

# Dallas Fort Worth International Airport Concessions Pre-Proposal Conference

2.14.2017



Welcome  
Zenola Campbell, Vice President  
Concessions

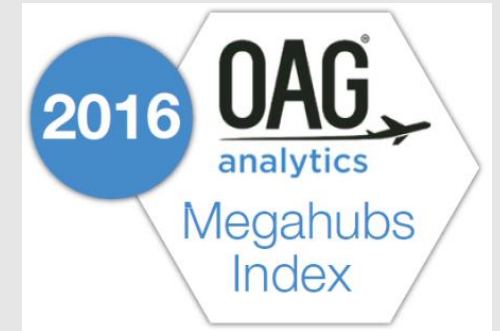
# Agenda

- Overview of DFW Airport & Concessions Program
- Customer Segmentation
- DFW Air Service Highlights
- ACDBE and M/WBE Programs
- Break
- How to do Business with DFW
- Tenant Design and Construction
- Package Review: RFP Requirements
- Procurement: Lessons Learned

**Presentation will be available online.**



# DFW Airport Overview



- DFW world rankings
  - 10<sup>th</sup> in passengers (64.1M in 2015)
  - 3<sup>rd</sup> highest-ranked Megahub (based on ratio of connections to destinations)
- DFW operates four legacy terminals (A, B, C, E) and International Terminal D
- Terminal Renewal and Improvement Program (TRIP)
  - Legacy Terminals A, B and E
  - Enhancing the concessions program, expanding security checkpoints, reconfiguring ticket counters and improving parking
  - As of January 2017, Terminal A is officially complete.



Jointly owned by the cities of Dallas and Fort Worth, DFW has built a huge infrastructure and still has room to grow.



DFW Airport now provides air service to 158 domestic and 56 international destinations, for a total of 214 non-stop destinations.



# Vision

Travel. Transformed.



# Mission

We provide an exceptional Airport experience for our customers and connect our community to the world.

# Mastering the Basics

Clean

Working

Friendly





Clean	Working	Friendly
<ul style="list-style-type: none"> <li>• Premises are neat, tidy and dirt-free</li> <li>• Custodial enhancements               <ul style="list-style-type: none"> <li>• Reallocate custodial staff during peak hours to high traffic areas to match planned flows</li> <li>• Testing 2 new custodial models for improved structure and scope</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Processes, products and facilities are all functional</li> <li>• Security Checkpoint experience               <ul style="list-style-type: none"> <li>• Collaboration between DFW, TSA and Airlines</li> <li>• “Optimization Team” deployed</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• All staff are welcoming and happy to assist</li> <li>• Ensure a great customer experience and delivering Moments of wow</li> <li>• ACES – Airport Customer Experience Specialists 24/7 Operation – Customer Assistance               <ul style="list-style-type: none"> <li>• Daily “Playlist” execution</li> <li>• Total team effort with ACES, AOC, and contractors</li> </ul> </li> </ul>

# Key Results



# Concessions Program

One of the largest concessions programs in North America

- Over 200 shops and restaurants
- Generated over \$333M in FY16 Gross Receipts
- Completed 56 concession locations in FY16

Rental Car Center

- 4.8 million passengers in FY16
- Generated over \$279M in FY16 Gross Receipts



# Concessions Program Mission and Objectives

## Mission

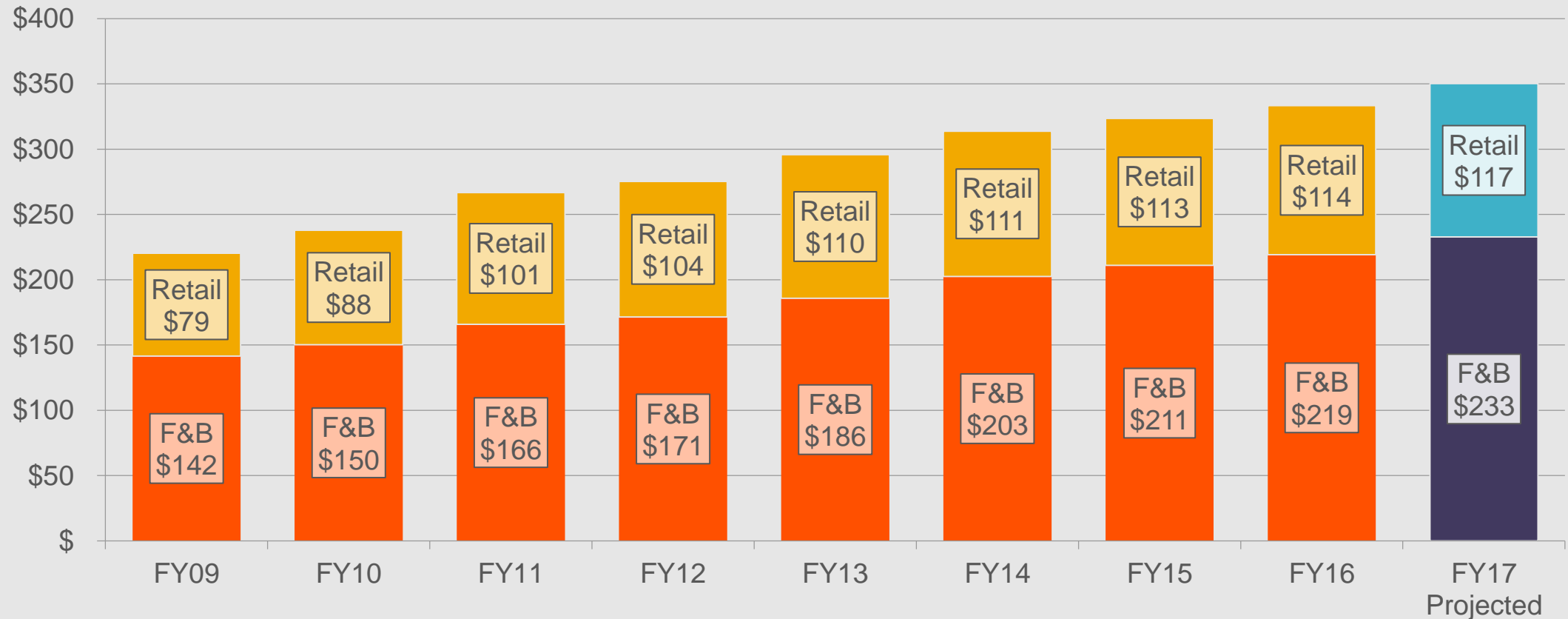
- To proactively exceed our customers' expectations with Best in Class shopping, dining and service experiences at the Airport while increasing revenue to the Board

## Objectives

- Increase spend through more relevant shopping and dining offerings
- Maximize revenue through new business trends in non enplanement based businesses
- Provide relevant passenger-related services.

# Concessions Performance

FY17 is projected to continue this trend, reaching \$350M in total sales.



# 2016 Industry Recognition

## Airports Council International:

- Overall Richard A. Griesbach Award of Excellence – Terminal A
- Best Retail Program – Large Airport

## Airport Revenue News

- Best Concessions Management Team



# Meeting Passenger Brand Expectations

Focus on a variety of local, regional, and national brands

DFW Airport is seeking:

- National and global branded concepts
  - Reflect broad appeal to national and international passengers
  - Provide source of comfort due to familiar concepts
  - Provide wider landscape from which to choose
- Local and regional branded concepts:
  - Meet travelers' expectations for a local experience
  - Support community-based businesses
  - Provide local economic development



# 56 New Locations Opened in FY16





# Opened and Coming Soon in FY17



MICHAEL KORS

Eddie Bauer<sup>®</sup>

EST. 1920

HICKORY

- BY KENT RATHBUN -



Legendary Tex-Mex.



since 2001



i'm lovin' it<sup>®</sup>



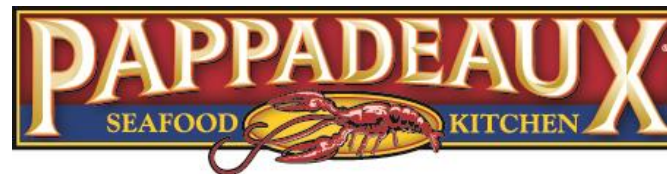
ABACUS.



culturemap.com



from INMOTION ENTERTAINMENT





400

Travel Transformed.

# Passenger Segmentation Research

Diana Bravo, Research Project Manager  
Marketing Services

# DFW International Airport Segmentation Research



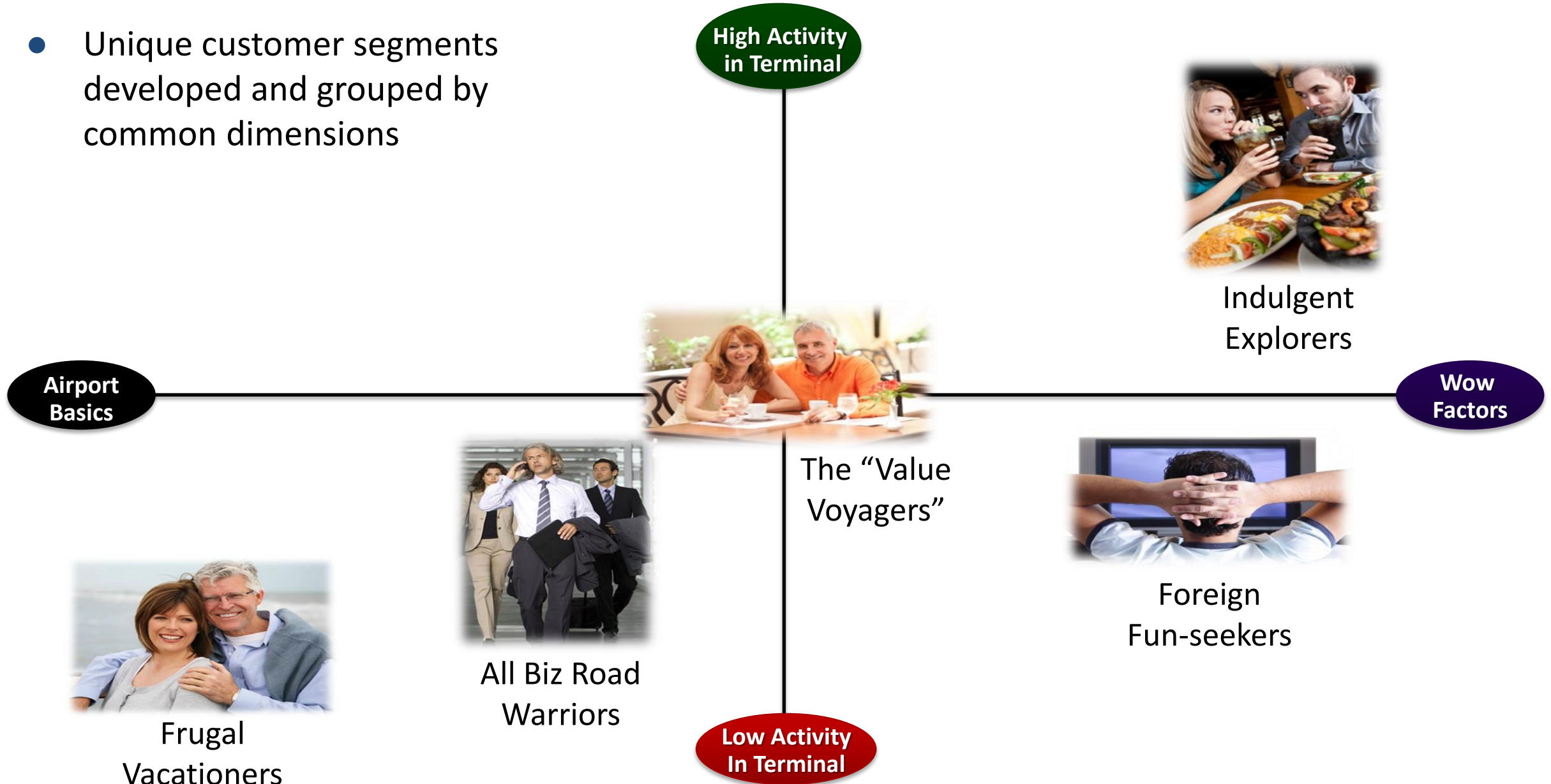


## What it does

- Identify how DFW customers differ on attitudes, needs, and behaviors
- Identify what amenities and services will better serve DFW customers
- Provide insights to determine what message points are key in marketing communications
- Inform DFW Airport on how to target and reach its customers

# DFW Customer Segmentation

- Unique customer segments developed and grouped by common dimensions

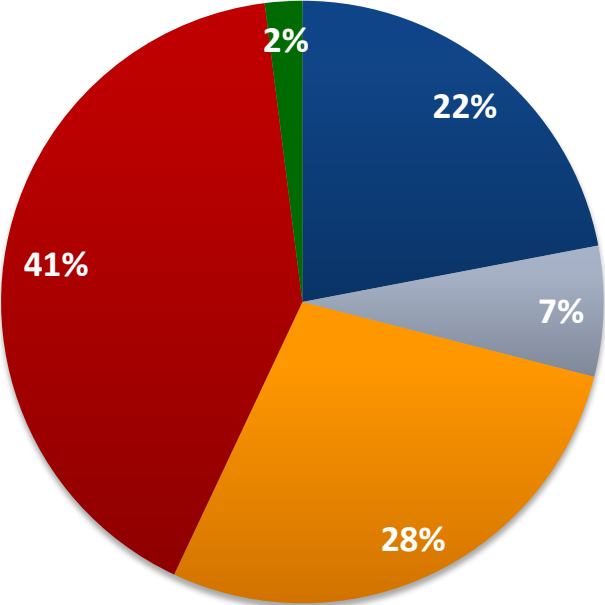


# Size & Spend of Segments

- Frugal Vacationers and Value Voyagers segments represent 69% of the sizing, but only 31% of the spend.
- Indulgent Explorers and All Biz Road Warriors segments account for 29% of the sizing, but 67% of the spend.
- Non-U.S. travelers are represented in all segments.

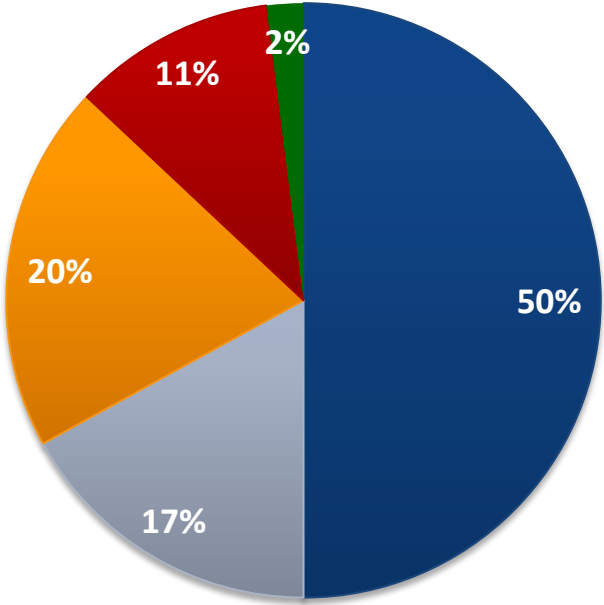
## DFW Customers

Size of Segments



- Indulgent Explorers
- All Biz Road Warriors
- Value Voyagers
- Frugal Vacationers
- Foreign Fun-Seekers (Non-U.S. only)

Spend of Segments



Includes Domestic & non-U.S. customers.  
Sample size: 3522



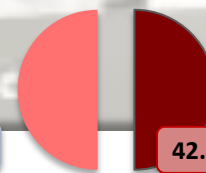
# Indulgent Explorers



# Indulgent Explorers: Airport Needs



20.4% U.S. + 1.7% Non-U.S.



42.5% U.S. + 7.9% Non-U.S.



*"When I travel, I like to spend money at the terminal."*

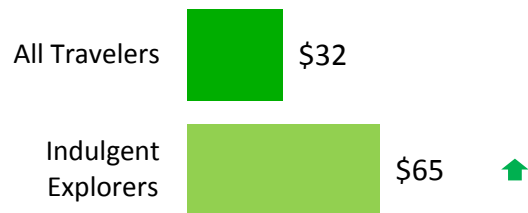
*"I look for a variety of amenities and services to help me unwind and relax."*

*"I like to visit upscale and high end retail stores and restaurants at the airport."*

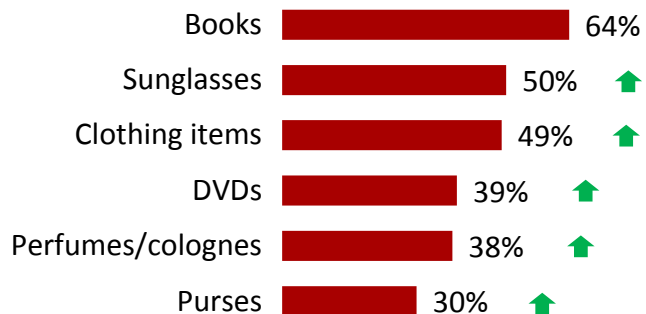
*"I think of myself as a 'foodie' and I like eating healthy."*

*"I would consider purchasing luxury or mass market brands at the airport."*

## Average Spend Per Trip



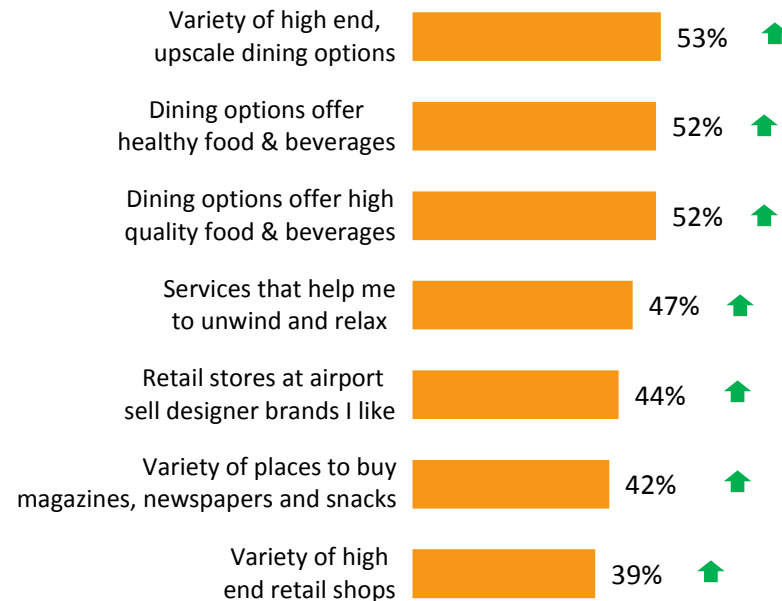
## Products Purchased in Airport



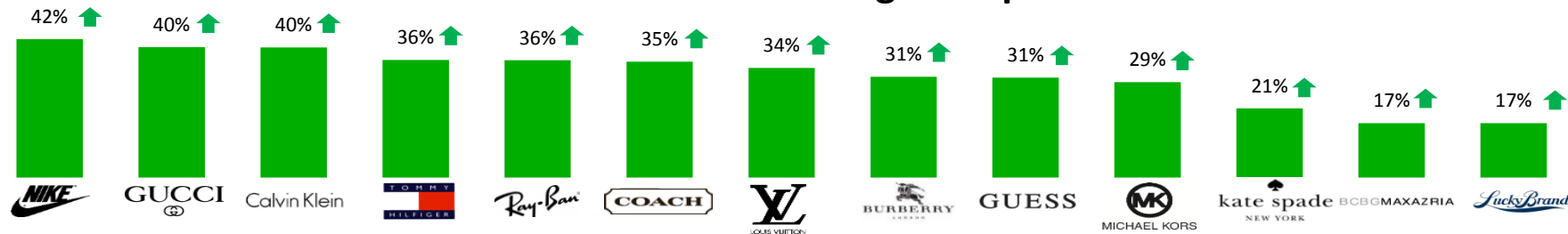
## Importance of Airport Attributes

(Extremely/Very Important)

### Key Attributes



## Brands Consider Purchasing at Airport



↑ High index vs. Total

↓ Low index vs. Total



All Biz Road Warriors

# All Biz Road Warriors: Airport Needs



*"I am successful, and making more money than the average person."*

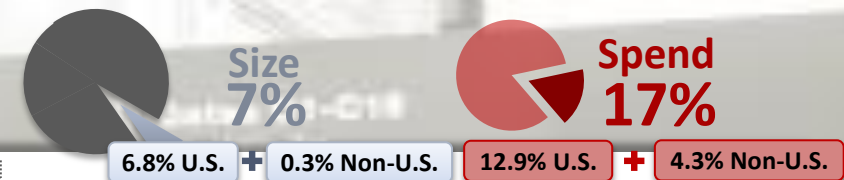
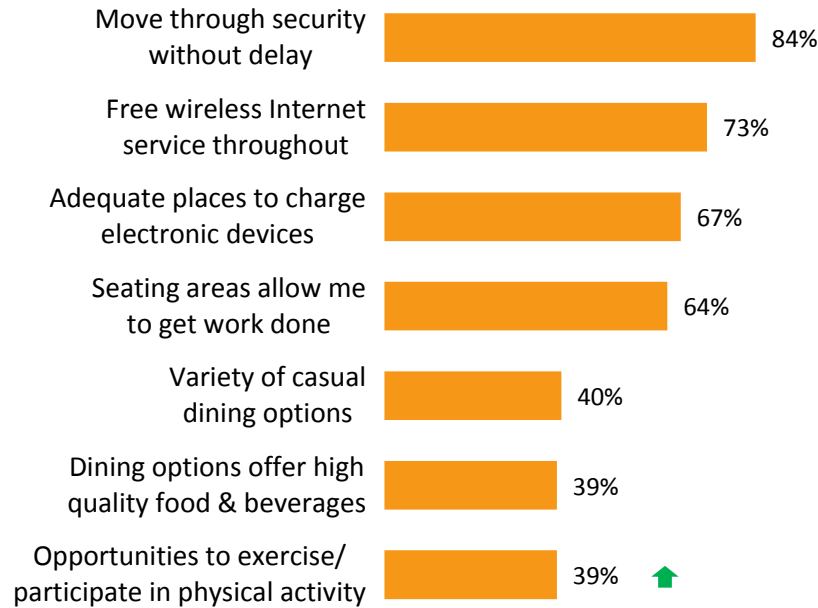
*"When I travel, I'm focused on getting to the terminal and working. I look for Wi-Fi, charging stations, and areas that allow me to work."*

*"I would consider purchasing mostly mass market brands at the airport such as Ray-Ban and Nike."*

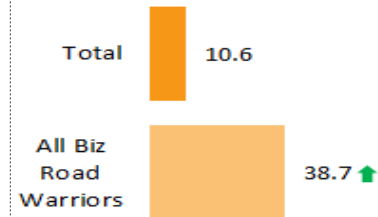
## Importance of Airport Attributes

(Extremely/Very Important)

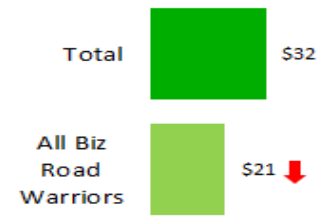
### Key Attributes



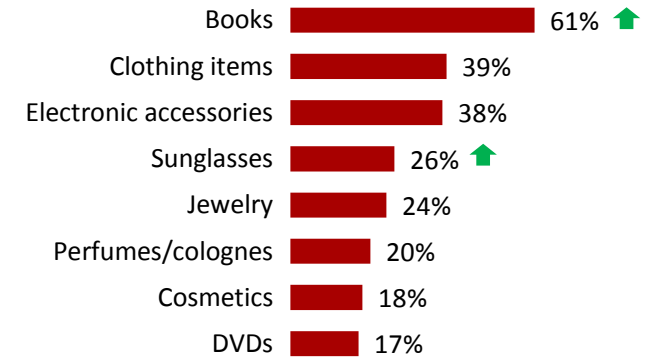
### Average # Trips



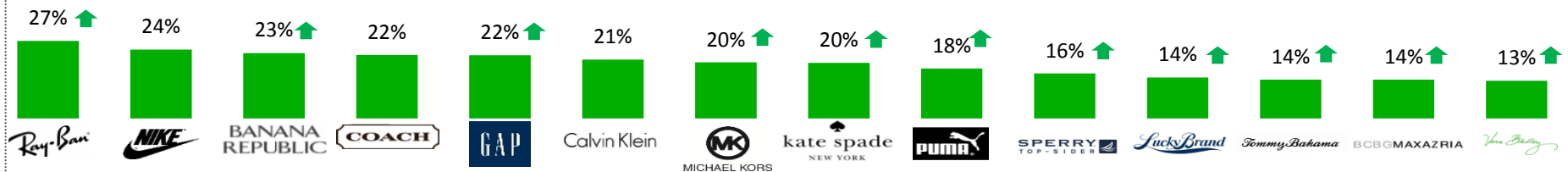
### Average \$ Spend Per Trip



## Products Purchased in Airport



## Brands Consider Purchasing at Airport



↑ High index vs. Total

↓ Low index vs. Total



# Value Voyagers

# Value Voyagers: Airport Needs



Size  
28%



Spend  
20%

24.5% U.S.

+ 3.1% Non-U.S.

11.8% U.S.

+ 8.1% Non-U.S.



*“I sometimes buy things for myself as a reward for a job well done and I feel like I deserve to be pampered at times.”*

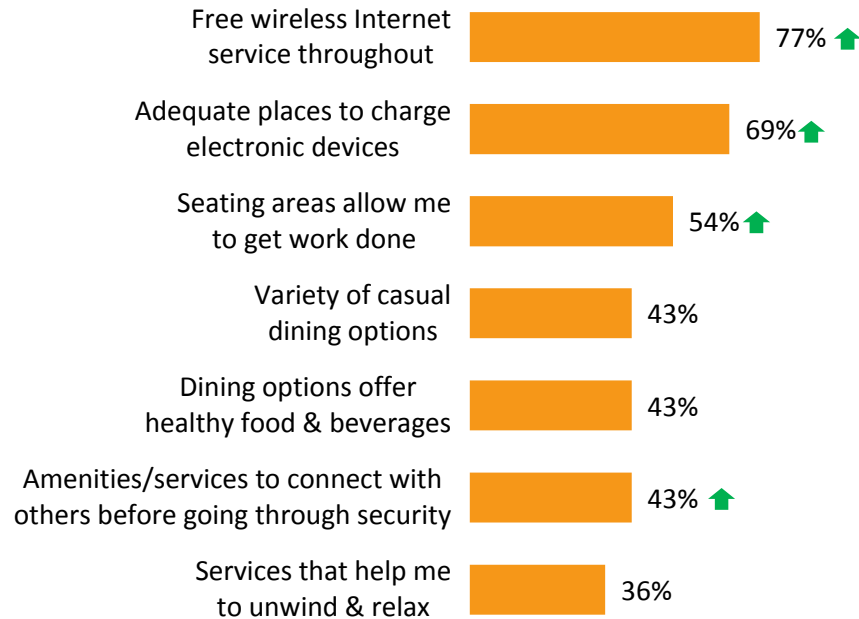
*“I look for casual dining restaurants and dining options that offer healthy food & beverages.”*

*“At the airport I would consider purchasing mass market brands, but am also interested in purchasing affordable luxury brands.”*

## Importance of Airport Attributes

(Extremely/Very Important)

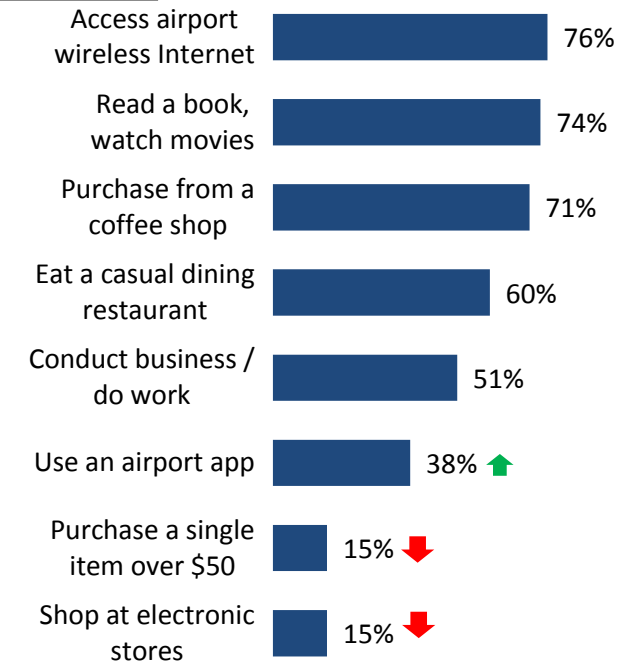
### Key Attributes



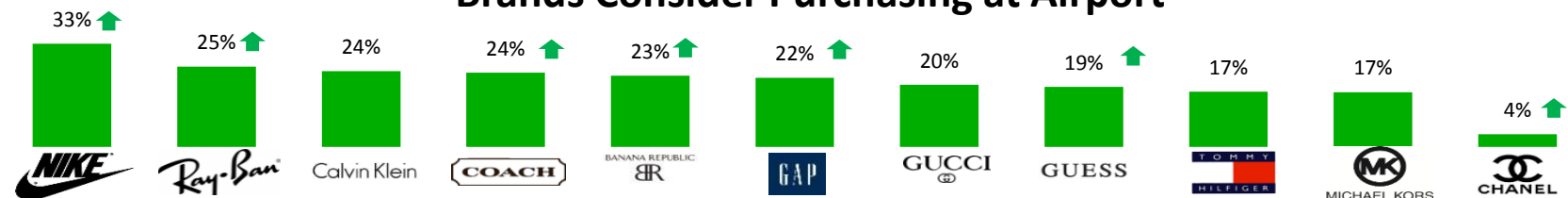
## Airport Behaviors

(Do Always/Often)

### Key Behaviors



## Brands Consider Purchasing at Airport



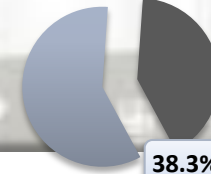
↑ High index vs. Total

↓ Low index vs. Total



# Frugal Vacationers

# Frugal Vacationers: Airport Needs



38.3% U.S. + 2.8% Non-U.S.



8.3% U.S. + 2.4% Non-U.S.



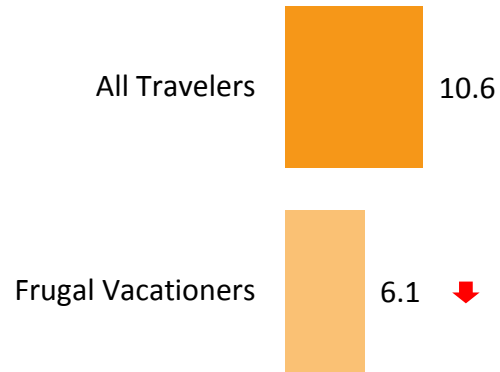
*"I'm older and tend to be more frugal while traveling."*

*"I travel infrequently, and when I do, it's mostly for leisure."*

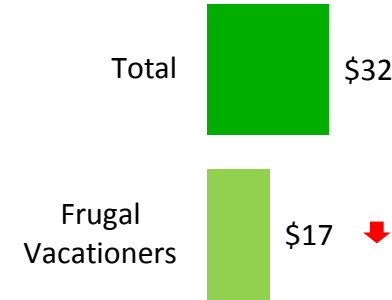
*"Finding affordable dining options is important."*

*"I enjoy finding bargains and may purchase items like books, magazines and newspapers to read while waiting at the gate."*

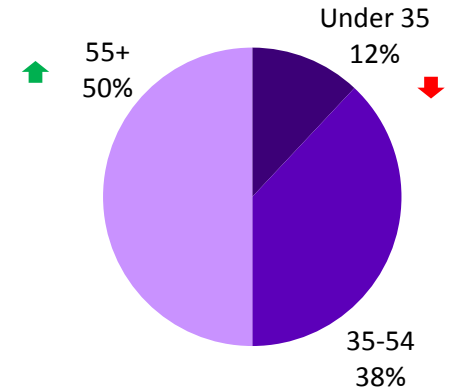
## Average # Trips



## Average \$ Spend Per Trip

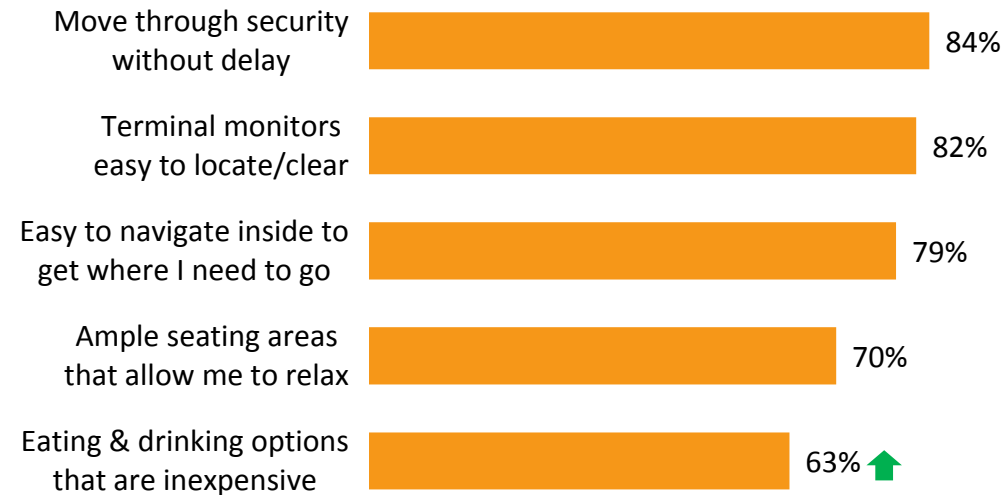


## Age



## Importance of Airport Attributes

(Extremely/Very Important)



↑ High index vs. Total

↓ Low index vs. Total



Foreign Fun-Seekers – Non-U.S. Only



# Foreign Fun-Seekers: Airport Needs



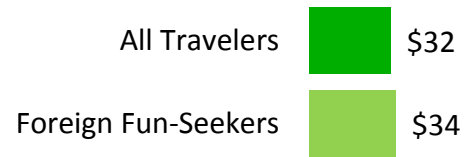
*“When I am in the airport I am looking to unwind, relax, and be entertained.”*

*“I may purchase items such as books, electronics and DVDs.”*

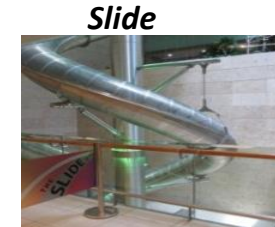
*“I seek out high quality dining experiences, and retail stores and spend my time on amenities that help me unwind and relax.”*

*“I spend conservatively in the terminal but would consider purchasing some luxury brands.”*

## Average Spend Per Trip



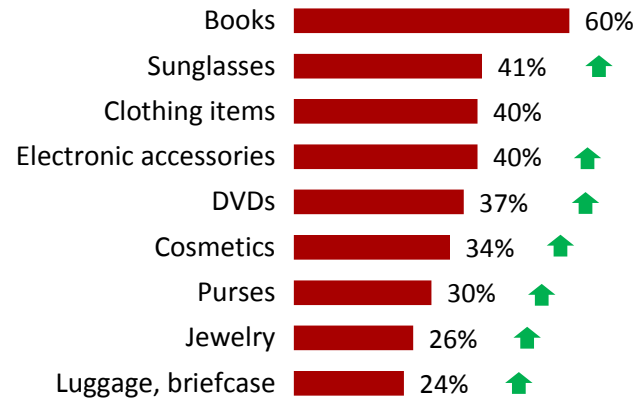
## Changi



## Incheon Live Music



## Products Purchased in Airport

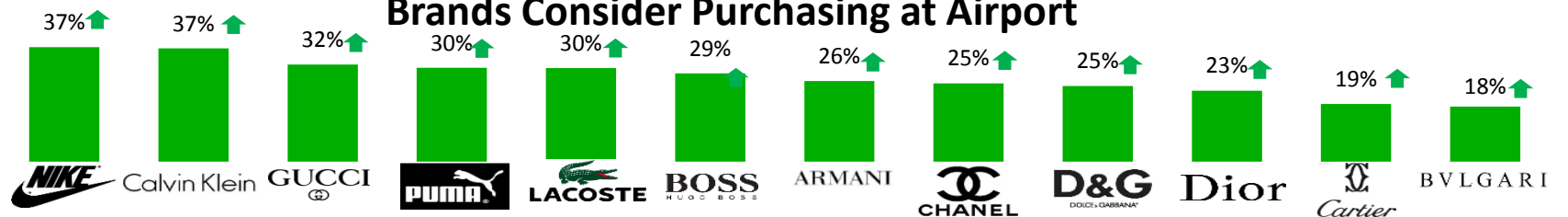


## Importance of Airport Attributes

(Extremely/Very Important)



## Brands Consider Purchasing at Airport



↑ High index vs. Total

↓ Low index vs. Total

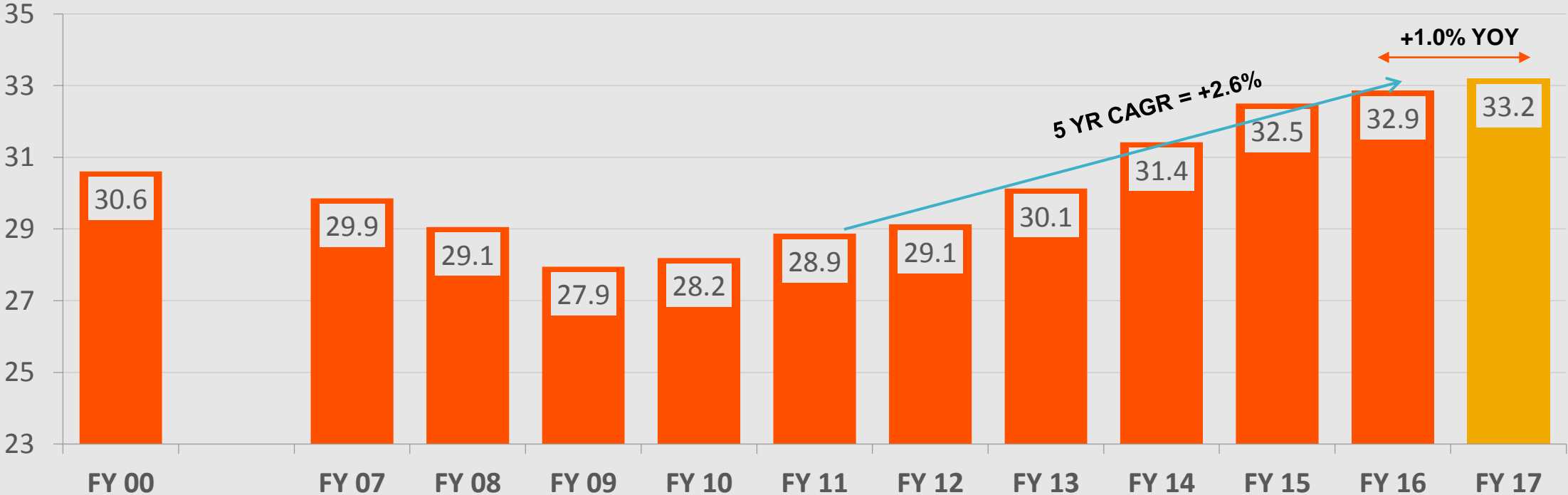
# DFW Air Service Highlights

## Phoebe Zhang, Manager

### Airline Relations & Analytics

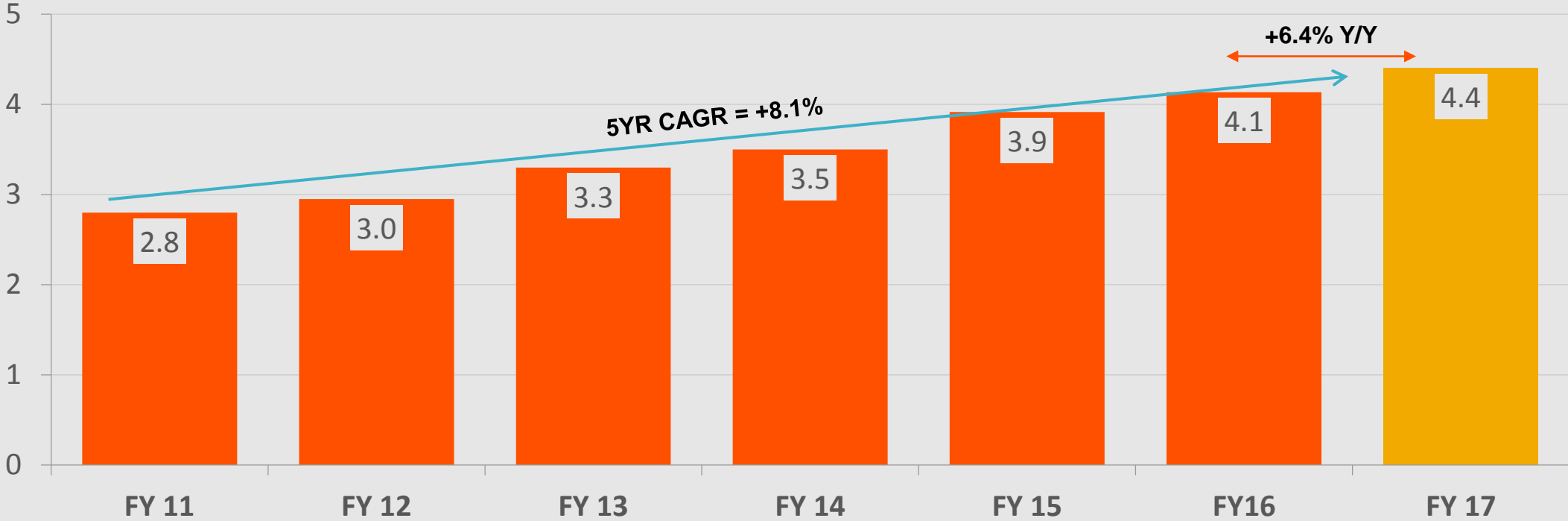
# DFW enplanements projected to hit a new record high in FY 2017!

**DFW Enplanements**  
(in Millions)



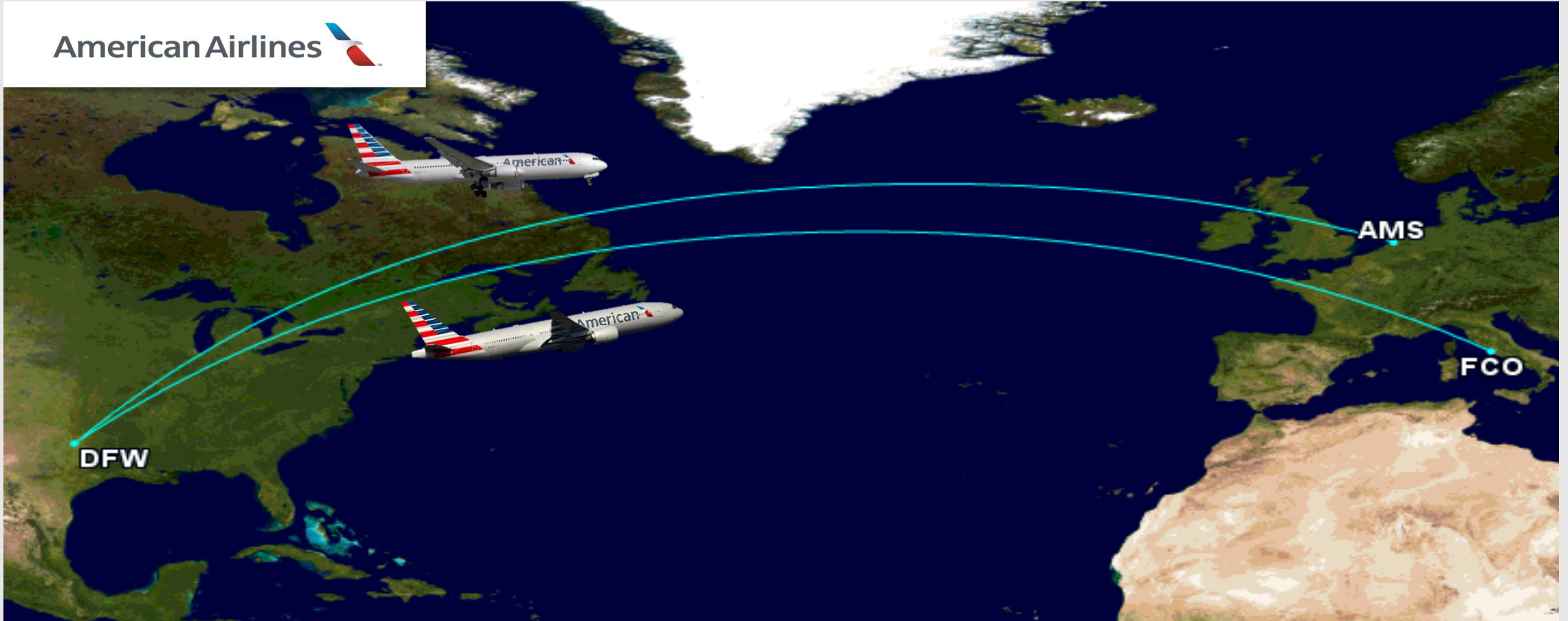
# International enplanements has grown tremendously in the last 5 years

**DFW International Enplanements**  
(in Millions)

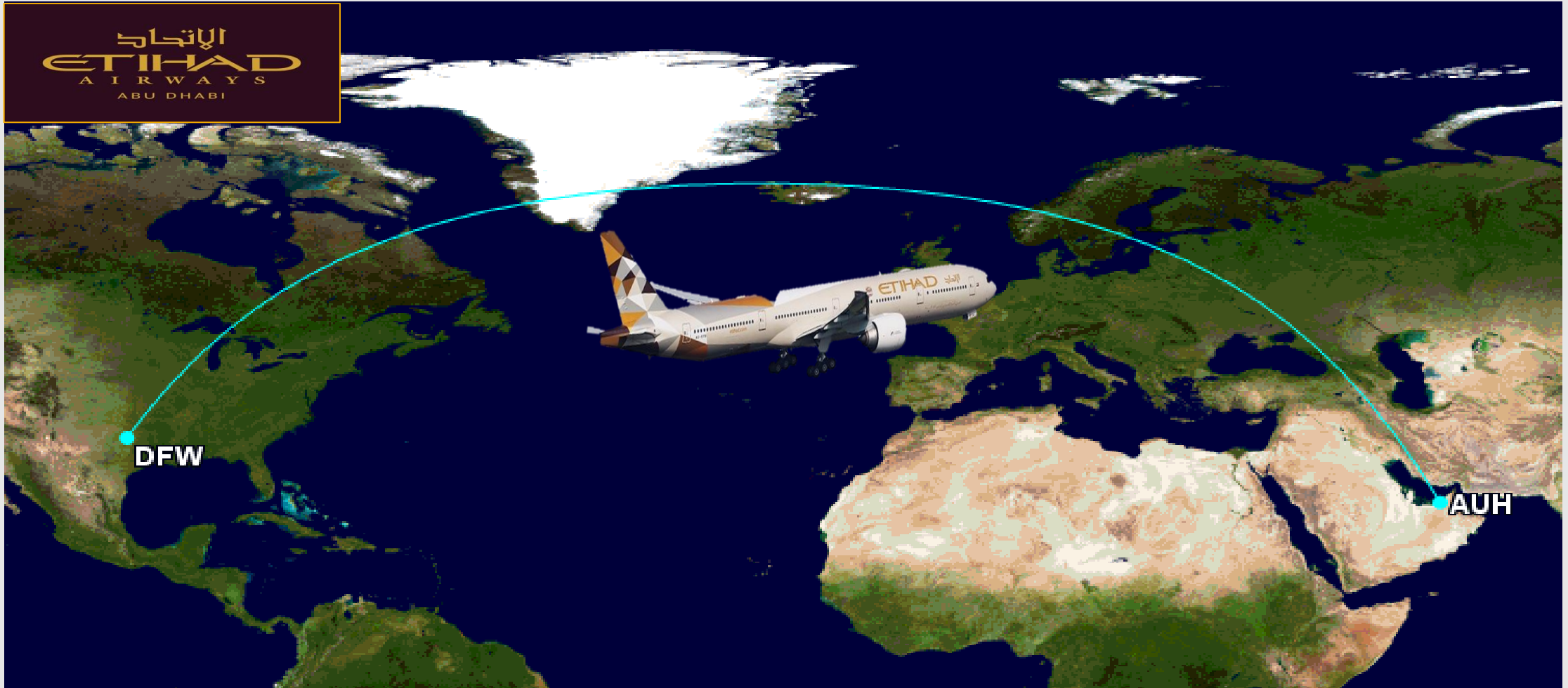


# International Service Growth

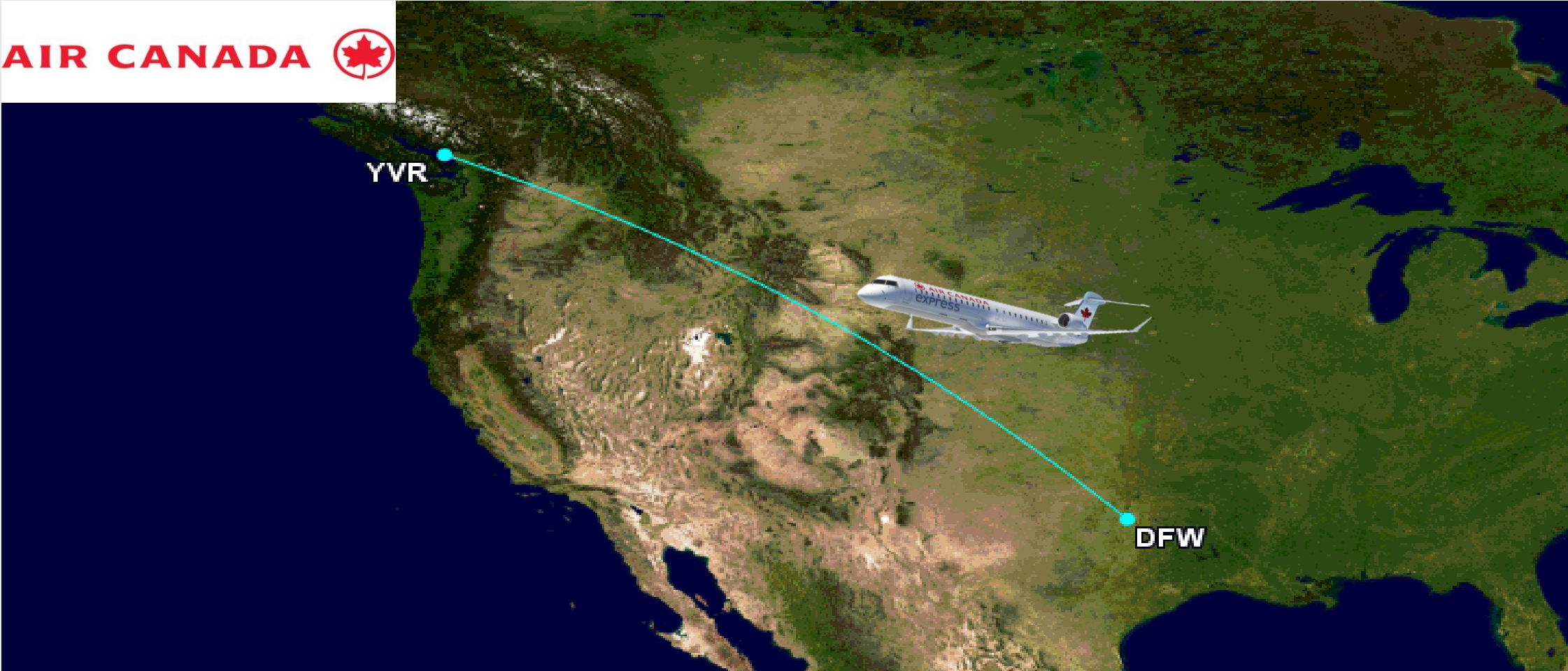
# American Airlines announced summer seasonal daily service to Amsterdam and Rome



# Etihad increases Abu Dhabi-DFW service from 3x weekly to daily service starting February 2017

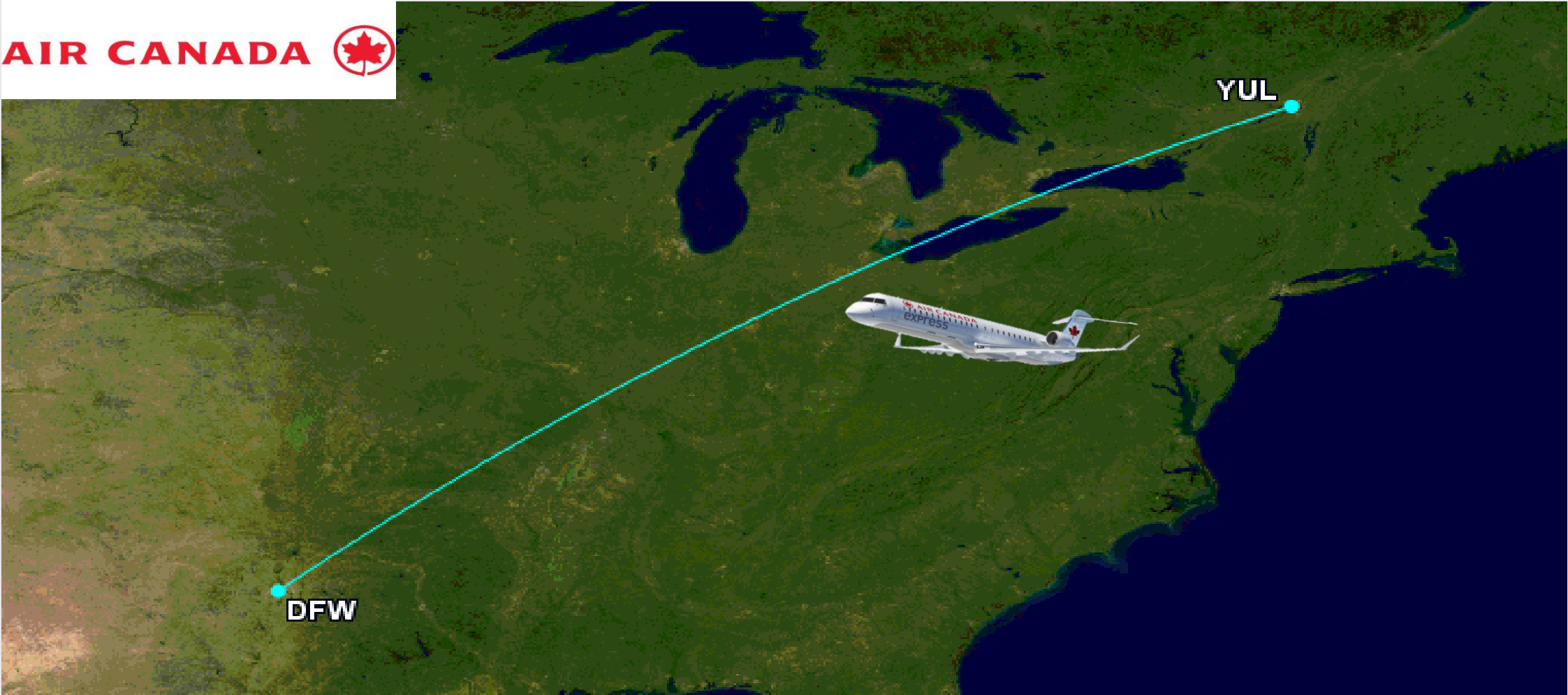


# Air Canada started new daily service to Vancouver on Feb 6 2017

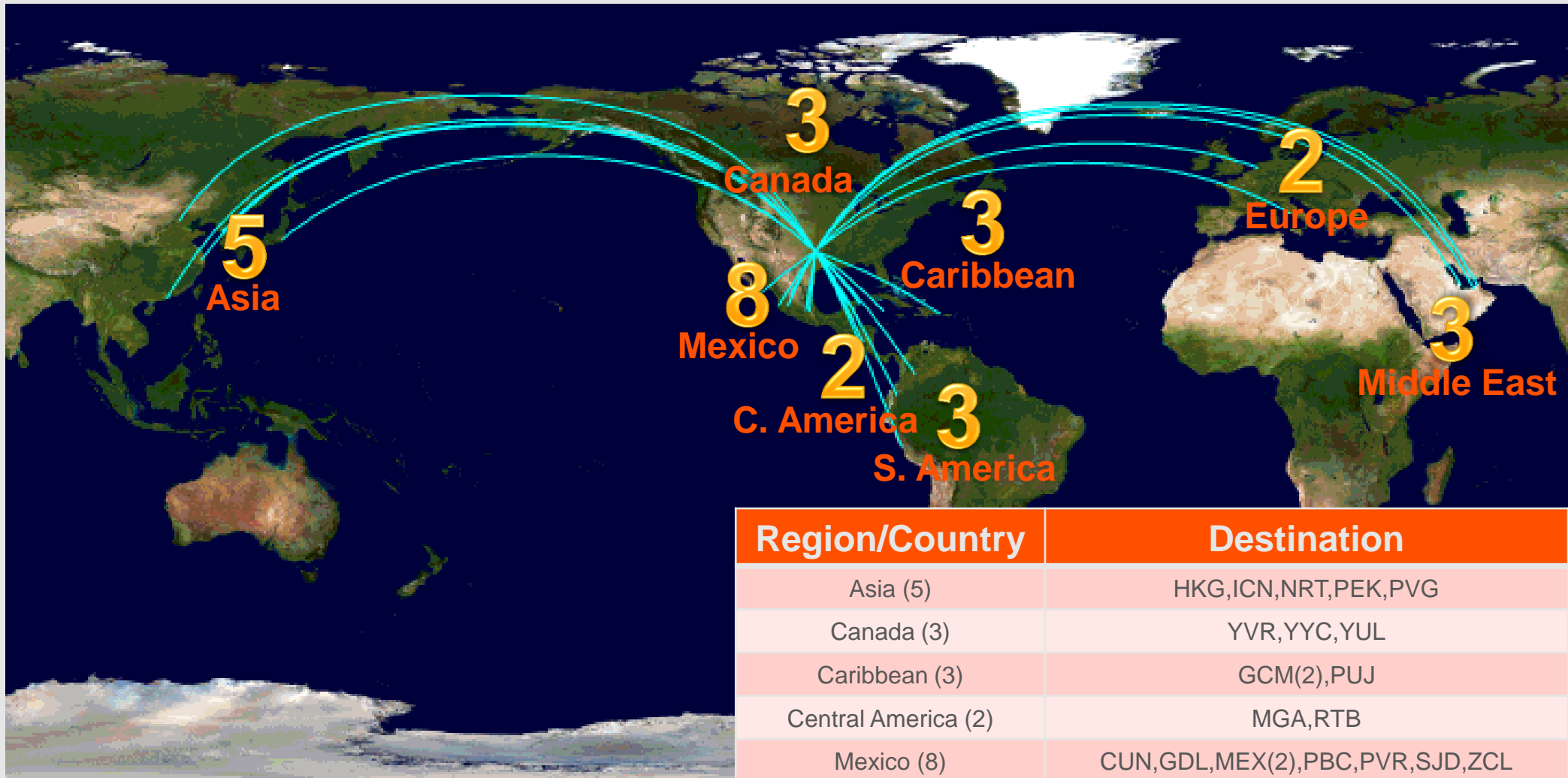




# Air Canada announced new daily service to Montreal starting May 2017



# 29 international services launched in the last 5 years



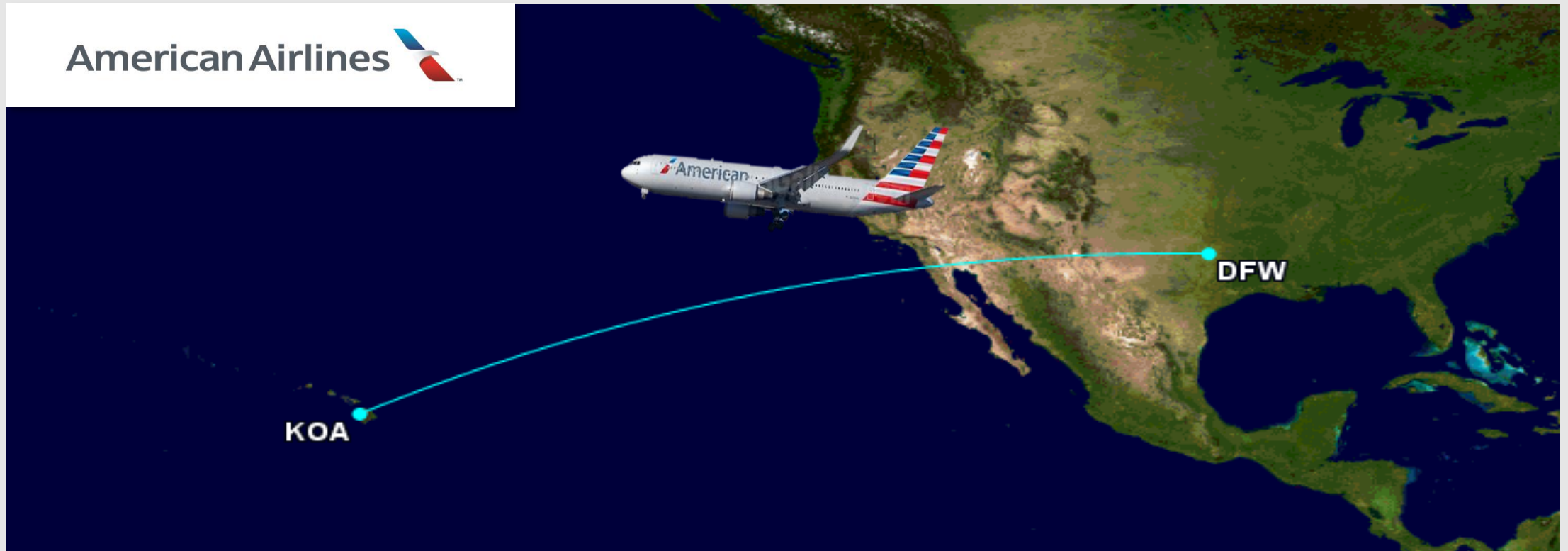
Region/Country	Destination
Asia (5)	HKG,ICN,NRT,PEK,PVG
Canada (3)	YVR,YYC,YUL
Caribbean (3)	GCM(2),PUJ
Central America (2)	MGA,RTB
Mexico (8)	CUN,GDL,MEX(2),PBC,PVR,SJD,ZCL
South America (3)	BOG,LIM,UIO
Europe (2)	AMS,FCO
Middle East (3)	AUH,DOH,DXB



# New Domestic Service

# American Airlines increased Kona service to include spring and summer months

AA launched service to Kona, HI on Boeing 767-300 in Dec 2016.



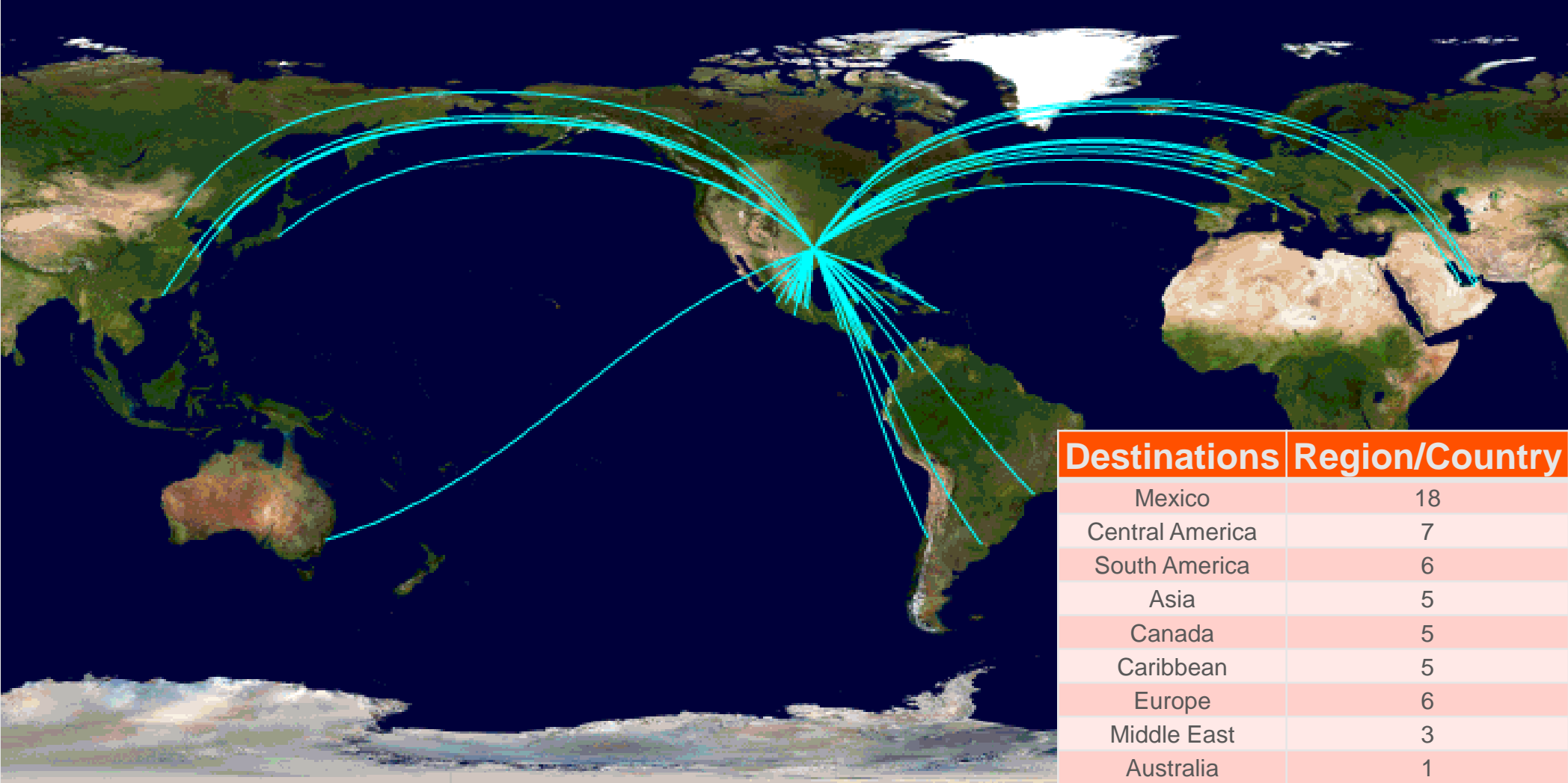
# American Airlines announced new services to Billings, MT and Traverse City, MI starting in June 2017



DFW

# DFW – A Global Super Hub

# DFW Airport is a Global Super Hub with non-stop service to 55 international destinations



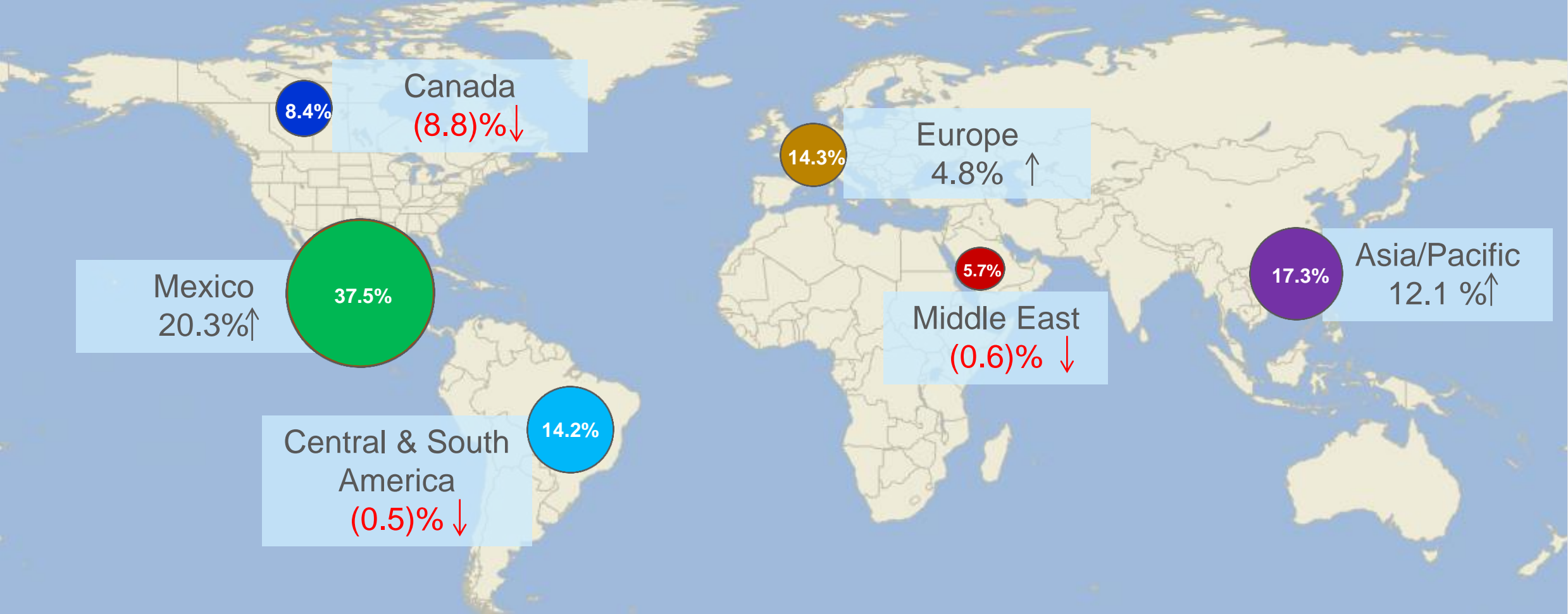
# Mexico remains DFW's most served region





# FY 2017 International Passengers

International passenger traffic was up across most regions.



Source: DFW Monthly Flight Activity Reports

Note: Percentages within text boxes denote FY YOY change; Color circles with percentages represents relative passenger market share

Note: Caribbean (2.7%), not included in picture

# Airport Concessions Disadvantaged Business Enterprise (ACDBE) Program

Guy Toliver, Business Development Manager  
Business Diversity & Development

# Agenda

- Airport Concessions Disadvantaged Business Enterprise (ACDBE) Program
- Key ACDBE Program Points
- Counting Supplier Participation
- ACDBE Certification
  - Forms
    - Questionnaire Form
    - Commitment to ACDBE Participation Form
- Sample Certificate
- ACDBE Evaluation Criteria (10 Points)
- Good Faith Effort (GFE) Plan
- Common Proposal Submission Errors
- Approved Certifying Entities
- Identifying Prospective ACDBE Partners
- Q&A

# Airport Concessions Enterprise Disadvantaged (ACDBE) Program Overview

- ACDBE Program required by Federal Regulation
- Objective: Ensure full and fair access to concession opportunities for all business and in particular for ACDBE business
- Valuable consideration in the awarding of a Concession Agreement
- ACDBE requirement is pass/fail and must be met for a proposal to be reviewed and considered by the selection committee
  - Responsive – Proposal compliant with requirements; further consideration by Selection Committee
  - Non-Responsive – Proposal fails to meet the requirements; no further consideration by the Selection Committee

# Airport Concessions Disadvantaged Enterprise (ACDBE) Program

- The ACDBE goal is a percentage of total revenue or purchases for goods and services for this solicitation.
- Option for typically meeting an ACDBE goal:
  - 100% ACDBE owner-equity participation
  - Percentage Owner-Equity Participation by way of a sublease, management, operating, franchise or joint venture agreement or partnerships
  - Percentage of total purchases for all good and services awarded to ACDBE certified firms
  - Other legal arrangement

## ACDBE Program

- Concessions
- Hotels Services
- Car Rentals
- Other Goods and Services



Annual ACDBE goal is 34%

# ACDBE Program Points

## **Certification**

ACDBE certificates are due at time of proposal submission

## **Pass/Fail**

Proposals failing to meet the requirements receive no further consideration by the Selection Committee

## **Good Faith Efforts**

Stringent documentation requirements due at time of bid/proposal submission

## **Contract-Specific Goals**

a percentage of contract value; Prime self-performance counts towards goal

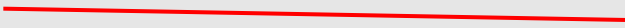
# ACDBE Certification

- Not required to do business with DFW.
- HOWEVER, if claiming ACDBE credit, must be certified by an approved certification agency at the time of proposal submission in order to be credited.
- State of Texas Hub certificates are not acceptable
- DFW will accept an ACDBE certificate from an out-of-state U.S. DOT-approved UCP during the interim of the Proposer applying with NCTRCA-assigned Affidavit Number as proof of pending certification with the proposal submission.
- Commodity codes noted on certificate must be relevant to the proposed services.
- Effective 1/1/2016, a DBE certificate will no longer be counted towards an M/WBE goal. Ensure you possess the correct and required certificate for each solicitation.
- **Certification certificates must be included with proposal submission**



# Commitment to ACDBE Participation Form

Identify commitment to meeting and/or exceeding the ACDBE Goal



**DFW**

**Airport Concessions Disadvantage Business Enterprise (ACDBE)  
COMMITMENT FORM**  
*(This form is required as part of your proposal submission.)*

The ACDBE goal for this concession package is \_\_\_\_%

**NOTE:** The BDDD will only credit ACDBE participation that is certified by an approved certification entity at the time of proposal submission.

The undersigned concessionaire/vendor has satisfied the requirements of the proposal specifications in the following manner (Please check (✓) only one box):

- 100% Self-Performance: The proposer, a certified ACDBE firm and sole concessionaire, is committed to meeting or exceeding the ACDBE goal through 100% self-performance. *(If checked, must submit required ACDBE certificate).*
- Percentage Participation: The proposer is committed to meeting or exceeding the ACDBE goal, with a minimum of \_\_\_\_% ACDBE participation on this concessions package. *(If checked, must submit required Exhibits F-2, F-4, Draft Partnership Agreement and ACDBE certificate(s)).*
- The proposer is unable to meet the ACDBE goal and is committed to a minimum of \_\_\_\_% ACDBE participation on this concessions package and submits documentation demonstrating good faith efforts. *(If checked, must submit required Exhibits F-2, F-3, F-4, Draft Partnership Agreement and ACDBE certificate(s)).*
- The proposer is unable to meet the ACDBE goal and submits documentation demonstrating good faith efforts. *(If checked, must submit required Exhibit F-3).*

Name of Proposing Entity: \_\_\_\_\_

Name of Authorized Representative or Designee: \_\_\_\_\_

Title: \_\_\_\_\_

Signature: \_\_\_\_\_

6/7/2016



# Sample Certificate

Does certification match Program goal?

Do the commodity codes cover your proposed scope of work?

**NCTRCA**  
North Central Texas Regional Certification Agency

**Airport Concessionaire  
Disadvantaged Business  
Enterprise Certification**

**Texas Unified  
Certification Program**  
TUCP

**Howell - Mickens, Ltd**  
Disadvantaged Business Enterprise

has filed with the Agency an Affidavit as defined by 49 CFR Part 23 and 26 and is hereby certified to provide service(s) in the following areas:

992000;  
News, Gift, Novelty, and Souvenir Stores, Airport Concessionaire:

This Certification is valid beginning August 2011 and superceded any registration or listing previously issued. This certification must be updated annually by submission of an Annual Update Affidavit. At any time there is a change in ownership or control of the firm, notification must be made immediately to the North Central Texas Regional Certification Agency.

Certificate expiration August 12, 20

Issued date August 11, 20

CERTIFICATION NO. **BMD50240Y0812**

*Shawn Meyer*  
Certification Administrator

# Good Faith Effort (GFE) Plan

- Proposers that are non-certified firms must meet the applicable goals or demonstrate good faith efforts to achieve the goals.
- GFE required *only* if the D/S/M/WBE goal is not achieved or partially achieved.

## **A GFE Plan is not a checklist!**

- Proposers are required to meet ALL factors outlined **and provide support documentation.**
- Factors should not be considered as a template, checklist or some quantitative formula.
- Submitting the form without support documentation, as a GFE, will automatically deem the Proposer non-responsive.
- DFW will evaluate the GFE on quality, quantity, and intensity of the different kinds of efforts that the bidder/proposer has made.
- Mere pro forma efforts are not good faith efforts



# Approved Certifying Entities

## Approved Certifying Entities

North Central Texas Regional Certification Agency 624 Six Flags Drive, Suite 100  
Arlington, TX 76011  
(817) 640-0606 or [www.nctrca.org](http://www.nctrca.org)  
(Processing timeframe: 60 – 90 days from date application is deemed complete)

U.S. Department of Transportation – approved Unified Certification Program (UCP) 125 E. 11<sup>th</sup> Street  
Austin, TX 78701  
(800) 558-9368 or [www.txdot.gov](http://www.txdot.gov)  
(Processing timeframe: 30-45 days)

# Common Proposal Submission Errors

- Failure to respond to all RFP Evaluation Criteria questions.
- Failure to sign all required documents.
- Failure to submit required ACDBE certificates for all identified ACDBE firms.
- Failure to submit correct ACDBE certificates; instead submitted a HUB, WBE or MBE certificate.
- Providing certificates for firms that are not listed on the Schedule of Subcontractors or Not providing certificates for firms that are listed on the Schedule of Subcontractors
- Use of 'TBD' on a Schedule of Subs instead of dollars & percentages
- Using the Good Faith Effort plan as a checklist and not submitting support documentation

**PROOFREAD** your proposal and ensure all required forms are complete. Not submitting the required forms will deem your proposal non-responsive and not move forward in the evaluation process!



# Identifying Prospective ACDBE Partners

- Pre-Proposal Meeting
- Pre-Proposal Meeting Sign-In Sheet
- DFW D/S/M/WBE Online Directory:  
[www.dfw.diversitysoftware.com](http://www.dfw.diversitysoftware.com)
- Minority Chambers
- Advocacy Organizations
- Certifications Agencies
- Federal Aviation Administration DBE/ACDBE Directory (dbE-connect)  
<https://faa/dbesystem.com/FrontEnd/VendorSearchPublic.asp?TN=faa&XID=4059>



# Contact Us

Business Diversity and Development  
Department

[BusinessDiversityandDev@dfwairport.com](mailto:BusinessDiversityandDev@dfwairport.com)

972-973-5500

Guy Toliver, Business Development Manager  
Airport Concessions – Point of Contact

972-973-5509

[gtoliver@dfwairport.com](mailto:gtoliver@dfwairport.com)

Bennie Miller, Business Specialist Procurement  
Goods and Services - Point of Contact

972-973-5510

[bmiller@dfwairport.com](mailto:bmiller@dfwairport.com)

Cheryll Jeter, Business Specialist

Design Code and Construction, TRIP – Point of  
Contact

972-973-5502

[cjeter@dfwairport.com](mailto:cjeter@dfwairport.com)

Adriana Hinojosa, Diversity Compliance  
Specialist

B2Gnow – Point of Contact

972-973-5507

[alopez@dfwairport.com](mailto:alopez@dfwairport.com)

DFW Policies and  
Procedures Supersede  
Everything I have said  
Verbally.

Break





# Doing Business with DFW Airport

## Michael Baldwin, Assistant Vice President

### Concessions

# Doing Business with DFW

Become a Concessionaire – Own a Location

Understand differences – operational, construction, and costs

Understand DFW Proposal requirements

Submit your proposal by the appropriate date

- March 14, 2017 by 2pm CDT
  - F&B-3, F&B-4, RTL-6, RTL-7, SVC-8, SVC-9
- March 28, 2017 by 2pm CDT
  - F&B-1, F&B-2, RTL-5



# Doing Business with DFW

Understand the Differences – Operational standards and Construction cost

## Governing Documents:

- Lease
- Concessions Handbook
- Tenant Design Manuals
  - Terminal D
  - A-B-C-E TRIP and Other Concessions Related Projects
- Schedule of Charges

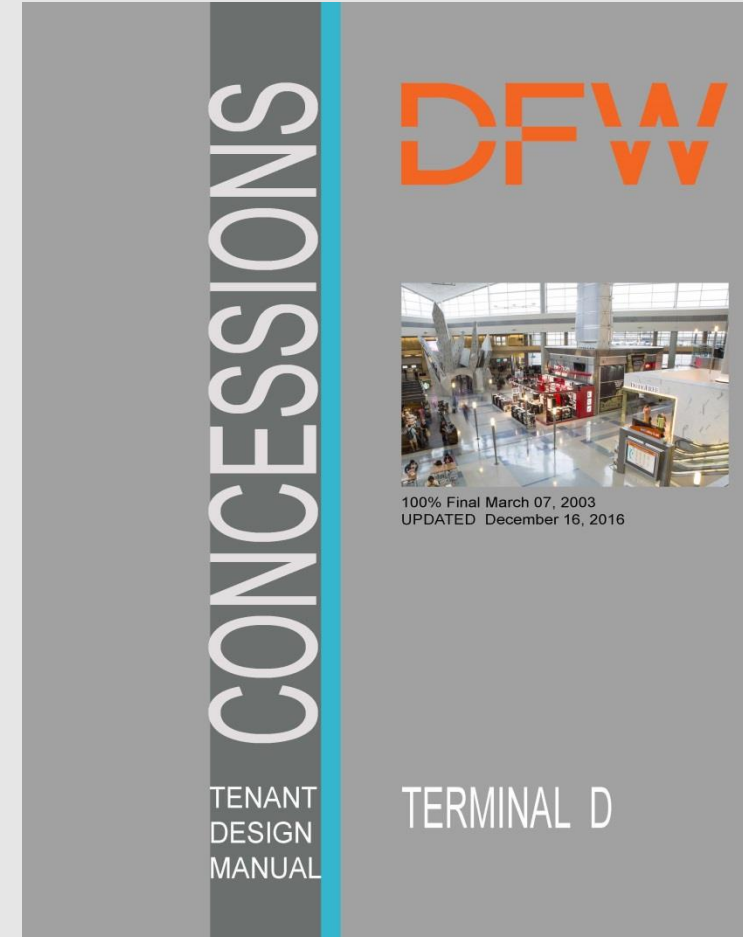


# Doing Business with DFW

Understand the Differences – Operational, Construction, and Cost

## Tenant Design Manuals

- Familiarize tenants with Airport construction
- Provides guidelines for the design and construction of spaces
- Provides a step-by-step system for preparing and submitting design compliant plans for approval



# Doing Business with DFW

## Costs and Risks of Operating in an Airport



### Traditional Operating Costs

- Build-out costs
- Rent
- Employee costs
- Insurance

### Items Unique to an Airport

- Build-out costs 20% - 40% higher
- TSA security requirements
- Product distribution
- O&M costs
- Off-hours operations
- Banking
- Airline gate utilization
- Annual surety bonds/deposits

# Doing Business with DFW

## Safety and Security

- Badge Application Process
- Badge Authorization/Sponsorship
- AOA Training
- Prohibited Items Procedure
- ROCIP Training
- Risk Management



# Doing Business with DFW – Operational Challenges

## Operations

- Hours of Operations
- Irregular Operations (IROPS) Procedures
- Flight Banking
- Refurbishment/Improvement of Lease Space
- Maintenance

# Doing Business with DFW

## Costs of Doing Business

### Rent Structure

- Greater of Minimum Annual Guarantee (MAG) or Percent Rent
  - MAG is set by airport and based on projected sales for that location
  - Percent rent is based on the proposal – ranges 12% - 21%+ based on type of product or concept

### Fees and Charges (refer to lease and Schedule of Charges (SOC) for complete list)

- Schedule of Charges – posted each Fiscal Year but may change
- Surety Bonds or Cash Deposits – both operational and construction
- Insurance – both operational and construction



# Doing Business with DFW

Current In-terminal Operating Costs Outlined in the Schedule of Charges

Item	Rate for FY 2017
Vehicular Access Charges (24-hr Free Parking)	\$ 2,000 per person per year
New Badge/Fingerprinting	\$ 120 per person
Badge Renewal (within 30 days)	\$ 89 per person
Employee Transportation	\$ 50 per person per month
Operating & Maintenance Charge	\$ 24.76 per SF per year
Administration Fee (only assessed at award/renewals of agreements)	\$ 100 per occurrence
Marketing Assessment	Up to 0.5% of Gross Receipts

\*Subject to change

# Doing Business at DFW - Benefits

Over 64 million passengers annually

Captive audience

- Concept placement and mix to meet customer needs
- Concept mix designed to maximize revenue

Brand awareness

Domestic and International exposure

Concessions Department Management Team  
Support



# Doing Business with DFW

Understand DFW Proposal requirements

Minimum Qualifications include:

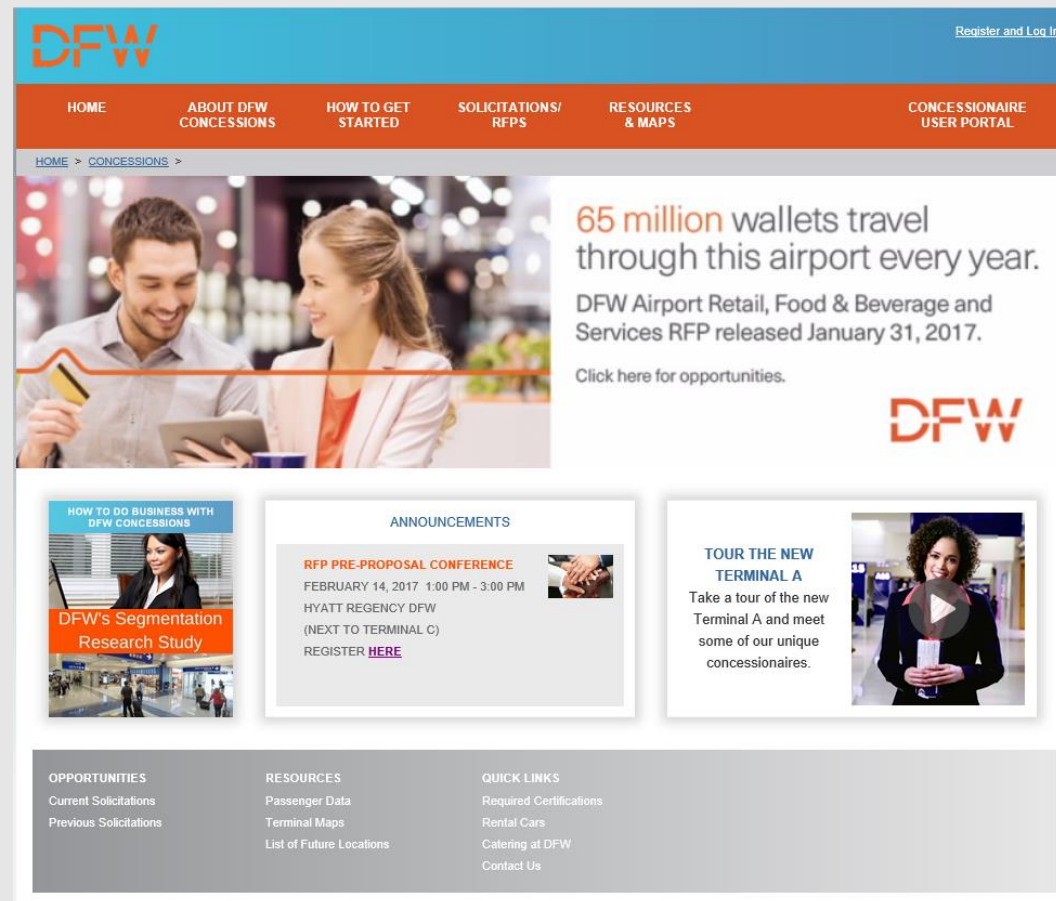
- Proposer Experience
- Proposal Deposit
- Proposal Acknowledgement Form
- Concessions Business Disclosure Form
- Concept Fit
- Percentage Rent
- ACDBE/DBE



# Doing Business with DFW

Submit Proposal

All information for the upcoming RFP will be posted on our Website: [www.dfwairport.com/concessions](http://www.dfwairport.com/concessions)



The screenshot shows the DFW Airport Concessions website homepage. At the top, there is a blue header with the DFW logo and a "Register and Log In" link. Below this is an orange navigation bar with links for HOME, ABOUT DFW CONCESSIONS, HOW TO GET STARTED, SOLICITATIONS/RFPs, RESOURCES & MAPS, and CONCESSIONAIRE USER PORTAL. A breadcrumb trail shows HOME > CONCESSIONS >. The main content area features a large banner with a photo of a man and a woman looking at a tablet. The text in the banner reads: "65 million wallets travel through this airport every year. DFW Airport Retail, Food & Beverage and Services RFP released January 31, 2017. Click here for opportunities." Below the banner are three featured sections: "HOW TO DO BUSINESS WITH DFW CONCESSIONS" with a link to "DFW's Segmentation Research Study"; "ANNOUNCEMENTS" with details for an "RFP PRE-PROPOSAL CONFERENCE" on February 14, 2017, at the Hyatt Regency DFW, and a link to "REGISTER HERE"; and "TOUR THE NEW TERMINAL A" with a video player and text: "Take a tour of the new Terminal A and meet some of our unique concessionaires." At the bottom, there is a grey footer with three columns of links: "OPPORTUNITIES" (Current Solicitations, Previous Solicitations), "RESOURCES" (Passenger Data, Terminal Maps, List of Future Locations), and "QUICK LINKS" (Required Certifications, Rental Cars, Catering at DFW, Contact Us).

# Tenant Design and Construction

# Tenant Design and Construction

## Design and Build Process – Coordinate with DFW Concessions TPP Team

- DFW's Concessions Tenant Project Planners (TPP), manage the design and construction of every concessions project
- Compliance with Tenant Design Manual
- Compliance with DFW Design Criteria
- Design review meetings
- Manage the Code Submission process
- Monitor Construction/Build-out process
- Ensure Lease Compliance prior to Code Submission
- Provides on-going supervision throughout the entire development process



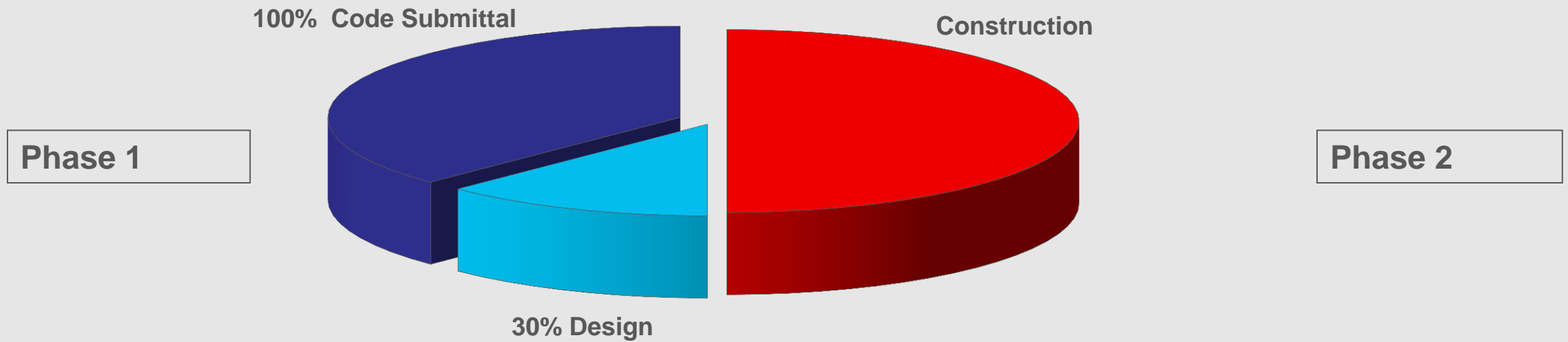
# Tenant Design and Construction

## Design and Build Process – Development Process Timeline

There are two phases to the Concessions Build-Out Process:

- Phase 1 – Design Period: Approximately 91 days
- Phase 2 – Construction Period: Approximately 90-180 days depending on concept

Total Estimated Timeline: 241 to 318 days (varies by concept)



# Tenant Design and Construction

## Typical Design Professionals and Trades Required

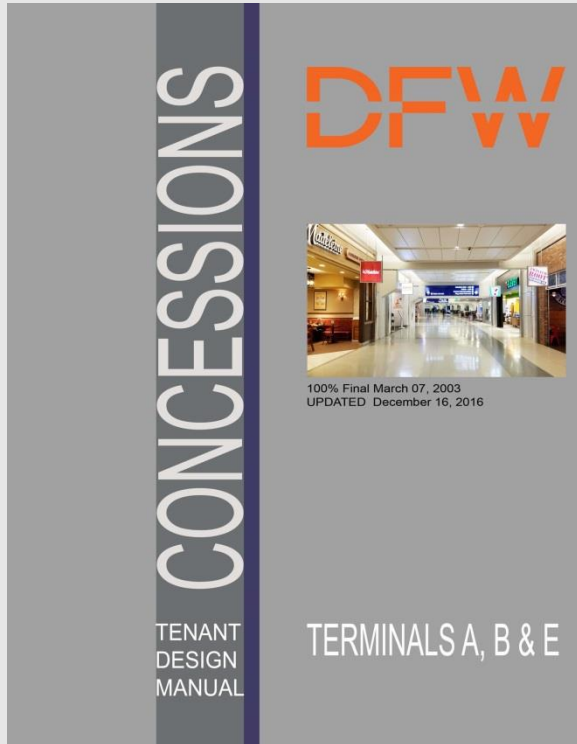
- Texas Registered Architects, MEP and Kitchen Design Teams, and Accessibility Reviewers
- General Contractors
- Trades/Sub Contractors
  - Framing/drywall contractors
  - MEP contractors
  - Millwork/Trim contractors
  - Fire suppression contractors
  - Tile contractors
  - Signage contractors
  - Kitchen equipment contractors
  - Railing contractors
  - Security door contractors



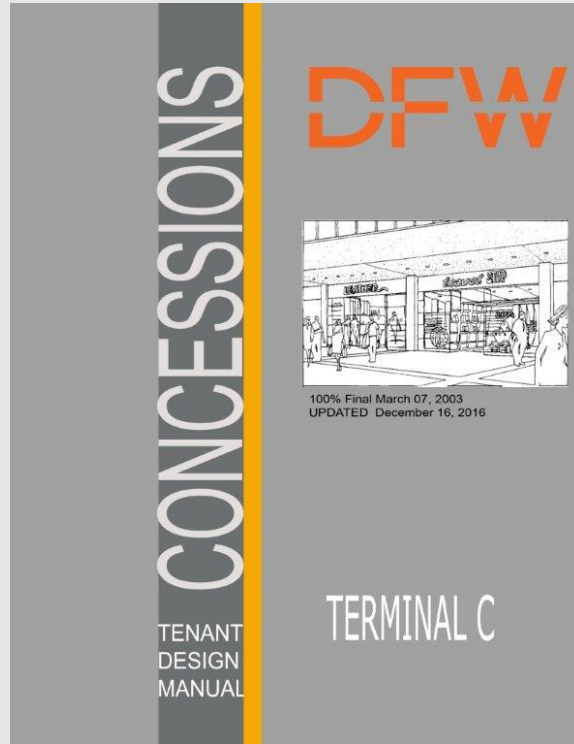


# Tenant Design and Construction

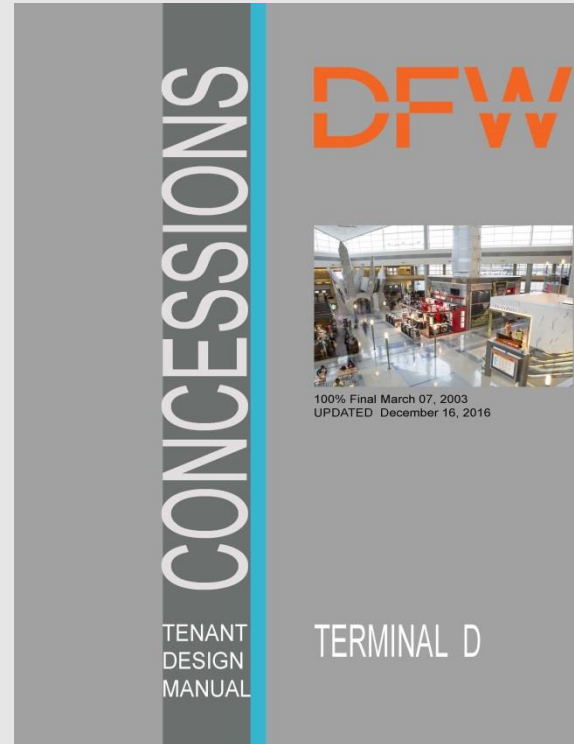
## Tenant Design Manual



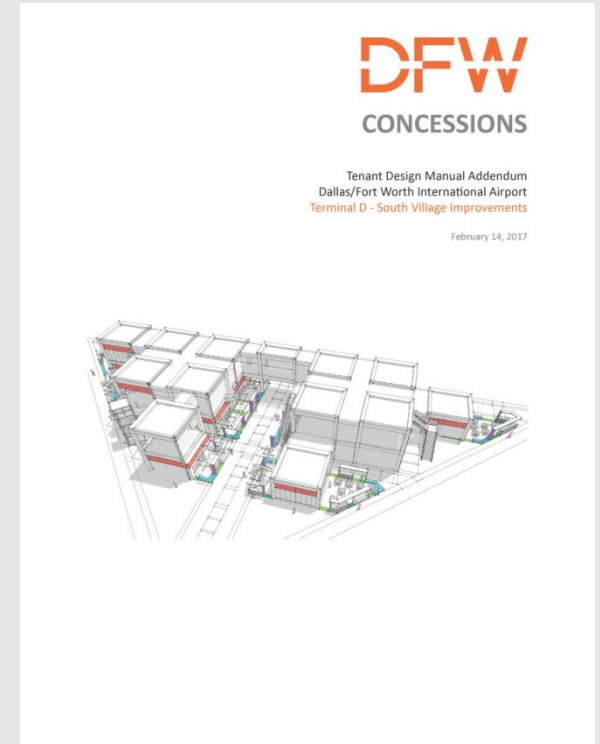
Terminals A, B and E



Terminal C



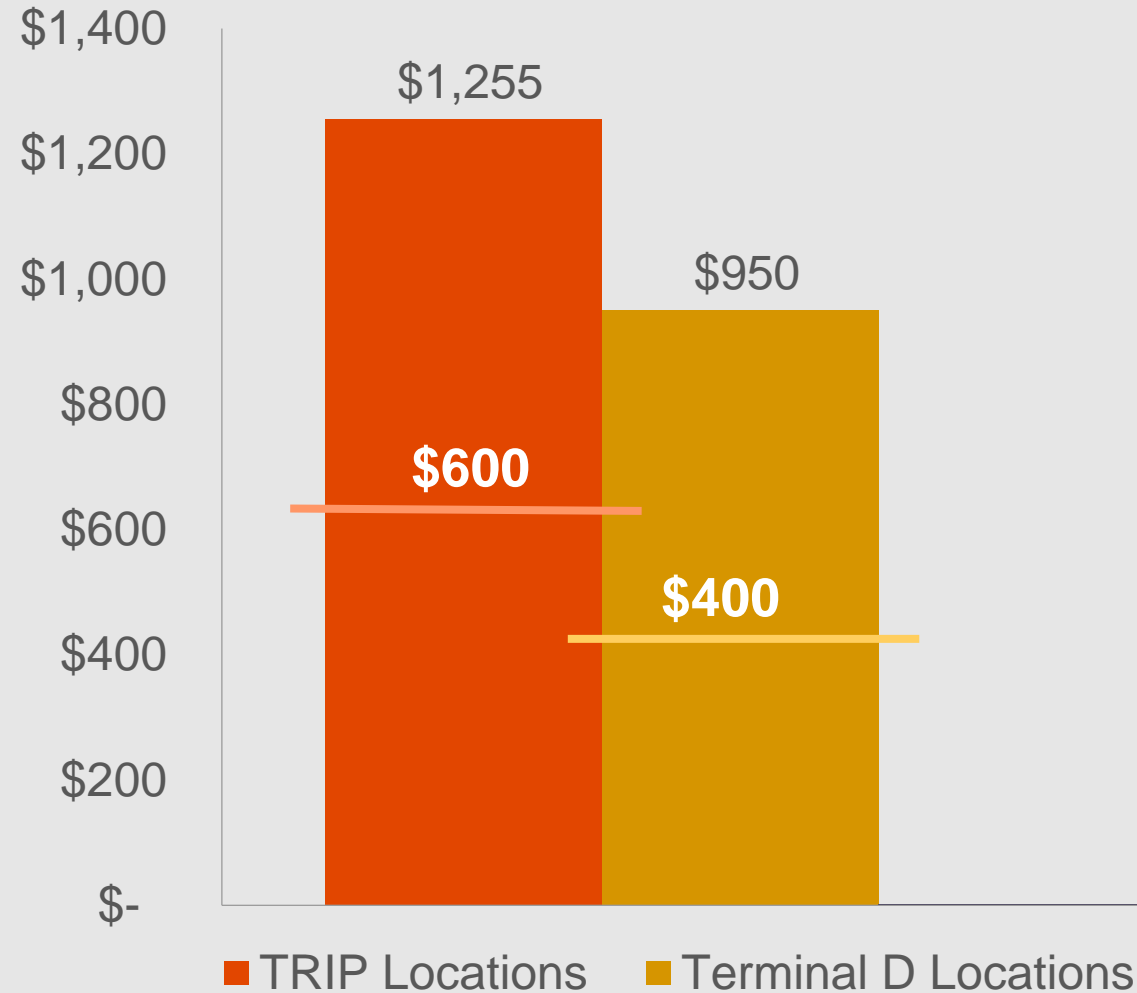
Terminal D



Terminal D South

# Average Construction Costs Per Square Foot

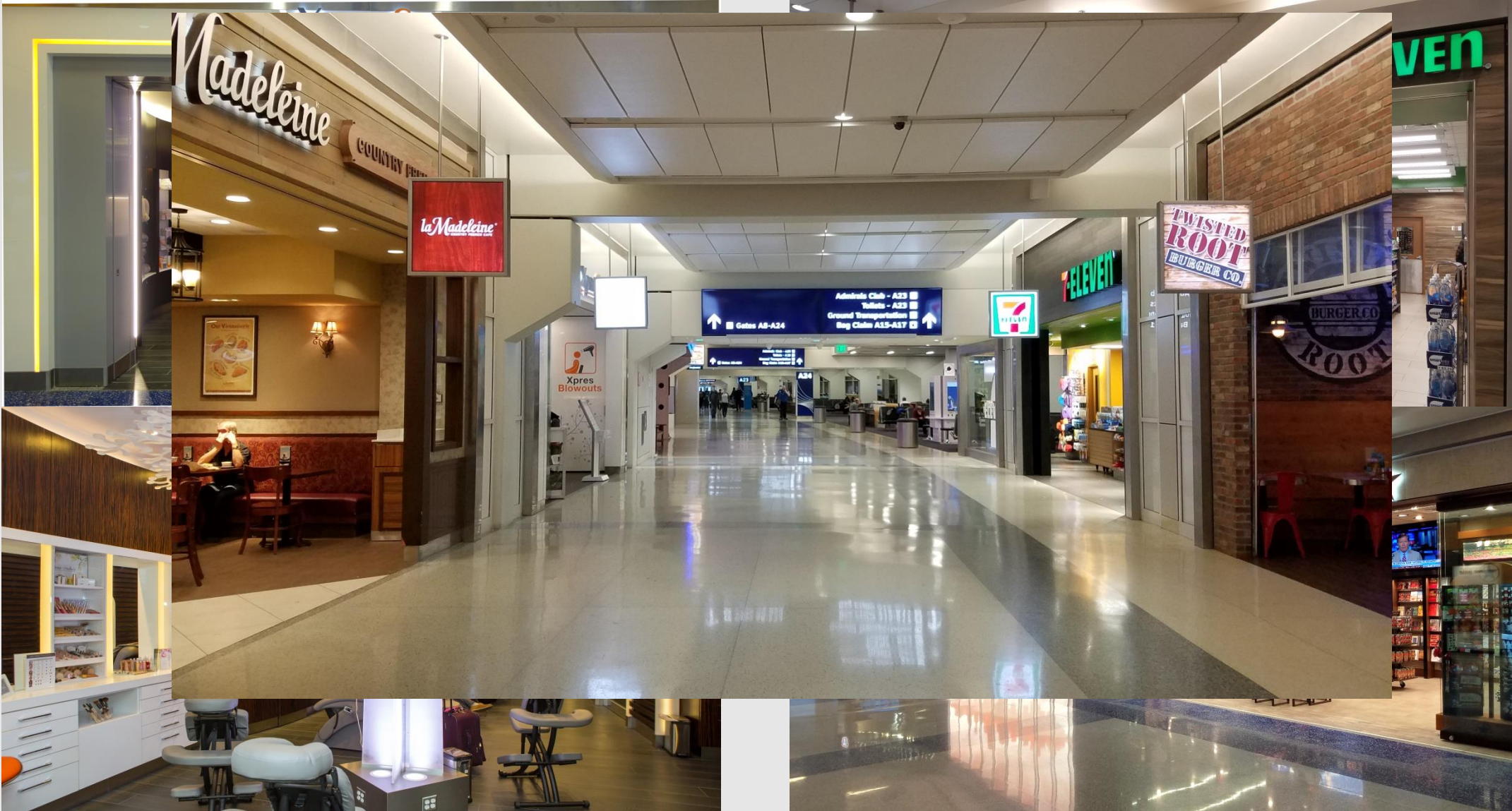
2016 – 26 Locations Opened in Terminal D  
32 Locations opened in TRIP locations



No Data For Terminal C  
Could be Higher/Lower



# Terminal B&E Inspiration



# Terminal C Inspiration



# Terminal D Inspiration



# Package Review & RFP Requirements

## Kevin Lemmons, Assistant Vice President

### Concessions

# Terminal RFP – 9 packages

## Dining:

- F&B Package 1: Fast Food Deli – D22
- F&B Package 2: Fast Food Chicken – D22
- F&B Package 3:
  - Entertainment Bar – D21 Mezzanine
  - Pub or Wine Bar – D21
- F&B Package 4: Asian Bar & Grill – D31

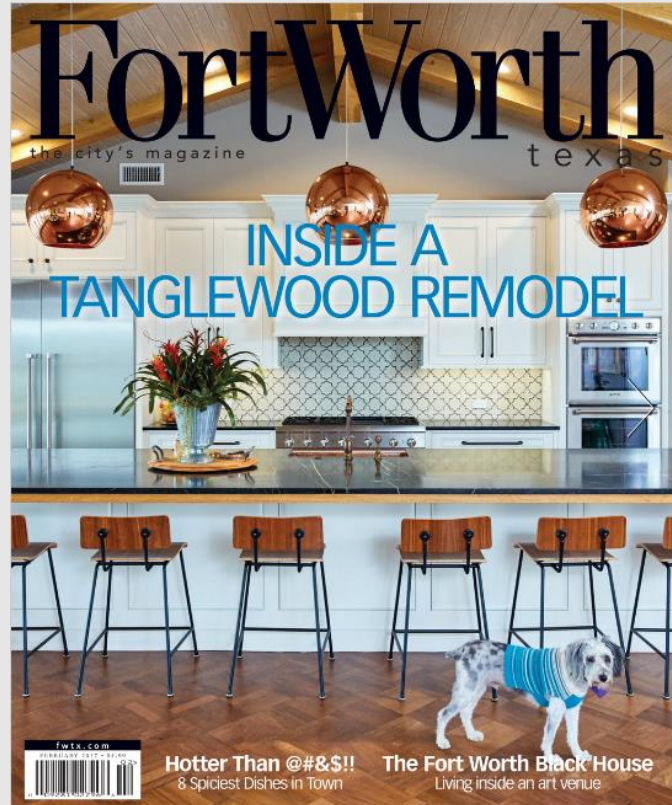
## Service:

- Retail Package 8: Spa (2 locations) – B28, D21
- Retail Package 9: Spa – C12

## Retail:

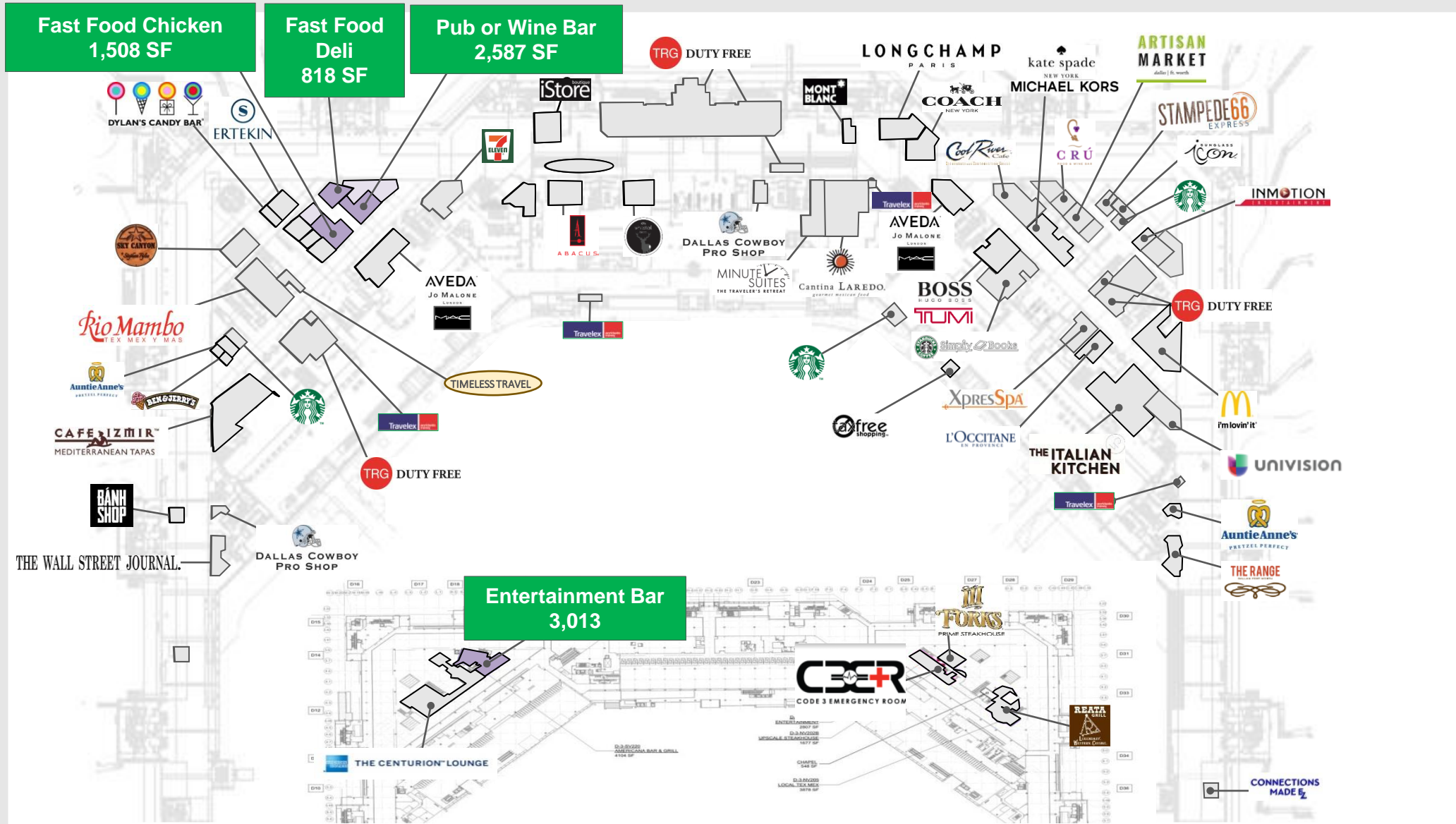
- Retail Package 5:
  - Travel Essentials with Coffee – E4
  - Electronics – D16
  - Sunglasses – D16
  - Open Retail – D16
- Retail Package 6:
  - Travel Essentials with Coffee – C33
  - Travel Essentials – C36
- Retail Package 7:
  - Travel Essentials Kiosk– C3
  - Open Retail C12
  - Sports Apparel – C27

# Looking for Local, Regional and National Brands





# Terminal D



# Package F&B-1: D22 Fast Food Deli



This package is for one **Fast Food Deli** in Terminal D at Gate 22 (818 SF).

This location must feature an assortment of freshly prepared, customizable hot and cold sandwiches, salads and other traditional and/or innovative deli offerings.

This location must feature a diverse selection of value-priced, full meal options including sandwich, drink and a side item ranging within \$10.

Common area café type seating

# Package F&B-2: D22 Fast Food Chicken



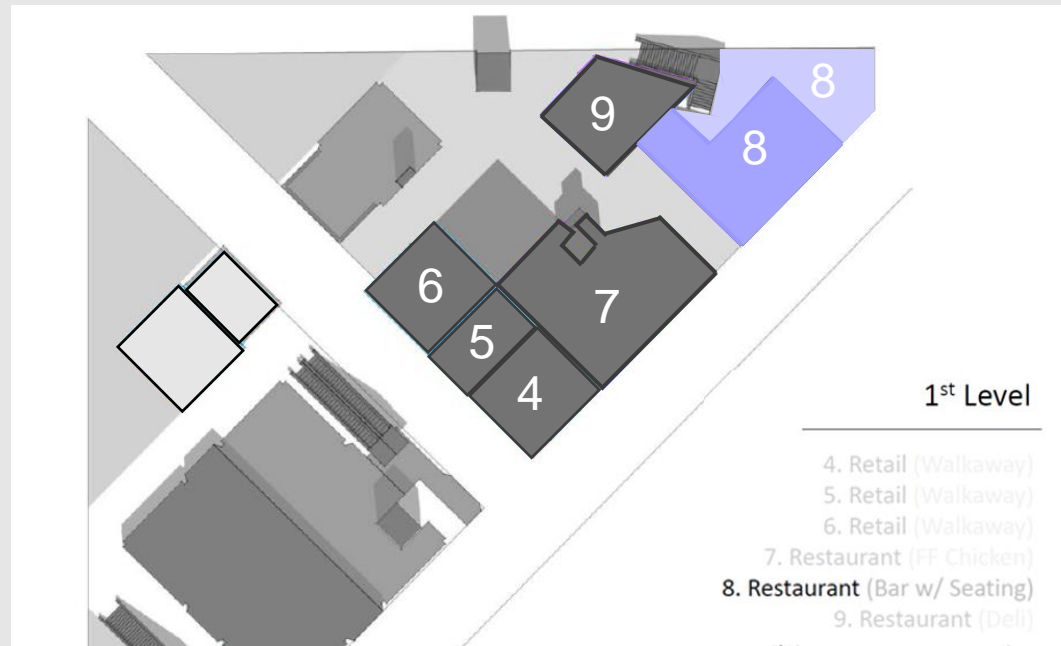
This package is for one **Fast Food Chicken** concept in Terminal D at Gate 22 (1,508 SF).

This fast food location is intended to be a best in class chicken concept serving high quality food quickly. Suggested offerings may include chicken strips, chicken sandwiches, chicken nuggets, salads, and/or wings (bone-in or boneless).

This location must feature a diverse selection of value-priced, full meal options including an entrée, side, and a drink, 75% of which must range within \$10.

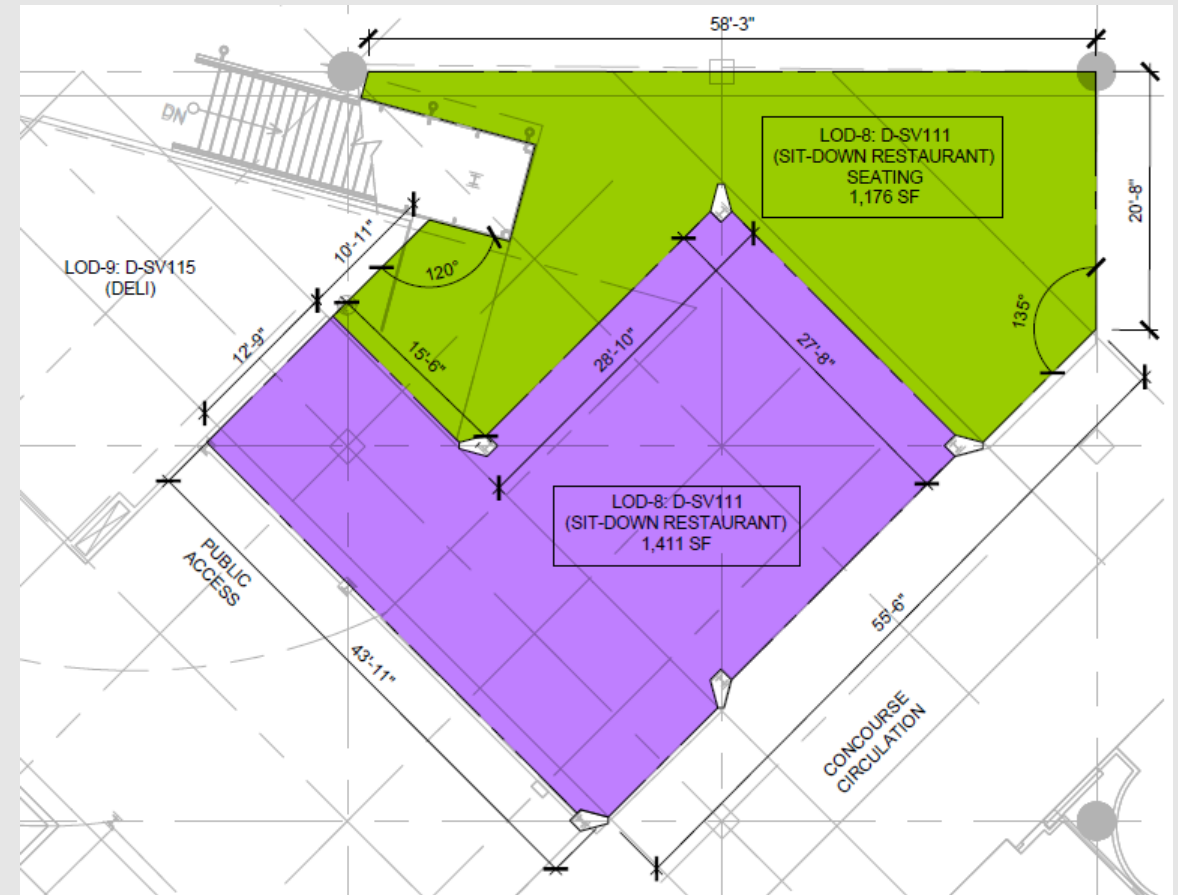
Common area café type seating

# Package F&B-3: D21 Pub or Wine Bar (Location 1 of 2)



**Pub or Wine Bar** – Featuring draft and bottled beer selections or wine by the glass or bottle. Both will offer appetizers and small plate menu items to pair with chosen drinks.

Must feature all or some brands and products representing the cities of Dallas and Fort Worth.



2,587 SF (Seating Area 1,176 SF)

*\*All details are subject to change*

# Package F&B-3: D21 UL Entertainment Bar (Location 2 of 2)



**Entertainment Bar** - Full bar with high-quality appetizers, distinctive entrees, and a unique entertainment experience

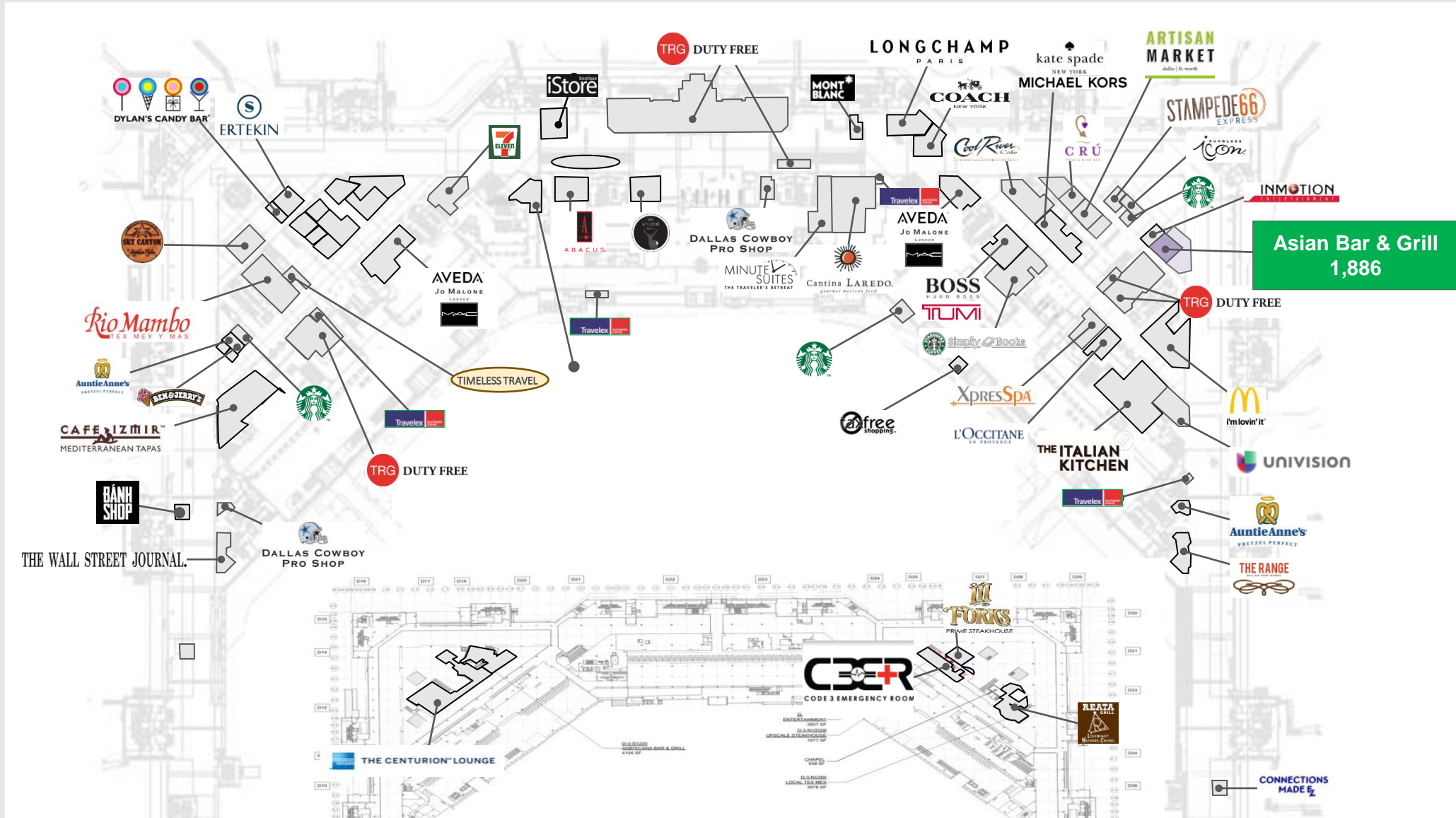
This location must feature brands and products representing the cities of Dallas and Fort Worth.



3,013 SF (Seating Area 690 SF)

*\*All details are subject to change*

# Terminal D



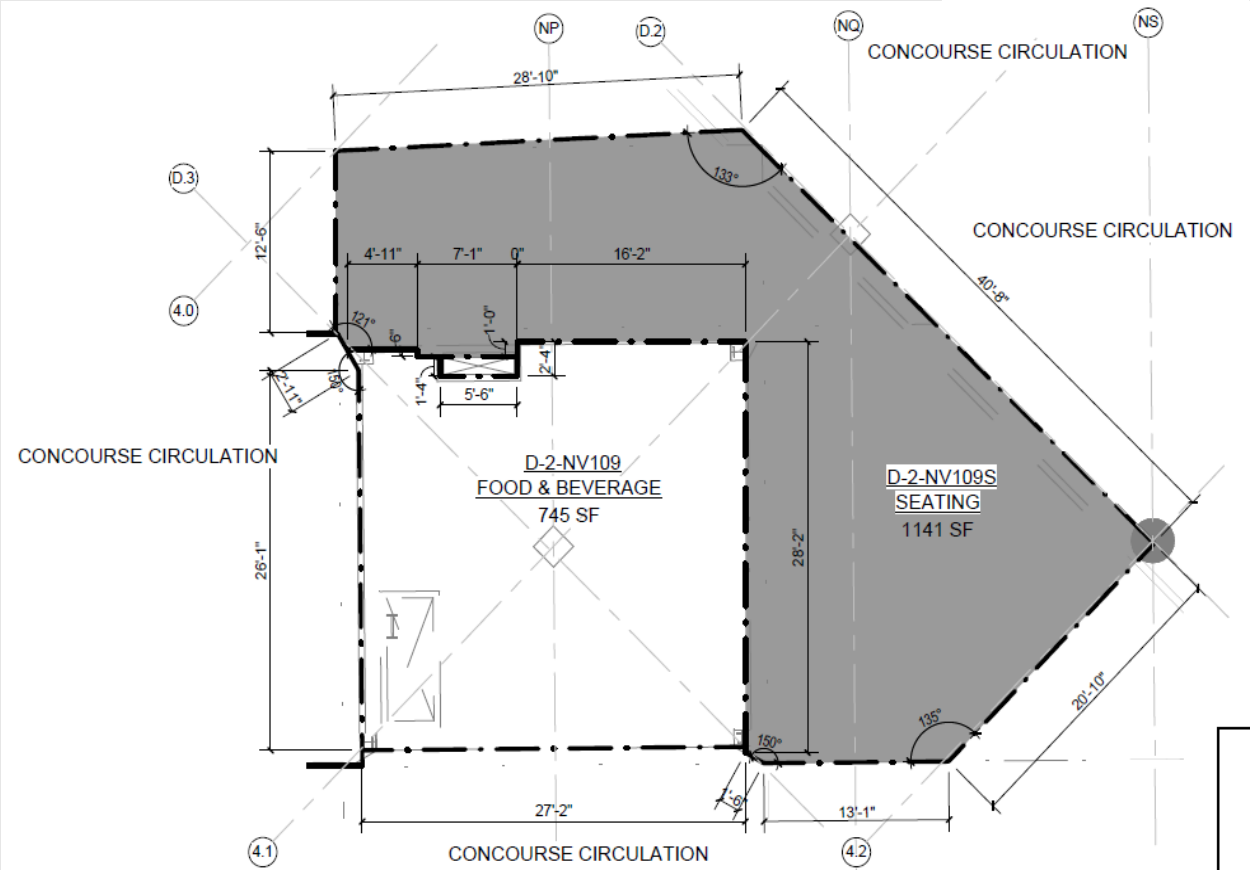
# Package F&B-4: D31 Asian Bar and Grill

This package is for one **Asian Bar and Grill** in Terminal D at Gate 31.

1,886 SF (Seating Area 1141 SF)

This location should feature authentic, freshly prepared, best-in-class Asian cuisine, such as noodle bowls, rice dishes, stir fry meals, soups, and/or sushi bento meals.

This location features a full bar with a wide variety of Asian themed selections like sakes, in addition to local craft beers, wines, and cocktails.



*\*All details are subject to change*

# Package RTL-5: D16 3 Retail Locations + E4 Travel Essentials with Coffee



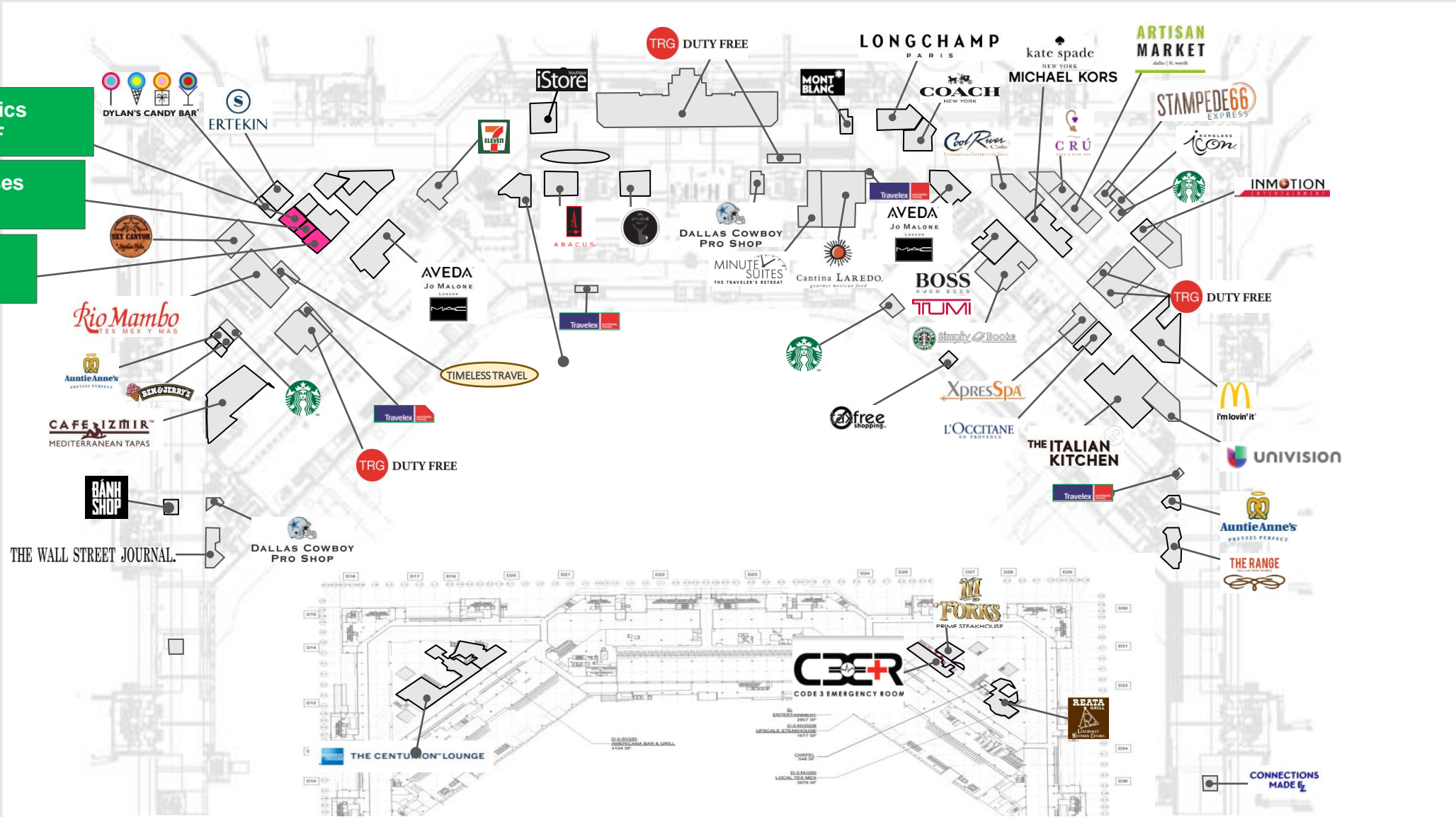
This package is for 4 locations:

- Terminal D: Open Retail, Sunglasses, Electronics
- Terminal E: Travel Essentials with Coffee

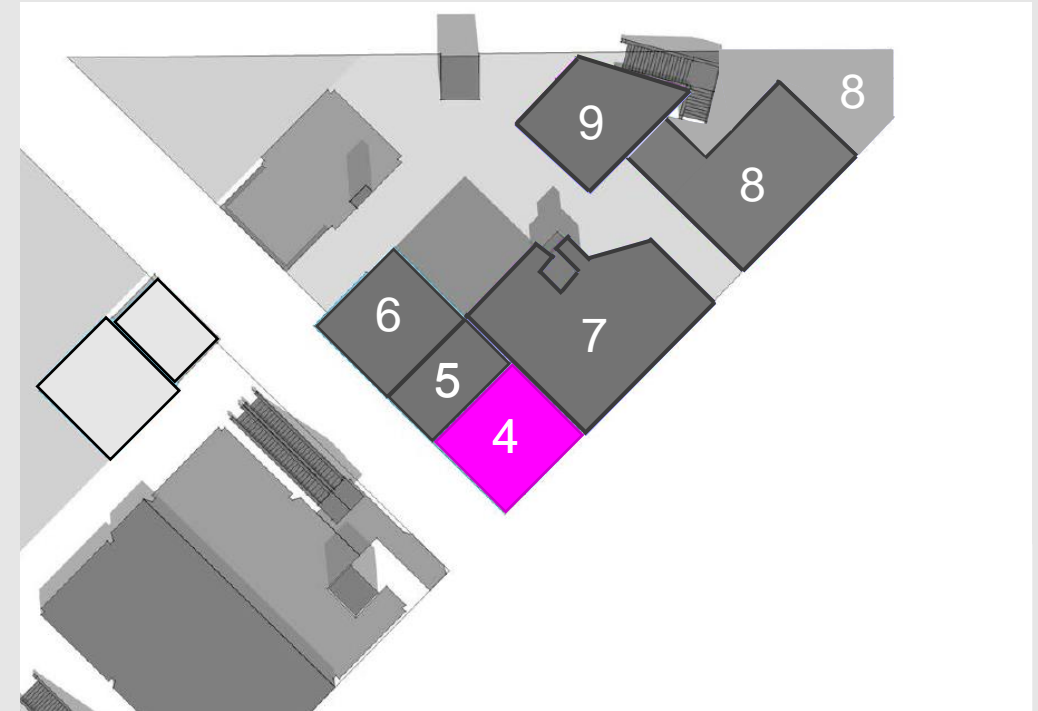
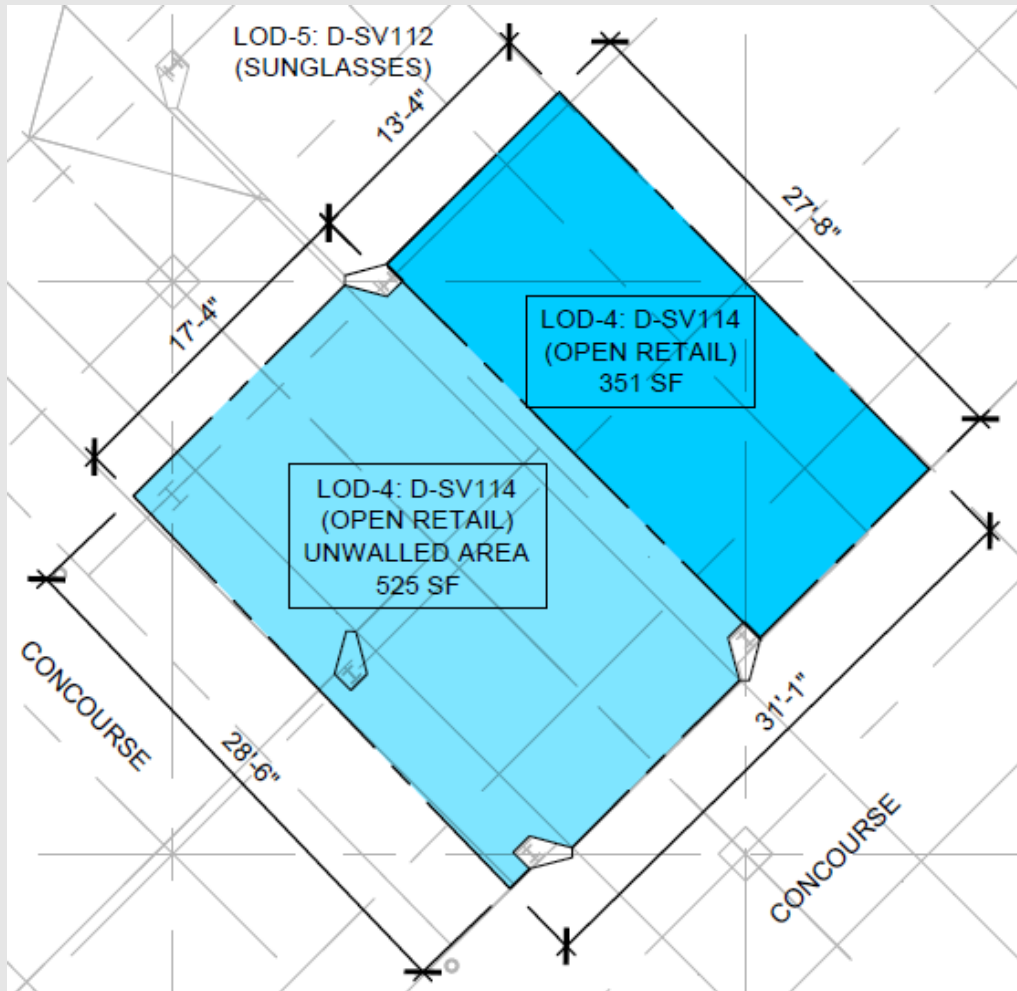


# Terminal D

- Electronics 876 SF
- Sunglasses 425 SF
- Open Retail 876 SF



# Package RTL-5: D16 Open Retail (Location 1 of 4)



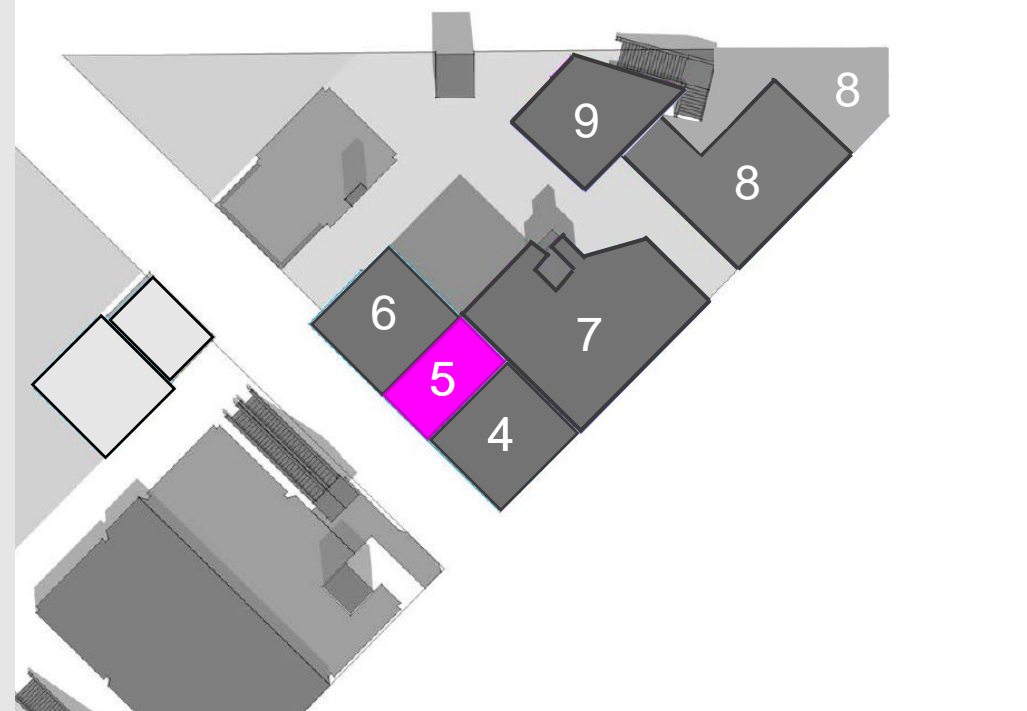
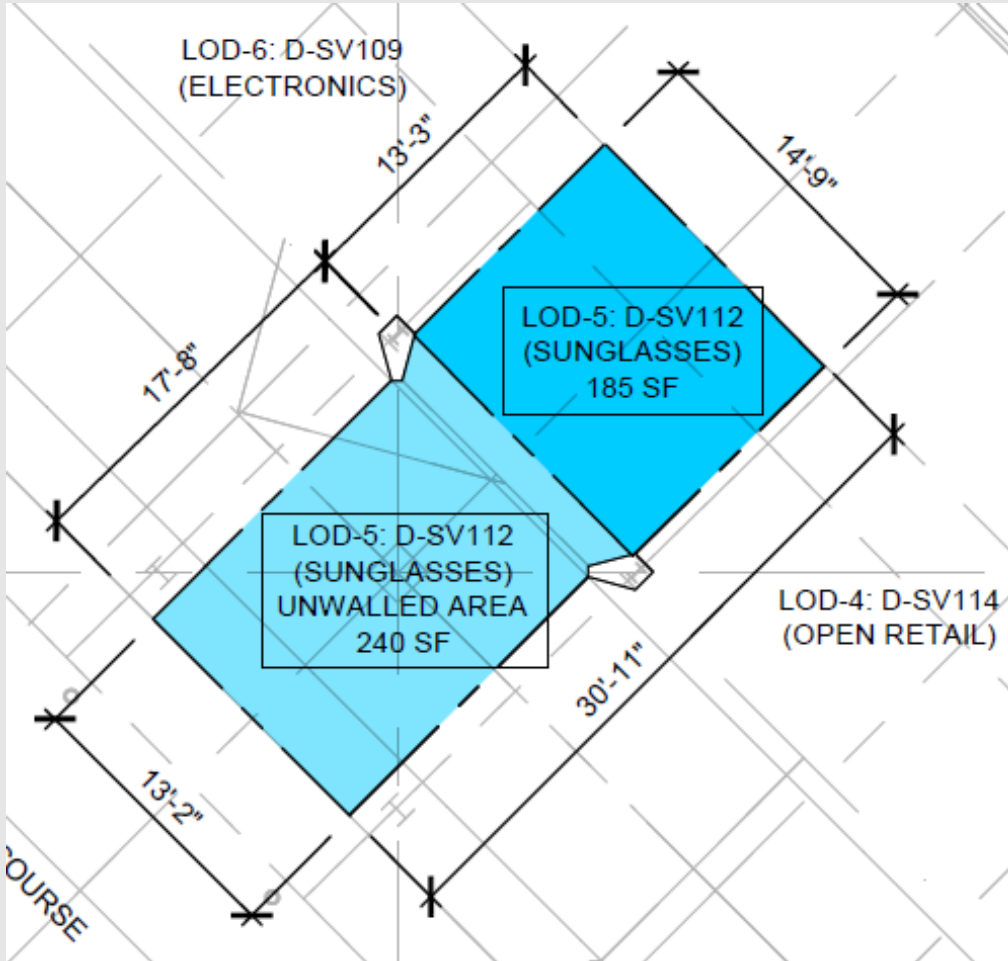
**4: Open Retail (876 SF)**

Open concept, can propose concept for best fit

Cannot conflict with surrounding concepts

*\*All details are subject to change*

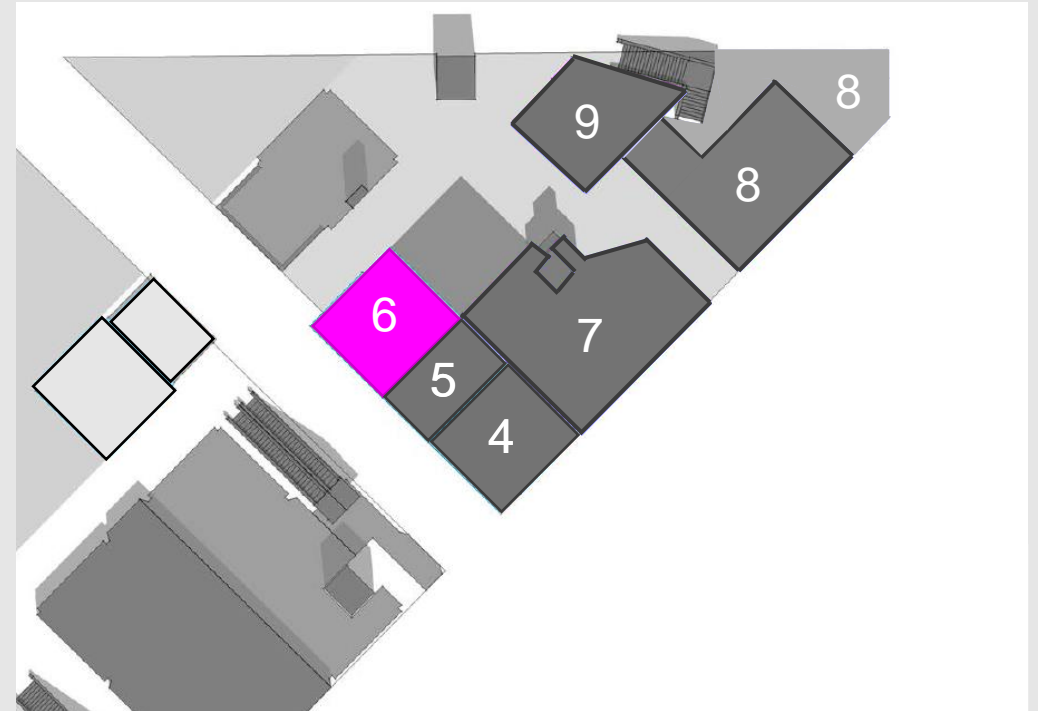
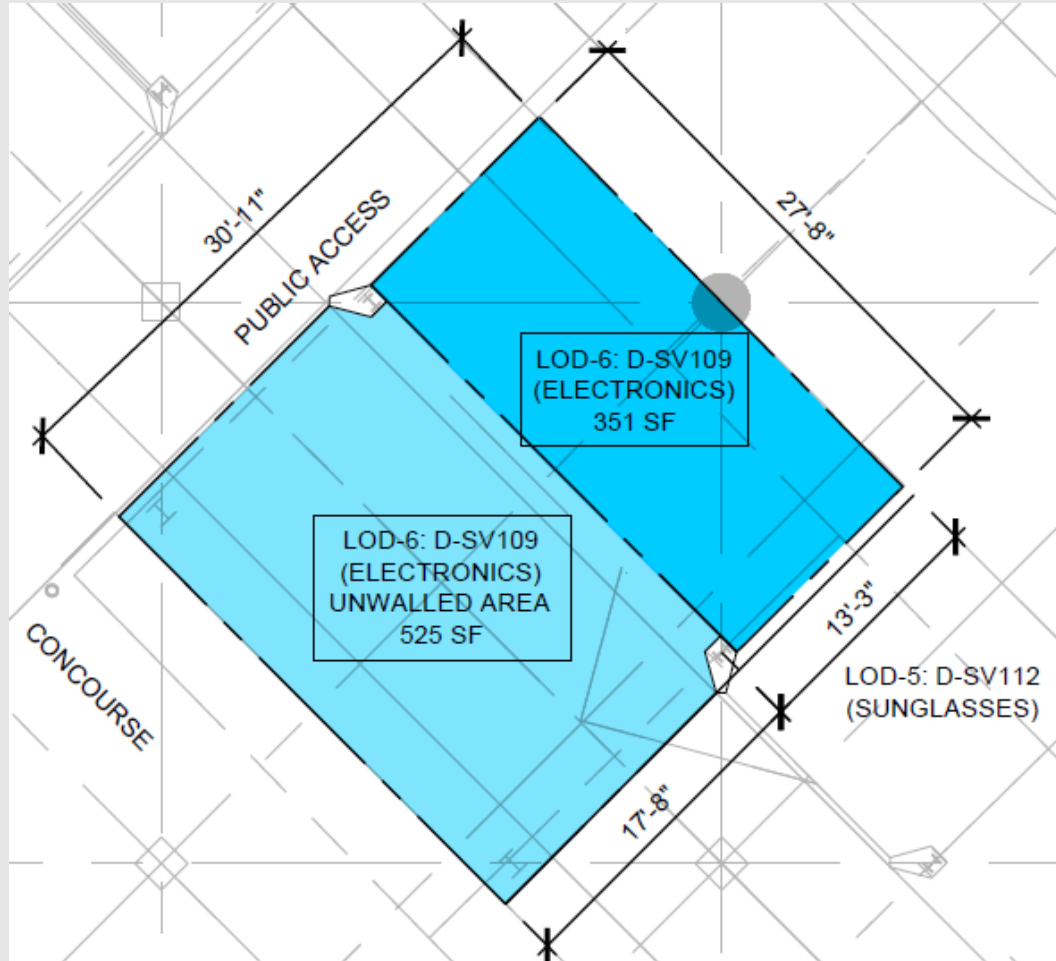
# Package RTL-5: D16 Sunglasses (Location 2 of 4)



## 5: **Sunglasses** (425 SF)

Feature fashion sunglasses in multiple price ranges, may include fashion readers and accessories

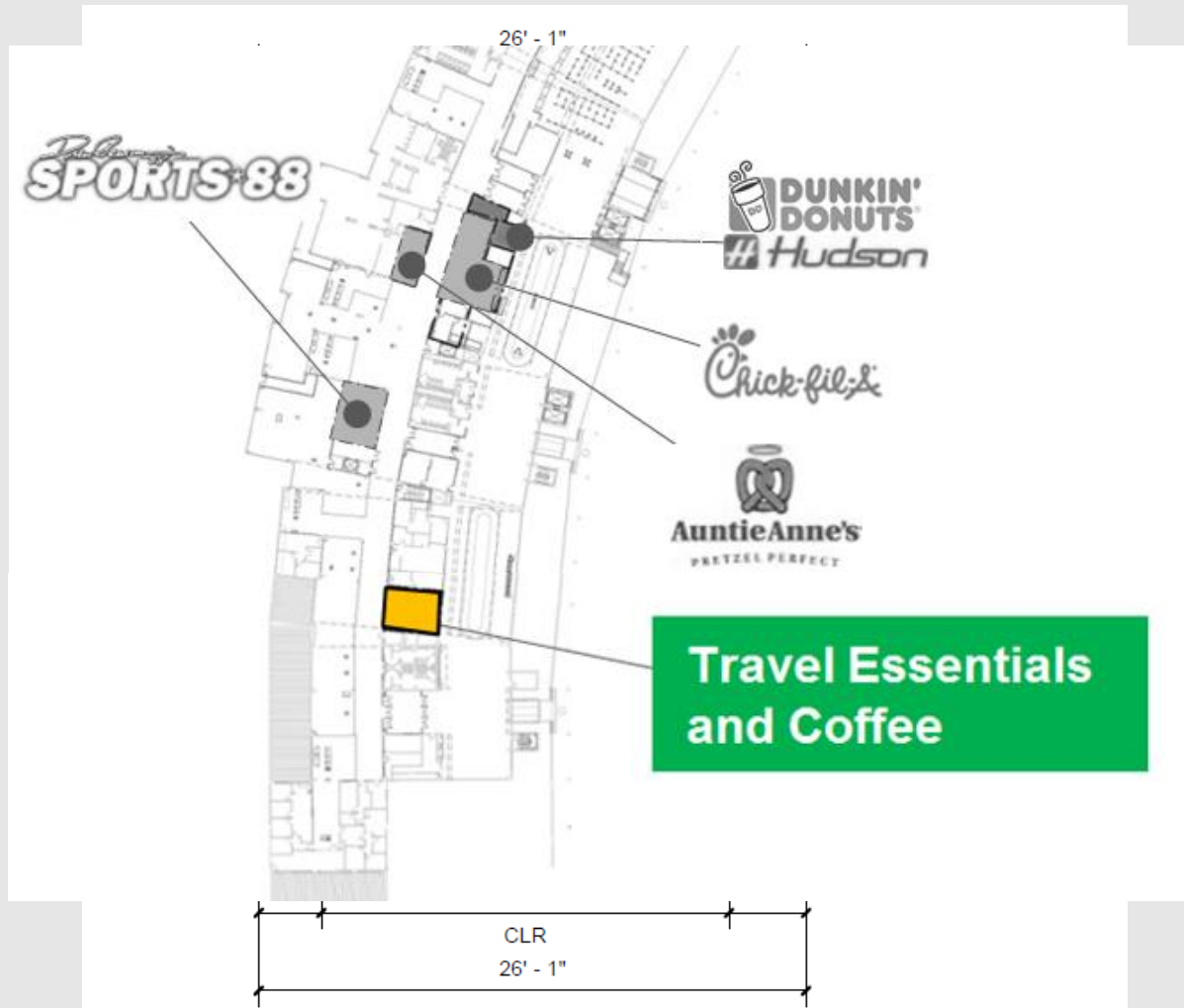
# Package RTL-5: D16 Electronics (Location 3 of 4)



## 6: **Electronics** (876 SF)

Cell phone, laptop, tablet and portable electronic charging accessories

# Package RTL-5: E4 Travel Essentials with Coffee (Location 4 of 4)

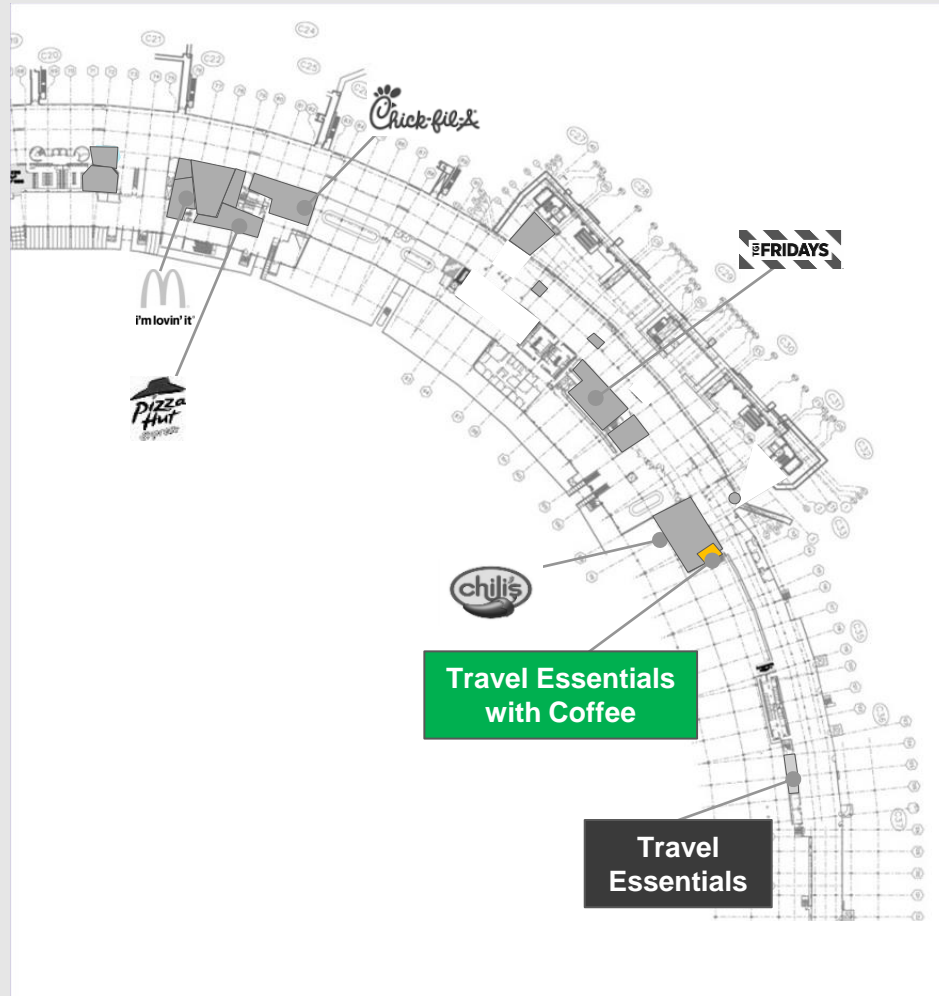


## Travel Essentials with Coffee (933 SF)

This is a designated last-minute stop for passengers and Airport employees to purchase snacks, reading materials, and health & beauty aids and limited electronics and souvenirs.

News/Coffee locations should provide drip coffee and fresh bakery items.

# Package RTL-6: C33 Travel Essentials with Coffee (Location 1 of 2)



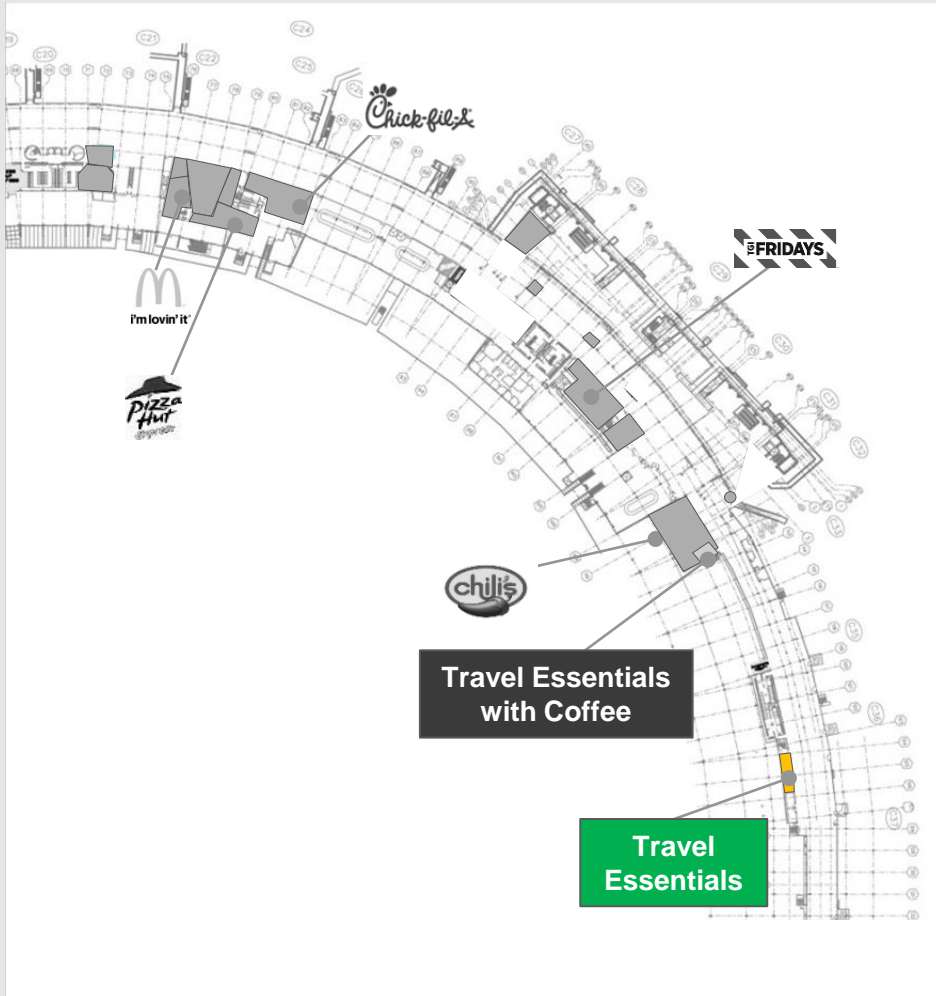
This package is for 2 **Travel Essentials** locations in Terminal C.

C33 Travel Essentials with Coffee (733 SF)

This is a designated last-minute stop for passengers and Airport employees to purchase snacks, reading materials, and health & beauty aids and limited electronics and souvenirs.

Only flavored or non-flavored basic drip/filtered coffee and tea allowed.

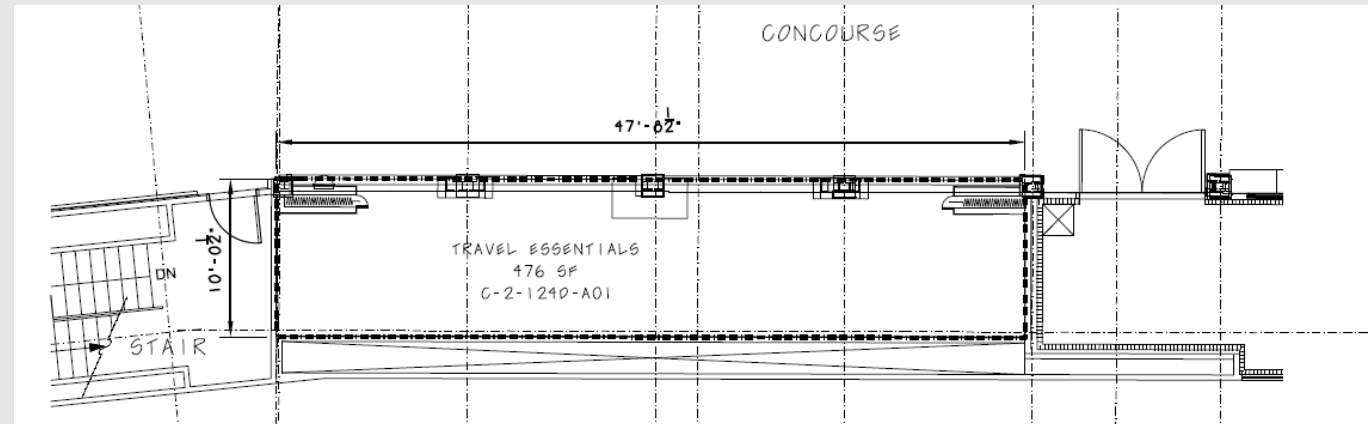
# Package RTL-6: C33 Travel Essentials (Location 2 of 2)



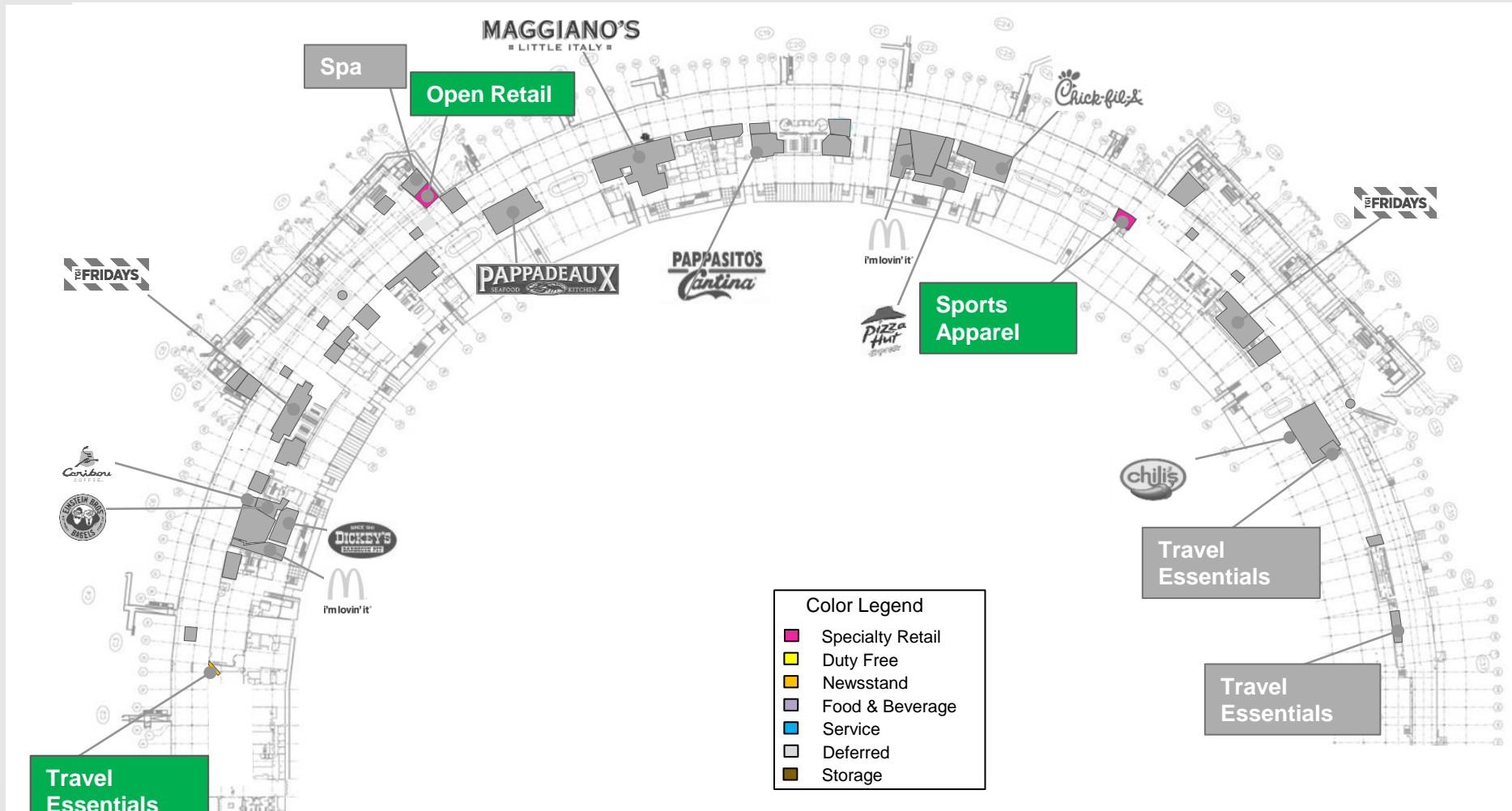
## C36 Travel Essentials (476 SF)

This is a designated last-minute stop for passengers and Airport employees to purchase snacks, reading materials, and health & beauty aids and limited electronics and souvenirs.

Coffee is not allowed at this location.



# Package RTL-7: C3 Travel Essentials, C12 Open Retail, C27 Sports Apparel



**Travel Essentials Kiosk**  
C3, 100 square feet

**Open Retail**  
C12, 1187 square feet

**Sports Apparel**  
C27, 657 square feet

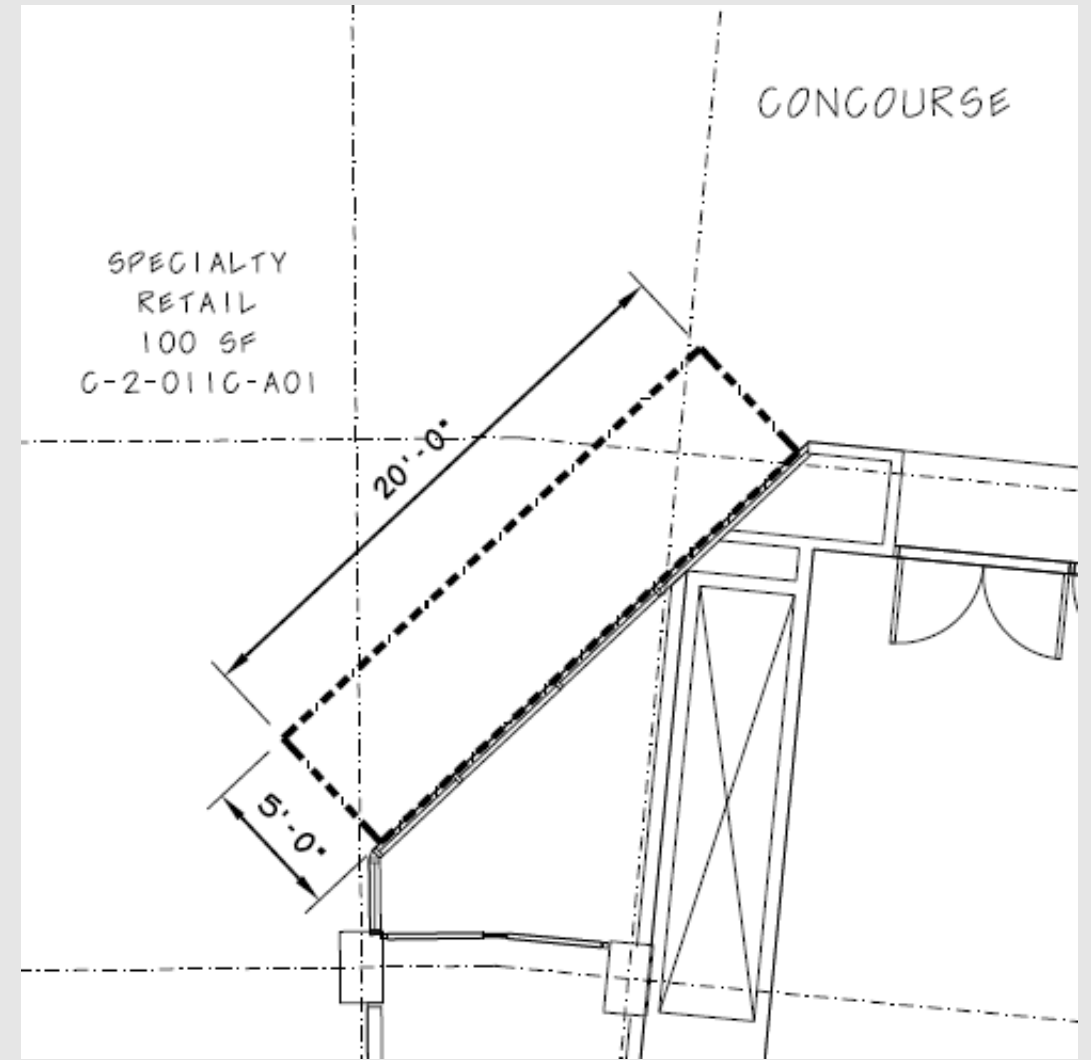


# Package RTL-7: C3 Travel Essentials Kiosk (Location 1 of 3)

100 square feet

This concept is a wall-hugger kiosk and is intended to be a high quality news location

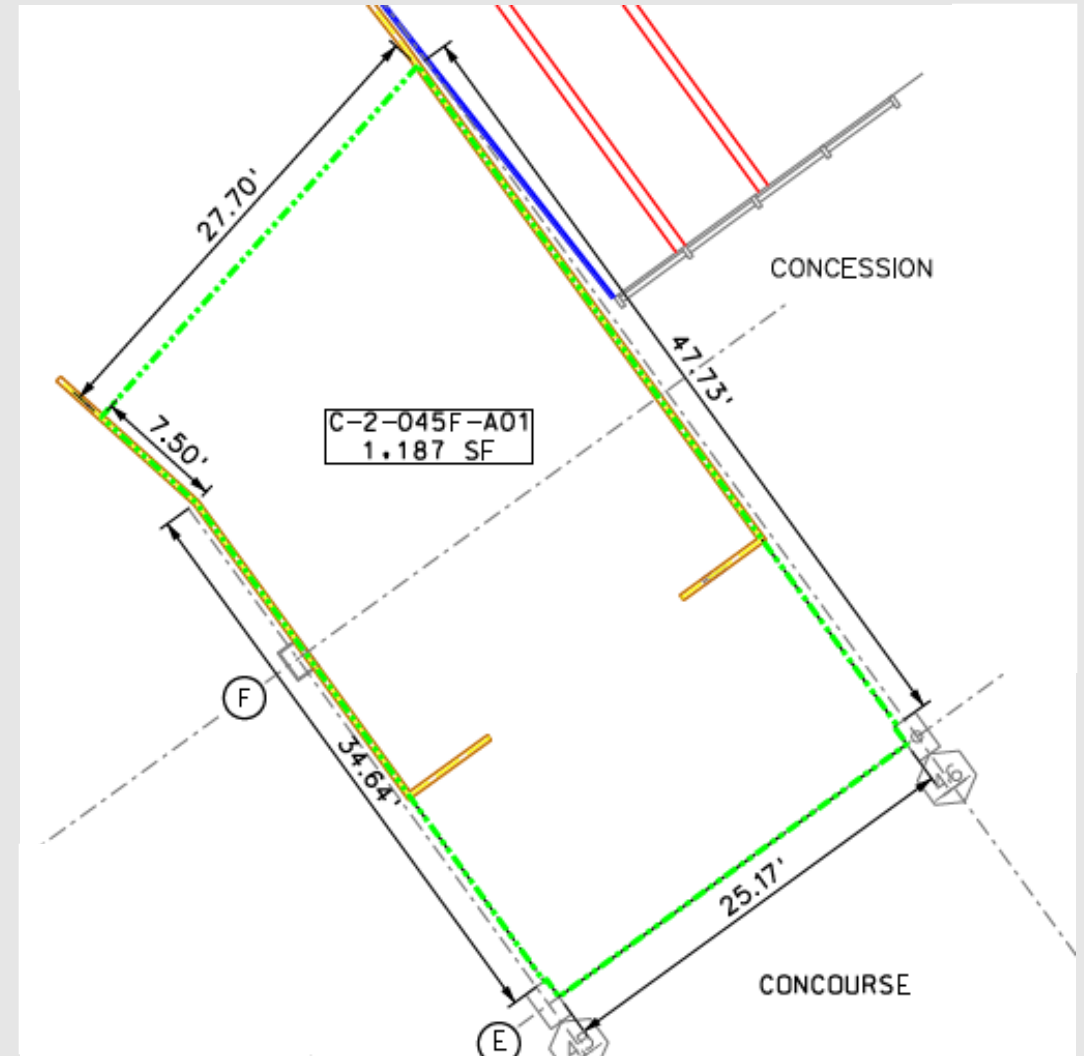
This is a designated last-minute stop for passengers and Airport employees to purchase snacks, reading materials, and health & beauty aids and limited electronics and souvenirs.



# Package RTL-7: C12 Open Retail (Location 2 of 3)

1,187 square feet

This location has been designated as an open concept. The proposer can propose the concept they think will best fit the area. This location can feature merchandise such as, but not limited to, fashion jewelry, apparel, electronics and accessories.



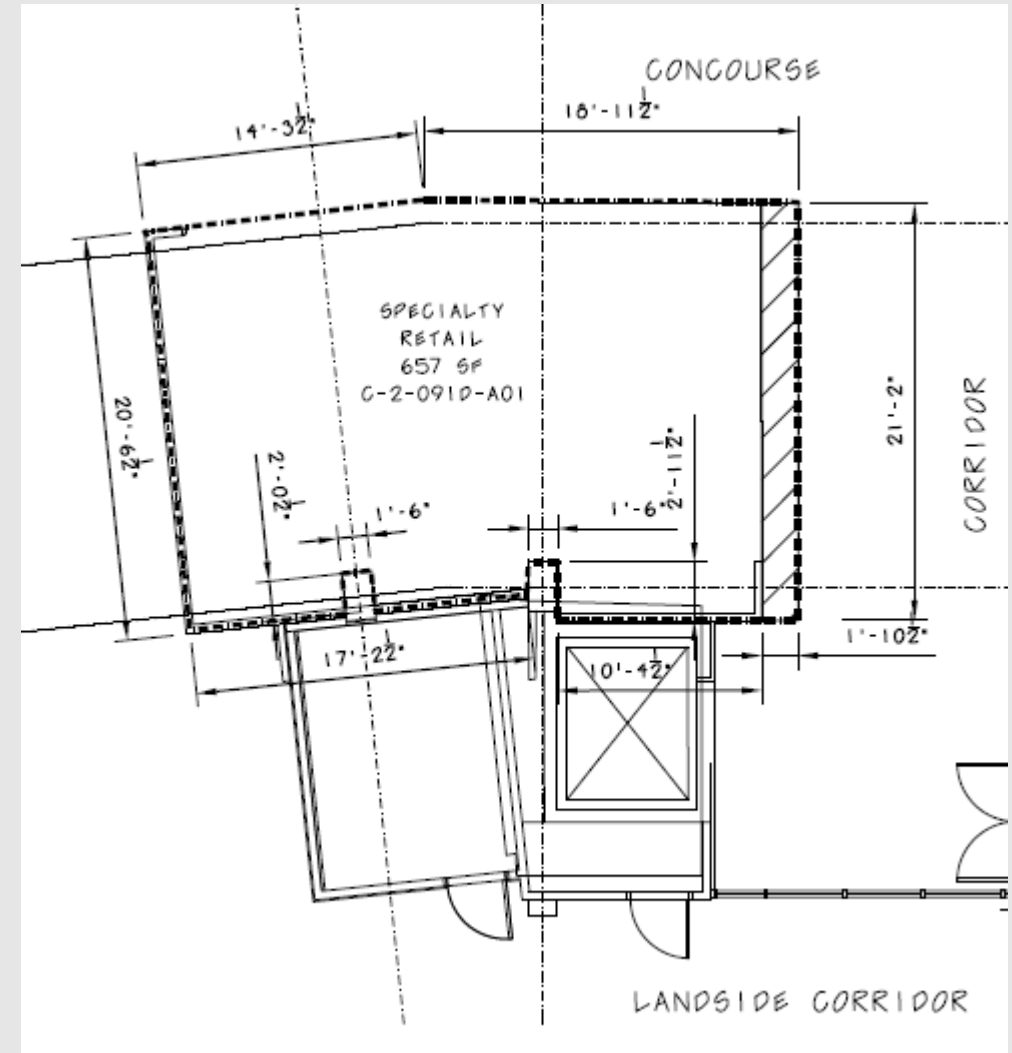
# Package RTL-7: C27 Sports Apparel (Location 3 of 3)

657 square feet

This store should feature apparel and should feature sports themes with knowledgeable, energetic and interactive sales staff.

Options may include the Dallas Cowboys, Mavericks, Texas Rangers, College Athletics, etc. or may feature a specific athletic brand or variety of brands such as Nike, Reebok, Footlocker, Under Armor, Finish Line, Sports Authority, Adidas etc.

Proposers are encouraged to include an interactive sports technology/game apparatus, allowing customers to interact with the technology.



# Package SVC-8: B28 Spa (Location 1 of 2)

This package is for one **Spa** concept in Terminal B at Gate 28 (754 SF).

The Spa concept should provide the passengers the opportunity to unwind with day spa services similar to those found in luxury hotels and resorts.

Massage therapy areas should comprise the majority of the space with spa-related merchandise displays such as bath oils, scrubs, soaps, lotions, skin care products, and nail care products occupying the remainder of the floor space.



# Package SVC-8: D21 Spa (Location 2 of 2)

This package is for one **Spa** concept in Terminal D at Gate 21 (1,259 SF).

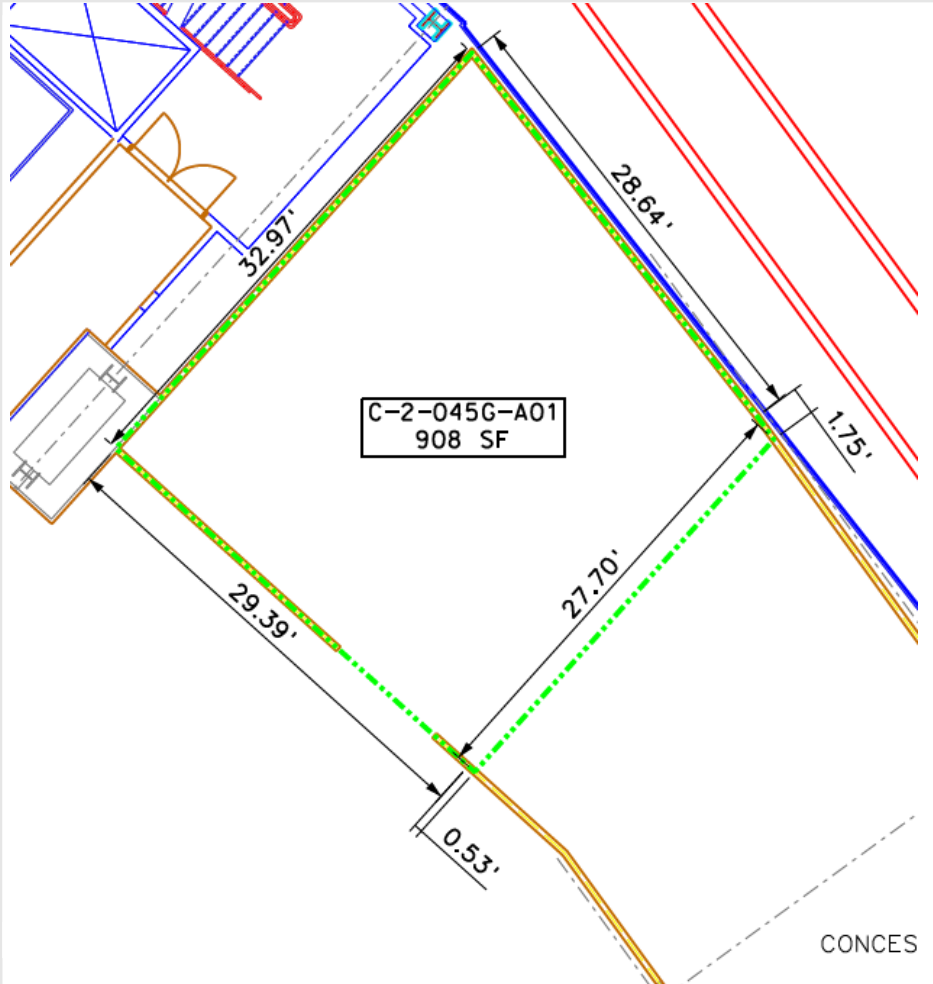
The Salon/Spa concept should provide the passengers the opportunity to unwind with day spa services similar to those found in luxury hotels and resorts.

Massage therapy and hair care areas should comprise the majority of the space with spa-related merchandise displays such as bath oils, scrubs, soaps, lotions, skin care products, and nail care products occupying the remainder of the floor space.

This locations may provide haircuts, shampoo, blow dry, and style services.



# Package SVC-9: C12 Spa



This package is for one **Spa** concept in Terminal C at Gate 12 (908 SF).

The Spa concept should provide the passengers the opportunity to unwind with day spa services similar to those found in luxury hotels and resorts.

Massage therapy areas should comprise the majority of the space with spa-related merchandise displays such as bath oils, scrubs, soaps, lotions, skin care products, and nail care products occupying the remainder of the floor space.

# Lessons Learned

## Ron Duncan, Contracts Manager

### Procurement and Materials Management

# Lessons Learned

- ✓ Follow all preparation instructions
- ✓ Check to make sure all information provided is correct and complete
- ✓ Make sure all required documentation is submitted.
- ✓ Include the required deposit.
- ✓ Make sure you sign and date your proposal.
- ✓ Respond to what the RFP requests, please avoid placing limitations or conditions
- ✓ Don't just state what you will do; explain why it will work and why it is best in class for the Airport's traveling public.
- ✓ Submit the requested number of statement copies.
- ✓ Find out in advance exactly where the proposal must be delivered and make sure documents arrive well in advance of the due date/time.
  - Third-party delivery service delays and traffic conditions are not valid reasons; your proposal will not be accepted if it is late.





# Things to Remember

- ✓ RFP Preparation – RFP Concept Number on Everything
  - ✓ Proposal cover, checks, boxes, forms, envelops
- ✓ Contact Emails – Ensure they are correct.
- ✓ Deposit Check will be returned after Board approval of awardees.
- ✓ Please use the proposal submittal label provided in the RFP Package and affix it on the outside of the delivery package(s).
- ✓ Submit all RFP questions in writing by the question due date and time to:

**Ms. Sonji Brown-Killyon**  
Senior Contract Administrator  
[sbkillyon@dfwairport.com](mailto:sbkillyon@dfwairport.com)  
972-973-5648



# Closing Remarks

## Zenola Campbell, Vice President

### Concessions

# Dates to Remember

	F&B-3, F&B-4, RTL-6, RTL-7, SVC-8, SVC-9	F&B-1, F&B-2, RTL-5
<b>Final Date of Questions</b>	February 28, 2017 by 5pm	March 14, 2017 by 5pm
<b>Proposal Due Date</b>	March 14, 2017 by 2pm CDT	March 28, 2017 by 2pm CDT
<b>Committee Recommendations</b>	May 30, 2017	June 27, 2017
<b>Submittals to Board of Directors for Approval</b>	June 1, 2017	June 29, 2017

[dfwairport.com/concessions](http://dfwairport.com/concessions)



# Closing

Questions?

Presentation will be available online

- Resources and Maps
- Resources and Presentations

For any and all questions:

**Sonji Brown-Killyon**  
Senior Contract Administrator  
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The screenshot shows the DFW Concessions website. The header is blue with the DFW logo on the left and a 'Register and Log In' link on the right. Below the header is a navigation bar with links for HOME, ABOUT DFW CONCESSIONS, HOW TO GET STARTED, SOLICITATIONS/ RFPs, RESOURCES & MAPS, and CONCESSIONAIRE USER PORTAL. A breadcrumb trail shows 'HOME > CONCESSIONS >'. The main content area features a large image of a man and a woman looking at a tablet. To the right is a sidebar menu with links for EMPLOYMENT, PASSENGER DATA, LIST OF FUTURE LOCATIONS, TERMINAL MAPS, REQUIRED CERTIFICATIONS, RESOURCES AND PRESENTATIONS, and CONSTRUCTION RESOURCES. Below the main image are three announcement boxes: 'HOW TO DO BUSINESS WITH DFW CONCESSIONS' with a video thumbnail, 'ANNOUNCEMENTS' featuring an 'RFP PRE-PROPOSAL CONFERENCE' on February 14, 2017, and 'DFW SEGMENTATION RESEARCH STUDY'. A fourth box promotes 'OUR THE NEW TERMINAL A' with a video thumbnail. The footer contains three columns of links: OPPORTUNITIES (Current Solicitations, Previous Solicitations), RESOURCES (Passenger Data, Terminal Maps, List of Future Locations), and QUICK LINKS (Required Certifications, Rental Cars, Catering at DFW, Contact Us).

[dfwairport.com/concessions](http://dfwairport.com/concessions)

# Dallas Fort Worth International Airport Concessions Pre-Proposal Conference

2.14.2017

