



# MEMORANDUM

AC

Agenda Item No. 6(A)

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TO: Honorable Chairwoman Danielle Cohen Higgins,  
and Members, Airport Committee

DATE: September 10, 2025

FROM: Honorable Juan Fernandez-Barquin  
Clerk of the Court and Comptroller

SUBJECT: Approval of Commission  
Committee Minutes

Basia Pruna, Director  
Clerk of the Board

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The following Clerk's Summary of Minutes are submitted for approval:

- February 12, 2025
- March 12, 2025
- May 14, 2025

Attachment(s)



**MIAMI-DADE COUNTY  
CLERK'S SUMMARY OF MINUTES**

**Airport Committee**

*Stephen P. Clark Government Center  
Commission Chambers  
111 N.W. 1st Street  
Miami, FL 33128*

February 12, 2025

9:00 AM

Juan Fernandez-Barquin  
Clerk of the Court and Comptroller

Basia Pruna, Director  
Clerk of the Board Division

Chester Rodriguez  
Commission Reporter  
(305) 375-3819



**CLERK'S SUMMARY OF  
Meeting Minutes  
Airport Committee**

Kevin Marino Cabrera (6), Chairman; Danielle Cohen Higgins (8), Vice Chairwoman;  
Commissioners Oliver G. Gilbert, III (1),  
Roberto J. Gonzalez (11), and Keon Hardemon (3)

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**Wednesday, February 12, 2025**

**9:00 AM**

**Commission Chambers**

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**Members Present:** Kevin Marino Cabrera, Danielle Cohen Higgins, Oliver G. Gilbert, III, Roberto J. Gonzalez.

**Members Absent:** None.

**Members Late:** Keon Hardemon 10:01:00 AM.

**Members Excused:** None.

**Members Absent County Business:** None.

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**1 MINUTES PREPARED BY:**

**Report:** *Chester Rodriguez, Commission Reporter,*  
*(305) 375-3819*

**1A INVOCATION AS PROVIDED IN RULE 5.05**  
**(H)**

**1B**      **ROLL CALL**

**Report:** *Chairman Cabrera convened the Airport Committee (AC) meeting at 9:21 a.m.*

*Commissioner Gilbert III led the prayer followed by the Pledge of Allegiance led by Vice Chairwoman Cohen Higgins.*

*In addition to the Committee members, the following staff members were present:*

*Chief Operations Officer (COO) Jimmy Morales,  
Office of the Mayor;*

*Assistant County Attorneys (ACA) Cynji Lee and  
David Murray;*

*Deputy Clerks Zorana Milton and Chester  
Rodriguez, Clerk of the Board.*

*Assistant County Attorney Cynji Lee announced  
there were no changes to today's (2/12) AC agenda.*

*Commissioner Gonzalez moved that the Committee  
approve today's (2/12) AC agenda, as presented.*

*This motion was seconded by Vice Chairwoman  
Cohen Higgins, and upon being put to a vote,  
passed 3-0 (Commissioners Gilbert III and  
Hardemon were absent).*

*Chairman Cabrera requested Agenda Item 3D be  
bifurcated.*

*Vice Chairwoman Cohen Higgins moved to consider  
Agenda Items 3A, 3B, 3C, and 7A simultaneously.*

*This motion was seconded by Commissioner  
Gonzalez, and upon being put to a vote, passed of 3-  
0 (Commissioners Gilbert III and Hardemon were  
absent).*

*NOTE: Agenda Items 3A, 3B, and 3C were  
forwarded to the Board of County Commissioners  
with a favorable recommendation, Agenda Item 7A  
was received by the Committee.*

**1C**      **PLEDGE OF ALLEGIANCE**

**1D** **REASONABLE OPPORTUNITY FOR THE  
PUBLIC TO BE HEARD AS PROVIDED IN  
RULE 6.06**

**Report:** *Chairman Cabrera opened the reasonable opportunity to be heard; the following individuals appeared before the Committee:*

*Ms. Rebeca Roman Capdevila, 313 NW 14th St, Homestead, Florida, spoke in support of Agenda Item 3D and explained that she had worked for C&W Facility Services for 14 years, advancing to safety manager for the Florida region. She noted that C&W's commitment to employee and client safety distinguished the company and expressed her desire to continue working with her team.*

*Ms. Mia Mends, 1330 Post Dale Blvd, Houston, Texas, CEO of C&W Facility Services, Inc, spoke in support of Agenda Item 3D and noted that C&W had partnered with Miami International Airport for over 23 years. She explained that the current contract had limited their service capabilities during MIA's growth period and stressed that C&W cleaned facilities despite challenges from broken infrastructure. Ms. Mends stated that airport staff and union representatives could attest to C&W's commitment and noted that C&W ranked first in the procurement process.*

*Mr. Luis Mejia, 4508 SW 129th Avenue, Miramar, Florida, spoke in support of Agenda Item 3D and explained that through dedication he had become senior manager of service delivery for Florida, supporting MIA cleaning services. He urged the committee not to deny employees growth opportunities.*

*Mr. Matt Noe, 2826 NW Cumberland Road, Portland, Oregon, President of C&W Facility Services, Inc, spoke in support of Agenda Item 3D and acknowledged criticism while noting that C&W had attempted quality improvements for four years but suggestions had been denied. He stated that C&W lost \$3.5 million due to a 20 percent passenger increase and explained that the new contract provided flexibility for passenger traffic changes while offering the lowest hourly cost by nearly 20 percent compared to competitors.*

*Ms. Susana Rierra, 9641 SW 77th Ave APT 104D, Miami, Florida, spoke in support of Agenda Item 3D*

*and explained that C&W employees desired to continue working for the company due to fair treatment, benefits, and principled leadership.*

*Ms. Daisy Masip, 15686 SW 77th Lane, Miami, Florida, spoke in support of Agenda Item 3D and expressed that employees continued to desire working for C&W due to the company's maintenance of good standards throughout the years.*

*Mr. Luisangel Mejia, 4508 SW 129 Avenue Miami FL, spoke in support of Agenda Item 3D and explained that while working for C&W he earned his business administration degree with company support, noting that being part of the C&W team was a privilege.*

*Mr. Brian May, 235 Catalonia Avenue, Coral Gables, Florida, represented C&W in support of Agenda Item 3D and noted that while many speakers identified needed changes at MIA, those changes were addressed within the proposed contract. He explained that the contract allowed staffing flexibility, living wage ordinance compliance, and technology deployment for effective resource management, noting that the selection committee had chosen C&W.*

*Mr. Luis Gazitua, 150 Alhambra Circle, Coral Gables, Florida, spoke on behalf of ABM Facility Services against Agenda Item 3D and explained that ABM served over 100 airports worldwide with 100 percent satisfaction rates. He detailed ABM's capabilities and noted that ABM ranked highest before local preference application, with a bid \$22 million less than C&W's, and committed to retaining the current workforce if awarded the contract.*

*Ms. Stephannie Cetoute, 20340 NE 15th CT, Miami, Florida, spoke on behalf of AmerPlus LLC – Janitorial Cleaning Services against Agenda Item 3D and explained that mentorships with companies like ABM were important for businesses like hers. She stressed that the Board's decision would establish standards for gaining Miami-Dade County's trust and partnership.*

*Mr. Nick Williams, NOW Interactives, 2125 Biscayne Blvd, Miami, Florida, spoke against Agenda Item 3D and described NOW Interactives' partnership with ABM Industries in creating jobs and developing business through mentorship and partnership.*

*Mr. James Mikacich, 40712 S Kimball Avenue, South Lake, Texas, spoke on behalf of Flagship Aviation Services, LLC against Agenda Item 3D and noted that Flagship's rating exceeded the recommended local vendor's rating. He described their work at multiple airports and partnerships with local companies, explaining that service staff seniority would transfer if Flagship assumed custodial operations.*

*Mr. Christian Infante, 7500 NW 74th Avenue, Medley, Florida, spoke on behalf of Flagship Aviation Services, LLC and SFM Services against Agenda Item 3D and described his partnership with Flagship. He explained that Flagship's subcontracting with local small businesses would allow 45 percent of revenues to remain in Miami-Dade County and stated that Flagship was the leading janitorial services company.*

*Ms. Joselyne Moussauou, 100 SW 10th St, Miami, Florida, spoke on behalf of Goodwill Industries against Agenda Item 3D and explained that Goodwill had provided employment for people with barriers and disabilities, serving as Florida's leading employer for people with disabilities. She noted that their partnership with ABM Aviation would positively impact the community and that no other company had contacted Goodwill Industries.*

*Mr. Brad Lurie, 4551 Ashford Dunwoody Road, Atlanta, Georgia, spoke on behalf of ABM Aviation against Agenda Item 3D and explained ABM's worldwide airport cleaning experience. He stated that current staff would be retained during operational transition and proposed that ABM's plan would address MIA's cleanliness issues.*

*Seeing no one else come forward to speak, Chairman Cabrera closed the reasonable opportunity to be heard.*

**1E      SPECIAL PRESENTATION(S)**

**1F      DISCUSSION ITEM(S)**

**1G      PUBLIC HEARING(S)**

**2 COUNTY COMMISSION**

**3 DEPARTMENT(S)**

3A

**250028 Resolution**

RESOLUTION REJECTING THE SOLE BID RECEIVED IN RESPONSE TO PROJECT NO. RM6-24/30 FOR PAVEMENT REPAIRS THROUGHOUT THE COUNTY'S AIRPORT SYSTEM FOR THE MIAMI-DADE AVIATION DEPARTMENT (Aviation Department)

*Forwarded to BCC with a favorable recommendation*  
*Mover: Cohen Higgins*  
*Seconder: Gonzalez*  
*Vote: 3-0*  
*Absent: Gilbert, III, Hardemon*

3B

**242129 Resolution**

**Kevin Marino Cabrera**

RESOLUTION APPROVING AWARD OF CONTRACT NO. EVN0000201 TO GLOBE FACILITIES MANAGEMENT, INC. FOR JANITORIAL SERVICES FOR MIAMI-DADE AVIATION DEPARTMENT (AREA B) IN A TOTAL AMOUNT NOT TO EXCEED \$24,360,999.00 FOR A FIVE-YEAR TERM FOR THE MIAMI-DADE AVIATION DEPARTMENT; AND AUTHORIZING THE COUNTY MAYOR OR COUNTY MAYOR'S DESIGNEE TO EXECUTE THE AGREEMENT AND EXERCISE ALL PROVISIONS OF THE CONTRACT, INCLUDING ANY CANCELLATION OR EXTENSIONS, PURSUANT TO SECTION 2-8.1 OF THE CODE OF MIAMI-DADE COUNTY, FLORIDA AND IMPLEMENTING ORDER 3-38 (Strategic Procurement)

*Forwarded to the BCC by the BCC Chairperson with a favorable recommendation*  
*Mover: Cohen Higgins*  
*Seconder: Gonzalez*  
*Vote: 3-0*  
*Absent: Hardemon, Gilbert, III*

**Report:** *The Clerk of the Board received notification that the foregoing proposed resolution was forwarded to the February 19, 2025 Board of County Commissioners meeting.*

3C

**242131 Resolution Kevin Marino Cabrera**

RESOLUTION APPROVING AWARD OF CONTRACT NO. EVN0000201 TO SFM SERVICES, INC., FOR JANITORIAL SERVICES FOR MIAMI-DADE AVIATION DEPARTMENT (AREA C) IN A TOTAL AMOUNT NOT TO EXCEED \$34,516,353.00 FOR A FIVE-YEAR TERM FOR THE MIAMI-DADE AVIATION DEPARTMENT; AND AUTHORIZING THE COUNTY MAYOR OR COUNTY MAYOR'S DESIGNEE TO EXECUTE THE AGREEMENT AND EXERCISE ALL PROVISIONS OF THE CONTRACT, INCLUDING ANY CANCELLATION OR EXTENSIONS, PURSUANT TO SECTION 2-8.1 OF THE CODE OF MIAMI-DADE COUNTY, FLORIDA AND IMPLEMENTING ORDER 3-38 (Strategic Procurement)

*Forwarded to the BCC by the BCC Chairperson with a favorable recommendation*

*Mover: Cohen Higgins*

*Second: Gonzalez*

*Vote: 3-0*

*Absent: Gilbert, III, Hardemon*

**Report:** *The Clerk of the Board received notification that the foregoing proposed resolution was forwarded to the February 19, 2025 Board of County Commissioners meeting.*

3D

**242142 Resolution Kevin Marino Cabrera**

RESOLUTION APPROVING AWARD OF CONTRACT NO. EVN0000201 TO C&W FACILITY SERVICES, INC. FOR JANITORIAL SERVICES FOR MIAMI-DADE AVIATION DEPARTMENT (AREA A) IN A TOTAL AMOUNT NOT TO EXCEED \$261,381,966.00 FOR A FIVE-YEAR TERM FOR THE MIAMI-DADE AVIATION DEPARTMENT; AND AUTHORIZING THE COUNTY MAYOR OR COUNTY MAYOR'S DESIGNEE TO EXECUTE THE AGREEMENT AND EXERCISE ALL PROVISIONS OF THE CONTRACT, INCLUDING ANY CANCELLATION OR EXTENSIONS, PURSUANT TO SECTION 2-8.1 OF THE CODE OF MIAMI-DADE COUNTY, FLORIDA AND IMPLEMENTING ORDER 3-38 (Strategic Procurement)

*Amended*

**Report:** *See Agenda Item 3D Amended, Legislative File No. 250331 for the amended version.*

3D Amended

**250331 Resolution Kevin Marino Cabrera**

RESOLUTION REJECTING ALL BIDS RECEIVED IN CONNECTION WITH CONTRACT NO. EVN0000201, JANITORIAL SERVICES FOR MIAMI-DADE AVIATION DEPARTMENT (AREA A); DIRECTING THE COUNTY MAYOR OR COUNTY MAYOR'S DESIGNEE TO NEGOTIATE CONTRACTS WITH ABM AVIATION, INC FOR THE TERMINAL AND LANDSIDE AREAS, AND FLAGSHIP AVIATION SERVICES LLC FOR THE AIRSIDE AREAS, AND TO BRING RECOMMENDATION(S) BEFORE THE FULL BOARD OF COUNTY COMMISSIONERS WITHIN 30 DAYS [SEE ORIGINAL ITEM UNDER FILE NO. 242142] (Strategic Procurement)

*Forwarded to the BCC by the BCC Chairperson with favorable recommendation with committee amendments*

*Mover: Cohen Higgins*

*Seconder: Gilbert, III*

*Vote: 5-0*

**Report:** *Chairman Cabrera opened discussion on the foregoing proposed resolution by emphasizing Miami International Airport's (MIA) role as the County's primary economic engine and noted that cleanliness represented the second most common passenger complaint. He reported that bathroom and terminal conditions were unacceptable, findings he made during an unannounced walkthrough of the facility.*

*Chairman Cabrera expressed dissatisfaction with C&W Services' performance over their 20-year tenure and announced that contracts would be awarded based on merit rather than longevity. Chairman Cabrera stated that he learned during meetings with bidders that C&W specialized in warehouses and commercial buildings rather than airports, leading him to prefer airport specialists. He noted that ABM cleaned nearly 50 airports while Flagship cleaned nearly 30, compared to C&W's 5 airports, and that C&W had chosen not to rebid their Seattle contract. Regarding local preference,*

*Chairman Cabrera characterized C&W's status as "incumbent preference" since it was based on their 20-year presence at the airport rather than true local business status, announcing the County would examine how local preference was applied in RFPs. He emphasized that ABM and Flagship had partnerships ensuring 45% of contract dollars would remain in the local economy and represented the airport industry leaders that MIA needed. Pursuant to Chairman Cabrera's request, ACA David Murray read the following motion into the record:*

*To delete Section 1 and Section 2 of the existing memorandum of recommendation in the Resolution and replace with the following language:*

*Section 1. All proposals received in connection with Contract No. EVN000201, Janitorial Services for Miami-Dade Aviation Department (Area A) are rejected;*

*Section 2. The County Mayor or County Mayor's designee is directed to negotiate janitorial contracts with the two highest ranked proposer, ABM Aviation, Inc. for the terminal and landside areas, and Flagship Aviation Services LLC for the airside areas, and to bring non-competitive recommendations to award such contracts on such negotiated terms before the Board of County Commissioners within 30 days. If, following negotiations, the County Mayor's recommendation is not to award through a non-competitive action, the County Mayor shall provide a written recommendation including reasons why a non-competitive award is not in the County's best interest, and submit a timeline for a new procurement process.*

*Chairman Cabrera further requested the Mayor to consider including service level agreements in negotiations, with provisions for both incentives and consequences.*

*Commissioner Gonzalez recognized Chairman Cabrera's work and that of Mr. Ralph Cutie, Director, Miami-Dade Aviation Department, (MDAD) for their efforts to improve Miami International Airport (MIA). He expressed confusion about how the third-ranked bidder had become the winner and asked if this was based solely on the local preference rule. COO Jimmy Morales confirmed that the three (3) bidders had been ranked by the selection committee based on technical evaluation, and local preference points were added at the end. He explained that C&W had come in third but was elevated to number one when local preference points were included.*

*Commissioner Gonzalez expressed preference for merit-based awards over what he considered technicalities, while acknowledging that established rules should be followed. He noted receiving complaints about airport conditions from journalists and social media colleagues, and questioned C&W representatives about how previous contract limitations differed from the proposed new contract.*

*Mr. Matt Noe, President of C&W Services, defended the company's performance by explaining that the current contract specified cleaning frequencies for different areas and items, citing dust on vents as an*

example of work done according to contract requirements. He attributed service challenges to an unforeseen 20% increase in passenger volume that added 200,000 daily travelers, causing restrooms to deteriorate more rapidly while the contract prevented staffing adjustments or living wage increases.

Mr. Noe stated these constraints resulted in C&W operating \$3.5 million underwater annually, and when relief was requested from the commission, the company received only 25 cents per dollar needed. He emphasized that the proposed new contract would provide necessary flexibility to adjust staffing levels based on passenger volume changes, with annual reviews and negotiated rates for individual positions.

Chairman Cabrera challenged C&W's explanations about contract limitations, arguing that basic cleanliness tasks should not require specific contract provisions. He noted that C&W had chosen not to rebid their Seattle airport contract and cited conversations with Boston Logan's airport director, who reportedly attributed their vendor change from C&W to ABM to differences in operational approach - specifically ABM's use of technology for efficient staff deployment versus C&W's strategy of increasing overall staffing levels.

Mr. Noe countered that ABM's proposal included more staff than C&W's.

Commissioner Gonzalez asked ABM to explain their technology implementation process.

Mr. Brad Lurie, Senior Vice President from ABM Aviation, outlined the company's demand-based technology platform deployed across 12 airports that tracked employee locations and adapted to operational changes, such as deploying additional cleaning crews when flights were delayed. He explained that the system enabled efficient staffing at reduced headcount through real-time responsiveness and "productive leads" - supervisors who worked alongside staff rather than only observing. When asked how ABM would address C&W's staffing concerns, Mr. Lurie stated that technology and proper processes eliminated the need for adding more workers. He emphasized ABM's "opening day fresh" approach of overnight deep cleaning to ensure pristine morning conditions, arguing that their 45-airport experience demonstrated that effective processes, tools, and leadership were more important than increased staffing levels.

Commissioner Gonzalez provided C&W an opportunity to respond.

Mr. Noe responded that C&W also planned to implement comparable technology, noting the selection committee had ranked them highest in this category. He described proposed systems including a 24/7 command center for supply monitoring, employee tracking via walkie-talkies, restroom displays showing stall availability, and door indicator lights. When asked why this technology was not already implemented, Mr. Noe explained that C&W had requested approval two (2) years earlier but was told to wait until the RFP process to avoid creating competitive advantages. He maintained that effective airport operations required both technology and substantial staffing, estimating that restroom attendance alone would require 80 full-time employees and total airport support could need up to 900 people, arguing that C&W's institutional knowledge of facility layouts provided operational advantages.

Commissioner Hardemon inquired about C&W's organizational structure.

Ms. Millie Diaz, Senior Director of Client Services for C&W, explained that the company employed custodians at multiple levels (general cleaners and specialists) who reported through a hierarchy of supervisors, shift managers, and operations managers. She detailed their staffing breakdown of 130-135 employees per day shift with 45 total supervisors across seven-day operations. Commissioner Hardemon questioned the effectiveness of this management structure given persistent cleanliness issues, emphasizing that basic sanitation standards should be achievable regardless of technology and noting that oversight problems appeared to exist when no shift managers or operations managers were present to address his concerns about accountability.

Responding to Commissioner Hardemon's questions about performance standards, Mr. Noe acknowledged that cleanliness definitions varied but emphasized C&W's partnership with airport staff in establishing agreed-upon standards. He noted that despite challenges, C&W had not been placed on a corrective action plan during the previous four (4) years because airport staff understood the passenger traffic and staffing constraints. However, when Commissioner Hardemon directly asked whether C&W agreed they had poor performance,

*Mr. Noe conceded that conditions did not meet his desired standards. Commissioner Hardemon observed that this admission supported Chairman Cabrera's concerns about fundamental performance issue*

*Following C&W's explanation, Commissioner Hardemon questioned whether the company acknowledged poor performance, Mr. Noe admitted that current conditions fell short of his expectations. Commissioner Hardemon noted that this acknowledgement confirmed Chairman Cabrera's fundamental performance concerns.*

*Commissioner Hardemon requested information about the selection committee composition and length of service in their roles.*

*Ms. Namita Uppal, Chief Procurement Officer, provided the member list:*

- Sergio San Miguel, Chief Financial Officer, Miami-Dade Aviation Department*

- Steven Albertan, Chief of Facilities Maintenance, Miami-Dade Aviation Department*

- Renessa Gordon, Senior Facilities Manager, Transportation and Public Works Department*

- Daniel Barcia, Chief of Community Parks and Aquatics, Parks Department*

- Raysa Samper, Seaport Assistant Property Manager, PortMiami*

*Mr. Ralph Cutie added that Steven Albertan had recently retired after 45 years in facilities management, while Sergio San Miguel had nearly 30 years of County service with about 15-20 years in the Aviation Department.*

*Vice Chairwoman Cohen Higgins emphasized MIA's role as visitors' first and last impression of the County. She expressed concern that the selection committee had not conducted oral presentations or site visits for the \$261 million contract, contrasting this with practices at airports like Denver and Orlando. She revealed that her independent investigation, which included visits to Tampa International Airport and MIA facilities, demonstrated clear quality differences that highlighted the need for improvement.*

*Vice Chairwoman Cohen Higgins noted the technical scoring results where ABM Aviation ranked first (337.94), Flagship Aviation Services second (337.84), and C&W Services third (337.73), finding it significant that the incumbent vendor requesting contract continuation had not achieved the highest technical ranking despite acknowledging existing problems.*

*Vice Chairwoman Cohen referenced C&W's documented requests dating to 2022 for technological improvements including towel dispensers and restroom alert technology that were repeatedly denied by airport staff, initially expressing concern about these denials.*

*Mr. Cutie explained that the previous contract was a fixed-rate, performance-based contract with limitations on flexibility for adding staffing or technology, and that staff had piloted technology through separate processes to incorporate lessons learned into the new contract.*

*Following Mr. Cutie's explanation, Vice Chairwoman Cohen emphasized that vendors should demonstrate foresight by negotiating contract terms sufficient to meet expected service levels from the outset, noting that private businesses contracting with MIA were expected to anticipate future challenges and obstacles. She advocated for transformation at the airport, citing examples from other facilities where cleaning professionals were referred to as "ambassadors" rather than "custodians," where aviation authorities invited staff to holiday parties, and where management wore employee uniforms to demonstrate respect, believing such cultural shifts would help elevate MIA's performance and service standards.*

*Chairman Cabrera concluded by thanking all MIA employees in attendance and clarifying that service issues stemmed from training, technology, and management rather than worker performance. He noted that all competing vendors had committed to interviewing current staff and honoring their seniority during any transition. Chairman Cabrera referenced his four-hour airport walkthrough and stated that the County expected vendors to deliver quality performance rather than minimum standards, because that level of service was what Miami-Dade County residents, passengers, and visitors required from all County facilities including the airport and PortMiami.*

*There being no further questions or comments, the*

*Committee proceeded to vote on the foregoing proposed resolution, as amended to reject all proposals received for Group A of the solicitation and direct the County Mayor or County Mayor's designee to negotiate janitorial contracts with the two (2) highest ranked proposers, ABM Aviation, Inc for the terminal and landside areas, and Flagship Aviation Services LLC for the airside areas, and to bring non-competitive recommendations to award such contracts on such negotiated terms before the Board of County Commissioners within 30 days.*

*Additionally, if, following negotiations, the County Mayor's recommendation was not to award through a non-competitive action, the County Mayor shall provide a written recommendation including reasons why a non-competitive award was not in the County's best interest, and present a timeline for a new procurement process.*

*The foregoing proposed resolution was amended as follows to:*

*Delete Section 1 and Section 2 of the existing memorandum of recommendation in the Resolution and replace with the following language.*

*Section 1. All proposals received in connection with Contract No. EVN0000201, Janitorial Services for Miami-Dade Aviation Department (Area A) are rejected.*

*Section 2. The County Mayor or County Mayor's designee is directed to negotiate janitorial contracts with the two highest ranked proposer, ABM Aviation, Inc. for the terminal and landside areas, and Flagship Aviation Services LLC for the airside areas, and to bring non-competitive recommendations to award such contracts on such negotiated terms before the Board of County Commissioners within 30 days. If, following negotiations, the County Mayor's recommendation is not to award through a non-competitive action, the County Mayor shall provide a written recommendation including reasons why a non-competitive award is not in the County's best interest, and present a timeline for a new procurement process.*

*Request the Mayor to consider including service level agreements in negotiations, with provisions for both incentives and consequences. It was moved by Vice Chairwoman Cohen Higgins that the foregoing proposed resolution be forwarded to the Board of County Commissioners (BCC) with a favorable*

*recommendation, with committee amendments. This motion was seconded by Commissioner Gilbert III, and upon being put to a vote, passed by a vote of 5-0.*

*The Clerk of the Board received notification that the foregoing proposed resolution was forwarded to the February 19, 2025 Board of County Commissioners meeting.*

**4 COUNTY MAYOR**

**5 COUNTY ATTORNEY**

**6 CLERK OF THE BOARD**

**7 REPORT(S)**

7A

**250086 Report**

MIAMI-DADE AVIATION DEPARTMENT: AVIATION  
CAPITAL PROGRAM REPORT – FEBRUARY 2025 (Mayor)

**Report Received**  
**Mover: Cohen Higgins**  
**Seconder: Gonzalez**  
**Vote: 3-0**  
**Absent: Gilbert, III, Hardemon**

**8 ADJOURNMENT**

**Report:** *There being no further business to come before the Airport Committee, the meeting was adjourned at 10:43 a.m.*



# MIAMI-DADE COUNTY CLERK'S SUMMARY OF MINUTES

## Airport Committee

*Stephen P. Clark Government Center  
Commission Chambers  
111 N.W. 1st Street  
Miami, FL 33128*

March 12, 2025

9:00 AM

Juan Fernandez-Barquin  
Clerk of the Court and Comptroller

Basia Pruna, Director  
Clerk of the Board Division

Chester Rodriguez  
Commission Reporter  
(305) 375-3819



**CLERK'S SUMMARY OF  
Meeting Minutes  
Airport Committee**

Kevin Marino Cabrera (6), Chairman; Danielle Cohen Higgins (8), Vice Chairwoman;  
Commissioners Oliver G. Gilbert, III (1),  
Roberto J. Gonzalez (11), and Keon Hardemon (3)

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**Wednesday, March 12, 2025**

**9:00 AM**

**Commission Chambers**

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**Members Present:** Kevin Marino Cabrera, Danielle Cohen Higgins, Oliver G. Gilbert, III, Keon Hardemon.

**Members Absent:** None.

**Members Late:** Roberto J. Gonzalez 9:21:00 AM.

**Members Excused:** None.

**Members Absent County Business:** None.

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**1 MINUTES PREPARED BY:**

**Report:** *Chester Rodriguez, Commission Reporter,  
(305) 375-3819*

**1A INVOCATION AS PROVIDED IN RULE  
5.05 (H)**

**Report:** *Commissioner Hardemon led the invocation.*

**1B**      **ROLL CALL**

**Report:** *Chairman Cabrera convened the Airport Committee (AC) meeting at 9:17 a.m.*

*In addition to the Committee members, the following staff members were present:*

*Chief Operations Officer Jimmy Morales, Office of the Mayor;*

*Assistant County Attorney (ACA) Cynji Lee; and Deputy Clerks Zorana Milton and Chester Rodriguez, Clerk of the Board.*

*Assistant County Attorney Cynji Lee indicated the items to be considered at today's meeting would be those listed on the final agenda with the addition of Agenda Item 2A Substitute as noted in the Board of County Commissioners (BCC) Chairman Anthony Rodriguez's memorandum dated March 12, 2025, titled "Requested Changes to the Airport Committee Agenda."*

*Commissioner Hardemon requested to pull Agenda Item 2C.*

*Chairman Cabrera requested to be listed as a co-prime sponsor for Agenda Items 2C and 2D; and co-sponsor for Agenda Item 2B.*

*Vice Chairwoman Cohen Higgins moved that the Committee approve today's (3/11) AC agenda, with the aforementioned changes. This motion was seconded by Commissioner Gilbert III, and upon being put to a vote, passed 4-0 (Commissioner Gonzalez was absent).*

*Vice Chairwoman Cohen Higgins moved to consider Agenda Items 2A substitute, 2B, 2D, 3A, 6A and 7A simultaneously. This motion was seconded by Commissioner Gilbert III, and upon being put to a vote, passed by a vote of 4-0 (Commissioner Gonzalez was absent).*

*NOTE: Agenda Items 2A Substitute, 2B, 2D, and 3A were forwarded to the Board of County Commissioners with a favorable recommendation, Agenda Item 6A was approved and Agenda Item 7A was received by the committee.*

**1C**      **PLEDGE OF ALLEGIANCE**

**Report:** *Commissioner Gilbert III led the Pledge of Allegiance.*

**1D**      **REASONABLE OPPORTUNITY FOR THE  
PUBLIC TO BE HEARD AS PROVIDED IN  
RULE 6.06**

**Report:** *Chairman Cabrera opened the reasonable opportunity to be heard; seeing no one come forward to speak, the reasonable opportunity to be heard was closed.*

**1E**      **SPECIAL PRESENTATION(S)**

**1F**      **DISCUSSION ITEM(S)**

**1G**      **PUBLIC HEARING(S)**

**2**      **COUNTY COMMISSION**

2A

**250102 Resolution**

**Roberto J. Gonzalez**

*Withdrawn*

RESOLUTION DIRECTING THE COUNTY MAYOR OR COUNTY MAYOR'S DESIGNEE, ON AN EXPEDITED BASIS, TO (1) NEGOTIATE AN AGREEMENT(S) WITH SUSTAINABILITY PARTNERS, LLC ("SP") FOR THE PROVISION OF PROCUREMENT SERVICES, FUNDING, MANAGEMENT AND MAINTENANCE OF RUNWAY EXPANSION PROJECTS AND/OR OTHER INFRASTRUCTURE PROJECTS AT MIAMI EXECUTIVE AIRPORT ("TMB"), (2) PERFORM ALL DUE DILIGENCE NECESSARY TO DETERMINE WHETHER ANY OBSTACLES OR IMPEDIMENTS EXIST TO SUCH AGREEMENT(S), (3) ATTEMPT TO RESOLVE ANY OBSTACLES OR IMPEDIMENTS THAT MAY BE IDENTIFIED, AND (4) WITHIN 30 DAYS OF THE EFFECTIVE DATE OF THIS RESOLUTION, IF THE MAYOR DETERMINES THAT IT IS IN THE BEST INTERESTS OF THE COUNTY TO WAIVE COMPETITIVE BIDDING AND RECOMMEND AWARD OF SUCH AGREEMENT(S), PLACE A FINAL NEGOTIATED AGREEMENT(S) ALONG WITH WRITTEN RECOMMENDATIONS, OR, IF NO FINAL AGREEMENT(S) HAVE BEEN NEGOTIATED BY SUCH DATE, A STATUS REPORT, ON AN AGENDA OF THIS BOARD

**Report:** *See Agenda Item 2A Substitute, Legislative File No. 250562 for the substitute version.*

2A Substitute

**250562 Resolution**

**Roberto J. Gonzalez,**

**Sen. Rene Garcia**

RESOLUTION DIRECTING THE COUNTY MAYOR OR COUNTY MAYOR'S DESIGNEE, ON AN EXPEDITED BASIS, TO (1) NEGOTIATE AN AGREEMENT(S) WITH SUSTAINABILITY PARTNERS, LLC ("SP") FOR THE PROVISION OF PROCUREMENT SERVICES, FUNDING, MANAGEMENT AND MAINTENANCE OF RUNWAY EXPANSION PROJECTS AND/OR OTHER INFRASTRUCTURE PROJECTS AT MIAMI EXECUTIVE AIRPORT ("TMB"), (2) PERFORM ALL DUE DILIGENCE NECESSARY TO DETERMINE WHETHER ANY OBSTACLES OR IMPEDIMENTS EXIST TO SUCH AGREEMENT(S), (3) ATTEMPT TO RESOLVE ANY OBSTACLES OR IMPEDIMENTS THAT MAY BE IDENTIFIED, AND (4) WITHIN 30 DAYS OF THE EFFECTIVE DATE OF THIS RESOLUTION, IF THE MAYOR DETERMINES THAT IT IS IN THE BEST INTERESTS OF THE COUNTY TO WAIVE COMPETITIVE BIDDING AND RECOMMEND AWARD OF SUCH AGREEMENT(S), PLACE A FINAL NEGOTIATED AGREEMENT(S) ALONG WITH WRITTEN RECOMMENDATIONS, OR, IF NO FINAL AGREEMENT(S) HAVE BEEN NEGOTIATED BY SUCH DATE, A STATUS REPORT, ON AN AGENDA OF THIS BOARD [SEE ORIGINAL ITEM UNDER FILE NO. 250102]

*Forwarded to BCC with a favorable recommendation*  
*Mover: Cohen Higgins*  
*Seconder: Gilbert, III*  
*Vote: 4-0*  
*Absent: Gonzalez*

2B

**250431 Resolution**

**Danielle Cohen Higgins,**

**Juan Carlos Bermudez, Kevin Marino Cabrera**

RESOLUTION DIRECTING THE COUNTY MAYOR OR COUNTY MAYOR'S DESIGNEE TO INCORPORATE A SECRET SHOPPER PROGRAM FOR CONCESSIONS AT MIAMI INTERNATIONAL AIRPORT; AND DIRECTING THE COUNTY MAYOR OR COUNTY MAYOR'S DESIGNEE TO DESIGNATE A CONCESSIONS MANAGER

*Forwarded to BCC with a favorable recommendation*  
*Mover: Cohen Higgins*  
*Seconder: Gilbert, III*  
*Vote: 4-0*  
*Absent: Gonzalez*

2C

**250432 Resolution**

**Danielle Cohen Higgins,  
Kevin Marino Cabrera**

RESOLUTION RELATING TO INVESTMENT IN EXISTING CONCESSIONAIRE LOCATIONS AT MIAMI INTERNATIONAL AIRPORT; WAIVING, BY A TWO-THIRDS VOTE OF BOARD MEMBERS PRESENT, FORMAL BID PROCEDURES PURSUANT TO SECTION 5.03(D) OF THE HOME RULE CHARTER AND SECTION 2-8.1 OF THE CODE OF MIAMI-DADE COUNTY, FLORIDA; APPROVING AMENDED AND RESTATED LEASE AND CONCESSION AGREEMENT AND AUTHORIZES COUNTY MAYOR OR COUNTY MAYOR'S DESIGNEE TO OFFER AMENDED AND RESTATED LEASE AND CONCESSION AGREEMENTS FOR CERTAIN CONCESSIONAIRES AT MIAMI INTERNATIONAL AIRPORT WHICH, AMONG OTHER THINGS 1) EXTENDS THE CONCESSION AGREEMENTS FOR AN ADDITIONAL 12 YEARS, 2) PROVIDES FOR A MINIMUM INVESTMENT AMOUNT PER CONCESSION LOCATION AND AN ADDITIONAL MINIMUM INVESTMENT PER CONCESSION AGREEMENT, 3) PROVIDES A PROCESS FOR THE COUNTY TO APPROVE NEW CONCESSION BRANDS AND CONCEPTS, 4) OBLIGATES CONCESSIONAIRES TO INVEST IN UTILITY SERVICE FOR THEIR LOCATIONS, 5) PROVIDE FOR DEADLINES FOR INVESTMENT TO BE COMPLETE, AND 6) PROVIDE FOR CLAWBACK OF LOCATIONS TO THE COUNTY IN THE EVENT THAT INVESTMENT BY THE CONCESSIONAIRES IS NOT TIMELY COMPLETED; WAIVING RESOLUTION NO. R-456-07 RELATING TO USE OF TRANS-FATS IN CONCESSION LOCATIONS; AUTHORIZING THE COUNTY MAYOR OR COUNTY MAYOR'S DESIGNEE TO EXECUTE THE AMENDED AND RESTATED LEASE AND CONCESSION AGREEMENTS, IN SUBSTANTIALLY THE FORM ATTACHED HERETO WITH THE CONDITIONS STATED AND EXERCISE ALL RIGHTS CONFERRED THEREIN, INCLUDING TERMINATION, AND PERFORM ALL ACTS NECESSARY TO EFFECTUATE SAME; DIRECTING THE COUNTY MAYOR OR COUNTY MAYOR'S DESIGNEE TO PROVIDE THE EXECUTED AMENDMENTS TO THE PROPERTY APPRAISER IN ACCORDANCE WITH RESOLUTION NO. R-791-14; DIRECTING THE COUNTY MAYOR OR COUNTY MAYOR'S DESIGNEE TO ESTABLISH A DESIGN AND PERMITTING WORKING GROUP IN CONNECTION WITH CONCESSIONS REDEVELOPMENT AT MIAMI INTERNATIONAL AIRPORT; AND AUTHORIZES THE COUNTY MAYOR OR COUNTY MAYOR'S DESIGNEE TO NEGOTIATE AND EXECUTE AMENDED AND RESTATED AGREEMENTS, WITH CONCESSIONS PROVIDING SERVICES AT MIA, TO THE EXTENT CONSISTENT

*Forwarded to BCC with a favorable recommendation*  
*Mover: Cohen Higgins*  
*Seconder: Gonzalez*  
*Vote: 5-0*

WITH THE AMENDED AND RESTATED AGREEMENTS  
WITH RETAIL AND FOOD AND BEVERAGE  
PROVIDERS, WITHOUT NEED FOR SUBSEQUENT  
APPROVAL OF THIS BOARD

**Report:** *Chairman Cabrera opened discussion by introducing the foregoing proposed resolution. He described the item as a significant investment exceeding \$250 million for Miami International Airport (MIA) improvements and modernization. Chairman Cabrera emphasized that passengers consistently praised the airport's local concessions, which provided authentic Miami flavor through vendors like Versailles and Chef Creole, and noted that this item would continue successful partnerships while establishing equitable competitive terms.*

*At Commissioner Hardemon's request, the administration presented detailed information about the proposed concession extensions.*

*Mr. Ralph Cutie, Director, Miami-Dade Aviation Department (MDAD) explained that the aviation department staff had conducted months of negotiations with airport concessionaires to develop new contract terms. Additionally, he noted the airport's customer satisfaction surveys had improved from 10th to 4th place quarterly rankings, with the concessions program receiving over 90% approval ratings from passengers.*

*Mr. Cutie advised that the proposed agreement structure encompassed 15-year terms consisting of 12-year base periods with three-year construction phases. He stated under this framework, concessionaires would commit to minimum investments of \$215 million during the base term, with additional requirements of \$52 million at the midpoint and potential \$65 million if three-year extension options were exercised, totaling approximately \$332 million in facility improvements.*

*Mr. Cutie projected that these agreements would generate \$1.1 billion in revenue for the airport over the 12-year base term. He stated the contracts would standardize rent structures with an 8% floor that would incrementally increase to industry averages of 13-14% following the construction period. Mr. Cutie pointed out additional revenue streams such as customer experience fees, infrastructure maintenance fees, and marketing fees designed to enhance operations and promotion.*

*Mr. Cutie reported that a significant component involved optimizing the current food and beverage to retail space ratio from 46%-54% to the industry-preferred 65%-35% distribution. He advised that the agreements established specific investment requirements of \$1,000 per square foot for food and beverage operations and \$850 per square foot for retail spaces, with two-thirds of total investments designated for brick-and-mortar improvements and one-third for equipment.*

*Commissioner Hardemon inquired about the history of contract extensions at the airport. Mr. Cutie explained that the most recent extensions were COVID-related, lasting five to six years and approved in December 2021, with some agreements still operating under those terms. He noted the current concessions program generated approximately \$91 million annually, with projections exceeding \$100 million under the proposed new structure.*

*Following Commissioner Hardemon's comments and questions about vendor tenure, Mr. Cutie indicated that some concessionaires had operated at MIA for 20-30 years across approximately 50 contracts representing 250 different spaces.*

*Commissioner Hardemon pointed out that competitive bidding had last occurred in 2006-2008, with the previous competitive round in 2003. He contended that this meant some operations had continued without competition for over two decades and commented on the implications of such lengthy non-competitive periods. Commissioner Hardemon observed that these contract spans encompassed entire generations, noting that vendors who had operated for 30 years would potentially reach 45 years under the proposed extensions. Using personal references to illustrate the lengthy timeframes, Commissioner Hardemon noted that these contract periods exceeded typical career spans and could result in the next generation of current operators eventually seeking similar extensions.*

*Commissioner Hardemon emphasized that approving extensions without competition constituted selecting preferred vendors in the airport marketplace. He argued that competitive processes would introduce new operators who could provide community benefits and innovative service approaches. He cited Jackson Soul Food's success as an example of how new businesses could represent Miami's authentic culture when provided*

opportunities.

*Transitioning to equity and diversity concerns, Commissioner Hardemon stressed that MIA should reflect Miami-Dade County's demographic composition in its concession operations. He expressed particular interest in examining the financial impact on African American businesses and exploring mechanisms to increase minority participation through direct lease opportunities, joint ventures, and enhanced ownership percentages in existing partnerships.*

*Commissioner Hardemon concluded his remarks by requesting additional time to evaluate equity provisions and develop written specifications for broader community participation, noting that future commissioner bodies would have no input on such lengthy contractual commitments.*

*Chairman Cabrera supported the extension approach, stating that effective systems should not be changed without cause. He argued that competitive bidding would require approximately 10 years, significantly delaying necessary improvements. Chairman Cabrera noted that many existing concessionaires were minorities and emphasized maintaining successful operational relationships rather than disrupting them.*

*Commissioner Gilbert III acknowledged that determinations of whether systems required changes depended on individual perspectives and opportunities. Acknowledging Commissioner Hardemon's concerns about access and competition, he suggested pursuing improvements without replacing successful operations and recommended the committee advance the item to the Board for a more robust discussion regarding diversity enhancement opportunities.*

*Commissioner Gonzalez emphasized that substantial capital investments required long-term lease security for financial viability. He questioned enforcement mechanisms and learned from Mr. Cutie that the agreements included strict three-year construction deadlines with automatic revocation provisions for non-compliance beyond 120 days, plus liquidated damages to ensure performance.*

*In an effort to address Commissioner Gonzalez's concerns about vendors meeting only minimum investment requirements, Chairman Cabrera asked concessionaires present in the audience to indicate whether they planned to exceed minimum*

*standards. Multiple vendors responded affirmatively, suggesting commitment to substantial improvements beyond baseline requirements.*

*Discussion ensued between Commissioner Hardemon and Mr. Cutie regarding previous investment requirements.*

*Mr. Cutie explained that during COVID-related extensions, concessionaires were mandated to invest \$75 per square foot in their spaces, establishing precedent for improvement requirements during contract periods. He noted that the current proposed agreements represented a dramatic increase, requiring \$1,000 per square foot for food and beverage spaces and \$850 per square foot for retail spaces.*

*Mr. Cutie emphasized that the new agreements included comprehensive protections for the airport, explaining that beyond the substantial investment increases, concessionaires would face strict performance timelines with automatic lease termination for construction delays exceeding 120 days past the three-year build-out period. He also advised that the contracts incorporated liquidated damages provisions and mandated that two-thirds of investments target permanent structural improvements rather than temporary equipment purchases.*

*Vice Chairwoman Cohen Higgins offered her final perspective by detailing the extensive negotiation process and advocating for the extensions. She noted that concessionaire representatives participating in discussions were primarily from minority backgrounds, mirroring the demographic diversity of Miami-Dade County. Vice Chairwoman Cohen Higgins stressed that with annual passenger traffic reaching 56 million, there was a critical need for immediate facility upgrades and pointed to the substantial jump in investment standards from the previous \$75 per square foot standard to the proposed \$850-1,000 per square foot requirements. She noted additional contract benefits including concessionaires' commitment to maintain living wage standards for thousands of employees throughout the 15-year term, and pointed out that the agreements also created opportunities for new businesses through mandatory space reconceptualization needed to achieve the industry-standard 65%-35% food and beverage to retail ratio.*

*Commissioner Hardemon indicated conditional*

*support for advancement to the Board for consideration. He stated that meaningful diversity and inclusion discussions must occur between committee approval and full Board consideration, emphasizing expectations for substantive improvements in equity and expanded community participation opportunities.*

*There being no further questions or comments, the Committee proceeded to vote on the foregoing proposed resolution, as presented.*

2D

**250433 Resolution**

**Danielle Cohen Higgins,**

**Kevin Marino Cabrera**

RESOLUTION DIRECTING THE COUNTY MAYOR OR COUNTY MAYOR'S DESIGNEE TO ISSUE A SOLICITATION FOR CONCESSIONS FOR TERMINAL K AND FOR ALL OTHER UNLEASED SPACE SUITABLE FOR CONCESSIONS IN SOUTH, CENTRAL, OR NORTH TERMINALS AT MIAMI INTERNATIONAL AIRPORT; REQUIRING A PRESENTATION BY THE COUNTY MAYOR OR COUNTY MAYOR'S DESIGNEE TO THE AIRPORT COMMITTEE IF A SOLICITATION HAS NOT BEEN ISSUED IN 45 DAYS

*Forwarded to BCC with a favorable recommendation*

*Mover: Cohen Higgins*

*Seconder: Gilbert, III*

*Vote: 4-0*

*Absent: Gonzalez*

**3 DEPARTMENT(S)**

3A

**250352 Resolution**

RESOLUTION WAIVING COMPETITIVE BIDDING PROCEDURES AND RETROACTIVELY AUTHORIZING A NON-COMPETITIVE, REVENUE GENERATING CONTRACT PURSUANT TO SECTION 5.03(D) OF THE HOME RULE CHARTER AND SECTION 2-8.1(B)(1) OF THE COUNTY CODE BY A TWO-THIRDS VOTE OF THE BOARD MEMBERS PRESENT, FOR CONTRACT NO. BW-10468 WITH TURO, INC. FOR PEER-TO-PEER CAR SHARING SERVICE AT MIA WITH ESTIMATED REVENUE OF \$15,000,000.00 FOR AN INITIAL THREE-YEAR TERM WITH THREE, ONE-YEAR OPTIONS TO RENEW FOR MIAMI-DADE AVIATION DEPARTMENT; AND AUTHORIZING THE COUNTY MAYOR OR COUNTY MAYOR'S DESIGNEE TO EXERCISE ALL PROVISIONS OF THE CONTRACT, INCLUDING ANY CANCELLATION, RENEWALS OR EXTENSIONS, PURSUANT TO SECTION 2-8.1 OF THE CODE OF MIAMI-DADE COUNTY, FLORIDA AND IMPLEMENTING ORDER 3-38 (Strategic Procurement)

*Forwarded to BCC with a favorable recommendation*  
*Mover: Cohen Higgins*  
*Seconder: Gilbert, III*  
*Vote: 4-0*  
*Absent: Gonzalez*

**4 COUNTY MAYOR**

**5 COUNTY ATTORNEY**

**6 CLERK OF THE BOARD**

6A

**250406 Report**

APPROVAL OF THE CLERK'S SUMMARY OF MINUTES FOR THE AIRPORT COMMITTEE MEETING(S):

- JANUARY 15, 2025 (Clerk of the Board)

*Approved*  
*Mover: Cohen Higgins*  
*Seconder: Gilbert, III*  
*Vote: 4-0*  
*Absent: Gonzalez*

**7 REPORT(S)**

7A

**250360 Report**

MIAMI-DADE AVIATION DEPARTMENT: AVIATION  
CAPITAL PROGRAM REPORT – MARCH 2025 (Mayor)

**Report Received**  
**Mover: Cohen Higgins**  
**Seconder: Gilbert, III**  
**Vote: 4-0**  
**Absent: Gonzalez**

**8 ADJOURNMENT**

**Report:** *There being no further business to come before the Airport Committee, the meeting was adjourned at 10:21 a.m.*



**MIAMI-DADE COUNTY  
CLERK'S SUMMARY OF MINUTES**

**Airport Committee**

*Stephen P. Clark Government Center  
Commission Chambers  
111 N.W. 1st Street  
Miami, FL 33128*

May 14, 2025

9:00 AM

Juan Fernandez-Barquin  
Clerk of the Court and Comptroller

Basia Pruna, Director  
Clerk of the Board Division

Chester Rodriguez  
Commission Reporter  
(305) 375-3819



**CLERK'S SUMMARY OF  
Meeting Minutes  
Airport Committee**

Danielle Cohen Higgins (8), Chairwoman, Roberto J. Gonzalez (11) Vice Chairman;  
Commissioners Oliver G. Gilbert, III (1), Keon Hardemon (3) and Natalie Milian Orbis  
(6)

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**Wednesday, May 14, 2025**

**9:00 AM**

**Commission Chambers**

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**Members Present:** Danielle Cohen Higgins, Keon Hardemon, Natalie Milian Orbis.

**Members Absent:** Oliver G. Gilbert, III, Roberto J. Gonzalez.

**Members Late:** None.

**Members Excused:** None.

**Members Absent County Business:** None.

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**1 MINUTES PREPARED BY:**

**Report:** *Chester Rodriguez, Commission Reporter,  
(305) 375-3819*

**1A INVOCATION AS PROVIDED IN RULE 5.05  
(H)**

**Report:** *Commissioner Hardemon led the prayer.*

**1B**      **ROLL CALL**

**Report:** *Chairwoman Cohen Higgins convened the Airport Committee (AC) meeting at 9:36 a.m.*

*In addition to the Committee members, the following staff members were present:*

*Chief Operations Officer (COO) Jimmy Morales,  
Office of the Mayor;*

*County Attorney Geri Bonzon-Keenan; and  
Assistant County Attorneys (ACA) Cynji Lee;*

*Deputy Clerks Zorana Milton and Chester  
Rodriguez, Clerk of the Board.*

*ACA Cynji Lee announced there were no changes to today's (5/12) Airport Committee agenda, however, noted that the administration requested the advancement of Agenda Items 3A, 3B, and 3C to the next (May 20, 2025) Board of County Commissioners (Board) meeting.*

*Commissioner Hardemon bifurcated Agenda Item 3D.*

*Commissioner Milian Orbis moved to consider Agenda Items 3A, 3B, 3C, 7A and 7B simultaneously. This motion was seconded by Commissioner Hardemon, and upon being put to a vote, passed 3-0 (Vice Chairman Gonzalez and Commissioner Gilbert III were absent).*

*NOTE: Agenda Items 3A, 3B, and 3C were forwarded to the Board of County Commissioners with a favorable recommendation, Agenda Items 7A and 7B were received by the Committee.*

**1C**      **PLEDGE OF ALLEGIANCE**

**Report:** *Commissioner Milian Orbis led the Pledge of Allegiance.*

**1D**      **REASONABLE OPPORTUNITY FOR THE  
PUBLIC TO BE HEARD AS PROVIDED IN  
RULE 6.06**

**Report:** *Chairwoman Cohen Higgins opened the reasonable opportunity to be heard; seeing no one come forward to speak, Chairwoman Cohen Higgins closed the reasonable opportunity to be heard.*

**1E**      **SPECIAL PRESENTATION(S)**

**1F**      **DISCUSSION ITEM(S)**

**1G**      **PUBLIC HEARING(S)**

**2**      **COUNTY COMMISSION**

**3**      **DEPARTMENT(S)**

3A

**250827**      **Resolution**      **Danielle Cohen Higgins**

RESOLUTION APPROVING PROFESSIONAL SERVICES AGREEMENT BETWEEN MIAMI-DADE COUNTY AND BERMELLO AJAMIL & PARTNERS, LLC FOR THE PROVISION OF PROFESSIONAL ARCHITECTURAL AND ENGINEERING DESIGN SERVICES AT MIAMI INTERNATIONAL AIRPORT TO REDEVELOP THE CENTRAL TERMINAL, CONTRACT NO. A24AV02, IN AN AMOUNT NOT TO EXCEED \$39,852,190.00 FOR A TERM OF SEVEN YEARS WITH NO RENEWAL OPTIONS; AUTHORIZING THE COUNTY MAYOR OR COUNTY MAYOR'S DESIGNEE TO EXECUTE THE SAME, AND TO EXERCISE THE PROVISIONS THEREOF, INCLUDING TERMINATION OF AND EXERCISE ALL RELEVANT AUTHORITY GRANTED THE COUNTY MAYOR OR COUNTY MAYOR'S DESIGNEE PURSUANT TO SECTIONS 2-285 AND 2-285.2 OF THE MIAMI-DADE COUNTY CODE (Aviation Department)

*Forwarded to BCC with a favorable recommendation  
Mover: Milian Orbis  
Seconder: Hardemon  
Vote: 3-0  
Absent: Gonzalez, Gilbert, III*

3B

**250831 Resolution**

**Danielle Cohen Higgins**

RESOLUTION APPROVING DESIGN-BUILD AGREEMENT BETWEEN MIAMI-DADE COUNTY AND LEMARTEC-NV2A JV, LLC TO PROVIDE DESIGN-BUILD SERVICES AT MIAMI INTERNATIONAL AIRPORT FOR THE EXPANSION OF THE EXISTING SOUTH TERMINAL AND THE DESIGN AND CONSTRUCTION OF A NEW CONCOURSE K, CONTRACT NO.: DB23AV01, IN AN AMOUNT NOT TO EXCEED \$600,638,241.24 FOR A TERM OF 1,485 CALENDAR DAYS; AUTHORIZING THE COUNTY MAYOR OR COUNTY MAYOR'S DESIGNEE TO EXECUTE THE SAME TO EXERCISE THE PROVISIONS THEREOF, INCLUDING TERMINATION, AND TO EXERCISE ALL RELEVANT AUTHORITY GRANTED TO COUNTY MAYOR PURSUANT TO SECTIONS 2-285 AND 2-285.2 OF THE MIAMI-DADE CODE (Aviation Department)

*Forwarded to BCC with a favorable recommendation*

*Mover: Milian Orbis*

*Secunder: Hardemon*

*Vote: 3-0*

*Absent: Gonzalez, Gilbert, III*

3C

**251002 Resolution**

**Natalie Milian Orbis**

RESOLUTION APPROVING A CONTRACT FOR SALE AND PURCHASE BETWEEN MIAMI-DADE COUNTY, AS BUYER, AND TCG PL33 LLC, A FLORIDA LIMITED LIABILITY COMPANY, AS SELLER, OF AN APPROXIMATELY 323,591 SQUARE FOOT PROPERTY WITH IMPROVEMENTS AND THE ASSIGNMENT OF A LEASE WITH A HOLDOVER TENANT CREATING A TENANCY AT WILL, LOCATED EAST OF MIAMI INTERNATIONAL AIRPORT FOR THE PURCHASE PRICE OF \$54,000,000.00; AUTHORIZING THE COUNTY MAYOR OR COUNTY MAYOR'S DESIGNEE TO EXECUTE THE CONTRACT FOR SALE AND PURCHASE, TO EXERCISE ALL PROVISIONS CONTAINED THEREIN, AND TO PERFORM ALL ACTS NECESSARY TO EFFECTUATE THIS TRANSACTION; AUTHORIZING THE ACCEPTANCE OF THE PROPERTY BY A WARRANTY DEED; AUTHORIZING THE EXPENDITURE OF UP TO \$130,000.00 FOR CLOSING COSTS AND DIRECTING THE COUNTY MAYOR OR COUNTY MAYOR'S DESIGNEE TO RECORD SUCH DEED IN THE PUBLIC RECORDS (Aviation Department)

*Forwarded to BCC with a favorable recommendation*

*Mover: Milian Orbis*

*Secunder: Hardemon*

*Vote: 3-0*

*Absent: Gonzalez, Gilbert, III*

3D

**250700 Resolution Oliver G. Gilbert, III**

RESOLUTION APPROVING AWARD OF SIX NON-EXCLUSIVE PERMITS TO PROVIDE GENERAL AERONAUTICAL SERVICES TO COMMERCIAL AIRCRAFT OPERATORS AND AIRLINES AT MIAMI INTERNATIONAL AIRPORT, SOLICITATION NO. EVN0000202, TO AMERICAN SALES AND MANAGEMENT ORGANIZATION LLC DBA EULEN AVIATION, G2 SECURE STAFF LLC, SWISSPORT USA, INC., TRIANGLE SERVICES OF FLORIDA, INC., ULTRA AVIATION SERVICES, INC., AND MENZIE'S AVIATION (USA), INC.; PROVIDING FOR PAYMENT OF SEVEN PERCENT OF GROSS REVENUES TO THE COUNTY FOR AN INITIAL FIVE-YEAR TERM AND TWO, TWO-YEAR OPTIONS TO RENEW FOR THE MIAMI-DADE AVIATION DEPARTMENT; AND AUTHORIZING THE COUNTY MAYOR OR COUNTY MAYOR'S DESIGNEE TO EXECUTE THE PERMITS AND TO EXERCISE ALL PROVISIONS THEREOF, INCLUDING ANY CANCELLATION, RENEWALS OR EXTENSIONS, PURSUANT TO SECTION 2-8.1 OF THE CODE OF MIAMI-DADE COUNTY, FLORIDA AND IMPLEMENTING ORDER 3-3 (Strategic Procurement)

*Forwarded to BCC with a favorable recommendation*

*Mover: Hardemon*

*Seconded: Milian Orbis*

*Vote: 3-0*

*Absent: Gonzalez, Gilbert, III*

**Report:** *Mr. Ralph Cutie, Director, Miami-Dade Aviation Department (MDAD), provided an overview of the foregoing proposed resolution which covered the companies and their required permits.*

*Commissioner Hardemon noted that companies often merge over time and may appear to be separate entities while operating under the same parent company; and inquired whether any of the applicant companies shared common ownership or were subsidiaries of the same umbrella corporation*

*Discussion ensued between Commissioner Hardemon and Mr. Cutie regarding the pending acquisition of G2 Secure Staff LLC by Menzies Aviation with Mr. Cutie confirming that the acquisition had not yet occurred to the best of his knowledge.*

*Commissioner Hardemon asked multiple questions regarding Menzies Aviation's pending acquisition of G2 Secure Staff LLC, specifically whether the Board of County Commissioners (Board) would need to approve the acquisition, if the acquired company would maintain its current form or be absorbed, and whether the industry typically retained leadership and employees during such*

transitions.

Mr. Cutie responded that the acquisition would require federal approval, with MDAD approval occurring during permit issuance. He noted that the post-acquisition structure remained undetermined and that staffing decisions were handled case-by-case, adding he had not previously observed similar acquisitions at Miami International Airport (MIA).

COO Jimmy Morales explained that the administration had not received formal notification about the Menzies Aviation-G2 Secure Staff acquisition. He noted that any merger would require the County's approval to combine contracts, but could not speculate on contract implications since no merger had occurred.

In response to Commissioner Hardemon's question about the benefits of adding another company, COO Morales cited increased competition as an advantage.

Mr. Cutie clarified that since AGI was already a MIA contractor, the Menzies-G2 merger would not create location allocation issues. He suggested any amendment should include receiving official merger notification.

Commissioner Hardemon expressed concerns about maintaining competition when companies merged. He questioned the County's benefit from adding another company if they would ultimately share the same ownership, and inquired about AGI's experience and employee practices. To address these concerns, he proposed an amendment to allow an additional company to participate, ensuring more choice and diversity. He explained that when multiple companies operated under single ownership, it limited opportunities for other businesses to compete fairly.

Chairwoman Cohen Higgins confirmed the Menzies-G2 acquisition had not occurred and stated her preference for consolidating permits when companies merged. She stated that while she supported Commissioner Hardemon's amendment, she was reluctant to proceed without Commissioner Gilbert III input, since he sponsored the agenda item.

Commissioner Hardemon acknowledged Mr. Cutie's request for official merger notification and agreed to wait for Commissioner Gilbert III, the sponsoring commissioner.

*Regarding the pending acquisition, Commissioner Hardemon indicated he would support Menzies Aviation acquiring G2 Secure Staff while maintaining both permits, provided the County formally recognized their unified ownership.*

*Chairwoman Cohen Higgins noted that corporate acquisitions required time to complete and emphasized the importance of not missing opportunities for additional companies to participate. She recommended advancing the item to the Board for comprehensive discussion, anticipating more information about the acquisition would be available at that time.*

*There being no further questions or comments, the Committee proceeded to vote on the foregoing proposed resolution, as presented*

*Chairwoman Cohen Higgins announced ACA Cynji Lee's departure from the County Attorney's Office and led the Committee in applauding her contributions. She highlighted Ms. Lee as a valued member of the Miami-Dade County family, thanking her for over 20 years of dedicated service and wishing her success in future endeavors.*

*Mr. Cutie and County Attorney Geri Bonzon-Keenan expressed their appreciation for Ms. Lee's work and service to Miami-Dade County, with Ms. Bonzon-Keenan noting she would be dearly missed and wishing her well in future endeavors.*

*Ms. Lee expressed her appreciation for the opportunity to work for Miami-Dade County. Chairwoman Cohen Higgins requested the foregoing proposed resolution to be advanced to the next (5/20) Board of County Commissioners (Board) meeting.*

**4 COUNTY MAYOR**

**5 COUNTY ATTORNEY**

**6 CLERK OF THE BOARD**

**7 REPORT(S)**

7A

**250647 Report**

MIAMI-DADE AVIATION DEPARTMENT: AVIATION  
CAPITAL PROGRAM REPORT – APRIL 2025 (Mayor)

*Report Received*  
*Mover: Milian Orbis*  
*Seconder: Hardemon*  
*Vote: 3-0*  
*Absent: Gonzalez, Gilbert, III*

7B

**250816 Report**

MIAMI-DADE AVIATION DEPARTMENT: AVIATION  
CAPITAL PROGRAM REPORT – MAY 2025 (Mayor)

*Report Received*  
*Mover: Milian Orbis*  
*Seconder: Hardemon*  
*Vote: 3-0*  
*Absent: Gonzalez, Gilbert, III*

**8 ADJOURNMENT**

**Report:** *There being no further business to come before the  
Airport Committee, the meeting was adjourned at  
10:43 a.m.*