

**DALLAS/FORT WORTH INTERNATIONAL AIRPORT
DESIGN, CODE AND CONSTRUCTION DEPARTMENT**

**ADDENDUM NO. 04
FOR**

**CONCESSIONS AND CUSTOMER EXPERIENCE DESIGN
CONTRACT NO. 8500365**

August 31, 2018

The Request for Qualification Statements for the above is hereby revised as follows:

RFQ Revisions

1. None

Schedule Revisions

1. None

Solicitation Questions (Q) and Answers (A)

1. (Q) It is our belief and is fully in agreement with the DFW International Airport Strategic Plan 2016 – 2020, that “Employee Engagement is the key to achieving our goals and objectives.” How is this input collected today and applied towards the opportunities for improvement raised by Leadership? Is this component of the transformation relevant towards the RFQS in play?

(A) This RFQS primarily achieves the key result of Customer Experience. Employee engagement is collected through an internal survey and is not relevant towards this RFQS. Opportunities for employee engagement with this type of initiative is through collaborative stakeholder feedback from multiple departments throughout the design process.

2. (Q) Does the scope for services in Exhibit 1 pertain to Terminals C and D exclusively, or for the entirety of the airport including future terminals to be built over the course of the program?

(A) The scope is for the entirety of the airport and is not exclusive to Terminals C & D.

3. (Q) How is customer experience measured today? What are the various inputs/surveys and methodologies used to collect this feedback? What is the current sampling method employed? Please describe.

(A) DFW utilizes both the industry standard ASQ surveying through ACI (<http://www.aci.aero/Customer-Experience-ASQ/Homepage>) and an internal survey called DFW Customer Satisfaction Survey. Details on sampling, inputs, and methodology can be found on the included link.

4. (Q) How is the customer's path of travel tracked today? Does DFW have data to know if the customer satisfaction is adversely impacted by specific paths of travel?

(A) Customer's path is not currently tracked today.

5. (Q) The Amazon delivery model monitors end to end customer experience and extensive use of self-service technologies by way of automation and design thinking as the basis for its evolution. Is it the intent of the airport to privatize increasing number of airport functions and services to the customer by way of third parties and service partners?

(A) The DFW Strategic Plan can be located here: https://www.dfwairport.com/cs/groups/webcontent/documents/webasset/p2_626962.pdf. The intent of this RFQS is to support our strategic plan.

6. (Q) How does the airport monetize concessions today? Is this through leasing space alone or are other incentive programs already defined? What are the needs of the vendors and concession owners that are unmet? Does DFW provide analytics and reporting to the concessions partners to enable better service, offerings or improvements?

(A) Primarily through space leasing and percentage rent on sales. Unmet needs vary by terminal and location, but some of the greater challenges include infrastructure availability, adequate space availability, and support space (storage space, trash storage, etc.). DFW regularly provides information regarding sales, customer service and mystery shop scores, flight schedules, passenger volumes, and any other relevant data to help owners improve service.

7. (Q) How are current methods of "wow" signature moments identified, communicated and recognized within the airport? Please provide some perspective on how this information is collected and used.

(A) Moments of wow can be reported through a variety of sources: DFW intranet, customer correspondence, social media, etc. These are recognized on our internal website "Connected".

8. (Q) Is there a way for DFW to recognize frequent travelers or customer segmentation in general? Are there any regulatory constraints the prevent this from happening?

(A) DFW Conducted a Customer Segmentation study in 2014. Link: https://www.dfwairport.com/cs/groups/webcontent/documents/webasset/p2_689963.pdf

9. (Q) What are the IT limitations of the design if any? Can the supplier work with IT in parallel with the Business to define the target operating model?

(A) The conceptual design for the proposal test cases is primarily limited by costs which "shall be no greater than \$275/sq. ft. ". Supplier can work parallel to ITS should design be implemented.

10. (Q) How does the IT infrastructure work currently? Is there a central database for every vendor, employee airline or are these all kept separately with separate departments? If all these are kept separately, what are different architectures of different departments. Is there a documentation for this?

(A) The IT infrastructure is Sensitive Security Information (SSI) that will only be available when appropriate after award.

11. (Q) Is there a digital layout of the airport available with map and guide for reference? Is this available to the supplier for usage towards digitization?

(A) DFW Currently Partners with Locus Labs to generate a passenger friendly digital map: <https://www.dfwairport.com/map/>

12. (Q) What systems are vendors working upon? Can we add to those systems? For example - if a user preorders some food before reaching a vendor, is there a way to communicate with the vendor currently or is there a way for us to build a feature in vendor system?

(A) Vendors currently work with Grab for pre-orders. Grab is available as standalone app, but is also integrated with AA and DFW's App: <https://www.dfwairport.com/mobilefoodordering/index.php>

13. (Q) Are systems details for other airlines, gate details and other information systems available for integration towards a passenger specific notification system? Please indicate if any limitations towards this functionality.

(A) All airline details are contained within the DFW Airport Operations DataBase (AODB). Integration or API's with the AODB is permissible with ITS collaboration.

14. (Q) How is WiFi access to customers and partners administered? Is this solely through 3rd party suppliers without modification to terms or offers or is this amenable depending on the solution proposed by supplier?

(A) The IT infrastructure is Sensitive Security Information (SSI)

15. (Q) How is the list of vendors maintained? Are they allocated space with a centralized record for all of the vendors with the point of reference linked to the maps across all terminals?

(A) This will be defined after award.

16. (Q) Are there insights available from customers that indicate that the current setup is not adequate to the needs of the business? Please share any details around the challenges and priorities.

(A) Unable to answer as we are not sure what “the current setup” is referencing.

17. (Q) Concessions and third-party service providers typically expect their revenues and business to increase with the growth of the base of travelers that use the airport. Is this the case today?

(A) Absolutely. In fact, concessions sales growth has historically outpaced enplanement growth. Except for recent history where major construction has limited capacity, concessions sales are expected to outperform natural passenger growth levels.

18. (Q) What is the Standard Operating Procedure around facilities maintenance? Is this based on a schedule of service or in response to customer/staff feedback or both? Please describe the methodology used.

(A) Maintenance on some devices like escalators/elevators are regulated. Other devices do have a schedule of service. And DFW does have a reporting mechanism for both customers and employees to generate adhoc reports of system failures.

19. (Q) On an annual basis, what is the typical number of Delivery Orders expected for the term of the agreement? Is this expected to increase over the contract period?

(A) Unknown at this time. This is the first contract of this type used for Concessions and Customer Experience. We do expect to fully utilize the agreement to it's full limits.

20. (Q) In terms of technology build out and approval, what is the methodology that DFW airport prefers? Agile? Scrum? Waterfall? Please indicate if any formal guidelines are adhered to from an approval's standpoint.

(A) (DFW Airport uses all of these methodologies and does not have a preference. There are processes and procedures to follow when adding to or modifying the technology landscape of the airport. These will be outlined in collaboration with ITS for each project and its circumstances or impacts.

21. (Q) Is there a document management solution/service in place today that DFW expects supplier to use, or will this be installed and managed by supplier with administration to ensure availability to DFW staff and managers?

(A) This will be defined after award and prior to design.

22. (Q) What is onboarding process by the DFW leadership to familiarize the new supplier? Is there a period of transition or is the supplier expected to host their own Discovery and create materials for training and support?

(A) Onboarding process is handled by our Access Control Office:
<https://www.dfwairport.com/badge/index.php>

23. (Q) Is it the intent of the Board to award the entirety of the contract to a single supplier for all areas in scope or is it possible to separate logically distinct areas of scope i.e. Exempt Services to specialty partners if the suppliers are willing to cooperate fully seamlessly to the airports benefit?

(A) The intent is to award the contract to a single supplier. Please see the RFQS for details on sub-contractors should that be included in the submission.

24. (Q) Please provide further clarification on the Program budget. Does the budget also provide allowance for all additional hardware and facilities investments i.e. partitions, lighting and seating or is this all-inclusive NTE budget?

(A) Design assignments will be defined (scope, schedule, fee) by Delivery Order on a case by case basis.

25. (Q) Is the existing infrastructure used for monitoring traffic patterns or areas of high traffic available for building AI technologies or is the supplier expected to build a separate network of technology to support the IoT functionality?

(A) The customer's path is not currently tracked today.

26. (Q) Is the airport open to the possibilities of replacing internal communications systems used by its personnel and contractors to enable coordination that is managed through a platform?

(A) This is a design services contract. A separate contract is already in place for internal comms and is not part of this RFQS.

27. (Q) Can the Supplier establish internal governance to work with the staff and leaders to address areas of opportunity to improve services or is the expectation that supplier provides reporting and notification for the airport to host for its organization independently?

(A) This will vary on a case to case basis. We are open to both approaches.