Memorandum

Date: November 16, 2026

Agenda Item No. 14(B)(1)
November 17, 2026

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

From: Daniella Levine Cava
Mayor

Subject: Ordinance No. 26-20: Third CARE-MIA Advisory Board Monthly Report – November 2026

On behalf of the Consumer Advisory for Responsiveness Experience (CARE-MIA) Advisory Board at Miami International Airport (MIA), and pursuant to Ordinance No. 26-20, prime-sponsored by Chairman Anthony Rodríguez, this memorandum transmits the third monthly report of the CARE-MIA Advisory Board for November 2026 for review by the Board of County Commissioners and the appropriate Board committee. The report summarizes the Advisory Board's activities and recommendations during the reporting period, in accordance with the reporting requirements established under Ordinance No. 26-20.

The Miami-Dade Aviation Department (MDAD) will carefully review and evaluate the recommendations outlined in this report to determine their operational feasibility, financial implications, and alignment with the MDAD's strategic priorities. This evaluation will include coordination with relevant County departments, federal agencies, airline partners, and other stakeholders, as appropriate, to identify opportunities for implementation and ensure that proposed initiatives support the safe, efficient, and sustainable operation of MIA.

Several of the Advisory Board's recommendations align with initiatives already being addressed through MIA's Modernization In Action Plan. These include improvements to terminal facilities, restrooms, elevators, escalators, moving walkways, parking infrastructure, and other projects intended to enhance operational efficiency and customer experience. MDAD will continue to assess the Advisory Board's recommendations in conjunction with these existing investments to identify potential opportunities for integration, avoid duplication of efforts, and prioritize initiatives that provide the greatest benefit to airport passengers, employees, and stakeholders.

Should you have any questions regarding this report, please contact Aviation Public Affairs and Marketing Chief, Hiram Barroso, at HBarroso@FlyMIA.com.

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
Adeyinka 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:

To: Honorable Chairman Anthony Rodriguez
Board of County Commissioners

From: Ralph Cutié, Director
Miami-Dade Aviation Department

Subject: Request to Process Late Departmental Agenda Item

I respectfully request that the following item be placed on the November 17, 2026, Board of County Commissioners meeting agenda.

ORDINANCE NO. 26-20: THIRD CARE-MIA ADVISORY BOARD MONTHLY REPORT – NOVEMBER 2026

Although it did not make the published agenda deadline, the timely placement of the third CARE-MIA Advisory Board Monthly Report on the Board of County Commissioners' agenda is critical so that MDAD can remain consistent with the monthly reporting requirements established under Ordinance No. 26-20 and quickly distribute recommendations. The report summarizes the Advisory Board's activities, operational observations, and ongoing efforts to identify opportunities to enhance the passenger and employee experience at Miami International Airport.

Roy Coley
Approved by Mayor or Mayor's Designee

Roy Coley
Print Name

Approved by Legislative Director or Designee

Demetria Henderson
Print Name

c: Geri Bonzon-Keenan, County Attorney
CAOagenda@miamidade.gov
Eugene Love, Agenda Coordinator

Memorandum

Date:

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: Third CARE-MIA Advisory Board Monthly Report – November 2026

I. Third Monthly Report

Pursuant to Ordinance No. 26-20, prime-sponsored by Chairman Anthony Rodriguez, the Consumer Advisory for Responsiveness Experience (CARE-MIA) Advisory Board was established to provide the Miami-Dade County Board of County Commissioners (Board) with monthly reports on its activities, findings, and recommendations, 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, including status updates on previously identified matters; and recommendations to enhance daily airport operations and improve the overall experience of passengers, employees, and visitors at Miami International Airport (MIA).

The CARE-MIA Advisory Board convened its fifth meeting on November 10, 2026, to review, discuss, and make recommendations to the Miami-Dade Board of County Commissioners.

The Miami-Dade Aviation Department (MDAD or Department) continues to provide administrative and operational support to the CARE-MIA Advisory Board, including assistance with the preparation of reports, meeting minutes, correspondence, and other administrative activities necessary to support the Advisory Board in carrying out its responsibilities.

II. Agenda and Summary of Minutes

On November 10, 2026, the CARE-MIA Advisory Board convened a meeting at which five (5) members were physically present, and one (1) member participated virtually. During the meeting, Board members discussed their recommendations for the improvement of the customer and employee experience at MIA. Those

recommendations appear below in the "Recommendations" section of this Report. A summary of the minutes from the November 10, 2026, meeting is attached as Exhibit A.[1]

Also note that the summary of the October 9, 2026, meeting minutes, previously provided to the Board in the Second Monthly Report, was approved by the CARE-MIA Advisory Board at its November 10, 2026, meeting, with a correction to a scrivener's error on page 5 of the Report to reflect the year "2027" instead of "2024."

III. Recommendations

At the November 10, 2026 meeting, the CARE-MIA Advisory Board adopted the following formal recommendations to the Board of County Commissioners:

1. To urge the Florida Legislature to raise the threshold for payment and performance bond requirements under Section 255.05, Florida Statutes, from $200,000.00 to $500,000.00.

2. To increase the Administration's delegated authority under the Miscellaneous Construction Contracts (MCC) program from $5 million to $10 million.

3. With respect to Traffic Flows:

   a. *Reconfigure the Existing Short-Term Parking Area:*

      MIA has an opportunity to evaluate the existing short-term parking area, currently used by certain premium transportation services, as a designated pickup location for Uber and Lyft.

      By reorganizing this area to accommodate rideshare pickups while maintaining space for existing transportation services, MIA could move a significant portion of pickup activity away from the congested terminal roadway. This would provide a more organized pickup experience for passengers and reduce the number of vehicles stopping along the terminal curb.

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[1] Note that, as the CARE-MIA Advisory Board has not met since the minutes were prepared by MDAD, the minutes remain pending formal approval by the Advisory Board. Any revisions reflected in the final approved minutes will be identified in a subsequent monthly report.

The CARE-MIA Advisory Board recommends exploring this as a near-term pilot, taking into consideration passenger walking distances, accessibility, vehicle circulation, and available capacity.

b. *Coordinate TNC Dispatch with Passenger Readiness:*

Currently, passengers may request their ride before collecting their luggage or reaching the terminal exit. This can result in drivers arriving too early and waiting at the curb.

The CARE-MIA Advisory Board recommends working with Uber and Lyft to explore a tighter passenger pickup geofence or app-based process that allows ride requests only once passengers have reached the designated pickup area. This could help reduce unnecessary idling and improve vehicle turnover at pickup locations without requiring major infrastructure improvements.

c. *Prioritize Construction of a Multi-level Vertical Parking Garage for Airport Workers at the Site of the Airport Worker Surface Lot so that such Garage is constructed before the opening of a new terminal at MIA:*

The CARE-MIA Advisory Board strongly recommends that MIA prioritize the construction of multi-level parking garages on existing employee surface lots, with the goal of having additional capacity before the new terminal opens.

The existing lots are already experiencing significant demand. As MIA expands, additional employees, airlines, vendors, and support personnel will place even greater pressure on an already constrained parking system.

Waiting until the new terminal opens to address this need could result in increased congestion, longer employee commute times, and operational inefficiencies that ultimately affect airport service.

Building vertically would allow MIA to significantly increase parking capacity without acquiring additional land. Construction could be phased across multiple structures to minimize disruption and preserve existing parking during development.

This is an investment that should be planned and delivered ahead of terminal expansion, rather than in response to the congestion that follows it.

d. *Provide employees with better parking availability and shuttle information:*

While additional capacity is being developed, the CARE-MIA Advisory Board recommends exploring a system that provides employees with real-time parking availability and lot capacity information, similar to the technology currently used for employee shuttles. This would help employees identify available parking before entering a full lot, reducing unnecessary circulation and improving their commute experience.

A camera-based vehicle-counting system could be a relatively affordable solution that also provides valuable occupancy and usage data to help staff better manage parking operations and plan for future demand.

Any investment should be evaluated for cost-effectiveness and its ability to be incorporated into future parking garages, ensuring the technology continues to provide value as MIA expands.

e. *As Part of the Construction of a Vertical Garage for Airport Workers, Expand Airport Customer Park-and-Ride Availability:*

As part of the proposed vertical parking development, the CARE-MIA Advisory Board recommends evaluating opportunities to significantly increase park-and-ride capacity, either by incorporating additional spaces into the new structures or developing a separate garage dedicated to park-and-ride customers.

Rather than expanding the existing surface lot, where space is limited, building vertically would maximize the use of available land while providing travelers with additional long-term parking options.

This could represent a significant long-term revenue opportunity for MIA, while helping accommodate future passenger growth. The additional capacity and potential revenue should be evaluated as part of the overall parking development strategy, ensuring that employee parking needs remain a priority and that any investment is financially viable.

f. Prioritize the Construction of a Pedestrian Bridge linking the Miami Intermodal Center (MIC) train station and the Miami Freedom Park Stadium and, in the interim, prioritize pedestrian circulation and traffic management during major events.

In summary, regarding traffic flows, the CARE-MIA Advisory Board's recommendation is to move forward on two parallel tracks: implement practical, low-cost operational improvements now, while prioritizing the construction of additional employee parking capacity so it is in place ahead of MIA's next phase of growth.

4. With respect to Concessions:

   a. Create a small business enterprise resource program specific to airport vendors, ensuring local flavor is maintained in concessions, and establishing regular meetings between small businesses and prime vendors.

5. With respect to Government Agencies and Federal Partners:

   a. United States Customs and Border Protection (CBP):
      - Work with marketing in highlighting the successes achieved and promote the Mobile Passport app more
      - Beautify empty spaces and walls by working with the GMCVB, highlighting Miami with videos, pictures etc., so waiting time is perceived as less
      - Provide more training and stress the importance of treating the visitor politely and with respect
      - Work with Airside in an attempt to do a better job at scheduling international arrivals

   b. Transportation Security Administration (TSA):
      - Advance technology
      - Install the autobin return system
      - Replace machines with faster and newer ones when possible
      - Install clock monitors alerting waiting time while in line
      - Work with marketing in highlighting successes, i.e., no waiting time when shutdown, departments all working together, etc.

c. Airside Operations:
- Stress to American Airlines the importance of staggering international arrivals as much as possible to avoid the long lines, and engage with CBP and TSA in managing throughput and identifying processing capacity
- Offer Airside help if needed

6. With Respect to Flight Delays:

a. Airside:
- Consider reviewing congested taxiways in order to reduce taxi-in and taxi-out times.
- Use AI as a tool to assist with gate assignments, particularly during peak travel season.
- Consider additional parking positions to manage travel disruptions due to late/early arrivals.

b. Airport Operations Center:
- Consider additional training/education of all partners and staff to encourage and increase communication through a central coordination point.
- Identify opportunities for the best technology available to support staff. Expedite current construction and installation.
- Employ comparable dedicated staff as seen in airports of similar size.

c. Terminal Operations:
- In all regards, implement AI solutions in order to enhance the customer experience. This is true for passport control, baggage carousel assignments, and real-time customer support.
- Allow staff to make decisions on purchasing items to streamline the look of the airport and avoid clutter, abandoned carts/wheelchairs, etc. Modify contracts (as needed and available) to fine vendors who violate the terms and leave a mess throughout the airport.

7. With Respect to Airport Worker Access:

a. Expanded Employee Bus Capacity

The current program replaces aged, fully depreciated buses only. Because the airport workforce continues to grow, we propose adding more buses to augment capacity during peak periods with the proper spare pool.

b. Bus Service Technology and Rider Experience
Deploy technology to manage and optimize bus operations and to enhance the experience of riders, both at each bus stop and through a mobile app.

c. Aligned Badge and Driving Permit Renewals
Align badge renewal with driving permit renewal through the badging process, so that employees complete both in a single, coordinated step.

d. Background Check Portability Across Florida Cities
Coordinate with other Airports to achieve portability between airports of background checks and CBP Security Threat Assessments between airports for workers transferring from one city to another within the State of Florida.

e. Working Group with TSA and CBP on Clearance Times
Initiate a working group with the Transportation Security Administration (TSA) and U.S. Customs and Border Protection (CBP) to improve background check clearance times for worker badges.

f. Demand-Driven Restroom Cleaning
As an add-on to restroom cleaning services, move from fixed, time-based schedules to demand-driven cleaning that uses smart technology to track foot traffic into restrooms. Deep cleans would also be scheduled based on demand, beginning with the most heavily used restrooms.

g. Coordinate a program with concessionaires to provide employee-discounted meals.

8. With Respect to Storytelling/Marketing:

a. Explore the thoughtful integration of digital visuals, subtle ambient music, and potentially HVAC-supported sensory elements, subject to operational feasibility and appropriate agency approvals.

b. Make the arrival experience feel unmistakably Miami. Advance joint airport beautification initiatives that transform high-visibility passenger areas into welcoming, engaging spaces that reflect Miami's cultural identity and vibrant destination brand. Initial opportunities include:
    - Multisensory Experience: Interactive Destination Storytelling: Develop engaging "Discover Miami" and "Things to Do in Miami" themes showcasing local neighborhoods, culinary experiences, cultural attractions, arts, entertainment, and outdoor activities.
    - Federal Inspection Services (FIS) Beautification: Identify opportunities to enhance international arrival corridors, beginning with Concourse D-FIS, where existing spaces offer significant potential for visual and experiential improvements.
    - Visitor Center Digital Enhancements: Advance the LED/digital monitor improvements already in development, incorporating dynamic destination content, cultural imagery, visitor information, and promotional storytelling.

c. Establish a more consistent cadence of joint MIA–GMCVB boots-on-the-ground walkthroughs with relevant airport operational teams to identify specific locations, assess feasibility, and prioritize short-term beautification opportunities.

d. Deliver a coordinated, welcoming, and informative international arrival experience. Advance a collaborative visitor communications initiative involving MIA, GMCVB, U.S. Customs and Border Protection (CBP), the U.S. Travel Association, and airline partners. Convene appropriate MIA, GMCVB, and CBP representatives to discuss a campaign, determine available content and communication channels, and identify opportunities for implementation within the CARE-MIA Advisory Board's customer experience priorities. Building on national efforts to enhance international traveler communications, the partnership would explore:
    - Development or deployment of a coordinated welcome video and visitor information campaign.
    - Clear, accessible messaging to help international visitors understand arrival and entry procedures.
    - Opportunities to incorporate approved messaging across airport digital platforms and visitor touchpoints.

e. Amplify the stories behind MIA's transformation and the impact of tourism on our community. Establish a shared content pipeline between MIA and GMCVB communications teams, identifying priority stories, available imagery and videos, upcoming milestones, and opportunities for cross-promotion. Establish stronger coordination between MIA and GMCVB communications teams to elevate the visibility of airport improvements, local partnerships, and community benefits. Key opportunities include:
    - Showcasing the airport as a reflection of Miami's authentic cultural and culinary identity. Connecting MIA to Miami's Local Flavors and Community
    - Leveraging GMCVB's Brought to You by Tourism video series and MIA's existing testimonial and storytelling content.
    - Developing coordinated social media campaigns highlighting airport modernization projects, customer experience enhancements, local businesses, and the people and partnerships contributing to MIA's success.

f. Leverage major international events to showcase Miami's global connectivity and cultural diversity. Continue participation in G20 coordination meetings and engage relevant airport, tourism, and consular representatives to evaluate appropriate activations, identify necessary approvals, and develop feasible proposals. Explore opportunities for joint airport activations associated with the G20 and other major international events. Potential initiatives include:
    - Destination displays recognizing participating countries and Miami's international connections.
    - Collaboration with the consular corps on culturally relevant promotional opportunities.
    - Coordinated welcome messaging and airport activations for international delegations and visitors.
    - Integration of major-event messaging into applicable MIA–GMCVB digital platforms.

g. Elevate the people who deliver Miami's hospitality experience every day. Coordinate with MIA's customer service and communications teams to identify opportunities for GMCVB participation in upcoming I AM MIA initiatives. Strengthen the connection between aviation and tourism

workforce initiatives by expanding visibility and support for MIA's I AM MIA customer service program. Potential opportunities include:

- Jointly amplifying program achievements and employee success stories.
- Highlighting frontline workers and airport partners who contribute to exceptional passenger experiences.
- Sharing relevant GMCVB tourism resources that help airport personnel connect visitors with Miami's attractions and experiences.

h. Establish a sustainable framework that turns shared ideas into measurable progress. Implement a joint action tracker to maintain a concise working document identifying priority projects, responsible leads, anticipated milestones, dependencies, and progress. Formalize ongoing collaboration through proactive planning, consistent communication, and clear follow-through. Recommended actions include:

- Coordinated Communications: Establish a process for sharing upcoming airport improvements, community initiatives, and promotional opportunities across both organizations. Six-Month Planning Alignment: Exchange MIA's six-month communications and events priorities with GMCVB's Big Blue planning calendar to identify collaborative opportunities early.
- Quarterly In-Person Strategic Sessions: Evaluate progress, assess new proposals, and align priorities with the CARE-MIA Advisory Board recommendations.

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

SUMMARY OF MINUTES
CARE-MIA Advisory Board
NOVEMBER 10, 2026

Meeting Overview

The meeting focused on reviewing, discussing, and formalizing recommendations for the Miami-Dade County Board of County Commissioners (BCC) to improve the customer and employee experience at Miami International Airport (MIA).

CARE-MIA Advisory Board Members Present:

- Chairman Juan Carlos (JC) Liscano
- Vice Chairman Junior Silva
- Rolando Aedo
- Olga Ramudo
- Zaba St. George Castro
- Vance Aloupis *(virtually present)*

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1. Chairman's Welcome

Chairman Liscano welcomed all and asked Hiram Barroso to start with roll call.

2. Roll Call

3. Public Comment

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

4. Approval of Prior Meeting Minutes

The board approved the meeting minutes from the October 9th virtual workshop with a date correction due to a scrivener's error on page 5 of the Report to reflect the year "2027" instead of "2024."

5. Board Member Recommendations by Areas of Focus

Hiram Barroso mentioned that the Miami-Dade Aviation Department Assistant Directors who assisted the CARE-MIA Advisory Board members

are present for any questions: Isaac Smith, Jesus “JR” Ramirez, Jeff Plant, and Sarah Abate, who is available virtually.

A. Cleanliness

Mr. Aloupis mentioned meeting with Isaac Smith from the Miami-Dade Aviation Department. He conducted a walkthrough of Concourse D to observe facility improvements. They narrowed down ideas for improving Miami International Airport (MIA). He asked Isaac to speak to their first recommendation: **increasing the Administration’s delegated authority under the Miscellaneous Construction Contracts (MCC) program from $5 million to $10 million.**

Isaac explained that much of what they do in maintenance is not part of the airport’s Capital Improvement Program (CIP). They use Miscellaneous Construction Contracts (MCC) for things that break and are sometimes unforeseen. Isaac mentioned they feel the Director's Delegated Authority should be increased from $5 million to $10 million. He said, for example, if they had to do something and the total cost was $4.5 million, they have to make sure to leave 10% of that figure for an allowance account. If they have to do permits and unforeseen issues, it's important that they have dedicated allowances to address things like permit conditions, so they can quickly reach the $5 million threshold, and to spend a penny more, they would need to go back to the Board of County Commissioners.

Aviation Director Ralph Cutié added that the Board of County Commissioners would need to approve the increase. He stated how it could benefit other county departments as well.

Deputy Director Ana Finol mentioned that MCC contracts have a pre-qualified pool of contractors that can be obtained in three to five months. Anything over $5 million needs to go through the procedure of advertisement and solicitation, and that takes approximately nine (9) months to a year.

Chairman Liscano asked whether this threshold would also apply to other needs, not only maintenance. Deputy Director Ana Finol replied, yes. It would help all construction and general contractors.

Zaba St. George Castro suggested that, when asking the Board of County

Commissioners (BCC) for the increase, the airport should be prepared with data on how many times it has exceeded $5 million and the delays it has caused.

Director Ralph Cutié and Chairman Liscano both agreed with Zaba's suggestion to have a report when asking the BCC to increase the threshold.

Rolando Aedo asked for more information about who is included in the MCC pool. Deputy Director Ana Finol explained that the MCC is for the entire County, so all County Departments have access to the pool. She said they are pre-qualified because they submitted all the requirements and met the qualifications for the type of trade. She added that, for the airport, they must include airport experience as a requirement.

Olga Ramudo asked if the Mayor is supportive. Director Cutié said yes, but it is legislative, and it has to be proposed.

Chairman Liscano said this recommendation is "agility". It's about giving the team agility to effectively execute some of the day-to-day challenges they'll face.

Vice Chairman Junior Silva asked if they could consider including an SPD component in the request, maybe 10% of the $10 million. Director Ralph Cutié explained that it already goes with it and is dependent on recent state legislation, and deferred to County Attorney Ryan Zagare.

County Attorney Ryan Zagare said they could include, if available, an SPD component, but he wasn't prepared to speak about the limits. He said there has been recent legislation that has narrowed it. Mr. Zagare also reminded the CARE-MIA board that formal motion is required for each recommendation.

Isaac Smith spoke about the second recommendation: **to urge the Florida Legislature to increase the payment and performance bond threshold under Section 255.05, Florida Statutes, from $200,000.00 to $500,000.00.**

Olga Ramudo asked if raising it to $500,000.00 would prevent small vendors.

Director Ralph Cutié further explained that if a contract is over $200,000.00, contractors are required to have a payment and performance bond, and anything under that amount, they are not. If it is increased, it allows them to do bigger projects without the payment and performance bond.

Vance Aloupis discussed the use of technology in conveyances. He said that, after meeting with Isaac, for instance, slowing down the conveyances during non-peak times could help, since they operate 24/7.

Director Cutié mentioned that yesterday (November 9, 2026), MIA had 12 units out of service, which meant they were 95% operational, their best record. He said they have the most conveyances of all County departments. He also said the 4% out of service are down for maintenance or modernization. He said how the airport has come a long way in the last two years.

Chairman Liscano added that technology could also be utilized throughout the airport, for instance, to track how many people are entering a restroom and know when to clean. He suggested building a plan to implement technology throughout the airport.

Director Cutié said all the new units will have built-in technology. Before a unit goes down, it will send a signal. They will have a dashboard to see it all, and they are already working on it.

Chairman Liscano made a motion to recommend increasing the Request for Qualifications (RFQ) threshold from $200,000.00 to $500,000.00. The motion passed unanimously.

Chairman Liscano made a motion to recommend increasing the upper threshold for MCC contracts from $5 million to $10 million. The motion passed unanimously.

Chairman Liscano made a motion to recommend the utilization of technology to support both facilities maintenance and cleanliness, to be proactive, predictive, and demand-driven for terminal-facing facilities. The motion passed unanimously.

B. Traffic Flows

Chairman Liscano read the recommendations submitted by CARE-MIA Board member Alejandra Argudin.

1. **Reconfigure the Existing Short-Term Parking Area:** Exploring a near-term pilot to reconfigure the short-term parking lot into a designated pickup location for rideshare services such as Uber and Lyft.

Chairman Liscano made a motion to recommend exploring a near-term pilot, taking into consideration passenger walking distances, accessibility, vehicle circulation, and available capacity as a path forward to moving TNCs (Transportation Network Companies) away from approaching the curb. Board member Rolando Aedo added to the recommendation to reconfigure the existing short-term parking as it was submitted. The motion passed unanimously.

2. **Coordinate TNC Dispatch with Passenger Readiness:** Currently, passengers may request their ride before collecting their luggage or reaching the terminal exit. This can result in drivers arriving too early and waiting at the curb. Work with Uber and Lyft to explore a tighter passenger pickup geofence or app-based process that allows ride requests only once passengers have reached the designated pickup area. This could help reduce unnecessary idling and improve vehicle turnover at pickup locations without requiring major infrastructure improvements.

Chairman Liscano made a motion to recommend TNC dispatch with passenger readiness. The motion passed unanimously.

3. **Employee Parking and Shuttle Operations - Recommendation to Construct a Multi-level Vertical Parking Garage for Airport Workers at the Site of the Airport Worker Surface Lot so that such Garage is constructed before the opening of a new terminal at MIA:** the existing lots are already experiencing significant demand. As MIA expands, additional employees, airlines, vendors, and support personnel will place even greater pressure on an already constrained parking system.

Chairman Liscano made a motion to recommend that, as a Capital Improvement Project, an employee vertical parking garage be constructed before the new terminal opens. The motion passed unanimously.

Deputy Director Ana Finol added a comment, saying that the new terminal is scheduled to open in 2029 and that it would be complicated to build the proposed employee parking garage before then due to the required process. Chairman Liscano said it could still be recommended for inclusion in the plan.

4. **Expand Park-and-Ride Capacity and Revenue Opportunities as part of the proposed vertical parking development:** Evaluate opportunities to significantly increase park-and-ride capacity, either by incorporating additional spaces into the new structures or developing a separate garage dedicated to park-and-ride customers.

5. **Improve Parking Availability Information:** Explore a system that provides employees with real-time parking and lot capacity information, similar to the technology currently used for employee shuttles.

Rolando Aedo said he supports both: improving Parking Availability Information and expanding Park-and-Ride Capacity. Olga Ramudo seconded her support.

Vice Chairman Silva added that he thinks it was also intended for the technology to be implemented in the employee parking lot and other facilities.

Chairman Liscano made a motion to recommend improving parking availability information and expanding park-and-ride capacity and revenue opportunities for both the employee lots and overall parking availability at Miami International Airport. The motion passed unanimously.

6. **Pedestrian and Employee Shuttle Conflicts Current Operations:** Prioritize improving pedestrian circulation to be separated from vehicle traffic, improve safety, and reduce shuttle delays. In the meantime, coordinate pedestrian crossing controls and add additional traffic management personnel during major events.

Chairman Liscano asked about the current plan for a pedestrian bridge. Deputy Director Basil Binns said he could get the details, but there is a plan to go from the MIC lot to the stadium.

Chairman Liscano made a motion to recommend prioritizing the Construction of a Pedestrian Bridge linking the Miami Intermodal Center (MIC) train station and the Miami Freedom Park Stadium and, in the interim, prioritize pedestrian circulation and traffic management during major events. The motion passed unanimously.

Chairman Liscano continued reading the closing observations submitted by Ms. Argudin. She included moving forward on two parallel tracks: implement practical, low-cost operational improvements now, while prioritizing the construction of additional employee parking capacity so it is in place ahead of MIA's next phase of growth.

C. Concessions

Vice Chairman Junior Silva stated that he did a tour with Sarah Abate and her team. He recommended:

1. For MIA to use the already established Small Business Enterprise Program and create an Airport Small Business Resource, even a new code such as SBE-Airport.

2. Highlight local flavor in the concessions.

3. Encourage meetings with ACDBE vendors at the airport.

There was a discussion about the ACDBE program being on hold and then resuming.

Chairman Liscano made a motion to recommend creating a small business resource program to enhance opportunities for local small businesses while ensuring that local flavor is included in the concessions program as it continues to evolve. The motion passed unanimously.

D. Terminal Experience

Hiram Barroso mentioned the recommendations are pending.

E. Government Agencies

Olga Ramudo stated the following recommendations.

1. **United States Customs and Border Protection (CBP)**
   - Work with marketing in highlighting the successes achieved and promote the Mobile Passport app more
   - Beautification of empty spaces and walls by working with the GMCVB, highlighting Miami with videos and pictures, so waiting time is perceived as less
   - Provide more training and stress the importance of treating the visitor politely and with respect
   - Work with Airside in an attempt to do a better job at scheduling international arrivals

2. **Transportation Security Administration (TSA)**
   - Advancement in technology
   - Install the autobin return system
   - Replace machines with faster and newer ones whenever possible
   - Install clock monitors alerting waiting time while in line
   - Work with marketing in highlighting successes, i.e., no waiting time when shutdown, departments all working together, etc.

3. **Airside Operations**
   - Stress to American Airlines the importance of staggering international arrivals as much as possible to avoid the long lines
   - Offer Airside's help if needed

Chairman Liscano made a motion to accept Mrs. Ramudo's recommendations. The motion passed unanimously.

F. Flight Delays

Zaba St. George Castro stated having met with Jeff and his team. She said her biggest takeaway is: **implementing AI solutions wherever and however available throughout the airport.**

Chairman Liscano made a motion to accept Mrs. St. George Castro's recommendation. The motion passed unanimously.

G. Worker Access

Chairman Liscano mentioned the following recommendations.

1. Expanded Employee Bus Capacity

The current program replaces aged, fully depreciated buses only. Because the airport workforce continues to grow, we propose adding more buses to augment capacity during peak periods with the proper spare pool.

2. Bus Service Technology and Rider Experience

Propose deploying technology to manage and optimize bus operations and to enhance the experience of riders, both at each bus stop and through a mobile app.

3. Aligned Badge and Driving Permit Renewals

Propose aligning badge renewal with driving permit renewal through the badging process, so that employees complete both in a single, coordinated step.

4. Background Check Portability Across Florida Cities

Propose formally requesting portability of background checks between airports of STA's between Florida cities for workers transferring from one city to another.

5. Working Group with TSA and CBP on Clearance Times

Staff proposes initiating a working group with the Transportation Security Administration (TSA) and U.S. Customs and Border Protection (CBP) to improve background check clearance times.

6. Demand-Driven Restroom Cleaning

As an add-on to restroom cleaning services, staff proposes moving from fixed, time-based schedules to demand-driven cleaning that uses smart technology to track foot traffic into restrooms. Deep cleans would also be scheduled based on demand, beginning with the most heavily used restrooms.

7. Airport Worker Meal Program with Concessioners

For the airport concessions to have an affordable meal program for airport workers.

Chairman Liscano made a motion to approve the recommendations he presented. The motion passed unanimously.

H. Storytelling/Marketing

Rolando Aedo thanked the MIA team. He said he would read the action sections of the recommendations he submitted.

1. Conduct a joint MIA–GMCVB boots-on-the-ground walkthrough with relevant airport operational teams to identify specific locations, assess feasibility, and prioritize short-term beautification opportunities.

2. Convene appropriate MIA, GMCVB, and CBP representatives to discuss a campaign, determine available content and communication channels, and identify opportunities for implementation within CARE's customer experience priorities.

3. Establish a shared content pipeline between MIA and GMCVB communications teams, identifying priority stories, available imagery and videos, upcoming milestones, and opportunities for cross-promotion.

4. Continue participation in G20 coordination meetings and engage relevant airport, tourism, and consular representatives to evaluate appropriate activations, identify necessary approvals, and develop feasible proposals.

5. Coordinate with MIA's customer service and communications teams to identify opportunities for GMCVB participation in upcoming I AM MIA initiatives.

6. Develop a real-time tracker to maintain a concise working document identifying priority projects, responsible leads, anticipated milestones, dependencies, and progress.

Chairman Liscano made a motion to approve Mr. Aedo’s recommendations. The motion passed unanimously.

Chairman Liscano thanked the board members and the MDAD staff.

6. Adjournment