



Miami-Dade Aviation Department Business Plan

Fiscal Years: 2015 and 2016
(10/1/2014 through 9/30/2016)

Approved by:

A blue ink signature of Emilio T. González, written in a cursive style.

Emilio T. González, Department Director

A black ink signature of Jack Osterholt, written in a cursive style.

Jack Osterholt, Deputy Mayor

Plan Date: February 2015

Delivering Excellence Every Day



TABLE OF CONTENTS

MESSAGE FROM THE DIRECTOR	Page 2
DEPARTMENT OVERVIEW	Page 3
Departmental Purpose/Mission	
Table of Organization	
Strategic Alignment Summary	
Our Customer	
KEY ISSUES	Page 7
PRIORITY INITIATIVES	Page 10
FUTURE OUTLOOK	Page 14
ATTACHMENT 1	
BUSINESS PLAN REPORT	



MESSAGE FROM THE DIRECTOR

The 1,200 women and men of the Miami-Dade Aviation Department are proud to operate South Florida's leading economic engine – Miami International Airport – and a system of four general aviation airports. We carry out this important work with a clearly-defined strategic growth plan and policy guidance from the County Mayor and the Board of County Commissioners. Unlike most local government agencies, however, the Aviation Department operates as a financially self-sufficient enterprise fund, meaning that no County property taxes are used to support MDAD's airports.

2014 proved to be another positive year at MIA and the general aviation airports – Miami-Opa locka Executive Airport, Miami Executive Airport, Homestead General Aviation Airport and Dade-Collier Training and Transition Airport. Our latest economic impact study shows that these facilities provide direct employment to 40,000 local residents and support a total of 282,000 direct and indirect jobs, from local tour operators, to hotel attendants, to flight crews and freight forwarders. MIA and the general aviation airports also support an impressive \$33.7 billion in business revenue that benefits communities throughout Miami-Dade County and beyond. We're supporting our community in other ways, too, contributing more than \$1.1 billion to state, local and federal tax rolls.

Looking ahead, there's good reason for optimism at the Miami-Dade Aviation Department: the domestic economy is improving, growing middle classes in Latin America and Asia are driving demand for international air travel, and the merger of MIA hub carrier American Airlines with US Airways is translating to additional Miami air service options and new routes. The enclosed MDAD Business Plan and Outlook offers a detailed look at the steps we are taking to meet that growing demand. With clear plan forward and steady governance from our Mayor and County Commissioners, the best is yet to come for the Miami-Dade Aviation Department.

Sincerely,

Emilio T. González
Director, MDAD



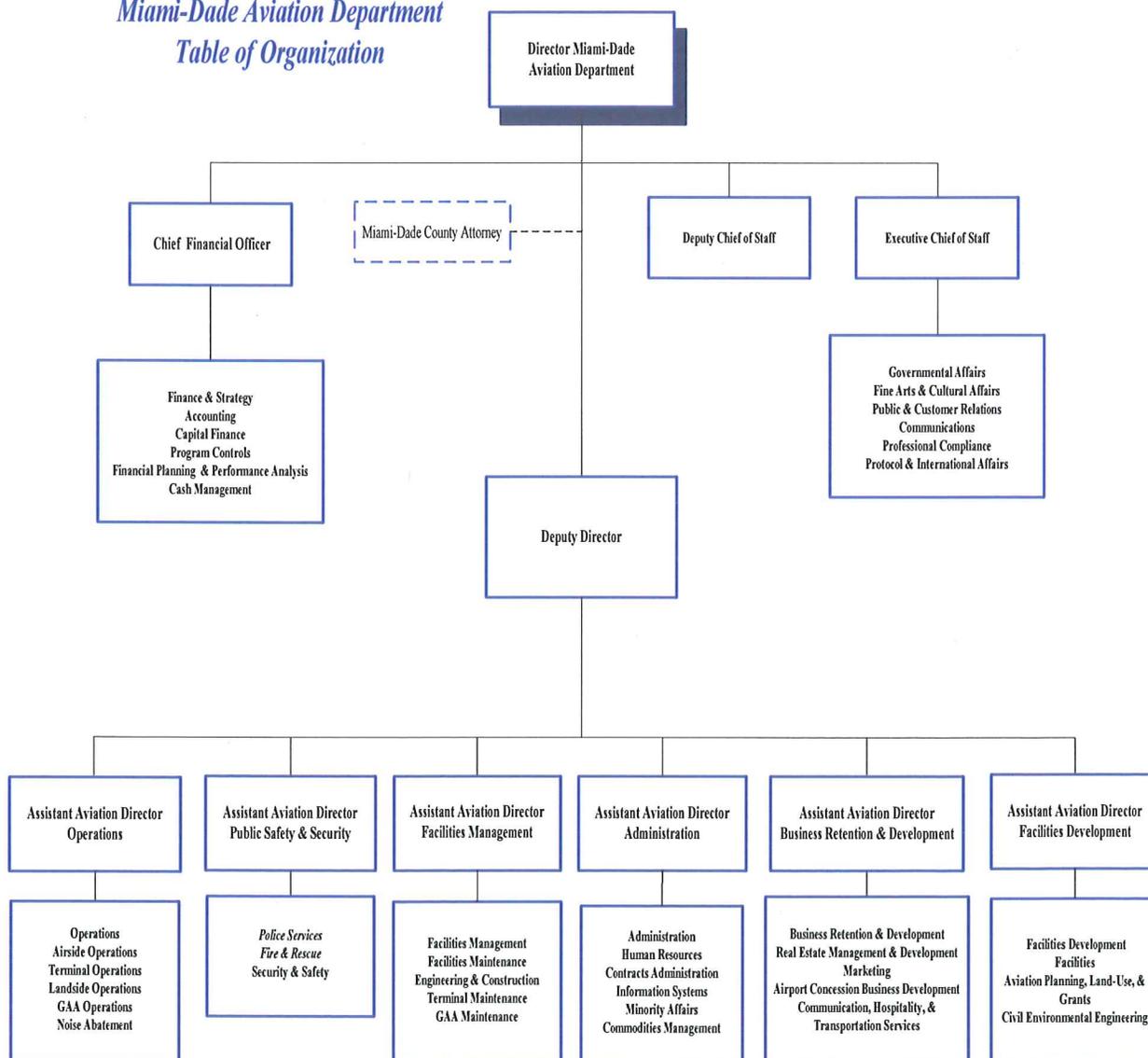
DEPARTMENT OVERVIEW

DEPARTMENTAL PURPOSE/MISSION

Vision - MIA will grow from a recognized hemispheric hub to a global airport of choice that offers customers a world-class experience and an expanded route network with direct passenger and cargo access to all world regions.

Mission - MDAD provides a modern, safe, and efficient world-class international gateway that delivers best in class customer service, significant economic benefits to our community and rewarding professional development opportunities to our employees.

*Miami-Dade Aviation Department
 Table of Organization*



Strategic Alignment Summary

*The following are the Strategic Plan goals and objectives that are supported by the Aviation Department's **most important** activities.*

- Continually modernize PortMiami and airports (TP3-3)
- Provide sound financial and risk management (GG4-1)
- Provide easy access to transportation information (TP2-5)
- Ensure excellent customer service for passengers (TP2-6)
- Expand domestic and international travel and tourism (ED2)
- Facilitate connections between transportation modes (TP1-6)
- Ensure security at airports, seaport and on public transit (TP2-4)
- Provide well maintained, accessible facilities and assets (GG5-2)
- Improve customer service at airports, hotels and other service providers that support travel and tourism (ED2-2)
- Enhance customer services, convenience and security at every level of contact with the ports (TP6-2)
- Effectively allocate and utilize resources to meet current and future operating and capital needs (GG4-2)
- Expand opportunities for small businesses to compete for County contracts(ED4-3)
- Expand international trade and commerce (ED3)

Our Customer

Our customers and their most important needs

Our customers include, but are not limited to: airlines, passengers, meeters/greeters (local residents picking up travelers), cargo handlers, federal agencies, concessionaires, fixed base operators, vendors, permittees, construction firms, subcontractors, small businesses, and employees. Additionally, trade groups, local schools, universities, business and industry associations, consulates and other groups request and receive airport facility tours and presentations.

Our customers' needs vary greatly, and must be balanced to make our Airport System effective, efficient, economical, and attractive to them. MIA staff at every level is dedicated to providing a positive environment for all customers, which includes ensuring the safe and efficient movement of people, aircraft, vehicles, and goods through our airports. We encourage entities operating at MIA and the general aviation airports to have the same high goals.

Preparing for the future needs of our customers is equally important. To that end, investment in our facilities at MIA and the general aviation airports continues to be a priority. Accordingly, the Department plans to define a path for optimizing and expanding the functionality of existing terminal building assets or modernize the older terminal facilities to extend their useful lives. Moreover, the Department is researching and implementing improvements to technology, including Automated Passport Control kiosks, mobile applications, iBeacons, and associated services such as low-cost or free WI-FI.

How customer feedback is collected and how satisfaction is measured.

One of the leading barometers of successful customer service is the annual passenger survey (conducted since May 2008 by Unison Consulting, Inc.), which has consistently shown high levels of satisfaction with various aspects of MIA among international passengers, departing passengers (with MIA as their point of origin) and meeters/greeters. The survey provides valuable information for Airport management and opportunities for continuous improvement by identifying changes in the user market with respect to demographic, economic and travel characteristics. It also reveals levels of, and changes in, satisfaction regarding getting to the Airport, checking in, the security screening process, Airport facilities, concessions, and services. Furthermore, the survey provides information for determining opportunities to enhance facilities and services. Our most recent survey, conducted in 2014, indicates that "MIA is meeting the needs of airport users and 70 percent or more are satisfied or very satisfied with the areas most important to their experience, such as courtesy of personnel, cleanliness of restrooms and terminals, and wait times for airline check-in, security check process, and arrivals process."

The following are major customer or industry trends that may affect operations:

- Price of fuel
- Enhancement of non-aviation revenues
- Perception of aviation risk by the traveling public
- Price pressure on airlines to provide low-cost services
- Implementation of unfunded federal security mandates
- Addressing carbon emissions and environmental concerns
- Rising use of belly cargo versus traditional cargo freighters
- Growth or contraction of various Latin American economies
- Rapid evolution of technologies and processes for safety and security
- Ability of the airline industry to cope with the economic downturn and rising costs
- Replacement of aging navigational systems with newer technologies and operational procedures
- American Airlines' transition from a rolling bank schedule to a compressed/peak schedule
- Airline industry's trend towards the use of larger aircraft, which require expensive gate reconfiguration
- Achievement of a competitive price structure as compared with other airports, especially when using the cost per enplaned passenger metric
- Cooperation with federal agencies to develop solutions to facilitate friendly, faster and smoother passenger processing, particularly for international passengers
- Addressing airport operations affected by the broad and complex needs of stakeholders (internal and external), passengers, baggage and cargo, and aircraft turnaround

KEY ISSUES

Legislative Issues

Customs and Border Protection (CBP) staffing for arriving international passengers and cargo is a critical component of operations at MIA. As the federal government continues to increase security measures and inspections of arriving international passengers and cargo within a sequestration environment, maintaining sufficient CBP and CBP-Ag staffing at MIA in the face of rising travel and trade volumes is critical. MDAD continues to work with South Florida's Congressional Delegation to increase CBP staffing at MIA by advocating for increased appropriations for CBP.

MDAD will continue to participate in the CBP Reimbursable Services Program (560 Program). Under this program, MDAD reimburses CBP for agreed upon overtime hours for CBP officers.

MDAD is also working closely with CBP, the Greater Miami Chamber of Commerce, the Greater Miami Convention & Visitors Bureau and other organizations to promote the enrollment of international travelers in programs – such as Global Entry – that facilitate international travel. Global Entry is a part of the trusted traveler program, which enhances the international travel process by vetting passengers enrolled in the program to provide a seamless travel experience without the need to be processed by a CBP inspector. This process minimizes redundancies, freeing CBP officers and reducing CBP clearance wait times for arriving U.S. and foreign passengers.

In addition, MDAD will continue to monitor the Contract Tower Program for budget cuts resulting from sequestration and support additional funding for Homeland Security, environmental remediation and technology initiatives.

Passenger and Cargo Development Issues

MDAD seeks expansion and diversification of MIA's passenger and cargo air route network in the United States and abroad. International route development is focused on new and expanded air service to destinations in Europe, Asia, Africa and the Middle East/Gulf Region. Domestic route development is focused on expansion of frequencies in MIA's top city pairs, new route considerations to secondary markets, and diversification of the domestic product for greater traveler choices, including recruitment of low-cost carriers.

MIA's cargo route development program is aimed at stimulating overall cargo traffic and enhancing trade connectivity between MIA and new global markets. This includes further development of European and Asian routes and the establishment of new trade routes to Africa and the Middle East/Gulf Region. Additionally, the Marketing Division continues to conduct business expansion and ongoing promotional efforts throughout its stronghold markets in the Latin American/Caribbean region to assure a balance of both product and route offerings, as well as assuring that connectivity and synergy within MIA's air cargo industry remain constant.

Departmental Business Plan and Outlook

Department Name: **Miami-Dade Aviation Department**

FY2014-15 & FY2015-16

The following external factors may affect route development:

- Many economies in Latin America are slowing down or retracting, particularly in South America. This trend has a direct impact on MIA in terms of passenger traffic growth and trade (cargo growth)
- Efforts to develop Asian and African passenger routes are taking considerable time and resources due to ultra-long haul distance and inadequate fleets among candidate Asian carriers, and due to economic/geopolitical and fleet arrangements within African markets and/or airlines
- Cargo development is slowing down considerably due to expanded belly cargo capacity in passenger aircraft. This continues to pose a direct challenge to freighter operations, and in particular, the ability to recruit new or expanded freighter services. MIA must create regional freight development strategies that complement its Latin America trade connections, while not becoming totally dependent on this region/market

Staffing

This year and next, the Department plans to strategically add new positions throughout the organization. This addition of positions is being brought about by several factors, including the increase in terminal square footage and concomitant maintenance requirements, the continuing upgrade of airport infrastructure to accommodate significant and record increases in passenger, cargo and airline traffic, particularly with American Airlines as well as to accommodate new and upgraded fleets (A380s, 747-8s, 787s, A350s, 777-300s), the new LAN Maintenance facility, a future tenant for building 861, and the airside escort requirements of our business partners. In the area of information technology, for example, it is imperative for MIA to remain technologically competitive with other airports and provide airlines with new, emerging technologies and capabilities to streamline their operations. Current staff has vast technical expertise and experience that is required to support the essential operational systems at MIA and the general aviation facilities. However, due to an increase in the number of staff retiring or seeking higher paying positions outside of the County, MDAD is experiencing a shortage of qualified technical staff. It is therefore imperative that the entire recruitment process to fill vacancies be timely and effective and that MDAD continue to have the ability to quickly hire and acquire contract staffing resources when needed.

Timely Contracts and Purchases

The ability to acquire goods and contract for services in a timely manner –and within the County's procurement framework – continues to be a critical factor in the Department's ability to meet the business needs of its customers. In addition to routine purchasing needs, there are several important and time-sensitive solicitations that are in progress or will soon be advertised. These include:

- ATM Concession
- Airport Network Media
- Hotel Management Operator

- Retail Concessions Consultant
- Baggage Handling System O & M



Departmental Business Plan and Outlook

Department Name: **Miami-Dade Aviation Department**

FY2014-15 & FY2015-16

- Wireless High Fidelity (WI-FI) Services
- General Aeronautical Services Permits
- Central Terminal Concessions Program
- Parking Access & Revenue Control System
- Baggage Handling Improvements CM @ Risk
- Concourse H and MIA Bldg. 863 Roofing Consultants
- Checked Baggage Inspection Services – A/E Services
- Telecommunications & Network Management Services
- Airline Liaison Office Consulting Services (MAAC Consultant)

MDAD is making a concerted effort to involve the Internal Services Department in the early planning stages of large purchases in order to reduce duplication of efforts. MDAD staff is also re-evaluating E-solicitation software so that interested proposers can download MDAD solicitations. Lastly, the Department continues to develop and update boilerplate solicitation documents.



PRIORITY INITIATIVES

MDAD has identified the following key initiatives for this fiscal year and next fiscal year.

MDAD Strategic Framework

Continue refining the Strategic Framework. Established in October 2014, this framework is intended to bring discipline and cohesion to the various initiatives being considered or undertaken by MDAD by helping prioritize objectives, define capital requirements and other resource needs, define key progress indicators, and formulate a Strategic Business Plan to serve as a roadmap for our vision. The plan includes short-term initiatives intended to be addressed within three years and long-term plans, intended to be completed beyond three years.

Departmental Strategic Master Plan Study

Complete the Department's Strategic Master Plan (SMP) Study. The SMP focuses on identifying growth demand and assessing the airport's infrastructure and systems facility needs for the 2015-2050 planning horizon. MDAD is in the final stages of the SMP, reviewing preliminary airport development options and recommendations with key stakeholders and policy makers.

Terminal Optimization Program

Define a path and a funding framework to optimize and expand the functionality of existing terminal building assets or modernize older terminal facilities so that they can be viable for the next 20 to 30 years. This program is a phased development plan that balances the long range vision with near-term needs. Short-term initiatives include taxi lot relocation, assessing capital needs required for new entrant carriers, and upgrading airport infrastructure to accommodate new and upgraded fleets (A380s, 747-8s, 787s, A350s, 777-300s). Long-term needs include creating a replacement plan for jet bridges, providing hardstand positions to maximize use of terminal gates, preparing hotel replacement/relocation plan, implementing the Central Terminal Redevelopment plan, and meeting vehicular parking needs for the public and employees.

Media Strategy: Create and Market "The New MIA" Brand

Promote MIA and the Miami-Dade Aviation Department to its external and internal customers as a world-class airport focused on capital improvements, customer service excellence, business development growth and enhanced security. Plan and execute media relations and advertising campaigns for the New MIA brand.

Growth Positioning and Business Diversity

- Aggressively develop new routes
- Obtain necessary event permits for the TNT airshow
- Assess opportunities associated with the PortMiami expansion
- Assess Flagler Development's sea-freight-rail integration model and potential implementation at MIA



Departmental Business Plan and Outlook

Department Name: **Miami-Dade Aviation Department**

FY2014-15 & FY2015-16

- Promote the “MIA People” – this concept seeks to institutionalize a culture of innovation, training and development, and succession planning. This initiative includes improving internal communication among staff and encouraging staff to participate in the Airport Management Professional Accreditation Program. It also includes ensuring IT staff have the technical expertise and experience needed to support the crucial operational systems (MIA Enterprise Network, Voice Systems, CUTE, P.A. System, AOIS, FIDS, Radio Systems, etc.) required to effectively operate MIA and the general aviation facilities

Enhance Departmental Operations

- Review and adjust operational activities to correspond with carriers’ hubbing strategies at MIA
- Work with RER and other stakeholders to implement the Ambassador Cab Program
- E-Satellite Infrastructure & Train Replacement: until new gates are constructed through the Central Terminal Project, the only short-term solution for airlines seeking additional gates is to use gates on the E-Satellite. An effort is under way to refurbish exiting passenger loading bridges and a new train system is being manufactured for MDAD to efficiently utilize and market the Satellite gates
- Rehabilitation of Runway 12-30: Mill and pave runway surface, install new lighting, add surface mounted runway guard lights, add fillet to taxiway S and T turnoffs, new runway end lights and repainting of surface markings
- Purchase two additional COBUSES to speed transport of passengers during times when E-Satellite train is out of service and other emergency transport is unavailable. The COBUS will triple MDAD’s busing capacity without increasing staff
- Development and Implementation of the Safety Management System (SMS): The goal of SMS is to instill a proactive, transparent, non-punitive safety culture at FAR 139 Certificated Airports. While the rollout of this federal regulation has been delayed, it is inevitable and MDAD must prepare accordingly
- Install cameras north of Taxiway K and the Eastern U & Western Cargo U facilities: This project is in development and will allow Airside Operations to control non-movement area, as required
- Continue addressing derelict aircraft on the airfield: to date 61 aircraft have been either flown out or demolished
- Replace all runway signage: the replacement of all runway signage has begun with an initial order to replace runway 9L/27R signage with Signature Series Signs
- Complete the Wildlife Hazard Assessment: the assessment has begun and should take a year to complete with the expected result of developing a Wildlife Hazard Management Plan
- Replace building 102 & 109: replace two MDAD-owned tenant leased buildings as a part of the 40-year re-certification project



Departmental Business Plan and Outlook

Department Name: **Miami-Dade Aviation Department**

FY2014-15 & FY2015-16

- Relocate the Credentialing Section from its current location and collocate all Security Division operations for greater efficiency, improved security and enhanced customer service
- Construct a World-Class Airport Operations Center (AOC) that will serve as the center for monitoring, communications, collaboration, and coordination of MIA/MDAD operations. The AOC will additionally provide space and serve as the primary Command and Control Center for contingency, crisis, and emergency operations. The AOC will initially consolidate current Operations Control Room (OCR), Landside, and Security Operations in one central location and focus on analyzing and sharing information to effectively manage daily operations and mitigate all incidents. The AOC will eliminate redundant functions and provide the location and capability to integrate all technologies that are currently available but not being used due to space or infrastructure limitations

Small Business Development

- Maximize opportunities for various types of contracting opportunities at the County system of airports by recommending realistic, achievable participation for small businesses
- Increase airport contracting opportunities among DBEs, ACDBE, LDB, CBEs, CSBE and SBE certified firms
- Leverage funding from the federal Emerging Small Business (ESB) Program to implement forthcoming construction projects

Improve the Entry Process

Improve the arriving passenger experience by:

- Acquire a real-time queuing system
- Deploy additional Automated Passport Control kiosks
- Develop a video explaining the kiosk and CBP process
- Work with our Federal partners to expand the Visa Waiver Program
- Implement CBP's Mobile Passport control system when it becomes available
- Continue the 560 Program, which allows MDAD to pay for overtime of Customs staff to expedite the processing of passengers through CBP

Define and Integrate New Technologies

- Provide free WI-FI at MIA
- Investigate the capabilities of iBeacon technology for possible use at MIA
- Continue adding new features and capabilities to the recently released MIA Airport Official mobile application
- Implement new technologies to meet evolving threats (ex: Perimeter Breach Detection, License Plate Recognition, Automated Notification System)

Other Information Technology-related Initiatives

- Complete the remaining milestones of the Automated Vehicle Identification system: the E5 Reader Replacement, Transponder Upgrade, and Customer Web Access



Departmental Business Plan and Outlook

Department Name: Miami-Dade Aviation Department
FY2014-15 & FY2015-16

- Implement Insurance Risk Tracking module as part of the PropWorks version 8x upgrade
- Finalize the EAMS Work Order System and target expansion into mobile EAMS to facilitate the maintenance operations
- Continue implementing the ERP Financials Inventory module for Maintenance Division's shops. This work improves functioning and quality of information generated from the Work Order System
- Upgrade MDAD's Cable TV infrastructure to provide HD Digital service for all subscribers
- Finalize implementation of mobile device management solutions for MDAD staff for: virus protection; deployments of approved apps (ex. MIA Official Mobile App); having the ability to wipe clean a device should it be lost or stolen; provide password lockdown
- Establish an IT security training program for technical staff, and enhance security training program for end-users
- Continue with the installation of CUTE/CUPPS, CUSS, and AOIS-FIDS for the North and Central Terminal Development Projects
- Replace obsolete AOIS and CUTE hardware and software; upgrade service hardware; upgrade system redundancy solutions



FUTURE OUTLOOK

Economic

The domestic economy, as well as, the economies of South and Central America – have a direct effect on passenger demand at MIA. Approximately half of MIA's 40 million annual passengers are domestic while the other half are international travelers, a fact that underscores the outsized influence that foreign economy can have on passenger traffic at MIA. Among major U.S. airports, only New York's JFK International Airport has a similar passenger makeup.

Closer to home, the Miami-Dade County metropolitan area serves as one of MIA's principal markets. During fiscal year 2014, Miami-Dade County's economy showed signs of improvement: the unemployment rate decreased from 8.1% to 6.8% between September 2013 and September 2014 (not seasonally adjusted); home prices increased 10.3% for the same period according to the S&P/Case-Shiller Home Price Index; and the Greater Miami Convention & Visitors Bureau reported that overnight visitors to Greater Miami and the Beaches increased 2.2% to a record high 14.2 million overnight visitors in 2013, fueled by a 4.4% increase in international visitors and a slight increase in domestic visitors. This marks the fourth consecutive year of record overnight visitors to Miami-Dade County. A record \$22.8 billion in visitor expenditures was generated in 2013, an increase of 4.4% over the previous year, with international expenditures representing 70% of the total vs. domestic. 2013 marked the fifth consecutive year of records on record for visitor spending.

In terms of Latin American economies, a deep recession and political instability in Venezuela have had a direct and negative impact on passenger flights and trade at MIA. At the same time, Brazil, MIA's top international market is experiencing economic stagnation. Overall international traffic to those areas was flat in FY2014, but steady growth is anticipated for FY2015.

As of December 2014, the Aviation Department's Traffic Engineers had forecast enplanement growth factors to be 3.2% for FY2015; 2.0% for FY2016; and 1.7% for FY2017. These figures indicate that although enplaned passenger traffic will continue to grow, it will be at a decreasing rate. The County's Airport System must remain competitive with other airports in terms of the services offered and particularly, the costs of those services. Thus, while the Aviation Department will continue to pursue new air service routes through new and existing airline partners, it will also continue to think outside-of-the-box in its efforts to increase non-aeronautical revenues and decrease costs for the airlines.

Capital Projects

The Aviation Department completed its \$6.5 billion Capital Improvement Program in 2014. Ongoing Capital Projects include replacement of the APM train in Concourse E and a small number of carryover projects from the CIP to be completed in the next 2-3 years. In terms of major future capital projects, MDAD is planning to renovate both



Departmental Business Plan and Outlook

Department Name: Miami-Dade Aviation Department
FY2014-15 & FY2015-16

Lower and Satellite Concourse E in order to accommodate American Airlines' future growth at MIA. Another major capital project is the South Terminal and Central Terminal Baggage Handling System Enhancement project, which will greatly improve the efficiency of TSA operations at MIA. TSA has pledged its support for this project by providing a \$101 million grant to fund over half of the project's cost.

Other capital projects include the construction of a centralized Airport Operations Center to improve the safety and security at MIA and relocation/consolidation of the ID badging process used by all MIA tenants. The latter project is planned to be funded by Improvement Fund monies set aside by the Miami Airline Affairs Committee (MAAC) in FY2014. This approved \$50 million set-aside is to be used for future capital projects approved by the MAAC or to reduce the landing fee in future fiscal years.

With the build-out of MIA's airfield, there has been a steady loss in hardstand spaces for aircraft that need to park remotely from the terminal. The lack of hardstands may lessen aircraft parking revenue and prevent the optimal utilization of aircraft parking at the terminal gates. This aircraft parking shortage, as well as the future passenger growth expected at MIA, has lead the County to drop the development of Airport City at the entrance to the Airport. Instead, this land will be used to expand the airside and allow for both additional aircraft hardstands and expanded terminal areas, particularly in the North Terminal area.

Along with this airside growth, MDAD is looking to alter its aircraft gate configuration so that additional Airbus A380 superjumbo aircraft can park at MIA terminal gates. Currently, Concourse J has the sole A380 capable gate, but MDAD is considering the possibility of constructing additional A380 gates at Concourses D, E and H.

Other Growth Changes and Development

The Aviation Department is purchasing more APC Kiosks that allow international arriving passengers at MIA (mostly United States citizens) to expedite their entry back into the United States. In addition, MIA will be one of the first airports in the U.S. to offer the U.S. Customs and Border Protection (CBP) Mobile Passport Control app, which will also help to reduce passenger wait times and increase CBP's passenger processing times.

Over the next 3-5 years, MDAD will focus on overall enhanced training for Security Operations Supervisors, Senior Agents and Agents. In addition, MDAD will continue to increase security and leverage efficiencies by coordinating training for the Airside, Landside and Terminal Operations Divisions in enhanced behavioral detection skills. The Department will continue to work toward the development of the Airport Operations Center, expand CCTV coverage airport-wide, improve employee screening, and conduct monthly MIA Security Partners meetings, as well as quarterly Cargo Security meetings to harden the Aviation Department's security posture.

Separately, finalization of the Rock Mining Agreement at Opa-Locka West is expected to generate additional revenue to the Aviation Department. Additionally, the Department will continue searching for other alternatives to generate additional revenue from MIA Non-Terminal Buildings.



Departmental Business Plan and Outlook

Department Name: Miami-Dade Aviation Department

FY2014-15 & FY2015-16

MDAD also expects to gain approval from the FAA for two new development lease agreements: the first agreement is with MDIA at MIA (offsite) and the second agreement is with WMD at Kendall/Tamiami Executive Airport (offsite). Total estimated investments for MDIA and WMD are \$48.8 million and \$30.0 million, respectively.

The goal of the Department is to create new business opportunities and foster relationships with terminal concessionaires that can provide customers with superior airport concessions and services. Successfully accomplishing these goals will help MDAD achieve its vision of becoming a world class airport that provides the highest level of customer service.

