

# FY 2016 - 17 Proposed Budget and Multi-Year Capital Plan

## Aviation

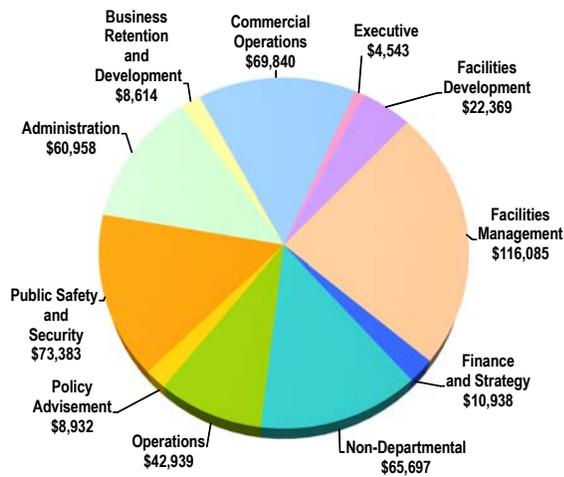
The Miami-Dade Aviation Department (MDAD) operates a system of airports that provides for the safe and efficient movement of people and goods while being responsive to the needs of customers and safeguarding the environment.

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 102 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 has initiated its Terminal Optimization Program (TOP), a \$1.149 billion capital improvement program to make MIA a more desirable and efficient transportation center.

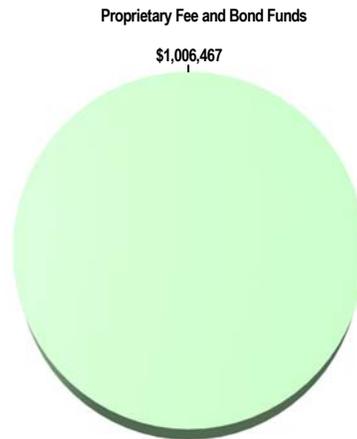
MDAD works closely with a diverse group of constituents, including cargo and passenger airlines and their customers, the support industries that form the air travel base, the Federal Aviation Administration (FAA), the Transportation Security Administration (TSA), the United States Customs and Border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

### FY 2016-17 Proposed Budget

**Expenditures by Activity**  
(dollars in thousands)



**Revenues by Source**  
(dollars in thousands)



# FY 2016 - 17 Proposed Budget and Multi-Year Capital Plan

## TABLE OF ORGANIZATION

<b>EXECUTIVE</b>	
<ul style="list-style-type: none"> <li>Provides leadership and direction to department staff in accomplishing the stated goals and objectives; provides legal representation to MDAD</li> </ul>	<div style="display: flex; justify-content: space-around;"> <div style="text-align: center;"> <u>FY 15-16</u> 19         </div> <div style="text-align: center;"> <u>FY 16-17</u> 19         </div> </div>
<p style="text-align: center;"><b><u>POLICY ADVISEMENT</u></b></p> <ul style="list-style-type: none"> <li>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</li> </ul>	<p style="text-align: center;"><b><u>OPERATIONS</u></b></p> <ul style="list-style-type: none"> <li>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</li> </ul>
<div style="display: flex; justify-content: space-around;"> <div style="text-align: center;"> <u>FY 15-16</u> 36         </div> <div style="text-align: center;"> <u>FY 16-17</u> 47         </div> </div>	<div style="display: flex; justify-content: space-around;"> <div style="text-align: center;"> <u>FY 15-16</u> 409         </div> <div style="text-align: center;"> <u>FY 16-17</u> 410         </div> </div>
<p style="text-align: center;"><b><u>ADMINISTRATION</u></b></p> <ul style="list-style-type: none"> <li>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</li> </ul>	<p style="text-align: center;"><b><u>FACILITIES MANAGEMENT</u></b></p> <ul style="list-style-type: none"> <li>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</li> </ul>
<div style="display: flex; justify-content: space-around;"> <div style="text-align: center;"> <u>FY 15-16</u> 132         </div> <div style="text-align: center;"> <u>FY 16-17</u> 136         </div> </div>	<div style="display: flex; justify-content: space-around;"> <div style="text-align: center;"> <u>FY 15-16</u> 437         </div> <div style="text-align: center;"> <u>FY 16-17</u> 452         </div> </div>
<p style="text-align: center;"><b><u>FINANCE AND STRATEGY</u></b></p> <ul style="list-style-type: none"> <li>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</li> </ul>	<p style="text-align: center;"><b><u>FACILITIES DEVELOPMENT</u></b></p> <ul style="list-style-type: none"> <li>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</li> </ul>
<div style="display: flex; justify-content: space-around;"> <div style="text-align: center;"> <u>FY 15-16</u> 62         </div> <div style="text-align: center;"> <u>FY 16-17</u> 64         </div> </div>	<div style="display: flex; justify-content: space-around;"> <div style="text-align: center;"> <u>FY 15-16</u> 41         </div> <div style="text-align: center;"> <u>FY 16-17</u> 41         </div> </div>
<p style="text-align: center;"><b><u>BUSINESS RETENTION AND DEVELOPMENT</u></b></p> <ul style="list-style-type: none"> <li>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</li> </ul>	<p style="text-align: center;"><b><u>PUBLIC SAFETY AND SECURITY</u></b></p> <ul style="list-style-type: none"> <li>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</li> </ul>
<div style="display: flex; justify-content: space-around;"> <div style="text-align: center;"> <u>FY 15-16</u> 47         </div> <div style="text-align: center;"> <u>FY 16-17</u> 44         </div> </div>	<div style="display: flex; justify-content: space-around;"> <div style="text-align: center;"> <u>FY 15-16</u> 101         </div> <div style="text-align: center;"> <u>FY 16-17</u> 111         </div> </div>

\*The FY 2016-17 total number of full-time equivalent positions is 1,368 FTE

## FY 2016 - 17 Proposed Budget and Multi-Year Capital Plan

### FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 13-14	Actual FY 14-15	Budget FY 15-16	Proposed FY 16-17
<b>Revenue Summary</b>				
Aviation Fees and Charges	372,581	382,496	383,908	394,404
Carryover	68,627	74,871	77,855	80,591
Commercial Operations	274,473	277,406	286,083	282,003
Non-Operating Revenue	95,974	77,336	80,000	85,000
Other Revenues	19,676	15,512	19,124	21,946
Rental Income	128,912	137,610	133,840	142,523
Total Revenues	960,243	965,231	980,810	1,006,467
<b>Operating Expenditures Summary</b>				
Salary	81,325	85,651	90,434	93,719
Fringe Benefits	21,143	24,355	29,122	34,260
Court Costs	275	186	494	494
Contractual Services	68,579	73,223	93,571	101,982
Other Operating	134,331	134,799	165,035	161,705
Charges for County Services	76,332	78,877	86,340	84,064
Grants to Outside Organizations	0	0	0	0
Capital	5,150	5,739	9,072	8,074
Total Operating Expenditures	387,135	402,830	474,068	484,298
<b>Non-Operating Expenditures Summary</b>				
Transfers	504,661	490,408	426,151	439,838
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	80,591	82,331
Total Non-Operating Expenditures	504,661	490,408	506,742	522,169

(dollars in thousands) Expenditure By Program	Total Funding		Total Positions	
	Budget FY 15-16	Proposed FY 16-17	Budget FY 15-16	Proposed FY 16-17
<b>Strategic Area: Transportation</b>				
Executive	4,248	4,543	19	19
Administration	60,355	60,958	132	136
Business Retention and Development	10,171	8,614	47	44
Commercial Operations	67,537	69,840	0	0
Facilities Development	21,001	22,369	41	41
Facilities Management	108,838	116,085	437	452
Finance and Strategy	10,674	10,938	62	64
Non-Departmental	72,100	65,697	0	0
Operations	41,745	42,939	409	410
Policy Advisement	6,468	8,932	36	47
Public Safety and Security	70,931	73,383	101	111
Total Operating Expenditures	474,068	484,298	1,284	1,324

### SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 13-14	Actual FY 14-15	Budget FY 15-16	Projection FY 15-16	Proposed FY 16-17
Advertising	421	532	910	900	967
Fuel	1,581	1,026	1,985	1,600	1,688
Overtime	3,661	4,029	3,818	4,159	3,780
Security Services	6,443	6,232	7,309	7,020	8,240
Travel and Registration	188	74	560	520	643
Utilities	49,637	51,563	56,185	54,985	54,905

## FY 2016 - 17 Proposed Budget and Multi-Year Capital Plan

### PROPOSED FEE ADJUSTMENTS FOR SERVICES

Fee Adjustments	Current Fee FY 15-16	Proposed Fee FY 16-17	Dollar Impact FY 16-17
• Landing Fee	1.68	1.63	\$-509,000
• Concourse Use Fee	4.27	4.09	\$4,955,000
• Baggage Claim Fee	1.49	1.42	\$868,000
• Baggage Make-up Maintenance	.69	.78	\$1,696,000
• International Facilities	2.20	2.16	\$214,000
• Terminal Rent - Class I	84.90	86.94	\$32,000
• Terminal Rent - Class II	127.35	130.41	\$447,000
• Terminal Rent - Class III	84.90	86.94	\$631,000
• Terminal Rent - Class IV	42.45	43.47	\$219,000
• Terminal Rent - Class V	21.23	21.74	\$6,000
• Terminal Rent - Class VI	84.90	86.94	\$8,000
• Common Use Terminal Equipment (CUTE) Gate Usage Fee per Departing Seat	.19	.18	\$0
• CUTE Equipment Rental	.54	.53	\$1,000
• CUTE Class I Rental	.39	.38	\$52,000
• CUTE Standalone Kiosk (monthly)	97.91	98.93	\$0

#### **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: 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 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				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

## FY 2016 - 17 Proposed Budget and Multi-Year Capital Plan

### DIVISION COMMENTS

- The FY 2016-17 Proposed Budget includes the addition of one Human Resource Information System (HRIS) Specialist position to manage human resources data systems (\$88,000), two Computer Technician positions to maintain personal computer network groups (\$150,000), and one Airport Telecommunication Technician position to maintain audio visual equipment (\$75,000)

### **DIVISION: BUSINESS RETENTION AND DEVELOPMENT**

The Business Retention and Development Division expands and develops revenue sources for MIA and the General Aviation Airports; 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
- 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 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Projection	Target
Increase revenue generating activity at MIA	MIA non-terminal rental revenue (millions)	OC	↑	\$51.8	\$56.1	\$53.3	\$56.6	\$56.6
	GAA revenue (millions)	OC	↑	\$7.2	\$7.9	\$6.5	\$6.5	\$6.5

### DIVISION COMMENTS

- The FY 2016-17 Proposed Budget includes a departmental reorganization that transfers eight positions to Policy Advisement to seek opportunities for expansion of the air service network, and one position to Facilities Management to provide support with construction projects
- The FY 2016-17 Proposed Budget includes the addition of one Clerk position, one Administrative Officer position, one Administrative Secretary position and one Airport Secretary position to provide additional office support (\$236,000), one Division Director position to oversee the commercial operations (\$135,000), and one Section Chief position to oversee the Permits section as recommended by a recent audit (\$111,000)

## FY 2016 - 17 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
- 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 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Projection	Target
Adhere to a green approach in disposal of waste	Percentage of cardboard recycled	EF	↑	100%	100%	100%	100%	100%

- TP3-3: Continually modernize Seaport and airports

Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Projection	Target
Enhance Customer Service	Airspace analysis for airport construction (number of studies completed)	OP	↔	39	35	35	39	39

### **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 updates MDAD design guidelines

### **DIVISION COMMENTS**

- The FY 2016-17 Proposed Budget includes a departmental reorganization that transfers one position from Business Retention and Development to provide support with construction projects
- The FY 2016-17 Proposed Budget includes the addition of one Engineer position to manage additional engineering and construction projects (\$111,000), two Airport Maintenance Mechanic positions to maintain additional square footage at terminal and shop areas (\$120,000), three Airport Equipment Operator positions that will provide an additional shift for asphalt, concrete, and fence repairs (\$170,000), three Airport Plumber positions to perform preventative maintenance (\$233,000), two Airport Fire Suppression Systems Technician positions to provide additional fire suppression equipment and system maintenance (139,000), two Architectural Drafter positions to address additional signage projects (\$124,000), and one Interior Design Specialist position to design additional interior work orders (\$95,000)

## FY 2016 - 17 Proposed Budget and Multi-Year Capital Plan

### **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
- Applies 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 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Projection	Target
Contain operating expenses	MIA cost per enplaned passenger	OC	↓	\$20.54	\$19.93	\$20.13	\$20.13	\$19.61
Increase revenue generating activity at MIA	MIA passengers (millions)*	OC	↑	40.8	43.3	42.6	42.6	45.0
	Enplaned Passengers (millions)**	OC	↑	20.2	21.4	21.8	21.8	22.5

\* MIA Passengers includes all passenger departures and arrivals at MIA

\*\* Enplaned Passengers includes only passenger departures from MIA

- ED3-1: Attract and increase foreign direct investments and international trade from targeted countries

Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Projection	Target
Increase revenue generating activity at MIA	MIA cargo tonnage (millions)	OC	↑	2.2	2.2	2.3	2.3	2.3
Contain operating expenses	Landing Fee Rate (per 1,000 lbs. in dollars)	OC	↓	\$1.75	1.58	\$1.68	1.68	1.63

### **DIVISION COMMENTS**

- ☛ The Department will maintain a competitive landing fee in FY 2016-17 at \$1.63 per 1,000 pound unit of landed weight, decreasing \$0.05 from the FY 2015-16 level of \$1.68
- The FY 2016-17 Proposed Budget continues the sixth 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 2016-17 Proposed Budget includes the addition of two Special Projects Administrator positions to assist with Enterprise Resource Planning and financial management (\$193,000)

## FY 2016 - 17 Proposed Budget and Multi-Year Capital Plan

### **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
- Provides 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 2016-17 Proposed Budget includes a departmental reorganization that transfers one position to Public Safety and Security to assist management with enforcement of security directives and one position to Policy Advisement to assist with office support functions
- The FY 2016-17 Proposed Budget includes the addition of one Special Projects Administrator position to oversee the implementation of the Safety Management System (\$92,000), and two Landside Operation Officer positions to provide additional assistance to travelers and vehicular traffic (\$139,000)

### **DIVISION: POLICY ADVISEMENT**

The Policy Advisement Division directs all administrative, financial, and operational activities for the Department; plans and coordinates air carrier route development and route maintenance; 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
- Prepares marketing plans to attract new business
- 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 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Projection	Target
Improve overall customer satisfaction at MIA	Overall customer service ratings for MIA (scale 1-5)	OC	↑	3.88	3.95	4.00	4.00	4.00
	Airport workers trained through "Miami Begins with MIA" program	OP	↔	6,684	7,425	7,500	7,600	7,600

### **DIVISION COMMENTS**

- In FY 2016-17, the Department will increase the number of international routes to 105 from 103 in FY 2015-16, and cargo carriers to 35 from 34 during the same period; the Department will increase low-fare carriers in FY 2016-17 to eight from seven
- MDAD's promotional funds total \$249,300 and will be used for activities that promote Miami-Dade County's airport system; major programs include Community Outreach Programs (\$94,300), Florida Airports Council (\$93,000), and various other activities (\$62,000)
- The FY 2016-17 Proposed Budget includes the addition of one Airport Secretary position to provide office support functions (\$55,000), and one Airport Information and Program Specialist position to coordinate special events (\$52,000)
- The FY 2016-17 Proposed Budget includes a departmental reorganization that transfers eight positions from Business Retention and Development to seek opportunities for expansion of the air service network and one position from Operations to assist with office support functions

## FY 2016 - 17 Proposed Budget and Multi-Year Capital Plan

### 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 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Projection	Target
Adhere to acceptable certified police officer levels to secure the airport	Average number of overall crimes at MIA	OC	↓	54	54	70	54	70

#### DIVISION COMMENTS

- The FY 2016-17 Proposed Budget includes a departmental reorganization that transfers one position from Operations to assist management with enforcement of security directives
- The FY 2016-17 Proposed Budget includes the addition of three Airport Operations Agent positions and six Airport Operations Specialist positions to provide critical security and compliance enforcement in the cargo area and to cover at risk areas identified in the vulnerability audit (\$321,000)

#### CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FUTURE	TOTAL
<b>Revenue</b>									
Future Financing	46,598	64,078	82,978	49,414	112,250	128,696	126,053	107,887	717,954
Aviation Revenue Bonds	86,953	31,800	0	0	0	0	0	0	118,753
Federal Aviation Administration	34,115	1,029	0	0	0	0	0	0	35,144
FDOT Funds	39,243	16,594	8,392	3,758	0	0	0	0	67,987
Tenant Financing	0	0	7,945	0	0	0	0	0	7,945
Reserve Maintenance Fund	72,620	64,600	64,215	56,507	56,507	56,500	0	0	370,949
Improvement Fund	6,984	9,866	25,960	22,500	0	0	0	0	65,310
Double-Barreled GO Bonds	11,956	3,574	16,437	0	0	0	0	0	31,967
Aviation Passenger Facility Charge	0	41,476	33,679	27,000	2,845	0	0	0	105,000
Transportation Security Administration Funds	0	10,000	33,794	37,384	19,983	0	0	0	101,161
Total:	298,469	243,017	273,400	196,563	191,585	185,196	126,053	107,887	1,622,170
<b>Expenditures</b>									
<b>Strategic Area: TP</b>									
Facility Improvements	298,469	243,017	273,400	196,563	191,585	185,196	126,053	107,887	1,622,170
Total:	298,469	243,017	273,400	196,563	191,585	185,196	126,053	107,887	1,622,170

#### CAPITAL HIGHLIGHTS AND OPERATIONAL IMPACTS

- The FY 2016-17 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 Miscellaneous Projects (\$154.932 million in FY 2016-17, and \$1.149 billion in total)

## FY 2016 - 17 Proposed Budget and Multi-Year Capital Plan

### **FUNDED CAPITAL PROJECTS**

(dollars in thousands)

#### **MIAMI INTERNATIONAL AIRPORT RESERVE MAINTENANCE PROJECTS**

**PROJECT #: 200000068**



DESCRIPTION: Routine maintenance; miscellaneous environmental projects; IT equipment replacement; structural repairs to parking garage; paving; and upgrade the parking garage revenue system

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

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
FDOT Funds	607	607	0	0	0	0	0	0	1,214
Reserve Maintenance Fund	35,740	58,586	64,215	56,507	56,507	56,500	0	0	328,055
<b>TOTAL REVENUES:</b>	<b>36,347</b>	<b>59,193</b>	<b>64,215</b>	<b>56,507</b>	<b>56,507</b>	<b>56,500</b>	<b>0</b>	<b>0</b>	<b>329,269</b>
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	34,883	54,693	61,887	55,432	55,432	55,425	0	0	317,752
Planning and Design	1,464	4,500	2,328	1,075	1,075	1,075	0	0	11,517
<b>TOTAL EXPENDITURES:</b>	<b>36,347</b>	<b>59,193</b>	<b>64,215</b>	<b>56,507</b>	<b>56,507</b>	<b>56,500</b>	<b>0</b>	<b>0</b>	<b>329,269</b>

#### **MIAMI INTERNATIONAL AIRPORT IMPROVEMENT FUND PROJECTS**

**PROJECT #: 200000075**



DESCRIPTION: Construct interior service road at Opa-Locka Airport (OPF); replace Miami Executive Airport (TMB) buildings 102 and 109; relocate MIAs ID Section and driver training, and construct new MIA fuel tank

LOCATION: Miami International Airport, General Aviation District Located: 1, 6, 11  
 Airports  
 Unincorporated Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Federal Aviation Administration	3,015	0	0	0	0	0	0	0	3,015
Improvement Fund	984	9,866	960	0	0	0	0	0	11,810
<b>TOTAL REVENUES:</b>	<b>3,999</b>	<b>9,866</b>	<b>960</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>14,825</b>
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	3,026	5,700	744	0	0	0	0	0	9,470
Planning and Design	973	4,166	216	0	0	0	0	0	5,355
<b>TOTAL EXPENDITURES:</b>	<b>3,999</b>	<b>9,866</b>	<b>960</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>14,825</b>





## FY 2016 - 17 Proposed Budget and Multi-Year Capital Plan

### MIAMI INTERNATIONAL AIRPORT MISCELLANEOUS PROJECTS

**PROJECT #: 2000000096**



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  
Unincorporated Miami-Dade County

District Located: 6  
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Aviation Revenue Bonds	2,200	0	0	0	0	0	0	0	2,200
FDOT Funds	0	223	2,892	2,405	0	0	0	0	5,520
Future Financing	0	16,467	32,699	13,986	34,662	36,563	15,102	7,699	157,178
Improvement Fund	0	0	25,000	22,500	0	0	0	0	47,500
<b>TOTAL REVENUES:</b>	<b>2,200</b>	<b>16,690</b>	<b>60,591</b>	<b>38,891</b>	<b>34,662</b>	<b>36,563</b>	<b>15,102</b>	<b>7,699</b>	<b>212,398</b>
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	2,000	13,112	54,316	33,819	17,768	19,195	9,471	0	149,681
Planning and Design	200	3,578	6,275	5,072	16,894	17,368	5,631	7,699	62,717
<b>TOTAL EXPENDITURES:</b>	<b>2,200</b>	<b>16,690</b>	<b>60,591</b>	<b>38,891</b>	<b>34,662</b>	<b>36,563</b>	<b>15,102</b>	<b>7,699</b>	<b>212,398</b>

### 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 - PARK 6 GARAGE RENOVATIONS	Miami International Airport	65,000
MIA - PERIMETER ROAD WIDENING	Miami International Airport	20,000
MIA - MIDFIELD BLAST FENCE	Miami International Airport	10,000
MIA - EXPAND CONCOURSE D TO THE EAST	Miami International Airport	396,000
MIA - EXPAND CONCOURSE D TO THE WEST	Miami International Airport	449,000
MIA - NEW FUEL TANK	Miami International Airport	20,000
MIA - VARIOUS PARKING GARAGE RENOVATIONS	Miami International Airport	25,000
MIA - BUILDING 719 DEMOLITION AND REPLACEMENT	Miami International Airport	24,000
MIA - CARGO OPTIMIZATION PROGRAM - PHASE 1 AND 2	Miami International Airport	170,000
<b>UNFUNDED TOTAL</b>		<b>1,263,000</b>