

FY 2018 - 19 Adopted Budget and Multi-Year Capital Plan

Aviation

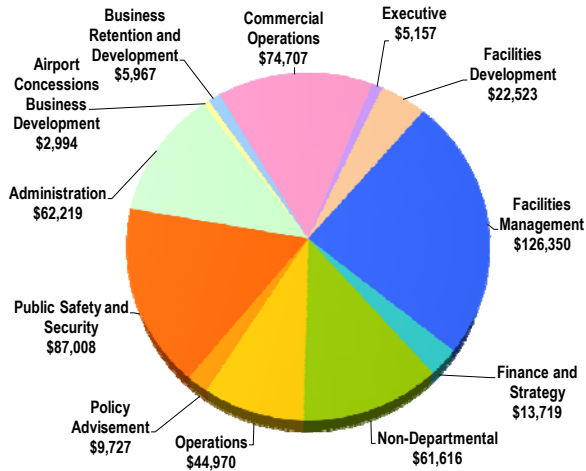
The Miami-Dade Aviation Department (MDAD) operates a system of airports that provides for the safe and efficient movement of people and goods while being responsive to the needs of customers and safeguarding the environment.

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 100 airlines with routes to over 160 cities on five continents, MIA ranks number one in the United States for international freight and third for international passenger traffic. The Department has initiated its Terminal Optimization Program (TOP), a \$1.45 billion capital improvement program to make MIA a more desirable and efficient transportation center.

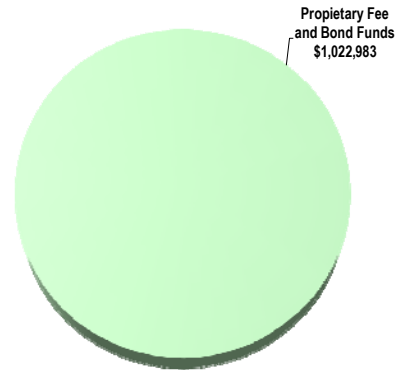
MDAD works closely with a diverse group of constituents, including cargo and passenger airlines and their customers, the support industries that form the air travel base, the Federal Aviation Administration (FAA), the Transportation Security Administration (TSA), United States Customs and Border Protection,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

FY 2018-19 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 stated goals and objectives; provides legal representation to MDAD 	<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; oversees traffic operations and enforces parking regulations at MIA; addresses the issue of aircraft related noise and land compatibility within the community
<u>FY 17-18</u> 18	<u>FY 18-19</u> 15
POLICY ADVISEMENT	OPERATIONS
<ul style="list-style-type: none"> Directs all administrative, financial, and operational activities for the Department; manages long-term special projects; and shapes departmental policies 	<ul style="list-style-type: none"> Maintains functional, safe, and secure facilities, equipment, structures and utilities for internal and external customers; provides maintenance and support to all outlying buildings at MIA and all GAA buildings
<u>FY 17-18</u> 50	<u>FY 18-19</u> 50
<u>FY 17-18</u> 143	<u>FY 18-19</u> 142
ADMINISTRATION	FACILITIES MANAGEMENT
<ul style="list-style-type: none"> Oversees personnel and support services functions; provides information technology and telecommunications services to MDAD and its diverse user base; coordinates procurement activities in order to provide quality goods and services to the Department 	<ul style="list-style-type: none"> Manages the planning, design, and construction of facilities; 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 17-18</u> 68	<u>FY 18-19</u> 74
<u>FY 17-18</u> 49	<u>FY 18-19</u> 40
FINANCE AND STRATEGY	FACILITIES DEVELOPMENT
<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 	<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 17-18</u> 68	<u>FY 18-19</u> 74
<u>FY 17-18</u> 49	<u>FY 18-19</u> 40
BUSINESS RETENTION AND DEVELOPMENT	PUBLIC SAFETY AND SECURITY
<ul style="list-style-type: none"> Provides customers with superior airport concessions and services by creating business opportunities at MIA for international, national and local firms 	<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 17-18</u> 0	<u>FY 18-19</u> 9
<u>FY 17-18</u> 49	<u>FY 18-19</u> 40
AIRPORT CONCESSIONS BUSINESS DEVELOPMENT	PUBLIC SAFETY AND SECURITY
<ul style="list-style-type: none"> Provides customers with superior airport concessions and services by creating business opportunities at MIA for international, national and local firms 	<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 17-18</u> 0	<u>FY 18-19</u> 9

*The FY 2018-19 total number of full-time equivalent positions is 1,439 FTE

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FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 15-16	Actual FY 16-17	Budget FY 17-18	Adopted FY 18-19
Revenue Summary				
Aviation Fees and Charges	393,813	379,779	396,295	402,860
Carryover	71,992	106,181	82,331	84,730
Commercial Operations	273,093	271,737	277,305	279,753
Non-Operating Revenue	81,427	87,220	87,000	87,000
Other Revenues	30,647	19,268	21,929	18,933
Rental Income	143,480	150,278	146,024	149,707
Total Revenues	994,452	1,014,463	1,010,884	1,022,983
Operating Expenditures Summary				
Salary	91,407	92,769	99,663	101,836
Fringe Benefits	28,532	32,573	37,285	41,009
Court Costs	215	194	494	494
Contractual Services	81,831	87,803	106,463	107,097
Other Operating	131,158	129,196	159,256	166,204
Charges for County Services	78,254	84,115	90,605	97,254
Grants to Outside Organizations	0	0	0	0
Capital	4,156	3,324	4,645	3,063
Total Operating Expenditures	415,553	429,974	498,411	516,957
Non-Operating Expenditures Summary				
Transfers	472,716	481,697	427,743	418,143
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	84,730	87,883
Total Non-Operating Expenditures	472,716	481,697	512,473	506,026

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 17-18	Adopted FY 18-19	Budget FY 17-18	Adopted FY 18-19
Strategic Area: Transportation				
Executive	4,621	5,157	18	15
Administration	61,632	62,219	143	142
Business Retention and Development	8,802	5,967	49	40
Commercial Operations	70,415	74,707	0	0
Facilities Development	19,809	22,523	41	41
Facilities Management	122,180	126,350	450	461
Finance and Strategy	12,821	13,719	68	74
Airport Concessions Business Development	0	2,994	0	9
Non-Departmental Operations	63,216	61,616	0	0
Operations	45,517	44,970	436	445
Policy Advisement	9,385	9,727	50	50
Public Safety and Security	80,013	87,008	111	123
Total Operating Expenditures	498,411	516,957	1,366	1,400

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 15-16	Actual FY 16-17	Budget FY 17-18	Actual FY 17-18	Budget FY 18-19
Advertising	722	760	1,039	888	1,182
Fuel	762	906	1,318	1,276	1,283
Overtime	4,184	5,162	4,146	3,533	4,457
Security Services	7,063	6,202	8,657	9,071	8,581
Temporary Services	186	97	50	18	50
Travel and Registration	321	389	829	351	898
Utilities	48,251	47,541	52,710	48,717	50,372

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ADOPTED FEE ADJUSTMENTS FOR SERVICES

Fee Adjustments	Current Fee FY 17-18	Adopted Fee FY 18-19	Dollar Impact FY 18-19
• Landing Fee	1.67	1.62	\$-2,531,000
• Concourse Use Fee	4.18	4.26	\$4,320,000
• Baggage Claim Fee	1.53	1.56	\$449,000
• Baggage Make-up Maintenance	.82	.84	\$75,000
• Terminal Rent - Class I	88.18	89.88	\$332,000
• Terminal Rent - Class II	132.27	134.82	\$958,000
• Terminal Rent - Class III	88.18	89.88	\$827,000
• Terminal Rent - Class IV	44.09	44.94	\$213,000
• Terminal Rent - Class V	22.05	22.47	\$-25,000
• Terminal Rent - Class VI	88.18	89.88	\$-38,000
• CUTE Class I Rental - Per Seat	.37	.35	\$-137,000
• CUTE Class IV Rental - Per Seat	.83	.82	\$-106,000
• CUTE Standalone Kiosk (monthly)	90.05	90.90	\$100
• Screening Fee	.47	.49	\$540,000
• International Facility Fee	2.16	2.36	\$2,576,000

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 2018-19 Adopted Budget includes a transfer of one Assistant County Attorney 3 Position to the County Attorney's Office and the elimination of one Paralegal Specialist position (\$405,000)*
- The FY 2018-19 Adopted Budget includes a transfer of one Senior Executive Secretary position to the Administration Division to provide office support

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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

- ED4-3: Expand opportunities for small businesses to compete for County contracts

Objectives	Measures			FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 18-19
				Actual	Actual	Budget	Actual	Target
Seek involvement of communities in economic development efforts	Airport Concession Disadvantaged Business Enterprise (ACDBE) overall participation at MIA (millions)	OC	↑	\$151.9	\$159.8	\$145.1	\$146.6	\$152.5
	Local small car rental concession business (millions)	OC	↑	\$9.0	\$8.4	\$8.4	\$7.5	\$9.6
	Small business and community outreach meetings held	OP	↔	64	44	42	45	46

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

Objectives	Measures			FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 18-19
				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	↓	4.2	5.2	5.4	2.8	5.6

DIVISION COMMENTS

- The FY 2018-19 Adopted Budget includes a transfer of eight positions dedicated to work on MDAD contract administration and procurement related activities to the Internal Services Department as part of the centralization of procurement functions (\$827,000)
- The FY 2018-19 Adopted Budget includes a transfer of one Senior Executive Secretary position from the Executive Division to provide office support
- The FY 2018-19 Adopted Budget includes the addition of one Airport Risk Management Insurance Representative position to assist with a significant increase in workload of insurance verifications for airlines (\$64,000)
- The FY 2018-19 Adopted Budget includes the conversion of five temporary positions into full-time positions to increase IT support service levels to meet current demand (\$457,000)

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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 15-16	FY 16-17	FY 17-18	FY 17-18	FY 18-19
				Actual	Actual	Budget	Actual	Target
Increase revenue generating activity at MIA	MIA non-terminal rental revenue (millions)	OC	↑	\$58.3	\$59.1	\$57.3	\$60.9	\$60.0
	GAA revenue (millions)	OC	↑	\$8.2	\$11.6	\$6.9	\$11.4	\$9.5

DIVISION COMMENTS

- The FY 2018-19 Adopted Budget includes a transfer of nine positions to the Airport Concessions Business Development Division to provide customers with superior airport concessions and services and create business opportunities at MIA

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 15-16	FY 16-17	FY 17-18	FY 17-18	FY 18-19
				Actual	Actual	Budget	Actual	Target
Enhance Customer Service	Airspace analyses conducted for airport construction (monthly average)*	OP	↔	152	199	50	178	60

*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

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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 2018-19 Adopted Budget includes the addition of eleven positions to perform various maintenance tasks and projects throughout MDAD's system of airports (\$930,000)

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 15-16	FY 16-17	FY 17-18	FY 17-18	FY 18-19
				Actual	Actual	Budget	Actual	Target
Contain operating expenses	MIA cost per enplaned passenger	OC	↓	\$19.85	\$19.83	\$19.52	\$19.20	\$19.87
Increase revenue generating activity at MIA	MIA passengers (millions)*	OC	↑	44.9	43.8	45.5	44.9	45.6
	Enplaned Passengers (millions)	OC	↑	22.2	21.6	22.8	22.2	22.8

*MIA Passengers includes all passenger departures and arrivals at MIA

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

Objectives	Measures			FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 18-19
				Actual	Actual	Budget	Actual	Target
Increase revenue generating activity at MIA	MIA cargo tonnage (millions)	OC	↑	2.2	2.3	2.3	2.4	2.3
Contain operating expenses	Landing Fee Rate (per 1,000 lbs. in dollars)	OC	↓	\$1.68	\$1.63	\$1.67	\$1.67	\$1.62

DIVISION COMMENTS

- The Department will maintain a competitive landing fee in FY 2018-19 at \$1.62 per 1,000 pound unit of landed weight, a reduction of \$0.05 from the FY 2017-18 level of \$1.67
- The FY 2018-19 Adopted Budget includes the addition of one Aviation Senior Scheduler Manager to provide support of the Terminal Optimization Program (TOP) and other new programs such as the Cargo Optimization, Redevelopment and Expansion (CORE) and Central Terminal (\$117,000), one Project Graphical Tracking System (PGTS) Coordinator to track contracts and process invoices (\$100,000), one Airport Account Clerk, two Airport Accountant 1s and one Airport Accountant 4 to ensure that staffing levels keep up with increasing workload (\$347,000)

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DIVISION: AIRPORT CONCESSIONS BUSINESS DEVELOPMENT

The Airport Concessions Business Development Division provides customers with superior airport concessions and services and creates business opportunities at Miami International Airport for international, national and local firms.

- Oversees non-aeronautical revenues generated through the concession program
- Develops, maintains and initiates concessions at MIA to maximize revenue opportunities and meet customer service needs
- Updates the concessions master plan to include national brands, regional brands and local participation in all concessions throughout MIA and add temporary and/or permanent locations to satisfy demand
- Organizes quarterly tenant meetings and individual tenant meetings as needed
- Monitors contract compliance and addresses non-compliance issues through remediation or termination
- Develops, monitors, and maintains sales and revenue budget for concessions at MIA
- Conducts annual survey of airport patrons for comparative information on MIA airport patrons' preferences in addition to researching comparable airport benchmarks
- Manages the MIA Mystery Shopper program for terminal-wide concessions to encourage customer service at all levels
- Continues to foster relationships with the travel concessions industry on current and future business opportunities at MIA

DIVISION COMMENTS

- The FY 2018-19 Adopted Budget includes a transfer of nine positions from the Business Retention and Development Division to provide customers with superior airport concessions and services and create business opportunities at MIA

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

Strategic Objectives - Measures

- GG4-1: Provide sound financial and risk management

Objectives	Measures			FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 18-19
				Actual	Actual	Budget	Actual	Target
Comply with AOA certification requirements	AOA Certification Driver	OC	↑	7,203	7,355	7,088	7,881	7,360
	Training Attendance							

DIVISION COMMENTS

- The FY 2018-19 Adopted Budget includes the conversion of nine Airport Operations Attendant part-time positions into full-time positions to minimize overtime and implement recommendations made in a workforce study (\$545,000)

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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 15-16	FY 16-17	FY 17-18	FY 17-18	FY 18-19
				Actual	Actual	Budget	Actual	Target
Improve overall customer satisfaction at MIA	Percentage of new hires receiving "Miami Begins with MIA" training	EF	↑	N/A	N/A	100%	100%	100%

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 15-16	FY 16-17	FY 17-18	FY 17-18	FY 18-19
				Actual	Actual	Budget	Actual	Target
Adhere to acceptable certified police officer levels to secure the airport	Average number of overall crimes at MIA	OC	↓	53	60	70	67	70

DIVISION COMMENTS

- The FY 2018-19 Adopted Budget includes the addition of four Airport Operations Sr. Agent positions, three Airport Operations Agent positions, four Airport Operations Specialist positions, and one Airport Security Compliance Officer position to expand security coverage in the cargo facilities, operations, and access points (\$834,000)

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ADDITIONAL INFORMATION

- The FY 2018-19 Adopted Budget continues the eighth 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 2019, the Department will increase the number of international routes to 109 from 107 and cargo carriers to 42 from 40 during the same period; the Department will increase low-fare carriers in FY 2018-19 to eight from seven
- MDAD's promotional funds total \$330,000 and will be used for activities that promote Miami-Dade County's airport system; major programs include Community and Global Outreach Programs (\$153,000), The International Air Cargo Association (TIACA) (\$50,000), and Airports Council International – Latin American/Caribbean Region (ACI-LAC) (\$75,000), as well as various other activities (\$52,000)

CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FUTURE	TOTAL
Revenue									
Aviation 2016 Commercial Paper	148,094	34,373	17,533	0	0	0	0	0	200,000
Aviation Passenger Facility Charge	0	1,487	53,751	44,851	12,958	20,453	0	0	133,500
Aviation Revenue Bonds	75,933	7,320	16,536	8,303	0	0	0	0	108,092
Claims Construction Fund	411	253	0	0	0	0	0	0	664
Double-Barreled GO Bonds	3,727	16,094	10,356	0	0	0	0	0	30,177
FDOT Funds	42,477	26,358	24,754	23,204	18,904	8,296	0	0	143,993
Federal Aviation Administration	26,695	35,502	20,536	7,667	0	0	0	0	90,400
Future Financing	0	49,974	211,566	159,352	101,265	56,466	0	0	578,623
Improvement Fund	10,423	14,996	16,627	30,058	7,688	0	0	0	79,792
Reserve Maintenance Fund	99,092	80,465	77,000	77,000	77,000	77,000	0	0	487,557
Transportation Security Administration Funds	51,213	49,948	0	0	0	0	0	0	101,161
Total:	458,065	316,770	448,659	350,435	217,815	162,215	0	0	1,953,959
Expenditures									
Strategic Area: TP									
Facility Improvements	458,065	316,770	448,659	350,435	217,815	162,215	0	0	1,953,959
Total:	458,065	316,770	448,659	350,435	217,815	162,215	0	0	1,953,959

CAPITAL HIGHLIGHTS AND OPERATIONAL IMPACTS

- The FY 2018-19 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 six projects: the Central Base Apron and Utilities, the Concourse E Rehabilitation, the South Terminal Improvements, the Passenger Boarding Bridges Program, the Support Projects and the Miscellaneous Projects (total project cost \$1.45 billion; \$293.240 million in FY 2018-19); 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 2018-19 Adopted Budget and Multi-Year Capital Plan includes construction of interior service roads at Miami Opa-Locka Executive Airport, replacement of buildings at Miami Executive Airport, relocation of MIA's ID Section, and MIA's Credentialing and Identity Management System and the installation of safety equipment at concourse J gates (total project costs \$25.091 million, \$14.386 million in FY 2018-19)
- The Department's FY 2018-19 Adopted Budget and Multi-Year Capital Plan includes the purchase of 230 vehicles (\$8.84 million); over the next five years, the Department has budgeted \$14.099 million to replace 357 vehicles as part of its fleet replacement plan; the County's fleet replacement plan is included under Non-Departmental project #2000000511

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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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Aviation 2016 Commercial Paper	3,309	0	0	0	0	0	0	0	3,309
Aviation Passenger Facility Charge	0	0	9,146	15,924	11,430	0	0	0	36,500
FDOT Funds	38	856	3,043	11,476	9,262	0	0	0	24,675
Federal Aviation Administration	2,764	6,419	18,257	7,667	0	0	0	0	35,107
Future Financing	0	7,028	483	0	0	1,380	0	0	8,891
TOTAL REVENUES:	6,111	14,303	30,929	35,067	20,692	1,380	0	0	108,482
EXPENDITURE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Construction	1,168	14,303	30,929	35,067	20,692	1,380	0	0	103,539
Planning and Design	4,943	0	0	0	0	0	0	0	4,943
TOTAL EXPENDITURES:	6,111	14,303	30,929	35,067	20,692	1,380	0	0	108,482

MIAMI INTERNATIONAL AIRPORT - CONCOURSE E REHABILITATION

PROJECT #: 200000094

DESCRIPTION: Renovate MIA's Concourse E to include interior, exterior, and code requirement upgrades; complete passenger loading bridge upgrades; replace automated people mover; provide apron pavement rehabilitation of Concourse E Satellite and Lower Concourse E; and implement automated processing for inbound international passengers working in conjunction with the Department of Homeland Security utilizing the latest technology and modified Transportation Security Administration approved processes

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

REVENUE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Aviation 2016 Commercial Paper	39,313	0	0	0	0	0	0	0	39,313
Aviation Revenue Bonds	75,000	0	0	0	0	0	0	0	75,000
FDOT Funds	41,150	2,313	4,373	37	332	8,172	0	0	56,377
Federal Aviation Administration	8,735	0	0	0	0	0	0	0	8,735
Future Financing	0	26,634	49,540	34,026	20,345	15,020	0	0	145,565
Improvement Fund	3,576	0	0	0	0	0	0	0	3,576
Reserve Maintenance Fund	60,292	0	0	0	0	0	0	0	60,292
TOTAL REVENUES:	228,066	28,947	53,913	34,063	20,677	23,192	0	0	388,858
EXPENDITURE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Construction	213,163	25,958	52,948	33,399	20,603	23,192	0	0	369,263
Planning and Design	14,903	2,989	965	664	74	0	0	0	19,595
TOTAL EXPENDITURES:	228,066	28,947	53,913	34,063	20,677	23,192	0	0	388,858

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MIAMI INTERNATIONAL AIRPORT - IMPROVEMENT FUND PROJECTS

PROJECT #: 200000075



DESCRIPTION: Construct interior service road at Opa-Locka Airport; replace Miami Executive Airport buildings 102 and 109; relocate MIA's ID Section, driver training, and MIAs Credentialing and Identity Management System; install Safegate equipment at Concourse J gates; and provide parking improvements to building 845

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

REVENUE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Improvement Fund	6,165	14,386	3,940	300	300	0	0	0	25,091
TOTAL REVENUES:	6,165	14,386	3,940	300	300	0	0	0	25,091
EXPENDITURE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Construction	5,918	14,098	3,760	300	300	0	0	0	24,376
Planning and Design	247	288	180	0	0	0	0	0	715
TOTAL EXPENDITURES:	6,165	14,386	3,940	300	300	0	0	0	25,091

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; and repair MIA parking garage structure

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

REVENUE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Aviation 2016 Commercial Paper	33,792	10,995	17,533	0	0	0	0	0	62,320
Aviation Passenger Facility Charge	0	0	18,818	12,882	0	0	0	0	31,700
Aviation Revenue Bonds	0	1,392	8,740	0	0	0	0	0	10,132
Claims Construction Fund	411	253	0	0	0	0	0	0	664
Double-Barreled GO Bonds	2,727	11,506	5,767	0	0	0	0	0	20,000
FDOT Funds	200	5,166	6,838	6,519	423	0	0	0	19,146
Federal Aviation Administration	8,673	29,083	2,279	0	0	0	0	0	40,035
Future Financing	0	0	83,375	83,493	49,816	24,966	0	0	241,650
Improvement Fund	682	610	12,687	29,758	7,388	0	0	0	51,125
TOTAL REVENUES:	46,485	59,005	156,037	132,652	57,627	24,966	0	0	476,772
EXPENDITURE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Construction	35,162	55,803	154,054	132,652	57,627	24,966	0	0	460,264
Planning and Design	11,323	3,202	1,983	0	0	0	0	0	16,508
TOTAL EXPENDITURES:	46,485	59,005	156,037	132,652	57,627	24,966	0	0	476,772

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MIAMI INTERNATIONAL AIRPORT - PASSENGER BOARDING BRIDGES PROGRAM

PROJECT #: 200000596

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
Unincorporated Miami-Dade County

District Located: 6
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Aviation 2016 Commercial Paper	4,882	0	0	0	0	0	0	0	4,882
Aviation Passenger Facility Charge	0	1,487	25,787	16,045	1,528	20,453	0	0	65,300
Future Financing	0	7,668	0	0	0	0	0	0	7,668
TOTAL REVENUES:	4,882	9,155	25,787	16,045	1,528	20,453	0	0	77,850
EXPENDITURE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Construction	1,966	9,155	25,787	16,045	1,528	20,453	0	0	74,934
Planning and Design	2,916	0	0	0	0	0	0	0	2,916
TOTAL EXPENDITURES:	4,882	9,155	25,787	16,045	1,528	20,453	0	0	77,850

MIAMI INTERNATIONAL AIRPORT - RESERVE MAINTENANCE PROJECTS

PROJECT #: 200000068

DESCRIPTION: Provide funding for various unusual and/or extraordinary projects including, but not limited to maintenance, repairs, renewals, and/or replacement; replace IT equipment; fund miscellaneous environmental projects, paving rehabilitation, elevator modernization, Concourse H restroom renovations, roofing repairs, switch gear replacement at Concourse G, and fire main replacement at buildings 890, 891, and 896

LOCATION: Miami International Airport
Unincorporated Miami-Dade County

District Located: 6
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
FDOT Funds	230	4,535	0	0	0	0	0	0	4,765
Federal Aviation Administration	3,127	0	0	0	0	0	0	0	3,127
Reserve Maintenance Fund	38,800	80,465	77,000	77,000	77,000	77,000	0	0	427,265
TOTAL REVENUES:	42,157	85,000	77,000	77,000	77,000	77,000	0	0	435,157
EXPENDITURE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Construction	41,395	83,800	75,800	75,800	75,800	75,800	0	0	428,395
Planning and Design	762	1,200	1,200	1,200	1,200	1,200	0	0	6,762
TOTAL EXPENDITURES:	42,157	85,000	77,000	77,000	77,000	77,000	0	0	435,157

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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 - CARGO OPTIMIZATION PROGRAM - PHASE 1 AND 2	Miami International Airport	20,000
MIA - CENTRAL BASE APRON UTILITIES MODIFICATIONS AND EXPANSION - PHASE 2	Miami International Airport	38,000
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 - NEW FUEL TANK (PHASES 1 AND 2)	Miami International Airport	20,000
MIA - PARK 6 GARAGE RENOVATIONS	Miami International Airport	65,000
MIA - PERIMETER ROAD WIDENING	Miami International Airport	20,000
MIA - SOUTH TERMINAL APRON AND UTILITIES RELOCATION	Miami International Airport	61,000
MIA - TERMINAL WIDE ROOFING	Miami International Airport	60,000
	UNFUNDED TOTAL	1,179,040