

FY 2017 - 18 Adopted Budget and Multi-Year Capital Plan

Aviation

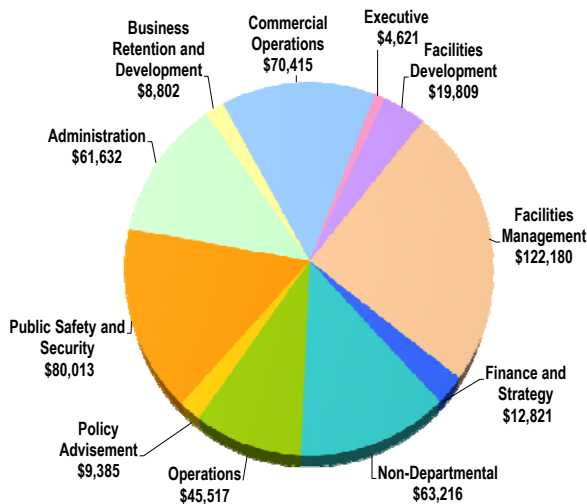
The Miami-Dade Aviation Department (MDAD) operates a system of airports that provides for the safe and efficient movement of people and goods while being responsive to the needs of customers and safeguarding the environment.

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 109 airlines with routes to over 150 cities on four continents, MIA ranks number one in the United States for international freight and second for international passenger traffic. The Department has initiated its Terminal Optimization Program (TOP), a \$1.39 billion capital improvement program to make MIA a more desirable and efficient transportation center.

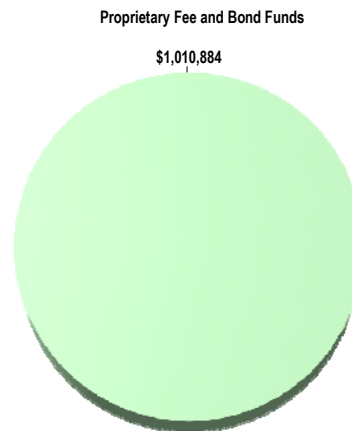
MDAD works closely with a diverse group of constituents, including cargo and passenger airlines and their customers, the support industries that form the air travel base, the Federal Aviation Administration (FAA), the Transportation Security Administration (TSA), United States Customs and Border Protection,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

FY 2017-18 Adopted Budget

Expenditures by Activity
(dollars in thousands)



Revenues by Source
(dollars in thousands)



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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 	<ul style="list-style-type: none">
<u>FY 16-17</u> 19	<u>FY 17-18</u> 18
<p style="text-align: center;"><u>POLICY ADVICE</u></p> <ul style="list-style-type: none"> Protects and advances the strategic interests of the Miami-Dade system of airports through 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>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
<u>FY 16-17</u> 47	<u>FY 17-18</u> 50
<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; ensures that 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>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
<u>FY 16-17</u> 136	<u>FY 17-18</u> 143
<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>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
<u>FY 16-17</u> 64	<u>FY 17-18</u> 68
<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>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
<u>FY 16-17</u> 44	<u>FY 17-18</u> 49
	<u>FY 16-17</u> 41
	<u>FY 17-18</u> 41
	<u>FY 16-17</u> 111
	<u>FY 17-18</u> 111

*The FY 2017-18 total number of full-time equivalent positions is 1,415 FTE

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FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 14-15	Actual FY 15-16	Budget FY 16-17	Adopted FY 17-18
Revenue Summary				
Aviation Fees and Charges	382,496	393,813	394,404	396,295
Carryover	74,871	71,992	80,591	82,331
Commercial Operations	277,406	273,093	282,003	277,305
Non-Operating Revenue	77,336	81,427	85,000	87,000
Other Revenues	15,512	30,647	21,946	21,929
Rental Income	137,610	143,480	142,523	146,024
Total Revenues	965,231	994,452	1,006,467	1,010,884
Operating Expenditures Summary				
Salary	85,651	91,407	93,719	99,663
Fringe Benefits	24,355	28,532	34,260	37,285
Court Costs	186	215	494	494
Contractual Services	73,223	81,831	101,982	106,463
Other Operating	134,799	131,158	161,705	159,256
Charges for County Services	78,877	78,254	84,064	90,605
Grants to Outside Organizations	0	0	0	0
Capital	5,739	4,156	8,074	4,645
Total Operating Expenditures	402,830	415,553	484,298	498,411
Non-Operating Expenditures Summary				
Transfers	490,408	472,716	439,838	427,743
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	82,331	84,730
Total Non-Operating Expenditures	490,408	472,716	522,169	512,473

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 16-17	Adopted FY 17-18	Budget FY 16-17	Adopted FY 17-18
Strategic Area: Transportation				
Executive	4,543	4,621	19	18
Administration	60,958	61,632	136	143
Business Retention and Development	8,614	8,802	44	49
Commercial Operations	69,840	70,415	0	0
Facilities Development	22,369	19,809	41	41
Facilities Management	116,085	122,180	452	450
Finance and Strategy	10,938	12,821	64	68
Non-Departmental	65,697	63,216	0	0
Operations	42,939	45,517	410	436
Policy Advisement	8,932	9,385	47	50
Public Safety and Security	73,383	80,013	111	111
Total Operating Expenditures	484,298	498,411	1,324	1,366

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 14-15	Actual FY 15-16	Budget FY 16-17	Actual FY 16-17	Budget FY 17-18
Advertising	532	722	967	760	1,039
Fuel	1,026	762	1,688	906	1,318
Overtime	4,029	4,184	3,780	5,162	4,146
Security Services	6,232	7,063	8,240	6,202	8,657
Temporary Services	155	186	191	97	50
Travel and Registration	74	321	643	389	829
Utilities	51,563	48,251	54,905	47,541	52,710

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ADOPTED FEE ADJUSTMENTS FOR SERVICES

Fee Adjustments	Current Fee FY 16-17	Adopted Fee FY 17-18	Dollar Impact FY 17-18
• Landing Fee	1.63	1.67	\$1,833,000
• Concourse Use Fee	4.09	4.18	\$1,275,000
• Baggage Claim Fee	1.42	1.53	\$270,000
• Baggage Make-up Maintenance	.78	.82	\$-122,000
• Terminal Rent - Class I	86.94	88.18	\$20,000
• Terminal Rent - Class II	130.41	132.27	\$906,000
• Terminal Rent - Class III	86.94	88.18	\$307,000
• Terminal Rent - Class IV	43.47	44.09	\$137,000
• Terminal Rent - Class V	21.74	22.05	\$3,000
• Terminal Rent - Class VI	86.94	88.18	\$5,000
• Common Use Terminal Equipment (CUTE) Gate Usage Fee per Departing Seat	.18	.19	\$137,000
• CUTE Equipment Rental	.53	.49	\$-135,000
• CUTE Class I Rental	.38	.37	\$36,000
• CUTE Standalone Kiosk (monthly)	98.93	90.05	\$0
• Screening Fee	.43	.47	\$468,000

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 2017-18 Adopted Budget includes a transfer of one position to the County Attorney's Office*

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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 14-15	FY 15-16	FY 16-17	FY 16-17	FY 17-18
				Actual	Actual	Budget	Actual	Target
Ensure a safe working environment for employees at MDAD	MDAD job related injury/illness incidents (number of incidents per month)*	OC	↓	5.4	4.2	5.4	5.2	5.4

*The FY 2015-16 Actuals has been updated to reflect end of year adjustments; after analyzing end of year results, the Department adjusted proposed target to reflect updated trends

DIVISION COMMENTS

- The FY 2017-18 Adopted Budget includes the addition of one Airport Records Center Clerk position to address increasing workload volume (\$57,000), three Telecommunications Technician positions to increase IT support service levels to meet current demand (\$150,000), and three Airport Inventory Control Specialist positions to allow more control and oversight for existing stock rooms (\$208,000)

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 14-15	FY 15-16	FY 16-17	FY 16-17	FY 17-18
				Actual	Actual	Budget	Actual	Target
Increase revenue generating activity at MIA	MIA non-terminal rental revenue (millions)*	OC	↑	\$56.1	\$58.3	\$56.6	\$59.1	\$57.3
	GAA revenue (millions)*	OC	↑	\$7.9	\$8.2	\$6.5	\$11.6	\$6.9

*The FY 16-17 Actuals reflects a preliminary figure and may be adjusted as part of end of year closeout

DIVISION COMMENTS

- The FY 2017-18 Adopted Budget includes a departmental reorganization that transfers two positions from Facilities Management to oversee the occupancy of leasable space and provide office support functions
- The FY 2017-18 Adopted Budget includes the addition of two Senior Aviation Property Manager positions to support and respond to increased demands for leasable space (\$217,000) and one Airport Secretary position to provide additional office support functions (\$60,000)

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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 to meet 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

- TP3-3: Continually modernize Seaport and airports

Objectives	Measures			FY 14-15	FY 15-16	FY 16-17	FY 16-17	FY 17-18
				Actual	Actual	Budget	Actual	Target
Enhance Customer Service	Airspace analyses conducted for airport construction (monthly average)*	OP	↔	84	152	39	199	50

*Prior year increase in airspace analyses are primarily due to an FPL hardening project that is replacing wooden poles with reinforced concrete poles throughout Miami-Dade County; the Department anticipates that this project will taper down during the budget year

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 2017-18 Adopted Budget includes a departmental reorganization that transfers two positions to Business Retention and Development to oversee rentable space and provide 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
- Applies sound project management principles to control scope, cost, schedule and quality of capital projects at the Aviation Department

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Strategic Objectives - Measures								
• ED2-1: Attract more visitors, meetings and conventions								
Objectives	Measures			FY 14-15	FY 15-16	FY 16-17	FY 16-17	FY 17-18
				Actual	Actual	Budget	Actual	Target
Contain operating expenses	MIA cost per enplaned passenger	OC	↓	\$19.93	\$19.85	\$19.61	\$19.83	\$19.52
Increase revenue generating activity at MIA	MIA passengers (millions)*	OC	↑	43.3	44.9	45.0	43.8	45.5
	Enplaned Passengers (millions)**	OC	↑	21.4	22.2	22.5	21.6	22.8

* MIA Passengers includes all passenger departures and arrivals at MIA

** Enplaned Passengers includes only passenger departures from MIA; the FY 2015-16 Actuals has been updated to reflect end of year adjustments

• ED3-1: Attract and increase foreign direct investments and international trade from targeted countries								
Objectives	Measures			FY 14-15	FY 15-16	FY 16-17	FY 16-17	FY 17-18
				Actual	Actual	Budget	Actual	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	↓	\$1.58	\$1.68	\$1.63	\$1.63	\$1.67

DIVISION COMMENTS

- The Department will maintain a competitive landing fee in FY 2017-18 at \$1.67 per 1,000 pound unit of landed weight, increasing \$0.04 from the FY 2016-17 level of \$1.63
- The FY 2017-18 Adopted Budget includes the addition of two Aviation Senior Cost Managers to provide support with the Terminal Optimization Program (TOP) and the development of other new programs such as the Cargo Optimization, Redevelopment and Expansion (CORE) and Central Terminal (\$235,000), one Project Graphical Tracking System (PGTS) Coordinator to track contracts and process invoices (\$100,000), and one Administrative Officer position to ensure that staffing levels keep up with increasing workload (\$80,000)

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, including 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 2017-18 Adopted Budget includes a departmental reorganization that transfers one position to Policy Advisement to assist with customer service functions
- The FY 2017-18 Adopted Budget includes the addition of nine Airport Operations Agent positions and eight Airport Operations Specialist positions to minimize overtime and implement recommendations made by a workforce study (\$1,084,000), and ten Landside Operations Officer positions to comply with TSA mandates and to ensure the safety and security at the arrival and departure areas, new taxi metering lot, cargo area and operations (\$741,000)

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DIVISION: POLICY ADVISEMENT

The Policy Advise ment 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 14-15	FY 15-16	FY 16-17	FY 16-17	FY 17-18
				Actual	Actual	Budget	Actual	Target
Improve overall customer satisfaction at MIA	Overall customer service ratings for MIA*	OC	↑	N/A	N/A	N/A	749	800
	Percentage of new hires receiving "Miami Begins with MIA" training	EF	↑	N/A	N/A	N/A	N/A	100%

*After the FY 2017-18 Proposed Budget, the Department implemented a new rating system and the Actuals for FY 2016-17 and Target for FY 2017-18 have been revised to reflect the new rating system

DIVISION COMMENTS

- The FY 2017-18 Adopted Budget includes the addition of one Customer Service Manager position to handle increased passenger volume, passenger complaints and issues, and to enhance the Department's various customer service programs (\$118,000), and one Professional Compliance Manager to provide additional assistance (\$153,000)
- The FY 2017-18 Adopted Budget includes a departmental reorganization that transfers one position from Operations to assist with customer service functions

DIVISION: PUBLIC SAFETY AND SECURITY

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

- 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 14-15	FY 15-16	FY 16-17	FY 16-17	FY 17-18
				Actual	Actual	Budget	Actual	Target
Adhere to acceptable certified police officer levels to secure the airport	Average number of overall crimes at MIA	OC	↓	54	53	70	60	70

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ADDITIONAL INFORMATION

- The FY 2017-18 Adopted Budget continues the seventh 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
- In FY 2017-18, the Department will increase the number of international routes to 106 from 102 and cargo carriers to 37 from 35 during the same period; the Department will increase low-fare carriers in FY 2017-18 to nine from eight
- MDAD's promotional funds total \$297,600 and will be used for activities that promote Miami-Dade County's airport system; major programs include Community and Global Outreach Programs (\$122,100), Air Cargo Americas International Congress and Exhibition (\$50,000), MIA 90th Anniversary (\$50,000), and various other activities (\$75,500)

CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FUTURE	TOTAL
Revenue									
Aviation 2016 Commercial Paper	59,912	0	0	0	0	0	0	0	59,912
Aviation Passenger Facility Charge	0	0	39,595	59,671	30,205	4,029	0	0	133,500
Aviation Revenue Bonds	105,310	29,224	4,785	0	0	0	0	0	139,319
Double-Barreled GO Bonds	12,729	8,120	3,384	16,334	0	0	0	0	40,567
FDOT Funds	57,194	19,102	18,563	5,065	25,342	31,313	7,965	0	164,544
Federal Aviation Administration	41,763	16,183	16,344	17,558	10,647	0	0	0	102,495
Future Financing	0	156,298	165,693	144,600	119,680	42,332	10,905	0	639,508
Improvement Fund	12,409	39,150	16,344	3,125	0	0	0	0	71,028
Reserve Maintenance Fund	114,863	74,000	56,000	56,000	56,000	56,000	0	0	412,863
Transportation Security Administration Funds	5,209	13,339	66,012	6,485	10,116	0	0	0	101,161
Total:	409,389	355,416	386,720	308,838	251,990	133,674	18,870	0	1,864,897
Expenditures									
Strategic Area: TP									
Facility Improvements	409,389	355,416	386,720	308,838	251,990	133,674	18,870	0	1,864,897
Total:	409,389	355,416	386,720	308,838	251,990	133,674	18,870	0	1,864,897

CAPITAL HIGHLIGHTS AND OPERATIONAL IMPACTS

- The FY 2017-18 Adopted Budget and Multi-Year Capital Plan includes the 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 five projects: the Central Base Apron and Utilities, the Concourse E Rehabilitation, the South Terminal Improvements, the Passenger Boarding Bridges Program, and the Miscellaneous Projects (total project cost \$1.39 billion; \$248.798 million in FY 2017-18); the Department anticipates that these improvements will generate greater efficiency in the movement of passengers and planes through MIA, which may result in long term operating savings and increase revenues
- The FY 2017-18 Adopted Budget and Multi-Year Capital Plan includes construction of interior service roads at Miami Opa-Locka Executive Airport and replacement of buildings at Miami Executive Airport (total project costs \$16.410 million, \$5.27 in FY 2017-18)

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FUNDED CAPITAL PROJECTS

(dollars in thousands)

MIAMI INTERNATIONAL AIRPORT - CENTRAL BASE APRON AND UTILITIES

PROJECT #: 200000093

DESCRIPTION: Replace, reconfigure, and expand apron-east of the old Pan American 3095 Hangar; culvert and filling of existing canal; construct a new service road and service road bridge; and provide new pavement markings

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



REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Aviation 2016 Commercial Paper	568	0	0	0	0	0	0	0	568
Aviation Passenger Facility Charge	0	0	1,551	9,020	21,900	4,029	0	0	36,500
FDOT Funds	0	0	51	2,082	14,180	20,444	1,518	0	38,275
Federal Aviation Administration	0	2,764	305	12,494	10,647	0	0	0	26,210
Future Financing	0	2,314	0	0	0	4,615	0	0	6,929
TOTAL REVENUES:	568	5,078	1,907	23,596	46,727	29,088	1,518	0	108,482
EXPENDITURE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Construction	74	662	1,874	23,596	46,727	29,088	1,518	0	103,539
Planning and Design	494	4,416	33	0	0	0	0	0	4,943
TOTAL EXPENDITURES:	568	5,078	1,907	23,596	46,727	29,088	1,518	0	108,482

MIAMI INTERNATIONAL AIRPORT - CIP CARRYOVER PROJECTS

PROJECT #: 200000078

DESCRIPTION: Rehabilitate runway 12/30 and taxiways; purchase additional MIA Mover cars; install pre-conditioned air equipment in concourse G; install parking guidance system at MIA; install smoke evacuation system in south terminal; design and install central terminal CCTV system; and construct MIA outfalls 2 and 3 boom and skimmer

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



REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Aviation Revenue Bonds	30,249	19,153	4,785	0	0	0	0	0	54,187
Double-Barreled GO Bonds	12,729	6,718	1,120	0	0	0	0	0	20,567
FDOT Funds	10,216	920	0	0	0	0	0	0	11,136
Federal Aviation Administration	29,590	0	0	0	0	0	0	0	29,590
TOTAL REVENUES:	82,784	26,791	5,905	0	0	0	0	0	115,480
EXPENDITURE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Construction	78,989	26,396	5,905	0	0	0	0	0	111,290
Planning and Design	3,795	395	0	0	0	0	0	0	4,190
TOTAL EXPENDITURES:	82,784	26,791	5,905	0	0	0	0	0	115,480

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MIAMI INTERNATIONAL AIRPORT - MISCELLANEOUS PROJECTS

PROJECT #: 200000096

DESCRIPTION: Provide pavement of taxiways T, S, and R; relocate taxi lot; construct Airport Operations Control Room (AOC); build employee parking garage; replace Concourse E through H ticket counters; repair MIA parking garage structure; and build new MIA fuel tank

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

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Aviation 2016 Commercial Paper	16,430	0	0	0	0	0	0	0	16,430
Aviation Passenger Facility Charge	0	0	12,264	19,436	0	0	0	0	31,700
Aviation Revenue Bonds	61	10,071	0	0	0	0	0	0	10,132
Double-Barreled GO Bonds	0	1,402	2,264	16,334	0	0	0	0	20,000
FDOT Funds	495	2,662	14,233	500	0	0	0	0	17,890
Federal Aviation Administration	1,743	11,724	16,039	5,064	0	0	0	0	34,570
Future Financing	0	45,611	82,031	58,611	33,854	10,000	8,789	0	238,896
Improvement Fund	0	33,406	14,594	3,125	0	0	0	0	51,125
TOTAL REVENUES:	18,729	104,876	141,425	103,070	33,854	10,000	8,789	0	420,743
EXPENDITURE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Construction	14,443	99,709	139,322	103,070	33,854	10,000	8,789	0	409,187
Planning and Design	4,286	5,167	2,103	0	0	0	0	0	11,556
TOTAL EXPENDITURES:	18,729	104,876	141,425	103,070	33,854	10,000	8,789	0	420,743

MIAMI INTERNATIONAL AIRPORT - PASSENGER BOARDING BRIDGES PROGRAM

PROJECT #: 2000000596

DESCRIPTION: Replace 34 Passenger Boarding Bridges (PBBs) and associated equipment at concourses D, E, F, and G within the next 5 years

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

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Aviation Passenger Facility Charge	0	0	25,780	31,215	8,305	0	0	0	65,300
FDOT Funds	0	1,458	2,416	0	3,000	0	0	0	6,874
Future Financing	0	3,568	0	0	2,107	0	0	0	5,675
TOTAL REVENUES:	0	5,026	28,196	31,215	13,412	0	0	0	77,849
EXPENDITURE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Construction	0	2,109	28,196	31,215	13,412	0	0	0	74,932
Planning and Design	0	2,917	0	0	0	0	0	0	2,917
TOTAL EXPENDITURES:	0	5,026	28,196	31,215	13,412	0	0	0	77,849

MIAMI INTERNATIONAL AIRPORT - RESERVE MAINTENANCE PROJECTS

PROJECT #: 2000000068

DESCRIPTION: Provide funding for miscellaneous environmental projects, IT equipment replacement, paving, switch gear replacement at Concourse G and buildings 890,891, and 896 fire main

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

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
FDOT Funds	1,214	0	0	0	0	0	0	0	1,214
Reserve Maintenance Fund	43,160	74,000	56,000	56,000	56,000	56,000	0	0	341,160
TOTAL REVENUES:	44,374	74,000	56,000	56,000	56,000	56,000	0	0	342,374
EXPENDITURE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Construction	43,387	71,800	55,000	55,000	55,000	55,000	0	0	335,187
Planning and Design	987	2,200	1,000	1,000	1,000	1,000	0	0	7,187
TOTAL EXPENDITURES:	44,374	74,000	56,000	56,000	56,000	56,000	0	0	342,374

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MIAMI INTERNATIONAL AIRPORT - SOUTH TERMINAL IMPROVEMENTS

PROJECT #: 200000095



DESCRIPTION: Enhance MIAs south terminal baggage handling system; replace roof in Concourse H; renovate Concourse H to include conversion of gates H12, H14, and H15 from domestic only gates to international capable arrival gates; and modify gate H15 to accommodate A-380 aircraft to sustain airport growth and flexibility

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

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Aviation 2016 Commercial Paper	20,995	0	0	0	0	0	0	0	20,995
FDOT Funds	0	12,411	1,763	2,483	7,962	9,366	0	0	33,985
Federal Aviation Administration	1,695	1,695	0	0	0	0	0	0	3,390
Future Financing	0	50,911	30,869	61,165	57,376	22,362	0	0	222,683
Transportation Security Administration	5,209	13,339	66,012	6,485	10,116	0	0	0	101,161
Funds									
TOTAL REVENUES:	27,899	78,356	98,644	70,133	75,454	31,728	0	0	382,214
EXPENDITURE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Construction	16,509	76,356	95,997	65,544	75,069	31,728	0	0	361,203
Planning and Design	11,390	2,000	2,647	4,589	385	0	0	0	21,011
TOTAL EXPENDITURES:	27,899	78,356	98,644	70,133	75,454	31,728	0	0	382,214

UNFUNDED CAPITAL PROJECTS

PROJECT NAME	LOCATION	(dollars in thousands) ESTIMATED PROJECT COST
APRON AND TAXI LANE PAVEMENTS BETWEEN CONCOURSES D AND E - REHABILITATION	Miami International Airport	5,600
APRON AND TAXI LANE PAVEMENTS BETWEEN CONCOURSES E AND F - REHABILITATION	Miami International Airport	10,440
MIA - PARK 6 GARAGE RENOVATIONS	Miami International Airport	65,000
MIA - CARGO OPTIMIZATION PROGRAM - PHASE 1 AND 2	Miami International Airport	20,000
MIA - CONCOURSE E-H LIGHTNING PROTECTION SYSTEM	Miami International Airport	24,000
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 - MIDFIELD BLAST FENCE	Miami International Airport	10,000
MIA - PERIMETER ROAD WIDENING	Miami International Airport	20,000
MIA - TERMINAL WIDE RE-ROOFING	Miami International Airport	60,000
UNFUNDED TOTAL		1,060,040