

## AVIATION FY 2012-13 DEPARTMENT BUDGET PRESENTATION

FY 2012-13 DEPARTMENTAL ISSUES	
*	American Airlines Bankruptcy
*	To remain competitive, Miami International Airport must be affordable without compromising quality and level of service to airlines and passengers. This fundamental principle underlies all major budget and operational initiatives.
*	The Aviation Department must complete the North Terminal Project on time and within budget, demonstrating the Department's ability to efficiently manage large projects and its finances.
*	The Department seeks to minimize the potential disruptive effect on airport finances and operations of external economic factors, volatility of the bond credit and fuel markets, and ongoing pressures on the airline industry.
*	MDAD is exploring public-private partnerships for revenue enhancements and alternative capital financing purposes.
*	The Department is trying to enhance non-terminal revenues; create new business opportunities, and foster relationships with terminal concessions to provide customers with superior airport concessions and services.
*	Landing fees per ton are expected to increase from \$1.92 to \$ 2.54; consistent with past practices, the landing fee will be revised in August 2012 and will be reflected in the FY 2012-13 Adopted Budget.
*	Achieve an operational program that stays within the prescribed cost of \$21.16 per enplaned passenger, an increase of \$.95 from \$20.21 in FY 2012.
*	Address possible changes in Federal security mandates.
*	The Aviation Department continues to move forward with the environmental recycling program at MIA and the General Aviation Airports, in order to maintain the commitment of going green.
Executive Issues	
*	Reduction of 2 positions in the Executive Activity
Business Retention and Development Issues	
*	Increase of 2 positions in the Business Retention and Development Activity

REVENUE OVERVIEW					
FY 2011-12 Projections:	11-12 Budget	11-12 Projection	Variance from budget		Explanation of major variance
<b>General Fund</b>	\$0	\$0	N/A	0.00%	
<b>Federal/State</b>	\$0	\$0	N/A	0.00%	
<b>Proprietary</b>	\$854,318	\$809,459	(\$44,859)	-5.25%	American/American Eagle Bankruptcy - payment was not received for November activity due to bankruptcy filing on Nov. 29, 2011. Additionally, other airlines have not paid for some of the first quarter activities (United, Santa Barbara, Insel Air & Caribbean A/L). The remainder of the variance is attributed to Adopted Budget vs. Projected Cash Carryover.
<b>Interagency</b>	N/A	N/A	N/A	0.00%	
<b>FY 2011-12 Projections Totals:</b>	\$854,318	\$809,459	(\$44,859)	-5.25%	
FY 2012-13 Budget:	11-12 Budget	12-13 Base	Variance from budget		Explanation of major variance

General Fund	\$0	\$0	N/A	0.00%	
Federal/State	\$0	\$0	N/A	0.00%	
Proprietary	\$854,318	\$884,834	\$30,516	3.57%	Major variance is attributed to additional space coming on-line (CC-D fully operational), L/F increase, increase in seats and expected increase in passenger traffic. Additionally, once CC-D is fully operational, International Concourse Use Fees are anticipated to increase as well.
Interagency	N/A	N/A	N/A	0.00%	
<b>FY 2012-13 Budget Totals:</b>	<b>\$854,318</b>	<b>\$884,834</b>	<b>\$30,516</b>	<b>3.57%</b>	

### EXPENDITURE OVERVIEW

FY 2011-12 Projections:	11-12 Budget	11-12 Projection	Variance from budget		Explanation of major variance
Salary	\$77,306	\$78,249	\$943	1.22%	Projections are computed on a straight-line basis using first quarter operating results, which historically are lower than average. The Department will adjust projections using operating results from subsequent quarters as they are available.
Overtime Salary	\$3,694	\$2,405	(\$1,289)	34.89%	Projections are computed on a straight-line basis using first quarter operating results, which historically are lower than average. The Department will adjust projections using operating results from subsequent quarters as they are available.
Fringe	\$17,898	\$17,901	\$3	0.02%	Projections are computed on a straight-line basis using first quarter operating results, which historically are lower than average. The Department will adjust projections using operating results from subsequent quarters as they are available.
OT Fringe	\$1,168	\$519	(\$649)	55.57%	Projections are computed on a straight-line basis using first quarter operating results, which historically are lower than average. The Department will adjust projections using operating results from subsequent quarters as they are available.
Court Cost	\$552	\$500	(\$52)	-9.42%	Projections are computed on a straight-line basis using first quarter operating results, which historically are lower than average. The Department will adjust projections using operating results from subsequent quarters as they are available.
Contractual Services	\$109,534	\$103,965	(\$5,569)	-5.08%	Projections are computed on a straight-line basis using first quarter operating results, which historically are lower than average. The Department will adjust projections using operating results from subsequent quarters as they are available.
Other Operating	\$111,515	\$91,999	(\$19,516)	17.50%	Projections are computed on a straight-line basis using first quarter operating results, which historically are lower than average. The Department will adjust projections using operating results from subsequent quarters as they are available.
Charges for County Services	\$94,846	\$94,235	(\$611)	-0.64%	Projections are computed on a straight-line basis using first quarter operating results, which historically are lower than average. The Department will adjust

					projections using operating results from subsequent quarters as they are available.
Grants to Outside Organization	\$0	\$0	N/A	0.00%	
Capital	\$5,686	\$5,227	(\$459)	-8.07%	Projections are computed on a straight-line basis using first quarter operating results, which historically are lower than average. The Department will adjust projections using operating results from subsequent quarters as they are available.
Transfer	\$366,679	\$349,019	(\$17,660)	-4.82%	Attributed to a decrease in the transfer to the Improvement Fund which reflects a drop down amount once all expenses are paid, inclusive of beginning and ending cash
Distribution of Funds In Trust	\$0	\$0	N/A	0.00%	
Debt Services	\$0	\$0	N/A	0.00%	
Depreciation, Amortizations and Depletion	\$0	\$0	N/A	0.00%	
Reserves	\$65,440	\$0	N/A	0.00%	
Other Non-Operating	\$0	\$0	N/A	0.00%	
<b>FY 2011-12 Projections Totals:</b>	<b>\$854,318</b>	<b>\$744,019</b>	<b>(\$110,299)</b>	<b>12.91%</b>	

### EXPENDITURE OVERVIEW

FY 2012-13 Budget:	11-12 Budget	12-13 Base	Variance from budget		Explanation of major variance
Salary	\$77,306	\$77,764	\$458	0.59%	The result is a net effect of no cola, no flex, no premium pay, and furlough adj for bargaining unit G, K & M, offset by merit increase to all of bargaining unit L except step 99, & longevity increase for step 99 only
Overtime Salary	\$3,694	\$3,464	(\$230)	-6.23%	Reflects a reduction of overtime in the Department
Fringe	\$17,898	\$22,498	\$4,600	25.70%	Primarily due to an increase in the Group Health Insurance rate from \$6k to \$8.1K
OT Fringe	\$1,168	\$984	(\$184)	-15.75%	Reflects a reduction of overtime in the Department
Court Cost	\$552	\$522	(\$30)	-5.43%	Scrivener's error in the FY 2012-13 Budget amount, should have been \$552k. Will be adjusted in final submittal
Contractual Services	\$109,534	\$114,463	\$4,929	4.50%	No real variance....the FY 2011-12 budget was adjusted by -\$4,908m done to net the adjustment reflected in salaries, based on bargaining unit negotiations/agreements
Other Operating	\$111,515	\$105,112	(\$6,403)	-5.74%	The FY 2011-12 budget was adjusted by \$12,628 done to net the adjustment reflected in salaries, based on bargaining unit negotiations/agreements. Therefore, in reality the variance should reflect and increase which is primarily due to an increases in Maintenance for special projects, marketing fees, sales tax, new shuttle bus, and payroll increases in the Management Companies
Charges for County Services	\$94,846	\$96,347	\$1,501	1.58%	Attributed to a new memorandum of understanding agreement with the Department of Small Business Development, additional funding for the Human

					Resources memorandum of understanding agreement, and an increase in the Information Systems memorandum of understanding agreement
Grants to Outside Organization	\$0	\$0	N/A	0.00%	
Capital	\$5,686	\$9,892	\$4,206	73.97%	Majority of the increase is attributed to a reclassification of Reserve Maintenance expenses to the Operating Budget
Transfer	\$366,679	\$384,821	\$18,142	4.95%	Primarily attributed to an increase in Net P&I, and an increase in the deposit to the Reserve Maintenance Fund, as recommended by the Consulting Engineers
Distribution of Funds In Trust	\$0	\$0	N/A	0.00%	
Debt Services	\$0	\$0	N/A	0.00%	
Depreciation, Amortizations and Depletion	\$0	\$0	N/A	0.00%	
Reserves	\$65,440	\$68,967	\$3,527	5.39%	Cash Reserve increased from 15.5% of Operating Expenses in FY 2011-12 to 16.0% of Operating Expenses in FY 2012-13
Other Non-Operating	\$0	\$0	N/A	0.00%	
<b>FY 2012-13 Budget Totals:</b>	<b>\$854,318</b>	<b>\$884,834</b>	<b>\$30,516</b>	<b>3.57%</b>	

### DEPARTMENT REORGANIZATION AND EFFICIENCIES

<b>Discussion of TO Changes</b>	The Executive Group had a reduction of one position that is due to the net effect result of eliminating 2 positions and transferring 1 position from the Business Retention & Development Group. FY 11-12 / 35 positions FY 12-13 / 34 positions The Business Retention & Development Group had an increase of one position that is due to the net effect result of transferring 1 position to the Executive Group and two new positions being requested. FY 11-12 / 42 positions FY 12-13 / 43 positions
<b>Position deletion and value</b>	Deleted (1) Administrative Officer 2 position \$91,674 and (1) Paralegal Specialist position \$109,109

### POSITION CHANGES

Activity (FY 2012-13)	Position +/-	Fiscal Impact & Justification
Executive	(2)	
Business Retention and Development	2	
<b>Position Totals:</b>	<b>0</b>	

### CAPITAL

Function	11-12 Budget	11-12 Projection	12-13 Base	Comment
Airside Improvements	N/A	\$32	\$21,820	
Cargo Facilities Improvements	N/A	\$232	\$1,500	
General Aviation Airports	\$1,973	\$2,381	\$102	
Landside Improvements	\$61,809	\$44,156	\$3,735	
Support Facilities	\$20,515	\$38,001	\$59,888	

Terminal Improvements	\$128,716	\$150,332	\$95,241	
<b>Capital Totals:</b>	<b>\$213,013</b>	<b>\$235,134</b>	<b>\$182,286</b>	

* Capital Outlay Reserve (COR) Request	N/A	N/A	N/A	
--	-----	-----	-----	--

\* COR Expenditures are included in the Exp by Function.

Major Projects Update	
-----------------------	--

Other funding reductions or delays impacting capital (i.e. CDBG and GOB)	
--	--

### REPORT 1: GENERAL DEPARTMENTAL FINANCIAL SUMMARY

Department: Aviation

(\$ in 000s)

#### A) OPERATING BUDGET - REVENUES AND EXPENDITURES

	FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2011-12	FY 2012-13
	Actual	Actual	Actual	Actual	Actual	Budget	11-12 Projection	Base

#### REVENUE

PROP	Aviation Fees and Charges	\$237,144	\$258,866	\$239,933	\$274,611	\$316,571	\$346,679	\$311,380	\$371,983
PROP	Carryover	\$59,024	\$48,367	\$66,740	\$43,861	\$40,979	\$59,916	\$48,363	\$65,440
PROP	Commercial Operations	\$171,272	\$175,592	\$171,723	\$183,822	\$227,179	\$236,043	\$237,650	\$254,555
PROP	Non-Operating Revenue	\$63,606	\$64,109	\$71,954	\$57,222	\$69,815	\$80,000	\$80,000	\$50,000
PROP	Other Revenues	\$6,423	\$8,207	\$9,234	\$12,082	\$13,573	\$15,638	\$15,450	\$14,692
PROP	Rental Income	\$97,641	\$102,643	\$100,384	\$105,823	\$109,262	\$116,042	\$116,616	\$128,164
INTRADEPT	Internal Service Charges	\$422,284	\$238,490	\$274,006	\$222,064	\$227,571	\$293,936	\$252,601	\$315,061

<b>TOTAL REVENUE</b>	<b>\$1,057,394</b>	<b>\$896,274</b>	<b>\$933,974</b>	<b>\$899,485</b>	<b>\$1,004,950</b>	<b>\$1,148,254</b>	<b>\$1,062,060</b>	<b>\$1,199,895</b>
----------------------	--------------------	------------------	------------------	------------------	--------------------	--------------------	--------------------	--------------------

#### EXPENDITURES

	Salary	\$78,039	\$97,970	\$123,646	\$93,335	\$78,930	\$77,306	\$78,249	\$77,764
	Overtime Salary	\$6,879	\$8,203	\$15,112	\$8,949	\$3,318	\$3,694	\$2,405	\$3,464
	Fringe	\$24,713	\$31,412	\$37,253	\$27,711	\$22,629	\$17,898	\$17,901	\$22,498
	Overtime Fringe	\$2,119	\$2,584	\$4,465	\$2,578	\$900	\$1,168	\$519	\$984
	Court Cost	\$644	\$811	\$1,118	\$415	\$732	\$552	\$500	\$522
	Contractual Services	\$75,476	\$95,576	\$86,683	\$88,124	\$91,883	\$109,534	\$103,965	\$114,463
	Other Operating	\$90,131	\$85,676	\$84,704	\$84,759	\$91,270	\$111,515	\$91,999	\$105,112
	Charges for County Services	\$49,582	\$59,628	\$60,064	\$54,725	\$81,681	\$94,846	\$94,235	\$96,347
	Grants to Outside Organization	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Capital	\$996	\$2,041	\$2,090	\$1,036	\$2,195	\$5,686	\$5,227	\$9,892
<b>TOTAL OPERATING</b>	<b>\$328,579</b>	<b>\$383,901</b>	<b>\$415,135</b>	<b>\$361,632</b>	<b>\$373,538</b>	<b>\$422,199</b>	<b>\$395,000</b>	<b>\$431,046</b>	

EXPENDITURES									
	Transfers	\$192,170	\$212,481	\$248,594	\$274,810	\$355,478	\$366,679	\$349,019	\$384,821
	Distribution of Funds In Trust	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Debt Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Depreciation, Amortizations and Depletion	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Reserves	\$48,367	\$0	\$0	\$0	\$0	\$65,440	\$0	\$68,967
	Other Non-Operating	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Intradepartmental	\$439,911	\$233,152	\$226,384	\$222,064	\$227,571	\$293,936	\$252,601	\$315,061
<b>TOTAL NON OPERATING EXPENDITURES</b>		\$680,448	\$445,633	\$474,978	\$496,874	\$583,049	\$726,055	\$601,620	\$768,849
<b>TOTAL EXPENDITURES</b>		\$1,009,027	\$829,534	\$890,113	\$858,506	\$956,587	\$1,148,254	\$996,620	\$1,199,895
<b>REVENUES LESS EXPENDITURES</b>		\$48,367	\$66,740	\$43,861	\$40,979	\$48,363	\$0	\$65,440	\$0

### B) POSITIONS

	FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2011-12	FY 2012-13
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	1356	1668	1517	1827	1255	1206	1206	1206
Full-Time Positions Filled =	1185	1531	1769	1357	1161		1205	
Part-time FTEs Budgeted =	14	6	17	9	15	30	30	30
Temporary FTEs Budgeted =	2	0	0	0	0	0	0	0

## F-5 - Funded Projects Detail Report

2012-13 Proposed Capital Budget and Multi-Year Capital Plan

STRATEGIC AREA: Transportation  
DEPARTMENT: Aviation

\*\*\*\*\* FUNDED PROJECTS \*\*\*\*\*  
(\$ IN 000'S)

### Airside Improvements

#### MIAMI INTERNATIONAL AIRPORT (MIA) AIRSIDE IMPROVEMENT PROJECTS

Project #:6333310

Location: Miami International Airport  
Unincorporated Miami-Dade County

Comm. District Physically Located: 6

Comm. District(S) Served: Countywide

Description: Construct a new runway to decrease aircraft delays; upgrade utilities and drainage on the north side of MIA; relocate midfield facilities to the west; construct a replacement fire rescue facility; strengthen existing runways and re-number runways;

Revenue Schedule:	2011-12	PRIOR	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	FUTURE	TOTAL
Aviation Passenger Facility Charge	0	12,675	0	0	0	0	0	0	0	12,675
Aviation Revenue Bonds	0	85,322	0	0	0	0	0	0	0	85,322
FDOT Funds	1,094	61,982	10,410	6,440	0	0	0	0	0	78,830
Federal Aviation Administration	0	201,406	7,913	7,788	0	0	0	0	0	217,107

<b>Total Revenue:</b>	1,094	361,385	18,323	14,228	0	0	0	0	0	393,936
<b>Expenditure Schedule:</b>	2011-12	PRIOR	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	FUTURE	TOTAL
Planning and Design	32	68,710	0	0	0	0	0	0	0	68,710
Construction	0	288,026	21,820	15,380	0	0	0	0	0	325,226
<b>Total Projected Cost:</b>	32	356,736	21,820	15,380	0	0	0	0	0	393,936

Estimated Annual Operating Costs: Less than \$10k

**Cargo Facilities Improvements**

**MIAMI INTERNATIONAL AIRPORT CARGO DEVELOPMENT**

Project #:6339990

Location: Miami International Airport  
Unincorporated Miami-Dade County

Comm. District Physically Located: 6

Comm. District(S) Served: Countywide

Description:Construct cargo buildings with apron and utility work and improve roadway access to existing buildings.

<b>Revenue Schedule:</b>	2011-12	PRIOR	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	FUTURE	TOTAL
Aviation Revenue Bonds	0	136,363	0	0	0	0	0	0	0	136,363
FDOT Funds	0	29,200	750	475	0	0	0	0	0	30,425
Federal Aviation Administration	0	12,414	0	2,975	0	0	0	0	0	15,389
<b>Total Revenue:</b>	0	177,977	750	3,450	0	0	0	0	0	182,177
<b>Expenditure Schedule:</b>	2011-12	PRIOR	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	FUTURE	TOTAL
Planning and Design	62	38,093	0	0	0	0	0	0	0	38,093
Construction	170	139,284	1,500	3,300	0	0	0	0	0	144,084
<b>Total Projected Cost:</b>	232	177,377	1,500	3,300	0	0	0	0	0	182,177

Estimated Annual Operating Costs: Less than \$10k

**General Aviation Airports**

**GENERAL AVIATION AIRPORTS**

Project #:6336930

Location: Various Sites  
Various Sites

Comm. District Physically Located: 1, 6, 9, 11

Comm. District(S) Served: Countywide

Description:Construct airfield improvements to improve safety and operations

Revenue Schedule:	2011-12	PRIOR	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	FUTURE	TOTAL
Aviation Revenue Bonds	0	18,517	0	0	0	0	0	0	0	18,517
FDOT Funds	89	10,144	457	0	0	0	0	0	0	10,601
Federal Aviation Administration	3,807	30,038	0	0	0	0	0	0	0	30,038
<b>Total Revenue:</b>	<b>3,896</b>	<b>58,699</b>	<b>457</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>59,156</b>

  

Expenditure Schedule:	2011-12	PRIOR	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	FUTURE	TOTAL
Planning and Design	202	12,016	102	102	253	0	0	0	0	12,473
Construction	2,179	46,683	0	0	0	0	0	0	0	46,683
<b>Total Projected Cost:</b>	<b>2,381</b>	<b>58,699</b>	<b>102</b>	<b>102</b>	<b>253</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>59,156</b>

Estimated Annual Operating Costs: Less than \$10k

Landside Improvements

**MIAMI INTERNATIONAL AIRPORT MOVER**

Project #:6337230

Location: Miami International Airport  
Unincorporated Miami-Dade County

Comm. District Physically Located: 6

Comm. District(S) Served: Countywide

Description: Design and build an elevated automated people mover to link the future Miami Intermodal Center (MIC) to the terminal which will relieve vehicular traffic at the curb of the terminal

Revenue Schedule:	2011-12	PRIOR	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	FUTURE	TOTAL
Aviation Revenue Bonds	0	50,020	0	0	0	0	0	0	0	50,020
Double-Barreled GO Bonds	0	132,695	0	0	0	0	0	0	0	132,695
FDOT Funds	11,583	101,918	0	0	0	0	0	0	0	101,918
<b>Total Revenue:</b>	<b>11,583</b>	<b>284,633</b>	<b>0</b>	<b>284,633</b>						

  

Expenditure Schedule:	2011-12	PRIOR	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	FUTURE	TOTAL
Planning and Design	1,689	31,689	338	0	0	0	0	0	0	32,027
Construction	16,855	174,875	3,397	0	0	0	0	0	0	178,272
Equipment Acquisition	22,300	74,334	0	0	0	0	0	0	0	74,334
<b>Total Projected Cost:</b>	<b>40,844</b>	<b>280,898</b>	<b>3,735</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>284,633</b>

Estimated Annual Operating Costs: 3654

**MIAMI INTERNATIONAL AIRPORT ROADWAYS AND PARKING**

Project #:6331810

Location: Miami International Airport  
Unincorporated Miami-Dade County

8

Comm. District Physically Located: 6

Comm. District(S) Served: Countywide

Description: Construct a new passenger parking garage and a facility to centralize parking fee collection, realign a portion of Perimeter Rd, prepare for eventual expansion of Perimeter Rd and extended vehicular drive to serve south terminal

Revenue Schedule:	2011-12	PRIOR	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	FUTURE	TOTAL
Aviation Passenger Facility Charge	0	44,103	0	0	0	0	0	0	0	44,103
Aviation Revenue Bonds	0	78,532	0	0	0	0	0	0	0	78,532
FDOT Funds	973	32,107	0	0	0	0	0	0	0	32,107
<b>Total Revenue:</b>	<b>973</b>	<b>154,742</b>	<b>0</b>	<b>154,742</b>						
Expenditure Schedule:	2011-12	PRIOR	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	FUTURE	TOTAL
Planning and Design	918	60,608	0	0	0	0	0	0	0	60,608
Construction	2,394	94,134	0	0	0	0	0	0	0	94,134
<b>Total Projected Cost:</b>	<b>3,312</b>	<b>154,742</b>	<b>0</b>	<b>154,742</b>						

Estimated Annual Operating Costs: Less than \$10k

Support Facilities

**MIAMI INTERNATIONAL AIRPORT SUPPORT FACILITY IMPROVEMENTS**

Project #: 6331290

Location: Miami International Airport  
Unincorporated Miami-Dade County

Comm. District Physically Located: 6

Comm. District(S) Served: Countywide

Description: Remediate pollution, expand chiller plant to air condition additional terminal space, secure the public by installing equipment to control access, screen checked baggage and screen passengers, modernize and expand the telecommunication systems shared with the airlines and other tenants

Revenue Schedule:	2011-12	PRIOR	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	FUTURE	TOTAL
Aviation Passenger Facility Charge	0	11,743	0	0	0	0	0	0	0	11,743
Aviation Revenue Bonds	0	883,554	0	0	0	0	0	0	0	883,554
FDOT Funds	0	29,372	0	3,636	0	0	0	0	0	33,008
Federal Aviation Administration	0	34,087	0	0	0	0	0	0	0	34,087
Improvement Fund	0	17,379	0	0	0	0	0	0	0	17,379
Transportation Security Administration Funds	0	2,688	3,492	3,492	3,492	0	0	0	0	13,164
<b>Total Revenue:</b>	<b>0</b>	<b>978,823</b>	<b>3,492</b>	<b>7,128</b>	<b>3,492</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>992,935</b>
Expenditure Schedule:	2011-12	PRIOR	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	FUTURE	TOTAL
Planning and Design	20,825	487,269	41,401	28,341	8,707	0	0	0	0	565,718
Construction	17,176	396,890	18,487	10,047	1,793	0	0	0	0	427,217
<b>Total Projected Cost:</b>	<b>38,001</b>	<b>884,159</b>	<b>59,888</b>	<b>38,388</b>	<b>10,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>992,935</b>

**Estimated Annual Operating Costs:** **Less than \$10k**

**Terminal Improvements**

**MIAMI INTERNATIONAL AIRPORT NORTH TERMINAL DEVELOPMENT (NTD)** Project #:6339221

Location: Miami International Airport  
Unincorporated Miami-Dade County

Comm. District Physically Located: 6

Comm. District(S) Served: Countywide

Description: Expand the terminal and concourse facilities from A to D to facilitate passenger connections and transfers; renovate terminal space from curb to ticket counters to provide appropriate passenger circulation; remedy pollution at the NTD site

Revenue Schedule:	2011-12	PRIOR	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	FUTURE	TOTAL
Aviation Revenue Bonds	0	2,673,543	0	0	0	0	0	0	0	2,673,543
Double-Barreled GO Bonds	0	82,083	0	0	0	0	0	0	0	82,083
FDOT Funds	0	7,166	0	0	0	0	0	0	0	7,166
Tenant Financing	10,000	90,000	15,000	0	0	0	0	0	0	105,000
Transportation Security Administration Funds	10,500	42,100	12,300	0	0	0	0	0	0	54,400
<b>Total Revenue:</b>	<b>20,500</b>	<b>2,894,892</b>	<b>27,300</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,922,192</b>
Expenditure Schedule:	2011-12	PRIOR	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	FUTURE	TOTAL
Planning and Design	0	484,267	0	0	0	0	0	0	0	484,267
Construction	136,653	2,350,290	87,635	0	0	0	0	0	0	2,437,928
<b>Total Projected Cost:</b>	<b>136,653</b>	<b>2,834,557</b>	<b>87,635</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,922,192</b>

**Estimated Annual Operating Costs:** **41657**

**MIAMI INTERNATIONAL AIRPORT OTHER TERMINAL PROJECTS** Project #:6337440

Location: Miami International Airport  
Unincorporated Miami-Dade County

Comm. District Physically Located: 6

Comm. District(S) Served: Countywide

Description: Expand and refurbish previously known as Concourse A, now known as Concourse D; make improvements to Central Terminal including life safety and building code upgrades; perform major repairs to the terminal roof; complete tenant relocations and procurement of new passenger loading bridges

Revenue Schedule:	2011-12	PRIOR	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	FUTURE	TOTAL
Aviation Passenger Facility Charge	0	82,207	0	0	0	0	0	0	0	82,207
Aviation Revenue Bonds	0	368,733	0	0	0	0	0	0	0	368,733
FDOT Funds	1,119	10,076	1,662	1,295	141	0	0	0	0	13,173
Federal Aviation Administration	0	12,792	0	3,462	2,697	0	0	0	0	18,951

<b>Total Revenue:</b>	1,119	473,808	1,662	4,757	2,838	0	0	0	0	483,065
<b>Expenditure Schedule:</b>	2011-12	PRIOR	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	FUTURE	TOTAL
Planning and Design	713	115,906	1,222	296	0	0	0	0	0	117,424
Construction	11,095	353,239	4,225	5,777	2,400	0	0	0	0	365,641
<b>Total Projected Cost:</b>	<b>11,808</b>	<b>469,145</b>	<b>5,447</b>	<b>6,073</b>	<b>2,400</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>483,065</b>

**Estimated Annual Operating Costs:** Less than \$10k

**MIAMI INTERNATIONAL AIRPORT SOUTH TERMINAL DEVELOPMENT**

Project #:63310500

Location: Miami International Airport  
Unincorporated Miami-Dade County

Comm. District Physically Located: 6

Comm. District(S) Served: Countywide

Description: Finalize various work orders for newly expanded terminal and concourse facilities from Terminal H to the east by adding the South Terminal building; construct Concourse J; renovate Concourse H; upgrade and add apron and utility capacity

<b>Revenue Schedule:</b>	2011-12	PRIOR	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	FUTURE	TOTAL
Aviation Passenger Facility Charge	0	18,731	0	0	0	0	0	0	0	18,731
Aviation Revenue Bonds	0	923,615	0	0	0	0	0	0	0	923,615
FDOT Funds	553	52,087	0	0	0	0	0	0	0	52,087
Federal Aviation Administration	0	23,206	0	0	0	0	0	0	0	23,206
Transportation Security Administration Funds	0	18,781	0	0	0	0	0	0	0	18,781
<b>Total Revenue:</b>	<b>553</b>	<b>1,036,420</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,036,420</b>
<b>Expenditure Schedule:</b>	2011-12	PRIOR	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	FUTURE	TOTAL
Planning and Design	0	148,598	0	0	0	0	0	0	0	148,598
Construction	1,871	885,303	2,159	360	0	0	0	0	0	887,822
<b>Total Projected Cost:</b>	<b>1,871</b>	<b>1,033,901</b>	<b>2,159</b>	<b>360</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,036,420</b>

**Estimated Annual Operating Costs:** Less than \$10k

	2011-12	PRIOR	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	FUTURE	TOTAL
<b>Revenue Grand Totals:</b>	<b>39,718</b>	<b>6,421,379</b>	<b>51,984</b>	<b>29,563</b>	<b>6,330</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,509,256</b>
<b>Expenditures Grand Totals:</b>	<b>235,134</b>	<b>6,250,214</b>	<b>182,286</b>	<b>63,603</b>	<b>13,153</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,509,256</b>

Information

Name: Miami-Dade Aviation Department (MDAD Primary)  
 Description: Aviation Department Scorecard (Primary)  
 Domain: Aviation  
 Owners: Abreu, Jose

Details

Name	As Of	Actual	Business Plan Goal	FYTD Actual	FYTD Goal
<b>1.0 Customer</b>					
<b>Enhance customer service (MDAD)</b>					
<b>Initiative Name</b>	<b>Type</b>	<b>As Of</b>	<b>Status</b>	<b>%</b>	<b>Owners</b>
MIA Annual Passenger Survey-MIA Overall Customer Service Ratings	n/a	n/a			Exposito, Alina; Davis, Dickie K.
NTD - Gates Opened	'12FQ1	0	0	7	7
Airport workers trained through "Miami Begins with MIA" program (FYTD)	'12FQ1	1,843	1,500	1,843	1,500
<b>Provide a secure environment at the airports (MDAD)</b>					
MIA Overall Crimes	Feb '12	37	69	225	352
<b>2.0 Financial</b>					
<b>Enhance MDAD revenue</b>					
Commercial Operations Gross Revenues (\$1000) at MIA	Dec '11	\$83,687	\$69,777	\$236,056	\$198,207
Public Parking Revenue (\$1000)	Dec '11	\$3,708	\$3,262	\$11,230	\$10,069
MIA Non-Terminal Rental Revenue (\$1,000)	Dec '11	\$3,752	\$4,300	\$12,534	\$12,530
GAA Rental Revenue (\$1,000)	Dec '11	\$582	\$510	\$1,721	\$1,438
New Passenger Routes (FYTD)	'12FQ1	1	1	n/a	n/a
New Carriers (FYTD)	'12FQ1	1	1	n/a	n/a
<b>Enhance MIA Competitive Position (MDAD)</b>					
MIA Cost Per Enplaned Passenger(CEP)- FYTD	'12FQ1	\$14.76	\$20.21	\$14.76	\$20.21
Landing Fee Rate	'12FQ1	\$1.92	\$1.92	n/a	n/a
Enplaned Passengers(1,000)	Dec '11	1,705	1,609	4,795	4,508
<b>Meet the Operating Budget Targets (Aviation)</b>					
Revenue: Total (Aviation, in \$1,000)	'12FQ1	\$158,137	\$178,600	\$158,137	\$178,600
Expenses: Total Operating Expenses (Aviation, in \$1,000)	'12FQ1	\$72,282	\$107,201	\$72,282	\$107,201
Positions: Full-Time Filled (Aviation)	'12FQ1	1,166	n/a	1,393	1,434
			{1,173-1,205}		{1,402-1,435}
Construction Capital Fund Expenditures	'12FQ1	\$74,074	\$102,773	\$74,074	\$102,773
<b>3.0 Internal</b>					
<b>Maintain a safe working environment (MDAD)</b>					
CIP Construction lost workday rate cases(LWDR) ( Cal Yr to Date)	Dec '11	0.00	2.80	0.00	2.80
MDAD Job Related Injury/Illness Incidents	Jan '12	4	n/a	22	n/a
CIP Construction Recordable Injury Rate Cases (RC)( Cal Year to Date)	Dec '11	0.00	5.10	0.00	5.10
<b>Monitor Key Priority Initiatives</b>					
<b>Initiative Name</b>	<b>Type</b>	<b>As Of</b>	<b>Status</b>	<b>%</b>	<b>Owners</b>
Business Plan Cycle (BPC)	n/a	n/a			Gatlin, Marilyn
Public Safety and Communications	n/a	n/a			Stover, Lauren; Herrera, Doris
Terminal Operations Initiative	n/a	n/a			Exposito, Alina; Davis, Dickie K.

12

▼ 4.0 Learning and Growth

▼ Comply with FAA requirement (MDAD)

Compliance with annual FAA Report - By the month of May	2012FY		0	2	0	2
---	--------	--	---	---	---	---

▼ Comply with AOA Recertification Requirements (MDAD)

Conduct AOA Certification Driving Training (# of students)	Jan '12		734	447	n/a	n/a
--	---------	--	-----	-----	-----	-----

▼ 5.0 Sustainability

▼ Sustainability (Aviation)

ISO 14001 Certifications	Feb '12		40	40	n/a	n/a
Recycle 300 Tons of Cardboard (% progress)	'12FQ1		32%	25%	10%	10%

Linked Objects

▼ Child Scorecards (9)

Name	Owners
Aviation - Secondary (All)	n/a
Operation Sortie - Aviation	Abreu, Jose; Lee, Anne Syrole
Finance & Strategy(CFO) - Aviation	Lee, Anne Syrole
Business Retention & Development Deputy Director	Southwell, Miguel
Administration Assist. Director	Jones-Wilfork, Bobbie
Operations Deputy Director	Pyatt, Ken
Facilities Management Assist. Director	Jose, Carlos
Security and Operations Assist. Director	Stover, Lauren
Aviation Planning Land-Use and Grants	Ramos, Jose A.

▼ Parent Scorecards (2)

Name	Owners
Transportation Strategic Area	Miami-Dade County
xx_AGM Scorecard - Llori, Ysela	Llori, Ysela

▼ ActiveViews (0)

▼ Initiatives (0)

▼ Objectives (10)

Name	Owners
Enhance customer service (MDAD)	Abreu, Jose
Provide a secure environment at the airports (MDAD)	Stover, Lauren
Enhance MDAD revenue	Southwell, Miguel
Enhance MIA Competitive Position (MDAD)	Lee, Anne Syrole
Meet the Operating Budget Targets(Aviation)	Lee, Anne Syrole
Maintain a safe working environment (MDAD)	Haman, Sunil
Monitor Key Priority Initiatives	Gelbin, Marilyn
Comply with FAA requirement (MDAD)	Stover, Lauren; Craven, Lonny
Comply with AOA Recertification Requirements (MDAD)	Stover, Lauren; Craven, Lonny
Sustainability (Aviation)	Rodriguez, Janet M; Jose, Carlos

▼ Program Groups (0)

▼ Tasks (0)

Commentary

Action Items

Due Date	Status ▲	Action	Owners
----------	----------	--------	--------

Comments

Date ▼	Author	Comment
--------	--------	---------

13