Memorandum

MIAMI-DADE COUNTY

Date:	September 2, 2008
To:	Honorable Chairman Bruno A. Barreiro, and Members, Board of County Commissioners
From:	George M. Burgess, County Manager
Subject:	Award Recommendation-RFP for Operation of Public Parking Facilities at MIA RFP No. MDAD-02-06

Agenda Item No. 8(A)(1)(A)

RECOMMENDATION

Pursuant to the Board's directives of December 20, 2007 and July 17, 2008, the attached Non-Exclusive Management Agreement (with exhibits on file with the Clerk of the Board) for the operation of the public parking facilities at Miami International Airport ("MIA") to Airport Parking Associates ("APA") is presented for the Board's approval.

SCOPE

Miami International Airport is located primarily within Commission District 6.

FISCAL IMPACT/FUNDING SOURCE

The revenues to the Miami-Dade Aviation Department ("MDAD") from this management agreement are budgeted at $36,027,275 for the current fiscal year after the payment of a monthly management fee ("MMF") of $8,250 to APA. MDAD anticipates, at minimum, this result or $180,136,375 for the five-year contract period.

TRACK RECORD/MONITOR

APA has been satisfactorily providing services at Miami International Airport under the current agreement, with the exception of the Office of the Inspector General (OIG) findings referenced below under "Background". The Agreement will be monitored by Ray Diaz, MDAD Chief of Commercial Operations.

DELEGATED AUTHORITY

The authority of the Mayor to execute and implement this agreement is consistent with those authorities granted under the Code of Miami-Dade County. Additional delegation of authorities requested for this contract include exercising any cancellation, termination and renewal (one five-year renewal option) provisions contained therein.

COMPLIANCE DATA

The Department of Small Business Development reports no violations for this company.

BACKGROUND

A Request for Proposals No. MDAD-02-06 ("RFP"), for operation of MIA's public parking facilities was advertised on September 19, 2006. The RFP included a Small Business Enterprise ("SBE") selection factor. Responses were received from the following four firms:

- Airport Parking Associates
- Standard Parking/AAA Parking
- Ampco System Parking
- Five Star Parking

One (1) firm out of the four (4) proposers, Standard Parking/AAA Parking, requested the SBE selection factor. However, the Department of Small Business Development (SBD) found Standard Parking/AAA Parking was not properly certified to receive the SBE certification.

The Evaluation/Selection Committee ("Committee") met and reviewed proposals submitted by the four (4) proposers, and heard presentations from the submitting firms. The Committee recommended negotiations with the highest ranked firm which was APA.

The Negotiation Committee successfully completed negotiations with APA on December 22, 2006. Subsequently, based upon anonymous allegations received by MDAD in March 2007, MDAD requested the Office of the Inspector General ("OIG") to review the allegations against APA. On May 10, 2007, the OIG issued preliminary findings and identified certain potential problems with the draft agreement. These included:

- Permitting some expense reimbursement based on estimates rather than actual expenditures supported by receipts or other third-party documentation;
- Allowing reimbursement of 401(k) plan expenditures at 2.5% of total gross salaries, instead of the actual monthly cost of plan participation; and
- Reimbursing expenditures for workers compensation and general liability insurance based on documentation that does not clearly indicate the actual premiums and coverage attributable to operations at Miami International Airport.

MDAD addressed those specific areas in this agreement by changing the method of reimbursement to actual cost instead of estimates and included a provision for restitution and resolution of any related disputes if APA is found to owe money to the Department in an audit or investigation conducted by a governmental agency. If APA disputes these findings, it must file a notice of dispute with MDAD within thirty days, place the monies in an escrow account of MDAD's choosing, and both parties submit to binding dispute resolution within sixty days of the filing of the notice of dispute.

The Negotiation Committee met with APA through a publicly advertised meeting on June 25, 2007, to discuss the revisions to the Agreement. The Negotiation Committee and APA agreed to review revisions of the language while adhering to the OIG's recommendations.

On September 18, 2007, County staff recommended the Board award the contract to APA. At the time, the OIG was investigating allegations that APA had overbilled the County on its existing contract with MDAD. In light of the OIG's investigation, the Board deferred award of the contract to APA so that the OIG could finalize the investigation. Upon concluding the investigation of APA, OIG report suggested that APA had overcharged the County for certain reimbursable expenses. Based on the OIG's findings, MDAD decided to explore alternatives for the operation of the parking garages.

At its December 20, 2007, meeting, the Board did not approve the County Manager's revised recommendation that all four proposals received in response to a Request for Proposals for Non-Exclusive Operations of the Public Parking Facilities at MIA be rejected in favor of operating the parking facilities in-house with County and temporary employees. The Board directed MDAD to proceed with arbitration with APA, to determine whether APA had acted unethically or illegally by improperly billing the County, and that the current contract be continued on a month-to-month basis pending a decision from the arbitrator. The Board further instructed MDAD that if the arbitrator rendered a decision determining that APA did not act in an unethical or illegal manner, MDAD should enter into negotiations with APA; in the event that the arbitrator rendered a decision that found APA to have acted unethically or illegally, then MDAD should negotiate with the second-ranked firm.

APA and the County arbitrated this issue on March 26 and 27, 2008. On June 5, 2008, the arbitrator ruled that APA's conduct, while troubling, was neither illegal nor unethical. The arbitrator did find, however, that the County had been "taken advantage of."

On July 17, 2008, a report (Agenda Item 12B2) on the arbitrator's findings was accepted by the Board. The report also advised the Board that unless directed otherwise, a Non-Exclusive Management Agreement for the operation of the public parking facilities at MIA to APA would be presented for approval.

PROJECT:	Operation of Public Parking Facilities at MIA
PROJECT NO.	RFP No. MDAD-02-06
USING AGENCY:	Miami-Dade Aviation Department
COMPANY NAME:	Airport Parking Associates Joint Venture (Consisting of Central Parking System of Florida and WRP & Associates)
COMPANY PRINCIPAL(S):	James H. Bond, President Central Parking System of Florida, Inc. ("CPS") and William R. Perry III, President, WRP & Associates ("WPA")
LOCATION OF COMPANY:	2 South Biscayne Blvd., Suite 200 Miami, Florida 33131
GENDER, ETHNICITY & OWNERSHIP BREAKDOWN:	Central Parking System of Florida, Inc. (CPS has 51% in APA). WRP & Associates (WRP has 49% in APA).
HOW LONG IN BUSINESS:	Ten (10) years
CONTRACT MEASURE:	The goal established was a Small Business Enterprise Selection Factor contract measure.
CONTRACT MEASURE ACHIEVED:	None – SBE Selection Factor
PREVIOUS AGREEMENTS WITH THE COUNTY WITHIN THE LAST FIVE (5) YEARS	Miami-Dade Aviation Department - APA Jackson Public Health Trust - CPS Park and Recreation Department - CPS
AMOUNT OF AGREEMENT:	The Agreement is estimated to be $31,135,000 (based on previous budgets) for a five (5) year term, which includes a monthly management fee of $8,250. The MMF will be payable upon billing by the Operator in accordance with Sub-Article 4.02 of the Agreement. Payments for any partial month of service shall be prorated.

	At the end of the Agreement but during any renewal period, MDAD may increase the MMF by a percentage amount up to the percentage change in the Consumer Price Index ("CPI") for the Miami area for the past twelve (12) month period.
TERM OF AGREEMENT:	Five (5) years
OPTION(S) TO RENEW:	Five (5) additional one (1) year terms.

Assistant County Manager

MEMORANDUM

(Revised)

TO: Honorable Chairman Bruno A. Barreiro and Members, Board of County Commissioners

DATE: September 2, 2008

FROM: R. A. Cuevas, Jr. County Attorney

SUBJECT: Agenda Item No. 8(A)(1)(A)

Please note any items checked.

_____	"4-Day Rule" ("3-Day Rule" for committees) applicable if raised
_____	6 weeks required between first reading and public hearing
_____	4 weeks notification to municipal officials required prior to public hearing
_____	Decreases revenues or increases expenditures without balancing budget
_____	Budget required
_____	Statement of fiscal impact required
_____	Bid waiver requiring County Manager's written recommendation
_____	Ordinance creating a new board requires detailed County Manager's report for public hearing
_____	Housekeeping item (no policy decision required)
✓	No committee review

Approved _____ Mayor
Veto _____
Override _____

Agenda Item No. 8(A)(1)(A)
9-2-08

RESOLUTION NO. _____

RESOLUTION RELATING TO OPERATION OF PUBLIC PARKING FACILITIES AT MIAMI INTERNATIONAL AIRPORT; AND AUTHORIZING AWARD AND EXECUTION OF NONEXCLUSIVE MANAGEMENT AGREEMENT WITH AIRPORT PARKING ASSOCIATES FOR FIVE YEAR PERIOD

WHEREAS, this Board desires to meet this need and accomplish the purposes outlined in the accompanying memorandum and documents, which are incorporated herein by reference,

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF MIAMI-DADE COUNTY, FLORIDA, that the Board authorizes: (i) the award and execution of the Nonexclusive Management Agreement for the Operation of the Public Parking Facilities at Miami International Airport (the "Agreement"), with Central Parking System of Florida, Inc. and WRP & Associates, Inc., doing business as Airport Parking Associates ("APA"), for a five (5) year term, with the County's right to extend the Agreement for an additional five (5) years in one (1) year increments (the maximum term of the Agreement with extensions not to exceed ten (10) years); and (ii) the Mayor or designee to execute the Agreement, and exercise or enforce any provision of the Agreement including cancellation provisions contained therein.

The foregoing resolution was offered by Commissioner , who moved its adoption. The motion was seconded by Commissioner and upon being put to a vote, the vote was as follows:

Bruno A. Barreiro, Chairman
Barbara J. Jordan, Vice-Chairwoman

Jose "Pepe" Diaz	Audrey M. Edmonson
Carlos A. Gimenez	Sally A. Heyman
Joe A. Martinez	Dennis C. Moss
Dorrin D. Rolle	Natacha Seijas
Katy Sorenson	Rebeca Sosa
Sen. Javier D. Souto	

The Chairperson thereupon declared the resolution duly passed and adopted this 2nd day of September, 2008. This resolution shall become effective ten (10) days after the date of its adoption unless vetoed by the Mayor, and if vetoed, shall become effective only upon an override by this Board.

MIAMI-DADE COUNTY, FLORIDA
BY ITS BOARD OF
COUNTY COMMISSIONERS

HARVEY RUVIN, CLERK

By:_____
Deputy Clerk

Approved by County Attorney as
to form and legal sufficiency. dsh

David Stephen Hope

NONEXCLUSIVE MANAGEMENT AGREEMENT FOR THE OPERATION OF THE PUBLIC PARKING FACILITIES MIAMI INTERNATIONAL AIRPORT

made as of the _____ day of _____ in the year Two Thousand and Eight.

Between the County: **Miami-Dade County Florida**, a political subdivision of the State of Florida, acting by and through its Board of County Commissioners, hereinafter called the "County", which shall include its officials, successors, legal representatives, and assigns.

And the OPERATOR: **Airport Parking Associates**
2 South Biscayne Boulevard, Suite 200
Miami, Florida 33131
Phone: (305)372-5151 Fax: (305)374-8271

Which term shall include its officers, partners, employees, successors, legal representatives and assigns.

Description of the Project: Miami-Dade County (the "County"), as represented by the Miami-Dade Aviation Department ("MDAD"), is seeking one (1) Management Agreement for the operation of all Public Parking Facilities at Miami International Airport.

Dated

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NONEXCLUSIVE MANAGEMENT AGREEMENT

FOR THE OPERATION OF THE PUBLIC PARKING FACILITIES AT MIAMI INTERNATIONAL AIRPORT

THIS NONEXCLUSIVE MANAGEMENT AGREEMENT, (the "Agreement"), made and entered into as of the _____ day of _____, 2008, by and between the Board of County Commissioners of Miami-Dade County, Florida (the "County"), a political subdivision of the State of Florida, and Airport Parking Associates, a Tennessee General Partnership authorized to do business in the State of Florida (the "Operator" or "APA").

WITNESSETH:

NOW, THEREFORE, for and in consideration of mutual covenants herein contained, the parties hereto agree as follows:

DEFINITIONS

- AGREEMENT: This written agreement between the Owner and the Operator, including the appendices attached hereto and all Amendments.
- AMENDMENT: A written modification to this Agreement executed by the Operator and the Owner covering changes, additions, or reductions in the terms of this Agreement.
- ANNUAL OPERATING BUDGET: The projections of the Operator as to monthly and annual totals for revenues and expenses for each major financial account and line item, each distinct group of revenue and expense centers, and individual operating units including estimated requirements of overtime and operational contingencies, equipment acquisitions, and the proper distribution of overhead and operator compensation to individual centers and units. DAYS: Reference made to days shall mean consecutive calendar days.
- ARTICLE: The article section contained in the Nonexclusive Management Agreement.
- CODE: The Code of Miami-Dade County, Florida.
- CONTRACTOR: An independent firm, company, joint venture, corporation, partnership, or individual under contract with and compensated by the Operator to perform a portion of the Services required hereunder.
- DEPARTMENT: Miami-Dade Aviation Department ("MDAD"), which is a department of Miami- Dade County and represented by and acting through its Director or his/her designee(s).

- DIRECTOR: The Director of the Miami-Dade Aviation Department or authorized representative(s) designated in writing with respect to a specific matter(s) concerning the Services.

- EQUAL EMPLOYMENT OPPORTUNITY: Opportunity provided by the Consultant pursuant to Executive Order 11246, as amended, and required to be part of contracts covered by said Executive Order.

- FISCAL YEAR: The period of time which commences on October 1st of a particular year and concludes on September 30th of the ensuing year.

- FACILITIES MANAGER: The full-time, on site management representative of the Operator.

- GROSS REVENUES: All monies, paid or payable to the Operator for transactions made and for services rendered by the Operator in the operation of the Facilities, regardless of (i) when or where the services are rendered, (ii) whether paid or unpaid, or (iii) whether on a cash or credit basis.

- ILLEGALITY: An unlawful act or violation of a law, statute, or ordinance, which exposes the Operator to criminal penalty and/or fine.

- IMPROPRIETY or MISCONDUCT: The dereliction of duty, mismanagement, or performance of a forbidden, improper, or dishonest act.

- MISSING TICKET: A parking ticket for which transaction data has been recorded on the cash register journal tape or other media, but which cannot be accounted for by the Operator.

- MONTHLY MANAGEMENT FEE: The total dollar amount to be paid per month by the County to the Operator for the management and operation of the Facilities as stated in Sub-Article 4.01 and in accordance with the terms and conditions of the proposal documents.

- OWNER: Miami-Dade County acting through its Board of County Commissioners (the "Board").

- PROJECT MANAGER: The person designated by the Department to administer the terms and conditions of the contract documents on behalf of the County.

- REIMBURSABLE EXPENSES: All operating budget expenses incurred by the Operator in the operation of the Facilities, as well as all other expenses not provided for in the budget, but which are specifically approved by the Project Manager, or his/her designatee, in writing.

- RELATED PARTIES: The Operator, or any entity which has direct or indirect ownership interest in the Operator, or any entity in which the Operator has a direct or indirect ownership interest.

- REQUEST FOR PROPOSAL: The RFP No. MDAD 02-06, and all associated addenda, exhibits, forms, affidavits and attachments.

- SERVICES: Those services that the Operator shall perform in accordance with the terms of this Agreement as directed and authorized in writing by the Owner.

- SUB-ARTICLE: The subarticle section contained in the Nonexclusive Management Agreement.

ARTICLE 1
Term and Facilities

1.01 **Term:**

The County hereby engages the Operator and the Operator hereby agrees to manage, operate and maintain the public parking facilities of the County located at Miami International Airport (the "Airport" or "MIA"), as described in Sub-Article 1.03 and commencing October 1, 2008, for an initial term of five (5) years (the "Term").

1.02 **Extensions:**

This Agreement may be extended at the sole discretion of the Department for a maximum of five (5) additional one (1) year terms (the "Extension Period"), given no existing event of default. Each Extension Period shall be exercised by the Department providing notice of said extension to the Operator, no later than one hundred twenty-one (121) days prior to the expiration date of the Agreement or the applicable Extension Period. In the event the Department does not give notice, this Agreement shall terminate accordingly. The Operator may, within thirty (30) days following the receipt of notice from the Department reject any such extension by written notice to the Department and, if so rejected, this Agreement shall terminate at the end of the initial term, or upon the termination of any extension thereof as appropriate. Failure of the Operator to respond to the Department within the thirty (30) day notice period shall automatically constitute acceptance of the extension.

1.03 **Facilities:**

The Department hereby makes available to the Operator for management and operation certain public parking facilities located at the Terminal Building area of Miami International Airport (the "Facilities").

The Facilities, as shown on Exhibit H, attached hereto shall encompass the: (i) multi-level structures designated as Short Term Parking, Dolphin Garage, and Flamingo Garage; (ii) high vehicle parking area; (iii) Central Collection Plaza; (iv) revenue control devices; and (v) entrances, exits; (vi) taxicab lot; (vii) remote parking, office space, which includes the furniture, fixtures and equipment contained therein or subsequently acquired, title to which is and shall remain in the County. No furniture, fixtures or equipment shall be removed from the Facilities without prior written approval of the Department. The Department

reserves the right without liability to the Operator or any related third party, to alter, change, modify, move or close all or any portion of the Facilities for economics, refurbishment, modification, expansion, renovation, improvement or repair. The Department may add new or additional facilities or delete existing facilities from this Agreement and may award same under separate agreements to third parties. Any such modifications, additions, or deletions to the Facilities shall be noted herein by providing a revised Exhibit H to the Operator. Neither, the modification, addition, or deletion of Facilities shall change the method to calculating compensation due the Operator pursuant to Sub-Article 4.02.

1.04 **Other Facilities:**

During the initial term of this Agreement or any Extension Period, the Operator shall not own, manage or operate a public parking facility within five (5) miles of the Airport, without the prior written approval from the Department.

ARTICLE 2
Scope of Services

2.01 **Services – General:**

The Operator, on a twenty-four (24) hour basis shall: (i) operate and maintain the Facilities in a neat, clean, and operable condition; (ii) provide, operate, and maintain the necessary equipment, trained personnel, and vehicles for battery assistance and lost vehicle searches; and (iii) perform security vehicle inspections, and other appropriate patron assistance for vehicles parked in the Facilities. The Operator shall provide such services as needed or desirable to control cost and expenditures, increase and develop Gross Revenues and net income (yield).

2.02 **Operator Duties:**

Collection procedures for accounts receivable transactions include, but are not limited to, attempts to reach the customer by telephone and demand payment letters sent by registered mail to the customer by the Operator at intervals of ten (10), thirty (30), and forty-five (45) days from the transaction dates as required in MIA Operational Directive No. 04-05 and the Parking Procedures Manual (Sub-Article 7.03).

All collected parking revenue is to be presented to the Department in the Monthly Revenue/Expense Report as Gross Parking Revenues with line-item reductions for application taxes and counterfeit money. Copies of the bank advice verifying the counterfeit money status must accompany the Report.

There will be no charge against Operator for accounts receivable amounts resulting from customer non-sufficient funds where Operator has followed agreed procedures, and documented same.

2.03 **Valet Parking:**

The Department shall have the right to require a departure valet service be offered by the Operator, in which event all cost of the operation of such departure valet service shall be made part of the budget. In such event, Operator shall obtain Garage Keeper's Legal Liability Insurance ("GKLL") with a limit of at least $1,000,000 (the premium for which will be a Reimbursable Expense). Pursuant to Article 13, the Operator shall pay and be financially responsible for any deductible payment associated with a GKLL claim, where either the MDAD Risk Management, Miami-Dade Police Department, or GKLL insurance carrier, determine that said claim was the result of Operator fault. Regular established fees and special valet service fees, as established by the County, shall be charged departure service valet customers and shall be included in Gross Revenue.

The Department shall have further right to utilize its own employees or engage another operator to provide said valet service at the Facilities, independent of this Agreement. In such event, the revenue from such valet parking operation shall not be included as Gross Revenue under this Agreement.

2.04 **Additional Parking Services:**

The Department shall have the right to require that additional parking facilities be operated by the Operator, in which event, all cost of the operation for such service shall be made part of the budget, and all revenues there from shall be included in Gross Revenues. Operations of additional parking facilities may include the providing of surface transportation between remote areas and the main Terminal Building.

The Department shall have the further right to utilize its own employees or engage another operator to operate such facilities independent of this Agreement. In such event the revenues from such additional parking facilities shall not be included in Gross Revenues under this Agreement.

2.05 **Missing Tickets:**

The Operator shall assume financial responsibility for all missing parking tickets. The maximum applicable short term, long term, or valet daily rate charged at any Airport parking facility will be charged to the Operator for each missing ticket. Said charge shall be deducted from the monthly compensation payable to the Operator.

2.06 **Cash Losses:**

All cash losses shall be the responsibility of, and be reimbursed by, the Operator. Cash losses shall include losses of debit and credit card media, vouchers and any other form of payment of Gross Revenues.

2.07 **Prompt Payment:**

The Operator shall be fully responsible for making prompt and timely payment of all obligations arising out of this Agreement, so as to maximize the potential for available discounts and commissions and so as to comply with the Florida Prompt Payment Act, Part VII of Chapter 218, Florida Statutes. All discounts, allowances, premiums and commissions paid or received hereunder, shall be to the credit and benefit of the County. The Operator shall pay from its own funds, any penalty, fine, like assessment, resulting from any late or delayed payment of an obligation hereunder.

ARTICLE 3
Revenues and Reports

3.01 **Gross Revenues:**

All Gross Revenue generated from the operation of the Facilities under this Agreement shall accrue to the County. Monies payable shall include, but not be limited to, any and all cashier shortage differentials, overages and undercharges. Dishonored checks, uncollected insufficient funds amounts, and uncollectible credit card charges shall not be included in Gross Revenues provided that the collection procedures for such transactions, as specified in the Parking Procedures Manual (Sub-Article 7.03), incorporated by reference herein, are adhered to by the Operator. All Gross Revenues generated from the operations of the Facilities under this Agreement shall accrue to the County.

3.02 **Deposit of Gross Revenue:**

The Operator shall deposit all funds collected, in a revenue depository account of the County, in a bank or depository as designated by the Department in accordance with the Parking Procedures Manual (Sub-Article 7.03). Deposits of Gross Revenue shall comprise: (i) all funds collected in cash, personal checks, corporate checks, or traveler's checks; (ii) credit and debit card vouchers with direct credit to the County's revenue depository account; (iii) any other Department approved media; plus (iv) net cashier overages and undercharges. Daily deposits shall be made as soon as practical, but no later than the next banking day following receipt of the revenue transactions. Other deposits shall be composed of: (X) Gross Revenues received in the form of receivables, such as vouchers, when the same day or next day "electronic funds transfer" is not available; (Y) credit and debit card vouchers not under direct credit to the County's Revenue depository account; and (Z) other forms of receivables as shall be approved by the Department. Possession of the deposited funds shall be deemed the County's only when the Department has received the duplicate deposit slips, properly certified by a cashier or officer of the depository bank. Said validated deposit slips must be delivered to the Department on a daily basis, but not later than 11:30 a.m. following the execution of any revenue transaction.

All bank advice, pertaining, but not limited to, counterfeit money, dishonored checks, and deposit corrections, shall also be delivered to the Department in the same manner.

3.03 **Deposits and Receivables Procedures:**

Revenue deposits and receivables shall be processed in accordance with MIA Operational Directive No. 04-05 and the Parking Procedures Manual (Sub-Article 7.03), as approved by the Department, and in accordance with Sub-Article 3.04. The Operator shall actively pursue collection of all accounts receivables and shall remain responsible for those amounts until collected and deposited into the County's revenue depository account.

Except as provided for in Sub-Article 2.02, in the second month following the month of transaction, the difference (but not less than zero) of the balance of uncollected accounts receivable for that month of transactions, less ten percent (10%) of the total accounts receivable, shall be deducted from the monthly compensation payable to the Operator.

3.04 **Aged Accounts Reports and Bad Debt Adjustments:**

An account(s) receivable transaction is initiated by the completion of the insufficient funds form. The Operator shall prepare and maintain, on a weekly basis, accounts receivable listing which include the date, insufficient funds form number, customer name, vehicle license plate number, and balance due resulting from an insufficient funds transaction. Collection procedures for accounts receivable transactions must comply with MIA Operational Directive No. 04-05, Parking Procedures Manual (Sub-Article 7.03) and Sub-Article 2.02.

On annual basis, the certified reports, prepared in accordance with Sub-Article 3.06, shall include the actual bad debt experience factor for uncollectible accounts. Based upon such actual bad debt experience factor, an adjustment of the difference between the ten percent (10%) estimated allowance for uncollected accounts and the actual factor will be made in the month following the date of the certified reports. Such adjustments will be an additional payment to the Operator or a deduction from the monthly compensation payable to the Operator.

On an annual basis, the certified reports, prepared in accordance with Sub-Article 3.06, shall include the accounts receivable amounts which are uncollected due to the failure of the Operator to follow procedures as described in MIA Operational Directive No. 04-05 and established Parking Procedures Manual (Sub-Article 7.03). Such amounts shall not be included in the calculation of the actual bad debt factor but shall be the direct responsibility of the Operator for payment to the Department. The Department shall deduct such amounts from the monthly compensation payable to the Operator. This deduction shall be made in the month following the date of receipt of the certified reports.

3.05 **Customer Checks:**

Personal, corporate, and traveler's checks are to be accepted as payment for parking transactions. Cashiers are to obtain information from customers paying by check as required by the Parking Procedures Manual (Sub-Article 7.03). The Operator must have an electronic check verification system, approved by the Department, in place, and must comply with all required procedures. The Operator shall be responsible for the collection of dishonored checks. In the event of a dishonored check not covered by the electronic check verification company, immediately upon notification that a check has been returned, the Operator must make attempts to reach the customer by telephone and send demand payment letters in compliance with MIA Operational Directive No. 04-05 and the Parking Procedures Manual (Sub-Article 7.03). The Operator shall immediately upon receipt, remit directly to the Department's Finance Division amounts collected against dishonored checks, with information clearly indicating the invoice number, customer name and check number shown on the original check.

On an annual basis, the certified reports prepared in accordance with Sub-Article 3.07, shall include the determination of the total amount of dishonored checks for which procedures described herein, in MIA Operational Directive No. 04-05 and in the Parking Procedures Manual (Sub-Article 7.03) were not followed by the Operator. Based upon such calculations, the Department shall deduct such total amounts from the compensation payable to the Operator. The deduction shall be made the month following the date of receipt of the certified reports.

3.06 **Reports:**

The Operator shall submit reports in such form as the Department shall require. Such reports shall be described as to format, reporting period, and frequency of submission in the Parking Procedures Manual (Sub-Article 7.03). These reports shall be signed by the preparer and countersigned by the Facilities Manager or his/her designee (see Sub-Article 4.02).

Periodic report(s) discrepancies shall be reconciled by the Operator upon request by the Department.

The Operator shall prepare and submit to the Department on a monthly basis a Report of Missing Tickets indicating the transaction date, time, exit lane, cashier name, transaction number and amount collected.

The Department may add, delete, or modify required Operator submitted reports at any time, and require the Operator to provide other reports generated by the Operator in the normal course of operations.

3.07 **Annual Audit:**

As soon as practical, but no later than December 1st of each year of this Agreement, the Operator shall furnish: (i) an annual certified financial statement of all revenues and expenses; (ii) a letter certifying compliance with the terms of

this Agreement; and (iii) a management letter resulting from the review of operations, and internal controls. Such financial statement, compliance letter and management letter must be prepared and attested to by an independent certified public accountant, licensed in the State of Florida, and acceptable to the Department. The financial statement shall be prepared in accordance with the American Institute of Certified Public Accountant's Statement on Auditing Standards – Special Reports, as well as generally accepted standards, and shall contain an unqualified opinion on the Gross Revenues and Reimbursable Expenses as defined by the terms of this Agreement. In addition to the annual audit requirement, the Department may require special audits of all, or selected, operations performed by the Operator under the terms of this Agreement. Such special audits shall be conducted in accordance with the requirements established by the Department. The cost of such special audits shall be a reimbursable expense payable by the department except as noted in Sub-Article 3.09.

3.08 **Right to Audit:**

The Department, Audit Management Services of the County, external auditing firm(s) approved by the Department, and federal and state auditing personnel, shall be permitted to audit, examine, review and copy all records relating to operations under this Agreement, during the initial term of this Agreement and for a period of three (3) years after the end of the initial term or any Extension Period of this Agreement.

3.09 **Missing Ticket Audit:**

The Department designated personnel will perform spot audits to verify the Monthly Report of Missing Tickets. Should such an audit reveal a discrepancy of greater than one percent (1%) of the audit sample, between the number of missing tickets reported by the Operator and the number found missing by the audit, the Department may require a special audit on this phase of the parking operation. Should such a special audit be conducted, the Operator shall pay the Department the costs of the audit.

3.10 **Records:**

The Operator shall maintain, during the term of this Agreement, all books of accounts and records of Gross Revenues and Reimbursable Expenses in conformance with generally accepted accounting principles ("GAAP").

All source records of Gross Revenues, which shall include but not be limited to, parking tickets, exception forms, cash register tapes, journal of printouts, daily revenue reports, and employee time cards, shall remain at all times within Miami-Dade County. These records shall be maintained by the Operator for a period of one (1) year, and then delivered to the Department.

Upon ten (10) days written notice from the Department, the Operator shall deliver to the Department, any original documents and records pertaining to the operation of the Facilities at Miami International Airport, not required by the terms of this Agreement to be maintained within Miami-Dade County. Such rights to require delivery of original documents and records not maintained in Miami-Dade County shall extend for a period of up to three (3) years after the date of termination of this Agreement. In the event it becomes necessary to audit books and records in a location outside of Miami-Dade County, all travel related expenses resulting from such an audit shall be reimbursed by the Operator within thirty (30) days of invoicing by the Department.

3.11 **Annual Operating Budget:**

Annually, on the date selected by the Department, the Operator shall submit to the Department an Annual Operating Budget, for the next County Fiscal Year. The Annual Operating Budget is to be prepared in accordance with instructions from the Department. Said budget is subject to approval by the Department, and shall be used by the Department in preparing its annual budget for the year.

The Annual Operating Budget shall be presented in a monthly format, in total and by operating unit with comparisons to the prior year and current year budget and actual. The Annual Operating Budget shall include a detailed listing of recommended staffing for the Facilities, wage rate and other employee expenses information.

The Operator shall submit a written narrative explaining the basis and assumptions used in preparing said budget, such as but not limited to, the opening and closing of operating units, recommended new services, cost of products and labor, and Airport passenger traffic.

The Operator, in making the expenditures hereunder, shall not exceed the annually approved expenditure percentages and ratios for each line item, without the prior approval of the Department. In the event the Operator is required to make expenditures in excess of the amount included in the monthly increment of the approved Annual Operating Budget, because of emergencies or operational necessity, and provided such expenditures are reasonable and otherwise reimbursable hereunder, the Operator shall request approval from the Department prior to making such expenditures. The budget may be modified during any contract year, at the direction of, and through written approval of the Director or his/her designee.

3.12 **Monthly Proforma Budget:**

On the twentieth (20th) day of each month, the Operator shall submit a monthly proforma budget on a form(s) provided by the Department, listing the Monthly Management Fee and all projected Reimbursable Expenses, including types,

quantities and estimated costs, required through the end of the following month. The Department shall approve or disapprove, all or portions of the categories for expenses or individual items contained in the monthly budget. Only expenses approved by the Department may be reimbursed to the Operator. Changes made to the monthly budget shall require prior written approval of the Department. As part of the monthly budget, the Operator will include the projected number of eight (8) hour cashier shifts separated by day, shift, and location.

3.13 **Restitution to the Department:**

If at any time, the Operator is found by an audit or investigation conducted by a governmental agency to owe money to the Department, the Operator shall refund the amount due or file a notice of dispute with the Department (the "Notice of Dispute"), within thirty (30) calendar days of notice of said finding. Concurrent with the Operator's timely filing of the Notice of Dispute, the Operator shall place the disputed sum in an escrow account named by the Department, pending binding dispute resolution to be held within sixty (60) days of the Notice of Dispute conducted by the American Arbitration Association, or such other independent third-party agreed to by the parties. Failure to do so will be an Event of Default pursuant to Sub-Article 17.01.

The parties agree that the decision reached through binding dispute resolution is final as to the disputed sum, and is non-appealable. Operator agrees that failure to file a timely Notice of Dispute, waives its right to dispute said sum, and Operator must refund such amount to the Department immediately.

ARTICLE 4
Compensation and Reimbursement to Operator

4.01 **Monthly Management Fee:**

The Operator shall be paid by the County, for the Services performed pursuant to Article 2 of this Agreement, a fixed Monthly Management Fee of Eight Thousand Two Hundred and Fifty Dollars ($8,250) (the "MMF"). Said fee will be payable upon billing by the Operator in accordance with Sub-Article 4.02 hereof. Payments for any partial month of service shall be prorated. At the end of the five (5) year term of this Agreement, for application during any Extension Period, the Department may increase the amount of Monthly Management Fee by a percentage amount up to the percentage change in the Consumer Price Index ("CPI") for the Miami area for the past twelve (12) month period.

4.02 **Reimbursable Expenses:**

On a monthly basis, the Operator shall submit to the Department the Monthly Revenue and Expense Report, certified by an officer of the Operator and in the format specified in the Parking Procedures Manual (Sub-Article 7.03), for review

and approval by the Department and payment thereof. This report serves as a summary of the monthly Parking Revenue and Reimbursable Expenses, and as a monthly invoice to the Department from the Operator. The use of estimates to substantiate monthly revenues and expenses will be prohibited.

The Reimbursable Expenses are to be presented in the Monthly Revenue and Expense Report, as directed in the Parking Procedures Manual (Sub-Article 7.03), accompanied by the original invoice(s) and supporting documentation. Inter-company or intra-company communications shall not be included as a Reimbursable Expense.

Reproduced invoices shall not be accepted by the Department, and subject the Operator to non-reimbursement. Billing of the Monthly Management Fee shall include a statement from the Operator indicating on a weekly basis, the actual number of eight (8) hour cashier shifts during the month.

The Project Manager shall have the right to verify the amounts claimed on the Monthly Revenue and Expense Report. If any item of an expense is disputed or contested by the Department, the Department shall submit to the Operator, a statement, in writing, setting forth the item(s) being disputed and the specific reasons thereof. The Department shall not withhold payment for non-disputed Reimbursable Expenses. Both parties shall, in good faith, diligently pursue clarification and resolution of any disputed item within thirty (30) days of written notice sent by the Department.

4.03 **Non-Reimbursable Expenses:**

The Operator shall not be reimbursed for the following types of expenses:

(A) Overhead and cost allocations.

(B) Legal and accounting fees, provided however, legal fees incurred in actions in which the County is at interest may be reimbursable, if approved in writing in advance by the Department.

(C) Charitable and political contributions.

(D) Travel and entertainment.

(E) Public relations, gifts, dues and memberships.

(F) Any penalties, assessments or fines issued by any court or authorized government entity or agency.

(G) Employee social functions.

(H) Employee severance pay, and the cost of fringe benefits not earned or accrued during the time of this Agreement or while the employee has worked for the Operator other than at the Facilities.

(I) Charge-backs which resulted from the failure to apply controls as described in the Parking Procedures Manual (Sub-Article 7.03).

4.04 **Related Party Purchases and Services:**

The Operator shall not be reimbursed for the purchase of products or services, which would otherwise constitute a Reimbursable Expense hereunder, if such purchase has been from a Related Party, unless such proposed purchase(s) have been fully disclosed by the Operator to the Department in writing prior to the purchase, and written approval has been given by the Department to the Operator.

4.05 **Timely Payment:**

All payments required to be made to the Operator by the County, hereunder shall be due and payable in accordance with the guidelines of the Florida Prompt Payment Act, Part VII of Chapter 218, Florida Statutes.. The County may withhold payment of those portions of billings from the Operator which are in question or dispute. The Department shall advise the Operator, in writing of any such questioned or disputed portions of the billing within the guidelines and timeframes of the relevant statutory or contractual period, and shall remit the undisputed balance as provided for herein.

4.06 **Retirement Contributions:**

The Operator shall be reimbursed by the Department for the cost of its retirement program using the following methodology:

On a monthly basis APA shall bill for retirement expense the employer contribution, as supported by a detailed summary generated from the company payroll system (report to contain employee name, last four (4) digits of social security number and amount per pay period contributed by APA.. The data will be consolidated into an excel spreadsheet that will detail by home lot number the total employer contribution per pay period for the month that ties to the monthly management report submitted to MDAD for reimbursement.

APA shall also bill MDAD, on a quarterly basis but in a frequency not greater than the actual billing cycle of its retirement plan administrator, for Miami International Airport's pro-rata portion of the retirement plan's total cost. MDAD's portion shall be applied as a percent of the total employer contribution, with the numerator being the amount of employer contribution for APA employees at Miami International Airport, and the denominator being the total employer contribution amount for the same period. This resulting percentage

shall be multiplied by the total billed amount by the plan administrator for the same billing period and shall be treated as MDAD's pro-rata portion of the administrative expense associated with the retirement program.

ARTICLE 5
Personnel

5.01 **Facilities Manager:**

The Operator shall provide a Facilities Manager, responsible for the competent performance and fulfillment of the responsibilities of the Operator under this Agreement. The Facilities Manager shall be qualified and experienced in parking facilities management and operations, with similar responsibilities for a comparably sized similar operation, or an equivalent approved by the Department. The Facilities Manager shall have no other duties or responsibilities other than day-to-day management of the Facilities at Miami International Airport. The Facilities Manager shall, at all times, be subject to approval by the Department, if different than the Facilities Manager named in the Proposal. The Department shall have the right at its discretion to require the Operator to replace the Facilities Manager without cause. Vacations and extended absences to be taken by the Facilities Manager shall, at all times, subject to the prior approval of both the Operator and the Department.

5.02 **Personnel:**

By written notification to the Operator, the Department reserves the right to (i) increase or decrease the number of employees utilized by the Operator in each shift, (ii) increase or decrease the number of shifts required per day, or (iii) change the hours of each shift.

5.03 **Personnel Employment:**

Pursuant to the terms of this Agreement, the Operator shall manage and operate the Facilities at the Airport, and shall employ all on-site personnel, as authorized or directed by the Department, required for the complete performance of this Agreement.

5.04 **Personnel Standards:**

The Operator shall properly control its employees, who shall present a clean, neat, well-groomed and professional appearance at all times, and discharge their duties in a cooperative, courteous and efficient manner. Satisfactory maintenance of these requirements shall be the basis for continued employment of all employees of the Operator hereunder. The Operator shall require all personnel, except non-public contact and managerial employees, to wear visibly on their person, at all times while on duty, a distinctive name tag identifying the individual by name, as

an employee of the Operator and if appropriate, displaying an employee number or title.

The Operator shall also require all personnel to wear visibly, on their person, at all times while on duty, an identification badge issued by the Department, which shall be returned to the Department when employees cease work for the Operator or, upon termination of this Agreement. The Operator shall ensure at all times that the names of on-duty cashier personnel are properly displayed at the exit booths so as to be readily visible and readable by drivers of exiting vehicles, while stopped at such exit booths.

The Operator shall require all its personnel, except non-public contact and managerial employees, to be properly uniformed. The design and color of such uniforms are to be approved in advance by the Department.

Shift supervisors shall be full-time, on-site employees of the Operator and shall be responsible for supervising work performed and on-the-job training of employees.

5.05 **Employment Related Examinations:**

All prospective employees of the Operator at the Facilities, including the Facilities Manager, shall agree, in writing to any testing as allowable by law. The Department shall have the right to require that the Operator use properly validated and lawful tests and procedures, including criminal background checks, as a pre-employment screening mechanism for all, or designated classifications of employees to assist the Operator in determining the accuracy of employment applications and the integrity of employment applications. Summaries of said results shall be simultaneously forwarded directly to the Project Manager and the Operator's Facilities Manager for review. Prospective employees who admit guilt or indicate deception to the specific questions supplied by the County shall not be employed, and shall be subject to any applicable law. Current employees, who admit guilt or indicate deception to the specific questions supplied by the County, are subject to termination and prosecution as allowable by law. Employees must agree in writing, prior to employment, to answer detailed questions relating to their personal finances and the receipt, handling, and theft of cash at the Facilities.

In addition, the Department may require the Operator to have polygraph examinations administered at individual instances, fully in compliance with the requirements and limitations of federal and state laws.

5.06 **Tips and Gratuities:**

No employee of the Operator shall be permitted, directly or indirectly, to solicit tips or request any form of gratuity, but valet employees may accept tips offered by customers.

5.07 **Relationship of Parties:**

Officers, agents, employees, Contractors, consultants, suppliers, or vendors of the Operator are not employees of the County for any purpose whatsoever. There are NO third party beneficiaries of this Agreement.

5.08 **Language Requirements:**

The Operator shall ensure that all employees are able to understand and communicate in spoken and written English, and both English and Spanish must be spoken by at least one (1) employee at each customer contact area. The Operator shall utilize such tests or procedures satisfactory to MDAD necessary to ensure compliance with this provision.

5.09 **Time Clock:**

The Operator shall provide a recording type time clock for use by all hourly employees. The installed location of the time clock shall be subject to approval by the Department. The Operator shall require employees to clock in or out within a twenty (20) minutes span at shift change time, and not earlier than ten (10) minutes before or ten (10) minutes after the specified time. This time span is to assist shift change procedure, but does not obligate the Department for any payment for time in excess of a regular eight-hour shift.

5.10 **Wage Rates:**

All employees of the Operator shall be paid at rates not to exceed those established in the Annual Operating Budget approved by the Department without the prior written approval of the Department. The Operator shall not be reimbursed for payment to its employees of salaries at rates, which exceed that established in the budget approved by the Department.

5.11 **Alcohol and Drug Testing:**

The Operator acknowledges that the County has the obligation to establish a drug free workplace, and to establish policies and programs to ensure Airport safety and security. The Operator acknowledges that the Department has the right to require users of the Airport, including but not limited to lessees, permitees, licensees, and management companies, to establish reasonable programs to further the achievement of the obligations described herein. Accordingly, the Operator shall establish programs for pre-employment alcohol and drug screening for all candidates for employment at the Airport and for the same or similar screening, based upon reasonable suspicion that an employee, while on duty at the Airport, may be under the influence of alcohol or drugs. Further, to the extent permitted by law, the Operator shall establish a program for the random alcohol and drug screening of all employees who are authorized, pursuant to this Agreement, to operate any type or kind of vehicle on the airfield operations area

("AOA"). The Operator shall make good faith efforts to negotiate amendments to any existing contract(s), which may serve as a bar to the Operator's implementation of its obligations hereunder. Notwithstanding the above, the Operator specifically acknowledges that the Department has the right and obligation to deny access to the AOA and to withdraw AOA driving privileges from any person whom it has a reasonable suspicion to believe is under the influence of alcohol or drugs.

5.12 **Employee Training:**

The Operator shall, on an ongoing basis, provide effective customer service training programs for all personnel having public contact.

5.13 **Federal Agencies Right to Consent:**

The Operator understands and agrees that all persons entering and working in or around arriving international aircraft and facilities used by the various federal inspection services ("FIS") agencies may be subject to the consent and approval of such agencies and any bonding requirements as may be imposed by such agencies. Persons not approved or consented to by FIS may not be employed by the Operator on the Airport.

5.14 **Use of Public Facilities:**

The Operator acknowledges and agrees that the County has provided certain facilities, such as, but not limited to, seating areas, holdrooms and restrooms in the Terminal Building, public parking and other conveniences for the use of the traveling public and has also provided special facilities solely for the use of the employees of Airport tenants and commercial users. The Operator shall not permit its employees to use the public areas provided by the County for use by the traveling public, except those employees normally required to be in contact with the traveling public, those providing passenger services and those doing so as part of regular assigned duties.

5.15 **Passenger Referrals:**

The Operator shall not permit its employees to enter into any agreements, understanding, arrangements or contracts, whether written or oral, relative to the referral of passengers and other Airport users to hotels, restaurant, shops or services off the Airport. The acceptance by an employee of any form of compensation, whether in cash or in kind, from and of airport enterprise and the possession of referral cards for such enterprises shall be *prima facie* evidence of a violation of this provision.

5.16 **Employee Covenants Violations:**

In the event the Operator violates the covenants in Sub-Article 5.14 or Sub-Article 5.15 above for failure to properly control its employees or by permitting its employees to improperly use facilities provided by the County for the use and

convenience of the traveling public, the Department shall have the right to (i) confiscate the employee's Airport identification, (ii) require the Operator to terminate from employment at the Airport those employees who have individually violated the covenants of Sub-Article 5.14 and/or Sub-Article 5.15, and (iii) take action pursuant to Article 17 hereof.

ARTICLE 6
General Provisions

6.01 **Standards of Operations:**

The Department shall have the exclusive right to approve, establish and revise the parking rates, hours of operation for individual units, and the standards for the type and quality of service, maintenance of the Facilities and other matters pertaining to operations and procedures under this Agreement. The Operator shall periodically make recommendations concerning these matters to the Department; however, the decision of the Department shall be final.

6.02 **Customer Charges:**

Except as may otherwise be specifically authorized in writing, the Operator shall charge all users of the Facilities the fees or rates for such use established by the County. If the Operator charges any amount in excess of the established rates, the amount by which the amount charged differs from the established rates shall constitute an overcharge, which shall be refunded to the customer, if possible. If not refunded, the overcharge shall be included in the Gross Revenues. If the Operator or its employees charge any amount which is less than the established rates, the amount by which the amount charged differs from the established rates shall constitute an undercharge and an amount equal to the undercharge differential shall also be included by the Operator in Gross Revenues in accordance with the Parking Procedures Manual (Sub-Article 7.03). The Operator shall provide for the periodic, regular recalculation of tickets for such period(s) of time as the Department may require.

6.03 **Injury or Damage:**

In the event of any injury to any person or loss or damage to any property in the Facilities, the Operator shall immediately notify the Department and promptly furnish copies of relevant reports in connection therewith.

6.04 **Consulting Assistance:**

The Department reserves the right to require the Operator to provide specialized consulting assistance and advice with regard to the operation and development of the Facilities, beyond that normally expected from the Operator under terms of this Agreement. Upon the direction of the Department, the Operator shall engage special consultants to assist in facility development, administrative procedures

and other matters related to the operation of the Facilities and all costs and expenses thereof shall be either a reimbursable operating expense or reimbursable capital expense hereunder. In such event, the travel expenses costs that may be incurred by the special consultants shall be considered an item of Reimbursable Operating Expense, subject to the travel expense limits as set forth in Miami-Dade County Administrative Order No. 6-1. All such travel shall be subject to prior written approval by the Department.

6.05 **Legal Services:**

The Operator shall not be reimbursed by the Department for any or other services with respect to employee relations matters applicable to employees of the Operator.

6.06 **Complaints:**

The Operator shall respond promptly and courteously to all complaints received and shall provide the Department with copies of all written complaints and the Operator's response thereto. Partial or full refunds in response to complaints, shall only be made in accordance with Department approved policies and procedures.

6.07 **Purchasing:**

The Operator shall solicit not less than three (3) informal bids or quotes for all purchases of goods and services (including insurance) used in the operation of the Facilities hereunder, unless waived by the Department in its sole discretion, and shall make such purchases from the vendor quoting/bidding the lowest amount, unless otherwise approved by the Department. The Operator shall maintain all quote information on file and provide to the Department such documentation of such bids/quotes as the Department may require.

6.08 **Contracts/Agreements:**

Any and all contracts or agreements to be entered into by the Operator, solely to support operations, hereunder shall be approved in advance by the Department and shall contain a provision that any such contracts or agreements shall be assignable, upon notice from the Department, to the County.

6.09 **Other Business Activity:**

The Operator and its employees shall conduct no other business activity within the Facilities of the Airport, except as specifically authorized herein.

6.10 **County Owned Vehicles**

The Operator shall lease at no charge, vehicles from the County, as shall be needed and used solely in connection with the provision of Services hereunder. Assigned vehicles shall be operated in accordance with County guidelines and

procedures (attached to Exhibit "County Vehicle Utilization Affidavit"). The Department shall be responsible for assignment, replacement, and maintaining the vehicles leased to the Operator, provided that: (i) the Operator assumes full responsibility (including repairs) of any damage to County-owned vehicles during use by the Operator, its employees, agents, contractors, subcontractors, or suppliers; (ii) MDAD authorizes and approves any repairs to be made prior to any repair to a County vehicle; and (iii) the Operator assumes full responsibility for any injury and/or damage caused by its drivers to persons or property while operating County-owned vehicles.

Within twenty (20) days of the date of this Agreement, the Operator shall provide to the MDAD Safety & Insurance Office a copy of each new and existing Florida driver's license of employees, agents, contractors, subcontractors, or suppliers who desire to drive County-owned vehicles.

ARTICLE 7
Duties and Obligations of Operator

7.01 **Maintenance:**

The Operator shall be responsible for the proper servicing and maintenance of all the revenue control equipment not specifically covered by a separate maintenance contract. Costs of a separate service and maintenance contract will be a Reimbursable Expense and shall be included in the Annual Operating Budget.

The Operator shall be responsible for keeping employee work area including exit tollbooths, and the office areas and restrooms in a neat and clean condition at all times.

7.02 **Procedures:**

The Operator shall be responsible for operation of the Facilities in accordance with the Parking Procedures Manual (Sub-Article 7.03). The Parking Procedures Manual (Sub-Article 7.03) may be amended at any time by the Department.

7.03 **Parking Procedures Manual:**

The Operator shall, within ninety (90) days following the date of this Agreement, revise the existing Parking Procedures Manual. The Parking Procedures Manual shall be subject to review and written approval by the Department. The Department maintains full discretion to determine necessary and appropriate procedures for the operation and management of the Facilities. The Operator shall comply with and shall not change any of the procedures of the Parking Procedures Manual without the written approval of the Department which approval may be withheld for any or no reason.

7.04 **Commodities and Equipment:**

The Operator may provide commodities and equipment authorized as part of the budget, with title to same being vested in the County upon delivery or installation at the Facilities. The Operator may provide at its cost and expense, subject to Department approval, all equipment and furnishings required for the offices, except that which is permanently installed or affixed to the premises. At termination of this Agreement, the Department may, at its option, purchase such equipment and furnishings provided by the Operator at their depreciated value, utilizing straight-line amortization over a ten (10) year period from the date of installation in the Facilities.

The Operator, on a twenty-four (24) hour basis shall: (i) operate and maintain the Facilities in a neat, clean, and operable condition; and (ii) provide, operate, and maintain the necessary equipment, trained personnel, and vehicles for battery assistance, lost vehicle searches, and other appropriate patron assistance for vehicles parked in the Facilities. The quantity, specifications and design of such equipment and vehicles shall be subject to approval of the Department.

7.05 **Operations:**

The Operator shall cause a physical inventory of all vehicles parked within the Facilities to be made and recorded daily, during the hours of midnight and 4:00 a.m. Such physical inventories shall be conducted in such manner as to record the date and general parking area where the vehicle parked in the Facilities, utilizing the equipment provided by the Department for such date gathering. The requirements of this paragraph may be adjusted by the Department at any time.

The Department may issue pre-paid parking passes for the use of the Facilities and establish rules and procedures relating to the use of such passes. The Department shall notify the Operator of such issuance in order that the Operator may process monthly billing. The revenue from such parking passes shall be included in the Gross Revenues.

The Operator shall cause the removal of the vehicles from the Facilities in accordance with the Parking Procedures Manual (Sub-Article 7.03). Any firm, company, business, or the like, providing vehicle removal and storage service must be approved in writing by the Department. All charges for such removal and storage must be approved by the Department and will be posted in an obvious and conspicuous location, visible to the public, within the office space provided to the Operator.

ARTICLE 8
Duties and Obligations of the County

8.01 **Maintenance:**

Where applicable and necessary for the Operator's provision of services under this Agreement, the Department shall be responsible for the maintenance,

modification or replacement of the roofs and exteriors of the Facilities, in addition to the maintenance of fencing, paving, sidewalks and covered walkways, signs, interior and exterior lighting, landscaping, air conditioning, and the closed circuit television system.

The Department is responsible for maintenance, modification, or replacement of all revenue control equipment, except as Sub-Article 7.01 may apply.

8.02 **Utilities:**

The Department shall provide and pay for all utilities as a Reimbursable Expense item, except intra-company communications, which shall be at the sole cost of the Operator.

ARTICLE 9
Rights Reserved to the County

9.01 **Rights Reserved to County:**

All rights not specifically granted the Operator by this Agreement are reserved to the County.

9.02 **Rights of County at Airport:**

The County shall have the absolute right, without limitation, to make any repairs, alterations and additions to any structures and facilities at the Airport. The County shall, in the exercise of such right, be free from any, and all liability to the Operator for business damages occasioned during the making of such repairs, alterations and additions except those occasioned by the sole active negligence of the County, its employees, or agents.

9.03 **Rights to be Exercised by Department:**

Wherever in this Agreement rights are reserved to the County, such rights may be exercised by the Department.

9.04 **Right to Regulate:**

Nothing in this Agreement shall be construed to waive or limit the governmental authority of the County, as a political subdivision of the State of Florida, to regulate the Operator or its operations.

9.05 **Other County Rights:**

The Operator shall be liable for any physical damage caused to the Facilities by the Operator, its employees, agents, Contractors, subcontractors, vendors, or suppliers. The liability shall encompass: (i) the Operator's repair of the Facilities,

or if the Facilities cannot be repaired, payment to the County of the fair market value replacement cost of the Facilities; and (ii) any other such damages to the County or the Airport arising from the physical damage caused by the Operator. The County may also initiate an action for specific performance, injunctive relief, or any other cause(s) of action pursuant to applicable law.

ARTICLE 10
Bonds

10.01 **Performance Bond:**

Within twenty (20) days of the date of this Agreement, the Operator shall provide the County with an annually renewable performance bond which shall be kept in full force and effect during the term of this Agreement and, thereafter, until all financial obligations, reports or other requirements of the Agreement thereunder are satisfied, a surety bond or an irrevocable letter of credit, or other form of security acceptable to the Department and so endorsed as to be readily negotiable by the County for the payments required hereunder, in an amount equal to FIVE HUNDRED THOUSAND DOLLARS ($500,000.00), plus any state sales taxes as may be applicable and required by law. Such performance bond shall be kept in full force throughout the term of this Agreement and any Extension Periods. The Department, without prior notice to the Operator, may draw upon such performance bond, given the Operator's failure to perform or breach of this Agreement. The Department may require the Operator to increase or decrease the amount of the performance bond during the term of this Agreement or any Extension Periods.

10.02 **Surety Bonds:**

(a) All bonds shall be written through surety insurers authorized to do business in the State of Florida, with the following qualifications as to management and financial strength according to the latest edition of Best's Insurance Guide, published by A.M. Best Company, Oldwick, New Jersey:

Bond Amount	Best Rating
500,001 to 1,500,000	B- V
1,500,001 to 2,500,000	A-VI
2,500,001 to 5,000,000	A-VII
5,000,000 to 10,000,000	A-VIII
Over 10,000,000	A-IX

(b) On contract amounts of $500,000 or less, the bond provisions of Section 287.0935, Florida Statutes shall be in effect and surety companies not otherwise qualifying with this paragraph may optionally qualify by:

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1. Providing evidence that the surety has twice (2x) the minimum surplus and capital required by the Florida Insurance Code at the time the solicitation is issued.

2. Certifying that the surety is otherwise in compliance with the Florida Insurance Code.

3. Providing a copy of the currently valid Certificate of Authority issued by the United States Department of the Treasury ("Treasury") under .31 U.S.C. §§ 9304-9308.

   Surety insurers shall be listed in the latest Circular 570 of the Treasury entitled "Surety Companies Acceptable on Federal Bonds". The bond amount shall not exceed the underwriting limitations as shown in this circular.

(c) For contracts in excess of $500,000, the provisions of this Sub-Article must be adhered to, plus the company must have listed for at least three (3) consecutive years, or holding a valid Certificate of Authority of at least $1.5 million dollars on a Treasury list.

(d) Surety bonds guaranteed through the Small Business Administration or Contractors Training and Development Inc., will also be acceptable.

(e) The attorney-in fact or other officer who signs a contract company must file with such bond a certified copy of his power of attorney authorizing him to do so. The contract bond must be counter signed by the surety's resident Florida agent.

The required bonds shall be written by or through and shall be countersigned by, a licensed Florida agent of the surety insurer, pursuant to Section 624.425, Florida Statutes.

The bonds shall be delivered to the Department upon execution of the contract between the Operator and the County.

10.03 **Cancellation of Bonds:**

Cancellation of any bonds, or non-payment of any premiums for any bonds required by this Agreement shall constitute a breach of this Agreement.

ARTICLE 11
Damage, Destruction, or Restriction to the Facilities

11.01 **Termination by the Operator:**

The Operator shall have the right, upon thirty (30) calendar days written notice to the Department to terminate this Agreement, without liability to the County, at any time after the occurrence of one (1) or more of the following events:

(A) Issuance by any court of competent jurisdiction of any injunction substantially restricting the use of the Airport for airport purposes, and the remaining in force of said injunction for a period of more than one hundred eighty (180) calendar days.

(B) A breach by the County of any of the material terms, covenants or conditions contained in this Agreement required to be kept by the County and failure of the County to remedy such breach for a period of two hundred seventy (270) calendar days after receipt of written notice from the Operator of the existence of such breach.

(C) The assumption by the United States Government or any authorized agency thereof, or any other governmental agency, of the operation, control or use of the Airport premises or any substantial part, or parts thereof, in such a manner as substantially to restrict the Operator's operations for a period of one hundred eighty (180) calendar days.

(D) Suspension of all scheduled passenger flight operations, whether such suspension is due to governmental action, an act of God, the public enemy, or other circumstances for a period of one hundred eighty (180) calendar days.

(E) If the Facilities are rendered unfit for the use and purpose for which this Agreement is granted, without fault on the part of the Operator, its employees, agents, Contractors, subcontractors, vendors, or suppliers for a period of ninety (90) days.

ARTICLE 12
No Assignment, Subletting or Sale of Controlling Interest

12.01 **No Assignment:**

The Operator shall neither assign, transfer, pledge or otherwise encumber this Agreement, nor allow others to use the Facilities, without the prior written consent of the Department.

12.02 **Ownership Structure of the Operator**:

The Operator shall take no actions which shall serve to transfer or sell majority ownership, or change the management or control of the business entity of the Operator without the prior written consent of the Department.

12.03 **Change of Control:**

If Operator is a corporation, the issuance or sale, transfer or other disposition of a sufficient number of shares of stock in the Operator which results in a change of control of Operator, shall be deemed an assignment of this Agreement for purposes of this Article 12. If the Operator is a partnership, transfer of any interest in the partnership, which results in a change in control of the Operator, shall be deemed an assignment of this Agreement for purposes of this Article 12.

12.04 **Authority:**

If Operator signs as a corporation, a limited liability company, or a partnership, each of the persons executing this Agreement on behalf of Operator does hereby covenant and warrant that (i) the Operator is a duly authorized and existing entity, (ii) the Operator has and is duly qualified to do business in State of Florida, (iii) the Operator has full right and authority to enter into this Agreement, and (iv) each and all of the persons signing on behalf of the Operator are authorized to do so. Upon the Department's request, the Operator shall provide the Department evidence reasonably satisfactory to the Department confirming the foregoing representations and warranties.

ARTICLE 13
Indemnification

The Operator shall indemnify, defend, and hold harmless the County, including its successors and assigns, and its officers, employees, consultants, subconsultants, agents, bond trustees, and instrumentalities (collectively the "Indemnitees"), from any and all liability, loss, claim, damage or cost, including attorney's and expert fees and cost of defense, which the County or its officers, employees, consultants, subconsultants, agents, bond trustees, or instrumentalities may incur in whole or in part (i) out of any injury, loss, theft, damage or cost to any person or property while on or about the Facilities, or out of any condition on the Facilities, or out of any breach of any Agreement covenant, warranty or representation by Operator or persons acting under Operator, or from any act or omission anywhere by Operator or persons acting under Operator, or (ii) as a result of claims, demands, suits, causes of actions or proceedings of any kind or nature arising out of, relating to, or resulting from the performance of this Agreement by the Operator or its employees, agents, servants, partners, principles, Contractors, vendors or suppliers, except to the extent caused directly by the negligent act or willful misconduct of County. The Operator shall pay all claims and losses in connection therewith, and shall investigate and defend all claims, suits or actions of any kind or nature in the name of the County, where applicable, including appellate proceedings, and shall pay all costs, judgments, and attorney's and expert fees which may issue thereon. This provision shall survive termination of this Agreement.

ARTICLE 14
Insurance

14.01 **Insurance Required:**

Prior to execution of the Agreement by the County and commencement of the Agreement, the Operator shall obtain all insurance required under this Article and submit it to the Miami-Dade Aviation Department, c/o Risk Management, P.O. Box 025504, Miami, Florida 33102-5504 for approval. All insurance shall be maintained throughout the term of the Agreement.

The limits for each type of insurance may be revised upon MDAD Risk Management's review and approval of the Operator's operations. Additional

types of insurance coverage or increased limits may be required if, upon review of the operations, the County determines that such coverage is necessary or desirable.

Certificate(s) of insurance from the Operator must show coverage has been obtained that meets the requirements and exact amount of coverage, as outlined below during the provision of Services at the Facilities:

A. Workers' Compensation as required by Chapter 440, Florida Statutes, with no self-insured retention. Reimbursement for Worker's Compensation will be in accordance with Sub-Article 4.02, and all invoices must reflect the names and total number of employees being covered as part of the operations at Miami International Airport, by the Operator under this Agreement.

   Operator will procure a separate standard policy for the MIA location, based upon the State of Florida rate modified by APA's experience which may change annually upon contract renewal based upon changes to the modifier.

B. Comprehensive General Liability in an amount not less than $1,000,000 combined single limit per occurrence for bodily injury and property damage. Miami-Dade County must be shown as an additional insured with respect to this coverage.

C. Automobile Liability Insurance covering all owned, non-owned, County-owned, and hired vehicles used in connection with this Agreement in an amount not less than $1,000,000* per occurrence for bodily injury and property damage combined.

   *Under no circumstances is the Operator allowed on the Airside Operation Area without increasing automobile coverage to $5,000,000 as approved by MDAD Risk Management.

D. Garage Keepers Legal Liability with respect to a departure valet service only in accordance to Sub-Article 2.03, in an amount not less than $1,000,000 combined single limit per occurrence for damage to or theft of vehicles in the care, custody, and control of Operator, for which Operator is legally liable. Miami-Dade County must be shown as an additional insured with respect to this coverage.

E. Fidelity Bond – Crime Insurance- $1,000,000 Limit.

14.02 **Insurance Classifications:**

The insurance coverage required shall include those classifications as listed in Standard Liability Insurance Manuals, which most nearly reflect the operations of the Operator under this Agreement.

14.03 **Premium Invoices:**

The Operator shall provide copies of all premium invoices from the respective insurance carrier/broker, for all required policies under this Agreement. Said copies must show the premiums paid solely for coverage of Miami International Airport operations. Failure to provide such information is an event of default and subjects Operator to non-reimbursement for said premiums. No invoices for insurance will be approved for reimbursement without stamped approval by MDAD Risk management.

14.04 **Certificates of Insurance:**

The Operator shall furnish certificates of insurance to the County prior to commencing any operations under this Agreement, which certificates shall clearly indicate:

a) the Operator has obtained insurance in the type, amount and classifications as required for strict compliance with this Sub-Article;

b) the County is named as an additional insured; and

c) no material change or cancellation of said insurance shall be effective without thirty (30) days prior written notice to the County. The County reserves the right to require the Operator to provide such reasonably amended insurance coverage as it deems necessary or desirable upon issuance of notice in writing to the Operator.

14.05 **Certificates of Renewal:**

The Operator shall furnish certificates evidencing renewal or replacement of required insurance coverage, thirty (30) days prior to expiration or cancellation. The Department reserves the right to reasonably amend the insurance requirements or to assume direct responsibility for carrying all or any of the required insurance coverage by the issuance of notice in writing to the Operator. In the event the Department exercises its right to assume direct responsibility for any of the required insurance coverage, the Operator shall be named as an additional insured, where applicable provided the Department does not self-insure. Compliance with the foregoing requirements shall not relieve the Operator of its liability and obligation under any other portion of this Agreement.

14.06 **Certificates of Continuity:**

The Operator shall be responsible for assuring that the insurance certificates required in conjunction with this Sub-Article remain in force for the duration of the lease, including any and all option years, if applicable. If insurance certificates are scheduled to expire during the lease period, the Operator shall be responsible for submitting new or renewed insurance certificates to the MDAD

Risk Management Office at a minimum of thirty (30) calendar days before such expiration.

All insurance policies required above shall be issued by companies authorized to do business under the laws of the State of Florida, with the following qualifications:

> The company must be rated no less than "A-" as to management, and no less than "Class VII" as to financial strength, according to the latest edition of Best's Insurance Guide, published by A.M. Best Company, or its equivalent, subject to the approval of the MDAD Risk Management.

Certificates will show that no modification or change in insurance shall be made without thirty (30) calendar days written advance notice to the certificate holder.

14.07 **Cancellation of Insurance:**

Cancellation of any insurance, or non-payment of any premiums for any insurance policies required by this Agreement shall constitute a breach of this Agreement.

14.08 **Other Insurance Indemnification:**

The Operator represents and warrants that any insurance protection required by this Agreement or otherwise provided by its contractors and subcontractors shall in no way limit the responsibility to indemnify, keep and save harmless and defend the County or its officers, employees, consultants, agents and instrumentalities as herein provided.

14.09 **Operator Liable:**

Compliance with the requirements of this Article 14 shall not relieve the Operator from its liability under any other portion of this Agreement.

14.10 **Right to Examine:**

The Department reserves the right, and upon reasonable notice, to examine the original policies of insurance (including, but not limited to binders, amendments, exclusions, riders and applications) to determine the true extent of coverage. The Operator agrees to permit such inspection at the offices of the Department.

14.11 **Personal Property:**

Any personal property of the Operator, or of others, placed in the Facilities shall be at the sole risk of the Operator or the owners thereof, and the County shall not be liable for any loss or damage thereto, irrespective of the cause of such loss or damage.

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14.12 **Survival of Provisions:**

The provisions of this Article 14 shall survive the expiration or earlier termination of this Agreement.

ARTICLE 15
Trademarks and Licenses

The County may, from time to time, permit the Operator to utilize certain patents, copyrights, trademarks, trade names, logos, computer software and other intellectual property owned by the County in the Performance of this Agreement, which patents, copyrights, trademarks, trade names, logs computer software and intellectual property may have been created pursuant to the terms of this Agreement. Such permission, when granted, shall be evidenced by a nonexclusive license executed by the Operator and the Department, on behalf of the County, granting the Operator the right, license and privilege to use a specific patent, copyright, trademark, trade name, logo, computer software or other intellectual property without requiring payment of fees therefore. The County may likewise license from the Operator the use of certain trademarks which the Operator has previously created, without a requirement for the payment of any additional fees or compensation to the Operator for such license. Failure of the parties to execute a formal license agreement, shall not vest neither title nor interest in such patent, copyright, trademark, trade name, logo, computer software or intellectual property shall vest in the using party.

ARTICLE 16
Force Majeure

Strictly in relation to the obligations of each party to the other under this Agreement and not for any other purpose or for any benefit of a third party, each party shall be excused from the timely performance of their respective obligations or undertakings provided in this Agreement, if the performance of such obligations or undertakings is prevented or delayed, retarded or hindered by: (i) strikes, lockouts, boycotts, actions of labor unions, labor disputes, labor disruptions, work stoppages or slowdowns, provided however, this clause (i) does not apply to such actions related to employees, temporaries, Contractors, subcontractors or suppliers of the Operator; or (ii) embargo's, general shortages of labor, equipment, facilities, materials or supplies in the open market, acts of God, acts of a public enemy, acts of governmental authority, including, without limitation, the Federal Aviation Administration ("FAA"), Department of Transportation ("DOT"), Transportation Safety Administration ("TSA"), Environmental Protection Agency ("EPA"), civil and defense authorities, war (declared or undeclared), invasion, insurrection, terrorism, riots, rebellion or sabotage.

ARTICLE 17
Default and Termination by the County

17.01 **Events of Default:**

A default shall mean a breach of this Agreement by the Operator (an "Event of Default"). In addition to those defaults defined in Sub-Article 17.02, Sub-Article 17.03, and Sub-Article 17.04, an Event of Default, may also include one (1) or more of the following occurrences:

(A) Operator has violated the terms and conditions of this Nonexclusive Management Agreement;

(B) Operator has become insolvent (other than as interdicted by the bankruptcy laws), or has assigned the proceeds received for the benefit of the Operator's creditors, or the Operator has taken advantage of any insolvency statute or debtor/creditor law, or the Operator's affairs have been put in the hands of a receiver;

(C) Operator has failed to obtain the approval of the County where required by this Agreement;

(D) Operator has failed to provide reports, records, book of accounts, summaries, or audits as required by this Agreement;

(E) Operator has failed to perform any covenant of this Agreement;

(F) Operator has failed to provide adequate assurances as required under Sub-Article 17.06;

(G) Operator has failed to comply with any provision of Article 18;

(H) Operator has failed in a representation or warranty stated herein; or

(I) Operator has received three (3) notices of default, of any kind, within a twenty-four (24) month period.

17.02 **Payment Default:**

Either the failure of the Operator to deposit Gross Revenues as required under this Agreement, or the County drawing against the performance bond required pursuant to Sub-Article 10.01, shall constitute a default, and the County may, at its option, terminate this Agreement after five (5) calendar days notice in writing to the Operator (the "Terminations Notice"), unless the default be cured within the notice period.

17.03 **Other Defaults:**

The County shall have the right, upon thirty (30) calendar days written notice to the Operator to terminate this Agreement upon the occurrence of any one (1) or more of the following unless the same shall have been corrected within such period:

(A) Failure of the Operator to comply with covenants of this Agreement other than those that constitute default pursuant to Sub-Article 12.02.

(B) The conduct of any business, the performance of any service, or the merchandising of any product or service not specifically authorized herein.

(C) The entering by the Operator into any agreement, understanding, arrangement, or contract, whether written or oral, for the referral of customers or potential customers to off-Airport parking facilities.

(D) The occurrence of any illegal act within the Facilities of which the Operator: (i) had prior knowledge, or could reasonably have been expected to have prior knowledge of; (ii) failed to correct; and (iii) failed to notify the Department and responsible authority(ies).

17.04 **Habitual Default:**

Notwithstanding the foregoing, in the event that the Operator has frequently, regularly or repetitively defaulted in the performance of or breach any of the terms, covenants and conditions required herein, to be kept and performed by the Operator, on five (5) occasions regardless of whether the Operator has cured each individual condition of breach or default as provided for in Sub-Article 17.02 and Sub-Article 17.03 above, the Operator shall be determined by the Director to be an "habitual violator". At the time that such determination is made the Department shall issue to the Operator a written notice, advising of such determination and citing the circumstances thereof. Such notice shall also advise the Operator that there shall be no further notice or grace periods to correct any subsequent breach(s) or default(s) and that any subsequent breach or default, of whatever nature, taken with all previous breaches and defaults, shall be considered cumulative and collectively shall constitute a condition of noncurable default and grounds for immediate termination of this Agreement. In the event of any such subsequent breach or default, the County may terminate this Agreement upon the giving of written notice of termination to the Operator, such termination to be effective upon the seventh (7th) day following the date of receipt thereof and all payments due hereunder shall be payable to said date, and the Operator shall have no further rights hereunder. Immediately upon receipt of said termination, the Operator shall discontinue its operations at the Airport and proceed to remove all its personal property in accordance with Sub-Article 17.10 hereof.

17.05 **Notice of Default and Opportunity to Cure:**

If an Event of Default occurs, the Department shall notify the Operator (the "Default Notice"), specifying the basis for such default, and advising the Operator that such default must be cured immediately or this Agreement with the County may be terminated. The Operator can cure and rectify the default, to the Department's reasonable satisfaction, within thirty (30) days of actual notice of the Default Notice (the "Cure Period") or such other timeframe as delineated in the Agreement. The Department may extend the Cure Period and grant an additional period of such duration as the Department shall deem appropriate without waiver of any of the County's rights hereunder, so long as, the Operator has commenced curing such default and is effectuating a cure with diligence and continuity during such thirty (30) day period or any other period which the

Department prescribes. The Default Notice shall specify the date by when the Operator shall discontinue the services (the "Termination Date").

17.06 **Adequate Assurances:**

When, in the opinion of the County, reasonable grounds for uncertainty exist with respect to the Operator's ability to perform the work or any portion thereof, the County may request that the Operator, within the time frame set forth in the County's request, provide adequate assurances to the County, in writing, of the Operator's ability to perform in accordance with terms of this Agreement. In the event that the Operator fails to provide to the County the requested assurances within the prescribed time frame, the County may:

(A) treat such failure as a repudiation of this Agreement; and

(B) resort to any remedy for breach provided herein or at law, including but not limited to, taking over the performance of the work or any part thereof either by itself or through others.

17.07 **Termination For Abandonment:**

Except as allowed pursuant to Article 16, this Agreement shall be automatically terminated in its entirety upon the abandonment by the Operator of the Facilities or the voluntary discontinuance of operations at the Airport for any period of time exceeding twenty four (24) hours, unless such abandonment or discontinuance has been caused by civil disturbance, governmental order, or Act of God that prevents the Operator's use of the Facilities for the purposes authorized in Article 2.

17.08 **Termination For Cause:**

The County may terminate this Agreement, effective immediately if: (i) the Operator fails to cure an Event of Default during the Cure Period; (ii) an individual, firm, corporation, joint venture, or other entity attempts to meet its contractual obligation(s) with the County through fraud, misrepresentation or material misstatement; (iii) a principal of the Operator is convicted of a felony during the term of the Agreement or any Extension Period; (iv) as a result of governmental entity or law enforcement investigation, or other audit findings, Operator illegality is discovered; or (v) a second occurrence of the same type of Operator impropriety or misconduct.

The County may, as a further sanction, terminate or cancel any other contract(s) that such individual or corporation or joint venture or other entity has with the County and that such individual, corporation or joint venture or other entity shall be responsible for all direct and indirect costs associated with such termination or cancellation, including attorney's fees.

The foregoing notwithstanding, any individual, firm, corporation, joint venture, or other entity which attempts to meet its contractual obligations with the County through fraud, misrepresentation or material misstatement may be disbarred from County contracting for up to five (5) years in accordance with the County

debarment procedures. The Contractor may be subject to debarment for failure to perform, and all other reasons set forth in § 10-38 of the Code.

17.09 **Termination Without Cause:**

Any time during the initial term of this Agreement or extension thereof, the Operator upon one hundred-eighty (180) days advance written notice to the Department, and the Department upon thirty (30) days written notice to the Operator, may terminate this Agreement without stated cause or liability to the other party.

17.10 **Actions at Termination:**

In addition to any other requirements pursuant to Article 21, the Operator shall, upon receipt of such Termination Notice, and as directed by the Department:

(A) stop all work on the Termination Date specified in the Termination Notice;

(B) take such action as may be necessary for the protection and preservation of the Facilities and other County materials and property;

(C) cancel orders, provided however, that the County shall reimburse Operator for all costs and expenses of such cancellation, provided that Operator has, within five (5) business days, advised MDAD in writing that there may be cancellation costs, and to the extent known, an estimate of amount of these costs;

(D) assign to the County and deliver to any location designated by the County any noncancelable orders not incorporated in the work, provided however, that Operator will be compensated for such deliverables that have been specifically developed for the sole purpose of this Agreement;

(E) vacate, quit and surrender, and account for the Facilities, support space, all furnishings, fixtures, equipment, software, vehicles, records, funds, inventories, commodities, supplies and other property of the County, on or before the Termination Date, with such items to be in as good order and condition as they were upon commencement of this Agreement or date of subsequent acquisition, reasonable and normal wear and tear excepted; and

(F) remove all of its personal property from the Facilities, support space, on or before the Termination Date. Any personal property of the Operator not removed in accordance with this Sub-Article may be removed by the Department for storage at the cost of the Operator. Failure on the part of the Operator to reclaim its personal property within thirty (30) days from the Termination Date shall constitute a gratuitous transfer of title thereof to the County for whatever use and disposition is deemed to be in the best interests of the County.

NOTE: Any compensation paid pursuant to this Sub-Article is subject to audit.

17.11 **Remedies For County:**

Upon the termination of the Agreement based upon this Article 17, the Operator shall make a payment on the Termination Date, to the Department of the amount(s) equal to any monies due the Department under the Agreement. This payment is independent of and in addition to any payments, fees, and remedies available to the County under applicable law or this Agreement. The Operator shall indemnify and reimburse the Department within forty-five (45) days after the date of such termination, an amount equal to Department's costs for any damages to the Facilities, for failure to perform, or any other breach of the Agreement by the Operator. In the event the County exercises its termination right as provided hereunder, the County shall not be subject to any liability and shall have no further obligations under this Nonexclusive Management Agreement. The Operator shall also be liable to such other relief as the County may be entitled.

17.12 **Holdover Tenant:**

If the Operator (or anyone claiming through Operator) shall remain in possession of the Facilities or any part thereof after the termination of this Nonexclusive Management Agreement, without a written agreement executed by the County, then without limiting the County's other rights and remedies, the person or entity remaining in possession shall be deemed a tenant at sufferance otherwise subject to all of the provisions of this Agreement, and the Operator shall thereafter pay on account of its holdover use and occupancy of the Facilities a sum, **at a rate equal to two times (2x) the amount payable monthly as Monthly Management Fee** (the "Holdover Charges"). The Holdover Charges shall be payable weekly in advance. Notwithstanding the above, the Operator shall remain liable to the County for all damages resulting from such breach, with the amount of any Holdover Charges accepted by the County on account of the holdover considered as mitigation of such damages. The covenant in this Sub-Article shall survive the Term.

ARTICLE 18
Nondiscrimination and Affirmative Action Programs

18.01 **Employment Discrimination:**

The Operator shall ensure that all employees are able to enjoy a work environment free from all forms of discrimination, including harassment, on the basis of race, color, religion, ancestry, national origin, sex, pregnancy, age, disability, marital status, familial status or sexual orientation. The Operator shall take affirmative actions to ensure that applicants are employed and that employees are treated during their employment, without regard to their race, color, religion, ancestry, national origin, sex, pregnancy, age, disability, marital status, familial status or sexual orientation. Such actions shall include, but not be limited to the following: employment, upgrading, transfer or demotion,

recruitment or recruitment advertising, layoff or termination, rates of pay or other forms of compensation, and selection for training including apprenticeship. The Operator shall comply with applicable provisions of the Americans with Disabilities Act, 42 U.S.C. § 12101 *et seq.*

18.02 **Nondiscriminatory Access to Service:**

The Operator does hereby covenant and agree: (1) no person on the grounds of race, color, religion, ancestry, national origin, sex, pregnancy, age, disability, marital status, familial status, or sexual orientation shall be excluded from participation in, denied the benefits of, or be otherwise subjected to discrimination; (2) in furnishing of services hereunder, no person on the grounds of race, color, religion, ancestry, national origin, sex, pregnancy, age, disability, marital status, familial status, or sexual orientation shall be excluded from participation in, denied the benefits of, or otherwise be subjected to discrimination; and (3) the Facilities shall be used in compliance with the Americans with Disabilities Act, 42 U.S.C. § 12101 *et seq.*, and all other requirements imposed by or pursuant to Title 49, Code of Federal Regulations, Department of Transportation, Subtitle A, Office of the Secretary, Part 21, Nondiscrimination in Federally-assisted programs of the Department of Transportation-Effectuation of Title VI of the Civil Rights Act of 1964.

18.03 **Breach of Nondiscrimination Covenants:**

In the event the Operator breaches the nondiscrimination covenants contained in Sub-Article 18.01 and Sub-Article 18.02 above, pursuant to the complaint procedures contained in the applicable federal regulations, and the Operator fails to comply with the sanctions and/or remedies which have been prescribed, the County may terminate this Agreement pursuant to Sub-Article 17.08.

The Operator agrees to include the above statements in any subsequent agreements that it enters with Contractors, subcontractors, vendors, and suppliers which contribute to the provision of the Services, and cause those businesses to similarly include the statements in further agreements.

18.04 **Affirmative Action and Procurement Programs:**

(A) The Operator acknowledges that the provisions of 14 C.F.R. Part 152, Affirmative Action Employment Programs, are applicable to the activities of the Operator under the terms of this Agreement, unless exempted by said regulations. The Operator agrees to comply with all requirements of the Department, the FAA, TSA, and DOT. These requirements may include, but not be limited to (i) compliance with employment affirmative action participation goals, (ii) keeping of certain records of good faith compliance efforts which are be subject to review by the various agencies, and (iii) submission of various reports. In the event the Operator defaults in the requirement to comply with this Sub-Article, and the Operator

thereafter fails to comply with the respective sanctions and/or remedies then prescribed, the County shall have the right, upon written notice to the Operator, to terminate this Agreement pursuant to Sub-Article 17.08.

(B) **Non-Discrimination Against Minorities And Women**

Entities with annual gross revenues in excess of $5,000,000 have substantial workforces and purchase substantial amounts of goods and services, and discriminatory practices by such entities against minorities and women and against businesses owned by minorities and women can have substantial injurious impact. The Board of County Commissioners of Miami-Dade County wishes to assure that any such entities contracting with Miami-Dade County do not discriminate in their employment, promotional and procurement practices.

The Operator shall comply with this policy established by Miami-Dade County Ordinance No. 98-30. The Operator that has annual gross revenues in excess of $5,000,000 agrees that as a condition of receiving a County contract: (1) it has a written affirmative action plan which sets forth the procedures the Operator utilizes to assure it does not discriminate in employment and promotion practices, (2) it has a written procurement policy which sets forth the procedures the Operator utilizes to assure it does not discriminate against minority and women owned businesses in its own procurement of goods, supplies, and services, and (3) that such plan and policies provides for periodic review to determine effectiveness in assuring the Operator does not discriminate in its employment, promotion and procurement practices. The Operator will provide copies of its written Affirmative Action plan and procurement policies upon County request.

Further, the Operator acknowledges that it has submitted an affirmative action plan which, is subject to approval by the County's Department of Business Development ("DBD"). The Operator shall undertake and perform the affirmative actions specified therein.

ARTICLE 19
Rules and Regulations and Permits

19.01 **Rules and Regulations:**

The Operator shall comply with: (i) the ordinances of the County including the rules and regulations of the Department; (ii) Chapter 25 of the Code; (iii) operational directives issued hereunder; (iv) all additional laws, statutes, ordinances, regulations and rules of the federal, state and local governments, and any and all plans and programs developed in compliance therewith; (v) any County administrative orders and resolutions of the Board of County Commissioners which may be applicable to its operations or activities under this Agreement; (vi) federal air and safety laws and regulations; and (vii) federal, state, and County environmental, hazardous wastes and materials, and natural resources laws and regulations.

19.02 **Violations of Rules and Regulations:**

The Operator represents and agrees to pay, on behalf of the County, any penalty assessment or fine issued against the County, or to defend in the name of the County any claim, assessment or civil action, which may be presented or initiated by any agency or officer of the federal, state or local governments based in whole or substantial part upon a claim or allegation that the Operator, its agents, employees, Contractors, subcontractors, suppliers, or invitees, have violated any law, ordinance, regulation or rule described in Sub-Article 19.01 or any plan or program developed in compliance therewith. Any such penalty, assessment, or fine shall not be a Reimbursable Expense. The Operator further represents that the substance of Sub-Article 19.02 and Sub-Article 19.01 shall be included in every contract and other agreements, which the Operator may enter into related to its operations and activities under this Agreement and that any such contract and other agreement shall specifically provide that "Miami-Dade County, Florida is a third party beneficiary, of this and related provisions." This provision shall not constitute a waiver of any other conditions of this Agreement prohibiting or limiting assignments, subletting or subleasing.

19.03 **Permits and Licenses:**

The Operator covenants, represents, and warrants that it shall, at its sole cost and expense, be strictly liable and responsible to obtain, pay for, maintain current, fully comply with, and make available to the Department upon request, all permits, licenses, and governmental authorizations and approvals, however designated and as may be required, at any time during the term of this Agreement, by any federal, state, or County governmental entity or judicial body having jurisdiction over the Operator or its operations and activities, for any activity of the Operator on the Facilities and for any actions of the Operator at the Airport, including ensuring that all legal requirements, permits, and licenses necessary for or resulting, directly or indirectly, from the Operator's operations and activities on the Facilities and Airport have been obtained and are in compliance.

ARTICLE 20
Civil Actions

20.01 **Governing Law; Venue:**

This Agreement shall be governed and construed in accordance with the laws of the State of Florida. Venue for any action or claim arising from this Agreement shall be in the Circuit Court of the Eleventh Judicial Circuit in and for Miami-Dade County, Florida, or in the United States District Court in and for the Southern District of Florida..

20.02 **Registered Office/Agent: Jurisdiction:**

The Operator, if a corporation, shall designate a registered office and a registered agent, as required by Section 48.091, Florida Statutes, and such designations to be filed with the Florida Department of State in accordance with Section 607.034,

Florida Statutes. If the Operator is a natural person, both the Operator and his or her personal representative(s) hereby submit themselves to the jurisdiction of the courts of the State of Florida for any cause of action based in whole or in part on the alleged breach of this Agreement.

ARTICLE 21
Additional Actions at Termination

21.01 **Compliance:**

On or before the termination date of this Agreement or any Extension Period thereof, the Operator shall comply with all requirements of Sub-Article 17.10.

21.02 **Vehicle Inventory:**

At termination of this Agreement, the Department shall take a vehicle inventory jointly with the Operator and shall assume responsibility for all vehicles then parked in the Facilities.

21.03 **Amounts Due and Payables:**

Upon termination of this Agreement, all amounts due and owed between the parties shall become immediately payable.

21.04 **Payment of Employees:**

Upon termination of this Agreement, the Operator shall pay all employees for all hours worked and for annual leave (vacation time) accrued, but not used during the period covered by this Agreement.

ARTICLE 22
Other Provisions

22.01 **General Change Fund:**

The Operator shall establish and fund in a sufficient amount, a General Change Fund to be used for maintaining cashier change funds.

22.02 **Cash Losses:**

All cash losses shall be the responsibility of and be reimbursed by the Operator. All incidents must be reported to the Department immediately.

22.03 **Payment of Taxes:**

The Operator shall pay any taxes lawfully assessed against the Operator, arising out of its operations hereunder, provided, however, that the Operator shall not be deemed to be in default of its obligations under this Agreement for failure to pay such taxes, where such taxes are not delinquent, pending the outcome of any legal

proceedings instituted in courts of competent jurisdiction to determine the validity of such taxes. Failure to pay same after the ultimate adverse conclusion of such contest shall constitute a default, pursuant to Sub-Article 17.03.

22.04 **No Possessory Interests:**

No clause, phrase, sentence, paragraph or article of this Agreement shall vest any possessory or leasehold interest in any real property, the Facilities, improvements, or the personal property of the County described herein on the Operator; or shall such be construed as creating any landlord and tenant, partnership, or joint venture relationship between the County and the Operator.

22.05 **Administrative Modifications:**

It is understood and agreed that the Department, upon written notice to the Operator, shall have the right to modify administratively and to revise the budget, revenue processing, reimbursement, replenishment and payment procedures, contained in Article 3 and Article 4, other technical requirements hereof, and the exhibits hereto, provided, however, such revisions shall not have a materially adverse effect on the right of the Operator to be reimbursed for costs and expenses incurred on a timely basis, or to receive reasonable compensation for its services hereunder, or on the security of the funds and assets of the County. Further, it is understood and agreed that Exhibit H to this Agreement may be administratively revised by the Department, upon written notice to the Operator.

22.06 **Approvals:**

Whenever in this Agreement, approval by the County or Department is required, the County or the Department may approve or disapprove same without providing a stated cause for such action.

22.07 **Required Disclosure Affidavits with Applicable Ordinances and Resolutions:**

A. **Drug Free Work Place Certification**

The Operator acknowledges, that as part of its Proposal, it provided to the County a Drug Free Workplace Affidavit, certifying that it is providing a drug free workplace for its employees, as required by Section 2-8.1.2 of the Code, as amended by Miami-Dade County Ordinance No. 00-30. The County shall have the right, upon thirty (30) days written notice to the Operator, to terminate this Agreement in the event the Operator fails to provide, as of each anniversary of the effective date of this Agreement, the annual re-certification affidavit as required. Failure to comply with this policy may result in debarment of the Operator, for knowingly violating this policy or falsifying information.

B. **Family Leave Program Certification**

Pursuant to Miami-Dade County Resolution No. R-183-00 amending Resolution No. R-1499-91, Operator shall, as a condition of award, provide

written certification that the firm, entity, or joint venture provides family leaves to their employees as required by the County Family Leave Ordinance. Failure to provide the required certification shall preclude the Operator from receiving the contract. Any violation of this ordinance may result in debarment. The County shall have the right to terminate this Agreement, upon thirty (30) days advance written notice to the Operator, in the event the Operator fails to provide, as of each anniversary of the effective date of this Agreement, an annual recertification affidavit that it is providing and will continue to provide such family leave program

22.08 **Right to Modify:**

The parties hereto covenant and agree that, during the Term hereof; this Agreement may be unilaterally modified by the Department in order to conform to judicial, Federal Trade Commission, FAA, TSA, or DOT rulings or opinions. This Sub-Article shall not preclude Operator from contesting said rulings or opinions, but Operator shall abide by the unilateral change while such a challenge is pending. Except as otherwise specifically provided in this Agreement, this Agreement may not be modified except by a written instrument signed by both parties.

22.09 **Rights to Amend:**

In the event that the FAA or its successor requires modifications or changes in this Agreement as a condition precedent to the granting of its approval or to the obtaining of funds for improvements at the Airport, the Operator hereby consents to any and all such modifications and changes as may be reasonably required.

22.10 **Federal Subordination:**

This Agreement shall be subordinated to the provisions of any existing or future agreements between the County and the United States of America relative to the operation and maintenance of the Airport, the execution of which has been or may be required as a condition precedent to the expenditure of Federal funds for the development of the Airport. All provisions of this Agreement shall be subordinate to the right of the United States of America to lease or otherwise assume control over the Airport, or any part thereof, during time of war or national emergency for military or naval use and any provisions of this Agreement inconsistent with the provisions of such lease to the United States of America shall be suspended.

22.11 **Notices:**

Any notices given under the provisions of this Agreement shall be in writing and shall be sent by registered or certified mail, return receipt requested to:

TO THE COUNTY:
Director
Miami-Dade County Aviation Department
Post Office Box 025504
Miami, Florida 33102-5504

TO THE OPERATOR:
Central Parking Corporation
2401 21st Avenue South
Suite 200
Nashville, TN 37212
Attn: Emanuel Eads
President and CEO

With a Courtesy Copy to:

Airport Parking Associates
2 South Biscayne Boulevard
Suite 200
Miami, FL 33131
Attn: Jason Finch
Regional Manager

or to such other respective addresses as the parties may designate to each other in writing from time to time. Notices by registered or certified mail shall be deemed given on the delivery date indicated on the return receipt from the United States Postal Service.

22.12 **Severability:**

If any of the provisions of this Agreement or the application thereof to either party to this Agreement is held invalid by a court of competent jurisdiction, such invalidity shall not effect other provisions of this Agreement which can be given effect without the valid provision, and to this end, the provisions of this agreement are severable.

22.13 **Authorized Uses Only:**

Notwithstanding anything to the contrary herein, the Operator shall not use or permit the use of the Facilities or the Airport for any illegal or unauthorized purpose, nor for any purpose which would invalidate any insurance policies of the County or any policies of insurance written on behalf of the Operator under this Agreement.

22.14 **No Waiver:**

There shall be neither a waiver of the right of the County to demand strict performance of any of the provisions, terms and covenants of this Agreement, nor shall there be any waiver of any breach, default or non-performance hereof the

Operator, unless such waiver is explicitly made in writing by the Department. Any previous waiver or course of dealing shall not affect the right of the County to demand strict performance of the provisions, terms or covenants of this Agreement with respect to any subsequent event or occurrence or of any subsequent breach, default or non-performance hereof the Operator.

22.15 **Right of Regulate:**

Nothing in this Agreement shall be construed to waive or limit the governmental authority of the County, as a political subdivision of the State of Florida, to regulate the Operator or its operations.

22.16 **Entire Agreement:**

This Agreement, together with the exhibits attached hereto, constitutes the entire agreement between the parties hereto with respect to the subject matter hereof, and any prior agreements, representations or statements made with respect to such subject matter, whether oral or written, and any contemporaneous oral agreements, representations or statements with respect to such subject matter, are merged herein; provided, however, that the Operator hereby affirms the completeness and accuracy of the information submitted by the Operator to the Department in connection with the award of this Agreement.

22.17 **Inspections:**

The authorized employees and representatives of the County and of any applicable federal or state agencies having jurisdiction hereof shall have the same right of access to the Facilities at reasonable times for the purposes of inspection and audit to determine compliance with the provisions of this Agreement. The right of inspection and audit shall impose no duty on the County to inspect and audit, and shall impart no liability upon the County should it not make any such inspections or audits.

22.18 **Headings:**

The headings of the various Articles and Sub-Articles of this Agreement, and its Table of Contents, are for the convenience and ease of reference only, and shall not be construed to define, limit, augment or describe the scope, context or intent of this Agreement or any part or parts of this Agreement.

22.19 **Binding Effect:**

The terms, conditions and covenants of this Agreement shall endure to the benefit of and be binding upon the parties hereto and their successors and assigns.

22.20 **Performance:**

The parties expressly agree that time is of the essence in the performance of this Agreement and that the failure of the Operator to complete performance within

the time specified, or reasonable time if no time is specified herein, shall relieve the County of any obligation to accept such performance.

22.21 **Living Wage:**

The Operator shall comply with Section 2-8.9 of the Code of Miami-Dade County, Miami-Dade County Ordinance No. 99-44, and Administrative Order No. 3-30. The Operator shall (i) pay its covered employees the applicable hourly living wage rate, with or without health benefits, and (ii) comply with the administrative and records keeping required. The Operator shall also ensure that its Contractors and subcontractors comply with this Sub-Article.

22.22 **Non-Exclusive Management Agreement:**

Nothing contained within this Agreement shall be construed to create a landlord-tenant relationship between the Department and the Operator.

22.23 **Proposal Incorporated:**

The Operator acknowledges that it has submitted to the County a proposal that was the basis for the award of this Agreement and upon which the County relied.

22.24 **Security Requirements:**

MDAD shall have the right to add, amend or delete any portion hereof in order to meet reasonable security requirements of MDAD, Customs and Border Patrol ("CBP"), or the TSA. The Operator shall ensure that all employees so required participate in such safety, security and other training and instructional programs, as MDAD or appropriate federal agencies may require.

Operator agrees that it will include in all agreements with its Contractor(s), an obligation by such parties to comply with all security requirements applicable to their operations at MIA. Operator agrees that in addition to all remedies, penalties and sanctions that may be imposed by MDAD, CBP, or TSA upon the Operator's Contractor(s) and its individual employees for a violation of applicable security provisions, the Operator shall be responsible to MDAD for all such violations and shall indemnify and hold MDAD harmless for all costs, fines and penalties arising there from, which shall include reasonable attorneys' fees.

The Operator shall be responsible for the security and protection of the Facilities, and the equipment, furnishings, commodities, and supplies provided herein

22.25 **Alteration of Facilities and Erection of Signs:**

The Operator shall neither, alter the Facilities, erect any signs, nor permit any advertising of any nature, without prior written approval from the Department.

22.26 **Remedies:**

All remedies provided in this Agreement shall be deemed cumulative and additional, and not in lieu of or exclusive of each other or of any other remedy available at law or in equity arising hereunder. The failure to assert a remedy shall not be deemed a waiver of that remedy.

22.27 **Interest:**

Any sums payable to the Department by the Operator under any provisions of this Agreement which are not paid when due shall bear interest at the rate of one and one-half percent (1½%) per month (or, if less, the maximum rate of interest allowed by law) from the due date thereof until paid.

IN WITNESS WHEREOF, the County has hereto caused this Agreement to be issued and executed by its appropriate officials, which the Agreement by its execution by its appropriate officials hereby accepts, as of the date first above written.

BOARD OF COUNTY COMMISSIONERS
OF MIAMI DADE COUNTY, FLORIDA

By: _____
Mayor

Attest: Harvey Ruvin, Clerk

By: _____
Deputy Clerk

(COUNTY SEAL)

AIRPORT OPERATOR:

Airport Parking Associates

By: **Central Parking System of Florida, Inc.** - Partner

James H. Bond
President

Henry J. Abbott
Secretary

By: **WRP & Associates, Inc.** - Partner

William R. Perry III
President

Approved for Form
and Legal Sufficiency

Assistant County Attorney

WITNESSES TO ABOVE SIGNATURE:

Signature

Print Name

Signature

Print Name

AFFIDAVITS

APPENDIX D-1

MIAMI-DADE COUNTY
MIAMI-DADE AVIATION DEPARTMENT SINGLE EXECUTION AFFIDAVITS

APPENDIX E-1
MIAMI-DADE COUNTY
MIAMI-DADE AVIATION DEPARTMENT SINGLE EXECUTION AFFIDAVITS

This sworn statement is submitted for:

PROJECT TITLE Operation of Public Parking Facilities at MIA

PROJECT NUMBER MDAD-02-06

COUNTY OF DADE

STATE OF FLORIDA

Before me the undersigned authority appeared James H. Bond (Print Name), who is personally known to me or who has provided as identification and who (did) or did not) take an oath, and who stated:

That (he)/she is the duly authorized representative of

Central Parking System of Florida, Inc.
(Name of Entity)

2 South Biscayne Boulevard, Suite 200, Miami, Fl 33131
(Address of Entity)

6 / 2 - 1 / 1 / 9 / 0 / 0 / 8 / 2
Federal Employment Identification Number

hereinafter referred to as the Entity being its

President
(Sole Proprietor)(Partner)(President or Other Authorized Officer)

and as such has full authority to make these affidavits and say as follows.

PUBLIC ENTITY CRIMES
SWORN STATEMENT UNDER SECTION 287.133(3)(a), FLORIDA STATUTES

1. I understand that a "public entity crime" as defined in Paragraph 287.133(1)(g), **Florida Statutes**, means "a violation of any state or federal law by a person with respect to and directly related to the transaction of business with any public entity or with an agency or political subdivision of any other state or with the United States, including, but not limited to any bid, proposal, reply, or contract for goods or services, any lease for real property, or any contract for the construction or repair of a public building or public work, involving antitrust, fraud, theft, bribery, collusion, racketeering, conspiracy, or material misrepresentation."

2. I understand that "convicted" or "conviction" as defined in Paragraph 287.133(1)(b), **Florida Statutes**, means "a finding of guilt or a conviction of a public entity crime, with or without an adjudication of guilt, in any federal or state trial court of record relating to charges brought by indictment or information after July 1, 1989, as a result of a jury verdict, nonjury trial, or entry of a plea of guilty or nolo contendere."

3. I understand that an "affiliate" as defined in Paragraph 287.133(1)(a), **Florida Statutes**, means:

"1 A predecessor or successor of a person convicted of a public entity crime; or

2. An entity under the control of any natural person who is active in the management of the entity and who has been convicted of a public entity crime. The term "affiliate" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in the management of an affiliate. The ownership by one person of shares constituting a controlling interest in another person, or a pooling of equipment or income among persons when not for fair market value under an arm's length agreement, shall be a prima facie case that one person controls another person. A person who knowingly enters into a joint venture with a person who has been convicted of a public entity crime in Florida during the preceding 36 months shall be considered an affiliate."

4. I understand that a "person" as defined in Paragraph 287.133(1)(e), **Florida Statutes**, means "any natural person or entity organized under the laws of any state or of the United States with the legal power to enter into a binding contract and which bids or applies to bid on contracts let by a public entity, or which otherwise transacts or applies to transact business with a public entity. The term "person" includes those officers, directors, executives, partners, shareholders, employees, members and agents who are active in management of an entity."

5. The statement which is marked below is true in relation to the Entity submitting this sworn statement. **[Please indicate which statement applies.]**

PUBLIC ENTITY CRIMES
SWORN STATEMENT UNDER SECTION 287.133(3)(a), FLORIDA STATUTES (Cont'd)

___✓___ Neither the Entity submitting this sworn statement, nor any officers, directors, executives, partners, shareholders, employees, members, or agents who are active in management of the Entity, nor any affiliate of the Entity have been charged with and convicted of a public entity crime subsequent to July 1, 1989.

___N/A___ The Entity submitting this sworn statement, or one or more of the officers, directors, executives, partners, shareholders, employees, members, or agents who are active in management of the Entity, or an affiliate of the Entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989. **[Please indicate which additional statement applies.]**

___N/A___ There has been a proceeding concerning the conviction before a hearing officer of the State of Florida, Division of Administrative Hearings. The final order entered by the hearing officer did not place the person or affiliate on the convicted vendor list. **[Please attach a copy of the final order.]**

___N/A___ The person or affiliate was placed on the convicted vendor list. There has been a subsequent proceeding before a hearing officer of the State of Florida, Division of Administrative Hearings. The final order entered by the hearing officer determined that it was in the public interest to remove the person or affiliate from the convicted vendor list. **[Please attach a copy of the final order.]**

___N/A___ The person or affiliate has been placed on the convicted vendor list. **[Please describe any action taken by or pending with the Florida Department of General Services.]**

DEBARMENT DISCLOSURE AFFIDAVIT
PURSUANT TO SECTIONS 10-38 AND 2-8.4.1 OF THE MIAMI-DADE COUNTY CODE

Section 10-38 of the Code relates to the debarment of any individual or other legal entity from County work. The Debarment Disclosure Affidavit requires the Entity to affirm, under oath, that neither the Entity, its officers, principals, directors, shareholders owning or controlling more than ten percent (10%) or more of the stock, partners, affiliates, as defined in the Code, nor its

subcontractors/subconsultants, have been debarred by the County. Any individual or Entity listed above that has been debarred by the County is prohibited from entering into any contract with the County during the period for which they have been debarred. Debarment may also constitute grounds for termination of any existing County contract. It is the Entity's responsibility to ascertain this information before submitting the Qualification Statement.

___✓___ The Entity affirms under oath that neither the Entity, its officers, principals, directors, shareholders owning or controlling more than ten percent (10%) or more of the stock, or affiliates, nor its Subcontractor/Subconsultant have been debarred by the County.

CRIMINAL RECORD AFFIDAVIT
PURSUANT TO SECTION 2-8.6 OF THE
MIAMI-DADE COUNTY CODE

Pursuant to Section 2-8.6 of the Code, the Entity must disclose, at the time the submission, if the Entity or any of its officers, directors, or executives have been convicted of a felony during the past (10) years. Failure to disclose such conviction may result in the debarment of the Entity who knowingly fails to make the required disclosure or to falsify information.

Indicate below if the above named Entity, as of the date of submission:

___✓___ has not been convicted of a felony during the past ten (10) years, nor does it, as of the date of submission, have an officer, director or executive who has been convicted of a felony during the past ten (10) years.

N/A has been convicted of a felony during the past ten (10) years, or as of the date of submission, has an officer, director or executive who has been convicted of a felony during the past ten (10) years.

DISCLOSURE OF OWNERSHIP AFFIDAVIT PURSUANT TO SECTION 2-8.1 OF THE MIAMI-DADE COUNTY CODE

I hereby declare that the information given herein and in the documents attached hereto are true and correct.

PART I

1. The full legal name and business address* of the person or Entity transacting business with the County is:

   Airport Parking Associates

   2 South Biscayne Blvd, Suite 200

   Miami, FL 33131

2. If the transaction is with a Corporation**, provide the full legal name and business address* and title for each officer. This disclosure requirement does not apply to publicly traded corporations, however please indicate here whether the Entity is a publicly traded corporation.

   N/A

3. If the transaction is with a Corporation**, provide the full legal name and business address* for each director. This disclosure requirement does not apply to publicly traded corporations.

   N/A

DISCLOSURE OF OWNERSHIP AFFIDAVIT
PART I (cont'd)

4. If the transaction is with a Corporation**, provide the full legal name and business address* for each stockholder who holds directly or indirectly five percent (5%) or more of the corporation's stock and state the percentage. This disclosure requirement does not apply to publicly traded corporations.

N/A

5. If the transaction is with a Partnership or joint venture, provide the full legal name and address for each partner or joint venture member.

(1) Central Parking System of Florida, Inc. – 2 S. Biscayne Blvd., Suite 200 Miami, FL 33131

(2) WRP & Associates, Inc. – P.O. Box 996757 Miami, FL 33229

6. If the transaction is with a trust, provide the full legal name and address for each trustee and each beneficiary of the trust.

N/A

7. The full legal name and business addresses* of any other individuals (other than stockholders owning less than five percent (5%) of the stock, subcontractors, materialmen, suppliers, laborers, or lenders) who have, or will have, any interest (legal, equitable, beneficial or otherwise) in the transaction with the County are:

N/A

DISCLOSURE AFFIDAVIT FOR MIAMI-DADE COUNTY
PART I (cont'd)

1. Does your firm have a collective bargaining agreement with its employees?

☑ Yes ☐ No

2. Does your firm provide paid health care benefits for its employees?

☑ Yes ☐ No

3. Provide a current breakdown (number of persons) of your firm's work force and ownership as to race, national origin and gender:

White:	0 Males	1 Females
Asian:	0 Males	2 Females
Black:	12 Males	32 Females
Native American:	0 Males	0 Females
Hispanics:	15 Males	34 Females
Alaskan Natives:	0 Males	0 Females
_____:	_____ Males	_____ Females
_____:	_____ Males	_____ Females

(ADD EXTRA SHEETS IF NEEDED)

* **Post Office Box addresses not acceptable.**

** **If a Joint Venture, list this information for each member of the Joint Venture**

Disclosure of Ownership Affidavit
Part II

4. PAST PERFORMANCE

CENTRAL PARKING SYSTEM OF FLORIDA, INC. CONTRACTS WITH MIAMI-DADE COUNTY

CURRENT CONTRACTS

Facility Name:	**Jackson Memorial Hospital**
Commencement Date:	April 1, 2005
Annual Contract Amount:	$164,500 (from which CPS pays non-reimbursable expenses)
Contracting Division:	Public Health Trust
Contact Person:	Mr. Mark Aprigliano
Title:	Director of Public Safety
Telephone:	(305) 585-5201
CPS Manager:	Eric Toro
Audited:	N/A

Facility Name:	**Crandon Park Marina**
Commencement Date:	May 21, 2004
Annual Contract:	CPS keeps 25% of Revenue (FY06 = $62,898)
Contracting Division:	Miami-Dade County Park & Recreation Department
Contact Person:	Ms. Kathy Haley
Title:	Manager, Marina Operations
Telephone:	(305) 755-7939
CPS Manager:	Zeider Londono
Audited:	N/A

Facility Name:	**Black Point Marina**
Commencement Date:	May 21, 2004
Annual Contract:	CPS keeps 25% of Revenue (FY06 = $45,749)
Contracting Division:	Miami-Dade County Park & Recreation Department
Contact Person:	Ms. Kathy Haley
Title:	Manager, Marina Operations
Telephone:	(305) 755-7939
CPS Manager:	Zeider Londono
Audited:	N/A

Facility Name:	**Miami International Airport**
Commencement Date:	October 1, 1996
Annual Contract:	$72,000
Contracting Division:	Miami-Dade Aviation Department
Contact Person:	Ms. Teresita Wagner
Title:	Manager, Landside Operations
Telephone:	(305) 876-7024
CPS Manager:	Jean Marie (JM) Denis
Audited:	2006 by Larry Donahue Associates—results were scored "Very Good"

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* No Litigation Arising out of any of the contracts

AFF-9

Disclosure of Ownership Affidavit
Part II

PAST PERFORMANCE (CONTINUED)

WRP & ASSOCISTES, INC. CONTRACTS WITH MIAMI-DADE COUNTY

CURRENT CONTRACTS

Facility Name:	**Miami International Airport**
Commencement Date:	October 1, 1996
Annual Contract:	$72,000
Contracting Division:	Miami-Dade Aviation Department (parking management)
Contact Person:	Ms. Teresita Wagner
Title:	Manager, Landside Operations
Telephone:	(305) 876-7024
Facility Manager:	Jean Marie (JM) Denis
Audited:	2006 by Larry Donahue Associates--results were scored "Very Good"

Facility Name:	**Miami International Airport**
Commencement Date:	2004
Annual Contract:	$140,005
Contracting Division:	Miami-Dade Aviation Department (operate restaurants)
Contact Person:	Patricia Ryan
Title:	Director of Retail - Food and Beverage
Telephone:	(305) 876-8131
Facility Manager:	Peter Amaro
Audited:	N/A

Facility Name:	**Miami-Dade Transit**
Commencement Date:	2001
Annual Contract:	$88,000
Contracting Division:	Miami-Dade Transit (transportation services)
Contact Person:	Ruby Hemingway
Title:	Assistant Director
Telephone:	(305) 375-1676
Facility Manager:	Bill Perry
Audited:	N/A

Facility Name:	**Miami --Dade Transit Department**
Commencement Date:	2005
Annual Contract:	$25,056
Contracting Division:	Miami-Dade Transit (paratransit program)
Contact Person:	Ruby Hemingway
Title:	Assistant Director
Telephone:	(305) 375-1676
Facility Manager:	David Naiditch
Audited:	N/A

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* No Litigation Arising out of any of the contracts

DISCLOSURE OF OWNERSHIP AFFIDAVIT
PART II

LIST ALL CONTRACTS IN EFFECT WITH MIAMI-DADE COUNTY DURING THE LAST FIVE (5) YEARS:

CONTRACT DATE	DOLLAR AMOUNT OF ORIG.CONTRACT	FINAL AMT. OF CONTRACT	PERCENTAGE DIFFERENTIAL
(1) **Airport Parking Assoicates**			
_____	$_____	$_____	_____%

Name of Dept. & Summary of Services Performed _____

_____

_____

Litigation Arising out of Contract _____

_____

_____

(2)

_____	$_____	$_____	_____%

Name of Dept. & Summary of Services Performed _____

_____

_____

Litigation Arising out of Contract _____

_____

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DISCLOSURE OF OWNERSHIP AFFIDAVIT
PART II (Cont'd)

CONTRACT DATE	DOLLAR AMOUNT OF ORIG.CONTRACT	FINAL AMT. OF CONTRACT	PERCENTAGE DIFFERENTIAL

(3)

_____ $_____ $_____ _____%

Name of Dept. & Summary of Services Performed _____

_____

Litigation Arising out of Contract _____

_____

_____

(4)

_____ $_____ $_____ _____%

Name of Dept. & Summary of Services Performed _____

_____

Litigation Arising out of Contract _____

_____

_____

(ADD EXTRA SHEET(S) IF NEEDED.)

DISCLOSURE OF OWNERSHIP AFFIDAVIT
PART III

A. How long has Entity been in business? 1996

B. Has the Entity or the principals of the Entity ever done business under another name or with another firm? If yes, attach separate sheet(s) listing same information as in parts I, II and III of this affidavit.

The members of the joint venture have done business under their individual names, to wit; Central Parking System and WRP and Associates

AFFIRMATIVE ACTION PLAN/PROCUREMENT POLICY AFFIDAVIT PURSUANT TO SECTION 2-8.1.5 OF THE MIAMI-DADE COUNTY CODE

I, being duly first sworn, hereby state that the Respondent for this contract:

☐ has a current Affirmative Action Plan and Procurement Policy, as required by Section 2-8.1.5 of the Code , processed and approved for filing with the Miami-Dade County Department of Business Development (DBD) under the file No._____ and the expiration date of _____.

☐ had annual gross revenues in excess of $5,000,000 for the previous year and does not have a current Affirmative Action Plan and Procurement Policy as required by Section 2-8.1.5 of the Code, processed and approved for filing with the County DBD. I will contact DBD at 305-375-3111 regarding this condition of award requirement.

☑ had annual gross revenues less than $5,000,000.00 for the previous year; therefore Section 2-8.1.5 of the Code is not applicable.

☐ has a Board of Directors which is representative of the population make-up of the nation and are exempt from the requirements of Section 2-8.1.5 of the Code. I will contact DBD at 305-375-3111 in order to submit the required exemption request.

This single execution shall have the same force and effect as if each of the above affidavits had been individually executed.

James H. Boul
(Signature of Authorized Representative)

Title President
Central Parking System

Date 10/19/06

STATE OF: Tennessee

COUNTY OF: Davidson

The above affidavits were acknowledged before me this 19th day of october, 2006

by James H. Boul, (Authorized Representative)

of Airport Parking Associates
(Name of Corporation, Partnership, etc.)

who is personally known to me or has produced as identification and who did/did not take an oath.

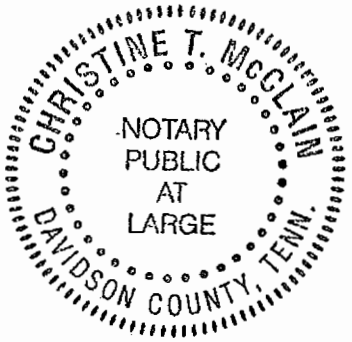
Christine T. McClain
(Signature of Notary)

christine T. McClain
(Print Name)

Notary Commission Number: —

My Commission Expires: 11-25-06

Notary Stamp or Seal:



My Commission Expires NOV. 25, 2006

APPENDIX D-2

MIAMI-DADE COUNTY
MIAMI-DADE AVIATION DEPARTMENT SINGLE EXECUTION CONDITION OF AWARD REQUIREMENTS

APPENDIX D-2

MIAMI-DADE COUNTY
MIAMI-DADE AVIATION DEPARTMENT SINGLE EXECUTION CONDITION OF AWARD REQUIREMENTS

The following pages are provided for the Respondent's convenience and are a prerequisite to a contract award:

- Single Execution Condition of Award Affidavits:

  Disability Nondiscrimination
  Family Leave
  Domestic Leave
  Currently Due Fees and Taxes
  Drug Free Work Place
  Current In County Obligations
  Code of Business Ethics

- Subcontractor/Supplier Listing

- Subcontracting Policies Statement
  (Also required, but no format (insert page is provided))

- Proof of Authorization to do Business
  (Attach a copy of the Certificate of Status or Authorization per 607.0128 F.S., and certificate evidencing compliance with the Florida Fictitious Name Statute per 865.09 F.S., if applicable.)
  (Also required, but no format (insert page is provided))

MIAMI-DADE COUNTY

MIAMI-DADE AVIATION DEPARTMENT SINGLE EXECUTION CONDITION OF AWARD AFFIDAVITS

This sworn statement is submitted for:

PROJECT TITLE Operation of Public Parking Facilities at MIA

PROJECT NUMBER MDAD-02-06

COUNTY OF DADE

STATE OF FLORIDA

Before me the undersigned authority appeared James H. Bond (Print Name), who is (personally known to me) or who has provided _____ as identification and who (did) or did not) take an oath, and who stated:

That he/she is the duly authorized representative of

Central Parking System of Florida, Inc.
(Name of Entity)

2 South Biscayne Boulevard, Suite 200 Miami, FL 33131
(Address of Entity)

6 / 2 - 1 / 1 / 9 / 0 / 0 / 8 / 2 /
Federal Employment Identification Number

hereinafter referred to as the Entity being its

_____
(Sole Proprietor)(Partner)(President or Other Authorized Officer)

and as such has full authority to make these affidavits and say as follows.

DISABILITY NONDISCRIMINATION
PURSUANT TO COUNTY RESOLUTION NOS. R-182-00 AND R-385-95,

Pursuant to County Resolution No. R-182-00, amending Resolution No. R-385-95, the Entity shall, as a condition of award, provide written certification that the firm is not in violation of the Americans with Disabilities Act of 1990, the Rehabilitation Act of 1973, the Federal Transit Act, the Fair Housing Act, nor any other laws prohibiting discrimination on the basis of disability. Any post-award violation of these Acts may result in the contract being declared void. If any certifying Respondent or their affiliate is found in violation of the Acts, the County will conduct no further business with such attesting firm. Any violation of this Resolution may result in debarment.

✓ The Entity affirms under oath that the Entity is not in violation of the Americans with Disabilities Act of 1990, the Rehabilitation Act of 1973, the Federal Transit Act, the Fair Housing Act, nor any other laws prohibiting discrimination on the basis of disability.

FAMILY LEAVE
PURSUANT TO COUNTY RESOLUTION NO. R-183-00

Pursuant to County Resolution No. R-183-00, the Entity shall, as a condition of award, provide written certification that the firm provides family leave to their employees as required by the County's family leave policy. Failure to comply with the requirements of this Resolution may result in debarment.

✓ The Entity affirms under oath that the Entity is in compliance with the County's family leave requirements.

DOMESTIC LEAVE
PURSUANT TO COUNTY RESOLUTION NO. R-185-00

Pursuant to County Resolution No. R-185-00, the Entity shall, as a condition of award, provide written certification that the firm is in compliance with the County's domestic leave policy. Failure to comply with the requirements of this Resolution may result in the contract being declared void, the contract being terminated, and/or the firm being debarred. The obligation to provide domestic leave to their employees shall be a contractual obligation.

✓ The Entity affirms under oath that the Entity is in compliance with the County's domestic leave policy.

CURRENTLY DUE FEES OR TAXES, PURSUANT TO SECTION 2-8.1 (c) OF THE MIAMI-DADE COUNTY CODE

Pursuant to Section 2-8.1(c) of the Code, the Entity shall verify that all delinquent and currently due fees or taxes - including but not limited to real and property taxes, utility taxes and occupational licenses - collected in the normal course by the County Tax Collector, as well as County issued parking tickets for vehicles registered in the name of the Entity, have been paid. Failure to comply with this requirement may result in debarment.

___✓___ The Entity affirms under oath that the Entity does not have any County delinquent and currently due fees or taxes, including but not limited to real and property taxes, utility taxes and occupational licenses, or County issued parking tickets for vehicles registered in the name of the Entity.

DRUG FREE WORKPLACE PURSUANT TO SECTION 2-8.1.2 (b) OF THE MIAMI-DADE COUNTY CODE

Pursuant to Section 2-8.1.2(b) of the Code, no person or entity shall be awarded or receive a County contract for public improvements unless such person or entity certifies that it will provide a drug free workplace. Failure to comply with this policy may result in debarment for those persons or entities that knowingly violate this policy or falsify information.

___✓___ The Entity affirms under oath that it will comply with the County's drug free workplace requirements.

CURRENT IN COUNTY OBLIGATIONS AFFIDAVIT PURSUANT TO SECTION 2-8.1(h) OF THE MIAMI-DADE COUNTY CODE

Pursuant to Section 2-8.1(h) of the Code, no individual or entity shall be allowed to receive any additional County contracts, if it is in arrears in any payment under a contract, promissory note or other loan document with the County, or any of its agencies or instrumentalities, including the Public Health Trust, either directly or indirectly through a firm, corporation, partnership or joint venture in which the individual or entity has a controlling financial interest as that term is defined in Section 2-11.1(b)(8) of the Code, until either the arrearage has been paid in full or the County has agreed in writing to a payment schedule. Failure to meet the terms and conditions of any obligation or repayment schedule with the County shall constitute a default of the subject contract and may be cause for suspension, termination and debarment, in accordance with the terms of the contract and the debarment procedures of the County.

✓ The Entity affirms under oath that the Entity is current in its obligations to the County.

CODE OF BUSINESS ETHICS AFFIDAVIT
PURSUANT TO SECTION 2-8.1(i)
OF THE MIAMI-DADE COUNTY CODE

Pursuant to Section 2-8.1(i) of the Code, each person or entity that seeks to do business with the County shall adopt a Code of Business Ethics ("Ethics Code") and shall, prior to the execution of any contract between the Entity and the County, submit an affidavit stating that the Entity has adopted an Ethics Code that complies with the requirements of Section 2-8.1(i) of the Code. An entity failing to submit the required affidavit shall be ineligible for contract award.

✓ The Entity affirms under oath that the Entity has adopted an Ethics Code that complies with the requirements of Section 2-8.1(i) of the Code.

This single execution shall have the same force and effect as if each of the above affidavits had been individually executed.

James H. Bond
(Signature of Authorized Representative)

Title President
Central Parking System of Florida, Inc.

Date 10/19/06

STATE OF: Tennessee

COUNTY OF: Davidson

The above certifications/verifications were acknowledged before me this 19th day of October, 2006,

by James H. Bond,
(Authorized Representative)

of Airport Parking Associates,
(Name of Corporation, Partnership, etc.)

who is personally known to me or has produced as identification and who did/did not take an oath.

Christine T. McClain
(Signature of Notary)

Notary Stamp or Seal:

christine T. McClain
(Print Name)

Notary Commission Number: _____

My Commission Expires: 11-25-06

CHRISTINE T. McCLAIN
NOTARY PUBLIC AT LARGE
DAVIDSON COUNTY, TENN.
My Commission Expires NOV. 25, 2006

SUBCONTRACTING POLICIES STATEMENT PURSUANT TO SECTION 2-8.8(4) OF THE CODE

SUBCONTRACTING POLICY STATEMENT OF AIRPORT PARKING ASSOCIATES

Airport Parking Associates (APA) is a joint-venture between a publicly traded company, and a certified Miami-Dade County DBE Firm. As such, APA is keenly aware of the advantages of looking first to the local community for firms that can provide the products and services that it may require to fulfill the contractual obligations it has with its clients.

The services that APA provides to its clients do not require the use of multiple subcontractors. Nevertheless, when there are services that our clients require, APA looks first to the local business community to fulfill those needs. Because the services that will be contracted are specialized and require specific technical proficiency, APA usually does not advertise in publications of countywide circulation. Instead, APA conducts due diligence to identify local firms that meet the high standards required by APA to service the needs of its clients. In this particular solicitation, APA will be utilizing the services of Affiliated Services, Inc. to perform the following functions:

- Service to Short Term Lot revenue control system

This firm has provided excellent service to Team APA and Miami-Dade County during the life of the current contract that APA has to provide these services to the Miami-Dade County Aviation Department. Based on its proven track record of outstanding service, APA secured a commitment from Affiliated Services, Inc. to continue providing services in this regard, if we are awarded a new contract in this RFP process.

PROOF OF AUTHORIZATION TO DO BUSINESS

(Attach a copy of the Certificate of Status or Authorization per 607.0128 F.S., and certificate evidencing compliance with the Florida Fictitious Name Statute per 865.09 F.S., if applicable.)

(Insert Here)

State of Florida

Department of State

I certify from the records of this office that AIRPORT PARKING ASSOCIATES is a Fictitious Name registered with the Department of State on October 10, 2006.

The Registration Number of this Fictitious Name is G06283900312.

I further certify that said Fictitious Name Registration is active.

I further certify that this office began filing Fictitious Name Registrations on January 1, 1991, pursuant to Section 865.09, Florida Statutes.

Given under my hand and the
Great Seal of the State of Florida
at Tallahassee, the Capital, this the
Tenth day of October, 2006

Sue M. Cobb
Sue M. Cobb
Secretary of State

CR2EO22 (01-06)

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State of Florida

Department of State

I certify that the attached is a true and correct copy of the Application For Registration of Fictitious Name of AIRPORT PARKING ASSOCIATES, registered with the Department of State on October 10, 2006, as shown by the records of this office.

The Registration Number of this Fictitious Name is G06283900312.

Given under my hand and the
Great Seal of the State of Florida
at Tallahassee, the Capital, this the
Tenth day of October, 2006

Sue M. Cobb
Sue M. Cobb
Secretary of State

CR2EO22 (01-06)

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FLORIDA DEPARTMENT OF STATE
Division of Corporations

October 10, 2006

AIRPORT PARKING ASSOCIATES
2 S. BISCAYNE BOULEVARD
SUITE 200
MIAMI, FL 33131

Subject: **AIRPORT PARKING ASSOCIATES**

REGISTRATION NUMBER: **G06283900312**

This will acknowledge the filing of the above fictitious name registration which was registered on October 10, 2006. This registration gives no rights to ownership of the name.

Each fictitious name registration must be renewed every five years between January 1 and December 31 of the expiration year to maintain registration. Three months prior to the expiration date a statement of renewal will be mailed.

IT IS THE RESPONSIBILITY OF THE BUSINESS TO NOTIFY THIS OFFICE IN WRITING IF THEIR MAILING ADDRESS CHANGES. Whenever corresponding please provide assigned Registration Number.

Enclosed is your certificate(s) as requested.

Should you have any questions regarding this matter you may contact our office at (850) 245-6058.

Fictitious Name Section
Division of Corporations

Letter No. 406A00060443

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APPLICATION FOR REGISTRATION OF FICTITIOUS NAME

DOCUMENT# G06283900312

Fictitious Name to be Registered: AIRPORT PARKING ASSOCIATES

Mailing Address of Business: 2 S. BISCAYNE BOULEVARD
SUITE 200
MIAMI, FL 33131

Florida County of principal place of business: DADE

FEI Number:

FILED
Oct 10, 2006
Secretary of State

Owner(s) of Fictitious Name:

WRP & ASSOCIATES, INC.
2. S. BISCAYNE BLVD., SUITE 200
MIAMI, FL 33131 US
Florida Registration Number: P93000028355
FEI Number: 65-0419992

CENTRAL PARKING SYSTEM OF FLORIDA, INC.
2 S. BISCAYNE BLVD., SUITE 200
MIAMI, FL 33131 US
Florida Registration Number: P00480
FEI Number: 65-1190082

we) the undersigned, being the sole (all the) party(ies) owning interest in the above fictitious name, certify that the formation indicated on this form is true and accurate. I (we) understand that the electronic signature(s) below shall ave the same legal effect as if made under oath.

SON FINCH — 10/10/2006

Electronic Signature(s) — Date

ertificate of Status Requested (X) **Certified Copy Requested (X)**

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EXHIBIT A

EXHIBIT A

LIVING WAGE SUPPLEMENTAL GENERAL CONDITIONS

SUPPLEMENTAL GENERAL CONDITION

Bidders are advised that the provisions of Section 2-8.9 of the Code of Miami-Dade County (also known as the Living Wage Ordinance) will apply to any contract(s) awarded pursuant to this bid. By submitting a bid pursuant to these specifications, a bidder is hereby agreeing to comply with the provisions of Section 2-8 9, and to acknowledge awareness of the penalties for non-compliance A copy of this Code Section may be obtained from the department issuing the specifications for this bid.

This Supplemental General Condition is organized with the following sections·

1. Definitions
2. Minimum Wages and Posting of Information
3. Liability for Unpaid Wages; Liquidated Damages; Withholding
4. Payrolls, Records and Reporting
5. Subcontracts
6. Complaints and Hearings; Contract Termination and Debarment

1. DEFINITIONS

A. "Administrative hearing officer" means a qualified arbitrator appointed by the County Manager to resolve disputes arising from the enforcement of the Living Wage Ordinance

B. "Applicable department" means the County department(s) using the service contract.

C. "Complaint" means any written charge/allegation presented to the Compliance Officer alleging a practice prohibited by the Ordinance.

D "Compliance officer" means the County Manager or his/her designee to review compliance with the Living Wage Ordinance and this Administrative Order

E "Contract" means an agreement for services covered by the Living Wage Ordinance involving the County or Public Health Trust, or approved by the County, the Procurement Director or his/her designee, or the Public Health Trust

F. "Contracting officer" means the Department of Procurement Management and Public Health Trust staff or any other County personnel responsible for issuing County service contracts.

G "County" means the government of Miami-Dade County or the Public Health Trust.

H. "Covered employee" means anyone employed by any service contractor, as further defined in County Code Section 2-8.9, either full or part time, as an employee with or without benefits that is providing covered services pursuant to the service contractor's contract with the County.

I. Covered employer means any and all service contractors and subcontractors of service contractors providing covered services. Service contractor is any individual, business entity, corporation (whether for profit or not-for-profit), partnership, limited liability company, joint venture, or similar business that is conducting business in Miami-Dade County or any immediately adjoining county and meets the following criteria:

(1) the service contractor is paid in whole or in part from the County's general fund, capital projects funds, special revenue funds, or any other funds either directly or indirectly, for contracted covered service whether by competitive bid process, informal bids, requests for proposals, some form of solicitation, negotiation, or agreement, or any other decision to enter into a contract; and

(2) the service contractor and any subcontractor is engaged in the business to provide covered services either directly or indirectly for the benefit of the County; or

(3) the service contractor is a General Aeronautical Service (GASP) Permittee or otherwise provides any of the Covered Services defined herein at any Miami Dade County Aviation Department facility including Miami International Airport!pursuant to a permit, lease agreement or otherwise

J Covered services are services purchased by the County that are subject to the requirements of the Living Wage Ordinance which are one of the following:

(1) County Service Contracts - Contracts awarded by the County that involve a total contract value of over $100,000 per year for the following services.
   (i) food preparation and/or distribution;
   (ii) security services;
   (iii) routine maintenance services such as custodial, cleaning, refuse removal, repair, refinishing and recycling,
   (iv) clerical or other non-supervisory office work, whether temporary or permanent,
   (v) transportation and parking services including airport!and seaport!services;
   (vi) printing and reproduction services; and,
   (vii) landscaping, lawn and/or agricultural services

(2) Services Provided To Miami-Dade County Aviation Facilities: Any service that is provided by a GASP Permittee to a Miami-Dade County Aviation Department Facility or any other service Contractor that provides any of the following services to a Miami-Dade County Aviation Department facility is a covered service without reference to any contract value

(i) Ramp Service· Guiding aircraft in and out of Airport; aircraft loading and unloading positions, designated by the Aviation Department, placing in position and operating passenger, baggage and cargo loading and unloading devices, as required for the safe and efficient loading and unloading of passengers, baggage and cargo to and from aircraft, performing such loading and unloading, providing aircraft utility services, such as air start and cabin air, fueling; catering, towing aircraft; cleaning of aircraft, delivering cargo, baggage and mail to and from aircraft to and from locations at any Miami-Dade County Aviation Department facility, and providing such other ramp services approved in writing by the Aviation Department,

(ii) Porter Assistance Services. Handling and transportation through the use of porters, or other means, of baggage and other articles of the passengers of contracting air carriers or aircraft operators, upon request of the passenger, in public access areas of the Airport!Terminal Complex. The Living Wage shall not apply to employees performing tip-related porter assistance services, including curbside check-in;

(iii) Passenger Services: Preparing such clearance documents for the baggage and cargo of aircraft passengers, as may be required by all governmental agencies, furnishing linguists for the assistance of foreign-speaking passengers, passenger information assistance, arranging in-flight meals for departing aircraft with persons or companies authorized by the Department to provide such meals, and providing assistance to handicapped passengers;

(iv) Dispatching and Communications Services: Providing ground to aircraft radio communication service, issuing flight clearances, sending and receiving standard arrival, departure and flight plan messages with appropriate distribution of received messages, providing standby radio flight watch for aircraft in flight; and calculation of fuel loads and take-off and landing weights for aircraft;

(v) Meteorological Navigation Services: Providing information based on the analysis and interpretation of weather charts; planning aircraft flights in accordance with the latest accepted techniques, providing appropriate prognostic weather charts; and generally providing information appropriate for enroute aerial navigation,

(vi) Ticket Counter and Operations Space Service: The operation of ticket counter and airlines' operations space, ticket checking, sales and processing; weighing of baggage; operation of an information,

general traffic operations and communications office for air carriers and aircraft operators with whom the Service Contractor has contracted to supply such services;

(vii) Janitorial Services,

(viii) Delayed Baggage Services,

(ix) Security Services unless provided by federal government or pursuant to a federal government contract, and,

(x) Any other type of service that a GASP permittee is authorized to perform at any Miami-Dade County Aviation Department Facility will be considered a covered service, regardless of whether the service is performed by a GASP permittee or other service contractor

K. "Debar" means to exclude a service contractor, its individual officers, its principal shareholders, its qualifying agent or its affiliated businesses from County contracting and subcontracting for a specific period of time, not to exceed five (5) years, pursuant to section 10-38 of the Code of Miami-Dade County

L. "Living wage" means the minimum hourly pay rate with or without health benefits as further described in Section 2-8.9 of the Code of Miami-Dade County and as indexed from year to year.

M. "Living Wage Commission" means a fifteen person advisory board established by the County Commission for the purpose of reviewing the effectiveness of the Living Wage Ordinance, reviewing certifications submitted by covered employers, reviewing quarterly reports on complaints filed by employees and making recommendations to the County Mayor and Commission.

N "Project manager" means the person assigned under a contract, usually a department director of the using agency or his/her designee, who has primary responsibility to manage the contract and enforce contract requirements.

2. MINIMUM WAGES AND POSTING OF INFORMATION

A. All covered employees providing covered services shall be paid a living wage of no less than $ 11.23 per hour or $' 9.81 per hour with qualifying health benefits, as described in this section and in the Living Wage Ordinance. When the covered employer seeks to comply with the Living Wage Ordinance by choosing to pay the wage rate applicable when also paying qualifying health benefits, such health benefits shall consist of at least $1.42 per hour towards the provision of health care benefits for

employees and their dependents. Proof of the provision of such benefits must be submitted to the applicable department to qualify for the wage rate for employees with health benefits.

B Pursuant to Section C of County Code Section 2-8.9, the Living Wage rate must be annually indexed based on the Consumer Price Index (CPI) calculated by the U.S. Department of Commerce as applied to the County of Miami-Dade

C. Covered employees shall be paid by company or cashier's check, not less than bi-weekly, and without subsequent deduction or rebate on any account The covered employer shall pay wage rates in accordance with federal and all other applicable laws such as overtime and similar wage laws.

D. Covered employers must post in a visible place on the site where such contract work is being performed, a notice specifying the (1) wages/benefits to be paid; (2) the amount of liquidated damages for any failure to pay such specified combined overall hourly wage rate and benefits; and (3) the name and address of the responsible official in Miami-Dade County to whom written complaints should be sent. Posting requirements will not be required where the employer prints the following statements on the front of the covered employee's paycheck and every six months thereafter. "You are required by Miami-Dade County law to be paid at least [insert applicable rate under this Chapter] dollars an hour If you are not paid this hourly rate, contact your supervisor or a lawyer " All notices will be printed in English, Spanish and Creole. Any complaints of underpayment must be filed in writing with the Director of the Department of Business Development, 175 Northwest First Avenue, 28th Floor, Miami, Fl., 33128, (305) 349-5960.

E. Covered employers must refrain from terminating or otherwise retaliating against an employee performing work on the contract even though a complaint of practices has been filed by the employee or other investigative or enforcement action is being taken regarding such service contractor.

3. LIABILITY FOR UNPAID WAGES; PENALTIES; WITHHOLDING

A. In the event of any underpayment of required wage rates, the contractor may be liable to the underpaid employee for the amount of such underpayment within thirty (30) days of the findings of violation. Covered employers found to be in violation of the requirements of Section 2-8 9 may also be required to pay liquidated damages of up to $500 to the County for each employee of the covered employer who performs any portion of the contract work for each week, or portion thereof, that is paid less than the specified applicable living wage rate. Request for appeals of violations must be filed in writing with the compliance officer within ten (10) days of receipt of the violation.

B. Any wages not collected by underpaid employees shall be remitted, by the employer responsible for paying the wage debt, to the Department of Business Development (DBD) for depository into the DBD Trust Fund Proceeds from the "Trust

Fund" shall be held for one (1) year and if not claimed by the underpaid employee, shall be transferred to the State of Florida.

C. The County may withhold from a service contractor any moneys payable on account of work performed under the contract, such sums as may be determined to be necessary to satisfy any liabilities for unpaid wages and penalties as provided herein. In order to preserve the rights of the affected workers under Section 2-8 9, the project manager may withhold or cause to be withheld from the service contractor under this agreement so much of the accrued payments or advances as may be considered necessary to pay employees of the covered employer the full amount of wages required by the contract. In the event of failure to pay any covered employee, employed or working on the project, all or part of the wages required by the contract, the project manager may, after written notice to the service contractor, take such action as may be necessary to cause the suspension of any further payment, until such violations have ceased The withheld monies shall be remitted to the covered employee only in accordance with the provisions of Section 6, "Complaints and Hearings, Contract Termination and Debarment".

D. In addition to the payment of penalties and backwages, repeat offenders may be debarred from doing business with the County for a period of up to five years and/or have their contracts terminated

4. PAYROLL; RECORDS, REPORTING

A. Each covered employer shall maintain payrolls for all covered employees and records relating thereto and shall preserve them for a period of three (3) years The records shall contain: the name and address of each covered employee, the job title and classification, the number of hours worked each day, the gross wages earned and deductions made, annual wages paid, a copy of the social security returns and evidence of payment thereof; if applicable, a record of health benefit payments including contributions to approved plans; and any other data or information the Living Wage Commission or compliance officer should require from time to time.

B. The service contractor shall provide a certificate to the applicable department, with every invoice or requisition for payment, that includes the name, address, and phone number of the covered employer, a local contact person, and the specific project for which the service contract is sought, the amount of the contract and the applicable department the contract will serve, a brief description of the project or service provided; a statement of the wage levels for all employees, and a commitment to pay all employees a living wage as set forth in the contract specifications; and the name and social security number of every employee that provided service for that requisition for payment.

C. The covered employer shall submit the information required hereunder every six (6) months, to the applicable department a complete payroll showing the

employer's payroll records for each covered employee working on the contract for covered services for one payroll period

D. The covered employer shall file with the applicable department, every six months, reports of employment activities to be made publicly available, including race and gender of employees fired and terminated, zip codes of employees hired and terminated; and wage rates of employees hired and terminated

E. The covered employer shall make the records required to be kept hereunder available for inspection, copying or transcription by an authorized representative of the County, and shall permit such representative to interview employees during working hours on the job Failure to submit the required reports upon request or to make records available may be grounds for debarment The service contractor is responsible for the submission of the information required hereunder and for the maintenance of records and provision of access to same by all subcontractors

5. SUBCONTRACTS

The service contractor shall insert in any subcontracts the clauses set forth in paragraphs 1 through 6 of this provision and also a clause requiring the subcontractors to include these clauses in any subcontracts. The service contractor shall be responsible for compliance by any subcontractor with the clauses set forth in paragraphs 1 through 6 of this provision.

6. PROCEDURES FOR APPEAL THROUGH ADMINISTRATIVE HEARING OFFICER PROCESS, CONTRACT TERMINATION AND DEBARMENT

A. Appeals of findings of violation and imposition of penalties by the compliance officer shall be heard by an administrative hearing officer. Upon the receipt of a written appeal, the compliance officer shall notify the County Manager in writing and the County Manager shall appoint an administrative hearing officer and set a time for an administrative hearing. Failure to appeal within the specified time shall be considered a waiver of the appeal process provided for in Section 3.A and an admission of the complaint/violation.

B. Notification of hearing date shall be served by the compliance officer upon the covered employer against whom the complaint is made within ten (10) working days of the appointment of the administrative hearing officer. Such notice shall be by certified mail, return receipt requested. Such notice shall include.

1) A copy of the written complaint, including reasons and causes for the proposed administrative hearing outlining alleged prohibited practices upon which it is based,
2) The penalties assessed,
3) That an administrative hearing shall be conducted before an administrative hearing officer on a date and time not to exceed thirty (30) business days

after service of the notice. The notice shall also advise the covered employer that they may be represented by an attorney, may present documentary evidence and verbal testimony, and may cross-examine or rebut evidence and testimony presented against them, and,

4) A description of the effect of the issuance of the notice of the proposed administrative hearing and the potential effect(s) of this administrative hearing.

C The compliance officer or his/her designee shall, with the assistance of the project manager, present evidence and arguments to the administrative hearing officer

D. No later than seven (7) days prior to the scheduled hearing date, the covered employer must furnish the compliance officer a list of the defenses the covered employer intends to present at the administrative hearing. If the covered employer fails to submit such list, in writing, at least seven (7) days prior to the administrative hearing, or fails to seek an extension of time within which to do so, the covered employer shall be deemed to have waived the opportunity to be heard at the administrative hearing The administrative hearing officer shall have the right to grant or deny an extension of time, and the decision may only be reviewed upon an abuse of discretion

E. Hearsay evidence shall be admissible at the administrative hearing, but shall not form the sole basis for finding a violation of Section 2-8.9. The administrative hearing shall be transcribed, taped or otherwise recorded by a court reporter, at the election of the administrative hearing officer and at the expense of the County. Copies of the hearing tape or transcript shall be furnished at the expense and request of the requesting party. The cost of such transcription may be assessed, by the hearing officer, against a service contractor that has been found to violate Section 2-8.9.

F. In addition to the payment of penalties and back wages, the County Manager may debar, for a period not to exceed five (5) years, a service contractor or subcontractor and the principal owners and/or qualifying agents thereof found to have violated the requirements of Section 2-8.9 a second time If the County Manager determines a covered employer failed to comply with these provisions a third time, the non-complying covered employer's service contract with the County may be terminated

G. The County Manager may order the withheld amount equal to any underpayment remitted to the employee. In addition, the County Manager may order payment of a penalty to the County. If the required payment is not made within a reasonable period of time, the County Manager may order debarment as described above.

A breach of the clauses contained in this Supplemental General Condition shall be deemed a breach of this contract and may be grounds for termination of the contract, and for debarment, and any other remedies available to the County.

EXHIBIT B
MIA Parking Facilities – Public Parking Rates

MIAMI INTERNATIONAL AIRPORT
PARKING FACILITIES

PUBLIC PARKING

Public	Short-Term	Dolphin	Flamingo	High Vehicle	Remote Parking	Taxi
Type	Upper/Lower	Garage	Garage	Surface Lot	Surface Lot	Surface Lot
Schedule of Charges	$2.50 ½ Hour $25.00 Daily Maximum $25.00 Lost Ticket	$4.00 1st Hour $4.00 2nd Hour $2.00 3rd Hour $2.00 4th Hour $12.00 Daily Maximum	$4.00 1st Hour $4.00 2nd Hour $2.00 3rd Hour $2.00 4th Hour $12.00 Daily Maximum	$4.00 1st Hour $4.00 2nd Hour $2.00 3rd Hour $2.00 4th Hour $12.00 Daily Maximum	$3.00 1st Hour $3.00 2nd Hour $2.00 3rd Hour $8.00 Daily Maximum $8.00 Lost Ticket	Taxicabs entering the terminal for pick-ups pay $2.00 per trip Annual Transactions 1,192,410
Number of Spaces	110/152	4474	3025	124	600	360

EXHIBIT B

EXHIBIT C
MIA Parking Facilities – Public Parking Personnel Schedule

EXHIBIT C

EXHIBIT C
MIA Parking Facilities – Public Parking Personnel Schedule

MANAGEMENT STAFFING

MANAGER

Staffing Needed

MANAGER

SHIFT I (08:00 AM - 04:30 PM)

Manager	-	1
Total	-	1

{7 Days Staffing Factor}

1 Manager x 7 Days x 8 Hours / 40 = **Total Manager Needed (1.0)**

(TOTAL MANAGER PER SHIFT)---------- Shift 1 1

Total 1

TOTAL MANAGER NEEDED ---1

ASSISTANT MANAGER

Staffing Needed

ASSISTANT MANAGER

SHIFT I (08:00 AM - 04:30 PM)

Assistant Manager	-	1
Total	-	1

{7 Days Staffing Factor}

1 Assistant Manager x 7 Days x 8 Hours / 40 = **Total Assistant Manager Needed (1.0)**

(TOTAL ASSISTANT MANAGER PER SHIFT)---------- Shift 1 1

Total 1

TOTAL ASSISTANT MANAGER NEEDED ---1.0

OFFICE MANAGER

Staffing Needed

OFFICE MANAGER STAFFING

SHIFT I (08:00 AM - 04:30 PM)

Office Manager	-	1
Total	-	1

{7 Days Staffing Factor}

1 Office Manager x 7 Days x 8 Hours / 40 = **Total Office Manager Needed (1.0)**

(TOTAL OFFICE MANAGER PER SHIFT)---------- Shift 1 1

Total 1

TOTAL OFFICE MANAGER NEEDED ---1

ADMINISTRATIVE ASSISTANT

Staffing Needed

ADMINISTRATIVE ASSISTANTS' STAFFING

SHIFT I (08:00 AM - 04:30 PM)

Administrative Assistant	-	1
Total	-	1

{7 Days Staffing Factor}

1 Administrative Assistant x 7 Days x 8 Hours / 40 = **Total Administrative Assistant Needed (1.0)**

(TOTAL ADMINISTRATIVE PER SHIFT)---------- Shift 1 1.0

Total 1.0

TOTAL ADMINISTRATIVE ASSISTANT NEEDED ---1

SUPERVISOR' STAFFING BREAKDOWN

Staffing Needed

SUPERVISOR' STAFFING

SHIFT I (06:45 AM - 03:15 PM)

Supervisor	-	1
Total	-	1

{7 Days Staffing Factor}

$$\frac{1 \text{ Supervisor} \times 7 \text{ Days} \times 8 \text{ Hours}}{40} = \textbf{Total Supervisor Needed (1.4)}$$

SHIFT II (02:45 PM - 11:15 PM)

Supervisor	-	1
Total	-	1

{7 Days Staffing Factor}

$$\frac{1 \text{ Supervisor} \times 7 \text{ Days} \times 8 \text{ Hours}}{40} = \textbf{Total Supervisor Needed (1.4)}$$

SHIFT III (10:45 PM - 07:15 AM)

Supervisor	-	1
Total	-	1

{7 Days Staffing Factor}

$$\frac{1 \text{ Supervisor} \times 7 \text{ Days} \times 8 \text{ Hours}}{40} = \textbf{Total Supervisor Needed (1.4)}$$

(TOTAL SUPERVISORS PER SHIFT)	Shift I	1.4
	Shift II	1.4
	Shift III	1.4
	Total	**4.2**

TOTAL SUPERVISORS NEEDED --- 5

105

ASSISTANT SUPERVISOR' STAFFING BREAKDOWN

Staffing Needed

ASSISTANT SUPERVISOR' STAFFING

SHIFT I (06:45 AM - 03:15 PM)

Assistant Supervisor	-	2
Total	-	2

{7 Days Staffing Factor}

2 Assistant Supervisors x 7 Days x 8 Hours / 40 = **Total Assistant Supervisors Needed (2.8)**

SHIFT II (02:45 PM - 11:15 PM)

Assistant Supervisor	-	2
Total	-	2

{7 Days Staffing Factor}

2 Assistant Supervisors x 7 Days x 8 Hours / 40 = **Total Assistant Supervisors Needed (2.8)**

(SHIFT III 10:45 PM - 07:15 AM)

Assistant Supervisor	-	1
Total	-	1

{7 Days Staffing Factor}

1 Assistant Supervisors x 7 Days x 8 Hours / 40 = **Total Assistant Supervisors Needed (1.4)**

(TOTAL ASSISTANT SUPERVISORS PER SHIFT) ----------	Shift I	3
	Shift II	3
	Shift III	2
(TOTAL FULL-TIME ASST. SUPERVISORS)----------	**Total**	**8**

PART-TIME ASSISTANT SUPERVISORS

1 P/T Assistant Supervisor x 4 Days x 8 Hours / 40 = **Total P/T Assistant Supervisors Needed (0.8)**

(TOTAL PART-TIME ASST. SUPERVISORS) ----------		**1**
	TOTAL	**9**

TOTAL ASSISTANT SUPERVISORS NEEDED --- 9

VALET MIA RUNNERS & VALET SUPERVISORS STAFFING BREAKDOWN

Staffing Needed

VALET MIA STAFFING

SHIFT I (06:45 AM - 03:15 PM)

Supervisor	-	1
Runners	-	2
Total	-	3

{7 Days Staffing Factor}

3 Valet MIA Personnelx 7 Days x 8 Hours / 40 = **Total Valet MIA Runners Needed (4.2)**

SHIFT II (02:45 PM - 11:15 PM)

Supervisor	-	1
Runners	-	2
Total	-	3

{7 Days Staffing Factor}

3 Valet MIA Personnelx 7 Days x 8 Hours / 40 = **Total Valet MIA Runners Needed (4.2)**

SHIFT III (10:45 PM - 7:15 AM)

Supervisor	-	1
Total	-	1

{7 Days Staffing Factor}

1 Valet MIA Runners x 7 Days x 8 Hours / 40 = **Total Valet MIA Runners Needed (1.4)**

(FULL-TIME VALET MIA RUNNERS)

(TOTAL VALET MIA RUNNERS PER SHIFT)----------	Shift I	4
	Shift II	4
	Shift III	1
(TOTAL F/T VALET MIA RUNNERS)--------- ----------	**Total**	**9**

TOTAL MIA VALET RUNNERS NEEDED ---- 9

COMMUNICATION CLERKS' STAFFING BREAKDOWN

Staffing Needed

COMMUNICATION CLERKS' STAFFING

SHIFT I (06:45 AM - 03:15 PM)

Communication Clerk	-	1
Total	-	1

{7 Days Staffing Factor}

1 Communication Clerk x 7 Days x 8 Hours / 40 = **Total Communication Clerk Needed (1.4)**

SHIFT II (02:45 PM - 11:15 PM)

Communication Clerk	-	2
Total	-	2

{7 Days Staffing Factor}

2 Communication Clerks x 7 Days x 8 Hours / 40 = **Total Communication Clerk Needed (2.8)**

(SHIFT III 10:45 PM - 07:15 AM)

Communication Clerk	-	1
Total	-	1

{7 Days Staffing Factor}

1 Communication Clerk x 7 Days x 8 Hours / 40 = **Total Communication Clerk Needed (1.4)**

(TOTAL COMMUNICATION CLERKS PER SHIFT) ----------	Shift I	1
	Shift II	3
	Shift III	1
	Total	**5**
(TOTAL FULL-TIME COMM. CLERKS) ----------		5

TOTAL COMM. CLERKS' NEEDED ---5

CLERICAL STAFFING (AUDITORS)

SHIFT I (08:00 AM - 04:30 AM)

Office Clerks (Auditors)	-	4
A/R Clerk	-	1
Total	-	5

{7 Days Staffing Factor}

5 Office Clerks (Auditors) x 7 Days x 8 Hours / 40 = Total Office Clerk (Auditors) Needed (7.0)

Note: (1 a/r + 1 a/p + 3 Auditor & Stats)

(TOTAL OFFICE CLERKS AUDITORS PER SHIFT) ----------	**Shift I**	**7**
	Total	**7**

TOTAL OFFICE CLERKS' (AUDITORS) NEEDED --- 7

CASHIER STAFFING BREAKDOWN

SHIFT I (06:45 AM - 03:15 PM) Lanes to be staffed

Central Collection Plaza	-	6
Short Term	-	3
Taxi	-	2
Economy Park & Ride	-	1
Total	-	12

{7 Days Staffing Factor}

$\frac{12 \text{ Cashiers} \times 7 \text{ Days} \times 8 \text{ Hours}}{40}$ = **Total Cashiers Needed (16.8)**

SHIFT II (02:45 PM - 11:15 PM)

Central Collection Plaza	-	7
Short Term	-	3
Taxi	-	2
Economy Park & Ride	-	1
Total	-	13

{7 Days Staffing Factor}

$\frac{13 \text{ Cashiers} \times 7 \text{ Days} \times 8 \text{ Hours}}{40}$ = **Total Cashiers Needed (18.2)**

(SHIFT III 10:45 PM - 07:15 AM)

Central Collection Plaza	-	3
Short Term	-	2
Taxi	-	1
Economy Park & Ride	-	1
Total	-	7

{7 Days Staffing Factor}

$\frac{7 \text{ Cashiers} \times 7 \text{ Days} \times 8 \text{ Hours}}{40}$ = **Total Cashiers Needed (9.8)**

(FULL-TIME CASHIERS)

(TOTAL CASHIERS PER SHIFT)----------	Shift I	16
	Shift II	18
	Shift III	10
	Total	**44**
(TOTAL F/T CASHIERS)----------	**Total**	**44**

(PART-TIME CASHIERS)

$\frac{4 \text{ P/T Cashiers} \times 4 \text{ Days} \times 8 \text{ Hours}}{40}$ = **Total P/T Cashier (4.2)**

(TOTAL PART-TIME CASHIERS)---------- 4

TOTAL CASHIERS NEEDED ---48

PARKING GARAGE ASSISTANTS' STAFFING BREAKDOWN

SHIFT I (06:45 A.M. – 03:15 P.M.)

Dolphin Garage (PK5), Flamingo Garage (Conc. F)		
And Flamingo Garage (Conc. G) – **(Rotating)**	-	1
Short Term Upper	-	1
Short Term Lower	-	1
High Vehicle	-	1
Plaza	-	1
L/R + Vac Relief+ Elevator check	-	1
Total	**-**	**6**

{7 Days Staffing Factor}

6 Parking Garage Assistants x 7 Days x 8 Hours / 40 — **8.4 Parking Garage Assistants Needed**

SHIFT I (02:45 P.M. – 11:15 P.M.)

Dolphin Garage (PK5), Flamingo Garage (Conc. F)		
And Flamingo Garage (Conc. G) – **(Rotating)**	-	1
Short Term Upper	-	1
Short Term Lower	-	1
High Vehicle	- 1	
Plaza	-	1
L/R + Vac relief+ Elevator check	-	1
Total	**-**	**6**

{7 Days Staffing Factor}

6 Parking Garage Assistants x 7 Days x 8 Hours / 40 — **8.4 Parking Garage Assistants Needed**

SHIFT I (11:45 P.M. – 07:15 AM)

Dolphin Garage (PK5), Flamingo Garage (Conc. F)		
And Flamingo Garage (Conc. G) – **(Rotating)**	-	1
Short Term Upper	-	1
Short Term Lower	-	1
High Vehicle	-	1
Plaza	-	1
Total	**-**	**5**

{7 Days Staffing Factor}

5 Parking Garage Assistants x 7 Days x 8 Hours / **40** - **7 Parking Garage Assistants Needed**

GRAND TOTAL PARKING GARAGE ASSISTANTS PROJECTED AT CODE <<YELLOW>>

Shift I	8.4
Shift II	8.4
Shift III	7.0
Grand Total Parking Garage Assistants	**23.8**

TOTAL PARKING GARAGE ASSISTANTS NEEDED ---24

(*) When code elevates to <<ORANGE>> or <<RED>> overtime will be needed to cover all entry points 24/7

10

PARKING GARAGE OPERATORS

Staffing Needed

Lot Checkers

SHIFT III (10:45 PM - 07:15 AM)

2 Parking Garage Operators	-	2
Total	-	2

{7 Days Staffing Factor}

2 Parking Garage Operators x 7 Days x 8 Hours / 40 = **Total Supervisor Needed (2.8)**

F/T Janitor

SHIFT I (06:30AM - 03:00 AM)

Janitor F/T	-	1
Total	-	1

{7 Days Staffing Factor}

1 Janitor x 7 Days x 8 Hours / 40 = **Total Janitor Needed (1.0)**

(FULL-TIME PARKING GARAGE OPERATORS)

(TOTAL PARKING GARAGE OPERATORS----------Lot Checkers 3
Janitor 1

(TOTAL F/T PARKING GARAGE OPERATOR)---------- Total 4

(PART-TIME JANITOR)

1 P/T Janitor x 2 Days x 8 Hours / 40 = **Total P/T Janitor (0.4)**

(TOTAL P/T PARKING GARAGE OPERATOR)---------- 1

TOTAL 5

TOTAL PARKING GARAGE OPERATORS NEEDED 5

111

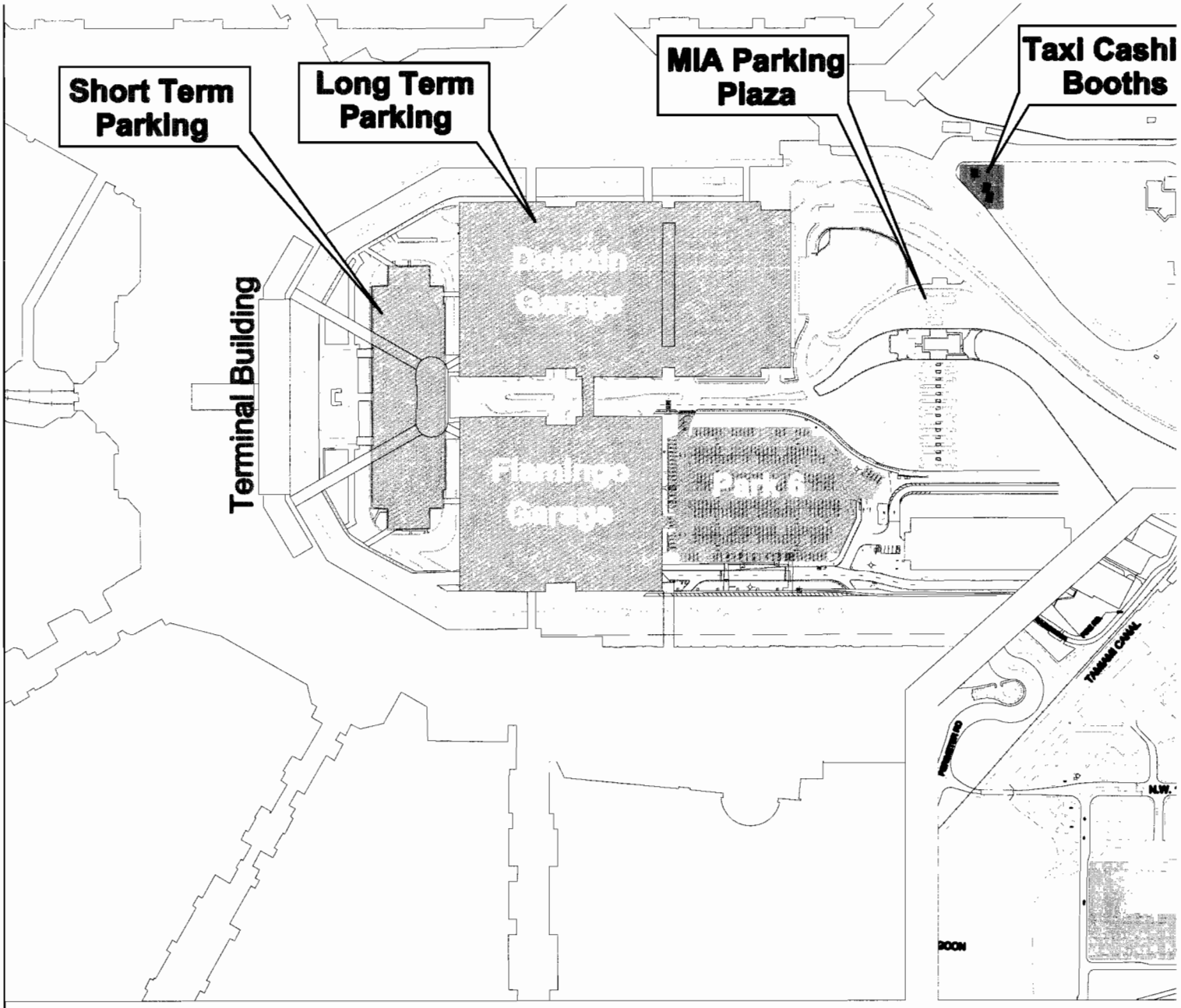


EXHIBIT H - MIAMI INTERNATIONAL AIRPORT
PARKING FACILITIES LEGEND

PROJECT FILE: 6007701
DATE: 07/31/08

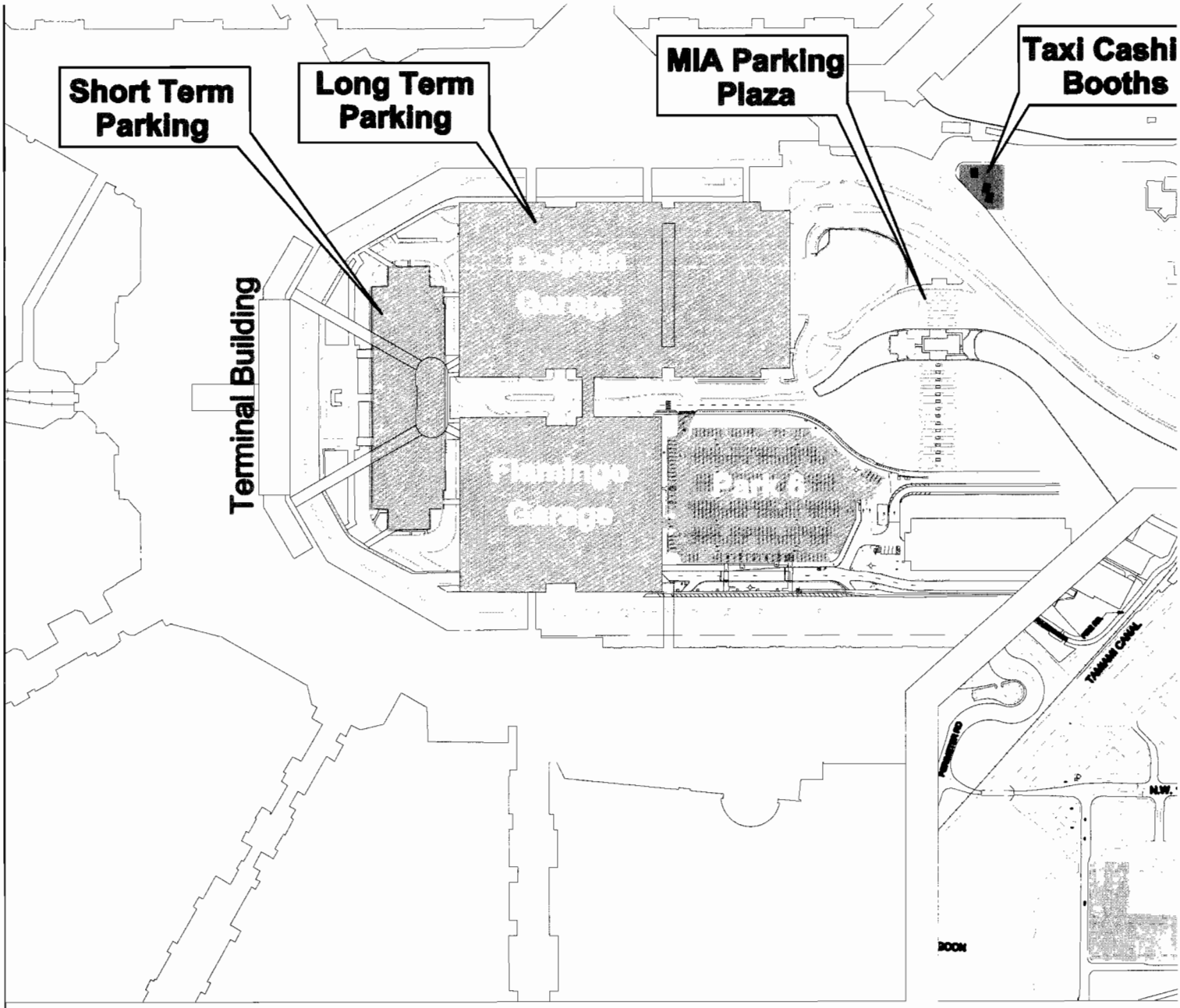


EXHIBIT H - MIAMI INTERNATIONAL AIRPORT
PARKING FACILITIES LEGEND

PROJECT FILE: 6007701
DATE: 07/31/08

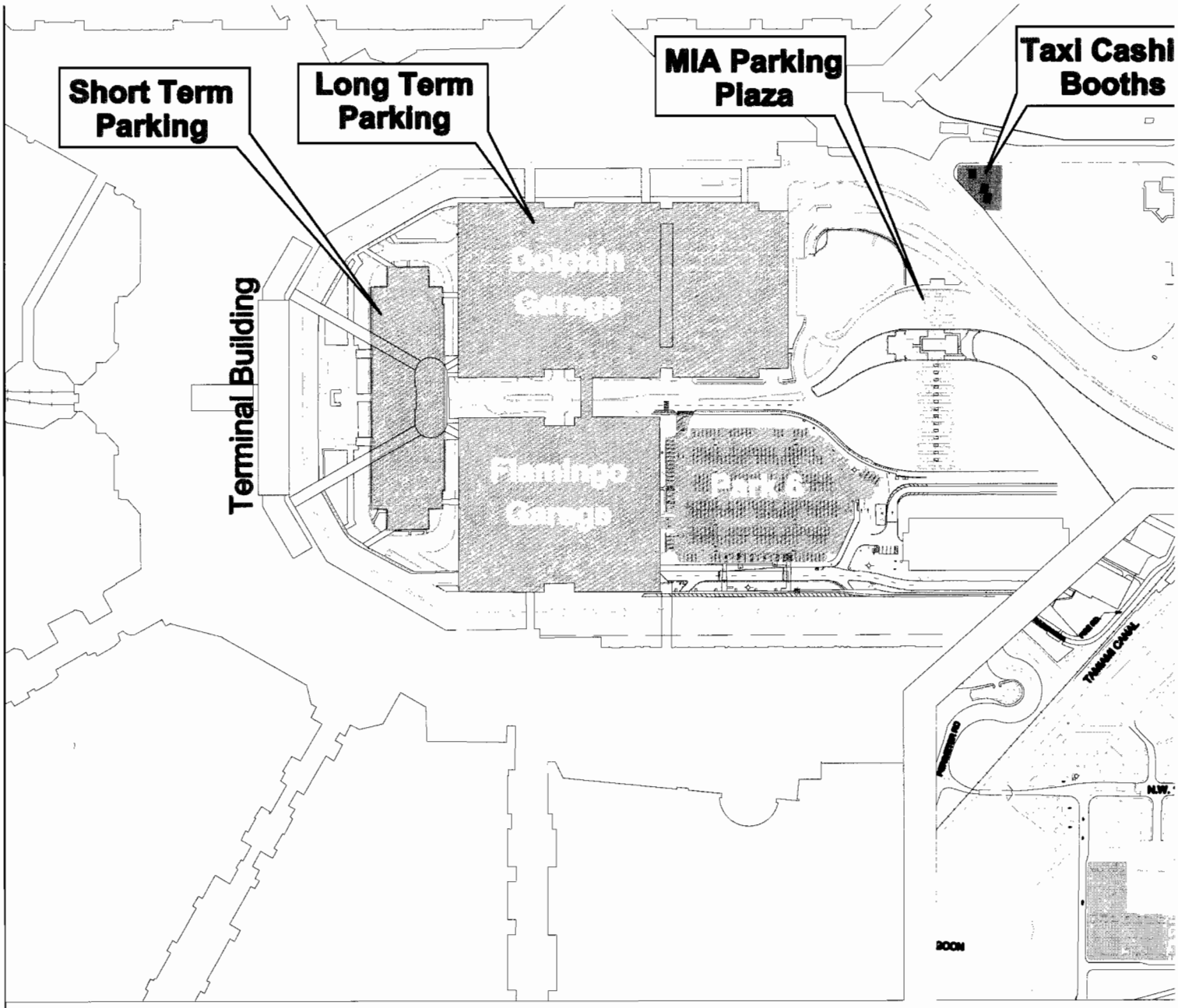
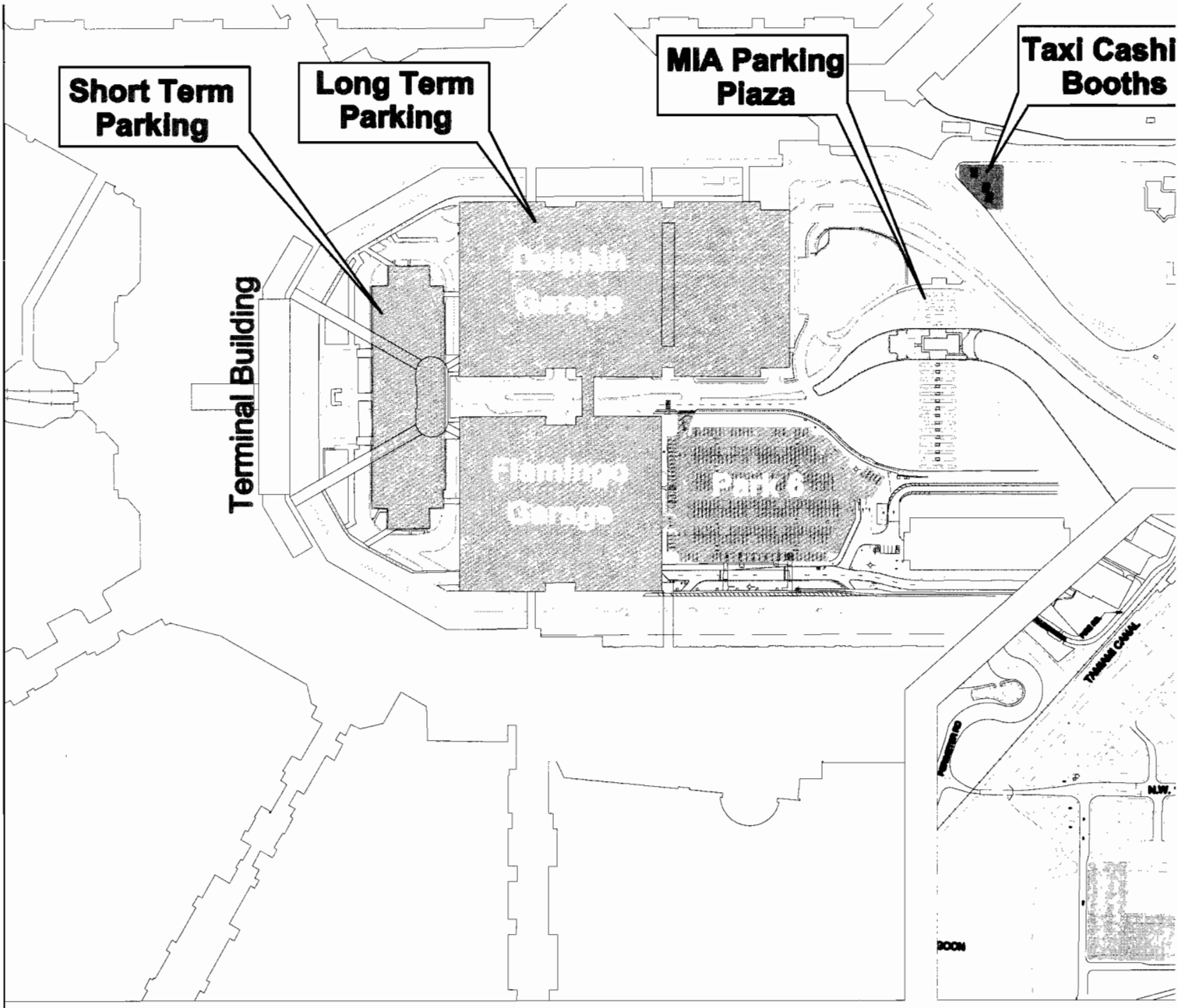


EXHIBIT H - MIAMI INTERNATIONAL AIRPORT
PARKING FACILITIES LEGEND

PROJECT FILE: 6007701
DATE: 07/31/08



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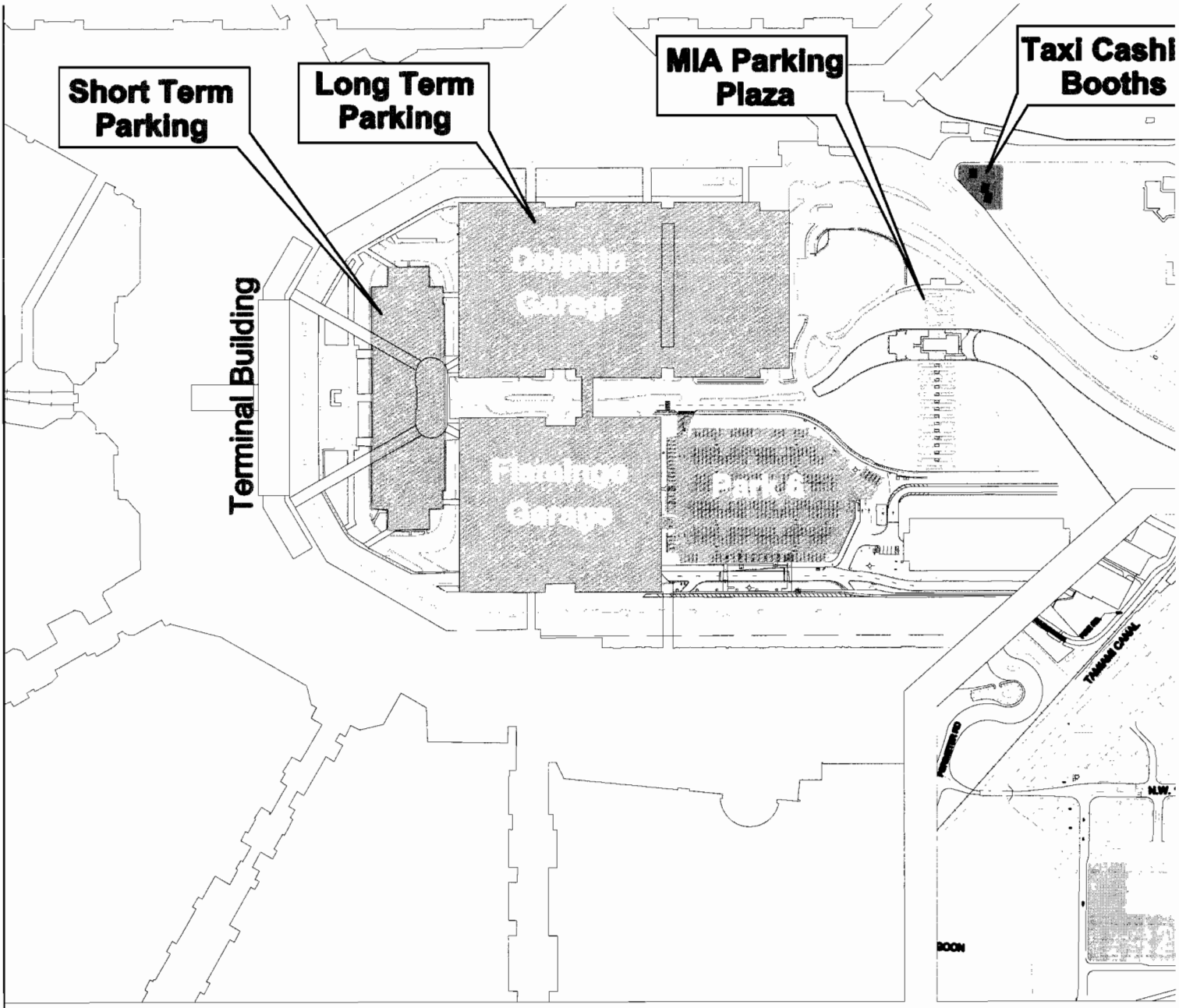
PARKING FACILITIES LEGEND

PROJECT FILE: 6007701
DATE: 07/31/08



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PARKING FACILITIES LEGEND

PROJECT FILE: 6007701
DATE: 07/31/08

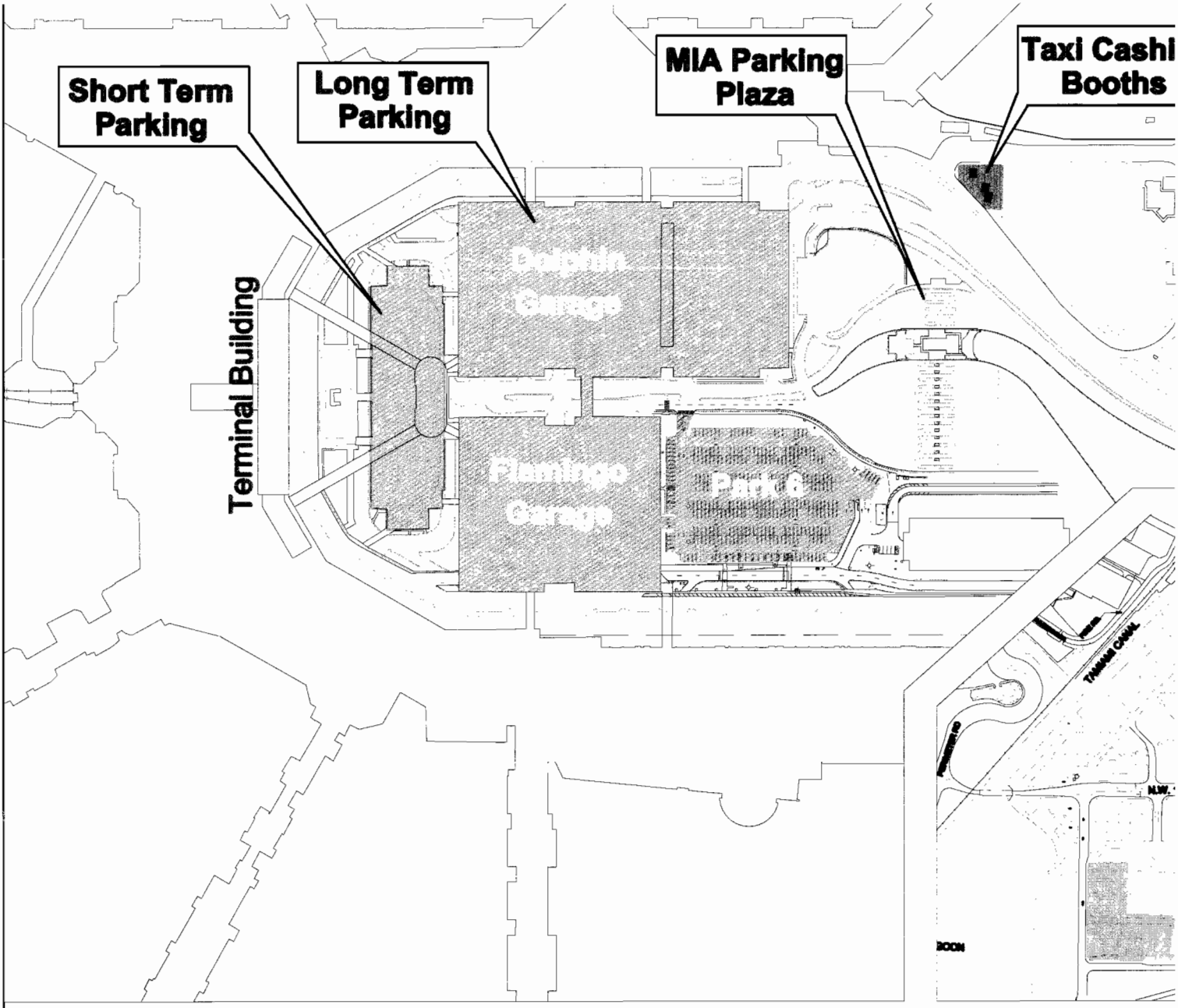

EXHIBIT H - MIAMI INTERNATIONAL AIRPORT
PARKING FACILITIES LEGEND

PROJECT FILE: 8007701
DATE: 07/31/08

EXHIBIT D

MIAMI-DADE COUNTY

EXHIBIT D
AIRPORT PARKING FACT SHEET

MIAMI INTERNATIONAL AIRPORT

Miami International Airport is the number one international cargo hub in the United States and is the second largest American airport for international passengers.

Miami International Airport has evolved from a little 116-acre facility that handled 8,600 passengers and 20 tons of cargo in 1930, into today's 3230-acre giant. In 2005 the airport handled approximately 31 million passengers and 1.8 million tons of cargo. There were an average of 1045 flights per day to 150 cities throughout the world.

The primary and secondary economic impact of activities generated by Miami International Airport amounts to $19.3 billion per year to the Miami-Dade County area. Direct employment related to Miami International Airport and secondary employment attributed to economic activites related to the airport amounts to over 200,000 jobs.

Current predictions indicate that by the Year 2015 Miami International Airport will handle 37 million passenger and 2 million tons of cargo annually. There are presently 7 concourses and two satellite buildings with 110 passenger-loading gates. By the Year 2010 the terminal building will double in size; the number of gates will increase to 140 and two new concourses will have been build.

EXHIBIT E

MIA Parking Facilities – Activity Analysis

Attachment E

			TICKETS COLLECTED		AVG. COST PER. TICKET		GROSS REVENUE	
JAN (			225,591	-3.55%	$11.28	8.11%	$2,544,058	4.26%
FEB 0			194,901	3.62%	$11.70	10.57%	$2,280,123	14.56%
R (			213,403	3.37%	$12.03	9.91%	$2,566,843	13.61%
R (			209,311	7.48%	$12.13	12.70%	$2,538,511	21.13%
MAY (			212,283	2.58%	$12.62	12.64%	$2,679,234	15.54%
JUN 0			233,301	3.14%	$12.15	9.64%	$2,835,713	13.08%
JUL 04			245,277	-1.45%	$12.35	15.10%	$3,030,355	13.43%
AUG 04	[illegible]	-9.04%	235,832	-7.67%	$12.05	14.25%	$2,842,470	5.48%
SEP 04	184,188	-4.81%	182,688	-4.73%	$13.99	26.03%	$2,555,895	20.07%
OCT 04	195,251	-4.70%	200,583	-1.25%	$13.44	20.92%	$2,695,565	19.41%
NOV 04	203,318	-8.27%	203,766	-4.23%	$12.83	7.71%	$2,613,944	3.16%
DEC 04	248,373	-7.65%	252,004	-2.47%	$11.00	3.59%	$2,772,470	1.03%
YEAR TO DATE	2,628,152	-1.81%	2,608,920	-0.43%	$12.25	12.60%	$31,935,177	12.06%
MONTHLY AVG.	219,013		217,410				$2,662,931	
DAILY AVG.	7,200	-2.24%	7,148	-0.68%			$87,548	11.57%

	TICKETS ISSUED		TICKETS COLLECTED		AVG. COST PER. TICKET		GROSS REVENUE	
JAN 05	229,311	-2.55%	231,098	2.44%	$12.48	10.45%	$2,809,796	10.45%
FEB 05	190,023	-13.04%	190,368	-2.33%	$12.30	5.18%	$2,398,224	5.18%
MAR 05	229,047	7.49%	231,402	8.43%	$13.42	11.56%	$2,863,462	11.56%
APR 05	203,605	-2.27%	206,238	-1.47%	$12.86	6.00%	$2,690,869	6.00%
MAY 05	222,032	4.99%	223,375	5.23%	$13.98	10.78%	$2,968,080	10.78%
JUN 05	247,173	5.78%	246,405	5.62%	$13.76	13.23%	$3,211,004	13.23%
JUL 05	257,142	6.30%	258,393	5.35%	$13.68	10.69%	$3,354,300	10.69%
AUG 05	236,306	0.67%	236,937	0.47%	$12.56	4.20%	$2,961,871	4.20%
SEP 05	199,379	8.25%	200,872	9.97%	$15.05	7.53%	$2,748,481	7.53%
OCT 05	192,862	-1.22%	193,494	-3.53%	$14.31	6.46%	$2,869,771	6.46%
NOV 05	213,897	5.20%	212,208	4.14%	$14.85	15.79%	$3,028,658	15.79%
DEC 05	283,112	5.93%	280,538	3.39%	$12.71	15.53%	$3,203,135	15.53%
YEAR TO DATE	2,683,889	2.15%	2,691,328	3.14%	$13.04	9.78%	$35,105,850	9.78%
MONTHLY AVG.	223,657		224,277				$2,925,488	
DAILY AVG.	7,353	2.12%	7,374	5.16%			$96,180	9.88%

	TICKETS ISSUED		TICKETS COLLECTED		AVG. COST PER. TICKET		GROSS REVENUE	
JAN 06	236,247	3.02%	236,515	2.34%	$13.58	9.04%	$3,138,524	11.70%
FEB 06								
MAR 06								
APR 06								
MAY 06								
JUN 06								
JUL 06								
AUG 06								
SEP 06								
OCT 06								
NOV 06								
DEC 06								
YEAR TO DATE	236,247	3.02%	236,515	2.34%	$13.27	9.04%	$3,138,524	11.70%
MONTHLY AVG.	236,247		236,515				$3,138,524	
DAILY AVG.	256,247	5.63%	236,515	5.46%			$3,138,524	7.28%

PARKING FACILITIES ANALYSIS

SHORT TERM	TICKETS COLLECTED		AVE. COST PER. TICKET		GROSS REVENUE	
JAN 03	72,054	10.51%	$5.91	-26.42%	425,686	-18.69%
FEB 03	61,196	8.69%	$5.92	2.19%	361,984	11.07%
MAR 03	67,291	1.64%	$5.88	0.26%	395,727	1.91%
APR 03	69,777	19.71%	$5.97	0.36%	416,507	20.14%
MAY 03	72,728	19.33%	$5.92	2.72%	430,821	22.58%
JUN 03	72,461	5.49%	$6.24	2.04%	452,014	7.65%
JUL 03	80,911	8.09%	$6.22	-0.35%	503,369	7.72%
AUG 03	80,412	8.19%	$6.61	10.93%	531,468	20.01%
SEP 03	64,423	13.79%	$5.97	9.20%	384,477	24.26%
OCT 03	71,261	15.04%	$5.81	4.20%	413,719	19.87%
NOV 03	71,949	11.51%	$5.80	2.12%	417,451	13.87%
DEC 03	86,271	13.16%	$6.21	2.40%	535,642	15.88%
ST TOTAL:	**870,754**		**$6.05**		**$5,268,864**	
DAILY AVG.:	**2,386**	**11.26%**		**0.80%**	**14,435**	**12.19%**
LONG TERM						
JAN 03	161,849	-4.78%	$12.45	5.19%	$2,014,318	0.16%
FEB 03	126,902	-8.03%	$12.83	4.00%	$1,628,279	-4.35%
MAR 03	139,154	-15.20%	$13.39	9.25%	$1,863,632	-7.35%
APR 03	124,966	-19.87%	$13.44	6.45%	$1,679,142	-14.70%
MAY 03	134,222	-19.02%	$14.07	11.32%	$1,887,989	-9.85%
JUN 03	153,732	-11.42%	$13.37	8.52%	$2,055,624	-3.87%
JUL 03	167,972	-9.30%	$12.91	6.69%	$2,168,140	-3.24%
AUG 03	175,020	-7.98%	$12.38	5.53%	$2,163,299	-2.89%
SEP 03	127,315	-7.94%	$13.70	6.26%	$1,744,143	-2.17%
OCT 03	131,865	-6.36%	$13.98	5.58%	$1,843,686	-1.14%
NOV 03	140,807	-0.41%	$15.03	22.26%	$2,116,493	21.76%
DEC 03	172,124	-5.26%	$12.83	9.95%	$2,208,684	4.17%
LT TOTAL:	**1,755,928**		**$13.31**		**$23,373,426**	**-1.96%**
DAILY AVG.:	**4,811**	**-9.65%**		**8.42%**	**64,037**	**-1.96%**
TOTAL						
JAN 03	233,903	-0.54%	$10.43	-3.21%	$2,440,004	-3.73%
FEB 03	188,098	-3.18%	$10.58	1.35%	$1,990,263	-1.87%
MAR 03	206,445	-10.36%	$10.94	5.02%	$2,259,358	-5.85%
APR 03	194,743	-9.10%	$10.76	-0.42%	$2,095,649	-9.49%
MAY 03	206,950	-8.71%	$11.20	3.85%	$2,318,810	-5.19%
JUN 03	226,193	-6.63%	$11.09	4.98%	$2,507,638	-1.98%
JUL 03	248,883	-4.29%	$10.73	3.08%	$2,671,509	-1.35%
AUG 03	255,432	-3.44%	$10.55	4.50%	$2,694,767	0.91%
SEP 03	191,738	-1.63%	$11.10	3.42%	$2,128,620	1.74%
OCT 03	203,126	0.17%	$11.11	1.98%	$2,257,405	2.14%
NOV 03	212,756	3.33%	$11.91	16.51%	$2,533,944	20.38%
DEC 03	258,395	0.19%	$10.62	6.06%	$2,744,326	6.26%
LT TOTAL:	**2,626,662**		**$10.90**		**$28,642,292**	**0.16%**
DAILY AVG.:	**7,198**	**-3.68%**		**3.92%**	**78,472**	**0.16%**

PARKING FACILITIES ANALYSIS

SHORT TERM	TICKETS COLLECTED		AVE. COST PER. TICKET		GROSS REVENUE	
JAN 04	82,127	13.98%	$6.16	4.22%	505,656	18.79%
FEB 04	74,480	21.71%	$5.92	0.09%	440,944	21.81%
MAR 04	83,393	23.93%	$6.10	3.75%	508,797	28.57%
APR 04	79,882	14.45%	$6.13	2.77%	489,888	17.62%
MAY 04	78,660	8.16%	$6.17	4.10%	485,071	12.59%
JUN 04	80,359	10.90%	$6.35	1.74%	510,021	12.83%
JUL 04	84,991	5.04%	$6.71	7.93%	570,705	13.38%
AUG 04	82,240	2.27%	$6.58	-0.40%	541,382	1.87%
SEP 04	63,876	-0.85%	$6.28	5.18%	400,971	4.29%
OCT 04	70,863	-0.56%	$6.27	7.94%	444,076	7.34%
NOV 04	70,979	-1.35%	$6.27	8.07%	445,052	6.61%
DEC 04	79,051	-8.37%	$3.14	-49.40%	248,373	-53.63%
ST TOTAL:	**930,881**		**$6.01**		**$5,590,933**	
DAILY AVG.:	**2,550**	**7.44%**		**-0.33%**	**16,759**	**7.67%**
LONG TERM						
JAN 04	143,464	-38.67%	$14.21	36.20%	$2,038,402	-16.46%
FEB 04	120,421	-35.98%	$15.27	44.34%	$1,839,179	-7.59%
MAR 04	130,010	-37.02%	$15.83	44.64%	$2,058,046	-8.91%
APR 04	129,449	-33.53%	$15.83	47.06%	$2,048,624	-2.24%
MAY 04	133,623	-35.43%	$16.42	46.55%	$2,194,163	-5.38%
JUN 04	152,942	-32.38%	$15.21	37.16%	$2,325,692	-7.26%
JUL 04	160,286	-35.60%	$15.35	42.96%	$2,459,650	-7.93%
AUG 04	153,592	-39.87%	$14.98	42.01%	$2,301,088	-14.61%
SEP 04	118,792	-38.04%	$21.52	93.81%	$2,555,895	20.07%
OCT 04	129,720	-36.14%	$17.36	56.18%	$2,251,489	-0.26%
NOV 04	132,787	-37.59%	$16.33	37.14%	$2,168,892	-14.41%
DEC 04	172,953	-33.07%	$12.94	21.81%	$2,237,474	-18.47%
LT TOTAL:	**1,678,039**		**$15.71**		**$26,364,245**	**-6.95%**
DAILY AVG.:	**4,597**	**-36.11%**		**45.82%**	**$72,231**	**-6.95%**
TOTAL						
JAN 04	225,591	-3.55%	$11.28	8.11%	$2,544,058	4.26%
FEB 04	194,901	3.62%	$11.70	10.57%	$2,280,123	14.56%
MAR 04	213,403	3.37%	$12.03	9.91%	$2,566,843	13.61%
APR 04	209,311	7.48%	$12.13	12.70%	$2,538,512	21.13%
MAY 04	212,283	2.58%	$12.62	12.64%	$2,679,234	15.54%
JUN 04	233,301	3.14%	$12.15	9.64%	$2,835,713	13.08%
JUL 04	245,277	-1.45%	$12.35	15.10%	$3,030,355	13.43%
AUG 04	235,832	-7.67%	$12.05	14.25%	$2,842,470	5.48%
SEP 04	182,668	-4.73%	$13.99	26.03%	$2,555,895	20.07%
OCT 04	200,583	-1.25%	$13.44	20.92%	$2,695,565	19.41%
NOV 04	203,766	-4.23%	$12.83	7.71%	$2,613,944	3.16%
DEC 04	252,004	-2.47%	$11.00	3.59%	$2,772,470	1.03%
TOTAL:	**2,608,920**		**$12.25**		**$31,955,178**	**12.06%**
DAILY AVG.:	**7,148**	**-0.43%**		**12.60%**	**$87,548**	**12.06%**

PARKING FACILITIES ANALYSIS

SHORT TERM	TICKETS COLLECTED		AVE. COST PER. TICKET		GROSS REVENUE	
JAN 05	77,056	-6.17%	$6.60	7.25%	508,832	0.63%
FEB 05	65,420	-12.16%	$6.40	8.03%	418,391	-5.11%
MAR 05	79,879	-4.21%	$6.41	5.10%	512,227	0.67%
APR 05	69,803	-12.60%	$6.18	0.71%	431,212	-11.98%
MAY 05	73,254	-6.87%	$6.14	-0.42%	449,831	-7.26%
JUN 05	74,455	-7.35%	$6.58	3.64%	489,763	-3.97%
JUL 05	80,479	-5.31%	$6.86	2.12%	551,879	-3.30%
AUG 05	76,357	-7.15%	$6.70	1.74%	511,404	-5.54%
SEP 05	65,943	3.24%	$6.26	-0.36%	412,476	2.87%
OCT 05	64,989	-8.29%	$6.29	0.34%	408,659	-7.98%
NOV 05	68,800	-3.07%	$6.68	6.55%	459,658	3.28%
DEC 05	80,370	1.67%	$6.92	120.15%	555,910	123.82%
ST TOTAL:	876,805		$6.51		$5,710,240	
DAILY AVG.:	2,402	-5.69%		12.00%	15,644	7.18%
LONG TERM						
JAN 05	154,042	-31.72%	$14.94	32.45%	$2,300,964	-9.56%
FEB 05	124,948	-35.89%	$15.85	35.44%	$1,979,833	-13.17%
MAR 05	151,523	-29.00%	$15.52	29.01%	$2,351,235	-8.40%
APR 05	136,435	-34.82%	$16.56	36.56%	$2,259,657	-10.98%
MAY 05	150,121	-29.28%	$16.77	32.91%	$2,518,250	-6.01%
JUN 05	171,950	-26.30%	$15.83	30.20%	$2,721,242	-4.04%
JUL 05	177,814	-27.46%	$15.75	27.49%	$2,802,421	-7.52%
AUG 05	160,580	-31.91%	$15.26	26.61%	$2,450,467	-13.79%
SEP 05	133,436	-26.95%	$17.51	25.12%	$2,335,985	-8.60%
OCT 05	128,505	-35.93%	$22.33	66.18%	$2,869,771	6.46%
NOV 05	143,408	-29.62%	$17.90	39.54%	$2,567,001	-1.80%
DEC 05	180,168	-28.51%	$14.69	33.55%	$2,647,225	-4.52%
LT TOTAL:	1,813,030		$16.44		$29,804,049	-6.83%
DAILY AVG.:	4,967	-30.62%		34.59%	$81,655	-6.83%
TOTAL						
JAN 05	231,098	2.44%	$12.16	7.81%	$2,809,769	10.44%
FEB 05	190,368	-2.33%	$12.60	7.68%	$2,398,244	5.18%
MAR 05	231,402	8.43%	$12.37	2.88%	$2,863,462	11.56%
APR 05	206,238	-1.47%	$13.05	7.58%	$2,690,869	6.00%
MAY 05	223,375	5.23%	$13.29	5.28%	$2,968,080	10.78%
JUN 05	246,405	5.62%	$13.03	7.21%	$3,211,004	13.23%
JUL 05	258,393	5.35%	$12.98	5.07%	$3,354,300	10.69%
AUG 05	236,937	0.47%	$12.50	3.71%	$2,961,870	4.20%
SEP 05	199,379	9.15%	$13.79	-1.48%	$2,748,461	7.53%
OCT 05	193,494	-3.53%	$14.83	10.36%	$2,869,771	6.46%
NOV 05	212,208	4.14%	$14.26	11.18%	$3,026,658	15.79%
DEC 05	260,538	3.39%	$12.29	11.75%	$3,203,135	15.53%
TOTAL:	2,689,835		$13.05		$35,105,622	9.78%
DAILY AVG.:	7,369	5.07%		6.59%	$96,180	9.78%

SHORT TERM	TICKETS COLLECTED		AVE. COST PER. TICKET		GROSS REVENUE	
JAN 06	77,335	0.36%	$6.59	-0.21%	509,599	0.15%
FEB 06						
MAR 06						
APR 06						
MAY 06						
JUN 06						
JUL 06						
AUG 06						
SEP 06						
OCT 06						
NOV 06						
DEC 06						
ST TOTAL:	77,335		$6.59		$509,599	
DAILY AVG.:	2,495	0.36%		-0.21%	16,439	0.15%
LONG TERM						
JAN 06	159,180	3.34%	$16.52	10.57%	$2,628,925	14.25%
FEB 06						
MAR 06						
APR 06						
MAY 06						
JUN 06						
JUL 06						
AUG 06						
SEP 06						
OCT 06						
NOV 06						
DEC 06						
LT TOTAL:	159,180		$16.52		$2,628,925	14.25%
DAILY AVG.:	5,135	3.34%		10.57%	$84,804	14.25%
TOTAL						
JAN 06	236,515	2.34%	$13.27	9.14%	$3,138,524	11.70%
FEB 06						
MAR 06						
APR 06						
MAY 06						
JUN 06						
JUL 06						
AUG 06						
SEP 06						
OCT 06						
NOV 06						
DEC 06						
TOTAL:	236,515		$13.27		$3,138,524	11.70%
DAILY AVG.:	7,630	2.34%		9.14%	$101,243	11.70%

EXHIBIT E

EXHIBIT E

MIA Parking Facilities – Activity Analysis

PARKING FACILITIES ACTIVITY ANALYSIS

Attachment E

			TICKETS COLLECTED		AVG. COST PER. TICKET		GROSS REVENUE	
JAN 0			225,591	-3.55%	$11.28	8.11%	$2,544,058	4.26%
FEB 0			194,901	3.62%	$11.70	10.57%	$2,280,123	14.56%
R 0			213,403	3.37%	$12.03	9.91%	$2,566,843	13.61%
APR 0			209,311	7.48%	$12.13	12.70%	$2,538,511	21.13%
MAY 0			212,283	2.58%	$12.62	12.64%	$2,679,234	15.54%
JUN 0			233,301	3.14%	$12.15	9.64%	$2,835,713	13.08%
JUL 04			245,277	-1.45%	$12.35	15.10%	$3,030,355	13.43%
AUG 04	[illegible]	-9.04%	235,832	-7.67%	$12.05	14.25%	$2,842,470	5.48%
SEP 04	184,188	-4.81%	182,668	-4.73%	$13.99	26.03%	$2,555,895	20.07%
OCT 04	195,251	-4.70%	200,583	-1.25%	$13.44	20.92%	$2,695,565	19.41%
NOV 04	203,318	-8.27%	203,766	-4.23%	$12.83	7.71%	$2,613,944	3.16%
DEC 04	248,373	-7.65%	252,004	-2.47%	$11.00	3.59%	$2,772,470	1.03%
YEAR TO DATE	**2,628,152**	**-1.81%**	**2,608,920**	**-0.43%**	**$12.25**	**12.60%**	**$31,955,177**	**12.06%**
MONTHLY AVG.	**219,013**		**217,410**				**$2,662,931**	
DAILY AVG.	**7,200**	**-2.24%**	**7,148**	**-0.68%**			**$87,548**	**11.57%**

	TICKETS ISSUED		TICKETS COLLECTED		AVG. COST PER. TICKET		GROSS REVENUE	
JAN 05	229,311	-2.55%	231,098	2.44%	$12.46	10.45%	$2,809,796	10.45%
FEB 05	190,023	-13.04%	190,368	-2.33%	$12.30	5.18%	$2,398,224	5.18%
MAR 05	229,047	7.49%	231,402	8.43%	$13.42	11.56%	$2,863,462	11.56%
APR 05	203,605	-2.27%	206,238	-1.47%	$12.86	6.00%	$2,690,869	6.00%
MAY 05	222,032	4.99%	223,375	5.23%	$13.98	10.78%	$2,968,080	10.78%
JUN 05	247,173	5.78%	246,405	5.62%	$13.76	13.23%	$3,211,004	13.23%
JUL 05	257,142	6.30%	258,393	5.35%	$13.68	10.69%	$3,354,300	10.69%
AUG 05	236,306	0.67%	236,937	0.47%	$12.56	4.20%	$2,961,871	4.20%
SEP 05	199,379	8.25%	200,872	9.97%	$15.05	7.53%	$2,748,461	7.53%
OCT 05	192,862	-1.22%	193,494	-3.53%	$14.31	6.46%	$2,869,771	6.46%
NOV 05	213,897	5.20%	212,208	4.14%	$14.85	15.79%	$3,026,658	15.79%
DEC 05	263,112	5.93%	260,538	3.39%	$12.71	15.53%	$3,203,135	15.53%
YEAR TO DATE	**2,683,889**	**2.13%**	**2,691,328**	**3.14%**	**$13.04**	**9.78%**	**$35,105,630**	**9.78%**
MONTHLY AVG.	**223,657**		**224,277**				**$2,925,469**	
DAILY AVG.	**7,353**	**2.12%**	**7,374**	**3.16%**			**$96,180**	**9.86%**

	TICKETS ISSUED		TICKETS COLLECTED		AVG. COST PER. TICKET		GROSS REVENUE	
JAN 06	236,247	3.02%	236,515	2.34%	$13.58	9.04%	$3,138,524	11.70%
FEB 06								
MAR 06								
APR 06								
MAY 06								
JUN 06								
JUL 06								
AUG 06								
SEP 06								
OCT 06								
NOV 06								
DEC 06								
YEAR TO DATE	**236,247**	**3.02%**	**236,515**	**2.34%**	**$13.27**	**9.04%**	**$3,138,524**	**11.70%**
MONTHLY AVG.	**236,247**		**236,515**				**$3,138,524**	
DAILY AVG.	**236,247**	**5.63%**	**236,515**	**5.46%**			**$3,138,524**	**7.28%**

PARKING FACILITIES ANALYSIS

SHORT TERM	TICKETS COLLECTED		AVE. COST PER. TICKET		GROSS REVENUE	
JAN 03	72,054	10.51%	$5.91	-26.42%	425,686	-18.69%
FEB 03	61,196	8.69%	$5.92	2.19%	361,984	11.07%
MAR 03	67,291	1.64%	$5.88	0.26%	395,727	1.91%
APR 03	69,777	19.71%	$5.97	0.36%	416,507	20.14%
MAY 03	72,728	19.33%	$5.92	2.72%	430,821	22.58%
JUN 03	72,461	5.49%	$6.24	2.04%	452,014	7.65%
JUL 03	80,911	8.09%	$6.22	-0.35%	503,369	7.72%
AUG 03	80,412	8.19%	$6.61	10.93%	531,468	20.01%
SEP 03	64,423	13.79%	$5.97	9.20%	384,477	24.26%
OCT 03	71,261	15.04%	$5.81	4.20%	413,719	19.87%
NOV 03	71,949	11.51%	$5.80	2.12%	417,451	13.87%
DEC 03	86,271	13.16%	$6.21	2.40%	535,642	15.88%
ST TOTAL:	**870,734**		**$6.05**		**$5,268,864**	
DAILY AVG.:	**2,388**	**11.26%**		**0.80%**	**14,435**	**12.19%**
LONG TERM						
JAN 03	161,849	-4.78%	$12.45	5.19%	$2,014,318	0.16%
FEB 03	126,902	-8.03%	$12.83	4.00%	$1,628,279	-4.35%
MAR 03	139,154	-15.20%	$13.39	9.25%	$1,863,632	-7.35%
APR 03	124,966	-19.87%	$13.44	6.45%	$1,679,142	-14.70%
MAY 03	134,222	-19.02%	$14.07	11.32%	$1,887,989	-9.85%
JUN 03	153,732	-11.42%	$13.37	8.52%	$2,055,624	-3.87%
JUL 03	167,972	-9.30%	$12.91	6.69%	$2,168,140	-3.24%
AUG 03	175,020	-7.98%	$12.36	5.53%	$2,163,299	-2.89%
SEP 03	127,315	-7.94%	$13.70	6.26%	$1,744,143	-2.17%
OCT 03	131,865	-6.36%	$13.98	5.58%	$1,843,686	-1.14%
NOV 03	140,807	-0.41%	$15.03	22.26%	$2,116,493	21.76%
DEC 03	172,124	-5.26%	$12.83	9.95%	$2,208,684	4.17%
LT TOTAL:	**1,755,928**		**$13.31**		**$23,373,426**	**-1.96%**
DAILY AVG.:	**4,811**	**-9.63%**		**8.42%**	**64,037**	**-1.96%**
TOTAL						
JAN 03	233,903	-0.54%	$10.43	-3.21%	$2,440,004	-3.73%
FEB 03	188,098	-3.18%	$10.58	1.35%	$1,990,263	-1.87%
MAR 03	206,445	-10.36%	$10.94	5.02%	$2,259,358	-5.85%
APR 03	194,743	-9.10%	$10.76	-0.42%	$2,095,649	-9.49%
MAY 03	206,950	-8.71%	$11.20	3.85%	$2,318,810	-5.19%
JUN 03	226,193	-6.63%	$11.09	4.98%	$2,507,638	-1.98%
JUL 03	248,883	-4.29%	$10.73	3.08%	$2,671,509	-1.35%
AUG 03	255,432	-3.44%	$10.55	4.50%	$2,694,767	0.91%
SEP 03	191,738	-1.63%	$11.10	3.42%	$2,128,620	1.74%
OCT 03	203,126	0.17%	$11.11	1.96%	$2,257,405	2.14%
NOV 03	212,756	3.33%	$11.91	16.51%	$2,533,944	20.38%
DEC 03	258,395	0.19%	$10.62	6.06%	$2,744,326	6.26%
LT TOTAL:	**2,626,662**		**$10.90**		**$28,642,292**	**0.16%**
DAILY AVG.:	**7,196**	**-3.68%**		**3.92%**	**78,472**	**0.16%**

1-4-9

PARKING FACILITIES ANALYSIS

SHORT TERM	TICKETS COLLECTED		AVE. COST PER. TICKET		GROSS REVENUE	
JAN 04	82,127	13.98%	$6.16	4.22%	505,656	18.79%
FEB 04	74,480	21.71%	$5.92	0.09%	440,944	21.81%
MAR 04	83,393	23.93%	$6.10	3.75%	508,797	28.57%
APR 04	79,862	14.45%	$6.13	2.77%	489,888	17.62%
MAY 04	78,660	8.16%	$6.17	4.10%	485,071	12.59%
JUN 04	80,359	10.90%	$6.35	1.74%	510,021	12.83%
JUL 04	84,991	5.04%	$6.71	7.93%	570,705	13.38%
AUG 04	82,240	2.27%	$6.58	-0.40%	541,382	1.87%
SEP 04	63,876	-0.85%	$6.28	5.18%	400,971	4.29%
OCT 04	70,863	-0.56%	$6.27	7.94%	444,076	7.34%
NOV 04	70,979	-1.35%	$6.27	8.07%	445,052	6.61%
DEC 04	79,051	-8.37%	$3.14	-49.40%	248,373	-53.63%
ST TOTAL:	**930,881**		**$6.01**		**$5,590,933**	
DAILY AVG.:	**2,550**	**7.44%**		**-0.33%**	**16,739**	**7.67%**
LONG TERM						
JAN 04	143,464	-38.67%	$14.21	36.20%	$2,038,402	-16.46%
FEB 04	120,421	-35.98%	$15.27	44.34%	$1,839,179	-7.59%
MAR 04	130,010	-37.02%	$15.83	44.64%	$2,058,046	-8.91%
APR 04	129,449	-33.53%	$15.83	47.06%	$2,048,624	-2.24%
MAY 04	133,623	-35.43%	$16.42	46.55%	$2,194,163	-5.38%
JUN 04	152,942	-32.38%	$15.21	37.16%	$2,325,692	-7.26%
JUL 04	160,286	-35.60%	$15.35	42.96%	$2,459,650	-7.93%
AUG 04	153,592	-39.87%	$14.98	42.01%	$2,301,088	-14.61%
SEP 04	118,792	-38.04%	$21.52	93.81%	$2,555,895	20.07%
OCT 04	129,720	-36.14%	$17.36	56.18%	$2,251,489	-0.26%
NOV 04	132,787	-37.59%	$16.33	37.14%	$2,168,892	-14.41%
DEC 04	172,953	-33.07%	$12.94	21.81%	$2,237,474	-18.47%
LT TOTAL:	**1,678,039**		**$15.71**		**$26,364,245**	**-6.95%**
DAILY AVG.:	**4,597**	**-36.11%**		**45.82%**	**$72,231**	**-6.95%**
TOTAL						
JAN 04	225,591	-3.55%	$11.28	8.11%	$2,544,058	4.26%
FEB 04	194,901	3.62%	$11.70	10.57%	$2,280,123	14.56%
MAR 04	213,403	3.37%	$12.03	9.91%	$2,566,843	13.61%
APR 04	209,311	7.48%	$12.13	12.70%	$2,538,512	21.13%
MAY 04	212,283	2.58%	$12.62	12.64%	$2,679,234	15.54%
JUN 04	233,301	3.14%	$12.15	9.64%	$2,835,713	13.08%
JUL 04	245,277	-1.45%	$12.35	15.10%	$3,030,355	13.43%
AUG 04	235,832	-7.67%	$12.05	14.25%	$2,842,470	5.48%
SEP 04	182,668	-4.73%	$13.99	26.03%	$2,555,895	20.07%
OCT 04	200,583	-1.25%	$13.44	20.92%	$2,695,565	19.41%
NOV 04	203,766	-4.23%	$12.83	7.71%	$2,613,944	3.16%
DEC 04	252,004	-2.47%	$11.00	3.59%	$2,772,470	1.03%
TOTAL:	**2,608,920**		**$12.25**		**$31,955,178**	**12.06%**
DAILY AVG.:	**7,148**	**-0.43%**		**12.60%**	**$87,548**	**12.06%**

PARKING FACILITIES ANALYSIS

SHORT TERM	TICKETS COLLECTED		AVE. COST PER. TICKET		GROSS REVENUE	
JAN 05	77,056	-6.17%	$6.60	7.25%	508,832	0.63%
FEB 05	65,420	-12.16%	$6.40	8.03%	418,391	-5.11%
MAR 05	79,879	-4.21%	$6.41	5.10%	512,227	0.67%
APR 05	69,803	-12.60%	$6.18	0.71%	431,212	-11.98%
MAY 05	73,254	-6.87%	$6.14	-0.42%	449,831	-7.26%
JUN 05	74,455	-7.35%	$6.58	3.64%	489,763	-3.97%
JUL 05	80,479	-5.31%	$6.86	2.12%	551,879	-3.30%
AUG 05	76,357	-7.15%	$6.70	1.74%	511,404	-5.54%
SEP 05	65,943	3.24%	$6.26	-0.36%	412,476	2.87%
OCT 05	64,989	-8.29%	$6.29	0.34%	408,659	-7.98%
NOV 05	68,800	-3.07%	$6.68	6.55%	459,658	3.28%
DEC 05	80,370	1.67%	$6.92	120.15%	555,910	123.82%
ST TOTAL:	**876,805**		**$6.51**		**$5,710,240**	
DAILY AVG.:	**2,402**	**-5.69%**		**12.90%**	**15,644**	**7.18%**
LONG TERM						
JAN 05	154,042	-31.72%	$14.94	32.45%	$2,300,964	-9.56%
FEB 05	124,948	-35.89%	$15.85	35.44%	$1,979,833	-13.17%
MAR 05	151,523	-29.00%	$15.52	29.01%	$2,351,235	-8.40%
APR 05	136,435	-34.82%	$16.56	36.56%	$2,259,657	-10.98%
MAY 05	150,121	-29.28%	$16.77	32.91%	$2,518,250	-6.01%
JUN 05	171,950	-26.30%	$15.83	30.20%	$2,721,242	-4.04%
JUL 05	177,914	-27.46%	$15.75	27.49%	$2,802,421	-7.52%
AUG 05	160,580	-31.91%	$15.26	26.61%	$2,450,467	-13.79%
SEP 05	133,436	-26.95%	$17.51	25.12%	$2,335,985	-8.60%
OCT 05	128,505	-35.93%	$22.33	66.18%	$2,869,771	6.46%
NOV 05	143,408	-29.62%	$17.90	39.54%	$2,567,001	-1.80%
DEC 05	180,168	-28.51%	$14.69	33.55%	$2,647,225	-4.52%
LT TOTAL:	**1,813,030**		**$16.44**		**$29,804,049**	**-6.83%**
DAILY AVG.:	**4,967**	**-30.62%**		**34.59%**	**$81,655**	**-6.83%**
TOTAL						
JAN 05	231,098	2.44%	$12.16	7.81%	$2,809,769	10.44%
FEB 05	190,368	-2.33%	$12.60	7.68%	$2,398,244	5.18%
MAR 05	231,402	8.43%	$12.37	2.88%	$2,863,462	11.56%
APR 05	206,238	-1.47%	$13.05	7.58%	$2,690,869	6.00%
MAY 05	223,375	5.23%	$13.29	5.28%	$2,968,080	10.78%
JUN 05	246,405	5.62%	$13.03	7.21%	$3,211,004	13.23%
JUL 05	258,393	5.35%	$12.98	5.07%	$3,354,300	10.69%
AUG 05	236,937	0.47%	$12.50	3.71%	$2,961,870	4.20%
SEP 05	199,379	9.15%	$13.79	-1.48%	$2,748,461	7.53%
OCT 05	193,494	-3.53%	$14.83	10.36%	$2,869,771	6.46%
NOV 05	212,208	4.14%	$14.26	11.18%	$3,026,658	15.79%
DEC 05	260,538	3.39%	$12.29	11.75%	$3,203,135	15.53%
TOTAL:	**2,689,835**		**$13.05**		**$35,105,622**	**9.78%**
DAILY AVG.:	**7,369**	**3.07%**		**6.59%**	**$96,180**	**9.78%**

PARKING FACILITIES ANALYSIS

SHORT TERM	TICKETS COLLECTED		AVE. COST PER. TICKET		GROSS REVENUE	
JAN 06	77,335	0.36%	$6.59	-0.21%	509,599	0.15%
FEB 06						
MAR 06						
APR 06						
MAY 06						
JUN 06						
JUL 06						
AUG 06						
SEP 06						
OCT 06						
NOV 06						
DEC 06						
ST TOTAL:	**77,335**		**$6.59**		**$509,599**	
DAILY AVG.:	**2,495**	**0.36%**		**-0.21%**	**16,439**	**0.15%**
LONG TERM						
JAN 06	159,180	3.34%	$16.52	10.57%	$2,628,925	14.25%
FEB 06						
MAR 06						
APR 06						
MAY 06						
JUN 06						
JUL 06						
AUG 06						
SEP 06						
OCT 06						
NOV 06						
DEC 06						
LT TOTAL:	**159,180**		**$16.52**		**$2,628,925**	**14.25%**
DAILY AVG.:	**5,135**	**3.34%**		**10.57%**	**$84,804**	**14.25%**
TOTAL						
JAN 06	236,515	2.34%	$13.27	9.14%	$3,138,524	11.70%
FEB 06						
MAR 06						
APR 06						
MAY 06						
JUN 06						
JUL 06						
AUG 06						
SEP 06						
OCT 06						
NOV 06						
DEC 06						
TOTAL:	**236,515**		**$13.27**		**$3,138,524**	**11.70%**
DAILY AVG.:	**7,630**	**2.34%**		**9.14%**	**$101,243**	**11.70%**

EXHIBIT F

EXHIBIT F

AIRPORT PARKING ASSOCIATES

MANAGEMENT - LEASING - CONSULTANTS

MIAMI-DADE COUNTY AVIATION DEPARTMENT
MIAMI INTERNATIONAL AIRPORT
PARKING FACILITIES MANAGED BY:
AIRPORT PARKING ASSOCIATES

PROPOSED OPERATING BUDGET

FISCAL YEAR
08/09

134

Miami International Airport
P.O. Box 996757, Miami, Florida 33299-6757 Tel: (305)876-7598 Fax: (305)876-7219

DADE COUNTY AVIATION DEPARTMENT
MIAMI INTERNATIONAL AIRPORT

We, the undersigned, have reviewed and approved the attached 2008/2009 Proposed Operating Budget for the facilities indicated:

Prepared by: _____ Date: 12/18/2007

Approved by: Patricia Ryan Date: 12/31/07

Approved by: N/A Date: N/A
Controller

Approved by: _____ Date: _____
Corporate Officer

Approved by: N/A Date: N/A
Manager of Landside Facilities

AIRPORT PARKING ASSOCIATES

MANAGEMENT - LEASING - CONSULTANTS

MIAMI-DADE COUNTY AVIATION DEPARTMENT
MIAMI INTERNATIONAL AIRPORT
PARKING FACILITIES MANAGED BY:
AIRPORT PARKING ASSOCIATES

PROPOSED OPERATING BUDGET

FISCAL YEAR
08/09

136

Miami International Airport
P.O. Box 996757, Miami, Florida 33299-6757 Tel: (305)876-7598 Fax: (305)876-7219

PARKING FACILITIES MANAGED BY
AIRPORT PARKING ASSOCIATES

PROPOSED OPERATING BUDGET 08/09

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EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

Airport Parking Associates is a joint venture enterprise between Central Parking System and WRP managed by Central Parking System. Central Parking System is a global parking and transportation company dedicated to integrity, growth, professionalism, value and leadership. Together we provide quality customer service to all our clients and to the Miami-Dade Aviation Department (MDAD). As one of the largest airport parking management companies in the world, Central Parking System will continue to share its knowledge gained at other locations throughout the world to enhance the parking experience at Miami International Airport.

A new guideline set forth by the MDAD Directors and Managers requires that all service providers and contractors provide recommendations for improving customer service, controlling expenses, and increasing revenue. Airport Parking Associates has implemented these directives with the development of an exceptional Customer Service Training Program. We also assisted MDAD in designing an Airport-wide Customer Service Reward & Recognition Program. This program is designed to enhance revenue by rewarding airport employees for acts of excellent customer service.

Airport Parking Associates will seamlessly integrate all new programs into the current parking operation and look forward to being an integral part in new projects related to the beautification of Miami International Airport. Our plan of action and recommendations in the future will be based on ways of increasing revenue, reducing expenses by eliminating unnecessary costs and to continue providing the highest level of customer service possible.

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FOCAL POINTS

Revenue:

The projected/actual gross revenue for the FY 07/08 is $47,600,300. (Projected/Actual Net revenue $44,132,580). Our proposed gross revenue for 07/08 is $50,200,800. (Proposed Net revenue $46,916,636). The new state-of-the-art Parking and Revenue Control System at the MIA Parking Plaza has provided us with a more accurate revenue reporting system, and new un-staffed stations that have helped reduce our staffing and increased credit card revenue. In addition we also anticipate an increase in domestic air travel and length of stay in the parking facilities.

Staffing:

For Fiscal Year 2008/2009 we will operate with 1 Manager, 1 Assistant Manager, 1 Office Manager, 7 Office Clerks (Auditors), 5 Communication Clerks, 1 Administrative Assistant, 5 Supervisors, 9 Assistant Supervisors, 3 MIA Valet Supervisors, 6 MIA Valet Runner, 24 Parking Garage Assistants and 5 Parking Garage Operators (3 Lot Checkers and 2 Janitors). We will operate with a total of 48 Cashiers. The 48 Cashiers will be distributed as follows: 44 full time to cover the MIA Parking Plaza, Upper and Lower Short Term, Taxi, and 4 Relief Cashiers to cover vacations, holidays, and LOA's.

Operations:

We will continue our efforts to run an efficient operation without sacrificing the high quality of service the public has come to expect.

Increases in operating expenses are due to a projected Living Wage Ordinance increase of 4.08%, a maintenance contract with Affiliated Computer Services (ACS, formerly ASCOM Transport Systems) providing support and maintenance 24/7, for the License Plate Recognition (LPR) system, License Plate Inventory (LPI) system and the PRCS), and the costs associated with the new valet operation. Total operating expenses increased by 6.22% over FY 07/08 budget.

In conclusion, we will continue our corporate input and support at the Miami International Airport location in the following areas:

- Revenue Control
  - Parking Revenue Control System
- Valet Services
- Special Events Parking
- New Technologies
  - License Plate Recognition,
  - License Plate Inventory
  - Pneumatic Tube System
  - L.E.D. System
- Security
  - Simplex Security Access Control
- Labor Relations
- Maintenance
- Public Relations
  - Customer Service Program
  - Customer Care Service
- Affirmative Action Program

NARRATIVE

BASES AND ASSUMPTIONS
USED TO PREPARE
BUDGET 08/09

Factors considered when planning and preparing the proposed Budget for FY 08/09 are: projected spending for the current year and consumer product cost increases that historically occur from year to year at an average rate of 3%.

Airport Parking Associates has carefully analyzed and reviewed all areas of the parking operations to insure a cost effective, efficient operation. As in past years, our goal is to increase revenue, reduce expenses and deliver the highest level of customer service to the public and the Miami-Dade Aviation Department.

PROPOSED REVENUE FY 08/09	**$50,200,800.**
LESS SALES TAXES	**$3,284,164.**
NET REVENUE	**$46,916,636.**

Proposed revenue is based on Projected/Actual for FY 07/08, and an increase with the Economy Park/Ride, Valet Service. The addition of Park 6 and Taxi Revenue being added to the general revenue account, and possible rate increase.

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SALARIES

SALARIES

700110 – REGULAR SALARIES

2008-2009	2,841,900.
2007-2008	2,919,300.
Variance	*-77,400.*
Percent of Decrease	**-2.65%**

Regular salaries will decrease due to a reduction in overcall employee from 129 to 116.

700160 - OVERTIME SALARIES

2008-2009	227,300.
2007-2008	233,500.
Variance	*-6,200.*
Percent of Decrease	**-2.66%**

Overtime salaries for FY 08/09 are computed at 8.00% of Regular Salaries. Reasons for possible overtime are: sickness, maternity leave, family leave, closing procedures, special assignments, vacation coverage, holiday schedules, and other approved leaves.

SALARIES

SALARIES –Cont.

700150 - SICK LEAVE

2008-2009	50,600.
2007-2008	65,900.
Variance	*-15,300.*
Percent of Decrease	**-23.22%**

Funds allocated to this item line are for six (6) sick days each year that may be accumulated year to year up to a maximum of fifteen (15) days. Employees will be compensated at their normal hourly rate for each sick days.

700151 - HOLIDAY LEAVE

2008-2009	75,900.
2007-2008	98,800.
Variance	*-22,900.*
Percent of Decrease	**-23.18%**

Holiday pay is based on the number of eligible employees paid at the current hourly rate (Currently there are 7 approved Holidays, 1 Floating Day, and 1 Anniversary Date of Hire).

TOTAL SALARIES

2008-2009	3,195,700.
2007-2008	3,317,500.
Variance	*-121,800.*
Percent of Decrease	**-3.67%**

Total salaries will decrease due to less staff. Cashiers decreased from 56 to 48 and Assistant Supervisors from 13 to 8.

FRINGE BENEFITS

FRINGE BENEFITS

701010 - SOCIAL SECURITY

2008-2009	244,500.
2007-2008	241,200.
Variance	*3,300.*
Percent of Increase	**1.37%**

Social Security is computed at 7.65% of total salaries (Regular, Overtime, Sick and Holiday).

701011 - RETIREMENT

2008-2009	53,200.
2007-2008	78,800.
Variance	*-25,600.*
Percent of Decrease	**-32.49%**

Full-time employees of the Company are eligible for membership in the Company's 401k retirement plan. The Company matches 100% of the first 3% of employee contributions and 50% of the following 2%.

The cost associated with administering the plan is projected at 5% of total employee and employer contribution.

FRINGE BENEFITS (Cont.)

701110 - GROUP HEALTH INSURANCE

2008-2009	440,600.
2007-2008	457,000.
Variance	*-16,400*
Percent of Decrease	**-3.59%**

Decrease in Group Health Insurance costs is projected based on the number of total eligible (full-time) employees: 108. Insurance rate is projected at $340.00 per eligible employee per month.

701111 - GROUP LIFE INSURANCE

2008-2009	4,200.
2007-2008	5,000.
Variance	*-800.*
Percent of Decrease	**-16.00%**

Decrease due to lower premium with new carrier.

701115 - WORKER'S COMPENSATION

2008-2009	108,000.
2007-2008	196,400.
Variance	*-88,400.*
Percent of Decrease	**-45.01%**

Cost for Workers Compensation decrease for FY 08/09 due to new insurance carrier.

FRINGE BENEFITS (Cont.)

701116 - UNEMPLOYMENT INSURANCE

2008-2009	64,500.
2007-2008	66,800.
Variance	*-2,300.*
Percent of Decrease	**-3.44%**

Decrease in Unemployment Insurance is due to a projected cost of 2.02% of total salaries.

701013 - FRINGE BENEFITS/EMPLOYEE INCENTIVE

2008-2009	500.00
2007-2008	500.00
Variance	*0.*
No Change	**0.00%**

No change projected for FY 08/09. Employees nominated in our exceptional customer service program will receive recognition awards and have their name displayed on the "Employee of the Month" trophy. They are also recognized in our Company Newsletter "Parallel Lines" and the MIA newsletter.

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FRINGE BENEFITS (Cont.)

TOTAL FRINGE BENEFITS

2008-2009	915,500.
2007-2008	1,045,700.
Variance	*-130,200*
Percent of Decrease	**-12.45%**

The decrease in Fringe Benefits is due primarily to less employees and the projected decrease in the workers compensation insurance premiums, and new computation for retirement.

OUTSIDE CONTRACTUAL SERVICES

Outside Contractual Services

721010 - EXTERNAL AUDIT

2008-2009	20,300.
2007-2008	19,700.
Variance	*600.*
Percent of Increase	**3.05%**

The Miami-Dade Aviation Department Accounting Office provides projected costs for annual Audit Fees.

722430 - OUTSIDE MAINTENANCE

2008-2009	19,200.
2007-2008	18,000.
Variance	*1,200.*
Percent of Increase	**6.67%**

Increase due to service calls allocated for service by Crow Security and Hightech Electronic Display for L.E.D. signage. These companies will provide maintenance/repair of the safe and the pneumatic tube system, and for service of the L.E.D. signage. A 3% CPI is also included for all other Outside Maintenance, including maintenance of air-conditioners in Short-term Parking and Economy Park & Ride.

OUTSIDE CONTRACTUAL SERVICES

Outside Contractual Services – Cont.

722311 - ARMORED CAR SERVICES

2008-2009	24,000.
2007-2008	23,500.
Variance	*500.*
Percent of Increase	**2.13%**

Increase based on a CPI adjustment as quoted by Dunbar Armored Services. Dunbar Armored Services conducts two daily pickups of parking revenue, excluding Christmas and New Year's Eve.

731140 - EMPLOYMENT ADVERTISEMENT

2008-2009	1,000.
2007-2008	1,000.
Variance	*0*
No Change	**0%**

No change projected for FY 08/09.

731510 - OUTSIDE PRINTING

2008-2009	93,600.
2007-2008	99,600.
Variance	*-3,000.*
Percent of Decrease	**-3.01%**

Decrease due to new printing company supplying printing material at a more affordable cost. This includes the cost for Cashier Forms, Mag Card Malfunction Forms, Lost Ticket Forms, Insufficient Funds Forms, Receipts and other miscellaneous printing (envelopes, memo pads, stationery, time cards, warning notices, incident report forms, business cards).

OPERATING EXPENSES (cont)

749890 - PARKING MANAGERIAL

2008-2009	99,000.
2007-2008	72,000.
Variance	*27,000.*
Percent of Increase	**37.50%**

Increase due to projected management fee.

722430 - OTHER CONTRACT. SERVICE/MAINTENANCE AGREEMENT

2008-2009	302,500.
2007-2008	328,300.
Variance	*-25,800.*
Percent of Decrease	**-7.86%**

Decrease due to projected cost of a new ACS Contract for FY 08/09 ($249,429.00) that will cover the maintenance of the Revenue Control Equipment installed at the MIA Parking Plaza, Short-Term Parking and Economy Park & Ride. In addition maintenance contracts for the following equipment are carried in this section: two (2) Currency Counters, parts for the Revenue Control Equipment, four (4) Taxi Lot Registers, two (2) Payroll Time Clocks. Tele-check equipment and the portable toilet service for Economy Park and Ride are also carried in this section. Pre-employment tests, Polygraph (Specifics) Tests, license plate inquiries for potentially abandoned vehicles, and accounts receivable.

TOTAL OUTSIDE CONTRACTUAL SERVICES

2008-2009	559,600.
2007-2008	490,100.
Variance	*-69,500.*
Percent of Decrease	**-14.18%**

Decrease due to the projected costs of a the ACS Contract for FY 08/09 that will cover the maintenance of the Revenue Control Equipment installed at the MIA Parking Plaza, Short-Term Parking and Economy Park & Ride, as well as tickets for Economy Park & Ride and ticket medium for the valet service.

INSURANCE

723220 - VEHICLE INSURANCE

2008-2009	26,500
2007-2008	5,100
Variance	*21,400.*
Percent of Increase	**419.61%**

Liability and Collision for three (3) vehicles and three (3) golf carts are carried in this section. The two (2) vehicles and the golf carts are used by APA Supervisors to provide customer service, and the third vehicle used by the inventory personnel that carries equipment used for inventory control. Premium based on insurance company quote.

733210 - GARAGE LIABILITY INSURANCE

2008-2009	80,700.
2007-2008	214,300.
Variance	*-133,600.*
Percent of Decrease	**-62.34%**

Projected cost for Commercial General Liability in FY 08/09 is $78,372. Decrease due to Garage Keepers Legal Liability (GKLL) no longer carried in FY 08/09 at the Department's request.

TOTAL INSURANCE

2008-2009	107,200.
2007-2008	219,400.
Variance	*-112,200.*
Percent of Decrease	**-51.20%**

Decrease due to Garage Keepers Legal Liability (GKLL) no longer carried in FY 08/09.

250 - RENTAL SERVICES

726013 - RENT/SERVICE VEHICLES

2008-2009	6,000.
2007-2008	5,900.
Variance	*100.*
Percent of Increase	**1.69%**

Increase due to actual cost of golf cart rental company decrease with new quote.

725330 - RENT/COPIER

2008-2009	9,900.
2007-2008	10,200.
Variance	*-300.*
Percent of Decrease	**-2.94%**

Decrease due to actual projected cost for two copiers for FY 08/09.

726013 - RENT/OTHER EQUIPMENT

2008-2009	2,900.
2007-2008	2,600.
Variance	*300.*
Percent of Increase	**11.54%**

This category includes the rental of the postage meter, and cellular phone service for the Managers.

OPERATING EXPENSES (cont)

725910 - RENT/OTHER RENTAL EXPENSE

2008-2009	200.
2007-2008	200.
Variance	*0.*
No Change	**0%**

This category includes the rental of the post office box.
No change projected for FY 08/09.

TOTAL RENTAL SERVICES

2008-2009	19,000.
2007-2008	18,900.
Variance	*100.*
Percent of Increase	**0.60%**

Increase due to postage meter and golf cart rental fees FY 08/09.

310 - UTILITIES

731010 - TELEPHONE SERVICES

2008-2009	7,200.
2007-2008	7,000.
Variance	*200.*
Percent of Increase	**2.86%**

Increase due to 3% CPI as well as projected installation of new telephone service for Economy Park & Ride.

722110 - WATER, SEWER & DERM

2008-2009	10,200.
2007-2008	10,200.
Variance	*0.00*
No Change	**0.00%**

No change projected for FY 08/09

TOTAL UTILITIES

2008-2009	17,400.
2007-2008	17,200.
Variance	*200.*
Percent of Increase	**1.20%**

Increase due to the projected cost for the installation of the new telephone service in Economy Park and Ride.

OPERATING EXPENSES (cont)

330 - GENERAL & ADMINISTRATIVE EXPENSE

731611 - POSTAGE/MAILING EXPENSE.

2008-2009	5,100.
2007-2008	5,000.
Variance	*100.*
Percent of Increase	**2.00%**

Increase due to mailing of mag-card invoices, letters for Accounts Receivable, Potential Abandoned Vehicle letters, and refunds to customers, and other miscellaneous postings.

732250 – LICENSE & PERMIT FEES

2008-2009	2,200.
2007-2008	2,200.
Variance	*-0.*
No Change	**-0%**

No change projected for FY 08/09.

732140 - REFUNDS TO PATRONS

2008-2009	3,900.
2007-2008	3,100.
Variance	*800.*
Percent of Increase	**25.81%**

Increase due to projected refund requests by disabled patrons.

OPERATING EXPENSES (cont)

721310 - CREDIT CARD EXPENSES

2008-2009	766,600.
2007-2008	36,000.
Variance	*730,600.*
Percent of Increase	**2,029.44%**

Increase in credit cards charges based on 1.45% of total revenue charged from credit card providers and an increase in credit card transactions activity charged by ADS (Both combined)

733030 - EMPLOYEE PARKING DECAL

2008-2009	43,900.
2007-2008	51,500.
Variance	*-7,600.*
Percent of Decrease	**-14.76%**

Funds allocated in this section are for Parking Decals used by employees to park in the Employees' Parking Lot. The cost per decal is $360.00, as quoted by MDAD. computations based on number of employees (113); in addition the $20.00 cost to renew I.D. Badges and $38.00 for fingerprinting for all new hires are included.

732020 - EMPLOYEE TRAINING SEMINARS

2008-2009	3,000.
2007-2008	3,000.
Variance	*0.*
No Change	**0.00%**

No change projected for FY 08/09. Funds allocated to this item line is used for Customer Service Seminars and Safety & Security Seminars.

TOTAL GENERAL AND ADMINISTRATIVE EXPENSES

2008-2009	824,700.00
2007-2008	100,800.00
Variance	*723,900.00*
Percent of Increase	**718.15%**

Increase primarily due to credit cards charges of ($732,900) based on 1.45% of total revenue charge from credit card providers and an increase in credit card transactions activity charged ($33,700) by ADS. The rate used to be deducted directly from the Revenue is now being carried as an expense.

410 - FUEL AND LUBRICANTS

741011 - LUBRICANTS AND MOTOR OIL

2008-2009	100.
2007-2008	100.
Variance	*0*
No Change	**0%**

No change projected for FY 08/09.

741016 - GASOLINE

2008-2009	500.
2007-2008	500.
Variance	*0*
No Change	**0%**

No change projected for FY 08/09.

TOTAL FUEL AND LUBRICANTS

2008-2009	600.
2007-2008	600.
Variance	*0.*
No Change	**0%**

No change projected for FY 08/09.

430 - REPAIR AND MAINTENANCE SUPPLIES

743110 - REPAIR PARTS/OTHER THAN AUTO

2008-2009	4,100.
2007-2008	4,100.
Variance	*0.00*
No Change	**0%**

No change projected for FY 08/09.

743220 - EXPENDABLE TOOLS

2008-2009	100.
2007-2008	100.
Variance	*0.*
No Change	**0%**

No change projected for FY 08/09.

743022 - MECHANICAL MAINTENANCE/AUTOMOTIVE SUPPLIES

2008-2009	100.
2007-2008	100.
Variance	*0*
No Change	**0%**

No change projected for FY 08/09.

TOTAL REPAIR AND MAINTENANCE

2008-2009	4,300.
2007-2008	4,300.
Variance	*0.00*
No Change	**0.00%**

No change projected for FY 08/09.

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OPERATING EXPENSES (cont)

OFFICE SUPPLIES/MINOR EQUIPMENT

747010 - OFFICE SUPPLIES/OUTSIDE VENDORS

2008-2009	24,100.
2007-2008	23,400.
Variance	*700.*
Percent of Increase	**2.99%**

This category includes office supplies, typewriter supplies, calculator supplies, paper and toner for laser printers and copiers, as well as supplies for Valet parking, the Plaza, Short-term and Economy Park & Ride (e.g. pens, counterfeit pens, paper for both copiers, paper clips, staples, etc.)

747021 - OTHER MINOR EQUIPMENT - UNDER 500

2008-2009	2,600.
2007-2008	2,600.
Variance	*0.00*
No Change	**0.00%**

This category includes items such as: portable heaters, fans, cashier chairs, laminating machine, and a binding machine.

No change projected for FY 08/09.

OPERATING EXPENSES (cont)

747030 - COMPUTER SOFTWARE - UNDER 500

2008-2009	400.
2007-2008	400.
Variance	*0.*
No Change	**0%**

No change projected for FY 08/09.

TOTAL OFFICE SUPPLIES/MINOR EQUIPMENT

2008-2009	27,100.
2007-2008	26,400.
Variance	*700.00*
Percent of Increase	**2.70%**

Overall increase due to additional supplies for sixteen (16) computers and toner for the laser printers and copiers, and Valet and Economy Park & Ride supplies.

490 - OTHER OPERATING SUPPLIES

749311 - UNIFORMS

2008-2009	27,000.
2007-2008	27,000.
Variance	*0.00*
No Change	**0%**

No change projected for FY 08/09.

749660 - MISCELLANEOUS OPERATING SUPPLIES

2008-2009	57,500.
2007-2008	57,500.
Variance	*0.*
No Change	**0%**

Funds allocated to Miscellaneous are used to purchase spare gates for the MIA Parking Plaza and Long-term entrances, and the new valet operation. Other miscellaneous operating supplies include: thermo paper supplies, cleaning supplies, safety supplies, and hurricane supplies.

No change projected for FY 08/09.

TOTAL OTHER OPERATING SUPPLIES

2008-2009	84,500.
2007-2008	84,500
Variance	*0.*
No Change	**0%**

No change projected for FY 08/09.

FIXED ASSETS

950 - MACHINERY, EQUIP, AND FURNITURE

950210 - COMPUTER HARDWARE - NEW

2008-2009	1,600.
2007-2008	1,600.
Variance	*0.*
No Change	**0%**

Funds allocated for the purchase of one (1) computer.

9508 – OTHER MACHINE EQUIP & FURNITURE - New

2008-2009	0.
2007-2008	0.
Variance	*0.*
No Change	**0%**

No change for FY 07/08.

950 - MACHINERY, EQUIP, AND FURNITURE - (Cont)

950330 - COMPUTER HARDWARE - REPLACEMENT

2008-2009	3,900.
2007-2008	3,900.
Variance	*0.*
No Change	**0%**

Funds allocated for the replacement of 2 computers.

No change projected for FY 08/09.

9515 - RADIO EQUIPMENT - REPLACEMENT

2008-2009	0
2007-2008	48,000.
Variance	*-48,000.*
Percent of Decrease	**-100.00%**

Decrease due to already purchase of replacement radio equipment made in FY 07/08

950410 - OTHER MACHINE EQUIP. & FURN. – REPLACEMENT

2008-2009	1,900.
2007-2008	1,900.
Variance	*0*
No Change	**0%**

No change projected for FY 08/09. Funds allocated for this item line is for the replacement of one (1) register for the taxi lot.

950 - MACHINERY, EQUIP, AND FURNITURE - (Cont)

9601 – VEHICLE SERVICE

2008-2009	55,000.
2007-2008	0
Variance	*55,000.*
Percent of Increase	**100%**

Funds allocated for this item line is for the replacement of two (2) service vehicles.

TOTAL MACHINERY, EQUIP. AND FURNITURE

2008-2009	63,200.
2007-2008	55,400.
Variance	*7,000.*
Percent of Increase	**12.63%**

Increase due to the purchase of 2 service vehicles.

PARKING TICKETS CLASSIFICATION

The figures for "Tickets Issued" represent all tickets issued by the ticket issuing machines (TIM's) for any given fiscal year from (October through September).

The figures for tickets collected are comprised of the following:

1) **Revenue Tickets** - Represent all tickets presented and processed by the cashiers. The cash register calculates the parking fee and displays the same amount on the fee display.
2) **Stamped Tickets** - These are tickets collected by cashiers at **NO CHARGE**. These tickets have an authorized free parking stamp from MDAD.
3) **Complimentary Passes** - These are tickets approved and authorized by MDAD for special events.
4) **Courtesy Tickets** - These are tickets presented with a Courtesy Card and embossed by the cashier. These are non-revenue tickets.
5) **Pre-paid Parking Tickets** – Issued by MDAD and prepaid by Movie Company or others.
5) **VOID TICKETS** - These are tickets collected daily by a clerk from different locations, such as:

    a) Miami Dade Police - (Tickets picked up by Police Officers at entry, but not used to exit)
    b) Landside Division - (Tickets picked up by Landside Agents at entry, but not used to exit).
    c) ACS (Service tickets when repairing the spitters).
    d) Airport Parking - (Tickets found by Supervisors and APA employees).
    e Tickets collected by cashiers from the Mag Card Customers due to Mag Card Malfunctions at entrance.
    f) Time Check – 5 tickets pulled every night from Short Term Economy Park & Ride to check time and total tickets issued on a daily basis.
    g) Disabled patron tickets (turned in by disabled patrons requesting free parking)

Unaccounted tickets is the difference between tickets issued and tickets collected, plus (Lost Tickets, mag Cards, and ending inventory).

PARKING RATES

Listed below are the different parking facilities with their corresponding rates:

		Spaces
The **Short-Term** Areas are: Park 1	Upper Level =	110
	Lower Level =	152

The rates are:

For every half hour or fraction $2.50, up to $30.00 per day:

From	0 to 1/2 hr.	$ 2.50
	1 hour	$ 5.00
	1 ½ hour	$ 7.50
	2 hours	$ 10.00
	2 ½ hours	$ 12.50
	3 hours	$ 15.00
	3 ½ hours	$ 17.50
	4 hours	$ 20.00
	4 ½ hours	$ 22.50
	5 hours	$ 25.00
	5 ½ hours	$ 27.50
	6 hours (Max. 24 Hours)	$ 30.00

The **Long-Term** Areas are:

	Spaces
Dolphin Garage (7 story building)	4,435
Flamingo Garage "	2,973
Dolphin Garage (Outdoor parking, for high vehicles)	58
Flamingo Garage (Outdoor parking, for high vehicles)	64
Remote	600
Total:	8,392

For every half hour or fraction $4.00, up to $15.00 per day:

From	0 to 1 hr	$ 4.00
	1 hour to 2 hours	$ 4.00
	2 hours to 3 hours	$ 2.00
	3 hours to 4 hours	$ 2.00
	4 hours to 5 hours	$ 3.00
	5 Hours (Max. 24 Hours)	$ 15.00

Lost Tickets Rates:

Long Term	$15.00 per day, or based on LPR Reading
Short Term	$30.00 per day.

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PARKING RATES (Cont.)

Remote Parking:

0 to 1 hr	$ 3.00
1 hour to 2 hours	$ 3.00
2 hours to 3 hours	$ 2.00
4 hours (Max. 24 Hours)	$ 8.00

Taxi Lot:
The rate is: $2.00 for all taxi cabs which exit the Taxi Lot

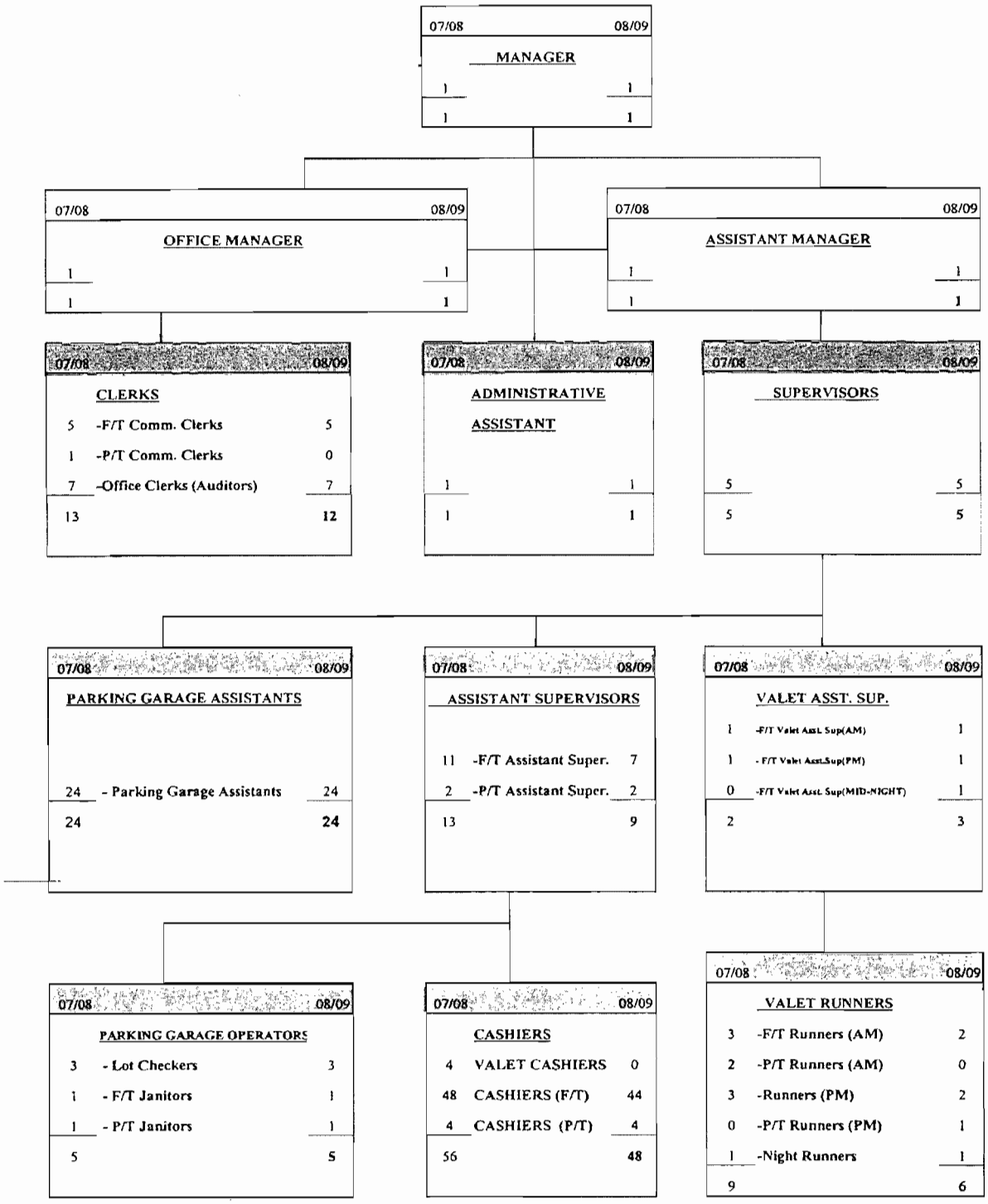
Valet Parking:

0 to 1 hour	$10.00
1 hours to 2 hours	$20.00
2 hours (Max. 24 hours)	$30.00

ORGANIZATIONAL CHART

PARKING ADMINISTRATION

STAFFING
PERSONNEL
FY 08/09



	07/08		08/09
Full Time Employee(s)	121	Full Time Employee(s)	108
Part Time Employee(s)	8	Part Time Employee(s)	8
	129		116

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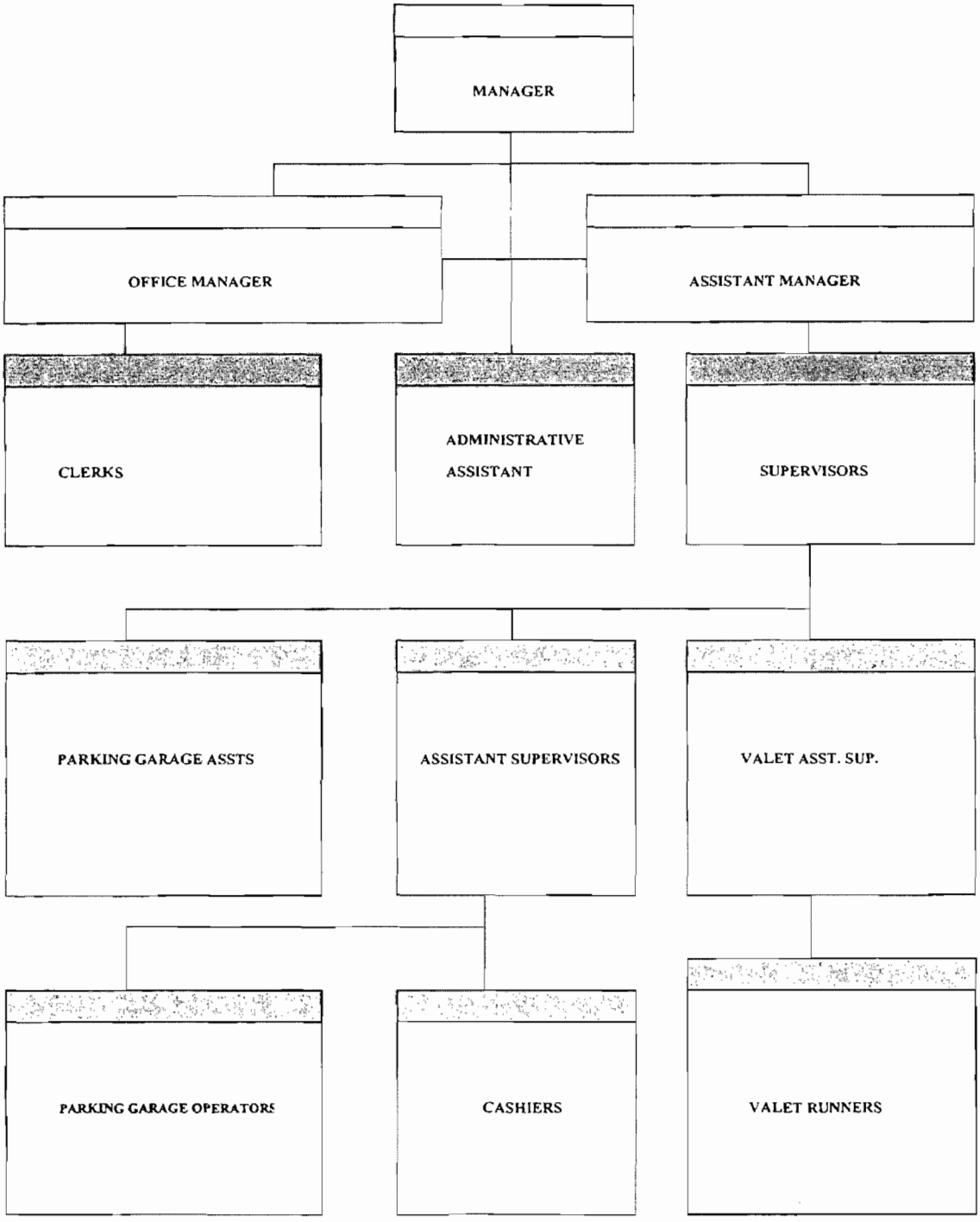
PARKING ADMINISTRATION

ORGANIZATIONAL
CHART
FY 08/09



	07/08		08/09
Full Time Employee(s)	119	Full Time Employee(s)	108
Part Time Employee(s)	10	Part Time Employee(s)	8
	129		116

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PAYROLL

DADE COUNTY AVIATION DEPARTMENT
MIAMI INTERNATIONAL AIRPORT
FACILITIES MANAGED BY AIRPORT PARKING ASSOCIATES.
COMPARISON OF SALARIES AND HOURS FOR BUDGET 07/08 AND
PROPOSED BUDGET FY 08/09

# OF EMP.	JOB TITLE	07/08 ACTUAL BUDGET FTE HRS	$	Variance	%	# OF EMP.	JOB TITLE	08/09 PROPOSED BUDGET FTE HRS	$
1	MANAGER	2,080	$70,658	$2,121	3.00%	1	MANAGER	2,080	$72,779
1	A/MANAGER	2,080	$42,390	$3,411	8.05%	1	A/MANAGER	2,080	$45,801
1	OFFICE MANAGER	2,080	$30,555	$1,498	4.90%	1	OFFICE MANAGER	2,080	$32,053
1	ADMINISTRATIVE ASSISTANT	2,080	$27,186	$811	2.98%	1	ADMINISTRATIVE ASSISTANT	2,080	$27,997
5	SUPERVISORS	10,400	$138,008	$4,576	3.32%	5	SUPERVISORS	10,400	$142,584
13	A/SUPERVISORS	27,040	$314,492	-$107,158	-34.07%	9	A/SUPERVISORS	18,720	$207,334
56	CASHIERS (52 F/T and 4 P/T	116,480	$1,147,173	$14,162	1.23%	48	CASHIERS (44 F/T and 4 P/T)	99,840	$1,161,335
2	VALET ASST. SUPERVISORS	4,160	$48,173	$30,513	63.34%	3	VALET ASST. SUPERVISORS	6,240	$78,686
7	RUNNERS	14,560	$166,339	-$26,114	-15.70%	6	RUNNERS	12,480	$140,225
13	CLERKS	27,040	$304,840	-$6,298	-2.07%	12	CLERKS	24,960	$298,542
5	PARKING OPER. ASST. (Lot Checkers & Janitors)	10,400	$99,349	$3,578	3.60%	5	PARKING OPER. ASST. (Lot Checkers & Janitors)	10,400	$102,927
24	PARKING GARAGE ASST.	49,920	$530,150	$1,498	0.28%	24	PARKING GARAGE ASST.	49,920	$531,648
129	TOTAL	268,320	2,919,313	-$77,402	-2.65%	116	TOTAL	241,280	2,841,911

Note: Part-Time Employees: 1 P/T Janitor; 1 P/T Runners; 2 P/T Asst. Supervisors; 4 P/T Cashiers) Total: (8)

MANAGEMENT STAFFING

MANAGER

Staffing Needed

MANAGER

SHIFT I (08:00 AM - 04:30 PM)

Manager	-	1
Total	-	1

{7 Days Staffing Factor}

1 Manager x 7 Days x 8 Hours / 40 = **Total Manager Needed (1.0)**

(TOTAL MANAGER PER SHIFT)----------	Shift 1	1
	Total	1

TOTAL MANAGER NEEDED ---1

ASSISTANT MANAGER

Staffing Needed

ASSISTANT MANAGER

SHIFT I (08:00 AM - 04:30 PM)

Assistant Manager	-	1
Total	-	1

{7 Days Staffing Factor}

1 Assistant Manager x 7 Days x 8 Hours / 40 = **Total Assistant Manager Needed (1.0)**

(TOTAL ASSISTANT MANAGER PER SHIFT)----------	Shift 1	1
	Total	1

TOTAL ASSISTANT MANAGER NEEDED ---1.0

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OFFICE MANAGER

Staffing Needed

OFFICE MANAGER STAFFING

SHIFT I (08:00 AM - 04:30 PM)

Office Manager	-	1
Total	-	1

{7 Days Staffing Factor}

$$\frac{1 \text{ Office Manager} \times 7 \text{ Days} \times 8 \text{ Hours}}{40} = \textbf{Total Office Manager Needed (1.0)}$$

(TOTAL OFFICE MANAGER PER SHIFT)----------	Shift 1	1
	Total	**1**

TOTAL OFFICE MANAGER NEEDED ---1

ADMINISTRATIVE ASSISTANT

Staffing Needed

ADMINISTRATIVE ASSISTANTS' STAFFING

SHIFT I (08:00 AM - 04:30 PM)

Administrative Assistant	-	1
Total	-	1

{7 Days Staffing Factor}

$$\frac{1 \text{ Administrative Assistant} \times 7 \text{ Days} \times 8 \text{ Hours}}{40} = \textbf{Total Administrative Assistant Needed (1.0)}$$

(TOTAL ADMINISTRATIVE PER SHIFT)----------	Shift 1	1.0
	Total	**1.0**

TOTAL ADMINISTRATIVE ASSISTANT NEEDED ---1

SUPERVISOR' STAFFING BREAKDOWN

Staffing Needed

SUPERVISOR' STAFFING

SHIFT I (06:45 AM - 03:15 PM)

Supervisor	-	1
Total	-	1

{7 Days Staffing Factor}

$$\frac{1 \text{ Supervisor} \times 7 \text{ Days} \times 8 \text{ Hours}}{40} =$$ **Total Supervisor Needed (1.4)**

SHIFT II (02:45 PM - 11:15 PM)

Supervisor	-	1
Total	-	1

{7 Days Staffing Factor}

$$\frac{1 \text{ Supervisor} \times 7 \text{ Days} \times 8 \text{ Hours}}{40} =$$ **Total Supervisor Needed (1.4)**

SHIFT III (10:45 PM - 07:15 AM)

Supervisor	-	1
Total	-	1

{7 Days Staffing Factor}

$$\frac{1 \text{ Supervisor} \times 7 \text{ Days} \times 8 \text{ Hours}}{40} =$$ **Total Supervisor Needed (1.4)**

(TOTAL SUPERVISORS PER SHIFT) ----------

Shift I	1.4
Shift II	1.4
Shift III	1.4
Total	**4.2**

TOTAL SUPERVISORS NEEDED --- 5

ASSISTANT SUPERVISOR' STAFFING BREAKDOWN

Staffing Needed

ASSISTANT SUPERVISOR' STAFFING

SHIFT I (06:45 AM - 03:15 PM)

Assistant Supervisor	-	2
Total	-	2

{7 Days Staffing Factor}

2 Assistant Supervisors x 7 Days x 8 Hours / 40 = **Total Assistant Supervisors Needed (2.8)**

SHIFT II (02:45 PM - 11:15 PM)

Assistant Supervisor	-	2
Total	-	2

{7 Days Staffing Factor}

2 Assistant Supervisors x 7 Days x 8 Hours / 40 = **Total Assistant Supervisors Needed (2.8)**

(SHIFT III 10:45 PM - 07:15 AM)

Assistant Supervisor	-	1
Total	-	1

{7 Days Staffing Factor}

1 Assistant Supervisors x 7 Days x 8 Hours / 40 = **Total Assistant Supervisors Needed (1.4)**

(TOTAL ASSISTANT SUPERVISORS PER SHIFT)	Shift I	3
	Shift II	3
	Shift III	2
(TOTAL FULL-TIME ASST. SUPERVISORS)	**Total**	**8**

PART-TIME ASSISTANT SUPERVISORS

1 P/T Assistant Supervisor x 4 Days x 8 Hours / 40 = **Total P/T Assistant Supervisors Needed (0.8)**

(TOTAL PART-TIME ASST. SUPERVISORS)	**1**
TOTAL	**9**

TOTAL ASSISTANT SUPERVISORS NEEDED --- 9

VALET MIA RUNNERS & VALET SUPERVISORS STAFFING BREAKDOWN

Staffing Needed

VALET MIA STAFFING

SHIFT I (06:45 AM - 03:15 PM)

Supervisor	-	1
Runners	-	2
Total	-	3

{7 Days Staffing Factor}

3 Valet MIA Personnelx 7 Days x 8 Hours / 40 = **Total Valet MIA Runners Needed (4.2)**

SHIFT II (02:45 PM - 11:15 PM)

Supervisor	-	1
Runners	-	2
Total	-	3

{7 Days Staffing Factor}

3 Valet MIA Personnelx 7 Days x 8 Hours / 40 = **Total Valet MIA Runners Needed (4.2)**

SHIFT III (10:45 PM - 7:15 AM)

Supervisor	-	1
Total	-	1

{7 Days Staffing Factor}

1 Valet MIA Runners x 7 Days x 8 Hours / 40 = **Total Valet MIA Runners Needed (1.4)**

(FULL-TIME VALET MIA RUNNERS)

(TOTAL VALET MIA RUNNERS PER SHIFT)----------	Shift I	4
	Shift II	4
	Shift III	1
(TOTAL F/T VALET MIA RUNNERS)--------- ----------	**Total**	**9**

TOTAL MIA VALET RUNNERS NEEDED ---- 9

COMMUNICATION CLERKS' STAFFING BREAKDOWN

Staffing Needed

COMMUNICATION CLERKS' STAFFING

SHIFT I (06:45 AM - 03:15 PM)

Communication Clerk	-	1
Total	-	1

{7 Days Staffing Factor}

1 Communication Clerk x 7 Days x 8 Hours / 40 = **Total Communication Clerk Needed (1.4)**

SHIFT II (02:45 PM - 11:15 PM)

Communication Clerk	-	2
Total	-	2

{7 Days Staffing Factor}

2 Communication Clerks x 7 Days x 8 Hours / 40 = **Total Communication Clerk Needed (2.8)**

(SHIFT III 10:45 PM - 07:15 AM)

Communication Clerk	-	1
Total	-	1

{7 Days Staffing Factor}

1 Communication Clerk x 7 Days x 8 Hours / 40 = **Total Communication Clerk Needed (1.4)**

(TOTAL COMMUNICATION CLERKS PER SHIFT)	Shift I	1
	Shift II	3
	Shift III	1
	Total	**5**
(TOTAL FULL-TIME COMM. CLERKS)		**5**

TOTAL COMM. CLERKS' NEEDED ---5

CLERICAL STAFFING (AUDITORS)

SHIFT I (08:00 AM - 04:30 AM)

Office Clerks (Auditors)	-	4
A/R Clerk	-	1
Total	-	5

{7 Days Staffing Factor}

5 Office Clerks (Auditors) x 7 Days x 8 Hours / 40 = Total Office Clerk (Auditors) Needed (7.0)

Note: (1 a/r + 1 a/p + 3 Auditor & Stats)

(TOTAL OFFICE CLERKS AUDITORS PER SHIFT)	**Shift I**	**7**
	Total	**7**

TOTAL OFFICE CLERKS' (AUDITORS) NEEDED --- 7

CASHIER STAFFING BREAKDOWN

SHIFT I (06:45 AM - 03:15 PM) Lanes to be staffed

Central Collection Plaza	-	6
Short Term	-	3
Taxi	-	2
Economy Park & Ride	-	1
Total	-	12

{7 Days Staffing Factor}

$\frac{12 \text{ Cashiers} \times 7 \text{ Days} \times 8 \text{ Hours}}{40}$ = **Total Cashiers Needed (16.8)**

SHIFT II (02:45 PM - 11:15 PM)

Central Collection Plaza	-	7
Short Term	-	3
Taxi	-	2
Economy Park & Ride	-	1
Total	-	13

{7 Days Staffing Factor}

$\frac{13 \text{ Cashiers} \times 7 \text{ Days} \times 8 \text{ Hours}}{40}$ = **Total Cashiers Needed (18.2)**

(SHIFT III 10:45 PM - 07:15 AM)

Central Collection Plaza	-	3
Short Term	-	2
Taxi	-	1
Economy Park & Ride	-	1
Total	-	7

{7 Days Staffing Factor}

$\frac{7 \text{ Cashiers} \times 7 \text{ Days} \times 8 \text{ Hours}}{40}$ = **Total Cashiers Needed (9.8)**

(FULL-TIME CASHIERS)

(TOTAL CASHIERS PER SHIFT)----------	Shift I	16
	Shift II	18
	Shift III	10
	Total	**44**
(TOTAL F/T CASHIERS)----------	**Total**	**44**

(PART-TIME CASHIERS)

$\frac{4 \text{ P/T Cashiers} \times 4 \text{ Days} \times 8 \text{ Hours}}{40}$ = **Total P/T Cashier (4.2)**

(TOTAL PART-TIME CASHIERS)---------- 4

TOTAL CASHIERS NEEDED ---48

PARKING GARAGE ASSISTANTS' STAFFING BREAKDOWN

SHIFT I (06:45 A.M. – 03:15 P.M.)

Dolphin Garage (PK5), Flamingo Garage (Conc. F)		
And Flamingo Garage (Conc. G) – **(Rotating)**	-	1
Short Term Upper	-	1
Short Term Lower	-	1
High Vehicle	-	1
Plaza	-	1
L/R + Vac Relief+ Elevator check	-	1
Total	**-**	**6**

{7 Days Staffing Factor}

6 Parking Garage Assistants x 7 Days x 8 Hours / 40 — **8.4 Parking Garage Assistants Needed**

SHIFT I (02:45 P.M. – 11:15 P.M.)

Dolphin Garage (PK5), Flamingo Garage (Conc. F)		
And Flamingo Garage (Conc. G) – **(Rotating)**	-	1
Short Term Upper	-	1
Short Term Lower	-	1
High Vehicle	- 1	
Plaza	-	1
L/R + Vac relief+ Elevator check	-	1
Total	**-**	**6**

{7 Days Staffing Factor}

6 Parking Garage Assistants x 7 Days x 8 Hours / 40 — **8.4 Parking Garage Assistants Needed**

SHIFT I (11:45 P.M. – 07:15 AM)

Dolphin Garage (PK5), Flamingo Garage (Conc. F)		
And Flamingo Garage (Conc. G) – **(Rotating)**	-	1
Short Term Upper	-	1
Short Term Lower	-	1
High Vehicle	-	1
Plaza	-	1
Total	**-**	**5**

{7 Days Staffing Factor}

5 Parking Garage Assistants x 7 Days x 8 Hours / 40 - **7 Parking Garage Assistants Needed**

GRAND TOTAL PARKING GARAGE ASSISTANTS PROJECTED AT CODE <<YELLOW>>

Shift I	8.4
Shift II	8.4
Shift III	7.0
Grand Total Parking Garage Assistants	**23.8**

TOTAL PARKING GARAGE ASSISTANTS NEEDED ---24

(*) When code elevates to <<ORANGE>> or <<RED>> overtime will be needed to cover all entry points 24/7

PARKING GARAGE OPERATORS

Staffing Needed

Lot Checkers

SHIFT III (10:45 PM - 07:15 AM)

2 Parking Garage Operators	-	2
Total	-	2

{7 Days Staffing Factor}

2 Parking Garage Operators x 7 Days x 8 Hours / 40 = **Total Supervisor Needed (2.8)**

F/T Janitor

SHIFT I (06:30AM - 03:00 AM)

Janitor F/T	-	1
Total	-	1

{7 Days Staffing Factor}

1 Janitor x 7 Days x 8 Hours / 40 = **Total Janitor Needed (1.0)**

(FULL-TIME PARKING GARAGE OPERATORS)

(TOTAL PARKING GARAGE OPERATORS----------Lot Checkers 3
Janitor 1

(TOTAL F/T PARKING GARAGE OPERATOR)---------- Total 4

(PART-TIME JANITOR)

1 P/T Janitor x 2 Days x 8 Hours / 40 = **Total P/T Janitor (0.4)**

(TOTAL P/T PARKING GARAGE OPERATOR)---------- 1

TOTAL 5

TOTAL PARKING GARAGE OPERATORS NEEDED 5

AIRPORT PARKING ASSOCIATES
MIAMI INTERNATIONAL AIRPORT
Budget 07/08
PROPOSED SALARY/JUSTIFICATION

MANAGEMENT SALARIES							
EMPLOYEE	Oct. 1, 2007 (Curren Sept. 30, 2008	**PROJECTED % OF INCREASE 2008/09**	AMOUNT OF INCREASE	Oct. 1, 2008 Sept. 30, 2009			
[redacted]	$33.97	3.00%	$1.02	**$34.99**			

Average:

[redacted] From October 1, 2008 through September 30, 2009
$34.99 x 26 weeks x 80 hours x 1 Manager $72,779

TOTAL SALARY $72,779

SALARY DIFFERENCE (SALARIES 08/09 - SALARIES 07/08)

08/09	07/08	Variance
$72,779	$70,658	$2,121

PERCENT OF INCREASE 3%

AIRPORT PARKING ASSOCIATES
MIAMI INTERNATIONAL AIRPORT
Budget 08/09
PROPOSED SALARY/JUSTIFICATION

MANAGEMENT SALARIES							
EMPLOYEE	Oct. 1, 2007 (Curren Sept. 30, 2008	**PROJECTED % OF INCREASE 2008/09**	AMOUNT OF INCREASE	Oct. 1, 2008 Sept. 30, 2009			
[redacted]	$21.38	3.00%	$0.64	**$22.02**			

Average:

New Assistant: From October 1, 2008 through September 30, 2009
$22.02 x 26 weeks x 80 hours x 1 Assistant Manager $45,801

TOTAL SALARY $45,801

SALARY DIFFERENCE (SALARIES 08/09 - SALARIES 07/08)

08/09	07/08	Variance
$45,801	$44,470	$1,331

PERCENT OF INCREASE: 3%

190

AIRPORT PARKING ASSOCIATES
MIAMI INTERNATIONAL AIRPORT
Budget 08/09
PROPOSED SALARY/JUSTIFICATION

ADMINISTRATIVE SALARIES							
EMPLOYEE	Oct. 1, 2007 (Curren Sept. 30, 2008	**PROJECTED % OF INCREASE 2008/09**	AMOUNT OF INCREASE	Oct. 1, 2008 Sept. 30, 2009			
[redacted]	$14.96	3.00%	$0.45	$15.41			

Average:

[redacted]	From October 1, 2008 through September 30, 2009 $15.41 x 26 weeks x 80 hours x 1 Office Manager	$32,053

TOTAL SALARY $32,053

SALARY DIFFERENCE (SALARIES 08/09 - SALARIES 07/08)

08/09	07/08	Variance
$32,053	$31,117	$936

PERCENT OF INCREASE 3%

AIRPORT PARKING ASSOCIATES
MIAMI INTERNATIONAL AIRPORT
Budget 08/09
PROPOSED SALARY/JUSTIFICATION

ADMINISTRATIVE SALARIES							
EMPLOYEE	Oct. 1, 2007 (Curren Sept. 30, 2008	**PROJECTED % OF INCREASE 2008/09**	AMOUNT OF INCREASE	Oct. 1, 2008 Sept. 30, 2009			
[redacted]	$13.06	3.00%	$0.40	$13.46			

Average:

[redacted]	From October 1, 2008 through September 30, 2009 $13.46 x 26 weeks x 80 hours x 1 Administrative Assistant	$27,997

TOTAL SALARY $27,997

SALARY DIFFERENCE (SALARIES 08/09 - SALARIES 07/08)

08/09	07/08	Variance
$27,997	$27,165	$832

PERCENT OF INCREASE 3%

191

AIRPORT PARKING ASSOCIATES
MIAMI INTERNATIONAL AIRPORT
Budget 08/09
PROPOSED SALARY/JUSTIFICATION

NUMBER OF YEARS	NUMBER OF EMPLOYEES	Oct-07 CURRENT	TOTAL	NUMBER OF EMPLOYEES	PERCENT OF INCREASE (Projected)	AMOUNT OF INCREASE (Projected)	NEW RATE Oct-08 (Projected)	TOTAL
Starting Payrate	3	$10.69	$32.07	3	3.00%	$0.32	$11.01	$33.03
90 Day Probation	5	$10.79	$53.95	5	3.00%	$0.32	$11.11	$55.57
Cashiers hired From 2000 up	13	$10.99	$142.87	13	3.00%	$0.33	$11.32	$147.16
Cashiers Hired (From 9/1/92 - to 1999)	18	$11.31	$203.58	19	3.00%	$0.34	$11.65	$221.34
Cashiers Hired (From 1985 to 8/31/92)	4	$11.57	$46.28	4	3.00%	$0.35	$11.92	$47.67
Cashiers (Part-Time)	4	$12.24	$48.96	4	3.00%	$0.37	$12.61	$50.43
TOTAL	47		$527.71	48				$555.19
AVERAGE			$11.99					$11.57

Average Salaries:

From October 1, 2008 through September 30, 2009 $11.01 x 26 weeks x 80 hours x 3 Cashiers	$68,702.40	
From October 1, 2008 through September 30, 2009 $11.11 x 26 weeks x 80 hours x 5 Cashiers	$115,544.00	
From October 1, 2008 through September 30, 2009 $11.32 x 26 weeks x 80 hours x 13 Cashiers	$306,092.80	
From October 1, 2008 through September 30, 2009 $ 11.65 x 26 weeks x 80 hours x 21 Cashiers	$508,872.00	
From October 1, 2008 through September 30, 2009 $11.92 x 26 weeks x 80 hours x 4 Cashiers	$99,174.40	
TOTAL SALARY (AVERAGE) - F/T 40 Hours		**$1,098,386**
From October 1, 2008 through September 30, 2009 (*)$12.61 X 26 weeks x 48 hours x 4 Cashiers (P/T)	$62,949.12	
TOTAL SALARY - P/T 24 Hours		**$62,949**
TOTAL CASHIERS (44 F/T - 4 P/T)		**$1,161,335**

SALARY DIFFERENCE (SALARIES 08/09 - SALARIES 07/08)

08/09	07/08	Variance
$1,161,335	$1,147,173	$14,162

PERCENT OF DECREASE 1%

(*) Living Wage - No Benefits

192

AIRPORT PARKING ASSOCIATES
MIAMI INTERNATIONAL AIRPORT
Budget 08/09
PROPOSED SALARY/JUSTIFICATION

SUPERVISORS' SALARIES (5)							
EMPLOYEE	Oct. 1, 2007 (Curren Sept. 30, 2008	PROJECTED % OF INCREASE 2008/09	AMOUNT OF INCREASE	Oct. 1, 2008 Sept. 30, 2009			
1 M. Clews	$14.35	3.00%	$0.43	$14.78			
2 D. Murray (*)	$13.47	3.00%	$0.40	$13.87			
3 G. White	$13.28	3.00%	$0.40	$13.68			
4 K. Arredondo	$12.81	3.00%	$0.38	$13.19			
5 Pierre-Louis, Eddision (*)	$12.65	3.00%	$0.38	$13.03			
TOTAL	$66.56			$68.56			
AVERAGE	$13.31			$13.71			

Average Salary:

From October 1, 2008 through September 30, 2009 $142,584
$13.71 x 26 weeks x 80 hours x 5 Supervisors

TOTAL SALARY (AVERAGE) $142,584

SALARY DIFFERENCE (SALARIES 08/09 - SALARIES 07/08)

08/09	07/08	Variance
$142,584	$138,008	$4,576

PERCENT OF INCREASE 3.32%

AIRPORT PARKING ASSOCIATES
MIAMI INTERNATIONAL AIRPORT
Budget 08/09
PROPOSED SALARY/JUSTIFICATION

ASSISTANT SUPERVISORS' SALARIES (8) F/T - 40 Hours

	EMPLOYEE	Oct. 1, 2007 (Curren Sept. 30, 2008	PROJECTED % OF INCREASE 2008/09	AMOUNT OF INCREASE	Oct. 1, 2008 Sept. 30, 2009			
1	[redacted] DOH: 6-25-98	$12.50	3.00%	$0.38	$12.88			
2	[redacted] DOH: 5-23-00	$12.50	3.00%	$0.38	$12.88			
3	[redacted] DOH: 5-27-03 BCD: 1/4/05	$12.36	3.00%	$0.37	$12.73			
4	[redacted] DOH: 6-17-03	$12.50	3.00%	$0.38	$12.88			
5	[redacted] DOH: [redacted] BCD:	$11.52	3.00%	$0.35	$11.87			
6	[redacted] DOH: [redacted]	$12.24	3.00%	$0.37	$12.61			
7	[redacted] DOH: [redacted]	$11.27	3.00%	$0.34	$11.61			
8	(New) (P/T) DOH:	$11.76	4.08%	$0.48	$12.24			
	TOTAL	$96.65			$99.68			
	AVERAGE	**$12.08**			**$12.46**			

Average Salary:

From October 1, 2008 through September 30, 2009
$12.46 x 26 weeks x 80 hours x 8 Assistant Supervisors $207,334

TOTAL SALARY (AVERAGE) $207,334

SALARY DIFFERENCE (SALARIES 08/09 - SALARIES 07/08)

08/09	07/08	Variance
$207,334	$314,492	($107,158)

PERCENT OF DECREASE -34.07%

194

AIRPORT PARKING ASSOCIATES
MIAMI INTERNATIONAL AIRPORT
Budget 08/09
PROPOSED SALARY/JUSTIFICATION

VALET ASSISTANT SUPERVISORS' SALARIES (2) F/T - 40 Hours

	EMPLOYEE	Oct. 1, 2007 (Curren Sept. 30, 2008	PROJECTED % OF INCREASE 2008/09	AMOUNT OF INCREASE	Oct. 1, 2008 Sept. 30, 2009			
1	J. [redacted] (Valet Asst. Sup) DOH: [redacted]	$12.24	3.00%	$0.37	$12.61			
2	[redacted] (Valet Asst. Sup) DOH: [redacted]	$12.24	3.00%	$0.37	$12.61			
3	[redacted] (Valet Asst. Sup) DOH: [redacted]	$12.24	3.00%	$0.37	$12.61			
	TOTAL	$36.72			$37.82			
	AVERAGE	**$12.24**			**$12.61**			

Average Salary:

From October 1, 2008 through September 30, 2009
$12.61 x 26 weeks x 80 hours x 3 Valet Assistant Supervisors $78,686

TOTAL SALARY (AVERAGE) $78,686

VALET RUNNERS 40 - Hours

	EMPLOYEE	Oct. 1, 2007 (Curren Sept. 30, 2008	PROJECTED % OF INCREASE 2008/09	AMOUNT OF INCREASE	Oct. 1, 2008 Sept. 30, 2009			
1	[redacted] DOH: [redacted]	$10.69	3.00%	$0.32	$11.01			
2	[redacted] DOH: 12-19-06	$12.24	3.00%	$0.37	$12.61			
3	[redacted] DOH:	$12.24	3.00%	$0.37	$12.61			
4	[redacted] DOH:	$10.69	3.00%	$0.32	$11.01			
5	[redacted] DOH: 12-19-06	$12.24	3.00%	$0.37	$12.61			
	TOTAL	$58.10			$59.84			
	AVERAGE	**$11.62**			**$11.97**			

Average Salary:

From October 1, 2008 through September 30, 2009
$11.97 x 26 weeks x 80 hours x 5 Valet Runners $124,488

TOTAL SALARY (AVERAGE) F/T 40 Hours **$124,488**

VALET RUNNERS - 24 Hours

	EMPLOYEE	Oct. 1, 2007 (Curren Sept. 30, 2008	PROJECTED % OF INCREASE 2008/09	AMOUNT OF INCREASE	Oct. 1, 2008 Sept. 30, 2009			
1	(NEW) DOH:	$12.24	3.00%	$0.37	$12.61			
	TOTAL	$12.24			$12.61			
	AVERAGE	**$12.24**			**$12.61**			

Average Salary:

From October 1, 2008 through September 30, 2009
$12.61 x 26 weeks x 48 hours x 1 Valet Runners (P/T - 24 Hours) $15,737

TOTAL SALARY - P/T 24 Hours **$15,737**

TOTAL VALET RUNNERS (6 F/T - 1 P/T) **$140,225**

SALARY DIFFERENCE (SALARIES 08/09 - SALARIES 07/08)

08/09	07/08	Variance
$218,912	$214,512	$4,400

PERCENT OF INCREASE 2.05%

195

AIRPORT PARKING ASSOCIATES
MIAMI INTERNATIONAL AIRPORT
Budget 08/09
PROPOSED SALARY/JUSTIFICATION

CLERKS' SALARIES (AUDITORS) SALARIES (11)

	EMPLOYEE	Oct. 1, 2007 (Curren Sept. 30, 2008	PROJECTED % OF INCREASE 2008/09	AMOUNT OF INCREASE	Oct. 1, 2008 Sept. 30, 2009			
1	[redacted] DOH: 1-9-87	$11.67	3.00%	$0.35	$12.02			
2	[redacted] DOH: 6-20-88	$12.04	3.00%	$0.36	$12.40			
3	[redacted]	$11.67	3.00%	$0.35	$12.02			
4	[redacted]	$11.87	3.00%	$0.36	$12.23			
5	[redacted] DOH: 3-10-2002	$11.87	3.00%	$0.36	$12.23			
6	[redacted]	$10.92	3.00%	$0.33	$11.25			
7	[redacted] DOH: 2/12/03 (BCD: 8/31/07)	$10.78	3.00%	$0.32	$11.10			
	TOTAL	$80.82			$83.24			
	AVERAGE	**$11.55**			**$11.89**			

Average Salary:

From October 1, 2008 through September 30, 2009
$11.89 x 26 weeks x 80 Hours x 7 Office Clerks (Auditors) $173,118

TOTAL SALARY (AVERAGE) - Full Time (7 Office Clerks (Auditors) $173,118

COMMUNICATION CLERKS SALARIES (5.2)

	EMPLOYEE	Oct. 1, 2007 (Curren Sept. 30, 2008	PROJECTED % OF INCREASE 2008/09	AMOUNT OF INCREASE	Oct. 1, 2008 Sept. 30, 2009			
1	[redacted] DOH: 10-26-89	$11.67	3.00%	$0.35	$12.02			
2	[redacted]	$11.67	3.00%	$0.35	$12.02			
3	[redacted]	$11.87	3.00%	$0.36	$12.23			
4	[redacted] DOH: 9-11-00	$11.67	3.00%	$0.35	$12.02			
5	[redacted] DOH: 10-25-03	$11.67	3.00%	$0.35	$12.02			
	TOTAL	$58.55			$60.31			
	AVERAGE	**$11.71**			**$12.06**			

Average Salary:

From October 1, 2008 through September 30, 2009 $125,424
$12.06 x 26 weeks x 80 hours x 5 Communication Clerks

TOTAL SALARY (AVERAGE) (5 Full-Time Communication Clerks) $125,424

TOTAL PARKING OPERATION ASSISTANTS **$298,542**

SALARY DIFFERENCE (SALARIES 08/09 - SALARIES 07/08)

08/09	07/08	Variance
$298,542	$304,840	($6,298)

PERCENT OF INCREASE -2.07%

196

AIRPORT PARKING ASSOCIATES
MIAMI INTERNATIONAL AIRPORT
Budget 08/09
PROPOSED SALARY/JUSTIFICATION

PARKING OPERATOR ASSISTANTS - (4)

	EMPLOYEE	Oct. 1, 2007 (Curren Sept. 30, 2008	PROJECTED % OF INCREASE 2008/09	AMOUNT OF INCREASE	Oct. 1, 2008 Sept. 30, 2009			
1	[redacted] Dom. 1-10-06	$10.89	3.00%	$0.33	$11.22			
2	[redacted] Dom. 5-31-06	$10.89	3.00%	$0.33	$11.22			
3	[redacted] Dom. 11-9-07	$10.69	3.00%	$0.32	$11.01			
4	A. Alacan Dom. 4-16-90	$10.69	3.00%	$0.32	$11.01			
	TOTAL	$43.16			$44.45			
	Average:	$10.79			$11.11			

Average Salary:

From October 1, 2008 through September 30, 2009 $92,435
$11.11 x 26 weeks x 80 hours x 4 Parking Operator Assistants

TOTAL SALARY (AVERAGE) - F/T 40 Hours **$92,435**

PARKING OPERATOR ASSISTANTS 1 - Part time 16 Hours

EMPLOYEE	Oct. 1, 2007 (Curren Sept. 30, 2008	PROJECTED % OF INCREASE 2008/09	AMOUNT OF INCREASE	Oct. 1, 2008 Sept. 30, 2009			
[redacted] Dom. 12-06	$12.24	3.00%	$0.37	$12.61			

Average Salary:

From October 1, 2008 through September 30, 2009
(*)$12.61 x 26 weeks x 32 hours x 1 Parking Operator Assistant (P/T - 16 Hours) $10,492

TOTAL SALARY - P/T 16 Hours **$10,492**

TOTAL PARKING OPERATION ASSISTANTS **$102,927**

SALARY DIFFERENCE (SALARIES 08/09 - SALARIES 07/08)

08/09	07/08	Variance
$102,927	$99,349	$3,578

PERCENT OF INCREASE **3.60%**
(*) Living Wage - No Benefits

AJRPORT PARKING ASSOCIATES
MIAMI INTERNATIONAL AIRPORT
Budget 08/09
PROPOSED SALARY/JUSTIFICATION

PARKING GARAGE ASSISTANTS (24)							
EMPLOYEE	Oct. 1, 2007 (Curren Sept. 30, 2008	PROJECTED % OF INCREASE 2008/09	AMOUNT OF INCREASE	Oct. 1, 2008 Sept. 30, 2009			
1 [redacted] Hire Date: 5-5-95	$10.69	3.00%	$0.32	$11.01			
2 [redacted] Hire Date: 1-2-03	$10.69	3.00%	$0.32	$11.01			
3 [redacted] Hire Date: 1-2-03	$10.69	3.00%	$0.32	$11.01			
4 [redacted] (*) Hire Date: 1-31-03	$10.89	3.00%	$0.33	$11.22			
5 [redacted] Hire Date: 1-6-03	$10.69	3.00%	$0.32	$11.01			
6 [redacted] (*) Hire Date: 2-10-03	$10.89	3.00%	$0.33	$11.22			
7 [redacted] Hire Date: 2-3-05	$10.69	3.00%	$0.32	$11.01			
8 [redacted] Hire Date: 6-16-03	$10.69	3.00%	$0.32	$11.01			
9 [redacted] Hire Date: 7-23-03	$10.69	3.00%	$0.32	$11.01			
10 [redacted] Hire Date: 9-15-04	$10.69	3.00%	$0.32	$11.01			
11 [redacted] Hire Date: 10-19-05	$10.69	3.00%	$0.32	$11.01			
12 [redacted] (*) Hire Date: 7-15-05	$12.24	3.00%	$0.37	$12.61			
13 [redacted] Hire Date: 3-15-06	$10.69	3.00%	$0.32	$11.01			
15 [redacted] Hire Date: 4-23-07	$10.69	3.00%	$0.32	$11.01			
3 [redacted] Hire Date: 5-9-07	$10.89	3.00%	$0.33	$11.22			
17 [redacted] Hire Date: 9-21-07	$10.89	3.00%	$0.33	$11.22			
18 [redacted] Hire Date: 9-4-07	$10.69	3.00%	$0.32	$11.01			
19 [redacted] Hire Date: 11-09-07	$10.69	3.00%	$0.32	$11.01			
20 (NEW)	$10.69	3.00%	$0.32	$11.01			
21 (NEW)	$10.69	3.00%	$0.32	$11.01			
22 (NEW)	$10.69	3.00%	$0.32	$11.01			
23 (NEW)	$10.69	3.00%	$0.32	$11.01			
24 (NEW)	$10.69	3.00%	$0.32	$11.01			
TOTAL	$248.22			$255.67			
AVERAGE	$10.34			$10.65			

Average Salary:

From October 1, 2008 through September 30, 2009 $531,648
$10.65 x 26 weeks x 80 hours x 24 Parking Garage Assistants

TOTAL PARKING GARAGE ASSISTANTS **$531,648**

SALARY DIFFERENCE (SALARIES 08/09 - SALARIES 07/08)

08/09	07/08	Variance
$531,648	$530,150	$1,498

PERCENT OF DECREASE **0.28%**

1498

OUTLINE OF EMPLOYEE BENEFITS AND INCENTIVES

INSURANCE (at no cost to the employee):

Upon successful completion of 90-days of employment, full-time employees are enrolled in our medical plan. Also, the employees are covered by $10,000.00 life insurance under a group plan.

HOLIDAYS:

(1) Administrative Assistant (12) Clerks, (5) Supervisors, (9) Assistant Supervisors, (3) Valet Supervisors (6) Valet MIA Runners (24) Parking Garage Assistants, (48) Cashiers, (5)arking Garage Operators have the following Holidays:

Nine paid Holidays per year upon completion of the probationary period:

1) **New Year's Day**
2) **Martin Luther King's Birthday**
3) **Memorial Day**
4) **Independence Day**
5) **Labor Day**
6) **Thanksgiving Day**
7) **Christmas Day**
8) **Anniversary Date of Hire**
9) **Floating Holiday**

The (3) Managers have the following Holidays based on Miami Dade Aviation Department holidays.

1) **New Year's Day**
2) **Martin Luther King's Birthday**
3) **President's Day**
4) **Memorial Day**
5) **Independence Day**
6) **Labor Day**
7) **Veterans Day**
8) **Thanksgiving Day**
9) **Christmas Day**
10) **Floating Holiday**

VACATION:

Vacation entitlement is as follows:

After 1 year..... 5 days
After 2 years..... 5 days
After 3 years.....10 days
After 4 years.....10 days
After 5 years.....10 days
After 6 years.....10 days
7 Years & Over.....15 days

SICK LEAVE:

Manager, Assistant Manager, Office Manager and Administrative Assistant have six (6) paid sick days per year (Non-cumulative).

Employees are eligible after 90 days probation to 6 paid sick days that will be earned each year that may be accumulated year to year not to exceed a maximum of fifteen (15) days. Sick days are not to be added to vacation time. Employees will be compensated for their normal hourly rate for the six (6) sick days.

RETIREMENT PLAN:

Full-time employees of the company are eligible for membership in the retirement plan after they have completed one year of service with the company.

401K - SAVINGS PLAN:

This benefit is offered by APA. All full-time employees of the company are eligible for membership in the 401k Savings Plan after they have completed one year of service with the company. The plan lets the employee make savings contributions on a tax-favored basis to their own accounts which the employer matches up to 3% . Employee must be at least 20 years old.

SHORT TERM DISABILITY:

This benefit is offered by APA. All full-time employees of the company are eligible to participate in the Short Term Disability Insurance after they have completed one year of service with the company. The plan is paid by an additional cost to the employee. This plan entitles them to 2/3 of their pay, while on Medical Leave. Employee must be at least 20 years old.

ADDITIONAL – LIFE INSURANCE:

This benefit is offered by APA. All full-time employees of the company are eligible to participate in the Additional Life Insurance after they have completed one year of service with the company. This plan is paid by an additional cost to the employee depending on the amount they choose to have as additional life insurance.

LEAVE OF ABSENCE:

An Employee who has completed one (1) full year of continuous service with the Company from the most recent date of his/her employment shall be entitled to ninety (90) days of family leave during any twelve (12) month period due to the following:

A) Serious Illness
B) Maternity

OVERTIME POLICY:

Employees are paid at a rate of time and one-half of their regular rate for all hours worked over 40 in one week.

EMPLOYEE OF THE MONTH/YEAR:

Each month an outstanding employee is nominated employee of the month. His or her name is posted on the Employee Honor Roll Bulletin Board and receives a trophy. A special recognition for the employee of the year based on accomplishments, Customer Service Performance, and attendance.

JCC

UNIT LISTING

DADE COUNTY AVIATION DEPARTMENT
MIAMI INTERNATIONAL AIRPORT
FACILITY MANAGED BY AIRPORT PARKING ASSOCIATES
BUDGET F/Y 08/09

	DCAD A/C#		$ OCT	%	$ NOV	%	$ DEC	%	$ JAN	%	$ FEB	%	$ MAR	%
		GROSS REVENUE	3,861,600	107.00%	4,827,000	107.00%	4,827,000	105.52%	3,861,600	108.91%	2,896,200	109.56%	3,861,600	107.00%
		-LESS CREDIT CARD EXPENSES	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
		-LESS SALES TAX	252,628	7.00%	315,785	7.00%	252,628	5.52%	315,785	8.91%	252,628	9.56%	252,628	7.00%
		ADJ GROSS REVENUE	3,608,972	100.00%	4,511,215	100.00%	4,574,372	100.00%	3,545,815	100.00%	2,643,572	100.00%	3,608,972	100.00%
		OPERATING EXPENSES:												
101	700110	SALARIES-REG	218,608	6.06%	273,260	6.06%	218,608	4.78%	273,260	7.71%	218,608	8.27%	218,608	6.06%
102	700160	OT SALARIES	17,485	0.48%	21,856	0.48%	17,485	0.38%	21,856	0.62%	17,485	0.66%	17,485	0.48%
149	700150	SICK LEAVE	3,892	0.11%	4,865	0.11%	3,892	0.09%	4,865	0.14%	3,892	0.15%	3,892	0.11%
150	700151	HOLIDAY LEAVE	5,838	0.16%	7,298	0.16%	5,838	0.13%	7,298	0.21%	5,838	0.22%	5,838	0.16%
			245,823	6.81%	307,279	6.81%	245,823	5.37%	307,279	8.67%	245,823	9.30%	245,823	6.81%
140	701010	SOCIAL SECURITY	18,808	0.52%	23,510	0.52%	18,808	0.41%	23,510	0.66%	18,808	0.71%	18,808	0.52%
141	701011	RETIREMENT	4,092	0.11%	5,115	0.11%	4,092	0.09%	5,115	0.14%	4,092	0.15%	4,092	0.11%
142	701110	HEALTH INS	33,892	0.94%	42,365	0.94%	33,892	0.74%	42,365	1.19%	33,892	1.28%	33,892	0.94%
143	701111	GROUP LIFE	323	0.01%	404	0.01%	323	0.01%	404	0.01%	323	0.01%	323	0.01%
147	701115	WORKERS COMP	8,308	0.23%	10,385	0.23%	8,308	0.18%	10,385	0.29%	8,308	0.31%	8,308	0.23%
148	701116	UNEMP INS	4,962	0.14%	6,202	0.14%	4,962	0.11%	6,202	0.17%	4,962	0.19%	4,962	0.14%
156	701013	FRINGE BENEFITS	38	0.00%	48	0.00%	38	0.00%	48	0.00%	38	0.00%	38	0.00%
			70,423	1.95%	88,029	1.95%	70,423	1.54%	88,029	2.48%	70,423	2.66%	70,423	1.95%
2101	721010	EX AUDIT	1,692	0.00%	1,692	0.04%	1,692	0.04%	1,692	0.05%	1,692	0.06%	1,692	0.05%
2121	722430	OUTSIDE MAINT SERVICE	1,600	0.04%	1,600	0.04%	1,600	0.03%	1,600	0.05%	1,600	0.06%	1,600	0.04%
2131	722311	ARMORED CAR SERVICES	2,000	0.06%	2,000	0.04%	2,000	0.04%	2,000	0.06%	2,000	0.08%	2,000	0.06%
2133	731140	EMP ADVERTISING	83	0.00%	83	0.00%	83	0.00%	83	0.00%	83	0.00%	83	0.00%
2138	731510	OUTSIDE PRINTING	6,000	0.17%	6,000	0.13%	6,000	0.13%	6,000	0.17%	6,000	0.23%	6,000	0.17%
2199	722430	OTHER CONTRACT SERVICE	25,208	0.70%	25,208	0.56%	25,208	0.55%	25,208	0.71%	25,208	0.95%	25,208	0.70%
2301	723220	VEHICLE INSURANCE	2,208	0.06%	2,208	0.05%	2,208	0.05%	2,208	0.06%	2,208	0.08%	2,208	0.06%
2310	723210	GARAGE LIAB INS	6,725	0.19%	6,725	0.15%	6,725	0.15%	6,725	0.19%	6,725	0.25%	6,725	0.19%
2501	726013	RENT-SER VEHICLE	500	0.01%	500	0.01%	500	0.01%	500	0.01%	500	0.02%	500	0.01%
2503	725330	RENT-COPY MACHINE	825	0.02%	825	0.02%	825	0.02%	825	0.02%	825	0.03%	825	0.02%
2504	726013	RENT-OTHER EQUIP	242	0.01%	242	0.01%	242	0.01%	242	0.01%	242	0.01%	242	0.01%
2599	725910	OTHER RENTAL EXPENSE	50	0.00%	0	0.00%	0	0.00%	0	0.00%	50	0.00%	0	0.00%
3101	731010	TELEPHONE & UTIL	600	0.02%	600	0.01%	600	0.01%	600	0.02%	600	0.02%	600	0.02%
3106	722110	WATER & SEWER (DERM)	850	0.02%	850	0.02%	850	0.02%	850	0.02%	850	0.03%	850	0.02%
3302	731611	POSTAGE/MAILING EXP	425	0.01%	425	0.01%	425	0.01%	425	0.01%	425	0.02%	425	0.01%
3321	732250	LICENSE & PERMIT FEES	1,500	0.04%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
3324	732140	REFUNDS TO PATRONS	325	0.01%	325	0.01%	325	0.01%	325	0.01%	325	0.01%	325	0.01%
3331	721310	CREDIT CARD EXPENSE	63,883	1.77%	63,883	1.42%	63,883	1.40%	63,883	1.80%	63,883	2.42%	63,883	1.77%
3332	733030	EMPLOYEE PARKING DECAL	3,658	0.10%	3,658	0.08%	3,658	0.08%	3,658	0.10%	3,658	0.14%	3,658	0.10%
3340	732020	EMP. TRAINING SEMINAR	250	0.01%	250	0.01%	250	0.01%	250	0.01%	250	0.01%	250	0.01%
4102	741011	LUB & MOTOR OIL	100	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
4104	741016	GASOLINE	42	0.00%	42	0.00%	42	0.00%	42	0.00%	42	0.00%	42	0.00%
4302	743110	PARTS (NON-AUTO)	342	0.01%	342	0.01%	342	0.01%	342	0.01%	342	0.01%	342	0.01%
4305	743220	EXPENDABLE TOOLS	100	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
4324	743022	MECH.MAINT.SUPPLIES	8	0.00%	8	0.00%	8	0.00%	8	0.00%	8	0.00%	8	0.00%
4701	747010	OFFICE SUPPLIES	2,008	0.06%	2,008	0.04%	2,008	0.04%	2,008	0.06%	2,008	0.08%	2,008	0.06%
4704	747021	OTHER MIN.EQUIP-U/$500.	217	0.01%	217	0.00%	217	0.00%	217	0.01%	217	0.01%	217	0.01%
4711	747030	SOFTWARE	400	0.01%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
4916	749311	UNIFORMS & SHOES	2,250	0.06%	2,250	0.05%	2,250	0.05%	2,250	0.06%	2,250	0.09%	2,250	0.06%
4999	749660	MISC. OPERATING SUP.	4,792	0.13%	4,792	0.11%	4,792	0.10%	4,792	0.14%	4,792	0.18%	4,792	0.13%
			128,883	3.57%	126,733	2.81%	126,733	2.77%	126,733	3.57%	126,783	4.80%	126,733	3.51%
			445,129	12.33%	522,041	11.57%	442,979	9.68%	522,041	14.72%	443,029	16.76%	442,979	12.27%
			3,163,843	87.67%	3,989,174	88.43%	4,131,393	90.32%	3,023,774	85.28%	2,200,543	83.24%	3,165,993	87.73%
	749890	MANAGEMENT FEE	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
9503	950210	COMPUTER HARDWARE-NEW	2,500.00	0.07%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
9508	0	MACH.EQUIP.& FURN.-NEW	0.00	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
9508	950320	COMPUTER HARDWARE-REP	3,900.00	0.11%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
9515	0	MACHINERY, EQUIP. * FURN. REI	0.00	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
9518	950410	COMPUTER SOFTWARE - OVER $	1,800.00	0.05%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
0	0	AUTO & VEHICLES - REPL	55,000.00	1.52%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
			63,200	1.75%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
			3,100,643	85.91%	3,989,174	88.43%	4,131,393	90.32%	3,023,774	85.28%	2,200,543	83.24%	3,165,993	87.73%

DADE COUNTY AVIATION DEPARTMENT
MIAMI INTERNATIONAL AIRPORT
FACILITY MANAGED BY AIRPORT PARKING ASSOCIATES
BUDGET F/Y 08/09

DCAD A/C#		$ APR	%	$ MAY	%	$ JUN	%	$ JUL	%	$ AUG	%	$ SEP	%	$ TOTAL	%
GROSS REVENUE		3,861,600	107.00%	4,827,000	107.00%	3,861,600	107.00%	4,827,000	105.52%	4,827,000	107.00%	3,861,600	107.00%	50,200,800	107.00%
-LESS CREDIT CARD EXPENSES		0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
-LESS SALES TAX		252,628	7.00%	315,785	7.00%	252,628	7.00%	252,628	5.52%	315,784	7.00%	252,629	7.00%	3,284,164	7.00%
ADJ GROSS REVENUE		3,608,972	100.00%	4,511,215	100.00%	3,608,972	100.00%	4,574,372	100.00%	4,511,216	100.00%	3,608,971	100.00%	46,916,636	100.00%
OPERATING EXPENSES:															
0101	SALARIES-REG	216,608	6.06%	273,260	6.06%	218,608	6.06%	218,608	4.78%	273,259	6.06%	218,609	6.06%	3,542,010	7.55%
0102	OT SALARIES	17,485	0.48%	21,856	0.48%	17,485	0.48%	17,485	0.38%	21,855	0.48%	17,486	0.48%	927,460	1.98%
0149	SICK LEAVE	3,892	0.11%	4,865	0.11%	3,892	0.11%	3,892	0.09%	4,864	0.11%	3,893	0.11%	750,750	1.60%
0150	HOLIDAY LEAVE	5,838	0.16%	7,298	0.16%	5,838	0.16%	5,838	0.13%	7,297	0.16%	5,839	0.16%	776,051	1.65%
TOTAL SALARIES		245,823	6.81%	307,279	6.81%	245,823	6.81%	245,823	5.37%	307,275	6.81%	245,827	6.81%	3,195,700	6.81%
0140	SOCIAL SECURITY	18,808	0.52%	23,510	0.52%	18,808	0.52%	18,808	0.41%	23,509	0.52%	18,809	0.52%	945,510	2.02%
0141	RETIREMENT	4,092	0.11%	5,115	0.11%	4,092	0.11%	4,092	0.09%	5,114	0.11%	4,093	0.11%	754,211	1.61%
0142	HEALTH INS	33,892	0.94%	42,365	0.94%	33,892	0.94%	33,892	0.74%	42,364	0.94%	33,893	0.94%	1,141,710	2.43%
0143	GROUP LIFE	323	0.01%	404	0.01%	323	0.01%	323	0.01%	403	0.01%	324	0.01%	705,311	1.50%
0147	WORKERS COMP	8,308	0.23%	10,385	0.23%	8,308	0.23%	8,308	0.18%	10,384	0.23%	8,309	0.23%	809,115	1.72%
0148	UNEMP INS	4,962	0.14%	6,202	0.14%	4,962	0.14%	4,962	0.11%	6,201	0.14%	4,963	0.14%	765,616	1.63%
0158	FRINGE BENEFITS	38	0.00%	48	0.00%	38	0.00%	38	0.00%	47	0.00%	39	0.00%	701,513	1.50%
TOTAL BENEFITS		70,423	1.95%	88,029	1.95%	70,423	1.95%	70,423	1.54%	88,022	1.95%	70,430	1.95%	915,500	1.95%
2101	EX AUDIT	1,692	0.05%	1,692	0.04%	1,692	0.05%	1,692	0.04%	1,692	0.04%	1,692	0.05%	741,310	1.58%
2121	OUTSIDE MAINT SERVICE	1,600	0.04%	1,600	0.04%	1,600	0.04%	1,600	0.03%	1,600	0.04%	1,600	0.04%	741,630	1.58%
2131	ARMORED CAR SERVICE!	2,000	0.06%	2,000	0.04%	2,000	0.06%	2,000	0.04%	2,000	0.04%	2,000	0.06%	746,311	1.59%
2133	EMP ADVERTISING	83	0.00%	83	0.00%	83	0.00%	83	0.00%	83	0.00%	83	0.00%	732,140	1.56%
2138	OUTSIDE PRINTING	6,000	0.17%	6,000	0.13%	6,000	0.17%	6,000	0.13%	6,000	0.13%	6,000	0.17%	803,510	1.71%
2199	OTHER CONTRACT SERV	25,208	0.70%	25,208	0.56%	25,208	0.70%	25,208	0.55%	25,208	0.56%	25,208	0.70%	1,024,930	2.18%
2301	VEHICLE INSURANCE	2,208	0.06%	2,208	0.05%	2,208	0.06%	2,208	0.05%	2,208	0.05%	2,208	0.06%	26,500	0.06%
2310	GARAGE LIAB INS	6,725	0.19%	6,725	0.15%	6,725	0.19%	6,725	0.15%	6,725	0.15%	6,725	0.19%	80,700	0.17%
2501	RENT-SER VEHICLE	500	0.01%	500	0.01%	500	0.01%	500	0.01%	500	0.01%	500	0.01%	6,000	0.01%
2503	RENT-COPY MACHINE	825	0.02%	825	0.02%	825	0.02%	825	0.02%	825	0.02%	825	0.02%	9,900	0.02%
2504	RENT-OTHER EQUIP	242	0.01%	242	0.01%	242	0.01%	242	0.01%	242	0.01%	242	0.01%	2,900	0.01%
2599	OTHER RENTAL EXPENSI	0	0.00%	50	0.00%	0	0.00%	0	0.00%	0	0.00%	50	0.00%	200	0.00%
3101	TELEPHONE & UTIL.	600	0.02%	600	0.01%	600	0.02%	600	0.01%	600	0.01%	600	0.02%	7,200	0.02%
3106	WATER & SEWER (DERM)	850	0.02%	850	0.02%	850	0.02%	850	0.02%	850	0.02%	850	0.02%	10,200	0.02%
3302	POSTAGE/MAILING EXP	425	0.01%	425	0.01%	425	0.01%	425	0.01%	425	0.01%	425	0.01%	5,100	0.01%
3321	LICENSE & PERMIT FEES	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	1,500	0.00%
3324	REFUNDS TO PATRONS	325	0.01%	325	0.01%	325	0.01%	325	0.01%	325	0.01%	325	0.01%	3,900	0.01%
3331	CREDIT CARD EXPENSE	63,883	1.77%	63,883	1.42%	63,883	1.77%	63,883	1.40%	63,883	1.42%	63,883	1.77%	766,600	1.63%
3332	EMPLOYEE PARKING DEC	3,658	0.10%	3,658	0.08%	3,658	0.10%	3,658	0.08%	3,658	0.08%	3,658	0.10%	43,900	0.09%
3340	EMP. TRAINING SEMINAR	250	0.01%	250	0.01%	250	0.01%	250	0.01%	250	0.01%	250	0.01%	3,000	0.01%
4102	LUB & MOTOR OIL	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	100	0.00%
4104	GASOLINE	42	0.00%	42	0.00%	42	0.00%	42	0.00%	42	0.00%	42	0.00%	500	0.00%
4302	PARTS (NON-AUTO)	342	0.01%	342	0.01%	342	0.01%	342	0.01%	342	0.01%	342	0.01%	4,100	0.01%
4305	EXPENDABLE TOOLS	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	100	0.00%
4324	MECH.MAINT.SUPPLIES	8	0.00%	8	0.00%	8	0.00%	8	0.00%	8	0.00%	8	0.00%	100	0.00%
4701	OFFICE SUPPLIES	2,008	0.06%	2,008	0.04%	2,008	0.06%	2,008	0.04%	2,008	0.04%	2,008	0.06%	24,100	0.05%
4704	OTHER MIN.EQUIP-U/$50(	217	0.01%	217	0.00%	217	0.01%	217	0.00%	217	0.00%	217	0.01%	2,600	0.01%
4711	SOFTWARE	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	400	0.00%
4916	UNIFORMS & SHOES	2,250	0.06%	2,250	0.05%	2,250	0.06%	2,250	0.05%	2,250	0.05%	2,250	0.06%	27,000	0.06%
4999	MISC. OPERATING SUP.	4,792	0.13%	4,792	0.11%	4,792	0.13%	4,792	0.10%	4,792	0.11%	4,792	0.13%	57,500	0.12%
															0.00%
TOTAL EXPENSES		126,733	3.51%	126,783	2.81%	126,733	3.51%	126,733	2.77%	126,733	2.81%	126,783	3.51%	1,523,100	3.25%
TOTAL OPERATING EXPENSES		442,979	12.27%	522,091	11.57%	442,979	12.27%	442,979	9.68%	522,030	11.57%	443,040	12.28%	5,634,300	12.01%
TOTAL INCOME OPERATIONS		3,165,993	87.73%	3,989,124	88.43%	3,165,993	87.73%	4,131,393	90.32%	3,989,186	88.43%	3,165,931	87.72%	41,282,336	87.99%
2155	MANAGEMENT FEE	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
9503	COMPUTER HARDWARE-I	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	2,500	0.01%
9508	MACH.EQUIP.& FURN.-NE	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
9512	COMPUTER HARDWARE-I	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	3,900	0.01%
9518	MACHINERY, EQUIP. * FUI	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
9520	COMPUTER SOFTWARE -	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	1,800	0.00%
9602	AUTO & VEHICLES - REPL	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	55,000	0.12%
TOTAL FIXED ASSETS		0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	63,200	0.13%
NET INCOME TO D.C.A.D.		3,165,993	87.73%	3,989,124	88.43%	3,165,993	87.73%	4,131,393	90.32%	3,989,186	88.43%	3,165,931	87.72%	41,219,136	87.86%

BUDGET

PROPOSED BUGET 08/09
AIRPORT PARKING ASSOCIATES

	PROPOSED GROSS REVENUE	50,200,800	
Less:	Sales Taxes (7.00%)	($3,284,164)	
	TOTAL NET REVENUE		$46,916,636

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PROPOSED BUGET 08/09
AIRPORT PARKING ASSOCIATES

700		**EMPLOYEE SALARIES**		
	700110	**Regular Salaries**	2,841,900	
	700160	**Overtime Salaries** 8.00% of Regular Salaries (Based on Projected Overtime 07/08)	227,300	
	700150	**Sick Leave** (6 Days pay for eligible employees) (Based on History and Percentage of Increase)	50,600	
	700151	**Holiday** 108 Employees - 9 Holiday Per Employee (Based on History and Percentage of Increase)	75,900	
		TOTAL EMPLOYEE SALARIES		$3,195,700

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PROPOSED BUGET 08/09
AIRPORT PARKING ASSOCIATES

701		**FRINGE BENEFITS**		
	701010	**Social Security @ 7.65% (6.2% + 1.45%)**	244,500	
	701011	***Retirement***	*53,200*	
	701110	**Group Health Insurance** 108 Employees @ $340.00/per month	440,600	
	701111	**Group Life Insurance** (108 emp. @ $3.25/per month)	4,200	
	701115	***Worker's Comp.***	*108,000*	
	701116	**Unemployment Ins. @ 2.02%** (Based on History)	*64,500*	
	701013	***Other Fringe Benefits/Employee Incentive*** (Employee of the month/year incentive program to honor outstanding employee of the month/year and boost moral)	*500*	
		TOTAL FRINGE BENEFITS		**$915,500**

PROPOSED BUGET 08/09
AIRPORT PARKING ASSOCIATES

722		**OUTSIDE CONTRACTUAL SERVICES**		
	721010	**External Audit**		20,300
	722430	**Outside Maintenance**		19,200
		-Simplex (Embossed Machines) (19 Embossing Machines)	$7,600	
		-Crow Security - Safe and Money Shutters	$3,600	
		-Hightec Electronic Display	$3,600	
		-ACS (Gates for Police Entrance and Taxi Lot)	$1,200	
		-Southern Golf Cart (Golf cart services not covered by contract)	$1,100	
		Accurate Cash Register (Service Calls for Taxi Lot, not covered under contract)	$500	
		-Miscellaneous (A/C Coil Cleaning for Short Term, not covered under contract) (Service Calls/Golf Carts) (Repair Fax Machine) (Repair Air Compressor) (Repair Back-Up Jiffy Jump) (Payroll Time Clocks for Two Locations)	$1,600	
	722311	**Armored Car Services**		24,000
	731140	**Employment Advertisement**		1,000
	731510	**Outside Printing**		93,600
		-Parking Tickets (4,750,000 per year @ $15.15M, Parking Tickets & Freight)	72,400	
		-Exception Forms/Cashier Forms (500,000 per year @ $.015)	$7,500	
		-Valet Ticket Printing ($1,500 x 3 orders per year)	$4,500	
		-Mag Card Malfunction Forms ($77.50/m x 1 order per year)(5,000 forms)	$400	
		-Lost Ticket Forms ($182.75/m x =2/m x 2 per order year)(2,000 forms per order)	$700	
		-Insufficient Funds Forms ($182.75/m x =2/m x 2 per order year)(2,000 forms per order)	$700	
		-Handicap Forms ($44.00/m x =12/m x 3 per order year)(12,000 forms per order)	$4,100	
		-Receipts ($93.50/m x 6/m x 3 per order year)(6,000 forms per order)	$1,700	
		-Printing Time Cards	$600	
		-Miscellaneous Blue Card Forms/Stamp Check Cards Envelopes (without window) Envelopes (with window) Memo Pads Letter Heads-(Stationary) Time Cards Business Cards Warning Notices Incident Forms	$1,000	
	749890	**Parking Managerial**		99,000

DCB

PROPOSED BUGET 08/09
AIRPORT PARKING ASSOCIATES

722	**OUTSIDE CONTRACTUAL SERVICES (Continued)**			
722430	**Other Contractual Services/ Monthly Maintenance**		302,500	
	-Currency Counter - 2 units	$1,300		
	($650.00 per Register - Maintenance Contract Labor and Parts)			
	-ACS Inc (C.C.P. Revenue Control Equipment Maintenance)	$264,700		
	-ACS Inc (Short Term Revenue Control Equipment Maintenance)			
	-ACS Inc.(Economy Park & Ride Revenue Equipment)			
	-ACS Inc.(Valet Revenue Equipment)			
	-ACS Inc.(Park 6 - Short Term)			
	-ACS Inc. Mobile LPI			
	-ACS Inc. License Plate Recognition			
	- Crow Security - Safe and Money Shutters	$3,600		
	(Projected Cost: $3,000)			
	- Simplex Grinnell	$16,500		
	(Security Access Control Contract)			
	(Security Doors and CCTV Contract0			
	(Simplex Fire Alarm Contract)			
	- Tele-check System	$3,300		
	($39.41 per unit x 7 units x 12 months)			
	- Friendly John			
	($150.00 x 1 Potty John x 12 months)	$1,800		
	-Accurate Cash Register (Maintenance of Four Registers in Taxi)	$3,500		
	($700.00 x 2 Backup Registers)			
	($750.00 x 2 Master Registers)			
	($600.00 x 1 Remote Parking Lot Register)			
	Payroll Time Clock for Two Locations	$1,300		
	($650 x 2 Maintenance Contract)			
	OTHER CONTRACTUAL SERVICES			
	-Reid Psychological Test			
	(Employment Screening Test/200 tests per year @ $16.00 per test)	$3,200		
	-License Plates Inquiry	$1,600		
	(Title Search of Potential Abandoned Vehicles)			
	-Polygraphs/Specifics			
	5 Tests @ $350.00 per test	$1,700		
	TOTAL CONTRACTUAL SERVICES			**$559,600**

PROPOSED BUGET 08/09
AIRPORT PARKING ASSOCIATES

723		**INSURANCE**		
	723220	**Vehicle Insurance** (Liability and Collision for 2 Service Vehicles/ umbrella coverage for 3 Golf Carts)	26,500	
	723210	**Garage Liability Insurance** -Short Term and Long Term Parking Garage -Economy Park & Ride Remote Parking Lot -Liability Insurance Valet Parking -Performance Bond	80,700	
		TOTAL INSURANCE		**$107,200**

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PROPOSED BUGET 08/09
AIRPORT PARKING ASSOCIATES

726	**RENTAL SERVICES**			
726013	**Rent - Service Vehicles/Golf Carts** ($500.00 Monthly For (3) Golf Carts x 12 months)		6,000	
725330	**Rent - Copy Machine** (2 Copiers @ $400.00/each per month) Monthly For Copies (35,500 Copies @ .0085 Per Copy)	$9,600 $300	9,900	
726013	**Rent - Other Equipment** -Neopost Postage Meter Machine ($100.00 x 12 Months)	$1,100	2,900	
	- Two Cellular Phones ($50.00 x 3 Managers x 12 Months)	$1,800		
725910	**Other Rental Expense** (P.O. Box rental)		200	
	TOTAL RENTAL SERVICES			**$19,000**

PROPOSED BUGET 08/09
AIRPORT PARKING ASSOCIATES

731		**UTILITIES**		
	731010	**Telephone Services** (CCP Automated Receptionist System)	7,200	
	722110	**Water & Sewer & DERM** Based on History 07/08	10,200	
		TOTAL UTILITIES		**$17,400**

PROPOSED BUGET 08/09
AIRPORT PARKING ASSOCIATES

731 GENERAL & ADMINISTRATIVE EXPENSE

731611	**Postage/Mailing Expense** -Insufficient Funds Letters/4,250 Yearly -Mag Card Letters/1,500 yearly -Abandoned Car Letters/350 Yearly (Certified & Regular) -*Miscellaneous*: Accounts Payable, Patron Refunds, Employment Verification, Address Checks, Lost And Found, Handicapped Audits, Abandoned Car Audits		5,100
732250	**License & Permit Fee** State of Florida Occupational License (Parking Garage Flamingo and Dolphin) (Park Lot #6) (Upper and Lower Short Term) (Economy Park & Ride)		2,200
732140	**Refunds To Patrons**		3,900
721310	**Credit Card Expenses**		766,600
	- Based on History (1.45% of Gross Revenue)	$732,900	
	- Based on Credit Card transaction History	$33,700	
733030	**Employee Parking Decal**		43,900
	(115 + employees @ $360.00/per decal yearly)	$41,400	
	(115 + employees @ $20.00/per Identification Badge)	$2,300	
	(10 + employees @ $20.00/per Fingerprinting)	$200	
732020	**Employee Training Seminars** (Employee computer training at $125.00/ per class, and per office employees. Training on new software Wordperfect/Windows/Lotus and other software) -Exceptional Customer Service Program/ Yearly for 25 Employees)	$3,000	3,000

TOTAL GENERAL & ADMINISTRATIVE EXPENSES **$824,700**

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PROPOSED BUGET 08/09
AIRPORT PARKING ASSOCIATES

741		**FUEL AND LUBRICANTS**		
	741011	Lubricant And Motor Oil	100	
	741016	Gasoline	500	
		TOTAL FUELS AND LUBRICANTS		**$600**
743		**REPAIR AND MAINTENANCE SUPPLIES**		
	743110	Repair Parts - Other Than Auto	4,100	
		-Repair parts for Registers and spitters (ACS) -Air Conditioners In Cashier Booths -Currency Counter -Golf Carts Tires -Crow Security		
	743220	Expendable Tools -Tools for elevator stampers	100	
	743022	Mechanical Maintenance -Battery Jumper Cables	100	
		TOTAL REPAIR AND MAINTENANCE		**$4,300**

PROPOSED BUGET 08/09
AIRPORT PARKING ASSOCIATES

747		**OFFICE SUPPLIES/MINOR EQUIPMENT**	
	747010	**Office Supplies/Outside Vendors**	24,100
		-Copier Bond Paper for Two Locations -Supplies for Fax Machine -Storage Boxes -Binders And Folders -Journals And Legal Pads -Computer Supplies/9 Computers (Toner And Diskettes) -Typewriter Supplies/2 Typewriters (Ribbons Cartridge) -Calculator Supplies/ 27 Calculators (Ribbons And Tapes) -General Office Supplies -Toner for 3 Hewlett Packer Printer in the Plaza -Drums for 3 Hewlett Packer Printer in the Plaza (Rubber Bands, Paper Clips, Staples, Markers, Scotch Tape, Catalog Envelopes, Pens, Pencils, etc.)	
	747021	**Other Minor Equipment - Under $500.** - Portable Heaters Replacement as Needed - Portable Fans Replacement as Needed - Cashier Chairs Replacement as Needed - Laminating Machine	2,600
	747030	**Computer Software - Under $500.00** (Software for 2 Computers)	400
			$27,100
		TOTAL OFFICE SUPPLIES/MINOR EQUIPMENT	

PROPOSED BUGET 08/09
AIRPORT PARKING ASSOCIATES

27,000

749311 Uniforms

-Replacement And New Hires

Cashiers Personnel	$6,240
(5 Shirts x 48 Cashiers @ $26.00/each)	$2,448
(3 Spruce Green Pants x 48 Cashiers @ $17.00/each)	$4,140
(3 Long Sleeve Shirts x 48 Cashiers @ $28.75/each)	$1,368
(1 Windbreaker x 48 Employees @ $28.50/each)	
Supervisors Personnel	$1,739
(5 Shirts x 13 Supervisors @ $26.75/each)	$663
(3 Black Pants x 13 Supervisors @ $17.00/each)	$1,092
(3 Long Sleeve Shirts x 13 Supervisors @ $28.00/each)	$371
(1 Windbreaker x 13 Supervisors @ $28.50/each)	$110
(1 Cap x 13 Supervisors @ $8.50/each)	
Garage Assistants, Janitors, Lot Checkers and Cashier Training Person	$770
(5 Shirts x 8 Employees @ $19.25/each)	$408
(3 Spruce Green Pants x 8 Employees @ $17.00/each)	$228
(1 Windbreaker x 8 Employees @ $28.50/each)	
Parking Garage Assistants Personnel	$1,575
(5 Shirts x 21 PGA @ $15.00/each)	$929
(3 Spruce Pants x 21 PGA @ $14.75/each)	$1,355
(3 Spruce Pleated Shorts x 21 PGA @ $21.50/each)	$525
(1 Windbreaker x 21 PGA @ $25.00/each)	$140
(1 Cap x 25 PGA @ $5.75/each)	
Valet Personnel	$1,600
(5 Shirts x 9 Valet Attendant @ $34.75/each)	$400
(3 Spruce Green Pants x 9 Valet Attendant @ $17.00/each)	$600
(3 Short Pants x 9 Valet Attendant @ $23.50/each)	$200
(1 Spruce Green Windbreaker x 9 Valet Attendant @ $28.50/each)	$100
(1 Spruce Green Cap x 12 Valet Attendant @ $8.50/each)	

Special Custom Orders (When Necessary)	$1,500.00
(Maternity Dresses @ $35.50 each)	

Based on prices per unit (times) quantity stock, 50%
of initial order, plus 50% replacement expenditures

PROPOSED BUGET 08/09
AIRPORT PARKING ASSOCIATES

749660	**Miscellaneous Operating Supplies**		57,500
	Misc. Cleaning Supplies	$8,500	
	-Janitorial And Lavatory Supplies		
	(For Airport Parking Offices, 5 Cashier Booths,		
	Four Lavatories)		
	-Plastic Bags (Garbage Disposal)		
	Misc. Paper Supplies	$6,000	
	-Brown Bags For Cashiers		
	Misc. Taxi Supplies	$7,000	
	-Ribbons for Taxi Registers (2 Booths)		
	-Tape for Taxi Register Machine (2 Booths)		
	Misc. Paper Supplies	$8,000	
	-Supplies For Copiers		
	(Toner & Disposal Containers)		
	-Printer Paper for Register Printers		
	-Paper for Credit Card Printers		
	Misc. Supplies for Elevator Stampers	$5,000	
	-Ribbon for Elevator Stampers		
	Misc. Traffic Supplies		
	-Gate Arms	$5,000	
	-Raincoats and Traffic Flash lights		
	(Traffic Vests)		
	(Flags For Traffic Persons)		
	Misc. Hurricane Supplies	$3,000	
	(Polaroid Film)		
	(First Aid Supplies)		
	(Flash Lights And Lanterns for Hurricane Supplies)		
	(Batteries For Lanterns And Beepers)		
	Misc. Awnings		
	- Awnings for Park 6	$15,000	
			$84,500

PROPOSED BUGET 08/09
AIRPORT PARKING ASSOCIATES

950

MACHINERY, EQUIP. AND FURN.

950210	**Computer Hardware - New** (4 Printers/Upgrading)	$1,600
950320	**Computer Hardware - Replacement** (2 Computers/Upgrading)	$3,900
950410	**Other Machinery, Equipment & Furn.** (2 Taxi Register)	$1,900
9601	**Service Vehicles** (2 Vehicles @ $27,500.00)	$55,000

TOTAL FIXED ASSETS **$62,400**

FIXED ASSETS

PARKING FACILITIES MANAGED BY AIRPORT PARKING ASSOCIATES
2008/2009 OPERATING BUDGET

FIXED ASSETS SECTION

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C.)	JUSTIFICATION BY ITEM.....	III

AIRPORT PARKING ASSOCIATES
PROPOSED BUDGET 2008/2009

SECTION A.....NARRATIVE/FIXED ASSETS

950210 Computer Hardware - (New)

Purchase two new computers and printers.

950320 Computer Hardware – (Rep.)

Purchase two new printers to replace old printers.

950410 Other Machninery – Equip & Furn.

Purchase two taxi lot registers.

9601 Automobile

Purchase two vehicles for customer service.

AIRPORT PARKING ASSOCIATES
PROPOSED BUDGET 2008/2009

SECTION B.....FIXED ASSETS SCHEDULE BY MONTH

Computer Hardware - (New)

Purchase two new Computer and printers – October 2008

Computer Hardware – (Rep.)

Purchase two new printers to replace old printers – October 2008

Other Machinery – Equip & Furn.

Purchase two new Taxi Lot Registers– October 2008

Automobile

Purchase two new vehicles for customer service.

AIRPORT PARKING ASSOCIATES
PROPOSED BUDGET 2008/2009

SECTION C.....JUSTIFICATION BY ITEM

Computer Hardware – New

Purchase two new computers and printers for A/R Department, and the Auditing Clerical Office as we continue to enhance our internal printing materials.

Computer Hardware – (Rep.)

Purchase two new printers to replace old printers in the clerical office.

Other Machinery – Equip & Furn.

Purchase two new Taxi Lot Registers to upgrade the old ones that were purchased in 2005.

Automobile

Purchase two new vehicles for customer service. Vehicles that we currently have are two of the 2000 Ford Explorers.

EXHIBITS

MIAMI-DADE AVIATION DEPARTMENT

MIAMI INTERNATIONAL AIRPORT

PARKING FACILITIES MANAGED BY

AIRPORT PARKING ASSOCIATES

COMPARISON OF CURRENT BUDGET FY 07/08 TO PROPOSED BUDGET FY 08/09

- REVISED SUMMARY LEVEL

Exhibit "A"

	$ BUDGET 07/08	$	$ CHANGE	%	$ PROPOSED 08/09	%
GROSS REVENUE	45,000,000	108.33%	5,200,800	18.42%	50,200,800	108.49%
CREDIT CARD EXPENSES:	(576,000)	-1.25%	(576,000)	31.81%	0	-1.39%
SALES TAX	(2,943,925)	-7.09%	340,239	18.42%	(3,284,164)	-7.10%
NET REVENUE:	41,480,075	100.0%	4,965,039	68.6%	46,916,636	100.0%
LESS:						
SALARIES	3,317,500	8.00%	(121,800)	-3.67%	3,195,700	6.81%
FRINGE BENEFITS	1,045,700	2.52%	(130,200)	-12.45%	915,500	1.95%
OPERATING EXPENSES	962,200	2.32%	583,200	60.61%	1,545,400	3.29%
TOTAL OPERATING EXPENSES	5,325,400	12.84%	331,200	6.22%	5,656,600	12.06%
TOTAL OPERATING INCOME	36,154,675	87.16%	4,633,839	12.82%	41,260,036	87.94%
MANAGEMENT FEES	72,000	0.17%	27,000	37.50%	99,000	0.21%
FIXED ASSETS	55,400	0.13%	(48,000)	-86.64%	62,400	0.13%
NET TO DCAD:	36,027,275	86.85%	4,654,839	12.92%	41,098,636	87.60%

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FILENAME:A1-0809

MIAMI-DADE AVIATION DEPARTMENT
MIAMI INTERNATIONAL AIRPORT
PARKING FACILITIES MANAGED BY AIRPORT PARKING ASSOCIATES
COMPARISON OF CURRENT BUDGET FY 07/08
TO PROPOSED BUDGET FY 08/09
BY LINE ITEM

Exhibit "A-1"

DCAD CODES			$ BUDGET 07/08	$	$ CHANGE	%	$ PROPOSED 08/09	%
		GROSS REVENUE:	45,000,000	108.49%	5,200,800	11.56%	50,200,800	107.00%
		CREDIT CARD EXPENSES	(576,000)	-1.39%	(576,000)	-100.00%	0	0.00%
		SALES TAX	(2,943,925)	-7.10%	340,239	11.56%	(3,284,164)	-7.00%
		NET REVENUE	**41,480,075**	**100.00%**	**4,965,039**	**11.97%**	**46,916,636**	**100.00%**
		SALARY EXPENSES:						
101	700110	SALARIES-REGULAR	2,919,300	7.04%	(77,400)	-2.65%	2,841,900	6.06%
102	700160	OVERTIME SALARIES	233,500	0.56%	(6,200)	-2.66%	227,300	0.48%
149	700150	SICK LEAVE	65,900	0.16%	(15,300)	-23.22%	50,600	0.11%
150	700151	HOLIDAY LEAVE	98,800	0.24%	(22,900)	-23.18%	75,900	0.16%
		TOTAL SALARIES	**3,317,500**	**8.00%**	**(121,800)**	**-3.67%**	**3,195,700**	**6.81%**
		FRINGE BENEFITS EXPENSES:						
140	701010	SOCIAL SECURITY	241,200	0.58%	3,300	1.37%	244,500	0.52%
141	701011	RETIREMENT	78,800	0.19%	(25,600)	-32.49%	53,200	0.11%
142	701110	GROUP HEALTH INSURANCE	457,000	1.10%	(16,400)	-3.59%	440,600	0.94%
143	701111	GROUP LIFE	5,000	0.01%	(800)	-16.00%	4,200	0.01%
147	701115	WORKERS COMPENSATION	196,400	0.47%	(88,400)	-45.01%	108,000	0.23%
148	701116	UNEMPLOYMENT INSURANCE	66,800	0.16%	(2,300)	-3.44%	64,500	0.14%
158	701013	FRINGE BENEFITS/EMP. INCENTIVES	500	0.00%	0	0.00%	500	0.00%
		TOTAL BENEFITS	**1,045,700**	**2.52%**	**(130,200)**	**-12.45%**	**915,500**	**1.95%**
		OPERATING EXPENSES:						
2101	721010	EXTERNAL AUDIT	19,700	0.05%	600	3.05%	20,300	0.04%
2121	722430	OUTSIDE MAINTENANCE SERVICE	18,000	0.04%	1,200	6.67%	19,200	0.04%
2131	722311	ARMORED CAR SERVICES	23,500	0.06%	500	2.13%	24,000	0.05%
2133	731140	EMPLOYMENT ADVERTISING	1,000	0.00%	0	0.00%	1,000	0.00%
2138	731510	OUTSIDE PRINTING	99,600	0.24%	(6,000)	-6.02%	93,600	0.20%
2199	722430	OTHER OUTSIDE CONTRACT SERVICES	328,300	0.79%	(25,800)	-7.86%	302,500	0.64%
2301	723220	VEHICLE INSURANCE	5,100	0.01%	21,400	419.61%	26,500	0.06%
2310	723210	GARAGE LIABILITY INSURANCE	214,300	0.52%	(133,600)	-62.34%	80,700	0.17%
2501	726013	RENT SERVICE VEHICLE	5,900	0.01%	100	1.69%	6,000	0.01%
2503	725330	RENT-COPY MACHINE	10,200	0.02%	(300)	-2.94%	9,900	0.02%
2504	726013	RENT- OTHER EQUIP	2,600	0.01%	300	11.54%	2,900	0.01%
2599	725910	OTHER RENTAL EXPENSE	200	0.00%	0	0.00%	200	0.00%
3101	731010	TELEPHONE	7,000	0.02%	200	2.86%	7,200	0.02%
3106	722110	WATER & SEWER (DERM)	10,200	0.02%	0	0.00%	10,200	0.02%
3302	731611	POSTAGE/MAILING EXPENSE	5,000	0.01%	100	2.00%	5,100	0.01%
3321	732250	LICENSE & PERMIT FEES	2,200	0.01%	0	0.00%	2,200	0.00%
3324	732140	REFUNDS TO PATRONS	3,100	0.01%	800	25.81%	3,900	0.01%
3331	721310	CREDIT CARD EXPENSE	36,000	0.09%	730,600	2029.44%	766,600	1.63%
3332	733030	EMPLOYEE PARKING DECAL	51,500	0.12%	(7,600)	-14.76%	43,900	0.09%
3340	732020	EMPLOYEE TRAINING SEMINARS	3,000	0.01%	0	0.00%	3,000	0.01%
4102	741011	LUBRICANTS & MOTOR OIL	100	0.00%	0	0.00%	100	0.00%
4104	741016	GASOLINE	500	0.00%	0	0.00%	500	0.00%
4302	743110	REPAIR PARTS (NON-AUTO)	4,100	0.01%	0	0.00%	4,100	0.01%
4305	743220	EXPENDABLE TOOLS	100	0.00%	0	0.00%	100	0.00%
4324	743022	MECH. MAINT. (AUTO)	100	0.00%	0	0.00%	100	0.00%
4701	747010	OFFICE SUPPLIES	23,400	0.06%	700	2.99%	24,100	0.05%
4704	747021	OTHER MINOR EQUIP - UNDER 500	2,600	0.01%	0	0.00%	2,600	0.01%
4711	747030	SOFTWARE - UNDER $500.	400	0.00%	0	0.00%	400	0.00%
4916	749311	UNIFORMS & SHOES	27,000	0.07%	0	0.00%	27,000	0.06%
4999	749660	MISC. OTHER OPERATING SUPPLIES	57,500	0.14%	0	0.00%	57,500	0.12%
		TOTAL EXPENSES	**962,200**	**2.32%**	**583,200**	**60.61%**	**1,545,400**	**3.29%**
		TOTAL OPERATING EXPENSES	**5,325,400**	**12.84%**	**331,200**	**6.22%**	**5,656,600**	**12.06%**
		TOTAL INCOME FROM OPERATIONS	**36,154,675**	**87.16%**	**4,633,839**	**12.82%**	**41,260,036**	**87.94%**
2155	749890	**MANAGEMENT FEES**	**72,000**	**0.17%**	**27,000**	**37.50%**	**99,000**	**0.21%**
		FIXED ASSETS EXPENSES:						
9503	950210	COMPUTER HARDWARE - NEW	1,600	0.00%	0	0.00%	1,600	0.00%
9508	0	OTHER MACHINE EQUIP.& FURN. - NEW	0	0.00%	0	0.00%	0	0.00%
9508	950320	COMPUTER HARDWARE - REP.	3,900	0.01%	0	0.00%	3,900	0.01%
9515	0	RADIO EQUIPMENT - REP.	48,000	0.12%	(48,000)	-100.00%	0	0.00%
9518	950410	OTHER MACHINERY, EQUIP. & FURN. R	1,900	0.00%	0	0.00%	1,900	0.00%
0	9601	Automobile Service Vehicle	0	0.00%	0	0.00%	55,000	0.12%
		TOTAL FIXED ASSETS	**55,400**	**0.13%**	**(48,000)**	**-86.64%**	**62,400**	**0.13%**
		NET INCOME TO DCAD	**36,027,275**	**86.85%**	**4,654,839**	**12.92%**	**41,098,636**	**87.60%**

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MIAMI-DADE AVIATION DEPARTMENT
MIAMI INTERNATIONAL AIRPORT
FACILITIES MANAGED BY AIRPORT PARKING ASSOCIATES
COMPARISON OF PROJECTED ACTUALS FY 07/08 REVISED TO PROPOSED
BUDGET FY 08/09 - REVISED BY LINE ITEM

Exhibit "B-1"

	DCAD CODES		CURRENT BUDGET 07/08		PROJECTED/ ACTUAL 07/08		CHANGE (PROJECTED/BUDGET)		PROPOSED BUDGET 08/09	
			$	%	$	%	$	%	$	%
		GROSS REVENUE:	45,000,000	108.49%	47,600,300	107.86%	2,600,500	93.41%	50,200,800	108.49%
		CREDIT CARD EXPEI	(576,000)	-1.39%	(699,724)	-1.59%	699,724	25.13%	0	-1.39%
		SALES TAX	(2,943,925)	-7.10%	(2,767,996)	-6.27%	(516,168)	-18.54%	(3,284,164)	-7.10%
		NET REVENUE	**41,480,075**	**100.00%**	**44,132,580**	**100.00%**	**2,784,056**	**100.00%**	**46,916,636**	**100.00%**
		SALARY EXPENSES:								
101	700110	SALARIES-REGULAR	2,919,300	7.04%	2,910,600	6.60%	(68,700)	-2.47%	2,841,900	6.06%
102	700160	OVERTIME SALARIES	233,500	0.56%	232,848	0.53%	(5,548)	-0.20%	227,300	0.48%
149	700150	SICK LEAVE	*65,900*	0.16%	49,189	0.11%	1,411	0.05%	*50,600*	0.11%
150	700151	HOLIDAY LEAVE	*98,800*	0.24%	*71,601*	0.16%	*4,299*	0.15%	*75,900*	0.16%
		TOTAL SALARIES	**3,317,500**	**7.60%**	**3,264,238**	**7.40%**	**(68,538)**	**-2.46%**	**3,195,700**	**6.81%**
		FRINGE BENEFITS EXPENSES:								
140	701010	SOCIAL SECURITY	241,200	0.58%	249,714	0.57%	(5,214)	-0.19%	244,500	0.52%
141	701011	RETIREMENT	78,800	0.19%	61,694	0.14%	(8,494)	-0.31%	53,200	0.11%
142	701110	GROUP HEALTH INSURANCE	457,000	1.09%	402,320	0.91%	38,280	1.37%	440,600	0.94%
143	701111	GROUP LIFE	5,000	0.01%	2,981	0.01%	1,219	0.04%	4,200	0.01%
147	701115	WORKERS COMPENSATION	196,400	0.47%	107,310	0.24%	690	0.02%	108,000	0.23%
148	701116	UNEMPLOYMENT INSURANCE	66,800	0.16%	66,000	0.15%	(1,500)	-0.05%	64,500	0.14%
158	701013	FRINGE BENEFITS/EMP. INCENTIVES	500	0.00%	500	0.00%	0	0.00%	500	0.00%
		TOTAL BENEFITS	1,045,700	2.91%	890,519	2.02%	24,981	0.90%	915,500	1.95%
		OPERATING EXPENSES:								
2101	721010	EXTERNAL AUDIT	19,700	0.05%	19,700	0.04%	600	0.02%	20,300	0.04%
2121	722430	OUTSIDE MAINTENANCE SERVICE	18,000	0.04%	12,500	0.03%	6,700	0.24%	19,200	0.04%
2131	722311	ARMORED CAR SERVICES	23,500	0.06%	21,700	0.05%	2,300	0.08%	24,000	0.05%
2133	731140	EMPLOYMENT ADVERTISING	1,000	0.00%	700	0.00%	300	0.01%	1,000	0.00%
2136	731510	OUTSIDE PRINTING	99,600	0.24%	77,500	0.18%	16,100	0.58%	93,600	0.15%
2199	722430	OTHER OUTSIDE CONTRACT SERVICES	328,300	0.79%	264,700	0.60%	37,800	1.36%	302,500	0.64%
2301	723220	VEHICLE INSURANCE	5,100	0.01%	26,100	0.06%	400	0.01%	26,500	0.06%
2310	723210	GARAGE LIABILITY INSURANCE	214,300	0.52%	79,500	0.18%	1,200	0.04%	80,700	0.17%
2501	726013	RENT SERVICE VEHICLE	5,900	0.01%	6,000	0.01%	0	0.00%	6,000	0.01%
2503	725330	RENT-COPY MACHINE	10,200	0.02%	9,200	0.02%	700	0.03%	9,900	0.02%
2504	726013	RENT- OTHER EQUIP	2,600	0.01%	2,200	0.00%	700	0.03%	2,900	0.01%
2599	725910	OTHER RENTAL EXPENSE	200	0.00%	200	0.00%	0	0.00%	200	0.00%
3101	731010	TELEPHONE	7,000	0.02%	1,600	0.00%	5,600	0.20%	7,200	0.02%
3106	722110	WATER & SEWER (DERM)	10,200	0.02%	2,500	0.01%	7,700	0.28%	10,200	0.02%
3302	731611	POSTAGE/MAILING EXPENSE	5,000	0.01%	4,800	0.01%	300	0.01%	5,100	0.01%
3321	732250	LICENSE & PERMIT FEES	2,200	0.01%	1,200	0.00%	1,000	0.04%	2,200	0.00%
3324	732140	REFUNDS TO PATRONS	3,100	0.01%	3,200	0.01%	700	0.03%	3,900	0.01%
3331	721310	CREDIT CARD EXPENSE	36,000	0.09%	722,100	1.64%	44,500	1.60%	766,600	1.63%
3332	733030	EMPLOYEE PARKING DECAL	51,500	0.12%	39,500	0.09%	4,400	0.16%	43,900	0.09%
3340	732020	EMPLOYEE TRAINING SEMINARS	3,000	0.01%	2,800	0.01%	200	0.01%	3,000	0.01%
4102	741011	LUBRICANTS & MOTOR OIL	100	0.00%	100	0.00%	0	0.00%	100	0.00%
4104	741016	GASOLINE	500	0.00%	500	0.00%	0	0.00%	500	0.00%
4302	743110	REPAIR PARTS (NON-AUTO)	4,100	0.01%	3,800	0.01%	300	0.01%	4,100	0.01%
4305	743220	EXPENDABLE TOOLS	100	0.00%	100	0.00%	0	0.00%	100	0.00%
4324	743022	MECH. MAINT. (AUTO)	100	0.00%	100	0.00%	0	0.00%	100	0.00%
4701	747010	OFFICE SUPPLIES	23,400	0.06%	23,200	0.05%	900	0.03%	24,100	0.05%
4704	747021	OTHER MINOR EQUIP - UNDER 500	2,600	0.01%	2,500	0.01%	100	0.00%	2,600	0.01%
4711	747030	SOFTWARE - UNDER $500.	400	0.00%	400	0.00%	0	0.00%	400	0.00%
4916	749311	UNIFORMS & SHOES	27,000	0.07%	26,500	0.06%	500	0.02%	27,000	0.06%
4999	749680	MISC. OTHER OPERATING SUPPLIES	57,500	0.14%	51,500	0.12%	6,000	0.22%	57,500	0.12%
		TOTAL EXPENSES	**962,200**	**2.32%**	**1,406,400**	**3.19%**	**139,000**	**4.99%**	**1,545,400**	**3.25%**
		TOTAL OPERATING EXPENSES	**5,325,400**	**12.83%**	**5,561,157**	**12.60%**	**95,443**	**3.43%**	**5,656,600**	**12.01%**
		TOTAL INCOME FROM OPERATIONS	**36,154,675**	**87.17%**	**38,571,423**	**87.40%**	**2,688,613**	**96.57%**	**41,260,036**	**87.99%**
2155	749890	MANAGEMENT FEES	**72,000**	**0.17%**	**72,000**	**0.16%**	**27,000**	**0.97%**	**99,000**	**0.00%**
		FIXED ASSETS EXPENSES:								
9503	950210	COMPUTER HARDWARE - NEW	1,600	0.00%	1,600	0.00%	0	**0.00%**	1,600	0.01%
9506	0	OTHER MACHINE EQUIP.& FURN. - NEW	0	0.00%	0	0.00%	0	**0.00%**	0	0.00%
9508	950320	COMPUTER HARDWARE - REP	3,900	0.01%	3,900	0.01%	0	**0.00%**	3,900	0.01%
9515	0	RADIO EQUIPMENT - REP.	48,000	0.12%	0	0.00%	0	**0.00%**	0	0.00%
9518	950410	OTHER MACHINERY, EQUIP. & FURN. RI	1,900	0.00%	1,900	0.00%	0	**0.00%**	1,900	0.00%
9601	0	Automobile Service Vehicle	0	0.00%	55,000	0.00%	0	**0.00%**	55,000	0.12%
		TOTAL FIXED ASSET	**55,400**	**0.13%**	**62,400**	**-2.35%**	**0**	0.00%	**62,400**	**0.13%**
		NET INCOME TO DCAD	**36,027,275**	**86.86%**	**38,437,023**	**87.09%**	**2,661,613**	**95.60%**	**41,098,636**	**87.60%**

MIAMI-DADE AVIATION DEPARTMENT
MIAMI INTERNATIONAL AIRPORT
FACILITIES MANAGED BY AIRPORT PARKING ASSOCIATES
COMPARISON OF PROJECTED ACTUALS FY 06/07 TO PROPOSED
BUDGET FY 07/08 - REVISED BY LINE ITEM

Exhibit "B"

DCAD CODES		CURRENT BUDGET 07/08 $	%	PROJECTED/ ACTUAL 07/08 $	%	CHANGE (PROJECTED/BUDGET) $	%	PROPOSED BUDGET 08/09 $	%
	GROSS REVENUE:	45,000,000	108.30%	47,600,300	109.15%	2,600,500	97.28%	50,200,800	108.49%
LESS	CREDIT CARD EXPEI	(576,000)	-1.22%	(699,724)	-1.41%	699,724	-0.99%	0	-1.39%
LESS	SALES TAX	(2,943,925)	-7.09%	(2,767,996)	-7.74%	(516,168)	3.72%	(3,284,164)	-7.10%
	NET REVENUE	41,480,075	100.00%	44,132,580	100.00%	2,784,056	100.00%	46,916,636	100.00%
TOTAL									
	SALARIES:	3,317,500	8.49%	3,264,238	7.40%	(68,538)	-2.46%	3,195,700	6.81%
	BENEFITS :	1,045,700	3.18%	890,519	2.02%	24,981	0.90%	915,500	1.95%
	OPERATING EXPENSES:	962,200	2.66%	1,406,400	3.19%	139,000	4.99%	1,545,400	3.25%
TOTAL	OPERATING EXPENSES	5,325,400	14.33%	5,561,157	12.60%	95,443	3.43%	5,656,600	12.01%
	MANAGEMENT FEES	72,000	0.21%	72,000	0.16%	72,000	0.97%	99,000	0.00%
	TOTAL FIXED ASSET	55,400	-2.22%	62,400	-2.35%	0	0.00%	62,400	0.13%
	NET INCOME TO DCAD	36,027,275	85.31%	38,437,023	87.09%	2,661,613	95.60%	41,098,636	87.60%

Exhibit "H"

DADE COUNTY AVIATION DEPARTMENT
MIAMI INTERNATIONAL AIRPORT
FACILITIES MANAGED BY AIRPORT PARKING ASSOCIATES
ANNUAL PAYROLL COMPARISON

JOB TITLE	07/08 # OF EMP.	BUDGET 07/08 FTE HRS	BUDGET 07/08 $	VARIANCE 07/08 BUD.-vs- PROJ. 07/08 FTE HRS	VARIANCE 07/08 BUD.-vs- PROJ. 07/08 $	PROJACT 07/08 # OF EMP.	PROJECTED 07/08 FTE HRS	PROJECTED 07/08 $	VARIANCE PROJ. 07/08 -vs- PROP. BUDGET 08/09 FTE HRS	VARIANCE PROJ. 07/08 -vs- PROP. BUDGET 08/09 $	08/09 # OF EMP.	PROPOSED BUDGET 08/09 FTE HRS	PROPOSED BUDGET 08/09 $	VARIANCE $/YEAR
MANAGER	1	2,080	$70,658	$0	0%	1	2,080	$70,656	2,121	3%	1	2,080	$72,779	$2,121
A/MANAGER	1	2,080	$42,390	$2,080	5%	1	2,080	$44,470	1,331	3%	1	2,080	$45,801	$3,411
OFFICE MANAGER	1	2,080	$30,555	$562	2%	1	2,080	$31,117	936	3%	1	2,080	$32,053	$1,498
ADMINISTRATIVE ASSISTANT	1	2,080	$27,186	-$21	0%	1	2,080	$27,165	832	3%	1	2,080	$27,997	$811
SUPERVISORS	5	10,400	$138,008	$0	0%	5	10,400	$138,008	4,576	3%	5	10,400	$142,584	$4,576
A/SUPERVISORS	13	27,040	$314,492	$0	0%	13	27,040	$314,492	-107,158	-34%	9	18,720	$207,334	-$107,158
CASHIERS	56	116,480	$1,147,173	$0	0%	56	116,480	$1,147,173	14,162	1%	48	99,840	$1,161,335	$14,162
VALET ASST. SUPERVISOR	2	4,160	$48,173	$30,513	63%	2	4,160	$78,686	0	0%	3	6,240	$78,686	$30,513
VALET MIA RUNNERS (AM and PM)(AM and PM)	7	14,560	$168,339	-$41,851	-25%	7	14,560	$124,488	15,737	100%	6	12,480	$140,225	-$26,114
CLERKS	13	27,040	$304,840	$0	0%	13	27,040	$304,840	-6,298	-2%	12	24,960	$298,542	-$6,298
PARKING OPER. ASST. (Lot Checkers & Janitors)	5	10,400	$99,349	$0	0%	5	10,400	$99,349	3,578	4%	5	10,400	$102,927	$3,578
PARKING GARAGE ASST. (Parking Inspec. & Garage Asst's)	24	49,920	$530,150	$0	0%	24	49,920	$530,150	1,498	0%	24	49,920	$531,648	$1,498
TOTAL	129	268,320	2,919,313	-$8,717	0%	129	268,320	[illegible]	-68,685	-2%	116	241,280	2,841,911	-$77,402

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MIAMI-DADE AVIATION DEPARTMENT
MIAMI INTERNATIONAL AIRPORT
FACILITIES MANAGED BY AIRPORT PARKING ASSOCIATES
FOUR YEARS HISTORICAL TREND

	MDAD CODES		PROPOSED BUDGET 08/09 $	%	PROJECTED/ACTUAL ACTUAL 07/08 $	%	CURRENT BUDGET 07/08 $	%	ACTUAL 06/07 $	%	ACTUAL 05/06 $	%	ACTUAL 04/05 $	%	ACTUAL 03/04 $	%
		GROSS	50,200,800	108.49%	47,600,300	108.37%	45,000,000	108.49%	42,207,562	116.14%	38,025,634	108.44%	31,788,712	108.95%	31,808,402	108.62%
		CREDIT CARD EXPENSES	0	-1.39%	(699,724)	-1.47%	(576,000)	-1.39%	(590,218)	-1.62%	(483,983)	-1.38%	(393,209)	-1.35%	257,701	0.88%
		SALES TAX	(3,284,164)	-7.10%	(2,767,996)	-5.85%	(2,943,925)	-7.10%	(5,274,318)	-14.51%	(2,476,651)	-7.06%	(2,218,704)	-7.60%	2,067,313	7.06%
		NET REVENUE	**46,916,636**	**100.00%**	**44,132,580**	**100.00%**	**41,480,075**	**100.00%**	**36,343,026**	**100.00%**	**35,065,000**	**100.00%**	**29,177,800**	100.00%	**29,283,368**	100.00%
		SALARY EXPENSES:														
101	700110	SALARIES-REGULAR	2,841,900	6.06%	2,910,600	5.39%	2,919,300	7.04%	2,315,503	6.37%	2,000,086	5.70%	2,063,054	7.07%	2,217,045	6.32%
102	700160	OVERTIME SALARIES	227,300	0.48%	232,848	0.43%	233,500	0.56%	185,777	0.51%	141,880	0.40%	95,559	0.33%	160,745	0.46%
149	700150	SICK LEAVE	50,600	0.11%	49,169	0.10%	65,900	0.16%	41,906	0.12%	40,444	0.12%	41,150	0.14%	48,250	0.14%
150	700151	HOLIDAY LEAVE	75,900	0.16%	71,601	0.19%	98,800	0.24%	57,211	0.16%	71,598	0.20%	86,331	0.30%	70,702	0.20%
		TOTAL SALARIES	**3,195,700**	**6.81%**	**3,264,238**	**6.11%**	**3,317,500**	**7.60%**	**2,600,396**	**7.16%**	**2,254,009**	**6.43%**	**2,286,094**	7.84%	**2,496,743**	7.12%
		FRINGE BENEFITS EXPENSES:														
140	701010	SOCIAL SECURITY	244,500	0.52%	249,714	0.47%	241,200	0.58%	198,931	0.55%	172,541	0.49%	175,724	0.60%	190,980	0.54%
141	701011	RETIREMENT	53,200	0.11%	61,694	0.12%	78,800	0.19%	64,996	0.18%	56,370	0.16%	57,139	0.20%	92,416	0.26%
142	701110	GROUP HEALTH INSURANCE	440,600	0.94%	402,320	1.00%	457,000	1.09%	279,639	0.77%	301,558	0.86%	294,587	1.01%	316,566	0.90%
143	701111	GROUP LIFE	4,200	0.01%	2,981	0.01%	5,000	0.01%	2,812	0.01%	3,008	0.01%	2,617	0.01%	2,478	0.01%
147	701115	WORKERS COMPENSATION	108,000	0.23%	107,310	0.21%	196,400	0.47%	126,916	0.35%	162,270	0.46%	179,112	0.61%	214,915	0.61%
148	701116	UNEMPLOYMENT INSURANCE	64,500	0.14%	66,000	0.16%	66,800	0.16%	27,957	0.08%	29,050	0.08%	38,549	0.13%	28,347	0.08%
156	701013	FRINGE BENEFITS/EMP. INCENTIV	500	0.00%	500	0.00%	500	0.00%	191	0.00%	375	0.00%	350	0.00%	0	0.00%
		TOTAL BENEFITS	**915,500**	1.95%	**890,519**	**2.02%**	**1,046,700**	**2.91%**	**701,442**	**1.93%**	**725,172**	**2.07%**	**748,079**	**2.56%**	**845,712**	**40.91%**
		OPERATING EXPENSES:														
2101	721010	EXTERNAL AUDIT	20,300	0.04%	19,700	0.05%	19,700	0.05%	3,185	0.01%	0	0.00%	0	0.00%	0	0.00%
2121	722430	OUTSIDE MAINTENANCE SERVICE	19,200	0.04%	12,500	0.03%	18,000	0.04%	5,634	0.02%	26,111	0.07%	901	0.00%	1,927	-0.08%
2131	722311	ARMORED CAR SERVICES	24,000	0.05%	21,700	0.05%	23,500	0.06%	16,750	0.05%	19,040	0.05%	18,523	0.06%	23,123	-0.93%
33	731140	EMPLOYMENT ADVERTISING	1,000	0.00%	700	0.00%	1,000	0.00%	774	0.00%	97	0.00%	0	0.00%	170	-0.01%
138	731510	OUTSIDE PRINTING	93,600	0.15%	77,500	0.13%	99,600	0.24%	61,660	0.17%	52,326	0.15%	36,250	0.12%	57,128	-2.31%
2199	722430	OTHER OUTSIDE CONTRACT SER'	302,500	0.64%	264,700	0.66%	328,300	0.79%	288,663	0.79%	108,366	0.31%	421,507	1.44%	98,475	-3.98%
2301	723220	VEHICLE INSURANCE	26,500	0.06%	26,100	0.07%	5,100	0.01%	5,190	0.01%	2,625	0.01%	3,413	0.01%	1,725	-0.07%
2310	723210	GARAGE LIABILITY INSURANCE	80,700	0.17%	79,500	0.20%	214,300	0.52%	7,662	0.02%	194,235	0.55%	258,979	0.89%	0	0.00%
2501	726013	RENT SERVICE VEHICLE	6,000	0.01%	6,000	0.01%	5,900	0.01%	498	0.00%	4,740	0.01%	4,815	0.02%	208,353	-8.41%
2503	725030	RENT-COPY MACHINE	9,900	0.02%	9,200	0.02%	10,200	0.02%	0	0.00%	8,623	0.02%	8,083	0.03%	6,377	-0.26%
2504	726013	RENT- OTHER EQUIP	2,900	0.01%	2,200	0.01%	2,600	0.01%	1,093	0.00%	3,236	0.01%	2,298	0.01%	7,944	-0.32%
2599	725910	OTHER RENTAL EXPENSE	200	0.00%	200	0.00%	200	0.00%	559	0.00%	126	0.00%	482	0.00%	1,917	-0.08%
3101	731010	TELEPHONE	7,200	0.02%	1,600	0.00%	7,000	0.02%	1,752	0.00%	1,295	0.00%	1,433	0.00%	0	0.00%
3106	722110	WATER & SEWER (DERM)	10,200	0.02%	2,500	0.01%	10,200	0.02%	982	0.00%	1,355	0.00%	2 191	0.01%	3,803	-0.15%
3302	731611	POSTAGE/MAILING EXPENSE	5,100	0.01%	4,800	0.01%	5,300	0.01%	4,026	0.01%	2,217	0.01%	2,123	0.01%	3,012	-0.12%
3321	732250	LICENSE & PERMIT FEES	2,200	0.00%	1,200	0.00%	2,200	0.01%	0	0.00%	675	0.00%	675	0.00%	1,330	-0.05%
3324	732140	REFUNDS TO PATRONS	3,900	0.01%	3,200	0.01%	3,100	0.01%	28,663	0.08%	3,705	0.01%	2,557	0.01%	810	-0.03%
3331	721310	CREDIT CARD EXPENSE	766,600	1.63%	722,100	1.80%	36,000	0.09%	44,575	0.12%	32,020	0.09%	26,173	0.09%	1,206	0.06%
3332	733030	EMPLOYEE PARKING DECAL	43,900	0.09%	39,500	0.10%	51,500	0.12%	0	0.00%	31,780	0.09%	30,643	0.11%	21,720	-0.88%
3340	732020	EMPLOYEE TRAINING SEMINARS	3,000	0.01%	2,800	0.01%	3,000	0.01%	0	0.00%	0	0.00%	0	0.00%	38,789	-1.57%
4102	741011	LUBRICANTS & MOTOR OIL	100	0.00%	100	0.00%	100	0.00%	1,582	0.00%	0	0.00%	0	0.00%	900	-0.04%
4104	741016	GASOLINE	500	0.00%	500	0.00%	500	0.00%	0	0.00%	0	0.00%	831	0.00%	0	0.00%
4302	743110	REPAIR PARTS (NON-AUTO)	4,100	0.01%	3,800	0.01%	4,100	0.01%	0	0.00%	478	0.00%	0	0.00%	0	0.00%
4305	743220	EXPENDABLE TOOLS	100	0.00%	100	0.00%	100	0.00%	13,662	0.04%	0	0.00%	0	0.00%	0	0.00%
4324	743022	MECH. MAINT. (AUTO)	100	0.00%	100	0.00%	100	0.00%	0	0.00%	0	0.00%	9,437	0.03%	0	0.00%
4701	747010	OFFICE SUPPLIES	24,100	0.05%	23,200	0.06%	23,400	0.06%	0	0.00%	11,224	0.03%	3,309	0.01%	0	0.00%
4704	747021	OTHER MINOR EQUIP - UNDER 50	2,600	0.01%	2,500	0.01%	2,600	0.01%	0	0.00%	0	0.00%	0	0.00%	18,777	-0.76%
4711	747030	SOFTWARE - UNDER $500.	400	0.00%	400	0.00%	400	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
4916	749311	UNIFORMS & SHOES	27,000	0.06%	26,500	0.07%	27,000	0.07%	26,633	0.07%	7,994	0.02%	12,069	0.04%	0	0.00%
4999	749660	MISC. OTHER OPERATING SUPPLI	57,500	0.12%	51,500	0.13%	57,500	0.14%	20,268	0.06%	83,501	0.24%	33,882	0.12%	0	0.00%
		TOTAL EXPENSES	**1,545,400**	**3.25%**	**1,406,400**	**3.44%**	**962,200**	**2.32%**	**533,811**	**1.47%**	**595,769**	**1.70%**	**680,674**	**3.02%**	**497,486**	**-20.09%**
		TOTAL OPERATING EXPENSES	**5,656,600**	**12.01%**	**5,561,157**	**11.56%**	**5,325,400**	**12.83%**	**3,835,649**	**10.55%**	**3,574,950**	**10.20%**	**3,914,847**	13.42%	**3,839,941**	10.58%
		TOTAL INCOME FROM OPERATIO	**41,260,036**	**87.99%**	**38,571,423**	**88.44%**	**36,154,675**	87.17%	**32,507,377**	**89.45%**	**31,490,050**	**89.80%**	**25,262,953**	86.58%	**25,443,447**	89.42%
2155	749890	**MANAGEMENT FEES**	**99,000**	**0.00%**	**72,000**	**0.00%**	72,000	**0.17%**	**72,000**	**0.20%**	**72,000**	**0.21%**	**72,000**	0 25%	72,000	0 24%
		FIXED ASSETS EXPENSES:														
9503	950210	COMPUTER HARDWARE - NEW	1,600	0.01%	1,600	0.01%	1,600	0.00%	0	0.00%	0	0.00%	1,265	0.00%	1,005	0.00%
9508	0	OTHER MACHINE EQUIP & FURN. -	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	3,121	0.01%	2,696	0.01%
9508	950320	COMPUTER HARDWARE - REP	3,900	0.01%	3,900	0.01%	3,900	0.01%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
9515	0	RADIO EQUIPMENT - REP.	0	0.00%	0	0.00%	48,000	0.12%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
9518	950410	OTHER MACHINERY, EQUIP. & FUI	1,900	0.00%	1,900	0.00%	1,900	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
0	0	**Automobile Service Vehicle**	55,000	0.12%	55,000	0.00%	0	0.00%								
		TOTAL FIXED ASSETS	62,400	**0.13%**	62,400	**-2.35%**	59,400	**-2.35%**	**0**	**0.00%**	**0**	**0.00%**	**4,387**	0.02%	**3,701**	-0 15%
		NET INCOME TO MDAD	41,098,636	87.60%	38,437,023	87.09%	36,027,275	86.85%	32,435,377	89.25%	31,418,050	89.60%	25,186,566	86 32%	25,367,746	86 63%

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dn: Ex 08/09

MIAMI-DADE AVIATION DEPARTMENT
MIAMI INTERNATIONAL AIRPORT
DADE COUNTY AVIATION DEPARTMENT — Exhibit "K"
MIAMI INTERNATIONAL AIRPORT
PARKING FACILITIES MANAGED BY
AIRPORT PARKING ASSOCIATES
TOTAL BUDGET FY 08/09

			$ BUDGET 08/09	%
		GROSS REVENUE:	50,200,800	108.49%
		LESS - SALES TAX	(3,284,164)	-7.10%
		NET REVENUE	**46,916,636**	**100.00%**
		SALARY EXPENSES:		
101	700110	SALARIES-REGULAR	2,841,900	6.06%
102	700160	OVERTIME SALARIES	227,300	0.48%
148	700150	SICK LEAVE	*50,600*	0.11%
150	700151	HOLIDAY LEAVE	*75,900*	0.16%
		TOTAL SALARIES	**3,195,700**	**6.81%**
		FRINGE BENEFITS EXPENSES:		
140	701010	SOCIAL SECURITY	244,500	0.52%
141	701011	RETIREMENT	53,200	0.11%
142	701110	GROUP HEALTH INSURANCE	440,600	0.94%
143	701111	GROUP LIFE	4,200	0.01%
147	701115	WORKERS COMPENSATION	108,000	0.23%
148	701116	UNEMPLOYMENT INSURANCE	64,500	0.14%
156	701013	FRINGE BENEFITS/EMP. INCENTIVES	500	0.00%
		TOTAL BENEFITS	**915,500**	**1.95%**
		OPERATING EXPENSES:		
2101	721010	EXTERNAL AUDIT	20,300	0.04%
2121	722430	OUTSIDE MAINTENANCE SERVICE	19,200	0.04%
2131	722311	ARMORED CAR SERVICES	24,000	0.05%
2133	731140	EMPLOYMENT ADVERTISING	1,000	0.00%
2138	731510	OUTSIDE PRINTING	93,600	0.15%
2199	722430	OTHER OUTSIDE CONTRACT SERVICES	302,500	0.64%
2301	723220	VEHICLE INSURANCE	26,500	0.06%
2310	723210	GARAGE LIABILITY INSURANCE	80,700	0.17%
2501	726013	RENT SERVICE VEHICLE	6,000	0.01%
2503	725330	RENT-COPY MACHINE	9,900	0.02%
2504	726013	RENT- OTHER EQUIP	2,900	0.01%
2599	725910	OTHER RENTAL EXPENSE	200	0.00%
3101	731010	TELEPHONE	7,200	0.02%
3106	722110	WATER & SEWER (DERM)	10,200	0.02%
3302	731611	POSTAGE/MAILING EXPENSE	5,100	0.01%
3321	732250	LICENSE & PERMIT FEES	2,200	0.00%
3324	732140	REFUNDS TO PATRONS	3,900	0.01%
3331	721310	CREDIT CARD EXPENSE	766,600	1.63%
3332	733030	EMPLOYEE PARKING DECAL	43,900	0.09%
3340	732020	EMPLOYEE TRAINING SEMINARS	3,000	0.01%
4102	741011	LUBRICANTS & MOTOR OIL	100	0.00%
4104	741016	GASOLINE	500	0.00%
4302	743110	REPAIR PARTS (NON-AUTO)	4,100	0.01%
4305	743220	EXPENDABLE TOOLS	100	0.00%
4324	743022	MECH. MAINT. (AUTO)	100	0.00%
4701	747010	OFFICE SUPPLIES	24,100	0.05%
4704	747021	OTHER MINOR EQUIP - UNDER 500	2,600	0.01%
4711	747030	SOFTWARE - UNDER $500.	400	0.00%
4916	749311	UNIFORMS & SHOES	27,000	0.06%
4999	749660	MISC. OTHER OPERATING SUPPLIES	57,500	0.12%
		TOTAL EXPENSES	**1,545,400**	**3.25%**
		TOTAL OPERATING EXPENSES	**5,656,600**	**12.01%**
		TOTAL INCOME FROM OPERATIONS	**41,260,036**	**87.99%**
2155	749890	**MANAGEMENT FEES**	**99,000**	**0.21%**
		FIXED ASSETS EXPENSES:		
9503	950210	COMPUTER HARDWARE - NEW	1,600	0.01%
9508	0	OTHER MACHINE EQUIP.& FURN. - NEW	0	0.00%
9508	950320	COMPUTER HARDWARE - REP	3,900	0.01%
9515	0	RADIO EQUIPMENT - REP.	0	0.00%
9518	950410	OTHER MACHINERY, EQUIP. & FURN. REP	1,900	0.00%
9601	0	Automobile Service Vehicle	55,000	0.12%
		TOTAL FIXED ASSETS	**62,400**	**0.13%**
		NET INCOME TO DCAD	**41,098,636**	**87.60%**

DADE COUNTY AVIATION DEPARTMENT
MIAMI INTERNATIONAL AIRPORT
FACILITY MANAGED BY AIRPORT PARKING ASSOCIATES
BUDGET F/Y 08/09

DCAD A/C#		$ APR	%	$ MAY	%	$ JUN	%	$ JUL	%	$ AUG	%	$ SEP	%	$ TOTAL	%
GROSS REVENUE		3,861,600	107.00%	4,827,000	107.00%	3,861,600	107.00%	4,827,000	105.52%	4,827,000	107.00%	3,861,600	107.00%	50,200,800	107.00%
-LESS CREDIT CARD EXPENSES		0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
-LESS SALES TAX		252,828	7.00%	315,785	7.00%	252,828	7.00%	252,828	5.52%	315,784	7.00%	252,829	7.00%	3,284,164	7.00%
ADJ GROSS REVENUE		3,608,972	100.00%	4,511,215	100.00%	3,608,972	100.00%	4,574,372	100.00%	4,511,216	100.00%	3,608,971	100.00%	46,916,636	100.00%
OPERATING EXPENSES:															
0101	SALARIES-REG	218,608	6.06%	273,260	6.06%	218,608	6.06%	218,608	4.78%	273,259	6.06%	218,609	6.06%	2,841,900	6.06%
0102	OT SALARIES	17,485	0.48%	21,856	0.48%	17,485	0.48%	17,485	0.38%	21,855	0.48%	17,486	0.48%	227,300	0.48%
0149	SICK LEAVE	3,892	0.11%	4,865	0.11%	3,892	0.11%	3,892	0.09%	4,864	0.11%	3,893	0.11%	50,600	0.11%
0150	HOLIDAY LEAVE	5,838	0.16%	7,298	0.16%	5,838	0.16%	5,838	0.13%	7,297	0.16%	5,839	0.16%	75,900	0.16%
TOTAL SALARIES		245,823	6.81%	307,279	6.81%	245,823	6.81%	245,823	5.37%	307,275	6.81%	245,827	6.81%	3,195,700	6.81%
															0
0140	SOCIAL SECURITY	18,808	0.52%	23,510	0.52%	18,808	0.52%	18,808	0.41%	23,509	0.52%	18,809	0.52%	244,500	0.52%
0141	RETIREMENT	4,092	0.11%	5,116	0.11%	4,092	0.11%	4,092	0.09%	5,114	0.11%	4,093	0.11%	53,200	0.11%
0142	HEALTH INS	33,892	0.94%	42,365	0.94%	33,892	0.94%	33,892	0.74%	42,364	0.94%	33,893	0.94%	440,800	0.94%
0143	GROUP LIFE	323	0.01%	404	0.01%	323	0.01%	323	0.01%	403	0.01%	324	0.01%	4,200	0.01%
0147	WORKERS COMP	8,308	0.23%	10,385	0.23%	8,308	0.23%	8,308	0.18%	10,384	0.23%	8,309	0.23%	108,000	0.23%
0148	UNEMP INS	4,962	0.14%	6,202	0.14%	4,962	0.14%	4,962	0.11%	6,201	0.14%	4,963	0.14%	64,500	0.14%
0158	FRINGE BENEFITS	38	0.00%	48	0.00%	38	0.00%	38	0.00%	47	0.00%	39	0.00%	500	0.00%
TOTAL BENEFITS		70,423	1.95%	88,029	1.95%	70,423	1.95%	70,423	1.54%	88,022	1.95%	70,430	1.95%	915,500	1.95%
2101	EX AUDIT	1,692	0.05%	1,692	0.04%	1,692	0.05%	1,692	0.04%	1,692	0.04%	1,692	0.05%	20,300	0.04%
2121	OUTSIDE MAINT SERVICE	1,600	0.04%	1,600	0.04%	1,600	0.04%	1,600	0.03%	1,600	0.04%	1,600	0.04%	19,200	0.04%
2131	ARMORED CAR SERVICES	2,000	0.06%	2,000	0.04%	2,000	0.06%	2,000	0.04%	2,000	0.04%	2,000	0.06%	24,000	0.05%
2133	EMP ADVERTISING	83	0.00%	83	0.00%	83	0.00%	83	0.00%	83	0.00%	83	0.00%	1,000	0.00%
2138	OUTSIDE PRINTING	7,800	0.22%	7,800	0.17%	7,800	0.22%	7,800	0.17%	7,800	0.17%	7,800	0.22%	93,600	0.20%
2199	OTHER CONTRACT SERVIC	25,208	0.70%	25,208	0.56%	25,208	0.70%	25,208	0.55%	25,206	0.56%	25,208	0.70%	302,500	0.64%
2301	VEHICLE INSURANCE	2,208	0.06%	2,208	0.05%	2,208	0.06%	2,208	0.05%	2,208	0.05%	2,208	0.06%	26,500	0.06%
2310	GARAGE LIAB INS	6,725	0.19%	6,725	0.15%	6,725	0.19%	6,725	0.15%	6,725	0.15%	6,725	0.19%	80,700	0.17%
2501	RENT-SER VEHICLE	500	0.01%	500	0.01%	500	0.01%	500	0.01%	500	0.01%	500	0.01%	6,000	0.01%
2503	RENT-COPY MACHINE	825	0.02%	825	0.02%	825	0.02%	825	0.02%	825	0.02%	825	0.02%	9,900	0.02%
2504	RENT-OTHER EQUIP	242	0.01%	242	0.01%	242	0.01%	242	0.01%	242	0.01%	242	0.01%	2,900	0.01%
2599	OTHER RENTAL EXPENSE	0	0.00%	50	0.00%	0	0.00%	0	0.00%	0	0.00%	50	0.00%	200	0.00%
3101	TELEPHONE & UTIL	600	0.02%	600	0.01%	600	0.02%	600	0.01%	600	0.01%	600	0.02%	7,200	0.02%
3108	WATER & SEWER (DERM)	850	0.02%	850	0.02%	850	0.02%	850	0.02%	850	0.02%	850	0.02%	10,200	0.02%
3302	POSTAGE/MAILING EXP	425	0.01%	425	0.01%	425	0.01%	425	0.01%	425	0.01%	425	0.01%	5,100	0.01%
3321	LICENSE & PERMIT FEES	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	2,200	0.00%
3324	REFUNDS TO PATRONS	325	0.01%	325	0.01%	325	0.01%	325	0.01%	325	0.01%	325	0.01%	3,900	0.01%
3331	CREDIT CARD EXPENSE	63,883	1.77%	63,883	1.42%	63,883	1.77%	63,883	1.40%	63,883	1.42%	63,883	1.77%	766,600	1.63%
3332	EMPLOYEE PARKING DEC/	3,858	0.10%	3,858	0.08%	3,858	0.10%	3,858	0.08%	3,858	0.08%	3,858	0.10%	43,900	0.09%
3340	EMP. TRAINING SEMINAR	250	0.01%	250	0.01%	250	0.01%	250	0.01%	250	0.01%	250	0.01%	3,000	0.01%
4102	LUB & MOTOR OIL	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	100	0.00%
4104	GASOLINE	42	0.00%	42	0.00%	42	0.00%	42	0.00%	42	0.00%	42	0.00%	500	0.00%
4302	PARTS (NON-AUTO)	342	0.01%	342	0.01%	342	0.01%	342	0.01%	342	0.01%	342	0.01%	4,100	0.01%
4305	EXPENDABLE TOOLS	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	100	0.00%
4324	MECH.MAINT.SUPPLIES	8	0.00%	8	0.00%	8	0.00%	8	0.00%	8	0.00%	8	0.00%	100	0.00%
4701	OFFICE SUPPLIES	2,008	0.06%	2,008	0.04%	2,008	0.06%	2,008	0.04%	2,008	0.04%	2,008	0.06%	24,100	0.05%
4704	OTHER MIN.EQUIP-U/$500.	217	0.01%	217	0.00%	217	0.01%	217	0.00%	217	0.00%	217	0.01%	2,600	0.01%
4711	SOFTWARE	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	400	0.00%
4910	UNIFORMS & SHOES	2,250	0.06%	2,250	0.05%	2,250	0.06%	2,250	0.05%	2,250	0.05%	2,250	0.06%	27,000	0.06%
4999	MISC. OPERATING SUP.	4,792	0.13%	4,792	0.11%	4,792	0.13%	4,792	0.10%	4,792	0.11%	4,792	0.13%	57,500	0.12%
															0.00%
TOTAL EXPENSES		126,533	3.58%	128,583	2.85%	128,533	3.56%	128,533	2.81%	128,533	2.85%	128,583	3.56%	1,545,400	3.29%
															0.00%
TOTAL OPERATING EXPENSES		444,779	12.32%	523,891	11.61%	444,779	12.32%	444,779	9.72%	523,830	11.61%	444,840	12.33%	5,656,600	12.06%
TOTAL INCOME OPERATIONS		3,164,193	87.68%	3,987,324	88.39%	3,164,193	87.68%	4,129,593	90.28%	3,987,386	88.39%	3,164,131	87.67%	41,260,036	87.94%
2155	MANAGEMENT FEE	8,250	0.23%	8,250	0.18%	8,250	0.23%	8,250	0.18%	8,250	0.18%	8,250	0.23%	99,000	0.21%
9503	COMPUTER HARDWARE-NI	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	1,600	0.00%
9508	MACH.EQUIP.& FURN.-NEW	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
9512	COMPUTER HARDWARE-RI	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	3,900	0.01%
9518	MACHINERY, EQUIP. * FUR	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
9520	COMPUTER SOFTWARE - 0	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	1,900	0.00%
9802	AUTO & VEHICLES - REPL	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	55,000	0.12%
TOTAL FIXED ASSETS		0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	62,400	0.13%
NET INCOME TO D.C.A.D.		3,155,943	87.45%	3,979,074	88.20%	3,155,943	87.45%	4,121,343	90.10%	3,979,136	88.21%	3,155,881	87.45%	41,098,636	87.60%

DADE COUNTY AVIATION DEPARTMENT

MIAMI INTERNATIONAL AIRPORT

FACILITY MANAGED BY AIRPORT PARKING ASSOCIATES

BUDGET F/Y 08/09

	DCAD A/C#		$ OCT	%	$ NOV	%	$ DEC	%	$ JAN	%	$ FEB	%	$ MAR	%
		GROSS REVENUE	3,861,600	107.00%	4,827,000	107.00%	4,827,000	105.52%	3,861,600	108.91%	2,896,200	109.56%	3,861,600	107.00%
		-LESS CREDIT CARD EXPENSES	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
		-LESS SALES TAX	252,628	7.00%	315,785	7.00%	252,628	5.52%	315,785	8.91%	252,628	9.56%	252,628	7.00%
		ADJ GROSS REVENUE	3,608,972	100.00%	4,511,215	100.00%	4,574,372	100.00%	3,545,815	100.00%	2,643,572	100.00%	3,608,972	100.00%
		OPERATING EXPENSES:												
101	700110	SALARIES-REG	218,608	6.06%	273,260	6.06%	218,608	4.78%	273,260	7.71%	218,608	8.27%	218,608	6.06%
102	700160	OT SALARIES	17,485	0.48%	21,856	0.48%	17,485	0.38%	21,856	0.62%	17,485	0.66%	17,485	0.48%
149	700150	SICK LEAVE	3,892	0.11%	4,865	0.11%	3,892	0.09%	4,865	0.14%	3,892	0.15%	3,892	0.11%
150	700151	HOLIDAY LEAVE	5,838	0.16%	7,298	0.16%	5,838	0.13%	7,298	0.21%	5,838	0.22%	5,838	0.16%
			245,823	6.81%	307,279	6.81%	245,823	5.37%	307,279	8.67%	245,823	9.30%	245,823	6.81%
140	701010	SOCIAL SECURITY	18,808	0.52%	23,510	0.52%	18,808	0.41%	23,510	0.66%	18,808	0.71%	18,808	0.52%
141	701011	RETIREMENT	4,092	0.11%	5,115	0.11%	4,092	0.09%	5,115	0.14%	4,092	0.15%	4,092	0.11%
142	701110	HEALTH INS	33,892	0.94%	42,365	0.94%	33,892	0.74%	42,365	1.19%	33,892	1.28%	33,892	0.94%
143	701111	GROUP LIFE	323	0.01%	404	0.01%	323	0.01%	404	0.01%	323	0.01%	323	0.01%
147	701115	WORKERS COMP	8,308	0.23%	10,385	0.23%	8,308	0.18%	10,385	0.29%	8,308	0.31%	8,308	0.23%
148	701116	UNEMP INS	4,962	0.14%	6,202	0.14%	4,962	0.11%	6,202	0.17%	4,962	0.19%	4,962	0.14%
158	701013	FRINGE BENEFITS	38	0.00%	48	0.00%	38	0.00%	48	0.00%	38	0.00%	38	0.00%
			70,423	1.95%	88,029	1.95%	70,423	1.54%	88,029	2.48%	70,423	2.66%	70,423	1.95%
2101	721010	EX AUDIT	1,692	0.00%	1,692	0.04%	1,692	0.04%	1,692	0.05%	1,692	0.06%	1,692	0.05%
2121	722430	OUTSIDE MAINT SERVICE	1,600	0.04%	1,600	0.04%	1,600	0.03%	1,600	0.05%	1,600	0.06%	1,600	0.04%
2131	722311	ARMORED CAR SERVICES	2,000	0.06%	2,000	0.04%	2,000	0.04%	2,000	0.06%	2,000	0.08%	2,000	0.06%
2135	731140	EMP ADVERTISING	83	0.00%	83	0.00%	83	0.00%	83	0.00%	83	0.00%	83	0.00%
2138	731510	OUTSIDE PRINTING	7,800	0.22%	7,800	0.17%	7,800	0.17%	7,800	0.22%	7,800	0.30%	7,800	0.22%
2169	722430	OTHER CONTRACT SERVICE	25,208	0.70%	25,208	0.56%	25,208	0.55%	25,208	0.71%	25,208	0.95%	25,208	0.70%
2301	723220	VEHICLE INSURANCE	2,208	0.06%	2,208	0.05%	2,208	0.05%	2,208	0.06%	2,208	0.08%	2,208	0.06%
2319	723210	GARAGE LIAB INS	6,725	0.19%	6,725	0.15%	6,725	0.15%	6,725	0.19%	6,725	0.25%	6,725	0.19%
2501	726013	RENT-SER VEHICLE	500	0.01%	500	0.01%	500	0.01%	500	0.01%	500	0.02%	500	0.01%
2503	725330	RENT-COPY MACHINE	825	0.02%	825	0.02%	825	0.02%	825	0.02%	825	0.03%	825	0.02%
2504	726013	RENT-OTHER EQUIP	242	0.01%	242	0.01%	242	0.01%	242	0.01%	242	0.01%	242	0.01%
2599	725010	OTHER RENTAL EXPENSE	60	0.00%	0	0.00%	0	0.00%	0	0.00%	60	0.00%	0	0.00%
3101	731010	TELEPHONE & UTIL.	600	0.02%	600	0.01%	600	0.01%	600	0.02%	600	0.02%	600	0.02%
3106	722110	WATER & SEWER (DERM)	850	0.02%	850	0.02%	850	0.02%	850	0.02%	850	0.03%	850	0.02%
3302	731611	POSTAGE/MAILING EXP	425	0.01%	425	0.01%	425	0.01%	425	0.01%	425	0.02%	425	0.01%
3321	732250	LICENSE & PERMIT FEES	2,200	0.06%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
3324	732140	REFUNDS TO PATRONS	325	0.01%	325	0.01%	325	0.01%	325	0.01%	325	0.01%	325	0.01%
3331	721310	CREDIT CARD EXPENSE	63,883	1.77%	63,883	1.42%	63,883	1.40%	63,883	1.80%	63,883	2.42%	63,883	1.77%
3552	733030	EMPLOYEE PARKING DECAL	3,658	0.10%	3,658	0.08%	3,658	0.08%	3,658	0.10%	3,658	0.14%	3,658	0.10%
3560	732020	EMP. TRAINING SEMINAR	250	0.01%	250	0.01%	250	0.01%	250	0.01%	250	0.01%	250	0.01%
4102	741011	LUB & MOTOR OIL	100	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
4104	741016	GASOLINE	42	0.00%	42	0.00%	42	0.00%	42	0.00%	42	0.00%	42	0.00%
4502	743110	PARTS (NON-AUTO)	342	0.01%	342	0.01%	342	0.01%	342	0.01%	342	0.01%	342	0.01%
4505	743220	EXPENDABLE TOOLS	100	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
4524	743022	MECH.MAINT.SUPPLIES	8	0.00%	8	0.00%	8	0.00%	8	0.00%	8	0.00%	8	0.00%
4701	747010	OFFICE SUPPLIES	2,008	0.06%	2,008	0.04%	2,008	0.04%	2,008	0.06%	2,008	0.08%	2,008	0.06%
4706	747021	OTHER MIN.EQUIP-U/$500.	217	0.01%	217	0.00%	217	0.00%	217	0.01%	217	0.01%	217	0.01%
4711	747030	SOFTWARE	400	0.01%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
4915	749311	UNIFORMS & SHOES	2,250	0.06%	2,250	0.05%	2,250	0.05%	2,250	0.06%	2,250	0.09%	2,250	0.06%
4999	749990	MISC. OPERATING SUP.	4,792	0.13%	4,792	0.11%	4,792	0.10%	4,792	0.14%	4,792	0.18%	4,792	0.13%
		TOTAL EXPENSES	131,383	3.64%	128,533	2.85%	128,533	2.81%	128,533	3.62%	128,583	4.86%	128,533	3.56%
		TOTAL OPERATING EXPENSES	447,629	12.40%	523,841	11.61%	444,779	9.72%	523,841	14.77%	444,829	16.83%	444,779	12.32%
		TOTAL INCOME OPERATIONS	3,161,343	87.60%	3,987,374	88.39%	4,129,593	90.28%	3,021,974	85.23%	2,198,743	83.17%	3,164,193	87.68%
	749890	MANAGEMENT FEE	8,250	0.23%	8,250	0.18%	8,250	0.18%	8,250	0.23%	8,250	0.31%	8,250	0.23%
9503	950210	COMPUTER HARDWARE-NEW	1,600.00	0.04%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
9508	0	MACH.EQUIP.& FURN.-NEW	0.00	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
9508	950320	COMPUTER HARDWARE-REP	3,900.00	0.11%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
9515	0	MACHINERY, EQUIP. * FURN. REPI	0.00	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
9518	950410	COMPUTER SOFTWARE - OVER $5	1,900.00	0.05%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
0	0	AUTO & VEHICLES - REPL	55,000.00	1.52%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
			62,400	1.73%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
			3,000,693	85.64%	3,979,124	88.21%	4,121,343	90.10%	3,013,724	84.99%	2,190,493	82.86%	3,155,943	87.45%

EXHIBIT G
(Not Used)

EXHIBIT H

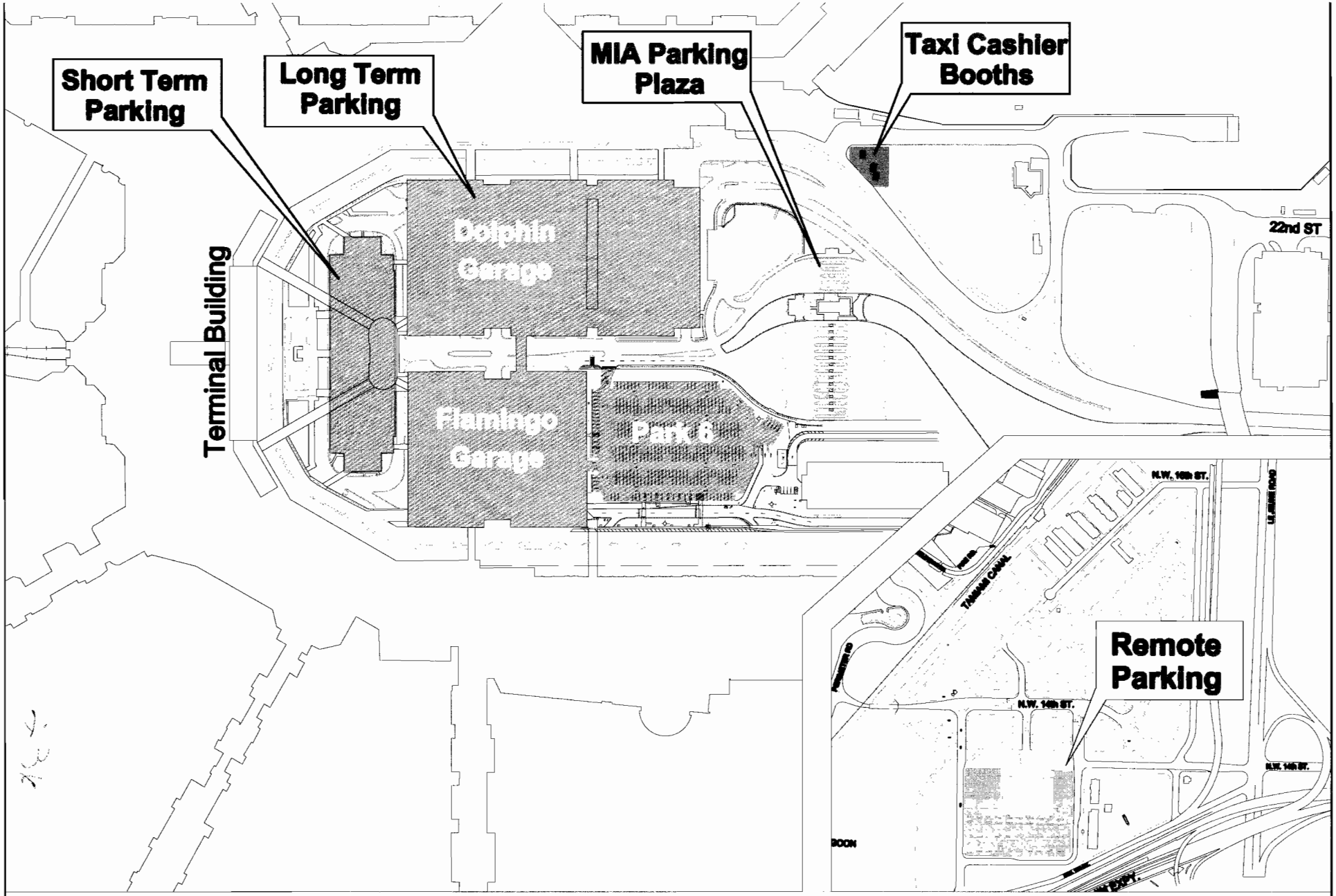

EXHIBIT H - MIAMI INTERNATIONAL AIRPORT
PARKING FACILITIES LEGEND

PROJECT FILE: 6007701
DATE: 07/31/08

TECHNICAL SUPPORT DIVISION