

**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 #4 – Questions & Answers, August 28, 2020**

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**

**Question 61:** Due to most companies being short staffed due to COVID, partnerships that need to be formed and the unique nature of these technology focused RFPs, would the City please consider a 1-2-month extension?

**Answer:** The due date has been extended until October 2, 2020. The schedule and any changes will be posted in the RFP Data Room and distributed via Web alerts.

**Question 62:** Can you refer me to a list of larger primes who intend to bid this project?

**Answer:** The list of participants is posted in the RFP's Data Room.

**Question 63:** I understand there is an ACDBE participation goal of 32%.

**Answer:** The City's ACDBE participation goal is 32%.

**Question 64:** I seek clarification on how to measure this percentage (%) of participation, this is a percentage of what?

**Answer:** The ACDBE participation rate is calculated as a percentage of the revenues attributable to the certified ACDBE. See question #10.

**Question 65:** I have read Attachment C Special Conditions but cannot make out how the percentage is measured.

**Answer:** See Question #10.

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**Question 66:** Given the short time between now and the submission deadline, understanding how the ACDBE percentage is measured is critical to give us enough time to incorporate certified ACDBE(s) into our RFP response, so for this reason I ask if you could kindly provide me with an answer as soon as possible.

**Answer: See Question #10.**

**Question 67:** Please provide the guideline criteria for concession design and signage.

**Answer: See the RFP's Data Room "CDA Design and Construction SOP / Concessions Standard Operating Procedures and Exhibits (C-SOP)."**

**Question 68:** Today I attended the RFP call today at 10 AM and I was wondering where I can locate the list of participants?

**Answer: The list of participants is posted in the RFP's Data Room.**

**Question 69:** We are a food & beverage provider and would like to know if we can submit for package 3 without a retail option and just service F&B within the package?

**Answer: See Question #13.**

**Question 70:** Due to most companies being short staffed due to COVID, partnerships that need to be formed and the unique nature of these technology focused RFPs, would the City please consider a 1-2-month extension?

**Answer: The Due Date has been extended until October 2, 2020. All schedules and updates are posted in the RFP's Data Room.**

**Question 71:** Can the submission deadline for package #2 be extended?

**Answer: The Due Date has been extended until October 2, 2020. All schedules and updates are posted in the RFP's Data Room.**

**Question 72:** What happens if new questions are raised from your responses to the following questions?

**Answer: The City has posted Addendum #2 in the Data Room which extends the deadline for submitting questions until August 31, 2020.**

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**Question 73:** Can an airport augmented reality entertainment concept be considered for these locations?

**Answer:** The City encourages that respondents propose any options meeting the RFP's requirements.

**Question 74:** Can you please provide a list of utilities services companies authorized to do work at O'Hare? Looking for electrical and water.

**Answer:** It is the proposer's responsibility to find and work with utility service contractors.

**Question 75:** Given the current COVID environment, can the CDA extend the option to submit RFP responses via FedEx/UPS carrier?

**Answer:** Yes, as long as the proposal is delivered, submitted and received at the required location prior to the due date and time.

**Question 76:** Can you provide more details as to what is the CDA is ideally looking for in terms of: prepared food related options? Traditional snack vending options?

**Answer:** The City will consider any and all food options and reserves the right to select those that it deems best serve the customers of ORD and meet the City's Health Department requirements.

**Question 77:** Are there any specific locations where the CDA would like to consider an automated coffee concept?

**Answer:** It is up to the proposer to propose locations that it believes best meet the needs of ORD customers.

**Question 78:** Are operators allowed to update automated retail concepts during the term, with prior CDA approval, to optimize performance?

**Answer:** The Selected Respondent, over the term of the Agreement, may request updates and/or changes in the automated retail concepts in order to best meet the needs of ORD customers. The City reserves the right to accept or deny said requests.

**Question 79:** Can we group, rank, or prioritize order of preference for each of the locations we are proposing?

**Answer:** As long as the proposer meets the requirements of the RFP, it is up to the proposer to prioritize locations; however, the decision for each location rests solely with the City.

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**Question 80:** Can we propose for the locations that do NOT have electrical with a caveat subject to electricity cost budget? electricity cost can vary widely and can be so significant as to make a viable location not viable.

**Answer: The proposer may submit estimated utility costs in the exception section.**

**Question 81:** If the Airport desires over time, and at its sole discretion, could it consider additional locations for this program?

**Answer: The City will consider additional proposed locations.**

**Question 82:** To maximize CDA revenue can we propose different percentage % rent structures by concept and location?

**Answer: Yes, as long as you meet the requirements of the RFP.**

**Question 83:** Can you please provide more information on cost of renting storage space from the airport? What is the current storage space rate? Will there be guaranteed storage options for successful respondents if they so request?

**Answer: This will be determined during license and lease negotiations.**

**Question 84:** What happens if a respondent submits a bid and do not meet the minimum experience requirements outlined in this RFP?

**Answer: If a respondent does not meet the qualifications required in the RFP, their proposal will be deemed non-responsive and will not be accepted.**

**Question 85:** Please confirm you are looking for concepts that offer major global brands inside their assortment rather than having to name the concept itself after a global brand.

**Answer: It is up to the proposer as to what products, brands and concepts to propose.**

**Question 86:** Please advise if we can consider any locations for a concept that requires a freshwater line?

**Answer: Yes, understanding that it is the proposer's responsibility to provide all utility services.**

**Question 87:** How will you rank multiple concept proposals for the same location?

**Answer: Please see the evaluation criteria provided in the RFP. The City has the sole authority to select the concept it deems best meets the needs of its customers and the goals, objectives and policies of the City and Airport.**

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**Question 88:** Can you please provide 2019 and 2020 statistics for enplanement by gate? If this information is not available, then please provide enplanements by concourse for each terminal. Please also share the latest overall passenger traffic numbers for 2020, ideally by month thru July 2020 and how it compares to the same period in 2019.

**Answer: Full year 2019 and January – February 2020 enplanement data by airline and terminal will be posted in the RFP data room.**

**Question 89:** Due the impact of COVID-19, can you share updated information for projected O'Hare Passenger enplanements and any affected operations activity or closures?

**Answer: Not available.**

**Question 90:** If there is 1 electrical outlet, are we allowed to split it so we can plug an additional unit?

**Answer: All utilities are the responsibility of the respondent and depends on the availability and capacity of the service.**

**Question 91:** Can we signal in the response Exceptions the minimum number of units (locations) required to operate as a whole and or for a specific concept?

**Answer: Yes, and the City reserves the right to not accept any exceptions.**

**Question 92:** Given the current state of the travel retail industry and the low number of people traveling, how do you expect respondents to forecast revenues?

**Answer: It is the respondent's responsibility to forecast revenues.**

**Question 93:** Are there any recovery assumptions we should all be making to help the CDA level the playing field when comparing forecast responses?

**Answer: The City requests all participants to state their assumptions and include them in their proposals.**

**Question 94:** Please confirm if respondent allowed to only propose footnoted rates, that are different rates, rather than a single blended one or is a single blended rate also a requirement?

**Answer: The RFP requires a fixed rate and encourages respondents to provide individual rates and sales assumptions to justify the rate.**

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**Question 95:** What is the general method of receiving and bringing in goods airside thru security checkpoints? Where are the check points usually located in each terminal?

**Answer: There are separate merchant security checkpoints located in Terminals 2 & 3.**

**Question 96:** Please clarify if and how the same entity can appear in multiple proposals for the same concepts.

**Answer: A proposer may submit only one proposal for which it will be the entity with which an agreement is executed. A proposer may be part of another proposal in which a different entity forms an executed agreement with the city (i.e., subcontractor, etc.).**

**Question 97:** Does the equipment need to be new?

**Answer: Yes. However, a proposer may include refurbished equipment that is certified "like new" in the exceptions section.**

**Question 98:** Is there a minimum license percentage fee rate requirement?

**Answer: No.**

**Question 99:** What is the process for sustainable design approval?

**Answer: Sustainability is part of the overall design and construction review process by the City. A link has been established in the data room that allows proposers to access the CDA Design and Construction SOP as well as the Concessions Procedures and Documents SOP.**

**Question 100:** B.3. It is the intent of the City to congregate automated facilities in selected locations providing at least one (1) food and beverage and one (1) retail together. So, we can propose both a food/beverage & retail per location? Can we propose 2 retail together? Can we propose 2 food (eq. one food one beverage) together? Can we propose only 1 concept rather than 2 in some locations?

**Answer: Yes, to all.**

**Question 101:** Section 6. Min Qualifications, a. Experience, 1) Please explain how you define "...a business similar with that which is proposed."

**Answer: A business similar with that which is proposed is a business that offers the products and/or services required in the RFP at like or similar venues to O'Hare International Airport.**

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**Question 102:** Will the CDA ensure respondents can prove the 3 years of continuous experience requirement?

**Answer: The City will ensure all proposers meet the requirements of the RFP.**

**Question 103:** Besides length of experience (3 years) is there no minimum achieved revenue requirements for respondents to qualify?

**Answer: For the length of experience requirement in the RFP, there is no revenue requirement.**

**Question 104:** Proposal form B – please define the headers for this table. What are you looking for under "Location Description"? Is the "Concession Description" the category (eq. PPE, cosmetics, etc.?) or full concept explanation. "Proposed Equipment" – what info are you looking for here? Can the Anticipated Opening Date be an approximate time frame (in weeks) from award date?

**Answer: Location description requests the proposer to describe the location in relation to the concept proposed. Concession description requests the proposer to describe the product and/or service provided and the facility proposed to provide said product/service. Proposed equipment requests the proposer to describe the physical facility that is being proposed to provide the product and/or service and how it is used by the customer. Yes, an approximate time frame in weeks from the date of award is acceptable.**

**Question 105:** Proposal Form B Concept Plan for Package 2 and 3 both show "Additional Proposed Locations" does this mean we can identify and propose additional locations or is this section for any new locations made available by the CDA after this RFP's release date?

**Answer: Both.**

**Question 106:** Proposal form C, in this form, are you only looking for the sum of annual receipts for all the concepts proposed? Or are you also looking for sum of forecasted estimated receipts in any other way or detail?

**Answer: The sum of the annual gross revenues attributable directly to the proposer's product and/or service.**

**Question 107:** Proposal Form D: Capital Investment and Financing Sources Plan. This is assuming ALL of the proposed locations are granted correct.

**Answer: Yes.**

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**Question 108:** RFP mentions ACDBE participation will be accepted in the form of purchase of goods and services from ACDBE. In this instance, how would the 32% aspirational goal be achieved?

**Answer: It is up to the proposer as to how it achieves the 32% goal.**

**Question 109:** How is that % calculated when ACDBE participation is in the form of purchase of goods and services?

**Answer: See Question #10.**

**Question 110:** Under SCHEDULE C - How do you calculate the "value of participation by ACDBE as a percentage of concession gross revenues?"

**Answer: See Question #10.**

**Question 111:** How can the ACDBE goal be met from subcontracting rather than a JV?

**Answer: See Question #10.**

**Question 112:** If electing to form a Joint Venture in order to fulfill the ACDBE requirement, is there a requirement to form an entirely new legal entity between the parties in this Joint Venture or can the parties remain bound by a contractual relationship without having to form a new legal entity?

**Answer: If electing to form a JV in order to meet the ACDBE goal, a new legal entity must be established between the parties.**

**Question 113:** Given that the airport can pick and choose which concepts to bring in from each proposer, then what happens to the prime's bid if an ACDBE's partner proposed concept is not selected by the Airport?

**Answer: It is up to the proposer to submit its "best" proposal that meets or exceeds the requirements of the RFP.**

**Question 114:** Are the correct NAICS codes with which an ACDBE is registered with the IL UCP ACDBE required to match the ACDBE's role in this RFP at the time the bid is submitted?

**Answer: Yes.**

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**Question 115:** According to the FAA, in its December 11, 2015 memo "Re: Best Practices for Fostering Participation from New DBEs and ACDBEs at Airports", the FFA states that "Allowing concession primes to mentor new ACDBE firms without counting the ACDBE participation until such a time that the ACDBE firm can fully participate in a joint venture and be counted consistent with the regulations and joint venture guidance." In this context, will the Airport permit us to bid with potential ACDBE firm(s) and the prime mentor until if and when the ACDBE firm can fully participate in a joint venture?

**Answer: The City requires and ACDBE to be certified in the state of Illinois at the time of submission and its 32% participating goal established in the proposal.**

**Question 116:** Are we free to propose our concepts only in the specific locations that we see the best fit or are we required to proposal for all of the available locations?

**Answer: The City will accept proposals for any and all locations and additional locations proposed.**

**Question 117:** #2 C11, when is construction/improvement works expected to be completed at and around gate C11?

**Answer: UAL's contractors are working on roof repairs for the City. They have stored barricade materials which will be cleared up and should not impact the area.**

**Question 118:** #2 C11, please confirm we may drive into concourse C, park and go up an elevator to the main concourse, or how you expect the servicing to occur in Concourse C.

**Answer: To be determined during the License and Lease negotiations.**

**Question 119:** #5 Tunnel - how do we arrive to this location to replenish?

**Answer: To be determined during the License and Lease negotiations.**

**Question 120:** #7 – How many outlets are there for the automated units? Does the ATM stay or go?

**Answer: All utilities must be provided by respondent. ATM potential relocation will be determined during lease negotiations.**

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**Question 121:** #20 – this looks like a retail spot, is this spot meant for a third micro market or are you expecting automated retail units to be placed inside this location? What are the dimensions for this location?

**Answer:** Space #20 is in Package #3. The City will accept all proposal options for space #20 which meet the requirements of Package 3 and dimensions of this location are detailed in the RFP and information provided in the RFP's Data Room.

**Question 122:** This is a complex RFP and includes response to multiple financial models, legal affidavits and detailed plans/concepts for each of the packages. Covering all the aspects in detail might require some additional time to respond. Hence, request you to grant us an extension of 6 weeks to cover all the required aspects in detail.

**Answer:** The Due Date has been extended until October 2, 2020. The schedule and any updates are posted in the RFP's Data Room.

**Question 123:** With regards to Package 1, please provide us the below information<sup>3</sup>

1. For the respondent(s) to be successful, is it mandatory for us to have a space for fulfillment purposes (last mile delivery to the traveler)? 2. If yes, Is it required to get into a lease and licensing agreement with airport authorities?

**Answer:** For delivery service, proposers are not required to enter into an agreement with an Airline.

**Question 124:** We come from an eCommerce Solution provider background and have done successful e-commerce & marketplace implementation & support in the past. In case we are unable to arrange retail/F&B affiliated partners for package 1, will ORD facilitate partnerships for the inside airport experience and concessionaire(s) aspects (Both retail and F&B)?

**Answer:** It is up to the successful proposer to establish relationships/agreements with existing F&B and retail concessionaires currently operating at ORD.

**Question 125:** Package 1 - Please provide the below information to help us understand about the fulfillment centers at the Airport supported for e-commerce last mile delivery. 1. How many designated pickup points are available at the airport for retail shops? 2. Will store also act as a pickup point?

**Answer:** The proposer should propose delivery and pick up locations; City will consider all proposed locations.

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**Question 126:** Package 1 - To help us understand definition of other locations and hold rooms (used in the RFP document), please provide details on the following -- 1. What does other locations & hold rooms refer to? 2. Is this applicable to Package 1? 3. If yes, is this location/room owned by chosen respondent?

**Answer: Delivery and pickup locations apply to Package #1. Delivery scenarios and pickup locations are to be proposed by the proposer and will ultimately be approved by the City.**

**Question 127:** Package 1 - Do we need to share the concept plan including the brands/concept details during our proposal submission or this can be submitted after successful award?

**Answer: The proposal must meet the requirements of the RFP, which includes a detailed concept plan.**

**Question 128:** Would you want to enable duty free shopping for visitors who visit the airport and not necessarily there to take a flight?

**Answer: Duty free shopping does not apply to this RFP.**

**Question 129:** Package 1 - Are you looking for a solution specific to Chicago Airport(s) or an open solution/platform to enable your concession retailers?

**Answer: The Proposer is responsible for submitting a solution/platform that best meets the needs of ORD customers and the objectives and requirements of the City. It is up to the proposer to submit its "best" solution.**

**Question 130:** Package 1 - We would like to understand if you have any of the following use cases envisioned for the future roadmap of Package 1 (mobile app).

- 1) Facilitate planned shopping with attractive sales offers
  - a) Language specific product display and offers for arrival passengers based on their profile
  - b) Customer specific product display based on their buying history and customer segmentation profile
  - c) Enable customer specific cross selling and upselling with convenient payment and delivery options
  - d) Onboard participating retailers from destination airport for convenience of one click buying and pick up as soon as the passenger lands. The catalogue would be specific to the destination airport / city which can result in marketplace commissions
- 2) Convenient frequent flyer services:

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- a) Fast track services for frequent and business travelers where expediency is a factor
- b) Lounge access, loyalty points, special offers all can be accessed and customized via the same platform
- c) Provide parking related subscription options, if available or provide priority services associated with pick and drop
- d) Work with airlines loyalty programs so there is a shared mutual benefit for both the airlines and the City

**Answer: The City is open to all proposals and ideas as long as they relate to the specific requirements of the RFP and address the needs of the customers at ORD.**

**Question 131:** Respondent must list three airport and/or landlord contacts from where it currently operates a facility or facilities like those being proposed for this offering. Please elaborate if this would be applicable to vendors responding to Package 1 alone.

**Answer: The City reserves the right to reject any or all proposals for any or all packages 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.**

**Question 132:** We would like to understand the split between F&B and Retailers and revenue made by the concession retailers in 2019, 2018 and 2017. Please share the following documents: Historical Concession Sales, Historical and Projected O'Hare Passenger and Operations Activity, Future Development Plans.

**Answer: All data deemed applicable to the RFP is and/or will be posted in the RFP's Data Room.**

**Question 133:** Package 1 - Please share the details of the application used by concession retailers and F&B shops currently for transacting with the customers. This will help us understand how to make the journey seamless for the users.

**Answer: See question #40.**

**Question 134:** Package 1 - We would like to understand if the concession retail purchase can be claimed by local residents of Chicago?

**Answer: There is insufficient information to respond to this question.**

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**Question 135:** Package 1 - Would the concession retail store purchase be limited to international travelers alone or domestic travelers as well?

**Answer: The RFP requirements are for all customers in Terminals 1, 2 and 3.**

**Question 136:** Package 1 - 1. Does the Airport own Retail shops/F&B Stations?

2. If yes, Is there any specific workflow or concessions provided to these particular shops?

**Answer: The City does not directly "own" or operate any concessions.**

**Question 137:** Package 1 - 1. Do you want us to install the software in any of the physical devices installed at the airport?

2. If yes, what are these devices and whether they can be utilized for Package 1?

**Answer: It is up to the proposer to include in its proposal the system requirements as well as any details on its installation and usage.**

**Question 138:** We assume 'Capital Investment and Improvements' is not applicable for Package 1. Please clarify, We assume 'Utilities and General Maintenance of Facilities' is not applicable for Package 1. Please clarify

**Answer: The requirements of the RFP apply to all three (3) packages.**

**Question 139:** Is Marketing fee applicable on the services/scope of work to be provided in Package 1? If yes, is it the same 0.5% or will it be different for Partners choosing to respond to Package 1 alone?

**Answer: The Marketing fee applies to all three (3) packages.**

**Question 140:** What are the channels through which you will provide marketing services for successful respondents (Package 1)?

**Answer: The City's Marketing Department works with all the airport's tenants on marketing initiatives.**

**Question 141:** Does Airport Concession Disadvantaged Business Enterprise Participation apply for Package 1?

**Answer: The ACDBE as well as all requirements of the RFP apply to all three (3) packages.**

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**Question 142:** Package 1 - There is a clause in the RFP :

"The City does not represent or guarantee that the successful respondent(s) will receive an agreement with any Airport Concessionaire and the City will not, at this time, dictate which, if any, of the successful respondent(s) and Airport Concessionaires should contract with, regardless of the results of the evaluation process"

Please help us with response for the following questions with regards to above clause: 1. Is there a common policy for all Concessions with minimum qualifying criteria but individual revenue sharing policies? If yes, with onboarding of new consolidated respondent, can they be renegotiated? 2. Can the respondent negotiate individually with Concessions for revenue sharing agreements, of course, subject to minimum qualifying standards? 3. Are there separate policies depending on the category of Concession sold? E.g.) Perfumes and Cosmetics, Fashion and Accessories, Confectionary and Fine Food, Spas and amenities etc.

**Answer: More information is required to respond to this question.**

**Question 143:** Packager 1 - Is there any license agreement with Dufry AG exclusive/non-exclusive to maintain these sites? If yes, could you share the details which are not private and the plan on whether these websites would continue to exist along with the new ecommerce platform?

**Answer: All concessionaires may have their own ecommerce platforms which will continue to exist in addition to the proposed Alternative Mobile Electronic Self Ordering and Delivery.**

**Question 144:** To build a 360 profile of a customer, it becomes important to collect and analyze data to enhance the overall experience in terms of personalizing the products shown, the user journey, the promotions offered and overall airport experience. 1. Is there any existing centralized policy on this type of data collection? 2. Is there a policy to share data across systems to build a robust analytical engine to gather the insights we need to build a seamless customer experience? 3. How we get access to such data with proper governance and access controls and will City help with this in realms of data they have control over? 4. Is there an existing data governance team or plans to build one for the same in future?

**Answer: 1. NO, 2. NO, 3. Data collection and analytics are the responsibility of the respondent and should be included in response, 4. NO.**

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**Question 145:** What systems are currently used to manage the operations of ORD which are customer facing? E.g. Information on flights, existing customer information, Loyalty program (s), parking information etc.

**Answer: There are no systems.**

**Question 146:** Are following benefits available in existing systems (Yes/No/ Planned for future).

1. Get into data sharing across participating airports, airlines for better personalization and conversion 2. Provision for retail and food chains to share loyalty points and offers 3. Language localization, better help and support, internationalization depending on the customer preference. For any option with 'yes', please share the system(s) they interact with so that our platform can leverage the data to build further

**Answer: NO.**

**Question 147:** I'm a brand new ACDBE looking to partner on this bid. The complexities of responding in such a tight timeframe with everything we've had to deal with related to the pandemic is making it nearly impossible to meet the current deadline. Would you consider an extension of a month or even two?

**Answer: The Due Date has been extended until October 2, 2020. See the RFP's Data Room for all timeline updates.**

**Question 148:** Scope of Services – what are the specific health care services that are being requested to meet O'Hare Airport needs:

- Onsite Occupational Health (workers compensation and employer services)
- Onsite Primary Care Services
- Onsite Retail/Immediate Care Services
- Telehealth Virtual Visits

**Answer: The City encourages proposers to include all options available.**

**Question 149:** Are billed services to the patient's insurance vs government/employer funded? Is there one relationship, billing, contracting entity, or will the healthcare vendor work with multiple employers directly with the established services? Are there any dollars to support clinic and services construction, or all funded by the vendor?

**Answer: The successful proposal business model is responsible for all revenue streams, costs, billings and reimbursables.**

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**Question 150:** What are the lease rate costs for the following: Space, Electrical, Network, Water, Phone, Sewage?

**Answer:** The space costs will be determined during lease negotiations. The remaining utility costs should be estimated by the proposer and based upon the utility provider's rates at time of service.

**Question 151:** What are parking costs for those working at O'Hare?

**Answer:** The employee daily rate ranges between \$15 and \$17 per day. The employee monthly parking rate is \$100 which is the cost to obtain a keycard.

**Question 152:** What rate for janitorial service and waste disposal?

**Answer:** These costs are provided by 3<sup>rd</sup> party providers and should be estimated by the proposer.

**Questions 153:** What are the construction guidelines for renovating at O'Hare, provided we obtain a copy of the tenant design and construction procedures manual?

**Answer:** Manuals and guidelines are posted in the RFP's Data Room either directly or via a link.

**Question 154:** What permits are required at O'Hare Airport and their cost?

**Answer:** All permits, and permit costs are the responsibility of the proposer.

**Question 155:** What is the cost for storage per square foot?

**Answer:** The space costs will be determined during Lease negotiations.

**Question 156:** Does the City anticipate a separate bid that fulfills the need for equitable solutions to provide inclusive access to the airport's goods and services for those with disabilities or reduced mobility? How does the City anticipate that the aforementioned service will be integrated with the one sought in Package One of this RFP?

**Answer:** See Section D #9 Public Accommodation Laws in the RFP.

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**Question 157:** Do the Existing Qualification Standards apply to Package One? If so, the RFP would appear to preclude the participation of innovative technology supplied by new or recent market entrants. Is this the City's intent?

**Answer: The City is seeking all proven technologies, products and services that meet the requirements of the RFP.**

**Question 158:** Does the City have requirements or legal obligations to ensure that their contracted party provides Customer Data Privacy and Security?

**Answer: All tenants must comply with all Federal, State and Local requirements including PCI compliance.**

**Question 159:** Given that the RFP does not appear to impose any obligations on bidders to collect, analyze or share aggregate data insights with the City, nor does it require the use of AI to extrapolate and derive predictive insights for all stakeholders that result in increased revenue and customer satisfaction - how does the scope of this RFP align with the Airport's near/mid-term data, business intelligence and IT strategies?

**Answer: The City encourages the provision and the use of data analytics, and proposers should detail this component in their proposals.**

**Question 160:** In what ways does the City require technical configurability, commercial coverage and analytics reporting?

**Answer: None.**

**Question 161:** How does the City require bidders to maintain data integrity management, encryption, and third-party access controls?

**Answer: It is the proposer's responsibility to achieve and maintain system-wide Payment Card Industry ("PCI") compliance.**

**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)?

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**Answer:** It is the proposer's responsibility to best serve the needs of the Airport's customers and meet all Federal, State and Local laws, regulations, ordinances and requirements specifically those that pertain to ADA requirements. You might want to check with Katharine Whisler on this response.

**Question 163:** Does the City anticipate that the Package One selectee will be able to use its technology in support of potential contact tracing requirements, or is such functionality likely to be addressed in a separate bid?

**Answer:** A proposer must meet the requirements of the RFP and may include additional information for the City to consider.

**Question 164:** Technology infrastructure solutions do not follow the traditional concession model (we do not make money on the margins of goods or services), we provide the infrastructure that allows the airport and stakeholders to provide a better customer experience for all customers, including those in the ADA community. Would the City consider an alternate financial model, or will the airport-wide commercial infrastructure and data analytics be part of a separate bid? The technology component is not a direct concession, but in fact the infrastructure to support all of your existing stakeholders and customers better.

**Answer:** A proposer must complete all the requirements of the RFP and may propose an alternative structure in the Exceptions section.

**Question 165:** Does the City have a requirement that providers use an on-demand technology architecture that gives users real-time information, such as item availability and delivery progress?

**Answer:** A proposer must meet all the requirements of the RFP and may provide additional information for the City to consider. The City encourages all optimal solutions and opportunities to best serve and meet the ever-changing needs of the Airport's customers.

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

**Answer:** Response to be forthcoming.

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

**Answer: Response to be forthcoming.**

**Question 168:** Does the City have requirements about the frequency of software releases, and updates?

**Answer: There are currently no requirements, but it is up to the proposer to ensure their system(s) provide the highest quality services and products to the customers of ORD.**

**Question 169:** Does the City require support for small businesses without tech infrastructure or standard POS usage to be able to tap into and benefit from this platform/service?

**Answer: The City does not provide POS support services. It is up to the proposer to support and work with the tenants at ORD to implement its platform/services.**

**Question 170:** Does the City require any standards for the management of network traffic so as to avoid bandwidth constraints on the airport's public or private WIFI system?

**Answer: Selected Respondent shall work with Boingo Wireless, the present wireless service provider, with requests for any required wireless coverage or capacity upgrades or expansion to ensure adequate network capacity for both existing and new systems. Boingo shall retain control of all wireless infrastructure systems and spectrum and shall work with Selected Respondent to expand any systems to meet respondent service requirements.**

**Question 171:** Is there a requirement for automated customer feedback collection?

**Answer: The City encourages proposers to include information which will ensure its products and/or services will provide the highest customer satisfaction and meet the customer's every changing needs.**

**Question 172:** Does the City require that all food, beverage and service providers can be accessed through the platform?

**Answer: The City requires that all food, beverage and service providers have an opportunity to be accessed through the platform.**

**Question 173:** Can you please provide a working example illustrating the calculation of the License Fee and Security Deposit as outlined on pages 14 and 15 of the RFP?

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**Answer: License Fee Example:**

Concessionaire proposes to pay the greater of \$100,000 (MAG) or 15%  
of sales.

If annual sales are \$800,000 -  $\$800,000 * 0.15 (15\%) = \$120,000$

Concessionaire pays \$120,000

If annual sales are \$500,000 -  $\$500,000 * 0.15 (15\%) = \$75,000$

Concessionaire pays \$100,000

**Security Deposit Example:**

If 2nd Year Estimated MAG is \$100,000 -  $\$100,000 * 0.25 (25\%) = \$25,000^*$

\*Or an amount agreed to by the City

**Question 174:** Is a list of the current ACDBE companies presently operating at the airport available for review to assist bidders in forming business relationships to meet the required ACDBE goal?

**Answer: See Question #10.**

**Question 175:** Is it possible to engage more than one ACDBE company for different business purposes to achieve the 32% goal cumulatively?

**Answer: Yes. It is up to the Proposer as to how it achieves the 32% goal.**

**Question 176:** Is it possible to visit the proposed locations physically?

**Answer: NO. CDA will not schedule any on-site tour.**

**Question 177:** In terms of choosing an ACDBE partner would the airport like for the companies to have related business synergies?

**Answer: It is up to the Proposer as to how it achieves the 32% goal.**

**Question 178:** Can you explain location #20? Is there more than one space with or without outlets?

**Answer: Photos, floorplans, and videos of all the spaces as well as the outlets available are provided in the RFP's Data Room. Additional utility information is posted in the Data Room.**

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**Question 179:** If selected, when is the first License Fee due and payable to the airport? Thereafter, is it payable monthly?

**Answer: See Sample Agreement posted in the RFP Data Room.**

**Question 180:** If the concept is vending, how is the electrical cost determined?

**Answer: Each location will be required to be sub metered by the proposer through the utility company.**

**Question 181:** Please provide ceiling heights for each of the locations. Please include:

- a. Existing ceiling height
- b. Height to building ceiling structure
- c. Height of the opening into the space (storefront/gate).

**Answer: Height measurements for Package #2 and Package #3 space #20 have been posted in the Data Room.**

**Question 182:** Please provide a high-resolution version of the unit photographs that show the utility components. The photos provided as part of the RFP documents are not readable when enlarged. They become fuzzy when zoom in to try to read the utility components.

**Answer: See RFP Data Room.**

**Question 183:** Will the city require reference letters or will providing reference contact information meet this requirement?

**Answer: Contact information is acceptable.**

**Question 184:** Are there any restrictions on proposing concepts in identified locations (Package 3) that may compete with existing concessions near/or in the vicinity of the proposed space?

**Answer: The City is seeking products and services that best meet the needs of its customers and its goals and objectives. It is up to the proposer to determine what products or services in combination with existing concessions that best services the customer.**

**Question 185:** For package 3, most automated retail units require a standard power outlet. Can you provide the historical or average cost to install a standard power outlet at ORD?

**Answer: It is up to the proposers to estimate costs.**

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**Question 186:** For package 3, does the respondent need to bid both retail and food and beverage or can they bid JUST retail, or JUST food and beverage?

**Answer: Proposers should submit a concept plan that meets the needs of the customer and the goals and objectives of the City which can include any mix of concepts.**

**Question 187:** If only bidding retail, should only one retail offering per location be bid to allow room for a food and beverage offering?

**Answer: Proposers should submit a concept plan that meets the needs of the customer and the goals and objectives of the City which can include any mix of concepts.**

**Question 188:** For package 1, can a JV partner or subcontractor to the prime be an existing concessionaire/JV partner? In other words, would you consider it a conflict of interest to have a concessionaire soliciting their fellow operators to be a part of the delivery app? Would it preclude the winner (or partner/subcontractor) from having future concessions contracts in the upcoming re-development phase?

**Answer: It is up to the proposer as to how to achieve the 32% participation goal.**

**Question 189:** This is a complex RFP and includes response to multiple financial models, legal affidavits and detailed plans/concepts for each of the packages. Covering all the aspects in detail might require some additional time to respond. Hence, request you to grant us an extension of 6 weeks to cover all the required aspects in detail.

**Answer: The Due Date has been extended until October 2, 2020. See the RFP's Data Room for updates to the RFP schedule.**

**Question 190:** This is a complex RFP - Lot of regulations and channels to be understood - we need more time to gather and finalize questions - can we get 2 additional weeks to ask more questions?

**Answer: Questions have been extended to August 31, 2020. See the RFP's Data Room for updates to the RFP schedule.**

**Question 191:** Package 1 - Where will be the hands and feet support be staged at the airport – what is the cost for that?

**Answer: The respondent should propose a delivery model and identify any and all space needs. The cost of additional space will be negotiated in the Lease agreement.**

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**Question 192:** Package 1 - Wi-Fi equipment hosting – using existing equipment OR we will have to bring in our own equipment to be used by employees for hands and feet support?

**Answer: All equipment is the responsibility of the proposer. See question #170.**

**Question 193:** Package 1 - Who is going to pay for the tech solution – is it the tenants or the CDA

**Answer: The respondent is responsible for all costs.**

**Question 194:** In addition to the due date, can you please extend the date for submittal of questions?

**Answer: Please see the RFP's Data Room for updated schedules.**

**Question 195:** I apologize for the submitting a question a day late, but you would be able to either post or directly provide me with the historical revenue of the concessions within O'Hare for the last 2 years?

**Answer: Data, deemed by the City, to be directly related to the RFP will be posted in the Data Room.**