



# REQUEST FOR PROPOSALS

Concessions Opportunity Solicitation 121125

December 11, 2025



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



2400 Aviation Dr., DFW Airport, TX 75261

## MEET THE DFW TEAM

02

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Concessions*

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*Vice President  
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**DFW****David Foster**

*Sr. Contract Administrator  
Procurement*

**DFW**

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**EXHIBITS LINKS**[21](#)

- A. Proposal Acknowledgement Form (Tab 1-C)
- B. Concessions Business Disclosure Form (Tab 1-D)
- C. Estimated Investment (Tab 8-A)
- D. Pro Forma (Tab 8-B)
- E. Summary of Financial Statements (Tab 8-C)
- F. Small Business Enterprise Concession (SBEC) and Small Business Enterprise (SBE) Participation F1 – F6 (Tab 9)

**ATTACHMENTS LINKS**[21](#)

1. Package Goals, Location Information and Proposed Percent Rent
2. Sales Expectation
3. Draft Concession Lease Agreement
4. Glossary
5. Proposal Disclaimers
6. Directory and Maps
7. Frictionless Customer Journey
8. DFW Demographics and Enplanement Data
9. Passenger Segmentation Study

# I. THE AIRPORT ENVIRONMENT

04



## TRAVEL. TRANSFORMED.

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

**87.4M**  
PASSENGERS  
WITH OVER  
**61%** CONNECTING

**79** INTERNATIONAL  
DESTINATIONS  
**191** DOMESTIC  
DESTINATIONS



Every major city in the continental United States can be accessed within **FOUR HOURS**

**33** PASSENGER  
AIRLINES  
DOMESTIC: **13**  
FOREIGN FLAG: **19**  
  
  
**CARGO** **19**  
AIRLINES

 DFW COVERS MORE THAN  
**26.9** SQ. MILES  
Larger than Manhattan

 **\$78.3B**  
ECONOMIC GROWTH  
Over **684,000** jobs  
  
**DIRECT/INDIRECT  
EMPLOYMENT**

## CONCESSIONS

Position DFW as the Airport of choice with opportunities that boost revenue and create customer-centric spaces that reflect and uplift the community.

 **GENERATE**  
NON-AERONAUTICAL  
REVENUE  
**\$1.3B** Gross Receipts

 HOURS OF  
**OPERATIONS**

**365** DAYS PER YEAR  
**FIRST** Flight to last flight  
**IRREGULAR OPERATIONS** (delayed flights)  
Flight **Banking** (gaps between flights)  
**3** DAY-PARTS MENU ITEMS

  
**LOGISTICS**  
& ACCESS

**FUTURE**  
**CENTRALIZED**  
Receiving &  
Distribution

**OPERATING** COSTS  
  
Badging  
Employee Transportation  
Operating & Maintenance  
Marketing Assessment  
Non-compliance Fees  
Vehicular Access Charge

## II. RFP SCHEDULE AND PACKAGE LIST

05

### RFP SCHEDULE

Dec 11	Jan 7	Jan 12	Feb 2	Q3
2025	2026	2026	2026	2026
RFP Release	Pre-Proposal Conference Hyatt Regency Terminal C DFW 1:00pm CT	Final Date for Questions & Clarifications	Proposal Response Due Date by 2:00pm CT	Anticipated Board Date

### PACKAGE LIST – SBEC 100%

December 11, 2025

<u>Package 01</u>	<u>Package 02</u>	<u>Package 03</u>	<u>Package 04</u>
A15 Specialty Retail 2,400 SF 10 Years <b>SBEC 100%</b>	1. A20 Popcorn 377 SF 2. B27 Popcorn 939 SF 10 Years <b>SBEC 100%</b>	B19 Sweet Treat 420 SF 10 Years <b>SBEC 100%</b>	E34 Popcorn 726 SF 10 Years <b>SEBC 100%</b>
<u>Package 08</u>	<u>Package 10</u>		
F27 Juice/Smoothie Bar 543 SF 12 Years <b>SBEC 100%</b>	F17 Frozen Treat 831 SF 10 Years <b>SBEC 100%</b>		

### PACKAGE LIST – SBEC GOAL

December 11, 2025

<u>Package 05</u>	<u>Package 06</u>	<u>Package 07</u>
B20 Fast Food Asian 2,556 SF 12 Years <b>SBEC GOAL 40%</b>	1. F29 Fort Worth Dine/Bar/Gifts 5,151 SF 2. F29 Fast Food National Branded Chicken 3,854 SF 12 Years <b>SBEC GOAL 35%</b>	1. F17 Dallas Dine/Bar/Gifts 4,929 SF 2. F17 Fast Food National Branded Burger 2,729 SF 12 Years <b>SBEC GOAL 40%</b>
<u>Package 09</u>	<u>Package 11</u>	
F17 Retail – Sunglasses 703 SF 10 Years <b>SBEC GOAL 30%</b>	F31 Retail - Cosmetics/Fragrance 822 SF <b>10 Years</b> <b>SBEC GOAL 30%</b>	

## III. PROPOSAL REQUIREMENTS

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### A. MINIMUM QUALIFICATIONS

The seven Minimum Qualifications (MQ) below are components of the required submissions and are **PASS/FAIL**. A proposal must include all items below to be reviewed and considered for evaluation by the Selection Committee.

MQ1	Proposal Acknowledgment Form ( <a href="#">Exhibit A</a> )	Tab 1-C
MQ2	Concessions Business Disclosure Form ( <a href="#">Exhibit B</a> )	Tab 1-D
MQ3	Concept ( <i>will also be scored</i> )	Tab 2
MQ4	Sustainability	Tab 3-C
MQ5	Rent ( <b>Attachment 1 &amp; 2</b> ) ( <i>will also be scored</i> )	Tab 7
MQ6	Financials ( <a href="#">Exhibit E</a> )	Tab 8
MQ7	SBEC and SBEC+ Participation	Tab 9

### B. AWARD LIMITS

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

### C. CHANGES TO PROPOSALS

No changes in proposed rent or any changes in service or concept may be made by the Proposer after proposal submission, except as specifically provided in this RFP. **When submitting a proposal, proposer must bid on all locations within a selected package.**

### D. LATE PROPOSALS

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

**Proposal(s) must be received by DFW on or before the deadline:**

**February 2, 2026, by 2:00 pm Central Time (CT)**

### E. EVALUATION OF PROPOSAL

All proposals meeting the **Minimum Qualification Requirements** outlined above will be reviewed and scored to determine the highest-scoring proposal.

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

The Airport reserves the right to request a "best and final" offer, if necessary, for the purposes of determining a recommendation. A final proposal rating will be made and notice of award will be given. The successful proposers for each location will have the non-exclusive right to sell approved products and services consistent with their concept.

## IV. PROPOSAL EVALUATION CRITERIA

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### PROPOSAL SCORING

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

**Note: 1 & 6 are also Minimum Qualifications, as noted in Section III: *Proposal Requirements A*.**

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

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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

100

POSSIBLE  
POINTS

**V: PROPOSAL PREPARATION****08**

- MUST BID ON ALL LOCATIONS WITHIN A CHOSEN PACKAGE.**
- SUBMIT A SEPARATE PROPOSAL FOR EACH PACKAGE.**

**60 Page Max**

11pt font, single spaced, single sided  
or **30 Pages**  
Double sided

*SBEC Forms not counted in page max*

**Include logo, menus and other marketing concepts**



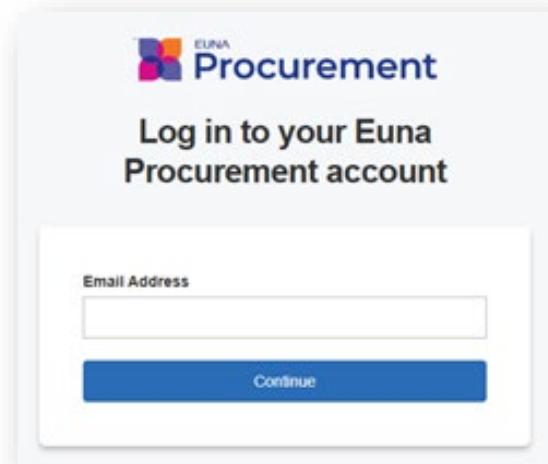
300 DPI or higher resolution

High res, png or jpeg format

*No videos, sample products or other collateral*

## Upload ALL Proposals through Euna Bonfire:

- 1. **Register** for Bonfire at DFW Airport's Procurement Portal at  
<https://dfwairport.bonfirehub.com/portal/>
- 2. **Register** with DFW's Airport Supplier at  
[www.dfwairport.com/procurement](http://www.dfwairport.com/procurement) and click on **Supplier Registration** in the menu at the top for instructions.
- 3. **Upload** proposal as outlined in **Bonfire**.  
 Multiple uploads will be required.



*For Bonfire help or support contact:  
[support@gobonfirehub.com](mailto:support@gobonfirehub.com)*

*End of Section V: Proposal Preparation*



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# VI. PROPOSAL SUBMISSION REQUIREMENTS

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Section VI is inclusive of **Tabs 1-9**. Please review and complete the steps in all nine tabs.

## TAB 1 - PROPOSAL OVERVIEW

### A. COVER SHEET

Provide a cover sheet that includes:

1. Entity Name and Address
2. Entity Logo
3. Package #
4. Concept/Brand
5. Concept Location(s)

### B. EXECUTIVE SUMMARY

Provide an executive summary to include the following:

1. This entity's abilities to perform at DFW.
2. The proposed concept(s) strengths to DFW.
3. How this entity's previous experience qualify for this package.
4. Highlight WOW factors such as awards received, media recognition, uniqueness of brand and/or merchandise/services, growth potential, SBEC and SBE+ initiatives, etc.
5. Explain how this concept will engage the customer and/or enhance the customer experience.

### C. PROPOSAL ACKNOWLEDGMENT FORM (Exhibit A) \*MQ1

1. Complete and sign [Exhibit A](#).

### D. CONCESSIONS BUSINESS DISCLOSURE FORM (Exhibit B) \*MQ2

1. Complete one [Exhibit B: Concessions Business Disclosure Form](#) for the Primary proposing entity **and one for each** entity owner partner.
  - a. All individual owners must be listed. For example, a two-member entity is required to complete three forms, one for the combined proposing entity, and one for each entity partner. Assumed names must also state official company names. **This form will provide company, contact information, and ownership interest breakdowns.**
2. Provide copy(s) of JV Certificate(s), if applicable.

# VI. PROPOSAL SUBMISSION REQUIREMENTS

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## **TAB 2 – CONCEPT \*MQ3**

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

[\*\*Attachment 1: Package Goals, Location Information and Proposed Percent Rent.\*\*](#)

### **A. CONCEPT/BRAND**

Provide information for this location in detail to clearly define the proposed concept/ brand:

1. Electronic version of the proposed concept's logo.
2. Concept/brand's competitive advantage versus other similar concepts.

### **B. CONCEPT FIT**

Based on the demographics provided by DFW International Airport:

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

### **C. SALES POTENTIAL**

1. Anticipated average transaction value for this concept/brand.
2. Anticipated annual system-wide sales for the first full year of the proposed concept/brand.
3. Average sales per unit for this concept/ brand for the past 3 year.
4. Historical concept/ brand's system-wide sales for the past 3 years.
5. Annual system-wide sales percentage growth or percentage growth of units.
6. Current average transaction value for this concept/ brand.

### **D. MERCHANDISE / MENU**

The proposed menu/merchandise list must include:

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

*Merchandise/products/services sold at DFW Airport are to be priced under one or more of the pricing models listed in [\*\*Attachment 3: Draft Lease Agreement\*\*](#), Section 6.01 Products and Pricing.*

# VI. PROPOSAL SUBMISSION REQUIREMENTS

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## TAB 3 - OPERATIONS

### A. DESIGN OVERVIEW

Design and finish materials for all tenant improvements must align with the DFW Tenant Design Manual (TDM) and be approved through the Airport Design Review Process. The selected proposer will be required to demolish any existing finishes and completely furnish and equip the new facility, based on Information in the TDM. The Design Criteria Manual, CADD Standards Manual, Construction and Fire Prevention Standards, Concessions Tenant Design Manuals, and Construction Permit Fee Schedule can be found at [www.dfwairport.com/concessions](http://www.dfwairport.com/concessions).

Provide the following information related to proposed concept(s):

1. Basic renderings of the interior/exterior depicting storefront design.
  - a. **\*Note: Packages 6 and 7 MUST include full design renderings.**
2. Proposed layout demonstrating passenger flow and product placement.
3. Images representative of sample materials and colors to be used.
4. Describe the overall floor plan, look, and feel of the location.
5. Describe the design of "mobile order pick-up" and "grab and go" (if applicable).
6. Innovative elements to be incorporated, such as digital, interactive, in-store technology, etc.

### B. OPERATIONAL OVERVIEW

Demonstrate proposer's ability to develop and manage the proposed operation with the following:

1. Processes and procedures for providing high location standards and customer service, including:
  - a. Cleanliness Standards
  - b. Stocking/Restocking
  - c. Upon implementation of the CRDC, DFW will require overnight delivery and stocking. Stores must be 'show-ready' upon daily opening. See [Attachment 3](#), Section 6.04.
  - d. Customer Service Standards
  - e. Facility Maintenance
2. Demonstrate operational excellence, such as customer satisfaction surveys, current landlord reviews, or other examples/explanations.
3. Detail the operational flow of the location's "grab and go" (if applicable).
  - a. Explain how you will separate your "grab and go" sales for POS Integration.
  - b. Staffing process for "grab and go" and pick-up orders from mobile ordering (if applicable).

### C. SUSTAINABILITY - PASS/FAIL \*MQ4

Provide information on your current and/or proposed Sustainability program to include:

1. Grease recycling and food/product donations.
2. Products and equipment used in daily operations that support sustainability.
3. Environmentally friendly/biodegradable packaging or utensils to be used in the proposed location(s).
4. Percentage of materials and practices expected to contribute to sustainable planning, design, construction, and operation.

# VI. PROPOSAL SUBMISSION REQUIREMENTS

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## TAB 4 - CUSTOMER EXPERIENCE

### A. CUSTOMER-OBSESSED

“Clean, Working and Friendly” – DFW relies on excellent customer experience with Texas hospitality achieved through enthusiastic interaction with passengers, innovation, technology, and creating the “WOW” factor experience while providing a welcoming ambiance.

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

### B. #ONEDFW

To embrace #OneDFW is to embody pride in one’s work, value others, and respect the customer journey.

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

### C. TECHNOLOGY

1. What data-driven approaches will be used to meet customers’ core needs?
2. Detail how will your company reduce processing time and stress for a frictionless experience, as referenced in [Attachment 7: Frictionless Customer Journey](#).
3. How will your company leverage online ordering platforms (if applicable)?

### D. INNOVATION

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

## TAB 5 - COMMUNITY IMPACT

### A. COMMUNITY PROGRAMS

Describe how your company contributes to community program(s) that provide positive, measurable change, beyond monetary donations, to the communities in which you operate by providing the following:

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

# VI. PROPOSAL SUBMISSION REQUIREMENTS

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## TAB 6 - EMPLOYEE ENGAGEMENT

### A. PROGRAMS & INITIATIVES

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

### B. RECOGNITION & RETENTION

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

### C. MANAGEMENT EXPERIENCE

1. Number of years and scope of proposer's relevant experience in operating in the proposed subcategory.
2. Number of locations operated and the average gross sales for locations.
3. Degree of relevant experience in operating in a non-traditional environment, if applicable (e.g., Airports, Stadiums, Universities, etc.).
4. Elements from past non-Airport venues that are transferable to working at the Airport and identify the characteristics differentiating traditional operations versus Airport operations.
5. Experiences working in an airport environment, if applicable.
6. If you do not have non-traditional experience, provide information on how your management experience will achieve the Airport's goals.
7. Resumes of all owners, partners, and management that will have responsibility for the DFW location(s).
8. Organization/staffing chart showing reporting structure, management/operating committees (if applicable), including names of owners, partners, management, supervisors, and staff.
9. Describe key individuals including SBEC and non-SBEC partners, and their specific roles and responsibilities.

### D. STAFFING & TRAINING PLAN

1. Describe onboarding process and scope.
2. Provide training program(s) outline and scope.
3. Describe your hiring program(s) including incentives, if applicable.

# VI. PROPOSAL SUBMISSION REQUIREMENTS

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## TAB 7 – RENT \*MQ5

### A. PROPOSED PERCENT RENT

Provide the proposed percentage rent(s) within the stated ranges listed for each package description, as well as overall revenue potential relative to product offerings and/or brand(s). Tiered or graduating percentages will not be accepted unless outlined on the concept description form. The Minimum Annual Guarantee (MAG) is set for each location and will go into effect in Year Two of the lease. Proposed alternate MAGs will not be accepted.

1. Complete [Attachment 1: Package Goals, Location Information and Proposed Percent Rent](#)
  - a. Fill in proposed SBEC and/or SBE+ participation percentage.
  - b. Fill in proposed percentage rent for each category, for each location within package.
2. Complete [Attachment 2: Sales Expectation, for each](#) proposed package.

## TAB 8 – FINANCIALS \*MQ6

Under the laws of the State of Texas, any proposal may be considered a public record after the award of the contract and, except as noted below, will be available for inspection and copying by any person after the award of the contract. The Airport will take reasonable efforts to protect any information marked "confidential". Confidential information may be submitted in a separate envelope, sealed and marked "Confidential Information." In the event that the Airport receives a request under the Texas Public Information Act to release any or all information disclosed to it, the Airport shall review the responsive materials thoroughly and, if justified, will make a good faith attempt to notify the discloser as soon as practicable, in which case the Discloser will have the right to assert to the Texas Attorney General that such information is confidential and that the Airport should not be ordered to release such Information under the Texas Public Information Act.

### A. ESTIMATED INVESTMENT

Provide information on how your company will fund the proposed service, including:

1. Complete the Estimated Investment ([Exhibit C: Part 1 & 2](#)).
2. Letter from any entity listed as a funding source.

**Note:** For SBEC, funding source must also be SBEC.

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

### B. PRO FORMA

Complete the Pro Forma ([Exhibit D](#)).

### C. FINANCIAL STATEMENTS

Summary of Financial Statements ([Exhibit E](#)).

### D. EXTERNAL FINANCIAL SUPPORT

Provide information, if applicable.

## VI. PROPOSAL SUBMISSION REQUIREMENTS

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### TAB 9 – SBEC and SBE+ Participation (Exhibits F1-6) – Pass/Fail \*MQ7

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

**Procurement Contact: Attn: David Foster**  
**Contracts Administrator**  
**[dfoster@dfwairport.com](mailto:dfoster@dfwairport.com)**

### Small Business Enterprise Concessions (SBEC) Requirements

The Airport Board has adopted a policy which establishes participation requirements for the Small Business Enterprise Concessions (SBEC) program. To the extent that the SBEC Policy and Administrative Procedures do not address an issue or concern, the Airport Board will follow the provisions of 49 C.F.R. Part 23 and 26 that were not impacted by the Interim Final Rule.

#### **SBEC PARTICIPATION AND GOALS**

The SBEC participation in this RFP will be either 1) 100% SBEC participation, or a 2) SBEC goal percentage as cited in each respective package summary and requirements.

- 1. SBEC ONLY PARTICIPATION:** Must be one hundred percent (100%) SBEC which requires proof of SBEC certification by BDD. No Good Faith Efforts. Must meet the 100% SBEC requirement. The 100% SBEC participation is a percentage of gross receipts.
- 2. SBEC GOAL PERCENTAGE:** The proposer may meet its SBEC goal commitment utilizing any combination of options listed below all of which require proof of SBEC certification by BDD. The SBEC goal is a percentage of gross receipts.

The proposer may meet its SBEC 100% participation or SBEC goal commitment utilizing any combination of options listed below all of which require proof of SBEC certification by BDD. **The SBEC certificate or certification letter must be submitted at the time of proposal submission.**

For each SBEC, provide a description of how you will meet the Airport's SBEC participation requirement for this RFP. The complete description must include the nature of their participation, experience and qualifications.

## VI. PROPOSAL SUBMISSION REQUIREMENTS

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(Tab 9 – SBEC Requirements, continued)

**The options for meeting the SBEC 100% participation or SBEC GOAL are:**

1. **100% SBEC Participation:** For this option, the proposer is solely owned and operated as a certified SBEC firm. Complete [Exhibit F-1](#): SBEC Commitment Form and provide SBEC Certificate(s). Submit with the proposal submission so that the proposed option is approved by the Vice President at the time proposal is submitted.
2. **SBEC Goal Percentage:** For this option, a percentage of the business is designated to be owned, operated and/or maintained by a certified SBEC through a sublease, management, operating, franchise or joint venture agreement or partnership with only other SBECs if it is 100% SBEC or non-SBECs if there is an SBEC goal other than 100%.
3. **Percentage Participation by way of a Joint Venture Agreement:** For this option, a proposer enters into a joint venture agreement with a certified SBEC partner, in which the SBEC partner has financial risk and reward commensurate with the SBEC participation goal for this concession opportunity. For example, if the SBEC or non-SBEC joint ventures with another SBEC in a 35% / 65%, then the SBEC concessionaire's risk in terms of investment in the operation and anticipated upside (reward) must be no less than 35% or 65%.

For options 2 and 3, if the proposer plans to participate in a partnership with a certified SBEC firm, or a joint venture with a certified SBEC firm, the proposer must complete:

- [Exhibit F-1: SBEC Commitment Form](#)
- [Exhibit F-2: SBEC Intent to Perform Form](#)
- [Exhibit F-3: SBEC\\_SBE+ Good Faith Effort Plan \(if applicable\)](#)
- [Exhibit F-4: SBEC Concessionaire Information](#)
- [Provide a Draft Joint Venture Agreement](#)
- SBEC Certificate(s)
- [Exhibit F-6: SBEC Active Participants List](#)

Submit all items with the proposal submission, including **NAICS code**, so that the proposed option is approved by the Vice President at the time proposal is submitted.

## VI. PROPOSAL SUBMISSION REQUIREMENTS

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(Tab 9 – SBEC Requirements, continued)

**Joint Venture Agreements:** For purposes of SBEC participation, joint venture entities are not certified as SBECs. **Draft Joint Venture Agreements shall be specific to the proposed concept and location.** The Proposers must submit a new Joint Venture Agreement on the required Joint Venture template. The Draft Joint Venture or operating agreement must be submitted in its entirety including amendments, exhibits, attachments and any promissory notes (including a description of the collateral for any loan or personal guarantee) associated with the proposed operation(s).

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

The amount and type of SBEC participation proposed will become a firm commitment upon execution of BDD approval, Lease Agreement/Board Approval and will be monitored by BDD. The proposer agrees, as an expressed condition of its performance, to comply with the requirements of [49 CFR Part 23](#) (not impacted by Interim Final Rule) and the appropriate SBEC policy, procedures, and contract provisions under the lease agreement. Proposer acknowledges that its failure to comply with these requirements may be a material breach of the Lease and could result in suspension of the right to operate, termination, or such other remedy, as the Board deems appropriate.

The SBEC certificate or certification letter must be submitted at the time of proposal submission **with the appropriate North American Industrial Classification System (NAICS) code** for the scope of work to be performed by the SBEC. **Pending certifications are not acceptable.**

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

- **Responsive; compliance with requirements.** If a proposal meets the 100% lease requirement, provides the necessary information, documentation, forms fully executed and outlined in the SBEC Program Policy and Administrative Procedures, then BDD shall notify the procuring department to regard the proposal as responsive.
- **Non-Responsive; failure to meet requirements.** If a proposal subject to a 100% lease requirement, does not meet the requirement or provide the necessary information, documentation, forms fully executed and outlined in the SBEC Program Policy and Administrative Procedures, then BDD shall notify the procuring department to regard the proposal as non-responsive. Such determination shall result in no further consideration of the proposal by the Airport Board and is not appealable.

## VI. PROPOSAL SUBMISSION REQUIREMENTS

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(Tab 9 – SBEC Requirements, continued)

**Modifications/Substitutions:** If a Proposer proposes to terminate, substitute or modify the participation of an SBEC Joint Venture partner, team member, subcontractor or sub-concessionaire prior or after Lease award, prior to such change, the Proposer shall immediately submit for review and prior approval, to the Vice President of Business Development, reasonable documentation regarding the proposed change in the SBEC participation. Proposer shall include the specific reasons for the change in SBEC participation and must produce any and all documents and information regarding the proposed change.

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

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

**SBEC Resources:** Federal regulations, joint venture guidance, sample language, templates and examples are available online: [DFW International Airport | Official Website \(dfwairport.com\)](http://DFW International Airport | Official Website (dfwairport.com)).

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

## VI. PROPOSAL SUBMISSION REQUIREMENTS

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### Small Business Enterprise (SBE+) Requirements

The Airport Board has adopted a policy which establishes a goal for the participation of Small Business Enterprises (SBE+s) in the design and construction finish outs/improvements by tenants and concessionaires. The SBE+ package-specific goal established for design and construction is 30% for each location.

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

If the proposer proposes to meet and/or exceed the SBE+ goal, the proposer must complete [\*\*Exhibit F-5:\*\* SBE+ Commitment Form](#) contained in this RFP and submit with the proposal.

**Proposer must describe how you propose to meet, or make a good faith effort to meet, the Airport's SBE+ participation goal for the RFP.**

When submitting your Compliance Plan **after lease award** include projections for SBE+ participation; identify possible trades, goods and services; include list of potential SBE+ firms and a description of the procurement process which will be utilized to ensure SBE+ firms are extended an opportunity for participation. Identify a point of contact who will be responsible for managing the participation for this commitment. **(End SBE+ Requirements.)**

### CERTIFICATION REQUIREMENTS

**If claiming SBEC participation, certificates for all certified firms shall be included with the Proposal submission.**

While [49 CFR Part 23](#) (not impacted by the Interim Final Rule) is mandatory to airports that receive federal funds, it is not mandatory that a firm be certified as an SBEC or SBE+ to be awarded a concession contract. However, to credit the participation of an SBEC or SBE+ towards the goal stated in the RFP, the Airport requires that SBEC or SBE+ firms be certified by an approved certification entity at the time of proposal submission. SBE+ certificates are due after lease award with the compliance plan.

### **SBEC CERTIFICATION IS REQUIRED FOR SBEC LOCATIONS:**

Approved entity for SBEC:

- a. North Central Texas Regional Certification Agency (NCTRCA) **only**

Approved entities for SBE+:

- a. North Central Texas Regional Certification Agency (NCTRCA)
- b. Dallas Fort Worth Business Council
- c. Women's Business Council Southwest

## VII. PROPOSAL SUBMISSION CHECKLIST

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### Minimum Qualifications (p.06)

- Included in Tabs 1-9 below

### Proposal Preparation (p.08)

- Ensure requirements met

### Tab 1 – Proposal Overview (p.09)

- A. Cover Sheet (Items 1-5)
- B. Executive Summary (Items 1-3)
- C. [Exhibit A](#) \*MQ1
- D. [Exhibit B](#) (Items 1-2) \*MQ2

### Tab 2 – Concept (p. 10) \*MQ3

- A. Concept/Brand (Items 1-2)
- B. Concept Fit (Items 1-4)
- C. Sales Potential (Items 1-6)
- D. Merchandise/Menu (Items 1-3)

### Tab 3 – Operations (p.11)

- A. Design Overview (Items 1-6)
- B. Operational Overview (Items 1-3)
- C. Sustainability (Items 1-4) \*MQ4

### Tab 4 – Customer Experience (p.12)

- A. Customer Obsessed
- B. #OneDFW
- C. Technology (Items 1-3)
  - [Review Attachment 7](#)
- D. Innovation (Items 1-3)

### Tab 5 – Community Impact (p.12)

- A. Community Programs (Items 1-4)

### Tab 6 – Employee Engagement (p.13)

- A. Programs & Initiatives (Items 1-3)
- B. Recognition & Retention (Items 1-3)
- C. Management Experience (Items 1-9)
- D. Staffing & Training Plan (Items 1-3)

### Tab 7 – Rent (p.14) \*MQ5

- A. Proposed Percent Rent (Items 1-2)
  1. [Attachment 1](#)
  2. [Attachment 2](#)

### Tab 8 – Financial Information (p.14) \*MQ6

- A. [Exhibit C](#) (Items 1-2)
- B. [Exhibit D](#)
- C. [Exhibit E](#)
- D. External Financial Support, if applicable

### Tab 9 – SBEC and SBE+ (p.15-19) \*MQ7

- A. [Exhibit F-1](#)
- B. [Exhibit F-2](#)
- C. [Exhibit F-3](#)
- D. [Exhibit F-4](#)
- E. [Exhibit F-5](#)
- F. [Exhibit F-6](#)
- G. [Draft Joint Venture Agreement\(s\)](#)
- H. SBEC Certificate(s)
- I. NAICS Code(s)

## EXHIBIT & ATTACHMENT LINKS

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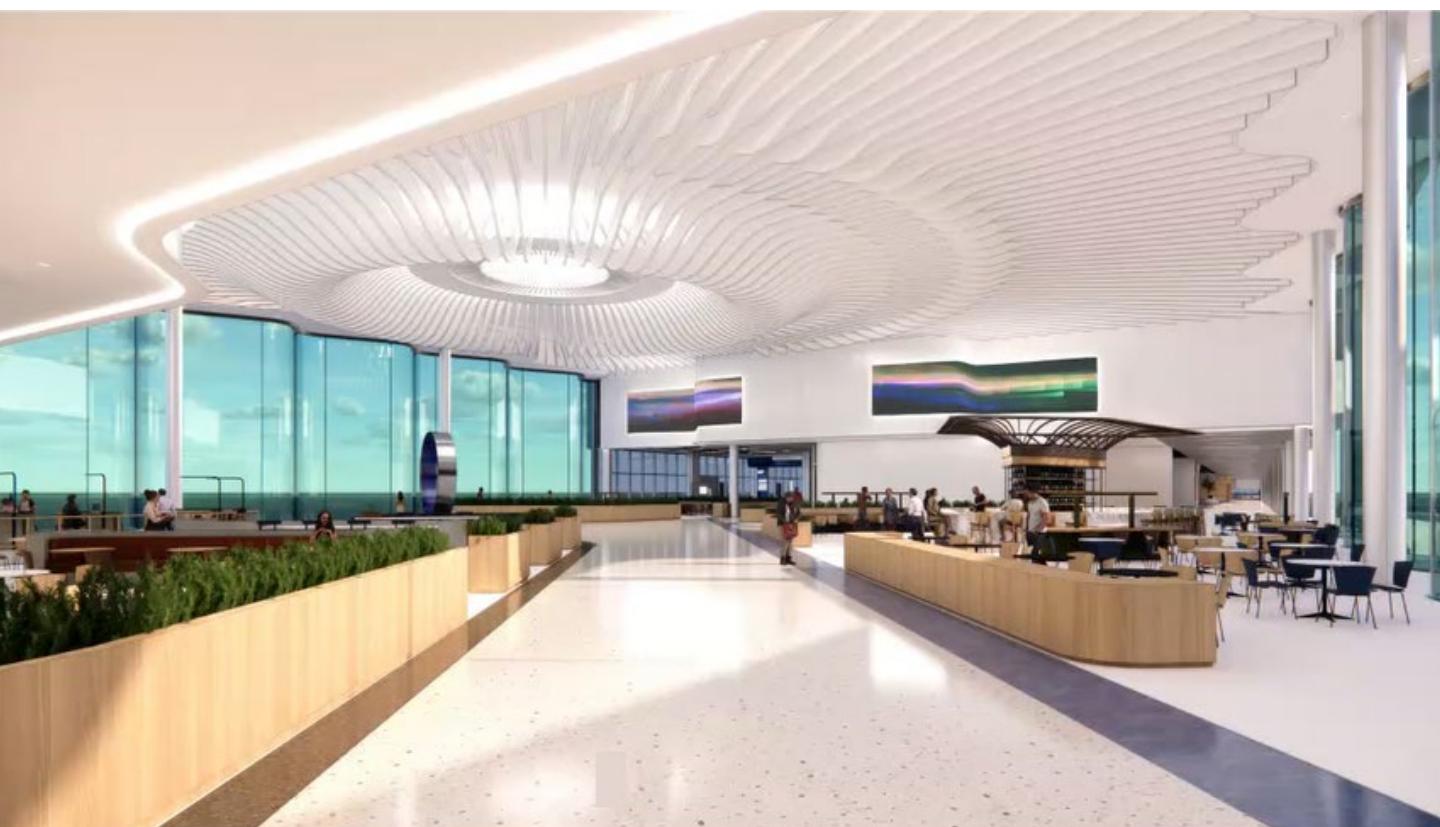
As part of DFW's commitment to sustainability, exhibits and attachments have been moved to Adobe Acrobat in a fillable format.

### EXHIBITS (Fillable)

- A. [Proposal Acknowledgement Form Tab 1-C](#)
- B. [Concessions Business Disclosure Form Tab 1-D](#)
- C. [Estimated Investment Tab 8-A](#)
- D. [Pro Forma Tab 8-B](#)
- E. [Summary of Financial Statements Tab 8-C](#)
- F1. [SBEC Commitment Form](#)
- F2. [SBEC Intent to Perform](#)
- F3. [SBEC SBE+ Good Faith Effort Plan](#)
- F4. [SBEC Concessionaire Info Form](#)
- F5. [SBE+ Commitment Form](#)
- F6. [SBEC Active Participants List](#)  
[SBEC Joint Venture Agreement Template](#)

### ATTACHMENTS

- 1. [Package Goals, Location Information and Proposed Percent Rent \(Fillable\) Tab 7-A1](#)
- 2. [Sales Expectation \(Fillable\) Tab 7-A2](#)
- 3. [Draft Concession Lease Agreement](#)
- 4. [Glossary](#)
- 5. [Proposal Disclaimers](#)
- 6. [Airport Maps](#)
- 7. [Frictionless Customer Journey](#)
- 8. [DFW Demographics and Enplanement Data](#)
- 9. [Passenger Segmentation Study](#)



# THANK YOU!

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

📍 2400 Aviation Dr., DFW Airport, TX 75261