



**Raleigh-Durham Airport Authority**

**1000 Trade Drive**

**PO Box 80001**

**RDU Airport, NC 27623**

**[www.RDU.com](http://www.RDU.com)**

## **REQUEST FOR PROPOSALS (RFP)**

*for*

## **General Concessions Program Planning Services**

**RFP No. 554-2023-0012-DSP**

**\*Solicitation Specific\***

**DIRECT ALL INQUIRIES TO:**

**Dale S. Poole, CPCP, C.P.M., CLGPO**

**Dale.Poole@RDU.com**

***No Phone Calls***

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## SECTION I REQUEST FOR PROPOSALS (RFP) GENERAL INFORMATION

### A. Notice

Raleigh-Durham Airport Authority (the “**Authority**” or “**RDU**”) invites proposals from qualified consultants (may also interchangeably referred to as “Contractors,” “Offerors,” “Respondents,” “Bidders,” “Proposers,” “Vendors,” and/or “Consultants” throughout this RFP) with demonstrated experience planning and developing airport concession and supporting programs and to provide planning services and recommendations to support development of the Authority’s overall concessions program. The Authority is seeking a consultant(s) whose combination of experience and expertise will provide timely and cost-effective services to the Authority.

The Authority’s intent is to award a three-year contract with two one-year renewals to a single or multiple firm(s) to provide the requested services. The maximum term shall not exceed five (5) years.

This RFP and subsequent Addenda, if any, are available electronically as of the date of issuance on the following website: <https://www.rdu.com/do-business-with-rdu/business-opportunities/>.

### B. Background and Previous Efforts

Raleigh-Durham International Airport is governed by the eight member Raleigh-Durham Airport Authority Board. The Airport Authority was established by the N.C. General Assembly in 1939.

The cities of Durham and Raleigh along with Durham and Wake counties each appoint two members to the board. The Airport Authority is a local government responsible for the development, operation and maintenance of RDU. The RDU Airport Authority owns and operates two passenger terminals, Terminals 1 and 2. Terminal 1 is a nine-gate facility with approximately 160,000 square feet of total terminal area and accommodates Southwest Airlines and Spirit Airlines. Terminal 2 is a 36-gate facility accommodating American, Air Canada, BahamasAir, Breeze Airways, Delta, United, Alaska, Jet Blue, Frontier, Allegiant, Sun Country, Icelandair, Avelo, and other charter airlines, with approximately one million square foot of total terminal area.

As of July 2023, RDU has reached 65 non-stop routes from 14 carriers with more than 300 daily departures. Breeze Airways recently joined the lineup this year and Avelo Airlines launched a base creating 50 jobs at RDU. Recent additions to international service include

Icelandair who has expanded their seasonal service to Reykjavik year-round due to demand. Additionally, Bahamasair began service to Freeport, Bahamas in November 2022. RDU currently has 7 international destinations as of June 2023.

The terminal concession program generated over \$36 million in food and beverage sales and nearly \$28 million in retail sales for the calendar year ending 2022. The program includes 16 food and beverage concepts and 17 retail concepts. The retail program occupies 21,358 square feet of space in Terminals 1 and 2 and the food and beverage program occupies 35,765 square feet of space in Terminals 1 and 2. An innovative virtual food hall opened summer 2022 and will add 9 additional concepts to the Terminal 2 food and beverage offerings. A layout of all concession spaces, listing of leases, unit sizes and sales by terminal for 2019-2022 are attached to this RFP.

RDU traffic responded to COVID-19 related travel demand declines beginning in March of 2020, reaching its lowest levels a month later. Since that time, RDU has seen a steady trend towards traffic recovery ending 2022 at 90% recovery compared to 2019 levels, RDU expects to return to full recovery in 2023.

The Authority's vision for the concession program is to implement an innovative and holistic commercial program that optimizes revenue to the Authority by creating an authentic sense of place and a seamless experiential journey for our guests. The Authority established the following goals for the terminal concessions program:

- Reflect food and beverage concepts that originate in and/or are familiar to the Triangle region and North Carolina
- Develop a well-balanced and reimagined concessions program that is world-class, innovative, engaging, consistently "fresh" and broadly appealing to our guests
- Create a diversified concessions program that elevates the guest experience, increases revenue and promotes a competitive concessionaire environment
- Diversify and provide concession offerings to better reflect the Triangle region and that always exceed the expectations of our guests
- Facilitate and encourage ACDBE and small business participation
- Create and maintain an overall concession program experience where our guests always feel welcome, cared for and appreciated
- Use technology and innovation to enhance operational efficiency and the overall guest experience

Following the global pandemic, the concessions program experienced a number of shuttered terminal concessions. Recent solicitations have awarded nearly all shuttered food and beverage units or leased space for expired leases. Fifteen restaurants are either in design or construction and will begin opening in March 2024 and continue through the end of the calendar year. These newly signed agreements follow the Authority’s new leasing model, the Operator Model, which allows the Authority more control over the concession program. In the Operator Model, the Authority makes the capital investment of the upfit and selects an Operator to bring concepts/brands and operate the unit on behalf of the Authority. This engagement will provide consulting services for additional concession planning, research and leasing efforts associated with expansions that are planned for both Terminal 1 and Terminal 2. Planning will be critical to understand the concessions need balanced against the solicitation process, leasing efforts and associated timing for each phase of the project. In Terminal 1, the food, beverage and retail leases expire early 2024. A phased leasing and construction approach will be required to provide continued services to our guests. Finally, this engagement will provide consulting services to research and recommend a Central Receiving and Distribution Center to serve the terminals.

**C. Point of Contact**

The Authority’s sole Point of Contact for this RFP is as follows:

Authority Primary Contact: Dale S. Poole

Email: [dale.poole@rd�.com](mailto:dale.poole@rd�.com)

**SECTION II RFP PROCESS AND INSTRUCTIONS**

**A. RFP Schedule**

Activity (All times are Eastern Standard Time)	Date
Issue RFP	August 21, 2023
Pre-Proposal Conference	Tuesday, September 12, 2023, at 10:00 AM
Deadline to Request Facility Tour	Thursday, September 7, 2023 at 3:00PM
Written Questions are due via email	Tuesday, September 19, 2023, by 10:00 AM
Response to Questions Posted as an Addendum	Tuesday, September 26, 2023
Submission of <b>RFP Acknowledgement Form A</b> via email	Thursday, September 28, 2023
<b>Proposals are Due</b>	<b>Tuesday, October 3, 2023, by 10:00 AM</b>
Contractor Interviews ( <i>if applicable</i> )	October 17-19, 2023

Presentation to RDUAA Board and Approval ( <i>Estimated</i> )	November 16, 2023
Anticipated Award Time Frame (Official Award of Contract)	November 17, 2023
Anticipated Contract Start Date ( <i>Estimated</i> )	December 1, 2023

*\*The Authority reserves the right to revise the schedule in its sole discretion\**

## 1. Pre-Proposal Meeting

Due to the importance of all Offerors having a clear understanding of the specifications and requirements of this solicitation, a conference of potential Offerors will be held on the date specified in the RFP Schedule. Any changes resulting from this conference will be noted in written addenda to the solicitation. Your failure to attend will not relieve the Offeror from responsibility for estimating properly the difficulty and cost of successfully performing the work, or for proceeding to successfully perform the work without additional expense to the Authority.

The non-mandatory Pre-Proposal Meeting will be held on-site at the Authority location specified in this RFP.

As a convenience to potential offerors, virtual (remote) attendance will be permitted. **If you would like to participate in the Virtual Pre-Proposal Meeting, email Dale Poole for instructions no later than Friday September 8, 2023, at 11:00 AM.** Note in the Subject Line: **“General Concessions Program Planning Services RFP”**.

As a courtesy, the Authority can provide a tour of the terminals and the concession spaces. The number of persons permitted on the tour may be limited, as security requirements may dictate.

Interested parties should send an email request to: dale.poole@rdu.com. **Requests must be received no later than 3:00PM on Thursday, September 7, 2023.**

## 2. Questions

All questions and any correspondence in regard to this RFP shall be directed in writing to the Authority’s Point of Contact by e-mail. Only inquiries in writing will be accepted by the Authority, and only written responses will be binding upon the Authority. There

shall be no communication with the Authority regarding this RFP unless otherwise directed by the Authority's Point of Contact identified above. **\*\*NO PHONE CALLS\*\***.

All answers to inquires will be posted on the primary website referenced above. It is the responsibility of all Offerors interested in submitting responses to this RFP to monitor the website for responses to questions, change of schedule, addenda, announcements, and other procurement information.

Written questions concerning the RFP will be received via e-mail only until the Due Date for Questions specified in the schedule above by the Authority's Point of Contact. Please insert "**Questions – RFP 554-2023-0012-DSP**" as the subject for the email. The Authority will prepare responses to all written questions properly submitted and post the responses as an Addendum on the primary website referenced herein. Oral responses are not binding upon the Authority.

#### **B. Proposal Format and Content**

Offerors are to submit information demonstrating their qualifications, expertise, competence and capability. The proposal submission shall be limited to no more than fifty (50) pages maximum, not including the required forms described in Section VII. Proposals should use a minimum of size 12 pt. font on 8 ½" by 11" paper. Offerors must include a table of contents that lists section headings and page numbers. The Authority intends to retain the successful proposer pursuant to a "Best Value" basis, not a "low Proposal" basis (Best Value in that the Authority will, as detailed within the following Sub-section D, consider factors other than just cost in making the award decision). Therefore, so that the Authority can properly evaluate the offers received, all proposals submitted in response to this RFP must be formatted in accordance with the sequence noted below. The Authority retains the right to reject any proposal submitted that does not conform to any of the requirements detailed herein, including but not limited proposal formatting. The submittal must address and include:

- 1. Cover Letter.** The cover letter should identify the Offeror and state general information the Offeror wants to include regarding the Offeror's business organization. At a minimum, the cover letter must include the name, principal address, Federal Tax ID Number, telephone #, and email address of the Offeror. Offeror must acknowledge that Offeror will comply with all the terms and conditions set forth in the RFP including attached contract(s), unless otherwise agreed upon by the Authority.

- 2. Executive Summary.** Executive Summary should contain an outline of Offeror’s general approach to the provision of services in addition to a brief summary of Offeror’s qualifications to engage in a professional service relationship with the Authority, along with the firm’s expertise in concessions programming and planning. It should clearly communicate why Offeror would be the best-qualified Contractor for the Authority.
- 3. Firm Overview.** Include:
- a. Name(s) and qualifications of all team members performing work on the contract;
  - b. Name(s) and qualification(s) of any subcontractor that will perform 10% or more of the value of the contract;
  - c. Address and location of corporate office(s);
  - d. Address and location of the office from which the work will be performed;
  - e. Owner Name, Address (if different from above), Current Contact Person, and Telephone Number;
  - f. Name of Responsible Official or Contact Person;
  - g. Number of years in business;
  - h. Website
  - i. Size (total number of employees) and organizational structure of your entity; and
  - j. Description of the corporate leadership team.
- 4. Approach.** Include a concise perception of and approach to the Scope of Services. Provide a brief description of the level of service and support that will be provided to the Authority, including Offeror’s management and organizational approach and work plan on how your team proposes to accomplish the tasks successfully. The description should include the proposed effort for completing the work on schedule and the methods Offeror would use to coordinate its work with other consultants whose work must interface or connect with work performed by Offeror.
- Discuss Offeror’s understanding of the complexity, challenges and problems involved in planning and performing that work; approaches and philosophy for dealing with problems; sensitivity and experience dealing with key issues and any additional issues or matters relating to the Scope of Services that the Offeror believes should be addressed.
- Describe any perceived challenges of this project and the proposed plan to resolve them.



This section may include commentary regarding the scope of services requested through this solicitation, modifications, or enhancements to the scope of services that the Authority may wish to consider, tentative schedule, or any other specific matters relevant to the Authority.

This section may include a discussion of any technology and/or systems and describe how they will be leveraged to support the Scope of Services.

- 5. Capabilities.** A statement of the Offeror’s technical capabilities, including relevant completed projects that align with the Scope of Work. The Offeror’s qualifications to engage in a professional service relationship with the Authority. The Offeror must demonstrate that it and its key personnel have had active, satisfactory experience with, and responsibility for, the day-to-day management and operation of services similar to those proposed by this RFP. (Indicate which projects included key personnel proposed for this RFP). Include:
- a. Provide relevant information about your knowledge and experience with airport concessions and associated programs such as a Central Receiving and Distribution Center (CRDC);
  - b. Describe the most significant innovations (i.e. leasing strategies, program initiatives, concepts developed, etc.) achieved in a similar assignment;
  - c. Provide a description of projects and work experience of the firm which is similar to the work described in the Scope of Work or that Offeror believes would be relevant in evaluating capabilities.
  - d. who is on your Leadership Team.
  - e. Key Personnel: Provide information regarding the individual(s) who will be responsible for providing the Services including their professional credentials, capabilities and experience (résumé, curriculum vitae or biography may be attached). Key personnel identified in this Proposal is expected to remain assigned to this project for the term of the contract. Offeror should also provide current office addresses for each individual named. For each team member names, provide;
    - i. a major aviation or airport, local government, or otherwise relevant client and project that they have worked on during the last three (3) years;
    - ii. at least two references that the Authority could contact regarding the work and satisfaction of the clients; and

- iii. a description of the specific responsibility/role that each individual will have on the project under this RFP.
- f. **Project Manager:** Provide details of any direct experience the Project Manager has in providing the Services including their professional credentials, capabilities and experience (résumé, curriculum vitae or biography may be attached). The Project Manager must have a minimum of three (3) years' experience in providing consulting services, as described herein.
- g. **Recent Experience:** Provide examples of at least three (3) similar projects completed in the last five (5) years that align with the scope of this RFP. Provide a description of the project and the scope and highlight the services which align with this RFP. Include projects for airports, local governmental agencies or other organizations. Provide relevant work samples performed at medium or large hub airports.
- h. **Relevant Work Experience:** Prepare a description of projects and work experience of the firm which is similar to the work described in the Scope of Services or which the Offeror believes would be relevant in evaluating its capabilities to perform the work.

At a minimum, the following information should be included as appropriate to the Scope of Services;

- i. Project description and scope;
- ii. Location;
- iii. Owner name, address, current contact person, and telephone number;
- iv. Gross fees;
- v. Proposed schedule vs. Actual;
- vi. Proposed budget vs. Actual;
- vii. Coordination between multiple consulting firms; and
- viii. Relevant experience with other interfacing projects, and associated scheduling considerations.

- 6. Past Successes.** Proposer's overview, experience (including industry/airport and/or local governmental and/or relevant work samples), and listed references. The Proposer's DEMONSTRATED EXPERIENCE in performing similar work and the proposer's DEMONSTRATED SUCCESSFUL PAST PERFORMANCE (including meeting costs, schedules

and performance requirements) of contract work substantially similar to that required by this solicitation for similar organizations.

- 7. Organizational Chart** Prepare an organizational chart that identifies the key personnel and each team member by listing position title, length of employment, description of qualifications and experience and the work each person will perform under this contract.

**Subconsultants.** Identify possible opportunities for subconsultant services based on experience on similar projects. List all subconsultants, if necessary and provide a description of the qualifications of each subconsultant retained to perform work under this contract. Include the type of work that will be assigned to each subconsultant, and the estimated percentage of the total contract value that each subconsultant will perform.

- 8. Project Schedule.** Prepare a project schedule and timeline and a description of the Offeror's method and systems for controlling, responding to, and completing of the Scope of Services in a timely manner.

- 9. Offeror's Success.** Describe how Offeror evaluates success of an engagement.

- 10. Communications.** Detail how the Offeror communicates with its clients. This section may include a discussion of the communication plan between key personnel and Authority staff. Describe the approach to ensuring the client is kept informed on the status of project tasks, changes in procedures, deadlines, reporting and issues.

- 11. Other Capabilities.** Discuss any other capabilities that the Offeror believes address this RFP, and any particular aspects of its organization or Proposal that, by way of background, experience, unique qualifications, or other basis, sets this company (team, etc.) apart from the competition in its ability to accomplish this particular Scope of Services.

- 12. References.** A listing of not more than three (3) clients who can attest to their satisfaction for similar General Concessions Program Planning Services and relevant services

requested in this solicitation. The clients listed should have had significant involvement by key personnel indicated above. The Authority may contact the listed organizations to determine the quality of the work performed and service received. Please include following:

- a. name of the organization;
- b. initial date's delivery of services started;
- c. date of the most recent project;
- d. list of services performed that align with the scope of this RFP;
- e. name of responsible official or contact person; and
- f. complete Address, telephone number and email address.

**13. Other Relevant Information.** Provide additional information that will assist the Authority in the selection process. Include information of prior work experience with Airports and/or Local, State and Federal Government Entities.

**14. Required Forms.** Offeror must complete all RFP Forms and items requested.

**15. MWSB Program Requirements.** Offeror must complete the MWSB requirements as per **Section VII.**

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**C. Proposal Evaluation Criteria**

<b>Evaluation Criteria</b>	<b>Max Point Value</b>	<b>Brief Description</b>
<b>Experience/Past Successes</b>	<b>25</b>	Offeror must demonstrate its history providing the services specified in this RFP. Offerors must demonstrate its capability to perform all of the anticipated services on time, along with recent experience on comparable airport projects, and satisfactory quality of completed projects previously undertaken. (Section II B6)
<b>Capabilities and Timing</b>	<b>20</b>	Qualifications and experience of Offeror’s key personnel in concession program planning and its rationale for key personnel’s selection will be evaluated in addition to plans for managing the project, methodology to ensure compliance with, and achievement of, the scope of work/tasks, ability to execute, availability of key staff to perform work to the Authority’s schedule, and overall administrative and management ability to perform the work. (Section II B5)
<b>Expertise/Skill</b>	<b>25</b>	Proposals will be evaluated on the description of Offeror’s project management and organizational approach, quality of work plan to successfully accomplish the tasks on schedule and within budget, depth and breadth of company’s body of knowledge as it relates to aviation industry practices with a concessions focus. Offeror should indicate their ability to provide innovative ideas and provide examples. Offeror should also indicate any exceptions or concerns regarding ability to perform the work. (Section II B4)
<b>MWSB</b>	<b>15</b>	Offeror’s efforts to satisfy the MWSB goals or to demonstrate a Good Faith Effort to satisfy the goals will be evaluated as described in Section VII and Exhibit A.
<b>Cost/Fees for Services</b>	<b>15</b>	Offeror will be evaluated on the proposed costs/fees for services for performing the work as provided in the fee schedule proposal of the responding firms. ( <i>Form B – Proposal Pricing Form</i> )
<b>Total Maximum Points</b>	<b>100</b>	

**D. Selection and Award Process**

1. “**Best Value**” procurement methods are authorized by N.C.G.S. §143-135.9. The award decision shall be made based on multiple factors, including, as applicable: total cost of ownership, meaning the cost of acquiring, operating, maintaining, and supporting a product or service over its projected lifetime; the evaluated technical merit of the Offeror's Proposal; the Offeror's past performance; and the evaluated probability of performing the requirements stated in the solicitation on time, with high quality, and in a manner that accomplishes the stated business objectives and maintains industry standards compliance. Proposals will be ranked based on the evaluation criteria listed above, recognizing that this method may result in an award

to someone other than the lowest price offer. The Authority will reject and not consider any proposal that does not meet the requirements of this RFP.

2. The evaluation committee may request clarifications, an interview with or presentation from any or all Offerors. However, the Authority may refuse to accept, in full or partially, the response to a clarification request given by any Offeror. Offerors are cautioned that the evaluators are not required to request clarifications; therefore, all proposals should be complete and reflect the most favorable terms. Offerors should be prepared to send qualified personnel to RDU Airport, North Carolina, to discuss technical and contractual aspects of the Proposal.

3. Top-Ranked Offeror

Should the evaluation process have resulted in a top-ranked proposal, the Authority may limit negotiations to only that Offeror and not hold negotiations with any lower-ranking Offeror. If negotiations are unsuccessful with the top-ranked Offeror, the Authority may then go down the line of remaining Offerors, according to rank, and negotiate with the next highest-ranking Offeror. Lower-ranking Offerors do not have a right to participate in negotiations conducted in such a manner.

4. Best and Final Offers (BAFO)

At its sole discretion, the Authority may request individual Offerors provide BAFOs. Failure to deliver a BAFO when requested may disqualify the non-responsive Offeror from further consideration. The Authority may establish a competitive range based upon evaluations of proposals, and request BAFOs from the Offerors within this range; e.g. “**Finalist Offerors.**” The Authority will evaluate BAFOs and add any additional points to the Offerors’ respective scores. Points awarded from oral presentations and product demonstrations during negotiations, if any, will be added to the previously assigned points to attain final scores. It is entirely within the discretion of the Authority whether to conduct negotiations. An Offeror must not submit a Proposal assuming that there will be an opportunity to negotiate any aspect of the Proposal. The Authority is free to limit negotiations to particular aspects of any Proposal, to limit the Offerors with whom the Authority wants to negotiate, and to dispense with negotiations entirely.

## 5. General Evaluation Process

An Authority procurement representative responsible for this RFP will review all Proposals for format and completeness. The Authority will reject any incomplete Proposal though the Authority may waive any defects or allow an Offeror to submit a correction the Authority deems to be non-material. If the Offeror meets the formatting and mandatory requirements listed herein, the Authority will continue to evaluate the Proposal. All timely, complete, and properly formatted Proposals are then forwarded to an Evaluation Committee, which the procurement representative will chair. All proposals will be initially classified as being responsive or non-responsive. If a Proposal is found non-responsive, it will not be considered further. The Evaluation Committee will rate the Proposals submitted in response to this RFP based on stated evaluation criteria. Any references in an answer to another location in the RFP materials or Proposal shall have specific page numbers and sections stated in the reference.

The Evaluation Committee will evaluate and score each Proposal that the procurement representative has determined to be responsive to the requirements of this RFP. The evaluation will be scored according to the criteria contained in Section II.C of this part of the RFP. Attachments or exhibits to this RFP may further refine these criteria, and the Authority has a right to break these criteria into components and weight any components of a criterion according to their perceived importance.

To be eligible for consideration, an Offeror must meet the intent of all mandatory requirements. Compliance with the intent of all requirements will be determined by the Authority. Responses that do not meet the full intent of all requirements listed in this RFP may be subject to score reductions during the evaluation process or may be deemed non-responsive. Further, a serious deficiency in the response to any one factor may be grounds for rejection regardless of overall score.

## 6. Final Stages of Evaluation

The Offeror(s) with the highest ranked evaluation(s) from the initial phase of the evaluation process will be recommended for the final phases of the evaluation process (including interviews, negotiations, and Board approval, as required). If the Authority finds that multiple Proposals should be given further consideration, the Authority may select one or more of the highest-ranking Proposals to move to the

next phase. The Authority may alternatively choose to bypass any or all subsequent phases and make an award based solely on the proposal evaluation phase.

7. Interview/ Oral Presentations

Interviews and/or oral presentations with Offerors may be held at the option of the Authority. The Authority reserves the right to select a responsive, responsible Offeror or Offerors on the basis that is most advantageous to the Authority. Offerors who submit proposals will be notified of the selection results. Final recommendation of any selected Contractor is subject to the formal approval of the Authority.

8. Notice of Award and Right to Reject/Withdraw

The Authority will notify the successful Contractor of the Award in writing.

If the successful Contractor defaults or otherwise is unable to enter into a contract with the Authority, then the Authority reserves the right to begin negotiations with the next highest ranked Offeror. The successful proposing Offeror will have fourteen (14) calendar days after receipt of the notification of Award to furnish any required additional submissions including the performance and payment bonds required herein, if applicable.

The Authority will reject any Proposal that is not in the required format, or does not address all the requirements of this RFP, or that the Authority believes is excessive in price or otherwise not in its interests to consider or to accept. The Authority reserves the right to reject any proposal as non-responsive if the Proposal fails to include any of the required information in the specified order.



### **SECTION III SCOPE OF SERVICES**

The Raleigh-Durham Airport Authority (“Authority”) seeks proposals from airport consultants with demonstrated experience planning and developing airport concession programs to provide planning services and recommendations to support development of the Authority’s food, beverage and retail terminal program and other supporting programs (“Program”). The Authority is seeking airport consultants with an innovative spirit to think beyond traditional processes and offer insights for new ways of accomplishing projects. This RFP will result in the award of a Master Services Agreement (“Agreement”) to provide services for a three-year contract with two one-year renewals in accordance with the terms and conditions of the attached Master Services Agreement. The Authority reserves the right to select and to award this engagement to a single Offeror or to multiple Offerors, whichever is deemed to be in the best interest of the Authority.

The selected Offeror(s) will assist the Authority to reimagine and restructure the terminal concessions program into the program of the future. The selected Offeror will also assist the Authority with developing and implementing leasing strategies that accomplish that goal. Under the Master Services Agreement, the Authority will authorize one or more task orders for specified services. Additional task orders may be authorized on a time and material basis during the term of the Master Services Agreement.

#### **1. CONSULTANT BACKGROUND**

The Authority seeks a consultant with demonstrated, comprehensive experience in the following planning areas:

- a. Program Evaluation – Evaluating existing and future programs including, but not limited to size, mix, location of stores, concession trends, passenger traffic trends, passenger demographics and sales per enplanement;
- b. Space Evaluation – Evaluating new space to be added to the program;
- c. Passenger Demographics Studies – Analyzing passenger demographics to understand who the passenger is and their purchasing and dining preferences to incorporate such preferences into the program;
- d. Concept Development – Analyzing new and emerging business concepts and models, and evaluation of fit with Airport goals and/or leasing opportunities;
- e. Trend Analysis - Identifying industry trends including customer experience programs, the use of technology to increase efficiency, and strategies for increasing revenue, and how to effectively incorporate into the program;
- f. Program Development - Developing goals for the program, identifying appropriate mix of national/local concepts and mix of local/national Airport operators,

- identifying best management practices, and identifying strategies that maximize revenue;
- g. RFP Development - Developing preferred language for request for proposals, and preparing RFP documents, forms, exhibits and evaluation methodology that result in executing concession agreements;
  - h. Financial Analysis - Analyzing financial projections and proposed revenue scenarios at RDU;
  - i. ACDBE Goal Setting - Proposing and/or assisting airports with setting Airport Concessions Disadvantaged Business Enterprises (ACDBE) participation goals for leasing packages;
  - j. Community Outreach - Assisting with community outreach to expose the program to the widest possible audience, including local operators and ACDBEs; and
  - k. General Knowledge - Understanding federal and/or state rules, regulations or statutes concerning concession services, permits, inspections and operations along with understanding the challenges to obtaining and retaining concessionaires' labor forces, pricing programs and strategies. A thorough knowledge of market research, and customer experience, performance measurement systems, concession operating standards, and delivery and distribution system analysis and planning is required.

## **2. SCOPE OF WORK**

The Offeror shall provide a detailed written proposal with accompanying statement of relevant past consulting work, emphasizing airport consulting experience, and Offeror's ability to attain the Authority's objectives detailed in this Scope of Services. The Authority will request the Offeror to execute General Consulting Services that may include but are not limited to the tasks listed below:

- a. GENERAL CONSULTING SERVICES
  - i. Provide on-call, on-demand consulting services related to broad segments of concessions topics. Such engagements may require Offeror to supplement with sub-consultants.
  - ii. Central Receiving and Distribution Center (CRDC) - Research and recommend a solution for deliveries to airport terminals including but not limited to establishing a delivery program that utilizes a CRDC either on or off airport campus.
  - iii. Assist with implementing Terminal 1 concessions plan for leases that expire February 2024. Consider extensions and phasing plan for current units and identify temporary offerings to bridge the gap until new concessions are operational.

- iv. Support any planned or unplanned solicitation processes and evaluation of proposals.
- v. Support development and review of Terminal 1 & 2 Expansion Plans.
- vi. Review existing solicitation documents and forms and recommend modifications.
- vii. Draft documents including RFP solicitations, lease agreements, extensions, amendments, etc.
- viii. Utilize existing market data for concessions planning in the near and future term.
- ix. Research delivery and logistics programs at other airports and recommend options for a long-term program at RDU.
- x. Community Outreach Support

### **3. PHYSICAL SECURITY**

The Contractor shall cause its employees and agents to obey all reasonable instructions and directions issued by the Authority concerning its operations when the Contractor's employees and/or agents are on Airport property. When the Contractor's personnel are on Airport property, the Contractor's employees shall comply with the Authority's security, safety, and fire protection procedures. Any tools, equipment, materials, or supplies that are carried into the secure areas of the Airport must be closely monitored at all times and kept out of reach of the public. Any fines for security violations levied against the Contractor by regulatory agencies, such as the FAA, TSA, etc. shall be the responsibility of the Contractor. Likewise, any fines levied against the Airport for security violations caused by the Contractor shall be deducted from the Contractor's service fee.

### **4. PARKING**

While performing services at the Airport, the Contractor's employees shall park only in designated parking spaces or other areas as approved by the Authority. Primary parking for the Terminals will be in the parking garage, for which the Contractor shall pay any applicable fees. Contractor may subsequently invoice Authority reasonable parking expenses with substantiating documentation. Parking at the Authority Building is free of charge. The Contractor shall be responsible for any parking violation fees or towing charges that result from illegal or unauthorized parking.

## **SECTION IV QUALIFICATIONS OF OFFEROR**

Offeror shall have experience working with airports and/or government agencies, and understand the concepts and requirements of the Scope of Services. Assigned project team members shall possess documented project experience with background demonstrating project management strategies and business concepts for an airport business environment.

## **SECTION V CONTRACT**

OFFERORS ARE REQUIRED TO REVIEW THE ATTACHED CONTRACT(S). ANY REQUESTED CHANGES OR COMMENTS TO THE CONTRACT(S) PLEASE SUBMITTED WITH THE PROPOSAL. IF THE OFFEROR FAILS TO PROVIDE REQUESTED CHANGES OR COMMENTS TO THE TERMS AND CONDITIONS, THE AUTHORITY WILL ASSUME THE OFFEROR AGREES TO THE CONTRACT(S) AS WRITTEN. THE AUTHORITY HAS LIMITED ABILITY TO CHANGE THE CONTRACT. ANY REQUESTED CHANGES MAY BE REJECTED BY THE AUTHORITY. THE AUTHORITY RETAINS THE RIGHT TO AWARD TO THE NEXT HIGHEST RANKED OFFEROR.

## **SECTION VI CONTRACT TERM**

This contract shall be for a three (3) year period beginning on the date of contract award. The Authority shall have the option of extending the contract for two (2) additional one (1) year terms. The Authority shall give the Contractor written notice of its intent to renew no less than ninety (90) calendar days prior to the expiration and if the Authority elects to renew, the terms of said renewal shall be specified in writing as part of the written notice. Contractor shall respond within thirty (30) calendar days of this notice with any exceptions or changes to the original contract term. The exceptions shall be negotiated between the Authority and the Contractor during the remaining sixty (60) calendar days of the notice period. If there are no exceptions taken or, upon mutual contract of the parties concerning renewal terms, the Contractor shall sign the renewal notice and send it back to the Authority. The total term of this contract, including all renewals, shall not exceed five (5) years.

## **SECTION VII MINORITY AND WOMEN-OWNED SMALL BUSINESS PROGRAM**

### **A. Introduction**

It is the policy of the Authority that neither the Authority, its contractors, service providers, subcontractors nor vendors, shall discriminate on the basis of race, color, religion, national origin, or gender in the award and performance of contracts, subcontracts and purchases. The Authority has established a Minority and Women-Owned Small Business Program (MWSB Program) to encourage equal opportunity for MWSBs to compete for employment as contractors, subcontractors, suppliers

and service providers. It is also the Authority's policy to remove barriers which may exist for MWSBs to compete for contracts, subcontracts and procurement awarded by the Authority. Additional information concerning the Authority's MWSB Program may be found on the internet at <http://www.rdu.com/business/smallbusiness.html>.

The Authority awards contracts without regard to race, religion, color, creed, national origin, gender, age or handicapping condition. The Authority's contracts are subject to the requirements of North Carolina law, and this contract will be awarded in accord therewith.

**B. Minority and Women-Owned Small Business (MWSB)**

A Minority or Women-Owned Small Business (MWSB) is a firm which has been certified by an approved agency to meet the following criteria: A small business, as defined by the Small Business Administration size standards, that is at least fifty-one percent (51%) owned, and controlled by one or more socially and economically disadvantaged individuals. The following individuals are presumed to be socially and economically disadvantaged: Black Americans; Hispanic Americans; Asian Americans; Native Americans; and Women. Firms which are not owned by members of these groups may not be utilized to achieve MWSB Goals in Authority contracts.

**C. MWSB Goals**

The MWSB Goals for MWSB participation on this contract represent the total dollars that will be spent with MWSBs as a percentage of the total contract amount, including any change orders. The MWSB Goals are as follows:

<p><b>MBE Goal:</b> The goal for minority-owned business participation is: <b>Ten percent (10%).</b></p> <p><b>WBE Goal:</b> The goal for woman-owned business participation is: <b>Five percent (5%).</b></p>
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In order to comply with the MWSB Program requirements, a proposer must either meet the MWSB Goals or demonstrate that the proposer has made sufficient good faith efforts to meet the MWSB Goals. If the proposer does not meet the MWSB Goals, it shall nevertheless be eligible for award of the contract if it can demonstrate to the Authority that it has made good faith efforts to meet the MWSB Goals.

**D. MWSB Program Provisions**

All proposers shall agree by the submission of a proposal for this project that MWSBs have the maximum opportunity to participate in the performance of contracts and subcontracts. All proposers are hereby notified that failure to carry out the obligations of the MWSB Program will constitute a breach of good faith in dealing with the Authority, and the Authority will take any and all actions permitted by law to ensure compliance by all Contractors<sup>1</sup> engaged by it. Failure to meet or exceed the MWSB Goals or to make a good faith effort to meet the MWSB Goals and to adequately document such efforts to the Authority will be grounds for disqualifying a proposal as non-responsive. Proposers specifically agree to comply with all applicable provisions of the MWSB Program and any amendments thereto. Proposers are encouraged to refer to the MWSB Program which is posted on the Authority's website: <http://www.rdu.com/business/smallbusiness.html>.

**E. MWSB Program – Accepted Certifications**

Currently, the following certifications may be utilized towards achieving MWSB Goals:

1. DBE – N.C. Department of Transportation: Disadvantaged Business Enterprise;
2. SBA 8(a) – Small Business Administration: SBA 8(a) Business Development;
3. SWBE – Women’s Business Enterprise National Council: Small Women Business Enterprise.

Furthermore, the Authority will accept the following certifications **with appropriate supplemental documentation:**

1. HUB – N.C. Department of Administration Office for Historically Underutilized Businesses;
2. CMSDC/ NMSDC – Carolinas/National Minority Supplier Development Council, or any affiliate council;
3. NAWBO – National Association of Women Business Owners.

Firms with these certifications must submit the Small Business Verification form and supplemental documentation to the Small Business Program Office, prior to submitting the proposal for the purpose of evaluating achievement of MWSB Goals or good faith efforts.

In order for firms to meet the “WB” portion of the MWSB goal, the firm must be certified by one of the agencies described above as a “women-owned business”. In order for firms to meet the “MB” portion of the MWSB goal, the firm must be certified by one of the agencies described above in one of the other minority categories: Black American; Hispanic American; Asian American or Native American. Please note: A proposer may utilize any firm desired. However, for participation purposes, all MWSB firms who wish to do business must be certified by an accepted agency.

The Authority maintains a list of firms which have been verified for use in the MWSB program at [www.rdu.com/mwsbdirectory](http://www.rdu.com/mwsbdirectory). Links to the NCDOT and HUB directories are available on the Authority’s Small Business Program website (<http://www.rdu.com/business/smallbusiness.html>). Prospective proposers are encouraged to inspect these databases to assist in locating firms for MWSB participation. MWSBs must be certified at the time responses are received and proof of certification must be included in the response when submitted to the Authority.

F. Required Documentation – Proposal Submission

**The Proposer shall prepare a written statement that demonstrates the Proposer understands the MWSB Program requirements and describes the Proposer’s plan to meet or exceed the MWSB Goals or demonstrate a good faith effort to meet the MWSB Goals. The statement shall include:**

1. Proposer’s commitment that it will meet the requirements of the Authority’s MWSB Program and that the Consultant will make good faith efforts to subcontract at least **ten percent (10%)** of the dollar value of the contract with minority-owned small businesses and at least **five percent (5%)** of the dollar value of the contract with woman-owned small businesses.
2. Name and contact information for each proposed subconsultant (including MWSB firms); list proposed key personnel and principals for each firm.
3. Proposer’s commitment to use the MWSB firms listed in the proposal as submitted.
4. The proposed role and description of work for each proposed MWSB firm, including an estimated MWSB participation (percentage) for each firm based on the scope of services identified in the solicitation.

5. Certification letters or other proof of eligibility for participation in the MWSB program for each MWSB firm proposed

Proposers will also provide written confirmation (i.e. a letter of intent, signed by the MWSB subconsultant) from each MWSB firm submitted in the proposal that it will be participating in the Agreement or Task Orders.

Proposers will be evaluated on the level and quality of participation attained for MWSBs. The successful Proposer's MWSB commitment will be incorporated into the contract and will be enforceable under the terms of the contract. Proposers shall be solely responsible for confirming experience, capacity, and MWSB eligibility of subconsultants related to this solicitation

G. Good Faith Effort Requirements

Each proposer may be required to submit documentation which demonstrates that it made good faith efforts to meet each portion of the MSWB Goals (minority-owned business goal and woman-owned business goal). The requirement to submit documentation that the goal has been met or good faith documentation in the manner prescribed by the Authority is considered a matter of responsiveness. Efforts that are merely pro-forma are not good faith efforts to meet the requirements of the MWSB Program. The Authority shall be the sole arbiter to determine if a proposer has made a reasonable good faith effort toward MWSB participation in its proposal on any project.

H. Counting MWSB Participation

For the purposes of MWSB participation, MWSB firms are counted as either minority-owned businesses (MB) or women-owned businesses (WB).

1. MWSB Prime Contractors and Consultants - If a MWSB is the Prime Contractor, the participation of the MWSB Prime which is not subcontracted to another firm (or firm) is counted towards one portion (i.e. MB or WB) of the MWSB commitment. Prime Contractors (including MWSB Prime Contractors) are responsible for meeting both portions the MWSB commitment.
2. Subcontractor/ Subconsultant – If the Contractor, consultant or service provider utilizes an MWSB as a subcontractor or subconsultant to perform services, the Authority counts 100% of the value of the Commercially Useful Function<sup>2</sup> the MWSB performs toward satisfaction of the MWSB Commitment<sup>3</sup>. The Authority will allow the Contractor to count only the value of the work actually performed by the MWSB toward MWSB Commitment. This amount should include the cost of supplies and materials obtained by the MWSB for the work of the contract, including supplies purchased or equipment leased by the MWSB (except supplies and equipment the MWSB Subcontractor purchases or leases from the Contractor).
3. MWSB suppliers – In service, construction and construction-related professional service contracts, a Contractor may count 60% of its expenditures to MWSB suppliers that are not manufacturers toward achievement of the contract goals, provided that the MWSB Supplier performs a Commercially Useful Function in the supply process.
4. MWSB manufacturers – The Contractor may count 100% of all expenditures for materials, supplies and equipment obtained from an MWSB manufacturer toward the MWSB Goal. A MWSB manufacturer is a supplier that produces goods from raw materials or substantially alters them before resale.

I. MWSB Program Requirements

1. Agreements between a proposer and an MWSB in which the MWSB promises not to provide proposals/quotes to other bidders are prohibited.
2. Following the submission of the proposals, no change shall be made in any of the MWSB consultants proposed to be engaged by the Proposer without the prior written consent and approval of the Authority.
3. If the Contractor proposes to terminate or substitute a MWSB after submitting a proposal, the Proposer must make good faith efforts to find a substitute MWSB for the original MWSB to meet its MWSB commitment. Its good faith efforts shall be directed at finding another MWSB to perform or provide at least the same amount of work, material or service under the contract as the original MWSB to the extent necessary to meet its MWSB commitment. The Contractor must give the MWSB notice in writing, with a copy to Authority, of its intent to request to terminate and/or substitute, and the detailed reasons for the request. All substitutions shall be coordinated with and approved by the Authority prior to being made.
4. The Contractor has a continuing obligation to meet the MWSB utilization to which it committed at contract award as indicated in the Schedule of Subcontractors, inclusive of change orders, amendments, and modifications.
5. The Contractor shall maintain records and submit monthly reports of all subcontractor and supplier payments (including MWSB payments), concurrent with the Contractor's submission of payment requests with each invoice.
6. The Contractor shall include a certification by the Contractor and each MWSB Subcontractor regarding payment to each subcontractor for the prior month's work. These reports will be certified as true and correct by an appropriate company official. To ensure that the Contractor meets all its MWSB commitment, the Authority will review the Contractor's MWSB utilization throughout the term of the contract, including any term extensions of the original contract period.
7. Upon the Authority's request, the Contractor shall provide Authority access to books, records, accounts and personnel needed for MWSB compliance review. Such access will be used for, among other purposes, determining MWSB participation and compliance with the MWSB Program. Determination(s) regarding Contractor's compliance with the MWSB Program may be considered and have a bearing on consideration of the Contractor for award of future contract

J. Required Documentation – MWSB Program Compliance

As referenced above, the Contractor must maintain compliance with the MWSB Program provisions throughout the contract. The Contractor must submit the following MWSB compliance forms or documentation in a format acceptable to the Authority, as appropriate:

1. **Monthly Payment Summary**
2. **MWSB Affidavit of Total Payment**
3. **Request to Change Schedule of Subcontractors**

**Questions concerning the MWSB Program can be addressed to the Authority's Director of Small Business Programs, Ms. Thiané Carter via e-mail at [thiane.carter@rdu.com](mailto:thiane.carter@rdu.com) or via telephone at (919) 840-7712.**



**SECTION VIII RESERVED.**

**SECTION IX REQUIRED FORMS** Separate Downloadable document

Complete all forms as appropriate and submit per the schedule described in Section II. Proposals which do not include the required forms will be deemed non-responsive.

1. Form A: Request for Proposals Acknowledgement
2. Form B: Proposal Pricing Form
3. Form C: Proposal Execution Form & Debarment Certification
4. Form D: Offeror Work History
5. Form E: E-Verify Certification
6. Form F: Iran Divestment Act Certification of Eligibility
7. Form G: Supplier Survey and W-9 Form