



## UNICCO Lends Expertise and Buying Clout to Help Minority Contractors

Miami International Airport (MIA), like many governmental agencies, has support programs for minority contractors and this extends to its janitorial service providers. MIA contracts with three facilities services companies. UNICCO Service Company is the prime contractor for Zone 1, which includes the main terminal and parking areas. Two minority contractors, N&K Enterprises and Vista Building Maintenance Services, provide services to Zones 2 & 3 support and cargo facilities, as well as Dade county's three general aviation airports. N&K is also a subcontractor to UNICCO in the main terminal area.

UNICCO has gone beyond its contractual commitments to its janitorial services partners. It has shared its training, operations and engineering expertise with N&K and Vista. "We work so well together that it's like we're part of UNICCO," offered Neale Jennings, vice president and operations manager for N&K. "We've never had such a good relationship with a prime contractor. It's above and beyond my expectations based on past experience."



Margaret Haley, vice president and general manager of Vista agrees: "We all go beyond what is expected. By working together we can more efficiently manage the overall contract."

UNICCO invites staff from both companies to its training and safety sessions. Supervisors also meet regularly at the supervisory and management level to benefit from human resource, safety and management techniques training. In addition, vendor presentations and operational improvements are shared with N&K and Vista. When UNICCO buys new equipment or its operations engineers develop new techniques they are quickly shared with N&K and Vista.

This level of collaboration is in keeping with MIA's proactive approach to management. "We have an expectation of excellence from all of our contractors and our facilities vendors are working together to achieve that level," said MIA contract manager, Eli Mizrahi. "We expect continuous improvement. Quality levels that were acceptable before need continuous upgrading."

These efforts translate into hard dollar savings and improved operations throughout the airport's facilities. The taxi lot, an area where hundreds of taxi drivers congregate to wait

## UNICCO Case Study: Miami International Airport

for fares, is a community unto itself. Unfortunately, it was a dirty community. N&K had one person walking around all day with a broom cleaning the parking area.



UNICCO brought in their operations engineers and recommended a rideable litter vac with a moveable head. The company bought the equipment on behalf of MIA and provided it to N&K. Now, it only takes a few hours to do what took an entire day and the worker is freed to do project work. A similar initiative is being implemented to clean the parking lot floors. ““Before, we were throwing more bodies at problems. Now we’re working smarter. Getting people off their feet and mechanized does a lot for attitude.” continued Jennings.

“We use our expertise and buying clout to benefit all of the vendors and, by extension, MIA,” said Jack Deem, UNICCO general manager. “It’s not just the big projects, though. We save MIA about \$250,000 per year on roll towel costs just by consolidating the order and allowing the other vendors to buy under our terms.”

“This relationship works because both MIA and UNICCO want it to work. Eli Mizrahi and Jack Deem have the vision to see how we can all work together to match our strengths to create a smooth operation that achieves everyone’s goals,” concluded Jennings.



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