

**Attachment 1**  
Package SVC-1  
Shoe Shine  
Released: 4-28-17

**Package Summary and Requirements**

**Summary**

The Dallas Fort Worth International Airport (DFW) is seeking proposals from a qualified company to install, manage, maintain and operate a total of 10 shoe shine stands in all 5 terminals.

The locations are comprised of five inline and five free-standing locations. The inline locations shall offer a variety of retail items including shoe needs as well as grooming items and travel kits.

This service enhances the customer experience in the terminals, and it is critical that each shine stand is staffed throughout each day during regular operating hours in support of nearby flight activity. Concessionaire must provide a "floater" employee when necessary in order to maintain continuous operations during breaks and/or shift transitions.

Package SVC-1 (continuation)

**Package Document**

Locations	Details	Proposed Concept	Size (SF)	Term
A14, Col 36	Inline	Shoe Shine	220	5
A23, Col 75	Free Standing	Shoe Shine	100	5
B10, Col 34	Inline	Shoe Shine	145	5
B28, Col 91	Inline	Shoe Shine	202	5
C10, Col 35	Free Standing	Shoe Shine	100	5
C27, Col 99	Free Standing	Shoe Shine	100	5
D21, Col J.4	Free Standing	Shoe Shine	100	5
D34, Col 5.0	Free Standing	Shoe Shine	100	5
E06, Col 23	Inline	Shoe Shine	218	5
E18, Col 83	Inline	Shoe Shine	193	5

**\*Locations subject to change.**

Product Description	Bid Range	Proposed
Service (Percentage Rent)	10%-14%	
<b>Minimum Annual Guarantee</b>	\$20,000	XXXXXXXXXXXXXXXX

Minimum Annual Guarantee (MAG) is set for all packages. Proposed alternate MAGs will not be accepted.

**PACKAGE ACDBE/M/WBE Goals:**

Area	Goal	Proposed
ACDBE	30%	
M/WBE	20%	

For more information on ACDBE/M/WBE requirements, see section 2.4 of the RFP.

**PROPOSER'S ACKNOWLEDGEMENT FOR PACKAGE SVC01**

Name and Title of Signer: \_\_\_\_\_  
(Print or Type)

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

## Package SVC-1 (continuation)

### Minimum Qualification Requirements

**All minimum qualification requirements noted in this section are pass/fail and must be met for a proposal to be reviewed and considered by the Selection Committee.**

#### Proposer Experience

Proposer must provide ownership and/or management history and meet the following;

- Proposer must have simultaneously owned or operated at least 3 shoe shine locations in a traditional or non-traditional environment (i.e. airports, universities, stadiums, etc.) for a minimum of three (3) of the past ten (10) years.

Proposers may be newly-formed entities (joint ventures, limited liability companies) provided that the Proposer is qualified as follows:

1. Owners who own an aggregate of 49% or more of the proposing entity must satisfy the Proposer Experience Requirements. For example, if the Proposer is comprised of two members owning 51% and 49% respectively, the entity will be considered qualified if either the 49% or 51% member satisfies the Proposer Experience Requirements. If the Proposer is comprised of three members, owning 40%, 35% and 25% respectively, then the entity will be deemed qualified if two of the three members each satisfy the Proposer Experience Requirements.
2. If the entity is owned 50/50, then at least one owner must satisfy the Proposer Experience Requirement.

In all events, the Selection Committee must be satisfied that the party or parties satisfying the Proposer Experience Requirements will be in control of the proposing entity.

## Package SVC-1 (continuation)

### **Operational Standards**

Operational Standards will include but not be limited to:

- Stands are staffed continuously throughout each day during regular operating hours (Monday to Friday, 6am to 8pm; Saturday to Sunday, 8am to 8pm), and at least one “floater” employee will be used to facilitate breaks and/or transition periods to ensure that stands are operational at all times.
- Responsiveness to compliance issues as it relates to the contract and store operations
  - Appearance of both in-line and freestanding shoe shine locations
  - Damaged locations are repaired to like-new condition in a timely manner
  - Locations clean and well kept
  - Attendants are uniformed and adhere to customer service standards
- Monthly payments consistently made on-time
- Maintain a highly professional environment and service to passengers and employees

## Package SVC-1 (continuation)

### Proposal Evaluation Criteria

The proposal evaluation criteria has been established to assist the Selection Committee in determining which proposer will provide the best overall mix of products, service, choice 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.

The evaluation categories are as follows:

Criteria	Possible Points
<b>Concept</b> Brand, Sales Potential, Merchandise/Menu/Services and Innovation	25
<b>Customer Experience/Operations</b> Customer Experience, Operational Plans, Staffing, Innovation and Training	50
<b>Design/Layout</b> Build-Out Designs, Materials, Architectural Appeal, Innovation	10
<b>Revenue Generation</b> Percent Rent Offer and Financials	15
<b>ACDBE/ M/WBE</b>	<b>Pass/Fail</b>
<b>TOTAL</b>	<b>100</b>

## Package SVC-1 (continuation)

### **TAB 1 - Executive Summary**

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

1. The entity, concept or brand being proposed.
2. How does this entity meet the minimum experience requirements of this RFP?
3. What comparable experience does your company have in operating this concept or similar concepts?
4. How does your concept meet the minimum requirements for concept fit?
5. How will your operation provide required continuous service throughout each day?
6. Highlight any additional, "WOW," factors such as awards received, media recognition, uniqueness of brand and/or merchandise/services, growth potential, ACDBE & M/WBE initiatives, etc.
7. Explain how you will engage the customer and/or enhance the customer experience.

### **TAB 2 – Concept (25 Points)**

#### **A) Brand**

Provide information to clearly define the proposed shoe shine brand. The information should include the following elements (if applicable).

1. Answer the following questions as they relate to the proposed concept(s)/brand(s):
  - How many units have you operated simultaneously (per guidelines listed above)?
  - What were your current/prior system-wide sales, average sales per unit, and annual percentage growth?
  - What is the average transaction value for this concept/brand?
2. What is your shoe shine/brand's competitive advantage versus other similar shoe shine companies?
3. Based on the demographics provided by DFW International Airport:

## Package SVC-1 (continuation)

- How does your shoe shine brand meet or exceed the needs of our passengers?
  - How does your shoe shine brand adapt to changing demographics?
4. Provide any additional information about your shoe shine brand to DFW International Airport.

### **B) Sales Potential**

Please explain your projected sales by location. Submit **Attachment 2 Sales Expectation Information**.

### **C) Merchandise/Services List**

Proposer **must** submit a proposed merchandise/menu/services list with prices for each location within the package. This submittal must include all products that will be sold at the Airport location.

The merchandise/menu/services list must include:

- a. Shine type and prices
- b. Retail product types, brand names, sizes, prices – if applicable (only at inline locations). Please provide number of SKUs proposed. Retail cannot account for more than 25% of square footage.

**All prices must adhere to the Airport's street-pricing, which requires merchandise/products/services sold at DFW Airport to be priced within ten percent (10%) of the operator's other locations or to similar outlets within a twenty (20) mile radius of DFW Airport. It is expected that merchandise/products/services sold at this location adapt to changing passenger preferences and demographics. Refer to Article 6 of the Draft Concession Lease Agreement for further information.**

**Final service and merchandise lists with prices will need approval by Concessions Department prior to opening of the location.**

1. Describe the overall look and feel of the shoeshine stands, including the chairs, stands, pedals, cabinets, and cash registers.
2. Provide a timeline for the buildout of the stands.
  - a. Will you have to fabricate the free-standing shoe shiners?
  - b. If so, how long will this take?

## Package SVC-1 (continuation)

### D) Innovation

Describe how your concept will capitalize on emerging technology trends and customer experience enhancements. All locations must provide the ability to conduct sales transactions using hand-held credit-card processing devices or other form of technology to ensure speed of service. Note: Proprietary ordering systems to be used outside your lease line must receive prior approval.

- 1) How will you utilize technology to advance your product or service?
- 2) How will incorporating these features will drive revenue or increase customer service?
- 3) What technology advances, if any, will be utilized to assist with the operation of the location?

### TAB 3 - Customer Experience/Operations (50 Points)

#### A) Customer Service

DFW Airport relies on excellent customer service, which can be achieved through enthusiastic interaction with passengers, innovation, technology and creating a "WOW" experience while providing a welcoming ambience. Consistently delivering exceptional customer experience attracts new patrons, enhances customer loyalty and ensures repeat business. Our passenger service amenities are expected to master the basic precepts of clean, working and friendly at all times.

1. Explain how your company ensures an outstanding customer experience.
2. What technology and innovations will be used to market to and draw customers into the store?

#### B) Operations Overview

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

1. Describe processes and procedures for providing high overall store standards, including:
  - a) Maintaining continuous operating hours throughout each day
  - b) Cleanliness Standards
  - c) Merchandising / Restocking
  - d) Facility Maintenance



## Package SVC-1 (continuation)

e) Storage Needs

2. Provide information demonstrating operational excellence.

a) Customer Satisfaction Surveys, if applicable.

b) Current Landlord Operation Reviews, if applicable.

If none of the above applies, provide other examples/explanations that demonstrate operational excellence. The Airport reserves the right to have your locations participate in a third-party Mystery Shop program.

### **C) Transition Plan**

You will need to be fully operational by November 15, 2017.

1. Describe your Transition Plan with a completion date of November 15, 2017. This includes, staffing, equipment changes, implementation, painting, signage installations, etc.

At certain times, the Airport may require free-standing shoe shine stands to relocate. The Concessionaire will maintain, repair, replace and relocate all shoe shine stands when necessary with a pre-approved design by the Vice President of Concessions or designee.

### **D) Management Experience (Includes Management and Staffing)**

Proposers are to submit sufficient information to allow the Selection Committee to evaluate how the management structure and operating plan will achieve the Airport's goal of delivering world-class customer service and driving sales.

Proposer must provide a history of the proposer and if applicable, joint venture partners' relevant experience in the operation and ownership of the proposed concept stores.

This section provides the opportunity to clearly communicate how you believe you are the most experienced operator. This section must include the following information:

1. Number of years of proposer's relevant experience in operating in the proposed subcategory and the scope of experience.
2. Degree of relevant experience in operating in a non-traditional environment, if applicable (i.e. airports, stadiums, universities, etc.).
  - a) Proposer shall describe elements from past non-airport venues that are transferable to working at the airport, and identify the characteristics differentiating traditional store operations versus airport operations.

## Package SVC-1 (continuation)

- b) Proposer shall describe any experiences working in an airport environment, if applicable.
  - c) If you do not have non-traditional experience, provide information how your Management experience will achieve the Airports goals.
3. Proposer must provide resumes of all owners and partners and management that will have responsibility for the DFW location(s).

Additionally, Proposer must submit:

- a. Organization/Staffing Chart showing reporting structure, management/operating committees (if applicable), names of owners, partners, management, supervisors, and staff
- b. Describes key individuals including ACDBE partners, their specific roles and responsibilities
- c. Training Programs both in orientation and on-going to ensure employees full understanding of their duties and expectation

### **TAB 4 - Design/Layout (10 Points)**

Provide information regarding your proposed design that is representative of your brand standards. Use this section to set Selection Committee expectations on what you intend to build. Design and finish materials for all tenant improvements must adhere to the DFW Tenant Design Manual when applicable and be approved through the Airport Design Review Process.

Locations in Terminal C and D are not specifically referred to in the Tenant Design Manual but will be scrutinized to the same rules as those which are. Locations in Terminal A/B/E are outlined in the DFW A-B-C-E TRIP Related Projects Tenant Design Manual. General demolition and construction related topics are referenced in the DFW Design Criteria Manual. The selected proposer will be required to completely furnish and equip the new facility. Colors, fixtures, furniture and signage must be included in floor plans, elevations and graphic renderings which accurately depict and showcase the design intent.

All aspects of the submitted designs are subject to approval by the Vice President of Concessions or their appointed designee. The **Design Criteria Manual** as well as the **CADD Standards Manual, Construction and Fire Prevention Standards, Tenant Design Manuals, and Construction Permit Fee Schedule** can be found at [www.dfwairport.com/concessions](http://www.dfwairport.com/concessions).

## Package SVC-1 (continuation)

### Stand Design

All 10 locations shall operate with a similar design and appearance, including:

- Fabricated of durable materials such as veneered plywood or hardwood
- Only high impact, dark, wood-like plastic laminates may be used as finished surfaces.
- A minimum of two cushioned seats upholstered with cleanable commercial grade upholstery.
- Stainless steel or powder-coated metal corner guards to match stand finish
- Removable metal foot pedals must be stored and locked for passenger security.
- Durable, Industrial grade hinges and hardware for longevity
- All compartments must be lockable to secure products and cash register
- Each step should have a durable, non-slip surface
- Each stand to have an approved floor mat at the front of the stand
- A cash register at each location that can produce receipts for customers and enable sales tracking for audit purposes. Note that power is not available at all locations, so some battery operated cash registers will be necessary.
- Ergonomic design to facilitate safe ingress and egress for customers as well as functional operations for shiners.
- Removable foot pedals.
- Dark leather-like seat and arm cushions (grey, black, brown)
- Shine stands must be in pairs. Inline locations, where applicable, may feature up to four shine seats in order to provide a wait area for customers. Free standing locations may only have 2 seats.
- The concession and shoe shine stand design should provide storage spaces that hide shoe shine products while working, yet allows service personnel access to shine products while shining shoes.
- Retail products will incorporate men's and women's grooming needs, small gift sets, specialty gift sets, travel kits, and shoe shine kits, shoe laces and polish. **(Retail is only permitted at the inline locations).**
- Retail products should comprise no more than 25% of sales at inline locations. **(Retail is only permitted at the inline locations).**
- **Retail merchandising units shall comply with the same standards required as listed above.**

## Package SVC-1 (continuation)

### **Additional Information:**

DFW International Airport is a world-class Mega Hub airport focused on excellent customer satisfaction. We expect state of the art technology to be utilized and contemporary designs to be implemented which will enhance the overall passenger experience. All design submissions should contribute to the terminals' iconic image.

### **TAB 5 - Rental Income to the Airport (15 Points)**

Proposer must complete the **Attachment 1**– Packages, **Attachment 2** – Sales Expectation Information, Lease Exhibits and Rent Proposal Acknowledgement with proposed percentage rent for each category and sign each **Attachment 1**.

Rent evaluation will consider not only percentage rent offered, but also overall revenue potential in relation to product offerings and/or brand.

### **Financial Information**

The following information is needed for proposal evaluation:

1. Proposer shall complete the **Estimated Investment, Exhibit C**.
2. Proposer shall complete the **Pro Forma, Exhibit D**.

### **TAB 6 - ACDBE (Pass/Fail)**

**Please review ACDBE and M/WBE Participation qualifications in the Request for Proposal.**

The DFW International Airport's Business Diversity and Development Department (BDDD) will review submissions and determine if Proposers have met, or made a good faith effort to meet, the ACDBE & M/WBE requirements. BDDD's determination is final.

**All minimum qualification requirements noted in this section are pass/fail and must be met for a proposal to be reviewed and considered by the Selection Committee.**

**GENERAL NOTES:**

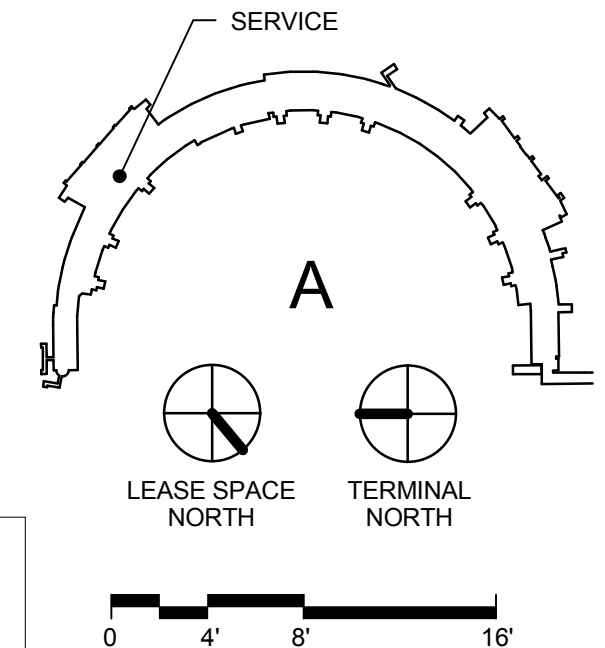
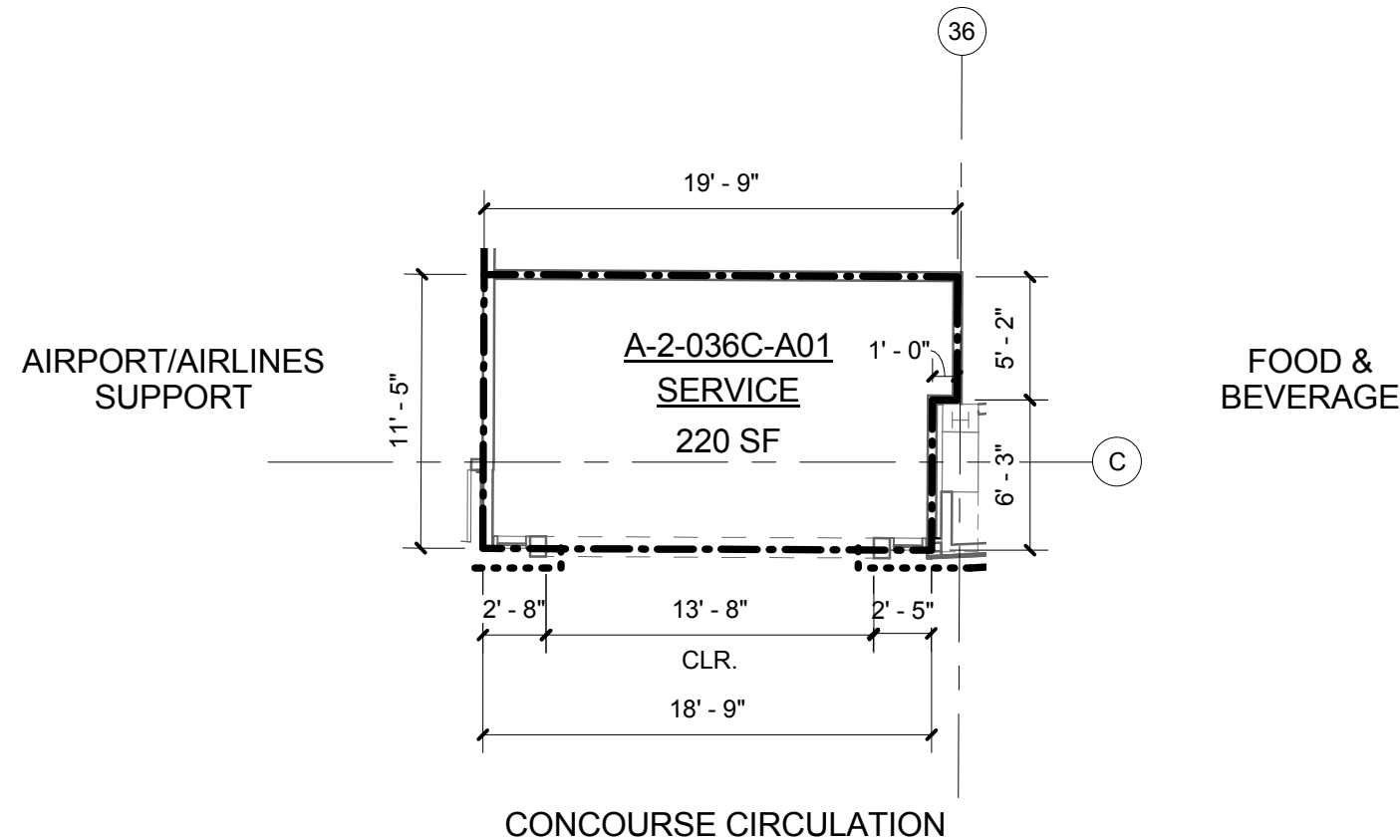
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3. REFER TO CONCESSIONS SERVICE MATRIX 7.6 FOR MEP AND STRUCTURAL CONDITIONS RELATIVE TO LEASE SPACE

**LEASE OUTLINE LOCATION STANDARDS:**

1. BETWEEN DEMISED CONCESSION UNITS LEASE LINE IS LOCATED ON THE CENTERLINE OF DEMISING WALLS.
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3. FACING CONCOURSE CIRCULATION LEASE LINE IS LOCATED AT THE OUTSIDE FACE OF GLAZING SYSTEM.
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**KEY LEGEND**

LEASE AREA	-----
SEATING	■
RESTRICTED ZONE	.....
GUARDRAIL	-----

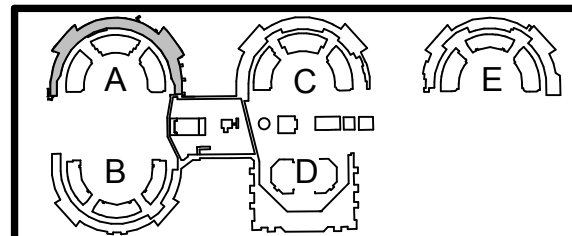


**DRAFT:** February 19th, 2012

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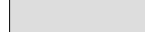


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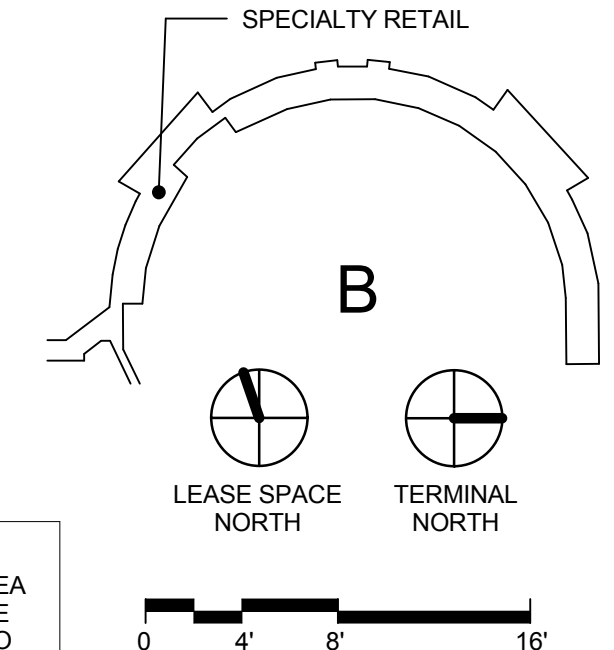
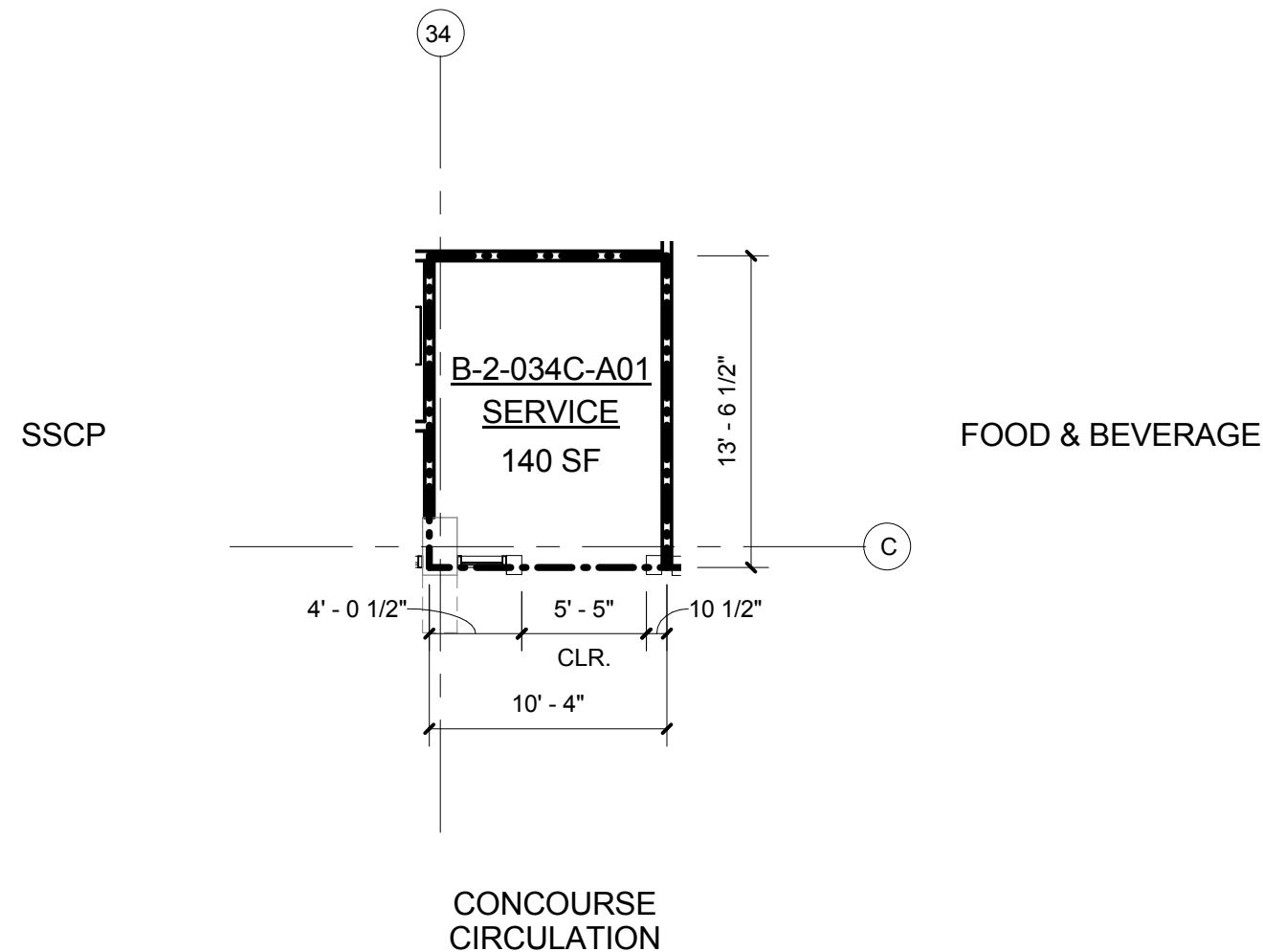
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3. FACING CONCOURSE CIRCULATION LEASE LINE IS LOCATED AT THE OUTSIDE FACE OF GLAZING SYSTEM.
4. FACING AIRFIELD LEASE LINE IS LOCATED AT THE OUTSIDE FACE OF GLASS.

**KEY LEGEND**

LEASE AREA	
SEATING	
RESTRICTED ZONE	
GUARDRAIL	



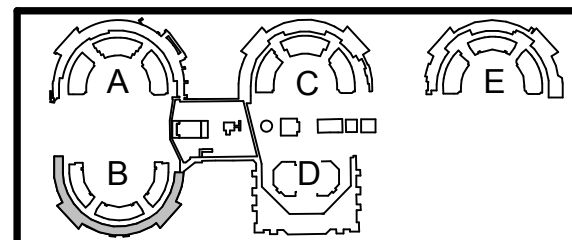
**DRAFT: September 16, 2011**

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DATE OF ISSUE: DRAFT 08/05/2011



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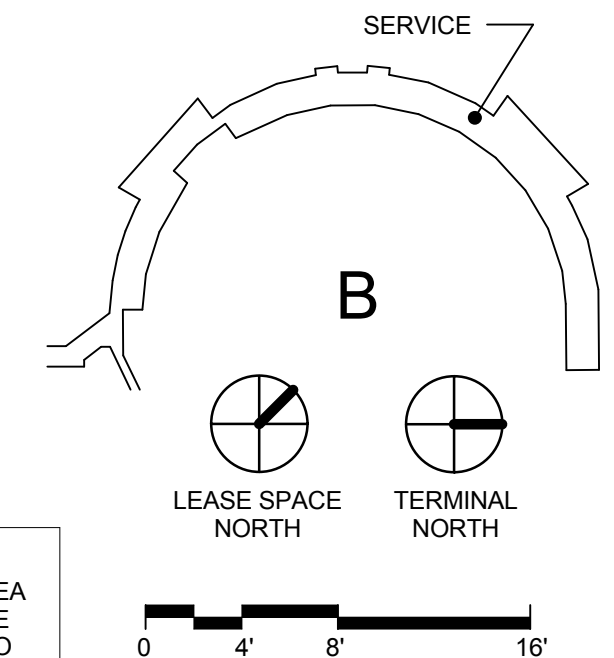
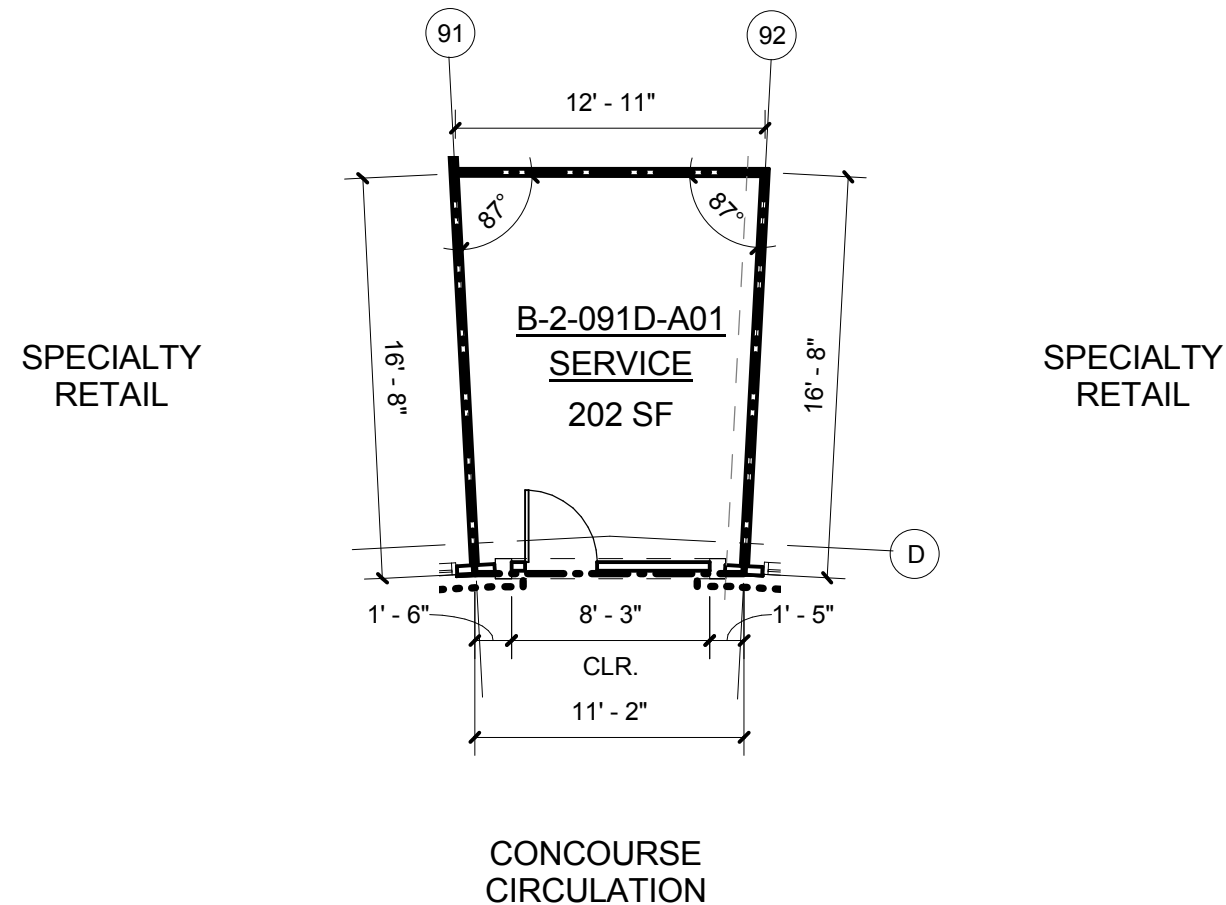
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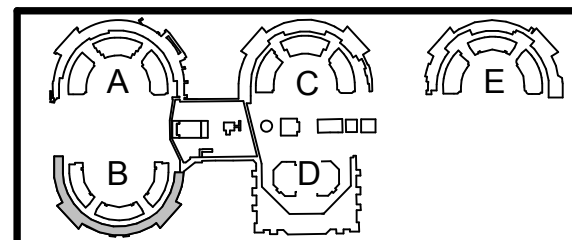


**DRAFT:** June 14, 2012

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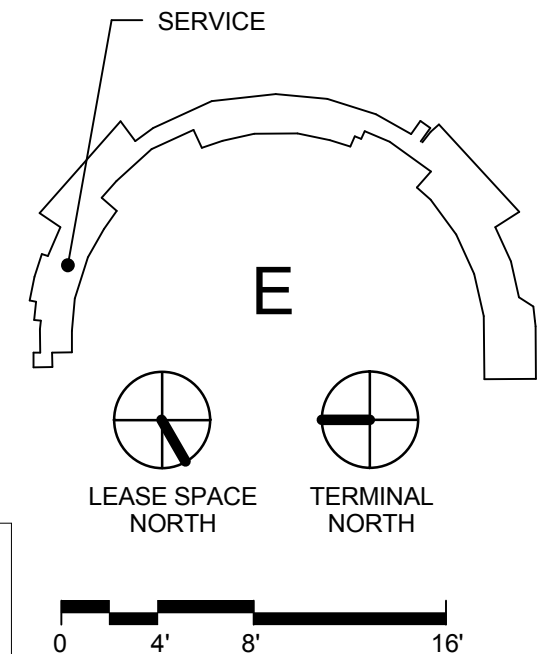
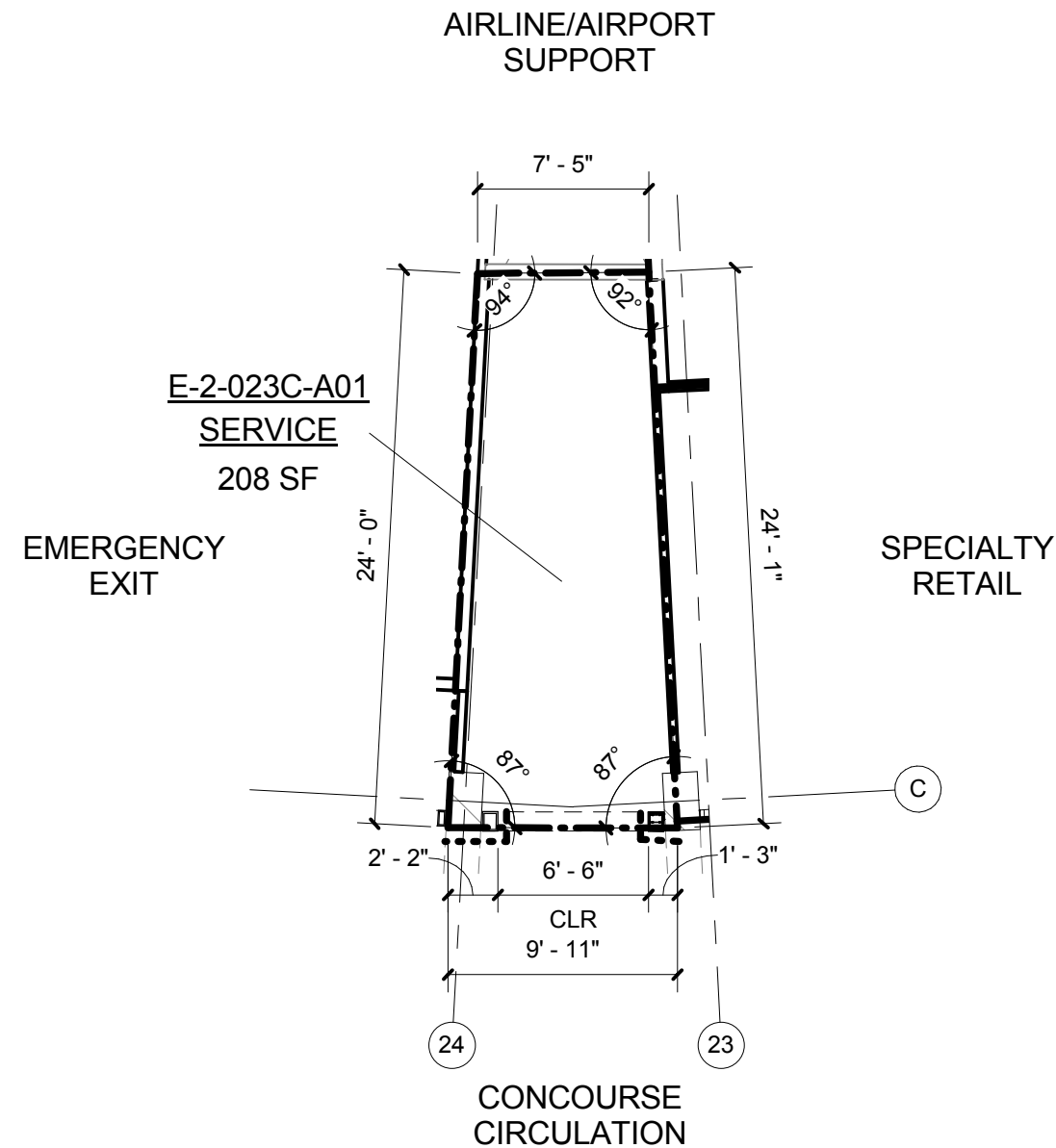
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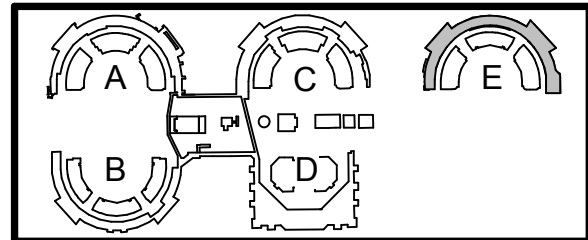


**DRAFT:** October 13, 2014

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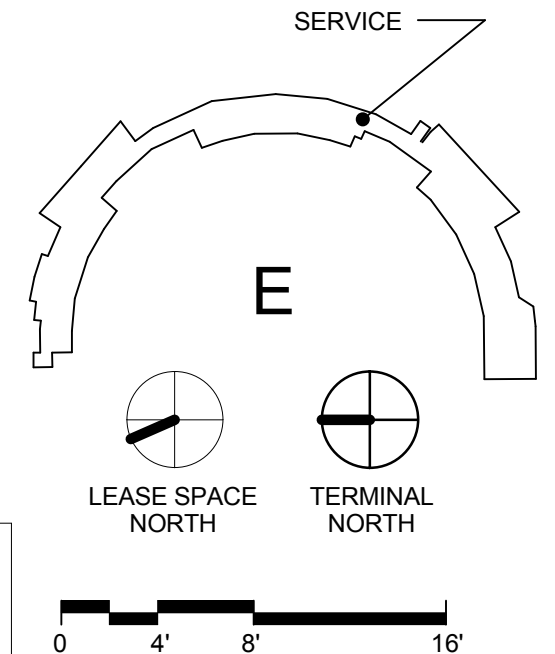
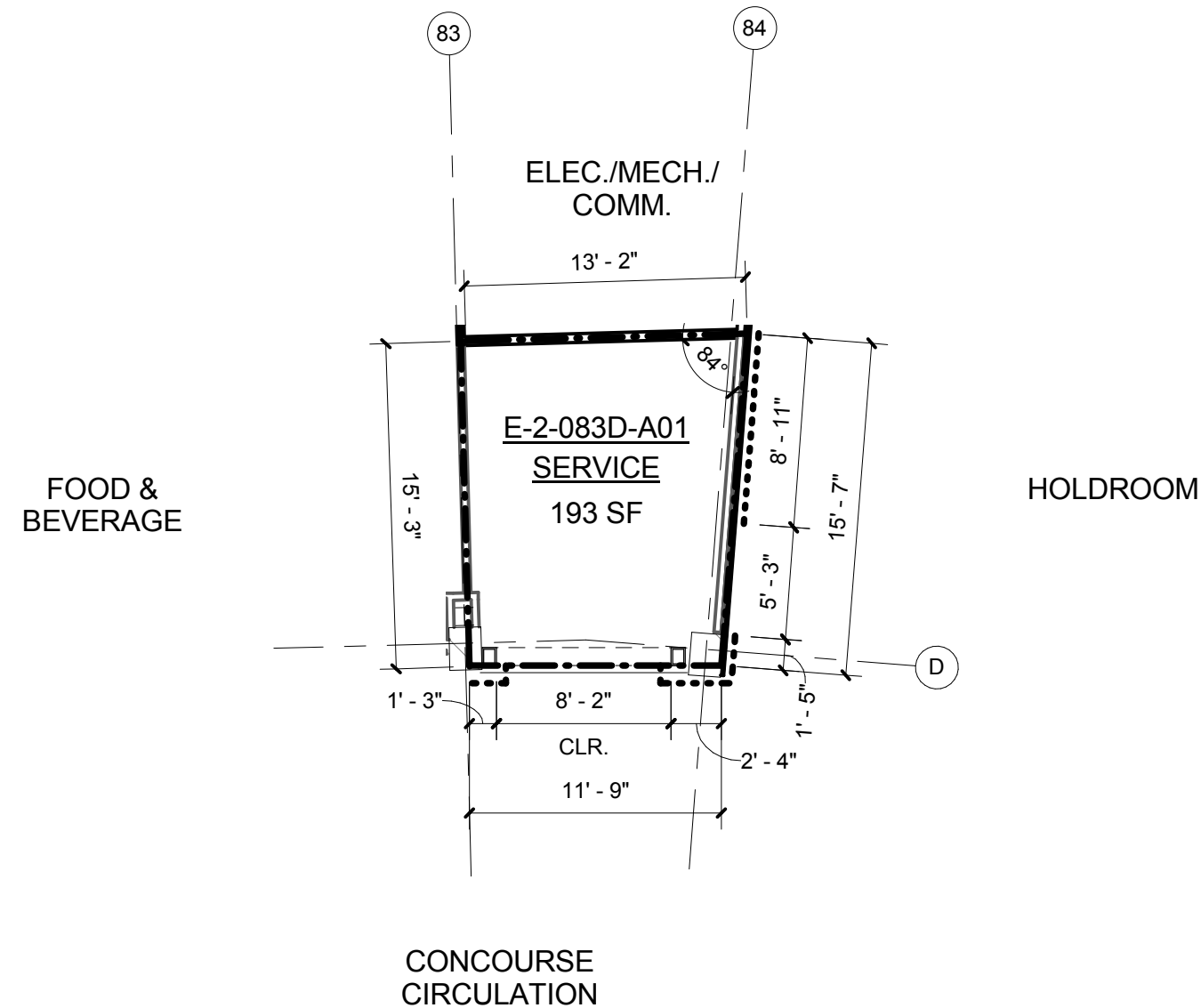
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**LEASE OUTLINE LOCATION STANDARDS:**

1. BETWEEN DEMISED CONCESSION UNITS LEASE LINE IS LOCATED ON THE CENTERLINE OF DEMISING WALLS.
2. BETWEEN CONCESSION UNITS AND HOLD LOUNGE AREAS LEASE LINE IS LOCATED ON THE HOLD LOUNGE SIDE OF THE DEMISING WALL.
3. FACING CONCOURSE CIRCULATION LEASE LINE IS LOCATED AT THE OUTSIDE FACE OF GLAZING SYSTEM.
4. FACING AIRFIELD LEASE LINE IS LOCATED AT THE OUTSIDE FACE OF GLASS.

**KEY LEGEND**

- LEASE AREA
- SEATING
- RESTRICTED ZONE
- GUARDRAIL

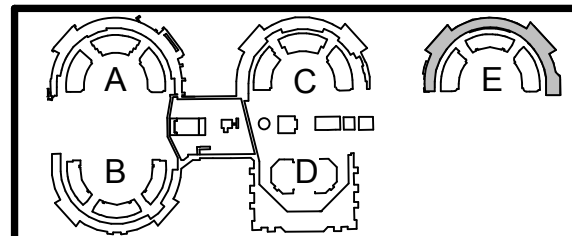


**DRAFT: June 18, 2012**

THIS LEASE OUTLINE DRAWING IS PRELIMINARY AND INTENDED TO PROVIDE BASIC ARCHITECTURAL CHARACTERISTICS, APPROXIMATE DIMENSIONS AND OVERALL AREA OF SHELL LEASE SPACE. INFORMATION CONTAINED WITHIN IS SUBJECT TO CHANGE WITHOUT NOTICE. AS STATED IN GENERAL NOTES 1 AND 2, TENANT IS REQUIRED TO FIELD VERIFY ALL EXISTING CONDITIONS PRIOR TO COMMENCEMENT OF DESIGN WORK.

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		DATE OF ISSUE: DRAFT 04/23/2012	
NO.	DATE	REVISION	BY



**DFW JACOBS**

DALLAS/FORT WORTH INTERNATIONAL AIRPORT

**CORGAN**

TYPE OF USE:  
 TERMINAL LOCATION:  
 REFERENCE NUMBER:  
 DESIGN CONDITIONS:  
 CONTRACT NUMBER:

SHEET NUMBER  
**1**  
 OF 1 SHEETS  
 DFW