



FBRV Concession Program RFP Pre-Bid Meeting

Attendee Roster

June 17, 2025

Attendee (In Person)	Company	E-Mail	Attendees (Teams)	Company
Dan Benzon	Benzon Group			
John DeCoster	Decomm Aviation			
Matt Amos	Gresham Smith			
Mike Reilly	Tailwind	Mike.Reilly@tailwindconcessions.com		
Jerry Brienza	Tailwind	jerry.brienza@tailwindconcessions.com		
Matt Edgar	Tailwind	Matt@tailwindconcessions.com		
		arlette@archlinestudio.com	Arlette Mulford	Archline Studio
		chad.lindsey@airportdimensions.com	Chad Lindsey	Airport Dimensions
		Aubrey.Agard@airportdimensions.com	Aubrey Agard	Airport Dimensions
Chuck Groper	Faber	charlesdavid21@gmail.com		
Wally Janowicz	Faber	wjanowicz@faber-intl.com		
		melissa@tandemcreativellc.com	Melissa Vivari	Tandem Creative
		debbie@tandemcreativellc.com	Debbie Butler	Tandem Creative
		goodmancda@gmail.com	Randy Goodman	Goodman Commercial Development Advisors
Jason	Waters Edge Winery	jason wewnorfolk.com		
Michelle LeBleu	SSP	Michelle.LeBleu@foodtravelexperts.com		
Scott Welding	SSP	Scott.welding@foodtravelexperts.com		
		tom.keon@areas.com	Tom Keon	Areas
Devon Ray	WH Smith	Devon.Ray@whsmith.com		
Brittany Williams Leverett	Legacy Consulting Group	brittany@lcgroupnc.com		
Rick Sell	Metz Culinary Management	rsell@metzcorp.com		
Gerardo Fuster	CAVU	Gerardo Fuster Gerardo.Fuster@ca.vu		
		amanda.madeira@us.mcd.com	Amanda Madeira	McDonalds
Seth deKanter	Trolley House	Seth de Kanter seth@trolleyhouseva.com		
Michael Calkins	Trolley House	michael@trolleyhouseva.com		
Wendy Frawley	Trolley House	wendy@trolleyhouseva.com		
		michael@theplaymakersgroup.com	Michael Uremovich	The Playmakers Group



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Robert Barnuevo	SK8 House	rob.sk8house@gmail.com		
Lester Adams	Hudson Group	lester.adams@hudsongroup.com		
Frank Just	HMS Host	frank.just@hmshost.com		
Grace Gresick	HMS Host	grace.gresick@hmshost.com		
Amy Higgins	HMS Host	amy.higgins@hmshost.com		
Robert Napoli	Hudson Group	rnapoli@hudsongroup.com		
Kim McLamb	Hudson Group	kmclamb@hudsongroup.com		
		Bryan.Loden@hmshost.com	Bryan Loden	HMS Host
		precious.patch@hmshost.com	Precious Patch	HMS Host
		Jema.Vita@hmshost.com	Jema Vita	HMS Host
		jan@janfarris.com	Jan Farris	Jan Farris Consulting
		c.bindrum413@gmail.com	Courtney Bindrum	Jan Farris Consulting
		speralta@airventuresllc.com	Silvia Peralta	Air Ventures
Briston Tutwiler	Town Center Cold Pressed	vb@tccp.cafe		
Michael Holdcraft	Town Center Cold Pressed			
Tetiana Hammond	Town Center Cold Pressed			
Joseph Stratt	Town Center Cold Pressed			
Keith Haywood	FDY Inc Concessions	KHaywood@fdyinc.com		
		nhaywood@fdyinc.com	Natalie Haywood	FDY Inc Concessions
Hugo Owens	Hudson-NIA Norfolk JV			
Rosa Owens	Hudson-NIA Norfolk JV	rosa@theniacorp.com		
Chef Rick	Miami Fusion Food Truck / Catering	aoliva@miamifusion.net		
		CMcNamee@villarestaurantgroup.com	Christopher McNamee	Villa Restaurant Group
		BMurray@villarestaurantgroup.com	Brendan Murray	Villa Restaurant Group
			Tisha Skinner	Icon Foods



Welcome!

Food, Beverage, Retail and Vending Concession Program RFP Pre-Bid

JUNE 17, 2025

[ORF Video](#)



Welcome & Admin Items



Pre-Bid Agenda

9:00-9:15 – Check-In & Welcome (Board Room)

9:15-9:30 – Introduction

- ORF Concessions Vision & Program

9:30-11:00 – RFP & Sample Agreement

- RFP schedule
- RFP key items
- Sample agreement key items
- Concessionaire initial questions

11:00-12:00 – Lunch Break (No Host)

12:00-2:30 – Terminal / Concourses Tour (start in Board Room)

2:30-3:00 – Reconvene (Board Room)

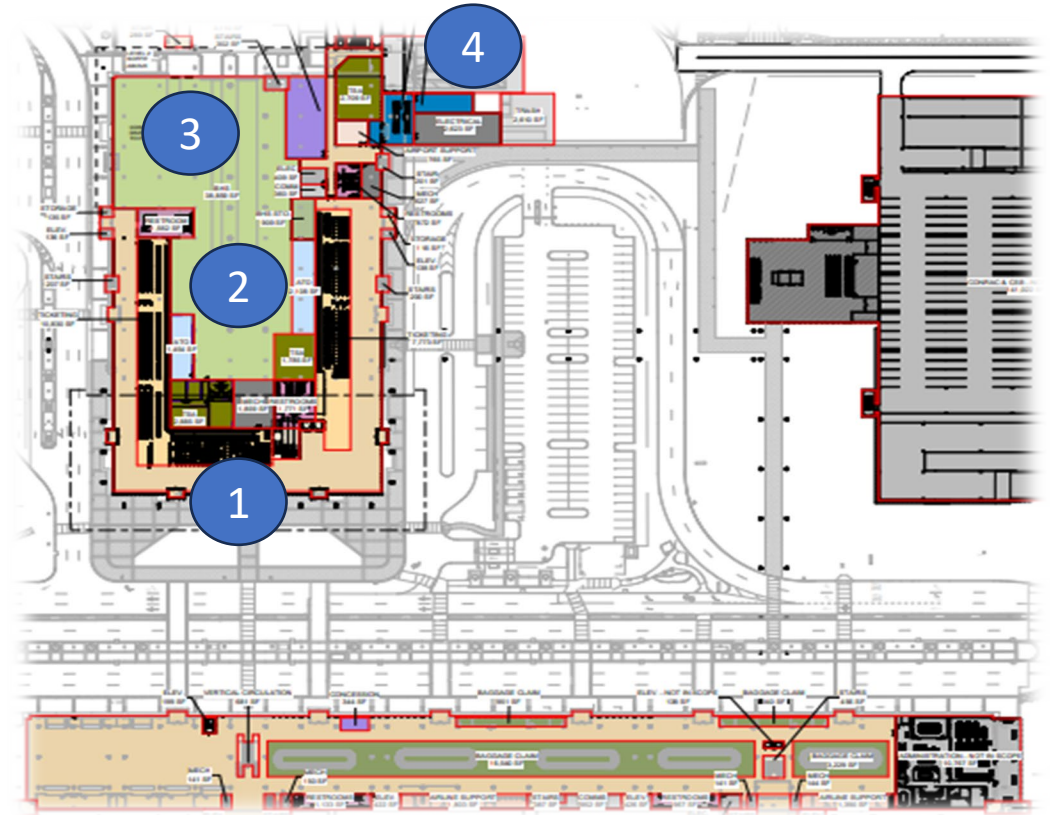
- Final post-tour questions & wrap-up



Concessions Vision & Program

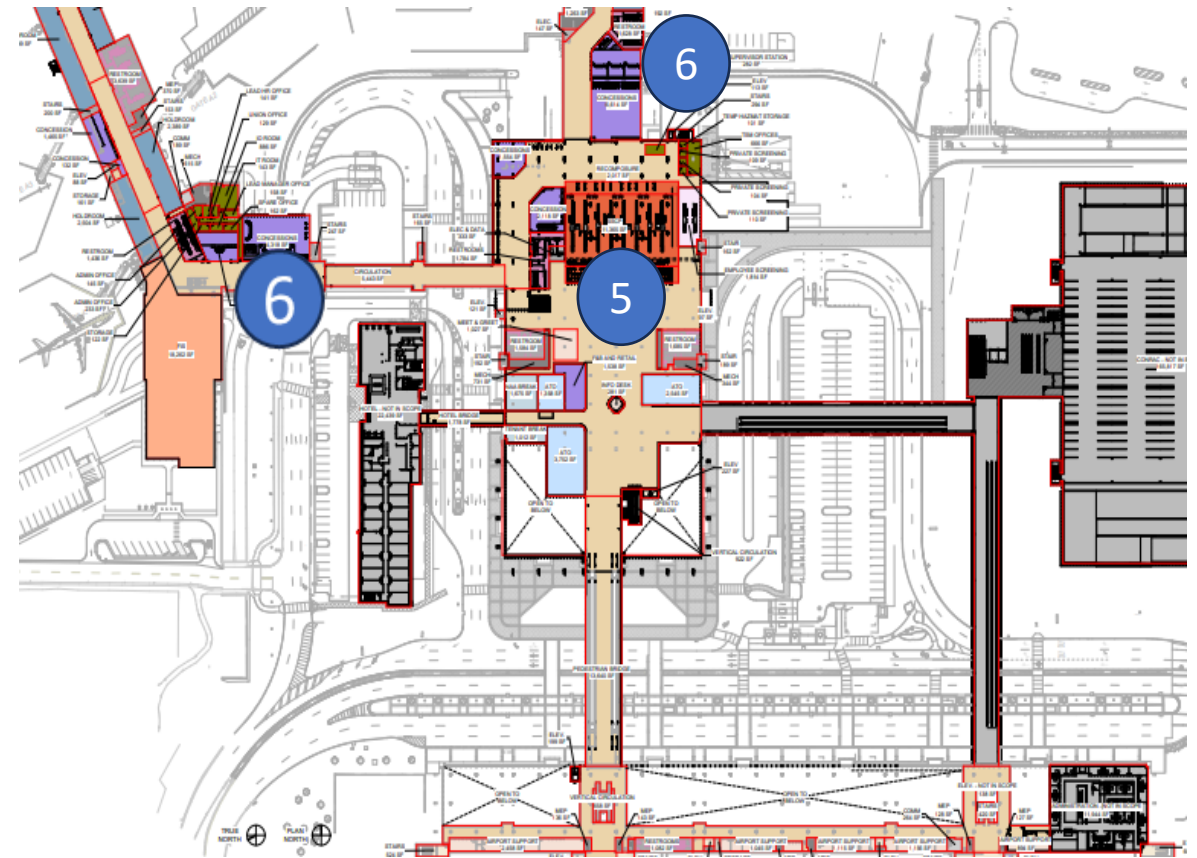
Enhancing The Passenger Journey at ORF

- Adapting Existing Infrastructure
 - Terminal refurbishment - passenger flow & integrated design - right-sizing the spaces
- Project Scope
 - 1) New Ticket Lobby Addition
 - 2) Consolidated Checked Bag Inspection
 - 3) Expanded Baggage Make-up Area
 - 4) New Centralized Receiving and Distribution Center (CRDC)



Enhancing The Passenger Journey at ORF

- Project Scope
 - 5) Consolidated TSA Checkpoint
 - 6) New Concessions Spaces & Expanded Gate Holdrooms
- CMaR under contract Summer '25
- Construction start Summer of '26
- Construction complete end of '28



Enhancing The Passenger Journey at ORF

- New Concessions Program Opportunities
 - Evolve to reflect modern traveler and employee needs and desires
 - Create a 'sense of place' at the airport that reflects the region's brands & products
 - Re-imagine and optimize use of space - hybrid food, beverage, and retail
 - Technology-driven conveniences – mobile order & pay, self-order kiosks, self-checkouts
 - Reasonable price point for products and services
 - Business travelers – airport common-use club / lounge concept



RFP & Sample Agreement

RFP Schedule

- Advertise RFP
 - **Issuance of the RFP**
 - **Mandatory Pre-Bid Meeting**
 - Submission of Questions and Requests for Clarification
 - Responses Distributed to Qualified Responders
 - **Proposals Due**
 - Proposal Evaluation Completion
 - **Notification of Short-Listed Respondents**
 - **Interviews for Short-Listed Respondents**
 - **Presentation to the NAA Board**
 - **Announcement of Award**
 - **New Agreement Commencement Date**
- May 23, 2025
- June 2, 2025**
- June 17, 2025, 9am EDT**
- June 24, 2025, 4pm EDT
- July 1, 2025, 4pm EDT
- Sept 15, 2025, 4pm EDT**
- Sept 30, 2025
- Oct 1, 2025, 4pm EDT**
- Oct 15, 2025**
- Nov 20, 2025, 1pm EDT**
- Following Board Meeting**
- Jul 1, 2026**

RFP – Scope of Program

- The agreements for existing food/beverage and retail master concessions expires June 30, 2026.
- Individual concession spaces will be closed and reconstructed over of period of approximately 2 years.
 - Exact schedule to be coordinated with selected parties.
 - Concession build-out will be coordinated along side the terminal refurbishment program.
- 40% local participation.
- Emphasis for national brands on strong identity and broad-based offerings.
- Two packages will be awarded; both packages will NOT be awarded to one concessionaire.
- Street plus 10% pricing policy.

RFP – Package Features

- Both packages have “anchor” locations.
- Each package has a mix of food, beverage, retail, and vending to create redundancy and exposure to different national and local brands.
- Renovation schedules will be coordinated with the respective concessionaires.
- Each package has a mix of local and national brands – 40% local participation.
- No restrictions on sales – “one stop shopping” for the customer.

Package 1

Package 1		
Location	Square Footage	Recommended Concepts
Concourse A	548	Coffee, specialty coffee, baked goods, cold drinks, sandwiches, with no seating. National brand preferred. Retail branded products encouraged.
Concourse A	1,561	Bar and Restaurant. Local brand preferred, national brand as secondary. Menu will include hot foods, salads, healthy options, and kids meals. Bar should include a mix of local tap beers and traditional brands, non-alcoholic beers, local wines, seating, and “to go” feature. Brand retail and supplemental retail encouraged. Snacks, grab and go food alternatives, and soft drinks, water, and juices to go are encouraged.
Concourse A	1,548	News, gifts, apparel, and snacks to include subspecialty retail subunit(s), grab and go sandwiches, specialty drinks (ex., smoothies), coffee, and cold drinks. No alcohol.
Concourse B	726	Coffee, specialty coffee, baked goods, cold drinks, sandwiches, with limited seating allowed. National brand preferred. Limited retail branded products encouraged.
Concourse B	707	Retail, gifts, and snacks to include local products, apparel, grab and go food, sandwiches, coffee, specialty drinks (ex., smoothies), and cold drinks. No alcohol.
Concourse B	925	Locally branded food and no alcohol. To include limited seating and branded retail of operator (if available). Menu should include sandwiches, salads, healthy offerings, kids menu, hot and cold drinks, and grab and go.
Concourse B	251	Vending to include hot and cold drinks, food such as sandwiches and salads, and snacks. Plan for a 4-unit location with a decorative or themed façade.
Post Security Hub	1,446	Multi-function that may include retail with an emphasis on local products, apparel, coffee and specialty coffee, specialty cold drinks, grab and go food and salads, and subspecialty subunit retail. No alcohol or seating.
Post Security Hub	1,987	National brand restaurant and bar. Menu should include hot food, salads, appetizers, kids menu, and healthy options. Alcohol should include local breweries and wineries in addition traditional brands and non-alcoholic beer.
Pre-Security Prior to Checkpoint	1,851 (est)	Multi-function to include broad retail with an emphasis on local products, apparel, coffee and specialty coffee, specialty cold drinks, grab and go food and salads, and subspecialty subunit retail. No alcohol or seating. 24-Hour vending designed into the layout to include hot and cold drinks, food such as sandwiches and salads, and snacks. Plan for a 4-unit location with a decorative or themed façade. Square footage can be adjusted for the desired design. Respondents should note square footage required to support design.
	11,550	Total Package 1

Package 2

Club
Optional

Package 2		
Location	Square Footage	Recommended Concepts
Concourse A	526	Retail to include news, gifts, snacks, grab and go, coffee, cold drinks, and sundries. No seating.
Concourse A	1,765	Multi-brand food and beverage that may include local coffee and specialty coffee, baked goods, national or local sandwiches, salads, kids meals, bar with seating, and specialty drinks. Alcohol is optional.
Concourse A	133	Vending to include hot and cold drinks, food such as sandwiches and salads, and snacks. Plan for a 4-unit location with a decorative or themed façade.
Concourse A	1,440 (Old Checkpoint)	Local or national restaurant and bar with seating. Include local beer, traditional alcoholic beverages, non-alcoholic beer, and local wineries. Menu should include hot food, salads, healthy options, and kids menus. Light retail and grab and go menu available. Can be connected to the Passenger Club adjacent if proposing on both. Final design may be amended depending on who develops the club.
Concourse A	2,880 (Old Checkpoint OPTIONAL)	Passenger club that will be coordinated with the adjacent concession if concessionaire developed or developed separately by a third party and coordinated with adjacent concessionaire. Club should offer limited grab and go food, snacks, cold drinks, coffee, and beer and wine. No hot meals will be allowed to be provided to members. It is desired that customers of the club could be able to order products from the adjacent concession via an app or QR code and have the order delivered to the club. Club would be membership based with the option for ad hoc daily memberships.
Concourse B	1,504	Multi-function to include a local restaurant and bar with seating. Food should include hot food, salads, healthy options, and kids meals. Bar should include local breweries and wineries as well and traditional offerings and non-alcoholic beer. Should also include commonly available retail items for sale.
Hub B	363	National coffee and baked goods, cold drinks, and snacks. No seating.
Hub B	6,079	Food court and free-standing bar. 3-4 Counters/options depending on the size as determined by the Respondent with national or local brands for food to include options such as, but not limited to, burgers, BBQ, chicken, Mexican, Italian, sandwiches, or other options. Respondents should propose options it has available and allow the Authority to make the final decision. A free-standing bar should be incorporated into the common seating area. The bar does not need to be nationally or locally branded. Alcohol should be able to be consumed in the entire seating area of the food court.
Baggage Claim	300	Coffee, baked goods, cold beverages, and snacks. Will include limited vending for hot beverages, cold beverages, and snacks.
Total	15,010	Package 2 - With club space being developed by Respondent
Total	12,130	Package 2 - Without club space being developed by Respondent

RFP – Investment

- No arbitrary investment per square foot requirement.
- Expect first-class finishes that are attractive and durable.
- Investment level will be a factor in the evaluation process.
- Present real estimates – if the investment level proposed is not realized, the Authority reserves the right to require a payout of the difference.

RFP – Design and Construction

- Design standards must be followed.
- Proposals shall include detailed concept level plans for what is being proposed.
- Pictures only of other installations will not be considered compliant.
- Utility locations in each site will be coordinated with the Authority to minimize the burden on the concessionaire wherever possible.
- Final construction schedule with each concessionaire will be negotiated following award.
- Construction walls need to include graphics.

RFP – Operations

- Hours of operation will be enforced.
- Menus, products, and pricing need to be reviewed and approved by the Authority.
Regular communications will be required.
- For irregular ops, venues must remain open.
- Require a dedicated and experienced local GM.
- Staff must be able to pass background checks.
- Deliveries and distribution must be coordinated with TSA and the Authority.
- Limited on-site storage is available.
- POS system and monthly roll-up will be required.

Sample Concessions Agreement Key Items

- Non-Exclusivity
 - Concession is non-exclusive
 - Products are non-exclusive
 - Space outside of concessions area is non-exclusive

Sample Concessions Agreement Key Items

- Term

- Effective Date: The execution date of this Agreement is as stated in the first paragraph of the agreement.
- Commencement Date: The commencement date of this Agreement is July 1, 2026, 12:00 a.m.
- Completed Build-Out Date: The completed build-out date is the earlier of: 1) one hundred twenty (120) days after Authority's written notice to Concessionaire to build out its final CSA assigned under this Agreement, or 2) the certificate of occupancy issuance date for Concessionaire's final CSA assigned under this Agreement.
- Expiration Date: The expiration date is the last day of the month, twelve (12) years after the Completed Build-Out Date.
- Base Term: The period beginning on the Commencement Date and ending on the Expiration Date, unless earlier terminated as provided for herein.

Sample Concessions Agreement Key Items

- Deposits
 - Security Deposit: Within five (5) business days after the Commencement Date, Concessionaire agrees to secure a performance bond or letter of credit or provide a security deposit issued to the Authority in the amount of ninety percent (90%) of the projected Percentages Fee, as determined by the estimated Gross Revenues submitted as part of the Proposal and included as Exhibit A from the Commencement Date until the expiration of the first Agreement Year.
 - Capital Investment Deposit: After the Completed Build-Out Date and upon receipt of all capital investment documentation from Concessionaire, the CEO will determine if there is a material deficiency (such materiality to be determined in the sole discretion of the CEO) between the capital investment represented by Concessionaire in its Proposal, Concessionaire will be required to deposit with Authority upon sixty (60) days' notice from Authority to Concessionaire the difference between the amounts actually invested in the Concessionaire's CSA and the capital investment represented.
 - CSA Refresh Deposit: Upon the fourth (4th) anniversary of the Completed Build-Out Date, Concessionaire will deposit with the Authority a CSA Refresh Deposit for refreshment, repair, and/or replacement in the amount of two hundred thousand dollars (\$200,000).

Sample Concessions Agreement Key Items

- Premises
 - Concession Service Areas (CSAs)
 - Square footage of the concessions
 - Included as part of the percentages fees
- Offices; Dry/Cold Storage; Future CRDC
 - Outside of the CSA
 - Charged rent separately

Sample Concessions Agreement Key Items

- Fees

- Minimum Annual Guarantee: A minimum annual guarantee (MAG) will be waived until the Completed Build-Out Date. After the Completed Build-Out Date, that first Agreement Year MAG, or a portion thereof, will be set at an amount equal to one hundred percent (100%) of the previous Agreement Year Percentages Fee. For each subsequent Agreement Year MAG, including a prorated amount for a partial Agreement Year, will be set to an amount equal to ninety percent (90%) of the previous Agreement Year Concession Fee; however, such amount will not be less than any previous Agreement Year MAG.
- Percentages Fee: The following percentages fees will be payable to the Authority on Gross Revenues resulting from sales at the Airport or products and/or services originating in the CSA at the Airport and sold through the Airport whether on-site or online:
 - Alcoholic beverages: twenty percent (20%)
 - Food and non-alcoholic beverages: sixteen percent (16%)
 - Retail: eighteen percent (18%)
 - Vending: sixteen percent (16%)
 - Catering: At the applicable rates identified above.
- Supplemental Percentages Fee: Following the first Agreement Year, if the Gross Revenues in any of the categories exceed the previous year's Gross Revenues for that category by ten percent (10%) or more, there will be an additional one percent (1%) percentages fee due from Concessionaire to Authority for that category on the amount of Gross

Sample Concessions Agreement Key Items

- Market Pricing
 - Market Pricing: means prices that are within ten percent (10%) of prices for comparable products available at three (3) similar neighborhood locations in the Norfolk area as identified on Exhibit D.
 - If the benchmark locations are amended, as determined solely by the CEO, a revised Exhibit D with the amended locations for Market Pricing will be effective immediately and substituted in this Agreement without the need for an amendment.

Sample Concessions Agreement Key Items

- ACDBE
 - The Authority has established an Airport Concession Disadvantaged Business Enterprise (ACDBE) program in accordance with the regulations of the U.S. Department of Transportation (USDOT), 49 CFR Part 23.
 - Unless such requirement has been removed federally, Concessionaire is required to participate in the Authority's ACDBE program.
 - The ACDBE concession specific goal of twenty percent (20%) of gross revenues has been established for this Agreement.
 - This gross revenues goal may be met through direct ownership, joint venture, subtenant / subcontractor and/or purchases of goods and services.
 - Concessionaire will make good faith efforts to meet this concession specific goal.

Sample Concessions Agreement Key Items

- Exhibits
 - EXHIBIT A: CONCESSIONAIRE'S PROPOSAL
 - EXHIBIT B: CONCESSION SERVICE AREA AND RENTED OFFICE AND/OR STORAGE AREAS
 - EXHIBIT C: CAPITAL INVESTMENT (as proposed by Concessionaire in Proposal)
 - EXHIBIT D: BENCHMARK LOCATIONS FOR MARKET PRICING
 - EXHIBIT E: MONTHLY REPORTING FORM
 - EXHIBIT F: STATE AND FEDERAL CONTRACT PROVISIONS
 - EXHIBIT G: AUTHORITY DESIGN STANDARDS



Concessionaire Initial Questions

Thank you for coming!

Food, Beverage, Retail and Vending Concession Program RFP Pre-Bid

JUNE 17, 2025

[ORF Video](#)