Question No.	CEP/RFP Package	Question	Response
160	General	Will the provided enplanements grow more than the 2% shown?	For planning purposes we are estimating the following: Conservative Estimate for 2022 (when fully operational) 20 gates at 5 turns a day with an average of 150 enplanements per turn – 5.5 million enplanements. Then apply the 2% growth factor Aggressive Estimate for 2022: 20 gates at 5 turns a day with an average of 150 enplanements per turn – 8.8 million enplanements. Then apply a 4% growth factor
161	General	Can you describe the make-up of the evaluation panel?	The Port does not generally identify or provide information about the specific individuals who will comprise the evaluation panel. The panel will be comprised of individuals who the Port believes have the expertise in the aggregate to evaluate all of the proposals against the stated evaluation criteria.
162	General	The Proposer is a newly formed JV comprised of an experienced concessionaire and small local partner(s). All of the hourly employees of Proposer at the Port will be employees of the experienced	See revised Section 1.3.4.1 and 1.3.4.2 in Addendum No. 3

		concessionaire; the small local partner(s) would supply managers that are exempt from collective bargaining. Consequently, the labor peace agreement will be between the local labor union and the experienced concessionaire as managing member of the JV. Is this sufficient or are you requiring that the Labor Peace agreement be with the newly formed JV, even though it will not have any employees?	
163	General	We heard the "Global Profile" of the SEA passenger; however, could the airport provide detailed information of the passenger who is utilizing the North Satellite? This information is instrumental in helping to assess which brands/concept will enhance the passengers' journey through SEA. Key information is as follows – Gender, Age, Party Size, Resident of the Surrounding Seattle-Tacoma Area or Visitor, Home Residence, Frequency of Air Travel, Member of Alaska Frequency Program, etc...	This information has not been provided to the Port by Alaska Airlines. Please see Section 2 Airport Background for general passenger demographics and the information provided in the Pre-Proposal meetings.
164	General	Please provide the typical destination of Alaska flights from the North Satellite. Do these destinations frequently change? We realize that all airlines make adjustments to best utilize ground operations. The intent of the question is determined whether there is consistency in the number and length of the flights departing North Satellite. This (along with detailed demographics) help to define the type of concepts/brands that would be best suited.	Alaska Airlines has not provided the Port with their schedule; however, the destinations should be similar to that serviced from the North Satellite prior to the start of construction.

165	General	It is stated that the Joint Venture entity must sign the Labor Peace Agreement, Financial Proposal, and other forms. However, which entity is permitted to sign these documents when we are only required to provide a draft joint venture agreement that has not been executed by any of the partners?	As stated in the solicitation documents, all proposal forms must be signed by an authorized representative of the legal entity submitting the proposal (i.e., the Proposer). If the proposers intend to operate the concession as a joint venture, but have not yet formed the joint venture entity, each form should be executed by authorized representatives of each expected joint venture member. For example, if the joint venture that will ultimately operate the concession has two members but the joint venture agreement has not yet been executed, each form should be signed by representatives from the two members who will ultimately form the joint venture.
166	General	How many enplanements are forecasted during the business hours from 6am to 9pm? Are they pretty much evenly distributed among the gates in North Satellite? Or some gates have much higher enplanement than some other gates? In that case, can we have the estimated distribution?	See response to question 160 and 164.
167	General	What time is the first flight and last flight out of the North Satellite? If the first flight is at 4:30am, are we required to be open at 2:30am?	See response to question 164.
168	RFP Package FB-3	What's the height limit? Is the height limit different for decorative items, walls, canopies, vegetation, signage etc.?	Height limit is dictated by the constraints of the constructed space. You must stay within the LOD / footprint and ceiling height provided.

169	RFP Package FB-3	Are any cantilevered decorative items, canopies, ceiling treatments, light fixtures or plants allowed beyond the mezzanine parapet?	No, the design is remain within the LOD / footprint of the space. The design of the ADR space is not to encroach the main building finishes.
170	General	Will the Labor Peace Agreement only apply to the space we are bidding on, or will it apply to our other businesses operating in the SeaTac airport?	If, with the award of any package in this solicitation, a proposer will have more than 35 badged employees at the Airport, the proposer will not be exempt from the Port's Labor Peace Agreement provisions. The proposer will be required to comply with the Port's Labor Peace Agreement requirements, as set forth in Addendum No. 3 hereto). This includes the requirement that the Proposer agree to, and ultimately execute, a Labor Peace Agreement covering all of the Proposer's operations at the Airport using the process outlined in Addendum No. 3.
171	General	Why are the 2021 future enplanements (4,583,455) for the North Satellite lower than they were in 2018 (4,785,984 enplanements)?	See response to question 160.
172	General	Why is there only a 2% growth rate each year for future enplanements from 2021-2026?	See response to question 160.
173	General	As a newly-formed JV expecting much less than 35 badged employees, will the ADR program even apply and the requirements around signing a Labor Peace Agreement? Does the 35 badged employee count apply to the JV's partners or just the JV?	.See Addendum No. 3
174	General	On form 8.8, can the newly formed non-operating JV cite the experience of its partners? If we answer question 3A as No, are we exempt from answering	Question 3A on Form 8.8 deals with a Proposers compliance with the City of SeaTac Proposition 1 (minimum wage requirement)

		the remaining questions in this section?	and does not deal with experience.
175	General	In Section 9, if the Proposer is a newly-formed JV between a corporation and an ACDBE certified business, are questions 1 through 3 answered on behalf of the corporation? Note in this scenario the corporation is also the majority partner of the JV.	Proposers should include information on all Joint Venture Partners.
176	General	Please clarify operating hours for restaurants. In the informational meeting they said it has to be open 2 hours before the first flight and one hour before the last flight, but we've seen first flight as early as 5:30am, which means the store needs to be open by 3:30am. We've all have been to the airport and not all the restaurants are opened that early.	Please refer to Exhibit 4 Operating a Concession at Seattle-Tacoma International Airport.
177	General	With regard to the required labor peace agreement(s), are respondents for both Food & Beverage and Retail operations required to provide agreements with both Unite Here Local 8 and UFCW 21?	See Addendum No. 3hereto, which clarifies the requirement this aspect of the Labor Peace Agreement requirements.
178	General	If in the first (1st) three (3) months of operations North Satellite enplanements are three percent (3%) below what the data in Section 5: Statistical Data of the CEP suggests, would the Port agree to negotiate a rental adjustment	See response to question 160.
179	General	For the Evidence of Labor Peace Agreement - do we still need to sign this if we are classified as a small business by SBA guidelines?	Please refer to Addendum No. 3.