

FY 2013 - 14 Adopted Budget and Multi-Year Capital Plan

Aviation

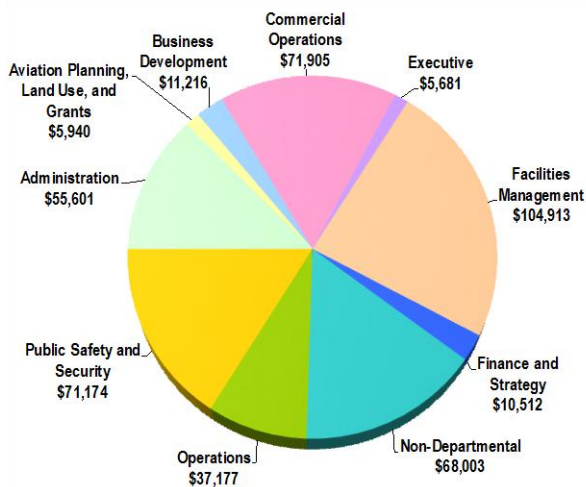
The Miami-Dade Aviation Department (MDAD) operates a system of airports that provides for the safe and efficient movement of people and goods while being responsive to the needs of customers and safeguarding the environment.

As part of the Transportation and Economic Development strategic areas, MDAD operates Miami International Airport (MIA) and four General Aviation Airports (GAA). MDAD operates the airport system as a financially self-sufficient entity without property tax support from the County. MIA is considered a primary economic engine for Miami-Dade County, and is the major trans-shipment point between the Americas, the Caribbean, and Europe. Servicing 89 airlines with routes to nearly 150 cities on four continents, MIA ranks number one in the USA for international freight and second for international passenger traffic. The Department completed \$6.509 billion in capital improvements to make the airport a more desirable and efficient transportation center. The key elements of the capital improvement program included a new North Terminal, expansion of the South Terminal, improvements to the Central Terminal, construction of an elevated automated people mover system known as the "MIA Mover," roadway and facility improvements, major security modifications, and replacement of the airport's business systems. The Department will continue with a capital program that replaces critical infrastructure and provides capital related maintenance at a cost of \$387.6 million over a five year horizon.

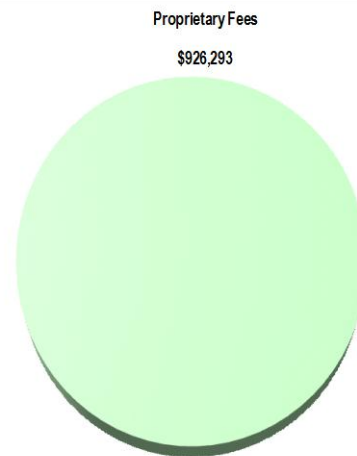
MDAD works closely with a diverse group of constituents, including cargo and passenger airlines and their customers, the support industries that form the air travel base, the Federal Aviation Administration, the Transportation Security Administration, the United States Customs and Border Protection,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

FY 2013-14 Adopted Budget

Expenditures by Activity
(dollars in thousands)



Revenues by Source
(dollars in thousands)



FY 2013 - 14 Adopted Budget and Multi-Year Capital Plan

TABLE OF ORGANIZATION

<u>EXECUTIVE</u>	
<ul style="list-style-type: none"> Provides leadership and direction to department staff in accomplishing the stated goals and objectives; provides legal representation; oversees government relations at the local, state, and federal levels 	
<u>FY 12-13</u> 34	<u>FY 13-14</u> 30
<div style="border: 1px solid black; padding: 5px; margin-bottom: 10px;"> <p style="text-align: center;"><u>BUSINESS RETENTION AND DEVELOPMENT</u></p> <ul style="list-style-type: none"> Manages rental and permit agreements of the airport system properties and facilities; commissions artwork and presentation of exhibits; plans and coordinates air carrier route development and route maintenance <p style="text-align: center;"><u>FY 12-13</u> <u>FY 13-14</u> 43 45</p> </div> <div style="border: 1px solid black; padding: 5px; margin-bottom: 10px;"> <p style="text-align: center;"><u>OPERATIONS</u></p> <ul style="list-style-type: none"> Provides secure, safe and efficient airfield areas, terminal gates, and cargo loading positions for aircraft users; manages day-to-day operations within the terminal building; provides traffic control through the airport, monitors ground transportation activity, and enforces parking regulations at MIA <p style="text-align: center;"><u>FY 12-13</u> <u>FY 13-14</u> 410 410</p> </div> <div style="border: 1px solid black; padding: 5px;"> <p style="text-align: center;"><u>PUBLIC SAFETY AND SECURITY</u></p> <ul style="list-style-type: none"> Oversees the investigative police and uniform services; oversees the fire and rescue services at Miami International Airport (MIA); ensures the secure movement of people and goods through MIA and enforces all local, state, and federally mandated security requirements; coordinates, develops, and directs all media relations activities, special events, and external communications for the Department <p style="text-align: center;"><u>FY 12-13</u> <u>FY 13-14</u> 95 95</p> </div>	<div style="border: 1px solid black; padding: 5px; margin-bottom: 10px;"> <p style="text-align: center;"><u>FINANCE AND STRATEGY</u></p> <ul style="list-style-type: none"> Oversees accounting and financial services; controls scope, cost, schedule, and quality of capital projects <p style="text-align: center;"><u>FY 12-13</u> <u>FY 13-14</u> 67 68</p> </div> <div style="border: 1px solid black; padding: 5px; margin-bottom: 10px;"> <p style="text-align: center;"><u>AVIATION PLANNING, LAND USE, AND GRANTS</u></p> <ul style="list-style-type: none"> Provides planning for the development of Miami-Dade County's public use airports <p style="text-align: center;"><u>FY 12-13</u> <u>FY 13-14</u> 10 10</p> </div> <div style="border: 1px solid black; padding: 5px; margin-bottom: 10px;"> <p style="text-align: center;"><u>ADMINISTRATION</u></p> <ul style="list-style-type: none"> Oversees personnel and support services functions; develops and reviews Requests for Proposals (RFP) and Requests for Qualifications (RFQ) for the Department; provides information technology and telecommunications services <p style="text-align: center;"><u>FY 12-13</u> <u>FY 13-14</u> 122 121</p> </div> <div style="border: 1px solid black; padding: 5px;"> <p style="text-align: center;"><u>FACILITIES MANAGEMENT</u></p> <ul style="list-style-type: none"> Maintains airport systems and facilities; manages the planning, design, and construction of facilities <p style="text-align: center;"><u>FY 12-13</u> <u>FY 13-14</u> 446 448</p> </div>

FY 2013 - 14 Adopted Budget and Multi-Year Capital Plan

FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 10-11	Actual FY 11-12	Budget FY 12-13	Adopted FY 13-14
Revenue Summary				
Aviation Fees and Charges	316,571	344,242	355,499	363,543
Carryover	40,979	48,363	65,440	68,627
Commercial Operations	227,179	251,566	252,161	253,942
Non-Operating Revenue	69,815	81,224	85,000	95,000
Other Revenues	13,573	13,717	15,592	16,116
Rental Income	109,262	131,605	139,000	129,065
Total Revenues	777,379	870,717	912,692	926,293
Operating Expenditures Summary				
Salary	82,248	78,542	81,159	81,231
Fringe Benefits	23,529	19,091	22,455	25,255
Court Costs	732	291	552	552
Contractual Services	91,883	58,953	114,791	77,058
Other Operating	91,270	134,904	105,910	160,444
Charges for County Services	81,681	75,216	94,132	85,986
Grants to Outside Organizations	0	0	0	0
Capital	2,195	3,291	9,921	11,596
Total Operating Expenditures	373,538	370,288	428,920	442,122
Non-Operating Expenditures Summary				
Transfers	355,478	439,187	415,145	411,221
Distribution of Funds In Trust	0	0	0	0
Debt Service	0	0	0	0
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	68,627	72,950
Total Non-Operating Expenditures	355,478	439,187	483,772	484,171

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 12-13	Adopted FY 13-14	Budget FY 12-13	Adopted FY 13-14
Strategic Area: Transportation				
Administration	45,670	55,601	122	121
Aviation Planning, Land Use, and Grants	2,501	5,940	10	11
Business Development	9,868	11,216	43	46
Commercial Operations	72,018	71,905	0	0
Executive	6,928	5,681	34	28
Facilities Management	104,276	104,913	446	447
Finance and Strategy	9,938	10,512	67	68
Non-Departmental Operations	72,805	68,003	0	0
Public Safety and Security	34,521	37,177	410	411
Total Operating Expenditures	70,395	71,174	95	95
Total Operating Expenditures	428,920	442,122	1,227	1,227

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 10-11	Actual FY 11-12	Budget FY 12-13	Actual FY 12-13	Budget FY 13-14
Advertising	507	508	743	460	769
Fuel	2,133	1,773	2,234	2,000	2,009
Overtime	3,319	2,720	3,464	3,337	3,379
Security Services	5,417	5,877	6,915	6,500	8,414
Rent	0	0	0	0	0
Temporary Services	0	0	0	0	0
Travel and Registration	121	105	393	250	372
Utilities	47,545	48,252	54,859	48,000	55,000

FY 2013 - 14 Adopted Budget and Multi-Year Capital Plan

DIVISION: EXECUTIVE

The Executive Division, which includes the Office of the Director, provides leadership and direction to the Department staff in accomplishing the stated goals and objectives.

- Establishes departmental policy, directs overall management, and provides long-term vision
- Coordinates agenda items for the Board of County Commissioners
- Provides legal services to operational divisions

Strategic Objectives - Measures

- GG4-2: Effectively allocate and utilize resources to meet current and future operating and capital needs

Objectives	Measures			FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 13-14
				Actual	Actual	Budget	Actual	Target
Contain operating expenses	Construction workdays lost due to employee accidents	EF	↓	0.5	2.8	2.8	0	2.8

DIVISION: FINANCE AND STRATEGY

The Finance and Strategy Division is responsible for management of accounting and financial services; development and monitoring of the operating and capital budgets; and development and monitoring of the Department's business plan.

- Oversees all accounting activities, including cost accounting, accounts payable and receivable, cash management, and generation of financial statements; coordinates with external auditor for year-end financial audit
- Manages capital and operating budget activities
- Develops and monitors the business plan for the Department on an annual basis
- Ensures adherence to federal, state, and County rules through the Professional Compliance section

Strategic Objectives - Measures

- ED2-1: Attract more visitors, meetings and conventions

Objectives	Measures			FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 13-14
				Actual	Actual	Budget	Actual	Target
Contain operating expenses	MIA cost per enplaned passenger	OC	↓	\$18.51	\$19.72	\$20.56	\$20.39	\$20.33
Increase revenue generating activity at MIA	MIA passengers (millions)	OC	↑	37.6	39.6	40.0	40.1	40.2
	Enplaned Passengers (millions)	OC	↑	18.7	19.7	20.0	19.9	20.1

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

Objectives	Measures			FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 13-14
				Actual	Actual	Budget	Actual	Target
Increase revenue generating activity at MIA	MIA cargo tonnage (millions)	OC	↑	2.0	2.1	2.1	2.1	2.2
Contain operating expenses	Landing Fee Rate (per 1,000 lbs. in dollars)	OC	↓	\$1.70	\$1.92	\$1.75	\$1.75	\$1.75

FY 2013 - 14 Adopted Budget and Multi-Year Capital Plan

DIVISION COMMENTS

- The Department expects to maintain a competitive landing fee in FY 2013-14 at \$2.07 per 1,000 pounds, increasing \$0.32 from the FY 2012-13 level of \$1.75
- The FY 2013-14 Adopted Budget continues the third year of repayment, by the County to MDAD, of a \$14.507 million Federal Aviation Administration (FAA) finding resulting from a FY 2007-08 financial review; repayments will be \$1.45 million for 10 years
- MDAD's revenue and expenditure model is based on a residual program per the bond user agreement that stipulates that any fluctuations in expenditures will be matched with a landing fee model that charges a fee per 1,000 pounds of landed weight; due to the debt service increases of a previous \$6.509 billion capital improvement program and a ten percent enplanement growth, it is anticipated that the landing fee will increase, making the cost per enplaned passenger grow to \$22.72 in 2018 from \$20.19 as forecasted in FY 2013-14

DIVISION: OPERATIONS

The Operations Division provides for a safe and secure airfield; manages the day-to-day operations within the terminal building; oversees the 24 hour traffic operations, which extend from the terminal curb to the airport property line and include the cargo area; addresses the issue of aircraft related noise and land compatibility within the community; and provides protocol services to ensure a smooth passage of dignitaries through the airport.

- Manages the day-to-day operation of the facility and acts as a mediator to resolve complaints/issues for tenants, airlines and passengers in MIA terminals
- Provides secure, safe and efficient airfield areas, terminal gates, and cargo loading positions for aircraft users
- Provides for the smooth flow of traffic through the airport, monitors ground transportation activity, and enforces parking regulations at MIA

Strategic Objectives - Measures

- TP2-6: Ensure excellent customer service for passengers

Objectives	Measures			FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 13-14
				Actual	Actual	Budget	Actual	Target
Improve overall customer satisfaction at MIA	Overall customer service ratings for MIA (scale 1-5)	OC	↑	3.9	3.7	4.0	4.0	4.0
	Airport workers trained through "Miami Begins with MIA" program	OP	↔	7,356	6,341	6,000	6,000	6,000

DIVISION COMMENTS

- In FY 2013-14, the Department will continue to enhance customer service by continuing the Miami Begins at MIA program, which requires that all 35,000 airport workers, regardless of experience, position or title, attend customer service classes through Miami Dade College's Center for Service Excellence

FY 2013 - 14 Adopted Budget and Multi-Year Capital Plan

DIVISION: BUSINESS DEVELOPMENT

The Business Retention and Development Division oversees air carrier route development and route maintenance; oversees air carrier and concessionaire lease agreements; expands and develops revenue sources for MIA and the General Aviation Airports (GAA); plans future business and economic development for the Department; and enriches the airport environment through the commission of artwork and presentation of exhibits.

- Manages business retention and new business development
- Provides real estate management and development services
- Prepares marketing plans to attract new business
- Manages commercial operations, including management agreements and MIA tenants
- Creates an environment that is visually stimulating for passengers at the airport

Strategic Objectives - Measures

- GG4-1: Provide sound financial and risk management

Objectives	Measures			FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 13-14
				Actual	Actual	Budget	Actual	Target
Increase revenue generating activity at MIA	MIA non-terminal rental revenue (millions)	OC	↑	\$43.2	\$53.8	\$50.8	\$55.4	\$55.4
	GAA revenue (millions)	OC	↑	\$6.7	\$6.7	\$5.7	\$6.8	\$6.9

DIVISION COMMENTS

- In FY 2013-14, the Department will increase the number of international routes to 93 from 88 in FY 2012-13, and cargo carriers to 31 from 30 during the same period; the Department will increase low-fare carriers in FY 2013-14 to five from four
- MDAD's promotional funds total \$221,500 and will be used for activities that promote Miami-Dade County's airport system; major programs include Air Cargo Americas International Congress and Exhibition (\$50,000), Community Outreach Programs (\$60,000), Greater Miami Convention and Visitors Bureau (\$50,000), and various other activities (\$61,500)

FY 2013 - 14 Adopted Budget and Multi-Year Capital Plan

DIVISION: AVIATION PLANNING, LAND USE, AND GRANTS

The Aviation Planning, Land Use, and Grants Division provides planning for the near, intermediate, and long-term development of Miami-Dade County's public use airports.

- Provides short and long range planning for MIA's infrastructure, concourse, and terminals, and for individual projects and programs
- Manages federal and state grants that provide funding for MIA's Capital Improvement Program
- Acts in a technical advisory capacity to key stakeholders including the Federal Aviation Administration concerning safety standards, regulatory compliance and operating and planning issues
- Conducts land use/zoning analyses

Strategic Objectives - Measures

- TP3-3: Continually modernize Seaport and airports

Objectives	Measures			FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 13-14
				Actual	Actual	Budget	Actual	Target
Enhance customer service	Airspace analysis for airport construction (number of studies completed)	OP	↔	39	39	39	39	39

DIVISION COMMENTS

- In FY 2013-14, the Department will pursue federal funding for Runway 12/30 pavement rehabilitation, with an estimated project cost of \$45 million

DIVISION: FACILITIES MANAGEMENT

The Facilities Management Division maintains all airport systems and facilities in optimum working conditions to include the environmental systems, infrastructure, and fuel systems.

- Ensures that facilities at the airport are kept operationally reliable at all times
- Maintains and repairs the facilities and utility systems at MIA and General Aviation Airports (GAA)
- Ensures readiness of all new facilities including testing, commissioning, and turnover; sets operational standards and develops standard operational procedures; and updates MDAD design guidelines
- Supports the environmental, civil, and aviation fuel needs for the Department
- Monitors the levels and quality of the domestic water, sewage and storm water systems
- Manages, monitors, and maintains Airside Operations area pavement
- Performs audits of tenants for environmental compliance

Strategic Objectives - Measures

- GG6-1: Reduce County government's greenhouse gas emissions and resource consumption

Objectives	Measures			FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 13-14
				Actual	Actual	Budget	Actual	Target
Adhere to a green approach in disposal of waste	Percentage of cardboard recycled	EF	↑	100%	100%	100%	100%	100%

FY 2013 - 14 Adopted Budget and Multi-Year Capital Plan

DIVISION: ADMINISTRATION

The Administration Division is responsible for managing support functions including procurement, human resources, information technology, and the aviation warehouse.

- Establishes and administers procurement contracts for operational divisions
- Provides human resource services: recruitment, employee counseling, training and staff development, and administration of policy and procedures
- Oversees maintenance of computerized systems to including the Common Use Terminal Equipment (CUTE)
- Manages the aviation warehouse, which stores parts and materials for the Facilities Management Division
- Ensures minority businesses have bidding opportunities on contracts at MIA

Strategic Objectives - Measures

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

Objectives	Measures			FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 13-14
				Actual	Actual	Budget	Actual	Target
Ensure a safe working environment for employees at MDAD	MDAD job related injury/illness incidents (number of incidents per month)	OC	↓	5.4	5.4	5.4	5.4	5.4

DIVISION: PUBLIC SAFETY AND SECURITY

The Public Safety and Security Division oversees investigative police and uniform services as well as fire and rescue services; ensures enforcement of all local, state and federally mandated security requirements; and coordinates internal and external communication activities.

- Oversees the investigative police and uniform services
- Oversees the fire and rescue services MIA
- Ensures the secure movement of people and goods through MIA and enforces all local, state, and federally mandated security requirements
- Coordinates, develops, and directs all media relations activities, special events, and external communications for the department

Strategic Objectives - Measures

- TP2-4: Ensure security at airports, seaport and on public transit

Objectives	Measures			FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 13-14
				Actual	Actual	Budget	Actual	Target
Adhere to acceptable certified police officer levels to secure the airport	Average number of overall crimes at MIA	OC	↓	70	48	70	59	70

ADDITIONAL INFORMATION

- In FY 2013-14, the Department will realign staff between divisions in order to increase the efficiency of delivering operational support within MIA

FY 2013 - 14 Adopted Budget and Multi-Year Capital Plan

CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FUTURE	TOTAL
Revenue									
Federal Aviation Administration	7,556	3,305	0	0	0	0	0	0	10,861
Improvement Fund	13,404	58,834	5,923	0	0	0	0	0	78,161
Transportation Security Administration	53,546	11,329	0	0	0	0	0	0	64,875
Funds									
FDOT Funds	8,197	28,281	5,994	0	0	0	0	0	42,472
Aviation Revenue Bonds	113,533	0	0	0	0	0	0	0	113,533
Double-Barreled GO Bonds	42,685	0	0	0	0	0	0	0	42,685
Tenant Financing	27,500	7,500	0	0	0	0	0	0	35,000
Total:	266,421	109,249	11,917	0	0	0	0	0	387,587
Expenditures									
Strategic Area: Transportation									
Airside Improvements	5,600	22,715	7,572	0	0	0	0	0	35,887
Cargo Facilities Improvements	739	3,041	1,013	0	0	0	0	0	4,793
General Aviation Airports	1,105	493	0	0	0	0	0	0	1,598
Landside Improvements	1,853	98	0	0	0	0	0	0	1,951
Support Facilities	60,190	114,571	20,579	0	0	0	0	0	195,340
Terminal Improvements	87,461	59,235	1,322	0	0	0	0	0	148,018
Total:	156,948	200,153	30,486	0	0	0	0	0	387,587

FUNDED CAPITAL PROJECTS

(dollars in thousands)

MIAMI INTERNATIONAL AIRPORT SUPPORT FACILITY IMPROVEMENTS

PROJECT #: 6331290



DESCRIPTION: Remediate pollution, expand chiller plant to air condition additional terminal space, secure the public by installing equipment to control access, screen checked baggage and screen passengers, modernize and expand the telecommunication systems shared with the airlines and other tenants

LOCATION: Miami International Airport
Unincorporated Miami-Dade County

District Located: 6
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	FUTURE	TOTAL
Federal Aviation Administration	6,408	0	0	0	0	0	0	0	6,408
Improvement Fund	13,404	58,834	5,923	0	0	0	0	0	78,161
Transportation Security Administration	4,313	6,162	0	0	0	0	0	0	10,475
Funds									
FDOT Funds	2,130	17,298	5,994	0	0	0	0	0	25,422
Aviation Revenue Bonds	47,774	0	0	0	0	0	0	0	47,774
Double-Barreled GO Bonds	27,100	0	0	0	0	0	0	0	27,100
TOTAL REVENUES:	101,129	82,294	11,917	0	0	0	0	0	195,340
EXPENDITURE SCHEDULE:	PRIOR	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	FUTURE	TOTAL
Planning and Design	29,241	48,138	7,479	0	0	0	0	0	84,858
Construction	30,949	66,433	13,100	0	0	0	0	0	110,482
TOTAL EXPENDITURES:	60,190	114,571	20,579	0	0	0	0	0	195,340

FY 2013 - 14 Adopted Budget and Multi-Year Capital Plan

MIAMI INTERNATIONAL AIRPORT SOUTH TERMINAL DEVELOPMENT

PROJECT #: 63310500



DESCRIPTION: Finalize various work orders for newly expanded terminal and concourse facilities from Terminal H to the east by adding the South Terminal building; construct Concourse J; renovate Concourse H; upgrade and add apron and utility capacity

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

REVENUE SCHEDULE:	PRIOR	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	FUTURE	TOTAL
Aviation Revenue Bonds	3,800	0	0	0	0	0	0	0	3,800
TOTAL REVENUES:	3,800	0	0	0	0	0	0	0	3,800
EXPENDITURE SCHEDULE:	PRIOR	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	FUTURE	TOTAL
Construction	2,158	1,642	0	0	0	0	0	0	3,800
TOTAL EXPENDITURES:	2,158	1,642	0	0	0	0	0	0	3,800

UNFUNDED CAPITAL PROJECTS

(dollars in thousands)

PROJECT NAME	LOCATION	ESTIMATED PROJECT COST
MIAMI CONCOURSE F IMPROVEMENTS	MIA Airport	153,000
MIA TERMINAL WIDE RE-ROOFING	MIA Airport	60,000
MIA CONCOURSE H GATE IMPROVEMENTS	MIA Airport	25,000
MIA CONCOURSE E AND F TAXILANE AND APRON REHABILITATION	MIA Airport	15,000
MIA PARKING GARAGE 6	MIA Airport	65,000
UNFUNDED TOTAL		318,000