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CLERK OF THE BOARD
OF COUNTY COMMISSIONERS
MIAMI-DADE COUNTY, FLORIDA**

MEMORANDUM

Agenda Item No. 14(A)(4)

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

DATE: April 1, 2025

FROM: Geri Bonzon-Keenan
County Attorney

SUBJECT: Resolution directing the County
Mayor to conduct a
comprehensive study and provide
a report to this Board on
implementing a parity-based fee
structure for airport lounge
operators at Miami International
Airport

Resolution No. R-374-25

The accompanying resolution was prepared and placed on the agenda at the request of Prime Sponsor Commissioner Kevin Marino Cabrera.


Geri Bonzon-Keenan
County Attorney

GBK/jp

MDC001



MEMORANDUM

(Revised)

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

DATE: April 1, 2025

FROM: 
Glen Bonzon-Keenan
County Attorney

SUBJECT: Agenda Item No. 14(A)(4)

Please note any items checked.

- ☐ "3-Day Rule" for committees applicable if raised
- ☐ 6 weeks required between first reading and public hearing
- ☐ 4 weeks notification to municipal officials required prior to public hearing
- ☐ Decreases revenues or increases expenditures without balancing budget
- ☐ Budget required
- ☐ Statement of fiscal impact required
- ☐ Statement of social equity required
- ☐ Ordinance creating a new board requires detailed County Mayor's report for public hearing
- ☒ No committee review
- ☐ Applicable legislation requires more than a majority vote (i.e., 2/3's present ____, 2/3 membership ____, 3/5's ____, unanimous ____, majority plus one ____, CDMP 7 vote requirement per 2-116.1(3)(h) or (4)(c) ____, CDMP 2/3 vote requirement per 2-116.1(3) (h) or (4)(c) ____, CDMP 9 vote requirement per 2-116.1(4)(c) (2) ____) to approve
- ☐ Current information regarding funding source, index code and available balance, and available capacity (if debt is contemplated) required

Approved _____ Mayor

Veto _____

Override _____

Agenda Item No. 14(A)(4)

4-1-25

RESOLUTION NO. _____ R-374-25

RESOLUTION DIRECTING THE COUNTY MAYOR OR
COUNTY MAYOR'S DESIGNEE TO CONDUCT A
COMPREHENSIVE STUDY AND PROVIDE A REPORT TO
THIS BOARD ON IMPLEMENTING A PARITY-BASED FEE
STRUCTURE FOR AIRPORT LOUNGE OPERATORS AT
MIAMI INTERNATIONAL AIRPORT

WHEREAS, Miami International Airport ("MIA") hosts a diverse array of lounge operators, including airline-affiliated lounges, independent operators, and membership-based lounges; and

WHEREAS, to the greatest extent possible, the fees charged to the various lounge operators should be based on a parity-based fee structure, which is a fee structure that ensures equitable contributions to airport revenue while maintaining high service standards and prioritizing customer experience; and

WHEREAS, utilization of a parity-based fee structure is essential to maximize an airport's competitiveness and operational efficiency; and

WHEREAS, benchmarking against major global international airports such as London Heathrow ("LHR"), Dubai International ("DXB"), and Singapore Changi Airport ("SIN"), and major domestic international airports such as Los Angeles International Airport ("LAX"), John F. Kennedy International Airport ("JFK"), and San Francisco International Airport ("SFO"), can provide valuable insights into effective fee structures and incentive programs; and

WHEREAS, comprehensive stakeholder engagement, including consultations with airlines, independent lounge operators, membership-based programs, and passenger advocacy groups, is crucial for developing a fair and sustainable fee structure; and

WHEREAS, aligning MIA's lounge fee policies with global best practices and ensuring compliance with all applicable legal and regulatory requirements will enhance the airport's competitiveness and operational efficiency,

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF MIAMI-DADE COUNTY, FLORIDA, that this Board:

Section 1. Directs the County Mayor or County Mayor's designee to conduct a comprehensive study and undertake an in-depth analysis on the feasibility of instituting a parity-based fee structure for all lounge operators at MIA. This study shall include, but not be limited to, the following:

- **Market Comparison:** An evaluation of lounge fee structures at major global and domestic international airports, including LHR, DXB, SIN, LAX, JFK, and SFO, focusing on pricing models, revenue-sharing agreements, and incentive programs.
- **Economic Impact Assessment:** An analysis of how proposed fee adjustments may affect various lounge operators, considering factors such as cost structures, profit margins, consumer pricing strategies, and potential impacts on different traveler segments, including business and leisure travelers.
- **Stakeholder Engagement:** Structured consultations with relevant stakeholders, including airlines, independent lounge operators, membership-based lounge programs, and passenger advocacy groups, to gather diverse perspectives on fee parity and operational feasibility.
- **Financial Modeling:** Development of financial models to simulate various pricing scenarios, incorporating analyses of passenger traffic flows, lounge occupancy rates, and operational costs, to determine the most sustainable and equitable fee structure.

- **Regulatory Compliance Review:** The identification and assessment of any legal or regulatory barriers to implementing a parity-based fee structure, ensuring alignment with Federal Aviation Administration (“FAA”) guidelines, Transportation Security Administration (“TSA”) regulations, and other applicable laws.

Section 2. Further directs the County Mayor or County Mayor’s designee to prepare and place on an agenda of the full Board, without committee review, pursuant to Rule 5.06(j) of the Board’s Rules of Procedures, a comprehensive report within 180 days of the adoption of this resolution. Such report shall include:

- **Findings:** Detailed outcomes of the analyses conducted, including insights from market comparisons, economic impact assessments, stakeholder engagements, financial modeling, and regulatory reviews.
- **Recommendations:** Specific proposals for implementing a parity-based lounge fee structure at MIA, including suggested pricing models, incentive programs, and strategies to mitigate potential adverse impacts on lounge operators and travelers.
- **Implementation Plan:** A phased implementation strategy outlining timelines, key milestones, and necessary resources to transition to the new fee structure, ensuring minimal disruption to existing operations and maintaining high service standards.
- **Impact Assessment:** An evaluation of the anticipated economic, operational, and customer experience impacts of the proposed fee structure, along with measures to monitor and address any unforeseen consequences

The Prime Sponsor of the foregoing resolution is Commissioner Kevin Marino Cabrera. It was offered by Commissioner **Eileen Higgins**, who moved its adoption. The motion was seconded by Commissioner **Kevin Marino Cabrera** and upon being put to a vote, the vote was as follows:

Anthony Rodriguez, Chairman	aye		
Kionne L. McGhee, Vice Chairman	aye		
Marleine Bastien	aye	Juan Carlos Bermudez	aye
Kevin Marino Cabrera	aye	Sen. René García	aye
Oliver G. Gilbert, III	aye	Roberto J. Gonzalez	absent
Keon Hardemon	aye	Danielle Cohen Higgins	aye
Eileen Higgins	aye	Raquel A. Regalado	aye
Micky Steinberg	aye		

The Chairperson thereupon declared this resolution duly passed and adopted this 1st day of April, 2025. This resolution shall become effective upon the earlier of (1) 10 days after the date of its adoption unless vetoed by the County Mayor, and if vetoed, shall become effective only upon an override by this Board, or (2) approval by the County Mayor of this resolution and the filing of this approval with the Clerk of the Board.



MIAMI-DADE COUNTY, FLORIDA
BY ITS BOARD OF
COUNTY COMMISSIONERS

JUAN FERNANDEZ-BARQUIN, CLERK

By: Basia Pruna
Deputy Clerk

Approved by County Attorney as
to form and legal sufficiency.

Ryan C. Zagare
Cynji A. Lee