



Seattle-Tacoma International
Airport's
Lease Group 5
Pre-Proposal Meetings
July 9 & July 18, 2019



Welcome and Introductions

Dawn Hunter, Sr. Manager, Airport Dining & Retail

Scott Van Horn, Sr. Business Manager, Airport Dining & Retail

Khalia Moore, Sr. Business Manager, Airport Dining & Retail

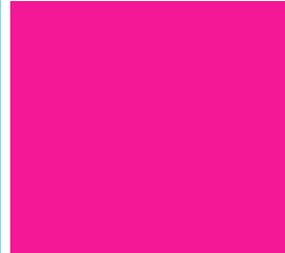
Tami Kuiken, Business Manager, Airport Dining & Retail

Heather Karch, Facilities and Infrastructure Architect

Johanna Ordaz, Facilities and Infrastructure Architect

Ken Warren, Capital Program Leader

Collette Deardorff, Capital Project Manager



Informational Meeting Objectives

- Provide information about Sea-Tac Airport as well as dining and retail units that are currently available for lease
- Explain the scoring process that will be used to select tenants for the available units



Meeting Agenda

- Program Goals and Objectives
- ADR Design Guidelines
- Review of North Satellite
- Review of Key Items in the CEP/RFP:
- Questions



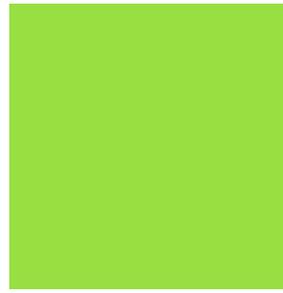
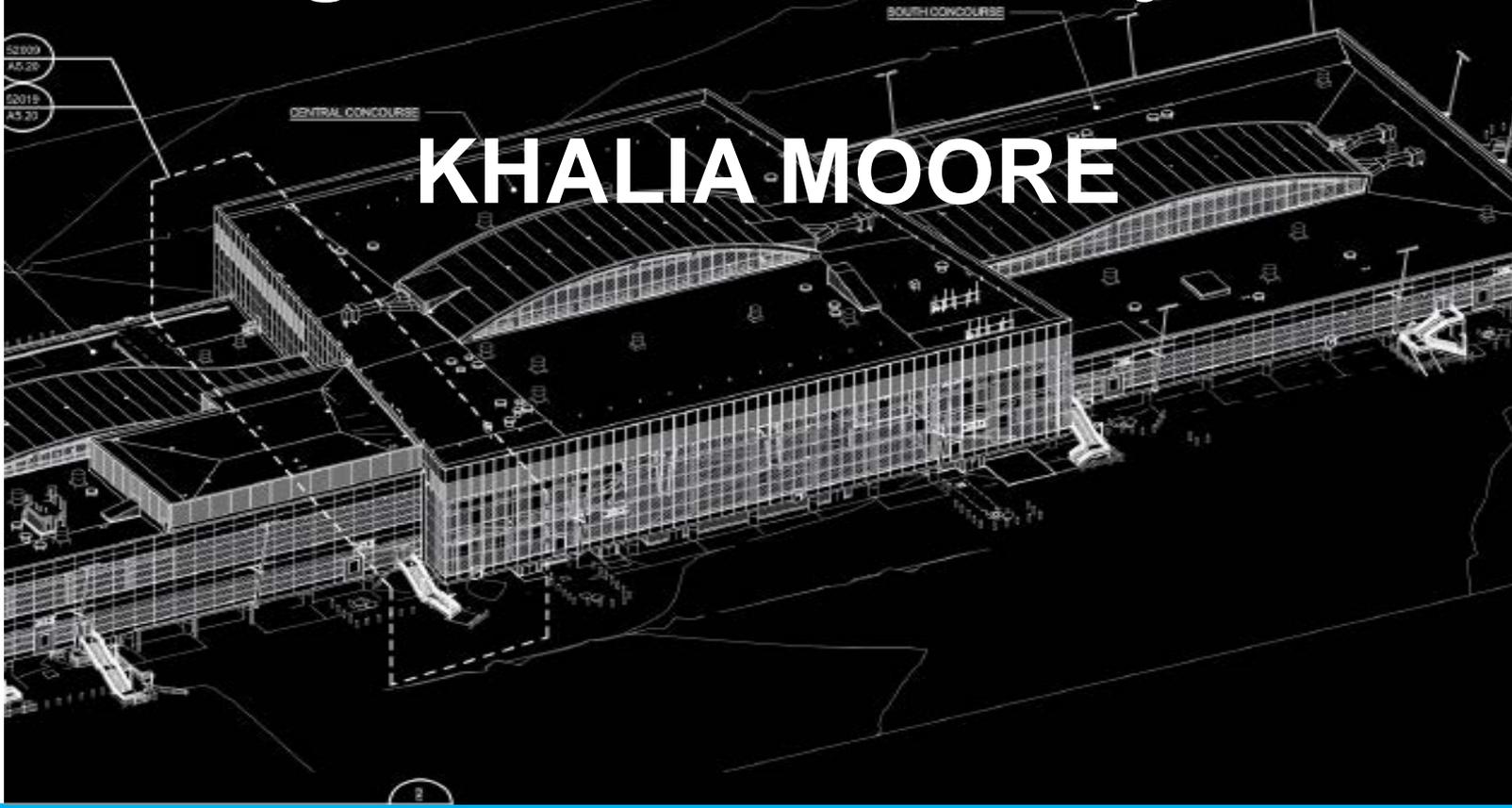
Information Presented

The information provided by the Port of Seattle, whether at the outreach/informational meetings, in written form, on the website, or otherwise – is intended to provide a general overview of potential business opportunities at Seattle-Tacoma International Airport. That information, including but not limited to, historical sales performance of existing and prior tenants, forecasted enplanement levels, air carriers/air service, facility conditions, and security requirements, is based on current and past information, but is subject to change, and the Port makes no representation or warranty about its reliability or accuracy.



Airport Dining and Retail Program & Lease Group 5 Program Goals and Objectives

KHALIA MOORE



Commission's Guiding Principles

- Encouragement of broad business participation by creation of opportunities attractive to all types of businesses
- Use of flexible competitive leasing processes to accommodate both large and small businesses
- Creation of new opportunities for small and disadvantaged businesses
- Employment continuity for qualified employees
- Greater efficiency and affordability in dining & retail unit build-out processes
- Strengthening of a local Pacific Northwest 'sense of place'

Source: 2014 Port Commission Policy Direction



Lease Group 5 Goals & Objectives

- Offer Sea-Tac travelers the right products and services, in the right locations, by the right operators
- Foster a Pacific Northwest “sense of place”
- Provide shops, restaurants and services that exceed expectations for customer service, quality, variety, and reasonable pricing
- Incorporate well-known national brands as well as local favorites to meet a variety of needs and tastes
- Provide for quality jobs, employment continuity, and service continuity
- Provide opportunities and encourage participation for small, local, and disadvantaged companies, including Airport Concessions Disadvantaged Business Enterprises (“ACDBE”), to meaningfully participate in operations at the Airport.



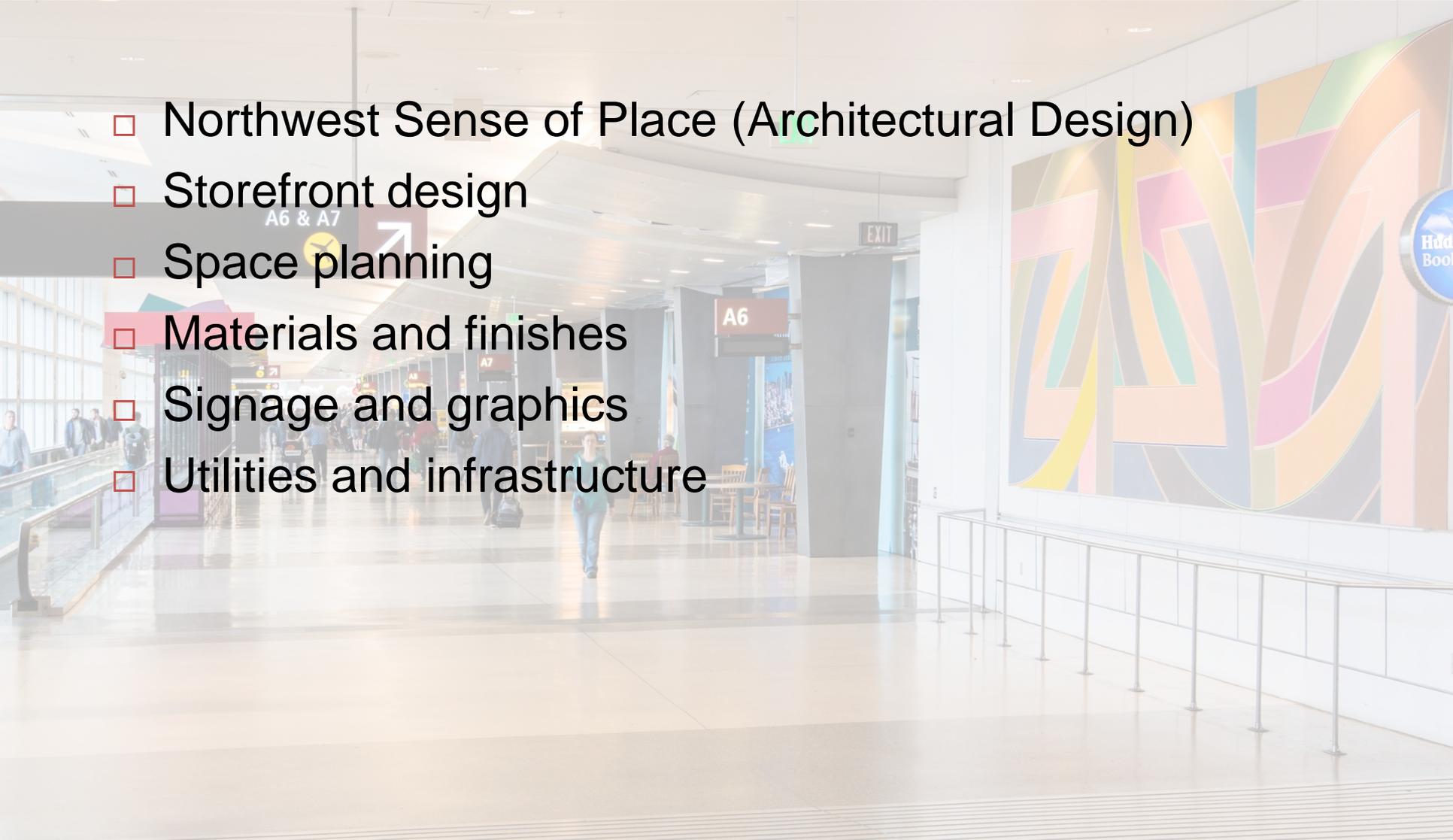
Airport Dining and Retail Design Guidelines



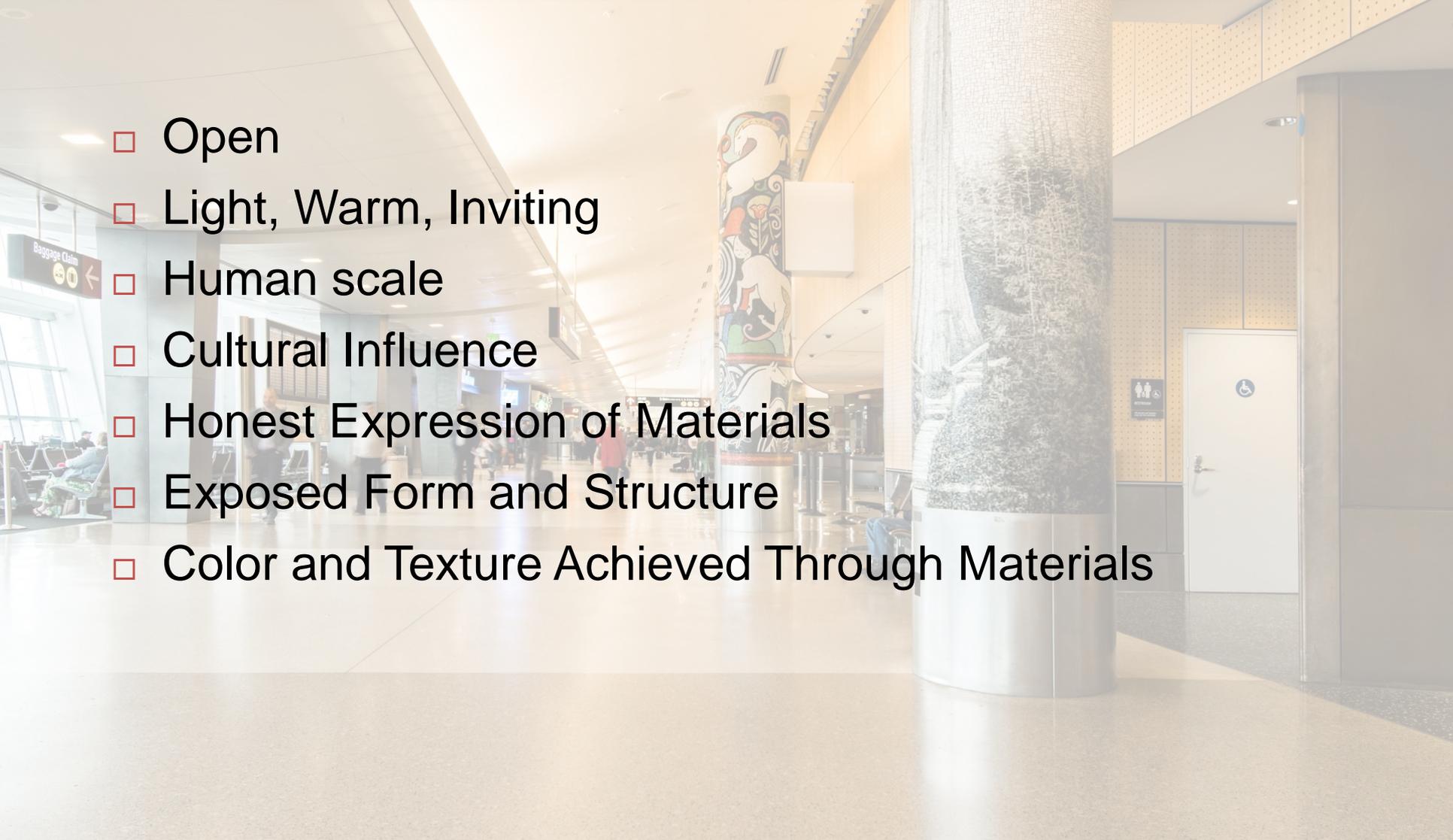
Heather Karch & Johanna Ordaz

Design Considerations

- ❑ Northwest Sense of Place (Architectural Design)
- ❑ Storefront design
- ❑ Space planning
- ❑ Materials and finishes
- ❑ Signage and graphics
- ❑ Utilities and infrastructure



Progressive Northwest Modern Architecture

- Open
 - Light, Warm, Inviting
 - Human scale
 - Cultural Influence
 - Honest Expression of Materials
 - Exposed Form and Structure
 - Color and Texture Achieved Through Materials
- 

Defining Northwest Sense of Place Architectural Design

- Distinctive, awe-inspiring natural environment
 - Invoke the feel of mountains, forest, water, and sky
- A dynamic, vibrant built environment
 - Reference the cities, neighborhoods, parks, and buildings of the Pacific Northwest – both historic and modern-day
- A pioneering, cutting-edge spirit
 - Think of early settlers to the region, trade and commerce, technology, and industry (like timber, fishing, bio-tech, aviation)
- Rich, diverse culture and history
 - Consider the various events, arts, entertainment, sports, and education happening in the region

Defining Northwest Sense of Place Architectural Design

- The people
 - Who we are today and the groups and individuals who have been significant in the region's past
- Thriving international trade, commerce, tourism
 - Think of ways to create experiential zones that create a Pacific Northwest setting by combining visual elements with other senses such as sound, smell, and touch
- Green values
 - Creating and maintaining a sustainable environment
- Dining, retail, advertising
 - Develop relationships with appropriate brands and concepts

Storefront Design

- ❑ Consider context of adjacent spaces in terms of materials, colors, signage
- ❑ Openness of storefront design to attract people
- ❑ Storefront integrated with overall design concept
- ❑ Eye-catching but not overwhelming

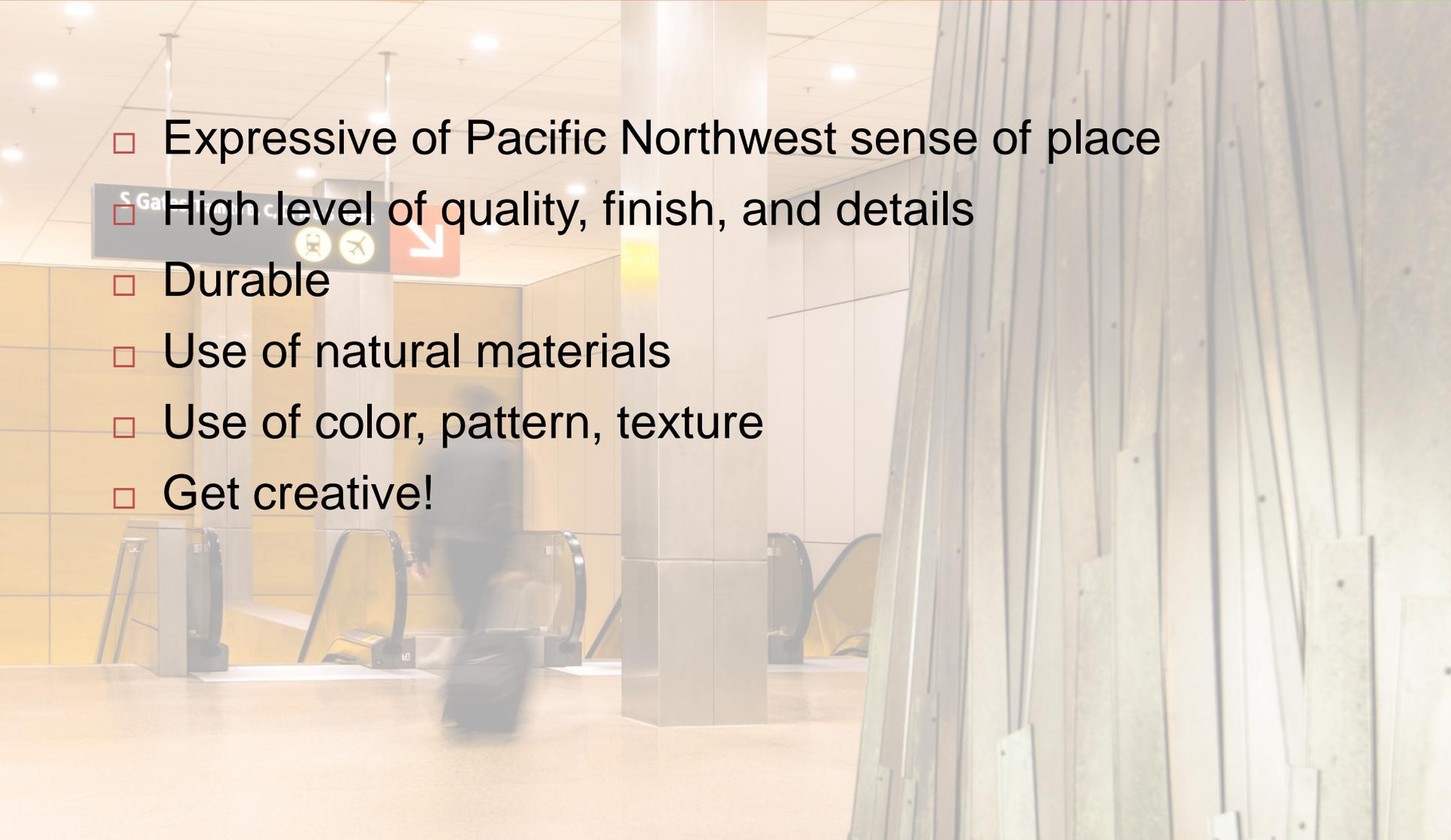


Space Planning

- ❑ Appropriate layout for effective flow and queuing
- ❑ Adequate space for luggage around seating
- ❑ Mix of seating types
- ❑ Differentiation between grab-and-go vs seated customers
- ❑ Knowledge of local regulations, including serving alcoholic beverages
- ❑ Integration of technology

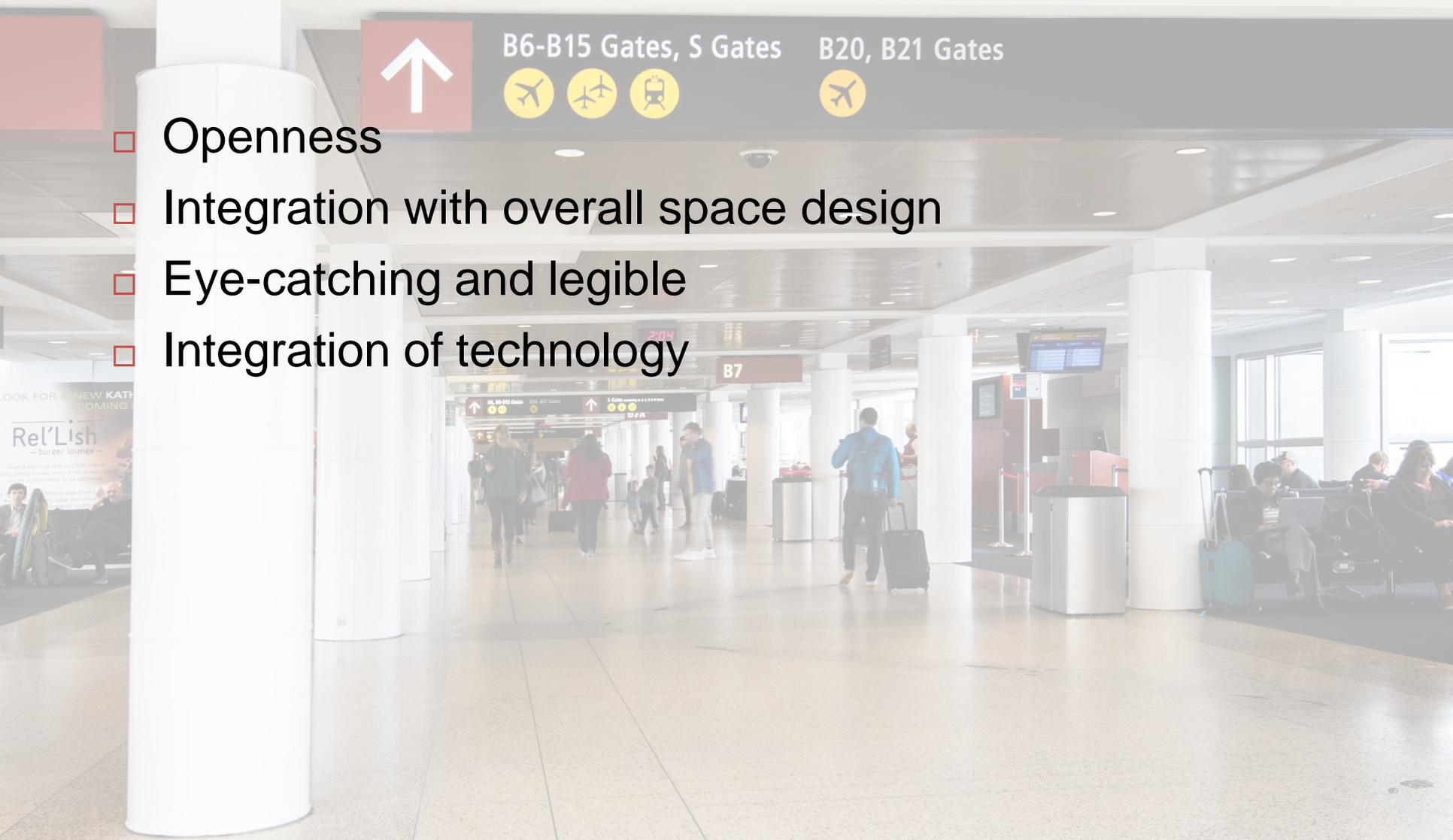
Materials and Finishes

- Expressive of Pacific Northwest sense of place
- High level of quality, finish, and details
- Durable
- Use of natural materials
- Use of color, pattern, texture
- Get creative!



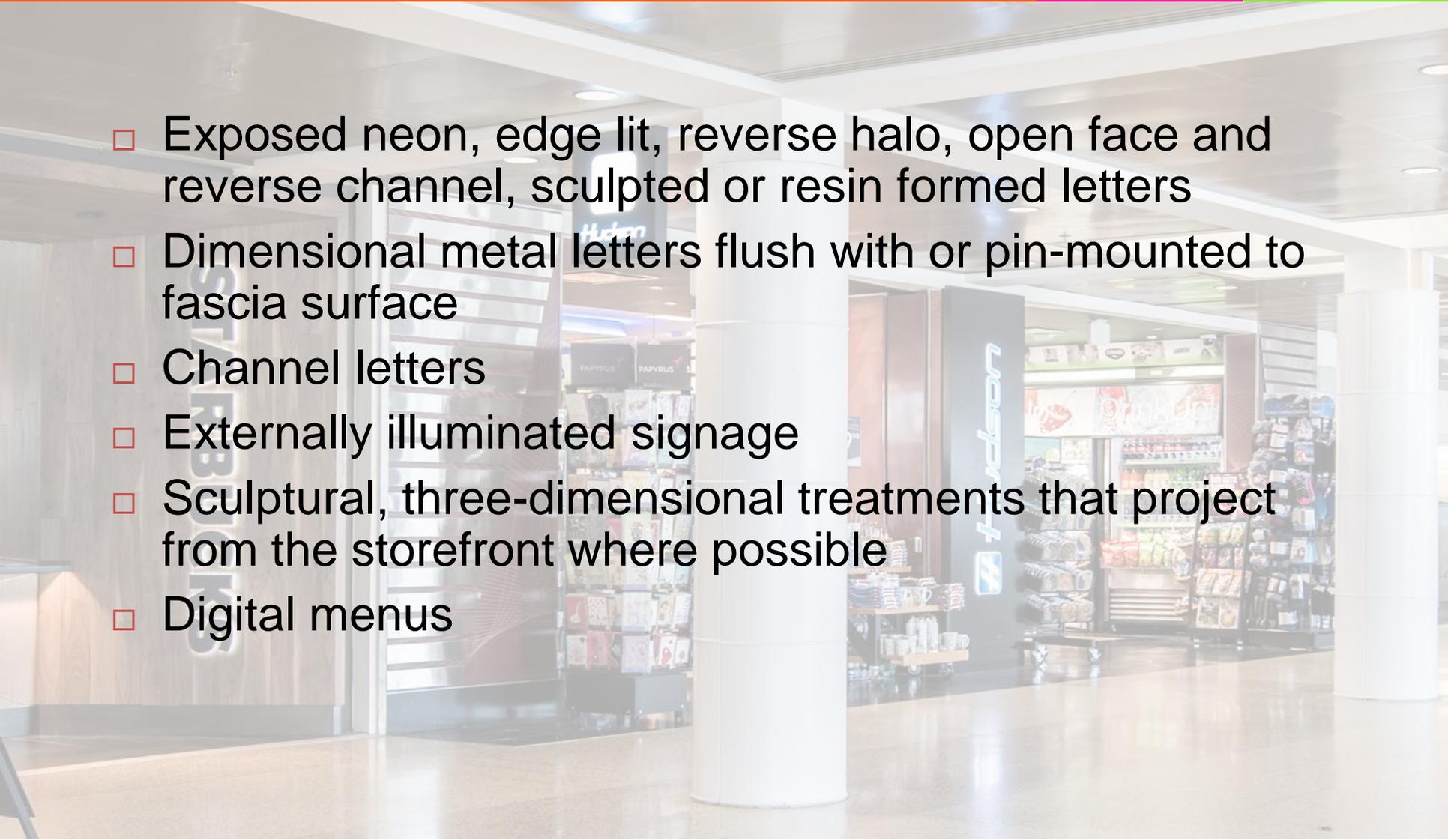
Signage and Wayfinding

- Openness
- Integration with overall space design
- Eye-catching and legible
- Integration of technology



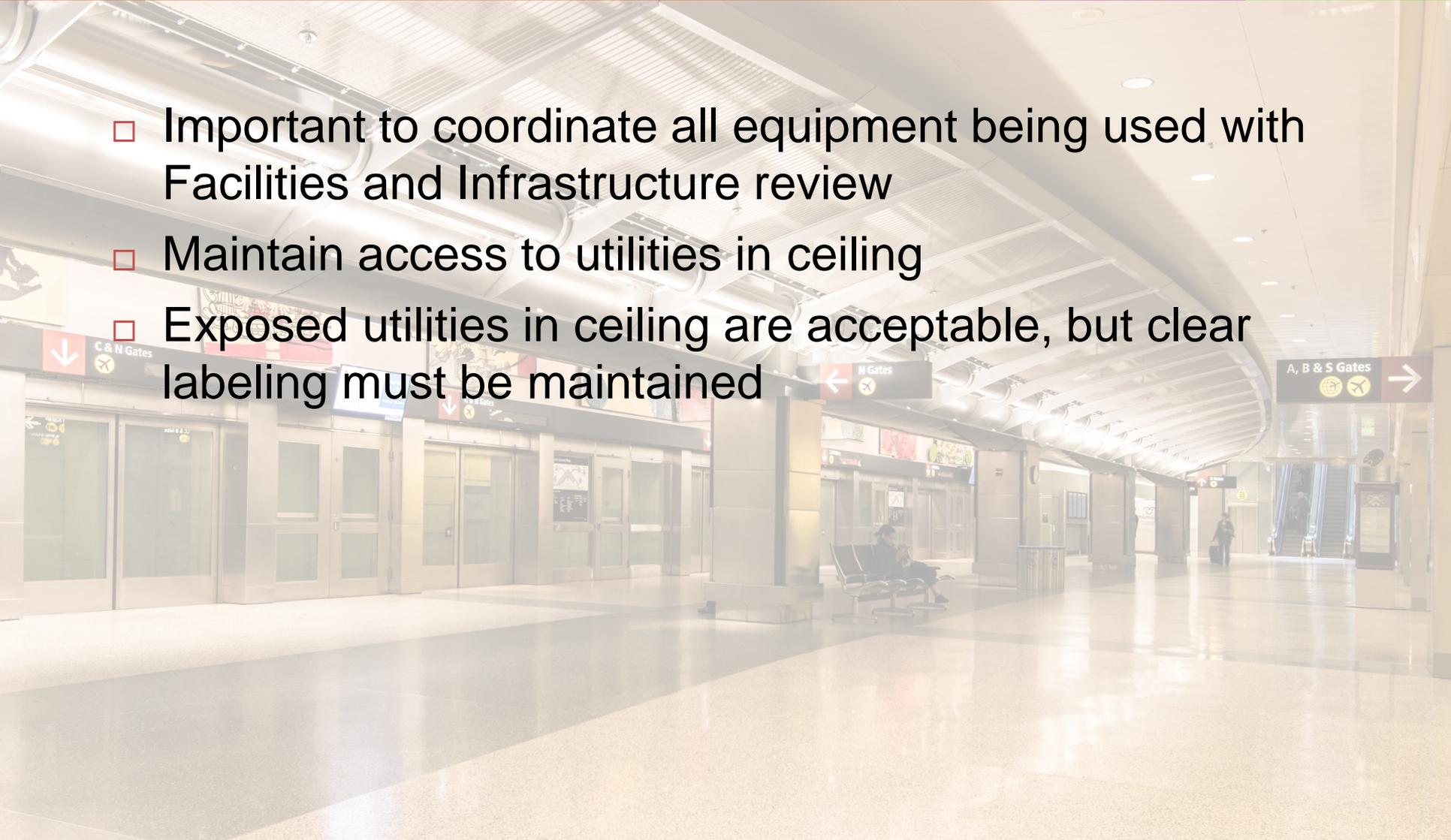
Recommended Sign Types and Materials

- ❑ Exposed neon, edge lit, reverse halo, open face and reverse channel, sculpted or resin formed letters
- ❑ Dimensional metal letters flush with or pin-mounted to fascia surface
- ❑ Channel letters
- ❑ Externally illuminated signage
- ❑ Sculptural, three-dimensional treatments that project from the storefront where possible
- ❑ Digital menus



Utilities and Infrastructure

- ❑ Important to coordinate all equipment being used with Facilities and Infrastructure review
- ❑ Maintain access to utilities in ceiling
- ❑ Exposed utilities in ceiling are acceptable, but clear labeling must be maintained



Reference

<https://www.portseattle.org/page/design-guidelines>

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Search

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Design Guidelines

[f](#) [t](#) [in](#) [e](#) [o](#)

This group of documents describe design guidelines that should be followed for any airport project. (Documents are Microsoft Word.doc and AutoCAD.dwg files compressed in ZIP format, and range in size up to 97Mb.) All downloadable files are available on CD-ROM; if you do not have a high-bandwidth connection to the Internet, or prefer to receive the files on CD-ROM, ask your project manager for a copy.

Click the links below to download the documents

Note: Architectural guidelines have been combined with standards and are available on the Design Standards page.

Dining and Retail Design Guidelines
Guidelines for concessions design and material selection at Sea-Tac Airport. (18 Mb)

Landscape Design Guidelines 1999
Guidelines for landscape design and installations at Sea-Tac Airport. (7.4Mb)

Port of Seattle Health & Safety Manual
Guide to contract safety requirements and the Port of Seattle Fire Department as it relates to construction

Section 01 35 29 - Safety Management
Tenant document bidding requirements, contract forms and conditions of the contact (210 KB)

Interlocal Agreement City of SeaTac

Airport Projects

Request a Compactor Key

Sea-Tac Airport Confidential Hazard Reporting form
Report any hazards or safety issues at Sea-Tac Airport

Lease Group 5 Bidding Instructions

Monthly Payment Receipts via Email
Employee Parking

Airport Dining and Retail Email Registration
Learn more about Sea-Tac Airport and operating a business with us!

Explore More

- Airport Dining and Retail Lease Groups
- Airport Lease Requirements
- Airport Tariffs, Rules and Regulations for Sea-Tac

Review of North Satellite Ken Warren Collette Deardorff

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North Satellite Fly through Video



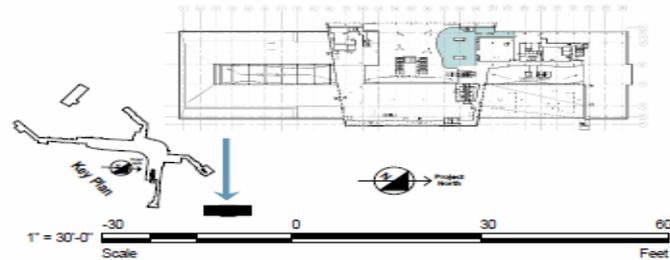
20190427 NSAT Flythrough redux

Utility Lease Outline Detail Sheet

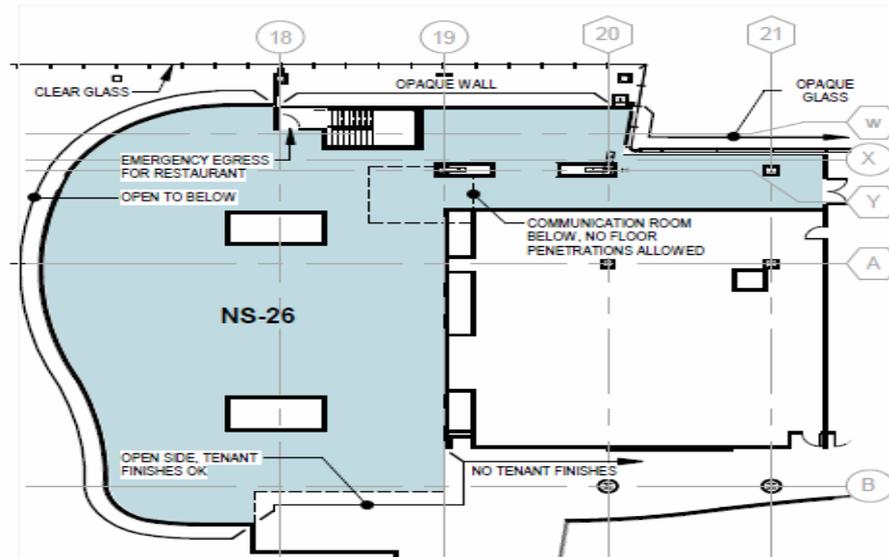
NS-26

ROOM NUMBER: N 6460 3F
COLUMN LINE: 17-21 W-B

NSAT Tenant Playbook



THIRD LEVEL



COMMUNICATIONS: (2) 2" Conduit
CONNECTION POINT: Pull string in conduit provided from comm room to tenant space.

ELECTRICAL: 480V, 194KVA, 400Amp
CONNECTION POINT: Pull string in conduit provided from electrical room to tenant space. Circuit breaker, conductors, CT and meter modules by tenant.

FIRE ALARM LIFE SAFETY: Fire/Smoke Alarm Zone 2, Area 2M. Aspiration type fire detection.
CONNECTION POINT: In tenant space.

GAS: Max Cubic Feet per Hour: 1675
Pipe Size: 2"
Natural Gas Pressure (IN. W.G.): 11.0
CONNECTION POINT: In tenant space. Gas meter and seismic valve (on Ramp Level) by tenant. Gas line regulator (on roof) by tenant.

GREASE WASTE: Max Fixture Units: 84
Pipe Size: 4"
CONNECTION POINT: Below tenant space

HVAC: Max Cooling Supply: 9,960 CFM
Max Heating Supply: 4,980 CFM
Type I Exhaust: By Tenant (Max 11,500 CFM)
Type II Exhaust: By Tenant (Max 1,500 CFM)
Max Flow Heating Water: 14.3 GPM
CONNECTION POINT: In tenant space

FIRE SPRINKLER: Wet sprinkler
CONNECTION POINT: In tenant space

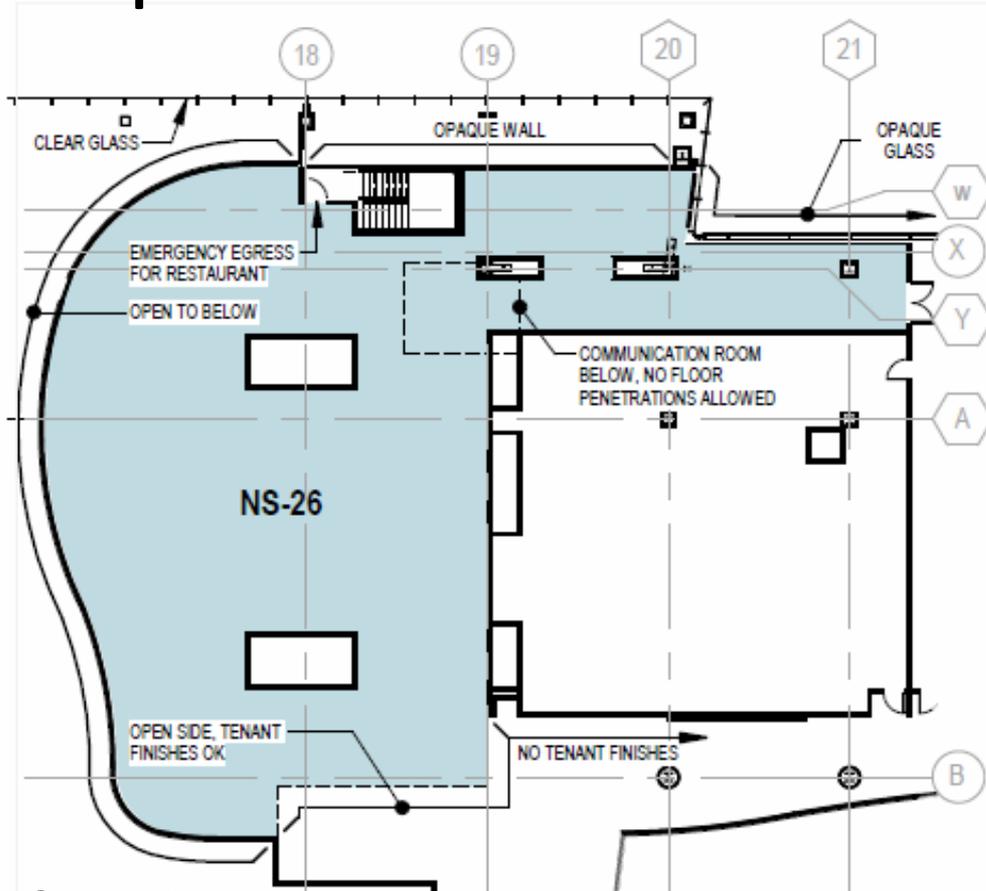
TENANT COLD WATER:
Max Fixture Units: 45
Pipe Size: 2"
CONNECTION POINT: In tenant space

TENANT HOT WATER: 140°
Max Fixture Units: 33
Pipe Size: 2"
CONNECTION POINT: In tenant space

PLUMBING VENT: Max Fixture Units: 54
Pipe Size: 3"
CONNECTION POINT: In tenant space

FOR INFORMATIONAL PURPOSES ONLY. ACTUAL SITE CONDITIONS MAY VARY BASED ON CONSTRUCTION ACTIVITIES.

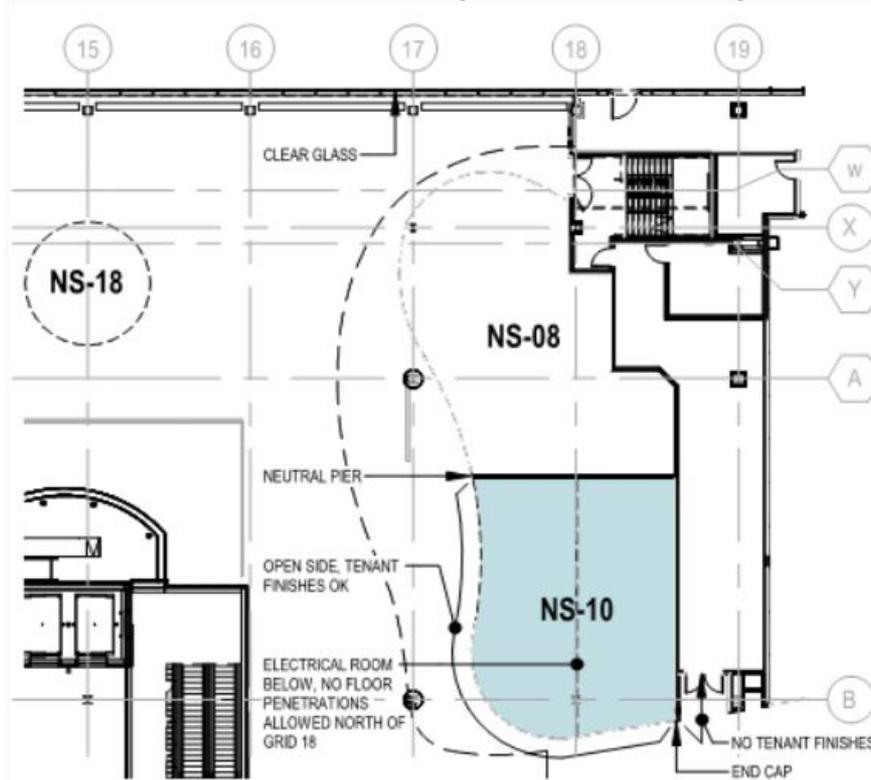
Space details and restrictions



Specific space information:

- Emergency egress within the space
- Tenant finishes vs Base building finishes
- Details on glass (clear vs. opaque)
- Floor Penetration restrictions

Space Utility Information



COMMUNICATIONS: (2) 2" Conduit.
CONNECTION POINT: Pull string in conduit provided from comm room to tenant space.

ELECTRICAL: 208V, 81KVA, 250Amp
CONNECTION POINT: Pull string in conduit provided from electrical room to tenant space. Circuit breaker, conductors, CT and meter modules by tenant.

FIRE ALARM LIFE SAFETY: Fire/Smoke Alarm Zone 2, Area 2E. Aspiration type fire detection.
CONNECTION POINT: In tenant space.

GAS: Max Cubic Feet per Hour: 325
 Pipe Size: 1 1/2"
 Natural Gas Pressure (IN. W.G.): 11.0
CONNECTION POINT: In tenant space. Gas meter and seismic valve (on ramp level) by tenant. Gas line regulator (on roof) by tenant.

GREASE WASTE: Max Fixture Units: 54
 Pipe Size: 4"
CONNECTION POINT: Below tenant space.

PLUMBING VENT: Max Fixture Units: 54
 Pipe Size: 3"
CONNECTION POINT: In tenant space.

TENANT COLD WATER: Max Fixture Units: 40
 Pipe Size: 1 1/2"
CONNECTION POINT: Below tenant space

TENANT HOT WATER: 140°
 Max Fixture Units: 20
 Pipe Size: 1 1/2"
CONNECTION POINT: Below tenant space

HVAC: Max Cooling Supply: 2,950 CFM
 Max Heating Supply: 1,475 CFM
 Type I Exhaust: By Tenant (Max 1,500 CFM)
 Type II Exhaust: By Tenant (Max 3,000 CFM)
 Max Flow Heating Water: 4.2 GPM
CONNECTION POINT: In tenant space.

FIRE SPRINKLER: Wet Sprinkler
CONNECTION POINT: In tenant space

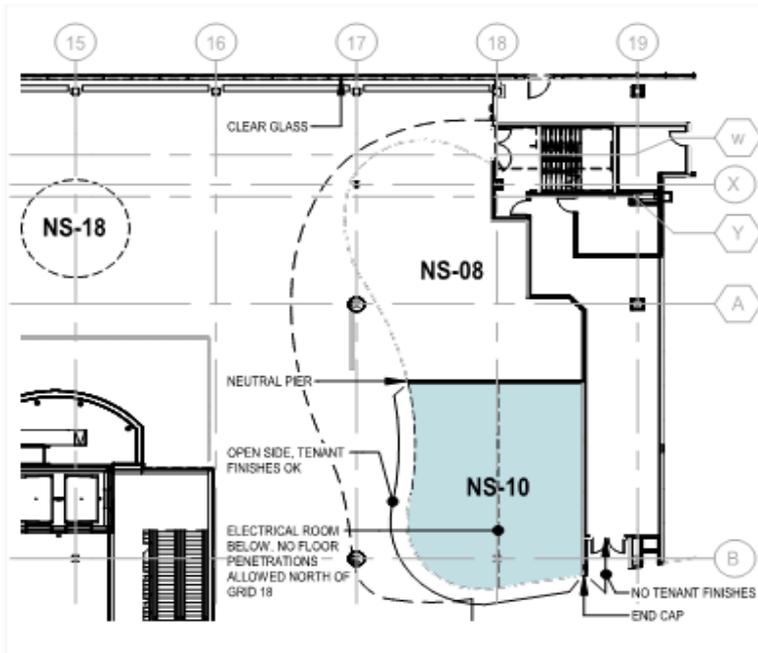
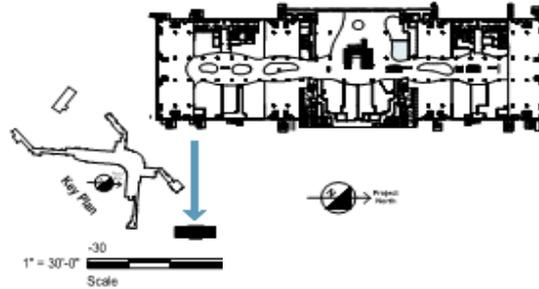
- Information included, details the specific utilities brought to each space.

Location Information

NS-10

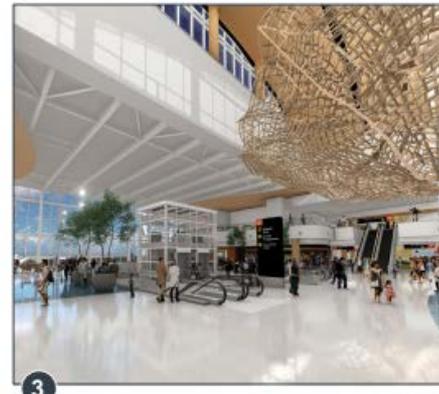
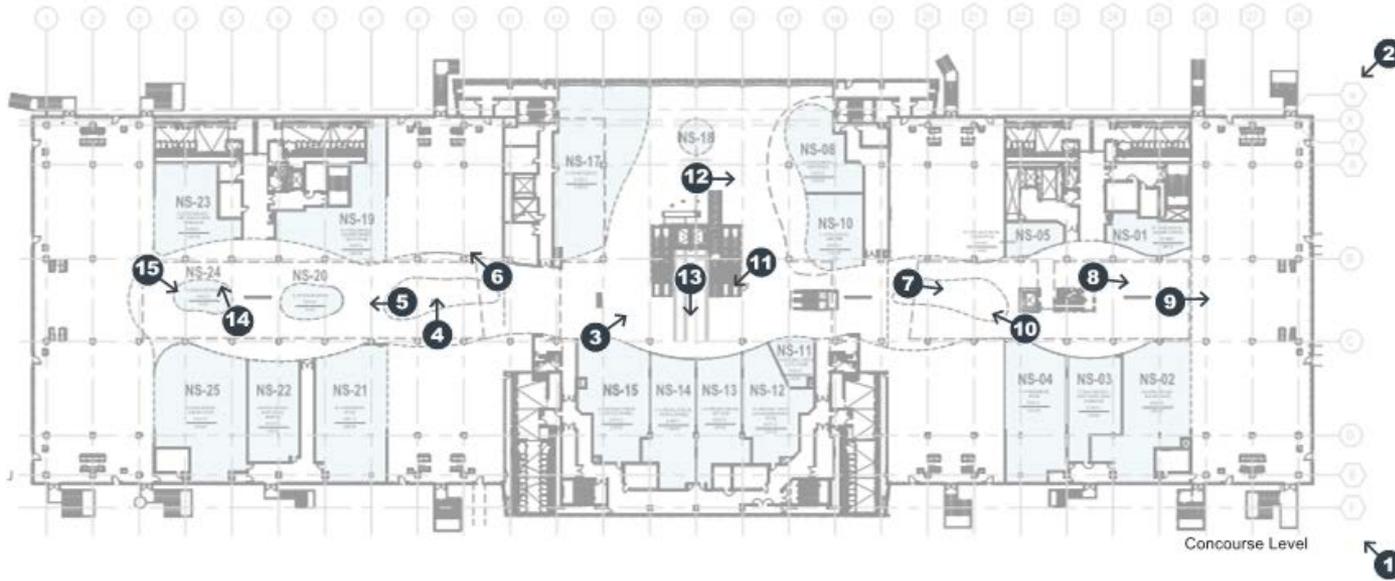
ROOM NUMBER: N 5390 C
COLUMN LINE: 18 B

NSAT Tenant Playbook

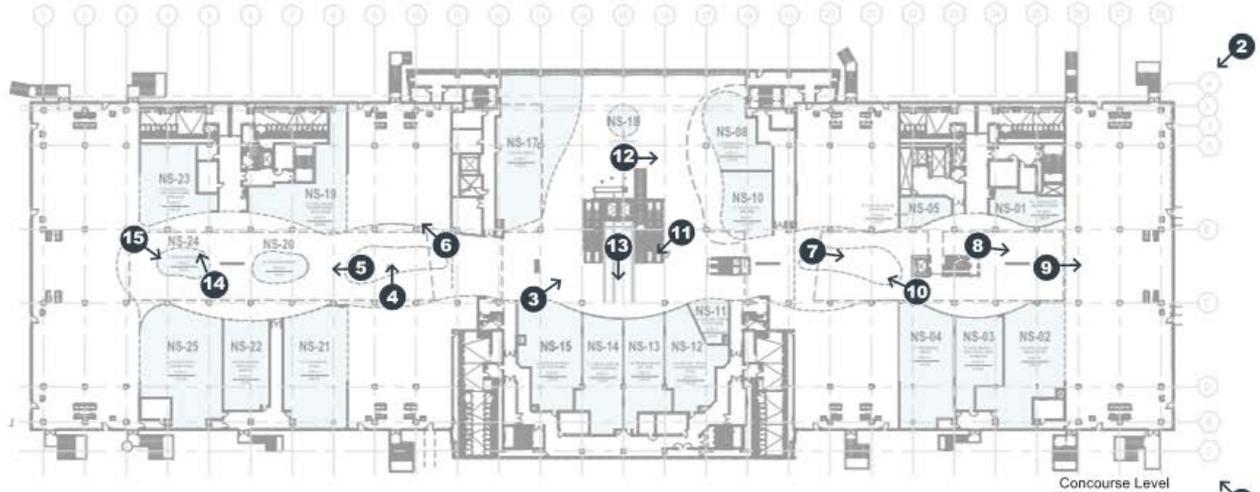


Please note the location of the space in relation to the over all map.

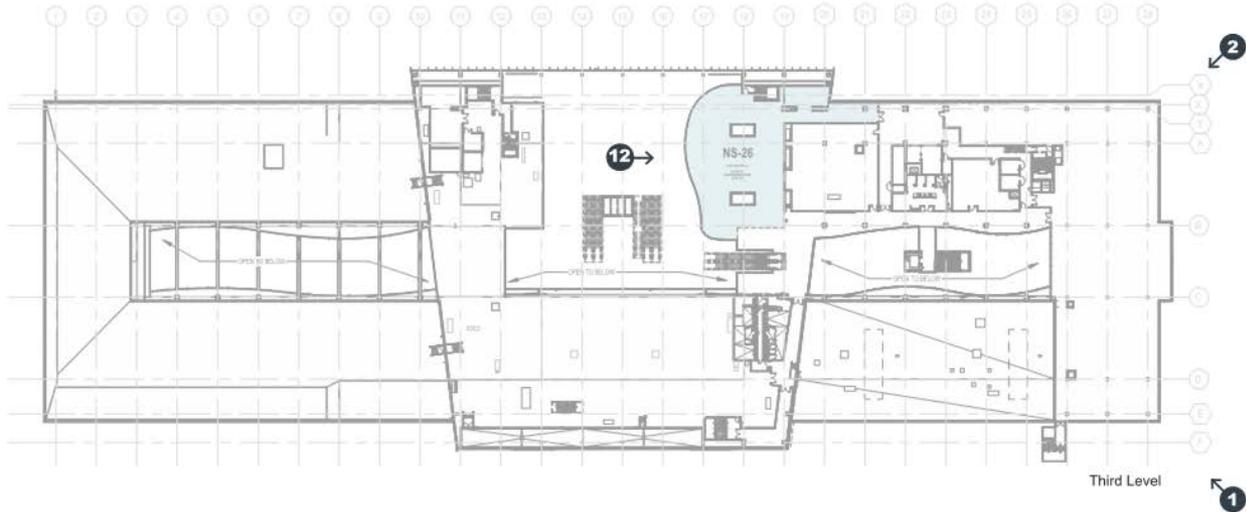
Location Information



Location Information



Location Information



More renderings plus the mezzanine signature restaurant.

View from Central Market Place



Mezzanine Restaurant Access



View from Mezzanine Signature Restaurant



View from Mezzanine Signature Restaurant



View from Mezzanine Signature Restaurant



Review of Section 1 of the CEP/RFP

SCOTT VAN HORN



Minimum Qualifications

Section 1.3

Competitive Evaluation Process (CEP)

- 18 months of experience in food service, retail and/or service operations at airports, transportation facilities, shopping centers or business districts.

BOTH CEP AND RFP

- Must never had an agreement terminated for cause.
- Must fully comply with City of SeaTac Proposition 1
- Must provide evidence of a Labor Peace Agreement (if eligible)
- Must acknowledge all addendum(s) issued by the Port.

Request for Proposals (RFP)

- Three (3) years of prior experience in the development, management and operation of restaurants and/or retail at airports, other transportation facilities, shopping centers, or business districts within the immediately prior five (5) years.
- Bid Bond of \$25,000.00



Review Evidence of a Labor Peace Agreement Section 1.3.4



Labor Peace Agreements 101

- **A Labor Peace Agreement:**

- Is a document executed by the Proposer's Organization and a local labor organization with clear jurisdictional scope with respect to currently represented employees or employees the labor organization seeks to represent in the Port's ADR Program.
- Protects the Port's economic interest by eliminating labor-related disruptions that can also negatively impact customers using the Airport as well as airline operations.

- **A Labor Peace Agreement is NOT:**

- A requirement for a collective bargaining agreement between the Proposer's organization and a local labor organization with clear jurisdictional scope.



Evidence of a Labor Peace Agreement Requirement for a Small Business

- Evidence of a Labor Peace Agreement **is not required** with your submission(s) if:
 - Proposer that qualifies as a Small Business (as determined by U.S. Small Business Administration standards) and will have a total of 35 or fewer badged employees at the Airport at the time of the opening of the proposed unit and during the term of the agreement.
- Evidence of a Labor Peace Agreement **is required** with your submission(s) if:
 - Proposer that qualifies as a Small Business (as determined by U.S. Small Business Administration standards) and will have a total of 36 or more badged employees at the Airport at the time of the opening of the proposed unit and during the term of the agreement.



Evidence of a Labor Peace Agreement Requirement Non-Small Business

- Evidence of a Labor Peace Agreement **is required** with your submission(s) if Proposer does not qualify as a Small Business (as determined by U.S. Small Business Administration standards) regardless of the total number of badged airport employees.



Evidence of a Labor Peace Agreement Requirement Small or Non-Small Business

- Evidence of a Labor Peace Agreement **is required** with your submission(s) if:
 - A Proposer is **affiliated** with other entities at Sea-Tac.
MUST INCLUDE THOSE EMPLOYEES AS PART OF THEIR BADGED EMPLOYEE COUNT
 - For the purpose of Lease Group 5 the Port is using the U.S. Small Business Administration’s definition of “affiliate” defined in 13 CFR Section 121.103.



Evidence of Labor Peace Agreement Submission

- All non-exempt Proposers must submit a letter on the Proposer's letterhead using the sample language provided in Exhibit 3 (shown below) with their Proposal
- _____ (Proposer) has complied with Section 1.3.4 of the Competitive Evaluation Process (CEP) or Request for Proposal (RFP) for Package(s) _____, which stipulates that all non-exempt Proposers must have a signed Labor Peace Agreement, that will eliminate labor-related disruptions of services both to the Port of Seattle's Airport Dining and Retail Program and general operations at Seattle-Tacoma International Airport, with a labor organization that has clear jurisdictional scope.



Labor Organizations with Clear Jurisdictional Scope

Food and Beverage Packages F-1, F-2, and F-3

UNITE Here, Local 8

Mr. Stefan Moritz, Director of Strategic Affairs

Telephone (206) 470-2992

Specialty Retail/Passenger Service Packages

SR-1, SR-2, PS-1, and PS-2

UFCW 21

Mr. Mike Rodriguez, Researcher

Telephone (206) 409-3057



Investment Incentive Agreement CEP Only (Section 1.6)

The Port Commission approved a pilot program to allow a Five Thousand and 00/100 (\$5,000.00) Dollar investment incentive payment to unsuccessful Proposers submitting a proposal to a CEP package. Each individual proposing entity will be eligible for only **ONE (1)** such payment as part of Lease Group 5.

To receive the investment incentive a Proposer **MUST**:

- Be deemed Responsive, Responsible and Competitive proposal as outline in Section 1.6
- Complete and execute and include in their electronic submission the Investment Incentive Agreement as outlined in Exhibit 6 along with the Proposer's W-9 form



Investment Incentive Agreement CEP Only (Section 1.6)

Special Circumstances:

- If the Port cancels this solicitation before proposals are due, Proposers will not be eligible for and will not receive an investment incentive payment.
- If a proposer is awarded the contract as a result of this CEP but is unwilling or unable to execute an L&C Agreement, such proposer will not be eligible for and will not receive an investment incentive payment.
- If the Port cancels the CEP after proposals are due, all responsive, responsible, and competitive proposals will be eligible to receive an investment incentive payment.



Review of Section 2 Sea-Tac Airport Overview

TAMI KUIKEN

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CENTRAL CONCOURSE

SOUTH CONCOURSE



Sea-Tac Airport Overview

- 8th busiest airport in North America in 2018
- Sales per enplanement of \$13.49 in 2018
 - Food & Beverage \$7.07
 - Specialty Retail \$2.61
 - Passenger Services \$.079
- 49.8 million passengers in 2018
 - 24.9 million enplanements in
 - 2.7 million international enplanements
 - 22.2 million domestic enplanements
- Daily passenger volumes vary between 80,000 – 150,000
- Passenger traffic grew by 6.21% in 2018



Airlines at Sea-Tac Airport

Overview

89% domestic travelers

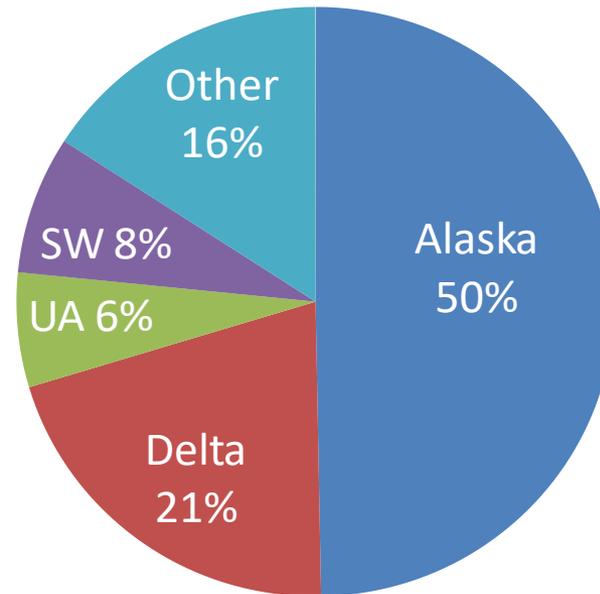
Growing international service

Over 75 gates

Serviced by 28 passenger airlines with scheduled service to:

89 domestic destinations

23 international destinations



Gate Allocation

2018 GATE ALLOCATION - SLOA IV

IN EFFECT: JUNE 1, 2018



LEGEND:

- | | | | |
|------------|---------|-----------------|--------------------|
| AIR CANADA | DELTA | PORT OF SEATTLE | UNITED |
| ALASKA | HORIZON | SOUTHWEST | UNDER CONSTRUCTION |
| AMERICAN | JETBLUE | SPIRIT | |

Port of Seattle/Aviation Properties
Seattle-Tacoma International Airport

BUILDING: MAIN TERMINAL
LEVEL: CONCOURSE
LOCATION:

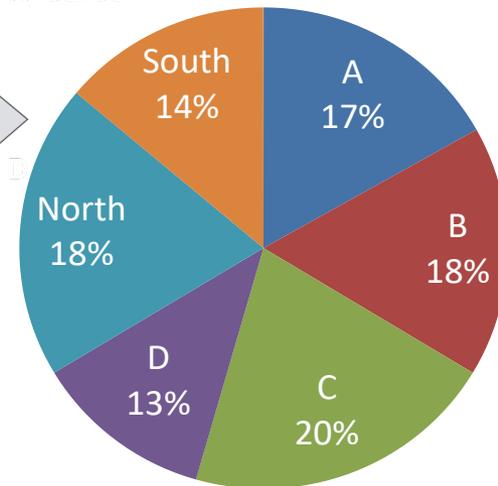
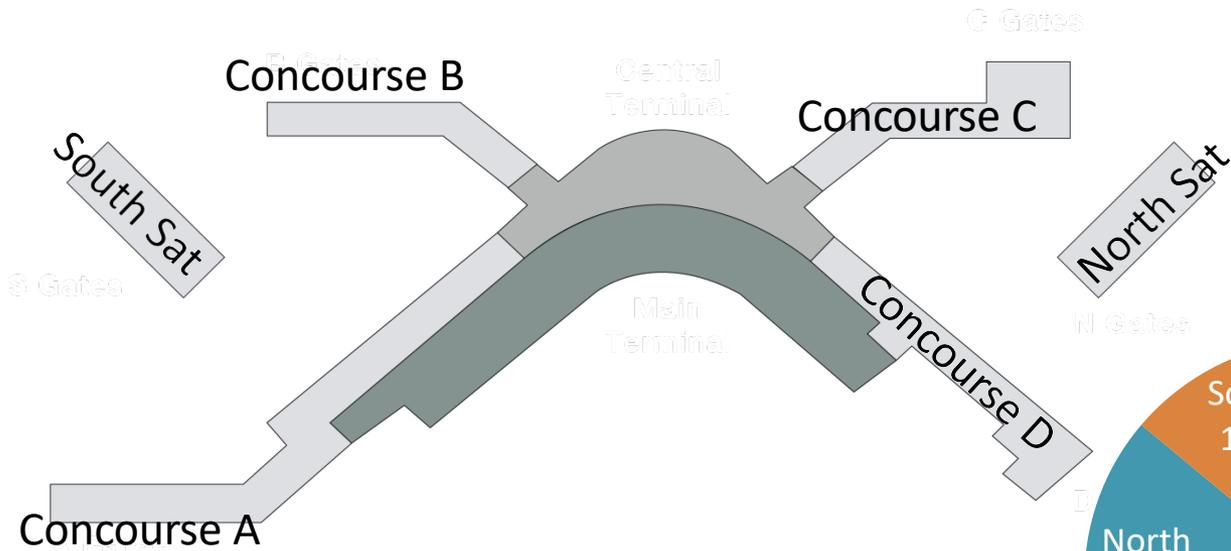
DATE: 01/24/2018
SCALE: AS SHOWN
DRAWN BY:
CHECKED BY:
PROJECT NO: X

V:\AV\Properties\01_P\02\Drawings\2018\20181616_2018_Gate_Allocation_SLOA_IV.dwg 15-Mar-18 11:13 AM



Enplanements by Concourse

2018



Projected Enplanements For The North Satellite

Concourse	2021	2022	2023	2024	2025	2026
North Satellite	4,583,455	4,670,611	4,759,424	4,849,717	4,946,711	5,045,645

Sea-Tac Customer Profile

- 68% leisure/personal travel; 32% business travel
- 50% female, 50% male
- 70% of passengers are an Origination and Destination traveler
- 60% of passengers are younger than 50 years old
- 54% travel through Sea-Tac 1-2 times per year, 26% 3-5 times annually
- Average household income: \$102,000
- Average traveler arrives nearly 2 hours before departure
- Tech-savvy: over 90% of passengers over 16 years old carry a smartphone



Review of Section 3 Lease Group 5 Schedule

KHALIA MOORE

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CENTRAL CONCOURSE



Lease Group 5 Schedule

ACTIVITY	TARGET DATE
Release of CEP/RFP	June 14, 2019
Pre-Proposal Meeting	July 9, 2019 & July 18, 2019
Last Day for Pre-Proposal Protest in accordance with Section 7.12.2.1	July 25, 2019
Written Questions Due	July 31, 2019
Response to Written Questions Posted	August 9, 2019
CEP/RFP Packages Due	September 18, 2019
Last Day to Withdrawal Proposal without Penalty	September 25, 2019
Interview (if necessary)	September/October 2019
Award	Q1 2020
Last Day for Post-Proposal Protest in accordance with Section 7.12.2.2	4 business days after the date the notice of Award
Lease Execution	60 Days after Award Notification

The Port reserves the right to change any of these dates, as it deems necessary in the Port's best interest.



Written Questions Section 1.4

CEP and RFP

- Written questions must be received by 5:00 pm Pacific Daylight Time July 31, 2019

All questions should be directed to
Ms. Dawn Hunter, Senior Manager ADR

Emailed to:

Seatacshops@portseattle.org



Pre-Proposal Protest Procedures

Section 7.12.2.1

- Any proposer showing a substantial economic interest in the contract to be awarded under the CEP or RFP may protest to the Port only in accordance with the procedures set forth in **Section 7.12, Protest Procedures**.
- Any protest based on the form or content of the CEP/RFP documents or any addendum (including, but not limited to, any terms, requirements and/or restrictions) must be filed with the Port as soon as practicable as outlined in Section 7.12.
- Protests challenging the criteria shall not be considered post-award.



Pre-Proposal Protest Procedures

Section 7.12.2.1

- Proposers must raise any concerns relating to the criteria for award published by the Port **or the form or content of the solicitation documents by :**
5:00 pm Pacific on July 25, 2019
- **Pre-Proposal Protests must be sent to:**
Port of Seattle, Seattle-Tacoma International Airport
Aviation Office Building
17801 Pacific Highway South
Seattle, WA 98158
Attention: Dawn Hunter



Proposal Due Date

CEP/RFP

- Submittals must be received by 3:00 pm Pacific Time, Wednesday September 18, 2019
- Include a proposal guarantee in the form of a surety bid bond payable to the Port of Seattle in the amount of \$25,000 if submitting on an RFP.

Submit one electronic PDF copy (all sections must be compiled into a single, word-searchable, electronic file not to exceed 300 MB) on a flash drive, along with the pro forma(s) in Excel format.

Label the package: "Lease Group 5 Package _____" All submissions should be directed to:

*Seattle-Tacoma International Airport
Attn: Dawn Hunter
Aviation Office Building, Room A6012M
17801 Pacific Highway South
Seattle, WA 98158*



Withdrawal of Proposals

Section 7.11

- Submitted Proposals may be withdrawn prior to the deadline for submission of Proposals. Should a Proposer discover an error in its submission, following the submission deadline it may request for its Proposal not be score and returned with written notification no later than September 25, 2019 at 4:00 pm Pacific. The Port will not make any modifications on the Proposer's behalf.
- After September 25, 2019, Proposers may not withdraw their proposals except on the forfeiture of their proposal guarantee to the Port as liquidated damages.



Review of Section 4 Lease Group 5 Package Information

SCOTT VAN HORN

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CENTRAL CONCOURSE

SOUTH CONCOURSE



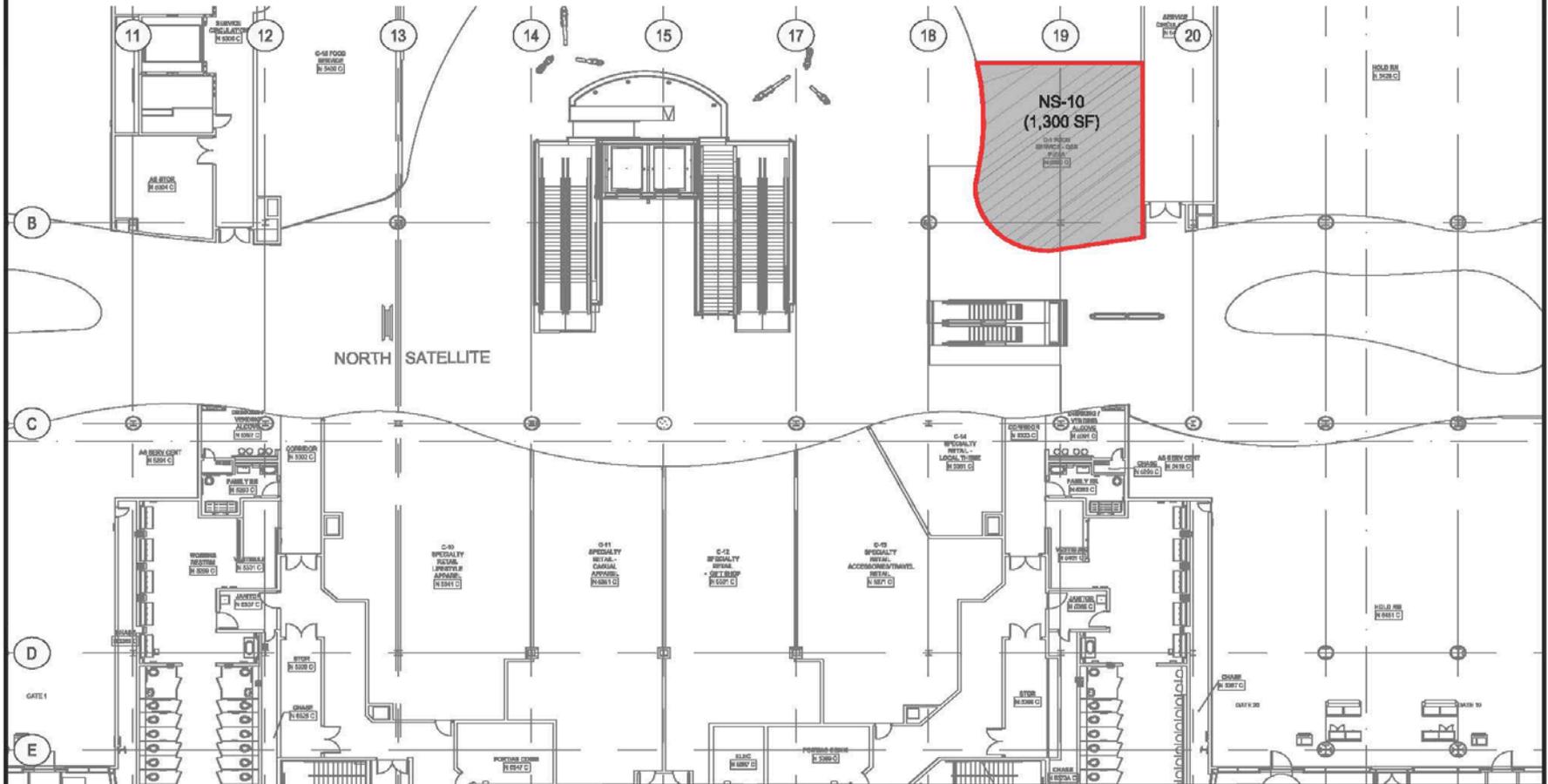
CEP PACKAGE FB-1 NATIONAL BURGER

Name of Unit	Proposed Concept	Approximate Sq. Ft.	Anticipated Date Unit is Available for Build - Out
<p>FB-1 NS-10 CEP</p>	<p>A Quick Service Restaurant featuring a National Burger</p> <p>This is a new location in the food court of the North Satellite. Seating will be provided by the Port.</p> <p>Menu should appeal to a wide variety of customers and include breakfast, lunch and dinner and include at a minimum:</p> <ul style="list-style-type: none"> • Selections specifically oriented to and priced for children • Items to address dietary restrictions which may include items such as gluten-free, vegetarian, and vegan offerings. 	<p>1,300</p>	<p>June 2021</p>
<p>Term</p>		<p>10 Years</p>	
<p>Anticipated Minimum Investment in Fixed Improvements per Square Foot</p>		<p>\$900.00</p>	



NORTH SATELLITE UNIT NS-10

1,300 SF SPACE (APPROX.)

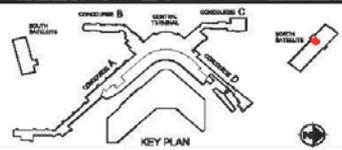


LEGEND:

 LEASE AREA



0 15
1"=30'-0"



INFORMATION IS SHOWN FOR REFERENCE PURPOSES ONLY.

Port of Seattle/Aviation Properties
Seattle-Tacoma International Airport

BUILDING: NORTH SATELLITE
LEVEL: CONCOURSE LEVEL
LOCATION:

DATE: 05JUNE2019
SCALE: 1"=30'
DRAWN BY:
CHECKED BY:
EXHIBIT NO.: NS-10

CEP PACKAGE FB-2 OPEN CONCEPT

Name of Unit	Proposed Concept	Approximate Sq. Ft.	Anticipated Date Unit is Available for Build - Out
<p>FB-2 NS-25 CEP</p>	<p>Fast Casual Restaurant featuring an Open Concept. Concept may include a bar but is not required.</p> <p>This is a new location in the North Satellite. Seating will be provided by the Proposer.</p> <p>Although there is no restriction on the food types offered, the proposed concept(s) should reflect the tastes of the pacific Northwest Sense of Place Concept and Pacific Northwest Region (as defined in Section 1.5).</p> <p>Proposed concept should enhance the offerings in the area and not directly compete. Proposers should refer to Section 6 to see agencies in the area.</p> <p>Menu should appeal to a wide variety of customers and include breakfast, lunch and dinner and include at a minimum:</p> <ul style="list-style-type: none"> • Selections specifically oriented to and priced for children • Items to address dietary restrictions which may include items such as gluten-free, vegetarian, and vegan offerings. • Concept may include a bar but it is not required 	<p>3,440</p>	<p>June 2021</p>
Term		10 Years	
Anticipated Minimum Investment in Fixed Improvements per Square Foot		\$950.00	

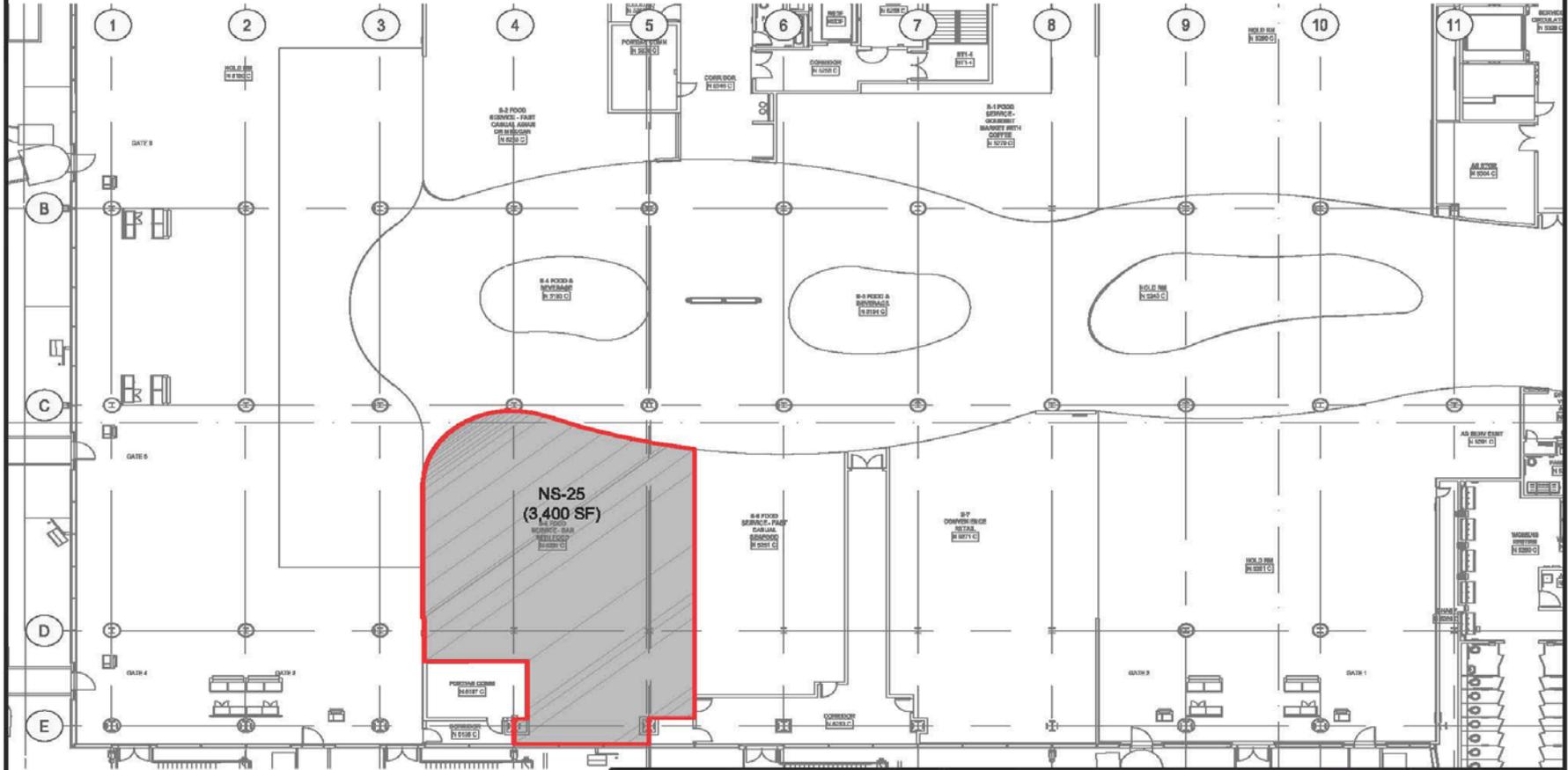


INTERNATIONAL AIRPORT



NORTH SATELLITE UNIT NS-25

3,400 SF SPACE (APPROX.)

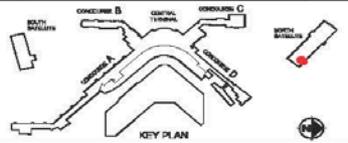


LEGEND:

 LEASE AREA



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1"=30'-0"



Port of Seattle/Aviation Properties
Seattle-Tacoma International Airport

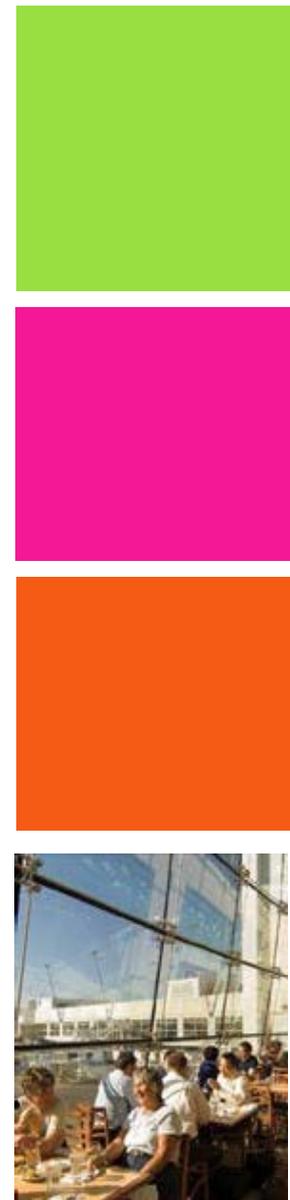
BUILDING: NORTH SATELLITE
LEVEL: CONCOURSE LEVEL
LOCATION:

DATE: 05JUNE2019
SCALE: 1"=30'
DRAWN BY:
CHECKED BY:
PROJECT NO.: NS-25

INFORMATION IS SHOWN FOR REFERENCE PURPOSES ONLY.

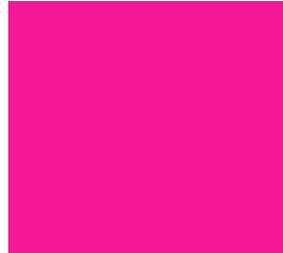


RFP PACKAGE FB-3 OPEN CONCEPT



Name of Unit	Proposed Concept	Approximate Sq. Ft.	Anticipated Date Unit is Available for Build - Out
<p style="text-align: center;">FB-3 NSM-26 RFP</p>	<p>Quick Service Restaurant, Fast Casual, or Casual Dining Restaurant featuring an Open Concept with a bar</p> <p>This is an upstairs unit and accessible by an escalator and an elevator provided by the Port. Seating to be provided by Proposer.</p> <p>Although there is no restriction on the food types offered, the proposed concept(s) should reflect the tastes of the pacific Northwest Sense of Place Concept and Pacific Northwest Region (as defined in Section 1.5).</p> <p>Menu should appeal to a wide variety of customers and include breakfast, lunch and dinner and include at a minimum:</p> <ul style="list-style-type: none"> • Selections specifically oriented to and priced for children • Items to address dietary restrictions which may include items such as gluten-free, vegetarian, and vegan offerings. • Concept must include a bar. 	6,780	June 2021
Term		10 Years	
Anticipated Minimum Investment in Fixed Improvements per Square Foot		\$1,000.00	

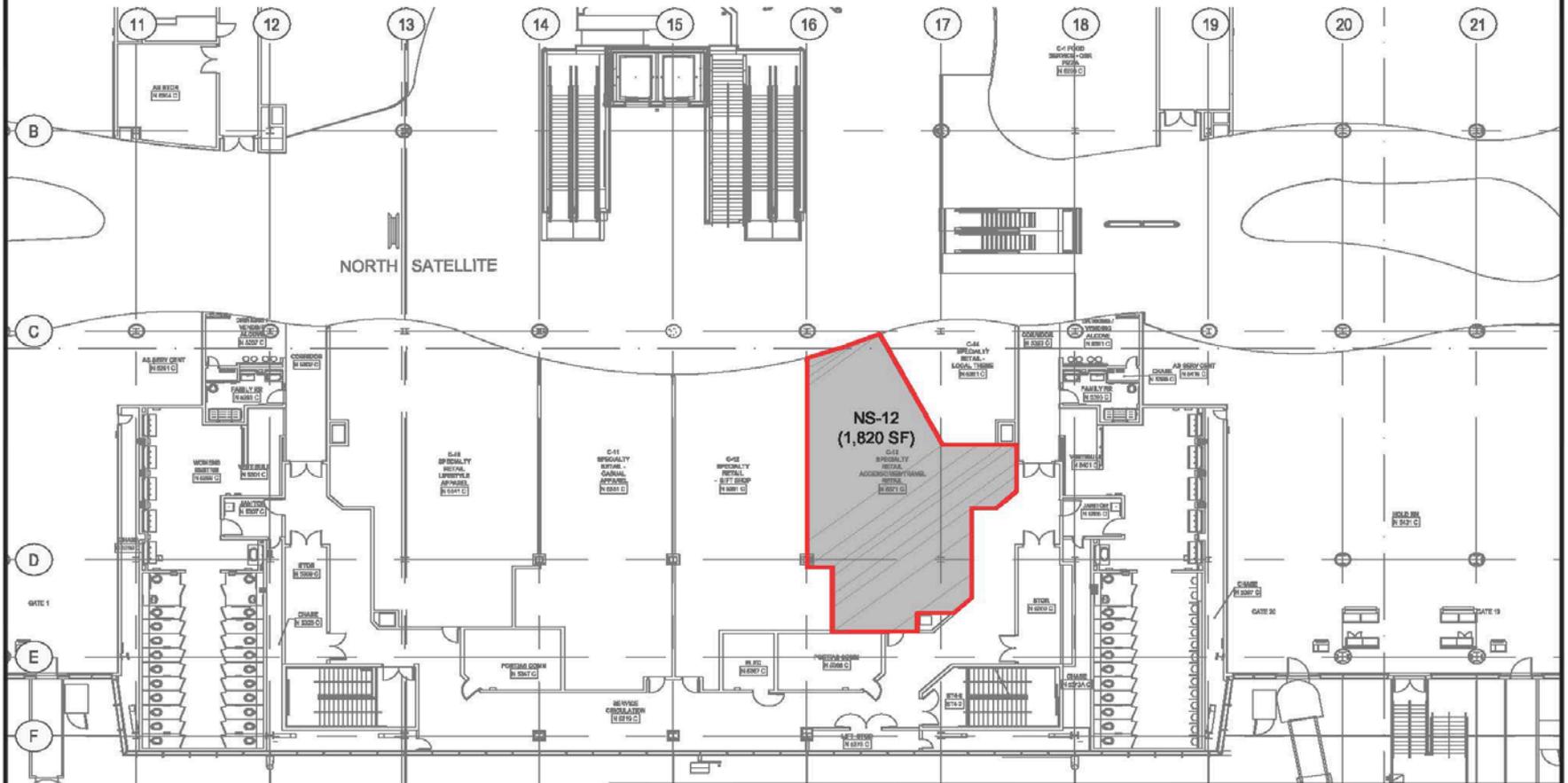
CEP PACKAGE SR-1 OPEN CONCEPT



Name of Unit	Proposed Concept	Approximate Sq. Ft.	Anticipated Date Unit is Available for Build - Out
<p>SR-1 NS-12 CEP</p>	<p>Specialty Retail location featuring an Open Concept (Store within a store concepts are permitted)</p> <p>This is a new location in the North Satellite retail core.</p> <p>Proposed concept should enhance the offerings in the area and not directly compete. Proposers should refer to Section 6 to see adjacencies in the area.</p>	<p>1,840</p>	<p>June 2021</p>
<p>Term</p>		<p>8 Years</p>	
<p>Anticipated Minimum Investment in Fixed Improvements per Square Foot</p>		<p>\$800.00</p>	

NORTH SATELLITE UNIT NS-12

1,820 SF SPACE (APPROX.)

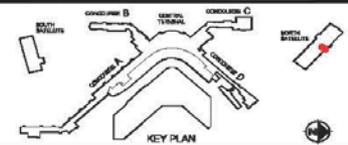


LEGEND:

LEASE AREA



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1"=30'-0"



Port of Seattle/Aviation Properties
Seattle-Tacoma International Airport

BUILDING: NORTH SATELLITE
LEVEL: CONCOURSE LEVEL
LOCATION:

DATE: 05JUNE2019
SCALE: 1"=30'
DRAWN BY:
CHECKED BY:
EXHIBIT NO. NS-12

INFORMATION IS SHOWN FOR REFERENCE PURPOSES ONLY.

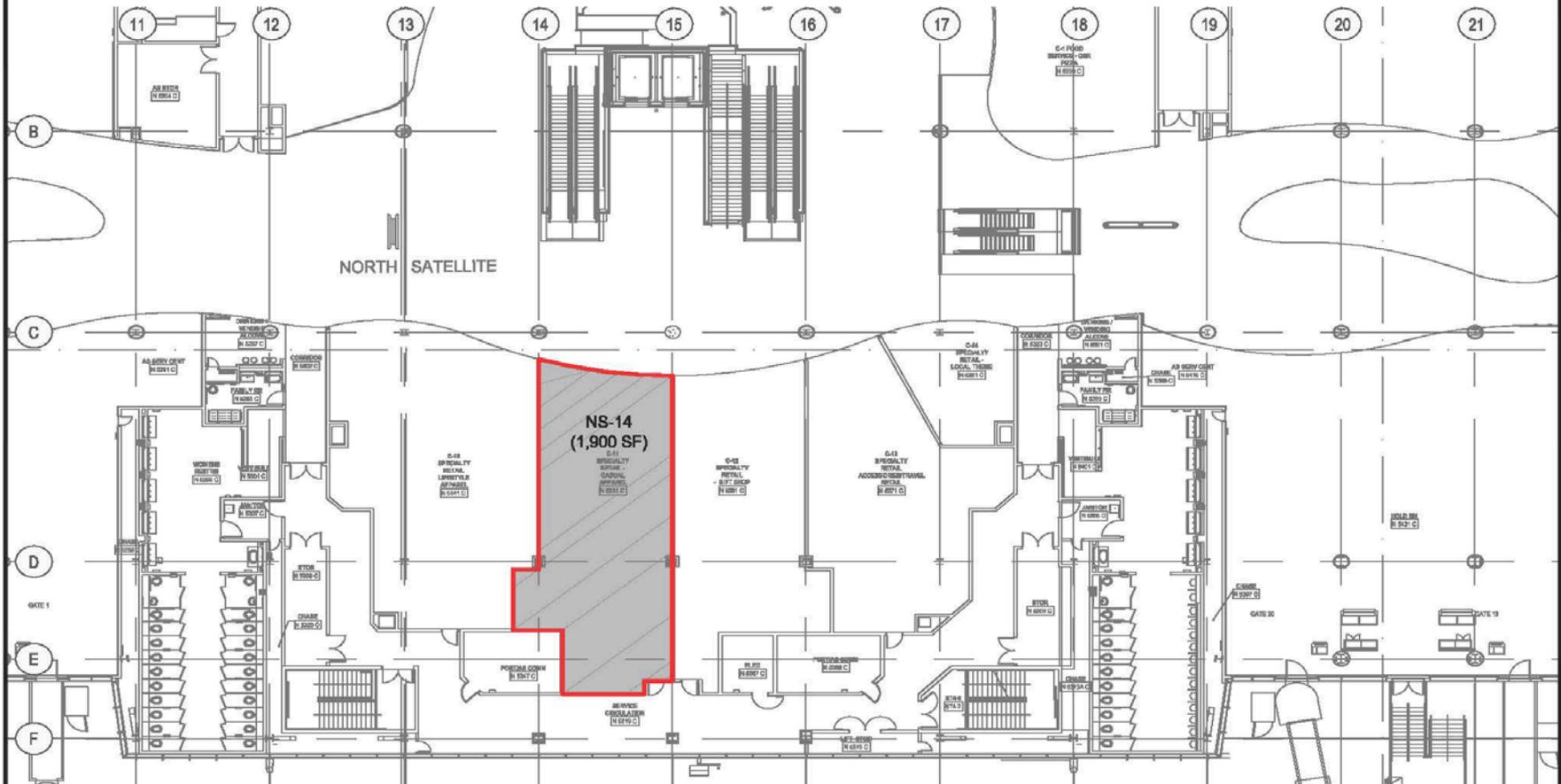
CEP PACKAGE SR-2 OPEN CONCEPT

Name of Unit	Proposed Concept	Approximate Sq. Ft.	Anticipated Date Unit is Available for Build - Out
<p>SR-2 NS-14 CEP</p>	<p>Specialty Retail location featuring an Open Concept (Store within a store concepts are permitted)</p> <p>This is a new location in the North Satellite retail core.</p> <p>Proposed concept should enhance the offerings in the area and not directly compete. Proposers should refer to Section 6 to see adjacencies in the area.</p>	<p>1,890</p>	<p>June 2021</p>
<p>Term</p>		<p>8 Years</p>	
<p>Anticipated Minimum Investment in Fixed Improvements per Square Foot</p>		<p>\$800.00</p>	



NORTH SATELLITE UNIT NS-14

1,900 SF SPACE (APPROX.)

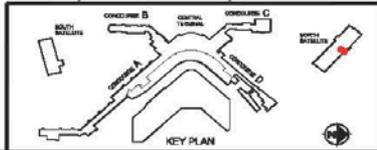


LEGEND:

 LEASE AREA



0 15
1"=30'-0"



Port of Seattle/Aviation Properties
Seattle-Tacoma International Airport

BUILDING: NORTH SATELLITE
LEVEL: CONCOURSE LEVEL
LOCATION:

DATE: 05JUNE2019
SCALE: 1"=30'
DRAWN BY:
CHECKED BY:
EXHIBIT NO. NS-14

INFORMATION IS SHOWN FOR REFERENCE PURPOSES ONLY.

CEP PACKAGE PS-1 MASSAGE/SPA/OR MEDICAL SERVICES



Name of Unit	Proposed Concept	Approximate Sq. Ft.	Anticipated Date Unit is Available for Build - Out
PS-1 NS-11 CEP	<p>Passenger Services location featuring either a Massage Services, Spa Services, or Medical Services or a combination thereof</p> <p>This is a new location in the North Satellite retail core.</p> <p>For the purpose of this CEP:</p> <p><u>Massage Services</u> shall include but not limited to, chair massages, foot massage, hand massages, facials, full body massage, and any other similar type services found on the street.</p> <p><u>Spa Services</u> shall include but not limited to, manicure and pedicures and any other similar services found on the street.</p> <p><u>Medical Services</u> shall include but not limited to, chiropractor services, general health screening services that includes the administration of shots, the issuance of prescriptions. Respondents shall make every effort to take patients insurances.</p>	580	June 2021
Term		8 Years	
Anticipated Minimum Investment in Fixed Improvements per Square Foot		\$700.00	

CEP PACKAGE PS-2 NAPPING ROOM/BUSINESS CENTER/ OR GAMING LOUNGE



Name of Unit	Proposed Concept	Approximate Sq. Ft.	Anticipated Date Unit is Available for Build - Out
PS-2 NS-13 CEP	<p>Passenger Services location featuring either a Napping Room, Business Center, or a Video Gaming Lounge or a combination thereof</p> <p>This is a new location in the North Satellite retail core. It is the Proposers responsibility to review and understand the Utility Matrix provided as well as the LOD in Section 6.</p> <p>For the purpose of this CEP: <u>Napping Room</u> shall include but not limited to, private rooms for passengers to rest. Retail items associated with the concept may be sold but must account for not more than forty percent (40%) of the annual gross sales. <u>Business Center</u> shall include but not limited to, rooms that may be reserved for private meetings, access to printers, copiers, and/or computers. Retail items associated with this concept may be sold but must account for not more than forty percent (40%) of the annual gross sales. <u>Video Gaming Lounge</u> shall include but not limited to, rental of video games on either a Xbox, PlayStation, Wii or other gaming console, for private or group use. Food and Beverage offerings including beer and wine may be sold, but shall not constitute more than fifty percent (50%) of the annual gross sales. Video game and video game console accessories may be sold.</p>	1,740	June 2021
Term		8 Years	
Anticipated Minimum Investment in Fixed Improvements per Square Foot		\$800.00	

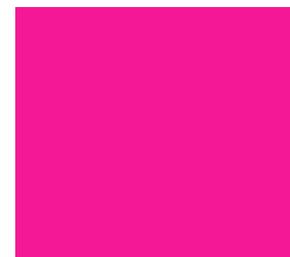
2016 – 2019 (APRIL) NORTH SATELLITE GROSS FOOD AND BEVERAGE SALES

Store Name	Concourse	2016	2017	2018	2019
Bambuza Vietnam	NS				80,572
Big Foot Food & Spirits	NS	5,048,268	5,011,703	5,721,865	114,682
Burger King	NS	4,259,877	4,382,148	4,903,347	1,001,251
Café D'Arte	NS				339,002
Dilettante Chocolates	NS	1,046,446	1,072,565	1,137,898	207,388
Seattle Seahawks 12 Club	NS	5,040,759	4,860,378	5,075,995	1,562,785
Starbucks	NS	3,638,158	3,850,964	3,866,866	768,658
The Great American Bagel Bakery	NS	3,813,810	3,948,814	4,376,367	927,801



2016 – 2019 (APRIL) NORTH SATELLITE GROSS SPECIALTY RETAIL SALES

Store Name	Concourse	2016	2017	2018	2019
Fireworks	NS	1,786,021	1,840,787	1,931,697	47,373
Seattle Sports	NS	213,309	220,913	158,154	2,574



2016 – 2019 (APRIL) NORTH SATELLITE GROSS PASSENGER SERVICES SALES

Store Name	Concourse	2016	2017	2018	2019
Massage Bar	NS	243,082	234,680	550,788	37,692



Review of Section 7 Instructions to Proposers

Scott Van Horn

50009
A5.26
50015
A5.20

CENTRAL CONCOURSE



General Instructions

Section 7.1.8 & 7.1.9

All responses must be submitted in a sealed envelope clearly marked as follows:

LEASE GROUP 5 PACKAGE _____:
SEATTLE-TACOMA INTERNATIONAL AIRPORT

**With the name and address of the Proposer in the upper left-hand corner.*

Responses shall be submitted to the Port of Seattle one (1) pdf electronic copy on a thumb drive or other device, prepared with complete answers, signed by an authorized representative, enclosed in a sealed envelope properly addressed, and must be either (a) delivered by hand, (b) mailed by certified or registered mail and acknowledged by receipt, or (c) by overnight courier and received by the Port no later than **3:00 PM, Pacific Time, September 18, 2019** at the following address:

Port of Seattle
Seattle-Tacoma International Airport
Aviation Office Building
Room A6012M
17801 Pacific Highway South
Seattle, WA 98158
Attention: Dawn Hunter



General Instructions

Section 7.1.15

ALL PROPOSAL FORM(S) MUST BE SIGNED BY AN AUTHORIZED REPRESENTATIVE OF THE LEGAL ENTITY SUBMITTING THE PROPOSAL (I.E., THE PROPOSER). IF NOT SIGNED BY AN AUTHORIZED REPRESENTATIVE OF THE PROPOSER, THE PROPOSAL MAY BE DEEMED NON-RESPONSIVE AND NOT SCORED.

FOR EXAMPLE, IF THE PROPOSER IS A JOINT VENTURE, PROPOSAL FORM(S) MUST BE SIGNED BY AN AUTHORIZED REPRESENTATIVE OF THE JOINT VENTURE (NOT JUST ONE OF THE JV MEMBERS) AND THE INDIVIDUAL SIGNING SHOULD BE SIGNING IN HER/HIS CAPACITY AS IT RELATES TO THE JV (NOT A JV MEMBER).



Page Limitations

Section 7.2

- All responses are limited to a **total of maximum of 200 pages (including requested financial information)**. Any pages beyond the limit will not be scored.
- Required Joint Venture Agreements are excluded from this page count.
- Exhibit 6 for the CEP is excluded from this page count.



Submittal Requirements

Section 7.2

- A Proposer may submit one (1) concept per package.
- All sections should be combined into a **single electronic file** that is a word-searchable portable document format (PDF)
- PDF file must be no larger than 300 MB
- Each of the tabbed sections should be included in the PDF file.
- PDF file should be submitted on a flash drive.
- Include the pro forma in Excel format as well as pdf format on the flash drive.



Competitive Integrity

Section 7.8

- A potential proposer, or anyone on its behalf, may only contact the authorized Port representative, concerning this CEP/RFP from the release date until the Port announces the Selected Proposer(s). Any communication concerning the content of this solicitation by a potential or actual proposer, or anyone on its behalf, with any Port elected official or employee other than the Port representative will result in the rejection of that proposer's proposal unless, in the reasonable judgment of the Port's General Counsel, the communication could not reasonably be believed to have given the proposer a competitive advantage or have impaired the neutral competitive environment of this CEP/RFP.
- Submitted questions, per **Section 1.4** of this CEP/RFP and attendance at the pre-proposal conference are the only contacts considered allowable by this CEP/RFP between the Port and potential proposers.
- **Failure by Proposer and/or their representatives to comply with this restriction may result in their proposal being rejected by the Port.**



Public Disclosure

Section 7.9

To (i) facilitate the timely release of these documents pursuant to the Port's obligations under the PRA, and (ii) to ensure that proposers have access to as much information as possible to inform their decision on whether to protest the Port's selection decision: no later than 3 business days following the date the Port notifies all proposers of the apparent successful proposer for each concession opportunity, the Port will also post copies of all proposals for that specific concession opportunity to its public records website. The only exception to the foregoing will be the following sections of each proposal (the "Sections with Potentially Exempt Material"):

- Section 9 Question 3 (v.)
- Section 9 Question 3 (vi.)
- Section 9 Question 3 (vii.)
- Section 9 Question 3 (viii.)
- Section 9 Question 4
- Section 9 Question 9



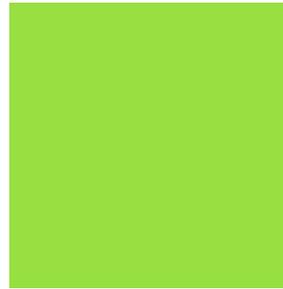
Public Disclosure Section 7.9



ALL other sections of EVERY proposal (the “Remaining Sections”) will be posted to the Port’s public disclosure website without any review by the Port for the applicability of an exemption, and Proposers are hereby notified that they should not include any information that is exempt from public disclosure under the PRA in the Remaining Sections.

Protest Procedures

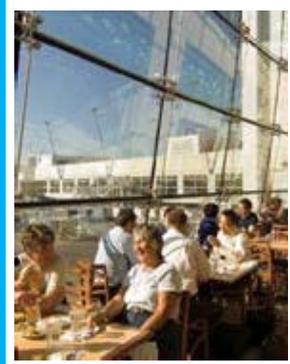
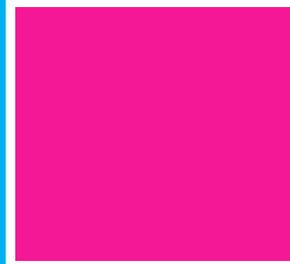
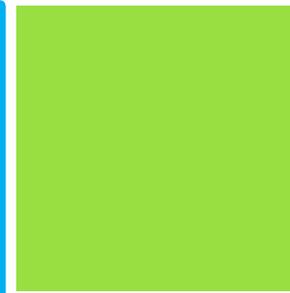
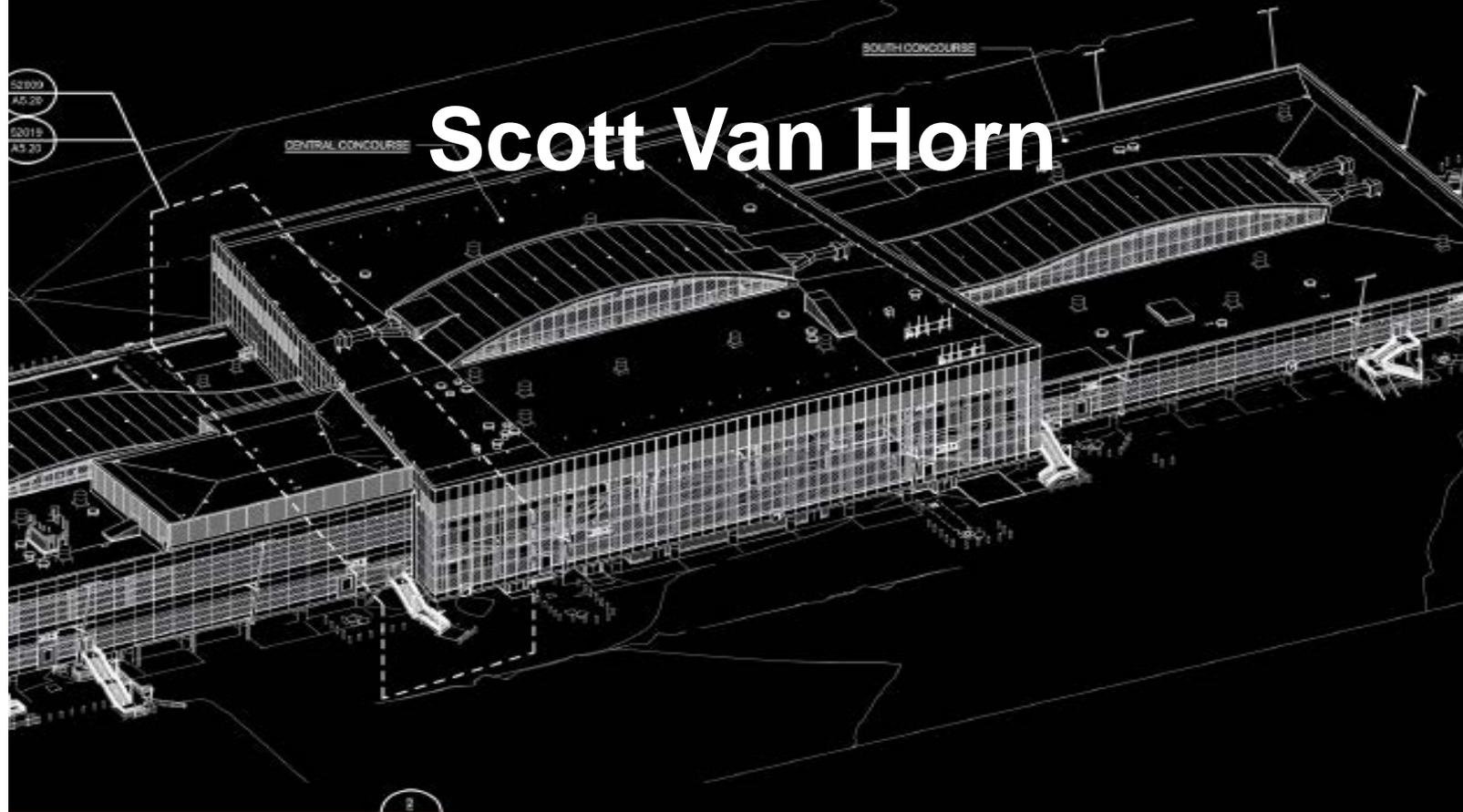
Section 7.12



Are due by 5:00 P.M. (Pacific) no later than four (4) business days after notification.

Review of Sections 9 to 15

Scott Van Horn



Section 9 - Background, Experience, and Financial Capability

- 9 Questions in this Section
- All financial information provided is counted in the overall page count.



Section 10 - Concept Development

- Demonstrate the ability of the concept (or concepts) proposed to meet or exceed the expectations described in Section 4 for the unit. 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.
- 6 Questions in this Section
- **Proposers may only propose 1 concept per package**



Section 11 - Unit Design, Materials and Capital Investment

- 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 or reinforcement of the Pacific Northwest Sense of Place as described in the Port of Seattle's ADR Design Guidelines and Tenant Design and Construction Process Manual, which are located on the Port's website: <http://www.portseattle.org/Business/Construction-Projects/Airport-Tenants/Pages/Reference-Documents.aspx>, as well as the reasonableness of the proposed capital investment in the unit(s).
- 5 Questions in this Section
- Proposal must include a completed **Form 8.6** Capital Investment.
- **Proposers should review Exhibit 2 – Resolution 3725 in preparing their capital investment figures**



Section 11 - Unit Design, Materials and Capital Investment Form 8.6

Form 8.6 Capital Investment Form

Proposers are required to submit their proposed capital investment and indicate the sources of funding to be used for the tenant improvements and working capital. Please complete one form for each unit included in your submittal and one form that includes consolidated information for all units included in your submittal.

Unit/Package Number:
 Concept:
 Square Feet:

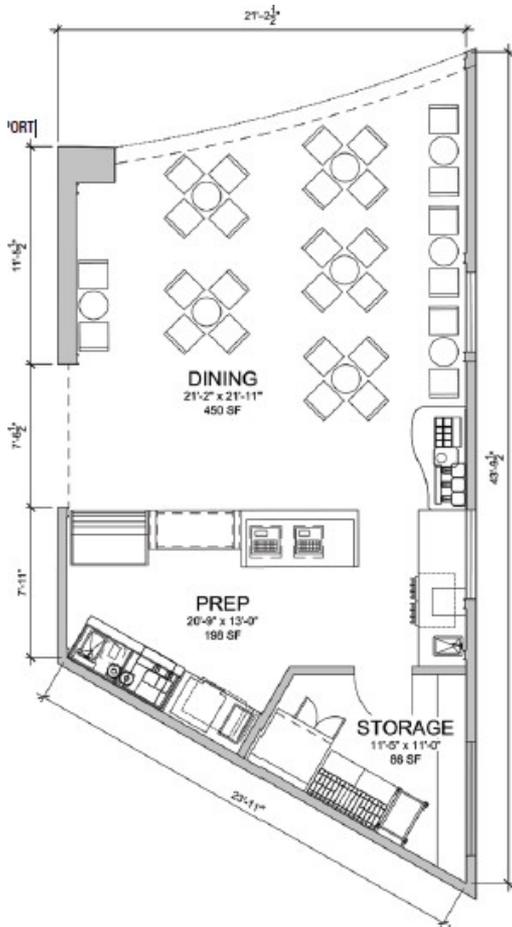
Initial Capital Investment	Amount	Percent of Initial Capital Investment
- Leasehold Improvements	\$ <input type="text"/>	<input type="text"/> %
- Furnishings, Fixtures and Equipment	\$ <input type="text"/>	<input type="text"/> %
- Design, Engineering, and Construction Management ⁽¹⁾	\$ <input type="text"/>	<input type="text"/> %
Total Initial Capital Investment	\$ <input type="text"/>	<input type="text"/> %
Total Initial Capital Investment/Sq.Ft	\$ <input type="text"/> /Sq.Ft	

Mid-Term Refurbishment Investment	Amount	Percent of Initial Capital Investment
- Minimum Mid-Term Refurbishment Investment ⁽²⁾	\$ <input type="text"/>	
- Minimum Mid-Term Refurbishment Investment/Sq.Ft	\$ <input type="text"/> /Sq.Ft	

Working Capital	Amount
- Amount of Working Capital Available	\$ <input type="text"/>
- Sources of Working Capital (list below)	<input type="text"/>
	<input type="text"/>
	<input type="text"/>



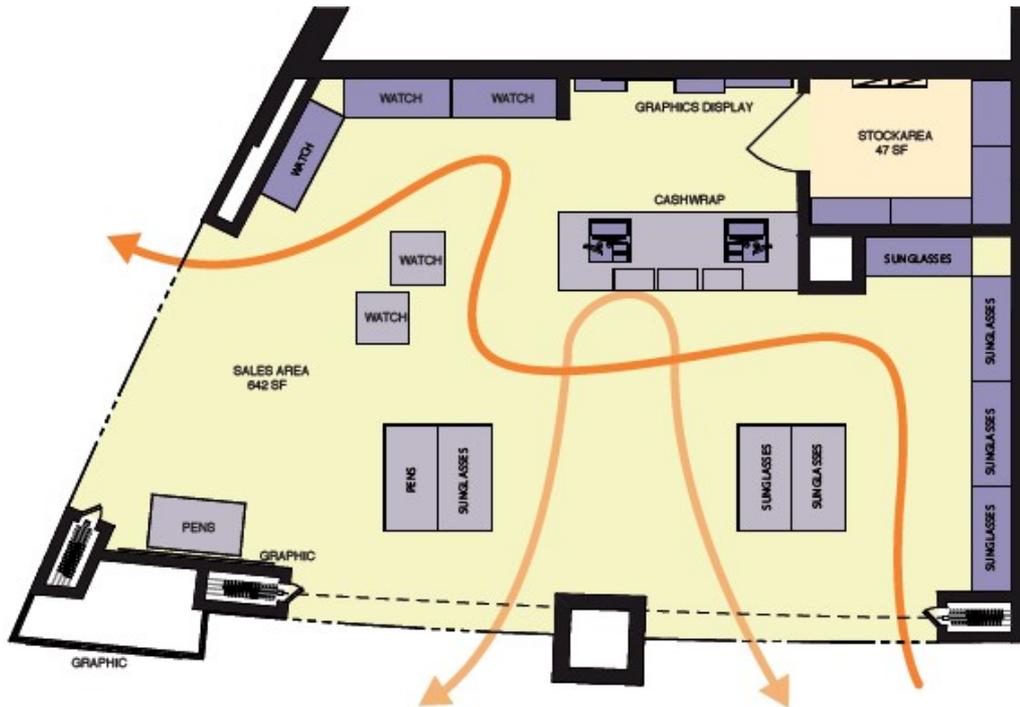
Section 11 - Unit Design, Materials and Capital Investment



Section 11 - Unit Design, Materials and Capital Investment



Section 11 - Unit Design, Materials and Capital Investment



SALES	91 %
STOCK	9 %



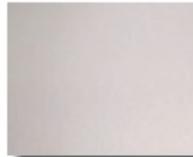
Cash Wrap Laminate



Cash Wrap Surface



Displays



Accent Metal



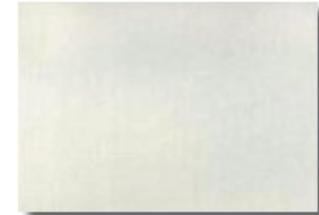
Accent Plastic Laminate



Acrylic



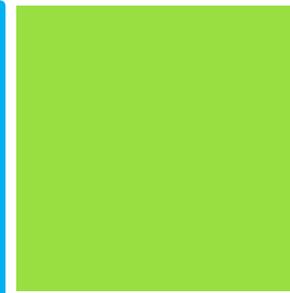
Accent Wallcovering



Flooring



CEP - Section 11 - Unit Design, Materials and Capital Investment



Section 12 - Financial Projections and Financial Offer

- Submittal must include a completed financial offer using the Financial Offer Form provided in **Form 8.5** (If submitting on multiple packages be sure to use the correct form)

AND

- Completed Pro Forma(s) – **Form 8.4**
- The Financial Offer **Form 8.5** is designated with a package number and specific only to that package
- The package Minimum Annual Guarantee may not be modified
- The Pro Forma must be submitted electronically in Excel using the provided template



Section 12 - Financial Projections and Financial Offer Form 8.5

FORM 8.5 Financial Offer Form Package FB-1

During each year of the term of the Agreement, for the right and privilege of operating and managing the Premises at the Airport, the undersigned company hereby proposes to pay monthly to the Port beginning on the Rent Commencement Date, the greater of items 1 or 2 below:

- 1) One-twelfth (1/12) of the Minimum Annual Guarantee (MAG) paid in advance, on the first (1st) day of the month. **The MAG for the First Full Year of the Agreement is Four Hundred Thirty Thousand (\$430,000).** For the second full calendar year through the Last Full Year, the MAG will be eighty-five percent (85%) of the total amount paid (whether by MAG or Percentage Fees) by Concessionaire to the Port for the previous calendar year in accordance with the Agreement.

Flat Rate Percentage Fee of:

Proposed Percentage Fee in Number Format	Proposed Percentage Fee in Words
____%	

OR

Tiered Percentage Fee of: (Add tiers as necessary on a separate sheet of paper using this format.)

Annual Gross Sales	Proposed Percentage Fee in Number Format	Proposed Percentage Fee in Words
Annual Gross Sales less than \$ _____.	____%	
Annual Gross Sales between \$ _____ and \$ _____.	____%	
Annual Gross Sales equal to or greater than _____.	____%	

The signature of the Authorized Representative certifies that this Financial Offer is supportable throughout the term of the Agreement.

ATTEST:

(Company Name)

Proposers may either propose:

- Flat Rent or
- Tiered Rent

Please make sure that the rent you propose matches what you put in your Proforma.



Section 12 - Financial Projections and Financial Offer Form 8.4

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
ASSUMPTIONS USED												
Enplanements ²	4,583,455	4,670,611	4,759,424	4,849,717	4,946,711	5,045,645	5,146,558	5,249,489	5,354,479	5,461,568	5,570,800	51,055,002
Sales per Enplanement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
PROJECTIONS												
Gross Sales:												0
Cost of Goods Sold												0
Gross Profit	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0
Expenses												0
Payroll												0
Benefits												0
Utilities												0
Operating Expenses												0
Franchise/License Fees												0
Rent to Port												0
General & Administrative												0
Washington Lease Excise Tax												0
Insurance												0
Other Direct Expenses												0
Total Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0
EBITDA	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0
Interest, Depreciation, and Amortization	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0
Net Profit Before Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0
Total Initial Investment												n/a
Total Midterm Investment												n/a

Be sure to submit both the excel file and pdf
 Enplanement numbers provided are based on Section 5 Statistical data



Section 13 - Management/Staffing, Operations, Customer Service, and Environmental Sustainability

- Questions associated with this Section:
 - 4 Questions on Management and Staffing
 - 1 Question on Operating Standards
 - 1 Question on Customer Service Practices
 - 3 Questions on Environmental Philosophy and Practices
- Purpose is to demonstrate:
 - Ability to effectively manage all units and operations, including quality leadership and adequate levels of staffing
 - Commitment to reliable, safe, clean and well-merchandised operations and a proactive/consistent maintenance approach
 - Commitment to providing a high level of customer service
 - Environmental sustainability practices that will be implemented, including, but not limited to, separation of waste, recycle and compost, and use of compostable materials, etc.



Section 14 - Job Quality, Workforce Training, and Employment Continuity

- Purpose is to provide detail regarding commitment to:
 - Job Quality
 - Sustainable Wages
 - Affordable Care Act Compliance
 - Employee Benefits
 - Training
 - Employment Continuity
- **Complete Job Quality Form 8.7**
 - Fillable pdf form for **Form 8.7** is included within the package's



Section 14 - Job Quality, Workforce Training, and Employment Continuity

Form 8.7

- Make sure the wages are in 2019 Dollars
- Please provide detail calculation on how you arrived at the \$ per hour for Healthcare Benefits and Retirement Benefits. Failure to provide this calculation MAY result in this section not being included in the overall calculation
- May provide additional information for the panel to review in addition to those stated in Form 8.7



CEP - Section 15- Small Business Participation

- **Part 1 Small Business Qualifications**

- Provide evidence that your company qualifies as a small business according to the established guidelines adopted by the U.S. Small Business Administration (SBA) or by being certified as an Airport Concessions Disadvantaged Business Enterprise (ACDBE) or;
- Details of Joint Venture,

AND

- **Part 2 Commitment in Using Small, Local, or Disadvantage Business**

- Whether and to what degree the proposer will commit to, and how the proposed operation will include opportunities for participation by local, small and/or disadvantaged firms by:
 - Sourcing of products/services and/or product placement;
 - Mentoring of one or more small, local, or disadvantage businesses;
 - Utilizing these firms in the design and/or construction processes



RFP - Section 15- Small Business Participation

• Part 1 Small Business Qualifications

- Provide evidence that your company qualifies as a small business according to the established guidelines adopted by the U.S. Small Business Administration (SBA) or by being certified as an Airport Concessions Disadvantaged Business Enterprise (ACDBE) or;
- Details of Joint Venture,

OR/AND

• Part 2 Commitment in Using Small, Local, or Disadvantage Business

- Whether and to what degree the proposer will commit to, and how the proposed operation will include opportunities for participation by local, small and/or disadvantaged firms by:
 - Sourcing of products/services and/or product placement;
 - Mentoring of one or more small, local, or disadvantage businesses;
 - Utilizing these firms in the design and/or construction processes



Review of Section 16 Evaluation Criteria

SCOTT VAN HORN

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A3 20
50015
A3 20

CENTRAL CONCOURSE



General Process

Section 16.1

Proposals will be reviewed for compliance with applicable page limitations. Proposals that exceed the page limitations will be redacted consistent with the limitations, and then page-limit-compliant redacted proposals will be distributed to the evaluation panel members.

Some proposal-specific observations, comments, remarks, strengths and/or weaknesses may be noted, primarily for the purpose of providing high-level constructive feedback to unsuccessful proposers after a lease and concession agreement is executed. These notes will be the only notes retained as part of the procurement record – all others will be superseded and not retained.

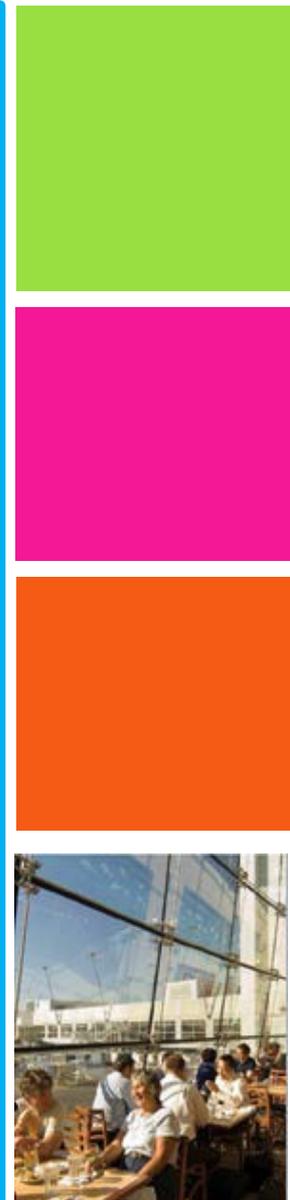
The Evaluation Panel may, but shall not be required to, directly compare corresponding sections of different Proposals against each other as part of the consensus scoring process to arrive at its consensus score.



CEP/RFP Evaluation Criteria

Section 16.2

Evaluation Criterion	Maximum Points
Background, Experience and Financial Capability	200 points
Concept Development	250 points
Unit Design, Materials and Capital Investment	200 points
Financial Projections and Financial Offer	200 points
Management/Staffing, Operations, Customer Service, and Environmental Sustainability	250 points
Job Quality, Workforce Training, and Service Continuity	200 points
Small Business Participation	200 points



Job Quality Scoring

One Hundred Fifty (150) of the Two Hundred (200) points for this category will be awarded based on wages, healthcare benefits, and retirement benefits.

The Proposer with the highest combined total of the following items will receive the full one Hundred fifty (150)points:

Average starting wage for all non-managerial employees as noted in **Form 8.7**, Table 11.2, less the current Proposition 1 minimum wage of \$16.09 per hour.

Average amount per hour that Proposer will contribute to the healthcare benefits per non-managerial employee times the percentage of non-managerial employees that will receive these benefits in the first year of operation as noted in **Form 8.7**, Table 11.4.

Average amount per hour that Proposer will contribute to the retirement benefits per non-managerial employee times the percentage of non-managerial employees that will receive the benefits in the first year of operation as noted in **Form 8.7**, Table 11.5.

All other Proposers will receive a portion of the 150 points based on the computed ratio of their combined total of the above items divided by the highest combined total of the above items.

Fifty (50) of the Two Hundred (200) points will be awarded for the remaining topics requested on **Form 8.7**.



Small Business Scoring RFP

Part 1

A Proposer that qualifies as a small business **as defined in Section 15** will automatically receive One Hundred (100) points.

- Prime operators that propose a joint venture with one or more small businesses with a minimum participation level of twenty percent (20%) **and** submit a joint venture agreement(s) that meet(s) the FAA guidelines for joint ventures will automatically receive Fifty (50) points, regardless of whether or not the Proposer proposes to operate a national brand through a franchise, license, joint venture, or other business structure. Any joint ventures that do not meet these criteria will not receive any points. Based in the Proposer's operating structure they may earn points as indicated in the following slide.



Small Business Scoring RFP

Part 2

Point allocation for Section 15 Question 3 is broken out as follows:

Question 3(a) Seventy Five (75) Points

Question 3(b) Seventy Five (75) Points

Question 3(c) Fifty (50) Points

All Proposers, regardless of size, may receive **up to** Two Hundred (200) points by using any of the following combinations:

- Small Business (100 pts) and any minimum of two (2) combinations of Section 15 Question 3 (100 pts)
- ACDBE (100 pts) and any minimum of two (2) combinations of Section 15 Question 3 (100 pts)
- Prime Operator with a valid Joint Venture (50 pts) and a combination of commitment to all three (3) items in Section 15 Question 3 (150 pts)
- Prime Operator without a Joint Venture a combination of commitment to all three (3) items in Section 15 Question 3 (200 pts)



Small Business Scoring CEP

Part 1

A Proposer that qualifies as a small business as defined in Section 15 will automatically receive One Hundred (100) points.

- Prime operators that propose a joint venture with one or more small businesses with a minimum participation level of twenty percent (20%) and submit a joint venture agreement(s) that meet(s) the FAA guidelines for joint ventures will automatically receive Fifty (50) points, regardless of whether or not the Proposer proposes to operate a national brand through a franchise, license, joint venture, or other business structure. Any joint ventures that do not meet these criteria will not receive any points. Based in the Proposers operating structure they may earn points as indicated in the following slide.



Small Business Scoring CEP

Part 2

Point allocation for Section 15 Question 3 is broken out as follows:

Question 3(a) Forty (40) Points

Question 3(b) Forty (40) Points

Question 3(c) Twenty (20) Points

Small Business and/or ACDBE's may receive **up to Two Hundred (200) points** by using any of the following combinations:

- Small Business (100 pts) and Section 15 Question 3 (100 pts)
- ACDBE (100 pts) and Section 15 Question 3 (100 pts)

Prime Operators may receive **up to One Hundred Fifty (150) points** by using any of the following combinations:

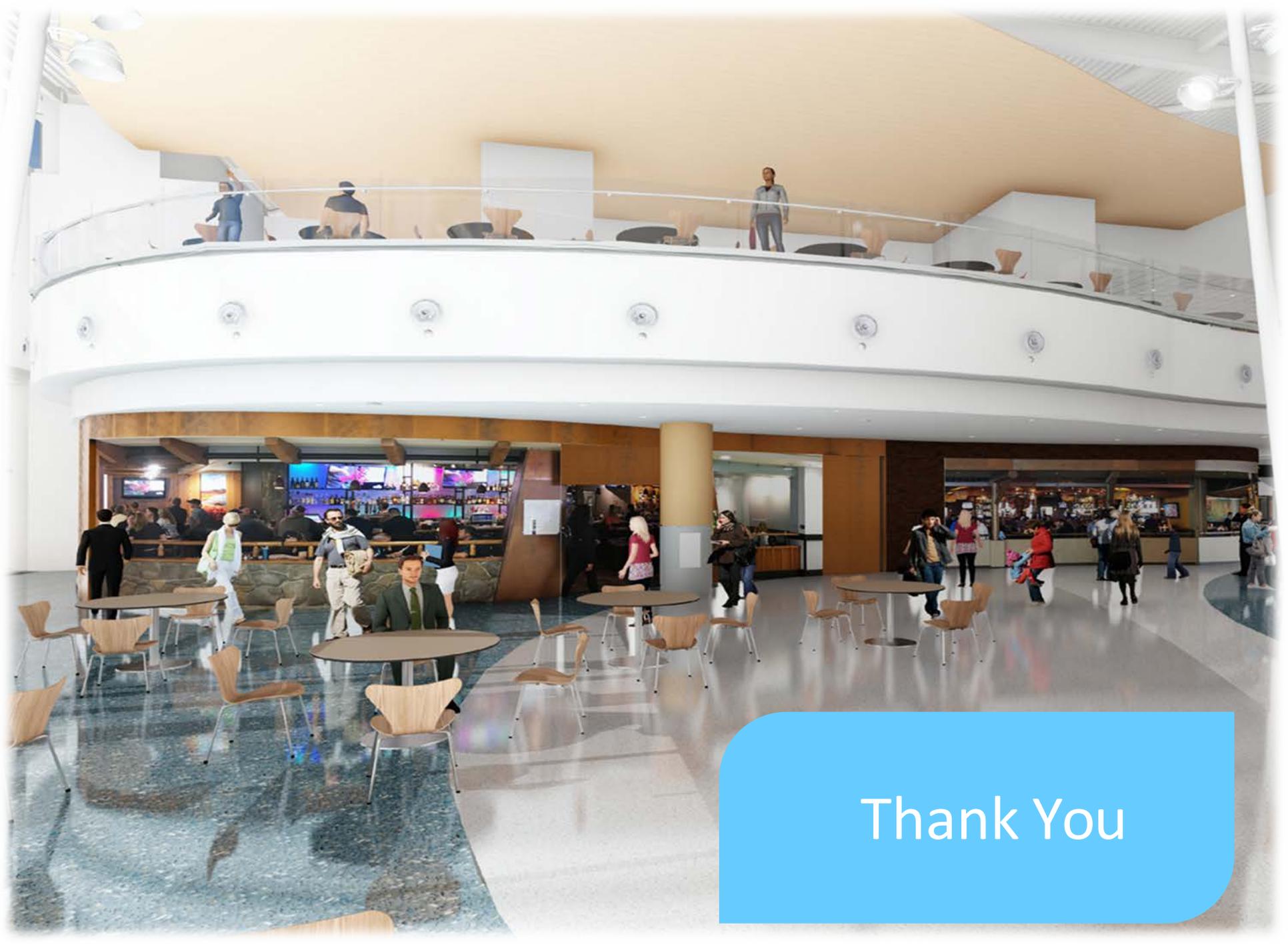
- Prime Operator with a valid Joint Venture (50 pts) and Section 15 Question 3 (100 pts)
- Prime Operator without a Joint Venture Section 15 Question 3 (100 pts)



Questions?

** Note – Any answers to questions and any statements or other information discussed or provided, whether verbally or in writing, at the pre-proposal meeting will be considered informational only and will not operate to modify or amend the requirements of the CEP/RFP in any way. Changes to the CEP/RFP will only be effective if made through an Addendum issued by the Port.





Thank You