



ATL | Concessions Outreach

Thursday, August 10, 2023

8 a.m. – 12 p.m.

Georgia International Convention Center



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CITY OF ATLANTA
Department of Procurement
(DOP)

KEVIN FLOYD
Deputy Chief Procurement Officer




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Procurement Updates
Contracting Updates
DOs and DON'Ts
Non-Responsive Prevention
Supplier Resources



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PROCUREMENT UPDATES











ATL
Moving Atlanta Forward

"We are excited for the launch of the [ATLSuppliers.com](#) website, which will usher in a new era of accessibility for our existing suppliers and expand opportunities equitably to eligible companies who seek to do business with the City of Atlanta. This site will house all the resources suppliers need to better identify opportunities to offer their goods and services to the people of Atlanta, ensure the city is getting the best services for our constituents and assure residents that the city is being responsible stewards of taxpayer resources as we continue our efforts to move Atlanta forward."

Mayor Andre Dickens

SUPPLIER REGISTRATION TRAINING
First Wednesday of Each Month
10:00 - 11:30 AM

SOLICITATION TRAINING
Third Wednesday of Each Month
10:00 - 11:30 AM

Procurement Resources		Business Resources	
 CERTIFICATIONS	 ATL AIRPORT	 ATLNEXT	 INVEST ATLANTA
 SMALL BUSINESS RESOURCES	 ATL311	 CITY OF ATLANTA COMMUNICATIONS	 GRANTS



ATL

OUR MISSION

Our Mission is to promote transparent, open, fair and inclusive competition, procure high quality products and services in a timely manner and to meet the needs of the community while upholding public trust.

OUR VISION

Excellence in **VALUE CREATION** through **Partnership, Collaboration, and Innovation.**

**ENVISION
EXPERIENCE
VOLVE**

OPERATIONAL EXCELLENCE
DIGITAL PROCUREMENT

FY 2024

One Team, One Approach, One Outcome.



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Our Goals are to create a value-based, high-performing procurement organization that transacts business with integrity using a simplified and transparent process by promoting women and diverse supplier in our community.

- Create fair and open competition.
- Promote women and minority-owned businesses within City of Atlanta and across the supply base.
- Ensure contracting process is transparent, open, fair, and inclusive.
- Conduct business with highest ethical standards by holding every employee accountable to outcome.





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Department Restructure



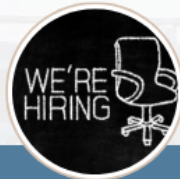
Jaideep Majumdar
CHIEF PROCUREMENT OFFICER



Kevin Floyd
DEPUTY CHIEF
PROCUREMENT OFFICER



Dana Greer
DEPUTY CHIEF
PROCUREMENT OFFICER



VACANT
CATEGORY DIRECTOR



Holly Rabinsmith
CATEGORY DIRECTOR



Christopher Wilkerson
CATEGORY DIRECTOR



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Social Media Overhaul





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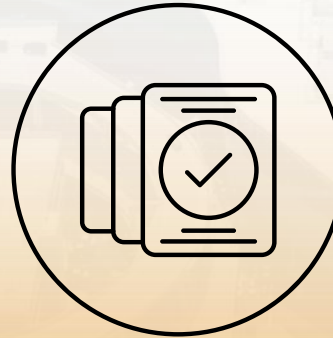
User-Friendly Submission Package

INSTRUCTIONS TO PROPONENTS



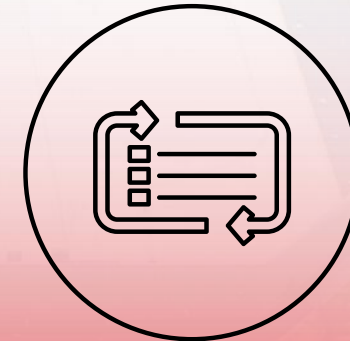
Simplified language to provide clarity

REQUIRED SUBMITTAL FORMS PACKAGE



Standardized all forms and eliminated duplicate requirements

PROCUREMENT FORMS AND TEMPLATES

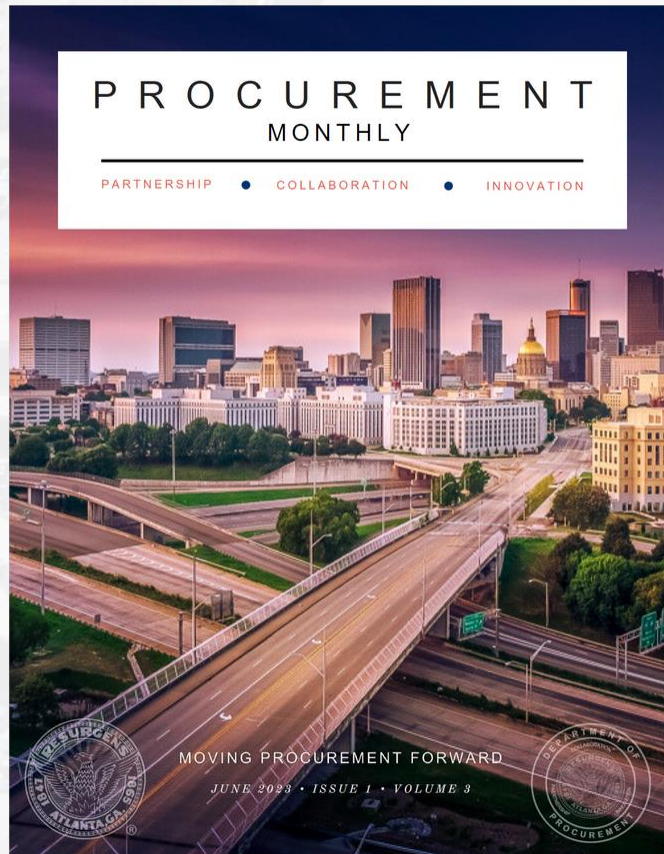


Added version number to provide document control



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Supplier Newsletter



SENT TO
14,000+
SUPPLIERS

CONTENTS

IN THIS MONTH'S ISSUE



03 SOCIAL MEDIA HIGHLIGHTS
We invite you to join the Department of Procurement on Facebook, Instagram, Twitter, and LinkedIn

05 MEET THE COMMS TEAM
New team members, new newsletter, new look, new exciting information to share!

08 WELCOME NEW MAY SUPPLIERS!
We welcome aboard all the suppliers for the month of May.

09 VIRTUAL TRAININGS
Monthly trainings are offered, that encompass, supplier registration, all the way to completing a solicitation. Register today!

10 PROCUREMENT RESOURCES
Multiple links on one page for all your supplier needs

04 DOP COMMUNICATIONS



06 PROCUREMENT IN FOCUS
A glance at what the DOP category teams have accomplished in the past month!



07 SOLICITATIONS
Active solicitations list, grouped in closing date order. Take a look, and put in your bid before they close

SNEAK PEEK!





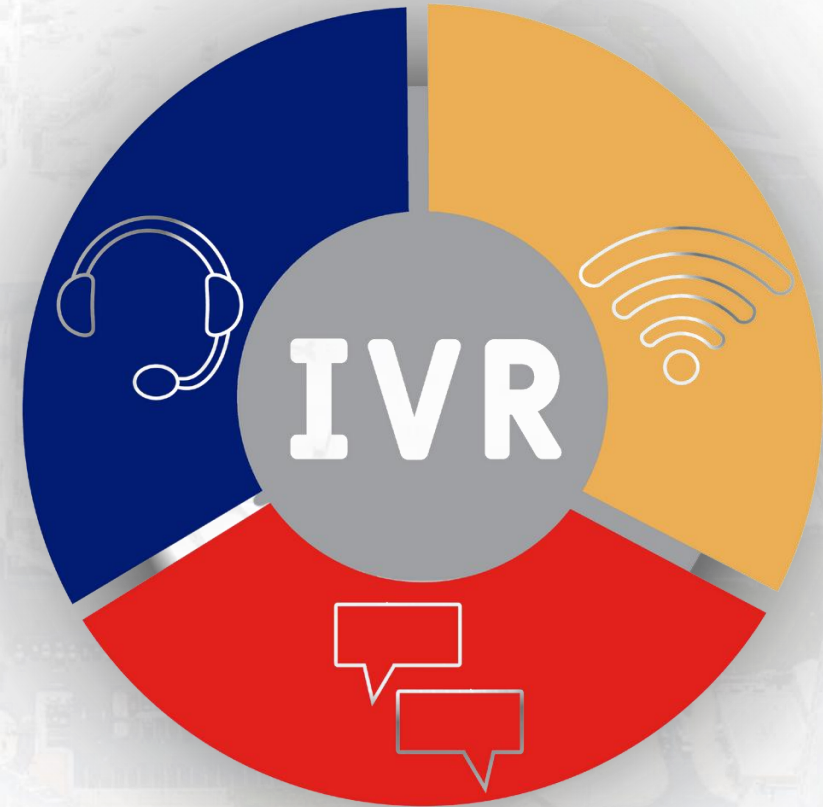
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Customer Service

INTERACTIVE VOICE RESPONSE



(404) 546-1000





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FY2024 Highlights

- Micro-purchase threshold increased to \$25,000 per department per fiscal year
- Small purchase threshold increased to \$100,000 per department per fiscal year
- Upload capabilities, capacity, and competencies to Supplier Profile
- Eliminate the bid bond requirement





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CONTRACTING UPDATES



CONTRACT

Contract to be released with Solicitation package.



TERMS

Standard Terms and Non-Negotiable items will be included.



REQUIREMENTS

Acceptance of the terms and any deal-breaker items must be included in supplier response.



FAILURE TO ACCEPT

Failure to accept the City's terms, or significant red lines to the agreement could result in a lower score or the submission being deemed non-responsive.



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Process Improvements



The 7-Step Project Tollgate Methodology ensures proper translation of business opportunities into successful projects; that is, aligning project objectives with business needs, then executing the projects in the most efficient way.



Best Practices

SUBMITTAL CHECKLIST

When completing a solicitation, always use the submittal checklist.

PROPOSAL DISQUALIFICATION

When responding to solicitations, make sure to include all documents/forms requested.

CONFERENCES

Attend pre-bid/proposal conferences, it's an opportunity to network.

TEAM REVIEW

Don't forget to have a team review your final submission.

REFERENCES

Ensure that you are including 3 references from 3 different sources.

GEORGIA SECRETARY OF STATE AUTHORIZATION DOCS

Ensure to provide authorization documents to transact business in Georgia.

NOTARY AND RESPONDENT SIGNATURE

Both should be signed on the same date and only in front of Notary.

SOLICITATION SUBMISSION

- Proposals are due by 2 p.m. (ET) sharp.
- DO NOT prolong submitting your solicitation.
- Edits are allowed up until the due date.
- Upload should be completed no less than 3 hours before the solicitation closes to account for any issues
- Upon publication, immediate access to upload your proposal.

FORM 1: Illegal Immigration Reform and Enforcement Act (IIREA)

- Ensure that EIN Number and Date are entered correctly.
- Title of Authorized Agents to sign is required.

FORM 2: Contractor Disclosure and Declaration Form

- Ensure to provide supporting material when answering "YES" to any question.
- Ensure that you are providing correct information.

JV ENTITIES

- JV entities require 3 forms:
- 1 for the JV AND 1 for each separate entity
 - JV Entity AND Multiple Partners are required to complete Form 2.

QUESTION-AND-ANSWER PERIOD

Know the question-and-answer period of your solicitation.

PROHIBITED CONTACTS

DO NOT reach out to anyone about a solicitation, except for the assigned Procurement Professional.





Blackout Period

“The blackout period begins with the advertisement and shall remain in effect until execution of the contract, or the solicitation is cancelled and will not be resolicited, whichever comes first. During the blackout period, all questions pertaining to this solicitation must be directed to the Department of Procurement’s assigned Procurement Professional or the appropriate Supervisor. Offeror or any representative, agent or other person acting on behalf of Offeror is prohibited from contacting any other City agency, employee, representative, or elected or appointed official regarding questions about this solicitation. Violations of this section will result in Offeror’s disqualification.”



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Moving Atlanta Forward

A City of
Opportunity
for All

ATL Suppliers



DOP Overview



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CITY OF ATLANTA

**Mayor's Office of Contract Compliance
(OCC)**

BRUCE BELL

Director of Office of Contract Compliance



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Congratulations!



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- I. Acceptance into the Department of Transportation's Registry of Certified *Airport Concessions Disadvantaged Business Enterprise (ACDBE)*.
- II. Highlighting major “*keys to success*” to maximize all contracting opportunities with the City of Atlanta.
- III. Federal regulations for **ACDBE** participation toward goals.



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Keys to Success **#1**

- Apply for the *Disadvantaged Business Enterprise (DBE)* Certification with GDOT
- Monitor the Office of Contract Compliance (**OCC**) and Dept. of Procurement (**DOP**) Online Websites for Official Business Opportunities
- Attend Outreach Sessions
- Attend all Pre-bid/Pre-proposal Conferences



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Keys to Success **#2**

- Participate in Local Business Development Programs
- Become a Member of a Local Trade/Business Organization
- Ensure Bonding and Insurance are in Place
- Identify a Monitor
- Contact other Local Diversity Programs for Procurement Opportunities



49 CFR § 23.55

How Do Recipients Count (ACDBE) Participation toward Goals for Items Other Than Car Rentals?

- I. You count only ACDBE participation that results from a Commercially Useful Function.
- II. Count the total dollar value of gross receipts an ACDBE earns under a Concession Agreement and the total dollar value of a Management Contract or Subcontract with an ACDBE toward the goal.
- III. ACDBE Sub-concession Agreements or Subcontractor Agreements with a Non-ACDBE are NOT counted toward the goal.



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49 CFR § 23.55

How Do Recipients Count (ACDBE) Participation Toward Goals for Items Other Than Car Rentals?

- IV. In a Joint Venture, only gross receipts for work performed by the ACDBE with its own forces count toward ACDBE goals.
- V. Count the entire amount of fees or commissions charged by an ACDBE firm for a Bona Fide Service, provided that, as the Recipient, you determine this amount to be reasonable and not excessive as compared with fees customarily allowed for similar services.
- VI. Count 100% of the cost of goods obtained from an ACDBE manufacturer.



49 CFR § 23.55

How Do Recipients Count (ACDBE) Participation Toward Goals for Items Other Than Car Rentals?

VII. Count 100% of the cost of goods purchased or leased from a ACDBE regular dealer.

VIII. Goals for goods purchased from an ACDBE that is neither a manufacturer nor a regular dealer:

1. Count the entire amount of fees or commissions charged for assistance in the procurement of the goods, provided that, this amount is reasonable as compared with fees customarily allowed for similar services. DO NOT count any portion of the cost of goods themselves.
2. Count the entire amount of fees or transportation charges for the delivery of goods required for a Concession, provided that this amount is reasonable as compared with fees customarily allowed for similar services. DO NOT count any portion of the cost of goods themselves.



49 CFR § 23.55

How Do Recipients Count (ACDBE) Participation Toward Goals for Items Other Than Car Rentals?

- IX. A non-certified ACDBE firm's participation DOES NOT count toward ACDBE participation goals.
- X. Work performed or gross receipts earned by a firm after its eligibility has been removed DOES NOT count toward ACDBE goals.
- If an ACDBE firm certified on April 21, 2015 is decertified, because one or more of its disadvantaged owners do not meet the *Personal Net Worth* criterion or the firm exceeds business size standards of this part during the performance of a contract or other agreement, then the firm's participation may continue to be counted toward ACDBE Goals for the remainder of the Term of the Contract or Other Agreement.
 - This excludes extensions or renewals of such contracts or agreements.



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49 CFR § 23.55

How Do Recipients Count (ACDBE) Participation Toward Goals for Items Other Than Car Rentals?

- XI. Costs incurred in connection with the renovation, repair, or construction of a Concession facility (sometimes referred to as the “*build-out*”) are **NOT** counted.
- XII. Car Rental Companies’ participation is **NOT** counted toward **ACDBE** achievement goal.



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ACDBE GOALS for Upcoming Concessions Opportunities

32.46%



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CITY OF ATLANTA

Office of Enterprise Risk Management

JOHN SMITH
Director of Risk Management



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Insurance and Bonding Requirements



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Enterprise Risk Management

- Insurance and bonding requirements for all City projects.
- Financial review of responses to solicitations.
- Minority Surety Initiative.



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- ❖ Evaluation consists of different criteria:
 - ❖ Nature of the project;
 - ❖ Scope of work;
 - ❖ Estimated contract value and
 - ❖ Duration of project.
- ❖ Requirements vary by type and size of projects:
 - ❖ Service Contracts vs. Construction Contracts
 - ❖ \$10,000 vs. \$20,000,000



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General Requirements

- ❖ City of Atlanta reserves the right to adjust or waive any or all requirements.
 - ❖ Any/all questions and/or requests for changes to the requirements must be submitted in writing to the assigned Contracting Officer.

- ❖ Evidence of insurance and/or bonds is required before any work begins.
 - ❖ Certificate of Insurance.
 - ❖ Completed bond certificates.



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General Requirements

- ❖ Acord form or any insurance certificate is acceptable.
- ❖ Companies underwriting coverage must have an A. M. Best's rating of A- and be a financial size category of class IX or better.
- ❖ The name and project number must appear on the certificate in the description of operations section.
- ❖ The certificate holder address should appear as follows:
City of Atlanta, 68 Mitchell Street, Ste. 9100, Atlanta, GA 30303



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Insurance Requirements

- ❖ Insurance/bonds shall be maintained during the entire length of the contract.
 - ❖ Includes extension periods (renewals and/or amendments).
 - ❖ Until all work is satisfactorily completed as deemed by City.
- ❖ City of Atlanta reserves the right to inquire into the adequacy of coverage and negotiate adjustments.
- ❖ City is entitled to broader coverage.



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Additional Insured

- ❖ City must be covered as ***Additional Insured*** on all required policies with the exception of Worker's Compensation & Professional Liability.
- ❖ Confirmation of such shall appear on the insurance certificate.
- ❖ Proof of such is required in the form of an ***Additional Insured Endorsement*** for each policy.



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Cancellations and Renewals

- ❖ Contractor must, within 2 business days of receipt, forward to the City, all notices concerning cancellation of coverage. All notices under this provision shall be sent to:
 - ❖ Email: RiskCOI@AtlantaGa.Gov
- ❖ Contractor must provide certificate evidencing policy renewals or changes to required policies of insurance at least fifteen (15) days prior to the expiration of previously provided certificates.



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- ❖ Compliance is required by all **Prime contractors**, as the City's contract is with the Prime only.
- ❖ It is the sole responsibility of the Prime to ensure that any/all subcontractors are properly insured for the type and amount of work required under the contract.



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Joint Ventures

- ❖ The JV is required to meet the insurance requirements.
- ❖ If **Company A/Company B, a JV** is selected, The JV company must submit insurance documents evidencing compliance in the JV name.
- ❖ City will accept coverage in the primary JV partner's name if the other partners are listed as named insureds on the policy.
- ❖ **BONDS:** The JV entity's name must appear on the bonds.
- ❖ If two companies join to form one company such as an LLC (**AB, LLC**) the insurance and bonds must be in the name of the LLC.
- ❖ Ultimately, the company name(s) which appears on the contract must be the same name(s) that appears on the insurance and bonds.



Worker's Comp & Employer's Insurance

- ❖ Worker's Compensation Insurance covers injuries suffered by employees within the scope of employment.
- ❖ For those contractors employing 3 or more full-time employees, it is required by state law that the contractor maintain insurance to cover each and every employee engaged in work under the contract.
- ❖ Workers' Compensation....Statutory
- ❖ Employer's Liability
 - ❖ Bodily Injury by Accident/Disease \$1,000,000 each accident
 - ❖ Bodily Injury by Accident/Disease \$1,000,000 each employee
 - ❖ Bodily Injury by Accident/Disease \$1,000,000 policy limit



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General Liability Insurance

- ❖ Provides coverage to the insured from claims by other parties for bodily injury and/or property damage.
- ❖ Contractor shall maintain General Liability Insurance in an amount **NOT** less than **\$1,000,000 per occurrence subject to a \$2,000,000 general aggregate per project.** This can change based on evaluation of risk factors.
- ❖ Additional Insured endorsement is required.



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Automobile Liability Insurance

- ❖ Coverage offers protection from third-party liability claims associated with the ownership and/or operation of an automobile.
- ❖ Contractor maintains Business Automobile Liability Insurance in an amount not less than \$1,000,000 Bodily Injury and Property Damage combined single limit.
- ❖ All vehicles requiring access to the restricted areas of the airport must be covered by an automobile liability policy in the minimum amount of **ten million dollars (\$10,000,000)**.
- ❖ Additional Insured endorsement is required.



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Other Insurance Requirements

- ❖ **BUILDER'S RISK / INSTALLATION FLOATER**
- ❖ **PROFESSIONAL LIABILITY / ERRORS AND OMISSIONS COVERAGE**
- ❖ **POLLUTION LIABILITY INSURANCE**
- ❖ **Cyber Liability Insurance**
- ❖ **Excess Umbrella Liability**
- ❖ **Liquor Liability Insurance**



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Performance & Payment Bonds

Required for **ALL** construction contracts:

- ❖ Contractor shall furnish a Payment Bond and Performance Bond to the City in the amount equal to 100 percent of the total construction contract value.
- ❖ **Performance Bond**
 - ❖ Assures the contractor will complete the contracted scope of work according to its terms, including price and time.
- ❖ **Payment Bond**
 - ❖ Assures that subcontractors and suppliers are paid.



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Concessions Contracts

- ❖ Performance Bond
- ❖ Payment Bond
- ❖ Lease Guarantee Bond



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Payment & Performance Bonds for Concessions Contracts

- ❖ A Payment bond and a Performance bond are required for the build out of the concession space.
- ❖ These bond requirements may be passed on to the contractor performing the build-out construction.
- ❖ The City of Atlanta must be listed as the co-obligee on the bonds.



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Lease Guarantee Bond

- ❖ A **lease guarantee bond** serves as a guarantee that the terms and conditions outlined in the concessions lease agreement will be met. These terms usually include rent payments, maintenance of the property, times of operation, and early termination of the lease.



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Form 3 Financial Submittal Evaluation

For RFP contracts with a value under \$1,000,000.00, the proponent will provide a statement on company letterhead by designated company representatives that it is financially capable of providing the service requested by the City of Atlanta. This certification is required to be signed by the Chief Executive Officer, Chief Operating Officer AND Chief Financial Officer. The City will provide the language required to be placed on letterhead of the proponent.

For RFP contracts with a value between \$1,000,001 - \$3,000,000, the will proponent provide a statement on company letterhead by designated company representatives that it is financially capable of providing the service requested by the City of Atlanta. This certification is required to be signed by the Chief Executive Officer, Chief Operating Officer AND Chief Financial Officer. The proponent will provide a letter of reference from its financial institution that it is in good standing. The City will provide the language required to be placed on company letterhead.

For RFP contracts with a value above \$3,000,001.00, the proponent will provide a statement on company letterhead by designated company representatives that it is financially capable of providing the service requested by the City of Atlanta. This certification is required to be signed by the Chief Executive Officer, Chief Operating Officer AND Chief Financial Officer. The proponent will also be required to submit a letter of reference from its financial institution that it is in good standing. In addition, the proponent will provide a signed, dated letter of reference from a project manager of a completed contract of similar scope and value. The City will provide the language required to be placed on company letterhead.



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Minority/Small Business/Disadvantaged Business Surety Initiative



The City of Atlanta remains committed to developing a Minority/Small/Disadvantaged Business Surety Initiative



The Surety Initiative will require the assistance and support of the Broker for Insurance and Risk Management Consulting;



The Surety Initiative is a main requirement for the Broker and is incorporated in the Request for Proposal related to those services;



The Surety Initiative will require time to fully deploy with an expected date no later than November 2023.



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- ▶ **Jerry L. De Loach** | Chief Risk Officer | Office of Enterprise Risk Management | City of Atlanta – Department of Finance | City Hall Tower | 68 Mitchell Street SW, Suite 9100 | Atlanta, GA 30303 | **Phone** 404.330.6684 | 404-416-6752 | **E-fax** 404-526-4091 | JelDeloach@atlantaga.gov
- ▶ **Kathy Lloyd** | Risk Manager | Office of Enterprise Risk Management | City of Atlanta – Department of Finance | City Hall Tower | 68 Mitchell Street SW, Suite 9100 | Atlanta, GA 30303 | **Phone** | 404.569.0754 | KLloyd@atlantaGa.gov
- ▶ **Loreal M. Drisker** | Workers Compensation Risk Manager | Office of Enterprise Risk Management | City of Atlanta – Department of Finance | City Hall Tower | 68 Mitchell Street SW, Suite 9100 | Atlanta, GA 30303 | **Phone** | 470.891.9892 | LmDrisker@atlantaga.gov
- ▶ **John Smith** | Director of Risk Management | City of Atlanta – Department of Aviation | 6000 N. Terminal Parkway | Atlanta, GA 30303 | **Phone** | 470.279.0140 | John.Smith@atl.com



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CITY OF ATLANTA

Department of Aviation

Tyronia Smith, J.D.
Assistant General Manager, Commercial Revenue



ATL

Vision

To be a global leader in concessions excellence.

Mission

To provide an industry leading concessions program that optimizes revenues and delights passengers through an outstanding level of quality, selection, convenience and fair value.



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Reimagining Concessions

- ❖ Dept. of Aviation has taken a comprehensive and inclusive approach to reimagining the future **ATL Skypointe** program:
 - ❖ Involving stakeholders throughout the process to ensure decisions are supported by knowledge and data;
 - ❖ Considering the community of Atlanta by creating a variety of commercial opportunities for businesses - large and small;
 - ❖ Increasing sustainability initiatives within the concessions program to progress ATL as an industry leader;
 - ❖ Enhancing concession offerings to meet passenger wants and needs; and
 - ❖ Continuing to create innovative, exciting and welcoming destinations for travelers, while fueling revenue generation for the City.



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PROGRAM GOALS

Modernized Program

Create Diverse and Viable Opportunities

Maximize Non-Aeronautical Revenue

Provide Funding for ATL Growth



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Phased Approach

Phase 1

- ❖ Concourse T-North
 - ❖ Awarded to Paradis Lagardere
 - ❖ Opened December 2022
 - ❖ With temp services
- ❖ New Concepts include:
 - ❖ Vino Volo
 - ❖ Starbucks
 - ❖ Tropical Smoothie Café
 - ❖ Southern National Market



Phase 2

- ❖ Concourse B,C,E, Ramp 6N and F
 - ❖ RFP issued November 2022
 - ❖ Total of 20,282 sq. ft.
 - ❖ 1 Food and Beverage
 - ❖ 5 units 7,437 sq. ft.
 - ❖ 1 Hybrid
 - ❖ 7 units 12,845 sq. ft.
 - ❖ Solicitation closed April 17, 2023
 - ❖ Award Pending





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CITY OF ATLANTA

Department of Aviation

Scott Knight
Director of Concessions Management



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Concessions Opportunities Phase 3



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Package Goals

- ❖ **Incorporate emerging needs and trends**
- ❖ **Promote interest and competition**
- ❖ **Create destinations within the concourses**
- ❖ **Modernize the program**
- ❖ **Meet passenger needs**
- ❖ **Generate revenue**
- ❖ **Create business opportunities for large, medium and small operators**



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Solicitation Overview

Package	No. of Units	Concourses	Approx. Square Footage
3-H1	10	A, B, C	15,000
3-H2	8	ATRIUM, T, A	10,000
3-R1	12	ATRIUM, T, A, C	12,000
3-R2	8	T, B	7,000
Total	38	ATRIUM, T, A, B, C	44,000

❖ Four RFPs planned (**2 hybrid, 2 retail**)

❖ Approximately **44,000 sq. ft.** of concession space



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Package 3-H1

No. of Units	Concourses	Square Footage
2	A	3,850
5	B	9,649
3	C	1,826
10	A, B, C	15,325



Concepts
Gourmet Market with Bar



Bistro with Coffee



Gift Shop and News



Quick Service



Travel Essentials



Specialty Retail



Snack



Nationally Branded
Gourmet Coffee



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Package 3-H2

No. of Units	Concourses	Square Footage
2	ATRIUM	2,523
4	A	5,766
2	T	1,785
8	ATRIUM, A,T	10,074

Concepts



Bar with Food



Personal Care - Cosmetics



Newsstand w/ Branded Gourmet Coffee



Newsstand(2)



Branded Deli



Gourmet Market – Pre-Packaged



Tech Retail



Gourmet Market












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Package 3-R1

No. of Units	Concourses	Square Footage
2	ATRIUM	1,288
4	A	2,308
3	T	4,731
3	C	3,579
12	ATRIUM, A,T, C	11,906

Concepts

-  National Branded Personal Care
-  Tech Retail(2)
-  Accessories
-  Newsstand(3)
-  Bookstore
-  Multi Brand Retail
-  Newsstand w/Branded Gourmet Coffee
-  Nationally Branded Men's & Women's Apparel
-  News and Gift Shop



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Package 3-R2

No. of Units	Concourses	Square Footage
3	T	3,606
5	B	3,585
8	T, B	7,191

Concepts



Newsstand(3)



Candy



Bookstore



Tech Retail



Newsstand w/Branded Coffee



Jewelry or Cosmetics



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**Future
Concessions Opportunities
Phase 4**



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Solicitation Overview

Package	No. of Units	Concourses	Sq. Ft.
4-F1	11	E	18,000
4-F2	3	E	8,000
4-R1	7	A, B, C	6,000
4-R2	1	ATR	3,000
Food & Retail Total	22	ATRIUM, A, B, C, E	35,000
Passenger Service (SV) Packages			
4-S1	1	E	2,900
4-S2	12	ATRIUM, T, A, B, C	2,000
SV Total	13	ATRIUM, T, A, B, C, E	4,900

- ❖ **Six RFPs planned for Phase 4 (2 food, 2 retail, 2 passenger service)**
- ❖ **Approximately 40,000 sq. ft. of concession space**



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Concepts



Gourmet Market



Common Use Lounge



Apparel



Casual Dining



Quick Serve



Bar with Food



Tech Retail



Smart Cafe



Newsstand



Accessories



Automated Retail



Drugstore



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Georgia Dept. Of Transportation (GDOT)

Kimberly King
Equal Employment Opportunity (EEO) Director



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**The NUTS & BOLTS of
Disadvantaged Business Enterprises (DBE)
and
Airport Concession Disadvantage Business
Enterprises (ACDBE)**



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- ❖ Disadvantaged Business Enterprises (DBE) – **49 CFR 26**
- ❖ **Certification Eligibility:**
 - ❖ Black, Hispanic, Asian, Native-American **or** a Woman;
 - ❖ Own & Control **51%** of your business;
 - ❖ PNW ***less than*** \$1.32 million;
 - ❖ Gross receipts less than \$28.48 million



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- ❖ Airport Concession Disadvantage Business Enterprises (ACDBE) – 49 CFR 23
- ❖ **Certification Eligibility:**
 - ❖ Black, Hispanic, Asian, Native-American **or** a Woman;
 - ❖ Own & Control 51% of your business;
 - ❖ PNW ***less than*** \$1.32 million;
 - ❖ Gross receipts less than \$56.42 million;
 - ❖ Must have a “**presence**” at the Airport (i.e., booth, desk, office, dispatch, etc.)



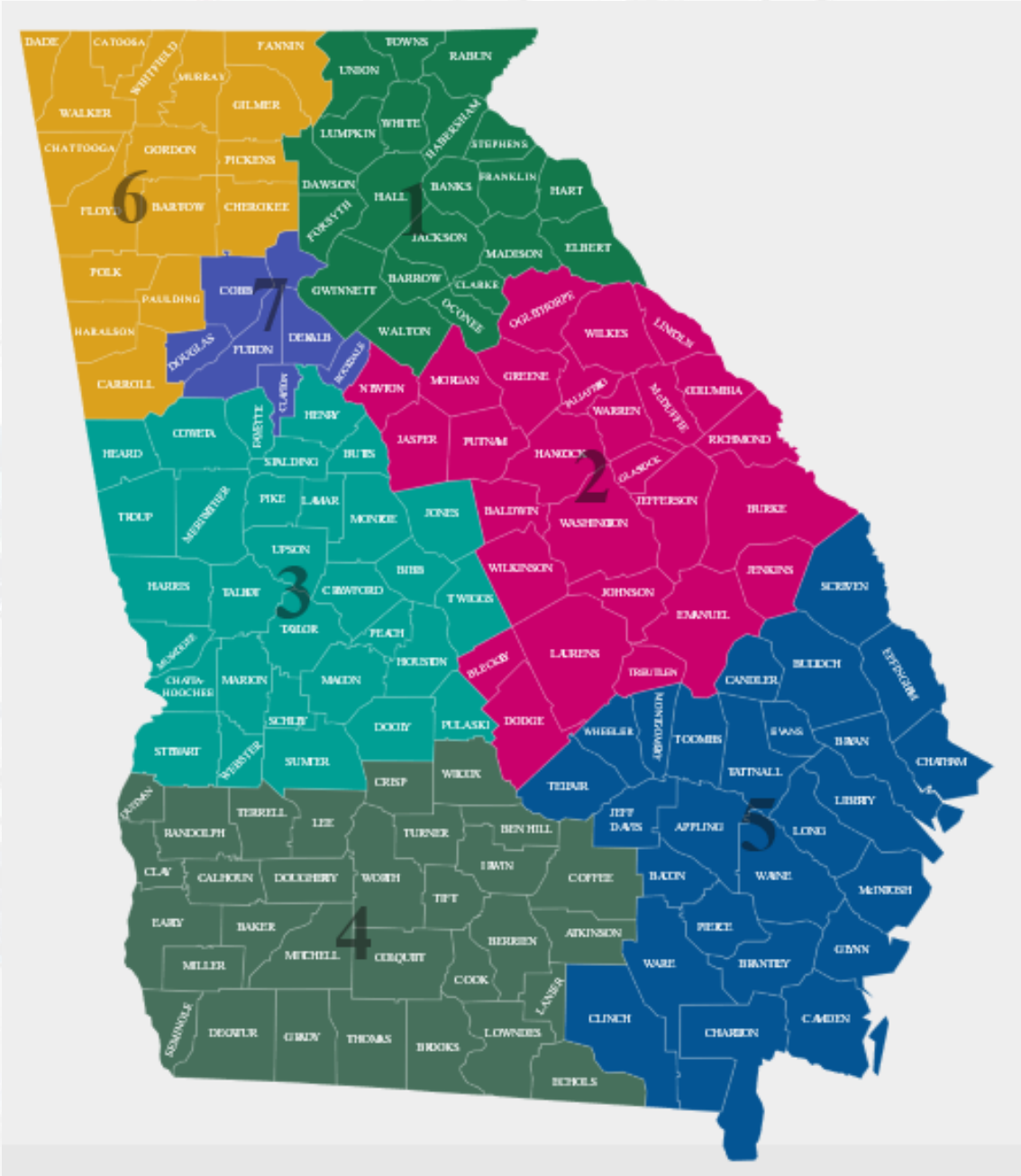
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The APPLICATION Process:

- ❖ Our partner, *MARTA*, certifies firms located in Clayton, DeKalb & Fulton Counties
 - ❖ www.itsmarta.com/dbe-program.aspx
- ❖ *GDOT* certifies all other Counties in the State
 - ❖ www.gdot.ga.gov/PS/Business/DBE



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❖ The APPLICATION Process (cont.):

- ❖ Review of Documentation;
- ❖ Interview of the Principal;
- ❖ Site Visit; and

*** Final determination made within **90 days** ***



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- ❖ Once Certified as an ACDBE:
 - ❖ Issued a letter of Certification
 - ❖ Placed in the UCP Directory
 - ❖ Must file an Annual “No Change” Affidavit (ANCA)





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- ❖ Once Certified as an ACDBE (cont.):
 - ❖ Once certified, firms have access to a cadre of Supportive Services;
 - ❖ Support and assistance is provided to ensure meaningful engagement;
 - ❖ Access is provided to business development opportunity, training, one on one assistance and matchmaking; and
 - ❖ This support is applicable to federal and state-funded project activity.



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Support Services Providers:

- ❖ **Construction Estimating Institute (CEI)** supports GDOT's federally funded projects
 - ❖ www.gadbesupport.com
 - ❖ 1-800-423-7058

- ❖ **MH Miles** supports GDOT's state-funded projects
 - ❖ www.gdotstateprojects.com
 - ❖ 1-678-420-5500





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Maynard H. Jackson, Jr.

- ❖ The ***ULTIMATE CHAMPION*** for Minority-Owned Businesses!
- ❖ Still, always ***MORE and Better*** for our DBEs



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AIRPROJECTS INC.

Ann Ferraguto
Principal | Consultant



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Best Practices for Operating at Hartsfield-Jackson Atlanta International Airport



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Airport Fast Facts

ATL Passengers:

57% Female
43% Male

53% Between
35-54 years old

89% Domestic
Travel

60% Leisure
Travelers

62% Traveling
Alone

74% Depart on
Weekdays

36% have <1hr
Dwell Time

39% Spend
<30 min. in
Commercial Area

Average
Amount Spent:
\$40.50



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Airport Fast Facts

- **2019 Enplanements:** 55.25 million
- **Average 2019 Airside Sales per Square Foot:**
 - Food Service: > \$1,900
 - Convenience Retail: > \$2,200
 - Specialty Retail: > \$1,200

Top Retail Categories

- Travel Essentials
- Gifts/Souvenirs
- Confectionary/Packaged Foods
- Sundries
- Clothing/Accessories
- Cosmetics/Fragrances
- Electronic Products

Top Food Service Purchase Locations

- 53% Fast Food/Grab & Go/Quick Service
- 24% Gourmet Coffee
- 17% Full-Service Restaurant
- 11% Bar/Pub



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Common Terminology

Enplanement



Sales per Enplanement

Captive Audience



Wants



Vs.

Needs

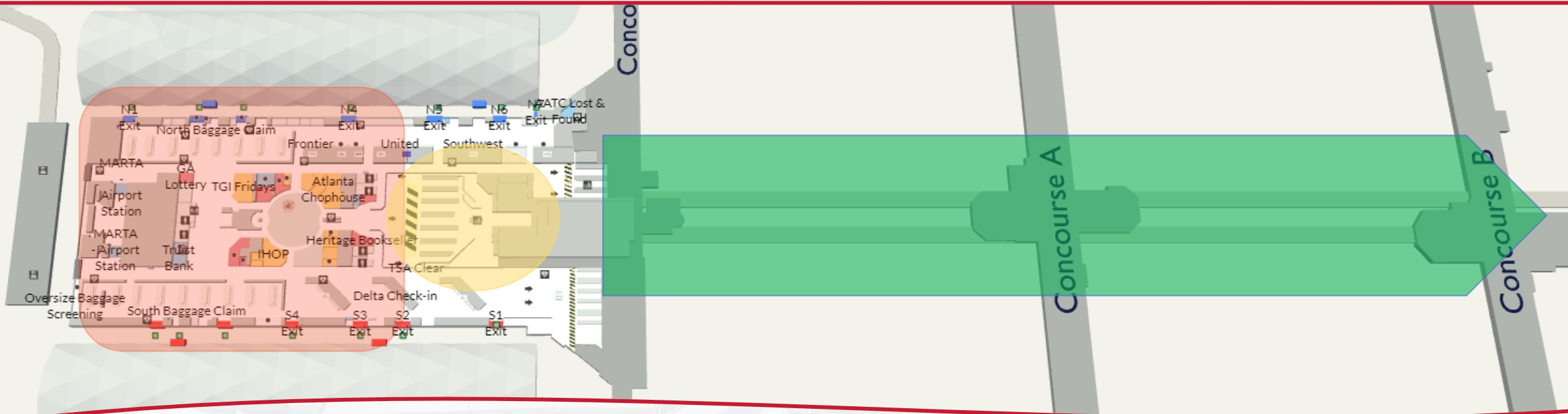


- AOA** – Airport Operations Area
- SIDA** – Security Identification Display Area
- DOA** – Department of Aviation



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Common Terminology



Landside

Pre-Security

Airside

Post-Security



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Concession Categories

Food Service

- Casual Dining Restaurant/Bistro
- Bar with Food
- Quick Service/Fast Casual/Market
- Snack/Coffee/Bakery

Convenience Retail

- Newsstand
- News & Gifts
- Travel Essentials Store

Specialty Retail

- Gifts
- Tech Retail
- Personal Care
- Books
- Apparel & Accessories
- Candy
- Travel Products

Passenger Services

- Vending/Smart Cafés/Automated Retail
- Spas & Sleep Units
- ATMs, Bank
- Common-Use Lounges
- Shoeshine



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Airport vs. Street Operations

General Differences between Airport Operations and Street Operations:

- Longer hours of operation and 365 days per year
- Potentially higher operational and buildout costs
- Passenger/customer flows
- Staffing requirements
- Security regulations and background checks
- Typically higher productivity
- Concession operation is at the discretion of the City





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Airport Operating Standards

All operational decisions must be **approved by the Department of Aviation** and comply with the specific policies set for the Airport as defined in the following:

- *Concessions Compliance Standards*
- *Design and Construction Guidelines Manual for Concessions New Construction and Modification*
- *ATL Concession Pricing Policy*



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Airport Operating Standards

Hours of Operation

Open to the public **7 days per week, 365 days per year**

- DOA determines the minimum hours of operation based on flight schedules and traveler demand
- Holiday hours may be reduced
- Required to remain open to accommodate flight delays

Security & Badging

- Airport ID badges, approved by the Aviation General Manager, **must be worn and visible at all times in restricted areas**
- Cost to concessionaires = \$110/employee
- Training, background checks, proof of citizenship, and valid ID are required to obtain an Airport ID
- All employees must pass through security screening checkpoints to access airside areas



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Customer Service

- **Sufficient number of trained personnel** working on-site everyday
 - On-site manager needs to be available during normal business hours
- Provide **detailed customer receipts**
- **Friendly and courteous service** to customers
- **Neat, clean, and appropriately-attired appearance** at all times
- Respond to customer inquiries or complaints from Aviation management within 48 hours
- **Employees must be well-informed about the Airport** and be able to provide directions and know where/how to obtain requested items, services, or information
- Merchandise must be **stocked in sufficient quantities**
 - Approx. 5,000 – 150,000 passengers per concourse per day¹

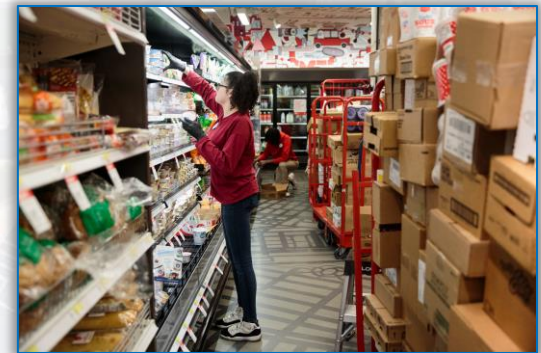
¹Estimate based on 2019 EPAX per concourse per month



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Deliveries

- Only companies approved by the Aviation General Manager with the required training will be authorized to make deliveries at the Airport
- **Deliveries to concession units must be made between 8:00 pm and 6:00 am** (applies every day of the week for deliveries from both off-airport sites and on-site storage spaces)
 - Retail deliveries may begin no earlier than 8:00 pm
 - Food service deliveries may begin no earlier than 10:00 pm
 - **All delivery vehicles must vacate the Air Operations Area (AOA) by 5:00 am**
- **Restocking should occur during non-business hours**
 - Units must be fully stocked with product, merchandise, supplies, etc. prior to opening for business every morning





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Waste Disposal



Trash

Service provided by a third-party contractor; all costs associated with removal will be charged to the Concessionaire based on use

Concessionaires are responsible for placing trash inside a double-bagged trash bag and placing bag inside a proper trash container



Recycling

Concessionaires must recycle cardboard, co-mingled paper, plastic, aluminum, and rinsed glass

All recycling must be free from food scraps



Used Cooking Oil

Concessionaire is responsible for transporting all grease to designated collection containers approved by the Dept. to be collected by an Aviation-approved certified liquid waste removal company



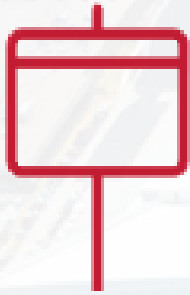
Materials

All single-use food items (takeaway containers, cutlery, napkins, bags, straws, etc.) must be made of compostable materials



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Additional Operational Requirements



Signage

- All internal and external signs must be DOA-approved
- Signs and associated materials must be clean and in good condition at all times
- Prices must be clearly displayed (either by item or category)
- Flashing or blinking signs are prohibited



Repairs and Maintenance

- Maintenance and facility upkeep in the leased space is the sole responsibility of the Concessionaire (includes HVAC system, floors, walls, equipment, and other non-airport-maintained systems and components)



Storage

- DOA-approved locations
- Must be kept organized, clean, and pest free
- Currently leased through an annual permit, but transitioning to a lease format



Lease Agreement

Rent Structure

Concessionaire will pay the greater of the following on a monthly basis:

- **Minimum Annual Guarantee (MAG)** – the minimum rent that is due annually and payable monthly to the DOA from the Concessionaire
 - The MAG for a concession package will be set by the DOA
- **Percentage Rent**
 - Percentage of gross receipts
 - Proposed by the concessionaire

Key Terms















- **Straight-line depreciation** of leasehold improvements
- **Non-Exclusive**
- **Marketing Fee: 0.5% of Gross Receipts**
- **Minimum Investment**
 - Food Service: \$650/sq. ft.
 - Retail: \$500/sq. ft.
 - Seating: \$200/sq. ft.



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Pricing Policy

- The “ATL Concession Pricing Policy” applies to all concessionaires and is intended to **promote high customer service** and **support a reasonable financial return**
- “**Street Price**” – the price charged for an equivalent item at comparable business locations in the Greater Atlanta area
- To determine fair, reasonable, and comparable prices, concessionaires must conduct a price comparison and submit prices for approval
- Concessionaire may charge the same prices or prices that are up to an additional fifteen percent (15%) above the average prices for the same or comparable products sold in an off-airport or comparable location (*see specific requirements in pricing policy*)
- All product pricing must be displayed, including pour sizes and prices for beer and wine

	SMALL	MEDIUM	LARGE	XLARGE
 The Italian	\$6.99	\$8.99	\$10.99	\$12.99
 The Favorite	\$6.99	\$7.99	\$8.99	\$10.99
 Big Bird	\$5.99	\$7.99	\$9.99	\$11.99
 Abacore Tuna	\$7.99	\$10.99	\$13.99	\$16.99
 BBQ Special	\$5.49	\$7.49	\$9.49	\$11.49
 The Big Roy	\$6.99	\$8.99	\$10.99	\$12.99
 The Hawaiian	\$5.99	\$7.99	\$9.99	\$11.99
 The Don	\$5.99	\$7.99	\$9.99	\$11.99
 Meatball Marinara	\$6.99	\$9.99	\$12.99	\$15.99
 Chicken Wrap	\$4.99	\$5.99	\$6.99	\$7.99
 The Sarah	\$5.99	\$7.99	\$9.99	\$11.99
 Scotty Rock	\$5.99	\$7.99	\$9.99	\$11.99
 The Unusual	\$6.99	\$8.99	\$10.99	\$12.99
 London Sp.	\$6.99	\$8.99	\$10.99	\$12.99





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Tenant Design Process

- Concessionaire is responsible for design, construction, and associated costs of fixtures, furnishings, floor coverings, decorations, finishes, equipment, and all other leasehold improvements
- Designs must be professionally drawn and submitted for approval to the Department of Aviation
 - Designs that emphasize a sense of place are encouraged
- Design and Construction must comply with the Airport's *Design and Construction Guidelines Manual for Concessions New Construction and Modification*





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Operating at ATL

- **Great opportunity to serve the traveling public**
- **Extend your business' reach** to the national, and international, community
- **Operate in a vibrant and dynamic environment**

Become part of the ATL Community!



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INVEST ATLANTA

Lonnie Saboor

Director of Small Business Development



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Invest Atlanta Small Business Funding Options!





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For more information and to watch our seminar online, visit our website at
www.investatlanta.com/smallbusiness
All applications will be processed through our online portal Neighborly



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For more information and to watch our seminar online, visit our website at
www.investatlanta.com/smallbusiness
All applications will be processed through our online portal Neighborly



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SMALL BUSINESS LOANS



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Atlanta Recovery Loan Program (\$6.2M)

\$25,000-\$100,000 Interest Rate not to exceed 3% with a term not to exceed 7 years.

Assists small and medium-sized businesses with affordable loans to revitalize neighborhoods and promote business development.

Eligible small businesses for the first time can also include: 1) Home based businesses within the CDIA census tracts (Community Development Impact Areas) with at least a 2-year business track record are eligible; and 2) Businesses located at Hartsfield Jackson International Airport.

Funds can be used for real estate acquisition, renovation, equipment, furniture, fixtures, inventory and a small amount of working capital. Participation loans up to 10% of total project cost not to exceed \$150,000 are also available.

ATLANTA RECOVERY LOAN PROGRAM

Receive up to \$100,000 in 3% interest loans to help your business obtain tangible assets like real estate.

Loan funds can be applied to:

- > Purchase of commercial property and land
- > Construction of office space/store renovations
- > Acquisition of office space/storage of equipment and other fixed assets
- > Working capital to expand your business
- > Inventory, i.e., products and materials

With support from Wells Fargo, United Way and Invest Atlanta have established the Atlanta Recovery Loan Program through the Atlanta Open for Business Fund to help city of Atlanta small businesses.

WELLS FARGO **United Way** **INVESTATLANTA**

LEARN MORE AND APPLY NOW

investatlanta.com/atlantarecovery

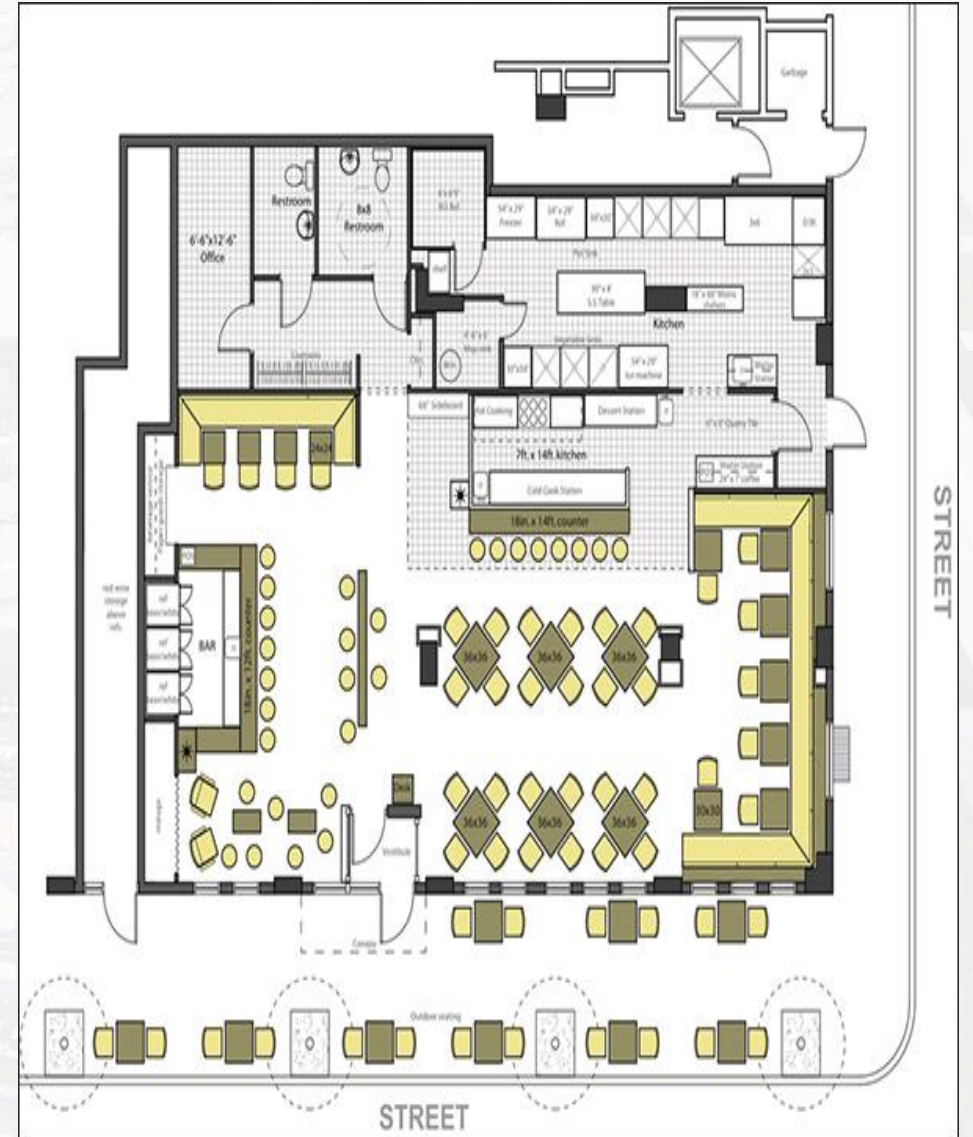


Atlanta Commercial Down Payment Assistance Loan Program (\$3.5M)

This program offers a financial tool to assist existing business owners in the city of Atlanta prevent business displacement by acquiring commercial property in disinvested areas of the City of Atlanta.

Loan Features:

- 1) Direct Loans** - 50% of commercial costs including any needed renovation, not to exceed \$250,000;
- 2) Loan Size** - Minimum of \$25,000; Maximum of \$250,000;
- 3) Interest Rate** - Between 1% and 3%. Fixed
- 4) Loan Maturity** - Up to 10 years with a six (6) month deferment prior to the first payment; loan amortized over a 25-year period.
- 5) Loan Conversion** - After 10 years of consistent payments and meeting claw back provisions, the business can apply to convert the loan balance to a grant.





Atlanta MicroEnterprise Loan Fund

Up to \$5,000 Interest rate: 0% Fixed

Assists permitted street vendors in the city of Atlanta by providing support for the purchase of vending and food carts and the operation of kiosks that are compliant with the vending ordinance.

Atlanta Forward Loan Fund

\$5,000-\$20,000 Interest Rate: 2% Fixed

Provides financial assistance to small businesses and startup companies located within accelerators, incubators, and co-working spaces in the city of Atlanta.

Community Loan Fund

\$10,000-\$50,000 Interest Rate: 3% Fixed

Provides funds for existing companies improving commercial property purchasing equipment, furniture, fixtures and working capital paying off high-interest business debt up to \$30,000.

Business Improvement Loan Fund

Up to \$100,000 Interest Rate 1-4% Fixed

Encourages the revitalization of targeted business districts and supports development in other eligible areas. Commercial property owners can also qualify.

Phoenix Loan Fund

\$10,000-\$100,000 Interest Rate ½ Prime + 2%

Private Financing - 67%, Phoenix Fund - 33%
Provides loans for the construction or renovation of privately owned commercial buildings or the purchase of equipment, furniture, fixtures, inventory and working capital needed to operate a business. Must create or retain 1 job for each \$35,000 loaned.



Atlanta Catalyst Fund

\$50,000-\$100,000

Seeks to spur job creation and economic development by providing small business lending in distressed neighborhoods in the city of Atlanta. Low fixed interest rates.

Opportunity Loan Fund

\$100,000 or \$200,000 Interest Rate ½ of Prime + 2% Fixed, funds require a match of \$100,000 or \$200,000

Supports job creation by providing gap funding to small and medium-sized businesses creating new quality jobs.

Empowerment Zone Loan Fund

\$50,000-\$200,000 Interest Rate 0% to prime + 2%
Provide small business funding to stimulate economic development in the Empowerment Zone. Funds also available to qualified commercial property owners.

SBA 504 Loan Program

Up to \$5.5 million Interest Rate based on 10-year Treasury Note - Offers financial assistance to small, minority and female-owned businesses relocating or expanding in the City of Atlanta for commercial property acquisition, renovation and fixed equipment. 50% - bank loan; 40% - CDC/SBA direct loan and 10% - Equity Injection.



Section A: Personal Information

1. Loan Request Application Form
2. Management Resume: Provide complete resume(s) of all individuals including key managers (copy form as needed)
3. Personal Financial Statement - Complete this form for: (1) each proprietor, (2) each limited partner who owns 20% or more interest and each general partner, (3) each stockholder owning 20% or more voting stocks and each corporate officer and director or (4) other person(s) or entity (ties) providing a guaranty on the loan

Section B: Business Plan and Projections

4. Two years Financial Projections
5. 12 Months Cash Flow Projections (working capital loan requests)
6. Narrative assumption to Financial Projections and Cash Flow Analysis.
7. Complete the Sources and Uses Form (Include all NEW funds for the project)
8. Business Plan: Include a description of management, feasibility analysis, assumptions, site evaluation and marketing strategy

Section C: Financial Information

9. Interim Profit & Loss and Balance Sheet: Within 30-90 days old for business being 1) acquired, 2) existing/expanded and 3) affiliates (20% or more ownership interest by any of the owners/shareholders of proposed borrower)
10. Business Financial Statements and Tax Returns: Income statements, balance sheets and tax returns for three (3) prior years-end time periods for existing business and any affiliates.
11. Personal Tax Returns: Completed federal tax returns for the past 3 years for everyone referenced in #3 above (or signed extension).

Application Checklist



Section D: Applicable Information

12. Copy of Proposed Real Estate Purchase Agreement (IF APPLICABLE)
13. Uniform Franchise Offering Circular (IF APPLICABLE)
14. Copy of Proposed Franchise Agreement or Letter of Approval from Franchisor (IF APPLICABLE)
15. Copy of Existing or Proposed Lease Agreement (s) (IF APPLICABLE)
16. Two (2) estimates of equipment to be purchased (IF APPLICABLE)
17. At least two (2) different contractor estimates on construction projects (IF APPLICABLE)
18. List of inventory items to be acquired and list how working capital will be used (IF APPLICABLE).
19. Bank Decline or Commitment Letter(s). (IF APPLICABLE – Some loan programs may require a bank decline letter)
20. Technical Assistance Organizational Support Letter within the last year

Section E: Additional Information

21. Labeled pictures of the exterior and interior of the business location.
22. City of Atlanta Business License
23. Copy of Articles of Incorporation or Partnership Agreement for Corporation or Partnership.
24. If not a U.S. Citizen, please attach proof of resident alien status (PHOTOCOPY both sides of “Green Card”).
25. Does the company or any owner have existing tax liens? Yes No (if **yes** please provide a written statement).

Application Checklist



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Step 1

Take the Online Small
Business Loans Seminar

Step 2

Apply Online through the
Neighborly Portal

Online Seminar & Application can be found at:
<https://www.investatlanta.com/smallbusiness>
Application fees are currently waived.

Application Process



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ATLinBusiness

A One-Stop Shop for Technical Assistance

An online portal, connecting Atlanta small business owners to consulting services at no cost to you!

AVAILABLE SERVICES:

- Financial
- Business Planning
- Legal
- Human resources
- Bookkeeping
- Marketing
- Web Development
- and more!

Visit www.atlinbusiness.com

Technical Assistance



ATL



- Small Business Development Center at Georgia State University
Receptionist (404) 413-7830, atlanta@georgiasbdc.org
www.gsu.edu/sbdc
- Urban League of Greater Atlanta
Yasmine Edge, 404.659-1150, yedge@ulgatl.org
www.ulgatl.org
- SCORE Atlanta
404-331-0121 - admin.0048@scorevolunteer.org
- Georgia Statewide Minority Business Development Center
Donna Ennis (404) 894-2096
www.georgiaMBDC.org



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Thank You





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Today's presentation, Concession location roster and maps will be available on **ATL.com** by the end of day, Aug. 10.



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- ❖ Questions are due by:
 - ❖ **COB: Tuesday, August 15th, 2023.**
- ❖ Email all questions to:
 - ❖ **DOP@atlantaga.gov**
- ❖ Subject:
 - ❖ **Concessions Outreach**



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