



Concession Program Procurement and Contracting

May 6, 2017



Hillsborough County Aviation Authority
Tampa International, Peter O. Knight,
Plant City and Tampa Executive Airports

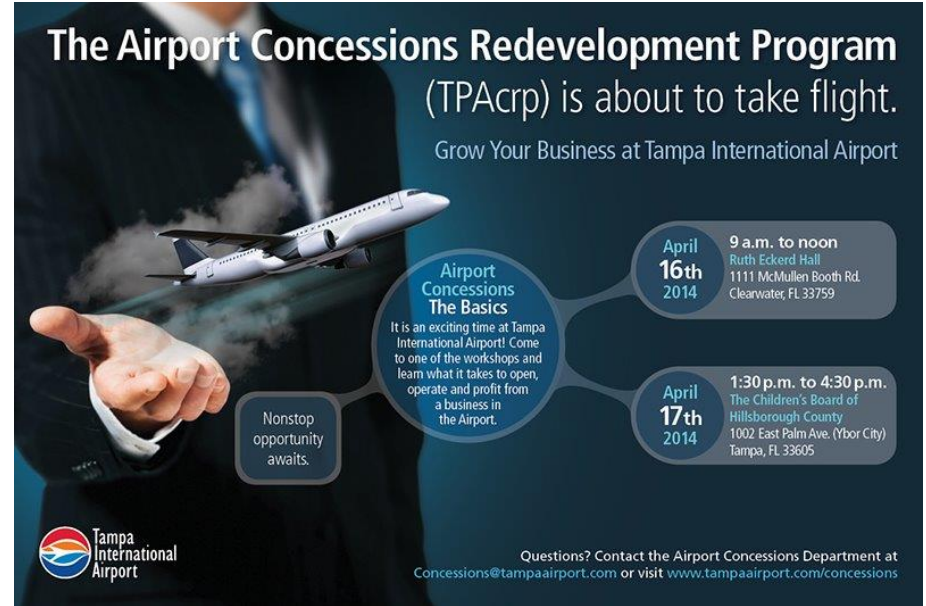


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Program Development

Establishing Program

- Transition from Master Concessionaire of 30+ years to multiple Concessionaires
- 12 Packages in total – 6 Food and Beverage, 5 Retail/Duty Free and 1 Service (Spa)
 - 65 spaces and 101,807 sq. ft.
- Utilized Consultant support in developing Program



The Airport Concessions Redevelopment Program (TPAcrrp) is about to take flight.


Grow Your Business at Tampa International Airport

April 16th 2014 9 a.m. to noon
Ruth Eckerd Hall
1111 McMullen Booth Rd.
Clearwater, FL 33759

April 17th 2014 1:30 p.m. to 4:30 p.m.
The Children's Board of Hillsborough County
1002 East Palm Ave. (Ybor City)
Tampa, FL 33605

Airport Concessions The Basics
It is an exciting time at Tampa International Airport! Come to one of the workshops and learn what it takes to open, operate and profit from a business in the Airport.

Nonstop opportunity awaits.

 Tampa International Airport

Questions? Contact the Airport Concessions Department at Concessions@tampaairport.com or visit www.tampaairport.com/concessions

Outreach

- Road Show - Speaking engagements with local Chambers, economic development groups, businesses and general public
- On-site “seminars” – Concessions 101, 102 and 103
- Grass Roots outreach – printed materials sent directly to businesses
- Presentations at industry conferences



GROW YOUR BUSINESS
AT TAMPA INTERNATIONAL AIRPORT

SEE HOW at
TampaAirport.com/Concessions

Tampa International Airport



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Procurement

Establishing Evaluation Criteria

- Minimum Qualifications (Pass/Fail)
 - ACDBE requirements
 - Capital funding
- 6 areas - Experience & Background, Operations Plan, Management Plan, Concept & Design, Financial Plan and Presentations
- Financial Plan not scored by evaluation committee since mathematical calculation – level sales pro forma metric
- Financial Plan based upon objective financial model developed in concert with Consultant
- RFP provided a range for proposed privilege fee and an established minimum annual guarantee
 - Allowed for equitable evaluation for big and small respondents

Evaluation Committee Selection

- Committee composition requirements
- Committee goals



Evaluation Committee Training

- Classroom training led by Consultant with assistance from Procurement and Legal Affairs
- Field trips to other Airports
- Effect of Florida Sunshine Law and Public Records Act
 - Press attended evaluation meetings and reported results online before meetings finished
 - Notes are public records
 - 30 day statutory exemption for responses ran before evaluation was complete
 - Most respondents requested and received competitors' responses during evaluations
 - 36 public record requests related to Retail and 35 related to Food and Beverage
 - Heavy public and press scrutiny
 - Cone of Silence

Local Flavor v. Local Preference Dilemma

- Clear language in RFP document
- Could be illustrated by design, concept, vendors or marketing concept
- Did not have to be exclusively provided by local businesses
- Create “Sense of Place” and capture spirit of Tampa Bay area



Board Award

- Received 53 responses in total
- Awarded 11 packages at same meeting (Spa services package did not receive any qualified responses but was awarded at a later date)
- All protests heard at same meeting



Protests

- Received 4 protests
- Full, open hearing before Board
- All 4 protests denied by Board. 1 was appealed to Circuit Court and was also denied.





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Contract Provisions

Premises Description

- Additions/Deletions will be an issue during construction and after
 - Include language allowing via letter or without need to formally amend
 - Address required increases/reductions in rents, fees and charges
- Especially important when considering temporary provisions and storage space during construction

Reserve right to reclaim for Airport purposes

- Sponsor's sole discretion
- Notice provided
- Make reasonable effort to identify other similar location
- No compensation to Concessionaire or liability to Sponsor for associated inconvenience or business interruption
- No representation of economic viability of Premises or proposed Concession

End of Term Transition

- If not selected for new contract, Concessionaire to “fully cooperate with Airport and successor to ensure effective and efficient transfer of Premises and operations”.

Permitted Uses of Premises

- Location of Concession
- Products/services – included specific brands that were part of award to maintain integrity of concept
- Sponsor approval required for changes
- Concession hours of operation



Personnel Standards

- Day-to-Day staff and General Manager
- Customer Service Training Program
- Sponsor reserves right to object to demeanor, conduct and appearance
- “First Class” manner at Sponsor’s sole discretion



**"No, I'm not familiar with the dress code ...
but I'm pretty darn sure that jammies aren't on it!"**

Failure to Comply with Performance Standards

- Fines as Liquidated Damages
- Multiple violations in rolling 12 month period
- Failure to meet pro forma sales requirements could result in re-concepting
 - Assisted with realistic sales projections as part of RFP response

Construction/ Development Standards

- Incorporate Design Criteria Manual and Tenant Work Permit Manual (if have)
- Minimum initial capital investment requirement
- Required Pre-Design Meeting
- Agreed-upon construction schedule
 - Assessment of liquidated damages for failure to complete or open by required date. Also considered event of default.



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Thank you!

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