



Miami-Dade Aviation Dept. Business Plan

Fiscal Years: 2023 and 2024*

(10/1/2022 through 9/30/2024*)

Approved by:

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February 7, 2023

Date

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BUSINESS PLAN REPORT



DEPARTMENT OVERVIEW

Department Mission

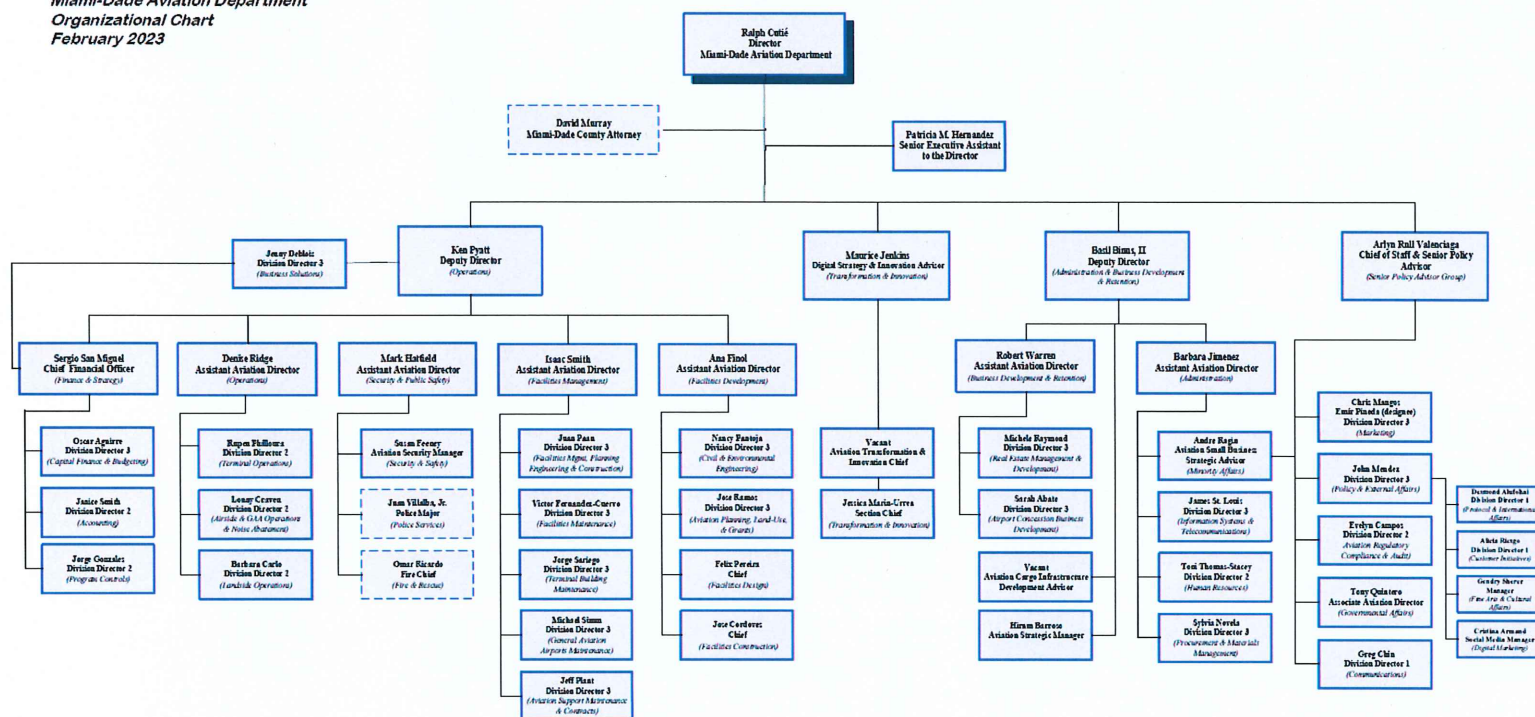
Vision - MIA will grow from a recognized hemispheric hub to a global airport of choice that offers customers a world-class experience and an expanded route network with direct passenger and cargo access to all world regions.

Mission - MDAD provides a modern, safe, environmentally responsible, 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.

Table of Organization



Miami-Dade Aviation Department
 Organizational Chart
 February 2023



Our Customer

The Miami-Dade Aviation Department (MDAD) operates the Miami-Dade County Airport System which consists of Miami International Airport (the Airport or MIA) and four general aviation (GA) and training airports: Miami-Opa locka Executive Airport (OPF), Miami Executive Airport (TMB), Miami Homestead General Aviation Airport (X51), and Dade-Collier Training and Transition Airport (TNT). More than 36,000 people are employed in the Miami-Dade County Airport System. Our customers include, but are not limited to airlines, passengers, meeters/greeters (residents picking up travelers); and internal customers (Miami-Dade Police Department, Miami-Dade Fire Department, cargo handlers, federal agencies, concessionaires, fixed-base operators, vendors, permittees, construction firms, contractors, and employees). Additionally, trade groups, local schools, universities, business and industry associations, consulates and other groups, request and receive airport facility tours and presentations.

We believe that everyone at the airport is an ambassador for the MIA brand. To that end, each employee with an MDAD ID badge is required to complete a customer service training course before they receive their badge. In 2021, MDAD began leveraging technology to provide customer service training course online, which allows MDAD to modify and deploy courses more efficiently. Initially these classes were offered in English and Spanish only, but we plan to offer this course in Creole in the near future.

In September 2021, J.D. Power named MIA the “Best Mega Airport in Passenger Satisfaction for 2021.” With a score of 777 out of 1000 points, MIA ranked highest among mega airports in bag claim, food and beverage, and retail. Not resting on our laurels, MDAD continues to work with J.D. Power to conduct the MIA Passenger Terminal Study. This study will detail passengers’ opinions, viewpoints and attitudes on MIA’s terminal facilities and services. The survey will also identify the demographic profile, spending habits and travel patterns of MIA’s passengers. Conducting this survey is essential to MDAD’s Customer Service planning strategy as it will aid in the creation of an excellent guest experience at MIA.

MDAD strives to integrate accessibility and inclusivity in airport programs, services, and amenities to improve the travel journey for all passengers, including those with disabilities – efforts which align with two (Equity and Engagement) of the Mayor’s 4Es. To that end, in 2022 Miami International Airport (MIA) won the Civil Rights Advocate and Partner Award from the Federal Aviation Administration (FAA) during the 13th Annual National Civil Rights and Training Conference for Airports. MDAD won the award for its continued efforts in awareness of accessibility programs which included myMIAccess, the airport’s dedicated platform for passengers to access all accessibility services and amenities, as well as the Hidden Disabilities program and multi-sensory rooms.

Part of MIA's initiative to improve the traveler journey and provide greater ease of travel has included the launch of MIA Reserve in September 2022, a virtual queueing pilot program that allows passengers to reserve their spot in the security checkpoint line before they arrive at the airport. Furthermore, the airport is undergoing its full Biometric deployment for all passenger boarding gates which officially commenced in October 2022. In addition, MIA is working with the Transportation Security Agency (TSA) to improve checkpoint throughput capabilities by acquiring new computer tomography machines. Cargo and airfield facilities are also being assessed for how they can be optimized or modernized.



Departmental Business Plan and Outlook

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Strategic Alignment, 4E, and Thrive305 Summary

The following are the Strategic Plan goals and objectives that are supported by the Aviation Department's most important activities. Asterisks () denote featured objectives, which relate to mayoral priorities.*

- An environment that promotes a growing, resilient, and diversified economy (ED1)
 - Continue to leverage Miami-Dade County's strengths in international commerce, natural resources, and recreational and cultural attractions (ED1-4)
 - Provide world-class airport and seaport facilities (ED1-5).
- Provide resilient, well maintained, modern, and comfortable transportation vehicles, facilities and structures* (TM3-2)
- Excellent, engaged and resilient workforce (GG2)
 - Attract and hire new talent to support operations (GG2-1)
 - Promote employee development and leadership (GG2-2)
- Effective leadership and management practices (GG4)
 - Effectively prioritize, allocate and use resources to meet the current and future operating and capital needs for all our residents* (GG4-2). Note for MDAD, replace "residents" with "customers"
 - Reduce County government's greenhouse gas emissions and resource consumption* (GG4-3)
 - Lead community sustainability efforts and climate change mitigation and adaptation strategies* (GG4-4)

Selected Measure Name	4E (Environment, Equity, Economy, or Engagement)	Thrive 305 Priority or Action
EX: Selected measure name (from Scorecard or Budget Book Narrative)	Economy	Action 5.1
Community Business Opportunity Meetings/Outreach Activities & Workshops	Economy	Action 5.1
% of Airport Concessions Joint Venture Leases with ACDBE Minority Partners	Economy	Action 5.1
Airport workers trained through "Miami Begins with MIA"	Engagement	
New Passenger Routes	Economy	
Landing Fee Rate	Economy	
Recycle 300 Tons of Cardboard	Environment	



KEY ISSUES

Formulating Legislative and Advocacy Policies

A large part of the Aviation Department's advocacy efforts involves working with local, state, and federal agencies to protect and advance the strategic interests of the Miami-Dade System of Airports. Consequently, MDAD maintains relationships with government, business, civic and industry groups and leaders to obtain support for departmental objectives and programs.

State Legislative Priorities

- Advocate for full funding of Aviation Capital Projects included in the Florida Department of Transportation's (FDOT) Aviation Work Program during the Florida Legislative Session.
- Oppose efforts to waive, reduce or suspend existing Aviation Fuel Taxes. MDAD supports a sustainable State Transportation Trust Fund and is committed to stable, reliable aviation revenue sources to provide for the increasing capital and development needs of the County's Aviation System. MDAD opposes any efforts to further waive, reduce, or suspend existing aviation fuel taxes on a local or statewide basis.
- Monitor any legislation, bills, rules, regulations, and statewide policies that would negatively impact the County's Aviation System.

Federal Legislative Priorities

- Support funding for the Airport Improvement Program (AIP) at no less than the House and Senate versions of the FY23 DOT/FAA spending bills which proposes \$3.35 billion for traditional AIP and up to \$517 million for supplemental AIP funding. Supplemental AIP funding levels include approximately \$116 million for Community Project Funding and not less than \$188 million in dedicated funding for the Contract Tower and Contract Tower Cost Share Programs.
- Advocate for additional CBP and Customs & Border Protection–Agriculture (CBP-Ag) staffing levels for arriving international passenger and cargo processing at MIA and the County's General Aviation Airports to handle the explosive growth in both passenger volume and cargo experienced at MIA in 2021-2022.
- Support a robust legislative framework to counter threats posed by the illicit and careless use of unmanned aircraft systems (UAS). While we appreciate the short-term extension of existing counter-UAS authorities, we urge Congress to pursue a bipartisan and bicameral process to enact legislation that responsibly expands detection and mitigation authorities balanced by appropriate safeguards. MDAD recognizes that UAS provide significant economic and social benefits to the United States, and it is imperative for America to lead globally in this innovative technology. The vast majority of UAS operations do not pose any threat. However, the misuse of UAS presents substantial economic, public safety, and national security risks. This includes disrupting and endangering others operating in the national airspace.
- Monitor FAA Reauthorization Act of 2023. In 2018, Congress passed, and the President signed the FAA Reauthorization Act of 2018. The five-year reauthorization bill authorized funding for FAA programs and services from FY 2019 through FY 2023. Prior to receiving congressional approval, FAA had been operating on a series of short-term funding extensions since the last FAA reauthorization bill expired in 2016.



Diversify Routes to Grow our Competitive Positioning

MDAD will continue its efforts to expand MIA's international routes and increase the number of major cargo carriers. In the past few years, new strategies were developed to address low-cost carrier recruitment. As a result, in 2023 there are several low-cost carriers – Frontier, Southwest, JetBlue, Spirit Airlines, FrenchBee – doing business at MIA. In addition, Marketing/Route Development efforts to attract Emirates Airlines yielded both freighter and passenger services between MIA and Dubai. MDAD also continues to work with the Consul General of Japan on the establishment of a future direct, non-stop route from MIA to Tokyo.

There are, however, several external factors that may continue to affect international route development at MIA:

- Recovery of passenger demand, particularly international passenger demand, continues to be slow and gradual given the magnitude of worldwide economic damage and job losses associated with COVID-19 and variants.
- Chinese/US trade tariffs are impacting Asia-to-MIA trade and Asia-to-Latin America trade flowing through MIA.
- Latin American economies have a direct impact on MIA in terms of passenger traffic growth and trade (cargo growth).
- Efforts to develop Asian and African passenger routes continue to take considerable time and resources due to ultra-long-haul distances and inadequate fleets among candidate Asian carriers, and due to economic/geopolitical and fleet arrangements within African markets and/or airlines. Successes to date include the Royal Air Maroc passenger flight to Casablanca, Morocco, and the Ethiopian Airlines Cargo flight to Addis Ababa.
- MIA is creating and implementing regional freight development strategies complementing its Latin America trade connections, as to not totally depend on this region/market.

Ground Transportation

The ground transportation industry continues its gradual recovery from the pandemic. Transportation Network Companies (TNCs), which account for 70-75% of all pick up and drop off traffic continue to thrive. Legislation approving TNCs resulted in many of them doing business at MIA without a change in the number of taxicabs, causing additional road congestion at MIA roadways and surrounding areas, along with a decrease in business for the taxicabs, which continues today. The parking garages have seen a significant increase in business since the addition of low-cost carriers at MIA.

Procurement and Materials Management The ability to acquire goods and to contract for services in a timely manner continues to be a critical factor in the Department's ability to meet the business needs of our customers. Consequently, MDAD has been working with the County's Strategic Procurement Department on the entire process for procuring goods and services, including working collaboratively on the early planning stages of critical or complex purchases.



Human Capital

Due to competition with other departments, the private industry, and numerous retirements, MDAD continues having challenges filling positions at all levels, particularly trade jobs (ex. plumbing, electrical, mechanics). Consequently, MDAD has been looking at relaxing job experience requirements for entry level positions and expanding the venues to advertise vacancies. The ability to remain competitive with other airports requires that MDAD be able to provide its customers with reliable IT systems while also implementing new, emerging technologies to streamline operations. The Mayor's work-from-home policy has helped the recruitment for information technology positions. Nevertheless, recruitment for IT talent continues to be a concern.

Funding and Grants

Capital funding primarily comes from a combination of private and public sector sources including, bonds, grants (Federal, State, and local), Passenger Facility Charge (PFC) revenues and surplus airport revenues. Currently, total eligible grants and PFCs represent approximately 28% of our capital development funding while bonds contribute another 64% and airport revenues, the remaining 8%. The more grants we secure, the less debt we carry and the easier it is for MDAD to comply with the required debt service coverage ratio of 1.20. While exploring all grant opportunities, the Department will also continue to closely assess market conditions to take advantage of bond refunding to achieve savings, acquire short-term instruments to facilitate cash flow, and sell bonds when appropriate to sustain long-term needs.



PRIORITY INITIATIVES

The Mayor's Thrive305 strategic planning objectives regarding Equity, Engagement, Environment, and Economy are included throughout the priority initiatives listed here. Examples and associated actions include establishing a safer and cleaner manner of doing business by looking at options in capital projects that are efficient, affordable and less impactful to our Environment; ensuring that our airport system continues to work diligently in looking at potential business opportunities that will stimulate job growth and offer inclusiveness in local talent including minority owned and small business contracts to spur innovation and investments in our Economy; continuing to bolster opportunities for small and local businesses in County/Airport contracting to encourage participation and Equity in the process; and continuing to enhance accessibility and improve the customer experience at our airports by Engaging and working with the community and our internal and external business partners in a transparent and collaborative manner.

Capital Improvements

The current Airport System master plan was prepared in the early 1990s. Consequently, a new master plan is being developed to address MIA's current demands and needs. Concurrent with the development of this new master plan, MDAD began a new Capital Improvement Plan (CIP) that includes projects and funding sources from Fiscal Year 2015 thru Fiscal Year 2035.

- The FY2023-2024 Proposed Budget and Multi-Year Capital Plan includes a Multi-Year CIP which has 20 subprograms:

MIA Central Base Apron and Utilities Subprogram	MIA Terminal Wide Subprogram
MIA Concourse E Subprogram	MIA Terminal Wide Roof Subprogram
MIA South Terminal Subprogram	MIA Terminal Wide Restrooms Subprogram
MIA Miscellaneous Projects Subprogram	MIA Cargo and Non-Terminal Buildings Subprogram
MIA Passenger Boarding Bridges Subprogram	MIA Landside/Roadways Subprogram
MIA Land Acquisition (MII 2020)	MIA Fuel Facilities Subprogram
MIA Airfield/Airside Projects Subprogram	General Aviation Airports Subprogram
MIA North Terminal Subprogram	MIA Land Acquisition Subprogram
MIA Central Terminal Subprogram	MIA Support Projects Subprogram
MIA South Terminal Expansion Subprogram	MIA Reserve Maintenance Subprogram

- MIA Central Base Apron Subprogram:* The MIA Central Base Apron subprogram consists of the complete replacement, reconfiguration, and expansion of existing apron with new flexible and rigid pavement, located east of the old Pan American Hangar Building #3095. The scope includes demolition of culvert and filling of the existing canal; new utilities including storm drainage, water, electrical and new pavement markings. This subprogram reconfigures and expands the area for additional hardstand aircraft parking positions and optimal/efficient gate



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utilization. Construction work started second quarter of FY 2019 and substantial completion is forecasted to be completed during the last quarter of 2023.

- ***MIA Concourse E Subprogram:*** The MIA Concourse E subprogram is necessary for MIA to meet the expansion needs of the Airport's hub carrier, American Airlines, and to provide a safe and efficient terminal facility. This Terminal renovation work includes 20 projects that allow for the replacement of all of the passenger boarding bridges (PBBs), a new Chiller Plant to meet the preconditioned air (PC Air) demands created by the new Concourse E aircraft mix as well as the addition of PC Air to the Concourse E PBBs, elevators, escalators, the train that connects Satellite Concourse E with Lower Concourse E, roof replacement, finishes, the upgrading of life safety features, installation of lightning protection and visual docking guiding systems (VDGS) and the replacement of mechanical, and electrical equipment. In addition, the entire airside apron pavement area surrounding Concourse E Satellite has been rehabilitated. At present, the program completed interior renovations and modifications at Concourse E and E Satellite, the installation of nine new PBBs at Concourse E Satellite, the pavement rehabilitation for all nine E Satellite south and north gates, roofing and glazing repairs in the Satellite E and Lower Concourse E and Phase 1 of the E Federal Inspection Station (FIS) renovations.
- ***MIA South Terminal Subprogram:*** The MIA South Terminal subprogram consists of a combination of three projects located in the surrounding area of the South Terminal. These projects are the MIA Central Terminal Baggage Handling System (BHS) Enhancement Project, the Concourse H Roof Replacement Project, and the MIA Concourse H Gates & Internationalization. The MIA Central BHS Enhancement includes the implementation of a fully automated, checked baggage inspection system (CBIS) for Concourses E through J. In addition, this project incorporates the construction of a three-story building, approximately 82,000 square feet in total, to house this new BHS system. The project achieved and was awarded LEED Gold Certification rating. The Concourse H Roof Replacement consists of removal and replacement of all Concourse H roofing, with a 20-year modified bitumen SBS system. The MIA Concourse H Gates & Internationalization project consists of upgrades to the Airport Operations Area (AOA) door kits, addition of Visual Docking Guidance System (VDGS) at all Concourse H and J Gates, and the removal of two vertical cores which include escalators and stairs at Concourse H. Today the South and Central Terminal BHS Improvements Project and Concourse H Roof Replacement Project are completed, and the MIA Concourse H Gates & Internationalization Project is under design.
- ***MIA Miscellaneous Projects Subprogram:*** The MIA Miscellaneous Projects subprogram includes projects within the MIA airport limits. The Miscellaneous Projects include ten projects which address the rehabilitation of Taxiways T & S and realignment of Taxiway R, building a new Airport Operations Control (AOC) room, constructing a new employee parking garage, replacing the Central Terminal ticket counters, and parking garage structural repairs. The MIA Taxiway T & S Pavement Rehabilitation & Taxiway R Realignment project includes work required to rehabilitate taxiways T & S to accommodate aircraft upgrades needed to support airport/airline operations. The alignment modifications to taxiway R are needed to support future development. The AOC consists of the interior construction along with finishes of approximately 20,000 square feet of shell space located on the third level of Concourse D that will house mission-critical departments required for airport operations. The MIA Employee Parking Garage project includes a multi-level parking garage structure east of the existing Flamingo Garage and south of the existing Dolphin Garage. The MIA Central Terminal E-H Ticket Counters project includes scope to replace the existing ticket counter millwork, back screens, and LED signage along with the



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surrounding terrazzo flooring and ceilings at concourse F thru H. The MIA Parking Garage Structural Repairs initiative includes scope for structural concrete repairs throughout the Dolphin and Flamingo Garage structures, stucco repairs and overall painting of the two facilities along with the replacement of elevators. Other projects include the partial demolition of Building 704 which includes tenant's relocation, finishing office space in Building 701, and wash rack relocation. The scope also includes MIA fumigation, facility temporary relocation, and building a new fuel tender facility.

- *MIA Taxiway T & S Pavement Rehabilitation & Taxiway R Realignment project started* construction in March 2018, was completed in November 2022 and is in the close out phase. The Central Terminal E-H Ticket Counters Area B Ticket Counters 9, 10 and 11 have been completed as well as Area A Ticket Counters No. 12 and 13 (Frontier and United Airlines). Area A K1 doors for Ticket Counters 12 thru 17 are under bid and award, and the Area B Soffit above checkpoint H is under design. The MIA Employee Parking Garage is under bid and award and the MIA Parking Garage Structural Repairs, and AOC projects are under design.
- *MIA Passenger Boarding Bridges (PBB) Subprogram:* The PBBs subprogram includes replacement of 44 PBBs throughout the concourses in the first phase of the program. It includes the removal and disposal of the existing PBBs and the installation of new PBBs. The scope includes Pre-conditioned Air (PC Air), hose management systems, Visual Docking Guidance System interlock and Safe-Gate, potable water cabinets, pre-cool DX systems, glycol pumps supports and 400Hz power (the equivalent to Shore Power at ports) which allows for aircraft to connect to terminal power, not have to use the aircraft's auxiliary power unit (APU) and not have to run their engines (environmental benefit) saving fuel and reducing emissions.

Twenty-two (22) PBBs have been replaced and ten (10) additional PBBs are in progress. The remaining ones will be procured by the end of FY2023.

- *MIA Land Acquisition (Majority-in-Interest MII 2020) Subprogram:* The MII 2020 subprogram consists of the purchase of new lots in the vicinity of the airport for export expansion.
- *MIA Airfield/Airside Projects Subprogram:* The MIA Airfield/Airside Projects subprogram consists of the MIA Runway Incursion Mitigation (RIM) Hot Spot 4 (Corral Area) which leverages Geographic Information System (GIS) runway incursion data to highlight focus areas at the airport where taxiway geometry mitigation strategies will be implemented. Procurement of contract documents for this project started on November 2022. The program also includes the MIA Runway 9-27 Rehabilitation project that will rehabilitate the pavement for Runway 9-27 at MIA (this project is under planning).
- *MIA North Terminal Subprogram:* A major component of this subprogram is the MIA Concourse D West Extension - D60 (Building Expansion and Apron & Utilities) project which consists of the redevelopment of North Terminal's Regional Commuter Facility to serve larger aircraft and to provide adequate holdroom space and improve the passenger experience. The



subprogram includes the MIA North Terminal Ramp Level Restrooms project which encompasses the modification/upgrade of nine existing employee restrooms and construction of three new ones at the ramp level of the North Terminal area to comply with Florida Building Code and meet AA operational needs based on current occupancy loads, for a total of 58 new WC/Urinals and 38 new lavatories; Construction started November 2022. In addition, the MIA North Terminal Gate Infrastructure Upgrades, MIA North Terminal Gate Optimization and the MIA Swing Door installation project are part of this subprogram and consist of up-gauging gates for larger aircraft. Other projects added to the subprogram are the North Terminal Baggage System TSA recapitalization project that includes upgrades to the existing in-line Transportation Security Administration (TSA) screening equipment within the North Terminal Baggage Handling System (BHS). The implementation of this project is required to meet current TSA and MDAD security requirements (this project is under contract documents procurement); The North Terminal Additional Skytrain Vehicles that includes scope to purchase additional four-car train (two (2) married-pair vehicles) for the North Terminal Skytrain APM System needed to maintain the current level of operation as the APM System will be undergoing significant heavy vehicle maintenance work (the trains are currently being manufactured), and the MIA Central Base Gate which includes the construction of a new AOA access gate to facilitate construction access during the implementation of the Capital Improvement Program (this project is under design).

- *MIA Central Terminal Subprogram:* MIA Central Terminal subprogram represents the major portion of the overall capital budget. The scope includes the MIA Central Terminal Redevelopment Project, with two phases. Phase 1 consists of the Redevelopment of E-F Connector and Concourse F Infill Redevelopment for new secure concessions and circulation. Phase 2 includes Ticket Lobby Improvements, Improved Vertical Circulation, Consolidated Security System Check Point (SSCP) for Concourses E & F, raised roof over Ticket Lobby, and New Terminal Entrance Doors. This project also includes Reconfiguring the Ticket Counters to linear configuration with raised roof and clear story glass, and new terminal entrance doors. The subprogram scope also includes the refurbishment of the existing Concourse F; MIA F to H Connector and MIA Cc E FIS Area Renovations Phase 2. Along with the refurbishment of the existing Concourse F, the subprogram contains the construction of the new Concourse F (which will be included in a future CIP program with completion by FY2042), and the necessary demolition and enabling work that will clear the area for the new structures, such as the Concourse F Headhouse Demolition and New Hardstand Area, the Concourse F Pier Demo, Concourse G Demolition, and the MIA Concourse F Enabling Gates Striping.

This subprogram includes the Concourse E and Concourse F Taxilane and Apron Rehabilitation, and the Construction of Concourse F New Apron Improvements, which will be done in three phases and consists of the demolition of existing pavement and underground utilities within the project area, drainage improvements, apron and taxiway paving, reconfiguration of the aircraft parking positions, lighting, water, sewage, electrical and fuel systems, and foundations for PBBs and walkways. This project will help optimize aircraft parking. The enhancements will also improve the utility and desirability of Concourse F to defer the need for a larger Control Traffic Region (CTR) program and will enrich the customer experience and increase revenue generation. The scope also



incorporates the phase 2 of the lower Concourse E FIS renovations project which consists of the interior renovation and modernization of the existing FIS located at Concourse E, including offices and baggage claim areas. Lastly, the subprogram also comprises the design and construction for the MIA Central Terminal Façade and Curbside.

- ***MIA South Terminal Expansion Subprogram:*** This subprogram includes the glazing curtain wall assessment and corrective action in Concourse H and the apron and utilities relocation, which consists of the complete replacement and reconfiguration of aprons, including pavement removal, new rigid and flexible pavement, stormwater drainage improvements, jet fuel system modifications, lighting, signage, and pavement markings. This subprogram includes the construction of new gates as part of the South Terminal East Expansion project. The South Terminal East Expansion project consists of the construction of a new building structure with approximately 334,000 square feet including a ramp level, concourse level and sterile corridor at the third level. The subprogram also includes the necessary demolition and enabling work that will clear the area for the new structures and layout, such as demolition of buildings 3050, 3039, 3051 (Gas station) and 3045 (Car wash), and the new MIA Vehicle Fueling and Car Wash Facility and Temporary South Terminal GSE Facility & 20th Street Modification AOA Enabling Projects. The BHS Central Terminal to South Terminal Crossover which is under bid and award and MIA Central and South Terminal Bag Claim Optimization (under contract documents); these projects are needed to help with the increase in operations at MIA.
- ***MIA Terminal Wide Projects Subprogram:*** The Terminal Wide Projects Subprogram consists of the MIA Tenant Relocation to support south and central terminal projects and the MIA Public Address System Infrastructure (PASI) hardware upgrade. Scope also includes the PBBs Phase II project, which consist of the replacement of 35 PBBs throughout the concourses. This includes the removal and disposal of the existing PBBs and the installation of the new PBBs. The scope includes Pre-conditioned Air (PC Air), hose management systems, Visual Docking Guidance System interlock and safe-gate, potable water cabinets, pre-cool DX systems, glycol pumps supports and 400Hz. The subprogram also includes the MIA Security Checkpoints Upgrades at South Terminal, Central Terminal and North Terminal D2, replacing the existing x-ray machines with full size automated screening lanes (ASL) that will provide a higher throughput of passengers per lane, greatly improving passenger flow.
- ***MIA Terminal Wide Roof Subprogram:*** The Terminal Wide Roof subprogram consists of the terminal-wide re-roofing and lightning systems upgrades which includes the roof replacement, mechanical, electrical, and plumbing (MEP) upgrades, and lightning protection system. In addition, as part of the Mayor's Thrive 305 emphasis on the environment, this initiative is being revised to include solar panel deployment in numerous roof areas.
- ***MIA Terminal Wide Restrooms Subprogram:*** The MIA Terminal Wide Restrooms Subprogram consists of seven (7) projects that will address the modernization of the public restrooms Terminal wide and is projected to take ten years. During the first year the renovation includes 22 restrooms at North terminal: six (6) at ramp level, ten (10) at second level and six



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(6) at third level; 14 restrooms at Central Terminal: four (4) at Terminal E, four (4) at Terminal F, four (4) at Terminal G and two (2) at bus stop; 16 restrooms at the South Terminal: two (2) at Terminal H, eight (8) at Terminal J and six (6) at the South Terminal second floor. Phases 1.2 thru 1.5 of the MIA Public Restrooms Modernization, which is the major component of this subprogram, consists of the renovation of 140 public restrooms located throughout MIA North, Central and South Terminals and is under A/E contract procurement.

- *MIA Cargo and Non-Terminal Buildings Subprogram:* The Cargo and Non-Terminal Buildings Subprogram consists of multiple projects, such as the demolition of buildings 5A, 3050, 703, 703A, and 704; the environmental assessment and remediation of these buildings; building 5A & 3050 tenant relocation, and building 3032 replacement. The apron and airside improvements to Building 702 to convert it from belly cargo to a freight cargo facility are part of this subprogram. The subprogram includes a new GSE Facility for the North Terminal, and the MIA Consolidated Office Complex which consist of the Landside & Administration Offices Relocation to Terminal D.
- *MIA Landside/Roadways Projects Subprogram:* The MIA Landside/Roadway Projects subprogram includes the construction of a new MIA Perimeter Road Bridge and the Airside Operation Area (AOA) Perimeter Security Hardening project that consists of the replacement of approximately nine (9) miles of existing AOA fence along the perimeter of Miami International Airport (MIA). It also includes exterior cladding for the Dolphin/Flamingo existing garages and the new employee parking garage 6.
- *MIA Fuel Facilities Subprogram:* The Fuel Facilities Subprogram entails the design and construction of one additional fuel tank at the fuel farm facility. It also includes the Fuel Storage Facility Expansion Phase 2, which consists of the design and construction of a second fuel tank at the fuel farm.
- *General Aviation Airports Subprogram:* The General Aviation Airports Subprogram consists of the Runway 9-27 rehabilitation project at OPF. The scope of work includes pavement resurfacing, pavement reconstruction, airfield-lighting fixture refurbishment and/or replacement, conductor and transformer replacement for the airfield lighting system, pavement grade adjustments, and pavement grooving and markings. The development of the Run Up Pad at OPF is also part of this subprogram. Currently, OPF does not have an engine run-up pad for aircraft engine testing. This project will help to ensure safety and effectiveness as required during routine aircraft maintenance activities. In addition, security upgrades are being made to Miami-Homestead General Aviation (X51) which consist of the implementation of an AOA Fence to provide an improved level of safety as well as additional security enhancements such as cameras, high mast lighting, airside to landside gates and matrix card readers. The program includes work at TMB such as the TMB Runway Incursion Mitigation (RIM) HS1 with Taxiway H West Extension to Threshold 9R. A Notice to Proceed (NTP) with construction for this program was issued in January 2021. Also, the south apron expansion (new taxilane) is planned to be constructed including a new 130-foot-high Air Traffic Control Tower (ATCT). The proposed ATCT will be built on the preferred site (site #6) due to the vantage point over the entire airfield and proximity to existing utilities and infrastructure. OPF and TMB is designated as a Strategic Intermodal System (SIS) Facility in the State of Florida.
- *MIA Land Acquisition Subprogram:* The MIA Land Acquisition subprogram consists of setting money aside for the future purchase of land to expand Miami International Airport.



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- *MIA Support Projects Subprogram:* The Support Projects subprogram consists of multiple projects including the MIA Perimeter Protection project which is funded by TSA's Other Transaction Agreement (OTA) grant. This grant will help pay for design, installation, integration, operation, and maintenance of new technologies designed to enhance perimeter security capabilities. This subprogram includes miscellaneous projects such as the Credentialing and Identity Management System (COTS), the Airport Surface Management System (SMS), the Queue Wait Time Analyzer, the Biometric Enabled Common Use Passenger Processing System, the Concourse G Pre-conditioned Air equipment, the Parking Access and Revenue Control System Replacement, the Central Terminal Closed Caption TV and Access Control, the South Terminal Smoke Evacuation, the Security Cameras, the Emergency Fuel Shut Off IVP 14, the Mildew Remediation at the Mechanical room at Concourse D, as well as the design for the Central Terminal Fire Protection to address current notices of violation. Lastly, the scope includes the Customs Building Expansion and Remodeling at OPF.
- *MIA Reserve Maintenance Subprogram:* The MIA Reserve Maintenance subprogram includes the following projects at the Miami International Airport: Employee Parking Lot Road Improvements, MIA Dolphin and Flamingo Parking Garages painting, MIA Advantaged Technology (AT) X-ray Security Screening System, the Admiral's Club Infrastructure and new stairs and The MIA Concourse H Restrooms Renovation Project that includes the renovation of ten (10) restrooms: eight (8) public restrooms on the Concourse level and two (2) employee restrooms on the Ramp level - an approximate area of 3,804 square feet; This project is under construction. Additionally, the scope of this subprogram comprises the maintenance of all airport facilities, including the Elevator Modernization effort. The first phase of this effort will consist of the modernization of the 45 worst condition elevator units located throughout the terminal.

The CIP will continue to evolve to meet market conditions and passenger and cargo growth. As such, periodic adjustments are expected to be made to the Program. The Aviation Department will maintain flexibility throughout the implementation of this program to adjust to changing conditions and to the financial performance parameters needed to preserve the economic health of MIA.

Develop Revenue Generating Opportunities

Business Development's Real Estate and Commercial Operations revenue streams are important aeronautical and non-aeronautical sources that help keep MIA competitive and contribute to the economic health of the airport. Our overarching objectives include increasing passenger satisfaction, enhancing revenues, and developing competitive processes that encourages the prioritization of innovation and growth as follows:

- Explore various cargo solutions including the construction of a patented vertical cargo solution (US Patent 10,210,477 B2), known as the "Vertically Integrated Cargo Community" (VICC), as well as other required ancillary facilities at Miami International Airport (MIA). The VICC would entail the development of a five-level, 1,706,575 square foot cargo structure that would have the ability to process 4.95 million US tons of annual cargo volume. The VICC would be designed, built, operated, and maintained with private funds on MDAD owned land located in the existing MIA West Cargo area, and would provide ground rent and a participatory



revenue share to the County. The total development site would be comprised of 41.4 acres aggregated from existing MDAD land.

- Finalize and initiate construction of at least two thirds of the eighteen development agreements under negotiation with an average investment of \$11.3 million.
- Prioritize improvements to TMB's airfield infrastructure including runway and taxiway extensions, widening and strengthening to accommodate the larger corporate aircraft; and fund and initiate construction of a new taxilane on an interior lot to increase aircraft traffic capacity.
- Start construction of the first phase of the largest development arising out of the Expression of Interest at Miami Executive Airport (TMB) projected to yield \$300,000 annually in ground rent.
- FedEx expansion completion and receipt of advanced rent of \$13.9 million for existing premises and an additional \$730,000 annually in additional ground rent.
- Award the agreement for the Remote VIP facility.
- Initiate an RFP for the Miami Springs lots which will bring an additional \$561,150 in revenue when developed.
- Finalize the agreement with Miami-Dade Fire Rescue Department to add the vacant 139,828 square feet adjacent to existing Station 17 for a new firefighting complex serving Virginia Gardens and nearby neighborhoods. The new agreement will add \$421,000 in revenue to MDAD annually.
- Finalize the agreement for a replacement hangar for Building 871.
- At OPF, complete Sky Harbor construction (\$138,000 annual revenue), Gate 301 (for \$124,400 annually), Bridge/Ave completion of buildings G, H, L, M, P, and L (for \$800,000 annually). Initiate construction of the General Dynamics FBO facilities under Jet Aviation which will result in \$297,000 in rent at today's rental rates plus increase jet fuel revenues when the facilities are up and running. Initiate construction of warehouse facilities on 24 acres of land under Bridgepoint Gratigny for a further \$439,000 annually when complete.
- Work with other divisions to leverage technology to make routine field tasks less cumbersome and mitigate the need to rewrite field notes and work requests and look for ways to increase the passenger experience e.g. better bag drop procedures and/or facilities.
- Coordinate with Finance Division for a more efficient and expedited invoicing and reimbursement process for management companies.
- Initiate construction of Bombardier's new aircraft paint facility to complement the newly constructed maintenance station.
- Initiate competitive selection process for the Central and South Terminals Concessions Program.
- Complete transition to new MIA Hotel Operator.
- Conduct market research and evaluation of alternative fuel options for the fleet of employee shuttle buses.
- Oil change facility construction at the Rental Car Center (RCC) should be completed by April of 2023.
- Initiate space reallocation at the RCC.



Departmental Business Plan and Outlook

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- Award competitive selection to first hotel solicitation developer and plan for second hotel solicitation developer.
- Finish implementing the Parking Access & Revenue Control System (PARCS) project.
- Continue hotel guest room enhancements.
- Implement a customer loyalty program to increase revenues.
- Expand comprehensive marketing program that will encompass a variety of marketing tools with the goal of promoting and enhancing awareness of the concession's offering to Airport users.
- Evaluate all marketing programs/campaigns post-event to determine value and return of the promotional effort. This evaluation will consist of a cost benefit analysis as well as documented (in the form of surveys or interviews) feedback from Concessionaires.
- Explore new or revise existing methodologies/policies to expedite revenue generating solicitations.

Diversifying to Grow Competitive Positioning

In 2015, the International Air Transport Association (IATA) designated MIA as the first pharmaceuticals (pharma) freight hub in the U.S. and only the second in the world at that time. This designation underscores MIA's leading role as a safe and efficient global logistics hub for high-value, temperature-sensitive drugs, and medicines. In 2016, MIA together with Brussels Airport (BRU), the first IATA designated pharma hub airport in the world, founded Pharma.Aero, an organization focused on improving pharma handling and quality in the air cargo industry worldwide. MDAD's goal is to increase and attract new pharma business from untapped markets across the globe through the expanding network of new member airports and airlines joining this association. Through efforts of MIA's Pharma Marketing and through MIA's association with Pharma.Aero, MIA's imports/exports of pharma in 2021 totaled 19.7 million Kg valued at \$6.65 billion. As distribution of COVID-19 vaccines continues worldwide, MIA is uniquely positioned to quickly receive and transport life-saving pharma products, vaccines, and medical supplies to markets around the world.

In 2018, MDAD gained final approval from the U.S. Department of Commerce to designate MIA as a Foreign Trade Zone (FTZ) magnet site to expand and diversify its international business base. This designation allows existing or prospective airport tenants to operate manufacturing, warehousing and/or distribution centers on airport property, and have their federal tariffs deferred, reduced, or eliminated – providing time and cost savings for approved importers and exporters. MDAD has been working on attracting an FTZ operator such as pharmaceutical, electronic, textile, aircraft parts, avionics, machinery equipment, consumer goods or perishables company to activate a site during the first quarter of 2023. We expect this will be the first of several companies which will designate an FTZ at Miami International Airport.

Human Capital

Retention of employees by enhancing satisfaction, reducing turnover, and providing a safe working environment will continue to be priorities for the department. To that end, the department is enhancing training via webinars and online instruction and elevating the Wellness program to provide staff with the information, tools, and techniques to maintain an appropriate work/life balance. MDAD will also continue to utilize Miami-Dade County's staff trainings and Miami-Dade County AvMed wellness program.



Forward-leaning Agile Safety and Security Posture

MDAD Public Safety and Security will continue to attune fire/rescue, police, civilian and contract security forces to enhance physical security in the airport as we combat the potential insider threat of both crime and terrorism. Central to these efforts is our collaboration with federal partners to ensure that a risk-based and intelligence-driven approach is applied to the allocation of all our resources. We ensure top-level training and tactical planning for our Aircraft Rescue and Fire Fighting (ARFF) and traditional firefighting and rescue units to ensure optimal lifesaving results when they deploy. As TSA's premier demonstration site for new perimeter intrusion detection and deterrence technologies, we have now scoped, designed, procured and achieved 95% deployment of these security-technology solutions and we will utilize the entire \$6.4 million available through the grant plus additional monies specifically allocated by TSA for the parallel drone detection project.

In support of the Department's Cargo Route Development Program, the dedicated Cargo Security Group, is deployed to augment our existing airfield security operations and provide an important additional dimension to our airside defenses by hardening access control and ensuring security program compliance by our tenants, visitors, and stakeholders. This group is charged with cargo security patrols, facilities and employee inspections and coordination of security operations with Miami-Dade Police and resident federal agencies. The Cargo Security Group's work is made even more critical as the level of high value shipments increase at MIA. In areas that include both cargo and passenger terminals, we are making physical security enhancements that include brighter energy-efficient lighting, advanced surveillance capabilities, crime-watch warning signage and perimeter fence and access control improvements. To evolve our employee screening capabilities, MDAD is moving forward to outfit the employee checkpoints with advanced checkpoint screening solutions such as multi-view imaging x-ray and automated explosive detection technology. And, we are adding a new employee screening checkpoint that will serve the needs of the central terminal. Our security credentialing operations is advancing with upgraded technology, expanded computer-based training, and first-generation enrollment in the new FBI/TSA Rap Back program that will provide continuous criminal history records check vetting of airport employees.

Drive Customer Focus Change

As digital marketing has become more mainstream, in the upcoming year, MIA will implement campaigns that advance the department's vision and mission. Using popular social media channels, MIA will use these digital assets as its method of communicating with its customers providing reliable, customer-friendly services and programs. Using our web chatbot, we will continue to ensure that consistent messaging is being distributed to our customers. We will also continue to monitor trends we see in the chatbot and through social listening to create educational content on our website, social media, and in the newsroom.

MDAD is also pursuing the development of a web-based application to modify and deploy the customer service training course and more effectively and efficiently deal with customer needs.

Sustaining Outreach and Diversity

To maximize participation and ensure nondiscrimination in the award of contracts at the County system of airports, we have established realistic, defendable, and achievable participation goals



for small businesses to effectuate an increase in the number of contracting opportunities among Disadvantaged Business Enterprises (DBE), Airport Concession Disadvantaged Business Enterprises (ACDBE), Local Developing Business (LDB) and Small Business Enterprises (SBE) certified firms. With this overarching goal, the following activities are required: the distribution of the DBE, ACDBE, LDB directory, using print and electronic means, to the widest feasible universe of potential prime contractors; audits of construction, design contracts, procurement and concessions agreements; host workshops, seminars and monthly industry outreach meetings; and pre-bid, bid openings, and pre-construction meetings. Other emphasis involves, an increase circulation of the "Six Month Forecast Report," and enhanced monitoring of different wage rate requirements such as, Living Wage, Davis Bacon Wage Rates and Responsible Wage Rates.

For technological advancements and provision of service to our customers, we have created a Minority Affairs webpage on the MDAD website which provides updated information of the various contracting opportunities, small business programs and business development resources at MIA and the four General Aviation Airports. MDAD utilizes Small Business Development Division's Business Management Workforce System to monitor contractor performance & compliance, certified payroll tracking, and audit federal and local contracts. MDAD will continue to administer the MCC 9-18 program, which unbundles contracts into smaller trade packages to optimize small business participation.

Procurement Processes and Procedures

We have a renewed focus on monitoring our procurement process as well as managing and maintaining our warehouses, with an emphasis on utilizing automation. Additionally, we introduced a campaign to ensure that MDAD and non-MDAD employees that work at MIA, are aware of and understand how to report suspicious, criminal, fraudulent or unethical activity.

In addition to routine purchasing needs, there are several important and time-sensitive solicitations that are in the process of award, in progress or will soon be advertised. These include:

1. Security Credentialing and Identification Management System
2. Canal Maintenance Services
3. Concierge Services
4. Financial Feasibility Consultant
5. Retail Consultant Services
6. Concession Marketing Program
7. Innovative Development Services Pool
8. Transportation Screening Equipment and Services
9. Sleeping units at MIA
10. Replacement of Passenger Boarding Bridges
11. Recreational Motorsport Facility
12. VIP Services
13. Sole source vendors for unique and one-of-a-kind goods and services
14. Pavement Management Program



15. Request for Design Build Services re Park 6 Employee Parking Garage
16. General Special Systems Engineering Services
17. General MEP Engineering & Design Services
18. MIA Public Restrooms Modernization Phases 1.2-1.5
19. Inspection Services and Environmental Oversight
20. Environmental Management System
21. Aviation Acoustical and Land Use Compatibility Planning Services
22. MIA AOA Perimeter Security Hardening Program
23. MDAD NTD Baggage Handling System Modification
24. MIA Fuel Storage Facilities Expansion
25. MIA Runway Incursion Mitigation (RIM) Hot Spot 5 (Corral Area)
26. MIA Concourse H Glazing, Curtain Wall Assessment and Corrective Action
27. OPF Runway Rehabilitation
28. MIA Central Terminal Ticket Counters, Conveyors and K-1 Doors for TC12 thru TC17
29. AA005A E Sat Lower E Stucco Paint LP ADVGS Cameras Doors and Hardware Access Control
30. American Sports Bar E-Satellite
31. Marketing program RFQ
32. Vacant Retail/F&B RFP
33. AIClear Bid Waiver
34. Parking Operator RFP
35. SPplus employee Shuttles Services
36. Solicitation of Management Agreement for the Hotel
37. Solicitation of several Airport Lounges

Environmental Stewardship-Sustainability

MDAD continues to play an active role as an Environmental Steward in line with the Mayor's Thrive 305 emphasis on the environment and complying with the reduction of the County's Government Greenhouse Gas Emissions and Resource Consumption Practices as follows:

- MDAD's partnership with FPL Services continues to provide cost and energy savings through The Sustainability Project @ MIA, which has made MIA a global leader in energy efficiency and water savings. This project upgrades infrastructure with technologies designed to reduce resource consumption such as energy and water usage, reduce maintenance costs, and improve passenger experience. The Sustainability Project @MIA promotes the County's sustainable initiatives to provide resilient, well-maintained facilities to resonate with passengers and the community. The overall program reduces MIA's carbon footprint with an estimated annual savings of over 104,000 kilowatt-hours and an estimated annual water savings of 38,300,000 gallons. FPL Services Phase III Sustainability Project@MIA was in Construction between 2014-2016 and the Annual Measurement & Verification activities began in 2017 and will continue through 2030.



Departmental Business Plan and Outlook

Department Name: Miami-Dade Aviation Department
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- Beginning with FY 22/23, MDAD will meet or exceed the goal of procuring electric vehicles accounting for a minimum of 10% of our overall light vehicle purchases and increase by 10% each year after.
- MDAD is currently evaluating the use of solar panels and other solar technology in all re-roofing, parking, and outlining infrastructure projects. Engineering studies are already underway. MDAD is also evaluating a game-changing electrical infrastructure hardening/resilience program to include replacement and maintenance of generators, electrical switchgears, and feeders. This program will not only secure MDAD's electrical infrastructure but is also expected to yield significant energy savings and will also be budget-neutral as the associated tariffs are expected to be funded from projected savings.
- In conjunction with the electrical infrastructure hardening program, a Preventative Maintenance program will be established for Airport HVAC Systems, Electrical and Back-up Generation Power Systems, Airfield Lighting Systems, Sanitary Lift Station Systems, Fire Suppression Systems, and a Smart Key System Upgrade within the Facilities Maintenance Division. The main goal is to provide overall benefits and long-term savings to MDAD by prioritizing and routinely scheduling replacement of equipment that has reached its useful service life on pre-determined, non-emergency, and fiscally responsible annual basis. This focus shift will eventually reduce unplanned and reactive emergency repairs that typically cost more and have a significant adverse impact to ongoing airport operations. Additional benefits include increased customer satisfaction; increased overall system resilience; decreased equipment downtime; increased operating efficiencies and energy savings; reduced unplanned overtime costs; extended equipment service life, and others. The critical components must be approved collectively and include: 1.) Staff augmentation as recommended, budget approvals/contract capacity, and close up-front coordination with MDAD customers as their requirements may have a significant impact on the estimated budget cost.
- Obtaining and retaining the International Organization for Standardization (ISO) member certification helps MDAD identify, manage, monitor, and control environmental issues in a holistic manner. The International Organization for Standardization (ISO) 14001:2015 is an international agreed upon standard that sets out the requirements for an environmental management system. The intended outcomes of this management system include enhancement of environmental performance, fulfilment of compliance obligations and achievement of environmental objectives.



Remaining Technologically Competitive

In late 2022, MDAD established The MIA Innovation and Transformation Division to cultivate a culture of innovation and ingenuity that promulgates improved customer experience, efficient airport operations, and strategic revenue generation. The purpose of the division is to implement thoughtful and strategic smart technology that creates impactful solutions to better business processes and the traveler journey, thus propelling MIA into the airport of the future. The Innovation and Transformation Division will work closely with the Mayor's new Miami-Dade Innovation Authority (MDIA) on numerous initiatives.

To promote innovation, the division will create an Executive Innovation Advisory Council (EIAC) to assist, accelerate and empower MDAD to identify and support emerging ideas and changing operational business processes. The committee will harmonize executive leadership, facilitate the flow of resources, and remove roadblocks that inhibit innovation. Simultaneously the Innovation Division will establish an Innovation Center of Excellence (ICOE) to enable enterprise transformation through strategic contribution and alignment. The ICOE will introduce prototyping and experimentation tools to enable MDAD to explore and recognize the potential benefits of new capabilities more readily.

Key innovative technology initiatives include:

- Virtual queueing utilization in multiple airport checkpoints
- Biometrics installations through the airport gates
- Conveyance (elevators, escalators, moving walks) reporting and Geographic Information Systems (GIS) integration
- Interactive voice response and voice bot implementation of the Airport Operations Center (AOC)
- Artificial Intelligence (AI) predictive analyses
- Checkpoint redesign and renovation
- Citizen Broadband Radio Service (CBRS) Private Long-Term Evolution (LTE) implementation

Other major IT initiatives:

- *Build Digital Resiliency:* prepare for scalable and on demand service to improve MDAD's agility in response to unforeseen events. Develop Infrastructure to take advantage of emergent technologies including cloud technologies. Leverage existing technologies through infrastructure virtualization (end points, data center, mobile devices) to make the organization readily accessible at any time and any place. Explore proactive measures and technologies enabling rapid response to urgencies such as seasonal travel demand, regulatory and legislative mandates, natural disasters, and a pandemic.



Departmental Business Plan and Outlook

Department Name: Miami-Dade Aviation Department
FY2022-23 & FY2023-24

- *Solidify the Business Value of Technology:* streamline processes to improve productivity with automation tools such as Adobe Sign, Power BI, Single Sign on. Extension of business intelligence and adoption of AI tools to forecast and facilitate decision support and monetization of data insight for the Executive Team.
- *Implement emerging technologies:* Digital Twin, Dark Tower/Virtual Tower, improved wireless systems (5G), and mobile solutions as a digital vanguard to expand workforce capability.
- *Leverage Internet of Things (IoT) and other sensor-based technology:* to enable a faster, safer, and more efficient airport operations, implement multilateral sensation, facilities health and condition monitoring sensors, biometric identification, integrated IVR and chatbots resulting in a massively automated and information-centric comprehensive solution.
- *Update, integration, and federation of major subsystems:* Enhancements and integrations to the Work Order Management System, Incident Management System, Financial System, Flight Information System, and Building Information Systems to achieve smarter and more responsive Airport.
- *Modernize Cyber Defenses:* Fortify digital and physical assets while remaining compliant with authority, regulation, and public safety and security requirements. Implement SIEM technology to identify and neutralize risks and threats to remain safe while also being able to take advantage of the latest advances in technology.
- *Continuous assessment IT-related threats:* such as email spoofing and browser intrusion along with new threats such as non-proctored remote workers and remote workspaces to produce effective mitigation strategies to address such threats.
- *Explore the feasibility of establishing an Enterprise Security Office/Officer:* to meet requirements and adhere to guidance associated with the FAA Airport Security Plan, TSA Cybersecurity Improvement Program/Cybersecurity Assessment Program (CIP/CAP), and other State and Local laws.



FUTURE OUTLOOK

The global COVID-19 pandemic wreaked havoc on the aviation industry, making it one of the hardest hit industries in the world. However, with travel restrictions easing for both domestic and international travel, MIA traffic rebounded significantly in Fiscal Year 2021 and to record levels in Fiscal Year 2022 primarily due to the increase in domestic travel and the return of international travel. Due to new entrant service provided by Southwest Airlines and JetBlue Airlines in Fiscal Year 2021 and Spirit Airlines in Fiscal Year 2022, MIA domestic passenger traffic increased by 37.0% in Fiscal Year 2021 and 51.1% in Fiscal Year 2022 over the prior Fiscal Years. International passenger traffic was slower to recover in Fiscal Year 2021 as represented in the 4.3% decrease over the prior Fiscal Year but rebounded significantly in Fiscal Year 2022 over the prior Fiscal Year to 89.6%.

Overall, domestic travel in Fiscal Year 2022 is 27.1% above Fiscal Year 2019 (pre-COVID) while international travel is still 10.7% below. This record growth in domestic traffic with these new entrants has resulted in MIA recapturing passenger traffic from Fort Lauderdale Airport (FLL) and stimulating the overall passenger traffic in South Florida.

Based on the traffic forecast prepared in September 2022 by MDAD's Traffic Engineers, MIA enplaned passenger traffic is projected to increase 4.1% in Fiscal Year 2023 and then 1.5% to 1.6% in the Fiscal Years thereafter. International passenger traffic is forecast to return to pre-COVID levels by Fiscal Year 2024.

Although the air cargo industry cratered in the early days of the pandemic, air cargo demand returned to not only pre-pandemic levels, but to record levels due to several factors, including the boom in e-commerce and the congestion in the ocean freight market, which has led to cargo owners looking for a quicker and less expensive alternative. Both domestic and international air cargo demand increased in Fiscal Year 2022 over Fiscal Year 2021; 13.0% and 4.6% respectively, for an overall growth rate of 6.1%. Cargo tonnage is extremely volatile thus making it difficult to forecast.

It's important to note that the economic conditions of Latin American countries have a direct impact on passenger traffic growth and trade (cargo growth) at MIA. Noted below is a table from the International Monetary Fund (IMF) that presents the Latin American countries' Gross Domestic Product (GDP) growth in comparison to the world economy and some of the other world regions' economies; although hard hit in the first year of the pandemic, the Latin America GDP growth did recover in 2021 with a moderate deceleration forecasted for 2022-2023.

IMF World Outlook Update (October 2022)

GDP Growth:	2020	2021	2022	2023	2024
World economy	-3.0	6.0	3.2	2.7	3.2
U.S.	-3.4	5.7	1.6	1.0	1.2
European Union	-5.6	5.4	3.2	0.6	2.1
China	2.2	8.1	3.2	4.4	4.5
Latin America	-6.9	6.9	3.4	1.7	2.4

Source: IMF World Outlook Update, October 2022.



In addition, Chinese/US trade tariffs and Asia supply chain challenges are impacting Asia-to-MIA trade and Asia-to-Latin America trade flowing through MIA. Furthermore, efforts to develop Asian and African passenger routes continue to take considerable time and resources due to lingering COVID recoveries, 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.



ATTACHMENT 1

BUSINESS PLAN REPORT



As Of <= 02/06/2023

Business Plan Report**Miami-Dade Aviation Department**

Perspective Name	Objective Name	Grand Parent Objective Name	Parent Objective Name	Measure Name	Details	As of	VR Flag		Actual	Target	FY2022-23 Annualized Target	FY2023-24 Annualized Target
Customer	Enhance customer service (MDAD)	GG1: Accessible, equitable, transparent, and responsible government	GG1-2: Facilitate community outreach and engagement to promote better decision-making in County government	Airport workers trained through "Miami Begins with MIA" (% progress)	▬	Dec '22		▲	100%	100%	100%	100%
				MIA Overall Customer Service Rating - MIA JD Power Survey (Avg).	▼	2022 FY		▲	770	750	750	n/a
		ED1: An environment that promotes a growing, resilient and diversified economy	ED1-5: Provide world-class airport and seaport facilities	Airport workers trained through "Miami Begins with MIA" (% progress)	▬	Dec '22		▲	100%	100%	100%	100%
				MIA Overall Customer Service Rating - MIA JD Power Survey (Avg).	▼	2022 FY		▲	770	750	750	n/a
	Provide a secure environment at the airports (MDAD)	PS3: Effective emergency and disaster management	PS3-3: Protect key infrastructure and enhance security in large gathering places	Average Number of Overall Targeted Crimes at MIA*	▬	Dec '22		▲	46	65	780	715
		PS1: Safe community for all	PS1-1: Reduce gun violence and other crimes by advancing equitable public and neighborhood safety measures	Average Number of Overall Targeted Crimes at MIA*	▬	Dec '22		▲	46	65	780	715
	Contribute to the participation of Small Business Enterprises at MIA	ED2: Entrepreneurial development opportunities within Miami-Dade County	ED2-2: Bolster opportunities for small and local businesses to participate in County contracting	Community Business Opportunity Meetings/ Outreach Activities & Workshops (# Meetings)	▬	Dec '22		▲	36	10	120	120
				Percentage of Airport Concession Joint Venture Leases with ACDBE Minority Partners	▬	Dec '22		▲	37.54%	33.50%	33.50%	33.50%
				Local Small Car Rental Concessions Business	▬	Dec '22		▼	0.9%	1.5%	1.5%	n/a

Financial	Enhance MDAD revenue	GG4: Effective leadership and management practices	GG4-2: Effectively prioritize, allocate and use resources to meet the current and future operating and capital needs for all our residents	★	Public Parking Revenue (\$1000)	📈	Dec '22	📉	\$5,039	\$5,487	\$59,561	n/a
					MIA Non-Terminal Rental Revenue (\$1,000)	📈	Dec '22	📈	\$6,671	\$3,500	\$42,000	\$43,212
					GAA Rental Revenue (\$1,000)	📈	Dec '22	📈	\$1,189	\$800	\$9,604	n/a
					Commercial Operations Gross Revenues (\$1000) at MIA	📈	Nov '22	📈	\$92,971	\$78,499	\$963,898	n/a
					New Passenger Routes (FYTD)	📈	'23 FQ1	📈	12	12	n/a	n/a
					New Carriers (FYTD)	📈	'23 FQ1	📈	3	3	1	n/a
	Enhance MIA Competitive Position (MDAD)	ED1: An environment that promotes a growing, resilient and diversified economy	ED1-5: Provide world-class airport and seaport facilities		Enplaned Passengers(1,000)	📈	Dec '22	📈	2,236.862	2,155.848	24,150.000	n/a
					Landing Fee Rate	📈	'22 FQ4	📈	\$1.62	\$1.62	\$1.62	n/a
			ED1-4: Continue to leverage Miami-Dade County's strengths in international commerce, natural resources, and recreational and cultural attractions		Enplaned Passengers(1,000)	📈	Dec '22	📈	2,236.862	2,155.848	24,150.000	n/a
					Landing Fee Rate	📈	'22 FQ4	📈	\$1.62	\$1.62	\$1.62	n/a
	Meet the Operating Budget Targets(Aviation)		GG4: Effective leadership and management practices		Expenses : Total Operating Expenses (Aviation, in \$1,000)	📈	'23 FQ1	📈	\$236,763	\$255,488	\$1,021,952	\$0
					Construction Capital Fund Expenditures (in \$1,000)	📈	'23 FQ1	📈	\$27,443	\$66,603	\$272,037	n/a
					Revenue: Total (Aviation, in \$1,000)	📈	'23 FQ1	📈	\$364,351	\$255,417	\$991,668	n/a
					Positions: Full-Time Filled (Aviation)	📈	'22 FQ4	📉	1,305	1,456	n/a	n/a
Internal	Maintain a safe working environment (MDAD)	GG3: Optimal internal Miami-Dade County operations and service delivery	GG3-4: Effectively utilize and maintain facilities and assets		MDAD Job Related Injury/Illness Incidents	📈	Jan '23	📈	2	15	180	180

Learning and Growth	Comply with FAA requirement (MDAD)	GG4: Effective leadership and management practices	GG4-1: Provide sound financial and risk management	Compliance with annual FAA Report - By the month of May	=	2022 FY		10	20	20	0
	Comply with AOA Recertification Requirements (MDAD)	GG4: Effective leadership and management practices	GG4-1: Provide sound financial and risk management	Conduct AOA Certification Driving Training (# of students)	=	Dec '22		666	725	7,925	n/a
Sustainability	Sustainability (Aviation)	GG4: Effective leadership and management practices	GG4-3: Reduce County government's greenhouse gas emissions and resource consumption	ISO 14001 Certifications	=	Jan '23		46	46	100	n/a
				Recycle 300 Tons of Cardboard (% progress)	=	'23 FQ1		25%	25%	100%	100%

Key: - Initiative - Featured Objective

Initiatives

There are no Objectives associated to the initiatives