



DFW Concessions Flight Path

Track 2: Growth & Navigation

DFW



Track 2 Agenda



**Growth &
Navigation**

01

**Introduction
& Program Updates**

**Business
Development 201**

02

03

**Opportunity
Strategy**

Concessions 201

04

05

**Upcoming Events
Q&A**



New Openings!





C33

C35
AA 007
Chicago - O'Hare
Depart 10:37 AM
Standing
4
10:05 AM

Gates C27, C35-C39
Skylink to:
Exit / Bag Claim

Gates C35, C31-C39
Skylink to:
Exit / Bag Claim

C34

5-YEAR LOOK AHEAD

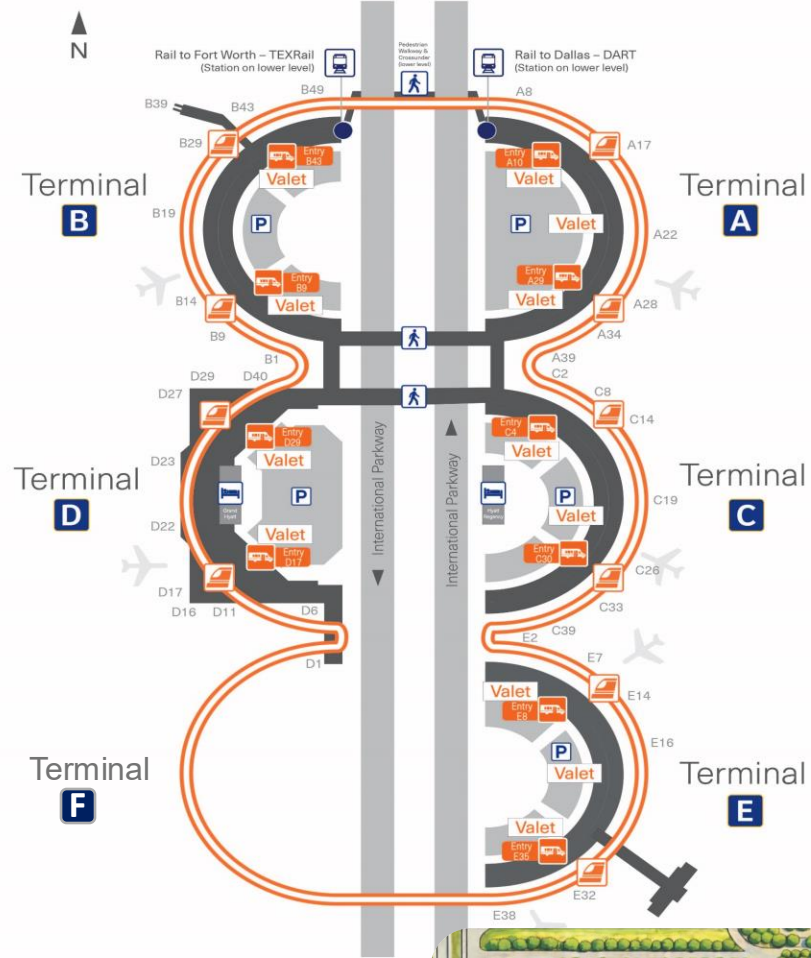
**OCT 2026
23**

**2027
23**

**2028
20**

**2029
25**

**2030
21**



RFI F&B Pad Site

August 2026

Pad Site A: 1.08 acres
Pad Site E: 1.25 acres

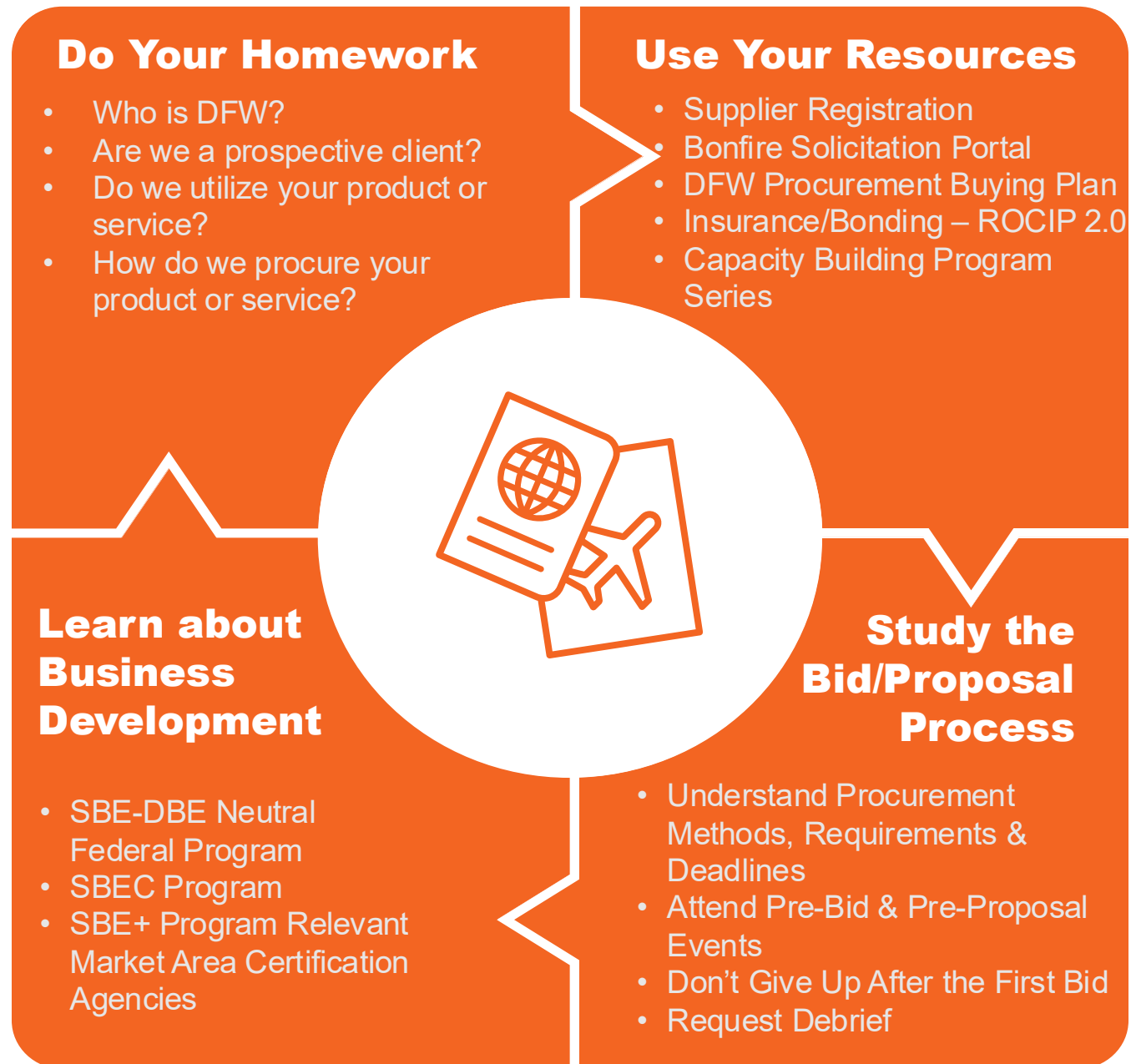


DFW

BUSINESS DEVELOPMENT 201



Doing Business At DFW



NCTRCA



DFW Concessions Flight Path Track 2

Your Flight Path Starts Here



A background image showing a close-up of two hands shaking over a clipboard, symbolizing a business agreement. The image is partially obscured by a dark purple banner at the top and a light blue rounded rectangle in the middle.

Building the Next Generation of Airport Concessions Together

NCTRCA Connects Businesses To:

- ✓ Certification & Eligibility
- ✓ Airport Concessions Opportunities
- ✓ Corporate & Prime Contractor Relationships
- ✓ Business Readiness Resources
- ✓ Capital & Capacity Building
- ✓ Strategic Networking Through The Bridge™



Angela Alexander, Executive Director

Meet NCTRCA

North Central Texas Regional Certification Agency

- **Governmental Entity:** We are the Certification Authority for North Central Texas, One Texas, One of the Largest Texas Unified Certification Program Members for the State of the State of Texas, serving the region for over 35 years
- **Federal Gateway:** Connects firms to USDOT, FHWA, FAA, and FTA opportunities
- **Regional Reach:** Certifications recognized by DFW International Airport, City of Dallas, City of Fort Worth, City of Arlington, DART, NTTA, and 20+ entities
- **Certification Management:** Supporting certifications for 5000+ certified firms with a local, regional, and national presence

CERTIFICATIONS: What You Need to Know

SBE — Small Business Enterprise

Foundational certification for locally owned and operated firms. Eligibility is based on based on firm size, ownership, and control using **SBA size standards** for your NAICS code NAICS code industry. Designed to support access to public-sector and corporate corporate contracting opportunities.

SBE+ — Small Business Enterprise Plus

Expanded designation developed by **NCTRCA in partnership with DFW International Airport**. Incorporates SBA size standards *plus* a Personal Net Worth (PNW) (PNW) threshold of \$2.047M for ownership relied upon for certification.

SBEC — Airport Concessions

DFW International Airport certification designed to strengthen local small business participation in airport concession contracts — food & beverage, retail, advertising, car rentals, and services.



CERTIFICATION IS A STRATEGY

Qualified Access to Contracting Pipelines

Whether it is concessions, capital development, or professional services, certified firms are intentionally positioned within procurement frameworks.

Tied to billions in infrastructure, passenger experience, and operational investments.

Strategic Visibility to Prime Contractors

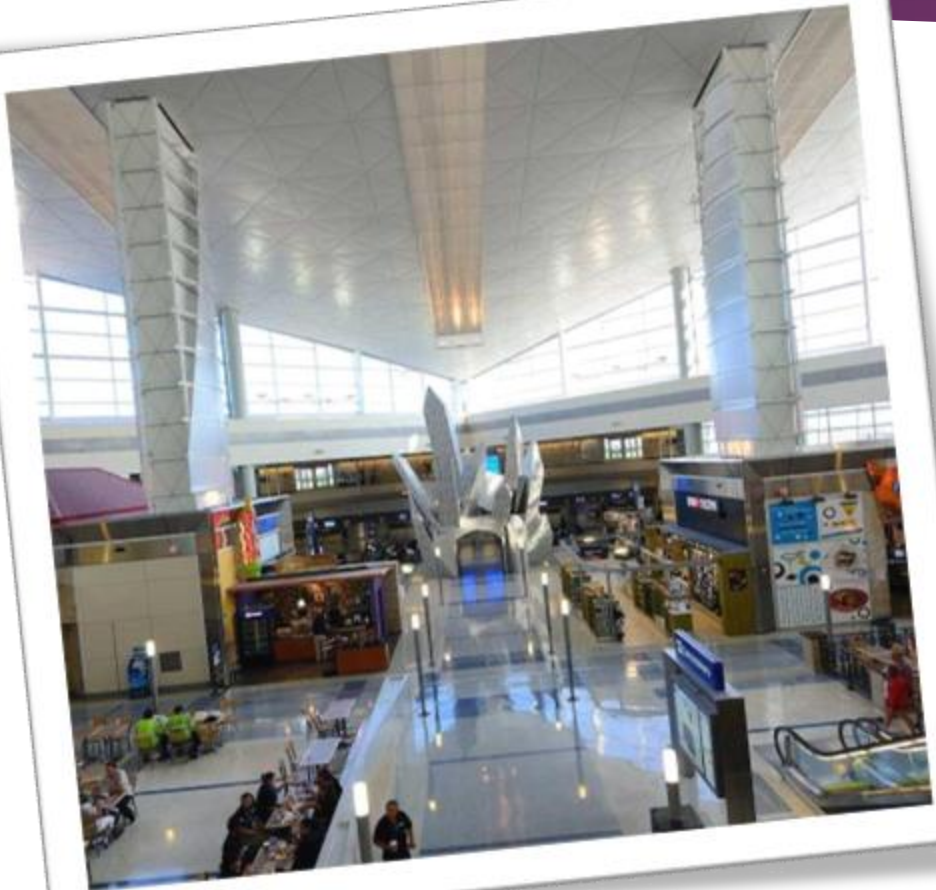
Prime contractors are not casually searching for partners. They are required vet, and engage certified firms early in the pursuit phase. Certification places in the databases, directories, and internal sourcing strategies primes rely on compliant, competitive teams.

Alignment with Airport-Specific Programs (SBE, SBE+, SBEC)

DFW International Airport Programs are developed in alignment with airport contracting realities. SBEC creates direct pathways into the most visible and revenue generating segments. CERTIFICATION's purpose is built for how business is actually awarded.



CERTIFICATION IS A STRATEGY



Credibility Through Independent Verification

Certification is a rigorous validation of ownership, control, and operational compliance and audit standards are non-negotiable, that third-party verification matters. It signals to procurement teams and primes that your firm has already cleared a level of scrutiny; reducing risk and accelerating engagement decisions.

Positioned for Long-Term Growth, Not One-Off Wins

Don't view certification as a single contract play. Use it to build relationships across departments, projects, and partners within the airport ecosystem. DFW is not a one-project environment. It is a continuous pipeline of capital programs, concessions rotations, and service contracts. Certification allows you to stay in that cycle, build past performance, and scale intentionally

CERTIFICATION ASSISTANCE



For assistance with the certification process or to schedule a one-on-one meeting with an NCTRCA staff member, please call 817-640-0606 or email receptionist@nctrca.org

Assistance is also available during the NCTRCA Certification Workshops which are held several times during the year at various North Texas locations.

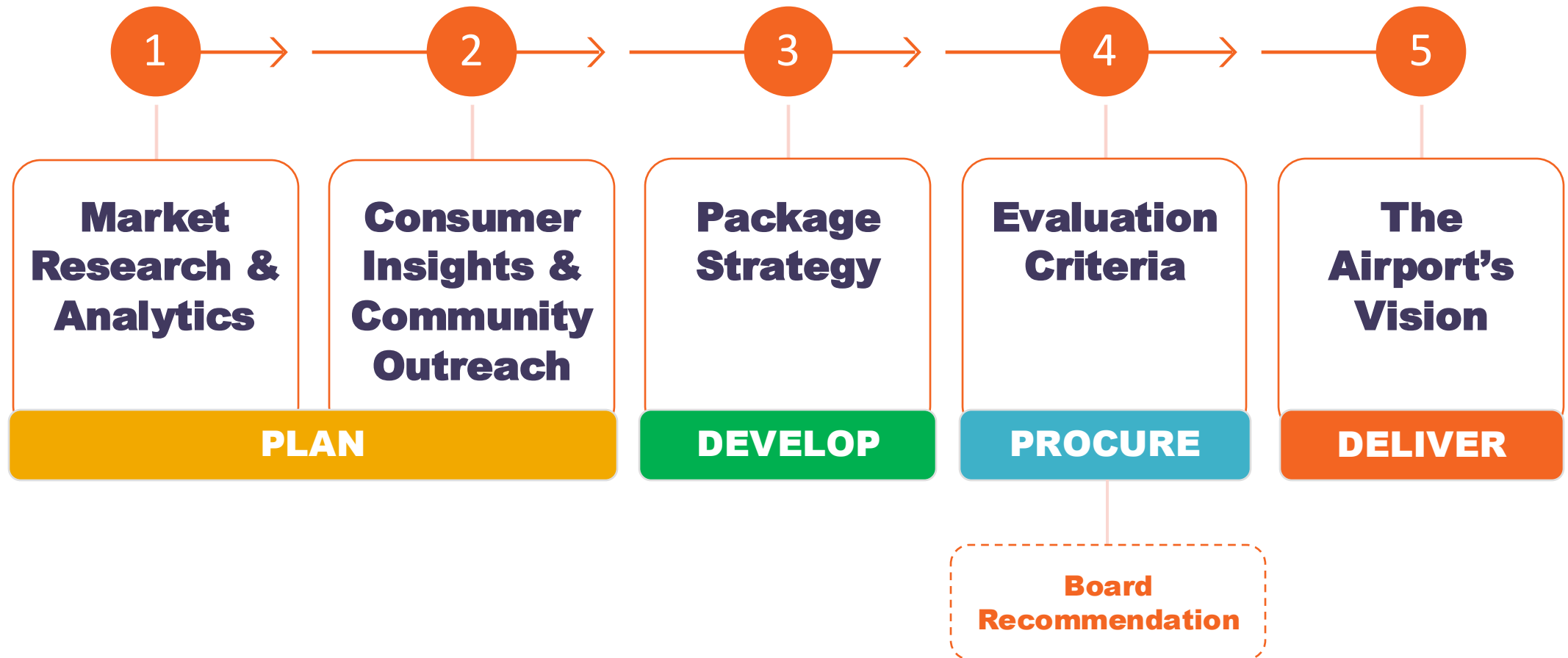
For a schedule of the workshops, please go to <https://nctrca.sdbbe.com/> and select the Training button in the System Training section

STRATEGY

A faint, stylized illustration in a light purple color serves as a background. It depicts a person from the side, pushing a shopping cart. The person's head is a simple circle, and their body is composed of thick, rounded lines. The shopping cart has a circular wheel and a rectangular frame. The overall style is minimalist and modern.

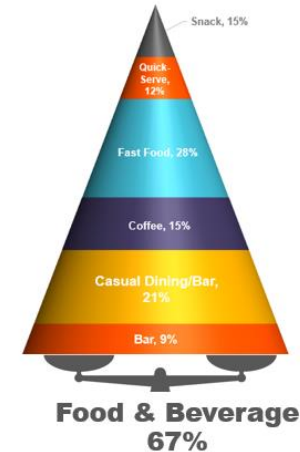
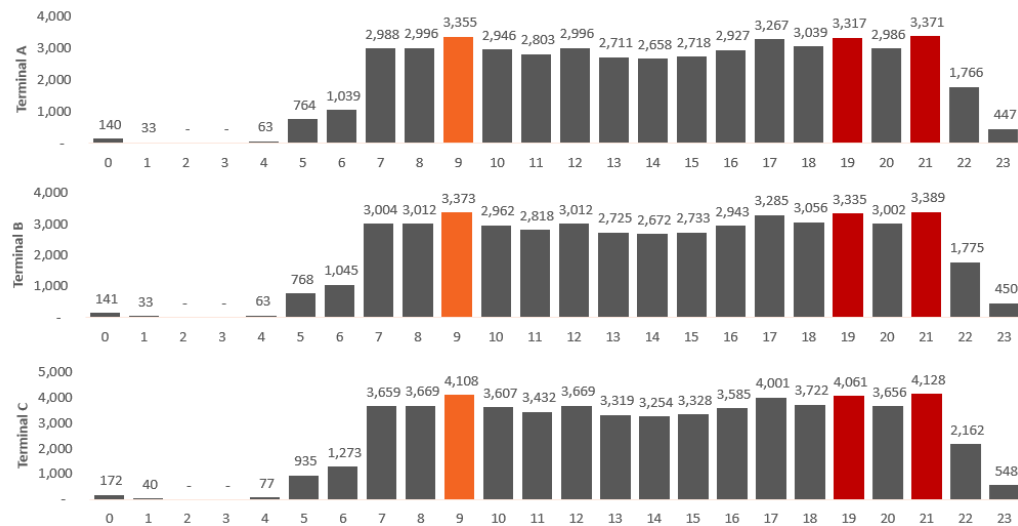
- **Understanding package strategies**
- **Sense of Place – and why it matters**
- **Building a Competitive Business Model**

RFP Mechanics



Package Strategies

We analyze passenger movements, airline schedules, historical sales, and operational performance to determine the right concession mix for every terminal. This **quantitative foundation** ensures each solicitation is driven by demand, supports long-term revenue growth, and enhances the **passenger experience**.



**Subcategory
Allocations**

Creating a Sense of Place



We believe concessions should tell the story of our region.

Every terminal is thoughtfully curated to reflect the culture, diversity, innovation, and hospitality that define North Texas. Our goal is for every traveler to leave with an experience that connects them to the place they've just visited.

Customer obsession is a state of hyperfocus on creating a better customer experience **from the customer's perspective.**



Building a Competitive Business Model



What Prime Operators Look for in Partners

- Value that differentiates your business



Financial Readiness

- Having a well-developed AIRPORT MODEL business plan



Staffing & Operational Capacity

- Volume capability



Scaling Business

- Having a growth plan in place



Insurance, Bonding, Compliance

- Professional readiness

CONCESSIONS 201

- **How to Read an RFP Like an Evaluator**
- **How to Build a Competitive Proposal**
- **Proposal Roadmap**

RFP Evaluation Criteria

MINIMUM QUALIFICATIONS

- MQ1 Proposal Acknowledgment Form ([Exhibit A](#))
- MQ2 Concessions Business Disclosure Form ([Exhibit B](#))
- MQ3 Concept (*will also be scored*)
- MQ4 Sustainability
- MQ5 Rent (**Attachment 1 & 2**) (*will also be scored*)
- MQ6 Financials ([Exhibit E](#))
- MQ7 SBEC and SBEC+ Participation

1.	CONCEPT TAB 2	A. BRAND B. FIT C. SALES POTENTIAL D. MERCHANDISE/MENU	30
2.	OPERATIONS TAB 3	A. DESIGN OVERVIEW B. OPERATIONAL OVERVIEW	20
3.	CUSTOMER EXPERIENCE TAB 4	A. CUSTOMER OBSESSED B. #ONEDFW C. TECHNOLOGY D. INNOVATION	20
4.	COMMUNITY IMPACT TAB 5	A. COMMUNITY PROGRAMS	15
5.	EMPLOYEE ENGAGEMENT TAB 6	A. PROGRAMS/INITIATIVES B. RECOGNITION & RETENTION C. MANAGEMENT EXPERIENCE D. STAFFING/TRAINING PLAN	10
6.	RENT TAB 7	A. PROPOSED PERCENT RENT	5

Every part of an RFP is designed to answer one fundamental question:

"Can this proposer successfully deliver the airport's vision, meet passenger expectations, and operate as a trusted long-term partner?"

Vision:

Travel. Transformed.

Mission:

Discover new ways to **care for our customers, inspire our employees, and strengthen our communities** to create an exceptional Airport experience. **Every. Day.**



STRATEGY:

Enjoy, Relax, Remember

We design experiences across multiple terminals that align with each **passenger profile**, each **terminal's unique travel patterns**, and **revenue targets**.

Our strategy is data-led, customer-focused, and built to **balance operational ease** and **revenue reliability** with **memorable experiences** that differentiate DFW.

Proposal Roadmap

**Determine
Model**



**Develop
Model**



**Get
Certified**

**Know Your
Responses**



**Understand
Timelines**



**Understand
RFP**

Prepare Proposal

BONFIRE DEMONSTRATION



Key Bonfire Takeaways



Can I update my proposal after it is uploaded into Bonfire? Answer: Yes, *you can change/update your submission* **but only until** the closing/due date and time.



Make sure the content matches the title



Bonfire will not confirm the content



If you have an issue uploading a document, ensure the document is COMPLETE, then re-upload.



Check your documents.



DO NOT WAIT until the last minute. Once the RFP closes, no submissions will be accepted.

UPCOMING EVENTS



Upcoming Concessions Events

Event	Audience	Date/Time	Location
Outreach Track 2	New and Existing	7/16/26 3p-4:30p	Webinar
Outreach Track 3	Existing	September 2026	Webinar
RFP Preview	New and Existing and Vendors	October 28, 2026	Hyatt Regency

Sign up to receive updates on upcoming events and opportunities.



CONTACT INFORMATION



PRIOR
TO RFP RELEASE



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Q&A

