

PORT OF SEATTLE
MEMORANDUM

COMMISSION AGENDA
ACTION ITEM

Item No.	<u>6e</u>
Date of Meeting	<u>November 24, 2015</u>
	<u>Revised November 23, 2015</u>

DATE: November 23, 2015
TO: Ted Fick, Chief Executive Officer
FROM: James Schone, Director, Aviation Business Development
SUBJECT: Airport Dining and Retail (ADR) Lease Group Authorization

REVISED ACTION REQUESTED

Request Commission authorization for the Chief Executive Officer to conduct competitive solicitations and execute lease and concession agreements with selected proposers for ten new small business-oriented opportunities: (1) Single Unit #2 – Food Service/Fast Casual; (2) Single Unit #6 – Food Service/Casual Dining; (3) Single Unit #8 - Food Service/Gourmet Coffee; (4) Small Unit #16 – Personal Services/Manicure (1 unit); (5) Small Package #6 – Personal Services/Massage (2 units); (6) Single Unit #12 - Small Specialty Retail; (7) Small Package #2 – Specialty Retail (2 units); (8) Small Package #3 – Specialty Retail/Tech Products (2 units); (9) Single Unit #15 – Specialty Retail; (10) Single Unit #14 – Passenger Services - Baggage/Luggage Storage and Delivery. Unit and package numbers reflect how each is denoted in the ADR master plan.

SYNOPSIS

The long-term vitality and growth of the Airport Dining and Retail Program is a key contributor to the fulfillment of the Port's Century Agenda by enhancing the Airport's profile as the preferred gateway to the Pacific Northwest, by promoting job growth, by creating new opportunities for small and disadvantaged businesses and by meeting the expectations of the travelling public for quality food service, retail products and personal services.

This request for authorization marks the next step in the redevelopment of the Airport Dining and Retail Program. The Commission approved the first step of this redevelopment in December 2014 with the approval of new leases and lease modifications with the ADR Program's largest lessees, HMS Host and Hudson Group, in order to facilitate a strategic phasing of lease expirations. These leases are referred to as Lease Group #1. Since that time, a number of agreements have transitioned into holdover (month-to-month) status as the overall solicitation and leasing process begins in an orchestrated fashion. This request for authorization is the second authorization of lease agreements (Lease Group #2) to come before the Commission.

In preparing for the start of extensive outreach and solicitation work, the Commission engaged Port staff to develop an approach to consider solicitation and authorization requests in specific

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groups due to the significant number of concurrent solicitation processes beginning in 2015 and continuing through 2018-2019. In accordance with this 'grouping' approach, staff seeks authorization to complete solicitation processes and execute lease agreements for a group of new single unit and small package opportunities within the perimeters defined in this memo and in the attached exhibits for each opportunity.

The opportunities in this group have been adjusted since they were first presented to the Commission. Based on feedback at the August 4, 2015 Commission meeting, staff removed two large retail units and added five smaller units, with the goal of making the opportunities in this group better suited for small business participation. In addition, an extensive outreach effort to small businesses within the Puget Sound region was conducted in October as a means to increase interest in these opportunities. Based on the two outreach events held earlier this year and the outreach effort last month, there are now 390 companies who have registered on the Airport Dining and Retail leasing website.

These opportunities are consistent with the guidance of the Commission, articulated in a motion advanced by the Commission on February 14, 2012, and reaffirmed on November 25, 2014, with regard to the master plan and redevelopment of the Airport Dining and Retail Program:

- Encourages broad business participation;
- Uses flexible competitive leasing processes to accommodate all types of business;
- Creates new opportunities for small, disadvantaged and local businesses;
- Maximizes employment continuity for qualified employees;
- Improves efficiency and affordability in the unit build out process;
- Establishes job quality expectations in competitive processes.

Respondents to these opportunities will be evaluated on a number of criteria including their commitment to specific job quality criteria as articulated in the November 11, 2015 memo from CEO Fick to Commission co-presidents (Attachment A)

BACKGROUND

Leases for 90 percent of the Airport's restaurant, retail and personal services locations have begun to expire as they approach expiration in 2015-2017. The large number of units with nearly simultaneous expiration dates is a consequence of the shift in management model that took place in 2005, specifically moving away from a master concessionaire model. The former master concessionaire operated nearly all of the Airport's food service, retail, and duty free units from 1963 through 2004. At that time, the Airport instituted a hybrid leasing structure of large prime operators of multiple units and direct leases with independent operators. Because nearly all leases after the master concessionaire were executed at the same time for similar lease term lengths, they are now also expiring nearly simultaneously.

In order to plan and implement all the necessary steps to redevelop nearly 100 dining and retail locations serving passengers that generate \$44 million in annual revenues to the Port, staff

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procured the services of a team of consultants led by AirProjects, Inc. of Alexandria, Virginia, in early 2012 through a competitive solicitation process. AirProjects is a woman-owned small business consulting firm specializing in airport concession programs.

Over the past three years, Port staff and its consultant team have been working on the analysis and planning portions of an Airport Dining and Retail master plan. As the leases that began in 2004-2005 approach expiration, the master plan would guide the program redevelopment to address increased passenger demand, best use of limited square footage, and accommodate facility changes driven by terminal expansion. The most significant elements of the master plan were discussed in public briefings in 2014 (see Previous Commission Actions or Briefings below). The master plan work has also taken into account the continued availability of food service and retail goods during the redevelopment timeframe when transitions and/or construction activity is underway.

In December 2014, the Commission authorized the first group (Lease Group #1) of lease agreements as part of the ADR master plan with HMS Host and Hudson Group. The purpose of those authorizations was to create a schedule of phased expiration dates for the largest group of units with simultaneous expirations under these lessees. Some units were included in new leases with new investment, while others are planned to go into holdover status for some period of time. The authorization also included the early return of units from each company for redevelopment.

The planning phases of the master plan work culminated with a preliminary leasing and packaging plan presented publicly in early 2015, which includes unit locations in larger and smaller packages as well as single-unit opportunities for competitive solicitation. The units included in this release of opportunities correspond to locations in the leasing and packaging plan. The group of units contains units returned early to the Port, units with expired/expiring leases, and vacant space in new packages.

In preparation for starting the solicitation process, ADR staff conducted two outreach events in the spring and summer of 2015. The purpose of these events was to increase the awareness of the upcoming ADR leasing opportunities within the small, local and disadvantaged business community. The first event was held at the Airport on April 29, 2015 with 112 registered attendees. The second event was held at the City of Tukwila Community Center on June 24, 2015 with 64 registered attendees.

Building on the early outreach efforts, AirProjects conducted additional outreach activities this fall that targeted small, local, and disadvantaged businesses within the Puget Sound region (King, Snohomish and Pierce counties). The objectives of the targeted outreach efforts were to raise awareness, provide information, and create excitement within the business community about the upcoming ADR leasing opportunities at the Airport.

AirProjects identified and contacted over 1,100 small, local, or disadvantaged food service and retail businesses. All identified owners received an email describing the purpose of the outreach efforts, instructions for registering to receive future notifications regarding the leasing

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opportunities, and a link to view the Port's ADR leasing website. In addition, each owner received an invitation to meet with an AirProjects representative at their place of business during the week of October 26, 2015.

AirProjects also contacted 26 regional organizations that represent a variety of business and commercial interests. These organizations included chambers of commerce, economic development agencies, the Washington Restaurant Association, the Washington Retail Association, the Business Development Center as well as a variety of smaller minority, women, and LGBT business affinity groups. Over one-half of these organizations, including the largest regional chambers of commerce, agreed to distribute the outreach information to their members either via email, their newsletters, or other electronic channels.

As a result of these efforts, AirProjects identified and visited over 170 businesses. In addition, AirProjects staff met with approximately 30 food service and retail owners that requested an in-person visit. Since the site visits occurred, 61 additional companies have registered to receive updates on the leasing opportunities. Equally important is the enhanced awareness of the future opportunities and the sense of appreciation within the local business community, as AirProjects reported countless "thank you's" and a broad sense of excitement around these outreach efforts. One of the notes received after a meeting stated, "I am so inspired by the prospect of being in Sea-Tac!"

AirProjects' efforts also involved outreach beyond the Puget Sound region, including emails to a national audience of Federal Aviation Administration-approved Airport Concessions Disadvantaged Business Enterprise (ACDBE) firms, prime operators who team with ACDBE businesses, and industry tenant representatives. The results of these latter efforts have yet to be quantified.

In addition to the outreach efforts to prospective tenants, Port staff conducted a training session on November 5, 2015 for architectural, engineering and construction firms who expressed interest in learning more about the potential for work associated with the ADR leasing opportunities. This training session was the direct result of an earlier ADR stakeholder outreach process from which a recommendation was made that the Port do more to encourage interest from and provide training to architectural, engineering and construction firms so that there would be a larger pool of firms who understand how to do business at the Airport. There were a total of 46 individuals representing 36 different companies at the training session. This program was also videotaped with the intention to place it on the Port's website for other firms who weren't able to attend the session on November 5.

OPPORTUNITY DESCRIPTION

Single Unit #2 – Food Service/Fast Casual

This single-unit offering is a 2,580-square foot space derived by consolidating two adjacent locations in the South Esplanade returned to the Port early by HMS Host. The entrance to the

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unit will be changed to face the post-security area in order to meet increased airside demand. Infrastructure work to consolidate the two locations and provide utilities will take place in early 2016 and the unit will be available for occupancy in 2017. This unit will provide needed food service capacity in the 2017 timeframe when other nearby food service will be closed for transition. Lease terms and projected schedule are contained in **Exhibit A**.

Single Unit 6 – Food Service/Casual Dining

This single-unit offering is a 1,818 square foot space at the entrance of Concourse A. This unit is currently vacant and will be available for construction in 2016 with an opening in early 2017. This unit is a key component of the new node of concessions being developed at the entrances to Concourses A and B to supplement the existing Central Terminal ADR Program. Lease terms and projected schedule are contained in **Exhibit B**.

Single Unit #8 – Food Service/Gourmet Coffee

This single-unit offering is a 452-square foot kiosk location in the Central Terminal atrium. The concept will offer gourmet coffee, pastries, to-go food items, and appropriate branded merchandise. The lease for the existing operator in this location expired in May 2015 and the tenant is in holdover status. Lease terms and projected schedule are contained in **Exhibit C**.

Small Unit #16 -- Personal Services/Manicure

This unit is located on Concourse C (827 square feet). Manicure services and related retail products first entered the Airport in 2006 as a trial small business kiosk. The business flourished and moved into an inline space in Concourse C in 2007 and later expanded to a kiosk location in the North Satellite. The new opportunity will offer manicure/pedicure and other related services, as well as appropriate retail merchandise. The lease with the existing operator expired in June 2014 and the tenant is in holdover status. Lease terms and projected schedule are contained in **Exhibit D (revised)**.

Small Package #6 – Personal Services/Massage

This package includes two units located in Concourses A and C (838 square feet and 908 square feet, respectively). Massage services have been offered at the Airport since 1993. At Sea-Tac, massage has become a niche business with many long-time, loyal customers, particularly among frequent flyers. The concept will also offer retail products consistent with wellness, well-being and relaxation. The lease with the existing provider expired in July 2014 and the tenant is in holdover status. Lease terms and projected schedule are contained in **Exhibit E**.

Single Unit #12 – Small Specialty Retail

This 205-square foot unit is a new location that is being created at the entrance to Concourse C, across from the small business kiosk area. The unit is being carved out of the existing 'Life is Good' retail store, operated by Hudson, as part of the redevelopment of that retail store. The

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space will be provided as a clean shell space available for build-out for a smaller investment. Lease terms and projected schedule are contained in **Exhibit F**.

Small Package #2 - Specialty Retail

This package includes two units located in the Central Terminal and Concourse D (2,855 square feet and 805 square feet, respectively). The intended concept for both locations is a gift shop. This type of concept currently performs well in the Central Terminal. The lease for the occupied Central Terminal unit expired in May 2015 and the tenant is in holdover status. There is no specialty retail in Concourse D and the proposed new location will be available for build-out in 2017. Lease terms and projected schedule are contained in **Exhibit G**.

Small Package #3 - Specialty Retail

This package includes two units located on Concourse A and Concourse D (853 square feet and 462 square feet, respectively). The intended concept for these locations is technology retail. The lease for the occupied Concourse A location expires at the end of December 2016. The Concourse D unit is currently leased to Hudson Group, but will be returned to the Port early to create this additional retail opportunity. Lease terms and projected schedule are contained in **Exhibit H**.

Single Unit #15 - Specialty Retail

This package includes one 938 square foot unit located on Concourse B. The intended concept for this location is a children's store offering toys, games/activities, books and related items and/or children's clothing and accessories that will be located adjacent to the new children's play area. This unit is currently occupied and the lease expires at the end of December 2016. Lease terms and projected schedule are contained in **Exhibit I**.

Single Unit #14 - Passenger Services

This single unit of 1,005 square feet is located in the center of the baggage claim area. The intended concept for this location is baggage storage and delivery services. This service is currently offered at the Airport under a lease that expires in May 2016. As these services are a necessity for the customers at the Airport, this is a newly-created location that can be constructed while the existing location is still in operation. Lease terms and projected schedule are contained in **Exhibit J**.

Port staff seeks Commission authorization in accordance with the parameters outlined for each opportunity. If the competitive process does not result in feasible interest in an opportunity, or yield an adequate financial offer, staff will return to the Commission for a revised authorization. In addition, staff will provide an update on leasing activity and completed leases in conjunction with each new briefing or authorization request.

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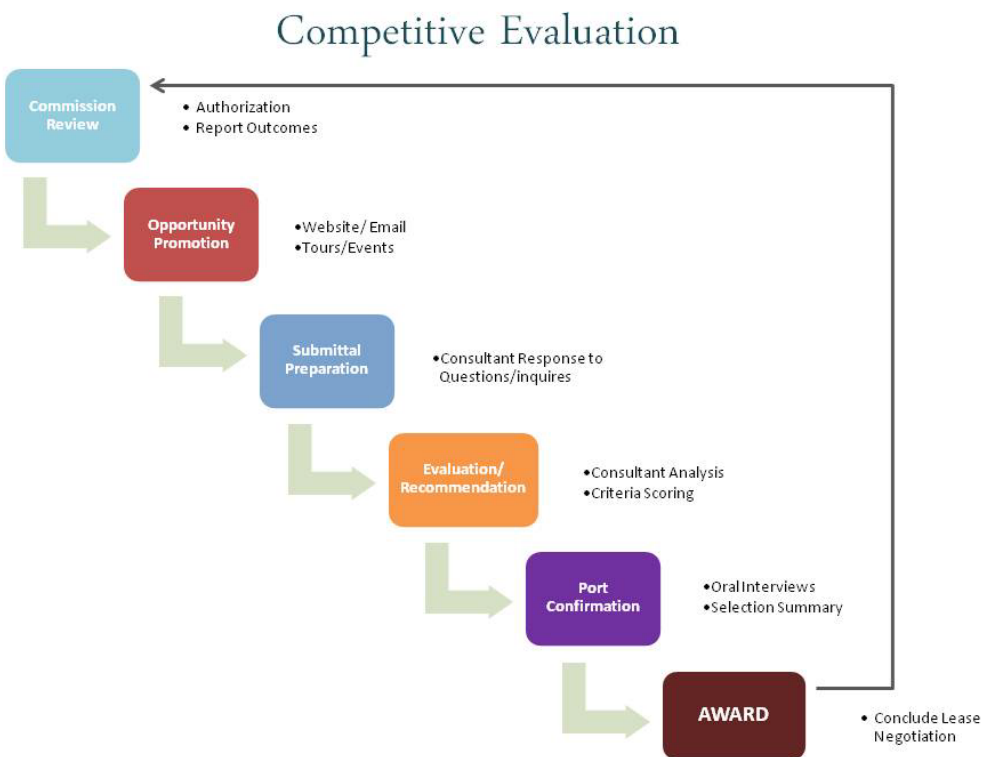
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Authorization Approach

All of the packages and single unit opportunities presented in this request will be competed using the Port's updated Competitive Evaluation Process (CEP). The steps in this process – from initial Commission authorization through reporting outcomes back to the Commission – are outlined below. Most significantly, the process begins with authorization and concludes with the reporting of outcomes to the Commission.



Evaluation Criteria

The categories of evaluation criteria used to score proposals will be uniform for every solicitation. There may be justification to slightly vary the point allotment for each category of criteria for a specific solicitation depending on the unique type of operation; however, generally the point allotment and scoring will be similar, and all proposers will know in advance the criteria and their relative importance prior to preparing proposals. The total point allowance for the CEP evaluation criteria is **150 points**.

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Company Profile, Experience and Financial Capability **20 points**

The company must demonstrate stability, experience and expertise in operating a similar business as proposed, in a challenging environment. The proposer must demonstrate that the company has the financial capacity to fulfill the commitments of an agreement with the Port.

Concept Development **25 points**

The proposed concept (or concepts) will be evaluated based on its (their) ability to meet or exceed the expectations described for the unit or units. The airport is a competitive environment for the customer's spending, therefore the ability to attract business hinges on developing a concept with broad and lasting customer appeal.

Unit Design, Materials and Capital Investment **25 points**

The proposal will be evaluated based on the quality of unit design, efficient use of space, selection of appealing and durable materials (including sustainable materials) and its reflection of the Pacific Northwest Sense of Place, as well as the reasonableness of the proposed capital investment in the unit(s).

Financial Projections and Rent Proposal **25 points**

Financial projections and rent proposals will be evaluated as two components: 10 points for reasonableness of the financial projections and 15 points for the proposed percentage rent fee.

The financial projections will be evaluated based on the extent to which the proposed sales, rent, and expense projections are reasonable given the concept(s) proposed. The information used for this evaluation will come directly from the respondent's pro forma. The reasonableness test may be based on industry standards for the type of offering, historical sales and revenue at the Airport, and other factors.

The rent proposal will be evaluated based on the percentage rent fee proposed. The highest offer will be awarded the maximum number of points. All other offers will receive prorated scores based upon the ratio of the lower financial offers to the highest financial offer.

Operations and Maintenance: **15 points**

The company must demonstrate its commitment to reliable, safe, clean and well-merchandised operations, as well as a proactive and consistent approach to preserving the units (including equipment). The company should detail environmental sustainability measures that it currently or will practice in the operation of the business, including (where applicable) separation of waste, recycling and compost, and use of compostable materials.

Management, Staffing and Workforce Training: **20 points**

The company must demonstrate its ability to effectively manage all units and operations, which also includes quality leadership, adequate levels of staffing, robust training for staff and incentives for performance. The company must also demonstrate commitment to employer philosophies and programs that support a positive work environment and the development of employees.

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Job Quality, Employment and Service Continuity:

15 points

The company must provide detail regarding its commitment to employment continuity, provision of quality jobs, sustainable wages, benefits and PTO. If the company anticipates operating four or more units, it also will describe the company's efforts to have discussions regarding service continuity with labor organizations.

All solicitations will make clear that the Port staff interpretation of the Commission's expectations regarding quality jobs requires respondents communicate their commitment to the following:

- For 2016, wages shall be paid at the rate of \$15.24 per hour. The wage rate shall be adjusted on January 1 of each year by the rate of inflation. The increase shall be calculated to the nearest cent using the CPI (Consumer Price Index) for urban wage earners and clerical workers, CPI-W, or a successor index, for 12 months prior to each September 1 as calculated by the US Department of Labor.
- Payment of sick and safe time, which shall be accrued at the rate of one hour for every 40 hours worked.
- Provide health insurance to full-time employees, consistent with the Affordable Care Act.

Small Business Participation:

5 points

The company must indicate whether it is a small business consistent with the requirements of the U.S. Small Business Administration. If yes, it will receive the full points for this criteria. If it does not qualify as a small business, the company must provide detail regarding its commitment to small business inclusion and development as part of its operation. The commitment may be evidenced by things such as mentorship plans, a commitment to procure goods and supplies from small, local or disadvantaged businesses, and product placement opportunities for products produced by small, local or disadvantaged businesses.

Lease Parameters

Negotiation of a Port lease agreement with a new tenant following selection contains fewer negotiable elements than is the case in a typical private sector leasing environment. For example, the Port – in contrast to other retail landlords – does not offer any tenant improvement allowances for initial design and build-out. The term length of the lease is generally not negotiable. However, length of term is consequential when considered in relationship to the percentage rent offer and likely initial investment. The most important terms in an airport lease agreement are:

- Lease Term Length
- Rent (both Guaranteed Minimum Rent and Percentage Rent)
- Capital Investment

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All three points are the subject of ongoing study within the aviation industry. The Airports Council International North America (ACI-NA) conducts an annual benchmarking study¹ among peer airports to document prevailing trends and best practices with regard to term and rent.

In 2014, the median lease term length was 10 years for food service and 5-7 years for specialty retail/duty free. Lease term lengths determined by the Port for each opportunity will be based upon sales and investment assumptions, and are presumed to allow a future tenant the ability to amortize the investment over the life of the lease. The lease term lengths determined for this group of opportunities also fall within industry standard ranges.

The same ACI-NA benchmarking study substantiated that 90% of U.S. airport dining and retail programs require tenants to pay the *greater* of a minimum guaranteed rent or a percentage rent on an annual basis. For these new opportunities, the Port will establish the minimum guaranteed rent for the first year of the agreement. The purpose of this is to protect the Port's financial interest as well as to eliminate the minimum guaranteed rent as a factor in the selection process. This is particularly important for businesses new to the airport that may not have any experience in proposing minimum guaranteed rents. For the second and subsequent years, the tenant will be required to pay either 85% of the previous year's actual rent payment, or percentage rent based on gross sales achieved during the year, whichever is greater.

The only variable that interested businesses will propose to the Port is percentage rent. Proposers may propose percentage rent either as a flat rent or tiered rent. The average rent for food service in airports is 13% and 15% for retail (blended for duty free, specialty retail and convenience retail) according to the ACI benchmarking study. While these are industry averages, actual proposed rent will vary based on local costs to operate.

Each proposer must provide the Port with a pro forma analysis that can substantiate the sales projections, rent offer, costs to operate the business (including goods, labor, debt service, etc.) as well as the anticipated profit margin. There are industry benchmarks for reasonable ranges for all of these projections as well.

SCHEDULE

The anticipated timeline for each solicitation and award is outlined in each exhibit. Upon execution of a lease agreement, the design review and permitting process can be anticipated to take up to six months followed by three to four months for construction before the commencement of business.

¹ Annual Concessions Benchmarking Survey, Airports Council International-North America, November 2014

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Projected Date	Action
November 24, 2015	Request for Commission authorization of Lease Group #2 opportunities
November 30, 2015	Advertise opportunities (leasing website, various media, event promotion)
Mid-December and mid-January	Tours and training sessions for interested businesses
Mid-December 2015 through mid-February 2016	60 days for proposal preparation
February 15, 2016	Responses due to AirProjects
March 30, 2016	AirProjects' analysis completed
April 15, 2016	Port review/confirmation of AirProjects' recommendations
Late April 2016	Notification to successful proposers Update Commission on Lease Group 2 results
May 2016	Lease Negotiations and Executions

STRATEGIES AND OBJECTIVES

The approval of the proposed group of leasing opportunities supports the overall 25-year vision of the Port's Century Agenda to create 100,000 new jobs through economic growth led by the Port. These opportunities also support a number of the strategies and objectives of the Port's Century Agenda over the next quarter century:

- Advance this region as a leading tourism and business gateway;
- Promote small business growth and workforce development;
- Be the greenest and most energy efficient port in North America.

The Airport also has a number of shorter term strategic goals:

Strategic Goal:	Achieved Via:
Operate a world-class international airport	Meet the needs of tenants, passengers and the region's economy
Become one of the top 10 airports in customer service	Recruit quality operators that value staff training and development
Lead environmental innovation, minimize impacts	Lead sustainability programs such as waste separation and environmentally friendly packaging and service wear
Reduce airline costs	Provide 50% revenue-sharing with airlines above specific

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	debt service threshold
Maximize non-aeronautical income	Drive an increase in sales per enplanement to maximize growth in revenue
Develop valued community partnerships	Work in tandem with other Port resources, other partner agencies and community entities to foster partnerships

TRIPLE BOTTOM LINE

The Airport Dining and Retail Program places a high value on the concurrent pursuit of positive economic, community, customer service and environmental stewardship outcomes in the selection of new operators. The business opportunities outlined in this leasing authorization cover the full spectrum of passenger offerings: food service, specialty retail and personal services. Each brings a unique set of benefits to the Port, the traveling public, the environment and the community.

Economic Development

From the point of lease execution, the businesses will begin generating economic benefit for the Port and the community. The new tenants will hire professionals to design and construct their units. Supplier relationships will be established for the procurement of local goods and services to support the operation of the business. The revenue generated by the Port will support needed improvements in transportation infrastructure for the region.

Environmental Responsibility

All dining and retail tenants are required as a condition of a lease agreement to follow environmental practices established in the Airport's Rules and Regulations. The Airport currently has numerous programs in place, such as recycling, composting, food bank donations, and cooking grease recycling. New gains in reducing the environmental impact of dining and retail businesses will be achieved by increased waste separation and increased use of durable use materials (stainless silverware, porcelain table wear, etc.), or, where applicable, compostable paper products and service wear.

Community Benefits

The transition for occupied units in these packages is anticipated to take place after completed design and construction/renovation. In anticipation of potential impacts to employment stability, the Port is creating an Employment Continuity Pool for the benefit of current employees seeking new employment. The dual benefit of the pool is that it will offer new lessees access to experienced candidates for hire. The master plan projects an overall increase in employment as the result of program growth. The anticipated employment is noted in each specific exhibit.

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ALTERNATIVES AND IMPLICATIONS CONSIDERED

Alternative 1) – The Commission selectively approves the solicitation and award of specific opportunities among those presented in the authorization request.

- **Pros:** The Commission would have the opportunity to fully understand each opportunity and convey their expectations in advance of the solicitation process, but would have the ability to allow certain lease opportunities to move forward, but delay others where questions or concerns may exist.
- **Cons:** Port staff and consultants will need to balance and manage a number of solicitation processes simultaneously. The leasing opportunities are determined based on a workload plan and the end dates when the locations must be open for business. Deferral of bringing some portions of a group to the marketplace would necessitate schedule modifications and affect the level of service provided at the Airport. This alternative is not recommended.

Alternative 2) – The Commission provides authorization for specific groups of packages/single unit opportunities prior to the issuance of the solicitation.

- **Pros:** The Commission would have the opportunity to fully understand each opportunity and convey their expectations in advance of the solicitation process. This approach also serves to increase public awareness of the upcoming opportunities and preserves the focus by interested businesses on being competitive in the proposal process rather than a protest process after the outcome. This approach requires confidence by the Port Commission in the solicitation processes and the ability of Port staff to execute them in accordance with Commission policy direction.
- **Cons:** The Commission would not know the exact financial outcome at the time of approval. However, there is only one variable that is proposed by the competitors – percentage rent. All other terms and conditions are identified in the authorization request and exhibits.

This alternative is recommended.

ATTACHMENTS TO THIS REQUEST

- PowerPoint presentation
- Exhibit A: Food Service
- Exhibit B: Food Service
- Exhibit C: Food Service
- Revised Exhibit D: Personal Service
- Exhibit E: Personal Service
- Exhibit F: Specialty Retail
- Exhibit G: Specialty Retail

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- Exhibit H: Specialty Retail
- Exhibit I: Specialty Retail
- Exhibit J: Passenger Services
- Attachment A: November 11, 2015 Memo from CEO Fick to Commission co-presidents regarding Quality Job expectations

PREVIOUS COMMISSION ACTIONS OR BRIEFINGS

- August 4, 2015 Request for Airport Dining and Retail Group Lease Authorization
- February 24, 2015 – (Staff Briefing) Airport Dining and Retail Outreach and Leasing Plans
- December 9, 2014 – (Action) Authorization of Leases and Lease Modifications for HMS Host
- December 9, 2014 -- (Action) Authorization of Leases and Lease Modifications for Hudson Group
- December 9, 2014 – (Action) Amendment to Lease and Concession Agreement with Anton Airfoods (dba Anthony's Restaurant)
- November 25, 2014 – Commission Motion Regarding Job Quality
- September 30, 2014 – (Staff Briefing) Drivers for Phasing Decisions
- May 27, 2014 – (Staff Briefing) Airport Dining and Retail Master Plan
- September 11, 2012 – (Briefing) Airport Concessions Master Plan Update
- February 14, 2012 – Commission Motion Regarding Concessions Program Guidelines