

FY 2015 - 16 Proposed Budget and Multi-Year Capital Plan

Aviation

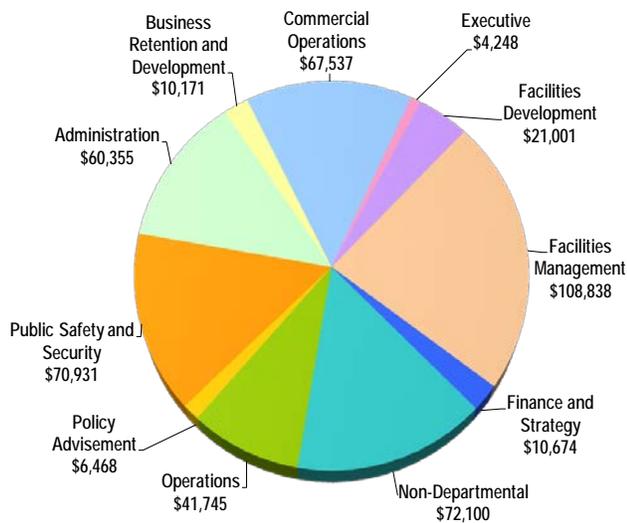
The Miami-Dade Aviation Department (MDAD) operates a system of airports that provides for the safe and efficient movement of people and goods while being responsive to the needs of customers and safeguarding the environment.

As part of the Transportation and Economic Development strategic areas, MDAD operates Miami International Airport (MIA) and four General Aviation Airports (GAA). MDAD operates the airport system as a financially self-sufficient entity without property tax support from the County. MIA is considered a primary economic engine for Miami-Dade County, and is the major trans-shipment point between the Americas, the Caribbean, and Europe. Servicing 101 airlines with routes to over 150 cities on four continents, MIA ranks number one in the USA for international freight and second for international passenger traffic. The Department completed \$6.509 billion in capital improvements to make the airport a more desirable and efficient transportation center. The key elements of the capital improvement program included a new North Terminal, expansion of the South Terminal, improvements to the Central Terminal, construction of an elevated automated people mover system known as the "MIA Mover", roadway and facility improvements, major security modifications, and replacement of the airport's business systems. The Department will continue with a capital program that replaces critical infrastructure and provides capital related maintenance at a cost of \$1.505 billion over a five year horizon.

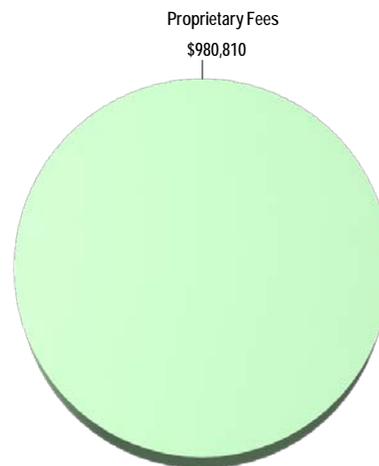
MDAD works closely with a diverse group of constituents, including cargo and passenger airlines and their customers, the support industries that form the air travel base, the Federal Aviation Administration (FAA), the Transportation Security Administration (TSA), the United States Customs and Border Protection, business leaders, and the media.

FY 2015-16 Proposed Budget

Expenditures by Activity
(dollars in thousands)



Revenues by Source
(dollars in thousands)



FY 2015 - 16 Proposed Budget and Multi-Year Capital Plan

TABLE OF ORGANIZATION

EXECUTIVE	
<ul style="list-style-type: none"> Provides leadership and direction to department staff in accomplishing the stated goals and objectives; provides legal representation to MDAD <p style="text-align: center;"> <u>FY 14-15</u> 53 </p>	<p style="text-align: center;"> <u>FY 15-16</u> 19 </p>
<p style="text-align: center;"><u>POLICY ADVISEMENT</u></p> <ul style="list-style-type: none"> Protects and advances the strategic interests of the Miami-Dade system of airports through superior government relations at the local, state, and federal levels; enriches the airport environment through the commission of artwork and presentation of exhibits; oversees MIA's image, branding, customer service, and electronic media, including social media; coordinates, develops, and directs all media relations activities, special events, and external communications for the Department; assures compliance with established policies, rules and regulations as well as industry best practices; provides protocol services to ensure a smooth passage of dignitaries through the airport <p style="text-align: center;"> <u>FY 14-15</u> 0 </p> <p style="text-align: center;"> <u>FY 15-16</u> 36 </p>	<p style="text-align: center;"><u>OPERATIONS</u></p> <ul style="list-style-type: none"> Provides secure, safe and efficient airfield areas, terminal gates, and cargo loading positions for aircraft users; manages the day-to-day operations within the terminal building; provides for the smooth flow of traffic through the airport; monitors ground transportation activity, and enforces parking regulations at MIA; addresses the issue of aircraft related noise and land compatibility within the community; provides users of general aviation aircrafts a modern, safe, and efficiently operated system of airports from which all services associated with general aviation can be acquired <p style="text-align: center;"> <u>FY 14-15</u> 407 </p> <p style="text-align: center;"> <u>FY 15-16</u> 409 </p>
<p style="text-align: center;"><u>ADMINISTRATION</u></p> <ul style="list-style-type: none"> Oversees personnel and support services functions; develops and reviews Requests for Proposals (RFP) and Requests for Qualifications (RFQ) for a wide range of services for the Department; provides information technology and telecommunications services to MDAD and its diverse user base; provides assurance for minority businesses to have bidding opportunities on contracts at MIA; coordinates procurement activities in order to provide quality goods and services to the Department <p style="text-align: center;"> <u>FY 14-15</u> 123 </p> <p style="text-align: center;"> <u>FY 15-16</u> 132 </p>	<p style="text-align: center;"><u>FACILITIES MANAGEMENT</u></p> <ul style="list-style-type: none"> Maintains functional, safe, and secure facilities, equipment, structures and utilities for internal and external customers; provides high quality maintenance engineering and construction services, to our external and internal customers at all MDAD facilities; maintains the MIA terminal building; provides maintenance and support to all outlying buildings at MIA and all GAA buildings <p style="text-align: center;"> <u>FY 14-15</u> 456 </p> <p style="text-align: center;"> <u>FY 15-16</u> 437 </p>
<p style="text-align: center;"><u>FINANCE AND STRATEGY</u></p> <ul style="list-style-type: none"> Oversees accounting and financial services; develops and monitors the operating and capital budgets; provides sound project management principles to control scope, cost, schedule and quality of capital projects at MDAD <p style="text-align: center;"> <u>FY 14-15</u> 62 </p> <p style="text-align: center;"> <u>FY 15-16</u> 62 </p>	<p style="text-align: center;"><u>FACILITIES DEVELOPMENT</u></p> <ul style="list-style-type: none"> Manages the planning, design, and construction of facilities in compliance with the Department's guiding principles; provides planning for the near, intermediate, and long-term development of Miami-Dade County's public use airports; provides support for the environmental, civil, and fuel engineering needs of the Department <p style="text-align: center;"> <u>FY 14-15</u> 0 </p> <p style="text-align: center;"> <u>FY 15-16</u> 41 </p>
<p style="text-align: center;"><u>BUSINESS RETENTION AND DEVELOPMENT</u></p> <ul style="list-style-type: none"> Manages the rental and permit agreements of the airport system properties and facilities; plans and coordinates air carrier route development and route maintenance; monitors concessionaire lease agreements <p style="text-align: center;"> <u>FY 14-15</u> 44 </p> <p style="text-align: center;"> <u>FY 15-16</u> 47 </p>	<p style="text-align: center;"><u>PUBLIC SAFETY AND SECURITY</u></p> <ul style="list-style-type: none"> Oversees the investigative police and uniform services; oversees the fire and rescue services at MIA; ensures the secure movement of people and goods through MIA and enforces all local, state, and federally mandated security requirements <p style="text-align: center;"> <u>FY 14-15</u> 101 </p> <p style="text-align: center;"> <u>FY 15-16</u> 101 </p>
<p style="text-align: center;"><u>AVIATION PLANNING, LAND USE, AND GRANTS</u></p> <ul style="list-style-type: none"> Provides planning for the development of Miami-Dade County's public use airports <p style="text-align: center;"> <u>FY 14-15</u> 10 </p> <p style="text-align: center;"> <u>FY 15-16</u> 0 </p>	

*The FY 2015-16 total number of full-time equivalent positions is 1,284

FY 2015 - 16 Proposed Budget and Multi-Year Capital Plan

FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 12-13	Actual FY 13-14	Budget FY 14-15	Proposed FY 15-16
Revenue Summary				
Aviation Fees and Charges	356,698	372,581	373,067	383,908
Carryover	60,381	68,627	72,950	77,855
Commercial Operations	273,137	274,473	283,686	286,083
Non-Operating Revenue	89,185	95,974	75,000	80,000
Other Revenues	16,685	19,676	16,899	19,124
Rental Income	130,734	128,912	127,783	133,840
Total Revenues	926,820	960,243	949,385	980,810
Operating Expenditures Summary				
Salary	78,499	81,325	85,954	90,434
Fringe Benefits	17,871	21,143	28,221	29,122
Court Costs	226	275	522	494
Contractual Services	64,517	68,579	88,713	93,596
Other Operating	135,535	134,331	154,625	165,035
Charges for County Services	81,371	76,332	87,100	86,315
Grants to Outside Organizations	0	0	0	0
Capital	5,984	5,150	12,836	9,072
Total Operating Expenditures	384,003	387,135	457,971	474,068
Non-Operating Expenditures Summary				
Transfers	467,766	504,661	413,559	426,151
Distribution of Funds In Trust	0	0	0	0
Debt Service	0	0	0	0
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	77,855	80,591
Total Non-Operating Expenditures	467,766	504,661	491,414	506,742

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 14-15	Proposed FY 15-16	Budget FY 14-15	Proposed FY 15-16
Strategic Area: Transportation				
Administration	60,554	60,355	123	132
Aviation Planning, Land Use, and Grants	2,380	0	10	0
Business Retention and Development	9,346	10,171	44	47
Commercial Operations	71,681	67,537	0	0
Executive	10,820	4,248	53	19
Facilities Development	0	21,001	0	41
Facilities Management	123,577	108,838	456	437
Finance and Strategy	9,599	10,674	62	62
Non-Departmental Operations	57,989	72,100	0	0
Policy Advisement	39,594	41,745	407	409
Public Safety and Security	0	6,468	0	36
Total Operating Expenditures	72,431	70,931	101	101
	457,971	474,068	1,256	1,284

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 12-13	Actual FY 13-14	Budget FY 14-15	Projection FY 14-15	Proposed FY 15-16
Advertising	600	421	987	800	910
Fuel	1,307	1,581	2,028	1,700	1,985
Overtime	3,307	3,661	3,463	3,578	3,818
Security Services	6,692	6,443	7,331	7,030	7,284
Travel and Registration	204	188	531	450	560
Utilities	47,476	49,637	54,700	53,841	56,185

FY 2015 - 16 Proposed Budget and Multi-Year Capital Plan

PROPOSED FEE ADJUSTMENTS FOR SERVICES

Fee Adjustments	Current Fee FY 14-15	Proposed Fee FY 15-16	Dollar Impact FY 15-16
• Landing Fee	1.58	1.68	\$4,658,000
• Various Rental Fees	Various Fees	Various Fees	\$851,000
• Various Terminal Fees	Various Fees	Various Fees	\$-16,216,000

DIVISION: EXECUTIVE

The Executive Division, which includes the Office of the Director, provides leadership and direction to Department staff in accomplishing the stated goals and objectives.

- Establishes departmental policy, directs overall management, and provides long-term vision
- Provides legal services to operational divisions

DIVISION COMMENTS

- The FY 2015-16 Proposed Budget includes a departmental reorganization that transfers 32 positions to Policy Advisement to ensure that administrative, financial, and operational objectives are achieved, two positions to Business Development to assist management with revenue generating activities, one position to Operations to assist management with operational activities throughout the airfield, terminal, and GAA airports, and one position from Business Development to assist with office support functions

DIVISION: FINANCE AND STRATEGY

The Finance and Strategy Division is responsible for management of accounting and financial services; development and monitoring of the operating and capital budgets; and development and monitoring of the Department's business plan.

- Oversees all accounting activities, including cost accounting, accounts payable and receivable, cash management, and generation of financial statements; coordinates with external auditor for year-end financial audit
- Manages capital and operating budget activities
- Develops and monitors the business plan for the Department on an annual basis
- Provides sound project management principles to control scope, cost, schedule and quality of capital projects at the Aviation Department

Strategic Objectives - Measures

- ED2-1: Attract more visitors, meetings and conventions

Objectives	Measures			FY 12-13	FY 13-14	FY 14-15	FY 14-15	FY 15-16
				Actual	Actual	Budget	Projection	Target
Contain operating expenses	MIA cost per enplaned passenger*	OC	↓	\$20.39	\$20.54	\$20.14	\$20.14	\$20.13

*The FY 2013-14 Actual has been revised to reflect updated figures

Increase revenue generating activity at MIA	MIA passengers (millions)	OC	↑	40.1	40.8	41.5	41.5	42.6
	Enplaned Passengers (millions)	OC	↑	19.9	20.2	20.8	20.8	21.3

FY 2015 - 16 Proposed Budget and Multi-Year Capital Plan

Strategic Objectives - Measures								
<ul style="list-style-type: none"> ED3-1: Attract and increase foreign direct investments and international trade from targeted countries 								
Objectives	Measures			FY 12-13	FY 13-14	FY 14-15	FY 14-15	FY 15-16
				Actual	Actual	Budget	Projection	Target
Increase revenue generating activity at MIA	MIA cargo tonnage (millions)	OC	↑	2.1	2.2	2.2	2.2	2.3
Contain operating expenses	Landing Fee Rate (per 1,000 lbs. in dollars)	OC	↓	\$1.75	\$1.75	\$1.58	\$1.58	\$1.68

DIVISION COMMENTS

- The Department will maintain a competitive landing fee in FY 2015-16 at \$1.68 per 1,000 pound unit of landed weight, increasing \$0.10 from the FY 2014-15 level of \$1.58
- The FY 2015-16 Proposed Budget continues the fifth year of repayment, by the County to MDAD, of a \$14.507 million Federal Aviation Administration (FAA) finding resulting from a FY 2007-08 financial review; repayments will be \$1.45 million for 10 years
- The FY 2015-16 Proposed Budget includes a departmental reorganization that transfers one position to Facilities Development to provide support to management with design and environmental activities, and transfers one position from Operations to concentrate on the development and tracking of the new Terminal Optimization Program

DIVISION: OPERATIONS

The Operations Division provides for a safe and secure airfield; manages the day-to-day operations within the terminal building; oversees the 24 hour traffic operations, which extend from the terminal curb to the airport property line and include the cargo area; oversees operations at the General Aviation Airports; and addresses the issue of aircraft related noise and land compatibility within the community.

- Manages the day-to-day operation of the facility and acts as a mediator to resolve complaints/issues for tenants, airlines and passengers in MIA terminals
- Provides secure, safe and efficient airfield areas, terminal gates, and cargo loading positions for aircraft users
- Provides for the smooth flow of traffic through the airport, monitors ground transportation activity, and enforces parking regulations at MIA
- Provide users with a modern, safe, and efficiently operated system of airports from which all services associated with general aviation can be acquired
- Develops and implements measures to reduce the negative impact of aircraft noise in residential areas of Miami-Dade County

DIVISION COMMENTS

- The FY 2015-16 Proposed Budget includes a departmental reorganization that transfers one position from Executive to assist management with operational activities throughout the airfield, terminal, and GAA airports, two positions from Facilities Management to enforce parking regulations, and one position to Finance and Strategy to concentrate on the development and tracking of the new Terminal Optimization Program

FY 2015 - 16 Proposed Budget and Multi-Year Capital Plan

DIVISION: BUSINESS RETENTION AND DEVELOPMENT

The Business Development Division expands and develops revenue sources for MIA and the General Aviation Airports; plans and coordinates air carrier route development and route maintenance; administers and monitors air carrier and concessionaire lease agreements; and plans future business and economic development for the Department.

- Develops, negotiates, and leases land, building spaces, and storage areas throughout the County's airport system
- Prepares marketing plans to attract new business
- Manages concessionaire lease agreements for the Department
- Monitors lease agreements for the hotel, lounge, restaurant and parking services

Strategic Objectives - Measures

- GG4-1: Provide sound financial and risk management

Objectives	Measures			FY 12-13	FY 13-14	FY 14-15	FY 14-15	FY 15-16
				Actual	Actual	Budget	Projection	Target
Increase revenue generating activity at MIA	MIA non-terminal rental revenue (millions)	OC	↑	\$55.4	\$51.8	\$52.5	\$52.5	\$53.3
	GAA revenue (millions)	OC	↑	\$6.8	\$7.2	\$6.5	\$6.5	\$6.5

DIVISION COMMENTS

- In FY 2015-16, the Department will increase the number of international routes to 97 from 95 in FY 2014-15, and cargo carriers to 32 from 31 during the same period; the Department will increase low-fare carriers in FY 2015-16 to six from five
- MDAD's promotional funds total \$172,500 and will be used for activities that promote Miami-Dade County's airport system; major programs include Community Outreach Programs (\$52,500), World Trade Center Miami (\$50,000), and various other activities (\$70,000)
- The FY 2015-16 Proposed Budget includes a departmental reorganization that transfers one position from Executive, and one position from Public Safety and Security to assist with the marketing and promotional activities at MIA and the GA airports, and one position to Facilities Management to provide support to management with special projects
- The FY 2015-16 Proposed Budget includes the addition of two Aviation Senior Property Managers to manage the increase in leasable square feet that resulted from the full operational opening of MIA North Terminal to serve American Airlines and other airlines that are members in the "One World Alliance", and to meet the increased demand for terminal spaces as a result of several airlines' plans to start operations at MIA in summer 2015 and beyond (\$201,000)

DIVISION: FACILITIES MANAGEMENT

The Facilities Management Division maintains all airport systems and facilities in optimum working condition, including the environmental systems, infrastructure, and fuel systems.

- Ensures that facilities at the airport are kept operationally reliable at all times
- Maintains and repairs the facilities and utility systems at MIA and General Aviation Airports (GAA)
- Ensures readiness of all new facilities including testing, commissioning, and turnover; sets operational standards and develops standard operational procedures; and updates MDAD design guidelines

DIVISION COMMENTS

- The FY 2015-16 Proposed Budget includes a departmental reorganization that transfers 24 positions to Facilities Development to ensure that the design and environmental objectives are achieved, two positions to Operations to enforce parking regulations, one position to Policy Advisement to assist with the MIA volunteer ambassadors program, and one position from Business Development to provide support to Management with special projects
- The FY 2015-16 Proposed Budget includes the addition of seven positions to manage engineering and construction projects, monitor building systems, provide mechanical assistance, and operate equipment (\$575,000)

FY 2015 - 16 Proposed Budget and Multi-Year Capital Plan

DIVISION: ADMINISTRATION

The Administration Division is responsible for managing support functions including procurement, human resources, information technology, and the aviation warehouse.

- Provides human resource services: recruitment, employee counseling, training and staff development, and administration of policy and procedures
- Develops and reviews RFPs and RFQs for a wide range of services for the Department
- Provides information technology and telecommunication services to MDAD and its diverse user base
- Ensures that minority businesses have bidding opportunities on contracts at MIA
- Coordinates procurement activities in order to provide quality goods and services to the Department

Strategic Objectives - Measures

- GG2-2: Develop and retain excellent employees and leaders

Objectives	Measures			FY 12-13	FY 13-14	FY 14-15	FY 14-15	FY 15-16
				Actual	Actual	Budget	Projection	Target
Ensure a safe working environment for employees at MDAD	MDAD job related injury/illness incidents (number of incidents per month)	OC	↓	5.4	5.4	5.4	5.4	5.4

DIVISION COMMENTS

- The FY 2015-16 Proposed Budget includes the addition of three positions as part of a 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 (\$218,000), two positions to process and manage MDAD contracts (\$193,000), and four positions to address technological demands are being addressed at MIA (\$341,000)

DIVISION: PUBLIC SAFETY AND SECURITY

The Public Safety and Security Division oversees investigative police and uniform services as well as fire and rescue services; ensures enforcement of all local, state and federally mandated security requirements; and coordinates internal and external communication activities.

- Oversees investigative police and uniform services
- Oversees fire and rescue services at MIA
- Ensures the secure movement of people and goods through MIA and enforces all local, state, and federally mandated security requirements

Strategic Objectives - Measures

- TP2-4: Ensure security at airports, seaport and on public transit

Objectives	Measures			FY 12-13	FY 13-14	FY 14-15	FY 14-15	FY 15-16
				Actual	Actual	Budget	Projection	Target
Adhere to acceptable certified police officer levels to secure the airport	Average number of overall crimes at MIA*	OC	↓	59	54	70	70	70

*The FY 2013-14 Actual has been revised to reflect updated figures

DIVISION COMMENTS

- The FY 2015-16 Proposed Budget includes a departmental reorganization that transfers one position to Business Development to assist with the marketing and promotional activities at MIA and the GA airports and one position from Policy Advisement to provide office support functions

FY 2015 - 16 Proposed Budget and Multi-Year Capital Plan

DIVISION: POLICY ADVISEMENT

The Policy Advise ment Division directs all administrative, financial, and operational activities for the Department and manages long-term special projects and shapes departmental policies.

- Coordinates agenda items for the Board of County Commissioners
- Creates an environment that is visually stimulating for passengers at the airport
- Oversees MIA's image, branding, customer service, and electronic and social media
- Coordinates, develops, and directs all media relations activities, special events, and external communications for the Department
- Ensures adherence to federal, state, and County rules through the Professional Compliance section
- Provides protocol services to ensure a smooth passage of dignitaries through the airport

Strategic Objectives - Measures

- TP2-6: Ensure excellent customer service for passengers

Objectives	Measures			FY 12-13	FY 13-14	FY 14-15	FY 14-15	FY 15-16
				Actual	Actual	Budget	Projection	Target
Improve overall customer satisfaction at MIA	Overall customer service ratings for MIA (scale 1-5)*	OC	↑	3.78	3.88	4.0	4.0	4.0
	Airport workers trained through "Miami Begins with MIA" program*	OP	↔	6,519	6,684	6,000	6,000	6,000

*The FY 2012-13 Actual has been revised to reflect updated figures

DIVISION COMMENTS

- The FY 2015-16 Proposed Budget includes a departmental reorganization that transfers 32 positions from the Executive to ensure that administrative, financial, and operational objectives are achieved, and one position to Public Safety and Security to provide office support functions and one position from Facilities Management to assist with the MIA volunteer ambassadors
- The FY 2015-16 Proposed Budget includes the addition of three positions to create social media content and monitor social media channels for MIA, to assist with recruiting and directing MIA volunteer ambassadors, and to assist in carrying out the Department's initiatives in its customer service, Rewards and Recognition, and Volunteer Ambassador efforts (\$204,000), and one position to accommodate the added demands for service by the International Visitor Leadership Program (IVLP) (\$61,000)

FY 2015 - 16 Proposed Budget and Multi-Year Capital Plan

DIVISION: FACILITIES DEVELOPMENT

The Facilities Development Division manages the planning and development of, and acquisition of funds for, improvements to 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.

- Provides design and construction services to the airports' internal and external customers with expertise and available tools
- Provides short and long range planning for MIA's infrastructure, concourse, and terminals, and for individual projects and programs
- Manages federal and state grants that provide funding for MIA's Capital Improvement Program
- Acts in a technical advisory capacity to key stakeholders including the FAA concerning safety standards, regulatory compliance and operating and planning issues
- Conducts land use/zoning analyses
- Supports the environmental, civil, and aviation fuel needs of the Department
- Monitors the levels and quality of the domestic water, sewage and storm water systems
- Manages, monitors, and maintains Airside Operations area pavement
- Performs audits of tenants for environmental compliance

Strategic Objectives - Measures

- GG6-1: Reduce County government's greenhouse gas emissions and resource consumption

Objectives	Measures			FY 12-13	FY 13-14	FY 14-15	FY 14-15	FY 15-16
				Actual	Actual	Budget	Projection	Target
Adhere to a green approach in disposal of waste	Airspace analysis for airport construction (number of studies completed)	OP	↔	39	39	39	35	35
	Percentage of cardboard recycled	EF	↑	100%	100%	100%	100%	100%

DIVISION COMMENTS

- The FY 2015-16 Proposed Budget includes a departmental reorganization that transfers one position from Finance and Strategy to provide support to management with design and environmental activities, 24 positions from Facilities Management, and ten positions from Aviation Planning, Land-Use, and Grants to ensure that the design, planning, and environmental objectives are achieved
- The FY 2015-16 Proposed Budget includes the addition of four positions to assist in the design and construction of the Terminal Optimization Program (\$436,000), one position to be responsible for the development of facilities and management of the Capital Improvement Program (\$109,000), and one position to assist in the administering and coordinating of State, Federal, and TSA grants (\$97,000)

FY 2015 - 16 Proposed Budget and Multi-Year Capital Plan

CAPITAL BUDGET SUMMARY

(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
Tenant Financing	7,940	0	0	0	0	0	0	0	7,940
Reserve Maintenance Fund	76,657	57,400	25,000	25,000	25,000	25,000	0	0	234,057
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
Transportation Security Administration	0	30,000	50,000	21,200	0	0	0	0	101,200
Funds									
Aviation Passenger Facility Charge	0	0	35,000	31,000	25,000	14,000	0	0	105,000
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

CAPITAL HIGHLIGHTS AND OPERATIONAL IMPACTS

- The FY 2015-16 Proposed Budget and Multi-Year Capital Plan includes the first phase of the new Terminal Optimization Program (TOP) that will expand the functionality of existing terminal buildings, modernize older terminals, and provide safe and efficient terminal facilities for the next 20 to 30 years; TOP consists of four projects: the Central Base Apron and Utilities, the Concourse E Rehabilitation, the South Terminal Improvements, and the South Miscellaneous Projects (\$202.255 million in FY 2015-16, and \$1.149 billion in total)

FUNDED CAPITAL PROJECTS

(dollars in thousands)

MIAMI INTERNATIONAL AIRPORT RESERVE MAINTENANCE PROJECTS

PROJECT #: 200000068

DESCRIPTION: Projects include routine maintenance, miscellaneous environmental projects, IT equipment replacement, structural repairs to the parking garage and paving, and upgrade the parking garage revenue system

LOCATION: Miami International Airport
Unincorporated Miami-Dade County

District Located: 6
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	FUTURE	TOTAL
Federal Aviation Administration	1,200	100	0	0	0	0	0	0	1,300
Reserve Maintenance Fund	24,215	47,900	25,000	25,000	25,000	25,000	0	0	172,115
TOTAL REVENUES:	25,415	48,000	25,000	25,000	25,000	25,000	0	0	173,415
EXPENDITURE SCHEDULE:	PRIOR	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	FUTURE	TOTAL
Construction	23,415	46,000	24,000	24,000	24,000	24,000	0	0	165,415
Planning and Design	2,000	2,000	1,000	1,000	1,000	1,000	0	0	8,000
TOTAL EXPENDITURES:	25,415	48,000	25,000	25,000	25,000	25,000	0	0	173,415

FY 2015 - 16 Proposed Budget and Multi-Year Capital Plan

MIAMI INTERNATIONAL AIRPORT IMPROVEMENT FUND PROJECTS

PROJECT #: 200000075

DESCRIPTION: Projects include the installation of CBP Kiosks, construction of Opa-Locka Airport (OPF) Interior Service Road, and replace Miami Executive Airport (TMB) buildings 102 and 109

LOCATION: Miami International Airport, General Aviation District Located: 6
Airports

Unincorporated Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	FUTURE	TOTAL
Federal Aviation Administration	0	2,444	0	0	0	0	0	0	2,444
Improvement Fund	1,474	7,306	3,516	0	0	0	0	0	12,296
TOTAL REVENUES:	1,474	9,750	3,516	0	0	0	0	0	14,740
EXPENDITURE SCHEDULE:	PRIOR	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	FUTURE	TOTAL
Construction	1,300	8,400	2,966	0	0	0	0	0	12,666
Planning and Design	174	1,350	550	0	0	0	0	0	2,074
TOTAL EXPENDITURES:	1,474	9,750	3,516	0	0	0	0	0	14,740

MIAMI INTERNATIONAL AIRPORT CIP CARRYOVER PROJECTS

PROJECT #: 200000078

DESCRIPTION: Carryover projects include rehabilitation of runway 12/30 and taxiways, installation of airside foreign object detection system, install/modify D1 and D2 gates, relocate runway 8L FAA localizer, design building 706 parking lot, procure additional MIA Mover cars, upgrade D-H life safety systems, install concourse G pre-conditioned air equipment, install MIA parking guidance system, install south terminal smoke evacuation system, design MIA water distribution system, design central terminal CCTV system, and construct north terminal DFIS ramp signage

LOCATION: Miami International Airport District Located: 6

Unincorporated Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	FUTURE	TOTAL
Aviation Revenue Bonds	52,097	5,533	8,276	0	0	0	0	0	65,906
Double-Barreled GO Bonds	4,606	40,323	0	0	0	0	0	0	44,929
FDOT Funds	14,791	2,196	0	0	0	0	0	0	16,987
Federal Aviation Administration	31,733	0	0	0	0	0	0	0	31,733
Tenant Financing	7,940	0	0	0	0	0	0	0	7,940
TOTAL REVENUES:	111,167	48,052	8,276	0	0	0	0	0	167,495
EXPENDITURE SCHEDULE:	PRIOR	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	FUTURE	TOTAL
Construction	107,057	46,223	8,276	0	0	0	0	0	161,556
Planning and Design	4,110	1,829	0	0	0	0	0	0	5,939
TOTAL EXPENDITURES:	111,167	48,052	8,276	0	0	0	0	0	167,495

FY 2015 - 16 Proposed Budget and Multi-Year Capital Plan

MIAMI INTERNATIONAL AIRPORT SOUTH TERMINAL IMPROVEMENTS **PROJECT #: 200000095**

DESCRIPTION: Enhance MIA south terminal baggage handling system, concourse H roof replacement, renovate concourse H headhouse and replacement, and reconfiguration of existing apron and demolition of existing buildings within the site limits including building 3050

LOCATION: Miami International Airport District Located: 6
 Unincorporated Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	FUTURE	TOTAL
Aviation Revenue Bonds	2,000	5,400	0	0	0	0	0	0	7,400
Future Financing	0	17,235	21,567	11,400	21,218	37,036	80,417	15,930	204,803
Transportation Security Administration	0	30,000	50,000	21,200	0	0	0	0	101,200
Funds									
TOTAL REVENUES:	2,000	52,635	71,567	32,600	21,218	37,036	80,417	15,930	313,403
EXPENDITURE SCHEDULE:	PRIOR	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	FUTURE	TOTAL
Construction	0	40,000	63,351	31,000	16,445	29,007	69,663	12,930	262,396
Planning and Design	2,000	12,635	8,216	1,600	4,773	8,029	10,754	3,000	51,007
TOTAL EXPENDITURES:	2,000	52,635	71,567	32,600	21,218	37,036	80,417	15,930	313,403

MIAMI INTERNATIONAL AIRPORT MISCELLANEOUS PROJECTS **PROJECT #: 200000096**

DESCRIPTION: Rehabilitate pavement of taxiways T&S, relocate taxi lot, construct Airport Operations Control Room (AOC), build employee parking garage, replace concourse F, G and H ticket counters, renovate facade from NTD to Hotel and renovate E-FIS greeters lobby.

LOCATION: Miami International Airport District Located: 6
 Unincorporated Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	FUTURE	TOTAL
Future Financing	0	24,374	21,383	20,768	13,891	35,207	36,803	22,013	174,439
Improvement Fund	0	0	0	25,000	25,000	0	0	0	50,000
TOTAL REVENUES:	0	24,374	21,383	45,768	38,891	35,207	36,803	22,013	224,439
EXPENDITURE SCHEDULE:	PRIOR	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	FUTURE	TOTAL
Construction	0	22,881	17,023	41,569	34,703	29,406	33,333	20,247	199,162
Planning and Design	0	1,493	4,360	4,199	4,188	5,801	3,470	1,766	25,277
TOTAL EXPENDITURES:	0	24,374	21,383	45,768	38,891	35,207	36,803	22,013	224,439

UNFUNDED CAPITAL PROJECTS

PROJECT NAME	LOCATION	(dollars in thousands) ESTIMATED PROJECT COST
MIA - TERMINAL WIDE RE-ROOFING	Miami International Airport	60,000
MIA - CONCOURSE E-H LIGHTNING PROTECTION SYSTEM	Miami International Airport	24,000
MIA - CONCOURSE E AND F TAXILANE AND APRON REHAB	Miami International Airport	15,000
MIA - PARK 6 GARAGE	Miami International Airport	65,000
MIA - PERIMETER ROAD WIDENING	Miami International Airport	20,000
MIA - TERMINAL PASSENGER LOADING BRIDGE (PLB) UPGRADE TO 400HZ	Miami International Airport	20,000
MIA - CONCOURSE F IMPROVEMENTS	Miami International Airport	153,000
UNFUNDED TOTAL		357,000