

**Seattle-Tacoma International Airport  
 Airport Dining & Retail Program Leasing  
 Request for Proposals – RFP 23-IDF Questions and Answers  
 Question Set #1 Collected through August 23, 2023**

Question No.	Question	Response
1	<p>Could you please tell me whether it is strictly required that I must have at least 10 yrs. experience in operating and managing a duty free location?            I have managed a business store, but not a duty free store. Is it acceptable?</p>	<p>If you are part of a joint venture the majority partner must have the minimum experience as required by Section 1.3.1.</p> <p>If you are planning on direct leasing with the Port, your company must have the minimum experience as required by Section 1.3.1.</p>
2	<p>Would you please provide the drawing on the RFP page 24 in higher definition; the figures are not legible in its current format.</p>	<p>Enclosed with this Questions Set #1 is a pdf of the area for Proposers use.</p>
3	<p>For CFA-DF2 on the RFP page 24, are the ADR spaces for the retail (1) and the bar / café (2) part of this RFP? If yes, are there any parameters for their use?</p>	<p>The drawing provided in the RFP is from a preliminary design rendering. All areas in this location will be leased to the selected proposer for Duty Free operations.</p>
4	<p>Reference is made to the duty free level information hub. Who is responsible for the construction of the information hub? Who is responsible for staffing the information hub?</p>	<p>The selected proposer will relocate or rebuild the information hub. The hub will be staffed by Port staff.</p>
5	<p>It is our understanding from the Nov22 meeting that One World airlines would be moving to use Concourse A. This implies a shuffling of the location of the airline ticket counters. We are trying to estimate traffic flows by airline to each of the two duty free locations. Would you please provide the anticipated locations of the airline ticket counters in 2027.</p>	<p>The Port is in the process of an airline realignment. At this time foreign flag carriers are anticipated to be gated on Concourse A.</p> <p>Delta international destinations on South Concourse.</p>

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6	<p>Parking – per the Airport Employee Parking webpage, new employees go on a waitlist as space becomes available. Will the number of spaces used by the current operator be reserved for the 2027 concessionaire</p>	<p>The Port will work with the Selected Proposer on parking.</p>
7	<p>The duty free concession is primarily about selling internationally recognized brands. For Seatac, we would also like to bring in some local products to enhance the local economy as well as to enhance the uniqueness of the Seatac duty free concession. However, the 25% minimum percentage rent is prohibitive for carrying products from these small vendors who operate on lower margins. <b>Would Seatac create a special, lower fixed rent tier for locally made products?</b> We suggest a percentage rent of 10% for these locally sourced products.</p>	<p>See Amendment No. 1</p>
8	<p>Can scaled plans and ceiling heights be provided by SEA for both the Concourse A and South Concourse duty-free areas shown in the RFP (for use to develop the renderings and floor plans required in sections 10.3.1 and 10.3.2)</p>	<p>Scaled plans that are available will be provided to the Selected Proposer.</p>
9	<p>Are working 2d and or 3d files available of the Concourse A and South Concourse duty-free areas shown in the RFP (for use to develop the renderings and floor plans required in sections 10.3.1 and 10.3.2)</p>	<p>These files are not available at this time.</p>
10	<p>Can SEA release the consultant contact info for those involved in the Concourse A PDD (Project Definition Document) so that we may engage for proposals/estimates for design &amp; engineering fees?</p> <ul style="list-style-type: none"> <li>○ MEP</li> <li>○ Structural</li> <li>○ Fire Protection/Smoke Evacuation</li> </ul>	<p>The consultant used for the Concourse A PDD is listed on that document.</p> <p>Please be aware that that consultant cannot provide any consulting services as it relates to the Concourse A space.</p>

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11	Clarify Digital Screen scope at new Concourse A egress stair (will SEA provide the Video Wall Infrastructure requirements to be included in the TRA scope?)	This information will be provided to the Selected Proposer.
12	Confirm the 10/10 RFP package only needs to include the Duty-Free areas for concept (not the Concourse A base building/TRA elements such as the mezzanine, automatic exit lanes, egress stair with video wall, information booth and baggage claim level storage/support space)	At a minimum the floor plan rendering should include the overall limits of Areas 1, 2, and 3.  TRA elements such as the egress stairs, exit lanes, and mezzanine may be included for informational purposes but will not be included in the overall points awarded for the Concourse A location.
13	Confirm any security requirements for duty-free areas after-hours (especially for the walk-through areas) such as hard storefront, pull out gates/glass partitions, soft ballistic nylon covers over fixtures, alarm grid, etc.	Please review the Port design standards location on the Ports web site. A link to that location is included here. <a href="https://portseattle.org/tenant-construction-and-design-references">Tenant Construction and Design References   Port of Seattle (portseattle.org)</a>
14	What did ExOffico, MAC and Coach do in sales for 2019, 2022 and YTD 2023	ExOfficio 2019: \$1,958,984 2022: \$2,232,920 2023: \$1,094,622

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		<p>MAC          2019: \$1,507,187          2022: \$972,575          2023: \$574,425</p> <p>Coach          2019: \$1,287,476          2022: \$1,098,979          2023: \$534,066</p>
15	Are Coach and MAC offered Duty Free / Duty Paid? Will those locations remain as is?	Both Coach and MAC are Duty Paid locations located in the Central Terminal towards Concourse C and D.
16	Can the RFP be submitted electronically (Email, Dropbox, etc.) vs a hand delivered file?	See Addendum No. 1
17	<p>Is there a ceiling plan for the Term A and South Concourse spaces that you can share?</p> <ul style="list-style-type: none"> <li>○ When walking thru the space it appear that there are multiple ceiling types and elevations. We are curious how they will all get tied together.</li> <li>○ What flexibility to vendors have on transitions from the Terminals ceiling to the vendors ceiling?</li> </ul>	Available CADD and as-built drawing will be provided to the Selected Proposer.
18	<p>Since the contract will not start until 2026, would it be possible to commit to having a 23% ACDBE partner now, but not having an actual JV in place until we get further down the road?</p> <ul style="list-style-type: none"> <li>○ Since a lot of the P&amp;L will be guided from the questions asked, the time frame to solidify a partnership is extremely tight and in the spirit of a long term (20+year deal), we would like to continue to vet potential ACDBE partners for this exciting opportunity and not be rushed.</li> </ul>	<p>If Proposers are proposing a Joint Venture to meet the ACDBE requirement, they must:</p> <ol style="list-style-type: none"> <li>1. As part of the Minimum Qualifications provide a copy of the joint venture agreement that all parties plan to execute</li> </ol>

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		2. If Proposer is the Selected Proposer provide the Port with a fully executed Joint Venture agreement, prior to the execution of the Lease and Concession Agreement.
19	<p>Percentage rent seemed to be a hot topic at the pre-proposal conference. We greatly appreciate the spirit of partnership that SEA is showing. We all want to see strong Int'l PAX loads, however in the model that was proposed, the spirit of a partnership dissipates when SEA delivers strong growth, as the upside potential will be exclusive to SEA.</p> <p>Have a MAG that fluctuates north and south on an annual basis is definitely best practice from what we have all learned over the last few years. For % rents being paid, we would like to see the vendors have the ability to be creative and not pegged to the platform proposed. In the multiple airports that we operate, we have either a flat % rent (which SEA can create a floor by Duty Free / Duty Paid), a tiered % rate by category or a tiered % rate by sales value. These three examples coupled w/ the proposed MAG will allow SEA and the vendor to partner on the upside and have protect on the downside.</p>	See Addendum No. 1
20	<p>Would the port consider eliminating the minimum percentage levels specified in the RFP? Due to the anticipated capex required to develop world-class duty free facilities in approximately 25,000 square feet of space, the 25% and 12% thresholds may be too high to support our IRR requirements over the life of this project.</p>	See Addendum No. 1
21	<p>Can the due date be extended by at least 4 weeks? Assuming our questions are answered on September 13, we will only have a few weeks to consider the responses and adjust our proposal accordingly.</p>	See Addendum No. 1

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22	Please share LODs for all spaces to be developed. The materials included in the RFP and pre-proposal presentation make it appear that the precise lease lines are up to interpretation.	Please see Section 5.3, 5.6, and Addendum No. 1
23	Can we propose alternate lease lines?	No
24	Can ceiling heights be provided?	See response to question No. 17
25	Please provide a breakout of enplanements (domestic/international) for all concourses at SEA	The Port of Seattle does not collect this information.
26	Please share a draft TRA agreement	Included for INFORMATIONAL PURPOSES ONLY is Attachment No. 1.  The Port and Selected Proposer will finalize the TRA Agreement based on these terms and conditions provided.
27	With the clarification that the South Terminal store will be on the STS level, we respectfully submit the following two questions:  What signage will Seatac erect or permit the concessionaire to erect to indicate to the passengers that ALL of the duty free shopping is on the STS / train level and that there is NO duty free shopping on the concourse level?	The Port will work with the Selected Proposer during the design phase on proposed signage locations.
28	Once the STS level escalators are reversed, what will be the approximate usable ceiling height for the South Terminal Area 3 stores? (this area is currently inaccessible to passengers).	See response to question No. 17

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<p>29</p>	<p>August 9 meeting you also welcomed suggestions for alternative rent structure which would allow Seatac to share in the upside of sales growth from passenger growth.</p> <p>From the concessionaires perspective, Seatac already is rewarded for increased passenger growth as this growth results in more sales and thus more rent under any percentage rent structure, even without increasing the rate. Additionally, the duty free is significantly a margin business. Increasing the proposed percentage rent by up to 4, 8, or 12 percentage points is a likely deal killer for us. We do, however recognize that with increased passenger traffic and more duty free sales, the fixed costs can be amortized over more sales, allowing concessionaire and landlord to both benefit from the increase. With the above in mind, we respectfully add the following two alternatives for the rent increase:</p> <ol style="list-style-type: none"> <li>1. <b>OPTION 1</b> -- Increase the "base" MAG every 5 years based upon the enplanement growth.       <ul style="list-style-type: none"> <li>○ In year 5, the MAG will be 85% of the Year 4 rent.</li> <li>○ For year 6, the new "base" MAG would be the Year 5 MAG increased by the enplanement growth (0%, 2% or 4%).</li> <li>○ For year 11, the new "base" MAG would be the year 10 MAG increased by the enplanement growth (0%, 2% or 4%).</li> <li>○ For year 16, the new "base" MAG would be the year 15 MAG increased by the enplanement growth (0%, 2%, 4%).</li> <li>○ Short of a disruption to airport operations, the annual MAGs could never be below the "base" MAG.</li> </ul> </li> <li>2. <b>Option 2</b> -- Add additional sales volume tiers for sales above certain thresholds.</li> </ol>	<p>See Addendum No. 1</p>
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	<ul style="list-style-type: none"> <li>○ At the end of year 5, the sales will be at a certain level, for example, let's say \$25 million.</li> <li>○ Starting in Year 6, sales above this Year 5 level would be at the bid amount plus 0, 2, or 4 percentage points.           <ul style="list-style-type: none"> <li>▪ For example, if the bid were 25% and the sales in Year 5 were \$25 million, then               <ul style="list-style-type: none"> <li>▪ Sales up to \$25 million would be at 25%</li> <li>▪ Sales above \$25 million would be at 25%, 27%, or 29% ... depending upon enplanement growth.</li> </ul> </li> </ul> </li> </ul>	
30	Can additional South Course drawings be provided beyond the limited drawings included in the RFP – such as scaled plans and sections indicating ceiling heights at all of the duty-free areas?	See response to question No. 8
31	What height can tenant fixtures and bays be in areas where there is no ceiling within the retail space?	Any fixtures over six (6) feet in height will need to be structurally braced.  In addition, the fixture height cannot block already established line of sites
32	Please provide a copy of the Tenant Reimbursement Agreement.	See response to question No. 26
33	Please confirm the intended length of the term of the contract.	Twenty (20) years following the opening of any portion of the South Concourse location and all of Concourse A.
34	As stated, the 5-year rate increases based on enplanements may create an unsustainable business model. Will the airport accept proposals with fixed tiered variable fees over the life of the contract in	See Addendum No. 1



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	lieu of the 5-year enplanement based adjustments for a shared risk/share reward model that promotes a healthy tenancy for the lifecycle of the agreement?	
35	For optimal return on investment and to enhance the customer experience, we propose initiating the first refurbishment period in year 5 and completing the construction in year 6. Would the airport consider this arrangement?	Yes that is acceptable. The Port is open to working with the Selected Proposer on a refurbishment timeline for all spaces.
36	Would the airport consider complementary, creative food and beverage offerings, so long as they do not involve on-site cooking and do not compete with adjacent, traditional food and beverage concessions?	In general sampling is permitted so long as the Proposer is selling the product being sampled.  It will be the Proposer’s responsibility to determine if any secondary permits or licenses are required.
37	When will SEA release a copy of the Tenant Reimbursement Agreement (TRA)? Given that the question deadline is August 23 <sup>rd</sup> , will SEA extend the deadline period to allow questions specific to the TRA document?	See response to question No. 26
38	Please share what the space highlighted below in yellow is expected to be upon completion of the expansion project?	That will be a Port operated Information Booth.
39	Would the airport consider allowing tenants to use the space highlighted below in pink (labeled ADR) to be used as part of the duty-free retail program?  	As part of the South Concourse location the Port has identified storage for the Selected Proposer. If the Selected Proposer choses to utilize said storage locations for retail, they may do so.  However, no additional storage locations in the South Concourse will be provided by the Port.

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40	<p>Rental fee adjustments at 5 yearly intervals during the term. We understand from the pre-proposal meeting that these upward adjustments are linked to ‘simple’ percentage passenger increases rather than ‘compounded’ growth rates. Can you please confirm that this understanding is correct and that the growth rates are not Compound annual growth rates i.e. CAGR5? And if not we request that you consider amending the growth rates to CAGR5.</p>	See Addendum No. 1
41	<p>TRA – this is a complex model for a Duty Free tender, and in order to propose we would need some sight of the conditions SEA would typically expect the operator to sign up to. We understand and respect that you do not wish to enter a negotiation at this point, but we would like to request a draft of the TRA agreement OR a sample typical to other TRA projects SEA has entered into</p>	See response to question No. 26
42	<p>Programme Timing – while we understand that SEA wishes to avoid submission during North American holiday periods, we would need more time to submit a compliant proposal and request an extension of submission date to the end of November and a corresponding extension of the Q&amp;A/Clarification period to the end of September.</p>	See Addendum No. 1
43	<p>Our current pro-forma are showing returns that would be prohibitive to our moving forward in the competitive process. Would the Port consider either (1) waving the minimum rental percentage thresholds specified in the RFP and/or (2) reducing the areas currently earmarked for development? We believe we can maintain sales volume in far less square footage than is currently being offered. It should be noted that Boston Logan’s recent duty free redevelopment plan called for a large increase in program square footage, resulting in a very small pool of bidders as well as rental percentage that was greatly reduced compared to what the previous operator was paying.</p>	See Addendum No. 1

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44	Does the Port envision ceilings in the proposed retail areas? We are asking because they appear to be “open-air” marketplaces, based on the drawings provided in the RFP. Please clarify if the retail spaces included as part of this RFP are expected to have their own ceilings or if they are to sit under the terminal ceiling only.	See response to question No. 17
45	Can financing costs be included as a reimbursable expense for the TRA?	See response to question No. 26
46	Please confirm the freight elevator is able to be utilized for construction deliveries? If so, please provide the dimensions and weight capacity of the freight elevator?	The Port will review this request with the Selected Proposer
47	Please confirm if the existing concrete structure is post-tensioned? Is the expansion of the mezzanine anticipated to be post-tension?	See response to question No. 46
48	Figure 5-16 notes that the vertical truss design of the egress stair is to be exposed on the sides. Was there any consideration given to scope or estimate figures that have been provided as far as AESS levels required for this steel or the rest of the stair?	See response to question No. 46
49	Was a preliminary logistics plan developed as part of initial concept refinement? If so, please provide.	Please review the PDD provided as part of this RFP.
50	Is it acceptable to remove existing curtain-wall panels to expedite delivery or is the intent to leave the existing in-tact for the duration of construction?	See response to question No. 46
51	Please provide an updated, dimensioned LOD for each space to address variations in the LODs initially provided. Ideally, a CAD format for the proposer’s use in schematic design activities would be appreciated	See response to questions No. 8 and 22

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52	Please provide clarity and details regarding the 10% retention terms described during the pre-proposal meeting.	See response to question No. 26
53	Proforma – form A12, the proforma, starts with 2026 though the concession is scheduled to start in 2027. Should this form be amended to 2027 and be for 5 years from 2027 to 2031?	The Proforma is to cover the first five (5) year period. Proposers may change the years on the excel file to 2027 to 2031.
54	Expiration Date -- Paragraph 2.1 says 20 years, to 2056. Shouldn't the expiration date be 2046?	See response to question No. 33
55	Annual Review Refurbishment -- Paragraph 3.7 says that if the Port and the Concessionaire cannot agree on the degree of refurbishment, that the Port has full discretion to decide. This provision is too open ended and needs an upper limit of say \$xx per square foot or a percentage of the initial buildout cost.	<p>Form A.3 allows for Proposers to list desired changes in the Lease and Concession Agreement for the Port to consider.</p> <p>The Port is reviewing this language and will provide the Selected Proposer with any updated language prior to the execution of the agreement.</p>
56	Marketing Fee – Paragraph 8.2 caps the marketing fee at \$30,000 per concession facility. As the duty free concession consists of 3 concourses and multiple Areas in Concourse A and the South Concourse, it isn't clear what is "a facility." Would you please clarify or confirm that the \$30,000 cap is by Concourse.	The Selected Proposer will pay into the Marketing Fund a maximum of \$30,000 for each location (Concourse A, South Concourse, and North Concourse)
57	Centralized Receiving – Paragraph 9.5 references handling of merchandise by a centralized receiving and distribution facility ("CRDF"). Duty Free is regulated by U.S Customs and Border Patrol ("CBP") and requires that bonded duty free merchandise be handled only by a licensed cartman. Shipments of liquor and tobacco can only be handled by licensed cartmen. Thus, either (a) the Port's CRDF would have to become licensed or (b) shipments of liquor and tobacco would have to be excluded from the CRDF and handled directly by the	See response to Question No. 55

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	concessionaire.	
58	Midterm Refurbishment -- Paragraph 10.3 says the concessionaire is required to “completely upgrade and refurbish” the concession Premises. This provision is very open ended and implies the potential for unlimited costs. This provision needs an upper limit of say \$xx per square foot or a percentage of the initial buildout cost. As the concessionaire is required to perform a midterm refurbishment every 5 years (5 <sup>th</sup> , 10 <sup>th</sup> , 15 <sup>th</sup> anniversary) on approximately 21,000 square feet of stores, we suggest inserting language which caps the required midterm refurbishment at \$100 per square foot per midterm refurbishment, that is, approximately \$2 million per refurbishment.	See response to Question No. 55
59	Operating Hours -- Exhibit C Operating Standards Paragraph 3.7 require the concessionaire to be open 2 hours before the first flight. Would you adjust the language to refer to “international” flights. Duty Paid is a tiny proportion of the concession. And, especially with the North Terminal store servicing only the American flight to London, it does not make financial sense for the concessionaire to be open only for domestic flights. Additionally, in the South Concourse, the 2:10 am departure of the Eva Air Taipei flight is hours after any other departure.	See response to Question No. 55
60	Street Pricing – Exhibit D asks for comparable locations and requires street pricing comparisons for 5 accessory items. It is virtually impossible to go into a high-end store and get comparison prices for say a \$2,000 watch behind a locked cabinet where the model numbers may not be visible. Duty Free concessionaires sell at prices set by the vendors, typically their suggested retail price. This is just a forewarning that the eventual concessionaire will need to work out with the Port an acceptable format for price comparisons of luxury items.	See response to Question No. 55
61	Section 1.6-The RFP documents note in several locations that 25%/12% are the minimum accepted rents for duty free/duty paid.	See Addendum No. 1

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	<p>There is also language that calls for the escalation of the rent by as much as 4% at three times throughout the lease if enplanements increase by a certain amount. This could result in a situation whereby rents rise to 37%/24% for duty free/duty paid, both of which at worst are likely prohibitive levels for our Company and other operators to participate in the bidding process. At best, these high percentages will likely result in the culling of merchandise and/or brands that do not provide operators with sufficient margin to support those rental rates. With this feedback in mind, will the Port of Seattle consider adjusting either the minimum acceptable rent levels or reducing the rent increase amounts/frequency?</p> <ul style="list-style-type: none"> <li>• If the answer to the question above is “no”, would the Port consider 25% be the base line and the increase is only paid on the % above the prior periods % rent?       <ul style="list-style-type: none"> <li>○ E.g. If sales are \$25M on avg for 5 years, and there is a 10% increase in PAX then the addt'l 4% would only be paid on sales over \$25M</li> </ul> </li> <li>• Can the MAG be reduced is there is a drop in Int'l traffic ?       <ul style="list-style-type: none"> <li>○ Only seems to have a provision for 20% or greater.</li> </ul> </li> <li>• Are there any provisions for types of Int'l PAX, for example the Canadian customer is not a high spend PAX. Can this traveler be omitted from the Int'l PAX numbers?</li> <li>• Does the Port have a mechanism in place to address rent in the event a category is no longer permitted to be sold by the US government or by another country's government (e.g. How would the Port address rent if tobacco sales were no longer permitted by a key destination's government or if tobacco sales were banned by the US federal government or the state of WA?)?</li> </ul>	
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62	<p>Section 2.1 makes reference to “70% of pax begin or end trip at SEA”. What percentage of international enplanements begin at SEA? What are the current hours of international departures?</p>	<p>Based on enplanement and deplanement data approximately 98% of international passengers begin their trip in SEA.</p> <p>Departure times vary by day</p>
63	<p>Section 5.1-Please provide further detail on the descriptions of Duty Free and Duty Paid. There are instances whereby we sell merchandise that we define as duty paid (accessories, food, fragrance, skincare, cosmetics, apparel, watches, sunglasses) to customers traveling internationally. In those instances, local sales tax is not applied. However, those products are permitted to be sold to domestic passengers, so long as local sales tax is applied. A clear understanding of the definitions is important as form A.11 allows for different rent structure for duty free/duty paid. Form A.11 does not provide the opportunity to propose rent on the other categories noted in section 5.1 (namely Core Duty Free, Electronic Accessories, Electronic Hardware, &amp; Fashion.).</p> <p>Fashion – If you have a Fashion company that has a PNW or SEA logo shirt, are we not allowed to sell these at the DF Store?</p>	<p>See Addendum No. 1</p>
64	<p>Section 5.2        Are any other locations w/in the airport selling DF goods, including beauty?</p>	<p>The Selected Proposer will have the Exclusive right to sell Duty Free goods at the Airport.</p>
65	<p>5.2.2 – Will the brands that we carry be exclusive?        ○ E.g. Can someone else carry Chanel Duty Paid elsewhere in the airport?</p>	<p>The Exclusive right as part of the agreement is for Duty Free transactions only. The exclusive right does not go to brands being offer at the airport.</p>

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66	5.2.4 Can we sell THC products?	THC products cannot be sold at SEA
67	Section 5.3- Provide desired stage size required for duty free area 2, concourse A	<p>The stage should be a minimum of 64 square feet with access to electrical at 120V.</p> <p>Respondents should indicate on their rendering their proposed location for the stage.</p> <p>Port and Selected Proposer will finalize the layout of the stage during the design phase.</p>
68	Is there a monthly enplanement breakdown (w/ Int'l PAX) for 2022 or YTD June'23?	<p>Please refer to the Port of Seattle Web Site. A link is provided for Proposers use:</p> <p><a href="https://portseattle.org">SEA Airport Statistics   Port of Seattle (portseattle.org)</a></p>
69	What percentage of Asian routes were to mainland China?	Per the Pre-Proposal Meeting, Asian includes Seoul, Tokyo, Taipei, Shanghai, and Singapore
70	Is there a breakdown of what % of PAX depart from A vs South?	See response to question No. 25
71	6.2 is Mexico considered South America and the Caribbean.	Mexico is not a tracked Trade Route by the Port
72	Can we get a breakdown of Jan-Apr '22 by region to see the trends?	See response to question No. 68



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73	Can we see what % of enplanements China made up?	<p>Per the Pre-Proposal Meeting, currently Delta has a twice weekly flight to Shanghai. Both Delta and Hainan Airlines have requested daily service (Delta to Shanghai and Hainan to Beijing) starting in October.</p> <p>This requires regulatory approvals and the Port does not know yet how many weekly frequencies will be approved by the Chinese government.</p>
74	6.6 – Do we have a breakdown of sales by location for the current DF operator	See Attachment No. 2 to Question Set No. 1
75	Was the current DF operator operational for Int'l flights for all months/years listed in 6.6?	Beside the mandatory closure of all non-essential units as defined by the State of Washington, the current operator has been open and operational.
76	What is the current size of the DF stores in each location?	Concourse A: 2,455 sq. ft. South Concourse: 3,728 sq. ft. Central Terminal: 875 sq. ft.
77	TRA-What risks if any exist if there is a substantial difference amongst the estimate included on form A.10 and their true costs once completed?	Form A.10 is an estimated cost only. The Selected Proposer will be reimbursed in accordance with the TRA Agreement (see response to question No. 26).
78	What is Gina Marie Lindsey?	Gina Marie Lindsey Hall is the open space on the Baggage Claim Level where international passenger clearing Customs exit.

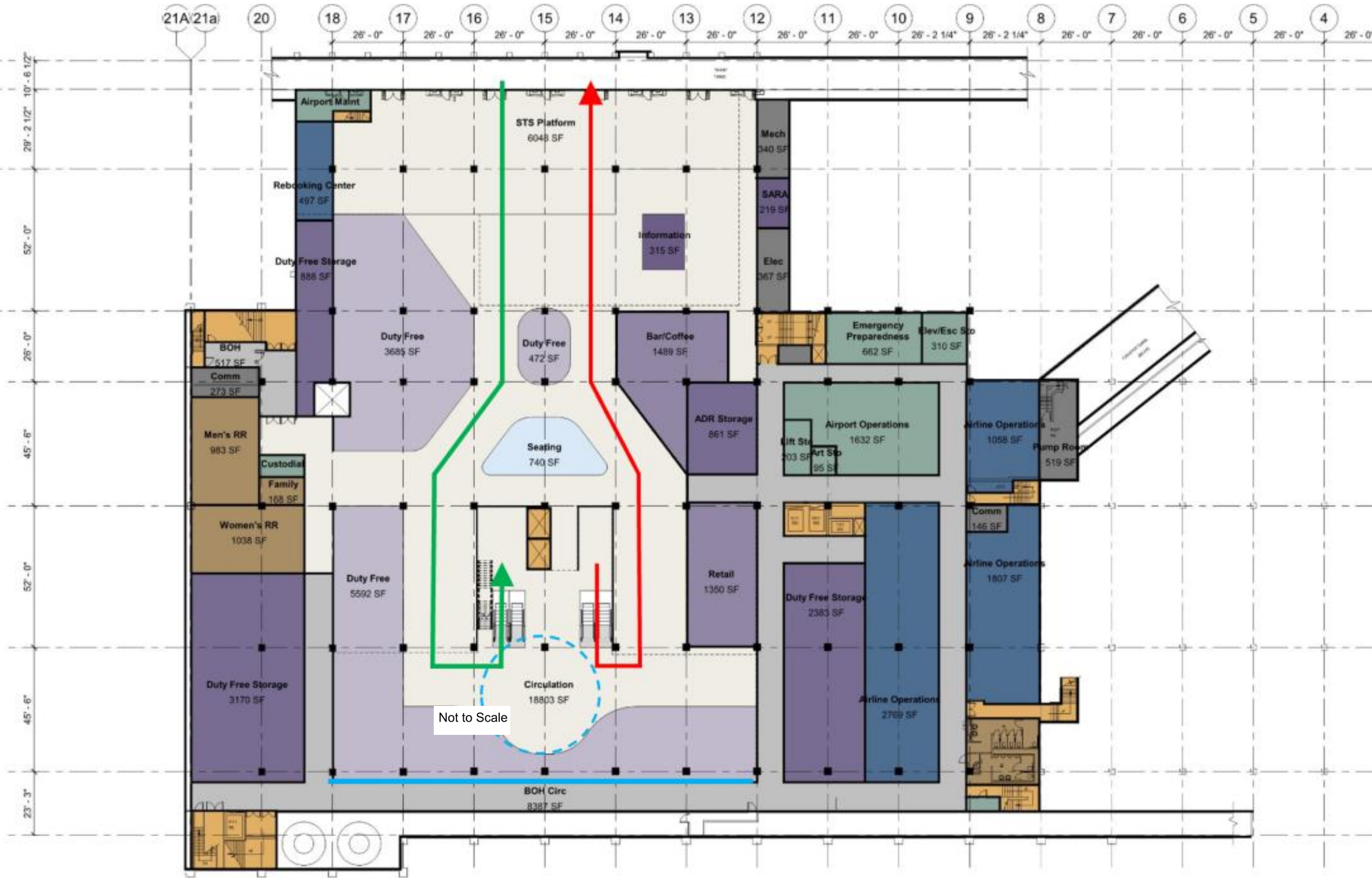
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79	Do forms A.1-A.8 count towards the 250 page limit?	No, A.1 to A.8 are for determining that the Minimum Qualifications have been met and do not count towards the overall page count.  Respondents are asked to make the Minimum Qualification response a separate file in their submission.
80	10.2.3-Can you please clarify what is being requested here? Are you referring to things such as product sampling or brand activations of some sort?	Correct
81	10.3.5-Will respondents be committed to spending the minimum capital investment amount that they specify in their proposal?	No this is informational only for the Port to anticipate the overall capital cost for the Premises.
82	10.3.5-this section makes reference to form A.8, however form A.9 is noted as Capital Investment Form...you want A.9 included as a response to 10.3.5, correct?	See Addendum No. 1
83	Form A.10-Please confirm that the dollar amount being estimated here is for Design and Engineering only. The construction costs themselves are NOT being estimated on this form, correct?	Correct
84	Is any proposal deposit required?	No
85	We are a European company, as are most global duty-free operators. Many European businesses are closed for multiple weeks in the summer (August) which will directly impact submission quality. Will the Port consider extending the due date to permit a longer development period? We believe this will result in higher-quality responses from all proposers.	See Addendum No. 1

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86	Please clarify the terms, schedule and details around the reimbursement of the capital to be invested in the base build design and construction for each phase (design vs. construction).	See response to question No. 26
87	In Exhibit 3, please clarify if the \$45.7M cost estimate for Phase 2 shown in Table 1-1 is entirely allocated to Tenant reimbursement for the base building. If it is a portion of that amount, please clarify the approximate amount allocated to the successful proposer.	Exhibit 3 is the Project Design Document (PDD) and is for informational purposes. All eligible tenant reimbursement cost will be approved and reimbursed per the TRA Agreement. See response to question No. 26 for the TRA agreement specifics.
88	Will all spaces have ceilings and if so, what height will they be in each space?	See response to question No. 17

- Airline Operations
- Support
- BOH Circulation
- Restrooms
- Vertical Circulation
- APM Loading/Unloading
- Circulation
- Airport Operations
- Duty Free
- Concession Storage
- ADR / Amenities



		Activity Month/Year					
Location	Store Name	2018	2019	2020	2021	2022	2023
SS-08	Dufry Duty Free	\$ 15,395,006.34	\$ 15,897,284.67	\$ 3,748,864.13	\$ 3,552,384.85	\$ 7,538,605.54	\$ 7,606,479.49
CA-11	Dufry Duty Free	\$ 3,629,850.97	\$ 2,428,447.44	\$ 331,215.38	\$ 1,143,305.16	\$ 2,237,648.08	\$ 1,264,289.02
CT-07	Dufry Duty Free	\$ 1,749,470.31	\$ 1,611,746.38	\$ 650,860.31	\$ 973,999.85	\$ 1,541,815.15	\$ 914,937.09
Total		\$ 20,774,327.62	\$ 19,937,478.49	\$ 4,730,939.82	\$ 1,143,305.16	\$ 2,237,648.08	\$ 1,264,289.02