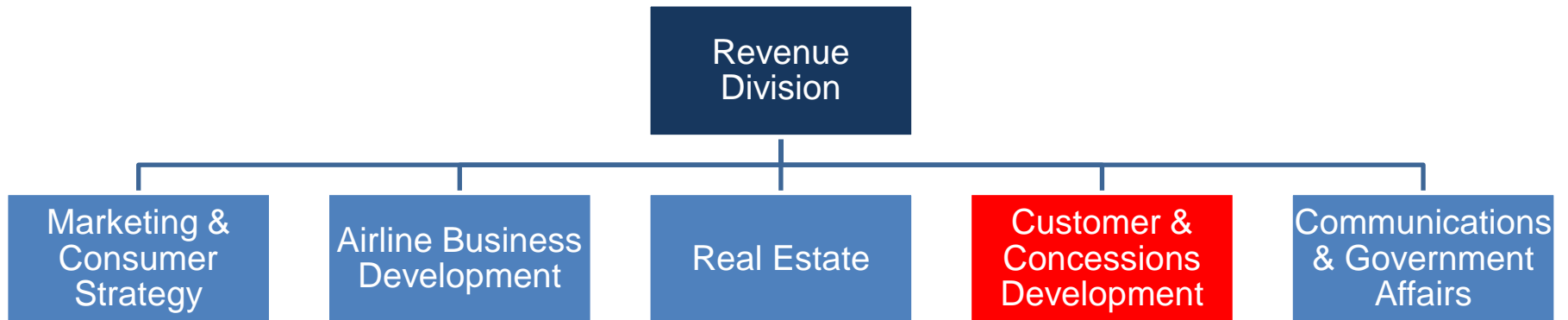




# **How to Do Business with the Metropolitan Washington Airports Authority (MWAA)**

Deven Judd, Director,  
Customer & Concessions Development  
December 2017

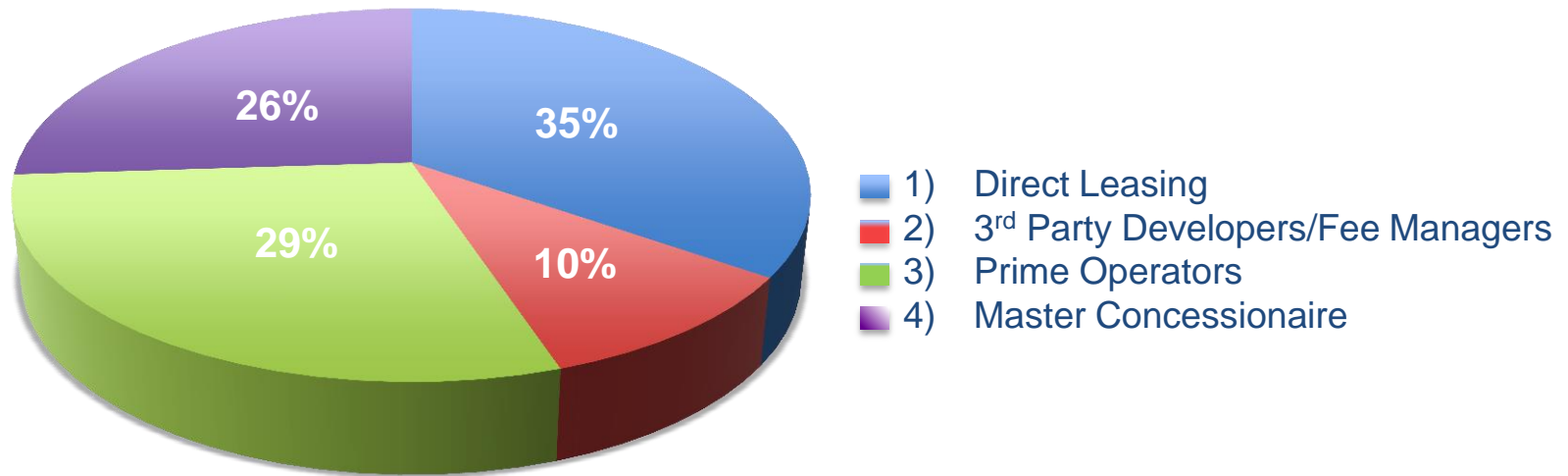
# Who We Are?



- **Customer & Concessions Development (C&CD)**
  - Responsible for the oversight, development, and implementation of the Concessions Program for both Reagan National and Dulles International Airports.
    - Concessions Fee Manager
    - Duty Free
    - International Currency Exchange
    - Luggage Carts
    - Network News Broadcast



## Type of Concessions Agreements



- 1) Direct Leasing - Airport leases individual locations or small groups of locations (no more than 3) directly to the operators. Dallas/Ft. Worth, Denver, Portland, and San Francisco
- 2) 3<sup>rd</sup> Party Developers/Fee Managers - Airport has agreement with a 3<sup>rd</sup> party to develop/lease and manage the concessions without operating any directly. Developer invests in facilities directly while Fee Managers do not. Baltimore, Pittsburgh, Boston, Reagan National and Dulles
- 3) Prime Operator - Airport leases packages of locations to two or more operators, each of which has multiple locations (more than 3) within the airport. Detroit, San Antonio, Atlanta
- 4) Master Concessionaire - Airport leases all food service concessions to a single operator, who may or may not also operate retail. The Master Concessionaire may sublease some of the locations to other operators. Birmingham, Nashville, Minnesota, Tampa

# Fee/Leasing Manager Approach

## MARKETPLACE DEVELOPMENT

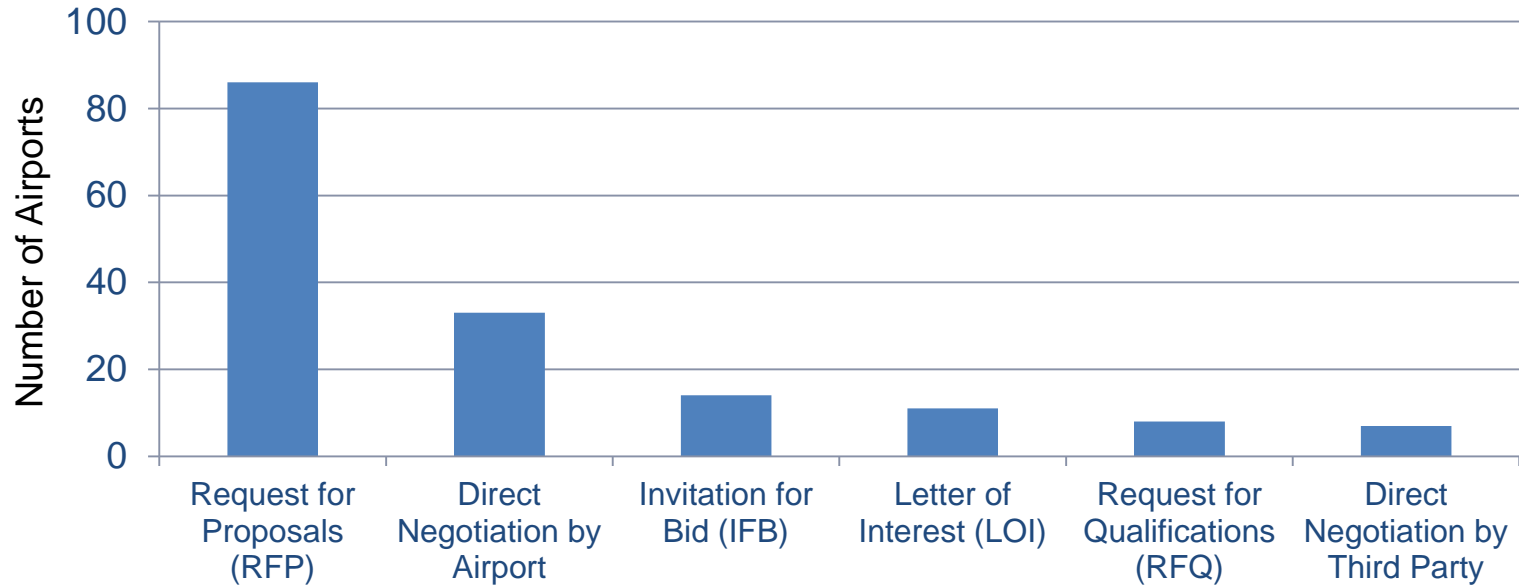
- **Contract began 2013**
  - Leasing
  - Construction Management/Coordination
  - Operations
  - Accounting & Financial
  - Marketing





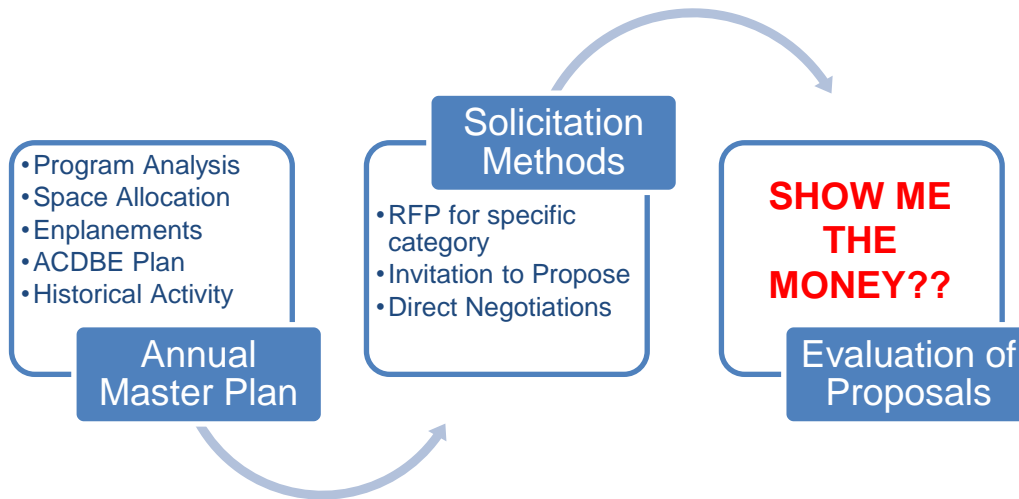
# Concessions Planning

## Methods of soliciting & awarding concessions contracts



The most common method of soliciting and awarding concessions contracts is by Request for Proposals (RFPs). However, many airports often use a mixture of methods.

# Solicitation Process



## Rules of the Road (What evaluators generally look for when evaluating at proposals?)

- Past history in doing business (providing solutions to challenges, operating in tough environments, turning a business around, what steps have you taken to get to where you are now?)
- Financial capability (do you pay your bills? do you have enough access to funds for buildout, are your projections reasonable? achievable, and sustainable?)
- Corporate and management structure (what are the strengths, weaknesses of the company and operations on the ground, is there customer service program in place? how do they attract and retain employees?)
- Have all ACDBE Certification rules been complied with?
- Do you have airport experience? (While not necessary in some cases, try not to make your first experience in business at an airport)
- What is the concept? (does it meet the criteria set forth in solicitation? local, regional, national...international? What is special and sets it a part from the rest)
- What is the proposed rent? (too high, too low, competitive based on history of concepts at a location, enplanements, appropriately sized if it's a new location)
- What is the capital investment?
- What is the schedule?

## 2018-2020 Concessions Opportunities Dulles Washington International Airport (IAD)

- 2018
  - 1 Food & Beverage (International Brand on Concourse A)
  - 1 Retail (Kiosk Location on Concourse B)
- 2019
  - 1 Food & Beverage (Quick-Serve Restaurant on Concourse B)
  - 1 Retail or F&B (Concourse B)
  - 1 Retail or F&B (Concourse C)
  - 1 Retail or F&B (Concourse D)
  - 3 Coffee locations (Concourse D and South Finger prior to getting on train or mobile lounge)
- 2020
  - 1 Retail (Concourse A)
  - 1 Retail (Concourse B)
  - 1 Retail or F&B (Concourse C)



## 2018-2020 Concessions Opportunities Ronald Reagan Washington National Airport (DCA)

- Project Journey
  - Secure National Hall
    - Anticipate opportunities for a handful of existing and new locations in National Hall
  - New Commuter Concourse
    - 10-14 Retail and F&B opportunities in New Commuter Concourse
- Master Plan Stage
  - Program Analysis ✓
  - Space Allocation
  - Enplanements
  - ACDBE Plan
  - Historical Activity







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