

Memorandum



Date: September 11, 2026

To: Honorable Chairman Anthony Rodriguez
and Members, Board of County
Commissioners

ASC
Agenda Item No. 7(B)
October 13, 2026

From: Daniella Levine Cava
Mayor

A handwritten signature in blue ink that reads "Daniella Levine Cava".

Subject: Ordinance No. 26-20: First CARE-MIA Advisory Board Monthly Report
– July and August 2026

On behalf of the Consumer Advisory for Responsiveness Experience (CARE) Advisory Board at Miami International Airport (MIA), and pursuant to Ordinance 26-20, sponsored by Chairman Anthony Rodriguez, this memorandum serves to transmit the monthly report of the CARE-MIA Advisory Board to the Board of County Commissioners and subject to committee review. The report includes all reporting information in compliance with Ordinance 26-20.

Should you have any questions about the information in this report, contact Hiram Barroso at HBarroso@FlyMIA.com.

Attachment

C: Geri Bonzon-Keenan, County Attorney
Jess McCarty, First Assistant County Attorney
Office of the Mayor Senior Staff
Ralph Cutié, Director, Miami-Dade Aviation Department
Yinka Majekodunmi, Commission Auditor
Christina Cicilia, Director, Office of Policy and Budgetary Affairs
Basia Pruna, Director, Clerk of the Board
Eugene Love, Agenda Coordinator

Memorandum



Date: September 3, 2026

To: Honorable Chairman Anthony Rodriguez
and Members, Board of County Commissioners

From: Juan Carlos Liscano 
Chair of the CARE-MIA Advisory Board

Subject: Ordinance No. 26-20: First CARE-MIA Advisory Board Monthly
Report – July and August 2026

I. First Monthly Report

Pursuant to Ordinance 26-20, prime-sponsored by Chairman Anthony Rodriguez, the Consumer Advisory for Responsiveness Experience (CARE) Advisory Board at Miami International Airport (MIA) was established to provide the Board of County Commissioner's (Board) with a monthly report, with a copy provided to the Chair of the Airport Committee. These reports, which are subject to committee review, include, at a minimum: a summary of recent Advisory Board activities; identification of areas of concern and proposed solutions, accompanied by status updates on previously identified issues; and recommendations to enhance daily operations and improve the overall experience of passengers, employees, and visitors.

The CARE-MIA Advisory Board held its inaugural meeting on June 8, 2026, followed by its second meeting on July 22, 2026, and its third meeting on August 18, 2026. In accordance with the reporting requirements, the initial report is due within 30 days of the second meeting. In consideration of this timing and the Board's August recess, this first monthly report consolidates the findings and activities of the July and August 2026 reporting periods.

The Miami-Dade Aviation Department (MDAD, MIA, or Department) provides administrative and operational support to the CARE-MIA Advisory Board, including assistance with reports, meeting minutes, correspondence, and other resolutions necessary to carry out the Advisory Board's duties.

II. Agenda and Summary

A. June 8, 2026 – Inaugural Meeting: The CARE-MIA Advisory Board approved and discussed the following agenda.

1. Opening Remarks – Chairman of the Board of County Commissioners

2. Reasonable Opportunity for the Public to be Heard
3. Selection of the CARE-MIA Chairperson and Vice Chairperson
4. Introduction of the CARE-MIA Members and Staff
5. Presentations
 - A. Overview of Ordinance 26-20 Creating the CARE-MIA Board
 - B. Overview of Florida's Sunshine Law, Public Records, and Conflict of Interest
6. Comments/Discussion by Board members
 - A. Presentation by Ralph Cutié, Director and CEO of Miami International Airport
 - B. Meeting Schedule
 - C. Other Discussion Items
7. Adjournment

*Following Adjournment, members will be escorted for a tour of the Airport with staff

A summary of the approved meeting minutes is provided in Exhibit A.

B. July 22, 2026 – Second Meeting: The CARE-MIA Advisory Board approved and discussed the following agenda.

1. Call to Order - Chairman Juan Carlos Liscano
2. Roll Call - Hiram L. Barroso
3. Approval of Minutes
 - Review and approval of June 8, 2026, CARE Advisory Board meeting minutes
4. Business Board (TBD)
 - Election/Appointment of a new Vice-Chair
5. Airport Director's Report, Presented by: Airport Director Ralph Cutié
 - Welcome and Deep Dive Presentation
 - Discussion of emerging customer experience trends and performance measures
6. CARE Board Requested "Hot Topics"
Discussion of the three priority topics requested by Chairman Liscano:
 - Cleaning and Janitorial Services
 - Current initiatives
 - Performance metrics
 - Ongoing improvements

- Roofing and Leak Mitigation
 - Status of mitigation efforts
 - Capital improvement projects
 - Progress and future initiatives
 - Flight Delays and Cancellations
 - Weather-related impacts
 - National and international operational disruptions
 - Airport response, coordination efforts, lessons learned, and future preparedness
7. Board Member Discussion
 - Questions and comments from Board members
 - Recommendations for future agenda topics
 8. Public Comments
 - Public comments, if applicable
 9. Discussion of Future CARE Advisory Board Initiatives
 - Review Year-to-Date MDAD Customer Surveys
 - Other potential topics
 10. Adjournment

A summary of the approved meeting minutes is provided in Exhibit A.

C. August 18, 2026 – Third Meeting: The CARE-MIA Advisory Board approved and discussed the following agenda.

1. Call to Order – Chairman Juan Carlos Liscano
2. Roll Call – Hiram L. Barroso
3. Public Comment
4. Approval of Minutes
 - Approval of the June 8, 2026, CARE Advisory Board Meeting Minutes
 - Approval of the July 22, 2026, CARE Advisory Board Meeting Minutes
5. Welcome and Introductions – Chairman Juan Carlos Liscano
 - Introduction of New CARE Advisory Board Member
 - Olga Ramudo
 - Junior Silva
 - Nomination and Approval of Vice Chair
6. Airport Director's Welcome
 - Presented by: Airport Director Ralph Cutié
 - Opening Remarks

- Airport Initiatives and Customer Experience Update
- 7. MIA Customer Experience Overview
 - Presented by: Airport Director Ralph Cutié
 - Review of MIA's Top Three Customer Feedback Sources
 - A. JDPower Passenger View Survey
 - Presented by: Mr. Michael Taylor, Senior Managing Director, Travel, Hospitality, Retail & CSA
 - B. ACI Airport Service Quality (ASQ) Airport Performance
 - Presented by: Mr. Dimitri Coll, Senior Vice President & Chief Products and Services Officer
 - C. Miami International Airport Social Media Channels
 - Presented by: Ms. Cristina Armand, Section Chief of Digital Marketing
- 8. Chairman Juan Carlos Liscano's Eight Areas of Focus
 - Discussion Led by Chairman Juan Carlos Liscano
 - Discussion and Assignment of Board Members to the following customer experience focus areas:
 - I. Cleanliness
 - II. Traffic Flows
 - III. Concessions
 - IV. Terminal Experience
 - V. Government Agencies
 - VI. Flight Delays
 - VII. Worker Access
 - VIII. Storytelling
- 9. Board Discussion
 - Board Member Comments
 - Questions and Recommendations
 - Future Topics for Consideration
- 10. New Business
 - Review of Action Items
- 11. Adjournment

A summary of the meeting minutes is provided in Exhibit A. As the CARE-MIA Advisory Board has not met since the minutes were prepared by MDAD, they remain pending formal approval. If any changes are reflected in the final approved minutes, they will be noted in a subsequent report.

III. Recommendations

None.

Honorable Chairman Anthony Rodriguez
and Members, Board of County Commissioners
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cc: Geri Bonzon-Keenan, County Attorney
Jess McCarty, First Assistant County Attorney
Office of the Mayor Senior Staff
Christina Cicilia, Director, Office of Policy and Budgetary Affairs
Ralph Cutié, Director, Miami-Dade Aviation Department
Basia Pruna, Director, Clerk of the Board
Adeyinka Majekodunmi, Commission Auditor
Eugene Love, Agenda Coordinator

Exhibit A

Summary of Meeting Minutes

**FINAL OFFICIAL MINUTES
CONSUMER ADVISORY FOR RESPONSIVE EXPERIENCE AT MIAMI
INTERNATIONAL AIRPORT
ADVISORY BOARD
(CARE-MIA)
JUNE 8, 2026**

The Consumer Advisory for Responsive Experience at Miami International Airport (CARE-MIA) convened a meeting at the Miami International Airport Hotel, 7th Floor Viena Conference Room, 7 NW 20th Street & Le June Road, Concourse E, on June 8, 2026, at 11:30 a.m.

The following CARE-MIA members were present: Mr. Rolando Aedo, Mr. Vance Aloupis, Ms. Alejandra Argudin, Mr. Juan Carlos Liscano, County Commissioner Natalie Milan Orbis, Ms. Zaba Maria St. George Castro, and Mr. Anthony Verdugo (Ms. Olga Ramundo was absent).

In addition to the Board members, the following staff members were present:

- First Assistant County Attorney Jess McCarty;
- Assistant County Attorney (ACA);
- Assistant County Attorneys (ACA) Monica Rizo and David Murray;
- Mr. Ralph Cutie, Director, Miami-Dade Aviation Department (MDAD);
- Ms. Ana Finol, MDAD Deputy Director of Operations and Facilities;
- Ms. Andria Muniz-Amador, MDAD Chief of Staff and Senior Strategic Marketing and Customer Experience Advisor;
- Mr. Hiram Barroso, MDAD Chief of Public Affairs and Marketing;
- Mr. Robert Thompson, Community Outreach Coordinator, Miami-Dade Commission on Ethics and Public Trust (COE); and
- Zorana Milton, Deputy Clerk, Clerk of the Board

Also in attendance were the Board of County Commissioners (BCC) Chairman Rodriguez and Aviation and Seaport Committee (ASC) Chairwoman Cohen Higgins.

I. Opening Remarks — Chairman of the Board of County Commissioners

BCC Chairman Rodriguez called the inaugural meeting of the CARE-MIA advisory Board (Board) to order and thanked the members for volunteering their time and agreeing to serve. He observed that Miami-Dade County was preparing to host several world-class events and that the community was continuing to move in a world-class direction. He described Miami International Airport (MIA) as the first impression visitors form when they arrive and the lasting impression they carry when they leave, and he expressed his hope that travelers would associate the community with its beaches and other attractions rather than with the airport alone.



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BCC Chairman Rodriguez stated that he took personal offense when state partners, federal partners, or others criticized the community, especially when that criticism came from people with limited knowledge of how the airport actually operated. He encouraged critics to become involved in improving the airport rather than finding fault from the outside. BCC Chairman Rodriguez acknowledged that the airport was not perfect and had significant room for improvement, which he identified as the reason for creating the advisory Board.

While preferring to focus on the positive, BCC Chairman Rodriguez asked members to serve as a fresh set of eyes and identify conditions that daily staff had grown accustomed to overlooking. He encouraged them to tour the airport with the leadership team and, for every improvement shown, to flag something still needing attention. He framed the review as a holistic one spanning cleanliness, traffic flow, concessionaires, terminals, and the overall passenger experience, naming cleanliness as his top priority.

II. Reasonable Opportunity to be Heard

BCC Chairman Rodriguez opened the reasonable opportunity to be heard. There being no one wishing to speak, the reasonable opportunity to be heard was closed.

III. Selection of the CARE-MIA Chairperson and Vice Chairperson

Ms. St. George Castro moved to nominate Mr. Juan Carlos Liscano as Chairman of the CARE-MIA Board. This motion was seconded by Ms. Argudin and, upon being put to a vote, passed 6-0 (Mr. Liscano abstained, and Ms. Ramudo was absent).

Chairman Liscano moved to nominate Commissioner Milian Orbis as Vice Chairwoman of the CARE-MIA Board. This motion was seconded by Ms. St. George Castro and, upon being put to a vote, passed by a vote of 6-0 (Commissioner Milian Orbis abstained, and Ms. Ramudo was absent).



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IV. Introduction of the CARE-MIA Members and Staff

BCC Chairman Rodriguez invited each Advisory Board and staff member to introduce themselves, then asked ACA Murray to read the establishing ordinance into the record and summarize its provisions.

V. Presentations

A. Overview of Ordinance 26-20 Creating the CARE-MIA Board

ACA Murray read the ordinance creating the advisory Board into the record. He stated that the Board had the power to make recommendations regarding areas for improvement in the operations and day-to-day experience of passengers, employees, and visitors at the airport, with the overall purpose of ensuring the best possible airport experience, including the airport's concessionaire program. He stated the Board was charged with continuously reviewing operations and identifying areas of concern and solutions; could request and receive facility reports and information from the Aviation Department as permitted by law; and would serve as a forum in which individuals and groups could express concerns and offer suggestions, along with such other duties as the BCC might assign. He further stated that the ordinance required the Board to provide a monthly report to the BCC summarizing its activities, the items addressed at recent meetings, identified areas of concern, and the Board's recommendations that the Board has to improve the day to day experience of passengers at MIA.

BCC Chairman Rodriguez stated that some matters identified by the Board could be reported to and corrected by the airport administration directly, while others would return to the BCC, potentially requiring changes to County rules or laws, additional staff, or additional funding, and encouraged members to distinguish between matters that could be addressed quickly versus those requiring further action over a longer period.

B. Overview of Florida's Sunshine Law, Public Records, and Conflict of Interest

Mr. Robert Thompson provided a PowerPoint presentation on ethics, the Government-in-the-Sunshine Law, and public records. He provided background on the COE, noting that it was established under Miami-Dade County's Home Rule Charter and was responsible for interpreting



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the County's Code of Ethics. He outlined the COE's primary functions, which included providing ethics training to officials, Board members, and employees; issuing legally binding ethical opinions; and coordinating with the State Attorney's Office to address potential violations. Mr. Thompson noted that the Commission had the authority to impose fines, non-criminal penalties, and suspensions from office, but did not possess criminal enforcement authority.

Mr. Thompson summarized the key requirements of the Sunshine Law and Public Records Law, advising members that meetings were required to be open to the public and that public records requests should be routed through staff rather than addressed individually. He cautioned that improperly handled records requests could result in litigation and settlements. Mr. Thompson reminded members that records related to Board business, including communications concerning agenda items, constituted public records; however, purely personal matters did not. He noted that public records exemptions were narrowly construed and encouraged members to seek guidance from staff and the County Attorney's Office when questions arose.

Mr. Thompson also reviewed the Citizens' Bill of Rights, gift restrictions, voting conflict standards, and lobbying rules. He noted that the County's standards regarding voting conflicts were more stringent than those established by the State and encouraged members to request an ethics opinion whenever a voting conflict or other ethics-related issue arose. In closing, Mr. Thompson thanked the Board for the opportunity to provide the presentation.

VI. Comments/Discussion by Board Members

BCC Chairman Rodriguez recognized and welcomed Commissioner Cohen Higgins, ASC Chairwoman, to the meeting.

A. Presentation by Ralph Cutie, Director and CEO of Miami International Airport (MIA)

Mr. Ralph Cutie provided an oral presentation regarding MIA's current status and future plans. He reported that the airport had completed its fourth consecutive year exceeding 50 million passengers and ranked among the busiest airports in the United States. He noted that MIA ranked second nationally for international passengers and had recently moved from tenth to eighth place in total passenger traffic. He further reported record cargo activity, which had elevated MIA to first in the



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nation for total freight, and stated that long-term projections anticipated approximately 77 million passengers by 2040.

Mr. Cutie outlined the airport's capital improvement and modernization programs, which totaled more than \$14 billion over approximately 15 years and encompassed more than 200 projects. He highlighted the recently completed South Terminal parking garage, the South Terminal expansion (Concourse K), which would add six domestic gates, the redevelopment of the Central Terminal, and improvements to Concourse D. He noted that approximately \$1.1 billion had been allocated to improve and upgrade Gate D60, where passengers currently boarded aircraft directly from the tarmac rather than through jet bridges. Mr. Cutie explained that the D60 project would add 17 contact gates and glass loading bridges to eliminate outdoor boarding and was scheduled to break ground in 2027, with completion anticipated in 2030.

Mr. Cutie also discussed a separate modernization and maintenance program totaling approximately \$2 billion, which focused on customer touchpoints from arrival through departure. He explained that the program included replacing passenger boarding bridges with glass units; a multi-phase restroom renovation program; modernization of the conveyance system, including elevators, escalators, and moving walkways; and enhancements to janitorial services through new contracts and expanded oversight. He acknowledged that significant improvements were still needed, particularly within the older Central Terminal, and invited members to tour the airport and provide input regarding future enhancements.

Mr. Cutie added that MIA generated an estimated annual economic impact of approximately \$212 billion and supported approximately 950,000 jobs, making it the State of Florida's leading economic engine. He stated that the Aviation Department was committed to maintaining that position by working collaboratively with the Advisory Board, the Aviation and Seaport Committee, and the Mayor's Office.

Commissioner Cohen Higgins addressed the Advisory Board members and expressed her hope that they were motivated to serve. She commended the Aviation Department staff and stated that while capital improvement projects were important to the airport's growth, she suggested that the Board conduct a detailed analysis and develop recommendations to improve the customer experience at MIA. She indicated that she wished to help change the public perception of the airport.



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B. Meeting Schedule

Chairman Liscano proposed that the Board meet once per month and asked whether any member objected, referencing Commissioner Cohen Higgins' request for actionable items before the end of her term. There being no objection, Mr. Hiram Barroso stated that coordinating the schedule was his responsibility and asked members to send him their available dates and times so he could coordinate with the Chair.

C. Other Discussion Items

Commissioner Cohen Higgins noted that her term as ASC Chair would conclude in November and requested that the Board provide preliminary recommendations before the end of her tenure. She encouraged members to engage in difficult discussions rather than approve matters as a formality and to focus on everyday, passenger-facing issues such as restrooms, cleanliness, landscaping, and painting. She added that the Board should also consider broader customer experience enhancements, including whether MIA should adopt a signature scent throughout the airport. In closing, she encouraged members to remain engaged and motivated, stated that she looked forward to receiving their feedback and recommendations to expedite improvements to the customer experience at MIA, and expressed her appreciation for their time and service.

Chairman Liscano spoke about the importance of the Board's effectiveness, noting that it should provide substantive review rather than approve matters as a formality, and that members should engage in difficult conversations respectfully. Drawing on his 32 years in the airline industry, he described the value of listening to feedback first, processing it, and then determining the appropriate course of action, and he encouraged members to apply that approach to achieve the best outcomes for the Board.

Chairman Liscano asked whether the airport could assign someone to organize and tabulate the feedback it received from users so that the Board would have a data-driven starting point for its discussions.

Mr. Cutie advised that staff support had already been assigned, with Mr. Hiram Barroso serving as Board Liaison to document input from meetings, tours, and site visits and to compile, prioritize, and maintain a dynamic list of issues for the Board to address.



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Chairman Liscano then clarified that he was asking about existing feedback the airport already collected, including surveys, written correspondence, and call-in communications that identified high-traffic areas and points of friction for users, and whether that data could establish a roadmap for the Board.

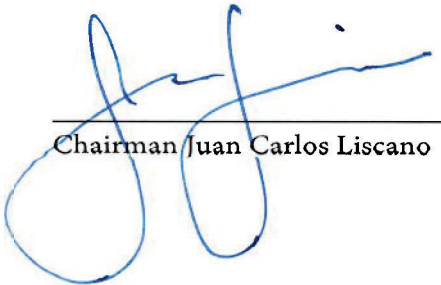
Ms. Andrea Amador responded that the airport used J.D. Power surveys and other periodically distributed surveys and maintained digital and media relations staff who monitored social media comments around the clock. She noted that this information could be shared with the Board as a baseline for its work.

Ms. Ana Finol added that the airport's planning consultant could provide project priorities based on established criteria.

Mr. Anthony Verdugo stated that access to such data would be beneficial.

VII. Adjournment

There being no further business to come before the Board, Chairman Liscano thanked the members and the airport leadership, and the meeting was adjourned at 12:32 p.m.



Chairman Juan Carlos Liscano

**FINAL OFFICIAL MINUTES
CARE-MIA Advisory Board
JULY 22, 2026**

Meeting Overview

The CARE Advisory Board met to discuss Miami International Airport's (MIA) strategic priorities, capital improvement initiatives, and customer experience enhancements. Due to the lack of a physical quorum, no formal actions or votes were taken. The meeting focused on MIA's performance following the FIFA World Cup, the airport's historic Capital Improvement Program (CIP), proposed Board focus areas, and operational updates on key initiatives (hot topics) affecting the passenger experience.

Remote Members Present:

- Rolando Aedo
 - Alejandra Argudin
 - Zaba St. George Castro
 - Vance Aloupis
-

1. Opening Remarks

- County Attorney advised that because a majority of Board members were participating remotely, a quorum was not physically present; therefore, no formal motions or votes could be taken. Discussion items could proceed.
- Chairman Juan Carlos (JC) welcomed participants and thanked members for attending.
- The Chairman reflected on the successful completion of the FIFA World Cup, noting:
 - Miami hosted seven matches.
 - The airport and community effectively managed the significant increase in travel demand.
 - The event demonstrated Miami's ability to successfully host world-class international sporting events.
- Rolando Aedo expressed pride in the community-wide collaboration and successful execution of airport operations during the FIFA World Cup.

2. Deep Dive Presentation – Capital Improvement Program (CIP) and Passenger Experience by MIA Director and CEO Ralph Cutié

CARE Advisory Board Transition

- The Director recognized the successful transition from the Forward Flight Task Force to the CARE-MIA Advisory Board.
- He thanked Forward Flight members for their contributions and emphasized that many initiatives will continue under the CARE-MIA Board.
- He noted that the next major international event will be Art Basel (December 2026).

Airport Performance Highlights

The Director provided an overview of MIA's current standing:

- Ranked No. 2 in the United States for international passenger traffic.
- Ranked No. 8 among all U.S. airports by total passenger traffic.
- Operates the 9th busiest airfield in the nation.
- Ranked No. 1 in the U.S. for international air cargo.
- Ranked No. 3 nationally for total cargo.
- Recognized as Florida's largest economic engine.

Modernization Priorities

Key modernization initiatives include:

- Glass boarding bridge replacements (completion target: 2030)
- Restroom modernization program (completion target: 2031)
- Modernization of elevators, escalators, and moving walkways
- Roofing improvements
- FPL sustainability initiatives, including solar power generators

Board Comment

- JC noted that elevator signage was not updated following modernization and recommended replacing outdated signage.

Capital Improvement Program (CIP)

The Director presented an overview of MIA's \$14 billion Capital Improvement Program, consisting of approximately 200 projects, and representing the largest capital investment in airport history.

Major Public-Facing Projects

Ibis Garage

- Completed December 2025
- Added 2,240 parking spaces
- Exterior artistic wrap scheduled for completion by Spring 2029
- Similar artwork is planned for the other parking garages.

Concourse K – South Terminal Expansion

- Completion anticipated Spring 2029
- New concessions program approved by the Board of County Commissioners on July 21, 2026.

Central Terminal Redevelopment

- Completion anticipated Spring 2031
- Includes a consolidated security checkpoint

D60 West Extension

- Completion anticipated Fall 2030
- Adds 17 gates and more than 20 concessions
- Seven gates expected by 2030, with remaining gates completed by 2032

Additional Infrastructure Projects

- Airport Operations Center (AOC)/Emergency Operations Center – Summer 2027
- Airfield apron improvements
- F-H Connector approved by the Board of County Commissioners on July 21, 2026, with completion anticipated in Spring 2029

The Director emphasized that the next five to six years will bring significant, highly visible improvements to the passenger experience.

Rolando Aedo asked how MIA continues making significant capital investments amid County budget reductions.

Ralph explained that:

- MIA receives no County General Fund support.
- The airport operates as a self-sustaining residual airport funded through:
 - Airline rents
 - Landing fees
 - FAA grants
 - Federal grants

- Revenue bonds
- The \$250 million concession modernization program is funded through concession revenues.

Rolando Aedo noted that:

- GMCVB maintains visitor demographic and destination survey data.
- J.D. Power collects customer service data.
- There is an opportunity to integrate both data sources to create a more comprehensive understanding of passenger experience.

3. Proposed Board Areas of Focus

The Chairman proposed assigning each Board member a strategic focus area to provide greater structure and accountability.

Proposed Focus Areas

1. Cleanliness
2. Traffic Flow
3. Concessions
4. Terminal Experience
5. Government Agency Coordination
6. Flight Delays and Operational Disruptions
7. Employee Access (approximately 37,000 airport workers)
8. Storytelling and Public Awareness of Airport Improvements

Attorney Guidance

The County Attorney advised members that:

- Board discussions must comply with Sunshine Law requirements.
- Proposed discussion topics should be submitted to Hiram in advance for inclusion on meeting agendas.
- Formal procedures will be reviewed with Board members at a future meeting.

4. Hot Topics Discussion

Janitorial Services

- Newly approved janitorial contracts
- Enhanced employee training
- Increased supervisory accountability
- Daily facility walkthroughs
- AI-assisted cleaning technologies

Roofing Program

- Contractors continue addressing leaks as they occur.
- A new 20-year roofing warranty was awarded last month.
- The warranty is expected to resolve approximately 90% of roofing issues.
- Construction sequencing remains challenging because work areas must be protected and dried overnight.

Flight Delays and Cancellations

- Weather
- Mechanical issues
- FAA operational constraints

MIA continues coordinating closely with FAA, Airlines, TSA, CBP, and federal partners.

Examples of operational preparedness included:

- During the federal government shutdown, MIA trained more than 100 employees to assist at security checkpoints.
- Food drives were organized to support TSA and CBP personnel during the shutdown.

Advanced Visual Guidance Docking System (AVGDS) – an Aircraft Gate Parking System

Ana Finol presented updates on the implementation schedule:

- Concourse E and E Satellite – Complete
- Concourse H – April 2028
- Concourse J – October 2028
- Concourse F – July 2029
- Concourse G excluded due to planned demolition (2031–2032)

JC added that the system will improve safety during lightning events (since staff need to come inside) by allowing aircraft to park more efficiently and reducing passenger deplaning wait times.

Ralph also noted:

- Rocket launch airspace restrictions periodically impact airport operations.
- MIA issues passenger advisories during significant operational disruptions.

- During major irregular operations, the airport opens its auditorium and provides sleeping cots for stranded passengers.

5. Board Member Closing Comments

Zaba St. George Castro

Thanked the staff for the informative presentation.

Alejandra Argudin

Praised MIA staff after recently experiencing proactive customer service while traveling.

Recommended expanding Board focus areas to include:

- Traffic
- Parking garage cleanliness
- Parking system entrance reliability
- Parking garage elevators

She expressed interest in contributing to these initiatives.

The Director responded with the following details:

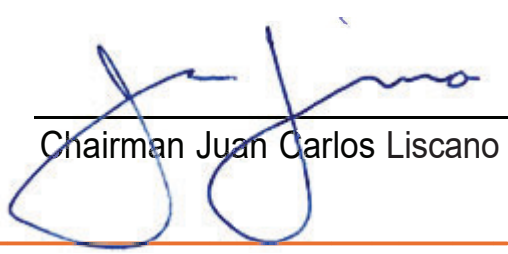
- Customer service training through the “I AM MIA” program is required before employees receive their airport identification badge.
- One remaining garage elevator is scheduled for replacement.
- Staff will address concerns regarding garage cleanliness.
- A new Request for Proposals (RFP) has been issued for the modernization of the parking garage entrance system.
- He welcomed Alejandra’s input and collaboration.

Vance Aloupis

Expressed appreciation for the Director's leadership and the progress being made across the airport.

Next Steps

Hiram Barroso, MDAD Chief of Public Affairs and Marketing, will coordinate the next meeting.



Chairman Juan Carlos Liscano

**SUMMARY OF MINUTES
CARE-MIA Advisory Board
AUGUST 18, 2026**

Meeting Overview

The meeting focused on customer experience data, passenger feedback, areas for operational improvement, and establishing focus areas to guide the CARE-MIA Board's future recommendations to the Miami-Dade County Board of County Commissioners (BCC).

The County Attorney's Office, Ryan Zagare, also reviewed the Board's responsibilities under applicable quorum, voting, Sunshine Law, and public records requirements. Members were reminded that formal recommendations may be acted upon by a majority of the CARE-MIA Board only when a physical quorum is present.

Members Present:

- Rolando Aedo
- Alejandra (Alex) Argudin
- Vance Aloupis
- Chairman Juan Carlos (JC) Liscano
- Olga Ramudo
- Vice Chairman Junior Silva
- Zaba St. George Castro
- Anthony Verdugo

1. Chairman's Welcome

Chairman Liscano welcomed the members and reiterated the Board's role in identifying improvements to MIA, with emphasis on customer service and the passenger experience.

He reminded members that a physical quorum is required to take formal action. Members participating remotely may participate in discussions but may not vote.

Chairman Liscano introduced new members:

- **Olga Ramudo**, owner of a travel company, is filling the seat previously associated with the Beacon Council.

- **Junior Silva**, owner of a concession services company serving correctional facilities and schools, representing Commissioner Natalie Milian Orbis.

The Board approved a motion appointing **Junior Silva as Vice Chair**.

2. Board Responsibilities, Voting Requirements, and Sunshine Law

The CAO reviewed the Board's advisory responsibilities and procedural requirements. Members were reminded that the Board is charged with identifying areas for improvement in airport operations, concessions, and customer service and developing formal recommendations for the County's consideration.

Key points included:

- A monthly report will document the Board's activities and recommendations.
- Formal Board action requires approval by a majority vote when a physical quorum is present.
- Members participating remotely may participate in discussions but may not vote.
- In the absence of a quorum, members may discuss matters but may not make motions or approve formal recommendations.
- Board business may not be discussed among members outside of publicly noticed meetings in accordance with Florida's Sunshine Law.
- Communications and documents exchanged in connection with Board business may be subject to public records requirements.
- Members should not communicate with one another by email or other means regarding matters that may come before the Board.

3. MIA Customer Experience Overview

MIA Director Ralph Cutié introduced the MIA Customer Experience Overview, which included passenger satisfaction presentations from several perspectives. The presentations identified areas in which MIA is performing well, as well as opportunities for continued improvement.

A. J.D. Power Passenger View Survey | Presenter: Michael Taylor
Areas of strength based on passenger feedback:

- **Staff Service:** Passengers reported positive interactions with airport personnel, particularly regarding welcoming, courteous, and polite service.
- **Traditional Wayfinding:** Overhead terminal signage continues to receive positive feedback.
- **Food and Beverage:** More than half of surveyed passengers purchase food or beverages at MIA, a higher rate than at many other airports.
- **Concessions:** MIA offers a strong mix of food, beverage, and retail options, with opportunities to further emphasize offerings that provide a distinct Miami experience.

The following opportunities were discussed:

- **Wayfinding and Signage:** Additional signage should be considered at key passenger decision points. Sign placement and orientation should better align with passenger movement through the terminal. Finding the Rental Car Center was identified as one area where passengers experience difficulty.
- **Terminal Modernization:** Continued modernization of terminal facilities, including restroom improvements, remains important to the passenger experience.
- **Gate Areas and Seating:** Additional seating, more comfortable seating options, and increased access to device-charging stations should be considered. Passengers are observed sitting on floors due to limited seating and charging availability.
- **Food and Beverage Variety:** MIA should continue expanding menu variety and distinctive offerings. The discussion emphasized that passenger preferences are driven more by variety and interest than price alone. A balance between recognizable national brands and local concepts can strengthen the airport experience and provide passengers with offerings unique to Miami.

Chairman Liscano recommended further analysis to identify specific gaps, such as where additional signage, charging stations, or other amenities are most needed.

Director Cutié noted that approximately 35 percent of MIA concessions are local concepts. He also emphasized that MIA has continued to improve

customer satisfaction while implementing significant Capital Improvement Program projects, despite potential impacts on the passenger experience.

Olga Ramudo emphasized the importance of signage and noted that other airports provide estimated walking times to destinations. She also identified seating availability as a significant opportunity for improvement beyond the need for additional charging stations.

Anthony Verdugo asked whether the survey's staff interactions include airline and other airport personnel. Mr. Taylor explained that passengers generally do not distinguish among organizations and tend to view anyone wearing an airport badge as part of the airport experience.

TSA and food and beverage employees were identified among the personnel with whom passengers interact most frequently. Mr. Taylor also indicated that additional survey questions could be incorporated for future analysis.

Sarah Abate noted that MIA previously operated a mystery shopper program and that MDAD is currently advancing a marketing contract that includes a comprehensive mystery shopper component, customer service measurement, and employee training.

Vance Aloupis asked about airport retail performance. Mr. Taylor indicated that approximately 10 percent of airport passengers make retail purchases and noted that MIA currently has a strong retail mix.

Rolando Aedo asked about the length of the J.D. Power survey program and MIA's comparative ranking. Mr. Taylor indicated that MIA has participated for approximately six years and is currently among the top ten airports in the applicable comparison group, subject to verification.

B. ACI Airport Service Quality (ASQ) Performance | Presenter: Dimitri Coll

The ACI Airport Service Quality presentation provided an additional assessment of passenger satisfaction throughout the airport journey. The data is collected across airport operating hours and evaluates several factors that influence the passenger experience.

Areas of Strength:

- **Safety:** Passengers continue to report feeling safe at MIA, with safety representing the airport's highest-rated passenger emotion.
- **International Passenger Experience:** International travelers report higher levels of satisfaction than domestic travelers.
- **International Arrivals and Border Processing:** MIA's international arrivals experience and border processing were identified as strong operational performers.
- **Ease of Travel:** MIA received a rating of approximately 4.1 for ease of traveling through the airport, reflecting a generally seamless passenger experience.

Chairman Liscano noted that MIA's international arrivals experience has improved significantly over the past 12 years. He emphasized that this story is not being told and the importance of communicating this progress, because outdated perceptions about the MIA arrivals experience persist among some travelers.

Areas for Improvement:

- Enhancing airport ambiance, sense of place, and emotional engagement.
- Improving gate areas, seating, shopping, and dining options, and passenger touchpoints.
- Improving internet connectivity and related passenger amenities.
- Maintaining an appropriate balance of local, national, and international food offerings.
- Reducing perceived and actual waiting times at check-in, security, and other passenger processing points.
- Using video, art, entertainment, or other visual elements to improve the passenger experience while waiting in lines.
- Providing appropriate staffing and queue management during peak periods.
- Conducting additional analysis to identify factors affecting the domestic passenger experience.

Chairman Liscano requested additional analysis regarding the difference between domestic and international passenger satisfaction, including whether differences between the TSA and U.S. Customs and Border Protection experiences may contribute to the results.

Mr. Coll noted that additional analysis of the domestic passenger profile would be required, including the mix of business and leisure travelers and their differing expectations. He also indicated that MIA's satisfaction results are relatively stable throughout the year and show no significant seasonal variation.

Director Cutié noted that a significant portion of MIA's domestic passengers travel on low-cost carriers.

C. MIA Social Media Feedback | Presenter: Cristina Armand

Cristina Armand provided an overview of passenger feedback received through MIA's social media channels. She noted that passengers generally view the entire airport journey as an MIA experience, regardless of whether a particular service is operated by MDAD, an airline, TSA, a concessionaire, or another partner.

Positive Feedback:

- TSA Families on the Fly
- MIA's performance during the federal government shutdown, when the airport avoided the significant security wait times experienced at some other airports.
- Concessions and dining options
- Airline lounges
- Passenger glass boarding bridges

Director Cutié noted that MDAD and American Airlines trained staff to assist with checkpoint operations during the federal shutdown, which contributed to the airport's ability to manage passenger volumes effectively at security checkpoints.

Chairman Liscano also noted MIA's successful handling of increased passenger activity associated with the FIFA World Cup.

Top Recurring Passenger Concerns:

- **Airline Operations:** Passengers frequently raise concerns regarding American Airlines flight delays.

- **Broken Equipment:** Passengers express frustration when equipment (elevators, moving walkways, escalators) remains out of service for extended periods or when they return to the airport months later and encounter the same equipment issues.
- **Baggage:** Passengers frequently associate baggage delays with MIA even when responsibility rests with an airline or when weather conditions contribute to delays. MIA responds to these concerns and directs passengers to the appropriate airline when necessary.
- **Restrooms and Cleanliness:** Cleanliness and restroom conditions remain recurring areas of passenger feedback.

4. Focus Areas and Points of Contact

The CARE-MIA Board established specific areas of focus to support the development of future recommendations. Individual Board members will serve as leads for each topic, working with designated MDAD staff.

Area of Focus	Board Lead	MDAD Point of Contact
Storytelling	Rolando Aedo	Greg Chin / Cristina Armand
Traffic Flow	Alejandra “Alex” Argudin	Sarah Abate
Federal Partners	Olga Ramudo	Mark Hatfield
Concessions	Junior Silva	Sarah Abate
Cleanliness	Zaba St. George Castro	Isaac Smith
Terminal Experience	Anthony Verdugo	Jeff Plant / Krizi Padilla
Flight Delays	Vance Aloupis	Jeff Plant
Worker Access	Chairman Liscano	Multiple MDAD representatives, to be identified

5. Coordination Among CARE-MIA Board Members

The CAO clarified that if multiple CARE-MIA Board members wish to discuss matters, those discussions must occur during an appropriately noticed public meeting. MDAD staff would not facilitate discussions among Board members outside of the public meeting process.

Chairman Liscano asked whether the CARE-MIA Board could meet biweekly to facilitate further discussion and advance its work. The CAO indicated that a biweekly meeting schedule may be possible and would provide additional information regarding the requirements for doing so.

Next Steps

- **MDAD Points of Contact:** Hiram Barroso, MDAD Chief of Public Affairs and Marketing, will distribute the names and contact information of the designated MDAD representatives for each Board focus area.
- **Customer Experience Analysis:** Additional analysis will be considered regarding identified gaps, domestic passenger satisfaction, and other passenger experience concerns.
- **Meeting Frequency:** CAO and/or Hiram will provide additional guidance regarding the feasibility and procedural requirements for holding biweekly Board meetings.
- **Monthly Reporting:** Board discussions, progress, and any formally approved recommendations will continue to be documented through the monthly reporting process to the BCC.