

**CHICAGO O'HARE INTERNATIONAL AIRPORT
REQUEST FOR PROPOSALS**

**"ALTERNATIVE MOBILE ELECTRONIC SELF-ORDERING AND DELIVERY SERVICE,
AUTOMATED SELF-CHECKOUT MICRO MARTS AND AUTOMATED RETAIL,
SERVICES AND FOOD CONCESSIONS"**

Date: July 30, 2020

Addendum #5 – Questions & Answers, September 9, 2020

Note: Addendum #5 begins with revised previous addendum questions and additional questions starting at #200. There are no questions #196-199.

The following changes and/or revisions are incorporated into the above referenced RFP Document as noted. All other provisions and requirements as originally set forth remain in force and are binding.

**THE RESPONDENT MUST ACKNOWLEDGE RECEIPT OF THE ADDENDUM IN
THE COVER LETTER SUBMITTED WITH ITS PROPOSAL**

REVISED Question 162: Will the City be requiring any of the following accessibility features or will it be addressed in a separate bid? Inclusive access to goods & services for those in the ADA community? Multi-Lingual support? Personalization of digital experiences for users (dietary, cultural, or other preferences)?

Answer: Yes, multilingual support will be required. Languages to be supported will include Spanish, Polish, Chinese (traditional), and others to be determined, which may be subject to change under CDA's language access plan during the course of the agreement. It will be the concessionaire's responsibility to best serve the needs of the Airport's customers and meet all Federal, State and Local laws, regulations, ordinances and requirements including those that pertain to ADA requirements and language access. Please also see the Sample Agreement in the RFP's Data Room.

REVISED Question 166: Does the City require that each tenant has encrypted, segmented, tamper resistant access to manage virtual storefronts?

Answer: Yes.

REVISED Question 167: How does the City require responders to detect and manage malicious attacks?

Answer: It is up to the Selected Respondent on how it detects and manages malicious attacks.

**CHICAGO O'HARE INTERNATIONAL AIRPORT
REQUEST FOR PROPOSALS**

**"ALTERNATIVE MOBILE ELECTRONIC SELF-ORDERING AND DELIVERY SERVICE,
AUTOMATED SELF-CHECKOUT MICRO MARTS AND AUTOMATED RETAIL,
SERVICES AND FOOD CONCESSIONS"**

Date: July 30, 2020

Addendum #5 – Questions & Answers, September 9, 2020

Question 200: Could you provide clarity why Duty free shopping is out of scope because this is where a lot of shopping happens and the alternate mobile app could further increase sales.

Answer: While the RFP does not require Duty-free, there is nothing that precludes any tenant within the airport from participating in the program and the City encourages participation from all concession categories.

Question 201: Request you to share the timeline (Date) by when the documents will be available in the Data Room? These documents are very critical for us to design the strategy and financial model for the RFP Response.

Answer: A Sample Agreement is posted in the ORD RFP Data Room. However, due the unique attributes and specifications of each Package, the City will negotiate the details of the Lease Agreement with the Selected Respondent. The sample lease agreement will serve as a guide from which the Lease Agreement will be customized for each package during negotiations.

Question 202: Package 1 - Are there any order fulfilment expectations for delivery from retail & F&B concessionaires? If yes, In case of any delay in deliveries of the products sought by travelers, would there be any penalties that the vendor has to pay?

Answer: Respondents must negotiate all details within agreements with participating tenants. The City will negotiate details within the Lease Agreement with the Selected Respondent.

Question 203: Package 1: Please provide clarification if the below 2 scenarios are allowed or not:

- 1) Deliveries would be allowed/not-allowed from F&B and Retail shops located outside the Airport to travelers inside the airport.
- 2) Deliveries would be allowed/not-allowed from F&B and retail concessionaires located within the airport to visitors outside the Airport.

Answer: At this time, this City does not envision deliveries from F&B and retail concessions located outside airport properties into the airport as part of this RFP. The intent of this RFP is to provide delivery services from airport concessions to customers within airport properties and not outside the airport.

Question 204: Package 1 - Is the current concessionaires' contracts expiring and new concessionaires allowed to be brought in as part of a "Package 1" win?

**CHICAGO O'HARE INTERNATIONAL AIRPORT
REQUEST FOR PROPOSALS**

**"ALTERNATIVE MOBILE ELECTRONIC SELF-ORDERING AND DELIVERY SERVICE,
AUTOMATED SELF-CHECKOUT MICRO MARTS AND AUTOMATED RETAIL,
SERVICES AND FOOD CONCESSIONS"**

Date: July 30, 2020

Addendum #5 – Questions & Answers, September 9, 2020

Answer: It is currently up to the respondent to secure agreements with existing and future airport tenants.

Question 205: Package 1 - Are there any additional spaces being offered for new or expiring concessionaire contracts?

Answer: The City periodically advertises spaces within the airport for concessions through a Request for Proposal process.

Question 206: Package 1 - Is all food prep and disbursement to come from each of the concessionaires' locations or will a "ghost kitchen" be available for food prep and disbursement? If so, will it be available in each terminal including Terminal 5?

Answer: A respondent for Package 1 is required to provide mobile ordering and delivery services utilizing existing and future concession tenants and their food production facilities. The respondent cannot propose additional food preparation or retail facilities.

Question 207: Package 1 - Is Terminal 5 expansion going to include being able to bring in new concessionaires to operate the locations?

Answer: Any concession options for Terminal 5 will be included through a Request for Proposal process.

Question 208: Package 1 - Are there any Service Level Agreements thought of from a delivery perspective for delivery of goods and services relevant to Package 1? If yes, what are the SLA's

Answer: Service Level Agreements are encouraged between the respondent and tenants of the airport. Minimum service levels should be included in the respondent's proposal and will be negotiated with the City and with airport tenants.

Question 209: Package 1 - Please provide clarity on how the change to overall RFP response submission to Oct 2 impact the actual deliverable date of each package.

Answer: It is anticipated that the deliverable date will be in the 1st quarter of 2021 or earlier and will be negotiated during the Lease Agreement process.

Question 210: Package 1 - Will award of Package 1 also come with the opportunity to take over any existing concessionaires?

Answer: No.

**CHICAGO O'HARE INTERNATIONAL AIRPORT
REQUEST FOR PROPOSALS**

**"ALTERNATIVE MOBILE ELECTRONIC SELF-ORDERING AND DELIVERY SERVICE,
AUTOMATED SELF-CHECKOUT MICRO MARTS AND AUTOMATED RETAIL,
SERVICES AND FOOD CONCESSIONS"**

Date: July 30, 2020

Addendum #5 – Questions & Answers, September 9, 2020

Question 211: Since Package 1 has an expected revenue sharing model in place, request you to share revenue from concessionaires in the last 3 yrs - from 2017 to 2019 - also, please provide the split between retail/goods/Services and Food & Beverage.

Answer: The City will include all information it deems related to the RFP in the RFP Data Room. The City will provide concession sales data by category and terminal for the years 2017 through 2019.

Question 212: In section 5(b) it appears the City will "select multiple vendors to provide automated retail", however section 8 appears to suggest that an award will be made to a single, best proposer based on the evaluation criteria. Please confirm that a single operator will be selected for each of the three opportunities: (1) mobile electronic self-ordering delivery system; 2) self-checkout micro marts and 3) automated retail.

Answer: The City reserves the right to select one or multiple proposals for each package. See the RFP Section C. Submission, Selection and Contracting Procedures, subsection 9. City's Right to Cancel, Reject, Modify or Reissue RFP. "The City reserves the right to reject any or all proposals and to invite new proposals or take such other course of action as the City deems appropriate at the City's sole and absolute discretion. The City reserves the right to: (a) waive minor informalities and irregularities in any proposal or proposing procedure, (b) reject or cancel any or all proposals, (c) reject any portion(s) of a proposal, (d) reissue the RFP with or without modification, (e) modify the location and size of the offered space, (f) select multiple proposals, (g) request so-called "best and final offers" from any one or more respondents, and (h) negotiate all proposal elements concurrently with any one or more respondents."

Question 213: The response to question 42 suggests the only locations that should be proposed upon are those outlined in the RFP documents. Later, in response to question 105, it seems proposers can bid on alternative locations. Please clarify which spaces will be guaranteed and awarded to winning proposer(s).

Answer: The City will accept proposals for the locations listed as well as other locations the respondent feels best meets the needs of the Airport's customers. The City reserves the right to award any or all locations that best meet its goals and best serves its customers.

Question 214: If the City cannot guarantee which locations will be awarded, please share how proposers' responses will be evaluated equitably in light of alternative space recommendations that will create variations across offers.

**CHICAGO O'HARE INTERNATIONAL AIRPORT
REQUEST FOR PROPOSALS**

**"ALTERNATIVE MOBILE ELECTRONIC SELF-ORDERING AND DELIVERY SERVICE,
AUTOMATED SELF-CHECKOUT MICRO MARTS AND AUTOMATED RETAIL,
SERVICES AND FOOD CONCESSIONS"**

Date: July 30, 2020

Addendum #5 – Questions & Answers, September 9, 2020

Answer: The City will evaluate each proposal and determine which, at its sole discretion, best meets the City's goals and needs of the Airport's customers. Respondents should focus on submitting a proposal that best meets the evaluation criteria.

Question 215: 4) Section D (2) suggests the third year MAG shall never be less than the Base MAG. In light of current business impacts associated with dramatic declines in passenger traffic brought on by COVID-19, we request that the lease specifically provide for the waiver of the MAG and elimination of the Base MAG, in the event of a future event which significantly decreases passenger traffic at O'Hare.

Answer: The MAG is set as per the RFP. The City will negotiate the Lease Agreement with the Selected Respondent.

Question 216: Section D (2) stipulates that the License Fee shall begin on either the earlier the proposer opens for business or 90 days after obtaining possession of the Leased Space. The approval process for plans, permit and construction will likely take longer than 90 days, therefore, we request this section be modified to provide that the License Fee begin 90 days from the receipt of all plan approvals and building permits.

Answer: Possession of the leased space will not occur until all plan approvals and building permits are obtained. The City will negotiate the Lease Agreement with the Selected Respondent.

Question 217: We request that the Marketing Fee be eliminated until traffic returns to and exceeds 2019 enplaned passenger levels.

Answer: The Marketing Fee is as per the RFP. The City will negotiate the Lease Agreement with the Selected Respondent.

Question 218: Section 6 suggests that "all utilities to the Leased space will be separately metered." Who is responsible for the costs associated with installing meters at locations without existing meters?

Answer: All costs are the responsibility of the Selected Respondent.

Question 219: For automated retail/vending locations without existing outlets: a. Will 30 amps of electrical supply be available? b. Will that power supply be within 100 feet of the individual units? c. Will any trenching be required to bring power to the locations?

Answer: All utilities and required services to each location are the responsibility of the Selected Respondent. Respondent should specify any specific requirement in their proposal.

**CHICAGO O'HARE INTERNATIONAL AIRPORT
REQUEST FOR PROPOSALS**

**"ALTERNATIVE MOBILE ELECTRONIC SELF-ORDERING AND DELIVERY SERVICE,
AUTOMATED SELF-CHECKOUT MICRO MARTS AND AUTOMATED RETAIL,
SERVICES AND FOOD CONCESSIONS"**

Date: July 30, 2020

Addendum #5 – Questions & Answers, September 9, 2020

Question 220: Other than bringing power supply, will the airport require any additional MEP scope in any of the locations?

- a. Would the CDA give preference to a vendor that can propose multiple packages?
- b. Can a prime also be a sub in another proposal?
- c. Can the same concept owner bid as a prime and also be a sub in different proposals?

Answer: All MEP is the responsibility of the Selected Respondent. a: No, b: Yes, c: Yes.

Question 221: Are we allowed to submit two RFPs. One as an independent concessionaire and an additional one with another concession group?

Answer: Yes, but an entity can only submit one as the "prime" of a proposal.

Question 222: Please clarify, in the Data Room, I believe the information under the heading Addendum 3 is mislabeled. Addendum #2 is a one page document labeled Addendum #2 – August 18, 2020. The information under Addendum #3 is also labeled Addendum #2 – Questions & Answers, August 25, 2020.

Answer: Corrected.

Question 223: 179 in Addendum #4 refers to the Sample Agreement posted in the RFP Data Room, but there is no Agreement posted under the Sample Agreement heading.

Answer: See Question #201.

Question 234: Is it correct that rent for the first contract year can be a proposed percentage of gross revenues with a MAG being proposed by CDA for the second contract year?

Answer: Yes, and the MAG will set in year two based on the actual rent paid in year 1. See Section D. Key Business Terms and General Conditions, subsection 2. Compensation to the City, License Fee.

Question 235: Regarding Package 3: Can we submit just a single brand as the City reserves the right to select as many respondents/brands as it deems fit as well as select/reject individual brands from a response?

Answer: Yes.

Question 236: What kinds of financials are required for a newer member of a JV with limited historical P&Ls.

**CHICAGO O'HARE INTERNATIONAL AIRPORT
REQUEST FOR PROPOSALS**

**"ALTERNATIVE MOBILE ELECTRONIC SELF-ORDERING AND DELIVERY SERVICE,
AUTOMATED SELF-CHECKOUT MICRO MARTS AND AUTOMATED RETAIL,
SERVICES AND FOOD CONCESSIONS"**

Date: July 30, 2020

Addendum #5 – Questions & Answers, September 9, 2020

Answer: The financial requirements are specified in the RFP.

Question 237: The City has made numerous references to/or responded that, "The City reserves the right to add (and consider) more spaces in the future." Would additional spaces be offered to the Selected Respondent without having to through the typical RFP process and/or archived through an addendum?

Answer: The City will seek to provide services that best meet its goals and the needs of its customers including the type, number of and location of said services. The City will negotiate the Lease Agreement with the Selected Respondent.

Question 238: With regards to complying with the Special Conditions Regarding Airport Concessions Disadvantaged Business Enterprise (ACDBE) Commitments, given the 32% aspirational ACDBE goal may be achieved through a number of arrangements including supplier relationship, how often will the City audit and make public the annual spend on an ongoing basis to ensure commitments have been achieved?

Answer: The City undertakes an annual review which includes interviews and record collection for all tenants to ensure ACDBE contractual compliance within the lease agreement.

Question 239: To offer the most robust customer and employee experience, Package 2 will require an enormous technology expenditure. Will the City consider an alternative term structure in a response without deeming it non-responsive? For example, this can be a conditional upon achievement of specific milestones, goals, a pre-determined date, or event.

Answer: A proposal must meet all the requirements of the RFP. The respondent should delineate any alternatives from the requirements in the Exceptions Section.

Question 240: Due to the technology constraints in offering real-time discounts in an automated environment, can the 10% employee discount be achieved through a post-sale refund or a rebate procedure?

Answer: Existing concessionaires provide an employee discount at the POS. Respondents should propose an employee discount structure.

Question 241: If multiple automated retail (vending) respondents are awarded space to share with other brands, requiring additional electrical needs how might Selected Respondents distribute or allocate costs for new electrical service?

**CHICAGO O'HARE INTERNATIONAL AIRPORT
REQUEST FOR PROPOSALS**

**"ALTERNATIVE MOBILE ELECTRONIC SELF-ORDERING AND DELIVERY SERVICE,
AUTOMATED SELF-CHECKOUT MICRO MARTS AND AUTOMATED RETAIL,
SERVICES AND FOOD CONCESSIONS"**

Date: July 30, 2020

Addendum #5 – Questions & Answers, September 9, 2020

Answer: Utility needs and service are the responsibility of each tenant. Shared services are the responsibility between tenants.

Question 242: Package 2 may require supplementary cooling or venting due to technology needs. Will the City allow access to install a vent on the outside wall?

Answer: Respondents should include all requirements in their proposal, and the City, through its design and review process, will evaluate all options available.

Question 243: For Package 2, can our ACDBE partners be included to speak at the interviews for evaluations for prospective awardees?

Answer: All parties included in a proposal, can be included in any potential interviews during the evaluation process. It will be up to the respondent to present its best proposal for meeting the goals of the City and needs of the Airport's customers.

Question 244: Will canned alcohol serving vending machines be allowed in this rfp?

Answer: All respondents are required to adhere to all Federal, State and City liquor laws and guidelines for licensing, sales and operations.