

MIAMI-DADE AVIATION DEPARTMENT

ADOPTED BUDGET

FISCAL YEAR 2021

Finance and Strategy Group:
Financial Planning and
Performance Analysis Division
Miami - Florida



Miami-Dade Aviation Department

A Department of Miami-Dade County, Florida

FY 2021 Adopted Budget

Prepared by:

Financial Planning & Performance Analysis Division

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Miami-Dade County, Florida

Elected Officials

Daniella Levine Cava
Mayor

Board of County Commissioners

Rebeca Sosa, *Acting Chairwoman*

Rebeca Sosa, *Vice Chairwoman*

<i>Oliver G. Gilbert, III, District 1</i>	<i>Vacant, District 8</i>
<i>Jean Monestime, District 2</i>	<i>Kionne L. McGhee, District 9</i>
<i>Keon Hardemon, District 3</i>	<i>Javier D. Souto, District 10</i>
<i>Sally A. Heyman, District 4</i>	<i>Joe A. Martinez, District 11</i>
<i>Eileen Higgins, District 5</i>	<i>José "Pepe" Diaz, District 12</i>
<i>Rebeca Sosa, District 6</i>	<i>René Garcia, District 13</i>
<i>Raquel A. Regalado, District 7</i>	

Harvey Ruvin
Clerk of Courts

Abigail Price-Williams
County Attorney

Jennifer Moon
Deputy Mayor/Director, Management and Budget

www.miami-dade.gov

Miami-Dade Aviation Department Senior Management Staff

Aviation Director & Chief Executive Officer



Lester Sola

Deputy Director

Chief of Staff & Senior Policy Advisor

Senior Executive Assistant



Ken Pyatt



Arlyn Rull-Valeciaga



Patricia Hernandez

Assistant & Associate Directors



Sergio San Miguel
Chief Financial Officer



Daniel J. Agostino
Assistant Director,
Operations



Mark O. Hatfield, Jr.
Assistant Director,
Public Safety & Security



Ralph Cutie
Assistant Director,
Facilities Management



Barbara Jimenez
Assistant Director,
Administration



Robert Warren
Assistant Director,
Business Retention & Development



Pedro Hernandez, P.E.
Assistant Director,
Facilities Development



Tony Quintero
Associate Director,
Governmental Affairs

The Government Finance Officers Association of the United States and Canada presented a Distinguished Budget Presentation Award to the Miami-Dade Aviation Department, Florida for its annual budget for the fiscal year beginning October 1, 2019. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Miami-Dade County Aviation Department
Florida**

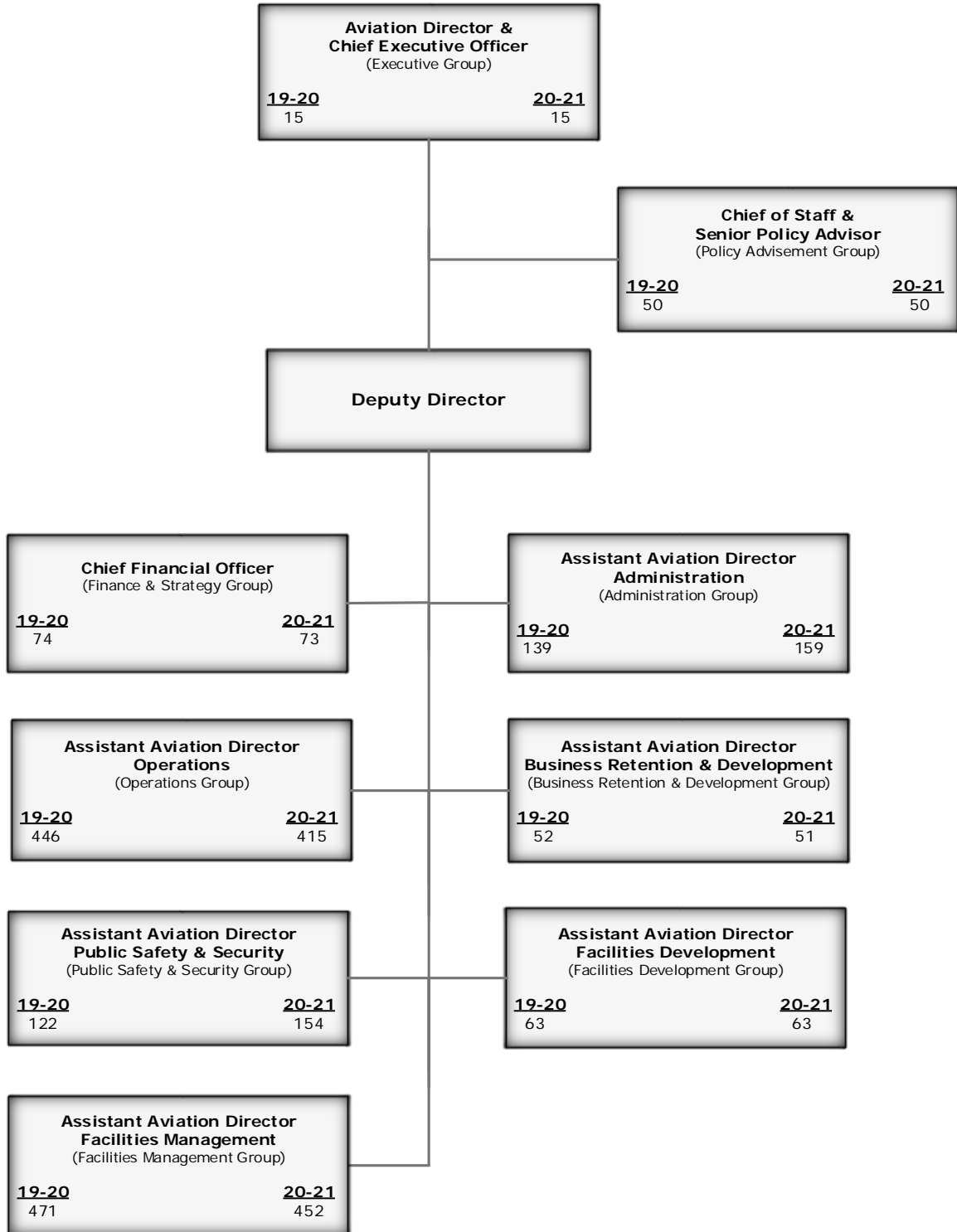
For the Fiscal Year Beginning

October 1, 2019

Christopher P. Morrill

Executive Director

Miami-Dade Aviation Department Organizational Chart



*Detailed organizational charts by division are provided throughout the budget document



"The Flag of Honor" contains the names of those killed in terrorist attacks of 9/11

Now and forever it will represent the immortality

We shall never forget them

Located in Miami International Airport Concourse D

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Readers Guide

The development of the Miami-Dade Aviation Department Budget is the culmination of many hours of review, analysis and deliberation by Aviation Department and County staff. This document demonstrates the annual business and Proposed Budget for the Aviation Department.

The information within the budget document is presented in the following order:

Department

- Budget Message
- Introduction
- Budget Overview: Operating Revenues
- Budget Overview: Operating Expenses

Group

- Overview
- Organizational Structure
- Personnel Summary
- Expense Summary
- Group Goal(s)/Performance Measures
- Accomplishments for FY 2020

Division

- Organizational Structure
- Mission Statement
- Responsibilities
- Personnel Summary
- Expense Summary
- Major Drivers

Also, included is an overview of the Reserve Maintenance Fund, Debt Service, Improvement Fund, and Capital Improvement Program. Furthermore, there is a Supplemental Data section which contains beneficial information for the reader.



The “Miami Hound Machine” are volunteer ambassadors who spread love, warmth, and assistance to travelers. They are all certified by the Alliance of Therapy Dogs who volunteer their time to destress and comfort passengers during peak travel times.

Top row: Abbey, Avigail, Pico, Donovan **Bottom row:** Tilly, Belle, Dash, Phoebe

Budget Message

November 24, 2020

Honorable Mayor Daniella Levine Cava
Honorable Acting Chairwoman / Vice Chairwoman Rebeca Sosa
Honorable Members of the Board of County Commissioners
Harvey Ruvlin, Clerk of Courts

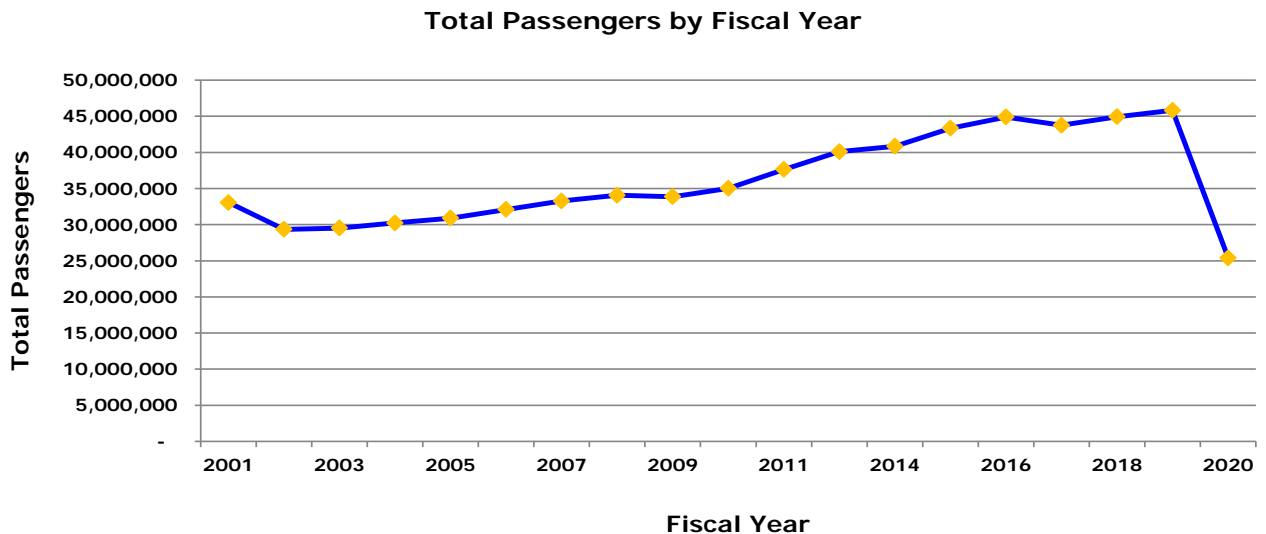
The Miami-Dade County Aviation Department (MDAD, Aviation Department or the Department) herein presents the adopted operating and capital budgets for the fiscal year (FY) ending September 30, 2021 (the Budget or the Annual Budget). The Budget is the culmination of a process that evaluates the needs and obligations of the Department, particularly as they affect operations and Capital Projects. The Budget also takes into account the requirements of the Amended Trust Agreement governing the Outstanding Aviation Revenue Bonds and its obligations under state and federal laws. The budget process is deliberative and focused on accomplishing the strategic goals of the Department and the County for the Airport System, which consists of the principal airport, Miami International Airport (MIA or the Airport), three general aviation airports, one decommissioned general aviation airport, and one airport used primarily for flight training purposes.

Due to the current worldwide pandemic and its significant negative effect on the aviation industry, the Department decreased its FY 2021 operating expense budget by 4.0%. MDAD is working with its main customers, MIA's air carriers, to keep the airline cost per enplaned passenger (CEP), the principal measure of the cost of doing business at an airport, reasonable during these unprecedented times. The FY 2020 CEP was \$18.92 with the FY 2021 CEP increasing to \$24.81 or 31.1%. Without MDAD taking the following measures with the operating budget, the increase would have been dramatically higher:

- Reduction of the debt service amount included in the airline rate base by \$19.5 million by using money set-aside in the Improvement Fund that could be used to offset future airline rates and charges.
- Reduction of the debt service amount included in the airline rate base by \$28 million due to a significant increase in the amount of Passenger Facility Charge revenue used to pay debt service.
- Reduction of the operating expense budget by 4.0% primarily due to decreases in outside contracts.

Economic

MIA has experienced steady growth and modest passenger traffic has fluctuated over the last ten years as shown in the graph below until this past fiscal year when the worldwide pandemic significantly decreased the demand for passenger traffic. Passenger traffic at MIA decreased 44.6% in FY 2020. Besides the decrease in U.S. domestic travel due to health concerns and state and local restrictions regarding visitors, a number of foreign countries shut down their borders to air traffic except for essential air travel. With almost 50% of its passengers coming and going from international destinations in prior fiscal years, MIA was especially hard hit.

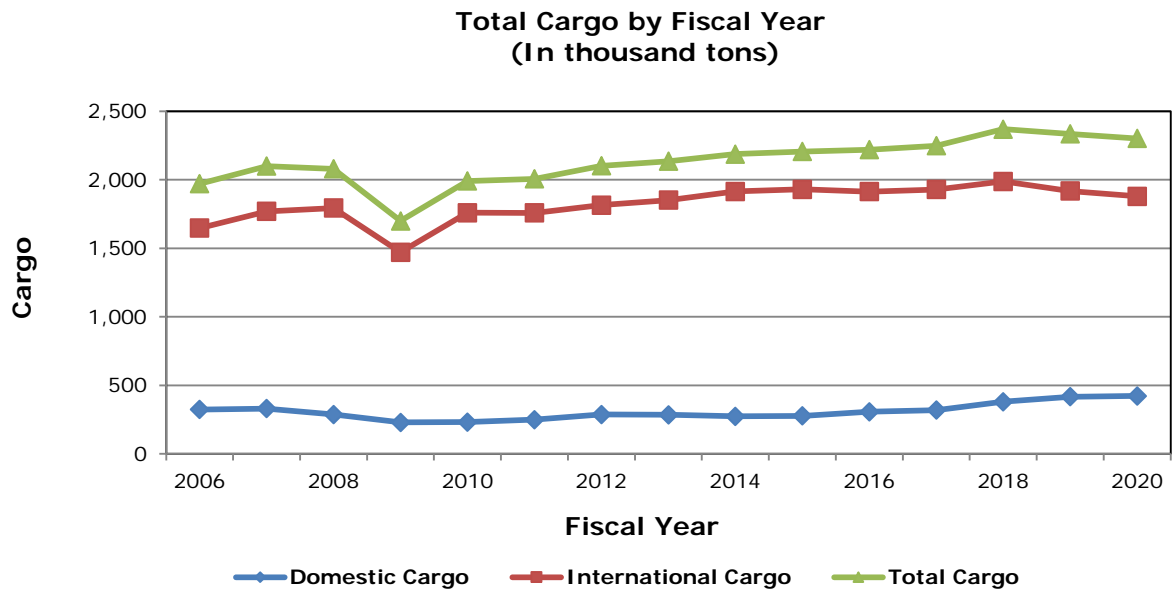


Despite the pandemic and resulting drop in passenger demand, Southwest Airlines decided to start air service from MIA in November 2020. This new air service will be to U.S. destinations, which may increase MIA's passenger count by drawing from a near-by airport—Fort Lauderdale-Hollywood International Airport (which Southwest also serves)—rather than taking passengers from MIA's other domestic air carriers.

MIA continues to serve as a fortress gateway hub for American Airlines, and its regional affiliate, Envoy Air. In 2019, the carrier celebrated its 30th year as a gateway hub at MIA. For FY 2020, American and its affiliates represented 67.1% of MIA's total passengers.

In addition to passengers, MIA also has considerable cargo activity, especially to and from international destinations. MIA was ranked first in the United States in 2019 in international freight, excluding mail and in-transit freight. As shown in the associated graph below, cargo tonnage has tended to fluctuate over the years with the global recession in FY 2008 and FY 2009 causing a significant decrease. Since that time cargo tonnage has held fairly steady with slight growths year over year. In FY2020, cargo tonnage at MIA only decreased 1.9% and the landed weight from MIA cargo carriers actually increased 6.8%. This increase in landed weight helped to mitigate the severe drop in landed weight from MIA passenger carriers (36.8%) such that the overall decrease in landed weight at MIA was 26.9%.

One specific area of cargo growth targeted by the Aviation Department is in shipping pharmaceutical products. In 2015, MIA was designated as the first pharmaceutical hub airport in the U.S. by the International Aviation Transport Association (IATA). This means that airlines and logistics companies that serve MIA go through an IATA certification program, which teaches these entities how to properly handle the shipment of pharmaceuticals. A total of six members of the local cargo business community including two (2) airlines, two (2) ground handling companies and two (2) international freight forwarders have obtained IATA CEIV Pharma Certifications. Total volume of Pharma products transported through MIA during the first six months of 2020 was 8,040 metric tons valued at \$1.99 billion. In 2019, total volume of Pharma products transported through MIA was 15,431 metric tons valued at \$3.75 billion.



The safety of MIA passengers and the overall security of the Airport System are the Aviation Department’s top priority and are crucial for any future growth. MDAD is in the design phase to build an Airport Operations Center (AOC), which will begin construction in the next two years. The AOC will eliminate redundant functions, significantly improve situational awareness and responsiveness during daily operations and crisis situations, and provide a single location that integrates those technologies that MDAD currently possesses but is unable to use due to infrastructure limitations.

In regard to facility maintenance, MDAD has recognized that with passenger usage and time comes wear and tear on airport facilities. Therefore, MDAD has placed a renewed emphasis on maintaining its facilities and assessing the underlying infrastructure for viability and functionality. To this end, increased expenditures have been made in recent years from the Reserve Maintenance Fund especially with equipment such as elevators and escalators.

Along with increased major maintenance efforts, MDAD is also planning major capital projects that will expand airport capacity, help to manage growth and strategically position MIA to remain as one of America's global gateways. (For the 12 months ended March 31, 2020, MIA was ranked third in the United States in terms of international passengers.) Although preliminary planning continues for a brand-new Central Terminal with major customer service and operational upgrades, MDAD has renovated one of the current Central Terminals concourses (Concourse E) with plans to also expand and renovate Concourse F in the next few years. Additional capital projects that also are underway include the employee parking garage, terminal-wide roof replacement and some airfield related improvement projects.

Another key component of MIA's future capital planning is the optimization, redevelopment and expansion of MDAD's cargo facilities. MIA remains one of America's top airports for international freight, and handled 79% of all air imports and 74% of all air exports between the U.S. and the Latin American/Caribbean region in 2019.

Maintaining MIA's place as the world's gateway to Latin America and the Caribbean will be fundamental to any growth plan. Achieving further market outreach is absolutely necessary and will require a proactive business strategy in areas like new passenger route development as well as continued cargo route development in all world regions.

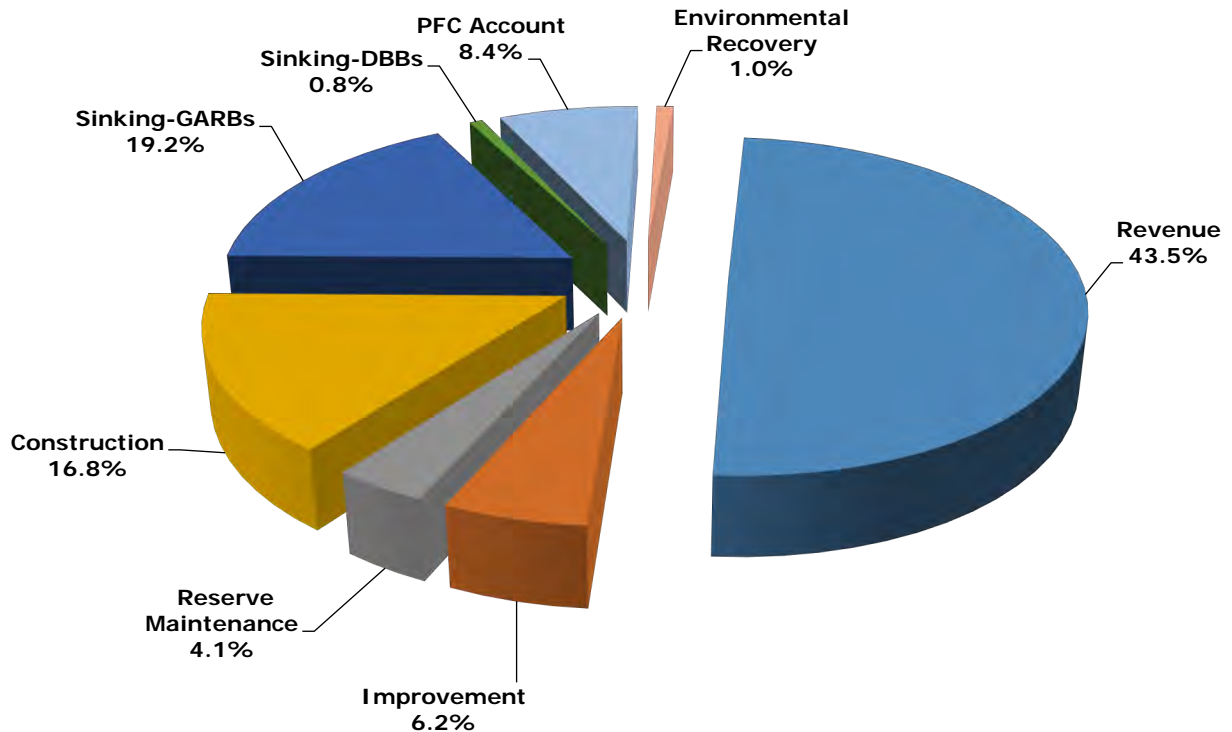
While MIA continues to be the centerpiece of the County's system of airports, the Department has begun to increase its focus on the general aviation (GA) airports. Demand at the main GA airports is strong and continues to grow, as do opportunities for commercial development and new uses at those facilities. At the same time, some of the GA airports demonstrate untapped potential. The Aviation Department plans to develop a path forward to ensure that these sites are no longer underutilized.

Operating Budget

The Department's budget ordinance as approved by the Board of County Commissioners (BCC) provides the Department with the legal authority to make expenditures. The operating budget meets the requirements as stated in the Amended and Restated Trust Agreement, dated as of December 15, 2002 (the "Trust Agreement"), by and among the County, The Bank of New York Mellon (successor in interest to JPMorgan Chase Bank), as trustee (the "Trustee"), and U.S. Bank National Association (successor in interest to Wachovia Bank, National Association), as co-trustee (the "Co-Trustee"). This document allows for the issuance of debt by the County. In addition, the Trust Agreement requires the County to covenant that on or before the first day of each fiscal year the County will adopt the Annual Budget of Current (operating) Expenses and Capital Expenditures for such fiscal year (herein called the "Annual Budget"), which was done as of September 17, 2020 for FY 2021 Annual Budget

The budgeted FY 2021 expenditures and inter-fund transfers included in the adopted ordinance total \$2.0 billion: \$856.7 million for the Revenue Fund, \$392.3 million for both Sinking Funds, \$80.0 million for the Reserve Maintenance Fund, \$122.0 million for the Improvement Fund, \$20.0 million for the Environmental Claim Fund, \$329.9 million for the Construction Fund, and \$165.2 million for the PFC Account.

FY 2021 Total Budgeted Use of All Funds



The chart above represents the total budgeted use of all funds with the major contributor being the Revenue Fund which makes up 43.5%, followed by the Sinking-GARBs Fund which makes up 19.2%.

Below is a summary of the sources and uses of the Revenue Fund, the Department's principal operating fund. The total FY 2021 budgeted expenses decreased by \$21.7 million or 4.0% over FY 2020. The major decrease is reflected in Outside Contract Services. Although the amounts below present an increase in Outside Contract Services that has to do with MDAD moving Janitorial Services from Management Agreements to Outside Contract Services in the FY 2021 operating budget. Absent that change, Outside Contract Service would have decreased \$17.1 million or 14.1%. Other budget cost saving measures taken by MDAD include keeping one of the concourses closed due to lack of activity, a hiring freeze and a 10% reduction in non-salaried operating expenses.

FY 2019-2021 Budget and Actual Summary of Sources and Uses Revenue Fund

(\$ in 000s)	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021
Beginning Cash Balance	\$115,484	\$87,883	\$102,750	\$92,826
Sources of Funds				
Aviation Fees & Charges	\$390,395	\$378,331	\$248,624	\$338,899
Rental Revenues	139,030	152,146	99,216	212,211
Other Revenues	25,034	23,534	89,233	24,008
Commercial Operations	80,721	80,690	46,705	54,104
Concessions	197,909	199,509	114,127	155,750
General Aviation Airports	9,911	10,067	16,815	10,067
Total Operating Revenue	\$843,000	\$844,277	\$614,720	\$795,038
Transfer from Improvement Fund	91,293	92,000	97,591	58,000
Total Non-Operating Revenue and Transfers	\$91,293	\$92,000	\$97,591	\$58,000
Total Sources of Funds	\$934,294	\$936,277	\$712,310	\$853,038
Uses of Funds				
Salary & Fringes	\$137,052	\$148,578	\$143,860	\$155,628
Outside Contract Services	94,260	121,411	96,544	140,780
Utilities	60,148	50,887	45,540	52,975
Other Operating	20,813	45,197	16,022	39,703
G&A Administrative Support	2,821	3,232	2,173	3,348
Insurance	7,390	7,835	7,869	6,348
MOU	88,258	88,346	81,207	88,122
Capital	2,520	3,256	1,332	3,405
Management Agreements	67,648	77,290	57,474	33,977
Total Expenses	\$480,910	\$546,033	\$452,022	\$524,286
Transfer to Improvement Fund	\$139,323	\$83,298	\$89,057	\$75,074
Transfer to Reserve Account	--	--	--	--
Transfer to Reserve Maintenance	15,000	15,000	15,000	15,000
Transfer to Sinking Fund	311,794	287,002	170,181	242,375
Total Transfers	\$466,118	\$385,300	\$274,239	\$332,449
Reconciling amount				
Total Use of Funds	\$947,028	\$931,333	\$726,261	\$856,735
Excess (Deficit) of Source Over Use of Funds	(12,734)	4,944	(13,950)	(3,697)
Ending Cash Balance	\$102,750	\$92,826	\$88,800	\$89,129

Capital Budget

From 1994 until the end of 2014, the Aviation Department completed a \$6.5 billion capital program based on the Airport Master Plan completed prior to 1994. Through this capital program, MDAD was able to renovate and expand the North and South Terminals resulting in efficient facilities with sufficient capacity capabilities.

In FY 2017, MDAD submitted a comprehensive \$1.5 billion capital improvement program (CIP) to the MIA air carriers, which was approved and is still in progress. In 2019, the Aviation Department unveiled its proposed future CIP Program that ranges between \$4 billion and \$5 billion. The Board of County Commissioners approved this future CIP Program on June 4, 2019 and the plan was to submit portions of it to the MIA airlines for approval in 2020. However, due to the pandemic, the planned submittal has been postponed until sometime in 2021.

Because the Central Terminal was largely untouched by the previous \$6.5 billion capital program, a number of the projects within the current and future CIP are to modernize these older facilities so they can be used for the next 20 to 30 years. The renovation of Concourse E is almost complete and MDAD has develop plans to modernize Concourse F as part of the future CIP. Ultimately, MDAD's long-term capital plan is to replace the Central Terminal with an entire new building but its timing will be subject to facility needs, passenger growth (or lack of) and financial feasibility.

In addition to the CIP capital projects, which are primarily paid with general aviation bonds and government grants, the Aviation funds some of its capital projects with other MDAD funds such as the Reserve Maintenance Fund and Improvement Fund. Noted below is the capital budget that was submitted for FY 2021 that reflects multiple years of incurred and future expenditures for capital projects. Also, noted on the schedule is the amount spent on the various subprograms through the end of FY 2020.

Aviation Capital Improvement Program Multiyear Budget FY2020-2021		
Miami-Dade Aviation Department		
(In \$ Thousands)		
Subprogram Description	Multiyear Capital Budget FY 2021	Actual Cost As of 09-30-2020
MIA Central Terminal	\$1,086,807	\$58
MIA South Terminal Expansion	\$618,579	\$377
MIA Miscellaneous Projects	\$462,687	\$69,884
MIA South Terminal Improvements	\$406,424	\$259,121
MIA Concourse E Rehabilitation	\$399,153	\$202,642
MIA Terminal Wide	\$296,713	-
MIA Reserve Maintenance	\$247,472	\$36,190
General Aviation Airports	\$186,632	\$1,947
MIA Cargo and Non Terminal Buildings	\$155,721	-
MIA Land Acquisition	\$145,000	-
MIA Airfield/ Airside	\$143,283	-
MIA Central Base Apron and Utilities	\$108,482	\$11,883
MIA North Terminal	\$83,454	\$693
MIA Passenger Boarding Bridges	\$77,850	\$5,371
MIA Support Projects	\$39,688	\$6,672
MIA Landside/ Roadways	\$27,537	-
MIA Fuel Facilities	\$19,746	\$684
Total Program	\$4,505,227	\$595,521

The Aviation Department issued commercial paper (CP) in FY 2016 to fund a large portion of the construction expenditures related to the CIP in FY 2017 and beyond. The outstanding commercial paper was replaced with general aviation bonds in FY 2019. As of September 30, 2020, there were no outstanding CP Notes. Payment of all outstanding CP Notes is secured by and payable under an irrevocable transferrable direct-pay Letter of Credit issued by Bank of America, N.A., which expires on March 2, 2021. In addition to the commercial paper program, since 2012, the Aviation Department has issued 19 bond series to refund outstanding aviation revenue bonds that were used to fund the \$6.5 billion capital program for a total net present value savings of \$629.9 million in debt service costs, which equates to a 11.5% net present savings overall.

Total Budget

The following is a summary of sources and uses of all major funds and accounts for the Aviation Department. The cash balances (as detailed below) represent unexpended resources available only for the purposes for which they are reserved.

**FY2021 Budget Summary of Sources and Uses
All Funds Reflected in the Miami-Dade County Budget Ordinance**

(\$ in 000s)	Revenue	Improvement	Reserve Maintenance	Construction	Sinking- GARBS	Sinking- DBBs	PFC Account	Environ- mental Recovery	Total Budget
Beginning Cash Balance	\$92,826	\$185,000	\$70,000	\$166,287	\$163,381	\$39,051	\$292,950	\$50,808	\$1,060,303
Sources of Funds									
Aviation Fees & Charges	\$338,899								\$338,899
Rental Revenues	212,211								212,211
Other Revenues	21,908								21,908
Commercial Operations	54,104								54,104
Concessions	155,750								155,750
General Aviation Airports	10,067								10,067
Interest Earnings	2,100	2,000	1,000		5,000	600	4,000	300	15,000
Grant Funds			2,000	61,668					63,668
New Money Aviation Revenue Bonds				200,000					200,000
Transfer from Improvement Fund	58,000				19,500	15,287			92,787
Transfer from Revenue Fund		75,074			242,375				317,449
Transfer from Sinking Fund		2,000	15,000						17,000
Transfer from Capitalized Interest Acct.									--
Transfer from PFC Account				55,239	110,000				165,239
PFC Revenues							56,016		56,016
Total Sources of Funds	\$853,038	\$79,074	\$18,000	\$316,907	\$376,875	\$15,887	\$60,016	\$300	\$1,720,098
Uses of Funds									
Salary & Fringes	\$155,628								\$155,628
Outside Contract Services	140,780								140,780
Utilities	52,975								52,975
G&A Administrative Support	3,348								3,348
Insurance	6,348								6,348
Other	39,703								39,703
MOU	88,122								88,122
Capital	3,405								3,405
Management Agreements	33,977								33,977
Debt Service Payments					374,875				374,875
Capital Project Costs		22,067	80,000	329,925				20,000	451,992
Transfer to Improvement Fund	75,074				2,000				77,074
Transfer to Construction Fund							55,239		55,239
Transfer to Sinking Fund--Aviation Rev.	242,375	19,500					110,000		371,875
Transfer to Sinking Fund--DB Bonds		15,287							30,721
Subordinate Debt Payments		7,126					15,434		7,126
Transfer to Reserve Maintenance	15,000								15,000
Transfer to Revenue Fund		58,000							58,000
Total Uses of Funds	\$856,735	\$121,980	\$80,000	\$329,925	\$376,875	\$15,434	\$165,239	\$20,000	\$1,966,187
Excess (Deficit) of Source over Use of Funds	(3,697)	(42,906)	(62,000)	(13,018)	1	454	(105,223)	(19,700)	(246,089)
Ending Cash Balance	\$89,129	\$142,094	\$8,000	\$153,269	\$163,382	\$39,505	\$187,727	\$31,108	\$814,214

The following schedule represents a historical account of all Aviation Department funds for the last two fiscal years and also reflects the total Budgets for FY 2020 and FY 2021.

FY 2019-2021 Budget and Actual Summary of Sources and Uses All Funds

(\$ in 000s)	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021
Beginning Cash Balance	\$896,289	\$978,883	\$1,019,297	\$1,060,303
Sources of Funds				
Aviation Fees & Charges	\$390,395	\$378,331	\$248,624	\$338,899
Rental Revenues	139,030	152,146	99,216	212,211
Other Revenues	22,186	21,834	88,056	21,908
Commercial Operations	80,721	80,690	46,705	54,104
Concessions	197,909	199,509	114,127	155,750
General Aviation Airports	9,911	10,067	16,815	10,067
Interest Earnings	18,957	13,000	12,618	15,000
Grant Funds and Insurance Reimbursements	50,475	84,954	55,426	63,668
Transfer from Cost of Issuance Account	47	--	35	--
Bond Proceeds/CP Draw	175,215	542,000	--	200,000
Transfer from Improvement Fund	106,393	107,294	209,605	92,787
Transfer from Revenue Fund	466,118	385,300	274,239	317,449
Transfer from Sinking Fund	1,941	2,000	2,677	17,000
Transfer from Capitalized Interest Acct.	4,585	6,500	6,950	--
Transfer from PFC Account	55,000	125,530	82,000	165,239
PFC Revenues	--	80,000	--	56,016
Total Sources of Funds	\$1,718,883	\$2,189,155	\$1,257,091	\$1,720,098
Uses of Funds				
Salary & Fringes	\$137,052	\$148,578	\$143,860	\$155,628
Outside Contract Services	94,260	121,411	96,544	140,780
Utilities	60,148	50,887	45,540	52,975
G&A Administrative Support	2,821	3,232	2,173	3,348
Insurance	7,390	7,835	7,869	6,348
Other	21,005	45,197	16,206	39,703
MOU	88,258	88,346	81,207	88,122
Capital	2,520	3,256	1,332	3,405
Management Agreements	67,648	77,290	57,474	33,977
Debt Service Payments	352,305	383,585	362,873	374,875
Transfer to Refdg. Bd. Escrow Acct. (Bd int. pymt.)	9,161	--	--	--
Capital Project Costs	151,636	422,152	133,636	451,992
Comm Paper Interest Payment	1,949	--	--	--
Transfer to Improvement Fund	141,264	85,298	91,734	77,074
Transfer to Construction Fund	--	43,530	--	55,239
Transfer to Sinking Fund--Aviation Rev. Bds	316,794	369,002	170,181	371,875
Transfer to Sinking Fund--DB Bonds	15,326	15,294	15,294	30,721
Subordinate Debt Payments	9,943	25,438	10,004	7,126
Transfer to Reserve Maintenance	25,100	15,000	15,000	15,000
Transfer to Revenue Fund	91,293	92,000	97,591	58,000
Total Uses of Funds	\$1,595,874	\$1,997,332	\$1,348,518	\$1,966,187
Excess (Deficit) of Source Over Use of Funds	\$123,009	\$191,823	(\$91,427)	(\$246,089)
Ending Cash Balance	\$1,019,297	\$1,170,706	\$927,870	\$814,214

Executive Direction

Due to the pandemic some of the growth-related goals are on hold but MDAD still plans to strive to use its core values and use its priorities as a guide to recovering from the passenger traffic setback.

Vision:

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

Mission:

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

The Department will innovate, collaborate, and inspire using our core values of:

- **Professionalism** – we are high-visibility ambassadors for our airport and for our hometown, our behavior, attitude and appearance must always reflect this special role.
- **Integrity** – we are entrusted with running the largest economic engine in South Florida, that privilege must never be abused for personal gain, financial or otherwise.
- **Customer Service** – we must consistently treat our airport guests with care and respect and prioritize their safety, which is not only the right thing to do – it is vital to our success as a business.
- **Innovation** – our future success requires that we embrace a culture of innovation, creativity and outside-the-box thinking; “this is the way it has always been done” is not an acceptable approach or answer in our line of business.
- **Respect** – we must treat our colleagues and stakeholders with due respect and with the understanding that our individual words and deeds reflect on the entire organization.
- **Teamwork** – we must work together collegially, fully focused on achieving our shared organizational goals and setting aside any personal differences that could hinder that progress.

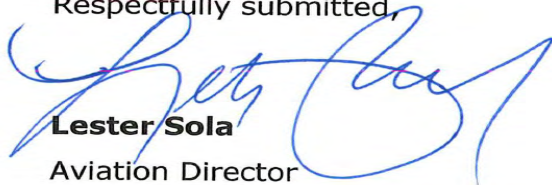
In making MIA the County's top economic engine and one of the premiere airports in the world, the focus is placed on the following priorities:

- Expand domestic and international travel and tourism.
- Attract more visitors, meetings and conventions.
- Improve customer service at airports, hotels and other service providers that support travel and tourism.
- Expand international trade and commerce.
- Attract and increase foreign direct investments and international trade from targeted countries.
- Expand opportunities for small businesses to compete for County contracts.
- Develop and retain excellent employees and leaders.
- Provide sound financial and risk management.
- Effectively allocate and utilize resources to meet current and future operating and capital needs.
- Provide well maintained, accessible facilities and assets.
- Facilitate connections between transportation modes.
- Ensure security at airports.
- Provide easy access to transportation information.
- Ensure excellent customer service for passengers.
- Enhance customer services, convenience and security at every level of contact.

CONCLUSION

Every effort has been made to ensure that the FY 2021 Budget reflects the priorities of the County, and meets all federal safety and security mandates and legislative requirements. The Budget also allows the Department to fulfill its strategic goals in the coming fiscal year and provides for continued operation of the Airport System.

Respectfully submitted,


Lester Sola
Aviation Director



October 8, 2019 Miami International Airport exhibited Duane Hanson 1981 life like sculpture "Football Player"

Introduction

Overview

Miami International Airport History



1920 Miami International Airport



1928 Miami International Airport

Miami City Airport opened during the 1920's and was the first airport to open on the current site of Miami International Airport.

In 1927 Pan American Airways decided to move to Miami and purchased 116 acres of land from Seminole Fruit and Land Company. Pan American engaged the New York architectural firm Delano and Aldrich to design and build hangars, runways, and an expanded terminal facility adjacent to Miami City Airport.

Miami International Airport was founded in 1928 with scheduled flights beginning September 15, 1928.

In 1945 the City of Miami established a Port Authority and raised bond revenue to purchase Pan American Airways. In 1948, after World War II, the airport was adopted by Miami Army Airport and by 1951 the airfield had grown and covered 2,878 acres as a result of additional land purchases. The United States Air Force Reserve troop carrier and rescue squadrons also operated at the airport from 1949 through 1959 when they relocated to Homestead Air Force Base in Homestead, Florida.

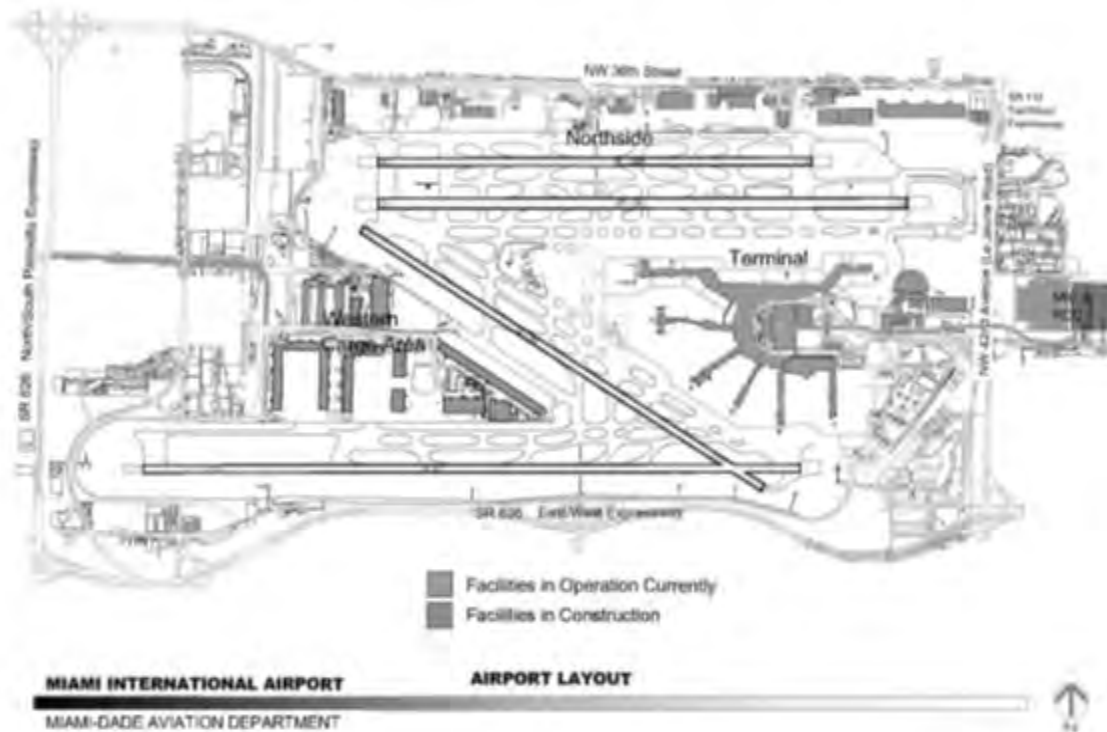
Today, Miami International Airport is operated by the Miami-Dade Aviation Department and is the property of Miami-Dade County government.

Overview (cont)

The Airport System consists of five active airports and one decommissioned airport. Miami International Airport (MIA) is the only commercial-service airport in the Airport System and accounted for 99% of the Revenues of the Airport System in FY 2019.

Miami International Airport occupies approximately 3,230 acres of land in the unincorporated area of Miami-Dade County, approximately 7 miles west of the downtown area of the City of Miami and 9 miles west of the City of Miami Beach.

Figure 1
Airport Layout Plan



Terminal Facilities

Figure 1 shows the Airport Layout Plan for MIA. The terminal complex at MIA consists of a single horseshoe-shaped passenger terminal with six concourses (designated by a letter code) radiating from the passenger terminal building. Counterclockwise from northeast, the concourses are D, E, F, G, H, and J.

Concourse D and the associated terminal areas are referred to as the North Terminal. Concourse E, F, and G and associated terminal areas between those concourses are referred to as the Central Terminal. Concourses H and J, together with the associated terminal area between those concourses, are referred to as the South Terminal.

Overview (cont)



North Terminal

Miami International Airport's North Terminal consists of approximately 3.7 million square feet with 61 gates and is used by American Airlines as its Latin American and Caribbean hub. Features include granite floors with bronze inlays, extensive use of polished stainless steel and glass, soaring ceilings, and numerous local, national and international branded food and retail stores.

A primary feature of the mile-long concourse is the SkyTrain automated people mover system located on the rooftop of North Terminal. Passengers can travel from station #1 near Gate D-17 at the easternmost end of Concourse D to station #2 for domestic baggage claim; continue to station #3 for connecting flights at gates D-26 to D-39, passport control or exit to Central or South Terminal; or carry you all the way to station #4 for gates D-40 to D-60 and American Airlines commuter flights at the Regional Commuter Facility - all within five minutes. The SkyTrain was designed to decrease walking time by 70 percent for domestic connecting passengers and 34 percent for international connecting passengers in Concourse D. SkyTrain also provides the capacity to transport 9,000 passengers per hour.



Passengers arriving from international locations are welcomed through a 72-lane passport control hall capable of serving 2,000 passengers per hour while connecting passengers are directed through the eight-lane security checkpoint before continuing their journey.

Central Terminal

Central Terminal consists of approximately 2.1 million square feet and includes 18 gates at Concourse E, 17 gates at Concourse F and 14 gates at Concourse G. Central Terminal also includes the 259-room MIA Hotel, a Federal Inspection Services area and the E-Satellite train connecting Concourse E with Concourse E – Satellite.



Overview (cont)

South Terminal

South Terminal consists of approximately 1.9 million square feet and transports one fourth of MIA's passengers. Features such as vaulted ceilings, towering windows, natural lighting and Florida-themed artwork make transiting through the terminal a visual delight.

Functionally, South Terminal provides three passenger screening checkpoints, 13 gates at concourse H, 15 gates at concourse J and a ground level bus station used for connectivity between the airport and seaport.



Airfield Facilities

The Airport has four air carrier aircraft runways, consisting of three parallel east-west runways (8L-26R, 9-27, and 8R-26L) and a crosswind northwest-southeast runway (12-30). The parallel runways are 10,500 feet, 13,000 feet, and 8,600 feet long respectively, and Runway 12-30 is 9,355 feet long. Runways 8L-26R, 9-27 and 12-30 are each 150 feet wide, and Runway 8R-26L is 200 feet wide. Runways 8R-26L and 9-27 can accommodate all passenger aircraft currently in use and are equipped with parallel precision approach capabilities. Runways 9-27, 8R-26L, and 12-30 provide for Category I instrument landing system precision approaches and Runway 8L-26R provides for non-precision localizer-only approaches.

Overview (cont)

Cargo and Other Facilities

Cargo and other facilities are concentrated on the north and west sides of the Airport. The cargo warehouse areas serve a combination of belly cargo (cargo carried in the belly compartments of passenger aircraft) and freighter cargo (cargo carried in dedicated all-cargo aircraft). Other facilities include aircraft maintenance hangars and shops; aircraft simulator and flight training facilities; test cell engine facilities; a Cargo Clearance Center that houses U.S Customs and Border Protection, the U.S. Department of Agriculture and the Food and Drug Administration; a fixed base operator (FBO) and General Aviation Center; two aircraft rescue and firefighting (ARFF) stations; a U.S. Postal Service center; and the FAA's Airport Traffic Control Tower and Terminal Radar Approach Control Facility.

Landside Facilities

MIA provides approximately 8,388 public parking spaces as of February 2019. Most of the parking spaces are provided in two parking garages, referred to as the Dolphin Garage and Flamingo Garage. These parking garages are located within the semicircle formed by the passenger terminal building and its access roadway. The remaining spaces are located within smaller garages (Park 1 and Park 6), or used for high-vehicle parking, valet parking and surface lot parking.

The Rental Car Center (RCC) is located within the Miami Intermodal Center (MIC). Multiple South Florida rapid transit systems, such as Metrorail and the Brightline multi-county express train, converge at the MIC. The MIA Mover, which is an automated people mover system, connects the MIC/RCC with the terminal complex.

General Aviation Airports

In addition to MIA, the Miami-Dade Aviation Department operates five General Aviation Airports. Three are used for traditional general aviation activities such as fixed base operations, and aircraft storage and maintenance facilities. One is used primarily for training purposes while another has been decommissioned for the purpose of mining the limestone deposits located on its premises. The following narrative describes the facilities at each of these airports.

- Miami-Opa locka Executive Airport (OPF) is the airport closest to MIA and serves as a private jet reliever for the gateway hub. It is home to three full-service fixed-base operator (FBO) facilities for private jet service, U.S. Customs and Border Protection offices, the busiest Coast Guard Air/Sea Rescue station in the United States, and Miami-Dade Police and Fire Rescue helicopter operations. OPF offers a wide range of GA services for both private and public sector users.
- Miami Executive Airport (TMB), known as Kendall-Tamiami Executive Airport until 2014, is a reliever airport for MIA. The airport is one of the busiest general aviation airports in Florida and offers full-service FBO facilities serving the expanding corporate and business interests of South Florida. TMB is also home to numerous local and federal government tenants.

Overview (cont)

- Miami Homestead General Aviation Airport (X51) is the County's southernmost GA airport. With its two paved and lighted runways and one ultralight turf runway, the airport serves all aspects of the general aviation community. Activities include charter flights, flight training, helicopter operations, sport recreational activities, agriculture applicator aircraft, parachuting and ultralight activities. Services offered include aircraft maintenance, fueling, aerial tours, aircraft tie down and storage, car rentals, and T-hangars.
- Dade-Collier Training and Transition Airport (TNT) is located partially within the County and partially within Collier County, approximately 33 miles west of Miami International Airport. This airport has one runway and is used for commercial air carrier and military flight training, and private aircraft training. The 24,960 acre property has approximately 900 acres of developed and operational land; the remaining area is managed and operated by the Florida Game and Freshwater Fish Commission.
- Opa-locka West Airport (X46) was decommissioned in 2006. The Aviation Department entered into an agreement with the Florida Department of Transportation (FDOT) in 2008 for FDOT to serve as manager for the purpose of mining limestone rock at the 422-acre airport site.

Overview (cont)

Miami-Dade Aviation Department: Facts-at-a-Glance

FLY Safe, FLY Smart

MIAMI INTERNATIONAL AIRPORT

Revised: September 2020

Miami-Dade Airports

Miami International Airport - MIA
 Miami-Opa locks Executive Airport - OPF
 Miami Executive Airport - TMB
 Miami Homestead General Aviation Airport - X51
 Dade-Collier Training and Transition Airport - TNT

Miami International Airport

Land area: 3,230 acres
Runways: 9-27: 13,016
 8R-26L: 10,506
 12/30: 9,355'
 8L-26R: 8,600'

MIA Rankings for 2019:

Among U.S. Airports

- 1st International Freight
- 3rd International Passengers
- 3rd Total Cargo (Freight + Mail)
- 3rd Total Freight
- 16th Total Number of Operations
- 14th Total Passengers

Among Worldwide Airports

- 11th International Freight
- 40th International Passengers
- 11th Total Cargo (Freight + Mail)
- 10th Total Freight
- 30th Total Number of Operations
- 45th Total Passengers

Capital Improvement Program: A Modernized, Enhanced MIA

The Miami-Dade County Board of County Commissioners adopted a new capital improvement program at MIA that will fund up to \$5 billion in airport-wide modernization projects over the next five to 15 years, paving the way for future growth in passenger and cargo traffic at MIA - projected to reach 77 million travelers and more than four million tons of freight by the year 2040.

Sub-Programs include:

- *Concourse "F" Modernization and Central Terminal Redevelopment
- *Redevelopment of North Terminal's Regional Commuter Facility
- *South Terminal Apron and Gate Expansion
- *New Hotel Development
- *Expanded aircraft parking positions and warehouses for cargo operations

MIA's Top Airlines (August 2020)

Top Five Carriers for The Month - Total Traffic

Total Passengers		Total Freight	
American Airlines	647,257	Atlas Air	31,615.81
Envoy Air (American Eagle)	57,985	UPS	23,201.04
Delta Air Lines	51,740	Tampa Cargo	17,692.96
United Airlines	41,138	LANCO	15,676.81
Frontier Airlines	14,626	Amerijet	14,220.37

MIA Operational Update in Response to COVID-19

The Miami-Dade Aviation Department (MDAD), in coordination with its federal partners, airlines, concessionaires and Miami-Dade County government, continues to closely monitor the latest developments related to Coronavirus (COVID-19), in order to maintain safe, healthy and efficient operations for our passengers, cargo and employees at Miami International Airport (MIA) and Miami-Dade County's general aviation airports.

Passengers are urged to contact their airline for the latest travel requirements and flight status.

Below is an update on MIA operations:

Departures:

- Facial coverings are now required by all passengers, employees and visitors at Miami International Airport, as directed by Miami-Dade County executive order 23-20, and are available for free from MIA International Airport or for purchase at a growing number of stores at MIA. Following guidelines set by the Centers of Disease Control and Prevention, this Order requires the use of any facial covering that snugly covers the face and mouth, whether store-bought or homemade, and is secured with ties or ear loops. Masks are not be required for children younger than two years old or anyone who has trouble breathing due to a chronic pre-existing condition. Airline mask policies may be more restrictive.
- In response to reduced passenger traffic due to the COVID-19 threat and to maximize the airport's efficiency, Concourses E, F and G are temporarily closed.
- All passengers traveling for essential reasons are encouraged to contact their airline to confirm their flight status, because domestic and international flight schedules continue to change.
- The Transportation Security Administration is now allowing passengers to pack hand sanitizer bottles up to 12 oz. in their carry-on bag. Bottles more than 3.4 oz. in size may require additional screening, so passengers should allow for extra time.

Arrivals:

- The Concourse E federal inspection facility is closed until further notice, so international passengers will exit Customs at either the Concourse D or Concourse J greeter's lobby.
- MIA's automated passport control and Global Entry kiosks each have anti-microbial surfaces and are being cleaned by MIA staff on a regular basis.
- Mobile Passport Control via MIA's mobile app MIA Airport Official is a touchless passport screening option available to valid passport holders

Visit MIA's online newsroom at <https://news.miami-airport.com> or follow us on Twitter (@iflymia) for the latest updates, as well as tips on how to remain safe and healthy when traveling.

For information about how Miami-Dade County continues to respond to COVID-19, visit [Miami-Dade County's website](#).

Overview (cont)

Keeping MIA Competitive

Pharma: MIA is the first IATA Designated Pharma Hub Airport in the U.S. and the second in the world, after only Brussels Airport. The designation underscores MIA's leading role as a both safe and efficient global logistics hub for high-value, temperature-sensitive drugs and medicines.

FTZ: In an effort to expand and diversify its international business base, the Miami-Dade Aviation Department (MDAD) gained final approval from the U.S. Department of Commerce to designate MIA as a Foreign Trade Zone (FTZ) magnet site. This will assist MIA to attract new types of business, increase trade, enhance air service development and diversify the airport's revenue stream.

Cargo Flight Tracker: The first web-based cargo flight information display system in the U.S. that allows cargo shippers, freight forwarders, customs brokers and logistics providers to easily view real-time cargo flight information on their mobile devices while on the go. Available on the MIA website – www.miami-airport.com/cargo.asp click on the "Cargo Flight Information" link.

MIA Airport Official: Download our app MIA Airport Official available in the APP Store & Google Play. The free app provides Fast-Track Customs, Flight Updates, Shopping & Dining, and is available in English/Spanish.

Miami International Airport's recently upgraded mobile app MIA Airport Official was named "Best Immigration Initiative" at the 2017 Future Travel Experience (FTE) Global Awards ceremony. MIA was recognized for being the first airport in the world authorized by U.S. Customs and Border Protection (CBP) to integrate Mobile Passport Control into its mobile application making MIA Airport Official a digital one-stop shop for MIA travelers. Previously, the only option travelers had was to download the separate Mobile Passport Control app if they wanted to clear passport control via mobile device.

Checked Bag Inspection System (CBIS) Building

The Checked Bag Inspection System (CBIS) Building is a four-story building located on the ramp area that became operational during July 2019. The CBIS building was designed to replace in-line and standalone screening systems in concourses E through J with two new screening matrices. One matrice serves concourses E through G, while the other matrice serves concourses H and J. The two matrices have a combined throughput of over 7,000 bags per hour. Consolidating all screening operations for these concourses provides a significant benefit through an automated central screening operation by reducing staffing costs while improving efficiency and processing times. One feature of this system is the Checked Bag Reconciliation Area (CBRA) which incorporates 102 mobile inspection tables. Mobile Inspection Tables (MIT's) are automated guided vehicles used to transport suspected bags directly from belt conveyors to TSA search rooms. Cleared bags are then transported and deposited back onto the conveyor system using MIT's.

Miami International Airport is home to not only the largest installation of Mobile Inspection Tables, but also the largest automated guided vehicle (AGV) airport industry application in the world.

Overview (cont)

MIA Is Moving to a New Normal

The U.S. government has restricted entry to the United States from various countries, but domestic air travel and some international travel is still permitted. As part of the Federal Aviation System, MIA and airports across the nation remain open for essential travel and trade such as the transport of medical personnel, equipment and supplies, farming and agriculture cargo, and industrial machinery and parts.

As the top economic engine in the state of Florida, it is imperative that MIA and its GA airports take the necessary steps to ensure that employees and passengers feel safe at our facilities as airlines and other businesses ramp up service. The Miami-Dade Aviation Department (MDAD) has been adapting airport operations by establishing a plan which outlines the different actions that are being taken and will continue to be taken as the health and safety of passengers, visitors and employees remain our highest priority.

Objective

Provide passengers, other airport users, and employees a safe, clean, and secure airport experience to ensure confidence when traveling, while at the same time, maintaining the highest level of customer service.

Key Components

This plan focuses on four concepts and includes responsibilities of our partners at MIA and our other facilities.



Overview (cont)

Ensure Safe, Clean, and Secure Facilities for Employees, Passengers, and Other Airport Users

Facial Coverings

Facial coverings are mandatory and strictly enforced at MIA. Facial covering signs are located at all terminal entry points and throughout the facility. Public alerting announcements are broadcast periodically reminding passengers to wear a facial covering and maintain social distance. Policy applies to any individual on the premises of MIA.

Active police presence and routine airport employee checks assist in certifying that all individuals are in compliance. Facial coverings are available for purchase at airport concessions. If a passenger is unable to obtain a facial covering MIA will provide one.



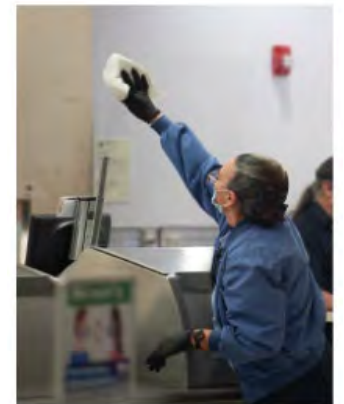
Signage

Over 700 signs are displayed airport-wide for the enforcement of facial coverings and encouragement of social distancing. Signage also includes CDC recommended practices for proper hand washing and tips to stop the spread of infectious diseases. Airport signage is displayed in gate, ticket, and information monitors, as well as elevators, hold rooms, and highly trafficked public areas.



Cleanliness

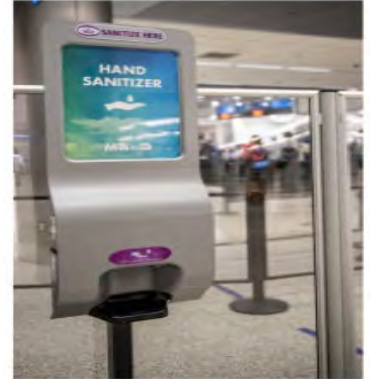
- Enhanced facility cleaning with EPA approved and CDC endorsed cleaning products
- Janitorial team dedicated to enhancing touch point cleaning, including but not limited to ticket counters, railings, elevator buttons, CUSS kiosks, and escalators
- Increased cleaning/disinfecting of gate hold rooms, includes carpet, seats, and gate counters
- Daily periodic cleaning of airport terminal train vehicles



Overview (cont)

Hand Sanitizers

Over 100+ hand sanitizers located throughout the terminal, including checkpoints, international arrivals, and baggage claim. Hand sanitizer map and locations are available on the miami-airport.com website and MIA Airport Official app.



Employees

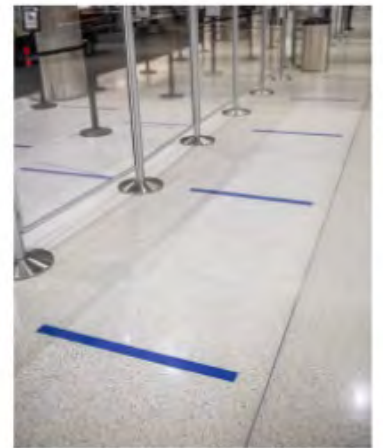
Employees are required to wear a facial covering and practice social distancing. MDAD employees are provided masks and hand sanitizers, as well as gloves upon request. Employees were provided CDC guidance for evaluating self-illnesses and protocols for workplace reporting.



Provide Clear Communications to Promote Social Distancing Measures

Social Distancing

- Installed over 800 floor markers to encourage social distancing in checkpoints, queuing areas in gate and ticket counters, and concessions
- Disabled every other Common Use Self Service (CUSS) unit throughout the terminal and displayed social distancing signage on screens
- Spread out seating where applicable
- Installed seat decals in hold rooms reminding passengers to maintain social distancing in gates
- Continued with the closure of the children's play area, employee gym, sensory room, yoga room, and interfaith chapel



Overview (cont)

Protective Barriers

Mounted over 400+ protective plexiglass barriers in gate, ticket, and information counters, as well as podiums in checkpoints and customs.

Technology

The virtual information desk in the Concourse E Information Counter is a pilot program to increase customer service through a touchless and contactless environment.

MIA is part of a handful of airports using 3D LIDAR technology to measure distance between travelers in checkpoints and gather data to analyze and improve social distancing protocols.



Engage with Our Partners to Ensure Synergy of Efforts

Communications

MDAD's communication plan includes external and internal airport communication channels to update passengers and employees on travel and workplace guidance, such as the use of social distancing and facial coverings.

Communications channels include:

- Social Media
- Media Releases and News Coverage
- MIA Website
- MIA Airport Official Mobile App
- PA System Announcement
- Intranet



Overview (cont)

Concessionaires

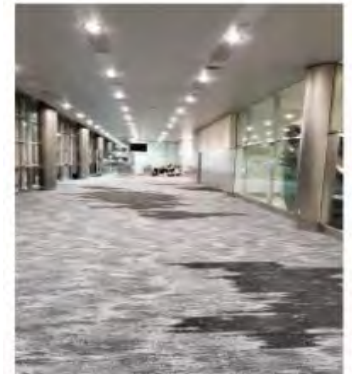
- Installed signage and floor markers at all concessions
- Modified 50% seating capacity at sit down restaurants
- Included inventory of hand sanitizers, gloves, and masks at several concessions throughout the terminal
- Enhanced cleaning and disinfecting



Strengthen/Ensure MDAD's Economic Vitality

Economic Vitality

- Reduced the current operating budget and froze the hiring of vacancies and new staff
- Advanced key projects to take advantage of the light traffic in the terminal and garages
- Airline, Tenant, and Concessionaire Relief
 - Deferred rent for airlines and tenants
- Waived Minimum Annual Guarantee (MAG) for concessionaires and rental car companies
- Reviewed Capital Budget: identify key projects with external funding and/or ability to strategically benefit from the current reduced passenger activity levels, maintain construction related employment and improve the capacity of our system of airports



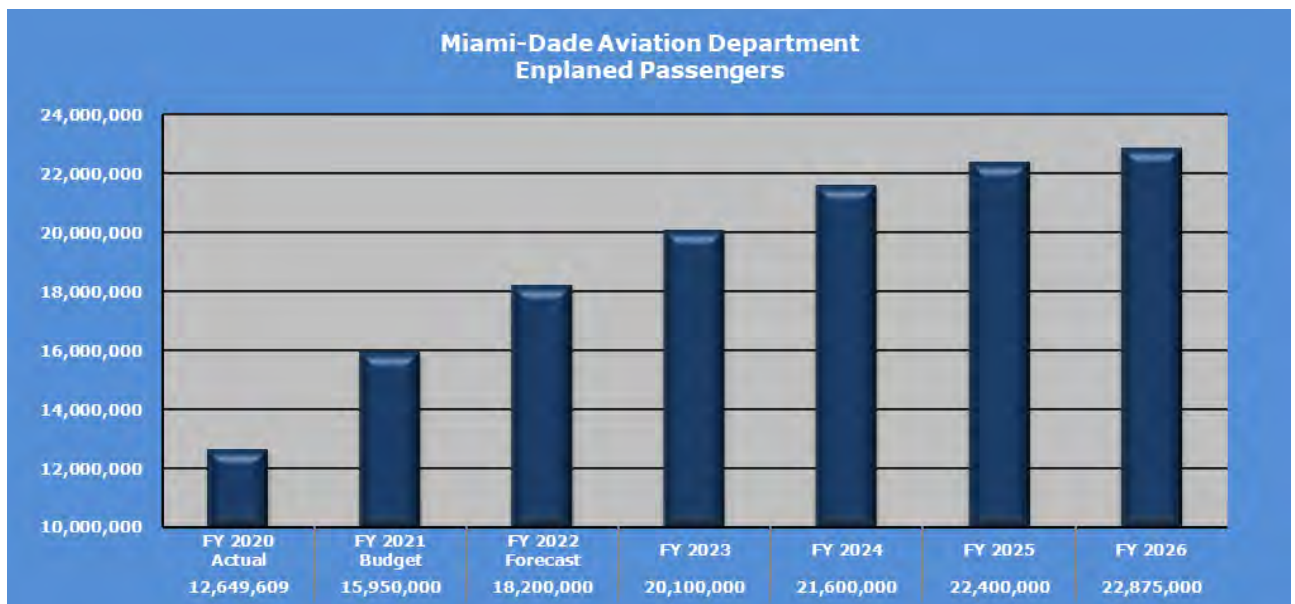
Five-Year Financial Outlook

The Miami-Dade Aviation Department (MDAD) operates a system of airports for Miami-Dade County which consists of Miami International Airport (MIA) and four general aviation and training airports: Miami-Opa locka Executive Airport, Miami Executive Airport (previously Kendall-Tamiami Executive Airport), Homestead General Aviation Airport and Dade-Collier Training and Transition Airport. The Airport System is considered a primary economic engine for Miami-Dade County, as well as for South Florida. More than 36,000 people are employed in the Miami-Dade County System of Airports, 1,432 of whom are County employees.

Enplaned Passengers

It is forecasted that during FY 2020-21, 16.0 million enplaned passengers will transit through MIA, representing an increase of 26.9 percent over FY 2019-20, when 12.6 million enplaned passengers moved through MIA. Domestic enplanements are projected to increase by 14.5 percent, or 8.213 million, during FY 2020-21 when compared to FY 2019-20 while international enplanements are projected to increase by 41.3 percent, or 7.737 million, when compared to FY 2019-20. Domestic traffic is projected at 52 percent of MIA total passengers while international traffic is projected at 48 percent of MIA total passengers.

In international air travel, MIA's geographical location, close proximity to a cruise port, and cultural ties provide a solid foundation for travel to and from Latin America, handling 39 percent of the South American market, 19 percent of the Central America market and 22 percent of the Caribbean market. With 49 percent of total passenger traffic being international, MIA ranks third in the USA for international passenger traffic and maintains one of the highest international-to-domestic passenger ratios of any U.S. airport

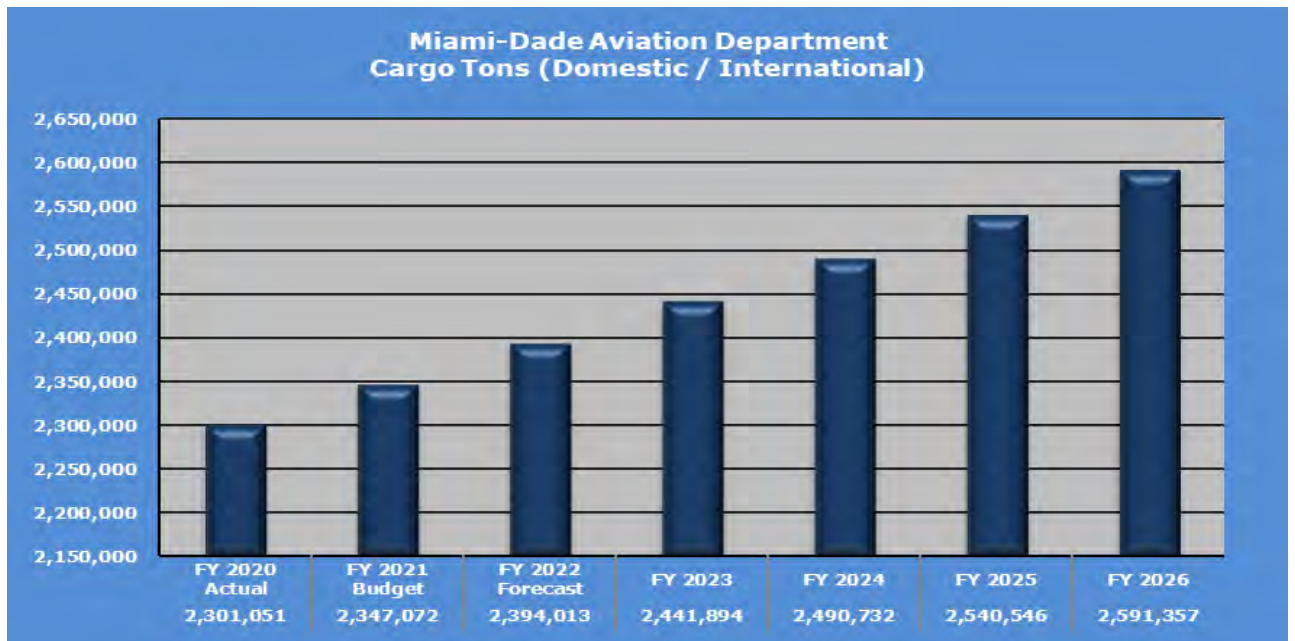


Five-Year Financial Outlook (cont)

Cargo

In international trade, MIA is the major air cargo trans-shipment point between Latin America and the Caribbean, and other global markets primarily in the USA and Europe, ranking number one in the USA for international freight. During FY 2019-20, 2.301 million tons of cargo (freight plus mail) moved through MIA, representing a 1.9 percent decline over the prior year's tonnage of 2.346 million. Cargo tonnage is projected to increase by 2.0 percent in FY 2020-21 to 2.347 million tons and maintain a two percent growth rate thereafter. International tonnage, representing 82 percent of total tonnage is projected to be 2.01 million tons in FY 2020-21 and domestic tonnage is projected at 434,000 tons. It is projected that these amounts will grow proportionally at a two percent growth annual factor.

MIA's total air trade is valued at \$57.3 billion annually, or 92 percent of the dollar value of Florida's total air imports and exports, and 38 percent of the State's total (air and sea) trade with the world. As the center for hemispheric air trade, MIA now handles 79 percent of all air imports and 74 percent of all air exports between the United States and the Latin American/Caribbean region. MIA is the USA's leading airport in the handling of perishable products, handling 62 percent of all perishable import products, 89 percent of all cut-flower imports, 48 percent of all fish imports and 61 percent of all fruit and vegetable imports.



Five-Year Financial Outlook (cont)

Capital Improvement Program (CIP) Financial Update

In 2019, the Aviation Department unveiled its proposed future CIP Program that ranges between \$4 billion and \$5 billion. The Board of County Commissioners approved this future CIP Program on June 4, 2019.

This CIP Program will fund five sub-programs that will be built during the period of 5-15 years through 2035 and beyond. To create these sub-programs, an in-depth assessment was conducted of the County's Airport System (including general aviation airports) by the Aviation Department staff that considered factors such as demand for growth, operational needs (airside, landside, cargo and terminal) and funding capacity. Based on the results of the evaluation, the Aviation Department combined MIA's previous capital program, referred to as the Terminal Optimization Program (TOP), with a series of additional projects to develop the proposed CIP Program.

This CIP Program has been structured to facilitate the "phasing in" and "phasing out" of capital projects in order to adjust to emerging airline needs or changing conditions, and to allow for the utilization of MIA during construction. Furthermore, it provides a path for responding to MIA's present and future growth needs. The CIP projects will be constructed through the implementation of the following five sub-programs: North Terminal (Gate Optimization Project, D60 Redevelopment), Central Terminal (Central Terminal Redevelopment, Concourse F Modernization, Concourse G Demolition and Apron), South Terminal (South Terminal Expansion, Apron Expansion), Cargo (Taxiway R, Fuel Tender, Ramp Expansion, Building 702 Extension and Apron, Fumigation Facility) and Miscellaneous (Roadway and Bridge Improvements, Bus Maintenance Facility, North Terminal GSE, South Terminal GSE and Auto Fueling Station, Park 6 Garage, New On-Airport Hotels). Additionally, a series of other capital projects will be constructed to improve and develop the general aviation airports.

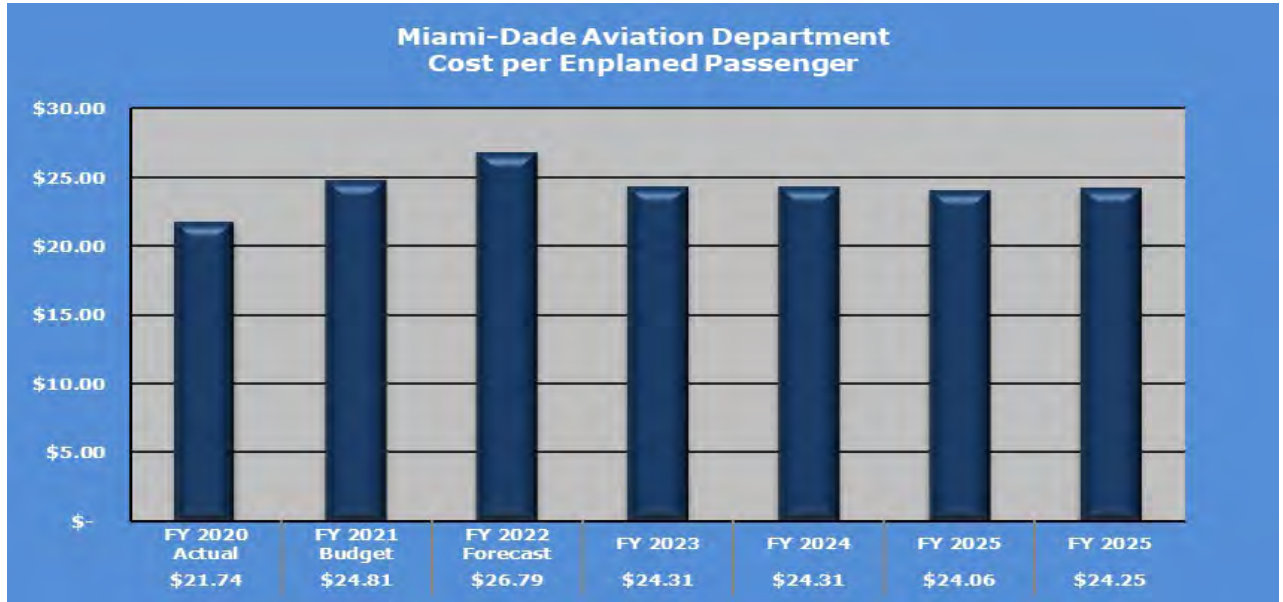
MIA's current CIP Program includes \$1.57 billion as approved through a Majority-In-Interest (MII) review process (by a majority of the 11 Signatory Airlines that represent the MIA Signatory Airlines as members of the Miami Airport Affairs Committee). Additionally, there are approximately \$123 million in capital projects planned for FY2021 that do not require an MII review. Some of the TOP projects already completed include: Concourse E renovations; revamped Automated People Mover (APM) connecting Lower Concourse E with Satellite E; renovated Federal Inspection Services (FIS) facility in Concourse E. Projects in progress include: rehabilitation of Taxiways R, S and T; new automated checked baggage inspection system (estimated completion is December of 2020); central base apron and utilities; central terminal E-H ticket counter; airport-wide passenger loading bridge replacements; new employee parking garage; existing parking garages structural repairs; state-of-the-art Airport Operations Center (AOC); and many other projects that will improve aesthetics, meet current life-safety and security requirements, and address maintenance needs.

Overall, including the five sub-programs previously mentioned, the Department's capital program will be comprised of 17 sub-programs: MIA - General Aviation Airport projects, Airfield/Airside, Cargo and Non-Terminal buildings, Central Base Apron and Utilities, Central Terminal, Concourse E, Fuel facilities, Land Acquisition, Landside and Roadways, Miscellaneous projects, North Terminal, Passenger Boarding Bridges, Reserve Maintenance projects, South Terminal Expansion, South Terminal, Support Projects, and Terminal Wide.

Five-Year Financial Outlook (cont)

To keep these capital costs affordable, the Department’s goal is to remain under a \$25 airline cost per enplaned passenger target through FY 2025-26. This goal has become a target that was internally adopted by the Department to not only keep MIA’s costs affordable to the air carriers serving MIA but also keep the Airport competitive with other airports.

Future funding for the Department’s capital program consists of Aviation Revenue Bonds, Commercial Paper, Federal and State Grants and Passenger Facility Charges. The Department maximizes the uses of the grants as an equity funding source in order to lessen the amount of Aviation Revenue Bonds (debt) required to fund the capital projects.



Economic Outlook

MDAD recognizes sound management and financial investment strategies as a priority outcome. Currently, the Department’s bonds are rated A by Standard & Poor’s, A by Fitch Ratings and AA- by KBRA (Kroll Bond Rating Agency). All of the rating agencies cite MIA’s role as the nation’s largest international gateway to Latin America and its residual rate setting mechanism, which allows airport costs to be adequately covered by the new, long-term, 15-year Airline Use Agreement (AUA), as important strengths.

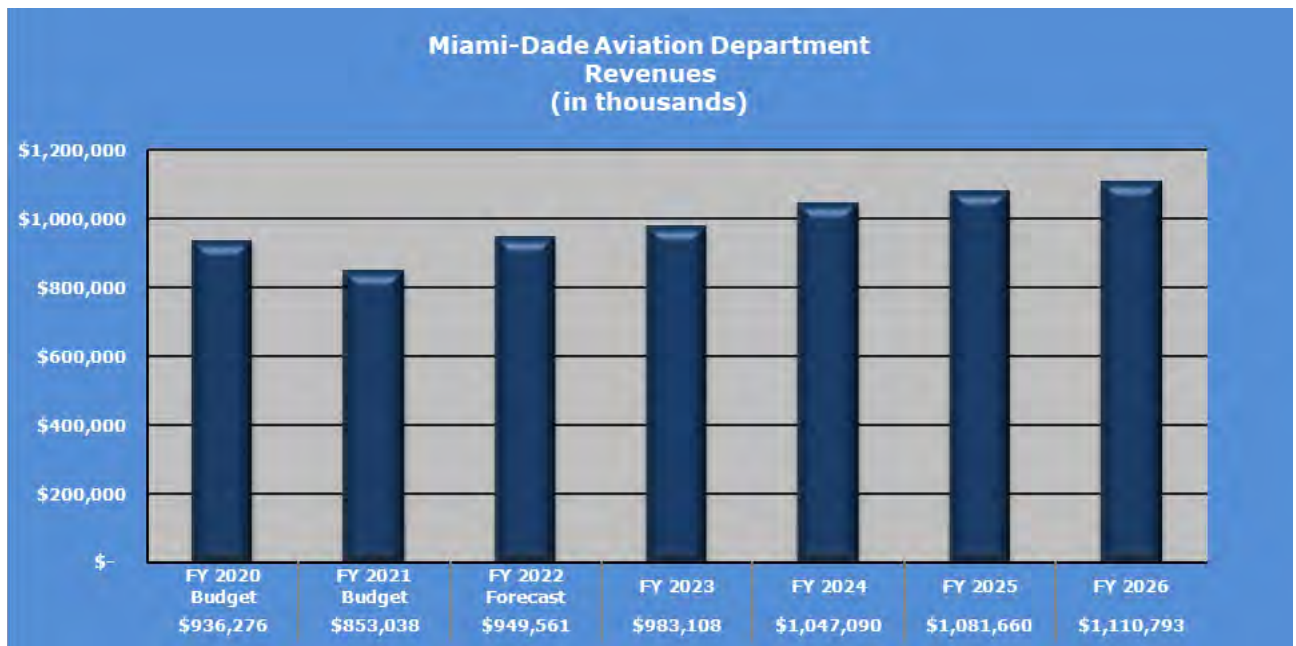
In order to maintain strong bond ratings, the Airport must demonstrate the ability to generate positive future net revenues. The generation of net revenues is heavily dependent on the volume of commercial flights, the number of passengers and the amount of cargo processed at the Airport, all three of which are dependent upon a wide range of factors including: (1) local, national and international economic conditions, including international trade volume, (2) regulation of the airline industry, (3) passenger reaction to disruptions and delays arising from security concerns, (4) airline operating and capital expenses, including security, labor and fuel costs, (5) environmental regulations, (6) the capacity of the national air traffic control system, (7) currency values, (8) hurricanes and (9) world-wide infectious diseases. Unfortunately, the

Five-Year Financial Outlook (cont)

negative impacts of COVID-19 on the airport industry have been significant. On May 11, 2020, the Miami-Dade County Aviation Department received approval of a CARES Act grant totaling 207 million. The Department expects to be able to cover revenue shortfalls with the assistance of CARES Act funding.

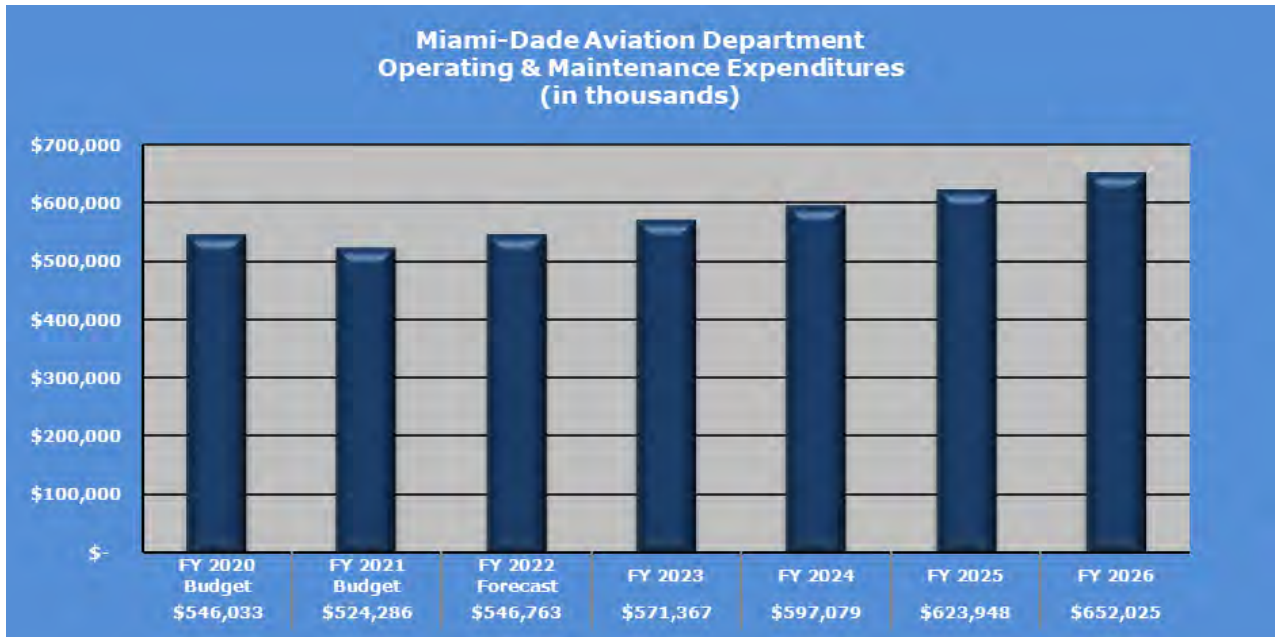
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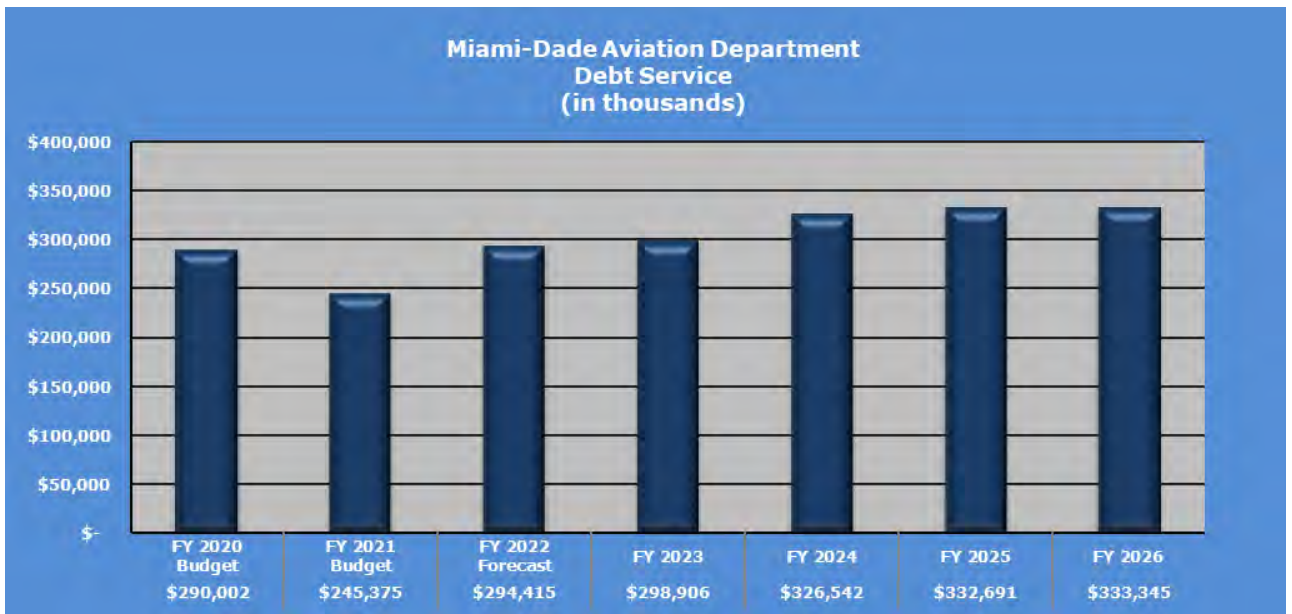


MDAD's revenue forecast is based on a residual revenue model. Unlike traditional fee for service models, MDAD calculates the landing fee rate based on expenses that are not covered by direct fees for services provided.

Five-Year Financial Outlook (cont)



MDAD's operating and maintenance expenditures include expenditures associated with running MIA, as well as four general aviation airports. This amount excludes depreciation and transfers to debt service accounts, improvement fund and maintenance reserve accounts, as well as a mandated operating cash reserve.



Organizational Goals & Key Strategies

The County adopted a Results-Oriented Government Framework in 2003. The goal of this framework is to have organizations working towards the same results, and knowing what actions to take to achieve them. The Department's priorities now determine the allocation of resources during the budget process.

The County's strategic planning initiative consists of a Plan, Measure, and Monitor process. It provides a framework of where the Aviation Department wants to go, how to get there, and how progress is measured along the way. The process ensures the Aviation Department's alignment with the County's implemented strategic plan.

Department Purpose/Mission

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

Strategic Alignment

The following are the Miami-Dade Aviation Department's (MDAD's) objectives/metrics, which align to the County's strategic plan outcomes. Performance measures are included at the group level.

1. Provide world-class airport and seaport facilities. (ED1-5)
 - o Ensure excellent customer service for passengers
 - Percentage of New hires receiving "Miami Begins with MIA" training **(Policy Advisement Group)**
 - Overall Customer Service Ratings for MIA **(Policy Advisement Group)**
2. Provide world-class airport and seaport facilities. (ED1-5)
 - o Contain operating expenses
 - MIA Cost Per Enplaned Passenger **(Finance & Strategy Group)**
 - o Increase revenue generating activity at MIA
 - MIA Total Passengers **(Finance & Strategy Group)**
 - Enplaned Passengers **(Finance & Strategy Group)**

Strategic Alignment (cont)

- Increase revenue generating activity at MIA
 - MIA Cargo Tonnage (**Finance & Strategy Group**)
- Contain operating expenses
 - Landing Fee Rate (**Finance & Strategy Group**)
- 3. Protect key infrastructure and enhance security in large gathering places. (PS3-3)
 - Provide a secure environment at the airports
 - MIA Overall Crimes (**Public Safety & Security Group**)
- 4. Provide sound financial and risk management. (GG4-1)
 - Comply with AOA Certification requirements
 - Air Operations Area (AOA) Certification Driver Training Attendance (**Operations Group**)
 - Increase revenue generating activity at MIA
 - MIA Non-Terminal Rental Revenue (**Business Retention & Development Group**)
 - GAA Revenue (**Business Retention & Development Group**)
- 5. Provide world-class airport and seaport facilities. (ED1-5)
 - Enhance Customer Service
 - Airspace Analyses for Airport Construction - (**Facilities Development Group**)
- 6. Expand opportunities for small businesses to compete for Miami-Dade County contracts. (ED2-2)
 - Seek involvement of communities in economic development efforts
 - Airport Concession Disadvantaged Business Enterprise (ACDBE) Overall Participation at MIA - (**Administration Group**)
 - Local Small Car Rental Concession Business – (**Administration Group**)
 - Small Business & Community Outreach Meetings Held – (**Administration Group**)

Financial Structure

Overview

The Airport System is operated by Miami-Dade County through the Miami-Dade Aviation Department (MDAD) with policy guidance from the County Mayor and the Board of County Commissioners. The County operates under a strong mayoral form of government; the Mayor is the chief administrative officer and appoints the Aviation Director who serves as the chief administrative officer of the department. It is operated as a financially self-sufficient entity, without property tax or budgetary support from the County.

In 1973, the Board established the Dade County Aviation Department as the successor organization to the Dade County Port Authority and, in 1997, this organization was renamed the Miami-Dade Aviation Department to reflect the County's name to Miami-Dade County. The term "Port Authority Properties" (PAP) as used in the Trust Agreement remains in effect.

PAP includes all properties financed or refinanced by debt obligations issued under the Trust Agreement and any other properties added to the PAP pursuant to Section 1308 of the Trust Agreement are referred to herein as Non-Port Authority Properties (NPAP). Such properties are mainly tenant-financed cargo facilities and may include other types of tenant-financed facilities. Any NPAP can be added to PAP subject to the provisions of Section 1308 of the Trust Agreement.

Funds

The Miami-Dade County Budget is comprised of appropriations in various funds. A fund is a set of self-balancing accounts that are segregated for the purpose of carrying on specific activities or attaining certain objectives, as required by special regulations, restrictions, or limitations. Miami-Dade County's funds can be divided into three categories: governmental funds, proprietary funds, and fiduciary funds. Only governmental funds and proprietary funds are appropriated as part of the annual budget. The budget ordinance that is presented to the BCC in September for the two public budget hearings follows such a fund structure. The following details the Miami-Dade County Fund Structure, describing the various funds and providing information regarding appropriations.

- **Governmental funds** account for most of the County's basic services. General revenues, grants, or contributions principally support the activities reported in these funds.
- **Proprietary Funds** are those funds where the County charges a user fee in order to recover costs. The County's proprietary funds include enterprise funds and an internal service funds. Enterprise funds are used to finance and account for the acquisition, operation and maintenance of facilities and services that are intended to be entirely or predominantly self-supporting through the collection of charges from external customers.

- **Fiduciary Funds** are used to report assets held in a trustee or agency capacity for others.

The Miami-Dade Aviation Department operates as an Enterprise Fund of Miami-Dade County. The total budget is comprised of five separate self-balancing funds that are reflected in the County’s Budget Ordinance which is approved by the BCC.

- **Revenue Fund** is the depository for all revenues of the Port Authority Properties (PAP)
- **Sinking Fund** is comprised of the Bond Service Account, the Redemption Account, and the Reserve Account
- **Reserve Maintenance Fund** pays for all or part of the cost of unusual or extraordinary maintenance or repairs, renewals and replacements, and premiums on insurance
- **Improvement Fund** provides moneys for any airport or airport related purposes
- **Construction Fund** is used for capital project costs

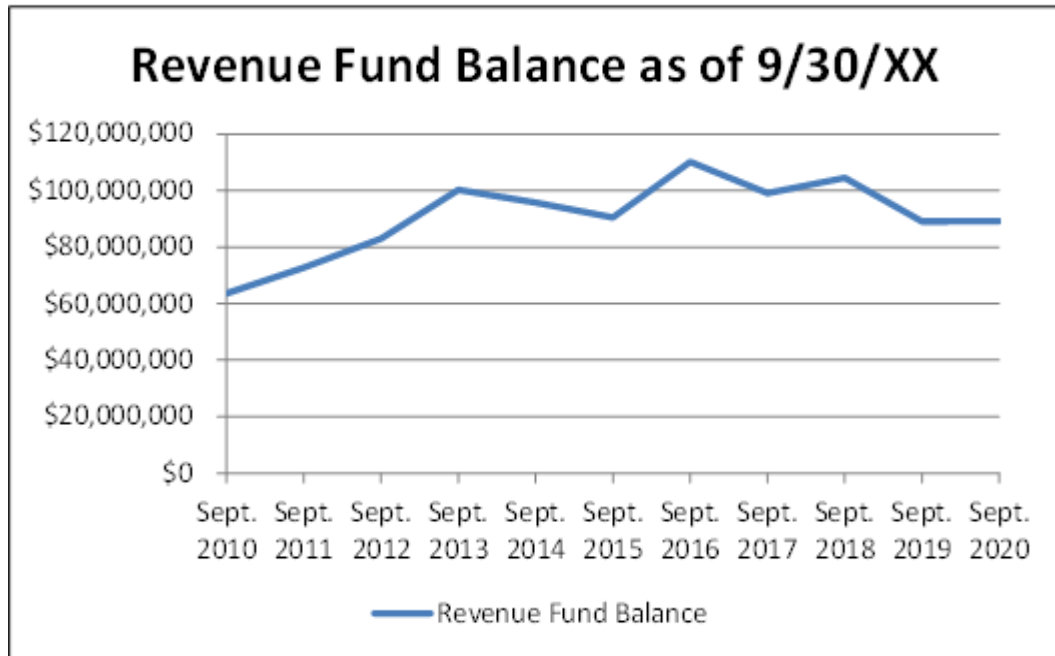
Fund Usage

The table below illustrates the usage of funds by group.

Group	Enterprise Fund				
	Revenue Fund	Sinking Fund	Improvement Fund	Reserve Maintenance Fund	Construction Fund
Executive	X				
Policy Advisement	X				
Finance & Strategy	X	X	X	X	
Operations	X				X
Public Safety & Security	X			X	X
Facilities Management	X			X	X
Administration	X			X	X
Business Retention & Development	X			X	
Facilities Development	X			X	X

Fund Balance

Reflected in the chart below is the trend line for the Revenue Fund balance over the last ten fiscal years. The primary reason for the increase is the increase in the operating reserve requirement. The operating reserve requirement increased from 14.5% of the annual budgeted amount of operating expenses in FY 2010 to 17.0% in FY 2015 and beyond; \$59.7 million in FY 2010 to \$92.8 million in FY 2020.



The chart above reflects the trend for the Revenue Fund balance over the last ten fiscal years.

Financial Policies

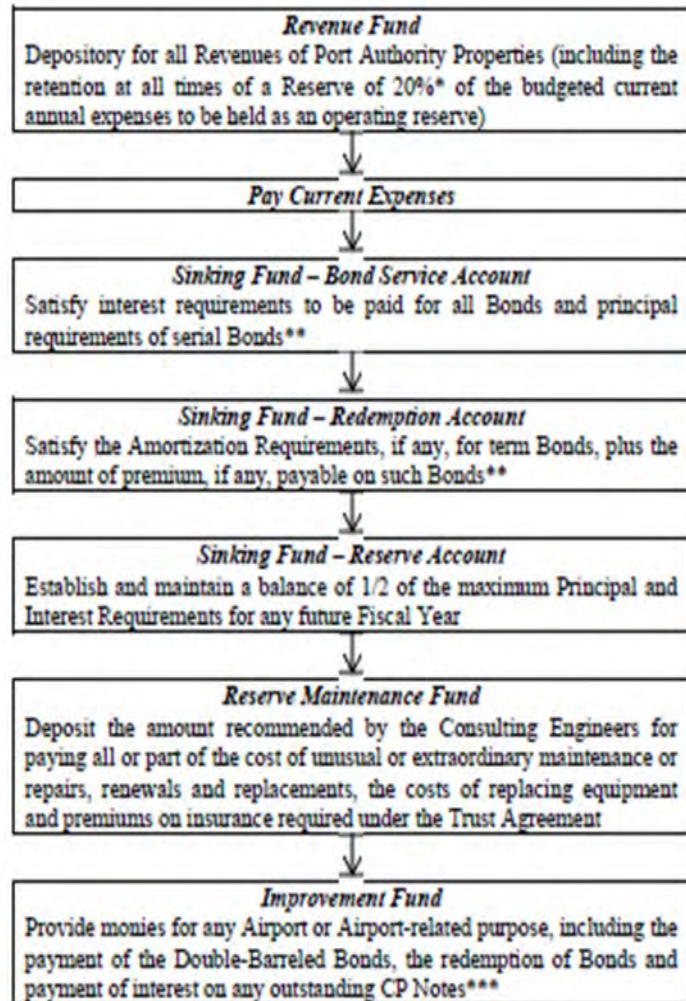
The financial operations of the Miami-Dade Aviation Department are governed by the Trust Agreement and the Airline Use Agreement which set forth the guidelines for both current activities and long-range planning. These documents provide the framework for overall fiscal management and help maintain financial stability. They reflect long-standing principles and practices to guide the Department.

The Trust Agreement

The County issues Aviation Revenue Bonds for improvements to the Airport System on behalf of MDAD pursuant to the terms and conditions set forth in the Trust Agreement between the County and the Trustee and Co-Trustee. Aviation Revenue Bonds are special, limited obligations of the County payable solely from and secured by the Net Revenues of the Port Authority Properties (PAP). The faith and credit of the County are not pledged to the payment of the Bonds. Principal and Interest Requirements on Outstanding Bonds are payable from the Sinking Fund, to which the County has covenanted to deposit sufficient Net Revenues of the PAP after retention of an operating reserve.

- **Net Revenues** are defined by the Trust Agreement as Revenues minus Current Expenses. The term “Revenues” is defined as “all moneys received or earned by the County for the use of, and for the services and facilities furnished by, the Port Authority Properties and all other income derived by the County from the operation or ownership of said Properties....” Revenues include ground rent paid for land on which PAP and most NPAP are located, certain moneys remaining in the Improvement Fund at the end of the fiscal year. Revenues do not include moneys received from federal or State grants, the sale of surplus property as permitted under the Trust Agreement, or Passenger Facility Charges (PFC) revenues, unless otherwise provided for by resolution of the Board. Customer Facility Charge (CFC) revenues are also not included in the definition of Revenues as they are used to pay the operating costs of the Rental Car Center (RCC) among other uses.
- **Current Expenses** are defined by the Trust Agreement as the reasonable and necessary current expenses of maintenance, repair, operation, and administration of the PAP, including reasonable payments to pension or retirement funds, insurance premiums, and taxes. Current expenses do not include depreciation, reserves for extraordinary maintenance or repair, or deposits to the credit of the Sinking Fund, the Reserve Maintenance Fund, or the Improvement Fund.

- **Application of Revenues** per the Trust Agreement provides that all Revenues of the PAP are to be deposited in the Revenue Fund to be held in trust by the Co-Trustee. The chart below illustrates how moneys in the Revenue Fund are to be applied.



Note: * The Trust Agreement authorizes the Board to designate a lesser percentage by resolution. Currently, the Board budgets 16% of the budgeted current expenses as an operating reserve.

** Requirements payable from Revenues may be reduced to the extent such requirements are satisfied from other sources outside the Trust Agreement (e.g., PFCs) set aside and deposited into the Bond Service Account or Redemption Account for such purpose.

*** Certain monies are transferred annually from the Improvement Fund to the Revenue Fund pursuant to the terms of the 2018 AUA. Such transferred deposits to the Revenue Fund are treated as Revenues under the Trust Agreement. In addition, monies on deposit in the Aviation Capital Account of the Improvement Fund are used to pay debt service on the FDOT State Infrastructure Bank Loan.

The Rate Covenant in Section 501 of the Trust Agreement states that the County has covenanted that it will, at all times, establish and collect rates and charges relating to PAP that will be sufficient to:

- 1) Provide adequate funds for the payment of Current Expenses.
- 2) Provide for making deposits to the Reserve Maintenance Fund in the amounts recommended by the Consulting Engineers.
- 3) Provide for:
 - Deposits to the Sinking Fund (other than the Reserve Account) that in each fiscal year will equal not less than 120% of the Principal & Interest Requirements due in that fiscal year
 - Deposits to the Reserve Account and payments to reimburse providers of Reserve Facilities.

The Airline Use Agreement (AUA)

This the primary document between the County and the airlines operating at the Airport that identifies the Airlines' rights and obligation for their use of MIA. A new AUA was negotiated in 2018 which is called the "2018 AUA", the terms will extend for 15 years and is scheduled to expire on April 30, 2033.

- 1) The AUA sets forth:
 - o The County's operating policies such as gate and ticket counter assignments and ground and cargo handling regulations,
 - o The mechanism for the Airlines' approval of capital improvement projects for the Airport System
 - o The rates and charges methodologies that apply to the calculation of landing fees, terminal building rental rates and aviation fees
- 2) The AUA confirms the Airlines' acceptance of the landing fees being determined under the Airport System residual methodology, which assures collection of revenues sufficient to meet the 120% bond coverage requirement

Under the terms of the 2018 AUA, landing fees are reviewed annually and appropriately adjusted effective October 1, and semi-annually adjusted April 1. Landing fees can also be adjusted at other times, as required, as a result of "emergency conditions" determined by the County in consultation with the airlines. The County reserves the right to modify the landing fee methodology from time to time, as well as other applicable fees and charges established by the County or MDAD, in order to comply with its requirements under the Trust Agreement or under federal law, or as a result of a Board-approved modification resulting after consultation with the airlines serving MIA.

Description of Landing Fee

RESIDUAL LANDING FEE

- MDAD employs an “**airport system residual**” formula to calculate MIA landing fees.
- MDAD calculates landing fees effective October 1 based upon budget estimates and, if necessary, adjusts landing fees effective April 1 based upon revised budget estimates.
- Each year MDAD calculates MIA landing fees in such a way as to ensure that revenues from landing fees together with Revenues from all other sources will be at least sufficient to meet the requirements of the Rate Covenant as defined in Section 501 of the Amended and Restated Trust Agreement.

Landing Fee Calculation

[A] Revenue Requirement

- + Net Principal and Interest Requirements (net of Passenger Facility Charge revenue contribution)
- + 20 percent coverage margin (based on Net Principal & Interest)
- + Current Expenses
- + Changes in operating reserve
- + Deposit to Bond Reserve Account
- + Deposit to Reserve Maintenance Fund
- + Debt service on commercial paper
- + Debt service on other indebtedness
- + Required deposits for commercial paper and other indebtedness
- Deposit from Bond Service Account (interest income)
- = **Total Revenue Requirement**

[B] Revenue Credits

- Aviation Fees
- Terminal Rentals
- Structures and Other Rentals
- Commercial Revenues
- Other Revenues
- General Aviation Airports
- Deposit from Improvement Fund
- = **Total Revenue Credits**

[A–B] = Amount to be Recovered from Landing Fees

- Revenues for September landings
- = **Net Amount to be Recovered from Landing Fees/Landing Fee Requirement**

Divided by Total Landed Weight (11 months October thru August)

= Landing Fee Rate

The 2018 AUA contains two significant changes:

- In FY 2020, all fees associated with international arriving passengers that utilize the Federal Inspection Services (FIS) facility will pay for the terminal space costs related to the international arriving facilities. These costs were previously recovered through the Concourse Use Fee charged to all arriving and departing aircraft seats at MIA.
- In FY 2021, Signatory Airlines have the right to use certain gates on a preferential use basis.

Preferential Gates

The 2018 AUA provides for the use of gates at MIA on either a common use or preferential use basis. Under the prior AUA all gates were assigned by the Aviation Department on a common use basis. In the new agreement, the Aviation Department continues to assign all gates whether common use or preferential use, but an Airline qualifying for the use of a gate on a preferential basis has the right to the use of the gate at a fixed location in the terminal building for its scheduled and non-scheduled aircraft.

The new agreement contains explicit qualification requirements for an airline's eligibility for continued use of a preferential use gate, and provides specific procedures allowing the Aviation Department to recapture a preferential use gate that is not being sufficiently utilized by an airline. An airline having a preferential use gate is required to sign a Preferential Gate Use Agreement and to allow the Aviation Department to assign to airlines on a daily basis the use of the preferential gate in the event the gate becomes available on any day. The Aviation Department retains its exclusive right to make the daily assignments of common use gates to the airlines.

The 2018 AUA confirms the long-standing policy of the County that all gates at the Airport whether used on a common use basis or preferential gate basis are not leased nor are they to be used on an exclusive basis.

Financial Reporting

The Miami-Dade Aviation Department accounts for its operations on a cash basis for Trust Agreement purposes and on an accrual basis for financial reporting purposes. The budget for all the funds is prepared using the cash basis of accounting as required by the Trust Agreement.

The Aviation Department prepares the Comprehensive Annual Financial Report (CAFR) on an annual basis and it is audited by an outside audit firm. The report contains three financial statements: the statement of net position, statement of revenues, expenses, and changes in net position, and statement of cash flows. The financial statements are prepared with U.S. generally accepted accounting principles as promulgated by the Governmental Accounting Standards Board (GASB). Revenue is recorded when earned and expenses are recorded at the time the liabilities are incurred regardless of when the cash flow takes place.

The County also provides investment guidance regarding all the funds owned by MDAD. As required by the Trust Agreement all cash funds are held by the Trustee or Co-Trustee but all investing, and reinvesting is done at the direction of the County's Finance Department.

Budget Policies

Balanced Budget – the County defines a balanced budget as a set of self-balancing funds in which revenue equals expenditures.

Pursuant to Article 5 of the Miami-Dade County Charter, the Mayor is required to prepare a proposed budget between June 1 and July 15 and then presents the budget to the Board of County Commissioners (BCC) for approval. Expenditures reflected in the Board of County Commissioners (BCC) approved annual budget are considered appropriated amounts for purposes of expenditure authorization. The Department must submit a budget amendment to the BCC for approval if it needs to increase the appropriated amounts at any point during the fiscal year.

The annual budget is determined for a fiscal year, which is the 12 month cycle that comprises the Department's reporting period. The Aviation Department's fiscal year begins on October 1 of each year and ends on September 30 of the following year. All expenditures reflected in the Board of County Commissioners (BCC) approved annual budget are considered appropriated amounts for purposes of expenditure authorization. The Department must submit a budget amendment to the BCC for approval if it needs to increase the appropriated amounts at any point during the fiscal year.

The Financial Planning & Performance Analysis Division closely monitors expenditures to ensure fiscal stability and accountability. Each division must operate within their budgeted line item. If a division is over its budgeted expense within a line item, budget transfers are required to ensure funding is available. Requests for budget transfers are evaluated and approved by the Financial Planning & Performance Analysis Division.

Budget Development Process

The Miami-Dade Aviation Department must comply with established County deadlines; therefore, the year-round budget process below was established:

- Prep-Phase (October- Early November) – the timeline, budget process, and budget directives are developed. The business plan for the department is reviewed and updated and the budget process commences.
- Budget Development Phase (Mid November – September) – this phase is further broken-out into three stages:
 - Budget Estimates Stage (Mid November – Early February) – all divisions submit their operating resource allocation requests. Those requests are linked to the priorities in the Department Business Plan. Preliminary Rates, Fees and Charges are calculated and the preliminary proposed Operating and Capital Budgets are submitted as part of the County Budget.
 - Refinement Stage (Mid February – Mid May) – various meetings take place, both internally and externally. Internally, meetings are held with Senior Management to review budgets. Externally, Resource Allocation meetings are held with the Office of Management and Budget (OMB). The budget is presented to the Miami Airport Affairs Committee (MAAC) and Union with further adjustments made in consideration of their comments.
 - Finalization Stage (Late May – September) – during this stage the final budget is submitted to the Office of Management & Budget (OMB). The Mayor's Proposed Budget and Multi-Year Capital Plan are presented, Commission Committee meetings occur and the first and second County level public budget hearings occur for final adoption of the budget.
- Wrap-Up Phase (Mid October – Early December) – the Adopted Budget Book and Rates, Fees, and Charges Book are published, budget presentation is submitted for receipt of the GFOA Award and the new fiscal year commences.

NOTE: Prep-Phase and Wrap-Up Phase overlap

Budget Timeline/Calendar

	Prep-Phase		Budget Development Phase									Wrap-Up Phase			
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
PREP-PHASE	→	→													
Development of Budget Process Timeline	→	→													
Development of Budget Process	→	→													
Development of Budget Directives	→	→													
Development of Business Plan		→													
Budget Kick-Off		→													
BUDGET DEVELOPMENT PHASE															
Budget Estimates Stage		→	→	→	→										
Initial operating budget estimates are prepared by Divisions		→	→												
Development of the Capital Budget			→	→											
Preliminary calculation of Rates, Fees, and Charges				→											
Submission of Departmental Preliminary Proposed Operating Budget & Capital Budget as part of the County Budget					→										
Refinement Stage				→	→	→	→								
MAAC consultation for mid-year financial results and adjustments				→											
Operating Budget review & refinements - as needed				→	→	→	→								
Consultation with MAAC Liaison - as needed							→	→							
Consultation with Union Liaison - as needed							→	→							
Resource Allocation Meeting with OMB & ACM to discuss Dept. major concerns and budget submittal							→								
County Managers meeting with the Aviation Director to discuss unresolved issues & brief the Manager as he prepares to present the County Budget								→							
Review budget in consideration of County Manager's comments								→							
Review of Operating Budget in consideration of Airline and Union comments								→							
MAAC Presentation of revised Proposed Operating Budget and A/L Rates, Fees, & Charges								→							
Finalization Stage								→	→	→	→	→			
Final Budget is submitted to the Office of Management & Budget								→							
Commission Committee meetings are held									→	→	→				
Mayor's Proposed Budget & Multi-Year Capital Plan is presented										→					
First & second budget hearing presentations are held												→			
WRAP-UP PHASE													→	→	→
Commencement of Fiscal Year													→		
Adopted Operating Budget is loaded into MDAD'S financial system													→		
Approved Budget Book is finalized, published and placed on the Department's intranet site														→	
Approved Rates, Fees, & Charges Book is finalized, published, and placed on the Department's intranet site															→
Budget document is submitted for receipt of GFOA Award															→

Debt Policies

The Aviation Department issues Aviation Revenue Bonds in accordance with the Trust Agreement, which requires certain covenants and tests be met before the bonds can be issued. In addition, the Board of County Commissioners approves all debt as well as all the capital projects for which the bond funds are used as a funding source. In the past, the Aviation Department implemented a funding program primarily using commercial paper to interim finance the capital project costs and then issued Aviation Revenue Bonds to pay off the commercial paper. This process is similar to the treatment of bond anticipation notes.

In order to issue bonds, the Trust Agreement requires the County meet certain requirements including statements signed by various outside parties and the Aviation Department Director certifying the capital improvements are necessary and that there will be sufficient net revenues to pay 120% of the annual debt service during the forecast period. After issuing the Bonds, the Aviation Department first uses the Bonds to: 1) pay off commercial paper, 2) pay financing costs, and 3) deposit monies into a capitalized interest account, which is used to pay interest on the bonds for one to two years after issuance. Any remaining bond proceeds are then deposited into a construction fund account to be used to directly pay CIP costs. All of the various bond issues are deposited into separate bank accounts where the funds can be accounted for and separately tracked.

The Trust Agreement also requires the Aviation Department to meet the debt service Reserve Account Requirement upon issuance of any new Bonds. This requirement is one-half of the maximum Principal and Interest Requirements for any Fiscal Year thereafter on all Bonds then outstanding. This requirement can be cash funded or covered with a surety bond underwritten by a provider that meets the requirements as described in the Trust Agreement and in the Debt Service section of this report.

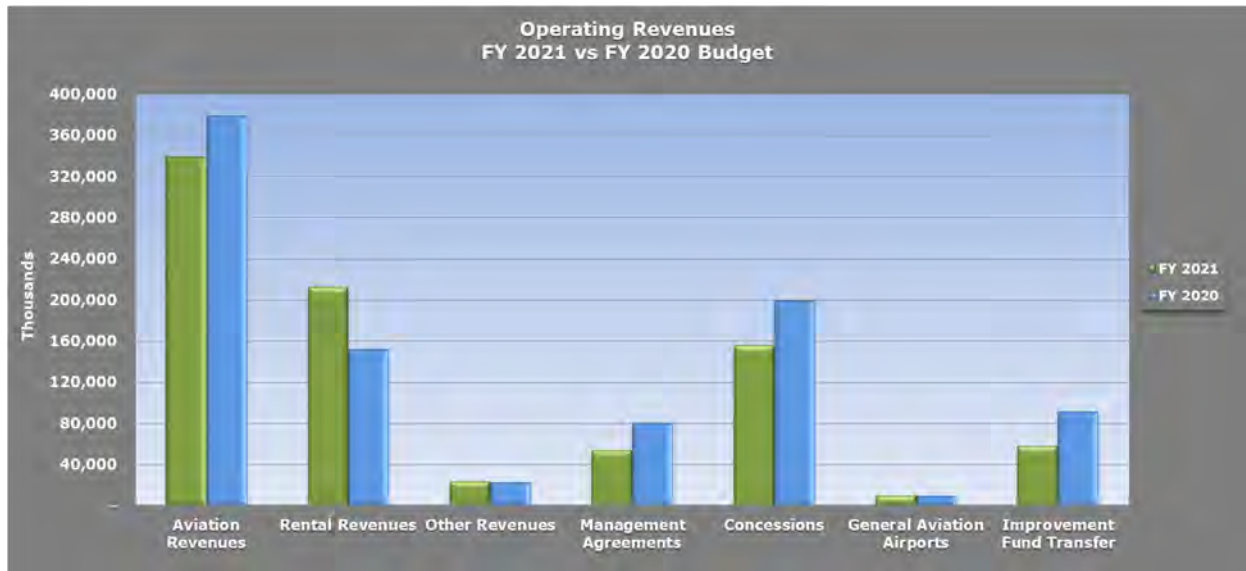


Miami International Airport Gateways to the Americas

Budget Overview: Operating Revenues

Budget Comparison

	<i>Actual FY 2019</i>	<i>Adopted Budget FY 2020</i>	<i>Adopted Budget FY 2021</i>	<i>Inc/(Dec) FY 2021 vs FY 2020</i>	
				<i>\$</i>	<i>%</i>
Cash Carryover	\$98,891,531	\$87,882,730	\$92,825,639	\$4,942,909	5.6%
Aviation Revenues	390,395,120	378,331,345	338,898,699	(39,432,646)	-10.4%
Rental Revenues	139,030,462	152,145,916	212,210,701	60,064,785	39.5%
Other Revenues	25,033,589	23,533,488	24,007,921	474,433	2.0%
Management Agreements	80,721,435	80,689,683	54,103,707	(26,585,976)	-32.9%
Concessions	197,908,844	199,508,635	155,749,843	(43,758,792)	-21.9%
General Aviation Airports	9,910,976	10,067,015	10,067,015	-	0.0%
Improvement Fund Transfer	91,293,192	92,000,000	58,000,000	(34,000,000)	-37.0%
Total Operating Revenues	\$1,033,185,149	\$1,024,158,812	\$945,863,525	(\$78,295,287)	-7.6%



The chart above is a comparison of FY 2021 and FY 2020 operating revenues by the major categories; the major changes are in Concessions which are projected to decrease by \$43,758,792 (-21.9%), Aviation Revenues are projected to decrease by \$39,432,646 (-10.4%), Improvement Fund Transfer which is projected to decrease by \$34,000,000 (-37.0%), and Management Agreements which are projected to decrease by \$26,585,976 (-32.9%), this is offset by a projected increase in Rental Revenue of \$60,064,785. Overall, revenues are projected to decrease by \$78,295,287 (-7.6%) in FY 2021 primarily due to lower expected passengers resulting from the ongoing effect of the COVID-19 pandemic.

Description of Revenues

The Aviation Department classifies revenues into:

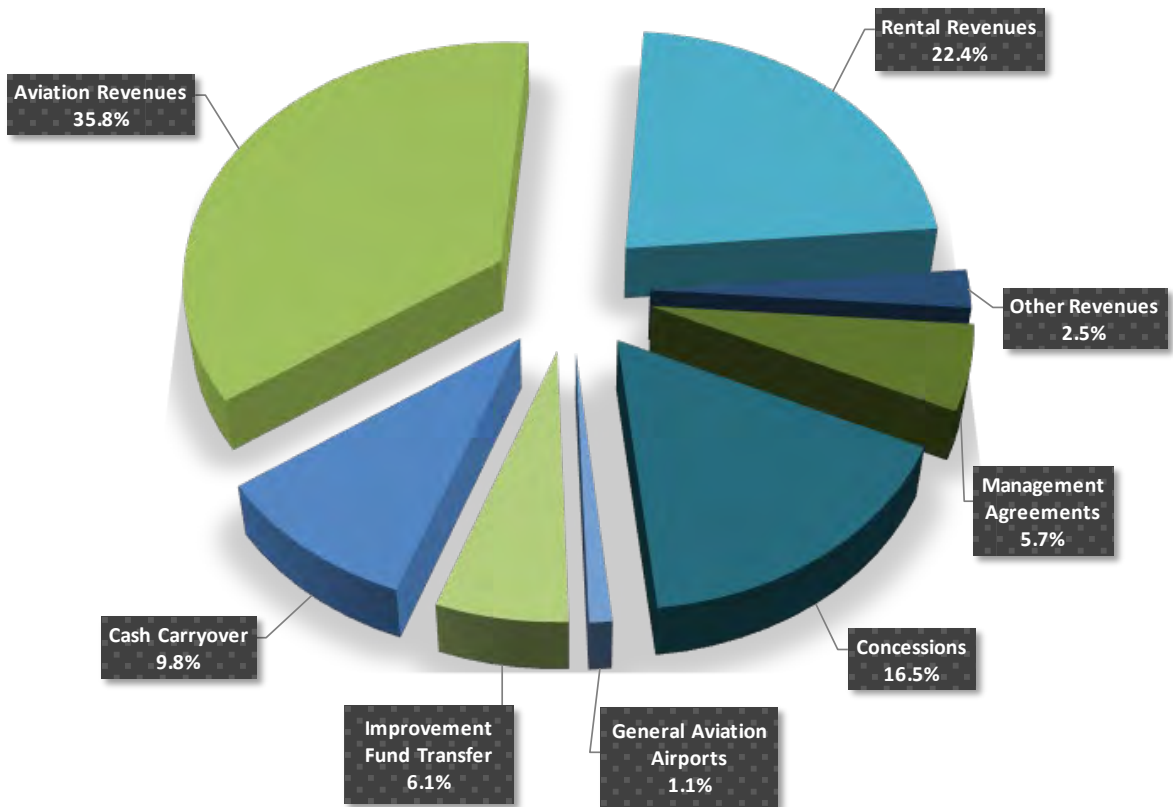
- **Operating Revenue** – those revenues received from airport operations through rates and fees charged to customers and tenants for use of the airport's assets
- **Non-operating Revenue** – includes interest earnings, certain grants, and Passenger Facility Charges (PFC)

Within these classifications the major sources are:

- **Aviation Revenues** – includes landing fees, concourse use fees, and equipment and parking fees; aviation fees are primarily based on cost recovery type calculations as defined in the Airline Use Agreement, which is the governing document for most airline rates charged at the airport.
- **Rental Revenues** – includes passenger airline and concession terminal rents, ground rents, utilities reimbursements, and other rents primarily from cargo, maintenance, and aircraft support facilities.
- **Other Revenues** – includes interest earnings, delinquency charges, sales tax payable, operating grant revenues, reimbursements for direct services and other non-operating revenues.
- **Management Agreements** – represents revenues received from companies that operate under a management contract with the Aviation Department; under the terms of the management contract MDAD receives total gross revenues and pays operating expenses plus a management fee. These companies manage certain airport operations such as public parking, (aircraft) fuel farm, and the MIA Airport Hotel.
- **Concessions** – represents revenues from companies that operate under a concession type agreement, which means the Aviation Department receives a negotiated percentage of the companies' gross revenue. Examples of concession activities include rental cars, food & beverage, retail, and duty free.
- **General Aviation Airports** – represents revenues received from Miami-Opa locka Executive Airport, Miami Executive Airport, Homestead General Aviation Airport and Dade-Collier Training & Transition Airport.
- **Improvement Fund Transfer** – annual transfer made from any surplus earned in the prior year that resides in the Improvement Fund. This amount is used to offset the net operating expense requirement as reflected in the landing fee calculation.

Major Sources of Revenues

Sources	Adopted Budget FY 2021
Cash Carryover	92,825,639
Aviation Revenues	338,898,699
Rental Revenues	212,210,701
Other Revenues	24,007,921
Management Agreements	54,103,707
Concessions	155,749,843
General Aviation Airports	10,067,015
Transfer from Improvement Fund	58,000,000
Total	\$945,863,525



The chart above represents the major sources of revenues by percentage; for FY 2021 the major source of revenues is Aviation Revenues which is projected to be 35.8% of total revenues.

Revenue Detail

	<i>Actual FY 2019</i>	<i>Adopted Budget FY 2020</i>	<i>Adopted Budget FY 2021</i>	<i>Inc/(Dec) FY 2021 vs 2020</i>	
				<i>\$</i>	<i>%</i>
Aviation Fees					
Airfield Escort	107,367	118,395	74,084	(44,311)	-37.4%
Baggage Devices (Claim)	20,731,909	12,237,241	9,771,817	(2,465,424)	-20.1%
Baggage Make-Up	16,828,140	16,186,824	19,347,294	3,160,470	19.5%
Concourse Domestic	111,291,114	98,861,940	81,937,905	(16,924,035)	-17.1%
Concourse International	139,819,494	139,924,552	125,588,401	(14,336,151)	-10.2%
Pre-Conditioned Air	2,278,671	2,426,343	1,900,668	(525,675)	-21.7%
CUTE System	1,342,357	1,286,888	1,294,624	7,736	0.6%
Loading Bridges	10,508,848	10,176,648	7,965,208	(2,211,440)	-21.7%
Aircraft Parking	12,879,446	13,316,095	10,734,670	(2,581,425)	-19.4%
Screening	12,690,705	20,685,685	27,927,843	7,242,158	35.0%
Premium Landing Fees	424,105	192,913	158,657	(34,256)	-17.8%
Sub-Total	\$328,902,154	\$315,413,524	\$286,701,171	(\$28,712,353)	-9.1%
Landing Fees					
Landing Fees	61,492,966	62,917,822	52,197,528	(10,720,294)	-17.0%
Sub-Total	\$61,492,966	\$62,917,822	\$52,197,528	(\$10,720,294)	-17.0%
Total Aviation Fees With L/F	\$390,395,120	\$378,331,346	\$338,898,699	(\$39,432,647)	-10.4%
Rentals					
Structures	36,342,511	36,240,800	59,015,838	22,775,038	62.8%
Terminal Rent - Airline	50,588,303	61,209,331	91,255,161	30,045,830	49.1%
Terminal Rent - Non Airline	10,391,538	12,241,866	18,555,388	6,313,522	51.6%
Terminal Rent - CUTE	9,318,881	10,253,773	10,099,184	(154,589)	-1.5%
Aircraft Pavement	2,192,092	2,192,871	2,238,556	45,685	2.1%
Ground	22,775,261	22,692,361	24,013,784	1,321,423	5.8%
Telephone Services	1,660,952	1,679,530	1,697,259	17,729	1.1%
Janitorial Reg	690,532	895,751	614,291	(281,460)	-31.4%
Utilities	5,070,390	4,739,632	4,721,240	(18,392)	-0.4%
Total	\$139,030,462	\$152,145,915	\$212,210,701	\$60,064,786	39.5%
Commercial Operations					
Concessions					
Duty Free	27,053,169	31,804,052	18,391,646	(13,412,406)	-42.2%
Food & Beverage	25,174,015	23,656,726	19,290,450	(4,366,276)	-18.5%
Retail/Merchandise	23,662,958	20,228,274	15,552,718	(4,675,556)	-23.1%
Passenger Service	23,772,526	24,380,532	23,864,421	(516,111)	-2.1%
Ground Transportation	14,703,751	15,738,404	15,926,353	187,949	1.2%
Rental Cars	48,541,470	49,050,090	31,660,197	(17,389,893)	-35.5%
Aeronautical Services	16,244,265	17,084,005	16,742,941	(341,064)	-2.0%
In-Flight Food Services	11,142,888	10,979,152	7,476,074	(3,503,078)	-31.9%
Security Services	3,412,619	3,289,460	3,540,857	251,397	7.6%
Operational Services	3,777,190	2,873,240	2,862,164	(11,076)	-0.4%
Fuel & Oil	423,995	424,700	442,022	17,322	4.1%
Total	\$197,908,844	\$199,508,635	\$155,749,843	(\$43,758,792)	-21.9%
Management Agreements					
Garage Parking - Taxi Lot	45,830,263	45,407,153	25,116,281	(20,290,872)	-44.7%
Gideon Toal Management Services, LLC	2,067,093	1,782,114	1,260,000	(522,114)	-29.3%
Fuel Farm	15,608,316	15,373,290	15,517,032	143,742	0.9%
Fuel Farm - Midfield	2,788,447	2,893,004	2,724,781	(168,223)	-5.8%
Hotel	14,427,316	15,234,122	9,485,613	(5,748,509)	-37.7%
Total	\$80,721,435	\$80,689,683	\$54,103,707	(\$26,585,976)	-32.9%
Total Commercial Operations	\$278,630,279	\$280,198,318	\$209,853,550	(\$70,344,768)	-25.1%

Revenue Detail (cont)

	<i>Actual</i> <i>FY 2019</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2020</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2021</i>	<i>Inc/(Dec)</i> <i>FY 2021 vs 2020</i>	
				\$	%
Other Revenues					
Delinquency Charges	783,716	810,891	1,089,019	278,128	34.3%
Expense Refunds	398,618	200,000	300,000	100,000	50.0%
Interest Income	2,847,682	1,700,000	2,100,000	400,000	23.5%
Security Deposits	3,135,842	500,000	500,000	-	0.0%
Reimbursement	1,265,884	3,574,321	3,432,508	(141,813)	-4.0%
Enforcement	1,465,859	2,930,834	3,240,259	309,425	10.6%
Miscellaneous Income	8,183,589	6,817,442	6,346,135	(471,307)	-6.9%
Sales Tax	6,952,400	7,000,000	7,000,000	-	0.0%
Total	\$25,033,589	\$23,533,488	\$24,007,921	\$474,433	2.0%
General Aviation Airports					
Miami Executive					
Fuel & Oil	241,581	268,466	268,466	-	0.0%
Building Rentals	896,102	893,152	893,152	-	0.0%
Pavement	102,438	100,678	100,678	-	0.0%
Ground Rentals	1,303,722	1,255,906	1,255,906	-	0.0%
Delinquency Charges	3,394	4,536	4,536	-	0.0%
Miscellaneous Income	22,807	12,057	12,057	-	0.0%
Sales Tax	29,575	38,186	38,186	-	0.0%
Total	\$2,599,619	\$2,572,981	\$2,572,981	\$0	0.0%
Opa Locka Executive					
Aircraft Parking	15,314	7,736	7,736	-	0.0%
Fuel & Oil	1,389,163	1,310,586	1,310,586	-	0.0%
Building Rentals	1,395,412	1,305,028	1,305,028	-	0.0%
Pavement	64,195	64,492	64,492	-	0.0%
Ground Rentals	3,845,343	3,807,093	3,807,093	-	0.0%
Delinquency Charges	80,574	268,696	268,696	-	0.0%
Miscellaneous Income	48,096	19,542	19,542	-	0.0%
Sales Tax	69,934	276,702	276,702	-	0.0%
Total	\$6,908,032	\$7,059,875	\$7,059,875	\$0	0.0%
Miami Homestead General					
Aircraft Parking	66	-	-	-	0.0%
Fuel & Oil	23,398	13,682	13,682	-	0.0%
Building Rentals	99,825	96,399	96,399	-	0.0%
Ground Rentals	266,203	299,301	299,301	-	0.0%
Delinquency Charges	133	3,012	3,012	-	0.0%
Sales Tax	5,508	7,867	7,867	-	0.0%
Total	\$395,134	\$420,261	\$420,261	\$0	0.0%
Training & Transition					
Training Landings	4,340	10,000	10,000	-	0.0%
Miscellaneous Income	3,658	3,688	3,688	-	0.0%
Sales Tax	193	210	210	-	0.0%
Total	\$8,191	\$13,898	\$13,898	\$0	0.0%
Total General Aviation Airports	\$9,910,976	\$10,067,015	\$10,067,015	\$0	0.0%

Revenue Detail (cont)

	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2019</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 2021 vs 2020</i>	
				\$	%
Revenue Summary					
Aviation Fees	328,902,154	315,413,524	286,701,171	(28,712,353)	-9.1%
Landing Fees	61,492,966	62,917,822	52,197,528	(10,720,294)	-17.0%
Rentals	139,030,462	152,145,915	212,210,701	60,064,786	39.5%
Concessions	197,908,844	199,508,635	155,749,843	(43,758,792)	-21.9%
Management Agreements	80,721,435	80,689,683	54,103,707	(26,585,976)	-32.9%
Other Revenues	25,033,589	23,533,488	24,007,921	474,433	2.0%
General Aviation Airports	9,910,976	10,067,015	10,067,015	-	0.0%
Total Revenue Summary	\$843,000,425	\$844,276,082	\$795,037,886	(\$49,238,196)	-5.8%
Cash Carryover	98,891,531	87,882,730	92,825,639	4,942,909	5.6%
Transfer from Improvement Fund	91,293,192	92,000,000	58,000,000	(34,000,000)	-37.0%
Grand Total Revenue Summary	\$1,033,185,148	\$1,024,158,812	\$945,863,525	(\$78,295,287)	-7.6%

Narrative Overview

The Aviation Department's total revenues, including operating and non-operating are projected to decrease from \$1,024,158,812 in FY 2020 to \$945,863,525 in FY 2021. This represents a decrease of \$78,295,287 (-7.6%).

Aviation Revenues

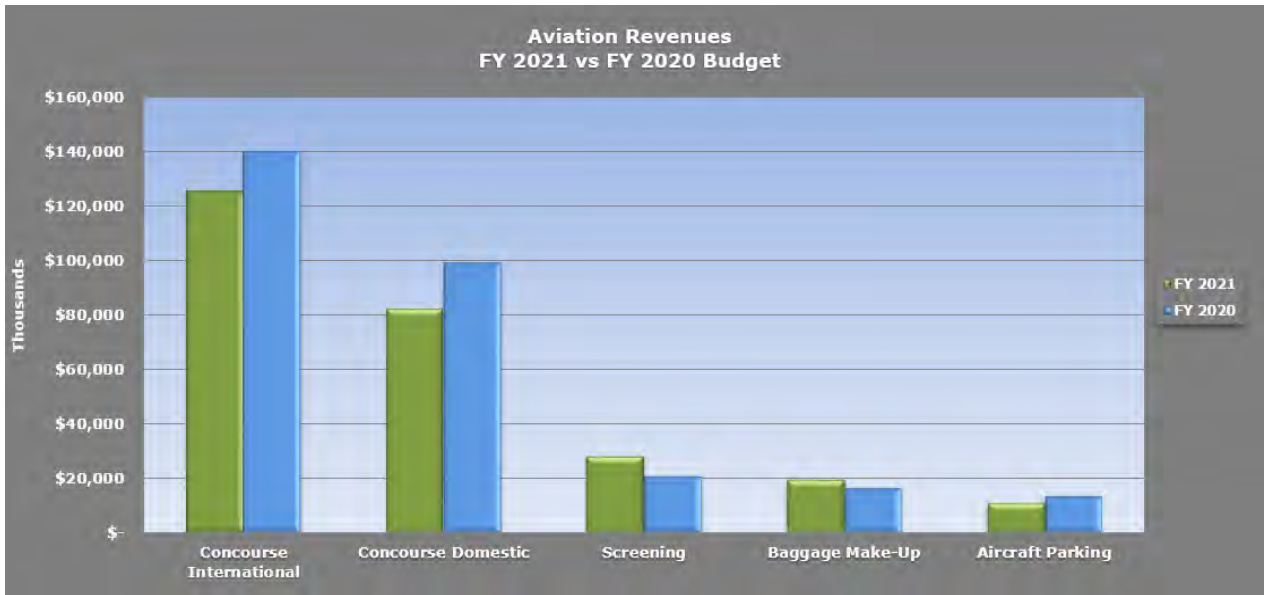
Aviation revenues are fees charged to the MIA air carriers based on their flight activity into and out of the Airport. A majority of aviation revenues are generated from concourse use fees (for the use of concourses, international arrivals area and hold rooms), outbound and inbound baggage charges, and various other charges that are all based on either departing or arriving aircraft seats or both. Additional aviation revenues are generated from airfield escort services, pre-conditioned air, loading bridges and aircraft parking.

Landing Fee revenues are generated from commercial passenger carriers, commercial cargo carriers and general aviation aircraft based on 1,000 lb. increments of gross landed weight. Landing fee rates are calculated to provide a level of revenues that, when added to other revenues of Port Authority Properties, allows the Aviation Department to meet the requirements of the Trust Agreement. The following page contains the landing fee calculation; this summary schedule reflects all components of the landing fee calculation including transfers from the Improvement Fund. Amounts accumulated in the Improvement Fund during the prior fiscal year are applied to the following fiscal year rate calculation to offset operating expenses and reduce the landing fee rate.

The landing fee is expected to remain at \$1.62 per 1,000 lb. units of gross landed weight during FY 2021.

Overall, aviation revenues are projected to decrease primarily due to reductions in commercial revenues and transfers from the Improvement Fund.

Aviation Revenues (cont)



The chart above is a comparison of the FY 2021 and FY 2020 budgets for major categories within Aviation Revenues; overall, there is a decrease in this category with the majority attributed to Concourse Domestic, which decreased by \$16,924,035 (-17.1%).

Landing Fee

LANDING FEE CALCULATION
MIAMI INTERNATIONAL AIRPORT
For Fiscal Years Ended September 30,

Landing Fee Calculation	Budget Calculation		Variance	% Chg.
	FY 2019-20	FY 2020-21		
Airport System Requirement:				
Principal & Interest Requirement	\$372,002,014	\$374,874,590	\$2,872,576	0.8%
Improvement Fund Contribution	0	(19,500,000)	(19,500,000)	100.0%
Less: PFC Revenue	(82,000,000)	(110,000,000)	(28,000,000)	34.1%
Net P & I Requirement	\$290,002,014	\$245,374,590	(\$44,627,424)	-15.4%
Times Coverage Factor	<u>1.20</u>	<u>1.20</u>		
P&I Requirement Plus Coverage	\$348,002,417	\$294,449,508	(\$53,552,909)	-15.4%
Current Expenses	546,033,171	524,285,589	(21,747,582)	-4.0%
Increase/(Decrease) in O&M Reserve	4,942,909	-	(4,942,909)	-100.0%
Deposit from Bond Service Account (Interest)	(3,000,000)	(3,000,000)	0	0.0%
Deposit to Reserve Maintenance Fund	15,000,000	15,000,000	0	0.0%
Subordinate Debt Payment	25,297,584	22,302,789	(2,994,795)	-11.8%
Total Requirement [A]	\$936,276,081	\$853,037,886	(\$83,238,195)	-8.9%
Less: Revenues Net of Landing Fees				
Aviation Fees	\$315,413,523	\$286,701,171	(\$28,712,352)	-9.1%
Terminal Rentals	83,704,971	119,909,733	36,204,763	43.3%
Structure & Other Rentals	68,440,945	92,300,968	23,860,023	34.9%
Commercial Revenues	280,198,318	209,853,550	(70,344,768)	-25.1%
Other Revenues	23,533,488	24,007,921	474,433	2.0%
G/A Airports	10,067,015	10,067,015	0	0.0%
Transfer from Improvement Fund (Deposit to RF)	92,000,000	58,000,000	(34,000,000)	-37.0%
Total Revenues [B]	\$873,358,260	\$800,840,358	(\$72,517,902)	-8.3%
Amount Recovered from Landing Fees [A-B] [C]	\$62,917,822	\$52,197,528	(\$10,720,294)	-17.0%
Less: Sept. collections (prior yr) from Ldg. Fees [D]	\$4,592,881	\$4,527,228	(65,654)	-1.4%
Net Amt Recovered from Landing Fees [C-D] [E]	\$58,324,940	\$47,670,300	(\$10,654,640)	-18.3%
Estimated Landed Weight in 1,000 lb. units (1) [F]	35,950,000	29,390,000	(6,560,000)	-18.2%
Landing Fee Rate (per 1,000 lb. unit) [E/F] [G]	\$1.62	\$1.62	(\$0.00)	0.0%
Total Landing Fee Revenue [G*F+D]	\$62,917,822	\$52,197,528	-\$10,720,294	-17.0%

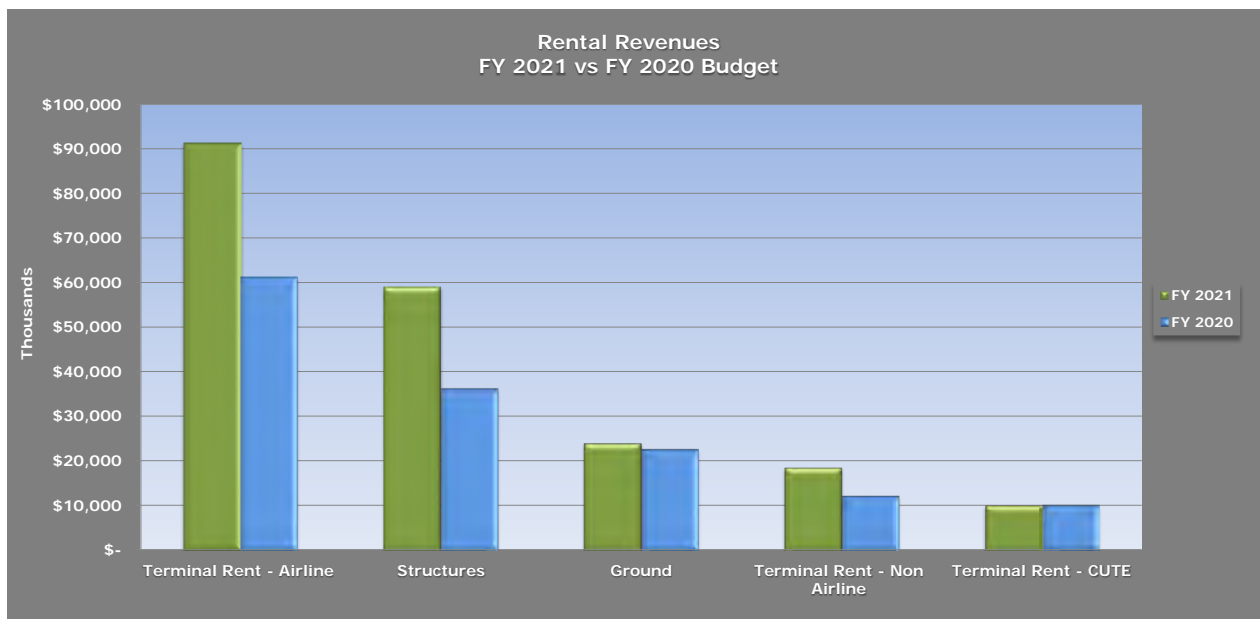
(1) Represents estimated landed weight for 11 months.

Rental Revenues

Rental revenues primarily consist of terminal and non-terminal rental revenues. Terminal rental rates are charged to airline and non-airline tenants and are based on a cost recovery calculation as required by the Airline Use Agreement. Non-terminal revenue is based upon rates determined through the annual appraisal process and charged to tenants performing cargo and aircraft maintenance operations. In addition to building rentals, ground rentals are also charged for land that is leased in conjunction with these facilities that are also determined during the annual appraisal process.

Terminal rental revenues are expected to increase in FY 2021 due to collection of deferred rental payments accumulated during FY 2020. The Aviation Department granted tenants a deferral of rental payments due to the COVID-19 pandemic but are requiring tenants to pay all deferred rent during FY 2021.

Non-terminal rental revenues are expected to increase in FY 2021 due to collection of deferred rental payments accumulated during FY 2020 and higher land appraisal rates for non-terminal buildings such as cargo buildings, engine test cells and cold-storage facilities. Appraisal rates are determined and recommended by independent real estate consulting firms.

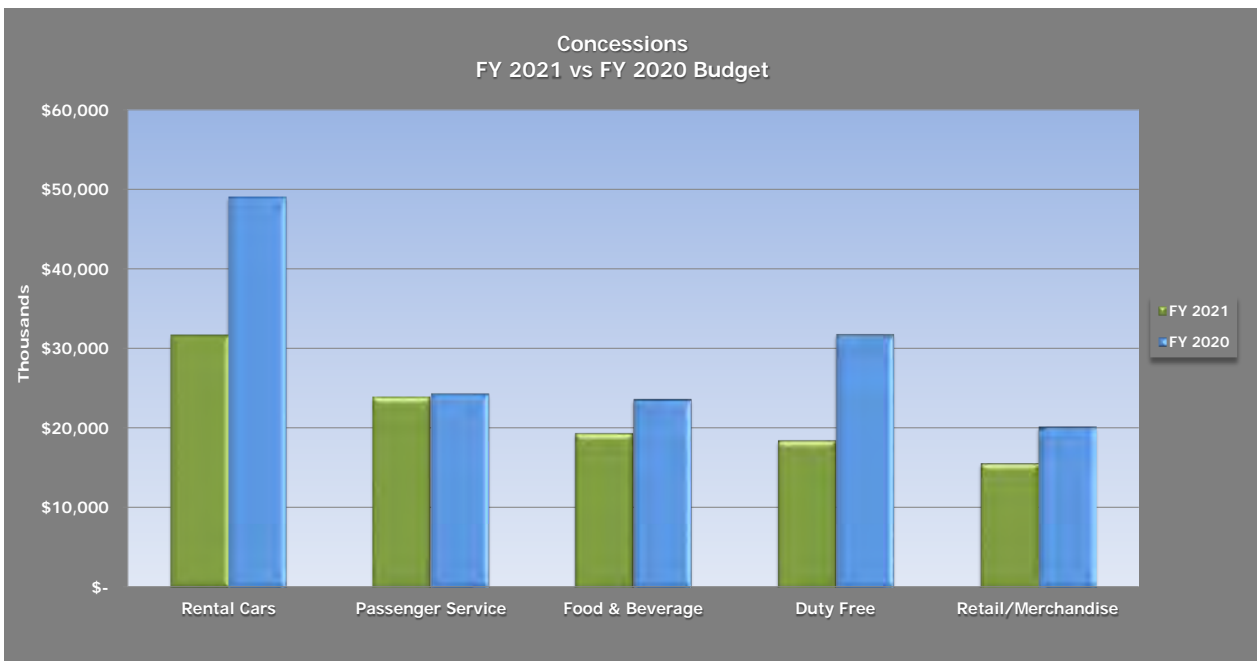


The chart above is a comparison of the FY 2021 and FY 2020 budget of the major categories within Rental Revenues; overall, there is an increase in this category with the majority attributed to Terminal Rent - Airline, which increased by \$30,045,830 (49.1%).

Concessions

Concession revenue is generated from third party companies that conduct business at the Airport and pay the Aviation Department a percentage of their gross revenue. The percentage of gross revenue is submitted as part of the bid process and considered when being selected to operate at MIA. Concession activities within the terminal include food and beverage, retail, duty free shops, passenger services and others. Duty Free shops and passenger services generate the highest proportion of revenues within the terminal. Examples of passenger services include advertising, various baggage services, currency exchange and luggage carts. Concession activities considered outside of the terminal include rental cars, aeronautical services, ground transportation, in-flight food services and others. Rental cars and aeronautical services generate the highest proportion of revenues outside of the terminal. Examples of aeronautical services include cargo handling, aircraft repair & maintenance and services performed by GASP (General Aeronautical Services Permittee) companies.

Concession revenues are projected to decrease substantially in FY 2021 due to COVID-19 pandemic. Rental cars, Duty-Free Stores, food & beverage, and retail & merchandise contribute to most of the decline due to a decrease in passengers. Rental car revenue also continues to be negatively affected by Transportation Network Entities such as Uber, Lyft and others.

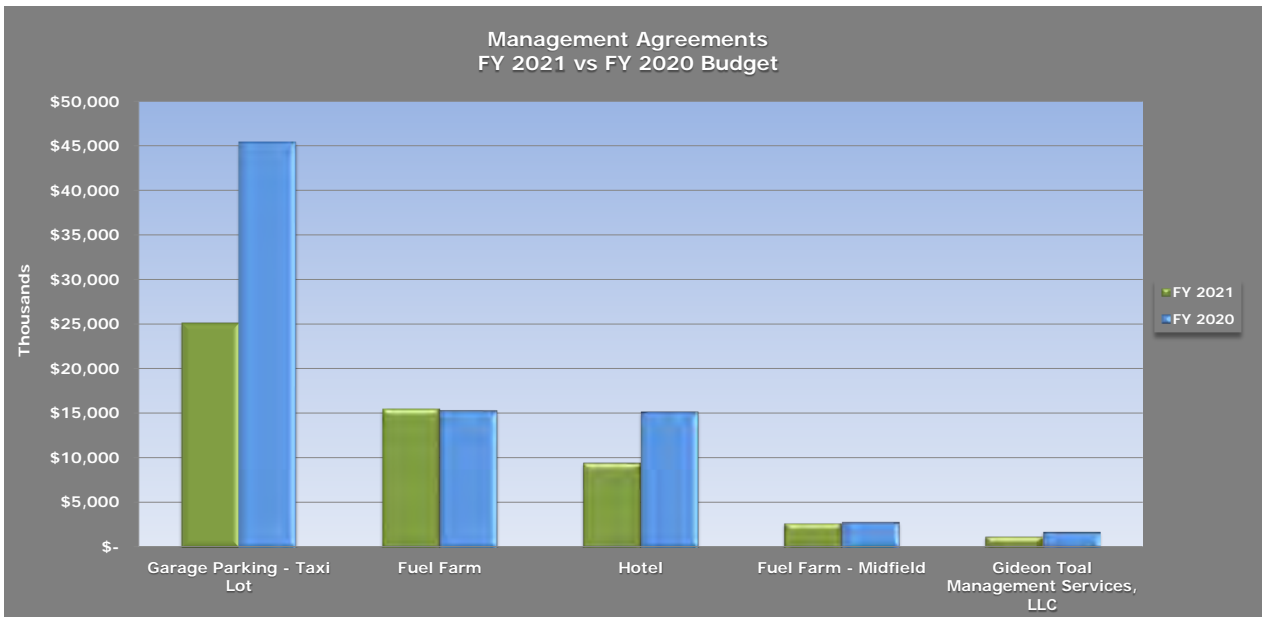


The chart above is a comparison of the FY 2021 and FY 2020 budget of the major categories within Concessions; overall, there is a decrease in this category with the majority attributed to Rental Cars, which decreased by \$17,389,893 (-35.5%) and Duty Free, which decreased by \$13,412,406 (-42.2%).

Management Agreements

Management Agreement companies operate at Miami International Airport under the condition that the Aviation Department collects all revenues and pays all expenses including a management fee. The management fee is paid when revenues exceed expenses and can be fixed, variable, or a combination of fixed and variable. Passenger vehicle parking (garage parking) is by far the highest contributor to Management Agreement revenues.

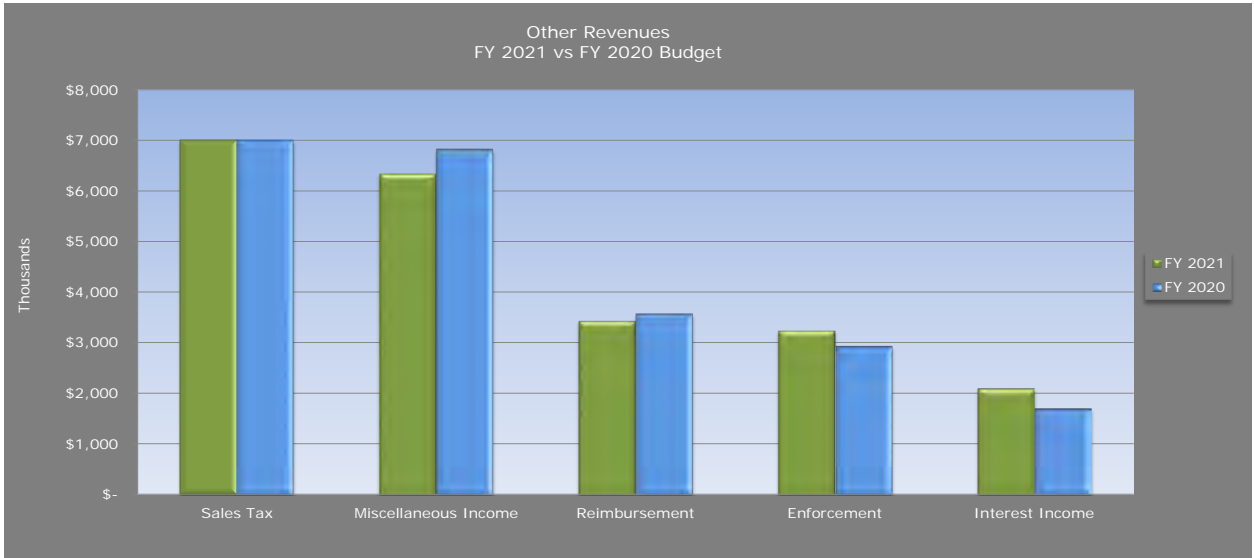
Management Agreement revenue is projected to decrease in FY 2021 primarily due to lower garage parking and airport hotel revenue. Garage parking revenue, which also includes taxi lot revenue, was reduced substantially to consider the ongoing decline in passengers due to the COVID-19 pandemic and the continued effect of Transportation Network Entities. Airport Hotel revenues are projected to decline due to the lower passengers and cancellation of some international flights.



The chart above is a comparison of the FY 2021 and FY 2020 budget of the major categories within Management Agreements; overall, there is a decrease in this category with the majority attributed to Garage Parking-Taxi Lot, which decreased by \$20,290,872 (-44.7%).

Other Revenues

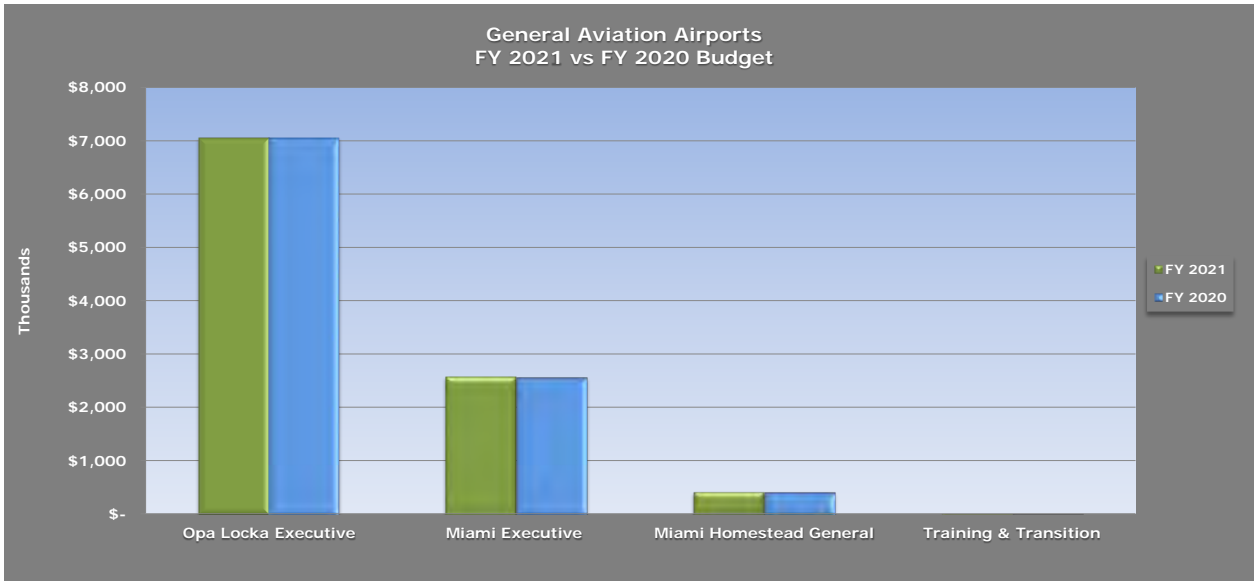
Other Revenues consist of various items including delinquency charges, expense refunds, interest income, security deposits, grant reimbursement, miscellaneous income and sales tax. Other revenues are projected to increase in FY 2021 due to higher interest income, delinquency charges and grants. Interest income is expected to increase due to higher interest earned on invested funds. Delinquency charges are expected to increase due to economic hardship resulting from the COVID-19 pandemic, while grant revenue is expected to increase due to higher grants for Police K9, TSA, and Law Enforcement.



The chart above is a comparison of the FY 2021 and FY 2020 budget of the major categories within Other Revenues; overall, there is an increase in this category with the majority attributed to Interest Income, which increased by \$400,000 (23.5%) and Enforcement, which increased by \$309,425 (10.6%).

General Aviation Airports

General Aviation Airport revenues are generated from building rentals, ground rentals, aircraft parking, training & transition approaches, special events, fuel & oil sales, and sales taxes collected at the Department's four general aviation facilities. General Aviation Airport revenues are projected to remain flat during FY 2021. While some revenue categories such as miscellaneous income and sales tax are expected to decline, the increase in fuel & oil sales at Miami-Opa locka Executive and Miami Executive, is projected to compensate for this decline.



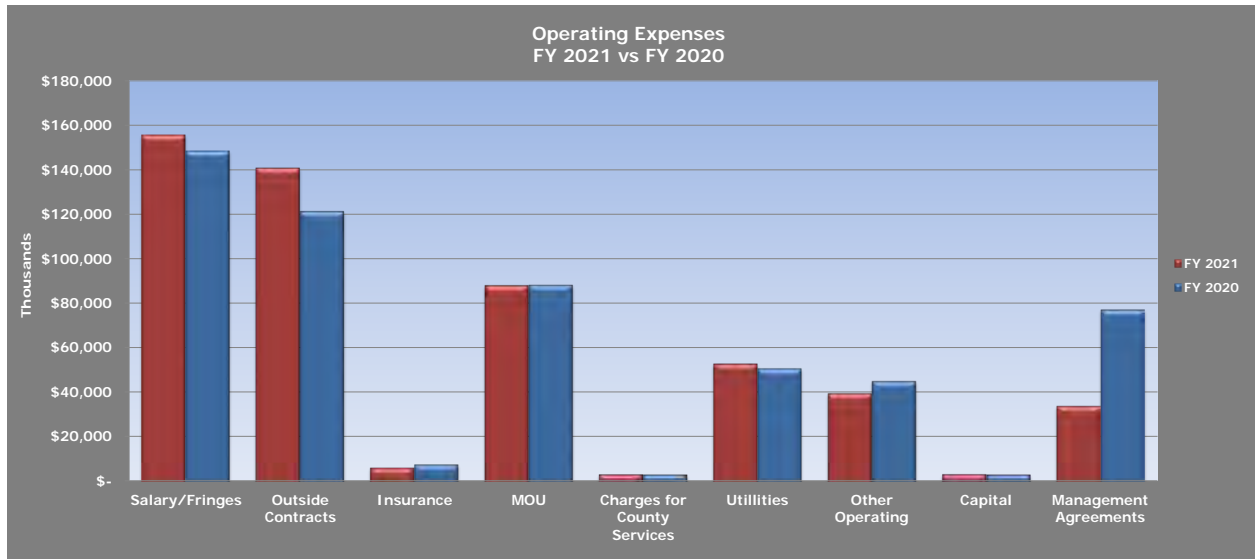
The chart above is a comparison of the FY 2021 and FY 2020 budget of the major categories within General Aviation Airports; there was no change in this category.

Budget Overview: Operating Expenses

Budget Comparison

	<i>Actual</i> FY 2019	<i>Adopted</i> Budget FY 2020	<i>Adopted</i> Budget FY 2021	<i>Inc/(Dec)</i> FY 2021 vs FY 2020	
				\$	%
Salary/Fringes					
Regular	\$94,953,901	\$102,094,690	\$107,356,882	\$5,262,192	5.2%
Over-time	3,708,172	4,432,926	4,300,770	(132,156)	-3.0%
Fringes	38,389,804	42,049,975	43,970,517	1,920,542	4.6%
Total Salary/Fringes	\$137,051,877	\$148,577,591	\$155,628,169	\$7,050,577	4.7%
Outside Contracts	94,260,199	121,411,310	140,780,153	19,368,843	16.0%
Insurance	7,389,524	7,835,300	6,347,507	(1,487,793)	-19.0%
MOU	88,257,831	88,346,378	88,122,119	(224,259)	-0.3%
Charges for County Services	2,821,059	3,232,061	3,348,261	116,200	3.6%
Utilities	60,148,491	50,886,534	52,974,859	2,088,325	4.1%
Other Operating	20,812,826	45,197,291	39,702,987	(5,494,304)	-12.2%
Capital	2,520,491	3,256,450	3,404,865	148,415	4.6%
Total Other	\$276,210,421	\$320,165,324	\$334,680,751	\$14,515,427	4.5%
Management Agreements	67,647,554	77,290,258	33,976,664	(43,313,594)	-56.0%
Total Operating Expenses	\$480,909,852	\$546,033,173	\$524,285,584	(\$21,747,590)	-4.0%
Transfer to Improvement Fund	119,434,367	58,000,402	52,772,013	(5,228,389)	-9.0%
Transfer to Debt Service-Sinking Fund	311,794,460	287,002,014	242,374,590	(44,627,424)	-15.5%
Transfer to Reserve Maintenance	15,000,000	15,000,000	15,000,000	-	0.0%
Subordinate Debt-Energy Performance Contracts	4,563,099	10,003,821	7,015,526	(2,988,295)	100.0%
DB GOB Debt Service Account	15,326,013	15,293,763	15,287,263	(6,500)	0.0%
Total Transfers	466,117,938	\$385,300,000	\$332,449,392	(\$52,850,608)	-13.7%
Cash Reserve	86,157,359	92,825,639	89,128,549	(3,697,089)	-4.0%
Total Expenses & Transfers	\$1,033,185,149	\$1,024,158,812	\$945,863,525	(\$78,295,287)	-7.6%

Budget Comparison (cont)



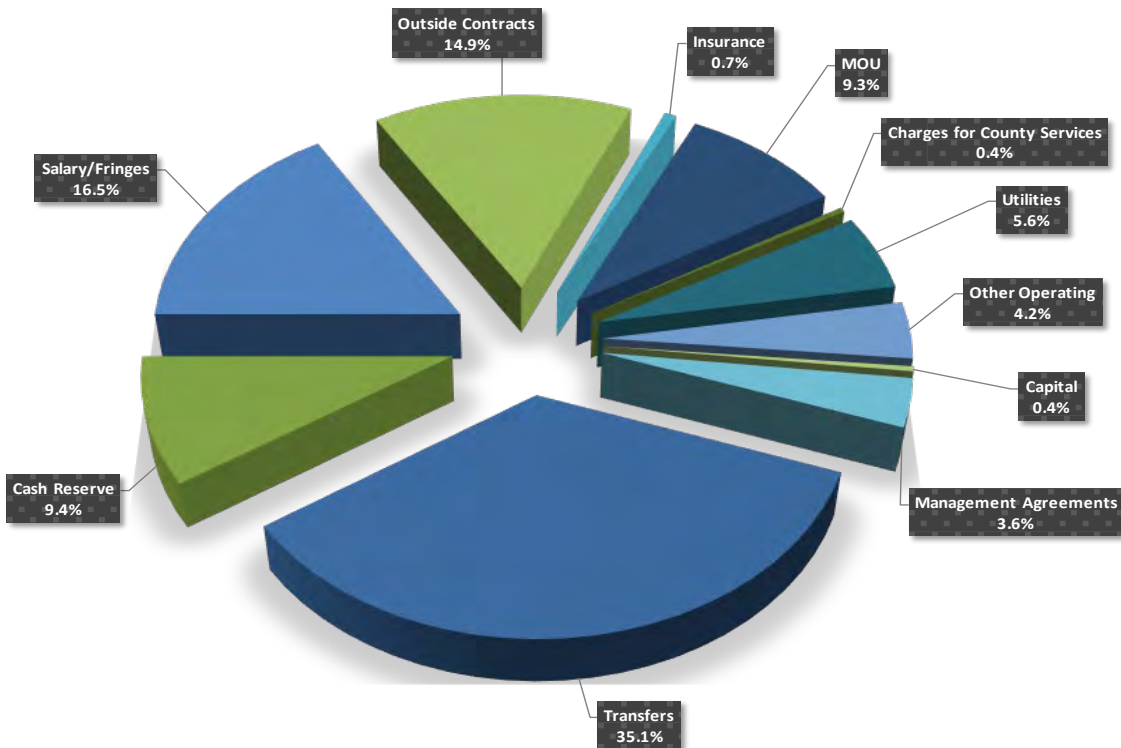
The chart above is a comparison of the FY 2021 and FY 2020 budgeted operating expenses by category; overall operating expenses decreased by \$21,747,589 (-4.0%). The major decrease is reflected in Management Agreements and Other Operating which is offset by an increase in Salary/Fringes and Outside Contracts.

Major Drivers

FY 2019-20 Budget	\$1,024,158,812
Proposed personnel costs	
Salary/Fringe Adjustments	7,182,734
Decrease in over-time	(132,156)
Proposed variance in personnel costs	1,031,209,390
Outside Contract Services	19,368,843
Insurance	(1,487,793)
MOU	(224,259)
Charges for County Services	116,200
Utilities	2,088,325
Other Operating	(5,494,304)
Capital	148,415
Management Agreements	(43,313,594)
Transfers	(52,850,608)
Cash Reserve	(3,697,090)
FY 2020-21 Budget	\$945,863,525

Budget by Category

Category	Adopted Budget FY 2021
Salary/Fringes	\$155,628,169
Outside Contracts	140,780,153
Insurance	6,347,507
MOU	88,122,119
Charges for County Services	3,348,261
Utilities	52,974,859
Other Operating	39,702,987
Capital	3,404,865
Management Agreements	33,976,664
Transfers	332,449,392
Cash Reserve	89,128,549
Total	<u>\$945,863,525</u>



The chart above represents the categories within the operating and non-operating expenses as a percentage of the total. The major component of the operating expenses is Salary/Fringes with 16.5%, while the major component of non-operating expenses is Transfers with 35.1%.

Narrative Overview

The Aviation Department's total expenses, including non-operating expenses are estimated to decrease from \$1,024,158,812 in FY 2020 to \$945,863,525 in FY 2021. This represents a decrease of \$78,295,287 (-7.6%).

Operating Expenses

- **Salary** includes regular, overtime, sick, annual, holiday leave, etc. Regular salaries increased by \$5,130,036 (4.8%) from \$106,527,616 in FY 2020 to \$111,657,652 in FY 2021.
- **Fringes** includes the Department's contribution for social security, retirement, health insurance, life insurance, workmen's compensation insurance, unemployment insurance, long-term disability insurance and short-term disability insurance. Fringes will increase by \$1,920,542 (4.6%), from \$42,049,975 in FY 2020 to \$43,970,517 in FY 2021.
- **Outside Contractual Services** represents expenses for services provided by outside sources. These expenses increased by \$19,368,843 (16.0%) from \$121,411,310 in FY 2020 to \$140,780,153 in FY 2021.
- **Insurance** includes expenses for various types of insurance premiums such as motor vehicle liability, fire/property, airport public liability, deductible claims liability, etc. These expenses will decrease by \$1,487,793 (-19.0%), from \$7,835,300 in FY 2020 to \$6,347,507 in FY 2021.
- **MOU** includes reimbursements for services provided by other Miami-Dade County Departments, such as the Miami-Dade Police Department, Miami-Dade Fire Rescue Department, Enterprise Technology Services Department (ETSD), and Department of Environmental Resource Management (DERM). These expenses will decrease by \$224,259 (-0.3%) from \$88,346,378 in FY 2020 to \$88,122,119 in FY 2021.
- **Charges for County Services** include the Aviation Department's indirect payment to the County for support services. General & Administrative Support expenses increased by \$116,200 (3.6%), from \$3,232,061 in FY 2020 to \$3,348,261 in FY 2021.
- **Utilities** include expenses for telephone, gas, electric, water, waste collection, and storm water utility services. These expenses are expected to increase by \$2,088,325 (4.1%) from \$50,886,534 in FY 2020 to \$52,974,859 in FY 2021.

Narrative Overview (cont)

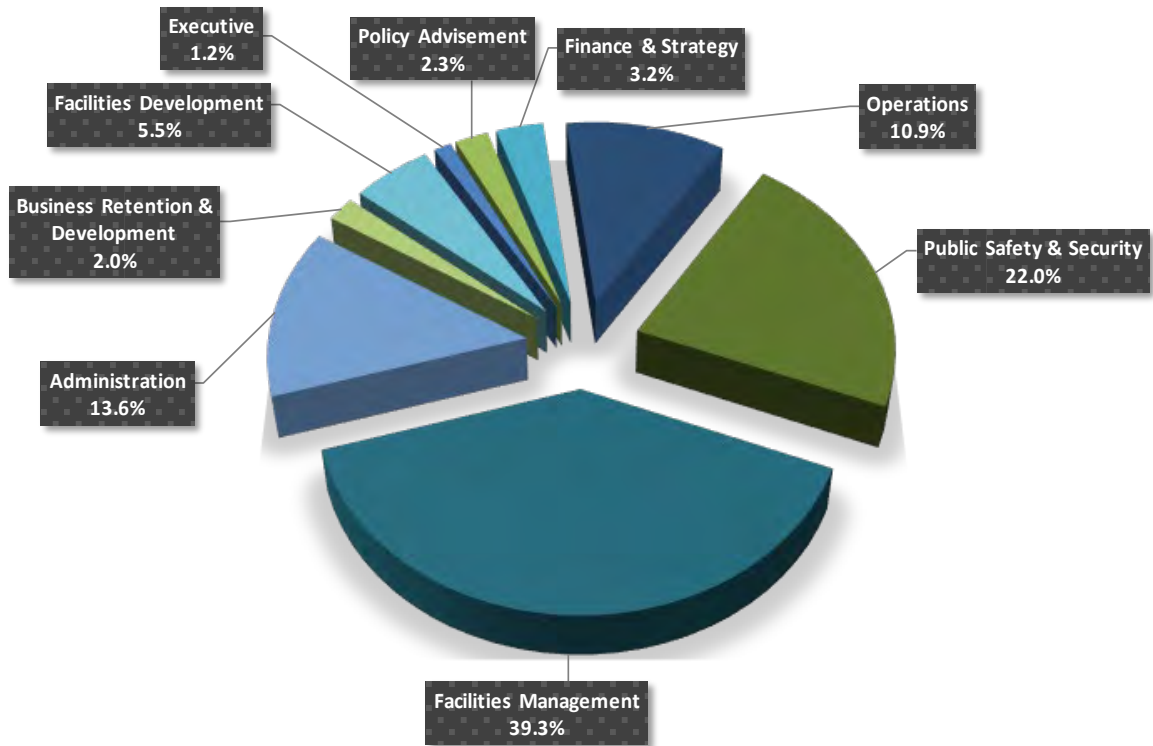
- **Other Operating** represents expenses that support the daily administrative and operational functions of the various divisions within the Department. These expenses are expected to decrease by \$5,494,304 (-12.2%) from \$45,197,291 in FY 2020 to \$39,702,987 in FY 2021.
- **Capital** includes expenses for purchases costing \$1,000 or more and with a life expectancy of one year or more. These expenses are expected to increase by \$148,415 (4.6%), from \$3,256,450 in FY 2020 to \$3,404,865 in FY 2021.
- **Management Agreements** includes expenses associated with the various management companies and operating agreements (refer to Supplemental Data section for more detail). These expenses will decrease by \$43,313,594 (-56.0%), from \$77,290,258 in FY 2020 to \$33,976,664 in FY 2021.

Non-Operating Expenses

- **Transfers** include transfers made from the Revenue Fund to various funds such as Improvement, Debt Service-Sinking, Reserve Maintenance, Subordinate Debt-Energy Performance Contract, and Double-Barreled Bond. Transfers are expected to decrease by \$52,850,608 (-13.7%), from \$385,300,000 in FY 2020 to \$332,449,392 in FY 2021.

Budget by Group

Group	Adopted Budget FY 2021
Executive	\$5,005,532
Policy Advisement	9,693,812
Finance & Strategy	13,762,363
Operations	46,495,366
Public Safety & Security	93,658,505
Facilities Management	167,316,450
Administration	57,684,599
Business Retention & Development	8,334,400
Facilities Development	23,279,155
Total	<u><u>\$425,230,182</u></u>



The chart above represents the budgeted expenses by Group as a percentage of the total. The major contributor is the Facilities Management Group which makes up 39.3%.

Expense Summary by Group

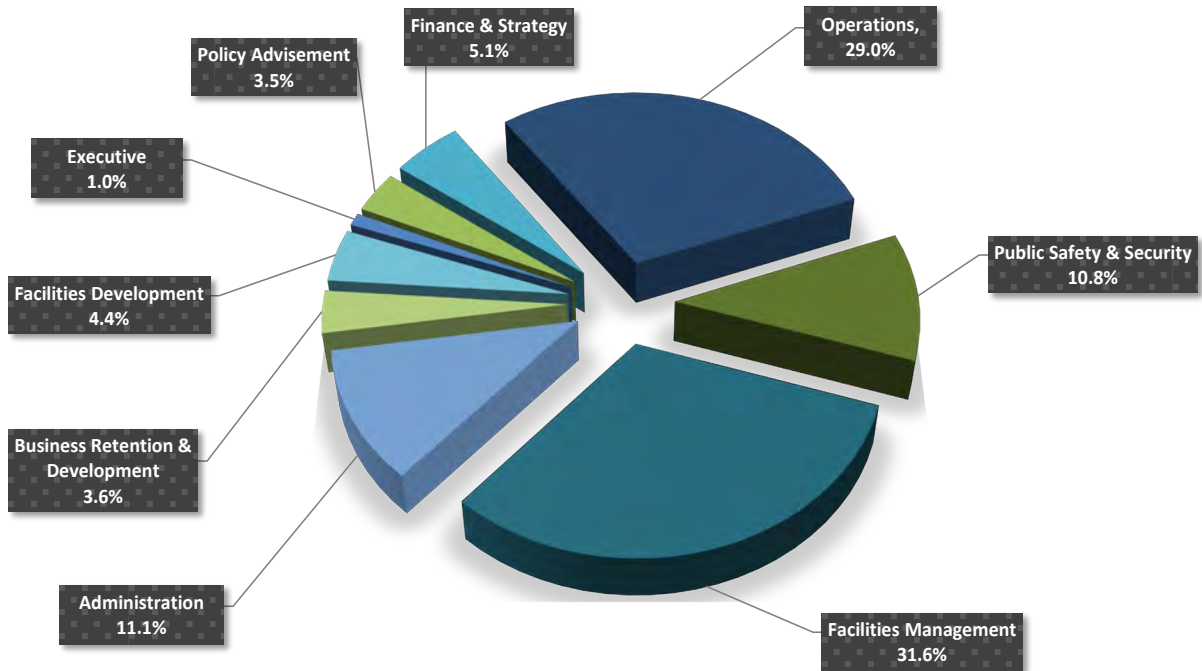
	<i>Actual</i> <i>FY 2019</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2020</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2021</i>	<i>Inc/(Dec)</i> <i>FY 2021 vs FY 2020</i>	
				<i>\$</i>	<i>%</i>
Executive Group					
Salary/Fringes	3,515,871	3,201,998	3,242,705	40,707	1.3%
Outside Contracts	169,713	549,150	399,072	(150,078)	-27.3%
MOU	200,418	1,000,000	1,000,000	-	0.0%
Other Operating	375,516	567,130	363,755	(203,375)	-35.9%
Capital	-	-	-	-	0.0%
Total	\$4,261,517	\$5,318,278	\$5,005,532	(\$312,746)	-5.9%
Policy Advisement Group					
Salary/Fringes	4,948,456	5,703,094	5,879,399	176,305	3.1%
Outside Contracts	1,458,741	2,099,135	1,865,153	(233,982)	-11.1%
MOU	1,146,625	1,413,000	1,303,000	(110,000)	-7.8%
Other Operating	274,771	692,092	541,260	(150,832)	-21.8%
Capital	116,000	95,000	105,000	10,000	10.5%
Total	\$7,944,593	\$10,002,321	\$9,693,812	(\$308,509)	-3.1%
Finance & Strategy Group					
Salary/Fringes	6,815,176	7,947,579	8,187,548	239,969	3.0%
Outside Contracts	4,572,881	5,403,500	4,783,480	(620,020)	-11.5%
MOU	42,219	58,000	55,000	(3,000)	-5.2%
Other Operating	501,327	873,315	736,335	(136,980)	-15.7%
Capital	-	-	-	-	0.0%
Total	\$11,931,603	\$14,282,394	\$13,762,363	(\$520,031)	-3.6%
Operations Group					
Salary/Fringes	38,732,895	41,178,419	41,952,419	774,000	1.9%
Outside Contracts	541,136	807,620	653,228	(154,392)	-19.1%
MOU	1,360,803	1,384,000	1,709,000	325,000	23.5%
Utilities	231,585	315,000	305,000	(10,000)	-3.2%
Other Operating	177,995	1,472,869	1,141,994	(330,875)	-22.5%
Capital	356,938	1,188,960	733,725	(455,235)	-38.3%
Total	\$41,401,353	\$46,346,868	\$46,495,366	\$148,498	0.3%
Public Safety & Security Group					
Salary/Fringes	8,301,725	9,553,488	12,781,692	3,228,204	33.8%
Outside Contracts	154,319	1,741,200	988,305	(752,895)	-43.2%
Insurance	394,500	84,300	80,900	(3,400)	-4.0%
MOU	77,971,567	75,965,489	76,177,163	211,674	0.3%
Charges for County Services	1,175,474	1,398,400	1,431,100	32,700	2.3%
Utilities	30,512	154,420	89,420	(65,000)	-42.1%
Other Operating	1,102,239	1,613,957	1,841,925	227,968	14.1%
Capital	41,320	245,800	268,000	22,200	9.0%
Total	\$89,171,655	\$90,757,054	\$93,658,505	\$2,901,451	3.2%
Facilities Management Group					
Salary/Fringes	43,596,741	46,803,730	47,198,262	394,532	0.8%
Outside Contracts	66,075,668	80,968,176	106,089,743	25,121,567	31.0%
MOU	534,403	629,405	593,324	(36,081)	-5.7%
Utilities	3,169,149	3,030,000	3,030,000	-	0.0%
Other Operating	8,594,597	10,417,928	8,333,671	(2,084,257)	-20.0%
Capital	1,625,941	1,117,000	2,071,450	954,450	85.4%
Total	\$123,596,499	\$142,966,239	\$167,316,450	\$24,350,211	17.0%

Expense Summary by Group (cont)

	<i>Actual</i> <i>FY 2019</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2020</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2021</i>	<i>Inc/(Dec)</i> <i>FY 2021 vs FY 2020</i>	
				<i>\$</i>	<i>%</i>
Administration Group					
Salary/Fringes	19,134,159	19,725,409	21,427,404	1,701,995	8.6%
Outside Contracts	9,869,885	12,943,998	12,374,426	(569,572)	-4.4%
Insurance	6,995,024	7,751,000	6,266,607	(1,484,393)	-19.2%
MOU	6,596,938	7,336,484	6,847,632	(488,852)	-6.7%
Charges for County Services	307,167	260,389	200,389	(60,000)	-23.0%
Utilities	9,003,900	9,057,114	8,287,114	(770,000)	-8.5%
Other Operating	1,294,401	2,525,143	2,054,337	(470,806)	-18.6%
Capital	380,292	609,690	226,690	(383,000)	-62.8%
Total	\$53,581,765	\$60,209,227	\$57,684,599	(\$2,524,628)	-4.2%
Business Retention & Development Group					
Salary/Fringes	4,675,408	6,252,199	6,151,090	(101,109)	-1.6%
Outside Contracts	309,864	639,855	693,300	53,445	8.4%
MOU	-	40,000	20,000	(20,000)	-50.0%
Other Operating	1,448,127	1,732,457	1,470,010	(262,447)	-15.1%
Capital	-	-	-	-	0.0%
Total	\$6,433,400	\$8,664,511	\$8,334,400	(\$330,111)	-3.8%
Facilities Development Group					
Salary/Fringes	7,331,446	8,211,675	8,807,650	595,975	7.3%
Outside Contracts	10,101,081	14,680,000	11,824,480	(2,855,520)	-19.5%
MOU	404,858	520,000	417,000	(103,000)	-19.8%
Utilities	2,028,664	2,100,000	2,033,325	(66,675)	-3.2%
Other Operating	53,642	179,400	196,700	17,300	9.6%
Capital	-	-	-	-	0.0%
Total	\$19,919,691	\$25,691,075	\$23,279,155	(\$2,411,920)	-9.4%
Total of all Groups					
Salary/Fringes	137,051,877	148,577,591	155,628,169	7,050,578	4.7%
Outside Contracts	93,253,288	119,832,634	139,671,187	19,838,553	16.6%
Insurance	7,389,524	7,835,300	6,347,507	(1,487,793)	-19.0%
MOU	88,257,831	88,346,378	88,122,119	(224,259)	-0.3%
Charges for County Services	1,482,641	1,658,789	1,631,489	(27,300)	-1.6%
Utilities	14,463,809	14,656,534	13,744,859	(911,675)	-6.2%
Other Operating	13,822,615	20,074,291	16,679,987	(3,394,304)	-16.9%
Capital	2,520,491	3,256,450	3,404,865	148,415	4.6%
Total	\$358,242,077	\$404,237,967	\$425,230,182	\$20,992,215	5.2%

Personnel by Group

Group	Adopted Budget FY 2021
Executive	15
Policy Advisement	50
Finance & Strategy	73
Operations	415
Public Safety & Security	154
Facilities Management	452
Administration	159
Business Retention & Development	51
Facilities Development	63
Total	1,432

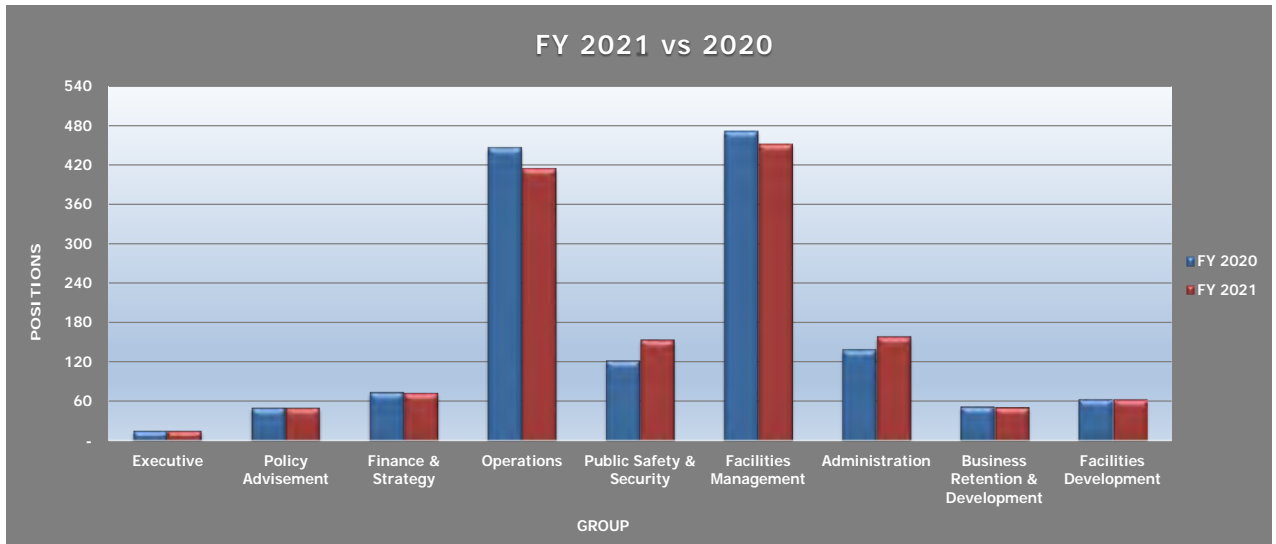


The chart above represents the budgeted positions by Group as a percentage of the total; the Group that comprises the majority of the positions is the Facilities Management Group with 31.6%.

Personnel Summary by Group

	<i>Actual FY 2019</i>	<i>Adopted Budget FY 2020</i>	<i>Adopted Budget FY 2021</i>	<i>Inc/(Dec) FY21 vs FY20</i>
Executive Group				
Executive	8	8	8	-
Legal	8	7	7	-
Total	16	15	15	-
Policy Advisement				
Governmental Affairs	4	4	4	-
Fine Arts & Cultural Affairs	2	2	2	-
Customer Initiatives	-	-	8	8
Communications & Digital Marketing	16	19	9	(10)
Marketing	8	10	11	1
Professional Compliance	4	4	5	1
Protocol & International Affairs	10	11	11	-
Total	44	50	50	-
Finance & Strategy Group				
Finance & Strategy	7	8	8	-
Accounting	40	45	45	-
Capital Finance	4	5	5	-
Program Controls	10	11	10	(1)
Financial Planning & Performance Analysis	4	5	5	-
Total	65	74	73	(1)
Operations Group				
Operations	3	3	4	1
Airside Operations	119	121	120	(1)
Terminal Operations	148	153	121	(32)
Landside Operations	139	142	142	-
General Aviation Airports	20	23	23	-
Noise Abatement	4	4	5	1
Total	433	446	415	(31)
Public Safety & Security Group				
Security & Safety	108	122	154	32
Total	108	122	154	32
Facilities Management Group				
Facilities Management	10	10	11	1
Maintenance	418	461	441	(20)
Total	428	471	452	(19)
Administration Group				
Administration	3	3	3	-
Human Resources	26	30	31	1
Contracts Administration	3	5	6	1
Information Systems	68	71	90	19
Minority Affairs	6	2	1	(1)
Commodities Management	27	28	28	-
Total	133	139	159	20
Business Retention & Development Group				
Business Retention & Development	3	6	4	(2)
Real Estate Management & Development	25	29	27	(2)
Airport Concessions Business Development	5	10	13	3
Communications, Hospitality, & Transportation Services	6	7	7	-
Total	39	52	51	(1)
Facilities Development Group				
Facilities Development	2	3	3	-
Facilities	26	34	34	-
Aviation Planning, Land-Use & Grants	9	11	11	-
Civil Environmental Engineering	15	15	15	-
Total	52	63	63	-
Department Total	1,318	1,432	1,432	-

Personnel Summary by Group (cont)



The chart above is a comparison by group between the number of positions budgeted for FY 2021 and FY 2020; the major change was in the Operations Group and Public Safety & Security Group due to the reorganization of staff.

Personnel Changes by Group

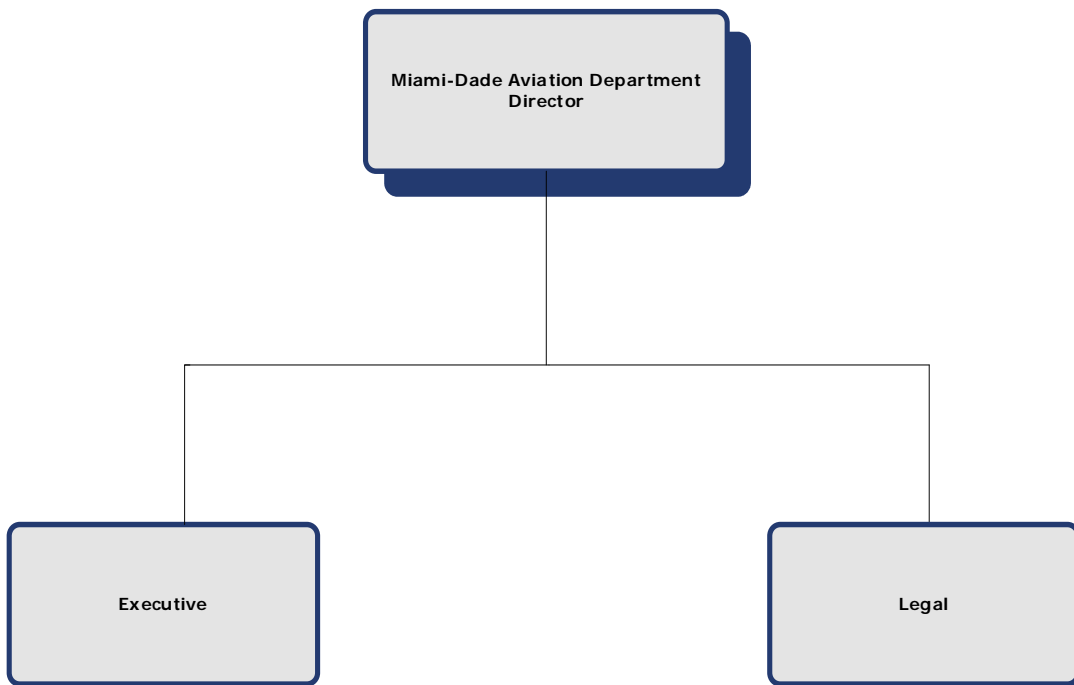
Group	Purpose
<p>Policy Advisement</p> <p>Transfer of one Customer Service Manager to Administration and reclass to Human Resources Manager</p> <p>Transfer of one Aviation Trade Development Coordinator from Business Retention & Development and reclass to Administrative Officer 2</p>	<p>To oversee the area of labor and discipline within Human Resources</p> <p>To provide support for disabled staff</p>
<p>Finance & Strategy</p> <p>Transfer of one Aviation Sr. Cost Manager to Operations and reclass to Aviation Operations Strategic Manager</p>	<p>To provide administrative support functions</p>
<p>Operations</p> <p>Transfer of one Aviation Sr. Cost Manager from Finance & Strategy and reclass to Aviation Operations Strategic Manager</p> <p>Transfer of one Airport Operations Supervisor, three Airport Operations Sr. Agent, four Airport Operations Agent and 24 Airport Operations Specialist to Public Safety & Security</p>	<p>To provide administrative support functions</p> <p>To consolidate the security functions of the terminal area</p>
<p>Public Safety & Security</p> <p>Transfer of one Airport Operations Supervisor, three Airport Operations Sr. Agent, four Airport Operations Agent and 24 Airport Operations Specialist from Operations</p>	<p>To consolidate the security functions of the terminal area</p>
<p>Facilities Management</p> <p>Transfer of one Airport Building Systems Manager, two Airport Building Systems Specialist, 3 Airport Electronic Electrical Equipment Technician 2, 12 Airport Electronic Electrical Equipment Technician 1, and one Airport Electronic Electrical Systems Supervisor to Administration</p>	<p>To provide support with the security matrix, infrastructure, and video service functions</p>
<p>Administration</p> <p>Transfer of one Customer Service Manager from Policy Advisement and reclass to Human Resources Manager</p>	<p>To oversee the area of labor and discipline within Human Resources</p>
<p>Transfer of one Airport Building Systems Manager, two Airport Building Systems Specialist, 3 Airport Electronic Electrical Equipment Technician 2, 12 Airport Electronic Electrical Equipment Technician 1 and one Airport Electronic Electrical Systems Supervisor from Facilities Management</p>	<p>To provide support with the security matrix, infrastructure, and video service functions</p>
<p>Business Retention & Development</p> <p>Transfer of one Aviation Trade Development Coordinator to Policy Advisement and reclass to Administrative Officer 2</p>	<p>To provide support for disabled staff</p>

Executive Group

Overview

The Executive Group provides leadership and direction to the department staff in accomplishing the stated goals and objectives. The Group consists of the Executive, and Legal Divisions.

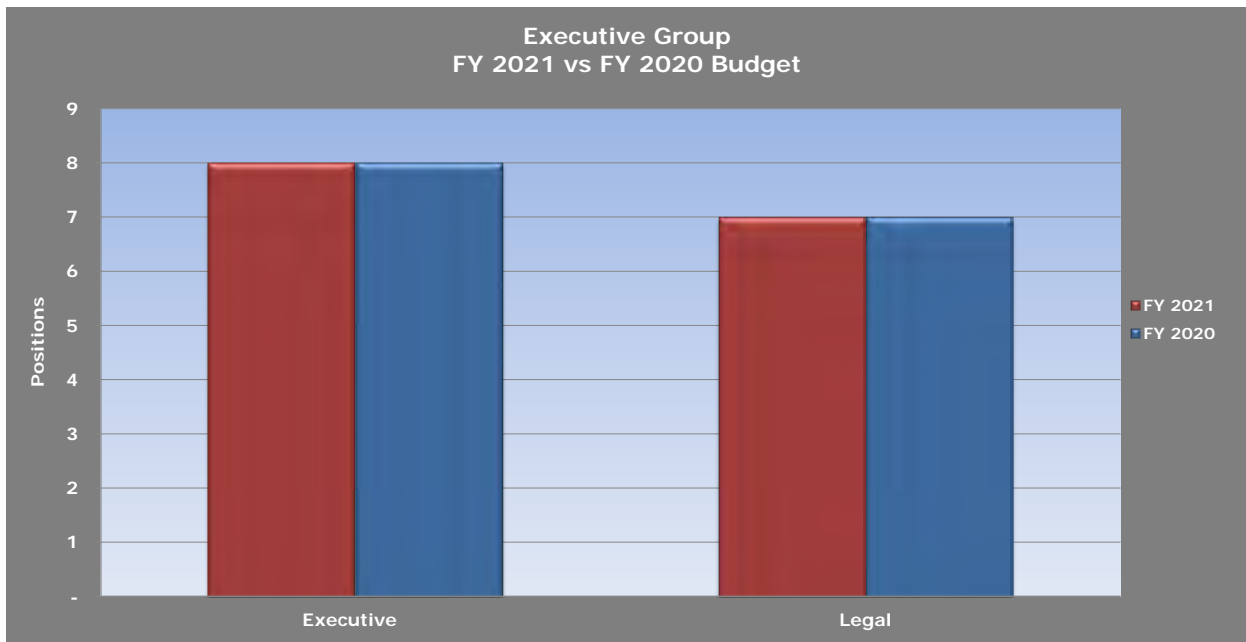
Organizational Structure



Total Positions		
19-20		20-21
15		15

Personnel Summary

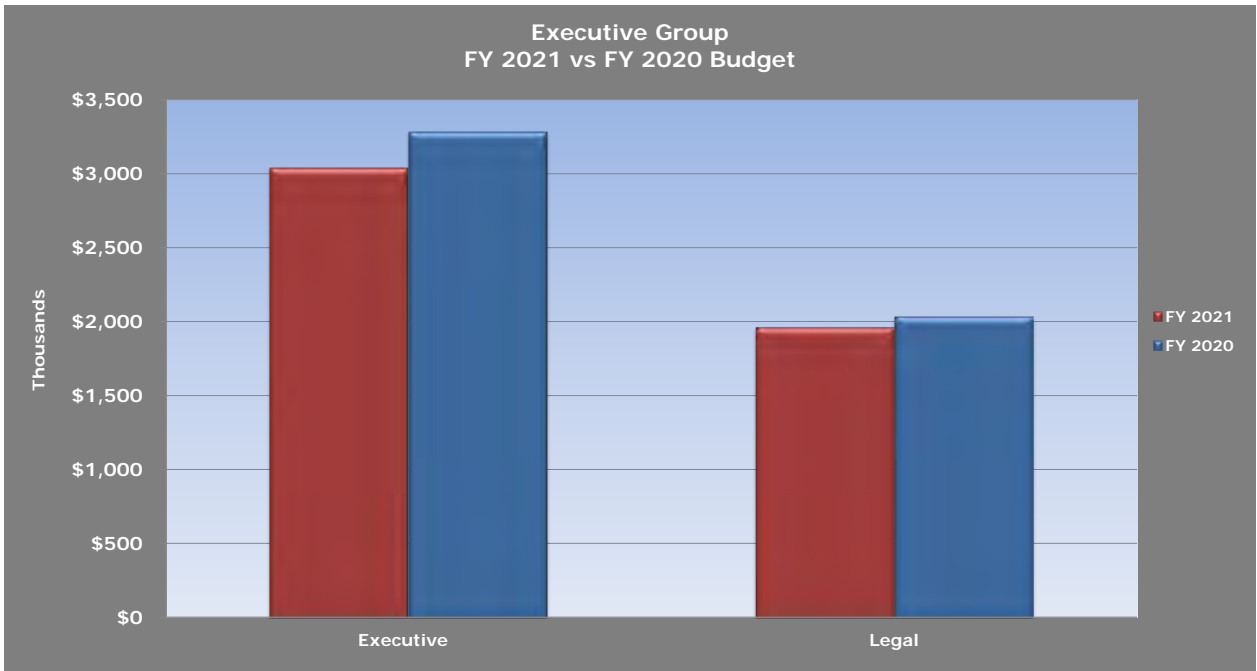
	<i>Actual FY 2019</i>	<i>Adopted Budget FY 2020</i>	<i>Adopted Budget FY 2021</i>	<i>Inc/(Dec) FY21 vs FY20</i>
Executive	8	8	8	-
Legal	8	7	7	-
Total	16	15	15	-



The chart above is a comparison of the FY 2021 and FY 2020 budgeted positions for the divisions in the Executive Group; overall there is no change in personnel.

Expense Summary

	<i>Actual FY 2019</i>	<i>Adopted Budget FY 2020</i>	<i>Adopted Budget FY 2021</i>	<i>Inc/(Dec) FY 2021 vs FY 2020</i>	
				<i>\$</i>	<i>%</i>
Executive	\$2,200,090	\$3,283,707	\$3,041,890	(\$241,817)	-7.4%
Legal	2,061,428	2,034,571	1,963,642	(70,929)	-3.5%
Total	\$4,261,517	\$5,318,278	\$5,005,532	(\$312,746)	-5.9%



The chart above is a comparison of the FY 2021 and FY 2020 budgeted expenses for the divisions in the Executive Group; overall there is a decrease in expenses, with the major decrease reflected in the Executive Division.

Group Goal(s)/Performance Measures

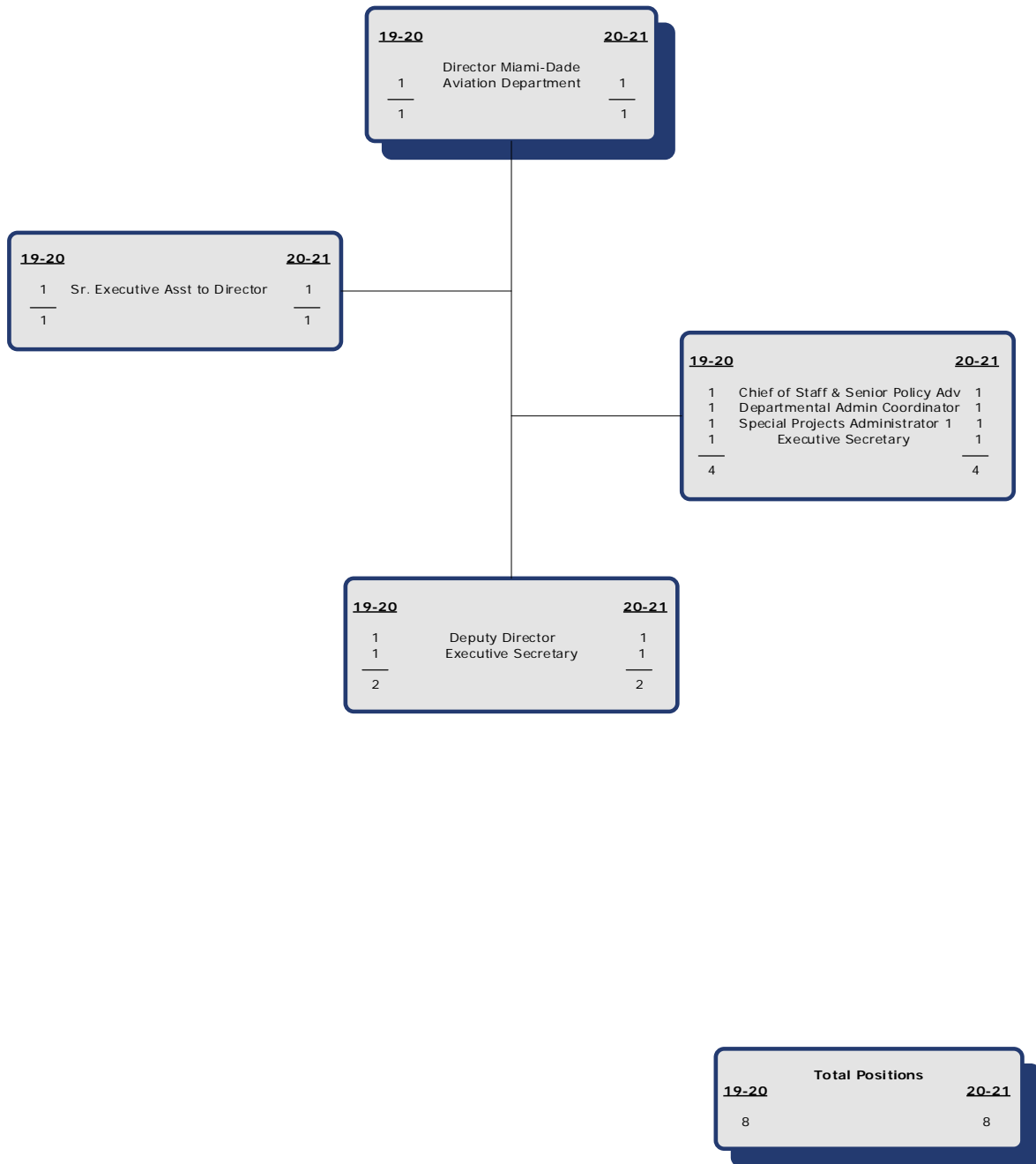
Non-Applicable

Accomplishments for FY 2020

- Promoted MIA and the General Aviation Airports to potential business partners
- Projected a world-class image of Miami-Dade County to our valued passengers
- Protected our assets in a competitive marketplace
- Strengthened our community's connection to the world through new international airlines, passenger destinations, and trade routes

Executive

Organizational Structure



Mission Statement

The mission of the Executive Division is to provide the Department staff with leadership and direction in order to accomplish the stated County-wide goals and objectives.

Responsibilities

- Directing overall management
- Providing long-term vision and logistics
- Implementing legislative policy and directives from the County Manager's Office
- Providing day-to-day management through the Deputy Director
- Promoting positive collaborative relationships with business partners and the community

Personnel Summary

<i>OCC</i>		<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>
<i>Code</i>	<i>Occupational Title</i>	<i>FY 2019</i>	<i>Budget</i>	<i>Budget</i>	<i>FY21 vs FY20</i>
			<i>FY 2020</i>	<i>FY 2021</i>	
5197	Director Miami-Dade Aviation Department	1	1	1	-
5196	Deputy Director Miami-Dade Aviation Department	1	1	1	-
1496	Senior Executive Assistant to Director	1	1	1	-
5183	Chief of Staff & Senior Policy Advisor	1	1	1	-
0272	Departmental Administrative Coordinator	1	1	1	-
0831	Special Projects Administrator 1	1	1	1	-
5312	Executive Secretary	2	2	2	-
	Total	8	8	8	-

Expense Summary

	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2019</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 2021 vs FY 2020</i>	
		<i>FY 2020</i>	<i>FY 2021</i>	\$	%
Salary/Fringes					
Regular	\$1,253,225	\$1,218,962	\$1,242,772	\$23,810	2.0%
Over-time	7,119	-	-	-	0.0%
Fringes	384,100	420,815	445,013	24,198	5.8%
Total Salary/Fringes	\$1,644,443	\$1,639,777	\$1,687,785	\$48,008	2.9%
Outside Contracts	22,911	149,150	71,200	(77,950)	-52.3%
MOU	200,418	1,000,000	1,000,000	-	0.0%
Other Operating	332,317	494,780	282,905	(211,875)	-42.8%
Capital	-	-	-	-	0.0%
Total	\$2,200,090	\$3,283,707	\$3,041,890	(\$241,817)	-7.4%

Major Drivers

FY 2019-20 Budget	\$3,283,707
Proposed personnel costs	
Salary/Fringe Adjustments	48,008
Proposed variance in personnel costs	<u>3,331,715</u>
Outside Contract Services	
Decrease in maintenance & repair of office equipment, consulting services, outside printing, catering expenses for meetings and promotional items	(77,950)
Other Operating	
Decrease in publications, memberships, auto expense & parking reimbursement, tolls reimbursement, travel expense, registration fees, educational seminars, miscellaneous general & administrative expenses, office supplies and clothing & uniforms	<u>(211,875)</u>
FY 2020-21 Budget	<u>\$3,041,890</u>

Legal

Organizational Structure

19-20		20-21
2	Assistant County Attorney 3	2
2	Assistant County Attorney 2	2
<hr/>		<hr/>
4		4

19-20		20-21
0	Paralegal Specialist 2	1
3	Paralegal Specialist	2
<hr/>		<hr/>
3		3

Total Positions	
19-20	20-21
7	7

Mission Statement

The mission of the Miami-Dade County Attorney's Office is to provide legal representation to the Miami-Dade Aviation Department.

Responsibilities

- Providing in-house legal counsel and handling legal transactions and litigation involving the County's airport system
- Liaison with the local, state, and federal government agencies including but not limited to the Miami-Dade State Attorney's Office, US Attorney's Office, US Department of Transportation, Federal Aviation Administration, US Department of Homeland Security and the Transportation Security Administration
- Providing representation in matters related to the Trust Agreement and financing documents applicable to the airport's bonds and the CIP
- Reviewing resolutions, ordinances, agreements, permits and solicitation agreements prior to submission to the BCC

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2019</i>	<i>Adopted Budget FY 2020</i>	<i>Adopted Budget FY 2021</i>	<i>Inc/(Dec) FY21 vs FY20</i>
8554	Assistant County Attorney 3	2	2	2	-
8552	Assistant County Attorney 2	2	2	2	-
8524	Paralegal Specialist 2	-	-	1	1
8520	Paralegal Specialist	3	3	2	(1)
8522	Legal Secretary	1	-	-	-
Total		8	7	7	-

Expense Summary

	<i>Actual FY 2019</i>	<i>Adopted Budget FY 2020</i>	<i>Adopted Budget FY 2021</i>	<i>Inc/(Dec) FY 2021 vs FY 2020</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$1,589,370	\$1,262,776	\$1,256,374	(\$6,402)	-0.5%
Over-time	-	-	-	-	0.0%
Fringes	282,057	299,445	298,546	(899)	-0.3%
Total Salary/Fringes	\$1,871,427	\$1,562,221	\$1,554,920	(\$7,301)	-0.5%
Outside Contracts	146,802	400,000	327,872	(72,128)	-18.0%
Other Operating	43,198	72,350	80,850	8,500	11.7%
Capital	-	-	-	-	0.0%
Total	\$2,061,428	\$2,034,571	\$1,963,642	(\$70,929)	-3.5%

Major Drivers

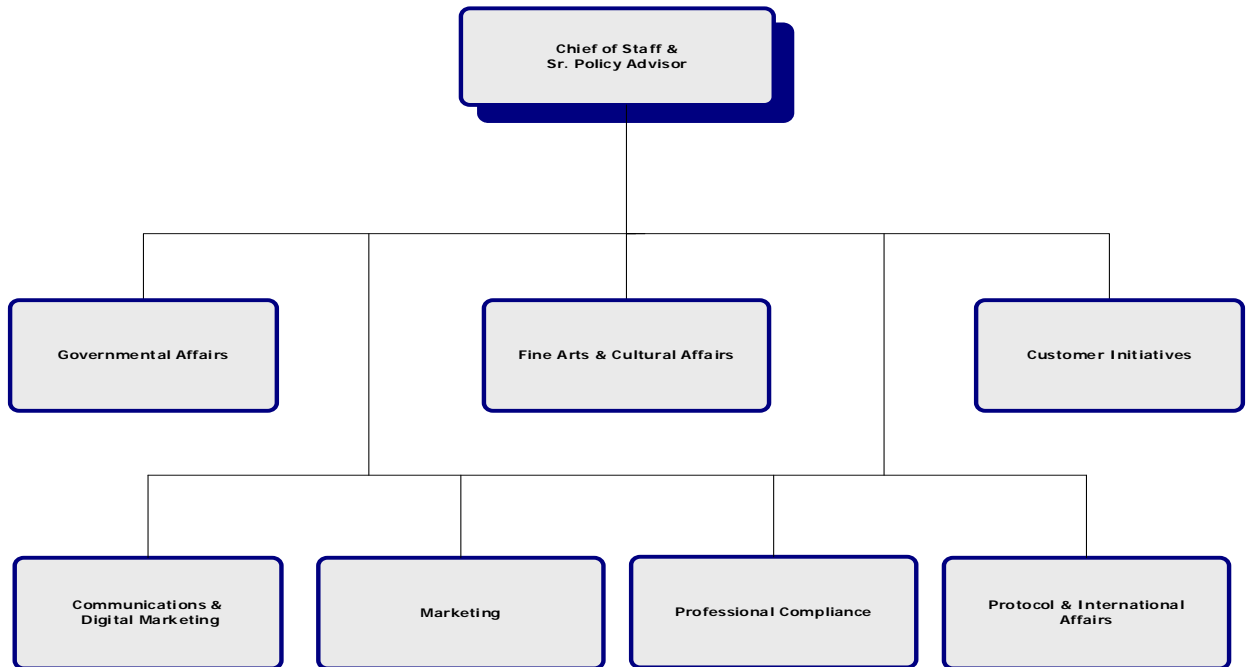
FY 2019-20 Budget	\$2,034,571
Proposed personnel costs	
Salary/Fringe Adjustments	(7,301)
Proposed variance in personnel costs	<u>2,027,270</u>
Outside Contract Services	
Decrease in legal counsel	(72,128)
Other Operating	
Increase in travel expense and registration fees	8,500
FY 2020-21 Budget	<u><u>\$1,963,642</u></u>

Policy Advisement Group

Overview

The Policy Advisement Group protects and advances the strategic interests of the Miami-Dade system of airports through superior government relations at the local, state, and federal levels, utilizes the airport facility to create an environment that is visually stimulating for passengers at the airport, oversees MIA's image, branding, customer service, and electronic media, to include social media, coordinates internal and external communication activities, plans and coordinates air carrier route development and route maintenance, assures compliance with established policies, rules and regulations as well as industry best practices, and provides protocol services to ensure a smooth passage of dignitaries through the airport. The Group consists of the Governmental Affairs, Fine Arts & Cultural Affairs, Customer Initiatives, Communications & Digital Marketing, Marketing, Professional Compliance, and Protocol & International Affairs Divisions.

Organizational Structure



Total Positions	
19-20	20-21
50	50

Personnel Summary

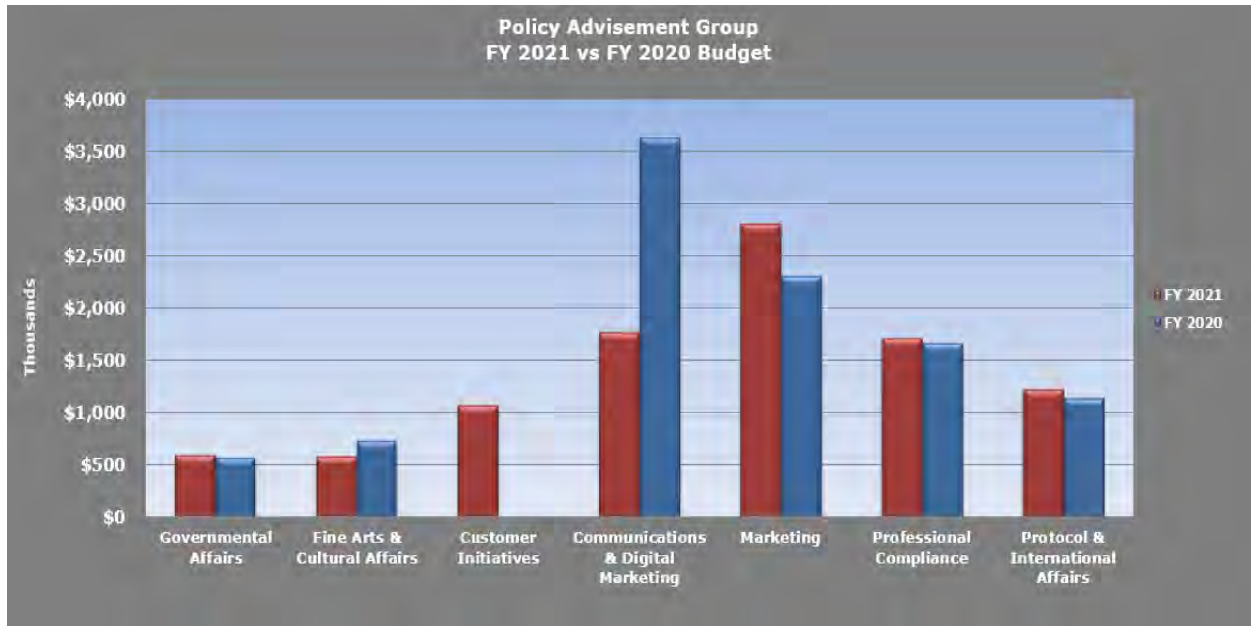
	<i>Actual FY 2019</i>	<i>Adopted Budget FY 2020</i>	<i>Adopted Budget FY 2021</i>	<i>Inc/(Dec) FY21 vs FY20</i>
Governmental Affairs	4	4	4	-
Fine Arts & Cultural Affairs	2	2	2	-
Customer Initiatives	-	-	8	8
Communications & Digital Marketing	16	19	9	(10)
Marketing	8	10	11	1
Professional Compliance	4	4	5	1
Protocol & International Affairs	10	11	11	-
Total	44	50	50	-



The chart above is a comparison of the FY 2021 and FY 2020 budgeted positions for the divisions in the Policy Advisement Groups; overall there was no change in personnel for the group.

Expense Summary

	<i>Actual</i> FY 2019	<i>Adopted</i> Budget FY 2020	<i>Adopted</i> Budget FY 2021	<i>Inc/(Dec)</i> FY 2021 vs FY 2020	
				\$	%
Governmental Affairs	\$522,769	\$559,616	\$582,140	\$22,524	4.0%
Fine Arts & Cultural Affairs	404,701	731,826	574,074	(157,752)	-21.6%
Customer Initiatives	-	-	1,067,297	1,067,297	100.0%
Communications & Digital Marketing	2,360,995	3,625,694	1,757,552	(1,868,142)	-51.5%
Marketing	2,097,979	2,298,840	2,794,333	495,493	21.6%
Professional Compliance	1,509,921	1,655,308	1,703,254	47,946	2.9%
Protocol & International Affairs	1,048,229	1,131,037	1,215,162	84,125	7.4%
Total	\$7,944,593	\$10,002,321	\$9,693,812	(\$308,509)	-3.1%



The chart above is a comparison of the FY 2021 and FY 2020 budgeted expenses for the divisions in the Policy Advisement Group; overall there is a decrease in expenses, with the major decrease reflected in the Communications & Digital Marketing Division which is offset by an increase in Customer Initiatives Division and Marketing Division.

Group Goal(s)/Performance Measures



The chart above illustrates the comparison between actuals and targets for the percentage of new hires (any worker that receives an identification badge to work at MIA, including contracted and sub-contracted) receiving the "Miami Begins With MIA" training; for FY 2019-20 the actual met the target.



The chart above illustrates the comparison between actuals and targets for the number of overall customer service ratings for MIA which is based on scale of 1,000 possible points; for FY 2019-20 the actual exceeded the target.

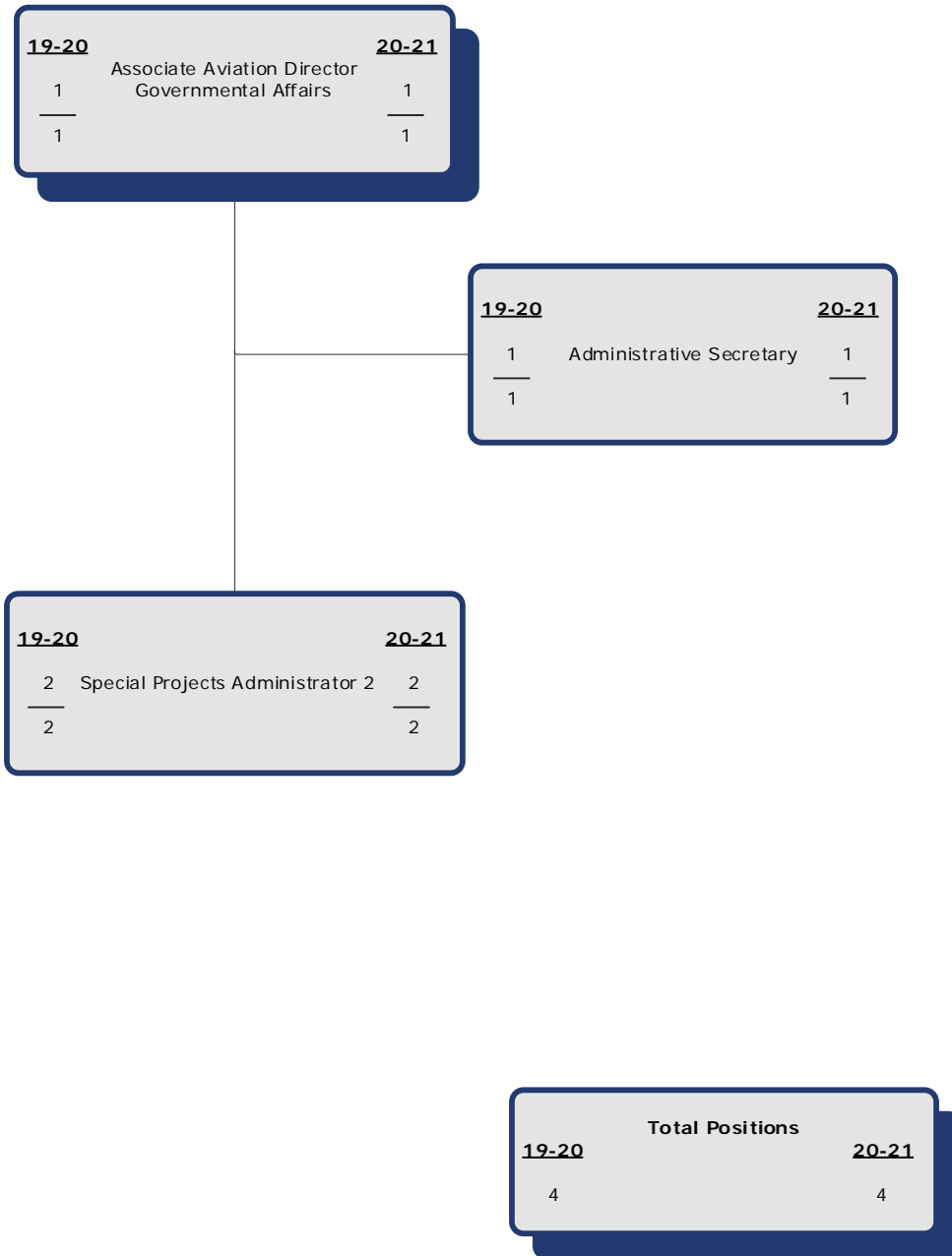
*FY 2018-19 Actual reflects first year that process was in effect

Accomplishments for FY 2020

- Processed and briefed the Mayor's office, commissioners and staff on agenda items which were successfully adopted in the best interest of the Department/County which included legislation impacting the Capital Improvement Program
- Provided strong leadership in industry coalitions including ACI-NA, AAAE, Gateway Airports Council and Florida Airports Council in moving forward the common state and federal priorities
- Maintained MIA as part of the facilitation committee that supports sufficient Customs and Border Protection staffing levels at Airports
- Worked to maintain funding in the FDOT Work Program for MDAD Capital Projects
- Completed and installed exhibits throughout the terminal
- Increased recognition of art programs through marketing and media
- Obtained sponsors for art exhibits
- Secured donation of artwork for the airport
- Organized/Curated, managed and implemented art exhibitions at galleries
- Increased services offered by the Creative Services Unit such as high definition video recording and editing services and digital duplication
- Developed and distributed press releases to generate positive publicity for MIA
- Completed various procedural evaluations and reviews which assisted the Department in streamlining operations, correcting weak internal controls or provided information for management decisions
- During course of a contract oversight review determined MIA was overcharged \$56,000 which has been credited back to the department
- Assisted Real Estate Division in establishing procedures that define when and how to recalculate the MAG and relay the updates to management for distribution to our business partners
- Concluded Department audit responses to reports from the Audit and Management Services (AMS) Department or the Commission Auditors Office
- Composed, negotiated, and reviewed Memorandums of Understanding (MOU)

Governmental Affairs

Organizational Structure



Mission Statement

The mission of the Governmental Affairs Division is to protect and advance the strategic interests of the Miami-Dade System of Airports through superior government relations at the local, state and federal levels.

Responsibilities

- Developing and/or reviewing of all departmental submissions to the BCC, coordinating agenda items with departmental senior staff, the County Manager's Office, County Attorney's Office, Clerk of the Board and County Commission members and staff
- Monitoring and reviewing proposed state and federal legislation and regulations and formulating strategies to protect the interest of the County's airport system
- Working with state and federal government and elected officials, in coordination with the County's Office of Intergovernmental Affairs (OIA)
- Maintaining relationships with government, business, civic and industry groups and leaders to obtain support for departmental objectives and programs

Personnel Summary

<i>OCC</i>		<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>
<i>Code</i>	<i>Occupational Title</i>	<i>FY 2019</i>	<i>Budget</i>	<i>Budget</i>	<i>FY21 vs FY20</i>
			<i>FY 2020</i>	<i>FY 2021</i>	
5147	Associate Avia Dir Governmental Affairs	1	1	1	-
0832	Special Projects Administrator 2	2	2	2	-
5311	Administrative Secretary	1	1	1	-
	Total	4	4	4	-

Expense Summary

	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2019</i>	<i>FY 2020</i>	<i>FY 2021</i>	<i>FY 2021 vs FY 2020</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$414,099	\$410,651	\$414,636	\$3,985	1.0%
Over-time	206	-	-	-	0.0%
Fringes	95,495	122,565	127,639	5,074	4.1%
Total Salary/Fringes	509,799	533,216	542,275	9,059	1.7%
Outside Contracts	-	-	-	-	0.0%
MOU	1,127	3,000	8,000	5,000	166.7%
Other Operating	11,843	23,400	31,865	8,465	36.2%
Capital	-	-	-	-	0.0%
Total	\$522,769	\$559,616	\$582,140	\$22,524	4.0%

Major Drivers

FY 2019-20 Budget	\$559,616
Proposed personnel costs	
Salary/Fringe Adjustments	9,059
Proposed variance in personnel costs	568,675
MOU	
Increase in GSA charges for printing & reproduction	5,000
Other Operating	
Increase in publications, memberships, educational seminars, and office supplies	13,965
Decrease in auto expense & parking reimbursement, tolls reimbursement, travel expense, registration fees, minor equipment and miscellaneous operating supplies	(5,500)
FY 2020-21 Budget	\$582,140

Fine Arts & Cultural Affairs

Organizational Structure



<u>19-20</u>	Total Positions	<u>20-21</u>
2		2

Mission Statement

The mission of the Fine Arts and Cultural Affairs Division is to enrich the airport environment through the commission of contemporary artwork and the presentation of temporary exhibitions that communicate culture, environment and art resources of an international scope with special emphasis on areas served by Miami International Airport.

Responsibilities

- Commission of contemporary artwork
- Presenting art exhibits that communicate culture, environment, and art resources of an international scope with special emphasis on those areas served by MIA
- Utilizing the airport facility by humanizing and enriching the airport environment through arts & culture
- Administering the Art in Public Places Program and the Rotating Exhibition Program (MIA Galleries)

Personnel Summary

<i>OCC</i>		<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>
<i>Code</i>	<i>Occupational Title</i>	<i>FY 2019</i>	<i>Budget</i>	<i>Budget</i>	<i>FY21 vs FY20</i>
			<i>FY 2020</i>	<i>FY 2021</i>	
5023	Manager Airport Fine Arts & Cultural Affairs	1	1	1	-
0812	Airport Public Art & Community Outreach Coord	1	1	1	-
	Total	2	2	2	-

Expense Summary

	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2019</i>	<i>FY 2020</i>	<i>FY 2021</i>	<i>FY 2021 vs FY 2020</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$157,775	\$165,078	\$173,956	\$8,878	5.4%
Over-time	-	-	-	-	0.0%
Fringes	52,950	55,248	58,168	2,920	5.3%
Total Salary/Fringes	\$210,725	\$220,326	\$232,124	\$11,798	5.4%
Outside Contracts	44,610	90,000	75,500	(14,500)	-16.1%
MOU	-	200,000	100,000	(100,000)	-50.0%
Other Operating	33,367	131,500	66,450	(65,050)	-49.5%
Capital	116,000	90,000	100,000	10,000	11.1%
Total	\$404,701	\$731,826	\$574,074	(\$157,752)	-21.6%

Major Drivers

FY 2019-20 Budget	\$731,826
Proposed personnel costs	
Salary/Fringe Adjustments	11,798
Proposed variance in personnel costs	<u>743,624</u>
Outside Contract Services	
Decrease in catering expenses for meetings and outside contract services	(14,500)
MOU	
Decrease in Art in Public Places	(100,000)
Other Operating	
Increase in memberships and repair & maintenance supplies	700
Decrease in publications, auto expense & parking reimbursement, travel expense, photographic services, postage & mailing expense, other general & administrative expense, light bulbs, building paint, electrical fixtures, office supplies, photographic supplies and building materials	(65,750)
Capital	
Increase in art work	20,000
Decrease in other machinery, equipment & furniture	<u>(10,000)</u>
FY 2020-21 Budget	<u><u>\$574,074</u></u>

Customer Initiatives

Organizational Structure

<u>19-20</u>		<u>20-21</u>
0	Division Director 1, Aviation	1
0		1

<u>19-20</u>		<u>20-21</u>
0	Special Project Administrator 1	1
0		1

<u>19-20</u>		<u>20-21</u>
0	Aviation Customer Service Supv	1
0	Avia Volunteer Info Program Coord	2
0	Airport Info & Program Specialist	3
0		6

<u>19-20</u>	Total Positions	<u>20-21</u>
0		8

Mission Statement

The mission of the Customer Initiatives Division is to provide outstanding service to make a positive difference for an amazing external and internal customer experience.

Responsibilities

- Plan, organize and host special events and conferences on behalf of MDAD Divisions
- Maintain database for passenger inquiries and complaints
- Provide timely responses to passenger inquiries and complaints
- Managing and directing MIA's Rewards and Recognition programs including MIA's Employee of the Year event
- Managing and directing the Department's Volunteer Ambassador Program including MIA's Volunteer of the Year event
- Organize yearly Thanksgiving luncheon and Gala for volunteers
- Process and issue filming permits
- Organize and host tours at MIA

Personnel Summary

<i>OCC</i>		<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>
<i>Code</i>	<i>Occupational Title</i>	<i>FY 2019</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 2021 vs FY 2020</i>
			<i>FY 2020</i>	<i>FY 2021</i>	
5039	Division Director 1, Aviation	-	-	1	1
0831	Special Projects Administrator 1	-	-	1	1
5207	Aviation Customer Service Supervisor	-	-	1	1
5251	Aviation Volunteer Information Program Coord	-	-	2	2
5362	Airport Information & Program Specialist	-	-	3	3
	Total	-	-	8	8

Expense Summary

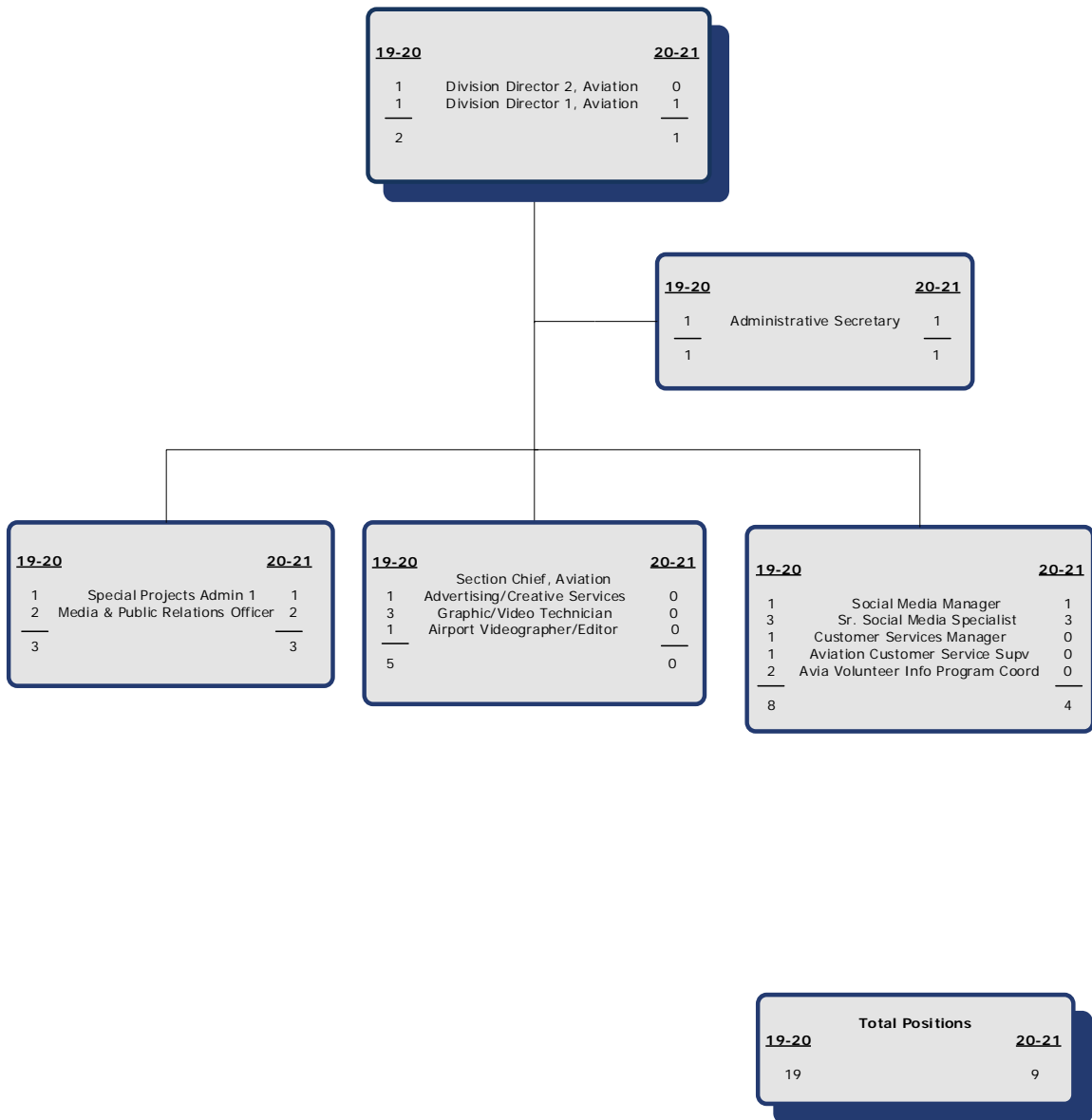
	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2019</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 2021 vs FY 2020</i>	
		<i>FY 2020</i>	<i>FY 2021</i>	<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$0	\$0	\$503,440	\$503,440	100.0%
Over-time		-	10,000	10,000	100.0%
Fringes		-	204,847	204,847	100.0%
Total Salary/Fringes	\$0	\$0	\$718,287	\$718,287	100.0%
Outside Contracts		-	252,000	252,000	100.0%
MOU		-	-	-	0.0%
Other Operating		-	97,010	97,010	100.0%
Capital		-	-	-	0.0%
Total	\$0	\$0	\$1,067,297	\$1,067,297	100.0%

Major Drivers

FY 2019-20 Budget	\$0
Proposed personnel costs	
Salary/Fringe Adjustments	708,287
Increase in over-time	10,000
Proposed variance in personnel costs	718,287
Outside Contract Services	
Increase in outside contract services, promotional items, outside printing and catering expenses for meetings	252,000
Other Operating	
Increase in rental equipment, auto expense & parking reimbursement, publications, memberships, auto expense & parking reimbursement, toll reimbursement, travel expense, registration fees, inservice training, educational seminars, Visitor Information Program, Airport wide reward, miscellaneous general & administrative expense, office supplies, miscellaneous supplies and clothing & uniform.	97,010
FY 2020-21 Budget	\$1,067,297

Communications & Digital Marketing

Organizational Structure



Mission Statement

The mission of the Communications & Digital Marketing Division is to market and promote MIA and the Miami-Dade Aviation Department via all forms of media as a world-class organization focused on capital improvement, customer service excellence, business development and enhanced security.

Responsibilities

- Generating positive media exposure for MIA and the Miami-Dade Aviation Department through proactive media relations
- Coordinating new coverage, advertising campaigns in a variety of mediums
- Developing content for all press releases, advertising and marketing materials, speeches, internal newsletter, website content for the Department and distributing all printed materials for the media
- Conducting daily media monitoring to keep the Department's administration apprised of relevant news coverage
- Fulfilling public records request from the media
- Coordinating media interview requests to MDAD executives
- Serving as media spokesperson for the Department 24 hours a day, seven days a week
- Writing speeches and talking points for MDAD executives
- Distributing internal communications such as daily news updates and quarterly newsletter columns to MIA employees
- Directing MIA's public relations and marketing campaigns for new services and programming
- Creating and maintaining MIA's brand and collateral materials whether digital or print graphics
- Assembling and directing MIA's web and intranet content and design
- Creating all content for MIA's entry roadway dynamic, digitize signage

Personnel Summary

<i>OCC</i>		<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>
<i>Code</i>	<i>Occupational Title</i>	<i>FY 2019</i>	<i>Budget</i>	<i>Budget</i>	<i>FY21 vs FY20</i>
			<i>FY 2020</i>	<i>FY 2021</i>	
5054	Division Director 2, Aviation	1	1	-	(1)
5039	Division Director 1, Aviation	1	1	1	-
5906	Customer Service Manager	-	1	-	(1)
0832	Social Media Manager	-	1	1	-
0844	Sr. Social Media Specialist	2	3	3	-
5016	Section Chief Aviation	1	1	-	(1)
0832	Special Projects Administrator 2	1	-	-	-
0831	Special Projects Administrator 1	1	1	1	-
0842	Media & Public Relations Officer	2	2	2	-
5207	Aviation Customer Service Supervisor	1	1	-	(1)
5251	Aviation Volunteer Information Program Coord	2	2	-	(2)
5225	Airport Videographer/Editor	1	1	-	(1)
5384	Airport Graphic/Video Technician	2	3	-	(3)
5311	Airport Administrative Secretary	1	1	1	-
	Total	16	19	9	(10)

Expense Summary

	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2019</i>	<i>FY 2020</i>	<i>FY 2021</i>	<i>FY 2021 vs FY 2020</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$1,263,114	\$1,593,277	\$774,095	(\$819,182)	-51.4%
Over-time		10,000	10,000	-	0.0%
Fringes	393,156	530,505	262,150	(268,355)	-50.6%
Total Salary/Fringes	\$1,656,270	\$2,133,782	\$1,046,245	(\$1,087,537)	-51.0%
Outside Contracts	416,886	932,525	509,525	(423,000)	-45.4%
MOU	168,517	220,000	120,000	(100,000)	-45.5%
Other Operating	119,321	334,387	76,782	(257,605)	-77.0%
Capital	-	5,000	5,000	-	0.0%
Total	\$2,360,995	\$3,625,694	\$1,757,552	(\$1,868,142)	-51.5%

Major Drivers

FY 2019-20 Budget	\$3,625,694
Proposed personnel costs	
Salary/Fringe Adjustments	(1,087,537)
Proposed variance in personnel costs	<u>2,538,157</u>
Outside Contract Services	
Decrease in outside contract services, advertising, promotional items, outside printing and catering expenses for meetings	(423,000)
MOU	
Decrease in GSA charges for printing & reproduction	(100,000)
Other Operating	
Increase in auto expense reimbursement, educational seminars and miscellaneous general & administrative expense	6,470
Decrease in publications, memberships, travel expense, registration fees, inservice training, Visitor Information Program, photographic services & supplies, Airport Wide Reward and miscellaneous supplies	(264,075)
FY 2020-21 Budget	<u><u>\$1,757,552</u></u>

Marketing

Organizational Structure

<u>19-20</u>		<u>20-21</u>
1	Division Director 3, Aviation	1
<hr/>		<hr/>
1		1

<u>19-20</u>		<u>20-21</u>
1	Administrative Secretary	1
<hr/>		<hr/>
1		1

<u>19-20</u>		<u>20-21</u>
2	Section Chief, Aviation	3
1	Aviation Trade Development Coord	1
1	Special Projects Administrator 1	0
1	Aviation Marketing Specialist	1
3	Airport Info & Program Specialist	0
0	Airport Videographer	1
0	Graphic Designer	3
<hr/>		<hr/>
8		9

<u>19-20</u>	Total Positions	<u>20-21</u>
10		11

Mission Statement

The mission of the Marketing Division is to generate airport revenue through activities that enhance the airport's image, retain and stimulate the use of airport facilities, foster support for airport programs and maximize government funding.

Responsibilities

- Formulating and implementing an international air service plan to develop new international passenger and cargo routes that will diversify MIA's route network
- Monitoring and seeking opportunities for expansion of present passenger and cargo route structure
- Formulating and implementing a domestic air service plan to develop low-cost air carrier service from key U.S. markets
- Promoting MIA at industry trade shows for business development
- Performing extensive industry and passenger/cargo research and analyses
- Conducting advertising, media-buying and advertorial development in industry publications in support of air service and business development efforts
- Coordinating the special events, conferences, delegations and community related functions hosted by the Miami-Dade Aviation Department
- Exposing organizations to the airport's environment through tours and educating the community on the importance of aviation and the airport's user friendliness
- Researching and procuring promotional items to effectively promote public and industry awareness of Miami International Airport and GA Airports
- Assist the promotional efforts of the Marketing Division through participation in pertinent aviation industry and business events

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2019</i>	<i>Adopted Budget FY 2020</i>	<i>Adopted Budget FY 2021</i>	<i>Inc/(Dec) FY21 vs FY20</i>
5148	Division Director 3, Aviation	1	1	1	-
5016	Section Chief, Aviation	2	2	3	1
5235	Aviation Trade Development Coordinator	1	1	1	-
5234	Aviation Marketing Specialist	1	1	1	-
0831	Special Projects Administrator 1	-	1	-	(1)
0244	Graphic Designer	-	-	3	3
5225	Airport Videographer/Editor	-	-	1	1
5362	Airport Information & Program Specialist	2	3	-	(3)
5311	Airport Administrative Secretary	1	1	1	-
	Total	8	10	11	1

Expense Summary

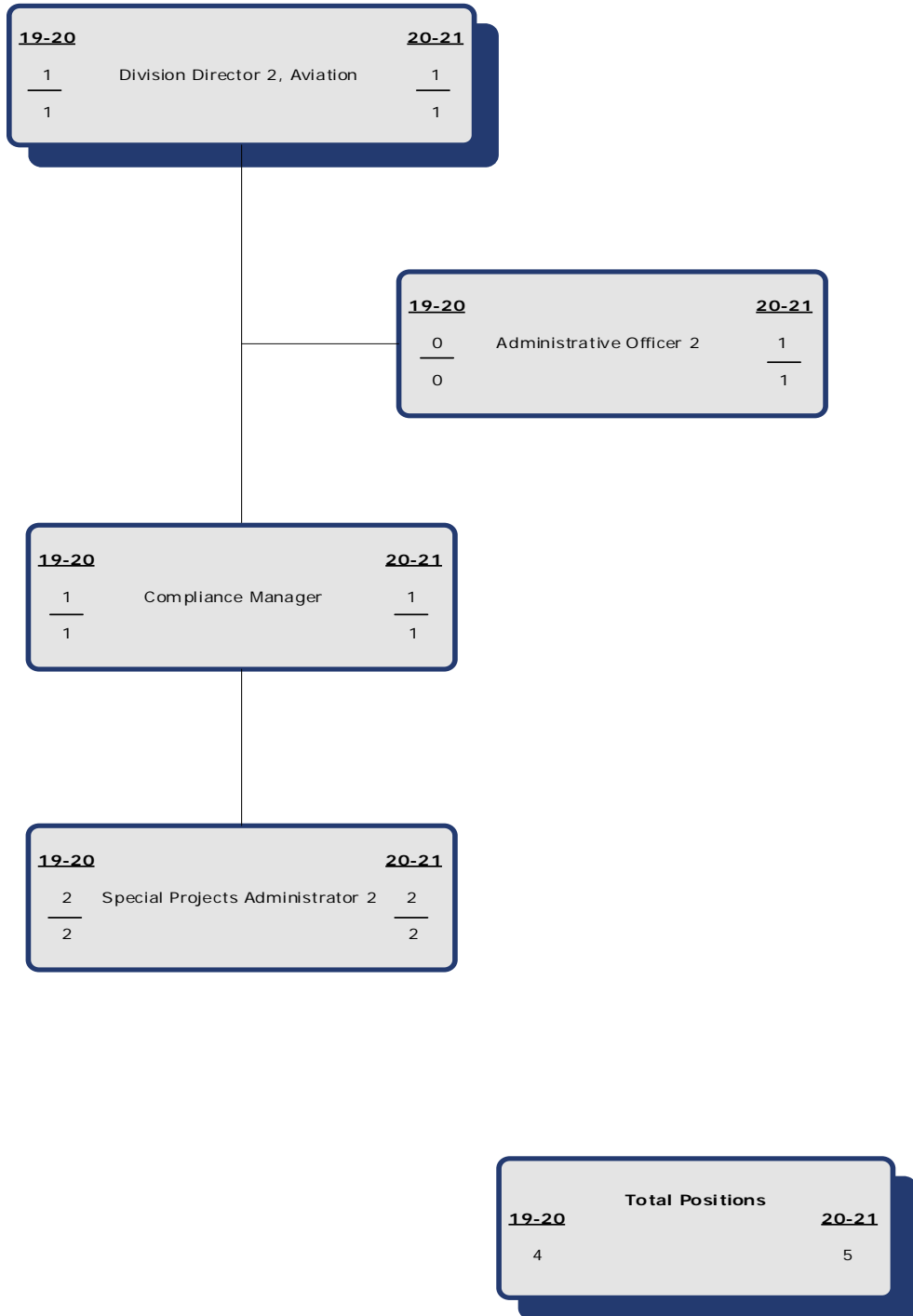
	<i>Actual FY 2019</i>	<i>Adopted Budget FY 2020</i>	<i>Adopted Budget FY 2021</i>	<i>Inc/(Dec) FY 2021 vs FY 2020</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$826,822	\$867,247	\$1,147,820	\$280,573	32.4%
Over-time	6,993	7,000		(7,000)	-100.0%
Fringes	269,153	297,478	375,207	77,729	26.1%
Total Salary/Fringes	\$1,102,968	\$1,171,725	\$1,523,027	\$351,302	30.0%
Outside Contracts	909,792	981,610	983,128	1,518	0.2%
MOU			85,000	85,000	100.0%
Other Operating	85,219	145,505	203,178	57,673	39.6%
Capital	-	-	-	-	0.0%
Total	\$2,097,979	\$2,298,840	\$2,794,333	\$495,493	21.6%

Major Drivers

FY 2019-20 Budget	\$2,298,840
Proposed personnel costs	
Salary/Fringe Adjustments	358,302
Decrease in over-time	(7,000)
Proposed variance in personnel costs	<u>2,650,142</u>
Outside Contract Services	
Increase in consulting services and outside printing	83,120
Decrease in advertising, promotional funding per Administrative Order 7-32, promotional items and freight/delivery charges	(81,602)
MOU	
Increase in GSA charges for printing & reproduction	85,000
Other Operating	
Increase in publications, memberships, auto expense & parking reimbursement, travel expense, registration fees, photographic services & supplies, educational seminars and office supplies	59,473
Decrease in equipment rental and prizes & awards	(1,800)
FY 2020-21 Budget	<u><u>\$2,794,333</u></u>

Professional Compliance

Organizational Structure



Mission Statement

The mission of the Professional Compliance Division is to provide support to the Aviation Department's operations through the performance of management reviews, procedural evaluations and data analysis, which will enhance the Department's operating efficiencies, strengthen operating controls and assure compliance with County policy.

Responsibilities

- Identifying operational areas that are of high risk to the Department, evaluating operational processes and establishing internal controls
- Assuring compliance with established policies, rules and regulations as well as industry best practices
- Collecting performance data and management information for policy development (Written Directives) and management review activities
- Performing routinely scheduled internal administrative inspections of identified areas/contractual agreements to ensure compliance with written directives, agreed stipulations and/or established policies/rules/regulations
- Coordinating Memorandums of Understanding (MOU) for direct billed services from other County Departments
- Assuring MOU's have been properly executed, services are relevant and properly delineated and the invoicing for services are in compliance with OMB A-87 and the FAA Final Policy and Procedures on Use of Airport Revenue (64 FR 7695)
- Working with the Office of the Inspector General (OIG) and Audit & Management Services (AMS) to facilitate their reviews and assure responses and corrective actions are implemented
- Assuring services provided from these entities and paid for by the Department are in accordance with stipulations in the signed Memo of Understanding
- Maintaining the Department's Written Directive System, which provides guidance to MDAD employees or Miami International Airport users in a manner which is controlled, efficient and in compliance with the Department's goals, rules and policies

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2019</i>	<i>Adopted Budget FY 2020</i>	<i>Adopted Budget FY 2021</i>	<i>Inc/(Dec) FY21 vs FY20</i>
5054	Division Director 2, Aviation	1	1	1	-
5016	Compliance Manager	1	1	1	-
0832	Special Projects Administrator 2	2	2	2	-
0811	Administrative Officer 2	-	-	1	1
Total		4	4	5	1

Expense Summary

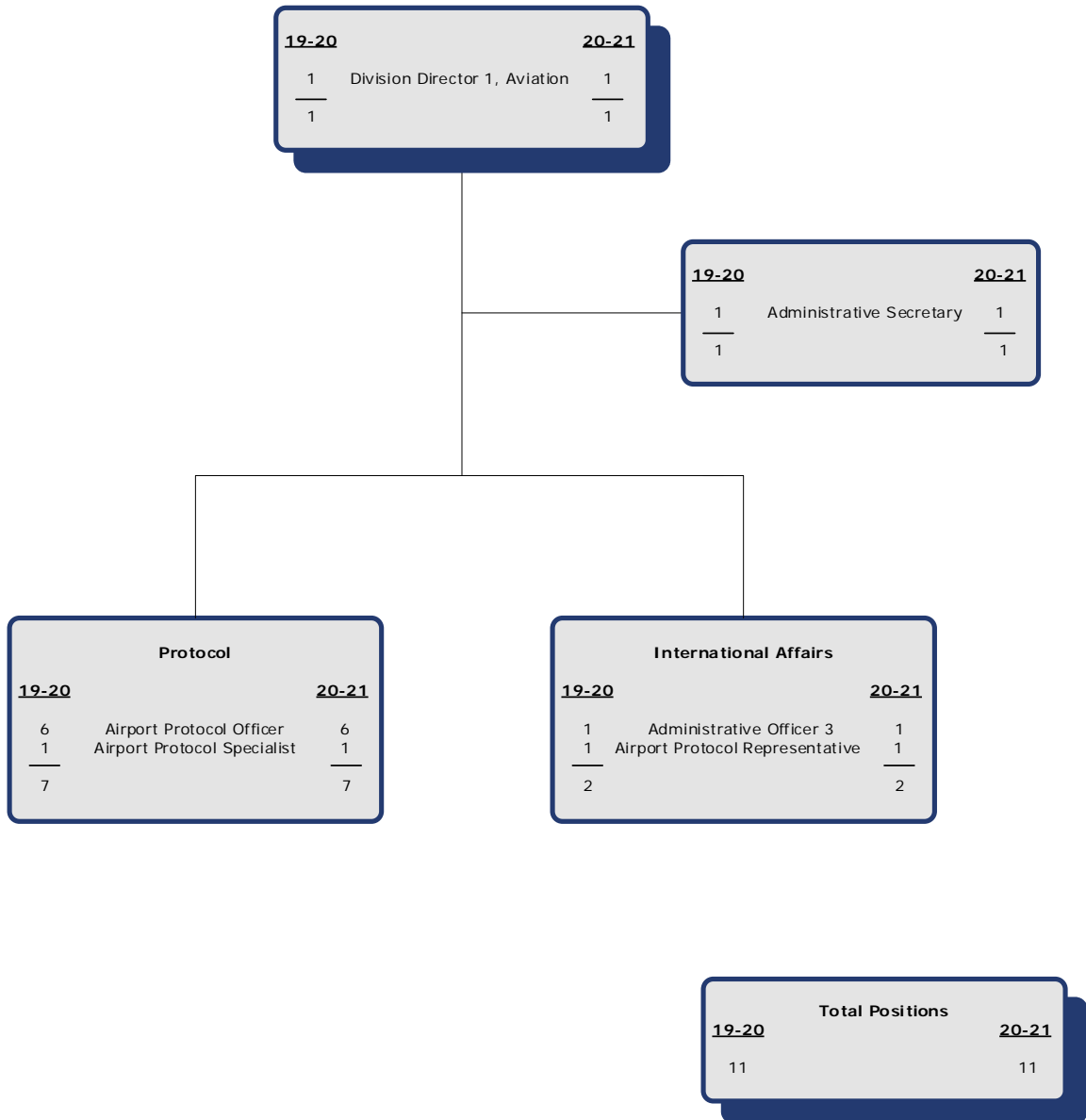
	<i>Actual FY 2019</i>	<i>Adopted Budget FY 2020</i>	<i>Adopted Budget FY 2021</i>	<i>Inc/(Dec) FY 2021 vs FY 2020</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$386,570	\$467,041	\$534,738	\$67,697	14.5%
Over-time	-	-	-	-	0.0%
Fringes	102,874	130,842	161,341	30,499	23.3%
Total Salary/Fringes	\$489,443	\$597,883	\$696,079	\$98,196	16.4%
Outside Contracts	39,600	50,000	-	(50,000)	-100.0%
MOU	976,981	990,000	990,000	-	0.0%
Other Operating	3,897	17,425	17,175	(250)	-1.4%
Capital	-	-	-	-	0.0%
Total	\$1,509,921	\$1,655,308	\$1,703,254	\$47,946	2.9%

Major Drivers

FY 2019-20 Budget	\$1,655,308
Proposed personnel costs	
Salary/Fringe Adjustments	98,196
Proposed variance in personnel costs	1,753,504
Outside Contract Services	
Decrease in outside contract services	(50,000)
Other Operating	
Decrease in minor equipment	(250)
FY 2020-21 Budget	\$1,703,254

Protocol & International Affairs

Organizational Structure



Mission Statement

The mission of the Protocol and International Affairs Division is to guarantee the successful entry, transiting and the movement of all dignitaries, official guests and delegations using our facilities while extending a level of service that is unequalled.

Responsibilities

- Providing protocol services to foreign heads of state and high-ranking international officials at the national, state and local governmental levels
- Coordinating with the Secret Service, US Department of State, US Customs and Border Protection Agency and other agencies at the airport in order to provide a smooth passage for high-level dignitaries
- Establishing, monitoring, and enforcing rules and regulations pertaining to all diplomatic activities being conducted at MIA
- Operating, coordinating and assisting with activities at MIA's diplomatic lounge
- Serving as the County liaison office for the Miami-Dade County diplomatic corps, the sister cities, sister airports programs and other programs pertaining to the development of the County's international agenda
- Coordinating all requests from consulates that hold memberships to the Consular Lounge for its use when they hold meeting and cultural events pertaining to their countries
- Assisting with ceremonial and official events
- Assisting in coordinating airport tours for members of Consular Corps of Miami and visiting delegations
- Providing translations as needed

Personnel Summary

<i>OCC</i>		<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>
<i>Code</i>	<i>Occupational Title</i>	<i>FY 2019</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 2021 vs FY 20</i>
			<i>FY 2020</i>	<i>FY 2021</i>	
5039	Division Director 1, Aviation	1	1	1	-
0812	Administrative Officer 3	1	1	1	-
5361	Aviation Protocol Specialist	1	1	1	-
5363	Airport Protocol Representative	1	1	1	-
5360	Airport Protocol Officer	5	6	6	-
5311	Administrative Secretary	1	1	1	-
	Total	10	11	11	-

Expense Summary

	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2019</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 2021 vs FY 2020</i>	
		<i>FY 2020</i>	<i>FY 2021</i>	\$	%
Salary/Fringes					
Regular	\$717,160	\$746,404	\$804,159	\$57,755	7.7%
Over-time	16,928	20,000	20,000	-	0.0%
Fringes	245,163	279,758	297,203	17,445	6.2%
Total Salary/Fringes	\$979,251	\$1,046,162	\$1,121,362	\$75,200	7.2%
Outside Contracts	47,853	45,000	45,000	-	0.0%
Other Operating	21,124	39,875	48,800	8,925	22.4%
Capital	-	-	-	-	0.0%
Total	\$1,048,229	\$1,131,037	\$1,215,162	\$84,125	7.4%

Major Drivers

FY 2019-20 Budget	\$1,131,037
Proposed personnel costs	
Salary/Fringe Adjustments	75,200
Proposed variance in personnel costs	1,206,237
Other Operating	
Increase in memberships, travel expense, registration fees and educational seminars	22,925
Decrease in auto expense and parking reimbursement, tolls reimbursement, VIP Consular Lounge, coffee and repair & maintenance supplies	(14,000)
FY 2020-21 Budget	\$1,215,162



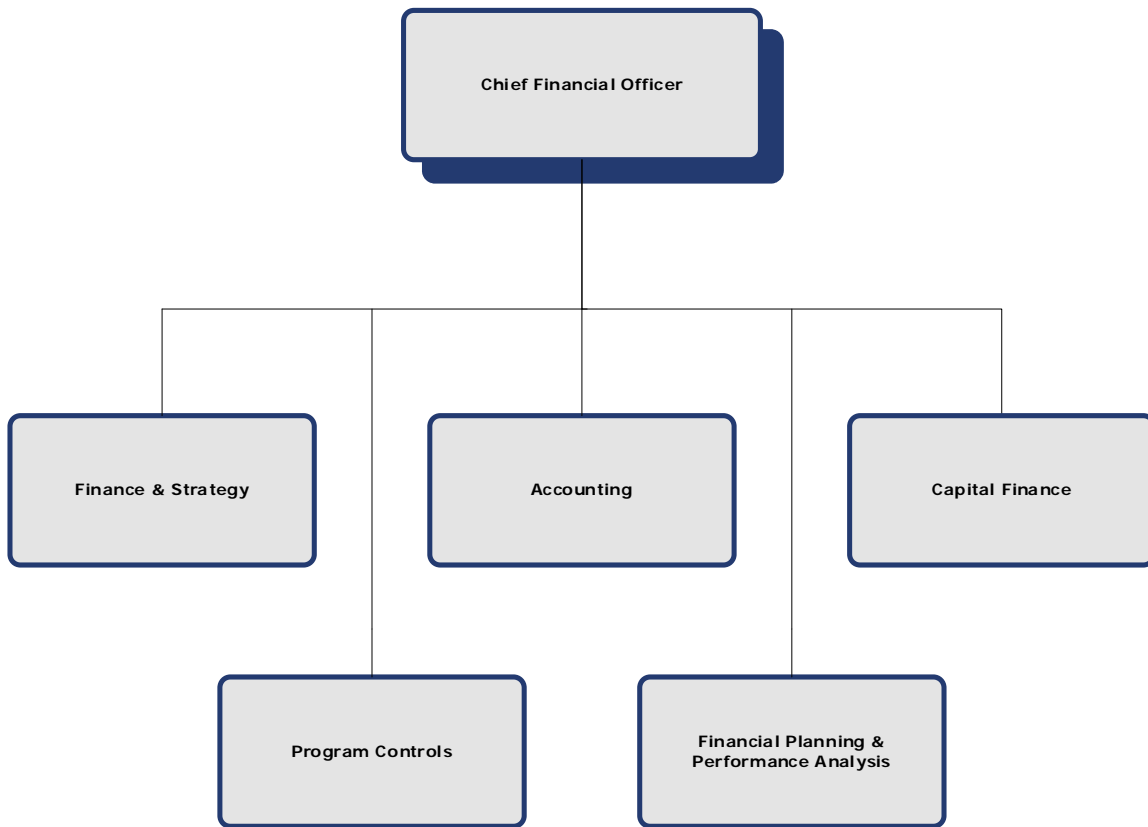
Miami Hound Machine are MIA's certified therapy dogs
Left to right meet Abbey, Dash, Belle, Pico, and Donovan in the back

Finance & Strategy Group

Overview

The Finance & Strategy Group oversees accounting and financial services, development and monitoring of the operating and capital budgets, and development and monitoring of the Department's business plan. The Group consists of the Finance & Strategy, Accounting, Capital Finance, Program Controls, and Financial Planning & Performance Analysis Divisions.

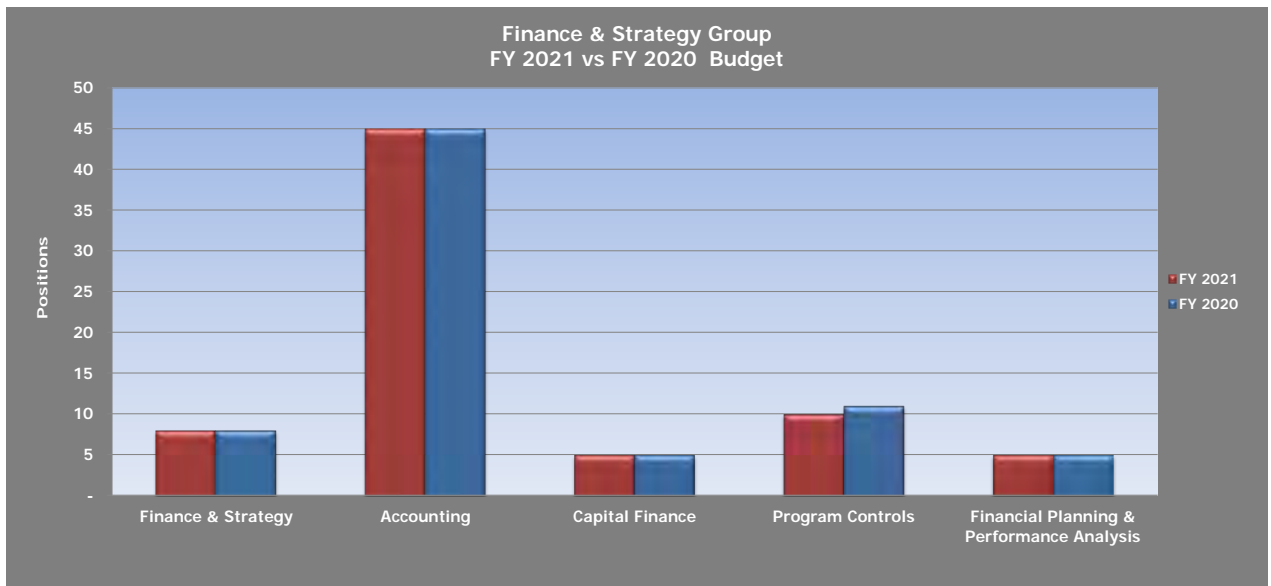
Organizational Structure



Total Positions		
19-20		20-21
74		73

Personnel Summary

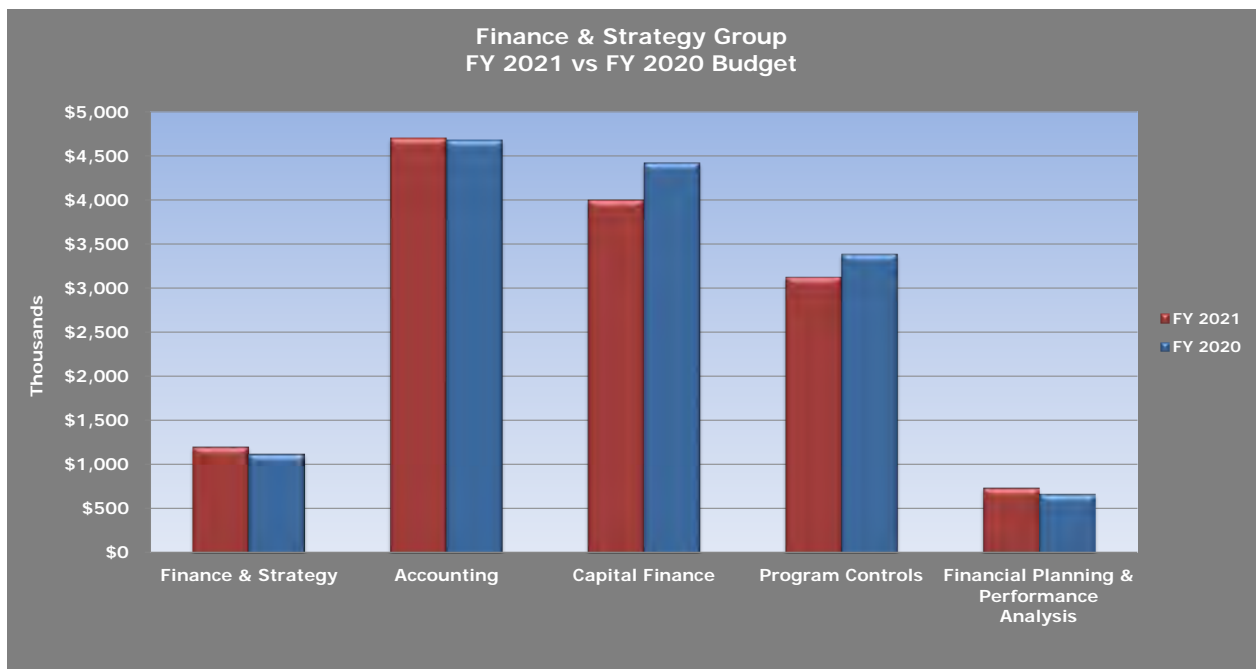
	<i>Actual</i> <i>FY 2019</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2020</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2021</i>	<i>Inc/(Dec)</i> <i>FY21 vs FY20</i>
Finance & Strategy	7	8	8	-
Accounting	40	45	45	-
Capital Finance	4	5	5	-
Program Controls	10	11	10	(1)
Financial Planning & Performance Analysis	4	5	5	-
Total	65	74	73	(1)



The chart above is a comparison of the FY 2021 and FY 2020 budgeted positions for the divisions in the Finance & Strategy Group; overall there is a decrease in personnel, with the major decrease reflected in Program Controls Division due to the reorganization of staff.

Expense Summary

	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2019</i>	<i>Budget</i> <i>FY 2020</i>	<i>Budget</i> <i>FY 2021</i>	<i>FY 2021 vs FY 2020</i>	
				\$	%
Finance & Strategy	\$1,093,797	\$1,121,240	\$1,200,790	\$79,550	7.1%
Accounting	4,019,160	4,682,864	4,700,700	17,836	0.4%
Capital Finance	4,331,507	4,424,130	3,999,659	(424,471)	-9.6%
Program Controls	1,919,591	3,387,938	3,125,827	(262,111)	-7.7%
Financial Planning & Performance Analysis	567,548	666,222	735,387	69,165	10.4%
Total	\$11,931,603	\$14,282,394	\$13,762,363	(\$520,031)	-3.6%

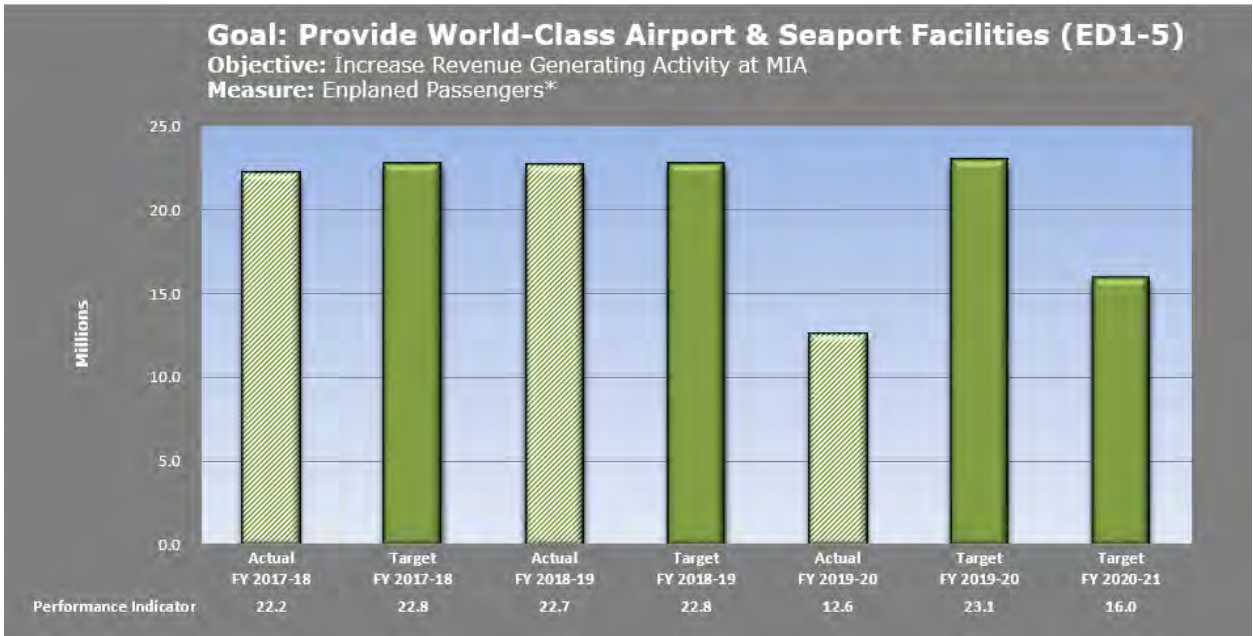


The chart above is a comparison of the FY 2021 and FY 2020 budgeted expenses for divisions in the Finance & Strategy Group; overall there is a decrease in expenses, with major increases reflected in the Capital Finance Division and Program Controls Division which is offset by an increase in Finance & Strategy Division.

Group Goal(s)/Performance Measures

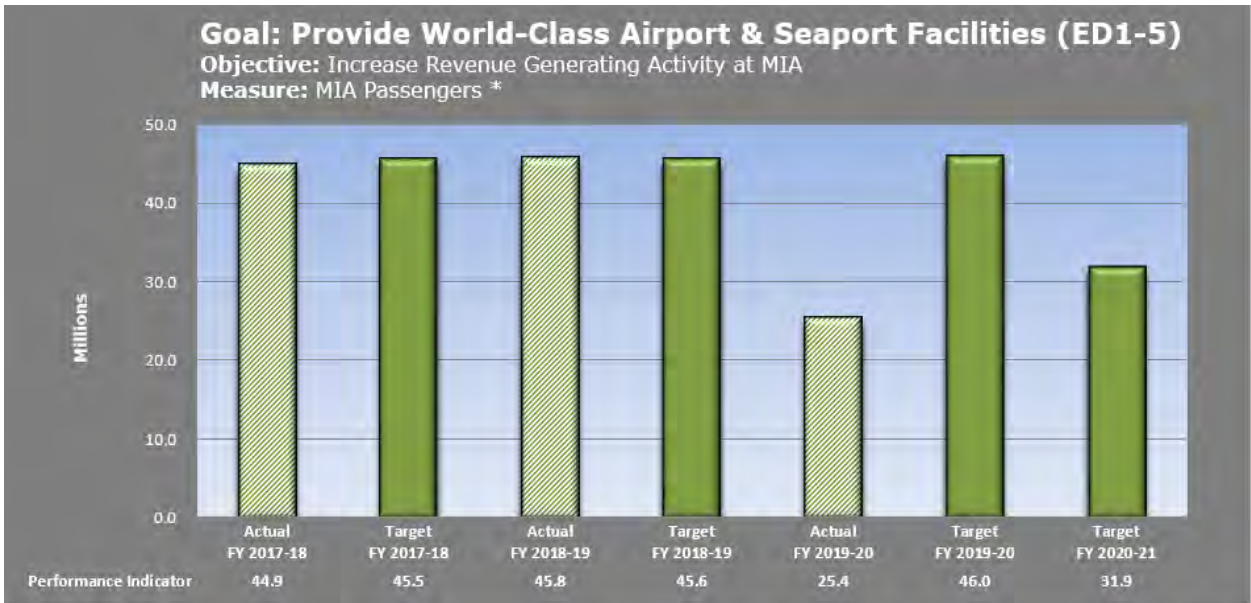


The chart above illustrates the comparison between actuals and targets for the cost per enplaned passenger, which is the average cost to an airline for basic airport charges (landing fees, terminal rent, etc.) divided by the number of departing passengers; for FY 2019-20 the actual exceeded the target due to decline in departing passengers.

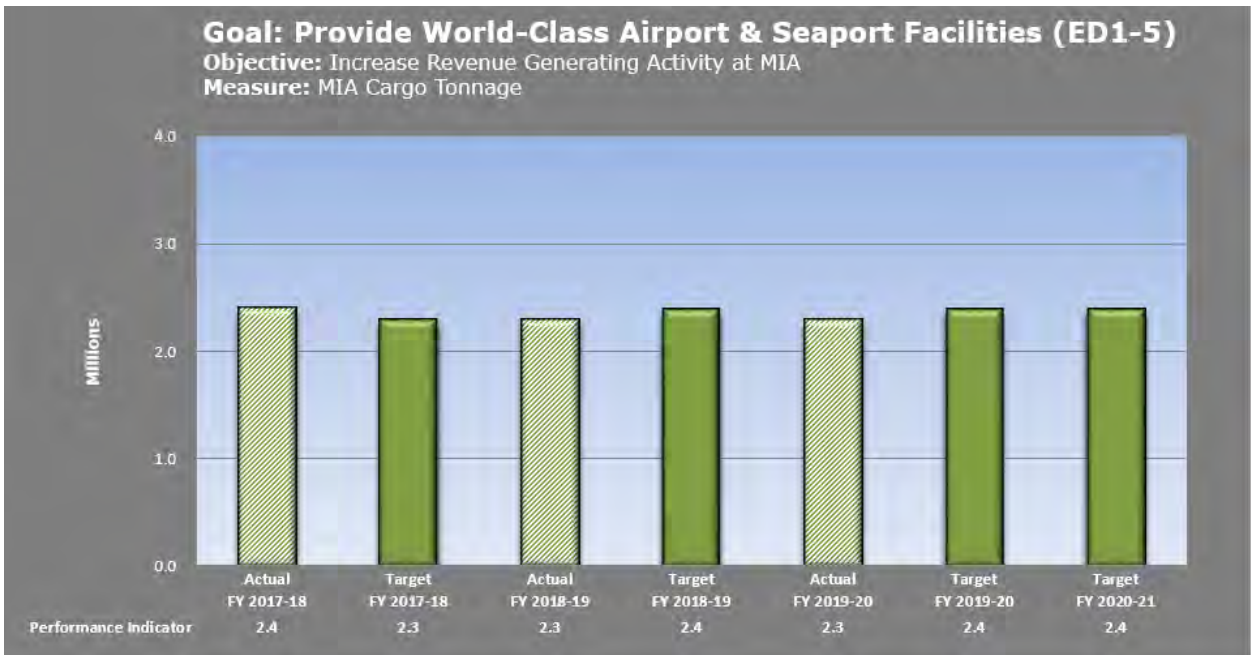


The chart above illustrates the comparison between actuals and targets for enplaned passengers, which is the number of passengers that departed from MIA; for FY 2019-20 the actual was below the target as a result of COVID-19.

Group Goal(s)/Performance Measures (cont)

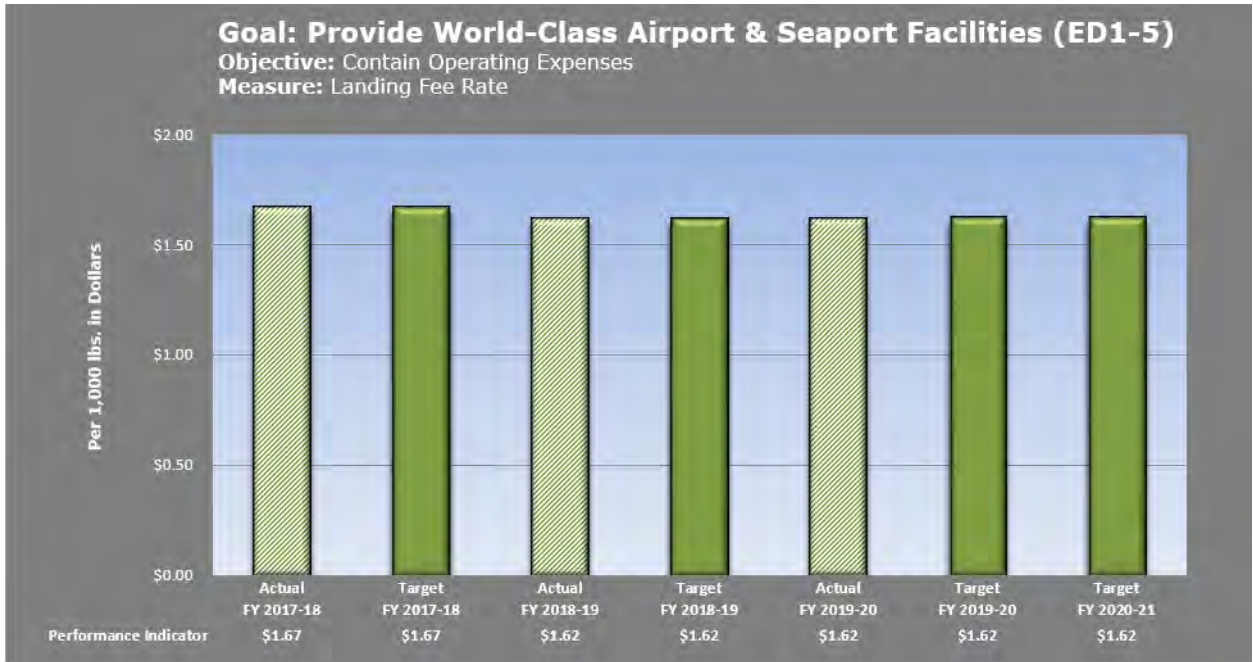


The chart above illustrates the comparison between actuals and targets for total passengers arriving and departing at MIA; for FY 2019-20 the actual was below the target as of result of COVID-19.



The chart above illustrates the comparison between actuals and targets for cargo tonnage; for FY 2019-20 the actual met the target.

Group Goal(s)/Performance Measures (cont)



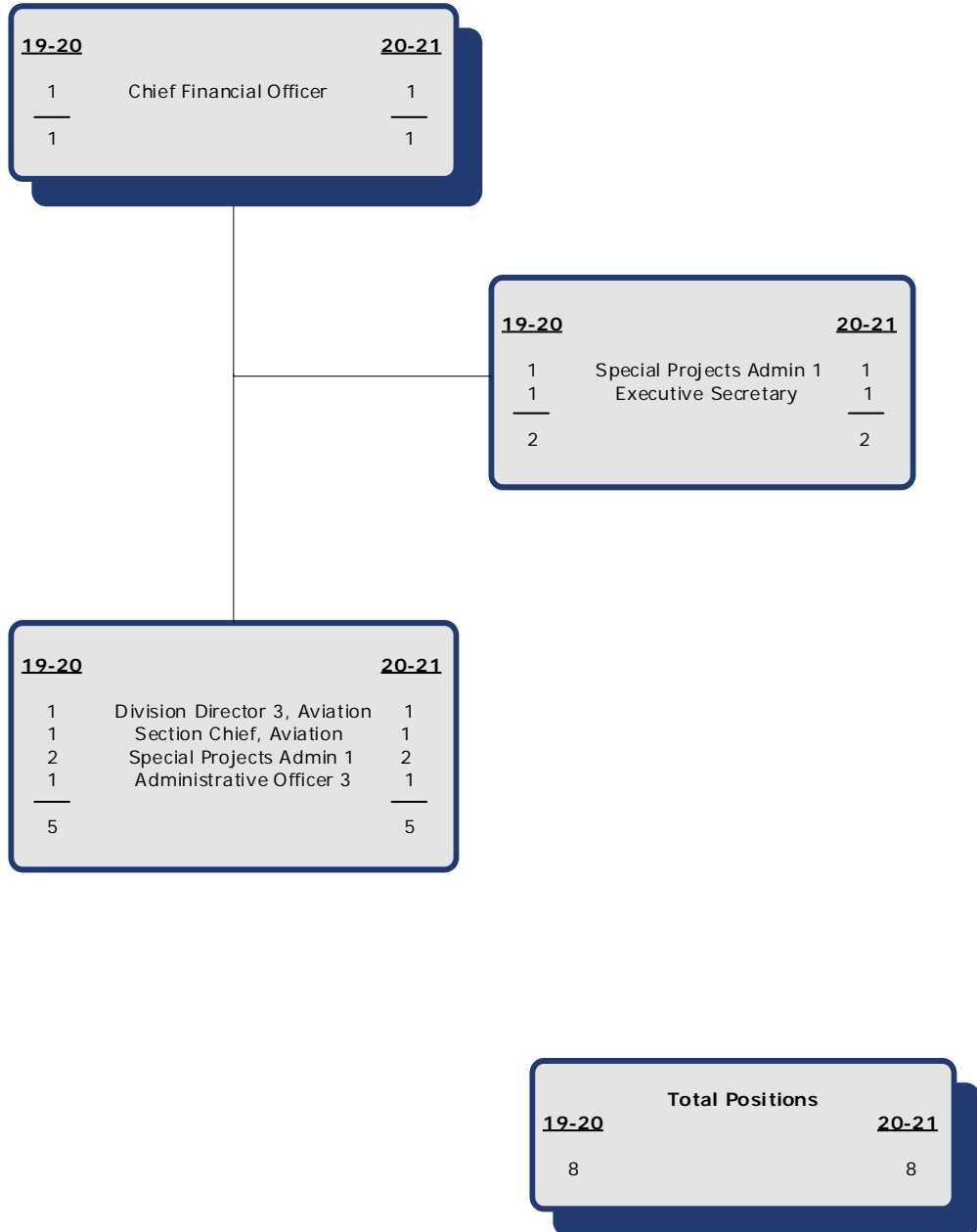
The chart above illustrates the comparison between actuals and targets for the landing fee, which is the rate per 1,000 lb. units charged to airlines for landing of aircraft; for FY 2019-20 the actual met the target.

Accomplishments for FY 2020

- Directed the refunding of qualified bonds to secure funding for the Departments capital budget
- Enacted changes to monitor capital program (CIP)
- Converted to paperless filing system for Concession Revenue Monthly Report files
- Recognized as the County standard for prompt payment
- Awarded the Government Finance Officers Association's Certificate of Achievement for Excellence in Financial Reporting consecutively since 1992 without any material findings
- Achieved a successful budget preparation process utilizing a refined methodology
- Awarded the Government Finance Officers Association, Distinguished Budget Presentation Award for the 9th consecutive year
- Achieved deadlines assigned by the Office of Management & Budget (OMB) for data input in the new County system Budgeting Analysis Tool (BAT) and Resourcing for Results Online (RFRO)
- Maintained bond rating with Kroll, S&P, Fitch and Moody's
- Developed Terminal Optimization Program (TOP) Book
- Developed ten year outlook for Capital Projects Budget

Finance & Strategy

Organizational Structure



Mission Statement

The mission of the Finance and Strategy Division is to provide leadership to the Divisions within this Group.

Responsibilities

- Overseeing the functions of the Finance & Strategy Group
- Directing the overall financial management of MDAD
- Providing strategic assistance to MDAD's executive management team in establishing long-range goals, strategies, plans and policies

Personnel Summary

<i>OCC</i>		<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>
<i>Code</i>	<i>Occupational Title</i>	<i>FY 2019</i>	<i>Budget</i>	<i>Budget</i>	<i>FY21 vs FY20</i>
			<i>FY 2020</i>	<i>FY 2021</i>	
5181	Chief Financial Officer	1	1	1	-
5148	Division Director 3, Aviation	1	1	1	-
5016	Section Chief, Aviation	1	1	1	-
0831	Special Projects Administrator 1	2	3	3	-
0812	Administrative Officer 3	1	1	1	-
5312	Executive Secretary	1	1	1	-
	Total	7	8	8	-

Expense Summary

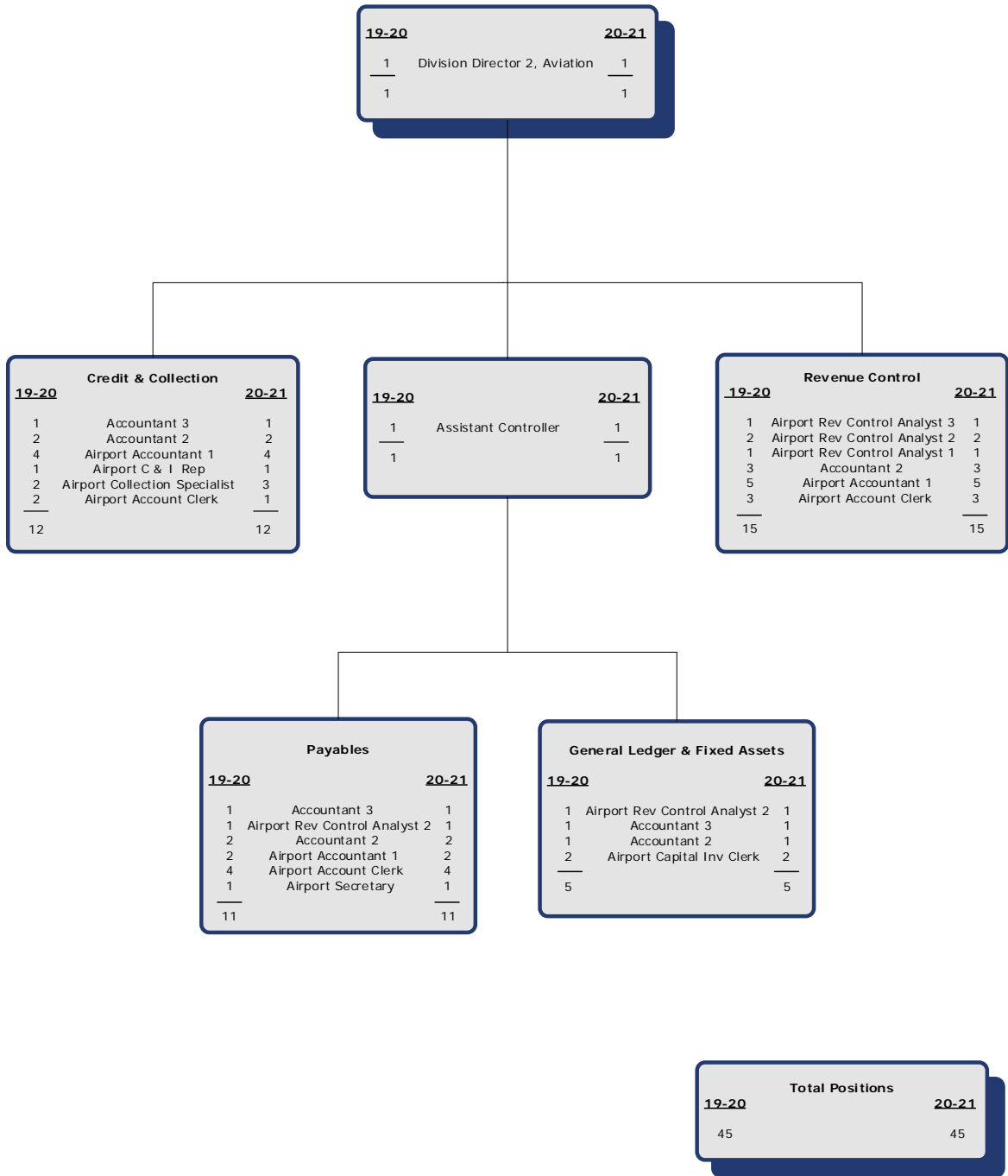
	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2019</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 2021 vs FY 2020</i>	
		<i>FY 2020</i>	<i>FY 2021</i>	\$	%
Salary/Fringes					
Regular	\$843,209	\$846,313	\$874,140	\$27,827	3.3%
Over-time	-	-	-	-	0.0%
Fringes	245,073	251,727	306,930	55,203	21.9%
Total Salary/Fringes	\$1,088,282	\$1,098,040	\$1,181,070	\$83,030	7.6%
Outside Contracts	-	-	-	-	0.0%
Other Operating	5,515	23,200	19,720	(3,480)	-15.0%
Capital	-	-	-	-	0.0%
Total	\$1,093,797	\$1,121,240	\$1,200,790	\$79,550	7.1%

Major Drivers

FY 2019-20 Budget	\$1,121,240
Proposed personnel costs	
Salary/Fringe Adjustments	<u>83,030</u>
Proposed variance in personnel costs	1,204,270
Other Operating	
Decrease in auto expense & parking reimbursement, educational seminars and office supplies	<u>(3,480)</u>
FY 2020-21 Budget	<u><u>\$1,200,790</u></u>

Accounting

Organizational Structure



Mission Statement

The mission of the Accounting Division is to provide timely and accurate financial and statistical services to enable senior management to make informed management decisions to meet the current and future needs of the Department and its customers.

Responsibilities

- Coordinating and preparing the Department's Year-End Financial Reports and the Single Audit Report
- Reviewing financial statements and the closing of monthly books and reconciliations
- Coordinating internal and external audits and management consulting services
- Maintaining, reporting and managing of all general ledger accounts and providing cost accounting services in support of the Department's financial goals and objectives
- Managing and overseeing the general ledger and accounting for grant awards and passenger facility charges, and overseeing and reviewing the preparation of various monthly, quarterly and annual reports required by the Trust Agreement
- Processing vendor invoices in a timely manner
- Collecting all cash received for all related airport services
- Generating accurate customer invoices
- Producing accurate and timely Aviation Statistics
- Complying with all governing principles Generally Accepted Accounting Principles (GAAP), Generally Accepted Auditing Standards (GAAS), and all other regulatory entities

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2019</i>	<i>Adopted Budget FY 2020</i>	<i>Adopted Budget FY 2021</i>	<i>Inc/(Dec) FY 2021 vs FY 2020</i>
5054	Division Director 2, Aviation	1	1	1	-
0849	Assistant Controller	1	1	1	-
0317	Accountant 3	3	3	3	-
5239	Airport Revenue Control Analyst 3	1	1	1	-
0316	Accountant 2	8	8	8	-
5238	Airport Revenue Control Analyst 2	3	4	4	-
5339	Airport Accountant 1	8	11	11	-
5237	Airport Revenue Control Analyst 1	1	1	1	-
5335	Airport Collection Specialist	3	2	3	1
5334	Airport Collection & Inspection Rep	1	1	1	-
5319	Airport Capital Inventory Clerk	2	2	2	-
5338	Airport Account Clerk	7	9	8	(1)
5310	Airport Secretary	1	1	1	-
	Total	40	45	45	-

Expense Summary

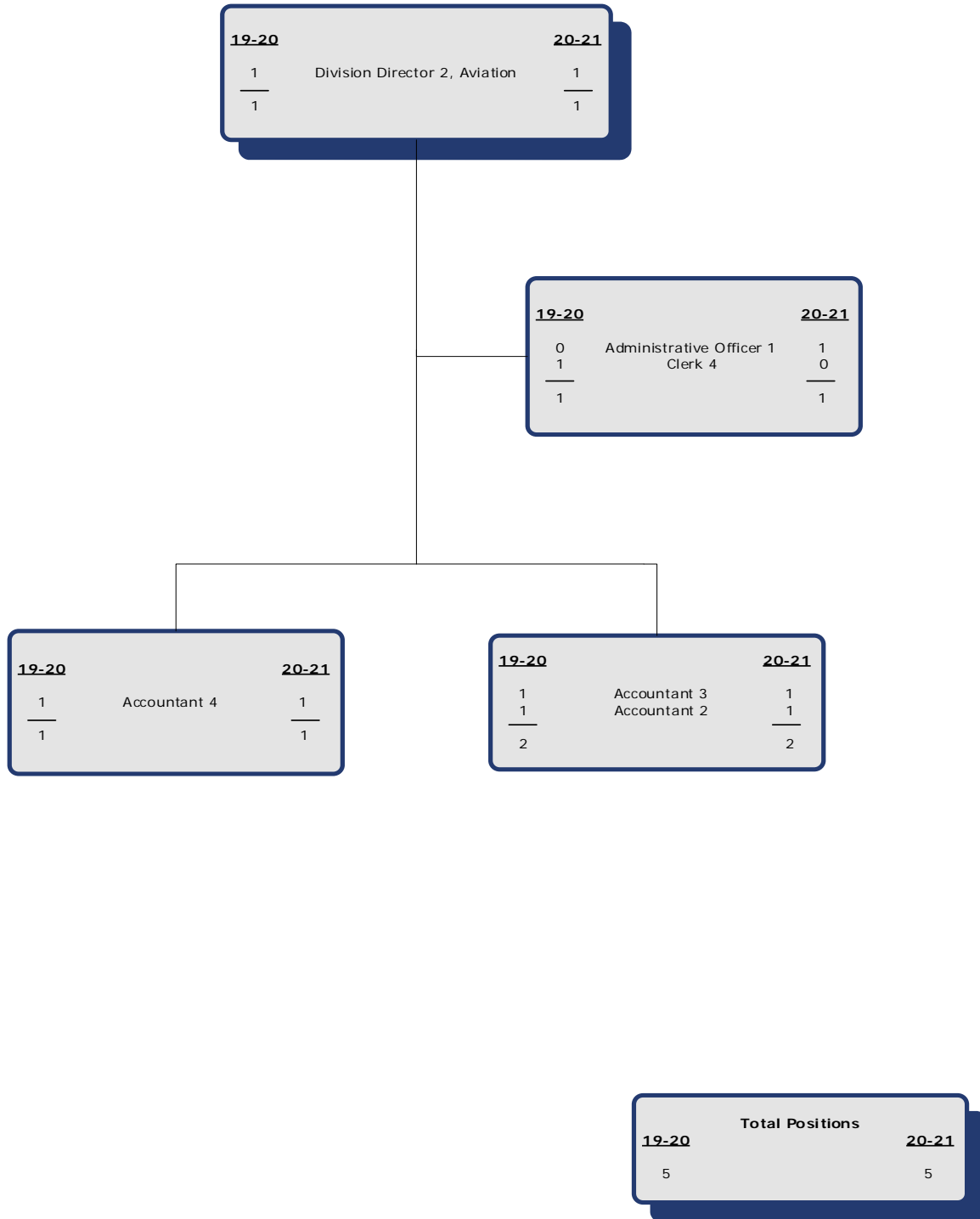
	<i>Actual FY 2019</i>	<i>Adopted Budget FY 2020</i>	<i>Adopted Budget FY 2021</i>	<i>Inc/(Dec) FY 2021 vs FY 2020</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$2,689,231	\$3,031,651	\$3,084,596	\$52,945	1.7%
Over-time	2,532	8,200	9,700	1,500	18.3%
Fringes	961,817	1,138,923	1,187,514	48,591	4.3%
Total Salary/Fringes	\$3,653,579	\$4,178,774	\$4,281,810	\$103,036	2.5%
Outside Contracts	351,193	449,500	396,500	(53,000)	-11.8%
MOU	6,648	8,000	5,000	(3,000)	-37.5%
Other Operating	7,739	46,590	17,390	(29,200)	-62.7%
Capital	-	-	-	-	0.0%
Total	\$4,019,160	\$4,682,864	\$4,700,700	\$17,836	0.4%

Major Drivers

FY 2019-20 Budget	\$4,682,864
Proposed personnel costs	
Salary/Fringe Adjustments	101,536
Increase in over-time	1,500
Proposed variance in personnel costs	4,785,900
Outside Contract Services	
Decrease in external annual audit, temporary help agency and armored car service	(53,000)
MOU	
Decrease in asset management fee	(3,000)
Other Operating	
Decrease in auto reimbursement, travel expense, registration fees, educational seminars and office supplies	(29,200)
FY 2020-21 Budget	<u>\$4,700,700</u>

Capital Finance

Organizational Structure



Mission Statement

The mission of the Capital Finance Division is to provide management, development and tracking of the Aviation Department's capital budget, consistent with its financial capacity and to ensure accurate and up-to-date fund, investment, and bond information, and facilitate availability of funds and treasury services when needed to meet the obligations of the Aviation Department.

Responsibilities

- Assuring the availability of capital funding when needed, through application of a strategic plan of finance to achieve cost-effective funding for the Airport's capital program
- Performing assessments of the Department's financial capacity and recommending how to fund the Airport's capital program in order to obtain the lowest cost of capital over time
- Supervising the administrative operations in the issuance and refunding of bonds, financial management, cash management and other activities in compliance with established regulations
- Ensuring cash for debt service requirements and for direct construction draws; making PFC applications and performing accounting computations for the Department's investment portfolio, debt service payments, grant revenues and PFC revenues
- Managing short-term and long-term debt issuance, to ensure that cash needs are met, and ensuring sufficient cash for meeting debt service requirements per the Trust Agreement and for direct construction draws
- Supervising the debt service requirements of the Aviation Department and for monitoring and ensuring that bond applications are prepared and submitted in accordance with funding source requirements
- Monitoring the performance of monthly bank statements reconciliation in accordance with the Trust Agreement and GAAP
- Ensuring that all debt and investment transactions are recorded in conformity with General Accepted Accounting Principles (GAAP)
- Allocating interest earned and interest expense to the appropriate accounts in accordance with statutory requirements
- Verifying that all cash and investment transactions have been properly recorded and reconciled
- Verifying sufficient liquidity in the various bank accounts to cover operating expenses
- Monitoring and ensuring reserve requirements are satisfactorily met
- Performing monthly inspections of all MDAD related credit card machines for PCI compliance

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2019</i>	<i>Adopted Budget FY 2020</i>	<i>Adopted Budget FY 2021</i>	<i>Inc/(Dec) FY21 vs FY20</i>
5054	Division Director 2, Aviation	1	1	1	-
0318	Accountant 4	1	1	1	-
0317	Accountant 3	1	1	1	-
0316	Accountant 2	1	1	1	-
0810	Administrative Officer 1	-	-	1	1
0013	Clerk 4	-	1	-	(1)
	Total	4	5	5	-

Expense Summary

	<i>Actual FY 2019</i>	<i>Adopted Budget FY 2020</i>	<i>Adopted Budget FY 2021</i>	<i>Inc/(Dec) FY 2021 vs FY 2020</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$403,742	\$454,874	\$473,071	\$18,197	4.0%
Over-time	-	-	-	-	0.0%
Fringes	115,881	143,931	151,263	7,332	5.1%
Total Salary/Fringes	\$519,623	\$598,805	\$624,334	\$25,529	4.3%
Outside Contracts	3,296,080	3,154,000	2,707,000	(447,000)	-14.2%
MOU	35,571	50,000	50,000	-	0.0%
Other Operating	480,232	621,325	618,325	(3,000)	-0.5%
Capital	-	-	-	-	0.0%
Total	\$4,331,507	\$4,424,130	\$3,999,659	(\$424,471)	-9.6%

Major Drivers

FY 2019-20 Budget	\$4,424,130
Proposed personnel costs	
Salary/Fringe Adjustments	25,529
Proposed variance in personnel costs	4,449,659
Outside Contract Services	
Increase in Trustee Services	5,000
Decrease in consulting services, line of credit issuance cost and catering expenses for meetings	(452,000)
Other Operating	
Decrease in travel expense, office supplies and educational seminars	(3,000)
FY 2020-21 Budget	\$3,999,659

Program Controls

Organizational Structure

<u>19-20</u>		<u>20-21</u>
1	Division Director 2, Aviation	1
<hr/>		<hr/>
1		1

<u>19-20</u>		<u>20-21</u>
3	Aviation Senior Cost Manager	2
3	Aviation Cost Analyst	3
4	PGTS Coordinator	4
<hr/>		<hr/>
10		9

Total Positions		
<u>19-20</u>		<u>20-21</u>
11		10

Mission Statement

The mission of the Program Controls Division is to provide sound project management principles to control scope, cost, schedule and quality of capital projects at the Aviation Department.

Responsibilities

- Providing capital project scope, cost and schedule information to the senior executive management team of the Department
- Performing an integral role in the change management process to determine time, scope and schedule impacts of proposed changes and subsequent work orders
- Providing strategic assistance to the development of Aviation Department's Capital Budget for Miami-Dade County and the bond process
- Performing regular monitoring of schedule and budget variance for projects in the Capital Program
- Processing contractor and professional services invoices to assure compliance with contract, funding, accuracy of scope and schedule implications
- Managing the development of the Project Costing Module functionality of the Enterprise Resource Planning (ERP) solution for the Department
- Managing the development and integration of Project Management Information System (PMIS) to ensure construction and professional contractual functionalities are being performed appropriately within the contracts
- Maintaining the archival system of records within PMIS that incorporates scope, time, and budgets for closed and active projects
- Providing prompt and accurate processing of contractor invoices and claims
- Forecasting costs at completion for active Capital Projects on a quarterly basis
- Providing escalation and market studies for MDAD
- Evaluating and providing preliminary estimates for the Real Estate Management Division to determine rental credits

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2019</i>	<i>Adopted Budget FY 2020</i>	<i>Adopted Budget FY 2021</i>	<i>Inc/(Dec) FY21 vs FY20</i>
5054	Division Director 2, Aviation	1	1	1	-
5119	Aviation Senior Cost Manager	3	3	2	(1)
5118	Aviation Cost Analyst	3	3	3	-
5292	PGTS Coordinator	3	4	4	-
Total		10	11	10	(1)

Expense Summary

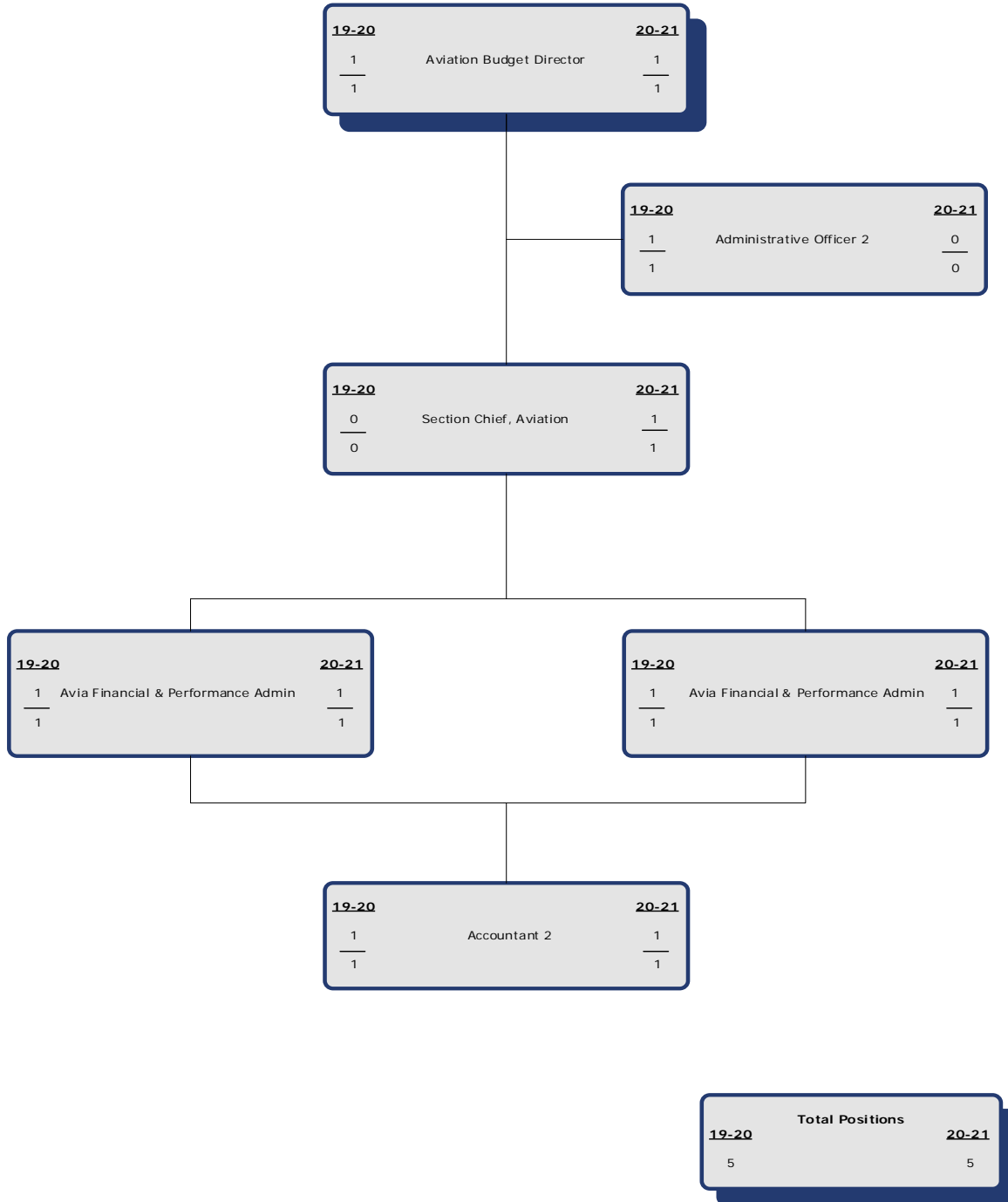
	<i>Actual FY 2019</i>	<i>Adopted Budget FY 2020</i>	<i>Adopted Budget FY 2021</i>	<i>Inc/(Dec) FY 2021 vs FY 2020</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$771,578	\$1,080,486	\$1,046,946	(\$33,540)	-3.1%
Over-time	-	-	-	-	0.0%
Fringes	217,708	330,652	322,101	(8,551)	-2.6%
Total Salary/Fringes	\$989,286	\$1,411,138	\$1,369,047	(\$42,091)	-3.0%
Outside Contracts	925,607	1,800,000	1,679,980	(120,020)	-6.7%
Other Operating	4,698	176,800	76,800	(100,000)	-56.6%
Capital	-	-	-	-	0.0%
Total	\$1,919,591	\$3,387,938	\$3,125,827	(\$262,111)	-7.7%

Major Drivers

FY 2019-20 Budget	\$3,387,938
Proposed personnel costs	
Salary/Fringe Adjustments	(42,091)
Proposed variance in personnel costs	3,345,847
Outside Contract Services	
Decrease in consulting services	(120,020)
Other Operating	
Decrease in inservice training	(100,000)
FY 2020-21 Budget	<u><u>\$3,125,827</u></u>

Financial Planning & Performance Analysis

Organizational Structure



Mission Statement

The mission of the Financial Planning and Performance Analysis Division is to provide the primary support to our customers with efficient and effective methods for preparation, planning, and monitoring of the budget cycle; calculation of airline rates and charges and the fee-setting process; and generate timely analytical reports that support internal planning and management decision making.

Responsibilities

- Providing support to all divisions with effective methods for the preparation, planning, and monitoring of the budget cycle
- Generating timely analytical reports that support internal planning and management decision making
- Balancing all the operational requests within the Department in order to stay within the approved expenditures
- Providing Departmental viewing of enhanced, on-line, real-time reports through PeopleSoft
- Forecasting, analyzing, reconciling, processing, monitoring and auditing financial and budgetary documents, to include preparation and monitoring of the Aviation Department's annual operating budget
- Preparing the annual and semi-annual landing fee and rates, fees and charges for the Department
- Coordinating and managing the preparation of the Department's Monthly Financial Report, Enterprise Performance Management (EPM)/Budgeting Module Lead and serving as a liaison between the Office of Management & Budget (OMB) and the Office of the Commission Auditor (OCA)
- Publishing of the Department's yearly Operating Budget book and Rates, Fees and Charges book

Personnel Summary

<i>OCC</i>		<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>
<i>Code</i>	<i>Occupational Title</i>	<i>FY 2019</i>	<i>Budget</i>	<i>Budget</i>	<i>FY21 vs FY20</i>
			<i>FY 2020</i>	<i>FY 2021</i>	
5054	Division Director 2, Aviation	1	1	1	-
5016	Section Chief, Aviation	-	-	1	1
5285	Aviation Finance & Performance Administrator	2	2	2	-
0316	Accountant 2	1	1	1	-
0811	Administrative Officer 2	-	1	-	(1)
	Total	4	5	5	-

Expense Summary

	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2019</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 2021 vs FY 2020</i>	
		<i>FY 2020</i>	<i>FY 2021</i>	<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$441,425	\$508,960	\$555,624	\$46,664	9.2%
Over-time	-	-	-	-	0.0%
Fringes	122,980	151,862	175,663	23,801	15.7%
Total Salary/Fringes	\$564,405	\$660,822	\$731,287	\$70,465	10.7%
Outside Contracts	-	-	-	-	0.0%
Other Operating	3,142	5,400	4,100	(1,300)	-24.1%
Capital	-	-	-	-	0.0%
Total	\$567,548	\$666,222	\$735,387	\$69,165	10.4%

Major Drivers

FY 2019-20 Budget	\$666,222
Proposed personnel costs	
Salary/Fringe Adjustments	70,465
Proposed variance in personnel costs	<u>736,687</u>
Other Operating	
Increase in auto expense & parking reimbursement and miscellaneous general & administrative expense	400
Decrease in publications, registration fees and office supplies	<u>(1,700)</u>
FY 2020-21 Budget	<u><u>\$735,387</u></u>



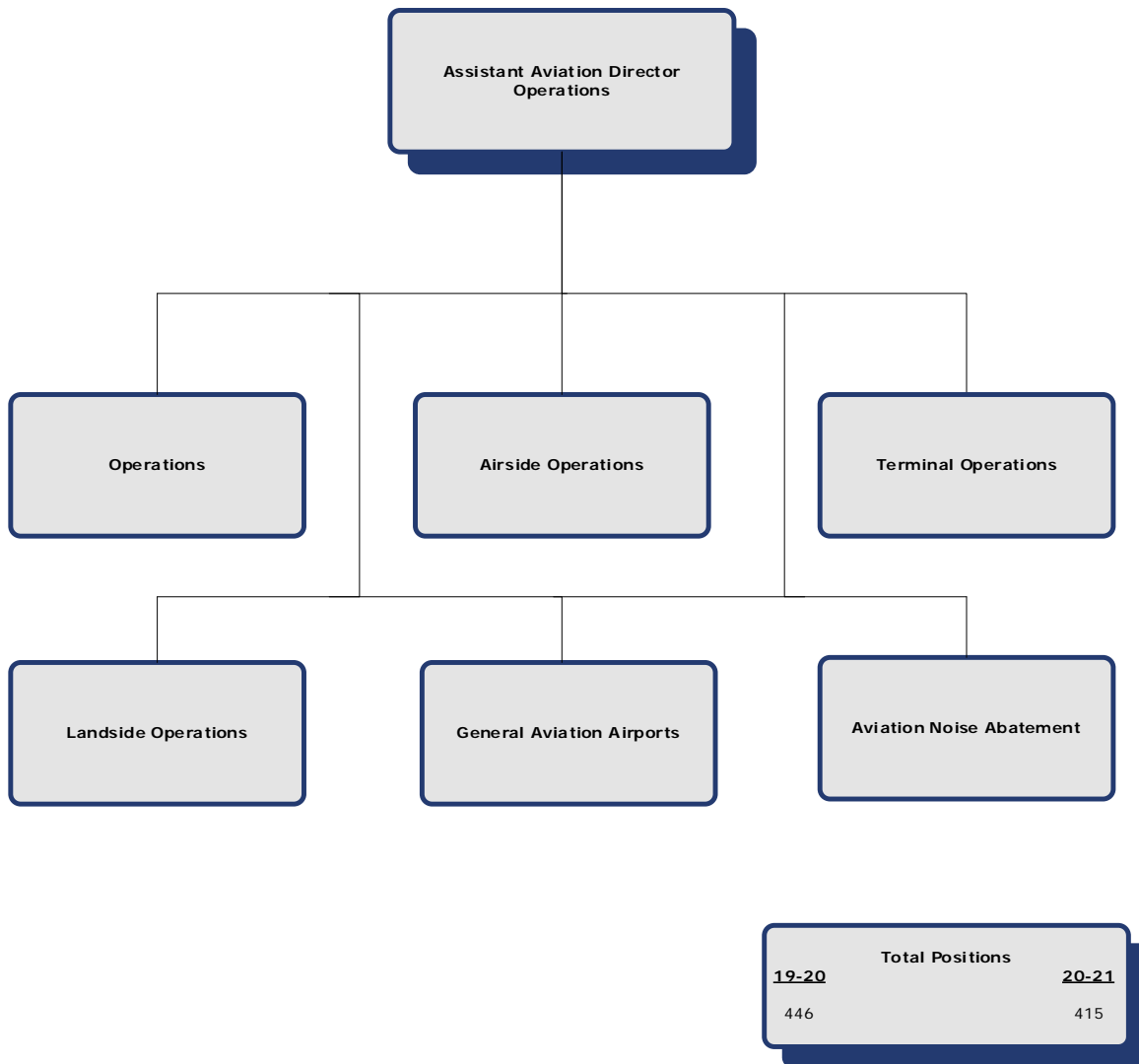
Carybe Mural is painted at Miami International Airport, South Terminal H, level 2
artist Hector Julio Paride Bernabo

Operations Group

Overview

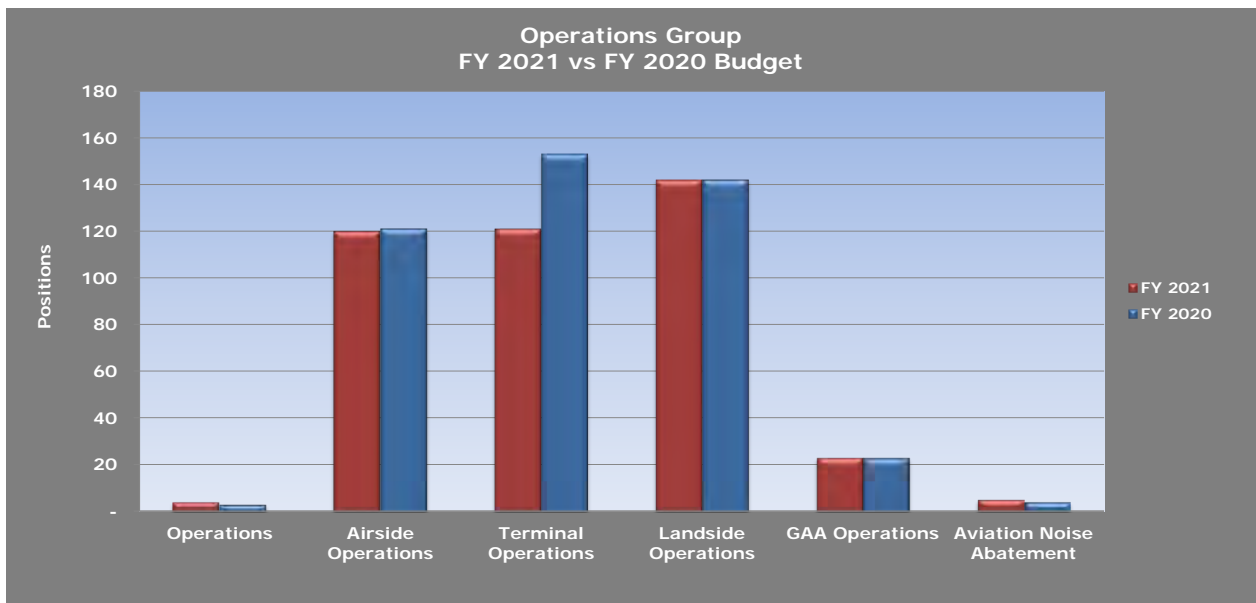
The Operations Group provides for a safe and secure airfield, manages the day-to-day operations within the terminal building, directs the 24 hour traffic operations which extend from the terminal curb to the airport property line and includes the cargo area, oversees operations at the General Aviation Airports, and addresses issues within the community related to aircraft noise and land compatibility. The Group consists of the Operations, Airside Operations, Terminal Operations, Landside Operations, GAA Operations, and Aviation Noise Abatement Divisions.

Organizational Structure



Personnel Summary

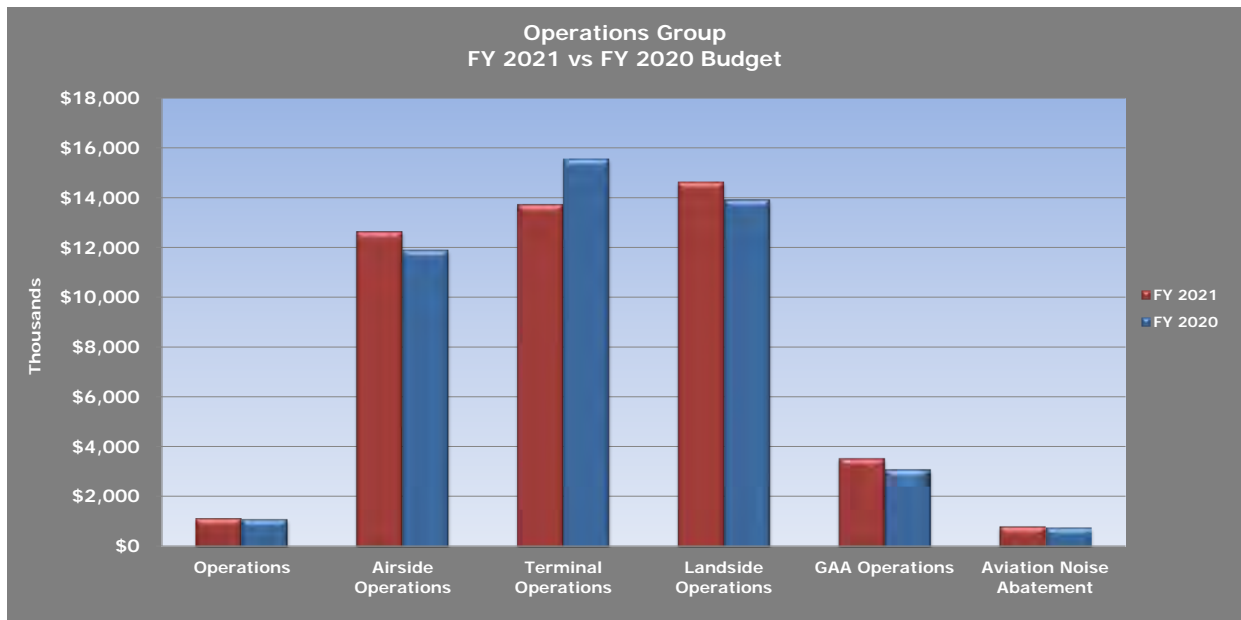
	<i>Actual FY 2019</i>	<i>Adopted Budget FY 2020</i>	<i>Adopted Budget FY 2021</i>	<i>Inc/(Dec) FY21 vs FY20</i>
Operations	3	3	4	1
Airside Operations	119	121	120	(1)
Terminal Operations	148	153	121	(32)
Landside Operations	139	142	142	-
GAA Operations	20	23	23	-
Aviation Noise Abatement	4	4	5	1
Total	433	446	415	(31)



The chart above is a comparison of the FY 2021 and FY 2020 budgeted positions for the divisions in the Operations Group; the major decrease is reflected in the Terminal Operations Division which is due to the reorganization of staff.

Expense Summary

	<i>Actual FY 2019</i>	<i>Adopted Budget FY 2020</i>	<i>Adopted Budget FY 2021</i>	<i>Inc/(Dec) FY 2021 vs FY 2020</i>	
				<i>\$</i>	<i>%</i>
Operations	\$734,032	\$1,108,155	\$1,144,006	\$35,851	3.2%
Airside Operations	10,446,287	11,901,085	12,641,633	740,548	6.2%
Terminal Operations	13,974,538	15,550,836	13,726,923	(1,823,913)	-11.7%
Landside Operations	13,105,326	13,915,759	14,618,602	702,843	5.1%
GAA Operations	2,557,879	3,103,308	3,546,433	443,125	14.3%
Aviation Noise Abatement	583,291	767,725	817,769	50,044	6.5%
Total	\$41,401,353	\$46,346,868	\$46,495,366	\$148,498	0.3%



The chart above is a comparison of the FY 2021 and FY 2020 budgeted expenses for the divisions in the Operations Group; overall there is an increase in expenses, with the major increase reflected in the Operations Division and Landside Operations Division which is offset by a decrease in the Terminal Operations Division.

Group Goals(s)/Performance Measures



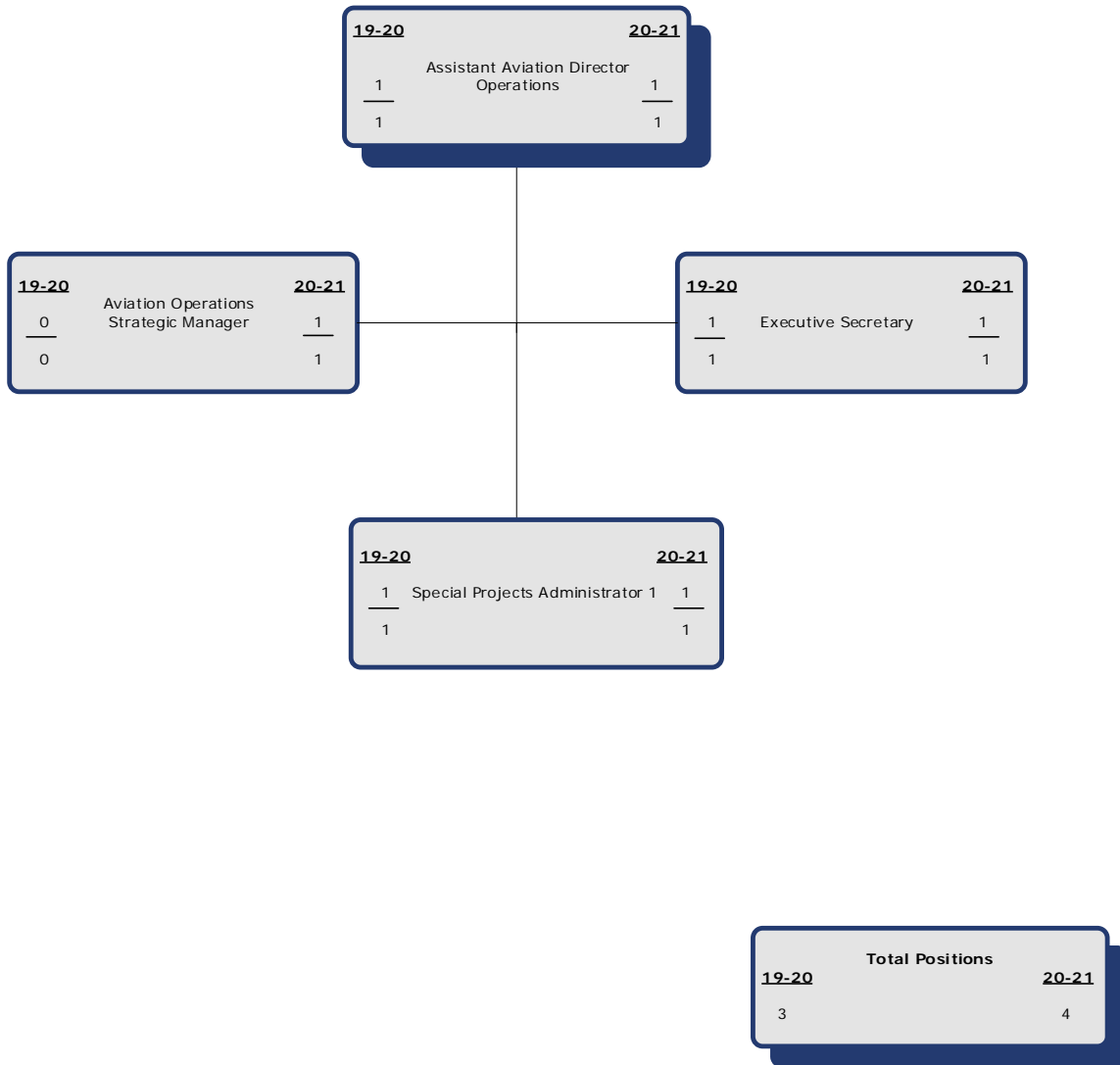
The chart above illustrates the comparison between actuals and targets for the number of AOA (Airport Operations Area) certification driver trainings conducted, which provide airport drivers with the rules and regulations required to safely operate a motor vehicle on the AOA of Miami International Airport; for FY 2019-20 the actual was below the target as a result of COVID-19.

Accomplishments for FY 2020

- Provided bus transportation of arriving and departing passengers on the Concourse E Satellite
- Improved passenger processing times in the FIS by implementing and managing queuing system
- Continued to work with the ADA Access Committee and participated in the County's Commission on Disability Issues (CODI) meetings
- Coordinated with contractor/facilities in developing and implementing maintenance of traffic plans for Central Boulevard and the refurbishment of the public parking facilities
- Maintained safe and secure airfield operations areas at the General Aviation Airports (GAA)
- Prevented unauthorized field incursions and pedestrian deviations (VPD) at the GAA Airports
- Prepared all wildlife documentation manuals for FAA PART 139 Inspections
- Investigated all noise complaints and look for trends in areas where aircraft noise complaints were increasing or decreasing
- All GA Airports passed certification inspection by FDOT

Operations

Organizational Structure



Mission Statement

The mission of the Operations Division is to provide leadership to the Divisions within this group.

Responsibilities

- Overseeing the functions of the Operations Group

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2019</i>	<i>Adopted Budget FY 2020</i>	<i>Adopted Budget FY 2021</i>	<i>Inc/(Dec) FY21 vs FY20</i>
5182	Assistant Aviation Director Operations	1	1	1	-
5299	Aviation Ops Strategic Manager	-	-	1	1
0831	Special Projects Administrator 1	1	1	1	-
5312	Executive Secretary	1	1	1	-
Total		3	3	4	1

Expense Summary

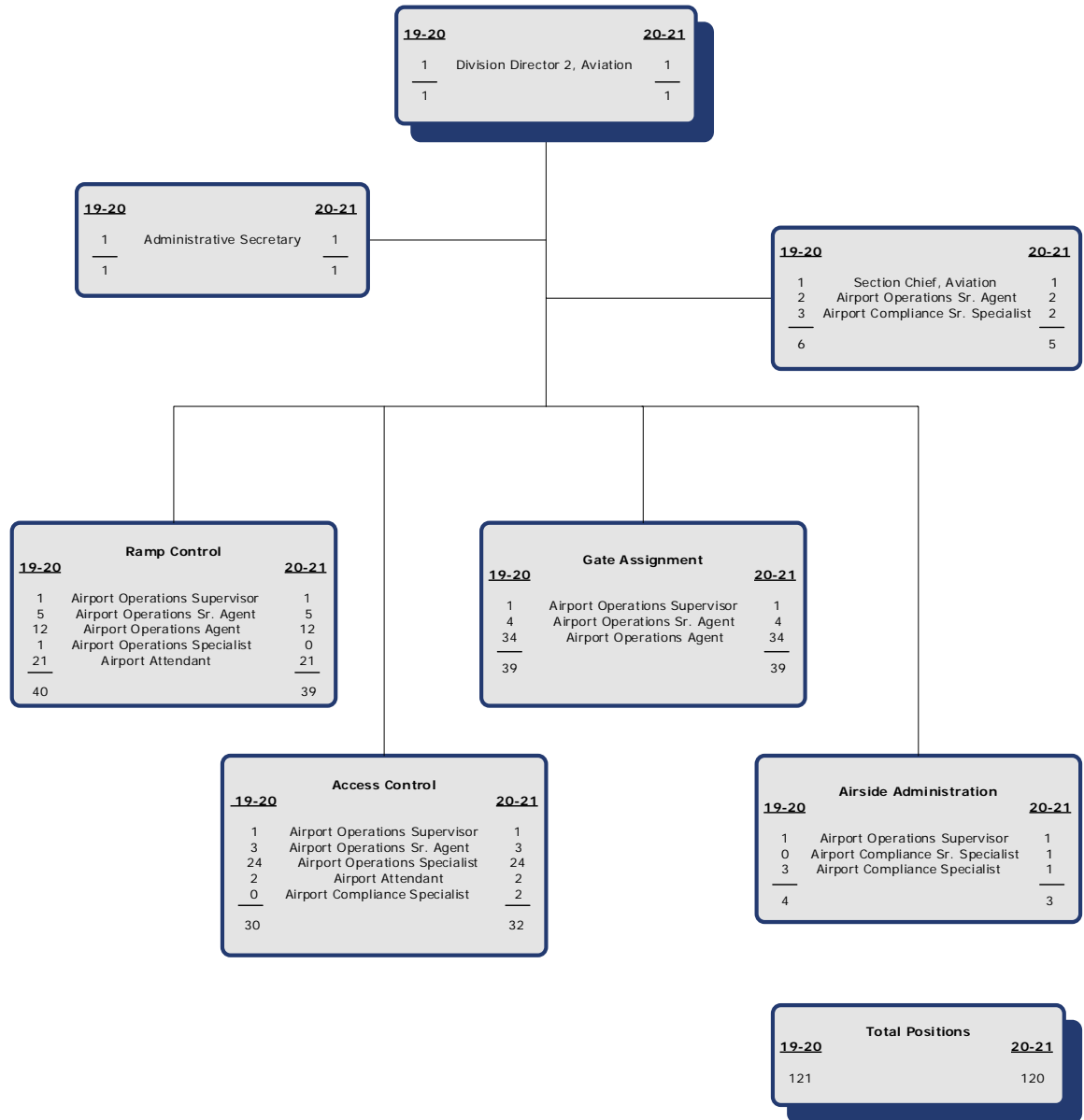
	<i>Actual FY 2019</i>	<i>Adopted Budget FY 2020</i>	<i>Adopted Budget FY 2021</i>	<i>Inc/(Dec) FY 2021 vs FY 2020</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$414,272	\$324,975	\$475,170	\$150,195	46.2%
Over-time	-	-	-	-	0.0%
Fringes	16,767	124,276	168,786	44,510	35.8%
Total Salary/Fringes	\$431,039	\$449,251	\$643,956	\$194,705	43.3%
Outside Contracts	55,683	31,560	109,060	77,500	245.6%
Other Operating	10,811	59,234	34,234	(25,000)	-42.2%
Capital	236,499	568,110	356,756	(211,354)	-37.2%
Total	\$734,032	\$1,108,155	\$1,144,006	\$35,851	3.2%

Major Drivers

FY 2019-20 Budget	\$1,108,155
Proposed personnel costs	
Salary/Fringe Adjustments	194,705
Proposed variance in personnel costs	<u>1,302,860</u>
Outside Contract Services	
Increase in consulting services, maintenance & repair of equipment and shipping charges	87,500
Decrease in promotional items	(10,000)
Other Operating	
Decrease in postage expense, travel expense and registration fees	(25,000)
Capital	
Decrease in other machinery, equipment & furniture	<u>(211,354)</u>
FY 2020-21 Budget	<u><u>\$1,144,006</u></u>

Airside Operations

Organizational Structure



Mission Statement

The mission of the Airside Operations Division is to provide secure, safe and efficient airfield areas, terminal gates and cargo loading positions for our aircraft users while delivering professional and courteous service to our business partners, employees and passengers.

Responsibilities

- Providing a safe and secure airfield environment for the operations of aircraft, in compliance with Federal Aviation Regulations (FAR) Part 139 and Transportation Security Administration (TSA) Part 1542
- Collecting aviation fees associated with the operations of aircraft and airport users
- Controlling the movement of aircraft in non-Federal Aviation Administration (FAA) controlled areas
- Administering the Airport Operations Area (AOA) decal and vehicle safety inspection insurance verification
- Controlling the access and movement of persons and vehicles entering the AOA
- Conducting daily inspections of the airfield lighting system, striping, pavement conditions, Foreign Object Debris (FOD) and airfield training programs in compliance with FAR 139
- Approving advance airline schedules and preparing passenger projection reports, in conjunction with planning real-time gate assignment and maintaining real-time flight information on the Flight Information Display System (FIDS)
- Providing passenger bus service for aircrafts assigned to remote parking
- Administering the AOA Driver Training, Movement Area Driver Training, Loading Bridge Training, and Part 139 Operations Training programs
- Reviewing and approving construction plans, maintenance of traffic/safety plans on the AOA
- Working with airlines to ensure compliance with the Passenger Bill of Rights during irregular operations such as weather events

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2019</i>	<i>Adopted Budget FY 2020</i>	<i>Adopted Budget FY 2021</i>	<i>Inc/(Dec) FY21 vs FY20</i>
5054	Division Director 2, Aviation	1	1	1	-
5016	Section Chief Aviation	1	1	1	-
5202	Airport Operations Supervisor	4	4	4	-
5203	Airport Operations Sr. Agent	14	14	14	-
5331	Airport Compliance Sr Specialist	3	3	3	-
5204	Airport Operations Agent	46	46	46	-
5205	Airport Operations Specialist	24	25	24	(1)
5330	Airport Compliance Specialist	3	3	3	-
5374	Airport Attendant	23	23	23	-
5311	Administrative Secretary	-	1	1	-
Total		119	121	120	(1)

Expense Summary

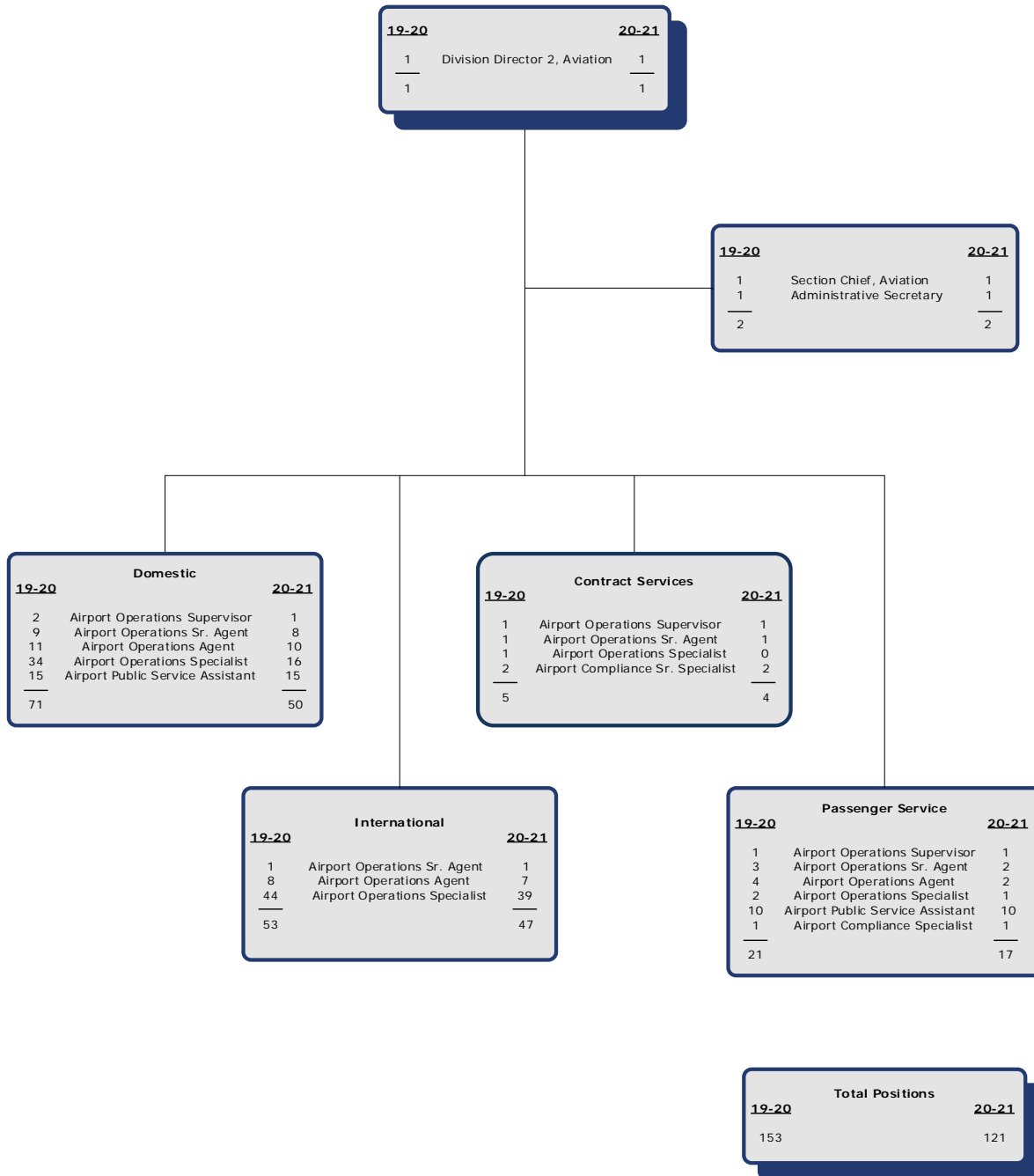
	<i>Actual FY 2019</i>	<i>Adopted Budget FY 2020</i>	<i>Adopted Budget FY 2021</i>	<i>Inc/(Dec) FY 2021 vs FY 2020</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$6,763,062	\$7,070,258	\$7,856,386	\$786,128	11.1%
Over-time	547,936	800,000	864,000	64,000	8.0%
Fringes	2,819,508	2,990,077	3,196,078	206,001	6.9%
Total Salary/Fringes	\$10,130,506	\$10,860,335	\$11,916,464	\$1,056,129	9.7%
Outside Contracts	231,212	31,000	1,000	(30,000)	-96.8%
MOU	5,625	21,000	6,000	(15,000)	-71.4%
Other Operating	42,073	499,000	449,800	(49,200)	-9.9%
Capital	36,872	489,750	268,369	(221,381)	-45.2%
Total	\$10,446,287	\$11,901,085	\$12,641,633	\$740,548	6.2%

Major Drivers

FY 2019-20 Budget	\$11,901,085
Proposed personnel costs	
Salary/Fringe Adjustments	992,129
Increase in over-time	64,000
Proposed variance in personnel costs	<u>12,957,214</u>
Outside Contract Services	
Decrease in appraisal services and outside contract services	(30,000)
MOU	
Decrease in GSA printing & reproduction	(15,000)
Other Operating	
Decrease in publications, travel expense, educational seminars and safety equipment & supplies	(49,200)
Capital	
Increase in vehicle improvements & additional equipment	1,722
Decrease in radio equipment and other machinery, equipment & furniture	(223,103)
FY 2020-21 Budget	<u><u>\$12,641,633</u></u>

Terminal Operations

Organizational Structure



Mission Statement

The mission of the Terminal Operations Division is to operate the airport terminal by providing a safe, efficient, and friendly environment for our internal and external customers; to exceed expectations by delivering exceptional and innovative service to all MIA users and employees through continuous improvement, and to act as advocate and ombudsman for MDAD's customers and business partners.

Responsibilities

- Managing the day-to-day operation of the facility and acting as an ombudsman to resolve complaints/issues for tenants, airlines and passengers in MIA terminals
- Operating the Terminal Operations Control Room (OCR), Paging and Information Center (PIC), MIA's Information Center at Concourse E, MDAD's Lost and Found Center (L&F)
- Providing crowd control/crisis management, standards compliance and enforcement, and facilities inspections
- Managing the Departments Zone 1 janitorial contract
- Maintaining customer advocacy (internal/external), providing one-stop service and eliminating wasted time and bureaucracy
- Operating MDAD liaison to U.S. Customs and Border Protection (CBP)

Terminal Operations

Personnel Summary

<i>OCC</i>		<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>
<i>Code</i>	<i>Occupational Title</i>	<i>FY 2019</i>	<i>Budget</i>	<i>Budget</i>	<i>FY21 vs FY20</i>
			<i>FY 2020</i>	<i>FY 2021</i>	
5054	Division Director 2, Aviation	1	1	1	-
5016	Section Chief Aviation	1	1	1	-
5202	Airport Operations Supervisor	4	4	4	-
5203	Airport Operations Sr. Agent	14	14	12	(2)
5204	Airport Operations Agent	21	23	19	(4)
5205	Airport Operations Specialist	81	81	55	(26)
5331	Airport Compliance Sr. Specialist	2	2	2	-
5330	Airport Compliance Specialist	1	1	1	-
5364	Airport Public Service Assistant	22	25	25	-
5311	Administrative Secretary	1	1	1	-
	Total	148	153	121	(32)

Expense Summary

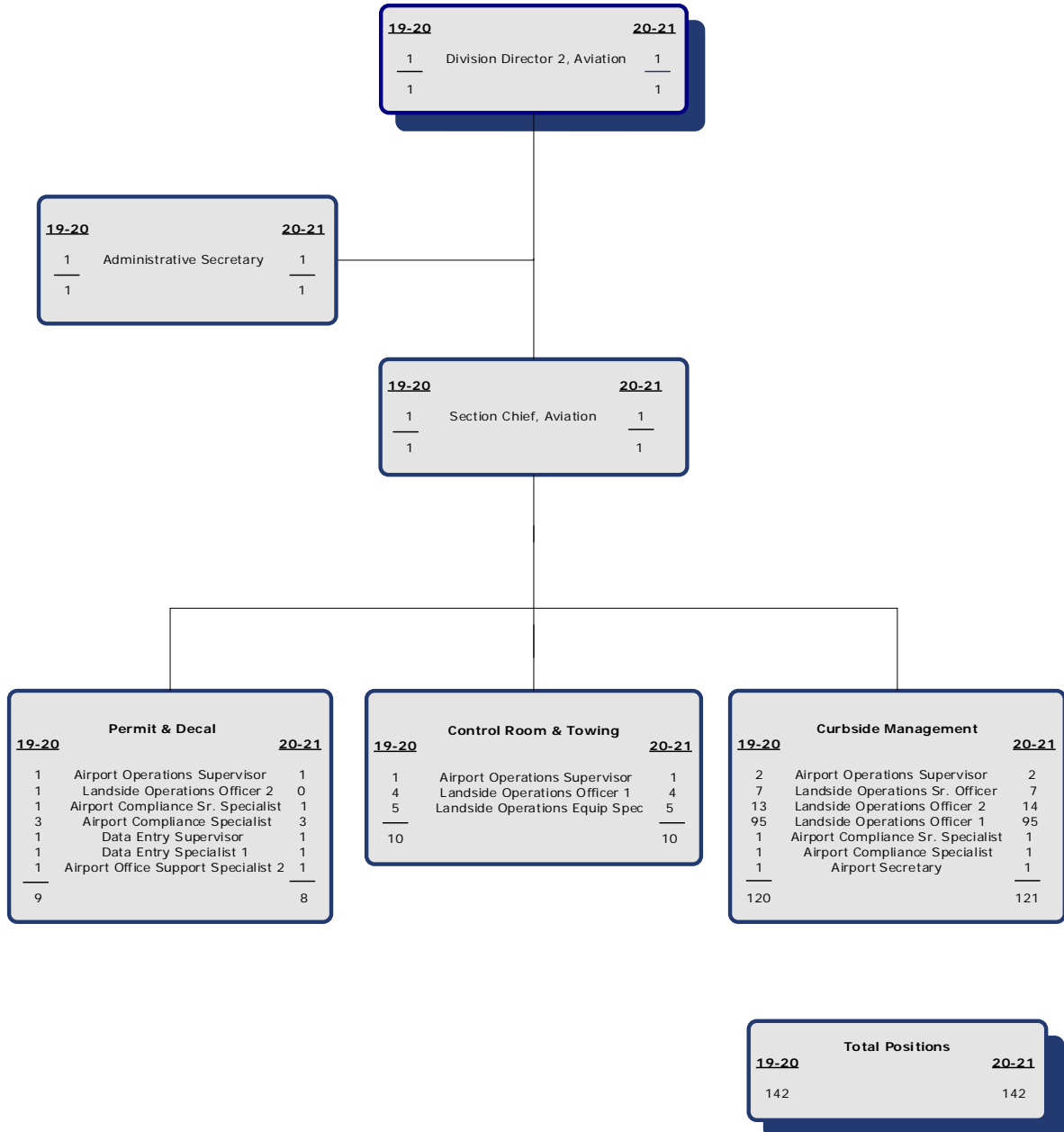
	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2019</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 2021 vs FY 2020</i>	
		<i>FY 2020</i>	<i>FY 2021</i>	\$	%
Salary/Fringes					
Regular	\$8,017,626	\$8,898,757	\$7,929,811	(\$968,946)	-10.9%
Over-time	793,892	747,520	747,520	-	0.0%
Fringes	3,867,813	3,740,314	3,210,694	(529,620)	-14.2%
Total Salary/Fringes	\$12,679,331	\$13,386,591	\$11,888,025	(\$1,498,566)	-11.2%
Outside Contracts	28,173	350,360	202,348	(148,012)	-42.2%
MOU	1,170,081	1,205,700	1,105,700	(100,000)	-8.3%
Other Operating	95,552	598,185	530,850	(67,335)	-11.3%
Capital	1,400	10,000	-	(10,000)	-100.0%
Total	\$13,974,538	\$15,550,836	\$13,726,923	(\$1,823,913)	-11.7%

Major Drivers

FY 2019-20 Budget	\$15,550,836
Proposed personnel costs	
Salary/Fringe Adjustments	(1,498,566)
Proposed variance in personnel costs	14,052,270
Outside Contract Services	
Decrease in outside contract services	(148,012)
MOU	
Decrease in Custom Border Patrol Service	(100,000)
Other Operating	
Increase in auto expense & parking reimbursement, tolls reimbursement, travel expense, registration fees, inservice training, office supplies, minor equipment, clothing & uniforms and safety equipment & supplies	24,040
Decrease in memberships and crowd control equipment	(91,375)
Capital	
Decrease in radio equipment	(10,000)
FY 2020-21 Budget	\$13,726,923

Landside Operations

Organizational Structure



Mission Statement

The mission of the Landside Operations Division is to provide the operational controls and customer-oriented administrative support services necessary to ensure the safe, efficient, and effective utilization of the airport roadway and curbside system, parking facilities and ground transportation modes available for the use of our valued patrons and employees at Miami International Airport.

Responsibilities

- Providing traffic control, employee and public parking, and monitoring and reporting maintenance, janitorial, and signage deficiencies
- Responding to all incidents/accidents occurring in the area including the public parking facilities and MIA Mover stations
- Monitoring ground transportation activity at MIA and enforcing regulations pertaining to taxicab, bus, and limousine operations
- Coordinating all special event parking and transportation activities
- Ensuring the efficient flow of traffic, especially in construction areas
- Addressing the American with Disabilities Act (ADA) concerns and work with coordinator's office of ADA at MIA
- Ensuring new and existing facilities are ADA compliant
- Removing ADA barriers, compliance with new ADA design guidelines and initiative liaison to the County's ADA coordination following federal guidelines for stricter ADA enforcement
- Issuing Ground Transportation Service Permits and enforce Operational Directives No.24 and 24-A, to ensure efficient service to users, commercial ground transportation providers, and maximize revenue to the Department
- Coordinating taxi operations and enforce Chapter 31 and Operational Directive No 42 to ensure efficient, equitable service to both users and taxicab drivers
- Operating a 24-hour control center to monitor landside areas and ensure the effective management of the operation

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2019</i>	<i>Adopted Budget FY 2020</i>	<i>Adopted Budget FY 2021</i>	<i>Inc/(Dec) FY21 vs FY20</i>
5054	Division Director 2, Aviation	1	1	1	-
5016	Section Chief, Aviation	1	1	1	-
5202	Airport Operations Supervisor	4	4	4	-
5331	Airport Compliance Sr. Specialist	2	2	2	-
5330	Airport Compliance Specialist	4	4	4	-
5389	Landside Operations Sr. Officer	7	7	7	-
5388	Landside Operations Officer 2	12	14	14	-
5386	Landside Operations Officer 1	98	99	99	-
5390	Landside Operations Equip Specialist	5	5	5	-
0018	Data Entry Supervisor	1	1	1	-
5345	Airport Data Entry Specialist 1	1	1	1	-
5311	Administrative Secretary	1	1	1	-
5310	Airport Secretary	1	1	1	-
5306	Airport Office Support Specialist 2	1	1	1	-
Total		139	142	142	-

Expense Summary

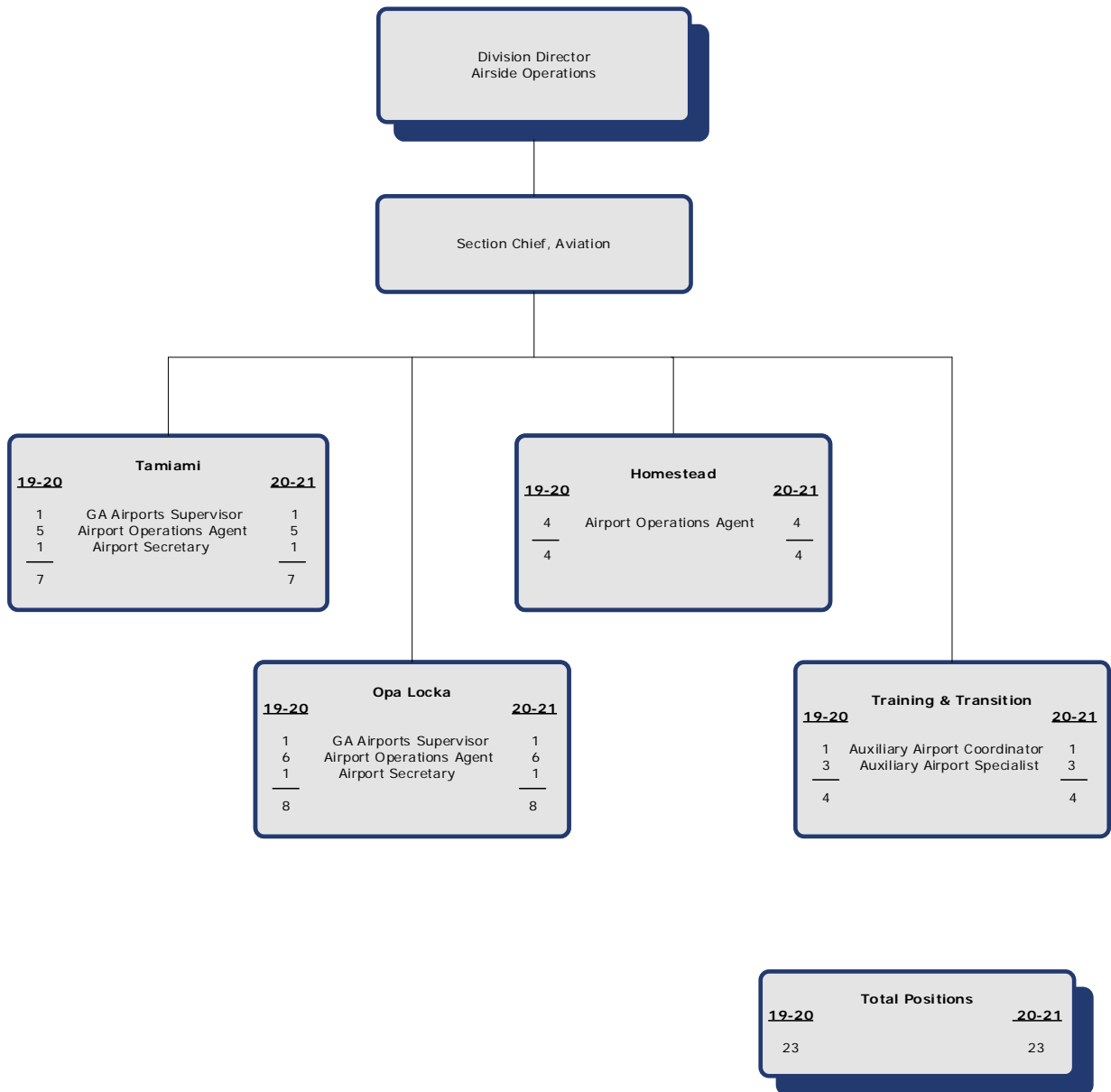
	<i>Actual FY 2019</i>	<i>Adopted Budget FY 2020</i>	<i>Adopted Budget FY 2021</i>	<i>Inc/(Dec) FY 2021 vs FY 2020</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$9,124,749	\$9,717,614	\$10,227,245	\$509,631	5.2%
Over-time	379,626	430,000	430,000	-	0.0%
Fringes	3,491,264	3,665,545	3,882,987	217,442	5.9%
Total Salary/Fringes	\$12,995,638	\$13,813,159	\$14,540,232	\$727,073	5.3%
Outside Contracts	31,949	23,600	22,070	(1,530)	-6.5%
MOU	-	300	300	-	0.0%
Other Operating	7,444	41,700	17,000	(24,700)	-59.2%
Capital	70,295	37,000	39,000	2,000	5.4%
Total	\$13,105,326	\$13,915,759	\$14,618,602	\$702,843	5.1%

Major Drivers

FY 2019-20 Budget	\$13,915,759
Proposed personnel costs	
Salary/Fringe Adjustments	727,073
Proposed variance in personnel costs	14,642,832
Outside Contract Services	
Decrease in vehicle towing service and outside printing	(1,530)
Other Operating	
Increase in crowd control equipment and safety equipment & supplies	2,500
Decrease in publications, inservice training, memberships, miscellaneous operating supplies, license & permit fees, batteries, expendable tools, auto expense & parking reimbursement, minor equipment, travel expense, registration fees and educational seminars	(27,200)
Capital	
Increase in radio equipment	2,000
FY 2020-21 Budget	\$14,618,602

General Aviation Airports Operations

Organizational Structure



Mission Statement

The mission of the General Aviation Airports Operations Division is to provide Miami–Dade County users of general aviation aircraft, a modern, safe and efficiently operated system of airports from which all services associated with general aviation can be acquired. To provide alternate airport locations where aviation activities not permitted or desired at Miami International Airport, such as flight training.

Responsibilities

- Inspecting Aircraft Operation Area and pavement area for safety
- Examining the airport markings and signs and airfield lighting to ensure operation and correct color, size and legibility
- Monitoring all aspects of operational safety during construction
- Performing pre-operational inspections
- Keeping safety areas free of personnel and materials, ensuring preventative measures are taken to prevent FOD, identifying causes and ensuring timely removal
- Monitoring ground vehicles, fueling operations and the presence of unauthorized personnel and vehicles
- Performing access control and AOA security functions by challenging unfamiliar individuals on the airport, and staying alert for unusual activities
- Providing safe, modern, and efficient facilities supporting more than 616,000 annual aircraft operations and home to over 800 based aircraft
- Providing facilities for corporate and business aircraft, flight training, law enforcement, Air Rescue, and military, as well as all types of personal and recreational sport aviation activities

General Aviation Airports Operations

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2019</i>	<i>Adopted Budget FY 2020</i>	<i>Adopted Budget FY 2021</i>	<i>Inc/(Dec) FY21 vs FY20</i>
5202	General Aviation Airports Supervisor	2	2	2	-
5204	Airport Operations Agent	15	15	15	-
5373	Auxiliary Airport Coordinator	-	1	1	-
5372	Auxiliary Airport Specialist	1	3	3	-
5310	Airport Secretary	2	2	2	-
	Total	20	23	23	-

Expense Summary

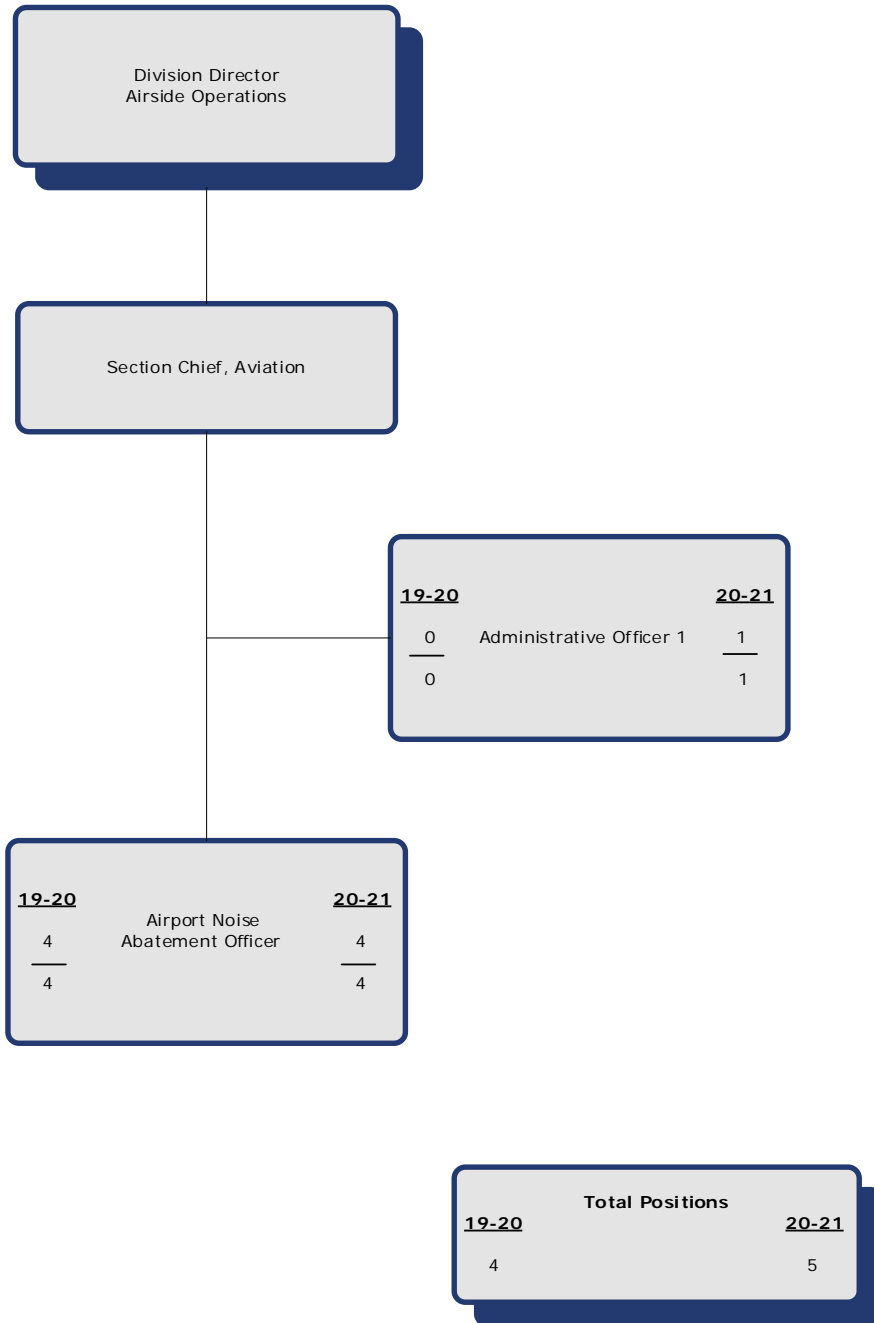
	<i>Actual FY 2019</i>	<i>Adopted Budget FY 2020</i>	<i>Adopted Budget FY 2021</i>	<i>Inc/(Dec) FY 2021 vs FY 2020</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$1,392,092	\$1,471,364	\$1,609,310	\$137,946	9.4%
Over-time	178,018	214,000	215,000	1,000	0.5%
Fringes	549,404	603,394	652,313	48,919	8.1%
Total Salary/Fringes	\$2,119,514	\$2,288,758	\$2,476,623	\$187,865	8.2%
Outside Contracts	12,421	31,100	36,100	5,000	16.1%
MOU	176,102	140,000	580,000	440,000	314.3%
Utilities	231,585	315,000	305,000	(10,000)	-3.2%
Other Operating	6,384	245,350	79,110	(166,240)	-67.8%
Capital	11,872	83,100	69,600	(13,500)	-16.2%
Total	\$2,557,879	\$3,103,308	\$3,546,433	\$443,125	14.3%

Major Drivers

FY 2019-20 Budget	\$3,103,308
Proposed personnel costs	
Salary/Fringe Adjustments	186,865
Increase in over-time	1,000
Proposed variance in personnel costs	3,291,173
Outside Contract Services	
Increase in outside maintenance	5,000
MOU	
Increase in Custom & Boarder Patrol Service and security guard service	440,000
Utilities	
Decrease in electrical service	(10,000)
Other Operating	
Increase in crowd control equipment, radio parts, repair & maintenance supplies, minor equipment, miscellaneous medical supplies and enforcement safety equipment	3,150
Decrease in publications, auto expense & parking reimbursement, travel expense, registration fees, auto repair parts, building materials, office supplies and ID Card System supplies	(169,390)
Capital	
Increase in minor improvement to buildings, utility trailers, airport field equipment, radio equipment and vehicle improvements & additional equipment	40,600
Decrease in airport field equipment, closed circuit TV equipment and other machinery, equipment & furniture	(54,100)
FY 2020-21 Budget	\$3,546,433

Aviation Noise Abatement

Organizational Structure



Mission Statement

The mission of the Aviation Noise Abatement Division is to develop and implement measures to reduce the negative impact of aircraft noise in residential areas of Miami-Dade County, and thus helping to improve the quality of life of the residents of the County.

Responsibilities

- Establishing and maintaining a good working relationship with environmental communities
- Evaluating procedures to reduce off-airport noise impacts
- Meeting on a regular basis with Federal Aviation Administration (FAA) and Air Traffic Control Tower (ATCT) to evaluate existing departure and arrival procedures
- Updating aircraft noise contours for all MDAD operated airports using the FAA's Integrated Noise Model (INM)
- Operating and maintaining MDAD's permanent Noise Monitoring System (PNMS)
- Operating MDAD's Aircraft Noise and Operations Monitoring System (ANOMS)
- Monitoring aircraft noise in the community with portable equipment
- Maintaining and expanding MIA's "Good Neighbor Policy"
- Providing information to the community through public meetings and demonstrations on issues related to aircraft noise
- Investigating all noise complaints, maintaining complaint log, and looking for trends in areas where noise complaints are increasing/decreasing
- Monitoring airline compliance with MDAD noise abatement procedures and "good neighbor policy"
- Managing MDAD's Wildlife Management Program for all MDAD operated airports
- Mitigating wildlife at MDAD system of airports and maintain the Part 139 certification
- Conducting Environmental Assessments, Environmental Impact Statements, and other environmental studies as needed
- Providing ANOMS aircraft landing information to the General Aviation Airports (GAA) during tower closures

Personnel Summary

<i>OCC</i>		<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>
<i>Code</i>	<i>Occupational Title</i>	<i>FY 2019</i>	<i>Budget</i>	<i>Budget</i>	<i>FY21 vs FY20</i>
			<i>FY 2020</i>	<i>FY 2021</i>	
0810	Administrative Officer 1	-	-	1	1
5253	Airport Noise Abatement Officer	4	4	4	-
	Total	4	4	5	1

Expense Summary

	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2019</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 2021 vs FY 2020</i>	
		<i>FY 2020</i>	<i>FY 2021</i>	<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$262,166	\$260,917	\$338,251	\$77,334	29.6%
Over-time	13,411	18,000	18,000	-	0.0%
Fringes	101,291	101,408	130,868	29,460	29.1%
Total Salary/Fringes	\$376,867	\$380,325	\$487,119	\$106,794	28.1%
Outside Contracts	181,698	340,000	282,650	(57,350)	-16.9%
MOU	8,994	17,000	17,000	-	0.0%
Other Operating	15,731	29,400	31,000	1,600	5.4%
Capital	-	1,000	-	(1,000)	-100.0%
Total	\$583,291	\$767,725	\$817,769	\$50,044	6.5%

Major Drivers

FY 2019-20 Budget	\$767,725
Proposed personnel costs	
Salary/Fringe Adjustments	106,794
Proposed variance in personnel costs	874,519
Outside Contract Services	
Decrease in consulting services and outside maintenance	(57,350)
Other Operating	
Increase in enforcement security equipment	3,000
Decrease in consulting services and outside maintenance	(1,400)
Capital	
Decrease in other machinery, equipment & furniture	(1,000)
FY 2020-21 Budget	\$817,769



National Aviation Day Tour 8.17.19

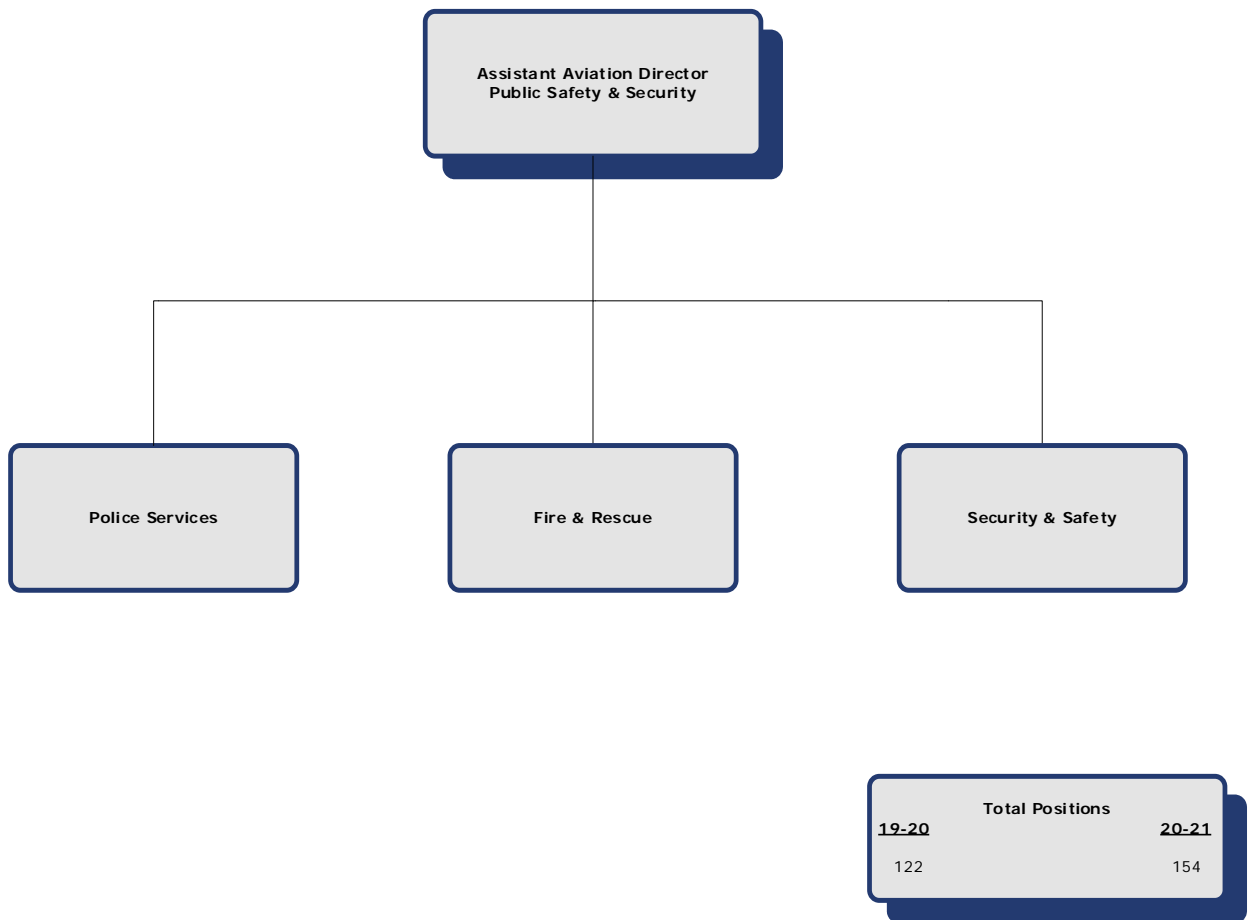
MIA provides tours for the employees and volunteers, so they are familiar with the airport

Public Safety & Security Group

Overview

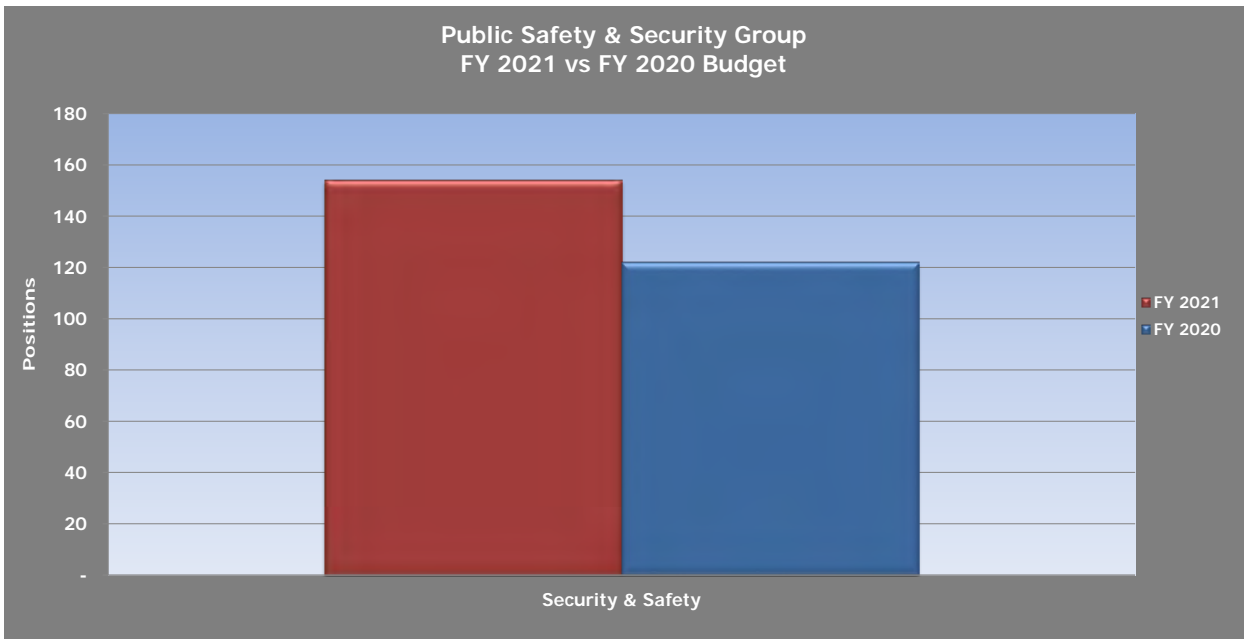
The Public Safety & Security Group oversees the investigative police and uniform services and fire and rescue services at MIA, ensures enforcement of all local, state and federally mandated security requirements. The Group consists of the Police Services, Fire & Rescue, and Security & Safety Divisions.

Organizational Structure



Personnel Summary

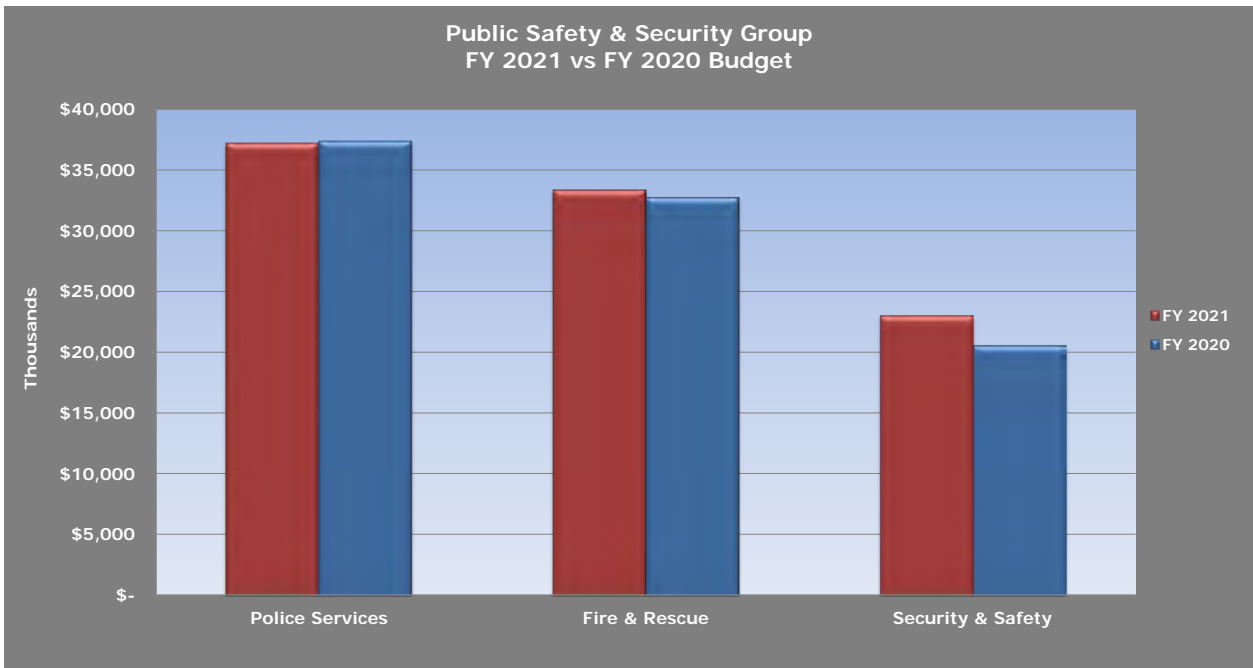
	<i>Actual FY 2019</i>	<i>Adopted Budget FY 2020</i>	<i>Adopted Budget FY 2021</i>	<i>Inc/(Dec) FY21 vs FY20</i>
Security & Safety	108	122	154	32
Total	108	122	154	32



The chart above is a comparison of the FY 2021 and FY 2020 budgeted positions for the divisions in the Public Safety & Security Group; overall there is an increase due to the reorganization of staff.

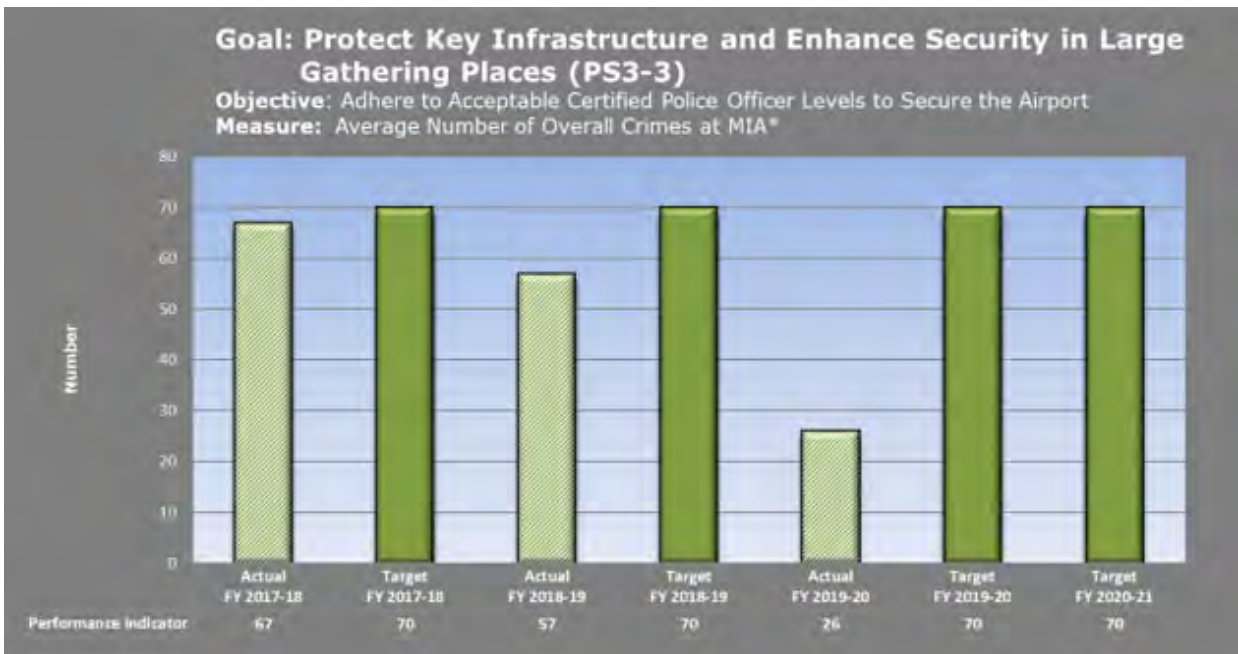
Expense Summary

	<i>Actual FY 2019</i>	<i>Adopted Budget FY 2020</i>	<i>Adopted Budget FY 2021</i>	<i>Inc/(Dec) FY 2021 vs FY 2020</i>	
				<i>\$</i>	<i>%</i>
Police Services	\$ 41,434,027	\$ 37,396,000	\$ 37,232,500	\$ (163,500)	-0.4%
Fire & Rescue	28,793,566	32,773,300	33,384,306	611,006	1.9%
Security & Safety	18,944,062	20,587,754	23,041,699	2,453,945	11.9%
Total	\$ 89,171,655	\$ 90,757,054	\$ 93,658,505	\$ 2,901,451	3.2%



The chart above is a comparison between the FY 2021 and FY 2020 budgeted expenses for the divisions in the Public Safety & Security Group; overall there is an increase in expenses, with the major increase reflected in the Security & Safety Division.

Group Goal(s)/Performance Measures



The chart above illustrates the comparison between actuals and targets of the average monthly number of crimes such as assault, battery, homicide, robbery, burglary, and auto theft at MIA; for FY2019-20 the actual was below the target.

Accomplishments for FY 2020

- Enforced the laws of the State of Florida, Miami-Dade County Ordinances, and Chapter 25
- Performed undercover/surveillance details that resulted in arrest
- Completed special details/investigations based on trend information provided by the District's Crime Analysis Unit
- Conducted vehicle inspections/check points at MIA
- Conducted random employee background checks
- Completed FAA Airport Inspection with zero discrepancies
- Conducted annual tabletop and drill exercises to enhance responder proficiency
- Conducted monthly Airport Security Consortium and Quarterly Cargo Consortium meetings
- Distributed pertinent open source intelligence to security personnel in order to remain current on the threats to an airport community
- Continued to explore new and emerging technology to compliment security operations, in an effort to provide optional security at MIA and the GAA Airports
- Maintain high standard of employee screening through the Terminal and Security Divisions at MIA

Police Services

Organizational Structure

The Police services are provided by the Miami-Dade County Police Department through a Memorandum of Understanding services agreement under which MDAD pays for services provided.

Mission Statement

The mission of the Police Services Division is to commit its resources in partnership with the community to: promote a safe and secure environment that is free from crime and the fear of crime, maintain order and provide for the safe and expeditious flow of traffic, and practice our core values of integrity, respect, service, and fairness.

Responsibilities

- Providing uniform and investigative police services at MIA, the "Triangle", and Cargo warehouse area.
- Following up on criminal investigations, handling special details relating to dignitary and VIP arrivals and departures
- Fulfilling the TSA mandates
- Training employees in courses designed to provide knowledge to address behavioral patterns of criminals and possible terrorists within MIA
- Conducting undercover surveillance operations and vehicle inspections designed to deter/prevent crime at MIA
- Performing details/investigations based on trend information provided by the District's Crime Analysis Unit

Personnel Summary

Non-Applicable

Expense Summary

	<i>Actual</i> <i>FY 2019</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2020</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2021</i>	<i>Inc/(Dec)</i> <i>FY 2021 vs FY 2020</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$0	\$0	\$0	\$0	0.0%
Over-time	-	-	-	-	0.0%
Fringes	-	-	-	-	0.0%
Total Salary/Fringes	\$0	\$0	\$0	\$0	0.0%
Outside Contracts	102,250	126,000	173,000	47,000	37.3%
Insurance	394,500	84,300	80,900	(3,400)	-4.0%
MOU	39,603,368	35,159,463	34,978,585	(180,878)	-0.5%
Charges for County Services	1,175,474	1,388,400	1,415,100	26,700	1.9%
Utilities	14,088	130,000	65,000	(65,000)	-50.0%
Other Operating	136,577	437,837	449,915	12,078	2.8%
Capital	7,771	70,000	70,000	-	0.0%
Total	\$41,434,027	\$37,396,000	\$37,232,500	(\$163,500)	-0.4%

Major Drivers

FY 2019-20 Budget	\$37,396,000
Proposed personnel costs	
Salary/Fringe Adjustments	-
Proposed variance in personnel costs	<u>37,396,000</u>
Outside Contract Services	
Increase in veterinarian services and outside maintenance	51,000
Decrease in maintenance & repair of equipment	(4,000)
Insurance	
Decrease in motor vehicle liability and sheriff's professional liability	(3,400)
MOU	
Decrease in Police services	(180,878)
Charges for County Services	
Increase in charges for maintenance of police vehicles	26,700
Utilities	
Decrease in telephone service	(65,000)
Other Operating	
Increase in court costs & fees, safety equipment & supplies and police dog	48,000
Decrease in travel expense, gasoline, safety shoes and miscellaneous operating supplies	<u>(35,922)</u>
FY 2020-21 Budget	<u><u>\$37,232,500</u></u>

Fire & Rescue

Organizational Structure

The Fire and Rescue services are provided by the Miami-Dade County Fire Rescue Department through a Memorandum of Understanding services agreement under which MDAD pays for services provided.

Mission Statement

The mission of the Fire and Rescue Division is to protect people, property, and the environment by providing responsive, professional, and humanitarian fire rescue services essential to public health, safety, and well-being.

Responsibilities

- Providing fire and rescue services to the passengers, employees and visitors at MIA and the General Aviation Airports (GAA): Miami-Opa locka Executive (OPF), Miami Executive (TMB), and Miami Homestead General (X-51)
- Responding to structural and aircraft fires, medical emergencies, incidents with a possible terrorism nexus, bio-chemical threats, radiological exposures, natural disasters and hazardous materials incidents
- Conducting inspection of fuel delivery systems including fuel trucks, hydrant carts, and the fuel tank farm; in addition, conducts investigations of fuel spills and other accidents for code compliance
- Performing life safety inspections, Certificate of Occupancy (CO) inspections and reviewing plans
- Developing and maintaining dynamic disaster response plans for every potential hazard that may be present in highly complex environments such as Miami-Dade County airports
- Assuring that all personnel assigned to the Aviation Department receive Aircraft Rescue Fire Fighter (ARFF) training which meets FAA requirements

Personnel Summary

Non-Applicable

Expense Summary

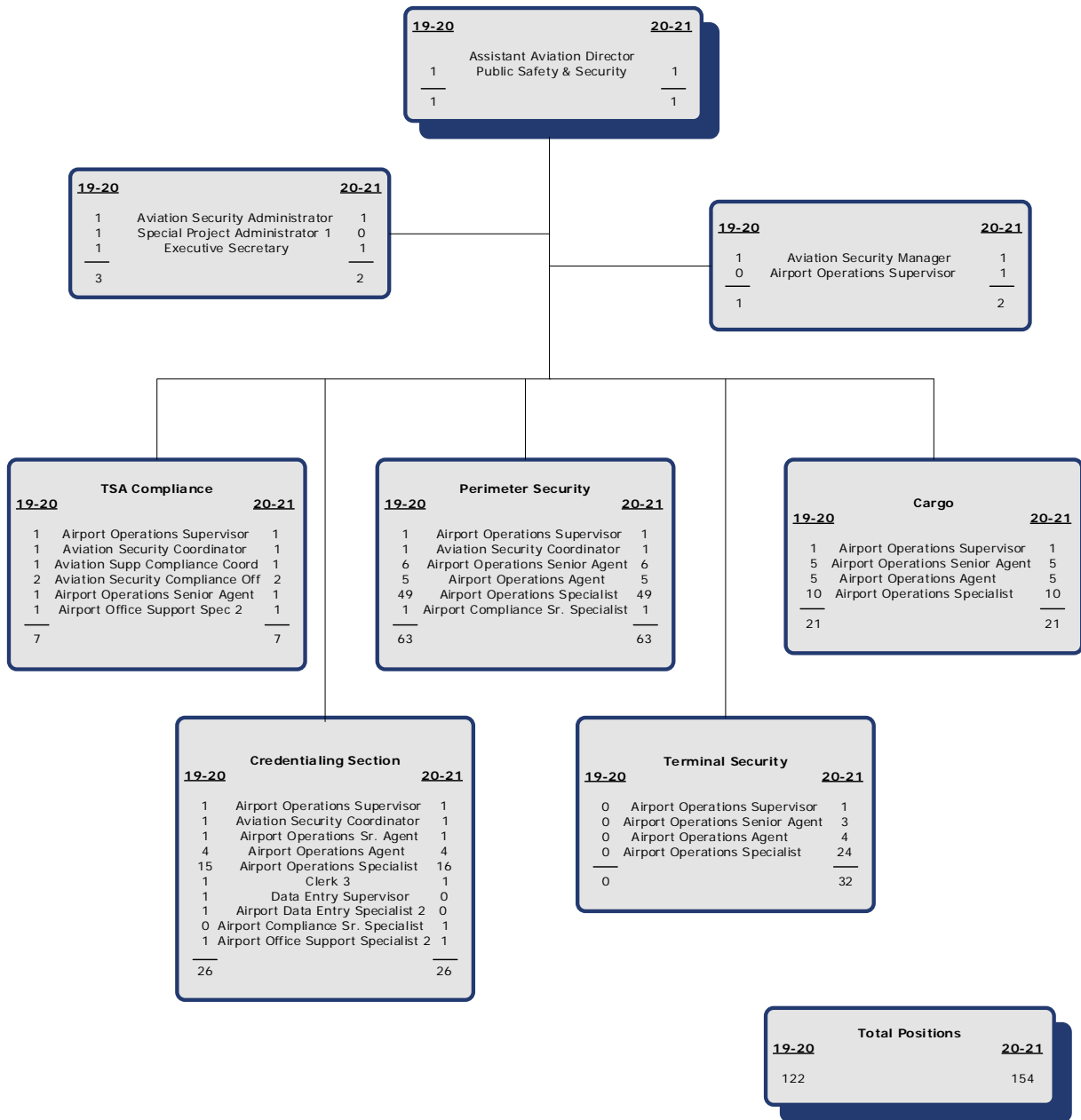
	<i>Actual</i> <i>FY 2019</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2020</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2021</i>	<i>Inc/(Dec)</i> <i>FY 2021 vs FY 2020</i>	
				\$	%
Salary/Fringes					
Regular	\$0	\$0	\$0	\$0	0.0%
Over-time	-	-	-	-	0.0%
Fringes	-	-	-	-	0.0%
Total Salary/Fringes	\$0	\$0	\$0	\$0	0.0%
Outside Contracts	10,796	80,000	151,000	71,000	88.8%
MOU	28,599,622	31,998,080	32,423,626	425,546	1.3%
Charges for County Services	-	10,000	16,000	6,000	60.0%
Utilities	16,424	24,420	24,420	-	0.0%
Other Operating	133,175	505,000	585,260	80,260	15.9%
Capital	33,549	155,800	184,000	28,200	18.1%
Total	\$28,793,566	\$32,773,300	\$33,384,306	\$611,006	1.9%

Major Drivers

FY 2019-20 Budget	\$32,773,300
Proposed personnel costs	
Salary/Fringe Adjustments	-
Proposed variance in personnel costs	32,773,300
Outside Contract Services	
Increase in outside contract services	71,000
MOU	
Increase in charges for fire protection and rescue services	425,546
Charges for County Services	
Increase in radio maintenance	6,000
Other Operating	
Increase in registration fees, educational seminars, miscellaneous general & administrative expense, batteries, expendable tools, printing & reproduction supplies, minor equipment, miscellaneous chemicals, clothing & uniforms and safety equipment & supplies	88,260
Decrease in publications	(8,000)
Capital	
Increase in radio equipment	41,300
Decrease in other machinery, equipment & furniture	(13,100)
FY 2020-21 Budget	\$33,384,306

Security & Safety

Organizational Structure



Mission Statement

The mission of the Security & Safety Division is to ensure the secure movement of people and goods through MIA using County aviation facilities through the continued enhancement of security using a risk-based approach of current threats.

Responsibilities

- Directing the day-to-day security operations of MIA and the County's four General Aviation Airports (GAA)
- Enforcing local, state and federally mandated security requirements, in coordination with agencies such as the TSA, CBP, FBI, Immigration and Customs Enforcement (ICE), Drug Enforcement Administration (DEA), Department of Homeland Security (DHS), the State and U.S. Attorneys offices and the Miami-Dade Police and Fire Department
- Serving as the primary overseer of TSA compliance and enforcement actions, responsible for implementing any new security mandates issued in addition to serving as the main point of contact for standard regulations issues and provides coordination between the TSA Federal Security Director (FSD) and the MIA Airport Security Coordinator (ASC)
- Overseeing and responding to Customs and Border Protection (CBP) compliance and enforcement issues involving MDAD employees
- Issuing Airport ID badges to all airport employees based on fingerprint and background checks
- Researching new and emerging security technologies and grant opportunities
- Monitoring any security-related activities within the Department's Capital Improvement Program, including security installations in the new South and North Terminals and throughout the existing Central Terminal
- Coordinating monthly MIA Security Consortia meeting for the airlines and business partners and a quarterly cargo security meeting at MIA
- Conducting field audits of airport vendors, multi-agency sweeps
- Operating Airport Operations Area (AOA) vehicular access control gates
- Monitoring contracted security guard services such as operations and staffing
- Monitoring fuel farm areas and Federal Inspection Service (FIS) areas
- Issuing security notices, security directives and security operational directives
- Coordinating mandated table top and exercise drills, investigates security violations

Personnel Summary

<i>Occupational Title</i>	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>
	<i>FY 2019</i>	<i>Budget</i> <i>FY 2020</i>	<i>Budget</i> <i>FY 2021</i>	<i>FY21 vs FY20</i>
Assistant Aviation Director Public Safety & Security	1	1	1	-
Aviation Security Manager	1	1	1	-
Aviation Security Administrator	1	1	1	-
Aviation Security Coordinator	3	3	3	-
Aviation Support Compliance Coordinator	1	1	1	-
Special Projects Administrator 1	-	1	-	(1)
Airport Operations Supervisor	4	4	6	2
Airport Operations Senior Agent	9	13	16	3
Airport Security Compliance Officer	1	2	2	-
Airport Operations Agent	10	14	18	4
Airport Compliance Sr Specialist	1	1	2	1
Airport Operations Specialist	70	74	99	25
Clerk 3	1	1	1	-
Data Entry Supervisor	1	1	-	(1)
Airport Data Entry Specialist 2	1	1	-	(1)
Executive Secretary	1	1	1	-
Airport Office Support Specialist 2	2	2	2	-
Total	108	122	154	32

Expense Summary

	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2019</i>	<i>Budget</i> <i>FY 2020</i>	<i>Budget</i> <i>FY 2021</i>	<i>FY 2021 vs FY 2020</i>	
				\$	%
Salary/Fringes					
Regular	\$5,615,533	\$6,365,190	\$8,730,780	\$2,365,590	37.2%
Over-time	187,877	340,500	300,000	(40,500)	-11.9%
Fringes	2,498,315	2,847,798	3,750,912	903,114	31.7%
Total Salary/Fringes	\$8,301,725	\$9,553,488	\$12,781,692	\$3,228,204	33.8%
Outside Contracts	41,273	1,535,200	664,305	(870,895)	-56.7%
MOU	9,768,577	8,807,946	8,774,952	(32,994)	-0.4%
Other Operating	832,487	671,120	806,750	135,630	20.2%
Capital	-	20,000	14,000	(6,000)	-30.0%
Total	\$18,944,062	\$20,587,754	\$23,041,699	\$2,453,945	11.9%

Major Drivers

FY 2019-20 Budget	\$20,587,754
Proposed personnel costs	
Salary/Fringe Adjustments	3,268,704
Decrease in over-time	(40,500)
Proposed variance in personnel costs	23,815,958
Outside Contract Services	
Increase in catering expenses for meetings and maintenance & repair of equipment	800
Decrease in consulting services and outside contract services	(871,695)
MOU	
Decrease in security guard services	(32,994)
Other Operating	
Increase in auto expense & parking reimbursement, registration fees, fingerprint charges, toner supplies, computer hardware, minor equipment, photographic supplies, safety equipment & supplies and clothing & uniforms	159,450
Decrease in publications, memberships, tolls reimbursement, inservice training, educational seminars, prizes & awards, miscellaneous general & administrative expense, office supplies, minor equipment and safety shoes	(23,820)
Capital	
Increase in other machinery, equipment & furniture	7,000
Decrease in office furniture & equipment and radio equipment	(13,000)
FY 2020-21 Budget	\$23,041,699



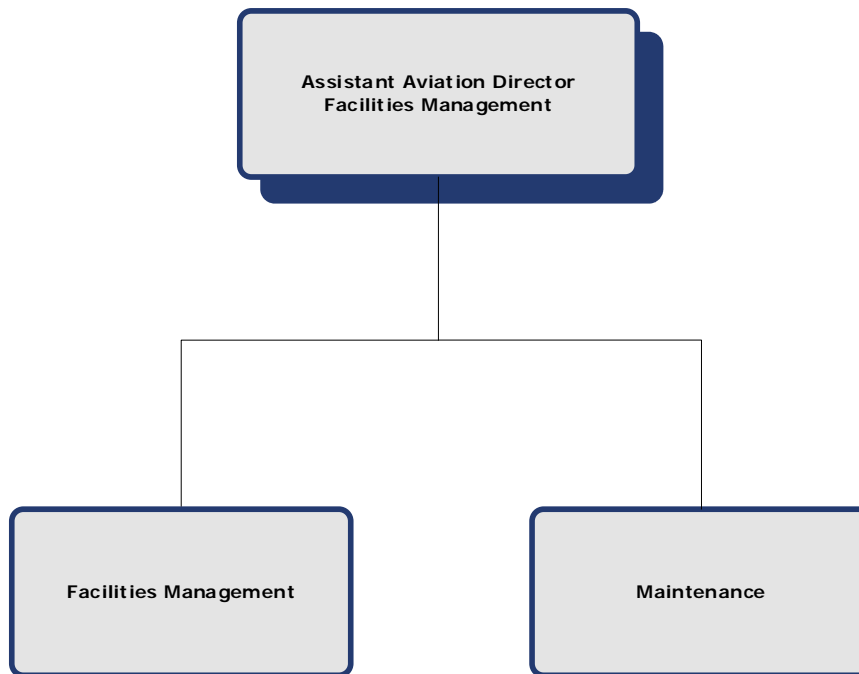
Miami International Airport Concourse J

Facilities Management Group

Overview

The Facilities Management Group maintains the airport systems and facilities in optimum working condition at MIA and the General Aviation Airports. The Group consists of the Facilities Management, and Maintenance Divisions.

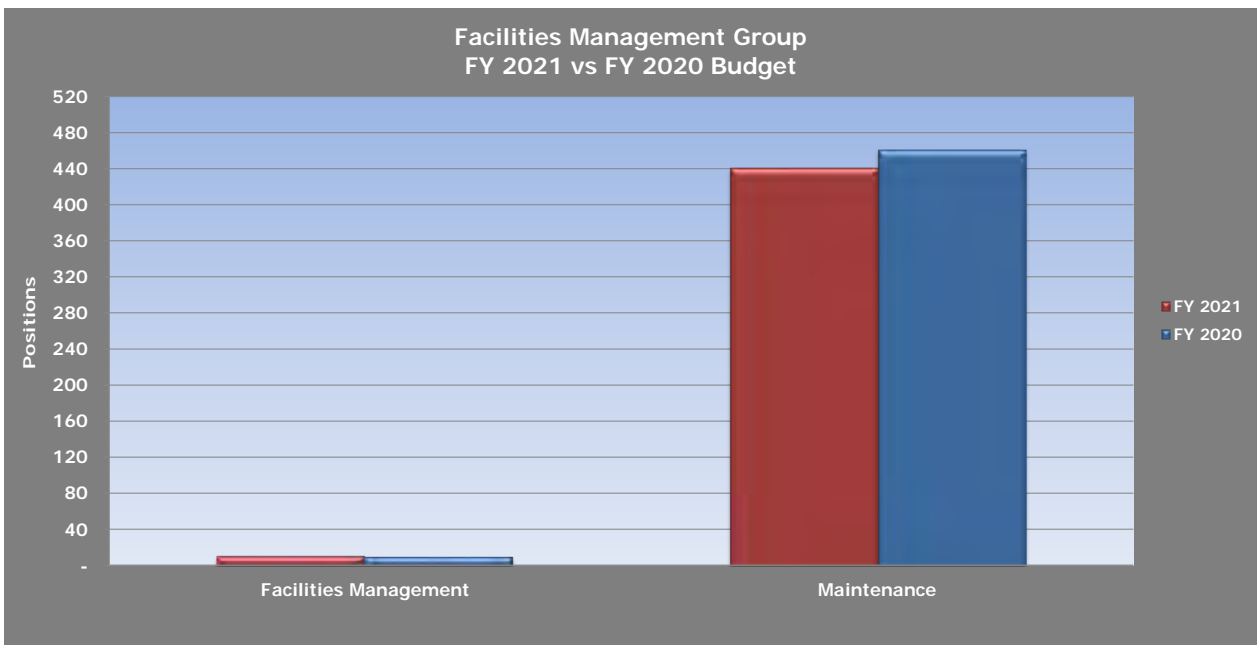
Organizational Structure



Total Positions	
<u>19-20</u>	<u>20-21</u>
471	452

Personnel Summary

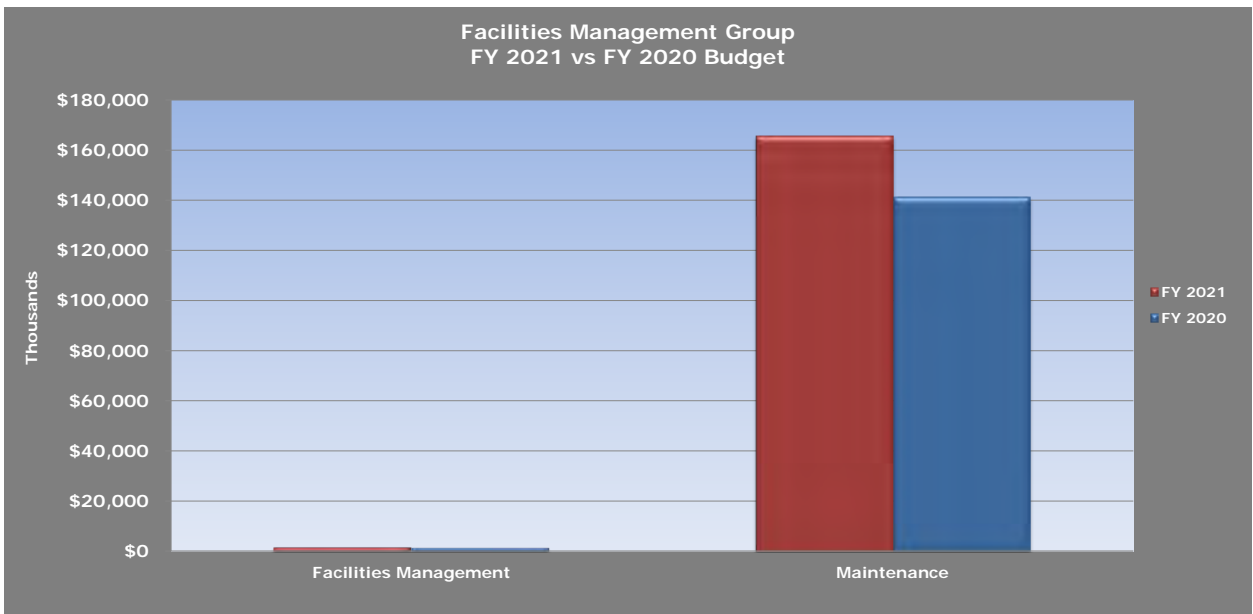
	<i>Actual FY 2019</i>	<i>Adopted Budget FY 2020</i>	<i>Adopted Budget FY 2021</i>	<i>Inc/(Dec) FY21 vs FY20</i>
Facilities Management	10	10	11	1
Maintenance	418	461	441	(20)
Total	428	471	452	(19)



The chart above is a comparison of the FY 2021 and FY 2020 budgeted positions for the divisions in the Facilities Management Group; the major decrease is reflected in the Maintenance Division due to reorganization of staff.

Expense Summary

	<i>Actual FY 2019</i>	<i>Adopted Budget FY 2020</i>	<i>Adopted Budget FY 2021</i>	<i>Inc/(Dec) FY 2021 vs FY 2020</i>	
				<i>\$</i>	<i>%</i>
Facilities Management	\$1,620,132	\$1,647,632	\$1,740,826	\$93,194	5.7%
Maintenance	121,976,367	141,318,607	165,575,624	24,257,017	17.2%
Total	\$123,596,499	\$142,966,239	\$167,316,450	\$24,350,211	17.0%



The chart above is a comparison of the FY 2021 and FY 2020 budgeted expenses for the divisions in the Facilities Management Group; the major increase is reflected in the Maintenance Division.

Group Goal(s)/Performance Measures

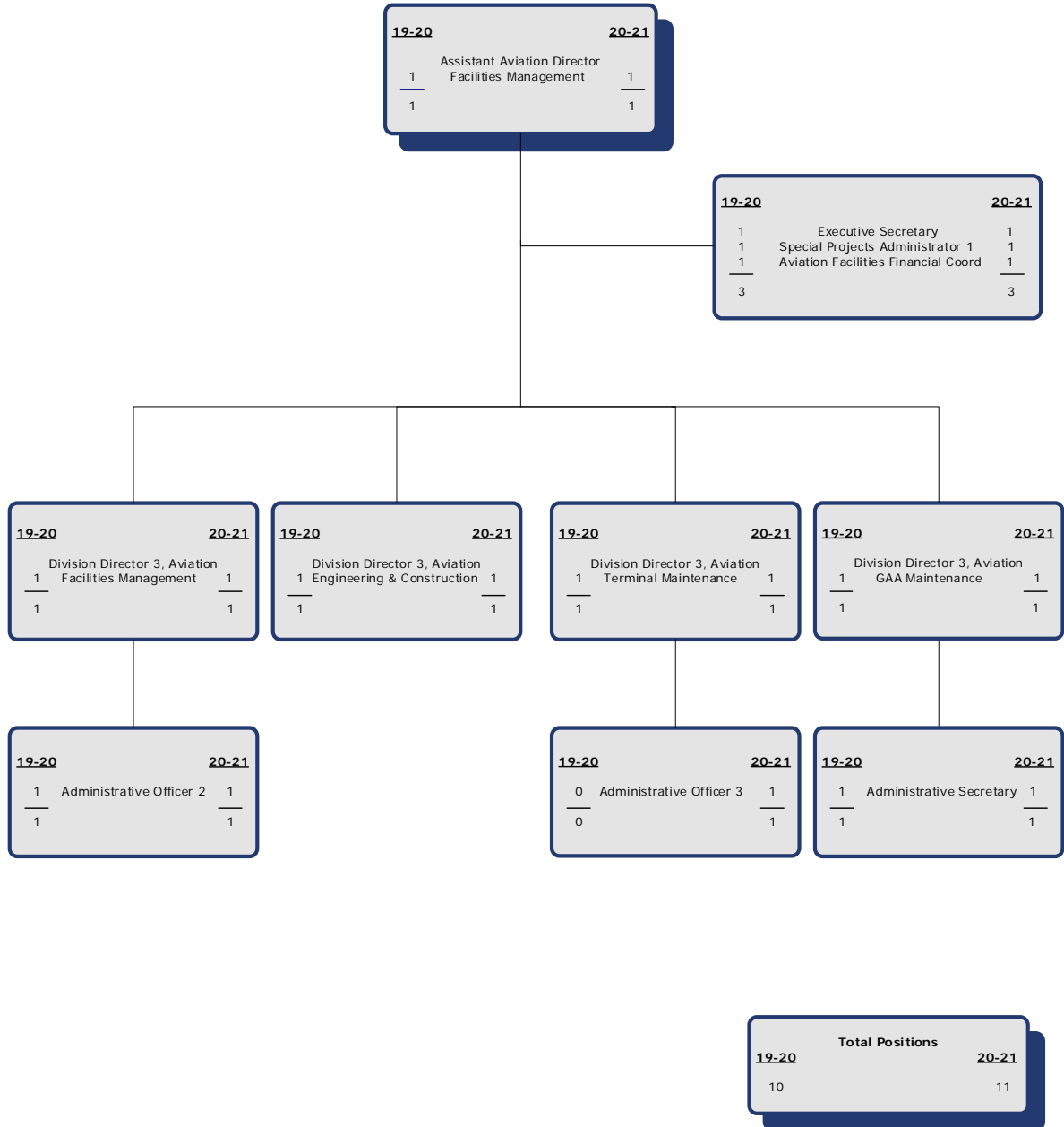
Non-Applicable

Accomplishments for FY 2020

- Re-keyed over 300 locks for the Real Estate division in order to stop empty spaces from being occupied or vandalized
- Closed out in the last 12 months more than 900 Notice of Violations
- Completed painting and new signs installation for Dolphin and Flaming Garages, including the new shuttle bus pick-up area
- All old runway and taxiway signage were replaced with new signs at both Miami-Executive and Miami-Homestead General Aviation Airports
- Maintained ISO 14001 re-certification

Facilities Management

Organizational Structure



Mission Statement

The mission of the Facilities Management Division is to provide leadership to the Divisions within this group.

Responsibilities

- Overseeing the functions of the Facilities Management Group

Personnel Summary

<i>OCC</i> <i>Code</i>	<i>Occupational Title</i>	<i>Actual</i> <i>FY 2019</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2020</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2021</i>	<i>Inc/(Dec)</i> <i>FY21 vs FY20</i>
5182	Assistant Aviation Director Facilities Management	1	1	1	-
5148	Division Director 3, Aviation	3	4	4	-
5054	Division Director 2, Aviation	1	-	-	-
5232	Aviation Facilities Financial Coordinator	1	1	1	-
0831	Special Projects Administrator 1	1	1	1	-
0812	Administrative Officer 3	-	-	1	1
0811	Administrative Officer 2	1	1	1	-
5312	Executive Secretary	1	1	1	-
5311	Administrative Secretary	1	1	1	-
Total		10	10	11	(1)

Expense Summary

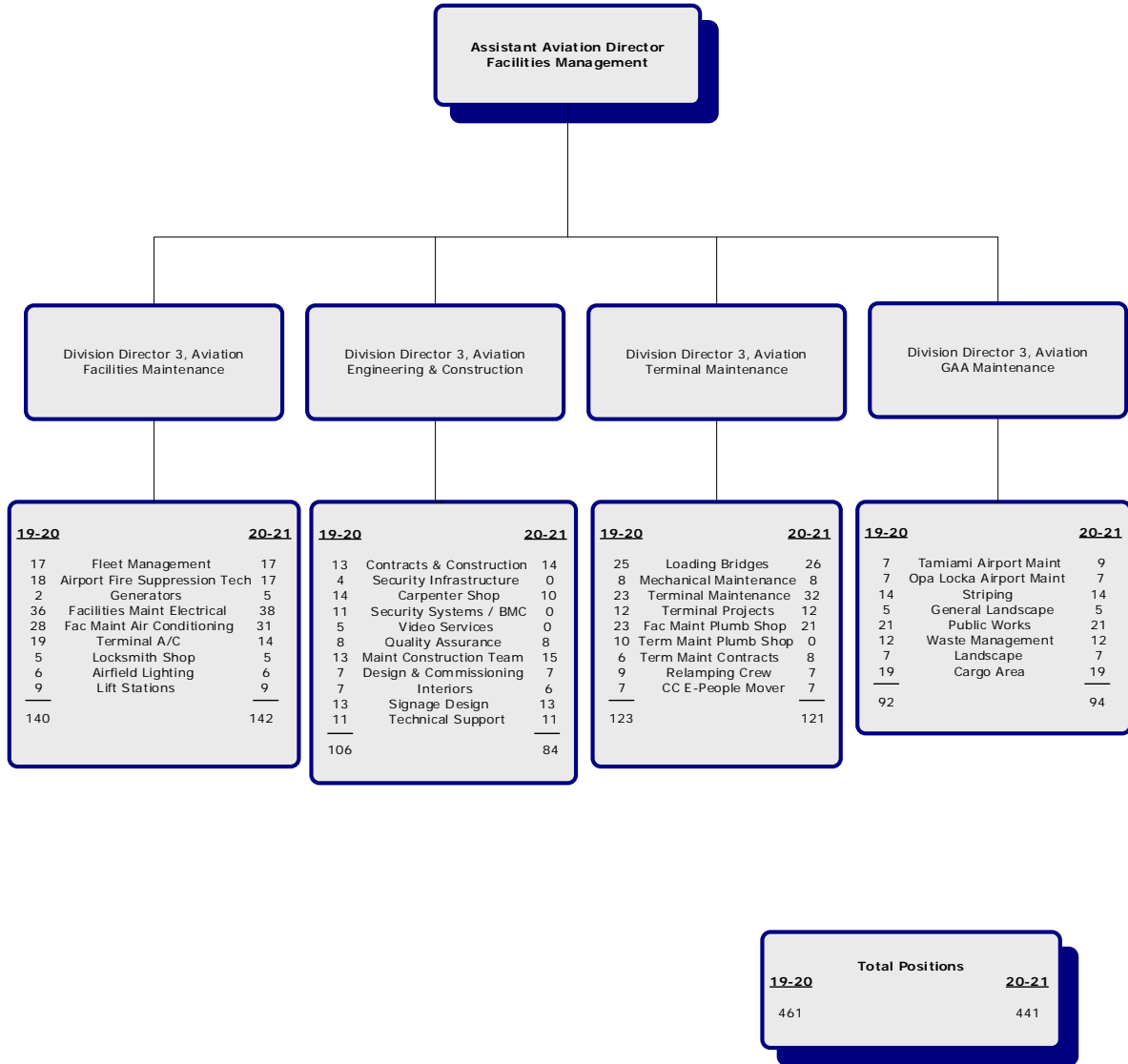
	<i>Actual</i> <i>FY 2019</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2020</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2021</i>	<i>Inc/(Dec)</i> <i>FY 2021 vs FY 2020</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$1,238,368	\$1,208,629	\$1,317,709	\$109,080	9.0%
Over-time		7,200		(7,200)	-100.0%
Fringes	376,197	365,243	417,349	52,106	14.3%
Total Salary/Fringes	\$1,614,564	\$1,581,072	\$1,735,058	\$153,986	9.7%
Outside Contracts	-	-	-	-	0.0%
Other Operating	5,568	66,560	5,768	(60,792)	-91.3%
Capital	-	-	-	-	0.0%
Total	\$1,620,132	\$1,647,632	\$1,740,826	\$93,194	5.7%

Major Drivers

FY 2019-20 Budget	\$1,647,632
Proposed Personnel Costs	
Salary/Fringe Adjustments	161,186
Decrease in over-time	<u>(7,200)</u>
Proposed variance in personnel costs	<u>1,801,618</u>
Other Operating	
Decrease in copy machine rental, auto expense & parking reimbursement, tolls reimbursement, travel expense, registration fees, educational seminars, office supplies and miscellaneous operating supplies	<u>(60,792)</u>
FY 2020-21 Budget	<u><u>\$1,740,826</u></u>

Maintenance

Organizational Structure



Mission Statement

The mission of the Maintenance Division is to provide functional, safe, and secure facilities, equipment, structures, and utilities for internal and external customers in a cost-effective and efficient manner.

Responsibilities

- The Facilities Maintenance section is a team of highly skilled trade and technical staff that maintains all utilities, buildings, and equipment; handles the emergency utilities repair work, maintenance projects, and all preventative maintenance of the utility systems such as the plumbing, air conditioning and electrical systems; additionally, this area is responsible for the fleet management of all MDAD vehicles
- The Engineering & Construction section is responsible for the readiness of all new facilities, including testing, commissioning, acceptance and turnover of equipment and buildings, setting operational standards for new systems, development of standard operational procedures and updating MDAD design guidelines, in addition to providing direction and coordination, interface with builders and helping remove operational constraints while maintaining existing operations by mitigating problems caused by construction activity
- The Terminal Maintenance section is responsible for the maintenance and repair of the facilities and utility systems contained within the MIA terminal building, the parking garages and lower drive lighting, passenger loading bridges, baggage conveyors, painting, lighting, pest control as well as three automated people mover systems
- The General Aviation Airports section provides land, building maintenance and emergency repair work at the General Aviation Airports and cargo buildings to include the coordination and oversight of various facilities and grounds maintenance related contracted services such as canal maintenance, grounds maintenance, tree trimming, termite protection and interior foliage; in addition, this area is responsible for waste management of all domestic and international garbage, maintenance and striping of all runways, taxiways and roadways

Personnel Summary

<i>OCC</i> <i>Code</i>	<i>Occupational Title</i>	<i>Actual</i> <i>FY 2019</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2020</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2021</i>	<i>Inc/(Dec)</i> <i>FY21 vs FY20</i>
5066	Chief Aviation Facilities Initiation Engineer	1	1	1	-
5069	Chief Aviation Maint Utilities & Public Works	1	1	1	-
5071	Chief Aviation Terminal Building Maintenance	-	1	1	-
5228	Chief Aviation Safety & Quality Programs	1	1	1	-
5018	Senior Section Chief, Aviation	1	1	1	-
5016	Section Chief, Aviation	3	3	3	-
5249	Airport Building Systems Manager	1	1	-	(1)
5219	Aviation Interior Design Space Plan Supv	1	1	1	-
5233	Aviation Technical Services Supervisor	1	1	1	-
5286	Aviation Signage Manager	1	1	1	-
5248	Airport Building Systems Special	2	2	-	(2)
6512	Electrician Supervisor	1	1	1	-
6518	Painter Supervisor	1	1	1	-
6528	Plumbing Supervisor	1	1	1	-
6533	Refrigeration/Air Conditioning Mechanic Supv	2	3	3	-
6574	Electronic-Electrical Equipment Supervisor	1	1	-	(1)
5262	Airport Maintenance Supervisor	14	14	12	(2)
5265	Airport Plant Maintenance Supervisor	1	1	1	-
5268	Airport Loading Bridges Maintenance Supv 2	2	2	2	-
5274	Airport Lighting Supervisor	1	1	1	-
5276	Airport Fire Suppression Systems Supervisor	1	1	1	-
6130	Fleet Management Assistant Facility Supv	1	1	1	-
5279	Aviation Automated People Mover Supv	1	1	1	-
6472	Elevator Contract Coordinator	1	1	1	-
0812	Administrative Officer 3	1	1	-	(1)
0811	Administrative Officer 2	1	1	1	-
5270	Facilities Maintenance Contract Coordinator	-	-	1	1
5271	Facilities Maintenance Contract Specialist	3	4	3	(1)
6474	Elevator Contract Specialist	2	4	6	2
5358B	Airport Elevator Contract Specialist (Trainee)	-	2	-	(2)
6481	Interior Design Specialist	3	4	4	-
1023	Engineer 4	2	2	2	-
1022	Engineer 3	1	3	3	-
1033	Architect 2	1	2	2	-
1032	Architect 1	2	2	2	-
5489	Airport Architectural Drafter 2	10	9	9	-
7359	Landscape Architect 3	1	1	1	-
6612	Construction Manager 3	1	1	1	-
6611	Construction Manager 2	2	3	4	1
6610	Construction Manager 1	1	1	1	-
6465	Sr Technical Services Planner/Scheduler	1	2	1	(1)
6466	Technical Services Planner/Scheduler	4	8	9	1
1845	Sr Systems Analyst/Programmer	2	2	2	-

Maintenance

Personnel Summary (cont)

<i>OCC</i> <i>Code</i>	<i>Occupational Title</i>	<i>Actual</i> <i>FY 2019</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2020</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2021</i>	<i>Inc/(Dec)</i> <i>FY21 vs FY20</i>
5263	Aviation Maintenance Services Superintendent	4	1	1	-
6601	Construction Field Representative	-	2	2	-
1827	Computer Tech 2	1	1	1	-
5380	Airport Senior Cadastral Technician	1	1	1	-
5379	Airport Cadastral Technician	1	1	1	-
5295	Airport Purchasing Specialist	1	1	1	-
0013	Clerk 4	2	1	1	-
5272	Airport Facilities Superintendent	14	17	19	2
5275	Airport BMS Operator	5	5	5	-
5462	Airport Waste Plant Operator	4	4	4	-
5463	Airport Lighting Technician	5	5	5	-
5377	Airport Automated People Mover Technician	7	6	6	-
5474	Airport Electronic Electrical Equipment Tech 2	4	4	1	(3)
5472	Airport Electronic Electrical Equipment Tech 1	21	24	12	(12)
5479	Airport Fire Suppression Systems Technician	14	15	15	-
5420	Airport Waste Plant Electrician	1	6	6	-
5404	Airport Maintenance Mechanic	75	77	73	(4)
5403	Airport Maintenance Repairer	8	9	10	1
5407	Airport Heavy Truck Tire Repairer	1	1	1	-
5416	Airport Light Equipment Technician	3	3	3	-
5417	Airport Motorcycle Mechanic	1	1	1	-
5418	Airport Hydraulics Mechanic	12	14	14	-
5421	Airport Plant Mechanic	8	8	11	3
5429	Airport Automotive Equipment Operator 3	7	9	9	-
5428	Airport Automotive Equipment Operator 2	17	20	20	-
5427	Airport Automotive Equipment Operator 1	8	9	9	-
5401	Airport Automotive Support Specialist	2	2	2	-
5438	Airport Carpenter/Roofer	2	2	2	-
5442	Airport Carpenter	10	11	11	-
5444	Airport Electrician	16	14	13	(1)
5446	Airport Locksmith	5	5	5	-
5448	Airport Painter	26	28	28	-
5450	Airport Machinist	1	1	1	-
5452	Airport Plumber	15	17	18	1
5454	Airport Mason	2	2	2	-
5456	Airport Refrigeration/Air Conditioning Mechanic	17	20	20	-
5458	Airport Sign Painter	4	4	4	-
5460	Airport Welder	2	2	2	-
5461	Airport Sprayer	3	3	3	-
5464	Airport Heavy Equipment Technician	9	10	9	(1)
Total		418	461	441	(20)

Expense Summary

	<i>Actual FY 2019</i>	<i>Adopted Budget FY 2020</i>	<i>Adopted Budget FY 2021</i>	<i>Inc/(Dec) FY 2021 vs FY 2020</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$29,798,766	\$31,513,694	\$31,849,125	\$335,431	1.1%
Over-time	1,531,173	1,749,906	1,600,000	(149,906)	-8.6%
Fringes	10,652,237	11,959,058	12,014,079	55,021	0.5%
Total Salary/Fringes	\$41,982,177	\$45,222,658	\$45,463,204	\$240,546	0.5%
Outside Contracts	66,075,668	80,968,176	106,089,743	25,121,567	31.0%
MOU	534,403	629,405	593,324	(36,081)	-5.7%
Utilities	3,169,149	3,030,000	3,030,000	-	0.0%
Other Operating	8,589,029	10,351,368	8,327,903	(2,023,465)	-19.5%
Capital	1,625,941	1,117,000	2,071,450	954,450	85.4%
Total	\$121,976,367	\$141,318,607	\$165,575,624	\$24,257,017	17.2%

Major Drivers

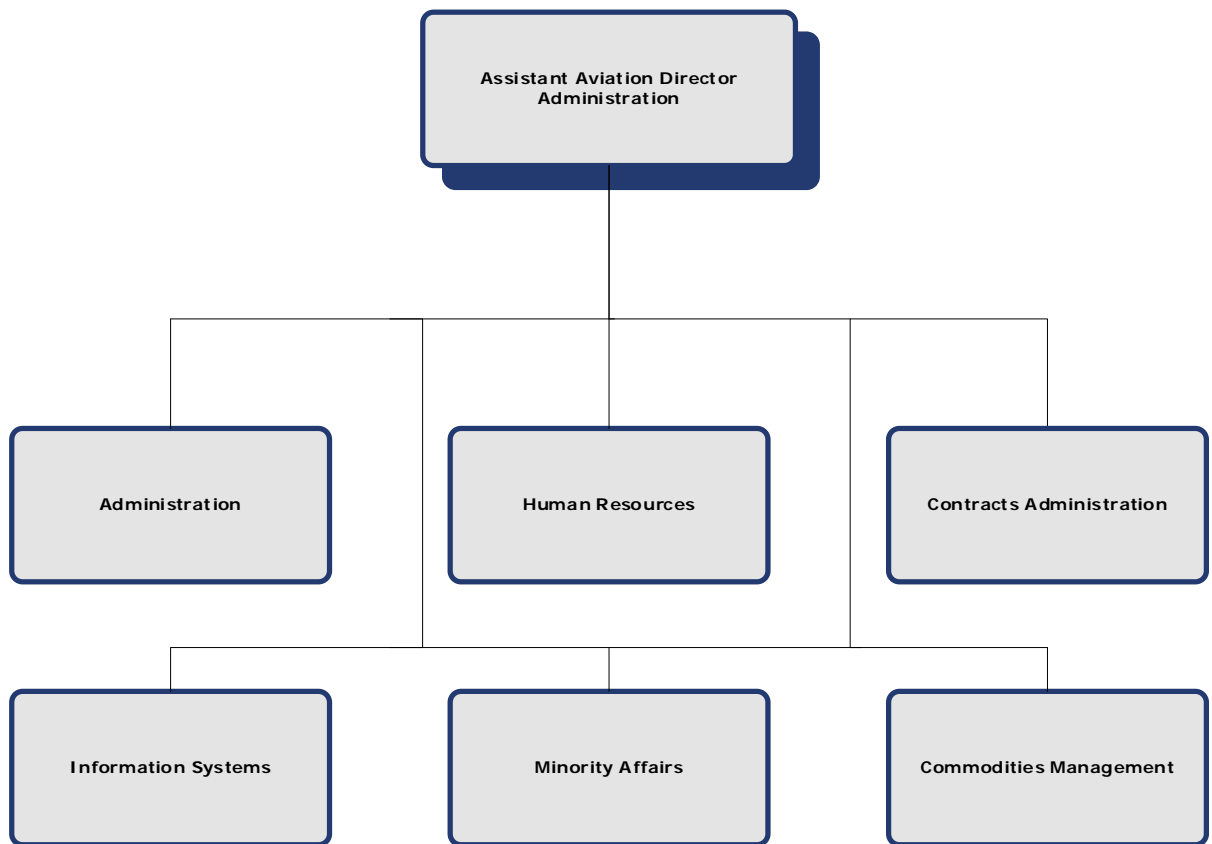
FY 2019-20 Budget	\$141,318,607
Proposed Personnel Costs	
Salary/Fringe Adjustments	390,452
Decrease in over-time	(149,906)
Proposed variance in personnel costs	141,559,153
Outside Contract Services	
Increase in janitorial services, vehicle towing service, building maintenance contractor, electrical repairs & maintenance and irrigation/sprinkler repair & maintenance	36,752,118
Decrease in consulting engineer & A/E services, outside contract services, outside maintenance for motor vehicles, elevator maintenance, maintenance & repair for office machines, air conditioner repair & maintenance, fire protection system service contract, fire alarms service contract, landscape maintenance, maintenance & repair of automatic & roll up doors, outside painting maintenance, plumbing maintenance, operation & maintenance of NTD train, maintenance & repair of MIA Mover train and outside maintenance	(11,630,551)
MOU	
Decrease in pest management services	(36,081)
Other Operating	
Increase in rental expense, registration fees, locks, hinges & closers hardware, air conditioning controllers, loading bridge repair parts, clothing & uniforms, plumbing fixtures and safety equipment & supplies	2,016,235
Decrease in uniform rental & cleaning service, publications, memberships, auto expense & parking reimbursement, travel expense, inservice training, license & permit fees, auto tags, educational seminars, holiday decorations, moving expense, miscellaneous general & administrative expense, diesel fuel, gasoline, liquefied petroleum gas, other fuels & lubricants, auto repair parts, repair parts other than auto, tires & tubes, batteries, carpets, expendable tools, repair parts for trucks, buses & construction equipment, repair parts for tractors & mowers, light bulbs, mechanical maintenance auto supplies, ceiling tile, ballasts, building paint, runway, taxiway, apron & roadway paint, sign material, fire fighting foam & chemical agents, repair & maintenance supplies, building materials, electrical fixtures & supplies, construction materials & supplies, airfield lighting material, office supplies, printing & reproduction supplies, office furniture & equipment, horticultural & chemical supplies, food, safety shoes and drafting room supplies	(4,039,700)
Capital	
Increase in office furniture & equipment	1,314,000
Decrease in shop equipment, computer equipment, utility trailers, other machinery, equipment & furniture, heavy moving & construction equipment, and motorized field equipment	(359,550)
FY 2020-21 Budget	\$165,575,624

Administration Group

Overview

The Administration Group performs activities that are vital to the daily operations of MIA such as: administration of the Department's personnel and support services functions, provision of technology and telecommunication resources to the Department's diverse user base and coordination of procurement activities. The Group consists of the Administration, Human Resources, Contracts Administration, Information Systems, Minority Affairs, and Commodities Management Divisions.

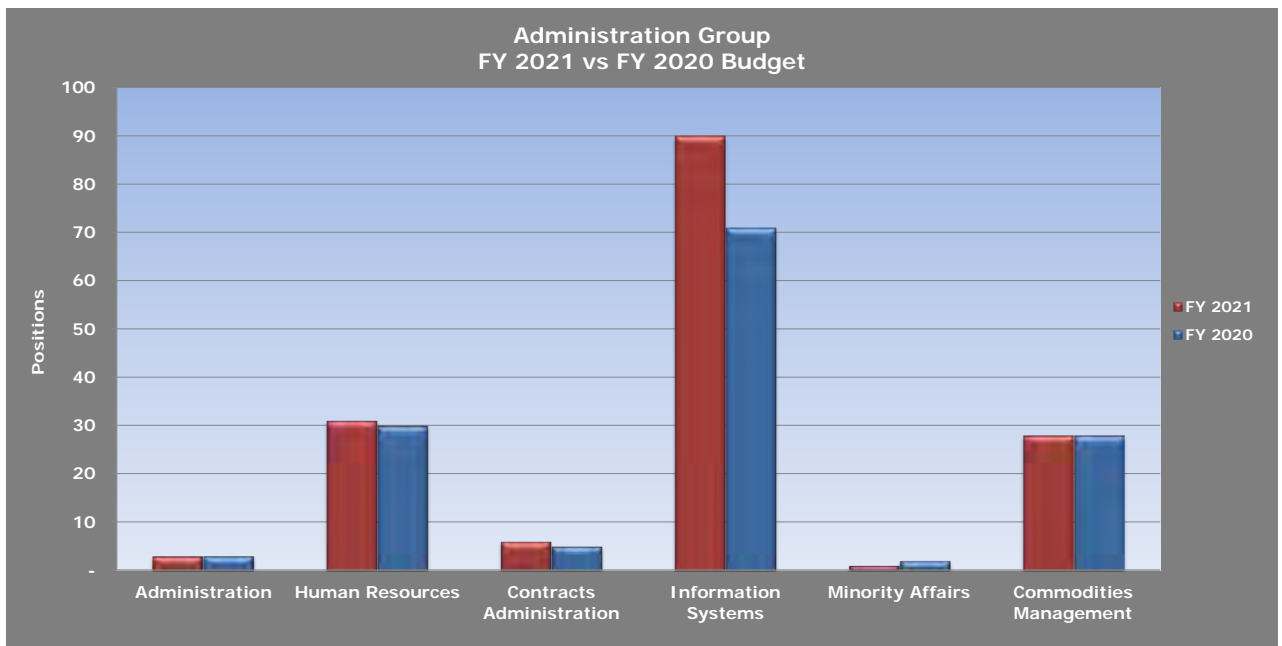
Organizational Structure



Total Positions	
19-20	20-21
139	159

Personnel Summary

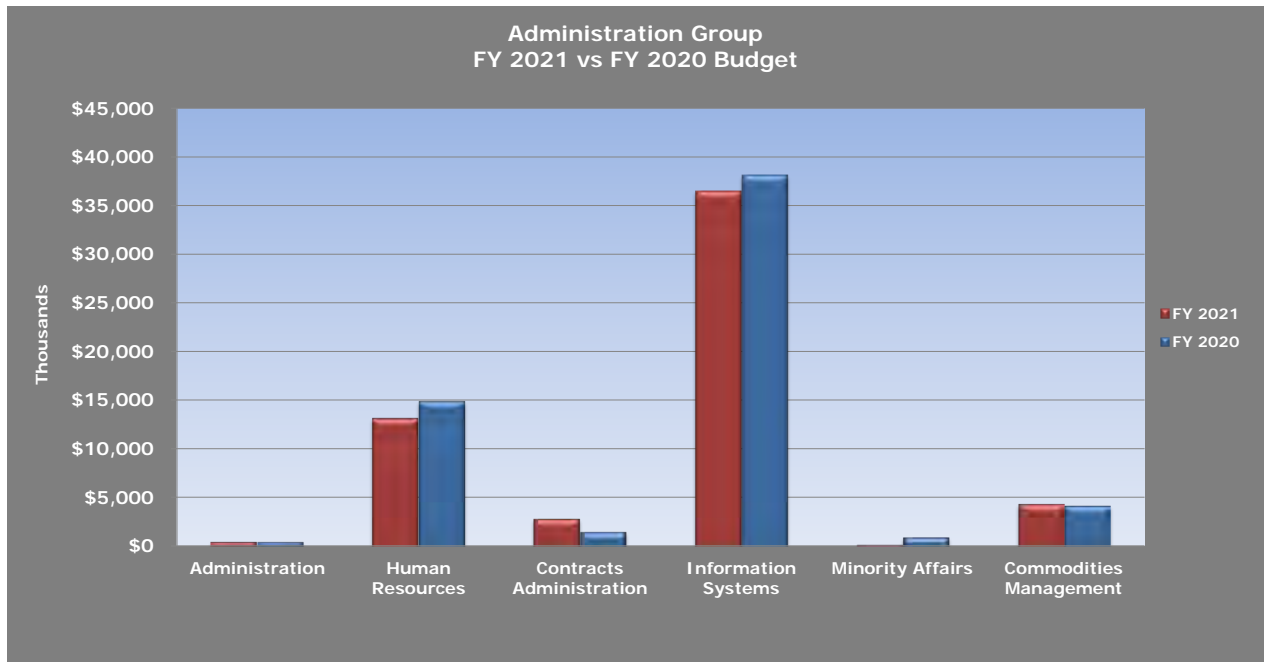
	<i>Actual FY 2019</i>	<i>Adopted Budget FY 2020</i>	<i>Adopted Budget FY 2021</i>	<i>Inc/(Dec) FY21 vs FY20</i>
Administration	3	3	3	-
Human Resources	26	30	31	1
Contracts Administration	3	5	6	1
Information Systems	68	71	90	19
Minority Affairs	6	2	1	(1)
Commodities Management	27	28	28	-
Total	133	139	159	20



The chart above is a comparison of the FY 2021 and FY 2020 budgeted positions for the divisions in the Administration Group; the major increase is reflected in the Information Systems Division due to the reorganization of staff.

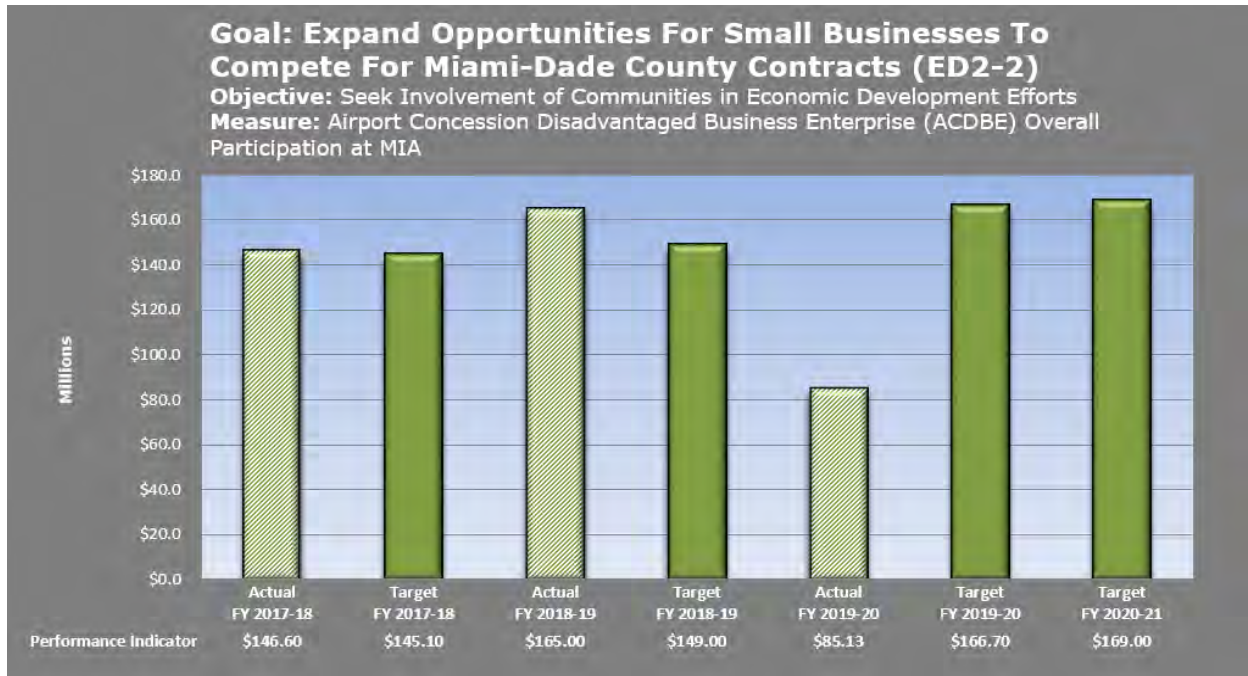
Expense Summary

	<i>Actual</i> <i>FY 2019</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2020</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2021</i>	<i>Inc/(Dec)</i> <i>FY 2021 vs FY 2020</i>	
				\$	%
Administration	\$454,400	\$470,483	\$485,583	\$15,100	3.2%
Human Resources	13,931,415	14,932,121	13,216,383	(1,715,738)	-11.5%
Contracts Administration	944,740	1,486,353	2,860,283	1,373,930	92.4%
Information Systems	33,771,810	38,182,025	36,536,212	(1,645,813)	-4.3%
Minority Affairs	928,997	938,813	198,992	(739,821)	-78.8%
Commodities Management	3,550,403	4,199,432	4,387,146	187,714	4.5%
Total	\$53,581,765	\$60,209,227	\$57,684,599	(\$2,524,628)	-4.2%



The chart above is a comparison of the FY 2021 and FY 2020 budgeted expenses for the divisions in the Administration Group; the major decrease is reflected in the Human Resource Division and Information Systems Division.

Group Goals(s)/Performance Measures

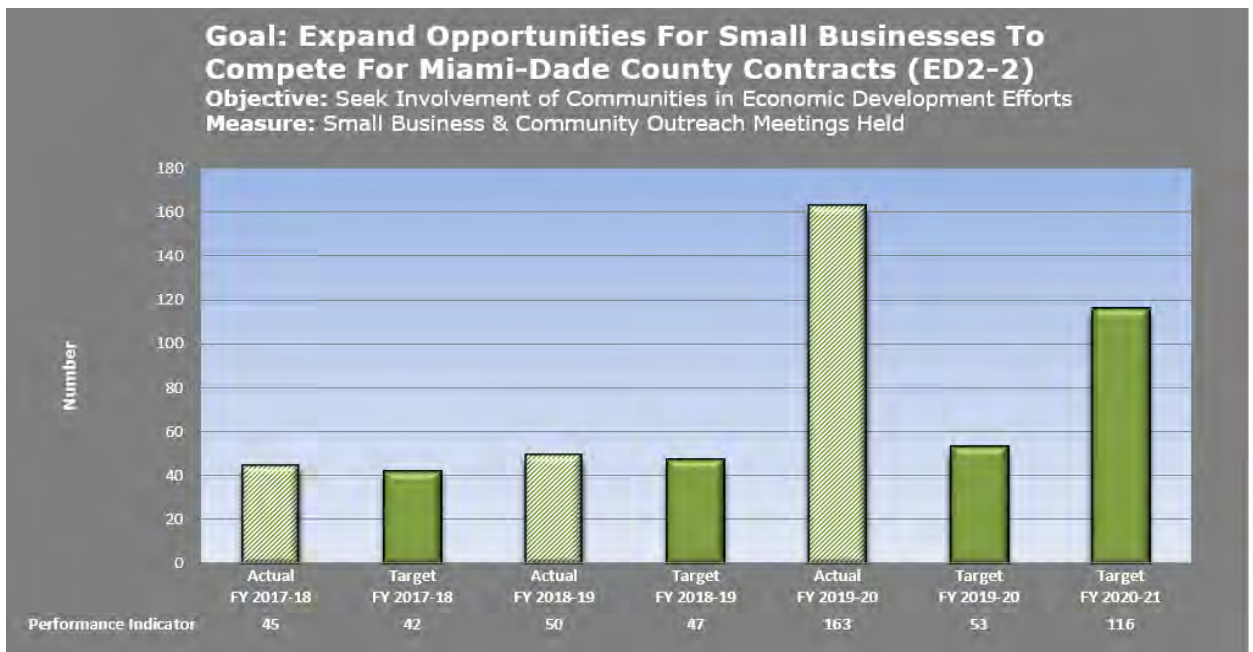


The chart above illustrates the comparison between actuals and targets of the Airport Concession Disadvantaged Business Enterprise (ACDBE) overall participation at MIA which ensures that small and disadvantaged businesses are provided the maximum opportunity to participate in airport contracts; for FY 2019-20 the actual was below the target.

Group Goals(s)/Performance Measures (cont)



The chart above illustrates the comparison between actuals and targets of small, local car rental facilities; for FY 2019-20 the actual was below the target.



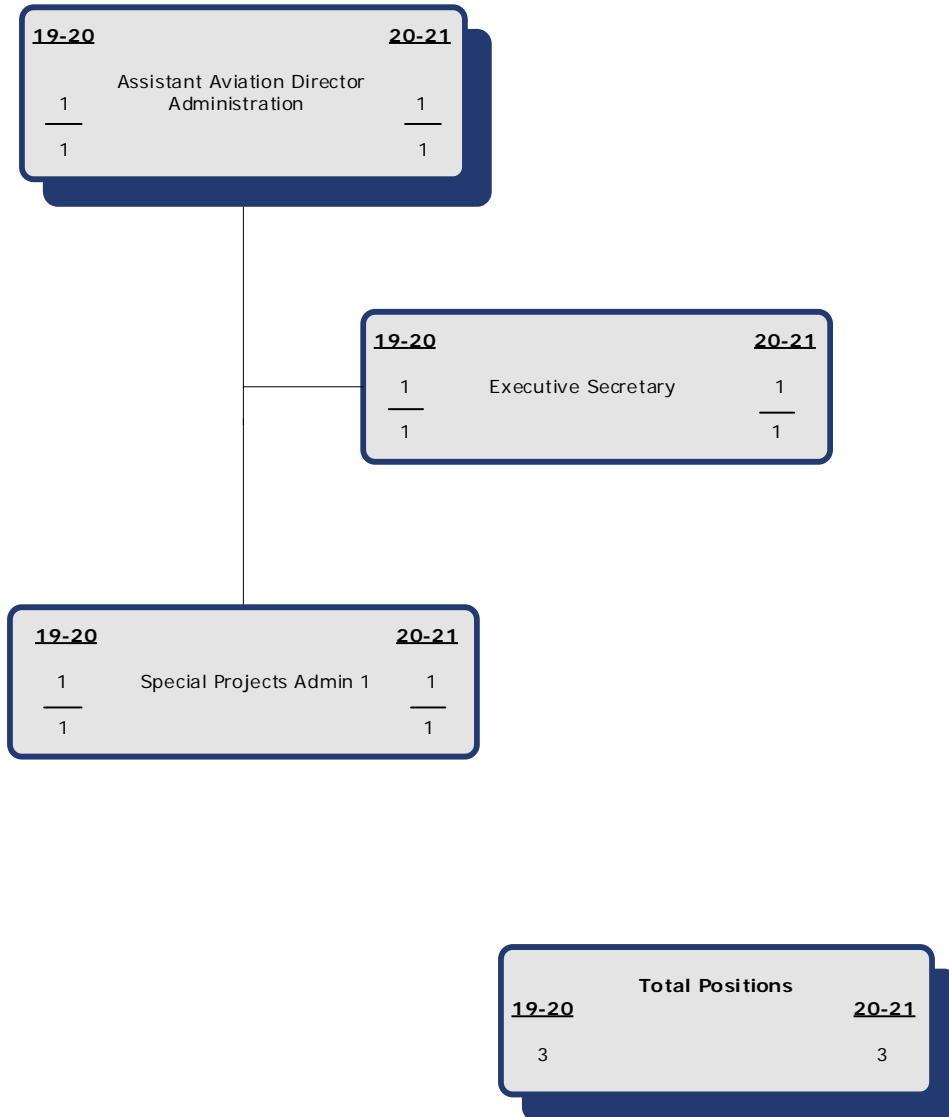
The chart above illustrates the comparison between actuals and targets of Small Business and Community Outreach meetings held, which is a monthly meeting to present upcoming opportunities from MDAD and various county departments; information on legal, financial and human resource assistance and current economic conditions are provided; for FY 2019-20 the actual exceeded the target.

Accomplishments for FY 2020

- Responded in a timely manner to all Disciplinary Action Reports (DAR) and Results of Classification (ROC) received
- Coordinated and facilitated informational workshops on Miami-Dade County's New Healthcare Benefits Redesign
- Conducted classroom training sessions and Lunch and Learn sessions
- Coordinated college internship programs with the Florida Airports Council, Florida Memorial University, Miami-Dade College and Mayor's Executive Internship Program
- Conducted Employee Development Training Needs Survey
- Completed all department-wide duplication requests received within the agreed upon date
- Continued to streamline the solicitation process for contracts and conducted workshops providing information on the solicitation process in order to obtain the necessary services
- Replaced/upgraded the MIA Public Address System Infrastructure (PASI)
- Continued to work with Maintenance division to expedite purchase of non-stock items
- Received ISO 14001 re-certification for Procurement
- Reduced use of paper as part of the ISO 14001

Administration

Organizational Structure



Mission Statement

The mission of the Administration Division is to provide leadership to the Divisions within this group.

Responsibilities

- Overseeing the functions of the Administration Group

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2019</i>	<i>Adopted Budget FY 2020</i>	<i>Adopted Budget FY 2021</i>	<i>Inc/(Dec) FY 21 vs FY 20</i>
5182	Assistant Aviation Director Administration	1	1	1	-
0831	Special Projects Administrator 1	1	1	1	-
5312	Executive Secretary	1	1	1	-
Total		3	3	3	-

Expense Summary

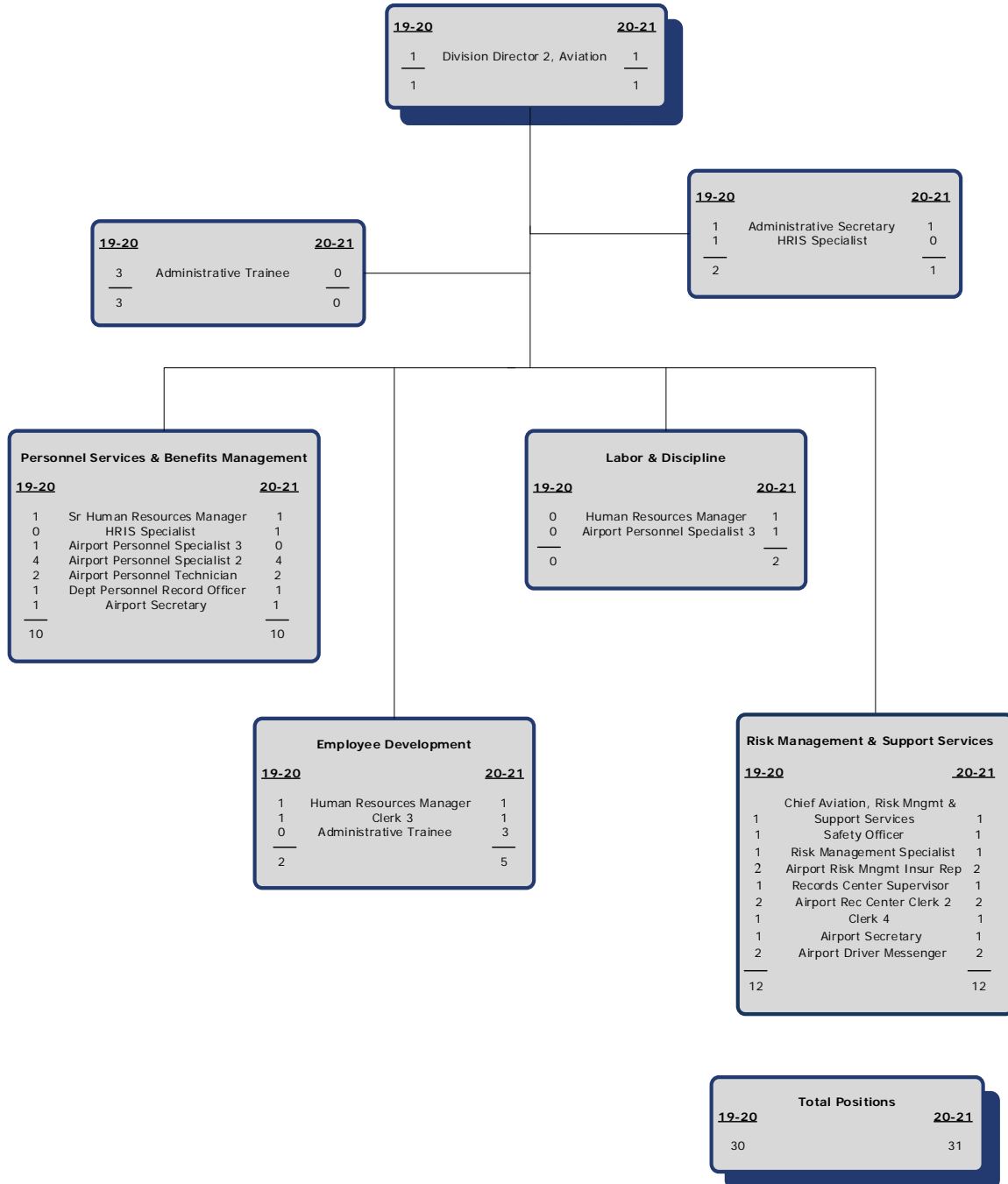
	<i>Actual FY 2019</i>	<i>Adopted Budget FY 2020</i>	<i>Adopted Budget FY 2021</i>	<i>Inc/(Dec) FY 2021 vs FY 2020</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$322,648	\$331,974	\$342,572	\$10,598	3.2%
Over-time	-	-	-	-	0.0%
Fringes	126,614	122,759	130,899	8,140	6.6%
Total Salary/Fringes	\$449,262	\$454,733	\$473,471	\$18,738	4.1%
Outside Contracts	4,229	2,500	5,500	3,000	120.0%
Other Operating	909	13,250	6,612	(6,638)	-50.1%
Capital	-	-	-	-	0.0%
Total	\$454,400	\$470,483	\$485,583	\$15,100	3.2%

Major Drivers

FY 2019-20 Budget	\$470,483
Proposed personnel costs	
Salary/Fringe Adjustments	18,738
Proposed variance in personnel costs	489,221
Outside Contract Services	
Increase in consulting services	5,000
Decrease in catering expenses for meetings	(2,000)
Other Operating	
Increase in publications, auto expense & parking reimbursement, and educational seminars	1,600
Decrease in auto expense reimbursement, travel expense, registration fees and miscellaneous general & administrative expense	(8,238)
FY 2020-21 Budget	\$485,583

Human Resources

Organizational Structure



Mission Statement

The mission of the Human Resources Division is to provide efficient, timely, and courteous service to the Aviation Department employees in the areas of safety and risk management, fair employment practices, employee development and training, recruitment, compensation, payroll and benefits.

Responsibilities

- Coordinating, recruitment, compensation, payroll, benefits and temporary contract employees and special employment programs
- Managing the Department's Equal Employment Opportunity and Affirmative Action programs
- Coordinating management and soft-skills training courses
- Coordinating various programs such as the Idea Rewards, Employee Suggestion Program, and Departmental Health and Safety Programs
- Overseeing the Department's insurance program
- Managing Department records which involves storage, retrieval, destruction, and public records requests
- Sorting, processing and distributing U.S. and interoffice mail throughout the Department

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2019</i>	<i>Adopted Budget FY 2020</i>	<i>Adopted Budget FY 2021</i>	<i>Inc/(Dec) FY21 vs F20</i>
5054	Division Director 2, Aviation	1	1	1	-
0417	Senior Human Resources Manager	1	1	1	-
0416	Human Resources Manager	1	1	2	1
5109	Chief, Aviation Risk Mngmt & Support Svcs	1	1	1	-
0230	Records Center Supervisor	1	1	1	-
0461	HRIS Specialist	1	1	1	-
1973	Risk Management Specialist	1	1	1	-
5393	Airport Personnel Specialist 3	1	1	1	-
1966	Safety Officer	1	1	1	-
5392	Airport Personnel Specialist 2	3	4	4	-
5382	Airport Personnel Technician	2	2	2	-
0013	Clerk 4	1	1	1	-
0012	Clerk 3	1	1	1	-
5322	Airport Record Center Clerk 2	2	2	2	-
0808	Administrative Trainee	3	3	3	-
0207	Departmental Personnel Record Officer	1	1	1	-
5321	Airport Risk Management Insurance Rep	1	2	2	-
5311	Airport Administrative Secretary	-	1	1	-
5310	Airport Secretary	2	2	2	-
5343	Airport Driver Messenger	1	2	2	-
	Total	26	30	31	1

Expense Summary

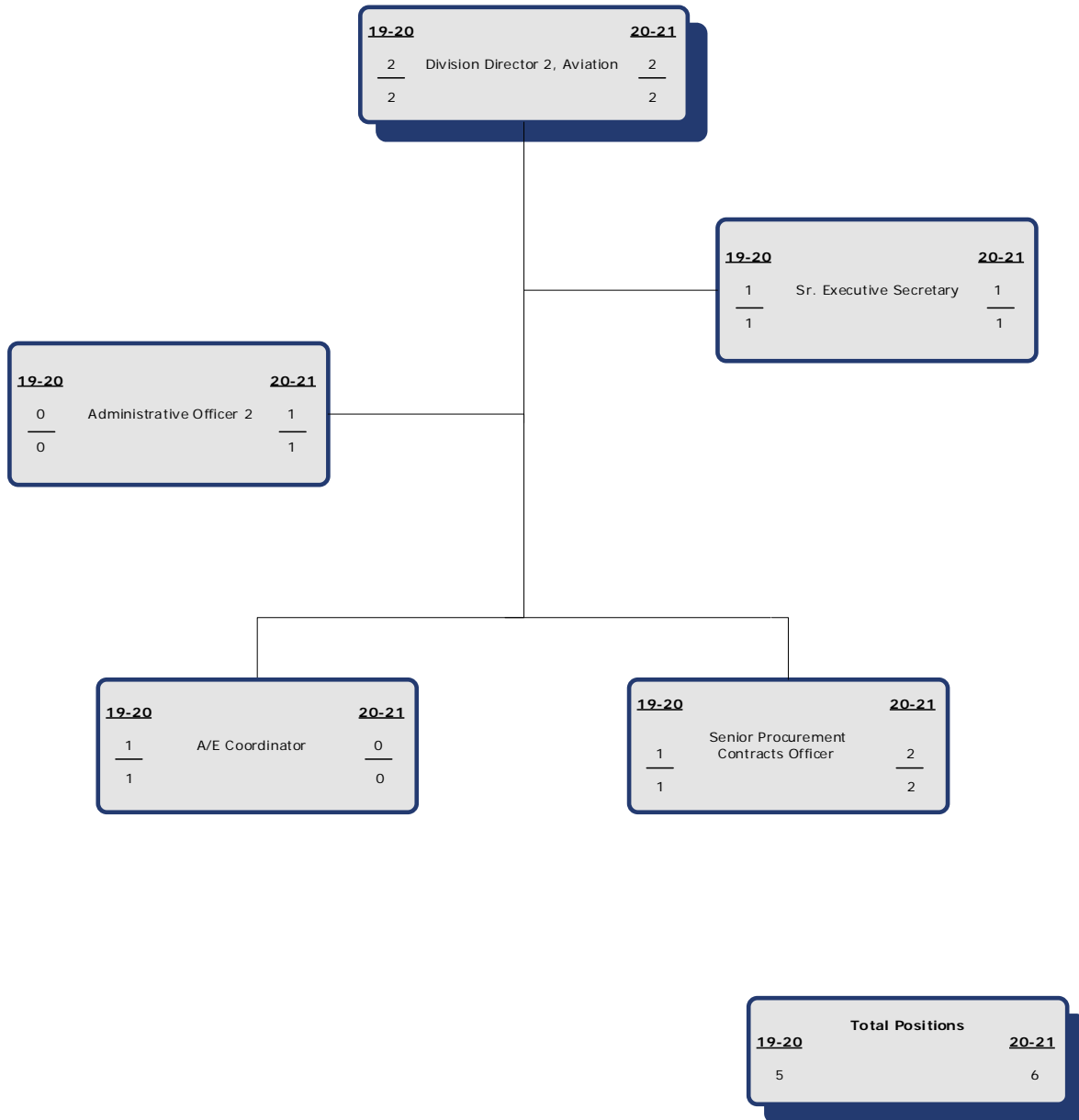
	<i>Actual FY 2019</i>	<i>Adopted Budget FY 2020</i>	<i>Adopted Budget FY 2021</i>	<i>Inc/(Dec) FY 2021 vs FY 2020</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$1,823,033	\$1,879,326	\$1,838,691	(\$40,635)	-2.2%
Over-time	1,770	8,500	9,500	1,000	11.8%
Fringes	4,813,657	4,702,489	4,656,635	(45,854)	-1.0%
Total Salary/Fringes	\$6,638,460	\$6,590,315	\$6,504,826	(\$85,489)	-1.3%
Outside Contracts	78,138	179,500	117,000	(62,500)	-34.8%
Insurance	6,995,024	7,751,000	6,266,607	(1,484,393)	-19.2%
MOU	182,218	129,126	141,000	11,874	9.2%
Other Operating	37,574	232,180	146,950	(85,230)	-36.7%
Capital	-	50,000	40,000	(10,000)	-20.0%
Total	\$13,931,415	\$14,932,121	\$13,216,383	(\$1,715,738)	-11.5%

Major Drivers

FY 2019-20 Budget	\$14,932,121
Proposed personnel costs	
Salary/Fringe Adjustments	(86,489)
Increase in over-time	1,000
Proposed variance in personnel costs	14,846,632
Outside Contract Services	
Decrease in consulting services, newspaper advertising, outside printing and catering expenses for meetings	(62,500)
Insurance	
Decrease in deductible claims liability, health & life insurance, motor vehicle liability, property/fire insurance, aircraft liability and general liability,	(1,484,393)
MOU	
Increase in Human Resources Services & Support	11,874
Other Operating	
Increase in miscellaneous general & administrative expense	2,000
Decrease in rental equipment, publications, memberships, auto expense reimbursement, travel expense, registration fees, inservice training, educational seminars, awards & recognition, office supplies and miscellaneous operating supplies	(87,230)
Capital	
Decrease in medical rescue equipment	(10,000)
FY 2020-21 Budget	\$13,216,383

Contracts Administration

Organizational Structure



Mission Statement

The mission of the Contracts Administration Division is to develop and review Requests for Proposals (RFP) and Requests for Qualifications (RFQ) for a wide range of services for the department such as: professional services, construction related services, retail and other concession services.

Responsibilities

- Developing and planning Requests for Proposals (RFP), Requests for Qualifications (RFQ), Request for Information (RFI) and Invitations to Bid (ITB), Request for Qualifications (RFQ), Invitation to Negotiate, Invitation to Bid (ITB), Construction Manager-at-Risk documents
- Coordinating the acquisition of the department's architects and engineers, and Requests for Acquisition for Design/Build services
- Conducting the selection process for multi-million dollar RFP's and RFQ's for services including the MIA Mover APM System, Miscellaneous Construction Contracts, Airport Signage Fabrication and Installation, Retail Concession Programs, etc.
- Developing, updating, and monitoring compliance of Departmental project management procedures to ensure that all project management staff adheres to the guidelines contained in the Expedite Ordinance
- Ensuring that Facilities Development agenda items are reviewed to determine if the content and format follow established guidelines
- Tracking all advertised A/E and construction projects once they fall under the Cone of Silence and the list of projects is then forwarded to the Small Business Development (SBD)

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2019</i>	<i>Adopted Budget FY 2020</i>	<i>Adopted Budget FY 2021</i>	<i>Inc/(Dec) FY21 vs FY20</i>
5054	Division Director 2, Aviation	2	2	2	-
5297	Sr Procurement Contracts Officer	-	1	2	1
5298	A/E Coordinator	-	1	-	(1)
0811	Administrative Officer 2	-	-	1	1
5313	Sr Executive Secretary	1	1	1	-
Total		3	5	6	1

Expense Summary

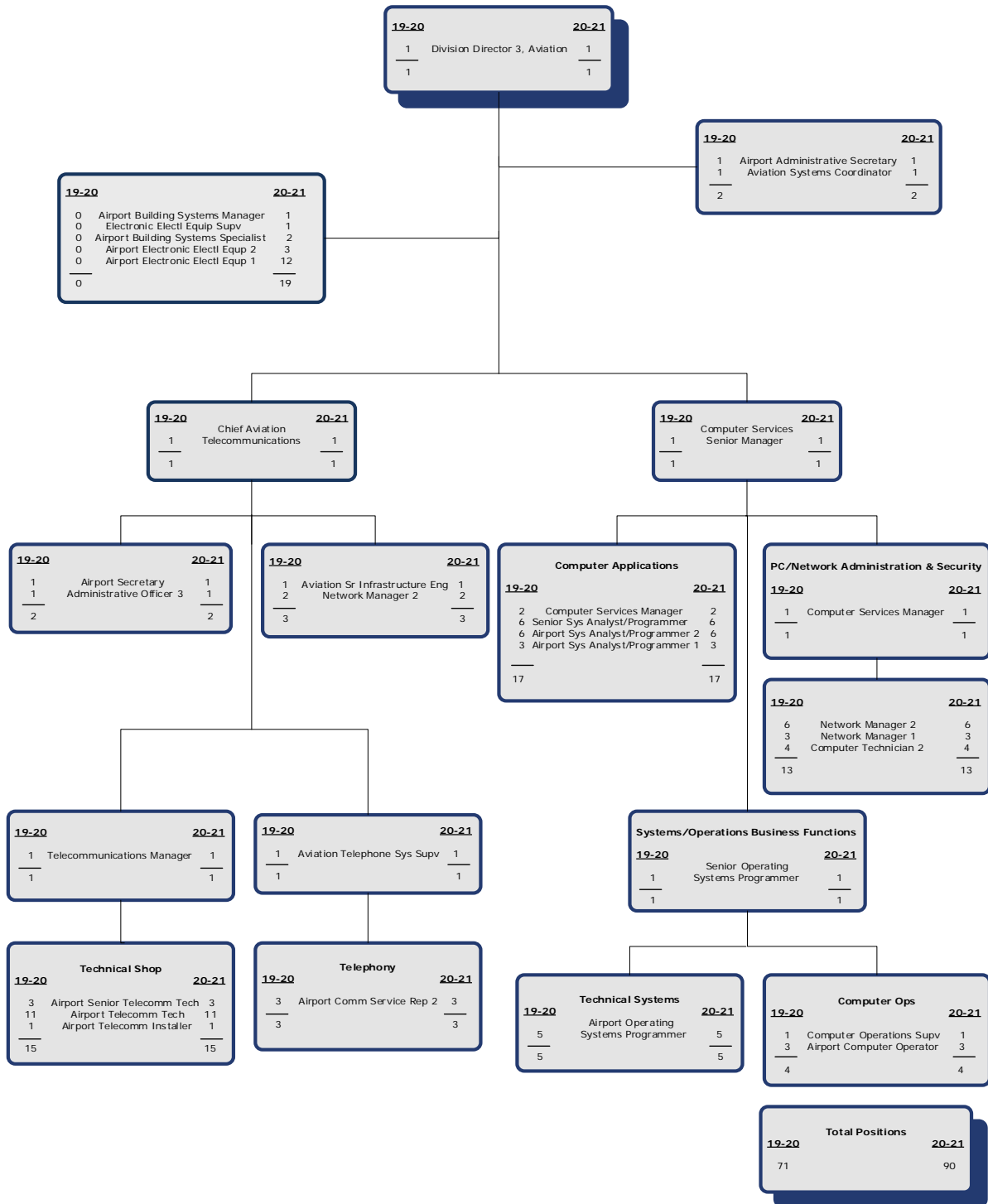
	<i>Actual FY 2019</i>	<i>Adopted Budget FY 2020</i>	<i>Adopted Budget FY 2021</i>	<i>Inc/(Dec) FY 2021 vs FY 2020</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$319,666	\$474,651	\$575,622	\$100,971	21.3%
Over-time	-	-	-	-	0.0%
Fringes	97,709	156,302	198,346	42,044	26.9%
Total Salary/Fringes	\$417,376	\$630,953	\$773,968	\$143,015	22.7%
Outside Contracts	29,344	42,000	52,200	10,200	24.3%
MOU	494,244	800,000	2,013,033	1,213,033	151.6%
Other Operating	3,776	13,400	21,082	7,682	57.3%
Capital	-	-	-	-	0.0%
Total	\$944,740	\$1,486,353	\$2,860,283	\$1,373,930	92.4%

Major Drivers

FY 2019-20 Budget	\$1,486,353
Proposed personnel costs	
Salary/Fringe Adjustments	143,015
Proposed variance in personnel costs	1,629,368
Outside Contract Services	
Increase in newspaper advertising and promotional items	25,200
Decrease in temporary help agency	(15,000)
MOU	
Increase in ISD services	1,581,206
Decrease in ISD-SBD services	(368,173)
Other Operating	
Increase in memberships, auto expense & parking reimbursement, travel expense, registration fees, educational seminars and clothing & uniforms	13,182
Decrease in publications, miscellaneous general & administrative expense and minor equipment	(5,500)
FY 2020-21 Budget	\$2,860,283

Information Systems

Organizational Structure



Mission Statement

The mission of the Information Systems Division is to provide continuous, timely, cost effective and professional information technology and telecommunications services to the Miami-Dade Aviation Department and its diverse user base.

Responsibilities

- Developing, maintaining, and acquiring software solutions in support of the department's business functions
- Providing enterprise level IT support for Miami International Airport which includes data center facilities management along with application hosting in a diverse multi-platform environment
- Designing, acquiring, configuring, and maintaining hardware and software systems across varied platforms
- Providing technical support in the form of performance monitoring, tape and disk management, storage management, network monitoring and application security
- Supporting the physical and logical hosting environment for the Department's business applications
- Integrating of desktop computers to the network servers, network administration, and network security
- Maintaining of Firewall, VPN access, Anti-Virus Defense System, Patch Management system, web server management, end user training including e-learning and Cyber Security Awareness for Everyone (C-SAFE)
- Providing connectivity to ETSD and other county departmental applications and servers, Enterprise E-mail system, and Web Access
- Evaluating software and hardware, and analyzing new hardware/software requests
- Scheduling and completion of installations and upgrades, PC and network problem diagnosis and resolution
- Operating and maintaining the devices for the provision of voice, data, and wireless devices and services to MDAD and delivering the same services for resale to other tenants of the Airport

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2019</i>	<i>Adopted Budget FY 2020</i>	<i>Adopted Budget FY 2021</i>	<i>Inc/(Dec) FY21 vs FY20</i>
5148	Division Director 3, Aviation	1	1	1	-
5281	Chief Aviation Telecommunications	1	1	1	-
5349	Aviation Sr Infrastructure Sys Engineer	1	1	1	-
1848	Computer Services Senior Manager	1	1	1	-
1735	Telecommunications Manager	1	1	1	-
1847	Computer Services Manager	3	3	3	-
1833	Network Manager 2	8	8	8	-
1832	Network Manager 1	2	3	3	-
5290	Aviation Systems Coordinator	1	1	1	-
1821	Computer Operations Supervisor	1	1	1	-
5278	Aviation Telephone System Supervisor	1	1	1	-
1851	Senior Operating Systems Programmer	1	1	1	-
5355	Airport Operating Systems Programmer	5	5	5	-
5353	Airport Systems Analyst/Programmer 2	6	6	6	-
5352	Airport Systems Analyst/Programmer 1	3	3	3	-
1845	Senior Systems Analyst/Programmer	6	6	6	-
5214	Airport Sr Telecommunications Technician	3	3	3	-
5248	Airport Building Systems Specialist	-	-	2	2
5249	Airport Building Systems Manager	-	-	1	1
5213	Airport Telecommunications Technician	11	11	11	-
1827	Computer Technician 2	2	4	4	-
5354	Airport Computer Operator	2	3	3	-
6574	Airport Electronic Electrical Equipment Supv	-	-	1	1
5208	Airport Telecommunications Installer	1	1	1	-
5351	Airport Communications Service Rep 2	3	3	3	-
0812	Administrative Officer 3	1	1	1	-
5474	Airport Electronic Electrical Equipment 2	-	-	3	3
5472	Airport Electronic Electrical Equipment 1	-	-	12	12
5311	Airport Administrative Secretary	1	1	1	-
5310	Airport Secretary	1	1	1	-
Total		68	71	90	19

Expense Summary

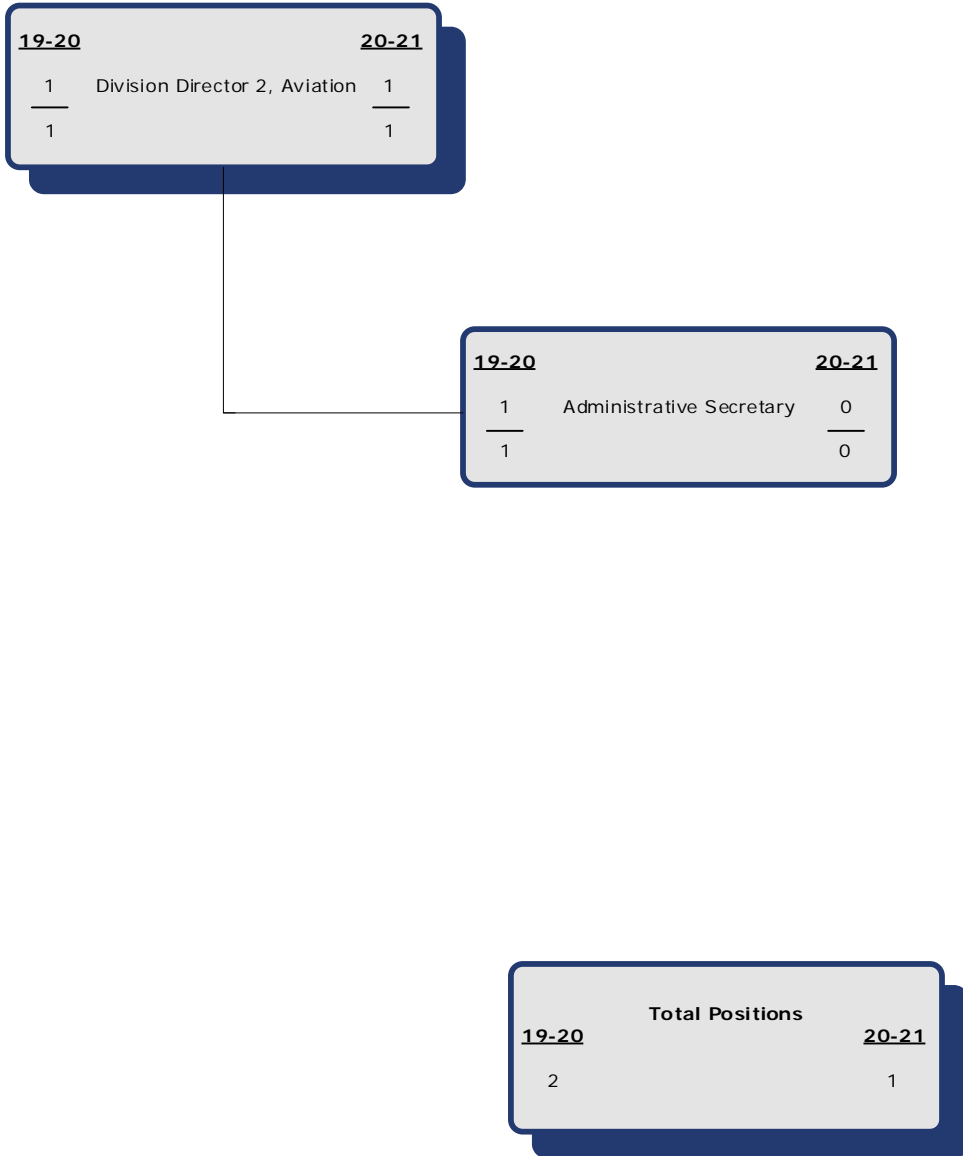
	<i>Actual FY 2019</i>	<i>Adopted Budget FY 2020</i>	<i>Adopted Budget FY 2021</i>	<i>Inc/(Dec) FY 2021 vs FY 2020</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$6,433,350	\$6,425,500	\$8,089,315	\$1,663,815	25.9%
Over-time	24,968	45,000	40,000	(5,000)	-11.1%
Fringes	1,930,430	2,094,102	2,706,675	612,573	29.3%
Total Salary/Fringes	\$8,388,747	\$8,564,602	\$10,835,990	\$2,271,388	26.5%
Outside Contracts	9,725,982	12,683,898	12,163,626	(520,272)	-4.1%
MOU	5,920,476	6,407,358	4,693,599	(1,713,759)	-26.7%
Utilities	9,003,900	9,057,114	8,287,114	(770,000)	-8.5%
Other Operating	352,413	909,363	369,193	(540,170)	-59.4%
Capital	380,292	559,690	186,690	(373,000)	-66.6%
Total	\$33,771,810	\$38,182,025	\$36,536,212	(\$1,645,813)	-4.3%

Major Drivers

FY 2019-20 Budget	\$38,182,025
Proposed personnel costs	
Salary/Fringe Adjustments	2,276,388
Decrease in over-time	(5,000)
Proposed variance in personnel costs	40,453,413
Outside Contract Services	
Increase in outside contract services, air conditioning repair - operations service & maintenance and outside maintenance	2,497,153
Decrease in consulting services, software maintenance, computer hardware maintenance and CUTE operations & maintenance	(3,017,425)
MOU	
Decrease in data processing services and radio maintenance	(1,713,759)
Utilities	
Decrease in telephone service	(770,000)
Other Operating	
Decrease in publications, travel expense, registration fees, educational seminars, license & permit fees, expendable tools, radio parts, repair & maintenance supplies, electrical wire, office supplies, minor equipment, clothing & uniforms and miscellaneous operating supplies	(540,170)
Capital	
Decrease in software packages, radio equipment, and other machinery, equipment & furniture	(373,000)
FY 2020-21 Budget	\$36,536,212

Minority Affairs

Organizational Structure



Mission Statement

The mission of the Minority Affairs Division is to ensure that the small businesses, women, and minorities are provided the maximum practicable opportunity to participate in the contracting opportunities at Miami International Airport.

Responsibilities

- Conducting DBE and ACDBE compliance monitoring of contracts
- Acting as a liaison to the Federal Aviation Civil Rights Office, the County Department of Business Development, and the minority, small business and local community
- Maximizing opportunities on various types of contracting opportunities at MIA by recommending realistic, achievable participation for small businesses
- Conducting workshops, seminars, and industry outreach meetings for the local community
- Attending pre-bid and pre-proposal meetings to outline bidding/proposal requirements to proposers and small firms
- Representing MDAD as voting members of the Miami-Dade County Review Committee to recommend contract measures on County contracts, meet user department(s) and provide detailed explanations

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2019</i>	<i>Adopted Budget FY 2020</i>	<i>Adopted Budget FY 2021</i>	<i>Inc/(Dec) FY21 vs FY20</i>
5054	Division Director 2, Aviation	1	1	1	-
0877	Contracts Compliance Specialist 2	3	-	-	-
3677	Business Development Specialist 2	1	-	-	-
3624	SBD Contract Compliance Officer 2	1	-	-	-
0094	Administrative Secretary	-	1	-	(1)
	Total	6	2	1	(1)

Expense Summary

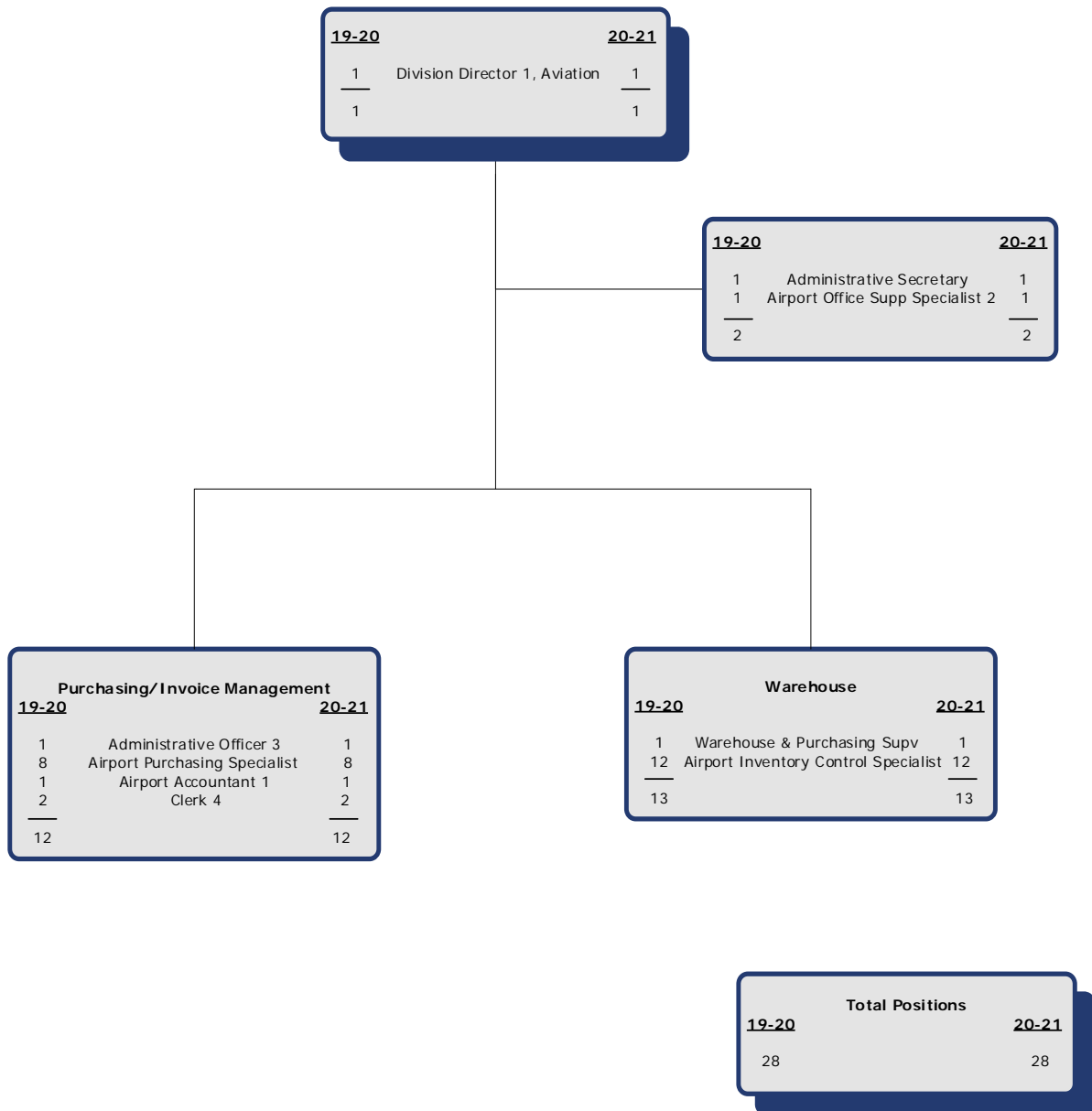
	<i>Actual FY 2019</i>	<i>Adopted Budget FY 2020</i>	<i>Adopted Budget FY 2021</i>	<i>Inc/(Dec) FY 2021 vs FY 2020</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$706,180	\$690,725	\$158,776	(\$531,949)	-77.0%
Over-time		-	-	-	0.0%
Fringes	219,756	232,638	40,216	(192,422)	-82.7%
Total Salary/Fringes	\$925,936	\$923,363	\$198,992	(\$724,371)	-78.4%
MOU	-	-	-	-	0.0%
Other Operating	3,061	15,450		(15,450)	-100.0%
Capital	-	-	-	-	0.0%
Total	\$928,997	\$938,813	\$198,992	(\$739,821)	-78.8%

Major Drivers

FY 2019-20 Budget	\$938,813
Proposed personnel costs	
Salary/Fringe Adjustments	(724,371)
Proposed variance in personnel costs	214,442
Other Operating	
Decrease in publications, memberships, auto expense & parking reimbursement, tolls reimbursement, travel expense, registration fees, educational seminars, miscellaneous general & administrative expense, office supplies, minor equipment, clothing & uniforms and miscellaneous operating supplies	(15,450)
FY 2020-21 Budget	\$198,992

Commodities Management

Organizational Structure



Mission Statement

The mission of the Commodities Management Division is to provide quality goods and services to the Department in a timely manner by utilizing the best tools available and striving for exceptional customer satisfaction.

Responsibilities

- Managing the purchasing needs of the Department
- Determining the appropriate purchasing process
- Following up with requestors and vendors
- Monitoring adherence to contract specifications
- Administering all aviation related Department of Procurement Management bids and contracts
- Operating five warehouse areas - Central Receiving, Maintenance, Security Equipment, Materials Management, and the Automotive warehouse
- Coordinating and documenting the receipt and issuance of goods
- Coordinating orders from General Service Aviation (GSA) stores, and performing inventory control
- Reviewing, researching and collecting data on all invoices received which require a purchase order for payment
- Creating purchase orders for invoices received for recurring monthly services, maintenance, and rentals
- Interacting with divisions and vendors to resolve invoicing discrepancies and funding related issues

Personnel Summary

<i>OCC</i>		<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>
<i>Code</i>	<i>Occupational Title</i>	<i>FY 2019</i>	<i>Budget</i>	<i>Budget</i>	<i>FY21 vs FY20</i>
			<i>FY 2020</i>	<i>FY 2021</i>	
5039	Division Director 1, Aviation	1	1	1	-
0812	Administrative Officer 3	1	1	1	-
5339	Airport Accountant 1	1	1	1	-
5277	Aviation Warehouse & Purchasing Supv	1	1	1	-
5295	Airport Purchasing Specialist	8	8	8	-
5320	Airport Inventory Control Specialist	12	12	12	-
0013	Clerk 4	2	2	2	-
5311	Airport Administrative Secretary	-	1	1	-
5306	Airport Office Support Specialist 2	1	1	1	-
	Total	27	28	28	-

Expense Summary

	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2019</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 2021 vs FY 2020</i>	
		<i>FY 2020</i>	<i>FY 2021</i>	\$	%
Salary/Fringes					
Regular	\$1,670,131	\$1,821,125	\$1,878,233	\$57,108	3.1%
Over-time	15,342	27,050	27,050	-	0.0%
Fringes	628,904	713,268	734,874	21,606	3.0%
Total Salary/Fringes	\$2,314,377	\$2,561,443	\$2,640,157	\$78,714	3.1%
Outside Contracts	32,191	36,100	36,100	-	0.0%
Charges for County Services	307,167	260,389	200,389	(60,000)	-23.0%
Other Operating	896,668	1,341,500	1,510,500	169,000	12.6%
Capital	-	-	-	-	0.0%
Total	\$3,550,403	\$4,199,432	\$4,387,146	\$187,714	4.5%

Major Drivers

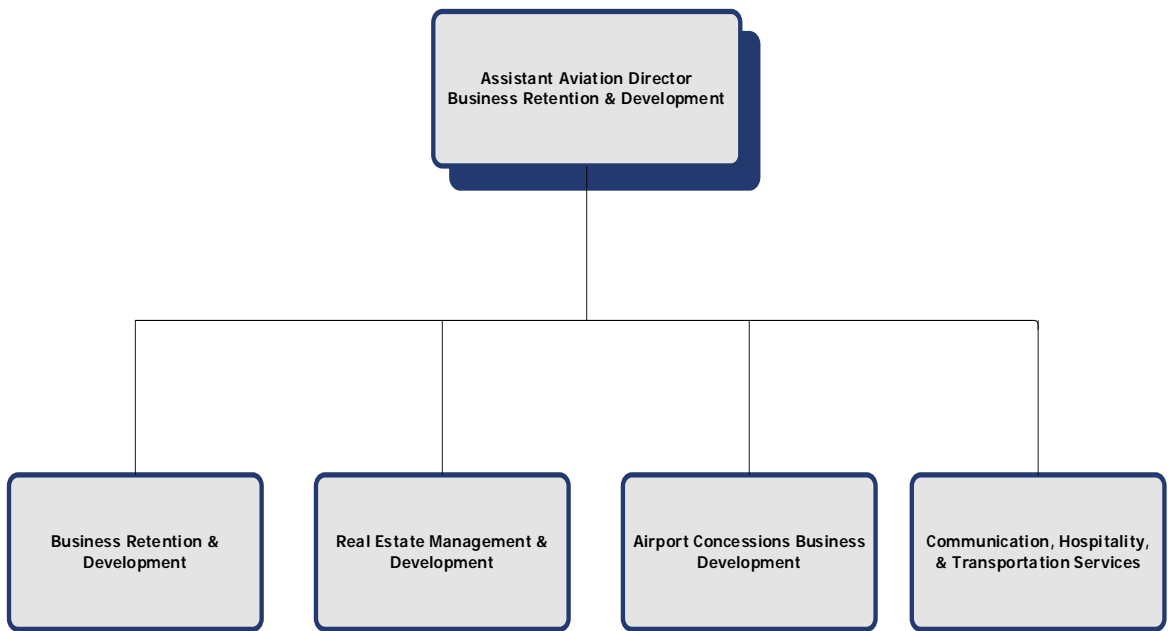
FY 2019-20 Budget	\$4,199,432
Proposed personnel costs	
Salary/Fringe Adjustments	78,714
Proposed variance in personnel costs	4,278,146
Charges for County Services	
Decrease in charges for office supplies	(60,000)
Other Operating	
Increase in rental of copy machines, memberships, trucks, buses & construction equipment repair parts, tractors & mowers repair parts, tires & tubes, auto repair parts and batteries	356,500
Decrease in educational seminars, miscellaneous general & administrative expense, other fuels & lubricants, ceiling tile, air conditioning repair parts, ballasts, building materials, plumbing supplies, locksmith supplies, office supplies, cleaning supplies, clothing & uniforms, miscellaneous operating supplies and electrical fixtures	(187,500)
FY 2020-21 Budget	\$4,387,146

Business Retention & Development Group

Overview

The Business Retention and Development Group expands and develops revenue sources for MIA and the General Aviation Airports; develops, administers, and monitors air carrier and concessionaire lease agreements, and plans and recommends future business and economic development for the Department. The Group consists of Business Retention & Development, Real Estate Management & Development, Airport Concessions Business Development, and Communication, Hospitality, & Transportation Services Divisions.

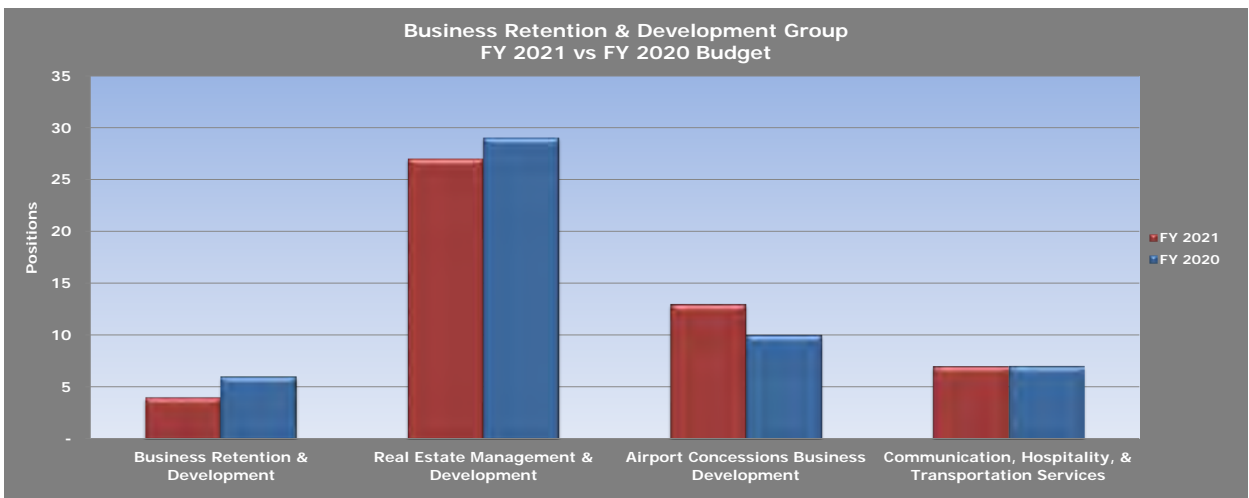
Organizational Structure



Total Positions	
19-20	20-21
52	51

Personnel Summary

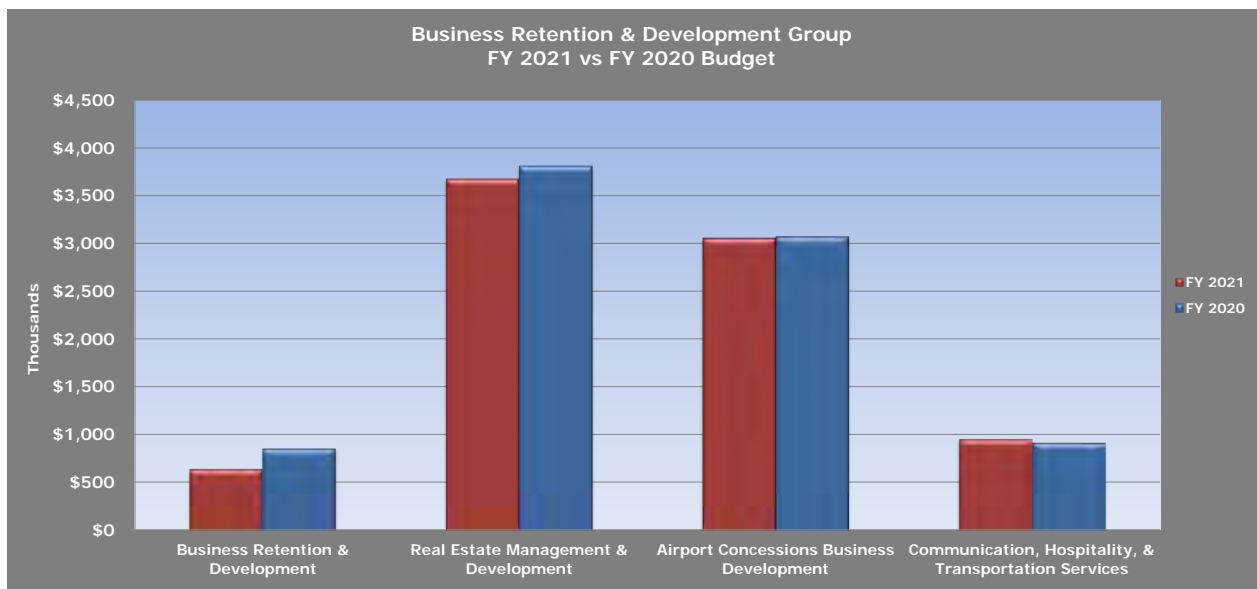
	<i>Actual FY 2019</i>	<i>Adopted Budget FY 2020</i>	<i>Adopted Budget FY 2021</i>	<i>Inc/(Dec) FY21 vs FY20</i>
Business Retention & Development	3	6	4	(2)
Real Estate Management & Development	25	29	27	(2)
Airport Concessions Business Development	5	10	13	3
Communication, Hospitality, & Transportation Services	6	7	7	-
Total	39	52	51	(1)



The chart above is a comparison of the FY 2021 and FY 2020 budgeted positions for the divisions in the Business Retention and Development Group; the major decrease is reflected in the Business Retention & Development Division and Real Estate Management & Development Division which is offset by an increase in the Airport Concessions Business Development Division.

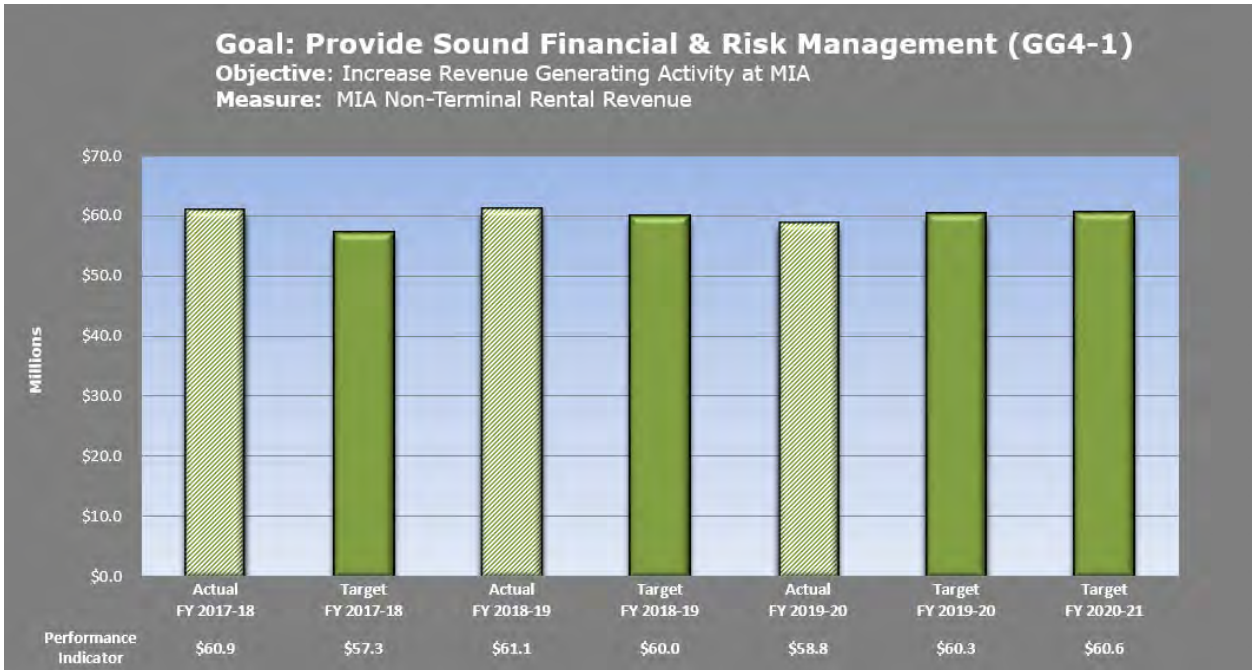
Expense Summary

	<i>Actual</i> FY 2019	<i>Adopted</i> Budget FY 2020	<i>Adopted</i> Budget FY 2021	<i>Inc/(Dec)</i> FY 2021 vs FY 2020	
				\$	%
Business Retention & Development	\$419,722	\$858,345	\$642,883	(\$215,462)	-25.1%
Real Estate Management & Development	2,830,190	3,812,838	3,675,945	(136,893)	-3.6%
Airport Concessions Business Development	2,361,867	3,073,540	3,057,707	(15,833)	-0.5%
Communication, Hospitality, & Transportation Services	821,620	919,788	957,865	38,077	4.1%
Total	\$6,433,400	\$8,664,511	\$8,334,400	(\$330,111)	-3.8%

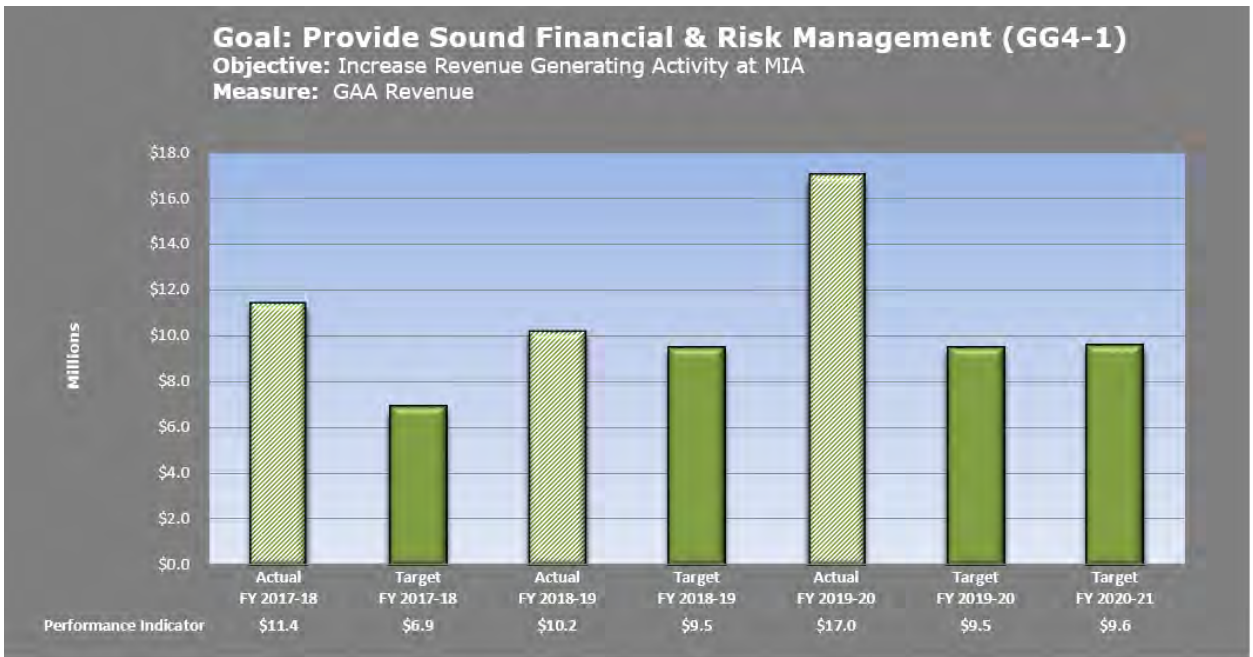


The chart above is a comparison of the FY 2021 and FY 2020 budgeted expenses for the divisions in the Business Retention & Development Group; the major decrease is reflected in the Business Retention & Development Division.

Group Goals(s)/Performance Measures



The chart above illustrates the comparison between actuals and targets for MIA non-terminal rental revenue that is generated from aviation land and structures; for FY 2019-20 the actual was below the target.



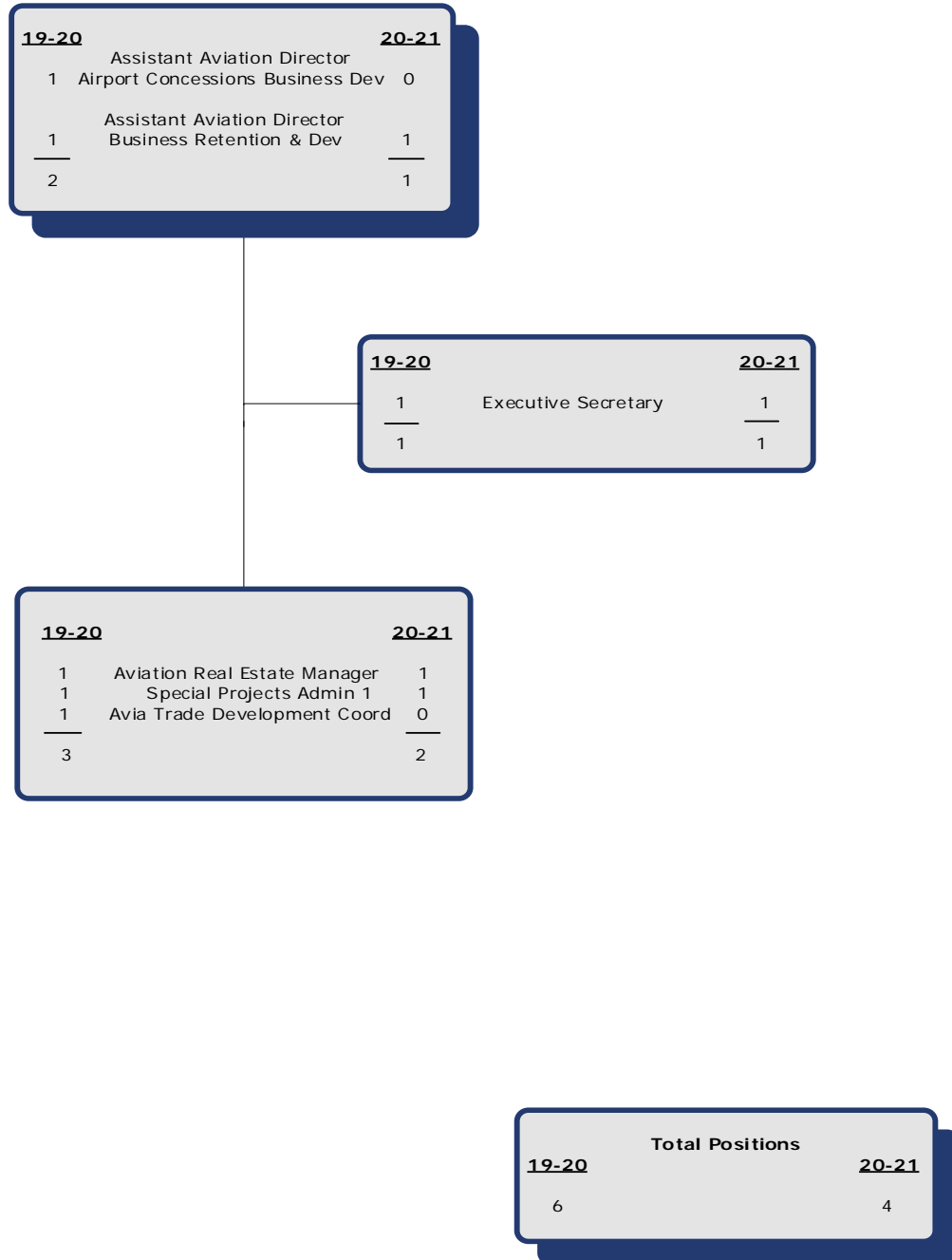
The chart above illustrates the comparison between actuals and targets for General Aviation Airport (GAA) revenue that is generated from rental of land and structures at General Aviation Airports; for FY 2019-20 the actual exceeded target.

Accomplishments for FY 2020

- Generated revenue for terminal building rental, non-terminal building rental, and permits
- Completed the relocation of various airlines within the terminal building
- Started working on project books for the MDAD owned buildings to identify short and long term projects required to repair and update the buildings
- Increased Concession sales over prior year
- Opened new stores
- Continued to strengthen internal controls for management companies
- Issued solicitations for TOP (Top of the Port) and Hotel
- Implemented TOP (Top of the Port) concession agreement
- Introduced infrastructure for future Revenue Control System at Taxi Lot
- Overseeing non-aeronautical revenues generated through the concession program
- Developing, maintaining and initiating concessions at MIA to maximize revenue opportunities and meet customer service needs
- Updating the concessions master plan to include national brands, regional brands and local participation in all concessions throughout MIA and adding temporary and/or permanent locations to satisfy the demand
- Organizing quarterly tenant meetings and individual tenant meetings as needed
- Monitoring contract compliance and administering non-compliance issues through remediation or termination
- Developing, monitoring, and maintaining sales and revenue budget for concessions at MIA
- Conducting an annual survey of airport patrons for comparative information on MIA airport patrons' preferences in addition to researching comparable airport benchmarks
- Managing the MIA Mystery Shopper program for terminal-wide concessions to encourage customer service at all levels
- Continuing to foster relationships with the travel concessions industry on current and future business opportunities at MIA
- Awarded new agreement for Sprint
- Approved new agreement for Verizon

Business Retention & Development

Organizational Structure



Mission Statement

The mission of the Business Retention & Development Division is to provide leadership to the Divisions within this group.

Responsibilities

- Overseeing the functions of the Business Retention & Development Group

Personnel Summary

<i>Occ Code</i>	<i>Occupational Title</i>	<i>Actual FY 2019</i>	<i>Adopted Budget FY 2020</i>	<i>Adopted Budget FY 2021</i>	<i>Inc/(Dec) FY21 vs FY20</i>
5182	Assistant Aviation Director Airport Concessions Business Development	1	1	-	(1)
5182	Assistant Aviation Director Business Retention & Development	-	1	1	-
5235	Aviation Trade Development Coordinator	-	1	-	(1)
0831	Special Projects Administrator 1	1	1	1	-
5136	Aviation Real Estate Manager	-	1	1	-
5312	Airport Executive Secretary	1	1	1	-
Total		3	6	4	(2)

Expense Summary

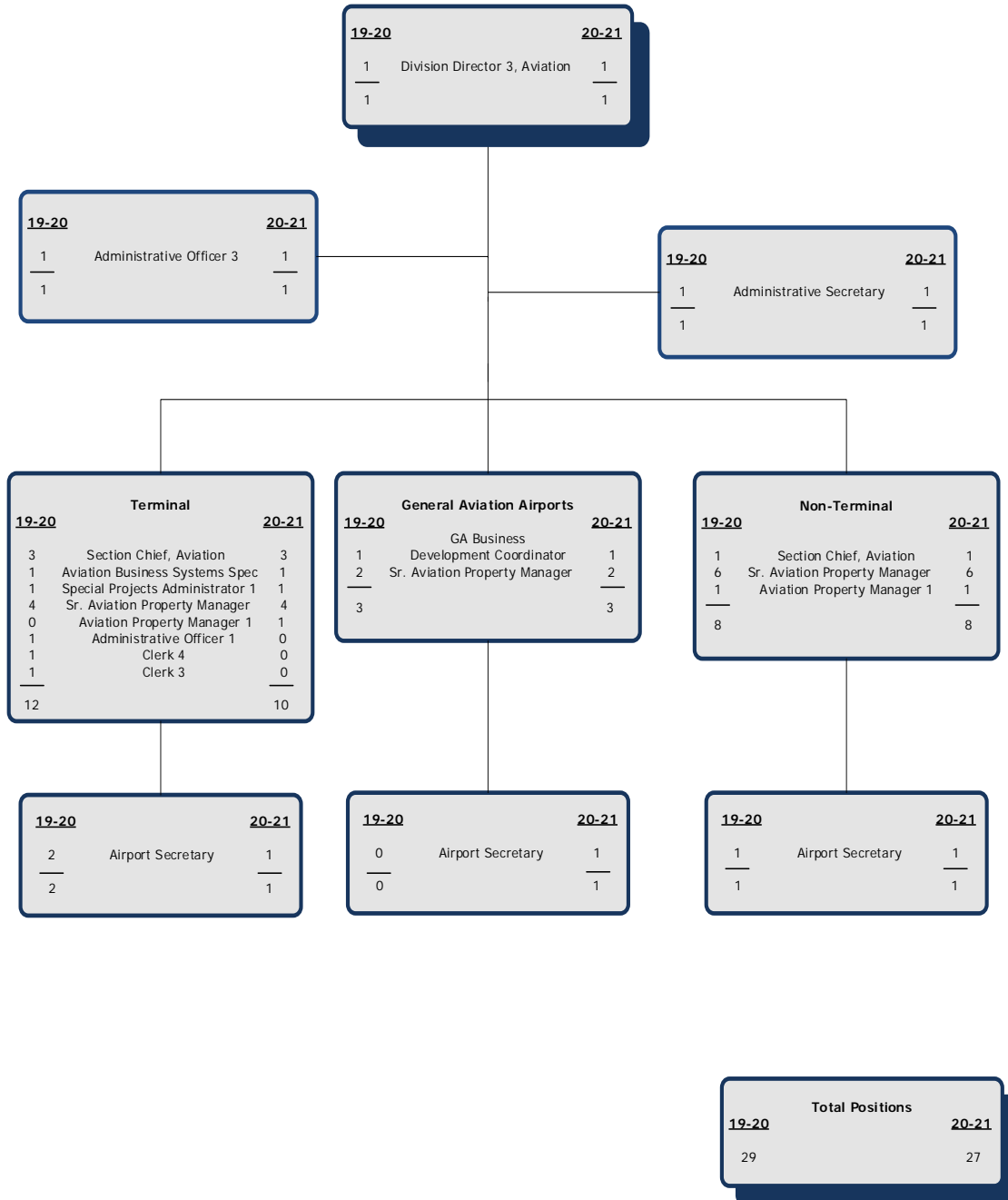
	<i>Actual FY 2019</i>	<i>Adopted Budget FY 2020</i>	<i>Adopted Budget FY 2021</i>	<i>Inc/(Dec) FY 2021 vs FY 2020</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$303,515	\$592,564	\$437,464	(\$155,100)	-26.2%
Over-time	-	-	-	-	0.0%
Fringes	111,575	207,451	159,989	(47,462)	-22.9%
Total Salary/Fringes	\$415,090	\$800,015	\$597,453	(\$202,562)	-25.3%
Outside Contracts	216	-	-	-	0.0%
MOU	-	40,000	20,000	(20,000)	-50.0%
Other Operating	4,416	18,330	25,430	7,100	38.7%
Capital	-	-	-	-	0.0%
Total	\$419,722	\$858,345	\$642,883	(\$215,462)	-25.1%

Major Drivers

FY 2019-20 Budget	\$858,345
Proposed personnel costs	
Salary/Fringe Adjustments	(202,562)
Proposed variance in personnel costs	655,783
MOU	
Decrease in Office of Economic Development & International Trade	(20,000)
Other Operating	
Increase in auto expense & parking expense reimbursement, travel expense and registration fees	7,100
FY 2020-21 Budget	\$642,883

Real Estate Management & Development

Organizational Structure



Mission Statement

The mission of the Real Estate Management & Development Division is to provide timely, reliable and superior customer service to airlines and tenants throughout MIA and the General Aviation Airports while operating efficiently to maximize business retention and focusing on the growth of the tenant base to generate additional revenue to the Aviation Department.

Responsibilities

- Developing, negotiating, and leasing land, building spaces, and storage areas throughout the County's airport system
- Issuing, maintaining and tracking permit agreements
- Retaining business and lease tenants to secure the continued generation of properties revenue
- Monitoring compliance of all terms stipulated in the agreements

Personnel Summary

<i>Occ Code</i>	<i>Occupational Title</i>	<i>Actual FY 2019</i>	<i>Adopted Budget FY 2020</i>	<i>Adopted Budget FY 2021</i>	<i>Inc/(Dec) FY21 vs FY20</i>
5148	Division Director 3, Aviation	1	1	1	-
5231	General Aviation Business Dev Coordinator	1	1	1	-
5016	Section Chief, Aviation	4	4	4	-
5240	Aviation Business Systems Specialist	1	1	1	-
0831	Special Projects Administrator 1	1	1	1	-
5211	Senior Aviation Property Manager	10	12	12	-
0812	Administrative Officer 3	-	1	1	-
0810	Administrative Officer 1	-	1	-	(1)
5210	Aviation Property Manager 1	1	1	2	1
0013	Clerk 4	1	1	-	(1)
0012	Clerk 3	1	1	-	(1)
5311	Administrative Secretary	1	1	1	-
5310	Airport Secretary	3	3	3	-
Total		25	29	27	(2)

Expense Summary

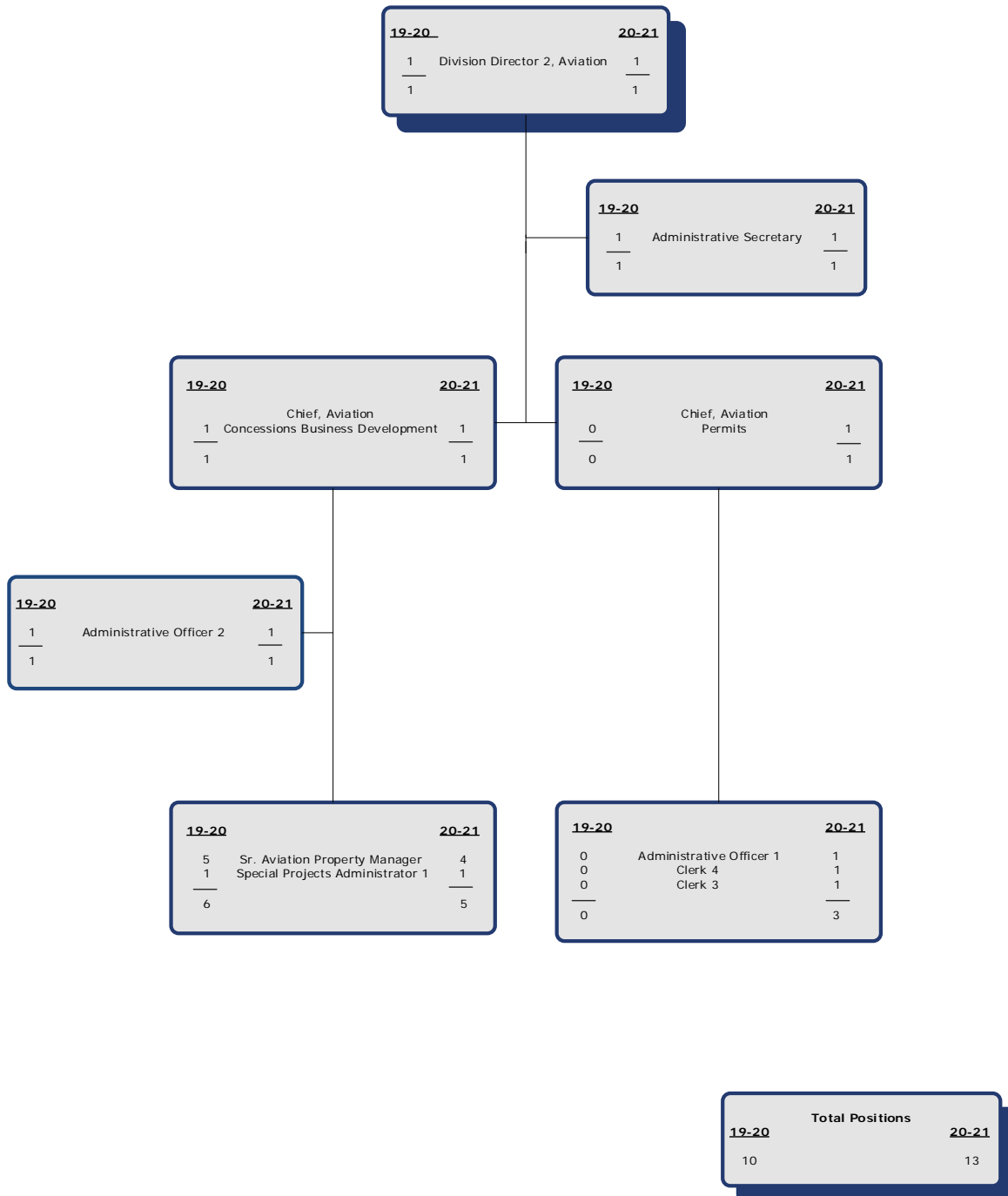
	<i>Actual FY 2019</i>	<i>Adopted Budget FY 2020</i>	<i>Adopted Budget FY 2021</i>	<i>Inc/(Dec) FY 2021 vs FY 2020</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$1,974,550	\$2,503,907	\$2,414,381	(\$89,526)	-3.6%
Over-time	200	-	-	-	0.0%
Fringes	636,191	827,034	815,264	(11,770)	-1.4%
Total Salary/Fringes	\$2,610,940	\$3,330,941	\$3,229,645	(\$101,296)	-3.0%
Outside Contracts	212,202	420,125	392,200	(27,925)	-6.6%
Other Operating	7,049	61,772	54,100	(7,672)	-12.4%
Capital	-	-	-	-	0.0%
Total	\$2,830,190	\$3,812,838	\$3,675,945	(\$136,893)	-3.6%

Major Drivers

FY 2019-20 Budget	\$3,812,838
Proposed personnel costs	
Salary/Fringe Adjustments	(101,296)
Proposed variance in personnel costs	3,711,542
Outside Contract Services	
Increase in appraisal services, general building repair & renovation construction and catering expenses for meetings	11,000
Decrease in consulting service	(38,925)
Other Operating	
Increase in publications, memberships, auto expense reimbursement, tolls reimbursement, registration fees, office supplies, clothing & uniforms and safety shoes	4,328
Decrease in travel expense and educational seminars	(12,000)
FY 2020-21 Budget	\$3,675,945

Airport Concessions Business Development

Organizational Structure



Mission Statement

The mission of the Airport Concession Business Development Division is to provide customers with superior airport concessions and services by creating business opportunities at Miami International Airport for international, national and local firms.

Responsibilities

- Overseeing non-aeronautical revenues generated through the concession program
- Developing, maintaining and initiating concessions at MIA to maximize revenue opportunities and meet customer service needs
- Updating the concessions master plan to include national brands, regional brands and local participation in all concessions throughout MIA and adding temporary and/or permanent locations to satisfy the demand
- Organizing quarterly tenant meetings and individual tenant meetings as needed
- Monitoring contract compliance and administering non-compliance issues through remediation or termination
- Developing, monitoring, and maintaining sales and revenue budget for concessions at MIA
- Conducting an annual survey of airport patrons for comparative information on MIA airport patrons' preferences in addition to researching comparable airport benchmarks
- Managing the MIA Mystery Shopper program for terminal-wide concessions to encourage customer service at all levels
- Continuing to foster relationships with the travel concessions industry on current and future business opportunities at MIA

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2019</i>	<i>Adopted Budget FY 2020</i>	<i>Adopted Budget FY 2021</i>	<i>Inc/(Dec) FY21 vs FY20</i>
5054	Division Director 2, Aviation	1	1	1	-
5067	Chief, Aviation Concessions Business Development	1	1	1	-
5016	Chief, Aviation Permits	-	-	1	1
5211	Senior Aviation Property Manager	2	5	4	(1)
0831	Special Projects Administrator 1	-	1	1	-
0811	Administrative Officer 2	-	1	1	-
0810	Administrative Officer 1	-	-	1	1
0013	Clerk 4	-	-	1	1
0012	Clerk 3	-	-	1	1
5311	Administrative Secretary	1	1	1	-
Total		5	10	13	3

Expense Summary

	<i>Actual FY 2019</i>	<i>Adopted Budget FY 2020</i>	<i>Adopted Budget FY 2021</i>	<i>Inc/(Dec) FY 2021 vs FY 2020</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$650,074	\$923,846	\$1,027,270	\$103,424	11.2%
Over-time	-	-	-	-	0.0%
Fringes	183,427	294,964	359,537	64,573	21.9%
Total Salary/Fringes	\$833,501	\$1,218,810	\$1,386,807	\$167,997	13.8%
Outside Contracts	96,366	214,730	300,000	85,270	39.7%
Other Operating	1,432,000	1,640,000	1,370,900	(269,100)	-16.4%
Capital	-	-	-	-	0.0%
Total	\$2,361,867	\$3,073,540	\$3,057,707	(\$15,833)	-0.5%

Major Drivers

FY 2019-20 Budget	\$3,073,540
Proposed personnel costs	
Salary/Fringe Adjustments	167,997
Proposed variance in personnel costs	3,241,537
Outside Contract Services	
Increase in consulting services	94,570
Decrease in outside contract services, newspaper advertising and catering expenses for meetings	(9,300)
Other Operating	
Increase in publications, memberships, tolls reimbursement and miscellaneous general & administrative expense	1,600
Decrease in publications, auto expense & parking reimbursement, travel expense, registration fees, educational seminars, office supplies, safety shoes, marketing fees and clothing & uniforms	(270,700)
FY 2020-21 Budget	\$3,057,707

Communication, Hospitality & Transportation Services

Organizational Structure

<u>19-20</u>		<u>20-21</u>
	Chief, Aviation Business & Revenue Development	
1		1
<u>1</u>		<u>1</u>

<u>19-20</u>		<u>20-21</u>
3	Special Projects Administrator 2	3
1	Special Projects Administrator 1	1
1	Manager, Aviation Rental Car Facility	1
1	Airport Secretary	1
<u>6</u>		<u>6</u>

<u>19-20</u>	Total Positions	<u>20-21</u>
7		7

Mission Statement

The mission of the Communication, Hospitality, & Transportation Services Division is to implement and manage concession programs at Miami International Airport.

Responsibilities

- Developing, maintaining and initiating concessions, services, rental cars, parking and hotel accommodations at MIA to maximize revenue opportunities and meet customer service needs
- Meeting with industry representatives on future business opportunities
- Preparing solicitations for new business opportunities
- Representing MIA nationwide and internationally on commercial related activities
- Organizing monthly meetings with airport business partners and federal, state, and local agencies
- Establishing industry benchmarks among US airports
- Monitoring and reporting performance standards
- Monitoring all concession, rental car, parking and hotel contracts to ensure compliance with contract requirements
- Managing the Rental Car Center and the Miami Intermodal Center

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2019</i>	<i>Adopted Budget FY 2020</i>	<i>Adopted Budget FY 2021</i>	<i>Inc/(Dec) FY21 vs FY20</i>
5067	Chief, Aviation Business & Revenue Development	1	1	1	-
0832	Special Projects Administrator 2	2	3	3	-
0831	Special Projects Administrator 1	1	1	1	-
5137	Manager Aviation Rental Car Facility	1	1	1	-
5310	Airport Secretary	1	1	1	-
Total		6	7	7	-

Expense Summary

	<i>Actual FY 2019</i>	<i>Adopted Budget FY 2020</i>	<i>Adopted Budget FY 2021</i>	<i>Inc/(Dec) FY 2021 vs FY 2020</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$626,882	\$679,183	\$694,903	\$15,720	2.3%
Over-time	-	50		(50)	-100.0%
Fringes	188,995	223,200	242,282	19,082	8.5%
Total Salary/Fringes	\$815,877	\$902,433	\$937,185	\$34,752	3.9%
Outside Contracts	1,080	5,000	1,100	(3,900)	-78.0%
Other Operating	4,663	12,355	19,580	7,225	58.5%
Capital	-	-	-	-	0.0%
Total	\$821,620	\$919,788	\$957,865	\$38,077	4.1%

Major Drivers

FY 2019-20 Budget	\$919,788
Proposed personnel costs	
Salary/Fringe Adjustments	34,802
Decrease in over-time	(50)
Proposed variance in personnel costs	<u>954,540</u>
Outside Contract Services	
Decrease in newspaper advertising and catering expenses for meetings	(3,900)
Other Operating	
Increase in publications, travel expense and registration fees	7,850
Decrease in miscellaneous general & administrative expense and minor equipment	(625)
FY 2020-21 Budget	<u><u>\$957,865</u></u>



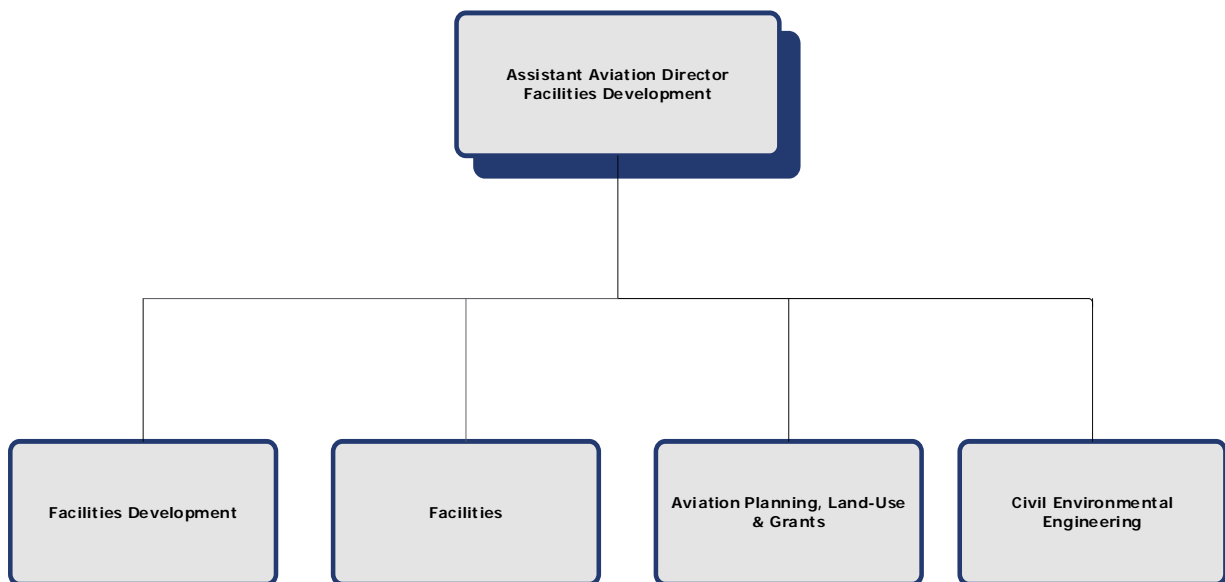
Miami International Airport celebrates Women's History Month

Facilities Development Group

Overview

The Facilities Development Group oversees the design and construction of facilities, manages the planning, development, and acquisition of funds for improvements to the Miami-Dade County's public use airports in order to meet the growing aviation demands and supports the environmental, civil, and aviation fuel needs of the Department. The Group consists of the Facilities Development, Facilities, Aviation Planning, Land-Use & Grants, and Civil Environmental Engineering Division.

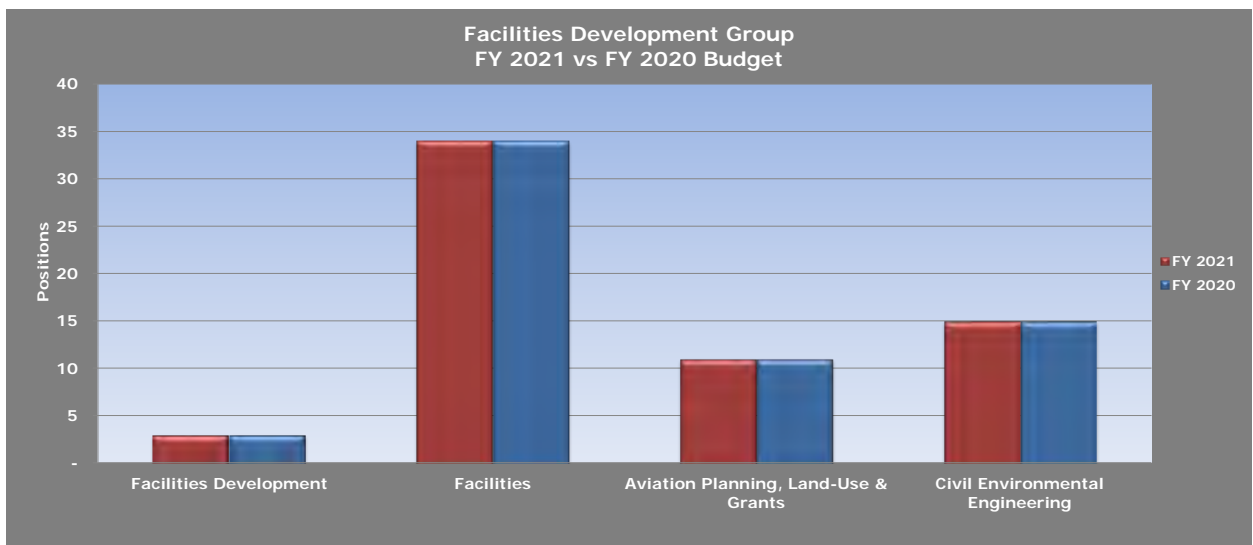
Organizational Structure



Total Positions		
19-20		20-21
63		63

Personnel Summary

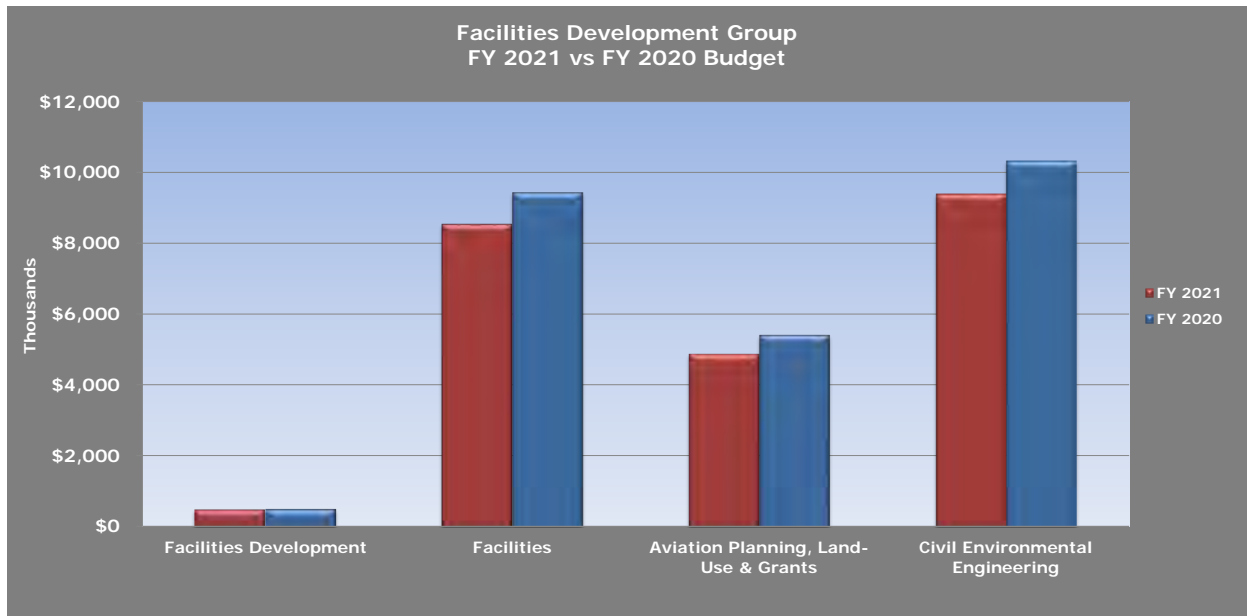
	<i>Actual FY 2019</i>	<i>Adopted Budget FY 2020</i>	<i>Adopted Budget FY 2021</i>	<i>Inc/(Dec) FY21 vs FY20</i>
Facilities Development	2	3	3	-
Facilities	26	34	34	-
Aviation Planning, Land-Use & Grants	9	11	11	-
Civil Environmental Engineering	15	15	15	-
Total	52	63	63	-



The chart above is a comparison of the FY 2021 and FY 2020 budgeted positions for the divisions in the Facilities Development Group; overall there is no change in personnel.

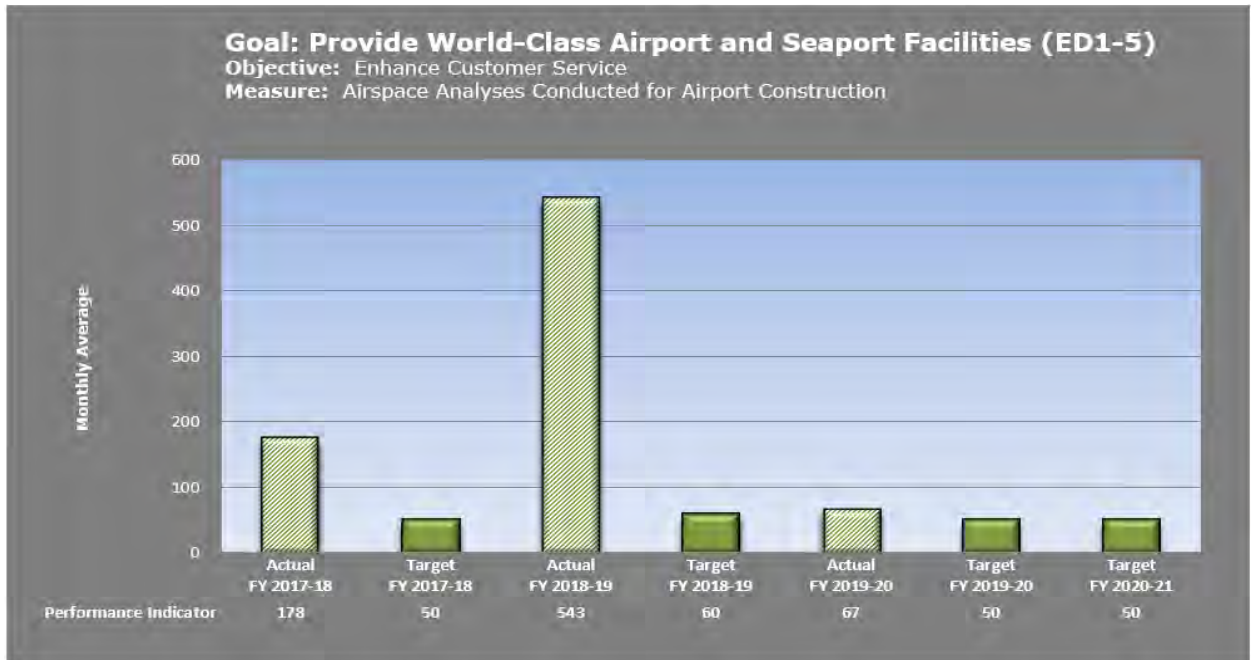
Expense Summary

	<i>Actual</i> FY 2019	<i>Adopted</i> Budget FY 2020	<i>Adopted</i> Budget FY 2021	<i>Inc/(Dec)</i> FY 2021 vs FY 2020	
				\$	%
Facilities Development	\$495,323	\$503,744	\$489,783	(\$13,961)	-2.8%
Facilities	6,868,110	9,440,252	8,532,933	(907,319)	-9.6%
Aviation Planning, Land-Use & Grants	5,395,454	5,413,483	4,870,710	(542,773)	-10.0%
Civil Environmental Engineering	7,160,804	10,333,596	9,385,729	(947,867)	-9.2%
Total	\$19,919,691	\$25,691,075	\$23,279,155	(\$2,411,920)	-9.4%



The chart above is a comparison of the FY 2021 and FY 2020 budgeted expenses for the divisions in the Facilities Development Group; the major decrease is reflected in the Civil Environmental Engineering Division and Facilities Division.

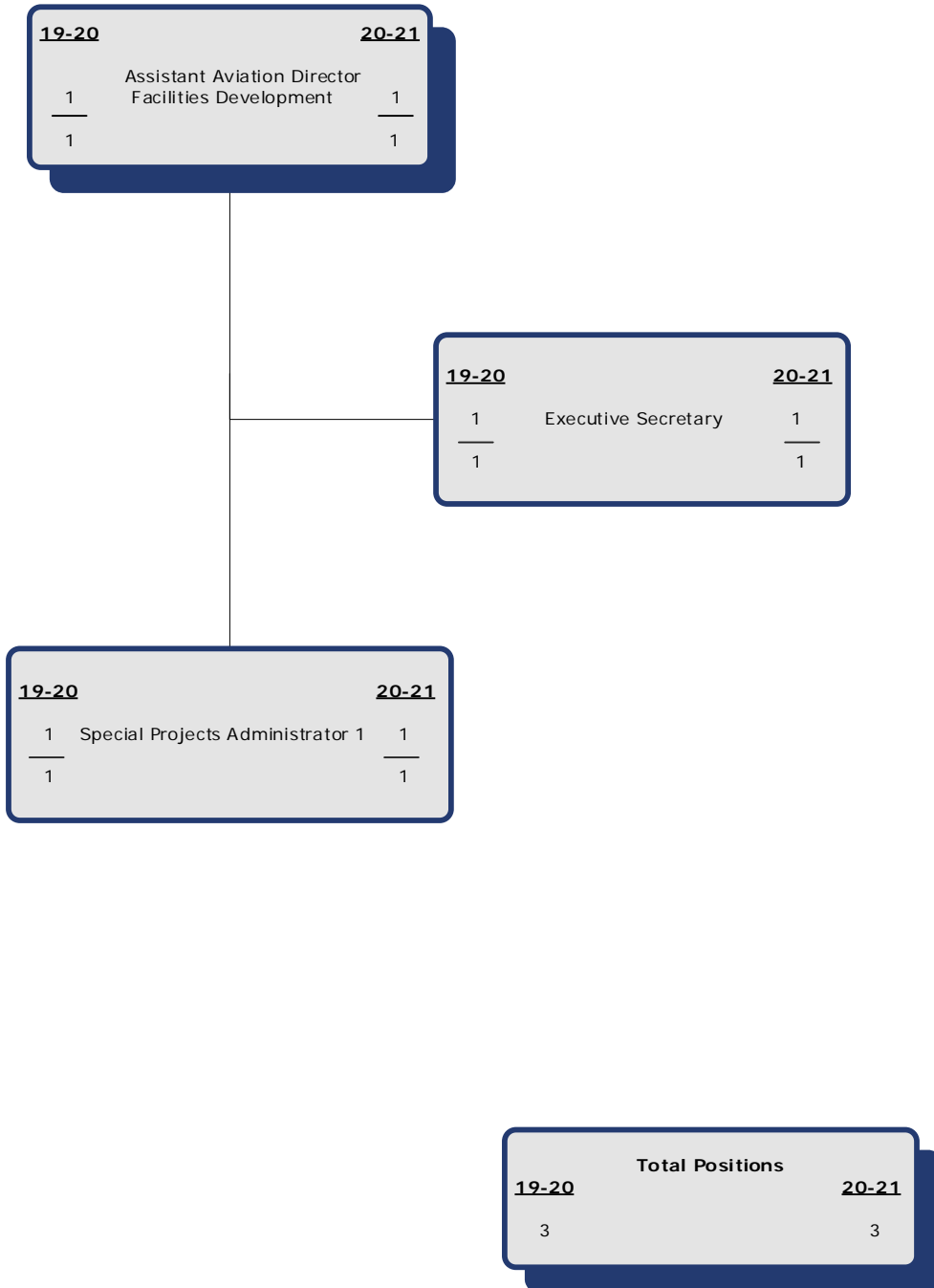
Group Goal(s)/Performance Measures



The chart above illustrates the comparison between actuals and targets for the number of airspace analysis that were conducted at MIA. The Aviation Planning Division works with the FAA to ensure aviation safety by regulating the heights of structures beneath the MIA airspace; for FY 2019-20 the actual exceeded the target.

Facilities Development

Organizational Structure



Mission Statement

The mission of the Facilities Development Division is to provide leadership to the Divisions within this group.

Responsibilities

- Overseeing the functions of the Facilities Development Group

Personnel Summary

<i>OCC</i>		<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>
<i>Code</i>	<i>Occupational Title</i>	<i>FY 2019</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 2021 vs FY 20</i>
			<i>FY 2020</i>	<i>FY 2021</i>	
5182	Assistant Aviation Director Facilities Development	1	1	1	-
0831	Special Projects Administrator 1	-	1	1	-
5312	Executive Secretary	1	1	1	-
	Total	2	3	3	-

Expense Summary

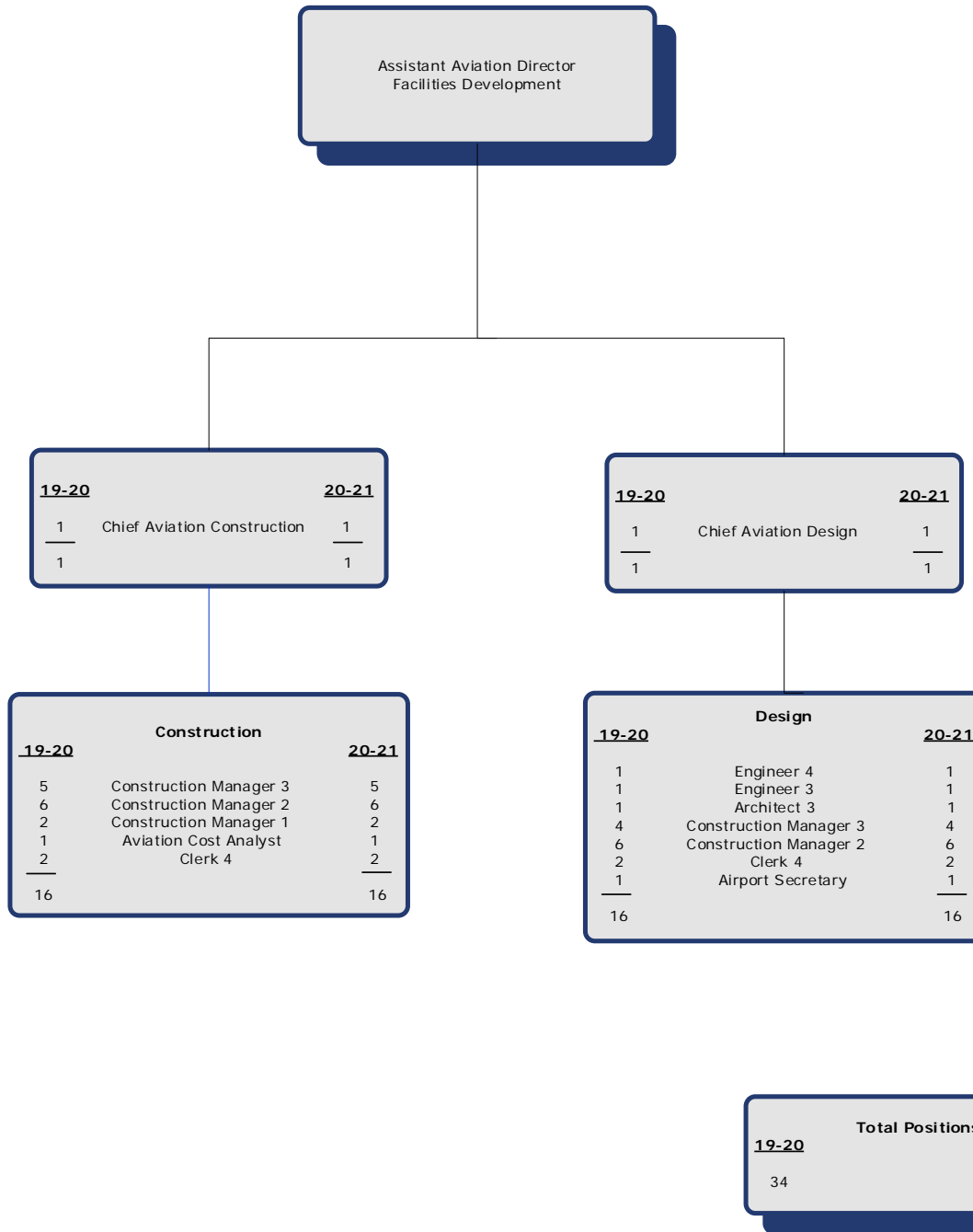
	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2019</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 2021 vs FY 2020</i>	
		<i>FY 2020</i>	<i>FY 2021</i>	<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$368,169	\$360,689	\$341,798	(\$18,891)	-5.2%
Over-time	-	-	-	-	0.0%
Fringes	124,848	128,055	135,235	7,180	5.6%
Total Salary/Fringes	\$493,017	\$488,744	\$477,033	(\$11,711)	-2.4%
Outside Contracts	-	-	-	-	0.0%
Other Operating	2,306	15,000	12,750	(2,250)	-15.0%
Capital	-	-	-	-	0.0%
Total	\$495,323	\$503,744	\$489,783	(\$13,961)	-2.8%

Major Drivers

FY 2019-20 Budget	\$503,744
Proposed personnel costs	
Salary/Fringe Adjustments	(11,711)
Proposed variance in personnel costs	492,033
Other Operating	
Decrease in travel expense	(2,250)
FY 2020-21 Budget	\$489,783

Facilities

Organizational Structure



Mission Statement

The mission of the Facilities Division is to provide design and construction services to the airport's internal and external customers with expertise and available tools.

Responsibilities

- Overseeing the design of all MDAD Facilities
- Developing construction documents for the construction of buildings and their support facilities
- Managing construction projects and renovations of various spaces and facilities owned by MDAD
- Maintaining the MDAD Facilities operationally reliable and efficient at all times

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2019</i>	<i>Adopted Budget FY 2020</i>	<i>Adopted Budget FY 2021</i>	<i>Inc/(Dec) FY21 vs FY20</i>
5176	Chief Aviation Construction	1	1	1	-
5125	Chief Aviation Design	1	1	1	-
1023	Engineer 4	1	1	1	-
1022	Engineer 3	1	1	1	-
1034	Architect 3	1	1	1	-
6612	Construction Manager 3	9	9	9	-
6611	Construction Manager 2	10	12	12	-
6610	Construction Manager 1	2	2	2	-
5118	Aviation Cost Analyst	-	1	1	-
0013	Clerk 4	-	4	4	-
5310	Airport Secretary	-	1	1	-
	Total	26	34	34	-

Expense Summary

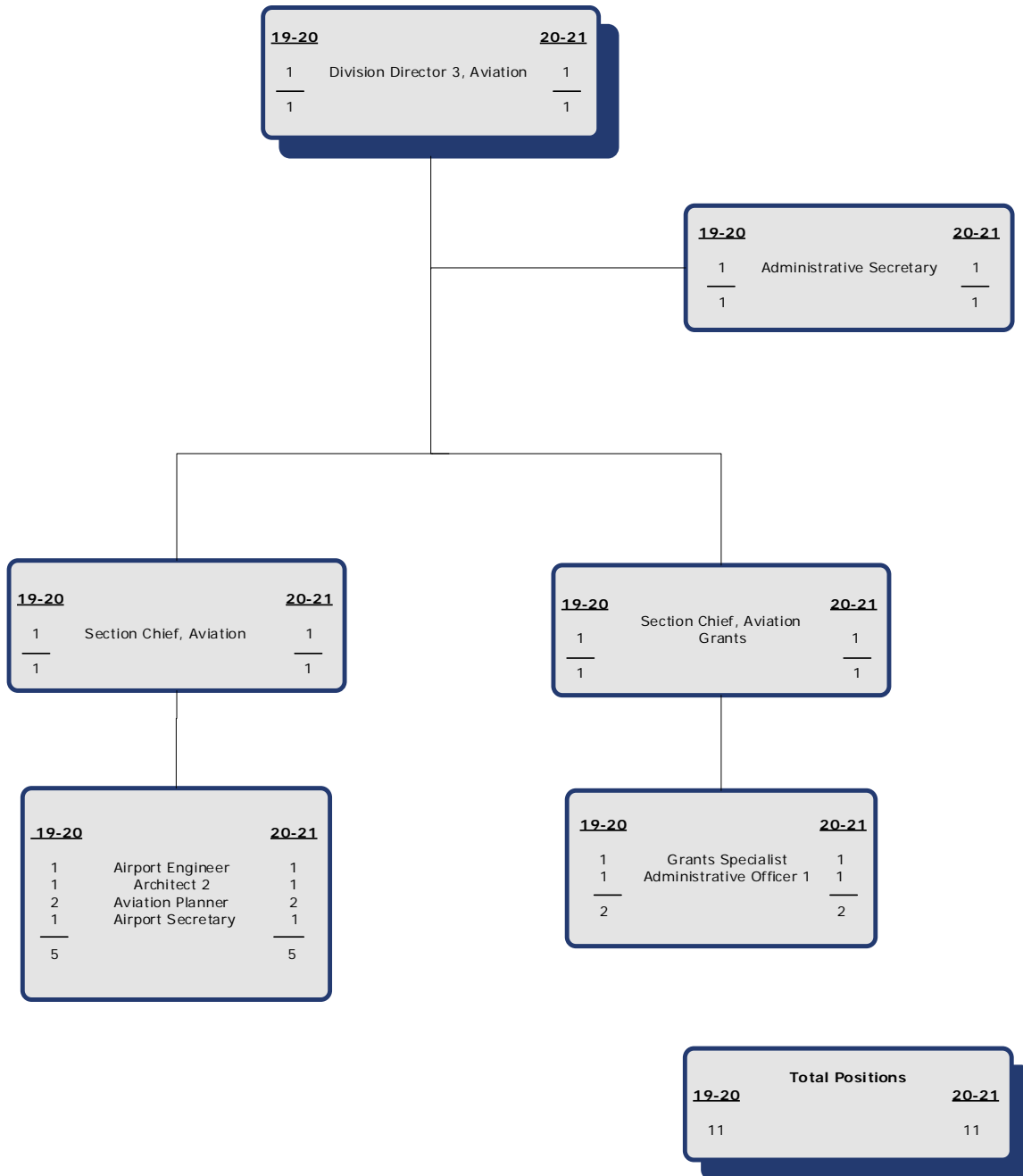
	<i>Actual FY 2019</i>	<i>Adopted Budget FY 2020</i>	<i>Adopted Budget FY 2021</i>	<i>Inc/(Dec) FY 2021 vs FY 2020</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$2,682,131	\$3,208,612	\$3,551,266	\$342,654	10.7%
Over-time	1	-	-	-	0.0%
Fringes	741,195	992,640	1,125,387	132,747	13.4%
Total Salary/Fringes	\$3,423,327	\$4,201,252	\$4,676,653	\$475,401	11.3%
Outside Contracts	3,439,781	5,205,000	3,799,480	(1,405,520)	-27.0%
MOU	-	-	-	-	0.0%
Other Operating	5,002	34,000	56,800	22,800	67.1%
Capital	-	-	-	-	0.0%
Total	\$6,868,110	\$9,440,252	\$8,532,933	(\$907,319)	-9.6%

Major Drivers

FY 2019-20 Budget	\$9,440,252
Proposed personnel costs	
Salary/Fringe Adjustments	475,401
Proposed variance in personnel costs	9,915,653
Outside Contract Services	
Increase in laboratory services	75,000
Decrease in consulting engineer & A/E services and outside contract services	(1,480,520)
Other Operating	
Increase in tolls reimbursement, travel expense, office supplies and safety shoes	22,800
FY 2020-21 Budget	\$8,532,933

Aviation Planning, Land-Use & Grants

Organizational Structure



Mission Statement

The mission of the Aviation Planning, Land-Use and Grants Division is to plan for the near, intermediate, and long-term improvement of Miami-Dade County's public use airports in a timely and cost effective manner to accommodate the forecasted aviation demand activity levels and meet changing market conditions while assuring the airport systems capacity to meet community needs by identifying and evaluating customer level of service needs, formulating development alternatives, recommending and initiating programs and interfacing with federal, state and local agencies for airport plan approval, land-use and airspace compatibility, and securing grant funds.

Responsibilities

- Conducting airspace, land use/zoning analyses and management of grants seeking/administration process; involves the review of off-airport land-use applicants and the development of grant related project descriptions, justification, prioritization, estimates and phasing with local, state and federal agencies
- Performing in a technical advisory capacity to key stakeholders including policy makers, executive management, and department heads as well as the technical liaison with the FAA on design and safety standards and regulatory compliance
- Preparing, maintaining, and enforcing the County's height and land-use zoning ordinance for airports
- Representing the Aviation Department in the development of regional transportation activities
- Undertaking appropriate planning studies and securing required planning/development approvals from other government agencies and assure compliance with environmental planning and growth management procedures
- Acting as the technical liaison with federal, state and local agencies on operational and planning issues
- Prioritizing and facilitating the MIA Capital Improvement Program (CIP)
- Preparing the scope for the selection, negotiations and award of Planning Consultants and manage consultants work authorization for project development and assure seamless continuity with established plans, approvals, and budgets
- Coordinating all off-airport planning initiatives with the Metropolitan Planning Organization's (MPO) committees including the Transportation Policy Committee (TPC), Long Range Transportation Planning (LRTP) Steering Committee, and the Transportation Improvement Program (TIP) Development Committee

Personnel Summary

<i>OCC</i>		<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>
<i>Code</i>	<i>Occupational Title</i>	<i>FY 2019</i>	<i>Budget</i>	<i>Budget</i>	<i>FY21 vs FY20</i>
			<i>FY 2020</i>	<i>FY 2021</i>	
5148	Division Director 3, Aviation	1	1	1	-
5016	Section Chief, Aviation Grants	1	1	1	-
5135	Section Chief, Aviation Planning	1	1	1	-
0804	Grants Specialist	1	1	1	-
5282	Airport Engineer	1	1	1	-
1033	Architect 2	1	1	1	-
5284	Aviation Planner	2	2	2	-
0810	Administrative Officer 1	1	1	1	-
5311	Administrative Secretary	-	1	1	-
5310	Airport Secretary	-	1	1	-
	Total	9	11	11	-

Expense Summary

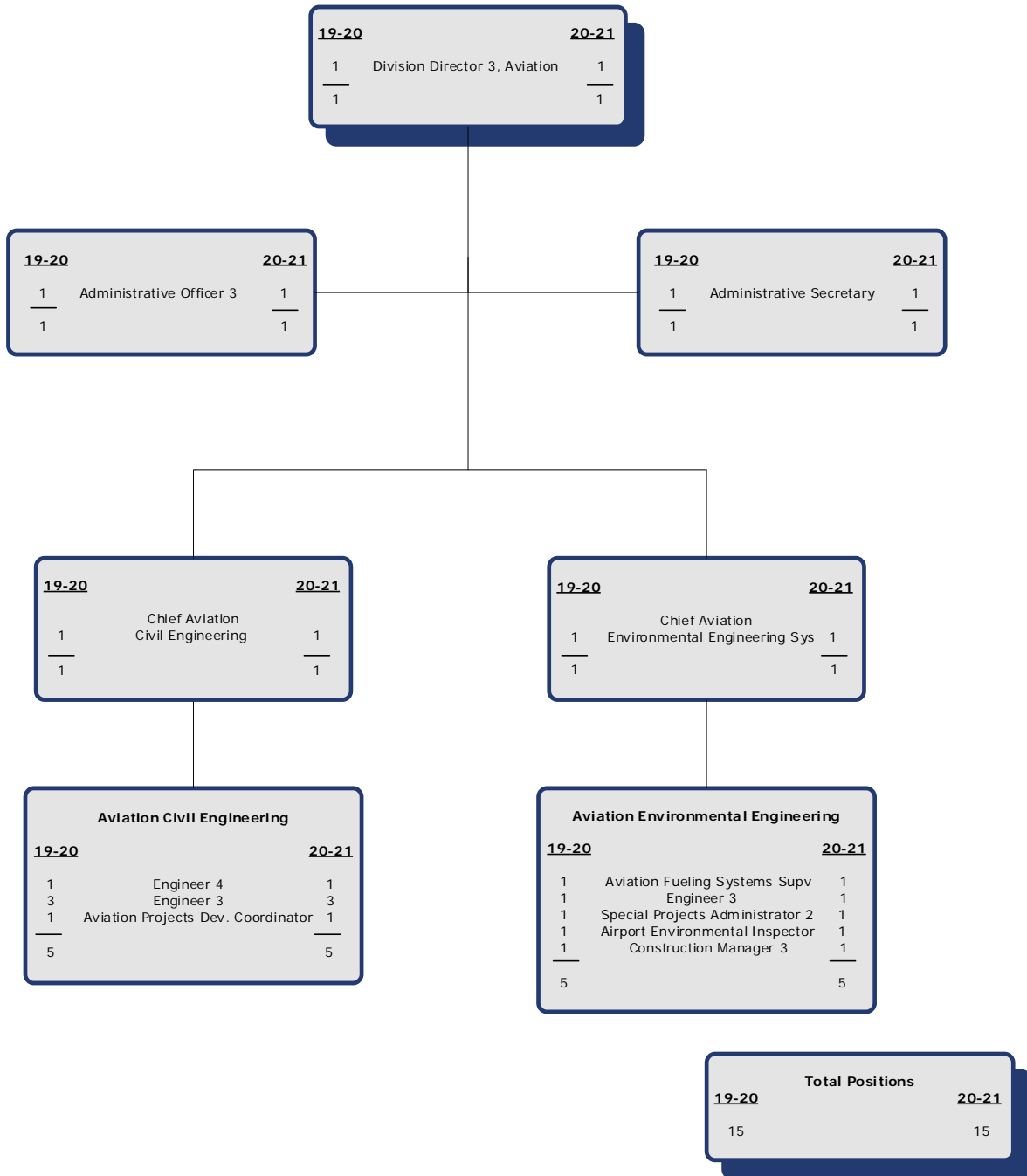
	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2019</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 2021 vs FY 2020</i>	
		<i>FY 2020</i>	<i>FY 2021</i>	\$	%
Salary/Fringes					
Regular	\$959,646	\$1,061,109	\$1,103,181	\$42,072	4.0%
Over-time	-	-	-	-	0.0%
Fringes	274,518	321,474	342,879	21,405	6.7%
Total Salary/Fringes	\$1,234,164	\$1,382,583	\$1,446,060	\$63,477	4.6%
Outside Contracts	4,159,329	4,000,000	3,400,000	(600,000)	-15.0%
MOU	-	20,000	17,000	(3,000)	-15.0%
Other Operating	1,960	10,900	7,650	(3,250)	-29.8%
Capital	-	-	-	-	0.0%
Total	\$5,395,454	\$5,413,483	\$4,870,710	(\$542,773)	-10.0%

Major Drivers

FY 2019-20 Budget	\$5,413,483
Proposed personnel costs	
Salary/Fringe Adjustments	63,477
Proposed variance in personnel costs	<u>5,476,960</u>
Outside Contract Services	
Increase in outside contract services	550,000
Decrease in consulting engineer & A/E services	(1,150,000)
MOU	
Increase in Aviation Charges for County Services	(3,000)
Other Operating	
Decrease in auto expense & parking reimbursement, travel expense and office supplies	<u>(3,250)</u>
FY 2020-21 Budget	<u>\$4,870,710</u>

Civil Environmental Engineering

Organizational Structure



Mission Statement

The mission of the Civil Environmental Engineering Division is to manage the Environmental Systems and Infrastructure owned by MDAD to provide a safe, efficient and competitive level of service for our customers and business partners while insuring a safe environmental for our employees.

Responsibilities

- Monitoring the quantity and quality of domestic water, sewage and storm water supply system and sewerage system for MIA as regulated by Federal, State and County
- Managing, monitoring and maintaining of the pavement management system to ensure the quality of the Airside Operations Area (AOA) pavements of all the airports as required by the FAA
- Overseeing environmental restorations and regulatory compliance
- Auditing tenant operations for environmental compliance
- Monitoring air quality standards by performing indoor and outdoor air quality studies and investigating complaints
- Coordinating mold preventive actions and asbestos abatement program for the Department
- Administering and maintaining the International Standards Organization (ISO) certification for ISO 14001 Environmental Management Systems
- Developing standards, specifications, and construction quality assurance programs for MIA's infrastructure
- Conducting assessments, remediation, and compliance activities mandated by the Department of Environmental Resources Management (DERM)/MDAD the Florida Department of Environmental Protection (FDEP) Consent Agreement/Orders

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2019</i>	<i>Adopted Budget FY 2020</i>	<i>Adopted Budget FY 2021</i>	<i>Inc/(Dec) FY21 vs FY20</i>
5148	Division Director 3, Aviation	1	1	1	-
5018	Chief Aviation Civil Engineering	1	1	1	-
5018	Chief Aviation Environmental Engineering Systems	1	1	1	-
5242	Aviation Fueling Systems Supervisor	1	1	1	-
1023	Engineer 4	1	1	1	-
1022	Engineer 3	4	4	4	-
6612	Construction Manager 3	1	1	1	-
5293	Aviation Projects Development Coordinator	1	1	1	-
0832	Special Projects Administrator 2	1	1	1	-
0812	Administrative Officer 3	1	1	1	-
5466	Airport Environmental Inspector	1	1	1	-
5311	Administrative Secretary	1	1	1	-
Total		15	15	15	-

Expense Summary

	<i>Actual FY 2019</i>	<i>Adopted Budget FY 2020</i>	<i>Adopted Budget FY 2021</i>	<i>Inc/(Dec) FY 2021 vs FY 2020</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$1,729,973	\$1,656,361	\$1,683,256	\$26,895	1.6%
Over-time	\$182	-	-	-	0.0%
Fringes	\$450,783	482,735	\$524,648	41,913	8.7%
Total Salary/Fringes	\$2,180,938	\$2,139,096	\$2,207,904	\$68,808	3.2%
Outside Contracts	2,501,970	5,475,000	4,625,000	(850,000)	-15.5%
MOU	404,858	500,000	400,000	(100,000)	-20.0%
Utilities	2,028,664	2,100,000	2,033,325	(66,675)	-3.2%
Other Operating	44,374	119,500	119,500	-	0.0%
Capital	-	-	-	-	0.0%
Total	\$7,160,804	\$10,333,596	\$9,385,729	(\$947,867)	-9.2%

Major Drivers

FY 2019-20 Budget	\$ 10,333,596
Proposed personnel costs	
Salary/Fringe Adjustments	68,808
Proposed variance in personnel costs	10,402,404
Outside Contract Services	
Increase in consulting services and laboratory services	50,000
Decrease in consulting engineer & A/E services, contract services and remedial action system	(900,000)
MOU	
Decrease in Environmental Services	(100,000)
Utilities	
Decrease in utilities expense	(66,675)
FY 2020-21 Budget	\$9,385,729

Reserve Maintenance Fund

Overview

The Reserve Maintenance Fund is outlined in Section 509 of the Trust Agreement that governs the issuance and use of the County's Aviation Revenue Bonds. The monies from this fund is disbursed only for the purpose of paying all or a part of the cost of unusual or extraordinary maintenance or repairs, renewals and replacements, the cost of replacing equipment, and premiums on insurance. Each year, the Consulting Engineers, as required by the Trust Agreement, identify Airport System facilities that are in need of major repair or refurbishment and provide this information in an annual report. Based on this report as well as its own assessment of the Airport System facilities, the Aviation Department develops a list that prioritizes the major repair or refurbishment of these facilities and addresses the projects identified on this list as scheduling and funding permit throughout the Fiscal Year.

In FY 2020, \$15 million was transferred from the Revenue Fund to the Reserve Maintenance Fund (RMF) and \$15 million will be transferred in FY 2021 based on the recommendation of the Consulting Engineers.

Summary of Sources and Uses of Reserve Maintenance Fund

(\$ in 000s)	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021
Beginning Cash Balance	\$79,544	\$78,000	\$81,204	\$70,000
Sources of Funds				
Grant Funds	\$3,314	\$2,000	\$928	\$2,000
Insurance Claim/Reimbursements	-	-	148	-
Interest Earnings	1,834	1,000	1,168	1,000
Transfer from Improvement Fund	10,100	-	-	-
Transfer from Revenue Fund	15,000	15,000	15,000	15,000
Total Sources of Funds	\$30,248	\$18,000	\$17,244	\$18,000
Uses of Funds				
Projects in progress and committed	\$28,588	\$86,000	\$30,341	\$80,000
Transfer to Improvement Fund	-	-	-	-
Total Uses of Funds	\$28,588	\$86,000	\$30,341	\$80,000
Excess (Deficit) of Sources over Use of Funds	\$1,660	(\$68,000)	(\$13,097)	(\$62,000)
Ending Cash Balance	\$81,204	\$10,000	\$68,107	\$8,000

Detail of Projects

<i>Division</i>	<i>Description</i>	<i>Amount</i>
Capital Finance	MD Building Department Billing	500,000
		\$500,000
Financial Planning & Performance Analysis	Construction Repair and Maint - Emergencies	10,000,000
	Auto & Trucks-New	5,443,340
	Contingency	2,500,000
	Construction Repair and Maint - Unplanned Projects	3,232,479
		\$21,175,820
Security & Safety	MIA X-ray Security Screening	920,000
		\$920,000
Information Systems	MIA Cisco Smart-Net Maintenance	52,079
	MIA FireWall Replacement	1,900,000
		\$1,952,079
Maintenance	Terminal PLB Refurbishment Program	2,500,000
	Glazing Contract All Areas	172,325
	AOA Security Gates and Restrooms	609,887
	Generator Replacements MIA/GAA	141,026
	FY17 MDAD MCC 7040	3,002,843
	GC Contract FY 17	1,296,737
	FY 17 Striping Contract	1,668,596
	FS 90 Upgrade Phases 1	869,342
	Elevator Modernization Cargo	1,079,200
	Elevator Modernization Terminal	1,984,631
	MIA Lower E Train Doors	627,374
	PCA's for Refurbished Bridges	705,000
	MIA Omron Replacement	86,958
	MIA E Satellite APM Bridge	53,317
	MIA Bldg. 706 Restroom RENOVATION	732,007
	MIA Tiaca Interior Remodeling	23,098
	MIA NT Public Restrooms Modernization	381,228
	MIA CT Public Restrooms Modernization	308,672
	MIA ST Public Restrooms Modernization	671,066
	MIA Cc H Glazing, Curtain Wall	94,971
	Installation Repair & Svc Sign	78,020
	MIA East Chill Plant Bldg 3099	750,347
	MIA Prof Compliance Office Renovation	195,978
	MIA Fire Hydrant Replacement	96,412
	MIA Fire Dept NOV	248,844
	MIA NOV 40-50 Yr Recertification	131,406
	Bldg. 3090 Emergency Generator Switchgear	570,960
	MIA IT Div. Office Renovation	26,320
	CBP Power for Facial Recognition	46,699
	MIA Bldg. 845 Renovations	282,873
	MIA Delta/Ultra Office Renovation	6,345
	MIA Rendezvous 4 Heavy Gate -	26,438
	MIA Concourse J FIS - Office	39,668
	MIA Building 716 Bus Shelters	35,250

Detail of Projects (cont)

<i>Division</i>	<i>Description</i>	<i>Amount</i>
Maintenance (cont)	MIA Perimeter Fence	344,933
	Cc E Admirals Club & E-FIS North Roof	421,590
	Terminal Seating	282,000
	Gate Counters Replacement	234,402
	MDAD Security Cameras	191,055
	Bldg. 3095 Conc Spalling Repairs	35,250
	MIA Bldg. 3095 Pedestrian Repairs	122,836
	MIA Bldg. 857 Steel Column Repairs	59,781
	MIA NTD and CTD Roof Survey of existing Utilities	144,887
	MIA Term E 6th Floor Grease Pipe Replacement	63,450
	Miscellaneous Roofing Program	1,459,300
	Capital Items	4,869,563
	TMB Bldg 504 -40YR Certification	58,033
	MIA Bldg 703 Partial Demo	217,531
	MIA Term E SWGR 1345	433,496
	MIA Bldgs 3107 & 3108 40 Yr Certification	233,073
	MIA Cargo Bldg. 716 Restroom Renovation	1,211,992
	Building 716 (F, G & H) Roof	168,725
	MIA Terminal NTD D-26 Water	498,017
	MIA Central Blvd Electrical	703,708
	NTD Platform	30,696
	Railing and Ladder Task Order	29,864
	MIA Admiral's Club Infr and St	604,987
	MIA Cc H Restrooms Renovation	2,251,750
	MIA Bldg. 3074 Retaining Wall Replacement	253,800
	MIA Flamingo Garage G1 Level 1	125,812
	MIA Terminal Bldg Cc H Roof	1,906,715
	Bldg. 3030 Computer Room	70,500
	Technical Computer Room	70,500
	MIA Chiller Tower Motor Repair	56,000
	MIA Train Station Seal Cracks	1,029,737
	Lift station # 4 at Landside NW 36 St	293,985
	MIA Sky Train Mt. Facility	1,110,616
	MIA TSA Consolidation	3,495
	MIA Dolphin & Flaming Painting	516,655
	MIA NT Upgrades to FOG	230,062
	MIA CT & ST Upgrades to FOG	146,589
	MIA Independent Upgrades FOG	160,384
	Bldg 850, AAR Parking Lot Drainage Improvements	352,093
	MIA 700 Series Bldg Expansion	4,093,513
	MIA Bldg 716 A&B Wall Opening	24,275
	Regulatory Signage Replacement	28,200
	MIA Bldg. 3040 Fire Upgrades	134,615
	MIA Cc D Roof Replacement	94,514
	MIA Bldg 716 Rest. Upgrade & R	512,027
	MIA Perimeter Fence BarbedWire	2,932
		\$45,431,773
Real Estate Management & Development	MIA Bldg 844 Hangar Door Replacement	16,822
		\$16,822

Detail of Projects (cont)

<i>Division</i>	<i>Description</i>	<i>Amount</i>
Facilities	Terminal Terrazo FY 10 11	700,000
	Terminal Wide Carpet Replacement	10,000
	Glazing Contract All Areas	150,000
	MIA APM Platform Annunciation	190,000
	MIA Bldg 3039 Demolition	1,000,000
	MIA Replacement of Building 3032	1,000,000
	MIA Airport Operations Center	1,320,000
	MIA Taxiway T,S,R Rehab & M5	20,000
	MIA Bldg 704 Tenants Relocatio	20,070
	MIA South/Central BHS Improvem	20,000
	MIA Cc Lower E Renovations	3,436
	MIA Cc E Roof, Mech, & Elec Eq	20,000
	MIA E Sat Roof, Mech, Elec Equ	10,000
	TMB RIM Option 2 Phase 1	250,000
MIA Bldg 3030D Wing Remodeling	150,000	
	\$4,863,506	
Civil Environmental Engineering	RM6 Contract General Asphalt	3,500,000
	CON714634 Environmental	500,000
	Mold & Asbestos Abatement	40,000
	Fuel Farm Utilities Relocation	300,000
	MIA Employee Parking Lot Road Improvement	800,000
	\$5,140,000	
Total		\$80,000,000

Debt Service

Overview

The Aviation Department has a variety of debt instruments to finance the construction of Airport System Capital Projects. The primary type of debt is Aviation Revenue Bonds, which are limited obligations of the County payable solely from a pledge of Airport System Revenues and not from any other source of County revenues. The Aviation Department's policy has been to have only fixed interest rate debt; any variable interest rate debt previously issued has been refunded and replaced with fixed rate debt. Aviation Revenue Bonds are issued pursuant to the Amended and Restated Trust Agreement, dated as of December 15, 2002 (referred to herein as the Trust Agreement). Most capitalized terms used in this document reflect defined terms within the Trust Agreement or the Airline Use Agreement (AUA).

The primary source of funding for the Aviation Department's \$6.5 billion Capital Improvement Program (CIP), which was substantially complete at the end of 2014, was Aviation Revenue Bonds. Approximately \$5.8 billion of bonds were issued to fund the CIP construction and issuance costs related to the multiple bond issues. The last bond issue for the previous CIP was in 2010. Most bond issues since 2010 have been refunding bond issues. In 2015, the Aviation Department embarked on new CIP. The Aviation Department issued new money Aviation Revenue Bonds in 2015 and 2019, totaling \$357.2 million. As of September 30, 2019, the CIP's was budgeted at \$1.69 billion.

To also assist with the funding of the CIP, the Aviation Department entered into a commercial paper program to provide temporary funding for the cost of certain projects at the Airport. On March 2, 2016, the County issued the initial tranche of its Aviation Commercial Paper Notes, Series C (the "CP Notes") in the amount of \$5 million. No more than \$200 million in CP Notes may be outstanding at any one time. As of September 30, 2020, there are no outstanding CP Notes. Payment of all outstanding CP Notes is secured by and payable under an irrevocable transferrable direct-pay Letter of Credit issued by Bank of America, N.A., which expires on March 2, 2021.

Debt Limit Policy

The Department's policy is to keep all outstanding Aviation Revenue Bonds as well as any future Aviation Revenue Bonds in compliance with all bond covenants required in the Trust Agreement, while meeting the Airport's Capital Project needs. The Trust Agreement requires that Net Revenues (Revenues less Current Expenses) pledged to pay Principal and Interest Requirements (i.e., debt service) exceed 120% of annual debt service. This debt service coverage calculation is shown at the end of this section. While the Department does not have an overall legal debt limit, additional debt is governed by the additional bonds test inscribed in the Trust Agreement as well as the amount authorized by the Board of County Commissioners.

Outstanding Debt

Aviation Revenue Bonds - The outstanding principal for the bonds, as of September 30, 2020, is noted by bond series in the table below. Interest payments are made each year on April 1 and October 1 and principal payments are also made on October 1 of each year.

Outstanding Bonds	Date of Issue	Principal Amount Issued	Principal Amount Outstanding
Series 2002A Bonds	December 19, 2002	\$600,000,000	\$15,000
Series 2008A Bonds	June 26, 2008	433,565,000	15,000
Series 2010A Bonds	January 28, 2010	600,000,000	72,600,000
Series 2010B Bonds	August 5, 2010	503,020,000	360,380,000
Series 2012A Bonds (1)	December 11, 2012	669,670,000	199,935,000
Series 2012B Bonds (1)	December 11, 2012	106,845,000	56,395,000
Series 2014 Bonds (1)	March 28, 2014	328,130,000	293,010,000
Series 2014A Bonds (1)	December 17, 2014	598,915,000	583,455,000
Series 2014B Bonds (1)	December 17, 2014	162,225,000	156,170,000
Series 2015A Bonds (1)	July 8, 2015	498,340,000	441,705,000
Series 2015B Bonds (1)	July 8, 2015	38,500,000	38,500,000
Series 2016A Bonds (1)	August 25, 2016	315,730,000	315,730,000
Series 2016B Bonds (1)	August 25, 2016	428,645,000	412,085,000
Series 2017A Bonds (1)	March 24, 2017	145,800,000	145,800,000
Series 2017B Bonds (1)	August 29, 2017	378,870,000	329,885,000
Series 2017D Bonds (1)	August 29, 2017	314,565,000	309,970,000
Series 2018A Bonds (1)	August 30, 2018	19,745,000	9,830,000
Series 2018B Bonds (1)	August 30, 2018	4,185,000	2,760,000
Series 2018C Bonds (1)	August 30, 2018	766,815,000	763,640,000
Series 2019A Bonds	May 30, 2019	282,180,000	282,180,000
Series 2019B Bonds (1)	May 30, 2019	212,745,000	212,745,000
Series 2019C Bonds (1)	September 19, 2019	17,415,000	17,415,000
Series 2019D Bonds (1)	September 19, 2019	9,675,000	9,675,000
Series 2019E Bonds (1)	September 19, 2019	360,500,000	360,500,000
Total		\$7,796,080,000	\$5,374,395,000

(1) Denotes refunding bonds issues

Outstanding Debt (cont)

The Revenues used to repay these Bonds do not include cash received from passenger facility charges, federal grants or customer facility charges (received by the rental car agencies). The annual landing fee calculation as outlined in the AUA enables the Aviation Department to ensure that the Annual Budget is able to meet the 120% of debt service coverage required under the Trust Agreement each fiscal year.

Various factors are taken into consideration by the rating agencies when determining the risk to the bondholders of this debt. For example, MDAD is able to adjust its landing fee per the AUA throughout the fiscal year if the Aviation Department is not generating enough cash to meet its debt service coverage requirement. This particular AUA provision is looked upon favorably by the rating agencies because it provides a safety net that enables MDAD to meet its debt service obligations plus the required coverage thus lessening the risk to the bondholders.

These ratings are periodically reviewed by the rating agencies and the most recent ratings are outlined in the following table:

**Miami-Dade County, Florida
Aviation Revenue Bonds
As of August 2019**

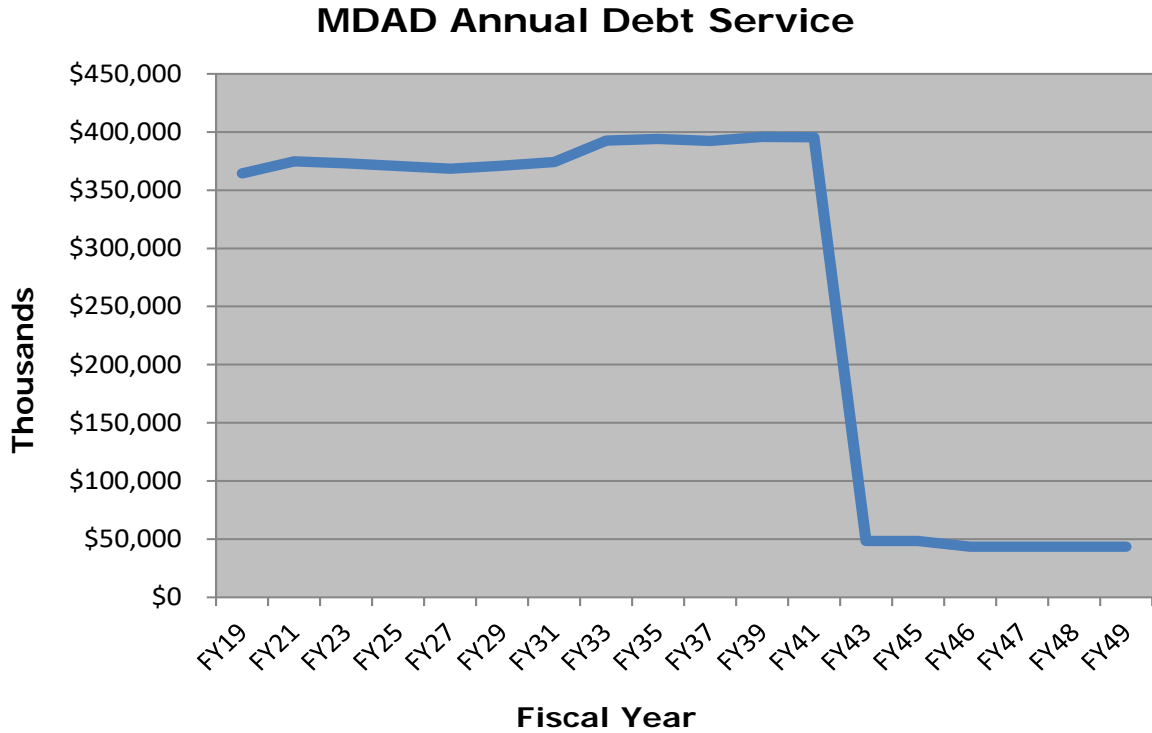
Agency	Moody's	S&P	Fitch	Kroll
Rating	A2	A-	A	AA-
Outlook	Stable	Negative	Negative	Negative

Some Aviation Revenue Bond issues are insured by various monoline insurance companies and the rating reflects the claims paying ability of these companies. When the insurance was originally purchased by the County these bond issues were rated at the highest rating level by the various rating agencies, which lowered the interest rate that the County paid on the debt at the time of sale. These policies provided that the insurers would make debt service payments on the applicable debt issues in the unlikely event that the County was not able to do so. Since then the ratings of some of these insurers has been lowered by the rating agencies. In addition, these insurance companies provided MDAD with surety bonds for the (debt service) Reserve Account Requirement for that particular bond series.

Although the respective insurance policies remain in effect, per the Trust Agreement, once these insurance companies were downgraded to certain levels, the County was required to replace these surety bonds with cash, but only while the Aviation Revenue Bonds issued prior to December 15, 2002 remain outstanding. As of September 30, 2020, the Reserve Account balance of \$198.7 million exceeded the \$197.9 million balance Reserve Account Requirement of the Trust Agreement. The September 30, 2020 Reserve Account balance of \$198.7 million is comprised of \$164.6 million in cash along with a value of \$34.1 million in surety policies that are from insurance companies allowed to be considered in the Reserve Account Requirement calculation.

Outstanding Debt (cont)

The graph below illustrates the current debt service structure of debt service payments through FY 2049. The debt service payments after FY 2041 reflect the 2015 and 2019 new money bonds that were issued to finance the CIP.



Outstanding Debt (cont)

The table below lists the annual debt service payments, broken out by principal and interest, through the last bond maturity of FY 2049.

**AVIATION REVENUE BONDS
(OUTSTANDING BONDS UNDER THE TRUST AGREEMENT)
PRINCIPAL AND INTEREST REQUIREMENTS**

Fiscal Year	Principal Requirements	Interest Requirements	Total P&I
2020	\$147,410,000	\$233,025,808	\$380,435,808
2021	148,590,000	226,284,590	374,874,590
2022	153,860,000	220,555,059	374,415,059
2023	158,290,000	214,616,496	372,906,496
2024	164,695,000	208,210,027	372,905,027
2025	169,000,000	201,773,990	370,773,990
2026	178,445,000	194,980,601	373,425,601
2027	179,425,000	188,995,449	368,420,449
2028	187,765,000	182,567,070	370,332,070
2029	195,475,000	175,518,979	370,993,979
2030	204,500,000	168,323,334	372,823,334
2031	213,605,000	160,515,639	374,120,639
2032	230,715,000	152,058,327	382,773,327
2033	250,870,000	141,677,828	392,547,828
2034	260,025,000	129,935,451	389,960,451
2035	276,235,000	117,922,624	394,157,624
2036	289,205,000	104,944,240	394,149,240
2037	300,720,000	91,451,453	392,171,453
2038	318,175,000	77,192,273	395,367,273
2039	333,870,000	62,013,027	395,883,027
2040	348,735,000	47,147,578	395,882,578
2041	364,630,000	30,742,234	395,372,234
2042	34,085,000	14,449,075	48,534,075
2043	35,620,000	12,915,275	48,535,275
2044	37,225,000	11,312,375	48,537,375
2045	38,895,000	9,637,275	48,532,275
2046	35,805,000	7,716,500	43,521,500
2047	37,600,000	5,926,250	43,526,250
2048	39,475,000	4,046,250	43,521,250
2049	41,450,000	2,072,500	43,522,500
Total	\$5,374,395,000	\$3,398,527,577	\$8,772,922,577

Other Airport-Related Debt

Double Barreled Aviation Bonds—On March 4, 2010, the County issued its Double Barreled Aviation Bonds (General Obligation), Series 2010 (the “Double Barreled Bonds”), in the principal amount of \$239,775,000. Debt service on these bonds will be secured by a pledge of both (1) Net Available Airport Revenues, which is any unencumbered funds in the Improvement Fund, and (2) ad valorem taxes levied on all taxable property in the County. The intent by the Aviation Department is to make all debt service payments with monies from Net Available Airport Revenues.

DOUBLE-BARRELED BONDS PRINCIPAL AND INTEREST REQUIREMENTS

Fiscal Year	Principal Requirements	Interest Requirements	Total P & I
2020	\$5,375,000	\$10,058,513	\$15,433,513
2021	5,590,000	9,843,513	15,433,513
2022	5,870,000	9,564,013	15,434,013
2023	6,160,000	9,270,513	15,430,513
2024	6,470,000	8,962,513	15,432,513
2025	6,765,000	8,665,263	15,430,263
2026	7,105,000	8,327,013	15,432,013
2027	7,460,000	7,971,763	15,431,763
2028	7,835,000	7,598,763	15,433,763
2029	8,225,000	7,207,013	15,432,013
2030	8,635,000	6,795,763	15,430,763
2031	9,065,000	6,366,088	15,431,088
2032	9,520,000	5,912,838	15,432,838
2033	9,995,000	5,436,838	15,431,838
2034	10,470,000	4,962,075	15,432,075
2035	10,970,000	4,464,750	15,434,750
2036	11,515,000	3,916,250	15,431,250
2037	12,090,000	3,340,500	15,430,500
2038	12,695,000	2,736,000	15,431,000
2039	13,330,000	2,101,250	15,431,250
2040	14,000,000	1,434,750	15,434,750
2041	14,695,000	734,750	15,429,750
Total	\$203,835,000	\$135,670,725	\$339,505,725

Other Airport-Related Debt (cont)

FDOT State Infrastructure Bank Loan—On February 6, 2007, the Board approved the construction of the N.W. 25th Street Viaduct Project (“Viaduct Project”) by the Florida Department of Transportation (“FDOT”) and approved a County loan in the amount of \$50 million from the FDOT State Infrastructure Bank to fund the County’s share of the total cost of the Viaduct Project. After receiving Board approval, FDOT and the County entered into a joint participation agreement on March 12, 2007 whereby FDOT constructed the Viaduct Project and closed on the 11 year loan on March 21, 2007. The loan is secured by a County covenant to annually budget and appropriate from County legally available non-ad valorem revenues funds sufficient to pay debt service costs. The debt service costs were reimbursed to the County by the Aviation Department. The Aviation Department made the final payment on behalf of the County from the Improvement Fund and the loan has been paid off as of September 30, 2019.

TIFIA Loan—In August 2007, FDOT, in cooperation with the County, closed on a \$270 million loan from the United States Department of Transportation under the Transportation Infrastructure Financing Innovation Act (TIFIA) loan program. These loan proceeds were used to design and construct a consolidated rental car center (“RCC”) adjacent to the Airport. The revenues pledged for repayment of the loan are the proceeds of the Customer Facility Charges (CFCs) collected from car rental company customers at the Airport and, if required, rent payments from the car rental companies. The repayment of the TIFIA loan is not secured by any revenues of the Aviation Department.

Third-Party Obligations—The County may issue revenue bonds related to the Airport System outside the provisions of the Trust Agreement and not payable from Revenues pledged under the Trust Agreement, subject to the condition, among others, that it will not construct, or consent to the construction of, any project, whether at the Airport or any other site, unless there is filed with the Clerk of the Board a statement signed by the Traffic Engineers and the Consulting Engineers certifying that, in their respective opinions, the operation of such additional project will not affect the County’s compliance with the rate covenant requirement or impair the operating efficiency of the Port Authority Properties. The Miami-Dade County Industrial Development Authority has issued revenue bonds in the combined aggregate principal amount of \$223,590,000 for the benefit of conduit borrowers, the proceeds of which have been used to finance the construction of air cargo and other facilities at the Airport. As of September 30, 2020, such bonds were outstanding in the aggregate principal amount of \$16,920,000. Neither the Aviation Department nor the County has any obligation with respect to these bonds.

Sinking Fund

Debt service on the Department's Aviation Revenue Bonds is paid from the Bond Service Account, which is part of the Sinking Fund. Passenger Facility Charges (PFC) revenues, as described in the Capital Projects section, are used to pay a portion of the debt that has financed the construction of PFC eligible projects. The PFC contribution will vary in the future depending on a number of factors including the amount of annual surplus used to fund the following year's expenses (as required by the Airline Use Agreement) and the actual PFC revenue balance available to pay debt service.

Also included in the Sinking Fund is the (bond) Reserve Account required by the Trust Agreement to contain one-half of the maximum annual Principal and Interest Requirement throughout the term of the Outstanding Aviation Revenue Bonds. As previously noted, the Reserve Account Requirement in FY 2020 is \$197.9 million of which the Aviation Department has cash funded \$164.6 million with the remaining amount (\$34.1 million) covered by surety bonds. Any excess cash in the Reserve Account (i.e., the amount exceeding the requirement) is transferred to the Improvement Fund on an annual basis.

Summary of Sources and Uses of Sinking Fund

(\$ in 000s)	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021
Beginning Cash Balance	\$396,119	\$169,500	\$417,963	\$163,381
Sources of Funds				
PFC Revenues	\$55,000	\$82,000	\$82,000	\$110,000
Other Revenues	5,047	-	35	-
Bond Proceeds	2,476	-	-	-
Interest Earnings	6,349	5,000	4,922	5,000
FAA CARES Act Grant	-	-	112,014	-
Transfer from Improvement Fund	-	-	-	19,500
Transfer from Revenue Fund	311,794	287,002	170,181	242,375
Transfer from Capitalized Interest Account	4,585	6,500	6,820	-
Total Sources of Funds	\$385,251	\$380,502	\$375,972	\$376,875
Uses of Funds				
Debt Service - Principal	\$126,190	\$143,175	\$135,145	\$148,590
Debt Service - Interest	226,115	240,410	227,728	226,285
Debt Service - Reserve	-	-	-	-
Transfer to Bond Escrow Account (for refundg)	9,161	-	-	-
Issuance Costs	-	-	-	-
Transfer to Improvement Fund	1,941	2,000	2,677	2,000
Total Uses of Funds	\$363,407	\$385,585	\$365,550	\$376,875
Excess (Deficit) of Sources over Use of Funds	21,844	(5,083)	10,422	-
Ending Cash Balance	\$417,963	\$164,417	\$428,385	\$163,381

Debt Service Coverage – Airport Revenue Bonds

The table below reflects the debt service coverage calculation. Per the Trust Agreement, the Aviation Department is required to maintain a level of Revenue (e.g., rates and fees charged to its tenants) that results in at least a 20% coverage factor on top of its annual Principal and Interest Requirements (debt service), which is also referred to as the rate covenant. The Aviation Department takes this rate covenant into account when establishing the Annual Budget, which is the major reason that the debt service coverage ratio for the two budget Fiscal Years shown below is close to the 1.20 requirement. However, the actual results from the two historical Fiscal Years demonstrate that the Aviation Department does significantly better than budget due to Revenues being higher than projections and Current Expenses being less than budget.

Debt Service Coverage Calculation-Aviation Revenue Bonds

(\$ in 000s)		Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021
Gross Revenues:					
MIA Aviation Fees ⁽¹⁾		\$481,688	\$470,331	\$346,215	\$396,899
Commercial Operations:					
Management Agreements		\$80,721	\$80,690	\$46,705	\$54,104
Concessions		197,909	199,509	114,127	155,750
Total Commercial Operations		\$278,630	\$280,199	\$160,832	\$209,854
Rentals		\$139,031	\$152,146	\$99,216	\$212,211
Other Revenues		38,197	25,533	26,514	24,007
Sub-total Revenues		\$937,546	\$928,209	\$632,777	\$842,971
General Aviation Airports		9,911	9,035	16,815	10,067
Gross Revenues	[a]	\$947,457	\$937,244	\$649,592	\$853,038
Expenses:					
Current Expenses		\$413,262	\$468,743	\$394,548	\$490,309
Current Expenses under Mgmt Agreement		25,412	30,059	21,258	27,010
Current Expenses under Operating Agreement		42,236	47,231	36,216	6,967
Total Current Expenses		\$480,910	\$546,033	\$452,022	\$524,286
Less FAA CARES Act Grant				\$72,085	
Total Adjusted Current Expenses	[b]	\$480,910	\$546,033	\$379,937	\$524,286
Net Revenues:	[c=a-b]	\$466,547	\$391,211	\$269,655	\$328,752
Less: Reserve Maint. Fund Deposit	[d]	(15,000)	(15,000)	(15,000)	(15,000)
Net Revenues After Deposits	[e=c-d]	\$451,547	\$376,211	\$254,655	\$313,752
Total Debt Service		\$359,326	\$376,914	\$368,616	\$374,875
Less: PFC Revenue (used for d/s)		(55,000)	(82,000)	(82,000)	(110,000)
Less: Improvement Fund (used for d/s)					(19,500)
Less: FAA CARES Act Grant (used for d/s)				(112,014)	
Debt Service less PFC Revenue	[f]	\$304,326	\$294,914	\$174,602	\$245,375
Debt Service Coverage⁽²⁾	[e/f]	1.48	1.28	1.46	1.28

(1) During each fiscal year, certain moneys from the previous fiscal year remaining in the Improvement Fund are deposited into the Revenue Fund. The amount of such deposit is included as Aviation Fees/Revenues and is required by the Airline Use Agreement to be taken into account as such in determining the landing fee rate in the subsequent fiscal year.

(2) Calculated in accordance with the Trust Agreement by dividing Net Revenues after deposits by the required debt service amount.

* Numbers may not total due to rounding.



Miami International Airport Concourse D

Improvement Fund

Overview

The Improvement Fund represents a discretionary cash account held by the Aviation Department in which remaining revenues are deposited after all operating, debt service and other funding requirements have been made. This equity fund can be used for any airport or airport-related purpose including the retirement of bonds. The Aviation Department also uses it to make subordinate debt payments and to pay for small capital projects that are fairly low in cost.

The Airline Use Agreement (AUA) between the Aviation Department and most of MIA's air carriers requires the Aviation Department to transfer back to the Revenue Fund in the subsequent fiscal year a major portion of the remaining surplus monies earned during the fiscal year so that the monies can be used to pay the subsequent fiscal year's operating expenses and debt service. A small portion of the surplus monies is retained in the Improvement Fund in a subaccount, referred to as the Retainage Subaccount, and is considered per the AUA, the Aviation Department's entitlement amount that is available for any lawful airport purpose. Both the annual entitlement amount and the balance of this subaccount have cap amounts as established by the AUA.

In FY 2020, the Aviation Department contributed an estimated \$7.4 million to the Retainage Subaccount and ended with an estimated balance of \$22.7 million. Approximately \$58.0 million in surplus monies was realized in the Improvement Fund in FY 2020, which will be transferred back to the Revenue Fund in FY 2021.

In addition, in FY 2014, the MIA air carriers had authorized the Aviation Department to set aside \$50 million in surplus monies. To date, the air carriers have authorized MDAD to use \$2.5 million of the set-aside for a Capital Project in which an employee identification and badging process for MDAD and all MIA tenants will be relocated and updated within the terminal at MIA. MDAD has spent the entire \$2.50 million on this project through the end of FY 2018. In FY 2017, the MIA air carriers authorized the Aviation Department to use \$47.5 million of the set-aside plus interest for a Capital Project on an employee parking garage. As of September 30, 2020, \$1.36 million had been spent on this project. At the end of FY 2015, the MIA air carriers authorized MDAD to do a second set aside; \$3.1 million from the FY 2015 surplus amount to do design work related to adding another fuel storage tank at MIA. MDAD has spent approximately \$684,000 on this project as of September 30, 2020.

Overview (cont)

In FY 2020, the Aviation Department paid a full year of subordinate debt service as budgeted from the Improvement Fund—\$15.3 million. In addition, the Aviation Department budgeted another \$7.1 million of subordinate debt in FY 2021 to pay various parties for the energy performance related contracts. These contracts allow MDAD to make capital improvements in its utility infrastructure resulting in more efficient utilities and future utility cost savings.

Detail

Summary of Sources and Uses of Improvement Fund

(\$ in 000s)	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021
Beginning Cash Balance	\$213,406	\$172,000	\$224,757	\$185,000
Sources of Funds				
Grant Funds	-	-	96	-
Other Revenues	-	-	-	-
Interest Earnings	4,982	2,000	3,276	2,000
Transfer from (Bond) Reserve Account	1,941	2,000	2,677	2,000
Transfer from Reserve Maintenance	-	-	-	-
Transfer from Revenue Fund	139,323	83,298	89,057	75,074
Total Sources of Funds	\$146,246	\$87,298	\$95,106	\$79,074
Uses of Funds				
Improvement Fund Exp./Trnsfr to Const. Fund	\$3,233	\$27,264	\$9,051	\$22,067
Transfer to Revenue Fund	91,293	92,000	97,581	58,000
Transfer to DB Bond Debt Service Account	15,326	15,294	15,294	15,287
Transfer to Bond Service Account	5,000	-	-	19,500
Payment of Subordinate Debt	9,943	10,004	10,013	7,126
Transfer to Reserve Maintenance	10,100	-	-	-
Total Uses of Funds	\$134,895	\$144,562	\$131,939	\$121,980
Excess (Deficit) of Sources over Use of Funds	11,351	(57,264)	(36,833)	(42,906)
Ending Cash Balance	\$224,757	\$114,736	\$187,924	\$142,094



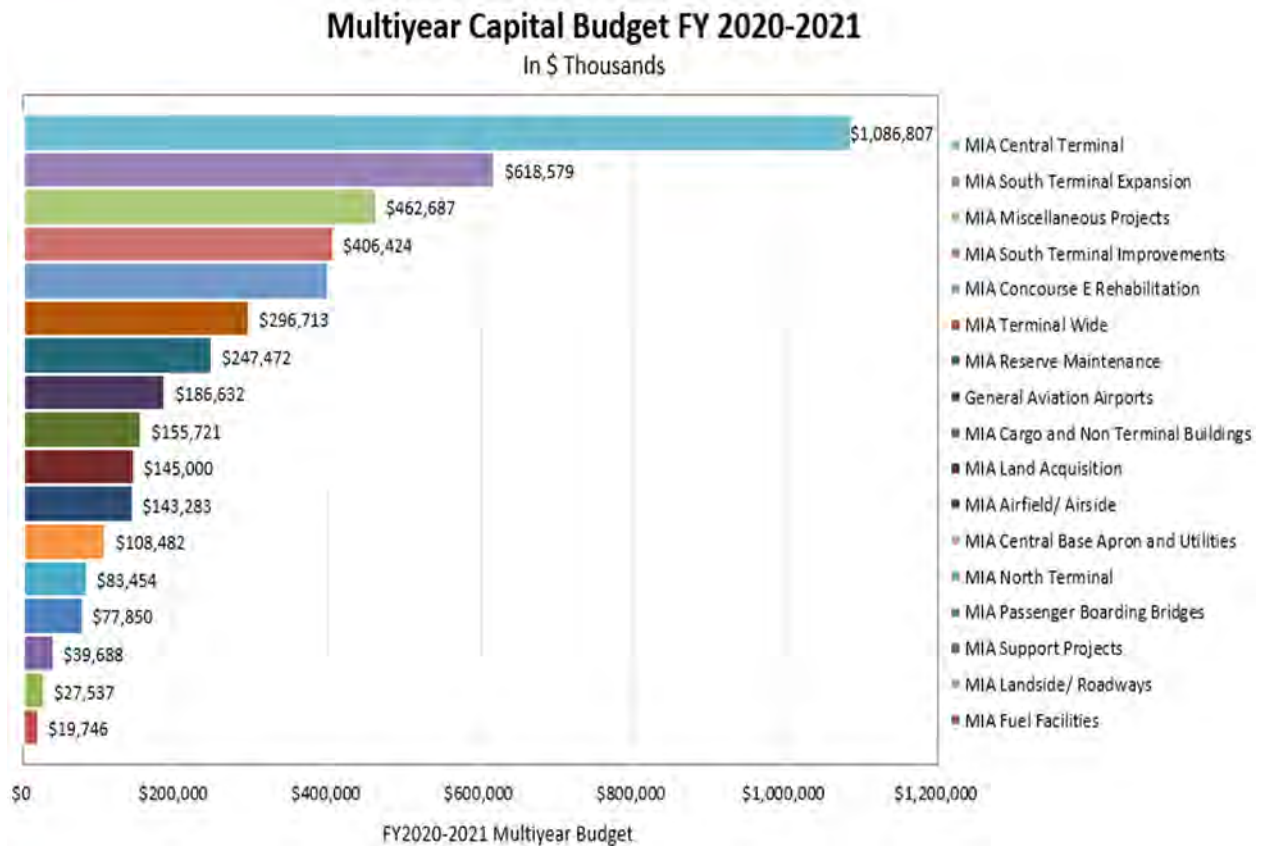
Sunset view at Miami International Airport

Capital Improvement Program

Overview

The state-of-the-art Miami International Airport (MIA) is rooted in the Airport System master plan that was prepared in the early 1990s from which the old Capital Improvement Program (CIP) was created. Today the Aviation Department is in the process of creating a new master plan that addresses MIA's current demands and needs. Concurrent with the development of a new master plan the Aviation Department started a new CIP that includes projects and funding sources from Fiscal Year 2015 thru Fiscal Year 2032.

The Program has seventeen (17) subprograms that are: 1. General Aviation Airports, 2. MIA Airfield/Airside, 3. MIA Cargo and non-Terminal Buildings, 4. MIA Central Base Apron and Utilities, 5. MIA Central Terminal, 6. MIA Concourse E Rehabilitation, 7. MIA Fuel Facilities, 8. MIA Land Acquisition, 9. MIA Landside and Roadways, 10. MIA Miscellaneous Projects, 11. MIA North Terminal, 12. MIA Passenger Boarding Bridges, 13. MIA Reserve Maintenance, 14. MIA South Terminal Expansion, 15. MIA South Terminal Improvements, 16. MIA Support Projects, and 17. MIA Terminal Wide. The program started with the renovation of Concourse E, which is now mostly complete and open to the public, and then the renovation work moved into the South Terminal, Taxiways, Apron, Central Terminal ticket counters, and Central Base Apron and Utilities.

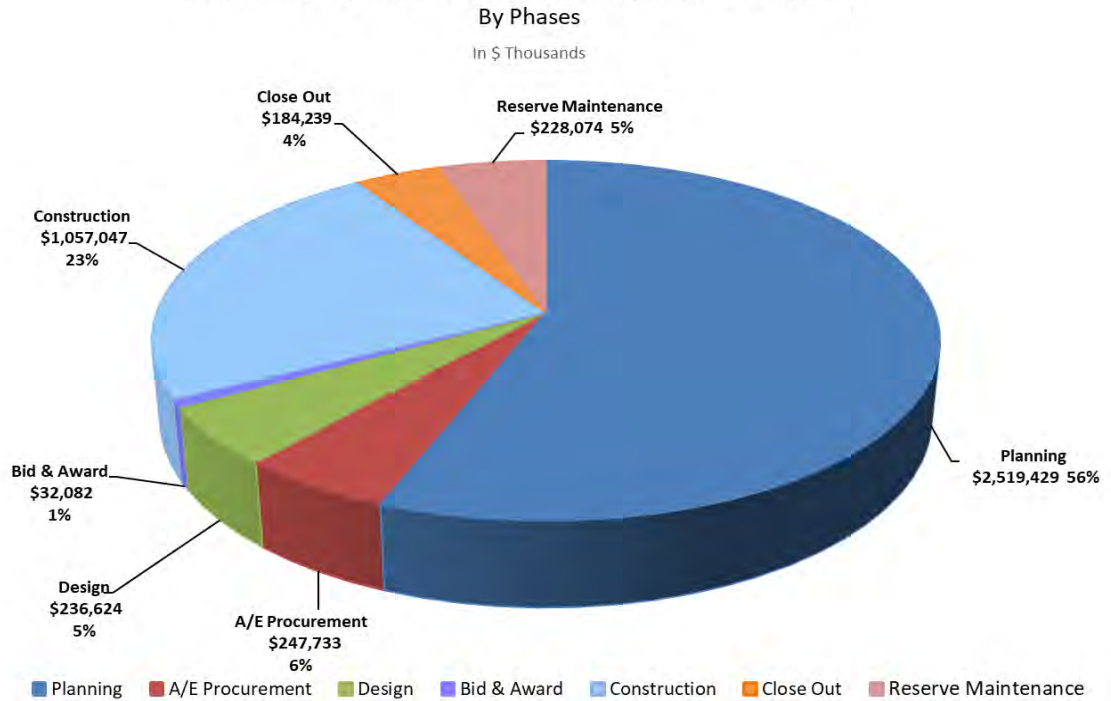


Capital Improvement Program (CIP) Status

The current program budget is approved for \$4.5 billion. As of September 30, 2020, the program had incurred \$595.5 million in costs. Today, 4% of the program has been completed and is closed out. 23% is still under construction, 1% is under bid & award, 6% is under A/E procurement, 5% under design, and 56% is under planning stage. 5% of the total budget corresponds to ongoing Reserve Maintenance Projects. See pie chart below.

Aviation Capital Improvement Program Multiyear Budget FY2020-2021		
Miami-Dade Aviation Department		
(In \$ Thousands)		
Subprogram Description	Multiyear Capital Budget FY 2021	Actual Cost As of 09-30-2020
MIA Central Terminal	\$1,086,807	\$58
MIA South Terminal Expansion	\$618,579	\$377
MIA Miscellaneous Projects	\$462,687	\$69,884
MIA South Terminal Improvements	\$406,424	\$259,121
MIA Concourse E Rehabilitation	\$399,153	\$202,642
MIA Terminal Wide	\$296,713	-
MIA Reserve Maintenance	\$247,472	\$36,190
General Aviation Airports	\$186,632	\$1,947
MIA Cargo and Non Terminal Buildings	\$155,721	-
MIA Land Acquisition	\$145,000	-
MIA Airfield/ Airside	\$143,283	-
MIA Central Base Apron and Utilities	\$108,482	\$11,883
MIA North Terminal	\$83,454	\$693
MIA Passenger Boarding Bridges	\$77,850	\$5,371
MIA Support Projects	\$39,688	\$6,672
MIA Landside/ Roadways	\$19,537	-
MIA Fuel Facilities	\$17,746	\$684
Total Program	\$4,505,227	\$595,521

Aviation Capital Budget As of September 30, 2020



Program Description

The **General Aviation Airports subprogram** includes the rehabilitation of Runway 9-27 and the development of the Run Up Pad at Miami-Opa locka Executive Airport (OPF); security upgrades at Miami-Homestead General Aviation; construction of runway incursion mitigation (RIM) with taxiway H-West extension to Threshold 9R, the expansion of the south apron for a new taxi lane, and the construction of a new 130-foot high Air traffic Control Tower at Miami Executive Airport.

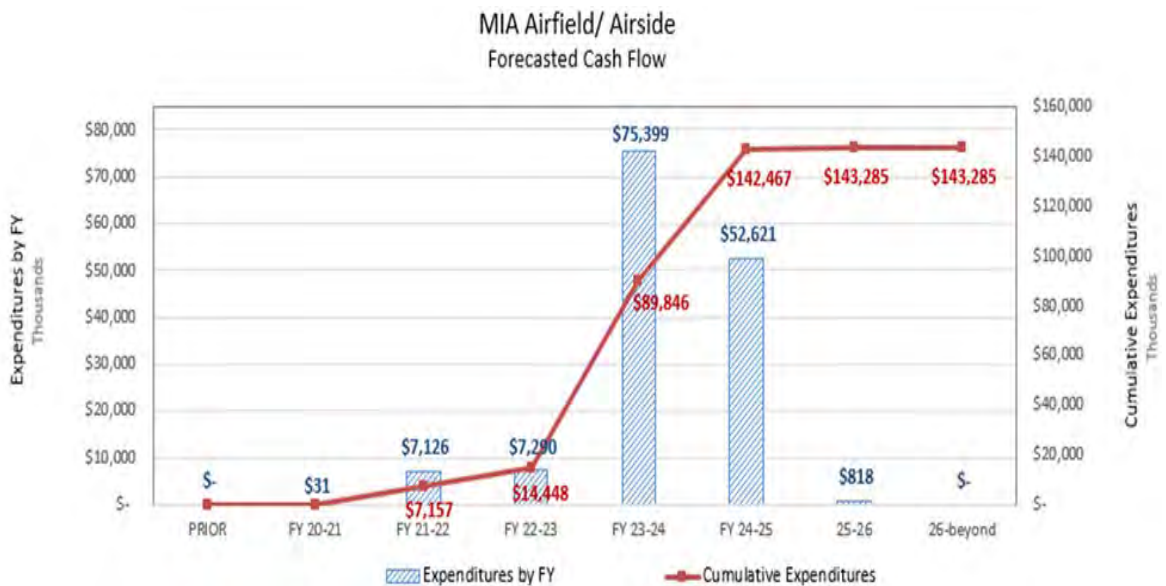
REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Aviation 2016 Commercial Paper	140	0	0	0	0	0	0	0	140
Aviation Revenue Bonds	93	12,895	12,513	12,539	0	0	0	0	38,040
FDOT Funds	609	4,409	5,558	3,557	827	0	0	0	14,960
Federal Aviation Administration	771	772	0	750	150	1,000	150	0	3,593
Future Financing	0	0	0	42,426	44,122	6,804	3,020	33,527	129,899
TOTAL REVENUES:	1,613	18,076	18,071	59,272	45,099	7,804	3,170	33,527	186,632
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	331	14,146	16,232	59,272	43,755	7,375	3,170	33,527	177,808
Planning and Design	1,282	3,930	1,839	0	1,344	429	0	0	8,824
TOTAL EXPENDITURES:	1,613	18,076	18,071	59,272	45,099	7,804	3,170	33,527	186,632



Program Description (cont)

The **MIA Airfield/Airside subprogram** includes the rehabilitation of the MIA Runway 9-27, and the implementation of the Runway Incursion Mitigation (RIM) Hot Spot 5.

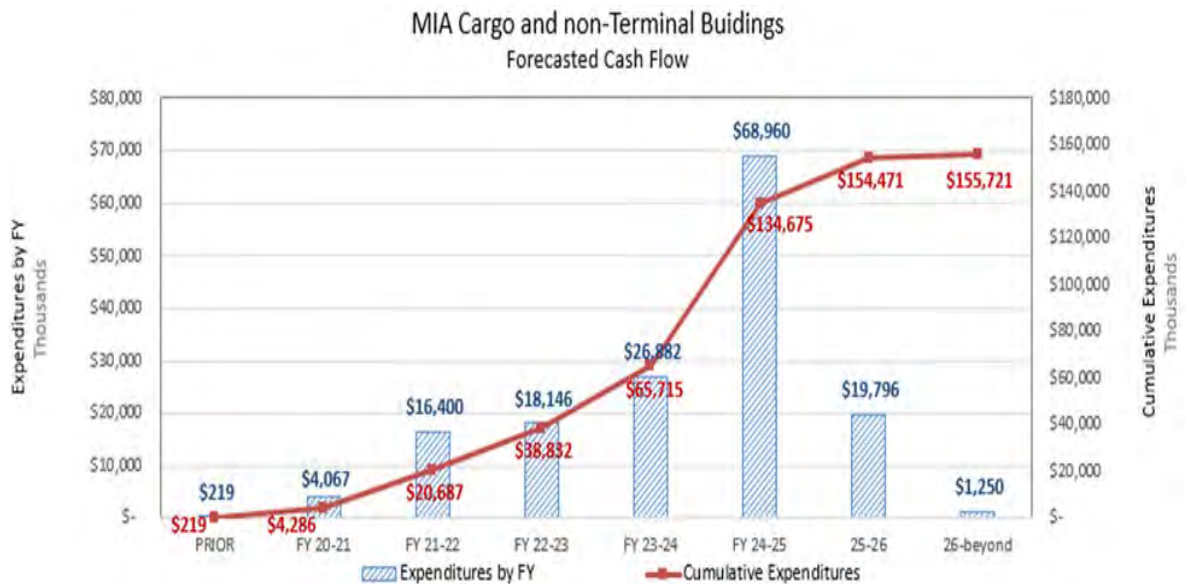
REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Aviation Passenger Facility Charge	0	8	1,957	4,625	16,516	0	0	0	23,106
Federal Aviation Administration	0	23	5,169	2,665	26,293	0	0	0	34,150
Future Financing	0	0	0	0	32,590	52,621	818	0	86,029
TOTAL REVENUES:	0	31	7,126	7,290	75,399	52,621	818	0	143,285
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	0	9	716	7,019	75,399	52,621	818	0	136,582
Planning and Design	0	22	6,410	271	0	0	0	0	6,703
TOTAL EXPENDITURES:	0	31	7,126	7,290	75,399	52,621	818	0	143,285



Program Description (cont)

The **MIA Cargo and non-Terminal Buildings subprogram** includes the demolition of buildings 703 and 703A, and environmental assessment and remediation of the buildings; relocation of building 5A tenants and demolition of the building; improving apron and airside areas of building 702; building of a new MIA GSE facility for north terminal; building of the new vehicle fueling and car wash facility; demolition of building 3039 and existing fuel facility; building of a temporary South terminal GSE facility and modification of the 20th street Airport Operations Area.

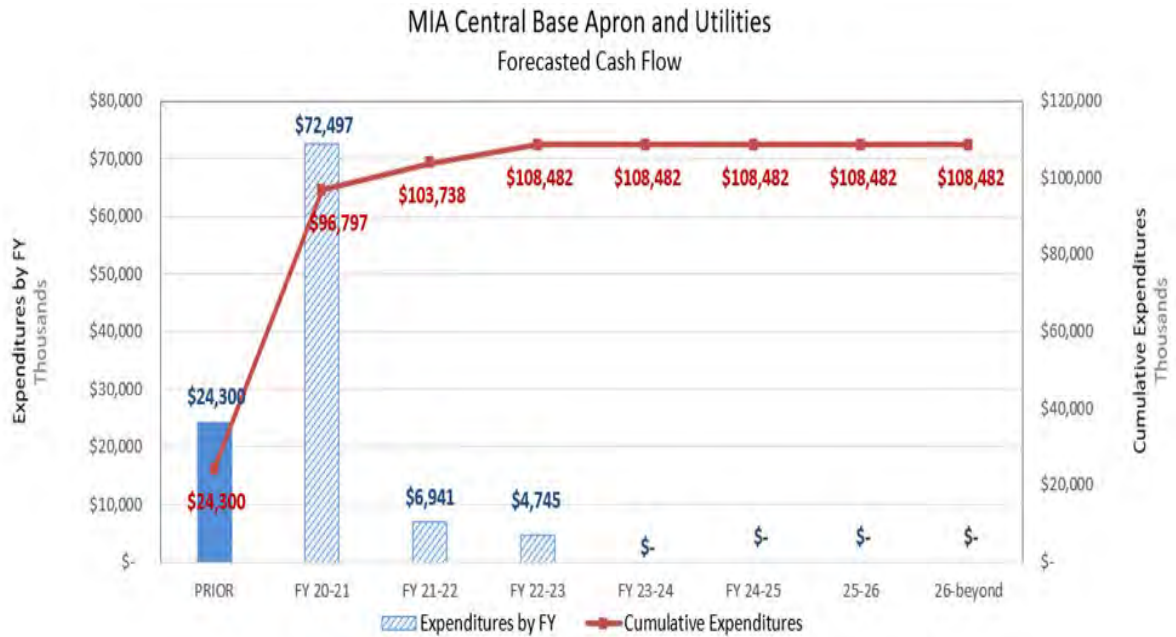
REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Aviation Revenue Bonds	219	0	0	0	0	0	0	0	219
FDOT Funds	0	500	500	4,000	3,842	0	0	0	8,842
Future Financing	0	3,567	15,900	14,146	23,040	68,960	19,796	1,250	146,659
TOTAL REVENUES:	219	4,067	16,400	18,146	26,882	68,960	19,796	1,250	155,720
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	40	2,325	13,305	16,348	26,814	68,960	19,796	1,250	148,838
Planning and Design	179	1,742	3,095	1,798	68	0	0	0	6,882
TOTAL EXPENDITURES:	219	4,067	16,400	18,146	26,882	68,960	19,796	1,250	155,720



Program Description (cont)

The **MIA Central Base Apron and Utilities subprogram** includes the complete replacement, reconfiguration and expansion of apron-east of the old Pan American 3095 Hangar; construction of a new service road and service road bridge; installation of new utilities including storm drainage; water and electrical; provide new pavement markings; and demolition of culvert and filling of existing canal.

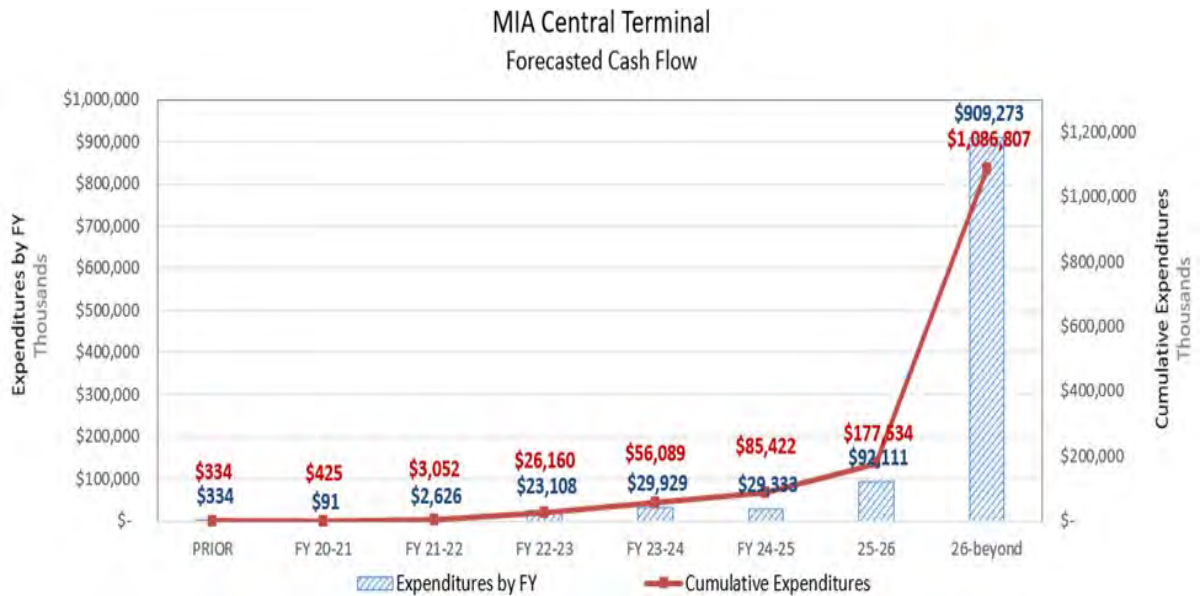
REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Aviation 2016 Commercial Paper	949	0	0	0	0	0	0	0	949
Aviation Passenger Facility Charge	0	18,382	0	0	0	0	0	0	18,382
Aviation Revenue Bonds	2,440	0	0	0	0	0	0	0	2,440
FDOT Funds	3,016	7,754	0	0	0	0	0	0	10,770
Federal Aviation Administration	17,895	38,632	0	0	0	0	0	0	56,527
Future Financing	0	7,728	6,941	4,745	0	0	0	0	19,414
TOTAL REVENUES:	24,300	72,496	6,941	4,745	0	0	0	0	108,482
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	20,583	71,379	6,832	4,745	0	0	0	0	103,539
Planning and Design	3,717	1,117	109	0	0	0	0	0	4,943
TOTAL EXPENDITURES:	24,300	72,496	6,941	4,745	0	0	0	0	108,482



Program Description (cont)

The **MIA Central Terminal subprogram** includes the redevelopment of concourse E to concourse F connector and redevelopment of concourse F infill for new secure concession and circulations; improve ticket lobby, improve vertical circulation, consolidate Security System Control Points (SSCP) for concourse E and concourse F, elevation of roof over ticket lobby and replacement of terminal entrance doors; implementation of phase 2 of lower concourse E Federal Inspection Services (FIS); design of the MIA central terminal façade and curbside; and the modernization of the new MIA Concourse F including the widening of Concourse F at Gates F4, F6, and F8, roof replacement, new apron, utilities relocation, and new drainage system.

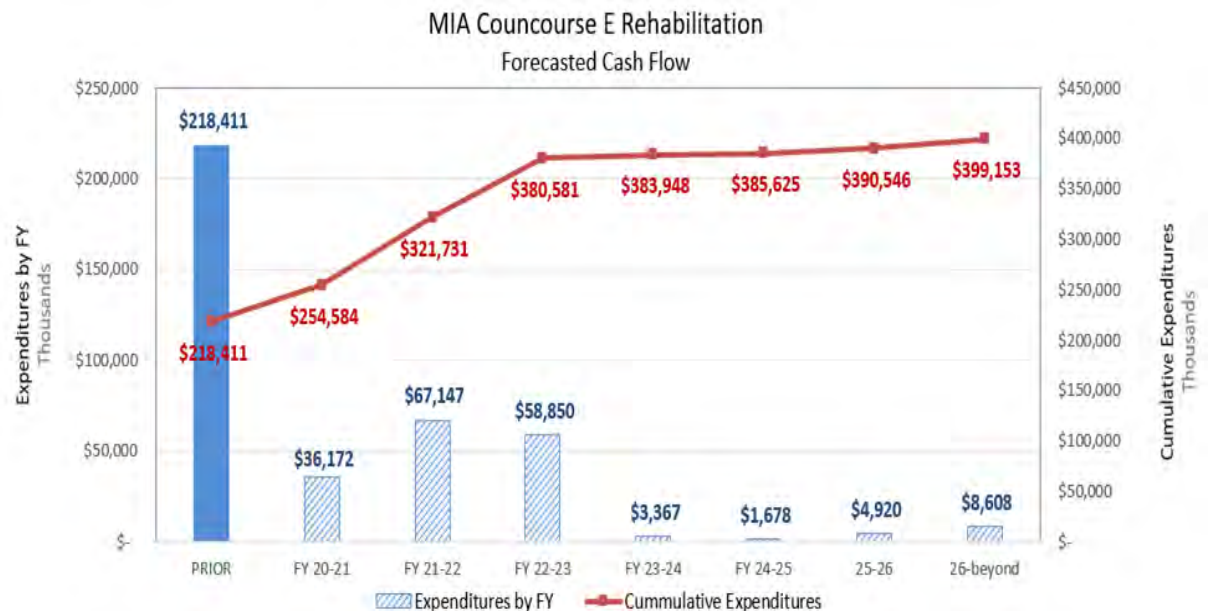
REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Aviation Revenue Bonds	334	0	0	0	0	0	0	0	334
FDOT Funds	0	0	0	0	0	0	0	4,000	4,000
Future Financing	0	91	2,627	23,108	29,929	29,333	92,111	905,273	1,082,472
TOTAL REVENUES:	334	91	2,627	23,108	29,929	29,333	92,111	909,273	1,086,806
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	0	3	396	2,304	4,664	27,062	92,111	909,273	1,035,813
Planning and Design	334	88	2,231	20,804	25,265	2,271	0	0	50,993
TOTAL EXPENDITURES:	334	91	2,627	23,108	29,929	29,333	92,111	909,273	1,086,806



Program Description (cont)

The **MIA Concourse E Rehabilitation subprogram** includes the renovation of MIA's Concourse E interior, exterior, and code requirement upgrades; upgrade of passenger loading bridges; automated people mover replacement; rehabilitation of apron pavement at Concourse E Satellite and Lower Concourse E; building of a new chiller plant to meet preconditioned air demands; upgrade of life safety features; and implementation of the automated processing for inbound international passengers working in conjunction with the Department of Homeland Security.

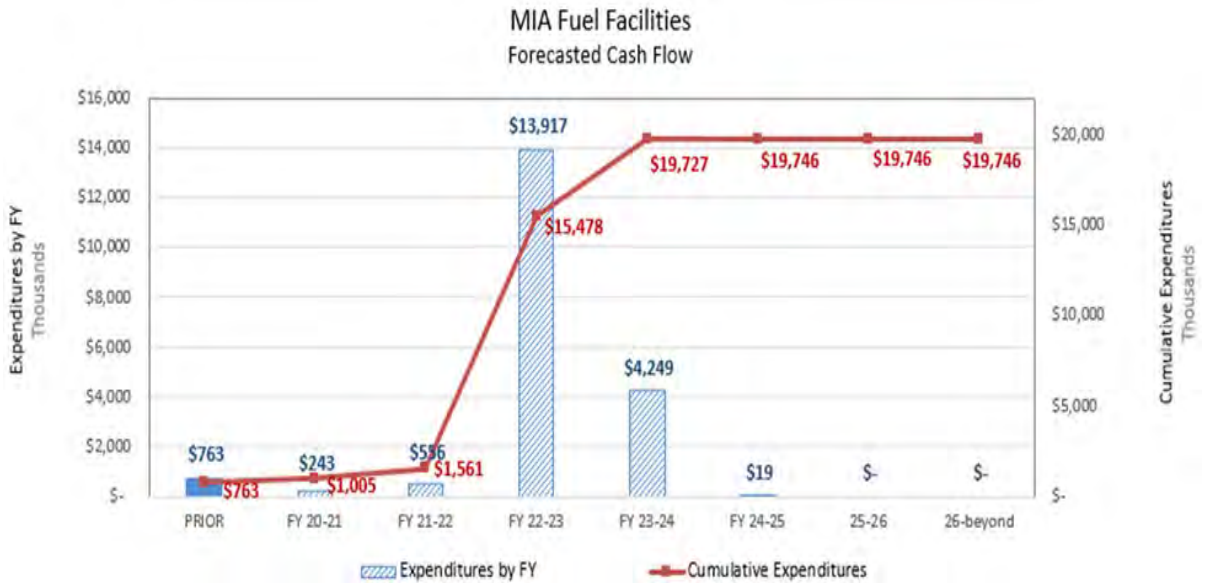
REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Aviation 2016 Commercial Paper	12,277	0	0	0	0	0	0	0	12,277
Aviation Revenue Bonds	96,554	0	0	0	0	0	0	0	96,554
FDOT Funds	42,065	1,188	185	2,828	363	478	2,460	4,752	54,319
Federal Aviation Administration	8,735	0	0	0	0	0	0	0	8,735
Future Financing	0	34,984	66,963	56,022	3,003	1,200	2,460	3,856	168,488
Reserve Maintenance Fund	58,781	0	0	0	0	0	0	0	58,781
TOTAL REVENUES:	218,412	36,172	67,148	58,850	3,366	1,678	4,920	8,608	399,154
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	211,647	33,914	66,819	55,720	3,272	1,678	4,920	8,608	386,578
Planning and Design	6,765	2,258	329	3,130	94	0	0	0	12,576
TOTAL EXPENDITURES:	218,412	36,172	67,148	58,850	3,366	1,678	4,920	8,608	399,154



Program Description (cont)

The **MIA Fuel Facilities** includes the design and construction of one additional fuel tank at the fuel storage facility.

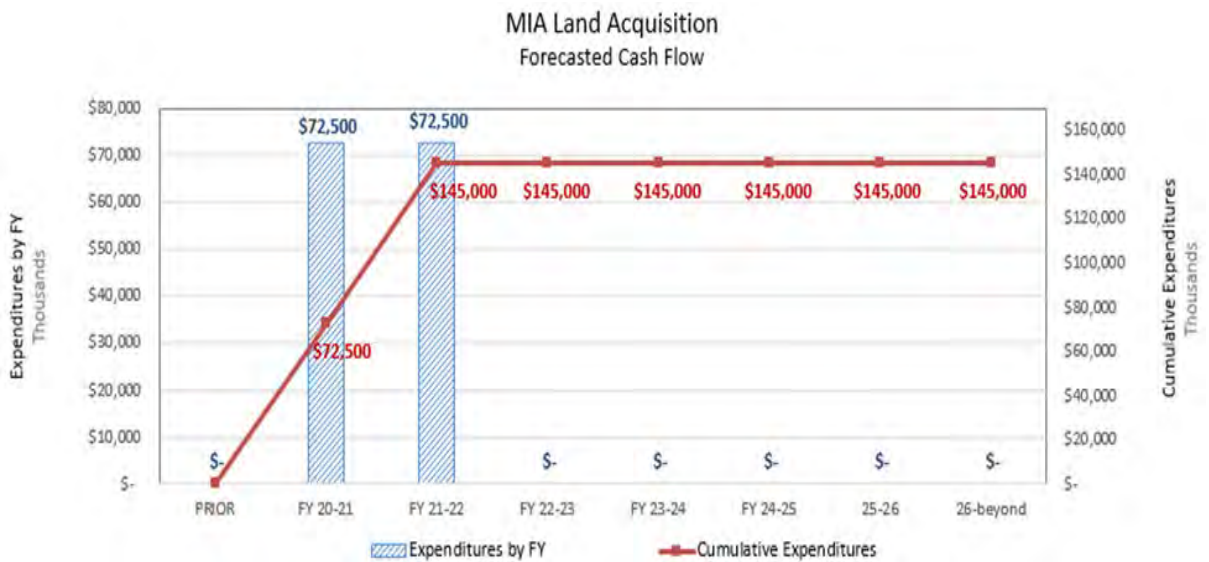
REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Aviation 2016 Commercial Paper	684	0	0	0	0	0	0	0	684
Aviation Revenue Bonds	39	0	0	0	0	0	0	0	39
FDOT Funds	40	121	278	6,958	1,700	0	0	0	9,097
Future Financing	0	121	278	6,958	2,549	19	0	0	9,925
TOTAL REVENUES:	763	242	556	13,916	4,249	19	0	0	19,745
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	7	22	556	13,916	4,249	19	0	0	18,769
Planning and Design	756	220	0	0	0	0	0	0	976
TOTAL EXPENDITURES:	763	242	556	13,916	4,249	19	0	0	19,745



Program Description (cont)

The **MIA Land Acquisition subprogram** consists of setting money aside for the future expansion of Miami International Airport blueprint through land acquisition.

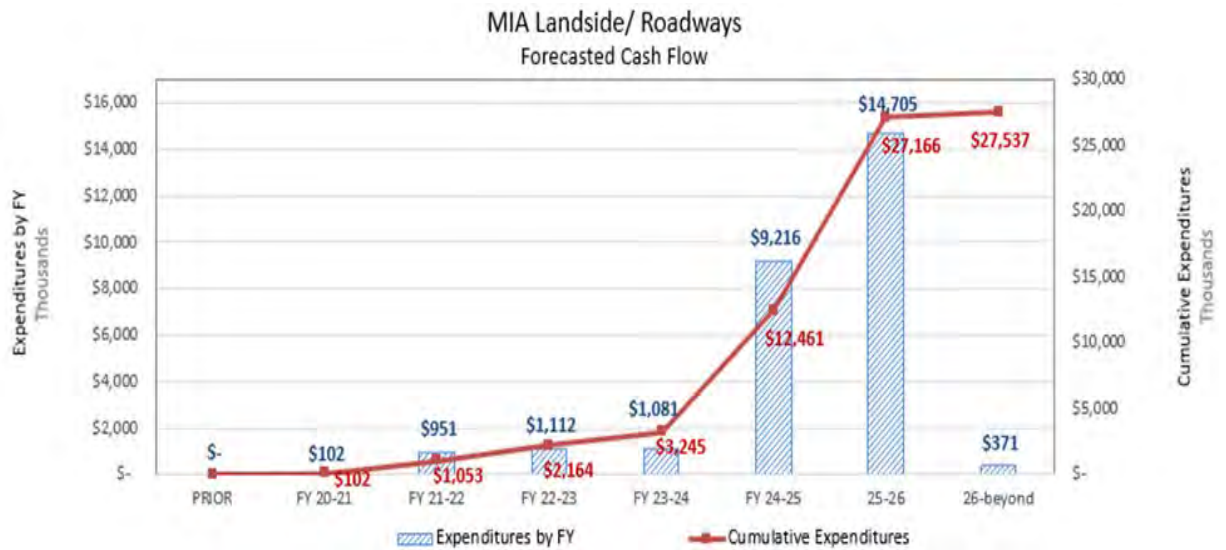
REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Future Financing	0	72,500	72,500	0	0	0	0	0	145,000
TOTAL REVENUES:	0	72,500	72,500	0	0	0	0	0	145,000
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	0	72,500	72,500	0	0	0	0	0	145,000
TOTAL EXPENDITURES:	0	72,500	72,500	0	0	0	0	0	145,000



Program Description (cont)

The **MIA Landside and Roadways subprogram** includes the construction of the MIA Perimeter Road Bridge consisting in a 403 linear feet single span bridge south of the existing bridge and over Tamiami Canal, changing the configuration from a single lane in each direction to a double lane in each direction.

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
FDOT Funds	0	51	475	556	541	4,608	5,658	0	11,889
Future Financing	0	51	475	555	541	4,608	9,047	371	15,648
TOTAL REVENUES:	0	102	950	1,111	1,082	9,216	14,705	371	27,537
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	0	32	224	638	1,063	9,216	14,705	371	26,249
Planning and Design	0	70	726	473	19	0	0	0	1,288
TOTAL EXPENDITURES:	0	102	950	1,111	1,082	9,216	14,705	371	27,537



Program Description (cont)

10. The **MIA Miscellaneous Projects subprogram** includes pavement rehabilitation of taxiways T, S and realignment of Taxiway R; relocation of Taxi and Transportation Network Company (TNC) parking lot and facilities; construction of Airport Operations Center (AOC); construction of a new employee parking garage; replacement of Central Terminal ticket counters; and MIA parking garage structural repairs and elevators replacement.

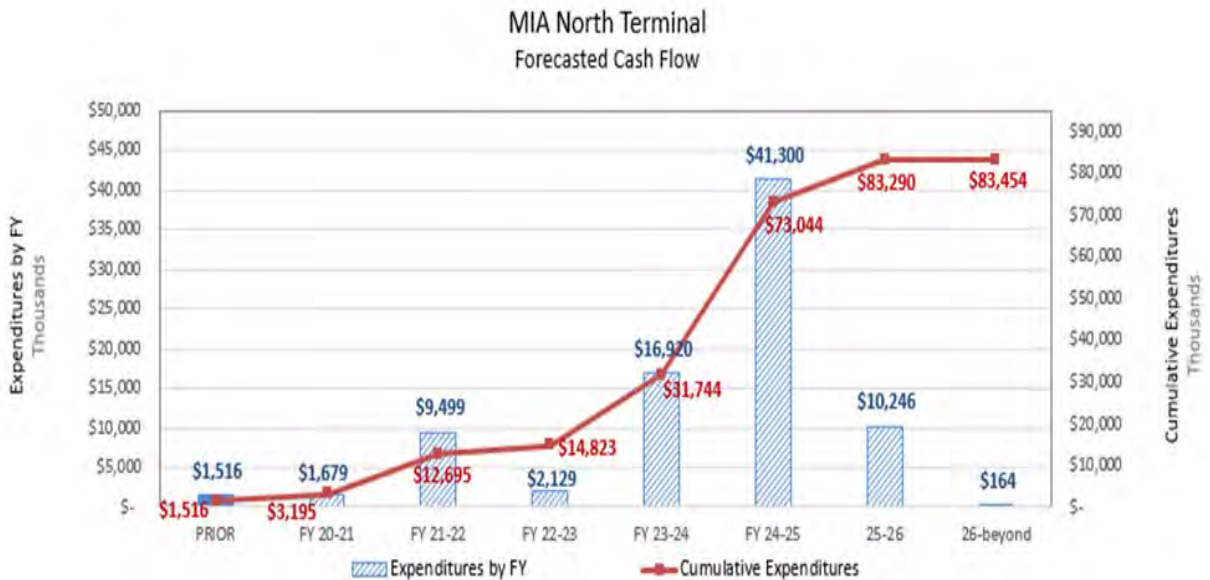
REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Aviation 2016 Commercial Paper	27,181	0	0	0	0	0	0	0	27,181
Aviation Passenger Facility Charge	0	9,228	0	0	0	0	0	0	9,228
Aviation Revenue Bonds	47,994	6,238	3,399	0	0	0	0	0	57,631
Double-Barreled GO Bonds	2,806	3,482	12,806	906	0	0	0	0	20,000
FDOT Funds	10,073	4,397	0	0	0	0	0	0	14,470
Federal Aviation Administration	40,035	0	0	0	0	0	0	0	40,035
Future Financing	0	12,027	63,018	143,734	1,041	245	755	25,322	246,142
Improvement Fund	0	0	39,898	8,102	0	0	0	0	48,000
TOTAL REVENUES:	128,089	35,372	119,121	152,742	1,041	245	755	25,322	462,687
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	116,323	34,098	119,081	151,905	1,041	245	755	24,833	448,281
Planning and Design	11,766	1,274	40	837	0	0	0	489	14,406
TOTAL EXPENDITURES:	128,089	35,372	119,121	152,742	1,041	245	755	25,322	462,687



Program Description (cont)

The **MIA North Terminal subprogram** includes the MIA North Terminal Gate Optimization Phase 1 consisting of up-gauging gates for bigger aircraft; construction and modernization of ramp level restrooms; and installation of a swing door.

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Aviation Revenue Bonds	853	0	0	0	0	0	0	0	853
Claims Construction Fund	663	0	0	0	0	0	0	0	663
Future Financing	0	1,679	9,499	2,129	16,920	41,300	10,246	164	81,937
TOTAL REVENUES:	1,516	1,679	9,499	2,129	16,920	41,300	10,246	164	83,453
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	659	1,421	5,945	2,093	16,920	41,300	10,246	164	78,748
Planning and Design	857	258	3,554	36	0	0	0	0	4,705
TOTAL EXPENDITURES:	1,516	1,679	9,499	2,129	16,920	41,300	10,246	164	83,453



Program Description (cont)

The **MIA Passenger Boarding Bridges subprogram** includes replacement of 40 Passenger Boarding Bridges (PBBs) and associated equipment at concourses D, E, F, G and H within the next 5 years.

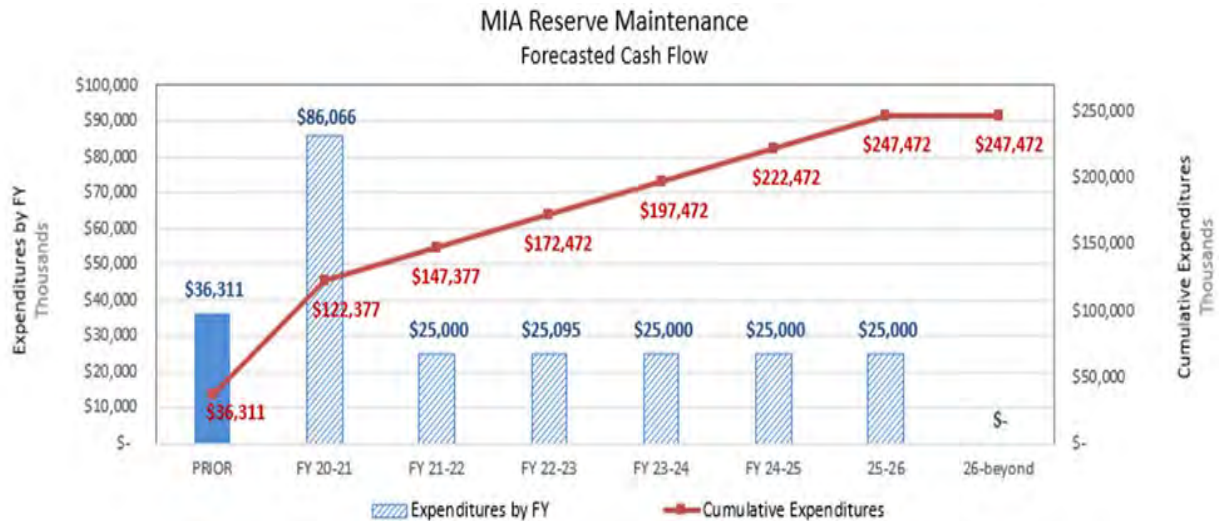
REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Aviation Passenger Facility Charge	10,602	25,004	25,004	11,770	3,411	0	0	0	75,791
FDOT Funds	2,059	0	0	0	0	0	0	0	2,059
TOTAL REVENUES:	12,661	25,004	25,004	11,770	3,411	0	0	0	77,850
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	12,331	23,957	23,957	11,277	3,411	0	0	0	74,933
Planning and Design	330	1,047	1,047	493	0	0	0	0	2,917
TOTAL EXPENDITURES:	12,661	25,004	25,004	11,770	3,411	0	0	0	77,850



Program Description (cont)

The **MIA Reserve Maintenance subprogram** includes the following projects at the Miami International Airport: Fuel Farm Utilities Relocation, Employee Parking Lot Road Improvements, MIA Dolphin and Flamingo Parking Garages painting, MIA Building 3030 offices, Concourse H Restroom Renovations, MIA Advantaged Technology (AT) X-ray Security Screening System, the Admiral's Club Infrastructure and new stairs, and the Runway Incursion Mitigation (RIM) at the Executive Airport. Additionally, the scope of this subprogram also includes the maintenance of all airport facilities.

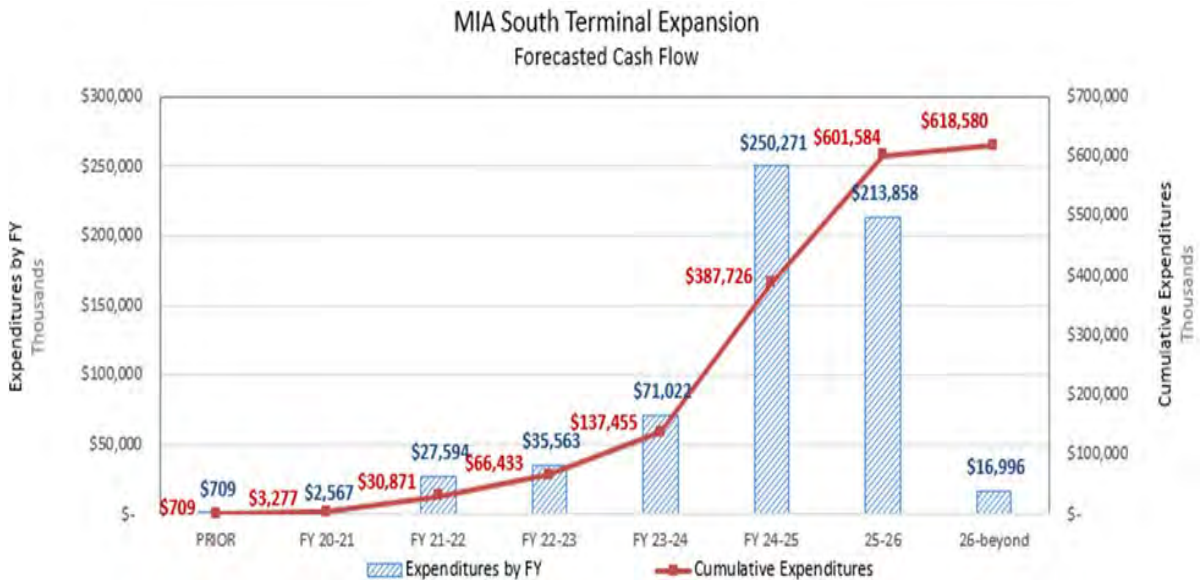
REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
FDOT Funds	1,440	0	0	0	0	0	0	0	1,440
Federal Aviation Administration	3,127	0	0	0	0	0	0	0	3,127
Reserve Maintenance Fund	31,744	86,066	25,000	25,095	25,000	25,000	25,000	0	242,905
TOTAL REVENUES:	36,311	86,066	25,000	25,095	25,000	25,000	25,000	0	247,472
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	33,847	77,459	22,500	22,595	22,500	22,500	22,500	0	223,901
Planning and Design	2,464	8,607	2,500	2,500	2,500	2,500	2,500	0	23,571
TOTAL EXPENDITURES:	36,311	86,066	25,000	25,095	25,000	25,000	25,000	0	247,472



Program Description (cont)

The **MIA South Terminal Expansion subprogram** includes the expansion of the South Terminal eastward phase 1 adding new gates, developing South Terminal centralized checkpoint and renovating the existing South Terminal building; relocation of South Terminal apron and Utilities Phase 1; glazing and curtain wall assessment and corrective action in Concourse H; enhance South Terminal smoke evacuation System; demolition of Building 3050 as enabling project for South Terminal Expansion.

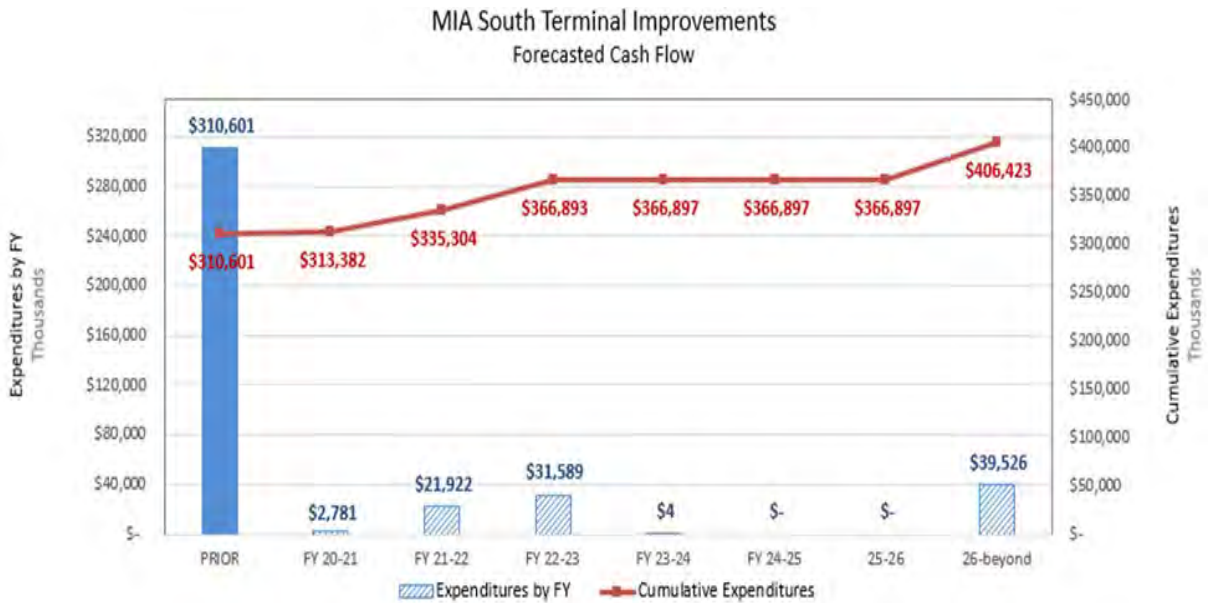
REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Aviation Revenue Bonds	709	1,545	0	0	0	0	0	0	2,254
FDOT Funds	0	492	11,752	2,040	1,848	10,369	0	0	26,501
Future Financing	0	530	15,842	33,523	69,174	239,902	213,858	16,996	589,825
TOTAL REVENUES:	709	2,567	27,594	35,563	71,022	250,271	213,858	16,996	618,580
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	590	1,736	3,778	31,367	71,022	250,271	213,858	16,996	589,618
Planning and Design	119	831	23,816	4,196	0	0	0	0	28,962
TOTAL EXPENDITURES:	709	2,567	27,594	35,563	71,022	250,271	213,858	16,996	618,580



Program Description (cont)

The **MIA South Terminal Improvements subprogram** includes enhancement of MIA's South Terminal Baggage Handling System (BHS); replacement of roof in Concourse H; and interior renovation work in Concourse H.

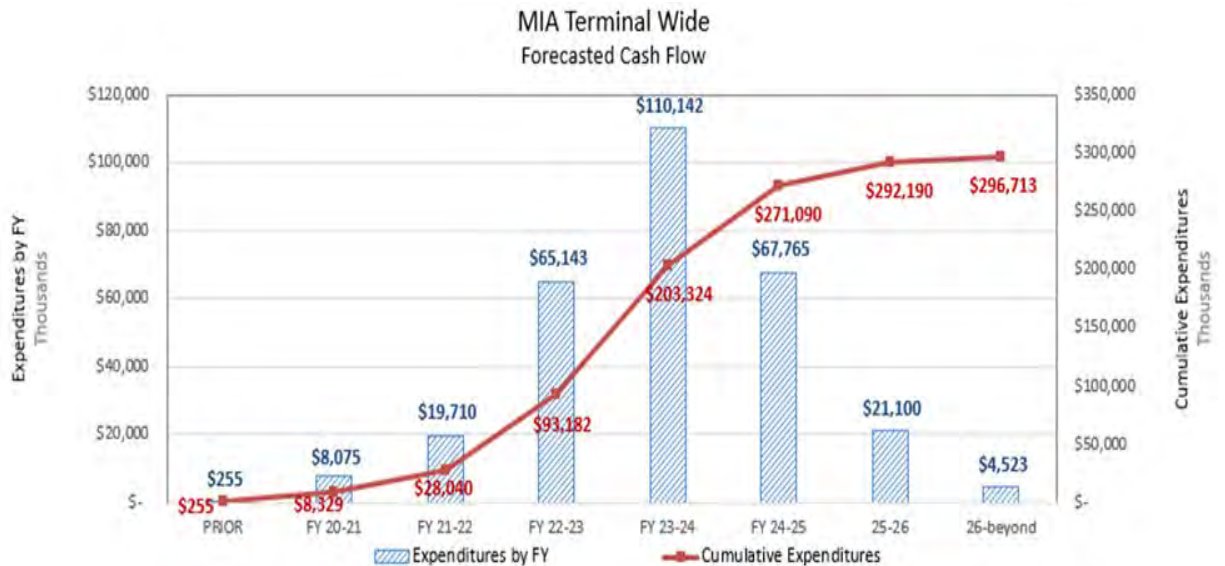
REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Aviation 2016 Commercial Paper	158,769	0	0	0	0	0	0	0	158,769
Aviation Passenger Facility Charge	0	2,617	10,961	2,415	0	0	0	0	15,993
Aviation Revenue Bonds	31,099	0	0	0	0	0	0	0	31,099
FDOT Funds	16,183	164	10,961	3,836	0	0	0	0	31,144
Federal Aviation Administration	3,389	0	0	0	0	0	0	0	3,389
Future Financing	0	0	0	25,338	4	0	0	39,526	64,868
Transportation Security Administration Funds	101,161	0	0	0	0	0	0	0	101,161
TOTAL REVENUES:	310,601	2,781	21,922	31,589	4	0	0	39,526	406,423
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	299,273	2,719	21,922	31,503	4	0	0	37,725	393,146
Planning and Design	11,328	62	0	86	0	0	0	1,801	13,277
TOTAL EXPENDITURES:	310,601	2,781	21,922	31,589	4	0	0	39,526	406,423



Program Description (cont)

The **MIA Terminal Wide subprogram** includes the terminal-wide re-roofing and lightning systems upgrades; tenant relocation; and the replacement of Passenger Boarding Bridges at North and Central Terminal phase II.

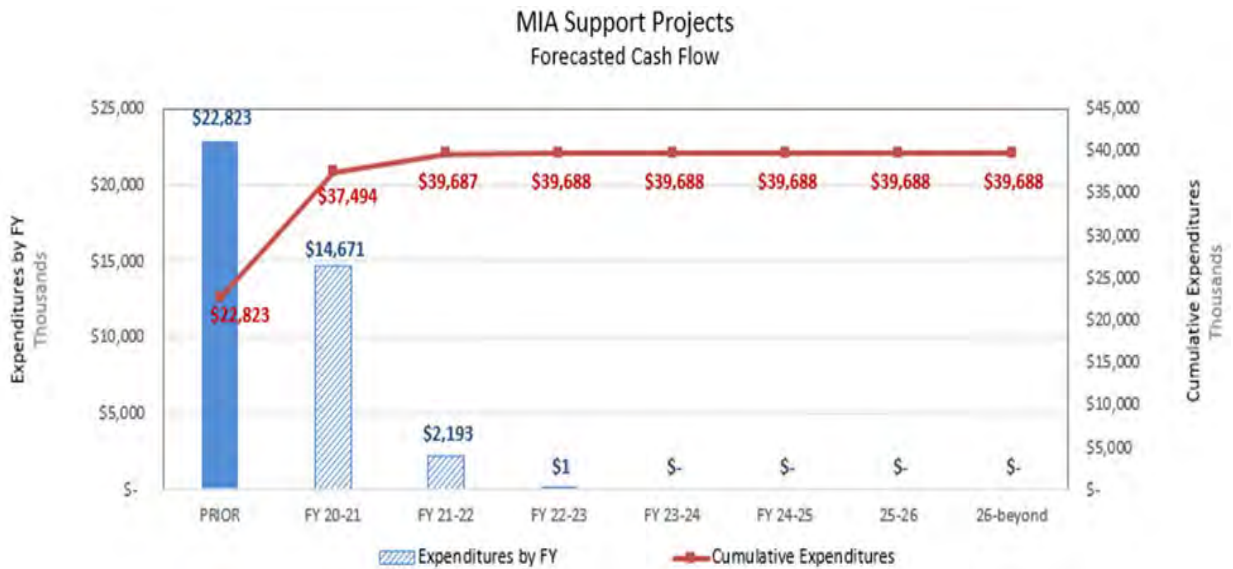
REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Aviation Revenue Bonds	255	0	0	0	0	0	0	0	255
Future Financing	0	8,075	19,710	65,143	110,142	67,765	21,100	4,523	296,458
TOTAL REVENUES:	255	8,075	19,710	65,143	110,142	67,765	21,100	4,523	296,713
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	255	2,081	13,674	65,143	110,142	67,765	21,100	4,523	284,683
Planning and Design	0	5,994	6,036	0	0	0	0	0	12,030
TOTAL EXPENDITURES:	255	8,075	19,710	65,143	110,142	67,765	21,100	4,523	296,713



Program Description (cont)

The **MIA Support Projects subprogram** includes the MIA Perimeter protection, Credentialing and Identity Management System (CITS), Surface Management System (SMS), checkpoint queue wait time analyzer, biometric enabled common use passenger processing system, OPF customs building expansion-remodeling, MIA parking access and revenue control system replacement and Central Terminal CCTV and access control system.

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Aviation Revenue Bonds	8,842	3,764	2,036	0	0	0	0	0	14,642
Double-Barreled GO Bonds	6,502	3,675	0	0	0	0	0	0	10,177
FDOT Funds	1,316	0	0	0	0	0	0	0	1,316
Improvement Fund	5,067	2,067	157	1	0	0	0	0	7,292
Transportation Security Administration Funds	1,096	5,165	0	0	0	0	0	0	6,261
TOTAL REVENUES:	22,823	14,671	2,193	1	0	0	0	0	39,688
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	21,705	14,509	2,193	1	0	0	0	0	38,408
Planning and Design	1,118	162	0	0	0	0	0	0	1,280
TOTAL EXPENDITURES:	22,823	14,671	2,193	1	0	0	0	0	39,688



Program Funding

The Aviation Department utilizes multiple funding sources to pay for Capital Projects as noted in the CIP funding plan table below. These funding sources are described in more detail as follows:

Federal Aviation Administration (FAA) Funds— The Federal Airport Improvement Program (AIP) is administered by the FAA and funded by the Airport and Airway Trust Fund, which is financed through federal aviation user fees and taxes. Grants-in-aid funds are for airport infrastructure improvements to enhance safety, security, and capacity with access made available to airport sponsors in the form of “entitlements” and “discretionary” allocations for eligible projects. The AIP “entitlement” grant amounts vary annually and are based upon an airport’s level of enplaned passengers and air-cargo, the amount of funds appropriated by Congress and any revisions to the statutory formula for calculating such funding. The AIP “discretionary” funds are selectively disbursed based on the competitiveness of the project within the national airport priority system established by the FAA and are also affected by Congressional actions. Although this potential funding source is not listed as a CIP funding source unless the discretionary grant has been awarded, the Aviation Department plans to continue to seek AIP “discretionary” funds and incorporate information into funding plans as future grants are awarded. The Aviation Department is anticipating receiving grant revenues totaling \$149.5 million from FAA.

Transportation Security Administration (TSA) Funds— TSA funds are dedicated towards the installation of in-line explosive detection systems and related security measures for outbound baggage systems. In September 2013, the TSA issued Other Transaction Agreement (OTA) for \$101.2 million to fund the outbound baggage system enhancements at MIA in both the South and Central terminals, which will be completed in the next year. Later TSA added Other Transaction Agreements (OTA) for the MIA Perimeter Protection Project and the MIA North Terminal Checked Baggage Handling System Modifications for a total of \$107.4 million.

Florida Department of Transportation (FDOT) Funds— Aviation projects throughout the State of Florida (the State) are funded by the State through both aviation and highway fuel taxes. State funding of aviation projects is made through FDOT under Chapter 332 of the Florida Statutes. Florida’s aviation grant funds are non-competitive grants for non-exclusive use capital projects that are similar to the scope and eligibility criteria of projects eligible for FAA funding. FDOT bases its grant allocations on FDOT funding policies that give priority to matching federal funds and projects involving safety, security, preservation and maintenance of facilities and capacity. The Aviation Department is anticipating receiving grant revenues totaling \$190.8 million from FDOT.

Program Funding (cont)

Passenger Facility Charge (PFC) Revenue— PFC revenue is money collected by MIA air carriers on behalf of the Aviation Department based on a \$4.50 fee that is added to a passenger's ticket costs. As stated in the Debt Service section, most of the PFC revenue collected is used to pay annual debt service costs related to PFC approved projects. However, the Aviation Department has accumulated a balance in the PFC Revenue Account that will allow it to fund on a pay-as-you-go (equity) basis some Capital Project costs as noted in the CIP funding table. Today, the Aviation Department is contemplating using \$142.5 million from these accumulated PFC funds to pay a portion of airfield and terminal related CIP PFC eligible project costs.

Reserve Maintenance Fund and Improvement Fund— The Reserve Maintenance Fund is used to fund refurbishment type costs. The Improvement Fund represents discretionary funds that can be used by the Aviation Department for any lawful airport purpose including pay-as-you-go financing of Capital Projects. The Aviation Department is anticipating spending \$356 million in Maintenance and Improvement fund.

Aviation Revenue Bonds— Bond proceeds obtained from the sale of Aviation Revenue Bonds are deposited into the Construction Fund and are used to fund Capital Project costs. The Aviation Department entered a commercial paper program to provide temporary funding for the cost of certain projects at the Airport. On March 2, 2016, the County issued the initial tranche of its Aviation Commercial Paper Notes, Series C (the "CP Notes"). No more than \$200 million in CP Notes may be outstanding at any one time. Between existing bonds and new bonds, the Aviation Department is looking at expending \$3,352 million in revenue bonds.

Program Funding (cont)

**AVIATION CAPITAL IMPROVEMENT PROGRAM
FUNDING PLAN
Miami-Dade Aviation Department**

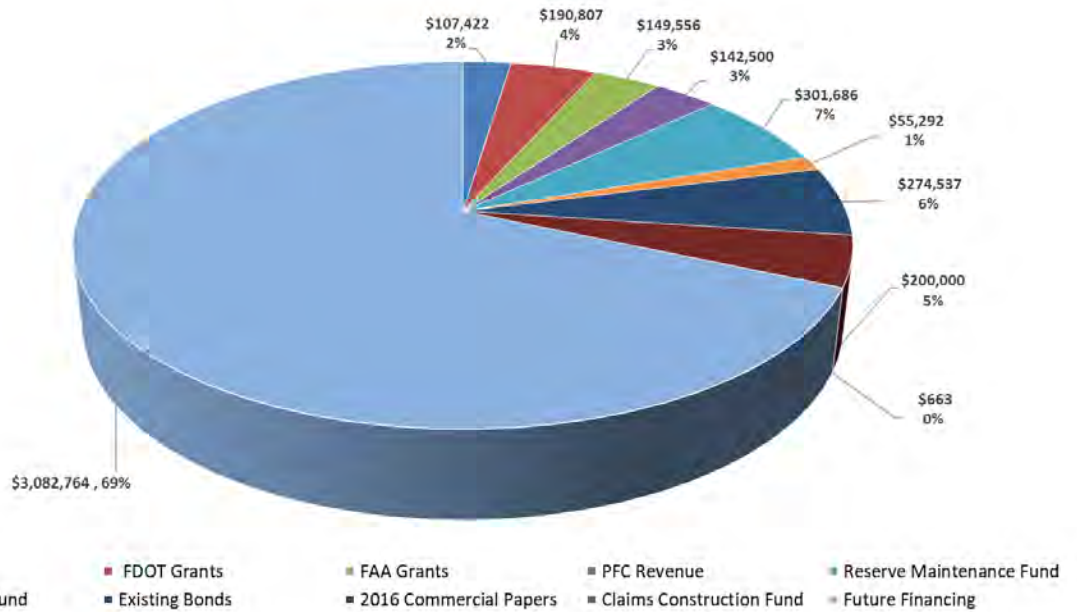
CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FUTURE	TOTAL
Revenue									
Aviation 2016 Commercial Paper	200,000	0	0	0	0	0	0	0	200,000
Aviation Passenger Facility Charge	10,602	55,239	37,922	18,810	19,927	0	0	0	142,500
Aviation Revenue Bonds	189,431	24,442	17,948	12,539	0	0	0	0	244,360
Claims Construction Fund	663	0	0	0	0	0	0	0	663
Double-Barreled GO Bonds	9,308	7,157	12,806	906	0	0	0	0	30,177
FDOT Funds	76,801	19,076	29,709	23,775	9,121	15,455	8,118	8,752	190,807
Federal Aviation Administration	73,952	39,427	5,169	3,415	26,443	1,000	150	0	149,556
Future Financing	0	141,353	273,753	417,827	333,055	512,757	373,211	1,030,808	3,082,764
Improvement Fund	5,067	2,067	40,055	8,103	0	0	0	0	55,292
Reserve Maintenance Fund	90,525	86,066	25,000	25,095	25,000	25,000	25,000	0	301,686
Transportation Security	102,257	5,165	0	0	0	0	0	0	107,422
Administration Funds									
Total:	758,606	379,992	442,362	510,470	413,546	554,212	406,479	1,039,560	4,505,227
									Expenditures
Strategic Area: ED									
Facility Expansion	1,472	2,809	28,150	49,479	75,271	250,290	213,858	16,996	638,325
Facility Improvements	757,134	377,183	414,212	460,991	338,275	303,922	192,621	1,022,564	3,866,902
Total:	758,606	379,992	442,362	510,470	413,546	554,212	406,479	1,039,560	4,505,227

Program Funding (cont)

**Aviation Capital Improvement Program
Funding Sources FY2021**

In Thousands



Operating Cost Effect of Capital Projects

The Capital Improvement Program (CIP) is 4% complete which equates to about \$184 M worth of projects, see table below. This has caused an operation impact of \$15.8 M increase in outside consulting services, which relate to the operations and maintenance contracts. In addition, 21 people were hired to perform project management for the CIP, this equates to about \$2.1 M dollars of operating impact. The total operational impact for FY 2021 is about 2 M.

CIP Completed and Closed Projects

As of September 30, 2020

Project No.	Project Name	Adopted Budget FY 2021	Estimated Annual Maintenance Cost
P252A	MIA Cc E Satellite Automated People Mover Replacement	\$ 58,482,726	\$ 1,977,675
T072A	MIA Lower Concourse E Renovations	8,958,745	60,000
T072C	MIA Lower Cc E Admirals Club Elevators	3,888,778	-
T072D	MIA Lower Cc E APM Station 4th Level	3,976,786	-
T072H	MIA Lower Cc E FIS Area Renovations - Phase 1	25,137,934	-
U010E	MIA Satellite E New Generator	1,772,281	20,000
U010G	MIA Satellite E ICE Detention Center	674,288	-
U010H	MIA Satellite E 4th Level Demolition Work	1,842,836	-
U010J	MIA Satellite E Fire Pump Room	1,687,784	-
V040A	MIA Satellite E Pavement Rehabilitation	28,774,400	-
S071A	MIA Concourse H Roof Replacement	8,985,565	5,133
P256B	MIA Partial Demo Bldg. 704, FPL Vault Relocation & Wash Rack Relocation	10,091,496	-
P256C	MIA Bldg. 704 Tenants Relocation and Finish Out Building 701	12,424,586	-
P256D	MIA Fumigation Facility Temporary Relocation	2,429,916	-
W016A	MIA Fuel Farm Utilities Relocation	1,744,424	-
X149A	MIA CC G Preconditioned Air Equipment	5,239,179	-
Y079A	MIA Dolphin & Flamingo Garages Painting	3,200,000	-
W076A	TMB RIM Option 2 Phase 1	4,927,137	-
	TOTAL	\$ 184,238,860	\$ 2,062,808

Supplemental Data

- Ordinance
- Non-Departmental
- Management Agreements
- Administrative Reimbursement
- Promotional Funding
- Summary of Rates
- Economic Statistics
- Operational Statistics
- Financial Statistics
- Glossary
- Acronyms

Ordinance

Revenue Fund

<u>Revenues:</u>	<u>2020-21</u>
Carryover	\$92,826,000
Miami International Airport	784,971,000
Miami Executive Airport	2,573,000
Opa-locka Airport	7,060,000
Homestead Airport	420,000
T & T Airport	14,000
Transfer from Improvement Fund	58,000,000
Total	\$945,864,000
<u>Expenditures:</u>	
Miami International Airport	\$520,740,000
Miami Executive Airport	1,443,000
Opa-locka Airport	1,218,000
Homestead Airport	528,000
T & T Airport	357,000
Subtotal Operating Expenditures	\$524,286,000
<u>Transfer to Other Funds:</u>	
Sinking Fund	\$242,375,000
Reserve Maintenance	15,000,000
Improvement Fund	75,074,000
Subtotal Transfers to Other Funds	\$332,449,000
Operating Reserve/Ending Cash Balance	\$89,129,000
Total	\$945,864,000

Improvement Fund

<u>Revenues:</u>	<u>2020-21</u>
Carryover	\$185,000,000
Transfer from Revenue Fund	75,074,000
Transfer from Interest and Sinking Fund	2,000,000
Interest Earnings	2,000,000
Total	\$264,074,000
<u>Expenditures:</u>	
On-going Improvement Fund Projects	\$7,067,000
Unplanned Capital Projects	15,000,000
Payment of Subordinate Debt	7,125,600
Transfer of DB Bonds Debt Service	15,287,263
Transfer to Revenue Fund	58,000,000
Transfer to Sinking Fund	19,500,000
Ending Cash Balance	142,094,137
Total	\$264,074,000

Ordinance (cont)

Reserve Maintenance Fund

Revenues:	2020-21
Carryover	\$70,000,000
Transfer from Revenue Fund	15,000,000
Grants Contribution	2,000,000
Interest Earnings	1,000,000
Total	\$88,000,000

Expenditures:	
Projects Committed	\$43,000,000
Unplanned Capital Projects	37,000,000
Ending Cash Balance (reserved for emergencies)	8,000,000
Total	\$88,000,000

Construction Fund

Trust Agreement Bonds

Revenues:	2020-21
Carryover	\$135,287,000
New Money Aviation Revenue Bonds	200,000,000
Grant Funds	61,668,000
Transfer from Passenger Facility Charges Account	55,239,000
Total	\$452,194,000

Expenditures:	
Capital Projects Expenditure	\$322,768,000
Ending Cash Balance	129,426,000
Total	\$452,194,000

Double Barrel Bonds

Revenues:	2020-21
Carryover	\$31,000,000
Total	\$31,000,000

Expenditures:	
Capital Projects Expenditures	\$7,157,000
Ending Cash Balance	23,843,000
Total	\$31,000,000

Ordinance (cont)

Sinking Fund

General Aviation Revenue Bonds (GARBs)

<u>Revenues:</u>	<u>2020-21</u>
Carryover (includes Reserve)	\$163,381,139
Transfer from Revenue Fund	242,375,000
Transfer from Improvement Fund	19,500,000
PFC Revenues	110,000,000
Interest Earnings	5,000,000
Total	\$540,256,139
<u>Expenditures:</u>	
Debt Service - Principal	\$148,590,000
Debt Service - Interest	226,284,590
Transfer to Improvement Fund	2,000,000
Ending Cash Balance (includes Reserve)	163,381,549
Total	\$540,256,139

Double Barrel Bonds Debt Service Accounts (includes Reserve)

<u>Revenues:</u>	<u>2020-21</u>
Carryover	\$39,051,200
Transfer from Improvement Fund	15,287,262
Interest Earnings	600,000
Total	\$54,938,462
<u>Expenditures:</u>	
Payment of DB Bonds Debt Service	\$15,433,512
Ending Cash Balance (Includes Reserve)	39,504,950
Total	\$54,938,462

Ordinance (cont)

Environmental Fund

<u>Revenues:</u>	<u>2020-21</u>
Carryover	\$50,808,000
Interest Earnings	300,000
Total	\$51,108,000
<u>Expenditures:</u>	
Unplanned Capital Projects	\$20,000,000
Ending Cash Balance (Reserve for Emergencies)	31,108,000
Total	\$51,108,000

Passenger Facility Charges (PFC) Account

<u>Revenues:</u>	<u>2020-21</u>
Carryover	\$292,950,000
PFC Revenue Received	56,016,400
Interest Earnings	4,000,000
Total	\$352,966,400
<u>Expenditures:</u>	
Transfer to Construction Fund	\$55,239,000
Debt Service Payment (Transfer to Sinking Fund)	110,000,000
Ending Cash Balance	187,727,400
Total	\$352,966,400

Non-Departmental

The Non-Departmental budget is for expenses that are used by the entire Department and cannot be assigned to a particular division. For example, the Administrative Support overhead payment to Miami-Dade County, utilities, and contingency reserve.

	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2019</i>	<i>Budget</i> <i>FY 2020</i>	<i>Budget</i> <i>FY 2021</i>	<i>FY 2021 vs FY 2020</i>	
				\$	%
Salary/Fringes					
Regular	\$0	\$0	\$0	\$0	0.0%
Over-time	-	-	-	-	0.0%
Fringes	-	-	-	-	0.0%
Total Salary/Fringes	\$0	\$0	\$0	\$0	0.0%
Outside Contract Services	1,006,911	1,578,676	1,108,966	(469,710)	-29.8%
Charges for County Services	1,338,418	1,573,272	1,716,772	143,500	9.1%
Utilities	45,684,682	36,230,000	39,230,000	3,000,000	8.3%
Other Operating	6,990,211	25,123,000	23,023,000	(2,100,000)	-8.4%
Capital	-	-	-	-	0.0%
Total	\$55,020,221	\$64,504,948	\$65,078,738	\$573,790	0.9%

Management Agreements

The usage of management agreements by the Aviation Department is to provide services through nationally recognized firms within their area of expertise. Among the areas of expertise are public parking, special service lounges, fuel farm, and the Airport Hotel. The selected management company receives reimbursement of approved budgeted operating expenses and a fixed management fee or fees based on percentages of revenues or operating profits of the facilities. While the Aviation Department generally relies on the management companies for recommendations relative to the daily operation of the facilities, the Department exercises complete budgetary control and establishes the standards, guidelines, and goals for growth and performance.

The usage of operating agreements by the Aviation Department also provides services through nationally recognized firms within their area of expertise. However, these companies differ than the management companies in that they provide a service that is not direct revenue generating type service, such as employee shuttles buses. These costs are recovered through general rates and charges.

	<i>Actual</i> FY 2019	<i>Adopted</i> Budget FY 2020	<i>Adopted</i> Budget FY 2021	<i>Inc/(Dec)</i> FY 2021 vs FY 2020	
				\$	%
Management Agreement					
Airport Parking Associates (APA)	\$7,788,871	\$8,973,778	\$7,743,476	(\$1,230,302)	-13.7%
Gideon Toal Management Services, LLC (Passenger Lounges)	869,817	997,920	883,937	(113,983)	-11.4%
Allied Aviation (Fuel Farm)	6,224,539	6,960,229	6,378,257	(581,972)	-8.4%
Midfield (Auto Gas Sales)	2,297,712	2,904,104	2,547,306	(356,798)	-12.3%
MCR Investments, LLC (Hotel)	8,230,701	10,222,927	9,456,839	(766,088)	-7.5%
Total	\$25,411,641	\$30,058,958	\$27,009,815	(\$3,049,143)	-10.1%
Operating Agreements					
Shuttle	\$2,830,228	\$0	-	\$0	0.0%
SP+ Transportation	2,820,134	7,633,776	6,966,849	(666,927)	-8.7%
C & W (Janitorial)	30,502,062	33,050,318	-	(33,050,318)	-100.0%
Vista (Janitorial)	2,515,108	2,759,534	-	(2,759,534)	-100.0%
N & K (Janitorial)	3,568,382	3,787,671	-	(3,787,671)	-100.0%
Total	\$42,235,913	\$47,231,299	\$6,966,849	(\$40,264,450)	-85.2%
Grand Total	\$67,647,554	\$77,290,257	\$33,976,664	(\$43,313,593)	-56.0%

Administrative Reimbursement

Overview

Administrative reimbursement includes direct and indirect expenses to the County; direct expenses are payments made to other County Departments for services provided and indirect expenses are payments made to the County for administrative costs which is calculated based on a rate-modified multiplier established by the General Fund Reimbursement Study.

Direct County Expenses

Miami-Dade County Agency	Adopted Budget	Adopted Budget	Purpose
	FY 2019-20	FY 2020-21	
Audit and Management Services	490,000	490,000	Auditing services in excess of indirect reimbursement
Community Information and Outreach	60,000	60,000	Web Portal Maintenance services
Community Information and Outreach	120,000	120,000	Advertising services
County Attorneys Office	1,000,000	1,000,000	Legal services
Cultural Affairs	200,000	100,000	Art in Public Places
Environmental Resources Management	500,000	400,000	DERM charges for personnel and resources
Finance	50,000	50,000	Cash management services
Finance	70,000	70,000	Payment Card Industry (PCI) Compliance
Fire Rescue	31,538,080	31,963,626	Fire protection & rescue services
Fire Rescue	460,000	460,000	Fire Inspection Fees
Information Technology	6,277,358	4,563,599	Radios, technology and infrastructure
Internal Services	8,000	5,000	Assets Management Fee
Internal Services	75,405	39,324	Pest Control Services
Internal Services	129,126	141,000	Human Resources - services and support
Internal Services	7,751,000	6,266,607	GSA - insurance
Internal Services	8,946,946	8,919,952	GSA - security guard services
Internal Services	524,000	524,000	GSA - elevator inspections
Internal Services	132,000	106,000	GSA - printing & reproduction supplies
Internal Services	800,000	1,010,000	Procurement Services
Internal Services	-	1,003,033	Small Business Development
Internal Services	30,000	30,000	ECAP
Regulatory & Economic Resources	20,000	17,000	Planning and zoning department charges
Office of Economic Development & Int'l Trade	40,000	20,000	Marketing services
Office of Inspector General	500,000	500,000	Audits and investigative work
Police Department	35,158,463	34,977,585	Police services
Police Department	84,300	80,900	Automobile Insurance
	\$94,964,678	\$92,917,626	
Federal Agency			
Customs & Border Patrol	1,200,000	1,535,000	Reimbursement of staffing hours
USDA Wildlife	17,000	17,000	Wildlife damage management project
	\$1,217,000	\$1,552,000	
	\$96,181,678	\$94,469,626	

Indirect County Expenses

	Adopted Budget	Adopted Budget	
	FY 2019-20	FY 2020-21	
MDAD Salaries & Fringes	148,577,591	155,628,169	[A]
Rate-Modified Full Costing	0.020353	0.020353	[B]
Total MDAD Reimbursement to County	\$3,024,000	\$3,167,500	
Agreed Upon Deduction	(1,450,728)	(1,450,728)	
Amount Due to Miami-Dade County	\$1,573,272	\$1,716,772	
Total Direct & Indirect County Expenses	\$97,754,950	\$96,186,398	

Promotional Funding

These events will provide the Miami-Dade Aviation Department with an excellent opportunity to showcase and promote Miami International Airport and its General Aviation Airports. All promotional funds recipients will be required to comply with the requirements of Administrative Order 7-32 governing the expenditure of the Department's promotional funds, and with the Federal Aviation Administration's guidelines.

Summary of Promotional Funding

<i>Event Title</i>	<i>Amount</i>
Inaugurals for New Airlines & Routes	15,000
Community & Global Outreach Programs	175,600
Miami-Dade County Days in Tallahassee 2020	3,500
FAC State Legislative Summit, FAC Federal Legislative Summit, & FAC Annual Conference	9,000
FAA Meetings for FY 2020-2021	5,000
Survival Fire Drill	5,000
The International Air Cargo Association (TIACA)	72,000
AfrICANDO - US - Africa Trade & Investment Symposium / Expo	12,500
Total	<u><u>\$ 297,600</u></u>

Detail of Promotional Funding

Miami-Dade Aviation Department (MDAD)

Event title: Inaugurals for New Airlines & Routes - The Aviation Department will co-host inaugural ceremonies for and with new airlines commencing service and with incumbent airlines commencing new routes.

Miami-Dade Aviation Department (MDAD)

Event Title: Community & Global Outreach Programs – MDAD, in accordance with FAA guidelines, will utilize airport revenues in support of community and global outreach activities as long as such expenditures are directly and substantially related to the operations of Miami International Airport and MDAD's General Aviation airports. Activities include, among others, The Florida Chamber's International Business Day in Tallahassee, The Florida Chamber's International Trade & Logistics Summit in Miami, The Annual World Strategic Forum, The Beacon's Council's Annual Business Achievements Event and Annual Report Event, the Miami-Dade Chamber of Commerce events, the Florida Customs Brokers & Forwarders Association (FCBF) General Monthly Meeting sponsorship one month annually, and its Board Installation Event, the FCBF Conference of the Americas, the Greater Miami Convention & Visitors Bureau Annual Report Event, The Greater Miami Chamber of Commerce's Annual Meeting, The International Air Cargo Association's (TIACA) Annual General Meeting or Executive Summit, the E-Merge Americas Annual Conference, the World Trade Center - Miami World Trade Month Events and International Trade Achievement Awards event, The India-US Chamber of Commerce Annual Event, and The S.E.U.S.-Japan Association Annual Conference. These expenditures will be documented and reviewed on a case-by-case basis to ensure compliance with FAA guidelines.

Miami-Dade County

Event title: Miami-Dade County Days in Tallahassee 2020 - Miami-Dade Days provides a unique opportunity for participants, including local officials and community leaders to discuss legislative priorities affecting Miami International Airport with state legislators in an informal setting.

Detail of Promotional Funding (cont)

Florida Airports Council (FAC)

Event Title: FAC State Legislative Summit, the FAC Federal Legislative Summit and the FAC Annual Conference – Miami-Dade Aviation Department will co-sponsor the FAC State and Federal Legislative Summits, as well as the Annual Conference, at which the Department will be represented by its Office of Governmental Affairs and the Departmental liaison to FAC.

Miami-Dade Aviation Department (Airside Operations)

Event Title: FAA Meetings for FY 2020-2021 – Airport safety assessment with FAA, airlines, and Chief Pilots; Runway Safety Action Team/FAA meetings with airlines and Chief Pilots; FAA drills/meetings reference required drills to meet MIA's 139 Certification as a Commercial Airport; AAE Trainings regarding required FAA drills to meet MIA's 139 Certification as a Commercial Airport.

Miami-Dade Aviation Department (MDAD)

Event Title: Survival Fire Drill – This event is conducted by the Fire Department of MDAD to review safety practices.

The International Air Cargo Association (TIACA)

Event Title: 2020 Air Cargo Forum – MDAD will be the official host of the 2020 Air Cargo Forum in Miami. The 2020 Air Cargo Forum is projected to become the largest air cargo and logistics conference and exhibition in the Western Hemisphere.

The Foundation for Democracy in Africa

Event Title: AfrICANDO – US – Africa Trade & Investment Symposium / Expo – AfrICANDO is a unique opportunity to meet producers of high quality and authentic products from Africa and to network with importers, business leaders, investment promotion authorities, Ministers, and Ambassadors from Africa.

Summary of Rates

Rate Description	Rate Application	FY 2020-21
Airfield		
Landing Fees ¹	Per 1,000 lbs. of gross landed weight	\$1.62
Loading Bridge	Per Arrival and Per Departure	\$35.00
Preconditioned Air: Narrow-Body	Per Arrival	\$18.34
Preconditioned Air: Wide-Body	Per Arrival	\$40.58
Preconditioned Air: Jumbo-Body	Per Arrival	\$54.15
Terminal		
Domestic Arrival Fee - Per Seat:		
Concourse Use	Per Domestic Arriving Seat	\$4.91
Baggage Claim	Per Domestic Arriving Seat	<u>\$0.92</u>
Total		\$5.83
Preferential Gate Fee (annual per gate)		\$666,161.83
Domestic Departure Fee - Per Seat:		
Concourse Use	Per Domestic Departing Seat	\$4.91
Screening	Per Domestic Departing Seat	\$1.44
Baggage Make-up Maintenance (1)	Per Domestic Departing Seat	\$1.25
Baggage Make-up Capital (4)	Per Domestic Departing Seat	<u>\$0.50</u>
Total		\$8.10
International Arrival Fee - Per Seat:		
Concourse Use	Per International Arriving Seat	\$0.00
International Facilities	Per International Arriving Seat	<u>\$12.43</u>
Total		\$12.43
International Departure Fee - Per Seat:		
Concourse Use	Per International Departing Seat	\$4.91
Screening	Per International Departing Seat	\$1.44
Baggage Make-up Maintenance (1)	Per International Departing Seat	\$1.25
Baggage Make-up Capital (4)	Per International Departing Seat	<u>\$0.50</u>
Total		\$8.10
<p>** (a) Rates, fees and charges set forth in this IO are subject to change during the Fiscal Year in accordance with applicable, regulatory or contractual provisions. Approval of the 2020-2021 Budget by the Board of County Commissioners based on the rates, fees, and charges stated herein constitutes the establishment and authorization of such rates, fees, and charges under Section 25-1.2(a) of the Code of Miami-Dade County.</p> <p>(b) The Miami-Dade Aviation Department (MDAD) may waive any fee provided for herein for applications or users that are federal, state or local governmental or military users, foreign government or military users, or, to the extent a waiver or reduction of the fee is fair, reasonable, and not unjustly discriminatory, other applicants or users under circumstances determined by MDAD to justify a waiver or reduction of the fee.</p> <p>¹Total dollar amounts due for landing and other aviation fees applicable to each type of aircraft are listed on the document entitled "Aviation Charges at Miami International Airport" contained in Section 2 of "Rates, Fees & Charges, FY 2020-2021" available at MIA's website at www.miami-airport.com. The amounts listed therein shall be used to calculate amounts due for aircraft and aviation activity as reflected in MDAD's invoices.</p>		
Terminal Rental Rates Per Sq. Ft.		
Class I	Per Square Foot	\$88.75
Class II	Per Square Foot	\$133.13
Class III	Per Square Foot	\$88.75
Class IV	Per Square Foot	\$44.38
Class V	Per Square Foot	\$22.19
Class VI	Per Square Foot	\$88.75

Common Use Terminal Equipment (CUTE):**Cute Gate Rates**

Infrastructure Fee (2)	Per Departing Seat	\$0.00
Gate Usage Fee (CUTE Equipment Rental)	Per Departing Seat	\$0.28

Ticket Counter Fees

Cute Equipment Rental	Per Departing Seat	\$0.68
Class I Rental Expense for Ticket Counter	Per Departing Seat	\$0.41
Class IV Rental Expense for Baggage Makeup	Per Departing Seat	\$1.00
CUTE Dynamic Signage (Back Wall Displays) (3)	Per Departing Seat	<u>\$0.02</u>
Total Ticket Counter Fee	Per Departing Seat	\$2.11

The following footnotes are applicable to the items set forth above:

- (1) American Airlines is excluded from this charge because American Airlines maintains its own baggage system.
- (2) Fee is paid by all MIA passenger air carriers as an increase in the concourse use fee.
- (3) The FY 2020-21 monthly maximum for back wall display is \$50.00 per ticket counter position for CUTE-exempt carriers.
- (4) The Capital Recovery portion of Baggage Make-up is charged to all airlines.

Ticket Counter Fees (Hourly)

Cute Equipment Rental	Per Ticket Counter Hour	\$6.85
Class I Rental Expense for Ticket Counter	Per Ticket Counter Hour	\$4.13
Class IV Rental Expense for Baggage Makeup	Per Ticket Counter Hour	\$11.23
CUTE Dynamic Signage(Back Wall Displays)	Per Ticket Counter Hour	<u>\$0.23</u>
Total Hourly Ticket Counter Fee	Per Ticket Counter Hour	\$22.44

Maximum daily rate	Per Ticket Counter = 12 hrs. x Ticket Counter Usage Fee	\$269.28
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CUTE Dynamic Signage (Back Wall Displays)

Maximum monthly rate	Fee Per Exempt Ticket Counter Position	\$50.00
Annual rate for back-wall displays within leased areas	Fee Per Display	\$1,200.00
CUTE Back-office / Operations / Educational Equipment	Monthly Per Unit	\$122.80

Standard Manual CUTE Ticket Counter Rates

Wide-body aircraft (over 200 seats)	Per Flight	\$628.41
Narrow aircraft (101 seats through 200 seats)	Per Flight	\$359.09
Regional Commuter aircraft (20 seats through 100 seats)	Per Flight	\$179.54
Small Turbo aircraft (under 20 seats)	Per Flight	\$89.77

Unauthorized Manual CUTE Ticket Counter Rates**(Hrly Rate + 100% Premium)**

Wide-body aircraft (over 200 seats)	Per Flight	\$1,256.81
Narrow aircraft (101 seats through 200 seats)	Per Flight	\$718.18
Regional Commuter aircraft (20 seats through 100 seats)	Per Flight	\$359.09
Small Turbo aircraft (under 20 seats)	Per Flight	\$179.54

Miscellaneous CUTE Charges

TWOV lounges	Hourly Charges	\$6.85
ITI lounges	Hourly Charges	\$6.85
ITI baggage	Hourly Charges	\$6.85
Ramp Baggage Make-up	Hourly Charges	\$6.85

Cruise Check In-Facility At Miami Seaport - Maintenance

On-site maintenance single circuit	Added to CUTE Hourly Usage Fees	\$10.00
On-site maintenance single circuit Back-up circuit	Added to CUTE Hourly Usage Fees	\$10.34
On-call maintenance (response within two hours) single circuit	Added to CUTE Hourly Usage Fees	\$3.16
On-call maintenance (response within two hours) back-up circuit	Added to CUTE Hourly Usage Fees	\$3.51

Rate Description

Rate Application

FY 2020-21

Common Use Self Service (CUSS) Charges

Transaction Fee	Per Transaction	\$0.58
Monthly Fee (Desktop Unit)	Per Unit, Per Month	\$48.78
Monthly Fee (Standalone Unit) per unit, per month	Per Unit, Per Month	\$93.16

Closed-Circuit Television (CCTV) Cameras

PTZ (Pan-Tilt-Zoom)	Each, Per Month	\$24.00
Fixed	Each, Per Month	\$16.00

Viewing Workstation

Cellstack/NICE	Each, Per Month	\$614.00
Cellstack	Each, Per Month	\$553.00
NICE	Each, Per Month	\$461.00

Recording-Per Port

NICE Pro (30-day recording)	Each, Per Month	\$14.00
NICE Harmony (20-day recording)	Each, Per Month	\$9.00

Passenger Aircraft Parking Fees

Passenger Aircraft Regular Parking: Hard Stand	Per day for 1 – 5 days, after 2 hr. grace period	Per Formula
Passenger Aircraft Regular Parking: Remote Position	Per day for 1 – 5 days, after 2 hr. grace period	Per Formula
Passenger Aircraft Regular Parking: Terminal Gate	Per day for 1 – 5 days, after 4 hr. grace period	Per Formula
Overtime Parking	Per 30 minute period – if applicable	\$100.00
Premium Charges	Percent added to existing charges – if applicable	50%
Major Maintenance (Plus Storage Parking Fees)	Per 24 hr. period	\$300.00

Formula for Daily Base Parking Rate = Aircraft Length x Wingspan x (Land Rate + Pavement Rate) divided by 365.

Maintenance, Repair, and Overhaul Tenants (MRO's)	For the privilege of providing MRO services for aircraft at MIA, an MRO is responsible for payment to MDAD of all landing and aviation fees applicable to an aircraft undergoing the MRO's services from the time it arrives at MIA until the time it departs, except to the extent that the MRO user is a Signatory Airline to the 2018 Airline Use Agreement and will therefore pay such fees directly from its own account	Landing fees, parking charges and other aviation fees vary by aircraft
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Cargo Aircraft Parking Position Fees

< 60,000 lbs. landed weight:

First 4 hours		\$60.00
Each additional hour		\$15.00
24 hour maximum		\$360.00

Between 60,001 and 270,000 lbs. landed weight

First 4 hours		\$120.00
Each additional hour		\$30.00
24 hour maximum		\$720.00

>270,000 lbs. in landed weight

First 4 hours		\$200.00
Each additional hour		\$60.00
24 hour maximum		\$1,400.00

Derelict or Non-Operating Aircraft

(Additional daily parking charges after 60 Days)

		\$500.00
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VIP Ramp Bus Escort Fee (Charter Airlines, MIA)

Escort/attendant fee	Per hour with 2 hour minimum	\$150.00
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Ground Support Charges

VDGS (Visual Docking Guidance System) Loading Bridge Fee	Per Aircraft Arrival - In addition to standard Loading Bridge Fee	\$12.00
Stair Truck	Per hour – waived for U.S. Military aircraft	\$100.00
Escort Fee for Aircraft at all GA Airports (including Vehicle)	Per Escort	\$100.00
Escort Fee for Delivery Vehicles or Non-Passenger Vehicles at all GA Airports	Per Escort	\$10.00
Escort Fee - Vehicle Escort for VIP Pickup at General Aviation Aircraft	Per Escort	\$20.00

Rate Description

Rate Application

FY 2020-21

Fuel Stop Fee

At Terminal Gate	Equal to concourse fee plus one loading bridge fee	Varies by aircraft
At General Aviation Center	Equal to one-day parking charge up to 2 hours	Varies by aircraft

General Aviation Center (GAC) Facility Fees

Domestic Fee – GAC Concourse Use Fee	Per Seat	\$4.91
International Fee – GAC Concourse Use Fee	Per Seat	\$0.00
International Facility Fee	Per Seat	\$12.43

Public Parking

Standard Vehicle Parking	Variable based on demand (time of day, day of	\$8.00- \$38.00
Valet Parking	For first 1-3 hours or part thereof	\$18.00
Valet Parking - Maximum	Maximum per day	\$30.00
Parking Space Reservation Charge	In addition to vehicle parking rate	\$10.00

Employee Parking

Employee Parking Decals	Per decal, per month	\$30.00
Motorcycle Parking Fee	Per decal, per year	\$180.00
Long-term Parking Magnetic Cards	Per employee, per month	\$100.00
Contractor Parking Cards	Per card, per year	\$200.00
Towed Vehicles	Per occurrence	\$50.00

Ground Transportation

Security Deposit per company with less than 10 vehicles		\$500.00
Security Deposit per company with 10 or more vehicles		\$1,000.00
A1—Bus	Per Trip	\$7.00
A2—Van	Per Trip	\$3.00
A3—Limo	Per Trip	\$2.00
B1—Hotel/Motel (Small)	Per Trip	\$1.00
B2—Hotel/Motel (Large)	Per Trip	\$2.00
B3—Commercial (Small)	Per Trip	\$2.50
B4—Commercial (Large)	Per Trip	\$3.00
C1—Crew Service (Small)	Per Trip	\$1.00
C2—Crew Service (Large)	Per Trip	\$2.00
Class D—Delivery Service	Based on service performed and vehicle size	\$1-\$12.00
B5—Off-Airport Car Rental Companies with less than \$500,000 gross revenues	Each MIA Contract	\$3.00
B6—Off-Airport Car Rental Companies gross revenues between \$500,000 and \$4.9 million	Gross MIA Passenger Revenue	4.50%
B7—Off-Airport Car Rental Companies gross revenues in excess of \$5 million but less than \$20 million	Gross MIA Passenger Revenue	7.50%
B7—Off-Airport Car Rental Companies gross revenues in excess of \$20 million	Gross MIA Passenger Revenue	9.00%
B8—Off Airport Parking Lot Operators Upper Level (Small Vans) Lower Level	Per Trip	\$1.00
	Per Trip	\$2.50
B9—Off Airport Parking Lot Operators Upper Level (Large Vans) Lower Level	Per Trip	\$2.00
	Per Trip	\$3.00
Class E Vehicles Annual Permit Fee	Per vehicle, per calendar year	\$200.00
Mobile Food Truck Vendor Fee	Per vehicle, per calendar year	\$360.00
Taxicab Operation Fee	Per Trip	\$2.00
Ground Transportation Permit Renewal Fee	Per Permit, annually	\$100.00
Ground Transportation Permit Late Renewal Fee	Per Permit	\$100.00

AUTHORITY TO REVISE OR ADJUST BUILDING AND LAND RENTAL RATES DURING FISCAL YEAR 2020-2021 FOLLOWING APPROVAL OF THE 2020-2021 IMPLEMENTING ORDER BY THE BOARD OF COUNTY COMMISSIONERS – The Board hereby establishes the rental rates listed below as being fair, reasonable, and not unjustly discriminatory for the Fiscal year 2020-2021. If the rental rates listed below are adjusted by the appraisers for the 2020-2021 Fiscal Year either before the effective date of this Implementing Order or at any time during the Fiscal Year 2020-2021, the Aviation Department is authorized to amend the rates listed below and impose, during the 2020-2021 Fiscal Year, the fair market rental rates reflected by any such adjustments made by the appraisers.

MIA Land Rental Rates

1	Airport	Per Sq. Ft.	\$2.15
1a	Vacant land with aircraft access	Per Sq. Ft.	N/A
2	Commercial sites at SEC of NW 36th St & NW 72nd Ave	Per Sq. Ft.	\$2.75
3	NW 21st St. and NW 39th Avenue	Per Sq. Ft.	\$3.35
4	Fuel Farm, NW 72nd Avenue & eastern Perimeter Road	Per Sq. Ft.	\$2.35
5	NW 16th Street (non-buildable sites)	Per Sq. Ft.	\$0.50
6	Jai-Alai fronton land area & NW 36th Street Frontage	Per Sq. Ft.	\$2.45
7	Commercial Sites on NW 12th St & North of NW 36th St	Per Sq. Ft.	\$2.20

Note: There is an additional charge of \$.10 per square foot where special services are provided, such as high intensity lighting, power cost, etc.

Paving Rates are charged in addition to land rental rates

Standard (Vehicular) Landside	Per Sq. Ft.	\$0.45
Standard (Vehicular) Airside	Per Sq. Ft.	\$0.70
Heavy Duty (Aircraft) Existing	Per Sq. Ft.	\$0.90

Building Rental Rates – MIA¹

(The current building number is listed first; a number in parentheses appearing after the current building number is the former building number.)

MDAD reserves the right to adjust the following rates to reflect any conditions identified by the appraisers in their reports.

Bldg. # 49 - Offices (A/C)	Annual Sq. Ft.	\$6.00
Bldg. # 49 - Shop (A/C)	Annual Sq. Ft.	\$6.00
Bldg. # 700 - Cargo Belly Building (Non A/C)	Annual Sq. Ft.	\$10.50 (1)
Bldg. # 700 - Offices (A/C) 1st Floor	Annual Sq. Ft.	\$15.00 (1)
Bldg. # 700 - Mezzanine Office (A/C)	Annual Sq. Ft.	\$12.50
Bldg. # 700 - 3rd Floor Storage (storage only)	Annual Sq. Ft.	\$10.00 (8)
Bldg. # 701 - Cargo - Belly Building (Non A/C)	Annual Sq. Ft.	\$10.50 (1)
Bldg. # 701 - Offices (A/C) 1st Floor	Annual Sq. Ft.	\$15.00 (1)
Bldg. # 701 - Mezzanine Offices (A/C)	Annual Sq. Ft.	\$12.50
Bldg. # 701 - 3rd Floor Storage (storage only)	Annual Sq. Ft.	\$10.00 (8)
Bldg. # 702 - Cargo - Belly Building (Non A/C)	Annual Sq. Ft.	\$10.50 (1)
Bldg. # 702 - Offices (A/C) 1st Floor	Annual Sq. Ft.	\$15.00 (1)
Bldg. # 702 - Mezzanine Office (A/C)	Annual Sq. Ft.	\$12.50
Bldg. # 702 - 3rd Floor Storage (storage only)	Annual Sq. Ft.	\$10.00 (8)
Bldg. # 704 (2121) - Warehouse (Non A/C)	Annual Sq. Ft.	\$5.75 (1)
Bldg. # 704 (2121) - Offices (A/C)	Annual Sq. Ft.	\$6.25
Bldg. # 704 - Shop (A/C)	Annual Sq. Ft.	\$6.25
Bldg. # 704 - Storage (A/C)	Annual Sq. Ft.	\$6.25
Bldg. # 706 - Cargo - Freighter Building (Non A/C)	Annual Sq. Ft.	\$17.00 (1)
Bldg. # 706 - Offices (A/C) 1st Floor	Annual Sq. Ft.	\$17.00 (1)
Bldg. # 706 - Mezzanine Office (A/C)	Annual Sq. Ft.	\$15.25
Bldg. # 706 - 3rd Floor Storage (storage only)	Annual Sq. Ft.	\$10.00 (8)
Bldg. # 706 - Airside Ramp	Annual Sq. Ft.	Included in Cargo Rent
Bldg. # 706 - Landside Ramp	Annual Sq. Ft.	Included in Cargo Rent
Bldg. # 707 - Cargo - Freighter Building (Non A/C)	Annual Sq. Ft.	\$17.00 (1)
Bldg. # 707 - Offices (A/C) 1st Floor	Annual Sq. Ft.	\$17.00 (1)
Bldg. # 707 - Mezzanine Offices (A/C)	Annual Sq. Ft.	\$15.25
Bldg. # 707 - 3rd Floor Storage (storage only)	Annual Sq. Ft.	\$10.00 (8)
Bldg. # 707 - Airside Ramp	Annual Sq. Ft.	Included in Cargo Rent
Bldg. # 707 - Landside Ramp	Annual Sq. Ft.	Included in Cargo Rent
Bldg. # 708 - Cargo - Freighter Building (Non A/C)	Annual Sq. Ft.	\$17.00 (1)
Bldg. # 708 - Offices (A/C) 1st Floor	Annual Sq. Ft.	\$17.00 (1)
Bldg. # 708 - Mezzanine Offices (A/C)	Annual Sq. Ft.	\$15.25
Bldg. # 708 - 3rd Floor Storage (storage only)	Annual Sq. Ft.	\$10.00 (8)
Bldg. # 708 - Airside Ramp	Annual Sq. Ft.	Included in Cargo Rent
Bldg. # 708 - Landside Ramp	Annual Sq. Ft.	Included in Cargo Rent

Rate Description

Rate Application

FY 2020-21

¹Note: that the following numbered notes relate to the numbers appearing in parentheses next to various line item rental charges in this section. For example, the "(1)" following the rental charge for "Bldg. #700 – Cargo – Belly Building (Non-A/C)" and some of the other line items relates to note number (1) of the following list, etc. These notes are more fully described in the attached appraisal report: (1) In addition to the building rate charge there is a land rate charge for "Land Under Building" which is added to the building rate; (2) Rent includes electricity, water, and sewer. There is no land charge for office space; (3) If A/C space is rented, tenant pays applicable electric and is responsible for A/C repair and replacement; (4) Hangar 861 and 862 tenants are making improvements and are only paying land rent. Appraised rate includes a charge of \$.10 per square foot as a trash removal fee; (5) Tenant pays minimum guarantee; (6) In addition to rent, tenant pays an opportunity fee of 7.5% of the revenues collected. Tenant is responsible for all maintenance and repairs; (7) Includes land rent and janitorial. Utilities are paid by rental car agencies in MIC; (8) No air conditioning is provided. Only electric for minimal lighting is provided. In addition, as stated in the attached appraiser report, footnotes from previous years have been modified to simplify the rental rates. There are additional considerations that may affect some tenants which no longer have an assigned footnote. The new footnotes now apply solely for identifying the estimated market rents. Additional items in the previous footnotes, and no longer included in the new footnotes, include the following:

Bldg. # 709 – LanChile (Airis)		Tenant Constructed Building
Bldg. # 710 – LanChile (Airis)		Tenant Constructed Building
Bldg. # 711 – Arrow Cargo (Aeroterm)		Tenant Constructed Building
Bldg. # 712 – Arrow Cargo (AMB Codina)		Tenant Constructed Building
Bldg. # 714 - Cargo - Freighter Building (Non A/C)	Annual Sq. Ft.	\$13.00 (1)
Bldg. # 714 - Offices - First Floor (A/C)	Annual Sq. Ft.	\$13.50 (1)
Bldg. # 714 - Mezzanine Office	Annual Sq. Ft.	\$13.00
Bldg. # 716A - Cargo - Freight Building (Non A/C)	Annual Sq. Ft.	\$13.50 (1)
Bldg. # 716A - Offices (A/C) 1st Floor	Annual Sq. Ft.	\$15.00 (1)
Bldg. # 716A - Offices (A/C) 2nd Floor	Annual Sq. Ft.	\$13.60
Bldg. # 716A - Airside Ramp	Annual Sq. Ft.	Included in Cargo Rent
Bldg. # 716A - Landside Ramp	Annual Sq. Ft.	Included in Cargo Rent
Bldg. # 716B-J - Cargo - Freight Building (Non A/C)	Annual Sq. Ft.	\$12.50 (1)
Bldg. # 716B-J - Offices (A/C) 1st Floor	Annual Sq. Ft.	\$15.00
Bldg. # 716B-J - Offices (A/C) 2nd Floor	Annual Sq. Ft.	\$12.60
Bldg. # 716B-J – Airside Ramp	Annual Sq. Ft.	Included in Cargo Rent
Bldg. # 716B-J – Landside Ramp	Annual Sq. Ft.	Included in Cargo Rent
Bldg. # 719 (2122) - Governmental Service Bldg. - CCC	Annual Sq. Ft.	\$19.75
Bldg. # 741 (2204) - Decompression Chamber	Per Year	\$52,000.00
Bldg. # 805 - Cargo - Cargo Freight Building (Non A/C)	Annual Sq. Ft.	\$12.25 (1)
Bldg. # 805 - Offices (A/C)	Annual Sq. Ft.	\$12.25
Bldg. # 807 - UPS (Cargo)		Tenant Constructed Building
Bldg. # 812 - PPQ Building		MDAD/Tenant Constructed Building
Bldg. # 815 - USDA Veterinary Services		MDAD/Tenant Constructed Building
Bldg. # 820 (1011) - Warehouse (Non A/C)	Annual Sq. Ft.	\$9.50 (1)
Bldg. # 820 (1011) - Offices (A/C)	Annual Sq. Ft.	\$11.00
Bldg. # 831- Office/Warehouse (FedEx)		Tenant Constructed Building
Bldg. # 836 (1054) - GSE Office/Shop (AC)	Annual Sq. Ft.	Demolished
Bldg. # 839 - Hangar (Signature Flight Center)	Annual Sq. Ft.	\$12.00
Bldg. # 839 - Offices (A/C)	Annual Sq. Ft.	\$16.00
Bldg. # 840 - Signature Flight Support (Terminal)	Annual Sq. Ft.	\$20.00
Bldg. # 844 (101) - Hangar - Storage (Non A/C)	Annual Sq. Ft.	\$9.25 (1)
Bldg. # 844 (101) - Offices (A/C)	Annual Sq. Ft.	\$11.75
Bldg. # 844 (101) - Storage (A/C)	Annual Sq. Ft.	\$6.75
Bldg. # 845 (100) - Offices (A/C)	Annual Sq. Ft.	\$16.50 (2)
Bldg. # 845 (100) - Warehouse (Non-A/C)	Annual Sq. Ft.	\$10.75
Bldg. # 845 (100) - Warehouse (A/C)	Annual Sq. Ft.	\$12.00
Bldg. # 845 (100) - Warehouse Office (A/C)	Annual Sq. Ft.	\$12.15
Bldg. # 845 (100) - Simulator (A/C)	Annual Sq. Ft.	\$13.00
Bldg. # 845 (100) - Atrium Space—1st Floor (A/C)	Annual Sq. Ft.	\$19.00 (2)
Bldg. # 845 (100) - Atrium Space—Above 1st Floor (A/C)	Annual Sq. Ft.	\$19.00 (2)
Bldg. # 850 - AAR ACS (Maintenance Hangar)		Tenant Constructed Building

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Bldg. # 855 (53) - Storage (A/C)	Annual Sq. Ft.	\$6.00
Bldg. # 856 (52) - Storage (A/C)	Annual Sq. Ft.	\$6.00
Bldg. # 857 (55) - Wash Rack & Drum Storage	Annual Sq. Ft.	\$6.00
Bldg. # 861-862 (60) - Aircraft Hangars (#6 and #7)	Annual Sq. Ft.	\$10.10 (4)
Bldg. # 861-862 (60) - Shops (A/C)	Annual Sq. Ft.	\$6.00 (4)
Bldg. # 861-862 (60) - Storage (A/C)	Annual Sq. Ft.	\$6.00 (4)
Bldg. # 861-862 (60) - Offices (A/C)	Annual Sq. Ft.	\$6.50 (4)
Bldg. # 863 (60-A) - Engine Overhaul and Service	Annual Sq. Ft.	\$5.50
Bldg. # 863 (60-A) - Storage 2nd Floor	Annual Sq. Ft.	\$4.00 (3)
Bldg. # 863 (60-A) - Offices (A/C) 1st Floor	Annual Sq. Ft.	\$10.00
Bldg. # 863 (60-A) - Offices (A/C)	Annual Sq. Ft.	\$8.00
Bldg. # 871 (48) - Hangar (Non A/C)	Annual Sq. Ft.	\$9.00 (1)
Bldg. # 871 (48) - Office (A/C)	Annual Sq. Ft.	\$5.50
Bldg. # 871 (48) - Shop and Storage (A/C)	Annual Sq. Ft.	\$4.25 (3)
Bldg. # 875 Flight Academy		
Bldg. # 875 (43) - Office (A/C) Pan Am	Annual Sq. Ft.	\$10.50
Bldg. # 875 (43) - Office (A/C) Individual Tenants	Annual Sq. Ft.	\$15.00
Bldg. # 875 (43) - Simulator Bays (A/C)	Annual Sq. Ft.	\$9.00
Bldg. # 888 (35-35A) - Maintenance and Training (A/C)	Annual Sq. Ft.	Demolished
Bldg. # 890 - Hanger (Non-A/C)		
Bldg. # 890 Office Space (A/C)		
Bldg. # 890 Storage (A/C)		
Bldg. # 890 Shops (A/C)		
Bldg. # 891 - First Floor: Maintenance - Shops (A/C)		
Bldg. # 891 - Second Floor: Shops (A/C)		
Bldg. # 891 - Third Floor: Shops (A/C)		
Bldg. # 891 - Fourth Floor: Storage (Non A/C)		
Bldg. # 896 (22) - Hangar—Maintenance (Non A/C)	Annual Sq. Ft.	\$10.10 (1)
Bldg. # 896 (22) - Office Space (A/C) 1st Floor	Annual Sq. Ft.	\$10.00
Bldg. # 896 (22) - Office Space (A/C)	Annual Sq. Ft.	\$7.75
Bldg. # 896 (22) - Shops—Maintenance (A/C)	Annual Sq. Ft.	\$5.75
Bldg. # 896 (22) - Third Floor: Storage	Annual Sq. Ft.	\$3.00
Bldg. # 896 (22) - Composite Shop	Annual Sq. Ft.	\$10.00
Bldg. # 896 (22) - Paint Booth	Annual Sq. Ft.	\$10.00
Bldg. # 909 - Flight Training Facility (Airbus)		Tenant Constructed Building
Bldg. # 916 - Cargo Warehouse (Development)		Tenant Constructed Building
Bldg. # 919 (5A) - Office - Entire Building (A/C)	Annual Sq. Ft.	\$10.50
Bldg. # 919 (5A) - Office - Per Floor or less (A/C)	Annual Sq. Ft.	\$13.00
Bldg. # 919 (5A) - Office - Second Floor (Full Service)	Annual Sq. Ft.	\$18.00
Bldg. # 919 (5A) - Storage	Annual Sq. Ft.	\$6.00 (3)
Bldg. # 919 (5A) - Loading Dock	Annual Sq. Ft.	\$1.75
Bldg. # 2082 - Warehouse (El Dorado)	Annual Sq. Ft.	\$2.50
Bldg. # 2082 - Offices (A/C)	Annual Sq. Ft.	\$2.50
Bldg. # 3010 - Cabstand Cafe (A/C)	Annual Sq. Ft.	\$30.00 (5)
Bldg. # 3030 - Offices	Annual Sq. Ft.	\$10.00
Bldg. # 3030A - Office (A/C) - Wing of Bldg. 3030	Annual Sq. Ft.	\$9.00
Bldg. # 3032 - Cafeteria (Non A/C)	Annual Sq. Ft.	\$4.75
Bldg. # 3032 - Cafeteria (A/C)	Annual Sq. Ft.	\$6.50
Bldg. # 3033 - Police Station (A/C)	Annual Sq. Ft.	\$10.00
Bldg. # 3037 - Maintenance-Garage (Non A/C)	Annual Sq. Ft.	\$7.00
Bldg. # 3037 - Offices (A/C)	Annual Sq. Ft.	\$6.50
Bldg. # 3038 - Building Services—Maintenance/Office (A/C)	Annual Sq. Ft.	\$6.50
Bldg. # 3040 - Maintenance Shops (Non A/C) and Offices (A/C)	Annual Sq. Ft.	\$6.60
Bldg. # 3034 - Triturator	Per Year	Decommissioned
Bldg. # 3046 - Offices (A/C)	Annual Sq. Ft.	\$10.00
Bldg. # 3046 - Shop (A/C)	Annual Sq. Ft.	\$6.25 (3)
Bldg. # 3047 - Offices (A/C)	Annual Sq. Ft.	\$10.00
Bldg. # 3048 - Offices (A/C)	Annual Sq. Ft.	\$10.00
Bldg. # 3049 - Maintenance Garage (Non A/C)	Annual Sq. Ft.	\$7.00
Bldg. # 3050 - Administration Building (Multiple Tenancy)	Annual Sq. Ft.	\$14.25
Bldg. # 3074 - In-Flight Caterers:		
Bldg. # 3074 - Kitchen	Annual Sq. Ft.	\$8.50 (3)
Bldg. # 3074 - Kitchen A/C	Annual Sq. Ft.	\$8.50 (3)
Bldg. # 3077 - Triturator	Per Year	\$22,000.00 (6)
Bldg. # 3078 - Fuel Building (A/C)	Annual Sq. Ft.	\$10.00
Bldg. # 3078 - Offices (A/C)	Annual Sq. Ft.	\$10.25

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Bldg. # 3089 - Parking Garage	Per Space, Per Month	\$60.00
Bldg. # 3091 - Maintenance/Offices (A/C)	Annual Sq. Ft.	\$8.00
Bldg. # 3094 - Parking Garage	Per Space, Per Month	\$60.00
Bldg. # 3095-A Hanger Building:		
Bldg. # 3095-A - Hangar Area (Non A/C) – 1st Floor	Annual Sq. Ft.	\$12.00
Bldg. # 3095-A - Office – 1st and 2nd Floors	Annual Sq. Ft.	\$9.00
Bldg. # 3095-A - Shops & Storage 1st and 2nd Floors	Annual Sq. Ft.	\$8.00
Bldg. # 3095-B - Offices (as renovated):		
Bldg. # 3095-B - Offices—Entire Building (A/C)	Annual Sq. Ft.	\$11.00
Bldg. # 3095-B - Offices—Per Floor (A/C)	Annual Sq. Ft.	\$17.00
Bldg. # 3095-B - Offices—Penthouse (A/C)	Annual Sq. Ft.	\$20.00
Bldg. # 3100 - Maintenance Garage (Non A/C)	Annual Sq. Ft.	Demolished
Bldg. # 3101 - Maintenance Garage—Storage (Non A/C)	Annual Sq. Ft.	\$6.00
Bldg. # 3110 - Offices—Security	Annual Sq. Ft.	\$21.00
Bldg. # 3150 - Offices (A/C)	Annual Sq. Ft.	\$11.50
Bldg. # 3151 - Maintenance—Shop (Non A/C)	Annual Sq. Ft.	\$6.00
Bldg. # 3151 - Offices (A/C)	Annual Sq. Ft.	\$11.00
Bldg. # 3152 - Service Station (Non A/C)	Annual Sq. Ft.	\$5.75
Bldg. # 3153 - Car Wash Building	Annual Sq. Ft.	\$5.75
Bldg. # 3241 - RCC Office (A/C)	Annual Sq. Ft.	\$26.00 (7)
Bldg. # 3241 - RCC Storage (A/C)	Annual Sq. Ft.	\$15.00 (7)
Bldg. # 4001 - Traffic Control Center	Annual Sq. Ft.	\$13.00
Bldg. # 4002 - Public Works Office	Annual Sq. Ft.	\$12.00
Bldg. # 4003 - Corrections Office (A/C)	Annual Sq. Ft.	\$7.50
Bldg. # 4003A - Offices (A/C)	Annual Sq. Ft.	\$7.00
Bldg. # 4003A - Storage (Non A/C)	Annual Sq. Ft.	\$6.00
Bldg. # 4004 - Sign Shop (Non A/C)	Annual Sq. Ft.	\$6.00
MIC - Platform - Unfinished space	Annual Sq. Ft.	\$30.00

Other Rental Rates

These rates are more fully described in the attached appraisal report. Note that, with respect to antenna installations, any antenna and its associated equipment for data collection, reception, or transmission related to (i) the monitoring of aircraft movements in the air or on the ground or (ii) any other aviation activity as determined by MDAD, shall pay a fee of \$2,500.00 annually per antenna, plus rental charges for the land or any facility on which or in which any antenna or associated equipment is installed, based on MDAD's sole determination of the dimensions of the land or facility allocable to such antenna or equipment. For all other antenna and associated equipment for non-aviation or specialty use, fees and rental charges in an amount not to exceed \$250,000.00 annually shall be separately imposed by MDAD as a condition of a lease, license, or permit applicable to the installation of the antenna or equipment.

Loading Dock (additional area per sq. ft.)	Per Sq. Ft.	\$1.75
Trailer Parking & Modular Units (Single Wide)	Per Space, Per Month	\$250.00
Trailer Parking & Modular Units (Double Wide)	Per Space, Per Month	\$500.00
Trailer Parking & Modular Units (Triple Wide)	Per Space, Per Month	\$600.00
Trailer Parking & Modular Units (Single Wide) - Temporary	Per Space, Per Month	\$250.00
Trailer Parking & Modular Units (Double Wide) - Temporary	Per Space, Per Month	\$500.00
Trailer Parking & Modular Units (Triple Wide) - Temporary	Per Space, Per Month	\$650.00
Automobile Parking	Per Space, Per Month	\$55.00
Limousines (occupying standard parking space)	Per Space, Per Month	\$55.00
Larger limousines (occupying more than standard parking space)	Per Space, Per Month	\$100.00
Tour buses and buses in excess of 8 feet wide and 18 feet long	Per Space, Per Month	\$200.00
Antennae Installations:	Annually, Per Antenna	\$2,500.00

Fuel Flowage Fees - MIA Fuel Farm

Truck Delivery (Opportunity Fee on service to commercial aircraft does not apply)	Per Gallon	0.014977
Hydrant Delivery (Opportunity Fee for into-wing service to commercial aircraft does not apply)	Per Gallon	0.018410

General Aviation Airport Fees

Operational Closure Fee per Airport (or part thereof)	Per Day (or portion thereof)	\$4,800.00
Operational Closure Fee Government Entities	Per Hour (or portion thereof)	\$200.00
Aerial Advertising Fee (3 charges max per aircraft per day)	Per Pick Up and Drop Off	\$14.00

Aircraft Parking At General Aviation Airports

M-1 type aircraft (15,000 lbs. or less)	1 – 5 day rate applies for duration	M-1 rate
All other aircraft	Rates increase on days 6, 16 and 31	Same as MIA

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Other General Aviation Airport Fees

Conference Room Rental Fee
(Miami Executive and Opa-Locka Airports)

Non-profit entities	Per Use (4 hour limit)	\$10.00
Other than non-profit entities	Per Use (4 hour limit)	\$50.00
Off-Road Vehicle Parking Fee at Training and Transition Airport	Per Vehicle, Per Fiscal Year or fraction thereof	\$50.00
Fuel flowage fee at the General Aviation Airports	Per Gallon	\$0.08
Usage of Training and Transition Airport	Per Approach	\$28.00
AOA (Aircraft Operating Area) Decal for General Aviation Airport Commercial Vehicles and Equipment	Per Decal	\$10.00
AOA Decal for General Aviation Airport Privately Owned Vehicles and Equipment	Per Decal	\$5.00
AOA Decal Replacement Fee for General Aviation Airport Vehicles and Equipment	Per Decal	\$10.00
AOA Decal Late Application Fee	Per Decal	\$10.00

Land Rental - Opa-Locka Executive Airport (OPF)

Aeronautical Land	(Rent/Sq. Ft./Year)	\$0.29
Runway 9L Clearance (appraise individually case-by-case as necessary)	(Rent/Sq. Ft./Year)	
Non-Aviation Land (to be based on individual appraisals on case-by case basis as necessary)	(Rent/Sq. Ft./Year)	

Pavement Rental

Pavement	(Rent/Sq. Ft./Year)	\$0.05
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Non-Aviation Land (Lease No. and Tenant)

Lease No. O-216 - Miami-Dade Dept. of Corrections	(Rent/Sq. Ft./Year)	\$1.20
Lease No. O-1519 - Miami-Dade Water & Sewer Dept.	(Rent/Sq. Ft./Year)	\$0.95
Lease No. O-8088 - Schaecter – clear zone (see note 2)	(Rent/Sq. Ft./Year)	\$0.567
Lease No. O-7889 - Miami Lakes Office Condo - clearzone	(Rent/Sq. Ft./Year)	\$0.65

Building Rental (see note 1)

Building 40E (3)	(Rent/Sq. Ft./Year)	\$8.55
Building 40C (2)	(Rent/Sq. Ft./Year)	\$8.15
Building 40W (1)	(Rent/Sq. Ft./Year)	\$8.30
Building 41E (3)	(Rent/Sq. Ft./Year)	\$8.15
Building 41C (2)	(Rent/Sq. Ft./Year)	\$8.15
Building 41W (1)	(Rent/Sq. Ft./Year)	\$8.15
Building 45	(Rent/Sq. Ft./Year)	\$7.20
Building 46	(Rent/Sq. Ft./Year)	\$13.50
Building 47	(Rent/Sq. Ft./Year)	\$7.30
Building 107 Office	(Rent/Sq. Ft./Year)	\$19.00
Building 107 Dorm	(Rent/Sq. Ft./Year)	\$20.00

Note 1: Annual rent/SF excluding land or pavement

Note 2: Rent subject to annual 3% increase

Land Rental - Miami Executive Airport (TMB)

Aeronautical Land	(Rent/Sq. Ft./Year)	\$0.24
Non-Aviation Land (to be based on individual appraisals on a case-by-case basis as necessary)	(Rent/Sq. Ft./Year)	

Pavement Rental

Pavement	(Rent/Sq. Ft./Year)	\$0.05
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Farm Land

Farm Land - minimum bid	(Rent/Acre/Year)	\$500.00
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Building Rental - Aviation Tenants

Building 102	(Rent/Sq. Ft./Year)	\$3.35
Building 109	(Rent/Sq. Ft./Year)	\$3.60
Building 109A	(Rent/Sq. Ft./Year)	\$3.35
Building 109B	(Rent/Sq. Ft./Year)	\$3.35
Building 114	(Rent/Sq. Ft./Year)	\$3.30
Building 121	(Rent/Sq. Ft./Year)	\$5.80
Building 123	(Rent/Sq. Ft./Year)	\$5.75
Building 221	(Rent/Sq. Ft./Year)	\$3.65
Building 222	(Rent/Sq. Ft./Year)	\$2.55
Building 247	(Rent/Sq. Ft./Year)	\$6.30
Building 504	(Rent/Sq. Ft./Year)	\$4.95
Building 225	(Rent/Sq. Ft./Year)	\$3.40
Building 226	(Rent/Sq. Ft./Year)	\$1.30
Building 227	(Rent/Sq. Ft./Year)	\$3.75
Building 228	(Rent/Sq. Ft./Year)	\$6.70
Building 229	(Rent/Sq. Ft./Year)	\$6.40
Building 501	(Rent/Sq. Ft./Year)	\$8.30
Building 507	(Rent/Sq. Ft./Year)	\$16.50

Land Rental - Homestead General (X51)

Aeronautical Land	(Rent/Sq. Ft./Year)	\$0.08
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Pavement Rental

Pavement	(Rent/Sq. Ft./Year)	\$0.05
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Farm Land

Farm Land – minimum bid	(Rent/Acre/Year)	\$450.00
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Building Rental - Aviation Tenants

Building 2	(Rent/Sq. Ft./Year)	\$3.85
Building 3	(Rent/Sq. Ft./Year)	\$2.80
Building 5	(Rent/Sq. Ft./Year)	\$3.65
Building 10	(Rent/Sq. Ft./Year)	\$3.85
Building 14	(Rent/Sq. Ft./Year)	\$2.80

Telecommunications Wireless Service Providers

Cellular Telephone Cell Site	Per Cell Site	\$250,000.00
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Cable Television (CATV) Recovery Fee

Private Offices and Break-Rooms	Per Month, Per Location	\$60.00
Bars, Restaurants and Clubs	Per Month, Per Location	\$215.00

Coaxial Cable Recovery Fee

Recovery Fee	Per Month	\$35.00
Installation	Per Location	\$150.00
Additional work (plus material at cost)	Per Hour plus 25%	\$75.00
Equipment rental	Per Month, Per Television	\$20.00
Unauthorized Service	Per Location, Per Month + Monthly Fee	\$1,000.00
Wireless Data Port with Internet Access Fee	Per Device, Per Month	\$47.50
Wireless Network Access Fee for Multiple Users and Proprietary Tenants	Per Month	\$600.00

Offsite FIDS Rate (Flight Information Display)

Network Port Cost	Monthly, Per PC Connection	\$60.00
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Equipment Rental Costs

42" LCD Display	Monthly	\$50.60
Monitor mounting and security locks	Monthly	\$4.22
PC for Web FIDS	Monthly	\$13.49
Video Extender to drive monitor from PC	Monthly	\$3.37
Dual Video Output Card	Monthly	\$7.00

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Telecommunications Fees (Voice and Data Network)

Switch Access	Monthly Unit Rental / Installation	\$15.00 / \$66.65
Network Access - Public (Single Access)	Monthly Unit Rental / Installation	\$22.50 / \$66.65
Network Access - Public (Network Access)	Monthly Unit Rental / Installation	\$61.25 / \$66.65
M3902 Basic Rel. 3 Digital Phone- 1 Line	Monthly Unit Rental / Installation	\$7.45 / \$133.30
M3903 Enhanced Rel. 3 Digital Phone -3 Line	Monthly Unit Rental / Installation	\$17.65 / \$133.30
M3904 Enhanced Rel. 3 Digital Phone -5 Line	Monthly Unit Rental / Installation	\$22.43 / \$133.30
M3904 Add On Module	Monthly Unit Rental / Installation	\$7.48 / \$66.65
M39305 Call Center Telephone Rel 3	Monthly Unit Rental / Installation	\$24.21 / \$133.30
Analog Set	Monthly Unit Rental / Installation	\$4.21 / \$133.30
Companion Wireless Telephone	Monthly Unit Rental / Installation	\$19.43 / \$133.30
Conference Phone	Monthly Unit Rental / Installation	\$34.66 / \$133.30
Loud Bell	Monthly Unit Rental / Installation	\$7.90 / Per Quote
Handsfree Headset	Monthly Unit Rental / Installation	\$13.36 / \$133.30
Voice Mail Box	Monthly Unit Rental / Installation	\$6.25 / \$33.33
Authorization Code	Monthly Unit Rental / Installation	\$1.25 / \$33.33
Voice Cable (Fax, Modem or Clock Programming)	Monthly Unit Rental / Installation	\$3.28 / \$66.65
Level 5 Data Cable	Monthly Unit Rental / Installation	\$3.28 / Per Quote
Ethernet Port	Monthly Unit Rental / Installation	\$75.00 / \$133.30
Internet Access 6MB-1 Public Static IP Address	Monthly Unit Rental / Installation	\$106.25 / \$133.30
Internet Access -12MB -Public Static IP Address	Monthly Unit Rental / Installation	\$212.50 / \$266.60
Additional Static IP Address	Monthly Unit Rental / Installation	\$12.50 / \$66.65
Wireless Data Ports with Internet Access	Monthly Unit Rental / Installation	\$47.50 / N/A
Engineering and Configuring of Wi-Fi Ports	Monthly Unit Rental / Installation	N/A / \$533.20
Wireless Network Access for Multiple Users	Monthly Unit Rental / Installation	\$600.00 / \$1,066.40
One Strand foot of Fiber (MM or SM)	Monthly Unit Rental / Installation	\$0.019 / Per Quote
SC Connector in Fiber Patch Panel	Monthly Unit Rental / Installation	\$4.20 / \$33.33
Fiber Termination	Monthly Unit Rental / Installation	N/A / \$133.30
Copper Cable per pair foot	Monthly Unit Rental / Installation	\$0.006 / Per Quote
Black filled Copper Cables per pair foot	Monthly Unit Rental / Installation	\$0.006 / Per Quote
25 pair Copper Cable per pair foot	Monthly Unit Rental / Installation	\$0.038 / Per Quote

Opportunity Fee (see below for exclusions)*

Third-Party Vendors providing services to tenants at Miami International Airport (subject to upward or downward adjustments to the extent authorized in Resolution No.R-442-02, and not applicable to vendors who provide goods to concessionaires for resale to the public)	Percentage of Gross Revenues	7%
Third-Party Vendors making sales to the public at Miami International Airport (subject to upward or downward adjustments to the extent authorized in Resolution No. R-442-02)	Percentage of Gross Revenues	16% - 25%
Aircraft Maintenance Repair Overhaul (MRO) at Miami International Airport	Percentage of Gross Revenues	3%
Vending machine operators for machines at Miami International Airport	Percentage of Gross Revenues	30%

* The opportunity fees listed in this section do not apply to third-party vendors providing goods and services at the County's General Aviation Airports. However, all other fees listed in the other sections of this Summary of Rates, Fees and Charges, including but not limited to fuel flowage fees, do apply at the County's General Aviation Airports.

The opportunity fees listed in this section also do not apply to goods or services being provided to a local, state, or federal governmental agency conducting operations at any of the County's Airports.

Miscellaneous Air Carrier Fees

Disruptive Passenger Fee		Actual costs incurred by the department
GSE (Ground Service Equipment) Impoundment Fee first 15 days	Per Day	\$10.00
GSE (Ground Service Equipment) Impoundment Fee 16-30 days	Per Day	\$20.00
GSE (Ground Service Equipment) Impoundment Fee 31+ days	Per Day	\$40.00
Aircraft Handling Chock Fee at the General Aviation Center or Remote Locations	Per Aircraft	\$100.00

Employee (MDAD TENANT) ID Badges Fees

Employee Identification Badge Fee	Issuance / Renewal	\$20.00
Lost or Unaccounted Employee ID Badge Fee	1st Replacement	\$75.00
Lost or Unaccounted Employee ID Badge Fee	2nd Replacement	\$100.00
Failure to Notify and Return Terminated Employee ID Badge Fee	Per Badge	\$100.00
TSA 5% Rule Violation Fee	Per Badge	\$125.00
Fingerprinting Fee	Per Person	\$38.00

Airside Vehicle, Training and Decal/Permit Replacement

Aircraft Operating Area (AOA) Decal	Per Vehicle	\$20.00
AOA Decals (Late Renewal, Lost or Unaccounted) 1st replacement	Per Vehicle	\$75.00
AOA Decals (Lost or Unaccounted) 2nd replacement	Per Vehicle	\$100.00
AOA Driver Training	Per Person	\$15.00
AOA Movement Area Training	Per Person	\$15.00
Loading Bridge Training	Per Person	\$15.00
AOA Permit Replacement Fee (Driver, Movement, Loading Bridge)	Per Permit	\$15.00
AOA Decals Late Application Fee	Per Decal	\$10.00

Into-Plane Fueling

Non-commercial Aircraft Fueling	Per Gallon	\$0.08
Commercial Service Fueling into Commercial Aircraft	Opportunity Fee and Gallonage Fee Not Applicable to Service	N/A

Airline VIP Clubs

Opportunity Fee	Percentage of VIP Club Fee Received Per Non-Member Visitor	35% (capped at \$8.40 per visitor)
Concession Fee - Liquor	Gross Liquor Sales	18%
Concession Fee - Other	Gross Amenities	10%

Letter Of Determination (LOD), Technical Reviews And Written Comments

Airspace Evaluation	Per Evaluation	\$1,000.00
Preliminary LOD Fee (Airspace & Land Use (Height) Restrictions)	Per Project	\$1,700.00
Final LOD Fee (Airspace & Land Use (Height) Restrictions)	Per Project	\$1,700.00
Variance Application Fee (Airport Zoning Regulations)	Per Application	\$1,700.00
Letter of Determination Fee (Land Use Zoning Analysis)	Per Analysis	\$700.00

MDAD Technical Reviews and Written Comments

Cell towers and other structures under 200 feet above mean sea level		\$360.00
Request for written comments		\$360.00
Request for written comments (revised plans)		\$90.00
Development Impact Committee or Equivalent Large-Scale Zoning Hearing Application		\$360.00
Permissible Crane (or Equipment) Height Determination		\$360.00
Permissible Crane (or Equipment) Height Determination Extension Fee		\$90.00
Permissible Crane (or Equipment) Height Determination Additional Coordinates (per set)		\$45.00
Request for new Letter of Determination Due to Expiration		\$360.00
Passenger Facility Charge (PFC)	Per Enplaned Passenger	\$4.50

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Other Fees

Auditorium Use Fee (Miami International Airport)	Per Use, Per Day	\$750.00
Room #1	Per Use, Per Day	\$250.00
Room #2	Per Use, Per Day	\$250.00
Room #3	Per Use, Per Day	\$250.00
Consular Lounge Annual Membership Fee	Per Use	\$500.00
Consular Lounge Rental Fee for Non-Member Organizations (1 – 4 hours)	Per Use	\$500.00
Consular Lounge Rental Fee for Non-Member Organizations (8 hours)	Per Use	\$900.00
Interfaith Chapel Fee	Per Scheduled or Secular Service	\$100.00
Digital Media Sales Fee – Fixed	Variable rate depending on unit and other factors	\$50.00 - \$30,000.00
Digital Media Sales Fee – Per 1,000 Impressions	Per 1,000 impressions	\$5.00 - \$50.00
Electric Cart Registration Fee	Per Cart, Per Year	\$25.00
Electric Cart Lost Registration Fee	Per Cart	\$75.00
Electric Cart Late Registration Fee	Per Cart	\$10.00

Vendor Permit Application Fees

Permit Application Fee for providers of goods and services to airlines and airport tenants at Miami International Airport	Per Application (Non-Refundable)	\$1,000.00
Permit Extension Fee for providers of goods and services to airlines and airport tenants at the County's General Aviation Airports	Per Application (Non-Refundable)	\$500.00

Penalty Fees For Tenants and Users

Penalty Fee for Tenants, Subtenants and Other Users Employing Unpermitted Service Vendors:

First occurrence (if cured within 60 days of MDAD notice to the tenant or user)	Per Unpermitted Vendor	\$500.00
Incremental assessments for failure to cure after the 60 day notice to tenant or user	Each 30-day period after cure date	\$500.00
Fee for violating terms of Permit or for any other violations not specifically listed herein	Per Permit, First 30-day period	\$50.00
Fee for continuously violating terms of Permit or for any other violations not specifically listed herein	Per Permit, Each subsequent 30-day period after first 30-day period	\$100.00
Fee for Tenant's Failure to Disclose its Vendors, Sub-tenants, Assignees, Contractors or Sub-contractors (subject to a \$500.00 annual cap at the County's General Aviation Airports and a \$1,500.00 annual cap at Miami International Airport)	Per each day the failure occurs and continues	\$100.00
Fee for Permittee's failure to Disclose its Customers	Per each day the failure occurs and continues	\$50.00
Late Revenue Reporting Fee (Daily)	Per Day	\$50.00
Late Revenue Reporting Fee (Monthly Maximum)	Maximum per day violation for each monthly period the late reporting occurs	\$750.00
Interest Charged on any Under-reported or Non-reported Revenue	Per month for each month in which the under-reported or non-reported revenue occurs, regardless of the number of days in the month it occurs	1.50%
Wheelchair Lift Fee	Per Use	\$15.00
Security Violation Fee - 1st Offense		\$100.00
Security Violation Fee - 2nd Offense		\$250.00
Security Violation Fee - 3rd Offense		\$500.00

Aircraft Demolition Fee, per month for months 1 through 3	Per Aircraft, Per Month for Months 1 through 3	\$2,000.00
Aircraft Demolition Fee, per month for month 4 and greater	Per Aircraft, Per Month for Month 4 and greater	\$4,000.00

Baggage or Property Impound Fee

For 1 through 15 days	Per Day, Per Piece	\$5.00
For 16 through 30 days	Per Day, Per Piece	\$10.00
For 31+ days	Per Day, Per Piece	\$20.00
Background Check Fee	Per Background Check	\$168.00 + 15%
Average Electrical Consumption per Kilowatt hour (kWh) Charge	Per Kilowatt Hour Consumed	\$0.1065
Airside Enforcement Processing Fee	Per Civil Violation	\$100.00

Animal Inspection Facility User Fees

Small Ruminants (Sheep, goats, pigs, swine)	Flat Fee Per Air Waybill	\$25.00
Small Animals (Dogs, cats, & other pet types)	Flat Fee Per Air Waybill	\$15.00
Livestock (Equine, cattle, calves, ovine, caprine, porcine, Ostrich, etc.)	Per Head	\$45.00
Alpaca	Per Head	\$25.00
Poultry (Birds, baby chicks, turkey, etc.)	Flat Fee Per Air Waybill	\$25.00
Other	Flat Fee Per Air Waybill	\$25.00
Remittance Fee Retained by Freight Handler on behalf of MDAD	Percentage of Inspection Fee	5%

Violation Fees For Airport Concessionaires and Tenants

Violation of permitted use of a location	Per Day, Per Location	\$100.00
Failure to maintain required hours of operation	Per Day, Per Location	\$50.00
Failure to submit required documentation and reports	Per Day, Per Report	\$50.00
Failure to submit required documentation and reports	Per Month Maximum	\$750.00
Failure to comply with request for mandatory response	Per Day	\$100.00
Unauthorized advertising	Per Day, Per Location	\$50.00
Failure to maintain premises in a clean state	Per Day, Per Location	\$50.00
Failure to maintain pricing at a level required by agreement, or to conduct surveys as required	Per Day, Per Location	\$50.00
Installation of unapproved items in locations	Per Day, Per Location	\$50.00
Violation of other terms and conditions under a lease, license, permit, or other document: at MDAD's option, (i) a \$75.00 per day rate, (ii) the penalty, rate, or fee provided in the contractual document for the violation, (iii) recovery of the damages to MDAD resulting from the violation, or (iv) termination of the lease or document.	Per Day, Per Location	\$75.00

Fee Impact

Fee Description	Current Fee		Proposed Fee		Variance	
	FY 2019-20	Dollar Impact FY 2019-20	FY 2020-21	Dollar Impact FY 2020-21	Rate	\$\$
• Landing Fee	\$1.62	\$62,918,000.00	\$1.62	\$52,198,000.00	\$0.00	(\$10,720,000.00)
• Concourse Use Fee – Common Use	2.40	98,876,000.00	4.91	40,636,000.00	2.51	(\$58,240,000.00)
• Concourse Use Fee - Preferential	0.00	0.00	666,161.83	41,302,000.00	666,161.83	\$41,302,000.00
• Baggage Claim Fee	0.87	12,237,000.00	0.92	9,772,000.00	0.05	(\$2,465,000.00)
• Baggage Make-up (Capital)	0.31	4,363,000.00	0.50	5,528,000.00	0.19	\$1,165,000.00
• Screening Fee	0.85	20,686,000.00	1.44	27,928,000.00	0.59	\$7,242,000.00
• International Facility Fee	10.66	139,910,000.00	12.43	125,596,000.00	1.77	(\$14,314,000.00)
• Terminal Rent - Class I	95.00	1,808,000.00	88.75	1,777,000.00	(6.25)	(\$31,000.00)
• Terminal Rent - Class II	142.50	25,210,000.00	133.13	22,504,000.00	(9.37)	(\$2,706,000.00)
• Terminal Rent - Class III	95.00	23,153,000.00	88.75	24,206,000.00	(6.25)	\$1,053,000.00
• Terminal Rent - Class IV	47.50	10,458,000.00	44.38	9,832,000.00	(3.12)	(\$626,000.00)
• Terminal Rent - Class V	23.75	250,000.00	22.19	264,000.00	(1.56)	\$14,000.00
• Terminal Rent - Class VI	95.00	330,000.00	88.75	309,000.00	(6.25)	(\$21,000.00)

The table above compares selected aviation and terminal rates between the FY 2019-20 budget and FY 2020-21 budget. The Dollar Impact columns represent the total revenue generated for each rate.

Economic Statistics

Municipalities within Miami-Dade County

Miami-Dade County has nineteen cities, six towns, and nine villages

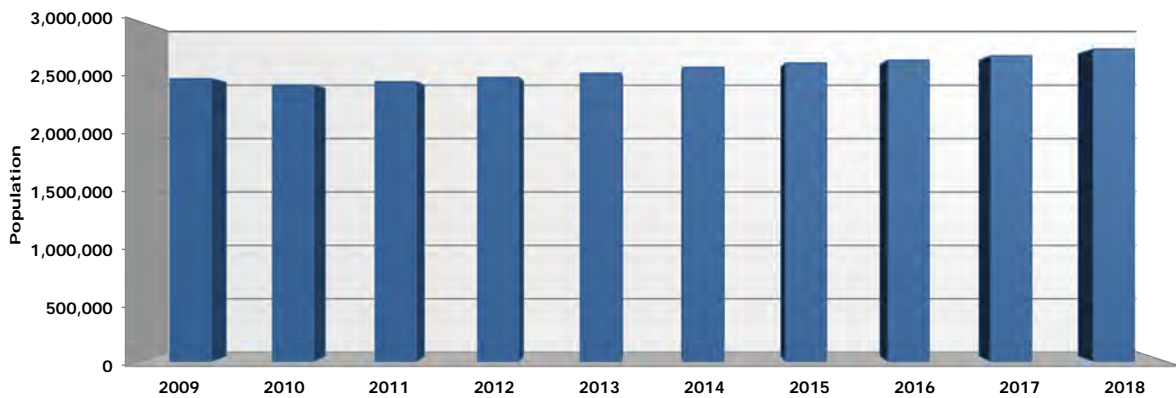
Incorporated Community	Date Incorporated	Designation
Miami	July 28, 1896	City
Homestead	February 8, 1913	City
Florida City	December 29, 1914	City
Miami Beach	March 26, 1915	City
Coral Gables	April 1, 1925	City
Hialeah	September 1, 1925	City
North Miami	February 1, 1926	City
Opa-locka	May 14, 1926	City
Miami Springs	August 23, 1926	City
South Miami	June 1, 1927	City
Golden Beach	May 21, 1929	Town
North Miami Beach	June 15, 1931	City
Miami Shores	January 2, 1932	Village
Biscayne Park	December 1, 1933	Village
Surfside	May 18, 1935	Town
El Portal	May 30, 1937	Village
Indian Creek Village	May 17, 1939	Village
Sweetwater	October 10, 1941	City
North Bay Village	August 1, 1945	City
West Miami	April 7, 1947	City
Bay Harbor Islands	April 28, 1947	Town
Bal Harbour	June 16, 1947	Village
Virginia Gardens	July 9, 1947	Village
Hialeah Gardens	December 1, 1948	City
Medley	May 1, 1949	Town
Key Biscayne	June 18, 1991	Village
Aventura	November 7, 1995	City
Pinecrest	March 12, 1996	Village
Sunny Isles Beach	June 16, 1997	City
Miami Lakes	December 5, 2000	Town
Palmetto Bay	September 10, 2002	Village
Miami Gardens	May 13, 2003	City
Doral	June 24, 2003	City
Cutler Bay	November 8, 2005	Town

Source: Official website of Miami-Dade County government

Population in Miami-Dade County

Year	United States	Florida	Miami-Dade County	Change %
2009	304,320,465	18,413,246	2,500,625	4.3%
2010	303,965,272	18,511,620	2,445,374	-2.2%
2011	306,603,772	18,688,787	2,474,676	1.2%
2012	309,138,711	18,885,152	2,512,219	1.5%
2013	311,536,594	19,091,156	2,549,075	1.5%
2014	314,107,084	19,361,792	2,600,861	2.0%
2015	316,515,021	19,645,772	2,639,042	1.5%
2016	318,558,162	19,934,451	2,664,418	1.0%
2017	321,004,407	20,278,447	2,702,602	1.4%
2018	327,167,439	21,299,325	2,761,581	2.2%

Miami-Dade County Population



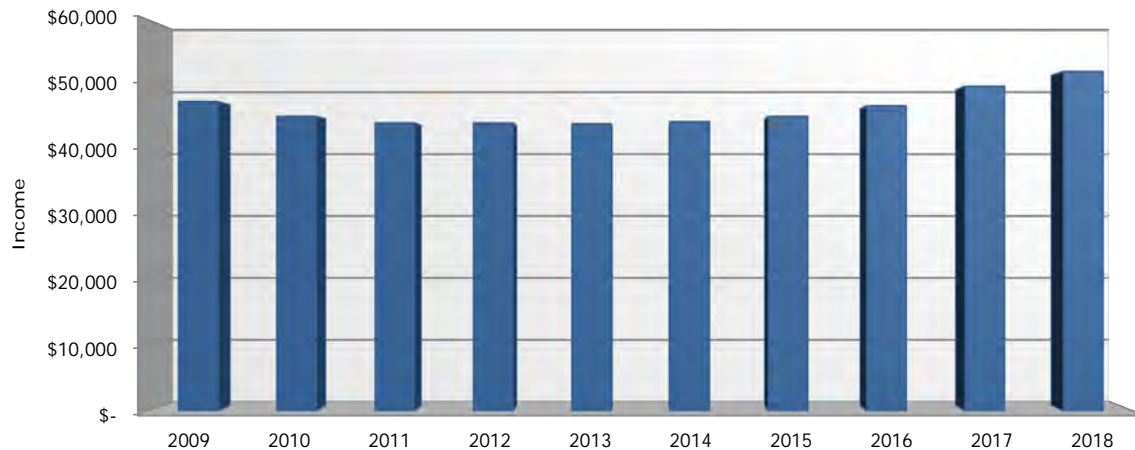
The chart above represents the 10 year historical population trend in Miami-Dade County, Florida.

Source: U.S. Census Bureau American Community Survey

Income in Miami-Dade County

Year	United States	Florida	Miami-Dade County
2009	\$57,519	\$51,237	\$47,568
2010	\$56,388	\$50,036	\$45,315
2011	\$55,162	\$48,387	\$44,294
2012	\$54,948	\$48,176	\$44,282
2013	\$55,072	\$48,522	\$44,177
2014	\$55,613	\$49,193	\$44,491
2015	\$57,709	\$51,140	\$45,305
2016	\$58,856	\$51,954	\$46,923
2017	\$60,336	\$52,594	\$49,930
2018	\$63,179	\$53,267	\$52,205

Miami-Dade County Income



The chart above represents the 10 year historical income trend in Miami-Dade County, Florida.

Source: U.S. Census Bureau American Community Survey.

Households in Miami-Dade County

Year	United States	Florida	Miami-Dade County
2009	129,110,759	8,794,682	976,908
2010	130,038,080	8,863,057	980,580
2011	131,034,946	8,944,635	986,723
2012	131,642,457	8,983,414	989,364
2013	132,057,804	9,003,933	990,697
2014	132,741,033	9,051,851	994,596
2015	133,351,840	9,094,999	998,833
2016	134,054,899	9,152,815	1,004,835
2017	135,393,564	9,259,684	1,008,908
2018	138,539,906	9,547,762	1,032,000

Miami-Dade County Households



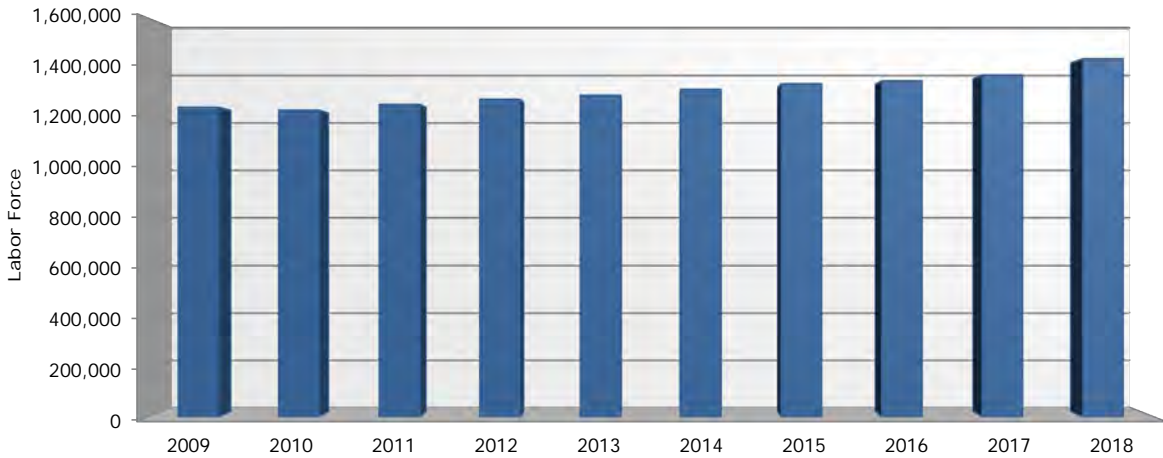
The chart above represents the 10 year historical household trend in Miami-Dade County, Florida.

Source: U.S. Census Bureau American Community Survey

Labor Force in Miami-Dade County

Year	Labor Force	Employed	Unemployed	Unemployment Rate
2009	1,243,877	1,104,825	139,052	11.2%
2010	1,232,033	1,127,602	104,431	8.5%
2011	1,255,381	1,131,458	123,923	9.9%
2012	1,276,316	1,132,783	143,533	11.2%
2013	1,292,661	1,139,865	152,796	11.8%
2014	1,316,083	1,168,256	147,827	11.2%
2015	1,338,209	1,204,871	133,338	10.0%
2016	1,350,435	1,235,165	115,270	8.5%
2017	1,373,703	1,272,735	100,968	7.4%
2018	1,439,031	1,373,136	65,895	4.6%

Miami-Dade County Labor Force



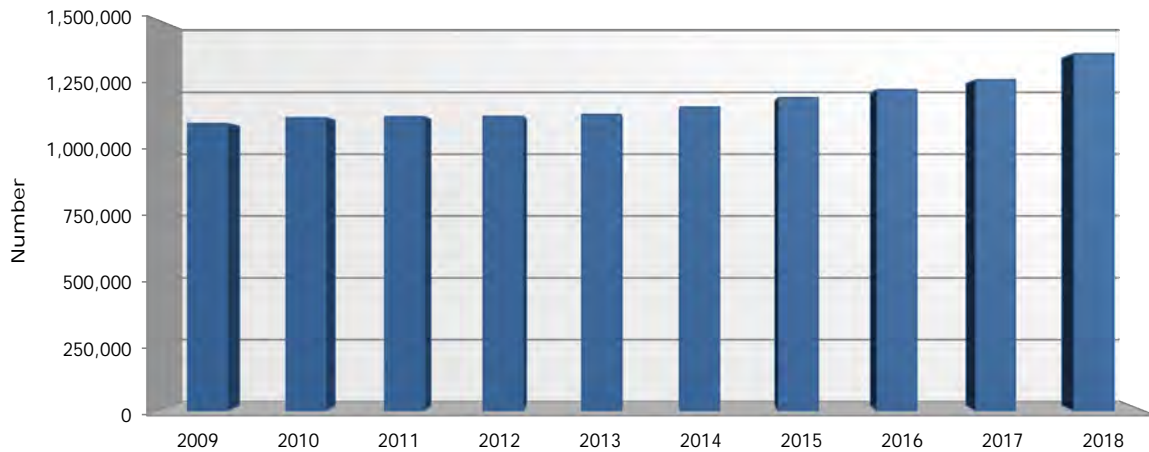
The chart above represents the 10 year historical labor force trend in Miami-Dade County, Florida.

Source: U.S. Census Bureau American Community Survey

Employment Rate in Miami-Dade County

Year	Employed	Unemployed	<u>Unemployment Rate</u>	
			County	State
2009	1,104,825	139,052	11.2%	12.1%
2010	1,127,602	104,431	8.5%	8.9%
2011	1,131,458	123,923	9.9%	10.3%
2012	1,132,783	143,533	11.2%	11.3%
2013	1,139,865	152,796	11.8%	11.8%
2014	1,168,256	147,827	10.9%	11.2%
2015	1,204,871	133,338	10.0%	9.7%
2016	1,235,165	115,270	8.5%	8.4%
2017	1,272,735	100,968	7.4%	7.2%
2018	1,373,136	65,895	4.6%	5.2%

Miami-Dade County Employment Rate



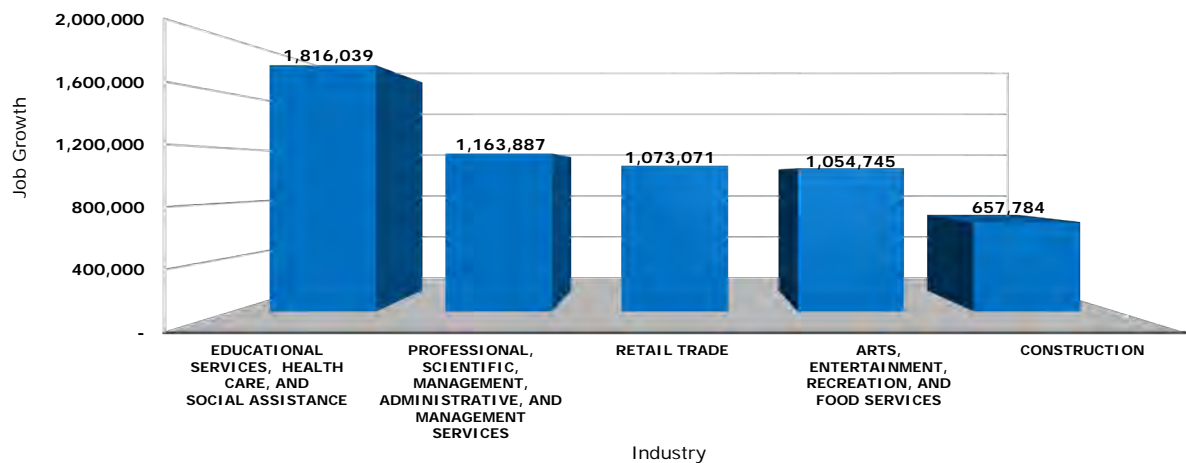
The chart above represents the 10 year historical trend in Miami-Dade County, Florida.

Source: U.S. Census Bureau American Community Survey

Job Growth in Miami-Dade County

Industry	2009 Jobs	2018 Jobs	Job Growth
Agriculture, Forestry, Fishing, Hunting, and Mining	7,020	91,537	84,517
Construction	98,493	756,277	657,784
Manufacturing	62,423	499,441	437,018
Wholesale trade	52,863	252,602	199,739
Retail Trade	131,254	1,204,325	1,073,071
Transportations, Warehousing, and Utilities	82,612	577,259	494,647
Information	25,482	167,011	141,529
Finance, Insurance, Real Estate, Renting, and Leasing	91,548	743,240	651,692
Professional, Scientific, Management, Administrative, and Management Services	133,826	1,297,713	1,163,887
Educational Services, Health Care, and Social Assistance	215,679	2,031,718	1,816,039
Arts, Entertainment, Recreation, and Food Services	107,882	1,162,627	1,054,745
Other Services, except Public Administration	66,235	535,917	469,682
Public administration	43,097	415,273	372,176

Miami-Dade County Job Growth By Industry

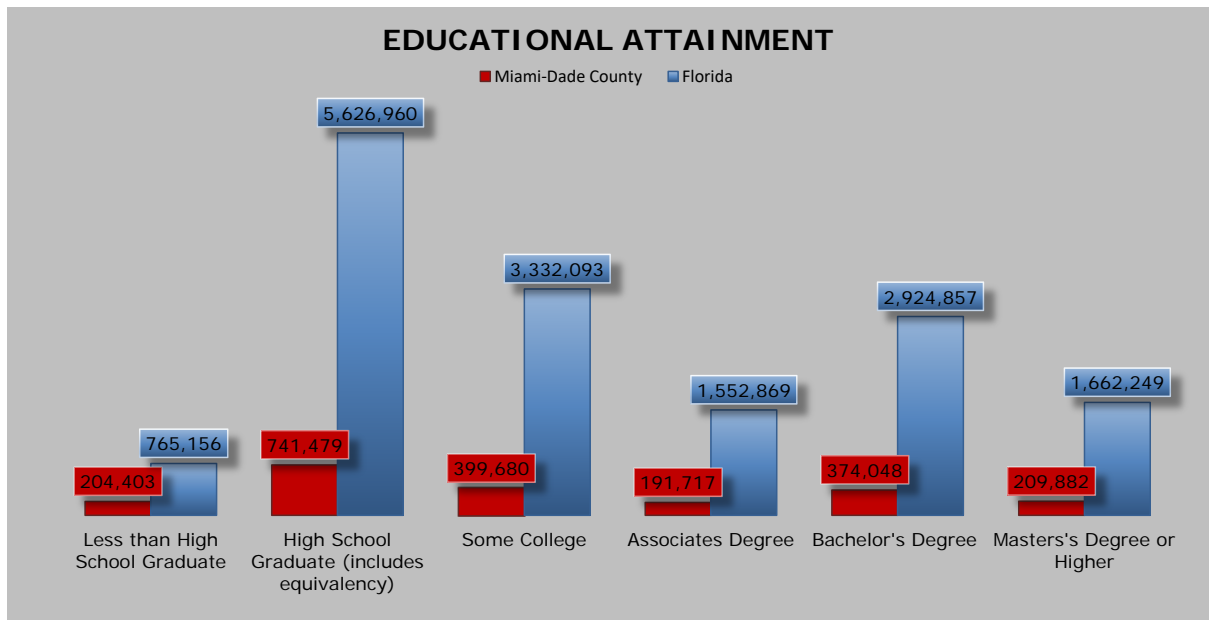


The chart above represents the top 5 Job Growth by Industry in Miami-Dade County, Florida

Source: U.S. Census Bureau American Community Survey

Educational Attainment in Miami-Dade County

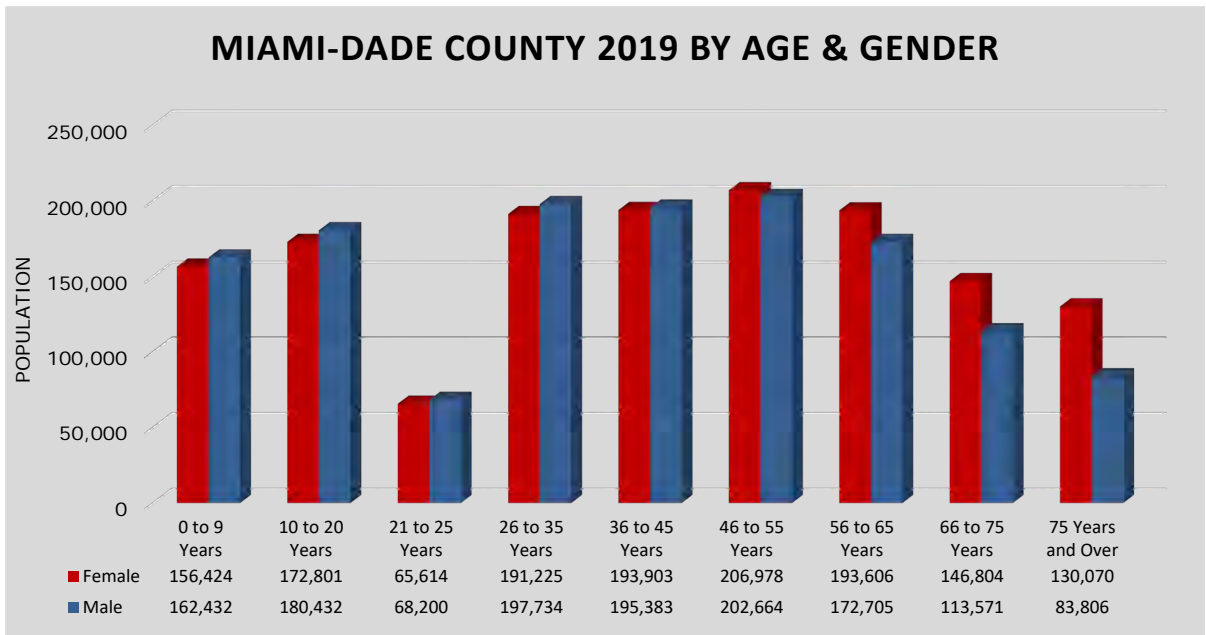
2019 Educational Attainment Population Ages 25 to 64 Years Old	Miami-Dade County	Florida
Less than High School Graduate	204,403	765,156
High School Graduate (includes equivalency)	741,479	5,626,960
Some College	399,680	3,332,093
Associates Degree	191,717	1,552,869
Bachelor's Degree	374,048	2,924,857
Masters's Degree or Higher	209,882	1,662,249



Source: U.S. Census Bureau American Community Survey

Gender Population by Age in Miami-Dade County

Age	Florida		Miami-Dade County	
	Female	Male	Female	Male
0 to 9 Years	1,151,713	1,203,607	156,424	162,432
10 to 20 Years	1,338,932	1,402,229	172,801	180,432
21 to 25 Years	503,498	531,074	65,614	68,200
26 to 35 Years	1,356,259	1,401,746	191,225	197,734
36 to 45 Years	1,325,273	1,307,612	193,903	195,383
46 to 55 Years	1,400,884	1,345,765	206,978	202,664
56 to 65 Years	1,537,309	1,377,991	193,606	172,705
66 to 75 Years	1,407,379	1,207,774	146,804	113,571
75 Years and Over	1,122,480	872,872	130,070	83,806



Source: U.S. Census Bureau American Community Survey

Top Public Employers in Miami-Dade County

Employers	Number of Employees	Industry
Miami-Dade County Public Schools	33,477	Education
Miami-Dade County	24,692	Local Government
Federal Government	19,300	National Government
Florida State Government	19,200	State Government
Jackson Health System	8,163	Health Care
Florida International University	4,951	Education
City of Miami	3,820	Local Government
Homestead AFB	3,250	Military
Miami Dade College	2,572	Education
Miami VA Healthcare System	2,500	Health Care
City of Miami Beach	1,971	Local Government
U.S. Southern Command	1,600	Military
City of Hialeah	1,578	Local Government
City of Coral Gables	730	Local Government
City of North Miami Beach	420	Local Government

Source: The Beacon Council

Top Private Employers in Miami-Dade County

Employers	Number of Employees	Industry
University of Miami	13,864	Education
Baptist Health South Florida	13,369	Health Care
American Airlines	11,773	Aviation
Miami Childrens Hospital	3,500	Health Care
Carnival Cruise Lines	3,500	Hospitality & Tourism
Mount Sinai Medical Center	3,402	Health Care
Florida Power & Light Company	3,011	Utility
Royal Caribbean International/Celebrity Cruises	2,989	Hospitality & Tourism
Wells Fargo	2,050	Banking & Finance
Bank of America Merrill Lynch	2,000	Banking & Finance
Fontainebleau Miami Beach	1,987	Hospitality & Tourism
Burger King Corporation	1,885	Hospitality & Tourism
Mercy Hospital	1,400	Health Care
JP Morgan Chase	1,300	Banking & Finance
Eulen America	1,205	Professional Services
Federal Express	1,161	Trade & Logistics
AAR Corporation - Aircraft Services	1,160	Aviation
Ryder Integrated Logistics	1,106	Trade & Logistics
N.C.L. Corporations	1,049	Hospitality & Tourism
CitiBank	1,000	Banking & Finance

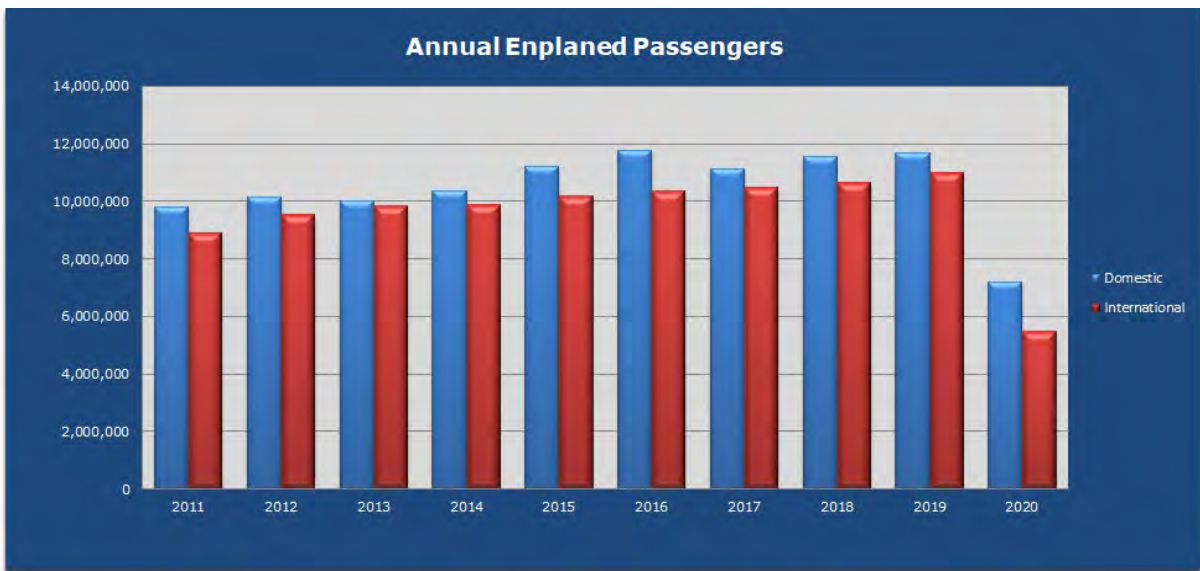
Source: The Beacon Council

Operational Statistics

Annual Enplaned Passengers

Fiscal Years Ended September 30, 2011 to 2020

Fiscal Year	Domestic		International		Total	
	Passengers	Change %	Passengers	Change %	Passengers	Change %
2011	9,796,191	6.7%	8,904,929	8.3%	18,701,120	7.4%
2012	10,155,305	3.7%	9,528,373	7.0%	19,683,678	5.3%
2013	10,033,126	-1.2%	9,844,565	3.3%	19,877,691	1.0%
2014	10,342,784	3.1%	9,877,147	0.3%	20,219,931	1.7%
2015	11,197,406	8.3%	10,177,689	3.0%	21,375,095	5.7%
2016	11,774,663	5.2%	10,379,626	2.0%	22,154,289	3.6%
2017	11,132,819	-5.5%	10,469,975	0.9%	21,602,794	-2.5%
2018	11,571,473	3.9%	10,648,950	1.7%	22,220,423	2.9%
2019	11,680,797	0.9%	11,004,277	3.3%	22,685,074	2.1%
2020	7,175,682	-38.6%	5,473,927	-50.3%	12,649,609	-44.2%



The chart above represents by fiscal year the historical trend of domestic and international enplaned (departing) passengers.

Monthly Enplaned Passengers

ENPLANED PASSENGERS - INTERNATIONAL

	Budget										
	20-21	19-20	18-19	17-18	16-17	15-16	14-15	13-14	12-13	11-12	10-11
OCT	545,247	853,728	775,484	822,110	785,523	792,530	740,521	754,252	720,758	719,861	651,611
NOV	645,260	902,032	917,729	868,625	838,439	824,311	775,222	791,887	813,408	767,857	690,806
DEC	726,285	1,005,056	1,032,968	967,834	1,022,700	973,759	948,361	946,267	886,114	864,133	780,717
JAN	696,885	968,325	991,153	932,463	952,204	946,353	934,397	895,342	867,620	834,949	761,744
FEB	617,949	869,708	878,885	837,499	772,603	807,034	806,726	765,290	776,431	743,263	655,619
MAR	697,935	971,665	992,646	935,680	882,768	892,669	838,159	838,009	865,563	813,144	750,951
APR	620,103	885,389	881,949	852,599	890,431	794,865	809,302	781,036	766,917	789,945	721,668
MAY	643,626	906,156	915,405	872,597	880,041	832,910	831,065	810,463	799,423	769,857	738,743
JUN	665,311	941,622	946,247	906,749	914,191	876,549	879,558	840,819	853,988	818,676	785,301
JUL	690,161	1,002,454	981,590	965,328	968,246	970,647	949,111	884,091	927,543	899,892	886,708
AUG	660,632	939,744	939,591	904,941	938,534	908,637	906,157	863,533	857,539	812,573	798,235
SEP	527,772	812,620	750,630	782,525	624,295	759,362	759,110	706,158	709,261	694,223	682,826
	7,737,168	11,058,499	11,004,277	10,648,950	10,469,975	10,379,626	10,177,689	9,877,147	9,844,565	9,528,373	8,904,929

ENPLANED PASSENGERS - DOMESTIC

	Budget										
	20-21	19-20	18-19	17-18	16-17	15-16	14-15	13-14	12-13	11-12	10-11
OCT	599,232	932,820	852,265	898,273	833,735	943,273	742,413	779,384	731,095	786,385	753,990
NOV	673,976	971,000	958,570	935,039	903,079	930,150	757,272	789,906	774,113	814,991	767,911
DEC	705,990	1,026,167	1,004,103	988,163	952,173	988,486	1,011,432	878,447	810,870	840,996	792,682
JAN	761,395	1,060,648	1,082,903	1,021,367	1,005,167	1,034,892	966,005	926,546	894,877	927,294	866,346
FEB	684,127	953,338	973,008	918,031	877,573	942,393	860,699	825,094	787,017	819,130	750,621
MAR	773,559	1,104,410	1,100,203	1,063,508	1,040,324	1,079,394	1,026,855	977,251	934,103	938,537	877,980
APR	692,894	1,050,052	985,477	1,011,164	1,005,685	1,020,602	998,224	908,110	886,152	913,559	850,341
MAY	696,200	1,050,141	990,178	1,011,249	1,000,256	1,040,519	991,258	911,699	872,135	870,629	866,602
JUN	679,485	1,002,448	966,406	965,323	921,895	975,374	953,488	858,192	852,499	850,365	825,660
JUL	691,459	1,021,691	983,436	983,853	1,022,894	1,024,627	1,018,644	903,979	887,736	879,534	887,237
AUG	684,118	1,003,428	972,995	966,266	976,145	976,786	1,012,088	879,453	886,334	830,906	844,308
SEP	570,396	840,360	811,253	809,237	593,893	818,167	859,028	704,723	716,195	682,979	712,513
	8,212,832	12,016,501	11,680,797	11,571,473	11,132,819	11,774,663	11,197,406	10,342,784	10,033,126	10,155,305	9,796,191

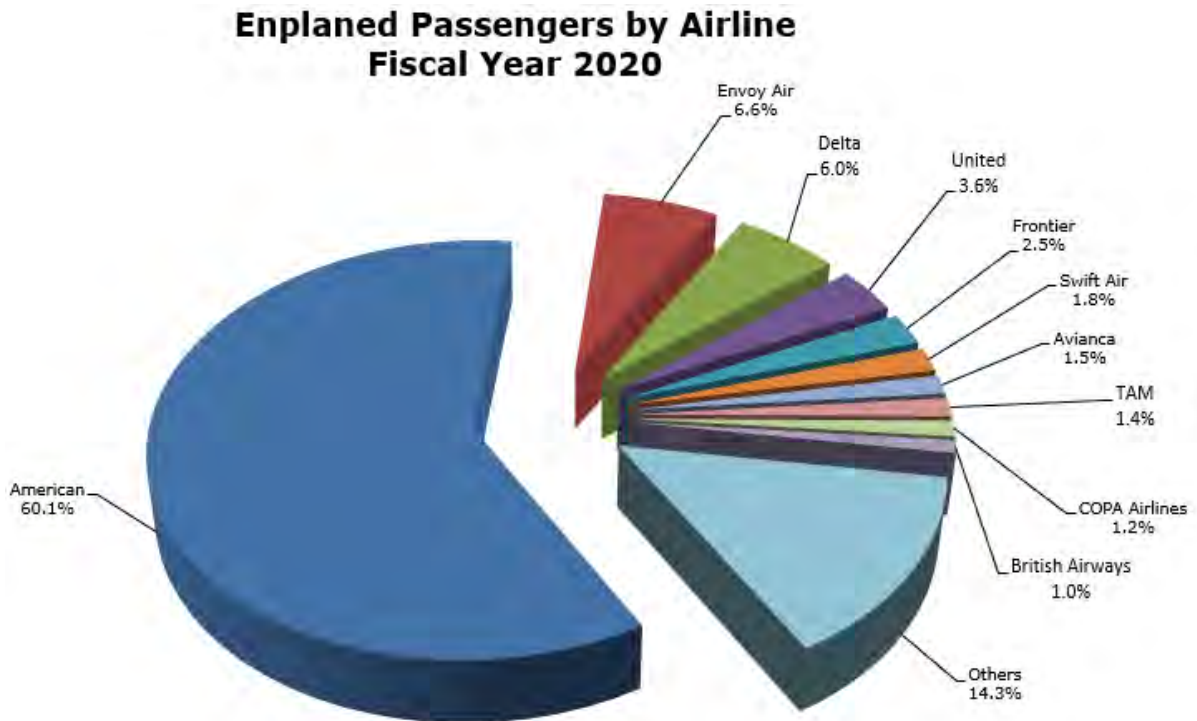
ENPLANED PASSENGERS - TOTAL

	Budget										
	20-21	19-20	18-19	17-18	16-17	15-16	14-15	13-14	12-13	11-12	10-11
OCT	1,144,479	1,786,547	1,627,749	1,720,383	1,619,258	1,735,803	1,482,934	1,533,636	1,451,853	1,506,246	1,405,601
NOV	1,319,236	1,873,031	1,876,299	1,803,664	1,741,518	1,754,461	1,532,494	1,581,793	1,587,521	1,582,848	1,458,717
DEC	1,432,276	2,031,223	2,037,071	1,955,997	1,974,873	1,962,245	1,959,793	1,824,714	1,696,984	1,705,129	1,573,399
JAN	1,458,280	2,028,973	2,074,056	1,953,830	1,957,371	1,981,245	1,900,402	1,821,888	1,762,497	1,762,243	1,628,090
FEB	1,302,076	1,823,046	1,851,893	1,755,530	1,650,176	1,749,427	1,667,425	1,590,384	1,563,448	1,562,393	1,406,240
MAR	1,471,494	2,076,075	2,092,849	1,999,188	1,923,092	1,972,063	1,865,014	1,815,260	1,799,666	1,751,681	1,628,931
APR	1,312,997	1,935,442	1,867,426	1,863,763	1,896,116	1,815,467	1,807,526	1,689,146	1,653,069	1,703,504	1,572,009
MAY	1,339,826	1,956,297	1,905,583	1,883,846	1,880,297	1,873,429	1,822,323	1,722,162	1,671,558	1,640,486	1,605,345
JUN	1,344,797	1,944,070	1,912,653	1,872,072	1,836,086	1,851,923	1,833,046	1,699,011	1,706,487	1,669,041	1,610,961
JUL	1,381,621	2,024,145	1,965,026	1,949,181	1,991,140	1,995,274	1,967,755	1,788,070	1,815,279	1,779,426	1,773,945
AUG	1,344,750	1,943,172	1,912,586	1,871,207	1,914,679	1,885,423	1,918,245	1,742,986	1,743,873	1,643,479	1,642,543
SEP	1,098,169	1,652,980	1,561,883	1,591,762	1,218,188	1,577,529	1,618,138	1,410,881	1,425,456	1,377,202	1,395,339
	15,950,000	23,075,000	22,685,074	22,220,423	21,602,794	22,154,289	21,375,095	20,219,931	19,877,691	19,683,678	18,701,120

Enplaned Passengers by Airline

Fiscal Years Ended September 30, 2017-2020

	2020		2019		2018		2017	
	Number	Total %	Number	Total %	Number	Total %	Number	Total %
American	7,599,287	60.1%	13,571,239	59.8%	13,254,456	59.6%	12,902,731	59.7%
Envoy Air	834,632	6.6%	1,604,791	7.1%	1,570,196	7.1%	1,349,019	6.2%
Delta	757,232	6.0%	1,348,161	5.9%	1,333,523	6.0%	1,360,904	6.3%
United	454,926	3.6%	632,102	2.8%	679,656	3.1%	672,516	3.1%
Frontier	313,941	2.5%	193,910	0.9%	361,900	1.6%	232,114	1.1%
Swift Air	231,860	1.8%	418,102	1.8%	302,531	1.4%	70,882	0.3%
Avianca	186,277	1.5%	403,898	1.8%	294,100	1.3%	338,972	1.6%
TAM	181,383	1.4%	353,702	1.6%	340,979	1.5%	313,716	1.5%
COPA Airlines	154,930	1.2%	299,503	1.3%	279,757	1.3%	259,371	1.2%
British Airways	124,496	1.0%	334,457	1.5%	245,029	1.1%	238,780	1.1%
Others	1,810,645	14.3%	3,525,209	15.5%	3,558,296	16.0%	3,863,789	17.9%
Total	12,649,609	100%	22,685,074	100%	22,220,423	100%	21,602,794	100%

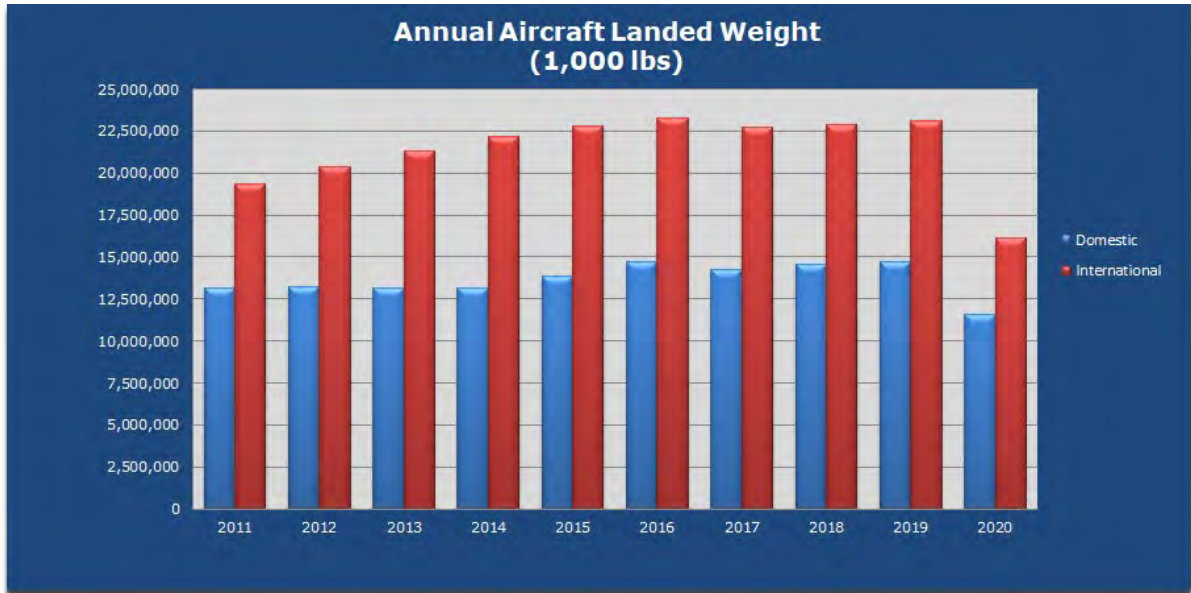


The chart above represents the percentage of enplaned (departing) passengers carried by the top ten airlines and others during Fiscal Year 2020.

Annual Aircraft Landed Weight

Annual Aircraft Landed Weight Fiscal Years Ended September 30, 2011 to 2020

Fiscal Year	Domestic		International		Total	
	Landed Wt.	Change %	Landed Wt.	Change %	Landed Wt.	Change %
2011	13,137,884	5.3%	19,378,648	3.8%	32,516,532	4.4%
2012	13,213,922	0.6%	20,334,264	4.9%	33,548,186	3.2%
2013	13,115,308	-0.7%	21,323,070	4.9%	34,438,378	2.7%
2014	13,141,290	0.2%	22,157,205	3.9%	35,298,495	2.5%
2015	13,886,215	5.7%	22,835,492	3.1%	36,721,707	4.0%
2016	14,683,385	5.7%	23,243,509	1.8%	37,926,894	3.3%
2017	14,266,146	-2.8%	22,723,364	-2.2%	36,989,510	-2.5%
2018	14,549,871	2.0%	22,907,237	0.8%	37,457,108	1.3%
2019	14,710,443	1.1%	23,147,790	1.1%	37,858,233	1.1%
2020	11,546,694	-21.5%	16,135,051	-30.3%	27,681,745	-26.9%



The chart above represents by fiscal year the historical trend of domestic and international landed weight.

Monthly Aircraft Landed Weight

LANDED WEIGHT - INTERNATIONAL

	Budget 20-21	19-20	18-19	17-18	16-17	15-16	14-15	13-14	12-13	11-12	10-11
OCT	1,550,670	1,952,559	1,850,022	1,880,431	1,842,035	1,879,019	1,764,025	1,721,988	1,650,755	1,627,778	1,527,604
NOV	1,622,023	1,975,140	1,935,149	1,902,178	1,947,717	1,956,926	1,853,194	1,777,079	1,715,910	1,666,230	1,583,758
DEC	1,775,823	2,106,053	2,118,640	2,028,255	2,159,573	2,135,325	2,032,276	1,991,510	1,904,228	1,817,243	1,711,031
JAN	1,805,747	2,147,324	2,154,341	2,068,001	2,098,348	2,102,249	2,019,356	1,996,317	1,857,054	1,777,066	1,681,653
FEB	1,617,971	1,810,002	1,930,315	1,743,140	1,799,295	1,891,553	1,811,207	1,770,346	1,681,894	1,655,640	1,499,174
MAR	1,712,447	2,052,518	2,043,029	1,976,697	1,940,970	1,993,247	1,945,118	1,898,391	1,900,970	1,829,508	1,631,013
APR	1,633,419	2,005,259	1,948,746	1,931,184	1,930,091	1,986,627	1,950,115	1,899,403	1,841,096	1,693,954	1,640,767
MAY	1,586,436	2,057,070	1,892,692	1,981,081	1,926,348	1,885,445	1,897,998	1,867,341	1,755,750	1,691,799	1,580,866
JUN	1,525,684	1,901,775	1,820,212	1,831,523	1,827,648	1,825,666	1,890,788	1,815,422	1,724,500	1,646,778	1,585,380
JUL	1,583,585	1,985,284	1,889,291	1,911,947	1,896,425	1,950,910	1,964,889	1,902,823	1,834,715	1,711,245	1,708,610
AUG	1,589,062	1,973,499	1,895,826	1,900,597	1,896,936	1,893,197	1,936,239	1,853,122	1,814,466	1,661,282	1,668,702
SEP	1,603,337	1,681,702	1,669,527	1,752,203	1,457,978	1,743,345	1,770,287	1,663,464	1,641,732	1,555,741	1,560,090
	19,606,202	23,648,185	23,147,790	22,907,237	22,723,364	23,243,509	22,835,492	22,157,206	21,323,070	20,334,264	19,378,648

LANDED WEIGHT - DOMESTIC

	Budget 20-21	19-20	18-19	17-18	16-17	15-16	14-15	13-14	12-13	11-12	10-11
OCT	980,805	1,253,496	1,170,146	1,207,191	1,078,095	1,129,181	1,003,834	1,033,218	981,745	1,028,203	1,037,736
NOV	1,028,581	1,280,083	1,227,145	1,232,796	1,206,713	1,172,504	1,090,196	1,082,773	1,085,119	1,073,330	1,072,192
DEC	1,138,072	1,434,307	1,357,773	1,381,323	1,319,390	1,354,049	1,319,390	1,217,725	1,169,727	1,221,322	1,201,631
JAN	1,130,243	1,309,999	1,348,433	1,261,607	1,275,608	1,278,291	1,221,817	1,172,230	1,175,738	1,192,385	1,147,734
FEB	1,021,578	1,304,458	1,218,791	1,256,271	1,136,885	1,210,357	1,086,365	1,080,424	1,092,280	1,119,352	1,049,705
MAR	1,114,422	1,334,361	1,329,558	1,285,069	1,323,018	1,347,321	1,249,883	1,217,680	1,185,747	1,207,319	1,140,266
APR	991,161	1,219,827	1,182,502	1,174,766	1,269,004	1,264,592	1,206,229	1,103,136	1,116,003	1,111,247	1,110,892
MAY	1,010,283	1,212,953	1,205,315	1,168,146	1,217,418	1,254,885	1,196,475	1,102,426	1,133,277	1,111,098	1,105,128
JUN	964,609	1,188,115	1,150,824	1,144,226	1,161,384	1,192,412	1,140,977	1,051,274	1,060,964	1,064,493	1,088,852
JUL	995,216	1,234,155	1,187,339	1,188,565	1,232,108	1,222,503	1,163,809	1,077,292	1,074,021	1,082,355	1,112,319
AUG	1,012,164	1,211,765	1,207,559	1,167,002	1,165,786	1,206,144	1,142,231	1,040,419	1,092,327	1,053,511	1,061,380
SEP	1,068,663	1,039,338	1,125,058	1,082,909	880,737	1,051,146	1,065,009	962,693	948,360	949,307	1,010,049
	12,455,797	15,022,855	14,710,443	14,549,871	14,266,146	14,683,385	13,886,215	13,141,290	13,115,308	13,213,922	13,137,884

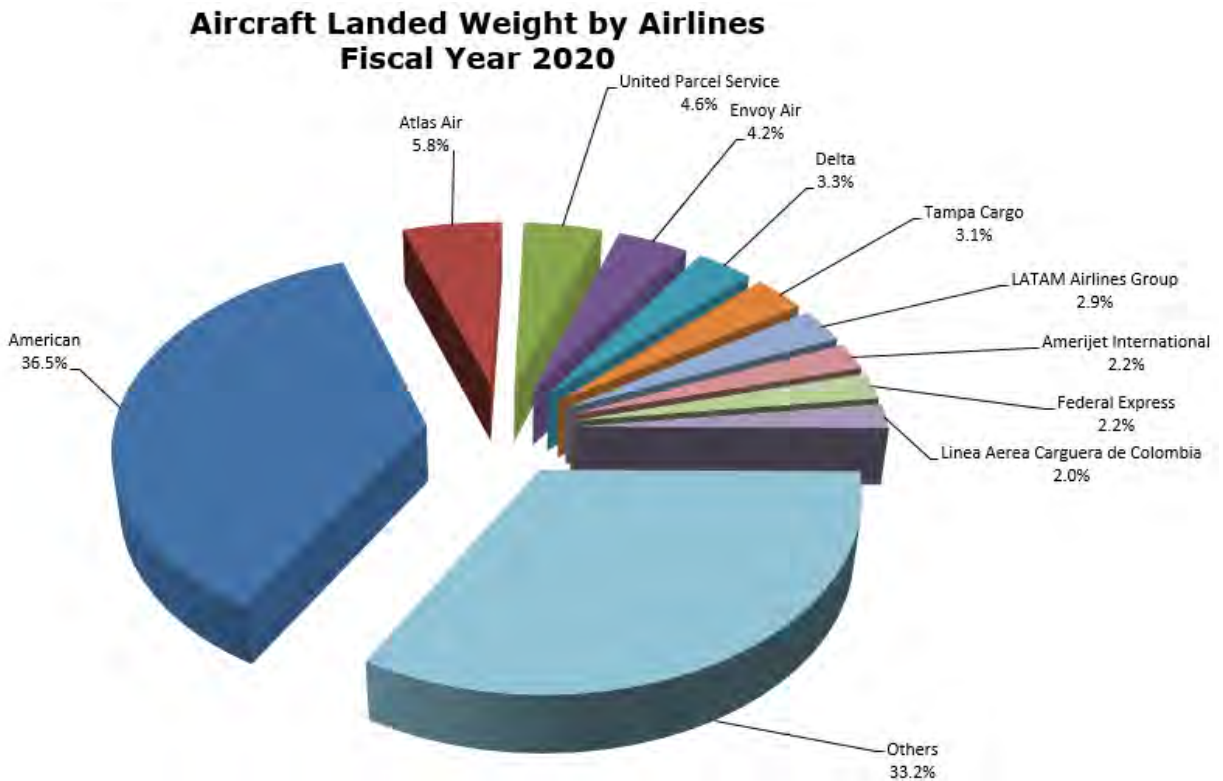
LANDED WEIGHT - TOTAL

	Budget 20-21	19-20	18-19	17-18	16-17	15-16	14-15	13-14	12-13	11-12	10-11
OCT	2,531,475	3,206,055	3,020,168	3,087,622	2,920,130	3,008,200	2,767,859	2,755,206	2,632,500	2,655,981	2,565,340
NOV	2,650,603	3,255,223	3,162,294	3,134,974	3,154,430	3,129,430	2,943,390	2,859,852	2,801,029	2,739,560	2,655,950
DEC	2,913,895	3,540,360	3,476,413	3,409,578	3,478,963	3,489,374	3,351,666	3,209,235	3,073,955	3,038,565	2,912,662
JAN	2,935,990	3,457,323	3,502,774	3,329,608	3,373,956	3,380,540	3,241,173	3,168,547	3,032,792	2,969,451	2,829,387
FEB	2,639,549	3,114,460	3,149,106	2,999,411	2,936,180	3,101,910	2,897,572	2,850,770	2,774,174	2,774,992	2,548,879
MAR	2,826,869	3,386,878	3,372,587	3,261,766	3,263,988	3,340,568	3,195,001	3,116,071	3,086,717	3,036,827	2,771,279
APR	2,624,581	3,225,086	3,131,248	3,105,950	3,199,095	3,251,219	3,156,344	3,002,539	2,957,099	2,805,201	2,751,659
MAY	2,596,719	3,270,023	3,098,007	3,149,227	3,143,766	3,140,330	3,094,473	2,969,767	2,889,027	2,802,897	2,685,994
JUN	2,490,293	3,089,891	2,971,036	2,975,749	2,989,032	3,018,078	3,031,765	2,866,696	2,785,464	2,711,271	2,674,232
JUL	2,578,801	3,219,439	3,076,630	3,100,512	3,128,533	3,173,413	3,128,698	2,980,115	2,908,736	2,793,600	2,820,929
AUG	2,601,226	3,185,264	3,103,385	3,067,599	3,062,722	3,099,341	3,078,470	2,893,541	2,906,793	2,714,793	2,730,082
SEP	2,672,000	2,721,040	2,794,585	2,835,112	2,338,715	2,794,491	2,835,296	2,626,157	2,590,092	2,505,048	2,570,139
	32,062,000	38,671,040	37,858,233	37,457,108	36,989,510	37,926,894	36,721,707	35,298,496	34,438,378	33,548,186	32,516,532

Aircraft Landed Weight by Airline

Fiscal Years Ended September 30, 2017-2020

	2020		2019		2018		2017	
	Number	Total %	Number	Total %	Number	Total %	Number	Total %
American	10,092,273	36.5%	16,268,576	43.0%	16,241,161	43.4%	16,376,922	44.3%
Atlas Air	1,610,914	5.8%	1,598,967	4.2%	1,387,638	3.7%	1,155,305	3.1%
United Parcel Service	1,267,425	4.6%	1,131,516	3.0%	1,212,708	3.2%	1,119,769	3.0%
Envoy Air	1,153,868	4.2%	1,772,547	4.7%	1,771,506	4.7%	1,682,254	4.5%
Delta	922,943	3.3%	1,360,045	3.6%	1,357,972	3.6%	1,421,379	3.8%
Tampa Cargo	858,627	3.1%	776,440	2.1%	741,748	2.0%	741,748	2.0%
LATAM Airlines Group	789,315	2.9%	651,020	1.7%	752,475	2.0%	900,105	2.4%
Amerijet International	618,754	2.2%	675,776	1.8%	703,924	1.9%	618,770	1.7%
Federal Express	610,298	2.2%	556,590	1.5%	530,377	1.4%	526,458	1.4%
Linea Aerea Carguera de Colombia	564,800	2.0%	376,960	1.0%	231,680	0.6%	178,145	0.5%
Others	9,192,528	33.2%	12,689,796	33.5%	12,525,919	33.4%	12,268,655	33.2%
Total	27,681,745	100%	37,858,233	100%	37,457,108	100%	36,989,510	100%



The chart above represents the percentage of landed weight by the top ten airlines and others during fiscal year 2020.

Annual Flight Operations

Annual Flight Operations

Fiscal Years Ended September 30, 2011 to 2020

Fiscal Year	Domestic		International		Total		
	Operations	Change %	Operations	Change %	Operations	Change %	
2011	205,462	8.9%	180,771	3.5%	386,233	6.3%	2011
2012	201,638	-1.9%	188,281	4.2%	389,919	1.0%	2012
2013	203,797	1.1%	189,558	0.7%	393,355	0.9%	2013
2014	207,967	2.0%	189,294	-0.1%	397,261	1.0%	2014
2015	214,609	3.2%	191,287	1.1%	405,896	2.2%	2015
2016	217,950	1.6%	195,451	2.2%	413,401	1.8%	2016
2017	215,928	-0.9%	191,232	-2.2%	407,160	-1.5%	2017
2018	223,070	3.3%	192,711	0.8%	415,781	2.1%	2018
2019	221,436	-0.7%	193,596	0.5%	415,032	-0.2%	2019
2020	165,508	-25.3%	123,246	-36.3%	288,754	-30.4%	2020



The chart above represents by fiscal year the historical trend of domestic and international Flight Operations.

Monthly Flight Operations

FLIGHT OPERATIONS - INTERNATIONAL

	Budget										
	20-21	19-20	18-19	17-18	16-17	15-16	14-15	13-14	12-13	11-12	10-11
OCT	12,491	15,824	15,050	15,280	14,934	15,299	14,329	14,468	14,649	14,767	13,796
NOV	13,174	16,284	15,873	15,724	15,908	15,945	15,308	15,022	15,469	15,228	14,298
DEC	14,780	17,988	17,808	17,370	18,332	17,846	17,227	17,221	17,372	17,084	15,760
JAN	14,916	17,683	17,972	17,075	17,697	17,345	17,109	17,030	16,831	16,542	15,605
FEB	13,377	15,419	16,117	14,889	14,742	15,625	15,204	14,906	15,175	15,329	14,105
MAR	14,266	17,436	17,189	16,837	16,474	17,127	16,455	16,294	17,083	16,829	15,525
APR	13,395	16,722	16,139	16,147	16,464	16,760	16,052	16,881	16,001	15,691	15,351
MAY	13,110	17,109	15,795	16,521	16,092	15,871	15,799	16,559	15,639	15,704	14,988
JUN	12,965	16,304	15,621	15,743	15,613	15,946	16,290	15,381	15,304	15,470	15,084
JUL	13,610	17,048	16,398	16,462	16,730	16,849	16,781	16,355	16,462	16,094	16,242
AUG	13,433	16,759	16,185	16,183	16,362	16,286	16,120	15,612	15,859	15,493	15,669
SEP	11,162	14,996	13,449	14,480	11,884	14,552	14,613	13,565	13,714	14,050	14,348
	160,680	199,572	193,596	192,711	191,232	195,451	191,287	189,294	189,558	188,281	180,771

FLIGHT OPERATIONS - DOMESTIC

	Budget										
	20-21	19-20	18-19	17-18	16-17	15-16	14-15	13-14	12-13	11-12	10-11
OCT	14,701	19,204	17,713	18,544	16,294	17,267	16,223	16,238	14,774	15,869	15,676
NOV	14,916	19,647	17,971	18,972	17,878	17,890	17,393	16,630	16,150	17,101	16,961
DEC	16,660	21,389	20,073	20,654	19,484	19,979	20,318	19,432	18,030	18,733	19,057
JAN	16,900	20,898	20,362	20,180	19,165	19,195	19,122	18,872	18,811	18,643	18,675
FEB	15,801	19,463	19,038	18,794	17,888	18,387	17,304	17,944	17,336	17,783	17,172
MAR	17,006	20,895	20,490	20,177	19,776	20,233	19,702	19,853	18,995	18,825	18,401
APR	15,153	19,392	18,257	18,725	18,917	18,573	18,628	17,318	17,485	17,135	17,702
MAY	15,404	18,824	18,560	18,177	18,797	18,579	18,321	16,902	17,357	16,620	17,419
JUN	14,364	17,970	17,306	17,352	17,664	17,222	16,909	16,547	16,492	15,859	16,698
JUL	14,628	18,466	17,625	17,831	18,389	17,627	17,433	16,790	16,632	15,903	16,654
AUG	14,681	18,143	17,688	17,519	17,783	17,206	17,262	16,320	16,849	15,140	15,909
SEP	13,573	16,720	16,353	16,145	13,893	15,792	15,994	15,121	14,886	14,027	15,138
	183,787	231,012	221,436	223,070	215,928	217,950	214,609	207,967	203,797	201,638	205,462

FLIGHT OPERATIONS - TOTAL

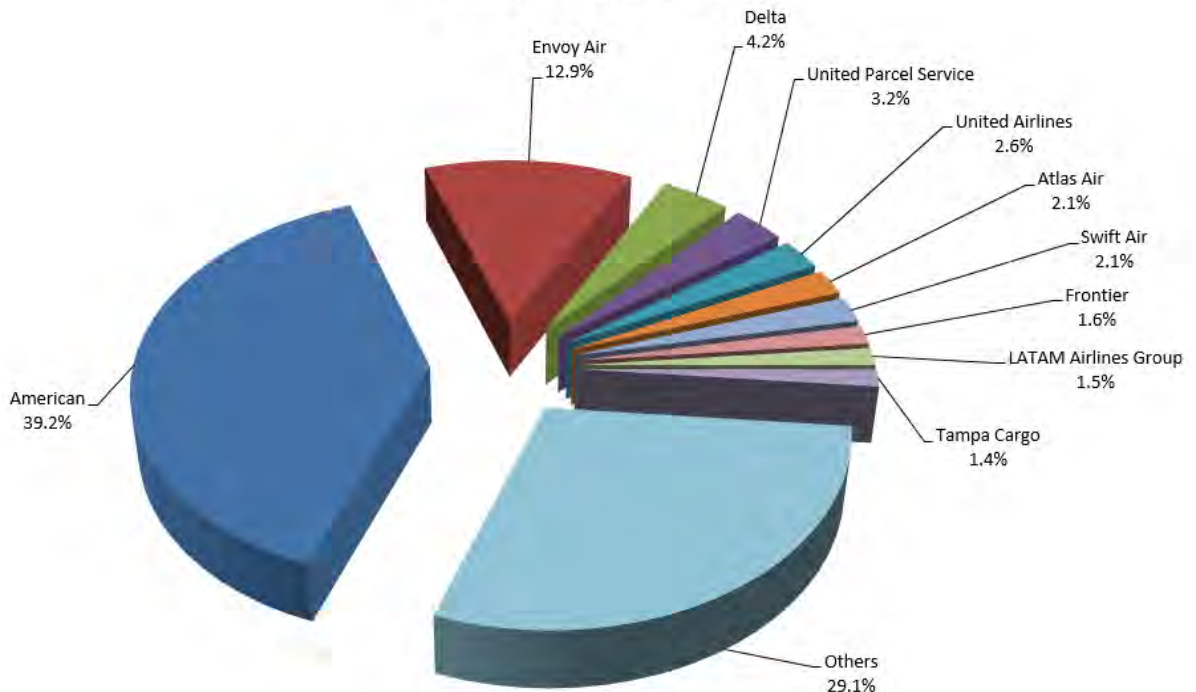
	Budget										
	20-21	19-20	18-19	17-18	16-17	15-16	14-15	13-14	12-13	11-12	10-11
OCT	27,193	35,028	32,763	33,824	31,228	32,566	30,552	30,706	29,423	30,636	29,472
NOV	28,090	35,931	33,844	34,696	33,786	33,835	32,701	31,652	31,619	32,329	31,259
DEC	31,440	39,378	37,881	38,024	37,816	37,825	37,545	36,653	35,402	35,817	34,817
JAN	31,816	38,581	38,334	37,255	36,862	36,540	36,231	35,902	35,642	35,185	34,280
FEB	29,178	34,882	35,155	33,683	32,630	34,012	32,508	32,850	32,511	33,112	31,277
MAR	31,273	38,332	37,679	37,014	36,250	37,360	36,157	36,147	36,078	35,654	33,926
APR	28,548	36,114	34,396	34,872	35,381	35,333	34,680	34,199	33,486	32,826	33,053
MAY	28,514	35,933	34,355	34,698	34,889	34,450	34,120	33,461	32,996	32,324	32,407
JUN	27,329	34,273	32,927	33,095	33,277	33,168	33,199	31,928	31,796	31,329	31,782
JUL	28,238	35,514	34,023	34,293	35,119	34,476	34,214	33,145	33,094	31,997	32,896
AUG	28,114	34,902	33,873	33,702	34,145	33,492	33,382	31,932	32,708	30,633	31,578
SEP	24,735	31,715	29,802	30,625	25,777	30,344	30,607	28,686	28,600	28,077	29,486
	344,467	430,584	415,032	415,781	407,160	413,401	405,896	397,261	393,355	389,919	386,233

Flight Operations by Airline

Fiscal Years Ended September 30, 2017-2020

	2020		2019		2018		2017	
	Number	Total %	Number	Total %	Number	Total %	Number	Total %
American	113,251	39.2%	181,419	43.7%	182,305	43.8%	180,747	44.4%
Envoy Air	37,128	12.9%	57,956	14.0%	57,105	13.7%	52,113	12.8%
Delta	12,182	4.2%	18,836	4.5%	19,501	4.7%	20,694	5.1%
United Parcel Service	9,307	3.2%	8,471	2.0%	8,811	2.1%	7,976	2.0%
United Airlines	7,583	2.6%	9,065	2.2%	9,567	2.3%	9,424	2.3%
Atlas Air	6,174	2.1%	5,937	1.4%	4,769	1.1%	3,633	0.9%
Swift Air	6,162	2.1%	9,126	2.2%	6,798	1.6%	1,839	0.5%
Frontier	4,542	1.6%	2,290	0.6%	4,873	1.2%	3,120	0.8%
LATAM Airlines Group	4,256	1.5%	3,547	0.9%	4,070	1.0%	4,679	1.1%
Tampa Cargo	4,165	1.4%	3,758	0.9%	3,256	0.8%	3,597	0.9%
Others	84,004	29.1%	114,627	27.6%	114,726	27.6%	119,338	29.3%
Total	288,754	100%	415,032	100%	415,781	100%	407,160	100%

Flight Operations by Airline Fiscal Year 2020



The chart above represents the percentage of flight operations (take-offs and landings) by the top ten airlines and others during Fiscal Year 2020.

Monthly Passenger Airline Seats

SEATS - INTERNATIONAL

	Budget 20-21	19-20	18-19	17-18	16-17	15-16	14-15	13-14	12-13	11-12	10-11
OCT	1,684,625	2,183,244	2,110,365	2,083,263	2,040,960	2,081,482	1,940,054	1,910,746	1,875,634	1,820,708	1,698,667
NOV	1,743,799	2,258,408	2,184,494	2,154,985	2,136,225	2,180,917	2,099,922	2,017,821	2,001,473	1,856,275	1,741,321
DEC	1,992,359	2,522,898	2,495,870	2,407,363	2,587,979	2,505,235	2,414,748	2,351,172	2,279,474	2,145,351	1,962,099
JAN	2,034,903	2,511,924	2,549,166	2,396,892	2,492,209	2,452,087	2,437,685	2,360,411	2,282,439	2,142,625	1,980,417
FEB	1,800,400	2,189,551	2,255,399	2,089,281	2,059,370	2,183,887	2,128,901	2,048,938	2,015,502	1,932,126	1,716,210
MAR	1,928,622	2,445,478	2,416,026	2,333,488	2,306,870	2,367,666	2,301,086	2,253,587	2,263,321	2,081,260	1,878,967
APR	1,702,641	2,277,087	2,132,934	2,172,809	2,244,745	2,226,773	2,174,577	2,198,230	2,023,519	1,901,845	1,852,929
MAY	1,710,483	2,295,116	2,142,758	2,190,012	2,174,960	2,157,150	2,174,918	2,185,788	2,062,875	1,913,784	1,859,821
JUN	1,742,470	2,273,444	2,182,829	2,169,333	2,169,858	2,202,701	2,263,021	2,172,783	2,072,613	1,926,667	1,876,676
JUL	1,836,734	2,426,595	2,300,915	2,315,470	2,376,098	2,373,332	2,383,907	2,296,463	2,254,524	2,075,372	2,073,385
AUG	1,801,678	2,344,144	2,257,000	2,236,795	2,300,691	2,282,226	2,284,772	2,194,866	2,196,397	1,952,682	2,000,155
SEP	1,499,904	2,083,190	1,878,962	1,987,791	1,607,697	1,978,545	1,995,999	1,875,271	1,835,678	1,757,660	1,777,367
	21,478,617	27,811,078	26,906,718	26,537,482	26,497,662	26,992,001	26,599,590	25,866,076	25,163,449	23,506,355	22,418,014

SEATS - DOMESTIC

	Budget 20-21	19-20	18-19	17-18	16-17	15-16	14-15	13-14	12-13	11-12	10-11
OCT	1,581,176	2,171,220	1,980,773	2,071,790	1,930,047	2,043,569	1,855,939	1,890,156	1,730,630	1,822,636	1,791,228
NOV	1,610,665	2,186,878	2,017,714	2,086,731	2,071,110	2,065,213	1,973,946	1,910,807	1,860,079	1,864,431	1,856,269
DEC	1,825,801	2,369,137	2,287,220	2,260,643	2,255,709	2,312,829	2,260,983	2,165,872	2,058,382	2,081,708	2,039,580
JAN	1,836,484	2,358,577	2,300,602	2,250,567	2,235,953	2,248,233	2,191,849	2,147,467	2,101,827	2,083,850	2,037,931
FEB	1,678,570	2,171,664	2,102,780	2,072,214	2,010,975	2,161,637	1,955,140	1,954,853	1,914,208	1,947,426	1,850,010
MAR	1,856,807	2,353,896	2,326,061	2,246,100	2,328,419	2,373,799	2,298,655	2,242,295	2,136,304	2,103,537	2,005,357
APR	1,635,295	2,234,882	2,048,569	2,132,537	2,182,399	2,231,009	2,219,848	2,018,889	1,990,692	1,956,642	1,973,096
MAY	1,637,217	2,222,541	2,050,976	2,120,761	2,212,365	2,266,621	2,239,076	2,035,712	2,019,329	1,944,501	1,984,624
JUN	1,557,640	2,123,589	1,951,289	2,026,340	2,109,110	2,148,336	2,099,341	1,976,375	1,958,181	1,862,351	1,928,603
JUL	1,623,727	2,184,985	2,034,077	2,084,925	2,187,581	2,209,958	2,160,532	2,033,072	2,009,213	1,902,911	1,980,895
AUG	1,628,550	2,139,776	2,040,119	2,041,786	2,127,975	2,138,452	2,128,576	1,971,558	1,997,491	1,805,629	1,881,882
SEP	1,549,450	1,971,776	1,941,029	1,881,479	1,500,393	1,878,475	1,926,922	1,751,166	1,787,140	1,661,643	1,774,444
	20,021,383	26,488,922	25,081,209	25,275,873	25,152,036	26,078,131	25,310,807	24,098,222	23,563,476	23,037,265	23,103,919

SEATS - TOTAL

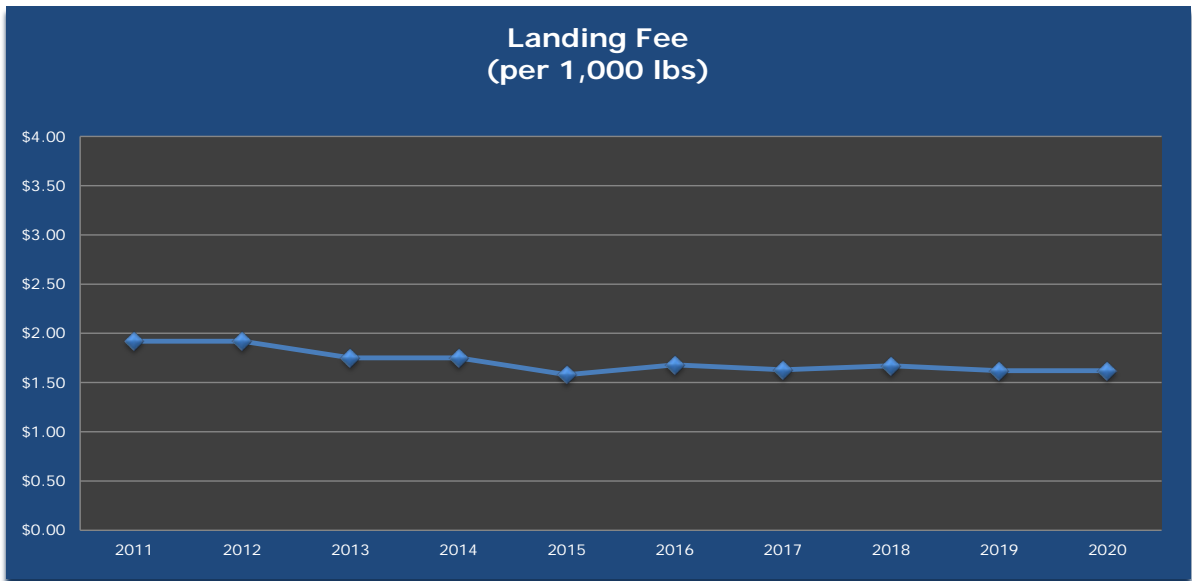
	Budget 20-21	19-20	18-19	17-18	16-17	15-16	14-15	13-14	12-13	11-12	10-11
OCT	3,265,801	4,354,464	4,091,138	4,155,053	3,971,007	4,125,051	3,795,993	3,800,902	3,606,264	3,643,344	3,489,895
NOV	3,354,464	4,445,286	4,202,208	4,241,716	4,207,335	4,246,130	4,073,868	3,928,628	3,861,552	3,720,706	3,597,590
DEC	3,818,160	4,892,035	4,783,090	4,668,006	4,843,688	4,818,064	4,675,731	4,517,044	4,337,856	4,227,059	4,001,679
JAN	3,871,387	4,870,502	4,849,768	4,647,459	4,728,162	4,700,320	4,629,534	4,507,878	4,384,266	4,226,475	4,018,348
FEB	3,478,970	4,361,215	4,358,179	4,161,495	4,070,345	4,345,524	4,084,041	4,003,791	3,929,710	3,879,552	3,566,220
MAR	3,785,429	4,799,373	4,742,087	4,579,588	4,635,289	4,741,465	4,599,741	4,495,882	4,399,625	4,184,797	3,884,324
APR	3,337,936	4,511,970	4,181,503	4,305,346	4,427,144	4,457,782	4,394,425	4,217,119	4,014,211	3,858,487	3,826,025
MAY	3,347,700	4,517,657	4,193,734	4,310,773	4,387,325	4,423,771	4,413,994	4,221,500	4,082,204	3,858,285	3,844,445
JUN	3,300,110	4,397,033	4,134,118	4,195,673	4,278,968	4,351,037	4,362,362	4,149,158	4,030,794	3,789,018	3,805,279
JUL	3,460,461	4,611,580	4,334,992	4,400,395	4,563,679	4,583,290	4,544,439	4,329,535	4,263,737	3,978,283	4,054,280
AUG	3,430,228	4,483,920	4,297,119	4,278,581	4,428,666	4,420,678	4,413,348	4,166,424	4,193,888	3,758,311	3,882,037
SEP	3,049,355	4,054,965	3,819,991	3,869,270	3,108,090	3,857,020	3,922,921	3,626,437	3,622,818	3,419,303	3,551,811
	41,500,000	54,300,000	51,987,927	51,813,355	51,649,698	53,070,132	51,910,397	49,964,298	48,726,925	46,543,620	45,521,933

Financial Statistics

Landing Fees

Fiscal Years Ended September 30, 2011 - 2020

Fiscal Year	Landing Fee (per 1,000 lbs)	Change %
2011	\$1.92	0.0%
2012	\$1.92	0.0%
2013	\$1.75	-8.9%
2014	\$1.75	0.0%
2015	\$1.58	-9.7%
2016	\$1.68	6.3%
2017	\$1.63	-3.0%
2018	\$1.67	2.5%
2019	\$1.62	-3.0%
2020	\$1.62	0.0%

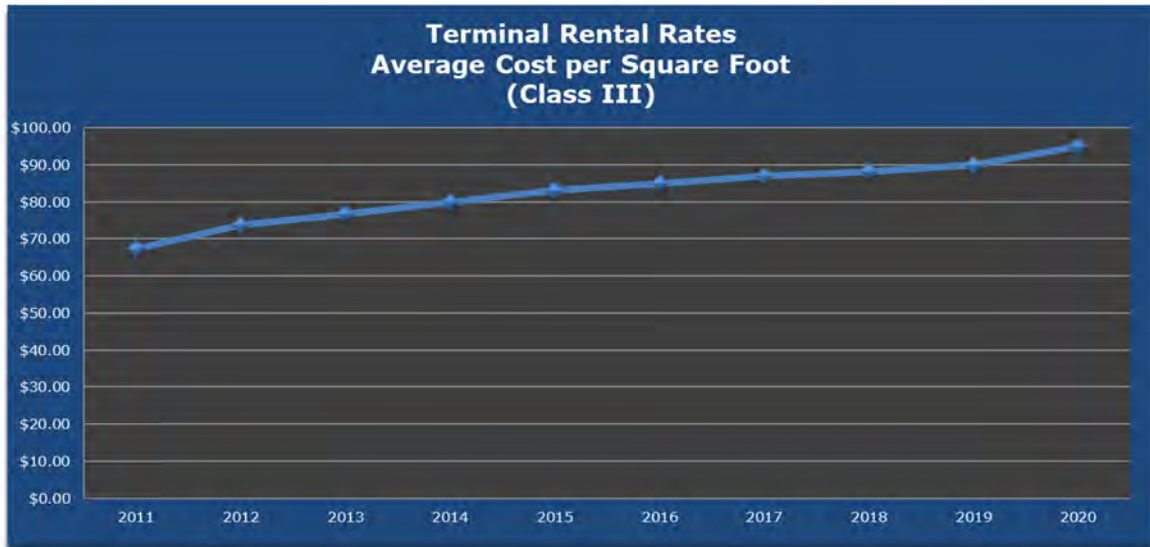


The chart represents the 10 year historical trend of Landing Fee rates charged to airlines per 1,000 lb. units of aircraft landed weight.

Terminal Rates Billed to Airlines

Fiscal Years Ended September 30, 2011 - 2020

Terminal Rental Rates		
Fiscal Year	Avg. Cost per Sq. Ft. (Class III)	Change %
2011	\$67.26	-5.4%
2012	\$73.68	9.5%
2013	\$76.77	4.2%
2014	\$79.92	4.1%
2015	\$83.05	3.9%
2016	\$84.90	2.2%
2017	\$86.94	2.4%
2018	\$88.18	1.4%
2019	\$89.88	1.9%
2020	\$95.00	5.7%



The chart represents the 10 year historical trend of Class III average terminal rental rates per square foot charged to airport tenants located in the terminal building. The Class III rate is the base rate for which all other rental rates are determined.

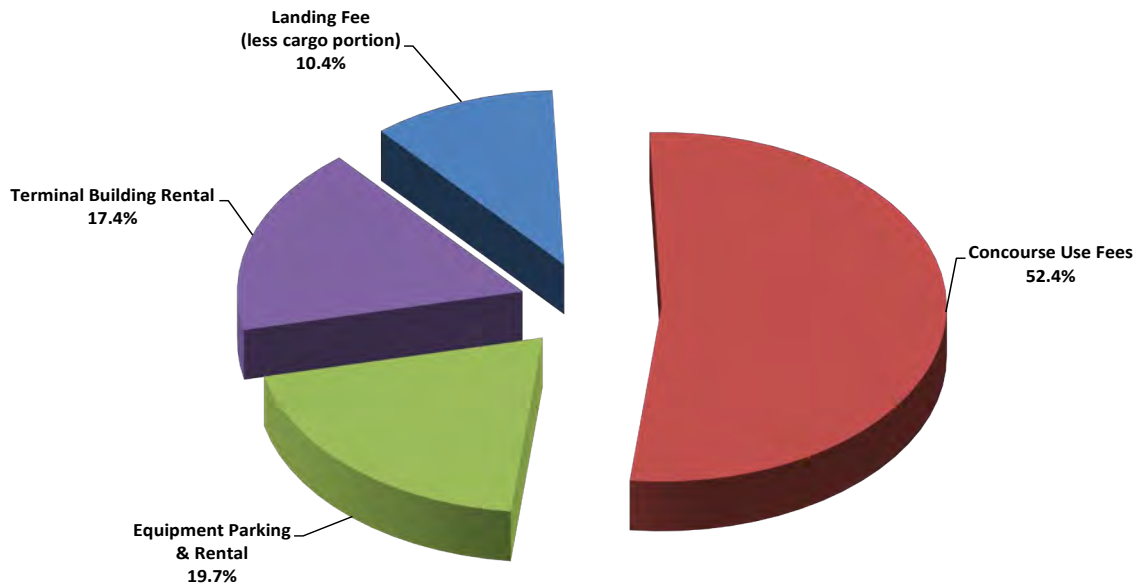
Cost per Enplaned Passenger

AIRLINE COST PER ENPLANED PASSENGER
Miami-Dade County Aviation Department
Miami International Airport
FY 2020-21

		<u>FY 2019-20</u>	<u>FY 2020-21</u>
Landing Fee (less cargo portion)		\$49,656,721	\$41,334,139
Concourse Use Fees		240,073,380	207,526,306
Equipment and Parking Rental		75,340,143	77,880,241
Terminal Building Rental		<u>71,463,104</u>	<u>68,990,408</u>
Total Airline Payments	[A]	\$436,533,348	\$395,731,094
Enplaned Passengers	[B]	23,075,000	15,950,000
Airline Cost per Enplaned Pax.	[A/B]	\$18.92	\$24.81
Airline Cost per Enplaned Pax per Traffic Engineers (a)		\$19.52	\$21.79

Notes:

(a) FY 2019-20 and FY 2020-21 represent the forecast airline cost per enplaned passenger contained in the Traffic Engineers report prepared by LeighFisher Inc.



The chart above represents by percentage the components that make up the calculation of the Airline Cost per Enplaned Passenger; Concourse Use Fees is the major contributor with 52.4%.

Glossary

ACCRUAL BASIS OF ACCOUNTING - This basis of accounting attempts to record financial transactions in the period they occur rather than recording them in the period they are paid.

ADMINISTRATIVE REIMBURSEMENT – A payment made by proprietary departments to the General Fund to cover a department’s share of the County’s overhead support.

ADOPTED BUDGET – A financial plan presented, reviewed, and approved by a governing body for the upcoming or current fiscal year.

AIRCRAFT OPERATION – The landing or takeoff of an aircraft.

AIRLINE COST PER ENPLANEMENT (CEP) - The total annual cost of fees and charges paid by the airlines divided by the total enplanements.

AIRPORT – Refers to the Miami International Airport.

AIRPORT IMPROVEMENT PROGRAM (AIP) – A Federal Aviation Administration program periodically authorized by Congress which distributes the proceeds of the federal tax on airline tickets to airports through grants for eligible construction projects and land acquisition. See “Federal Grants.”

AIRPORT LAYOUT PLAN – A blueprint of the airport required by the Federal Aviation Administration which shows current and future airport development.

AIRPORT MASTER PLAN – An airport master plan represents the approved actions to be accomplished for phased development of the airport. Master plans address the airfield, terminal, landside access improvements, modernization and expansion of existing airports and establish the premise for site selection and planning for a new airport.

AIRPORT NOISE COMPATIBILITY PROGRAM – The mission of Airport Noise Compatibility Program is to reduce the aircraft noise impact on the community through mitigation programs while monitoring compliance with local, state and federal regulations, thus maintaining an environmentally viable airport.

APPLICATION (APP) – Is a software program that is designed to perform a specific function directly for the user.

APPROPRIATED FUNDS - Money set aside by law for a specific public purpose. Unless otherwise allowed by law, no government funds can be expended by any department unless first appropriated by the legislature through law. Appropriated amounts are based on budget requests submitted by the departments.

APPROPRIATION – A specific amount of funds authorized for expenditure by the Board of County Commissioners against which financial obligations and expenditures may be made.

AUDIT – The process of examining financial records to determine if they are accurate and in accordance with any applicable rule including accepted accounting standards, regulations, and laws.

AUTOMATED GUIDED VEHICLE (AGV) – MIA Mobile Inspection Tables (MIT's) that follows a guided floor track to over 52 TSA inspection stations.

AVIATION ACTIVITY FORECAST – A forecast of aviation activities that is used in airport facilities planning and in evaluating environmental and fiscal impacts on the airport. These forecasts typically contain projections of passenger demand, airline flights and other activity segments that are likely to grow in the future and seek to measure when existing facility will not be able to accommodate the projected growth.

BALANCED BUDGET – A budget in which revenue equal expenditures; in the public sector this is achieved when total receipts equal total outlays for a fiscal year.

BEACON COUNCIL – An organization charged with bringing new, job-generation investments to the community, while assisting existing businesses in their efforts to expand; in addition, the council markets Miami-Dade County worldwide as a viable, attractive business location, and provides a variety of free services to companies interested in relocation.

BOND – A written promise to pay a specified sum of money, called the face value or principal amount, at a specified date or dates in the future, called the maturity date(s), together with periodic interest at a specified rate; the County sells bonds as a means of borrowing revenue for costly projects and repays the debt to the lender over an extended period of time, similar to the manner in which a homeowner repays a mortgage; a bond differs from a note in two ways: a bond is issued for a longer period of time than a note and requires greater legal formality; bonds are primarily used to finance capital projects.

BOND COVENANT – Agreement with bond holders, which defines, among other things, the priority of payment of debt service in the use of revenues.

BUDGET - A financial plan for a specified period of time (fiscal year) that matches planned expenses and revenues with planned services.

BUDGET CALENDAR – The schedule of key dates or milestones that the Department follows in the preparation, adoption and administration of the annual budget.

BUDGETARY BASIS – This refers to the basis of accounting used to estimate financing sources and uses in the budget; budgetary basis takes one of three forms; generally accepted accounting principles (GAAP), cash or modified accrual.

CAPITAL COSTS – Capital costs are non-recurring expenditures that have a useful life of more than five (5) years and have a total cost that exceeds \$50,000 in total funding; capital costs includes all manpower, implementation costs, and capital outlay required to fully implement each project.

CAPITAL IMPROVEMENT PROGRAM – A rolling, near-term five year program that provides for critical needed improvements and asset preservation. The program includes projects that address federal security requirements, improved airfield safety and enhance revenue potential.

CAPITALIZED LABOR – Personnel salaries, taxes and benefits expenses that are associated with capital projects.

CARGO – This refers to mail and freight.

CARES Act – A bill which provide emergency assistance and health care response for individuals, families and businesses affected by the 2020 coronavirus pandemic.

CASH BASIS OF ACCOUNTING - Under this method, revenues are recorded at the time they are received, and expenses recorded when they are paid.

COMMERCIAL PAPER – Commercial Paper (CP) is a short-term promissory note issued for periods up to 270 days, with maturities commonly at 30, 60, and 90 days.

COMMON USE SELF SERVICE (CUSS) - Common Use Self-Service is a shared kiosk offering convenient passenger check-in whilst allowing multiple airlines to maintain branding and functionality. As kiosks can be located throughout the airport, congestion is alleviated, and passenger flow improved.

COMMON USE TERMINAL EQUIPMENT (CUTE) - CUTE is a common software, hardware and network system that enables airlines and handling agents to access their own systems from workstations and printers shared by all users. CUTE supports passenger processing applications such as departure control and boarding systems - as well as airport operations systems such as flight information displays and resource management.

COMMUTER AIRLINE – An airline that operates aircraft with a maximum of 60 seats and with an operating frequency of at least five scheduled round trips per week between two or more points. See also “Major Airline,” “National Airline,” and “Regional Airline.”

CONCESSIONAIRE – A person or company having a lease, contract or operating permit arrangement with the Authority, entitling them to do business on the airport.

CONCESSIONS – The County contracts with private firms for many of the services provided to airport users including public parking management, rental cars, in-flight kitchens, fixed base operators, food and beverage facilities, newsstands, retail stores, etc.

CONNECTING PASSENGER – Passenger who transfers from one flight to another enroute to a final destination.

CONSUMER PRICE INDEX (CPI) - An index that measures the change in the cost of typical wage-earner purchases of goods and services expressed as a percentage of the cost of the same goods and services in some base period (also referred to as the cost-of-living).

COST CENTER – An area of the Airport to which a revenue or expense is attributed, e.g., airfield, terminal, etc.

DEBT SERVICE - Principal and interest payments on bonds. The bond-financed portions of the CIP are recovered through debt service, instead of depreciation. See “Statement of Operations” for further clarification.

DEBT SERVICE COVERAGE – An amount equal to 120 percent of the portion of Debt Service attributable to bonds, plus other such amounts as may be established by any financial agreement.

DISCRETIONARY GRANTS – See “Federal Grants.”

DOUBLE BARRELED AVIATION BONDS – Subordinate debt that has a secondary pledge for debt repayment by the County.

ENPLANED PASSENGER – Any revenue passenger boarding at the Airport, including any passenger that previously disembarked from another aircraft (i.e., connecting passenger).

ENTERPRISE FUNDS – Funds used to finance and account for the acquisition, operation, and maintenance of facilities and services that are intended to be entirely or predominantly self-supporting through the collection of charges from external customers (such as the Aviation Department).

ENTERPRISE RESOURCE PLANNING (ERP) - A comprehensive information technology system with specific applications in the areas of human resources, accounting, procurement, real estate management and customer relationship management.

ENVIRONMENTAL IMPACT REVIEW (EIR) - The review and analysis of the environmental impacts that might potentially arise from changes in facility design or use those issues typically addressed in an Environmental Impact Report, Negative Declaration, or similar document – are handled by the Airport Planning Division.

ENVIRONMENTAL IMPACT STATEMENT (EIS) - The EIS is an impact document prepared pursuant to the National Environmental Policy Act (NEPA) that documents the potential environmental impact of an airport infrastructure expansion or modification.

FEDERAL AVIATION ADMINISTRATION (FAA) - The FAA is a component of the Department of Transportation and, within the airspace of the United States, promotes air safety, regulates air commerce, controls the use of navigable airspace, develops and operates air navigation facilities, develops and operates the air traffic control system, and administers federal grants for development of public-use airports.

FEDERAL GRANTS - FAA'S Airport Improvement Program provides both entitlement and discretionary grants for eligible airport projects. Entitlement funds are determined by a formula according to enplanements at individual airports. The Authority applies for discretionary grants from the FAA through a Letter of Intent (LOI) process. Each LOI represents an intention to obligate funds from future federal budget appropriations. The issuance of a Letter of Intent is subject to receipt of Congressional appropriations for grants to airports and does not itself constitute a binding commitment of funds by the FAA. For planning purposes, the amounts in approved LOI from FAA are used by the Authority as the estimate of federal discretionary grants to be received.

FEDERAL INSPECTION SERVICE (FIS) – Under the Department of Homeland Security the FIS area includes immigrating, baggage and customs processing.

FIDUCIARY FUND - Term used when a governmental unit acts in a fiduciary capacity such as a trustee or agent. The government unit is responsible for handling the assets placed under its control.

FINAL MATURITY DATE – A date on which the principal amount of a note, draft, bond, or other debt instrument becomes due and payable.

FIS – Federal Inspection Service

FISCAL YEAR – A twelve month cycle that comprises a budget and reporting period; beginning October 1 and ending September 30.

FIXED BASE OPERATORS (FBOs) – Those commercial businesses at the Airport authorized by the Authority to sell aviation fuels and provide other aviation-related services, primarily to General Aviation.

FIXED RATE – An interest rate on a security that does not change for the remaining life of the security.

FRINGE (OR EMPLOYEE) BENEFITS – Contributions made by an employer to meet commitments or obligations for employees beyond base pay, including the employers' share of costs for Social Security pension, and medical and life insurance plans.

FULL-TIME EQUIVALENT POSITION – A position converted to the decimal equivalent based on the annual number of hours in the work schedule in relation to 2,080 hours per year.

GAAP – General Accepted Accounting Principles are uniform minimum standards and guidelines for accounting and financial statement reporting.

GASB – Governmental Accounting Standards Board, the body responsible for establishing GAAP for governmental entities.

GENERAL AVIATION (GA) – The activities of privately owned aircraft that are not used for commercial purposes, such as the movement of passengers or freight.

GEOGRAPHIC INFORMATION SYSTEM (GIS) – GIS is an information system for capturing, storing, analyzing, managing and presenting data which is spatially referenced (linked to location).

GOVERNMENT FINANCE OFFICERS ASSOCIATION (GFOA) – A professional association promoting the professional management of governments for the public benefit by identifying and developing financial policies and practices and promoting them through education, training and leadership.

GOVERNMENTAL FUND – A category of funds, which include general, special revenue, capital project, and debt service; these funds account for short-term activities and are often compared to the budget.

HARDENING PROGRAM – Improving power transmission infrastructure to better withstand hurricane-force winds.

HUBBING – The practice whereby the airlines schedule large numbers of flights to arrive at an airport within a short tie and to depart shortly thereafter, thus maximizing connecting passenger traffic.

INTEREST RATE – A rate of interest charged for the use of money usually expressed at an annual rate.

LANDED WEIGHT – Refers to maximum gross certificated landed weight in one thousand pound units, as stated in the airlines' flight operations manual. Landed weight is used to calculate landing fees for both airline and general aviation aircraft operated at the Airport.

LANDING FEES – Revenues from passenger and cargo carriers for commercial aircraft landings at the airport.

MAJOR MAINTENANCE PROGRAM – Includes projects that are defined as major repairs to existing buildings or structures and do not prolong or extend the estimated useful life of the asset. Major maintenance projects are generally not capitalized and are expensed in the operating budget.

MIAMI-DADE COUNTY EXECUTIVE ORDER 23-20 – Is the County issued Emergency Order 23-20, which allow most establishments in Miami-Dade County to operate, subject to certain restrictions to minimize the spread of COVID-19.

MIAMI INTERMODAL CENTER (MIC) – Is a ground transportation hub being developed by the Florida Department of Transportation adjacent to Miami International Airport. To be completed by 2012 the MIC Program consists of a Rental Car Center, the Miami Central Station, major roadway improvements, the MIA Mover, and a joint development component.

MILLAGE RATE – The rate used in calculating taxes based upon the value of property, expressed in mills; one mill equals \$1.00 of tax for each \$1,000 of property value; the mileage rate is the total number of mills of tax assessed.

MOBILE INSPECTION TABLES (MIT's) – Are automated guided vehicles used to transport suspected bags directly from belt conveyors to TSA search rooms.

MOBILE PASSPORT CONTROL – Enables U.S. citizen and Canadian citizen travelers to submit their passport and Customs declaration information through their smartphone instead of the traditional paper form.

NON-PORT AUTHORITY PROPERTIES (NPAP) – Consist of certain buildings, structures and other facilities at the Airports, which were constructed or acquired by tenant financing, government grants, and proceeds from Special Revenue and Aviation Facilities Variable Rate Demand Bonds not issued by the County under the Trust Agreement.

OPERATING BUDGET – A balanced fiscal plan for providing governmental programs and services for a single year.

PASSENGER FACILITY CHARGE (PFC) – A \$4.50 charge (net \$4.39 to Airport) attached to each ticketed passenger that boards an airplane at the Airport. Certain types of passengers, including military, are excluded from the Passenger Facility Charge.

PERFORMANCE MEASUREMENT – A means, usually quantitative, of assessing the efficiency and effectiveness of departmental work programs; these measures can be found within each group budget.

PORT AUTHORITY PROPERTIES (PAP) – Consist of all land and the facilities at the Airports, which were acquired or constructed with government grants, passenger facility charges and proceeds of Revenue Bonds issued by the County under the terms of the 1954 Trust Agreement, as amended by supplemental agreements.

PROJECTION – An estimation of anticipated revenues, expenditures, or other quantitative data for specific time periods, usually fiscal years.

PROPOSED BUDGET – A schedule of revenues and expenditures submitted for review and considered for the upcoming fiscal year.

PROPRIETARY FUND – A type of fund that accounts for governmental operations that are financed and operated in a manner similar to a private business enterprise. It is financed primarily from charges to users for services provided. There are two types of proprietary funds: enterprise funds and internal service funds.

REFUNDING BOND – A bond issued to refund outstanding bonds, which are bonds that have been issued but have not yet matured or been otherwise redeemed.

SECURITY - A specific revenue source or asset of an issuer that are pledged for payment of debt service on a series of bonds, as well as the covenants or other legal provisions protecting the bondholders; credit enhancement is considered additional security for bonds.

THE TRUST AGREEMENT – Is the foundation of MIA financial system and establishes various funds and their requirements.

Acronyms

-A-

AA – Affirmative Action
AAAE – American Association of Airport Executives
A/C – Air Conditioner
ACDBE – Airport Concession Disadvantage Business Enterprises
ACI – Airports Council International
ACI-NA – Airports Council International-North America
ADA – American with Disabilities Act
A/E – Architectural Engineering
AED – Automated External Defibrillator
AGV – Automated Guided Vehicle
AIP – Airport Improvement Program
AMAC – Airport Minority Advisory Council
AMS – Audit & Management Services
ANOMS – Airport Noise and Operations Monitoring System
AO – Administrative Order
AOA – Airport Operations Area
AOC – Airport Operations Center
AOIS – Airport Operation Information System
APA – Airport Parking Associates
APC – Automated Passenger Control
APHIS – Animal & Plant Health Inspection Service
APM – Automated People Mover
APP - Application
ARFF – Aircraft Rescue Fire Fighter
ARN – Airport Revenue News
ASC – Airport Security Coordinator
ASIP – Air Service Incentive Program
AT – Advanced Technology
ATCT – Air Traffic Control Tower
ATM – Automated Teller Machine
AUA – Airline Use Agreement
AWB – Airway Bill

-B-

BAT – Budget Analysis Tool
BCC – Board of County Commissioners
BHS – Baggage Handling System
BMS – Building Management System
BPR – Behavior Pattern Recognition

-C-

CAFR – Comprehensive Annual Financial Report
CAO – County Attorney's Office
CARES Act – Coronavirus Aid, Relief and Economic Security Act
CATV – Cable Television
CBIS – Checked Baggage Inspection System
CBP – Customs and Border Protection
CBRA – Checked Bag Reconciliation Area
CC - Concourse
CCTV – Closed Circuit Television
CEIV – Center of Excellence for Independent Validators
CEP – Cost per Enplaned Passenger
CDC – Centers for Disease Control and Prevention
CFC – Customer Facility Charge
CFO – Chief Finance Officer
CIP – Capital Improvement Program
CITS – Credentialing and Identity Management System
CMO – County Manager's Office
CO – Certificate of Occupancy
CODI – Commission on Disability Issues
COVID-19 – Coronavirus Disease 2019
CITS – Credentialing and Identity Management System
CP - Commercial Paper
CPI – Consumer Price Index
CT – Central Terminal
C-Safe – Cyber Security Awareness for Everyone
CUSS – Common Use Self Service
CUTE – Common Use Terminal Equipment

-D-

DAR – Disciplinary Action Report
DBB – Double Barreled Aviation Bonds
DBOM – Design, Build, Operate, and Maintain
DEA – Drug Enforcement Agency
DERM – Department of Environmental Resources Management
DHS – Department of Homeland Security
DRER – Department of Regulatory and Economic Resources
DX – Direct Expansion

-E-

EA - Environmental Assessment
ECAP – Energy Cost Avoidance Program
EIR – Environmental Impact Review
EIS – Environmental Impact Statement
EPA – Environmental Protection Agency
EPM – Enterprise Performance Management
ERP – Enterprise Resource Planning
ETSD – Enterprise Technology Services Department

-F-

FAA – Federal Aviation Administration
FAC – Florida Airport Council
FAR – Federal Aviation Regulations
FBI – Federal Bureau of Investigation
FBO – Fixed Base Operator
FCBF – Florida Customs Brokers & Forwarders Association
FDA – Food and Drug Administration
FDEP - Florida Department of Environmental Protection
FDOT - Florida Department of Transportation
FIDS – Flight Information Display System
FIS – Federal Inspection Service
FOD – Foreign Object Debris
FPL – Florida Power & Light
FSD – Federal Security Director
FTE – Future Travel Experience
FTZ – Foreign Trade Zone
FY – Fiscal Year

-G-

GA – General Aviation
G&A – General & Administrative
GAA – General Aviation Airports
GAC – General Aviation Center
GAAP – Generally Accepted Accounting Principles
GAAS – Generally Accepted Auditing Standards
GARB – General Airport Revenue Bond
GASB – Government Accounting Standards Board
GASP – General Aeronautical Services Permittee
GBR – General Building Repair
GFOA – Government Finance Officers Association
GIS – Geographic Information System
GO – General Obligation
GOB – General Obligation Bonds
GRM – General Records Maintenance
GSA – General Services Administration
GSE – Ground Service Equipment

-I-

IATA – International Air Transport Association
ICE – Immigration and Customs Enforcement
ID – Identification
IDS – Information Display System
INM – Integrated Noise Model
ISD – Internal Services Department
ISO – International Organization for Standardization
IT – Information Technology
ITB – Invitation to Bid
ITN – Invitation to Negotiate

-K-

KBRA – Kroll Bond Rating Agency

-L-

LCD – Liquid Crystal Display

LF – Landing Fee

L&F – Lost and Found Center

LIDAR – Light Detection and Ranging

LOD – Letter of Determination

L RTP – Long Range Transportation Plan

-M-

MAAC – Miami Airport Affairs Committee

MAG – Minimum Annual Guarantee

MAP – Million Annual Passengers

MBDA – Minority Business Development Agency

MCC – Miscellaneous Construction Contracts

MDAD – Miami-Dade Aviation Department

MDPD – Miami-Dade Police Department

MED – Minority Enterprise Development

MIA – Miami International Airport

MIC – Miami Intermodal Center

MII – Majority-In-Interest

MIT – Mobile Inspection Tables

MOU – Memorandum of Understanding

MP – Master Plan

MPO – Metropolitan Planning Organization

MRO – Maintenance, Repair, Operations

-N-

NFPA - National Fire Protection Association

NPAP – Non-Port Authority Properties

NICE – Neptune Intelligence Communications Equipment

NSS – Network Security System

NT – North Terminal

NTD – North Terminal Development

NTI – North Terminal Improvements

-O-

OCA – Office of the Commission Auditor

OCR – Operations Control Room

OIA – Office of Intergovernmental Affairs

OIG – Office of Inspector General

OMB – Office of Management & Budget

OPF – Miami-Opa locka Executive Airport

OTA – Other Transaction Agreement

O&M – Operations and Maintenance

-P-

P-1 – Priority 1 work orders
PA – Public Address
PAP – Port Authority Properties
PASI – Public Address System Infrastructure
PBB – Passenger Boarding Bridges
PC Air – Preconditioned Air
PCI – Payment Card Industry
PFC – Passenger Facility Charge
PGTS – Projects Graphical Tracking System
P&I - Principal and Interest
PIC – Paging and Information Center
PLB – Passenger Loading Bridges
PMI – Project Management Institute
PMIS – Project Management Information System
PNMS – Permanent Noise Monitoring System
PTZ – Pan-Tilt-Zoom

-R-

RCC – Rental Car Center
RER – Regulatory and Economic Resources
RF – Revenue Fund
RFI – Request for Information
RFP – Request for Proposal
RFQ – Request for Qualification
RFRO – Resourcing for Results Online
RHIB – Rigid Hull Inflatable Boat
RIM – Runway Incursion Mitigation
RM – Reserve Maintenance
RMF – Reserve Maintenance Fund
ROC – Results of Classification
R&R – Rewards & Recognition

-S-

SBD – Small Business Development
SBE – Small Business Enterprises
SEC – Southeast Corner
SEUS – Southeast United States
SIB – State Infrastructure Bank
SMS – Surface Management System
SRD – Service Required Date
SSCP – Security System Control Points
SSI – Security Sensitive Information
S&P – Standard and Poor's
ST - South Terminal
STD – South Terminal Development Project

-T-

3D – Three Dimensional
TBLA – Terminal Building Lease Agreement
TIACA – The International Air Cargo Association
TIFIA – Transportation Infrastructure Finance Innovation Act
TIP – Transportation Improvement Program
TMB – Miami Executive Airport
TNC – Transportation Network Company
TNT – Dade-Collier Training and Transition Airport
TOP – Terminal Optimization Program
TPC – Transportation Policy Committee
TSA – Transportation Security Administration
TWOV – Transportation without Visa

-U-

US – United States
USA – United States of America
USAO – United States Attorney's Office
USDOT – United States Department of Transportation

-V-

VDGS – Visual Docking Guidance System
VIP – Very Important Person
VPD – Vehicular Pedestrian Deviations
VPN – Virtual Private Network

-X-

X46 – Opa-locka West Airport
X51 – Miami Homestead General Aviation Airport



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