

## **Lease Group 3 CEP Evaluation Form**

### **Please:**

Input the **Package Name** exactly as it appears on its Share Point folder

Input **Respondent Name** as the Respondent Company **not** Name of Concept

Fill in all possible fields

Please add "none" or "nothing" so it is understood when there are no comments

Many thanks for your efforts.

**Evaluation Form for Seattle-Tacoma International Airport  
Airport Dining and Retail Program  
Competitive Evaluation Process – Lease Group Three Package:**

Name of Respondent Company

Name of Evaluator

## Evaluation Criteria

**I. Background, Experience and Financial Capability (20 points)** – When evaluating the background, experience and financial capability portion of the response, the following information should be considered:

**A maximum of five pages is allowed for this section, not including financial statements noted below.**

The company must demonstrate stability, experience and expertise in operating a business similar to that proposed in a challenging environment. The company must demonstrate that it has the financial capacity to fulfill the commitments of an Agreement with the Port. Information submitted in response to this section must include a narrative for each of the following items:

- Identify and substantiate the sources and amounts of funding to be used for tenant improvements and working capital.
- Indicate the number of full-time and part-time employees, if applicable, both currently and over the past twelve months. If this is a new entity, please provide employee information for the current operations of the owners/partners.
- Include a brief history of the business.
- Note any changes in company name(s) and ownership structure(s) and any other names under which the company has been doing business.
- List any judgments or lawsuits currently pending or any lawsuit filed against or judgment offered against you or the company within the last ten (10) years.
- List any lawsuits filed by you or the company in the last ten (10) years.
- Note if you have ever declared bankruptcy, filed a petition in any bankruptcy court, filed for protection from creditors in bankruptcy court, been named as a defendant in any legal proceedings, or had involuntary proceedings filed in bankruptcy court and the status of each occurrence.
- Whether you currently operate a business covered by City of SeaTac Proposition 1 (Prop 1). (Yes or No).
  1. If the answer to the prior question is “Yes”, please state whether you have provided your employees with wages and benefits that met or exceeded the requirements of Prop 1 since January 1, 2014.
  2. If the answer to the prior question is “No”, please state whether you have addressed or otherwise reserved for such amounts extending back to January 1, 2014.
  3. If the answer to the prior question is “Yes”, please explain how. If you have not addressed or otherwise reserved for such amounts extending back to January, 2014, please explain why you do not expect to be liable for those amounts.
- Explain in detail the company’s food service, retail and/or service operating experience.
  1. Number of years of relevant experience operating in a mall, downtown, airport, or other high-traffic location.

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2. Number of locations currently in operation and specific experience with the offered concept, if any.  
Number of Locations:
  
3. Descriptions of up to three (3) current operations most relevant to those included in this submittal. For these relevant operations, list the square footage, gross sales for the last three years, sales per square foot, Enplanements for those years (if an airport property), average sales per transaction, guaranteed rent or base rent (if applicable), percentage rent (if applicable), actual rent paid, term of lease (including commencement and expiration dates), capital investment (broken down into initial build-out and refurbishments, if applicable) and photographs (if available). Include a description of any operational challenges, including logistics, seasonal business swings, employee retention and any others deemed appropriate.
  - Names, addresses and telephone numbers of the current landlords or property managers for each of these operations who will be familiar with the day-to-day operations.
  - Provide balance sheet and income statements for the last three (3) fiscal years prepared in accordance with generally accepted accounting principles (GAAP). If the company is a newly-formed organization, the respondent company must include a certified statement of the names of the officers of the organization to be formed, the principal occupation of all members of the new organization's Board, and certified statements of the net worth of the prime participants in the organization.

To assist with your evaluation of financial capability, a summary of key financial ratios for the respondent company **has been prepared by the Port's concession consultant and will be provided to you.**

**Information Missing from the Proposal for the Background, Experience and Financial Capability Section**

**Evaluation Form for Seattle-Tacoma International Airport  
Airport Dining and Retail Program  
Competitive Evaluation Process – Lease Group Three Package:**

**Detailed Notes Regarding Strengths of the Background, Experience and Financial Capability Section  
Supporting Scoring**

**Detailed Notes Regarding Weaknesses of the Background, Experience and Financial Capability  
Section Supporting Scoring**

**Questions**

**Evaluation of Background, Experience and Financial Capability Section**

Evaluator's Score = (Maximum 20 Points)

- Outstanding** (meets all requirements and exceeds many) 17-20 points
- Very Good** (meets most or all requirements and exceeds some) 13-16 points
- Good** (meets most or all requirements) 9-12 points
- Fair** (meets some requirements) 5-8 points
- Poor** (fails to meet most requirements) 0-4 points

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**II. Concept Development (25 Points)** – When evaluating the concept development portion of the response, the following information should be considered:

**A maximum of five pages per concept is allowed for this section, not including menus.**

The response should demonstrate the ability of the concept (or concepts) proposed to meet or exceed the expectations described for the unit or units. The Airport is a competitive environment for customer spending; therefore, the ability to attract business hinges on developing a concept with broad and lasting customer appeal.

Information submitted in response to this section must include a narrative description of the following:

1. Provide details of the restaurant or retail concept proposed, including the name of the proposed store name/ concept, whether it would be a franchised/licensed operation, and the rationale for its selection for the Seattle-area market. Fully explain why you believe this concept will be successful at Sea-Tac. Provide this information for every location, if concepts differ.
2. Provide a merchandise/menu/services list, including proposed pricing. All prices must adhere to the airport's Pricing Policy, which is referenced as Exhibit D of the draft lease document. Submittals should also include selections specifically oriented to and priced for children. Please include menu items to address dietary restrictions, which may include gluten-free, vegetarian, and vegan. In developing menus, a majority of the selections should be able to be prepared in a short amount of time to accommodate the traveling customers.
3. Provide franchise and/or license authorization letters for any franchised or licensed concepts in the submittal. (Not included in the five page limit.)

**Information Missing from the Proposal for the Concept Development Section**

**Evaluation Form for Seattle-Tacoma International Airport  
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**Detailed Notes Regarding Strengths of the Concept Development Section Supporting Scoring**

**Detailed Notes Regarding Weaknesses of the Concept Development Section Supporting Scoring**

**Questions**

**Evaluation of Concept Development Section**

Evaluator's Score = (Maximum 25 Points)

**Outstanding** (meets all requirements and exceeds many) 21-25 points

**Very Good** (meets most or all requirements and exceeds some) 16-20 points

**Good** (meets most or all requirements) 11-15 points

**Fair** (meets some requirements) 6-10 points

**Poor** (fails to meet most requirements) 0-5 points

**Evaluation Form for Seattle-Tacoma International Airport  
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**III. Unit Design, Materials and Capital Investment (25 Points)** – When evaluating the unit design, materials and capital investment portion of the response, the following information should be considered:

**A maximum of five pages is allowed for this section, not including renderings, photographs, and floor plans.**

The response should demonstrate and describe the quality of unit design, efficient use of space, selection of appealing and durable materials (including sustainable materials) and its' relation to the Pacific Northwest sense of place, as well as the reasonableness of the proposed capital investment in the unit(s).

When evaluating the unit design, materials and capital investment portion of the response, the points should be broken down into two categories:

**15 points: Unit Design and Materials**

- Describe the design (materials, floor plan, number of seats if applicable) of the unit or units, **including a rendering or photograph of the proposed dining, retail or service concept and a floor plan of the unit.** Please be sure to stay within the lease lines shown in the lease outline drawing provided and do not add space that is outside of the lease line. Please include photographs of an existing location if it is of the same concept being proposed. Renderings or photographs and floor plans may not exceed 11" by 17" and must be contained in the three-ring binder. Please note any unusual utility requirements.
- Provide information about environmental sustainability considerations planned for the design and build-out of the unit(s), such as materials procurement and other sustainable practices.

**10 Points: Capital Investment**

- Identify the minimum capital investment (per square foot and total) that will be made to build out the unit(s) (not including the cost of initial inventory), along with a separate figure for the minimum investment per square foot that will be invested for the midterm refurbishment of the unit(s), using the form in **Exhibit 6**. The midterm refurbishment amount shall be a minimum of fifteen percent of the initial capital investment per the Agreement.

The points for the capital investment will be allocated as follows: The minimum initial capital investment and the minimum refurbishment investment should be combined and evaluated for a maximum of 10 points. The highest combined capital investment among respondents for this package (initial plus refurbishment) is awarded the maximum number of points. All other offers are given prorated scores based upon the ratio of the lower capital investments to the highest capital investment. Offerors proposing the same combined capital investment amount would receive the same number of points.

**To assist with your evaluation, the score for Capital Investment for the respondent company will be calculated by the Port's concession consultant and provided to you.**

**Evaluation Form for Seattle-Tacoma International Airport  
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**Information Missing from the Proposal for the Unit Design, Materials and Capital Investment Section**

**Detailed Notes Regarding Strengths of the Unit Design, Materials and Capital Investment Section  
Supporting Scoring**

**Detailed Notes Regarding Weaknesses of the Unit Design, Materials and Capital Investment Section  
Supporting Scoring**

**Evaluation Form for Seattle-Tacoma International Airport  
Airport Dining and Retail Program  
Competitive Evaluation Process – Lease Group Three Package:**

**Questions**

**Evaluation of Unit Design, Materials and Capital Investment Section**

Evaluator's Total Score = (Maximum 25 Points)

**Unit Design and Materials (Maximum of 15 points):**

**Outstanding** (meets all requirements and exceeds many) 13-15 points

**Very Good** (meets most or all requirements and exceeds some) 9-12 points

**Good** (meets most or all requirements) 6-8 points

**Fair** (meets some requirements) 3-5 points

**Poor** (fails to meet most requirements) 0-2 points

**Capital Investment (Maximum of 10 points):**

**Capital Investment Score Calculation:**

- A. Highest Minimum Initial & Refurbishment Capital Investment (among all package respondents)-
- B. Minimum Initial & Refurbishment Capital Investment (this submittal)-
- C.  $B \div A = C$
- D. Score =  $C \times 10$  Points

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**IV. Financial Projections and Financial Offer (20 Points)** – When evaluating the financial projections and financial offer component of the response, the following information should be considered:

The submittal must include a completed financial offer using the form provided in Exhibit 7 as well as a completed Pro Forma. The following information was required:

1. Proposed percentage rent structure (Exhibit 7 form).
2. Completed financial Pro Forma for each individual unit, as well as for the entire package in the case of a multiple unit package (template provided in Exhibit 8). The Pro Forma must be submitted electronically in Excel using the downloadable template ([www.lease.seatacshops.com/forms](http://www.lease.seatacshops.com/forms)).

Sales projections will be evaluated for reasonableness based on historical performance and/or the company's demonstrated experience in other locations. Revenue will be evaluated based upon the proposed percentage fee of projected gross sales and the total amount of revenue the Port could expect to receive based on the submittal for the term of the Agreement. The sales projections in the submittal will be used in the evaluation of the total revenue to the Port, but the Port specifically reserves the right to make adjustments to projections.

When evaluating the financial projections and financial offer portion of the response, the points should be broken down into two categories:

**10 Points: Financial Offer**

The points for the financial offer will be based on the effective rent percentage, which is a calculation equal to the rent for the first full year of operations (2017 or 2018 depending on the package) as shown in the pro forma divided by the same year's sales (also from pro forma).

The highest effective rent percentage offer among the respondents for each package is awarded the maximum number of points. All other offers receive prorated scores based upon the ratio of the lower financial offers to the highest financial offer (Example: effective rent percentage of 15% and 12% are received and the maximum score is 10 points. The 15% effective rent offer would receive 10 points, while the 12% effective rent offer would receive 8 points calculated as follows:

- $12\% \div 15\% = 0.80$
- $0.80 \times 10 \text{ points} = 8 \text{ points for the } 12\% \text{ effective rent offer}$

**To assist with your evaluation, the score for Financial Offer for the respondent company will be calculated by the Port's concession consultant and provided to you.**

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**10 Points: Reasonableness of Financial Projections**

The points for reasonableness will be determined by the extent to which the sales projections, rent projections, and expenses over the lease term are reasonable given the concept(s) proposed. The information used for this evaluation will come directly from the proformas. The reasonableness test may be based on industry standards for the type of offering, historical sales and revenue, and other factors. Consideration should be given to:

- a. Likelihood that proposed sales can be achieved (consider historical sales, concepts proposed, price points, industry information, terminal market)
- b. Impact on rent revenue if sales are not achieved
- c. Projected profit margin and potential to absorb sales shortfalls or cost overruns
- d. Salary and wage expenses to ensure satisfactory staffing and management
- e. Number of seats in a sitdown restaurant concept and likely turnover rate
- f. Overall reasonableness

To assist with your evaluation for reasonableness, a summary of pertinent data **has been prepared by the Port's concession consultant and will be provided to you.**

**Information Missing from the Proposal for the Financial Projections and Financial Offer Section**

**Detailed Notes Regarding Strengths of the Financial Projections and Financial Offer Section  
Supporting Scoring**

**Evaluation Form for Seattle-Tacoma International Airport  
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**Detailed Notes Regarding Weaknesses of the Financial Projections and Financial Offer Section  
Supporting Scoring**

**Questions**

**Evaluation of Financial Projections and Financial Offer Section**

Evaluator's Total Score = (Maximum 20 Points)

- Financial Offer (Effective Rent Percentage) (Maximum of 10 points):
- Reasonableness of Financial Projections (Maximum of 10 points):

**Evaluation Form for Seattle-Tacoma International Airport  
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**V. Management, Staffing, Operations and Environmental Sustainability (20 Points)** – When evaluating the management, staffing, operations and environmental sustainability portion of the response, the following information should be considered:

**A maximum of six pages may be submitted for this section, not including any maintenance schedules.**

The respondent must demonstrate its ability to effectively manage all units and operations, which also includes quality leadership and adequate levels of staffing. The respondent must also demonstrate its commitment to reliable, safe, clean and well-merchandised operations, as well as a proactive and consistent approach to preserving the units (including equipment). Detail environmental sustainability measures that you currently or will practice in the operation of the business, including (where applicable) separation of waste, recycle and compost, and use of durable or Cedar Grove approved compostable or recyclable food service-ware

1. Describe your management and staffing structure. Please include a staffing plan for an average day as well as the number of part-time and full-time employees to be hired for this operation. Describe methods used to determine the levels of staffing required to provide excellent customer service, product quality and a well-maintained/clean unit. Indicate your commitment to meeting the operational conditions of the airport environment in specific regard to the operating hours. Explain the company's philosophies and goals regarding recruitment and retention of management and front-line staff. **(7 points)**
2. Describe your company's standards for day-to-day operations, including cleaning (areas and frequency), equipment and furniture upkeep, preventative maintenance schedules for all systems, and the means used to track and document these practices. **(7 points)**
3. Describe in detail, relevant to your type of business, environmental philosophies and practices that are a part of your day-to-day operation. All companies are required to participate in airport environmental composting and recycling initiatives and use durable or Cedar Grove approved compostable or recyclable food service-ware. Companies are also encouraged to adopt environmentally-sustainable sourcing practices and product packaging. **(6 points)**

**Information Missing from the Proposal for the Management, Staffing, Operations and Environmental Sustainability Section**

**Evaluation Form for Seattle-Tacoma International Airport  
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**Detailed Notes Regarding Strengths of the Management, Staffing, Operations and Environmental Sustainability Section Supporting Scoring**

**Detailed Notes Regarding Weaknesses of the Management, Staffing, Operations and Environmental Sustainability Section Supporting Scoring**

**Questions**

**Evaluation Form for Seattle-Tacoma International Airport  
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**Evaluation of Management, Staffing, Operations and Environmental Sustainability Section**

Evaluator's Total Score = (Maximum 20 Points)

- A) Management and Staffing = (Maximum of 7 points)
- B) Standards for Day-to-Day Operations = (Maximum of 7 points)
- C) Environmental Philosophies & Practices = (Maximum of 6 points)

**For scoring A and B above:**

**Outstanding** (meets all requirements and exceeds many) 7 points

**Very Good** (meets most or all requirements and exceeds some) 5-6 points **Good** (meets most or all requirements) 3-4 points

**Fair** (meets some requirements) 1-2 points

**Poor** (fails to meet most requirements) 0 points

**For scoring C above:**

**Outstanding** (meets all requirements and exceeds many) 6 points

**Very Good** (meets most or all requirements and exceeds some) 5 points **Good** (meets most or all requirements) 3-4 points

**Fair** (meets some requirements) 1-2 points

**Poor** (fails to meet most requirements) 0 points

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**VI. Job Quality, Workforce Training, Employment and Service Continuity (20 Points)** – When evaluating the job quality, workforce training, employment and service continuity portion of the response, the following information should be considered:

**There is no page limit for Section Six. Your response to Section Six should only include a completed Exhibit II (Job Quality, Workforce Training, Employment and Service Continuity Information Form.)”**

The Port Commission supports the creation of business opportunities that foster economic prosperity, entrepreneurial initiative, increased job opportunity and job security. In addition, the Commission is committed to the creation of job opportunities that offer wage compensation and other benefits that allow employees to thrive and the empowerment to seize opportunities for personal and professional growth. The company must provide detail regarding its commitment to employment continuity, provision of quality jobs, sustainable wages, benefits and paid time off (PTO). If your company anticipates operating **four or more units**, you also will describe the company’s efforts to have discussions regarding service continuity with labor organizations

Respondents must include information in a narrative response for each of the following items:

1. Wages and Compensation – Employers should pay a living wage rate. With the adoption of City of SeaTac Ordinance 13-1020 (commonly referred to as Proposition 1) and the decision in Filo Foods, LLC v. City of SeaTac (Case No. 89723-9), this expectation requires minimum wage rates consistent with Ordinance 13-2010.
- State the starting pay scale for non-managerial, hourly employees anticipated to be employed in the operation and whether that pay scale meets or exceeds the requirements outlined in Ordinance 13-1020.
- Describe other forms of compensation (tips, sales commissions, bonuses) and/or benefits provided. Please note the restrictions on tip jars stated in the Operating Standards for Concessionaires.
2. Paid Time Off - Employers should provide a minimum level of sick and safe time or paid time off (“PTO”) to their employees, at a rate of at least one hour for every forty hours worked, either cash-out unused PTO at year-end or allow employees to carry over a minimum of 40 hours of PTO from year to year, and allow the reinstatement of any accrued PTO if an employee returns to employment after separation or transfer. Note that these expectations may exceed the requirements of Ordinance 13-2010. Provide information about the degree to which these expectations will be met and/or exceeded.
3. Affordable Care Act Compliance – Employers should provide health insurance to their full-time employees that is, at a minimum, consistent with the requirements of the Affordable Care Act (“ACA”). Employers should provide information about the provision of health insurance to full-time employees consistent with the requirements of the ACA.
4. Employee Training - Outline employee training practices, including a brief description of customer service, merchandise/menu and store operations training or any other training programs unique to the proposed concepts provided to employees.

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5. Employment Continuity Pool – Employers must interview qualified, non-managerial, non-supervisory and non-confidential employees from the Port’s Employment Continuity Pool, managed by a third party vendor, before considering applications outside the pool. If the award of this opportunity may result in the operation of four (4) or more units at Sea-Tac, you are expected to provide a commitment to hire such employees from the pool. For employees that may be hired from the pool, employers should indicate a commitment to retaining those employees for a minimum of a 90-day “trial period” and the conditions for such “trial period.” If you do not believe that participation in the Port’s Employment Continuity Pool will be applicable, please explain in your submittal.
6. Service Continuity Assurances – If the award of this opportunity may result in the operation of four (4) or more units, the Commission expects that the company will document good faith discussions with labor organizations representing incumbent employees. If applicable, provide documentation, such as phone logs, emails, journals, agendas and/or notes that demonstrate these efforts. If you believe that this assurance is not applicable to your proposal, please explain in your submittal.
7. Additional Job Quality, Training, and Service Continuity Efforts - Describe any additional efforts that you will make to support the job quality, training, and continuity of your employees beyond those outlined above.

**Information Missing from the Proposal for the Job Quality, Workforce Training, Employment and Service Continuity Section**

**Evaluation Form for Seattle-Tacoma International Airport  
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**Detailed Notes Regarding Strengths of the Job Quality, Workforce Training, Employment and Service Continuity Section Supporting Scoring**

**Detailed Notes Regarding Weaknesses of the Job Quality, Workforce Training, Employment and Service Continuity Section Supporting Scoring**

**Questions**

**Evaluation Form for Seattle-Tacoma International Airport  
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**Evaluation of Job Quality, Workforce Training, Employment and Service Continuity using the scale below.**

Evaluator's Score =                      (Maximum 20 Points)

**Scoring for Packages of 4 or More Units:**

**Outstanding** (meets all requirements and exceeds many - for items 1-7 above) 17-20 points

**Very Good** (meets most or all requirements and exceeds some - for items 1-7 above) 13-16 points **Good** (meets most or all requirements - for items 1-7 above) 9-12 points

**Fair** (meets some requirements - for items 1-7 above) 5-8 points

**Poor** (fails to meet most requirements - for items 1-7 above) 0-4 points

**Scoring for Packages of 3 or Fewer Units:**

**Outstanding** (meets all requirements and exceeds many - for items 1-5 & 7 above) 17-20 points **Very Good** (meets most or all requirements and exceeds some - for items 1-5 & 7 above) 13-16 points **Good** (meets most or all requirements - for items 1-5 & 7 above) 9-12 points

**Fair** (meets some requirements - for items 1-5 & 7 above) 5-8 points

**Poor** (fails to meet most requirements - for items 1-5 above) 0-4 points

**Evaluation Form for Seattle-Tacoma International Airport  
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**VII. Small Business Participation (20 Points)** – When evaluating the small business participation portion of the response, the following information should be considered:

**A maximum of four pages may be submitted for this section.**

The Port Commission supports the creation of business opportunities that foster economic prosperity and entrepreneurial initiative. The Port Commission also recognizes that small businesses are key to the success and growth of our local, regional and national economies.

Respondents must include information about the following:

- I. Small Business Qualifications - Respondents should indicate whether they qualify as a small business either (i) relative to the standards adopted by the U.S. Small Business Administration (SBA) in accordance with the size standards for their North American Industry Classification System (NAICS) codes established by the SBA or (ii) by being certified as an Airport Concessions Disadvantaged Business Enterprise (ACDBE) based on the eligibility standards in 49 CFR Part 23, Subpart C.

- i. If a respondent qualifies as a small business relative to the SBA small business size standards, include the following information in the submittal:

- Business address and state and date of the establishment of your business
- NAICS code for your business
- Average annual receipts over the last three years
- Confirmation that your business is organized for profit
- Confirmation that your business operates primarily in the U.S. or makes a significant contribution to the U.S. economy through payment of taxes or use of American products, materials, or labor
- Federal Tax Identification number
- Confirmation that your business is independently owned and operated
- Confirmation that your business is not dominant in its field on a national basis

In connection with this item, the Port may also consider some of the information provided in response to Section C above, including (but not necessarily limited to) the proposer's organizational structure, details about proposer's organization structure, and the number of employees.

- ii. If a respondent qualifies as a small business by certification as an ACDBE, include the following information in the submittal:

- Business address and state and date of the establishment of your business
- NAICS code for your business
- Average annual receipts over the last three years
- Federal Tax Identification number
- Copy of ACDBE certification

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iii. If respondent is a joint venture including a small business, provide the following information in the submittal:

- Items from section i or ii, as appropriate, for each small business partner in the joint venture
- Copy of Joint Venture Agreement showing the roles, responsibilities, and ownership percentages for all parties
- The percentage of capital invested by each joint venture partner
- The following Joint Venture Participation Table completed with the appropriate information indicating the level of control in the joint venture possessed by the small business partner

Example of Table filled out by Joint Venture Respondents:

<b>Level of Small Business Control in Joint Venture</b>	<b>Always</b>	<b>Sometimes</b>	<b>Never</b>
	<i>(check box below as appropriate)</i>		
Sets company policy (strategic / financial policies)			
Makes decisions regarding sales, promotions, and major purchases			
Makes management hiring decisions, and supervises operational staff			
Manages the office (cash, inventory, back office management)			
Obligates business by contract (such as credit, bonding, or insurance), and decides how profits are spent or invested			

2. Indicate whether and to what degree you commit to, and your proposed operation will include, any of the following three opportunities for participation by local, small and/or disadvantaged firms. A respondent should describe how its commitment meaningfully and significantly supports local, small, and/or disadvantaged businesses participation.
- Sourcing products and/or supplies and/or providing product placement opportunities for products produced by local, small and/or disadvantaged firms
  - Mentoring of one or more small businesses, which could include an association or collaboration with a small business and/or ACDBE firm that does not otherwise qualify as a formal joint venture/ partnership
  - Utilizing local, small and/or disadvantaged firms in the design and/or construction of your unit(s)

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**Information Missing from the Proposal for the Small Business Participation Section**

**Detailed Notes Regarding Strengths of the Small Business Participation Section Supporting Scoring**

**Detailed Notes Regarding Weaknesses of the Small Business Participation Section Supporting Scoring**

**Questions**

**Evaluation Form for Seattle-Tacoma International Airport  
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**Evaluation of Small Business Participation Section**

Important note about Small Business Participation scoring:

- A respondent that qualifies as a small business will automatically receive ten (10) points. To the extent that the respondent represents a joint venture involving a small business, the respondent will receive a portion of the ten (10) points proportionate to the small business partner’s degree of control of the business as documented in the Joint Venture Participation Table submitted in Section Seven (*see JV scoring table below*).
- All respondents, regardless of size, may receive up to ten (10) points, depending on the degree of commitment and specific actions described in the proposal for three small business participation opportunities identified above (i.e., sourcing/product placement, mentoring, and design/construction).
- No respondent may earn more than twenty (20) points for the Small Business Participation element.

**Evaluator’s Total Score = (Maximum 20 Points)**

**Small Business Qualification (10 points):**

**A respondent that qualifies as a small business will automatically receive ten (10) points.** To the extent that the respondent represents a joint venture involving a small business, the respondent will receive a portion of the ten (10) points proportionate to the small business partner’s degree of control of the business as documented in the Joint Venture Participation Table submitted in Section Seven.

**Joint Venture Participation Table**

Always<> Sometimes<>Never  
2 <> 1 <> 0  
*Up to 2 Points For Each Item*

**Level of Small Business Control in Joint Venture**

Sets company policy (strategic / financial policies)

Makes decisions regarding sales, promotions, and major purchases

Manages hiring decisions, and supervises operational staff

Manages the office (cash, inventory, back office management)

Obligates business by contract (such as credit, bonding, or insurance), and decides how profits are spent or invested

Note: the number of points awarded for each element of control will depend on the degree of control indicated (i.e. Always, Sometimes, Never), considered in light of the small business partner’s interest in the joint venture, as provided in the joint venture agreement.

**Degree of commitment for small business participation opportunities (Maximum of 10 points):**

All respondents, regardless of size, may receive up to ten (10) points, depending on the degree of commitment and specific actions described in the proposal for three small business participation opportunities identified above (i.e., sourcing/product placement, mentoring, and design/construction).

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**TOTAL SCORE FOR COMPETITIVE EVALUATION PROCESS**

<b>Category for Evaluation</b>	<b>Maximum Potential Score</b>	<b>Evaluator's Score</b>
Background, Experience and Financial Capability	20 points	
Concept Development	25 points	
Unit Design, Materials and Capital Investment	25 points	
Financial Projections and Financial Offer	20 points	
Management, Staffing, Operations and Environmental Sustainability	20 points	
Job Quality, Workforce Training, Employment and Service Continuity	20 points	
Small Business Participation	20 points	
<b>TOTAL SCORE</b>	<b>150 points</b>	