

**DEPARTMENTAL INPUT**  
**CONTRACT/PROJECT MEASURE ANALYSIS AND RECOMMENDATION**

☒ New    ☐ OTR    ☐ Sole Source    ☐ Bid Waiver    ☐ Emergency

Previous Contract/Project No.

Contract

**N/A**

☐ Re-Bid

☐ Other

LIVING WAGE APPLIES:    ☐ YES    ☒ NO

**(LEGACY)**

Requisition No./Project No.:

**RQAV2000017**

**RFP-01555**

TERM OF  
CONTRACT

**17 Years**

Requisition /Project Title:

Remote VIP Terminal at MIA

Description:

The County is seeking to award a Lease and Development Agreement for the development, operation and lease of a Remote VIP Terminal at Miami International Airport.

Issuing Department:

**AV**

Contact  
Person:

**Tiondra Wright**

Phone:

**305-869-1596**

Estimate Cost:

**\$17,000,000**

GENERAL    FEDERAL

OTHER

Funding Source:

**Operating  
Budget**

**ANALYSIS**

Commodity Codes:

**96812**

**95803**

Contract/Project History of previous purchases three (3) years  
Check here ☒ if this is a new contract/purchase with no previous history.

**EXISTING**

**2<sup>ND</sup> YEAR**

**3<sup>RD</sup> YEAR**

Contractor:

Small Business Enterprise:

Contract Value:

\$

Comments:

This will be a revenue generating agreement. The terminal will be at the existing building, once the Pan American Building, across the airfield off of 36<sup>th</sup> street.

Continued on another page (s):    ☐ Yes    ☒ No

**RECOMMENDATIONS**

**SBE**

Set-aside

Sub-contractor goal

Bid preference

Selection factor

Basis of  
recommendation:

Signed:

Phillip A. Rincon

Date sent to SBD:

06/04/2020

Date returned to DPM:

## MIAMI INTERNATIONAL AIRPORT BUILDING 874 REMOTE VIP TERMINAL

### 2.0 SCOPE OF SERVICES

#### 2.1 Background

Miami International Airport ("MIA") is owned and operated by Miami-Dade County and is the County's leading economic engine, with an annual economic impact of over \$30 billion. MIA now offers more flights to Latin America and the Caribbean than any other U.S. airport and is America's third- busiest airport for international passengers and 2<sup>nd</sup> in the State of Florida for total passengers. In 2019, MIA processed over 45 million domestic and international passengers. The airport is committed to deliver an exceptional passenger experience to passengers by providing a variety of concessions, business services, and amenities both within and beyond the facilities and to maintain a high-level of consistent, quality service in public safety, information technology, and telecommunications for airport tenants and airport employees.

Miami-Dade County ("County"), hereinafter referred to as the County, as represented by the Miami-Dade Aviation Department (Department), is seeking to lease Building 874 and the associated land ("Premises") at MIA for adaptive reuse as a VIP, ~~premium~~ very important person, passenger terminal for high-profile commercial air passengers who wish to avoid the congestion and delays of normal MIA terminal passenger processing.

The County anticipates the Remote VIP Terminal to be located at Building 874 ~~VIP passenger terminal will to~~ be developed with private capital investment and operated by an independent third party, ("Lessee") who would enter into a lease agreement with the County. The Premises is located on the north side of MIA, facing N.W. 36<sup>th</sup> Street, at N.W. 49<sup>th</sup> Avenue. It is part of Folio 30-3130-000-0010 of MIA property.

The County is seeking a qualified firm to design, build, and operate an industry leading, innovative VIP terminal concept providing access to commercial passengers ~~airlines~~ that embodies a state-of-the-art, first class facility in an airport environment. The proposed development shall be subject to all applicable building and zoning codes, including permitting. The Contractor shall be responsible for all permits, bonds, and fees.

#### Miami-Dade County Historical Preservation Board

Proposers MUST review Exhibit (###) Pan American Regional Headquarters Designation Report concerning Miami-Dade County Historical Preservation guidelines for Building 874.

The building has been designated as historical by the Miami-Dade County Historic Preservation Board, so proposed development must be reviewed and approved by the Department in accordance with MIA's Master Plan (Exhibit X), historic preservation conditions and all applicable

#### Federal Aviation Administration (FAA)

FAA rules and regulations govern all commercial airport operations. It is the Proposer's responsibility to become familiarized with all FAA rules and regulations applicable to this development project. standards, design criteria and regulations.

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**Commented [RP(1):** Will the Historic Preservation Board have to approve the recommended awarded Proposer? How will the approval take place and when?

**Commented [ML(2R1):** No.

**Commented [ML(3):** Need to verify if this is updated and available  
MDAD Planning Division controls this document

**Commented [RP(4):** Please provide a copy of Exhibit X

**Commented [ML(5R4):** MDAD Planning Division controls this document

**Commented [RP(6):** How will FAA standards be evaluated?

**Commented [ML(7R6):** FAA rules and regulations govern all commercial airport operations. Project cannot progress unless FAA approves development. Proposer needs to be familiar with FAA regulations that govern such a development and planned VIP operation.

The relationship between the County and Lessee for this project will be on a landlord/tenant basis and will not be considered a partnership, joint venture or principal/agent relationship. Additionally, the agreement does not provide ownership rights to the Lessee, however, the Department may grant certain allowances to modify, change or otherwise adapt the Premises to suit the needs of the Lessee.

### Lease Agreement

The term and commencement date of the Lease Agreement shall begin on the first day of the calendar month following the effective date of the resolution by the Board of County Commissioners approving this Lease Agreement and will end 17 years thereafter. The initial 24 month period shall be considered the maximum allowance time for development and build-out of the Premises. Upon receipt of the Security Deposit (Lease Agreement – Article 3.02) and Lessee's Certificate of Insurance (Lease Agreement – Article 12), the Department will issue a Notice to Proceed, which will allow the Lessee to occupy the Premises. The Lessee is expected to be in full operation and commence paying rental fees within 24 months of the commencement date of the Lease Agreement.

The Agreement is not exclusive as the County reserves the right to allow others to conduct operations at MIA and/or sell goods and services that are the same or similar or even identical to those permitted by this opportunity and further described.

## **2.2 Brands, Franchises, and Licensing of Concepts**

Proposals based on a branded concept(s) must include a letter from the brand owner(s) certifying the Proposer has the authority to use and/or operate the brand at MIA. Proposals that indicate a branded concept(s) shall be deemed nonresponsive if no letter from the brand owner is include in the Proposal documenting the Proposer's contractual relationship and -submitted without the right to use or operate a the brand(s)/concept(s) brand concept(s) at MIA -will be deemed nonresponsive. The Proposer will be required to document its contractual relationship with the brand owner before any final agreement(s) will be executed by the County. Substitution of proposed brand concept(s) will not be permitted, without prior written approval from the County. Substitution of proposed brands and/or concepts without prior written approval of the County will result in cancellation of the award of this opportunity and forfeiture of the proposal bond.

## **2.3 Proposal Bond**

- 1) A proposal bond in the sum of 5% of the total value of the development) must be submitted by the Proposer with each proposal. The proposal bond must guarantee the Proposer's execution of any contract which the County, at the conclusion of this solicitation, determines to award the Proposer. In the event a Proposer fails to execute any such contract, the proposal bond shall be forfeited.
- 2) The proposal bond may be in the form of .....
- 3) The proposal bond will be returned without accrued interest, if any, to unsuccessful Proposers following execution of a contract between the County and the awarded Proposer and the County's receipt of a contract performance bond.

## **2.4 Minimum Investment**

**Commented [RP(8)]:** Is this speaking to modifications to the Premises during the Term of the Agreement?

**Commented [ML(9R8)]:** No. This is referencing modifications to the premises during construction, before operations commence.

**Commented [RP(10)]:** Please provide the Lease Agreement template referenced here.

**Commented [ML(11R10)]:** Draft lease template will be submitted as a separate document

**Commented [RP(12)]:** The executed Agreement for this project only or any agreement?

**Commented [WT(13R12)]:** Any contract that's a result of this solicitation. Only this solicitation, N/A to other procurements.

**Commented [RP(14)]:** Please provide this information missing/pending

**Commented [WT(15R14)]:** I believe vendor assistance can advise on the appropriate form (example: check to...). If they don't have the language I will reach out to finance.

Proposers should seek experienced professional advice on the cost of constructing at MIA. Construction at MIA is challenging due to stringent security requirements, ongoing airline operations, restrictions on deliveries (aircraft ramp areas), and limitations on causing noise, dust or other inconveniences to passengers. Construction costs in new locations will generally be less than costs in existing locations. Other factors affecting the cost of construction include, but are not limited to, the state of the local economy, demand for construction services, renovating a designated historical structure, and availability of contractors and materials. Proposers will be required to invest a sufficient amount of capital in order to meet or exceed the requirements contained in this solicitation. Proposers must estimate its capital investment amount in its proposal. This amount will become a contractual requirement and will be included in the final agreement(s). This requirement is established to ensure proposers do not overstate their proposed capital investment for purposes of obtaining a more favorable evaluation, and to ensure the quality of the actual construction is of the same standard as described in the proposal.

## 2.5 Premises

The Premises consist of the following:

- 1) A two-story office building with central inner courtyard and partial basement that has approximately 19,500 square feet of leasable space designated as historical by the Miami-Dade County Historic Preservation Board;
  - a. Premises and reflecting pool were designated historical in June 2014. Lessee will be required to retain exterior and interior building design elements, as mandated by Miami-Dade County's Historic Preservation Board.
- 2) Approximately 100 paved vehicular parking spaces plus reflecting pool that totals approximately 55,000 square feet.

Lessee shall be solely responsible for conducting their own due diligence to determine the suitability of the Premises for the proposed use and for the Lessee's financial investment. All plans and specifications for the development shall be subject to specific approval by the Department prior to commencement of redevelopment construction.

Premises will be leased in "as is" condition, including, without limitation, any existing utility and/or easements, subsurface conditions, existing structures, the presence of hazardous materials, and any laws, ordinances and regulations affecting the same. The Department makes no representation or warranties of any kind, expressed or implied, in fact or in law, with respect to the condition of the Premises. The Department's Engineering Study is attached as Exhibit X.

## 2.6 Minimum Service Expectations

The Lessee shall design, build, and operate a full-service VIP passenger terminal at MIA. The atmosphere should be for a first-class passenger in an airport environment. Proposers have the flexibility to propose a range of concepts with the understanding that overall variety, quality, and services should meet the minimum service expectations of this RFP. The proposed VIP terminal should reflect the innovativeness in new and current airport trends, including a modern design incorporating aviation-specific art and theming. The Lessee must design, construct and operate the Premises using sustainability principles applicable to air management, water management, power management, waste management and other environmentally friendly practices consistent with Leadership in Energy and Environmental Design (LEED) principles or an equivalent. The Lessee must use the Premises as a facility for the security screening and transfer of VIP passengers to and

**Commented [RP(16)]:** Will rent payment also include this square footage?

**Commented [ML(17R16)]:** Yes. This area would be considered part of the leasehold and, therefore, subject to monthly rental charges.

**Commented [ML(18)]:** A baseline audit has been requested, but is not yet available

from commercial aircraft through a dedicated entrance approved by the Department of Homeland Security and in keeping with the lease's Article 16 - Security & Special Provisions.

The Lessee shall provide top tier amenities inclusive of, but not limited to:

1. High quality dining options (including breakfast, lunch, dinner, and snack options) representative of local and international flavors;
2. Self-service bars with premium liquors, beer, wine, and non-alcoholic beverages;
3. Private/Quiet spaces;
4. Sleeping rooms;
5. Conference rooms/dedicated meeting space;
6. Spas;
7. Limousine rides;
8. Outdoor decks;
9. Comfortable clean bathrooms with privacy, showers and complimentary toiletries;
10. Bag lockers;
11. High quality wi-fi service, power outlets;
12. Charging solutions;
13. Expert airline and worldwide tourism concierge services;
14. Display Media (televisions and content);
15. FIDS (Flight Information Displays);
16. Pay-per-use pass options;
17. Membership requirements;
18. 3<sup>rd</sup> party application partnerships
19. Baggage services;
20. Vehicle valet service, et. al.
21. Secured parking for client owned vehicles
22. Play areas (outside and/or inside) for children traveling with their family
23. Pet relief area for passengers traveling with their pets

The VIP terminal may include additional amenities to supplement the minimum service expectations set forth above. The Lessee's business may be subject to Pouring Rights Provisions as a result of the County entering into an agreement or agreements with third-parties granting such third-parties the exclusive or semi-exclusive right to be sole providers of certain foods, beverages, or other types of products or brands of products advertised, sold, and served at the Airport or any part thereof.

In addition to the minimum service expectations listed above, the Lessee and the VIP terminal must possess and/or be compliant with all applicable agreements, laws, regulations, building codes, inclusive of, but not limited to the following:

- a. The American with Disabilities Act (ADA)
- b. Obtain all necessary written approvals and/or agreements and provide acceptable arrangements with the relevant government agencies (Transportation Security Agency/(TSA), Immigration, Customs and Border Patrol (CBP), etc.), Homeland Security, as well as relevant airlines and airport tenants.

**Commented [RP(19):** Where will passengers be picked up? If a passenger visits the Remote VIP Terminal but is flying out of American Airlines in the North Terminal at MIA, will the passenger(s) have to go through TSA/Customs twice? And if not, what is TSA/Customs policy for escorting passengers through the security screening area? This question was asked of VIP Concierge Services RFP but we never received a response. It was asked by all interested Proposers and I can only assume this question will be asked again.

Or will there be a designated security route alongside the internal perimeter of the runway to bring travelers to the main terminals?

**Commented [ML(20R19):** Correct. The remote VIP terminal will be considered "sterile", since US Federal agencies will have TSA/CBP staffing on-site.

There will be a secure, designated route on the airfield. For departing passengers, they would arrive at the remote VIP terminal, undergo TSA checks and be assigned a private lounge. For departure, they would be escorted by security to a luxury automobile driven on the airfield to the MIA terminal gate of their commercial aircraft. They access the aircraft via the staff stairs in the jetbridge and board their flight.

**Commented [RP(21):** How will sub-concessions be managed and by who, the Lessee or MDAD?

**Commented [ML(22R21):** All sub-concessionaires who do business on MIA property will need to obtain an operating permit from MDAD.

**Commented [RP(23):** What is this?

**Commented [ML(24R23):** This business model, of a VIP remote terminal for access to commercial air travel, requires a membership fee. The option to pay for a one-time use of the facilities (limited to 24 hours or less) may be provided by the operator of such a facility.

**Commented [RP(25):** Does MDAD have minimums for this?

**Commented [ML(26R25):** No. Membership requirements would be set by the operator of the facility.

**Commented [RP(27):** Why would the County be entering agreements with third-parties on behalf of the Lessee?

**Commented [ML(28R27):** The County, on behalf of Miami International Airport, already has such agreements in place. These concessionaires operate in the MIA Terminal. Because the VIP terminal is MIA property, it is assumed that the operator of the VIP

- c. Obtain MDAD security clearance for any personnel, customers, vehicles and other property which may require access to the Airfield Operations Area (AOA).
- d. Full compliance with all applicable Federal Aviation Administration (FAA) and Transportation Security Administration (TSA) regulations, County rules, regulations, and ordinances, and MIA rules and regulations.

## 2.7 Hours of Operation

The Lessee must be able to operate 24 hours per day, 7 days per week, and 365 days per year. Depending on their clients' needs and times of travel, at a minimum, the Lessee must be open every day for at least certain hours based on flight schedules.

## 2.8 Utilities, Garbage, and Trash Removal

The Lessee will be solely responsible for all charges and fees for utilities, maintenance, repair and janitorial services. Water is charged at a flat rate per square foot per location payable monthly. Electricity is measured via means of installed meters and billed at the rate established by the utility company. These rates may be adjusted annually based on the percentage change in the rates charged to the County by the respective utility companies. The Lessee will be responsible for transporting all garbage and trash to the County designated refuse chutes, recycling bins, and compaction. MIA has a comprehensive recycling program that currently offsets the cost of providing garbage and trash hauling. The Lessee will be required to participate in MIA's recycling program and all other MIA sustainability initiatives. The County reserves the right to charge for garbage and trash removal and to prorate the costs among all users.

## 2.9 Lessee Operating Responsibilities

- Lessee should be thoroughly familiar with standards for operating at MIA.
- Lessee must ensure its operations are adequately staffed to provide First Class service that provides each customer with prompt, efficient, and quality service.
- All personnel employed by the Lessee must be neat, clean, groomed and courteous at all times, and must wear appropriate uniforms or other garb or insignia, including properly displayed airport identification badge (if required). Lessee will be required to provide proper training of all employees and for the certification and/or licensing of employees in all areas of service as their duties may legally require.
- Deliveries of merchandise and supplies to location(s) at MIA must be made at such times, by such routes/modes and at such locations as the County may require.
- Location(s) must be kept in a First Class, clean, neat, businesslike, and orderly condition at all times. Lessee must fully comply with all County sustainability initiatives and maintenance requirements.

## 2.10 Development and Design Guidelines

The Lessee will be required to design, construct and install all finish requirements, including but not limited to lighting, power, plumbing, HVAC distribution from main air supply, HVAC controls for the tie in to the base building system, life safety systems, interior finishes, all furnishings, fixtures, trade fixtures, equipment, and signage necessary to operate in a First Class condition. Special attention

**Commented [RP(29)]:** What are the minimum hours required by MDAD?

**Commented [ML(30R29)]:** Hours of operation cannot be determined by flight schedules, but rather by demand from customers of the VIP terminal operator

**Commented [RP(31)]:** This minimum contradicts the requirement above.

**Commented [WT(32R31)]:** Must be able to operate all day every day (ability), they are not required to actually operate all day every day. Their schedule should revolve around clientele needs (actuality).

must be given to the design of the HVAC and electrical systems. Proposers with concept(s) that creates odors, protections must be installed to prevent transmission of odors from the location, via the mechanical system, to other portions of MIA. All plans and specifications, materials and color selections are subject to review and approval by the County. The County strongly encourages cohesive, engaging designs. Designs should entice and excite patrons. All aspects of design must incorporate every feature of the concept being proposed and conform to MIA's design and development guidelines. Designs should also conform to historical guidelines from the County's Historic Preservation Board.

## 2.11 Customer Experience

MIA travelers are looking to savor new experiences that they can share with others on social platforms. These travelers consist of elite travelers, frequent travelers, and other demanding travelers that value status and want access to options to upgrade their travel experience by avoiding the congestion of a conventional passenger terminal MIA is committed to providing a unique premium experience that embraces global sophistication and local culture, with efficiency, safety, privacy and convenience.

## 2.12 Revenue

1. Pay the County a Minimum Annual Guarantee (MAG) or a percentage of rent after fully operational, whichever is highest. In addition, pay land and pavement rent from the lease commencement date.. Monthly Rent (rent should be the minimum of the total available square foot times the appraised rate. No current appraised rate is available for Bldg. 874. However, adjacent Bldg. 875's rate for 2019/2020 fiscal year is \$10.50.) The County desires for Lessee to have separate meters for electrical and water. If not achievable the County must charge them. Tenant pays separately for utilities, water, and janitorial) in U.S. funds, plus applicable state tax as required by law on or before the 1<sup>st</sup> day following the end of each month, and each month thereafter, during the term of the Lease Agreement without billing or demand. The Guaranteed Monthly Rent will commence forty-eight (48) months from the Lease Agreement Effective Date or the Date of Beneficial Occupancy, whichever occurs first. Commencing on the first day of the Lease Agreement Year and every Lease Agreement Year thereafter, the MAG shall be adjusted based on CPI with a cap of 3%. *note: user department wishes to make it % sale fee (opportunity fee) and include language for "the greater of" based on set thresholds for reported gross or net sales. MAG will be based on CPI with a cap of 3%. Moreover, utilities will not be paid by MDAD. Lessee will be responsible to have separate meters for utilities and pay those charges directly.*
2. From the Lease Effective Date or the Date of Beneficial Occupancy (DBO), whichever occurs first, pay the County land and pavement rates based on annual appraiser recommendations and approval by the Board of County Commissioners for the respective budgetary/fiscal year.

## 2.13 Scoring Criteria and Proposal Information Questions

### Scoring Criteria

Evaluation Criteria	Points
Customer Experience	20
Proposed Concept and Design	15

**Commented [RP(33):** Can this be found in the MIA Master Plan?

**Commented [ML(34R33):** These specifications are part of the Miami International Airport Design Guidelines, which cover design, materials etc. for all Aviation Department facilities at all airports.

**Commented [RP(35):** Can this be found in the MIA Master Plan?

**Commented [ML(36R35):** The Miami International Airport Design Guideline Manual is a stand-alone document which can be obtained from MDAD Facilities Development.

**Commented [RP(37):** Is Revenue not being evaluated? It's not part of the Scoring Criteria.

**Commented [RP(38):** Is the appraised rate the minimum MAG?

**Commented [ML(39R38):** No. Appraised rate is the MD County-approved charge per square foot for building space, land, parking, etc.

**Commented [RP(40):** Please confirm there will be three payments:

1. Monthly Rent for Building based in interior SQFT
2. Land and Pavement Rent based on its respective SQFT
3. MAG or percentage of rent, whichever is higher?

**Commented [ML(41R40):** Correct

**Commented [RP(42):** Will Monthly Rent and land and pavement rent be collected during the first 24 months of development?

**Commented [ML(43R42):** No

**Commented [RP(44):** Do you mean the MAG?

**Commented [ML(45R44):** No.

**Commented [RP(46):** Could you please explain this?

**Commented [ML(47R46):** The Airport has a % sale fee (opportunity fee) which the lessee pays on reported gross or net sales, depending on the lease agreement.

**Commented [RP(48):** Will the MAG be based on the annual appraised rate and the CPI?

**Commented [ML(49R48):** MAG is based on the CPI only

**Commented [ML(50R48):** Please see revised point structure



Experience and Qualifications	20
Operations and Management Plan	15
Business and Financing Plan	15
Cost/Price/Investment/Guarantees/Revenue, Etc.	15
<b>Total:</b>	<b>100</b>

## Proposal Information Questions

### Evaluation Criteria #1: Customer Experience

- Describe the customer experience and how it meets the specification of the solicitation
- Detailed description of how your planned concept targets MIA customers.
- Explain how the proposed concept supports MIA's vision and customer-focused growth strategy?
- How it will maximize sales and elevate customer satisfaction?
- Identify what percentage of the world's traveling population have memberships that fit into your concept.

### Evaluation Criteria #2: Proposed Concept and Design

- Detailed renderings of the VIP terminal, floorplan, finishes, and operating equipment
- Describe how proposal meets minimum service expectations
- Explanation of amenities
- Proposers shall submit preliminary plans for the proposed concept in sufficient detail to facilitate evaluation of the quality and design.
- Detailed plan and timeline/schedule
- Design of Concept
- Detailed Description of Brand (if applicable)
- Description of how proposer's concept conforms to MDAD's vision of the service
- Include any published reviews or awards

Provide a narrative description of the proposed concept, including an explanation of the hierarchy of significant design elements and design materials, and explanation and description of the lighting concept, and other features of note. Include the rationale for the intended design and why the design will be effective at MIA. Proposer is aware that the proposed design is conceptual and that there is a design approval process to participate in once award has been made. Explain any deviations or adaptations.

Provide a layout/space plan of concept. This is to be a cohesive plan view drawing to scale, incorporating every feature of the proposer's concept and the layout/space plan

Provide preliminary renderings of the proposed concept that are a representative illustration of the designs and sufficient to show the exterior and interior of the concept, proposed color schemes, furnishings, and graphics. In the case where a proposer intends to virtually duplicate an existing concept that the proposer has developed elsewhere, the proposer may substitute pictures or photographs of an existing facility for the renderings.

### Evaluation Criteria #3: Experience and Qualifications

**Commented [RP(51)]:** What is MIA's vision?

**Commented [ML(52R51)]:** MIA's vision is: "MIA will grow from a recognized hemispheric hub to a global airport of choice that offers customers a world-class experience and an expanded route network with direct passenger and cargo access to all world regions."

**Commented [RP(53)]:** I would recommend a question on how the Proposer's plan follows the guidelines of the Department and the Historical Preservation Board.

**Commented [WT(54R53)]:** Feel free to add. No issues.

**Commented [RP(55)]:** How does the design approval work? Are the guide lines in the MIA Master Plan for this specific location?

Are there design concepts or ideas that are strictly prohibited? If proposed and points are given by the evaluation committee, but then not approved after award, this can cause problems including changes in price.

What is the maximum time for design approval?

**Commented [ML(56R55)]:** 1) Info can be obtained from Pedro Hernandez, AD MDAD Facilities Development  
2) Info can be obtained from MDAD Facilities Development  
3) Six months



- References
- Key Personnel Resumes
- Sub-contractors
- Location of VIP terminal or similar project, begin and end dates of lease term, square footage of operated property in square footage, description of property type, enplanements for those years (if an airport property), average sales per transaction, minimum annual guaranteed rent, percentage rent, actual rent paid, term of lease (including commencement and expiration dates), capital investment (broken down into initial build-out and refurbishments, if applicable) and photographs (if available), description of the responsibilities in relation to construction and operations of the facility, photos and/or illustrations of existing locations, and type of agreement associated with the operation. Include details about annual membership, daily entry and pre-booked fees, premium/upsell sales, and the percentage of repeat customers served. Also provide the names, addresses, telephone numbers, and email addresses of the current landlords or property managers for each of these operations who will be familiar with the day-to-day operations.

#### Evaluation Criteria #4: Operations and Management Plan

- Operations Plan
  - Describe your Operations Plan. The Operations Plan must meet with the passenger demand and accommodate airline peak periods. The plan must also include:
    - Operations plan, including delivery, trash removal, replenishment plan, etc.
    - Minimum and maximum call time for food and beverage delivery to the airport-controlled section of the lounge.
    - Security Plan describing how the proposer will conform to the Airport's security requirements • Description of the point of sale and cash control system.
    - Describe your approach to managing the lounge during unforeseen significant airport incidents such as weather emergencies and irregular operations.
    - Provide information about your service and maintenance plan for automated equipment.
  - b. Proposed Management, Staffing, and Training: Proposers shall submit the following information regarding the proposed management and organizational structure, staffing plan, and management and staff training and incentive programs.
- Proposed Management, Staffing and Training
  - Provide an organization chart illustrating the reporting relationships between corporate and on-site management and between all on-site staff;
  - Metrics used to ascertain the levels of staffing required to provide excellent customer service and product quality. Indicate whether the proposed operating hours exceed or match the minimum hours of operation stated in this RFP;
  - Resumes for the proposed on-site General Manager, regional manager, and any other key management or culinary staff (as appropriate);
  - Labor recruitment and training practices, including a brief description of customer service training program or any other training program unique to the proposed concepts that will be used by Proposers at the Airport;
  - Describe your customer complaint resolution process.
  - Provide a description of your liquor control and food safety training.
  - Brief description of any employee incentive programs that will be initiated at the Airport to monitor, measure, promote, and reward sales and customer service;

**Commented [RP(57)]:** How is passenger demand determined?

**Commented [ML(58R57)]:** Passenger demand is determined by the vendor's marketing initiatives and business strategies to develop a membership base and thus a demand for their services.

- • Description of the management and staffing responsibilities of the proposed ACDBE participant(s), including resumes for management personnel;
  - • General description and example of the proposed employee dress code or uniform by location.
- Marketing and Promotions Plan
  - Marketing and Promotions Plan: Proposers shall submit sufficient information to allow the County to evaluate the marketing and promotions plan for its proposed concessions.
  - • Describe the analysis conducted to determine the concepts, brands, merchandise, menus, and product lines incorporated in the Proposal;
  - • Describe the research to be used to monitor customer satisfaction with the concepts, brands, merchandise, menus, and product lines selected for the program;
  - • Describe your corporate customer service philosophy. Identify how that philosophy will be applied in the Airport's concession program. Describe how the special needs of travelers such as families with small children, senior citizens, people with disabilities, and non- English speaking persons will be addressed. There is no need to repeat any employee incentive programs described in the Proposed Management, Staffing, and Training Plan in this section;
  - • Describe your digital marketing and social media strategies for engaging customers.
  - • Customer relationship management tools used to capture data.
  - • Describe typical on-airport promotions likely to be employed at the Airport if awarded the Agreement.
  - • Marketing strategies that will be used to increase lounge use and/or membership enrollment. d. Schedule for Design and Construction. This section should include: • Provide a design and construction schedule (utilizing the form provided on the Concessions Opportunity page at <http://business.flydenver.com/bizops/proprfp.asp> | Required Forms for RFPs | Design and Construction Schedule (direct link: <http://business.flydenver.com/bizops/documents/designConstSchedule.xlsx>)). • Describe the proposed schedule for (a) design and (b) construction of the proposed improvements. Note that the schedule must be consistent with the requirements consistent with Section 1, Paragraph V. above, the concession agreement to complete construction on the Concession Space and open for business.
  - • Explain adaptations or unique circumstances, affecting proposers ability to meet this schedule.
- Business Diversity?

**Commented [RP(59)]:** Does this mean they are allowed to advertise/solicit at the main terminals?

**Commented [ML(60R59)]:** Yes. However, there are fees for advertising in the MIA Terminal.

#### *Evaluation Criteria #5: Business and Financing Plan*

Each Proposer must submit the following information with regard to how the operations will be managed in a way that optimize sales and service to the traveling public, employees, and visitors to the Airport. The Business Plan should include the following sections.

- a. Quality Control and Supervision by Owners. State your approach to quality control and corporate monitoring and supervision of the concession in order to maintain high standards of service and performance.
- b. Provide the projected sales, cost of goods sold, and major operating expense categories, including the Minimum Annual Privilege Fee and Percentage Fee for the term of this agreement, and include projections of gross receipts per unit, gross revenues per enplaned passenger, and gross receipts per square foot per unit. Proposer's should provide a list of assumptions made during the development of the document and be able to explain their effects on the outcome.

Note: These assumptions are provided in order to compare proposals only. The County does not warrant the number of enplaned passengers, the enplanement growth rate, or the rate of inflation.

- c. Describe how you intend to meet or how you made a good faith effort to meet the County's goals.
- d. Provide current Dun & Bradstreet Summary, if available. If a Dun & Bradstreet Summary is not available, state the reason.
- e. Provide the name, address, telephone and fax numbers for a representative of the proposer's bank. Attach a letter of reference from the bank.
- f. Attach such other information demonstrating the proposer's ability to fund the capital investment and undertake the obligations and operations subject to this RFP. (For example, letter of commitment for financing from a bank or other lender, funding sources, guarantors, investors, cash available, line of credit, etc.) All funds must specify they are available for this specific opportunity.
- g. All proposers should provide financial statements, including balance sheets, statements of income, statement of cash flow and changes in financial position, for the last two calendar or fiscal years. Audited statements are strongly preferred. In the event audited financial statements are not available, all financial statements should be certified by the proposer's Controller or an Officer of the Company.
- h. If the proposer is an individual, attach copy of the proposers most recent federal income tax returns for the past two calendar or fiscal years and personal financial statement.
- i. Provide a list of leases or agreements where you have been a tenant and have been terminated for cause or declared in default within the past five (5) years, unless the termination or default was withdrawn or resolved in your favor.
- j. Provide a list of leases, agreements, loans, or other contractual obligations with the County or any other landlord or creditor where you presently have delinquent debts or arrearages.
- k. Has the proposer, any entity comprising the proposer, or any legal person comprising the proposer ever had a bond or surety cancelled or forfeited? If yes, state the name of the bonding company, date, amount of bond, and reason for such cancellation or forfeiture.
- l. Has the proposer, any entity comprising the proposer, or any legal person comprising the proposer ever (i) made an assignment for the benefit of creditors, (ii) had a receiver, liquidator or trustee of your property, (iii) had a petition filed by you or against you for bankruptcy or reorganization pursuant to the federal Bankruptcy Code or any similar state or federal statute, or (iv) been adjudicated as bankrupt or insolvent? If yes, give details, including date, court jurisdiction, amount of liabilities, and amount of assets and current status.
- m. Has the proposer, any entity comprising the proposer, or any of its principals, parent companies, subsidiaries or related companies ever been debarred or suspended from bidding or proposing? If yes, include a statement of any proceedings which prohibited or limited the proposer from bidding or proposing with any federal, state, or local government entity. Include a brief description of the reasons for such action having been taken, the effective dates thereof, and the governmental agency involved.
  - b. Has the proposer, any entity comprising the proposer, or any of its principals, parent companies, subsidiaries or related companies been terminated for cause or declared in default under any lease, agreement, loan, or other contractual obligation within the past five (5) years, without the termination or default being withdrawn or resolved in favor of the proposer? If yes, include a brief statement identifying the contract in question and the parties to the contract, and a brief description of the default or termination.
  - c. Has the proposer, any entity comprising the proposer, or any of its principals, parent companies, subsidiaries or related companies been convicted of a bid or proposal related crime or violation, or been convicted of any felony in any jurisdiction within the last five (5) years? If yes, provide the names of the individuals, charges for which the individual was convicted, and the court of jurisdiction.
  - d. Is the proposer, any entity comprising the proposer, or any of its principals, parent companies,

**Commented [RP(61)]:** Why is this necessary?

**Commented [WT(62R61)]:** Feel free to delete but this is standard to assist in verifying financials.

subsidiaries or related companies presently delinquent or in arrears in payments of rent or any debt incurred under any lease, agreement, loan, or other contractual obligation with City or any other landlord or creditor? If yes, fully describe each delinquency or arrearage, including the contract in question, the parties to the contract and any legal or administrative proceedings a creditor has commenced to collect the delinquency or the proposer has commenced to dispute the delinquency or arrearage under the provisions of the contract.

- n. Is the proposer, any entity comprising the proposer, or any legal person comprising the proposer delinquent in the payment of any city, state, or federal taxes? If yes, fully describe each such obligation along with any agreed upon plan of payment with the respective taxing authority.

#### Evaluation Criteria #6 Price

- Minimal Annual Guarantee?
- Minimum Investment?
- Provide your pricing for memberships, services, etc.
- Provide complete proposed menus or merchandise lists, including premium liquor packages, with prices to be in effect at the time of opening and for the entire first year before price adjustments can be submitted for approval.

#### Additional Questions

- Do you wish to include pre-proposal conference and site visit? Yes, pre-proposal conference and site visit
- If you wish to have a pre-proposal conference and site visit, do you intend to make these mandatory for proposers? No
- Minimal Annual Guarantee? Yes, minimum annual guarantee of rent should not be below the published appraisal rates for the building. Rates are approved by the Miami-Dade County Board of Commissioners and reviewed and ratified each October 1.
- Percentage of Rent? Proposers to submit a proposed percentage in conjunction with the solicitation for the County's review.
- Opportunity Fee? Yes

**Commented [RP(63)]:** What is this?

**Commented [ML(64R63)]:** Opportunity fee is a payment for a lessee's privilege of doing business on the Airport premises. Opportunity fee is currently 7% of gross revenues of the lessee. The lessee reports their monthly gross revenues and pays a 7% opportunity fee on the gross revenues that exceed the monthly rent charges.











