



Rhode Island Airport Corporation

February 16, 2018

Request for Proposal No. 26444

**Advertising Concession Program
at
T. F. Green Airport**

LIST OF ATTACHMENTS AND EXHIBITS

ATTACHMENT A.....Scope of Work and Minimum Requirements

ATTACHMENT B.....Advertising Concession Program Overview

ATTACHMENT C.....Standard Concession Agreement

ATTACHMENT D.....Exceptions to Standard Concession Agreement

ATTACHMENT E.....Compensation Proposal

ATTACHMENT E-1.....Gross Revenue Projections/Pro-Forma

ATTACHMENT F.....Capital Investment, Terminal Areas

ATTACHMENT F-1.....Capital Investment, Exterior Areas

ATTACHMENT G.....Visitor Badge Application

ATTACHMENT H.....Airport Concessionaire Disadvantaged Business Enterprise Requirements

ATTACHMENT H-1ACDBE Letter of Intent/ Commitment to Perform

ATTACHMENT H-2 Request for Good Faith Efforts Review

ATTACHMENT H-3.....ACDBE Waiver Form

ATTACHMENT H-4ACDBE Joint Venture Eligibility

ATTACHMENT H-5.....ACDBE Joint Venture Guidance

EXHIBIT A.....Floor Plans and Locations of Existing Advertising Locations

EXHIBITS B and B-1.....TO BE CREATED BY PROPOSERS AS REQUIRED

PROPOSAL SCHEDULE

Milestone/Action Item	Date
Badge Applications Due Date	February 22, 2018
Non-Mandatory Pre-Proposal Conference & Tour	March 1, 2018
Deadline for Questions	March 8, 2018
Issue Addendum – Responses to Questions	March 15, 2018
Deadline for Proposals	March 29, 2018

Note: Proposal schedule subject to change at Rhode Island Airport Corporation’s sole discretion.

INTRODUCTION

The Rhode Island Airport Corporation (RIAC) is seeking proposals from qualified firms (Proposers) to market, develop, manage, and operate an innovative, state-of-the-art Advertising Concession Program at T. F. Green Airport (PVD) in Warwick, RI, for the following areas as defined below. Please note, airport specific experience is not required.

A. Interior Terminal Public Space (Mandatory)

Means the common use and public areas of the interior of the Terminal Building at PVD (“**Terminal Areas**”). These areas include the pre-security second floor Departures (Ticket Counter) and first floor Arrivals (Baggage Claim) Levels of the Terminal Building, the Post-Security second floor North and South Concourses of the Terminal Building, and the Security Checkpoint Bypass Exit Ramp areas of the facility that lead from the second floor North and South Concourses to the first floor Arrivals Level (Baggage Claim). Existing advertising locations in the Terminal Areas and one Exterior Area are depicted on **EXHIBIT A, “Floor Plans and Locations of Existing Advertising Locations”**.

RIAC desires to create a more attractive and exclusive advertising program that drives higher placement revenue through an overall reduction of the current number of advertising locations, and an enhancement of display equipment types from current backlit and static, to state-of-the-art, eye-catching digital and dynamic technology. Proposers should submit designs for high technology equipment that results in more exclusive opportunities at any location within the Terminal Building, so long as these placements do not obstruct security camera views. RIAC wishes equipment proposed to be consistent with the existing Terminal Building architecture, and to portray a warm and welcoming presence that establishes a “sense-of-place”.

Note that although existing advertising locations are depicted on EXHIBIT A, RIAC is seeking the complete redevelopment of the Airport’s advertising concession into a vibrant, high-technology, exclusive program that will generate more revenue with less infrastructure. Proposers should exercise creativity and maximize the use of technology in altering, removing, and/or replacing some or all of the existing advertising locations, and reducing the perception of sensory overload and “clutter” in the current program. There is no requirement to utilize all of the existing locations. Creativity, innovation, and revenue maximization is the goal of this RFP. RIAC wishes to see the existing glass product display cases in the center of the concourses as depicted on EXHIBIT A removed. Should a Proposer wish to include product display cases in their proposed program, they may be replaced with smaller units that would be placed against the concourse-facing sides of the columns or walls along the concourses, subject to RIAC’s approval.

B. Exterior Areas (Optional)

While optional, RIAC encourages Proposers to propose additional advertising opportunities for certain exterior public spaces (“**Exterior Areas**”). The exterior public space may include exterior light poles, exterior building areas, exterior walkway areas and parking facilities. For any Exterior Areas being proposed, please provide proposed financials terms for (a) Additional MAG; (b) Corresponding Gross Revenue Percentage; and (c) Initial and Mid-Term capital investments for the Exterior Areas. Please submit separate, additional **Attachments E-1, Gross Revenue Projections/Pro-Forma and F-1, Capital Investment Worksheet, Exterior Areas** if proposing advertising to the Exterior Areas.

Proposals for Exterior Areas should not include any advertising on or in the Interlink Facility or Skywalk Areas. Please note that “Garage C” is not RIAC or Airport property.

REQUEST FOR PROPOSAL REQUIREMENTS

RIAC requires respondents to use a minimum 12-point font size and keep the proposal to a **maximum** of twenty (20) 8½" x 11" double sided pages, excluding:

- Dividers
- Table of Contents
- Cover Letter (one page, single sided)
- Executive Summary (which should not exceed one page, double sided)
- Resumes (each resume not to exceed one page, double sided, maximum of six)
- References (each reference not to exceed one page, double sided, maximum of five)
- Financial Statements (one copy to be provided in a separate, sealed envelope, to be kept confidential)
- ACDBE Required Forms

RIAC will not accept videos, simulations, or other electronic presentations for this submittal. However, such electronic information may be presented during an interview process (yet to be determined) for the shortlisted proposers.

Proposing firm shall submit one electronic (USB flash drive only) and six printed copies of the proposal to:

Office of Procurement
Rhode Island Airport Corporation
T. F. Green Airport
2000 Post Road
Warwick, RI 02886-1533

Attn: Advertising Concession Program – Contract No. 26444

The proposal must be submitted **no later than 1:00PM March 29, 2018 EDT**. Late submissions will not be accepted. All proposals will be time-stamped upon receipt and any proposals received after the time specified above will be returned unopened. In order to control the dissemination of information regarding this RFP, organizations interested in submitting proposals shall not make personal contact with any member of RIAC staff and/or Board of Directors. Questions concerning this RFP should be directed, via email, to procurement@pvdairport.com, **no later than 4:00PM March 8, 2018 EDT**. RIAC will respond to all relevant questions **no later than end of day March 15, 2018**, via addendum. This addendum will be posted to RIAC's website www.pvdairport.com/corporate/procurement and to the State of Rhode Island's Division of Purchasing website www.purchasing.ri.gov/.

RIAC will conduct a **non-mandatory** pre-proposal conference and tour of the facilities on **March 1, 2018 at 1:00PM EDT** in the Mary Brennan Board Room. In order to participate in the site tour following the meeting, all attendees must complete the Visitor Badge Application (**Attachment G**) and return **no later than February 22, 2018 at 1:00PM EDT** to procurement@pvdairport.com and note in the Subject line Contract 26444 – Advertising Concession Program.

RIAC accepts no financial responsibility for any costs incurred by a firm in responding to this RFP, participating in oral presentations, or meeting with RIAC prior to being hired. The proposals in response to this RFP become the property of RIAC and may be used by RIAC in any way it deems appropriate. By submitting a proposal, the firm certifies that it has fully read and understands the RFP, has full knowledge of the scope of work to be provided, and accepts the terms and conditions under which the services are to be performed.

RIAC reserves the right to interview some, all or none of the firms responding to this RFP based solely on its judgment as to the firm(s) proposals and capabilities. RIAC reserves the right to select firms directly from the proposals received without the use of an interview process. RIAC reserves the right to reject any and all submittals, to request and consider additional information from submitters, and to reject any and all submittals on any basis without disclosing the reason. No firm may withdraw their submittal for at least one-hundred twenty (120) days after the time and date set for submission.

RIAC reserves the right to waive any irregularities and technical defects. RIAC reserves the right to modify, amend or waive any provisions of this RFP, prior to the issuance of a Concession Agreement for the services.

Procedures respecting submittals and the selection of a firm shall be in conformity with Title 37, Chapter 2 of the General Laws of the State of Rhode Island, and standard RIAC procurement rules.

SUBMITTAL CRITERIA and REQUIREMENTS

All proposals must include the following elements (in the order provided below), to assist RIAC in the evaluation:

1. Table of Contents and Cover Letter

Please provide contact information (name, title, address, phone number and email address) for the individual(s) responsible for 1.) Negotiating and signing a Concession Agreement, and 2.) Responding to requests for additional information regarding this RFP.

2. Executive Summary

In one page, provide relevant information about the firm's qualifications and capabilities including a brief history of the Proposer's firm and experience.

3. Advertising Concession Program Overview, Operational Plan & Scope of Work
(Refer to **Attachments A, B, and B-1**)

Objectives:

a. Minimum Requirements

- i. Meet **Scope of Work and Minimum Requirements in Attachment A**.
- ii. Create and provide **EXHIBIT B, "Proposed Locations and Description of Advertising in Terminal Areas"**.
- iii. If proposing on the Exterior Areas, please additionally create and provide **EXHIBIT B-1, "Proposed Locations and Description of Advertising in Exterior Areas"**.

b. Sales and Marketing Plan

c. Operational Plan

d. References

- i. Provide one-page, double sided for each of, up to five references in the past three years.

e. Account Manager and Employees

- i. Provide a one-page, double-sided resume for the Account Manager, and up to five resumes, each only one page, double sided, for key staff (total of six people), including applicable professional licenses and/or accreditations, qualifications and relevant experience. Only list proposed

Team members that will be committed to this assignment for the duration.

4. Compensation to the Airport

a. Revenue Share and Compensation Proposal

- i. Provide a completed **Compensation Proposal (Attachment E)** and **Gross Revenue Projections/Pro-Forma** sheet (**Attachment E-1**) based upon the Assigned Premises, and if applicable, the Exterior Areas.
- ii. Provide a completed **Capital Investment Worksheet, Terminal Areas (Attachment F)**, and if applicable, **Capital Investment, Exterior Areas** sheet (**Attachment F-1**).

b. Financial Statements

Proposers are not required to submit financial statements as part of their submission. However, RIAC reserves the right to request financial information at any point following a submission.

5. ACDBE Requirement

Provide the necessary documents as instructed in **Attachment H – ACDBE Requirements**.

6. Appendix

To include: Certificates of Insurance and **Attachment D**.

NOTE: All Proposers must meet the Minimum Requirements and provide all the required information and objectives in the criteria above. If unable to comply, the proposal may be deemed non-responsive.

EVALUATION CRITERIA

All proposals meeting the Minimum Requirements shall be reviewed by a Selection Committee from RIAC to determine the best qualified Proposer to perform the services. Depending upon the number of proposals, RIAC may select directly from the list of Proposers, or may develop a shortlist of firms and invite all, some or none of them to interview for final selection. While some criteria may be ranked higher than others in the selection process, the firm that achieves the highest overall ranking will be considered the top-ranked Proposer by the Selection Committee. The decision as to the process, timing, and selection will be based entirely on the judgment of RIAC's selection committee. The proposals will be evaluated using the following criteria:

A. Experience (20%)

Demonstrated necessary experience as evidenced by a favorable record and history of performance and service at five (5) similar facilities within the last three years, with a minimum of one (1) facility having generated at least One Million Dollars (\$1,000,000) of annual gross revenues in the last three years. Also include evidence of experience, verifiable through references, of organizational, technical ability, and managerial staff capability to carry out the requested services in a manner that provides a dynamic and pleasing public experience.

B. Operational Plans (20%)

Policies, operational plans, sales and marketing plans, the approach, design, quality, capabilities, and aesthetics of equipment and program proposed, and the capabilities of the firm to perform the services needed in a professional, high-caliber manner.

C. Compensation to the Airport (60%)

The ability to compensate the Airport in a manner that maximizes revenues over the term of the Agreement will be evaluated based on the Compensation Proposal sheet (**Attachment E**), the Gross Revenue Projections/Pro-Forma sheet (**Attachment E-1**), and the Capital Investment, Terminal Areas sheet (**Attachment F**), and if applicable, Capital Investment, Exterior Areas sheet (**Attachment F-1**).

D. ACDBE Participation and/or Good Faith Efforts

Demonstrated ability to meet or make a good faith effort to meet the ACDBE requirements outlined in this RFP.

INSURANCE REQUIREMENTS

Please see Standard Concession Agreement of Insurance Requirements

STANDARD CONCESSION AGREEMENT

RIAC's Standard Concession Agreement is attached hereto and incorporated herein by this reference (**Attachment C**). RIAC expects the Proposer to execute this form of Concession Agreement upon contract award. Any exceptions to the terms of the Concession Agreement **must** be noted (by Section number and line) on the form provided (**Attachment D**) and included with proposal. RIAC reserves the right to accept, reject or modify any exceptions noted.

Once selections are completed, the selected Proposer will execute a Standard Concession Agreement with an initial term of five (5) years, with one (1) five-year option at the same terms and conditions, awarded upon the mutual agreement of RIAC and Proposer.

Upon execution of the Standard Concession Agreement, Proposer shall also provide:

- Evidence of proper insurance as required by Article XIII of the Concession Agreement.
- License to conduct business in Rhode Island.
- Articles of Corporate Existence.
- Performance Guarantee as required by Paragraph 13.16 of the Concession Agreement.

ADDITIONAL REQUIREMENTS

Campaign Finance Compliance

Every person or business entity providing goods or services at a cost of \$5,000 cumulated value is required to file an affidavit regarding political campaign contributions with the RI State Board of Elections even if no reportable contributions have been made. R.I.G.L. § 17-27 Forms may be obtained at Board of Elections, Campaign Finance Division, 50 Branch Avenue, Providence, RI 02904, (401-222-2056). For the purposes of this RFP RIAC asks that PROPOSERS commit to properly filing all appropriate documentation prior to any contract being signed.

Major State Decision-Maker

Does any Rhode Island "Major State Decision-Maker", as defined below, or the spouse or dependent child of such person, hold (i) a ten percent or greater equity interest, or (ii) a \$5,000 or greater cash interest in this business?

For purposes of this question, "Major State Decision-Maker" means:

- (i) All general officers; and all executive or administrative head or heads of any state executive agency enumerated in R.I.G.L § 42-6-1 as well as the executive or administrative head or heads of state quasi-public corporations, whether appointed or serving as an employee. The phrase "executive or administrative head or heads" shall include anyone serving in the positions of president, senior vice president, general counsel, director, executive director, deputy director, assistant director, executive counsel or chief of staff;
- (ii) All members of the general assembly and the executive or administrative head or heads of a state legislative agency, whether appointed or serving as an employee. The phrase "executive or administrative head or heads" shall include anyone serving in the positions of director, executive director, deputy director, assistant director, executive counsel or chief of staff; and
- (iii) All members of the state judiciary and all state magistrates and the executive or administrative head or heads of a state judicial agency, whether appointed or serving as an employee. The phrase "executive or administrative head or heads" shall include anyone serving in the positions of director, executive director, deputy director, assistant director, executive counsel, chief of staff or state court administrator.

If your answer is "Yes", please identify the Major State Decision-Maker, specify the nature of their ownership interest, and provide a copy of the annual financial disclosure required to be filed with the Rhode Island Ethics Commission pursuant to R.I.G.L. §36-14-16, 17 and 18.

ATTACHMENT A

Scope of Work and Minimum Requirements

RIAC's Terminal Building and other structures offer unique and highly visible opportunities for commercial advertising displays. It is RIAC's intent to achieve a vibrant, state-of-the-art Airport Advertising Program that also creates a "sense-of-place" by reflecting the spirit of the Rhode Island market and nearby surrounding communities outside of Rhode Island. The Concession Agreement will be awarded to the Proposer best demonstrating the experience and qualifications necessary to develop and maintain an advertising program that meets the following objectives:

Scope of Work

- Develop and promote new and enhanced revenue growth from national, regional and local advertisers.
- Identify, develop, and implement new advertising opportunities.
- Retain traditional airport advertisers and attract new advertisers that are relevant to the local market and the Airport's passengers.
- Provide a contemporary and innovative advertising program that utilizes state-of-the-art technology and optimizes advertising effectiveness and revenue while minimizing visual clutter and the overall number of advertising locations.
- Include new "cutting-edge" creative, innovative, multi-media advertising concepts that provide a "wow-factor" such as video walls, interactive devices, multi-media devices, digital, tension fabric, etc., or those technologies that represent new methods of generating advertising revenues not identified herein.
- Provide advertising that showcases the uniqueness of Rhode Island and surrounding areas, their businesses, culture, and quality of life by creating a "sense-of-place".
- Maintain a commitment to the Airport's role in the travel and tourism industry through coherent and complementary advertising that is aesthetically consistent with the design and architecture of airport properties.
- Provide a business plan that effectively serves advertisers while providing maximum revenues for the airport
- Complement and promote existing concessions and tenants at T.F. Green Airport where possible.
- Provide advertisers with "campaign opportunities" that integrate multiple media formats.
- Incorporate social media and other elements by including advertising technology that allows the viewer to see movement and/or interaction.
- Provide excellent customer service to the airport advertisers and the Airport.
- Evaluate current advertising and provide an aesthetic review of all advertising for acceptability and attractiveness to all members of the general public.
- Identify potential improvements, additions, and/or expansions to the advertising program.
- Formulate and negotiate terms for contracts with individual advertisers, including fees and/or rents.
- Administer advertising contracts, including designing, scheduling and monitoring installation, maintenance/janitorial, and removal of displays.
- Provide monthly reporting on advertising contracts, their administration (including ACDBE reporting), and revenue generated, to RIAC.
- Address contract administration issues, including but not limited to dispute resolution, ACDBE monitoring.

- Conduct all business in accordance with RIAC's Advertising Standards Policy, as stated in **Attachment C - Concession Agreement**, as may be amended from time-to-time.

Minimum Requirements

In order for the Proposer's submission to be considered by RIAC, the Proposer must meet the following minimum requirements:

- Must have developed, leased and managed the Advertising Concession Program in at least three (3) locations of similar size and scope within the past three years, and must indicate the commencement date and length of such contract(s).
- Must have managed digital and hi-tech advertising displays as part of an Advertising Concession Program in at least three (3) locations of similar size and scope as T.F. Green Airport within the last three years.
- Must have generated annual gross revenue in at least one (1) location of similar size and scope within the last three years equal to or greater than \$1,000,000.
- Must demonstrate it has the financial resources to finance, develop and operate the Advertising Concession Program as outlined in this RFP.

Sales and Marketing Plan and Operational Plan

Proposer shall submit the following information to allow RIAC to evaluate the sales and marketing plan for the Advertising Concession Program:

- Describe the strategy, including use of sales staff, to be used to pursue advertisers and marketing initiatives for the Advertising Concession Program.
- Provide a description of the types of advertising programs, equipment, and infrastructure that Proposer wishes to implement. Further, please indicate where these programs have been implemented previously by the Proposer.
- Demonstrate an understanding of the market segments and how they impact the proposed plan for advertising displays and the marketing approach to potential advertisers. From information gathered, describe what conclusions have been drawn from the demographic and behavioral characteristics of airport users and how that information would relate to an advertising sales plan.
- Describe any interim operating period and, the proposed transition plan of existing advertising operations, including the types of advertising displays/content proposed to be installed in the Assigned Premises, retention of existing clients and contracts, and minimization of any potential revenue loss to RIAC in the event that Proposer replaces an incumbent operator.
- Describe the procedure for measuring viewers' feedback to the advertising placements and/or addressing public inquiries or concerns.
- Describe the proposed sales, marketing plan, and corporate customer service philosophy. Identify how that plan will be applied. Elaborate on targeting national and regional media buyers and indicate the office location of the sales and marketing staff that will be assigned to manage this advertising program.
- Describe the proposed advertising display and content approval process to be utilized with RIAC and the proposed method of screening out offensive, inappropriate, and prohibited content in advertising.

- Describe plans to aggressively pursue national placements.
- Describe plans to target local businesses to foster/support economic growth.
- Outline the plan for placements of public service announcements, complimentary Airport or Airport tenant use, or installation of filler copy for unsold space.
- Describe janitorial and maintenance plans to maintain the cleanliness and presentation of displays in a first class manner.
- Include Operational Standards of your organization in the form of an Operations and Policies Manual.
- Prepare and Submit **EXHIBIT B, “Proposed Locations and Description of Advertising in Terminal Areas”**, and if applicable, **EXHIBIT B-1, “Proposed Locations and Description of Advertising in Exterior Areas”**.

References

Proposer shall provide the names, addresses, telephone numbers, email addresses and contact persons for at least five (5) client entities for which the Proposer has provided advertising services in the preceding three years, including at least three (3) entities of similar size and scope. Please include a description of the scope of services provided and the type and magnitude of the program operated for each entity.

Account Manager

For purposes of contract management, the Proposer must provide a resume for the individual who will be named the Account Manager for the term of the Concession Agreement. The role of Account Manager will be to serve as the liaison between the Proposer and RIAC.

Identification Badges

Employees must wear Identification Badges issued by RIAC as prescribed by the Transportation Security Administration (TSA) on RIAC premises. Proposer will be charged a badge and fingerprinting fee of \$75, plus a badge deposit fee of \$250 for each badge issued.

ATTACHMENT B

Advertising Concession Program Overview

The Concession

The selected Proposer shall have the rights, privileges, and duties of a concessionaire of commercial advertising for the Assigned Premises, and if so proposed, the use of Exterior Areas as approved by RIAC. In cooperation with RIAC, Proposer shall develop, market, manage, and operate an innovative, state-of-the-art Advertising Concession Program at T. F. Green Airport that will include the Terminal Areas, and may additionally include the Exterior Areas if so proposed by Proposer and accepted by RIAC.

Historical Revenue

For the last five fiscal years, the gross advertising revenue at the Airport has been:

<u>Fiscal Year Ending</u>	<u>Gross Revenue</u>
30-Jun-13	684,470
30-Jun-14	779,365
30-Jun-15	805,000
30-Jun-16	705,000
30-Jun-17	770,375

Passenger Enplanements

Passenger enplanements are available on the Airport website www.pvdairport.com/corporate/ri-airport-corporation/passenger-numbers. No assurance can be given as to levels of enplanements that will be achieved in the future.

Fees

Upon the Concession Agreement Effective Date, the selected Proposer shall pay RIAC a monthly fee that is the greater of the monthly pro-rated Minimum Annual Guarantee (MAG), or the monthly Concession Fee offered by the Proposer, whichever is higher, as further referenced in Paragraph 9.1 of the Concession Agreement.

1. Concession Fee

The minimum acceptable percentage of monthly gross revenues from all sources payable to RIAC has been established at a minimum of Fifty Percent (50%). No Concession Fee proposal will be accepted that is below the established minimum.

2. Minimum Annual Guarantee (MAG)

The minimum acceptable Minimum Annual Guarantee (MAG) for the Interior Terminal Public Areas has been established as \$500,000 for the first Agreement Year of the Term, to be paid in monthly pro-rated installments of 1/12 of the MAG. No MAG proposal will be accepted that

is below the established minimum. After the first Agreement Year, the MAG will be adjusted as stated in Paragraph 9.1a. of the Concession Agreement for the remainder of the Term, and if mutually agreed to by the parties, the Option Term.

Gross Revenue Projections/Pro-Forma

Proposer shall provide Gross Revenue Projections for the initial five (5) year term of the Concession Agreement using the format provided in **Attachment E-1**. The projections shall be evaluated by RIAC in terms of reasonableness, demonstrated understanding of the Concession Agreement, viability of the proposed operation, financial offer, and ability to fund continuing operations from cash flows generated by the business. In evaluating proposals, RIAC reserves the right to evaluate the proposal using alternative sales projections.

ATTACHMENT C
STANDARD CONCESSION AGREEMENT

ATTACHMENT D

Exceptions to Standard Concession Agreement

I, _____, _____, of
(Name) (Title)

_____ certify that I have no exceptions to the Standard Concession
(Company)
Agreement as presented for work associated with (***RFP No. 26444 Advertising Concession
Program***)

SIGNATURE OF PROPOSER

DATE

OR

I, _____, _____, of
(Name) (Title)

_____ request the following exceptions to the Standard Concession
(Company)
Agreement as presented for work associated with (***RFP No. 26444 Advertising Concession
Program***)

SIGNATURE OF PROPOSER

DATE

ATTACHMENT E

Compensation Proposal

For purposes of this Proposal, Proposer hereby agrees and proposes the following compensation to RIAC (the proposed MAG amount and Gross Revenue Percentage must not be less than the minimums specified in the RFP):

TERMINAL AREAS (Mandatory)

- (a) An initial Minimum Annual Guarantee of \$_____, (minimum \$500,000), to be in effect from and including the Effective Date and through the end of the first Agreement Year of the Term, and to be adjusted annually thereafter in accordance with the terms of the completed Agreement; and
- (b) A Gross Revenue Percentage of _____ Percent (____)%, (minimum, 50%); and
- (c) A Proposed Initial Capital Investment of \$_____, in eligible costs to fund the Initial Term installation and construction of the Facility Improvements; and a Mid-Term Capital Investment of \$_____.
- (d) Proposer shall pay all rentals, fees, and charges as specified by the Concession Agreement.

EXTERIOR AREAS (Optional)

- (a) An additional initial Minimum Annual Guarantee of \$_____, (_____), to be in effect from and including the Effective Date and through the end of the first Agreement Year of the Term, and to be adjusted annually thereafter in accordance with the terms of the completed Agreement; and
- (b) A Gross Revenue Percentage of _____ Percent (____)%, (minimum, 50%); and
- (c) A Proposed Initial Capital Investment of \$_____ in eligible costs to fund the Initial Term installation and construction of the Facility Improvements; and a Mid-Term Capital Investment of \$_____.
- (d) Proposer shall pay all rentals, fees, and charges as specified by the Concession Agreement.

If awarded the Concession, Proposer further agrees to furnish the Performance Guarantee in the amount required in the Concession Agreement (see Attachment C), and to satisfy the insurance requirements imposed upon the Concessionaire under the completed Agreement, furnish any required Certificates of Insurance, License to conduct business in Rhode Island, and Articles of Corporate Existence all prior to or simultaneous with execution of the Concession Agreement.

ATTACHMENT E-1

Please visit www.pvdairport.com/corporate/procurement to download a copy of Attachment E-1

ATTACHMENT F

Capital Investment, Terminal Areas (Mandatory)

PROPOSER shall invest \$_____ in capital improvements to the Advertising Program within the first two (2) years of the Concession Agreement (Years 1 and 2). Proposer shall detail the quantity, manufacturers, specifications, makes/models, and costs of all capital equipment proposed for the Terminal Areas.

In addition to the Initial Capital Investment, if the Option Term to extend the Agreement is mutually agreed upon by both Parties, PROPOSER shall spend \$_____ to complete a Mandatory Mid-Term Refurbishment to the Advertising Program during the first year of the Option Term (Year 6).

PROPOSER shall use a Capital Investment Schedule to demonstrate the capital equipment proposed for the Advertising Program at PVD. Examples are provided below:

ATTACHMENT F RHODE ISLAND AIRPORT CORPORATION RFP 26444 - ADVERTISING CONCESSION PROGRAM INITIAL CAPITAL INVESTMENT SCHEDULE						
Description	Location	Quantity	Unit Cost	Total Investment	Timeline	
					Year 1	Year 2
<i>Bag Belt Displays</i>	<i>Bag Belt First Level 1, 4, 6</i>	3	2,500	7,500	7,500	1,500
<i>Digital Displays</i>	<i>North/South Exit Lanes</i>					
5' wall		3	1,000	3,000	3,000	-
8' wall		5	750	3,750	-	3,750
SubTotal Digital Displays				6,750	3,000	3,750
				-	-	-
				-	-	-
TOTAL CAPITAL INVESTMENT				\$ 14,250	10,500	5,250

ATTACHMENT F RHODE ISLAND AIRPORT CORPORATION RFP 26444- ADVERTISING CONCESSION PROGRAM MID-TERM CAPITAL INVESTMENT SCHEDULE						
Description	Location	Quantity	Unit Cost	Total Investment	Timeline	
					Year 6	
<i>Bag Belt Displays</i>	<i>Bag Belt First Level 1, 4, 6</i>	3	2,500		7,500	
<i>Digital Displays</i>	<i>North/South Exit Lanes</i>					
5' wall		3	1,000		3,000	
8' wall		5	750		3,750	
SubTotal Digital Displays					6,750	
					-	
					-	
TOTAL CAPITAL INVESTMENT					\$ 14,250	

ATTACHMENT F-1

Capital Investment, Exterior Areas (Optional)

PROPOSER shall invest _____ Dollars (\$_____) in capital improvements to the Advertising Program within the first two (2) years of the Concession Agreement (Years 1 and 2). Proposer shall detail the quantity, manufacturers, specifications, makes/models, and costs of all capital equipment proposed for the Exterior Areas.

In addition to the Initial Capital Investment, if the Option Term to extend the Agreement is mutually agreed upon by both Parties, PROPOSER shall invest _____ Dollars (\$_____) to complete a Mandatory Mid-Term Refurbishment to the Exterior Areas Advertising Program during the first year of the Option Term (Year 6).

PROPOSER shall use a Capital Investment Schedule to demonstrate the capital equipment proposed for the Advertising Program at PVD. Examples are provided below:

ATTACHMENT F-1, EXTERIOR AREAS RHODE ISLAND AIRPORT CORPORATION RFP 26444 - ADVERTISING CONCESSION PROGRAM INITIAL CAPITAL INVESTMENT SCHEDULE						
Description	Location	Quantity	Unit Cost	Total Investment	Timeline	
					Year 1	Year 2
<i>Light Pole Displays</i>	<i>Departures Roadway</i>	3	2,500	7,500	7,500	1,500
<i>Parking Garage Displays</i>	<i>Building Exterior</i>					
5' wall		3	1,000	3,000	3,000	-
8' wall		5	750	3,750	-	3,750
SubTotal Parking Garage Displays				6,750	3,000	3,750
				-	-	-
				-	-	-
TOTAL CAPITAL INVESTMENT				\$ 14,250	10,500	5,250

ATTACHMENT F-1, EXTERIOR AREAS RHODE ISLAND AIRPORT CORPORATION RFP 26444 - ADVERTISING CONCESSION PROGRAM MID-TERM CAPITAL INVESTMENT SCHEDULE						
Description	Location	Quantity	Unit Cost	Total Investment	Timeline	
					Year 6	
<i>Light Pole Displays</i>	<i>Departures Roadway</i>	3	2,500		7,500	
<i>Parking Garage Displays</i>	<i>Building Exterior</i>					
5' wall		3	1,000		3,000	
8' wall		5	750		3,750	
SubTotal Parking Garage Displays					6,750	
					-	
					-	
TOTAL CAPITAL INVESTMENT					\$ 14,250	

ATTACHMENT G

Visitor Badge Application

RFP 26444 – Advertising Concession Program



**T. F. GREEN AIRPORT
VISITOR BADGE APPLICATION**
2000 Post Road • Warwick, R.I. 02886



NAME (LAST/FIRST/MIDDLE) _____

DRIVERS LIC. NUMBER/STATE ID CARD _____ STATE _____ EXP. DATE _____

SOCIAL SEC. NO: not required _____ DATE OF BIRTH _____ REC'D BY BADGING _____

PLEASE CHECK BOX IF YOU ARE A RECURRING VISITOR WITHIN THE LAST THREE (3) MONTHS.

**Please submit application to
procurement@pvdairport.com
no later than
1:00PM, February 22, 2018.**

ATTACHMENT H

Airport Concessionaire Disadvantaged Business Enterprise Requirements

The requirements of 49 CFR Part 23, regulations of the U.S. Department of Transportation, applies to this concession. It is the policy of RIAC to practice nondiscrimination based on race, color, sex, or national origin in the award and/or performance of this contract. All firms qualifying under this solicitation are encouraged to submit bids/proposals. Award of this concession will be conditioned upon satisfying the requirements of this proposal/bid specification. These requirements apply to all concessions firms and suppliers, including those who qualify as an ACDBE. Due to a lack of the availability of ACDBE's in Rhode Island specifically for the scope of work proposed under this RFP, a specific goal percent (of annual gross receipts; value of leases and/or purchases of goods and services) has been waived. However, RIAC is requiring and proposers to make a good faith effort, as defined in Appendix A, 49 CFR Part 26, to document efforts to identify potential ACDBE's. RIAC recommends proposers contact the Minority Business Enterprise Compliance office (<http://odeo.ri.gov/offices/mbeco/>) to assist in those efforts.

The concession firm will be required to submit the following information: (1) the names and addresses of ACDBE firms and suppliers that will participate in the concession, (2) A description of the work that each ACDBE will perform; (3) The dollar amount of the participation of each ACDBE firm participating; (4) Written and signed documentation of commitment to use an ACDBE whose participation it submits to meet a contract goal; (5) Written and signed confirmation from the ACDBE that it is participating in the concession as provided in the prime concessionaire's commitment; and (6) If the contract goal is not met, evidence of good faith efforts.

Proposers are encouraged to review RIAC's ACDBE Plan which is available on the Airport website at <http://www.pvdairport.com/corporate/procurement>.

Only ACDBE firms that are currently certified by the State of Rhode Minority Business Enterprise Compliance office for the work described in their certification letter at the time of proposal for this RFP may be counted toward ACDBE participation goal. RIAC uses the Minority Business Enterprise Compliance office for RIAC's ACDBE Certification process. The Minority Business Enterprise Compliance office maintains a directory identifying all firms eligible to participate as ACDBE's and updates the directory at least annually. The directory lists the firm's name, address, phone number, and the type of work the firm has been certified to perform as an ACDBE. An updated directory may be obtained by:

Department of Administration
Minority Business Enterprise Compliance office
One Capitol Hill
Providence, Rhode Island 02908-5890
Website: www.mbe.ri.gov
Directory link: <http://www.mbe.ri.gov/entiredirectory.php>

According to 49 CFR Part 23.25, proposer's may meet their ACDBE participation commitment by applying any of the measures below:

1. 100% ACDBE Participation

The proposer is solely owned and operated as a certified ACDBE firm in the State of Rhode Island. Please submit the following with Proposal submission:

- a. ACDBE Certificate**
- b. Attachment H-1: ACDBE Letter of Intent/Commitment**

2. Direct Ownership Percentage Participation

A percentage of the business is designated to be owned, operated and/or maintained by a certified ACDBE through a joint venture, partnership, sub-lease, management, licensee, operating and/or franchise agreement. Please submit the following with Proposal submission:

- a. ACDBE Certificate**
- b. Attachment H-1: ACDBE Letter of Intent/Commitment**
- c. Attachment H-4: ACDBE Joint Venture Eligibility (Joint Venture only)**
- d. Draft Partnership or Draft Joint Venture Agreement**

Note: Draft Joint Venture Agreements must be specific to the proposed concept and location and indicate ownership interest percentages and roles and responsibilities. **Attachment H-5: Joint Venture Guidance** has been provided for your review and reference.

3. Percentage of Purchases and/or Leases of Goods/Services Participation

A percentage of the gross revenue that will be committed to the purchase of goods and services from ACDBE certified vendors. A directory of ACDBE's certified to provide goods and services may be obtained from the Minority Business Enterprise Compliance Office. The contact information is provided in this Attachment. Please submit the following with Proposal submission:

- a. ACDBE Certificate**
- b. Attachment H-1: ACDBE Letter of Intent/Commitment**

4. Other Participation Methods

Proposers may submit some other methods to utilize ACDBE's, however, the eligibility of these methods must be determined by the FAA **prior to proposal submission** in order to be accepted by RIAC. Please submit the following with Proposal submission:

- a. ACDBE Certificate**
- b. Attachment H-1: ACDBE Letter of Intent/Commitment**
- c. FAA Approval** to use of this method and counting toward RIAC's ACDBE goal participation.

Note: Please review 49 CFR 23.55 to be sure the appropriate costs are counted toward ACDBE participation goal.

5. Demonstration of Good Faith Efforts

To be eligible to be awarded a concession that has a concession specific goal; proposers must make good faith efforts to meet the goal. A proposer may do so either by obtaining enough ACDBE participation to meet the goal or by documenting that it made sufficient good faith efforts to do so. (23.25(e)(1)(iv)). Examples of good faith efforts are found in Appendix A to 49 CFR Part 26 located in the U.S. Government Publishing Office website Electronic Code of Federal Regulations (<http://www.ecfr.gov/>).

RIAC will determine whether a concessionaire that has not met the concession specific goal has documented sufficient good faith efforts to be regarded as responsive. If the Proposer has not met the ACDBE participation goal in full or in part, please submit the following with Proposal submission:

- a. Attachment H-2: Good Faith Efforts Review**
- b. Attachment H-3: ACDBE Waiver Form**

RIAC will ensure that all information is complete and accurate and adequately document the concessionaire's good faith efforts before we commit to the concession agreement with the Proposer.

Monitoring and Enforcement Mechanisms

RIAC has available several remedies to enforce the ACDBE requirements contained in its contracts, including, but not limited to, breach of contract action, pursuant to the terms of the contract.

In addition, the federal government has available several enforcement mechanisms that it may apply to firms participating in the ACDBE program, including, but not limited to, the following:

1. Suspension or debarment proceedings pursuant to 49 CFR part 23;
2. Enforcement action pursuant to 49 CFR part 31; and
3. Prosecution pursuant to 18 USC 1001.

RIAC has various mechanisms to monitor program participants to ensure they comply with Part 23 and demonstrate good faith efforts, including, but not limited to the following:

1. Concessionaire shall submit an ACDBE Plan, which shall be attached to the proposal submission, to be approved by the Airport. Concessionaire agrees that within ten (10) days following the end of each month of the Term, it will provide a report to the Rhode Island Airport Corporation in a form acceptable to RIAC, describing the gross receipts of each ACDBE described in the proposal submission and/or after the Agreement date (and each substitute ACDBE obtained pursuant to paragraph (3) below), or in the case of a rental car concession, the dollar value of vehicles and other goods and services purchased by the Concessionaire from each such ACDBE, for each month of the Term. Concessionaire shall also submit within sixty (60) days of the end of each year of the Term of this Agreement, an annual statement requirement of 49 CFR Part 23.
2. Concessionaire agrees that it will also submit within the same periods described in (1) above a report to RIAC, in a form acceptable to RIAC, describing the Concessionaire's total gross receipts for each month of the term and each year of the term as provided in paragraph 1 above or in the case of a rental car concession, the total dollar value of vehicles and other goods and services purchased by the Concessionaire for each year of the Term of this Agreement.
3. Concessionaire will have no right to terminate an ACDBE for convenience without RIAC's prior written consent. If an ACDBE is terminated by the Concessionaire with RIAC's approval or because of the ACDBE's default, then the Concessionaire must make a good faith effort, in accordance with the requirements of 49 CFR section 23.25 (e)(1)(iii) and (iv), and 49 CFR section 26.53, to find another ACDBE to substitute for the original ACDBE to perform the same estimated gross receipts (or in the case of a rental car concession, to sell the same amount of vehicles and other goods and services) under the contract as the ACDBE that was terminated.
4. The Concessionaires breach of its obligations under (1), (2) or (3) above shall be a default by Concessionaire and shall entitle RIAC to exercise all of its contractual and legal remedies, including termination of this Agreement.

ATTACHMENT H-1

ACDBE LETTER OF INTENT/COMMITMENT TO PERFORM

CONCESSIONAIRE:

Name: _____
Address: _____
Phone: _____
Contact Person: _____
Title: _____

ACDBE:

Name: _____
Address: _____
Phone: _____
Contact Person: _____
Title: _____

Male-Owned Female-Owned

Ethnic Group:

Caucasian Asian Indian Asian Pacific Native American Hispanic American
African American Other [Specify: _____]

The undersigned is prepared to perform the following detailed description of work or provide the following goods and services or Joint venture responsibilities in association with the **RFP 26444 – Advertising Concessions Program** (specify NAICS Code and describe, in detail, the work to be performed).

Type of Contract: _____

Dollar Amount (and Ownership % for Joint Ventures) \$ _____ %

ACDBE Commencement Date of Contract: _____

ACDBE Expiration Date of Contract: _____

The undersigned: (1) certifies the company is an Airport Concessions Disadvantaged Business Enterprise as defined by the Rhode Island Department of Administration, and (2) agrees that the contract conditions above are true and accurate, and (3) work described will be performed by the ACDBE's own workforce, who will enter into a formal agreement for the above work with CONCESSIONAIRE, conditioned upon CONCESSIONAIRE's execution of a contract with Rhode Island Airport Corporation.

Name of company, signature and title of authorized official of the company and the date must be properly executed on this document or the bid will be deemed nonresponsive.

CONCESSIONAIRE:

By: _____
Printed Name: _____
Title: _____
Date: _____

ACDBE:

By: _____
Printed Name: _____
Title: _____
Date: _____

ATTACHMENT H-2

REQUEST FOR GOOD FAITH EFFORTS REVIEW

(Required for All Proposers unable to meet the ACDBE Participation Goal)

Concessionaire Name: _____

RFP Number: 26444 – Advertising Concessions Program

I, _____, _____ have not been able
(Name) (Title)

to achieve participation from any Airport Concession Disadvantaged Business Enterprises (ACDBE). I represent, under penalty of law and as evidenced by the attached documentation, that I have made good faith efforts prior to proposal submission to achieve ACDBE participation in accordance with the criteria set forth in 49 C.F.R. Section 26.53 and this RFP, but have been unable to achieve such participation for the following reasons*:

Signature _____ Date _____

*Attach supplemental pages and documentation if necessary.

**ATTACHMENT H-3
ACDBE WAIVER FORM**

(Required for All Proposers unable to meet the ACDBE Participation Goal)

I, _____, _____, of _____
(Name) (Title) (Concessionaire Name)

certify that on _____, I contacted the following ACDBE Firm to afford the opportunity to
(date)
participate in RFP# 26444 – Advertising Concessions Program.

ACDBE Firm Name and Address:

Type of Contract:

Dollar Amount (or Ownership % for Joint Ventures): _____

Signature _____ Date _____

This portion to be completed by ACDBE:

_____ do hereby certify that I was offered an opportunity to
(ACDBE Name)

participate in RFP # 26444 – Advertising Concessions Program on _____ for
(Date)

(Describe Work or Supply or Joint Venture Solicited)
by _____ but was
(Name of Concessionaire's Representative)

(check one) ___unavailable to participate or ___unable to prepare a quote for the following reasons:

The above statement is a true and accurate account of why I did not participate in this contract.

(Signature of ACDBE)

(Printed Name)

(Title)

(Date)

ATTACHMENT H-4
ACDBE Joint Venture Eligibility
(to be submitted with each joint venture agreement for review)

1. Name of Joint Venture: _____

2. Joint Venture Contact Person:

Name: _____

Address: _____

Phone Number: _____

Email address: _____

3. Firms participating in joint venture (use additional pages if necessary):

Name of firm: _____

Address: _____

Phone Number: _____

Contact Name: _____

Phone Number: _____

% ownership: _____% ACDBE: Yes No

Certifying agency: _____

Date of Certification: _____

Type of work for which certification was granted:

4. ACDBE initial capital contribution: \$ _____ % _____

5. Future capital contributions (explain requirements):

6. Source of funds for the ACDBE capital contribution:
7. Describe the portion of the work or elements of the business controlled by the ACDBE:
8. Describe the portion of the work or elements of the business controlled by the **non- ACDBE**:
9. Describe the ACDBE's involvement in the overall management of the joint venture (e.g., participation on a management committee or managing board, voting rights, etc.)
10. Describe the ACDBE's share in the **profits** of the joint venture:
11. Describe the ACDBE's share in the **risks** of the joint venture:
12. Describe the roles and responsibilities of each joint venture participant with respect to **managing** the joint venture (use additional sheets if necessary):
 - a. ACDBE joint venture participant:
 - b. Non- ACDBE joint venture participant:
13. Describe the roles and responsibilities of each joint venture participant with respect to **operation** of the joint venture (use additional sheets if necessary):
 - a. ACDBE joint venture participant:
 - b. Non- ACDBE joint venture participant:
14. Which firm will be responsible for accounting functions relative to the joint venture's business?
15. Explain what authority each party will have to commit or obligate the other to insurance and bonding companies, financing institutions, suppliers, subcontractors, and/or other parties?
16. Please provide information relating to the approximate **number** of management, administrative, support and non-management employees that will be required to operate the business and indicate whether they will be employees of the ACDBE, non-ACDBE or joint venture.

	Non-ACDBE	ACDBE Firm	Joint Venture
Management	_____		
Administrative	_____		
Support	_____		
Hourly Employees	_____		

17. Please provide the name of the person who will be responsible for hiring employees for the joint venture.

Name: _____

Who will they be employed by?

18. Are any of the proposed joint venture employees currently employees of any of the joint venture partners? Yes No
If yes, please list the number and positions and indicate which firm currently employs the individual(s).
19. Attach a copy of the proposed joint venture agreement, promissory note or loan agreement (if applicable), and any and all written agreements between the joint venture partners.
20. List all other business relationships between the joint venture participants, including other joint venture agreements in which the parties are jointly involved.

ATTACHMENT H-5
Joint Venture Guidance

EXHIBIT A

Floor Plans and Locations of Existing Advertising Locations

Note that although existing advertising locations are depicted on EXHIBIT A, RIAC is seeking the complete redevelopment of the Airport's advertising concession into a vibrant, high-technology, exclusive program that will generate more revenue with less infrastructure.

Proposers should exercise creativity and maximize the use of technology in altering, removing, and/or replacing some or all of the existing advertising locations, and reducing the perception of sensory overload and "clutter" in the current program. There is no requirement to utilize all of the existing locations. Creativity, innovation, and revenue maximization is the goal of this RFP.

RIAC wishes to see the existing glass product display cases in the center of the concourses as depicted on EXHIBIT A removed. Should a Proposer wish to include product display cases in their proposed program, they may be replaced with smaller units that would be placed against the concourse-facing sides of the columns or walls along the concourses, subject to RIAC's approval.

EXHIBIT B

Locations and Descriptions of Proposed “Terminal Areas”

Proposer must create a depiction of the locations and descriptions of advertising infrastructure proposed for the Terminal Areas

EXHIBIT B-1

Locations and Descriptions of Proposed “Exterior Areas”

(If Applicable)

Proposer must create a depiction of the locations and descriptions of advertising infrastructure proposed for the Exterior Areas