

FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

Aviation

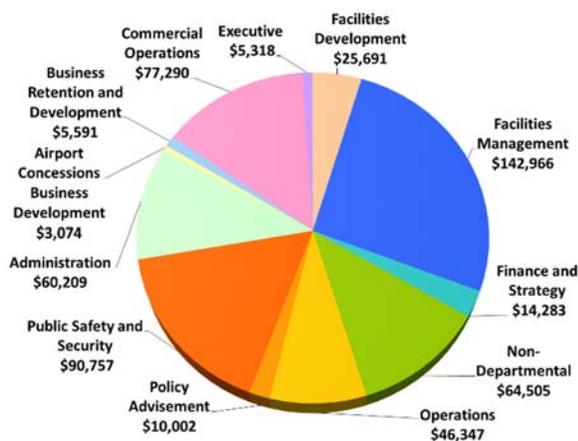
The Miami-Dade Aviation Department (MDAD) operates a system of airports that provides for the safe and efficient movement of people and goods while being responsive to the needs of customers and safeguarding the environment.

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 103 airlines with routes to over 150 cities on four continents, MIA ranks number one in the United States for international freight and third for international passenger traffic. MIA's vision is to grow from a recognized hemispheric hub to a global airport of choice that offers customers a world-class experience and an expanded route network with direct passenger and cargo access to all world regions.

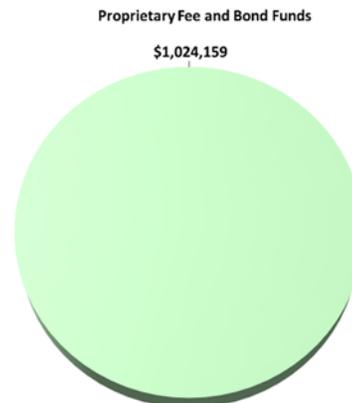
MDAD works closely with a diverse group of constituents, including cargo and passenger airlines and their customers, the support industries that form the air travel base, the Federal Aviation Administration (FAA), the Transportation Security Administration (TSA), United States Customs and Border Protection,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

FY 2019-20 Adopted Operating Budget

Expenditures by Activity
(dollars in thousands)



Revenues by Source
(dollars in thousands)



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TABLE OF ORGANIZATION

<u>EXECUTIVE</u>	
Provides leadership and direction to Department staff in accomplishing stated goals and objectives; provides legal representation to MDAD	
<u>FY 18-19</u>	<u>FY 19-20</u>
15	15
<div style="border: 1px solid black; border-radius: 10px; padding: 5px; margin-bottom: 5px;"> <p style="text-align: center;"><u>POLICY ADVISEMENT</u></p> <p>Directs all administrative, financial, operational and policy activities for the Department</p> <p style="text-align: center;"><u>FY 18-19</u> 50</p> <p style="text-align: center;"><u>FY 19-20</u> 50</p> </div>	<div style="border: 1px solid black; border-radius: 10px; padding: 5px; margin-bottom: 5px;"> <p style="text-align: center;"><u>OPERATIONS</u></p> <p>Provides secure, safe and efficient airfield areas, terminal gates and cargo loading positions for aircraft users; oversees traffic operations and addresses aircraft issues within the community</p> <p style="text-align: center;"><u>FY 18-19</u> 445</p> <p style="text-align: center;"><u>FY 19-20</u> 446</p> </div>
<div style="border: 1px solid black; border-radius: 10px; padding: 5px; margin-bottom: 5px;"> <p style="text-align: center;"><u>FACILITIES MANAGEMENT</u></p> <p>Maintains functional, safe and secure facilities, equipment, structures and utilities for internal and external customers</p> <p style="text-align: center;"><u>FY 18-19</u> 461</p> <p style="text-align: center;"><u>FY 19-20</u> 471</p> </div>	<div style="border: 1px solid black; border-radius: 10px; padding: 5px; margin-bottom: 5px;"> <p style="text-align: center;"><u>PUBLIC SAFETY AND SECURITY</u></p> <p>Directs the investigative police and uniform services; oversees the fire and rescue services at MIA and enforces all local, state and federally mandated security requirements</p> <p style="text-align: center;"><u>FY 18-19</u> 123</p> <p style="text-align: center;"><u>FY 19-20</u> 122</p> </div>
<div style="border: 1px solid black; border-radius: 10px; padding: 5px; margin-bottom: 5px;"> <p style="text-align: center;"><u>FINANCE AND STRATEGY</u></p> <p>Oversees accounting and financial services; develops and monitors the operating and capital budgets</p> <p style="text-align: center;"><u>FY 18-19</u> 74</p> <p style="text-align: center;"><u>FY 19-20</u> 74</p> </div>	<div style="border: 1px solid black; border-radius: 10px; padding: 5px; margin-bottom: 5px;"> <p style="text-align: center;"><u>FACILITIES DEVELOPMENT</u></p> <p>Manages the planning, design and construction of facilities and provides support for the environmental, civil and fuel engineering needs of the Department</p> <p style="text-align: center;"><u>FY 18-19</u> 41</p> <p style="text-align: center;"><u>FY 19-20</u> 63</p> </div>
<div style="border: 1px solid black; border-radius: 10px; padding: 5px; margin-bottom: 5px;"> <p style="text-align: center;"><u>BUSINESS RETENTION AND DEVELOPMENT</u></p> <p>Manages the rental and permit agreements of the airport system properties and facilities; monitors concessionaire lease agreements</p> <p style="text-align: center;"><u>FY 18-19</u> 40</p> <p style="text-align: center;"><u>FY 19-20</u> 42</p> </div>	<div style="border: 1px solid black; border-radius: 10px; padding: 5px; margin-bottom: 5px;"> <p style="text-align: center;"><u>ADMINISTRATION</u></p> <p>Oversees personnel and support services functions; provides information technology and telecommunications services and procurement activities to MDAD and its diverse user base</p> <p style="text-align: center;"><u>FY 18-19</u> 142</p> <p style="text-align: center;"><u>FY 19-20</u> 139</p> </div>
<div style="border: 1px solid black; border-radius: 10px; padding: 5px;"> <p style="text-align: center;"><u>AIRPORT CONCESSIONS BUSINESS DEVELOPMENT</u></p> <p>Provides customers with superior airport concessions and services by creating business opportunities at MIA for international, national and local firms</p> <p style="text-align: center;"><u>FY 18-19</u> 9</p> <p style="text-align: center;"><u>FY 19-20</u> 10</p> </div>	

The FY 2019-20 total number of full-time equivalent positions is 1,432 FTE

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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, provides long-term vision and implements legislative policy and directives
- Provides legal services to operational divisions

DIVISION COMMENTS

- The FY 2019-20 Adopted Budget includes a departmental reorganization that transfers one Departmental Administrative Coordinator from Public Safety and Security to provide office support in the Director's office
- *The FY 2019-20 Adopted Budget includes the transfer of one Paralegal position to the County Attorney Office to assist with increased demand associated with administrative workload*

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
- Advertises solicitations for Invitations to Bid (ITB), Requests for Proposals (RFP) and Architectural and Engineering (A&E)
- 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

Key Department Measures, Strategic Objectives, and Resiliency Drivers

Measures	SO	RD	Type	Good	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 19-20
					Actual	Actual	Budget	Actual	Target
Airport Concession Disadvantaged Business Enterprise (ACDBE) overall participation at MIA (millions)	ED2-2	ES-3	OC	↑	\$159.8	\$146.6	\$152.5	\$165.0	\$166.7
Local small car rental concession business (millions)	ED2-2	ES-3	OC	↑	\$8.4	\$7.5	\$9.6	\$6.1	\$7.5
Small business and community outreach meetings held	ED2-2	ES-3	OP	↔	44	45	46	50	53

DIVISION COMMENTS

- **The FY 2019-20 Adopted Budget includes the addition of one Division Director to oversee the functions of the contracts and procurement divisions and the transfer of one Aviation Senior Procurement Contracts Officer from the Internal Services Department to provide support for contract solicitation processes (\$214,000)**
- The FY 2019-20 Adopted Budget includes a departmental reorganization that transfers one Aviation A/E Administrator position from Business Retention and Development to provide support for the contract solicitation processes
- *The FY 2019-20 Adopted Budget includes the transfer of six positions to the Internal Services Department to consolidate the responsibilities of the Minority Affairs Division (\$577,000)*

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DIVISION: BUSINESS RETENTION AND DEVELOPMENT

The Business Retention and Development Division expands and develops revenue sources for MIA and the GAA; administers and monitors air carrier and concessionaire lease agreements; and plans future business and economic development for the Department.

- Develops, negotiates and administers leases of 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

Key Department Measures, Strategic Objectives, and Resiliency Drivers

Measures	SO	RD	Type	Good	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 19-20
					Actual	Actual	Budget	Actual	Target
MIA non-terminal rental revenue (millions)	GG4-1	ES-3	OC	↑	\$59.1	\$60.9	\$60.0	\$61.1	\$60.3
GAA revenue (millions)	GG4-1	ES-3	OC	↑	\$11.6	\$11.4	\$9.5	\$10.2	\$9.5

DIVISION COMMENTS

- **The FY 2019-20 Adopted Budget includes the addition of one Special Projects Administrator 1 position and one Administrative Officer 3 position to provide administrative support to upper management (\$192,000)**
- The FY 2019-20 Adopted Budget includes a departmental reorganization that transfers one Aviation A/E Administrator to Administration to provide support for the contract solicitation process and one Special Project Administrator 1 position from Operations to provide oversight and support for the concessions program

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

Key Department Measures, Strategic Objectives, and Resiliency Drivers

Measures	SO	RD	Type	Good	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 19-20
					Actual	Actual	Budget	Actual	Target
Airspace analyses conducted for airport construction (monthly average)*	ED1-5	IE-3	OP	↔	199	178	60	543	50

*FY 2018-19 Actual reflects the completion of the FPL Hardening program

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DIVISION COMMENTS

- The FY 2019-20 Adopted Budget includes the addition of 22 positions to provide adequate staffing levels for completion of the Capital Improvement Program (CIP) (\$2.146 million)

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 GAA
- Ensures readiness of all new facilities including testing, commissioning and turnover; sets operational standards; and updates MDAD design guidelines

DIVISION COMMENTS

- The FY 2019-20 Adopted Budget includes the addition of ten positions to provide support for maintenance of equipment, buildings, and facilities throughout MIA (\$495,000)

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

Key Department Measures, Strategic Objectives, and Resiliency Drivers

Measures	SO	RD	Type	Good	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 19-20
					Actual	Actual	Budget	Actual	Target
MIA cost per enplaned passenger	ED1-5	ES-3	OC	↓	\$19.83	\$19.20	\$19.87	\$19.23	\$18.92
MIA passengers (millions)	ED1-5	ES-3	OC	↑	43.8	44.9	45.6	45.8	46.0
MIA cargo tonnage (millions)	ED1-5	ES-3	OC	↑	2.3	2.4	2.3	2.3	2.4
Landing Fee Rate (per 1,000 lbs. in dollars)	ED1-5	ES-3	OC	↓	\$1.63	\$1.67	\$1.62	\$1.62	\$1.62
Enplaned Passengers (millions)	ED1-5	ES-3	OC	↑	21.6	22.2	22.8	22.7	23.1

DIVISION COMMENTS

- The Department will maintain a competitive landing fee in FY 2019-20 at \$1.62 per 1,000 pound unit of landed weight, which remains at the same level as FY 2018-19

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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 MIA 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 2019-20 Adopted Budget includes the addition of one Administrative Officer 2 position to provide administrative support to upper management (\$80,000)**

DIVISION: OPERATIONS

The Operations Division provides for a safe and secure airfield at MIA; 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 GAA; 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

Key Department Measures, Strategic Objectives, and Resiliency Drivers

Measures	SO	RD	Type	Good	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 19-20
					Actual	Actual	Budget	Actual	Target
Air Operations Area (AOA) Certification Driver Training Attendance	GG4-1	IE-3	OC	↑	7,355	7,881	7,360	8,274	7,515

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DIVISION COMMENTS

- **The FY 2019-20 Adopted Budget includes the addition of one Airport Operations Agent to provide adequate staffing level at Miami-Opa Locka Executive Airport (\$52,000)**
- The FY 2019-20 Adopted Budget includes a departmental reorganization that transfers one Special Projects Administrator 1 position to Business Retention and Development to provide oversight and support for the concessions program and one Special Projects Administrator 1 position from Public Safety and Security to assist upper management with administrative functions

DIVISION: POLICY ADVISEMENT

The Policy AdviseMENT Division directs all administrative, financial and operational activities for the Department; plans and coordinates air carrier route development and route maintenance; manages long-term special projects; and shapes departmental policies.

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

Key Department Measures, Strategic Objectives, and Resiliency Drivers

Measures	SO	RD	Type	Good	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 19-20
					Actual	Actual	Budget	Actual	Target
Percentage of new hires receiving "Miami Begins with MIA" training	ED1-5	IE-3	EF	↑	N/A	100%	100%	100%	100%
Overall customer service ratings for MIA*	ED1-5	IE-3	OC	↑	N/A	N/A	N/A	759	750

*FY 2018-19 Actual reflects first year that process was in effect

DIVISION COMMENTS

- **The FY 2019-20 Adopted Budget includes the addition of one Senior Social Media Specialist position to keep up with expanding workload within the area of digital marketing (\$70,000)**
- The FY 2019-20 Adopted Budget includes a departmental reorganization that transfers one Airport Operations Agent to Public Safety and Security to provide enforcement of security directives

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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

Key Department Measures, Strategic Objectives, and Resiliency Drivers

Measures	SO	RD	Type	Good	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 19-20
					Actual	Actual	Budget	Actual	Target
Average number of overall crimes at MIA	PS3-3	ES-2	OC	↓	60	67	70	57	70

DIVISION COMMENTS

- The FY 2019-20 Adopted Budget includes a departmental reorganization that transfers one Departmental Administrative Coordinator to the Executive Division to provide office support within the Director's office, one Special Projects Administrator 1 to Operations to assist management with administrative functions and one Airport Operations Agent from Policy Advisement to provide enforcement of security directives

ADDITIONAL INFORMATION

- The FY 2019-20 Adopted Budget continues the ninth 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 which began in FY 2010-11
- In FY 2019-20, the Department will increase the number of international routes to 109 from 108 and cargo carriers to 39 from 38 during the same period; the Department will increase low-fare carriers in FY 2019-20 to eleven from ten
- MDAD's promotional funds total \$337,500 and will be used for activities that promote Miami-Dade County's airport system; major programs include Community and Global Outreach Programs (\$235,000), Air Cargo Americas International Congress and Exhibition (\$50,000) and various other activities (\$52,500)

CAPITAL BUDGET HIGHLIGHTS AND OPERATIONAL IMPACTS

- The FY 2019-20 Adopted Budget and Multi-Year Capital Plan, to be referred to as the Capital Improvement Plan (CIP), has fifteen subprograms: MIA Central Base Apron and Utilities, Concourse E, South Terminal, Miscellaneous Projects, Passenger Boarding Bridges, Central Terminal, North Terminal, Terminal Wide, Concourse G Projects, Concourse H Projects, Airside Projects, Landside Projects, Cargo Projects, General Aviation Airport Projects and Reserve Maintenance Projects (total project cost \$1.79 billion; \$351 million in FY 2019-20)
- The Central Base Apron and Utilities project started construction in the second quarter of 2019 (total project cost \$108.482 million; \$44.112 million in FY 2019-20)
- Concourse E is now open and in use, South Terminal improvement continues with the installation of the Baggage Handling System (total project cost \$345.685 million; \$44.4 million in FY 2019-20)
- The Miscellaneous Projects Subprogram is now underway with the installation of central terminal ticket counters (total project cost \$516.794 million; \$78.431 million in FY 2019-20)

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- The Passenger Boarding Bridge Program has started with the fabrication of the first seven passenger boarding bridges; the balance of the subprograms have started and are making progress and the Reserve Maintenance Subprogram continues to maintain terminal and cargo buildings; 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 savings and increase revenues (total project cost \$77.85 million, \$13.509 million in FY 2019-20)
- The FY 2019-20 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, construction of an Airports Operations Control Room (AOC) and construction of runway incursion mitigation projects at Miami Executive Airport (total project cost \$28.012 million; \$6.328 million in FY 2019-20)
- The Department's FY 2019-20 Adopted Budget and Multi-Year Capital Plan includes the purchase of 73 vehicles (\$6.662 million); over the next five years, the Department has budgeted \$13.395 million to replace 155 vehicles as part of its fleet replacement plan; the County's fleet replacement plan is included under Non-Departmental project #2000000511

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 16-17	Actual FY 17-18	Budget FY 18-19	Actual FY 18-19	Budget FY 19-20
Advertising	760	888	1,182	1,067	1,319
Fuel	906	1,276	1,283	1,030	1,463
Overtime	5,162	3,533	4,457	3,708	4,433
Security Services	6,202	9,071	8,581	9,945	8,948
Temporary Services	97	18	50	172	130
Travel and Registration	389	351	898	254	886
Utilities	47,541	48,717	50,372	60,148	50,886

ADOPTED FEE ADJUSTMENTS FOR SERVICES

Fee Adjustments	Current Fee FY 18-19	Adopted Fee FY 19-20	Dollar Impact FY 19-20
• Concourse Use Fee	4.26	2.40	\$-131,164,000
• Baggage Claim Fee	1.56	0.87	\$-9,447,000
• Baggage Make-up (Capital)	.36	.31	\$-890,000
• Terminal Rent - Class I	89.88	95.00	\$94,000
• Terminal Rent - Class II	134.82	142.50	\$6,823,000
• Terminal Rent - Class III	89.88	95.00	\$1,342,000
• Terminal Rent - Class IV	44.94	47.50	\$783,000
• Terminal Rent - Class V	22.47	23.75	\$13,000
• Terminal Rent - Class VI	89.88	95.00	\$20,000
• Screening Fee	.49	.85	\$7,456,000
• International Facility Fee	2.36	10.66	\$108,992,000

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OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 16-17	Actual FY 17-18	Budget FY 18-19	Adopted FY 19-20
Revenue Summary				
Aviation Fees and Charges	379,779	379,776	402,860	378,331
Carryover	106,181	102,792	84,730	87,883
Commercial Operations	271,737	273,653	279,753	280,198
Non-Operating Revenue	87,220	97,709	87,000	92,000
Other Revenues	19,268	24,214	18,933	23,534
Rental Income	150,278	147,748	149,707	162,213
Total Revenues	1,014,463	1,025,892	1,022,983	1,024,159
Operating Expenditures Summary				
Salary	92,769	94,661	101,836	106,528
Fringe Benefits	32,573	35,328	41,009	42,050
Court Costs	194	373	494	400
Contractual Services	87,803	94,640	107,097	121,011
Other Operating	129,196	139,135	166,204	173,374
Charges for County Services	84,115	87,943	97,254	99,413
Grants to Outside Organizations	0	0	0	0
Capital	3,324	2,789	3,063	3,257
Total Operating Expenditures	429,974	454,869	516,957	546,033
Non-Operating Expenditures Summary				
Transfers	481,697	472,130	418,143	385,300
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	87,883	92,826
Total Non-Operating Expenditures	481,697	472,130	506,026	478,126

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 18-19	Adopted FY 19-20	Budget FY 18-19	Adopted FY 19-20
Strategic Area: Economic Development				
Executive	5,157	5,318	15	15
Administration	62,219	60,209	142	139
Business Retention and Development	5,967	5,591	40	42
Commercial Operations	74,707	77,290	0	0
Facilities Development	22,523	25,691	41	63
Facilities Management	126,350	142,966	461	471
Finance and Strategy	13,719	14,283	74	74
Airport Concessions	2,994	3,074	9	10
Business Development				
Non-Departmental	61,616	64,505	0	0
Operations	44,970	46,347	445	446
Policy Advisement	9,727	10,002	50	50
Public Safety and Security	87,008	90,757	123	122
Total Operating Expenditures	516,957	546,033	1,400	1,432

CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FUTURE	TOTAL
Revenue									
Aviation 2016 Commercial Paper	200,000	0	0	0	0	0	0	0	200,000
Aviation Passenger Facility Charge	0	43,530	46,533	33,866	18,571	0	0	0	142,500
Aviation Revenue Bonds	78,004	7,786	9,362	1,956	0	0	0	0	97,108
Claims Construction Fund	664	0	0	0	0	0	0	0	664
Double-Barreled GO Bonds	4,288	12,471	13,418	0	0	0	0	0	30,177
FDOT Funds	66,383	20,127	16,311	7,858	8,504	0	0	0	119,183
Federal Aviation Administration	42,387	44,827	4,764	0	0	0	0	0	91,978
Future Financing	4,721	140,147	179,285	191,424	110,173	0	0	0	625,750
Improvement Fund	9,926	7,264	23,344	27,558	1,061	0	0	0	69,153
Reserve Maintenance Fund	119,960	54,834	20,100	24,000	27,000	30,000	35,000	0	310,894
Transportation Security Administration Funds	81,161	20,000	0	0	0	0	0	0	101,161
Total:	607,494	350,986	313,117	286,662	165,309	30,000	35,000	0	1,788,568
Expenditures									
Strategic Area: ED									
Facility Improvements	607,494	350,986	313,117	286,662	165,309	30,000	35,000	0	1,788,568
Total:	607,494	350,986	313,117	286,662	165,309	30,000	35,000	0	1,788,568

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FUNDED CAPITAL PROJECTS

(dollars in thousands)

GENERAL AVIATION AIRPORT PROJECTS

PROJECT #: 2000001049

DESCRIPTION: Replace buildings 102 and 109 at Miami Executive Airport; construct interior service road at Miami-Opa locka Executive Airport (OPF); construct runway incursion mitigation option 2 - Phase 1 project at Miami Executive Airport; and construct runway incursion mitigation hot spot#1 with Taxiway H - west extension to Threshold 9R at Miami Executive Airport

LOCATION: General Aviation Airports District Located: 1, 11
 Various Sites District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
FDOT Funds	100	1,873	1,366	0	0	0	0	0	3,339
Federal Aviation Administration	1,190	2,962	0	0	0	0	0	0	4,152
Future Financing	0	0	10,334	3,933	0	0	0	0	14,267
Improvement Fund	2,323	1,187	943	0	0	0	0	0	4,453
Reserve Maintenance Fund	1,395	306	100	0	0	0	0	0	1,801
TOTAL REVENUES:	5,008	6,328	12,743	3,933	0	0	0	0	28,012
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	3,938	6,116	12,743	3,933	0	0	0	0	26,730
Planning and Design	1,070	212	0	0	0	0	0	0	1,282
TOTAL EXPENDITURES:	5,008	6,328	12,743	3,933	0	0	0	0	28,012

MIAMI INTERNATIONAL AIRPORT - AIRSIDE PROJECTS

PROJECT #: 2000001046

DESCRIPTION: Install a new Airport Surface Management System (SMS) that will help to manage the movement of aircraft from the apron to the taxiways and runways

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

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
FDOT Funds	0	1,000	3,096	0	0	0	0	0	4,096
Future Financing	0	0	6,288	7,039	0	0	0	0	13,327
Improvement Fund	1,281	2,785	707	707	1,061	0	0	0	6,541
TOTAL REVENUES:	1,281	3,785	10,091	7,746	1,061	0	0	0	23,964
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	353	3,053	10,091	7,746	1,061	0	0	0	22,304
Planning and Design	928	732	0	0	0	0	0	0	1,660
TOTAL EXPENDITURES:	1,281	3,785	10,091	7,746	1,061	0	0	0	23,964

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MIAMI INTERNATIONAL AIRPORT - LANDSIDE PROJECTS

PROJECT #: 2000001047



DESCRIPTION: Replace the existing Parking Access and Revenue Control System; paint the Dolphin and Flaming parking garages; replace fire main in buildings 890, 891 and 896; renovate offices in building 3030; relocate Fuel Farm utilities; re-route Employee Parking Lot Road to east side of parking lot

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

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Double-Barreled GO Bonds	3,713	6,464	0	0	0	0	0	0	10,177
Reserve Maintenance Fund	3,826	8,849	0	0	0	0	0	0	12,675
TOTAL REVENUES:	7,539	15,313	0	0	0	0	0	0	22,852
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	7,311	15,283	0	0	0	0	0	0	22,594
Planning and Design	228	30	0	0	0	0	0	0	258
TOTAL EXPENDITURES:	7,539	15,313	0	0	0	0	0	0	22,852

MIAMI INTERNATIONAL AIRPORT - MISCELLANEOUS PROJECTS

PROJECT #: 2000000096



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	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Aviation 2016 Commercial Paper	41,922	0	0	0	0	0	0	0	41,922
Aviation Passenger Facility Charge	0	18,818	12,882	0	0	0	0	0	31,700
Aviation Revenue Bonds	1,142	2,671	6,319	0	0	0	0	0	10,132
Double-Barreled GO Bonds	575	6,007	13,418	0	0	0	0	0	20,000
FDOT Funds	8,200	1,226	3,011	2,935	0	0	0	0	15,372
Federal Aviation Administration	14,740	25,295	0	0	0	0	0	0	40,035
Future Financing	0	24,414	93,356	94,875	96,988	0	0	0	309,633
Improvement Fund	0	0	21,149	26,851	0	0	0	0	48,000
TOTAL REVENUES:	66,579	78,431	150,135	124,661	96,988	0	0	0	516,794
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	56,489	75,321	150,135	124,558	96,988	0	0	0	503,491
Planning and Design	10,090	3,110	0	103	0	0	0	0	13,303
TOTAL EXPENDITURES:	66,579	78,431	150,135	124,661	96,988	0	0	0	516,794

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MIAMI INTERNATIONAL AIRPORT - NORTH TERMINAL

PROJECT #: 200001042

DESCRIPTION: Relocate MIA's ID Section; relocate driver training area; and replace credentialing and Identity Management System for the airport

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

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Claims Construction Fund	664	0	0	0	0	0	0	0	664
Improvement Fund	6,202	1,657	0	0	0	0	0	0	7,859
TOTAL REVENUES:	6,866	1,657	0	0	0	0	0	0	8,523
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	6,773	1,657	0	0	0	0	0	0	8,430
Planning and Design	93	0	0	0	0	0	0	0	93
TOTAL EXPENDITURES:	6,866	1,657	0	0	0	0	0	0	8,523

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

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Aviation 2016 Commercial Paper	810	0	0	0	0	0	0	0	810
Aviation Passenger Facility Charge	0	9,490	20,778	19,461	18,571	0	0	0	68,300
Future Financing	4,721	4,019	0	0	0	0	0	0	8,740
TOTAL REVENUES:	5,531	13,509	20,778	19,461	18,571	0	0	0	77,850
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	5,122	13,083	20,338	18,761	17,630	0	0	0	74,934
Planning and Design	409	426	440	700	941	0	0	0	2,916
TOTAL EXPENDITURES:	5,531	13,509	20,778	19,461	18,571	0	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; provide funding for replacement of IT equipment, miscellaneous environmental projects and paving rehabilitation

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

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Reserve Maintenance Fund	40,076	43,000	20,000	24,000	27,000	30,000	35,000	0	219,076
TOTAL REVENUES:	40,076	43,000	20,000	24,000	27,000	30,000	35,000	0	219,076
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	37,672	40,420	18,800	22,560	25,380	28,200	32,900	0	205,932
Planning and Design	2,404	2,580	1,200	1,440	1,620	1,800	2,100	0	13,144
TOTAL EXPENDITURES:	40,076	43,000	20,000	24,000	27,000	30,000	35,000	0	219,076

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UNFUNDED CAPITAL PROJECTS

PROJECT NAME	LOCATION	(dollars in thousands) ESTIMATED PROJECT COST
MIA - APRON AND TAXI LANE PAVEMENTS - CONCOURSES D AND E	Miami International Airport	5,600
MIA - APRON AND TAXI LANE PAVEMENTS - CONCOURSES E AND F	Miami International Airport	10,440
MIA - CARGO OPTIMIZATION PROGRAM - PHASE 1 AND 2	Miami International Airport	14,000
MIA - CENTRAL BASE APRON UTILITIES IMPROVEMENTS - PHASE 2	Miami International Airport	38,000
MIA - CENTRAL TERMINAL REDEVELOPMENT	Miami International Airport	522,000
MIA - EXPAND CONCOURSE D TO THE EAST EXTENSION	Miami International Airport	396,000
MIA - EXPAND CONCOURSE D TO THE WEST EXTENSION	Miami International Airport	449,000
MIA - LAND ACQUISITION	Miami International Airport	15,000
MIA - LANDSIDE PROJECTS	Miami International Airport	37,000
MIA - MIDFIELD BLAST FENCE	Miami International Airport	10,000
MIA - NORTH TERMINAL IMPROVEMENTS	Miami International Airport	61,000
MIA - PERIMETER ROAD WIDENING	Miami International Airport	20,000
MIA - SOUTH TERMINAL EXPANSION	Miami International Airport	356,000
MIA - TERMINAL WIDE PROJECTS	Miami International Airport	84,000
MIAMI - OPA LOCKA EXECUTIVE AIRPORT - IMPROVEMENTS	Miami - Opa locka Executive Airport	1,300
	UNFUNDED TOTAL	2,019,340