



REQUEST FOR **PROPOSALS**

Concessions Opportunity

Solicitation 051324

May 13, 2024

Updated: Friday, August 16, 2024

New Due Date: Wednesday, September 4, 2024 by 2:00pm CT



www.dfwairport.com/concessions



2400 Aviation Dr., DFW Airport, TX 75261

MEET THE DFW TEAM

02



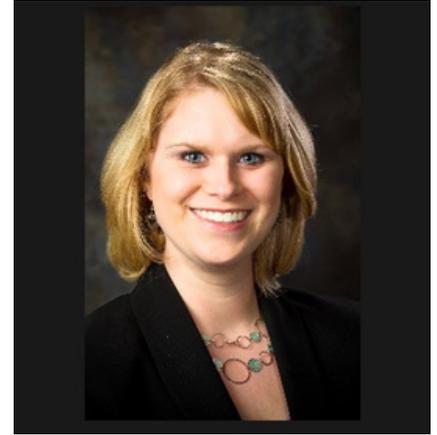
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6	DFW Demographics and Enplanement Data
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8	FY24 Concessions Gross Receipts Performance

I. INTRODUCTION

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As a leading global aviation hub serving nearly 83M passengers per year, with over 60% connecting, Dallas Fort Worth International Airport (DFW) is passionate about creating an environment for our visitors that is welcoming, modern, bold, customer-centric, safe, secure, sustainable, frictionless, and provides a wow factor.

With a focus on the passenger experience, DFW is excited to offer opportunities that will continue to enhance the customer journey. DFW is seeking responses to this Request for Proposals (RFP) for food & beverage, retail, and service concepts listed on each individual proposal package referenced as **Attachment 1**.

Proposers should demonstrate their shared commitment with DFW and detail how their company will address the needs and personalities of DFW's customer segments. Proposals should reflect brands and solutions that have a local sense of place as well as regional, national, and global appeal including brands that highlight innovation and sustainability.

A Passenger Segmentation Study was performed to identify what message points are key in marketing communications. For results, refer to **Attachment 7** or visit www.dfwairport.com/concessions.

II. AIRPORT ENVIRONMENT

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The Airport environment presents a unique set of challenges impacting operators:

Hours of Operation

- First flight to last flight, 365 days per year
- Irregular Operations-IROPS (delayed flights)
- Flight Banking (gaps between flights)
- Full menu for three day parts

Operating Costs

- Badging
- Employee transportation
- Operating & Maintenance
- Marketing Assessment
- Non-compliance fees
- Vehicular Access Charges

Logistics & Deliveries

- Docks have set hours and screenings
- Separate storage at ramp level
- No deliveries on concourse during peak times
- Approved Skylink carts to move between terminals
- Explore future centralized receiving and distribution center

Airport Access

- Badge Application Process
- Badge Authorization/Sponsorship
- Prohibited Items Procedure
- Non-smoking facility

See Attachment 3- Draft Concessions Lease Agreement for additional information.

III. RFP OVERVIEW

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A. PACKAGES - This RFP issued on **May 13, 2024** includes:

Package 01

1. A Pier - Fast Food Chicken
2. C Pier - Desserts/Salty Snack
3. E19 Coffee (Local)

Package 02

1. A Pier - Bar
2. A Pier - Fast Food Pizza
3. A Pier - Grab and Go
4. A Pier - Quick Serve Salad
5. A Pier - Dessert/Baked Goods

Package 03

1. B10 - Juice Bar
2. B43 - Coffee (National/ Regional)
3. C Pier - Quick Serve Street Tacos or Asian Fusion (Flexible)

Package 04

1. A Pier - Travel Essentials with Drip Coffee
2. D10 - Flexible Retail
3. D21 - Electronics
4. D31 - Electronics
5. E37 - Flexible Retail

Package 05

1. C Pier - Store-within-a- Store

Package 06

1. A Pier - Salty/Savory Snack
2. A21 - Salty/Savory Snack
3. E31 - Salty/Savory Snack

Package 07

1. A Pier - Gourmet Market and Retail
2. B41 - Flexible Retail
3. D11 - Flexible Retail
4. D16 - Flexible Retail

Package 08

1. B40 Fast Food Burger (National)

Package 09

1. E36 Travel Essentials
2. E38 Grab and Go

Package 10

1. C Pier - Sunglasses
2. D27 - Personal Care

Package 11

1. B14 All American Gourmet Hot Dog

Package 12

1. B14 - Quick Serve Italian Cuisine with Beer and Wine

Package 13

1. D17 - Flexible Retail

Package 14

1. B41 - Candy

Package 15

1. D33 - Flexible Retail

Package 16

1. A Pier - Service/Entertainment

Package 17

1. D30 Pre-Security - Sales Tax Refund Service

Package 18

1. A38 Nap Center
2. D24 Nap Center

III. RFP OVERVIEW (CONT'D.)

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B. RFP ADDENDUMS

Addendums to this RFP will be posted to the Concessions website and Bonfire. It is recommended to visit both platforms daily throughout the proposal preparation process.

Concessions Website

www.dfwairport.com/concessions

Bonfire

<https://dfwairport.bonfirehub.com>

DFW is not responsible for any explanation, clarification, interpretation, or approval made or given in any manner except by written addendum posted on the above platforms, from the Procurement and Materials Management Department (PMM).

Note: The Concessions website and Bonfire, DFW's Procurement Portal, are the primary communication tool for addenda and updated information regarding this RFP.

Proposals, materials, and other collateral submitted will become the property of DFW Airport.



IV. SCHEDULE



All dates are subject to change. Please reference our website for updates.

Note: Interviews are not required nor guaranteed for all proposers but may be necessary to determine final recommendations.

The selected proposer will be notified that they will be recommended for award at an upcoming Board meeting. That selected entity will have **14 days** from that notice of award to sign and return their lease, their approved and executed Joint Venture, sub-lease, management, operating and/or franchise agreement from Business Diversity and Development Department (BDDD), if applicable, prior to Board approval. Only awards with signed leases, approved and executed Joint Ventures sub-lease, management, operating, and/or franchise agreement, from BDDD will be presented to the Board.

If the lease or other documentation required by BDDD is not signed within **14 days**, Concessions may proceed with the second-highest rated proposer, and the proposal deposit will be forfeited.

Dallas Fort Worth International Airport, in accordance with the provisions of Title VI of the Civil Rights Act of 1964 (78 Stat. 252, 42 USC §§ 2000d to 2000d-4) and the Regulations, hereby notifies all bidders or offerors that it will affirmatively ensure that for any contract entered into pursuant to this advertisement, [select businesses, or disadvantaged business enterprises or airport concession disadvantaged business enterprises] will be afforded full and fair opportunity to submit bids in response to this invitation and no businesses will be discriminated against on the grounds of race, color, national origin (including limited English proficiency), creed, sex (including sexual orientation and gender identity), age, or disability in consideration for an award.

V. GLOSSARY OF TERMS

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Airport – Dallas Fort Worth International Airport

Airport Concessions Disadvantaged Business Enterprise (ACDBE) – A concession that is a for-profit small business concern (1) that is at least 51 percent owned by one or more individuals who are both socially and economically disadvantaged or, in the case of a corporation in which 51 percent of the stock is owned by one or more such individuals; and (2) whose management and daily business operations are controlled by one or more of the socially and economically disadvantaged individuals who own it.

Bonfire: An eProcurement platform used to submit responses to Request for Proposals (RFP).

Concession - means one or more of the types of for-profit businesses listed in paragraph (1) or (2) of this definition: **(1)** A business, located at the Airport that is engaged in the sale of consumer goods or services to the public under an agreement with DFW Airport, another concessionaire, or the owner or lessee of a terminal, if other than DFW Airport. **(2)** A business conducting one or more of the following covered activities, even if it does not maintain an office, store, or other business location on the Airport, as long as the activities take place on the Airport: Management contracts and subcontracts, a web-based or other electronic business in a terminal or which passengers can access at the terminal, an advertising business that provides advertising displays or messages to the public on the Airport, or a business that provides goods and services to concessionaires. A detailed definition can be found by clicking on the link below:

[eCFR: 49 CFR Part 23 -- Participation of Disadvantaged Business Enterprise in Airport Concessions](#)

Deplaning Passenger– Passenger exiting an aircraft.

Enplaning Passenger (Enplanement) – Passengers boarding an aircraft.

Gross Receipts (sometimes called Gross Revenues and/or Gross Sales) – All monies paid or payable to the Concessionaire for sales made or services rendered at or from the Premises (See Attachment 2 -Draft Lease).

Minimum Annual Guarantee (MAG) – The amount proposed and/or agreed to by the Concessionaire that Concessionaire guarantees as minimum annual payment to DFW, paid in monthly installments.

Percentage Rent – Percentage of Gross Receipts paid to DFW in addition to MAG, but only to the extent that percentage rent exceeds the monthly installment of MAG, paid in advance for a said month or portion thereof.

Products and Pricing - The pricing model(s) applicable to the lease or permit approved by the Board.

Street Level Pricing – Requirement of merchandise/products/services sold at DFW Airport to be priced under one or more of the pricing models listed in Attachment 2: Draft Lease Agreement: Section 6.01.

VI. NON-RESPONSIVE

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DFW may disqualify a **Proposer** as non-responsive, and its Proposal shall not be considered for reasons including but not limited to the following:

- Reason for believing collusion exists among the proposers.
- Evidence proposer has interest in and/or involvement in more than **one (1)** submitted proposal(s) within any one package.
- Where the proposer, any subcontractor, supplier, or the surety on any bond given, or to be given, is in litigation with DFW, or with either the cities of Dallas or Fort Worth or where such litigation is contemplated or imminent, in the sole opinion of DFW.
- The proposer being in arrears on any existing contract or having defaulted on a previous contract.
- Lack of competency, in the judgment of DFW, as revealed by pertinent factors, including but not necessarily limited to, experience and equipment, financial statement and questionnaires.
- Uncompleted work that, in the judgment of DFW, will prevent or hinder the prompt completion of additional work if awarded.
- Where the proposer, or subcontractor thereof, in the judgment of DFW, has failed to perform in a satisfactory manner on a previous contract.
- Where a proposer or subcontractor thereof has failed to disclose a potential conflict of interest or is discovered to have a conflict of interest in accordance with DFW's Code of Business Ethics as applicable.
- Where a proposer, its subcontractor, or individual officer/principal of the proposer or subcontractor is under criminal indictment or has been convicted of a criminal offense.
- A Concessionaire/proposer must be in compliance with the ACDBE Regulations, Policies, Procedures and ACDBE Contract Provisions 90 days prior to a solicitation submittal or their proposal will be deemed non-responsive.

DFW may disqualify a **proposal** as non-responsive, and it shall not be considered for reasons including but not limited to the following:

- The proposal shows any omissions, alterations of form, additions, or conditions not called for, unauthorized alternate proposals, or irregularities of any kind, in the sole determination of DFW.
- Proposal received after the closing date and time for receiving proposals.
- Proposal was not signed.
- Proposal did not meet specifications.
- Improper or insufficient proposal guarantee, if required.
- Proposal did not meet **Section X: Minimum Qualifications Requirements**.
- Proposal did not contain all requested/required documents, submittals and /or samples, as required in **Section XII: Proposal Submission Requirements**.

VII. INTERPRETATION OF PROPOSAL DOCUMENTS

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If discrepancies or omissions are found by any prospective proposer or if there is doubt as to the true meaning of any part of this RFP, please submit a **written request** for clarifications, questions, or interpretation first to **Bonfire**, as Bonfire is the primary source for any public notices.



Bonfire:

DFW Airport's Bonfire Procurement Portal:

[https://dfwairport.bonfirehub.com/portal/Airport Concessions Request for Proposal](https://dfwairport.bonfirehub.com/portal/Airport%20Concessions%20Request%20for%20Proposal)



eMail Procurement Contact:

Airport Concessions Request for Proposal

Attn: Latrece Crownover

lcrownover@dfwairport.com

VIII. PROPOSAL DISCLAIMERS

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CERTIFICATE OF INTERESTED PARTIES

Effective January 1, 2016, all contracts executed by the Dallas Fort Worth International Airport Board (Board), regardless of the dollar amount, will require completion of Form 1295 “Certificate of Interested Parties,” per the new Government Code Statute§2252.908. All vendors submitting a response to a formal Bid, RFP, SOQ or any contracts, contracts amendments, renewals or change orders will be required to complete the Form 1295 online through the State of Texas Ethics Commission website. Please visit https://www.ethics.state.tx.us/whatsnew/elf_info_form1295.htm for more information.

A Respondent Must:

1. Use the online application to process the required information Form 1295;
2. Print a copy of the form which will contain a unique certification number;
3. An authorized agent of the Respondent must sign the printed copy of the form;
4. The form must be Notarized; and
5. The completed Form 1295 and certification of filing must be filed (scanning and emailing form is sufficient) with DFW at the time the Respondent submits the signed contract to DFW.

This form is not required for proposal submittal. If your concept is awarded by the Board, this form **must** be submitted **after Board approval**.

The Board makes no warranty, promises, or representations as to the economic viability of any concession location or business concept.

The Board makes no warranty that airline usage of gates or other facilities adjacent to the premises will not change.

VIII. PROPOSAL DISCLAIMERS

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The Airport is soliciting competitive proposals as the result of the determination that such a process best serves the interests of the Airport, and not because of any legal requirement to do so. The Airport is not bound to award the concession to the highest bidder in terms of revenue or any other factor. The Airport reserves the right to negotiate with a proposer for modification of a successful proposal (including but not limited to alternate concepts, square footage, and/or locations).

The Airport reserves the right to reject any or all proposals and to negotiate directly with one or more businesses regardless of whether those businesses submitted responsive proposals in the competitive process.

By submission of a proposal, the Proposer agrees to be legally bound if the Airport accepts the proposal. The Airport will not be obligated to respond to any proposal submitted, nor will it be legally bound in any manner whatsoever by the receipt of a proposal. Any and all agreements arising out of proposals submitted hereunder (including any negotiations that follow) will not be binding on the Airport, its officers, employees, or agents unless set forth in a Concession Lease Agreement duly executed by the Chief Executive Officer of the Airport or designee following approval by the Airport's Board of Directors in accordance with applicable laws. The Airport reserves the right to postpone the proposal submittal due date.

Under the laws of the State of Texas, any proposal may be considered a public record after the award of the contract and, except as noted below, will be available for inspection and copying by any person after the award of the contract. The Airport will take reasonable efforts to protect any information marked "confidential", provided that such information meets the criteria of information exempt from public disclosure. Confidential information may be submitted in a separate envelope, sealed and marked "**Confidential Information.**" Any proprietary or otherwise sensitive information contained in or with any proposal is subject to potential disclosure.

If the proposal is withdrawn after the deadline set for receiving proposals, without the consent of the DFW Airport Vice President of Concessions, the proposal deposit shall be forfeited. Any request for withdrawal after the deadline must be made in writing and may be denied at the Board's sole discretion. Requests in writing must be addressed to the attention of Bruce Collins, Vice President, Procurement and Materials Management, and sent via fax to 972-973-5608 or email to bcollins@dfwairport.com.

VIII. PROPOSAL DISCLAIMERS

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The period for review after the proposal deadline but before the award may be as long as 240 days, and Proposer must be willing to keep the proposal valid for the duration of the review.

Proposer agrees that if their proposal is accepted, the Proposer shall enter into a Concessions Lease Agreement in the same form as the **Draft Concessions Lease Agreement**, enclosed as **Attachment 3**. The Proposer agrees to execute the lease, as the submitting entity, **fourteen (14)** days prior to Board approval. The Proposer also agrees that the proposed location(s) will open for business to the public upon receipt of Temporary Certificate of Occupancy and/or in accordance with the submitted and approved construction schedule, whichever comes first at which time rent will begin for the first year of operation and Minimum Annual Guarantee (MAG) will commence in Year Two through the end of the lease term in addition to percentage rent unless otherwise specified. Refer to **Attachment 3: Draft Lease Agreement**, Article 1.

Please note the following requirements of the Concessions Lease Agreement:

Technology - Proposer agrees to use the technology required by the agreement.

Product Exclusive Rights - The Board may enter into contracts with one or more manufacturers or suppliers granting to said companies' certain exclusive rights pertaining to the sale of food, beverages, other products, and technologies at the Airport. Concessionaire agrees to include products and technologies of said exclusive supplier or manufacturer in Concessionaire's menu or merchandise list, as applicable. Concessionaire further acknowledges that price ceilings for exclusive rights shall be set by the Board or its designee and shall be reviewed annually for price adjustments. If the Board grants such an exclusive right during the Term of this Operations Permit, Concessionaire shall have sixty (60) days from receipt of written notice to comply with the exclusive right. Concessionaire agrees not to sell, display, advertise, or promote similar products of or from other manufacturers or suppliers unless Concessionaire has first received written approval from the Airport Concessions Department. The approval may be withheld in their sole discretion.

Insurance Requirements - include but are not limited to Worker's Compensation, Employer's Liability, Commercial General Liability (CGL), Business Automobile Liability, and Additional Coverage and Limits.

Please see **Attachment 3 - Draft Concession Lease Agreement** for details.

IX. PROPOSAL PREPARATION & SUBMITTAL

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A. PROPOSAL PREPARATION GUIDELINES

1. Each proposal must encompass **all concepts for the entire package** proposed.
2. Proposal should not exceed a total of **sixty (60) pages** in length, 11-point font, single-spaced, single-sided, or thirty (30) pages double-sided. Exhibits, Merchandise/Menu List, Design, Financial Information, ACDBE, and M/WBE Participation pages are not counted toward the page limit. **Packages with 4 or 5 locations may go up to 80 pages.**
3. Proposals must include an electronic version of the proposed **concept's logo** and menu(s) (Tab 2-A), if applicable, in either eps or high-res jpg format of 300 dpi or greater. However, proposals should not include videos, sample products, or any other collateral.
4. Each proposal must be inclusive of all documents referenced in the RFP. It is advised to use **Exhibit H: Proposal Checklist** to validate that all required information has been included with each proposed package.
5. If an entity proposes on more than one package, a **separate proposal** specific to that package must be submitted and inclusive of all component documents referenced.
6. A **proposal deposit** (Tab 1-C) is required for each package and placed in original binder. The deposit must be submitted by the proposal due date.
7. In the event multiple entities propose the same brand within a package, DFW will require documentation from the brand indicating their **preferred entity**. DFW reserves the right to disqualify the remaining entity (entities) with the same brand in that package.
8. Responses to the requirements in this RFP must be in **full and complete** answer form, numbered consecutively, with all requested information attached. Provide as much written text as deemed necessary to effectively communicate qualifications, subject to page limitations set forth for each section. If the proposer has additional information that may help the Selection Committee understand the unique differences setting the proposed concept apart from others, please include that information. All proposals, including additional information or materials, become the property of DFW Airport upon submittal.
9. Proposers may be requested to **revise, clarify, or provide additional information** during the review process. These requests require immediate action and must be answered in writing within **two (2)** business days.

IX. PROPOSAL PREPARATION & SUBMITTAL

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B. PROPOSAL SUBMITTAL GUIDELINES

Proposals sent via electronic mail (email) will not be accepted. Proposers are required to submit proposal(s) via **two (2) methods**, (Reference [Section III: RFP Overview](#)), and consist of:

1. Bonfire

- a. **Register** for Bonfire at DFW Airport's Procurement Portal at <https://dfwairport.bonfirehub.com/portal/> then follow the link to the Bonfire vendor website registration page. Be sure to **select the NAICS codes relative to the proposed concept**. Bonfire interactive technical support is available by visiting <https://dfwairport.bonfirehub.com/portal/support> or by contacting support@gobonfirehub.com.
- b. **Register** with DFW Airport's Supplier (**mandatory**). Visit www.dfwairport.com/procurement and click on Supplier Registration in the menu at the top for instructions.
- c. **Upload** by Section as outlined in Bonfire <https://dfwairport.bonfirehub.com/>
Note: Multiple uploads will be required. See [Section XII Proposal Submission Requirements](#).

2. Hard Copy

- a. **Submit** a three-ring binder marked "**Original**" to DFW Airport Headquarters, with electronic copy on USB flash drive saved in Adobe PDF format. **Note package number on the cover.**
- b. **Insert tabs** identifying each part of the proposal in the sequence shown in [Section XII: Proposal Submission Requirements](#) to facilitate quick reference.
- c. **Place** rent section ([Tab 7](#)) and financial section ([Tab 8](#)) in a **separate envelope**.

X. MINIMUM QUALIFICATIONS

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MQ

Submission of all Minimum Qualification (MQ) requirements noted in this section are **PASS/FAIL** and **must be provided in its respective Tab** for a proposal to be reviewed and considered for evaluation by the Selection Committee. **Note: MQ 4 and 6 are also scored in Evaluation Criteria. Form and Exhibits are noted.**

1. PROPOSAL DEPOSIT [TAB 1-C](#)

EXH A 2. PROPOSAL ACKNOWLEDGEMENT FORM [TAB 1-D](#)

EXH B 3. BUSINESS DISCLOSURE FORM [TAB 1-E](#)

EVAL 1 4. CONCEPT [TAB 2](#)

5. SUSTAINABILITY [TAB 3-C](#)

EVAL 6 6. RENT [TAB 7](#)

EXH E 7. FINANCIALS [TAB 8](#)

EXH G 8. BONFIRE WORKSHOP ATTENDANCE FORM [TAB 9](#)

EXH F 9. ACDBE PARTICIPATION & M/WBE GOAL [TAB 10](#)

XI. PROPOSAL EVALUATION CRITERIA

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A. AWARD LIMITS

All proposers are subject to the DFW Airport Concession Policy, which states that no one Concessionaire (including related entities, e.g., entities owned or controlled by the same persons or within the first degree of consanguinity or affinity to the same person) may own, control, manage or operate more than twenty-five percent (25%) of concession lease locations for any line of business (e.g., twenty-five percent (25%) food & beverage and twenty-five percent (25%) specialty retail), and no one Concessionaire may own, manage or operate more than twenty percent (20%) of all Concession locations.

B. CHANGES TO PROPOSALS

No changes in proposed rent or any changes in service or concept may be made by the Proposer after proposal submission, except as specifically provided in this RFP.

C. LATE PROPOSALS

Any proposal received after the proposal closing date and time is deemed late and will be rejected by the Airport.

D. EVALUATION OF PROPOSAL

All proposals meeting the **Minimum Qualification Requirements** outlined in the previous section of this RFP will be reviewed and scored to determine the highest-scoring proposal.

A presentation to the Selection Committee may be required to clarify the concept, design, and other pertinent business aspects of proposal. **NOT ALL PROPOSERS WILL BE ASKED TO INTERVIEW. PROPOSALS SHOULD BE ALL-INCLUSIVE.**

The Airport reserves the right to request a "best and final" offer, if necessary, for the purposes of determining a recommendation. A final proposal rating will be made and notice of award will be given.

The successful proposers for each location will have the non-exclusive right to sell approved products and services consistent with their concept.

XI. PROPOSAL EVALUATION CRITERIA

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EVAL

E. PROPOSAL SCORING

The evaluation criteria are used to determine the best overall mix of products, services, choices, and quality for DFW Airport passengers and employees, as well as revenue to the Airport. The Selection Committee reserves the right to deviate from the evaluation criteria, in its sole discretion. **Note: Criteria 1 and 6 are also Minimum Qualifications.**

MQ 4

1.	CONCEPT <u>TAB 2</u>	A. BRAND B. FIT C. SALES POTENTIAL D. MERCHANDISE/MENU	30
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2.	OPERATIONS <u>TAB 3</u>	A. DESIGN OVERVIEW B. OPERATIONAL OVERVIEW	20
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3.	CUSTOMER EXPERIENCE <u>TAB 4</u>	A. CUSTOMER OBSESSED B. #ONEDFW C. TECHNOLOGY D. INNOVATION	20
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4.	COMMUNITY IMPACT <u>TAB 5</u>	A. COMMUNITY PROGRAMS	15
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5.	EMPLOYEE ENGAGEMENT <u>TAB 6</u>	A. PROGRAMS/INITIATIVES B. RECOGNITION & RETENTION C. MANAGEMENT EXPERIENCE D. STAFFING/TRAINING PLAN	10
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MQ 6

6.	RENT <u>TAB 7</u>	A. PROPOSED PERCENT RENT	5
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100 POSSIBLE POINTS



XII. PROPOSAL SUBMISSION REQUIREMENTS

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TAB 1 - PROPOSAL OVERVIEW

A. COVER LETTER

B. EXECUTIVE SUMMARY

Provide an executive summary that answers each of these questions regarding how you are the best operator for DFW Airport. This section is your opportunity to communicate your company's abilities and your concept strengths to DFW and should highlight key information regarding your proposal including:

1. The entity, concept, or brand being proposed.
2. How would this entity's previous experience make it qualified for this RFP?
3. What comparable experience does your company have in operating this concept or similar concepts?
4. Highlight any additional, wow factors such as awards received, media recognition, uniqueness of brand and/or merchandise/services, growth potential, ACDBE & M/WBE initiatives, etc.
5. Explain how you will engage the customer and/or enhance the customer experience.

C. PROPOSAL DEPOSIT

One proposal deposit in the form of a certified or cashier's check in the amount of Ten Thousand Dollars (**\$10,000**) for each proposal package, regardless of the number of locations in each package.

1. Upload copy of deposit.
2. Include package number as a reference on the bottom of the check for each proposal.
3. Make payable to DFW International Airport Board.
4. Ensure deposit does not expire in less than 240 days from the proposal's due date.
5. Insert deposit check in the original proposal copy.
 - a. Note: All deposits will be cashed upon receipt.

Unsuccessful or disqualified proposal deposit(s) will be returned. Selected proposal deposit(s) will be held as a security/performance deposit. If the Airport and the successful proposer enter into and execute a Concessions Lease Agreement, but the proposer fails to furnish the required bond(s) and insurance certificate(s) prior to issuance of a construction permit, said Concessions Lease Agreement shall be considered breached and the proposer's proposal deposit shall be forfeited as liquidated damages. Further, all rights and/or claims upon the concession space or pursuant to the Concessions Lease Agreement shall be immediately forfeited by proposer.

XII. PROPOSAL SUBMISSION REQUIREMENTS

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TAB 1 - PROPOSAL OVERVIEW (CONT'D.)

MQ 2

EXH A

D. PROPOSAL ACKNOWLEDGMENT FORM ([Exhibit A](#))

1. Must be signed and **notarized**.
2. Insert the original copy of the Proposal Acknowledgement Form in the original proposal.

MQ 3

EXH B

E. CONCESSIONS BUSINESS DISCLOSURE FORM ([Exhibit B](#))

1. Complete Exhibit B: Concessions Business Disclosure Form for the proposing entity **and for each** entity partner.
2. All individual owners must be listed. For example, a two-member entity is required to complete three forms, one for the combined proposing entity, and one for each entity partner. Assumed names must also state official company names. **This form will provide company, contact information, and ownership interest breakdowns.**

MQ 4

EVAL 1

TAB 2 - CONCEPT

Proposer must propose a concept in the same sub-category as required by the package. For example, if the package description asks for a deli, only concepts featuring deli items such as sandwiches, salads, and soups as the majority of their sales will be considered acceptable. Please read the concept description to understand what will be evaluated.

A. CONCEPT/BRAND

Provide information for this location in detail to clearly define the proposed concept/ brand. Answer the following related to the proposed concept(s)/brand(s):

1. Provide an electronic version of the proposed concept's logo.
2. What is the proposed concept/brand?
3. What is this concept/brand's competitive advantage versus other similar concepts?

XII. PROPOSAL SUBMISSION REQUIREMENTS

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TAB 2 - CONCEPT (CONT'D.)

B. CONCEPT FIT

Based on the demographics provided by DFW International Airport:

1. How does the proposed concept/brand meet the needs of DFW passengers?
2. Why is this concept/brand the best fit for DFW International Airport?
3. How does this concept/brand adapt to changing demographics?
4. Provide any additional information about the proposed concept fit.

C. SALES POTENTIAL

1. What is the **anticipated average** transaction value for this concept/brand?
2. What are the anticipated **annual system-wide sales** for the first year of the proposed concept/brand?
3. What are the **average sales per unit** for this concept/ brand **for the past 3 year**?
4. What are the **historical** concept/ brand's system-wide sales **for the past 3 years**?
5. What is the **annual system-wide sales percentage growth** or percentage growth of units?
6. What is the **current average** transaction value for this concept/ brand?

D. MERCHANDISE / MENU

The proposed merchandise/menu list with prices for the proposed location must include all products that will be sold at the Airport location. The menu/merchandise list must include:

1. Product type and brand name, if applicable.
2. Product size(s), if applicable.
3. Prices (All prices must adhere to DFW's Street Level Pricing Policy, as indicated below).

Merchandise/products/services sold at DFW Airport are to be priced under one or more of the pricing models listed in **Attachment 3 - Draft Lease Agreement: Section 6.01 Products and Pricing**. The pricing model(s) applicable to the lease or agreement shall be selected by the Board. Final merchandise/menu and price lists **require approval** by the Concessions Department **before** opening the location.

XII. PROPOSAL SUBMISSION REQUIREMENTS

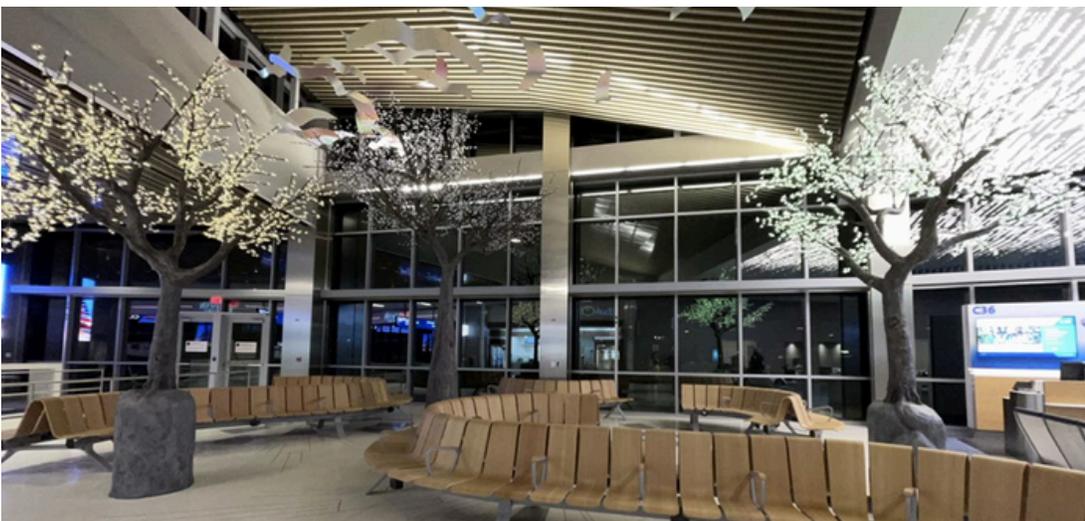
24

EVAL 2 TAB 3 - OPERATIONS

A. DESIGN OVERVIEW

The purpose of this section is to demonstrate to the Selection Committee what you intend to build. Features of your proposed design are expected to be part of the finished location. Design and finish materials for all tenant improvements must align with the DFW Tenant Design Manual (TDM) and be approved through the Airport Design Review Process, outlined in the TDM and DFW Design Criteria Manual. The selected proposer will be required to demolish existing finishes and completely furnish and equip the new facility, based on Information in the TDM. The Design Criteria Manual, as well as the CADD Standards Manual, Construction and Fire Prevention Standards, Concessions Tenant Design Manuals, and Construction Permit Fee Schedule can be found at www.dfwairport.com/concessions.

1. Provide basic renderings of the interior and exterior depicting storefront design.
2. Provide a proposed layout demonstrating passenger flow and product placement.
3. Provide images representative of sample materials and colors to be used.
4. Describe the overall floor plan, look, and feel of the location.
5. Describe the design of "mobile order pick-up" and "grab and go" (if applicable).
6. Identify environmentally friendly **materials, products and processes** that will be utilized.
7. Illustrate innovative elements you will incorporate such as digital and dynamic features, interactive features, in-store technology, etc.



XII. PROPOSAL SUBMISSION REQUIREMENTS

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TAB 3 - OPERATIONS (CONT'D.)

B. OPERATIONAL OVERVIEW

This section provides the opportunity for the proposer to clearly communicate why they are the best operator, and to demonstrate their ability to develop and manage the proposed operation.

1. Describe processes and procedures for providing high location standards and customer service, including:
 - a. Cleanliness Standards
 - b. Restocking
 - c. Customer Service Standards
 - d. Facility Maintenance
2. Provide information demonstrating operational excellence such as customer satisfaction surveys, current landlord reviews, or other examples/explanations that demonstrate operational excellence.
3. Provide information detailing the operations of the location's "grab and go" (if applicable).
 - a. Explain how you will separate your "grab and go" sales.
 - b. Describe the staffing process for "grab and go" and pick-up orders from mobile ordering (if applicable).

MQ 5

C. SUSTAINABILITY - PASS/FAIL

Provide information on your current and/or proposed Sustainability program to include, at a minimum, the following requirements:

1. Grease recycling and food/product donations.
2. Products (food prep, retail, cleaning products, etc.) and equipment used in daily operations that support sustainability.
3. Types of environmentally friendly/biodegradable packaging or utensils to be used in the proposed location(s).
4. Since September 2019, DFW has been proud to be Plastic Straw Free. Please provide the type of straws to be used at the proposed location(s).
5. The Airport is committed to prudent environmental stewardship and has integrated sustainable planning, design, construction, and operational strategies into its physical facilities, resulting in exceptional project outcomes that provide long-term positive environmental, social, and financial benefits. Provide the percentage of your building materials and practices expected to contribute to these sustainable efforts.

XII. PROPOSAL SUBMISSION REQUIREMENTS

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EVAL 3 TAB 4 - CUSTOMER EXPERIENCE

A. CUSTOMER-OBSESSED

DFW Airport creates an exceptional customer journey by delivering on the basics– “Clean, Working and Friendly”. DFW relies on excellent customer experience with welcoming Texas hospitality achieved through enthusiastic interaction with passengers, innovation, technology, and creating the "WOW" factor experience while providing a welcoming ambiance.

1. Provide information on how your organization will adopt and deliver on DFWs “customer-obsessed” culture.

B. #ONEDFW

A customer-first movement at DFW. To embrace #OneDFW is to embody pride in one’s work, see value in others, and respect the customer journey.

1. Provide methods you will incorporate in your business model that will translate into going above and beyond to make a difference in someone's day.

C. TECHNOLOGY

1. What data-driven approaches will be used to meet customers’ core needs?
2. Provide information on how will your company reduce processing time and stress for a frictionless experience, as referenced in **Attachment - 5 Frictionless Customer Journey**.
3. How will your company leverage the online ordering and program?

D. INNOVATION

Describe how your concept will capitalize on emerging trends and customer experience enhancements.

1. How will your company implement new methods, ideas, entertainment, or products?
2. How will incorporating these features drive revenue or increase customer service?
3. What emerging trends, if any, will be utilized to assist with the operation of the location?

XII. PROPOSAL SUBMISSION REQUIREMENTS

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EVAL 4 TAB 5 - COMMUNITY IMPACT

A. COMMUNITY PROGRAMS

This section provides the opportunity for you to clearly demonstrate your company's community program(s) that provide positive, measurable change to the communities in which you operate, beyond monetary donations.

1. Describe your current participation in community programs, such as, but not limited to, educational, youth and/or charity programs.
 - a. What is your time and talent towards the community programs?
2. How does your company strengthen the community and take action to provide change?
3. How is your company seeking to incorporate goods and services from the cities of Dallas and Fort Worth?
4. How does your company support your local community or the cities of Dallas and Fort Worth?

EVAL 5 TAB 6 - EMPLOYEE ENGAGEMENT

Employee engagement is a foundational element of the workplace. This section provides the opportunity for you to demonstrate your commitment to your employees.

A. PROGRAMS & INITIATIVES

1. What are your company's employee engagement programs and initiatives?
2. How is your company investing in employee engagement?
3. What methods does your company provide to improve employee engagement?

B. RECOGNITION & RETENTION

1. What is your company doing for employees to overcome market retention obstacles?
2. How does your company recognize employees?
3. Provide any additional information about your recognition and retention programs.

XII. PROPOSAL SUBMISSION REQUIREMENTS

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TAB 6 - EMPLOYEE ENGAGEMENT (CONT'D.)

C. MANAGEMENT EXPERIENCE

Proposers are asked to submit sufficient information to allow the Selection Committee to evaluate how the management structure and operating plan will achieve the Airport's goal of delivering world-class customer service. Proposers must provide a history of the proposer and, if applicable, Joint Venture partners' relevant experience in the operation and ownership of the proposed concept.

This section must include the following information:

1. Provide number of years of proposer's relevant experience in operating in the proposed subcategory and the scope of experience.
2. Provide number of locations operated and the average gross sales for locations.
3. Degree of relevant experience in operating in a non-traditional environment, if applicable (e.g., Airports, Stadiums, Universities, etc.).
 - a. Describe elements from past non-Airport venues that are transferable to working at the Airport and identify the characteristics differentiating traditional operations versus Airport operations.
 - b. Describe any experiences working in an airport environment, if applicable.
 - c. If you do not have non-traditional experience, provide information on how your management experience will achieve the Airport's goals.
4. Proposer must provide resumes of all owners, partners, and management that will have responsibility for the DFW location(s). Additionally, Proposer must submit:
 - a. Provide organization/staffing chart showing reporting structure, management/operating committees (if applicable), and names of owners, partners, management, supervisors, and staff.
 - b. Describe key individuals including ACDBE partners, and their specific roles and responsibilities.

D. STAFFING & TRAINING PLAN

1. Training Programs both in orientation and ongoing, to ensure employees have a full understanding of their duties and expectations.
 - a. Describe your hiring program(s) including incentives, if applicable.

XII. PROPOSAL SUBMISSION REQUIREMENTS

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EQAL 6 TAB 7 - RENT

A. PROPOSED PERCENT RENT

Rent evaluation will consider not only the percent rent offered but also the overall revenue potential in relation to product offerings and/or brand(s). Proposed percentage rent(s) must be within the stated ranges listed in each package unless otherwise stated on the package description. Tiered or graduating percentages will not be accepted unless outlined on the concept description form. MAG is set for these locations. Proposed alternate MAGs will not be accepted. MAG will go into effect in Year Two of the lease. **Place the following information in a separate envelope:**

- ATT 1 1. Complete **Attachment 1 – Package Information** and include proposed percentage rent for each category and sign page 1 for each proposed package.
- ATT 2 2. Complete **Attachment 2 – Sales Expectation**, for each proposed package.

MQ 7 TAB 8 - FINANCIALS

Proposer **must submit all documents** requested in this Section. **Place the following information in a separate envelope:**

1. The following information is to be provided for proposal evaluation, and placed in **separate envelope:**

EXH C

A. ESTIMATED INVESTMENT STATEMENTS

Provide information on how your company will fund the proposed service, including submission of a letter from any entity listed as a funding source on **Estimated Investment (Exhibit C Part 1 and Part 2)**.

Note: For ACDBE, funding source must also be ACDBE.

For example, if the Proposer's ACDBE entity is comprised of two ACDBE partners, the ACDBE entity will be required to complete three forms; **one** for the combined proposing ACDBE entity and **one** for each ACDBE entity partner. This form will provide company, contact information, and ownership interest breakdowns. Assumed names must also state official company names.

EXH D

B. PRO FORMA

Complete the Pro Forma (**Exhibit D**)

EXH E

C. FINANCIAL STATEMENTS

Summary of Financial Statements (**Exhibit E**)

D. EXTERNAL FINANCIAL SUPPORT

Provide information, if applicable

MQ 8

EXH G TAB 9 - BONFIRE WORKSHOP ATTENDANCE

1. Sign and submit attendance form (**Exhibit G**)

XIII. ACDBE PARTICIPATION AND M/WBE REQUIREMENTS

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MO 9

TAB 10 - ACDBE Participation (EXHIBITS F1-4) - PASS/FAIL

EXH F

The DFW International Airport's Business Diversity and Development Department (BDDD) will review submissions and determine if Proposers have met, or made a good faith effort to meet the respective ACDBE & M/WBE requirements. **BDDD's determination is final.** Questions regarding the completion of the ACDBE and/or M/WBE requirements should be directed to the Procurement Contact:

Procurement Contact:

Attn: Latrece Crownover
Sr. Contracts Administrator
lcrownover@dfwairport.com

AIRPORT CONCESSION DISADVANTAGED BUSINESS ENTERPRISE REQUIREMENTS

It is the policy of DFW International Airport that Airport Concession Disadvantaged Business Enterprises ("ACDBE") as defined in 49 CFR Part 23 shall have the maximum opportunity to participate in the performance of contracts financed in whole or in part with federal funds under this Agreement. DFW has developed and implemented an ACDBE program as required under Department of Transportation 49 CFR Part 23. The ACDBE program objective is to ensure full and fair access to concession opportunities for all businesses and in particular for ACDBE businesses. Contracts pertaining to the concession program at DFW are subject to the requirements of 49 CFR Part 23 and the Airport's ACDBE Policy and Program requirements and Contract Provisions. The Airport's Vice President of BDDD has been delegated as the ACDBE Liaison Officer. In that capacity, the Vice President is responsible for compliance with all aspects of the ACDBE program.

The Vice President of BDDD has established an annual ACDBE goal for the Airport and package-specific goals for these solicitations. See Package documents and descriptions for individual goals.

The ACDBE goal is a percentage of annual gross receipts for each package. The Vice President will determine whether the proposer's proposal for meeting each package-specific goal or Good Faith Effort to meet the goal is responsive at the time the proposal is submitted.

Each Proposer must comply with the terms and conditions of the Policies in making its proposal and, if awarded the Contract, in performing all work thereunder. A proposer's failure to comply with any Rules or Regulations promulgated pursuant thereto, or any additional requirements contained herein may render its proposal non-responsive and may constitute cause for rejection up to and including non-compliance on outstanding joint venture agreements.

1. Responsive; compliance with requirements: If a proposal meets the Contract Specific Goal, provide the necessary information, documentation, forms fully executed and outlined in the ACDBE Program Policy and Administrative Procedures, or shows an adequate good faith effort in accordance with the ACDBE Program Policy and Administrative Procedures, then BDDD shall notify the procuring department to regard the proposal as responsive.

XIII. ACDBE PARTICIPATION AND M/WBE REQUIREMENTS

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2. Non-Responsive; failure to meet requirements: If a proposal subject to a Contract Specific Goal does not meet the contract specific goal or provide the necessary information, documentation, forms fully executed and outlined in the ACDBE Program Policy and Administrative Procedures, then BDDD shall notify the procuring department to regard the proposal as non-responsive. Such determination shall result in no further consideration of the proposal by the Airport Board and is not appealable.

The proposer may meet its ACDBE participation commitment utilizing any combination of options listed below all of which require proof of ACDBE certification by BDDD. **The ACDBE certificate or certification letter must be submitted at the time of proposal submission with the appropriate North American Industrial Classification System (NAICS) code for the scope of work to be performed by the ACDBE. Pending certifications are not acceptable.**

Describe how you will meet or make a good faith effort to meet the Airport's ACDBE participation goals for this RFP. For each ACDBE, provide a complete description of the nature of their participation, experience and qualifications. (If the ACDBE goal established is 0%, this subsection may be omitted; however, the Board encourages ACDBE participation through other means.)

The options for meeting this commitment are:

1. **100% ACDBE Participation**: For this option, the proposer is solely owned and operated as a certified ACDBE firm. Complete **Exhibit F-1: ACDBE Commitment Form** and provide **ACDBE Certificate(s) with the appropriate North American Industrial Classification System (NAICS) code for the scope of work to be performed by the ACDBE; pending certifications are not acceptable, and F-4: ACDBE Concessionaire Information**. Submit with the proposal submission so that the proposed option is approved by the Vice President at the time proposal is submitted.

2. **Percentage Participation**: For this option, a percentage of the business is designated to be owned, operated and/or maintained by a certified ACDBE through a sub-lease, management, operating and/or franchise agreement. If the proposer plans to participate in a partnership with a certified ACDBE firm, the proposer must complete **Exhibits: F-1: ACDBE Commitment Form, F-2: ACDBE Intent to Perform, F-4: ACDBE Concessionaire Information** and provide a **Draft Partnership Agreement** and **ACDBE Certificate(s) with the appropriate North American Industrial Classification System (NAICS) code for the scope of work to be performed by the ACDBE. Pending certifications are not acceptable**. Submit with the proposal submission so that the proposed option is approved by the Vice President at the time proposal is submitted.

XIII. ACDBE PARTICIPATION AND M/WBE REQUIREMENTS

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3. Percentage Participation by way of a Joint Venture Agreement (**JOINT VENTURES ARE NOT AN OPTION FOR MULTI – LOCATION CONCEPTS UNLESS WAIVED IN WRITING via letter or email BY the Vice President or designee of BDDD prior to proposal submission for discussion purposes.):**

a. For this option, a proposer enters into a joint venture agreement with a certified ACDBE partner, in which the ACDBE partner has financial risk and reward commensurate with the ACDBE participation goal for this concession opportunity. For example, if the ACDBE goal is 35%, then the ACDBE concessionaire's risk in terms of investment in the operation and anticipated upside (reward) must be no less than 35%. If the proposer plans to participate in a joint venture with a certified ACDBE firm, the proposer must complete **Exhibits F-1: ACDBE Commitment Form, F-2: ACDBE Intent to Perform, F-4: ACDBE Concessionaire Information**, provide a **Draft Joint Venture Agreement** and **ACDBE Certificate(s) with the appropriate North American Industrial Classification System (NAICS) code for the scope of work to be performed by the ACDBE. Pending certifications are not acceptable.** Submit with the proposal submission so that the proposed option is approved by the Vice President at the time proposal is submitted and prior to Board Approval.

b. Joint Venture Agreements: For purposes of ACDBE participation, joint venture entities are not certified as ACDBEs. Draft Joint Venture Agreements shall be specific to the proposed concept and location. If proposer has a DFW-approved Joint Venture Agreement from a recent (2022-2024) award, proposer has the option to submit a new joint venture agreement specific to the proposed concept and location or add the new location via an amendment to the DFW-approved joint venture agreement on file only if there is no change in ownership interest percentages and roles and responsibilities. **For either option, proposer shall outline the ownership roles and responsibilities applicable to the proposed concept and location. Proposer shall not submit a copy of a previously approved joint venture agreement applicable to a different concept and location.** Access the Joint Venture Template Form and related documents [here](#).

4. **Percentage of Goods/Services towards Vendor Purchases:** For this option, the proposer designates a percentage of the gross revenue that will be committed to the purchase of goods and services from ACDBE certified vendors. A list of ACDBE-certified vendors may be obtained from the Airport's online [D/S/M/WBE Directory](#):

XIII. ACDBE PARTICIPATION AND M/WBE REQUIREMENTS

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5. **Other Legal Arrangement:** For this option, the proposer may propose some other legal arrangement so long as it meets the eligibility standards in 49 CFR Part 23.

Options 2-5 will require BDDD approval.

Note: All firms upon which ACDBE certification is being relied, whether as proposer, JV partner, goods and services provider, sub concessionaire, subcontractor, or any other arrangement, must be certified as an ACDBE at the time the proposal is submitted.

The amount and type of ACDBE participation proposed will become a firm commitment upon execution of BDDD approval, Lease Agreement/Board Approval and will be monitored by BDDD. The proposer agrees, as an expressed condition of its performance, to comply with the requirements of 49 CFR Part 23 and the appropriate provisions under the lease agreement. Proposer acknowledges that its failure to comply with these requirements may be a material breach of the Lease, and could result in suspension of the right to operate, termination, or such other remedy, as the Board deems appropriate.

ACDBE and/or M/WBE GOOD FAITH EFFORTS

(Reference [Exhibit F-3: ACDBE or M/WBE Good Faith Effort Plan](#))

The Department of Transportation 49 CFR Part 23 provides for the adoption of a good faith effort (GFE) to be administered by the DFW Business Diversity & Development Department (BDDD). In order to comply with the proposal requirements of Part 23, a proposer shall either meet the specific ACDBE goal for this concession opportunity, or in the alternative, demonstrate that the proposer has made sufficient good faith efforts to meet the goal in accordance with the good faith effort provisions of Part 23 detailed below.

Documentation, [Exhibit F-3: ACDBE and/or M/WBE Good Faith Effort Plan](#), must be completed and submitted with the proposal submission to support your good faith efforts. The submission of good faith efforts documentation is a matter of responsiveness and shall include a specific response to each of the criteria as outlined with the bid or proposal. Submission of a Good Faith Effort Plan with no additional support documentation is not evidence of a proper good faith effort. A Proposer shall supplement its responses to include any additional information with the proposal it believes may be relevant. Failure of the Proposer to demonstrate adequate good faith efforts as to any one of the categories shall render the overall good faith showing insufficient and the proposal non-responsive.

XIII. ACDBE PARTICIPATION AND M/WBE REQUIREMENTS

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Modifications/Substitutions: Proposer shall also make a good faith effort to replace an ACDBE included in the Request for Proposal submission that has failed to complete its concession arrangement, joint venture commitment, lease, sublease or subcontracting arrangement with a certified ACDBE, to the extent needed to meet the concession specific goals. All modifications/substitutions, and terminations must follow FAA's CFR 49, part 26 requirements.

If a Proposer proposes to terminate, substitute or modify the participation of an ACDBE Joint Venture partner, team member, subcontractor or sub-concessionaire prior or after Lease award, prior to such change, the Proposer shall immediately submit for review and prior approval, to the ACDBE Liaison Officer, reasonable documentation regarding the proposed change in the ACDBE participation. Proposer shall include the specific reasons for the change in ACDBE participation and must produce any and all documents and information regarding the proposed change.

Compliance/Reporting: Proposer shall also comply with the requirements of this section regarding any proposed change(s) in ACDBE participation arising from or relating to any assignment, sublease, or transfer of the obligations under this Lease.

Proposer shall timely submit reports and verifications within ten (10) business days as requested by the Board and shall provide such financial information or other information deemed necessary by the Board to support and document the ACDBE commitment for this Lease. Also, the Proposer shall timely submit reports and verifications within ten (10) business days as requested by the Board and shall provide such financial information or other information deemed necessary by the Board to support and document the M/WBE.

ACDBE Resources: Federal regulations, joint venture guidance, sample language, templates and examples are available online: [DFW International Airport Official Website: Business Diversity and Development Department.](#)

Geographic Preferences: 49 CFR Part 23.79 does not permit recipients of federal funds to use local geographic preferences. For purposes of this section, a local geographic preference is any requirement that gives an ACDBE located in one place (e.g., our local area) an advantage over ACDBEs from other places in obtaining businesses as, or with, a concession at DFW Airport.

XIII. ACDBE PARTICIPATION AND M/WBE REQUIREMENTS

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MINORITY/WOMEN BUSINESS ENTERPRISE (M/WBE) REQUIREMENTS

The Airport Board has adopted a policy which establishes a goal for the participation of Minority/Women Business Enterprises (M/WBEs) in the design and construction finish outs/improvements by tenants and concessionaires. **The M/WBE package-specific goal established for design and construction is 30% for each location.**

The successful proposer will be responsible for meeting each goal or making good faith effort to meet the goal and, explore all available options to achieve, to the maximum extent practicable, the goal through design and construction associated with the finish out of each location and the purchases of goods and services used in the daily operations. Post award, completed utilization forms must be on file before a notice to proceed is issued by the Airport for construction of improvements.

M/WBE certificates are not due at the time of proposal but when the Concessionaire starts the tenant finish out phase. If the proposer proposes to meet and/or exceed the M/WBE goal, the proposer must complete Exhibit F-5: M/WBE Commitment Form and Compliance Plan contained in this RFP and submit with proposal.

Proposer must describe how you propose to meet, or made a good faith effort to meet, the Airport's M/WBE participation goal for the RFP.

Include projections for M/WBE participation; identify possible trades, goods and services; include list of potential M/WBE firms and a description of the procurement process which will be utilized to ensure M/WBE firms are extended an opportunity for participation. Identify a point of contact that will be responsible for managing the diversity participation for this commitment.

CERTIFICATION REQUIREMENTS

If claiming ACDBE and/or M/WBE participation, certificates for all certified firms shall be included with the Proposal submission.

While 49 CFR Part 23 is mandatory to airports that receive federal funds, it is not mandatory that a minority firm be certified as an ACDBE or M/WBE in order to be awarded a concession contract. However, in order to credit the participation of an ACDBE or M/WBE towards the goal stated in the RFP, the Airport requires that ACDBE or M/WBE firms be certified by an approved certification entity at the time of proposal submission with the appropriate NAICS code(s).

XIII. ACDBE PARTICIPATION AND M/WBE REQUIREMENTS

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1. Approved entities for ACDBE:

- a. North Central Texas Regional Certification Agency (NCTRCA)
- b. U.S. Department of Transportation-approved Unified Certification Program (TUCP).

2. Approved entities for M/WBE:

- a. North Central Texas Regional Certification Agency (NCTRCA)
- b. D/FW Minority Supplier Development Council
- c. Women's Business Council Southwest

EXHIBIT A: PROPOSAL ACKNOWLEDGEMENT FORM TAB 1-D

The proposer acknowledges that they have carefully examined the RFP, the attached draft Concession Lease Agreement and the enclosed lease Exhibit(s) for the proposed locations and accepts all of the terms and conditions. The proposer understands the Concession Agreement is **not negotiable**.

The proposer or joint venture, if applicable, acknowledges that if the proposal is accepted, they will contract with the Airport pursuant to the attached draft Concession Lease Agreement. The proposer will sign the draft Concessions Lease Agreement under the submitting entity within fourteen (14) days prior to Board approval, or Concessions will proceed to the second recommendation and the proposal deposit will be forfeited. Proposers must take **all** approved package locations.

I affirm that all of the facts set forth in the proposal are true and correct and that all projections are based on good faith estimates. I affirm that I have read the Package Descriptions and understand the requirements.

I affirm that I have read and reviewed the Proposal, the Pro Forma, and all other required Exhibit documents.

I affirm that this company, corporation, firm, partnership, or individual has not prepared this proposal in collusion with any other proposer and that the contents of this proposal as to rent, terms or conditions of said proposal have not been communicated by the undersigned, not by any employee or agent to any other proposer or to any other person(s) engaged in this type of business prior to the official opening of the proposal.

Proposal Package _____

Name of Proposer: _____

Entity 1 (Owner/Owner Representative): _____ Date: _____

Printed Name of Owner: _____

Entity 2 (Owner): _____ Date: _____

Printed Name of Owner: _____

Entity 3 (Owner): _____ Date: _____

Printed Name of Owner: _____

Entity 4 (Owner): _____ Date: _____

Printed Name of Owner: _____

Entity 5 (Owner): _____ Date: _____

Printed Name of Owner: _____

Attach additional sheets if necessary for all owners.

Subscribed and Sworn to before me this _____ day of _____ 2024



**EXHIBIT B: CONCESSIONS
BUSINESS DISCLOSURE FORM TAB 1-E****Exhibit B: Concessions Business Disclosure Form****Filling out a Concessions Business Disclosure Form for the DFW International Airport Board**

1. Please make sure you have the correct version of the form, it should read **“Issue Date 10/13”** in the bottom right corner.
2. Use 10 pt. font with no bold, italicized, or underlined words on the form.
3. Please make sure you include your entire business name on the form, and it matches what is listed on your contract.
4. If you are a corporation, limited partnership, limited liability partnership or Limited Liability Company, your business name should include that designation or an abbreviation of that designation.
5. If the mailing address is the same as the business address, write “Same” in the space under mailing address. Do not copy the mailing address or leave blank.
6. Do not bold or underline the web or email addresses.
7. Please ensure the contact person’s information is up to date.
8. Under business structure check only one box. The next section is filled out **only** if your company is a corporation.
9. If your business is a corporation, check the box for profit or nonprofit, and public or private. These boxes must be checked. (Hint: to make an “x” just double-click on the box and select the “checked” option). If you are an S corporation, professional, parent-sub, or close “x” the appropriate box as well.
10. The state, month and year of your company’s incorporation, registration or formation ALWAYS needs to be filled in. This is either the date you registered with the County Clerk, or filed with the Secretary of State.
11. List the names of **ALL investors with a financial interest or other ownership interest** in the company. If the company is publicly owned, please list the stock exchange it is traded on and the symbol. If your company is traded on a foreign exchange, please name the foreign exchange is traded on.
12. Fill in names of Joint Venture owners if applicable.
13. **The percentage of ownership needs to be filled in unless the company is publicly traded. ALL of the investors with a financial interest or other ownership interest in the company need to be listed with their corresponding percentages of ownership in this space. Please use whole or half numbers. NOTE: Attach a copy of the Certificate of Formation or Joint Venture Agreement, if applicable.**
14. The form should be accurate as of proposal submittal date.

EXHIBIT B: CONCESSIONS BUSINESS DISCLOSURE FORM TAB 1-E

DALLAS FORT WORTH INTERNATIONAL AIRPORT BOARD CONCESSIONS BUSINESS DISCLOSURE FORM

It is recommended this form be completed by a governing person, governing authority, or legal counsel.

Information about Entity Submitting Bid/Proposal/Offer

(This information must match the information provided on the Bid/Proposal/Offer).



Package Number: _____

Business Name:					
Business Address:			Mailing Address:		
City	State	Zip	City	State	Zip
Business Web Address:					
Business Phone:			Business Fax:		
Contact Person:			Contact's Phone No.:		
Contact's E-Mail Address:					

I. Entity Ownership Information

(Check the appropriate box and provide requested details below.)

Business Structure: (Please check only one box)			
<input type="checkbox"/> Partnership	<input type="checkbox"/> Limited Partnership	<input type="checkbox"/> Limited Liability Partnership	
<input type="checkbox"/> Sole Proprietorship	<input type="checkbox"/> Joint Venture	<input type="checkbox"/> Limited Liability Company	<input type="checkbox"/> Corporation ("C")
IF CORPORATION, please check all the type(s) below that are applicable:			
<input type="checkbox"/> For Profit <u>or</u>	<input type="checkbox"/> Non-Profit	<input type="checkbox"/> Public <u>or</u>	<input type="checkbox"/> Private
<input type="checkbox"/> S Corporation	<input type="checkbox"/> Professional	<input type="checkbox"/> Parent-Subsidiary	<input type="checkbox"/> Close
State of Incorporation, Registration or Formation:			
State:	Month:	Year:	
Name(s) of Owner(s), Partners or Owner of DBA (include ALL investors with a financial interest or other ownership interest). Please indicate if any such individual(s) were employed by DFW Airport and the dates employed:			
Name(s) of Joint Venture Participants (include ALL investors with a financial interest or other ownership interest). Please indicate if any such individual(s) were employed by DFW Airport and the dates employed:			
UNLESS PUBLICLY TRADED list all individuals, partnerships, corporations or other legal entities having ownership interests in the business <i>and indicate their percentage of ownership</i> . Please indicate if any such individual(s) were employed by DFW Airport and the dates employed. Attach additional sheets if necessary. NOTE: Attach a copy of the Certificate of Formation or Joint Venture Agreement.			
Form Completion Date:			

Failure to properly complete and submit this form with the bid/proposal/offer may cause the bid/proposal/offer to be considered non-responsive.

Issue Date 10/13



EXHIBIT B: CONCESSIONS BUSINESS DISCLOSURE FORM **TAB 1-E**



Concept Name:									
Concession Location (✓)									
A		B		C		D		E	
					E Satellite		RCC		Other
Concession Type (✓)									
Food and Beverage			Passenger Amenities			ACDBE Goal Assigned		%	
Retail			Other			M/WBE Goal Assigned		%	
Concessions Type (✓)									
Food and Beverage			Passenger Amenities			SBEC Participation		%	
Retail			Other			M/WBE Goal Assigned		%	

Concept will be Owned by the Following Entities: (Attach additional sheets if necessary)

Concept will be Owned by the Following Entities: (Attach additional sheets if necessary) The total sum of all Percentage should be 100%				
Entity	Owner	Percentage (%)	Are you related to other owners? (Y or N)	Relationship status; e.g., spouse, cousin, child etc.
1				
2				
3				

Entity 1 Information: (Attach additional sheets if necessary)						
Entity 1	Owner	Percentage (%)	Are you related to other owners? (Y or N)	Relationship status, e.g., spouse, cousin, child etc.	Email	Phone Number

**EXHIBIT B: CONCESSIONS
BUSINESS DISCLOSURE FORM** **TAB 1-E**



**Entity 2 Information:
(Attach additional sheets if necessary)**

Entity 2	Owner	Percentage (%)	Are you related to other owners? (Y or N)	Relationship status; e.g. spouse, cousin, child etc.	Email	Phone Number

**Entity 3 Information:
(Attach additional sheets if necessary)**

Entity 3	Owner	Percentage (%)	Are you related to other owners? (Y or N)	Relationship status, e.g., spouse, cousin, child etc.	Email	Phone Number

EXHIBIT C: PART 1 - ESTIMATED INITIAL INVESTMENT

TAB 8

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- Initial Investment upon Award

Proposer _____

Estimated Investment

Improvements \$ _____

Furnishings, Fixtures and Equipment \$ _____

Working Capital \$ _____

Initial Inventory \$ _____

Other (specify in notes section below) \$ _____

Total Investment \$ _____

Financing by Source _____ \$ _____

_____ \$ _____

_____ \$ _____

Equity \$ _____

Equity as a Percent of Total Investment _____ %

Total Investment \$ _____

Notes

EXHIBIT C: PART 2 - ESTIMATED INVESTMENT- OVER LIFE OF CONTRACT

TAB 8

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Exhibit C Part 2: Estimated Investment – Over Life of Contract

- Include total costs estimated for the Term of the Agreement to include scheduled Renewal Program and/or Equipment) with a timeline of Renewal or Replacement of equipment on a separate page.

Proposer _____

Estimated Investment

Improvements \$ _____

Furnishings, Fixtures and Equipment \$ _____

Working Capital \$ _____

Initial Inventory \$ _____

Other (specify in notes section below) \$ _____

Total Investment \$ _____

Financing by Source _____ \$ _____

_____ \$ _____

_____ \$ _____

Equity \$ _____

Equity as a Percent of Total Investment _____ %

Total Investment \$ _____

EXHIBIT D: PRO FORMA

TAB 8

Describe your company's projection of sales and expenses for the first three years of operation. Include explanations with respect to any increase or decrease.

Note Year	Year 1	Year 2	Year 3
Total Sales	\$	\$	\$
Percent Change in Sales vs Prior Year	%	%	%
Total Cost of Sales	\$	\$	\$
Percent of Sales	%	%	%
Gross Income	\$	\$	\$
Percent of Sales	%	%	%
Total G&A Expenses	\$	\$	\$
Percent of Sales	%	%	%
Income Before Fixed Costs	\$	\$	\$
Percent of Sales	%	%	%
Total Occupancy Costs	\$	\$	\$
Percent of Sales	%	%	%
Earnings Before Interest, Taxes, Depreciation and Amortization	\$	\$	\$
Percent of Sales	%	%	%
Percentage of Gross Receipts	\$	\$	\$
Minimum Annual Guarantee	\$	\$	\$
Sponsorship Fee(s)	\$	\$	\$
Total Revenue to Airport	\$	\$	\$

Please complete Attachment 2 – Sales Expectation Information with explanations of Year 1 Sales drivers and assumptions. Please explain your Exhibit D Pro Forma Year 1 sales expectations and what factors were used in those calculations. Please indicate what average ticket price and transaction volume assumptions were used in calculating your projected Year 1 sales.

EXHIBIT E: SUMMARY OF FINANCIAL STATEMENTS

TAB 8

Exhibit E: Summary of Financial Statements

Proposer _____

Proposal Package _____

Location(s) _____

Year	2021	2022	2023
Total Assets	\$	\$	\$
% Change in Assets to Prior Year	%	%	%
Long Term Liabilities	\$	\$	\$
% Change in LTL to Prior Year	%	%	%
Short Term Liabilities	\$	\$	\$
% Change in STL to Prior Year	%	%	%
Net Worth	\$	\$	\$
% Change in Net Worth to Prior Year	%	%	%
Annual Sales	\$	\$	\$
% Change in Annual Sales to Prior Year	%	%	%
Operating Income	\$	\$	\$
% Change in Operating Income to Prior Year	%	%	%
Principal Business			
Number of Employees			
Number of Locations			

EXHIBIT F-1: AIRPORT CONCESSIONS DISADVANTAGED (ACDBE) COMMITMENT FORM

TAB 10

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Exhibit F-1: 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 (for joint ventures only), Draft Partnership Agreement (if applicable), 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 (for joint ventures only), Draft Partnership Agreement (if applicable), and ACDBE certificate(s)).*
- The proposer is unable to meet the ACDBE goal and submits documentation demonstrating good faith efforts. *(If checked, please refer to Exhibit F-3 for documentation required).*

Name of Proposing Entity: _____

Name of Authorized Representative or Designee: _____

Title _____

Signature _____

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EXHIBIT F-2: ACDBE INTENT TO PERFORM - REVENUES

TAB 10

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Exhibit F-2: ACDBE Intent To Perform - REVENUES

(This form is required as part of your proposal submission, except for 100% ACDBE participation.)

NOTE: An ACDBE Intent To Perform must be submitted for all ACDBEs listed and attach a copy of the ACDBE Certificate for each ACDBE.

Name of Concession/Vendor Firm _____

Address: _____

City: _____ State: _____ Zip _____

Telephone: _____ E-mail address _____

Name of ACDBE Firm: _____

Address: _____

City: _____ State: _____ Zip _____

Telephone: _____ E-mail address _____

Description of the clearly defined portion of the work of the concession that the ACDBE performs with its own forces toward the ACDBE commitment.

The Concessionaire is committed to utilizing the above named ACDBE's defined portion of the work based on GROSS RECEIPTS. The ACDBE participation will be calculated as TOTAL ACDBE DOLLARS divided by TOTAL GROSS RECEIPTS for the work described above. The estimated dollar value and percentage of this work is \$ _____ (DOLLAR VALUE) and _____ (PERCENTAGE).

I hereby affirm that the above information is true and complete to the best of my knowledge. I further understand and agree that this document shall be attached thereto and become a binding part of the concession lease. I further attest that the above-named ACDBE firm affirms that it will perform the portion of the lease for the estimated dollar value as stated above.

By: _____ Title _____
Concessionaire Signature

By: _____ Title _____
ACDBE Signature

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EXHIBIT F-3: ACDBE AND/OR M/WBE GOOD FAITH EFFORT PLAN

TAB 10

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EXHIBIT F-3: ACDBE and/or M/WBE GOOD FAITH EFFORT PLAN

Please read these instructions carefully before completing the required Airport Concession Disadvantaged Business Enterprise (ACDBE) and/or Minority/Women Business Enterprise (M/WBE) Good Faith Effort Plan. These instructions are designed to assist proposers prepare the required detailed and complete good faith effort information.

To be eligible to be awarded a concession that has concession specific goals; proposers must make good faith efforts to meet the goals. A proposer may do so either by obtaining enough ACDBE and/or M/WBE participation to meet the goal or by documenting that it made sufficient good faith efforts to do so. Examples of good faith efforts are found on **Exhibit E-3 Good Faith Effort Factors** page. The Airport treats proposer’s compliance with good faith efforts requirements as a matter of responsiveness. Each solicitation for which concession specific goals have been established will require the proposer to submit support documentation which addresses each of the factors outlined in the **Good Faith Effort Factors** page.

Administrative Reconsideration 26.53(a)

Within two calendar days of being informed by The DFW International Airport that it is not responsive because it has not documented sufficient good faith efforts, a concessionaire may request administrative reconsideration. Concessionaire should make this request in writing and send it via overnight courier to the following reconsideration official:

**Maruchy Cantu
Executive Vice President, Administration, DE&I
DFW International Airport
2400 Aviation Drive – 1st Floor
DFW Airport, Texas 75261
972-973-5600**

The reconsideration official will not have played any role in the original determination that the concessionaire did not document sufficient good faith efforts. As part of this reconsideration, the concessionaire will have the opportunity to provide written documentation or argument concerning the issue of whether it met the goal or made adequate good faith efforts to do so. The concessionaire will have the opportunity to meet in person with our reconsideration official to discuss the issue of whether it met the goal or made adequate good faith efforts to do. However, the decision shall be made based solely on the entire administrative record submitted with the proposal. No new information will be evaluated.

We will send the concessionaire a written decision on reconsideration, explaining the basis for finding that the concessionaire did or did not meet the goal or make adequate good faith efforts to do so. The result of the reconsideration process is not administratively appealable to the Department of Transportation.

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EXHIBIT F-3: ACDBE AND/OR M/WBE GOOD FAITH EFFORT PLAN

TAB 10

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Exhibit F-3: ACDBE and/or M/WBE GOOD FAITH EFFORT PLAN (continued)

While the request is being considered, the airport will suspend its review of proposals for five days for that package. Once a determination is made by the BDDD, or upon the expiration of the five days, the airport will resume evaluation of proposals sent in response to the RFP.

Good Faith Efforts When an ACDBE and/or M/WBE is Replaced on a Concession (23.53(f))

The DFW International Airport will require a concessionaire to make good faith efforts to replace an ACDBE that is terminated or has otherwise failed to complete its concession agreement, lease or subcontract with another certified ACDBE and/or M/WBE, to the extent needed to meet the concession specific goal. We will require the Concessionaire to notify the BDDD Vice President immediately of the ACDBE and/or M/WBE's inability or unwillingness to perform and provide reasonable documentation before the ACDBE is terminated or replaced.

In this situation, the Concessionaire will be required to obtain the BDDDs prior approval of the proposed ACDBE and/or M/WBE substitution and to provide copies of new or amended subcontracts, or documentation of good faith efforts. The concessionaire must include the specific reasons for the termination and/or failure to complete its agreement as set forth. The concessionaire must also provide the ACDBE and/or M/WBE with any and all documents and information as may be requested with respect to the termination or substitution of the ACDBE and/or M/WBE.

If the Concessionaire fails or refuses to comply in the time specified, the Concessions Department will notify the concessionaire that it is in default. If the concessionaire still fails to comply, the contracting officer may issue a termination for default proceeding.

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EXHIBIT F-3: ACDBE AND/OR M/WBE GOOD FAITH EFFORT PLAN

TAB 10

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GOOD FAITH EFFORT (GFE) Criteria

NOTE: Include a response to GFE criteria and support documentation in bid/proposal only if the ACD/M/WBE goal is not achieved.

The following factors are taken into account when assessing a good faith effort response. These factors are minimally considered as good faith efforts and demonstrate specific initiatives made in attempting to achieve the applicable contract-specific Airport Concession Disadvantaged Business Enterprise (ACDBE) and Minority/Women Business Enterprise (M/WBE) goal. These factors should not be considered as a template, checklist or some quantitative formula. Proposers are required to meet all factors outlined below and provide support documentation in order for the good faith effort plan to be assessed. Mere pro forma efforts are not good faith efforts to meet the ACD/M/WBE contract requirements. This means that a bidder/proposer must show that it took all necessary and reasonable steps to achieve an ACD/M/WBE goal or other requirement of this GFE which, by their scope, intensity, and appropriateness to the objective, could reasonably be expected to obtain sufficient ACD/M/WBE participation, even if they were not fully successful. DFW will evaluate the GFE on quality, quantity, and intensity of the different kinds of efforts that the bidder/proposer has made, based on the regulations and the guidance in Code of Federal Regulations. **NOT SUBMITTING PROPER SUPPORT DOCUMENTATION IS NOT EVIDENCE OF A PROPER DEMONSTRATION OF GOOD FAITH EFFORT. SUBMITTAL OF THE CRITERIA, WITH NO ADDITIONAL DOCUMENTATION, WILL NOT BE CONSIDERED ADEQUATE DEMONSTRATION OF GOOD FAITH EFFORT.** Proposers are not limited to these particular areas and may include other efforts deemed appropriate. Complete form and attach support documentation only if the ACD/M/WBE goal is not achieved. For additional guidance concerning Good Faith Efforts, please refer to the Electronic Code of Federal Regulations (CFR 49-part 26 Appendix A).

GOOD FAITH EFFORT FACTORS
Conducting market research to identify small business contractors and suppliers and solicit through all reasonable and available means the interest of all certified ACD/M/WBEs that have the capability to perform the work of the contract. This may include attendance at any pre-bid or pre-proposal meetings to discuss subcontracting and supplier opportunities (acceptable documentation shall include copies of the meeting sign-in sheets with contractor name noted as signed-in) and business matchmaking meetings and events, advertising and/or written notices, posting of Notices of Sources Sought and/or Requests for Proposals, written notices or emails to all ACD/M/WBEs listed in the State and/or Local respective directories of firms that specialize in the areas of work desired (as noted in the ACD/M/WBE directory) and which are located in the area or surrounding areas of the project. <i>The Contractor should solicit this interest as early in the acquisition process as practicable to allow the ACD/M/WBEs to respond to the solicitation and submit a timely offer for the subcontract. The bidder should determine with certainty if the ACD/M/WBEs are interested in taking appropriate steps to follow up initial solicitations at least three (3) business days prior to bid opening.</i>
Selecting portions of the work to be performed by ACD/M/WBEs in order to increase the likelihood that the ACD/M/WBE goals will be achieved. This includes, where appropriate, breaking out contract work items into economically feasible units (for example, smaller tasks or quantities) to facilitate ACD/M/WBE participation, even when the prime contractor might otherwise prefer to perform these work items with its own forces. This may include, where possible, establishing flexible timeframes for performance and delivery schedules in a manner that encourages and facilitates ACD/M/WBE participation.
Providing interested ACD/M/WBEs with adequate information about the plans, specifications, and requirements of the contract in a timely manner to assist them in responding to a solicitation with their offer for the subcontract.
Negotiating in good faith with interested ACD/M/WBEs. It is the bidder's responsibility to make a portion of the work available to ACD/M/WBE subcontractors and suppliers and to select those portions of the work or material needs consistent with the available ACD/M/WBE subcontractors and suppliers, so as to facilitate ACD/M/WBE participation. Evidence of such negotiation includes the names, addresses, and telephone numbers of ACD/M/WBEs that were considered; a description of the information provided regarding the plans and specifications for the work selected for subcontracting; and evidence as to why additional Agreements could not be reached for ACD/M/WBEs to perform the work.
A bidder using good business judgment would consider a number of factors in negotiating with subcontractors, including ACD/M/WBE subcontractors, and would take a firm's price and capabilities as well as contract goals into consideration. However, the fact that there may be some additional costs involved in finding and using ACD/M/WBEs is not in itself sufficient reason for a bidder's failure to meet the contract ACD/M/WBE goal, as long as such costs are reasonable. Also, the ability or desire of a prime contractor to perform the work of a contract with its own organization does not relieve the bidder of the responsibility to make good faith efforts. Prime contractors are not, however, required to accept higher quotes from ACD/M/WBEs if the price difference is excessive or unreasonable.

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EXHIBIT F-3: ACDBE AND/OR M/WBE GOOD FAITH EFFORT PLAN

TAB 10

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<p>Not rejecting ACD/M/WBEs as being unqualified without sound reasons based on a thorough investigation of their capabilities. The contractor's standing within its industry, membership in specific groups, organizations, or associations and political or social affiliations (for example union vs. non-union status) are not legitimate causes for the rejection or non-solicitation of bids in the contractor's efforts to meet the project goal. Another practice considered an insufficient good faith effort is the rejection of the ACD/M/WBE because its quotation for the work was not the lowest received. However, nothing in this paragraph shall be construed to require the bidder or prime contractor to accept unreasonable quotes in order to satisfy contract goals. <i>A prime contractor's inability to find a replacement ACD/M/WBE at the original price is not alone sufficient to support a finding that good faith efforts have been made to replace the original ACD/M/WBE. The fact that the contractor has the ability and/or desire to perform the contract work with its own forces does not relieve the contractor of the obligation to make good faith efforts to find a replacement ACD/M/WBE, and it is not a sound basis for rejecting a prospective replacement ACD/M/WBE's reasonable quote.</i></p>
<p>Making efforts to assist interested ACD/M/WBEs in obtaining bonding, lines of credit, or insurance as required by the recipient or contractor.</p>
<p>Making efforts to assist interested ACD/M/WBEs in obtaining necessary equipment, supplies, materials, or related assistance or services.</p>
<p>Effectively using the services of available minority/women community organizations; minority/women contractors' groups; local, State, and Federal minority/women business assistance offices; and other organizations as allowed on a case-by-case basis to provide assistance in the recruitment and placement of ACD/M/WBEs.</p>
<p>At a minimum, DFW will review the performance of other bidders/proposers in meeting the contract goal. For example, when the apparent successful bidder/proposer fails to meet the contract goal, but others meet it, DFW may reasonably raise the question of whether, with additional efforts, the apparent successful bidder/proposer could have met the goal. As provided in §26.53(b)(2)(vi), the bidder must submit copies of each ACD/M/WBE and non-ACD/M/WBE subcontractor quote submitted to the bidder when a non-ACD/M/WBE subcontractor was selected over a ACD/M/WBE for work on the contract to review whether ACD/M/WBE prices were substantially higher; and contact the ACD/M/WBEs listed on a contractor's solicitation to inquire as to whether they were contacted by the prime. Pro forma mailings to ACD/M/WBEs requesting bids are not alone sufficient to satisfy good faith efforts under the rule.</p>
<p>A promise to use ACD/M/WBEs after contract award is not considered to be responsive to the contract solicitation or to constitute good faith efforts.</p>

FOR DFW BUSINESS DIVERSITY & DEVELOPMENT USE ONLY:

Plan Reviewed by: _____

Date: _____

Signature of Business Specialist/Manager: _____

Recommendation: Approval: _____ Denial: _____

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EXHIBIT F-4: AIRPORT CONCESSIONS DISADVANTAGED BUSINESS ENTERPRISE (ACDBE) CONCESSIONAIRE INFORMATION

TAB 10

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Exhibit F-4: Airport Concessions Disadvantage Business Enterprise (ACDBE) Joint Venture Information

Exhibit F-4 applies to joint ventures only. The forms below should be completed and submitted with any joint venture proposal.

Program Name _____

Program will be Owned by the Following Entities (only those owning 10% or more):

- Entity 1: _____ Ownership Percentage _____
- Entity 2: _____ Ownership Percentage _____
- Entity 3: _____ Ownership Percentage _____

Entity 1 Information:

Entity's principal place of business is in the city of _____
 Entity's principal place of business is in the county of _____
 Entity's majority stockholders, majority partners, majority owners, or franchisees reside or work in the city of _____
 Owner 1: _____ Ownership Percentage _____
 Owner 2: _____ Ownership Percentage _____
 Owner 3: _____ Ownership Percentage _____

Entity 2 Information:

Entity's principal place of business is in the city of _____
 Entity's principal place of business is in the county of _____
 Entity's majority stockholders, majority partners, majority owners, or franchisees reside or work in the city of _____
 Owner 1: _____ Ownership Percentage _____
 Owner 2: _____ Ownership Percentage _____
 Owner 3: _____ Ownership Percentage _____

Entity 3 Information:

Entity's principal place of business is in the city of _____
 Entity's principal place of business is in the county of _____
 Entity's majority stockholders, majority partners, majority owners, or franchisees reside or work in the city of _____
 Owner 1: _____ Ownership Percentage _____
 Owner 2: _____ Ownership Percentage _____
 Owner 3: _____ Ownership Percentage _____

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EXHIBIT F-4: AIRPORT CONCESSIONS DISADVANTAGED BUSINESS ENTERPRISE (ACDBE) CONCESSIONAIRE INFORMATION

TAB 10

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Are any of the entities currently certified by the North Central Texas Regional Certification Agency or other ACDBE Certification Agencies? Yes No

If yes, please include copy(ies) of certificate(s).

If Yes, which entity of the Joint Venture? _____

What is the certification agency? _____

What is the certification number? _____

If Yes, which entity of the Joint Venture? _____

What is the certification agency? _____

What is the certification number? _____

Is the entity certified as a Disadvantaged Business Enterprise? Yes No
If yes, please include copy(ies) of certificate(s).

Is the entity certified as a Minority/Women Business Enterprise? Yes No
If yes, please include copy(ies) of certificate(s).

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**EXHIBIT F-4: AIRPORT CONCESSIONS DISADVANTAGED
BUSINESS ENTERPRISE
(ACDBE) CONCESSIONAIRE
INFORMATION****TAB 10****54****Joint Venture Information and Questionnaire****How to Determine ACDBE Participation**

In accordance with the objectives of the ACDBE regulations, joint ventures are intended to have a business structure set forth in a signed written agreement that clearly and specifically defines the participation of each party in the contribution of property, capital, efforts, skills and knowledge.

An ACDBE is to be responsible for a **distinct, clearly defined portion of the work of the contract**. In this context, “distinct” means separate and distinguishable from the work of the non-ACDBE. “Clearly defined” means that there is no guesswork involved in determining the nature of the work assigned to the ACDBE. In order to be considered a distinct, clearly defined portion of the work, it is necessary to fully understand exactly what the work will entail, including an estimate of the time and resource requirements for each major task. For example, if the ACDBE’s portion of the work is only described as “advise about” or “participate in” a portion of the work, the work would likely not be considered distinct or clearly defined because it is not clear what work the ACDBE will accomplish. Much more detail would be necessary in order to determine the portion of the work to be attributed to the ACDBE. Of course, the work of the contract also includes the role of the ACDBE in the overall management of the business (e.g., as a participant on a management committee or some other governing board) as well as participation in the day-to-day management of the business.

The FAA has outlined the following areas for review when substantiating the level of ACDBE participation on your proposed lease(s) with the DFW International Airport.

Capital contribution – The capital to be contributed by each party should be clearly specified in the joint venture agreement. The agreement should specify the initial capital contributions to be made by each party and how future capital contributions will be allocated. The ACDBE’s portion of the initial and future capital contributions should be equal to its ownership percentage.

Control – The ACDBE participant(s) in the joint venture should have control in proportion to their ownership interest and proportionate control of the governance of the joint venture.

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EXHIBIT F-4: AIRPORT CONCESSIONS DISADVANTAGED BUSINESS ENTERPRISE (ACDBE) CONCESSIONAIRE INFORMATION

TAB 10

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Each joint venture partner should assume full responsibility for executing each element of the work assigned to it. Usually, a joint venture will have a management committee (referred to by various names, including "Executive Committee" or "Board") that controls the overall business. The ACDBE participant(s) is usually a minority participant, owning less than 50% of the business. In this case, the ACDBE(s) can be out-voted on most of the business decisions made by the committee. This really means that for the most part, the joint venture is controlled by the party owning 51% or more of the business, usually not the ACDBE. However, the agreement should provide for control by the ACDBE of the activities for which it is responsible. This can be accomplished through direct control of their assigned role or establishment of a separate management committee or subcommittee in which the ACDBE has majority vote for issues involving facilities or responsibilities which it controls. In addition, there should be some major decisions requiring a unanimous vote to substantiate some level of control attributable to the ACDBE (e.g., items related to expansion, borrowing, lending money, etc.).

Management – The ACDBE participant must share in the management of the joint venture. The agreement should address the issue of the overall management, or governance, of the business of the joint venture and the day-to-day management of the joint venture's operation. The ACDBE participant should participate in the overall management, decision making, and day-to-day operations, including decisions on the hiring and firing of management personnel (and if appropriate non-management personnel) for the joint venture to be eligible for ACDBE credit. This can be accomplished through a "Management Committee," as described under "control," though this is not the only acceptable mechanism. Under a management committee structure, the committee is responsible for managing and directing the business of the joint venture. Each participant is represented on the management committee and votes according to its ownership interest in the venture. Each participant on the management committee not only has a right, but an obligation to receive and consider the views of the ACDBE participant. The agreement should specify the frequency of the management committee meetings, and formal agendas and meeting minutes should be prepared. In addition, the agreement should provide for the day-to-day management of the joint venture and specify the roles and responsibilities of each participant.

Risks – Each of the participants in the joint venture must share in the risks of the business in proportion to their ownership interest. These risks include financial, legal, operational, etc. The agreement should include provisions for proportional sharing in profits as well as losses. However, a monthly distribution of actual profits or monthly payment of a management fee, as defined in the agreement, consistent with industry standards, is permissible.

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**EXHIBIT F-4: AIRPORT CONCESSIONS DISADVANTAGED
BUSINESS ENTERPRISE
(ACDBE) CONCESSIONAIRE
INFORMATION**TAB 10**56**

Profits – Each of the participants must also share in the profits and losses in proportion to the ownership interest. Accounting methods and the timing of distribution should be included in the agreement and reviewed for reasonableness by the airport. There should be no provisions in the agreement which have the effect of creating separate profit centers to siphon profits before each participant's share is calculated. For example, requirements to purchase goods and/or services from one of the participants that result in controlling profits remaining for distribution to the joint venture participants are not acceptable. However, purchasing goods and/or services from one of the participants may be acceptable if the terms are spelled out and the cost of the goods reflects the actual cost of the product plus any processing/handling costs and reasonable overhead expenses. Airports should carefully examine all accounting mechanisms to ensure that the distribution process is reasonable.

Ongoing Compliance Requirement - Within 30 days of a material change in circumstances that affect an ACDBE's continued eligibility, an ACDBE must inform BDDD in writing of the material change. A material change includes a change affecting the firm's ability to meet size, disadvantaged status, ownership, or control requirements or any material change in the information provided in the firm's application form to be certified as an ACDBE. Changes in management responsibility among members of a limited liability company are also considered material changes. An ACDBE required to provide written notice to BDDD of a material change is also required to attach supporting documentation describing in detail the nature of such change(s).

If an ACDBE joint venture partner is decertified because one or more of its disadvantaged owners exceed the personal net worth cap or the firm exceeds the business size standards during the contract or lease term, then the ACDBE must provide to BDDD a Declaration of Eligibility annually on December 1, affirming that there have been no changes in the firm's circumstances affecting its ability to meet ownership or control requirements or any other material changes, other than changes regarding the owner's personal net worth or the firm's business size.

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EXHIBIT F-4: AIRPORT CONCESSIONS DISADVANTAGED BUSINESS ENTERPRISE (ACDBE) CONCESSIONAIRE INFORMATION

TAB 10

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Joint Venture Eligibility

ACDBE Joint Venture Information

The following form should be completed and submitted with any ACDBE joint venture proposal.

1. Name of joint venture: _____

2. Name, address and phone number of joint venture contact person:

3. Firms participating in joint venture (use additional pages if necessary):

Name of firm: _____

Address: _____

Phone Number: _____

Contact name/phone number: _____

% ownership: _____

ACDBE: yes no

Certifying agency: _____

Date of Certification: _____

Type of work for which certification was granted: _____

Name of firm: _____

Address: _____

Phone Number: _____

Contact name/phone number: _____

% ownership: _____

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EXHIBIT F-4: AIRPORT CONCESSIONS DISADVANTAGED BUSINESS ENTERPRISE (ACDBE) CONCESSIONAIRE INFORMATION

TAB 10

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(continued)

ACDBE: yes no

Certifying agency: _____

Date of Certification: _____

Type of work for which certification was granted: _____

CAPITAL

Is the ACDBE capital investment financed by the Prime Concessionaire? If so, how is it being repaid?

4. ACDBE initial capital contribution: \$ _____ and/or _____ %

5. Future capital contributions (explain requirements):

6. Source of funds for the ACDBE capital contribution:

CONTROL/ MANAGEMENT

What areas of the business are to be controlled by the ACDBE? The ACDBE is expected to have distinct areas of the business for which they have a majority "vote" and control. We need more information than terms and phrases such as "participate in", or "advise about" when used in describing the work of the ACDBE, since the work and responsibility are not distinct. The ACDBE is expected to participate in the day-to-day management of the business.

7. Describe the portion of the work or elements of the business that will be controlled by the ACDBE:

8. Describe the portion of the work or elements of the business to be controlled by the non-ACDBE:

9. Describe the ACDBE's involvement in the overall management of the joint venture (e.g., participation on a management committee or managing board, voting rights, etc.).

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EXHIBIT F-4: AIRPORT CONCESSIONS DISADVANTAGED BUSINESS ENTERPRISE (ACDBE) CONCESSIONAIRE INFORMATION

TAB 10

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(continued)

10. Describe the roles and responsibilities of each joint venture participant with **respect to managing** the joint venture (use additional sheets if necessary):

a. ACDBE joint venture participant:

b. Non-ACDBE joint venture participant:

11. Describe the roles and responsibilities of each joint venture participant with **respect to operation** of the joint venture (use additional sheets if necessary):

a. ACDBE joint venture participant:

b. Non-ACDBE joint venture participant:

12. Which firm will be responsible for accounting functions relative to the joint venture's business?

13. Explain what authority each party will have to commit or obligate the other to insurance and bonding companies, financing institutions, suppliers, subcontractors, and/or other parties?

14. Please provide information relating to the approximate number of management, administrative, support and non-management employees that will be required to operate the business and indicate whether they will be employees of the ACDBE, non-ACDBE or joint venture.

	Non-ACDBE	ACDBE Firm	Joint Venture
Management			
Administrative			
Support			
Hourly Employees			

15. Please provide the name of the person who will be responsible for hiring employees for the joint venture. Who will they be employed by?

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EXHIBIT F-4: AIRPORT CONCESSIONS DISADVANTAGED BUSINESS ENTERPRISE (ACDBE) CONCESSIONAIRE INFORMATION

TAB 10

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(continued)

16. Are any of the proposed joint venture employees currently employees of any if the joint venture partners? yes no

If yes, please list the number and positions and indicate which firm currently employs the individual(s).

17. What will be the voting rights of the joint venture members?

RISKS AND PROFITS

18. Describe the ACDBE's share in the profits of the joint venture:

19. Describe the ACDBE's share in the risks of the joint venture:

20. Does the ACDBE pay the Prime a service or management fee? If so,

- a. How is the service or management fee calculated?
- b. How often is the service or management fee paid?
- c. What are the services provided by the non-ACDBE partner in return for the service or management fee?

OTHER

21. Attach a copy of the Joint Venture Agreement, Promissory Note or Loan Agreement (if applicable), and any and all written agreements between the joint venture partners.

22. List all other business relationships between the joint venture participants, including other Joint Venture Agreements in which the parties are jointly involved.

23. What is the ACDBE participation commitment of your Lease Agreement with the DFW International Airport?

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EXHIBIT F-5: MINORITY/WOMEN BUSINESS ENTERPRISE (M/WBE) COMMITMENT FORM

TAB 10

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Exhibit F-5: Minority/Women Business Enterprise (M/WBE) COMMITMENT FORM

(This form is required as part of the bid/proposal submission.)

The M/WBE goal for Tenant Finish Outs for each location is 30%. The diversity goal is a percentage of the total design and construction value associated with the finish out of the location.

NOTE: The BDDD will only credit M/WBE participation that is certified by an approved certification entity at the time of bid/proposal submission. Effective 10/1/12, in addition to having a valid certification, M/WBEs must also have a place of business in the Airport's market area¹ at the time of bid/proposal submission for credit towards meeting a contract goal.

The undersigned Concessionaire commits to satisfy the requirements of the M/WBE goal in the following manner (Please check (✓) **one (1)** option only):

- Self-Performance: The Concessionaire will cause its prime consultant for design and prime contractor for construction, both certified M/WBE firms, to meet or exceed the M/WBE goal through self-performance.
- Self-Performance & Percentage Participation: The Concessionaire will cause its prime consultant for design and prime contractor for construction, to meet or exceed the M/WBE goal, with a minimum of ____% self-performance and a minimum of ____% M/WBE subcontracting participation on its contracts. *(If checked, must submit required M/WBE Compliance Plan).*
- Percentage Participation: The Concessionaire will cause its prime consultant for design and prime contractor for construction to meet or exceed the M/WBE goal, with a minimum of ____% M/WBE subcontracting participation on its contracts. *(If checked, must submit required M/WBE Compliance Plan).*
- The Concessionaire is unable to meet the M/WBE goal through design services and will cause its prime contractor for construction, to meet or exceed the M/WBE goal of 30% of the total cost of design and construction. *(If checked, must submit required M/WBE Compliance Plan).*
- The Concessionaire is unable to meet the M/WBE goal of 30% for design and construction and is committed to a minimum of ____% M/WBE utilization on its contract and submits documentation demonstrating good faith efforts. *(If checked, must submit required Exhibit F-3).*
- The Concessionaire is unable to meet the M/WBE goal of 30% for design and construction and submits documentation demonstrating good faith efforts. *(If checked, must submit required Exhibit F-3).*

Name of Concessionaire: _____

Signature _____ Title _____

Printed Name _____ Date _____

¹ The Airport's market area is defined as Dallas, Tarrant, Collin and Denton counties.

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EXHIBIT F-5: MINORITY/WOMEN BUSINESS ENTERPRISE (M/WBE) COMPLIANCE PLAN

TAB 10

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EXHIBIT F-5 (continued) M/WBE COMPLIANCE PLAN

(This form is required as part of the bid/proposal submission.)

The tenant finish-out (design and construction) M/WBE participation goal for this solicitation is 30%. The good faith solicitation level is 100% meaning the Concessionaire and its Contractor will make a good faith effort to solicit all (100%) available M/WBEs for its contracting/subcontracting opportunities not just a select few. The Concessionaire and its selected Contractor will continually pursue a level of M/WBE participation that equals or exceeds the stated goal. This Compliance Plan provides for the M/WBE participation to be solicited and procured after the concession lease has been awarded and describes the delivery method the Concessionaire and its selected General Contractor will follow to solicit, obtain and maintain M/WBE participation to meet the M/WBE commitment.

Goods & Services

Identify products and services that will be procured and utilized in the daily operations of the concession.

Describe proposer's efforts to identify and utilize M/WBE vendors for these products and services.

Tenant Build Out - Design

Identify architectural and engineering services that will be procured and utilized in the design of the concession.

Describe proposer's efforts to identify and utilize M/WBE vendors for these services.

Tenant Build Out – Construction

Identify construction and construction-related services that will be procured and utilized in the construction finish out of the concession.

Describe proposer's efforts to identify and utilize M/WBE vendors for these services.

Describe procurement process proposer will utilize in awarding prime and subcontracting contracts.

M/WBE Community Outreach Efforts and Advertising to M/WBE Certified Firms

- Describe proposer's efforts to solicit, obtain and maintain M/WBE participation to meet the M/WBE commitment including publicly advertising business opportunities, hosting M/WBE outreach meetings, partnering with M/WBE advocacy organizations, offering technical assistance support, etc.
- Provide contact information for designee responsible for managing the procurement process and ensuring compliance with the M/WBE commitment.

Compliance Documents and Reporting

The Concessionaire will submit the following documentation, properly completed and submitted when required.

- Schedule of Subcontractors Forms (design and construction)
- Final Utilization Forms (design and construction)

EXHIBIT F-6: ACTIVE PARTICIPANTS LIST

TAB 10

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REQUEST FOR INFORMATION – ACDBE ACTIVE PARTICIPANT’S LIST

As a recipient of federal funds, DFW Airport is required to create and maintain a ACDBE Active Participant’s List. The purpose of the list is to provide as accurate data as possible about the universe of ACDBE and non-ACDBE Concessionaires who seek to work on our federally funded contracts for use in helping to set DFW’s overall goal. Please provide information on ALL prospective concessionaires who submitted request for proposals in support of this solicitation at the time of proposal submission. Attach additional copies of the form if necessary. Failure to provide the information along with your proposal shall deem your proposal non-responsive. This attachment may be a factor used to determine the Concessionaire’s good faith effort responsiveness.

Concessions Solicitation Number:

Solicitation Name:

Name of Prime Concessionaire:

Table with 7 columns: IDENTIFY EVERY CONCESSIONAIRE, NAICS CODE(S), CERTIFIED FIRM?, GENDER (Majority Owner), ETHNICITY (Majority Owner), PREVIOUS YEAR'S ANNUAL GROSS RECEIPTS, UTILIZING ON THIS PROPOSAL?. Each row contains a form for a single concessionaire with fields for company name, address, city, zip, phone, email, contact name, NAICS code, years in business, ACDBE status, gender, ethnicity, annual receipts, and proposal utilization.

Name & Title of Person Completing This Form: _____

Phone: _____

Email Address: _____

Signature: _____

Date: _____



EXHIBIT G: BONFIRE WORKSHOP ATTENDANCE

TAB 9

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DFW Concessions in partnership with Procurement conducted eProcurement Bonfire Submission workshops. Please complete the below information and submit with your proposal.

Did you attend a DFW Bonfire Workshop? Yes No

If yes, please circle the Bonfire Workshop below.

- Bonfire Workshop - February 16, 2023
- Bonfire Workshop - March 20, 2023
- Bonfire Workshop - May 16, 2023
- Bonfire Workshop - August 22, 2023
- Bonfire Workshop - March 20, 2024
- Bonfire Workshop - May 1, 2024

Did you attend in-person or online?

Attended in-person Attended online View on DFW Concessions Website

<https://sites.dfwairport.com/concessions/solicitations/current/index.php>

PROPOSER'S ACKNOWLEDGEMENT FOR BONFIRE WORKSHOP ATTENDANCE

Name and Title of Signer: _____
(Print or Type)

Signature: _____ Date: _____

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EXHIBIT H: PROPOSAL CHECKLIST**65**

Please use this checklist when finalizing your proposal. The following items must be included with each copy of your proposal:

- A separate proposal should be submitted for each package (i.e., if bidding on Package 1 and Package 2, there should be two separate proposals submitted). Use the RFP to determine the specific information required in each section.
- Submit **one** (1) three-ring binder, marked "**Original**".
- Submit **separate LABELED** envelopes containing:
 - a) Rent (Tab 7); and
 - b) Financials (Tab 8).
- Note the **package number** on the front cover of the proposal.
- Electronic submission in **Bonfire** of the Original Proposal, with completed Exhibits, Attachments, and jpg of logo and menu/merchandise.
- A **flash drive** electronic copy saved in an Adobe format of the Original Proposal, with jpg of logo and menu/merchandise.
- Not exceed a **total of sixty (60)** 8 ½ inch x 11-inch pages in length, 11-point font, single-spaced, single sided, or thirty (30) pages double sided.

Please use the following tabs when identifying each section of your proposal:

Tab 1 – Proposal Overview

- A. Cover Letter
- B. Executive Summary
- C. Proposal Deposit – Deposit should be inserted in binder.
- D. **Notarized** Proposal Acknowledgement Form, **Exhibit A**
- E. Concessions Business Disclosure Form and Supplemental Form, **Exhibit B**

Tab 2 – Concept

- A. Concept / Brand
- B. Concept Fit
- C. Sales Potential
- D. Merchandise / Menu

EXHIBIT H: PROPOSAL CHECKLIST**Tab 3 – Operations**

- A. Design Overview
- B. Operational Overview
- C. Sustainability – Pass/Fail

Tab 4 – Customer Experience

- A. Customer-Obsessed
- B. #OneDFW
- C. Technology, **Reference Attachment 5**
- D. Innovation

Tab 5 – Community Impact

- A. Community Programs

Tab 6 – Employee Engagement

- A. Programs & Initiatives
- B. Recognition & Retention
- C. Management Experience
- D. Staffing & Training Plan

Tab 7 – Rent – in separate envelope

- A. Proposed Percent Rent, **Attachment 1, Attachment 2**

Tab 8 – Financials – in separate envelope

- A. Estimated Investment Statements, **Exhibit C Part 1 and Part 2**
- B. Pro Forma, **Exhibit D**
- C. Financial Statements, **Exhibit E**
- D. External Financial Support, if applicable

Tab 9 – Bonfire Workshop Attendance Form

- Sign and submit form, **Exhibit G**

EXHIBIT H: PROPOSAL CHECKLIST**67****Tab 10 – ACDBE, M/WBE Participation (Not included in page count) – Pass/Fail**

- A. ACDBE: Description and documentation of ACDBE contribution(s) and role(s) in the proposed concept that meets the requirements.
- B. Exhibit F-1: Required for all proposers.
- C. Exhibit F-2: Required for proposers with percentage participation and joint ventures.
- D. Exhibit F-3: Required for all Good Faith Efforts.
- E. Exhibit F-4: Required for all proposers.
- F. Exhibit F-5: M/WBE Commitment Form and Compliance Plan (Required for all proposers).
- G. Exhibit F-6: ACDBE Active Participants List (Required for all proposers).
- H. Draft joint venture or operating agreement must be submitted in its entirety including amendments, exhibits, attachments and any promissory notes (including a description of the collateral for any loan or personal guarantee) associated with the proposed operation(s). This is required for all proposers with percentage participation. **USE OF THE JV TEMPLATE IS STRONGLY ENCOURAGED.**
- I. ACDBE Certificates for all ACDBE firms identified (Required for all proposers)

I HEREBY AFFIRM THAT THE ABOVE INFORMATION IS TRUE AND COMPLETE TO THE BEST OF MY KNOWLEDGE.

PRINTED NAME AND TITLE OF AUTHORIZED OFFICIAL:

SIGNATURE: _____

DATE: _____

Attach additional sheets if necessary for all ACDBE owners.

**EXHIBIT H: PROPOSAL CHECKLIST
REMINDER****68*****REMEMBER*****Review and Verify:**

1. Minimum Qualifications are included in Proposal Submission Requirements Tabs - Section X, Items 1-9
2. Proposal Submission Requirements Section XII, Tabs 1-10
3. ACDBE forms, Exhibit F
4. M/WBE forms, Exhibit F
5. Sign and Notarize Exhibit A
6. Complete all items on Proposal Checklist, Exhibit H
7. Verify all Exhibits/Attachments are complete

Proposal(s) Due:

1. **Proposal(s) must be received by DFW on or before the deadline: August 12, 2024, by 2:00 pm Central Time (CT).**
2. Mailed proposals that are shipped before the deadline but are not received by the airport before the deadline **WILL NOT BE ACCEPTED** (it is recommended to mail out proposals 5+ days prior to deadline)
3. Two (2) submittals:
 - o (1) Bonfire - DFW Airport's Procurement Portal
 - o (2) One Original binder & deposit delivered to:

DFW Airport Headquarters
Procurement and Materials Management
Airport Concessions Request for Proposals
Attn: Latrece Crownover
2400 Aviation Drive - 1st floor
DFW Airport, TX 75261

SUBMITTAL LABEL
IMPORTANT

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REQUIREMENT FOR CONCESSIONS
PROPOSAL SUBMITTAL

Proposal submittals must be properly labeled to ensure they are not inadvertently opened before the designated time. Therefore, please affix the label below to the outside of the sealed bid/proposal submittal package(s).

If the delivery service used (i.e., FedEx, UPS, courier, etc.) **does not** permit this label to be affixed on the outside of their delivery box or envelope, then the proposer must seal the contents of their proposal and affix this label on the sealed package before they place that package in the box or envelope provided by the delivery service.

If this label is not used, it is the proposer’s responsibility to ensure this information is written on the outside of the delivery package. Proposals received by the DFW Airport that do not have the information requested below displayed on the outside of their proposal may be rejected.

✍

DFW AIRPORT CONCESSIONS PROPOSAL SUBMITTAL LABEL

Proposal Package Number:

Proposal Concept:

Due Date and Time:

Company Name:

Contact Name:

Company Address:

Telephone Number:

Email Address:

Box _____ of _____



THANK YOU!



www.dfwairport.com/concessions



2400 Aviation Dr., DFW Airport, TX 75261