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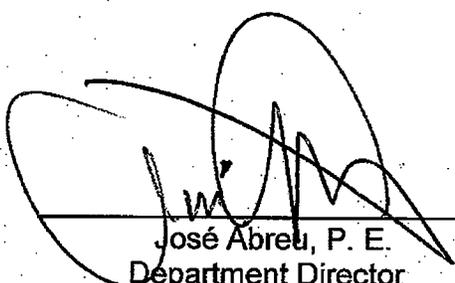


Aviation Department Business Plan

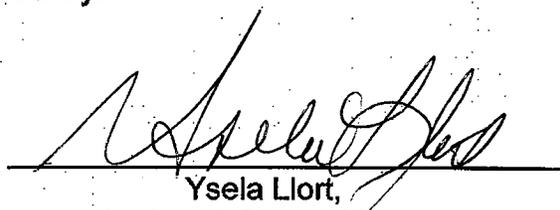
Fiscal Years: 2010 and 2011
(10/1/09 through 9/30/11)

Plan Date: November 25, 2009

Approved by:



José Abreu, P. E.
Department Director



Ysela Llori,
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TABLE OF CONTENTS

DEPARTMENT PURPOSE/MISSION	Page 3
STRATEGIC ALIGNMENT	Page 4
PERFORMANCE MEASURES AND TARGETS	Page 9
CRITICAL SUCCESS FACTORS	Page 9
INTERNAL SUPPORT REQUIRMENTS	Page 10
SUSTAINABILITY	Page 11
3 to 5 YEAR OUTLOOK	Page 11

Attachment 1

DEPARTMENTAL PROFILE

Table of Organization

Financial Summary

Capital Budget Summary

Business Environment

Attachment 2

BUSINESS PLAN REPORT

DEPARTMENT PURPOSE/MISSION

VISION

To be a world class airport providing the highest level of customer service

MISSION

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

Additional departmental information can be found in the Departmental Profile (Attachment 1).

STRATEGIC ALIGNMENT

I. The Department's efforts align with the following Miami-Dade County Strategic Plan Goals:

- Enhance customer services, convenience and security at every level of contact with the ports (TP6.2)
- Enhance the ease of movement of people and goods to, from, and through the airport, the seaport and other centers through new and improved inter-modal linkages (TP6)
- Ensure the timely acquisition of "best value" goods and services while maintaining integrity and inclusion (ES3)
- Ensure the financial viability of the County through sound financial management practices (ES8)
- Deliver on promises and be accountable for performance (ES9)
- Lead the coordination of economic development activities throughout Miami-Dade County (ED2)
- Plan, construct and maintain well designed County facilities in time to meet the needs of the County (ES6)
- Promote responsible stewardship of natural resources and unique community environments (NU3)

Departmental Business Plan and Outlook

Department Name:

Fiscal Years: 2009-10 & 2010-11

II. Department-related Strategic Plan Outcomes, Departmental Objectives, and Programs & Initiatives:

The following are MDAD's objectives which align to the County's strategic plan outcomes. This includes programs and initiatives and associated metrics. Although all of these metrics will be monitored by the divisions that own them, the department's primary scorecard will only contain a subset of these metrics and initiatives. In addition, the numbering scheme in this document is used for ease of reading and will not be used in the ASE performance management system.

Format:

X. County strategic plan outcome

X.1 Departmental objective (or sub-objective)

X.1.1 Program/Initiative

- o Measure/metric (how progress will be measured)

1. Enhance customer services, convenience and security at every level of contact with the ports (TP6.2)

1.1 Improve customer service and satisfaction

- o Overall customer service ratings – MIA Survey – survey score (lagging measure/outcome measure – Terminal Ops)
- o Completion of maintenance work orders (Maintenance)
- o Airspace analysis for off-airport construction (Aviation Planning)

1.1.0 Continue the North Terminal Development (NTD) Program

Milestones:

- 1) Completion of NTD Phase One and relocation of American Airlines temporary ticket counters
- 2) Opening of NTD Gates D16 and D20
- 3) Substantial completion of NTD's AB infill project
- 4) Re-opening of mothballed terminal area, previously known as Concourse A
- 5) Refurbishment of 12 loading bridges and four (4) motor generators in mothballed terminal area, previously known as Concourse A
- 6) Refurbishment of Gate J17 to accommodate Lufthansa Airlines' A380 flights
- 7) Achieve 80% construction of the Opa-locka Air Traffic Control Tower
- 8) Achieve 95% completion of the guide-way structure of the MIA Automated People Mover

1.1.1 Implement the Miami Begins @ MIA program which will require that all 35,000 airport workers regardless of experience, position or title attend customer service classes through Miami Dade College's Center for Service Excellence (Terminal Ops)

- o Number of employees that have completed Miami Begins @ MIA training (Terminal Ops)

1.1.2 Deploy new MIA website to reduce website-related complaints (Terminal Ops)

- o Number of web-related complaints received

Departmental Business Plan and Outlook

Department Name:

Fiscal Years: 2009-10 & 2010-11

- 1.1.3 Finish deployment of "Concierge MIA" with new uniforms for MDAD public contact staff (Terminal Ops)
 - o % completion of project
- 1.1.4 Implement Payment Manager System so MDAD customers can pay invoices online (Finance)
 - o % completion of project
- 1.1.5 Create and Implement a Protocol Service Request computer program (Protocol & International Affairs)
 - o Implementation of program
- 1.1.6 Develop business usage/plan for MIA's Consular Lounge & VIP Hospitality room (Protocol & International Affairs)
 - o Implementation of program

1.2. Maintain a secure and safe environment that complies with Federal Regulations

- o Door alarm response time (Security Safety)
- o Unattended bag clearance (Security Safety)
- o Number of random employee background checks per quarter
- o Comply with annual FAA inspection report, FAA Part 139 (Airside)
- o Average MIA police emergency response time
- o Average MIA police routine response time
- o Average MIA police canine unit response time
- o Percentage of Fuel spills investigated within 48 hours of incident (Fire)
- o Avg response time of first arriving unit to the midpoint of the furthest runway (Fire)
- o Avg response time to life-threatening calls (Fire)
- o Average response time to structure fire calls (Fire)
- o Security compliance test rate (Security Safety)
- o Maintain safe & secure airfield operations at GAA (Maintenance)
- 1.2.1 Conduct Mandatory AOA Certification Driving Classes (Airside)
 - o Number for fiscal year

2. Ensure the financial viability of the County through sound financial management practices (ES8)

2.1 Improve MDAD's financial status (by increasing revenue, reducing expenses and/or improving effectiveness and efficiencies)

- 2.1.0 Increase non-aeronautical revenue by 1.3% over FY08-09 (sub-objective)
 - 2.1.0.1 Increase rental revenue generated from Non-Terminal Buildings at MIA by 1% (\$487,242) (Business Retention)
 - o Rental Revenue – non-terminal buildings at MIA
 - 2.1.0.2 Maintain total annual rental revenue of \$5,181,207 at General Aviation Airports (Business Retention)
 - o Rental Revenue – non-terminal buildings GA airports

Departmental Business Plan and Outlook

Department Name:

Fiscal Years: 2009-10 & 2010-11

- 2.1.0.3 Maintain total concession sales levels at FY08-09 actual for FY09-10 (Business Retention)
 - Concession Sales
- 2.1.0.4 Maintain public parking revenues at FY08-09 levels during MIA Mover construction (Business Retention)
 - Public parking revenues
- 2.1.0.5 Maintain total concession sales levels at FY08-09 actual for FY09-10 (Business Retention)
 - Concession Sales
- 2.1.1 Achieve a 0.25% growth in passenger traffic over FY08-09 actual, subject to change in the forecast of the traffic engineer report (sub-objective)
 - Number of enplaned passengers
 - 2.1.1.1 Increase international routes by 1 (Business Retention)
 - # of international routes
 - 2.1.1.2 Increase low cost carriers by 1 (Business Retention)
 - # of low cost carriers
 - 2.1.1.3 Maintain the same number of cargo carriers (Business Retention)
 - # of cargo carriers
- 2.1.2 Increase collection of past due accounts (Accounting)
 - MDAD delinquent accounts receivables over 30 days
 - MDAD delinquent accounts receivables over 60 days
 - MDAD delinquent accounts receivables over 90 days
- 2.2 *Meet budget targets (ES 8.2.1.04 – sub-objective)*
 - Revenue (all divisions)
 - Expenses (all divisions)
 - Full-time positions (HR)
 - Capital Improvement Program Budget (Finance)
 - Reduction of at least 75 approved positions as part of the 4th year 20% reduction plan (HR)
 - 2.2.1 Complete three bond issues (sub-objective)
 - Number of bond issues completed
- 2.3 *Monitor statistics (sub-objective)*
 - Number of Enplaned passengers (Finance)
 - Cost per enplaned passenger
 - Cargo-tonnage
 - Landed weight
 - Number of seats
 - MIA low-cost carriers (Business Retention)
 - MIA international routes ((Business Retention)
 - MIA cargo carriers (Business Retention)
 - Ground transportation permits revenue (Landside)

Departmental Business Plan and Outlook

Department Name:

Fiscal Years: 2009-10 & 2010-11.

2.4 Streamlined and responsive procurement process (ES3.1—sub-objective)

- Contact job applicant to schedule fingerprinting (HR)
- Personnel and attendance records corrections (HR)
- Solicitation for RFPs and RFQs – CMO award (Contracts Administration)
- Solicitation for RFPs and RFQs – BCC award (Contracts Administration)
- Completion of purchase requisitions (Commodities)
- Maintenance stock items not at minimum levels (Commodities)
- Maintenance stock items with no inventory (Commodities)

2.5 Achievement of performance targets (ES 9.3 – sub-objective)

- MDAD job-related injuries/illnesses (HR)
- Maintain ISO 14001 of procurement 2008 (Commodities)
- Maintain ISO 14001 Certification 2008 (Maintenance)
- Maintain ISO 14001 for fuel storage facility and civil environmental engineering 2008 (Maintenance)
- CIP construction lost workday rate cases (Facilities)

2.6 Provide Effective Internal Support (sub-objective)

- Completion of IS-T work request (Info Sys)
- Resolution of problems reported to help desk (Info Sys)
- Process professional services invoices (all divisions)

2.6.1 Establish an in-house roof repair training program

- % completion of program

2.6.2 Implement Phase II of FLP lighting retrofit project

- % completion of project

2.6.3 Develop and implement a work order system with ETSD to replace existing 30 year-old system

- % completion of project

2.6.4 Develop and implement an ERP electronic system for Reserve Maintenance to track RM projects, scope and overruns

- % completion of project

3. Promote responsible stewardship of natural resources and unique community environments (NU3)

3.1 Be environmentally responsible

- Maintain ISO 14001 for fuel storage facility and civil environmental engineering 2008 (Maintenance)

3.1.0 Airport Noise & Operations Monitoring Systems Upgrade (Maintenance)

- Upgrade completion

3.1.1 Develop and Implement Area Navigation RNAV (Maintenance)

- RNAV Implementation

3.1.2 Attain 100% Personal Pledge/commitment from departmental employees to divert 200 tons of cardboard from streams and recycle them instead

- % of pledges/commitments

Departmental Business Plan and Outlook

Department Name:

Fiscal Years: 2009-10 & 2010-11

4. Lead the coordination of economic development activities throughout Miami-Dade County (ED2)

4.1 *Contribute to the economic growth of the community*

4.1.0 Contribute to small business participation in Airport Concessions (sub-objective Minority Affairs)

- Airport Concession Disadvantage Business Enterprise (ACDBE) overall participation
- Community business opportunity meetings/workshops
- Compliance monitoring of Airport Concession DBE program
- Ensure equal opportunity to all vendors wanting to do business with MDAD

PERFORMANCE MEASURES AND TARGETS

For ease of reference, specific information regarding departmental objectives and performance measures including the targets for FY 2009-10 and FY 2010-11 can be found in Attachment 2 – Business Plan Report.

CRITICAL SUCCESS FACTORS

- Ability of the airline industry to continue financially coping with the economic downturn and rising costs
- Remaining competitive with other airports by maintaining a competitive cost per enplaned passenger
- Finding and executing programs and initiatives that increase non-terminal revenues
- Continued successful implementation of all capital improvement projects, with no significant delays or cost overruns
- Willingness at all levels of the department to re-evaluate the department's current operating and business model, maintaining an open mind toward new approaches that will allow the department to fulfill its business plan objectives, especially as the number of MDAD employees continues to be reduced
- Cooperation by federal agencies to develop solutions that facilitate friendly, faster and smoother passenger processing, particularly when addressing foreign visitors to the United States
- Creative technical solutions to address growing unfunded federal security mandates and other departmental needs
- Continued receipt of feedback from its customer base and incorporating that input into the action plans developed for these objectives

INTERNAL SUPPORT REQUIREMENTS

1. Continued support from internal support divisions (ex. Administration, ISD, Finance), ensuring that initiatives are properly prioritized and executed in a timely manner and that problems are quickly resolved. For example, continued support from Contracts Administration and Procurement to ensure that all necessary contracts are properly executed and that needed items and services are procured in a timely manner.
2. The internal support divisions need to be informed, in advance, of the need for new projects, funding, contract vehicles, etc. so they can provide proper and timely services
3. Finance needs all divisions to verify availability of funding and proper approval of expenditures prior to committing to expending any monies
4. Continued support from Administration's Personnel Division and Finance to achieve the target reduction in staff for the current fiscal year; also ensure that displaced employees (bumping in or out of the department) are treated fairly, with respect, and that each employee's case is addressed as quickly as possible
5. Finance Division needs all divisions to verify availability of funding and proper approval prior to committing to expenses or services
6. For the Maintenance division's replacement of work order system initiative, acquiring adequate funding and staffing (internal, ETSD, and consultants) to be able to start and complete the project
7. Continued support from ISD, Technical Support, and Telecommunications for the entire capital improvement and capital expansion programs (ex. Baggage Handling, Train Projects, Wireless Initiatives, Check-points, etc) – for North, South, Central and all outlying buildings. For example, for the North Terminal Development program, support to deploy Flight and Baggage Information Display Systems, Gate Information Display Systems, Way-Finding Displays and Ticket Counter Displays; baggage handling and baggage input system interfaces. Terminal-wide, deployment of additional common use terminal equipment
8. Business Retention & Development needs for Facilities Development and Maintenance Divisions to expedite the renovation and repairs work of vacant spaces and turn them into leasable spaces to meet their business plan objectives and goals in increasing rental revenue by turning their non-performing assets to performing assets at MIA's non-terminal buildings as well as at GA Airports
9. Business Retention will need authorization to travel in support of business development initiatives and objectives

SUSTAINABILITY

Since one of MDAD's strategic objectives is to "be environmentally responsible," the department has several key initiatives for sustainability underway. They are listed in section II, objective #3 above. In addition to the plans listed there, the department plans to further develop environmental and sustainability goals and execute plans to reduce greenhouse gas emissions in operations and to support the County's sustainability initiatives. Objectives may include but are not limited to quantitative measures for green purchases, paper reduction, fuel reduction, reduced energy intensity, solid waste reduction, water conservation, physical plant design and operation, and behavioral changes.

3 to 5 YEAR OUTLOOK

Earlier this year, our traffic engineers provided preliminary enplanement growth factors as follows: FY2010 -1.00%, FY2011 1.5%, FY2012 1.8%, FY2013 2.2%. This indicates that the airline industry and passengers will continue to face difficult economic conditions leading to negative and then slow growth in the coming years. It is therefore imperative that the County's airports remain competitive with other airport systems in terms of the services offered and particularly, the costs of those services. To this end the department continues its creative, "out-of-the-box" thinking and efforts to increase revenues and decrease costs.

In addition, the department is focused on quickly finishing its capital improvement projects. To that end, Phase I of Miami International Airport's North Terminal, the "front door" of MIA for American Airlines passengers that includes new areas for curbside check-in, ticket agent and self-service check-in and domestic baggage claim, opened for business on Thursday, November 5, 2009.

American Airlines relocated its operations to the new, 290,000-square-foot area, which features 58 ticket agent positions, 66 self-service check-in devices, 14 curbside check-in positions and two new security checkpoints that provide fast and easy access to North Terminal's newly completed gates.

In addition to the new check-in area and security checkpoints, stores and restaurants are now available in the pre- and post-security areas of North Terminal.

Phase II of North Terminal, scheduled to open in August 2010, will include: Twenty-five new or renovated passenger gates, including a re-opened Concourse A; American Eagle's new two-gate Regional Commuter Facility; a one-mile-long, four-station automated people mover

Departmental Business Plan and Outlook

Department Name:

Fiscal Years: 2009-10 & 2010-11

system capable of transporting 9,000 passengers per hour; and a state-of-the-art baggage screening and delivery system with the capacity to screen and transport 8,400 bags per hour.

The entire North Terminal, which will feature a 72-lane federal inspection area capable of serving 3,600 international passengers per hour and an eight-lane, re-check inspection area for passengers connecting between international flights, is scheduled for completion in March 2011.

Departmental Business Plan and Outlook

Department Name:

Fiscal Years: 2009-10 & 2010-11

Attachment 1

DEPARTMENTAL PROFILE

Department Description

The Miami-Dade Aviation Department (MDAD) operates the Miami-Dade County Airport System, with governance and policy guidance from the County Mayor, the Board of County Commissioners and the County Manager.

MDAD functions as an enterprise fund of Miami-Dade County, operating the Miami-Dade County Airport System as a financially self-sufficient entity without property tax support from the County.

The following page highlights key facts about the airports operated by MDAD.



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

Revised: November 2009

Miami-Dade Airports:

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

Economic Impact:

Miami International Airport's (MIA) and the General Aviation Airports' annual economic impact is \$26.7 billion. MIA and related aviation industries contribute 282,043 jobs directly and indirectly to the local economy. That equates to one out of 4.1 jobs.

MIA Rankings for 2008:

Among U.S. Airports

- 1st International Freight
- 3rd International Passengers
- 3rd Total Freight
- 3rd Total Cargo (Freight + Mail)
- 21st Total Number of Operations
- 15th Total Passengers

Among Worldwide Airports

- 10th International Freight
- 31st International Passengers
- 10th Total Freight
- 11th Total Cargo (Freight + Mail)
- 29th Total Number of Operations
- 29th Total Passengers

Miami International Airport (Year 2008 Figures)

Land area: 3,230 acres

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

Personnel: Aviation Dept. and Other: 35,522

Hotel: MIA Hotel 260 rooms

Flight Operations: (Commercial Aircraft Movements)

Domestic	201,915
International	168,966
Total:	370,881

Passengers:

Domestic	17.9 million
International	16.1 million
Total:	34.1 million
Weekday Daily Average:	92,022 passengers
Weekend Daily Average:	100,608 passengers
Weekly Average:	664,862 passengers

Freight:

International	1,701,877 U.S. Tons
Domestic	243,002 U.S. Tons
Total:	1,944,879 U.S. Tons

Carriers: (11/09)

U.S.	42	Scheduled	71
International	53	Charter	24
Total	95		95

Number of Destinations: (4th Q'09)

	Non-Stop	One Stop
Domestic	46	07
International	75	09
Total	121	16

Number of Ticketing Positions: 451*

Number of gates: 101* Common use

*changes according to construction

Parking:

1. Two long-term parking garages and two short term lots provide 8,059 spaces.
2. A 24-hour valet parking service is located on the departure level, across concourses B and C.
3. A Cell Phone Parking Lot, providing 60 spaces for private, not-for-hire vehicles, is located just off LeJeune Road heading north or south.
4. An economy Park & Ride long-term lot with 600 spaces is located at N.W. 45th Avenue between N.W. 13th and 15th Street.

Airport Improvements

Capital Improvement Program MIA's \$6.2 billion Capital Improvement Program (CIP) is well underway, encompassing all aspects of airport operations, from the Terminal and roadways to the cargo facilities and the airfield.

Fourth Runway: One of the major projects of the CIP was the construction of MIA's Fourth Runway. Operational in September 2003, the 8,600-foot runway has increased MIA's airfield capacity by 25%, extending the ability of the Airport to sustain growth, while decreasing the cost of delays to airlines and passengers.

Terminal: Extending from MIA's Central terminal, the South and North Terminals will add over 4 million square feet to MIA's existing 3.5 million square feet of space. The new South Terminal is now open and adds 1.7 million square feet to MIA. The North Terminal will encompass more than 3.2 million square feet upon its phased completion in 2011. At that point, the North and South Terminals will have a total of 130 gates, with 100 international gates and 30 domestic gates. The Terminal will have 556 ticket counters and 120 self-service check-in devices.

Cargo: MIA's cargo facility development program that began in 1992 has been completed, providing the Airport with over 2.7 million square feet in seventeen new cargo buildings. Apron space has grown to over 3.8 million square feet, with 41 common-use cargo positions and 23 leased cargo positions.

Roadway Improvements

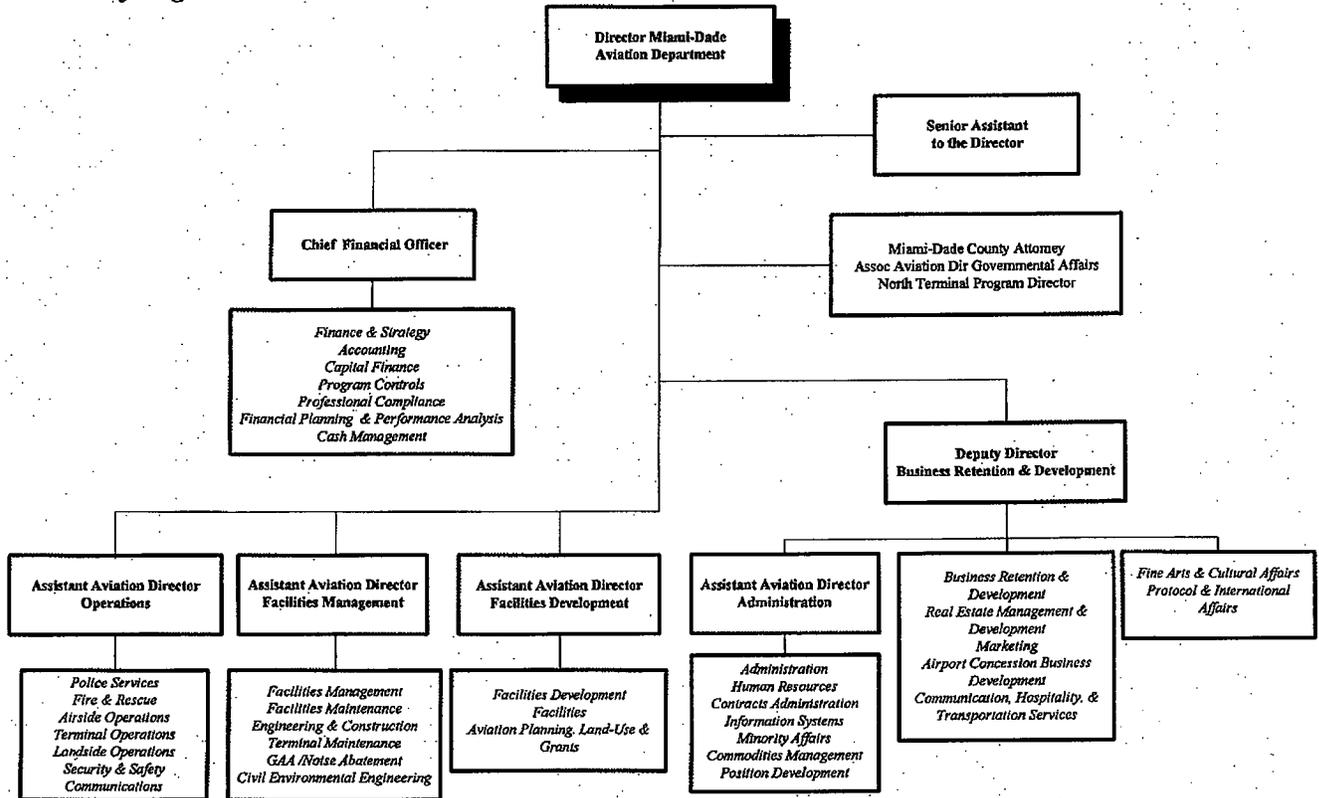
Central Boulevard: To accommodate forecasted growth, improvement programs include: widening of Central Boulevard, new service roads, wider bridges and improved access to parking facilities.

25th Street Viaduct: Construction is currently underway on the East Segment of the NW 25th Viaduct Project. The limits for the East Segment of the project are from SR 826 to NW 67th Avenue. The FDOT project includes the reconstruction / widening of NW 25th Street and the construction of a viaduct from just east of SR 826 to NW 68th Ave. where it curves south terminating at NW 22nd Street, adjacent to the MIA Westside cargo area.

MIA Mover: Construction is currently underway for the elevated train that will connect MIA and the future Rental Car Center and the Miami Intermodal Center. The Mover will run through Central Boulevard.

Table of Organization

***Miami-Dade Aviation Department
 Table of Organization***



Effective 10/05/09

Departmental Business Plan and Outlook

Department Name:

Fiscal Years: 2009-10 & 2010-11

Financial Summary

FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 07-08	Budget FY 08-09	Proposed FY 09-10
Revenue Summary			
Aviation Fees and Charges	258,866	243,792	276,286
Carryover	48,367	50,529	55,151
Commercial Operations	175,592	178,578	179,259
Non-Operating Revenue	64,109	65,000	57,000
Other Revenues	8,207	27,006	16,172
Rentals	102,643	94,857	101,947
Total Revenues	657,784	659,762	685,815
Operating Expenditures Summary			
Salary	103,476	107,133	96,274
Fringe Benefits	31,097	38,131	33,419
Other Operating	241,783	286,223	263,341
Capital	2,207	1,428	1,175
Total Operating Expenditures	378,563	412,915	394,209
Non-Operating Expenditures Summary			
Transfers	249,172	246,847	291,606
Total Non-Operating Expenditures	249,172	246,847	291,606

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 08-09	Proposed FY 09-10	Budget FY 08-09	Proposed FY 09-10
Strategic Area: Transportation				
Administration	52,909	39,966	133	127
Business Retention and Development	10,688	5,739	45	39
Commercial Operations	74,551	74,675	0	0
Executive	7,966	7,857	35	36
Facilities Development	9,963	14,495	38	47
Facilities Management	82,122	94,227	499	615
Finance and Strategy	9,797	9,889	75	68
Non-Departmental Operations	73,405	70,486	0	0
Operations	49,752	29,545	396	119
Planning Land-Use and Grants	2,217	0	11	0
Security and Communications	39,545	47,330	282	384
Total Operating Expenditures	412,915	394,209	1,514	1,435

Capital Budget Summary

CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FUTURE	TOTAL
Revenue									
Aviation Passenger Facility Charge	169,459	0	0	0	0	0	0	0	169,459
Aviation Revenue Bonds Sold	4,217,359	0	0	0	0	0	0	0	4,217,359
FDOT Funds	231,106	36,686	74,680	3,749	2,108	0	0	0	348,329
Federal Aviation Administration	291,428	9,675	9,263	587	0	0	0	0	310,953
Future Aviation Revenue Bonds	74,293	660,087	293,374	77,847	0	0	0	0	1,105,601
Improvement Fund	35,002	19,496	20,932	15,139	9,752	8,200	739	0	109,260
Tenant Financing	60,000	10,000	35,000	0	0	0	0	0	105,000
Transportation Security Administration	32,350	12,169	32,640	0	0	0	0	0	77,159
Funds									
Total:	5,110,997	748,113	465,889	97,322	11,860	8,200	739	0	6,443,120
Expenditures									
Strategic Area: Transportation									
Airside Improvements	310,402	10,572	10,369	9,016	1,920	0	0	0	342,279
Cargo Facilities Improvements	167,626	6,188	9,961	2,657	0	0	0	0	186,432
General Aviation Airports	56,415	4,358	3,945	1,948	81	80	130	0	66,957
Landside Improvements	201,243	165,622	109,222	15,696	9,752	8,200	739	0	510,474
Support Facilities	818,823	27,084	31,211	24,362	15,714	15,221	12,291	0	944,706
Terminal Improvements	3,543,367	517,077	314,140	16,014	1,631	43	0	0	4,392,272
Total:	5,097,876	730,901	478,848	69,693	29,098	23,544	13,160	0	6,443,120

Current Business Environment

MIA's location at the southeast tip of the U.S. gives it closer proximity to the Caribbean, Central America and South America than any other major U.S. airport and makes it a natural connecting point. The airport's geographic position has been a significant factor in making MIA a major connecting point for passengers traveling between Europe and Latin America as well. Increased competition, however, from other airports including Atlanta and Houston poses a challenge for MIA. Additionally, the added costs associated with the capital improvement program continue to pose a long-term challenge for MIA. As a result, the department is relentlessly pursuing other avenues for revenue.

The airport industry, like the aviation industry as a whole, has faced turbulent times. Post -9/11 airport security regulations continue to evolve and directly impact airport operations and costs. The growth of low-cost carriers and other permanent changes in airline business models have also impacted airport operations and costs. The growth of cruise destinations, the struggling U.S. economy, and record-high fuel prices have provided a new paradigm for airport management.