



Miami-Dade Aviation Department (MDAD) Business Plan

Fiscal Years: 2025 and 2026*

(10/1/2024 through 9/30/2026)

Approved by:

A blue ink signature of Ralph Cutié, Department Director.

Ralph Cutié, Department Director

4/15/25

Date

A blue ink signature of Jimmy Morales, Chief Operations Officer.

Jimmy Morales, Chief Operations Officer

4/24/25

Date

Plan Date: **April 15, 2025**

TABLE OF CONTENTS

DEPARTMENT OVERVIEW	Page 2
Departmental Vision and Mission	
Department Description	
Table of Organization	
Our Customers	
Recent Accomplishments	
KEY ISSUES	Page 10
PRIORITY INITIATIVES	Page 12
FUTURE OUTLOOK	Page 17
ATTACHMENT 1	Page 19
BUSINESS PLAN REPORT	



DEPARTMENT OVERVIEW

Department Vision and 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.

Department Description

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. MDAD operates Miami International Airport (MIA) and four General Aviation Airports (GAAs):

- Miami-Opa Locka Executive Airport (OPF)
- Miami Executive Airport (TMB)
- Miami Homestead General Aviation Airport (X51)
- Dade-Collier Training and Transition Airport (TNT)

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 95 airlines with routes to over 160 destinations, MIA ranks number one in the United States for international freight and number two for international passenger traffic. 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 (FAA), the Transportation Security Administration (TSA), United States Customs and Border Protection, business leaders and the media.

Overview of department

MDAD is a large department with over 1,600 employees and has several divisions responsible for the operations of the department as follows:

- The Executive Division provides leadership, sets departmental policy, establishes strategic direction, manages overall operations, defines long-term goals, and implements legislative policies. The division develops strategies to attract new air cargo business, oversees cargo infrastructure, and handles the negotiation of leases and acquisitions for cargo operations.
- The Policy Advisement Group focuses on developing and implementing departmental policies and procedures, as well as interpreting and applying government regulations. It coordinates agenda items for the Board of County Commissioners, prepares marketing plans to attract new business, and ensures compliance with federal, state, and county



Departmental Business Plan and Outlook

Department Name: Miami-Dade Aviation Department

FY2024-25 & FY2025-26

rules through the Aviation Regulatory Compliance and Audit section. In addition, the Policy and External Affairs Division within the group, enhances the passenger experience by creating a visually stimulating environment at the airport. It oversees customer service at MIA and provides protocol services to ensure the smooth passage of dignitaries through the airport.

- The Finance and Strategy Division manages accounting, financial services, and financial reporting. It coordinates the year-end audit, prepares monthly unaudited financial statements and statistics, timely process vendor payments, collects revenues, and oversees the development and monitoring of the department's operating and capital budgets. It also oversees the functions of Capital Finance which include compliance with bond covenants, Trust Agreement, Federal Securities, tax law, bond rating presentations, and assessing the Department's financial capacity to fund capital projects at the airport.
- The Operations Division ensures a safe and secure airfield at MIA, manages day-to-day terminal operations, and oversees 24-hour traffic operations from the terminal curb to the airport property line, including the cargo area. It also manages operations at the GAA airports and addresses aircraft-related noise and land compatibility issues within the community. The division mediates complaints for tenants, airlines, and passengers, ensures efficient airfield, terminal, and cargo operations, and monitors ground transportation and parking. It provides a modern, safe, and efficient airport system for general aviation services and implements measures to reduce aircraft noise impacts in residential areas.
- The Public Safety and Security Division provides comprehensive security for facilities, goods, and people at the County's four airports. This is achieved by enforcing all local, state, and federally mandated security requirements and driving security initiatives above and beyond the regulatory framework. They are the principal point of contact for federal agencies, including TSA, CBP, HSI, DHS, and others. Oversight includes Law Enforcement – uniformed services, specialized units, and investigations; Fire and Rescue operations, emergency response, life safety, and aircraft rescue and firefighting (ARFF); Security Operations: Managing contract security guard services and conducting essential security tasks, including background checks, badge issuance, training, access control, inspections, patrols, and investigations; Security Standards: Issuing security directives and coordinating exercises and drills mandated by government entities to maintain the highest level of security.
- The Facilities Management Division ensures that all airport systems and facilities, including environmental, infrastructure (ex. roofing, mechanical, electrical, plumbing, conveyances, loading bridges, restrooms, etc.), and fuel systems, are maintained in optimal working condition. It is also responsible for ensuring the readiness of new facilities through testing, commissioning, and turnover and sets operational standards and updates MDAD design guidelines.
- The Facilities Development Division manages and oversees planning, design, construction, project costs and schedules, and environmental services to support the Capital Improvement Program (CIP) and meet the needs of both internal and external stakeholders. The division also manages federal, and state grants advises key stakeholders on safety, regulatory compliance, and planning issues, and conducts land use and zoning analyses. Additionally, it supports the department's environmental, civil, and aviation fuel needs, monitors water and sewage systems, manages airside operations area pavement, and performs environmental compliance audits for tenants.



Departmental Business Plan and Outlook

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

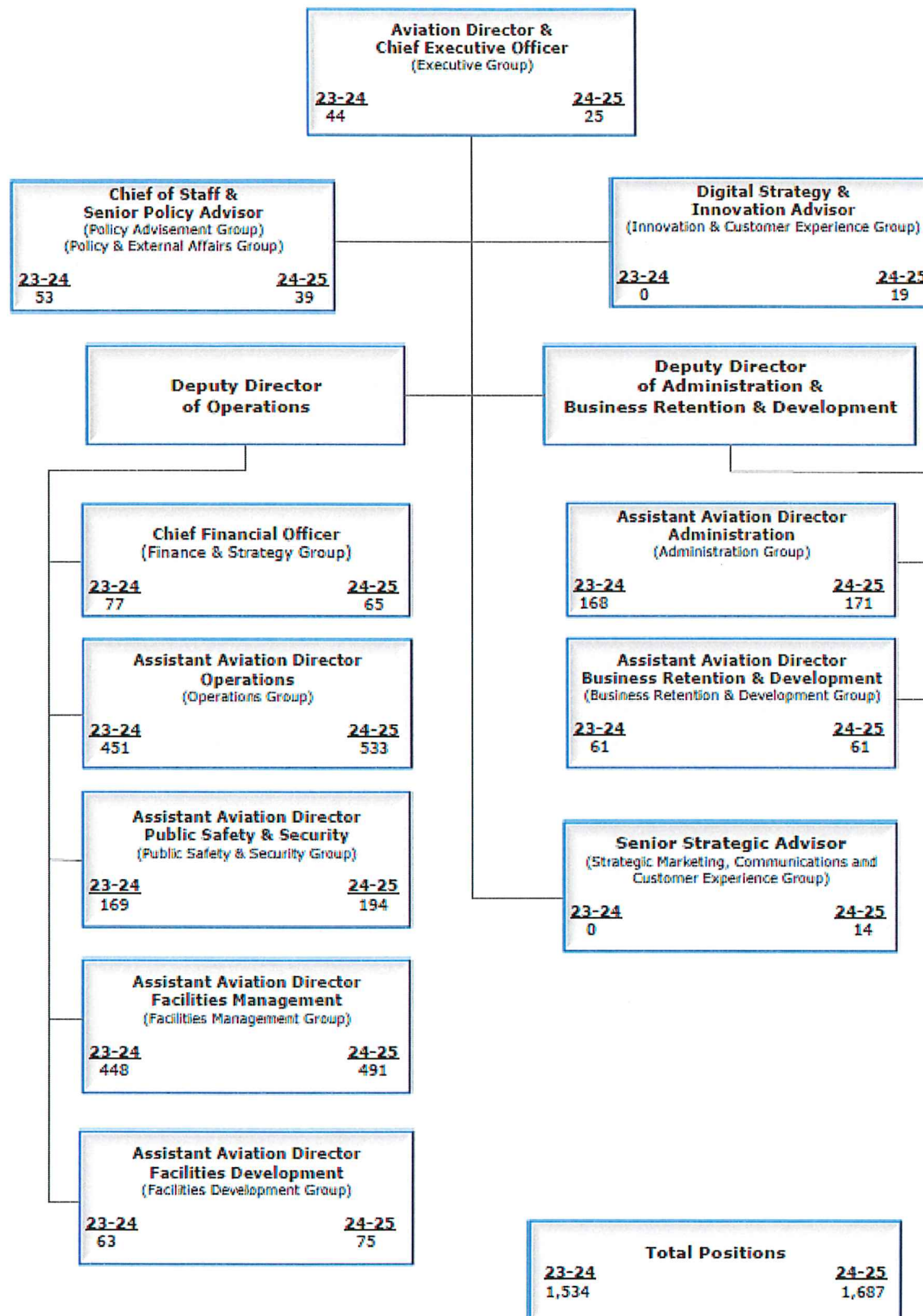
FY2024-25 & FY2025-26

- The Digital Strategy and Innovation Division serves as the technology liaison, collaborating with business leaders to identify areas for improvement and explore technological solutions that address problems or capitalize on opportunities. It facilitates cross-functional collaboration and supports new ideas while managing risks associated with innovation. The division focuses on data-driven decision-making to enhance customer experience and streamline operations.
- The Administration Division manages personnel, providing technology and telecommunication resources, and coordinating procurement activities. It handles human resource services, including recruitment, employee counseling, training, and policy administration. In addition, the division oversees activities related to solicitations (ex. ITBs, RFPs, and A&E contracts), ensures minority business participation in bidding, and coordinates procurement to deliver quality goods and services to the department.
- The Business Retention and Development Division is responsible for driving the expansion of revenue sources, both aeronautical and non-aeronautical, for Miami International Airport (MIA) and the General Aviation Airports (GAAs). It plays a key role in administering and overseeing air carrier and concessionaire lease agreements while strategically planning future business and economic growth for the department. This division is instrumental in the development and continuous updating of the concessions master plan, negotiating and managing leases for airport land, building spaces, and storage areas. Additionally, it oversees hotel and parking service agreements, ensuring compliance with contract terms. The division also manages the concessions sales and revenue budget, monitors contract compliance, and conducts annual surveys to guarantee high-quality customer service. In its commitment to future growth, the division fosters strong relationships within the travel concessions industry, identifying both current and upcoming opportunities at MIA. Furthermore, it plays a pivotal role in managing land acquisition for airport expansion, facilitating the procurement of land necessary for the continued growth and development of the airport's infrastructure.
- The Strategic Marketing, Communications, and Customer Experience Division manages the airport's public image, promotes its services, and communicates with stakeholders, including passengers, airlines, cargo partners, government agencies, and the general public. It oversees MIA's branding, electronic and social media presence, and coordinates all media relations and internal/external communications. The division collaborates with the Office of the Mayor on multimedia management, marketing campaigns, branding, and strategic planning to effectively communicate the airport's objectives.



Departmental Business Plan and Outlook
 Department Name: **Miami-Dade Aviation Department**
 FY2024-25 & FY2025-26

Table of Organization



Our Customers

Miami International Airport (MIA) serves a diverse range of customers, making it a vital gateway for both domestic and international travel. At the heart of its operations are the passengers themselves, who come from all corners of the globe, seeking connections to destinations across the Americas, Europe, and beyond. These travelers include leisure tourists drawn to Miami's vibrant culture and stunning beaches, as well as business professionals attending conferences or visiting corporate offices. On December 10, 2024, MIA surpassed last calendar year's passenger record with 52,296,184 million passengers, compared to 52,295,818 for the full calendar year 2023.

MIA is also a critical gateway for cargo transport, serving as a major hub for international trade. Cargo airlines and freight forwarders rely on the airport to move goods between continents. This includes perishable items like fresh produce and seafood, as well as manufactured goods and high-value commodities. The airport's strategic location and extensive cargo facilities make it a vital link in global supply chains.

Beyond the passengers and cargo operators, MIA supports a vast ecosystem of businesses and organizations. Airlines, ground handlers, and other service providers play crucial roles in ensuring smooth operations. Government agencies such as the FAA, TSA, and Customs and Border Protection are responsible for safety, security, and regulatory compliance.

Recent Accomplishments

Below is a summary of MDAD's most significant accomplishments for the past fiscal year. Several of these accomplishments align with the Mayor's Future Ready initiative titled "Modernization-In-Action Plan" which seeks to build and maintain infrastructure that supports the department's current and long-term growth.

FAA Part 139 Audit:

During the period April 15-19, the FAA performed the 2024 annual Part 139 audit at MIA and the General Aviation airports. The FAA commented that MDAD maintained a "well-managed and safe airport", noting that the airfield was well-maintained, and praised the professional, dedicated staff, the great ARFF response, and organized record-keeping. Few Part 139 issues were noted.

State of Florida Auditor General Operational Audit:

A comprehensive Procurement, Transparency and Accountability Compliance audit was conducted by the State of Florida Auditor General. MIA performed well. The audit resulted in only three minor administrative findings.

FAA Title VI and ADA Audit: In early December, the FAA conducted interviews with airport leaders, toured the facility (including parking garages), and held training sessions as part of a Title VI and ADA audit. Auditors spoke with random employees, who answered questions confidently. They were impressed by MIA's strong commitment to ADA and Title VI, noting that



these principles are ingrained in the culture, not just a compliance formality. The auditors identified a few minor follow-up items that will be easy to address.

Conveyance Modernization: In 2024, MDAD embarked on a ten-year, \$6.81 million program for the comprehensive modernization of conveyances throughout MIA. The modernization plan is underway to fully rebuild and/or replace most of the 616 conveyances at MIA (312 elevators, 206 escalators, and 98 moving walkways), which represents more than half of all the conveyance units at all Miami-Dade County government facilities combined. To keep MIA accessible for those using wheelchairs, elevators have been prioritized for modernization and eight elevator units have already been completed. So far, 32 units have been upgraded.

Terminal Restroom Renovation Program: MIA's \$10.3 million restroom modernization project includes the renovation of 207 public access restrooms at MIA. Renovations include interior demolition, new partition walls, new toilet partitions, new restroom finishes including flooring, walls, ceiling, new vanity countertops, new plumbing fixtures, new accessories, and new lighting fixtures. As of December 2024, a total of 48 restrooms have been modernized, 10 are under construction, eight are in permitting, and 141 are in the design phase.

Passenger Boarding Bridge Program: MIA is replacing or refurbishing all its 126 passenger boarding bridges. This \$23.5 million project includes design, fabrication, transportation, and installation of pre-conditioned air units, baggage chutes, and ground support equipment for each boarding bridge. The first 32 bridges, including two glass bridges, have been installed, 10 new all-glass bridges have been awarded and all future bridges will be glass.

Emergency Terminal Roofing Repairs: Pending the new MCC 7360 roof maintenance contract, we hired two roofing contractors to assess and repair roof leaks. One contractor began working on the North Terminal and the other contractor began working on the Central and South Terminal. This effort has significantly reduced leak reports.

I AM MIA Program: Launched under the vision of Mayor Levine Cava, the I AM MIA program focuses on workforce development and enhancing the customer experience. The Lightning Team, a newly formed rapid response team is dedicated to swiftly addressing maintenance tasks across the airport. By focusing on quick fixes such as bulb replacements, minor repairs, and system checks, we're enhancing the passenger experience and freeing up resources for more complex projects. In addition, they and other staff wearing the new "Lightning Crew" blue vests, lanyards and pins, make them easy to spot by passengers who have questions or need directions in the terminal, helping to further improve customer service. This program includes hiring 135 new staff, 92 of which have already been hired.

Every employee plays a vital role in fostering a service-first culture and creating memorable experiences for our passengers, visitors, and colleagues. MDAD is committed to training its workforce to ensure they are well-equipped to provide exceptional customer service. Consequently, together with the Greater Miami Convention and Visitors Bureau we have developed a new, one-hour in-person training course required for all MDAD employees. Thus far 1,300 employees have been trained and all 37,000 workers at the airport will be trained in the next two years.



Departmental Business Plan and Outlook

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

FY2024-25 & FY2025-26

Runway Rehabilitation: Miami-Opa Locka Executive Airport (OPF) opened Runway 9L-27R for daytime operations after completing 200 calendar days of pavement rehabilitation. In addition, completed TMB RIM Hot Spot 1 project and initiated the design of a new taxi lane at TMB, which will provide the required infrastructure for future development of the northeast side of the airport. The design was started in November of 2024.

Parking Garage, Park 6: Began construction of this new seven-level, \$137 million parking structure on January 4, 2024. This project is on-schedule and will include 2,240 parking spaces, two vehicular/pedestrian connections per level to the Flamingo Garage, electrical communication rooms, passenger elevators, 34 oversized vehicle ADA parking spaces and 50 electric vehicle charging stations, including infrastructure for additional stations. The targeted completion date is January 2026.

New Air Carriers and MIADiscover.com: Five carriers, including Porter Airlines, Condor Airlines, LEVEL, Avelo and Viva Aerobus, began operating passenger flights at MIA in FY 2023/2024. MIA launched MIADiscover.com to allow customers to explore the Airport's air service network. This comprehensive travel resource provides access to flight schedules, the ability to book directly with airlines and expertly crafted destination guides from seasoned trip advisors and global influencers. In addition, the Air service Assistance Program (AAP) was established to increase passenger demand from MIA to our non-stop destinations, provide support for new route developments and additional frequencies, and increase awareness of the cities served from MIA.

Established the Air Cargo Advisory Group (ACAG): Originally established by MDAD as a series of bi-monthly meetings with MIA Cargo Stakeholders to improve communication between MDAD and our cargo community, these meetings have evolved into the creation of an independent group (ACAG) to better represent and address the interests of cargo stakeholders.

Airport Carbon Accreditation: MIA achieved Airport Carbon Accreditation (ACA) in the mapping level. ACA recognizes airport efforts to manage and reduce their CO2 emissions through independent assessment and verification. The goal is to continue upgrading to the higher levels of accreditation showing the Mayor's and MDAD Director's commitment to get net zero carbon footprint in the incoming years.

Removal of Contaminated Soil: MIA has been actively removing stockpiled soils from all the contaminated soil staging areas that have been receiving soil from different projects for decades. Thus far, MIA has properly disposed of approximately 222,800 tons of soil at approved landfills. MDAD has been able to save approximately \$6.5 million dollars in disposal cost. This savings was achieved due to the collaborative efforts of MDAD and DSWM. MDAD disposes of the soil directly to the DSWM landfills. This disposal and payment agreement signed between MDAD and MDSW reduces the disposal cost from \$30 to \$ 1 per ton.

Transition of Fire Suppression Foam: MIA began the transition to switch from AFFF fire suppression foam that contains PFAS (Polyfluoroalkyl Substances which has been proven to be harmful to human health) to a F3 foam PFAS free for the MIA fuel facility.



Departmental Business Plan and Outlook
Department Name: Miami-Dade Aviation Department
FY2024-25 & FY2025-26

Small Business Community Outreach: MDAD hosted a virtual “*Airport Rental Car Supplier Diversity Outreach Day*” in conjunction with SBD to inform local small businesses of upcoming contracting opportunities. In addition, we have created a webpage on the MIA website which provides updated information on the various contracting opportunities, small business programs and business development resources at our airports.

Perimeter Intrusion: MDAD implemented a Perimeter Intrusion Detection System (PIDS) solution to enhance the security of the airport perimeter at MIA. In addition, MDAD completed the Security Cameras project.



KEY ISSUES

Below is a summary of significant issues that may impact the implementation of the department's business plan. These include potential changes in the business/work environment, obstacles for major projects, and legislative changes or mandates that might impact the department.

Human Resources

- Staffing: Increasing difficulty in recruiting and retaining qualified personnel at all levels of our department, particularly in Information Technology and Trades (i.e. plumber, mechanical, electrical, HVAC).
- Learning Curve for New Staff: Time needed to onboard and train new employees.
- Learning Curve for New Technology: Time required to train staff on new technologies.

Procurement and Contracts

- Contract Procurement Processing Time: Extended timelines for contract awards, impacting project schedules, costs, and funding.
- Delay in Large-Scale Project Approvals: Impacts on project costs, schedules, and adherence to FDOT/FAA work programs.
- Supply Chain Disruptions: Delays in equipment and material delivery, increasing project costs. As we install new and rebuild equipment, at times, we find it difficult to obtain parts because of continued supply chain delays. It is taking as long as eight months to receive parts. In addition, some of our devices (ex. conveyances, IT equipment) are obsolete and parts are literally built from scratch.

Market Development and Diversification

External Factors Affecting International Route Development:

- Chinese/US trade tariffs/suspension of passenger routes impacting Asia-to-MIA trade.
- Economic Conditions: Economic downturns (in the U.S., Latin America, or other foreign markets served by MIA) impacting funding, resource availability, and passenger/cargo traffic.
- Latin American economies impacting MIA passenger and cargo traffic growth.
- Challenges in developing Asian and African routes due to fleet capacity, distance, and geopolitical issues.

Outdated Infrastructure

MDAD is actively addressing the challenges posed by aging infrastructure through several significant, multi-year projects, including restroom renovations, modernization of conveyance systems, and the replacement of passenger loading bridges. While these efforts are gradual, they are essential for enhancing the passenger experience and operational reliability in the long term. Due to the large scale and complexity of these projects, procurement and implementation is oftentimes lengthy. Additionally, project dependencies may impact timelines and resource allocation across initiatives. The long duration of these improvements can also lead to the misconception that little progress is being made, despite significant work already underway.

Land Availability

The Department's need for land to support the growth and expansion of terminals, cargo facilities, specialized aircraft service operators, MROs, GSE, and other business operations at



the County's airports, as well as airfield infrastructure improvements at MIA, OPF, and TMB, are essential. However, this growth is sometimes impacted by competing demands for non-aviation uses, such as truck parking, housing, seaweed disposal, and recreational facilities. MDAD estimates that, for the CIP alone, over 240 acres will be required for staging and contractor parking through 2040.

Operational and Technological

- **Cybersecurity Risks:** Increased vulnerability to cyberattacks due to the adoption of new technologies and the increasing sophistication of attacks targeting users.
- **Natural Disasters and Severe Weather Events:** Disrupt project timelines and increase costs.

Regulatory

- **Regulatory Changes:** New regulations or changes to existing regulations affecting project scope, cost and timelines.

Opportunities

- **Increased Efficiency and Productivity:** Streamlining operations and improving efficiency through technology.
- **Enhanced Security:** Improving security measures and passenger safety.
- **Improved Passenger Experience:** Enhancing the overall passenger experience through innovative solutions.
- **Sustainability:** Reducing environmental impact and operational costs through sustainable practices.
- **Grant Funding Opportunities:** Securing additional federal and state grants to accelerate project timelines.
- **Modernizing Systems:** Providing airlines and our employees with reliable and up-to-date technology.
- **Adopting New Technologies:** Streamlining operations and improving efficiency.
- **Attracting and Retaining Top IT Talent:** Ensuring a skilled workforce to support and maintain these systems.
- **Investing in Training:** Equipping staff with the knowledge to handle emerging technologies and cybersecurity threats.
- **Market Development and Diversification Strategies for Growth:**
 - Expanding international routes and increasing major carrier presence.
 - Developing new routes to non-traditional points in Eastern Europe.
 - Implementing regional passenger and freight development strategies to diversify beyond Latin America.



PRIORITY INITIATIVES

The following initiatives are the department's top priorities, planned for the current or next fiscal year, with defined start and end dates. Many of these initiatives encompass investments in infrastructure to support current and long-term growth. While OMB requested that ongoing work/activities not be included, we have listed several critical ongoing initiatives, as they are essential to the department's success. Additionally, some initiatives span multiple fiscal years due to MIA's size and complexity. Ongoing legislative efforts are also included:

- Support funding for the Airport Improvement Program (AIP) to \$4 billion annually for the next five years and expanding AIP eligible projects to mirror Passenger Facility Charge (PFC) eligibility, as in the Bipartisan Infrastructure Law
- Support timely passage of the FAA Reauthorization Act of 2023. U.S. airports are the foundation of the global aviation system, and to maintain our leadership position we must make needed infrastructure upgrades and security enhancements to provide for a safe and efficient travel experience for a growing number of passengers. The timely passage of the FAA Reauthorization Act in 2023 is a step in the right direction to provide airports with needed certainty to tackle important safety and security projects funded through the essential Airport Improvement Program. Such legislation should require the FAA to work with airports, aviation stakeholders, and TSA to ensure new entrants are safely integrated into the National Airspace System, and airports are protected from unsafe UAS activities.
- Conveyance Modernization: 38 units are under contract to begin the modernization process in 2024 - 2025. Also, major repairs and preventive maintenance are underway or scheduled for FY 2024/2025.
- Terminal Restroom Renovation Program: Complete Phase 2 of this project which includes 22 restrooms in Concourse D, 12 restrooms in Concourse E, F, and G, and 16 restrooms in Concourses H and J, scheduled to be completed by the Fall of 2026.
- Passenger Boarding Bridge Program: Continue replacement and refurbishment of the boarding bridges; ten PBB scheduled to be replaced in FY 2024-25 and 14 scheduled to be replaced during FY 2025-26.
- Terminal Roof Replacement with Lightning Systems/Upgrade Construction and Solar Panel Installation: Project is at 90% design and is expected to be completed winter 2029-2030.
- The new MCC 7360 roof maintenance contract with a Notice to Proceed is expected in January 2025.
- Integration of Electric Vehicles: For 24/25, MDAD plans to procure 11 electric light vehicles
- CC D East PCA Chiller Plant 1: Renovation of CCD PCA Chiller Plant 1 will be completed this FY. CC D PCA Plants 2 & 3 will have upgraded controls this FY.
- Finalize construction for the MIA Satellite E New Chiller Plant (5/25 through 11/26).
- Parking Garage Park 6: Finish construction. Project began January 2024 and targeted completion date is January 2026.
- Begin the Nova Lift Gate Project Phase 1: MDAD will be purchasing wheelchair lifts which will be installed in all concourses at MIA. The goal is to have wheelchair lifts available at each terminal concourse, starting on the newer jet bridges. Phase I of the project entails the purchase and installation of 41 lifts, 17 of which will be at AA preferential use gates (planned start summer 2025 / ends Winter2026/27).
- Complete installation 30 of the passenger boarding bridge Late Bag Chutes (started Summer 2024 / ends Spring 2025).



Departmental Business Plan and Outlook

Department Name: Miami-Dade Aviation Department
FY2024-25 & FY2025-26

- Continue the Terrazzo Tile Project (starts Winter 2025/2026 / ends Winter 2027/2028).
- Begin the EV Charging Stations Project – (starts Spring 2026 / ends Spring 2028).
- Central Terminal Redevelopment Phase I (currently in design and contract document phase expected to be completed in June 2027).
- Central Terminal Re-development Phase II (commenced the A/E procurement for PSA, expected to be finalized in July 2025).
- Continue Design Phase for the MIA Concourse F to H Interconnector. The interconnector will provide secure and sterile connectivity from Concourse F to H and improve efficiencies in security checkpoints that will enhance MIA passenger circulation and airline operations. This phase is expected to be completed in February 2026.
- MIA Concourse D West Extension – D60 (Bldg. Expansion & Apron) – redevelopment the existing regional commuter facility at D-60. This project will include the expansion of the North Terminal building and significant modifications to the existing aircraft parking apron (A/E Procurement and Design and Contract documentation starts June 2025).
- Miami Airport Westin Hotel (planned start 2025 and completing at the end of 2027)
- Advanced Visual Docking Guidance System (AVDGS) -- Concourses H and J are currently in Bid and Award Phase through the end of 2025).
- Continue coordination and review of all aspects of the Vertical Integrated Cargo Community (VICC) proposal, including the review of all design elements as it relates to building siting, aircraft parking, airside and landside roadways, working closely with the FAA to arrange an agreement to allow a P3 involvement while utilizing federal grant funds to develop the apron portion of the project. The VICC proposal entails the development of a multi-level cargo structure that would have the ability to process 4.95 million US tons of annual cargo volume. The VICC will be designed, built, operated, and maintained with private funds on MDAD owned land located in the existing MIA West Cargo area.
- Remote VIP facility - selective demolition began 9/2024. The developer plans to complete the project and be operational for the FIFA World Cup June 2026.
- Airline VIP Lounges Construction:
 - LATAM VIP Lounge – Currently in design.
 - British Airways VIP Lounge – Presently in permitting.
 - TAP/ Avianca – expected completion by January 2025.
- Continue converting MDAD's fleet to EV (started Fall 2022 and ongoing). Since the lead time to purchase EV buses takes so long, and our buses are very old, we are purchasing compressed natural gas buses in the interim.
- Building 850 Expansion Hangar is anticipated to be completed by summer 2025.
- Continue Transition from AFFF fire suppression foam to a F3 foam PFAS free at all MDAD facilities (11/24 through 11/27).
- Continue implementing the Terminal Signage/Wayfinding Program (Started Summer 2019/ Ends Summer 2026).
- Sustainable Aviation Fuel (SAF) – Receive 60 million gallons of blended SAF for DHL over the next two years (plan started December 2024). SAF will decrease carbon emissions by up to 80%.
- Continue removal and disposal of contaminated and stockpiled soil (started April 2024 and ongoing).
- The demolition of buildings 703 and 703A was bid, awarded and commenced in 2024. Demolition and site remediation is scheduled to be completed in the 3rd quarter of 2025.



Departmental Business Plan and Outlook

Department Name: Miami-Dade Aviation Department
FY2024-25 & FY2025-26

- Installation of backup power generation, battery storage, and electrical hardening: Electrical infrastructure system hardening (ex. replacement of aging wooden poles with concrete poles), and resiliency improvements are under way. FPL will continue its feasibility study and recommend specific projects to pursue under their “MSA” agreement. Installation of remote monitoring will continue for generators systemwide. Procurement of system-wide UPS preventive maintenance and repair contract is underway.
- Preventive Maintenance Program: The 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.
- Continue to Maintain Airport Carbon Accreditation at the Mapping Level (started September 2024 and ongoing).
- Air Service Development: International route development efforts are currently concentrated on expanding and adding new flights to locations in the Middle East/Gulf Region, Asia (including a direct flight to/from Japan), Africa, and Europe. The main goals of domestic route development are increased frequencies in MIA's top city pairings, additional routes to secondary markets and product variety for more passenger options (ongoing).
- Pharma Hub: In 2015, IATA recognized MIA as the first U.S. and second global pharma freight hub. This highlights MIA's expertise in handling high-value, temperature-sensitive pharmaceuticals. MIA co-founded Pharma.Aero in 2016 to improve global pharma handling. Through its Pharma Marketing and Pharma.Aero membership, MIA attracted new pharma business, reaching 16,325 tons (\$5.56 billion) in 2023. MIA is a leader in delivering life-saving pharmaceuticals worldwide and seeks to expand this market.
- Foreign Trade Zone: In 2018, MIA was designated an FTZ Magnet Site by the U.S. Department of Commerce. This allows airport tenants to defer, reduce, or eliminate federal tariffs on goods, providing significant cost savings for importers and exporters. LATAM Group was the first approved operator in 2023. MDAD continues to actively attract pharmaceutical, electronics, and other businesses to utilize this valuable designation.
- Economic Impact Study: MDAD has contracted Martin Associates of Lancaster, Pennsylvania to produce a 2024 economic impact study for MIA and the General Aviation Airports, plus two years of study updates.
- New Air Service Contract: new air service at MIA creates local jobs, provides fast and affordable transportation options, and spurs foreign direct investment and trade development between Miami-Dade County and other world markets. In 2025, a new consultant company will be retained by the Miami-Dade Aviation Department to assess and report on the possibilities for passenger and cargo traffic between MIA and specific top domestic and international markets not currently linked via nonstop service to Miami.
- Finalize the MDAD Advance Air Mobility (aka Electric Vertical Take-off and Landing aircraft - EVTOL) Master Plan for MIA and GAA airports (2025-2026).
- Continue construction of the Central Terminal Ticket Counter (TC) Pods and K1 Doors between Concourses E and F. The scope of work includes design and remodel of the existing ticket counters, new fire rated interior partitions and doors. Phase I began on December 4, 2023, and was completed on September 12, 2024. Phase II commenced in September 2024 and is scheduled to be completed in March 2025. Phase III is expected to



Departmental Business Plan and Outlook

Department Name: **Miami-Dade Aviation Department**
FY2024-25 & FY2025-26

begin in March thru June 2025. In addition, continue the assessment of MIA Ticket Counters capacity (2025-2026).

- Complete the MIA Curbside Roadway Upper Vehicle Drive Expansion (2025).
- Finalize the Airtop Simulation Model (2025).
- Obtain FAA concurrence and approval for MIA Runway 9-27 Widening and ADG VI operational plans (2025-2026).
- Finalize the MIA Public and Employee Parking Study (2025).
- Continue with the MIA Demand Capacity Analysis (2025).
- Complete the Board of County Commission requested New Airport Feasibility Study (2025).
- Enhance Purpose Driven Procurement (PDP) procedures and training by making them more specific to different procurement types, with one procedure divided into three categories: Design PDP, Construction PDP, and Design-Build PDP.
- Begin the Rebid of the Cost Estimating and Scheduling contract (1/25 through 1/26)
- Procure the Project Information System PMIS and Building Information Modeling BIM (1/25 through 1/26).
- Engage with Autodesk Construction Cloud ACC to provide training and user access to the cloud database for entering project models, phasing plates, MOT and staging areas, Tenant construction projects, and P3 (public private partnership) (3/25 through 3/26).
- Implement drone technology for project surveying, project progress inspections, exterior scanning, pre-hurricane and post hurricane scanning. (12/24 through 9/25).
- Acquired a Matterport 3D camera to begin interior scanning for developing models of the digital twin for the Conveyance Modernization Program, terminal-wide restrooms, and Park 6 (12/24 through 9/25).
- Set up Autodesk Construction Cloud (ACC) for new South Terminal Design-build and Central Terminal redevelopment phase 1 design projects (3/25 through 6/25).
- Start the implementation of the new PMIS Project Management Information System invoice and cost modules (1/26 through 9/26).
- Prepare master scanning plan for and General Airports GA for the purpose of identifying gaps and prioritize critical areas. (10/25 through 9/26).
- Finalize Construction for the MIA Airport Operations Center / Emergency Operations Center (AOC/EOC) Project (8/25 through 11/26). This project's scope consists of the renovation of an existing shell space located on the 3rd level of Concourse D to combine AOC/EOC functions and provide a more efficient and unified control center. It also includes proofing for inclusion of a future Virtual Gate Control Room. The Bid & Award phase is scheduled to be completed in August 2025.
- Begin Design-Build Construction of MIA South Terminal Expansion (Concourse K) (9/25 through 6/29).
- Finalize Construction of the Central Base AOA Construction Gate (5/25 through 6/26).
- Build upon the TSA-funded perimeter project to further harden MIA's perimeter by completing the remainder of its 13.1-mile outer boundary. Next steps in employee screening capability include the addition of explosive trace detection and AI assistance in x-ray image recognition.

In addition, all projects in our multi-year Capital Improvement Program can be found on our website at: https://www.miami-airport.com/capital_improvement.asp



Grant Funding

Grant applications totaling \$53,079,585 were submitted to the Federal Aviation Administration (FAA) for Fiscal Year 2024-2025 and awarded and fully executed in July and August 2024. The funding sources include Airport Terminal Program (ATP), Airport Infrastructure Grant (AIG), and Airport Improvement Program (AIP).

For the upcoming FY2025-2026, grant applications with an approximate total amount of \$187,522,027 were submitted to the FAA on October 1, 2024, based on project cost estimates. These applications will be resubmitted to the FAA on June 1, 2025, with the final negotiated design contract award amounts and/or the final bid construction contract award amounts.

Florida Department of Transportation (FDOT) Funding: In FY2024-2025, Florida Department of Transportation (FDOT) grant applications and amendments were submitted to FDOT in June 2023 and awarded and fully executed through Public Transportation Grant Agreements (PTGAs) in July, August and September 2024. The funding sources include the Aviation Grant Program (AGP) and Intermodal Development Program (IDP) grant funds. The total amount of funding award is \$18,529,918 pending \$7,490,254 award in January 2025.

In September 2024, MDAD was awarded \$60M Strategic Intermodal System (SIS) Funds from the State for the construction of Central Terminal Redevelopment Phase I and II and the MIA Concourse D West Extension – D60 Building Expansion, Apron and Utilities projects. These funds will be programmed and available in FY2029 and FY2030.

For the upcoming FY2025-2026, MDAD will receive \$29,564,733 in State funding.



FUTURE OUTLOOK

Passenger travel in FY 2024 is 21.6% above FY 2019 (pre-COVID) representing record passenger levels for MIA. This record growth in passenger traffic with the new entrants and return of the foreign flag airlines has resulted in MIA capturing passenger traffic from Fort Lauderdale Airport (FLL) and stimulating the overall passenger traffic in South Florida.

In FY 2024, the number of enplaned passengers at MIA increased 8.3% over FY 2023 to a record high of nearly 27.9 million. Based on the traffic forecast prepared in November 2024 by MDAD's Traffic Engineers, MIA enplaned passenger traffic is projected to be relatively flat in FY 2025, then 1.1% in the following Fiscal Year and then 1.7 in the Fiscal Years thereafter.

Per the Traffic Engineers, advance schedule filings by the airlines (which are subject to change) indicate only a minimal increase in the number of departing seats at MIA between the first 9 months of FY 2024 and the first 9 months of FY 2025. Based on those advance airline schedules and projected trends in airline capacity, passenger load factors, and flight completion factors, the number of enplaned passengers at MIA is forecast to be 28.0 million in FY 2025, up 0.4% from the number enplaned in FY 2024. The number of enplaned passengers is forecast to increase 1.1% in FY 2026, as growth strengthens toward the long-term rate. Thereafter, between FY 2026 and FY 2031, the number of enplaned passengers is forecast to increase 500,000 enplaned passengers per year, in line with historical trends, which equates to an average annual growth rate of 1.7%.

Although the air cargo industry plunged in the early days of the pandemic, air cargo demand returned to, not just 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 led to cargo owners looking for a quicker and less expensive alternative to transport cargo. Air cargo demand increased in FY 2022 over FY 2021 by 6.1% but as air cargo demand stabilized post-pandemic, cargo tonnage decreased slightly at MIA in FY 2023 by 1.3% and then increased by 5.3% in FY 2024. Cargo tonnage is extremely volatile thus making it difficult to forecast.

It is 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 and subsequent years with a moderate deceleration and stabilization forecasted thereafter.



International Monetary Fund
World Outlook--October 2024
Gross Domestic Product

Country Group Name	2020	2021	2022	2023	2024	2025
World	-2.7	6.6	3.6	3.3	3.2	3.2
Advanced economies	-4.0	6.0	2.9	1.7	1.8	1.8
Emerging market and developing economies	-1.8	7.0	4.0	4.4	4.2	4.2
Emerging and developing Asia	-0.5	7.7	4.4	5.7	5.3	5.0
Emerging and developing Europe	-1.8	7.1	0.6	3.3	3.2	2.2
Latin America and the Caribbean	-6.9	7.4	4.2	2.2	2.1	2.5
Middle East and Central Asia	-2.2	4.4	5.5	2.1	2.4	3.9
Sub-Saharan Africa	-1.6	4.8	4.1	3.6	3.6	4.2

Source: International Monetary Fund, World Economic Outlook Database, October 2024.

The outlook for Latin America and Caribbean (LAC) regional economies assumes that international trade will continue to be the main engine of growth and that commodity prices will increase at a moderate pace and that economic policies in the region will support a healthy environment for investing – both domestic and foreign investment. The risk of higher trade tariffs could adversely affect the outlook. The fundamental competitive factors supporting LAC's growth in exports include abundant natural resources, lower production costs, and trade-creation opportunities with the United States and China as well as other countries in Europe and Asia.



BUSINESS PLAN REPORT (ATTACHMENT 1)





Business Plan Report

Scorecard: Miami-Dade Aviation Department

As Of: 04/15/2025

Perspective Name	Objective Name	Grand Parent Objective Name	Parent Objective Name	Measure Name	Last Period Updated		Actual	Target	FY2024-25 Annualized Target	FY2025-26 Annualized Target
Customer	Improve overall customer satisfaction at MIA	ED1: An environment that promotes a growing, resilient and diversified economy	ED1-5: Provide world-class airport and seaport facilities	Percent of airspace analysis for off-airport construction performed after 10 days	Feb '25	▲	32.00%	50.00%	50.00%	50.00%
				Percentage of emergency work order requests responded to within two hours	Feb '25	▲	100%	100%	100%	100%
				Overall customer service ratings for MIA	2024 FY	▼	591	750	750	500
	Enhance customer service	ED1: An environment that promotes a growing, resilient and diversified economy	ED1-5: Provide world-class airport and seaport facilities	MIA passengers (1,000s)	Feb '25	▼	4,442	4,496	56,300	56,600
				Percentage of airport workers trained through "Miami Begins with MIA"	Mar '25	▲	100%	100%	100%	100%
	Provide a secure environment at the airports	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 crimes per month at MIA	Mar '25	▲	18	65	65	65
				Average number of overall crimes per month at MIA	Mar '25	▲	18	65	65	65
	Seek involvement of communities in economic development efforts	ED1: An environment that promotes a growing, resilient and diversified economy	ED1-3: Expand business and job training opportunities aligned with the needs of the local economy ★	Percent of airspace analysis for off-airport construction performed after 10 days	Feb '25	▲	32.00%	50.00%	50.00%	50.00%
	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 ★	Small business and community outreach meetings held	Feb '25	▲	12	12	144	60
				Percentage of airport concession joint venture leases with ACDBE minority partners	Feb '25	▼	26.72%	30.00%	30.00%	30.00%
				Airport concession disadvantage business enterprises (ACDBE) overall participation at MIA (millions)	2024 FY	▲	238	168	210	260
Financial	Enhance MDAD revenue	ED1: An environment that promotes a growing, resilient and diversified economy	ED1-5: Provide world-class airport and seaport facilities	Public parking revenue (\$1000)	Jan '25	▼	\$5,422	\$5,655	\$66,371	\$68,833
				MIA passengers (1,000s)	Feb '25	▼	4,442	4,496	56,300	56,600
				Enplaned passengers (1,000s)	Feb '25	▼	2,235	2,249	28,150	28,300
				MIA non-terminal rental revenue (\$1,000)	Feb '25	▲	\$7,800	\$6,451	\$81,066	\$88,241
				GAA revenue (\$1,000s)	Feb '25	▲	\$1,374	\$1,305	\$15,961	\$15,992
				Commercial operations gross revenues (\$1000) at MIA	Jan '25	▲	\$114,804	\$107,727	\$1,145,789	\$665,538
				New passenger routes (FYTD)	'25 FQ1	▲	1	1	0	0
				New carriers	'25 FQ1	▲	0	0	2	3
		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)	Jan '25	▼	\$5,422	\$5,655	\$66,371	\$68,833
				MIA passengers (1,000s)	Feb '25	▼	4,442	4,496	56,300	56,600
				Enplaned passengers (1,000s)	Feb '25	▼	2,235	2,249	28,150	28,300
				MIA non-terminal rental revenue (\$1,000)	Feb '25	▲	\$7,800	\$6,451	\$81,066	\$88,241
				GAA revenue (\$1,000s)	Feb '25	▲	\$1,374	\$1,305	\$15,961	\$15,992
				Commercial operations gross revenues (\$1000) at MIA	Jan '25	▲	\$114,804	\$107,727	\$1,145,789	\$665,538
				New passenger routes (FYTD)	'25 FQ1	▲	1	1	0	0
				New carriers	'25 FQ1	▲	0	0	2	3
	Enhance MIA Competitive Position	ED1: An environment that promotes a growing, resilient and diversified economy	ED1-4: Continue to leverage Miami-Dade County's strengths in international commerce, natural resources, and recreational and cultural attractions	MIA cargo tonnage (1,000s)	Feb '25	▲	261	230	2,883	3,035
				Enplaned passengers (1,000s)	Feb '25	▼	2,235	2,249	28,150	28,300
				MIA cost per enplaned passenger	'25 FQ1	▼	\$17.60	\$17.45	\$17.45	\$20.10
				Landing fee rate (per 1,000lbs. in dollars)	'25 FQ1	▲	\$1.65	\$1.65	\$1.65	\$1.96
			ED1-5: Provide world-class airport and seaport facilities	MIA cargo tonnage (1,000s)	Feb '25	▲	261	230	2,883	3,035
				Enplaned passengers (1,000s)	Feb '25	▼	2,235	2,249	28,150	28,300
				MIA cost per enplaned passenger	'25 FQ1	▼	\$17.60	\$17.45	\$17.45	\$20.10
				Landing fee rate (per 1,000lbs. in dollars)	'25 FQ1	▲	\$1.65	\$1.65	\$1.65	\$1.96
	Meet the Operating Budget Targets (Aviation)		GG4: Effective leadership and management practices	Expenses : total operating expenses (Aviation, in \$1,000)	'25 FQ1	▲	\$216,467	\$291,905	\$1,167,622	\$930,599
				Construction capital fund expenditures (in \$1,000)	'25 FQ1	▲	\$77,446	\$77,446	\$317,206	\$560,376
				Revenue: total (aviation, in \$1,000)	'25 FQ1	▲	\$419,607	\$298,810	\$1,195,241	\$1,310,387
				Positions: full-time filled (Aviation)	'25 FQ1	▼	1,450	1,687	6,748	7,208

Perspective Name	Objective Name	Grand Parent Objective Name	Parent Objective Name	Measure Name	Last Period Updated		Actual	Target	FY2024-25 Annualized Target	FY2025-26 Annualized Target
	Contain operating expenses	ED1: An environment that promotes a growing, resilient and diversified economy	ED1-5: Provide world-class airport and seaport facilities	MIA cost per enplaned passenger	'25 FQ1	🔴	\$17.60	\$17.45	\$17.45	\$20.10
				Landing fee rate (per 1,000lbs. in dollars)	'25 FQ1	🟢	\$1.65	\$1.65	\$1.65	\$1.96
	Improve the Cost/Enplaned Pass (CEP) to Enhance Aviation Dept. Cost Competitive Position (Sortie: CEP)			Expenses : total operating expenses (Aviation, in \$1,000)	'25 FQ1	🟢	\$216,467	\$291,905	\$1,167,622	\$930,599
				Revenue: total (aviation, in \$1,000)	'25 FQ1	🟢	\$419,607	\$298,810	\$1,195,241	\$1,310,387
				MIA passengers (1,000s)	Feb '25	🔴	4,442	4,496	56,300	56,600
				Enplaned passengers (1,000s)	Feb '25	🔴	2,235	2,249	28,150	28,300
				MIA cost per enplaned passenger	'25 FQ1	🔴	\$17.60	\$17.45	\$17.45	\$20.10
				MIA non-terminal rental revenue (\$1,000)	Feb '25	🟢	\$7,800	\$6,451	\$81,066	\$88,241
				GAA revenue (\$1,000s)	Feb '25	🟢	\$1,374	\$1,305	\$15,961	\$15,992
				Commercial operations gross revenues (\$1000) at MIA	Jan '25	🟢	\$114,804	\$107,727	\$1,145,789	\$665,538
				New carriers	'25 FQ1	🟢	0	0	2	3
				Landing fee rate (per 1,000lbs. in dollars)	'25 FQ1	🟢	\$1.65	\$1.65	\$1.65	\$1.96
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	Feb '25	🟢	3	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	2024 FY	🟢	7	20	20	20
	Comply with AOA certification requirements	GG4: Effective leadership and management practices	GG4-1: Provide sound financial and risk management	Air Operations Area (AOA) certification driver training attendance	Feb '25	🟢	770	610	7,670	7,895
	Create a culture of innovation	GG2: Excellent, engaged and resilient County workforce	GG2-2: Promote employee development and leadership	Number of divisions and employees sharing new ideas	'25 FQ2	🔵	5	27	108	120
Sustainability	Sustainability (Aviation)	GG4: Effective leadership and management practices	GG4-3: Reduce County government's greenhouse gas emissions and resource consumption	ISO 14001 certifications	Apr '25	🟢	74	74	100	100
				Recycle 300 tons of cardboard (% progress)	'25 FQ2	🟢	50%	50%	100%	100%

Legend:  : Key Initiative  : Featured Objective

* : This measure has been annualized to match the fiscal year-to-date total for this report. This year-to-date measure is configured based on the calendar year.

Initiatives for Measures

There are no Initiatives associated to the Measures.

Initiatives for Objectives

There are no Initiatives associated to the Objectives.

Initiatives for Scorecards

Initiative	As Of	Status	Budget	Timing	Owners
Terminal restroom renovation program	02/18/2025	In Progress			Quiroz, Kelly (MDAD)

Revisions made to
the business plan.
These revisions are
in the April 15, 2025
version

Our Customers

Miami International Airport (MIA) serves a diverse range of customers, making it a vital gateway for both domestic and international travel. At the heart of its operations are the passengers themselves, who come from all corners of the globe, seeking connections to destinations across the Americas, Europe, and beyond. These travelers include leisure tourists drawn to Miami's vibrant culture and stunning beaches, as well as business professionals attending conferences or visiting corporate offices. On December 10, 2024, MIA surpassed last calendar year's passenger record with 52,296,184 million passengers, compared to 52,295,818 for the full calendar year 2023.

MIA is also a critical gateway for cargo transport, serving as a major hub for international trade. Cargo airlines and freight forwarders rely on the airport to move goods between continents. This includes perishable items like fresh produce and seafood, as well as manufactured goods and high-value commodities. The airport's strategic location and extensive cargo facilities make it a vital link in global supply chains.

Beyond the passengers and cargo operators, MIA supports a vast ecosystem of businesses and organizations. Airlines, ground handlers, and other service providers play crucial roles in ensuring smooth operations. Government agencies such as the FAA, TSA, and Customs and Border Protection are responsible for safety, security, and regulatory compliance.

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)~~
- ~~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)~~



Strategic Alignment, 4E, and Thrive305 Summary (continued)

Selected Measure Name	4E (Environment, Equity, Economy, or Engagement)	Thrive 305 Priority or Action
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
ISO 14001 Certifications	Environment	N/A
Airport workers trained through "Miami Begins with MIA"	Engagement	N/A
Recycle 300 Tons of Cardboard	Environment	N/A

Recent Accomplishments

Below is a summary of MDAD's most significant accomplishments for the past fiscal year. Several of these accomplishments align with the Mayor's Future Ready initiative titled "Modernization-In-Action Plan:" [which seeks to build and maintain infrastructure that supports the department's current and long-term growth.](#)

FAA Part 139 Audit:

During the period April 15-19, the FAA performed the 2024 annual Part 139 audit at MIA and the General Aviation airports. The FAA commented that MDAD maintained a "well-managed and safe airport", noting that the airfield was well-maintained, and praised the professional, dedicated staff, the great ARFF response, and organized record-keeping. Few Part 139 issues were noted.

State of Florida Auditor General Operational Audit:

A comprehensive Procurement, Transparency and Accountability Compliance audit was conducted by the State of Florida Auditor General. MIA performed well. The audit resulted in only three minor administrative findings.

FAA Title VI and ADA Audit: In early December, the FAA conducted interviews with airport leaders, toured the facility (including parking garages), and held training sessions as part of a Title VI and ADA audit. Auditors spoke with random employees, who answered questions confidently. They were impressed by MIA's strong commitment to ADA and Title VI, noting that these principles are ingrained in the culture, not just a compliance formality. The auditors identified a few minor follow-up items that will be easy to address.

Conveyance Modernization: In 2024, MDAD embarked on a ten-year, \$6.81 million program for the comprehensive modernization of conveyances throughout MIA. The modernization plan is underway to fully rebuild and/or replace most of the 616 conveyances at MIA (312 elevators, 206 escalators, and 98 moving walkways), which represents more than half of all the conveyance units at all Miami-Dade County government facilities combined. To keep MIA



PRIORITY INITIATIVES

The following initiatives are the department's top priorities, planned for the current or next fiscal year, with defined start and end dates. [Many of these initiatives encompass investments in infrastructure to support current and long-term growth.](#) While OMB requested that ongoing work/activities not be included, we have listed several critical ongoing initiatives, as they are essential to the department's success. Additionally, some initiatives span multiple fiscal years due to MIA's size and complexity. Ongoing legislative efforts are also included:

- Support funding for the Airport Improvement Program (AIP) to \$4 billion annually for the next five years and expanding AIP eligible projects to mirror Passenger Facility Charge (PFC) eligibility, as in the Bipartisan Infrastructure Law
- Support timely passage of the FAA Reauthorization Act of 2023. U.S. airports are the foundation of the global aviation system, and to maintain our leadership position we must make needed infrastructure upgrades and security enhancements to provide for a safe and efficient travel experience for a growing number of passengers. The timely passage of the FAA Reauthorization Act in 2023 is a step in the right direction to provide airports with needed certainty to tackle important safety and security projects funded through the essential Airport Improvement Program. Such legislation should require the FAA to work with airports, aviation stakeholders, and TSA to ensure new entrants are safely integrated into the National Airspace System, and airports are protected from unsafe UAS activities.
- Conveyance Modernization: 38 units are under contract to begin the modernization process in 2024 - 2025. Also, major repairs and preventive maintenance are underway or scheduled for FY 2024/2025.
- Terminal Restroom Renovation Program: Complete Phase 2 of this project which includes 22 restrooms in Concourse D, 12 restrooms in Concourse E, F, and G, and 16 restrooms in Concourses H and J, scheduled to be completed by the Fall of 2026.
- Passenger Boarding Bridge Program: Continue replacement and refurbishment of the boarding bridges; ten PBB scheduled to be replaced in FY 2024-25 and 14 scheduled to be replaced during FY 2025-26.
- Terminal Roof Replacement with Lightning Systems/Upgrade Construction and Solar Panel Installation: Project is at 90% design and is expected to be completed winter 2029-2030.
- The new MCC 7360 roof maintenance contract with a Notice to Proceed is expected in January 2025.
- Integration of Electric Vehicles: For 24/25, MDAD plans to procure 11 electric light vehicles
- CC D East PCA Chiller Plant 1: Renovation of CCD PCA Chiller Plant 1 will be completed this FY. CC D PCA Plants 2 & 3 will have upgraded controls this FY.
- Finalize construction for the MIA Satellite E New Chiller Plant (5/25 through 11/26).
- Parking Garage Park 6: Finish construction. Project began January 2024 and targeted completion date is January 2026.
- Begin the Nova Lift Gate Project Phase 1: MDAD will be purchasing wheelchair lifts which will be installed in all concourses at MIA. The goal is to have wheelchair lifts available at each terminal concourse, starting on the newer jet bridges. Phase I of the project entails the purchase and installation of 41 lifts, 17 of which will be at AA preferential use gates (planned start summer 2025 / ends Winter2026/27).
- Complete installation 30 of the passenger boarding bridge Late Bag Chutes (started Summer 2024 / ends Spring 2025).



Departmental Business Plan and Outlook

Department Name: **Miami-Dade Aviation Department**
FY2024-25 & FY2025-26

- Continue the Terrazzo Tile Project (starts Winter 2025/2026 / ends Winter 2027/2028).
- Begin the EV Charging Stations Project – (starts Spring 2026 / ends Spring 2028).
- Central Terminal Redevelopment Phase I (currently in design and contract document phase expected to be completed in June 2027).
- Central Terminal Re-development Phase II (commenced the A/E procurement for PSA, expected to be finalized in July 2025).
- Continue Design Phase for the MIA Concourse F to H Interconnector. The interconnector will provide secure and sterile connectivity from Concourse F to H and improve efficiencies in security checkpoints that will enhance MIA passenger circulation and airline operations. This phase is expected to be completed in February 2026.
- MIA Concourse D West Extension – D60 (Bldg. Expansion & Apron) – redevelopment the existing regional commuter facility at D-60. This project will include expansion of the North Terminal building and significant modifications to the existing aircraft parking apron (A/E Procurement and Design and Contract documentation starts June 2025).
- Miami Airport Westin Hotel (planned start 2025 and completing at the end of 2027)
- Advanced Visual Docking Guidance System (AVDGS) -- Concourses H and J are currently in Bid and Award Phase through the end of 2025).
- Continue coordination and review of all aspects of the Vertical Integrated Cargo Community (VICC) proposal, including the review of all design elements as it relates to building siting, aircraft parking, airside and landside roadways, working closely with the FAA to arrange an agreement to allow a P3 involvement while utilizing federal grant funds to develop the apron portion of the project. The VICC proposal entails the development of a multi-level cargo structure that would have the ability to process 4.95 million US tons of annual cargo volume. The VICC will be designed, built, operated, and maintained with private funds on MDAD owned land located in the existing MIA West Cargo area.
- Remote VIP facility - selective demolition began 9/2024. The developer plans to complete the project and be operational for the FIFA World Cup June 2026.
- Airline VIP Lounges Construction:
 - LATAM VIP Lounge – Currently in design.
 - British Airways VIP Lounge – Presently in permitting.
 - TAP/ Avianca – expected completion by January 2025.
- Continue converting MDAD's fleet to EV (started Fall 2022 and ongoing). Since the lead time to purchase EV buses takes so long, and our buses are very old, we are purchasing compressed natural gas buses in the interim.
- Building 850 Expansion Hangar is anticipated to be completed by summer 2025.
- Continue Transition from AFFF fire suppression foam to a F3 foam PFAS free at all MDAD facilities (11/24 through 11/27).
- Continue implementing the Terminal Signage/Wayfinding Program (Started Summer 2019/ Ends Summer 2026).
- Sustainable Aviation Fuel (SAF) – Receive 60 million gallons of blended SAF for DHL over the next two years (plan started December 2024). SAF will decrease carbon emissions by up to 80%.
- Continue removal and disposal of contaminated and stockpiled soil (started April 2024 and ongoing).
- The demolition of buildings 703 and 703A was bid, awarded and commenced in 2024. Demolition and site remediation is scheduled to be completed in the 3rd quarter of 2025.

