

MINISTRY OF TOURISM DEVELOPMENT & TRANSPORT

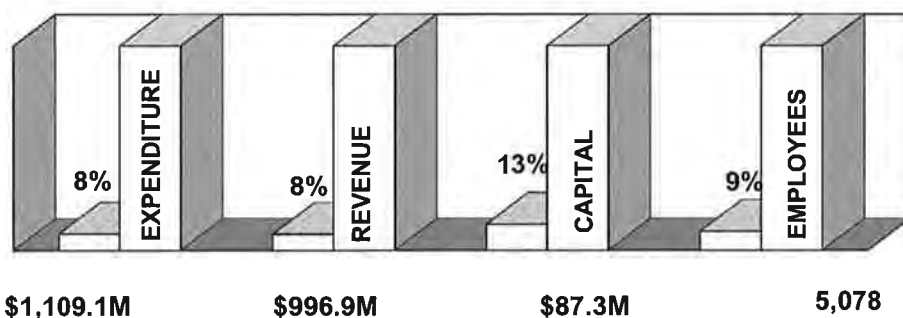


TO ENSURE THAT BERMUDA HAS A SAFE, ACCESSIBLE, COURTEOUS, ENVIRONMENTALLY RESPONSIBLE AND EFFICIENT TRANSPORTATION SYSTEM THAT MEETS ITS NATIONAL INTEREST. TO PROVIDE FINANCIAL OVERSIGHT AND SUPPORT TO THE BERMUDA TOURISM AUTHORITY.

The Hon. Shawn Crockwell, JP, MP

HEAD (1)	DESCRIPTION (2)	2014/15	2015/16	2015/16	2016/17 ESTIMATE (\$000) (6)	DIFFERENCE 2015/16 vs 2016/17		
		ACTUAL (\$000) (3)	ORIGINAL (\$000) (4)	REVISED (\$000) (5)		(\$000) (7)	% (8)	
CURRENT EXPENDITURE (\$000)								
48	MIN. OF TOURISM DEV. & TRANSPORT HQ	25,375	23,510	23,710	24,798	1,288	5	
30	MARINE & PORTS	21,087	19,727	20,478	19,900	173	1	
31	AIRPORT OPERATIONS	21,055	19,331	19,421	19,959	628	3	
34	TRANSPORT CONTROL DEPARTMENT	5,717	5,202	5,694	5,350	148	3	
35	PUBLIC TRANSPORTATION	21,548	18,049	19,618	19,200	1,151	6	
57	CIVIL AVIATION	8,033	9,007	7,296	0	(9,007)	(100)	
73	MARITIME ADMINISTRATION	2,801	2,435	2,435	0	(2,435)	(100)	
		105,616	97,261	98,652	89,207	(8,054)	(8)	
REVENUE (\$000)								
48	MIN. OF TOURISM DEV. & TRANSPORT HQ	707	0	0	0	0	0	
30	MARINE & PORTS	5,506	5,860	5,380	5,551	(309)	(5)	
31	AIRPORT OPERATIONS	10,030	10,818	13,629	18,015	7,197	67	
34	TRANSPORT CONTROL DEPARTMENT	28,555	27,234	27,234	28,051	817	3	
35	PUBLIC TRANSPORTATION	7,672	7,906	8,779	8,763	857	11	
57	CIVIL AVIATION	25,404	26,933	29,157	17,000	(9,933)	(37)	
73	MARITIME ADMINISTRATION	5,409	4,791	4,837	500	(4,291)	(90)	
		83,283	83,542	89,016	77,880	(5,662)	(7)	
CAPITAL EXPENDITURE (\$000)								
	ACQUISITIONS	2,894	4,834	4,202	3,725			
	DEVELOPMENT	1,736	6,915	4,060	7,291			
		4,630	11,749	8,262	11,016			
EMPLOYEE NUMBERS								
		511	535	497	466	(69)	(13)	

FOR DETAILS OF SCHEMES SEE SEC C PAGES 4 - 15



Ministry Estimates compared with total Government Estimates

**HEAD 48 MINISTRY OF TOURISM DEVELOPMENT &
TRANSPORT HQ**

**CURRENT
ACCOUNT
ESTIMATES**

MISSION STATEMENT

To develop effective Government transportation policy and to effectively supervise Transportation systems in Bermuda, including marine, air, and road systems. To oversee a safe, courteous, accessible and efficient public transportation system. To provide oversight and financial support to the Bermuda Tourism Authority.

DEPARTMENT OBJECTIVES

- To develop and direct Government transportation policies and programs.
- To undertake a leadership role in ensuring that all facets of the transportation system work together effectively and in concert with Bermuda's Tourism product.
- To ensure the cooperation of other Government Ministries impacted by Tourism and Transport initiatives.
- To provide research and assistance to internal departments so Bermuda's public transport system can remain modern, efficient and world-class.

GENERAL SUMMARY

EXPENDITURE PROG BUSINESS UNIT	DESCRIPTION	2014/15 ACTUAL (\$000) (3)	2015/16 ORIGINAL (\$000) (4)	2015/16 REVISED (\$000) (5)	2016/17 ESTIMATE (\$000) (6)	DIFFERENCE 2015/16 vs 2016/17 (\$000) % (7) (8)	
(1)	(2)						
4801	ADMINISTRATION						
	58000 ADMINISTRATION	24,853	23,102	23,324	24,412	1,310	6
	58010 TRANSPORTATION PLANNING TEAM	190	175	146	149	(26)	(15)
		25,043	23,277	23,470	24,561	1,284	6
4802	REGULATORY & POLI/HOTEL ADMIN						
	58020 REGULATORY & POLI/HOTEL ADMIN	332	233	240	237	4	2
		332	233	240	237	4	2
	TOTAL	25,375	23,510	23,710	24,798	1,288	5

HEAD 48 MINISTRY OF TOURISM DEVELOPMENT & TRANSPORT HQ - continued

SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
(1)	OBJECT CODE DESCRIPTION (2)	2014/15	2015/16	2015/16	2016/17	2015/16 vs 2016/17	
		ACTUAL (\$000) (3)	ORIGINAL (\$000) (4)	REVISED (\$000) (5)	ESTIMATE (\$000) (6)	(\$000) (7)	% (8)
	SALARIES	820	772	772	775	3	0
	WAGES	2	30	0	30	0	0
	TRAINING	3	6	6	6	0	0
	TRAVEL	73	110	106	108	(2)	(2)
	COMMUNICATIONS	24	24	25	22	(2)	(8)
	ADVERTISING & PROMOTION	1	2	2	2	0	0
	PROFESSIONAL SERVICES	240	84	50	154	70	83
	RENTALS	9	16	13	12	(4)	(25)
	REPAIR AND MAINTENANCE	2	0	2	11	11	0
	ENERGY	3	2	5	2	0	0
	MATERIALS & SUPPLIES	9	12	16	19	7	58
	EQUIPMT. (MINOR CAPITAL)	0	0	5	5	5	0
	OTHER EXPENSES	1	2	3	2	0	0
	GRANTS AND CONTRIBUTIONS	24,188	22,450	22,705	23,650	1,200	5
	TOTAL	25,375	23,510	23,710	24,798	1,288	5

REVENUE SUMMARY

REVENUE SOURCE						DIFFERENCE	
(1)	(2)	2014/15	2015/16	2015/16	2016/17	2015/16 vs 2016/17	
		ACTUAL (\$000) (3)	ORIGINAL (\$000) (4)	REVISED (\$000) (5)	ESTIMATE (\$000) (6)	(\$000) (7)	% (8)
	8513 Hotel Licences	60	0	0	0	0	0
	8521 Cruise Ship Casino Licences	647	0	0	0	0	0
	TOTAL	707	0	0	0	0	0

EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT						DIFFERENCE	
(1)	DESCRIPTION (2)	2014/15	2015/16	2015/16	2016/17	2015/16 vs 2016/17	
		ACTUAL (3)	ORIGINAL (4)	REVISED (5)	ESTIMATE (6)	(7)	% (8)
58000	ADMINISTRATION	4	4	4	4	0	0
58010	TRANSPORTATION PLANN. TEAM	1	1	1	1	0	0
58020	REGULATORY & POLI/HOTEL ADMIN	3	3	3	3	0	0
	TOTAL	8	8	8	8	0	0

HEAD 30 MARINE & PORTS

CURRENT ACCOUNT ESTIMATES

MISSION STATEMENT

To provide the necessary services to ensure the safe operation of International Shipping and Local Craft in Bermuda waters, to contribute to the Public Transportation System through the operation of the Ferry Service and to facilitate in marine search and rescue.

DEPARTMENT OBJECTIVES

- To provide the essential services in support of seaborne commerce.
- Maintain departmental assets and effectively manage human resources.
- Improve internal processes and public interaction through the use of electronic information and technology.

GENERAL SUMMARY

EXPENDITURE PROG BUSINESS UNIT	DESCRIPTION	2014/15 ACTUAL (\$000)	2015/16 ORIGINAL (\$000)	2015/16 REVISED (\$000)	2016/17 ESTIMATE (\$000)	DIFFERENCE 2015/16 vs 2016/17	
						(\$000)	%
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
3006 WEST END (DOCKYARD)							
40040	NAVIGATIONAL AIDS	750	706	706	671	(35)	(5)
40140	TUG SERVICE	1,799	1,471	1,571	1,348	(123)	(8)
40210	TENDER SERVICE	377	382	382	380	(2)	(1)
40260	DOCKYARD MAINTENANCE	2,826	2,910	2,910	2,847	(63)	(2)
		5,752	5,469	5,569	5,246	(223)	(4)
3007 CENTRAL (HAMILTON OFFICE)							
40090	FERRY SERVICE	9,567	7,932	8,583	8,434	502	6
40150	MOORING & BOAT REG.	242	265	265	265	0	0
40220	ADMINISTRATION	1,801	2,138	2,138	2,138	0	0
		11,610	10,335	10,986	10,837	502	5
3008 EAST END (FORT GEORGE)							
40100	MARITIME SAFETY & SECURITY	2,032	2,108	2,108	2,005	(103)	(5)
40180	PILOTAGE SER. OFFSHORE	1,693	1,815	1,815	1,812	(3)	(0)
		3,725	3,923	3,923	3,817	(106)	(3)
	TOTAL	21,087	19,727	20,478	19,900	173	1

HEAD 30 MARINE & PORTS - continued

SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2014/15	2015/16	2015/16	2016/17	2015/16 vs 2016/17	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	SALARIES	2,991	3,342	3,342	3,110	(232)	(7)
	WAGES	8,561	8,426	8,607	7,988	(438)	(5)
	OTHER PERSONNEL COSTS	71	27	27	27	0	0
	TRAINING	55	60	60	60	0	0
	TRANSPORT	57	35	35	35	0	0
	TRAVEL	48	53	53	53	0	0
	COMMUNICATIONS	91	118	118	130	12	10
	PROFESSIONAL SERVICES	252	256	256	246	(10)	(4)
	RENTALS	2,148	2,029	2,029	1,473	(556)	(27)
	REPAIR AND MAINTENANCE	1,860	1,945	1,945	1,925	(20)	(1)
	INSURANCE	649	772	772	772	0	0
	ENERGY	2,513	1,585	2,155	3,063	1,478	93
	CLOTHING, UNIFORMS & LAUNDRY	87	85	85	85	0	0
	MATERIALS & SUPPLIES	1,670	975	975	914	(61)	(6)
	OTHER EXPENSES	15	0	0	0	0	0
	GRANTS AND CONTRIBUTIONS	19	19	19	19	0	0
	TOTAL	21,087	19,727	20,478	19,900	173	1

REVENUE SUMMARY

REVENUE SOURCE						DIFFERENCE	
REVENUE SOURCE		2014/15	2015/16	2015/16	2016/17	2015/16 vs 2016/17	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	8169 Boats-Private	507	500	520	520	20	4
	8171 Boats-Charter	74	74	87	87	13	18
	8173 Boats-Moorings	866	860	820	820	(40)	(5)
	8174 Boats-Haulage	19	19	19	19	0	0
	8177 Local Cruises	63	60	45	45	(15)	(25)
	8181 Light House Fees	8	0	0	0	0	0
	8183 Port Dues	518	519	519	519	0	0
	8185 Pilotage Fees	810	853	853	853	0	0
	8186 Pilot Detention Fees	47	36	36	36	0	0
	8187 Ferry Receipts	1,484	1,785	1,367	1,538	(247)	(14)
	8188 Seaport Security Passes	2	4	2	2	(2)	(50)
	8457 Licence General	29	22	22	22	0	0
	8763 Tug	1,075	1,128	1,090	1,090	(38)	(3)
	8877 Reimbursements	4	0	0	0	0	0
	TOTAL	5,506	5,860	5,380	5,551	(309)	(5)

HEAD 30 MARINE & PORTS - continued

EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT (1)	DESCRIPTION (2)	2014/15	2015/16	2015/16	2016/17 ESTIMATE (6)	DIFFERENCE	
		ACTUAL (3)	ORIGINAL (4)	REVISED (5)		2015/16 vs 2016/17 (7)	% (8)
40040	NAVIGATIONAL AIDS	10	9	9	9	0	0
40090	FERRY SERVICE	72	72	65	65	(7)	(10)
40100	MARITIME SAFETY & SECURITY	10	10	10	10	0	0
40140	TUG SERVICE	16	18	15	15	(3)	(17)
40150	MOORING & BOAT REG.	3	3	3	3	0	0
40180	PILOTAGE SERV. OFFSHORE	18	18	18	18	0	0
40210	TENDER SERVICE	5	4	4	4	0	0
40220	ADMINISTRATION	8	8	8	8	0	0
40260	DOCKYARD MAINTENANCE	25	25	21	21	(4)	(16)
TOTAL		167	167	153	153	(14)	(8)

HEAD 30 MARINE & PORTS - continued

Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2014/15	ORIGINAL FORECAST 2015/16	REVISED FORECAST 2015/16	TARGET OUTCOME 2016/17
BUSINESS UNIT: Navigation Aids - 40040				
International Standards set by IALA.				
Major Lighthouses need to be working 99.8% of the time	99.87% Achieved	100% Expected to Achieve	99.73% expected to achieve	100% Expected to Achieve
Other lights, Buoys and Beacons need to be working 99% of the time	99.88% Achieved	100% Expected to Achieve	99.61% Expected to Achieve	100% Expected to Achieve
Availability of Buoys - on Station, need to be 97% of the time	99.84% Achieved	100% Expected to Achieve	99.99% Expected to Achieve	100% Expected to Achieve
Overall performance level required to be 98.6%	99.86% Achieved	100% Expected to Achieve	99.71% Expected to Achieve	100% Expected to Achieve
BUSINESS UNIT: Ferry Service - 40090				
Ferries to operate to the published ferry schedule number of trips 95%	85%	90% Not expected to Achieve	85%	87%
Interrupted services due to mechanical issues (data indicator)	10%	15%	10%	12%
Interrupted services due to inclement weather (data indicator)	3%	3%	3%	3%
Interrupted services due to staff shortage or BIU meetings (data indicator)	2%	2%	2%	2%
BUSINESS UNIT: Maritime Safety & Security - 40100				
Engage non-Government (private sector) vessel use for non-life threatening marine incidents	100%	100% Expected to Achieve	100%	100%
Reduce the number of emergency satellite beacon false alerts from Bermuda registered vessels and aircraft worldwide by 10%	8%	10% Not Expected to Achieve	10%	10%
Decrease the period of time to issue a registration for 406 MHz Beacons from 25 days to 20 days	<20 days	20 days	<14 days	<14 days
BUSINESS UNIT: Tug Service - 40140				
97% availability for service as required by the shipping industry	-	95% Not Expected to Achieve	-	98% Expected to Achieve
BUSINESS UNIT: Moorings & Boat Reg. - 40150				
Remove 50% of currently wrecked and abandoned boats by year end	20%	discontinued	discontinued	discontinued
Remove 50% of illegal, unregistered moorings by year end	80%	65%	70%	80%
Resolve 90% of mooring disputes within 30 days	80%	100%	90%	discontinue
80% of all moorings re-licensed within the May 31st deadline. The remaining 20% re-licensed within 3 months of the May 31st deadline	added for 2015/16	90%	70%	80%
Regularize all unlicensed in-water boats	added for 2016/17	added for 2016/17	added for 2016/17	30%

HEAD 30 MARINE & PORTS - continued

Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2014/15	ORIGINAL FORECAST 2015/16	REVISED FORECAST 2015/16	TARGET OUTCOME 2016/17
BUSINESS UNIT: Pilotage Ser. Offshore - 40180				
International Standards set by: International Maritime Pilot's Association.				
Availability of pilot boats for arriving and departing ships, aim 100%	97%	99% Expected to Achieve	98%	99%
Success, on scheduled berthing and unberthing of ships, aim 100%	96%	98%	97%	99%
Overall performance of Pilot Service	97%	98%	98%	99%
BUSINESS UNIT: Tender Service - 40210				
100% Availability for service as required by shipping industry	95%	100% expected to achieve	98% Expected to achieve	100% Expected to Achieve
BUSINESS UNIT: Administration - 40220				
To ensure all accounts payables are paid to meet monthly deadlines	-	-	-	95%
100% of required staff CPR/First Aid trained (per Safety and Health regulations)	95%	100% Expected to Achieve	100%	100%
100% of required staff trained in fire safety (per Safety and Health regulations)	80%	100% Expected to Achieve	95%	100%
BUSINESS UNIT: Dockyard Maintenance - 40260				
1. 100% compliance with Lloyd's Register Survey milestones for dry-docking and machinery surveys	100%	100% Expected to Achieve	98%	100% Expected to Achieve
2. Undertake the slipping and bottom cleaning of Department vessels at least once during the year	95%	Expected to Achieve 100%	100%	Expected to Achieve 100%

HEAD 31 AIRPORT OPERATIONS

CURRENT ACCOUNT ESTIMATES

MISSION STATEMENT

To satisfy the needs of our customers by facilitating the processing of all passengers and cargo in a safe, secure and proficient manner.

DEPARTMENT OBJECTIVES

Priority objectives include:

- "Maintain Airport to International Civil Aviation Organization Category I Status"
- Identify and secure new revenue streams.
- Advance the new airport terminal development project

GENERAL SUMMARY

EXPENDITURE PROG BUSINESS UNIT	DESCRIPTION	2014/15 ACTUAL (\$000)	2015/16 ORIGINAL (\$000)	2015/16 REVISED (\$000)	2016/17 ESTIMATE (\$000)	DIFFERENCE 2015/16 vs 2016/17	
						(\$000)	%
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
3101	TERMINAL OPERATIONS						
	41010 BAGGAGE HANDLING	262	263	263	263	0	0
	41040 SAFETY AND QUALITY MGMT.	491	530	522	522	(8)	(2)
	41050 AIR TERMINAL	3,977	2,099	2,099	3,157	1,058	50
		4,730	2,892	2,884	3,942	1,050	36
3102	AIR OPERATIONS						
	41060 AIR TRAFFIC CONTROL	959	838	1,047	1,014	176	21
	41070 METEOROLOGY	2,409	1,849	2,362	2,405	556	30
	41090 GROUND ELECTRONICS	1,113	1,067	1,017	1,103	36	3
	41160 AIRSIDE OPERATIONS	299	476	424	409	(67)	(14)
	41210 SECURITY	4,485	4,823	4,567	4,823	0	0
		9,265	9,053	9,417	9,754	701	8
3103	MAINTENANCE						
	41150 MAINTENANCE & ENGINEER	3,470	3,312	3,146	2,184	(1,128)	(34)
		3,470	3,312	3,146	2,184	(1,128)	(34)
3104	FINANCE & ADMINISTRATION						
	41190 FINANCE & ADMINISTRATION	3,590	4,074	3,974	4,079	5	0
		3,590	4,074	3,974	4,079	5	0
	TOTAL	21,055	19,331	19,421	19,959	628	3

HEAD 31 AIRPORT OPERATIONS - continued

SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2014/15	2015/16	2015/16	2016/17	2015/16 vs 2016/17	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	SALARIES	2,382	2,708	2,629	2,762	54	2
	WAGES	674	593	529	529	(64)	(11)
	OTHER PERSONNEL COSTS	58	35	35	35	0	0
	TRAINING	23	36	36	36	0	0
	TRANSPORT	21	8	8	8	0	0
	TRAVEL	46	55	55	55	0	0
	COMMUNICATIONS	132	149	149	149	0	0
	ADVERTISING & PROMOTIONS	2,002	44	6	1,044	1,000	2,273
	PROFESSIONAL SERVICES	10,773	10,138	10,517	9,777	(361)	(4)
	RENTALS	962	924	924	924	0	0
	REPAIR AND MAINTENANCE	1,180	1,364	1,350	1,355	(9)	(1)
	INSURANCE	288	409	314	409	0	0
	ENERGY	2,327	2,620	2,620	2,620	0	0
	CLOTHING, UNIFORMS & LAUNDRY	8	14	14	14	0	0
	MATERIALS & SUPPLIES	153	200	201	213	13	7
	EQUIPMT. (MINOR CAPITAL)	6	15	15	10	(5)	(33)
	OTHER EXPENSES	20	19	19	19	0	0
	TOTAL	21,055	19,331	19,421	19,959	628	3

HEAD 31 AIRPORT OPERATIONS - continued

REVENUE SUMMARY

(1)	(2)	2014/15	2015/16	2015/16	2016/17 ESTIMATE	DIFFERENCE	
		ACTUAL	ORIGINAL	REVISED		2015/16 vs 2016/17	
		(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	8105 Aviation Security Fees	1,587	1,620	2,154	3,088	1,468	91
	8106 Airport Improvement Fees	0	0	2,811	6,160	6,160	0
	8199 Commercial Passenger	1,404	1,465	1,465	1,458	(7)	(0)
	8201 Commercial Aircraft	314	330	330	330	0	0
	8203 Gen. Aviation Passenger	6	10	10	10	0	0
	8205 Gen. Aviation Aircraft	159	192	172	172	(20)	(10)
	8209 Landing Fees Commercial	2,441	2,560	2,460	2,560	0	0
	8211 Landing Fees Gen. Aviation	610	684	654	654	(30)	(4)
	8219 Vehicle Parking	293	258	258	258	0	0
	8221 Electricity Service Charge	356	480	360	360	(120)	(25)
	8229 Aircraft Parking	32	29	29	29	0	0
	8769 Air Terminal Building	89	165	95	95	(70)	(42)
	8777 Specialty Retail	57	120	60	60	(60)	(50)
	8779 Food & Beverage	222	250	250	250	0	0
	8781 Advertising	84	171	87	86	(85)	(50)
	8785 Executive Lounge	36	0	0	36	36	0
	8787 Duty Free Sales	451	555	505	505	(50)	(9)
	8789 Fuel	392	400	400	400	0	0
	8791 Other	57	79	79	79	0	0
	8809 Air Terminal	191	192	192	192	0	0
	8811 Freight/Transport Offices	188	198	198	198	0	0
	8813 Office Space	607	640	640	640	0	0
	8815 Fixed Base Operator	197	160	160	135	(25)	(16)
	8817 Hangar	141	140	140	140	0	0
	8889 Sundry Receipts	116	120	120	120	0	0
	TOTAL	10,030	10,818	13,629	18,015	7,197	67

HEAD 31 AIRPORT OPERATIONS - continued

EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT (1)	DESCRIPTION (2)	2014/15	2015/16	2015/16	2016/17 ESTIMATE (6)	DIFFERENCE	
		ACTUAL (3)	ORIGINAL (4)	REVISED (5)		2015/16 vs 2016/17 (7)	% (8)
	41010 BAGGAGE HANDLING	5	5	5	5	0	0
	41040 SAFETY AND QUALITY MGMT.	6	6	6	6	0	0
	41050 AIR TERMINAL	7	7	7	8	1	14
	41150 MAINTENANCE & ENGINEER	11	12	9	11	(1)	(8)
	41160 AIRSIDE OPERATIONS	2	2	2	2	0	0
	41190 FINANCE & ADMINISTRATION	8	8	8	8	0	0
	41210 SECURITY	1	2	2	2	0	0
	TOTAL	40	42	39	42	0	0

HEAD 31 AIRPORT OPERATIONS - continued

Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2014/15	ORIGINAL FORECAST 2015/16	REVISED FORECAST 2015/16	TARGET OUTCOME 2016/17
BUSINESS UNIT: 41010 - BAGGAGE HANDLING				
1. Complaints (baggage) per 100,000 passengers < 1 per year	3	<3	<5	<4
2. Availability baggage carts/trolleys =3.79 (prev yr =3.75) as per Airport Council International Survey (Lowest rating 0 highest 5)	N/A	N/A	N/A	N/A
BUSINESS UNIT: 41050 - AIR TERMINAL				
1. Passenger overall satisfaction with the airport >=3.85 (prev yr >=3.75) as per Airport Council International Survey (Lowest rating 0 to highest 5)	N/A	N/A	N/A	N/A
2. Ambience of airport >=3.75 (prev yr >=3.65) as per Airport Council International Survey (Lowest rating 0 highest 5)	N/A	N/A	N/A	N/A
3. Concession revenue per enplaned passenger	\$3.00	\$2.85	\$3.05	\$3.13
4. Concession revenue per square foot	\$5	\$5	\$4.91	\$5.04
5. Complaints per 100,000 passengers is <1 per calendar year	1	<2	<2	<2
BUSINESS UNIT: 41060 - AIR TRAFFIC CONTROL				
1. Annual external and internal audits do not identify any air traffic control deficiencies that restrict aviation operations	Achieved	Compliant	Compliance	Compliance
2. No outstanding corrective action items or audit observations from previous audits.	Achieved	Compliant	Compliance	Compliance
3. The number of formally reported incidents involving air traffic control services does not exceed 2 per year	0	0	0	0
4. The actual cost of providing air traffic control services does not exceed the planned cost as identified in the contract for the provision of air traffic control services	Achieved	Achieved	Compliance	Compliance
BUSINESS UNIT: 41070 - METEOROLOGY				
1. Annual external and internal audits do not identify no more than 3 deficiencies in meteorology operations that restrict aviation operations	Achieved	Compliant	Compliance	Compliance
2. No outstanding corrective action items or audit observations from previous audits	Achieved	Compliant	Compliance	Compliance
3. The actual cost of providing meteorological services does not exceed the planned costs as identified in the contract for the provision of weather services	Achieved	Achieved	Compliance	Compliance

HEAD 31 AIRPORT OPERATIONS - continued

Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2014/15	ORIGINAL FORECAST 2015/16	REVISED FORECAST 2015/16	TARGET OUTCOME 2016/17
BUSINESS UNIT: 41090 - GROUND ELECTRONICS				
1. Annual external and internal audits identify no more than 5 deficiencies in navigation, communications and electronic systems that restrict aviation operations.	Compliant	Compliant	Compliance	Compliance
2. No outstanding corrective action items or audit observations from previous audits.	Compliant	Compliant	Compliance	Compliance
3. The actual cost of providing ground electronics services does not exceed the planned cost as identified in the contract for the provision of ground electronics services.	Achieved	Achieved	Compliance	Compliance
BUSINESS UNIT: 41150 - MAINTENANCE & ENGINEERING				
1. Number of outstanding maintenance related audit items, identified in regular audits conducted by International Agencies and Carrier Inspectors is <=2	Achieved (1)	Achieved (1)	Achieved (1)	Achieved (1)
2. The annual budget cost of terminal maintenance per square foot.	\$6.82	\$6.82	\$6.82	\$6.82
BUSINESS UNIT: 41160 - AIRSIDE OPERATIONS				
1. Annual external and internal audits do not identify any deficiencies that restrict aviation operations.	Compliant	Compliant	Compliant	Compliant
2. No outstanding corrective action items or audit observations from previous audits or airside operations.	Compliant	Compliant	Compliant	Compliant
3. The number of airfield vehicle incidents is <=4 per year	1	0	3	0
4. The participation rate of agency personnel (non-DAO) in the airfield litter program averages 3 per agency.	10	18	18	20
BUSINESS UNIT: 41190 - FINANCE & ADMINISTRATION				
1. Operating cost per passenger/movement	\$26	\$26	\$26.21	\$26.35
2. Aeronautical revenue per passenger/movement	\$28	\$28	\$39.43	\$44.89
3. Non-aeronautical revenue per passenger/movement	\$4	\$5	\$4.21	\$4.21

HEAD 31 AIRPORT OPERATIONS - continued

Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2014/15	ORIGINAL FORECAST 2015/16	REVISED FORECAST 2015/16	TARGET OUTCOME 2016/17
BUSINESS UNIT: 41210 - SECURITY				
1. Maintain or reduce the number of security incidents year over year (By audit or inspection)	Achieved (0 vs 0)	Achieved (0 vs 0)	Compliance (0 vs 0)	Compliance (0 vs 0)
2. Maintain the level of compliance with international standards based on results from mock exercises, table tops and workshops.	Achieved	Achieved	Compliance	Compliance
3. Annual external and internal audits identify no more than 3 deficiencies of the airport security police against requirements of the contract.	Achieved	Achieved	Compliance	Compliance
4. Satisfy recommendations and observations highlighted in any audit or inspection by regulatory agencies within the required time given.	Achieved	Achieved	Compliance	Compliance
BUSINESS UNIT: 41040 - SAFETY AND QUALITY MANAGEMENT				
1. Annual external and internal audits identify no more than five (5) minor findings and zero (0) in Safety and Quality with local and international aviation regulations surrounding aprons, runway, taxiways and infrastructure	Achieved	Achieved	Compliance	Compliance
2. Resolution of all safety and quality related issues from tenant and contracted service providers	80%	85%	80%	80%

HEAD 34 TRANSPORT CONTROL DEPARTMENT

CURRENT ACCOUNT ESTIMATES

MISSION STATEMENT

To provide excellent service to our customers on a timely basis thereby ensuring both customer satisfaction and an efficient transport regulatory environment which contributes to the safety of Bermuda's motoring public.

DEPARTMENT OBJECTIVES

- To maintain existing customer service standards.
- To regulate and control the number, size and quality of all vehicles and their operations.
- To review and modernise Motor Car and Road Traffic legislation.
- To develop an improved public transportation network utilising modern technology.

GENERAL SUMMARY

EXPENDITURE PROG						DIFFERENCE	
BUSINESS UNIT	DESCRIPTION	2014/15 ACTUAL (\$000)	2015/16 ORIGINAL (\$000)	2015/16 REVISED (\$000)	2016/17 ESTIMATE (\$000)	2015/16 vs 2016/17 (\$000)	% (8)
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
3401	GENERAL						
	44000 EXAMINATION	606	627	627	550	(77)	(12)
	44040 REGISTRATION	1,274	804	729	760	(44)	(5)
	44090 ROAD SAFETY	167	148	148	148	0	0
	44110 TRAFFIC CONTROL	571	529	529	593	64	12
	44210 ADMINISTRATION	3,099	3,094	3,661	3,299	205	7
	TOTAL	5,717	5,202	5,694	5,350	148	3

HEAD 34 TRANSPORT CONTROL DEPARTMENT - continued

SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2014/15	2015/16	2015/16	2016/17	2015/16 vs 2016/17	
(1)	(2)	ACTUAL (\$000)	ORIGINAL (\$000)	REVISED (\$000)	ESTIMATE (\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	2,538	2,460	2,460	2,289	(171)	(7)
	TRAINING	59	61	61	61	0	0
	TRANSPORT	11	12	12	0	(12)	(100)
	TRAVEL	2	14	14	8	(6)	(43)
	COMMUNICATIONS	68	84	89	83	(1)	(1)
	ADVERTISING & PROMOTION	3	3	4	3	0	0
	PROFESSIONAL SERVICES	2,230	1,934	2,426	2,315	381	20
	RENTALS	43	7	7	7	0	0
	REPAIR AND MAINTENANCE	135	224	215	194	(30)	(13)
	INSURANCE	3	5	5	5	0	0
	ENERGY	129	152	152	150	(2)	(1)
	CLOTHING, UNIFORMS & LAUNDRY	8	10	10	10	0	0
	MATERIALS & SUPPLIES	186	159	162	148	(11)	(7)
	OTHER EXPENSES	269	66	66	66	0	0
	GRANTS AND CONTRIBUTIONS	33	11	11	11	0	0
	TOTAL	5,717	5,202	5,694	5,350	148	3

REVENUE SUMMARY

REVENUE SOURCE						DIFFERENCE	
REVENUE SOURCE		2014/15	2015/16	2015/16	2016/17	2015/16 vs 2016/17	
(1)	(2)	ACTUAL (\$000)	ORIGINAL (\$000)	REVISED (\$000)	ESTIMATE (\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	8307 Photocopy Charges	0	4	4	4	0	0
	8385 Vehicles-Four Wheel	289	280	280	288	8	3
	8389 Exam Fees-2 wheel	588	600	600	618	18	3
	8391 Exam Fees-4 wheel	1,006	990	990	1,020	30	3
	8395 Certificate of Competency	161	152	152	157	5	3
	8465 Auxiliary Cycle	280	276	276	284	8	3
	8467 Motor Cycle	1,519	1,484	1,484	1,529	45	3
	8471 Private Car	17,717	17,600	17,600	18,128	528	3
	8473 Commercial Vehicle	4,673	4,000	4,000	4,120	120	3
	8475 Trailer	97	120	120	124	4	3
	8477 Miscellaneous Vehicles	10	5	5	5	0	0
	8479 Licence Plate & Stickers	157	132	132	136	4	3
	8480 Truck Permit Fees	388	325	325	335	10	3
	8481 Driving Permits	636	516	516	531	15	3
	8483 Photo.Drivers Licence	914	750	750	772	22	3
	8889 Sundry Receipts	120	0	0	0	0	0
	TOTAL	28,555	27,234	27,234	28,051	817	3

HEAD 34 TRANSPORT CONTROL DEPARTMENT - continued

EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT (1)	DESCRIPTION (2)	2014/15 ACTUAL (3)	2015/16 ORIGINAL (4)	2015/16 REVISED (5)	2016/17 ESTIMATE (6)	DIFFERENCE 2015/16 vs 2016/17	
						(7)	% (8)
44000	EXAMINATION	8	8	8	7	(1)	(13)
44040	REGISTRATION	15	11	13	13	2	18
44090	ROAD SAFETY	1	1	1	1	0	0
44110	TRAFFIC CONTROL	9	8	8	9	1	13
44210	ADMINISTRATION	6	8	6	6	(2)	(25)
TOTAL		39	36	36	36	0	0

HEAD 34 TRANSPORT CONTROL DEPARTMENT - continued

Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2014/15	ORIGINAL FORECAST 2015/16	REVISED FORECAST 2015/16	TARGET OUTCOME 2016/17
BUSINESS UNIT: 44090 ROAD SAFETY				
To maintain the pass rate for project ride students at 90%	Achieved	Expected to Achieve	Expected to Achieve	Expected to Achieve
BUSINESS UNIT: 44110 TRAFFIC CONTROL				
To keep response time to abandoned vehicle reports to under 5 business days	Not Achieved	Expected to Achieve	10 Business Days	Expected to Achieve
BUSINESS UNIT: 44000 EXAMINATION				
To provide a driving test appointment within 5 business days of requested date. Target 90% of requests	Achieved	Expected to Achieve	10 Business Days	Expected to Achieve
To conduct a minimum of 15 random vehicle inspection audits per week and ensure corrective measures taken	Achieved	Expected to Achieve	10 Random Vehicle Inspections	Expected to Achieve
BUSINESS UNIT: 44040 REGISTRATION				
To serve 75% of all customers within 30 mins	-	Expected to Achieve	-	-
BUSINESS UNIT: 44210 ADMINISTRATION				
To answer 75% of all incoming calls to the Call Centre within 5 minutes	Not Achieved	Expected to Achieve	60% incoming calls Within 10 minutes	Expected to Achieve
To process invoices for accounts receivables within 5 business days	Achieved	Expected to Achieve	Expected to Achieve	Expected to Achieve
To process accounts payables within 5 business day of receiving invoice	Achieved	Expected to Achieve	Expected to Achieve	Expected to Achieve

HEAD 35 PUBLIC TRANSPORTATION

CURRENT ACCOUNT ESTIMATES

MISSION STATEMENT

To provide safe, reliable, comfortable and cost effective public transportation for residents and visitors.

DEPARTMENT OBJECTIVES

- * To ensure buses operate according to the published schedule.
- * To maintain the fleet in accordance with manufacturer specifications.
- * To ensure buses are safe and comfortable.
- * To continue to work toward a more cost effective and efficient schedule.

GENERAL SUMMARY

EXPENDITURE						DIFFERENCE	
PROG		2014/15	2015/16	2015/16	2016/17	2015/16	
BUSINESS UNIT	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
(1)	(2)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
3501	TRANSPORTATION						
	45000 AUXILIARY BUS SERVICES	208	190	138	138	(52)	(27)
	45010 BUS OPERATIONS	10,405	9,544	10,443	9,754	210	2
		10,613	9,734	10,581	9,892	158	2
3502	MAINTENANCE						
	45090 REPAIR SERVICING	5,171	4,582	5,063	4,603	21	0
	45115 INVENTORY MANAGEMENT	2,885	1,144	1,344	1,957	813	71
		8,056	5,726	6,407	6,560	834	15
3503	ADMINISTRATION						
	45120 ADMINISTRATION	2,142	1,865	1,906	1,945	80	4
	45200 MANAGEMENT SUPPORT	737	724	724	803	79	11
		2,879	2,589	2,630	2,748	159	6
	TOTAL	21,548	18,049	19,618	19,200	1,151	6

HEAD 35 PUBLIC TRANSPORTATION - continued

SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2014/15	2015/16	2015/16	2016/17	2015/16 vs 2016/17	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	SALARIES	2,368	2,267	2,268	2,420	153	7
	WAGES	12,708	11,480	12,150	11,356	(124)	(1)
	TRAINING	21	55	55	156	101	184
	TRANSPORT	130	10	10	5	(5)	(50)
	TRAVEL	9	20	20	15	(5)	(25)
	COMMUNICATIONS	69	82	82	72	(10)	(12)
	ADVERTISING & PROMOTION	14	16	14	12	(4)	(25)
	PROFESSIONAL SERVICES	489	248	288	300	52	21
	RENTALS	258	191	191	196	5	3
	REPAIR AND MAINTENANCE	599	691	457	398	(293)	(42)
	INSURANCE	209	269	269	220	(49)	(18)
	ENERGY	1,983	1,612	2,512	2,115	503	31
	CLOTHING, UNIFORMS & LAUNDRY	54	50	50	40	(10)	(20)
	MATERIALS & SUPPLIES	2,583	1,020	1,211	1,858	838	82
	EQUIPMT. (MINOR CAPITAL)	3	0	3	5	5	0
	OTHER EXPENSES	51	38	38	32	(6)	(16)
	TOTAL	21,548	18,049	19,618	19,200	1,151	6

REVENUE SUMMARY

REVENUE SOURCE						DIFFERENCE	
REVENUE SOURCE		2014/15	2015/16	2015/16	2016/17	2015/16 vs 2016/17	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	8679 Passes	3,779	4,000	4,253	4,679	679	17
	8681 Tickets	860	750	900	900	150	20
	8683 Tokens	739	730	730	365	(365)	(50)
	8685 Cash	918	1,000	1,250	1,500	500	50
	8687 Charter	737	711	931	1,000	289	41
	8689 Sightseeing	0	79	79	0	(79)	(100)
	8691 Passes - Post Offices	298	316	316	158	(158)	(50)
	8693 Tickets - Post Offices	293	295	295	148	(147)	(50)
	8699 Advertising	44	25	25	13	(12)	(48)
	8877 Reimbursements	4	0	0	0	0	0
	TOTAL	7,672	7,906	8,779	8,763	857	11

HEAD 35 PUBLIC TRANSPORTATION - continued

EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT (1)	DESCRIPTION (2)	2014/15	2015/16	2015/16	2016/17 ESTIMATE (6)	DIFFERENCE	
		ACTUAL (3)	ORIGINAL (4)	REVISED (5)		2015/16 vs 2016/17 (7)	% (8)
	45000 AUXILIARY BUS SERVICES	3	3	2	2	(1)	(33)
	45010 BUS OPERATIONS	151	160	155	163	3	2
	45090 REPAIR SERVICING	42	47	42	43	(4)	(9)
	45115 INVENTORY MANAGEMENT	3	3	3	3	0	0
	45120 ADMINISTRATION	3	3	2	3	0	0
	45200 MANAGEMENT SUPPORT	12	12	12	13	1	8
	TOTAL	214	228	216	227	(1)	(0)

HEAD 35 PUBLIC TRANSPORTATION - continued

Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2014/15	ORIGINAL FORECAST 2015/16	REVISED FORECAST 2015/16	TARGET OUTCOME 2016/17
BUSINESS UNIT: 45010 Bus Operations				
Achieve a target of less than 5 accidents per month.	11	5	11	N/A
Minimize accidents per month to less than:	N/A	N/A	N/A	8
Achieve a target of less than 3 complaints per month.	4	20	3	N/A
Achieve a target of less than 3 staff complaints per month.	N/A	N/A	N/A	3
Reduce the number cancelled trips per week to 10.	51	10	10	N/A
Reduce the number cancelled trips due to operator deployment per week to 10.	N/A	N/A	N/A	10
Maintain charter/sightseeing bookings at approximately 1,400 charters per annum.	795	N/A	N/A	N/A
BUSINESS UNIT: 45090 - Repair Servicing				
Maintain the number of buses in service daily at 85% of the total fleet.	66%	85%	80%	N/A
Maintain the number of buses in service daily at 80% of the total fleet.	N/A	N/A	N/A	80%
Reduce the number of road calls to less than 1 per week.	9	≤8	≤8	N/A
Respond to road calls within 1 hour	N/A	N/A	N/A	1 hr
Ensure that 100% of the fleet completes the full preventative maintenance as scheduled.	30%	100%	50%	N/A
Service every bus every 90 days	N/A	N/A	N/A	100%
BUSINESS UNIT: 45115 - Inventory Management				
Maintain inventory loss due to shrinkage of less than 3% per annum.	3%	5%	5%	N/A
Ensure stock out of any part is less than or equal to 5%	5%	≤5%	10%	N/A
Complete 4 rolling counts of inventory per annum	N/A	N/A	N/A	4
Procurement process time from requisition to order target:	N/A	N/A	N/A	2 days
BUSINESS UNIT: 45120 - Administration				
Maintain a weighted average age of the bus fleet of <7 years	9.27	≤7 years	9	≤7 years
Maintain a revenue to expense ratio of 40% or greater.	35%	40%	35%	N/A
Decrease total operational expense per revenue mile to <\$12.75.	\$12.75	≤\$12.75	≤\$12.75	N/A

HEAD 35 PUBLIC TRANSPORTATION - continued

Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2014/15	ORIGINAL FORECAST 2015/16	REVISED FORECAST 2015/16	TARGET OUTCOME 2016/17
BUSINESS UNIT: 45200 - Management Support				
Receipt and deposit all cash from fares and sale of fare media daily.	100%	100%	100%	100%
Prepare weekly and monthly payroll register with 100% accuracy.	98%	100%	100%	100%
Prepare 100% of vendor invoices for payment within 2 days of receipt.	90%	100%	95%	100%
Produce detailed performance reports each month by the 12th	N/A	N/A	N/A	100%

HEAD 57 CIVIL AVIATION

CURRENT ACCOUNT ESTIMATES

MISSION STATEMENT

The mission of the Bermuda Department of Civil Aviation (BDCA) is to collaboratively, with our industry partners, we develop and implement clear regulations, procedures and standards throughout the Bermuda civil aviation industry. Our approach is to be responsive, proactive and pragmatic to continuously improve safety.

DEPARTMENT OBJECTIVES

- Transition to a semiautonomous business model.
- Increase the number of aircraft that are currently on the Private Aircraft register.
- Diversify the Register of Aircraft by developing more Article 83bis Agreements with International Civil Aviation Organisation (ICAO) Contracting States.
- Adapt BDCA's structure and business processes to enable the responsive delivery of its services to a steadily growing demand.
- Staff with an appropriate number of qualified and proficient personnel in line with the approved organization chart.
- Ensure that response times in the Bermuda Regulatory Response Standards are achieved.

GENERAL SUMMARY

EXPENDITURE						DIFFERENCE	
PROG	BUSINESS UNIT	2014/15	2015/16	2015/16	2016/17	2015/16 vs 2016/17	
	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE		
(1)	(2)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
5701	ADMINISTRATION & REGULATION						
	67000 AIRWORTHINESS	4,552	5,128	3,966	0	(5,128)	(100)
	67010 POLICY & ADMINISTRATION	2,460	2,694	2,471	0	(2,694)	(100)
	67020 OPERATIONS	838	996	700	0	(996)	(100)
	67030 REGISTRATIONS	183	189	159	0	(189)	(100)
	TOTAL	8,033	9,007	7,296	0	(9,007)	(100)

Note: Effective 01 April, 2016 Head 57 Civil Aviation will be setup as an Authority.

HEAD 57 CIVIL AVIATION - continued

SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2014/15	2015/16	2015/16	2016/17	2015/16 vs 2016/17	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	SALARIES	2,249	3,186	2,182	0	(3,186)	(100)
	WAGES	191	0	101	0	0	0
	OTHER PERSONNEL COSTS	44	79	55	0	(79)	(100)
	TRAINING	82	152	99	0	(152)	(100)
	TRAVEL	385	367	280	0	(367)	(100)
	COMMUNICATIONS	147	137	154	0	(137)	(100)
	ADVERTISING & PROMOTION	39	80	100	0	(80)	(100)
	PROFESSIONAL SERVICES	4,108	4,140	3,504	0	(4,140)	(100)
	RENTALS	246	250	244	0	(250)	(100)
	REPAIR AND MAINTENANCE	234	274	263	0	(274)	(100)
	INSURANCE	234	245	223	0	(245)	(100)
	ENERGY	0	2	1	0	(2)	(100)
	CLOTHING, UNIFORMS & LAUNDRY	0	2	0	0	(2)	(100)
	MATERIALS & SUPPLIES	46	40	50	0	(40)	(100)
	EQUIPMT. (MINOR CAPITAL)	5	26	4	0	(26)	(100)
	OTHER EXPENSES	23	27	36	0	(27)	(100)
	TOTAL	8,033	9,007	7,296	0	(9,007)	(100)

REVENUE SUMMARY

REVENUE SOURCE						DIFFERENCE	
REVENUE SOURCE		2014/15	2015/16	2015/16	2016/17	2015/16 vs 2016/17	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	8225 Regulatory Inspection Fees	1,724	1,612	1,167	0	(1,612)	(100)
	8227 Regulatory Fees-Other	23,643	25,272	27,970	17,000	(8,272)	(33)
	8239 Register of Mortgages	37	49	20	0	(49)	(100)
	TOTAL	25,404	26,933	29,157	17,000	(9,933)	(37)

EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT						DIFFERENCE	
BUSINESS UNIT		2014/15	2015/16	2015/16	2016/17	2015/16 vs 2016/17	
(1)	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	67000 AIRWORTHINESS	10	16	10	0	(16)	(100)
	67010 POLICY & ADMINISTRATION	12	12	8	0	(12)	(100)
	67020 OPERATIONS	6	7	7	0	(7)	(100)
	67030 REGISTRATIONS	2	2	2	0	(2)	(100)
	TOTAL	30	37	27	0	(37)	(100)

HEAD 57 CIVIL AVIATION - continued

Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2014/15	ORIGINAL FORECAST 2015/16	REVISED FORECAST 2015/16	TARGET OUTCOME 2016/17
BUSINESS UNIT: 67000 Airworthiness				
Number of Certificates of Airworthiness issued to commercial aircraft	90	105	70	50
Number of new Certificates of Airworthiness issued to non-commercial aviation aircraft	15	12	Nil	12
Percentage increase of new Approved Maintenance Organisation (AMO) approvals	18%	6%	Nil	5%
BUSINESS UNIT: 67010 Policy & Administration				
Percentage increase in annual expenditure	4%	10%	10%	34%
Percentage increase in annual revenue	59%	3%	-11%	7%
Percentage in BDCA Safety Oversight Programme	63%	50%	70%	80%
Regulatory Response Standard is not met	0%	≤5%	≤5%	≤3%
BUSINESS UNIT: 67020 Operations				
Percentage of corporate aircraft achieving compliance with International Civil Aviation Organisation (ICAO) Annex 6 Part 2	97%	95%	97%	95%
Number of certified drone operators in Bermuda	5	6	6	7
Number of Bermuda AOC (Air Operator Certificate) holders	1	3	1	1
BUSINESS UNIT: 67030 Registrations				
Percentage increase of commercial aircraft registrations issued	6%	6%	-2%	-1%
Percentage increase of non-commercial aviation aircraft registrations issued	-3%	-2%	2%	2%

HEAD 73 MARITIME ADMINISTRATION

CURRENT ACCOUNT ESTIMATES

MISSION STATEMENT

The mission of the Department of Maritime Administration (DMA) is to operate a world class, quality shipping registry for the benefit of Bermuda ship owners and other entities who qualify under the Merchant Shipping Legislation for registering ships under the Bermuda flag. The DMA will develop policies and procedures that promote safety and security at sea, help control and prevent marine pollution, improve Seafarer's Standards, and provide an efficient, responsible and friendly ship registration and survey services to the shipping community.

DEPARTMENT OBJECTIVES

- Transition to a new semi autonomous business model.
- Increase the department's operational and promotional activities, using both local and overseas based resources.
- Assist the relevant Ministries and Departments of the Bermuda Government to meet the requirements of the IMO Code relating to implementation of IMO Instruments (Triple I Code).
- Continue to meet the REG policy and quality requirements relating to operation of the Bermuda's Category One (CAT 1) Shipping Registry.
- Provide general administration of the Registry.

GENERAL SUMMARY

EXPENDITURE PROG BUSINESS UNIT	DESCRIPTION	2014/15 ACTUAL (\$000)	2015/16 ORIGINAL (\$000)	2015/16 REVISED (\$000)	2016/17 ESTIMATE (\$000)	DIFFERENCE 2015/16 vs 2016/17	
(1)	(2)	(3)	(4)	(5)	(6)	(\$000) (7)	% (8)
7301 GENERAL							
83000 REGISTRATION OF SHIPS		2,801	2,435	2,435	0	(2,435)	(100)
TOTAL		2,801	2,435	2,435	0	(2,435)	(100)

Note: Effective 01 April 2016 Head 73 Maritime Administration will be setup as an Authority.

HEAD 73 MARITIME ADMINISTRATION - continued

SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2014/15	2015/16	2015/16	2016/17	2015/16 vs 2016/17	
(1)	(2)	ACTUAL (\$000)	ORIGINAL (\$000)	REVISED (\$000)	ESTIMATE (\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	962	1,169	588	0	(1,169)	(100)
	WAGES	68	0	0	0	0	0
	TRAINING	15	71	5	0	(71)	(100)
	TRAVEL	206	91	131	0	(91)	(100)
	COMMUNICATIONS	133	96	96	0	(96)	(100)
	ADVERTISING & PROMOTION	0	12	12	0	(12)	(100)
	PROFESSIONAL SERVICES	1,192	816	1,423	0	(816)	(100)
	REPAIR AND MAINTENANCE	4	13	11	0	(13)	(100)
	INSURANCE	77	79	79	0	(79)	(100)
	MATERIALS & SUPPLIES	128	73	75	0	(73)	(100)
	EQUIPT. (MINOR CAPITAL)	5	0	0	0	0	0
	OTHER EXPENSES	11	10	10	0	(10)	(100)
	GRANTS AND CONTRIBUTIONS	0	5	5	0	(5)	(100)
	TOTAL	2,801	2,435	2,435	0	(2,435)	(100)

REVENUE SUMMARY

REVENUE SOURCE						DIFFERENCE	
REVENUE SOURCE		2014/15	2015/16	2015/16	2016/17	2015/16 vs 2016/17	
(1)	(2)	ACTUAL (\$000)	ORIGINAL (\$000)	REVISED (\$000)	ESTIMATE (\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	8189 Shipping Registration Fees	160	186	186	0	(186)	(100)
	8191 Service Fees	1,438	1,401	1,402	0	(1,401)	(100)
	8193 Annual Tonnage Fees	2,080	2,194	2,239	500	(1,694)	(77)
	8195 Survey Fees	1,654	1,010	1,010	0	(1,010)	(100)
	8877 Reimbursements	77	0	0	0	0	0
	TOTAL	5,409	4,791	4,837	500	(4,291)	(90)

EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT						DIFFERENCE	
BUSINESS UNIT DESCRIPTION		2014/15	2015/16	2015/16	2016/17	2015/16 vs 2016/17	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(7)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	83000 REGISTRATION OF SHIPS	13	17	18	0	(17)	(100)
	TOTAL	13	17	18	0	(17)	(100)

HEAD 73 MARITIME ADMINISTRATION - continued

Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2014/15	ORIGINAL FORECAST 2015/16	REVISED FORECAST 2015/16	TARGET OUTCOME 2016/17
BUSINESS UNIT: 83000 REGISTRATION OF SHIPS				
Number of Registry Transactions	11	12	33	16
Gross Tonnage	11,252,283	12,473,185	11,400,000	12,100,100
Number of Registered Ships	374	385	380	385
Percentage of Ship Inspections	92%	95%	95%	96%