



PRE-PROPOSAL MEETING
REQUEST FOR PROPOSAL
RFP 26-1 Food & Beverage (FB)
RFP 26-1 Specialty Retail (SR)
RFP 26-1 Convenience Retail (CR)

PACKAGES:

Food and Beverage:

FB1SB, FB2, FB3, FB4

Specialty Retail:

SR1SB, SR2SB, SR3, SR4, SR5

Convenience Retail:

CR1, CR2, CR3, CR4

March 17, 2026

Introductions & Welcome Khalia Moore & Scott Van Horn

Agenda

- Introductions
- Review of RFP Document
 - Section 1: General Information
 - Section 3: Small Business Requirements
 - Section 4: Labor Peace Requirements
 - Section 5: Scope of Lease
 - Section 6: Statistical Data
 - Section 7: Construction Requirements
 - Section 8: Instruction to Proposers
 - Section 9: Protest Procedures
 - Section 10: Evaluation Criteria
 - Section 11: Evaluation Process

Today's Presenters

Khalia Moore, Assistant Director, Airport Dining and Retail

Scott Van Horn, Manager Business Development, Airport Dining and Retail

Bridget Boldt, Manager Operations, Airport Dining and Retail

Erin Gora, Tenant Program Leader, Aviation Project Management

Shaun Gough, Project Manager, Aviation Project Management

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.
- **The Port is unable to answer any questions that may come up in today's meeting. All questions should be sent in writing to adrrfp@portseattle.org**
- **This presentation will be emailed out to all registered attendees and posted on the Explore SEA site.**
- **There will be no tour of the sites.**

Overall Goals and Objectives for the RFP

The Port seeks to enter into L&C Agreements with an experienced, qualified, and financially sound businesses that will be expected to work with the Airport to meet the following program goals and objectives:

- Offer SEA travelers the right product 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;
- Provide for quality jobs, employment continuity, and service continuity; and
- 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.

Section 1: General Information

Bridget Boldt

RFP PACKAGES

For the purpose of this release the Port is treating each of these RFP's as separate and not combined.

RFP 26-1 FB (has 4 separate packages)

RFP 26-1 SR (has 5 separate packages)

RFP 26-1 CR (has 4 separate packages)

If any addendums are issued, Proposers should make sure they understand the RFP that the addendum affects.

Minimum Qualifications for the RFP - Section 1.3

ALL RFP'S

The minimum qualifications and requirements for any Proposer responding to this RFP shall be as follows:

- Proposer shall have a minimum of **three (3) years for RFP 26-1 FB and SR and ten (10) years for RFP 26-1 CR** successful, continuous, and recent experience in the operations and management of Food and Beverage or Retail locations in either an international airport or street location comparable size and complexity to SEA; **or**
- If Proposer is part of a joint venture agreement, the majority member shall have a minimum of **five (5) for RFP 26-1 FB and SR and ten (10) years for RFP 26-1 CR** years successful, continuous, and recent experience in the operations and management of Food and Beverage or Retail locations in either an international airport or street location of comparable size and complexity to SEA.
- Proposer must submit the Proposer's Certification Form (**Form A.2**).

Minimum Qualifications for the RFP - Section 1.3

ALL RFP'S

- If Proposer is a Small Business, and they believe they qualify as Exempt Proposers to the Labor Peace Requirements in Section 4, then they should submit Form A.6 with their Proposal.
- **Proposers are only permitted to submit one (1) concept for each package they are proposing on. Proposals will be deemed Non-Responsive if there is more than one (1) concept submitted per package for the Port to evaluate.**
- PROPOSERS MUST ACKNOWLEDGE ALL ADDENDUM(S) ISSUED BY THE PORT. FAILURE TO ACKNOWLEDGE ALL ADDENDUM(S) WILL RESULT IN AN AUTOMATIC FIVE (5) POINT DEDUCTION FROM PROPOSERS TOTAL SCORE FOR EACH ADDEDNUM(S) NOT ACKNOWLEDGED.

Minimum Qualifications for the RFP - Section 1.3

RFP 26-1CR PACKAGES CR1, CR2, CR3, AND CR4 ONLY

- Proposer submitting on packages **CR1, CR2, CR3, or CR4** have complied with the requirements set forth in SECTION 3: SMALL BUSINESS REQUIREMENTS, by submitting Small Business participation Form (Form A.4) and/or Documentation of Good Faith Efforts (Form A.5).

Written Questions - Section 1.4

Scott Van Horn, Manager of Business Development, is the designated representative for questions regarding this RFP. A potential proposer, or anyone on its behalf, may only contact Scott Van Horn concerning this RFP from the release date until the Port announces the Selected Proposer. See also Section 8.6 Competitive Integrity.

All communications and written questions about this RFP must be submitted in writing to the Port and a written response to questions will be provided to all potential respondents who have registered. Questions should be directed to the Port either by postal mail at the following address: Attention Scott Van Horn, Port of Seattle P.O. Box 68727, Seattle, WA 98168 or email: adrrfp@portseattle.org. **Questions concerning this RFP must be received by the Port no later than 3:00 pm (Pacific Time), on April 7, 2026.** Questions received after this time and date will not be considered. Only questions answered by the Port in writing will be binding. Oral and other interpretations, clarifications or submittal instructions will be without legal effect. Interpretations, clarifications, or supplemental instructions will be issued by addenda and will be emailed to all parties who have registered in accordance with Section 1.

RFP Schedule Section 1.5

ACTIVITY	TARGET DATE
Release of RFP	March 2, 2026
Pre-Proposal Meeting	March 17, 2026
Last Day for Pre-Proposal Protest	March 29, 2026
Written Questions Due	April 7, 2026
Response to Written Questions Posted	April 21, 2026
RFP Packages Due	May 14, 2026
Last Day to Withdrawal Proposal without Penalty	May 18, 2026
Interview (if necessary)	Estimated August 2026
Award	Q3/Q4 2026
Last Day for Post-Proposal Protest	Four (4) business days after the date the notice of Award
Lease Execution	30 Days after Award Notification
Unit Openings	Varies by Locations

Summary of Business Terms – Section 1.6

Percentage of Rent

As part of your Submittal, you will be required to provide a **Financial Offer Form on Form A.8**. Percentage fees that increase with sales volume, i.e., tiered rent structures, will be accepted. The Port will **not** renegotiate the percentage fees during the term of the L&C Agreement. The Port is under no obligation to accept the highest percentage fee proposed.

RFP 26-1FB and RFP 26-1SR

The minimum percentage rent is set at Thirteen Percent (13%) of gross sales.

Flat or tiered rent proposals that are below this will be deemed Non-Responsive and the Proposal will not be scored.

RFP 26-1CR

The minimum percentage rent is set at Sixteen Percent (16%) of gross sales.

Flat or tiered rent proposals that are below this will be deemed Non-Responsive and the Proposal will not be scored.

Summary of Business Terms – Section 1.6

L&C Agreement Term

RFP 26-1 FB will have a lease term of 12 years.

RFP 26-1SR will have a lease term of 10 years.

RFP 26-1CR will have lease term of 10 years.

RFP Award Limitations - Section 1.8

The Port has set the following limitations on the number of locations that anyone Proposer can be awarded during the RFP solicitation process as follows:

- **RFP 26-1FB: Proposers may be awarded a maximum of three (3) packages**
- **RFP 26-1SR: Proposers may be awarded a maximum of two (2) packages**
- **RFP 26-1CR: Proposers may be awarded a maximum of four (4) packages**

For the purposes of this Section, a Proposer is a legal entity in which the Port would enter into a L&C Agreement, or if a Joint Venture, the legal entity of the majority ownership.

Any Proposer submitting on multiple packages in an RFP must indicate in their Cover Letters the order of package preferences should the Proposer be named the Selected Proposer on multiple packages.

In the event the Proposer submits the only qualified Proposal for a particular package, the Port in its sole discretion, may award to the Proposer that package in addition to other packages Proposer is the Selected Proposer on based the limitations set above.

Section 3: Small Business Requirements Scott Van Horn

Small Business Requirements – Section 3

The Port has determined this RFP has possibilities which provide opportunities for participation by Small Business firms and has established the following goals for participation for the following packages. The percentage for participation applies to the total gross sales amount:

Package	Location(s)	Small Business Goal
CR1	CA-02 & CC-12	Twenty-Five Percent (25%)
CR2	CA-11 & CD-04	Twenty-Five Percent (25%)
CR3	CT-17 & NE-01	Twenty-Five Percent (25%)
CR4	CB-07, CB-08, & CT-11	Twenty-Five Percent (25%)

Small Business Requirements - Continued

- Proposer's will be required to meet the participation goals or document, as provided in 49 C.F.R. §26.53, Good Faith Efforts to meet the participation requirement.
- As part of the Minimum Qualifications, Proposers shall submit **Form A.4** (Small Business Participation Form) and/or **Form A.5** (Documentation of Good Faith Efforts Forms).

ACDBE RE-CERTIFICATION

If, during the RFP process, the State of Washington completes its ACDBE re-certification, there may be an amendment changing the Small Business Goal to an ACDBE goal.

Section 4: Labor Peace Requirements

Scott Van Horn

Purpose of a Labor Peace Requirements

The Port of Seattle has a significant proprietary interest in the success of the Airport Dining and Retail (“ADR”) Program. Therefore, it is in the Port’s economic interest to prevent disruptions to its ADR tenants’ operations due to labor disputes. Such disputes not only negatively impact ADR customer service but can also impact airport operations and security.

All Proposers responding to the RFP are required to understand and comply with this requirement when submitting their Proposal.

The Port will not provide Labor Law guidance to Proposers regarding this requirement and Proposers are encouraged to engage their own attorneys for such guidance, if required.

Labor Peace Requirements Proposer Classification

There are two (2) classifications of Proposers concerning the requirement of Labor Peace Agreements (LPA):

- Exempt Proposers
- Non-Exempt Proposers

Who is an Exempt Proposer?

Proposers are **considered Exempt** from the LPA Requirements if they:

- Are a Small Business (as defined by the SBA) based on the NAICS code provided in Section 5 of the RFP;
AND
- If Selected as a Selected Proposer will have three (3) or fewer locations under direct lease with the Port at the Airport.

As part of your submission, you will provide a Statement affirming that you are a Small Business Exempt from this requirement. **Form A.6**

If the Port determines that in fact you do not meet this exemption you will be notified and if a Selected Proposer, are considered Non-Exempt.

Who is a Non-Exempt Proposer?

A **Non-Exempt Proposer** is an individual, firm, company, partnership, joint venture, etc. that does not meet the Small Business standards as defined by the United States Small Business Administration (SBA) or is a Small Business but with the award of an RFP will have four (4) or more locations under direct lease at the Airport.

Accordingly, the Port requires that all Non-Exempt Selected Proposers prior to executing a L&C Agreement with the Port comply with the specific requirements and timing that is stated in the RFP.

Labor Peace Agreement Timing

Accordingly, the Port requires that all Non-Exempt Selected Proposers prior to executing a L&C Agreement with the Port comply with the specific requirements and timing that is stated in Section 4 of the RFP:

- If a Non-Exempt Selected Proposer is not notified by a labor organization within twenty (20) calendar days after award then the Non-Exempt Selected Proposer will provide to the Port a Certificate of No Receipt of Labor Notice using **Exhibit L** of the Sample L&C Agreement; **or**
- Within the twenty (20) calendar days after award a Non-Exempt Selected Proposer is notified by a labor organization, they will have sixty (60) calendar days to enter into an LPA and submit a Letter using the sample provided in **Exhibit K** of the Sample L&C Agreement.
- If a Non-Exempt Selected Proposer cannot reach an agreement on an LPA within the sixty (60) calendar days; they agree to follow the steps outlined in Section 4.3 (Failure to Enter Into Labor Peace Agreement within 60 Calendar Days of Notice) and Section 26.8.3 of the Sample L&C Agreement.

What Goes in a Labor Peace Agreement

At a minimum the LPA shall include the following language:

- Prohibit such labor organizations and their members from engaging in picketing, work stoppages, boycotts or other economic interference with the business of the Selected Proposer at the airports for the duration of the L&C Agreement.

Please note that the Port does not negotiate the LPA with the Selected Proposer and Labor Organization. Also, the Port does **not** need a copy of the LPA between the Selected Proposer and Labor Organization.

Section 5: Scope of Lease

Bridget Boldt

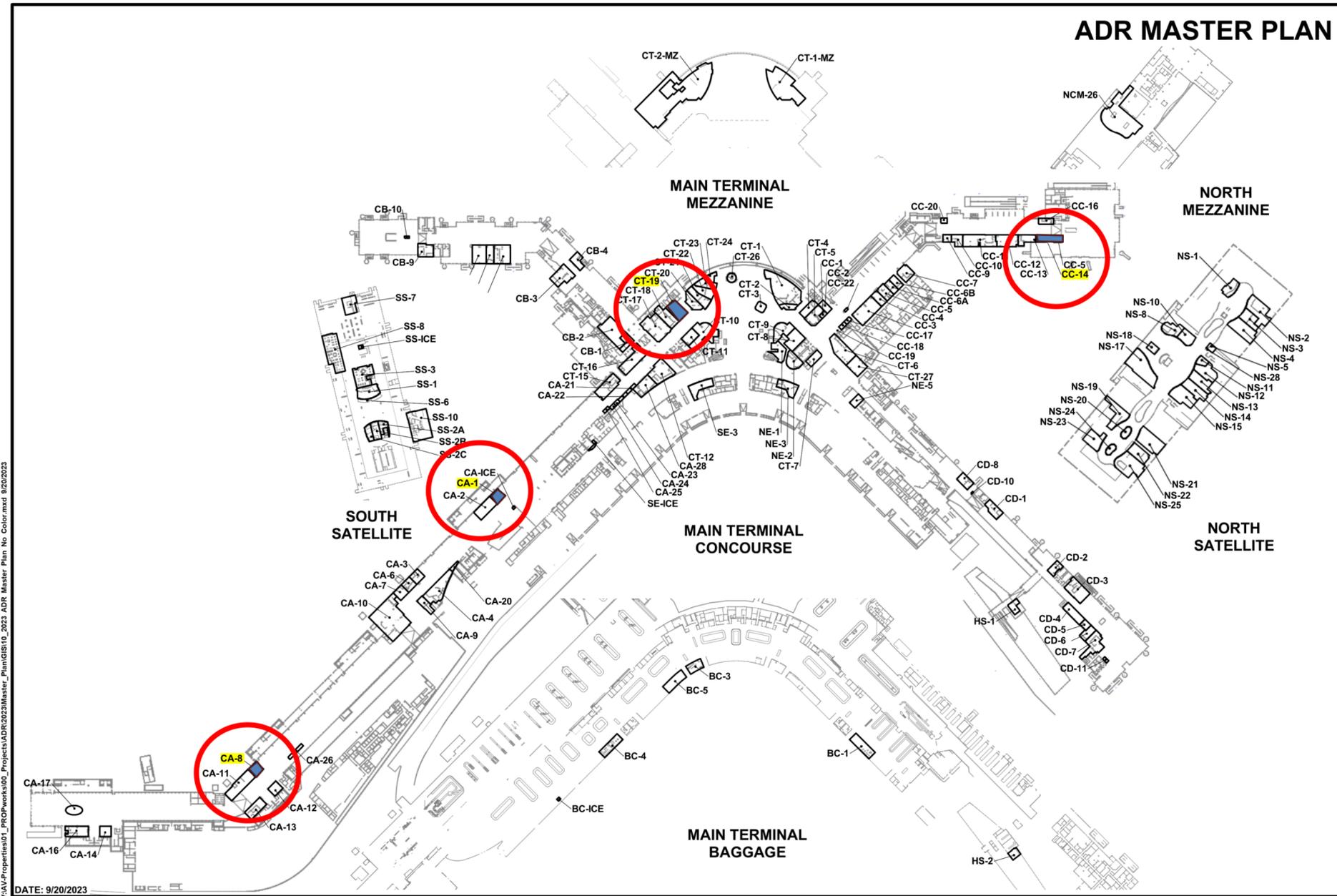
RFP 26-1 FB

Food and Beverage Packages

RFP 26-1FB Packages

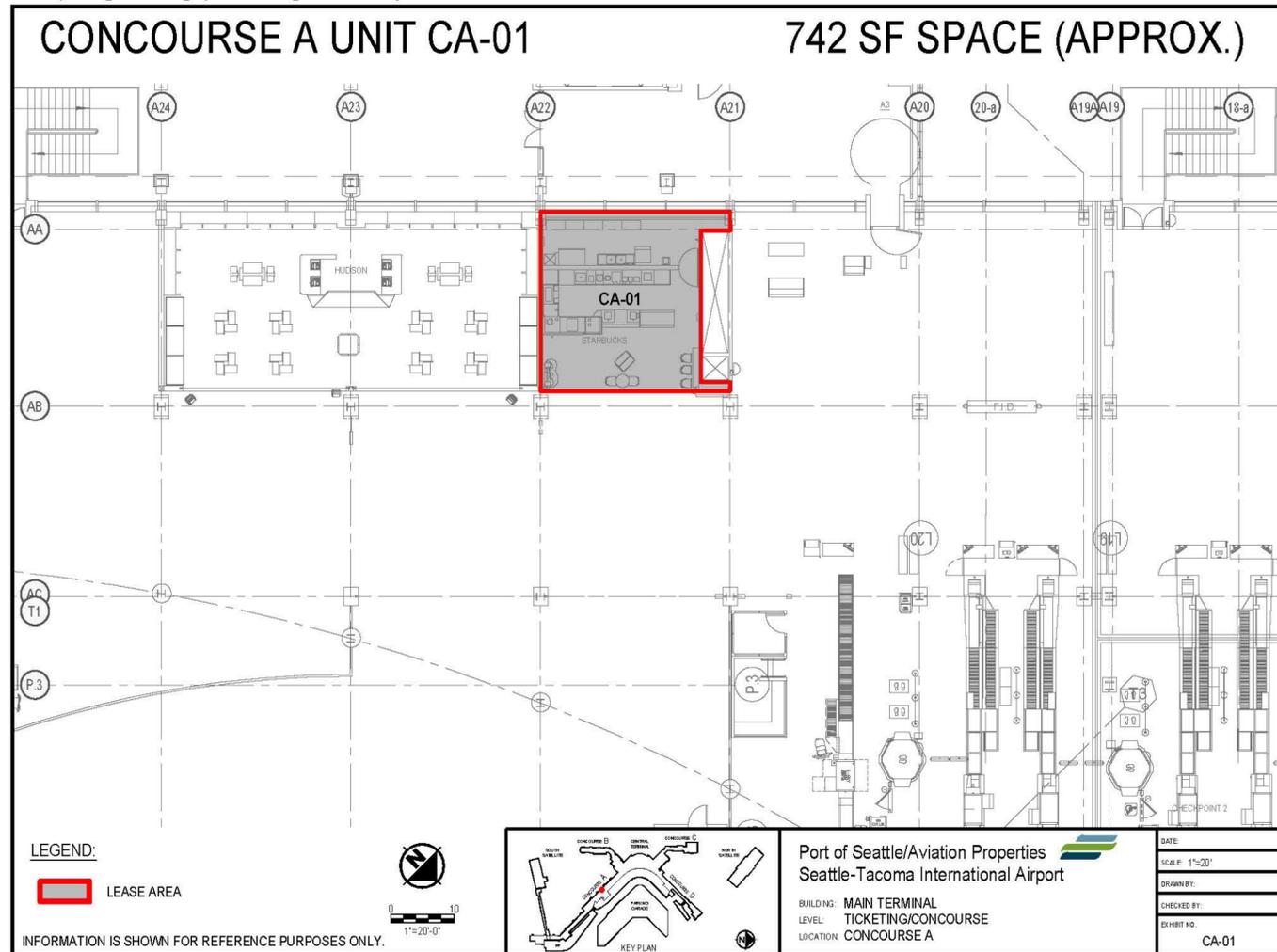
Package No.	Location ID	NAICS Number	Concept Description
FB1SB	CA-01	722515	<p>NATIONAL, REGIONAL, OR LOCAL BRANDED COFFEE CONCEPT.</p> <p>Proposers must demonstrate that proposed concept has a least one (1) streetside location in operation.</p> <p>Proposed concept may offer gourmet coffee beverages, energy drinks and/or smoothies. Concept may offer pastries, pre-made sandwiches, pre-packaged foods, and bottled juice, soft drinks, and water.</p> <p>Menu should appeal to a wide variety of customers and include breakfast, lunch, and dinner and at a minimum:</p> <ul style="list-style-type: none"> ➤ Selections specifically oriented to a priced for children ➤ Selection of menu items that address dietary restrictions which may include items such as gluten-free, vegetarian, and vegan offerings. <p>ON-SITE COOKING IS NOT PERMITTED AT THIS LOCATION(s).</p> <p>Alcoholic Beverages are not Permitted and if offered as part of the Proposal, the Proposal will be deemed Non-Responsive.</p>
FB-2	CA-08		
FB-3	CC-14		
FB-4	CT-19		

RFP 26-1 FB Package Locations



Package FB1SB (CA-01) Coffee Concept

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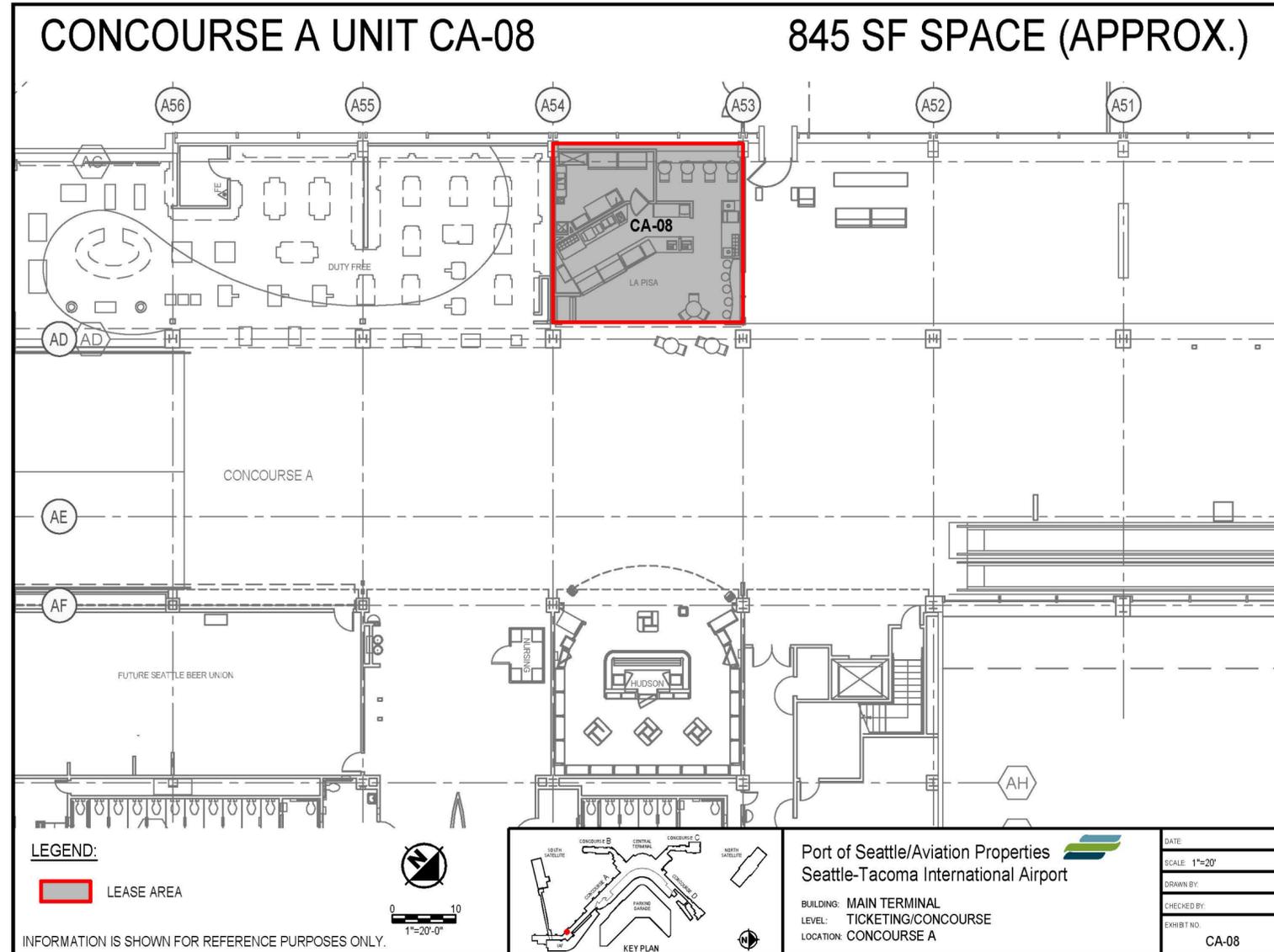
- RFP Concept: Coffee
- Package only for Small Business as defined by the US Small Business Administration
- Lease Terms: 12 Years
- Estimated Tenant Construction Start September 2027
- Anticipated Opening February 2028

Package FB2 (CA-08)

Coffee Concept

- RFP Concept: Coffee
- Lease Terms: 12 years
- Estimated Tenant Construction Start February 2028
- Anticipated Opening June 2028

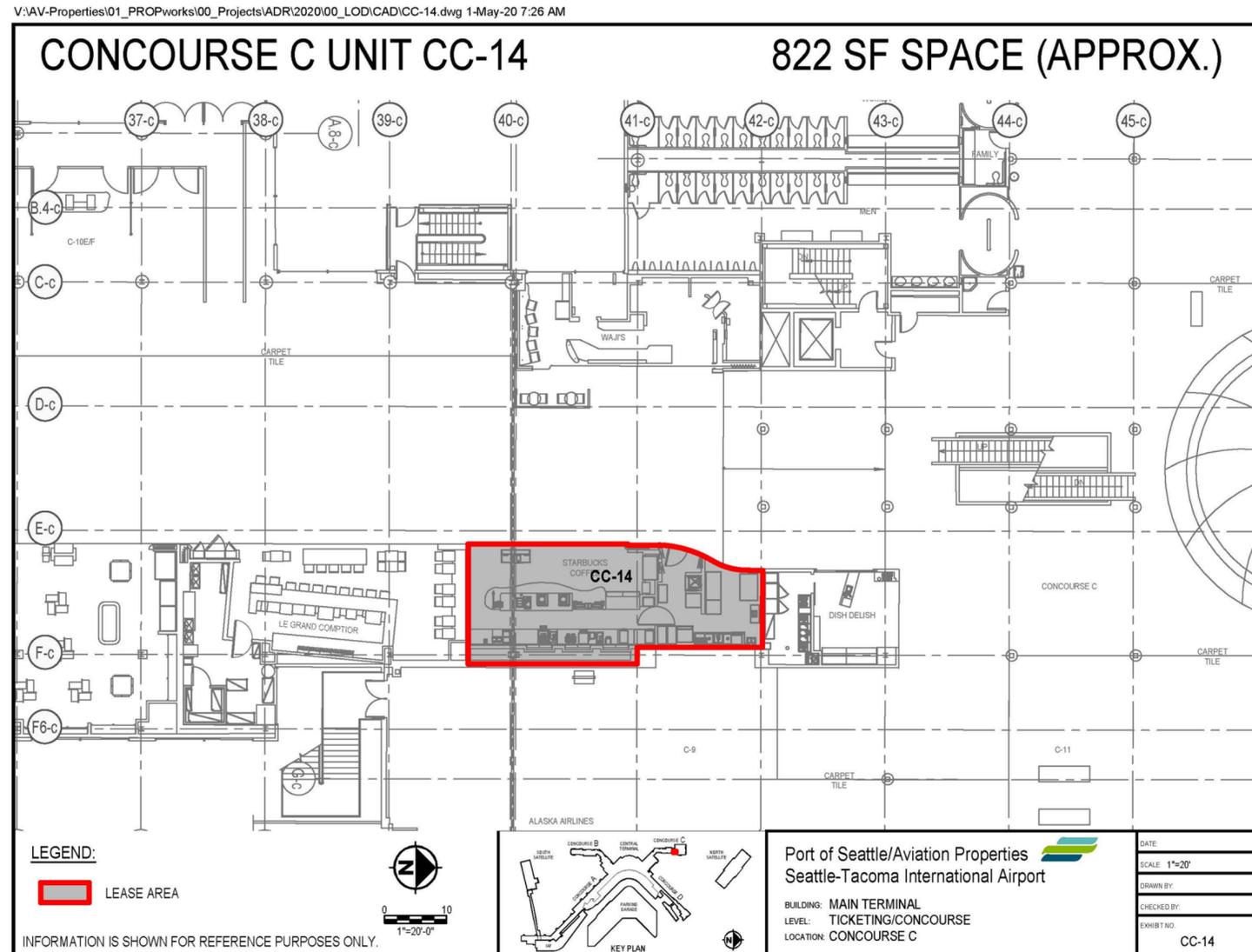
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Package FB3 (CC-14)

Coffee Concept

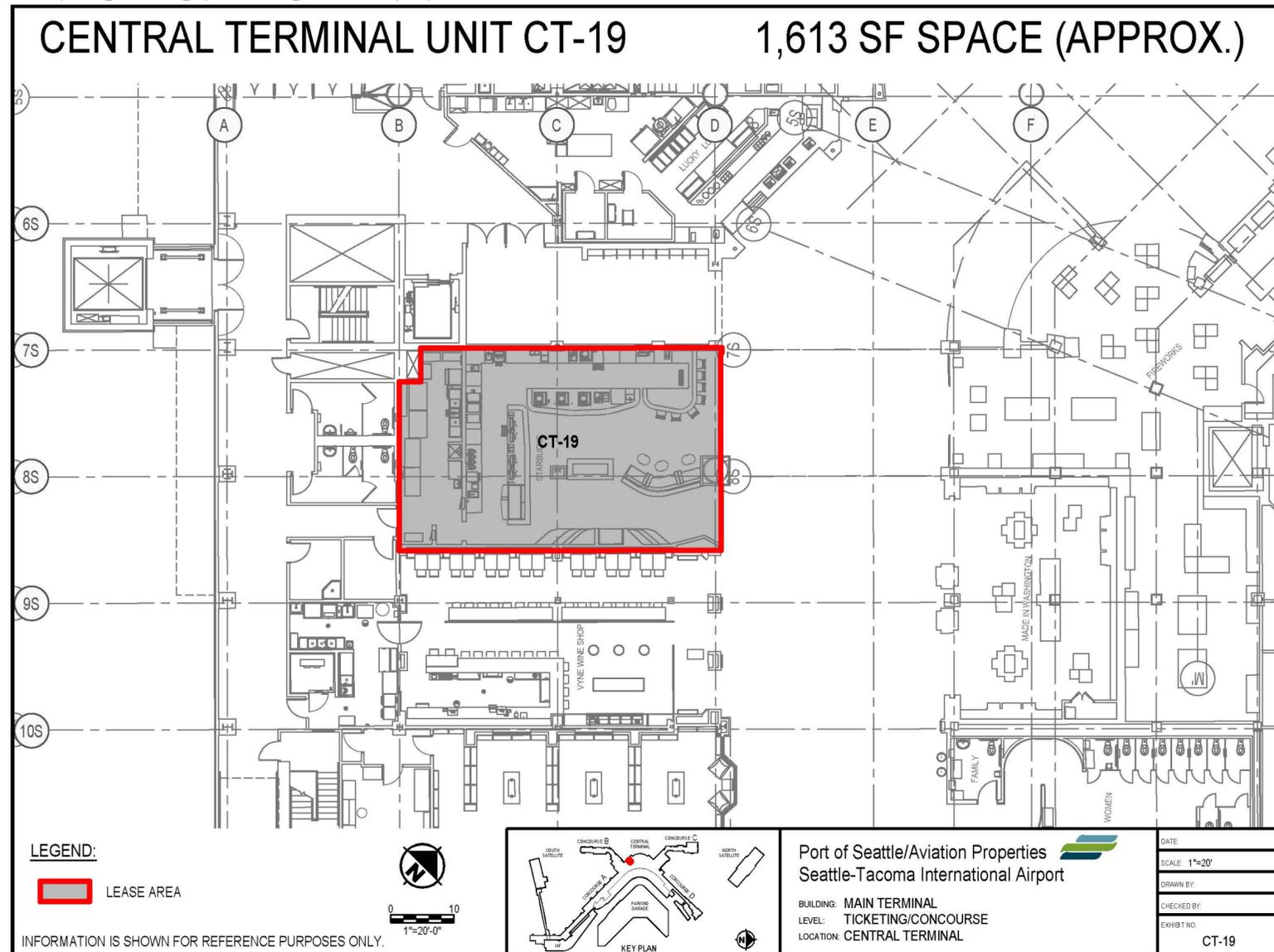
- RFP Concept: Coffee
- Lease Terms: 12 years
- Estimated Tenant Construction Start November 2027
- Anticipated Opening April 2028



Package FB4 (CT-19)

Coffee Concept

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- RFP Concept: Coffee
- Lease Terms: 12 years
- Estimated Tenant Construction Start September 2027
- Anticipated Opening February 2028



RFP 26-1SR

Specialty Retail Packages

What Does the Port Consider Specialty Retail

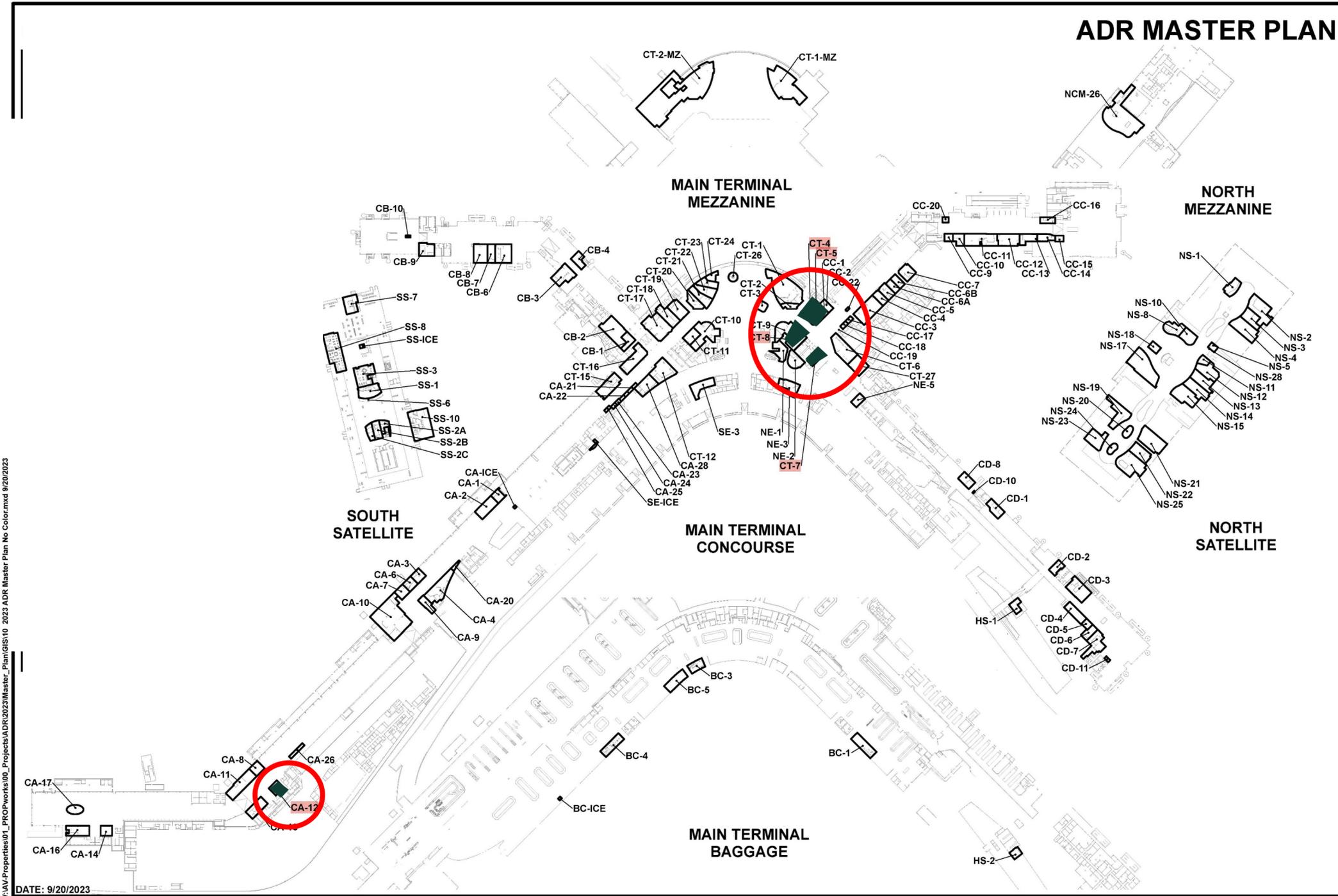
- Apparel and accessories
- Personal care items
- Artisanal or locally crafted goods
- Pre-packaged, hermetically seal, non-perishable foods
- Passenger services that **do not require water**

RFP 26-1 SR Packages

Package No.	Location ID	NAICS Number	Concept Description
SR1SB	CA-12	458110	OPEN CONCEPT SPECIALTY RETAIL
SR2SB	CT-04		<p>This location does not have a defined concept. Concept can be National, Regional, Local or proprietary and Proposers are encouraged to propose a concept for this location that will appeal to the passenger market.</p> <p>The Port will only review Proposals whose concepts meet the definition of Specialty Retail as defined in Section 1.7. If the proposed concept does not meet said definition, in the Port's sole discretion, the Proposal will be deemed Non-Responsive.</p>
SR3	CT-05		
SR4	CT-07		
SR5	CT-08		

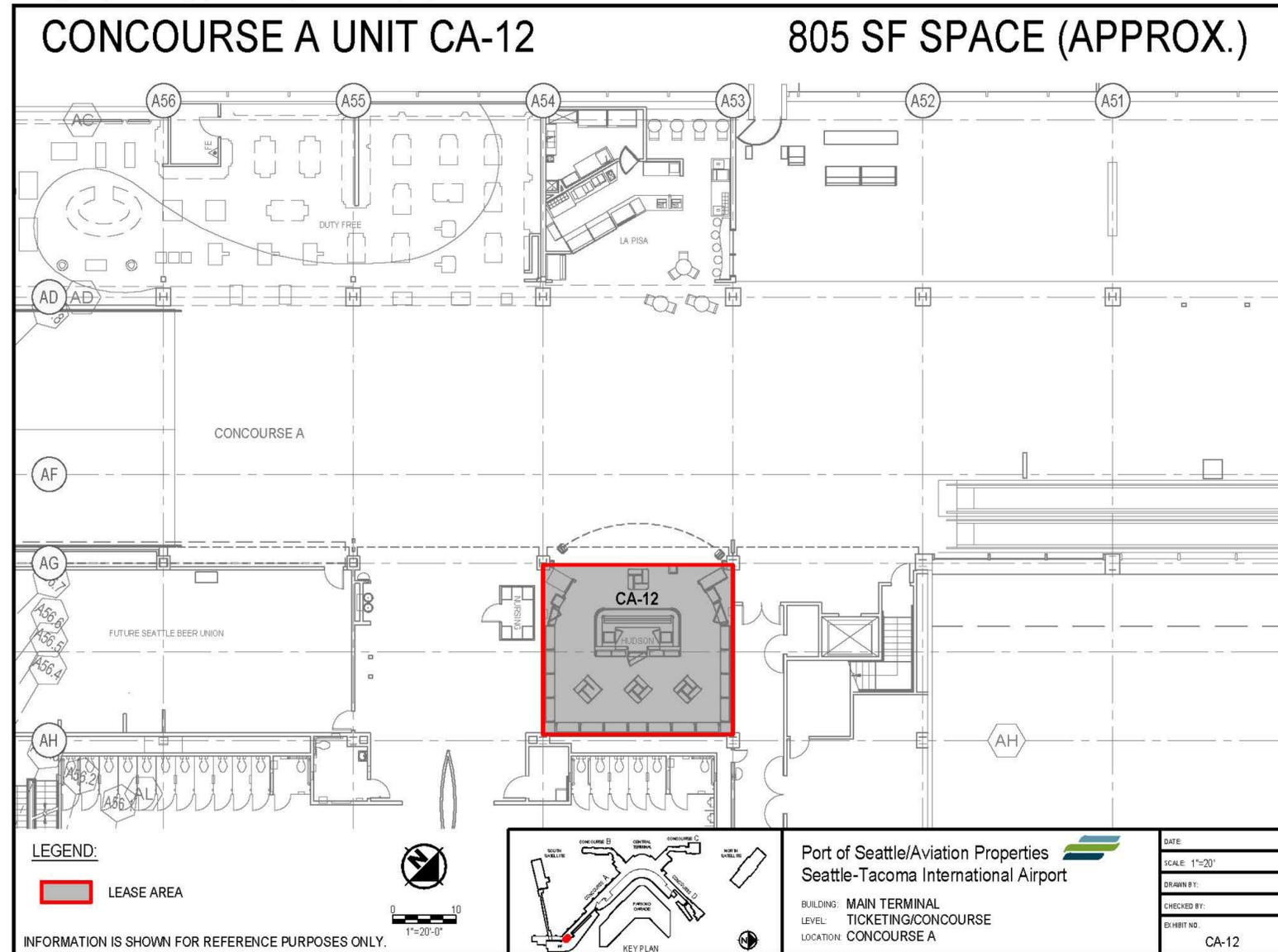
The Port will only review Proposals whose concepts meet the definition of Specialty Retail as defined in Section 1.7. If the proposed concept does not meet said definition, in the Port's sole discretion, the Proposal will be deemed Non-Responsive.

Specialty Retail Locations



Package SR1SB (CA-12) Open Specialty Retail

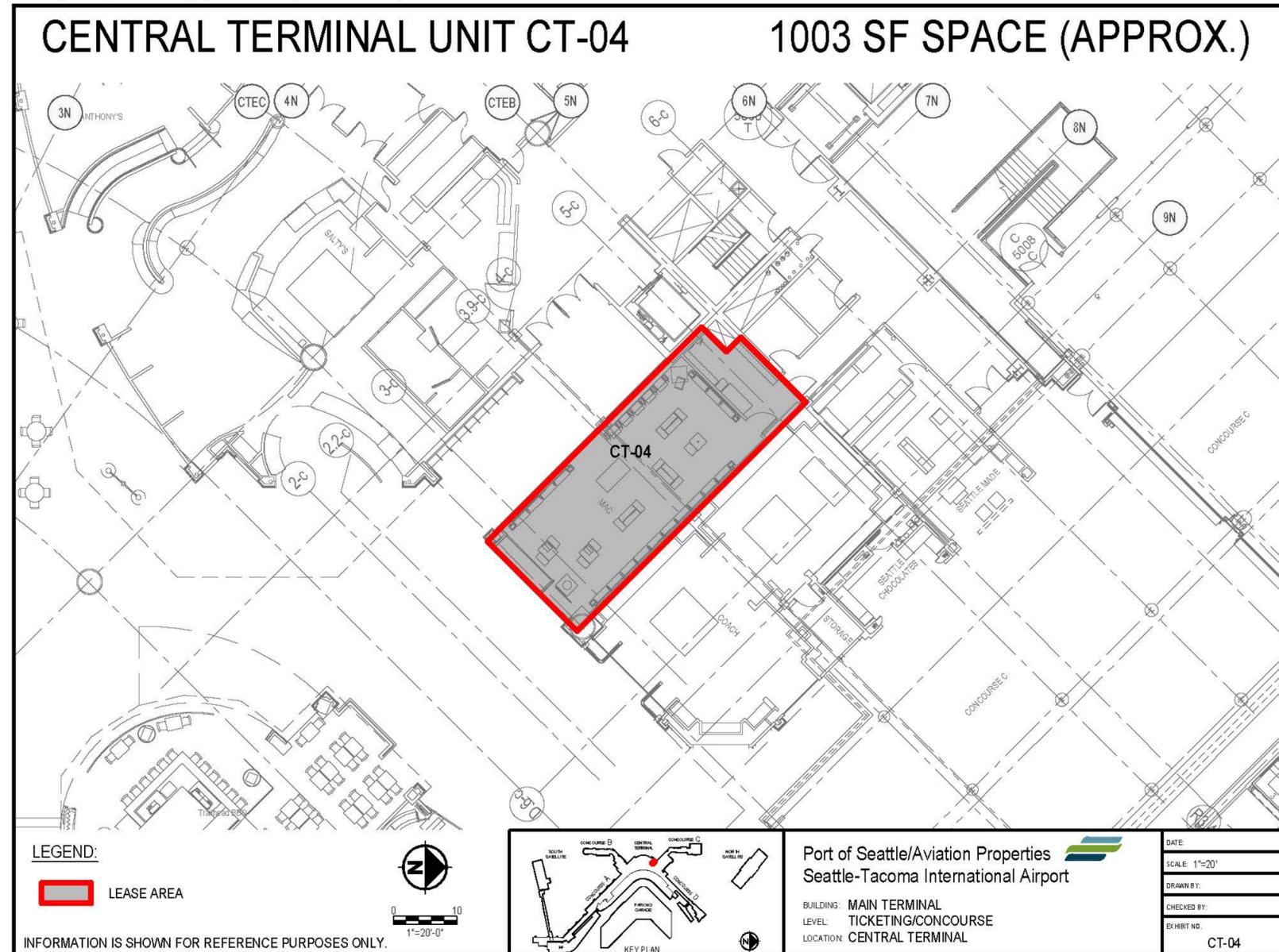
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- RFP Concept: Open Retail Concept
- Package only for Small Business as defined by the US Small Business Administration
- Lease Term: 10 years
- Estimated Tenant Construction Start November 2027
- Anticipated Opening March 2028

Package SR2SB (CT-04) Open Specialty Retail

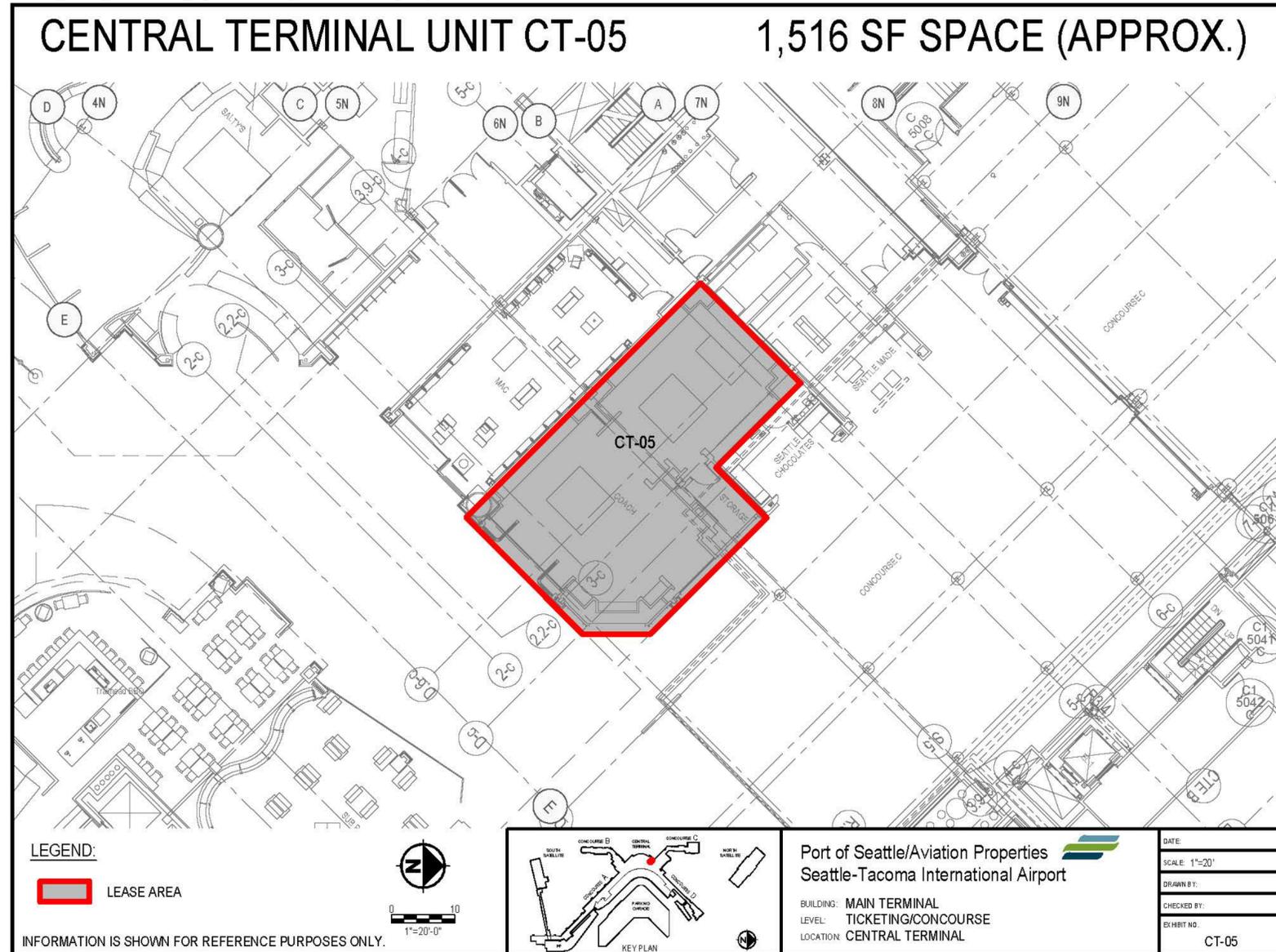
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- RFP Concept: Open Retail Concept
- Package only for Small Business as defined by the US Small Business Administration
- Lease Terms: 10 years
- Estimated Tenant Construction Start September 2028
- Anticipated Opening January 2029

Package SR3 (CT-05) Open Specialty Retail

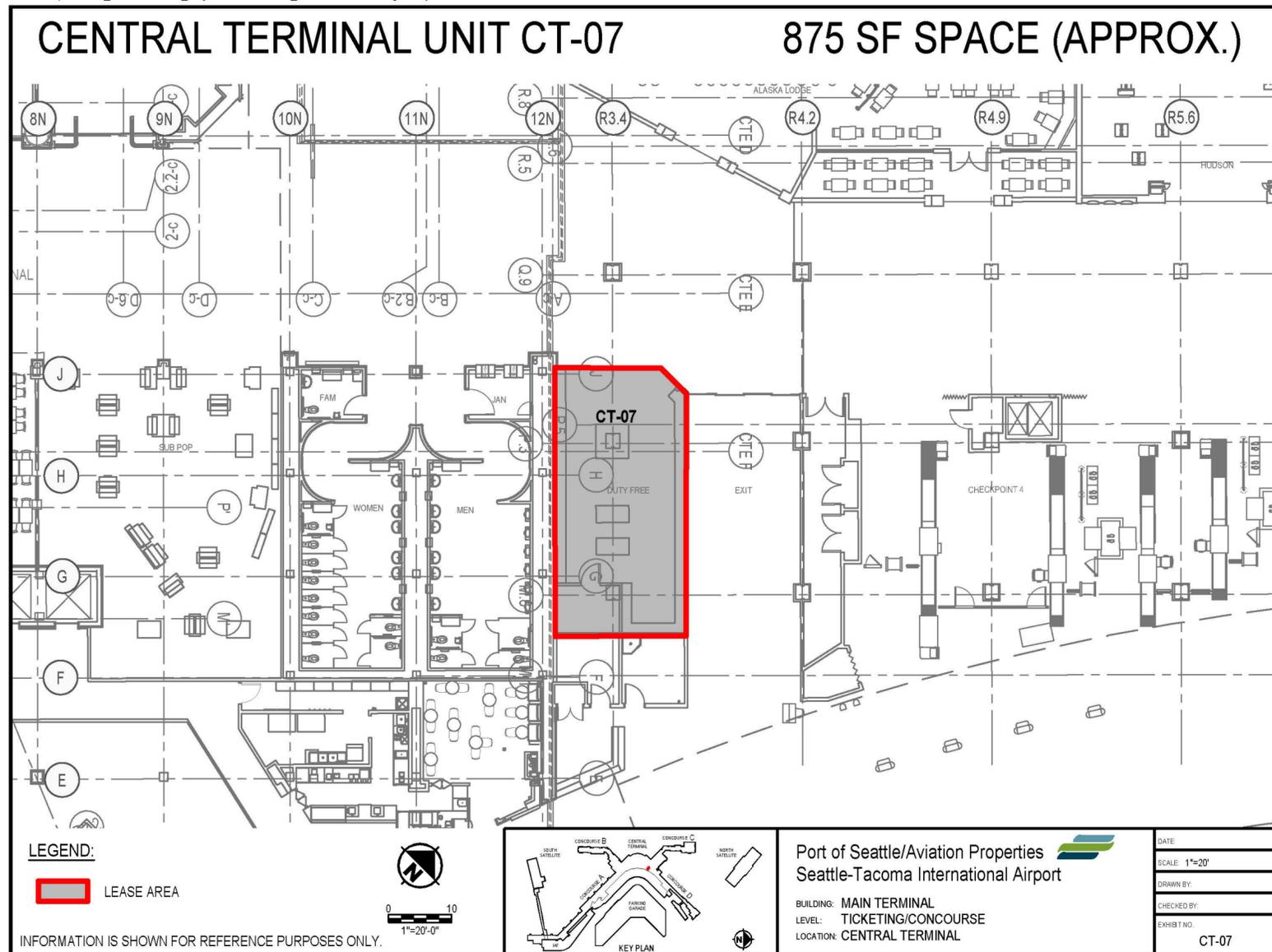
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- RFP Concept: Open Retail Concept
- Lease Terms: 10 years
- Estimated Tenant Construction Start September 2028
- Anticipated Opening January 2029

Package SR4 (CT-07) Open Specialty Retail

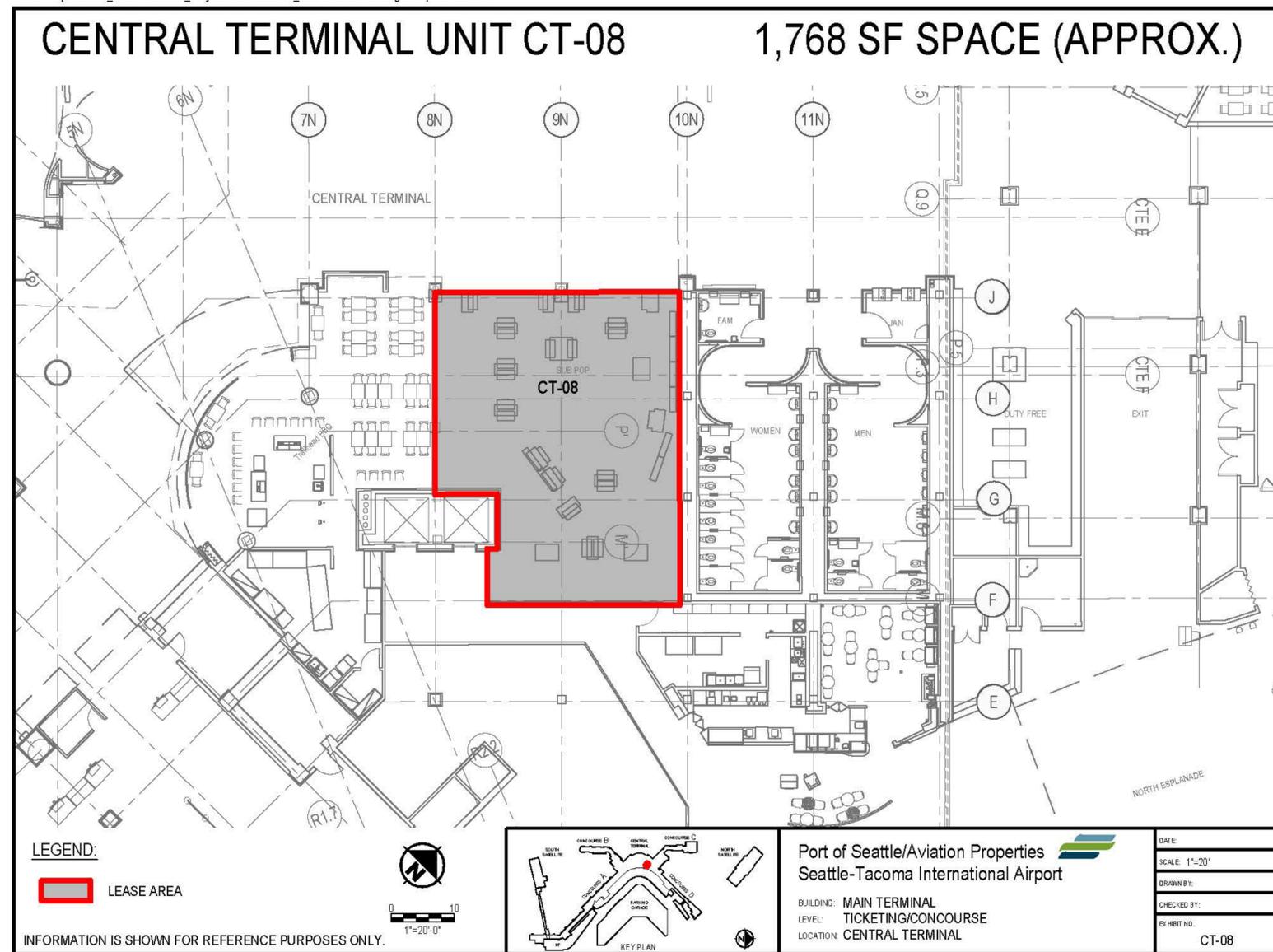
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- RFP Concept: Open Retail Concept
- Lease Terms: 10 years
- Estimated Tenant Construction Start September 2027
- Anticipated Opening January 2028

Package SR5 (CT-08) Open Specialty Retail

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- RFP Concept: Open Retail Concept
- Lease Terms: 10 years
- Estimated Tenant Construction Start September 2027
- Anticipated Opening January 2028



RFP 26-1CR

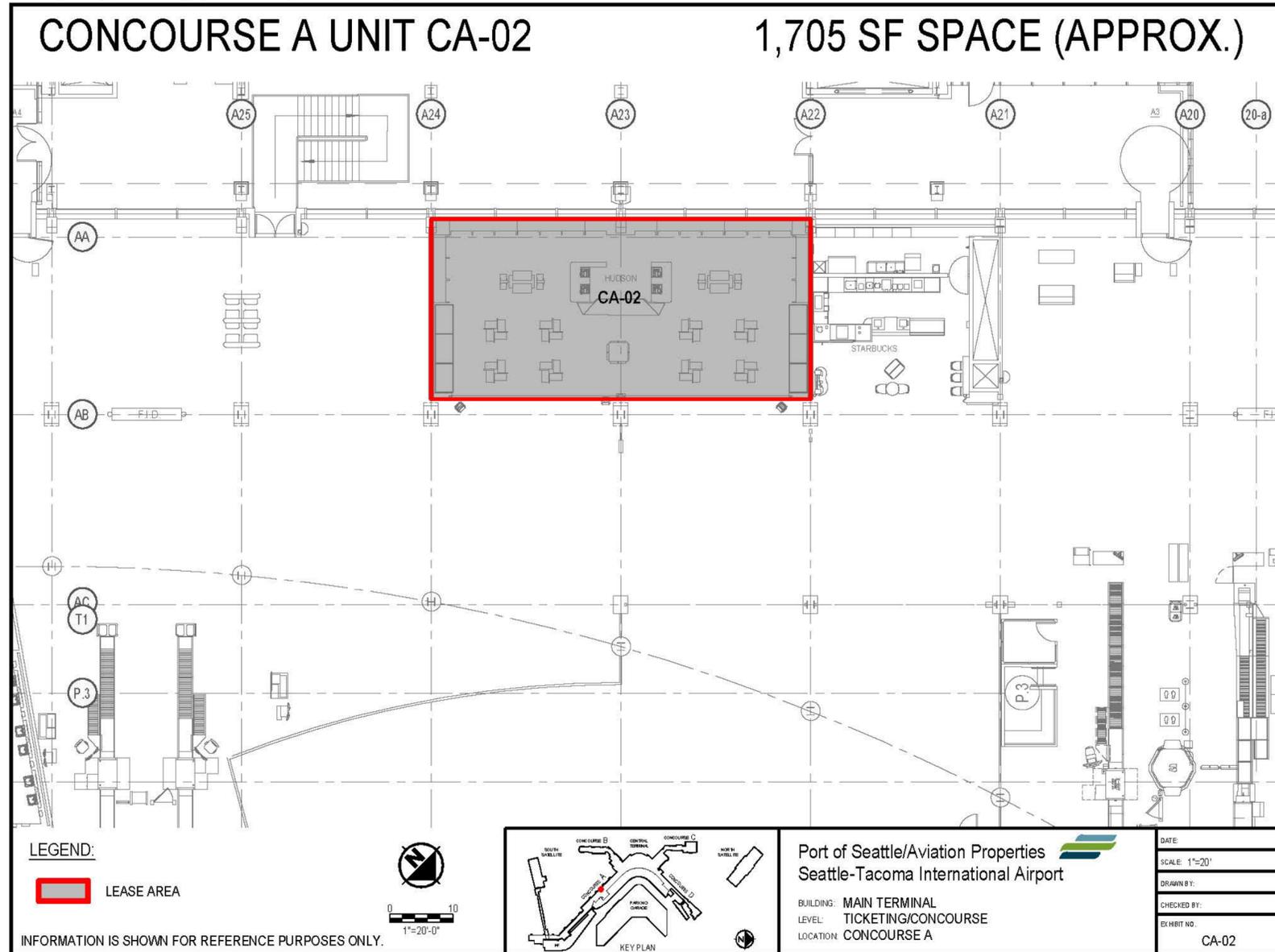
Convenience Retail Packages

RFP 26-1CR Packages CR1, CR2, and CR3

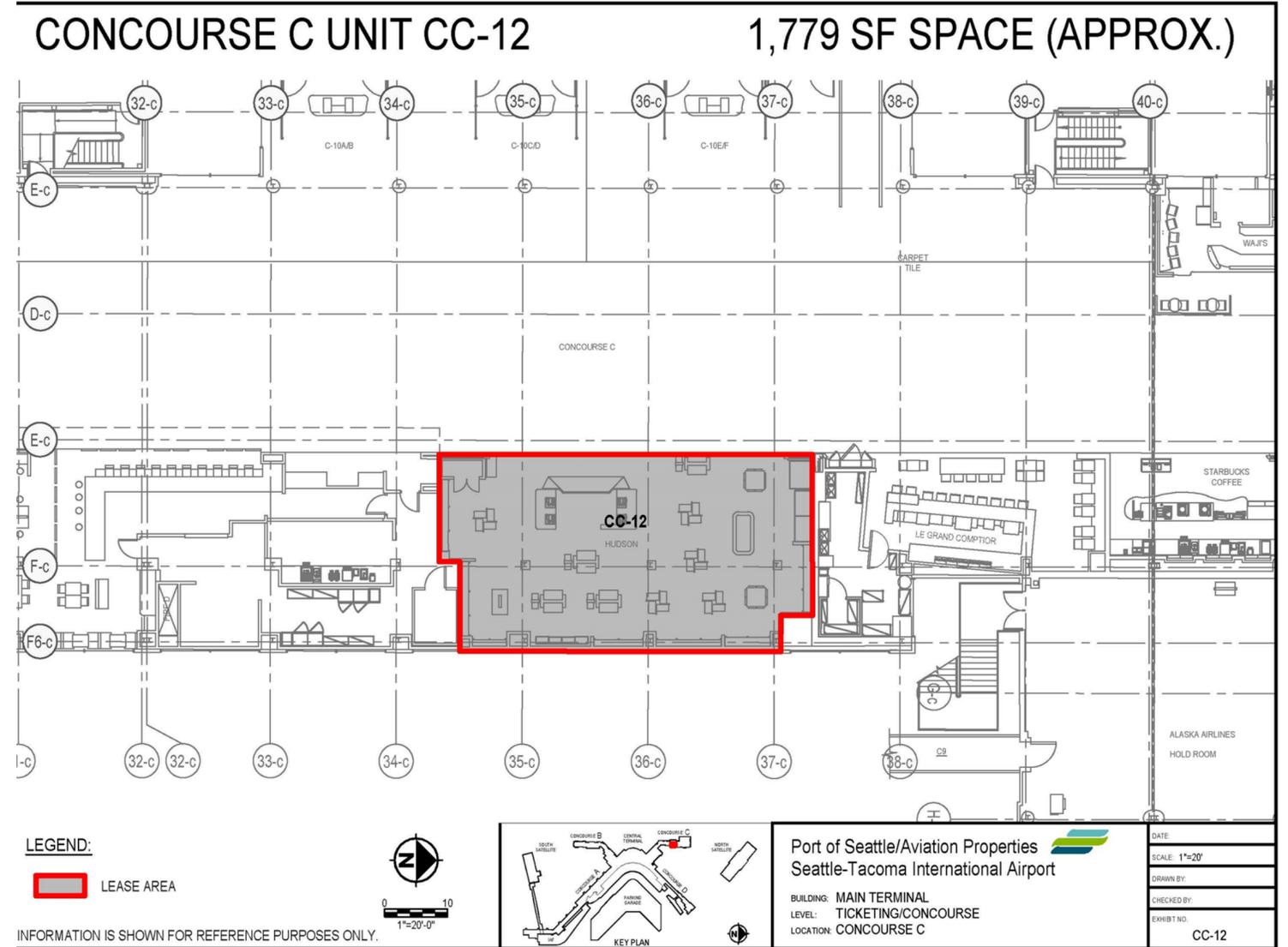
Package No.	Location ID	NAICS Number	Concept Description
CR1	CA-02 & CC-12	445131	CONVENIENCE RETAIL CONCEPT
CR2	CA-11 & CD-04		Concept can be National, Regional, Local, or proprietary and Proposers are encouraged to propose a concept for this location that will appeal to the passenger market.
CR3	CT-17 & NE-01		<p><u>Proposers are encouraged to name choose a store name for the location that reflects the Pacific Northwest.</u></p> <p>Concept may include the following categories:</p> <ul style="list-style-type: none">➤ Magazines/Periodicals and Books➤ Health and Beauty Aids➤ Sundries➤ Food and Beverage➤ Apparel <p>ON-SITE COOKING/HEATING/WARMING OF FOOD AND BEVERAGES IS NOT PERMITTED.</p> <p>PLEASE REFERE TO SECTION 5 OF THE RFP FOR A FULL LIST</p>

CR1 (CA-02/CC-12) CONV. RETAIL

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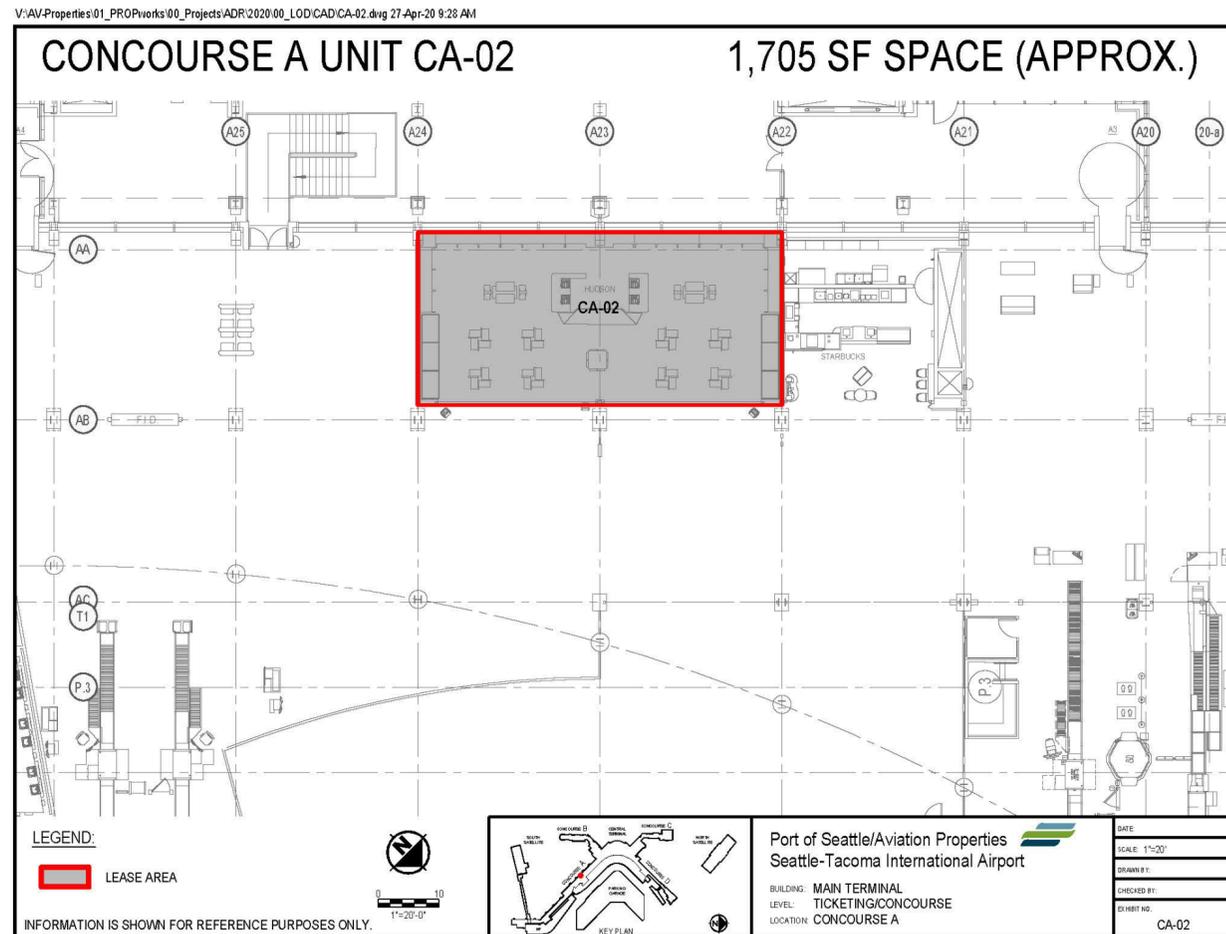
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Package CR1 (CA-02)

Conv. Retail

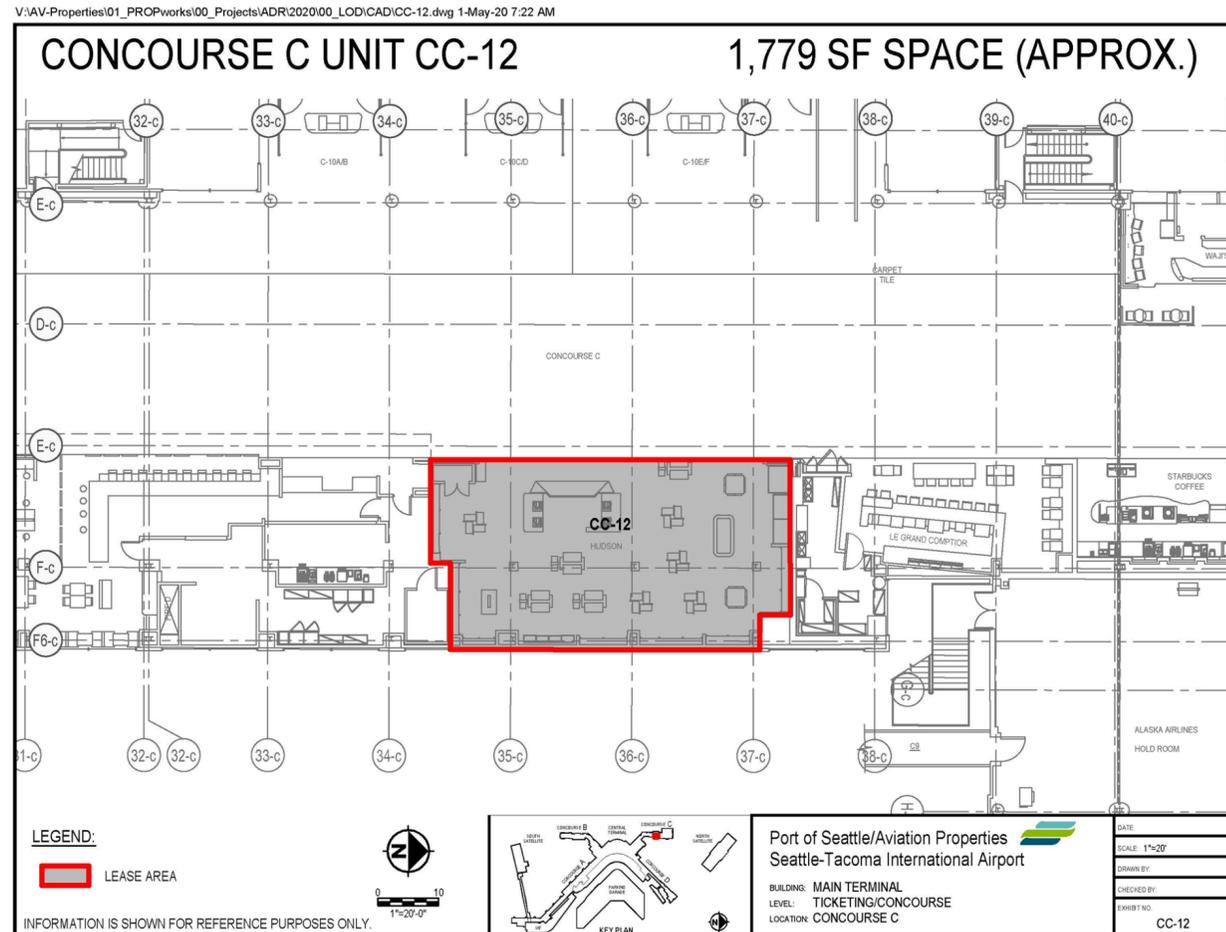
- RFP Concept: Convenience Retail
- Lease Terms: 10 years
- Estimated Tenant Construction Start September 2027
- Anticipated Opening January 2028



Package CR-1 (CC-12)

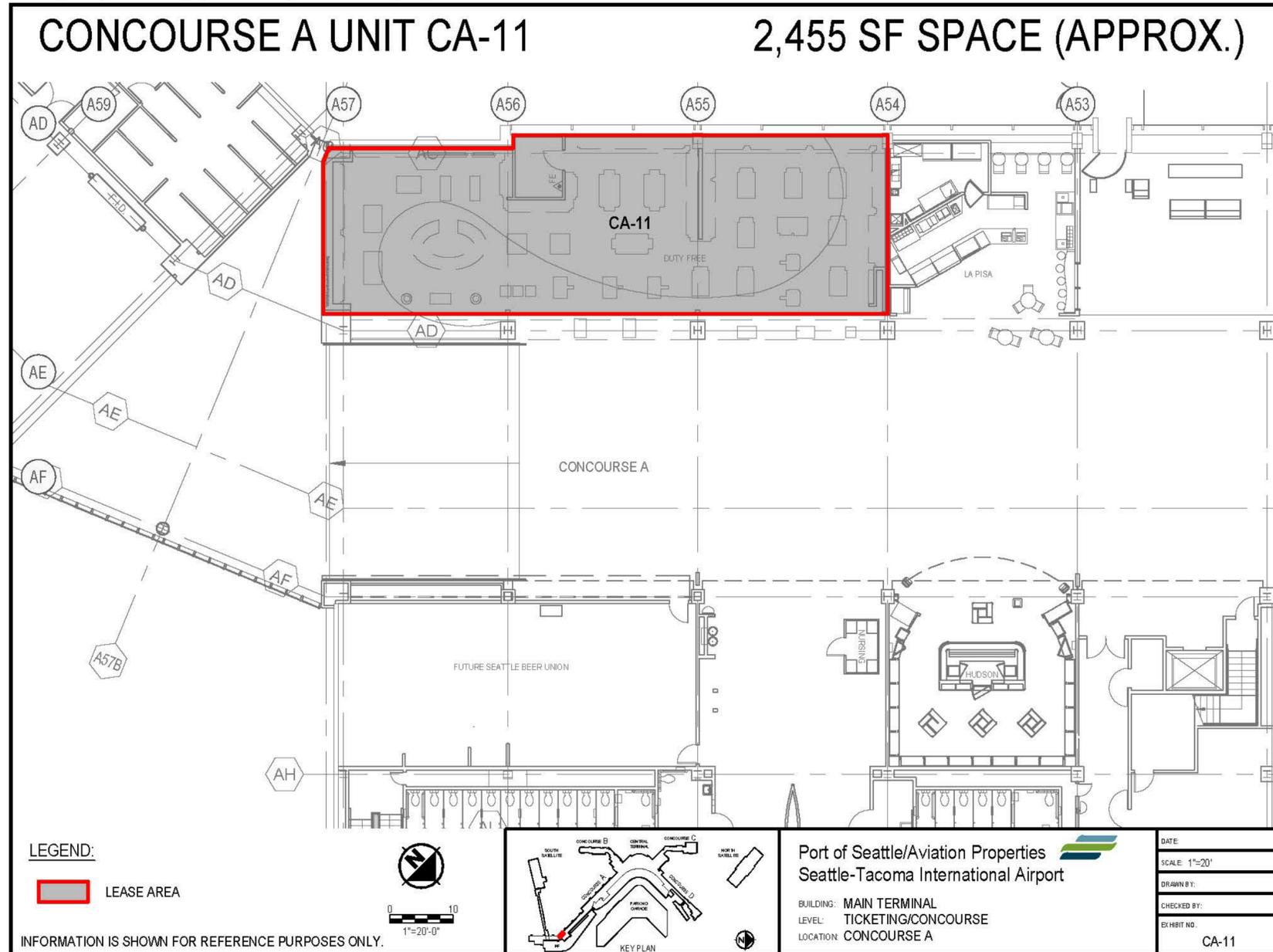
Conv. Retail

- RFP Concept: Convenience Retail
- Lease Terms: 10 years
- Estimated Tenant Construction Start June 2028
- Anticipated Opening October 2028

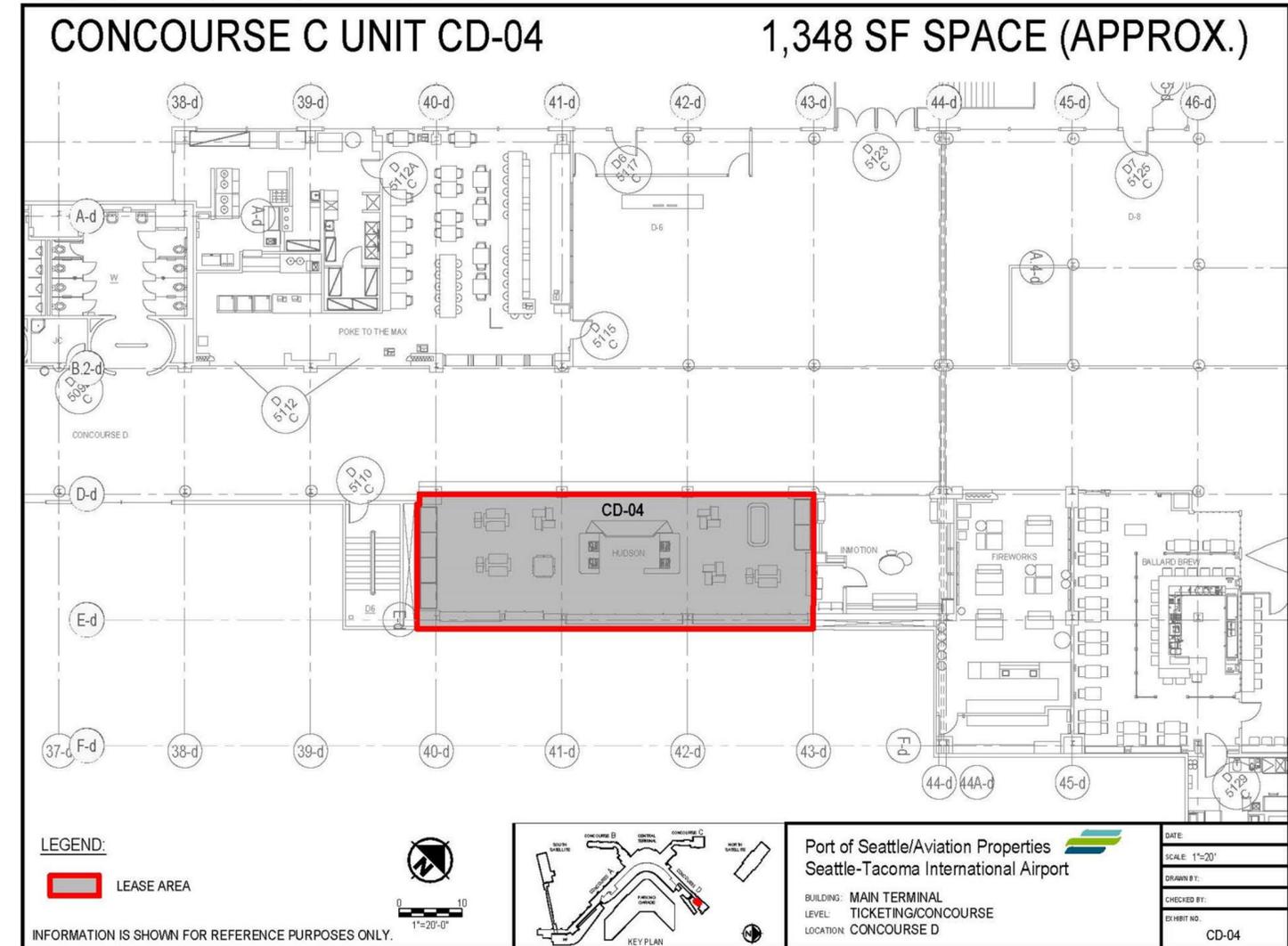


Package CR2 (CA-11/CD-04) Conv. Retail

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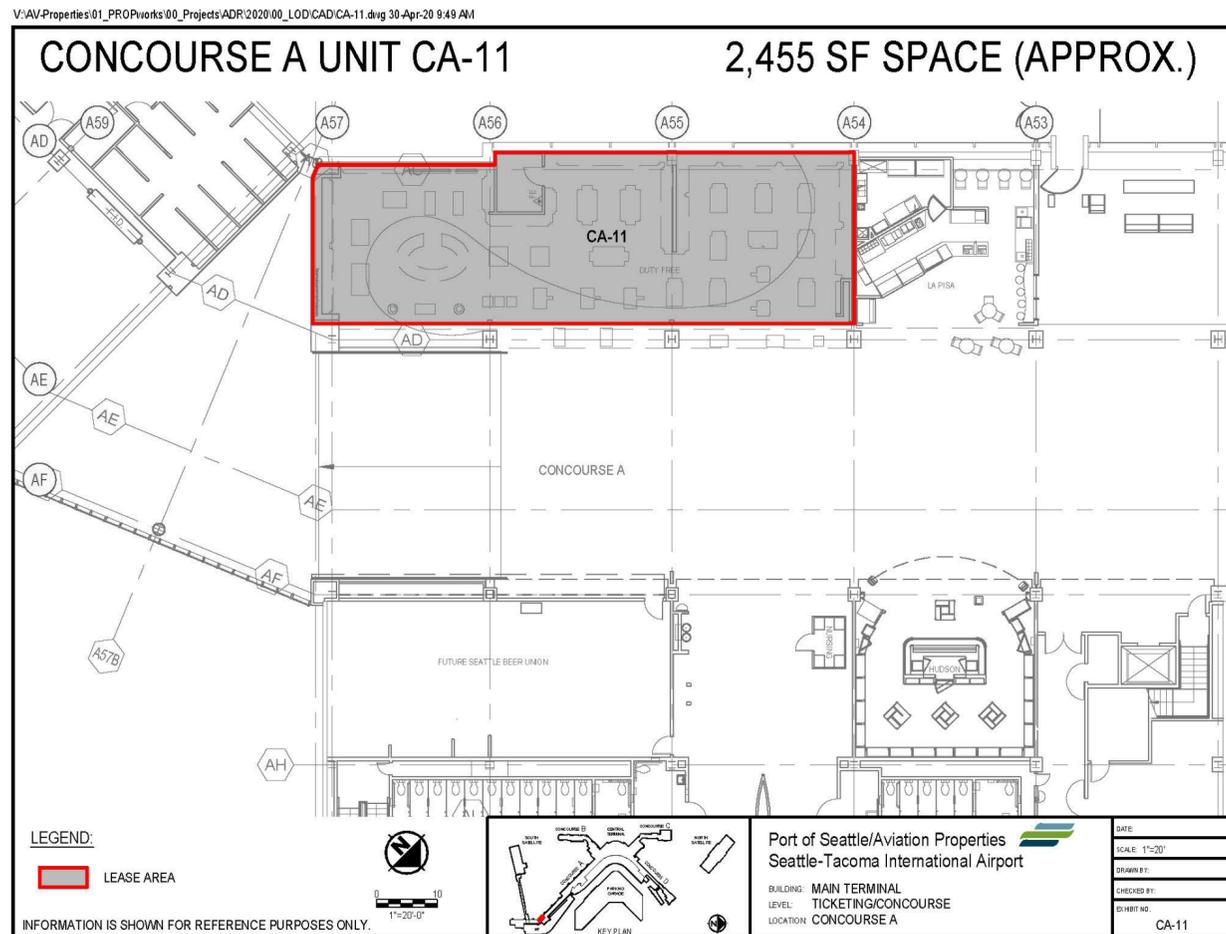


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Package CR2 (CA-11)

Conv. Retail

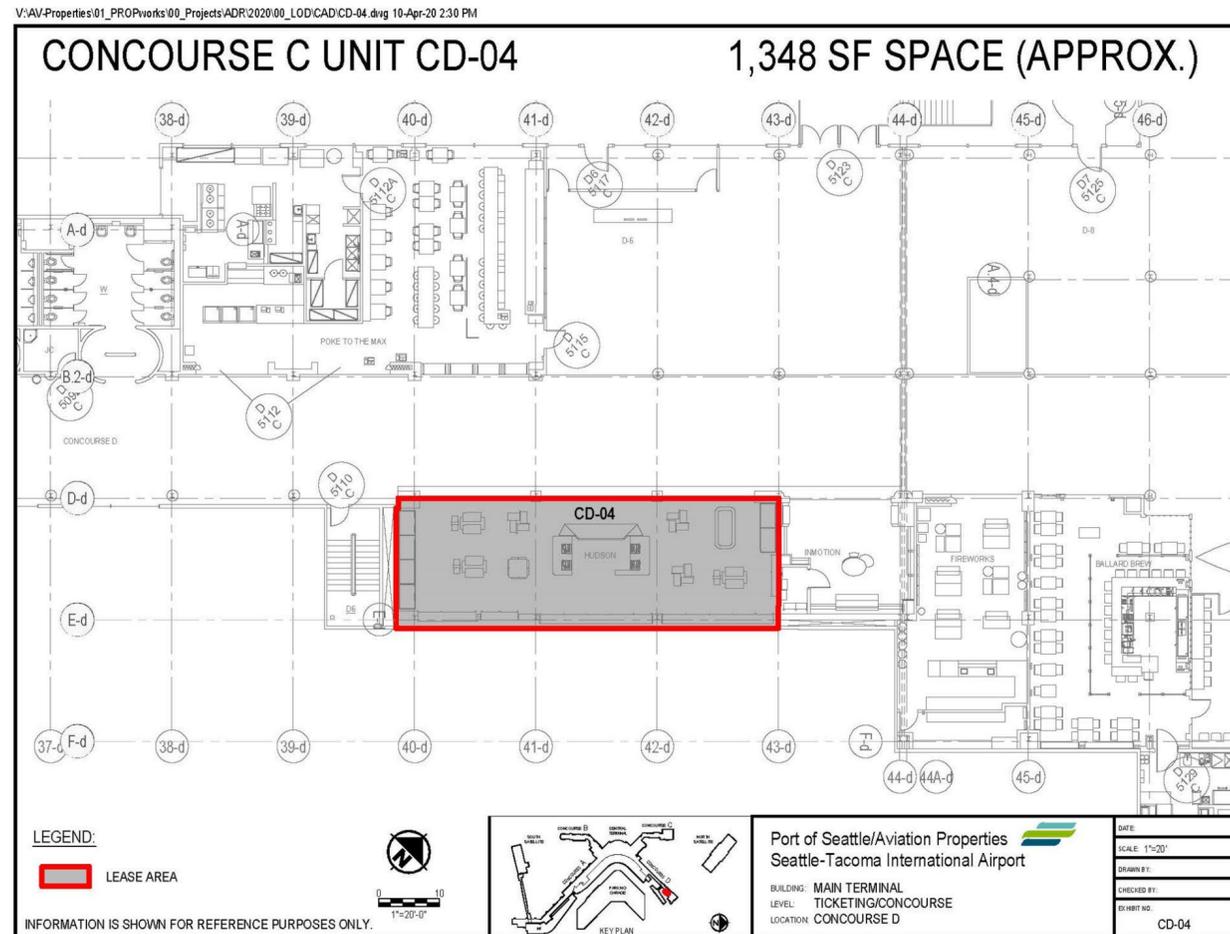


- RFP Concept: Convenience Retail
- Lease Terms: 10 years
- Estimated Tenant Construction Start September 2027
- Anticipated Opening January 2028

Package CR2 (CD-04)

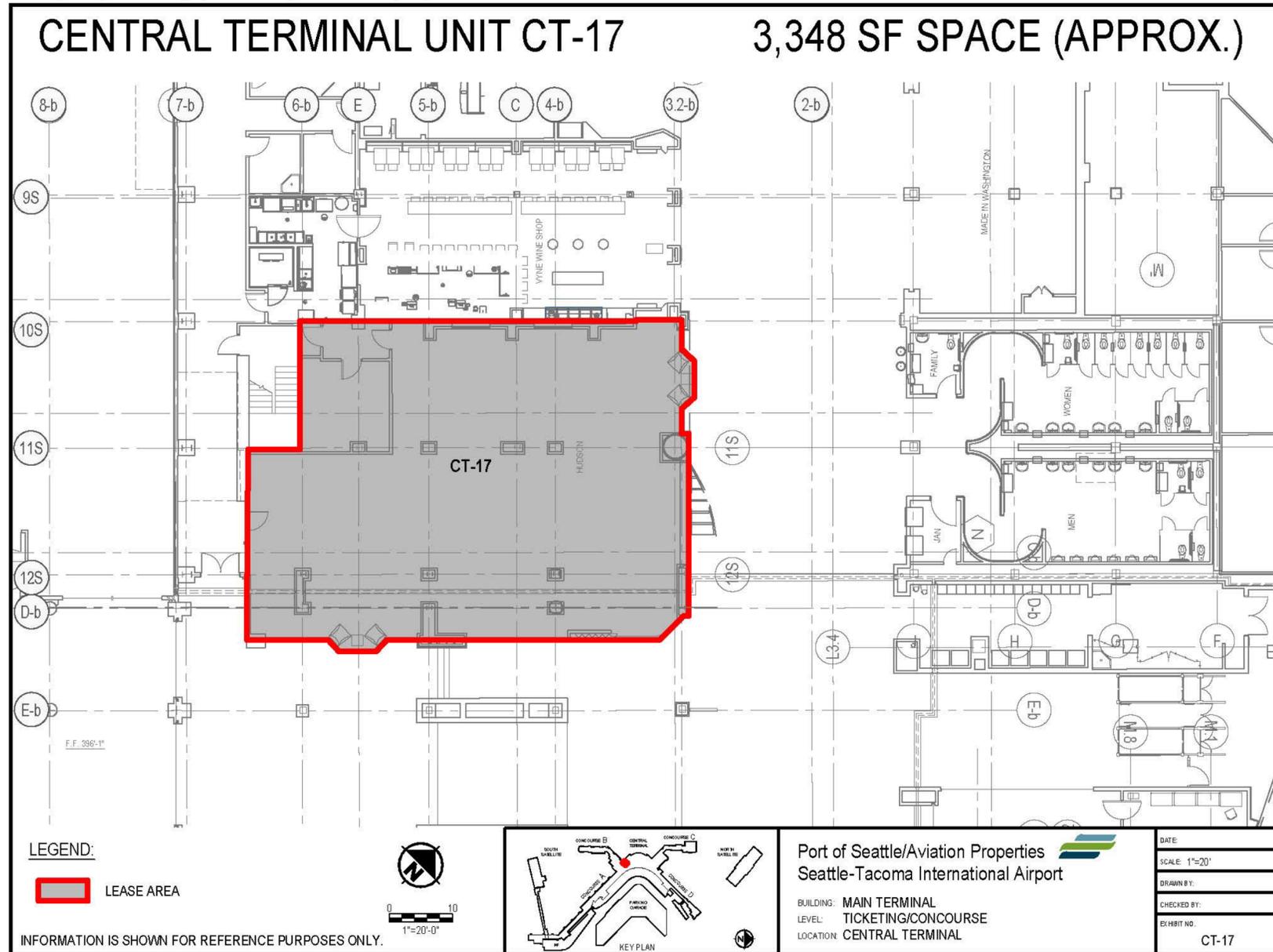
Conv. Retail

- RFP Concept: Convenience Retail
- Lease Terms: 10 years
- Estimated Tenant Construction Start June 2028
- Anticipated Opening October 2028

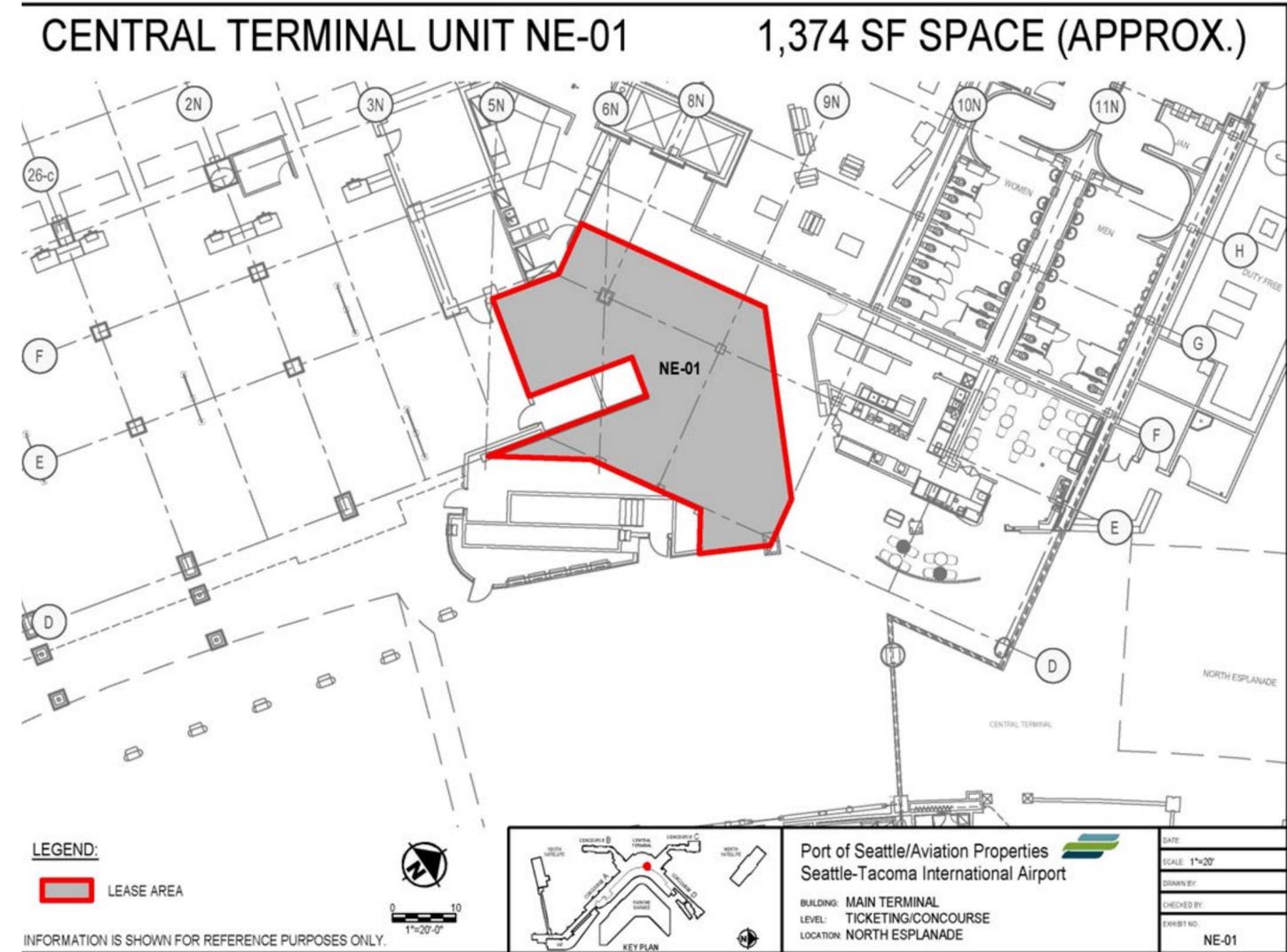


Package CR3 (CT-17/NE-01) Conv. Retail

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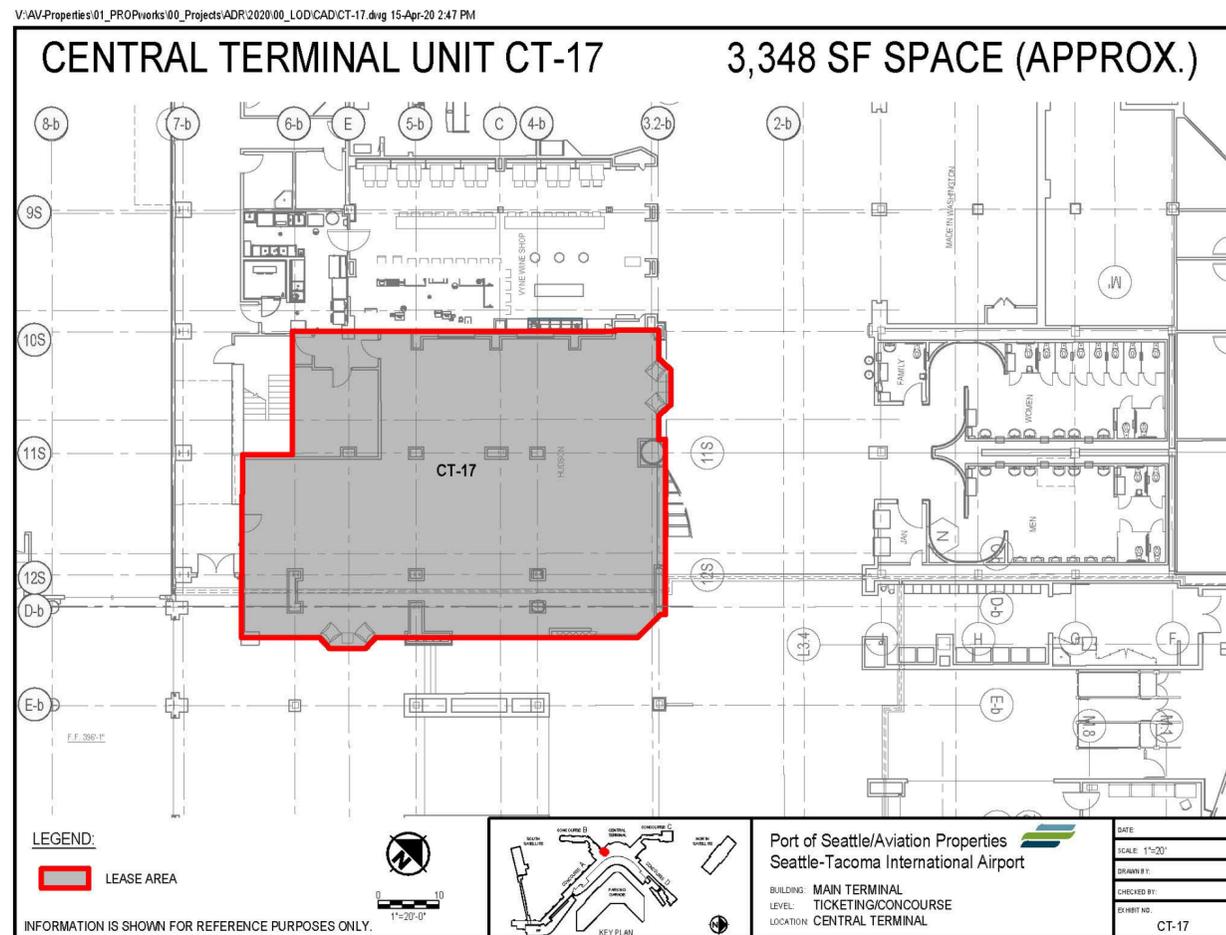
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Package CR3 (CT-17)

Conv. Retail

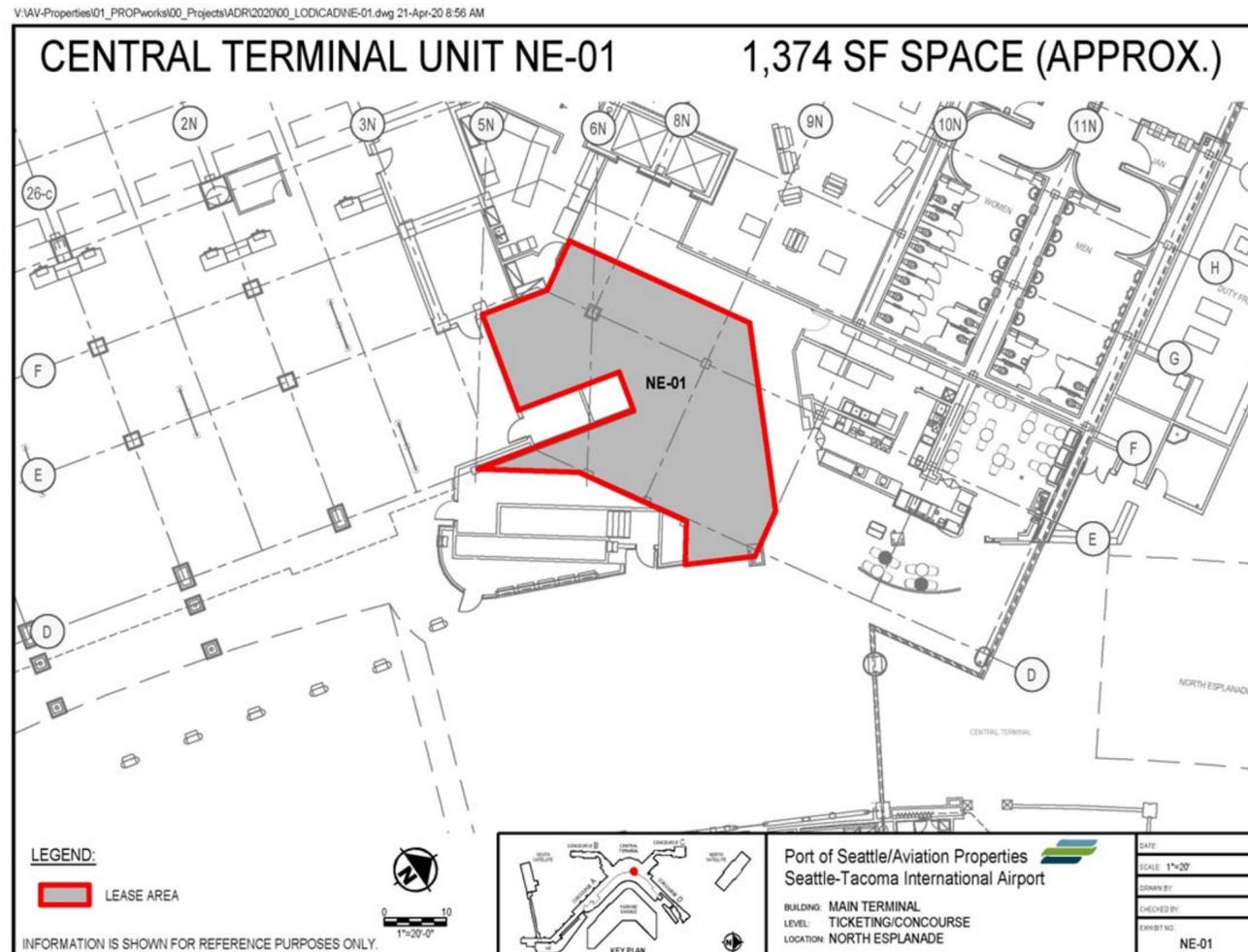
- RFP Concept: Convenience Retail
- Lease Terms: 10 years
- Estimated Tenant Construction Start September 2027
- Anticipated Opening January 2028



Package CR3 (NE-01)

Conv. Retail

- RFP Concept: Convenience Retail
- Lease Terms: 10 years
- Estimated Tenant Construction Start September 2027
- Anticipated Opening January 2028



RFP 26-1CR Package CR4 Option 1

PACKAGE No.	Location ID	NAICS Number	Concept Description
CR4	CB-08	445131	<p>CONVENIENCE RETAIL CONCEPT</p> <p>Concept can be National, Regional, Local, or proprietary and Proposers are encouraged to propose a concept for this location that will appeal to the passenger market.</p> <p><u>Proposers are encouraged to name choose a store name for the location that reflects the Pacific Northwest.</u></p> <p>Concept may include the following categories:</p> <ul style="list-style-type: none">➤ Magazines/Periodicals and Books➤ Health and Beauty Aids➤ Sundries➤ Food and Beverage➤ Apparel <p>ON-SITE COOKING/HEATING/WARMING OF FOOD AND BEVERAGES IS NOT PERMITTED.</p> <p>PLEASE REFERE TO SECTION 5 OF THE RFP FOR A FULL LIST</p>

RFP 26-1CR Package CR4 Option 1 Cont.

PACKAGE No.	Location ID	NAICS Number	Concept Description
CR4	CB-07	722515	<p>NATIONAL, REGIONAL, OR LOCAL BRANDED COFFEE CONCEPT.</p> <p>Proposers must demonstrate that proposed concept has a least one (1) streetside location in operation.</p> <p>Proposed concept may offer gourmet coffee beverages, energy drinks and/or smoothies. Concept may offer pastries, pre-made sandwiches, pre-packaged foods, and bottled juice, soft drinks, and water.</p> <p>Menu should appeal to a wide variety of customers and include breakfast, lunch, and dinner and at a minimum:</p> <ul style="list-style-type: none">➤ Selections specifically oriented to a priced for children➤ Selection of menu items that address dietary restrictions which may include items such as gluten-free, vegetarian, and vegan offerings. <p>ON-SITE COOKING IS NOT PERMITTED AT THIS LOCATION(s).</p> <p>Alcoholic Beverages are not Permitted and if offered as part of the Proposal, the Proposal will be deemed Non-Responsive.</p>

RFP 26-1CR Package CR4 Option 1 Cont.

PACKAGE No.	Location ID	NAICS Number	Concept Description
CR4	CT-11	458110	<p>OPEN CONCEPT SPECIALTY RETAIL</p> <p>This location does not have a defined concept. Concept can be National, Regional, Local or proprietary and Proposers are encouraged to propose a concept for this location that will appeal to the passenger market.</p> <p>The Port will only review Proposals whose concepts meet the definition of Specialty Retail as defined in Section 1.7. If the proposed concept does not meet said definition, in the Port's sole discretion, the Proposal will be deemed Non-Responsive.</p>

RFP 26-1CR Package CR4 Option 2

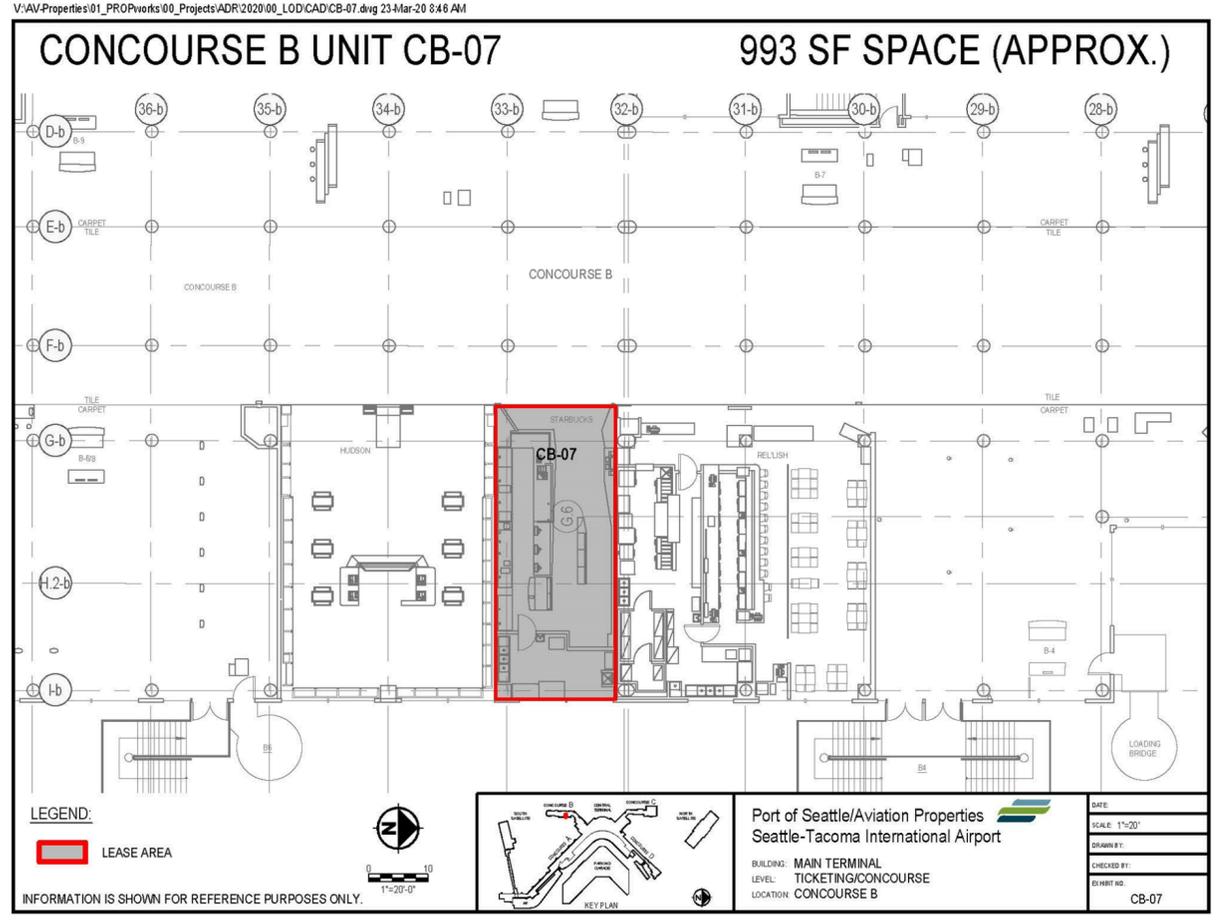
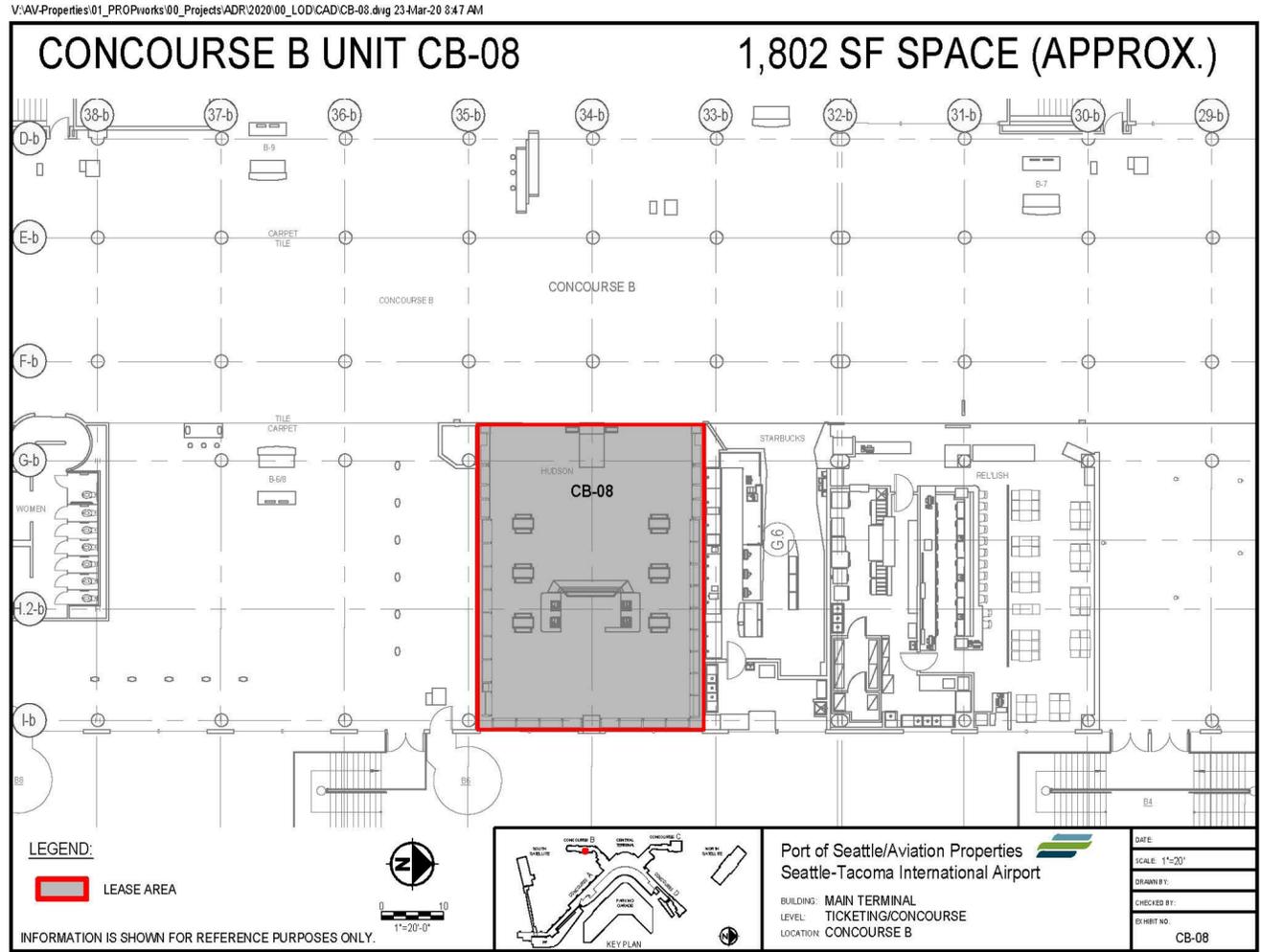
PACKAGE No.	Location ID	NAICS Number	Concept Description
CR4	CB-08 & CB-07	445131	<p>HYBRID CONVENIENCE RETAIL FOOD MARKET</p> <p>Concept can be National, Regional, Local, or proprietary and Proposers are encouraged to propose a concept for this location that will appeal to the passenger market.</p> <p><u>Proposers are encouraged to name choose a store name for the location that reflects the Pacific Northwest.</u></p> <p>Concept may include the following categories:</p> <ul style="list-style-type: none">➤ Magazines/Periodicals and Books➤ Health and Beauty Aids➤ Sundries➤ Food and Beverage➤ Apparel <p><u>ON-SITE HEATING/WARMING OF FOOD AND BEVERAGES IS PERMITTED IN THESE LOCATIONS.</u></p> <p>If Option 2 is chosen, Selected Proposer is responsible for removing the wall between CB-07 and CB-08 at Proposer's cost.</p> <p>PLEASE REFERE TO SECTION 5 OF THE RFP FOR A FULL LIST</p>

RFP 26-1CR Package CR4 Option 2 Cont.

PACKAGE No.	Location ID	NAICS Number	Concept Description
CR4	CT-11	458110	<p>OPEN CONCEPT SPECIALTY RETAIL</p> <p>This location does not have a defined concept. Concept can be National, Regional, Local or proprietary and Proposers are encouraged to propose a concept for this location that will appeal to the passenger market.</p> <p>The Port will only review Proposals whose concepts meet the definition of Specialty Retail as defined in Section 1.7. If the proposed concept does not meet said definition, in the Port's sole discretion, the Proposal will be deemed Non-Responsive.</p>

Package CR4 (CB-08/CB-07)

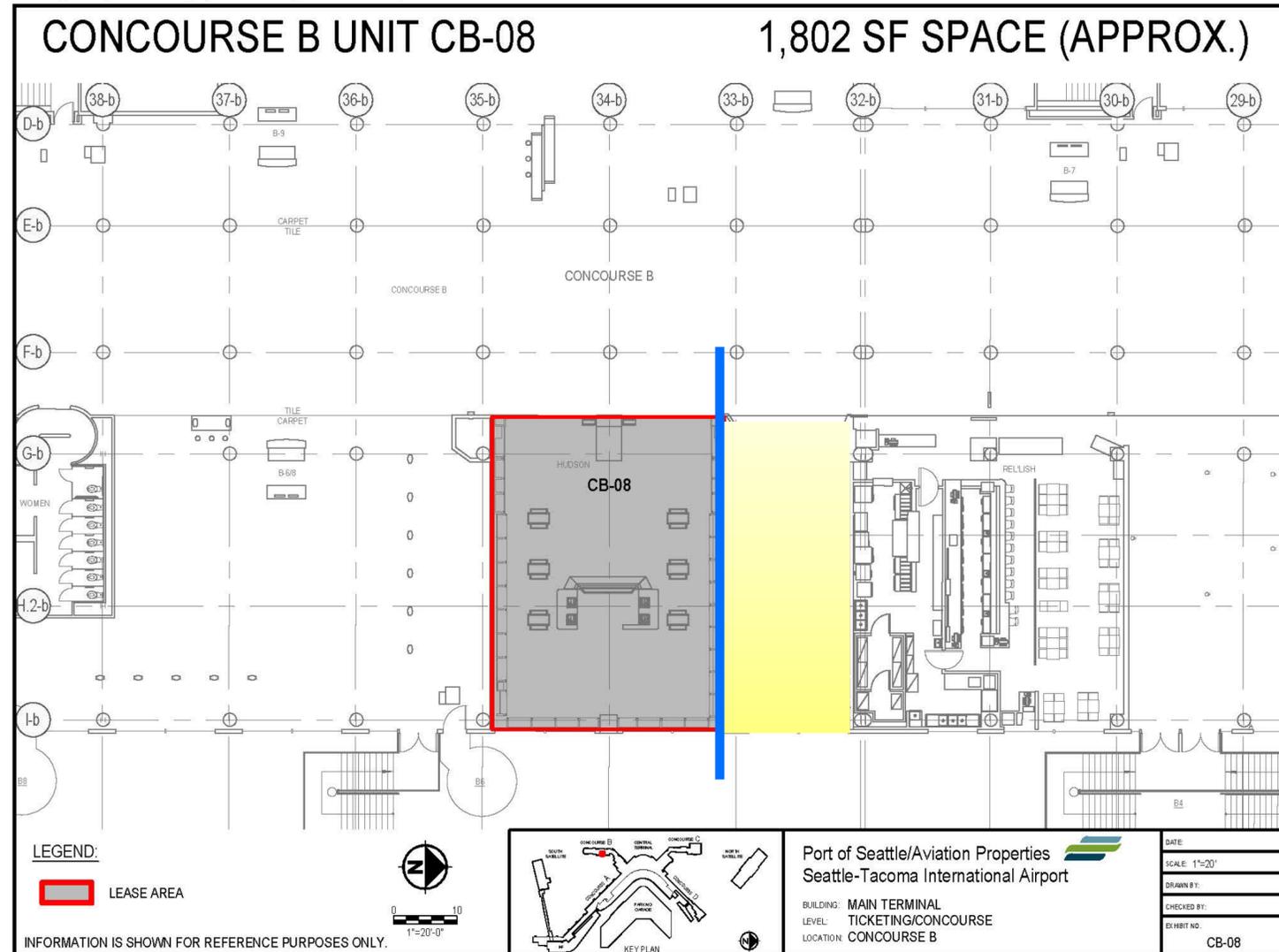
Hybrid Convenience Retail Food Market or Convenience Retail & Coffee



Package CR4 (CB-08)

Hybrid or Conv. Retail

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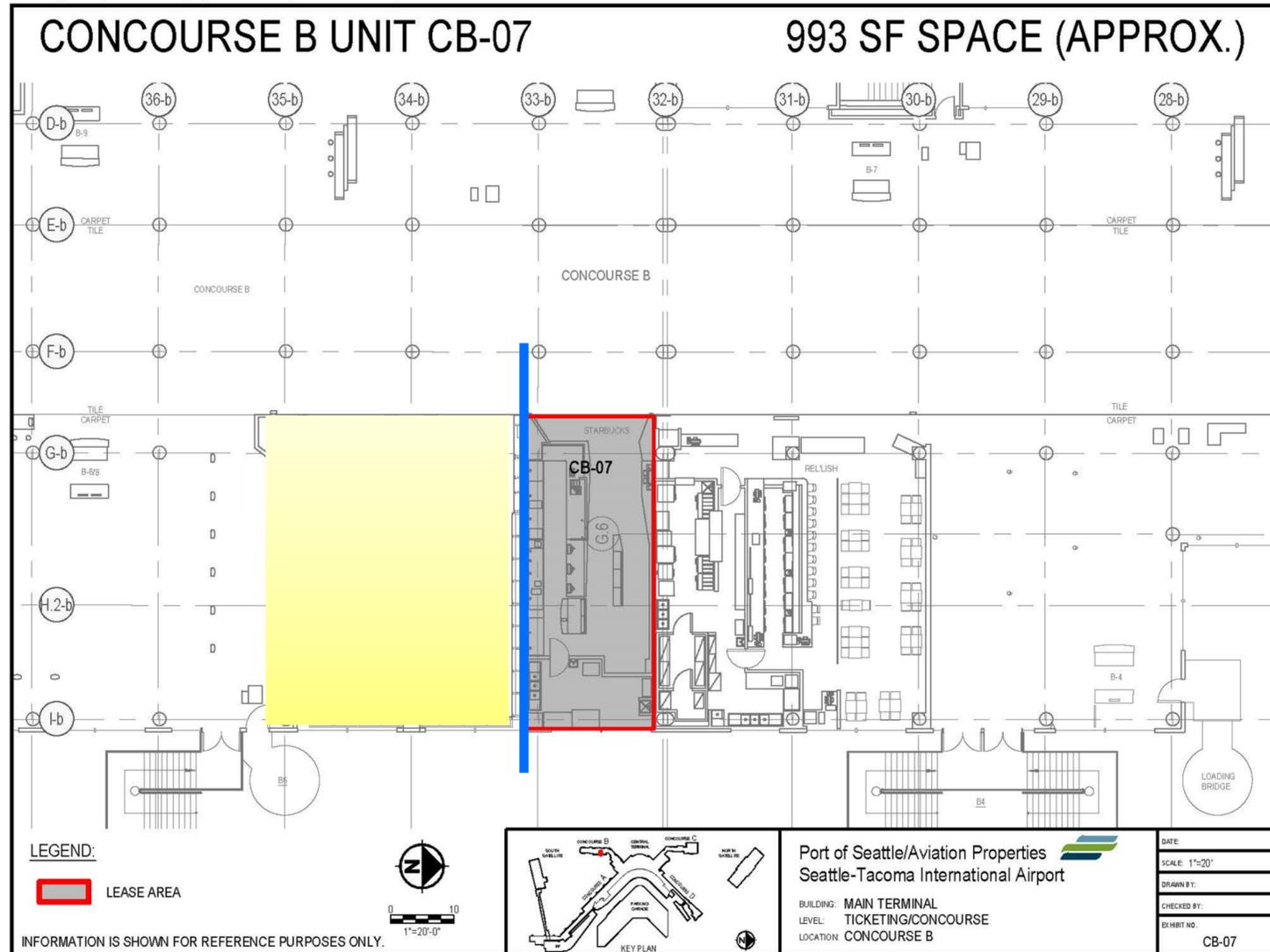


- RFP Concept: Hybrid or Convenience Retail
- Lease Terms: 10 years
- Estimated Tenant Construction Start February 2028
- Anticipated Opening June 2028
- If Option 2 is chosen, Selected Proposer is responsible for removing the wall between CB-07 and CB-08 at Proposer's cost.

Package CR4 (CB-07)

Hybrid or Coffee

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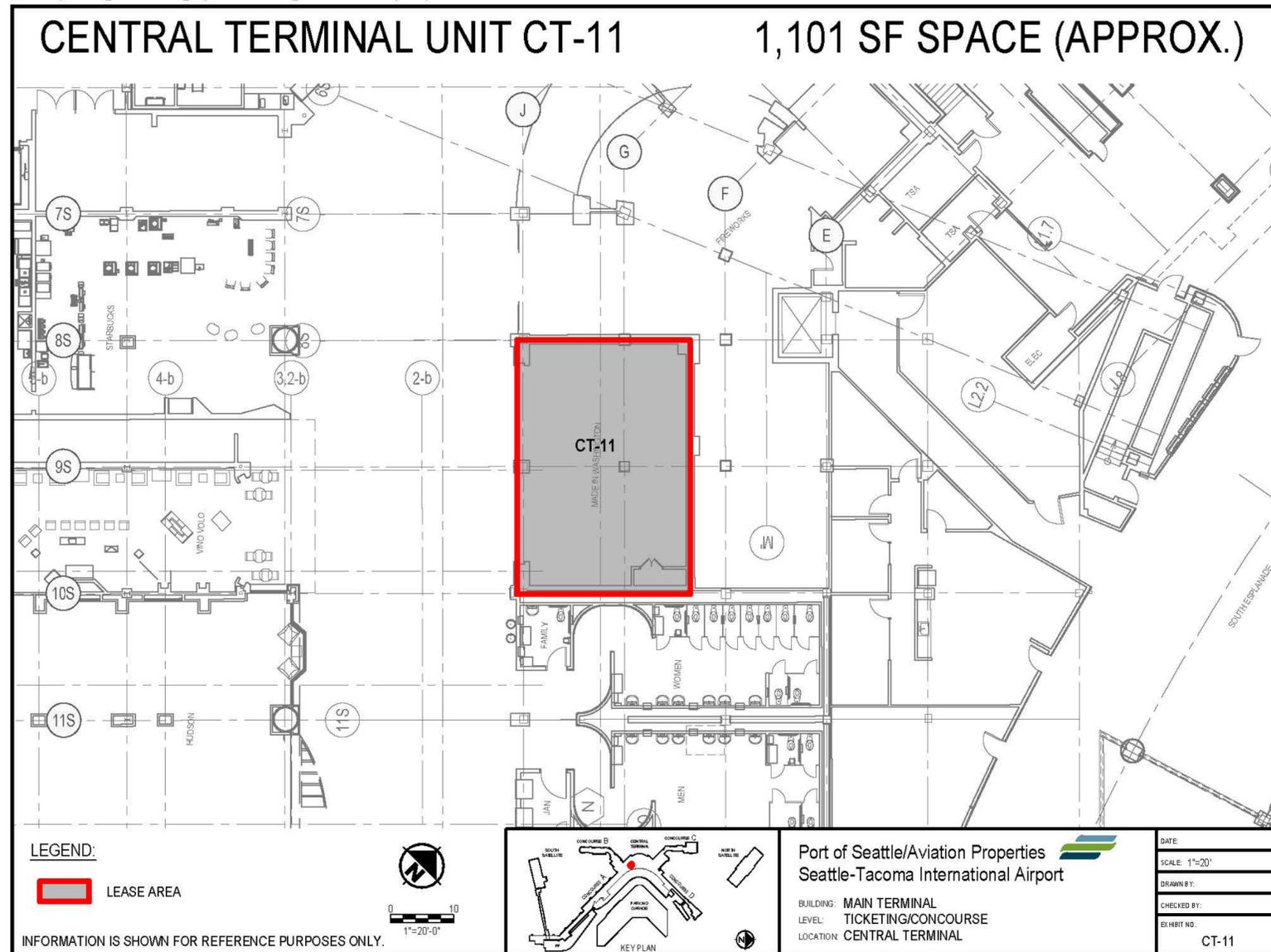


- RFP Concept: Hybrid or Coffee
- Lease Terms: 10 years
- Estimated Tenant Construction Start November 2027
- Anticipated Opening March 2028
- If Option 2 is chosen, Selected Proposer is responsible for removing the wall between CB-07 and CB-08 at Proposer's cost.

Package SR6 (CT-11)

Open Specialty Retail

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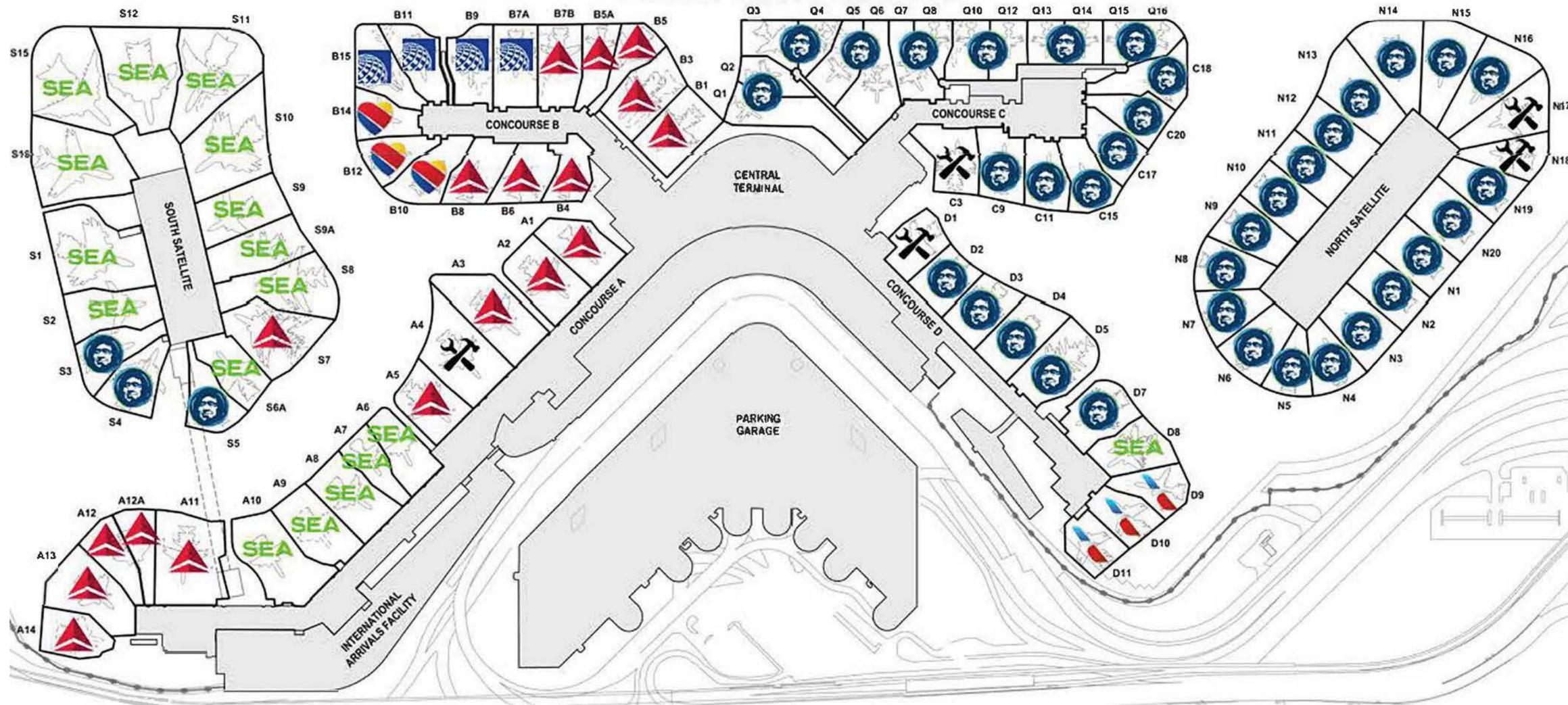
- RFP Concept: Open Retail Concept
- Lease Terms: 10 years
- Estimated Tenant Construction Start September 2027
- Anticipated Opening January 2028

Section 6: Statistical Data

Bridget Boldt

2026 Gating Allocation

AIRPORT GATE ALLOCATION 2026



Package Location Annual Sales

RFP	Package	Unit id	Current Operation	2023	2024	2025
RFP 26-1CR	CR1	CA-02	Hudson Marketplace	\$ 9,429,473.97	\$ 10,010,517.35	\$ 10,119,837.29
RFP 26-1CR	CR1	CC-12	Hudson Marketplace	\$ 6,699,835.39	\$ 10,911,648.95	\$ 10,372,073.43
RFP 26-1CR	CR2	CD-04	Hudson News	\$ 8,192,395.01	\$ 8,987,872.26	\$ 9,614,138.58
RFP 26-1CR	CR3	CT-17	Hudson Marketplace	\$ 11,181,439.10	\$ 12,294,224.79	\$ 13,104,625.80
RFP 26-1CR	CR4	CB-07	Starbucks	\$ 3,865,971.80	\$ 4,324,668.75	\$ 4,845,468.11
RFP 26-1CR	CR4	CB-08	Hudson Marketplace	\$ 7,719,400.42	\$ 6,942,643.44	\$ 8,552,847.30
RFP 26-1CR	CR4	CT-11	Made in Washington	\$ 2,161,456.25	\$ 2,543,676.77	\$ 2,838,145.78
RFP 26-1FB	FB1SB	CA-01	Starbucks	\$ 4,838,628.40	\$ 5,646,150.08	\$ 5,890,685.87
RFP 26-1FB	FB2	CA-08	LaPisa Café	\$ 1,511,645.62	\$ 2,951,803.49	\$ 3,248,561.14
RFP 26-1FB	FB3	CC-14	Starbucks	\$ 3,868,777.50	\$ 4,833,063.87	\$ 5,076,627.61
RFP 26-1FB	FB4	CT-19	Starbucks Evenings	\$ 5,919,389.53	\$ 6,331,502.81	\$ 6,526,431.86
RFP 26-1SR	SR1SB	CA-12	Hudson News	\$ 3,586,663.83	\$ 4,673,898.96	\$ 4,284,543.82
RFP 26-1SR	SR2SB	CT-04	MAC Cosmetics	\$ 1,208,535.43	\$ 1,174,290.91	\$ 1,149,276.16
RFP 26-1SR	SR3	CT-05	Coach	\$ 1,124,895.86	\$ 1,082,032.20	\$ 1,139,429.90
RFP 26-1SR	SR4	CT-07	Duty Free	\$ 1,036,387.18	\$ 1,561,461.51	\$ 1,580,152.95
RFP 26-1SR	SR5	CT-08	Sub Pop Records	\$ 1,776,360.15	\$ 1,863,247.59	\$ 1,896,580.64

2025 Sales per Enplanement

<i>Concourse</i>	Concept Type	Sales Per Enplanement
Airport Wide	Coffee	\$1.80
	Convenience Retail	\$3.61
	Specialty Retail	\$1.40

Section 7: Construction Requirements

Erin Gora & Shaun Gough

General Construction Requirements Erin Gora

Construction and Design References

All dining and retail units must be designed and built according to the guidelines and standards in place at SEA Airport. All equipment and furniture must be new and of high quality in order to meet the demands and standards of operation in a high-traffic facility. The business selected for this opportunity will be required to plan, design, and fully build-out the new unit at their sole cost, in accordance with the Port of Seattle's ADR Design Guidelines and Tenant Design and Construction Process Manual, which are located on the Port's website.

Design and Construction tenant reference pages:

[Tenant Construction and Design References | Port of Seattle \(portseattle.org\)](https://portseattle.org/tenant-construction-and-design-references)

General Construction Requirements

On October 25, 2016, the Port of Seattle Commission adopted Resolution 3725 which applies to labor wages for construction performed on Port property. Please make sure you are familiar with and are prepared to comply with Resolution 3725, Exhibit 2 of the RFP.

Respondents should consider the design and build-out of the Premises in accordance with the Port's design and construction guidelines, the costs associated with the challenges of building in an airport environment, and the actual construction market conditions in and around the Airport. Respondents should anticipate a higher investment cost and factor those higher costs into their financial pro forma.

Project Specific Design Requirements

The Selected Proposer will be required to provide for Tenant Representative

During the Design/Engineering phase:

- All design/engineering will be done via BIM. At the start of the design, the Port will provide the BIM Standards to Selected Proposer.
- At a minimum, all Selected Proposers will be required to have their design/engineering team conduct/collaborate BIM clash detection on their individual designs compared to the design of the spaces in your immediate area and participate in coordination efforts with the Port's BIM modeler (if contracted). This individual clash detection will be at the Selected Proposers costs.
- Design Team and Tenant Representative will have to attend various weekly meetings both virtual and on-site.

Project Specific Design Requirements

- Proposers and their Design and Construction Teams should fully review Exhibit 2 TASCRC Tenant Playbook.
- Proposer's, should be familiar with the utility Matrix provided in the Tenant Playbook.
 - Proposer's design cannot exceed the utility limits provided.
 - Additional and/or upgrade to utilities will not be permitted.
 - Deviations from the Tenant Playbook will not be permitted

Project Specific Construction Requirements

- Prior to the issuance of a Notice to Proceed for construction, the Selected Proposer must provide for Port review and approval, all necessary pre-construction submittals and safety documentation.
- Selected Proposer will submit an overall Microsoft Project (or similar format) full project schedule with dependencies for Port review at a minimum once a month. Additional schedules may be requested to assist the Port in risk management for tenants to meet specific project milestones. Additionally, the Selected Proposer General Contractor will be required to submit a 3-week lookahead during weekly construction meetings. Any Port necessary revisions/changes to the project schedule are required no later than 7 business days after Port comment. It is essential all schedules are updated and kept accurate on a weekly basis.
- Selected Proposers Contractors Tenant Representatives, and design professionals may be required to attend various on-site weekly meetings.

Tenant ADR Core and Shell Renovation (TACSR) Shaun Gough

TASCR Work Prior to Turnover

The Port is performing the following work prior to the turnover to the Selected Proposer:

- Demolition of the space to studs
- Up grade of fire sprinkler from schedule 10 to schedule 40 where necessary
- Providing utility tie in locations



RFP 26-1FB

Food and Beverages Packages

Package FB1SB

LOCATION CA-01

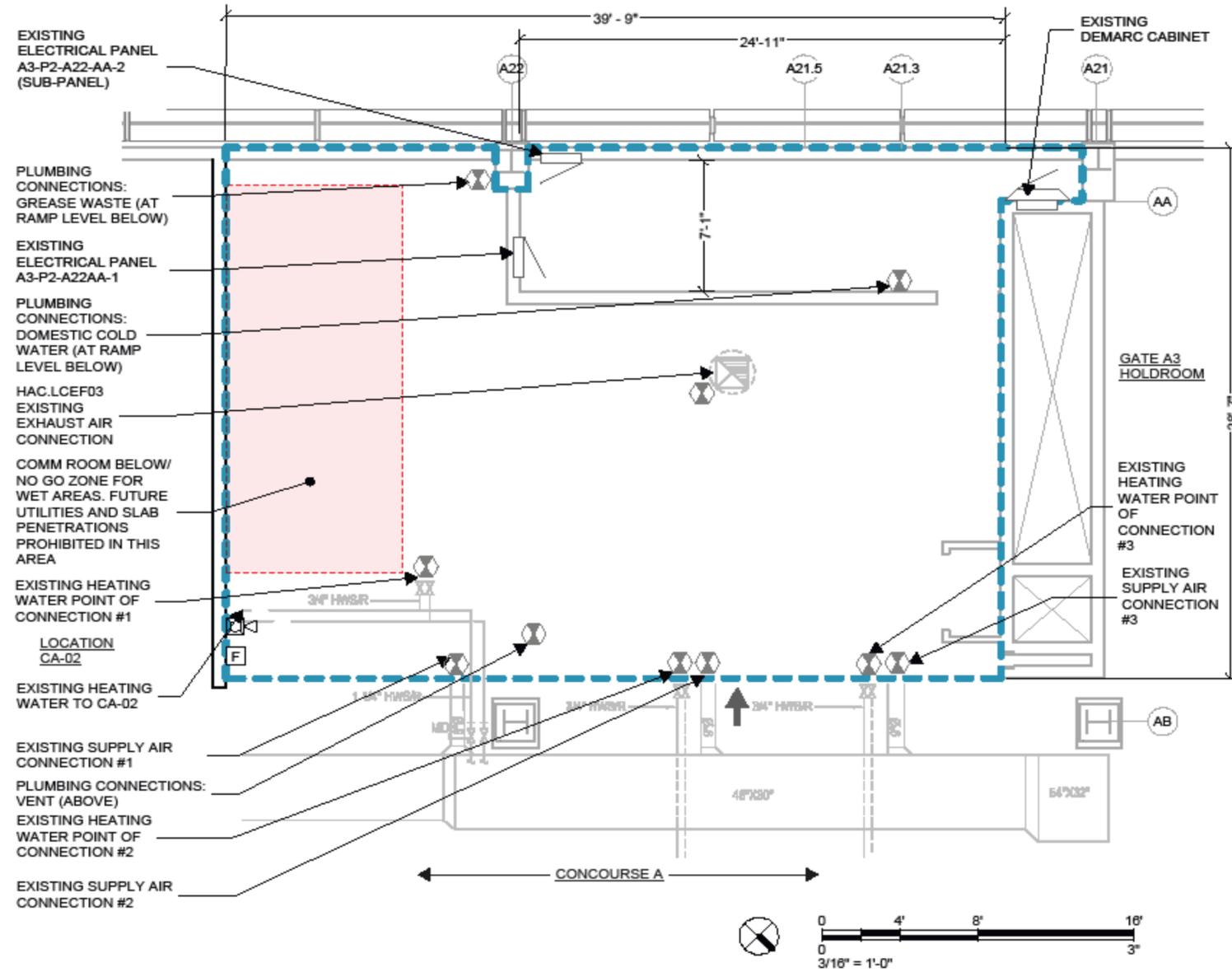
Location: Concourse A
 Approximate Area: 1143 Square Feet
 Category: Coffee

Existing Tenant Utility Matrix

UTILITY	CAPACITY/ QUANTITY	POINT OF CONNECTION
HVAC Air Cooling	845 CFM Max 300 CFM Min	Connection #1 at gridline AB and A22
	925 CFM Max 480 CFM Min	Connection #2 at gridline AB and A21.5
	1280 CFM Max 575 CFM Min	Connection #3 at gridline AB and A21.3
HVAC Air Heating	300 CFM	Connection #1 at gridline AB and A22
	460 CFM	Connection #2 at gridline AB and A21.5
	1285 CFM	Connection #3 at gridline AB and A21.3
HVAC Heating Water	2 GPM	Connection #1 at gridline AB and A22
	2 GPM	Connection #2 at gridline AB and A21.5
	2 GPM	Connection #3 at gridline AB and A21.3
Type II HVAC Exhaust	860 CFM	HAC.LCEF03 located on roof
Domestic Cold Water	1 1/4" Cu	Ramp level below. Water meter and backflow prevention device located in Room A 4123 BR
Grease Waste	3" Ci (Not verified)	Ramp level below
Sanitary Sewer	N/A	N/A
Vents	2" Ci	Ceiling above
Electrical	200A/3-ph/208Y-120V (Includes 100A sub-panel)	Switchboard SWBD-ABL-D2-A25AA-2 Electrical Room A-4160-BR
Data/Comm.	2" Conduit Overhead SM Fiber / Coax / Cat6	Telecom Equipment Room ER.MT05.1
Fire Alarm Initiating Device	(1) Provided (Existing to remain)	Wall Mounted
Fire Alarm Annunciating Device	(1) Provided (Existing to remain)	Wall Mounted

Symbols Legend

Lease Line		Storefront/ Customer Entry	
Existing Fire Alarm Initiating Device (Fire Pull Station)		Mechanical/ Plumbing Point of Connection	
Existing Fire Alarm Annunciating Device (Strobe)			



CA-01 PLAN CA-01

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TENANT ADR SHELL AND CORE RENOVATION (TASCR) | TENANT HANDBOOK | JANUARY 2026

Package FB2

LOCATION CA-08

Location: Concourse A
 Approximate Area: 837 Square Feet
 Category: Coffee

Existing Tenant Utility Matrix

UTILITY	CAPACITY/ QUANTITY	POINT OF CONNECTION
HVAC Air Cooling	1750 CFM Max 650 CFM Min	Gridline AD and south of A53
HVAC Air Heating	1750 CFM	Gridline AD and south of A53
HVAC Heating Water	1.5 GPM	Gridline AD and south of A53
Type II HVAC Exhaust	1040 CFM	HAC.LL02EF located on roof
Domestic Cold Water	1 1/4" Cu	Water meter and backflow prevention device located at ramp level below
Grease Waste	3" Ci (Not verified)	Column AD and A54
Sanitary Sewer	N/A	N/A
Vents	3" Ci	Column AD and A54
Electrical	200A/3-ph/208Y-120V	Switchboard SWBD-A2-D2-A55AE-2 Electrical Room A-3376-B
Data/Comm.	2" Conduit Overhead SM Fiber / Coax / Cat6	Telecom Equipment Room A-3408-B (ER.CA03.8)
Fire Alarm Initiating Device	(1) Provided (Existing to remain)	Wall Mounted
Fire Alarm Annunciating Device	(1) Provided (Existing to remain)	Wall Mounted

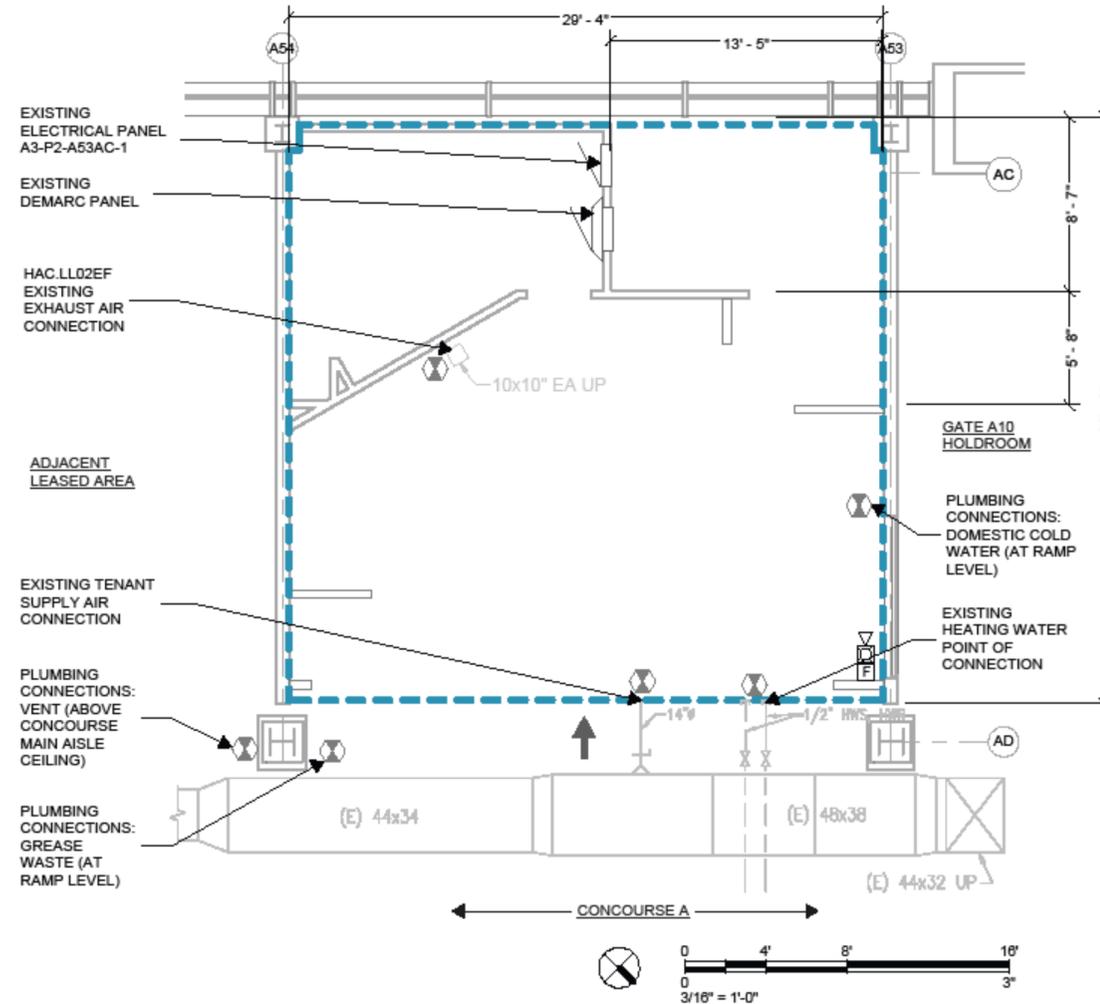
Symbols Legend

Lease Line		Storefront/ Customer Entry	
Existing Fire Alarm Initiating Device (Fire Pull Station)		Mechanical/ Plumbing Point of Connection	
Existing Fire Alarm Annunciating Device (Strobe)			

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TENANT ADR SHELL AND CORE RENOVATION (TASCR) | TENANT HANDBOOK | JANUARY 2026



CA-08 PLAN CA-08

Package FB3

LOCATION CC-14

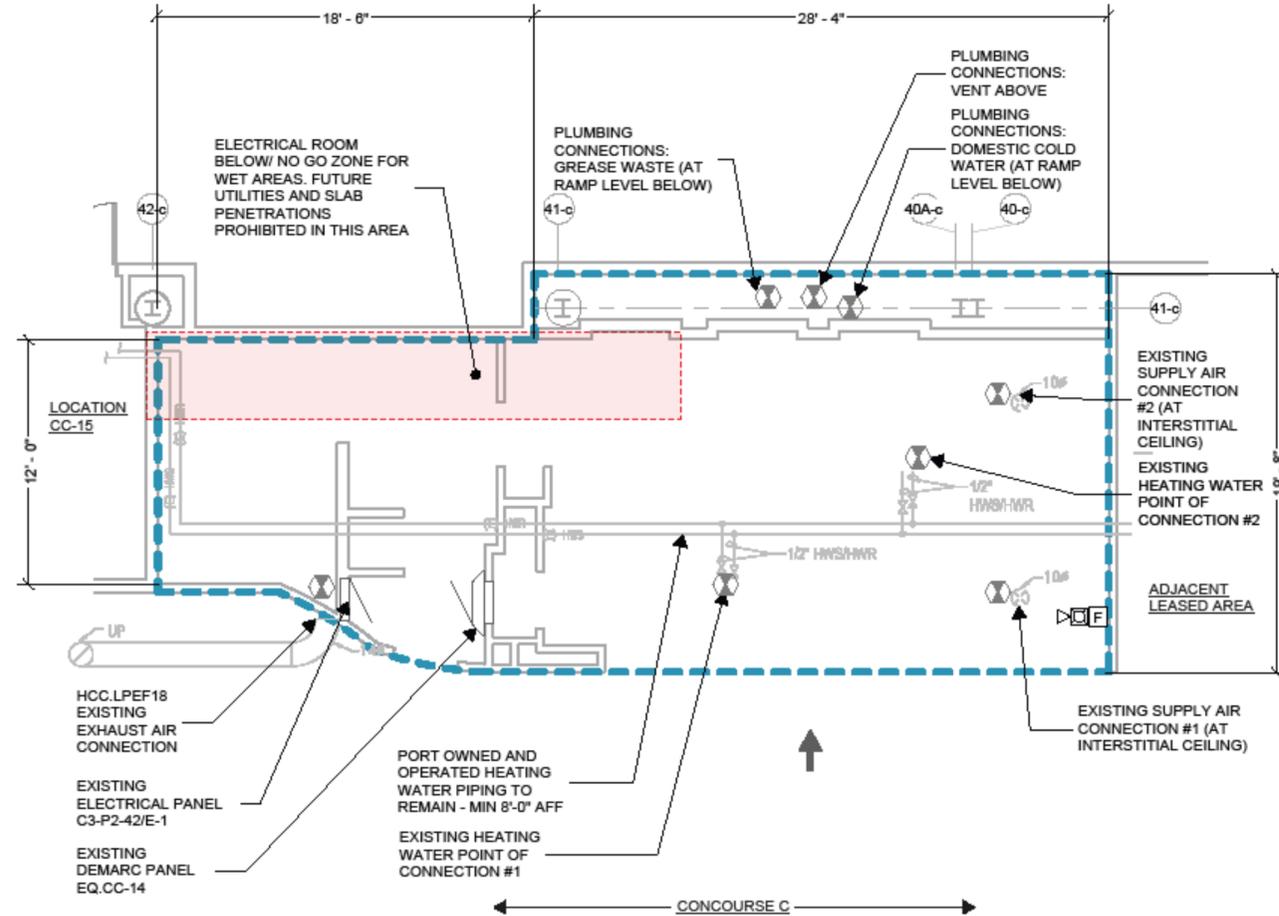
Location: Concourse C
 Approximate Area: 820 Square Feet
 Category: Coffee

Existing Tenant Utility Matrix

UTILITY	CAPACITY/ QUANTITY	POINT OF CONNECTION
HVAC Air Cooling	470 CFM Max 300 CFM Min	Connection #1 at gridline 40-c and E
	835 CFM Max 400 CFM Min	Connection #1 at gridline 40-c and F
HVAC Air Heating	300 CFM	Connection #1 at gridline 40-c and E
	400 CFM	Connection #1 at gridline 40-c and F
HVAC Heating Water	0.75 GPM	Connection #1 at gridline 40-c and E
	1 GPM	Connection #1 at gridline 40-c and F
Type II HVAC Exhaust	910 CFM	Connection at gridline 41.5-c and E
Domestic Cold Water	1 1/4" Cu	Ramp level below. Water meter & backflow prevention device located in Room C 3163A R
Grease Waste	3" Ci (Not verified)	Ramp level below.
Sanitary Sewer	N/A	N/A
Vents	1 1/2" Ci (Not verified)	Ceiling above.
Electrical	225A/3-ph/208Y-120V	Switchboard SWBD-C2-D2-41D-1 Electrical Room C-3156-A (& 3163A)
Data/Comm.	2" Conduit Overhead SM Fiber / Coax / Cat6	Telecom Equipment Room C-3163-R (ER.CC03.3)
Fire Alarm Initiating Device	(1) Provided (Existing to remain)	Wall Mounted
Fire Alarm Annunciating Device	(1) Provided (Existing to remain)	Wall Mounted

Symbols Legend

Lease Line		Storefront/ Customer Entry	
Existing Fire Alarm Initiating Device (Fire Pull Station)		Mechanical/ Plumbing Point of Connection	
Existing Fire Alarm Annunciating Device (Strobe)			



CC-14 PLAN CC-14

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Package FB4

LOCATION CT-19

Location: Central Terminal
 Approximate Area: 1571 Square Feet
 Category: Coffee

Existing Tenant Utility Matrix

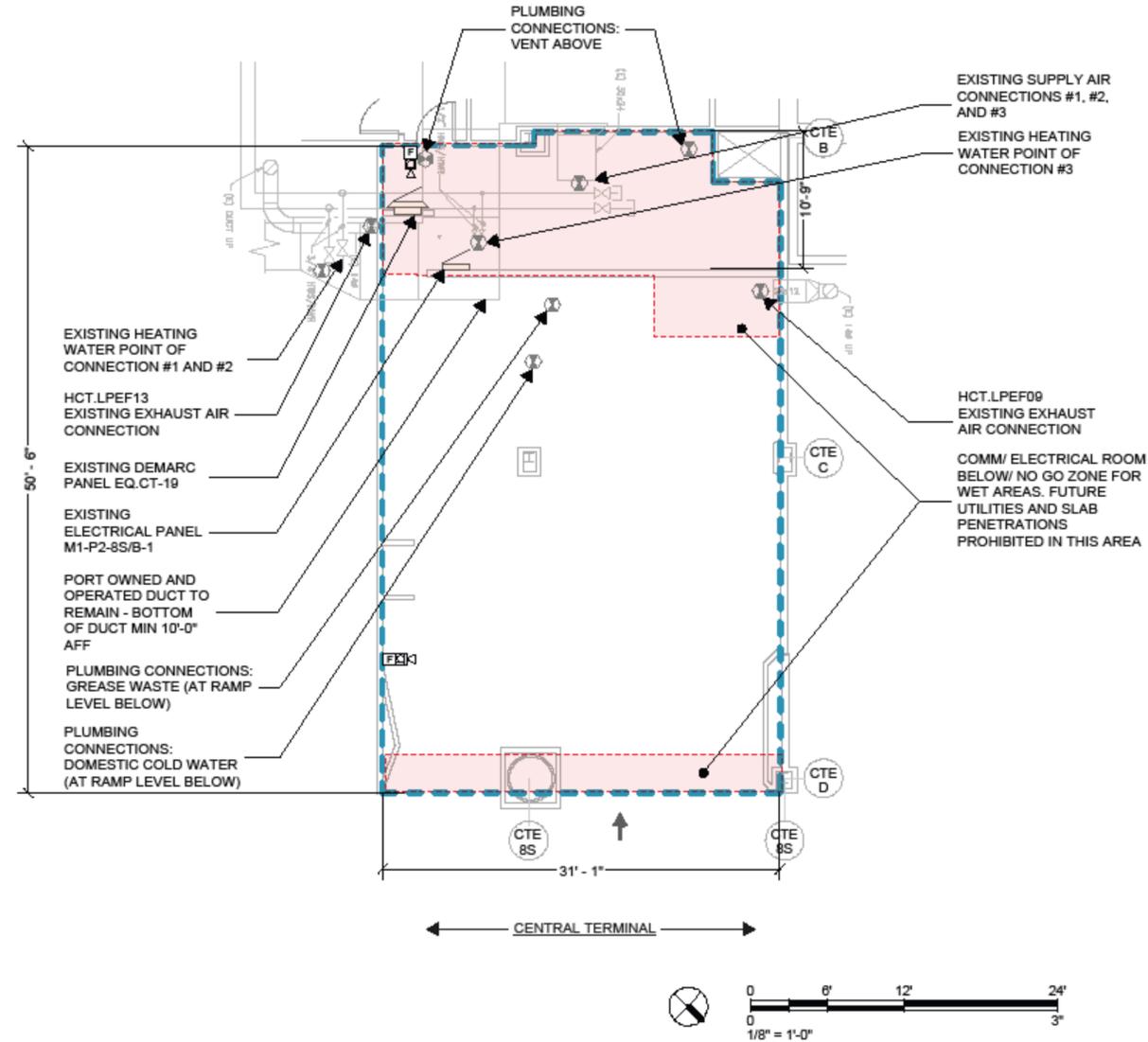
UTILITY	CAPACITY/ QUANTITY	POINT OF CONNECTION
HVAC Air Cooling	990 CFM Max 315 CFM Min	Connection #1 at gridline CTE B and CTE 8S
	1015 CFM Max 200 CFM Min	Connection #2 at gridline CTE B and CTE 8S
	485 CFM Max 315 CFM Min	Connection #3 at gridline CTE B and CTE 8S
HVAC Air Heating	315 CFM	Connection #1 at gridline CTE B and CTE 8S
	200 CFM	Connection #2 at gridline CTE B and CTE 8S
	315 CFM	Connection #3 at gridline CTE B and CTE 8S
HVAC Heating Water	0.55 GPM	Connection #1 at gridline CTE B and CTE 8S
	0.75 GPM	Connection #2 at gridline CTE B.5 and CTE 8S
	0.75 GPM	Connection #3 at gridline CTE B.5 and CTE 8S
HVAC Exhaust	1640 CFM	HCT.LPEF00 located on roof.
	315 CFM	HCT.LPEF13 located on roof.
Domestic Cold Water	1 1/2" Cu	Ramp level below. Water meter and backflow prevention device located in Room MT 3100A R
Grease Waste	3" Ci (Not verified)	Ramp level below
Vents	1 1/2" Ci	Ceiling above
Electrical	400A/3-ph/208Y-120V	Switchboard SWBD-MBW-D2-8S/E Electrical Room MT-3161-R (MT3529R)
Data/Comm.	2" Conduit Overhead SM Fiber / Coax / Cat6	Telecom Equipment Room (ER.CT.04.2)
Fire Alarm Initiating Device	(2) Provided (Existing to remain)	Wall Mounted
Fire Alarm Annunciating Device	(2) Provided (Existing to remain)	Wall Mounted

Symbols Legend

Lease Line		Storefront/ Customer Entry	
Existing Fire Alarm Initiating Device (Fire Pull Station)		Mechanical/ Plumbing Point of Connection	
Existing Fire Alarm Annunciating Device (Strobe)			



TENANT ADR SHELL AND CORE RENOVATION (TASCR) | TENANT HANDBOOK | JANUARY 2026



CT-19 PLAN CT-19

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RFP 26-1SR

Specialty Retail Packages

Package SR1SB

LOCATION CA-12

Location: Concourse A
 Approximate Area: 787 Square Feet
 Category: Specialty Retail

Existing Tenant Utility Matrix

UTILITY	CAPACITY/ QUANTITY	POINT OF CONNECTION
HVAC Air Cooling	825 CFM Max 325 CFM Min	Connection #1 at gridline AA.9 and A53
	545 CFM Max 215 CFM Min	Connection #2 at gridline AA.9 and A54
HVAC Air Heating	325 CFM	Connection #1 at gridline AA.9 and A53
	215 CFM	Connection #2 at gridline AA.9 and A54
HVAC Heating Water	0.55 GPM	Connection #1 at gridline AA.9 and A53
	0.55 GPM	Connection #2 at gridline AA.9 and A53
HVAC Exhaust	N/A	N/A
Domestic Cold Water	N/A	N/A
Grease Waste	N/A	N/A
Sanitary Sewer	N/A	N/A
Vents	N/A	N/A
Electrical	100A/3-ph/208Y-120V	Switchboard SWBD-A2-D2-A55AE-2 Electrical Room A-3378-B
Data/Comm.	2" Conduit Overhead SM Fiber / Coax / Cat6	Telecom Equipment Room A-3408-B (ER.CA03.8)
Fire Alarm Initiating Device	(0) Provided	N/A
Fire Alarm Annunciating Device	(2) Provided (Existing to remain)	Ceiling Mounted

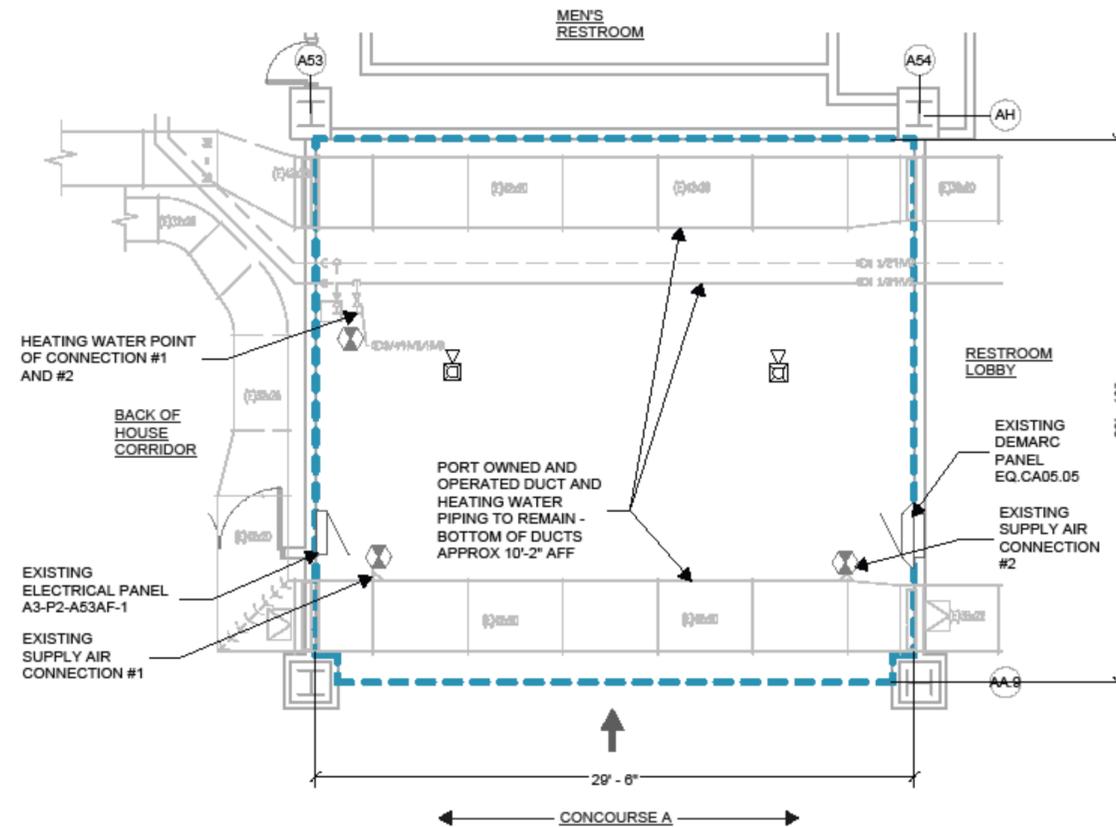
Symbols Legend

Lease Line		Storefront/ Customer Entry	
Existing Fire Alarm Initiating Device (Fire Pull Station)		Mechanical/ Plumbing Point of Connection	
Existing Fire Alarm Annunciating Device (Strobe)			

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TENANT ADR SHELL AND CORE RENOVATION (TASCR) | TENANT HANDBOOK | JANUARY 2026



CA-12 PLAN

CA-12

Package SR2SB

LOCATION CT-04

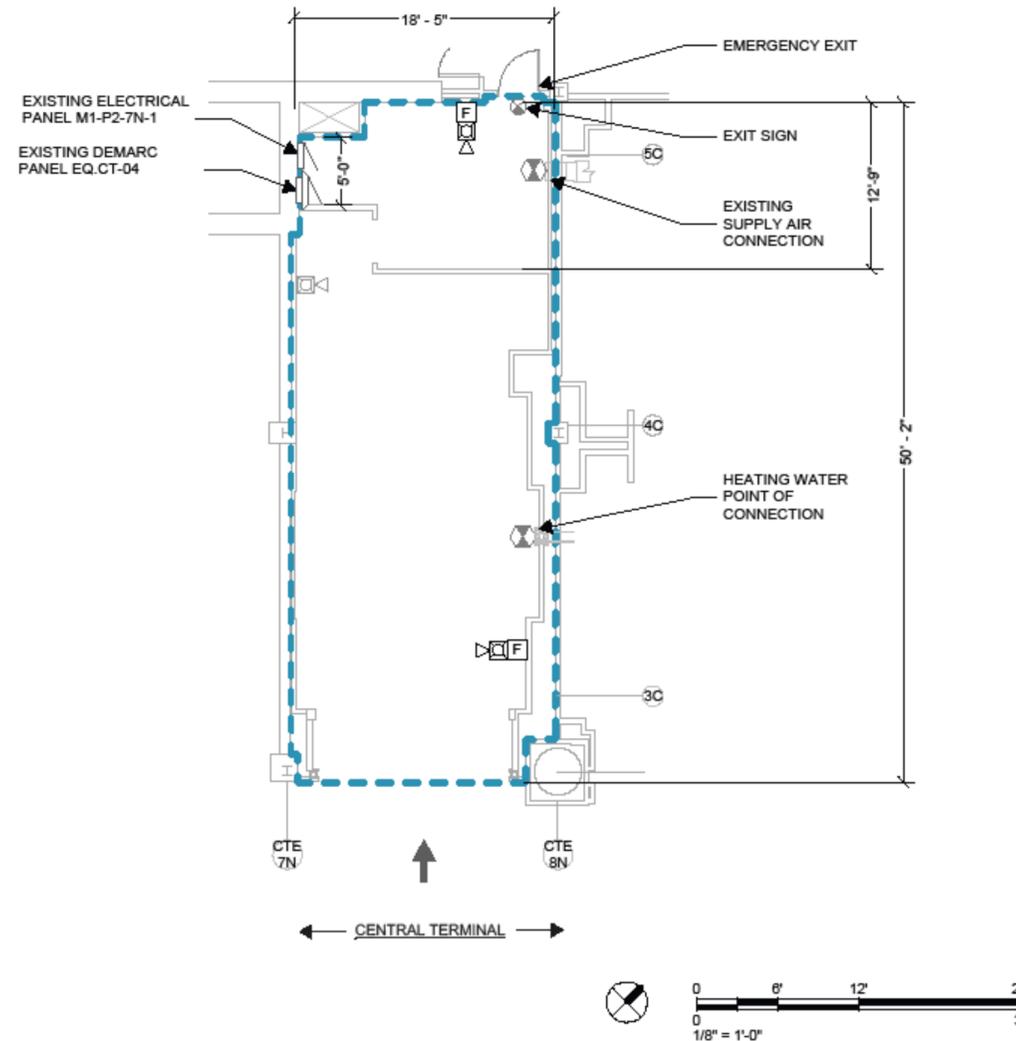
Location: Central Terminal
 Approximate Area: 957 Square Feet
 Category: Specialty Retail

Existing Tenant Utility Matrix

UTILITY	CAPACITY/ QUANTITY	POINT OF CONNECTION
HVAC Air Cooling	1500 CFM Max 800 CFM Min	Gridline CTE-8N and 5c
HVAC Air Heating	800 CFM	Gridline CTE-8N and 5c
HVAC Heating Water	3 GPM	Gridline CTE-8N and 3.7c
HVAC Exhaust	N/A	N/A
Domestic Cold Water	N/A	N/A
Grease Waste	N/A	N/A
Sanitary Sewer	N/A	N/A
Vents	N/A	N/A
Electrical	100A/3-ph/208Y-120V	Switchboard SWBD-MBW-D2-7N/C1 Electrical Room MT-3140-R
Data/Comm.	2" Conduit Overhead SM Fiber / Coax / Cat6	Telecom Equipment Room MT-3142-R (ER.CT04.1)
Fire Alarm Initiating Device	(2) Provided (Existing to remain)	Wall Mounted
Fire Alarm Annunciating Device	(3) Provided (Existing to remain)	Ceiling Mounted

Symbols Legend

Lease Line		Storefront/ Customer Entry	
Existing Fire Alarm Initiating Device (Fire Pull Station)		Mechanical/ Plumbing Point of Connection	
Existing Fire Alarm Annunciating Device (Strobe)			



CT-04 PLAN CT-04

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TENANT ADR SHELL AND CORE RENOVATION (TASCR) | TENANT HANDBOOK | JANUARY 2026

Package SR3

LOCATION CT-05

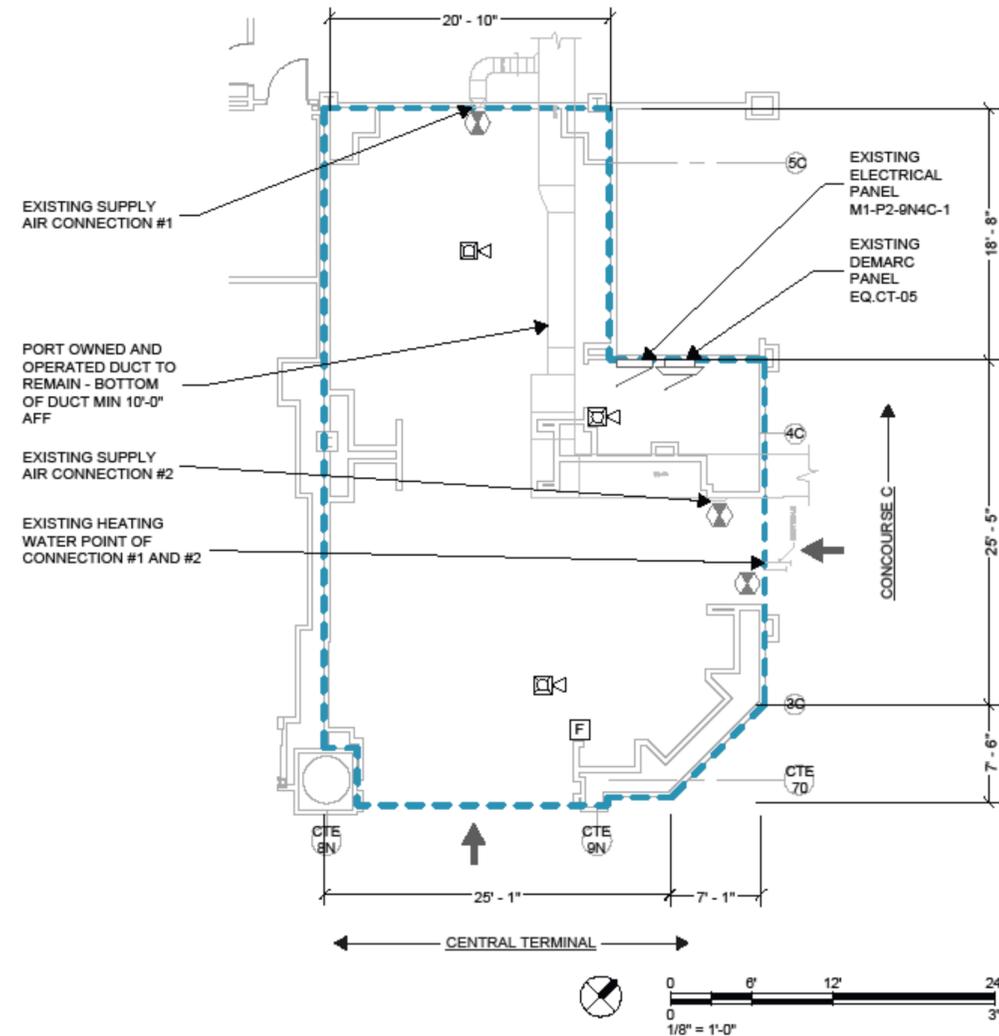
Location: Central Terminal
 Approximate Area: 1423 Square Feet
 Category: Specialty Retail

Existing Tenant Utility Matrix

UTILITY	CAPACITY/ QUANTITY	POINT OF CONNECTION
HVAC Air Cooling	1495 CFM Max 800 CFM Min	Connection #1 at gridline 5.2C and CTE 8.5N
	1440 CFM Max 800 CFM Min	Connection #2 at gridline 5.2C and CTE 8.5N
HVAC Air Heating	800 CFM	Connection #1 at gridline 5.2C and CTE 8.5N
	800 CFM	Connection #2 at gridline 5.2C and CTE 8.5N
HVAC Heating Water	2.5 GPM	Connection #1 at gridline 3.5C and CTE 10N
	2.5 GPM	Connection #1 at gridline 3.5C and CTE 10N
HVAC Exhaust	N/A	N/A
Domestic Cold Water	N/A	N/A
Grease Waste	N/A	N/A
Sanitary Sewer	N/A	N/A
Vents	N/A	N/A
Electrical	100A/3-ph/208Y-120V	Switchboard SWBD-MBW-D2-7N/C1 Electrical Room MT-3140-R
Data/Comm.	2" Conduit Overhead SM Fiber / Coax / Cat6	Telecom Equipment Room MT-3142-R (ER.CT04.1)
Fire Alarm Initiating Device	(1) Provided (Existing to remain)	Wall Mounted
Fire Alarm Annunciating Device	(3) Provided (Existing to remain)	Wall & Ceiling Mounted

Symbols Legend

Lease Line		Storefront/ Customer Entry	
Existing Fire Alarm Initiating Device (Fire Pull Station)		Mechanical/ Plumbing Point of Connection	
Existing Fire Alarm Annunciating Device (Strobe)			



CT-05 PLAN CT-05

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TENANT ADR SHELL AND CORE RENOVATION (TASCR) | TENANT HANDBOOK | JANUARY 2026

Packages SR4 and SR5

TASCR work is not being performed by the Port in these packages (CT-07 and CT-08). The Selected Proposer will need to complete their own site verification to validate existing conditions of the space after award.



RFP 26-1CR

Convenience Retail Packages

Package CR1

LOCATION CA-02

Location: Concourse A
 Approximate Area: 1260 Square Feet
 Category: Convenience Retail

Existing Tenant Utility Matrix

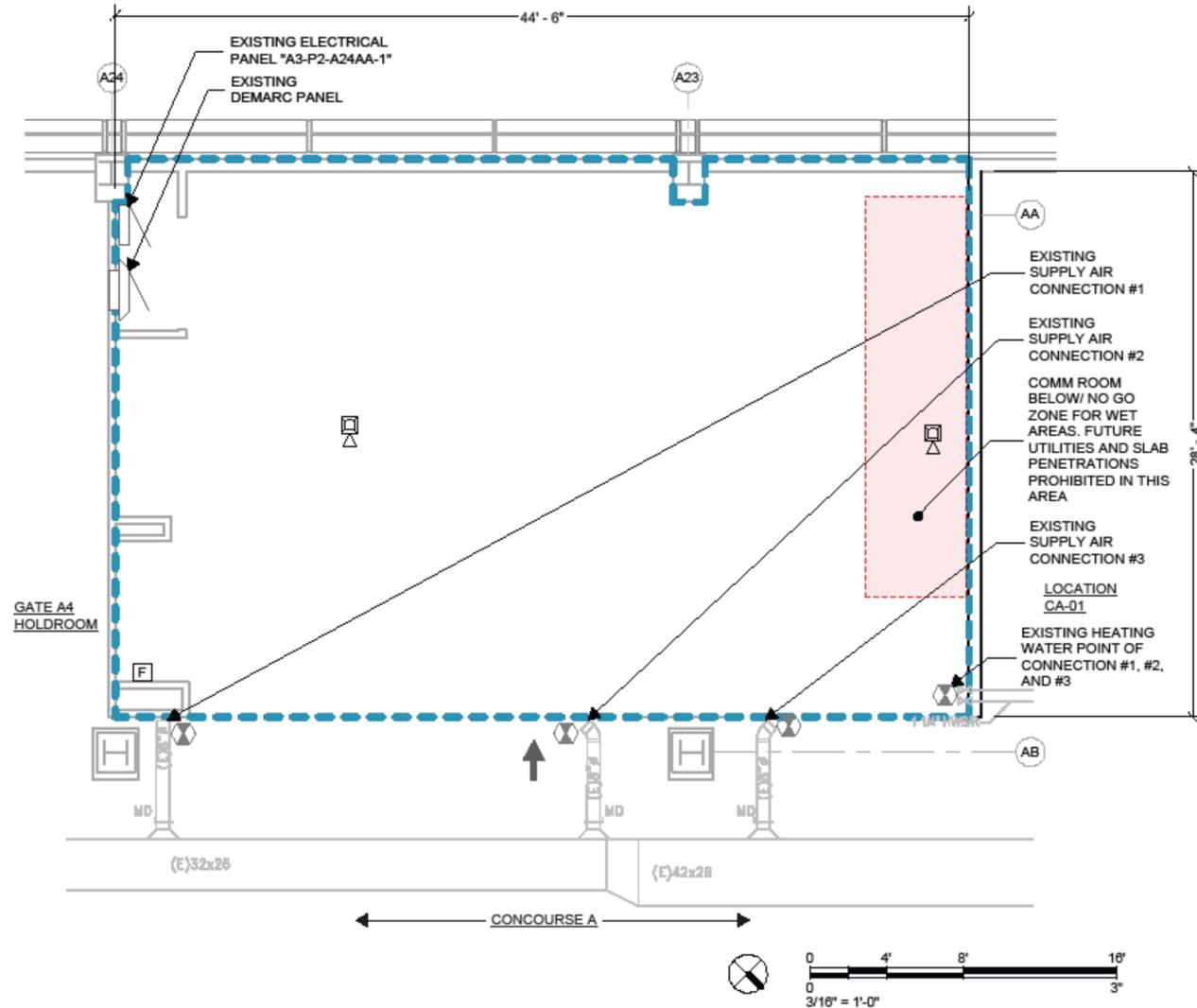
UTILITY	CAPACITY/ QUANTITY	POINT OF CONNECTION
HVAC Air Cooling	705 CFM Max 300 CFM Min	Connection #1 at gridline AB and A24
	770 CFM Max 300 CFM Min	Connection #2 at gridline AB and south of A23
	300 CFM Max 300 CFM Min	Connection #3 at gridline AB and north of A23
HVAC Air Heating	300 CFM	Connection #1 at gridline AB and A24
	300 CFM	Connection #2 at gridline AB and A23.1
	300 CFM	Connection #3 at gridline AB and A22.9
HVAC Heating Water	1 GPM	Connection #1 at gridline AB and A22.5
	1 GPM	Connection #2 at gridline AB and A22.5
	1 GPM	Connection #3 at gridline AB and A22.5
HVAC Exhaust	N/A	N/A
Domestic Cold Water	N/A	N/A
Grease Waste	N/A	N/A
Sanitary Sewer	N/A	N/A
Vents	N/A	N/A
Electrical	100A/3ph/Y120-208V	Switchboard SWBD-ABL-D2-A25AA-2 Electrical Room A-4160-BR
Data/Comm.	2' Conduit Overhead SM Fiber / Coax / Cat6	Telecom Equipment Room A-4050-BR (ER.CA04.2)
Fire Alarm Initiating Device	(2) Provided (Existing to remain)	Wall Mounted
Fire Alarm Annunciating Device	(2) Provided (Existing to remain)	Ceiling Mounted

Symbols Legend

Lease Line		Storefront/ Customer Entry	
Existing Fire Alarm Initiating Device (Fire Pull Station)		Mechanical/ Plumbing Point of Connection	
Existing Fire Alarm Annunciating Device (Strobe)			



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CA-02 PLAN CA-02

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Package CR1

LOCATION CC-12

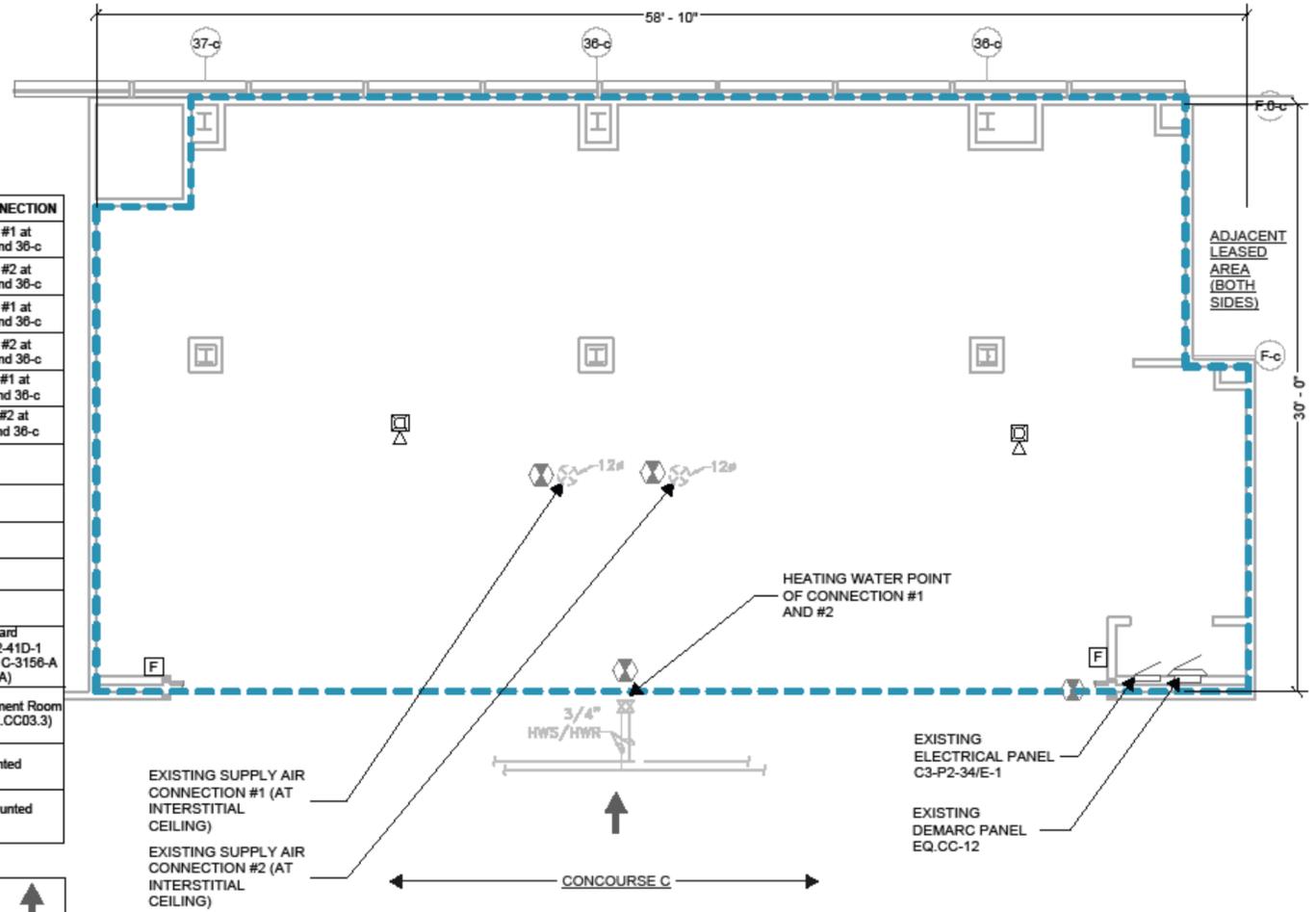
Location: Concourse C
 Approximate Area: 1720 Square Feet
 Category: Convenience Retail

Existing Tenant Utility Matrix

UTILITY	CAPACITY/ QUANTITY	POINT OF CONNECTION
HVAC Air Cooling	1395 CFM Max 515 CFM Min	Connection #1 at gridline F-c and 36-c
	1400 CFM Max 515 CFM Min	Connection #2 at gridline F-c and 36-c
HVAC Air Heating	515 CFM	Connection #1 at gridline F-c and 36-c
	515 CFM	Connection #2 at gridline F-c and 36-c
HVAC Heating Water	2 GPM	Connection #1 at gridline E-c and 36-c
	2 GPM	Connection #2 at gridline E-c and 36-c
HVAC Exhaust	N/A	N/A
Domestic Cold Water	N/A	N/A
Grease Waste	N/A	N/A
Sanitary Sewer	N/A	N/A
Vents	N/A	N/A
Electrical	100A/3-ph/208Y-120V	Switchboard SWBD-C2-D2-41D-1 Electrical Room C-3156-A (& 3163A)
Data/Comm.	2" Conduit Overhead SM Fiber / Coax / Cat6	Telecom Equipment Room C-3163-R (ER.CC03.3)
Fire Alarm Initiating Device	(2) Provided (Existing to remain)	Wall Mounted
Fire Alarm Annunciating Device	(2) Provided (Existing to remain)	Ceiling Mounted

Symbols Legend

Lease Line		Storefront/ Customer Entry	
Existing Fire Alarm Initiating Device (Fire Pull Station)		Mechanical/ Plumbing Point of Connection	
Existing Fire Alarm Annunciating Device (Strobe)			



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TENANT ADR SHELL AND CORE RENOVATION (TASCR) | TENANT HANDBOOK | JANUARY 2026

CC-12 PLAN CC-12

Package CR2

LOCATION CD-04

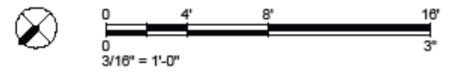
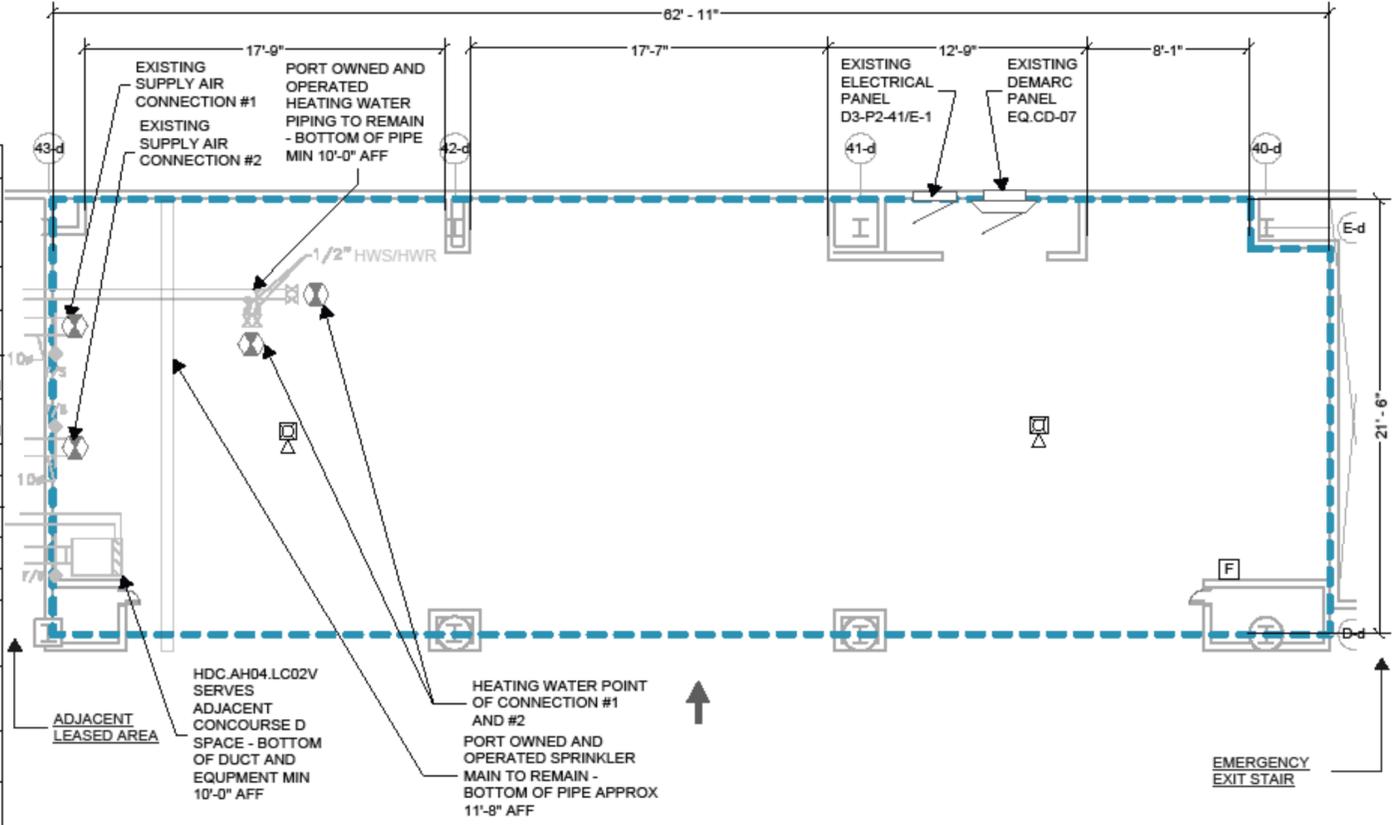
Location: Concourse D
 Approximate Area: 1340 Square Feet
 Category: Convenience Retail

Existing Tenant Utility Matrix

UTILITY	CAPACITY/ QUANTITY	POINT OF CONNECTION
HVAC Air Cooling	720 CFM Max 370 CFM Min	Connection #1 at gridline D.5-d and 43-d
	540 CFM Max 370 CFM Min	Connection #2 at gridline D.5-d and 43-d
HVAC Air Heating	370 CFM	Connection #1 at gridline D.5-d and 43-d
	370 CFM	Connection #2 at gridline D.5-d and 43-d
HVAC Heating Water	1.5 GPM	Connection #1 at gridline D.5-d and 42.5-d
	1.5 GPM	Connection #2 at gridline D.5-d and 42.5-d
HVAC Exhaust	N/A	N/A
Domestic Cold Water	N/A	N/A
Grease Waste	N/A	N/A
Sanitary Sewer	N/A	N/A
Vents	N/A	N/A
Electrical	200A/3-ph/ 208Y-120V	Switchboard SWBD-D2-D2-40D-1 Electrical Room D-3106-R
Data/Comm.	2" Conduit Bottom-fed SM Fiber / Coax / Cat6	Telecom Equipment Room (ER.CD.03.4)
Fire Alarm Initiating Device	(1) Provided (Existing to remain)	Wall Mounted
Fire Alarm Annunciating Device	(2) Provided (Existing to remain)	Ceiling Mounted

Symbols Legend

Lease Line		Storefront/ Customer Entry	
Existing Fire Alarm Initiating Device (Fire Pull Station)		Mechanical/ Plumbing Point of Connection	
Existing Fire Alarm Annunciating Device (Strobe)			



CD-04 PLAN CD-04

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TENANT ADR SHELL AND CORE RENOVATION (TASCR) | TENANT HANDBOOK | JANUARY 2026

Package CR2

TASCR work is not being performed by the Port in location CA-11.

The Selected Proposer will need to complete their own site verification to validate existing conditions of the space after award.

Package CR3

LOCATION CT-17

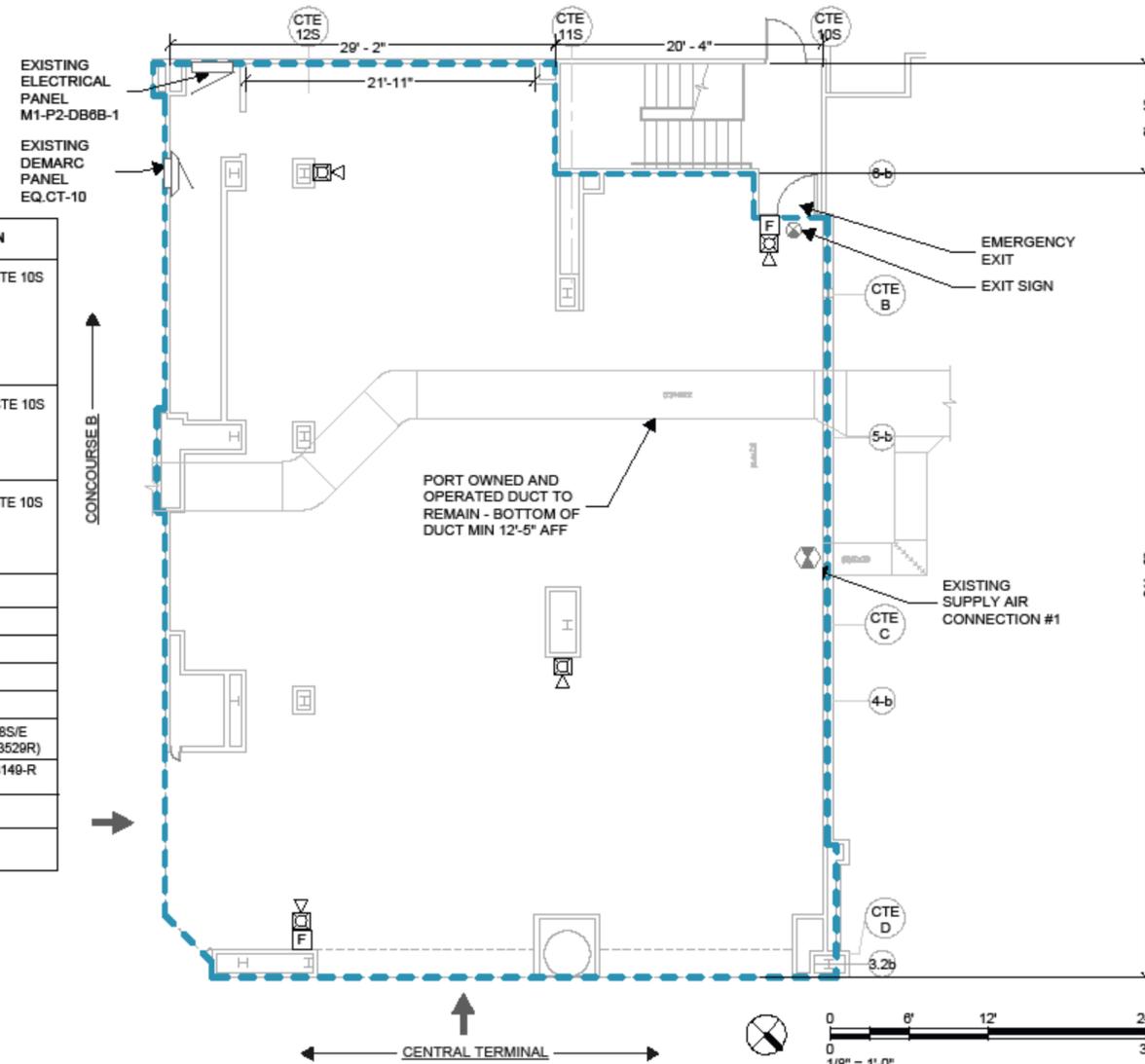
Location: Central Terminal
 Approximate Area: 3300 Square Feet
 Category: Convenience Retail

Existing Tenant Utility Matrix

UTILITY	CAPACITY/ QUANTITY	POINT OF CONNECTION
HVAC Air Cooling	4800 CFM Max 1600 CFM Min	Connection at gridline 4.5b and CTE 10S
HVAC Air Heating	4800 CFM	Connection at gridline 4.5b and CTE 10S
HVAC Heating Water	5 GPM	Connection at gridline 4.5b and CTE 10S
HVAC Exhaust	N/A	N/A
Domestic Cold Water	N/A	N/A
Grease Waste	N/A	N/A
Sanitary Sewer	N/A	N/A
Vents	N/A	N/A
Electrical	225A/3-ph/208Y-120V	Switchboard SWBD-MBW-D2-8S/E Electrical Room MT-3161-R (MT3529R)
Data/Comm.	2" Conduit Overhead SM Fiber / Cat6	Telecom Equipment Room MT-3149-R (EC.CT04.2)
Fire Alarm Initiating Device	(2) Provided (Existing to remain)	Wall Mounted
Fire Alarm Annunciating Device	(4) Provided (Existing to remain)	Wall Mounted

Symbols Legend

Lease Line		Storefront/ Customer Entry	
Existing Fire Alarm Initiating Device (Fire Pull Station)		Mechanical/ Plumbing Point of Connection	
Existing Fire Alarm Annunciating Device (Strobe)			



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TENANT ADR SHELL AND CORE RENOVATION (TASCR) | TENANT HANDBOOK | JANUARY 2026

CT-17 PLAN CT-17

Package CR3

LOCATION NE-01

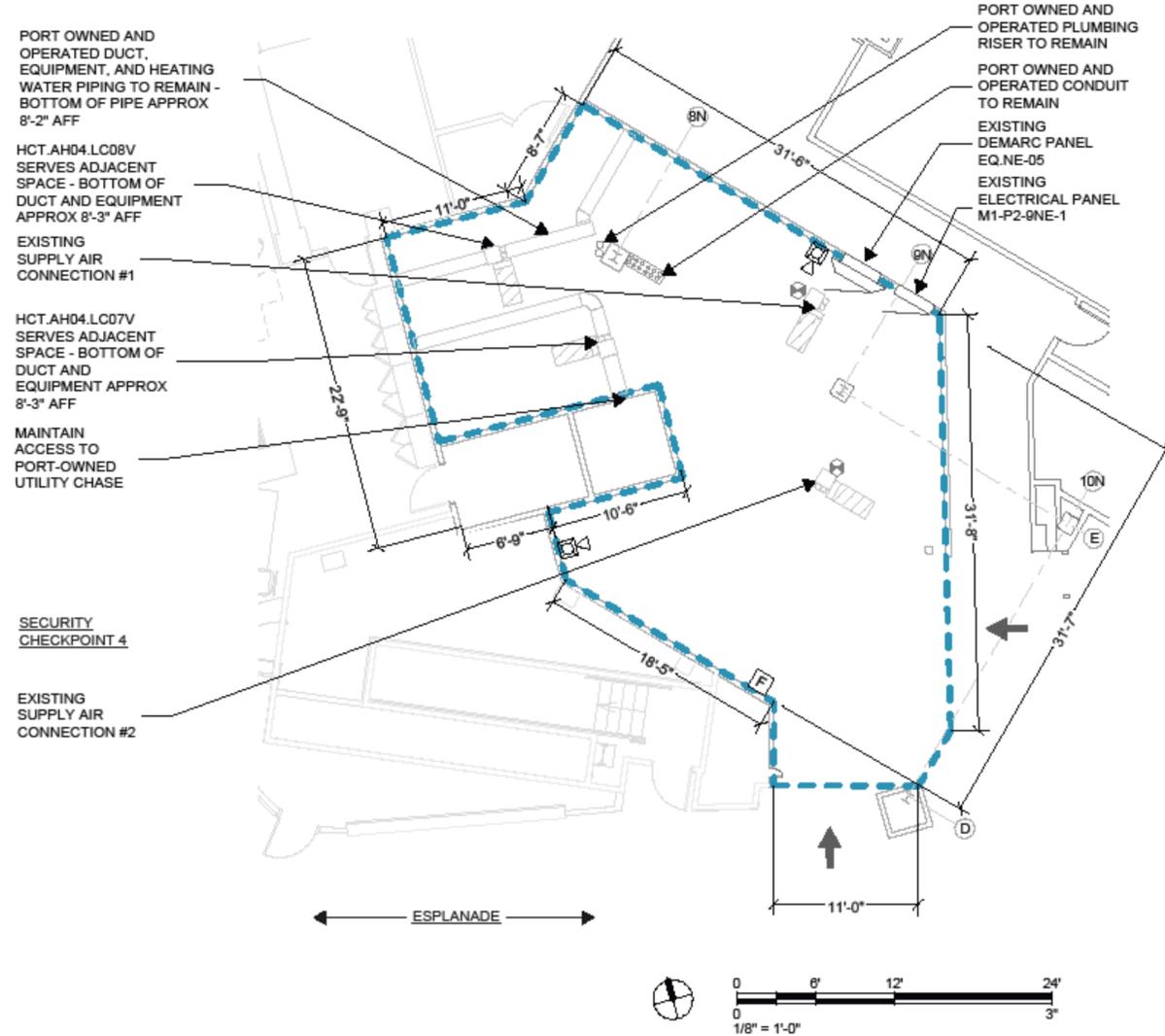
Location: Central Terminal (Non-secure side)
 Approximate Area: 1233 Square Feet
 Category: Convenience Retail

Existing Tenant Utility Matrix

UTILITY	CAPACITY/ QUANTITY	POINT OF CONNECTION
HVAC Air Cooling	1210 CFM Max 350 CFM Min	Connection #1 at gridline 8.7N and E
	440 CFM Max 150 CFM Min	Connection #2 at gridline 9 and E
HVAC Air Heating	1210 CFM	Connection #1 at gridline 8.7N and E
	150 CFM	Connection #2 at gridline 9 and E
HVAC Heating Water	0.75 GPM	Connection #1 at gridline 8.7N and E
	0.55 GPM	Connection #2 at gridline 9 and E
HVAC Exhaust	N/A	N/A
Domestic Cold Water	N/A	N/A
Grease Waste	N/A	N/A
Sanitary Sewer	N/A	N/A
Vents	N/A	N/A
Electrical	200A/3-ph/208Y-120V	Switchboard SWBD-MBW-D2-1SF-1 Electrical Room MT-3104-R
Data/Comm.	2" Conduit Overhead SM Fiber / Coax / Cat6	Telecom Equipment Room MT-5012-T (ER.MT05.5)
Fire Alarm Initiating Device	(1) Provided (Existing to remain)	Wall Mounted
Fire Alarm Annunciating Device	(2) Provided (Existing to remain)	Wall Mounted

Symbols Legend

Lease Line		Storefront/ Customer Entry	
Existing Fire Alarm Initiating Device (Fire Pull Station)		Mechanical/ Plumbing Point of Connection	
Existing Fire Alarm Annunciating Device (Strobe)			



NE-01 PLAN NE-01

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TENANT ADR SHELL AND CORE RENOVATION (TASCR) | TENANT HANDBOOK | JANUARY 2026

Package CR4

LOCATION CB-07

Location: Concourse B
 Approximate Area: 970 Square Feet
 Category: Coffee

Existing Tenant Utility Matrix

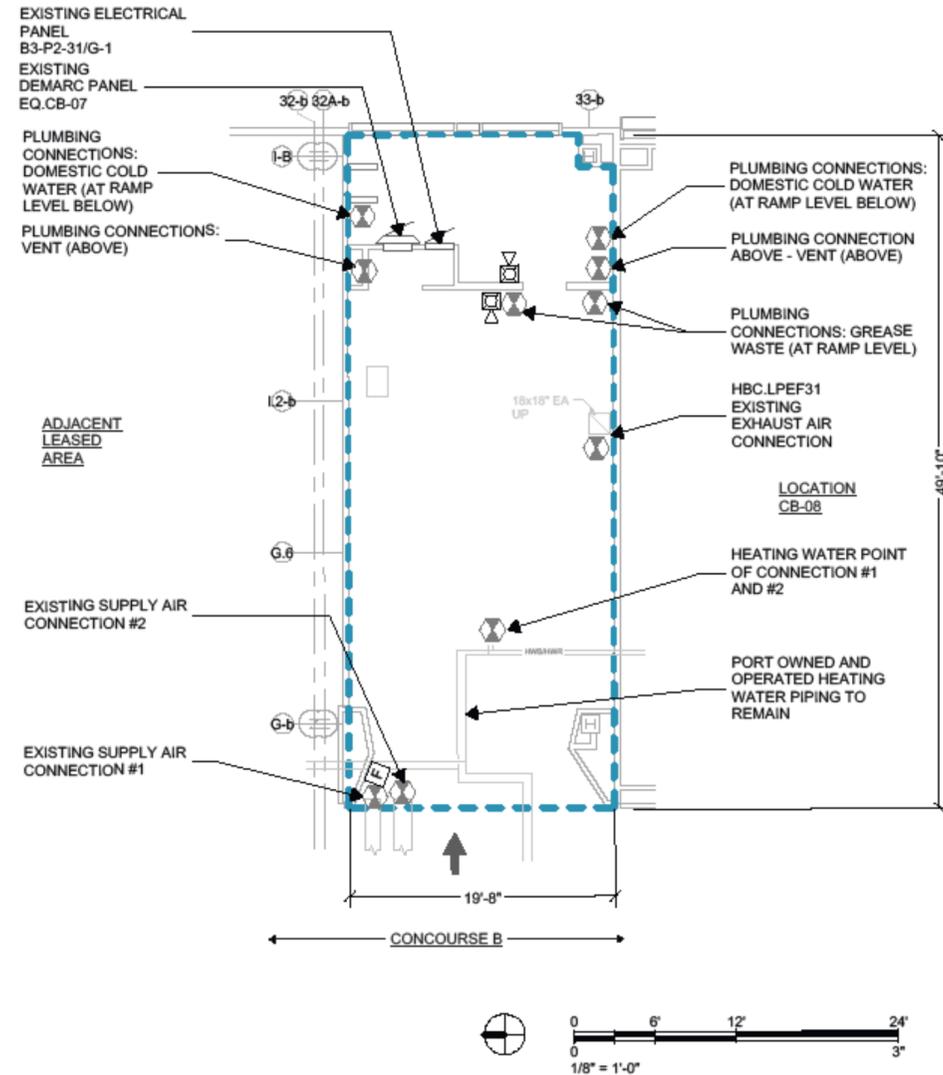
UTILITY	CAPACITY/ QUANTITY	POINT OF CONNECTION
HVAC Air Cooling	1415 CFM Max 200 CFM Min	Connection #1 at gridline G-B and 32A-b
	1620 CFM Max 400 CFM Min	Connection #1 at gridline G-B and 32A-b
HVAC Air Heating	200 CFM	Connection #1 at gridline G-B and 32A-b
	400 CFM	Connection #1 at gridline G-B and 32A-b
HVAC Heating Water	1.5 GPM	Connection #1 at gridline G-B and 32A-b
	2 GPM	Connection #1 at gridline G-B and 32A-b
Type II HVAC Exhaust	2135 CFM	HBC.LPEF31 located on roof
Domestic Cold Water	1 1/4" Cu	At Ramp Level below. Water meter and backflow prevention device located in Room B 3179A R
Grease Waste	3" CI (Not verified)	Ramp level below.
Sanitary Sewer	N/A	N/A
Vents	2" CI	Ceiling above.
Electrical	200A/3-ph/208Y-120V	Switchboard SWBD-B2-D2-31/G Electrical Room B-3194-R
Data/Comm.	2" Conduit Bottom-fed SM Fiber / Coax / Cat6	Telecom Equipment Room (ER.CB03.2)
Fire Alarm Initiating Device	(1) Provided (Existing to remain)	Wall Mounted
Fire Alarm Annunciating Device	(2) Provided (Existing to remain)	Wall Mounted

Symbols Legend

Lease Line		Storefront/ Customer Entry	
Existing Fire Alarm Initiating Device (Fire Pull Station)		Mechanical/ Plumbing Point of Connection	
Existing Fire Alarm Annunciating Device (Strobe)			



TENANT ADR SHELL AND CORE RENOVATION (TASCR) | TENANT HANDBOOK | JANUARY 2026



CB-07 PLAN CB-07

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Package CR4

LOCATION CB-08

Location: Concourse B
 Approximate Area: 1756 Square Feet
 Category: Convenience Retail

Existing Tenant Utility Matrix

UTILITY	CAPACITY/ QUANTITY	POINT OF CONNECTION
HVAC Air Cooling	1400 CFM Max 700 CFM Min	Connection #1 at gridline G-b and 34.3-b
	1400 CFM Max 700 CFM Min	Connection #2 at gridline G-b and 34.7-b
HVAC Air Heating	700 CFM	Connection #1 at gridline G-b and 34.3-b
	700 CFM	Connection #2 at gridline G-b and 34.7-b
HVAC Heating Water	1 GPM	Connection #1 at gridline G-b and 34.3-b
	1 GPM	Connection #2 at gridline G-b and 34.7-b
HVAC Exhaust	N/A	N/A
Domestic Cold Water	N/A	N/A
Grease Waste	N/A	N/A
Sanitary Sewer	N/A	N/A
Vents	N/A	N/A
Electrical	100A/3-ph/208Y-120V	Switchboard SWBD-B2-D2-38G-1 Electrical Room B-3194-R
Data/Comm.	2" Conduit Bottom-fed SM Fiber / Coax / Cat6	Telecom Equipment Room (ER.CB03.2)
Fire Alarm Initiating Device	(1) Provided (Existing to remain)	Wall Mounted
Fire Alarm Annunciating Device	(1) Provided (Existing to remain)	Ceiling Mounted

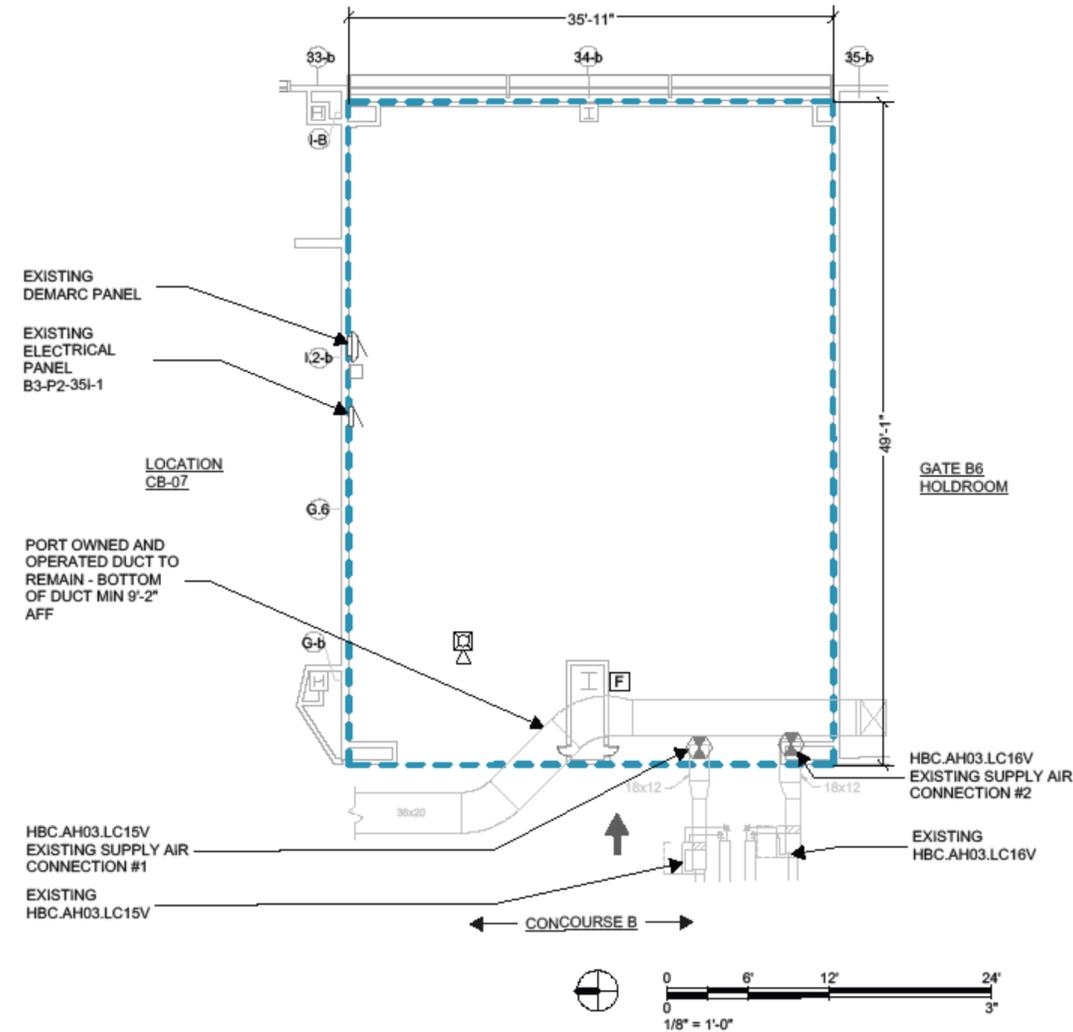
Symbols Legend

Lease Line	Storefront/ Customer Entry	↑
Existing Fire Alarm Initiating Device (Fire Pull Station)	[F]	
Existing Fire Alarm Annunciating Device (Strobe)	[S]	
	Mechanical/ Plumbing Point of Connection	⊗

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TENANT ADR SHELL AND CORE RENOVATION (TASCR) | TENANT HANDBOOK | JANUARY 2026



CB-08 PLAN CB-08

Package CR4

LOCATION CT-11

Location: Central Terminal
 Approximate Area: 1014 Square Feet
 Category: Specialty Retail

Existing Tenant Utility Matrix

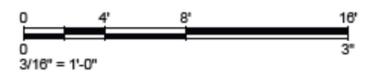
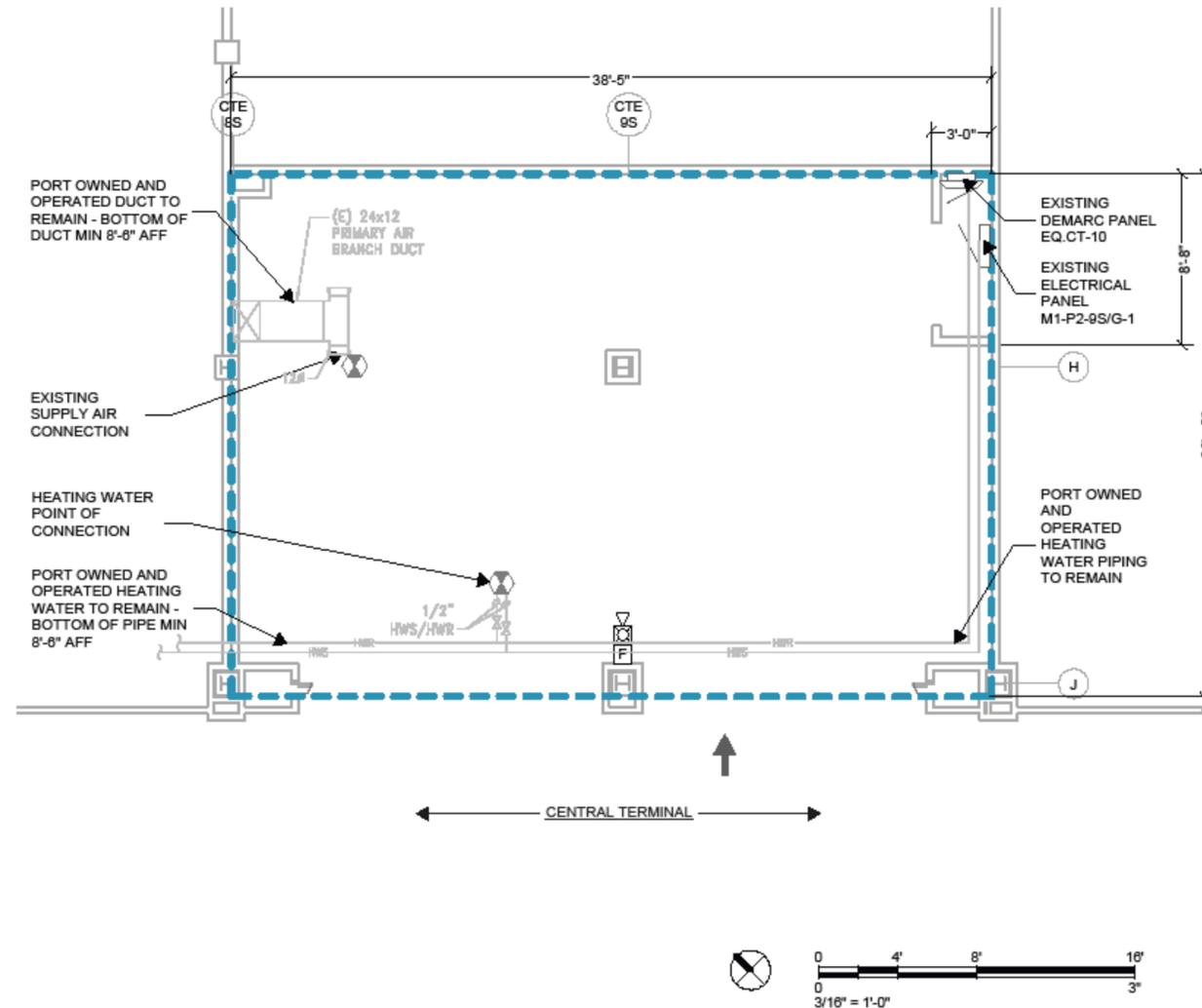
UTILITY	CAPACITY/ QUANTITY	POINT OF CONNECTION
HVAC Air Cooling	1360 CFM Max 800 CFM Min	Gridline CTE-8S and H
HVAC Air Heating	800 CFM	Gridline CTE-8S and H
HVAC Heating Water	1.5 GPM	Gridline CTE-8.5S and J
HVAC Exhaust	N/A	N/A
Domestic Cold Water	N/A	N/A
Grease Waste	N/A	N/A
Sanitary Sewer	N/A	N/A
Vents	N/A	N/A
Electrical	150A/3-ph/208Y-120V	Switchboard SWBD-MBW-D2-1SE-1 Electrical Room MT-3104-R
Data/Comm.	2" Conduit Overhead SM Fiber / Coax / Cat6	Telecom Equipment Room (ER.CT04.2)
Fire Alarm Initiating Device	(1) Provided (Existing to remain)	Wall Mounted
Fire Alarm Annunciating Device	(1) Provided (Existing to remain)	Wall Mounted

Symbols Legend

Lease Line		Storefront/ Customer Entry	
Existing Fire Alarm Initiating Device (Fire Pull Station)		Mechanical/ Plumbing Point of Connection	
Existing Fire Alarm Annunciating Device (Strobe)			



TENANT ADR SHELL AND CORE RENOVATION (TASCR) | TENANT HANDBOOK | JANUARY 2026



CT-11 PLAN CT-11

1/12/2026 5:10:27 PM

Section 8: Instruction to Proposers

Scott Van Horn

General Instructions – Section 8.1

The Port is not required (under federal or state law) to solicit Proposals or to follow any competitive selection process for any of the Airport concessions that are covered by this solicitation. Accordingly, the process outlined in this RFP and the actions taken by the Port as part of the evaluation process, whether consistent with this RFP or not, are intended solely as a tool for the Port to identify the Proposer/Proposal with which the Port believes it wants to enter into negotiations for a Lease and Concession Agreement. The Evaluation Panel's consideration of Proposals necessarily involves the exercise of discretion, much of which is impossible or impractical to accurately reflect in the evaluation documentation. While the Port may document some or all the evaluation process, the Port shall not be required to, and does not represent that it will, comply with documentation requirements that may apply to other state or federal procurements. Nor shall the evaluation documentation that is provided be construed as the sole basis on which the Port's scoring or decisions were made.

General Instructions - Continued

By submitting a Proposal, Proposers expressly acknowledge and agree that:

- The Port is not required to follow any competitive solicitation process for Airport concessions that are covered by this solicitation; and
- The Port may (at its sole discretion and without providing advanced notice to Proposers) waive or modify any process, procedure, or requirement set forth in, implied by, or inferred from the RFP.

General Instructions – Signing of Proposals

- 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 WILL 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/THEIR CAPACITY AS IT RELATES TO THE JV (NOT A JV MEMBER).

Page Limitations and File Size Requirements – Section 8.2

- 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.
- 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.
- Your Proposal must include a cover letter not to exceed one (1) page.
- Minimum Requirement Forms A.1, A.2, A.3, A.4(if applicable), A.5(if required), and A.6 (if required) should be included as a separate pdf file and will not count toward the overall page limitation.

Submission Requirements – Section 8.3

Proposers have three options to submit their Proposal to the Port no later than **3:00 PM (Pacific Time) on May 14, 2026**:

- Proposals can be dropped off directly at the Port at the Airport Office Building (where we are today for the Pre-Proposal Meeting) before the deadline.; **OR**
- Proposals can be mailed to the Port. The overnight address will be included in the RFP for your use. Proposers are responsible to make sure that the Proposal is received by the Port before the deadline stated in the RFP. ; **OR**
- Proposals may be downloaded into a One Drive Folder specific for the Proposer. Proposers interested in electronically submitting must submit **Form A.11 by 3:00 PM, (Pacific Time), on April 27, 2026.**

Competitive Integrity – Section 8.4

- The Port maintains a neutral competitive environment for all Proposers to protect the integrity of the selection process. A potential Proposer, or anyone on its behalf, may only contact the authorized Port representative, concerning this 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 may 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 RFP. Submitted questions and attendance at the pre-proposal conference are the only contacts considered allowable by this 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 8.5

As a public agency, the Port is subject to the Washington State Public Records Act (“PRA”), Chapter 42.56, Revised Code of Washington (RCW). During or after all recent Lease Group solicitations, the Port received PRA requests for copies of all proposals that were submitted in response to the solicitations. The Port anticipates similar requests for proposals that are submitted in response to this solicitation. When the Port receives PRA requests for copies of proposals, the Port must provide copies of the proposals. The Port will only withhold or redact those portions of proposals for which there is a statutory exemption. In no event shall the Port be liable to Proposer for disclosure of Proposer’s documents the Port deems disclosable under Chapter 42.56 RCW.

Lease and Concession Agreement – Section 8.8

The Selected Proposer will enter into an L&C Agreement with the Port. A draft of this document is attached as **Exhibit 3**. Proposer is responsible for reading the draft L&C Agreement. The Port specifically reserves the right to negotiate the final L&C Agreement terms with the Selected Proposer; however, the L&C Agreement is typically non-negotiable.

The Port will be guided by the draft L&C Agreement and any comments provided by the Selected Proposer in Form A.3 in finalizing the agreement. By not including a comment on Form A.3, Proposer is committing that it accepts the terms of the draft L&C Agreement in advance of the final agreement if they become the Selected Proposer.

The Selected Proposer shall execute the L&C Agreement within thirty (30) days of receipt of meeting the requirements of Section 4 (Labor Peace Agreement). If the L&C Agreement is not signed by the Selected Proposer within this timeframe, the Port, in its sole discretion, may cancel the Selected Proposer and the Port may offer the opportunity to the Proposer that is deemed during the evaluation process to have the second-highest score based on the evaluation criteria.

Common Mistakes Made By Proposers – Section 8.10

This is for informational purposes and represents only of some common mistakes made by Proposers in past Port RFP's. It is not a comprehensive list:

- Failure to submit the Proposal within the required time frame.
- Failure to sign the required pages.
- Failure to submit the required forms.
- Proposer does not meet the minimum qualifications.
- Company signing the required forms is not the entity that the Agreement will be with.
- Exceeding the page requirements.
- Failure to answer all the questions (including sub-questions).
- Failure to provide all documents for all parties within the joint venture.

Section 9: RFP Protest Procedures

Scott Van Horn

RFP Protest Procedures – Section 9

Any Proposer or prospective Proposer showing a substantial economic interest in the contract to be awarded under this RFP may protest to the Port (a “Protest”) only in accordance with the procedures set forth below.

There are two types of protest available to Proposers or prospective Proposers.

- Pre-Proposal Protest be submitted prior to Proposal submittal by **March 29, 2026**.
- Post Award Protest can be filed after Proposals are submitted but must be filed within **four (4) business days after notice of non-award**.
- **All protests are due by 3:00 PM (Pacific Time) and must be emailed to adrrfp@portseattle.org.**

Section 11: Evaluation Criteria

Scott Van Horn

General Information

- Evaluation panel members will separately review all of the proposals. Each evaluator may take notes on the proposals, through some other means, or not at all, as the evaluator deems appropriate.
- The evaluation panel members will meet to discuss and ultimately agree upon a **consensus score** for each separately-scored section of each Proposal.
- 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.

Evaluation Criteria – Section 11.2.1

- Proposals meeting the Minimum Qualifications will be evaluated by the Port based on the Proposers' responses to the Proposal requirements outlined in Section 10, with the following points associated with each criterion:

Section	Category	Maximum Points Available
10.1	Background, Experience with the Proposed Concept, and Financial Capability	200
10.2	Concept Development and Customer Experience	325
10.3	Unit Design	325
10.4	Financial Offer and Financial Projection	200
10.5	Quality Jobs	200
10.6	Management/Staffing, Operations, Customer Service, and Environmental Sustainability	250
11.2.3	Interviews (if needed)	500

Scoring Ranges – Section 11.2.2

Once the review panel determined a classification the following Scoring Range is used:

Classifications	Answers Provided:	Point Allocation Based on Maximum Points Available
Outstanding	Meets all requirements and exceeds many	100%
Very Good	Meets most or all requirements and exceed some	75%
Good	Meets most or all requirements	55%
Fair	Meets some requirements	45%
Poor	Fails to meet most requirements	25%

Non-Scoring Forms

The following Forms are required as part of your submission but are not scored. The forms help the review panel in scoring of other Sections.

- Form A.7 – Capital Investment Form

- Used in Section 10.1 Background, Experience, and Financial Capabilities.

- Form A.9 – Proforma

- Used in Section 10.4 Financial Offer and Financial Projections; Section 10.5 Quality Jobs; and Section 10.6 Management/Staffing, Operations, Customer Service, and Environmental Sustainability.

Calculation Based Scores

The following scores are calculation based instead of Classification Based as stated above:

Financial Capability:

- Based on predetermined financial ratios, Proposals will receive a calculated score for this Section.

Rent Proposal:

- The highest rent proposed (based on percentage rent) will receive the maximum points for this section. Each other proposal will receive percentage based on the maximum.

Sample Financial Calculation

The information used for this calculation is Financial Information provide in your Proposal.

DESCRIPTION		
Review Parameters		77%
<i>Current Ratio = Current Assets/Current Liabilities</i>		
Ratio < 1.5 = unsatisfactory		
1.5 ≤ Ratio ≤ 2 = satisfactory	Total Current Assets	193,346,851
Ratio > 2 = good	Total Current Liabilities	148,449,917
	Current Ratio	1.30
	ASSESSMENT	unsatisfactory
	SCORE	10

Sample Rent Calculation

Effective Percentage Rent		24.66%	21.00%	21.68%
Financial Projection and Financial Offer	250	250.0	213	220

This calculation is based on the rent proposals we received.

$$21\%/24.66\% = 0.852$$

$$0.852 * 250 = 212.89$$

Score 213 rounded up

Interviews – Section 11.2.3

The Port, in its sole discretion, may elect to conduct interviews with select Proposers. Typically, interviews will be considered if the score between the highest scoring proposal and others is within five percent (5%) of each other.

- If an interview is conducted, only one Proposer interviewed will receive all the points for the interview.
- Each Proposer interviewed will receive the list of questions before hand.
- Proposers are permitted to bring samples of product or food to the interview.
- Please note that the Port may limit the number of people a Proposer may bring to an interview.

Section 10: Evaluation Process

Scott Van Horn

Evaluation Criteria

For each RFP, Proposer may submit only one (1) response to the following questions **if Proposer is proposing the SAME CONCEPT on multiple packages.**

SECTION 10.1 BACKGROUND, EXPERIENCE WITH CONCEPT, AND FINANCIAL CAPABILITY

SECTION 10.2 CONCEPT DEVELOPMENT & CUSTOMER EXPERIENCE

SECTION 10.4 FINANCIAL OFFER AND FINANCIAL PROJECTIONS

SECTION 10.5 QUALITY JOBS

SECTION 10.6 MANAGEMENT/STAFFING, OPERATIONS, CUSTOMER SERVICE, AND ENVIRONMENTAL SUBSTANIBILITY

Evaluation Criteria – Cont.

Proposers will need to submit a separate response for each package addressing:

SECTION 10.3 UNIT DESIGN

FORM A.7 CAPITAL INVESTMENT

Section 10: Evaluation Criteria Breakdown

The Evaluation Criteria or RFP questions is broken down into different areas:

- Background, Experience, and Financial Capability
- Concept Development and Customer Experience
- Unit Design
- Financial Offer and Financial Projection
- Quality Jobs
- Management/Staffing, Operations, Customer Service, & Environmental Sustainability
- As part of the download there is a Word version of the questions for both the RFPs

Background, Experience, and Financial Capability – Section 10.1

Background - Three (3) total questions

Experience with the Proposed Concept - One (1) questions with multiple sub-questions

Financial Capabilities – Five (5) questions

- Financial Information that is required for the past three (3) years:
 - Balance Sheet
 - Income Statement
 - Cash Flow Statement
 - If a Proposer is a newly-formed organization the submit the FAA ACDBE Personal Net Worth Statements found at 49 CFR Part 26 for the past three (3) years
 - **If the Proposer is a joint venture or partnership, be sure to include the requested information for all parties involved.**

Background, Experience, and Financial Capability – Section 10.1

Due to the high construction cost at SEA. Proposers should be familiar with question 10.1.5 and can provide evidence that they have obtained or can obtain funding for each of the packages they are submitting on.

If Proposer is submitting on multiple packages, but only wants to be awarded a single package, Proposer must identify in their Cover letter their award preference. In this case Proposer may provide evidence to obtain funding for the highest Capital investment amount.

Concept Development & Customer Service – Section 10.2

- Nine (9) total questions in this section.
- **Proposers should make sure that the concept they are proposing, meets the definition of the package in Section 5.**

Unit Design– Section 10.3

Four (4) total questions with sub-questions in this section.

- Rendering should include different angles.
 - All Exterior walls and interior angles
- If exterior wall of space is next to a hold room, Proposer is not permitted to modify that wall in any way.

Financial Offer and Financial Projects – Section 10.4

Two (2) questions in this section.

- Proposers will submit **Form A.8** for the Financial Offer. Please Note the Minimum Percent Rent Proposed by either flat or tiered rent structure is Thirteen or Sixteen Percent (13% or 16%).
- **Rent proposals that are below the minimum will be deem Non-Responsive and the Proposal not scored.**
- Proposers will submit **Form A.9** Pro Forma

Quality Jobs – Section 10.5

Two (2) questions in this section.

- Proposers will submit **Form A.10**. Please note that we are using 2026 dollars for all wages and benefits. The current minimum wage is \$20.74 per hour.

Management/Staffing, Operations, Customer Service, and Environmental Sustainability – Section 10.6

- Management and Staffing has three (3) questions with sub-questions
- Operations has one (1) question with sub-questions
- Customer Service has one (1) question with sub-questions
- Environmental Sustainability has four (4) questions

Proposal Acknowledgements

BY SENDING A PROPOSAL, A PROPOSER ACKNOWLEDGES THAT THEY UNDERSTAND ALL INFORMATION CONTAINED IN THIS RFP AND ANY RELATED DOCUMENTS AND UNDERSTAND THAT NO WARRANTY OR REPRESENTATION OF ANY KIND IS BEING MADE THAT THE PROPOSER WILL RECEIVE ANY PARTICULAR LEVEL OF SALES, PROFITS, OR OTHER ECONOMIC BENEFITS IF ENTERING INTO A BUSINESS RELATIONSHIP WITH THE PORT. THE PORT WILL NOT CONSIDER ANY REQUESTS FOR RELIEF FROM FINANCIAL OR OTHER OBLIGATIONS COMMITTED TO IN AN EXECUTED LEASE AND CONCESSION AGREEMENT.

Thank You!



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