



ADDENDUM NO. 1 – RFP FY26-CCO-01
NORFOLK INTERNATIONAL AIRPORT
FOOD, BEVERAGE, RETAIL AND VENDING CONCESSION PROGRAM
Issued: July 1, 2025

The following questions and requests for clarification were received prior to the stated deadline. The Norfolk Airport Authority ("Authority") offers the following responses to the questions and requests for clarifications received and has attached the existing concessions layout at the Norfolk International Airport (ORF).

1. What is the geographic radius that defines "local"? **Response: The Authority defines "local" as the geographic region that is often defined as "Hampton Roads" or "Tidewater" which generally consists of nine (9) cities including Chesapeake, Norfolk, Portsmouth, Suffolk, Virginia Beach, Hampton, Newport News, Poquoson and Williamsburg. The region that ORF serves also extends to Virginia's Eastern Shore and Northeast North Carolina including Elizabeth City and Kill Devil Hills (OBX) areas.**
2. Page 31 states, "All proposals must include a cover letter (maximum of two pages) that must include the information outlined in Subsections 2, 3 and 4 outlined below. The cover letter must include the point of contact and contact information of the Respondent for any subsequent follow-up questions or clarifications." Please clarify the content of Subsections 2, 3, and 4. It appears that the requirement should be for Subsections 3, 4, and 5. **Response: The requirement for proposal cover letter is for information related to Subsections 3, 4, and 5.**
3. Page 31 states, "*All proposals must be manually signed.*" As this is an electronic submission, do you require scanned pages with hand-written signatures or will other versions of digital signatures be allowed? **Response: Either scanned signed signatures or electronic signatures will be considered acceptable.**
4. Will the Authority exclude the staffing charts for each CSA, the organizational chart, the construction budget and schedules, the pro formas, and the summary of financial information from the 40-page limit to allow sufficient pages to describe the multiple concepts in each package and clearly show how each respondent meets the local requirement? **Response: The documents identified in the question will not be included in the 40-page limit but must be included as appendices to the proposal.**
5. Page 32 refers to "the summary of required financial information;" however, there are no details about what financial information is required under Section D. Required Proposal Content and Submission Format. Please provide the requirements for a summary of financial information that respondents should include in their proposals. **Response:**

Proposals must include financial information about the construction costs, concession fee percentages proposed, pro formas as outlined in the RFP, and menu/product prices.

6. If respondents propose on both packages, are they required to submit two completely separate PDF files--one for each package--or can respondents submit one PDF file that includes all required information for both packages? **Response: If respondents are submitting proposals on both packages, the respondent's required background and base information must be submitted with one of the packages and can be referenced in the proposal of the second package.**
7. Can the Authority provide direction on where in the proposal they would like the Pro Formas, ACDBE Compliance Plan (including Attachment 7, Form 1 and 2), Marketing Plan, and Staffing Charts for Each CSA? **Response: As appendices to the proposal.**
8. Can the airport confirm the floor slab shall be generally smooth and level to industry standards to accept tenant floor finishes; the tenant does not require major leveling. **Response: The original condition of the floors was generally level at the commencement of the current agreement. It is unknown what changes have been made to the base floor due to construction by current tenants. It will be the responsibility of the Respondent to verify floor conditions and assess proper floor products it deems appropriate to adapt to the existing floor conditions.**
9. Can the airport provide a floor flatness heat map? **Response: No. Existing conditions are the responsibility of the Respondent to investigate and incorporate into the CSA plans.**
10. Can the airport confirm the exterior demising walls are to be insulated/soundproofed? **Response: The exterior demising walls will be constructed by the Concessionaire. Concessionaires will be required to meet all fire code requirements as part of the Concessionaire's plan and the design standards attached to the RFP.**
11. Can the airport confirm that they will provide fireproofing to all columns, beams, and structural steel within lounge premises? **Response: The Authority will turn over the space "as is/where is". Any fireproofing will be the responsibility of the Concessionaire.**
12. Is the airport willing to coordinate with the tenant on the location of drains, floor sinks, and electrical coring based on the Tenant's design requirements? **Response: To the greatest degree possible, if timing allows for coordination with Authority sponsored infrastructure work, the Authority will use its best efforts to coordinate with the Concessionaire the desired utility source locations.**
13. Can the airport confirm that firestopping and fire safe-offs of newly installed wall/floor penetrations? **Response: No. That will be the responsibility of Concessionaire.**
14. Can the airport confirm the electrical raceway installation from the building electrical panel to the panel in the tenant space? **Response: No. The existing conditions are not intended to be reutilized. The Authority will provide main electrical service to each CSA and the Concessionaire will be responsible for CSA distribution that meets all code requirements and design standard requirements.** Can the airport confirm the amperage supplied to the tenant space? **Response: Respondents should identify in their proposal what amperage is required and the Authority will provide the appropriate level to meet usual and customary needs.**

15. If exterior glazing is “smart,” can the airport provide the location of the base building glazing controllers and whether they must be coordinated with the Tenant? **Response:** No changes are going to be made to the exterior glazing.
16. Can the airport confirm the location of a centrally located grease interceptor on the ramp level? **Response:** There are no central grease interceptors (“traps”) at ORF. Concessionaires are responsible for installing and maintaining all grease separators for all applicable CSAs and are responsible for contracting grease disposal and removal from the airport.
17. Can the airport confirm that they provide a local junction box in leasehold with feeders to the dedicated emergency circuit for local connection? **Response:** Concession locations are not included in the airport’s emergency power system. If a backup is required for a CSA, that will be the responsibility of the Concessionaire.
18. Can the airport confirm they will provide a sanitary sewer line below the slab (and vent) within the space’s confines? **Response:** A sanitary sewer line stub will be brought to the CSA locations where sewer lines are required.
19. Will the airport provide points of connection to supply and return ducts within the lounge premises? Given the ceiling height in the proposed space, we are looking to confirm supplies and return stubs are not too low in space, which could impact the tenant’s ceiling design. **Response:** Respondents proposing on the lounge location must provide detailed plans on supply and return airport supply requirements and the Authority will coordinate the requested need with the Authority’s terminal development project construction manager at risk (CMaR).
20. Can the airport confirm the specs for HVAC? And whether new equipment may require additional support and/or exterior envelope penetrations for intakes/exhaust? **Response:** It has not been determined at this point. Any additional main building system requirements will be the responsibility of the Authority, and every effort will be made to not interfere with a proposed concession layout. If there are any future conditions that might impact a concession CSA, the Authority will work with the Concessionaire on a case-by-case basis to resolve any conflicts.
21. Can the airport confirm, based on the preliminary design, the airport will provide conduit(s) from the local Tenant communications closet to the tenant lounge space? **Response:** All communication runs from the central communications closets to the CSAs will be the responsibility of the Concessionaire.
22. Can the airport confirm the airport’s vendor will provide/install cellular DAS devices and coordinate with the Tenant’s ceiling design? **Response:** All tenant improvements are the responsibility of the Tenant.
23. Can the airport confirm only emergency announcements will be broadcast via the Tenant’s A/V speaker system in the tenant lounge? The Tenant’s audio system shall shut during an emergency announcement. No gate announcements should be broadcasted in the lounge. Please confirm. **Response:** Overhead announcements utilizing the Authority provided system will be limited to public areas and passenger processing areas. Any internal announcements in CSAs will be the responsibility of the Concessionaire.
24. Does the airport provide a dedicated service elevator for food/beverage deliveries near BOH activities (hidden from guests' view entering the lounge)? Passenger elevators are

not rated for continuous deliveries. Response: The Authority intends to provide an elevator not accessible to the public to transport Concessionaire product from the delivery/storage level to the concourse level in the main departures terminal building (Hub), not a specific elevator for the CSAs in the concourses.

25. Can the airport confirm if the elevator(s) serve multiple floors, provide security access for after-hours operation of elevator(s) that restricts guest or airport personal access to lounge level utilizing elevator programming? Response: The elevator would not be accessible to the public and will serve the lower level and the concourse level in the main departures terminal building (Hub).
26. Can the airport confirm emergency egress doors are sized appropriately for lounge occupancy while meeting local life safety requirements? Assume an occupancy load factor of 15/SF per occupant. Response: Respondents should include in their proposals what occupancy load is projected so that the Authority can calculate that into their overall building and terminal development project planning.
27. Can the airport confirm that the fire alarm, fire suppression, and EM lighting are installed and provided by the airport? Response: All tenant improvements are the responsibility of the tenant.
28. Can the airport confirm they will provide a local junction box in the leasehold with feeders to the dedicated emergency circuit for the local connection? Response: Currently there are connections in each CSA that provide a connection to the Terminal emergency generator to provide power needs related to cooling units, POS system, and emergency lighting. The Authority will coordinate with the successful Respondents to locate an emergency power point of connection in the CSA to continue to support the basic needs.
29. Can the airport confirm they will install an upright sprinkler system with a local flow control assembly? Response: A sprinkler supply line will be provided to the CSA. All internal distribution within the CSA will be the responsibility of the tenant.
30. Can the airport confirm they will provide a Fire Alarm connection point via a terminal cabinet within the leasehold? Response: All CSAs will be tied into the existing airport Fire Alarm system.
31. Can the airport provide when the CA2015 shell and core will be delivered for fit out? Response: Not at this time. Coordination will occur with the Authority's CMaR and the selected Respondents following award.
32. As it relates to the agreement on page 34 of the RFP, can the airport clarify if this is intended to be a full lease agreement executed within 30 days or a similar type of agreement such as an LOI? Response: The sample agreement (RFP Exhibit B) is intended to be the final agreement, subject to modifications made during the addendum and/or negotiation process.
33. Regarding storage, can the airport provide the available space allocated to support the lounge? Also, can the airport confirm the rates and charges for the space? Response: Since there will be multiple requesting tenants for limited available space, Respondents should include in their proposal the amount of space requested, and the Authority will assess the total needs with the space available and allocate at its discretion. The rental rate for the space will be the then applicable Airline Non-Signatory Terminal Facility Rental Rate for the classification of space which is adjusted annually.

34. As it relates to the lounge space being placed behind the restaurant concession, can the airport provide signage guidance on what will be allowable in front of the corridor to enter the space? **Response:** That will be coordinated with the impacted parties following award. Lounge proposers should include a separate entrance not through the concession space for access/egress to and from the lounge and the requested signage/entrance design.
35. The RFP mentions a 40% local participation requirement. Can the airport speak about expectations for localization within the Club/Lounge specifically? **Response:** The same guidelines apply that include, but are not limited to, the purchase of goods and services from local suppliers, local food and beverage (ex. beer, wine, etc.), and janitorial. Since food and beverages will not be for "sale", Respondents should identify in their proposal the reference point they propose for the benchmark for the 40% participation. The Authority is open to considering all reasonable options since clubs/lounges are a special category. Refer to RFP Section IV. A. for more guidelines on local participation.
36. Is there a janitorial closet or mop sink nearby, or must tenant provide within the lease space? **Response:** Respondents must include any support space required in their proposed plan. The Authority space will be solely used Authority building support functions.
37. What are the rules or restrictions for back-of-house deliveries, especially if there's no dedicated service corridor? **Response:** Currently, deliveries are received and processed by Concessionaire employees at the common use dock and are taken to the Concessionaire storage area or CSA by Concessionaire employees. Concessionaire employees are responsible for bringing products through TSA security screening. The Authority currently provides no receiving, security processing, or distribution support. While a CRDC is proposed as part of the overall terminal development project, the specifics of that program have not been completely defined at this time.
38. Will HVAC equipment that supports the space be outside the lounge lease area? **Response:** The main HVAC supply duct will be run to the CSA. Terminal air handling equipment will be outside CSAs.
39. Can the airport provide access to the base building REVIT files? **Response:** The most current CAD files are available upon request. Contact jdecoster@decommaviation.com. The Authority does not warranty that the available CAD files represent all improvements that exist currently.
40. Please provide additional information about how the local participation credit will be calculated and any additional examples or details. **Response:** Local participation can be provided by a number of means to include, but not be limited to, the following: 1) purchase of goods and services offered for sale; 2) local suppliers of food and beverage products; 3) subcontracting/subleasing with local operators; 4) offering local beers (ex., if you have 10 taps and 4 are local and that can be replicated over multiple CSAs; 5) square footage for subunits in CSAs; 6) purchase of support services or supplies; 7) and subunits that feature local products that are sold by the Concessionaire. The calculation can be a blend of all of the above. The 40% requirement is for the prime and would be applied to the overall contract versus each CSA. Refer to RFP Section IV. A. for more guidelines on local participation
41. Would post-security tours be made available for prospective proposers who attended the virtual option for the pre-proposal meeting? **Response:** One-on-one tours can be

coordinated but will be limited in time. Contact jdecoster@decommaviation.com to arrange for the coordination of a tour.

42. Please provide a current lease plan or map detailing the locations of the existing concessions program. **Response:** Attached to this Addendum No. 1 is the existing concessions program locations.
43. Is it expected for proposers to suggest or offer up a recommended phasing plan for the units? **Response:** Respondents should identify in their proposal the amount of time each CSA will take to demolish and construct. Once the successful Respondents are selected, the Authority will work with the successful Respondents, the Airport Architectural team, and the Authority's CMAA to develop a schedule that coordinates with the terminal renovations that will be taking place.
44. Please consider extending the buildout period for individual units from 120 days to 180 days. **Response:** The baseline will remain at 120 days. If there is a particular CSA that may take longer, Respondents shall identify the desired construction timeframe and the reasons for the request in the "exceptions" section of the proposal.
45. Please consider offering a 15-year term for the successful proposers to assist in offsetting capital expenditure costs. **Response:** The 12-year Term from DBO of the final CSA in the package will remain. Any CSA completed before that will have the benefit of the additional amortization period.
46. Please confirm that no marketing or promotional charges will be billed by landlord to successful operators. **Response:** No marketing or promotional percentages due to the Authority will be added to the concession percentage requirements included in the RFP.
47. If the Authority selects a proposal for package 1 which contains one or more of the exact same brand(s) contained in package 2, e.g. Starbucks, and that brand is included in the winning proposals of package 1 and package 2, how might this situation be resolved? **Response:** It would be the intent that such duplication would be factored into the overall evaluation of each proposal and if that is the decision that is made, the Authority recognizes that the brands would be offered through both successful Respondents. The Authority reserves the right to discuss an alternative brand that could be provided by either successful Respondent provided the expected sales and commission schedule would be maintained. As is the case currently, Starbucks is in multiple locations and that does not present a problem for the Authority.
48. The proposal must contain proposed pricing for all F&B and Retail; at the meeting on June 17, it was stated that the actual comparison pricing (street plus 10%) would be done upon award. Is this correct? **Response:** Current projected pricing must be included in the proposal. Since not all CSAs will open on Day 1, the base pricing of the proposed pricing may be adjusted based on the construction completion date. Benchmark locations will be identified in the contract that will be used to benchmark current and future pricing which will address adjustments in future years.
49. Would the Authority consider other Virginia airports for purpose of comparison? **Response:** No.

50. Does the Authority have a demographic breakdown of passengers at ORF, including airport and airline personnel, TSA and law enforcement personnel, business, leisure, families w/children, military, seniors, etc.? **Response:** The Authority had a third-party provide a survey and general report of passengers using ORF in 2024. We are providing highlights from the report:

1. Persons traveling for pleasure slightly outnumbered business travelers in 2024.
 - However, persons traveling for business purposes in 2023 continued to travel far more frequently than pleasure travelers.
 - Business travelers continue to have markedly higher household income than pleasure travelers.
 - In 2024 business visitors continued to have briefer stays, by half, compared to pleasure travelers.
 - Business travelers tended to be slightly younger, on average, than pleasure travelers.
 - Average spending with airport retailers increased markedly during 2024.
 - Pleasure travelers continued to spend slightly more at the airport than business travelers.
 - Airport spending by travelers by airline was fairly equal.
 - Average total trip spending—that is, dollars spent for lodging, food and other expenditures increased in 2024, with business travelers continuing to spend much more, on average, than pleasure travelers.
2. The federal government is always a significant factor at ORF.
 - A quarter (25%) of persons interviewed at the Airport during 2024 had a military connection.
 - Active-duty military personnel and their dependents accounted for 12% of travelers interviewed in 2024.
 - Persons, including civilians, traveling on government-related business accounted for 13% of all passengers interviewed in 2024.
3. Virginia residents accounted for 61% of travelers interviewed at ORF in 2024.
 - The largest number of passengers interviewed continue to be from Chesapeake and Virginia Beach.
 - Out-of-state residents accounted for four-in-ten (39%) of persons interviewed in 2024.
4. Departing passengers use ORF as a gateway to a vast array of destinations.
 - Almost all departing passengers interviewed in 2024 said they arrived at the airport one hour ahead of their scheduled departure time.
 - Just under half (44%) said they were brought to the airport by someone else.

51. Does the current Operator (both F&B and Retail) offer discounts [to any of the above (#3)]? **Response:** The current operators offer a 10% discount for all Authority and airport tenant employees (F&B non-alcoholic and retail) and active-duty military service members receive a 15% discount for F&B non-alcoholic and 20% discount for retail items (excluding books, Bose, Beats, and Apple products).

52. If so, please share the discount percentage(s). **Response:** See response to question 52.

53. Must the ACDBE firm be certified at the time of proposal submission, or would it be sufficient if the application for ACDBE is submitted at the time of proposal submission? **Response:** The desire would be for the ACDBE to be certified at the time the proposal is submitted; however, if the ACDBE is certified in another State such that certification in Virginia is likely, that would be considered reasonable. If the ACDBE is not certified in

Virginia or another State and has submitted for certification in Virginia, the Respondent should include the application package in the proposal in the appendix to allow the Authority to determine the probability of certification.

54. For purposes of determining 40% local by product offering, does the Authority interpret this as what percentage of overall sales the local products represent? **Response: See response to question 41.**
55. Regarding page limits (p.32) would the airport consider 60 pages instead of 40 pages? **Response: The 40-page limit will remain. Appendices may include additional detailed background information.**
56. Are brand Letters of Authorization (LOAs) required? **Response: Desired, not required.**
57. Are resumes required for key personnel, or partners? **Response: If known, they can be attached in the appendix.**
58. Could you please elaborate on the rationale behind the decision to exclude hot and/or cold buffet menu offerings within the proposed lounge concept? **Response: The Authority has not made a decision on exclusions; however, there is an overarching concern that the lounge would compete with concessions. If a Respondent desires to offer a more complete buffet, the proposal could include the proposed rent that the lounge operator intends to pay to the Authority and any evidence for other existing locations as to the impact on concession sales and revenues.**
59. Would the airport authority consider allowing a scaled-down hot and/or cold buffet service model in the lounge? To maintain consistency with service levels across our global network? **Response: See response to question 59.**
60. If so, are there specific limitations or guidelines proposers should be aware of when designing such an offering? **Response: see response to question 59.**
61. Is the implementation of a QR code-based ordering platform a mandatory requirement for all lounge proposals? **Response: It is not a requirement; however, the intent was to have lounge patrons be able to order meals while in the lounge. Depending on the offerings in the lounge proposed by the successful Respondent and the need to augment offerings with airport concession F&B purchased items, the QR code may not be necessary. This should be clearly addressed in any lounge proposal.**
62. Is there a remote storage option? **Response: There is limited storage in the terminal. If a Respondent desires to arrange storage outside of the terminal, that would be at the sole discretion of the Respondent.**
63. Is the network wiring within the lounge or a central location? **Response: Network wiring will be the responsibility of the Respondent.**
64. The lounge space identified is behind another concession space – So, would the guest need to pass through the first concession space to get to the lounge? **Response: If the lounge is being proposed by a stand-alone operator, a separate entrance/exit to/from the lounge would need to be factored into the proposed design and not part of the “front” concession CSA.**

65. Would we have to install our own grease mains? **Response:** Yes, grease trap installation and maintenance will be the responsibility of the successful Respondent.
66. Do the vending opportunities require renderings or would photographs be sufficient? **Response:** For vending, photographs of specifically (fit and form for the space) what is being proposed are acceptable. If specific photos are not available, renderings will be required.
67. What level of detail is expected on the monthly POS system rollup? **Response:** Reconciliation by CSA and a comprehensive rollup of all sales, refunds, concession fees due and payable will be required for the financial reported component. Activity information by product by CSA and time-of-day sales analyses should be available for the operational component of the POS. The operational data should allow the analysis of sales to ensure the right product mix is being offered. Since systems differ, Respondents should include in the appendix examples of the types of reports for financial and operational results that the system can provide. The final reporting template will be developed between the Authority and the successful Respondents.
68. Can vending rents be bid less than through the prescribed percentage rents to be able to include more premium offerings which typically cost much more to build, operate, and maintain? **Response:** The vending concession percentage included in the RFP shall be the minimum percentage proposed.
69. Please confirm that tabs that divide each section are not included in the 40-page limit. **Response:** Tabs will not be included in the 40-page limit.
70. Requirement D.4 states all proposals must be manually signed. Is this for a specific page? Does it suffice to have the page signed and scanned in as part of the proposal submission? **Response:** Yes, electronic signatures and hand signed signatures are acceptable. Signatures shall be provided where requested.
71. Requirement D.2. states that the cover letter must include information outlined in 2, 3, and 4. Should that be D.3, D.4, and D.5? **Response:** See response to question 2.
72. Would the Authority please define the term “suborganization” as stated in requirement D.12? **Response:** Subcontractor, subtenant, or any other contractual relationship where

an organization is providing services on behalf of the prime Concessionaire. For any suborganizations partnering with the Respondent, evidence that the parties involved are contracted must be provided in the appendix.

73. Evaluation Criteria requires an ACDBE compliance plan. Where should proposers include this in the proposal? **Response: This should be included in the appendix (including the Authority's ACDBE Program Forms from RFP Exhibit E) and will not be counted toward the 40-page limit.**
74. Would the authority please confirm that the ACDBE compliance plan is not counted toward the 40-page limit? **Response: See response to question 74.**
75. D. 9 states that "summary of required financial information" is included in the 40-page limit. Would the Authority please clarify if this requirement is speaking to the pro forma, projected sales, and capital investment? **Response: Per the RFP, the information referenced is to be included in the 40-page limit.**
76. Please confirm that the photocopy of the bid security is not counted toward the 40-page limit. **Response: A photocopy of the bid security is not included in the 40-page limit and should be included in the appendices.**
77. Because awarded packages are limited to one per proposer, is it sufficient if a proposer is bidding on both packages, to only submit one bid security or would two, one for each package, be required? **Response: One bid security is acceptable if bidding in both packages.**
78. Page 10 of the RFP states that if a proposer is bidding on 2 packages that the background information does not need to be provided for the second package and instead, should include a footnote noting where to find the information in the first package. Do the referenced pages in the first package count toward the limit of the pages of the second package? **Response: No.**
79. Is only the background information of the first package able to be referenced or would additional information such as customer service, marketing plan, references, etc. also able to be referenced? **Response: Customer service, the marketing plan, and references**

do not need to be duplicated if Respondent is proposing on both packages and if the programs proposed are the same for both packages.

80. In addition to a PDF copy of the proforma, should proposers also include in excel format? **Response: Yes.**

81. Because we were unable to see the kitchens/back of house during the airport provided tour, is it possible to schedule some time to walk the spaces / take photos with our engineering team? **Response: See response to question 42.**

82. There is a lot of duplication of offers across all concepts which may cause dilution, would the Airport consider any changes to diversify concepts and add more diversity to drive higher capture and sales? **Response: The suggested concepts included in the RFP are intended to represent products and services that are typically found in similar airport environments and reinforce that, despite not having an abundance of space post-security, that the Respondents are encouraged to offer a wide range of products and services that meet customer needs for the "one stop shopping" concept. Respondents are encouraged to offer alternatives that may drive additional sales and interest.**

83. What is the intention of the "hybrid" nature of some of the retail spaces that indicate "coffee" should be included. Is this a café, or RTD beverages or a machine or other? **Response: See response to question 83.**

84. Is there a space allocation requirement for how much room should be allocated to retail items in an F&B location? **Response: No, that will be at the discretion of the Respondent.**

85. If available, please provide electronic source files in CAD of the PDF drawing exhibits. **Response: See response to question 40.**

86. T2060 – Some of the descriptions note 4 units. Are the 4 units required to operate separately, or can they have a combined check out for efficiency? **Response: Either alternative is acceptable provided there are enough positions in a "ganged" checkout to efficiently process customers in peak periods.**

87. T2020 - The RFP recommended concepts description notes retail first. But the recommended concept is noted in Exhibit A, lists F&B, Coffee, small retail. Is the preference for more Retail or F&B in the space? Or can it be at the bidder's discretion? **Response: The mix can be at the Respondent's discretion.**

88. What is the existing clear ceiling height in each of the locations? **Response: Unknown. Existing ceilings are expected to be deleted as part of demolition. Respondents should identify desired ceiling heights on their drawings.**

89. On page 16, the RFP notes "Proposals will include a rendering depicting the internal and external appearance for each CSA." For locations where the rendering would be redundant (i.e. vending or smaller locations), can 1 exterior rendering be submitted with 0 interior renderings? **Response: Yes, if the rendering shows the customer facing area is included. Example: for similarly sized small coffee venues for the same brand, one rendering would be acceptable.**
90. On page 19, it notes ceilings are to be provided by bidder per the design standards. At vending locations, can the ceilings remain as the airport's? **Response: Since this is free standing equipment with a façade, yes, provided the façade terminated below the ceiling.**
91. Will the signage exhibits be provided as an addendum? The signage is noted, to be provided at a later date, on page 27 of tenant guidelines. **Response: Respondents should provide desired signage rendering and design. Final accepted design and size for signage will be coordinated with the successful proposers.**
92. Unit B.08 is identified in tenant guidelines, but it is not included in the RFP. Will this area be included in a future RFP? **Response: Only CSAs included in the RFP are covered under the RFP.**
93. Will brand alternates require a unit design package (renderings, floor plan, materials), or can it be included at the discretion of the bidder? **Response: A separate package will be required if the alternate materially varies from the proposed brand. If it is merely a change in logo and colors, it will not be required.**
94. Package 2 - Please identify the removed SF from CA2014 for the public entrance to the club area. Will the documents be revised to reflect the new SF? **Response: The reference drawings represent blocks of space. Final layouts will be determined following receipt of proposals.**
95. In units CA2015 and CA2014, are doors permitted to be added for adjacent BOH corridor? Or is this corridor access restricted to the airlines? **Response: Doors should not be added to the BOH corridor as that is other tenant space.**
96. In unit CA2306 there is a very large existing MEP chase that is not identified in the drawings (in front of the existing Starbucks). Will the MEP chase be removed? **Response: The final layout and location of MEP space has not been finalized at this point. Respondents should design the space as if that MEP chase is removed. The Authority reserves the right to alter the layout once the CMaR and architectural team determine the final location. If the CSA is affected, the parties will work in good faith to develop an alternative floor plan.**
97. Is the 40% local participation per space or per contract? **Response: Per contract.**
98. Confirming the \$200,000 CSA deposit is per space not per contract? **Response: Per contract.**
99. Are retail news and convenience spaces based on created names (from local inspiration) prohibited? **Response: For retail, no. The names should reflect some identifiable regional/local point to increase interest and awareness.**

100. If the CSA deposit is per space, is \$200,000 the appropriate amount for the vending spaces or is it a percentage of the \$200,000? **Response:** See response to question 99.
101. What is the required amount of seating per square footage of kitchen space for food court? **Response:** There is not a required number of seats in the food court. Plans should include adequate seating and walkways that offer an open and inviting atmosphere in the food court and where customers can easily move through with roller bags.
102. Is refurbishment of any space that is converting into a like use (retail to retail) possible or would full demolition and rebuild be necessary? **Response:** Because of the age of the existing contract and the fact there will be building infrastructure improvements also being undertaken by the Authority, it is anticipated that all spaces will be fully demolished and reconstructed.
103. Can a certified ACDBE partner that is also a local business be counted toward both requirements? **Response:** Yes.
104. Is there a specific geographic radius (e.g., within Hampton Roads or Virginia) that defines "local"? **Response:** See response to question 1.
105. How will the Authority verify and score compliance with the 40% local participation goal? Will it be weighted more heavily by square footage, revenue, or SKU count? **Response:** See response to question 41.
106. If a standalone club is proposed outside of Package 2, how will that proposal be scored or compared against one bundled within a package? **Response:** The evaluation will be based on the merits of the alternative proposed.
107. Will deliveries from the adjacent concession to the club require separate POS and revenue tracking? **Response:** It should be considered a "sale" from the providing CSA and does not require separate tracking.
108. Will the Airport provide an Excel version of the pro formas for submission with the proposal? **Response:** No, there is no Authority template developed. Respondents should use the Excel version that is customary for the Respondent that includes the information required.
109. Will the Airport please provide a required proposal checklist for submission? **Response:** The requirements are included in the RFP. Reference RFP Section VIII. D.
110. The RFP allows respondents submitting both packages to use footnotes in their Package 2 proposal to reference background content included in their Package 1 submission. To ensure clarity and consistent evaluation, will the Authority allow respondents to instead submit a standalone, self-contained proposal for each package, even if some content is duplicated? **Response:** Yes.
111. Alternatively, will the Authority require that both proposals include full content (no cross-referencing), to ensure each package can be evaluated independently? **Response:** If the basic information is the same, it will not be required separately for each proposal.

112. The RFP requests detailed information for each individual CSA, such as operational details. For items that are identical across multiple CSAs, would the Authority accept a single consolidated response? This would reduce duplication and ensure clarity while still meeting the intent of the RFP. **Response: Yes.**
113. The RFP specifies a 40-page limit for each proposal package, exclusive of required forms and financial attachments. Given the complexity of the program, the number of CSAs included in each package, the requirement for detailed renderings, staffing plans, local participation strategies, technology integration, and design narratives per CSA, will the Authority consider increasing the page limit or allowing additional pages specifically for CSA-level content? **Response: Renderings, staffing, etc. can be submitted as appendices and do not count toward the 40-page limit.**
114. Will a Proforma template be provided? **Response: See response to question 109.**
115. Would the airport consider excluding organizational charts, staffing and management plans from the page limit? **Response: Yes, they should be included as appendices.**
116. What is the square footage and month-to-month rental rate for remote Storage space? **Response: See response to question 34.**
117. Please confirm if ACDBE partners are required to be certified at the time of submission? **Response: See response to question 54.**
118. If ACDBE certification is required, please confirm if applicable NAICS codes are required at the time of submission. **Response: See response to question 54.**
119. Should the Required Proposal Content on pages 31-33 be separated into Tabs? Each number 1-13 doesn't seem to be its own tab, for example, #3 and #6 are only informational. If separate tabs are used, please confirm they do not count toward the page limit. **Response: That would be advised but not required. If tabs were used, they would not count toward the 40-page limit.**
120. Please clarify setup of submission as there are several requirements throughout the RFP (for example, page 24 has staffing plans with pay ranges) that are not within the Required Proposal Content on pages 31-33. **Response: Those requests should be incorporated into the proposal where the Respondent deems appropriate.**
121. Please clarify what is meant by #2 "All proposals must include a cover letter (maximum of two pages) that must include the information outlined in Subsections 2, 3 and 4 outlined below." What are subsections 2, 3, and 4? If it was meant to be requirements 3 and 4, was it supposed to list 3, 4, and 5, since the cover letter is #2? **Response: See response to question 2.**
122. Can Exhibit C Proposal Form be excluded from the page count? **Response: Yes.**
123. Can Proformas be excluded from the page count since one is required for each space? **Response: Yes.**

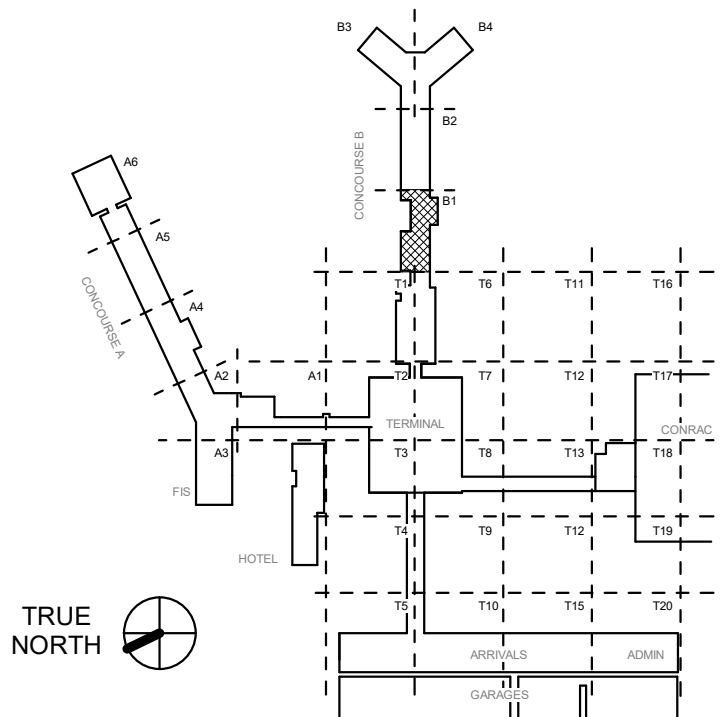
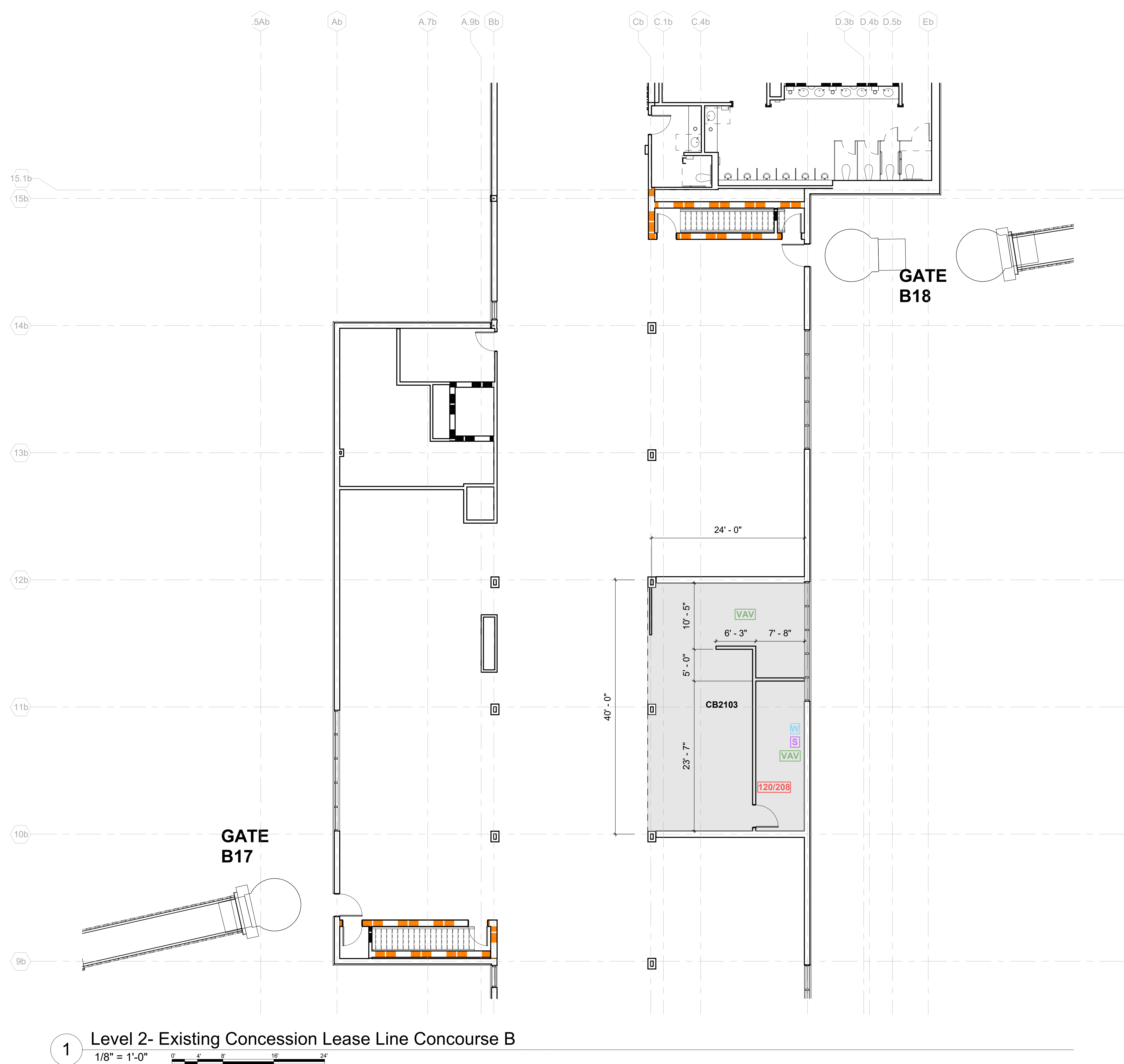
124. Is a consolidated proforma for all spaces in a package required? **Response: A summary of the individual CSAs is required for each package.**
125. It seems construction schedules are required and count towards the page limit. Is a construction schedule needed for each unit? **Response: Yes, at a high level from demolition to completion and can be included in appendix. Final detailed schedules will be negotiated with the successful Respondents.**
126. The RFP states manual signatures are required. For Form 2 Letter of Intent, the proposer signature and the ACDBE signature are required. Is that form acceptable as DocuSign for both or at least one signature? **Response: Yes.**
127. Can the Authority please confirm the submission requirements for a proposed subtenant? **Response: All subtenants shall be included in the prime Respondent response and identified as a subtenant/subcontractor. All the requirements of the RFP shall apply to any subtenant/subcontractor.**
128. In retail locations where coffee is requested, are you seeking drip or full-service options? **Response: For primary coffee CSAs, full service is required. For subunits in other CSAs, less than full service can be proposed; however, the Authority seeks inclusive offerings to promote the “one stop shopping” concept with as broad a product offering as possible.**
129. If companies join forces but do not form a joint venture to bid, will there be a penalty if only one entity attended the mandatory proposal meeting? **Response: As long as one of the companies included in the joint venture attended the Pre-Bid, the Respondent will be considered compliant.**
130. Can you please further define and/or provide more clarity to the term “subspecialty subunit retail?” **Response: There is not a formal definition, but the intent is a subunit offering specific branded products such as Sunglass Hut, XXX coffee, XXX candies, etc.**
131. On the LOD for space CA2026, there appear to be 9 columns at the store entry (2 just inside the space and 7 outside the space). Is this correct? **Response: There are several columns in the future CSA space that are load bearing and will not be removed or altered. Respondents will need to factor the columns into the design of the space.**
132. Will the airport accept a merchandise list with price range for each **product category** instead of for **each item**? **Response: Yes, since the timing of opening is TBD.**
133. Are there beverage pouring rights that respondents must adhere to (i.e. Coke v. Pepsi)? **Response: No.**
134. Are CAD or Revit drawings available of all spaces offered in the package **Response: See response to question 40.**
135. Are there any union labor contracts for food service workers at ORF **Response: No, the Authority does not require union labor contracts for food service workers.**
136. Are union contractors (trades) for construction at ORF or open shop **Response: No, the Authority does not require union contractors (trades) for construction.**

137. When will the hotel be completed? **Response: Not known at this time.**
138. Pre-proposal presentation and attendee list with contact information **Response: This is posted on the Airport website along with the RFP. www.flyorf.com/airport-business**
139. What is the tenant cost for centralized distribution and receiving **Response: This has not been designed or determined at this point.**
140. What is the storage space rental cost for tenants **Response: See response to question 34.**
141. What other shared/prorated expenses will tenants be responsible for other than Centralized distribution and receiving and storage spaces **Response: See sample agreement (RFP Exhibit B).**
142. What is the pro-rata share for utilities for tenant **Response: Will be determined based on the requirements present by Respondents.**
143. Will the authority consider street pricing +15% to offset commission, labor and food/supplies costs **Response: No.**
144. Please confirm vending percentages are going from 30% currently to 16% **Response: The vending percentage is a minimum of 16% as stated in the RFP.**
145. Is there a current employee or military discount, if so, what is it **Response: Yes, see response to question 52.**
146. What is the cost of badging and lost badges **Response: The current SIDA badging costs at ORF are as follows:**
- | | |
|--|-------|
| • New badge | \$80 |
| • Renewal | \$60 |
| • Change badge (add escort, driving, etc.) | \$30 |
| • Lost badge- | |
| ○ First time- | \$50 |
| ○ Second time- | \$100 |
| ○ Third time- | \$200 |
147. What is the cost of employee parking **Response: Tenant employee parking at ORF is currently \$30.00 per month and the tenant is invoiced for the fee for each employee/associate enrolled in the program.**
148. Does the current concessionaire subsidize their employee parking **Response: Yes, the current master concessionaire subsidizes and pays for their employees/associates parking at the airport.**
149. Will the Airport please provide a phasing plan? **Response: A phasing plan will be developed with the successful Respondents, Airport management, the Airport Architecture team, and the Authority's CMAR post-award.**
150. Will the Airport allow tiered rent? **Response: No.**

151. Will the Airport allow partial percentages for rent? Response: No.

152. Will the Airport allow different tiers of rent for different CSAs? Response: No.





LEGEND

- BASE BUILDING WALL
 1 HR FIRE RATED WALL
 LEASE AREA
 LEASE LINE

EXISTING UTILITIES LEGEND

- | | |
|----|------------------|
| G | GAS |
| W | DOMESTIC WATER |
| HW | HOT WATER HEATER |
| D | DATA |
| S | SANITARY |

MECHANICAL

- | | |
|-----|--------------------------|
| VAV | VARIABLE AIR VOLUME BOX |
| RTU | PACKAGE RTU-ROOFTOP UNIT |
| FCU | FAN COIL UNIT |

ELECTRIC

- 120/208
277/480
T TRANSFORMER

UTILITIES SHOWN ON PLAN ARE APPROXIMATE LOCATIONS.
TENANTS ARE RESPONSIBLE FOR VERIFYING THE EXACT LOCATION

Starbucks
Concession Location: Concourse B (Gate B18)
Room Number: CB2103
Square Footage: 982 SF



**Gresham
Smith**

GreshamSmith.com
919 E Main Street
Suite 1200
Richmond, VA 23219
804.788.0710



REQUEST FOR PROPOSALS:
FOOD BEVERAGE, RETAIL AND
VENDING CONCESSIONS PROGRAM

2200 Norview Ave
Norfolk, VA 23518

NOT FOR
CONSTRUCTION

Revision

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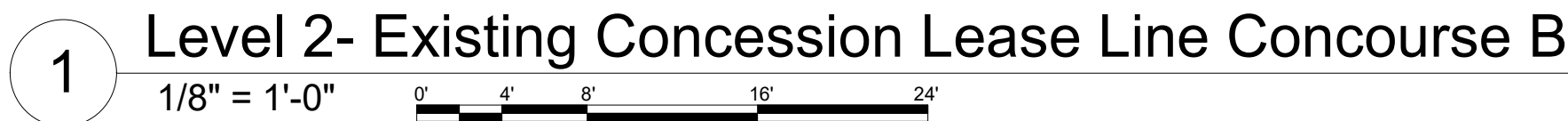
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06/02/2025

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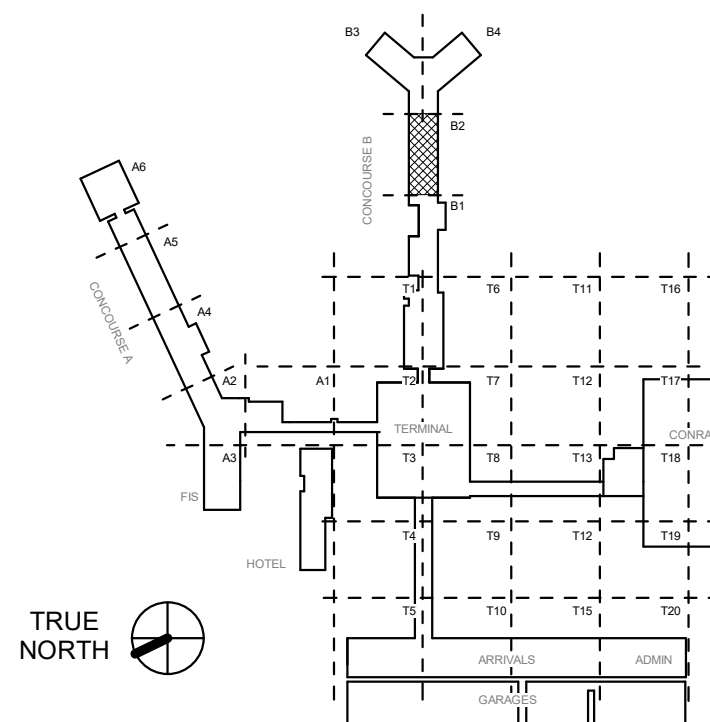
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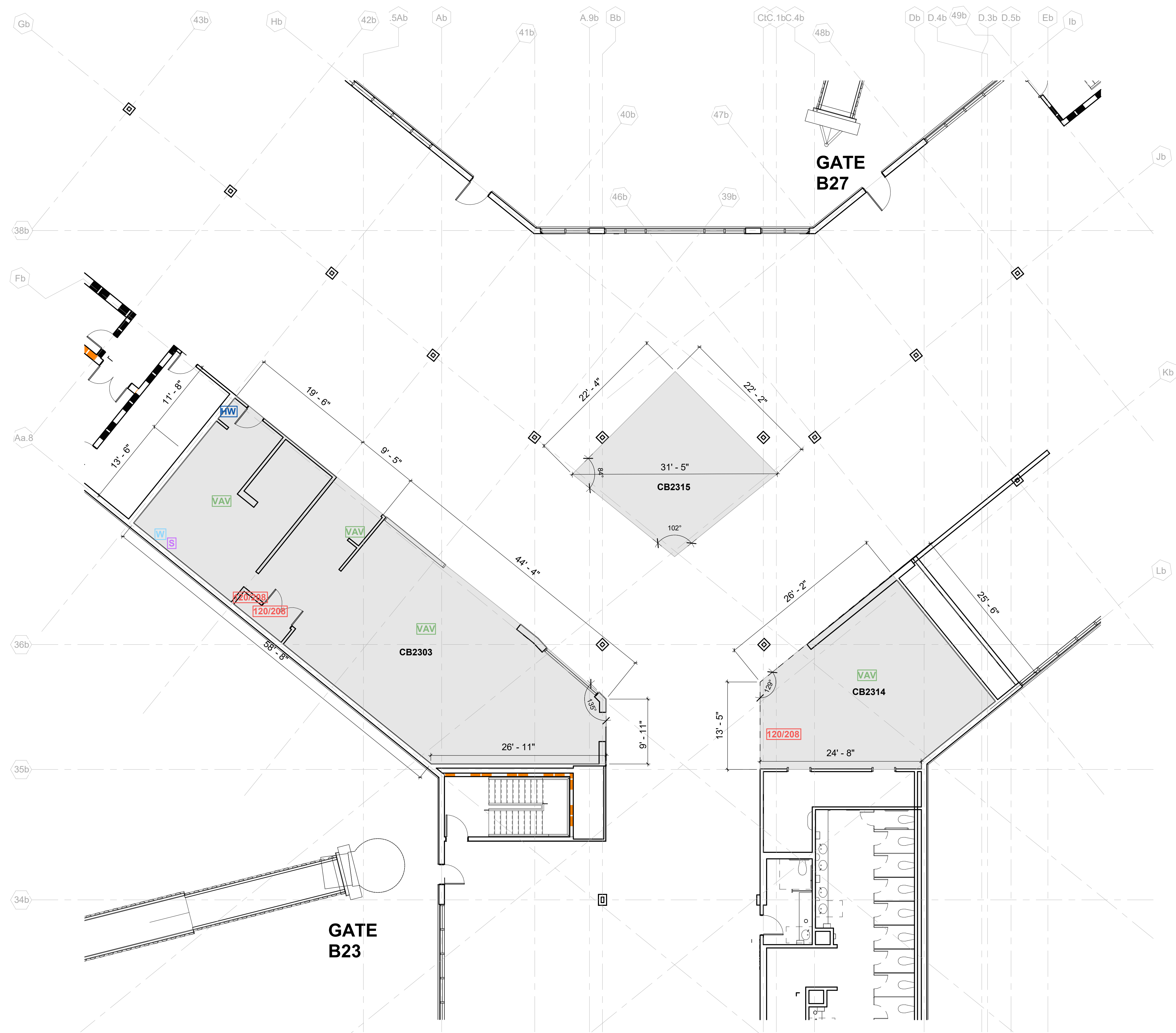
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FOOD BEVERAGE, RETAIL AND
VENDING CONCESSIONS
PROGRAM
EXISTING
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1 Level 2- Existing Concession Lease Line Concourse B

LEGEND

-  BASE BUILDING WALL
 1 HR FIRE RATED WALL
 LEASE AREA
 LEASE LINE

EXISTING UTILITIES LEGEND

- | | |
|----|------------------|
| G | GAS |
| W | DOMESTIC WATER |
| HW | HOT WATER HEATER |
| D | DATA |
| S | SANITARY |

MECHANICAL

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| VAV | VARIABLE AIR VOLUME BOX |
| RTU | PACKAGE RTU-ROOFTOP UNIT |
| FCU | FAN COIL UNIT |

ELECTRIC

- 120/208
277/480
T TRANSFORMER

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TENANTS ARE RESPONSIBLE FOR VERIFYING THE EXACT LOCATION

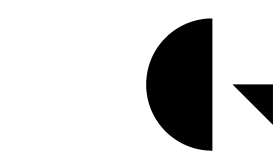
Back Bay Bistro

Concession Location: Concourse B (B23-B24)
Room Number: CB2303-CB2305
Square Footage: 1,798 SF

Concession Location: Concourse B (B27)
Room Number: CB2315
Square Footage: 447 SF

Hudson News

Concession Location: Concourse B (B30)
Room Number: CB2314
Square Footage: 850 SF



**Gresham
Smith**

GreshamSmith.com

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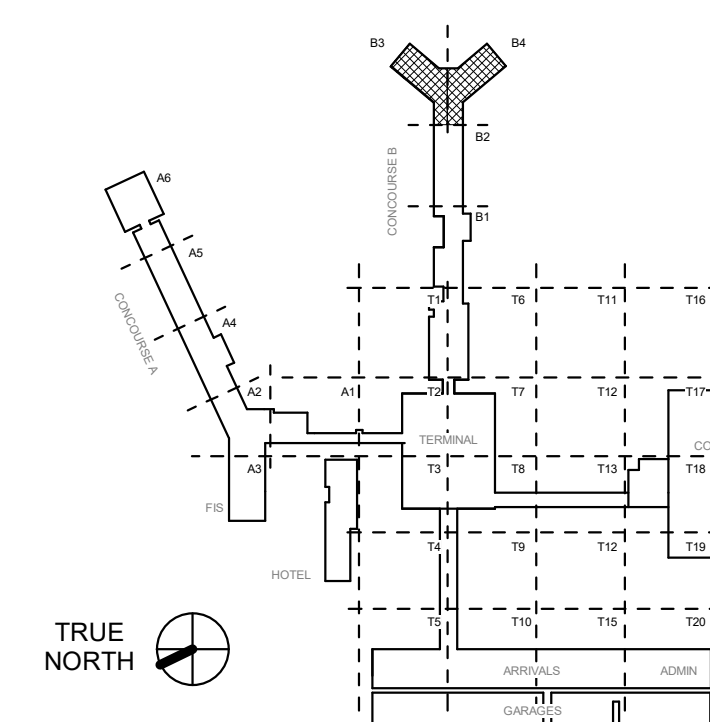
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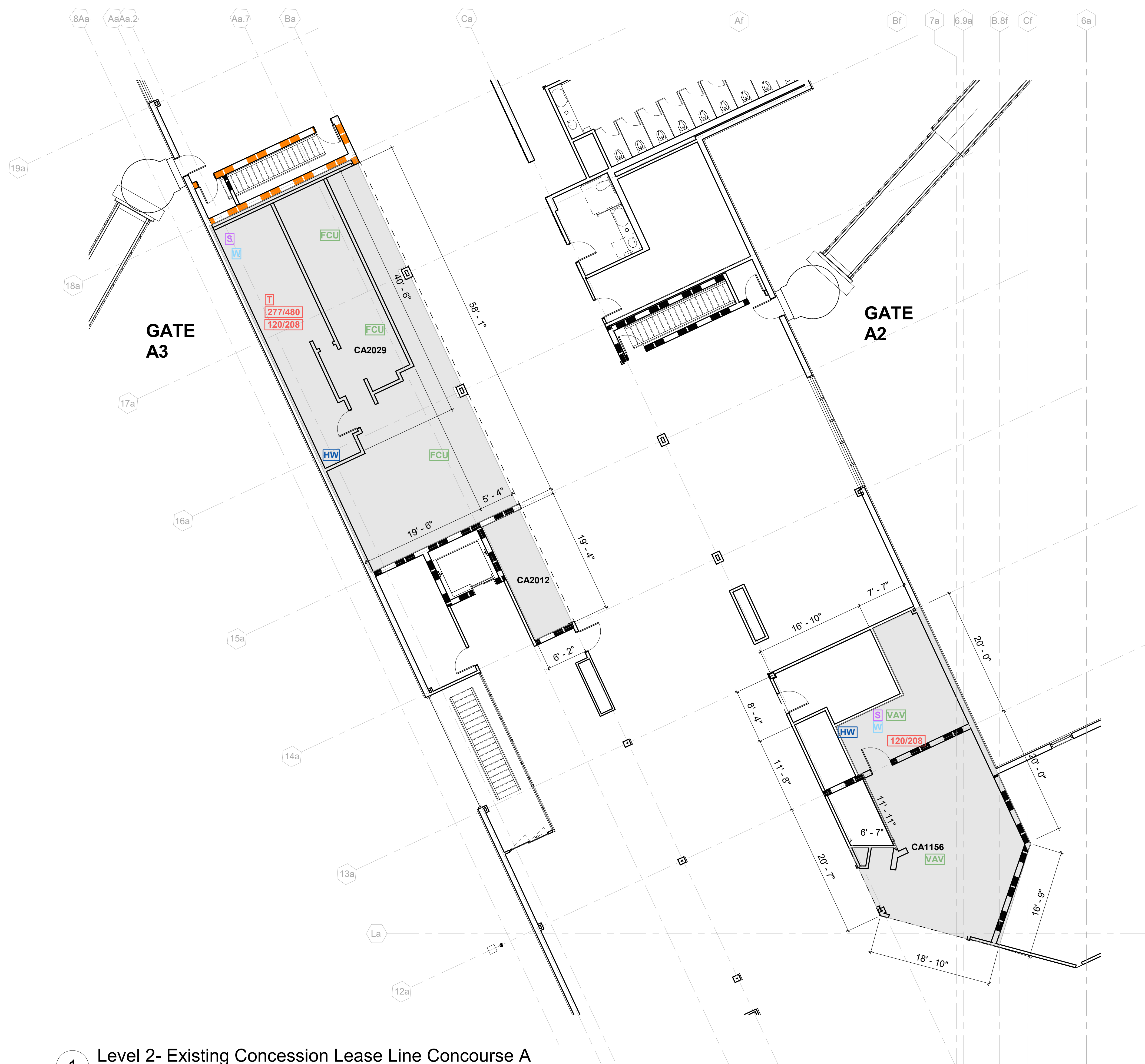
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 Approved By: Approver



1 Level 2- Existing Concession Lease Line Concourse A
1/8" = 1'-0"

LEGEND

-  BASE BUILDING WALL
 1 HR FIRE RATED WALL
 LEASE AREA
 LEASE LINE

EXISTING UTILITIES LEGEND

- | | |
|----|------------------|
| G | GAS |
| W | DOMESTIC WATER |
| HW | HOT WATER HEATER |
| D | DATA |
| S | SANITARY |

MECHANICAL

- | | |
|------------|--------------------------|
| VAV | VARIABLE AIR VOLUME BOX |
| RTU | PACKAGE RTU-ROOFTOP UNIT |
| FCU | FAN COIL UNIT |

ELECTRIC

- 120/208
277/480
T TRANSFORMER

UTILITIES SHOWN ON PLAN ARE APPROXIMATE LOCATIONS.
TENANTS ARE RESPONSIBLE FOR VERIFYING THE EXACT LOCATION

Here's to the Heroes

Concession Location: Concourse A (Gate A3)
Room Number: CA2029
Square Footage: 1,475 SF

Vending

Concession Location: Concourse A (Gate A1-A3)
Room Number: CA2012
Square Footage: 132 SF

Sweet Indulgences

Concession Location: Concourse A (Gate A2)
Room Number: CA1156
Square Footage: 834 SF



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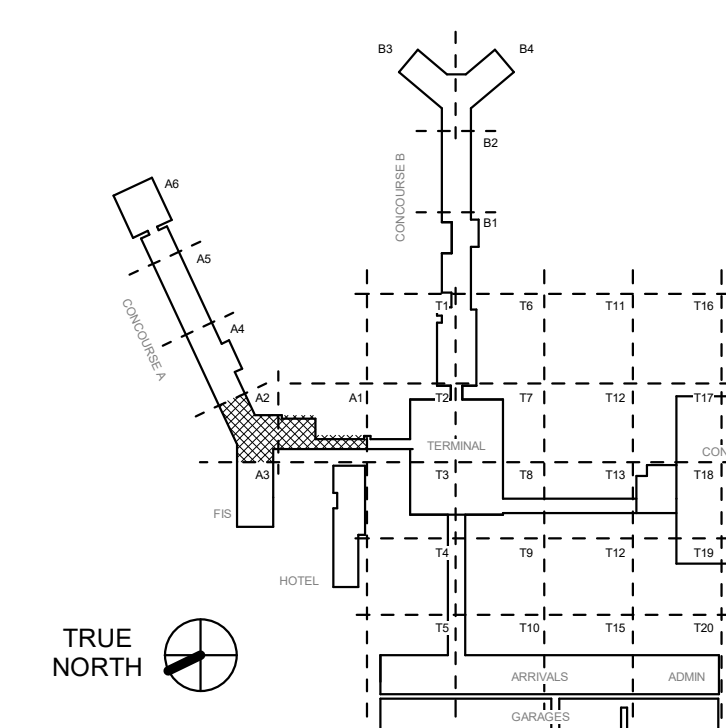
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FOOD BEVERAGE, RETAIL AND
VENDING CONCESSIONS
PROGRAM

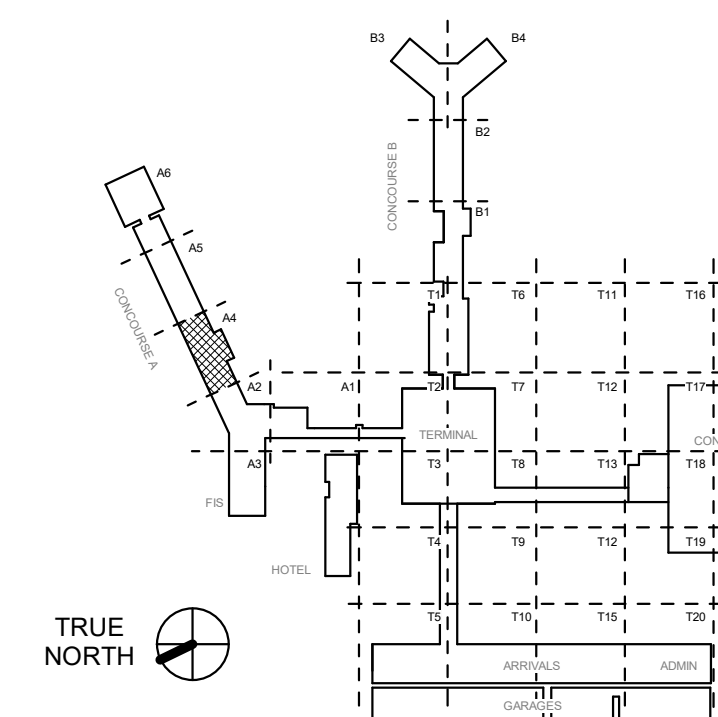
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1 Level 2- Existing Concession Lease Line Concourse A
1/8" = 1'-0"

LEGEND

-  BASE BUILDING WALL
 1 HR FIRE RATED WALL
 LEASE AREA
 LEASE LINE

EXISTING UTILITIES LEGEND

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|----|------------------|
| G | GAS |
| W | DOMESTIC WATER |
| HW | HOT WATER HEATER |
| D | DATA |
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MECHANICAL

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|-----|--------------------------|
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| RTU | PACKAGE RTU-ROOFTOP UNIT |
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ELECTRIC

- 120/208
277/480
T TRANSFORMER

UTILITIES SHOWN ON PLAN ARE APPROXIMATE LOCATIONS.
TENANTS ARE RESPONSIBLE FOR VERIFYING THE EXACT LOCATION

Hudson News
Concession Location: Concourse A (Gate A7-A9)
Room Number: CA2301
Square Footage: 496 SF



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CONSTRUCTION

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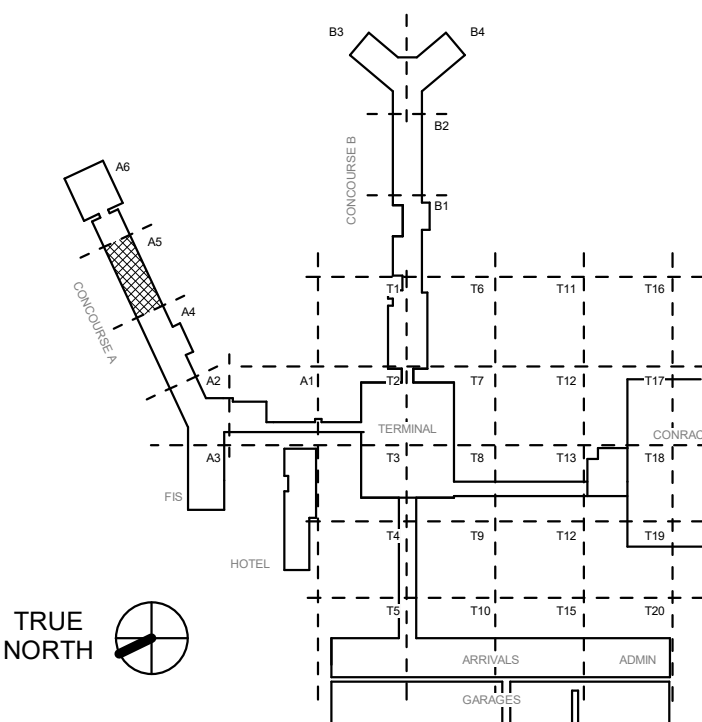
FOOD BEVERAGE, RETAIL AND VENDING CONCESSIONS PROGRAM

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 Checked By: Checker
 Approved By: Approver

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LEGEND

-  BASE BUILDING WALL
 1 HR FIRE RATED WALL
 LEASE AREA
 LEASE LINE

EXISTING UTILITIES LEGEND

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| G | GAS |
| W | DOMESTIC WATER |
| HW | HOT WATER HEATER |
| D | DATA |
| S | SANITARY |

MECHANICAL

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| VAV | VARIABLE AIR VOLUME BOX |
| RTU | PACKAGE RTU-ROOFTOP UNIT |
| FCU | FAN COIL UNIT |

ELECTRIC

- 120/208
277/480
T TRANSFORMER

UTILITIES SHOWN ON PLAN ARE APPROXIMATE LOCATIONS.
TENANTS ARE RESPONSIBLE FOR VERIFYING THE EXACT LOCATION

The Local

Concession Location: Terminal
Room Number: T2103
Square Footage: 4,360 SF

Starbucks

Concession Location: Terminal
Room Number: T2118
Square Footage: 1,082 SF



Gresham Smith

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Richmond, VA 23219
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REQUEST FOR PROPOSALS:
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VENDING CONCESSIONS PROGRAM

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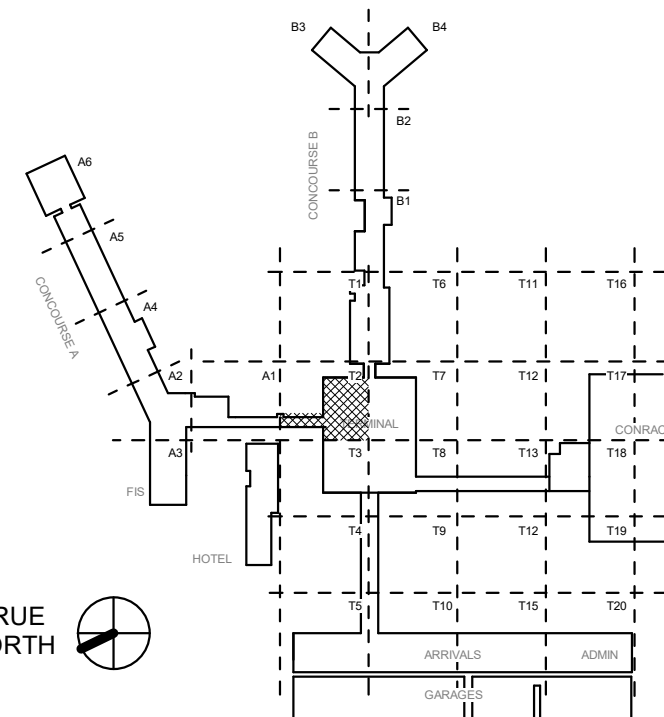
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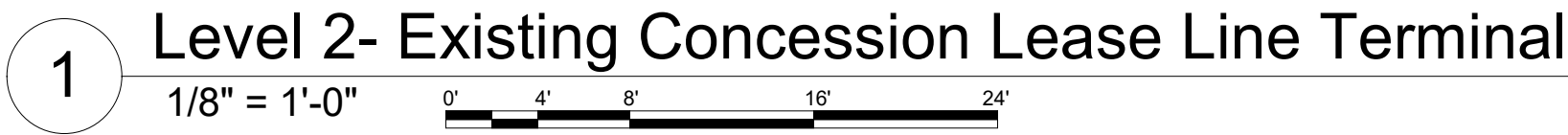
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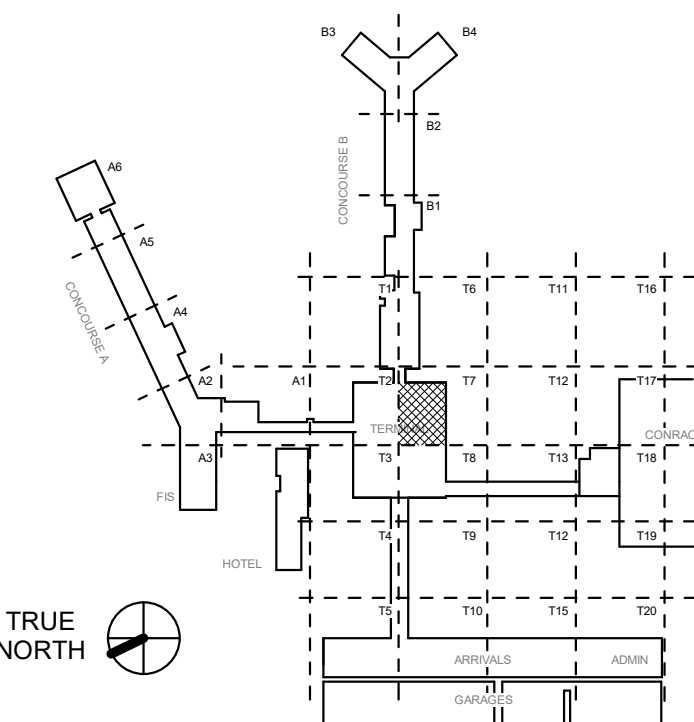
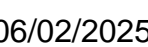
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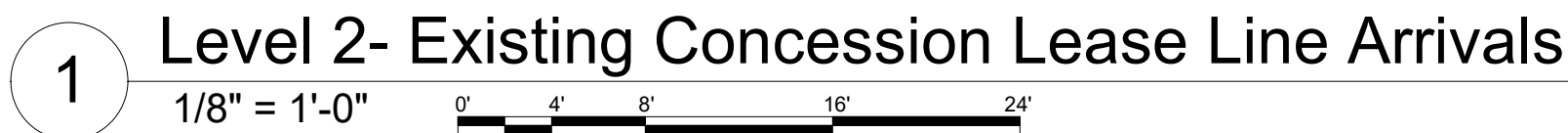


TRUE NORTH 



Concession Location: Terminal
Room Number: T2150
Square Footage: 2,453 SF





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