



REQUEST FOR PROPOSALS



**FOR THE DEVELOPMENT AND
OPERATION OF
SERVICE STATION & CONVENIENCE STORE**

**SANGSTER INTERNATIONAL AIRPORT
MONTEGO BAY, JAMAICA**

2019

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EXECUTIVE SUMMARY

Sangster International Airport (“the Airport”) located in Montego Bay, Jamaica, is operated by MJB Airports Limited (“MJB”), whose shareholders are Desarrollo De Concesiones Aerportuarias S. A.(DCA), owned by Grupo Aeroportuario del Pacifico (GAP) (Mexico) which has shares of 74.5%, and Vantage Airport Group (Canada) with shares of 25.5%. MJB is operated through a Concession Agreement with the Airports Authority of Jamaica for thirty (30) years from 2003.

Jamaica, a major international tourist destination, is the third largest island and the largest English-speaking country in the Caribbean and has been recognized as the Caribbean’s Leading Destination from the World Travel Awards for the past eleven consecutive years. Tourism is vital to the economy of the island and is supported by the Government through the Jamaica Tourist Board (“JTB”) which actively promotes and markets Jamaica throughout the world. ** Travel and Tourism accounted (directly and indirectly) for some 30.8% of jobs within the Jamaican economy in 2018. Total contribution to GDP was 34.0% in 2018 while direct contribution to GDP stood at 10.3% in 2017. Tourism also accounts for in excess of 70% of the island’s foreign exchange earnings. The island benefits from a high passenger return of up to 40%.

The Airport is located in Montego Bay, Jamaica, the second largest city on the island, and is one of the largest, busiest and most ultra-modern airports in the Caribbean. Montego Bay is in the centre of the tourist area on the north coast, midway between Negril and Ocho Rios where 85% of all hotels in Jamaica are located. As such, the Airport serves not only as the primary gateway to Jamaica, facilitating the transit of more than 70% of tourists arriving on island, but as the most popular airport for tourists visiting the north coast of Jamaica.

Total passenger numbers for the year 2018 was 4.537 million, a 5.9% increase over the previous year. The Airport is served by over 30 carriers serving over 60 destinations. The Airport has two peak seasons, December-April and July-August. During these periods, aircraft movement on a daily basis averages 90 flights (inbound/outbound) per day and on peak days such as Saturdays, as much as 140 flights (inbound/outbound) per day. The Airport primarily serves a growing tourist market with 99% of passengers destined or originating from major international markets mainly: United States, Canada and Europe. MJB is a destination airport serving the leisure market, with an average dwell time on departure of 90 minutes and as much as three hours.

Visitors also utilize Sangster International as their point of entry and connection to Kingston due to the greater availability of flights and in most instances, lower airfares. The Airport served over 4.5 million total passengers in 2018. Historically, passenger arrivals comprise 49% and passenger departures comprise 51% of total traffic.

The Airport was inducted into the Director General’s Roll of Excellence by the Airports Council International (ACI) in 2014. This recognition comes as a result of the Airport being amongst the top five airports in the Caribbean and Latin American region in the Airport Service Quality Surveys (ASQ) for the last five years prior. Joining only 21 other airports on the Roll of Excellence, The Airport is one of six airports worldwide so honoured in 2014. MJB was also awarded 3rd place (Latin America & Caribbean) Airport Service Quality Award by Airport Council International 2014. The airport was named the Caribbean’s # 1 Airport by Caribbean Journal for 2015 and the airport has been recognized annually since 2009 as the Caribbean Leading Airport by World Travel Awards with the most recent in 2019.

The International Terminal Building is designed to accommodate a maximum of 1,500 passengers arriving and 1,500 passengers departing per peak hour. The expanded and more efficient terminal facility has enabled retailers and other service providers to achieve better capture rates and grow their business.

- 1 World Travel & Tourism Council – Travel & Tourism, Economic Impact 2018, Jamaica
- 2 World Data Atlas

There are 115 businesses operating on the Airport which provide jobs to approximately 7,500 badged airport staff.

MBJ works to ensure that all Airport users experience the best level of Customer Service. Airport-wide customer service training delivered by MBJ has ensured a consistent level of quality service delivery. Overall satisfaction level has consistently rated above 4.10 since 2012 based on the Airports Council International – Airport Service Quality Annual Passenger Survey.

MBJ, as airport operator, has invested a total of US\$230 million in the past 15 years in capital infrastructure improvements to transform the Airport into a modern facility. The Airport is a full-service international airport operating in a common-use environment with 100 check-in counters, 50 self-service kiosks in the check-in terminal and 30 on arrivals, fast track service, a VIP lounge and a well-developed commercial programme. The Airport facility boasts a newly overlaid runway with a 20-year life expectancy, a private jet terminal and Fixed Based Operation (“FBO”) and cargo developments.

As part of MBJ’s overall Master Plan, a terminal expansion project is underway to further expand and develop the Airport terminal into a modern, functional and efficient international facility that will greatly enhance the experience for both passengers and the airport community, and meet growing demands based on forecasted growth in passenger movement up to 2025.

The relocation of the service station is part of the expansion works and Master Plan for the Airport. As the Airport develops, MBJ continues to look for opportunities to enhance services to meet the growing demands of airport users. This includes the development of airport land and a Service Station Concession. To achieve this, MBJ is seeking experienced and reputable companies with which to forge a mutually beneficial business relationship and who will continue to enhance the quality services currently offered at the Airport.

MBJ hereby invites qualified, experienced companies to submit a proposal for the development and operation of a multi-fuel Service Station and Convenience Store (the “Proposed Concession”) at the Airport to serve the airport community to include; car rentals, transfer buses, airside vehicles, airport employees as well as the general public.

The Proposed Concession will be governed by a Commercial Lease, a sample of which is attached hereto as Appendix C (the “Agreement”). Proponents are advised to carefully read and review the form Agreement as they prepare their Proposals to this RFP. MBJ reserves the right to revise the terms of the form Agreement at any time during the RFP process and to negotiate different terms with the selected Proponent (“Company”).

Proponents are encouraged to also carefully review all sections of this RFP including all attachments and exhibits as they prepare their Proposals. Failure to comply with the terms, conditions and requirements of this RFP may result in disqualification of the Proponent at the sole discretion of MBJ.

The Service Station currently on airport will be decommissioned prior to the opening of the new service station.

THE OFFER

Opportunity to develop up to 50,000 square feet (sq.ft.) of land located on Godfrey Dyer Boulevard (formerly Sunset Boulevard) for the establishment and operation of a motor vehicle fuel service station offering regular unleaded gasoline, premium unleaded gasoline, regular diesel and ultra low sulfur diesel (ULSD) fuel. The proponent shall include in its proposal, the development of a Convenience Store that may include a food and beverage concept and other value added services. The Convenience Store is to be fitted with restroom facilities and at least 6 parking spaces for customers.

The successful proponent will be required to build an access road from the main road off Godfrey Dyer Boulevard (Sunset Boulevard) to the Service Station facility with sufficient curb space between.

It is the responsibility of the Proponent to conduct all necessary checks and to seek all relevant regulatory and governmental approvals as necessary for the development of the facility at the cost and risk of the proponent. MBJ may not be held liable for any costs incurred by the successful Proponent should the relevant authorities fail to approve the development plans contemplated.

The successful proponent, as part of the Service Station Concession, will also be required to build a refueling facility that will serve vehicles operating airside, including emergency response, ground handling and other airside vehicles. There are over 100 airside vehicles operating on airport currently. The Airside refuelling facility must be developed within three (3) months after execution of the lease.

The purpose of this Service Station and Convenience Store Concession RFP is to identify a concessionaire who will best fulfil MBJ's goals and objectives as outlined in this RFP.

Goals and Objectives

MBJ seeks high quality operators and firms who can meet the needs of the Airport customer, nearby Airport concessions, and surrounding communities through development of a visually appealing Service Station and Convenience Store Concession that may include a food and beverage concept and other value added services which should complement the Airport and the nearby commercial properties. The proposed site is located on Lands to the West of the current Airport entrance (see Appendix C). To meet these goals and objectives, the proposer must:

- a) Provide complete development, financing, design, construction, operation, and maintenance of a service station and convenience store which will provide regular unleaded gasoline, premium unleaded gasoline, regular diesel and ultra-low sulphur diesel (ULSD) fuel.
- b) Incorporate modern design principles and sustainable environmental practices.
- c) Offer competitive prices, exceptional value and convenience to customers while meeting or exceeding the customer needs.
- d) Provide exceptional customer service and innovative products and related services throughout the term of the Agreement.
- e) Recruit, hire, train, and motivate excellent management and staff members. In doing so, create a workforce that will result in both repeat business and positive customer service ratings.
- f) Maximize revenue potential for the location.
- g) Comply with all applicable laws, regulations, ordinances and requirements throughout the term of the Agreement;

Site Location and Description

The site is located on Godfrey Dyer Boulevard (Sunset Boulevard). The property available is up to 50,000 square feet and is within the Airport boundary. For more details, see Exhibit C for site drawings.

SCHEDULE

ACTIVITY (All Times are Eastern Standard Time) UTC/GMT (– 5:00 hours)	DATE
Issue RFP	August 8, 2019
Site Meeting	August 16, 2019
Final date - Questions	September 26, 2019
Submission/Closing	October 4, 2019
Evaluation	October 9, 2019
Award	October 11, 2019
Lease Execution Date	October 25, 2019
Commencement of Construction Period for Refueling Facility for Airside Vehicles	November 1, 2019
Commencement of Construction Period for Service Station	November 1, 2019
Concession Start Date of Refueling Facility for Airside Vehicles	March 1, 2020
Concession Start Date for Service Station	September 1, 2020

The successful proponent, as part of the Service Station Concession, will also be required to build a refueling facility that will serve vehicles operating airside, including emergency response, ground handling and other airside vehicles. There are over 100 airside vehicles operating on airport currently.

PART I
PROPOSAL SUBMISSION AND SELECTION PROCESS

1.0 INVITATION

MBJ invites Proponents to submit a proposal for the development and operation of a **Service Station and Convenience Store** (the “Proposed Concession”) at the Sangster International Airport (“the Airport.”). The Proposed Concession will have a location on **Airport Lands** and as shown on the attached drawings (Appendix C). The successful Proponent will be required to enter into a Lease with MBJ (“MBJ”) as described in Section 9.00 of these Instructions.

2.0 RFP DOCUMENTS (“Documents”)

2.1 The “Documents” consist of:

- ❖ These Instructions
- ❖ Concession Terms
- ❖ Design, Development and Construction Process
- ❖ Statistical Information
- ❖ Form of Proposal
- ❖ Schedules to Form of Proposal:

TECHNICAL PROPOSAL

- (1) Proposal for Service Station;
- (2) Company Profile;
- (3) Marketing, Pricing and Merchandising Plan;
- (4) Customer Service and Quality Control;
- (5) Design, Development and Construction Plan;
- ~~(6) Storage Space Requirements;~~

FINANCIAL PROPOSAL

- (7) Covenant / Credit-Worthiness / Co-Covenantor(s) & List of Business Reference
 - (8) Financial Capability and Experience;
 - (9) Financial Proposal;
 - (10) Proposal Checklist and Acknowledgement.
- ❖ Addenda, as may be issued from time to time

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APPENDIX C (ii)	–	DRAWINGS SHOWING LOCATION OF AIRSIDE REFUELING
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2.2 Proponents are responsible to ensure that they have received all components that make up the “**Documents**” as set out in Section 2.1 above.

Notes:

- **Names of Proponents will not be disclosed and MBJ reserves the right to add or remove Proponents at its sole discretion. MBJ also reserves the right not to accept any Proposal submitted, and may seek additional or further Proposals from any other party or parties.**

3.0 SUBMISSION OF PROPOSAL & CLOSING

3.1 Proposals must conform to all Instructions.

3.2 PROPOSALS ARE TO BE SUBMITTED IN THE FOLLOWING FORMAT:

ONE ORIGINAL IN TWO (2) SEPARATE ENVELOPES MARKED:

#1 - TECHNICAL PROPOSAL

#2 – FINANCIAL PROPOSAL

A SOFT COPY OF PROPOSAL IS ALSO TO BE SUBMITTED MARKED:

#1 - TECHNICAL PROPOSAL

#2 – FINANCIAL PROPOSAL

3.3 Proposals must be in writing and received by MBJ at its offices referred to in **Section 3.10** before Closing Time, **3:00pm, Friday October 4, 2019**. Proposals received after Closing Time will be returned unopened. Proposals sent by facsimile or email will not be accepted.

3.4 Proposals shall be prepared and completed on the attached forms, with all schedules fully and properly completed and with the pro-forma statements and drawings also being submitted on a flash drive. Proposals must be completed in ink or typed, **pencil is not acceptable**. Should there be insufficient space on the Form of Proposal or Schedules, additional sheets appropriately marked and identified, may be attached. No additions, deletions, interlineations or modifications shall be made to the Form of Proposal or Schedules.

3.5 Proposals shall be submitted in a sealed envelope bearing the name and address of Proponent and marked:

REQUEST FOR PROPOSALS

DEVELOPMENT AND OPERATION OF SERVICE STATION & CONVENIENCE

MBJ AIRPORTS LIMITED

COMMERCIAL OFFICE – DEPARTURE

INTERNATIONAL TERMINAL BUILDING

SANGSTER INTERNATIONAL AIRPORT

3.6 Proposals shall be dated and signed by two duly authorized signing officers of the Proponent. Signatures shall be in original handwriting; facsimile signatures will not be accepted.

3.7 Each page of the Form of Proposal and Schedules shall be initialled by one of the authorized signing officers whose signature appears on the execution page of the Form of Proposal.

3.8 MBJ will assume that all statements in writing, made by persons submitting Proposals are true, accurate, complete and not misleading. All such statements will constitute representations and warranties made to MBJ.

3.9 Proposals that contain quantifying conditions or otherwise fail to conform to these Instructions may be disqualified or rejected. Anything to the contrary herein notwithstanding, MBJ may elect to retain for consideration (and may elect to accept, regardless) Proposals that are non-conforming, and may waive any non-compliance, irregularity, error, or time stipulation required by these instructions. The stipulations herein are for the sole benefit of MBJ and may be waived by MBJ unilaterally.

A Bid Guarantee in the amount of Fifty Thousand United States Dollars (US\$50,000.00) in the form of a Manager's Cheque is payable to MBJ Airports Limited or a Bank Guarantee in the name of MBJ Airports Limited or via wire transfer to the account below is to be included as part of the proposal.

Financial Institution:	Bank of Nova Scotia Jamaica Ltd
Account Name:	MBJ Airports Limited
Branch Transit Number:	50765
Account Number:	985447
Type of Account:	Savings
Currency:	USD
Branch Name:	Scotia Center, Corner of Duke & Port Royal Street, Kingston

The Bid Guarantee of the successful Proponent will also be returned in exchange for the required Security Deposit under the Commercial Lease. The Security Deposit is required for each concession in the form of Letter of Credit, Bank Guarantee, certified cheque or cash in the sum equivalent to three (3) month's gross revenue payable by the successful proponent to MBJ. The Bid Guarantees submitted by unsuccessful Proponents will be returned on completion of the RFP process.

3.10 CLOSING OF PROPOSALS

Sealed proposals in packages marked "**Request for Proposal – Service Station,**" will be received by MBJ on or before **Friday, October 4, 2019 at 3:00 p.m.** The status of each proponent's application will be communicated no later than **Friday, October 11, 2019.** Proponents must submit ONE (1) ORIGINAL PROPOSAL with all schedules fully and properly completed and with the pro-forma statements and drawings also being submitted on a flash drive delivered to:

**REQUEST FOR PROPOSALS
FOR THE DEVELOPMENT AND OPERATION OF
SERVICE STATION & CONVENIENCE STORE
MBJ AIRPORTS LIMITED
COMMERCIAL OFFICE – DEPARTURE
INTERNATIONAL TERMINAL BUILDING
SANGSTER INTERNATIONAL AIRPORT**

4.0 SITE TOUR, CLARIFICATIONS, QUESTIONS AND INQUIRIES

- 4.1** MBJ will conduct a Site Tour on **Friday, August 16, 2019 at 10:00 a.m.** Interested parties will be required to confirm their attendance no later than 5:00pm, Wednesday, August 14, 2019. The name of the company, its attending agents as well as contact information must be submitted via email to: commercialrfp@mbjairport.com.
- 4.2** MBJ may issue additional information, clarification or modification to the Documents by written Addendum. MBJ shall not be bound by oral or other informal explanations or clarifications not contained in such addenda.
- 4.3** MBJ will only consider written questions received on or before **Thursday, September 26, 2019.** All written inquiries must be directed to the address shown in Section 3.10 or sent by facsimile to fax number (876) 940-0884 or via email to: commercialrfp@mbjairport.com.
- 4.4** Answers and/or clarifications to questions will be sent to all Proponents who have requested Documents according to the records of MBJ and posted on the Airport's website: <http://www.mbjairport.com/business-development>.
- 4.5** Proponents shall notify MBJ in writing should they find any inconsistency, discrepancy, ambiguity, error or omission in the documents.
- 4.6** Proponents, if uncertain or in doubt as to the intended meaning of the documents, or of any term in the documents, may submit to MBJ a written request for clarification.

4.7 Proposals should be submitted in accordance with the instructions contained in this RFP.

Proponents using any electronic transmission to make inquiries relative to their Proposal assume the entire risk that the email or facsimile document will be properly received by MBJ, on time or at all, and that all other requirements herein will be satisfied. MBJ shall not be liable to the Proponent if its email or facsimile document is not properly received on time or at all due to the malfunctioning of MBJ's equipment, the errors or omissions of MBJ's employees or agents, the interruptions or inability to obtain a connection with MBJ's equipment, the response time of MBJ's equipment, insufficient paper supply for facsimile machines or for any reason whatsoever.

4.8 All written Addenda issued by MBJ before Closing Time, **3:00pm, Friday, October 4, 2019** shall be delivered to all Proponents who have requested Documents according to the records of MBJ. All Addenda shall be incorporated into and become part of the Documents.

4.9 Proponents shall complete the Form of Proposal acknowledging receipt of all Addenda.

4.10 Proponents shall examine all Documents and make independent judgement as to circumstances and conditions affecting the business opportunity and their Proposal. Failure on the part of Proponents to examine and investigate thoroughly shall not be grounds for any claim that Proponent did not understand the conditions of the Proposal.

4.11 Proponents, at their cost, may be required to make a verbal presentation to MBJ's Selection Committee.

4.12 Each Proponent shall, before submitting its Proposal, thoroughly examine and assess the requirements and specifications set out in this Request for Proposals, the equipment and materials needed, all relevant laws, rules, notices, directives, standards, orders and regulations, licensing and permit requirements and other circumstances which may affect its Proposal. Submission of a Proposal constitutes a representation by Proponent that it has conducted its own due diligence and is familiar with and accepts all of the foregoing.

5.0 MINIMUM QUALIFICATIONS

To be considered for review and award of the Proposed Concession, all noted minimum qualification requirements must be met.

5.1 Experience

Proponents must be able to demonstrate ownership or operation of a successful Service Station.

5.2 Financial Capability

Proponents must clearly and unambiguously show that they have the financial capability to successfully develop, and operate the Proposed Concession.

Any person or corporation in arrears, or any corporation whose shareholders or directors are, or were, shareholders or directors of any corporation in arrears, in respect of any lease or contractual agreement with MBJ will be ineligible for the award of the Proposed Concession unless financial arrangements satisfactory to MBJ are made in respect of any such arrears prior to the closing date of this Invitation for Proposals.

5.3 Legal

Any person or corporation involved in pending litigation or outstanding claims or disputes with MBJ will be ineligible to be awarded the Proposed Concession.

Proponent must provide a statement regarding:

- a) Any claims, actions, demands, suits or other litigation (collectively litigation) brought by any airport owner/operator or others over non-payment of rent or fees, or non-performance of similar Services as that requested under this RFP;
- b) Any bankruptcy in the past ten (10) years.

Proposals that contain qualifying conditions or fail to conform to these Instructions may be disqualified or rejected. Collusion between Proponents is sufficient cause for rejection of all Proposals affected.

By submitting a Proposal, each Proponent warrants and declares that the monies being used to finance this transaction are from legal sources only.

6.0 EVALUATION OF PROPOSALS AND AWARD OF CONCESSION

- 6.1 The evaluation of submissions will be carried out by reviewing the **TECHNICAL PROPOSAL** first and only the submissions attaining a score of 80% will move on to have the **ECONOMIC PROPOSALS** evaluated.

MBJ reserves the right to accept the Proposal that it deems most advantageous, and the right to reject any or all Proposals for any reason. In no event will MBJ be responsible for the costs of preparation and submission of Proposals.

MBJ reserves the right to evaluate submissions according to any criteria it determines to be appropriate. Generally, MBJ will make its selection based upon the **value of the business opportunity to MBJ, the Proponent's capability to profitably operate the business and ability to clearly inform of how the location/business will attract and retain customers.**

To give Proponents some guidance, the following principal criteria will be relied upon:

TECHNICAL PROPOSAL

Experience, Marketing & Customer Service	
<p>a) Furnish a statement detailing Proponent's background, experience and qualifications. This should include the following:</p> <ul style="list-style-type: none">• Must have two (2) years continuous experience, within the last five (5) years, in the ownership, maintenance, management or operation of a service station and convenience store.• Description of Proponent's corporate structure (corporation, partnership, joint venture, partnership) including state of incorporation, the executive team and any substantive changes to the corporate structure within the previous five (5) years.• Descriptions of current business operations, including (i) number; (ii) type; (iii) location; and (iv) a description of services provided.• Information on quality monitoring programs that Proponent has implemented at other venues, including both descriptive information and sample evaluation forms from quality audits, performance standard evaluations or other similar programs.	10%

<p>b) Provide the names and addresses of projects for which the Proponent provided substantially similar Services. Please provide for each, (i) a description of the Services provided; (ii) dates the Proponent provided the Services; (iii) operating budget;</p> <p>c) Provide any other information that supports Proponent's selection that may be beneficial to MBJ's review of this Proposal, including but not limited to experience and already planned development.</p> <p>d) Provide three (3) written business references (on respective company's letterheads) related to its business operations in the previous five (5) years.</p> <p>Marketing and Customer Service Plan</p> <p>Details on the following are also required:</p> <ul style="list-style-type: none"> • Marketing Plan • Customer Service strategy 	<p>5%</p> <p>5%</p>
<p>Design, Development and Construction Plan</p> <p>The Development Plan should demonstrate an understanding of the site's opportunities and constraints, and a realistic, market based approach to development that meets MBJ's goals for the project.</p> <p>Project Schedule</p> <p>Proponent must submit a Project Schedule, detailing the duration (in number of months) and dates for key milestones beginning at Agreement execution (October 25, 2019) through completion of construction and opening for business (on or before March 1, 2020 for Refueling facility with Airside access and September 1, 2020 for Service Station). Proponent must identify the anticipated time required for all relevant governmental approvals. The Project Schedule must identify the anticipated dates and outside dates of conveyance for the project (as applicable), and timing of the commencement of payments to MBJ.</p> <p>Site Plan and Renderings</p> <p>Capital Investment</p> <p>See Schedule 5 for details.</p>	<p>20%</p> <p>10%</p>
<p>Pricing</p> <p>Proponents are required to provide details relating to the pricing structure to be utilized to ensure maximum patronage from passengers.</p>	<p>10%</p>

ECONOMIC PROPOSAL

<p>Financial Capability</p> <p>The ability of the proponent to financially sustain the operation. Proponents must clearly and unambiguously show that they have the <i>financial capacity to successfully develop, maintain and operate a high quality Service Station that generates high returns for both the Proponent and the Airport.</i></p> <p>a) Written letter from at least one financial institution (on company's letterheads)</p> <p>Credit-worthiness is one of the criteria for selection</p> <p>One of the criteria that will be considered by MBJ in selecting the successful Proponent is the financial strength of the Proponent and any Co-Covenantor(s). Any Proposal may be eliminated from consideration based on these criteria. Accordingly, Proponent is encouraged to:</p> <p>a. Submit financial statements or other materials demonstrating the financial strength of the covenant represented by the Proponent; and</p> <p>b. Identify Co-Covenantor(s), as provided for below.</p> <p>b) Proponents shall provide a sound business case to include, but not limited to, description of its strategy for financing the project, including anticipated financing costs, discussion of the risks and benefits of the structure, all sources of debt and equity, and long term outlook for project financial viability. Proponent should note that, upon expiration of the ground lease, all buildings and improvements contained in the ground lease area shall revert to MBJ. All proposals must address and demonstrate that any financing shall be secured only on the ground leasehold interest; there shall be no financing on MBJ's fee interest; and that the agreement shall present no cost or risk to MBJ.</p> <p>c) Identify the project's assumptions concerning any MBJ, local, government action or financial support (including a change in regulations; funding including guarantees or public financing; and the justification and process for obtaining government support).</p>	20%
<p>Financial Proposal and Value to MBJ</p> <p>The following will be assessed:</p> <ul style="list-style-type: none"> o Annual Base Rent ("ABR") o Percentage Fee o Investment o Reasonableness of Forecast of Gross Sales 	20%

AWARD OF CONCESSION

All Proponents will be notified of the outcome of the RFP process no later than **Friday, October 25, 2019.**

7.0 CONDITIONS

- 7.1** MBJ reserves the right to negotiate with any Proponent or with another Proponent or Proponents concurrently. In no event shall MBJ be required to offer any modified terms to other Proponents. MBJ shall incur no liability to any Proponent as a result of such negotiations or modifications.
- 7.2** MBJ recognizes that the information required is confidential and will not disclose details of any submission to any other Proponent.

- 7.3 Each Proponent submitting a proposal acknowledges and agrees, by submitting a Proposal, that MBJ will have no liability or obligation to any Proponent except only the Proponent, if any, awarded the Lease by MBJ in its sole discretion. Each Proponent agrees that, if it is not awarded the Lease, then whether or not MBJ has discharged any express or implied obligation, MBJ shall be fully and forever released and discharged of all liability and obligation in connection with this Request for Proposals.
- 7.4 In particular, MBJ shall not be under any obligation to return or save either the original or any copies of any Proponent's Proposal, and all documents submitted to MBJ, whether original or copies, shall be kept or disposed of by MBJ.
- 7.5 This RFP does not constitute an offer. No agreement shall result upon the submission of Proposals. MBJ shall not be under obligation to enter into any agreement with anyone in connection with this RFP and responses received. MBJ will not have any obligation to anyone in connection with this RFP unless MBJ executes and delivers an agreement in writing approved by MBJ's senior management.
- 7.6 MBJ may, anything to the contrary notwithstanding, if considered to be in the best interests of MBJ or most advantageous, at any time elect to request re-submissions by the Proponents, or by one or more of the Proponents as MBJ determines to be in the best interests of MBJ or most advantageous, and may undertake the entire process (including the RFP and all steps that preceded), or one or more parts thereof, over again, in the same or an altered format and on the same or altered terms and conditions.
- 7.7 If any issue or uncertainty arises in connection with the selection of the successful Proponent, MBJ may seek guidance or direction from an arbitrator or consultant appointed or selected by MBJ. Each Proponent agrees to accept and be bound by any decision or action taken by MBJ based on the guidance or direction of the arbitrator or consultant and will not make any claim for loss, damage or compensation.
- 7.8 MBJ does not warrant or assume any legal liability or responsibility for the accuracy, completeness, interpretation or usefulness of any information or process disclosed in this RFP, to the extent that each Proponent should undertake its own due diligence checks prior to submitting a proposal. The terms and conditions of the executed **Service Station Lease** supersede the contents of the RFP and all associated documentation.
- 7.9 This RFP is the property of MBJ and is not to be disclosed, reproduced, or distributed without prior written consent of MBJ. Copyright and all related rights are expressly asserted and reserved.
- 7.10 Notice of award will be in writing by an authorized representative of MBJ.
- 7.11 Unless otherwise indicated, all dollar amounts referred to in this document are in the currency of the United States of America and Proponents shall use the said currency throughout in the submission of Proposals.
- 7.12 All times shown in the RFP Documents shall be Eastern Standard Time (UTC -5:00hours).

8.0 CURRENCY

Unless otherwise indicated, all dollar amounts referred to in this document are in the currency of the United States of America and Proponents shall use the said currency throughout in the submission of Proposals.

9.0 FORM OF CONTRACT

The successful Proponent will be required to enter into a Commercial Lease (the **“Lease”**) with MBJ in the form of the Draft Lease attached as Appendix A incorporating the terms hereof including the basic terms set out in **Section 11.0 Part II Proposed Concession – Terms** and with such modifications and additions as MBJ may reasonably stipulate.

10.0 MODIFICATIONS

- 10.1 Proposals may only be modified in writing, signed by an authorized signing officer of the Proponent who has signed the **Form of Proposal**. MBJ shall only accept modifications on or before Closing Time of **3:00 p.m. on Friday, October 4, 2019**. Modifications made verbally, by facsimile or by email transmission will not be accepted and modifications received after Closing Time will not be considered and will not form part of any Proposal submitted.

PART II
PROPOSED CONCESSIONS – TERMS

11.0 BASIC TERMS

11.1 Basic Terms of the Lease

The following are the basic terms of the Lease:

Length of Lease: Initial Term	13 years (November 1, 2019 – March 31, 2033)
Renewal periods:	Option for possible extension of up to maximum of 25 years in total with approval from Airports Authority as Owner. Bidder must indicate tenure required up to 25 years.
Premises: Service Station Refueling Facility for Airside Vehicles	See Drawings – Appendix C (i) (Up to 50,000 Sq.Ft.) See Drawings – Appendix C (ii)
Annual Base Rent (“ABR”) refers to the guaranteed amount to be paid to MBJ in equal instalments on the 1 st of each and every month	To be as set out in the Proponent’s proposal - Refer to section 11.2
Percentage Fees (to be paid in addition to the ABR):	To be as set out in the Proponent’s proposal -Refer to section 11.2
Date Lease signed:	Oct 25, 2019
Commencement Date of Lease:	November 1, 2019
Construction Period:	The land for Service Station & Convenience Store will be developed by the successful Proponent within two hundred and seventy (270) days from the date of handover by MBJ to the Lessee. The Refuelling facility to serve airside vehicles must be completed within One Hundred and twenty (120) days from the date of handover by MBJ to the Lessee.
Opening Date of Concession	Airside accessible facility - No later than March 1, 2020 Service Station - No later than September 1, 2020
Utilities:	Operator responsible for utility charges
Security Deposit Requirement:	Equivalent to three (3) Months’ Revenue to MBJ (ABR & Percentage Fee)
Insurance Coverage:	US\$5,000,000.00
Operating Name:	As proposed by Proponent and approved by MBJ

More detailed terms and conditions are set out in the Draft Lease attached as Appendix “A”.

11.2 Annual Base Rent and Percentage Fees

The successful Proponent's Proposal will set out the Proponent's Financial Offer (see Schedule 9 of the Form of Proposal) as to the fees payable by the Proponent to MBJ under the Lease. **The Annual Base Rent (“ABR”) is due and payable from the Commencement Date of the Lease on the first of each and every month in equal instalments.**

The fees payable by the Proponent to MBJ will be equal to:

- The ABR proposed to be paid by the Proponent to MBJ (see **Schedule 9 of the Form of Proposal PART V**)

AND

- The Percentage Rate of Gross Revenue prescribed by MBJ in Table 11.2.

All concessionaires at the Airport are to operate under a **“Fair Pricing”** regime. Fair pricing requires that Airport prices be no more than 10% above market prices for similar products and services in Montego Bay.

The following are the Annual Base Square Foot Rental Rates and Percentage Fees that have been set by MBJ. However, interested proponents may submit bids above the minimum rates and percentage fees. MBJ reserves the right to review and amend the rates after 5 years.

Table 11.2

Annual Base Rent (“ABR”) Rate/Sq.Ft./Annum US\$	Minimum Annual Base Rent To increase annually based on the higher of 3% or United States Consumer Price Index (US CPI)	US\$3.00/sq.ft./annum
Fuel Fee	Please propose on a percentage of total sales	
Percentage of Gross Sales on Convenience Store	Please propose a percentage fee of gross sales not including fuel.	
Percentage of Gross Sales on Food & Beverage	Please propose a percentage fee of gross sales not including fuel.	
Percentage of Gross Sales on Other Revenue Source	Please propose a percentage fee of gross sales not including fuel.	

11.3 Construction Period

The Construction Period refers to the period granted by MBJ to a successful Proponent to develop the space allotted and to carry out all necessary works to bring the said space to a standard fit for operation of the concession. Utilities are payable during this period.

The space for the Airside accessible facility will be developed by the successful Proponent and completed within 120 days while the Service Station will be completed within 270 days from the date of handover by MBJ to the Lessee.

11.4 Insurance during Construction

The successful Proponent shall be required to obtain Insurance coverage during the development phase of the space sufficient to cover all liability and construction risks to the satisfaction of MBJ.

11.5 Concession Privileges

MBJ will not grant exclusive rights to develop and operate concessions at the Airport. Notwithstanding MBJ may, if considered to be in the best interests of MBJ or most advantageous, limit and/or restrict the number and types of similar concessions that will be developed at the Airport at any time.

The successful Proponent will be granted the right to develop and operate the Proposed Concession in a manner that complies with the concepts outlined in Schedules 1.0 and 7.0 of the Form of Proposal and all the Sections of this Document.

11.6 Examinations by Proponent

Each Proponent shall, before submitting a Proposal, examine the attached drawings of the Premises and satisfy itself as to the locations of the Premises, the means of access to the Premises, all other conditions, all laws, safety and security requirements, all services required including without limitation electricity, water supply, sewer and telephone, and all other circumstances which may affect its Proposal for the development and operation of the Proposed Concession.

Submission of the Proposal will constitute an acknowledgement by the Proponent that it has conducted its own due diligence and complied with this Section.

12.0 PROPONENT'S UNDERTAKINGS

The successful Proponent shall be required to undertake, among other things, to:

- (a) Design, construct and fit out the Premises at its sole cost and expense. All locations are handed over in an **“as is”** condition;
- (b) Construct, fit out and have in place all of its premises and equipment, as approved by MBJ, and be open for business on the date specified by MBJ. If the business is not open on the specified date, the Proponent will pay late opening fees as set out in the Lease;
- (c) Utilize a Point of Sale system which will be able to:
 - (i) Clearly indicate the information of the concessionaire i.e. name, address, contact number;
 - (ii) Accommodate multiple forms of payments including debit/credit card and different currencies;
 - (iii) Provide security/access controls. The transaction database to be maintained based on data retention standard set by MBJ. This should be exportable for use with other types of softwares;
 - (iv) Generate receipt and invoice information with full integration with the G/L system;
 - (v) Create audit trails of all transactions including voids, overrides and deletions;
 - (vi) Detail pricing information including, standard pricing, discounts, taxes etc;
 - (vii) Report including daily sales, period sales, sales history for single locations and/or aggregated on multiple locations
 - (viii) The Point of Sales system must have the ability to send detailed reports directly to MBJ in an electronic format as is required by MBJ.
- (d) Operate the Premises in a manner acceptable to MBJ and to provide the optimum level of customer service and sales;
- (e) Abide by MBJ's Regulations, Rules, Policies and Directives.

13.0 GOVERNING LAWS

Proponents are advised and acknowledge that the laws of Jamaica will govern the Lease and that the Lease will be in English.

PART III

DESIGN, DEVELOPMENT AND CONSTRUCTION

14.0 DEVELOPMENT PROCESS

The successful Proponent will occupy the Premises in an **“as is”** condition and will be responsible for the complete financing, design, construction, fixturing, equipping, commissioning and operating of the Premises. The successful Proponent will be required to retain engineers, designers, contractors and other professionals to prepare the requisite engineering and construction designs and may select any qualified consultants certified to do business in Jamaica.

As set out in Schedule 6 of the Form of Proposal, Proponents are initially required to submit concept plans for the Premises. The concept plans should be comprised of the following elements:

- **Preliminary Dimensioned Space Plan;**
- **Concept Elevation Renderings showing perspective(s) or elevation(s) of the proposed design;**
- **Preliminary cost estimate and construction timetable showing how work will be completed and the Premises operational and ready for business on the commencement date.**

The successful Proponent will ultimately be required to provide MBJ detailed development/construction plans, cost estimate and final construction schedule for the Premises. MBJ development policy is set out in detail in **“Schedule E” of the Lease** titled **“MBJ Land Development Policy”**. Before any work begins, all plans contractors, sub-contractors and other companies doing work for the Proponent must be approved by MBJ.

Please note that the services will need to be tested and re-commissioned, at the Licensee’s expense if required.

14.1 Premises Design Process

The intent of the **“MBJ Land Development Policy”** is to provide Proponents, their designers and contractors the information necessary to design and develop the Premises. It contains MBJ’s criteria and procedures for obtaining approval for design and construction of the facilities. The Proponent’s designers will need to be familiar with the Manual, MBJ’s development approval process and requirements applicable to development projects at the Airport. The successful Proponent is responsible for obtaining all permits, paying all fees and obtaining all required approvals including MBJ’s development approval.

14.1.2 Premises Requirements

Proponent are solely responsible for obtaining services for the utilities including, electricity, water, sewage and telecommunications.

14.2.1 Labour Affiliations

Contractor(s) and subcontractor(s) are to employ competent tradesmen and pay fair wages for work performed and undertaken by the Proponent in developing the Premises.

14.2.2 Working Hours

14.2.3 Safety and Security Regulations

It is the intent of MBJ to provide a safe, secure and healthy work place for all workers at the Airport and it may issue safety and security instructions to the Proponent’s contractor(s) from time to time, or may require them to provide a plan, for its approval, that addresses safety including (any

environmental concerns) and security, which must be strictly observed. The Proponent's managers, supervisors and workers must accept responsibility to ensure that safety and security are the top priority. Nothing less will be accepted. In addition, the Proponent must adhere to all safety, environment and security procedures established by MBJ.

The Proponent shall take all necessary steps to secure the Premises during the construction period. MBJ shall not be liable for any loss or damage including theft of building materials, equipment or supplies. All persons on the Airport in connection with the development of the Premises shall fully comply with all MBJ's security and safety regulations and cooperate with the concerned authorities in enforcing such regulations. Minors shall not be permitted on the construction site at any time. The Proponent must submit a Procedures, Safety and Security Manual to MBJ before commencing any work.

First Aid shall be provided and paid for by the Proponent's contractor(s) for all its workers at the Premises.

14.2.4 Temporary Services

The successful Proponent will need to provide its workers with temporary clean-up facilities and water.

14.2.5 Parking

Proponents should provide own parking for customers and staff.

14.2.6 Waste Removal

The Proponent's contractor(s) shall maintain the construction site in a reasonably clean and orderly manner during the construction and fixturing period and shall remove all waste, excess material, trash and cartons to a designated landfill site daily.

1.4.2.7 Liens

The successful Proponent shall not carry out any work until MBJ is provided with a waiver from every contractor and subcontractor and all persons supplying services, labour or materials in connection with the work, duly signed in the following form:

"To MBJ Airports Limited (MBJ):

In consideration of MBJ permitting the undersigned to be engaged in supplying work or materials in connection with the construction and development of Premises at the Sangster International Airport, the undersigned hereby waives and releases any claim of builders' lien with respect to work to be done and materials to be supplied in connection with improvements at the said site. This waiver and release will not affect any worker earning wages. If any claim of builders' lien is filed on behalf of the undersigned or any subcontractor or person supplying work or materials in connection with any contract of the undersigned pertaining to the project, the undersigned will within 72 hours release and discharge or cause to be released and discharged such lien."

14.3 Additional Information

It is recognized that the successful Proponent will use its own form of contract to undertake the Construction and Development Work. However, Proponent must consider terms, conditions and rules and regulations in place at the Airport for construction activities. The Lease will require Proponent's contractors to abide by the conditions as outlined in "Schedule E" "MBJ Land Development Policy" of the Draft Lease.

PART IV
STATISTICAL INFORMATION

15.0 TRAFFIC STATISTICS

The Airport handles approximately 70% of the country's international passenger traffic. Most tourists to Jamaica also begin and end their visits in Montego Bay because of the area's attractions and its role as a hub in the transportation system. International cruise ship passengers on trips in the Caribbean and to North America use the Airport to access the seaport in Freeport.

Table 15.1 presents the historical passenger statistics for the Airport for the period 2003-2018. Historically the passenger traffic has been distributed as follows: arriving passengers have accounted for approximately 49% of the Total Passengers and departing passengers for approximately 51% of the Total Passengers.

Table 15.1 – Historical Passenger Statistics

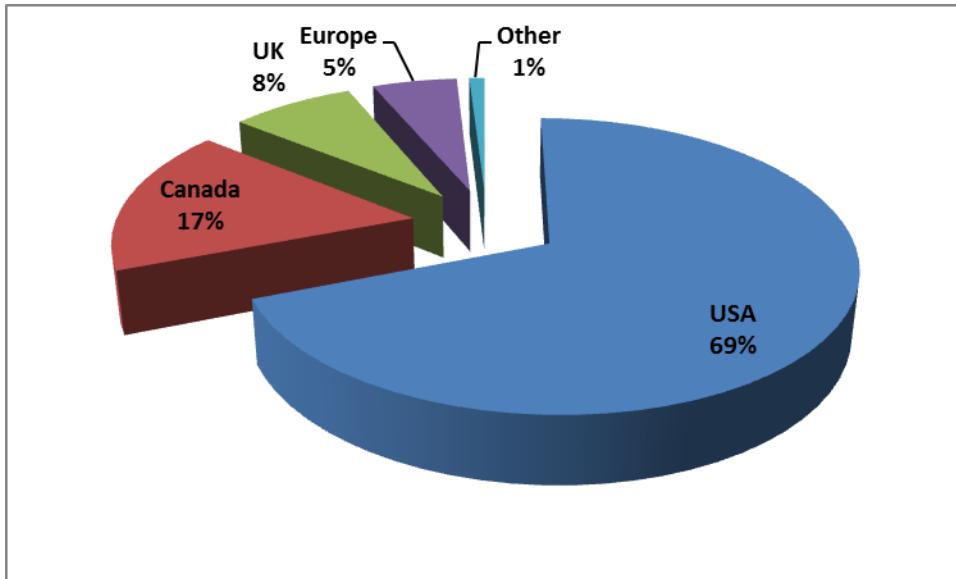
Year	Total Arriving Passengers	Total Departing Passengers
Fiscal 2003-04	41,355,447	1,312,040
Fiscal 2004-05	1,741,256	1,582,876
Fiscal 2005-06	1,613,048	1,490,098
Fiscal 2006-07	1,744,925	1,631,491
Fiscal 2007-08	1,828,533	1,636,177
Fiscal 2008-09	1,774,830	1,610,489
Calendar 2009	1,667,239	1,576,365
Calendar 2010	1,680,545	1,603,016
Calendar 2011	1,706,056	1,621,908
Calendar 2012	1,736,837	1,644,653
Calendar 2013	1,776,248	1,711,693
Calendar 2014	1,837,607	1,796,500
Calendar 2015	1,923,594	1,877,334
Calendar 2016	1,993,217	1,959,481
Calendar 2017	2,100,170	2,106,313
Calendar 2018	2,229,514	2,256,453

Note: The table above includes passengers on private flights and domestic passengers.

15.2 Market share of Jamaica Arrival Statistics

The chart below shows the visitor market share of arriving passengers through MJB for the year 2018.

Figure 15.2 – Visitor Market Share



Destination Cities by Carrier (s) serving MBJ

Commercial Airline	Destination Served	FLT TYPE	Status
Aerogaviota	Havana - Holguin	Schedule	
Air Canada Rouge	Montreal	Schedule	
Air Canada Rouge	Toronto	Schedule	
Air Canada Rouge	Winnipeg	Schedule	seasonal (Winter)
Air Transat	Halifax	Schedule	
Air Transat	Montreal	Schedule	
Air Transat	Toronto	Schedule	
American	Boston	Schedule	seasonal (Winter)
American	Charlotte	Schedule	
American	Chicago	Schedule	
American	Dallas	Schedule	
American	Miami	Schedule	
American	Philadelphia	Schedule	
Arkefly	Amsterdam	Charter	
Arkefly	Warsaw	Charter	seasonal (Winter)
Blue Panorama	Milan	Charter	
Caribbean Airlines	New York	Schedule	
Caribbean Airlines	Miami	Schedule	Cargo only operation
Cayman Airways	Grand Cayman Island	Schedule	
Condor	Frankfurt	Schedule	
Condor	Munich	Schedule	
Condor	Dusseldorf	Charter	Seasonal Air Sea Exchange (Winter)
Copa Airlines	Panama City	Schedule	
Delta	Atlanta	Schedule	
Delta	Boston	Schedule	
Delta	Detroit	Schedule	
Delta	Minneapolis	Schedule	
Delta	New York	Schedule	
Federal Express	Miami	Schedule Cargo	
Eurowings	Dusseldorf	Charter	Seasonal Air Sea Exchange (Winter)
Eurowings	Munich	Charter	Seasonal Air Sea Exchange (Winter)
Eurowings	Dusseldorf	Schedule	
Eurowings	Munich	Schedule	
Evelop Airways	Madrid	Charter	seasonal (Summer)
Frontier	Raleigh	Schedule	
Frontier	Philadelphia	Schedule	
IBC-UPS	Miami	Schedule Cargo	
Inter-Caribbean Airways	Kingston	Schedule Domestic	
Jetair Fly	Brussels	Schedule	
Jetblue	Boston	Schedule	
Jetblue	New York	Schedule	
Jetblue	Orlando	Schedule	
Jetblue	Ft. Lauderdale	Schedule	
Neos Spa	Milan	Charter	
Neos Spa	Verona	Charter	seasonal (Winter)
Nordwind	Moscow	Charter	
Orbest	Lisbon-El Catey	Charter	seasonal (Summer)
Southwest	Baltimore	Schedule	
Southwest	Chicago (Midway)	Schedule	
Southwest	Houston (Hobby)	Schedule	
Southwest	Orlando	Schedule	
Southwest	Fort Lauderdale	Schedule	
Southwest	St. Louis	Schedule	
Spirit Airlines	Fort Lauderdale	Schedule	
Spirit Airlines	Baltimore	Schedule	
Spirit Airlines	Detroit	Schedule	
Spirit Airlines	Orlando	Schedule	
Sun Country	Minneapolis	Charter	seasonal (Winter & Summer)
Sun Country	Indianapolis	Charter	seasonal (Winter & Summer)
Sunwing	Calgary	Schedule	seasonal (Winter)
Sunwing	Buffalo-Detroit	Schedule	seasonal (Winter)
Sunwing	Edmonton	Schedule	
Sunwing	Halifax	Schedule	seasonal (Winter)
Sunwing	London (Ontario)	Schedule	seasonal (Winter)
Sunwing	Moncton	Schedule	seasonal (Winter)
Sunwing	Montreal	Schedule	
Sunwing	Ottawa	Schedule	seasonal (Winter)
Sunwing	Regina	Schedule	seasonal (Winter)
Sunwing	Saskatoon	Schedule	seasonal (Winter)
Sunwing	St John's	Schedule	seasonal (Winter)
Sunwing	Toronto	Schedule	
Sunwing	Windsor	Schedule	seasonal (Winter)
Sunwing	Winnipeg	Schedule	seasonal (Winter)
Sunwing	Vancouver	Schedule	seasonal (Winter)
Miami Air	Atlanta	Charter	seasonal (Summer)
Miami Air	Cleveland	Charter	seasonal (Summer)
Miami Air	Cincinnati	Charter	seasonal (Summer)
Miami Air	Dallas	Charter	seasonal (Summer)
Miami Air	Lansing	Charter	seasonal (Winter)
Miami Air	Milwaukee	Charter	seasonal (Winter)
Miami Air	Rockford	Charter	seasonal (Winter)
Miami Air	St. Louis	Charter	
Swoop Airlines	Hamilton	Schedule	
Thomas Cook Scandinavia	Stockholm	Charter	seasonal (Winter)
Thomas Cook UK	Manchester	Charter	
Thomson Airways	Birmingham	Charter	
Thomson Airways	Cardiff	Charter	Seasonal Air Sea Exchange (Winter)
Thomson Airways	Doncaster	Charter	Seasonal Air Sea Exchange (Winter)
Thomson Airways	Glasgow	Charter	Seasonal (Summer)
Thomson Airways	London-Gatwick	Charter	
Thomson Airways	Manchester	Charter	
Thomson Airways	Stanstead	Charter	
United Airlines	Chicago	Schedule	
United Airlines	Houston	Schedule	
United Airlines	Newark	Schedule	
United Airlines	Washington	Schedule	
Virgin Atlantic	London-Gatwick	Schedule	
West Jet	Toronto	Schedule	
West Jet	Calgary	Schedule	seasonal (Winter)
West Jet	Ottawa	Schedule	seasonal (Winter)
West Jet	Winnipeg	Schedule	seasonal (Winter)

Please note: As outlined above, not all carriers offer year round service. Additionally, some destinations may be serviced on a seasonal basis.

PART V
FORM OF PROPOSAL

FORM OF PROPOSAL

TO: MBJ AIRPORTS LIMITED (“MBJ”)

RE: REQUEST FOR PROPOSALS (the “Proposals”) for the development and operation of a Concession on Lands at Sangster International Airport (the “Airport”).

All words and phrases, which are defined terms in the Request for Proposals, have the same respective meanings herein unless otherwise stipulated herein.

1.0 OFFER

We, _____
(Name of Proponent)

of _____
(Address of Proponent)

Pursuant to and in compliance with the Request for Proposals and the addenda listed below, and having conducted our own due diligence and being familiar with the requirements for performance under the Request for Proposals and the Draft Lease and the other Documents as defined in the Request for Proposals, and being familiar with conditions at the Airport and all relevant laws, rules, regulations, licensing and permit requirements, labour market, and other circumstances that may affect our Proposal; **We hereby offer and propose, if selected by MBJ, to:**

- (a) Design, develop, construct and fit-out the Proposed Concession identified in the Request for Proposals in accordance with the requirements set out in the Request for Proposals including Schedule C to the Draft Lease and the other provisions of the Draft Lease;
- (b) Execute and deliver the Lease as defined and provided for in Sections 9.0 under Part 1, PROPOSAL SUBMISSION AND SELECTION PROCESS of the Request for Proposals within ten (10) days of receiving it from MBJ, after notice of award;
- (c) Provide a Letter of Credit, certified cheque or cash in the sum as stipulated in Section 3.0 Submission of Proposals under Part 1, PROPOSAL SUBMISSION AND SELECTION PROCESS of the Request for Proposals upon written request of MBJ after notice of award;
- (d) Operate and perform in a diligent manner in accordance with the terms and conditions of the Lease and dates stipulated in the construction schedule.

The Proponent covenants that its Proposal herein will be open for acceptance by MBJ at any time on or before **October 4, 2019** and will be irrevocable until then.

2.0 SCHEDULES

The following Schedules are attached to and form part of this Proposal:

TECHNICAL PROPOSAL

- (1) Proposal for Service Station;
- (2) Company Profile;
- (3) Marketing, Pricing and Merchandising Plan;
- (4) Customer Service and Quality Control;
- (5) Design, Development and Construction Plan;
- ~~(6) Storage Space Requirements;~~
- (7) Covenant / Credit-Worthiness / Co-Covenantor(s) & List of Business Reference

FINANCIAL PROPOSAL

(8) Financial Capability and Experience;

(9) Financial Proposal;

(10) Proposal Checklist and Acknowledgement.

❖ Addenda, as may be issued from time to time

The Schedules that are incorporated herein by reference form part of this Proposal.

3.0 ADDENDA

Receipt of the following Addenda forming part of this Proposal is acknowledged:

Addendum No.

Date

4.0 EXECUTION OF THE LEASE BY THE PROPONENT

If the Proponent fails to execute the Lease within the period provided in Section 9 under Part 1, PROPOSAL SUBMISSION AND SELECTION PROCESS of the Request for Proposals, then (without limiting MBJ's other rights and remedies) MBJ may consider the Proponent to have repudiated. The Proponent will not be permitted, without the written consent of MBJ to obtain possession of the Premises for business before having executed the Lease. Such consent, if given, shall be without prejudice to MBJ's right to require the Proponent to execute the Lease and MBJ's other rights. If the Proponent is permitted to open the Premises for business before having executed the Lease, then, notwithstanding anything contained herein or in the Lease, until such time as the Proponent executes the Lease, MBJ shall be entitled to withdraw the Lease and declare the agreement between the parties arising from its acceptance terminated and to terminate the tenancy of the Proponent upon five (5) days' notice, whereupon the Proponent shall vacate, deliver up possession of the Premises and forfeit any security provided under the Lease.

5.0 TIMELY COMPLETION

If the Proponent fails or omits to make timely submission to MBJ of any plans or specifications or fails in submitting information or in giving necessary authorizations or fails to perform or complete or delays in performing or completing any work to be carried out by the Proponent or in any manner delays or interferes with the performance of any work to be carried out by MBJ, then MBJ may, in addition to any other rightful remedy, pursue any of the following remedies as MBJ may elect:

- (a) MBJ may give the Proponent five (5) days' notice in writing that if some specific failure, omission, or delay is not cured by the date therein stated the Lease may at MBJ's option be forthwith cancelled and terminated by MBJ but without prejudice to MBJ's rights; and
- (b) MBJ may after written notice of its intention so to do proceed on behalf of the Proponent at the Proponent's sole cost, risk and expense, including expense for such overtime as MBJ's architect may deem necessary, with the completion of the work to be carried out by the Proponent.

6.0 GENERAL AND SUNDRY

- (a) The rights of the Proponent, if selected by MBJ, may not be assigned without the prior written consent of MBJ. The Proponent will not assign or sublet or part with possession of any of the Premises except in compliance with the terms and conditions set out in the Lease.
- ~~(b) The description and plans relative to the Premises as set out in the Request for Proposals will not be construed as limiting the right of MBJ to enlarge the site of the Building (as defined in the Draft Lease), to add Premises or structures to the Building, to revise or alter the plans, or to change the configuration or location of the Premises (provided that such change in the configuration or location does not materially and adversely affect the interests of the Proponent). If MBJ makes a change in the area of the Premises or location of the Premises which materially and adversely affects the Proponent, then, within the earlier of ten (10) days after notice from MBJ of such change or three (3) days after the commencement of the Construction Period, the Proponent will be entitled to terminate its obligations relative to the Lease by notice in writing to MBJ and in such event the deposit will be returned to the Proponent and the parties will have no further claim against each other; otherwise, the Proponent will be deemed to have accepted the area of the Premises set out above and the configuration and location of the Premises (subject only to the provisions of the Lease regarding measurement of the Floor Area of the Premises).~~
- (c) If the Proponent is comprised of more than one person, then the obligations of the said persons will be joint and several.
- (d) The Proponent covenants that neither the Lease nor any claim based on the Lease or related to the Request for Proposal or this Form of Proposal will be filed or registered in any Land Title Office.

7.0 DECLARATION

The Proponent acknowledges and declares:

- (a) That the Proponent has complied with all requirements under Part 1, PROPOSAL SUBMISSION AND SELECTION PROCESS and elsewhere in the Request for Proposals;
- (b) That, in submitting this Proposal, the Proponent is not relying on any information or documents provided on behalf of MBJ other than the Documents as defined in the Request for Proposals;
- (c) That the Market Data and information and statements set out in Section 15.0 of the RFP are not warranted or guaranteed by MBJ and/or the Government of Jamaica. The Proponent further acknowledges and declares that it shall not make any claim or assert any hardship if actual experience is at variance with the said Market Data and information and statements.
- (d) That this Proposal is genuine and not collusive or made in the interest of or on behalf of any person not named herein;
- (e) That the Proponent has not, directly or indirectly, induced, or solicited any other Proponent to submit a sham proposal or any other person to refrain from submitting a proposal, and that the Proponent has not in any manner sought by collusion to secure for the Proponent or for any other person any advantage over any other Proponent.

PARTNERSHIPS/JOINT VENTURES

Name of Partnership/Joint Venture

By its Members:

(1) _____ (seal)
Name of Member

(2) _____ (seal)
Name of Member

(Each Partner or Joint Venturer to sign below – attach additional pages as necessary)

The Corporate Seal of

(Name of Corporation) was hereunto affixed in the presence of:

Signature _____

[illegible]

Signature _____

Name and Office

(C/S)

The Corporate Seal of

(Name of Corporation) was hereunto affixed in the presence of:

Signature _____

Name and Office

Signature _____

Name and Office

(C/S)

PROPRIETORSHIP

SIGNED, SEALED AND
DELIVERED in the presence of:

Signature of Witness

Address

[illegible]

Signature (seal)

Legal Name carrying on business
under the name and style:

Business Name

SCHEDULE 1

PROPOSAL FOR DEVELOPMENT & OPERATION OF A SERVICE STATION

1. The Proponent is submitting a Proposal for Location Land comprising an area of _____ square metres (_____) square feet and will operate the Concession under the following **Operating and/or Brand Name:**

Operating Name _____

and/or

Brand Name _____

2. The Proponent undertakes to operate the Concession **as a distinct and separate business entity** whose revenues, expenses and financial records/statements will be maintained independently and not combined or consolidated with any other entity or branch of the Proponent.
3. A detailed description of the Proponent's concept is provided hereunder.

**SCHEDULE 2
COMPANY PROFILE**

1. Please complete "1(a)" and either "(b)", "(c)" or "(d)", whichever is applicable.

(a) Name of the Company (full legal name):

Business or Operating Name:

Full Street Address:

Courier Address (if different):

Telephone: () _____

Fax: () _____

Email: _____

Contact Name:

Position:

(b) CORPORATION STATEMENT: (Only if Corporation, answer the following)

CORPORATIONS must provide a copy of their certificate of incorporation as part of their Proposal and Letter of Good Standing.

Year of Incorporation _____

Where Incorporated? _____

Address of Registered Office in Jamaica:

Please provide a breakdown of the ownership of the Corporation as follows:

Name

Address

Share %

How is the Corporation held:

() Privately () Publicly

(c) SOLE PROPRIETOR OR PARTNERSHIP STATEMENT:

() General Partnership () Limited Partnership () Sole Proprietor

Date and Place of Organization: _____

Name and Address of Sole Proprietor or Partners:

<u>Name</u>	<u>Address</u>	<u>Share %</u>
-------------	----------------	----------------

_____	_____	_____
_____	_____	_____
_____	_____	_____

(d) JOINT VENTURE STATEMENT: **(Only if Joint Venture, answer the following)**

Date and Place of Organization: _____

Is the Joint Venture:

() An un-incorporated association that is not a partnership
() A partnership

What is the purpose of the Joint Venture:

Name and Address of each party to the Joint Venture:

<u>Name</u>	<u>Address</u>	<u>% of Ownership</u>
-------------	----------------	-----------------------

_____	_____	_____
_____	_____	_____
_____	_____	_____

2. Indicate the number of personnel in the Company: _____

3. Attach Company Organization Chart

4. This Company is a subsidiary of _____
5. Companies subsidiary to this Company are _____
6. List relevant businesses or facilities operated by your company in the last five years. Highlight any specific experience in operating Service Station businesses or facilities. Also provide the following:
 - a) Facility or Airport name, location, address and square metre size of premises.
 - b) The actual gross sales generated by the concession each year.
7. List union affiliations and/or labour agreements to which the Company is signatory together with the expiry date for each agreement.

Attach additional pages as required.

**SCHEDULE 3
MARKETING AND PRICING**

(1) Overall Marketing Strategy

- a) Describe the marketing strategy Proponent will use in the promotion of the Proposed Service Station Concession with emphasis on obtaining maximum patronage and revenues.

(2) Pricing Philosophy

- a) Describe Proponent's overall pricing concept, including how initial prices will be determined, and philosophy including its plans for administering and maintaining the pricing programme. (Note: Proponents will be required to charge prices quoted in the proposal).

All concessionaires at the Airport are to operate under "Fair Pricing" regime. Fair pricing requires all prices to be consistent with comparable off-airport outlets for similar products and services found in Montego Bay.

Attach additional pages as required.

SCHEDULE 4

CUSTOMER SERVICE & QUALITY CONTROL AND MANAGEMENT & OPERATIONS PLAN

Include the performance measurement criteria and related programmes for each of the following areas:

1. Customer Service Programme:
 - a) Outline the customer service programme to be provided for the Concession, including a description of Proponent's specific approach to serving customers, along with any unique aspects of Proponent's customer service philosophy, including staff training.
 - b) Outline the programme the Proponent shall use to monitor customer levels of service and satisfaction.
2. Quality Control:
 - a) Outline the quality control programme that will be implemented for the Concession and how Proponent will ensure that quality controls are maintained and deficiencies addressed.
 - b) Provide information on quality monitoring programs that Proponent has implemented at other venues, including both descriptive information and sample evaluation forms from quality audits, performance standard evaluations or other similar programs.

Provide detailed description of the customer service and quality control programmes that will be developed, implemented and employed for the operation of the Proposed Concession.

Management and Operations Plan

Proponent shall submit sufficient information to allow MBJ to evaluate the Proponent's management structure, operations plan, and ability to carry out the plan. Your plan must include:

- a) An organizational chart which illustrates the reporting relationships of the local management team and list of all key personnel and description of the responsibilities and duties of each team member. Attach resumes for these individuals detailing qualifications, employment history and experience. If applicable, it should show the reporting relationship to the headquarters management. The staffing plan should show both the initial installation plan and ongoing program operations.
- b) Proponent shall also describe how MBJ may contact the concession personnel twenty-four (24) hours per day, 365 days per year.
- c) The staffing plan should include a work schedule showing opening and closing hours and staffing during operational hours.
- d) A service and maintenance plan for management of any automated equipment.
- e) A service and maintenance plan for the management of the facility, including ongoing building upkeep, maintenance and repair requirements, lawn maintenance, fuel leak monitoring, spill containment plan, etc.
- f) A detailed operations plan including, but not limited to, the proposed related services, number of fuel islands, types of fuel, hours of operation, etc.
- g) In the event Proponent intends to use subtenants to meet any of the requirements of the Agreement, Proponent shall provide the following information for each subcontractor Proponent intends to use: Company name, street address, telephone number, and a complete description of work to be done.

Proponent must also submit a plan for the operations of both fuel and food services components, including the proposed operational structure of each component. If a subcontracted manager for either fuel or food service operations is contemplated, please identify such and provide qualifications including a history of prior working relationships between the parties.

Proponent should include any incentive (including bulk purchase opportunities) and/or discount that would be available for Airport operation vehicles.

SCHEDULE 5

DESIGN, DEVELOPMENT AND CONSTRUCTION PLAN

The Development Plan should demonstrate an understanding of the site's opportunities and constraints, and a realistic, market based approach to development that meets MBJ's goals for the project. The Development Plan must include at a minimum, the following:

- a) The overall design concept for each component of the facility
 - Preliminary Dimensioned Space Plan and descriptive written narrative in support of the Proposal;
 - Concept Elevation Renderings showing perspective(s) or elevation(s) of the proposed structure design with signage;
- b) Specific details regarding related services proposed.
- c) How the Development Plan addresses each of MBJ's vision, goals and requirements addressed in this RFP, see Goals and Objectives above.
- d) Proposed development program – number of fuel pumps, types of fuel (including any alternative fuel), exterior lighting, square footage of all uses, number of food service operations, seating, parking, perimeter landscaping etc., and any other amenities or features.
- e) Proposed fuel station branding
- f) Proposed convenience store branding
- g) Proposed food and beverage brands or tenants
- h) Market overview supporting the proposed development program
- i) Existing conditions (e.g., infrastructure, utilities, external and internal access, topography), including those that may facilitate or impede development of the subject property
- j) Development of access road from Godfrey Dyer Boulevard (Sunset Boulevard) in accordance with the Airport's Master Plan
- k) Detailed description of the design / construction quality of the project
- l) Project Development Budget, including all off-site infrastructure required- Preliminary cost estimate l) Identification of funding sources and strategy associated with proposed site work, and on-and-off site infrastructure, including traffic improvements.

Proponent must include either an option for an adjacent convenience/ food and beverage retail component (either attached or detached from the main convenience store) or an explanation why such option is not feasible at the site or with the Proponent business philosophy.

Project Schedule

Proponent must submit a Project Schedule, detailing the duration (in number of months) and dates for key milestones beginning at Agreement execution (assume November 1, 2019) through completion of construction and opening for business. Proponent must identify the anticipated time required for all relevant governmental approvals. The Project Schedule must identify the anticipated dates and outside dates of conveyance for the project (as applicable), and timing of the commencement of payments to MBJ. The Project Schedule must address at a minimum, the following:

- a) Development plan preparation, review and approval by MBJ staff
- b) Other regulatory and governmental approvals and actions as necessary (zoning, site plan, etc.)
- c) Project financing and timeline showing how work will be completed and the Premises operational and ready for business on commencement date.
- d) Permitting process
- e) Project construction period
- f) Initial occupancy and opening

SITE PLAN & RENDERINGS

Proponent must submit a proposed conceptual site plan and building renderings as well as a description of land use for the project. The site plan and supporting graphics must portray the layout, the visual character of the proposal design, and the relationship to adjacent properties.

The plans must also include the following elements:

- a) Detailed plans for the construction of the Service Station and Convenience Store with a design program that provides for multi-fuel options, related services, building
- b) landscaping, customer and employee parking areas, privacy and/or security fencing, lighting, signage, etc.
- c) A detailed design concept for any alternative fuel related product(s) proposed.
- d) A detailed design concept for the inside of the Service Station and the Convenience Store
- e) Location and dimensions of paved surfaces and open space areas
- f) Location of existing and proposed dimensions of parking areas and drive aisles, driveways, curb cuts, easements and rights-of-way, walkways, using sound traffic design principles
- g) Location of utility connection points
- h) Location, specifications and renderings of on-and off-site signage
- i) Pictures or comparable artwork adequately depicting the appearance of the new facility, customer parking area and signage.

The Proponent shall submit detailed plans at concept stage, 50%, 75% and 100% that show how the spaces will be integrated into and enhance the overall surrounding community and airport atmosphere.

The Company is to conduct environmental assessments of the site to ensure suitability of the site for proposed use, to inform any actions required to mitigate any pre-existing environmental issues or environmental issues arising from the proposed development and to comply with NEPA requirements. The results are to be shared with the Airport.

Capital Investment

The Breakdown for the Premises must be provided below:

Proponents are required to submit concept plans for the Premises. The concept plans should be comprised of the following elements:

CAPITAL INVESTMENT BREAKDOWN

Design and Engineering: \$ _____

Construction: _____

Equipment: _____

SUBTOTAL: _____

Contingency: _____

TOTAL: _____

**SCHEDULE 6
STORAGE SPACE REQUIREMENT**

(1) — Does the Proponent have a need for and wish to License storage space?

Yes: _____

No: _____

(2) — Please indicate the amount of storage space that is required.

The Proponent wishes to License approximately _____ square meters (square feet) of storage space.

SCHEDULE 7
COVENANT/CREDIT-WORTHINESS/CO-COVENANTOR(S) & LETTER OF RECOMMENDATION

Credit-worthiness is one of the criteria for selection

One of the criteria that will be considered by MBJ in selecting the successful Proponent is the financial strength of the Proponent and any Co-Covenantor(s). Any Proposal may be eliminated from consideration based on these criteria.

Accordingly, Proponent is encouraged to:

- (a) Submit financial statements or other materials demonstrating the financial strength of the covenant represented by the Proponent; and
- (b) Identify Co-Covenantor(s), as provided for below.

Co-Covenantor(s)

To induce MBJ to select the Proponent, the undersigned agree(s) to be liable, jointly and severally with each other and the Proponent, for all obligations of the Proponent under the Form of Proposal submitted by the Proponent and under the Lease, and agree(s) to execute as a deed and deliver to MBJ the Co-Covenantor Agreement(s) in the form prescribed by MBJ at the same time as the Lease is to be executed and delivered to MBJ in the form prescribed by MBJ.

CO-COVENANTOR #1

Name of Co-Covenantor: _____

Address: _____

_____ Postal Code: _____

Telephone: _____ Fax: _____

Relationship to the Proponent: _____

EXECUTION:

Name of signatory
(if Co-Covenantor is a company): _____ Position: _____

Signature: _____ Date: _____

CO-COVENANTOR #1

Name of Co-Covenantor: _____

Address: _____

_____ Postal Code: _____

Telephone: _____ Fax: _____

Relationship to the Proponent: _____

EXECUTION:

Name of signatory
(if Co-Covenantor is a company): _____ Position: _____

Signature: _____ Date: _____

The Co-Covenantor(s) will be required to enter into a Co-Covenantor Agreement in a form prescribed by MBJ. A copy of MBJ's standard form Co-Covenantor Agreement is available upon request. The Co-Covenantor Agreement(s) must be executed as a deed and delivered to MBJ at the same time as the Lease is to be executed and delivered to MBJ. Failure to do so may be treated by MBJ as if the Proponent had failed to execute and deliver the Lease within the time prescribed in the Form of Proposal, and will give rise to the same rights and remedies to MBJ (see Section 4.0 of the Form of Proposal); but the Proponent will be and remain liable regardless.

LIST OF BUSINESS REFERENCES

Proponents must submit as part of the proposal, a list with no less than three (3) business references which may include but not limited to landlord, licensor or supplier.

SCHEDULE 8 FINANCIAL CAPABILITY AND EXPERIENCE

Proponents must clearly and unambiguously show that they have the financial capacity to successfully develop, maintain and operate a high quality Service Station that generates high returns for both the Proponent and the airport.

Proponent shall provide a description of its strategy for financing the project, including anticipated financing costs, discussion of the risks and benefits of the structure, all sources of debt and equity, and long term outlook for project's financial viability. Proponent should note that, upon expiration of the ground lease, all buildings and improvements contained in the ground lease area shall revert to MBJ. All proposals must address and demonstrate that any financing shall be secured only on the ground leasehold interest; there shall be no financing on MBJ's fee interest; and that the agreement shall present no cost or risk to MBJ.

1. Furnish a statement detailing Proponent's background, experience and qualifications. This should include the following:
 - Must have two (2) years continuous experience, within the last five (5) years, in the ownership, maintenance, management or operation of a service station and convenience store.
 - List relevant businesses or facilities operated by Proponent in the last five years. Also provide the following:
 - a) Facility or Airport name, location, address and square metre size of premises.
 - b) The actual gross sales generated by the concession each year.
2. Attach audited financial statements for the last three (3) years including Balance Sheet, Income Statement, Statement of Retained Earnings and Statement of Changes in Financial Position. Also please provide the following Annual Revenue by Year:

2018	_____
2017	_____
2016	_____

3. References

Provide a list of references, include: business name, contact person(s), business relationship/nature of reference, phone number and address (i.e. previous contracts, current contracts, previous and existing clients, etc.). In addition, provide the following references:

Financial References

- a) Bank
 - Names and Title of Contact Person
 - Telephone Number
- b) Other Accredited Credit Rating Agency
 - Name and Title of Contact Person
 - Telephone Number

- c) Insurance Company
Name and Title of Contact Person
Telephone Number

4. Industry Knowledge

Describe recent dynamics and trends in the retail industry and how the Proponent would apply its knowledge and experience to Sangster International Airport.

5. Provide any other information that supports Proponent's selection that may be beneficial to MBJ's review of this Proposal, including but not limited to experience and already planned development.

Attach additional pages as required.

**SCHEDULE 9
FINANCIAL PROPOSAL**

Annual Base Rent, Percentage Rate Bid

Please fill in the **Annual Base Rent**, that is offered in both written words and dollar amounts and Minimum Percentage Rate of Gross Sales to be added to the **Annual Base Rent**.

Note: The Annual Base Rent, for each period/year must be at least the greater of three percent (3.00%) more than the previous period/year's Annual Base Rent, or United States Consumer Price Index, and be stated in United States Dollars. The Annual Base Rent, offered in the following Schedule 9.1 cannot be less than the minimum rate per sq. ft. per annum shown in Table 11.2 of the Basic Terms of Lease in Part II Proposed Concessions - Terms.

Schedule 9.1

Period / Year	Annual Base Rent, in US\$ for the Period / Year <i>written words</i>	Dollar amounts in US\$	Percentage (%) Fee to be paid in addition to Annual Base Rent, ("ABR")
Year 1		\$	
Year 2		\$	
Year 3		\$	
Year 4		\$	
Year 5		\$	
Year 6		\$	
Year 7		\$	
Year 8		\$	
Year 9		\$	
Year 10		\$	
Year 11		\$	
Year 12		\$	
Year 13		\$	

FINANCIAL PROPOSAL cont:

Each Proponent shall prepare pro-forma statements covering a thirteen (13) year period for the Service Station Concession.

- a) **Project Pro Forma** - All financial models must be submitted to MBJ on a flash drive as well as hard copy. Proponent must provide a complete project pro forma model in a single Microsoft Excel file ("Proponent Pro Forma"). The Proponent Pro Forma must detail the development scope, project financing, operating projections and capital events. All Proponent Pro Forma must be dynamic with fully functioning linked formulas. MBJ may wish to perform sensitivity analyses on various assumptions within Proponent Pro Forma, therefore all formula should be properly linked to hard coded assumptions. The pro forma should include a cash flow statement detailing the pre-development, construction and operating period cash flows from project commencement through opening and stabilization on a monthly basis including but not limited to:
- development costs
 - payments to MBJ
 - Percentage Fees
 - Annual Base Rent
 - project funding
 - revenues
 - operating expenses
 - net operating income (NOI)
 - debt service proceeds from sale or refinancing
 - net cash flow available for distribution
 - return on equity
 - All fees and income that the Proponent, its partners and affiliates receive from the Services should be clearly shown.

Revenues shall be detailed by major product categories. Expenses shall be broken down into the following categories: Operating costs, merchandise, wages and salaries, interest, insurance, advertising, depreciation, other expenses (before fees and taxes).

All assumptions and key hypotheses supporting the financial projections should be stated. The financial projections should be based upon management's best estimates with respect to the likely future operating results. The forecasted figures must be reasonable and realistic.

Request for Proposals - Proposed Concession						
Financial Proposal – Pro Forma Statements						
<i>Numbers in thousands</i>	Period/ Year 1	Period/ Year 2	Period/ Year 3	Period/ Year 4	Period/ Year 5.....	Period/ Year 13
Location	\$	\$	\$	\$	\$	\$
Total Revenues	\$	\$	\$	\$	\$	\$
<u>Expenses</u>						
Operating Costs	\$	\$	\$	\$	\$	\$
Services	\$	\$	\$	\$	\$	\$
Wages & Salaries	\$	\$	\$	\$	\$	\$
Interest	\$	\$	\$	\$	\$	\$
Insurance	\$	\$	\$	\$	\$	\$
Advertising	\$	\$	\$	\$	\$	\$
Amortization	\$	\$	\$	\$	\$	\$

Other Expenses - Before
Minimum Fees Bid & Taxes

	\$	\$	\$	\$	\$	\$
Total Expenses	\$	\$	\$	\$	\$	\$

Net Profit - Before Annual Base Rent Bid & Taxes						
	\$	\$	\$	\$	\$	\$

b) **Projected Revenues to MBJ** - A projection of Percentage Rents, and **Annual Base Rent**, and any other payments to MBJ, projected forward on an annual basis for the initial term of the lease. All assumptions required to calculate these items shall be provided and substantiated.

**SCHEDULE 10
PROPOSAL CHECKLIST AND ACKNOWLEDGEMENT**

The Proponent is to submit the following checklist, required forms and written documents with its Proposal:

- ☐ **Cover Letter**
- ☐ **Bid Guarantee of US\$50,000.00**
- ☐ **Form of Proposal**

TECHNICAL PROPOSAL

- ☐ Schedule 1 - Proposal for Service Station Concession
- ☐ Schedule 2 - Company Profile
- ☐ Schedule 3 - Marketing, Pricing and Merchandising Plan
- ☐ Schedule 4 - Customer Service and Quality Control
- ☐ Schedule 5 - Design, Development and Construction Plan
- ☐ Schedule 6 - ~~Storage Space Requirements~~

FINANCIAL PROPOSAL

- ☐ Schedule 7 - Covenant / Credit-Worthiness / Co-Covenantor(s) & List of Business Reference
- ☐ Schedule 8 - Financial Proposal
 - ☐ Flash Drive
- ☐ Schedule 10 - Proposal Checklist and Acknowledgement

Date

Authorized Signatory

Authorized Signatory

NOTE: ONE ORIGINAL OF THE PROPOSAL MUST BE SUBMITTED along with information on flashdrive.

APPENDIX A
DRAFT LEASE

Please Note – the Draft Lease is included herewith as a Separate Document

APPENDIX B
AIRPORT PLAN LAYOUT

Please Note – the Licensee Airport Plan Layout is included herewith as a Separate Document

APPENDIX C (ii)

DRAWINGS SHOWING LOCATION OF SERVICE STATION PREMISES

Please Note – the Drawings are included herewith as a Separate Document

APPENDIX C (ii)

DRAWINGS SHOWING LOCATION OF AIRSIDE REFUELING PREMISES

Please Note – the Drawings are included herewith as a Separate Document

APPENDIX C (iii)

DRAWINGS SHOWING LOCATION OF ACCESS ROAD

Please Note – the Drawings are included herewith as a Separate Document

APPENDIX D
TOPOGRAPHIC SURVEY

Please Note – the Report is included herewith as a Separate Document