

"New facilities are vital to sustaining the interest of the Airport's users and keep a steady revenue stream flowing."

CAPITAL IMPROVEMENT PROGRAM

While Miami International Airport's passengers, cargo carriers, airlines and other businesses are vital to maintaining a revenue stream for the Airport and the South Florida region, new facilities are equally vital to keeping those entities at MIA. To that end, the Miami-Dade Aviation Department's Capital Improvement Program (CIP) has been developed.

During 2001, several projects were completed or started, including a review of the CIP itself to fit the needs of a revised passenger outlook into the next decade.

In July the Aviation Department awarded \$1 billion worth of construction projects. These projects included the South Terminal Program, critical components of the Ground Transportation Improvement Program and the Central Chiller Plant Expansion Project.

The \$833 million South Terminal Program, slated for completion in 2007, will add 1.3 million square feet of space and reveal a new terminal area between existing

Concourse H and new Concourse J. The new terminal will provide an automated laser baggage sortation system; a security system for 100% checked baggage screening; wider passenger security screening areas; approximately 50,000 square feet of concession area; a 2,000-passenger per hour Federal Inspection Services facility; and a new 318,800 square-foot Concourse J. The new concourse will be comprised of 15 international/domestic aircraft gates, moving walkway, high vaulted ceilings and integrated artwork by national artists among others. The terminal program also includes conversion of eight existing domestic gates to international and a new modern headhouse at Concourse H.

The other major lynchpin in the CIP is the \$1.3 billion North Terminal Development Program, which will add 1.8 million square feet of new space and renovate and remodel another 1.7 million square feet. As of the end of 2001, \$252.4 million in ongoing construction had been completed. A total of \$636.7 million in construction contracts had been awarded.



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The World Gateway Program will include 162 ticket counter positions; 17 security check-in positions; expanded Federal Inspection area (processing stations and luggage carousels) capable of processing 3,600 arriving passengers per hour; an expanded and improved baggage system; relocated and improved food outlets; and an automated people mover system to facilitate passenger movements (74,000 riders a day capacity) along the mile-long terminal due for completion in mid-2006.

Construction began on the Central Chiller Plant Expansion Project, which will support the new North and South terminals. The \$60 million plant, located near the planned Central Collection Plaza and other Ground Transportation improvements, is scheduled for completion in 2004.

Phase I of the \$42.4 million South Drives construction project was completed and the construction of Phase II started with a completion date of 2002. This project is part of the Ground Transportation Improvement Program and includes the redesign of the upper and lower drives in

front of the airport terminal. The next phase of this program to begin construction (in early 2002) is the Central Collection Plaza. The \$26.3 million plaza will serve two garage systems and include six new entry lanes with ticket dispensers and 16 new exit lanes and booths.

In April, ground was broken for the new fourth runway in April. The new runway will be 8,600 feet in length, capable of handling even the largest commercial air carriers. It will be located just north of the existing northside runway and be used mainly for landings. The \$150.6 million project is slated for opening in mid-2003 and will increase airfield capacity by 25%.

The new \$5.2 million Northside Fire Station was completed in 2001 and is being furnished. Operations will start in the first quarter of 2002. The facility, which will house fire apparatus and personnel, was constructed to provide assistance to aircraft and other situations on the northside of the airfield. Meanwhile, construction has started on a \$9.0 million Midfield Airport Fire and Rescue facility, slated for completion at the end of 2002. A new facility at Opa-locka Airport was under construction as the year came to a close.

A new General Aviation Center (GAC) also began construction. This \$7.9 million project replaces the existing GAC structure, which houses United States Customs and Immigration agents and Miami-Dade Aviation Department staff. Federal agents

inspect and clear foreign visitors using private aircraft and also cargo aircraft.

While these projects were underway, the Aviation Department was undergoing a review process for future Capital Improvement projects not yet awarded. In mid-summer, MDAD started the review of the approved \$5.4 billion CIP, analyzing its cost, scope and schedule. The Department's philosophy is to match the timing of facility development with the projected demand for facilities. The philosophy also is to make sure the Aviation Department develops facilities that customers and business partners are willing and able to pay for.

Private development programs and projects, which are not funded by the CIP, but are a part of the Airport's improvement upgrade that came on line during 2001 include United Airlines' new cargo facility completed at a cost of \$16.7 million. The facility is located in the cargo area where old World War II warehouses, used to store ammunition and later process cargo, once stood.

In addition, LanChile Cargo opened their new cargo facility near United's in the fourth quarter of 2001. The 400,000 square-foot development on 44 acres of land represents the largest parcel of land ever leased to a foreign carrier anywhere in the United States. The facility houses state-of-the-art cargo handling and cold storage, as well as the new North American corporate headquarters for both cargo and passenger

operations. Chilean President Ricardo Lagos came to MIA to help dedicate the building.

Also, UPS' facility was opened for service during the year. The \$30 million UPS-Americas International Hub facility occupies 205,954 square feet of space on 19.7 acres. It is capable of sorting 7,500 packages per hour on 43 conveyer units.

In the last nine years, Miami International Airport has replaced one million square feet of vintage World War II cargo space and added another 1.5 million square feet. Once new cargo facilities for FedEx and American Airlines are completed, the Airport will have doubled its cargo capacity with 2.8 million square feet of facilities.

After redesign and reconstruction, the Federal Aviation Administration's Air Traffic Control Tower is near completion. Once the observation area of the tower has been completed, computer retrofitting is finished, and all systems have been tested, the Tower is expected to be ready for operation before the end of 2002.

During the calendar year the Aviation Department completed and paid for approximately \$275.7 million worth of design, construction, testing, surveys and other professional services. In addition, a total of \$171.3 million in projects entered the planning phase; design began on \$2.7 million in projects; \$990.3 million was bid and awarded; and \$280.7 million went into construction.