

Exhibit	11-D
Port Commission	Special
Meeting of	Feb. 24, 2009

Response to Airline Moves at Sea-Tac Airport

Concourse Concessions LLC

Port of Seattle Commission

February 23, 2009

Port of Seattle Response to Airline Moves at Sea-Tac Airport

- Priority: Retain Jobs and Keep Our Employees Working**
- **Priority: Maintain High Concession Service Levels for Traveling Public**

On December 4, 2008, the Port convened a meeting with all concessionaires who will be affected due to the airline moves on Concourses A and D. The Port presented their initial plan and asked for concessionaire feedback.

On January 13, Concourse Concessions submitted a detailed proposal to the Port which included elements of the Ports initial plan - but also included other recommendations intended to help retain jobs and assure adequate concession service levels will be maintained for the traveling public.

Concourse Concessions supports the spirit and action of the Port staff proposal. However for those concessions who will be most dramatically affected, we may need a bit more consideration. We need to finalize a resolution soon as we have 60 employees wondering how the Port will re-allocate concession services in response to airline moves on Concourse A.

Retain Jobs and Keep Our Employees Working

- **Move existing Airlines further down Concourse A:**

- US Air
- Virgin Airlines

— or —

- **Allow Concourse Concessions to operate temporary facilities (Grab & Go Coolers) in South or North Satellite:**

- We will need to close Tullys Coffee operation.
- La Pisa Cafe to remain open but will face much lower sales.
- In addition to a depreciation credit, we need to include a percentage rent reduction for our other units.

Maintain High Concession Service Levels for Travelers

- Concession facilities must be maintained for passengers at the end of Concourse A:
 - Despite projected 70% drop in revenues, La Pisa is proposed to stay open.
- **Satellite passengers will face service issues:**
 - Long lines.
 - Lack of adequate capacity.
- **Temporary grab and go cooler facilities:**
 - Increased access to food for travelers.
 - Ease long lines.

Summary

- Concessions at end of Concourse A will be most severely affected by airline moves:
 - Zone 3 (Down 67%)
- Asking Port Staff and Commission to consider:
 - Job Retention AND;
 - Traveler Service Levels

...when finalizing the concession plan in response to airline moves.
- Concourse Concessions appreciates the efforts of the Port to address these issues.

2009

Seattle-Tacoma International Airport Food & Beverage Concession Maps

Concourse A

Unit #	Category	Area (sq. ft.)
CA-2	Starbucks Coffee	741
CA-4A	Manchu Wok	846
CA-4B	Great American Bagel Bakery	841
CA-8	La Pisa Cafe	853
CA-11	The Mountain Room	1,578
CA-13	Tully's Coffee	1,491
CA-15	Africa Lounge	2,940
CA-15A	The Grove Natural Snacks	586
CA-17	Food & Beverage Seating	5,529

South Esplanade

Unit #	Category	Area (sq. ft.)
SE-1	Seattle's Best Coffee	1,234
SE-5	Kathy Casey's Foodtique	2,614
SE-6	(Future)	1,111
SE-7	Hudson News/Alki Bakery	186

Concourse B

Unit #	Category	Area (sq. ft.)
CB-1	Starbucks Coffee	1,341
CB-2	Sbarro	2,594
CB-3	Old Seattle Deli	1,329
CB-4	Tequileria	1,796
CB-8	Starbucks Coffee	938

Concourse C

Unit #	Category	Area (sq. ft.)
CC-3	Wolfgang Puck	3,599
CC-4	Expedio.com Cafe/Starbucks	3,993
CC-6	Freshens	335
CC-8	Waji's by Uwajimaya	330

Concourse D

Unit #	Category	Area (sq. ft.)
CD-3	Chili's Margarita Bar	1,639
CD-5	Sports Page Pub	1,191
CD-7	Seattle's Best Coffee	339
CD-8	Burger King	2,264
CD-11	Great American Bagel Bakery	812
CD-13	Freshens	272
CD-14	Carry Out Carry On	517

North Esplanade

Unit #	Category	Area (sq. ft.)
NE-1	Starbucks Coffee	708
NE-2	Vintage Washington	1,748

Baggage Claim

Unit #	Category	Area (sq. ft.)
BC-1	Diva Coffee House	496
BC-5	Hudson News/Alki Bakery	700

Concourse B

South Satellite

Concourse A

Central Terminal

Unit #	Category	Area (sq. ft.)
CT-1	Anthony's Restaurant	7,155
CT-5	Alaska Ale House	4,218
CT-12	Dish D'Lish	1,668
CT-14	Ivar's Seafood	1,158
CT-15	Pallino Pastaria	1,097
CT-16	Qdoba Restaurant	980
CT-17	Maki of Japan	964
CT-17A	Wendy's Hamburgers	1,241
CT-18	Dilettante Chocolates & Mocha Cafe	201
CT-21	Starbucks	314
CT-27	Seattle Tap Room	2,406
	Main Food & Beverage Seating Section	14,000

North Satellite

Unit #	Category	Area (sq. ft.)
NS-3	Starbucks	192
NS-4	Burger King, Great American Bagel, Sbarro Express	2,585
NS-5	Bigfoot Wine & Beer	1,231
NS-6	Edge Sports Bar	2,493
NS-8	Food & Beverage Seating	6,605

South Satellite

Unit #	Category	Area (sq. ft.)
SS-1	Cascade Bar	1,819
SS-2	Runway Deli, Union Station, Papa John's Pizza, Burger King	2,383
SS-5	Seattle's Best Coffee	327
SS-6	Food & Beverage Seating	6,660



Port of Seattle/Aviation Planning
Seattle-Tacoma International Airport

PROJECT: Food & Beverage Concessions DATE: 02.18.09

SHEET TITLE: DBE Locations

SCALE

SHEET NO.

Concourse A

Unit #	Category	Area (sq. ft.)
CA-2	Starbucks Coffee	741
CA-4A	Manchu Wok	846
CA-4B	Great American Bagel Bakery	841
CA-8	La Pisa Cafe	853
CA-11	The Mountain Room	1,578
CA-13	Tully's Coffee	1,491
CA-15	Africa Lounge	2,940
CA-15A	The Grove Natural Snacks	586
CA-17	Food & Beverage Seating	5,529

South Esplanade

Unit #	Category	Area (sq. ft.)
SE-1	Seattle's Best Coffee	1,234
SE-5	Kathy Casey's Foodique (Future)	2,614
SE-6	Hudson News/Alki Bakery	1,111
SE-7	Hudson News/Alki Bakery	186

Concourse B

Unit #	Category	Area (sq. ft.)
CB-1	Starbucks Coffee	1,341
CB-2	Sbarro	2,594
CB-3	Old Seattle Deli	1,329
CB-4	Tequileria	1,796
CB-8	Starbucks Coffee	938

Concourse C

Unit #	Category	Area (sq. ft.)
CC-3	Wolfgang Puck	3,599
CC-4	Expedition Cafe/Starbucks	3,993
CC-6	Freshens	335
CC-8	Waji's by Uwajimaya	330

Concourse D

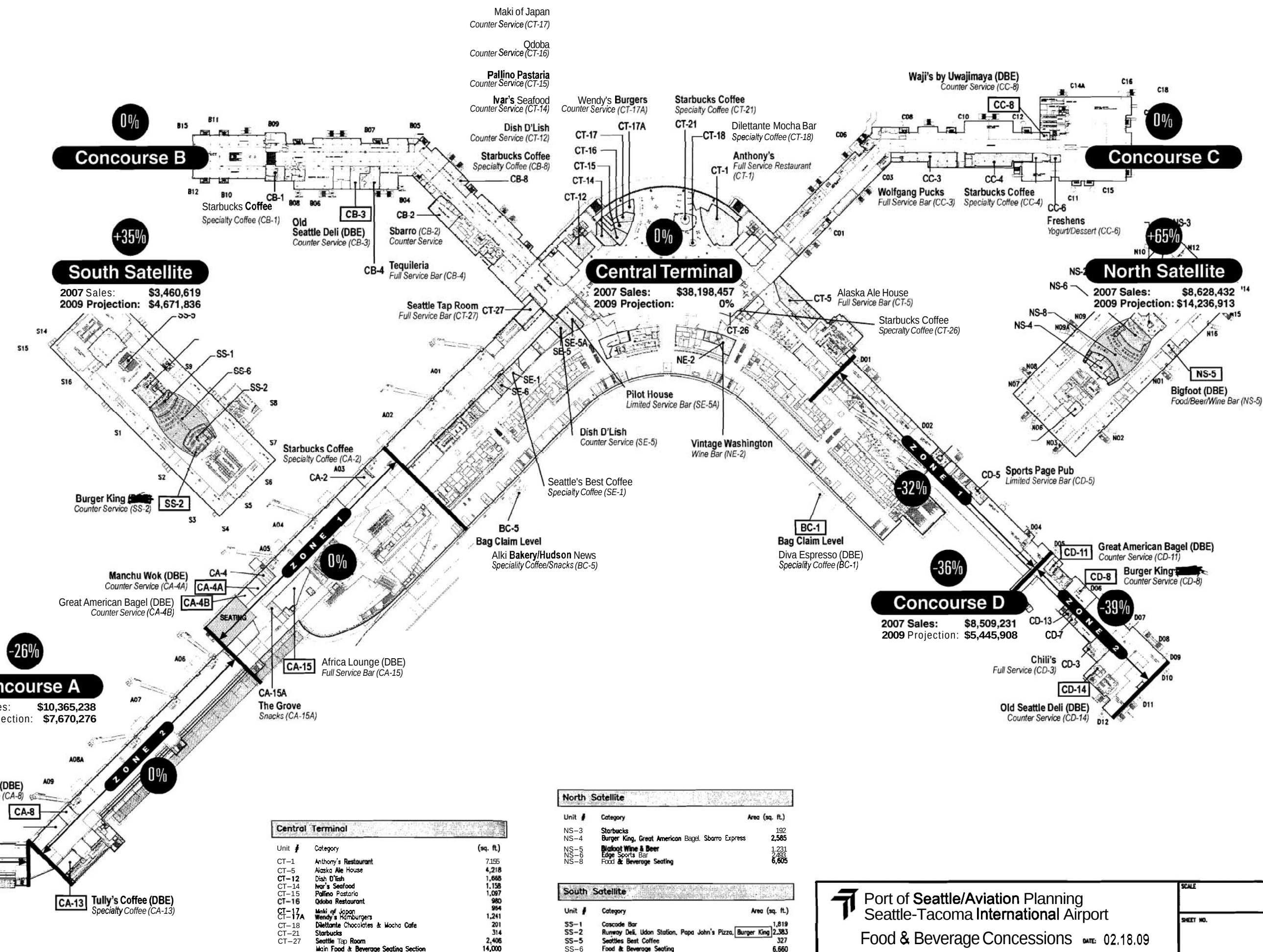
Unit #	Category	Area (sq. ft.)
CD-3	Chili's Margarita Bar	1,639
CD-5	Spats Page Pub	1,191
CD-7	Seattle's Best Coffee	339
CD-8	Burger King	2,264
CD-11	Great American Bagel Bakery	812
CD-13	Freshens	272
CD-14	Carry Out Carry On	517

North Esplanade

Unit #	Category	Area (sq. ft.)
NE-1	Starbucks Coffee	708
NE-2	Vintage Washington	1,748

Baggage Claim

Unit #	Category	Area (sq. ft.)
BC-1	DMV Coffee House	496
BC-5	Hudson News/Alki Bakery	700



Port of Seattle/Aviation Planning
Seattle-Tacoma International Airport

Food & Beverage Concessions DATE: 02.18.09

SHEET TITLE: Projected Traffic Relocation Impact

SCALE
SHEET NO.

Concourse A

Unit #	Category	Area (sq. ft.)
CA-2	Starbucks Coffee	741
CA-4A	Manchu Wok	846
CA-4B	Great American Bagel Bakery	841
CA-8	La Pisa Cafe	853
CA-11	The Mountain Room	1,578
CA-13	Tully's Coffee	1,491
CA-15	Africa Lounge	2,940
CA-15A	The Grove Natural Snacks	586
CA-17	Food & Beverage Seating	5,529

South Esplanade

Unit #	Category	Area (sq. ft.)
SE-1	Seattle's Best Coffee	1,234
SE-5	Kathy Casey's Foodique (Future)	2,614
SE-6	Hudson News/Alki Bakery	1,111
SE-7		186

Concourse B

Unit #	Category	Area (sq. ft.)
CB-1	Starbucks Coffee	1,341
CB-2	Sbarro	2,594
CB-3	Old Seattle Deli	1,329
CB-4	Tequileria	1,796
CB-8	Starbucks Coffee	938

Concourse C

Unit #	Category	Area (sq. ft.)
CC-3	Wolfgang Puck	3,599
CC-4	Experia.com Cafe/Starbucks	3,993
CC-6	Freshens	335
CC-8	Waji's by Uwajimaya	330

Concourse D

Unit #	Category	Area (sq. ft.)
CD-3	Chili's Margarita Bar	1,639
CD-5	Sports Page Pub	1,191
CD-7	Seattle's Best Coffee	339
CD-8	Burger King	2,284
CD-11	Great American Bagel Bakery	812
CD-13	Freshens	272
CD-14	Carry Out Carry On	517

North Esplanade

Unit #	Category	Area (sq. ft.)
NE-1	Starbucks Coffee	708
NE-2	Vintage Washington	1,748

Baggage Claim

Unit #	Category	Area (sq. ft.)
BC-1	Divs Coffee House	496
BC-5	Hudson News/Alki Bakery	700

Concourse B

South Satellite

Concourse A

Central Terminal

Unit #	Category	Area (sq. ft.)
CT-1	Anthony's Restaurant	7,155
CT-5	Alaska Ale House	4,218
CT-12	Dish D'Lish	1,668
CT-14	Ivar's Seafood	1,158
CT-15	Pallino Pastaria	1,097
CT-16	Qdoba Restaurant	980
CT-17	Maki of Japan	964
CT-17A	Wendy's Hamburgers	1,241
CT-18	Dilettante Chocolates & Mocha Cafe	201
CT-21	Starbucks	314
CT-27	Seattle Tap Room	2,406
	Main Food & Beverage Seating Section	14,000

North Satellite

Unit #	Category	Area (sq. ft.)
NS-3	Starbucks	192
NS-4	Burger King, Great American Bagel, Sbarro Express	2,585
NS-5	Bigfoot Wine & Beer	1,231
NS-6	Edge Sports Bar	2,493
NS-8	Food & Beverage Seating	6,805

South Satellite

Unit #	Category	Area (sq. ft.)
SS-1	Cascade Bar	1,819
SS-2	Runway Deli, Udon Station, Papa John's Pizza	2,383
SS-5	Seattle's Best Coffee	327
SS-6	Food & Beverage Seating	6,660

Dish D'Lish
Counter Service (CT-12)
Sales: \$1,821,895
Dev Costs: \$1,025,344

Maki of Japan
Counter Service (CT-17)
Sales: \$2,669,414
Dev Costs: \$652,337

Qdoba
Counter Service (CT-16)
Sales: \$3,075,477
Dev Costs: \$772,675

Starbucks Coffee
Specialty Coffee (CT-21)
Sales: \$2,813,008
Dev Costs: \$666,452

Ivar's Seafood
Counter Service (CT-14)
Sales: \$2,848,917
Dev Costs: \$790,321

Pallino Pastaria
Counter Service (CT-15)
Sales: \$2,550,222
Dev Costs: \$744,205

Wendy's Burgers
Counter Service (CT-17A)
Sales: \$3,109,698
Dev Costs: \$1,057,173

Dilettante Mocha Bar
Specialty Coffee (CT-18)
Sales: pending
Dev Costs: pending

Waji's by Uwajimaya (DBE)
Counter Service (CC-8)
Sales: \$1,218,913
Dev Costs: \$1,015,741

Starbucks Coffee
Specialty Coffee (CB-8)
Sales: \$865,494
Dev Costs: \$446,535

Starbucks Coffee
Specialty Coffee (CB-1)
Sales: \$941,212
Dev Costs: \$635,537

Old Seattle Deli (DBE)
Counter Service (CB-3)
Sales: \$832,599
Dev Costs: pending

Sbarro (CB-2)
Counter Service
Sales: \$711,677
Dev Costs: \$1,145,767

Tequileria (CB-4)
Full Service Bar (CB-4)
Sales: \$938,191
Dev Costs: \$999,130

Seattle Tap Room
Full Service Bar (CT-27)
Sales: \$2,281,731
Dev Costs: \$1,424,305

CT-17
CT-16
CT-15
CT-14
CT-12

CT-21
CT-18
CT-1

Anthony's
Full Service Restaurant (CT-1)
Sales: \$10,743,485
Dev Costs: \$4,115,730

Wolfgang Pucks
Full Service Bar (CC-3)
Sales: \$2,956,658
Dev Costs: \$1,861,329

Starbucks Coffee
Specialty Coffee (CC-4)
Sales: \$1,614,102
Dev Costs: \$726,929

Freshens
Yogurt/Dessert (CC-6)
Sales: \$464,182
Dev Costs: \$366,076

Alaska Ale House
Full Service Bar (CT-5)
Sales: \$3,075,520
Dev Costs: \$1,581,639

Starbucks Coffee
Specialty Coffee (CT-26)
Sales: \$1,912,008
Dev Costs: \$536,034

Pilot House
Limited Service Bar (SE-5A)
Sales: \$687,639
Dev Costs: \$809,133

Dish D'Lish
Counter Service (SE-5)
Sales: \$1,282,894
Dev Costs: \$884,184

Vintage Washington
Wine Bar (NE-2)
Sales: \$826,777
Dev Costs: \$856,043

Seattle's Best Coffee
Specialty Coffee (SE-1)
Sales: \$797,286
Dev Costs: \$641,837

BC-5
Bag Claim Level
Alki Bakery/Hudson News
Specialty Coffee/Snacks (BC-5)
Sales: pending
Dev Costs: pending

BC-1
Bag Claim Level
Divs Espresso (DBE)
Specialty Coffee (BC-1)
Sales: \$766,452
Dev Costs: \$361,335

Burger King (DBE)
Counter Service (SS-2)
Sales: \$1,509,049
Dev Costs: pending

Manchu Wok (DBE)
Counter Service (CA-4A)
Sales: \$990,067
Dev Costs: \$716,847

Great American Bagel (DBE)
Counter Service (CA-4B)
Sales: \$1,853,435
Dev Costs: \$554,609

CA-15
Africa Lounge (DBE)
Full Service Bar (CA-15)
Sales: \$2,240,406
Dev Costs: \$1,266,425

CA-15A
The Grove
Snacks (CA-15A)
Sales: \$360,090
Dev Costs: \$373,152

North Satellite

NS-5
Bigfoot (DBE)
Food/Beer/Wine Bar (NS-5)
Sales: pending
Dev Costs: pending

Sports Page Pub
Limited Service Bar (CD-5)
Sales: \$396,268
Dev Costs: \$184,556

Great American Bagel (DBE)
Counter Service (CD-11)
Sales: \$1,785,613
Dev Costs: \$221,273

CD-8
Burger King (DBE)
Counter Service (CD-8)
Sales: \$1,400,966
Dev Costs: pending

Chili's
Full Service (CD-3)
Sales: \$2,379,962
Dev Costs: \$1,668,678

Old Seattle Deli (DBE)
Counter Service (CD-14)
Sales: \$423,182
Dev Costs: \$275,200

La Pisa Cafe (DBE)
Counter Service (CA-8)
Sales: \$1,315,999
Dev Costs: \$661,396

CA-13
Tully's Coffee (DBE)
Specialty Coffee (CA-13)
Sales: \$741,257
Dev Costs: \$728,844

CA-11
The Mountain Room (DBE)
Full Service Bar (CA-11)
Sales: \$1,122,429
Dev Costs: \$1,207,095



Port of Seattle/Aviation Planning
Seattle-Tacoma International Airport

PROJECT: Food & Beverage Concessions DATE: 02.18.09

SHEET TITLE: Locations with Revenue & Development Costs

SCALE
SHEET NO.