



**REQUEST FOR PROPOSALS  
FOR  
DESIGN, CONSTRUCTION AND OPERATION OF  
AN ON-SITE AIRPORT HOTEL AT  
LYNDEN PINDLING INTERNATIONAL AIRPORT**

**Release Date:**

January 21, 2019

**Pre-submission Meeting:**

February 21 or 22, 2019

10:00 a.m.

NAD Boardroom

Lynden Pindling International Airport

Nassau, The Bahamas

**RSVP** By February 18, 2019

**Deadline for Submission of Questions/Requests for Clarification:**

Submit all questions and requests for clarification in writing to: [LPIAAirportHotelRFP@nas.bs](mailto:LPIAAirportHotelRFP@nas.bs)  
no later than 3:00 p.m. on March 15, 2019

**Requests for Proposal Due Date:**

no later than 3:00 p.m. on May 24, 2019

**RFPs should be submitted to:**

Commercial Development

Attn: Mr. Dexter Bodie

Nassau Airport Development Company Limited

International Arrivals Terminal, 3<sup>rd</sup> Floor

Lynden Pindling International Airport

Windsor Field Road

Nassau, The Bahamas

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**Note: Due to airport security and other considerations certain appendices are only available to respondents by request and are not public documents. See section 6 page 11 of the RFP document.**

## SECTION 1 – GENERAL INFORMATION

### A. The Opportunity

Nassau Airport Development Company Limited (NAD) is seeking proposals from qualified hotel operators, developers or teams (hereafter referred to as the Respondent) interested in designing, financing, constructing, maintaining, and operating an Airport Hotel at Lynden Pindling International Airport (LPIA) in Nassau, The Bahamas. The Airport Hotel will be located on a site north-east, and within walking distance, of the current US Departures Terminal building.

It is NAD's intent that this Request for Proposal (RFP) process will result in a Lease<sup>1</sup> with the successful Respondent approved by NAD, subject to the terms and conditions of the Lease (see Section 2 and Appendix 5 for basic terms of the Lease).

This RFP provides specific instructions regarding proposal format and other requirements. Pertinent data about LPIA and the hotel site are also included.<sup>2</sup> Exhibit E of the RFP outlines other administrative requirements and conditions pertaining to this RFP.

#### **NAD's Objectives are as follows:**

1. To enhance LPIA with an internationally branded, full-service, three-star or higher rated Airport Hotel adjacent to the existing terminal buildings;
2. To have an Airport Hotel which may ideally include meeting spaces with conferencing technology, a restaurant, as well as conveniences expected by airport patrons (such as room service or 24-hour food and beverage access, a fitness center, a sundries store and laundry facilities);
3. To have an Airport Hotel that serves as a gateway feature for LPIA, with an architectural expression and/or theme consistent with, and enhancing the architecture of the terminal buildings;
4. To maximize revenues to NAD; and
5. To include the utilization of alternative sources of energy to power the facility.<sup>3</sup>

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<sup>1</sup> Technically the document will be a sublease between NAD and Lessee but for purposes of this RFP, the term used will be Lease.

<sup>2</sup> **DISCLAIMER: TO ASSIST RESPONDENTS IN DEVELOPING A SUBMISSION, NAD HAS INCLUDED IN THIS DOCUMENT CERTAIN INFORMATION. NAD SHALL NOT BE RESPONSIBLE OR LIABLE FOR THE ACCURACY OF SUCH INFORMATION OR FACTS, CONCLUSIONS, OPINIONS CONTAINED THEREIN. RESPONDENTS ARE ENCOURAGED TO SEEK INDEPENDENT ADVICE IN PREPARING THEIR SUBMISSION.**

<sup>3</sup> NAD strives for highly energy efficient design and operation of LPIA facilities as stalwart stewards of the environment, and for fiscal responsibility. Energy costs are a significant component of operations in The Bahamas, including but not limited to airports, hotels, transportation, and other components related to the tourist industry. NAD encourages all Respondents to educate themselves on energy costs in The Bahamas to understand the necessity for alternative energy generation for commercial operations.

## **B. Background Information**

### **The Bahamas**

The Bahamas has a population of approximately 350,000 (based on 2010 Census), spread over a 1,000-mile-long archipelago of more than 700 islands and cays. The population is concentrated in the country's capital, Nassau, and Paradise Island, with approximately 246,000 living in those areas. The remainder of the population is dispersed over 30 islands. The Bahamas is a major year-round international tourist destination, with some six (6) million tourists visiting the islands each year via air and sea. Census projections for 2020 have the population at approximately 390,000 with 285,000 living in Nassau (source: Bahamas Government Statistics).

### **Lynden Pindling International Airport - Nassau**

As the primary international gateway to The Bahamas, LPIA is the fourth busiest airport in the Caribbean. Named for Sir Lynden Pindling, the first Prime Minister of The Commonwealth of The Bahamas, the airport sits just 10 miles west of the capital city of Nassau and a short drive from some of the finest resorts and hotels in the world. Services include scheduled and charter flights to the United States, Canada, Europe, Latin America, the Caribbean and the majority of the neighboring islands in The Bahamas (23). In 2018 LPIA handled more than 146,000 aircraft takeoffs and landings.

LPIA primarily serves the tourist market, with around 67 percent of its traffic originating in, or destined for, North America. Other international destinations, including the United Kingdom and the Caribbean, account for approximately 11 percent while a further 22 percent serve the Bahamian Family Islands. LPIA serves as a hub airport for the neighboring islands in The Bahamas and a key transit point for travelers going to and from the various Family Islands.

Currently, 21 commercial air carriers provide scheduled and charter service to 55 domestic, transborder (US) and international destinations (see Appendix 1 for a list of carriers and destinations).

## **Nassau Airport Development Company Limited**

NAD is a Bahamian company owned by the Government of The Bahamas and operated by Vantage Airport Group, a Canadian airport development and management firm. In April 2007 NAD signed a 30-year Lease with the government to manage and operate LPIA on a commercial basis while providing Bahamians with opportunities for business and investment. In 2019, the Lease was extended a further 20 years to 2057.

NAD is responsible for the majority of LPIA's infrastructure including parking lots, terminals, runways and taxiways, and all revenue-generating and commercial development projects. Responsibility for airport security, aircraft rescue and firefighting fall under the purview of the Airport Authority. As a private company, NAD receives no government guarantees or grants and is a self-sustaining commercial entity based on international best practices.

NAD Vision:

No Ordinary Airport: Exceptional Service, Motivated People, Uniquely Bahamian

NAD Mission Statement:

To operate a safe, region-leading airport focused on offering quality customer experiences, while incorporating our local sense of place, embracing diverse commercial opportunities and investing in the continued development of our team members.

## **Airport Development**

In its 11+ years of operating LPIA, NAD has invested some \$410 million to transform the airport into a world-class, award-winning airport. A five (5)-year, three (3)-phased capital expansion plan saw the development of a new US Departures and Arrivals Terminal, and a new combined Domestic & International Terminal, with each project delivered on time and on budget. Additional projects have upgraded LPIA's parking amenities, baggage system and commercial offerings to enhance the overall passenger experience.

## **Commercial Program**

Under NAD's operation, LPIA's commercial program has transformed into a well-appointed, exciting and memorable shopping and dining experience for visitors to The Bahamas. Incorporating a local sense of place through uniquely Bahamian art, architecture and design elements; the airport offers a range of options for travelers. Driving non-aeronautical revenue through amenities for shopping, dining and relaxing (such as an Airport Hotel) is an important focus for NAD.

**Enplaning and Deplaning Traffic Numbers**

Departing passenger traffic numbers by sector for the most recent calendar year are outlined below; for historical passenger numbers from 2007 through 2018, see Appendix 2.

Arriving and Departing Passenger Traffic Calendar Year 2018	
Domestic Passengers	800,820
International Passengers	420,480
US Passengers	2,471,850
<b>TOTAL:</b>	<b>3,693,150</b>

**Passenger Demographic Information**

This information was collected via surveys conducted by Bahamas Ministry of Tourism and NAD passenger survey conducted in August 2018.

- Gender Split: Female 55% / Male 45%
- Average Age: 40.2 years
- Gross Annual Income: \$115,000.00 USD

**LPIA Passenger Traffic Forecast – See Appendix 3**

**Existing Infrastructure at LPIA – See Appendix 4**

## SECTION 2 – ANTICIPATED LEASE

NAD intends to enter into a Lease with the successful Respondent (Lessee) substantially similar to the Lease document to be included as part of this RFP. The Lease sets forth, among other things:

- (a) the obligations of the Lessee, including the design, construction, phasing, financing, operation and maintenance of the Airport Hotel;
- (b) requirements for coordination between the Lessee and NAD during both the design, construction and operation periods;
- (c) requirements for coordination with NAD regarding any adjacent NAD projects;
- (d) financial payments due to NAD during the term of the Lease; and
- (e) preliminary and basic business terms as well as standard NAD provisions.

See Appendix 5 for **Basic Terms of the Lease** that include a base rent for land and a percentage rent component along with other terms.

### SECTION 3 – AIRPORT HOTEL SITE DESCRIPTION AND TECHNICAL DESIGN REQUIREMENTS

The Airport Hotel site is located on the LPIA property, north-east of the existing US Departures Terminal building, and provides approximately four and six-tenths (4.680) acres of land for development of the Airport Hotel facility. In addition, after award of the Lease to the Lessee, NAD may be willing to enter into a license agreement with the Lessee for additional surface parking to accommodate the Airport Hotel employees and guests.

Figure 1 illustrates the proposed site for the Airport Hotel and the existing roadway configuration. The proposed site is located at the junction of John F. Kennedy Drive and the main airport exit road between roundabouts one and two.

Appendix 6 provides a detailed survey drawing and information on the site.

See Appendix 7 for information on the technical requirements for the design and development of an Airport Hotel on the site.

**FIGURE 1 – Airport Hotel Site Location**





## SECTION 4 – RESPONDENT TEAM STRUCTURE

### **A. Respondent Entity**

NAD does not intend to limit the type of entity that may pursue the project opportunity. NAD recognizes that it is common to create special-purpose entities for development projects such as this. The Respondent need not have all the required skills and experience in-house but may assemble a team to fill any skills gaps.

The Respondent team may be assembled in a variety of ways, including through contracting, partnering, joint venturing, etc. NAD does not intend to place any limits on who takes the lead role for the Respondent. The Respondent should be the submitting party and legal entity that will execute the Lease. The Respondent may be a newly created entity for the purpose of submitting on this opportunity.

The Respondent and its entire team will be evaluated and scored for the proposal evaluation. Thus, the Respondent must provide documentation, in a form acceptable to NAD, to show team members are committed to the project for the appropriate time period their expertise is needed for the project. NAD will determine, in its sole discretion, if the documentation and team member's participation time period is sufficient, based on the team members' expertise and the project requirements.

### **B. Changes in Members and Key Personnel**

Following RFP submission, the following actions may not be undertaken by a Respondent without NAD's prior written consent, which may be withheld at NAD's sole discretion:

- Deletion, substitution or change in the composition of any team member identified in the RFP response or a change in the role or scope of work of a team member;
- Deletion or substitution of key personnel or a change in the role or position of such key personnel; and
- Deletion or substitution of a Guarantor or any other entity that will bear financial responsibility or provide credit or other support for the performance of the respondent.

Should any of the above actions occur, NAD's written consent must be promptly requested, and NAD must be provided with enough details of the proposed change (including, among

other things, the information that is required in this RFP) to facilitate NAD's consideration thereof. NAD may accept, reject, or seek additional information at its sole discretion. Regarding the Respondent, NAD will base its decision on whether the Respondent still meets the minimum criteria contained in this RFP and whether NAD would still have selected the Respondent if the change had occurred before submission of the RFP response.

**C. Guarantor(s)**

Respondents who qualified based on the support of one or more Guarantor(s) must maintain such support throughout the RFP process and through the designated performance security time periods as provided in the Lease. Full execution of the Lease will be dependent upon the Guarantor(s) executing a Guarantee of Performance Agreement similar to the one to be sent as Exhibit G, which will become a part of the Lease.

## SECTION 5 – MANDATORY QUALIFICATIONS

In order to be considered for award of the Lease, the following requirements (Mandatory Qualifications) must be met by the Respondent, their Guarantors (if any) and team members in their respective areas. As used in this RFP “team members” includes all entities participating in the design, development, financing, construction, management/operations, and maintenance of the Airport Hotel.

If the Respondent is a newly formed business entity or otherwise fails to meet all Mandatory Qualifications, it will provide information to NAD concerning another entity (e.g., a parent firm) together with which all Mandatory Qualifications are met. In addition, such entity (Guarantor) will execute a Guarantee of Performance Agreement (to be sent as Exhibit G) substantively binding itself to perform the Lease and correct the selected Lessee’s failure(s) to perform.

It is incumbent upon the Respondent to submit all relevant information to ensure that NAD can determine whether the Mandatory Qualifications set forth in this RFP are met. Respondents must describe in a comprehensive manner how they meet or exceed the Mandatory Qualifications described below.

- (a) Within the past 15 years, Respondent or Guarantor (if any) or any team member must have a minimum of 10 years experience in designing, developing, financing and constructing an internationally branded or independent, full-service hotel or similar project.
- (b) Respondent or Guarantor (if any) and/or its hotel operator must have a minimum of 10 years experience managing and operating an internationally branded or independent, full-service hotel.
- (c) Respondent, including all team members and Guarantor (if any) must not be currently barred, disqualified or suspended from participating in, or bidding on airport contracts or programs. If Respondent and Guarantor (if any) have any affiliation with NAD, both the Respondent and Guarantor (if any) must be in good standing with NAD. No proposal will be accepted from, or agreement awarded to, any Respondent which has any team member or Guarantor that is a person, firm, or corporation that is in arrears with or is in default of its obligations to NAD under any agreement or arrangement. Additionally, no agreement will be awarded to a Respondent which has any person, firm, corporation or Guarantor that has failed to perform on any prior contract or Lease with NAD.

(d) If a Respondent submitting an RFP response is a joint venture, partnership, company or corporation, the entity holding a controlling interest in the joint venture, partnership, company or corporation (e.g. majority-voting rights in company decisions) must meet all the Mandatory Qualifications in order to be considered for award of the Lease.

Alternatively, if the Respondent is depending on a subcontractor's experience to meet the Mandatory Qualifications, the Respondent must submit sufficient documentation, to the satisfaction of NAD, to show that the subcontractor is obligated to the Respondent for the time period, during which its expertise is needed to fulfill the Mandatory Qualifications.

If the Respondent fails to meet the Mandatory Qualifications above, NAD will find the Respondent's RFP response to be unacceptable, resulting in NAD's rejection of the RFP response.

### **Respondent and Team Members Registration**

**Registration is mandatory.** The Respondent and its team members are required to register prior to the Mandatory Pre-submission Meeting by submitting the following information to [LPIAAirportHotelRFP@nas.bs](mailto:LPIAAirportHotelRFP@nas.bs):

- Entity name
- Representative name
- Representative title
- Contact information, including street address, office telephone number and e-mail address
- Entity's area of expertise (e.g., hotel management, design, etc.)
- Entity's number of employees

Given the airport security and other implications around some information within the RFP document, the receipt of some appendices will require a non-disclosure agreement (see Exhibit F) which must be executed by a duly authorized representative of the Respondent and returned to NAD. Upon receipt of the executed non-disclosure agreement, NAD will issue the appendices required to submit an RFP response to NAD.

The Respondent is required to register by February 18, 2019, unless extended by NAD at its sole discretion. If the Respondent fails to register, the Respondent will not be able to receive pertinent information regarding the RFP and other notifications, which will only be released electronically.

#### **A. Pre-submission Meeting and Site Visit**

NAD anticipates convening a Mandatory Pre-submission Meeting on the date, time and place set forth on the cover page to provide information regarding the RFP and proposed hotel site.

Airport representatives will be available to answer questions related to the RFP process. Technical questions provided in advance of the Mandatory Pre-submission Meeting may be answered in writing and distributed to all Respondents as an addendum to the RFP document at the meeting. All questions and requests for clarification should be submitted to [LPIAAirportHotelRFP@nas.bs](mailto:LPIAAirportHotelRFP@nas.bs).

**Since Respondent teams need not be formed prior to the Mandatory Pre-submission Meeting, at least one (1) but no more than two (2) representatives from any one (1) company desiring to be on, but not a member of a Respondent Team, must attend the meeting.**

**Respondents with complete and defined teams may have no more than six (6) representatives from that team attend the Mandatory Pre-submission Meeting. The names and dates of birth of all attendees must be submitted to NAD, at the time of registration, for airport security clearances.**

Respondents are required to **RSVP** to attend the Mandatory Pre-submission Meeting and advise the names and dates of birth of their attendees no later **than Monday, February 18, 2019 at 4:00 p.m. EST** via email: [LPIAAirportHotelRFP@nas.bs](mailto:LPIAAirportHotelRFP@nas.bs).

Any clarifications or changes in the RFP requirements or Lease that result from the Mandatory Pre-submission Meeting will be made by written addendum to this RFP.

NAD is not responsible for any explanation, clarification, interpretation or approval made or given in any manner except by written addendum to the RFP. Any addenda so issued are to be considered a part of this RFP document and must be acknowledged in the RFP response.

## **B. Site Tour**

NAD will provide a site tour of the Airport Hotel development area immediately following the Mandatory Pre-submission Meeting.

## **C. RFP Response Submission Generally**

Respondents must prepare and submit an RFP response that meets the requirements of this RFP. **All deadlines for questions and RFP response submittal will be strictly adhered to – no exceptions;** mailing and shipping times should be considered accordingly, NAD will not be responsible for any delays.

Any clarification, interpretation or change to the RFP and/or Lease documents by NAD will be made by written addendum. NAD is not responsible for any explanation, clarification, interpretation, or approval made or given in any manner except by written addendum.

If there is a difference between an answer provided at the Mandatory Pre-submission Meeting and a written statement in the RFP (including any addenda issued) the RFP will govern. A copy

of each addendum will be e-mailed to every registered Respondent; however, **each Respondent is responsible for monitoring the LPIA website and data room page, <http://nassaulpia.com/LPIA-Airport-Hotel-RFP-2019>, for any addendum or other information required for RFP response submittal.** Any addendum so issued will be considered a part of this RFP document.

NAD will review and evaluate the RFP response pursuant to the process set forth in Section 7 and Appendix 8 of this RFP.

## SECTION 7 – RFP EVALUATION

### **A. Evaluation Process Overview**

NAD's evaluation of each RFP response will be based on the following:

- (a) A review of administrative requirements and RFP responsiveness; and
- (b) Evaluation of scored criteria.

Evaluations of RFP responses are subject to the sole discretion of NAD. NAD will appoint an evaluation panel to review and evaluate the RFP responses using the scored criteria described in Appendix 8. The evaluation panel may seek assistance from external advisors. NAD may hold interviews with some or all of the Respondents at the request of the evaluation panel. RFP responses will be scored and ranked by each member of the evaluation panel.

Respondents are liable for all errors and omissions in the RFP response. Respondents will not be allowed to alter RFP response documents after the RFP due date unless approved by NAD in writing. As part of the RFP evaluation process, NAD may consider information in the RFP responses, reference checks, interviews with Respondents, past performance on NAD projects, and publicly available information.

In addition, NAD reserves the right, at any time following submission of an RFP response, to request additional information or clarification from a Respondent regarding its RFP response or to request that a Respondent verify or certify certain details.

### **B. Responsiveness and Responsibility Review**

The Respondent's RFP response should be specific and should not include general background and marketing materials. Each RFP response will be reviewed (i) for responsiveness to the requirements set forth in this RFP, (ii) to determine if the RFP response is complete, (iii) for adherence to the RFP instructions regarding organization and format, and (iv) for minor informalities, irregularities and apparent clerical mistakes unrelated to the substantive content of the RFP response. The Respondent's failure to comply with all of the instructions contained in the RFP may result in the submission being deemed not responsive.

### **C. Interviews**

NAD reserves the right to conduct interviews to allow Respondent the opportunity to clarify and expand upon aspects of their RFP. Interviews also give NAD the opportunity to evaluate



key personnel and discuss and clarify RFPs. Respondents(s) (either all or a shortlist) may be subsequently re-interviewed for final evaluation.

The evaluation panel reserves the right to interview only a shortlist of Respondents or to select the successful Respondent without conducting interviews.

## SECTION 8 – INSTRUCTIONS TO RESPONDENTS

### A. General Instructions

Respondents should thoroughly and carefully read, review and understand this RFP, including all appendices, attachments, exhibits and any addenda to this RFP issued by NAD. Respondents should submit an RFP response in accordance with the instructions given. RFP responses that do not adhere to instructions may be set aside and not evaluated. The RFP response should be prepared as specified herein regarding form, content and sequence.

NAD must receive delivery of the Respondent's RFP response at the address specified on the cover page of this RFP no later than the date and time specified on such cover page (the Submission Deadline). Any RFP received at the wrong location or after the exact deadline specified for receipt will not be considered. NAD will not be responsible for delays in delivery caused by weather, difficulties experienced by couriers or delivery services, misrouting of packages by courier or delivery services, improper, incorrect, or incomplete addressing of deliveries and other occurrences beyond the control of NAD.

Each Respondent must submit the RFP Checklist found in Exhibit A, one (1) original and eight (8) copies of the RFP response. The original must be marked "Original" on its front page or cover. The original and copies should be enclosed in a single sealed package, with the name and address of the Respondent in the upper left-hand corner, and marked, "Request for Proposal – Lease at Lynden Pindling International Airport for an Airport Hotel".

Each copy of the RFP response must be printed double-sided on 8½" x 11" paper, with a standard Arial font no less than 12 pts in size and contained in a 3-ring binder with tabbed dividers corresponding to the numbers delineating each section as described in Section E below. Each side will count as one page for page limit purposes. Respondents must also provide a complete electronic copy of the RFP response as an Adobe Portable Document Format (PDF) file on a flash drive.

Respondents should not submit any additional audio or video materials as part of their RFP response. Where page limits are set, failure to follow guidelines may prevent an RFP response from being fully evaluated. Supplemental information may be included where indicated as part of a clearly marked appendix. Materials in an appendix will not count as part of the RFP response and NAD will review these materials at its sole discretion.

## **B. Proposal Deposit**

No RFP response will be considered unless accompanied by a proposal deposit. The amount of the proposal deposit is fifty thousand dollars and zero cents (\$50,000.00), and must be provided in the form of one (1) of the following payable to Nassau Airport Development Company:

- (a) A certified check
- (b) A cashier's check
- (c) Wire transfer to NAD

No interest will be paid to Respondents on proposal deposits. A copy of the proposal deposit must be included in the RFP response. Wire transfer information to be provided upon request.

The successful Respondent's proposal deposit will be held to guarantee execution of the Lease and delivery of the security deposit required under the Lease. The proposal deposit of the successful Respondent will be retained by NAD as liquidated damages if the successful Respondent fails to execute the Lease within thirty (30) days of notification of NAD's intent to award, or if the successful Respondent fails to deliver the required security deposit as per the Lease. The damages resulting from failure to enter into an executed Lease are difficult to ascertain, and the entire sum of the proposal deposit is a reasonable estimate of these damages.

The proposal deposits of unsuccessful Respondents will be returned to them.

## **C. Submission of Questions**

All questions regarding this RFP should be clearly presented in writing and transmitted by email to [LPIAAirportHotelRFP@nas.bs](mailto:LPIAAirportHotelRFP@nas.bs). The deadline for submission of questions is provided on the cover page of this RFP. Responses to written questions, corrections and clarifications to the RFP will be made in writing, posted on LPIA's password protected RFP web page/data room at <http://nassaulpia.com/LPIA-Airport-Hotel-RFP-2019> and made available to all prospective Respondents in the form of an RFP addendum.

Respondents may only rely upon written or digital information provided by NAD. Respondents should not rely upon, and NAD is not responsible for, any oral information or instructions provided in reference to the RFP. Respondents may not attempt to contact members of NAD staff or anyone associated with the implementation of the RFP to discuss or ask questions about the contents of the RFP, other than in writing as provided above. Improper contact with NAD personnel or others may result in disqualification of the Respondent.

#### **D. Validity of RFP Response**

In submitting the RFP response, the Respondent agrees the proposal will remain valid for 180 days after the deadline for submission of RFP responses and may be extended beyond that time by mutual agreement of both NAD and the Respondent.

#### **E. Instructions for the RFP Submittal**

Responses to the requests in this section should be answered in full, numbered consecutively, and with all requested information enclosed and all listed page limits and sizes honored. See Appendix 9 for details. Each Respondent should, consistent with applicable page limits, provide as much information as necessary to properly convey their ideas, and where applicable, provide any relevant additional information in an appendix.

RFP responses must consist of the following sections in the sequence shown below. A set of tabs to identify each part of the RFP response should be inserted to facilitate quick reference. Where page limits are set, failure to follow guidelines may prevent the RFP response from being fully evaluated, or the RFP response being removed from further consideration.

Please use the following outline for your RFP response. **Please note that important explanations and page limits for each section of the RFP response are located in Appendix 9 of this document.**

<b>TAB NUMBER</b>	<b>SECTION TITLE</b>
1.	Table of Contents
2.	Cover Letter
3.	Executive Summary
4.	Representative Projects
5.	Business References
6.	Construction Qualifications & Experience
7.	Hotel Management Qualifications & Experience
8.	Financial Capability
9.	Capital Investment
10.	Schematic Design & Space Planning
11.	Construction Plan & Traffic Management Plan
12.	Local Participation
13.	Operations & Maintenance Plan
14.	Financial Return to NAD

To Request Document Appendices please email  
[LPIAAirportHotelRFP@nas.bs](mailto:LPIAAirportHotelRFP@nas.bs).

**Note: Due to airport security and other considerations certain appendices are only available to respondents by request and are not public documents.**