Memorandum

MIAMI-DADE COUNTY

ASC
Agenda Item No.
7(C)

Date: March 11, 2010

To: Honorable Dorrin D. Rolle, Chairman
and Members, Airport and Seaport Committee

From: George M. Burgess
County Manager

Subject: Departmental Budget Information

Attached is departmental budget information. These packages include preliminary information from initial submissions. Base budget information will continue to be adjusted throughout the resource allocation process and any subsidies indicated should not be considered as final. We will continue to provide updated information throughout the resource allocation process.

Jennifer Glazer-Moon, Special Assistant/Director
Office of Strategic Business Management

Attachment

cmo10810

Departmental Budget Presentations

Airport and Seaport Committee

Aviation

COMMITTEE REPORT
Department: Aviation
($ in 000s)

Department Budget Summary

FY 2009-10 Execution of Commitments

Highlight	Status
• Continue expansion of North Terminal $2.828 billion	• Approximately 76 percent of the $2.949 billion budget has been expended; the demolition phase has been completed and the redesign phase is on schedule with expected completion date year 2011
• Increase total number of passengers and cargo tonnage	• Cargo tonnage is projected at 1.729 million for FY 2009-10 and is budgeted at 1.748 million in FY 2010-11 reflecting an upward trend due to expected improvements in economic conditions; total enplaned passengers is projected to be 16.955 million in FY 2009-10 and is budgeted at 16.800 million in FY 2010-11
• Implement cost control measures for operating expenses	• Achieve an operational program that stays within the prescribed cost of $17.81 per enplaned passenger in FY 2009-10, an increase of $4.14 to $21.95 is proposed for FY 2010-11
• The FY 2009-10 Adopted Budget includes the reduction of 79 positions; these reductions are part of MDAD's Five-Year Plan that began in FY 2006-07 to eliminate overall positions by 20 percent (approximately 212 FTE's have been eliminated to date with the remaining 106 FTEs to be eliminated by FY 2011-12)	• Completed as planned with impact mitigated through implemented efficiencies
• In FY 2009-10, the Department will continue construction of MIA's Mover, to be completed in FY 2010-11 ($291.85 million)	• The Department awarded this contract in July 2008 and it is now under construction; project completion is expected Sept 2011; the project is budgeted at $299.4 million (includes FDOT grant of $101.52 million)
• Continue pavement reconstruction of Runway 8R/26L	• The awarded construction bid amount is $19.914 million. This project will extend the useful life of the runway and was awarded Aug 2009 with completion in FY 2010-11

GENERAL DEPARTMENTAL FINANCIAL SUMMARY

Department: Aviation

($ in 000s)

A) OPERATING BUDGET - REVENUES AND EXPENDITURES

		FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Budget	FY 2009-10 Projection	FY 2010-11 Base
REVENUE									
PROP	Aviation Fees and Charges	$214,494	$245,637	$237,144	$258,866	$239,933	$276,286	$273,955	$330,882
PROP	Carryover	$57,357	$51,952	$59,024	$48,367	$66,740	$55,152	$43,861	$55,152
PROP	Commercial Operations	$146,562	$144,612	$171,272	$175,592	$171,723	$179,259	$179,201	$184,351
PROP	Non-Operating Revenue	$56,163	$42,946	$63,606	$64,109	$71,954	$57,000	$57,000	$45,000
PROP	Other Revenues	$24,924	$23,617	$6,423	$8,207	$9,234	$16,172	$15,650	$14,464
PROP	Rentals	$89,425	$93,076	$97,641	$102,643	$100,384	$101,946	$102,088	$122,435
TOTAL REVENUE		**$588,925**	**$601,840**	**$635,110**	**$657,784**	**$659,968**	**$685,815**	**$671,755**	**$752,284**
EXPENDITURES									
	Salary	$100,811	$89,021	$90,644	$93,696	$97,625	$86,487	$95,490	$90,214
	Overtime Salary	$8,546	$8,149	$5,861	$9,780	$9,746	$6,086	$9,482	$6,082
	Fringe	$31,053	$26,754	$30,236	$28,245	$29,493	$31,331	$26,490	$32,942
	Overtime Fringe	$1,269	$2,406	$1,981	$2,852	$2,866	$2,088	$2,573	$2,194
	Other Operating	$184,373	$172,678	$216,506	$241,783	$225,928	$267,042	$245,174	$269,157
	Capital	$2,962	$665	$978	$2,207	$1,855	$1,175	$1,148	$1,520
TOTAL OPERATING EXPENDITURES		**$329,014**	**$299,673**	**$346,206**	**$378,563**	**$367,513**	**$394,209**	**$380,357**	**$402,109**
	Debt Services	0	0	0	0	0	0	0	0
	Reserves	0	0	0	0	0	0	0	0
	Transfers	$207,959	$243,143	$240,537	$212,481	$248,594	$291,606	$236,247	$350,175
	Other Non-Operating	0	0	0	0	0	0	0	0
TOTAL NON OPERATING EXPENDITURES		**$207,959**	**$243,143**	**$240,537**	**$212,481**	**$248,594**	**$291,606**	**$236,247**	**$350,175**
TOTAL EXPENDITURES		**$536,973**	**$542,816**	**$586,743**	**$591,044**	**$616,107**	**$685,815**	**$616,604**	**$752,284**

REVENUES LESS EXPENDITURES	$51,952	$59,024	$48,367	$66,740	$43,861	$0	$55,151	$0

B) POSITIONS

	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-10	FY 2009-10	FY 2010-11
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	1875	1644	1593	1537	1514	1435	1435	1403
Full-Time Positions Filled =	1657	1480	1397	1422	1397		1409	
Part-time FTEs Budgeted =	53	17	10	11	6	13	12	14
Temporary FTEs Budgeted =	11	20	2	0	0	0	0	0

PERFORMANCE INFORMATION BY SUB-ACTIVITY

Department:Aviation

($ in 000s)

Activity: Administration (TP) Administration (REV)

Description	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Target	FY 2009-10 Projection	FY 2010-11 Target	Desired Outcomes
Overall participation of Disadvantaged Business Enterprises in Airport Concessions (millions)	N/A	N/A	$61.4	$73.3	$68.4	$70.5	$70.5	$74.0	ED1-1
Comments/Justification:									
Community business opportunity meetings/workshops (meetings per year)	N/A	N/A	38	46	49	45	45	47	ED1-1
Comments/Justification:									
Solicitation for RFP's and RFQ's-CMO award (3 month avg number of days)	N/A	N/A	218	218	134	170	170	170	ES9-3
Comments/Justification:									
Solicitation for RFP's and RFQ's-BCC award (3 month avg number of days)	N/A	N/A	232	266	267	270	270	270	ES9-3
Comments/Justification:									
Percent of IST work requests completed over service required date	N/A	N/A	11%	7%	5%	6%	6%	6%	ES9-3
Comments/Justification:									
Percent of problems reported to help desk not resolved within target due date	N/A	N/A	12%	7%	7%	8%	8%	8%	ES9-3

Comments/Justification:

Compliance monitoring of Airport Concession DBE program (number of joint ventures)	N/A	N/A	6	7	10	12	12	14	ED1-1

Comments/Justification:

Monitor compliance of General Aeronautical Services Permittees (GASP)Local Developing Business (LDB) participation (millions)	N/A	N/A	$7.13	$8.97	$10.32	$11.03	$11.03	$11.25	ED1-1

Comments/Justification:

Aviation Department job related injury/illness (number of accidents)	N/A	N/A	77	83	54	55	55	55	ES9-3

Comments/Justification:

Completion of purchase requisition, percent of work request completed over target	N/A	N/A	17%	8%	9%	10%	10%	10%	ES9-3

Comments/Justification:

Percent of maintenance stock items not at minimum level	N/A	N/A	8%	6%	5%	10%	10%	10%	ES9-3

Comments/Justification:

Percent of maintenance stock items with no inventory	N/A	N/A	2.8%	2.6%	1.3%	3%	3%	3%	ES9-3

Comments/Justification:

Maintain ISO 14001 of procurement	N/A	N/A	September 2007	September 2008	September 2009	September 2010	September 2010	September 2011	ES9-3

Comments/Justification:

Activity: Business Retention and Development (TP) Business Retention and Development (REV)

MIA non-terminal rental revenue (millions)	N/A	N/A	N/A	$47.5	$48.7	$49.2	$49.2	$49.7	ES9-3

Comments/Justification:

Enplaned passengers(millions)	N/A	N/A	16.614	17.034	16.884	16.550	16.954	16.800	ES9-3

Comments/Justification:

New carriers including low cost, international, and cargo	N/A	N/A	N/A	N/A	2	2	2	2	ES9-3

Comments/Justification:

GAA Rental Revenue (thousands)	N/A	N/A	N/A	$4.9	$5.2	$5.2	$5.2	$5.4	ES9-3

Comments/Justification:

New passenger routes	N/A	N/A	N/A	N/A	N/A	8	8	10	ES9-3

Comments/Justification:

Activity: Commercial Operations (TP) Commercial Operations (REV)

Commercial Operations revenues including parking (millions)	N/A	N/A	N/A	$611.80	$618.20	$618.20	$618.20	$626.90	ES9-3

Comments/Justification:

Activity: Executive (TP) Executive (Rev)

Number of positions reduced. 20% Position reduction plan (FY2007-2012)	N/A	N/A	53	56	24	79	79	32	ES9-3

Comments/Justification:

Number of gated opened. Opening of gates in North Terminal Program.	N/A	N/A	N/A	5	7	5	5	6	ES6-1

Comments/Justification:

Activity: Facilities Development (TP) Facilities Development (REV)

Description	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Target	FY 2009-10 Projection	FY 2010-11 Target	Desired Outcomes
MDAD job related injury/illness incidents (number of injuries per man hour)	N/A	N/A	.85	3.10	2.85	5.40	5.40	TBD	ES9-3

Comments/Justification:

CIP construction lost workday rate cases	N/A	N/A	.17	.43	.26	2.80	2.80	TBD	ES9-3

Comments/Justification:

Airspace analysis for off-airport construction (% past 10 days of initial request)	N/A	N/A	0%	0%	0%	0%	0%	0%	TP6-2
Comments/Justification:									
Activity: Facilities Management (TP) Management (REV)									
Percentage of maintenance work orders completed on-time	N/A	N/A	44%	64%	56%	55%	54%	54%	ES6-4
Comments/Justification:									
Maintain ISO 14001 for fuel storage facility and civil environmental engineering	N/A	N/A	June 2007	April 2008	Apr 2009	May 2010	May 2010	May 2011	ES9-3
Comments/Justification:									
Maintain safe and secure airfield operations at GAA - amount of unauthorized incursions per year	N/A	N/A	2	2	0	0	0	0	TP6-2
Comments/Justification:									
Activity: Finance and Strategy (TP) Finance and Strategy (Rev)									
MIA cost per enplaned passenger	$14.26	$18.50	$16.15	$17.04	$15.98	$17.81	$17.81	$21.95	ES8-1
Comments/Justification:									
Decrease the Account Receivables over 60 days (%)	N/A	N/A	31%	31%	33%	32%	32%	35%	ES8-1
Comments/Justification:									
Prompt processing of invoices and claims by other divisions of the Aviation Department past target within 10 of receipt (%)	N/A	N/A	26%	19%	27%	26%	26%	26%	ES8-1
Comments/Justification:									
Prompt processing of invoices and claims by Finance past target within 10 days of receipt (%)	N/A	N/A	75%	80%	85%	90%	90%	95%	ES8-1
Comments/Justification:									
MIA Passengers (Millions)	N/A	N/A	33.2	34.0	33.8	34.1	34.1	34.2	ES8-1
Comments/Justification:									

MIA Cargo tonnage (Millions)	N/A	N/A	2.1	2.1	1.6	1.7	1.7	1.7	ES8-1
Comments/Justification:									
MIA Landed Weight Pounds (Millions)	N/A	N/A	31.4	31.6	30.1	31.0	30.6	30.0	ES8-1
Comments/Justification:									
MIA Number of Seats (Millions)	N/A	N/A	41.9	42.5	41.8	42.4	42.1	42.0	ES8-1
Comments/Justification:									
Activity: Operations (TP) Operations (Rev)									
Discrepancies noted on annual FAA inspection	0	0	0	0	0	0	0	0	ED1-1
Comments/Justification:									
Fuel spills investigated within 48 hours of incident (%)	100%	100$	100%	100%	90%	90%	90%	90%	TP6-2
Comments/Justification:									
Avg. response time of first arriving unit to midpoint of furthest runway (minutes)	N/A	N/A	2.1	1.5	2.4	2.5	2.5	2.5	TP6-2
Comments/Justification:									
Avg. response time to life threatening calls (minutes)	N/A	N/A	6.6	5.5	4.6	6.0	6.0	5.0	TP6-2
Comments/Justification:									
Avg. response time to structure fire calls (minutes)	N/A	N/A	5.6	3.6	3.4	5.0	5.0	4.0	TP6-2
Comments/Justification:									
Avg. MIA police emergency response time (minutes)	N/A	N/A	N/A	3.8	4.0	4.0	4.0	4.0	TP6-2
Comments/Justification:									
Avg. MIA police routine response time (minutes)	N/A	N/A	N/A	4.0	3.4	7.0	7.0	7.0	TP6-2
Comments/Justification:									
Avg. MIA police canine unit response time (minutes)	N/A	N/A	N/A	3.3	3.4	7.0	7.0	7.0	TP6-2
Comments/Justification:									

Conduct random employee backgrounds checks (number of random checks per quarter)	N/A	N/A	N/A	N/A	1,295	300	300	300	TP6-2
Comments/Justification:									
Conduct AOA Certification driving training (number for fiscal year)	N/A	N/A	N/A	N/A	N/A	N/A	4,500	4,204	TP6-2
Comments/Justification:									
Reduce the number of AOA accidents (number for fiscal year)	N/A	N/A	N/A	118	55	118	106	118	TP6-2
Comments/Justification:									
Overall customer service ratings-MIA survey in the month of May results by August (avg. survey score)	N/A	N/A	N/A	3.5	3.57	3.8	3.8	3.9	ED1-1
Comments/Justification:									
Implement new airport-wide customer service training to all MIA employees	N/A	N/A	N/A	N/A	N/A	N/A	N/A	6,000	ED1-1
Comments/Justification:									
Avg. door alarm response time (minutes)	N/A	N/A	2.5	3.8	4.0	5.0	5.0	5.0	TP6-2
Comments/Justification:									
Avg response time unattended bag clearance (minutes)	N/A	N/A	6.8	7.3	7.5	10	10	10	TP6-2
Comments/Justification:									
Ground transportation permits revenue (millions)	N/A	N/A	N/A	$1.7	$1.6	$1.7	$1.7	$1.7	ES9-3
Comments/Justification:									
Security compliance test challenge per month	N/A	N/A	N/A	N/A	N/A	7,500	7,500	7,500	TP6-2
Comments/Justification:									

Seaport

Department Budget Summary

FY 2009-10 Execution of Commitments

Highlight	Status
• In FY 2009-10, an additional seven positions were added to the FY 2009-10 Adopted Budget to reduce overtime and work additional security posts funded by the cruise lines	• The Department was awarded compliance with their Port Security Plan and is expected to fill the seven positions by the third quarter
• Increase cargo and cruise business efforts at the Seaport through aggressive contractual and pricing strategies to generate additional annual revenues	• Cargo TEU's project a steady increase from 807,100 in FY 2008-09 to 837,000 in FY 2009-10 and 878,900 in FY 2010-11; cruise passengers reflect a slight increase from 4.111 million in FY 2008-09 to 4.150 million projected in FY 2009-10 with 4.100 million budgeted in FY 2010-11; the Department has finalized agreements with two cargo Terminal Operators and is in negotiation with the third cargo Terminal Operator
• Begin construction of the Port of Miami Tunnel working in conjunction with the Florida Department of Transportation and concessionaire; projected project completion is FY 2012-13 ($100 million from Building Better Communities GOB Program and $43.5 of future Seaport Bonds)	• In progress

GENERAL DEPARTMENTAL FINANCIAL SUMMARY

Department: Seaport

($ in 000s)

A) OPERATING BUDGET - REVENUES AND EXPENDITURES

		FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-10	FY 2009-10	FY 2010-11
		Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
REVENUE									
PROP	Carryover	$15,530	$9,802	$11,395	$11,300	$10,701	$13,329	$13,800	$13,193
PROP	Interest Income	$0	$0	$0	$175	$40	$500	$200	$100
PROP	Proprietary Fees	$85,006	$87,981	$91,968	$101,228	$105,599	$114,260	$110,390	$114,790
PROP	Transfer From Other Funds	$0	$15,916	$13,300	$0	$0	$0	$0	$0
TOTAL REVENUE		**$100,536**	**$113,699**	**$116,663**	**$112,703**	**$116,340**	**$128,089**	**$124,390**	**$128,083**
EXPENDITURES									
	Salary	$13,960	$14,839	$17,958	$20,437	$21,824	$19,674	$21,875	$20,813
	Overtime Salary	$1,474	$1,659	$1,964	$1,858	$1,346	$1,355	$1,422	$1,430
	Fringe	$4,296	$5,089	$5,908	$6,471	$7,276	$7,255	$8,006	$8,441
	Overtime Fringe	$0	$0	$0	$229	$0	$0	$0	$0
	Other Operating	$33,979	$42,416	$38,198	$36,586	$40,877	$45,878	$46,042	$44,988
	Capital	$529	$411	$453	$2,550	$1,138	$2,883	$1,628	$1,773
TOTAL OPERATING EXPENDITURES		**$54,238**	**$64,414**	**$64,481**	**$68,131**	**$72,461**	**$77,045**	**$78,973**	**$77,445**
	Debt Services	$30,859	$35,226	$34,003	$33,110	$29,284	$36,085	$31,393	$38,238
	Reserves	$0	$0	$0	$0	$0	$11,600	$0	$11,700
	Transfers	$5,637	$2,664	$6,879	$761	$795	$3,359	$831	$700
	Other Non-Operating	$0	$0	$0	$0	$0	$0	$0	$0
TOTAL NON OPERATING EXPENDITURES		**$36,496**	**$37,890**	**$40,882**	**$33,871**	**$30,079**	**$51,044**	**$32,224**	**$50,638**
TOTAL EXPENDITURES		**$90,734**	**$102,304**	**$105,363**	**$102,002**	**$102,540**	**$128,089**	**$111,197**	**$128,083**
REVENUES LESS EXPENDITURES		$9,802	$11,395	$11,300	$10,701	$13,800	$0	$13,193	$0

B) POSITIONS

	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-10	FY 2009-10	FY 2010-11
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	324	352	361	400	410	417	417	417
Full-Time Positions Filled =	0	0	341	370	395		410	
Part-time FTEs Budgeted =								
Temporary FTEs Budgeted =								

PERFORMANCE INFORMATION BY SUB-ACTIVITY

Department:Seaport

($ in 000s)

Activity: Business Initiatives (TP) (420)

Description	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Target	FY 2009-10 Projection	FY 2010-11 Target	Desired Outcomes
Advertising revenue generated	N/A	N/A	N/A	N/A	N/A	N/A	N/A	$100,000	TP6-3

Comments/Justification:

Activity: Engineering & Development (TP) (420)

Percentage of projects completed on time and within budget*	N/A	N/A	N/A	N/A	N/A	100%	95%	100%	ED1-1

Comments/Justification:

Develop new web based ID-Permint renewal system	N/A	N/A	N/A	N/A	N/A	100%	70%	100%	ED1-1

Comments/Justification:

Activity: Finance (TP) (420)

Port receivables collected (in thousands)	N/A	N/A	N/A	$200	$200	$200	$200	$200	TP6-3

Comments/Justification:

Complete implementation of automated ground transportation system	N/A	N/A	N/A	N/A	N/A	100%	90%	100%	ED1-1

Comments/Justification:

Gantry crane revenues (in thousands)*	N/A	N/A	N/A	$8,525	$8,180	$8,667	$8,400	$9,000	ED1-1

Comments/Justification:

Percent available rental space occupied	N/A	N/A	N/A	95%	95%	96%	96%	96%	ED1-1

Comments/Justification:

Activity: Maritime Services (TP) (420)

Crane availability	98%	99.0%	98.8%	98.8%	99.00%	99.0%	99.1%	99.1%	TP6-1

Comments/Justification:

Improve purchase requistion completion rate	90%	90%	90%	90%	90%	90%	90%	90%	TP6-3

Comments/Justification:

Activity: Office of Deputy Port Director (TP) (420)

Description	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Target	FY 2009-10 Projection	FY 2010-11 Target	Desired Outcomes
Percentage of mandatory employee training completed on time	100%	100%	100%	100%	100%	100%	100%	100%	TP6-3

Comments/Justification:

Activity: Office of the Port Director (TP) (420)

Annual number of Cruise Passengers through the Port	3,605,000	3,731,000	3,787,400	4,137,500	4,110,100	4,227,000	4,150,000	4,100,000	ED1-1

Comments/Justification:

Number of TEU's (Twenty Foot Equivalent) through the Port	1,054,000	976,500	885,000	828,300	807,100	876,000	837,000	878,900	ED1-1

Comments/Justification:

Activity: Safety and Security (TP) (420)

Fund security budget	N/A	N/A	N/A	N/A	N/A	$21,021	$20,708	$21,500	PS1-5

Comments/Justification:

Security staffing level (in FTE)	N/A	N/A	N/A	105	107	118	111	118	PS1-5

Comments/Justification: