



Metropolitan Washington Airports Authority

**An Introduction to Certification,
Concessions and Procurement**

October 8, 2014



Equal Opportunity Programs (EOP) Department

- Richard Gordon, Manager
- Terry Woodson, Assistant Manager - Outreach and Compliance
- Julian Senter, Assistant Manager - DBE/LDBE Certification



EOP Primary Responsibilities

- Small Business Outreach
- DBE/ACDBE/LDBE Certification
- DBE/ACDBE/LDBE Contract Compliance (pre-award and post-award)
- Reporting Small Business Participation



Small Business Programs

The Airports Authority implements two small business programs:

- Disadvantaged Business Enterprise (DBE) Program and Airport Concession Disadvantaged Business Enterprise (ACDBE) Program for federally-funded contracts and concession opportunities
- Local Disadvantaged Business Enterprise (LDBE) Program for non-federally funded contract opportunities



Key Disadvantaged Business Enterprise (DBE) Program Certification Requirements

- Must comply with 49 CFR Parts 23 and 26 as amended
- Race and Gender Conscious (women and minorities presumed to be disadvantaged)
- Applicant Must Prove Ownership and Control
- Personal Net Worth of Applicant Owner (less than \$1.32 million)
- Company Annual Gross Receipts Cannot Exceed DBE Size Standards (maximum \$22.41 million)
- Home State First (certification requirement)



Virginia Unified Certification Program (DBE certifying agencies)

- Metropolitan Washington Airports Authority
- Virginia Department of Minority Business Enterprise



Key Local Disadvantaged Business Enterprise (LDBE) Program Certification Requirements

- Non-race or Gender Conscious (not required to be women or minority)
- Local = Established Business Operations within 100 mile radius of Washington DC - Zero Mile Marker
- Company Annual Gross Receipts Cannot Exceed LDBE Size Standards (including affiliated companies)



Small Business Program Goals/Requirements

- Disadvantaged Business Enterprise (DBE)
 - 25 percent goal for Construction and Design Contracts
- Airport Concession Disadvantaged Business Enterprise (ACDBE)
 - 29 percent for Reagan National Airport (Non-Car Rental Concessions)
 - 22 percent for Dulles International Airport (Non-Car Rental Concessions)
- Local Disadvantaged Business Enterprise (LDBE)
 - 20 percent requirement for Goods & Services Contracts
 - 25 percent requirement for Construction Contracts



Reagan National and Dulles International Airports Potential Airport Concessions

(49 CFR Part 23)

- ✦ Food & Beverage Operators
- ✦ Retail Operators (specialty retail, newsstands, gifts and accessories)
- ✦ Pay Telephones
- ✦ Foreign Currency Exchange
- ✦ Duty Free
- ✦ Baggage Cart Rentals
- ✦ Public Parking
- ✦ Rental Cars (on Airport)
- ✦ Gas Station
- ✦ Scheduled Bus Service
- ✦ Share Ride (passenger vans)
- ✦ Taxicab Concession
- ✦ Taxi Dispatch
- ✦ Hotel
- ✦ Airport Advertising
- ✦ Airport News & Information Broadcast
- ✦ ATMs & Branch Banks



Contacts

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PROCUREMENT AND CONTRACTS DEPARTMENT

Airports Authority Procurement Policy

The Airports Authority is committed to a competitive procurement process and ensures that its contracting actions adhere to published Airports Authority policies, sound contracting methods, and the highest standards of integrity and ethical conduct. As a part of this commitment, the Airports Authority uses full and open competition and publicizes current needs through the Contracting Opportunities On-Line website.



Airports Authority Procurement Process

- ✦ Solicitation Issued
- ✦ Pre-Proposal / Pre-Bid Conference
- ✦ Amendment(s) Issued
- ✦ Proposals / Bids Received
- ✦ Best and Final Offers (Optional)
- ✦ Oral Interviews (Optional)
- ✦ Contract Award



Types of Contracting Opportunities

- ✦ Technical Professional Services
- ✦ Design and Construction
- ✦ Goods and Services
- ✦ Small Purchases



Solicitation Types

- ✦ Invitation for Bid
(Price Only)
- ✦ Request for Qualifications
(A&E Services)
- ✦ Request for Proposals
(Mix of Both Price and Qualifications)
- ✦ Sole Source



Keys to an Effective Proposal

- ✦ Innovative
- ✦ Understanding the Requirement
- ✦ Firm's Capability to Perform
 - ✦ Experience
 - ✦ Resources
 - ✦ Ability to Subcontract
- ✦ Current and Relevant References
- ✦ Do the Market Research (Know your Competition)
- ✦ Realistic Cost Estimate
- ✦ Manage the Proposal Preparation Process
(Be Engaged and Know the Team and Roles)



Common Mistakes in Proposal Preparation

- ✦ Recycled Proposals
- ✦ Outdated References
- ✦ Inexperience
- ✦ Unorganized Presentation
- ✦ Pricing Not Reflective of the Requirement or Market Conditions



Effective Oral Interview Techniques

- ✦ All members have a clear role
- ✦ Presentation led by project team lead
- ✦ Clear handouts
- ✦ Offer recommendations to improve requirements
- ✦ Be prepared to address the Airports Authority's questions – regarding both your firm's failures and successes



Airports Authority Procurement Offices

✦ Four Office Locations:

- ✦ Main Office
- ✦ Simplified Acquisitions Office - National
- ✦ Simplified Acquisitions Office – Dulles
- ✦ Dulles Corridor Metrorail Office



Procurement and Contracts Department (Main Office)

- ✦ Responsible for procurement of goods and services at both airports plus the Dulles Toll Road which involve a total commitment in excess of \$50,000.00 plus all construction projects, regardless of cost.
- ✦ Office Location:
 - 1 Aviation Circle, Suite 154
 - Ronald Reagan Washington National Airport
- ✦ Main Phone Number: 703-417-8660
- ✦ Lizbeth Bryan, Procurement and Contracts Manager



Simplified Acquisitions Office – National Airport

- ✦ Responsible for procurement of goods and services at Ronald Reagan Washington National Airport which involve a total commitment of \$50,000.00 or less.
- ✦ Office Location:
 - Terminal A, Room 278
 - Ronald Reagan Washington National Airport
- ✦ Main Phone Number: 703-417-8026
- ✦ Sue Cripe, Acting Procurement Supervisor



Simplified Acquisitions Office – Dulles Airport

- ✦ Responsible for procurement of goods and services at Washington Dulles International Airport and Dulles Toll Road which involve a total commitment of \$50,000.00 or less.
- ✦ Office Location:
 - 45025 Aviation Drive, Suite 250
 - Washington Dulles International Airport
- ✦ Main Phone Number: 703-572-2920
- ✦ Vikki Smith, Procurement Supervisor



Dulles Corridor Metrorail Project Office

- ✦ Responsible for procurement of goods and services related to the Dulles Corridor Metrorail Project, regardless of cost.
- ✦ Office Location:
198 Van Buren Street, Suite 300
Herndon, VA 20170
- ✦ Main Phone Number: 703-572-0822
- ✦ Carlo Enciso, Deputy Procurement and Contracts Manager



Levels of Competition

- ✦ \$1.00 to \$2,500.00 – non-competitive, as long as the agent considers price to be reasonable
- ✦ \$2,500.01 - \$25,000.00 – minimum of (3) sources
- ✦ Over \$25,000 – Full and Open Competition (Solicitation posted on-line)



CONCESSIONS PROGRAM AND OPPORTUNITIES



GOALS

- **Innovation** New, creative, customer-focused offerings
- **Competition** Open process, industry outreach, public discussion of opportunities
- **Revenue** Enhanced per passenger spending
- **Inclusion** Opportunities for large, medium and small participants; local, regional and national participants; and Airport Concession Disadvantaged Business Enterprises (ACDBEs)
- **Speed** Rapidly phased re-development while maintaining acceptable level of service



CONCESSION OPPORTUNITIES

MWAA Contracts

- Advertising
- Banking
- Currency Exchange
- Inflight Catering
- Duty Free
- Real Estate

Fee Manager (Marketplace Development) Contracts

- Food and Beverage
- Retail
- Personal Services



Manager for the food & beverage and retail programs at Dulles International and Reagan National Airports.

Responsibilities include:

Leasing

Marketing

Management

Construction coordination



Unique Airport Conditions

- Space size
- Aggressive economics
- Hours of operation
- Storage
- Distribution and delivery
- Design and construction
- ACDBE requirements
- Security

DCA Overview

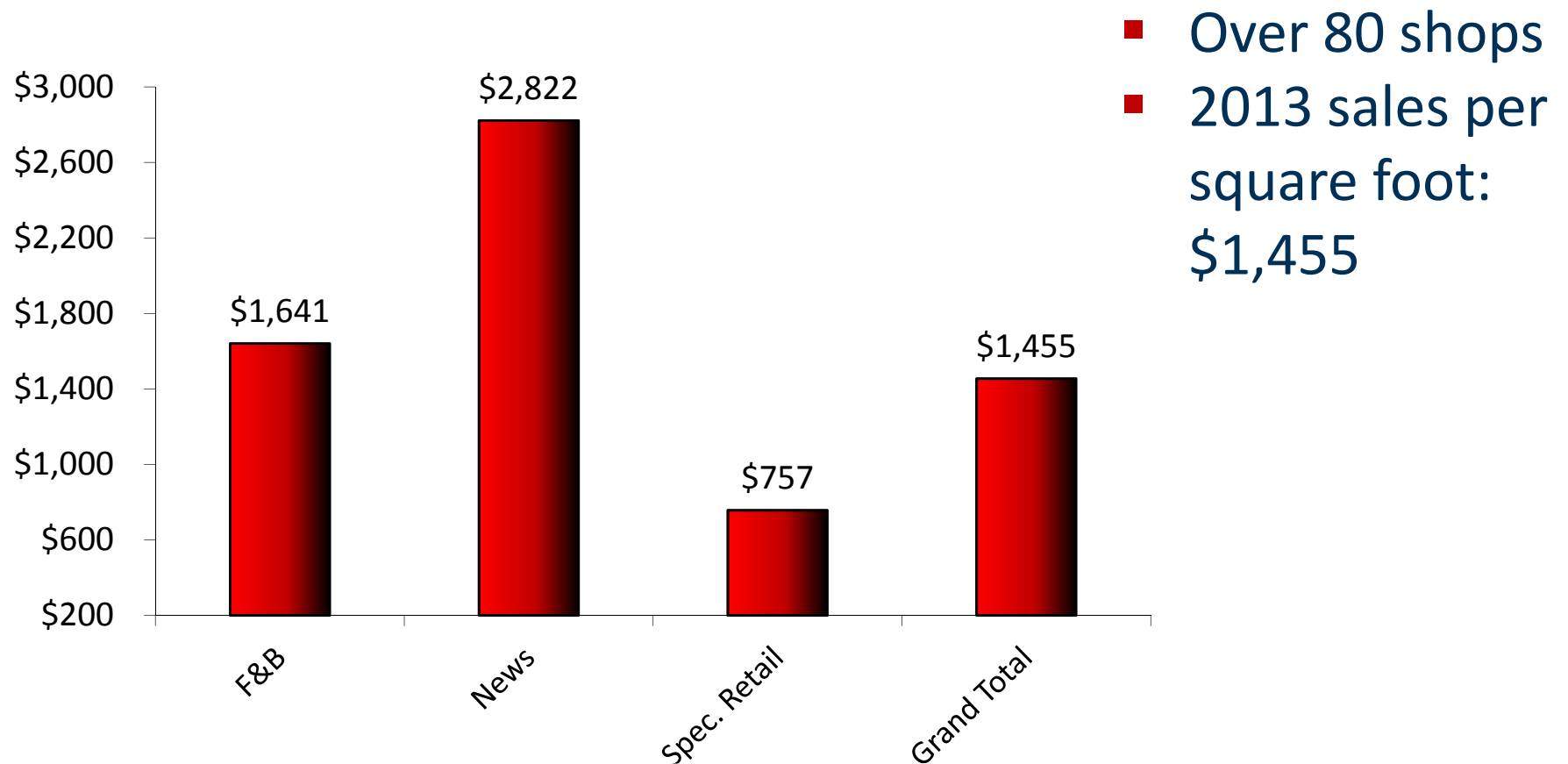
Hours of Operation (Average)

Location	Food & Beverage Hours*	Retail Hours*
National Hall	6:00 AM – 9:00 PM	7:00 AM – 8:00 PM
Terminal A	5:00 AM – 9:00 PM	7:00 AM – 8:00 PM
Terminal B	5:00 AM – 9:00 PM	7:00 AM – 8:00 PM
Terminal B/C	5:00 AM – 9:00 PM	7:00 AM – 8:00 PM
Terminal C	5:00 AM – 9:00 PM	7:00 AM – 8:00 PM

*Select Retail, Newsstands and Food & Beverage locations are open 24 hours.
All hours are subject to change based on flight schedules.

DCA Overview

Sales PSF (by Category)





IAD Overview

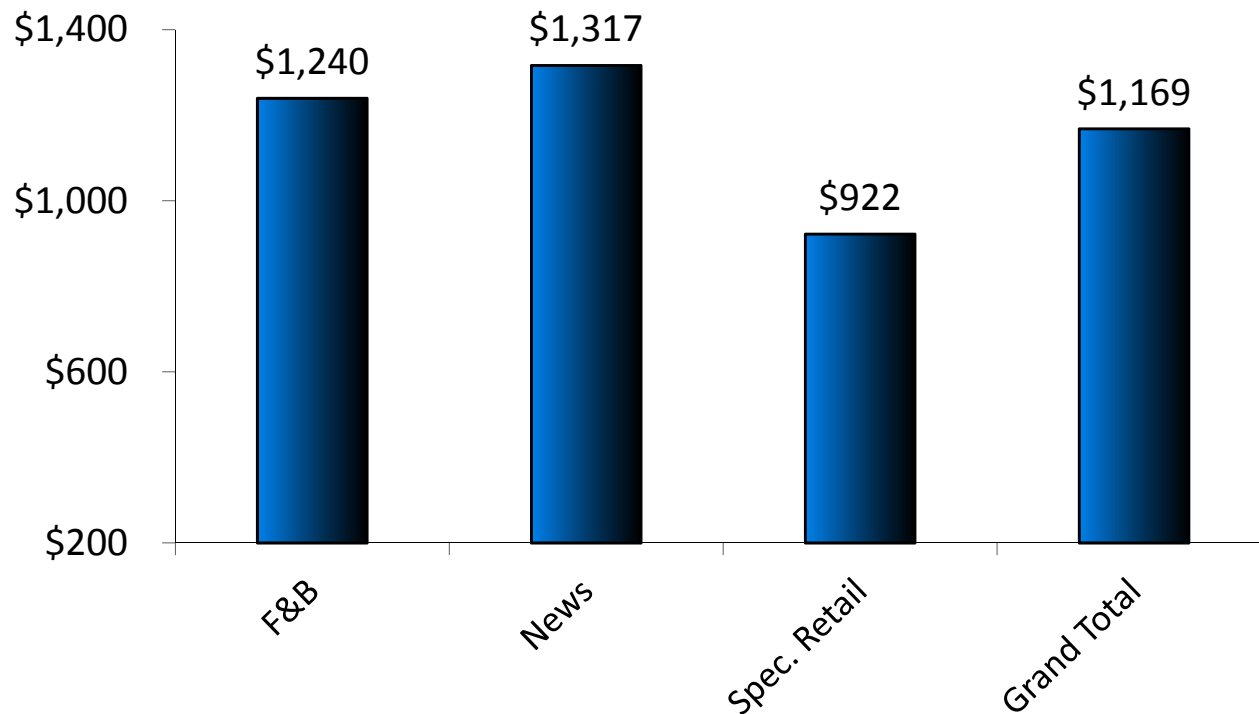
Hours of Operation (Average)

Location	Food & Beverage Hours*	Retail Hours*
Main Terminal	24 Hours	5:00 AM – 10:00 PM
Concourse A	6:00 AM – 10:00 PM	6:00 AM – 9:00 PM
Concourse B	5:00 AM – 9:00 PM	6:00 AM – 9:00 PM
Concourse C	5:00 AM – 10:00 PM	7:00 AM – 9:30 PM
Concourse D	5:00 AM – 10:00 PM	7:00 AM – 9:30 PM

*Select Retail, Newsstands and Food & Beverage locations are open 24 hours.
All hours are subject to change based on flight schedules.

IAD Overview

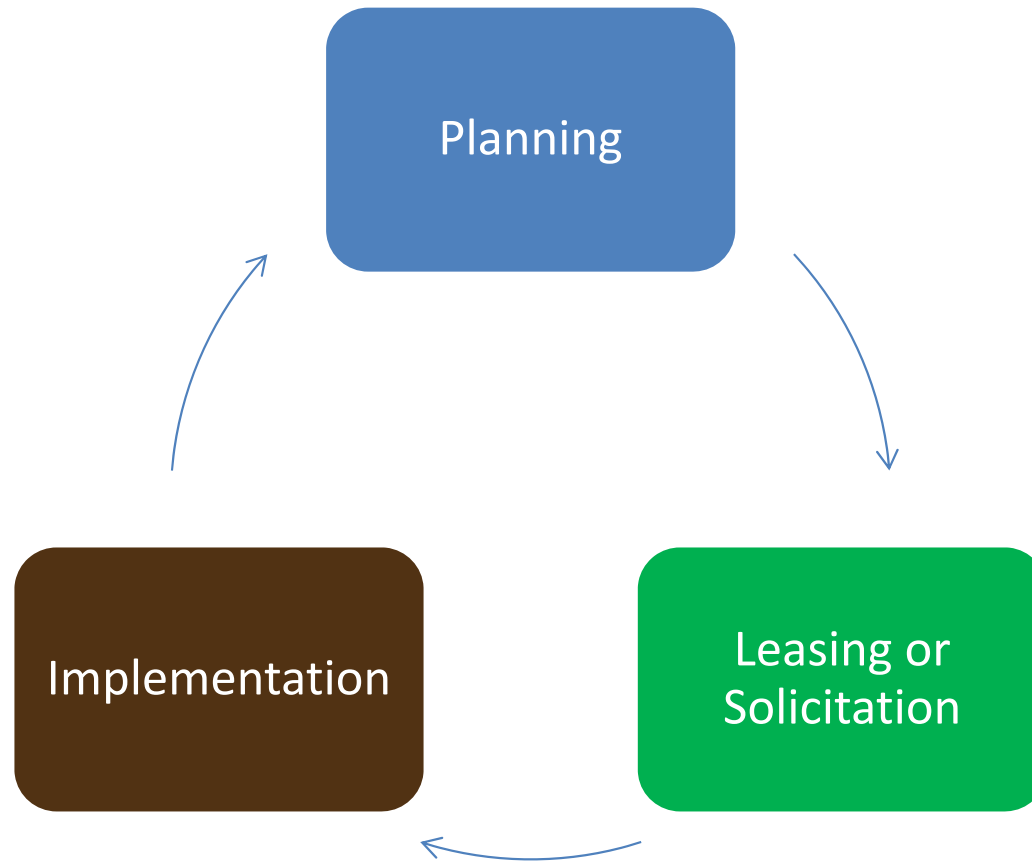
Sales PSF (by Category)



- Over 100 shops
- 2013 sales per square foot: \$1,169



CONCESSION PROGRAM PROCESS





LEASING GOALS

- Stimulate competition
- Drive revenue
- Get innovative concepts and best operators
- ACDBE participation and local businesses
- Transparency and open access



LEASING PROCESS

- Tenant outreach
- Create a list of interested tenants for different opportunities
- Proposals sent to interested / qualified parties
- Counter proposals
- Evaluate counters and negotiation
- MWAA approval
- Offer lease



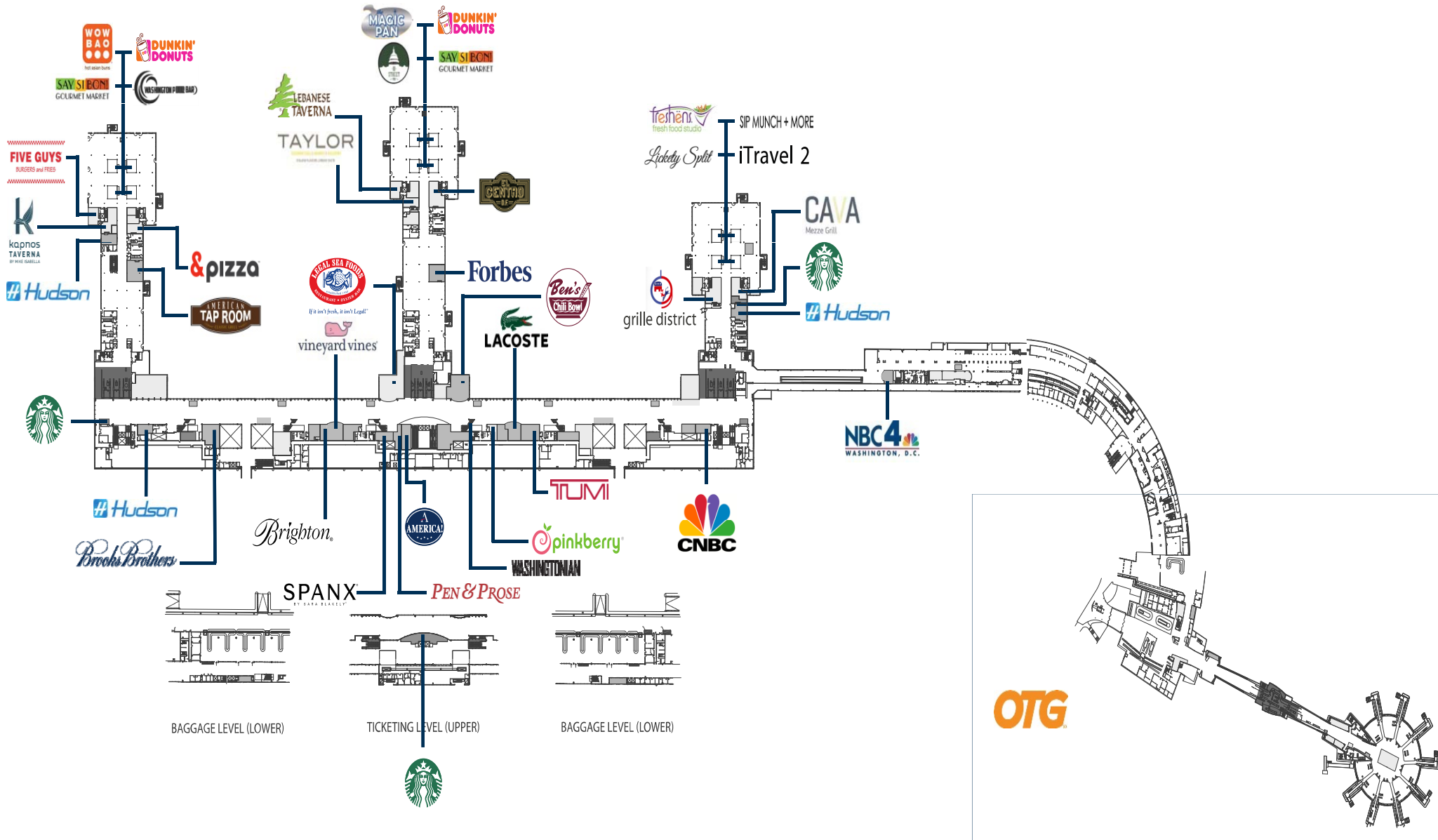
Choosing a Tenant

“How do you choose a tenant for the airport?”

It is Marketplace’s practice to get multiple offers on each space to create demand, establish a market value for the space, and ascertain the highest and best use for the location. They then evaluate the offers based on the following:

- Use & Concept
(innovative and new)
- Economics (rent)
- Operator Experience
and Success
- Financial Strength of
Operator
- ACDBE Participation
- Store Design
- Investment

Reagan National Leasing Update





Brands at Reagan National



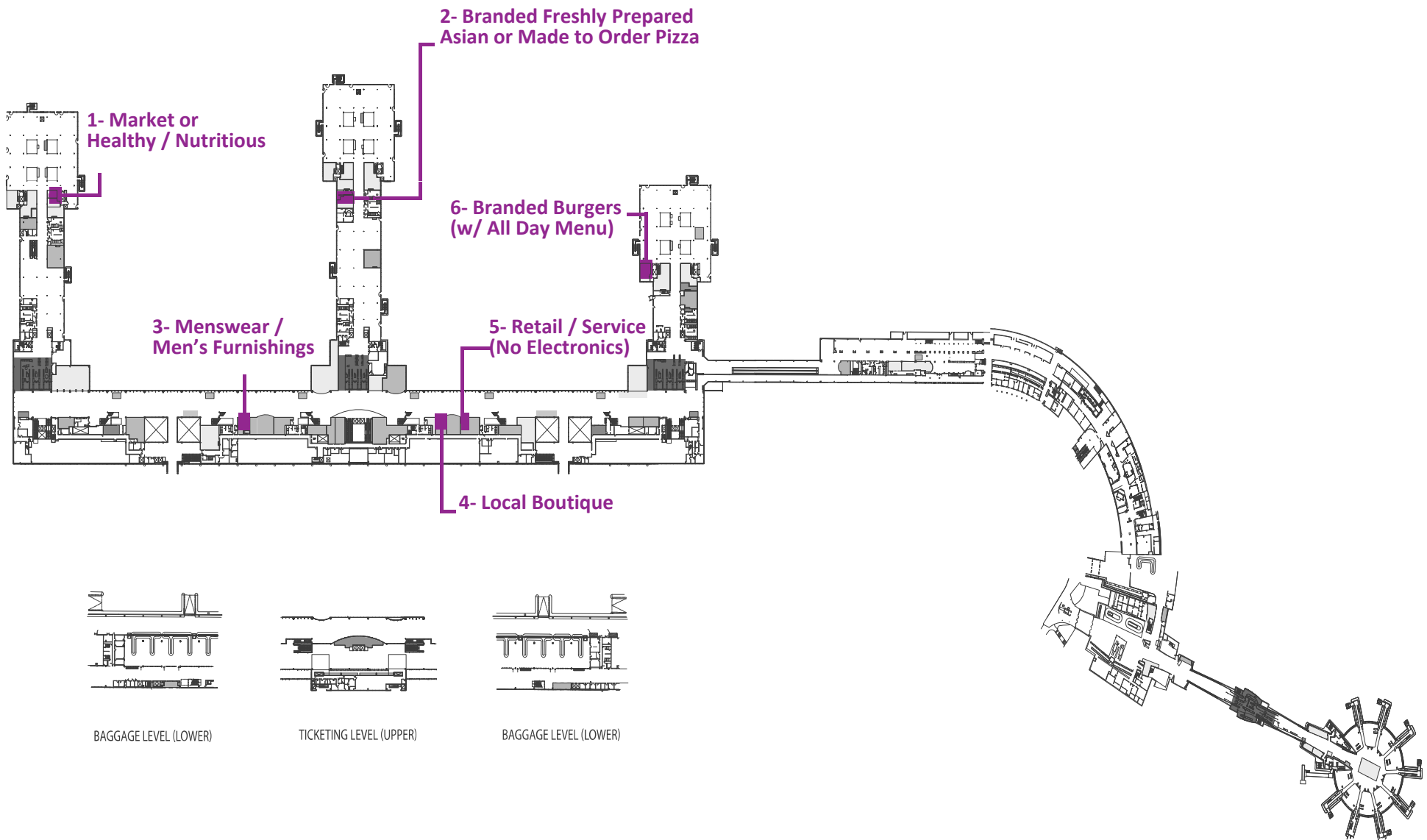


Reagan National

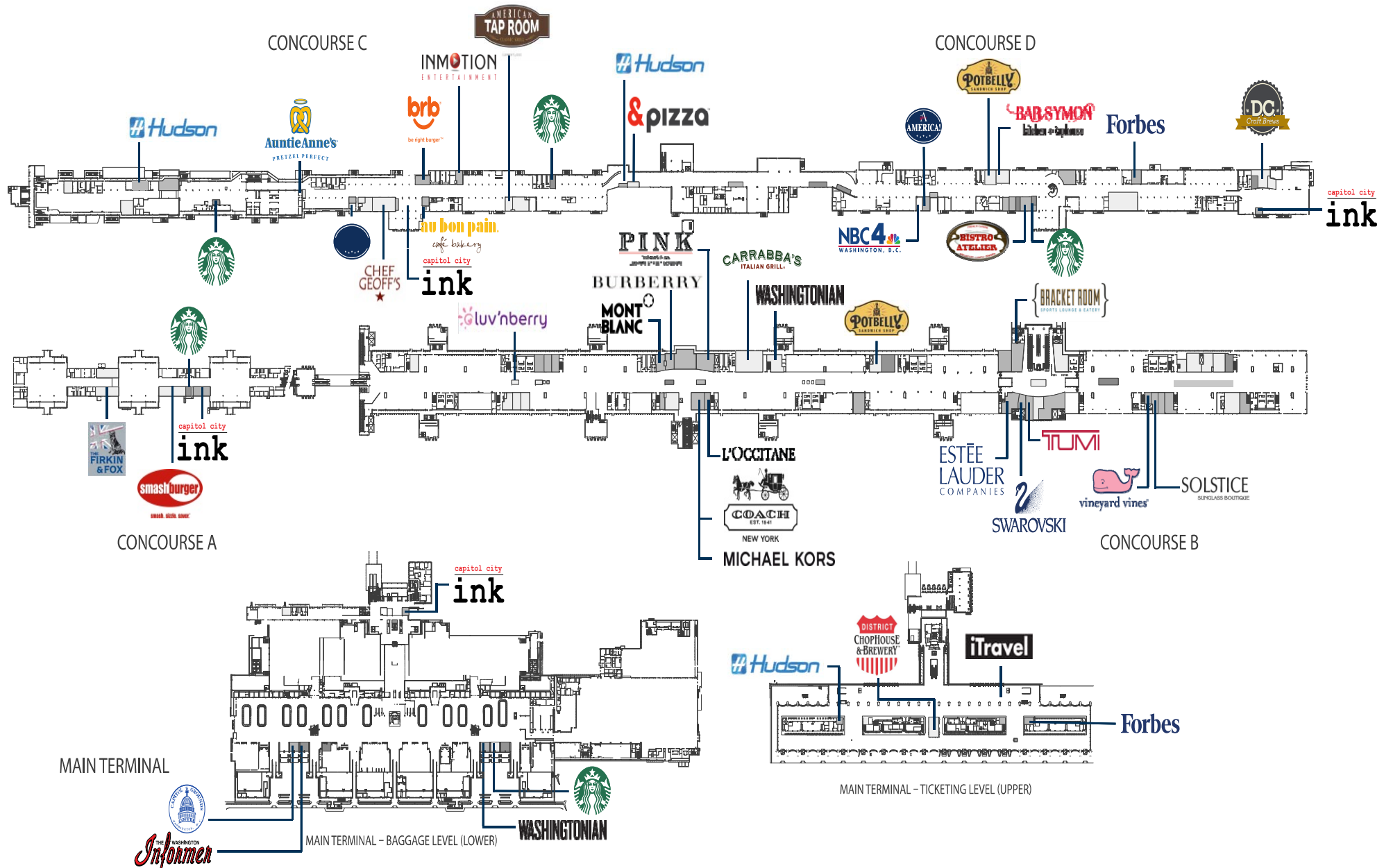
Leasing Opportunities by Category

- 3 Retail Locations
- 3 Quick Serve Locations

Reagan National - Opportunities



Dulles International Leasing Update





Brands at Dulles International

THE WASHINGTON
Informen

&pizza

AMERICAN
TAP ROOM
CLASSIC GRILL



{ **BRACKET ROOM** }
SPORTS LOUNGE & EATERY

brb

be right burger™

CHEF
GEOFF'S
★

A pink whale logo with a smiling face.
vineyard vines®

WASHINGTONIAN

BAR SYMON
kitchen * taphouse

DISTRICT
CHOPHOUSE
& BREWERY™
A red shield logo with white vertical stripes.

FRENCH CUISINE
**BISTRO
ATELIER**
BREAKFAST • LUNCH • DINNER

#Hudson

SOLSTICE
SUNGLASSES

BURBERRY

A logo with a pink flower-like shape and the text "luv'n berry".
PREMIUM FROYO

PINK

CARRABBA'S
ITALIAN GRILL®

MONT
BLANC



L'OCCITANE

COACH
EST. 1941

INMOTION
ENTERTAINMENT



smashburger
smash. sizzle. serve.®

The Swarovski logo, featuring a stylized 'S' and a feather.
SWAROVSKI

TUMI
MICHAEL KORS

ESTÉE
LAUDER

au bon pain.
café bakery

iTravel

capitol city
ink



Dulles International

Leasing Opportunities by Category

- 1 Bar / Restaurant Location
- 5 Quick Serve Locations
- 3 Retail Locations
- 2 Newsstand Locations with 1 Retail Location
- 1 Café with Bar Location
- 2 Spa Locations

Dulles International - Opportunities

1-Freshly Prepared Sandwiches
or Healthy / Nutritious

CONCOURSE C

2- Food and Beverage
Grab n' Go / Market

CONCOURSE D

3-Technology

4- News

6- Snack (No Ice Cream or Yogurt)

7- Local or Regional Burgers

8- Made to Order Pizza

5-Spa

14- News

13- Regional Gifts or Boutique

12- Technology

9- Restaurant w/
Bar (Americana)

10- Retail

11- Café w/ Bar
or Upscale Spa

CONCOURSE A

CONCOURSE B

MAIN TERMINAL

MAIN TERMINAL - BAGGAGE LEVEL (LOWER)

MAIN TERMINAL - TICKETING LEVEL (UPPER)



Retail Merchandising Unit (RMU) and Kiosk Program

- Re-design of RMU / Kiosk Program at both airports
- New state-of-the-art fixtures
- Focus on unique needs of each airport
- Opportunity for:
 - Small businesses
 - Entrepreneurs
 - Short-term commitment
 - Low capital
 - Incubation to permanent tenant



New RMU and Kiosk Design





Specialty Leasing Locations

17 RMUs & 4 Kiosks

- IAD
 - Concourse A – 2 RMU Locations
 - Concourse B – 5 RMU Locations
 - Concourse D – 5 RMU Locations

- DCA
 - National Hall – 5 RMU Locations
 - National Hall – 4 Kiosk Locations



**New Concessions Open For Business at
Ronald Reagan Washington National Airport
and
Washington Dulles International Airport**



METROPOLITAN WASHINGTON AIRPORTS AUTHORITY

Reagan



Ben's Chili Bowl





METROPOLITAN WASHINGTON AIRPORTS AUTHORITY

Dulles



Bistro Atelier



METROPOLITAN WASHINGTON AIRPORTS AUTHORITY

Reagan



Pinkberry





METROPOLITAN WASHINGTON AIRPORTS AUTHORITY

Dulles



Washingtonian Paradies



METROPOLITAN WASHINGTON AIRPORTS AUTHORITY

Reagan



Hudson





Dulles



Au Bon Pain



METROPOLITAN WASHINGTON AIRPORTS AUTHORITY

Reagan



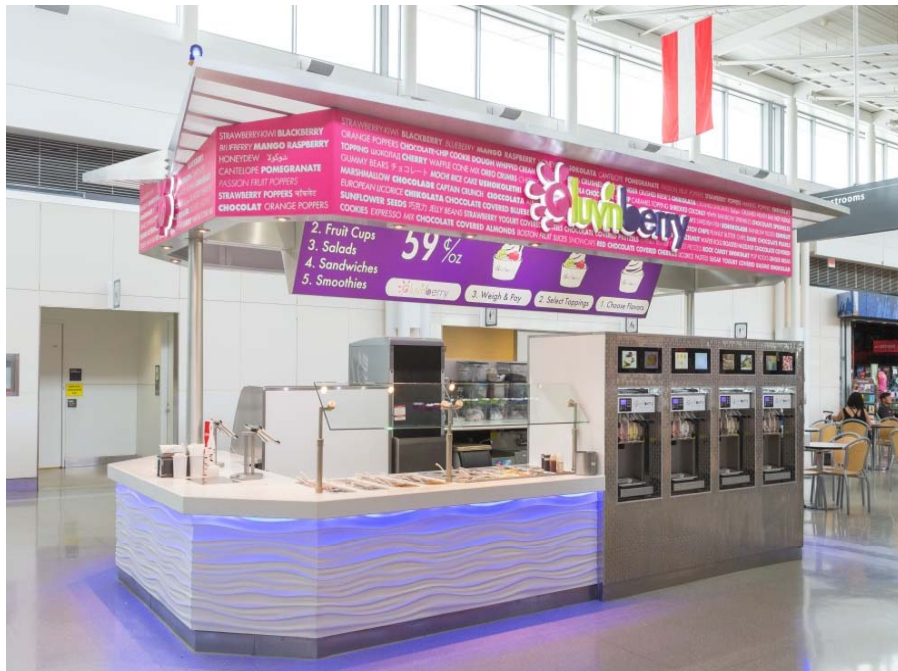
Five Guys





Dulles

luv'nberry



Auntie Anne's Pretzels



Reagan



Brighton



METROPOLITAN WASHINGTON AIRPORTS AUTHORITY

Dulles



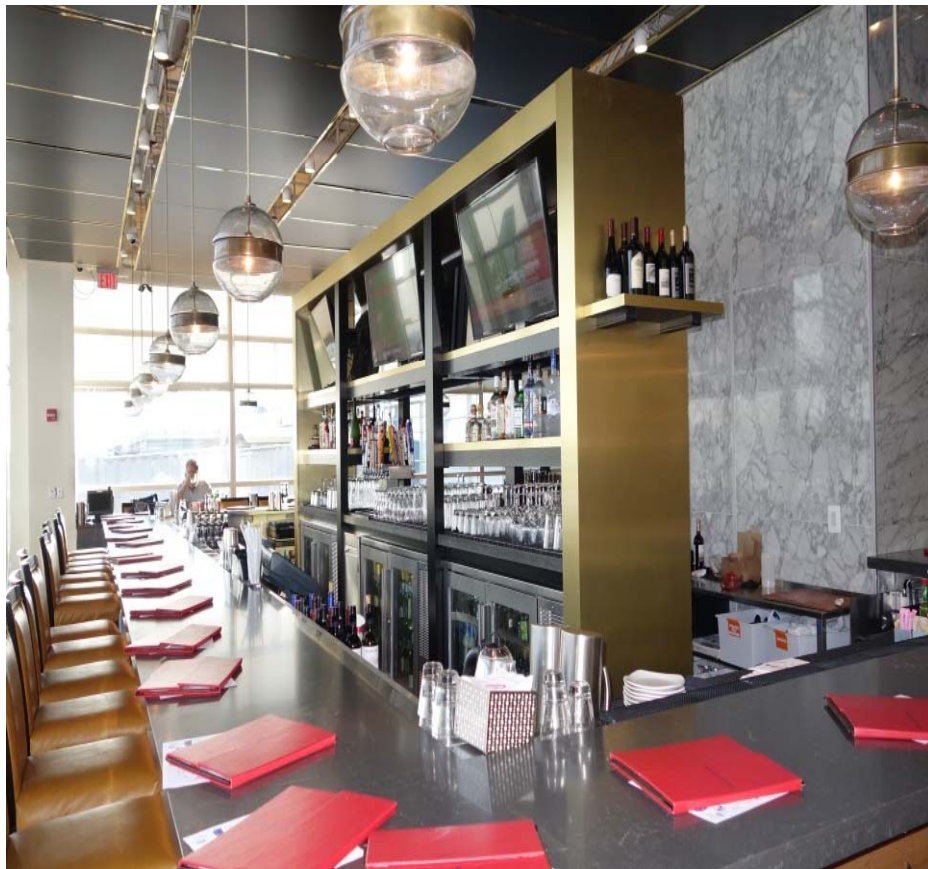
Tumi





METROPOLITAN WASHINGTON AIRPORTS AUTHORITY

Reagan



Legal Sea Foods

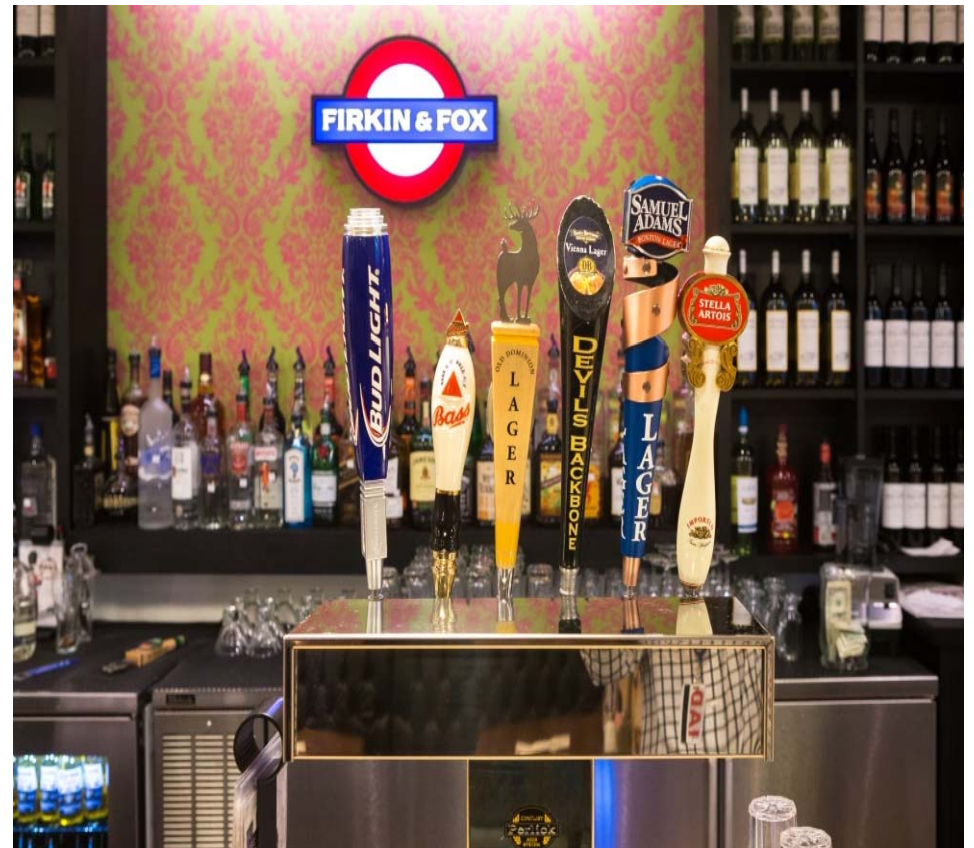


METROPOLITAN WASHINGTON AIRPORTS AUTHORITY

Dulles



Firkin & Fox





METROPOLITAN WASHINGTON AIRPORTS AUTHORITY

Reagan



Brooks Brothers



METROPOLITAN WASHINGTON AIRPORTS AUTHORITY



AMERICA

Dulles





METROPOLITAN WASHINGTON AIRPORTS AUTHORITY

Reagan



Vineyard Vines



METROPOLITAN WASHINGTON AIRPORTS AUTHORITY

Dulles



Swarovski





METROPOLITAN WASHINGTON AIRPORTS AUTHORITY

Reagan



Lacoste



METROPOLITAN WASHINGTON AIRPORTS AUTHORITY

Dulles



Estee Lauder





CURRENT CONTRACTING OPPORTUNITIES



Sources of Procurement Information

- ✦ Washington Post (Requirements over \$200,000)
- ✦ Contracting Opportunities On-Line Website
<http://www.mwaa.com/contracting>
- ✦ ***PROJECT eLERT*** e-newsletter
(Register at Contracting Opportunities On-Line website)



Ronald Reagan Washington National Airport



Dulles Corridor Metrorail Project



Dulles Toll Road



Washington Dulles International Airport



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