MANILA INTERNATIONAL
AIRPORT AUTHORITY

Annual Report 2013

Taking Off Towards Global Standards in Airports

Gate 2013

Mission & Vision

Vision

Manila International Airport Authority, by 2016, will be the leading organization in airport development and management and pursuing excellence in customer service, world-class facilities, high quality security and safety standards in promoting the Philippines as a destination of choice for trade and tourism.

Mission

MIAA commits to uplift the Philippines by providing exceptional airport services through professionalism, unity, and commitment of management, ensured customer security and continuous development that suits evolving global standards at the service of international and local market.

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DOTC SECRETARY
Joseph Abaya

6 PILOTING THE MIAA:
BERTHING AIRCRAFTS OF MANY COLORS

Insights from MIAA General Manager, MGen Jose Angel A. Honrado, AFP (Ret) are presented. This is an inside look at how the governing Board of MIAA carries out its policy mandate in steering the organization toward the delivery of airport services that adhere to standards set by international aviation. The GM unravels the demands of managing human and material resources to peak efficiency, and of transforming the NAIA into gateways of excellence.

10 OPERATIONAL HIGHLIGHTS
2010, 2011, 2012, and 2013

Presents highlights of the journey taken by the Manila International Airport Authority in 2010, 2011, 2012 and 2013 in flight, passenger, and cargo movements. This also relates how the Authority prioritized projects that address immediate needs, worked for the effective delivery of services particularly in cutting long passenger queues and delayed flight time, and sought the institution of security and emergency services. Sidebars show major projects undertaken per project year.

26 AIRPORT DEVELOPMENT AND CORPORATE AFFAIRS
SHAPING THE FUTURE OF AIRPORTS

The office of the Airport Development and Corporate Affairs (ADCA) plays an essential role in the MIAA organization. Taking into account the confluence of factors affecting the economic and financial growth of the country, it maps out plans and programs in NAIA that are responsive to the demands of Philippine air travel, transport, and tourism.

30 FINANCE AND ADMINISTRATION:
TOWARDS CORPORATE EFFICIENCY AND GOVERNANCE

This Office aims to measure up to the demands of internal and external stakeholders through the phased implementation of a rationalization plan and the installation of a financial management system. A manpower-intensive organization with 1,200 organic staff backstopped by non-organic and job-order personnel, the FA Office looks after the financial health of the Authority while turning over a percentage of yearly revenues to the national government. It is working for the financial autonomy of the four terminals of the NAIA.

34 OPERATIONS:
A CENTRAL NODE OF ACTIVITY

The operations team is driven by rising expectations of the aviation industry to keep the four NAIA terminals compliant with global standards set by the International Civil Aviation Organization (ICAO) and equal to the escalating volume and demand of roosting airlines and their guests. Operations work carried over from 2013 is the installation of 23 computerized airport systems across terminals.

38 ENGINEERING:
BUILDING WORLD-CLASS AIRPORTS

The Engineering Department sees to it that all MIAA programs of work are implemented according to national and international ICAO standards. In essence, it applies the principles of civil, electrical, mechanical, and related sciences with exactitude in all the worksites, since all outdoor and indoor operations of an airport are always in sequence to the movements of both originating and destination airports.

44 SECURITYAND EMERGENCY SERVICES:
KEEPING WATCH OVER PHILIPPINE AIRPORTS

The SES oversees national security protocols across all four (4) terminals of the NAIA to check for the possible entry of terrorists, roaming rouges, and persons of international interest. To do this, the Authority observes monthly meetings to assess compliance with international security standards, conducts survey inspections at all vital installations and infrastructure, enters into public-private partnerships, and links up with peer networks.

48 TERMINAL 1:
HISTORICAL AIRPORT GETS ITS LIFT

NAIA Terminal 1 (T1) is a historical structure that is getting its lift. Plans are underway to reverse public perception and to improve, upgrade, and bring it up to the level of competitive bests in Asia's flying portals. T1's systemic retro-fitting is expected to align its design capacity with incremental passenger load. Php2.8 billion has been earmarked for the development of T1

50 TERMINAL 2:
MORE PAL FLIGHTS AHEAD

NAIA Terminal 2, which is popularly known as the 'Centennial Airport' or the PAL (Philippine Air Lines) Airport, serves both domestic and international flights. It has recently regained its air space throughout the European sky lanes and has increased flight frequencies to the Middle East. Correspondingly, it is hiking its fleet count from 40 to 100 planes. Of interest are plans to maximize its North and South wings.

52 TERMINAL 3:
BY 2014, IT'S ALL SYSTEMS GO

Set across the fast-growing Newport City, NAIA Terminal 3 is set to relieve the stress and strain of Terminal 1 and take on the megalithic jets of international airways. It is categorized as a Coordinated Level III airport where factors of runway, terminal, and apron situations are assessed, keyed in, and cleared prior to flight operations. In progress are works to install 23 operating systems that raise the airport to the level of efficiency set by the ICAO in all pre and post-flight areas.

56 TERMINAL 4:
BUDGET IN SIZE, BIG IN DREAMS

Big dreams are in store for one of the metro's oldest and tiniest air facility. Although it is just a fraction of the size of its peer terminals, it was able to launch the flights of Asian regional airlines at a frequency of four flights per day within the 2013-14 time zone. Gifted with time, airspace, personnel, and technologies, it is now handling regular flights to Kuala Lumpur, Kota Kinabalu, Shanghai, and very soon, Japan.

60 FINANCIAL STATEMENT

MANAGEMENT TEAM

Message
The Chairman of the Board

Joseph Abaya
DOTC Secretary

HON. JOSE ANGEL A. HONRADO
HON. JOSE PERPETUO LOTILLA

Piloting the MIAA
Berthing Aircraft of Many Colors

Piloting the Manila International Airport Authority is a job that calls for the best managerial, technical, and relational skills needed to maneuver the organization toward the attainment of its vision, mission, and goals.

These are the qualities acquired by MIAA General Manager MGen Jose Angel A. Honrado, AFP (Ret) from three decades of public service. For 30 full years as a career officer of the Philippine Air Force, Armed Forces of the Philippines, he had commanded the movement of men and machines, and flown innumerable missions in the quest for peace and regional development.

For the MIAA, the skies are in a constant flux with the movement of aircrafts of many colors enroute to destinations across the continents. "We deal with peoples of diverse cultures, needs, peculiar customs, and traditions. Their numbers ran up to 31 million in 2012 that swelled in 2013. We do not work behind closed doors. We step out of the board room to meet them, note down their comments, look into their needs, and address these in the best way possible," the GM described the current Board of Directors' governance style.

Jose Angel A. Honrado
General Manager

> "We deal with peoples of diverse cultures, needs, peculiar customs, and traditions. We do not work behind closed doors. We step out of the board room to meet them, note down their comments, look into their needs, and address these in the best way possible."

Activities under Wing

"Port activities are places of high overdrive," the GM continued. "To keep up with the pace and standards of international aviation, the MIAA, by mid-2014, will have all the systems and technologic competencies to match counterpart authorities in the region."

The GM has, under his wing, 6,000 personnel positioned in the four NAIA terminals. He transacts business with 16 government agencies, and interfaces with thousands of airport-based workers public and private, to include domestic and international users. Harnessing these human resources is an expectation that must be satisfactorily met, on a 24/7 frequency.

One of the benchmarks set by the Authority during his term was the opening of NAIA Terminal 3 that would replace and assume the burden of Terminal 1. In the course of building the third terminal, however, the high-level verdict handed down by the Department of Transportation and Communication (DOTC) and other policy makers to the Board was not to de-commission Terminal 1 but to hand over some of its load, such as hosting wider, taller jetliners, to the younger entity.

This experience has peeled the eyes of MIAA's governance to undeniable facts, that Terminal 1, completed in 1981, had seen the best of its times and that Terminal 3 had suffered a roofing setback. These kinds of images, according to the GM, have lingering effects on the public mind no matter how much and how well corrective retro-fitting measures are undertaken.

"People's impressions are difficult to debunk in the short term," GM Honrado pointed out. "The common tendency of frequent leisure and business travelers is to compare airports they have been through with one another. We are keenly driven to transform negative perceptions of Philippine airports. For this reason, 2014 is a banner year for the MIAA since this is when we should be able to start functioning aided by state-of-the-art airport technologies. This is our light at the end of the tunnel.

Meanwhile, he said, "both Terminals 1 and 3 will continue to take center spot on the MIAA planning board in the near term. The goal is to work up both terminals to their maximum operating efficiencies by the end of 2014 and beyond."

A Contributor to the National Economy

The MIAA is mandated to turn over 20% of its Gross Revenue to the national government as well as to pay other taxes. This is its commitment to the nation's anti-hijacking agenda, implemented by the anti-hijacking committee. This committee networks with neighboring countries to battle international hijacking and terrorism. Fifty percent of the MIAA's savings is farmed out as dividends to stakeholders at the end of the fiscal year.

The MIAA also spends what it earns. Examples of the Authority's project expenditure items for 2013 were the asphalt overlay of the 400-meter Runway 0624 and the 600-meter Taxiway November.

The Challenges Forward

With international air travel incrementally picking up speed and volume, the prospect of transferring Manila's bundle of four different airports to one contiguous place with illimitable spaces for development and expansion has been discussed with agency and funding partners. Offhand, the Clark International Airport seems to be the next indicative port of choice. Not only is it a dream site where structures are ideally suited to aircraft of jumbo proportions. Its runways are superior in quality, material strength, and specifications. Its only drawback lies in its distance from Metro-Manila, even with the prospective presence of a fast railway system.

The only reality left for acceptance is that the 4-terminal NAIA complex will have to exhaust its physical and technological limits before any more transfer plans are mulled and implemented. Another shadow of possibility is for development planners to scout for alternative gateways that will complement NAIA services.

Piloting the MIAA is equally creating and building on a canvas of relationships with various performing agencies. These agencies execute their respective platforms independently, but all consider the GM as some sort of a 'landlord", being physically located on MIAA properties. There is a live connectivity among the public sector bureaus of immigration, foreign affairs, customs, overseas employment, and the private sector civil aviation, traffic control, travel associations, the total of 32 international airlines using the nation's airports of call, and global aviation industries.

The MIAA has been a member of the ASEAN Airport Association since 2010 and attends the summits that the regional body convenes, the latest of which was held in Cambodia in November 2013. "We at the MIAA give all the personalities represented by our public-private partners their due respect and courtesy," the GM added. "We are open to their suggestions that are tabled for resolution if these are appropriate for Board action."

The MIAA keeps its arm outstretched to new partners up close and far out in the frontiers of air travel. He stressed that, "the fact that 32 international airlines are berthing here is proof enough that they are enjoying every nook and niche of our country."

His outlook is visionary: "The legacy I would like to leave behind is a MIAA that talks and walks the straight road, able to dismantle all obstacles that lie in its path. All public servants should be worth the people's trust. They should prove that they are doing their fair share in propelling the country forward. So that at the end of the day, I, for one, will not be afraid to say that once upon a lifetime, I was here."

In the performance of the MIAA mandate, the GM is assisted by the offices of the assistant general managers for operations, engineering, security-emergency-safety, and finance.

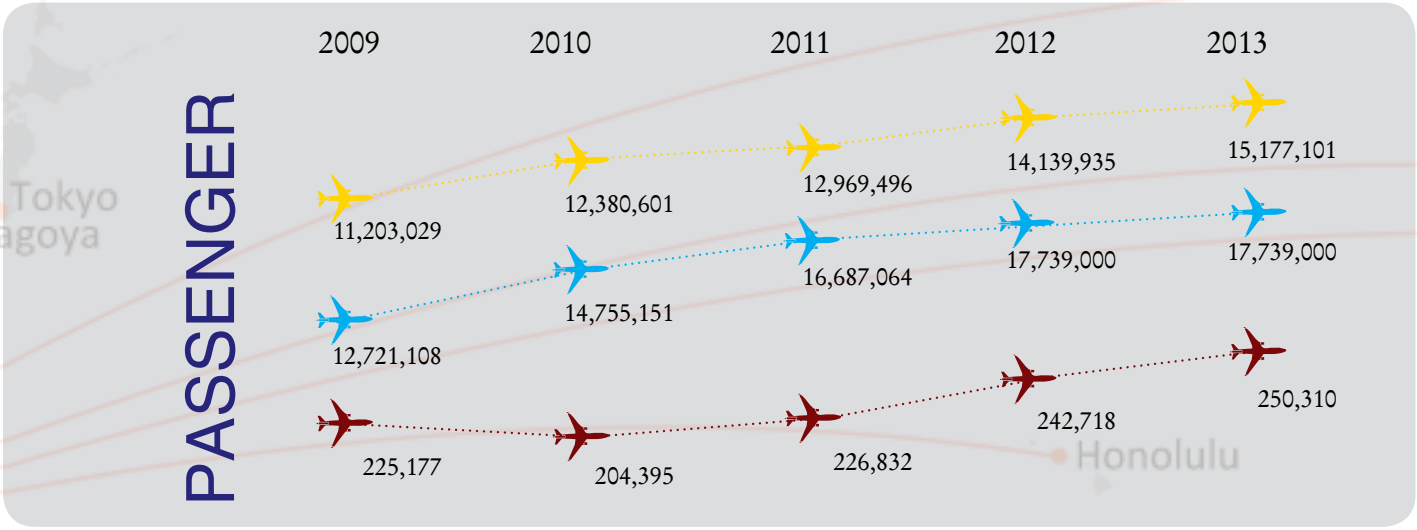
Vicente L. Guerzon, Jr.
Senior Assistant General Manager

In all aspects of managing MIAA affairs and activities, the Office of the Senior Assistant General Manager (SAGM) rises up to its calling as a pillar of support, an advisory group, and an open door to the solution of all issues and concerns that may confront the Authority. As its task order so mandates, it offers advice and recommendations to the MIAA governance and leadership in the management and supervision of internal affairs, be this in the areas of general or terminal operations.

It plays its role as overseer and coordinator when it comes to implementing policies, rules, and regulations issued by the Board of Directors. It likewise sees that plans and programs conceived at the corporate planning level are carried out according to targets and agreed timetables. It also hovers over the offices of finance and administration, operations, engineering, security and emergency services, and all passenger terminals to lend its arm of support and back-stop decision-making as the need arises. And when it comes to external affairs, it serves as the alter-ego of the GM, representing him in national and international gatherings so that insights and learning could be culled and made contributory to the improvement and effectiveness of Philippine airports.

2010-2013 OPERATIONAL HIGHLIGHTS

International Flight
Domestic Flight
General Aviation


PASSENGER
2009
2010
2011
2012
2013
11,203,029
12,380,601
12,969,496
14,139,935
15,177,101
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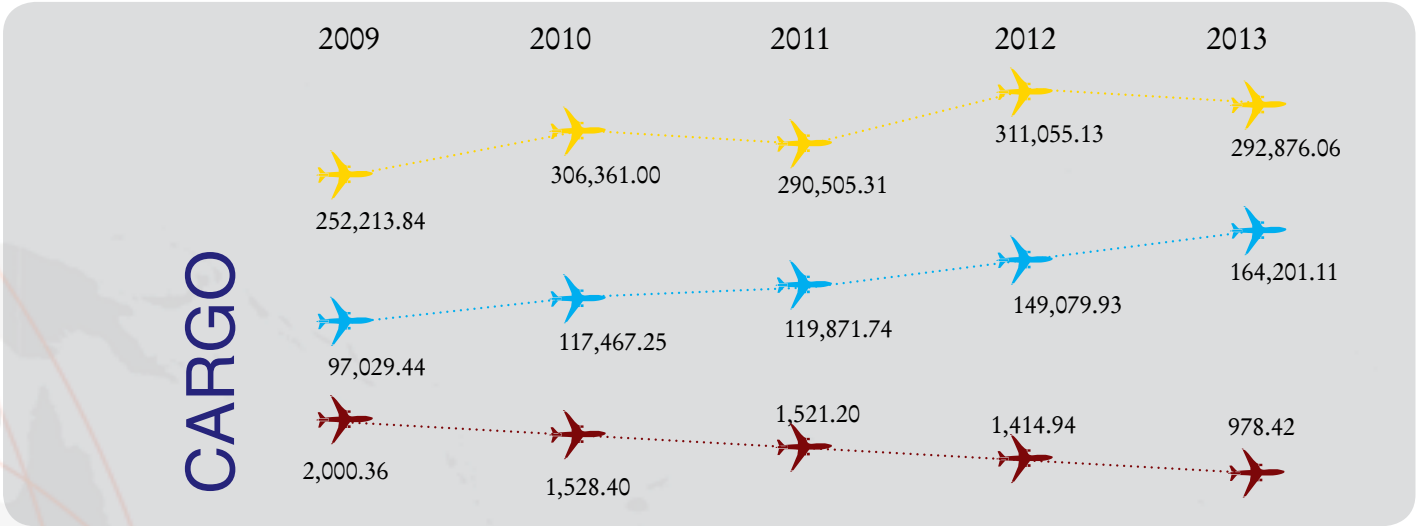
225,177
204,395
226,832
242,718
250,310


CARGO
2009
2010
2011
2012
2013
252,213.84
306,361.00
290,505.31
311,055.13
292,876.06
97,029.44
117,467.25
119,871.74
149,079.93
164,201.11
2,000.36
1,528.40
1,521.20
1,414.94
978.42

2010 BACK STORY:

OPERATIONAL HIGHLIGHTS

In 2010, flight movement registered an increase of 4.49%, from 225,000 in 2009 to 235,000. Passenger movement scaled up by 12.14% from the 2009 level of 24.3 million to 27.3 million. Cargo Movement rose as well by 21%, from 351,000 tons in 2009 to 425,000 tons in 2010.

From 2009 to 2010, passenger traffic across the four MIAA Terminals were:

1. Terminal 1 handled a total of 7.3 million international passengers in 2010 in contrast to 6.8 million in 2009.
2. Terminal 2 processed a total of 3.6 million international passengers in 2010 compared to 3.2 million passengers in 2009, and 5.2 million domestic passengers in 2010 compared to 5.3 million domestic passengers in 2009.
3. Terminal 3 handled 1.3 million international passengers in 2010 compared to only 1 million passengers in 2009. It moved a total of 8.1 million domestic passengers in 2010 compared to 6.3 million domestic passengers in 2009.
4. Terminal 4 handled 1.3 million domestic passengers in 2010 compared to just 1 million passengers in 2009.

MAJOR PROJECTS COMPLETED IN 2010

Project	Cost	Date Started	Date Completed
Fence Restoration within the Aircraft Movement Area, NAIA Complex at Runway 06 beside the Kaingin and Merville Moonwalk access roads	3.2-million	November 25, 2009	January 08, 2010
Rehabilitation of the Construction and Joint Sealant at the ICT Apron	6.6-million	November 17, 2009	February 14, 2010
Sealing of Concrete Pavement, Aircraft Parking Bays / Envelope Area, Equipment Parking at NAIA Terminal 3	43-million	April 19, 2010	June 13, 2010
Expansion of the IID Office	1.1 million	May 21, 2010	June 24, 2010
Replacement of Joint Sealant at Terminal 3	17.9-million	June 06, 2010	September 04, 2010
Repair and Upgrading of Taxiway Charlie 6 and the Hotel 2 Segment of Taxiway 06/24	Civil Works: 96-million Electrical Works: 9.4 million	Civil Works: June 06, 2010 Electrical Works: May 21, 2010	Civil Works: September 04, 2010 Electrical Works: October 15, 2010
Supply, Installation, and Upgrading of NAIA-3 VIS 108 In-line Explosive Detection System (EDS) Baggage Screening at NAIA 3	105 million	December 21, 2009	February 08, 2010
Supply and Installation of PACU at MIAA Board Room Admin Building	461 million	June 03, 2010	June 09, 2010
Supply and Installation of One 3TR Split-Type Air-conditioning Unit at EPABX Building	98 million	August 11, 2010	August 14, 2010
Rehabilitation of Various NAIA Airfield Visual NAV-Aids/Lighting Systems	59 million	May 17, 2010	November 20, 2010

MAJOR SECURITY & EMERGENCY PROJECTS COMPLETED IN 2010

Construction of the Pass Control Satellite Office, Teller Booth, and Parking Area at Delta Gate, General Aviation Area to enhance access measures, facilitate issuance of access passes and Identification Cards, and provide vehicle parking spaces to General Aviation employees and tenants

Increased capability in Aircraft Recovery Operations through the acquisition of a new Aircraft Lifting bag for the RFD

Completed upgrading of two (2) units of EDS Screening Equipment at Terminal 3 to comply with the ICAO 100% Hold Baggage Screening

Procurement of advanced equipment for effective and efficient screening operations at the four Terminals

Adoption of the Australian OTS Security Evaluation Team's findings on favorable security arrangements within the NAIA complex to adhere to locational and environmental requirements and ICAO Standards and Recommended Practices

Conduct of the Table Top Crash Rescue Exercise

Conduct of the Airport Security Awareness Seminar for 8,912 airport employees in compliance with ICAO and the MIAA Airport Security Program

Security Services

The Authority gave priority atention to the efficiency and effectiveness of safety and security measures across the four Terminals. Cases recorded by the different security components were as follows: Police Authority (371 cases); Police Intelligence and Investigation (3,056 cases); Landside Police (977 cases); Airside Police (2,380 cases) and Police Detection and Reaction (1 million cases).

The Intelligence and Investigation Office documented instances of violations against the Revised Penal Code (RPC) and 654 violations against MIAA Rules and Regulations. Lost and unattended items were turned over to their respective owners. Identification and Pass Issuances from January to December 2010 reached a total of 432,201 visitors' passes, 1,867,638 duty passes, and 188,464 monthly passes.

Emergency Services

Medical Services provided consultation and treatment services, performed sick calls, and conducted medical assistance to needy passengers in transit in accordance with plans and programs. Records show that a total of 28,010 rescue and firefighting cases were property served.

Rescue and Firefighting Services provided appropriate responses such as the Plan Number 2 (Code 2 Runway Standby), Plan Number 3 (Code No. 9 Local Standby), Assistance/Structural/ Flushing services, Fire Drill simulations, and Terminal familiarization tours. Total records showed a total of 290 cases that availed of such services.

Financial Highlights in 2010

Gross Revenue by end of December 2010 was 7.89 billion, up by 524 million or 7% from 2009. Of this amount, 892 million went to the national government. Operating Expenses totaled 4.93 billion, lower by 153 million or 3%. In contrast, our Net Income from Operations was 2.07 billion, higher by 623 million or 43% from previous year. Other Expenses registered at 1 billion, higher by 718 million or 250% from 2009. Net Income after Taxes of 540 million was lower by 202 million or 27% from last reporting year. Gross Revenue in 2010 was drawn from various airport fees and charges. A total of 2.8 billion in Passenger Terminal Fees were collected, up by 283 million or 11% over 2009 due to the increase in the number of paying passengers from both international and domestic origins.

Aeronautical Fees totaled 2 billion in 2010, an incremental of 111 million or 6% mainly due to the Authority's decision to lift the temporary reduction of aeronautical charges for both domestic and international airlines effective July 1, 2010. It was likewise due to the increase in the number of for both international and domestic operations.

Rental Fees were up at 1.2 billion in 2010, higher by 44 million or 4% from 2009 due to the following: application of new rentals rates per Board Resolution No. 2008-22 that went into effect on September 15, 2009; additional billings for Terminal 3 rental spaces; and increase in the check-in counter usage by both PAL and other international airlines.

Concession Privilege Fees in 2010 stood at 692 million, down by 2 million due to the decrease in remittances from paying concessionaires based on percentage of gross receipts particularly from Duty Free Philippines. On the other hand, Security Development Charges posted 836 million in 2010, up by 84 million or 11% from previous levels due to the increase in the number of international departing passengers.

Cash Inflow registered 10.3 billion in 2010, higher by 275 million or 3% than in 2009 due to increases in operating income and trust receipts. On the other hand, Cash Outflow was 8.7 billion in 2010, up by 353 million or 4% due to the increase in operating expenses, capital outlay, and corporate income taxes. Net Cash Flow was 1.2 billion in 2010, down by 243 million or 17% from last levels. The Beginning Cash Balance of 7.3 billion in 2010 was higher by 1.4 billion or 24%. The total Ending Cash Balance of 8.6 billion was also higher by 1.2 billion or 16% from 2009.

MILESTONES IN 2010

• Successful adoption of the Quality Management Services Program leading to the attainment of the ISO 9001-2008 Certification of Passenger Facilitation Processes at Terminals 1, 2, and 3. In April 2010, the Authority passed the required external audit that enabled it to retain this ISO Certification.

• Hosting of the 28th Annual Meeting of the ASEAN International Airports Association (AAA) held from February 23 to 26, 2010. A total of thirty-three (33) international delegates attended this gathering, representing seven out ten international airports of ASEAN member nations. This event was attended by the MIAA Management and Board of Directors, Philippine local international airports, and representatives of other government entities. Discussions during the four day meeting among the delegates covered the subjects of Cost Effective Airport Development, Quality Management System for Institutional Airport Improvement; Character Building for Airport Workers; and Global Trends in Airport Capacity Building.

2011 BACK STORY:

OPERATIONAL HIGHLIGHTS

MIAA experienced a substantial increase in flight movement of 7.53%, from 67,321 in 2010 to 72,390 in 2011 while passenger movement increased by 4.76%, from 12,380,601 to 12,969,496. However, cargo movement dipped by 5.18%, from 306,361 in 2010 to 290,505 in 2011. Over this couple of years, operations across the four MIAA Terminals generally peaked, as follows:

1. In domestic operations, flight movement increased by 9.46%, from 132,786 to 145,353 while passenger movement rose higher by 12.39%, from 14,755,151 in 2010 to 16,582,798 in 2011. Domestic cargo movement differed from those of international cargos, higher by 2.05% from 117,467.25 to 119,467.25.

2. In general aviation operations, on a cumulative basis, flight movement was up by 4.25%, from 35,887 to 37,411 while passenger movement posted a better increase of 10.98%, up from 204,395 to 226,832 in 2011. In contrast, cargo movement declined by 0.47%, from 1,528.40 in the previous year to 1,521.20 in 2011.

3. Flight movements throughout 2011 looked up by 8.12%, from 235,994 in the preceding year to 255,154 in 2011. Passenger movement posted a slightly lower increase of 8.92%, from 27,340,147 to 29,779,126 while cargo movements slowed by 3.16%, from 425,356.65 to 411,898.25.

4. Passenger Volume Distribution differed when compared to the volumes of the other eight (8) international airports in the country. Manila maintained its dense passenger volume. NAIA terminals handled 72.5% of international and domestic passenger demands in the country, followed by Mactan Cebu International Airport Authority with 15%.

MAJOR PROJECTS COMPLETED IN 2011

Project	Cost	Date Started	Date Completed
Improvement of Ceiling and Wall Cladding at East and West Satellites, NAIA Terminal 1	88.9 million	May 12, 2010	April 11, 2011
Renovation of 8 Rest Rooms at NAIA Terminal 1and one additional Rest Room for Persons with Disabilities			December 2011
Re-waterproofing of the Roof Deck at the East and West Concourse of Terminal 1	13.4 million	July 12, 2011	September 12, 2011
Supply of Flight Information Display System (FIDS) Server, Software, Workstations and 30 units of Commercial TV for the Repair and Commissioning of FIDS System at NAIA Terminal 2	4.7 million	December 18, 2010	January 07, 2011

Upgrading of 20 units of Baggage X-ray Machines at Terminal 3	33 million	January 25, 2011	February 23, 2011
Rehabilitation of Primary Lines of the AFL Systems and the Supply and Installation of Additional Taxiway Signs	196 million	June 15, 2010	October 18, 2011
Replacement of Air Handling Units at Boarding Gate of North and South Wing at NAIA Terminal 2	24.9 million	June 15, 2011	October 24, 2011
Repainting of Pavement Markings at Terminals 1 & 2, ICT, Balagbag, Remote Parking (MIASCOR and JOCASP) Apron, Phases 1 and 2	20.1 million	September 23, 2011	December 06, 2011
Structural Investigation and Engineering Analysis of NAIA Terminal 1 and the International Cargo Terminal	9.4 million	June 14, 2011	March 14, 2012
Upgrading of the Terminal 2 to Terminal 4 Access Road	53.8 million	November 14, 2011	February 09, 2012.
Repair and Re-surfacing of the North and South General Aviation Area	136.6 million	November 10, 2011	May 29, 2012
Repair and Re-surfacing of the NAIA Terminal 4 Vehicular Lane from Lima Gate to the Terminal 4 Ramp	23.4 million	December 12, 2011	March 02, 2012
Repair and Overlay of Runway 06/24	Civil Works: 331.4 million Electrical Works: 76.3 million	January 10, 2012	September 9, 2012
Rehabilitation of 11 Sets of Rest Rooms		October 18, 2012	December 2012
Repair & Upgrading of T4 Apron (Bay Nos. 4,5,6,7,9 and 10) including Vehicular Access Road	25.8 million	January 09, 2011	March 31, 2012

Security Services

The Authority was able to track and record a total of 815 aviation security violations in 2011. Public visitors' and staff were strongly advised to properly wear and display official identification cards and access passes within the premises. Unauthorized entries were denied to a total of 752 cases, a result of strict access control as mandated by the Transportation Security Administration.

There was a reduction in the number of security screening violations, with only 87 security breaches involving essentially-prohibited items confiscated from passengers and baggage items that passed through computerized screening procedures. This was attributed to increased public awareness of items prohibited on board by airline passengers and guests.

A total of 3,621 items of assorted clothing, toys, bags, and toiletries inadvertently left by guests and passengers were found, of which 1,310 items were claimed and 2,311 others left in custody. Items unclaimed over time were donated to various charitable and indigent institutions along with cash donations from the Authority. Some of these were recovered from plane crash victims at Better Living, Parañaque City which were bundled into 50 boxes of donated items.

Additionally, a total of 2,664 traffic enforcement cases were recorded. These included minor violations of illegal parking, obstruction along pre-departure and arrival areas, price overcharging for services, and illegal or unauthorized transport operation.

Emergency Services

The MIAA Fire and Rescue Unit responded to two (2) aircraft accidents, the latest of which involved the crash-landing of a Beechcraft aircraft on 10 December 2011 at Barangay Don Bosco, Better Living Subdivision, Parañaque City. It was alerted to 156 aircraft emergencies but eventually, these were landed safely.

The Authority conducted eight (8) aircraft recovery activities and responded to nine (9) fire incidents within the MIAA complex and its immediate environs. To increase the proficiency of fire-fighters and rescuers, 24 in-house fire drill exercises and one (1) actual full blown crash rescue exercise were conducted, participated in by other fire stations and medical hospitals around NAIA.

Emergency medical services were extended to passengers requiring immediate attention. In the year, a total of 26,673 consultation and treatment activities and 224 medical assistance projects were conducted benefitting airport guests and passengers. Some 176 patients were safely brought to external treatment facilities while a total of 1,076 dental cases were attended to.

The NAIA Task Force Against Trafficking in Persons investigated a total of 540 off-loaded passengers, 32 of which were minors, 329 tourist-workers, and 179 Overseas Filipino Workers (OFWs). Violations included deployment ban, absence of properly documented recruitment, and possession of fraudulent or spurious documents. Some 128 OFWs were found to carry false visas, passports and documents declaring older ages.

Financial Highlights in 2011

The Authority grossed 8.58 billion in total revenue, up by 686 million or 9% compared to the 2010 performance. Of this amount, 937 million went to the National Government. At the other end of the financial scale, Operating Expenses dipped by some 4.43 billion, down by 500 million or 10% in 2010. Net Income from Operations amounted to 3.21 billion, considerably higher by 1.14 billion or 55% compared to previous levels. The Authority realized a total Net Income after Taxes of 1.88 billion, a favorable climb of 1.34 billion or 249% in comparison to year-ago net income.

MILESTONES IN 2011

- NAIA passed the 2011 Annual Security Assessment (ASA) conducted by a five-man team from the United States Transportation Security Administration (TSA), led by Mr. Wayne Hall. The assessment covered the landscape of airport ID processing and access controls, airport security program, quality control program, airport contingency and emergency plans, cargo security, perimeter and terminal access control systems, and passenger and cabin baggage screening system. The favorable outcome showed that MIAA's initiatives to improve airport security have been successful. The Authority committed itself to sustaining these gains in order to mainstream the benefits to local and international travelers.

2012 BACK STORY:

OPERATIONAL HIGHLIGHTS

The MIAA in 2013 continued to upgrade its airport facilities to enhance and meet international standards. A modest growth in the volumes of domestic passengers and flights was anticipated in 2012, due to the July 2012 DOTC moratorium on new flights to address the runway congestion at NAIA and the fast-paced air transport industry. Actual flight volume in international operations was 78,000, higher than the projected 73,000. Actual passenger volume was also higher at 14 million compared to the forecast of 13.7 million.

In domestic operations, actual flight volume was 170,000, higher in comparison to the projected 153,000. On the other hand, the actual passenger volume of 17.9 million was lower than the projected volume of 18 million.

Flight Movement posted a substantial increase in international operations by 9%, from 71,000 in 2011 to 78,000 in 2012. Passenger movement increased by 8% from 12.9 million in 2011 to 14 million in 2012. Cargo movement was also up by 7% from 290,000 tons to 311,000 in 2012.

In domestic operations, flight movement posted an increase of 10%, from 145,000 in 2011 to 160,000 in 2012 while passenger movement rose by 8%, from 16.5 million to 17.9 million within the period. Cargo movement was higher by 24%, from 120,000 tons to 149,000 tons in 2012.

In general aviation operations, on a cumulative basis, flight movement moved down by 7% from 37,000 to 36,000, while passenger movement posted an increase of 1% from 226,000 in 2011 to 242,000 in 2012. Meanwhile, cargo movement declined by 7%, from 1,521 tons to 1,415 tons..

Terminal Operations ended on a positive note. The number of international passengers who passed through Terminal 1 was up by 3.5%, from 7.8 million in 2011 to 8.1 million in 2012. International travelers going through Terminal 2 also went up by 7.2%, from 3.4 million to 3.6 million while those that went through Terminal 3 increased by 3.7%, from 1.7 million in 2011 to 2.4 million in 2012.

Domestic passengers moving through Terminal 2, on the other hand, slowed down slightly by 4.4%, from 4.3 million to 4.1 million in 2012. This is in contrast to Terminal 3 that processed more domestic passengers, up by 11.6% from 10 million to 11.2 million. Terminal 4 also saw a bigger volume of domestic travelers, up by 3.0% from 2.3 million to 2.2 million in 2012.

In terms of Terminal Traffic, international flights processed by Terminal 1 rose by 3.14%, from 37,000 in 2011 to 39,000 in 2012. Traffic was up at Terminal 2 likewise by 4.21%, from 21,000 to 22,000 and Traffic at Terminal 3 swelled up by 39.52%, 13,000 to 18,000 in 2012.

Domestic traffic was brisk at two of the Terminals. Terminal 2 traffic went up by 6.32%, from 30,000 to 32,000 while Terminal 3 traffic rose by a bigger 12.27%, from 87,000 to 98,000. Terminal 4 posted a slowdown of 8.21%, from 27,000 to 24,000.

Increases were experienced in General Aviation for flight, passenger, and cargo movements. Flight movements climbed up by 8.25%, from 254,000 to 275,000, while passenger movement posted an increase of 8.11% from 29.7 million to 32.1 million and cargo movement accelerated by 11.84% to 461,000 tons from 412,000 tons.

MAJOR PROJECTS COMPLETED IN 2012

Project	Date Started	Date Completed
Upgrading of T2 to T4 Access Road	November 14, 2011	March 15, 2012
Restoration of Damaged Security Fence and Riprap at MIAA Complex	October 11, 2011	March 20, 2012
Re-waterproofing of Fire and Rescue Building Roof Deck	March 05, 2012	April 03, 2012
Re-waterproofing of MIAA Powerhouse Building Roof Deck	February 14, 2012	April 4, 2012
Relocation and Upgrading of Terminal 4 Vehicular Lane from Lima Gate to Terminal 4 Ramp	December 12, 2011	April 22, 2012
Supply and Installation of Lift and Delivery Piping from Administration Building to South Wing LPS Terminal 2	January 02, 2012	May 05, 2012
Re-waterproofing of MIAA Administration Building Roof Deck	March 30, 2012	May 13, 2012
Repair and Resurfacing of North and South General Aviation	January 04, 2012	June 01, 2012
Leveling/Construction of Steel/Concrete Flooring on the Escalator Opening at Terminal 1	March 03, 2012	June 05, 2012
Renovation of Ramp Control Tower Facility at Terminal 1	May 08, 2012	July 21, 2012
Replacement and Retrofitting of Main Circuit Breaker Rated 2000 at 230V, 3 Pole and Replacement of Burned-out Feeder Cables for the Power Supply of Chiller at Administration Building	July 04, 2012	September 04, 2012
Upgrading of Lightning Protection System of Terminal 2, Air Control Tower, MIAA Corporate Building and Powerhouse (9 units with Isolation Transformers)	July 19, 2012	October 11, 2012
Rehabilitation and Repainting of Structures and Replacement of Mechanical Parts for Tanks at STP 1	June 19, 2012	October 24, 2012

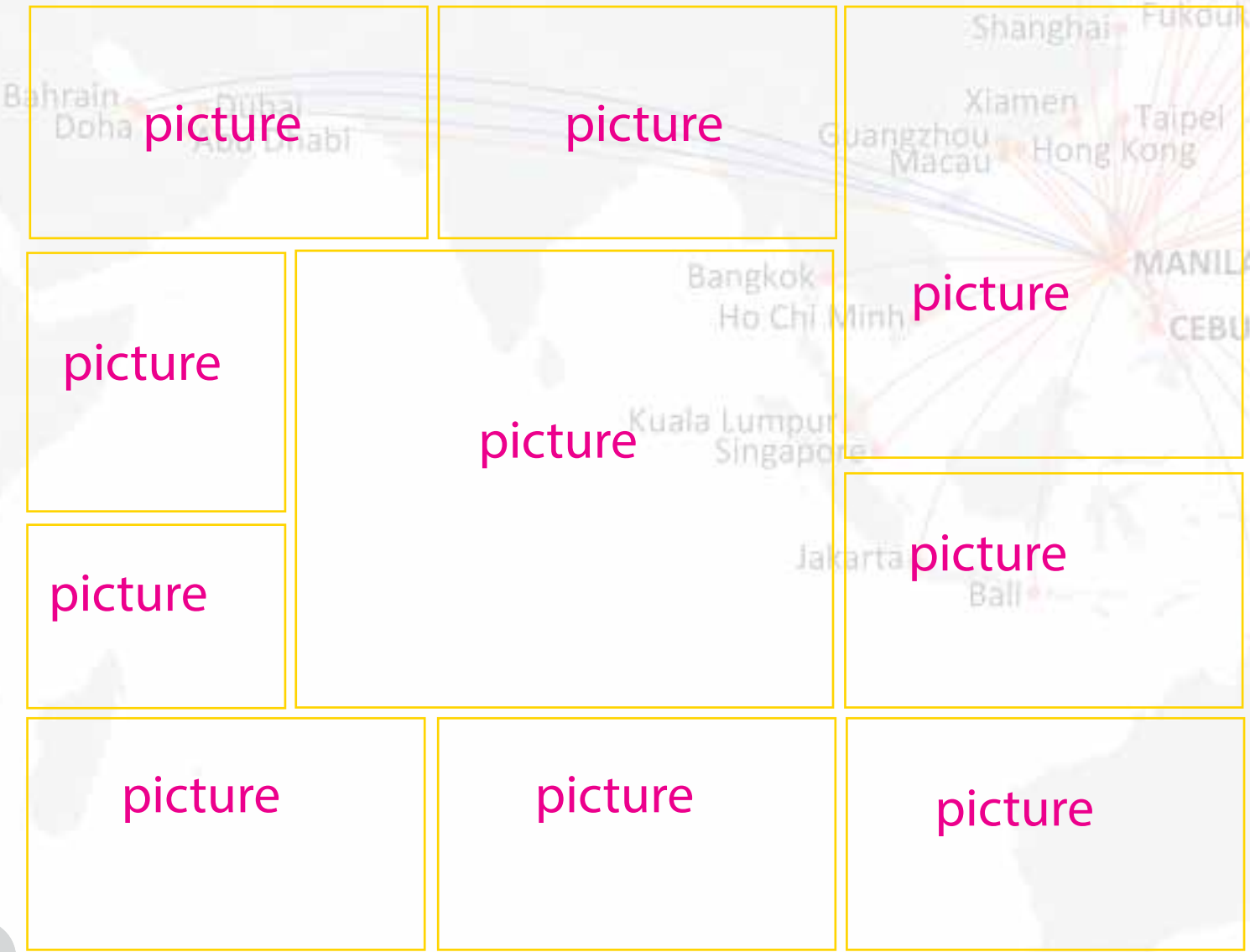
Security Services

The Authority continued to ensure implementation of safety and security measure with particular emphasis on the detection and apprehension of persons suspected of human trafficking,. For the whole of 2012, there were 39 arrests, 23 trafficking cases, and 22 cases of illegal recruitment that were spotted and processed. There were 84 cases recorded in 2012 compared to 99 cases in 2011.

Recorded were violations and breaches of MIAA rules and regulations, criminal cases, and other activities violating traffic enforcement, aviation security, and security screening that totaled 4,893 compared to 3,056 in 2011.

Emergency Services

Health Services were provided to 21,280 patients counting travelers and airport personnel. Services included consultation and treatment, medical assistance, sick calls, and dental services. Emergency stand-by and alert services that were provided during the year involved aircraft crash, runway standby, station standby, bomb threat, disabled aircraft, structural fire, quasi-emergency for VIPs, and CREX. A total of 405 emergency cases were recorded in 2012 compared to 225 cases in 2011.



Financial Highlights in 2012

Gross Revenue in 2012 was 8.32 billion, a result of the surge in income from different fee-for-service categories. Passenger Terminal Fees increased by 143 million or 5% due to the increase in the number of departing passenger for both international and domestic air travel. Aeronautical Fees also rose by 100 million or 4% due to the increase in the number of both international and domestic flights.

Airport Rental Fees leveled up by 75 million or 6%. Concession Privilege Fees increased by 155 million or 19% due to the increase in the volume of remittances from concessionaires whose charges were based on percentage of total gross receipts.

Security Development Charges (SDCs), however, decreased by 806 million resulting in a decline of 328 million from previous postings or a negative percentage of 4% in gross revenue. This was attributed to the termination of collections in January 2012. Of the 8.32-billion in Gross Revenue 919 million was turned over to the National Government.

Operating Expenses totaled 4.043 billion, down by 461 million or 10% due to decreases in personal services by 135 million, contracted services by 76 million, and legal expenses by 541 million. Net Income from Operations was 3.36 billion, up by 151 million or 5% from previous levels. Thus, the Authority was able to realize a Total Net Income after Taxes of 2.72 billion in 2012, up by 840 million or 45% in 2011.

Based on the Interim Report, Total Assets registered at 32.44 billion by end of December 2012 while Total Liabilities was pegged at 13.57 billion. Of Total Assets, cash position stood at 9.44 billion. This included the 4.858-billion net proceeds of domestic loans drawn on April 11, 2012 with the Land Bank of the Philippines (LBP), the Development Bank of the Philippines (DBP), and the 1.102-billion fund transferred by the Department of Transportation and Communication on December 29, 2011 in accordance with the joint Memorandum of Agreement with DOTC in connection with Terminal 1 Rehabilitation Project. The latter is recorded as Cash-National Treasury (MDS) upon transfer of the amount to the Treasurer of the Philippines on March 30, 2012 for the duration of project implementation.

Of total liabilities, Current and Trust Liabilities amounted to 5.10 billion inclusive of dividends payable to the national government per RA 7656 for 2012 amounting to 1.04 billion based on interim figures.

MILESTONES IN 2012 to 2013

- Terminal 1 - Structural retrofitting and modifications and complete renovation works on arrival and other high-traffic areas; installation of the appropriate number of elevator facilities

- Terminal 2 - Escalators at the north and south wings

- Terminal 3 - Completion of structural retrofitting works and systems installation; vital structures on the airside area that facilitate airside movement; taxiway extensions to improve aircraft accessibility and proximity to the main runway; Primary Airfield Landing Lights for additional safety; other airport related facilities scheduled:
  - Construction of parking expansion at Nayong Pilipino
  - Construction of an International Cargo Terminal
  - Construction of a Domestic Carrier Terminal
  - Installation of security equipment

- Terminal 4 – Completion of retrofitting works and systems installation on arrival, departure, and other high traffic areas

2013

OPERATIONAL HIGHLIGHTS

The highlights of 2013 international, domestic, and general aviation struck a balance between positive and negative trends, the latter due to the effects of natural and man-made disasters that affected the aviation industry.

In international operations, flight movements increased exponentially by 9.97%, from 79,000 to 87,000 while passenger movements soared by 7.34%, from 14.1 million to 15.1 million due to the introduction of new flights at non-peak hours and the swapping of domestic time slots with international time slots, examples of which are PR, 5J, DG, and 2P. Cargo movements, however, decreased by 5.84%, from 311,000 metric tons (MT) to 292,000 MT due to a slowdown in Asian freight operations.

In domestic operations, flight movements registered a dip of 4.11%, from 155,000 to 149,000 while passenger movements also minimally decreased to 0.28%, from 17.7 million to 17.6 million. Decreases were due to the switches from smaller to bigger aircraft such as from Dornier 328 to A320 and flight cancellations owing to the disasters posed by Typhoon Yolanda in the Visayas, the earthquake in Bohol, and the conflict in Zamboanga City. Meanwhile, cargo movements moved up by 10.14%, from 149,000 MT to 164,000 MT owing to the increase in the material production of manufacturing firms from remote places in Mindanao and the Visayas.

In general aviation operations, on cumulative basis, flight movements came down by 8.37%, from 37,000 to 34,000 due to the limitation by the Civil Aviation Authority of the Philippines to two (2) cycles per hour for general aviation operations and the restriction of fish run operations at the NAIA terminals from 0700 to 1600HR. Passenger movements, on the other hand, posted an increase of 4.53%, from 242,000 to 250,000 which was due to the increase in the number of tourists bound for famous destinations such as El Nido, Balisin, and Amanpulo. Cargo movements decelerated to 30.85%, from 1,414 MT to 978 MT.

In terms of total NAIA operations across the four terminals, flight movements came down by 0.6%, from 273,000 to 271,000 while passenger movements rose by 3.10%, from 32 million to 33 million. Cargo movements at the terminals posted a combined decrease of 0.75%, from 461,000 MT to 458,000 MT.

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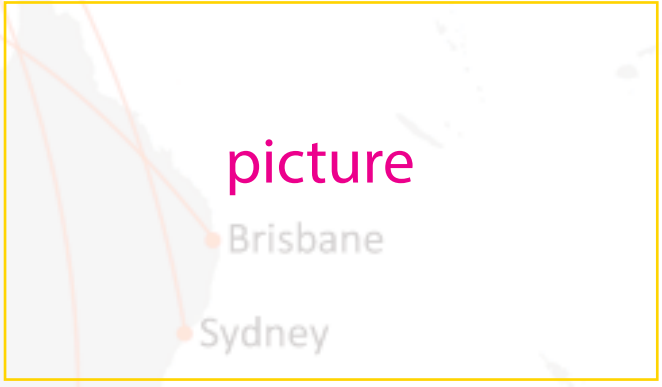
Security and Emergency Services

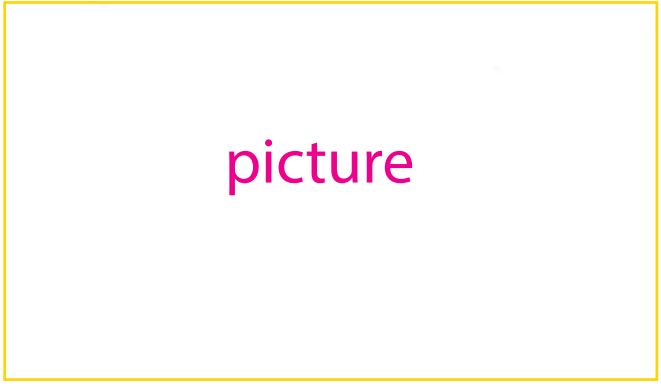
In the areas of security and emergency services, the Authority continued to work to ensure the efficiency and effectiveness of safety and security measures at the airports.

A total of 3,874 cases of human trafficking and illegal recruitment were recorded in 2013 compared to 3,223 cases in 2012. Meanwhile, a total of 212 cases of violations and concessionaire cases were recorded during the year, lower than 243 tracked in the previous. A total of 6,392 turned-over and unattended items were recorded in 2013. Some 2,219 of these items were claimed while 4,173 were unclaimed. There were 1,020 lost items were registered during the year, 28 of which were recovered while the rest remained in storage.

The Airport Police Department recorded 7,576 security concerns compared to 6,558 in 2012. There were 373 emergency cases attended to during the year, higher compared to 282 in the previous.

The MIAA conducted a much higher total of 32,184 health care services in 2013 compared to only 21,300 in the previous year, an indication of the earnest desire of the authority to serve public health needs and rising above its call of duty.





COMPLETED & ONGOING MAJOR PROJECTS IN 2013

Project	Date Started	Date Completed
Repair and overlay of Runway 06/24	January 2012	February 2013
NAIA Terminal 3 Structural Retrofit	December 2012	July 2013
T1 Upgrading of Public Address System	April 2013	August 2013
T2 Upgrading of Public Address System	April 2013	August 2013
Improvement of MIAA Power Plant Phase 1	December 2012	August 2013
Repair and Upgrading of T4 Apron	January 2013	September 2013
Rehabilitation of Rest Rooms at T1	May 2012	September 2013
Commissioning of 2 Units Mobile X-ray Security Screening System	June 2013	November 2013
Purchase of 5 Units of Customized Shuttle Mini-Buses	July 2013	December 2013
Purchase of Airport Rescue and Firefighting Vehicles and Rapid intervention Vehicle	December 2012	January 2014
ONGOING PROJECTS		
DOTC-funded Rehabilitation Project: Structural Refitting. Architectural Works, Electro-Mechanical Plumbing, Fire Protection System, Lounge Construction (PhP 1.4 billion)	2013	December 2014
DOTC-funded Completion Works of 20 Systems (US$39 million	November 2013	July 2014
T1 Replacement of Weighing and Feeder Conveyor	October 2013	February 2014
T1 Replacement of Check-in Counters and Upgrading of Ceiling and Walls	October 2013	April 2014
Repair and Re-waterproofing of T2 Main Roof	July 2013	February 2014
Construction of Secondary Fence along Runway 06/24 and T3	September 2013	April 2014
Architectural Upgrading of Parapet Walls, Eaves, and Elevated Roadway at T1	October 2013	September 2014

Re-Waterproofing of International Cargo Terminal Roof Deck	November 2013	March 2014
Repainting of Pavement Markings at T3	November 2013	March 2014
Commissioning of 4 Units Explosive Detection Security Screening System	June 2013	February 2014
Commissioning of 24 Units Baggage X-ray	October 2013	July 2014
Commissioning of 13 Units Hydraulic Barriers at 9 Gates	September 2013	March 2014

FINANCIAL HIGHLIGHTS IN 2013

Interim results of MIAA's financial condition as of December 31, 2013 reveal that Gross Revenue was 8.6 billion, an increase of 4% of 362 million over 2012 levels. Revenue breakdown is as follows: Passenger Terminal Fees increased by 104 million or 3% due to the increase in the number of paying international passengers. Aeronautical Fees also increased by 117 million or 5%, mainly attributed to the increase in the number of international flights. Rental Fees increased by 53 million or 4% over previous levels. The revenue from Concession Privilege Fees also increased by 149 million or 17% due to the increase in remittances from concessionaires whose payments were based on the percentage of Total Gross Receipts. The decrease in Miscellaneous Revenue of 71 million (-21%) was due to the cessation of collection of Security Development Charges in January 2012.

As to Operating Expenses, from the 8.6 billion in revenues, 4.2 billion went to operating expenses that increased to 105 million or 3% due to 1) increases in contracted services by 7 million and 2) increase in legal expenses such as T3's arbitration cases by 126 million. These increases were partly offset by decreases in personal services, utilities, and depreciation that totaled 84 million.

Net Income from Operations was 3.2 billion in 2013, an increase of 14 million or 0.43%. Other incomes amounted to 632 million, up by 396 million or 168% over the previous year. Thus, the Authority realized a Total Income After Tax of 2.9 billion by the end of December 2013, an increase of 291 million or an appreciable 11% from the previous year.

It bears noting that these interim figures may vary once year-end adjustments are duly incorporated.

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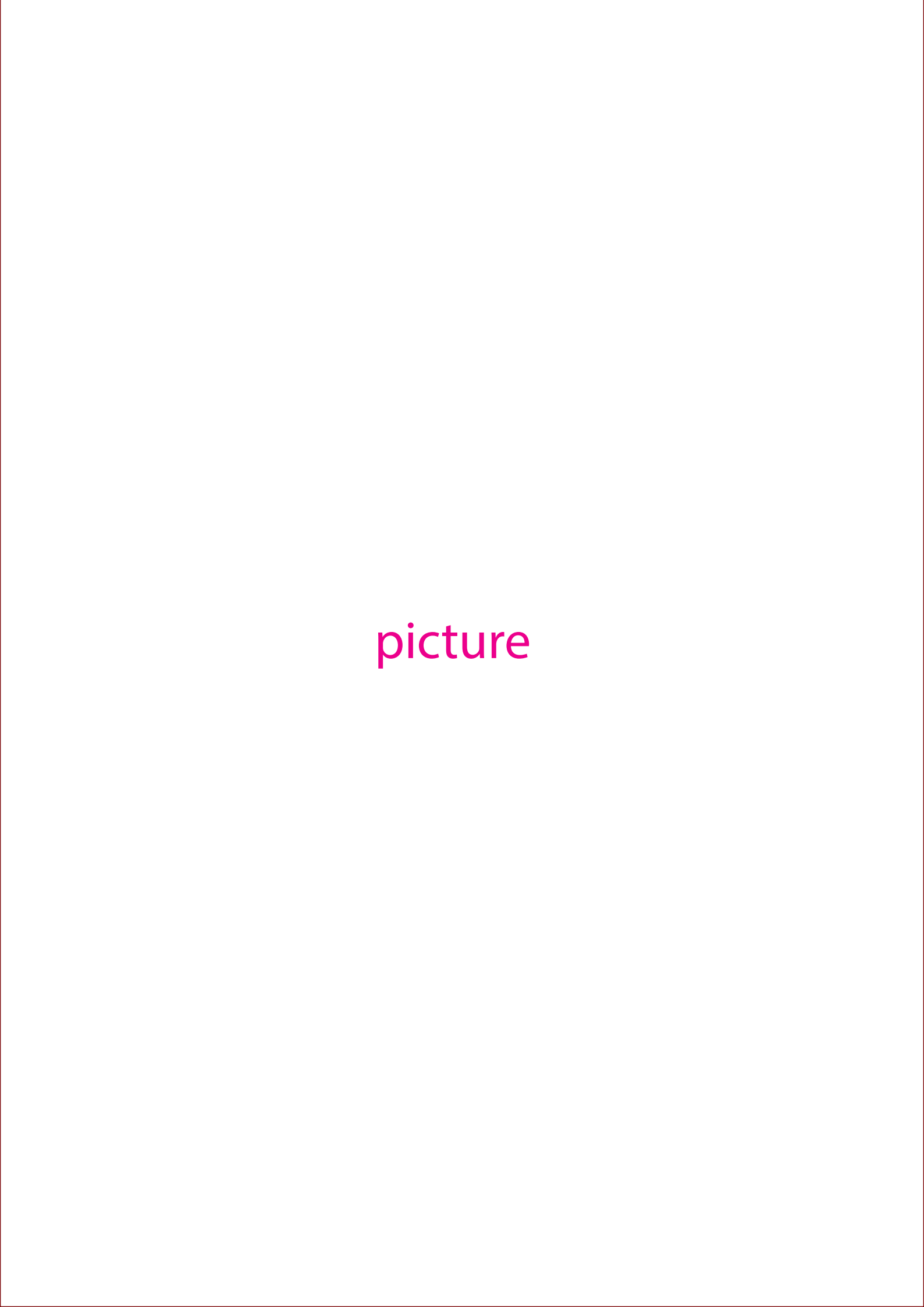
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AIRPORT DEVELOPMENT AND CORPORATE AFFAIRS: SHAPING THE FUTURE OF AIRPORTS

The office of the Airport Development and Corporate Affairs (ADCA) plays an essential role in the MIAA organization. Taking into account the confluence of factors affecting the economic and financial growth of the country, it maps out plans and programs in NAIA that are responsive to the demands of Philippine air travel, transport, and tourism.

Significantly, it is the think-tank of the Authority when it comes to breaking new grounds in new strategic locations with high business, trade, and traffic potentials. It tracks, documents, monitors, and evaluates accomplishments across areas of operations, in the] process gathering and consolidating data for the guidance of governance, planners, implementers, partner agencies and GOCCs, and the range of public and private stakeholders.

Airport Development and Corporate Affairs

The MIAA coordinates with the DOTC, CAAP, Civil Aeronautics Board (CAB), IATA, and other international aviation agencies in the crafting of airport development and other industry-related researches and studies.

Assistant General Manager Cecilio G. Bautista related that "ADCA presented necessary and appropriate recommendations for the improvement of plans, program operations, and day-to-day activities of the NAIA, and examined

Cecilio G. Bautista
Assistant General Manager
for Airport Development
and Corporate Affairs

"ADCA presented necessary and appropriate recommendations for the improvement of plans, program operations, and day-to-day activities of the NAIA, and examined how these may be made consistent with the airport development strategy of the whole country."

how these may be made consistent with the airport development strategy of the whole NAIA aerodrome."

It closely examined NAIA's performance along the areas of service, safety, and security, seeing to it that all these comply with internationally-accepted standards, and are carried out within the context of integrated policies and program national directives.

Corporate Support Group

Under the Corporate Support Group fall one department and three divisions that inter-relate and synchronize when it comes to servicing the needs and requirements of front-end and airfield performing offices.

Corporate Management Services Department. This department oversees, integrates, and coordinates all organizational components of the MIAA. In 2013, it continued to formulate indicative policies and strategies governing countrywide operations. It paid close watch over programs designed on the corporate planning board. Importance was laid on the installation of state-of-the-art communications technology and total quality management systems through the provision of the vital support infrastructure needed in communications and quality control.

Year-round, the department assisted the MIAA Board of Directors in setting policies that guided decision making at both management and terminal levels. It regularly reviewed program implementation and accomplishments and measured the performance of all departments, divisions, and operating units against programmed goals and targets.

It also coordinated with other national and peer government agencies and bodies in order to calibrate and align MIAA's own policies and development plans alongside theirs. It saw to the preparation of reports on accomplishments and implemented a relevant information, education, and communication (IEC) program for the purpose of disseminating vital information to target and broad spectrum audiences.

Plans and Programs Division. This Division takes charge of formulating—and reviewing for continued relevance—MIAA's corporate vision, mission and objectives (VMOs). Likewise, it defines the strategies needed to attain the ends desired for the whole organization. It is also the crafter and driver of plans and programs, as it is chiefly responsible for conceptualizing the short- and medium-range plans and the annual program of work for immediate implementation.

In 2013, the Division identified and prioritized projects in accordance with the priorities set based on financial and material resources available. It developed the needed criteria for determining the priorities that were set, capital projects for funding and execution and, in collaboration with internal financial management, drew up the corresponding projected financial and budgeting plans.

The Division also scanned and evaluated the internal and external environments for challenging confronting the implementation of engineering, security and safety, and other projects. These were appropriately addressed by presenting options for necessary changes and adjustments in project development and financial plans. Equally during the year, the Division reviewed projections,

forecasts, and operational aspects to come up with practical workable approaches and solutions to the demands and requirements of all airports under the Authority.

Management Information Systems Division. The MIS Division provides computer systems analysis and design that aid managers in decision making and problem solving across the diversity of services. Additionally, it vests managers with adequate control over information for the effective functioning of operating units by providing them with standard data capture and reporting formats.

In 2013, the MIS Division prepared and disseminated information within the data base and local area networks (LANs) that hook up all operating units and facilitate communications exchange among them. It conducted special studies and surveys to discern the latest trends in hard and software development as well and to determine which technology tools are applicable for the exercise of MIAA's critical and support functions.

In a related move, the Division recommended designs and specifications that guided the procurement of computer hard and software for the use of the different units. It continued to develop and install programs and other electronic data processing technologies required by all offices.

Systems and Procedures Improvement Division

This Division serves as the organizer and planner of the Authority. It conducts continuing analytical studies in order to formulate action plans and set standards pertinent to the size, composition, structure, functions, and resources of MIAA that would enable it to achieve its vision, mission, and program goals. Parallel to this, it monitors and assesses organizational changes and developments taking place in other government agencies to see whether its own program timelines are aligned and whether it responds to the needs and expectations of shared stakeholders.

In 2013, the Division continued to undertake empirical research into other government organizational functions and perspectives to determine effective management techniques that are applicable to MIAA's unique operations.

On the home ground, it continued to study and evaluate the efficiency and productivity levels of the internal and field offices and the general workforce. It developed indicators that were used as the bases for monitoring and assessing performance and for use as planning tools that helped point to the desired levels of human, material, and equipment resources needed by the Authority to function with excellence.

Researches were likewise pursued for the purpose of productivity improvement. In these studies, industrial engineering techniques were utilized such as workflow-work simplification-maximization-minimization, systems analysis, time and motion studies, operations research, plant lay-out and other subjects designed to level up airport technology. The Division also evaluated the effectiveness and impact of managerial, organizational, and industrial engineering technologies that were adopted throughout the year.

FINANCE AND ADMINISTRATION:
Towards Corporate Efficiency and Good Governance

The MIAA Finance and Administration Office under Ms. Herminia D. Castillo assists the GM in all the financial and administrative aspects of running the MIAA. It leads the endeavor to restructure the organization along the lines of corporate efficiency and good governance.

This is the expectation of its primary stakeholders – Board of Directors, management officers, and rank and file staff that stand to benefit from the Authority's rationalization plan. In May 2013, the Department obtained approval to implement Phase I of the Organizational Development Initiative (ODI) that would enable the MIAA to keep its workforce trim and competent while drawing fresh resource from new entrants to the service.

Through the rationalization process, the MIAA would be able to measure up to the demands of internal and external stakeholders. Presently, the MIAA is governed by the policies of the Governance Commission of GOCCs (GCG) that tracks the behavior of public corporations and special bodies.

Ms. Castillo informed that, "The GCG has instituted a performance-based incentive scheme to raise MIAA's standards of corporate excellence. To this effect, the MIAA is guided by performance scorecards that measure adherence to corporate efficiency standards." It is called upon to attain no less than a grade of 90% as a requisite to the entitlement of bonuses and incentives by its staff.

Herminia D. Castillo
Assistant General Manager
for Finance and Administration

> *"The Governance Commission of GOCCs has instituted a performance-based incentive scheme to raise MIAA's standards of corporate excellence. To this effect, the MIAA is guided by performance scorecards that measure adherence to corporate efficiency standards."*

Installation of Financial Systems

The MIAA is a manpower-intensive organization that outsources most of its manpower. Its human resource strength consists of 1,200 organic management and staff that is backstopped by non-organic administrative staff and job-order utilities personnel.

The FA Office manages all the fiscal affairs of the MIAA and carries out accounting, budgeting, auditing, and fiscal reporting in accordance with set policies and procedures. Moreover, it looks after all receivables in the form of terminal fees, concessionaire fees, and other sources of revenue from airport users. It keeps in close touch with peer offices under the GM so that the plans, needs, and systems of all operating units are supported and sustained for greater efficiency and organizational effectiveness. It collaborates with the corporate planning office to help develop plans for the Authority's greater improvement and fiscal economies.

One of the crucial policies implemented recently was the integration of domestic terminal fees in airline tickets. The same arrangement is being worked out with international airline management that, when realized, would be compliant with world practices in international passenger processing.

The FA is also developing its own financial management system based on concepts laid out in the rationalization plan. In the system, accountability for operations will be exercised on a per-terminal basis, granting the four terminals their respective financial autonomies. This is in keeping with the MIAA's policy to decentralize terminal management and operations."

The observance of separate books of accounts and the practice of self-accountability in finance and administration will move the terminals to become more efficient and responsible. The trade-offs of the policy, according to the management, are demonstrable. Decentralization will significantly diminish the downtime of human, physical, and mechanical resources since the four terminals would be able to keep their own personnel, equipment, and operating systems in top shape. Moreover, terminal management and staff would be able to address problems at source, translating into good corporate governance.

By 2014, the scheduled completion of the Phase I rationalization plan will be completed that would enable the MIAA to post higher marks on its scorecard. It aims to continue working on its financial, human resource, and administrative competency that would put it at par with its global counterparts.

OPERATIONS:
A Central Node of Activity

Airport operation is a fever pitch and quick pulse node of activity, particularly during peak flight hours. It is a concentric nerve system that coalesce a diversity of workplace actions into one integral functional whole.

At the Manila International Airport Authority, this is the mandate of the Operations Office managed by Assistant General Manager for Operations Ricardo M. Medalla, Jr. The Office matches the vertical spectrum of project planning, implementation, monitoring, and evaluation with all the basic and complex needs at the level of aircraft movement, passenger traffic, terminal management, and ancillary services.

It is driven by rising expectations of the aviation industry to keep the four NAIA terminals compliant with global standards set by the International Civil Aviation Organization (ICAO) and equal to the escalating volume and demand of roosting airlines and their guests.

Operations staff perform building and maintenance works across all structures and runways of the MIAA complex. These include improvements on the runway and taxiway, installation of visual guides and signages, general repair and renovations, and the monitoring and evaluation of safety requirements. Actionable matters are raised to the level of the policy makers and general management.

Ricardo M. Medalla, Jr.
Assistant General Manager
for Operations

"The installation of 23 airport systems in T3 that was started in 2013 will culminate in July 2014 — a big event awaited by the Authority as it strives to keep pace with the standards of international aviation."

Operations Work in 2013

The challenge lies in the concurrent implementation of projects, be this on the runway or terminals, hence, the need to coordinate with agencies with which the MIAA has joint responsibilities.

An instance is the installation of taxiway centerline lights based on ICAO guidelines. A partner in this project is the Civil Aviation Authority of the Philippines (CAAP) that renders air navigation services, flight inspection services, and air traffic control on top of other services. The CAAP raises the imperatives for the installation of taxi the lights. The Operations Office then plans and designs the program of work, submits these for Board approval, seeks budgeting and financing, and refers the project to the engineering department for implementation.

Projects from 2012 to 2013 included the acquisition of an Acoustic Bird Dispersal Equipment that protect arriving and departing aircraft (and the birds, for that matter) from bird strikes that snag the engines and imperil lives onboard. The fixed sonar facility is installed along Runway 0624 while others are mounted on pick-up trucks. The facility has greatly improved the safety of aircraft landing and take-off.

Another operational challenge, according to the AGMO, is peak hour management. Activities spike for domestic passenger carriers between the crack of dawn to the mid-afternoon flights, and for the bulk of 32 international airlines, from seven to four in the afternoon. To ease the burden of delayed departures and arrivals as well as congestion on the runways, the MIAA, in 2012, hired a Slot Coordinator from

an Australian agency to orchestrate timed aircraft movement. The slotting is done in coordination with the CAAP. As many as 40 flight events per hour are now handled with the aid of special computerized navigational software.

Also in 2013, the MIAA installed the SID31 System that enables a domestic aircraft to take off or land on the international runway without interference or the possibility of collision with an oncoming international aircraft. The system was implemented in June 2013. The installation was preceded by in-depth studies by the CAAP and clearance from the Presidential Security Guard for the utilization of the Malacañang Palace airspace. With the SID31 in operation, the addition of five events per hour was made possible. The handling of multiple events based on runway and terminal capacities, according to the AGMO, is a careful balancing act that the services of the slot specialist and SID31 have both capably aided.

The year was equally eventful in that the Rapid Exit Taxiway (RET) system was planned and designed. The RET is a short 30-degree taxiway to be constructed at significant exit points of the main runway. The exit enables an aircraft to reach the terminal on schedule, if not ahead. The RET was designed by construction firm PhilJac and is now under study. Another taxiway located at Terminal 3 was started in late 2013 that will enable planes to reach the terminal equally as quick. Taxiway dimensions were designed to accommodate wider-bodied aircraft.

T3 Manager Medalla announced that "the installation of 23 airport systems in T3 that was started in 2013 will culminate in July 2014 — a big event awaited by the Authority as it strives to keep pace with the standards of international aviation." Some of the systems set in place were the passenger boarding bridges, baggage handling system, master clock, and flight information display. Equally started in 2013 was the procurement of five units of airport shuttle buses for use at the airside scheduled for delivery by October 2014. This will ease the transfer of passengers from apron-parked aircraft to the terminal. The purchase of five more airport buses is also in progress for use at the land side of disembarked passengers.

With regard to cargo handlers, the MIAA limits itself to the monitoring of airfreight companies who maintain 25-year lease rights to their allocated portions of MIAA property. A cargo terminal, however, is foreseen within the vicinity of T3, for planning and design as soon as this terminal becomes fully operational.

Engineering:
BUILDING WORLD-CLASS AIRPORTS

The Office of the Assistant General Manager for Engineering (AGME) of the MIAA provides management oversight to the overall execution of the plans, programs, and activities of the Engineering Department and its workforce. It sees to it that all programs of work are implemented according to agreed standards, timelines, targets, and schedules. In essence, it applies the principles of civil, electrical, mechanical, and related sciences with exactitude in all the worksites, since all outdoor and indoor operations of an airport are always in sequence to the movements of both originating and destination airports.

Now, more than ever in the lifespan of the MIAA, the pace of construction, re-building, and retro-fitting works in the growing number of Philippine international airports is at its peak. For without doubt, airports in the country can't just be engineered well, but engineered excellently so they can serve in ways that adhere to quality airport management. This is the demand of the global aviation industry that the country is challenged to meet. NAIA terminals and counterparts in key cities and flagship destinations simply have to shine and gain wide acceptance as world-class airports.

Airport engineering works being implemented in the different airports in Metro-Manila and around the country have everything in common with other civil works, with a mark of difference. They all adhere to the same engineering principles and standards prescribed by the National Building Code of the Philippines and all other engineering codes that rule the Philippine construction industry. In addition, however, engineering plans, design, and execution at the airports are carried out in accordance with ICAO standards.

Carlos B. Lozada
Assistant General Manager
for Engineering

"Airport engineering works being implemented in the different airports in Metro-Manila and around the country adhere to the same engineering principles and standards prescribed by the National Building Code and all other engineering codes. In addition, they are carried out in accordance with ICAO standards."

In a precise manner, engineering works for airports differ from the ordinary in that special facilities and systems are built exclusively for airport operations—which has everything to do with the sending of planes and people on and off the ground. Thus, their installation must be safer than safe, better than best, absolutely fail-proof, and in compliance with international civil aviation industry standards, rules, and regulations.

How the airports take shape and change features over set schedules is best appreciated when told by, and heard from, the very people who install the systems, build walls, and streamline the taxi and runways. These voices are those of MIAA's pool of engineers, machine operators, builders, and those who work closest to the ground. The following description of 'just another day at the airport' is not just a case in point. It is an illustration of what airport engineering is all about:

A runway worker relates: "When we undertake runway repairs and asphalt overlay, we are constantly faced by an unrelenting work master: Time. Our job has to start and end within runway closure hours, a very thin and narrow margin of time just after midnight, between 1:30 and 4:30 a.m. There can be no such thing as an early bird or overtime. Yet, our product has to be no less than excellent."

His co-worker had more to share: "Once our job starts, everyone from the supervisor and laborers as well as our equipment have to be in sync. Every second matters. Our equipment serves as our work buddies and they have to be,

like us, in A-1 condition. Our supervisors carefully observe and scrutinize each and every step in the job in order to avoid unnecessary delay. Otherwise, we would cut into airport operations, domestic and international."

"Minutes before the end of the three-hour stretch," the workers continued, "MIAA engineering personnel, together with representatives from the Safety Division, march toward us to conduct a joint inspection of our work area. Their task is to ensure that no tools, building material, or foreign object are left behind. Only when their clearance is given that the runway is declared open for use."

Another worker describes the euphoria of work well done: "One can almost feel the excitement when, at the first crack of daylight, an incoming flight makes a successful touchdown and minutes later, another one takes off like a graceful bird, with no obstacles to bar its way."

Moving Forward

MIAA Engineer's list of completed and ongoing projects in 2013 is presented on this spread, some of which are timed to flow into 2015. Meanwhile, 2014 is keenly anticipated by the corps of engineers and their partners because, come July, all 23 systems that place the NAIA on a level playing field with its counterparts in Asia shall have been installed, making them effective, responsive, resilient, and sustainable facilities that could efficiently serve users and travelers of all nationalities.

Long-term plans for continued airport improvement relevant to the engineering mission are the following projects:

- Rehabilitation of NAIA T1 Building that is expected to complete in 2015
- Proposed construction of a Greeter's Lounge
- Improvement of Taxiway November
- Installation of an additional 4-megawatt power plant that replace the existing 30-year-old 2MW generator set to sustain the power requirement three (3) years from this report
- Installation of new CCTV systems for the NAIA complex and terminals

ENGINEERING PROJECTS IN 2013 TERMINAL 1
COMPLETED PROJECTS IN 2013
Rehabilitation of comfort rooms (CR 208, 308, 210 and 211) undertaken by Global V. Builders Co. and completed September 20, 2013
New escalators – replacement of two escalators connecting arrival and departure lobbies
New elevators – replacement of two elevators at the lobby serving all levels of the terminal
Public Address System – upgrading and improvement of the PA system to the present available technology equipped with Automatic Volume Control that adjusts the volume requirements accordingly in one area/ zone or another
ON-GOING PROJECTS
Architectural upgrading of parapet walls, eaves, and elevated roadway at T1 being undertaken by Izumo Contractors, Inc. for completion on September 19, 2014
Structural retrofitting – to ensure that the terminal building is safe and structurally fit for present operations/ conditions and from natural calamities like earthquakes
Total rehabilitation and improvement of T1 – includes new aesthetic design, improvement of passenger flow, energy-saving LED lighting, fire protection and detection system, new air handling system, and compliance to national building codes and fire regulations

ENGINEERING PROJECTS IN 2013-2014 TERMINAL 2
Repair and re-waterproofing of Terminal 2 main roof
Supply and installation of carpet tiles at gamgwaus.
Aerobridges and bridge heads
Repair of T2 departure carousels DS2 and DN3 center track railings
Procurement of parts for hydraulic system of boarding bridges
Upgrading of plc system for departure conveyor systems
Upgrading of PLC control system for 8 passenger boarding bridges
Additional escalators
Supply and delivery of 40 units of high velocity hand driers
Supply and delivery of 50 units of open top stainless steel receptacles
Upgrading of public address system
Improvement of t2 airconditioning system
Additional 19 units of package airconditioning units
Installation of airconditionoing systems at north and south wings
Supply and installation of 81 units of led TVs for check-in counters as part of flight information system

ENGINEERING PROJECTS IN 2013
TERMINAL 3

COMPLETED PROJECTS IN 2013

Structural retrofitting – to ensure that the terminal building is structurally safe for airport operations/ conditions and from natural calamities like earthquakes

ON-GOING PROJECTS

Rehabilitation and upgrading of 23 electro-mechanical systems at T3 being undertaken by DOTC with Takenaka Corp. as the contractor.
Also, the following projects are being implemented:

1) Baggage Handling System
2) Master Clock System
3) Passenger Loading Bridges (24 units)

ENGINEERING PROJECTS IN 2013
TERMINAL 4

COMPLETED PROJECTS IN 2013

Repair and overlay of Runway 06/24 undertaken by Readycon Trading and Construction Corp and completed in February 18, 2013

Repair and upgrading of T4 aprons (Bay Nos. 4, 5, 6, 7, 9, and 10) undertaken by Pacific Concrete Products and completed in September 13, 2013

ON-GOING PROJECTS

Tarmacs, aprons, and runways (extensions and upgrades)

Construction of secondary fence along Runway 06/24 and T3 apron being undertaken by Precious Construction for completion on April 7, 2014

NAIA COMPLEX

COMPLETED PROJECTS IN 2013

MIAA Power Plant Improvement – installation of a new power plant was completed with a rating capacity of 6MW, enough to supply the present power requirements of NAIA T1 and T2, ICT, and vital facilities in case of total power failure, thereby ensuring, if not minimizing, interruption of airport operations and vital facilities.

Security and Emergency Services: Keeping the Watch

National security is often breached at its most vulnerable spot: ports of entry. Thus, the MIAA implements its national security, emergency, and safety agenda 24/7 in accordance with standards set by the International Civil Aviation Organization (ICAO). A Special Operations Team was created in 2011 to supervise national security protocols across all four NAIA terminals to check for the possible entry of terrorists, roaming rouges, and persons of international interest.

To do this, the Office of Security, Emergency and Safety observes monthly meetings to assess the Authority's compliance with international security standards. Moreover, the SES workforce conducts survey inspections at all vital terminal installations and infrastructure. Closely monitored are the fuel depot, generator and cooling systems, air navigational communication systems such as the VOR and VHF (very high to high-frequency omni-directional radio range), airside and indoor lighting systems, and power supply.

Security and Emergency Services (SES) Projects in 2013

2013 was an exceptionally busy year for the SES management. In March, key staff attended the Southeast Asia Security Awareness Workshop in Bali, Indonesia sponsored by the Australian government. Knowledge gained from interacting with other Asian authorities in the workshop was promptly used and applied in all issues of critical interest to aviation security. One such issue was the growth of informal settlements behind airport perimeter walls. One of the measures taken was the conduct of regular patrols at two-hour intervals along MIAA boundaries within the contiguous cities of Pasay and Parañaque.

AGMSES Penaflor said that the communities' involvement in airport safety and security was meaningful. "To involve the participation of residents in these settlements, MIAA entered into a public-private partnership with Bantay Bayan Inc., a non-government organization based in the National Capital Region to organize a security awareness and enhancement workshop in August 2013 with the participation of the people." The partnership resulted in the engagement of 70 Bantay Bayan members consisting of heads of households within the concerned barangays.

The members were clustered into volunteer watch brigades. This has not just boosted airport security and safety. It also created a symbiotic relationship between the Authority and the communities around it that now co-serve with it and share its vision of a safe and secure airport.

In a related manner, training was top-listed on the SES action board. Intelligence and counter-intelligence re-training courses were held for the entire airport security detail. Trainees were drawn from three sources: 400 from the Airport Police Department, 1,170 security guards from four

private security agencies contracted by the Authority, and staff from the Intelligence, Investigation, and Pass Control Department.

The SES management clarified that the 396-strong airport police force, to which 118 new recruits were added in 2013, has taken over the functions of the previous Aviation Security Command or AVSECOM. The latter consisted of elements from the Philippine National Police (PNP). The Authority, however, continues to interface with the PNP and Department of Justice (DOJ) operatives when it comes to the actual detecting and tracking down of potential offenders who have become more creative in the perpetuation of crimes that threaten civil aviation.

Equally under the sleeve of the SES Office are emergency and safety functions that address the needs of aircrafts, their inbound and outbound passengers, the terminal service crews and all entities and persons transacting business with the Authority. The Office is likewise responsible for operating emergency fire engines, eight of which will be fully functional in 2013. These are complemented by four medical ambulances in the service of each of the four terminals. Since harsh environmental anomalies like wind surges, typhoons, and earthquakes are perennial threats to aircraft landing and take-off, the Office has prepared and launched its Disaster Preparedness Manual and Airport Emergency Plan in 2013.

In a related move, all SES personnel constantly undergo rigorous drills and exercises to keep them fit to respond to all types of eventualities. Off-airport emergency and table-top exercises are held to equip them with the skills needed to deal with emergency landings.

The MIAA's constant state of vigilance keeps all four NAIA terminals secure and safe from negative human or physical disturbance. As far as its eyes could see and its hands can do, it is ruled by the priority principles of prevention and preparedness.

1
TERMINAL

HISTORICAL AIRPORT GETS ITS LIFT

The Ninoy Aquino International Airport Terminal 1 is a historical monument. In 1986, a great Filipino statesman, then Senator Benigno Aquino, Jr., met his death on its tarmac at the hands of assassins. Soon after the tumult over his demise simmered down, the airport, Metro-Manila's sole international gateway at that time, was given the honor to bear his name.

The awesome fact is that, beyond the ridicule and derision it endured from all imaginable sources like being "old, decrepit, and congested", T1 perseveres. And even if plans for a new generation airport intended to replace it were laid, subsequently funded, built, and operated, T1 continues to serve.

Not only has it been given a fresh lease on life by the Authority. Plans are underway to reverse its public perception and to improve, upgrade, and bring it up to the level of competitive bests in Asian flying portals.

Although the NAIA T3 is about to take a heavy load off the shoulders of T1 in 2014, plans are underway for T1's systemic retro-fitting that will align its design capacity with incremental passenger load that registered a whopping 8.1 million in 2012. Originally designed to take in 6.5 million passengers per year, the challenge is on to give T1 its well-deserved lift.

Dante B. Basanta
Terminal 1 Manager

"Plans are underway to reverse the public perception of NAIA Terminal 1 and to improve, upgrade, and bring it up to the level of competitive bests in Asian flying portals."

EXPANDING THE SCOPE OF ISO RATINGS

T1 Manager Dante B. Basanta revealed that forecasts for a positive scorecard in international standards compliance are bright, We sustained the airport's ISO 9001-2008 certification, notably in the area of passenger facilitation processes. The work we pursued and completed from 2012 to 2013, for instance, resulted in an expanded area and sufficiency in the presence of immigration and other government agencies. This trimmed down the long queues of departing and arriving passengers we used to experience daily. In terms of amenities, there are 20 brand new restroom furniture and fixtures, ticketing and check-in counters, and baggage trolleys.

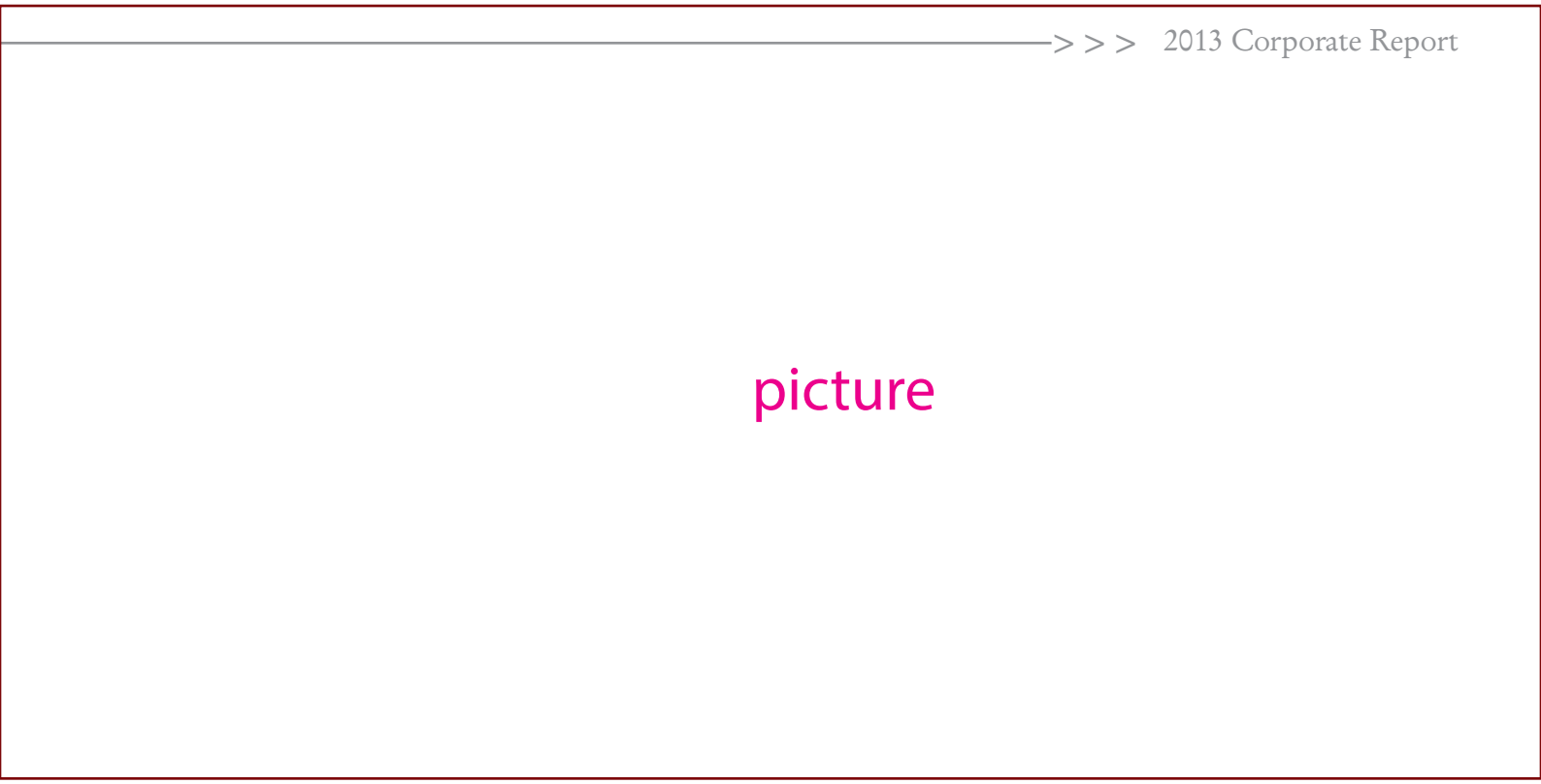
Our institutional oversight is strengthened by the Inter-Agency Coordination Meetings we hold with representatives of immigration, customs, health quarantine, and investigation bodies who report regularly on their commitment to our ISO quality of service.

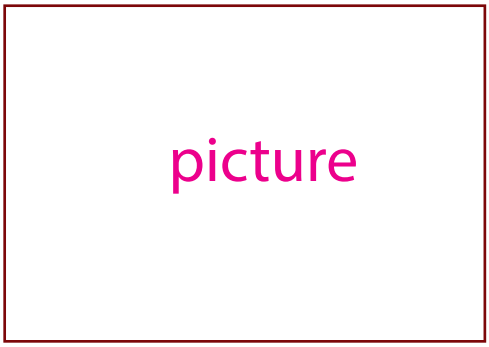
We plan to expand the scope of ISO standardization, covering the time when the passengers enter the terminal to their boarding call, and from the time that they disembark to the time of their exit from the terminal. This should extend further toward the curbside when they actually board their vehicles, be these public or private conveyances.

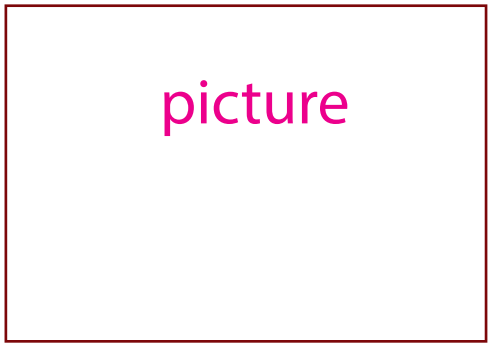
A critical factor to these cycles is the cooperation of the airlines who handle the boarding and disembarking processes as well as private businesses that the Terminal transacts with. Among these are T1's shortlist of accredited equipment suppliers and service providers, shop concessionaires, and transport operators," T1 Manager Basanta pointed out. All transactions are monitored and documented by a team of internal and external auditors.

TM Basanta added that every step of the way, the management is sharply of its task orders and existing agreements with cooperating agencies.

T1 is briskly on the move in 2014, notably in the area of transferring seven or more airlines to the management of Terminal 3. The dynamics of T1's peak operating hours, passenger traffic, and baggage volumes are closely being watched and studied for statistical charting.







NEW PLANS AND PROJECTS

A total of Php2.8 billion has been earmarked for the development and retro-fitting of T1 which include re-engineering works. Columns, beams, trusses, and other structural elements are up for testing and possible reinforcement in aid of strengthening future load-bearing capacities.

The budget will be spread across construction work centers, specifically architectural, aesthetic interior re-design, mechanical, electrical, plumbing, and fire protection (MEPF) installation and maintenance.

Of great public interest is the construction of a new well-wishers' building, which will completely replace the old one. Come November 2014, greeters will no longer have to contend with the discomfort posed by the previous structure.

To ensure further the safety and security of travelers, airport staff, law enforcers, airline crew, air and ground controllers, concessionaires and all who interlock with the facility if only for brief welcome and departure moments, new technologies will be adopted, surprisingly with a twist. Automated safety and security measures will be installed that will permanently abolish cumbersome security guard checks and vehicle inspections that promise to be things of the past.

The goal envisioned is that within 2014 and after, T1's glory days in the service of the country and its visitors will certainly be back with the edges of competence, competitiveness, and agelessness.

2
TERMINAL

More PAL Flights Ahead

The Ninoy Aquino International Airport Terminal 2 is popularly known as the 'Centennial Airport' or the PAL (Philippine Air Lines) Airport that serves both the domestic and international flights of the country's flag carrier. This airport was so named because its completion was targeted in 1998, 100 years after the declaration of Philippine independence and the first-ever hoisting of the Philippine flag in Kawit Cavite by General Emilio Aguinaldo. It was commissioned on the following year.

Today, it assumes the name NAIA Terminal 2, second in the line-up of four airports situated within the national capital. It continues to be the domain of PAL. The airline, according to Terminal 2 (T2) Manager Cecilio A. Bobila, has recently regained its air space along the European sky lanes, and is slated to increase frequencies to the Middle East. Correspondingly, it is hiking its fleet count from 40 to 100 planes.

These developments call for greater structural flex, versatility, and adaptability on the part of airport management. "It is, thus, the role of MIAA to jointly address the increasing volume of national and international traffic as well as the needs of the airline that become more complicated with the rise of new aviation technologies," the T3 Manager informed.

Cecilio A. Bobila
Terminal 2 Manager

"The T2 team works on the principle that the performance of such mission is not viewed from the perspective of 'accomplishment', but rather, from the view deck of 'service to the people'. Our work plan is the extension of the north and south wings of the building, in order to maximize the spaces dedicated to the pre-departure lounges, offices, and concession stores."

A FOCUS ON PROJECTS AND SERVICES

In 2013, the airport focused on the effective and efficient delivery of services and the implementation of maintenance and upgrading projects on the air and ground sides of the mega structure.

Among these were the refurbishing of the Mabuhay Lounge, regular maintenance works on the 12 passenger bridges and in-place automated systems. The T2 team works on the principle that the performance of such mission is not viewed from the perspective of 'accomplishment', but rather, from the view deck of 'service to the people'.

"Our work plan in 2014 is the extension of the north and south wings of the building, in order to maximize the spaces dedicated to the pre-departure lounges, offices, and concession stores," T2 Manager Bobila revealed. The extensions will enable the airport to abide by its designated design capacity of 5 million domestic passengers and 2.5 million international passengers per year of service.

This, however, is a tall order, given the fact that the airport building is bound by a fuel depot on one side and the Philippine Village Hotel structure on the other. The plans will prosper only after the resolution of cases for right-of-way.

The Authority's moves are always planned with, and taken in the context of the client airline. Recently, PAL has indicated its offer to rent around seven hectares of the Nayong Pilipino theme park (which has moved to a new location at the Subic Freeport). The space will be used as an additional aircraft parking area.

T2 is fully compliant will ISO standards for international aviation, but management does not rest on its compliance averages. Efforts are constantly made to excel in the delivery of T2's mandate. Frequent meetings are held with government agencies such as the departments of justice, transportation and communication, tourism, and the Philippine Overseas Employment Authority on common projects. One of the ends desired is the faster processing of customs, overseas employment, and immigration documents of overseas Filipino workers.

PLANS IN 2014

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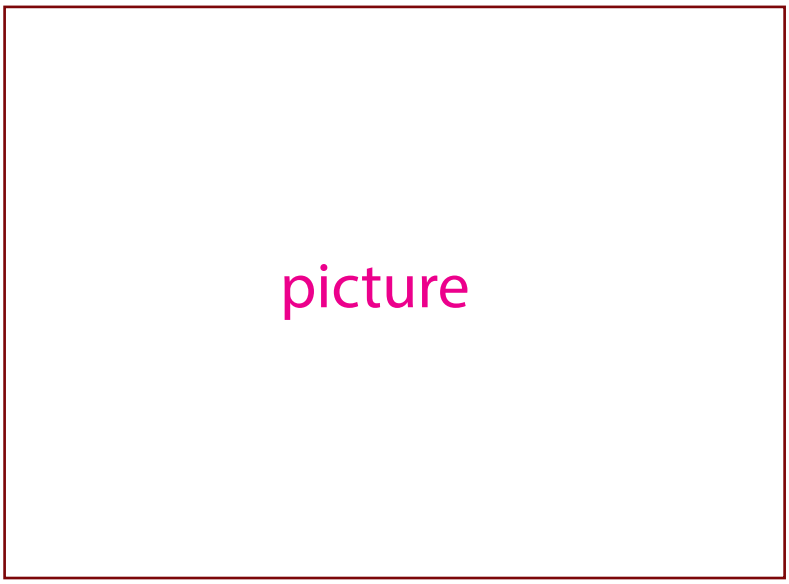
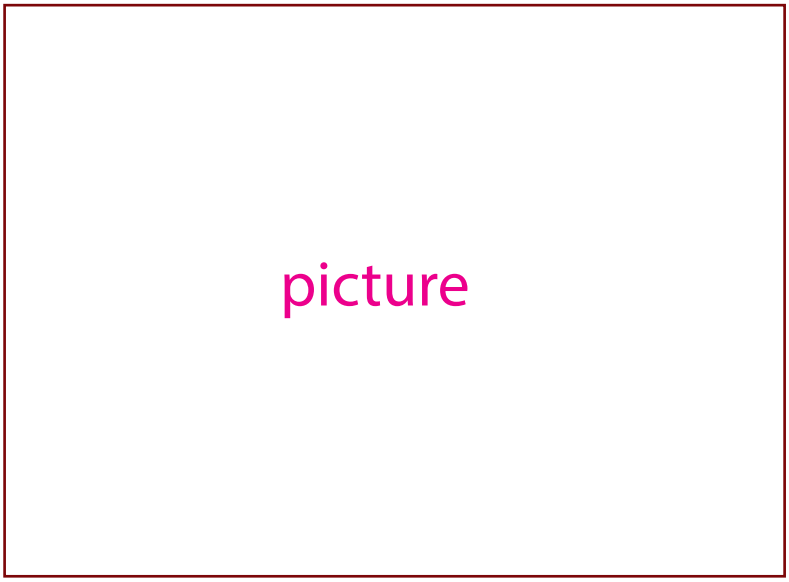
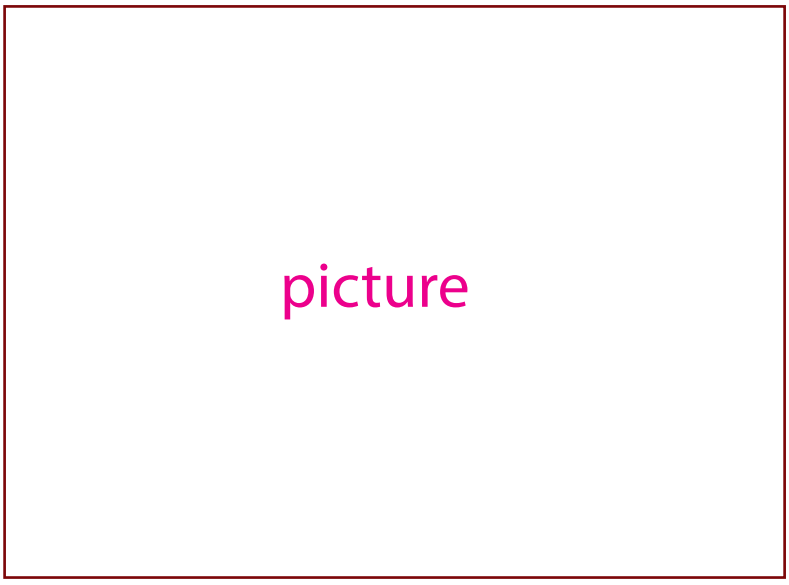






3
TERMINAL

In 2014,
It's All Systems Go

The Philippines' biggest and newest Manila-based airport – the Ninoy Aquino International Airport Terminal 3 – is all set to throttle up its fully-automated systems by mid 2014.

This airport, with its massive infrastructure and length to tire even the fittest walker, started operations in 2010. Set across the mega city of ritzy hotels and residences taking shape across its grounds and beside the Philippine Air Force Villamor Air Base, this terminal was meant to relieve the stress and strain of the country's oldest international airport, the Ninoy Aquino Terminal 1, and to take on the megalithic jets of international airways which the older facility has to be refitted and re-conditioned for.

Toward its finishing stages, however, the terminal encountered technical and structural setbacks that the Authority, the Department of Transportation and Communication (DOTC), and the building contractors had to beat the clock to comprehensively address. The end desired was to make this Terminal the rated roost of global airlines and their guests, and a gateway that adheres to the standards set by the international aviation authority.

Octavio F. Lina
Terminal 3 Manager

"To respond to the design challenge," Me. Octavio F. Lina said, "the T3 management closely watched and monitored the progress of installing 23 systems that synchronize and raise the airport to its prescribed level of efficiency on time. These systems not just enable the airport to handle peak hour traffic but also to technically navigate the ingress and egress of the wide-bodied jetliners."

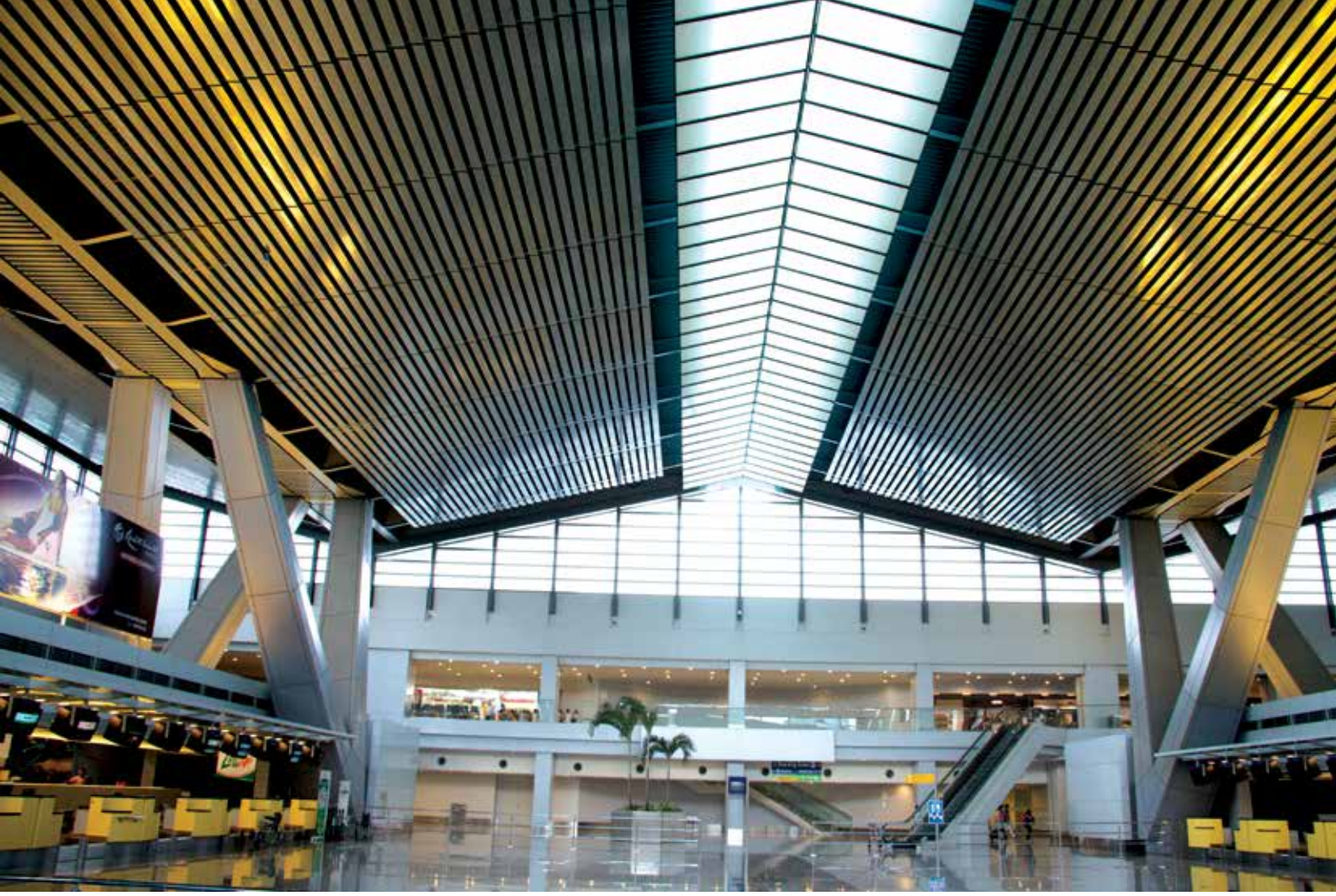
T3'S BEST FEATURES: AUTOMATED SYSTEMS

NAIA Terminal 3 was primarily designed as an automated systems airport responsive to a maximum holding capacity of 13-million passengers per year. Three years into operations, however, incremental demands of international travel and tourism quickly caught up with this projection.

Deputy T3 Manager Octavio F. Lina informs that the airport's current load has surpassed the 13-million mark. The International Air Transport Association (IATA) thus categorizes T3 as a Coordinated Level III airport, indicating that that the factors of runway, terminal, and apron situations are assessed, keyed in, and cleared prior to flight operations.

"To respond to the design challenge," Me. Francisco said, "the T3 management closely watched and monitored the progress of installing 23 systems that synchronize and raise the airport to its prescribed level of efficiency on time. These systems not just enable the airport to handle peak hour traffic but also to technically navigate the ingress and egress of the wide-bodied jetliners."

Mr. Lina informs that the airport is not just an interconnecting structure between air operations and ground operations. On the airside are efficient runway aprons, taxiways, runways, and landing lights. At the point of contact between airside and groundside are passenger bays and bridges, as well as service bridges for airline operations personnel, flight inspection, and all servicing activities related to the aircraft.



The building structure itself features automated essentials, foremost among which are safe, reliable, and well-maintained escalators and lifts. Some well-appointed airports even have conveyances such as walkalators or travelators for the convenience of the aged, young children and pregnant women, the disabled, and the infirm.

On the frontlines are the ticketing and check-in counters with their own automated baggage conveyors. Essentially for international airports, the frontline facility also has desks for the inspection and processing by country customs, security, immigration, and foreign affairs officers of vital travel documents and luggage.

On both entrances to the boarding and disembarking concourse are found digitally-operated safety and security inspection scanners and equipment. Within the concourse are comfortable pre-departure, boarding and arrival areas for economy and business class passengers as well as a presidential lounge for visiting dignitaries.

Other points of interest of a standards-compliant airport are its post flight areas such as the baggage claim area, where efficient carousels allow for the quick retrieval by passengers of their checked-in items. Equally at these exit point, there are transfer counters for connecting flight processing, and another designated area for the accessing of public and private transport services. Passenger courtesy requires that the ultimate-service airport extends its services to this curbside.

The T3 manager also informed that some international carriers, by July 2014, will move from Terminal 1 to Terminal 3 when all the automated systems are fully functional.

4 TERMINAL

Budget in Size, Big in Dreams

Nearly all Filipinos who fly, whose business and leisure travels take them in or offshore, know this airport only too well. This was, and still is, one of the capital's doorways to the regions and transfer point for overseas Filipinos on homecomings and for tourists domestic and international visitors on island hops.

It used to be called "Domestic Airport" to distinguish it from the then Manila's "only international airport," now the NAIA Terminal 1. By force of habit, people, especially cabbies, still call this the "Domestic Airport," the tiniest ramp-less and arch-less one a few steps away from the curb of the road within the MIAA-CAA complex. With the addition of the NAIA Centennial Terminal 2 and the newer NAIA Terminal 3, this airport earned the distinction of being the NAIA Terminal 4.

Of the four airports, this has had its share of history like its international bro a short drive away, having for decades hosted the arrivals and departures to inland destinations of some of the world's distinguished missions, leaderships, and luminaries of various callings. It used to be the port of call of all Philippine domestic carriers, until it narrowed down as the hub of Cebu-Pacific and Zest Air, then today as only that of Zest Air and a number of regional airlines.

Terminal 4 Manager Enrico Francisco B. Gonzales underscores the fact that his enclave is just a fraction of those managed by his fellow TMs. "This airport measures less than 1/10th compared to the other airports. It may be spatially minuscule which places it under the category of a "Budget Airport". Such an airport is, by norm, low density in terms of passenger and aircraft traffic. But this does not mean we do not dream, think, and act big."

Enrico Francisco B. Gonzalez
Terminal 4 Manager

"Since assuming office, T4 Manager Gonzales and his team constantly brainstormed for all angles whereby the airport could proudly make its own unique statement, in spite of its size. "The team felt that the facility should translate its limitations into challenges, and its challenges into future competencies over a strategic planning curve," he said."

The Big Dream

While obviously physically dwarfed by its counterparts, Terminal 4 muscled up on its accomplishments in 2013.

Its biggest feat was the launching of Asian regional flights at a frequency of four (4) flights per day for carriers Zest Air, Air Asia, and Tiger Air of the Sea Air line. "We used the lull period in airport operations creatively, to an advantage," reveals TM Gonzales.

This investment in time was proven not only to be right, but a wise move as well, according to the TM. "We were able to work out these regional flights because we were gifted with the availabilities of time, the airside space, the personnel, and all the standby technologies. We are now handling regular flights to Kuala Lumpur, Kota Kinabalu, Shanghai, and soon, Japan."

Terminal 4 is not only busy maximizing time. It is also flexing its muscles in areas with high service potentials. Since assuming office, T4 Manager Gonzales and his team constantly brainstormed for all angles whereby the airport could proudly make its own unique statement, in spite of its size. "The team felt that the facility should translate its limitations into challenges, and its challenges into future competencies over a strategic planning curve," he said.

Turning Challenge into competence

"We are faced by incontrovertible facts. Firstly, NAIA Terminal 4 sits on a busy in-bound and out-bound strip on the airside and, without the safety barrier of space, an equally bustling commercial area on the curbside. We could not explore a vertical rise because of the low-fly zone. Neither can we explore a horizontal extension because of existing lateral structures and the rights-of-way of hangar residents. More intimidating is the planned construction of a skyway within the environs. Our response is to maximize our parking stands and our remote parking spaces, and to design a more passenger-friendly and attractive frontage on the curbside.

"Secondly, we are confronted with increasing demand in terms of passenger and aircraft volume. Terminal 4 was designed for a total serving capacity of only two million passengers per year. We have to continually adapt and strengthen systematically and structurally to be equal to projections. We expect other knocks on our door for the inclusion of new Asian-Pacific destinations.

"Thirdly, we may be challenged by these operational risks, but I am proud and happy to say that we kept to being a "Budget" but delivered sizably to the national budget in turn as MIAA statements objectively and transparently manifest. We have moreover stayed on the same plateau of financial performance that we have achieved prior to the transfer of Cebu Pacific to Terminal 3. Additionally, we have been particularly effective as a watchdog that consistently keeps human and commercial trafficking at bay."

To sum up, TM Gonzales said that his optimism is qualified and tempered by the harsh realities of the airport's configurations. He handles the cons with the eye of a seasoned pilot negotiating a difficult landing: "Training exposures for T4 personnel, complete systems installation, compliance with international standards on all sides, and close collaboration with airlines, technical experts, and partners in the aviation industry will keep us on par with the other tees in terms of total quality service delivery," TM Gonzales concludes.

Summary
Financial Report

Management Team

GENERAL MANAGERS

HONRADO, Jose Angel A.
General Manager

GUERZON, Jr., Vicente L.
Senior Assistant General Manager

ASSISTANT GENERAL MANAGERS

CASTILLO, Herminia D.
AGM for Finance and Administration

BAUTISTA, Cecilio G.
AGM for Airport Development and other Corporate Affairs

MEDALLA, Jr., Ricardo L.
AGM for Operations

LOZADA, Carlos B.
OIC, Office of the AGM for Engineering

TERMINAL MANAGERS

BASANTA, Dante B.
Terminal Manager, NAIA Terminal 1

CUENCO, Rodellito G.
Assistant Terminal Manager, NAIA Terminal 1

BOBILA, Cecilio A.
Terminal Manager, NAIA Terminal 2

BALDE, Andrew Salvador A.
Assistant Terminal Manager, NAIA Terminal 2

LINA, Octavio F.
Terminal Manager, NAIA Terminal 3

FRANCISCO, Lauro S.
Assistant Terminal Manager, NAIA Terminal 3

GONZALEZ, Enrico Francisco B.
Terminal Manager, NAIA Terminal 4

SALES, Ramon M.
Terminal Manager, NAIA Terminal 4

DEPARTMENT MANAGERS

BUNGAG, Ma Consuelo I.
OIC, Media Affairs Department

DUMO, Ma. Perla E.
OIC, Legal Office

BRITANICO, Arlene B.
Manager, Internal Audit Services Office

VILLAMOR, Lllewellyn A.
OIC, Corporate Management Services Department

CRUZ, Leonides F.
OIC, Business Development & Concessions Department

MONTALBO, Irene P.
Manager, Finance Department

DIZON, Ma. Felisa T.
OIC, Administrative Department

VER, Carmencita C.
OIC, Civil Works Department

LERUM, Philip A.
OIC, Electro Mechanical Department

CANDELARIA, Alvin V.
OIC, Airport Operations Department

DESCANZO, Jesus Gordon P.
Airport Police Department

TORRES, Donardo I.
Intelligence & ID Pass Control Department

SIMON, Robert A.
OIC, Emergency Services Department

SAN JOSE, Ruby C.
OIC, ASIO

DIVISION MANAGERS

TAPNIO, Jose A.
OIC, Office of the Corporate Board Secretary

SANTOS, Feliciana J.
OIC, Public Assistance Division

MASCARDO, Ma. Luisa V.
OIC, Plans and Programs Division

ERENETA, Manuel P.
Manager, Management Information Systems Division

DELA ROSA, Leonardo T.
OIC, Systems and Procedures Improvement Division

MAPANAO, Joycelyn B.
Manager, Accounting Division

ILARDE, Miriam O.
OIC, Budget Division

NATIVIDAD, Alice R.
OIC, Cashiering Division

FERNANDO, Elenita M.
OIC, Collection Division

TORRES, Ma. Julieth F.
OIC, Personnel Division

BOARD OF DIRECTORS

Airport Directory

MIAA Trunkline: Terminals 1, 2 & 4	+63.2.877-1109
MIAA Trunkline: Terminal 3	+63.2.877-7888
Office of the General Manager	+63.2.877-1109 loc. 2336
Office of the Senior Assistant General Manager	+63.2.877-1109 loc. 3112-13
Office of the AGM for Finance and Administration	+63.2.831-1119
Office of the AGM for Operations	+63.2.832-5956
Offce of the AGM for Engineering	+63.2.833-3803
Office of the AGM for Security and Emergency Services	+63.2.877-1109 loc. 3710/3042
Office of the AGM for Airport Development & Corp. Affairs	+63.2.877-1109 loc. 739
Office of the Corporate Board Secretary	+63.2.877-1109 loc. 3716
Legal Office	+63.2.833-2966, +63.2.8771-738
Internal Audit Services Office	+63.2.877-1109 loc. 734
Airport Safety and Security Office	+63.2.877-1109 loc.731
Airport Security Center	+63.2.877-1109 loc. 727
Emergency Operation Center	+63.2.877-1109 loc. 786
Business Dev't & Concessions Management Department	+63.2.832-2912
Finance Department	+63.2.877-1109 loc. 743
Administrative Department	+63.2.831-7448
Airport Operations Department	+63.2.877-1109 loc. 3642
Public Affairs Office	+63.2.877-1109 loc. 2444
Electro-Mechanical Department	+63.2.877-1109 loc. 3042
Civil Works Department	+63.2.877-1109 loc. 775
Airport Police Department	+63.2.833-3163
Intelligence / ID & Pass Control Department	+63.2.877-1109 loc. 3513
Emergency Services Department	+63.2.877-1109 loc. 3415
Corporate Management Services Department	+63.2.877-1109 loc. 4329
Business & Investment Dev't. Division	+63.2.877-1109 loc. 759
Terminal Concessions Division	+63.2.877-1109 loc. 758
Accounting Division	+63.2.877-1109 loc. 744
Budget Division	+63.2.877-1109 loc. 745
Cashier Division	+63.2.877-1109 loc. 746
Collection Division	+63.2.877-1109 loc. 3070, 4277
Personnel Division	+63.2.8771-753
Procurement Division	+63.2.877-1109 loc.3172
Property Management Division	+63.2.877-1109 loc. 3046
General Services Division	+63.2.877-1109 loc. 3009
Human Resource Development Division	+63.2.877-1109 loc.4316
International Cargo Operations Division	+63.2.877-1109 loc.4323
General Aviation Operations Division	+63.2.877-1109 loc.4226
Airport Ground Operations Division	
Media Affairs Division	+63.2.877-1109 loc.3102
Customer Relations Center	+63.2.823-0669
Public Assistance Division	+63.2.877-1109 loc.2444/3521
Electrical Division	+63.2.877-1109 loc. 780
Customer Feedback	feedback.miaa@gmail.com
Electronics & Communication Division	+63.2.877-1109 loc. 712
Buildings Division	+63.2.877-1109 loc. 778
Mechanical Division	+63.2.877-1109 loc. 782
Pavements & Grounds Division	+63.2.877-1109 loc. 783
Design & Planning Division	+63.2.877-1109 loc. 784
Land Side Police Division	+63.2.877-1109 loc. 4340
Airside Police Division	+63.2.877-1109 loc. 3831
Terminal Police Division	+63.2.877-1109 loc. 3867
Police Intelligence & Investigation Division	+63.2.877-1109 local 2863/3041
Police Detection & Reaction Division	+63.2.877-1109 local 2544
Intelligence & Investigation Division	+63.2.877-1109 loc. 3654
ID & Pass Control Division	+63.2.877-1109 loc. 787
Medical Division	+63.2.877-1109 loc. 3049
Rescue & Firefighting Division	+63.2.877-1109 loc. 793
System & Procedures Improvement Division	+63.2.877-1109 loc. 736
Plans and Programs Division	+63.2.877-1109 loc. 4089
Management Information Information System Division	+63.2.877-1109 loc. 4105

Airport Directory

Terminal 1

Airport Trunkline	+63.2.877-1109
Terminal Manager	+63.2.8771-720
Asst. Terminal Manager	+63.2.8771-3154
Terminal Operations	+63.2.877-1109 loc.3881
Lost & Found	+63.2.877-1109 loc. 3654
Bureau of Animal Industry	+63.2.877-1109 loc.3053
Bureau of Customs	+63.2.877-1109 loc.2215/3930
Bureau of Fisheries and Aquatic Resources	+63.2.877-1109 loc.3053
Bureau of Immigration	+63.2.879-6085/ +63.2.852-2936
Bureau of Plant Industry	+63.2.877-1109 loc.3053/3397
Bureau of Quarantine	+63.2.832-2929
Commission on Filipinos Overseas	+63.2.879-5685
DENR Wildlife Traffic Monitoring Unit	+63.2.877-1109 loc.4153
National Bureau of Investigation	+63.2.877-1109 loc.3051
DOTC Office of Transportation Security	+63.2.877-1109 loc.3469/3475
Overseas Workers Welfare Adminnistration	+63.2.852-5127
Philippine Overseas Employment Adminnistration	+63.2.877-1109 loc.3573/3703
Tourism Infrastructure and Enterprise Zone Authority	+63.2.832-2964/ +63.2.852-2191
Passenger & Customer Relations	+63.2.877-1109 loc. 3977
Terminal Administration	+63.2.877-1109 loc. 4093
Terminal Security & Safety	+63.2.877-1109 loc. 3867
Terminal Engineering	+63.2.877-1109 loc. 4328
Terminal Commercial	+63.2.877-1109 loc. 4214
Terminal Pass Control	+63.2.877-1109 loc 2879 / 2804

Terminal 2

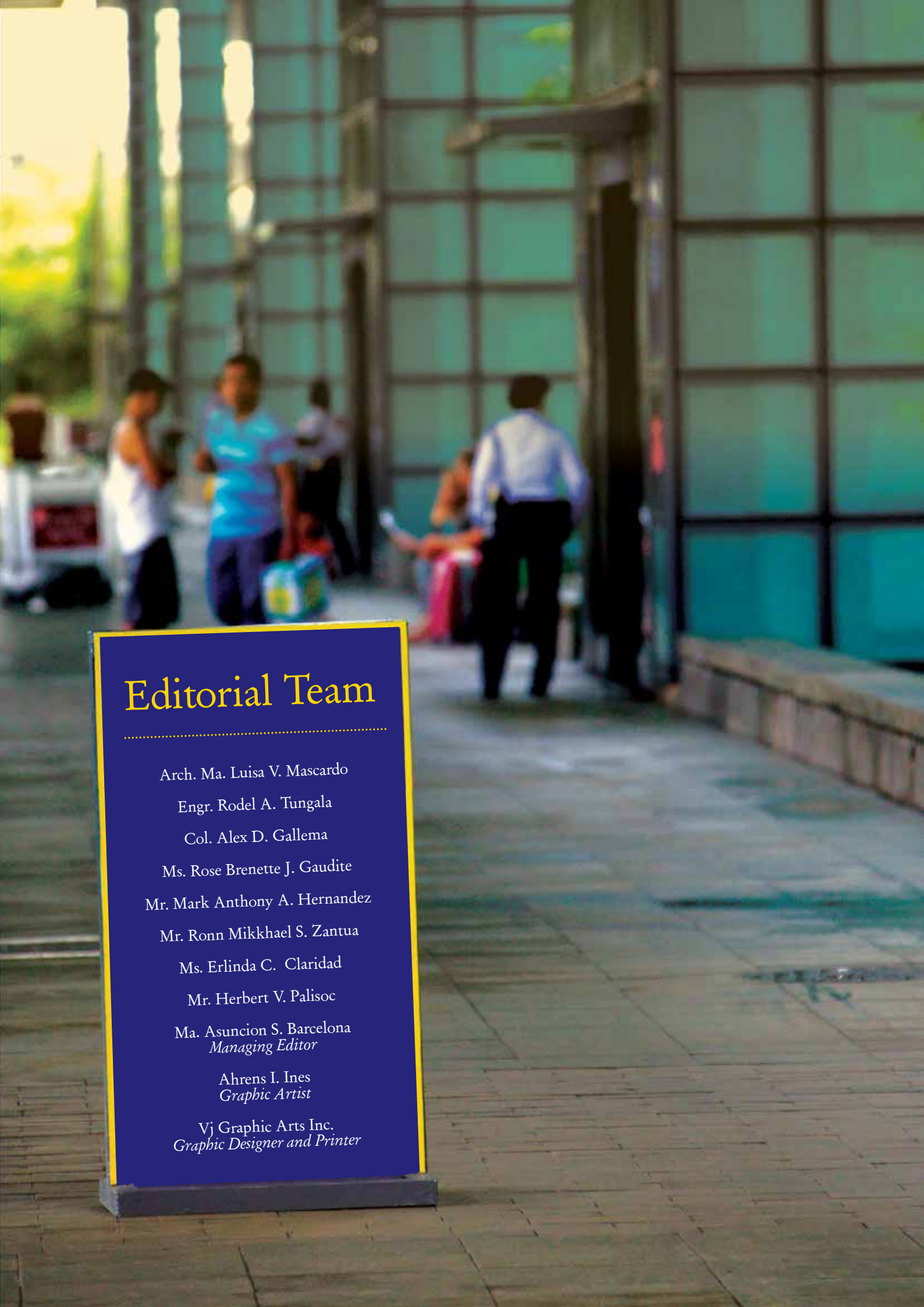
Airport Trunkline	+63.2.877-1109
Terminal Manager	+63.2.8771-1807
Asst. Terminal Manager	+63.2.877-1109 loc. 2441
Terminal Operations	+63.2.8771-2823
Lost & Found	+63.2.877-1109 loc. 3654
Bureau of Animal Industry	+63.2.877-1109 loc.2104/2214
Bureau of Customs	+63.2.877-1109 loc.2216/2222
Bureau of Fisheries and Aquatic Resources	+63.2.877-1109 loc.2241
Bureau of Immigration	+63.2.879-6017/ +63.2.879-6018
Bureau of Plant Industry	+63.2.877-1109 loc.2213/2214/2241
Bureau of Quarantine	+63.2.877-7888 loc.2214/2442
DOTC Office of Transportation Security	+63.2.877-1109 loc.2300/2302
Philippine Overseas Employment Adminnistration	+63.2.877-1109 loc.2013/2014
Tourism Infrastructure and Enterprise Zone Authority	+63.2.877-1109 loc.2280/3968
Passenger & Customer Relations	+63.2.877-1109 loc. 2823
Terminal Administration	+63.2.877-1109 loc. 2055
Terminal Security & Safety	+63.2.877-1109 loc. 2056
Terminal Engineering	+63.2.877-1109 loc. 2056
Terminal Commercial	tc2@miaa.gov.ph
Terminal Pass Control	tpc@miaa.gov.ph

Terminal 3

Airport Trunkline	+63.2.877-7888
Terminal Manager	+63.2.666-1513
Asst. Terminal Manager	+63.2.425-2262
Terminal Operations	+63.2.666-1512
Concierge	+63.2.666-1474
Lost & Found	+63.2.877-7888 loc.8139
Bureau of Animal Industry	+63.2.877-7888 loc.8238/8239
Bureau of Customs	+63.2.877-7888 loc.8127/8197
Bureau of Fisheries and Aquatic Resources	+63.2.877-7888 loc.8238/8239
Bureau of Immigration	+63.2.877-7888 loc.8128/8187
Bureau of Plant Industry	+63.2.877-7888 loc.8238/8239
Bureau of Quarantine	+63.2.877-7888 loc.8125/8193
DENR Wildlife Traffic Monitoring Unit	+63.2.877-7888 loc.8238/8239
Philippine Overseas Employment Adminnistration	+63.2.877-7888 loc.8051
Tourism Infrastructure and Enterprise Zone Authority	+63.2.877-7888 loc.8159
Passenger & Customer Relations	+63.2.877-7888 loc. 8044
Terminal Administration	+63.2.877-7888 loc. 8074
Terminal Security & Safety	+63.2.877-7888 loc. 8129
Terminal Engineering	+63.2.877-7888
Terminal Commercial	+63.2.877-7888 loc. 8129
Terminal Pass Control	tpc@miaa.gov.ph

Terminal 4

Airport Trunkline	+63.2.877-1109
Terminal Manager	+63.2.852-3566
Asst. Terminal Manager	+63.2.877-1109 loc.4342
Terminal Operations	+63.2.877-1109 loc.3861
Lost & Found	+63.2.877-1109 loc.3654
Bureau of Quarantine	+63.2.877-1109 loc.2549
DENR Wildlife Traffic Monitoring Unit	+63.2.877-1109 loc.4153
DOTC Office of Transportation Security	+63.2.877-1109 loc.2302
Passenger & Customer Relations	+63.2.877-1109 loc. 3761
Terminal Administration	+63.2.877-7888 loc. 4144
Terminal Security & Safety	+63.2.877-1109 loc. 3483
Terminal Engineering	+63.2.877-1109 loc. 4141
Terminal Commercial	+63.2.877-1109 loc. 3427
Terminal Pass Control	tpc@miaa.gov.ph



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