrator 1	2	1	1	-
0842	Media & Public Relations Officer	2	2	2	-
0013	Clerk 4	1	-	-	-
0095	Executive Secretary	1	-	-	-
5310	Airport Secretary	1	1	-	(1)
Total		9	5	4	(1)

Expense Summary

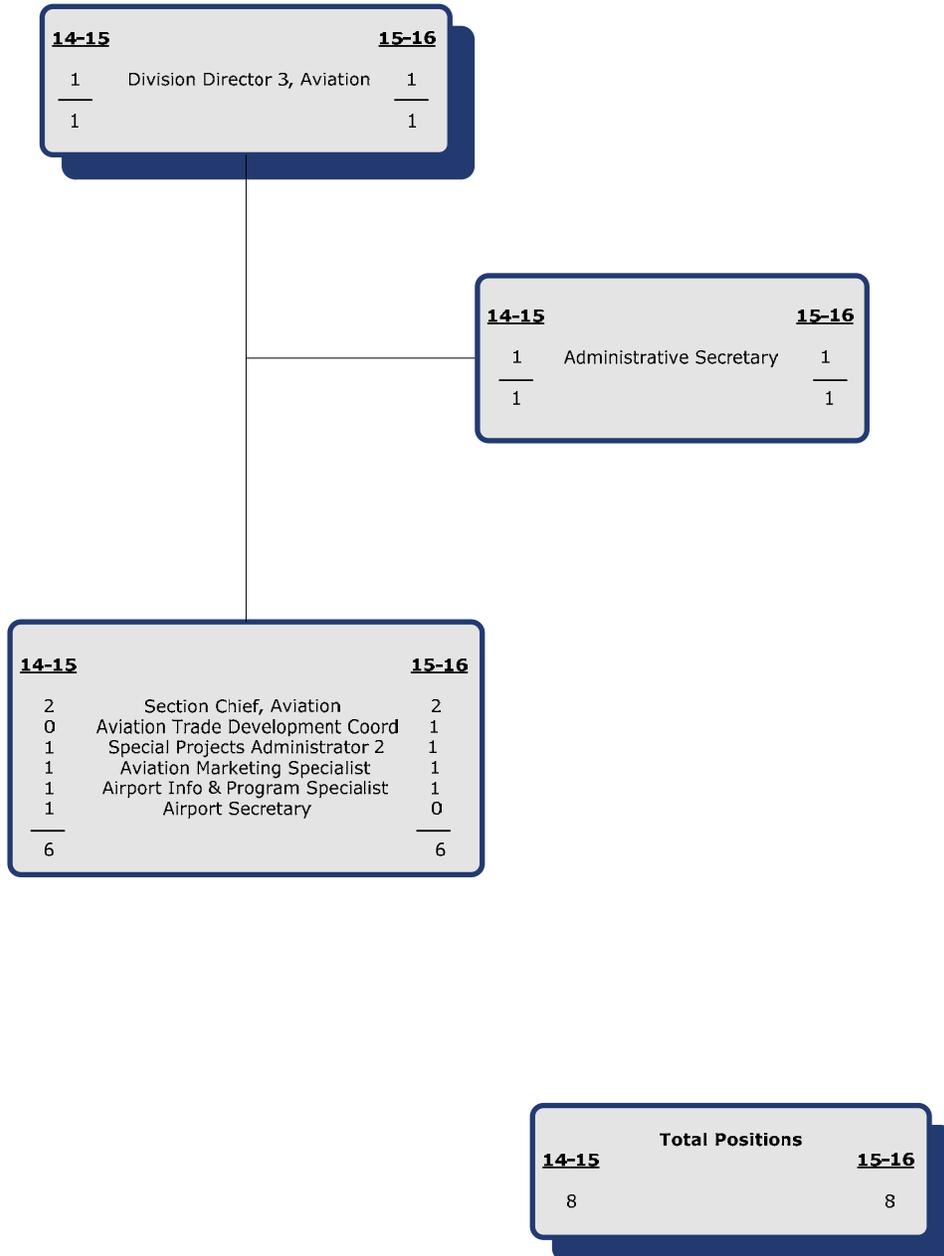
	<i>Actual FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Inc/(Dec) FY 2016 vs FY 2015</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 763,620	\$ 390,478	\$ 345,653	\$ (44,825)	-11.5%
Over-time	149	1,000	500	(500)	-50.0%
Fringes	189,386	109,645	82,903	(26,742)	-24.4%
Total Salary/Fringes	\$ 953,156	\$ 501,123	\$ 429,056	\$ (72,067)	-14.4%
Outside Contracts	17,594	55,500	46,500	(9,000)	-16.2%
MOU	111,380	90,000	120,000	30,000	33.3%
Other Operating	20,561	18,950	19,050	100	0.5%
Capital	-	-	-	-	0.0%
Total	\$ 1,102,692	\$ 665,573	\$ 614,606	\$ (50,967)	-7.7%

Major Drivers

FY 2014-15 Budget	\$ 665,573
Proposed personnel costs	
Salary/Fringe Adjustments	(71,567)
Decrease in over-time	(500)
Proposed variance in personnel costs	<u>593,506</u>
Outside Contract Services	
Decrease in airport related promotion	(9,000)
MOU	
Increase for services provided by Community Information & Outreach (CIO) Department	30,000
Other Operating	
Increase in uniforms and shoes	100
FY 2015-16 Budget	<u><u>\$ 614,606</u></u>

Marketing

Organizational Structure



Mission Statement

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

Responsibilities

- Formulating and implementing an international air service plan to develop new international passenger and cargo routes that will diversify MIA's route network
- Monitoring and seeking opportunities for expansion of present passenger and cargo route structure
- Formulating and implementing a domestic air service plan to develop low-cost air carrier service from key U.S. markets
- Promoting MIA at industry trade shows for business development
- Performing extensive industry and passenger/cargo research and analysis
- Conducting advertising, media-buying and advertorial development in industry publications in support of air service and business development efforts
- Coordinating the 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 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Inc/(Dec) FY16 vs FY15</i>
5148	Division Director 3, Aviation	1	1	1	-
5016	Section Chief Aviation	2	2	2	-
5235	Aviation Trade Development Coordinator	-	-	1	1
5234	Aviation Marketing Specialist	1	1	1	-
0832	Special Projects Administrator 2	1	1	1	-
5362	Airport Information & Program Specialist	1	1	1	-
0094	Administrative Secretary	1	1	1	-
5310	Airport Secretary	-	1	-	(1)
	Total	7	8	8	-

Expense Summary

	<i>Actual FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Inc/(Dec) FY 2016 vs FY 2015</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 632,544	\$ 657,313	\$ 740,730	\$ 83,417	12.7%
Over-time	900	250	3,000	2,750	1100.0%
Fringes	144,491	178,036	182,992	4,956	2.8%
Total Salary/Fringes	\$ 777,935	\$ 835,599	\$ 926,722	\$ 91,123	10.9%
Outside Contracts	467,843	589,550	696,200	106,650	18.1%
MOU	98,513	-	-	-	0.0%
Other Operating	23,721	103,345	113,120	9,775	9.5%
Capital	3,797	-	-	-	0.0%
Total	\$ 1,371,810	\$ 1,528,494	\$ 1,736,042	\$ 207,548	13.6%

Major Drivers

FY 2014-15 Budget	\$ 1,528,494
Proposed personnel costs	
Salary/Fringe Adjustments	88,373
Increase in over-time	2,750
	<hr/>
Proposed variance in personnel costs	1,619,617
Outside Contract Services	
Increase in consulting services, outside printing, and promotional items	124,250
Decrease in freight/delivery charges, catering services provided by Hotel, Top, Host Marriott for meetings, promotional funding per Administrative Order 7-32, and magazine advertising	(17,600)
Other Operating	
Increase in auto expense and parking reimbursement, travel, registration fees, and office supplies	9,775
	<hr/>
FY 2015-16 Budget	<u><u>\$ 1,736,042</u></u>

Professional Compliance

Organizational Structure

<u>14-15</u>		<u>15-16</u>
<u>1</u>	Division Director 2, Aviation	<u>1</u>
1		1

<u>14-15</u>		<u>15-16</u>
<u>2</u>	Special Projects Administrator 2	<u>2</u>
2		2

<u>14-15</u>	Total Positions	<u>15-16</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 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Inc/(Dec) FY16 vs FY15</i>
5054	Division Director 2, Aviation	1	1	1	-
0832	Special Projects Administrator 2	2	2	2	-
Total		3	3	3	-

Expense Summary

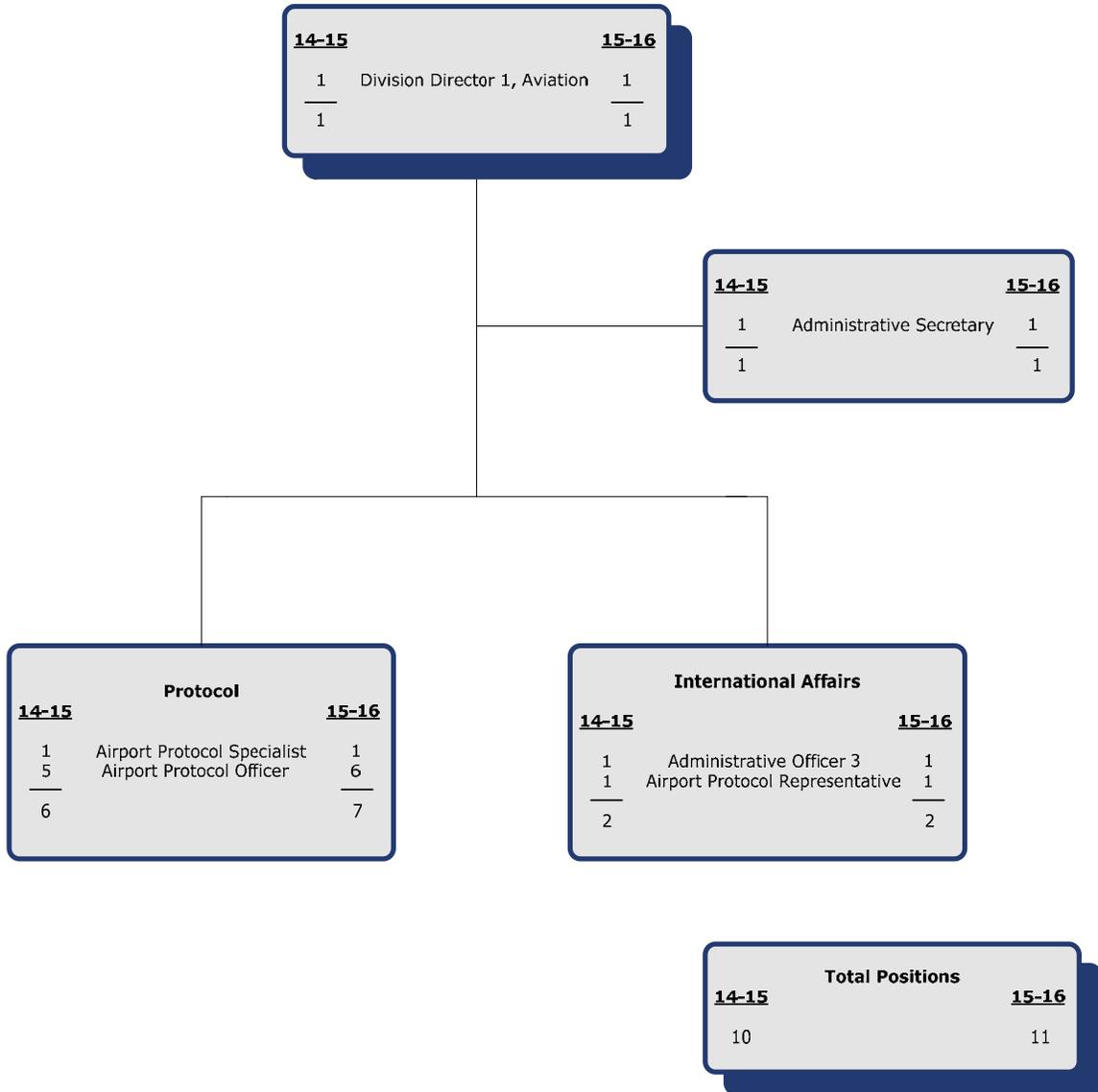
	<i>Actual FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Inc/(Dec) FY 2016 vs FY 2015</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 303,269	\$ 302,121	\$ 321,189	\$ 19,068	6.3%
Over-time	-	-	-	-	0.0%
Fringes	64,803	76,523	75,252	(1,271)	-1.7%
Total Salary/Fringes	\$ 368,072	\$ 378,644	\$ 396,441	\$ 17,797	4.7%
Outside Contracts	-	50,000	50,000	-	0.0%
MOU	692,828	890,000	840,000	(50,000)	-5.6%
Other Operating	4,919	12,650	13,650	1,000	7.9%
Capital	-	-	5,000	5,000	100.0%
Total	\$ 1,065,819	\$ 1,331,294	\$ 1,305,091	\$ (26,203)	-2.0%

Major Drivers

FY 2014-15 Budget	\$ 1,331,294
Proposed personnel costs	
Salary/Fringe Adjustments	17,797
Proposed variance in personnel costs	1,349,091
MOU	
Decrease for services provided by Audit & Management Services Department	(50,000)
Other Operating	
Increase in travel expense	1,000
Capital	
Increase for office furniture and equipment	5,000
FY 2015-16 Budget	\$ (44,000)
	\$ 1,305,091

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 Code</i>	<i>Occupational Title</i>	<i>Actual FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Inc/(Dec) FY16 vs FY15</i>
5039	Division Director 1, Aviation	1	1	1	-
0812	Administrative Officer 3	1	1	1	-
5361	Aviation Protocol Specialist	1	1	1	-
5363	Airport Protocol Representative	1	1	1	-
5360	Airport Protocol Officer	5	5	6	1
0094	Administrative Secretary	1	1	1	-
Total		10	10	11	1

Expense Summary

	<i>Actual FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Inc/(Dec) FY 2016 vs FY 2015</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 656,255	\$ 707,724	\$ 743,652	\$ 35,928	5.1%
Over-time	10,875	20,000	20,000	-	0.0%
Fringes	166,422	227,954	228,458	504	0.2%
Total Salary/Fringes	\$ 833,552	\$ 955,678	\$ 992,110	\$ 36,432	3.8%
Outside Contracts	2,846	21,600	25,100	3,500	16.2%
Other Operating	11,256	40,125	35,925	(4,200)	-10.5%
Capital	-	-	3,000	3,000	100.0%
Total	\$ 847,654	\$ 1,017,403	\$ 1,056,135	\$ 38,732	3.8%

Major Drivers

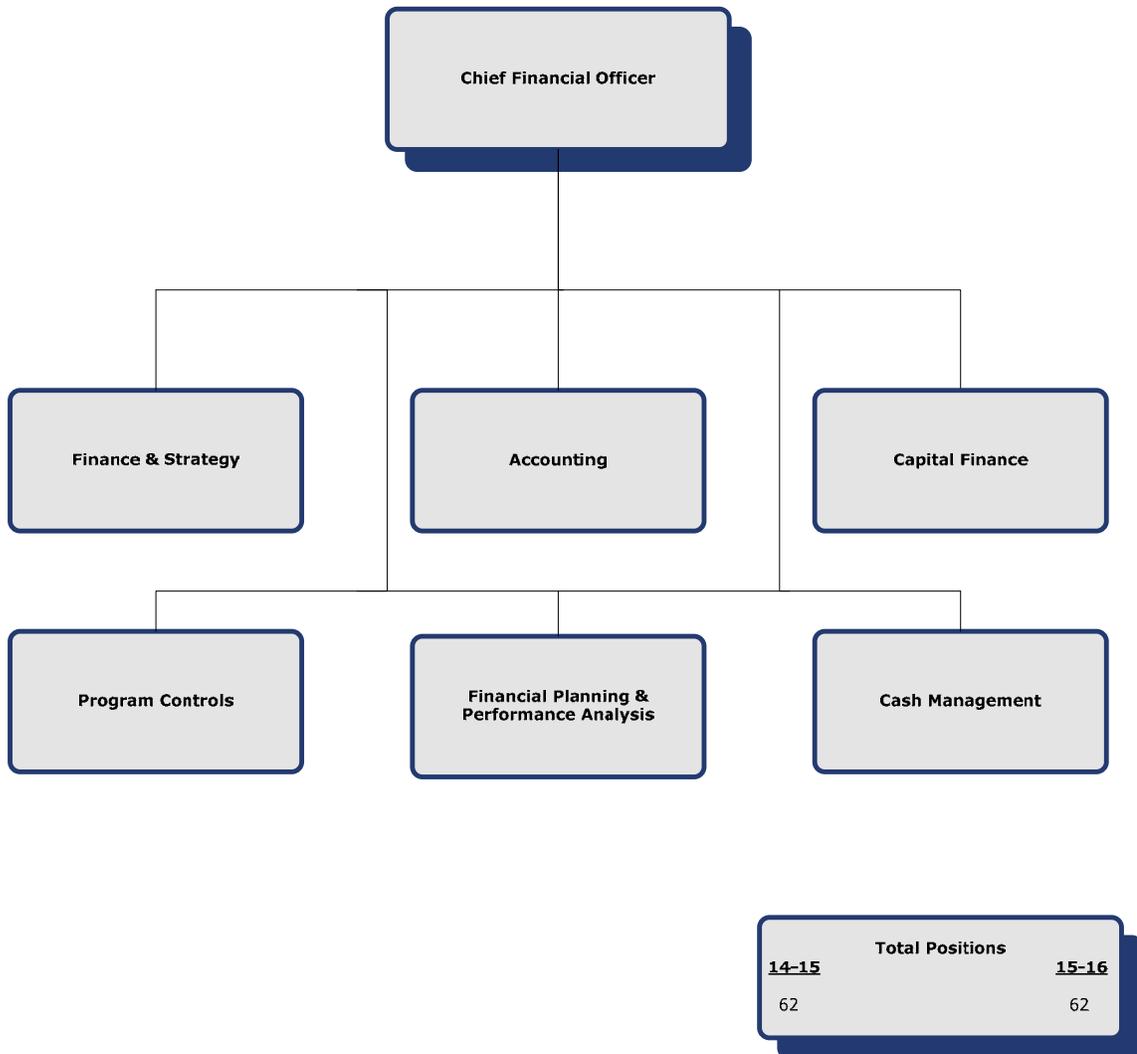
FY 2014-15 Budget	\$ 1,017,403
Proposed personnel costs	
Salary/Fringe Adjustments	36,432
Proposed variance in personnel costs	<u>1,053,835</u>
Outside Contract Services	
Increase in other outside contract services	3,500
Other Operating	
Increase in other repair and maintenance supplies and office supplies	9,000
Decrease in VIP Consular Lounge and miscellaneous operating supplies	(13,200)
Capital	
Increase for art work	<u>3,000</u>
FY 2015-16 Budget	<u><u>\$ 1,056,135</u></u>

Finance & Strategy Group

Overview

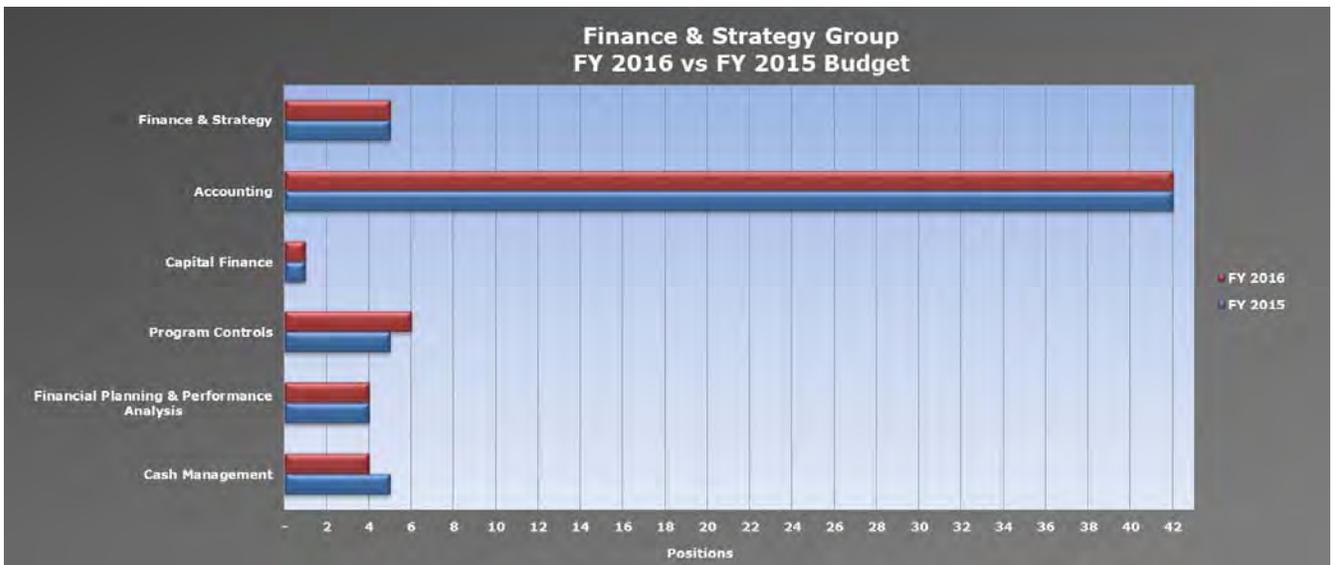
The Finance & Strategy Group oversees accounting and financial services, development and monitoring of the operating and capital budgets, and development and monitoring of the Department's business plan. The Group consists of the Finance & Strategy, Accounting, Capital Finance, Program Controls, Financial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

Organizational Structure



Personnel Summary

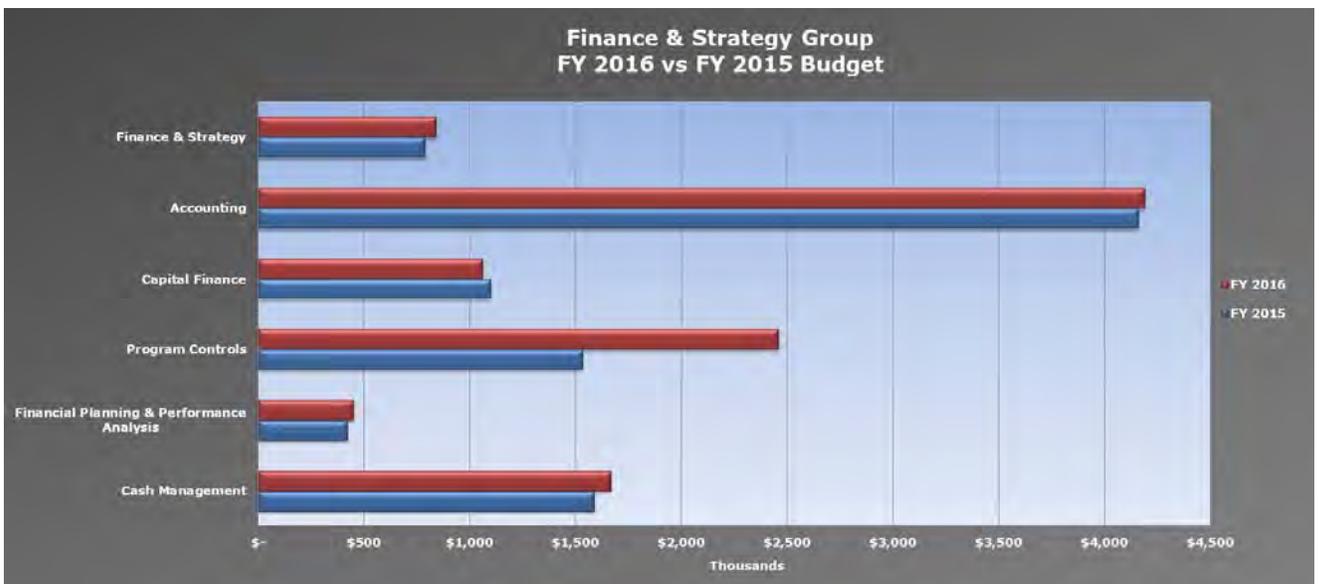
	<i>Actual FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Inc/(Dec) FY16 vs FY15</i>
Finance & Strategy	5	5	5	-
Accounting	41	42	42	-
Capital Finance	-	1	1	-
Program Controls	6	5	6	1
Financial Planning & Performance Analysis	4	4	4	-
Cash Management	4	5	4	(1)
Total	60	62	62	-



The chart above is a comparison between the FY 2016 and FY 2015 positions budgeted for the divisions in the Finance & Strategy Group; there was no change in personnel for the Group.

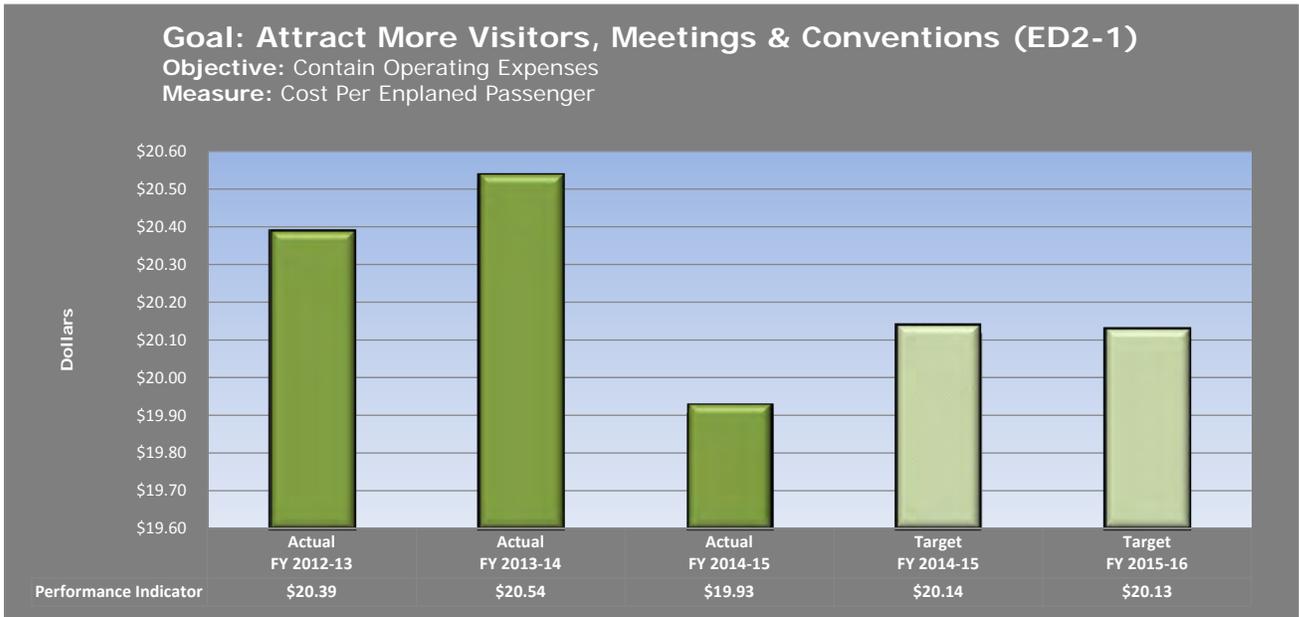
Expense Summary

	<i>Actual FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Inc/(Dec) FY 2016 vs FY 2015</i>	
				<i>\$</i>	<i>%</i>
Finance & Strategy	\$ 761,003	\$ 791,200	\$ 842,977	\$ 51,777	6.5%
Accounting	3,398,839	4,159,709	4,188,991	29,282	0.7%
Capital Finance	448,313	1,099,554	1,061,364	(38,190)	-3.5%
Program Controls	1,350,790	1,533,757	2,459,616	925,859	60.4%
Financial Planning & Performance Analysis	386,097	424,437	453,354	28,917	6.8%
Cash Management	1,096,877	1,590,077	1,667,770	77,693	4.9%
Total	\$ 7,441,920	\$ 9,598,734	\$ 10,674,072	\$ 1,075,338	11.2%

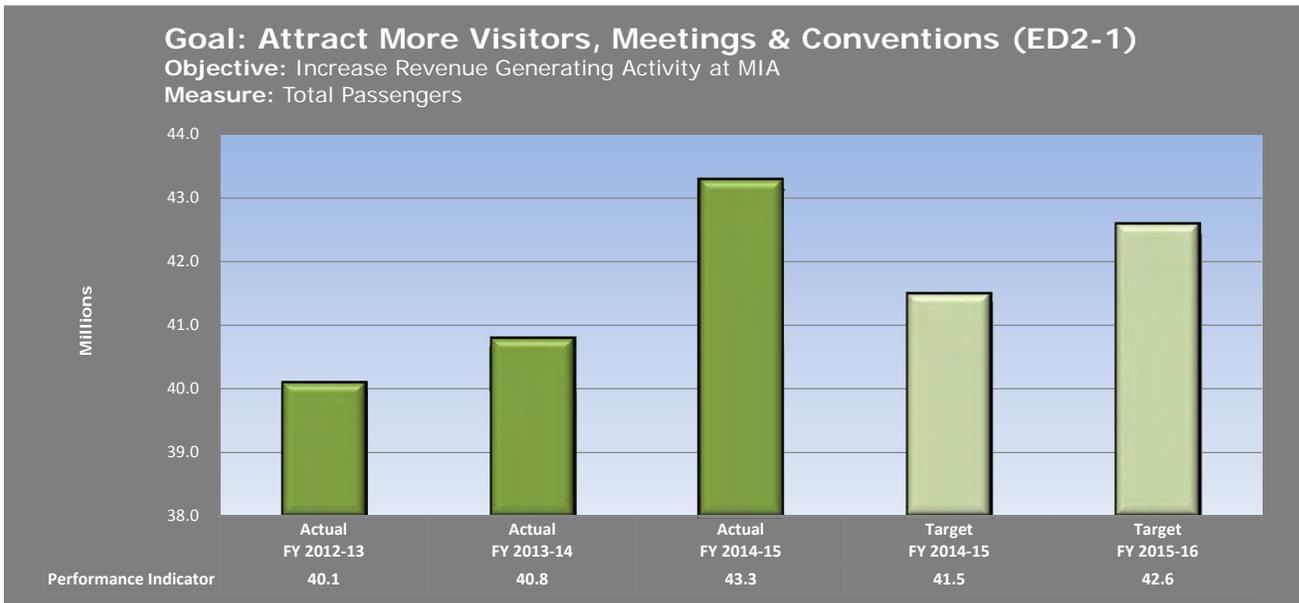


The chart above is a comparison between the FY 2016 and FY 2015 budget for the divisions in the Finance & Strategy Group; overall there is an increase in expenses for the Group, with the major increase reflected in the Program Controls Division.

Group Goal(s)/Performance Measures

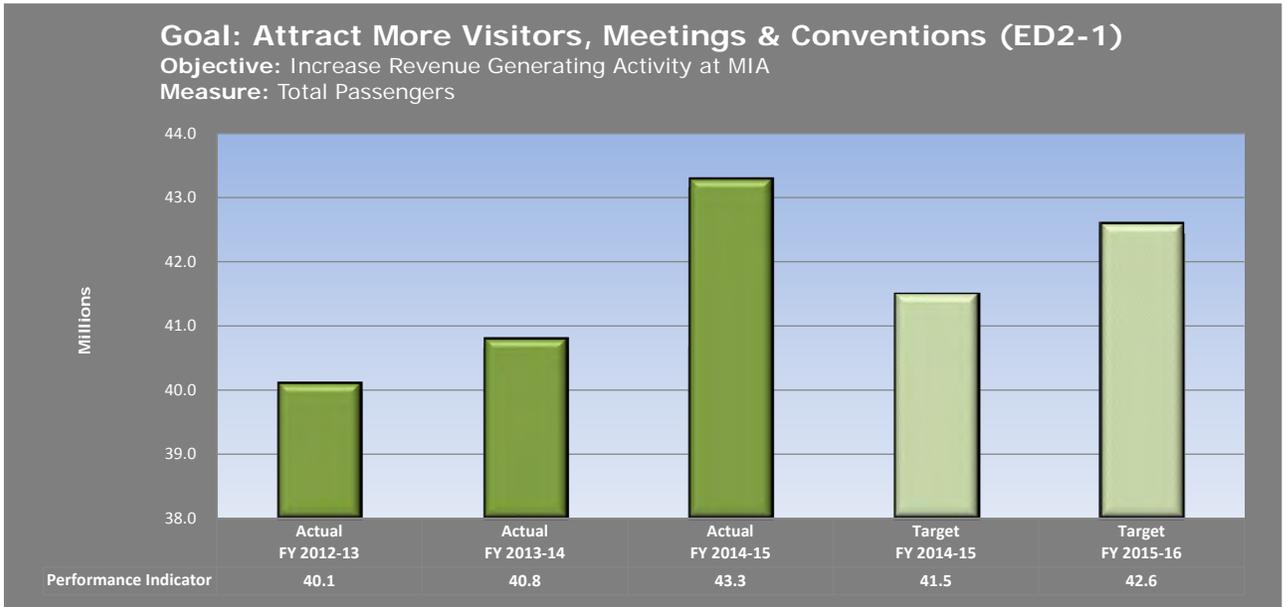


The chart above illustrates the actual and the target for the Cost Per Enplaned Passenger which is the average cost to an airline for basic airport charges (landing fees, terminal rent, etc.) divided by the number of departing passengers; for FY 2014-15 the rate was below the target.

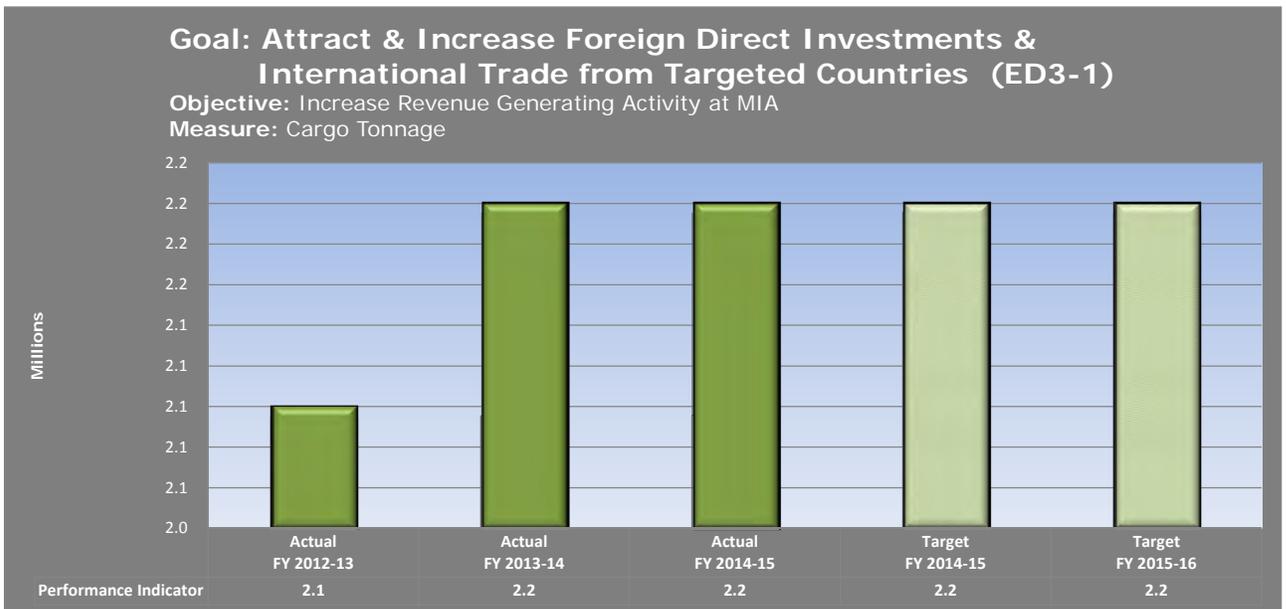


The chart above illustrates the actual and the target for the Enplaned Passengers which is the number of passengers that departed from MIA; for FY 2014-15 the actual exceeded the target.

Group Goal(s)/Performance Measures

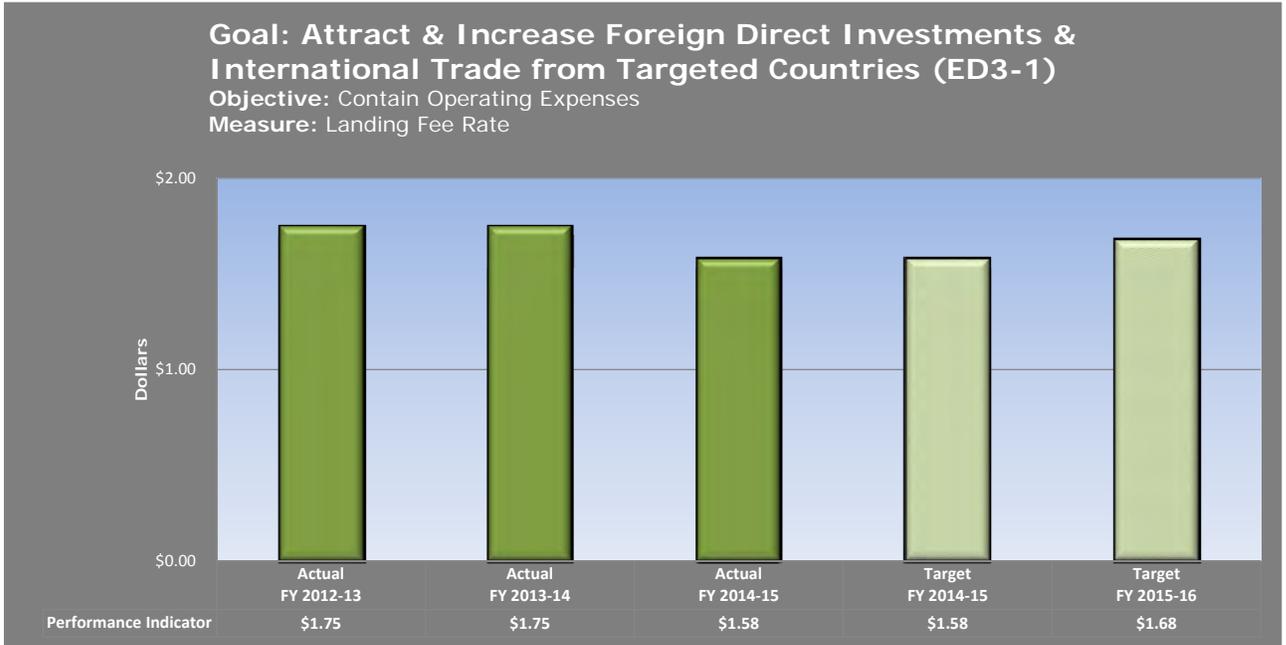


The chart above illustrates the actual and the target for the Total Passengers arriving and departing at MIA; for FY 2014-15 the actual exceeded the target.



The chart above illustrates the actual and the target for cargo tonnage; for FY 2014-15 the actual met the target.

Group Goal(s)/Performance Measures (cont)



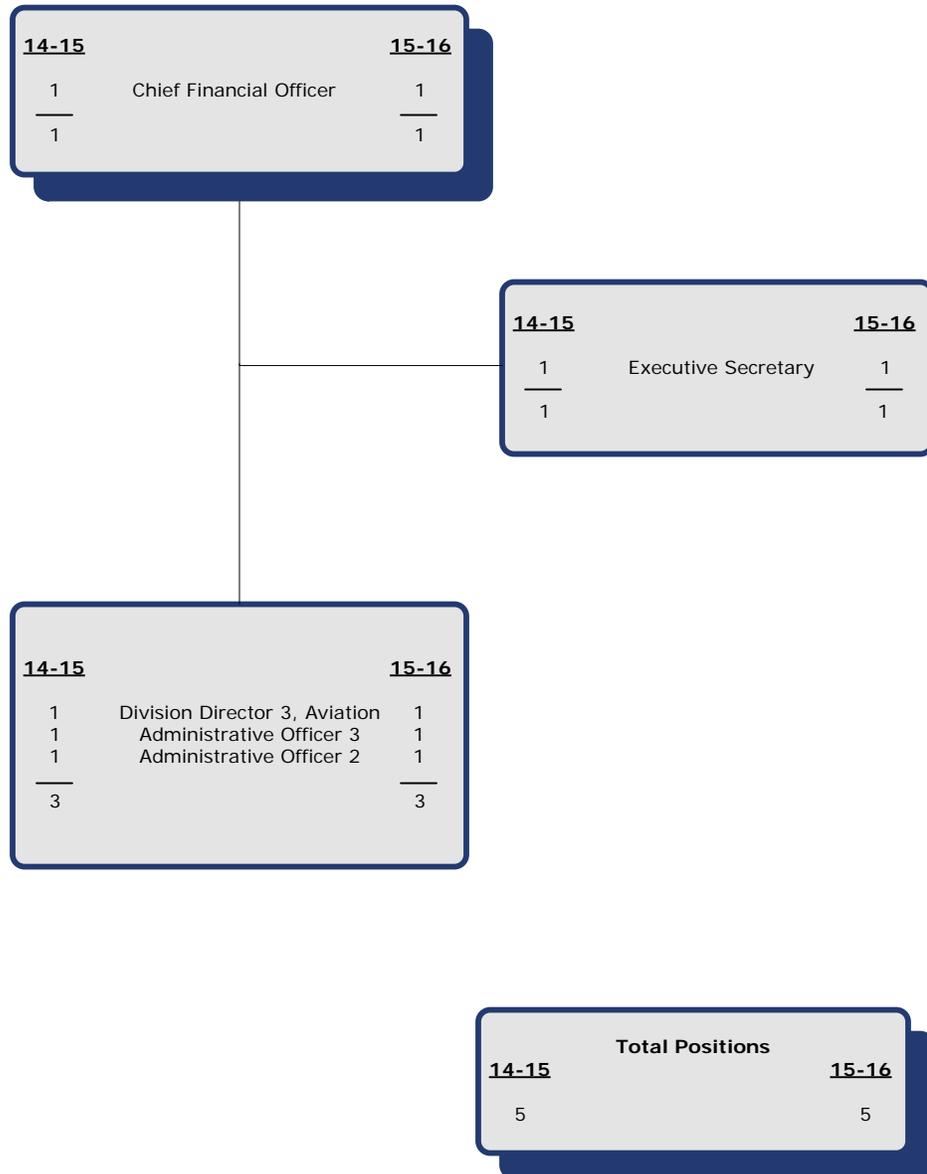
The chart above illustrates the actual and the target for the landing fee which is the rate per 1,000 lbs. charged to the airlines for landing an aircraft; for FY 2014-15 the actual met the target.

Accomplishments for FY 2015

- 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 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Inc/(Dec) FY16 vs FY15</i>
5181	Chief Financial Officer	1	1	1	-
1759	Director of Business Solutions	1	1	1	-
0812	Administrative Officer 3	1	1	1	-
0811	Administrative Officer 2	1	1	1	-
0095	Executive Secretary	1	1	1	-
	Total	5	5	5	-

Expense Summary

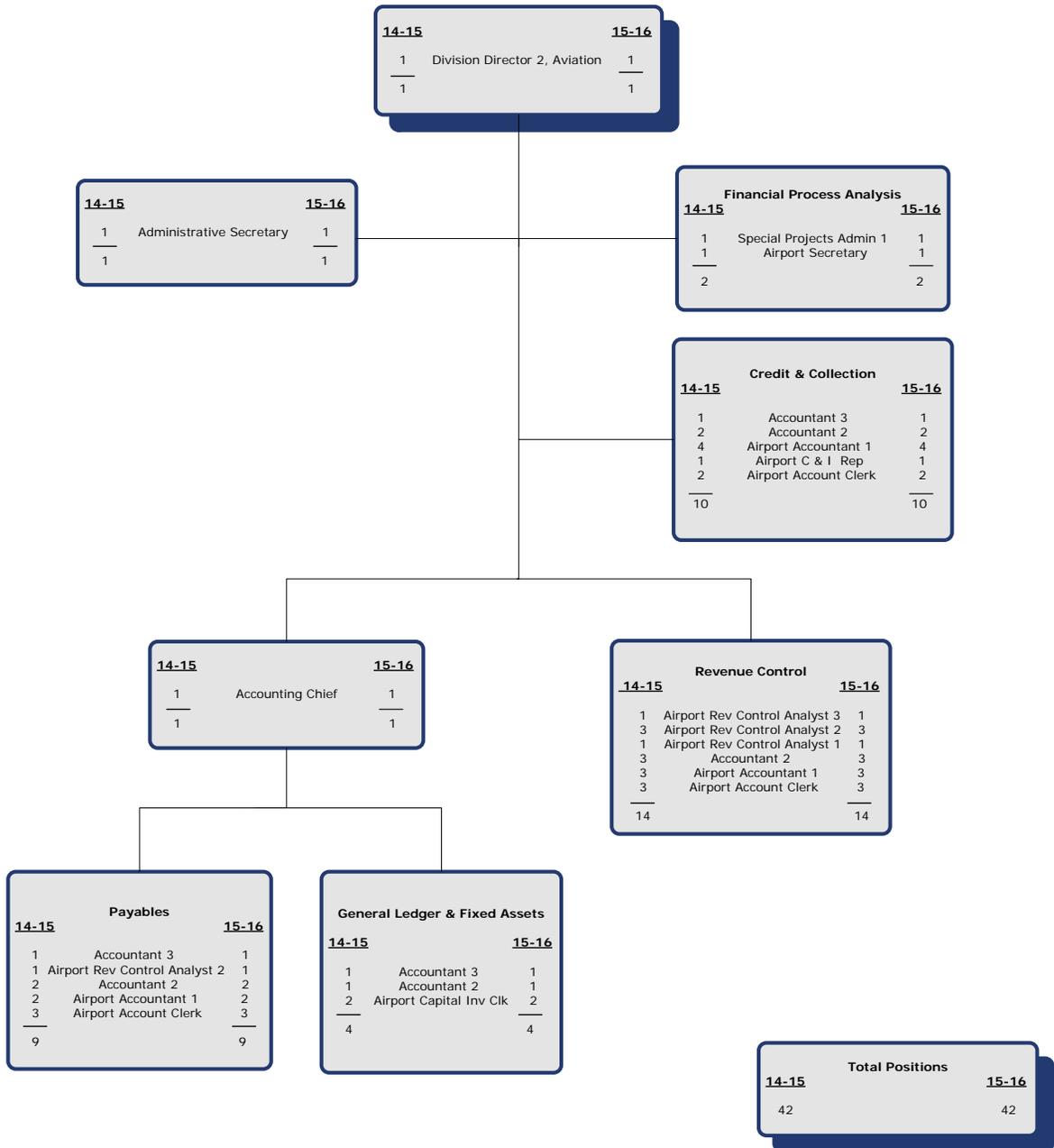
	<i>Actual FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Inc/(Dec) FY 2016 vs FY 2015</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 605,424	\$ 605,071	\$ 645,561	\$ 40,490	6.7%
Over-time	-	-	-	-	0.0%
Fringes	139,483	143,129	154,416	11,287	7.9%
Total Salary/Fringes	\$ 744,907	\$ 748,200	\$ 799,977	\$ 51,777	6.9%
Outside Contracts	4,097	13,000	13,000	-	0.0%
Other Operating	11,999	30,000	30,000	-	0.0%
Capital	-	-	-	-	0.0%
Total	\$ 761,003	\$ 791,200	\$ 842,977	\$ 51,777	6.5%

Major Drivers

FY 2014-15 Budget	\$ 791,200
Proposed personnel costs	
Salary/Fringe Adjustments	<u>51,777</u>
Proposed variance in personnel costs	<u>842,977</u>
FY 2015-16 Budget	<u>\$ 842,977</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 Code</i>	<i>Occupational Title</i>	<i>Actual FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Inc/(Dec) FY16 vs FY15</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	8	9	9	-
5237	Airport Revenue Control Analyst 1	1	1	1	-
5334	Airport Collection & Inspection Rep	1	1	1	-
5319	Airport Capital Inventory Clerk	2	2	2	-
5338	Airport Account Clerk	8	8	8	-
0094	Administrative Secretary	1	1	1	-
5310	Airport Secretary	1	1	1	-
	Total	41	42	42	-

Expense Summary

	<i>Actual FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Inc/(Dec) FY 2016 vs FY 2015</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 2,389,294	\$ 2,661,849	\$ 2,731,194	\$ 69,345	2.6%
Over-time	4,908	4,000	4,000	-	0.0%
Fringes	622,920	846,360	789,247	(57,113)	-6.7%
Total Salary/Fringes	\$ 3,017,121	\$ 3,512,209	\$ 3,524,441	\$ 12,232	0.3%
Outside Contracts	358,744	611,600	628,000	16,400	2.7%
MOU	11,139	7,000	8,000	1,000	14.3%
Other Operating	11,835	28,900	28,550	(350)	-1.2%
Capital	-	-	-	-	0.0%
Total	\$ 3,398,839	\$ 4,159,709	\$ 4,188,991	\$ 29,282	0.7%

Major Drivers

FY 2014-15 Budget	\$ 4,159,709
Proposed personnel costs	
Salary/Fringe Adjustments	12,232
Proposed variance in personnel costs	<u>4,171,941</u>
Outside Contract Services	
Increase in temporary help	16,400
MOU	
Increase in Asset Management fee	1,000
Other Operating	
Increase in travel	1,770
Decrease in auto expense reimbursement, publications, and educational seminars	<u>(2,120)</u>
FY 2015-16 Budget	<u>\$ 4,188,991</u>

Capital Finance

Organizational Structure

<u>14-15</u>		<u>15-16</u>
1	Division Director 2, Aviation	1
<hr/>		<hr/>
1		1

<u>14-15</u>	Total Positions	<u>15-16</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 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Inc/(Dec) FY16 vs FY15</i>
5054	Division Director 2, Aviation	-	1	1	-
Total		-	1	1	-

Expense Summary

	<i>Actual FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Inc/(Dec) FY 2016 vs FY 2015</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 38,762	\$ 111,980	\$ 118,880	\$ 6,900	6.2%
Over-time	-	-	-	-	0.0%
Fringes	8,014	27,224	27,115	(109)	-0.4%
Total Salary/Fringes	\$ 46,776	\$ 139,204	\$ 145,995	\$ 6,791	4.9%
Outside Contracts	401,502	955,000	910,019	(44,981)	-4.7%
Other Operating	35	5,350	5,350	-	0.0%
Capital	-	-	-	-	0.0%
Total	\$ 448,313	\$ 1,099,554	\$ 1,061,364	\$ (38,190)	-3.5%

Major Drivers

FY 2014-15 Budget	\$ 1,099,554
Proposed personnel costs	
Salary/Fringe Adjustments	<u>6,791</u>
Proposed variance in personnel costs	1,106,345
Outside Contract Services	
Decrease in consulting services	<u>(44,981)</u>
FY 2015-16 Budget	<u><u>\$ 1,061,364</u></u>

Program Controls

Organizational Structure

<u>14-15</u>		<u>15-16</u>
1	Division Director 2, Aviation	1
<u>1</u>		<u>1</u>

<u>14-15</u>		<u>15-16</u>
1	Aviation Sr Scheduler Manager	1
0	Aviation Senior Cost Manager	1
1	Aviation Cost Analyst	1
2	PGTS Coordinator	2
<u>4</u>		<u>5</u>

<u>14-15</u>	Total Positions	<u>15-16</u>
5		6

Mission Statement

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

Responsibilities

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

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Inc/(Dec) FY16 vs FY15</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	5	6	1

Expense Summary

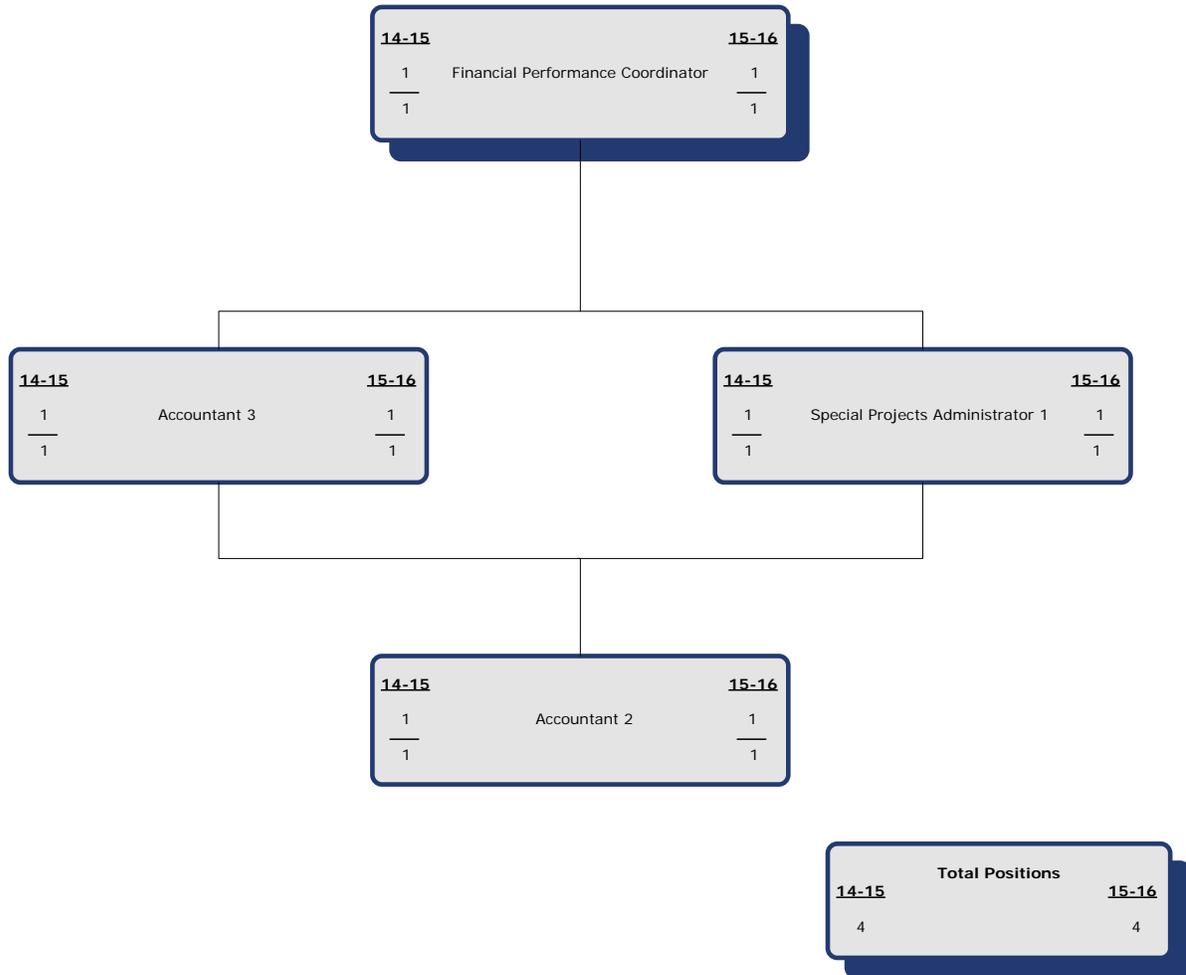
	<i>Actual FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Inc/(Dec) FY 2016 vs FY 2015</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 509,662	\$ 421,079	\$ 527,384	\$ 106,305	25.2%
Over-time	-	-	-	-	0.0%
Fringes	112,764	114,538	134,433	19,895	17.4%
Total Salary/Fringes	\$ 622,426	\$ 535,617	\$ 661,817	\$ 126,200	23.6%
Outside Contracts	714,563	900,000	1,700,000	800,000	88.9%
Other Operating	13,801	78,800	78,799	(1)	0.0%
Capital	-	19,340	19,000	(340)	-1.8%
Total	\$ 1,350,790	\$ 1,533,757	\$ 2,459,616	\$ 925,859	60.4%

Major Drivers

FY 2014-15 Budget	\$ 1,533,757
Proposed personnel costs	
Salary/Fringe Adjustments	<u>126,200</u>
Proposed variance in personnel costs	1,659,957
Outside Contract Services	
Increase in consulting services	800,000
Capital	
Decrease in office furniture and equipment	<u>(340)</u>
FY 2015-16 Budget	<u>\$ 2,459,616</u>

Financial Planning & Performance Analysis

Organizational Structure



Mission Statement

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

Responsibilities

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

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Inc/(Dec) FY16 vs FY15</i>
5162	Aviation Financial Performance Coordinator	1	1	1	-
0831	Special Projects Administrator 1	1	1	1	-
0317	Accountant 3	1	1	1	-
0316	Accountant 2	1	1	1	-
	Total	4	4	4	-

Expense Summary

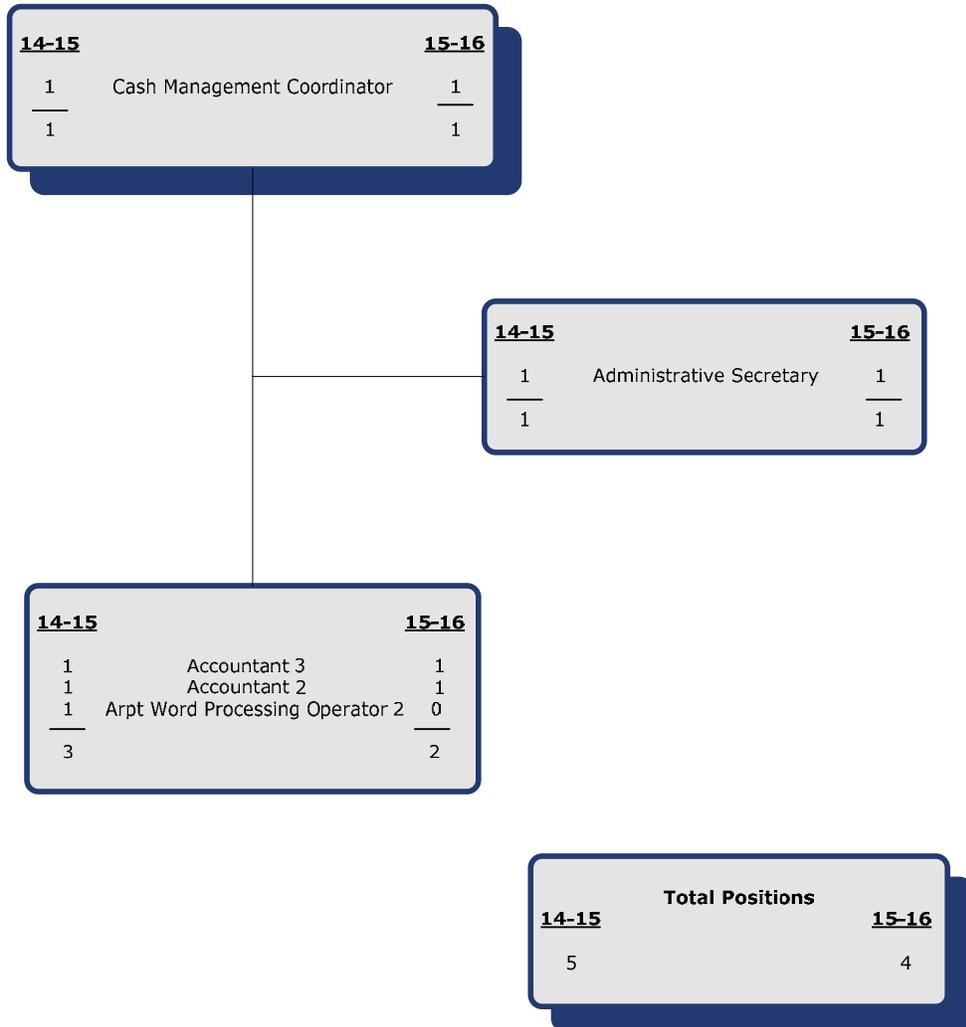
	<i>Actual FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Inc/(Dec) FY 2016 vs FY 2015</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 310,635	\$ 326,499	\$ 358,284	\$ 31,785	9.7%
Over-time	-	-	-	-	0.0%
Fringes	73,180	90,238	90,370	132	0.1%
Total Salary/Fringes	\$ 383,815	\$ 416,737	\$ 448,654	\$ 31,917	7.7%
Outside Contracts	-	-	-	-	0.0%
Other Operating	2,282	7,700	4,700	(3,000)	-39.0%
Capital	-	-	-	-	0.0%
Total	\$ 386,097	\$ 424,437	\$ 453,354	\$ 28,917	6.8%

Major Drivers

FY 2014-15 Budget	\$ 424,437
Proposed personnel costs	
Salary/Fringe Adjustments	31,917
Proposed variance in personnel costs	456,354
Other Operating	
Increase in registration fees	1,000
Decrease in travel, educational seminars, and office supplies	(4,000)
FY 2015-16 Budget	\$ 453,354

Cash Management

Organizational Structure



Mission Statement

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

Responsibilities

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

Personnel Summary

<i>OCC</i>		<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>
<i>Code</i>	<i>Occupational Title</i>	<i>FY 2014</i>	<i>Budget</i>	<i>Budget</i>	<i>FY16 vs FY15</i>
			<i>FY 2015</i>	<i>FY 2016</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	4	(1)

Expense Summary

	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2014</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 2016 vs FY 2015</i>	
		<i>FY 2015</i>	<i>FY 2016</i>	<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 288,322	\$ 333,209	\$ 321,056	\$ (12,153)	-3.6%
Over-time	9	-	-	-	0.0%
Fringes	84,329	108,868	94,214	(14,654)	-13.5%
Total Salary/Fringes	\$ 372,660	\$ 442,077	\$ 415,270	\$ (26,807)	-6.1%
Outside Contracts	413,324	610,000	515,000	(95,000)	-15.6%
MOU	41,902	60,000	60,000	-	0.0%
Other Operating	268,991	478,000	677,500	199,500	41.7%
Capital	-	-	-	-	0.0%
Total	\$ 1,096,877	\$ 1,590,077	\$ 1,667,770	\$ 77,693	4.9%

Major Drivers

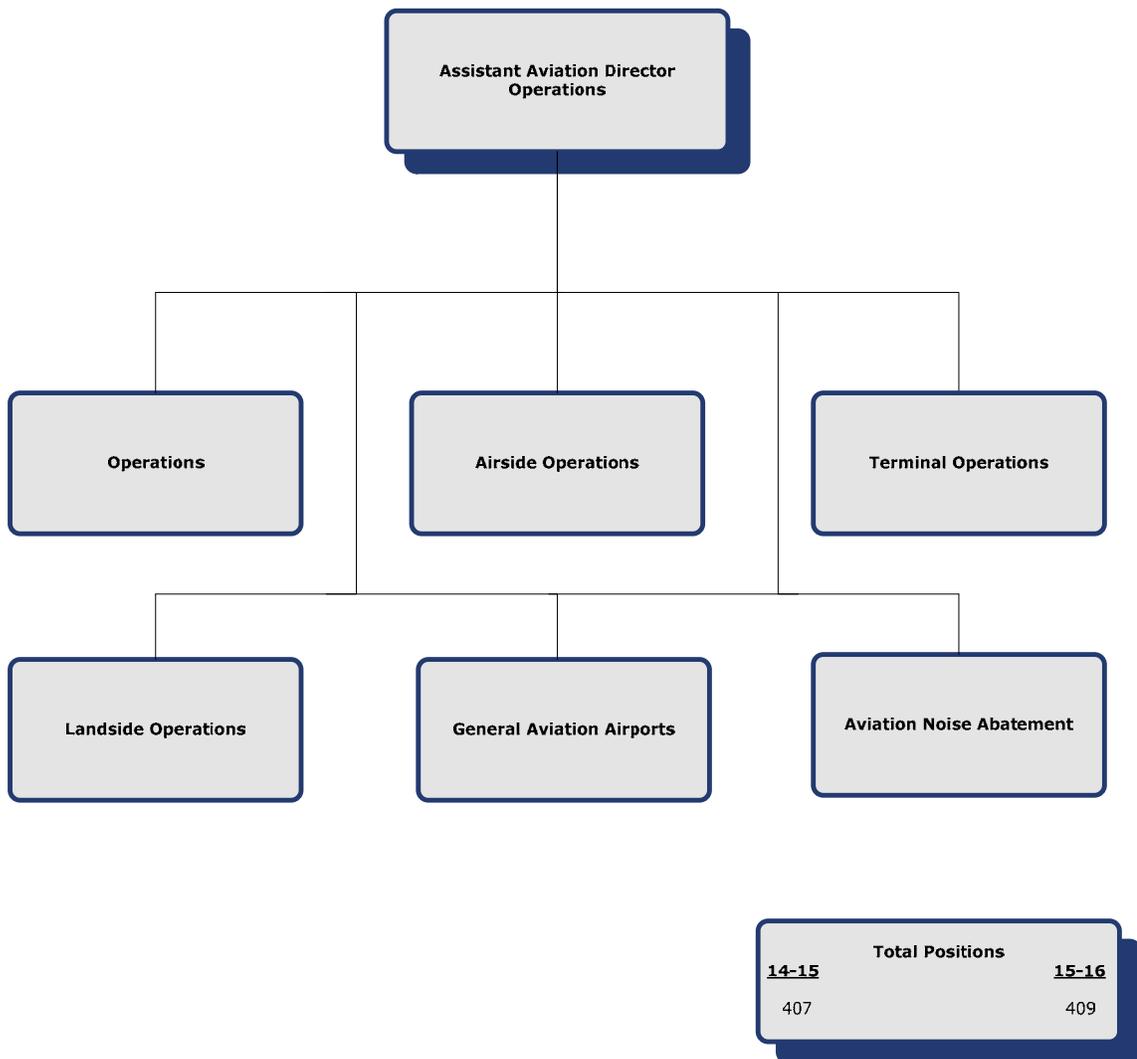
FY 2014-15 Budget	\$ 1,590,077
Proposed personnel costs	
Salary/Fringe Adjustments	<u>(26,807)</u>
Proposed variance in personnel costs	1,563,270
Outside Contract Services	
Decrease in trustee services	(95,000)
Other Operating	
Increase in credit card fees	200,000
Decrease in memberships	<u>(500)</u>
FY 2015-16 Budget	<u><u>\$ 1,667,770</u></u>

Operations Group

Overview

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

Organizational Structure



Personnel Summary

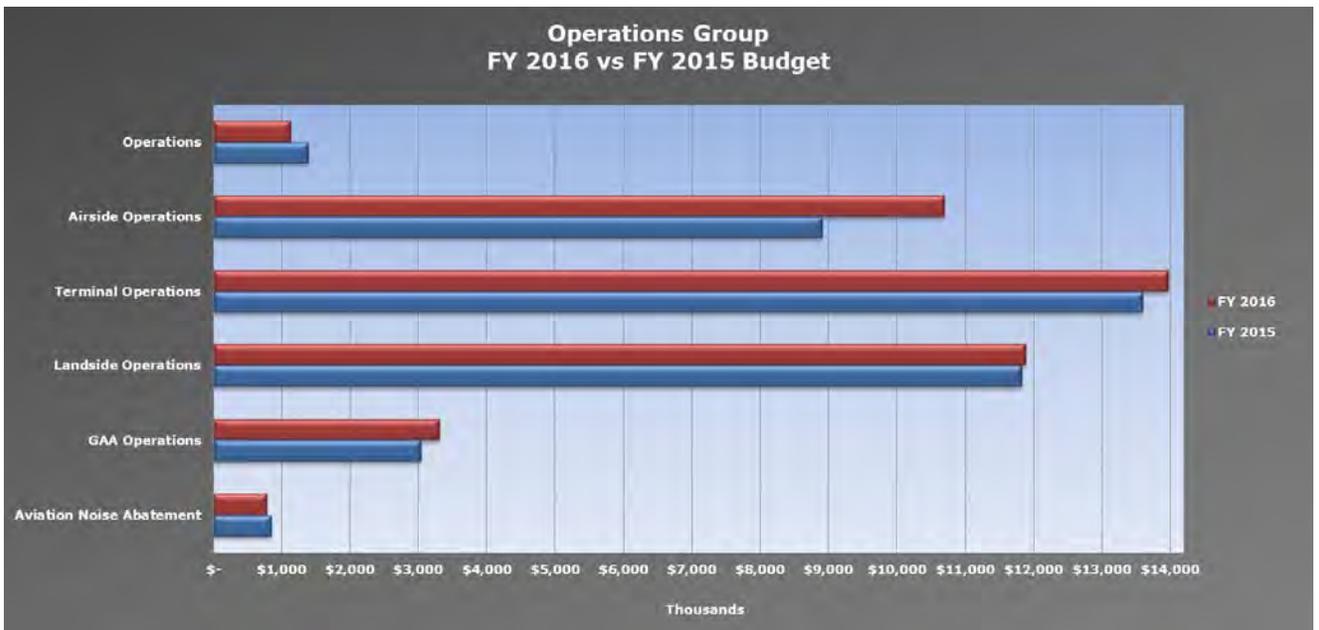
	<i>Actual FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Inc/(Dec) FY16 vs FY15</i>
Operations	2	3	3	-
Airside Operations	95	99	99	-
Terminal Operations	146	150	150	-
Landside Operations	126	128	130	2
GAA Operations	23	22	22	-
Aviation Noise Abatement	5	5	5	-
Total	397	407	409	2



The chart above is a comparison between the FY 2016 and FY 2015 positions budgeted for the divisions in the Operations Group; overall there is an increase in personnel for the Group, with the major increase reflected in the Landside Operations Division due to the reorganization of staff.

Expense Summary

	<i>Actual FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Inc/(Dec) FY 2016 vs FY 2015</i>	
				<i>\$</i>	<i>%</i>
Operations	\$ 215,657	\$ 1,392,793	\$ 1,127,816	\$ (264,977)	-19.0%
Airside Operations	9,223,477	8,902,483	10,685,057	1,782,574	20.0%
Terminal Operations	11,159,228	13,592,529	13,958,426	365,897	2.7%
Landside Operations	10,837,597	11,817,580	11,876,103	58,523	0.5%
GAA Operations	2,172,929	3,041,983	3,310,989	269,006	8.8%
Aviation Noise Abatement	739,735	847,151	787,557	(59,594)	-7.0%
Total	\$ 34,348,623	\$ 39,594,519	\$ 41,745,948	\$ 2,151,429	5.4%



The chart above is a comparison between the FY 2016 and FY 2015 budget for the divisions in the Operations Group; overall there is an increase in expenses for the Group, with the major increase reflected in the Airside Operations Division.

Group Goals(s)/Performance Measures

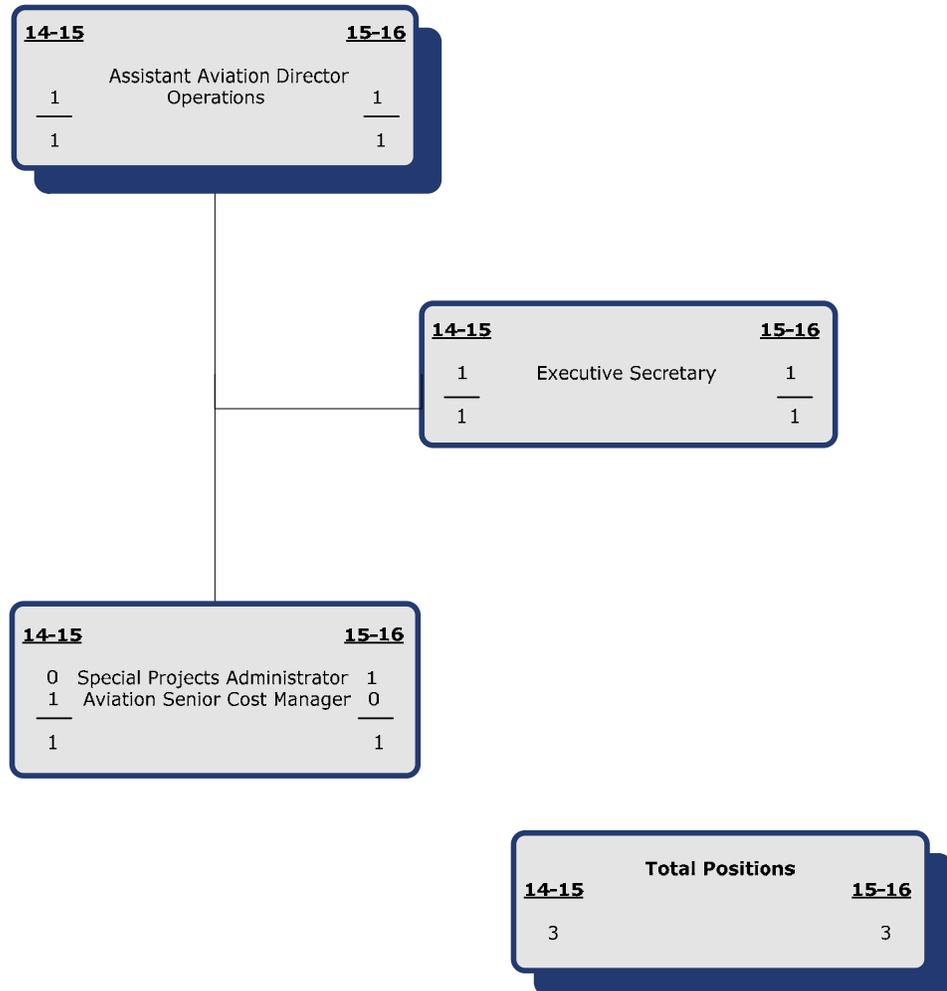
Non Applicable

Accomplishments for FY 2015

- 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 Code</i>	<i>Occupational Title</i>	<i>Actual FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Inc/(Dec) FY16 vs FY15</i>
5182	Assistant Aviation Director Operations	1	1	1	-
0831	Special Projects Administrator 1	-	-	1	1
5199	Aviation Sr. Cost Manager	-	1	-	(1)
0095	Executive Secretary	1	1	1	-
	Total	2	3	3	-

Expense Summary

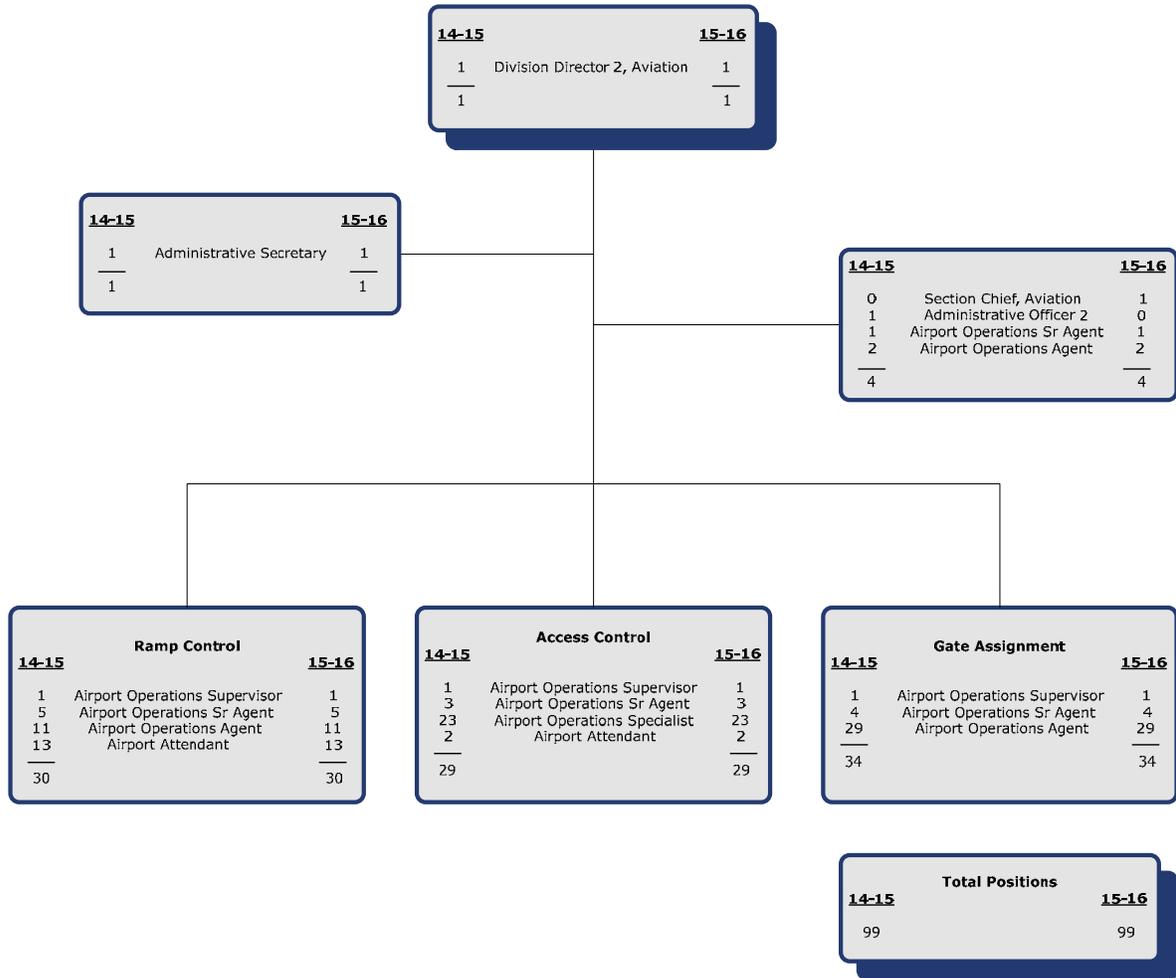
	<i>Actual FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Inc/(Dec) FY 2016 vs FY 2015</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 161,192	\$ 318,119	\$ 290,988	\$ (27,131)	-8.5%
Over-time	-	-	-	-	0.0%
Fringes	2,940	62,024	55,103	(6,921)	-11.2%
Total Salary/Fringes	\$ 164,132	\$ 380,143	\$ 346,091	\$ (34,052)	-9.0%
Outside Contracts	43,528	251,200	201,200	(50,000)	-19.9%
Other Operating	7,997	31,450	70,525	39,075	124.2%
Capital	-	730,000	510,000	(220,000)	-30.1%
Total	\$ 215,657	\$ 1,392,793	\$ 1,127,816	\$ (264,977)	-19.0%

Major Drivers

FY 2014-15 Budget	\$ 1,392,793
Proposed personnel costs	
Salary/Fringe Adjustments	(34,052)
Proposed variance in personnel costs	1,358,741
Outside Contract Services	
Decrease in consulting services	(50,000)
Other Operating	
Increase in travel, registration fees, educational seminars, miscellaneous general & administrative expenses, and office supplies	14,075
Decrease in office furniture and equipment	(225,000)
Capital	
Increase in computer software	30,000
FY 2015-16 Budget	<u>\$ 1,127,816</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 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Inc/(Dec) FY16 vs FY15</i>
5054	Division Director 2, Aviation	1	1	1	-
5016	Section Chief Aviation	-	-	1	1
5202	Airport Operations Supervisor	3	3	3	-
5203	Airport Operations Sr. Agent	13	13	13	-
5204	Airport Operations Agent	41	42	42	-
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		95	99	99	-

Expense Summary

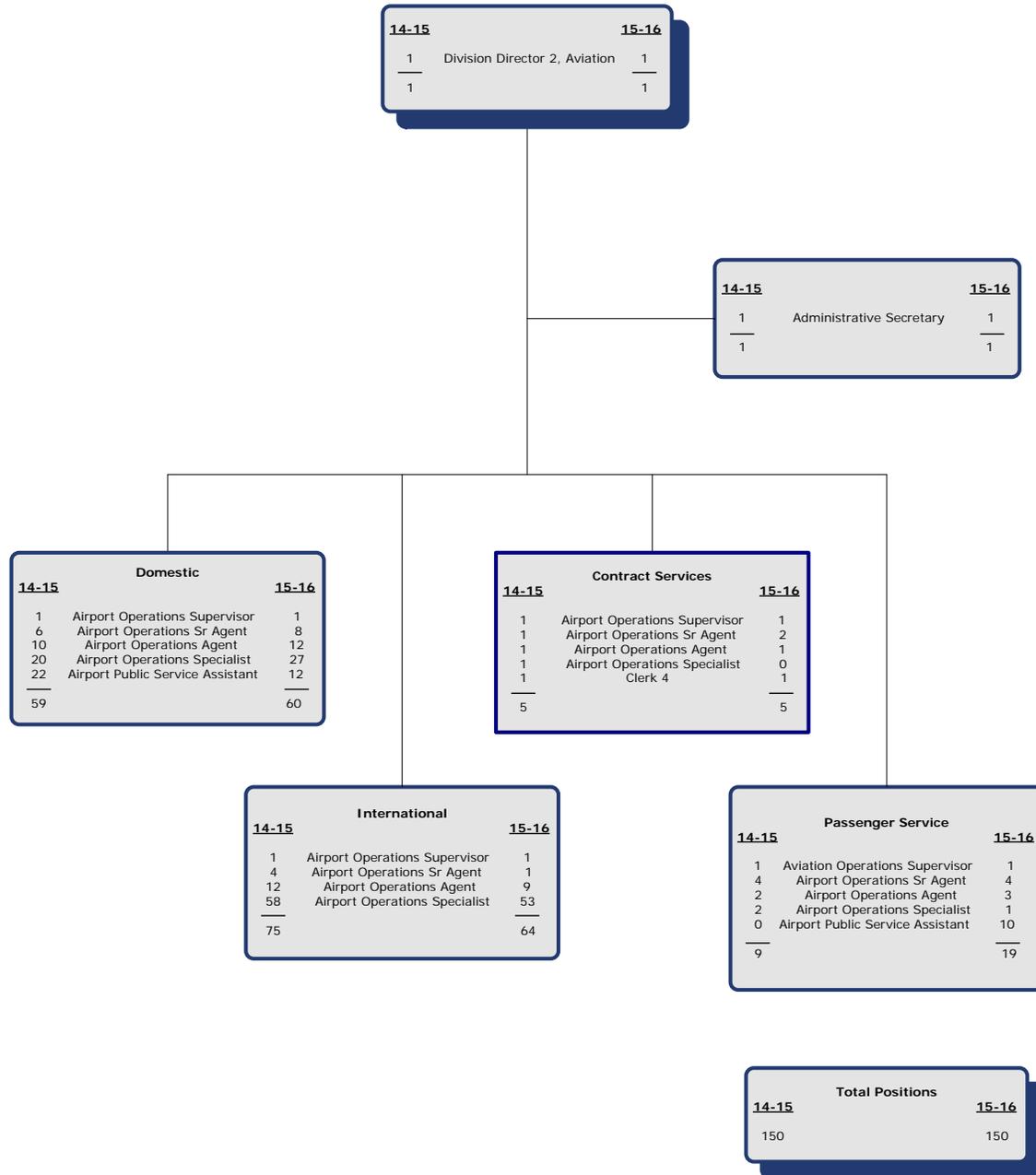
	<i>Actual FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Inc/(Dec) FY 2016 vs FY 2015</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 5,567,723	\$ 5,607,824	\$ 6,138,448	\$ 530,624	9.5%
Over-time	762,355	615,416	646,188	30,772	5.0%
Fringes	1,606,641	1,994,101	2,016,521	22,420	1.1%
Total Salary/Fringes	\$ 7,936,719	\$ 8,217,341	\$ 8,801,157	\$ 583,816	7.1%
Outside Contracts	1,350	152,000	527,000	375,000	246.7%
MOU	7,469	35,000	35,000	-	0.0%
Other Operating	17,237	89,400	95,450	6,050	6.8%
Capital	1,260,703	408,742	1,226,450	817,708	200.1%
Total	\$ 9,223,477	\$ 8,902,483	\$ 10,685,057	\$ 1,782,574	20.0%

Major Drivers

FY 2014-15 Budget	\$ 8,902,483
Proposed personnel costs	
Salary/Fringe Adjustments	553,044
Increase in over-time	30,772
Proposed variance in personnel costs	<u>9,486,299</u>
Outside Contract Services	
Increase in repairs & maintenance	500,000
Decrease in aircraft removal services and outside contractual services	(125,000)
Other Operating	
Increase in rental expense, auto expense reimbursement, travel, expendable tools, minor equipment, and operating supplies	6,050
Capital	
Increase in radios and equipment	1,115,708
Decrease in vehicle replacement	<u>(298,000)</u>
FY 2015-16 Budget	<u>\$ 10,685,057</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 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Inc/(Dec) FY16 vs FY15</i>
5054	Division Director 2, Aviation	-	1	1	-
5202	Airport Operations Supervisor	4	4	4	-
5203	Airport Operations Sr. Agent	15	15	15	-
5204	Airport Operations Agent	25	25	25	-
5205	Airport Operations Specialist	78	81	81	-
5364	Airport Public Service Assistant	22	22	22	-
0013	Clerk 4	1	1	1	-
0094	Administrative Secretary	1	1	1	-
Total		146	150	150	-

Expense Summary

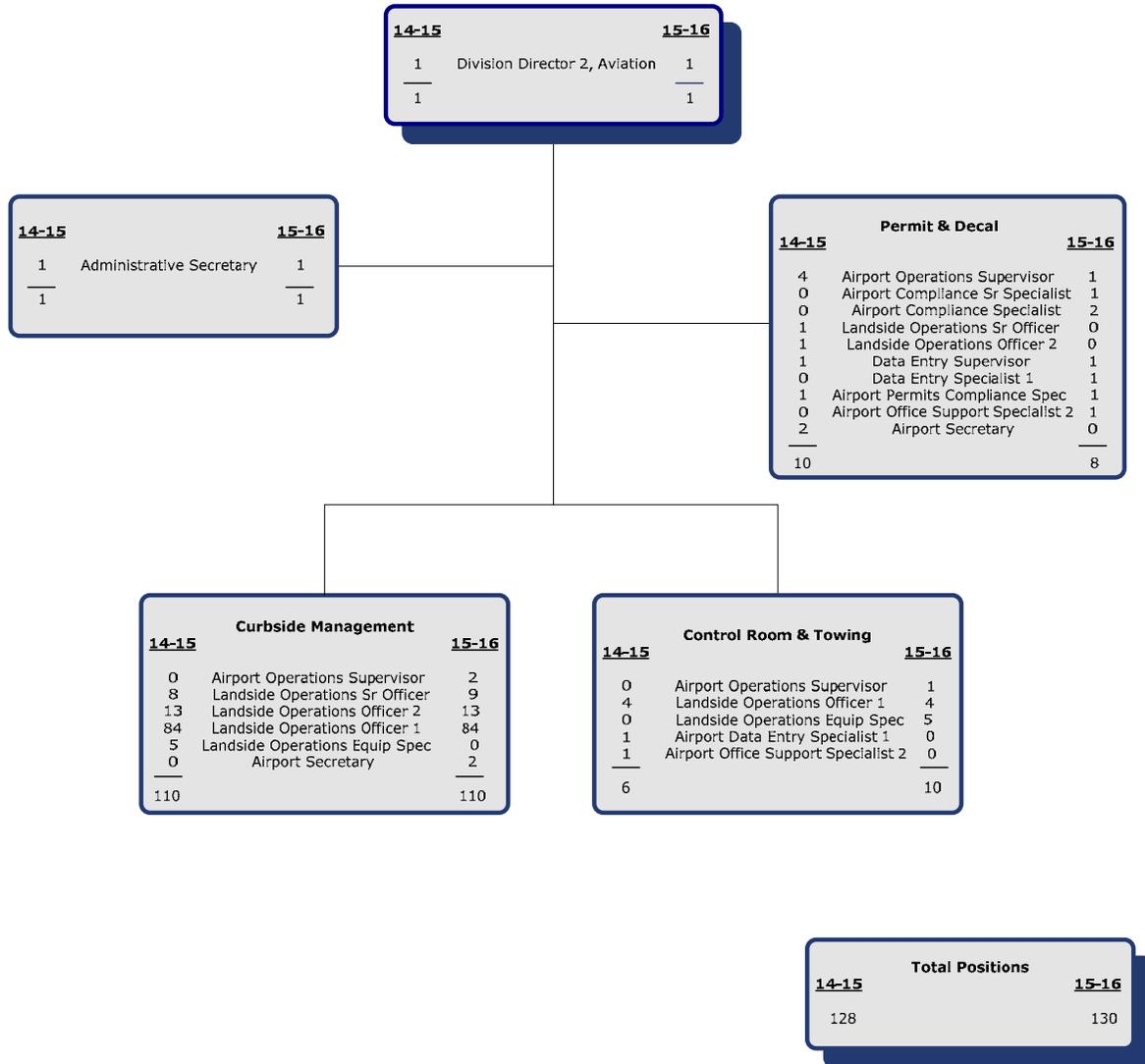
	<i>Actual FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Inc/(Dec) FY 2016 vs FY 2015</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 6,963,896	\$ 7,833,970	\$ 7,910,715	\$ 76,745	1.0%
Over-time	335,778	213,925	400,600	186,675	87.3%
Fringes	2,150,046	2,890,996	2,896,832	5,836	0.2%
Total Salary/Fringes	\$ 9,449,719	\$ 10,938,891	\$ 11,208,147	\$ 269,256	2.5%
Outside Contracts	169,580	44,385	748,794	704,409	1587.0%
MOU	861,939	1,700,650	1,200,700	(499,950)	-29.4%
Other Operating	519,595	569,813	689,325	119,512	21.0%
Capital	158,395	338,790	111,460	(227,330)	-67.1%
Total	\$ 11,159,228	\$ 13,592,529	\$ 13,958,426	\$ 365,897	2.7%

Major Drivers

FY 2014-15 Budget	\$ 13,592,529
Proposed personnel costs	
Salary/Fringe Adjustments	82,581
Increase in over-time	186,675
Proposed variance in personnel costs	<u>13,861,785</u>
Outside Contract Services	
Increase in outside maintenance services, outside printing, and outside contractual services	706,761
Decrease in catering services provided by Hotel, Top, Host Marriott for meetings	(2,352)
MOU	
Decrease for services provided by Customs & Border Patrol	(499,950)
Other Operating	
Increase in inservice training, miscellaneous general & administrative expenses, office supplies, minor equipment, and crowd control equipment	225,331
Decrease in rental expense, uniforms, and miscellaneous operating supplies	(105,819)
Capital	
Decrease in computer software	<u>(227,330)</u>
FY 2015-16 Budget	<u>\$ 13,958,426</u>

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 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Inc/(Dec) FY16 vs FY15</i>
5054	Division Director 2, Aviation	1	1	1	-
5202	Airport Operations Supervisor	4	4	4	-
5331	Airport Compliance Sr. Specialist	-	-	1	1
5330	Airport Compliance Specialist	-	-	2	2
5340	Airport Permits Compliance Specialist	1	1	1	-
5389	Landside Operations Sr. Officer	9	9	9	-
5388	Landside Operations Officer 2	14	14	13	(1)
5386	Landside Operations Officer 1	86	88	88	-
5390	Landside Operations Equip Specialist	5	5	5	-
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	126	128	130	2

Expense Summary

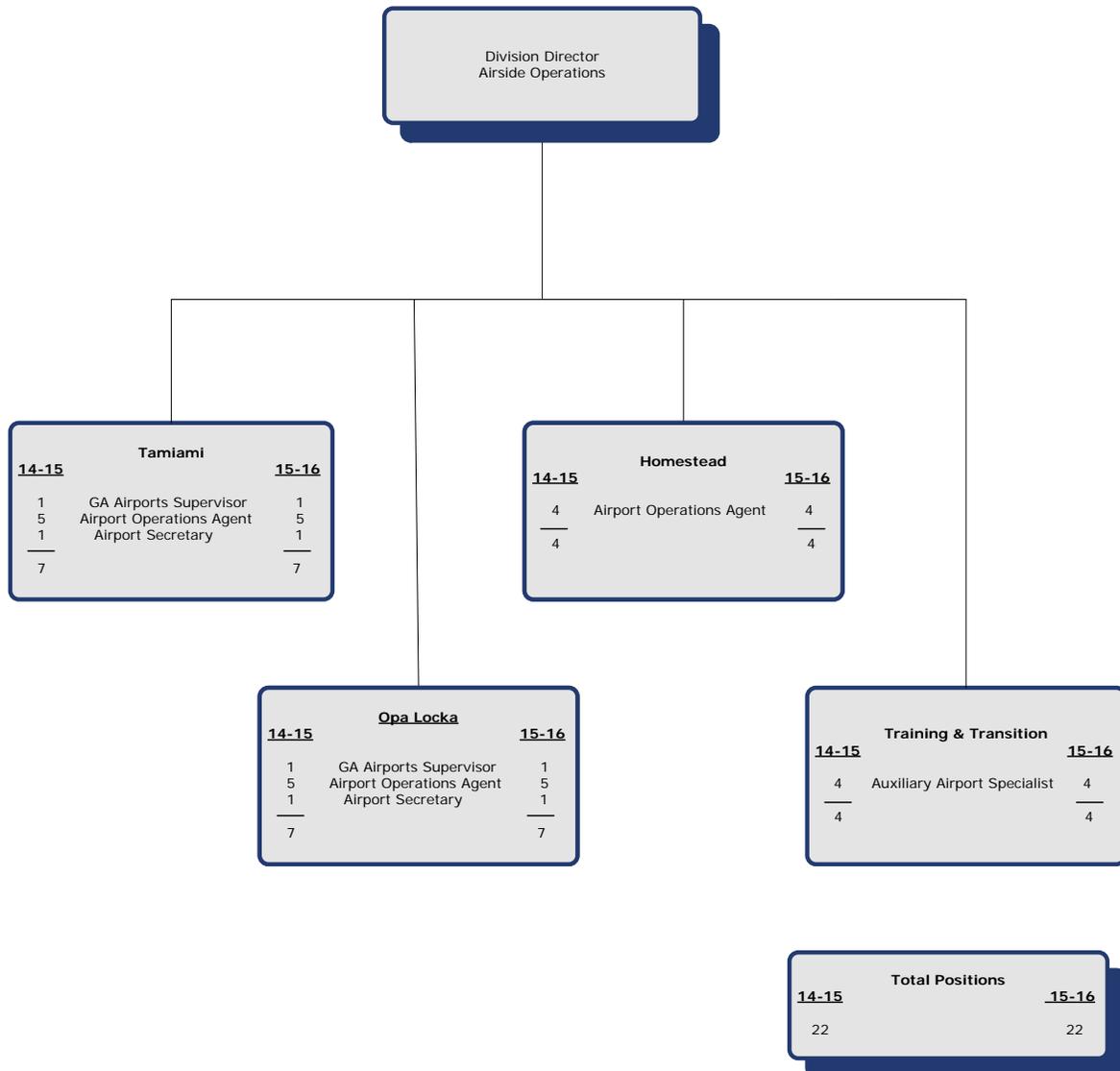
	<i>Actual FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Inc/(Dec) FY 2016 vs FY 2015</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 8,025,602	\$ 8,256,907	\$ 8,584,227	\$ 327,320	4.0%
Over-time	554,567	608,251	608,251	-	0.0%
Fringes	2,188,328	2,699,392	2,547,295	(152,097)	-5.6%
Total Salary/Fringes	\$ 10,768,497	\$ 11,564,550	\$ 11,739,773	\$ 175,223	1.5%
Outside Contracts	252	9,480	13,480	4,000	42.2%
MOU	-	950	350	(600)	-63.2%
Other Operating	44,956	85,600	90,000	4,400	5.1%
Capital	23,892	157,000	32,500	(124,500)	-79.3%
Total	\$ 10,837,597	\$ 11,817,580	\$ 11,876,103	\$ 58,523	0.5%

Major Drivers

FY 2014-15 Budget	\$ 11,817,580
Proposed personnel costs	
Salary/Fringe Adjustments	175,223
Proposed variance in personnel costs	<u>11,992,803</u>
Outside Contract Services	
Increase in outside printing	4,000
MOU	
Decrease in GSA charges for printing and reproduction	(600)
Other Operating	
Increase in travel, registration fees, license and permit fees, and batteries	9,600
Decrease in minor equipment and crowd control equipment	(5,200)
Capital	
Decrease in vehicle and bus replacement	<u>(124,500)</u>
FY 2015-16 Budget	<u>\$ 11,876,103</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 Code</i>	<i>Occupational Title</i>	<i>Actual FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Inc/(Dec) FY16 vs FY15</i>
5218	General Aviation Airports Supervisor	2	2	2	-
5204	Airport Operations Agent	15	14	14	-
5372	Auxiliary Airport Specialist	4	4	4	-
5310	Airport Secretary	2	2	2	-
	Total	23	22	22	-

Expense Summary

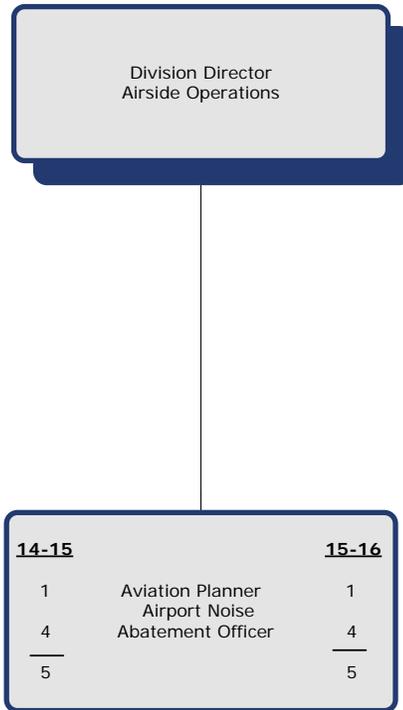
	<i>Actual FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Inc/(Dec) FY 2016 vs FY 2015</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 1,319,354	\$ 1,329,315	\$ 1,341,286	\$ 11,971	0.9%
Over-time	136,093	267,750	281,137	13,387	5.0%
Fringes	378,222	477,959	443,716	(34,243)	-7.2%
Total Salary/Fringes	\$ 1,833,669	\$ 2,075,024	\$ 2,066,139	\$ (8,885)	-0.4%
Outside Contracts	9,467	9,400	9,400	-	0.0%
MOU	52,434	165,000	140,000	(25,000)	-15.2%
Utilities	275,277	315,000	315,000	-	0.0%
Other Operating	2,082	236,500	232,400	(4,100)	-1.7%
Capital	-	241,059	548,050	306,991	127.4%
Total	\$ 2,172,929	\$ 3,041,983	\$ 3,310,989	\$ 269,006	8.8%

Major Drivers

FY 2014-15 Budget	\$ 3,041,983
Proposed personnel costs	
Salary/Fringe Adjustments	(22,272)
Increase in over-time	13,387
Proposed variance in personnel costs	3,033,098
MOU	
Decrease in security guard services	(25,000)
Other Operating	
Decrease in repair and maintenance supplies, office furniture and equipment, and safety equipment	(4,100)
Capital	
Increase for minor improvements to buildings and radio equipment	515,750
Decrease in vehicle replacement	(208,759)
FY 2015-16 Budget	<u>\$ 3,310,989</u>

Aviation Noise Abatement

Organizational Structure



Total Positions		
<u>14-15</u>		<u>15-16</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 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Inc/(Dec) FY16 vs FY15</i>
5284	Aviation Planner	1	1	1	-
5253	Airport Noise Abatement Officer	4	4	4	-
Total		4	4	4	-

Expense Summary

	<i>Actual FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Inc/(Dec) FY 2016 vs FY 2015</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 319,562	\$ 329,348	\$ 331,749	\$ 2,401	0.7%
Over-time	33,597	16,800	17,640	840	5.0%
Fringes	86,917	102,796	98,020	(4,776)	-4.6%
Total Salary/Fringes	\$ 440,076	\$ 448,944	\$ 447,409	\$ (1,535)	-0.3%
Outside Contracts	289,175	335,500	316,348	(19,152)	-5.7%
Other Operating	10,484	23,800	23,800	-	0.0%
Capital	-	38,907	-	(38,907)	-100.0%
Total	\$ 739,735	\$ 847,151	\$ 787,557	\$ (59,594)	-7.0%

Major Drivers

FY 2014-15 Budget	\$ 847,151
Proposed personnel costs	
Salary/Fringe Adjustments	(2,375)
Increase in over-time	840
Proposed variance in personnel costs	<u>845,616</u>
Outside Contract Services	
Decrease in consulting services and miscellaneous maintenance contracts	(19,152)
Capital	
Decrease in vehicle replacement	<u>(38,907)</u>
FY 2015-16 Budget	<u><u>\$ 787,557</u></u>

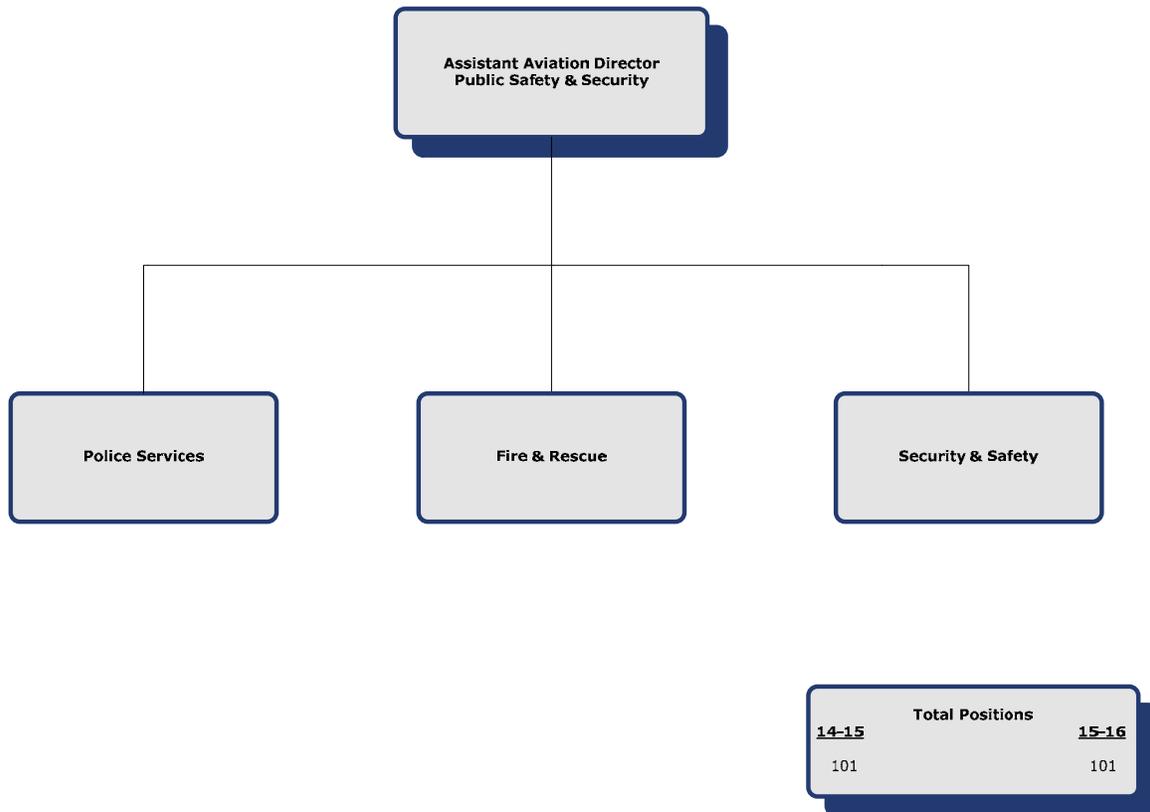


Public Safety & Security Group

Overview

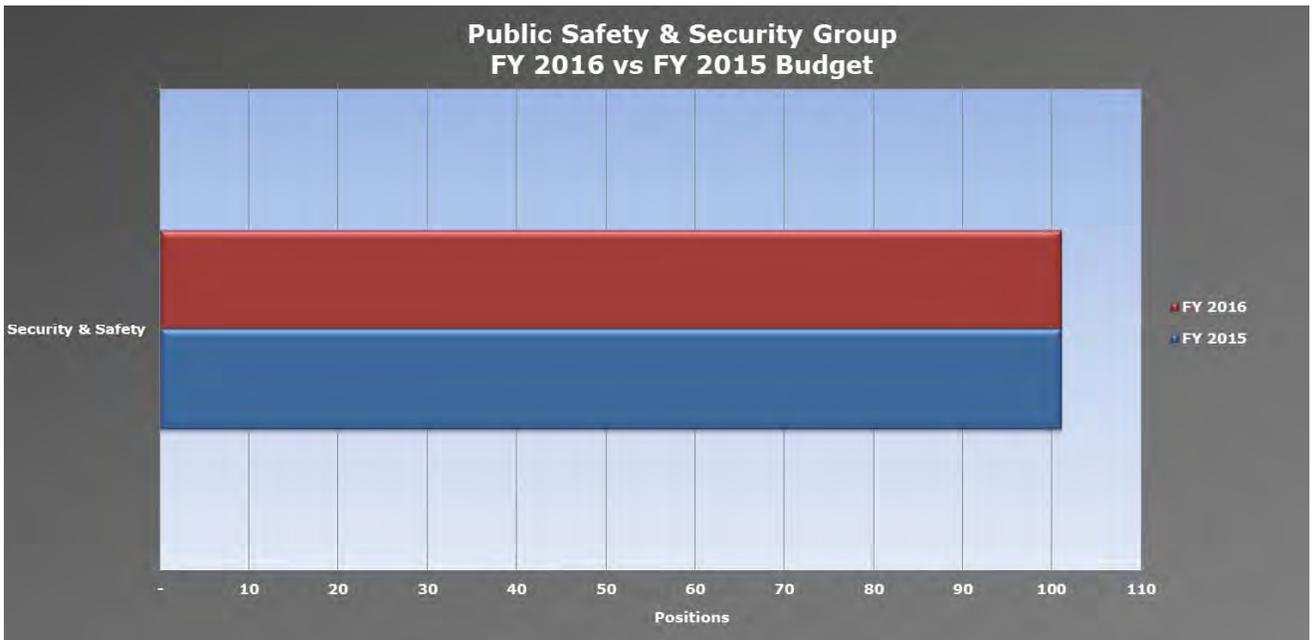
The Public Safety & Security Group oversees the investigative police and uniform services and fire and rescue services at MIA, ensures enforcement of all local, state and federally mandated security requirements. The Group consists of the Police Services, Fire & Rescue, and Safety & Security Divisions.

Organizational Structure



Personnel Summary

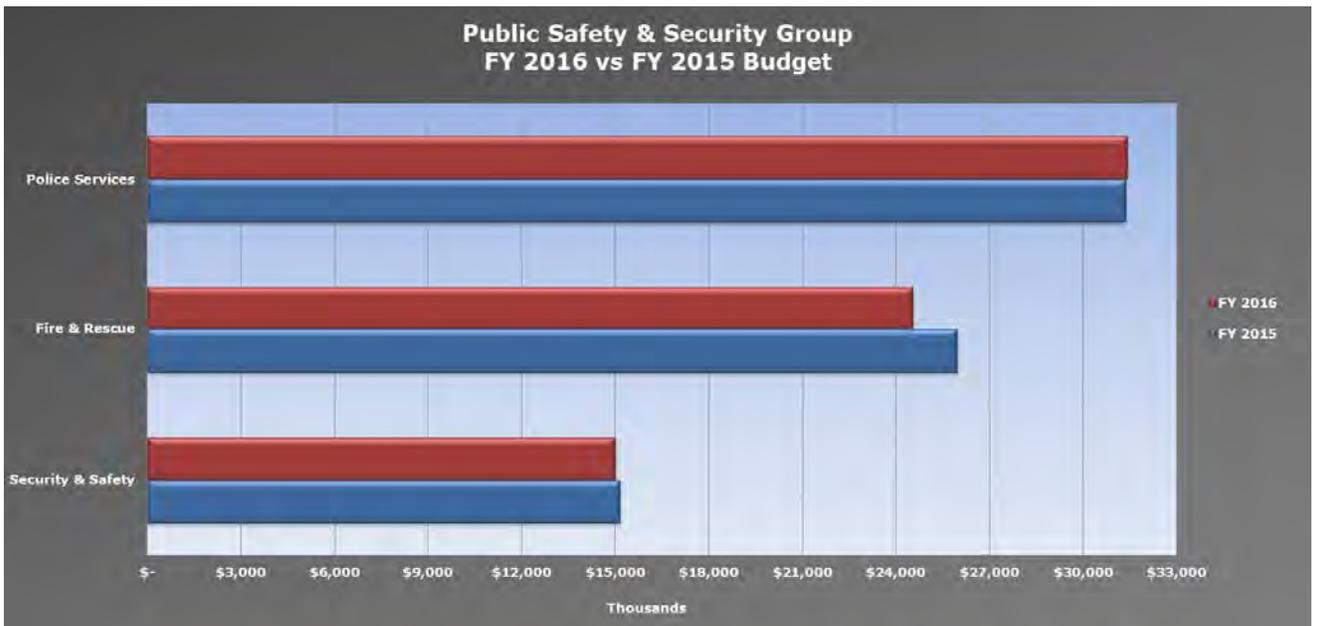
	<i>Actual FY 2013</i>	<i>Adopted Budget FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Inc/(Dec) FY15 vs FY14</i>
Security & Safety	84	87	101	14
Total	84	87	101	14



The chart above is a comparison between the FY 2016 and FY 2015 positions budgeted for the divisions in the Public Safety & Security Group; overall there was no change in personnel for this group.

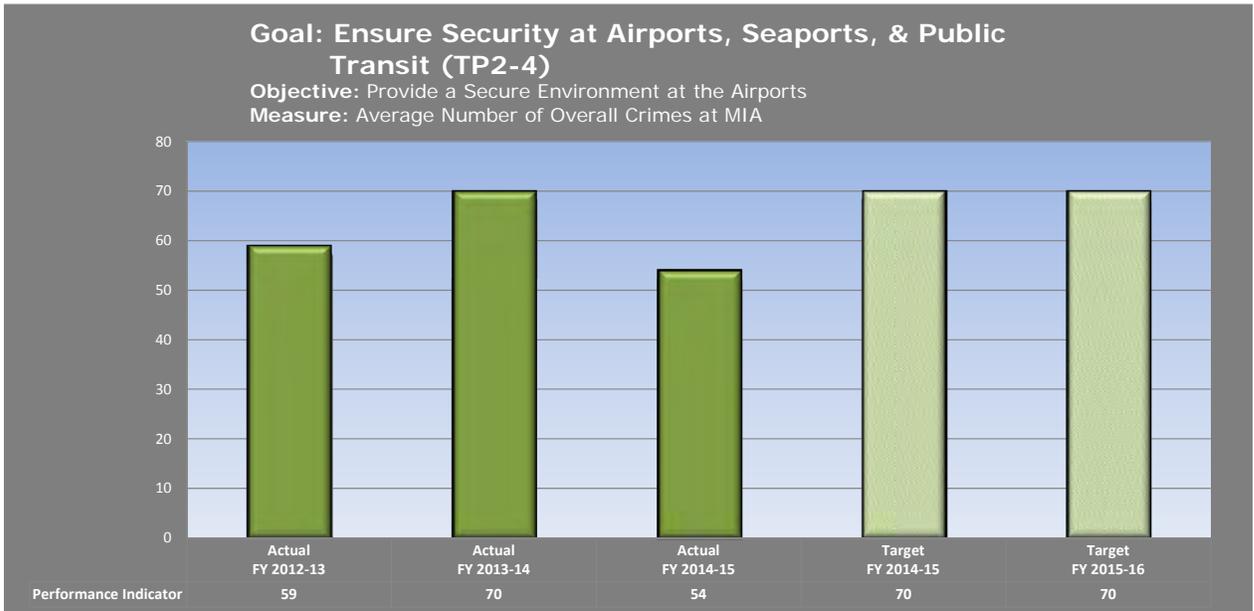
Expense Summary

	<i>Actual FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Inc/(Dec) FY 2016 vs FY 2015</i>	
				<i>\$</i>	<i>%</i>
Police Services	\$ 29,120,369	\$ 31,331,802	\$ 31,391,758	\$ 59,956	0.2%
Fire & Rescue	20,014,549	25,947,297	24,532,338	(1,414,959)	-5.5%
Security & Safety	11,788,842	15,152,188	15,006,639	(145,549)	-1.0%
Total	\$ 60,923,761	\$ 72,431,287	\$ 70,930,735	\$ (1,500,552)	-2.1%



The chart above is a comparison between the FY 2016 and FY 2015 budget for the divisions in the Public Safety & Security Group; overall there is a decrease in expenses for the Group, with the Fire & Rescue Division reflecting the major decrease.

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 FY2014-15 the actual met the target.

Accomplishments for FY 2015

- 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 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 FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Inc/(Dec) FY 2016 vs FY 2015</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ -	\$ -	\$ -	\$ -	0.0%
Over-time	-	-	-	-	0.0%
Fringes	-	-	-	-	0.0%
Total Salary/Fringes	\$ -	\$ -	\$ -	\$ -	0.0%
Outside Contracts	54,364	72,300	88,100	15,800	21.9%
Insurance	108,363	257,725	306,035	48,310	18.7%
MOU	28,007,144	29,239,556	29,555,473	315,917	1.1%
Charges for County Services	748,001	1,115,901	1,116,650	749	0.1%
Utilities	39,635	71,620	30,000	(41,620)	-58.1%
Other Operating	119,568	338,700	275,500	(63,200)	-18.7%
Capital	43,294	236,000	20,000	(216,000)	-91.5%
Total	\$ 29,120,369	\$ 31,331,802	\$ 31,391,758	\$ 59,956	0.2%

Major Drivers

FY 2014-15 Budget	\$ 31,331,802
Proposed personnel costs	
Salary/Fringe Adjustments	-
Proposed variance in personnel costs	<u>31,331,802</u>
Outside Contract Services	
Increase in veterinary services	20,000
Increase in outside maintenance	(4,200)
Insurance	
Increase in automobile liability insurance	48,310
MOU	
Increase in charges for Police services	315,917
Charges for County Services	
Increase for take home vehicle charges	749
Utilities	
Decrease in telephone service	(41,620)
Other Operating	
Increase in auto expense reimbursement, police dogs, K9 supplies, and uniforms and shoes	105,400
Decrease in registration fees, office supplies, minor equipment, and miscellaneous operating supplies	(168,600)
Capital	
Decrease in computer hardware, vehicle replacement and motorized field equipment	<u>(216,000)</u>
FY 2015-16 Budget	<u>\$ 31,391,758</u>

Fire & Rescue

Organizational Structure

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

Mission Statement

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

Responsibilities

- Providing fire and rescue services to the passengers, employees and visitors at MIA and the General Aviation Airports (GAA): Opa Locka (OPF), Miami Executive (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

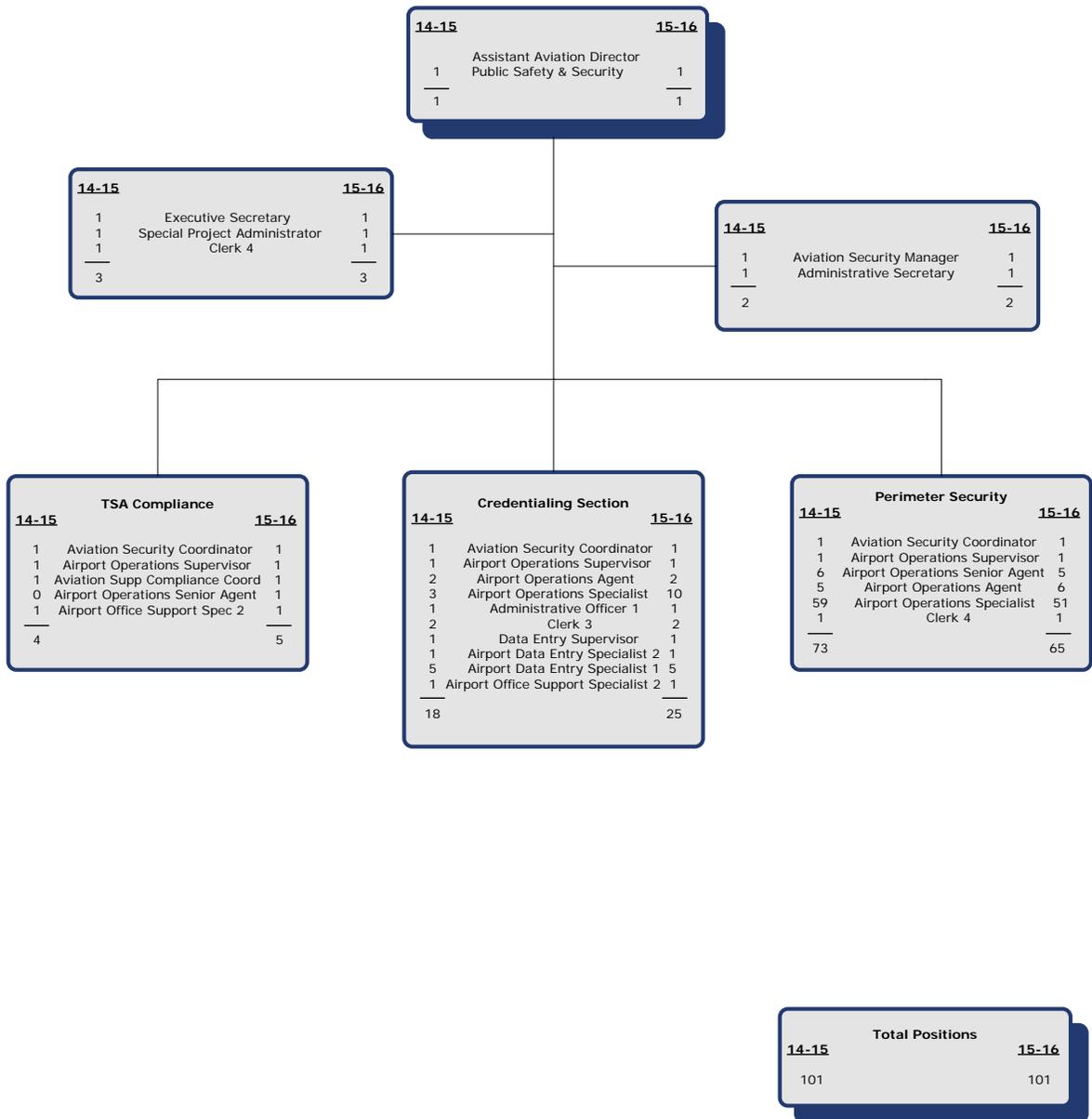
	<i>Actual FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Inc/(Dec) FY 2016 vs FY 2015</i>	
				<i>\$</i>	<i>%</i>
<i>Salary/Fringes</i>					
Regular	\$ -	\$ -	\$ -	\$ -	0.0%
Over-time	-	-	-	-	0.0%
Fringes	-	-	-	-	0.0%
<i>Total Salary/Fringes</i>	\$ -	\$ -	\$ -	\$ -	0.0%
Outside Contracts	1,622	127,500	64,500	(63,000)	-49.4%
MOU	19,722,453	23,147,897	23,637,553	489,656	2.1%
Charges for County Services	-	12,500	12,500	-	0.0%
Utilities	16,787	23,640	22,720	(920)	-3.9%
Other Operating	65,240	347,060	255,565	(91,495)	-26.4%
Capital	208,446	2,288,700	539,500	(1,749,200)	-76.4%
<i>Total</i>	<i>\$ 20,014,549</i>	<i>\$ 25,947,297</i>	<i>\$ 24,532,338</i>	<i>\$ (1,414,959)</i>	<i>-5.5%</i>

Major Drivers

FY 2014-15 Budget	\$ 25,947,297
Proposed personnel costs	
Salary/Fringe Adjustments	-
Proposed variance in personnel costs	<u>25,947,297</u>
Outside Contract Services	
Increase in temporary help and motor vehicle maintenance	40,500
Decrease in maintenance and repair of equipment and other outside contracts	(103,500)
MOU	
Increase in charges for Fire Rescue services	489,656
Utilities	
Decrease in telephone service	(920)
Other Operating	
Increase in memberships, office furniture & equipment and fire ext agents	42,780
Decrease in travel expense, inservice training, registration fees, and educational seminars	(134,275)
Capital	
Decrease in computer hardware and fire and rescue vehicles	<u>(1,749,200)</u>
FY 2015-16 Budget	<u>\$ 24,532,338</u>

Security & Safety

Organizational Structure



Mission Statement

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

Responsibilities

- Directing the day-to-day security operations of MIA and the County's four General Aviation Airports (GAA)
- Enforcing local, state and federally mandated security requirements, in coordination with agencies such as the TSA, CBP, FBI, Immigration and Customs Enforcement (ICE), Drug Enforcement Administration (DEA), Department of Homeland Security (DHS), the State and U.S. Attorneys offices and the Miami-Dade Police 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 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Inc/(Dec) FY16 vs FY15</i>
5182	Assistant Aviation Director Public Safety & Security	-	1	1	-
5287	Aviation Security Manager	1	1	1	-
5288	Aviation Security Coordinator	3	3	3	-
5315	Aviation Support Compliance Coordinator	1	1	1	-
0831	Special Projects Administrator 1	-	1	1	-
5202	Airport Operations Supervisor	3	3	3	-
5203	Airport Operations Senior Agent	5	6	6	-
5204	Airport Operations Agent	8	7	8	1
5205	Airport Operations Specialist	48	62	61	(1)
0810	Administrative Officer 1	1	1	1	-
0013	Clerk 4	1	2	2	-
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		82	101	101	-

Expense Summary

	<i>Actual FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Inc/(Dec) FY 2016 vs FY 2015</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 3,858,103	\$ 5,077,291	\$ 5,096,590	\$ 19,299	0.4%
Over-time	214,050	243,775	243,775	-	0.0%
Fringes	1,232,710	1,906,118	1,727,449	(178,669)	-9.4%
Total Salary/Fringes	\$ 5,304,863	\$ 7,227,184	\$ 7,067,814	\$ (159,370)	-2.2%
Outside Contracts	35,090	129,500	97,000	(32,500)	-25.1%
MOU	6,391,087	7,166,593	7,169,000	2,407	0.0%
Other Operating	57,605	180,425	117,825	(62,600)	-34.7%
Capital	198	448,486	555,000	106,514	23.7%
Total	\$ 11,788,842	\$ 15,152,188	\$ 15,006,639	\$ (145,549)	-1.0%

Major Drivers

FY 2014-15 Budget	\$ 15,152,188
Proposed personnel costs	
Salary/Fringe Adjustments	(159,370)
Proposed variance in personnel costs	14,992,818
Outside Contract Services	
Increase in outside printing and other outside contractual services	34,000
Decrease in outside maintenance services and catering services provided by Hotel, Top, Host Marriott for meetings	(66,500)
MOU	
Increase in security guard services	2,407
Other Operating	
Increase in travel, office furniture and equipment, and safety equipment & supplies	7,200
Decrease in educational seminars and miscellaneous general & administrative expense	(69,800)
Capital	
Increase in equipment	275,000
Decrease in office furniture, computer hardware, and vehicle replacement	(168,486)
FY 2015-16 Budget	\$ 15,006,639

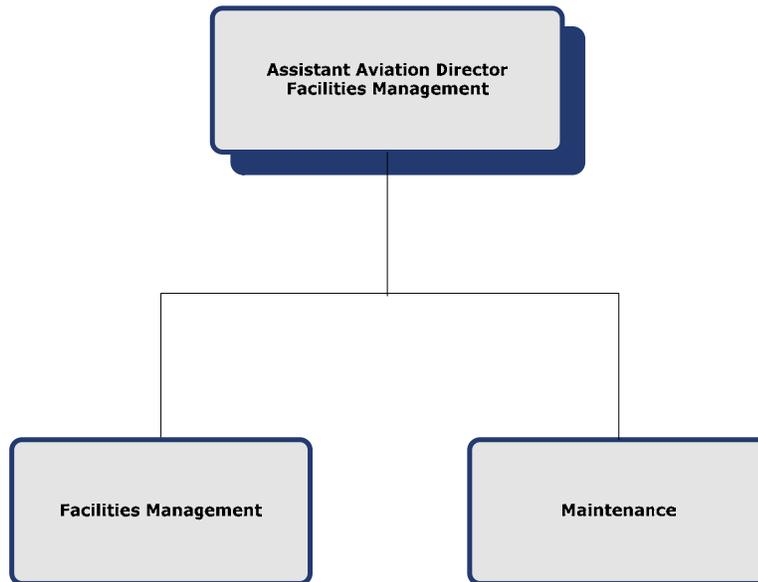


Facilities Management Group

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



Total Positions	
<u>14-15</u>	<u>15-16</u>
432	437

Personnel Summary

	<i>Actual FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Inc/(Dec) FY16 vs FY15</i>
Facilities Management	10	12	13	1
Maintenance	405	420	424	4
Total	415	432	437	5



The chart above is a comparison between the FY 2016 and FY 2015 positions budgeted for the divisions in the Facilities Management Group; overall there is an increase in personnel for the group, with the major increase reflected in the Maintenance Division.

Expense Summary

	<i>Actual FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Inc/(Dec)</i>	
				<i>FY 2016 vs FY 2015</i>	
				\$	%
Facilities Management	\$ 1,360,777	\$ 1,479,138	\$ 1,612,569	\$ 133,431	9.0%
Maintenance	91,167,379	105,375,251	107,225,531	1,850,280	1.8%
Total	\$ 92,528,156	\$ 106,854,389	\$ 108,838,100	\$ 1,983,711	1.9%



The chart above is a comparison between the FY 2016 and FY 2015 budget for the divisions in the Facilities Management Group; overall there is an increase in expenses for the Group, with the major increase reflected in the Maintenance Division.

Group Goal(s)/Performance Measures

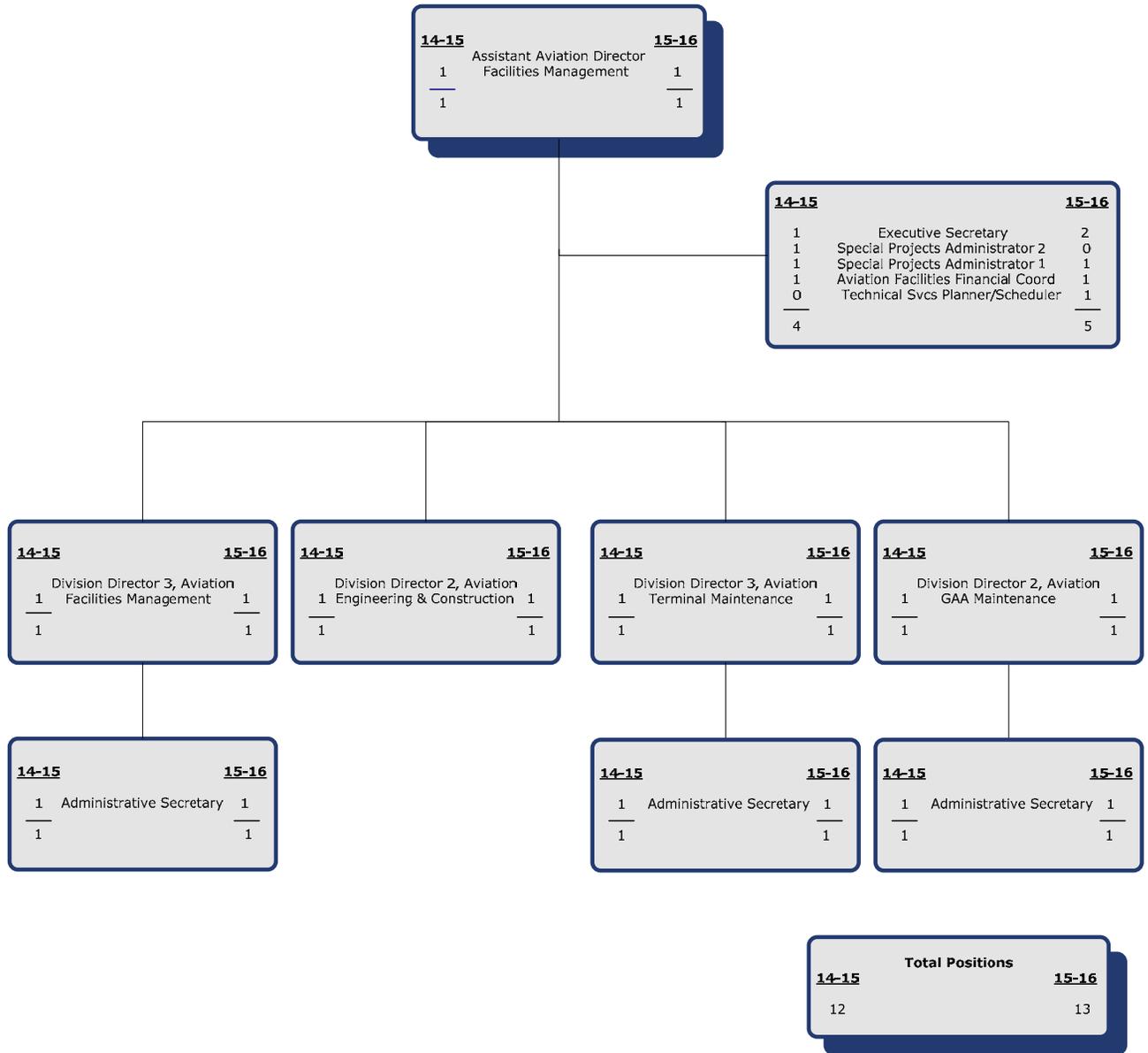
Non applicable

Accomplishments for FY 2015

- 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 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Inc/(Dec) FY16 vs FY15</i>
5182	Assistant Aviation Director Facilities Mngmt	1	1	1	-
5148	Division Director 3, Aviation	1	2	2	-
5054	Division Director 2, Aviation	2	2	2	-
5232	Aviation Facilities Financial Coordinator	1	1	1	-
5063	Aviation Contract Review & Compliance Coord	-	-	-	-
0832	Special Projects Administrator 2	-	1	-	(1)
0831	Special Projects Administrator 1	1	1	1	-
0811	Administrative Officer 2	-	-	-	-
6466	Technical Services Planner/Scheduler	-	-	1	1
0095	Executive Secretary	1	1	2	1
0094	Administrative Secretary	3	3	3	-
Total		10	12	13	(1)

Expense Summary

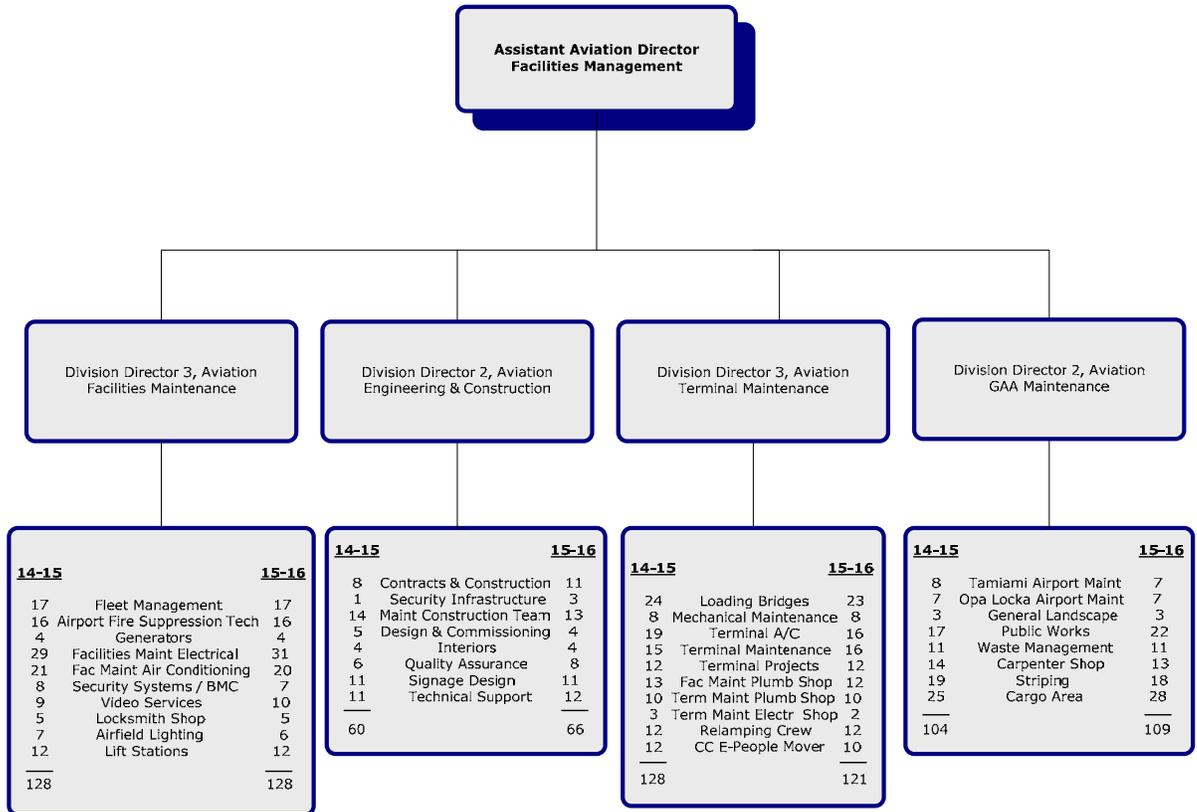
	<i>Actual FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Inc/(Dec) FY 2016 vs FY 2015</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 1,092,646	\$ 1,104,754	\$ 1,200,661	\$ 95,907	8.7%
Over-time	4,137	7,000	7,000	-	0.0%
Fringes	252,434	293,434	326,758	33,324	11.4%
Total Salary/Fringes	\$ 1,349,217	\$ 1,405,188	\$ 1,534,419	\$ 129,231	9.2%
Outside Contracts	-	-	-	-	0.0%
Other Operating	11,559	73,950	78,150	4,200	5.7%
Capital	-	-	-	-	0.0%
Total	\$ 1,360,777	\$ 1,479,138	\$ 1,612,569	\$ 133,431	9.0%

Major Drivers

FY 2014-15 Budget	\$ 1,479,138
Proposed Personnel Costs	
Salary/Fringe Adjustments	129,231
Proposed variance in personnel costs	<u>1,608,369</u>
Other Operating	
Increase in auto expense reimbursement and travel	7,400
Decrease in office supplies	(3,200)
FY 2015-16 Budget	<u>\$ 1,612,569</u>

Maintenance

Organizational Structure



Total Positions	
<u>14-15</u>	<u>15-16</u>
420	424

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 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Inc/(Dec) FY16 vs FY15</i>
5066	Chief Aviation Facilities Initiation Engineer	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	-	-	-
5228	Chief Aviation Safety & Quality Programs	1	1	1	-
5016	Section Chief, Aviation	1	1	3	2
5249	Airport Building Systems Manager	1	1	3	2
5219	Aviation Interior Design Space Plan Supv	1	1	1	-
5233	Aviation Technical Services Supervisor	1	1	-	(1)
6512	Electrician Supervisor	1	1	1	-
6518	Painter Supervisor	1	1	1	-
6528	Plumbing Supervisor	1	1	1	-
6533	Refrigeration/Air Conditioning Mechanic Supv	2	2	1	(1)
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	2	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	11	10
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	1	2	1
1022	Engineer 3	1	1	2	1
1020	Engineer 1	1	1	1	-
1033	Architect 2	1	1	1	-
1032	Architect 1	2	2	2	-
5489	Airport Architectural Drafter 2	9	9	9	-
7359	Landscape Architect 3	1	1	1	-
6612	Construction Manager 3	4	2	2	-
6611	Construction Manager 2	6	3	2	(1)
6610	Construction Manager 1	1	1	1	-
6466	Technical Services Planner/Scheduler	5	5	9	4
1845	Sr Systems Analyst/Programmer	2	2	2	-
5353	Airport Systems Analyst/Programmer 2	-	-	-	-

Maintenance

Personnel Summary (cont)

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Inc/(Dec) FY16 vs FY15</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	1	-
5334	Airport Collection & Inspection Rep	-	-	-	-
0012	Clerk 3	-	1	1	-
5272	Airport Facilities Superintendent	17	17	17	-
5275	Airport BMS Operator	5	5	5	-
5462	Airport Waste Plant Operator	4	4	4	-
5463	Airport Lighting Technician	4	4	4	-
5377	Airport Automated People Mover Technician	9	11	9	(2)
5474	Airport Electronic Electrical Equipment Tech 2	3	3	4	1
5472	Airport Electronic Electrical Equipment Tech 1	17	22	21	(1)
5479	Airport Fire Suppression Systems Technician	10	13	4	(9)
5420	Airport Waste Plant Electrician	1	1	1	-
5406	Airport Service Equipment Maint Mechanic	1	2	1	(1)
5404	Airport Maintenance Mechanic	71	72	75	3
5403	Airport Maintenance Repairer	20	23	16	(7)
5407	Airport Heavy Truck Tire Repairer	1	1	1	-
5416	Airport Light Equipment Technician	4	4	4	-
5417	Airport Motorcycle Mechanic	1	1	1	-
5418	Airport Hydraulics Mechanic	11	11	12	1
5421	Airport Plant Mechanic	8	7	10	3
5429	Airport Automotive Equipment Operator 3	5	5	10	5
5428	Airport Automotive Equipment Operator 2	17	18	15	(3)
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	16	17	17	-
5446	Airport Locksmith	3	4	4	-
5448	Airport Painter	27	27	27	-
5450	Airport Machinist	1	1	1	-
5452	Airport Plumber	13	13	13	-
5454	Airport Mason	2	2	2	-
5456	Airport Refrigeration/Air Conditioning Mechanic	17	20	19	(1)
5458	Airport Sign Painter	4	4	4	-
5460	Airport Welder	2	2	2	-
5461	Airport Sprayer	3	3	3	-
5464	Airport Heavy Equipment Technician	9	9	9	-
Total		405	420	424	4

Maintenance

Expense Summary

	<i>Actual</i> <i>FY 2014</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2015</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2016</i>	<i>Inc/(Dec)</i> <i>FY 2016 vs FY 2015</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 26,479,763	\$ 26,164,155	\$ 27,088,502	\$ 924,347	3.5%
Over-time	1,558,436	1,362,200	1,473,569	111,369	8.2%
Fringes	6,169,088	8,545,269	8,103,205	(442,064)	-5.2%
Total Salary/Fringes	\$ 34,207,288	\$ 36,071,624	\$ 36,665,276	\$ 593,652	1.6%
Outside Contracts	47,132,800	51,552,962	54,014,108	2,461,146	4.8%
MOU	684,178	885,124	358,900	(526,224)	-59.5%
Utilities	2,854,950	3,490,000	3,510,000	20,000	0.6%
Other Operating	6,042,730	10,106,646	10,384,255	277,609	2.7%
Capital	245,433	3,268,895	2,292,992	(975,903)	-29.9%
Total	\$ 91,167,379	\$ 105,375,251	\$ 107,225,531	\$ 1,850,280	1.8%

Major Drivers

FY 2014-15 Budget	\$ 105,375,251
Proposed Personnel Costs	
Salary/Fringe Adjustments	482,283
Increase in over-time	111,369
Proposed variance in personnel costs	105,968,903
Outside Contract Services	
Increase in consulting services, motor vehicle maintenance, outside maintenance services for elevators, trains, automatic doors, electrical, and air conditioning	4,493,646
Decrease in exterminating services and other outside contractual services	(2,032,500)
MOU	
Decrease in MOU for Satellite E-train no longer in service	(526,224)
Utilities	
Increase in electrical services	20,000
Other Operating	
Increase in auto expense reimbursement, publications, travel, moving expense, holiday decorations, registration fees, office furniture and equipment, and repair and maintenance supplies	490,438
Decrease in rental expense, fuel, paint, sign material, conveyor repair parts, and building materials	(212,829)
Capital	
Increase for building improvements, office furniture, and shop equipment	1,570,992
Decrease in vehicle replacement, motorized field equipment, trailers, and tractor mowers	(2,546,895)
FY 2015-16 Budget	\$ 107,225,531

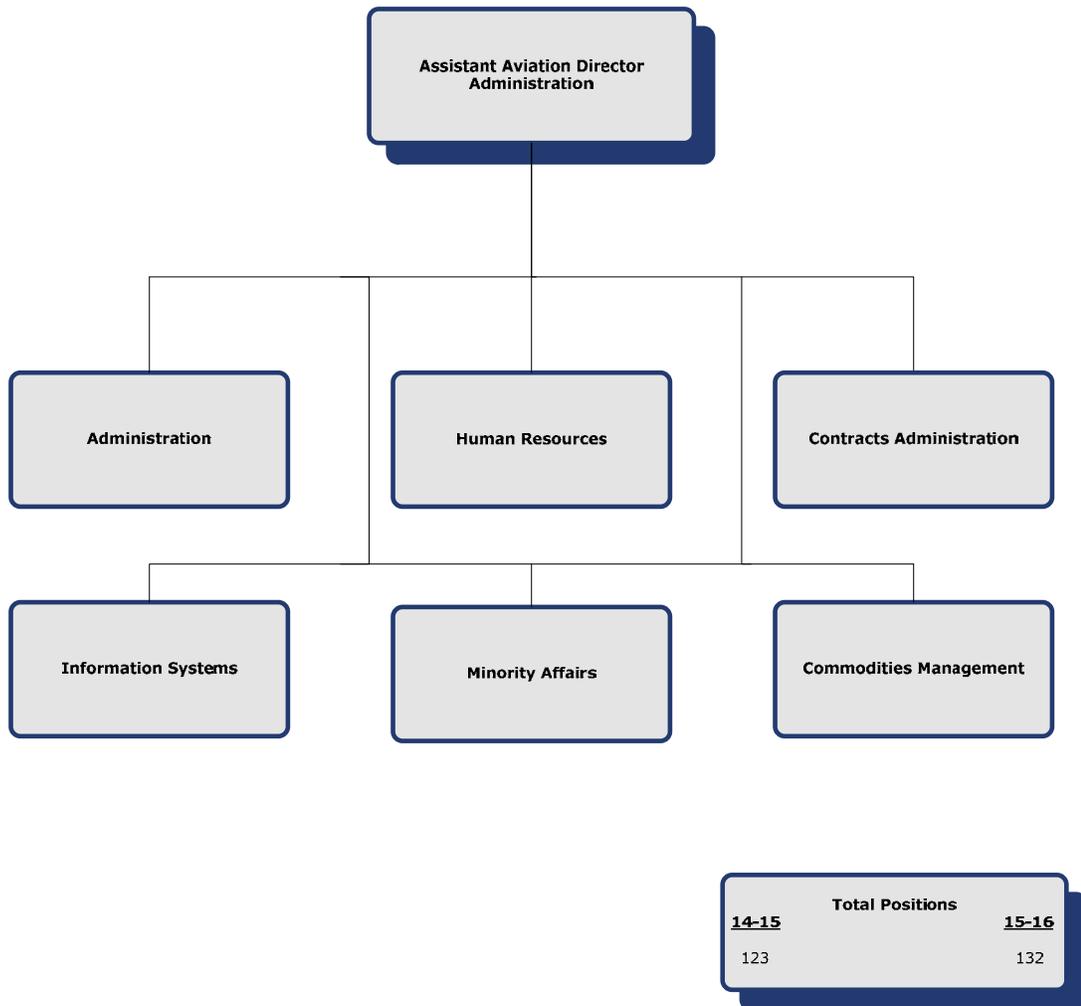


Administration Group

Overview

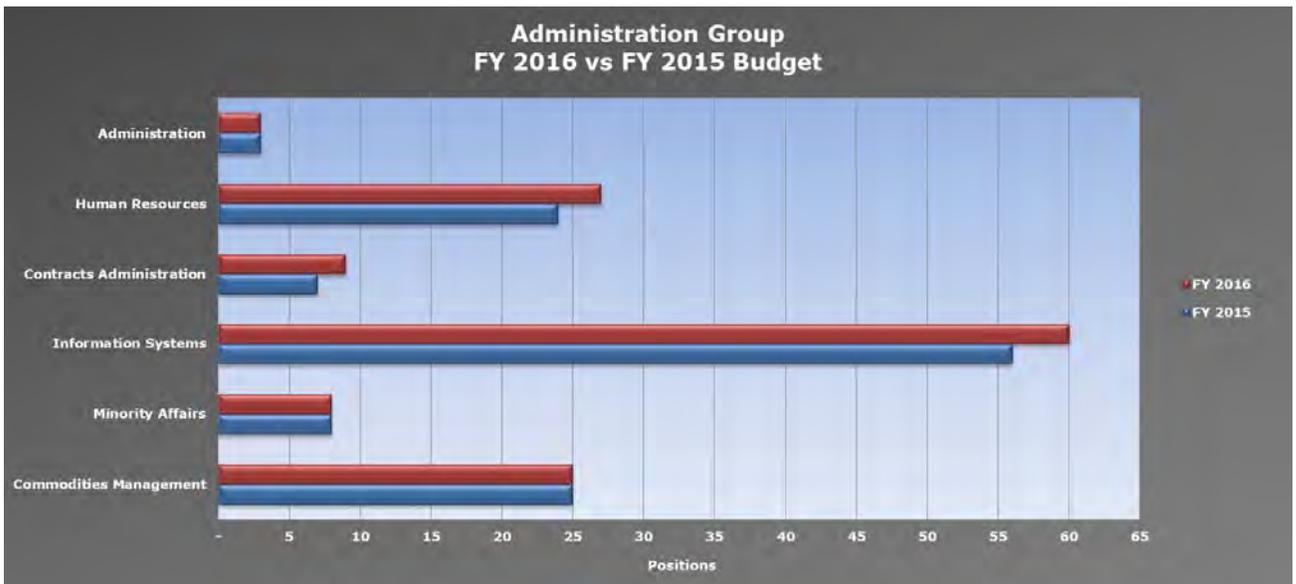
The Administration Group performs activities that are vital to the daily operations of MIA such as: administration of the Department's personnel and support services functions, provision of technology and telecommunication resources to the Department's diverse user base and coordination of procurement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

Organizational Structure



Personnel Summary

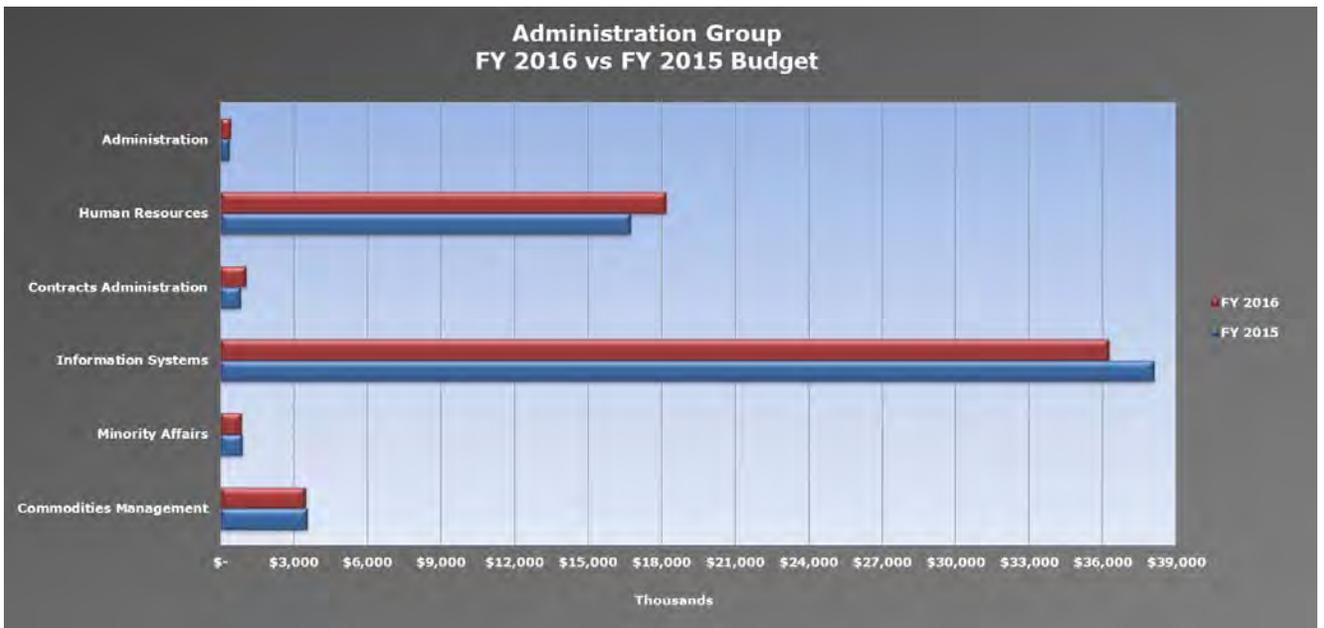
	<i>Actual FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Inc/(Dec) FY16 vs FY15</i>
Administration	3	3	3	-
Human Resources	21	24	27	3
Contracts Administration	6	7	9	2
Information Systems	56	56	60	4
Minority Affairs	8	8	8	-
Commodities Management	23	25	25	-
Total	117	123	132	9



The chart above is a comparison between the FY 2016 and FY 2015 positions budgeted for the divisions in the Administration Group; overall there is an increase in personnel with the major change reflected in the Information Systems Division due to new positions.

Expense Summary

	<i>Actual FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Inc/(Dec) FY 2016 vs FY 2015</i>	
				<i>\$</i>	<i>%</i>
Administration	\$ 760,884	\$ 384,065	\$ 431,737	\$ 47,672	12.4%
Human Resources	12,264,410	16,745,848	18,184,314	1,438,466	8.6%
Contracts Administration	688,090	837,407	1,072,364	234,957	28.1%
Information Systems	33,103,437	38,105,370	36,271,302	(1,834,068)	-4.8%
Minority Affairs	711,603	920,310	889,530	(30,780)	-3.3%
Commodities Management	2,307,746	3,561,847	3,505,849	(55,998)	-1.6%
Total	\$ 49,836,171	\$ 60,554,847	\$ 60,355,096	\$ (199,751)	-0.3%



The chart above is a comparison between the FY 2016 and FY 2015 budget for the divisions in the Administration Group; overall there is a decrease in expenses for the Group, which is a net effect of a decrease in the Information Systems Division and an increase in the Human Resources Division.

Group Goals(s)/Performance Measures



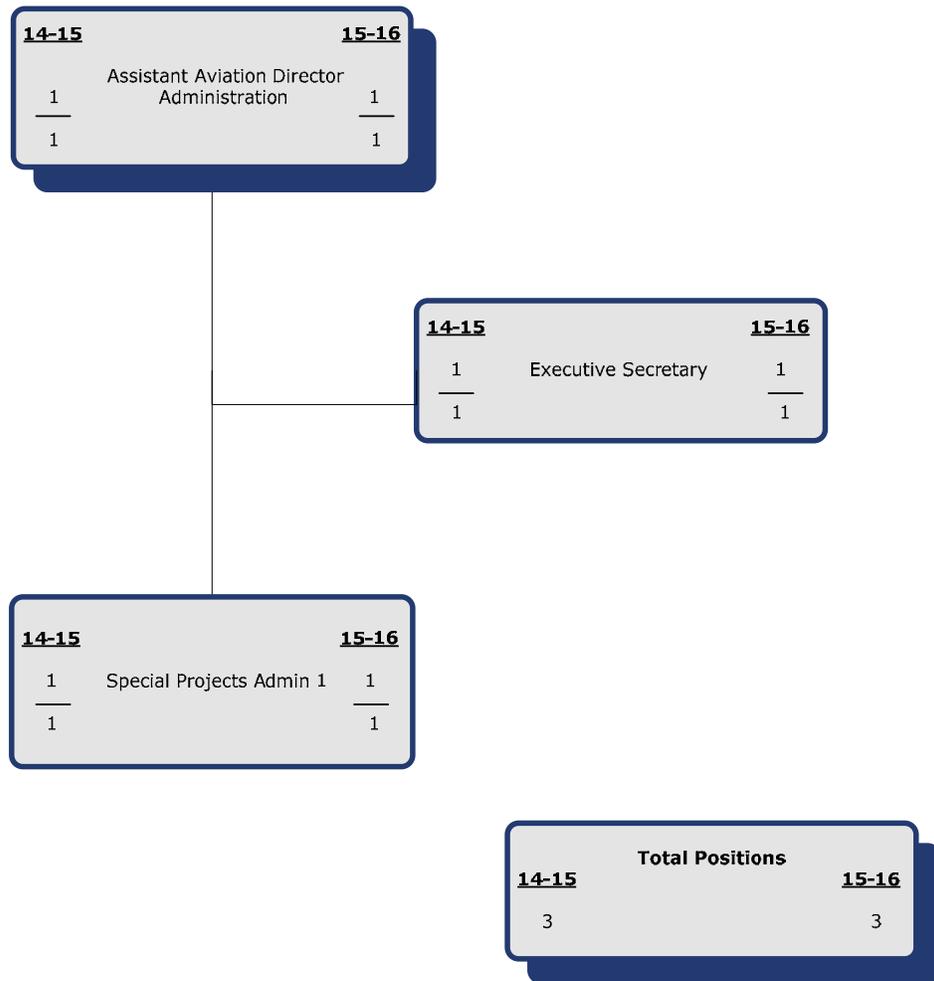
The chart above illustrates the actual and the target for the average number of accidents that occur on a monthly basis, it is comprised of two categories non-chargeable and chargeable preventable; for FY 2014-15 the actual met the target.

Accomplishments for FY 2015

- 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 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Inc/(Dec) FY 16 vs FY 15</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

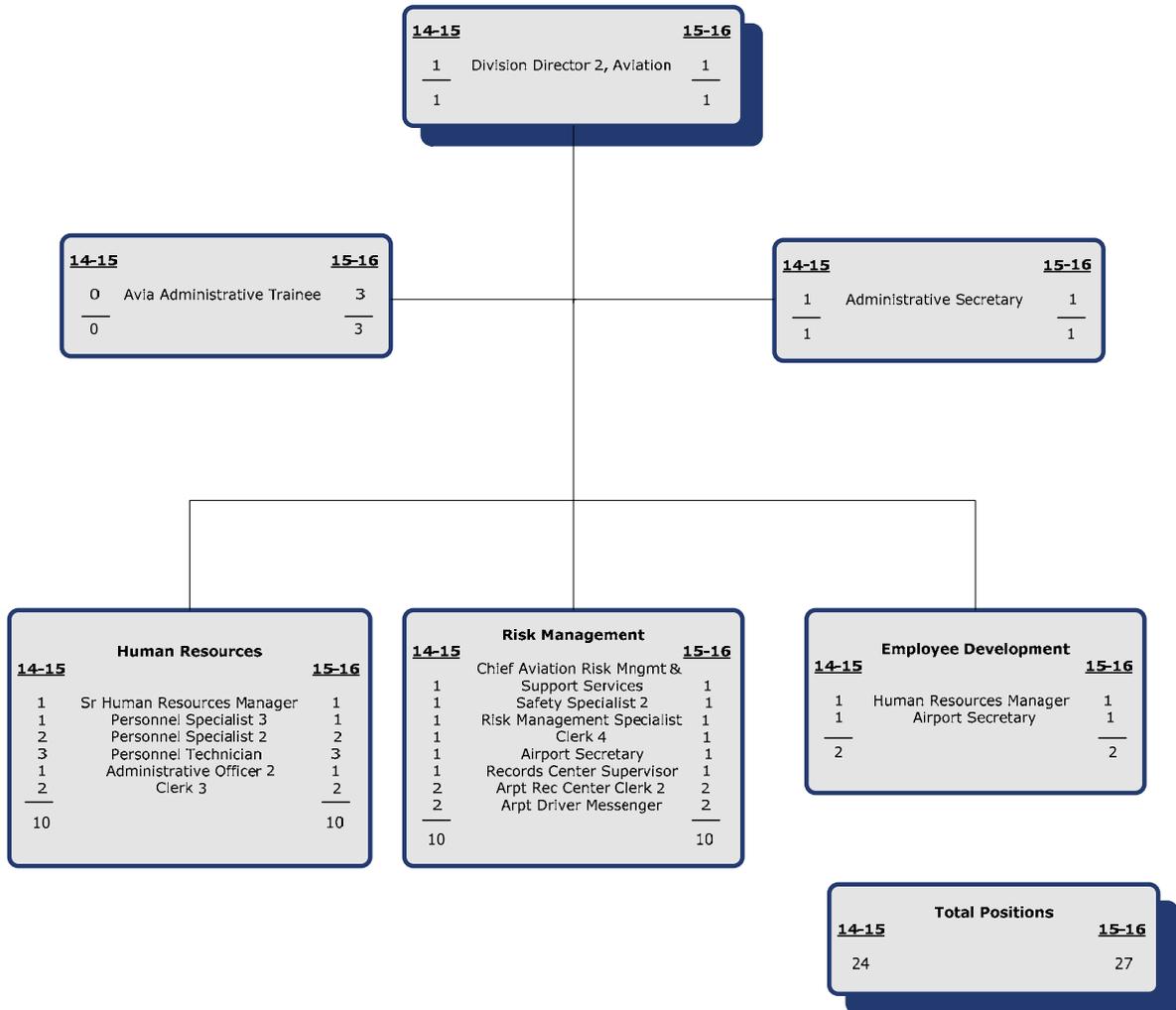
	<i>Actual FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Inc/(Dec) FY 2016 vs FY 2015</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 652,502	\$ 245,379	\$ 296,794	\$ 51,415	21.0%
Over-time	-	600	600	-	0.0%
Fringes	93,745	68,436	69,693	1,257	1.8%
Total Salary/Fringes	\$ 746,247	\$ 314,415	\$ 367,087	\$ 52,672	16.8%
Outside Contracts	11,287	50,000	52,500	2,500	5.0%
Other Operating	3,351	19,650	12,150	(7,500)	-38.2%
Capital	-	-	-	-	0.0%
Total	\$ 760,884	\$ 384,065	\$ 431,737	\$ 47,672	12.4%

Major Drivers

FY 2014-15 Budget	\$ 384,065
Proposed personnel costs	
Salary/Fringe Adjustments	52,672
Proposed variance in personnel costs	<u>436,737</u>
Outside Contract Services	
Increase in catering services provided by Hotel, Top, Host Marriott for meetings	2,500
Other Operating	
Increase in travel	2,500
Decrease in miscellaneous general & administrative expenses	(10,000)
FY 2015-16 Budget	<u><u>\$ 431,737</u></u>

Human Resources

Organizational Structure



Mission Statement

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

Responsibilities

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

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Inc/(Dec) FY16 vs FY15</i>
5054	Division Director 2, Aviation	1	1	1	-
0417	Senior Human Resources Manager	1	1	1	-
0416	Human Resources Manager	1	1	1	-
5109	Chief, Aviation Risk Mngmt & Support Svcs	1	1	1	-
0230	Records Center Supervisor	1	1	1	-
0811	Administrative Officer 2	1	1	1	-
0808	Aviation Administrative Trainee	-	-	3	3
0810	Administrative Officer 1	-	-	-	-
1973	Risk Management Specialist	1	1	1	-
1965	Safety Specialist 2	1	1	1	-
0414	Personnel Specialist 3	1	1	1	-
0412	Personnel Specialist 2	1	2	2	-
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	1	2	2	-
Total		21	24	27	3

Expense Summary

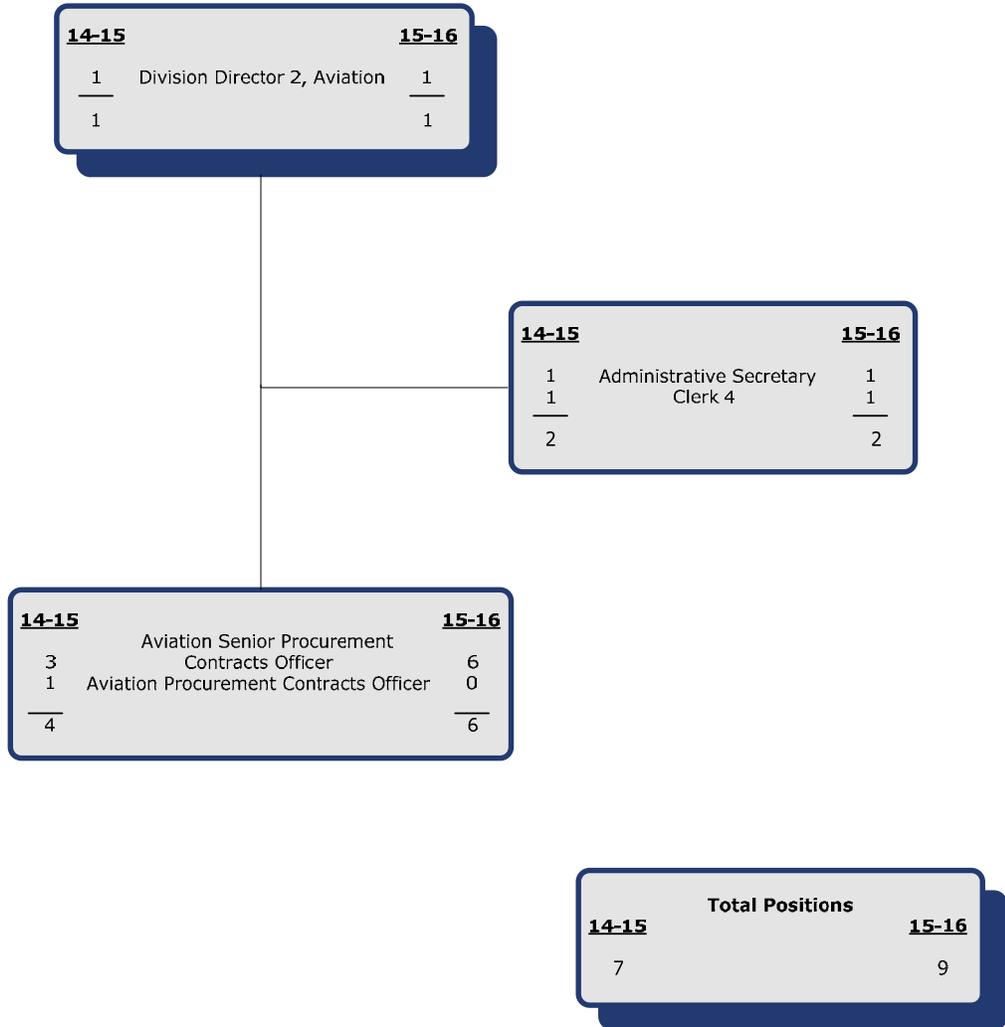
	<i>Actual FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Inc/(Dec) FY 2016 vs FY 2015</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 1,210,048	\$ 1,458,076	\$ 1,625,101	\$ 167,025	11.5%
Over-time	6,536	8,500	8,500	-	0.0%
Fringes	1,875,131	2,400,388	4,018,828	1,618,440	67.4%
Total Salary/Fringes	\$ 3,091,715	\$ 3,866,964	\$ 5,652,429	\$ 1,785,465	46.2%
Outside Contracts	129,558	374,500	374,500	-	0.0%
Insurance	8,838,809	11,356,000	11,401,000	45,000	0.4%
MOU	39,385	486,300	486,300	-	0.0%
Other Operating	110,369	637,084	249,085	(387,999)	-60.9%
Capital	54,576	25,000	21,000	(4,000)	-16.0%
Total	\$ 12,264,410	\$ 16,745,848	\$ 18,184,314	\$ 1,438,466	8.6%

Major Drivers

FY 2014-15 Budget	\$ 16,745,848
Proposed personnel costs	
Salary/Fringe Adjustments	1,785,465
Proposed variance in personnel costs	18,531,313
Insurance	
Increase in deductible claims liability insurance	45,000
Other Operating	
Decrease in inservice training	(387,999)
Capital	
Decrease in rescue equipment for Automated External Defibrillators (AED)	(4,000)
FY 2015-16 Budget	\$ 18,184,314

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 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Inc/(Dec) FY16 vs FY15</i>
5054	Division Director 2, Aviation	1	1	1	-
5297	Aviation Sr Procurement Contract Officer	3	3	6	3
5296	Aviation Procurement Contract Officer	-	1	-	(1)
0013	Clerk 4	1	1	1	-
0094	Administrative Secretary	1	1	1	-
Total		6	7	9	2

Expense Summary

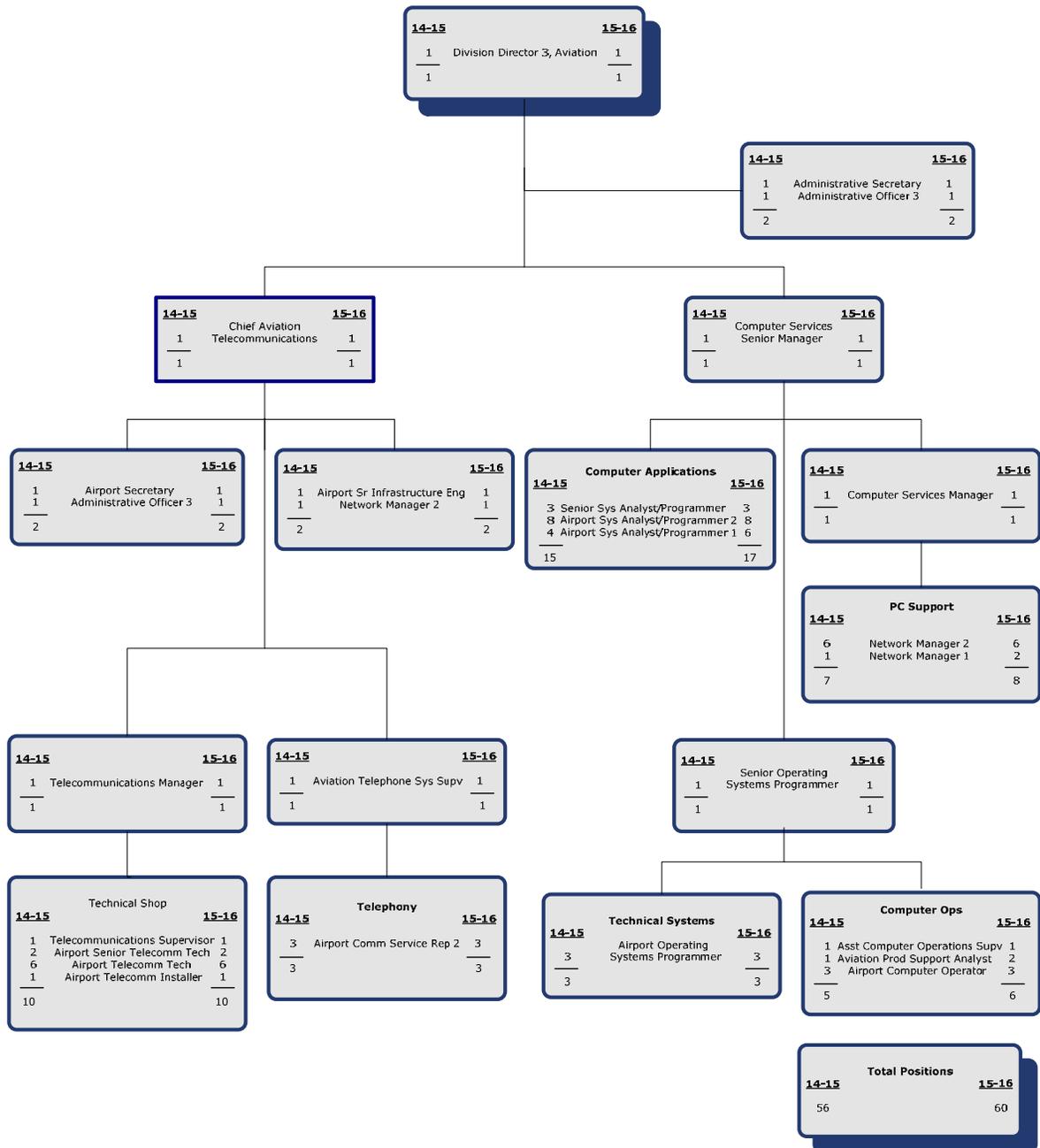
	<i>Actual FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Inc/(Dec) FY 2016 vs FY 2015</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 544,460	\$ 606,775	\$ 803,224	\$ 196,449	32.4%
Over-time	1,935	3,000	3,000	-	0.0%
Fringes	123,825	172,932	214,003	41,071	23.7%
Total Salary/Fringes	\$ 670,220	\$ 782,707	\$ 1,020,227	\$ 237,520	30.3%
Outside Contracts	16,038	37,000	34,437	(2,563)	-6.9%
Other Operating	1,832	17,700	17,700	-	0.0%
Capital	-	-	-	-	0.0%
Total	\$ 688,090	\$ 837,407	\$ 1,072,364	\$ 234,957	28.1%

Major Drivers

FY 2014-15 Budget	\$ 837,407
Proposed personnel costs	
Salary/Fringe Adjustments	<u>237,520</u>
Proposed variance in personnel costs	1,074,927
Outside Contract Services	
Decrease in newspaper advertising	<u>(2,563)</u>
FY 2015-16 Budget	<u><u>\$ 1,072,364</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 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Inc/(Dec) FY16 vs FY15</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	-
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	-
1832	Network Manager 1	1	-	2	2
1734	Telecommunications Supervisor	-	1	-	(1)
1821	Computer Operations Supervisor	1	-	1	1
1820	Asst Computer Operations Supervisor	-	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	10	8	9	1
5352	Airport Systems Analyst/Programmer 1	2	4	5	1
5356	Airport Computer Operations Specialist	1	-	1	1
5214	Airport Sr Telecommunications Technician	3	2	3	1
5213	Airport Telecommunications Technician	6	6	6	-
1827	Computer Technician 2	-	1	-	(1)
5354	Airport Computer Operator	3	3	3	-
5208	Airport Telecommunications Installer	1	1	1	-
5351	Airport Communications Service Rep 2	3	3	3	-
0812	Administrative Officer 3	2	2	2	-
0094	Administrative Secretary	1	1	1	-
5310	Airport Secretary	1	1	1	-
	Total	56	56	60	4

Expense Summary

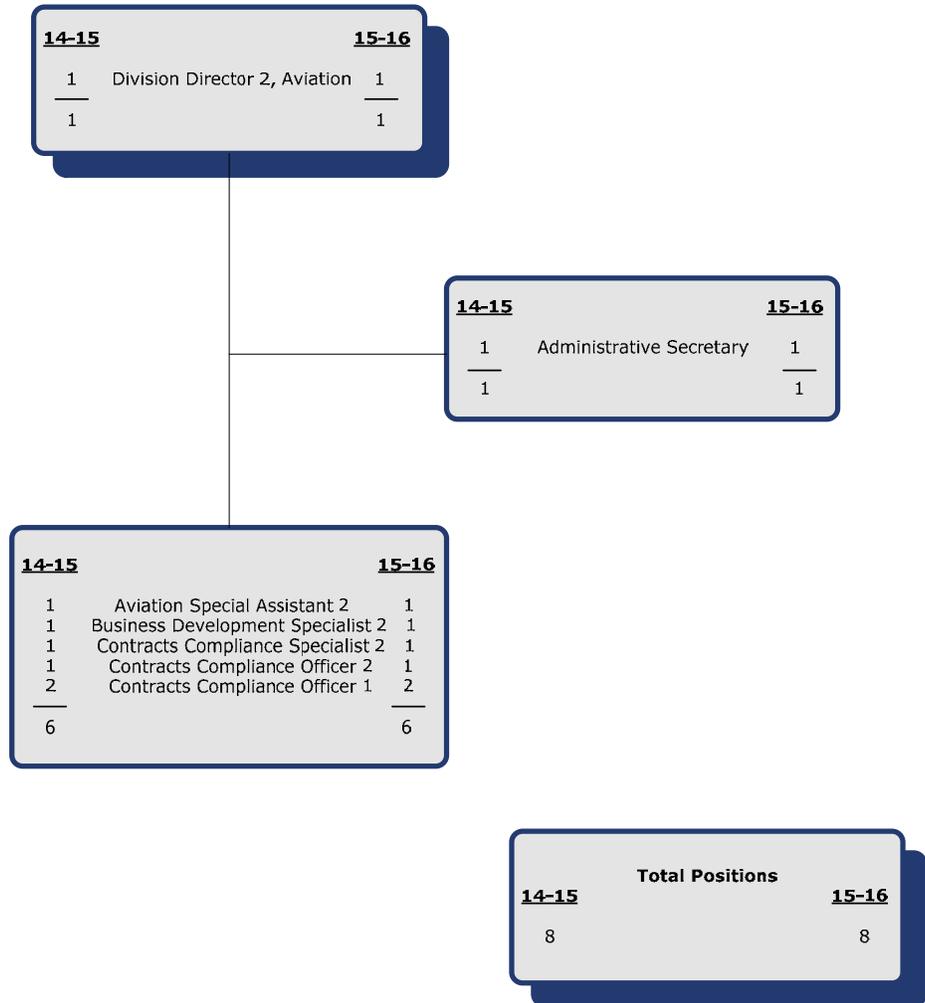
	<i>Actual</i> <i>FY 2014</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2015</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2016</i>	<i>Inc/(Dec)</i> <i>FY 2016 vs FY 2015</i>	
				\$	%
Salary/Fringes					
Regular	\$ 4,833,498	\$ 4,996,662	\$ 5,306,983	\$ 310,321	6.2%
Over-time	10,679	45,000	45,000	-	0.0%
Fringes	1,104,356	1,339,809	1,346,198	6,389	0.5%
Total Salary/Fringes	\$ 5,948,533	\$ 6,381,471	\$ 6,698,181	\$ 316,710	5.0%
Outside Contracts	11,702,280	17,275,249	15,004,102	(2,271,147)	-13.1%
MOU	6,545,715	4,052,533	4,076,533	24,000	0.6%
Utilities	7,831,403	7,500,000	9,057,115	1,557,115	20.8%
Other Operating	630,421	1,139,271	800,871	(338,400)	-29.7%
Capital	445,085	1,756,846	634,500	(1,122,346)	-63.9%
Total	\$ 33,103,437	\$ 38,105,370	\$ 36,271,302	\$ (1,834,068)	-4.8%

Major Drivers

FY 2014-15 Budget	\$ 38,105,370
Proposed personnel costs	
Salary/Fringe Adjustments	316,710
Proposed variance in personnel costs	38,422,080
Outside Contract Services	
Increase in computer hardware maintenance	20,000
Decrease in consulting services, computer software support service, and maintenance of CUTE, AOIS, and NSS systems	(2,291,147)
MOU	
Increase for services provided Community Information and Outreach for web portal maintenance	24,000
Utilities	
Increase for services provided by Black Box	1,557,115
Other Operating	
Increase in publications	22,500
Decrease in rental expense, license & permit fees, educational seminars, repair & maintenance supplies, photographic supplies, and miscellaneous operating supplies	(360,900)
Capital	
Decrease in computer hardware and software replacement	(1,122,346)
FY 2015-16 Budget	\$ 36,271,302

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 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Inc/(Dec) FY16 vs FY15</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

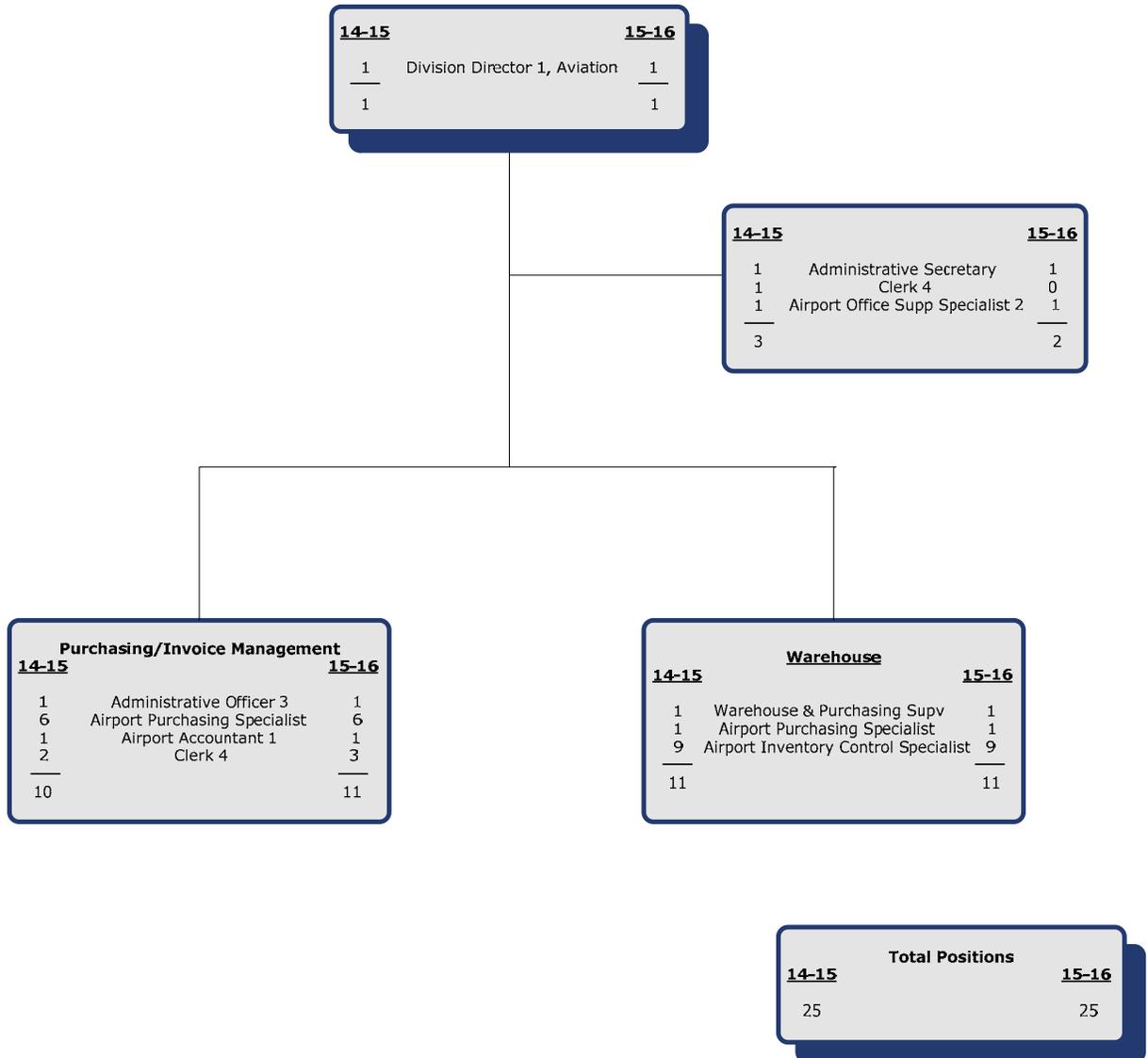
	<i>Actual FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Adopted Budget FY 2015</i>	<i>Inc/(Dec) FY 2016 vs FY 2015</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 564,042	\$ 610,423	\$ 634,408	\$ 23,985	3.9%
Over-time	467	1,000	500	(500)	-50.0%
Fringes	139,376	175,187	160,522	(14,665)	-8.4%
Total Salary/Fringes	\$ 703,885	\$ 786,610	\$ 795,430	\$ 8,820	1.1%
Outside Contracts	3,680	-	-	-	0.0%
MOU	-	75,000	60,000	(15,000)	-20.0%
Other Operating	4,038	33,700	34,100	400	1.2%
Capital	-	25,000	-	(25,000)	-100.0%
Total	\$ 711,603	\$ 920,310	\$ 889,530	\$ (30,780)	-3.3%

Major Drivers

FY 2014-15 Budget	\$ 920,310
Proposed personnel costs	
Salary/Fringe Adjustments	9,320
Decrease in over-time	(500)
Proposed variance in personnel costs	929,130
MOU	
Decrease in charges for services provided by the Small Business Development Office	(15,000)
Other Operating	
Increase in clothing and uniforms	2,500
Decrease in auto expense & parking reimbursement, publications, travel, educational seminars, and office supplies	(2,100)
Capital	
Decrease in vehicle replacement	(25,000)
FY 2015-16 Budget	\$ 889,530

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 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Inc/(Dec) FY16 vs FY15</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	6	7	7	-
5320	Airport Inventory Control Specialist	8	9	9	-
0013	Clerk 4	3	3	3	-
0094	Administrative Secretary	1	1	1	-
5306	Airport Office Support Specialist 2	1	1	1	-
	Total	23	25	25	-

Expense Summary

	<i>Actual FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Inc/(Dec) FY 2016 vs FY 2015</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 1,389,331	\$ 1,505,761	\$ 1,551,333	\$ 45,572	3.0%
Over-time	20,537	27,050	27,050	-	0.0%
Fringes	354,801	490,136	455,177	(34,959)	-7.1%
Total Salary/Fringes	\$ 1,764,669	\$ 2,022,947	\$ 2,033,560	\$ 10,613	0.5%
Outside Contracts	25,467	36,500	36,500	-	0.0%
MOU	275	500	500	-	0.0%
Charges for County Services	314,635	325,000	260,389	(64,611)	-19.9%
Other Operating	201,295	1,176,900	1,174,900	(2,000)	-0.2%
Capital	1,406	-	-	-	0.0%
Total	\$ 2,307,746	\$ 3,561,847	\$ 3,505,849	\$ (55,998)	-1.6%

Major Drivers

FY 2014-15 Budget	\$ 3,561,847
Proposed personnel costs	
Salary/Fringe Adjustments	10,613
Proposed variance in personnel costs	<u>3,572,460</u>
MOU	
Decrease in office supplies provided by GSA	(64,611)
Other Operating	
Increase in uniforms and shoes and safety equipment and supplies	53,000
Decrease in office furniture and equipment and paper goods	<u>(55,000)</u>
FY 2015-16 Budget	<u><u>\$ 3,505,849</u></u>

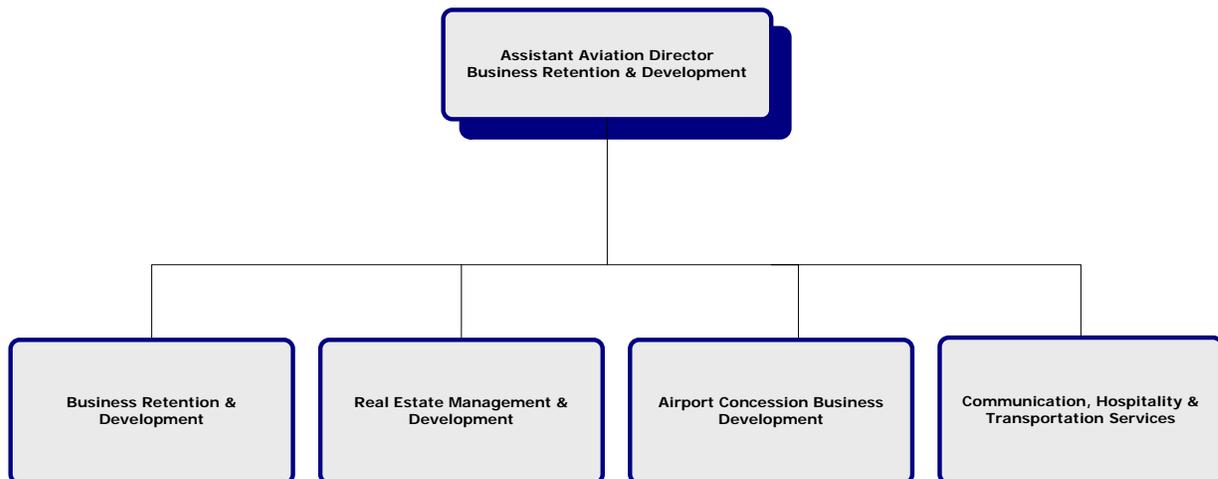


Business Retention & Development Group

Overview

The Business Retention and Development Group expands and develops revenue sources for MIA and the General Aviation Airports 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 Retention and Development, Real Estate Management and Development, Airport Concession Business Development, and Communication, Hospitality, & Transportation Services Divisions.

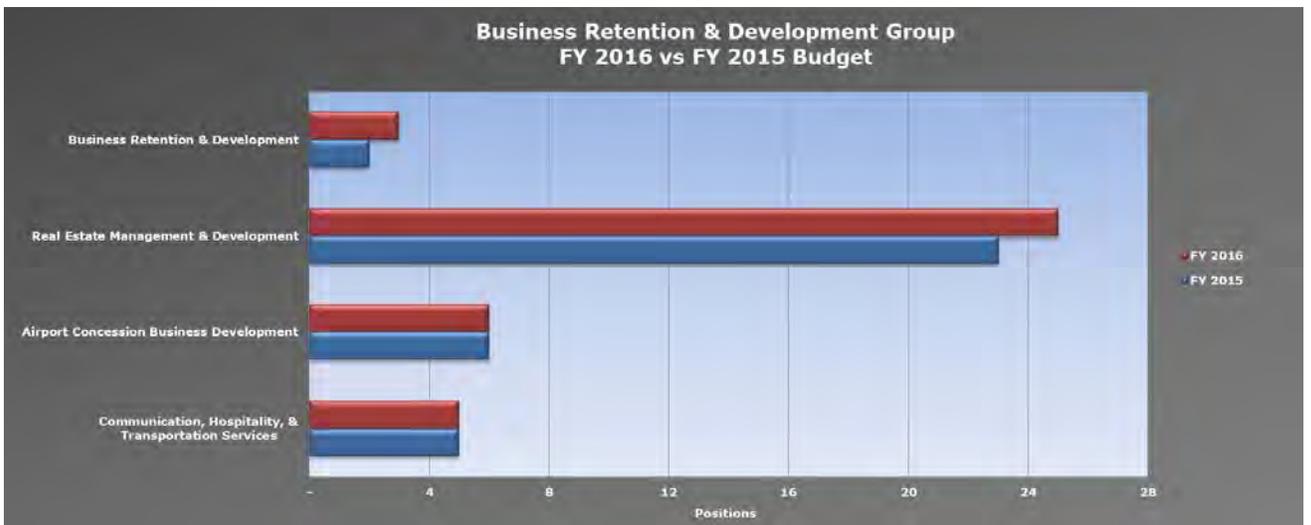
Organizational Structure



Total Positions	
14-15	15-16
36	39

Personnel Summary

	<i>Actual</i> <i>FY 2014</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2015</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2016</i>	<i>Inc/(Dec)</i> <i>FY16 vs FY15</i>
Business Retention & Development	2	2	3	1
Real Estate Management & Development	19	23	25	2
Airport Concession Business Development	6	6	6	-
Communication, Hospitality, & Transportation Services	4	5	5	-
Total	31	36	39	3



The chart above is a comparison between the FY 2016 and FY 2015 positions budgeted for the divisions in the Business Development Group; overall there is an increase in personnel for the Group, with the major increase reflected in the Real Estate Management & Development Division due to new positions.

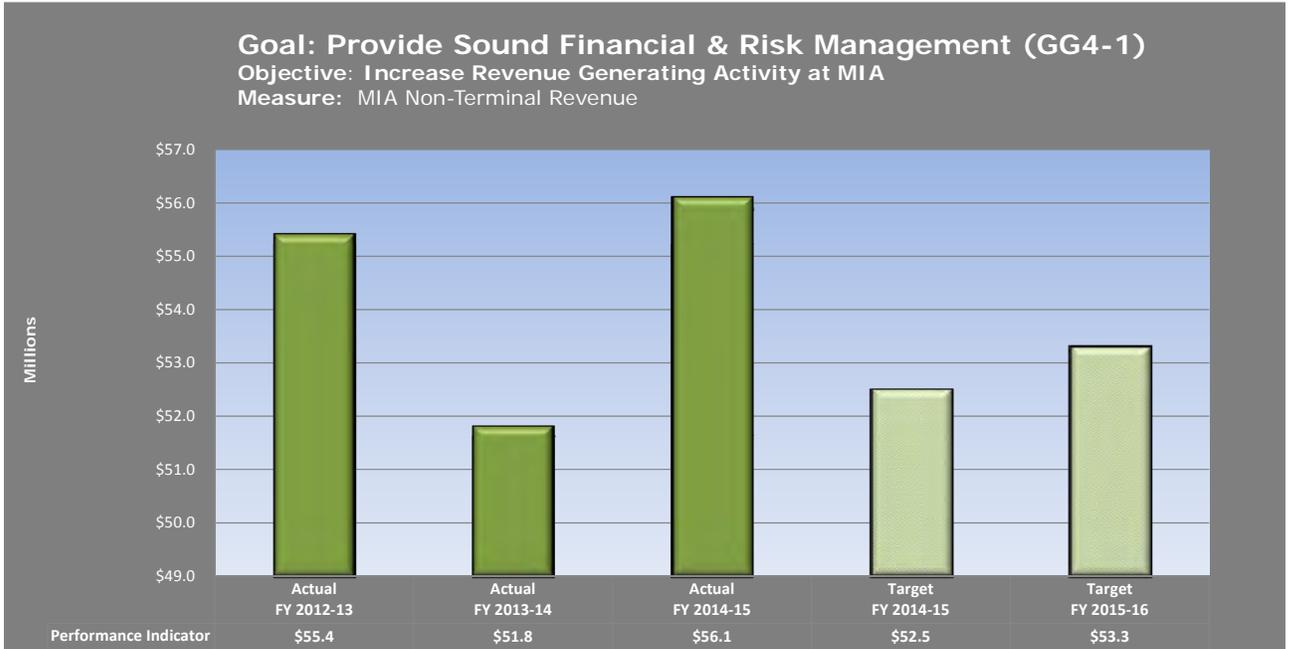
Expense Summary

	<i>Actual FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Inc/(Dec) FY 2016 vs FY 2015</i>	
				<i>\$</i>	<i>%</i>
Business Retention & Development	\$ 140,759	\$ 309,916	\$ 468,840	\$ 158,924	51.3%
Real Estate Management & Development	3,322,170	3,919,873	4,188,078	268,205	6.8%
Airport Concession Business Development	4,509,255	2,997,624	3,071,947	74,323	2.5%
Communication, Hospitality, & Transportation Services	474,118	590,433	706,160	115,727	19.6%
Total	\$ 8,446,302	\$ 7,817,846	\$ 8,435,025	\$ 617,179	7.9%

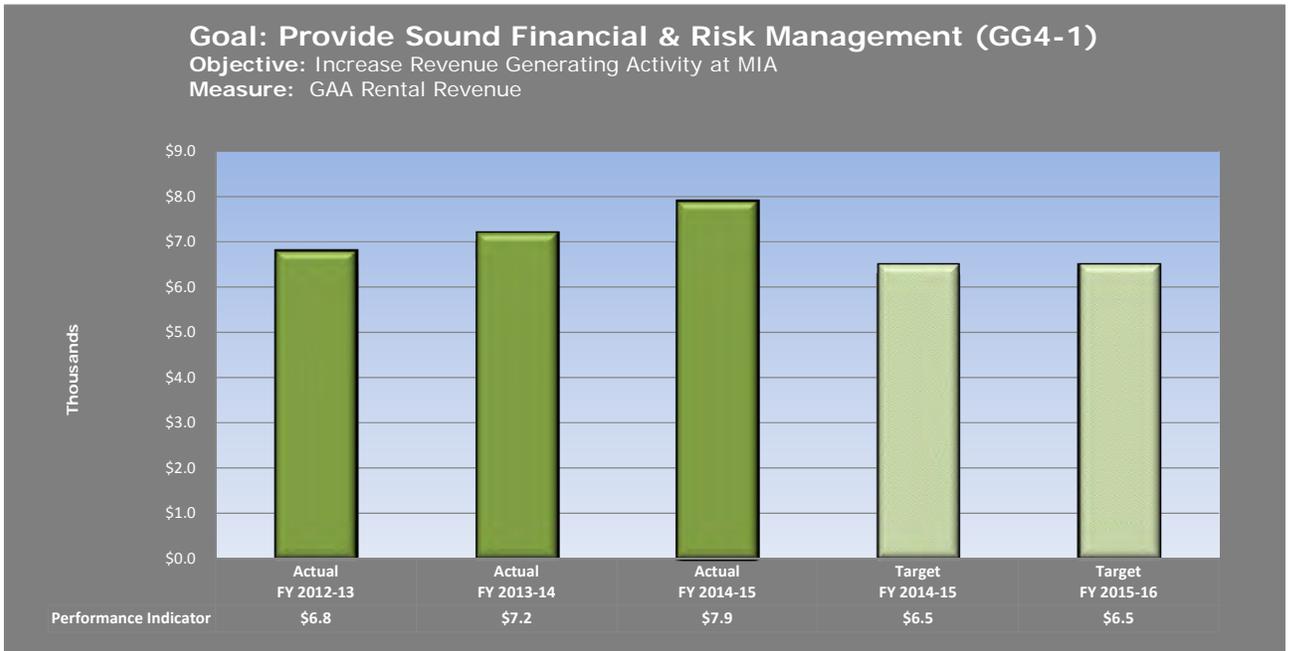


The chart above is a comparison between the FY 2016 and FY 2015 budget for the divisions in the Business Retention & Development Group; overall there is an increase in expenses for the Group, with the major increase reflected in the Real Estate Management & Development Division.

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 2014-15 the actual was lower than the target.



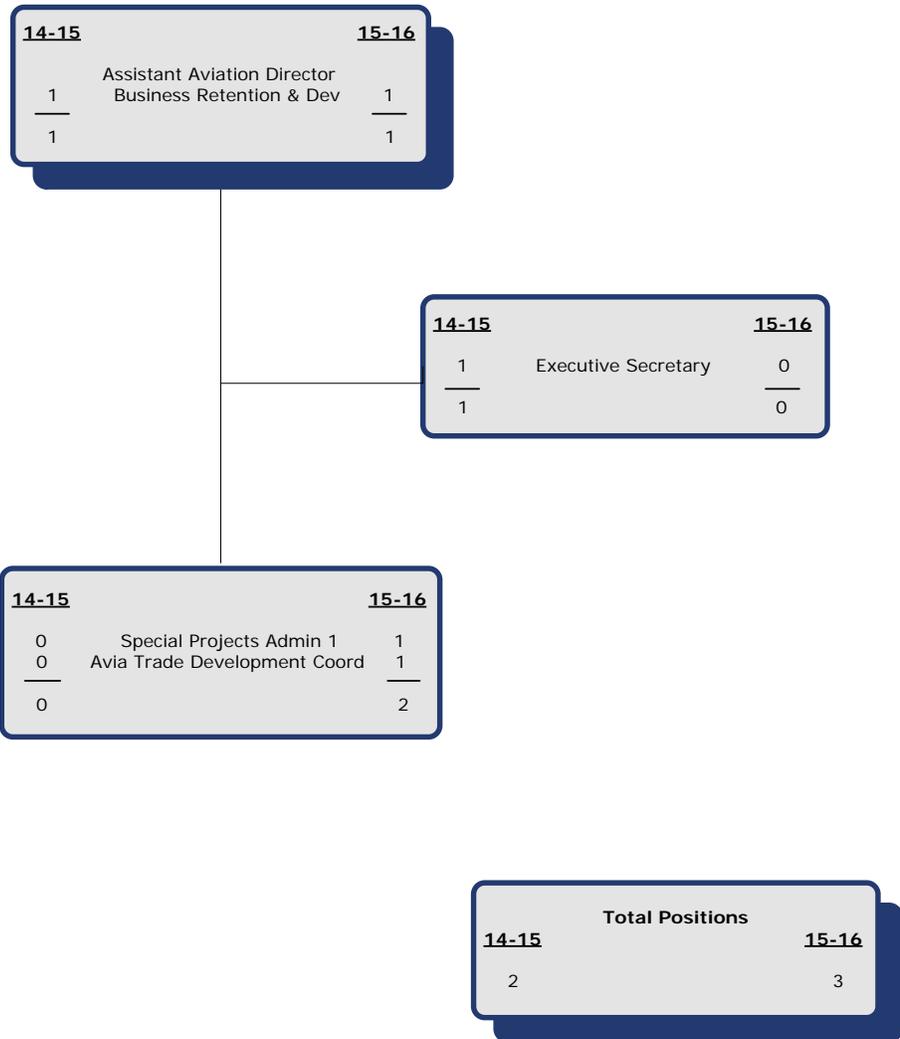
The chart above illustrates the actual and the target for the GAA rental revenue that is generated from the rental of land and structures at the General Aviation Airports; for FY 2014-15 the actual was higher than the target

Accomplishments for FY 2015

- 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
- 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 Retention & Development

Organizational Structure



Mission Statement

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

Responsibilities

- Overseeing the functions of the Business Retention & Development Group

Personnel Summary

<i>Occ Code</i>	<i>Occupational Title</i>	<i>Actual FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Inc/(Dec) FY16 vs FY15</i>
5182	Assistant Aviation Director Business Development	1	1	1	-
0831	Special Projects Administrator 1	-	-	1	1
5235	Aviation Trade Development Coordinator	-	-	1	1
0095	Executive Secretary	1	1	-	-
Total		2	2	3	1

Expense Summary

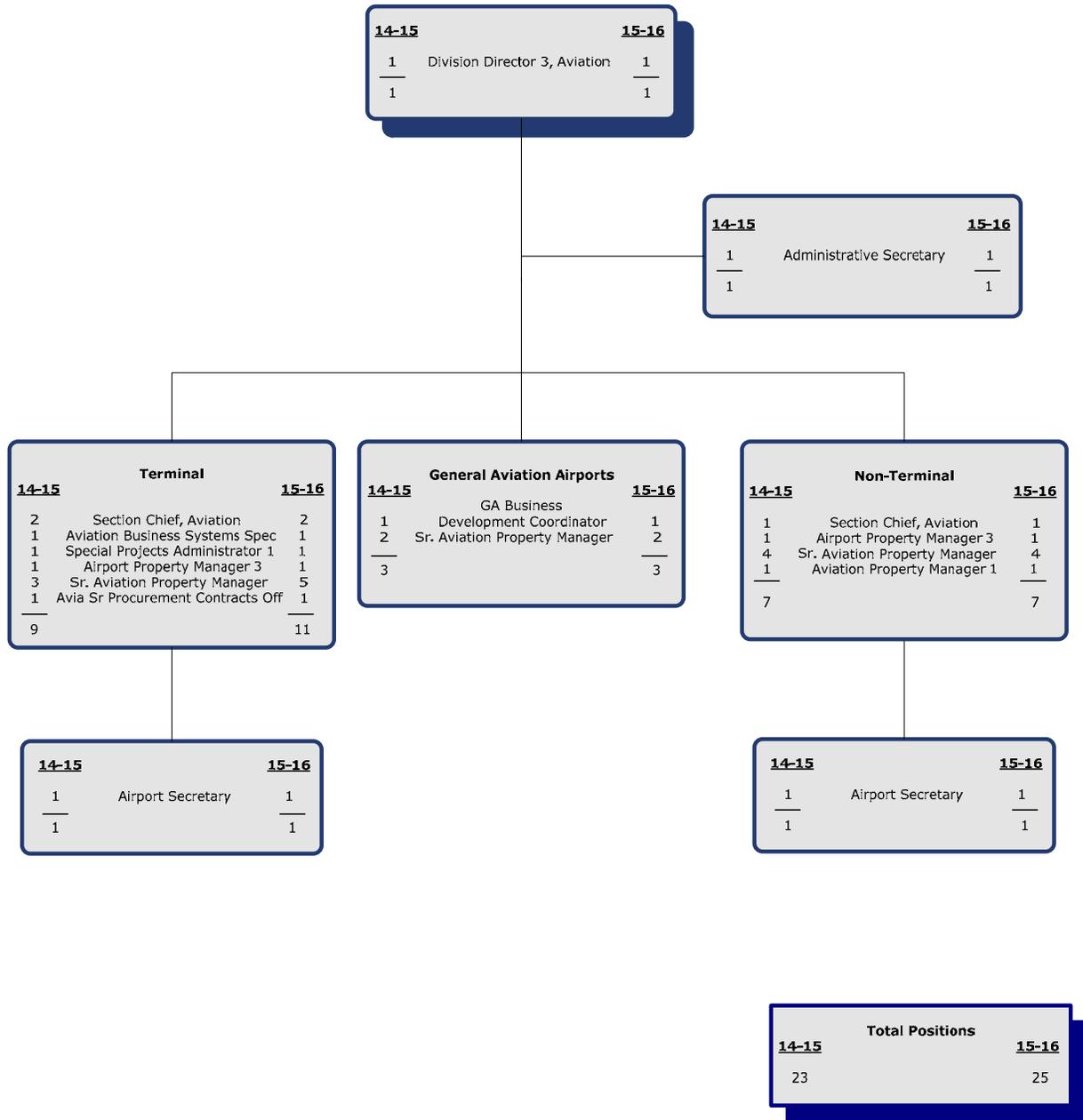
	<i>Actual FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Inc/(Dec) FY 2016 vs FY 2015</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 115,246	\$ 200,312	\$ 327,886	\$ 127,574	63.7%
Over-time	71	-	-	-	0.0%
Fringes	25,442	47,754	74,104	26,350	55.2%
Total Salary/Fringes	\$ 140,759	\$ 248,066	\$ 401,990	\$ 153,924	62.0%
Outside Contracts	-	3,225	3,225	-	0.0%
MOU	-	40,000	40,000	-	0.0%
Other Operating	-	18,625	23,625	5,000	26.8%
Capital	-	-	-	-	0.0%
Total	\$ 140,759	\$ 309,916	\$ 468,840	\$ 158,924	51.3%

Major Drivers

FY 2014-15 Budget	\$ 309,916
Proposed personnel costs	
Salary/Fringe Adjustments	153,924
Proposed variance in personnel costs	463,840
Other Operating	
Increase in travel	5,000
FY 2015-16 Budget	<u>\$ 468,840</u>

Real Estate Management & Development

Organizational Structure



Mission Statement

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

Responsibilities

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

Personnel Summary

<i>Occ Code</i>	<i>Occupational Title</i>	<i>Actual FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Inc/(Dec) FY16 vs FY15</i>
5148	Division Director 3, Aviation	-	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	-
5211	Senior Aviation Property Manager	9	11	13	2
5210	Aviation Property Manager 1	1	1	1	-
0094	Administrative Secretary	1	1	1	-
5310	Airport Secretary	2	2	2	-
Total		19	23	25	2

Expense Summary

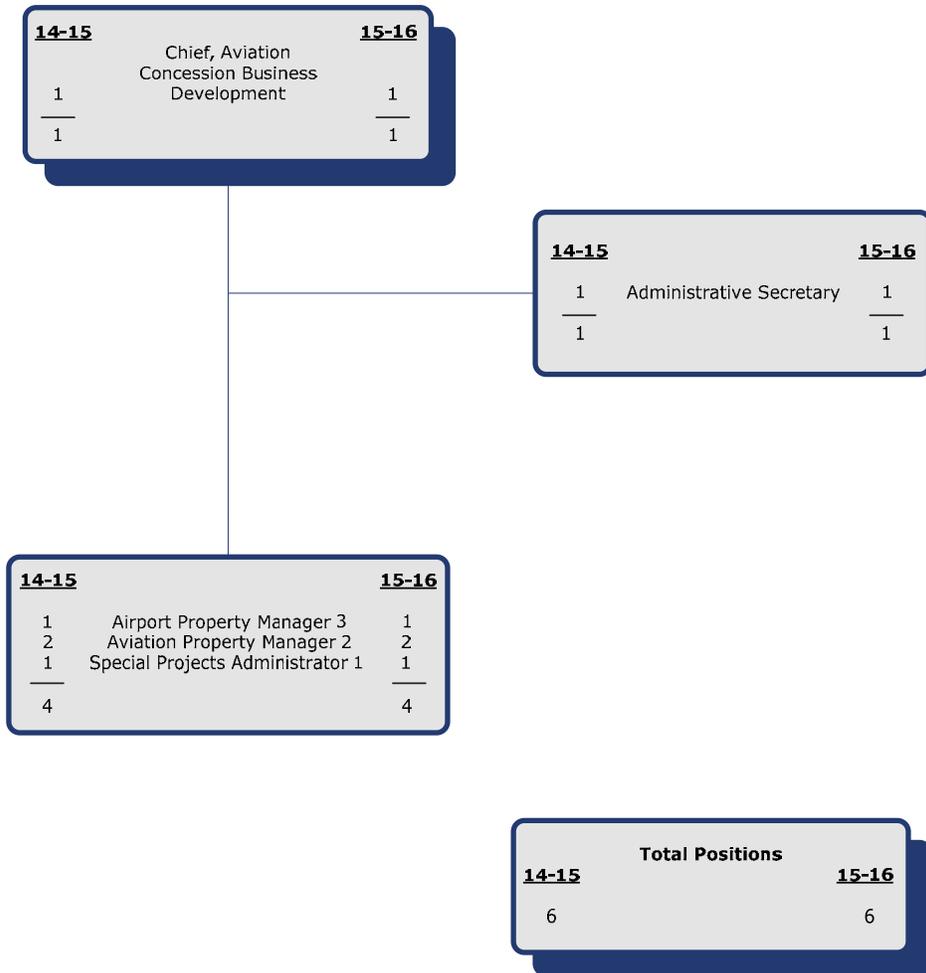
	<i>Actual FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Inc/(Dec) FY 2016 vs FY 2015</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 1,641,105	\$ 1,830,646	\$ 2,129,357	\$ 298,711	16.3%
Over-time	503	600	600	-	0.0%
Fringes	370,885	514,890	548,140	33,250	6.5%
Total Salary/Fringes	\$ 2,012,493	\$ 2,346,136	\$ 2,678,097	\$ 331,961	14.1%
Outside Contracts	1,249,457	1,440,621	1,463,201	22,580	1.6%
Other Operating	13,437	46,116	46,780	664	1.4%
Capital	46,783	87,000	-	(87,000)	-100.0%
Total	\$ 3,322,170	\$ 3,919,873	\$ 4,188,078	\$ 268,205	6.8%

Major Drivers

FY 2014-15 Budget	\$ 3,919,873
Proposed personnel costs	
Salary/Fringe Adjustments	331,961
Proposed variance in personnel costs	<u>4,251,834</u>
Outside Contract Services	
Increase in consulting services, outside printing, and other outside contractual services	77,380
Decrease in building repair and renovation	(54,800)
Other Operating	
Increase in auto expense reimbursement and office supplies	664
Capital	
Decrease in vehicle replacement	<u>(87,000)</u>
FY 2015-16 Budget	<u>\$ 4,188,078</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 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Inc/(Dec) FY16 vs FY15</i>
5067	Chief, Aviation Concession Business Development	1	1	1	-
0831	Special Projects Administrator 1	1	1	1	-
5211	Senior Aviation Property Manager	3	3	3	-
0094	Administrative Secretary	1	1	1	-
	Total	6	6	6	-

Expense Summary

	<i>Actual FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Inc/(Dec) FY 2016 vs FY 2015</i>	
				\$	%
Salary/Fringes					
Regular	\$ 505,637	\$ 506,043	\$ 553,477	\$ 47,434	9.4%
Over-time	-	-	-	-	0.0%
Fringes	114,713	137,535	137,955	420	0.3%
Total Salary/Fringes	\$ 620,350	\$ 643,578	\$ 691,432	\$ 47,854	7.4%
Outside Contracts	120,698	126,700	151,700	25,000	19.7%
Other Operating	3,768,208	2,227,346	2,228,815	1,469	0.1%
Capital	-	-	-	-	0.0%
Total	\$ 4,509,255	\$ 2,997,624	\$ 3,071,947	\$ 74,323	2.5%

Major Drivers

FY 2014-15 Budget	\$ 2,997,624
Proposed personnel costs	
Salary/Fringe Adjustments	47,854
Proposed variance in personnel costs	3,045,478
Outside Contract Services	
Increase in consulting services	25,000
Other Operating	
Increase in copy machine rental	1,469
FY 2015-16 Budget	\$ 3,071,947

Communication, Hospitality & Transportation Services

Organizational Structure

<u>14-15</u>		<u>15-16</u>
	Chief, Aviation Business & Revenue Development	
1		1
<hr/>		<hr/>
1		1

<u>14-15</u>		<u>15-16</u>
2	Special Projects Administrator 2	2
1	Manager, Aviation Rental Car Facility	1
1	Airport Secretary	1
<hr/>		<hr/>
4		4

Total Positions		
<u>14-15</u>		<u>15-16</u>
5		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 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Inc/(Dec) FY16 vs FY15</i>
5067	Chief, Aviation Business & Revenue Development	1	1	1	-
0832	Special Projects Administrator 2	1	2	2	-
5137	Manager Aviation Rental Car Facility	1	1	1	-
5310	Airport Secretary	1	1	1	-
	Total	4	5	5	-

Expense Summary

	<i>Actual FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Inc/(Dec) FY 2016 vs FY 2015</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 379,937	\$ 407,651	\$ 432,991	\$ 25,340	6.2%
Over-time	40	100	50	(50)	-50.0%
Fringes	85,441	112,807	103,689	(9,118)	-8.1%
Total Salary/Fringes	\$ 465,418	\$ 520,558	\$ 536,730	\$ 16,172	3.1%
Outside Contracts	6,630	60,740	159,000	98,260	161.8%
Other Operating	2,070	9,135	10,430	1,295	14.2%
Capital	-	-	-	-	0.0%
Total	\$ 474,118	\$ 590,433	\$ 706,160	\$ 115,727	19.6%

Major Drivers

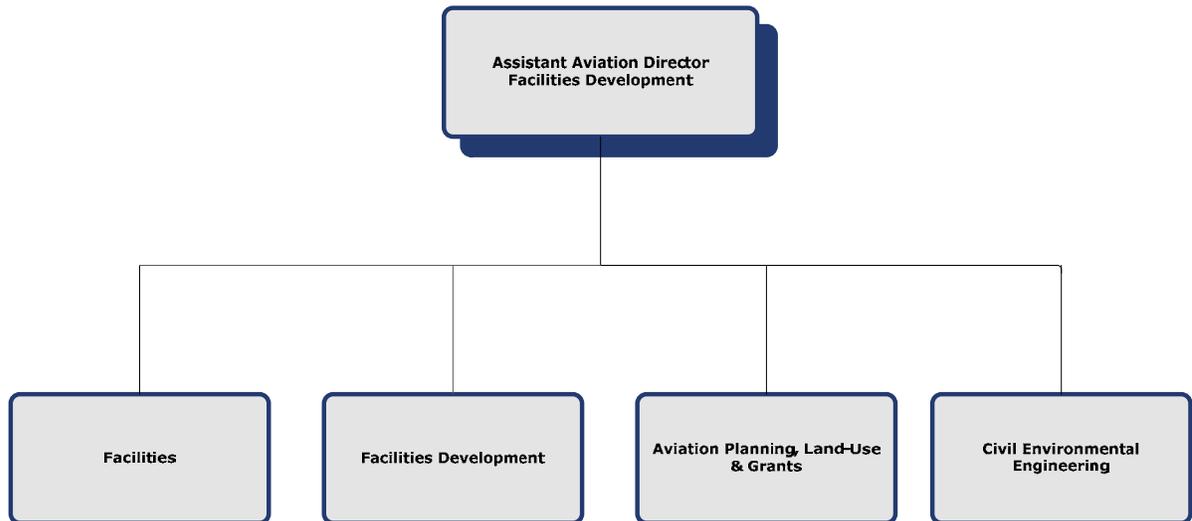
FY 2014-15 Budget	\$ 590,433
Proposed personnel costs	
Salary/Fringe Adjustments	16,172
Proposed variance in personnel costs	606,605
Outside Contract Services	
Increase in consulting services	98,260
Other Operating	
Increase in auto expense reimbursement, travel, and registration fees	4,500
Decrease in publications, memberships, and office supplies	(3,205)
FY 2015-16 Budget	\$ 706,160

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.

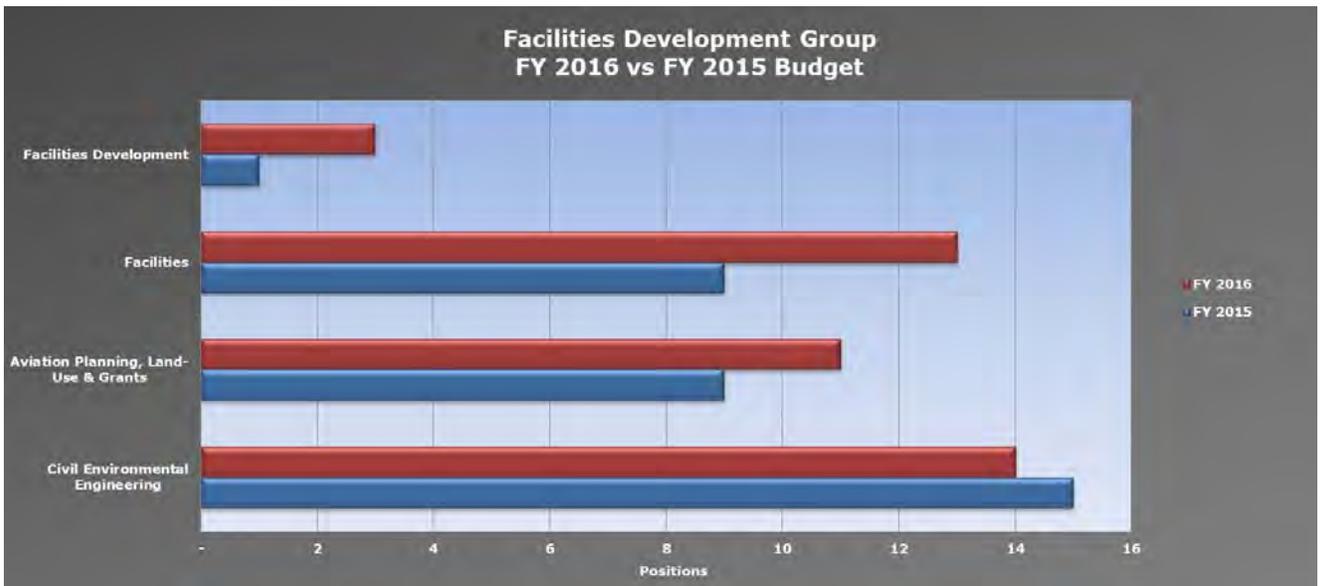
Organizational Structure



Total Positions	
<u>14-15</u>	<u>15-16</u>
34	41

Personnel Summary

	<i>Actual FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Inc/(Dec) FY16 vs FY15</i>
Facilities Development	-	1	3	2
Facilities	-	9	13	4
Aviation Planning, Land-Use & Grants	9	9	11	2
Civil Environmental Engineering	14	15	14	(1)
Total	23	34	41	7



The chart above is a comparison between the FY 2016 and FY 2015 positions budgeted for the divisions in the Facilities Development Group; overall there was an increase in personnel for the Group, with the major increase reflected in the Facilities Division due to new positions.

Expense Summary

	<i>Actual</i> <i>FY 2014</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2015</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2016</i>	<i>Inc/(Dec)</i> <i>FY 2016 vs FY 2015</i>	
				<i>\$</i>	<i>%</i>
Facilities Development	\$ -	\$ 176,014	\$ 399,421	\$ 223,407	126.9%
Facilities	-	5,625,127	7,042,865	1,417,738	25.2%
Aviation Planning, Land-Use & Grants	2,428,328	2,203,619	5,561,555	3,357,936	152.4%
Civil Environmental Engineering	6,731,641	11,097,865	7,997,361	(3,100,504)	-27.9%
Total	\$ 9,159,969	\$ 19,102,625	\$ 21,001,202	\$ 1,898,577	9.9%

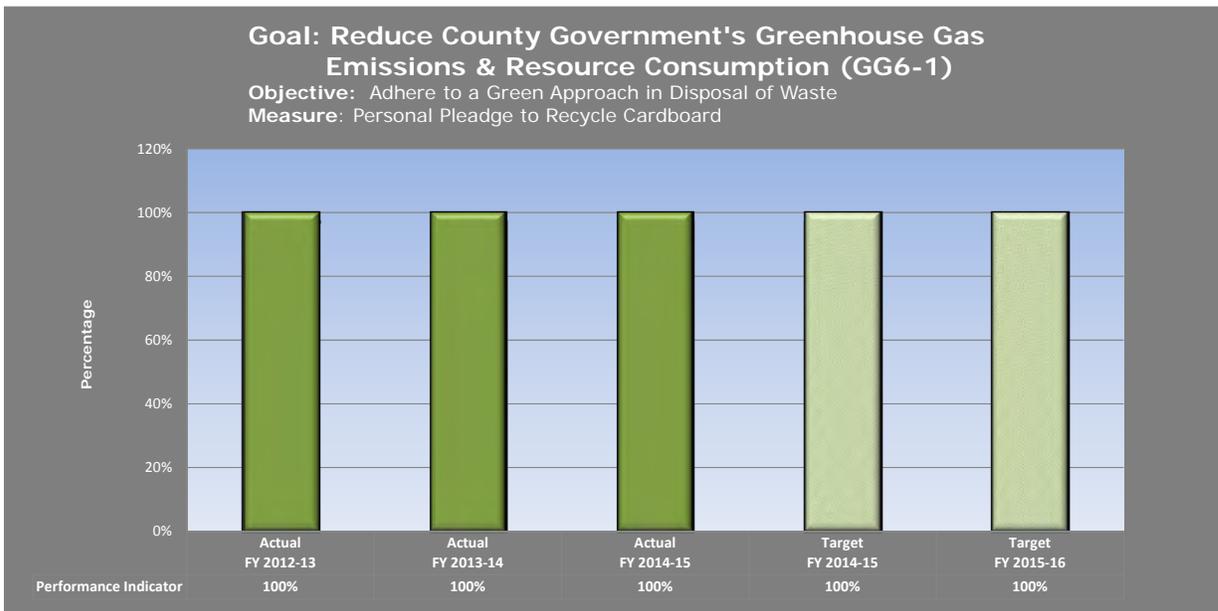


The chart above is a comparison between the FY 2016 and FY 2015 budget for the divisions in the Facilities Development Group; overall there is an increase in expenses for the Group, with increases in the Facilities Division and the Aviation Planning, Land-Use & Grants Division; which is offset by a decrease in the Civil Environmental Engineering Division.

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 2014-15 the actual was below the target.



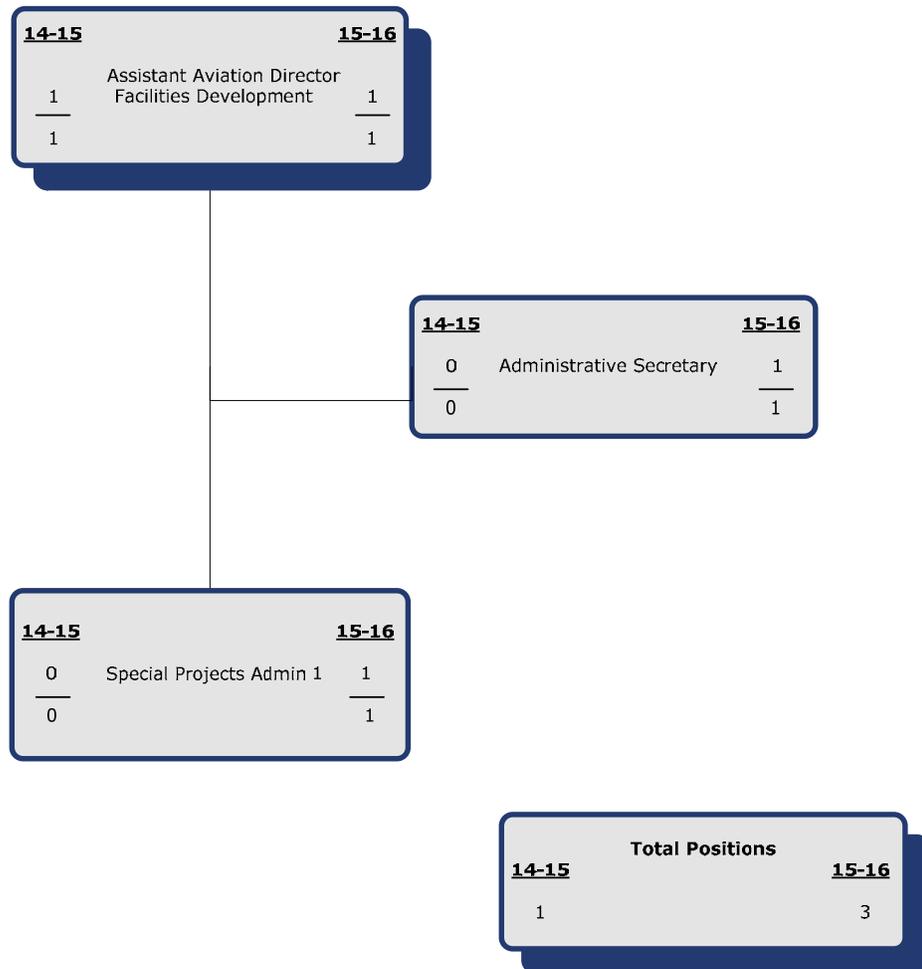
The chart above illustrates the actual and the target for the amount of cardboard that is recycled at MIA each fiscal year, the target is to recycle 300 tons; for FY 2014-15 the actual met the target.

Accomplishments for FY 2015

- 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



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 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Inc/(Dec) FY16 vs FY15</i>
5182	Assistant Aviation Director Facilities Development	-	1	1	-
0831	Special Projects Administrator 1	-	-	1	1
0094	Administrative Secretary	-	-	1	1
Total		-	1	3	2

Expense Summary

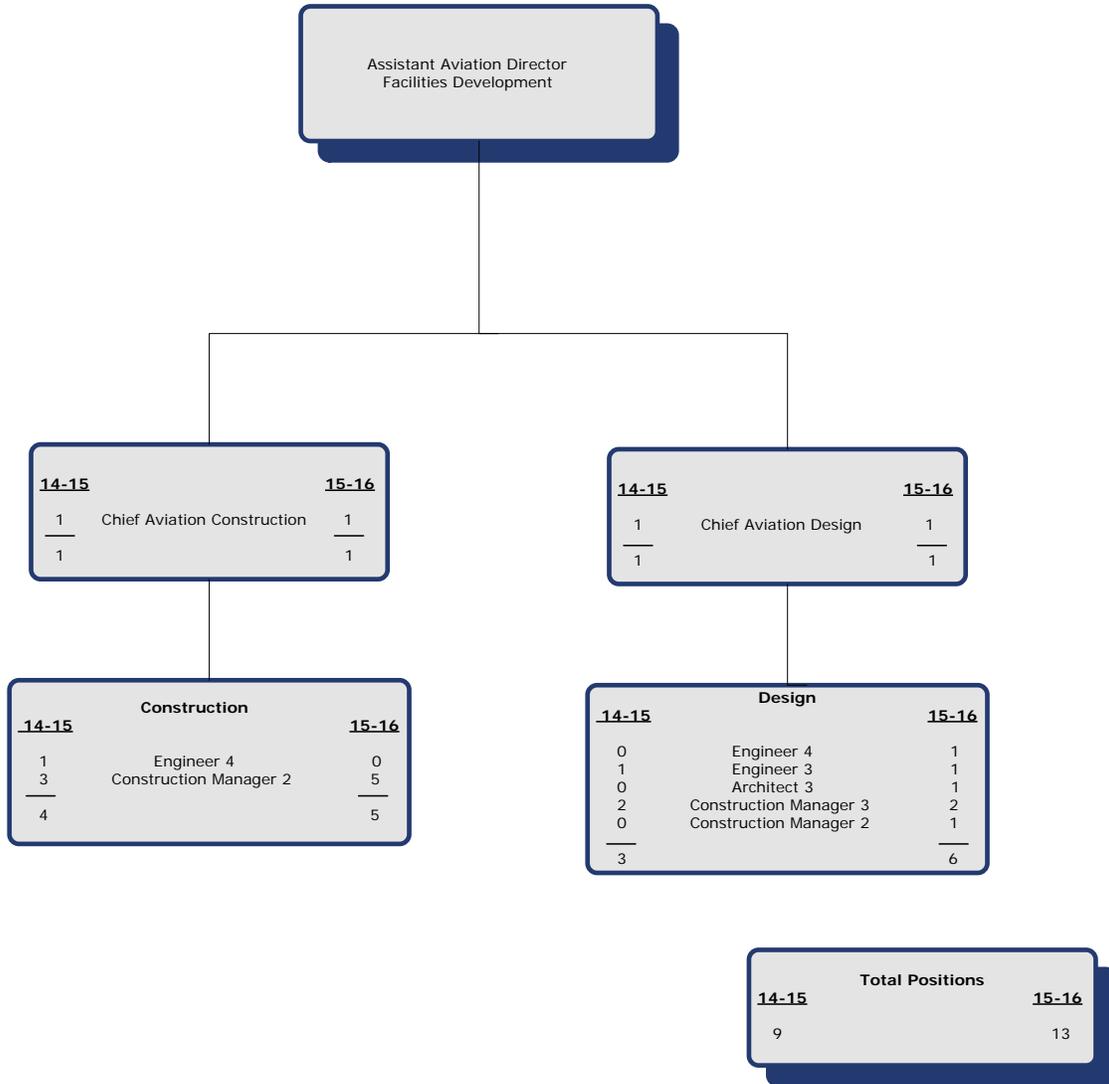
	<i>Actual FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Inc/(Dec) FY 2016 vs FY 2015</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ -	\$ 156,000	\$ 312,269	\$ 156,269	100.2%
Over-time	-	-	-	-	0.0%
Fringes	-	20,014	72,152	52,138	260.5%
Total Salary/Fringes	\$ -	\$ 176,014	\$ 384,421	\$ 208,407	118.4%
Outside Contracts	-	-	-	-	0.0%
Other Operating	-	-	15,000	15,000	100.0%
Capital	-	-	-	-	0.0%
Total	\$ -	\$ 176,014	\$ 399,421	\$ 223,407	126.9%

Major Drivers

FY 2014-15 Budget	\$ 176,014
Proposed personnel costs	
Salary/Fringe Adjustments	208,407
Proposed variance in personnel costs	384,421
Other Operating	
Increase in travel and educational seminars	15,000
FY 2015-16 Budget	\$ 399,421

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 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Inc/(Dec) FY16 vs FY15</i>
5125	Chief Aviation Construction	-	1	1	-
5148	Chief Aviation Design	-	1	1	-
1023	Engineer 4	-	1	1	-
5063	Engineer 3	-	1	1	-
1034	Architect 3	-	-	1	1
6612	Construction Manager 3	-	2	2	-
6611	Construction Manager 2	-	3	6	3
Total		-	9	13	(4)

Expense Summary

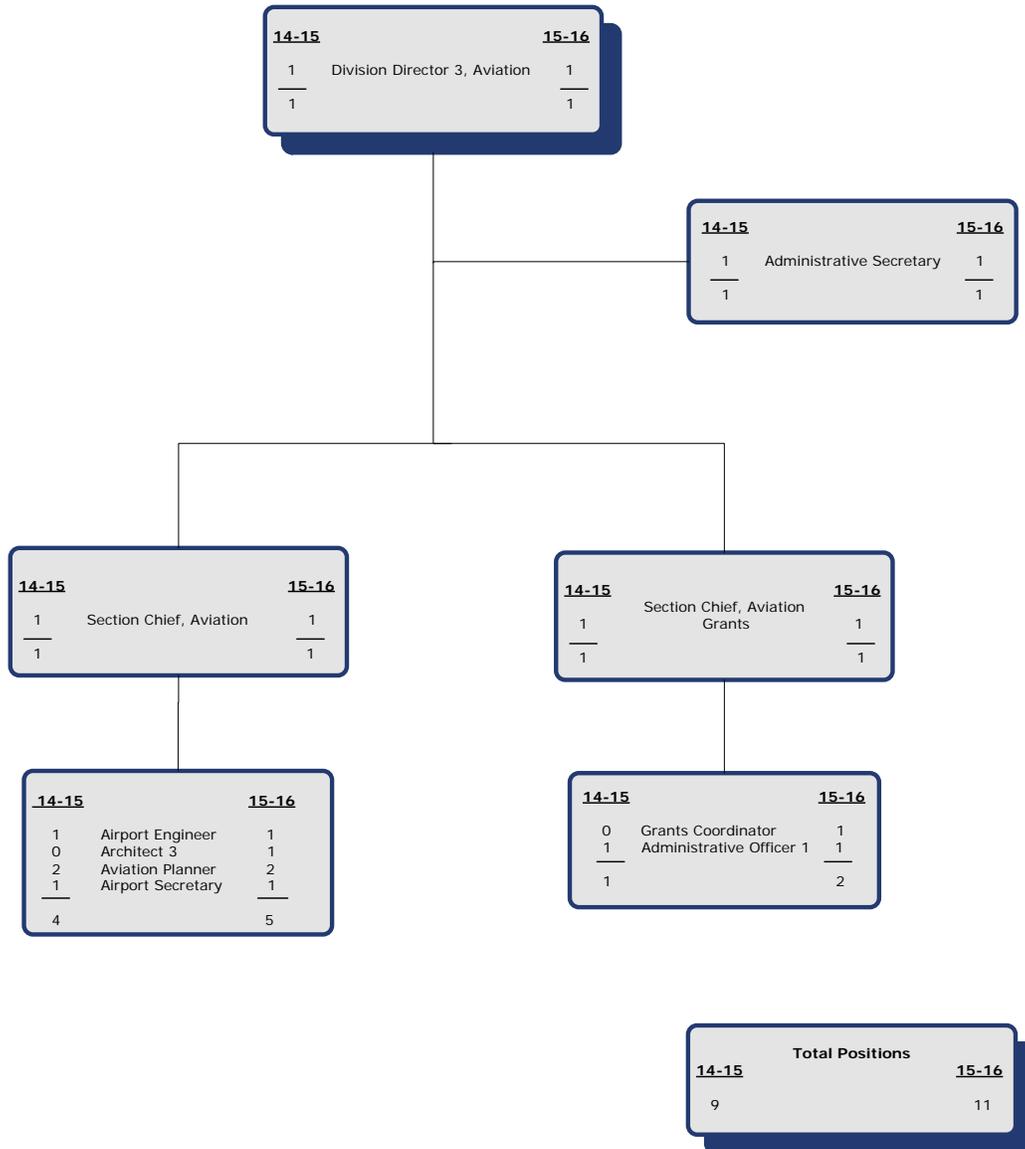
	<i>Actual FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Inc/(Dec) FY 2016 vs FY 2015</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ -	\$ 1,043,907	\$ 1,357,826	\$ 313,919	30.1%
Over-time	-	-	-	-	0.0%
Fringes	-	257,220	322,039	64,819	25.2%
Total Salary/Fringes	\$ -	\$ 1,301,127	\$ 1,679,865	\$ 378,738	29.1%
Outside Contracts	-	4,200,000	4,300,000	100,000	2.4%
MOU	-	-	1,000,000	1,000,000	100.0%
Other Operating	-	104,000	43,000	(61,000)	-58.7%
Capital	-	20,000	20,000	-	0.0%
Total	\$ -	\$ 5,625,127	\$ 7,042,865	\$ 1,417,738	25.2%

Major Drivers

FY 2014-15 Budget	\$ 5,625,127
Proposed personnel costs	
Salary/Fringe Adjustments	378,738
Proposed variance in personnel costs	<u>6,003,865</u>
Outside Contract Services	
Increase in laboratory services	100,000
MOU	
Increase due to reallocation of expense for services provided by Building Department from Civil Environmental Engineering Division	1,000,000
Other Operating	
Increase in license and permit fees	5,000
Decrease in office furniture and equipment	<u>(66,000)</u>
FY 2015-16 Budget	<u><u>\$ 7,042,865</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 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Inc/(Dec) FY16 vs FY15</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	-
0848	Grants Coordinator	-	-	1	1
5282	Airport Engineer	1	1	1	-
1034	Architect 3	-	-	1	-
5284	Aviation Planner	2	2	2	-
0810	Administrative Officer 1	1	1	1	-
0094	Administrative Secretary	1	1	1	-
5310	Airport Secretary	1	1	1	-
Total		9	9	11	2

Expense Summary

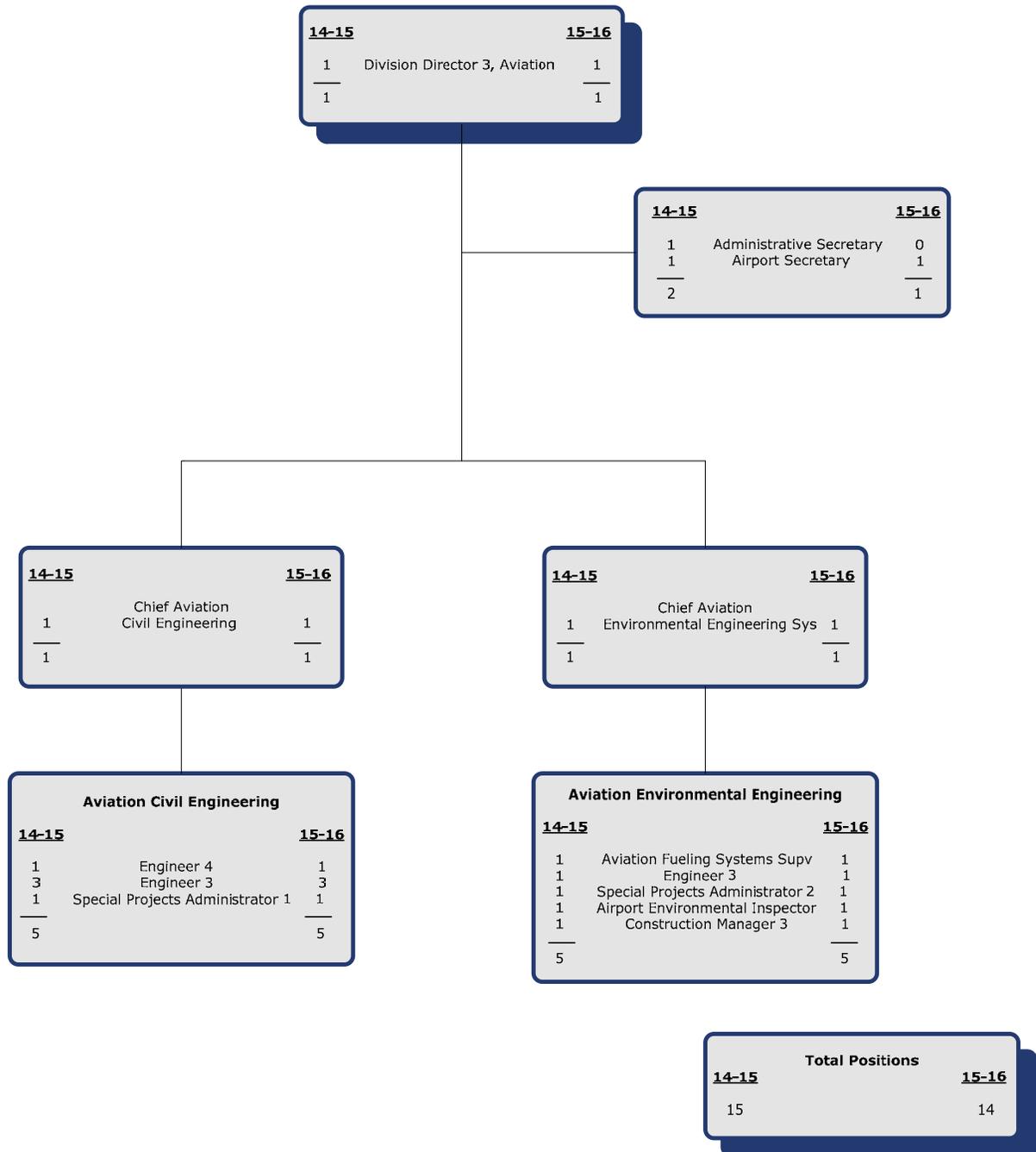
	<i>Actual FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Inc/(Dec) FY 2016 vs FY 2015</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 793,347	\$ 816,762	\$ 939,542	\$ 122,780	15.0%
Over-time	-	-	-	-	0.0%
Fringes	175,778	212,857	239,713	26,856	12.6%
Total Salary/Fringes	\$ 969,125	\$ 1,029,619	\$ 1,179,255	\$ 149,636	14.5%
Outside Contracts	1,457,106	880,000	4,150,000	3,270,000	371.6%
MOU	-	250,000	200,000	(50,000)	-20.0%
Other Operating	2,096	14,000	12,300	(1,700)	-12.1%
Capital	-	30,000	20,000	(10,000)	-33.3%
Total	\$ 2,428,328	\$ 2,203,619	\$ 5,561,555	\$ 3,357,936	152.4%

Major Drivers

FY 2014-15 Budget	\$ 2,203,619
Proposed personnel costs	
Salary/Fringe Adjustments	149,636
Proposed variance in personnel costs	<u>2,353,255</u>
Outside Contract Services	
Increase in consulting engineer services and other outside contractual services	3,270,000
MOU	
Decrease for services provided by Planning and Zoning	(50,000)
Other Operating	
Decrease in postage/mailing expense, miscellaneous general & administrative expenses, and office supplies	(1,700)
Capital	
Increase in equipment	20,000
Decrease in vehicle replacement	<u>(30,000)</u>
FY 2015-16 Budget	<u>\$ 5,561,555</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 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Inc/(Dec) FY16 vs FY15</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	1	-
5242	Aviation Fueling Systems Supervisor	-	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	14	(1)

Expense Summary

	<i>Actual FY 2014</i>	<i>Adopted Budget FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Inc/(Dec) FY 2016 vs FY 2015</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 1,390,640	\$ 1,447,970	\$ 1,382,968	\$ (65,002)	-4.5%
Over-time	3,699	10,000	20,000	10,000	100.0%
Fringes	288,378	373,156	337,393	(35,763)	-9.6%
Total Salary/Fringes	\$ 1,682,717	\$ 1,831,126	\$ 1,740,361	\$ (90,765)	-5.0%
Outside Contracts	2,877,262	4,665,000	3,730,000	(935,000)	-20.0%
MOU	1,132,940	2,700,000	1,200,000	(1,500,000)	-55.6%
Utilities	972,953	1,700,000	1,200,000	(500,000)	-29.4%
Other Operating	65,769	109,400	120,000	10,600	9.7%
Capital	-	92,339	7,000	(85,339)	-92.4%
Total	\$ 6,731,641	\$ 11,097,865	\$ 7,997,361	\$ (3,100,504)	-27.9%

Major Drivers

FY 2014-15 Budget	\$ 11,097,865
Proposed personnel costs	
Salary/Fringe Adjustments	(100,765)
Increase in over-time	10,000
Proposed variance in personnel costs	<u>11,007,100</u>
Outside Contract Services	
Increase in other outside maintenance	185,000
Decrease in consulting engineer services and remedial action system	(1,120,000)
MOU	
Decrease due to reallocation of expense for services provided by Building Department to Facilities Division	(1,500,000)
Utilities	
Decrease in DERM stormwater utility fees	(500,000)
Other Operating	
Increase in publications, travel, and safety equipment & supplies	11,700
Decrease in auto expense and parking reimbursement and registration fees	(1,100)
Capital	
Decrease in vehicle replacement	(85,339)
FY 2015-16 Budget	<u><u>\$ 7,997,361</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 FY2015, \$17 million was transferred from the Revenue Fund to the Reserve Maintenance Fund and \$25 million will be transferred in FY 2016 based on the recommendation of the Consulting Engineers. An additional \$45 million was transferred in FY 2015 into the Reserve Maintenance Fund from the surplus monies in the Improvement Fund. As part of the transferred amount from the Improvement Fund, \$10 million is to be used to pay for vehicles and computers in FY 2016 rather than paying for these costs from the Revenue Fund. The remaining transferred amount of \$35 million is to be used for major capital refurbishment type projects that need to be done in FY 2016 and beyond.

(\$ in 000s)	Actual FY 2014	Budget FY 2015	Actual FY 2015	Budget FY 2016
Beginning Cash Balance	\$48,348	\$35,000	\$42,011	\$41,800
Sources of Funds				
Grant Funds	\$4,293	\$40,000	\$8,264	\$28,903
Insurance Claim/Reimbursements	679	--	--	--
Interest Earnings	128	600	102	600
Transfer from Improvement Fund	20,000	--	45,000	--
Transfer from Revenue Fund	15,000	17,000	17,000	25,000
Total Sources of Funds	\$40,100	\$57,600	\$70,367	\$54,503
Uses of Funds				
Projects in progress and committed	\$46,436	\$87,507	\$70,017	\$86,303
Transfer to Improvement Fund	--	--	--	--
Total Uses of Funds	\$46,436	\$87,507	\$70,017	\$86,303
Excess (Deficit) of Sources over Use of Funds	(\$6,337)	(29,907)	350	(31,800)
Ending Cash Balance	\$ 42,011	\$5,093	\$42,361	\$10,000

Detail of Projects

<i>Division</i>	<i>Description</i>	<i>Amount</i>
Financial Planning & Performance Analysis	Vehicles and computer equipment	10,000,000
		\$ 10,000,000
Maintenance	Terminal Wide Carpet Replacement	250,793
	Terminal PLB refurbishing program	4,184,688
	MIA Term seats R & R	228,094
	Glazing contract all areas	420,850
	Terminal bathroom partitions	296,223
	Chiller plant replacements	422,168
	NT D baggage lighting retro	516,320
	MCC 7040	448,579
	Replacement of fire pumps	563,081
	MDADLMS	674,285
	MDADLIMPOW	384,059
	MDADOV600-01	84,865
	MDADELUP600	436,182
	Relocation of I.C.E. offices	253,901
	MDADMECH	224,087
	AOA Security Gates & restrooms	355,307
	MDADHVACB-001	70,690
	MDADVACA # 3 Unlimited Tons	200,000
	MDADHVACA # 2 Unlimited Tons	200,000
	MDADHVACA # 1 Unlimited TONS	150,393
	Control module doors at cc F	300,000
	Airfield Lighting - Miami airp	2,355,178
	Airfield Lighting Tamiami Airp	250,000
	Airfield lighting - Opa locka	250,000
	Airfield lighting Homestead AP	200,000
	Airfield lighting - T & T air	565,984
	Automate Chiller Plant	190,000
	Generator replacements MIA/GAA	255,589
	MDADRAS	975,000
	MIA E Satellite NOVs Mitigation	2,596,584
	MIA Terminal Elevator Modernization	675,362
	Support Svcs for Central Blvd	5,479
	MIA Cc G Tenant Relocation	17,146
	MIA Hotel Lobby & Floor Renovation	81,258
	MIA Hotel Restaurant & Hallway	3,235
	Miscellaneous Roofing Program	339,561
	Miscellaneous Roofing Program	38,120
	MIA Cc F NOV Items	22,143
	TMB Bldg 504 -40YR Certificati	18,151
	MIA Cc G Replacement of Switch Gear	54,800
	MIA Central Terminal Bridge	4,827
	MIA 8L Localizer Shelter Reloc	33
	MIA Terminal E-F Fire Protecti	101,832
	MIA Bldg 703 Partial Demo	29,681
	T & T Electrical System Upgrade	305,472
		\$ 20,000,000
Facilities	CC "G" switchgear replacement	6,303,000
	MIA Bldgs 890,891 & 896	3,500,000
	Terminal Terrazo	102,168
	Chiller Plant Refurbishments	1,073,411
	MIA Hotel elevator renovation	12,000
	MIA Hotel lobby & floor renovation	13,632
	MIA roof repair Hotel curbside	12,633
	MIA CC D A380 Gate Mods.	250,000
	Terminal wide carpet replacement	11,000
	MIA Bldg 3089 Park 8 40 yr. recertification	13,672
	MIA Dolphin & Flamingo structure	3,000,000
	MIA Hotel 8th floor demolition Phase II	25,688
	Bldg 896 40 yr. certification	1,000
	MIA Terminal E-H Edge Beam Re	1,000,000
	MIA Terminal C-E Upper Veh Dri	65,533
	MIA Bldg 861 & 862 40YR Certif	62,744
	MIA Hotel 8th floor retrofit??	400,000
	MIA Bldg 3040 Roof Replacement	3,000,000
	MIA Bldg 3095 Mod & Code Upgra	19,727
	New Parking Access & Revenue	8,001,000
		\$ 26,867,208
Civil Environmental Engineering	RM-6-FY14	4,000,000
	CON714634 Environmental	213,712
	Mold and asbestos abatement	22,080
	MIA temporary shoring bridge 3	100,000
	MIA E STS APM replacement	21,000,000
		\$ 25,335,792
North Terminal Development	Term D NOV and miscellaneous repairs	4,100,000
		\$ 4,100,000
Total		\$ 86,303,000

Debt Service

Overview

The Aviation Department has a variety of debt instruments to finance the construction of Airport System 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). Most capitalized terms used in this document reflect defined terms within the Trust Agreement or the Airline Use Agreement (AUA).

The primary source of funding for the Aviation Department's recently completed \$6.5 billion Capital Improvement Program (CIP), was Aviation Revenue Bonds. Approximately \$5.8 billion of bonds were issued to fund the CIP construction and issuance costs related to the multiple bond issues. The last bond issue for the CIP was in 2010 and since then all the bond issues have been refunding bond issues to realize debt service savings except for the 2015 bond issue that had a small new money component along with the refunding to start the funding of the Terminal Optimization Program.

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 Project needs. The Trust Agreement requires that Net Revenues (Revenues less Current Expenses) pledged to pay Principal and Interest Requirements (i.e., debt service) exceed 120% of annual debt service. This debt service coverage calculation 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 Board of County Commissioners.

Outstanding Debt

Aviation Revenue Bonds - The outstanding principal for the bonds, as of September 30, 2015, 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	\$15,000
Series 2003E Bonds ^{(1) (2)}	May 28, 2003	139,705,000	104,925,000
Series 2005B Bonds ⁽¹⁾	November 2, 2005	180,345,000	14,425,000
Series 2005C Bonds ⁽¹⁾	November 2, 2005	61,755,000	165,000
Series 2007A Bonds	May 31, 2007	551,080,000	551,080,000
Series 2007B Bonds	May 31, 2007	48,920,000	35,565,000
Series 2007C Bonds ⁽¹⁾	December 20, 2007	367,700,000	277,095,000
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	386,440,000
Series 2009B Bonds	May 7, 2009	211,560,000	209,560,000
Series 2010A Bonds	January 28, 2010	600,000,000	597,000,000
Series 2010B Bonds	August 5, 2010	503,020,000	496,900,000
Series 2012A Bonds ⁽¹⁾	December 11, 2012	669,670,000	618,730,000
Series 2012B Bonds ⁽¹⁾	December 11, 2012	106,845,000	98,540,000
Series 2014 Bonds ⁽¹⁾	March 28, 2014	328,130,000	328,130,000
Series 2014A Bonds ⁽¹⁾	December 17, 2014	598,915,000	598,915,000
Series 2014B Bonds ⁽¹⁾	December 17, 2014	162,225,000	162,225,000
Series 2015A Bonds ⁽¹⁾	July 8, 2015	498,340,000	498,340,000
Series 2015B Bonds ⁽¹⁾	July 8, 2015	38,500,000	38,500,000
TOTAL		\$6,655,150,000	\$5,616,550,000

⁽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 AUA ensures that the Aviation Department is able to meet the 120% of debt service coverage required under the Trust Agreement 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. These ratings are periodically reviewed by the rating agencies and the most recent ratings are outlined in the following table:

Miami-Dade County, Florida
Aviation Revenue Bonds
As of 11-20-2015

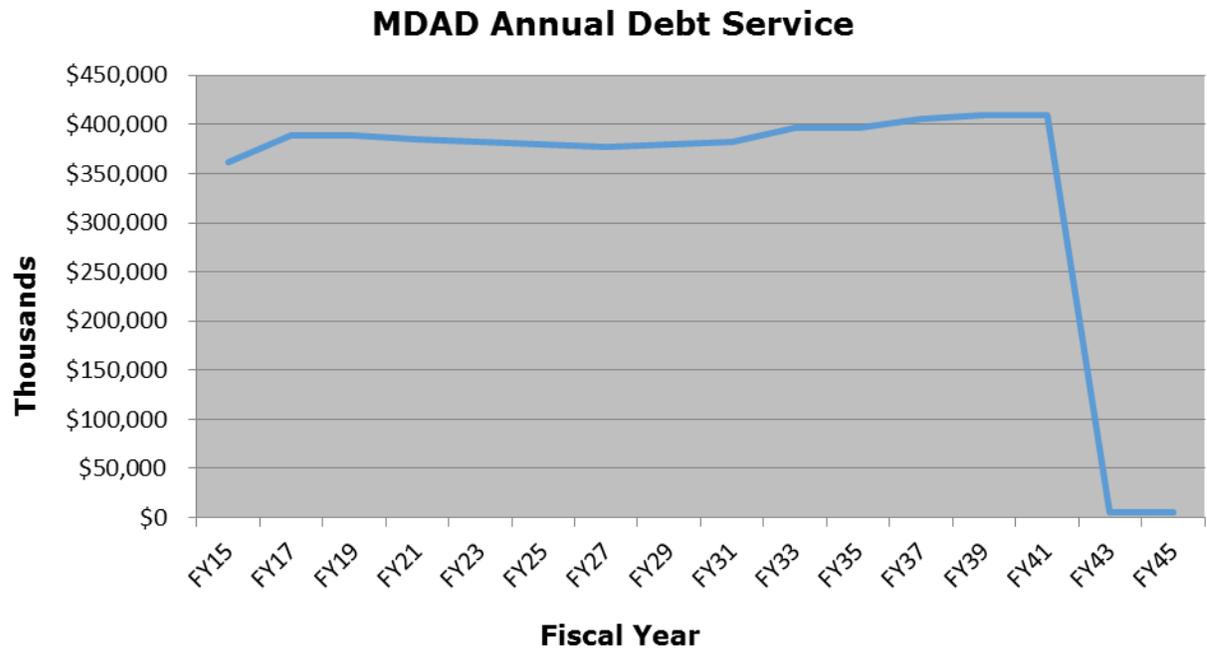
Agency	Moody's	S&P	Fitch	Kroll
Rating	A2	A	A	AA-
Outlook	Stable	Stable	Stable	Stable

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 these bond issues were rated at the highest rating level by the various rating agencies, which 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 these insurers has been lowered by the rating agencies. In addition, these insurance companies provided MDAD with surety bonds for the (debt service) Reserve Account 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, 2015, the Reserve Account balance of \$205.4 million exceeded (by \$613,112) the \$204.8 million balance Reserve Account Requirement of the Trust Agreement. The September 30, 2015 Reserve Account Requirement balance of \$205.4 million is comprised of \$174.6 million in cash along with a value of \$30.8 million in surety policies that are from insurance companies allowed to be considered in the Reserve Account Requirement calculation.

Outstanding Debt (cont)

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 2045.

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

<u><i>Fiscal Year</i></u>	<u><i>Principal</i></u>	<u><i>Interest</i></u>	<u><i>Total P&I</i></u>
2015	\$93,435,000	\$268,593,067	\$362,028,067
2016	96,630,000	280,399,248	377,029,248
2017	112,650,000	275,905,397	388,555,397
2018	118,125,000	270,516,428	388,641,428
2019	124,040,000	264,619,591	388,659,591
2020	130,165,000	258,484,916	388,649,916
2021	132,865,000	251,837,718	384,702,718
2022	138,455,000	245,054,631	383,509,631
2023	143,965,000	238,011,243	381,976,243
2024	151,195,000	230,781,329	381,976,329
2025	156,820,000	223,022,422	379,842,422
2026	167,555,000	214,939,766	382,494,766
2027	171,230,000	206,242,991	377,472,991
2028	181,655,000	197,613,491	379,268,491
2029	191,325,000	188,603,961	379,928,961
2030	202,660,000	179,098,211	381,758,211
2031	212,995,000	168,765,911	381,760,911
2032	232,405,000	157,961,198	390,366,198
2033	250,920,000	146,068,255	396,988,255
2034	262,640,000	133,234,592	395,874,592
2035	277,310,000	119,847,873	397,157,873
2036	291,450,000	105,704,886	397,154,886
2037	314,635,000	90,938,072	405,573,072
2038	333,605,000	74,873,359	408,478,359
2039	351,685,000	57,866,982	409,551,982
2040	369,640,000	39,910,963	409,550,963
2041	388,520,000	21,036,325	409,556,325
2042	4,200,000	808,875	5,008,875
2043	4,390,000	619,875	5,009,875
2044	4,590,000	422,325	5,012,325
2045	4,795,000	215,775	5,010,775
	<u>\$5,616,550,000</u>	<u>\$4,911,999,670</u>	<u>\$10,528,549,670</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

Fiscal Year	Interest Requirements	Principal Requirements	Total P&I Requirements
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
	\$189,062,743	\$227,600,000	\$416,662,743

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 seven 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 four years 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 December 31, 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. Passenger facility charges (PFC) revenues, as described in the Capital Projects section, 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 annual Principal and Interest Requirement throughout the term of the Outstanding Aviation Revenue Bonds. As previously noted, the Reserve Account Requirement in FY 2015 is \$204.8 million of which the Aviation Department has cash funded \$174.6 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 2014	Budget FY 2015	Actual FY 2015	Budget FY 2016
Beginning Cash Balance	\$399,106	\$172,000	\$400,652	\$172,000
Sources of Funds				
PFC Revenues	\$54,500	\$55,000	\$55,000	\$53,000
Other Revenues	177	--	--	--
Bond Proceeds	--	--	600	--
Interest Earnings	1,928	5,000	1,967	5,000
Transfer from Bond Escrow Account	--	--	--	--
Transfer from Revenue Fund	319,554	317,107	319,902	321,030
Transfer from Capitalized Interest Account	--	--	--	--
Total Sources of Funds	\$376,159	\$377,107	\$377,470	\$379,030
Uses of Funds				
Debt Service - Principal	\$79,735	\$89,000	\$83,155	\$98,440
Debt Service - Interest	284,099	287,386	278,614	278,590
Debt Service - Reserve	--	--	--	--
Transfer to Bond Escrow Account (for refunding)	8,905	--	--	--
Capitalized Interest	--	--	12,936	--
Transfer to Improvement Fund	1,874	2,000	--	2,000
Total Uses of Funds	\$374,613	\$378,386	\$374,706	\$379,030
Excess (Deficit) of Sources over Use of Funds	1,547	(1,279)	2,764	--
Ending Cash Balance	\$400,652	\$170,721	\$403,416	\$172,000

Debt Service Coverage – Airport Revenue Bonds

The table below reflects the debt service coverage calculation. Per the Trust Agreement, the Aviation Department is required to maintain a level of Revenue (e.g., rates and fees charged to its tenants) that results in at least a 20% coverage factor on top of its annual Principal and Interest Requirements (debt service), which is also referred to as the rate covenant. The Aviation Department takes this rate covenant into account when establishing the Annual 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 Current Expenses being less than budget.

(\$ in 000s)		Actual FY 2014	Budget FY 2015	Actual FY 2015	Budget FY 2016
Gross Revenues:					
MIA Aviation Fees ⁽¹⁾		\$468,555	\$448,067	\$459,833	\$463,908
Commercial Operations:					
Management Agreements		\$86,229	\$86,308	\$88,144	\$85,636
Concessions		188,244	197,378	190,686	200,447
Total Commercial Operations		274,473	\$283,686	\$278,830	\$286,083
Rentals		\$121,540	\$119,991	\$128,089	\$125,855
Other Revenues		22,139	19,900	16,508	22,124
Sub-total Revenues		886,707	871,643	\$883,260	\$897,971
General Aviation Airports		7,372	7,792	8,110	7,984
Gross Revenues	[a]	\$894,079	\$879,435	\$891,370	\$905,955
Expenses:					
Current Expenses		\$323,331	\$386,290	\$339,840	\$406,531
Current Expenses--Mgmt. Agreement		26,233	30,812	25,002	27,023
Current Expenses--Oper. Agreement		37,571	40,869	37,989	40,514
Total Current Expenses	[b]	\$387,135	457,971	\$402,831	\$474,068
Net Revenues:	[c=a-b]	\$506,944	\$421,465	\$488,539	\$431,887
Less: Reserve Maint. Fund Deposit	[d]	(15,000)	(17,000)	(17,000)	(25,000)
Net Revenues After Deposits	[e=c-d]	\$491,944	\$404,465	\$471,539	\$406,887
Total Debt Service		\$374,302	\$375,107	\$362,024	\$377,030
Less: PFC Revenue (used for d/s)		(54,500)	(55,000)	(55,000)	(53,000)
Debt Service less PFC Revenue	[f]	\$319,802	\$320,107	\$307,024	\$324,030
Debt Service Coverage⁽²⁾	[e/f]	1.54	1.26	1.54	1.26

(1) During each FY, 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 FY.

(2) Calculated in accordance with the Trust Agreement by dividing Net Revenues after deposits by the required debt service amount.

* Numbers may not total due to rounding.



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 2015, the Aviation Department contributed \$7.1 million to the Retainage Subaccount and ended with a balance of \$16.4 million. Approximately \$84.6 million in surplus monies was realized in the Improvement Fund in FY 2015, which will be transferred back to the Revenue Fund in FY 2016. Another \$45 million in surplus monies was transferred to the Reserve Maintenance Fund to pay for some major capital refurbishments, vehicles and computers in FY 2016 and beyond. In addition, in FY 2014, the MIA air carriers had authorized the Aviation Department to set aside \$50 million in surplus monies. Although, no expenditures were made in FY 2015 from this set-aside, the air carriers did authorize MDAD to use \$2.5 million of the set-aside for a Capital Project in which the employee identification and badging process for MDAD and all MIA tenants will be relocated and updated within the terminal at MIA. The remaining set-aside monies can be used for other airline authorized 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 2015, the Aviation Department paid a full year of subordinate debt service as budgeted from the Improvement Fund—\$15.4 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 2015, seven annual payments have been made with four more annual payments to be made in the future.

Detail

(\$ in 000s)	Actual FY 2014	Budget FY 2015	Actual FY 2015	Budget FY 2016
Beginning Cash Balance	\$148,504	\$155,000	\$185,451	\$185,000
Sources of Funds				
Insurance Claim/Reimbursements	\$ --	\$ --	\$ --	\$ --
Grant Funds	4,144	--	--	2,500
Other Revenues	1,166	--	43	--
Interest Earnings	407	200	416	400
Transfer from (Bond) Reserve Account	1,874	2,000	--	2,000
Transfer from Revenue Fund	170,107	79,453	153,506	80,121
Total Sources of Funds	\$177,698	\$81,653	\$153,964	\$85,021
Uses of Funds				
Improvement Fund Expenditures	\$4,433	\$43,400	\$311	\$67,899
Transfer to Revenue Fund	95,974	75,000	78,204	80,000
Transfer to DB Bond Debt Service Account	15,343	15,431	15,369	15,315
Transfer to Reserve Maintenance	20,000	--	45,000	--
Other Expenditures	5,000	5,000	5,000	--
Total Uses of Funds	\$140,751	\$138,831	\$143,883	\$163,214
Excess (Deficit) of Sources over Use of Funds	36,947	(57,178)	10,081	(78,193)
Ending Cash Balance	\$185,451	\$97,822	\$195,532	\$106,807

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 (CIP) was created. The \$6.5 billion CIP began in 1994 and was completed for the most part by the end of 2014 (i.e., during Fiscal Year 2015). Projects not completed or additional projects have continued as "CIP Carryover Projects" in the amount of \$128.9 million. The CIP consisted of a number of Capital Projects, including improvements to the airside and landside areas, as well as to terminal and non-terminal (e.g., cargo and aircraft maintenance) facilities.

The majority of these improvements were within the terminal and included (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 Concourse A and Concourse 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 two new federal inspections services areas located in North and South terminals, 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 included the addition of a fourth runway (8L-26R), the addition of a 1,540-space parking garage, the extension of upper and lower terminal vehicular drives, and 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.

The Aviation Department has now turned its attention to renovating Concourse E and its remote facility known as Concourse E Satellite. These facilities were built in the 1970s and are in dire need of renovation in order to accommodate future passenger growth at MIA. As a result, the Terminal Optimization Program (TOP) was created to address the current Capital Project needs at MIA. Besides the Concourse E facilities, the TOP also addresses needs in the South Terminal and the airfield.

CIP Carryover Projects

As of September 30, 2015, approximately 44.2% of the CIP Carryover Projects budget of \$128.9 had been expended. The Capital Projects under 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 (in 2010) as noted in the table below. The major portion of this work is anticipated to be completed by the end of FY 2017.

CIP CARRYOVER PROJECTS AND FUNDING SOURCES
Miami-Dade Aviation Department
As of Fiscal Year 2015

General Description	Remaining CIP Budget	Funding Sources			
		AIP Grants	FDOT Grants	Aviation Revenue Bonds	General Obligation Backed Bonds
Airside	\$58,586,092	\$31,737,416	\$15,572,089	\$3,024,892	\$8,251,695
Terminal	14,067,569	--	--	14,067,569	--
Landside	17,871,215	--	--	4,007,685	13,863,530
Support	<u>38,395,478</u>	<u>--</u>	<u>3,315,400</u>	<u>35,080,078</u>	<u>--</u>
Total	<u>\$128,920,354</u>	<u>\$31,737,416</u>	<u>\$18,887,489</u>	<u>\$56,180,224</u>	<u>\$22,115,225</u>

Terminal Optimization Program (TOP)

The TOP is scheduled to be done in two phases, with Phase I to cover the FY 2015 to FY 2018 time period and Phase II to start in FY 2019 and finish in FY 2025. For purposes of future planning, only the funding sources related to Phase I have been identified and Phase II will be determined in the future. The new money portion of the Series 2015 Bonds is being used to fund a portion of Phase I. In the table noted below, the costs related to both phases are presented at the subprogram level. The funding sources for Phase I are presented in the subsequent table. The Aviation Revenue Bond funding was approved under the MAAC air carriers' majority-in-interest (MII) review process on June 8, 2015.

The major subprograms within the TOP consist of MIA Central Base Apron and Utilities, Concourse E, South Terminal and Miscellaneous Projects with Phase I estimated to cost \$651 million and Phase II \$498 million for a total of \$1.15 billion. The Concourse E subprogram represents the major portion of the costs in Phase I and is necessary for MIA to meet the expansion needs of the Airport's hub carrier, American Airlines, and to provide a safe and efficient terminal facility. The terminal renovation work will include replacing all the loading bridges, elevators, escalators, the train that connects remote or Satellite Concourse E with the base or Lower Concourse E, roof, and finishes (e.g., flooring, holdroom seating) and upgrading the life safety features. In addition, the entire airside apron pavement area surrounding Concourse E Satellite will be rehabilitated as part of this program during Phase I with the Lower Concourse E apron area being rehabbed in Phase II.

The MIA Central Base Apron subprogram represents the addition of greatly needed aircraft parking hardstand positions. Phase I in this program will consist of placing a culvert in the canal intersecting the northeast portion of the airfield so that the canal can be paved over as part of the airfield as well as reconfiguring and resizing some of the existing aircraft parking apron in that area to increase the overall number of aircraft parking positions. In Phase II the remainder of the adjoining area will be paved to expand the number of aircraft parking hardstands.

The South Terminal subprogram primarily consists of enhancing and replacing the Central Terminal and South Terminal outbound baggage handling system. Also included in Phase I of this program is the re-roofing of Concourse H. Phase II includes remodeling Concourse H Headhouse area to make one of these Concourse H gates, add an A-380 aircraft capable gate and creating some more aircraft parking hardstand positions east of Concourse J.

The Miscellaneous Projects subprogram includes a wide range of projects such as consolidating the various MIA operations control functions into one location, relocating the taxi lot to enable future airfield expansion, building an employee parking garage to accommodate employee growth for all MIA tenants, and replacing the Central Terminal ticket counters that have been in place for over 20 years. Phase II of the Miscellaneous Projects will include taxiway pavement rehabilitation and terminal wide aesthetic renovations.

ESTIMATED TERMINAL OPTIMIZATION PROGRAM COSTS
Miami-Dade Aviation Department
As of Fiscal Year 2015
(in thousands)

Subprogram Description	Phase I FY 2015-2018	Phase II FY 2019-2025
MIA Central Base Apron and Utilities Projects	\$41,000	\$171,400
Concourse E Projects	301,680	97,200
South Terminal Projects	179,500	133,900
Miscellaneous Projects	80,700	58,600
Sub-Total	\$602,880	\$461,100
Contingency	47,690	36,900
Total	\$650,570	\$498,000

TERMINAL OPTIMIZATION PROGRAM FUNDING PLAN – PHASE I ONLY
Miami-Dade Aviation Department
As of Fiscal Year 2015
(in thousands)

Subprogram Description	Phase I Project Costs	FUNDING SOURCES					
		Pay-As-You-Go					Aviation Revenue Bonds
		TSA OTA	FDOT Grants	PFC Revenue	Reserve Maintenance	Improve- ment Fund	
MIA Central Base Apron & Utilities Projects	\$41,000			\$40,000			\$1,000
Concourse E Projects	301,680		\$31,395	65,000	\$47,260	\$3,593	154,432
South Terminal Projects	179,500	\$101,200					78,300
Miscellaneous Projects	128,390					50,000	78,390
TOTAL	\$650,570	\$101,200	\$31,395	\$105,000	\$47,260	\$53,593	\$312,122

Funding Sources for the TOP

The Aviation Department utilizes multiple funding sources to pay for the Capital Projects as noted in the schedule above for the TOP funding plan. These funding sources are described in more detail below.

Federal Aviation Administration (FAA) Funds—(Although not shown as a current funding source for the TOP, the Aviation Department is in the process of applying for these grant funds for the Central Base and Utilities related projects.) 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.

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. The Aviation Department is anticipating receiving grant revenues totaling \$31.4 million from FDOT for the TOP, most of which is for the Concourse E related projects.

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 as noted in the TOP funding table. At this time, the Aviation Department is contemplating using \$105.0 million from this build-up of PFC revenue to pay for Concourse E Project costs, more specifically the Concourse E Satellite renovations and associated passenger loading bridges.

Funding Sources for the TOP

Reserve Maintenance Fund and Improvement Fund— The Reserve Maintenance Fund is used to fund refurbishment type costs. 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 Aviation Department is anticipating spending these funds in Fiscal Year 2016 for the Concourse E Satellite Train replacement project, which is part of the Concourse E Projects included in the TOP.

Aviation Revenue Bonds—Bond proceeds obtained from the sale of Aviation Revenue Bonds are deposited into the Construction Fund and are used to fund Capital Project costs. As previously stated, the Aviation Department is using the remaining proceeds from the bond issues in 2010 to pay for the CIP Carryover Projects. In FY 2015, the Aviation Department issued \$75 million in new bond monies to pay for the initial TOP Capital Project costs and was done in conjunction with a refunding bond issue.

Operating Cost Effect of Capital Projects

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 have any material effect on operating expenses. The TOP Capital Projects in Phase I that are currently underway are mostly renovation type projects, which should not result in any material increases in operating expenses. When the new baggage system is operational in the South and Central terminals, the Aviation Department will incur additional maintenance costs, however, the project will not be operational until after Fiscal Year 2016 for it is still in the planning stage. Therefore, the Aviation Department did not anticipate any material increases in operating costs due to the completion of Capital Projects in the Fiscal Year 2016 operating budget.

<u>CAPITAL BUDGET SUMMARY</u>									
(dollars in thousands)	PRIOR	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FUTURE	TOTAL
Revenue									
Future Financing	0	125,178	90,301	44,853	47,968	144,435	187,870	148,472	789,077
Aviation Revenue Bonds	54,097	10,933	8,276	0	0	0	0	0	73,306
Federal Aviation Administration	32,933	2,544	0	0	0	0	0	0	35,477
FDOT Funds	14,791	31,280	2,311	0	0	0	0	0	48,382
Reserve Maintenance Fund	76,657	57,400	25,000	25,000	25,000	25,000	0	0	234,057
Tenant Financing	7,940	0	0	0	0	0	0	0	7,940
Improvement Fund	1,474	10,399	3,516	25,000	25,000	0	0	0	65,389
Double-Barreled GO Bonds	4,606	40,323	0	0	0	0	0	0	44,929
Aviation Passenger Facility Charge	0	0	35,000	31,000	25,000	14,000	0	0	105,000
Transportation Security Administration	0	30,000	50,000	21,200	0	0	0	0	101,200
Funds									
Total:	192,498	308,057	214,404	147,053	122,968	183,435	187,870	148,472	1,504,757
Expenditures									
Strategic Area: TP									
Facility Improvements	192,498	308,057	214,404	147,053	122,968	183,435	187,870	148,472	1,504,757
Total:	192,498	308,057	214,404	147,053	122,968	183,435	187,870	148,472	1,504,757

Supplemental Data

Ordinance

Revenue Fund

<u>Revenues:</u>	<u>2015-16</u>
Carryover	\$ 77,855,000
Miami International Airport	814,971,000
Tamiami Airport	2,411,000
Opa-locka Airport	5,104,000
Homestead Airport	426,000
T & T Airport	43,000
Transfer from Improvement Fund	80,000,000
Total	\$ 980,810,000
<u>Expenditures:</u>	
Miami International Airport	\$ 470,758,000
Tamiami Airport	1,051,000
Opa-locka Airport	1,495,000
Homestead Airport	448,000
T & T Airport	316,000
Subtotal Operating Expenditures	\$ 474,068,000
<u>Transfer to Other Funds:</u>	
Sinking Fund	321,030,000
Reserve Maintenance	25,000,000
Improvement Fund	80,121,000
Subtotal Transfers to Other Funds	\$ 426,151,000
Operating Reserve/Ending Cash Balance	\$ 80,591,000
Total	\$ 980,810,000

Improvement Fund

<u>Revenues:</u>	<u>2015-16</u>
Carryover	\$ 185,000,000
Transfer from Revenue Fund	80,121,000
Transfer from Interest and Sinking Fund	2,000,000
Grants	2,500,000
Interest Earnings	400,000
Total	\$ 270,021,000
<u>Expenditures:</u>	
On-going Improvement Fund Projects	12,899,000
Unplanned Capital Projects	50,000,000
Payment of Viaduct Loan	5,000,000
Transfer of DB Bonds Debt Service	15,315,000
Transfer to Revenue Fund	80,000,000
Ending Cash Balance	106,807,000
Total	\$ 270,021,000

Ordinance (cont)

Reserve Maintenance Fund

<u>Revenues:</u>	<u>2015-16</u>
Carryover	41,800,000
Transfer from Revenue Fund	25,000,000
Grants Contribution	28,903,000
Interest Earnings	600,000
Total	\$ 96,303,000
<u>Expenditures:</u>	
Projects Committed	86,303,000
Ending Cash Balance (reserved for emergencies)	10,000,000
Total	\$ 96,303,000

Construction Fund

Trust Agreement Bonds

<u>Revenues:</u>	<u>2015-16</u>
Carryover	109,500,000
New Money Aviation Revenue Bonds	150,000,000
Transfer from Double Barrel Bonds (Carryover)	12,000,000
Improvement Fund	12,899,000
Grant Funds	32,421,000
Total	\$ 316,820,000
<u>Expenditures:</u>	
Projects in Capital Improvement Program	208,855,000
Ending Cash Balance	107,965,000
Total	\$ 316,820,000

Double Barrel Bonds

<u>Revenues:</u>	<u>2015-16</u>
Carryover	12,000,000
Total	\$ 12,000,000
<u>Expenditures:</u>	
Transfer to Construction Fund	12,000,000
Total	\$ 12,000,000

Ordinance (cont)

Sinking Fund

General Aviation Revenue Bonds (GARBs)

<u>Revenues:</u>	<u>2015-16</u>
Carryover (includes Reserve)	172,000,000
Transfer from Revenue Fund	321,030,000
PFC Revenues	53,000,000
Interest Earnings	5,000,000
Total	\$ 551,030,000

<u>Expenditures:</u>	
Debt Service - Principal	98,440,000
Debt Service - Interest	278,590,010
Transfer to Improvement Fund	2,000,000
Ending Cash Balance (includes Reserve)	171,999,990
Total	\$ 551,030,000

Double Barrel Bonds Debt Service Accounts (includes Reserve)

<u>Revenues:</u>	<u>2015-16</u>
Carryover	37,000,000
Transfer from Improvement Fund	15,315,000
Interest Earnings	300,000
Total	\$ 52,615,000

<u>Expenditures:</u>	
Payment of DB Bonds Debt Service	15,315,000
Ending Cash Balance (Includes Reserve)	37,300,000
Total	\$ 52,615,000

Environmental Fund

<u>Revenues:</u>	<u>2015-16</u>
Carryover	51,000,000
Interest Earnings	300,000
Total	\$ 51,300,000

<u>Expenditures:</u>	
Unplanned Projects Committed	25,000,000
Ending Cash Balance (reserved for emergencies)	26,300,000
Total	\$ 51,300,000

Non-Departmental

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

	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2014</i>	<i>FY 2015</i>	<i>Budget</i>	<i>FY 2016 vs FY 2015</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	659,283	2,500,000	2,873,848	373,848	15.0%
Charges for County Services	1,920,531	2,488,298	2,537,972	49,674	2.0%
Utilities	37,645,904	41,600,000	42,050,000	450,000	1.1%
Other Operating	8,374,390	8,900,000	22,338,120	13,438,120	151.0%
Capital	2,465,077	2,500,000	2,300,000	(200,000)	-8.0%
<i>Total</i>	<u>\$ 51,065,184</u>	<u>\$ 57,988,298</u>	<u>\$ 72,099,940</u>	<u>\$ 14,111,642</u>	<u>24.3%</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>FY 2014</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2015</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2016</i>	<i>Inc/(Dec)</i> <i>FY 2016 vs FY 2015</i>	
				<i>\$</i>	<i>%</i>
Management Agreement					
Airport Parking Associates (APA)	\$ 8,428,865	\$ 9,260,478	\$ 9,422,600	\$ 162,122	1.8%
IAMI (Passenger Lounges)	1,003,381	808,617	-	(808,617)	-100.0%
EFCO USA, Inc (Passenger Lounges)	-	-	865,827	865,827	100.0%
Allied Aviation (Fuel Farm)	5,804,114	6,053,381	5,635,908	(417,473)	-6.9%
Midfield (Auto Gas Sales)	1,793,751	2,086,661	1,944,449	(142,212)	-6.8%
Hotel	6,501,339	9,323,376	9,154,051	(169,325)	-1.8%
Top of the Port (Restaurant)	2,701,569	3,279,195	-	(3,279,195)	-100.0%
Total	\$ 26,233,019	\$ 30,811,708	\$ 27,022,835	\$ (3,788,873)	-12.3%
Operating Agreements					
Shuttle	\$ 6,165,474	\$ 7,034,075	\$ 6,675,928	\$ (358,147)	-5.1%
Unicco (Janitorial)	25,799,201	28,064,947	27,981,310	(83,637)	-0.3%
Vista (Janitorial)	2,406,651	2,517,914	2,555,083	37,169	1.5%
N & K (Janitorial)	3,199,529	3,252,243	3,301,598	49,355	1.5%
Total	\$ 37,570,855	\$ 40,869,179	\$ 40,513,919	\$ (355,260)	-0.9%
Grand Total	\$ 63,803,874	\$ 71,680,887	\$ 67,536,754	\$ (4,144,133)	-5.8%

Administrative Reimbursement

Overview

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

Direct County Expenses

Miami-Dade County Agency	Adopted	Adopted	Purpose
	Budget FY 2014-15	Budget FY 2015-16	
Audit and Management Services	\$ 490,000	\$ 440,000	Auditing services in excess of indirect reimbursement
Community Information and Outreach	18,000	42,000	Web Portal Maintenance services
Community Information and Outreach	90,000	120,000	Advertising services
Cultural Affairs	447,866	416,673	Art in Public Places
Environmental Resources Management	1,200,000	1,200,000	DERM charges for personnel and resources
Finance	60,000	60,000	Cash management services
Fire Rescue	22,747,897	23,237,553	Fire protection & rescue services
Fire Rescue	400,000	400,000	Fire inspection Fees
Information Technology	4,034,533	4,034,533	Radios, technology and infrastructure
Internal Services	7,000	8,000	Assets management fee
Internal Services	300,000	300,000	Office of Safety
Internal Services	186,000	186,000	Human Resources - services and support
Internal Services	11,356,000	11,401,000	GSA - insurance
Internal Services	7,331,593	7,309,000	GSA - security guard services
Internal Services	31,350	58,900	GSA - exterminating services
Internal Services	300,000	300,000	GSA - elevator inspections
Internal Services	141,400	138,850	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	29,238,556	29,554,473	Police services
Police Department	257,725	306,035	Automobile Insurance
Regulatory & Economic Resources	1,500,000	1,000,000	Building Department
Regulatory & Economic Resources	250,000	200,000	Planning, zoning, and agenda coordination
Sustainability, Planning, & Economic Enhancement	75,000	60,000	DBED compliance fee
Transit	553,774	-	Satellite E-Train
	\$ 81,456,694	\$ 81,213,017	
Federal Agency			
Customs & Border Patrol	\$ 1,700,000	\$ 1,200,000	Reimbursement of staffing hours
	\$ 1,700,000	\$ 1,200,000	
	\$ 83,156,694	\$ 82,413,017	

Indirect County Expenses

INDIRECT COUNTY EXPENSES

	Adopted	Adopted	
	Budget FY 2014-15	Budget FY 2015-16	
MDAD Salaries & Fringes	\$ 114,174,660	\$ 119,555,965	[A]
Rate-Modified Full Costing	0.034500	0.032900	[B]
Total MDAD Reimbursement to County	\$ 3,939,026	\$ 3,933,391	[A x B]
Agreed Upon Deduction	(1,450,728)	(1,450,728)	
Amount Due to Miami-Dade County	\$ 2,488,298	\$ 2,537,972	
Total Direct & Indirect County Expenses	\$ 85,644,992	\$ 84,950,989	

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>
Inaugurals for New Airlines & Routes	15,000
Community Outreach Programs	52,500
Annual Airport Business Diversity Conference	5,000
Miami-Dade County Days in Tallahassee 2016	2,500
FAC State Legislative Summit, FAC Federal Legislative Summit, & FAC Annual Conference	8,000
FAA Meetings for FY 2015-16	5,000
National Minority Enterprise Development Conference (MED Week)	4,500
Survival Fire Drill	5,000
U.S. Africa Air Transportation Summit	25,000
Air Caro Americas International Congress and Exhibition	50,000
Total	<u>\$ 172,500</u>

Detail of Promotional Funding

Miami-Dade Aviation Department (MDAD)

Event title: Inaugurals for New Airlines & Routes - The Aviation Department will co-host inaugural ceremonies for and with new airlines commencing service and with incumbent airlines commencing new routes.

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, The Florida Chamber's International Days in Tallahassee, The Beacon's Council's Sand in My Shoes Event and Annual Report Event, the Miami-Dade Chamber of Commerce Events, the Florida Customs Brokers & Forwarders Association general monthly meeting sponsorship and Board Installation Event, the Greater Miami Convention & Visitors Bureau Annual Report Event and the World Trade Center's World Trade Month Events and International Trade Achievement Awards. 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.

Miami-Dade County

Event title: Miami-Dade County Days in Tallahassee 2016 - 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.

Detail of Promotional Funding (cont)

Florida Airports Council (FAC)

Event Title: FAC State Legislative Summit, FAC Federal Legislative Summit, & FAC Annual Conference – MDAD will co-sponsor the FAC State and Federal Legislative Summits, as well as the Annual Conference, at which the department will be represented by its Office of Governmental Affairs and the departmental liaison to FAC.

Miami-Dade Aviation Department (MDAD)

Event Title: FAA Meetings for FY 2015-16 – 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; AAE 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.

Miami-Dade Aviation Department (MDAD)

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

Miami-Dade Aviation Department (MDAD)

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

World Trade Center Miami

Event Title: Air Cargo Americas International Congress and Exhibition – Air Cargo Americas is a biennial forum for aviation executives to exchange views, develop strategies to enhance the growth of the air cargo industry in the Americas, and showcase the latest products and technologies. MDAD will co-host the trade event in November 2015.

Summary of New/Revised Rates

	Description	Rate
1	Revise Manual CUTE Ticket Counter Rates	<p>Standard Manual Rate for Widebody Aircraft (over 200 seats) \$499.08 from the current \$509.00, and Narrow Aircraft (100 seats through 200 seats) \$285.19 from the current \$290.86, Regional Commuter Aircraft (20 seats through 100 seats) \$142.59 from the current \$145.43 and Small Turbo Aircraft (under 20 seats) \$71.30 from the current \$72.71.</p> <p>Unauthorized Manual Rate for Widebody Aircraft (over 200 seats) \$998.16 from current \$1,018.00, and Narrow Aircraft (100 seats through 200 seats) \$570.38 from the current \$581.71, Regional Commuter Aircraft (20 seats through 100 seats) \$285.19 from the current \$290.86, and Small Turbo Aircraft (under 20 seats) \$142.59 from the current \$145.43.</p>
2	Revise Monthly Rates for CUSS (Common Use Self Service) Units	<p>Revise Monthly Rates for CUSS (Common Use Self Service) Units as follows:</p> <ul style="list-style-type: none"> • Desktop Unit – Revise Desktop rate to \$55.46 ea. per month from the current \$59.79 ea. per month • Standalone Unit – Revise Standalone rate to \$97.91 ea. per month from the current \$101.31 ea. per month
3	Revise CUTE Backoffice Unit charge	Revise CUTE Backoffice monthly charge to \$198.86 per unit from the current \$218.69 per unit.
4	Revise Cute Aircraft Departing Seat Charge	Revise CUTE rate to \$1.82 per seat from the current \$1.77 per seat.
5	Establish SafeGate Loading Bridge Charge	Establish SafeGate loading bridge charge of \$5.00 per loading bridge use for gates equipped with SafeGate aircraft arrival system. This charge will be assessed in addition to the standard loading bridge fee. Gates not equipped with SafeGate will be charged the standard loading bridge fee.

Summary of New/Revised Rates (cont)

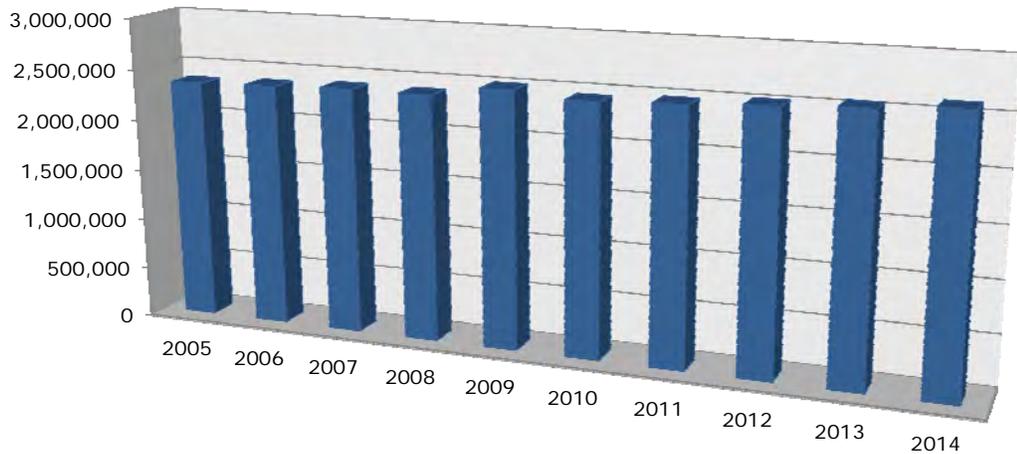
	Description	Rate
6	Revise Rental Rates for Non-Terminal Building Properties – Miami International Airport	See attached schedule for building rental rates.
7	Revise Rental Rates for Building Properties – General Aviation Airports	See attached schedule for building rental rates.
8	Revise Wording to waive or reduce fees for Letter of Determination (Height Restrictions), Letter of Determination (Land Use Zoning Analysis), Technical Reviews and Written Comments for governmental agencies or other applicants under certain circumstances.	The Miami-Dade Aviation Department (MDAD) may waive any fee provided for herein for applicants or users that are federal, state or local governmental or military units, or other applicants or users under circumstances determined by MDAD to justify a waiver or reduction of the fee.
9	Revise wording for Wireless Network Access Fee to include Proprietary Tenants.	Wireless Network Access Fee for Multiple Users and Proprietary Tenant Space to provide MDAD internet services and WiFi to airline lounges and other proprietary space. Monthly Fee.....\$600.00
10	Revise Monthly Telecommunication Rates to combine existing Internet Access fee with existing Ethernet Port fee in order to establish 6MB-1 Public Static IP Address fee and 12MB-1 Public Static IP Address fee; and to combine existing Wireless Data Port fee with existing WiFi Data Port Internet Access Fee in order to establish new Wireless Data Port fee	<ul style="list-style-type: none"> • Internet Access Fee: <ul style="list-style-type: none"> Internet Access.....\$31.25 Ethernet Port.....<u>\$75.00</u> 6MB-1Public Static IP.....\$106.25 <li style="text-align: right;"><u> X 2</u> 12MB-1Public Static IP.....\$212.50 • Wireless Data Port fee..... \$37.50 • Wi-Fi Data Port Internet Acc...\$10.00 • Wireless Data Port fee.....\$47.50
11	Revise wording for Conference Room Use Fee (Miami International Airport – Non Terminal) to include “for airlines and other airport tenants”	Conference Room Use Fee (Miami International Airport – Non Terminal) – the fee shall be \$150.00 for 4 hours to cover administration, preparation, utility and janitorial costs associated with converting vacant non-leased rooms into usable space for meetings and other specialized functions for airlines and other airport tenants.

Economic Statistics

Population and Economic Metrics – Miami-Dade County

	Population	Change %	Personal Income	Change %	Labor Force	Employed	Unemployed	Unemployment Rate
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	2,445,374	-2.2%	\$22,957	6.8%	1,232,033	1,127,602	104,431	8.5%
2011	2,474,676	1.2%	\$23,348	1.7%	1,255,381	1,131,458	123,923	9.9%
2012	2,512,219	1.5%	\$23,304	-0.2%	1,276,316	1,132,783	143,533	11.2%
2013	2,549,075	1.5%	\$23,174	-0.6%	1,292,661	1,139,865	152,796	11.8%
2014	2,600,861	2.0%	\$23,433	1.1%	1,316,083	1,168,256	147,827	11.2%

Miami-Dade County Population



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

Households and Income Miami-Dade County

<i>Households</i>	<i>2005</i>	<i>2014</i>	<i>2005-2014</i>
			<i>Change</i>
			<i>%</i>
Number of Households	827,931	833,541	0.7%
Median Household Income	\$42,969	\$43,099	0.3%

<i>Income</i> <i>Distribution</i>	<i>2005</i>	<i>2014</i>	<i>2005-2014</i>
			<i>Change</i>
			<i>%</i>
under \$25,000	30.1%	30.6%	0.5%
\$25,000 - \$49,999	26.2%	25.3%	-0.9%
\$50,000 - \$74,999	16.9%	16.1%	-0.8%
\$75,000 - \$99,999	10.1%	9.9%	-0.2%
\$100,000 - \$149,999	9.6%	9.9%	0.3%
\$150,000 or more	7.2%	8.2%	1.0%

Source: U.S. Census Bureau American Community Survey. Percentages may not add to 100% due to rounding.

Labor Force & Employment Rates Miami-Dade County

<i>Year</i>	<i>Labor Force</i>			<i>Unemployment Rate</i>	
	<i>Force</i>	<i>Employed</i>	<i>Unemployed</i>	<i>County</i>	<i>State</i>
2014	1,316,083	1,168,256	147,827	10.9%	11.2%
2013	1,292,661	1,139,865	152,796	11.8%	11.8%
2012	1,276,316	1,132,783	143,533	11.2%	11.3%
2011	1,255,381	1,131,458	123,923	9.9%	10.3%
2010	1,232,033	1,127,602	104,431	8.5%	8.9%
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%

Source: U.S. Census Bureau American Community Survey

Top Private Employers in Miami-Dade County

Employers	Number of Employees	Industry
Baptist Health South Florida	11,353	Health Care
University of Miami	12,818	Education
American Airlines	11,031	Aviation
Miami Childrens Hospital	3,500	Health Care
Carnival Cruise Lines	3,500	Hospitality & Tourism
Mount Sinai Medical Center	3,321	Health Care
Florida Power & Light	3,011	Utility
Royal Caribbean International/Celebrity Cruises	2,989	Hospitality & Tourism
Wells Fargo	2,050	Banking & Finance
Bank of America Merrill Lynch	2,000	Banking & Finance
FountainBleau Miami Beach	1,987	Hospitality & Tourism
Burger King Corporation	1,885	Hospitality & Tourism
Mercy Hospital	1,400	Health Care
JP Morgan Chase	1,300	Banking & Finance
Eulen America	1,205	Professional Services
Federal Express	1,161	Trade & Logistics
AAR Corporation - Aircraft Services	1,160	Aviation
Ryder Integrated Logistics	1,106	Trade & Logistics
N.C.L. Corporations	1,049	Hospitality & Tourism
CitiBank	1,000	Banking & Finance

Source: The Beacon Council

Top Public Employers in Miami-Dade County

Employers	Number of Employees	Industry
Miami-Dade County Public Schools	33,477	Education
Federal Government	19,200	Local Government
Florida State Government	17,100	National Government
Jackson Health System	9,797	Health Care
Florida International University	3,534	Education
Miami Dade College	2,390	Education
City of Miami	3,997	Local Government
Homestead AFB	3,250	Military
Miami VA Healthcare System	2,500	Health Care
City of Miami Beach	1,971	Local Government
U.S. Southern Command	1,600	Military
City of Hialeah	1,578	Local Government
City of North Miami Beach	420	Local Government
City of Coral Gables	730	Local Government

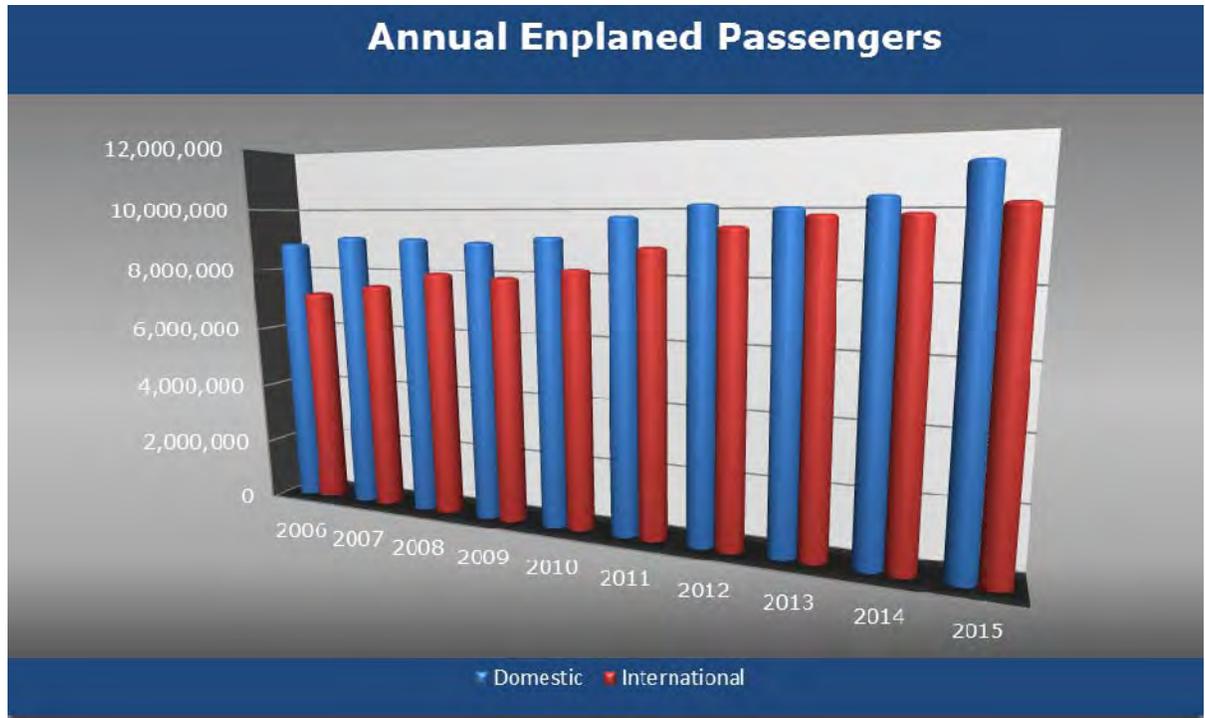
Source: The Beacon Council

Operational Statistics

Annual Enplaned Passengers

Fiscal Years Ended September 30, 2006 to 2015

Fiscal Year	Domestic		International		Total	
	Passengers	Change %	Passengers	Change %	Passengers	Change %
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%
2015	11,197,406	8.3%	10,177,689	3.0%	21,375,095	5.7%



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> 15-16	14-15	13-14	12-13	11-12	10-11	09-10	08-09	07-08
OCT	794,541	740,521	754,252	720,758	719,861	651,611	621,390	606,589	608,062
NOV	834,186	775,222	791,887	813,408	767,857	690,806	643,512	645,421	638,498
DEC	996,813	948,361	946,267	886,114	864,133	780,717	745,065	742,055	717,423
JAN	943,168	934,397	895,342	867,620	834,949	761,744	700,462	697,330	680,436
FEB	806,169	806,726	765,290	776,431	743,263	655,619	605,009	591,145	607,197
MAR	882,772	838,159	838,009	865,563	813,144	750,951	679,376	645,659	707,826
APR	822,756	809,302	781,036	766,917	789,945	721,668	664,356	647,401	585,845
MAY	853,755	831,065	810,463	799,423	769,857	738,743	674,387	612,355	645,965
JUN	885,732	879,558	840,819	853,988	818,676	785,301	726,242	684,410	707,851
JUL	931,316	949,111	884,091	927,543	899,892	886,708	806,233	748,400	761,607
AUG	909,660	906,157	863,533	857,539	812,573	798,235	751,927	713,508	731,737
SEP	743,878	759,110	706,158	709,261	694,223	682,826	607,935	562,730	575,235
	10,404,745	10,177,689	9,877,147	9,844,565	9,528,373	8,904,929	8,225,894	7,897,003	7,967,682

ENPLANED PASSENGERS - DOMESTIC

	<i>Budget</i> 15-16	14-15	13-14	12-13	11-12	10-11	09-10	08-09	07-08
OCT	821,016	742,413	779,384	731,095	786,385	753,990	688,513	689,395	714,282
NOV	832,100	757,272	789,906	774,113	814,991	767,911	702,224	721,215	734,397
DEC	925,370	1,011,432	878,447	810,870	840,996	792,682	729,287	742,278	747,810
JAN	976,038	966,005	926,546	894,877	927,294	866,346	816,977	798,934	809,584
FEB	869,167	860,699	825,094	787,017	819,130	750,621	704,973	700,849	732,152
MAR	1,029,452	1,026,855	977,251	934,103	938,537	877,980	853,395	826,102	852,798
APR	956,618	998,224	908,110	886,152	913,559	850,341	816,825	797,779	782,613
MAY	960,398	991,258	911,699	872,135	870,629	866,602	806,430	773,128	788,314
JUN	904,033	953,488	858,192	852,499	850,365	825,660	778,364	740,891	747,322
JUL	952,266	1,018,644	903,979	887,736	879,534	887,237	803,846	791,874	770,960
AUG	926,430	1,012,088	879,453	886,334	830,906	844,308	809,328	786,604	773,673
SEP	742,367	859,028	704,723	716,195	682,979	712,513	669,274	618,047	613,813
	10,895,255	11,197,406	10,342,784	10,033,126	10,155,305	9,796,191	9,179,436	8,987,096	9,067,718

ENPLANED PASSENGERS - TOTAL

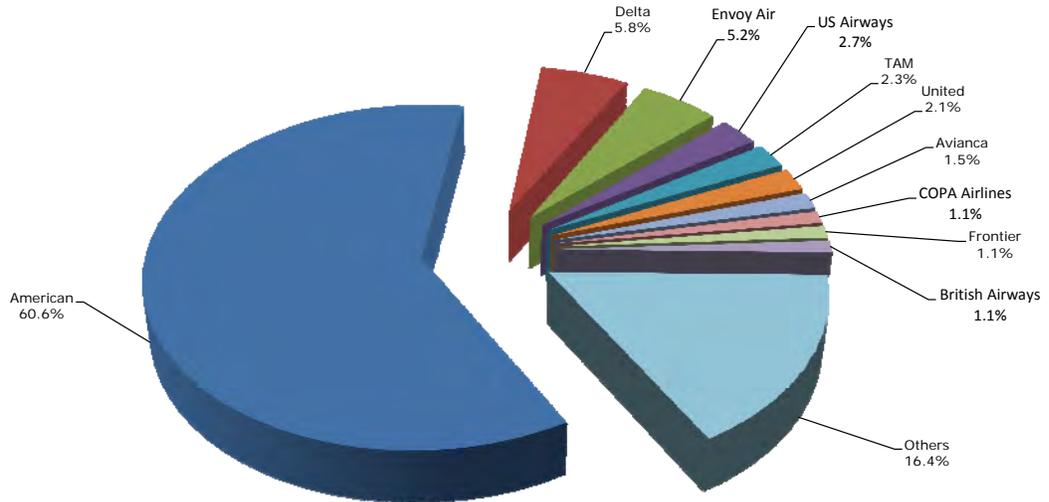
	<i>Budget</i> 15-16	14-15	13-14	12-13	11-12	10-11	09-10	08-09	07-08
OCT	1,615,557	1,482,934	1,533,636	1,451,853	1,506,246	1,405,601	1,309,903	1,295,984	1,322,344
NOV	1,666,286	1,532,494	1,581,793	1,587,521	1,582,848	1,458,717	1,345,736	1,366,636	1,372,895
DEC	1,922,183	1,959,793	1,824,714	1,696,984	1,705,129	1,573,399	1,474,352	1,484,333	1,465,233
JAN	1,919,206	1,900,402	1,821,888	1,762,497	1,762,243	1,628,090	1,517,439	1,496,264	1,490,020
FEB	1,675,336	1,667,425	1,590,384	1,563,448	1,562,393	1,406,240	1,309,982	1,291,994	1,339,349
MAR	1,912,224	1,865,014	1,815,260	1,799,666	1,751,681	1,628,931	1,532,771	1,471,761	1,560,624
APR	1,779,374	1,807,526	1,689,146	1,653,069	1,703,504	1,572,009	1,481,181	1,445,180	1,368,458
MAY	1,814,153	1,822,323	1,722,162	1,671,558	1,640,486	1,605,345	1,480,817	1,385,483	1,434,279
JUN	1,789,765	1,833,046	1,699,011	1,706,487	1,669,041	1,610,961	1,504,606	1,425,301	1,455,173
JUL	1,883,582	1,967,755	1,788,070	1,815,279	1,779,426	1,773,945	1,610,079	1,540,274	1,532,567
AUG	1,836,089	1,918,245	1,742,986	1,743,873	1,643,479	1,642,543	1,561,255	1,500,112	1,505,410
SEP	1,486,245	1,618,138	1,410,881	1,425,456	1,377,202	1,395,339	1,277,209	1,180,777	1,189,048
	21,300,000	21,375,095	20,219,931	19,877,691	19,683,678	18,701,120	17,405,330	16,884,099	17,035,400

Enplaned Passengers by Airline

Fiscal Years Ended September 30, 2012-2015

	2015		2014		2013		2012	
	Number	Total %						
American	12,951,451	60.6%	12,520,842	61.9%	12,526,559	63.0%	12,478,365	63.4%
Delta	1,238,827	5.8%	1,158,382	5.7%	1,098,544	5.5%	1,139,203	5.8%
Envoy Air	1,113,411	5.2%	945,981	4.7%	926,986	4.7%	941,102	4.8%
US Airways	570,100	2.7%	636,877	3.1%	435,356	2.2%	397,606	2.0%
TAM	488,978	2.3%	464,246	2.3%	412,425	2.1%	343,749	1.7%
United	451,431	2.1%	459,851	2.3%	465,124	2.3%	387,273	2.0%
Avianca	328,390	1.5%	314,699	1.6%	317,591	1.6%	286,842	1.5%
COPA Airlines	245,369	1.1%	248,938	1.2%	225,169	1.1%	196,541	1.0%
Frontier	245,295	1.1%	0	0.0%	0	0.0%	0	0.0%
British Airways	236,352	1.1%	237,449	1.2%	267,125	1.3%	285,852	1.5%
Others	3,505,491	16.4%	3,232,666	16.0%	3,202,812	16.1%	3,227,145	16.4%
Total	21,375,095	100%	20,219,931	100%	19,877,691	100%	19,683,678	100%

Enplaned Passengers by Airline
Fiscal Year 2015

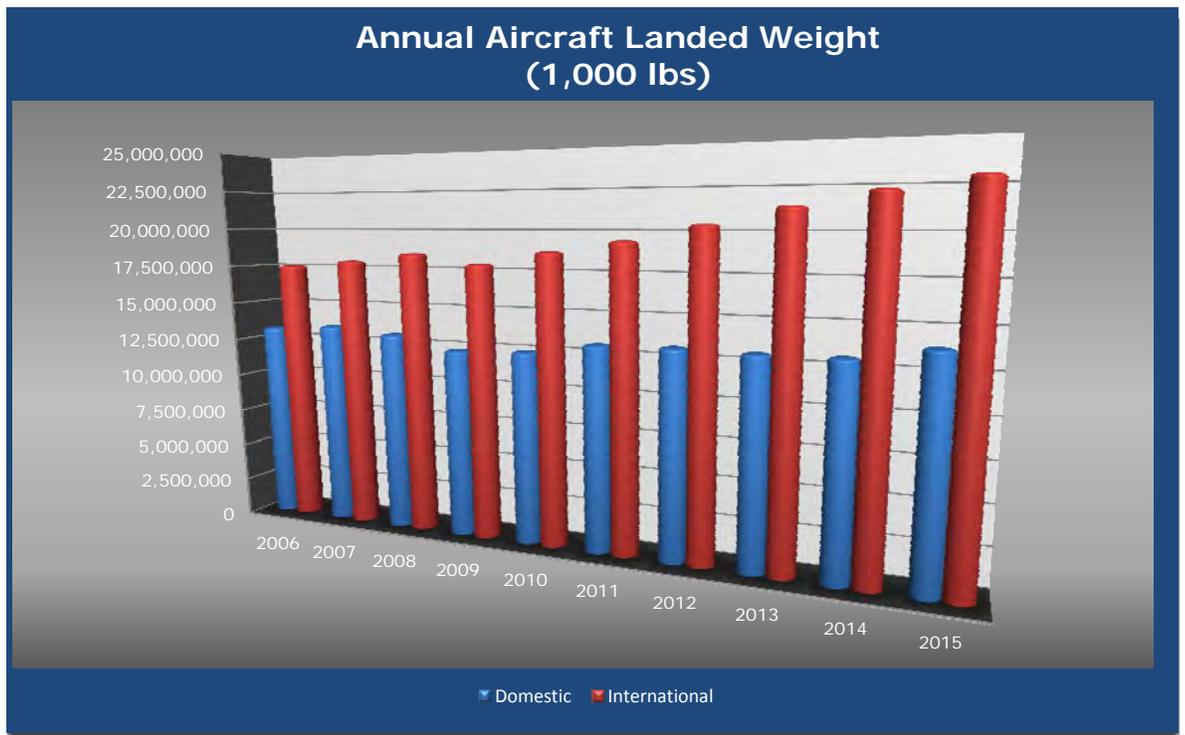


The chart above represents the percentage of enplaned (departing) passengers carried by the top ten airlines and others during Fiscal Year 2015.

Annual Aircraft Landed Weight

Fiscal Years Ended September 30, 2006 to 2015

Fiscal Year	Domestic		International		Total		Domestic	International	
	Landed Wt.	Change %	Landed Wt.	Change %	Landed Wt.	Change %			
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
2015	13,886,215	5.7%	22,835,492	3.1%	36,721,707	4.0%	2015	13,886,215	22,835,492



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

Monthly Aircraft Landed Weight

LANDED WEIGHT - INTERNATIONAL

	<u>Budget</u> <u>15-16</u>	<u>14-15</u>	<u>13-14</u>	<u>12-13</u>	<u>11-12</u>	<u>10-11</u>	<u>09-10</u>	<u>08-09</u>	<u>07-08</u>
OCT	1,821,210	1,764,025	1,721,988	1,650,755	1,627,778	1,527,604	1,451,565	1,468,242	1,494,461
NOV	1,879,776	1,853,194	1,777,079	1,715,910	1,666,230	1,583,758	1,464,521	1,495,929	1,471,374
DEC	2,107,732	2,032,276	1,991,510	1,904,228	1,817,243	1,711,031	1,618,045	1,644,368	1,634,409
JAN	2,112,842	2,019,356	1,996,317	1,857,054	1,777,066	1,681,653	1,616,445	1,597,754	1,612,691
FEB	1,872,618	1,811,207	1,770,346	1,681,894	1,655,640	1,499,174	1,453,463	1,388,275	1,519,003
MAR	2,008,740	1,945,118	1,898,391	1,900,970	1,829,508	1,631,013	1,629,801	1,511,345	1,605,720
APR	2,009,815	1,950,115	1,899,403	1,841,096	1,693,954	1,640,767	1,634,277	1,539,520	1,612,195
MAY	1,975,731	1,897,998	1,867,341	1,755,750	1,691,799	1,580,866	1,584,942	1,473,744	1,518,351
JUN	1,920,537	1,890,788	1,815,422	1,724,500	1,646,778	1,585,380	1,558,347	1,410,855	1,450,634
JUL	2,013,451	1,964,889	1,902,823	1,834,715	1,711,245	1,708,610	1,639,540	1,507,201	1,555,744
AUG	1,960,615	1,936,239	1,853,122	1,814,466	1,661,282	1,668,702	1,579,901	1,485,522	1,549,728
SEP	1,871,736	1,770,287	1,663,464	1,641,732	1,555,741	1,560,090	1,444,046	1,333,847	1,444,289
	23,554,804	22,835,492	22,157,206	21,323,070	20,334,264	19,378,648	18,674,893	17,856,602	18,468,599

LANDED WEIGHT - DOMESTIC

	<u>Budget</u> <u>15-16</u>	<u>14-15</u>	<u>13-14</u>	<u>12-13</u>	<u>11-12</u>	<u>10-11</u>	<u>09-10</u>	<u>08-09</u>	<u>07-08</u>
OCT	1,088,995	1,003,834	1,033,218	981,745	1,028,203	1,037,736	958,902	1,042,071	1,100,831
NOV	1,141,675	1,090,196	1,082,773	1,085,119	1,073,330	1,072,192	978,931	1,078,477	1,100,307
DEC	1,285,140	1,319,390	1,217,725	1,169,727	1,221,322	1,201,631	1,104,563	1,028,511	1,177,792
JAN	1,236,775	1,221,817	1,172,230	1,175,738	1,192,385	1,147,734	1,095,891	1,088,013	1,149,678
FEB	1,139,178	1,086,365	1,080,424	1,092,280	1,119,352	1,049,705	1,006,735	999,582	1,107,330
MAR	1,285,092	1,249,883	1,217,680	1,185,747	1,207,319	1,140,266	1,106,550	1,091,301	1,185,026
APR	1,163,323	1,206,229	1,103,136	1,116,003	1,111,247	1,110,892	1,070,134	1,045,659	1,099,601
MAY	1,162,568	1,196,475	1,102,426	1,133,277	1,111,098	1,105,128	1,083,064	1,049,948	1,093,815
JUN	1,108,189	1,140,977	1,051,274	1,060,964	1,064,493	1,088,852	1,013,842	984,036	1,050,862
JUL	1,135,849	1,163,809	1,077,292	1,074,021	1,082,355	1,112,319	1,037,977	1,014,389	1,049,976
AUG	1,096,650	1,142,231	1,040,419	1,092,327	1,053,511	1,061,380	1,040,005	990,940	1,054,448
SEP	1,126,763	1,065,009	962,693	948,360	949,307	1,010,049	976,273	902,153	952,226
	13,970,196	13,886,215	13,141,290	13,115,308	13,213,922	13,137,884	12,472,867	12,315,080	13,121,892

LANDED WEIGHT - TOTAL

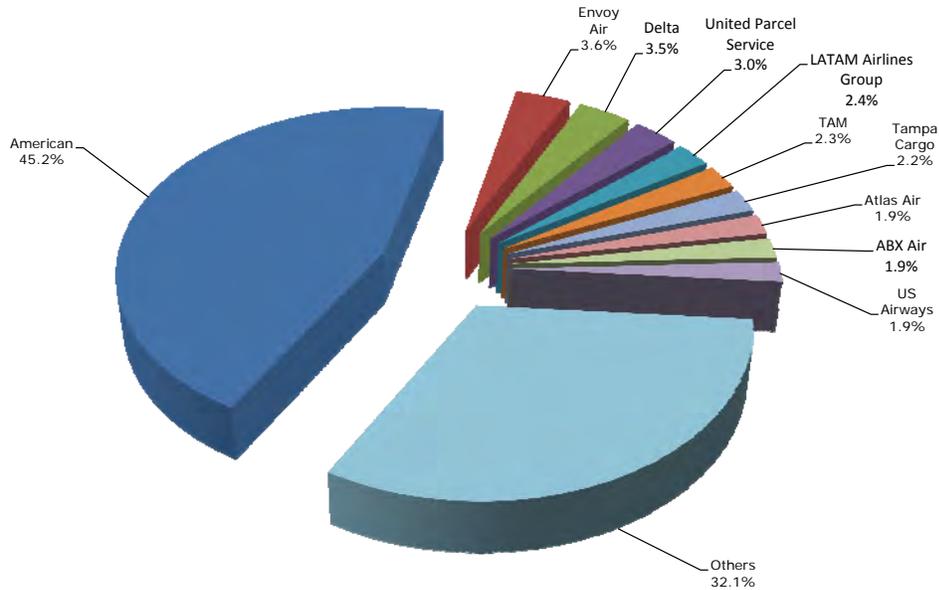
	<u>Budget</u> <u>15-16</u>	<u>14-15</u>	<u>13-14</u>	<u>12-13</u>	<u>11-12</u>	<u>10-11</u>	<u>09-10</u>	<u>08-09</u>	<u>07-08</u>
OCT	2,910,204	2,767,859	2,755,206	2,632,500	2,655,981	2,565,340	2,410,467	2,510,313	2,595,292
NOV	3,021,451	2,943,390	2,859,852	2,801,029	2,739,560	2,655,950	2,443,452	2,574,406	2,571,681
DEC	3,392,872	3,351,666	3,209,235	3,073,955	3,038,565	2,912,662	2,722,608	2,672,879	2,812,201
JAN	3,349,617	3,241,173	3,168,547	3,032,792	2,969,451	2,829,387	2,712,336	2,685,767	2,762,369
FEB	3,011,796	2,897,572	2,850,770	2,774,174	2,774,992	2,548,879	2,460,198	2,387,857	2,626,333
MAR	3,293,831	3,195,001	3,116,071	3,086,717	3,036,827	2,771,279	2,736,351	2,602,646	2,790,746
APR	3,173,138	3,156,344	3,002,539	2,957,099	2,805,201	2,751,659	2,704,411	2,585,179	2,711,796
MAY	3,138,299	3,094,473	2,969,767	2,889,027	2,802,897	2,685,994	2,668,006	2,523,692	2,612,166
JUN	3,028,727	3,031,765	2,866,696	2,785,464	2,711,271	2,674,232	2,572,189	2,394,891	2,501,496
JUL	3,149,300	3,128,698	2,980,115	2,908,736	2,793,600	2,820,929	2,677,517	2,521,590	2,605,720
AUG	3,057,265	3,078,470	2,893,541	2,906,793	2,714,793	2,730,082	2,619,906	2,476,462	2,604,176
SEP	2,998,500	2,835,296	2,626,157	2,590,092	2,505,048	2,570,139	2,420,319	2,236,000	2,396,515
	37,525,000	36,721,707	35,298,496	34,438,378	33,548,186	32,516,532	31,147,760	30,171,682	31,590,491

Aircraft Landed Weight by Airline

Fiscal Years Ended September 30, 2012-2015

	2015		2014		2013		2012	
	Number	Total %						
American	16,610,363	45.2%	16,614,648	47.1%	16,368,590	47.5%	15,782,559	47.0%
Envoy Air	1,338,893	3.6%	1,009,044	2.9%	1,019,951	3.0%	1,041,121	3.1%
Delta	1,292,180	3.5%	1,262,237	3.6%	1,213,682	3.5%	1,358,814	4.1%
United Parcel Service	1,093,200	3.0%	985,740	2.8%	924,488	2.7%	908,778	2.7%
LATAM Airlines Group	869,020	2.4%	843,740	2.4%	906,820	2.6%	820,295	2.4%
TAM	843,778	2.3%	791,436	2.2%	804,985	2.3%	637,194	1.9%
Tampa Cargo	798,339	2.2%	656,735	1.9%	537,217	1.6%	470,232	1.4%
Atlas Air	706,654	1.9%	622,140	1.8%	533,330	1.5%	490,849	1.5%
ABX Air	696,668	1.9%	746,936	2.1%	725,284	2.1%	677,490	2.0%
US Airways	688,280	1.9%	715,255	2.0%	461,025	1.3%	414,180	1.2%
Others	11,784,332	32.1%	11,050,585	31.3%	10,943,006	31.8%	10,946,674	32.6%
Total	36,721,707	100%	35,298,496	100%	34,438,378	100%	33,548,186	100%

**Aircraft Landed Weight by Airlines
Fiscal Year 2015**

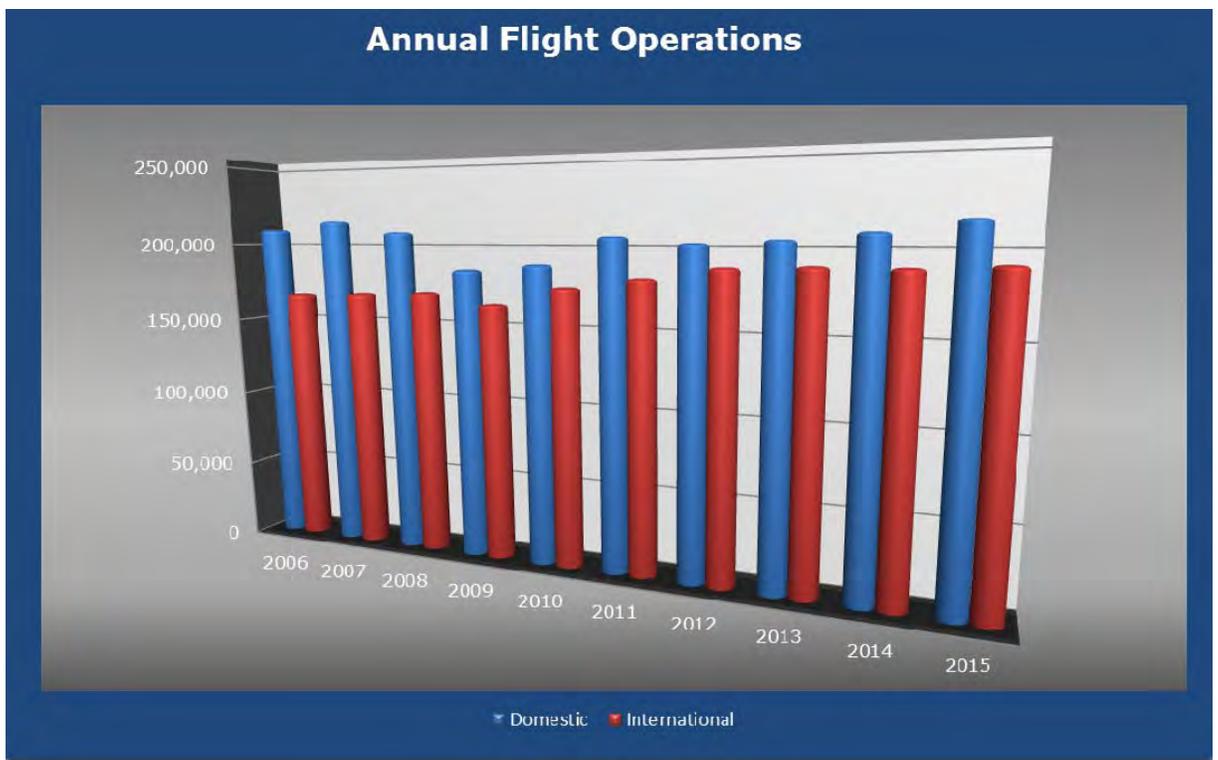


The chart above represents the percentage of landed weight by the top ten airlines and others during fiscal year 2015.

Annual Flight Operations

Fiscal Years Ended September 30, 2006 to 2015

Fiscal Year	Domestic		International		Total		Domestic	International
	Operations	Change %	Operations	Change %	Operations	Change %		
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
2015	214,609	3.2%	191,287	1.1%	405,896	2.2%	214,609	191,287



The chart above represents by the 10 year the historical trend of domestic and international flight operations by fiscal year.

Monthly Flight Operations

FLIGHT OPERATIONS - INTERNATIONAL

	<i>Budget</i>								
	<i>15-16</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>
OCT	15,156	14,329	14,468	14,649	14,767	13,796	13,226	13,282	13,876
NOV	15,737	15,308	15,022	15,469	15,228	14,298	13,536	13,575	13,899
DEC	18,040	17,227	17,221	17,372	17,084	15,760	15,426	14,941	14,786
JAN	17,840	17,109	17,030	16,831	16,542	15,605	15,244	14,426	15,109
FEB	15,615	15,204	14,906	15,175	15,329	14,105	13,810	12,678	13,508
MAR	17,069	16,455	16,294	17,083	16,829	15,525	15,368	13,792	14,728
APR	17,684	16,052	16,881	16,001	15,691	15,351	15,149	13,879	14,628
MAY	17,347	15,799	16,559	15,639	15,704	14,988	14,865	13,449	13,563
JUN	16,113	16,290	15,381	15,304	15,470	15,084	14,776	13,238	13,816
JUL	17,133	16,781	16,355	16,462	16,094	16,242	15,560	14,218	14,318
AUG	16,355	16,120	15,612	15,859	15,493	15,669	14,678	13,836	14,551
SEP	14,210	14,613	13,565	13,714	14,050	14,348	13,094	12,346	12,947
	198,299	191,287	189,294	189,558	188,281	180,771	174,732	163,660	169,729

FLIGHT OPERATIONS - DOMESTIC

	<i>Budget</i>								
	<i>15-16</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>
OCT	17,010	16,223	16,238	14,774	15,869	15,676	14,340	15,312	16,728
NOV	17,421	17,393	16,630	16,150	17,101	16,961	15,023	15,828	17,399
DEC	20,356	20,318	19,432	18,030	18,733	19,057	16,529	16,389	19,326
JAN	19,770	19,122	18,872	18,811	18,643	18,675	16,724	16,531	18,730
FEB	18,798	17,304	17,944	17,336	17,783	17,172	15,809	15,303	18,784
MAR	20,797	19,702	19,853	18,995	18,825	18,401	16,808	16,570	19,779
APR	18,142	18,628	17,318	17,485	17,135	17,702	16,164	15,895	17,583
MAY	17,706	18,321	16,902	17,357	16,620	17,419	16,150	15,484	17,600
JUN	17,334	16,909	16,547	16,492	15,859	16,698	15,174	14,500	16,017
JUL	17,589	17,433	16,790	16,632	15,903	16,654	15,770	15,034	16,534
AUG	17,096	17,262	16,320	16,849	15,140	15,909	15,488	14,637	15,337
SEP	15,840	15,994	15,121	14,886	14,027	15,138	14,611	13,344	14,022
	217,861	214,609	207,967	203,797	201,638	205,462	188,590	184,827	207,839

FLIGHT OPERATIONS - TOTAL

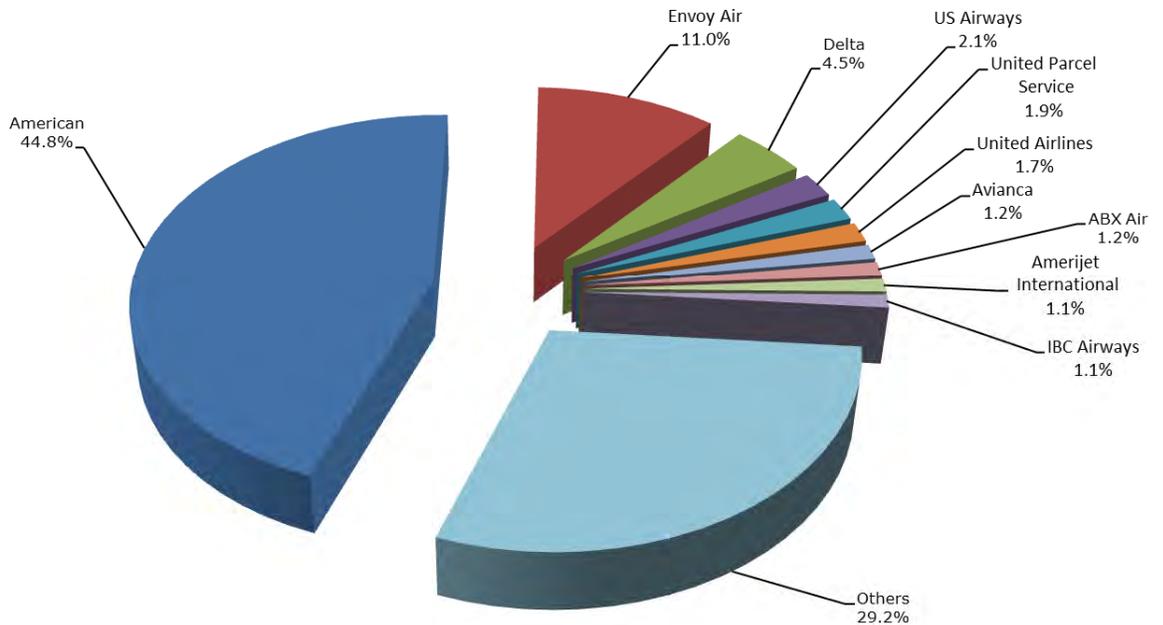
	<i>Budget</i>								
	<i>15-16</i>	<i>14-15</i>	<i>13-14</i>	<i>12-13</i>	<i>11-12</i>	<i>10-11</i>	<i>09-10</i>	<i>08-09</i>	<i>07-08</i>
OCT	32,167	30,552	30,706	29,423	30,636	29,472	27,566	28,594	30,604
NOV	33,158	32,701	31,652	31,619	32,329	31,259	28,559	29,403	31,298
DEC	38,397	37,545	36,653	35,402	35,817	34,817	31,955	31,330	34,112
JAN	37,610	36,231	35,902	35,642	35,185	34,280	31,968	30,957	33,839
FEB	34,413	32,508	32,850	32,511	33,112	31,277	29,619	27,981	32,292
MAR	37,867	36,157	36,147	36,078	35,654	33,926	32,176	30,362	34,507
APR	35,826	34,680	34,199	33,486	32,826	33,053	31,313	29,774	32,211
MAY	35,053	34,120	33,461	32,996	32,324	32,407	31,015	28,933	31,163
JUN	33,447	33,199	31,928	31,796	31,329	31,782	29,950	27,738	29,833
JUL	34,722	34,214	33,145	33,094	31,997	32,896	31,330	29,252	30,852
AUG	33,451	33,382	31,932	32,708	30,633	31,578	30,166	28,473	29,888
SEP	30,051	30,607	28,686	28,600	28,077	29,486	27,705	25,690	26,969
	416,160	405,896	397,261	393,355	389,919	386,233	363,322	348,487	377,568

Flight Operations by Airline

Fiscal Years Ended September 30, 2012-2015

	2015		2014		2013		2012	
	Number	Total %						
American	182,029	44.8%	177,620	44.7%	173,207	44.0%	165,963	42.6%
Envoy Air	44,467	11.0%	48,178	12.1%	48,491	12.3%	47,554	12.2%
Delta	18,463	4.5%	17,387	4.4%	16,851	4.3%	19,487	5.0%
US Airways	8,726	2.1%	9,603	2.4%	6,896	1.8%	6,717	1.7%
United Parcel Service	7,829	1.9%	7,221	1.8%	7,020	1.8%	7,067	1.8%
United Airlines	6,777	1.7%	7,766	2.0%	8,178	2.1%	3,832	1.0%
Avianca	5,060	1.2%	4,911	1.2%	4,844	1.2%	4,354	1.1%
ABX Air	4,972	1.2%	5,251	1.3%	5,260	1.3%	5,026	1.3%
Amerijet International	4,474	1.1%	3,654	0.9%	3,602	0.9%	3,574	0.9%
IBC Airways	4,399	1.1%	4,399	1.1%	5,635	1.4%	6,531	1.7%
Others	118,700	29.2%	111,271	28.0%	113,371	28.8%	119,814	30.7%
Total	405,896	100%	397,261	100%	393,355	100%	389,919	100%

Flight Operations by Airline Fiscal Year 2015



The chart above represents the percentage of flight operations (take-offs and landings) by the top ten airlines and others during Fiscal Year 2015.

Monthly Passenger Airline Seats

SEATS - INTERNATIONAL

	<i>Budget 15-16</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>
OCT	1,951,743	1,940,054	1,910,746	1,875,634	1,820,708	1,698,667	1,612,322	1,654,716	1,646,544
NOV	2,061,115	2,099,922	2,017,821	2,001,473	1,856,275	1,741,321	1,651,145	1,726,854	1,618,739
DEC	2,401,619	2,414,748	2,351,172	2,279,474	2,145,351	1,962,099	1,892,503	1,880,275	1,791,863
JAN	2,411,056	2,437,685	2,360,411	2,282,439	2,142,625	1,980,417	1,885,922	1,915,419	1,876,615
FEB	2,092,900	2,128,901	2,048,938	2,015,502	1,932,126	1,716,210	1,648,579	1,632,611	1,699,280
MAR	2,301,940	2,301,086	2,253,587	2,263,321	2,081,260	1,878,967	1,866,670	1,780,135	1,811,507
APR	2,245,395	2,174,577	2,198,230	2,023,519	1,901,845	1,852,929	1,782,979	1,728,488	1,723,658
MAY	2,232,686	2,174,918	2,185,788	2,062,875	1,913,784	1,859,821	1,818,837	1,708,460	1,698,203
JUN	2,219,402	2,263,021	2,172,783	2,072,613	1,926,667	1,876,676	1,820,702	1,679,420	1,724,037
JUL	2,345,736	2,383,907	2,296,463	2,254,524	2,075,372	2,073,385	1,980,005	1,816,802	1,841,084
AUG	2,241,959	2,284,772	2,194,866	2,196,397	1,952,682	2,000,155	1,880,730	1,774,059	1,858,663
SEP	1,915,507	1,995,999	1,875,271	1,835,678	1,757,660	1,777,367	1,612,078	1,509,938	1,618,776
	26,421,056	26,599,590	25,866,076	25,163,449	23,506,355	22,418,014	21,452,472	20,807,177	20,908,969

SEATS - DOMESTIC

	<i>Budget 15-16</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>
OCT	2,006,297	1,855,939	1,890,156	1,730,630	1,822,636	1,791,228	1,648,393	1,688,223	1,765,270
NOV	2,028,217	1,973,946	1,910,807	1,860,079	1,864,431	1,856,269	1,694,306	1,765,956	1,761,290
DEC	2,298,955	2,260,983	2,165,872	2,058,382	2,081,708	2,039,580	1,862,724	1,830,306	1,896,861
JAN	2,279,419	2,191,849	2,147,467	2,101,827	2,083,850	2,037,931	1,903,917	1,859,565	1,892,636
FEB	2,074,969	1,955,140	1,954,853	1,914,208	1,947,426	1,850,010	1,712,106	1,677,974	1,787,432
MAR	2,380,073	2,298,655	2,242,295	2,136,304	2,103,537	2,005,357	1,916,705	1,877,650	1,932,778
APR	2,142,940	2,219,848	2,018,889	1,990,692	1,956,642	1,973,096	1,846,579	1,785,286	1,819,036
MAY	2,160,797	2,239,076	2,035,712	2,019,329	1,944,501	1,984,624	1,874,763	1,797,263	1,849,261
JUN	2,097,814	2,099,341	1,976,375	1,958,181	1,862,351	1,928,603	1,774,406	1,698,499	1,728,217
JUL	2,157,995	2,160,532	2,033,072	2,009,213	1,902,911	1,980,895	1,855,839	1,764,345	1,780,293
AUG	2,092,701	2,128,576	1,971,558	1,997,491	1,805,629	1,881,882	1,848,888	1,747,282	1,781,767
SEP	1,858,767	1,926,922	1,751,166	1,787,140	1,661,643	1,774,444	1,709,126	1,575,393	1,613,129
	25,578,944	25,310,807	24,098,222	23,563,476	23,037,265	23,103,919	21,647,752	21,067,742	21,607,970

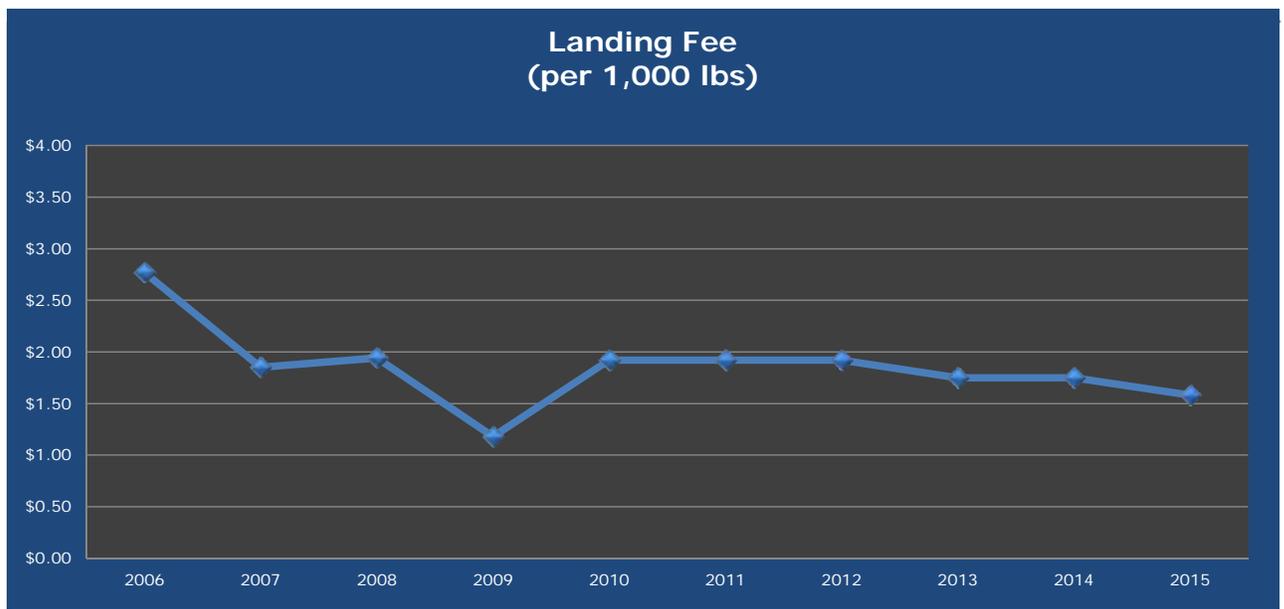
SEATS - TOTAL

	<i>Budget 15-16</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>
OCT	3,958,040	3,795,993	3,800,902	3,606,264	3,643,344	3,489,895	3,260,715	3,342,939	3,411,814
NOV	4,089,332	4,073,868	3,928,628	3,861,552	3,720,706	3,597,590	3,345,451	3,492,810	3,380,029
DEC	4,700,573	4,675,731	4,517,044	4,337,856	4,227,059	4,001,679	3,755,227	3,710,581	3,688,724
JAN	4,690,474	4,629,534	4,507,878	4,384,266	4,226,475	4,018,348	3,789,839	3,774,984	3,769,251
FEB	4,167,869	4,084,041	4,003,791	3,929,710	3,879,552	3,566,220	3,360,685	3,310,585	3,486,712
MAR	4,682,013	4,599,741	4,495,882	4,399,625	4,184,797	3,884,324	3,783,375	3,657,785	3,744,285
APR	4,388,335	4,394,425	4,217,119	4,014,211	3,858,487	3,826,025	3,629,558	3,513,774	3,542,694
MAY	4,393,483	4,413,994	4,221,500	4,082,204	3,858,285	3,844,445	3,693,600	3,505,723	3,547,464
JUN	4,317,216	4,362,362	4,149,158	4,030,794	3,789,018	3,805,279	3,595,108	3,377,919	3,452,254
JUL	4,503,730	4,544,439	4,329,535	4,263,737	3,978,283	4,054,280	3,835,844	3,581,147	3,621,377
AUG	4,334,660	4,413,348	4,166,424	4,193,888	3,758,311	3,882,037	3,729,618	3,521,341	3,640,430
SEP	3,774,274	3,922,921	3,626,437	3,622,818	3,419,303	3,551,811	3,321,204	3,085,331	3,231,905
	52,000,000	51,910,397	49,964,298	48,726,925	46,543,620	45,521,933	43,100,224	41,874,919	42,516,939

Financial Statistics

Landing Fees

Fiscal Year	Landing Fee (per 1,000 lbs)	Change %
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	-8.9%
2015	\$1.58	-9.7%

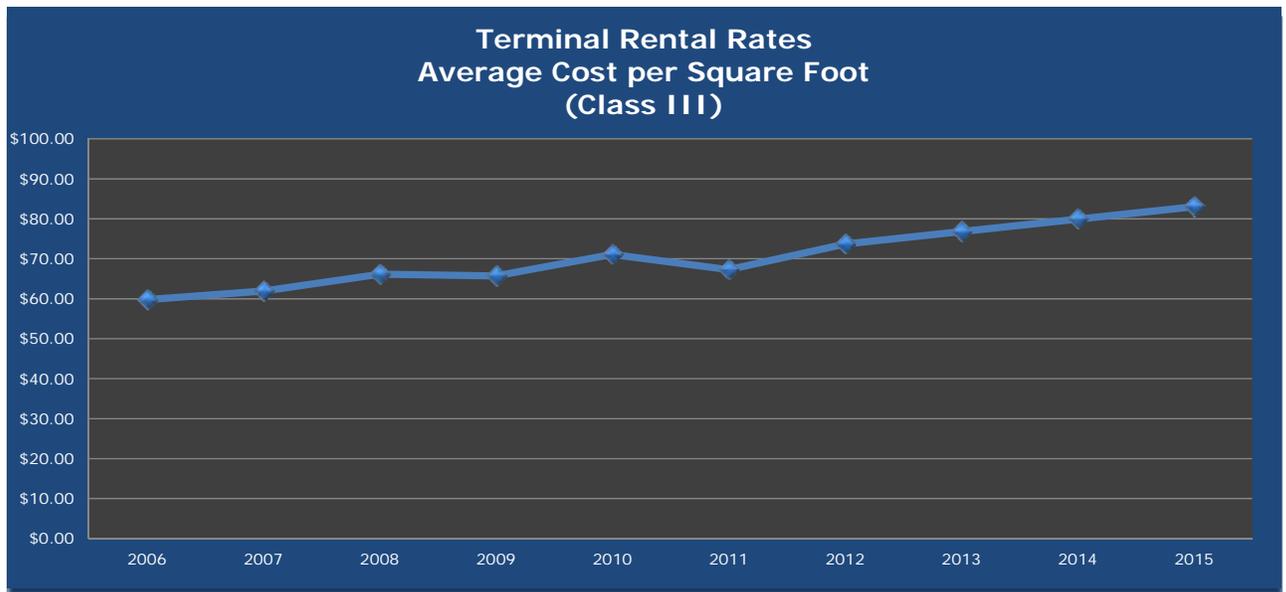


The chart represents the 10 year historical trend of Landing Fee rates charged to airlines per 1,000 pounds of aircraft landed weight.

Terminal Rates Billed to Airlines

Fiscal Years Ended September 30, 2006 -2015

Terminal Rental Rates		
Fiscal Year	Avg. Cost per Sq. Ft. (Class III)	Change %
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	8.5%
2015	\$83.05	8.2%



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

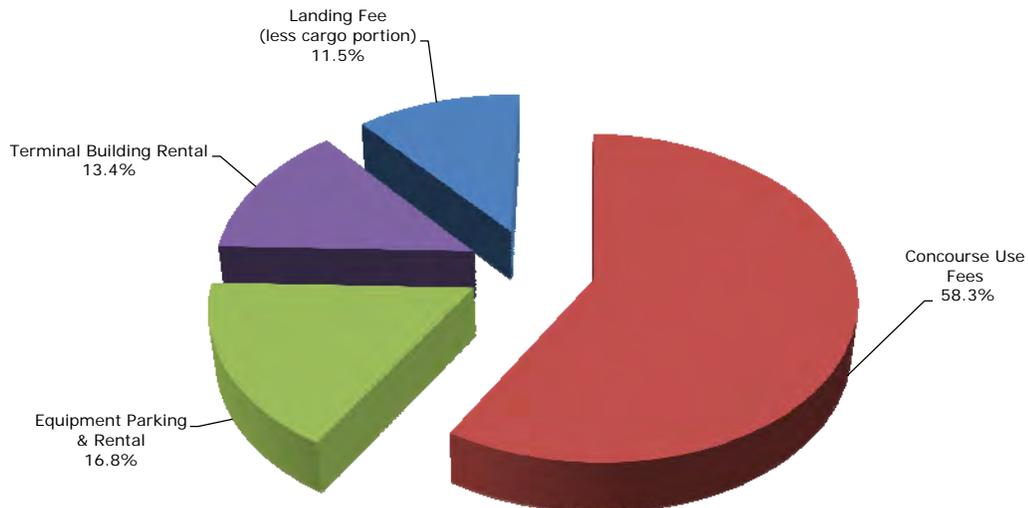
Cost per Enplaned Passenger

AIRLINE COST PER ENPLANED PASSENGER
Miami-Dade County Aviation Department
Miami International Airport
FY 2015-16

		<u>FY 2015</u>	<u>FY 2016</u>
Landing Fee (less cargo portion)		\$45,920,667	\$49,458,426
Concourse Use Fees		243,958,849	249,876,385
Equipment and Parking Rental		71,707,756	71,972,687
Terminal Building Rental		<u>56,794,184</u>	<u>57,424,386</u>
Total Airline Payments	[A]	\$418,381,456	\$428,731,883
Enplaned Passengers	[B]	20,775,000	21,300,000
Airline Cost per Enplaned Pax.	[A/B]	\$20.14	\$20.13
Airline Cost per Enplaned Pax per Traffic Engineers (b) and (c)		\$19.97	\$20.14

Notes:

(a) FY 2014-15 and FY 2015-16 represent the forecast airline cost per enplaned passenger contained in the Traffic Engineers report prepared by LeighFisher Inc. contained in the Aviation Revenue and Revenue Refunding Bonds, Series 2015 Preliminary Official Statement.



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
TOP – Terminal Optimization Program
TPC – Transportation Planning Committee
TSA – Transportation Security Administration
TWOV – Transportation without Visa

-V-

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



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