

**CHICAGO O’HARE INTERNATIONAL AIRPORT
ORDER Up REQUEST FOR PROPOSALS (RFP) FOR “CONCESSION
OPPORTUNITIES IN TERMINALS 1 AND 3”**

Issued: September 5, 2024

Addendum #3: Answers to Written Questions – Set #2

Dated: December 18, 2024

The following changes and revisions are incorporated into the ORDER Up Request for Proposals (“RFP”) for Concession Opportunities in Terminals 1 and 3 at Chicago O’Hare International Airport issued by the City of Chicago’s Department of Aviation (“CDA”) on September 5, 2024. All other provisions and requirements as originally set forth in the RFP remain in full force and effect, unless amended by previous addenda.

**RESPONDENT MUST ACKNOWLEDGE RECEIPT OF THE ADDENDUM IN THE
COVER LETTER SUBMITTED WITH ITS PROPOSAL.**

1. Pursuant to Section III (E) of the RFP, the CDA is herewith responding to questions, clarifications, interpretations, or changes to this RFP respondents properly submitted by the submittal date of November 8, 2024.

This document represents the second set of answers. Additional responses will be issued in the coming days.

CHICAGO O'HARE INTERNATIONAL AIRPORT

ORDER Up REQUEST FOR PROPOSALS (RFP) FOR CONCESSION OPPORTUNITIES IN TERMINALS 1 AND 3

Issued: September 5, 2024

Addendum #3: Answers to Written Questions – Set #2

Dated: December 18, 2024

The following changes and revisions are incorporated into the ORDER Up Request for Proposals (“RFP”) for Concession Opportunities in Terminals 1 and 3 at Chicago O’Hare International Airport issued by the City of Chicago’s Department of Aviation (“CDA”) on September 5, 2024. All other provisions and requirements as originally set forth in the RFP remain in full force and effect, unless amended by previous addenda.

RESPONDENT MUST ACKNOWLEDGE RECEIPT OF THE ADDENDUM IN THE COVER LETTER SUBMITTED WITH ITS PROPOSAL.

The following information is provided in response to the Written Questions submitted. Respondents are encouraged to read the following including the questions and responses as these responses are pertinent to all respondents’ responses and supersede all information previously provided and any information provided in the ORDERUp website and Data Room.

NOTE: This is the second set of answers in response to Written Questions, and it is not the final set. This set follows the set released as Addendum #2. Due to the volume of Written Questions, CDA will be issuing additional addenda with responses to additional questions over the coming days. If your question is not answered in this Addendum or in Addendum #2, please be alert for the issuance of subsequent Addenda with the remaining answers.

INCUBATOR PROGRAM CLARIFICATION:

Please note that respondents submitting proposals on Packages FB1 and R1 do not need to identify the small businesses who would participate in their Incubator Programs. Those businesses will be selected later, upon award of the lease, based on criteria developed by the Respondent in partnership with the City’s Small Business Advocacy division. As part of their proposal on Packages FB1 or R1, respondents should propose a general plan of how they would manage an Incubator Program. The Selected Respondent will be responsible for developing the parameters and the selection criteria for Incubator Program based on their experience in concessions management. Please see pg. 45 of the RFP and the Permitted Uses for Packages FB1 and RTL1 for additional details.

CORRECTION TO ANSWER 163 FROM SET 1 (ADDENDUM #2):

Q: Does the Joint Venture Operating Agreement need to be executed at time of submittal?

A: No, an unsigned agreement is sufficient, but a signed agreement must be submitted prior to lease execution.

PAGE LIMIT CLARIFICATION:

NOTE – This clarification originally appeared in Addendum #2 and is copied here for respondents’ convenience. It has not changed.

The page limitations stated for submittals as part of this RFP, referenced in Section VII(C), are in place to maintain a focused and relevant proposal. The established page limits are a guide and will not be used to disqualify any proposals. While strict adherence is not required, significant deviations and excessive verbosity may negatively impact the evaluation of your submission. We may choose to disregard overly voluminous portions of submittals.

The following items are excluded from the Page Limits stated in the RFP:

- Forms and additional pages allowed or required by the Forms
- Menus, designs, layouts, renderings, schedules, organizational charts. These pages may be larger than 8.5” x 11” but may not exceed 11” x 17”.
- Financial reports
- Joint Venture Agreements, Franchise and License Agreements (Letters of Intent do count towards page limitations)
- Page dividers/Section or Chapter cover pages
- Manuals, policies, and corporate documents, which may be added as an appendix for reference purposes.
- Additional pages may be added to describe the proposed Incubator program. Respondents are encouraged to provide as much detail as possible.

CATEGORY	No.	QUESTION	RESPONSE
PROPOSALS	1.	In lieu of the requirement “Any proposed branded concession must include a copy of Respondent’s executed franchise or license agreement with the brand and a signed letter from the brand approving the concession location, design, and merchandising. Propriety deal terms of the franchise or license agreement may be redacted”, are Respondents able to provide an executed LOI instead?	CDA will accept a signed Letter of Intent (LOI) with the brand and a letter from the brand approving the concession location, design, and merchandising in lieu of an executed license or franchise agreement. The LOI must be accompanied by a copy of the intended agreement. We will also accept signed term sheets, which could include business deals containing compensation and identity of all parties involved. The signed and executed agreement will be required prior to award of any lease.
PROPOSALS	2.	Would the CDA please consider a 60-day extension of the deadline?	Please refer to addenda posted in the Data Room.
INFORMATION ON SPECIFIC LOCATIONS	3.	Regarding Package RTL4, would the CDA please consider allowing Proposers to reconfigure and combine the 2 spaces T1C.U.31.D (340sf) and Space T1C.U.32.J (340sf) into a single concept?	No CDA will retain the current specifications as stated in the RFP.
INFORMATION ON SPECIFIC LOCATIONS	4.	Regarding Package RTL7 Space T1B.U.98.C (719sf), would the CDA please consider expanding the requested "Proposed Concept" from Candy to Candy / Open to give the Proposer more flexibility and also to possibly offer the United passenger another concept.	No CDA will retain the current specifications as stated in the RFP.

INFORMATION ON SPECIFIC LOCATIONS	5.	Regarding Package RTL1 Space T3K.U.61.B (702sf) and Space T3K.U.61.C (702sf), would the CDA please consider allowing the Proposer to reconfigure and combine the 2 spaces into a single concept, or 2 concepts with different footprint areas?	No CDA will retain the current specifications as stated in the RFP.
INFORMATION ON SPECIFIC LOCATIONS	6.	Regarding Package RTL1 (Space T3 Main T3.U.8T2.5A 703sf - Health & Beauty) Can the CDA please explain, with such limited Specialty Retail space available, why the CDA would specify two of the largest specialty retail locations in the entire airport located directly across from each other serving the same passenger to both be Health & Beauty? Is there any passenger research that suggests that Health & Beauty is the highest and best use of this limited real estate at ORD? and does this have the widest appeal to American Airline passengers? and will this appeal to all genders of travelers? Would the CDA consider expanding the accepted concepts to be Open, or accept Alternate concepts so that you can choose?	No CDA will retain the current specifications as stated in the RFP.
GENERAL AIRPORT INFORMATION	7.	Can the CDA please release historical sales by location for Terminal 2 concessions. This is important to assess the overall potential Revenue Per Enplanement (RPE) and the performance of various concepts and categories in the ORD market.	Historical sales for Terminal 2 will be provided in the data room.
GENERAL AIRPORT INFORMATION	8.	Will CAD floor plans or Revit files for Terminals 1 and 3 of the O'Hare International Airport be provided?	CAD files are not available. Please reference the ORDERup! Data Room for Concession Design Guidelines and available space drawings.
INFORMATION ON SPECIFIC LOCATIONS	9.	Is the Field Museum's current agreements and location "safe" or do we need to re-bid for it or renegotiate the contract? We pose this question as the current store location was noted as NIP and we also have our fossil cast located at the store which is a prominent landmark at the airport. Will the cast be removed also?	The Field Museum is not a part of the current solicitation. As such, you may contact CDA for further inquiries.
PROPOSALS	10.	The RFP simply doesn't contemplate a not-for-profit organization applying through this process (for instance, we literally cannot complete the required Business Information Statement because we do not match any of the listed entity types). How do we bid or can we even bid as a not-for-profit organization?	The RFP is open to all interested parties as long as parties meet the requirements of the RFP.
PROPOSALS	11.	Would we be considered under the small business rubric? We can't meet the legal definition of a "small business" or ACDBE, but that seems like a closer comparison than, like, Brooks Brothers and Hudson News, and it would relieve us of some requirements.	The requirements for determining a small business is stated in Sec. III(I) of the RFP (pg. 13). The standards are those used in 49 CFR 23.33.
PROPOSALS	12.	I'd like some more clarity on the ACDBE requirements. Can we count MWB vendors serving the museum as a whole, or would it be limited to just vendors/suppliers directly involved with the store?	The ACDBE goal can only be met by certified ACDBE entities.
PROPOSALS	13.	There's a requirement to submit a Collective Bargaining Agreement or Labor Peace Agreement. The timing is awkward with this, since we're currently negotiating our first CBA, and can't guarantee when it will be ratified and signed (we're not entering into a Labor Peace Agreement).	A Collective Bargaining Agreement or Labor Peace Agreement is not required at the time of proposal, but will be required prior to operation in accordance with Sec. III(J) and Sec. V(O)(2) of the RFP.

PROPOSALS	14.	May proposers use QR codes for supplementary materials?	QR codes may be used for supplementary material as long as the materials can be downloaded and archived by the City.
PROPOSALS	15.	Would the airport accept digital submission only (instead of both digital and printed)?	The submission requirements are as stated in Section VII.A. on page 36 of the RFP.
PROPOSALS	16.	What documentation is required for a newly established firm with no prior business operations to submit as part of the financial statements?	Please see Section C.5. Financial Statements page 41 in the RFP.
PROPOSALS	17.	Are personal net worth statements and the last three years of personal tax returns required for submission if the entity has no prior business history?	Please see Section C.5. Financial Statements page 41 in the RFP.
PROPOSALS	18.	Can the submission include tax return transcripts, or must it be the actual tax returns?	Please see Section C.5. Financial Statements page 41 in the RFP.
PROPOSALS	19.	What specific financial records must be submitted in the case of a joint venture where one firm has an established business history, but the other is new with no business history?	Please see Section C.5. Financial Statements page 41 in the RFP.
OPERATIONS	20.	Does the firm submitting the RFP need to be registered to conduct business with the City of Chicago?	A Selected respondent must have an active business license with the City prior to execution of a Lease and License Agreement. A business license with the City is not required at the time of proposal.
PROPOSALS	21.	Does the 20-page limit for "Proposed Concepts, Design, and Capital Investment" apply to each individual concept within the package, or is it the total number of pages allowed for the entire package regardless of the number of concepts?	Please see Page Limit Clarifications at the top of the Addendum
OPERATIONS	22.	Could you please clarify the starting date that should be used for the proposed project schedule?	The anticipated approximate phasing timeline is provided in the RFP and data room. More specific phasing information for each location will be developed after concepts are selected.
PROPOSALS	23.	May the printed submittal be printed double sided?	Yes, the printed materials may be double sided. Each side will count as one page.
PROPOSALS	24.	On page 39 of the RFP, it states: 3. Business Information Statement (Form J). The Respondent must include a separate Business Information Statement for the Respondent and all other entities and individuals as instructed on Proposal Form L. Please confirm that Form J is the correct form vs Form L.	Yes, the Business Information Statement is Form J not Form L.
PROPOSALS	25.	Please note the link (flychicago.com.com/ConcessionsResources) on page 2: I. Contents of the RFP and Data Room is not working.	flychicago.com/ConcessionsResources link is working now.
PROPOSALS	26.	Will you please confirm that Tab 2 is allotted 20 pages, in addition to Form B and its 20 pages? From the RFP: Section 2 - Proposed Concepts, Design, and Capital Investment (20 Pages): Proposed Concepts (Form B plus up to 20 additional pages of description)	Please see Page Limit Clarifications at the top of the Addendum

PROPOSALS	27.	On page 36 of the RFP, it states: Respondents may submit sample graphics on a separate USB flash drive or as a downloadable link. Will you please give examples of what sample graphics would be?	The separate USB is for any graphics a respondent wishes to include that respondent thinks better conveys their proposal such as but not limited to videos, testimonials, examples, etc. which will not count towards the page limitation.
PROPOSALS	28.	May the font on renderings and footers be smaller than the required 11-point font size?	Please see Page Limit Clarification at the top of this Addendum.
PROPOSALS	29.	May a proposer include a Table of Contents?	Yes, respondents may include a table of contents that will not count toward the page limitation.
PROPOSALS	30.	Is there a page limitation to Form A?	Please see Page Limit Clarifications at the top of the Addendum
PROPOSALS	31.	Provide a list of current or past airport or other high-volume, high traffic venues that Respondent was responsible for developing, managing and/or operating. Instead of listing all locations, may we only list up to five of the top locations that are high-volume, high-traffic venues like those proposed?	It is up to the respondent as to best convey their operational experience.
PROPOSALS	32.	Are resumes counted towards the page count?	Please see Page Limit Clarifications at the top of the Addendum
PROPOSALS	33.	Are Organizational Charts counted towards the page count?	Please see Page Limit Clarifications at the top of the Addendum
OPERATIONS	34.	Will a purchase of an alcoholic beverages at a quick service location that does not have its own designated seating area be able to consume the alcohol beverage outside of the quick service location, including the food hall seating areas?	Yes, alcoholic beverages may be consumed throughout the airport. This is contingent upon the concessionaire's liquor license and any other applicable law and airport rule, and is therefore subject to change.
PROPOSALS	35.	May proposers utilize more than the stated number of quick service units set forth, for example for package FB3 states 3-4 quick services units?	For Food Hall spaces, including that offered in Package FB3, the number of quick serve units stated in the package descriptions are guidelines. It is up to the respondent to propose the number of units in a Food Hall.
OPERATIONS	36.	How many signatories are we allowed for badging at ORD?	That will be determined once concessionaires are selected.
OPERATIONS	37.	What are the hours of operation for the badging department?	This question is not relevant to preparing a proposal in response to this RFP.
OPERATIONS	38.	Is the badging department open on Saturday's?	This question is not relevant to preparing a proposal in response to this RFP.
OPERATIONS	39.	Are we required to share our security camera footage with CDA?	This question is not relevant to preparing a proposal in response to this RFP.
OPERATIONS	40.	Will CDA or a property management company conduct monthly audits on our locations?	This question is not relevant to preparing a proposal in response to this RFP.

OPERATIONS	41.	Will CDA provide any sort of incentives to attract new service providers (pest control, plumbers, electricians, etc.) to come out to the airport to encourage more competition.	This question is not relevant to preparing a proposal in response to this RFP.
OPERATIONS	42.	What does employee parking cost?	Parking fees at the airport varies by location and is the responsibility of the tenant.
OPERATIONS	43.	Is parking close to the terminals or are the employees required to take a shuttle from parking to the terminal?	Tenant employee parking is the responsibility of the tenant with various options available at the airport.
OPERATIONS	44.	Is more convenient parking available for our managers at a potentially higher cost?	Tenant employee parking is the responsibility of the tenant with various options available at the airport.
OPERATIONS	45.	What are the required hours of operation for most restaurants?	Required hours of operation are as stated in the RFP and Sample Lease Agreement. See RFP Sec. V(Q), pg. 34.
OPERATIONS	46.	Will we be required to transport our trash to the dumpsters or does CDA provide a service to pick up trash from our locations?	Please see the Standard Operating Procedures and Tenant Handbook posted in the Data Room.
OPERATIONS	47.	What are the CDA requirements with regards to queuing?	Please see the Standard Operating Procedures and Tenant Handbook posted in the Data Room.
OPERATIONS	48.	Are there any airport mandated appearance or uniform requirements for our employees?	Please see the Standard Operating Procedures and Tenant Handbook posted in the Data Room.
OPERATIONS	49.	Is ORD willing to enter into a non-disturbance agreement with a subcontractor/subtenant of the "master concessionaire," in a form reasonably acceptable to ORD, which will provide, in part, that so long as the subcontractor/subtenant is not then in default beyond any applicable notice and cure period under the sublease, the subtenant will not be disturbed in its peaceful enjoyment of the concession premises, nor deprived of its rights pursuant to the terms of the sublease?	No.
PROPOSALS	50.	Could a concept be considered for the 'Open Concept' quick service space with limited health options available?	Yes. Please adhere to the permitted uses.
OPERATIONS	51.	For the T3 G.U.61.A Rotunda Food Hall, please confirm that CDA will approve a bid for "Multiple Quick Service Restaurants and a Bar" the using the single adjacent water meter depicted in the Utility Matrix.	Every concession unit must be separately metered.
INFORMATION ON SPECIFIC LOCATIONS	52.	What correct size of T1B.U.67.A? 1,571 or 917 sf. Is there the expectation of outdoor seating at that location?	The total square footage listed for each space in the Package Summaries includes the "Spill Out Zone". These are not shown on the Terminal maps. Please refer to the Lease Outline Drawing (LOD) for each space to confirm the size of the space.

OPERATIONS	53.	Given the current airport planning projects related to the OGT & satellite projects, specifically what existing below grade storage and receiving facilities will be modified or removed from Terminals 1 & 3?	Future storage and receiving facilities have not currently been determined.
OPERATIONS	54.	Are concessionaires expected to contain 100% of all storage within the LOD or are other storage facilities available?	Limited storage will be available and will be addressed with selected proposers after award. Storage is billed at the then current Base Rent rate per square foot.
OPERATIONS	55.	For the Signed Labor Peace or Collective Bargaining Agreement (to be provided by selected Respondents), is there a specific Union required or preferred?	No. Agreements between respondents and unions are the responsibility of the respondent. Please refer to the language in Section O.2. Labor Peace or Collective Bargaining Agreement page 33 in the RFP.
PROPOSALS	56.	Please extend the deadline. So close to the beginning of year is challenging especially given weather concerns and the need for hand-delivered hard copies.	Please refer to published addenda extending the deadline.
PROPOSALS	57.	Is it possible to change the submission form to all digital and eliminate the hard copies?	No, CDA will retain the current specifications as stated in the RFP.
PROPOSALS	58.	Is any monetary deposit or bond required with submission?	There is no submission deposit requirement with this RFP. However, once awarded, there is a security deposit required for each space.
PROPOSALS	59.	May proposers use QR codes to link to supplementary materials?	QR codes may be used as long as the linked information can be downloaded and archived by the City.
PROPOSALS	60.	Does the source of funds letter count in the 20 pages for the project plan?	Please see Page Limit Clarifications at the top of the Addendum
OPERATIONS	61.	Please identify access to water and electric for packages 9 – 11.	Available utilities for each location have been provided.
PROPOSALS	62.	When will the answers to questions be posted to Concession Data Room?	Right now.
INFORMATION ON SPECIFIC LOCATIONS	63.	What is the queue line area for T1B.U.L80.B (spill out zone)	The spill out zones for each of the locations is provided on the LOD and further defined in the Design Guidelines posted in the data room.
OPERATIONS	64.	For small locations - can roll down security door be installed/operated from the top	Security gates and enclosures are defined in the Design Guidelines posted in the Data room.
OPERATIONS	65.	What is the probability that a “Central Distribution” system will be created for the operation of the concession program.	There is a likelihood this will occur during the term of the leases, but a definitive timeline has not yet been established.
PROPOSALS	66.	Do bidders need to include ACDBE or Minority Restaurant concepts from the 3rd ,25th, 33rd, 28th, 35th Wards?	There are no specific ward requirements for ACDBE participation.
PROPOSALS	67.	Will the CDA selection committee be employees of the City of Chicago and Sister Agencies? Will they be trained on the concession program?	This question is not relevant to preparing a proposal in response to this RFP.
PROPOSALS	68.	Will the CDA develop an advisory committee, that will assist the selection committee know how to evaluate the submissions.	This question is not relevant to preparing a proposal in response to this RFP.

PROPOSALS	69.	What happens if the Supreme Court Strikes Down the entire DBE/ACDBE Program? Does the RFP have to be reissued?	CDA cannot speculate on the directives of any future Supreme Court decisions.
PROPOSALS	70.	Regarding above, would all concession agreements need to be revised and re approved by the City of Chicago?	CDA cannot speculate on the directives of any future Supreme Court decisions.
PROPOSALS	71.	How long will the selection process take?	Please refer to the “Approximate Timeline” found on page vi of the RFP.
PROPOSALS	72.	Can the RFP submission deadline be extended?	Please refer to published addenda extending the deadline.
PROPOSALS	73.	Will the City of Chicago utilize any ARRPA or Funds to assist ACDBE’s obtain financing for their build outs?	It is up to each individual respondent to secure their own financing.
PROPOSALS	74.	Will the RFP for the new Global Terminal be issued after this entire RFP is selected and approved by City Council?	The timing of the Solicitation for Concessions for the upcoming O’Hare Global Terminal has not yet been determined.
PROPOSALS	75.	Will the Mayor make or deny selections made by the selection committee? Will this be made public as to why the decisions were made?	All awards of a concession under this RFP are subject to the approval of the Chicago City Council, which approval is at the City Council’s sole discretion.
PROPOSALS	76.	Do alternative concepts need to be national brands?	Please review the Permitted Uses for each package in Attachment 1 for specified locations where a “national brand’ is desired.
PROPOSALS	77.	Does the Concession Division have enough staff to evaluate the submissions?	This question is not relevant to preparing a response to this RFP.
OPERATIONS	78.	What would be the turnover plan and phasing in for new concession build outs?	Construction phasing will be determined after award of the concessions.
INFORMATION ON SPECIFIC LOCATIONS	79.	While the 13 Snack spaces outlined in the FB packages include some high-traffic central locations, 77% (10 of 13) of the Snack locations (and the preponderance of most favorable locations) are available only to Group C Small Businesses, as defined by the size standards outlined in 49 CFR Section 23.33. The RFP thresholds a 10% ratio by stating: “Over 10% of the concession space available in this RFP is reserved exclusively for small businesses.” Given this perspective and guidance, 77% of Snack spaces is a disproportionate allocation to Small Businesses. While we fully support the intended purpose of this section of the RFP (to help small businesses to flourish), we also believe there should be greater flexibility in allowing all businesses to compete for all Snack spaces across every Snack package. Will the CDA consider re-allocating the snack spaces to allow mid-size businesses to compete for additional favorable locations?	No, CDA will retain the current specifications as stated in the RFP.
PROPOSALS	80.	Would you consider extending the deadline for the RFP to allow more time post-holidays to finalize submittals? The final weeks of the year are tremendously demanding for retailers and F&B operators, given the holidays and intensity of travel. It would be greatly appreciated if you could extend the due date well into February.	Please refer to Addendum 1, published November 20, 2024.

<p>INFORMATION ON SPECIFIC LOCATIONS</p>	<p>81.</p>	<p>Question 1</p> <p>Space T3.U.8.LL.8 in F&B Package 8 (Group C), identified for a National Burger concept, has numerous challenges for a Group C small business including:</p> <p>The location is isolated with no adjacent concessions, no nearby gates, and low likelihood of material passenger dwell time; Converting the space from an airline lounge to a restaurant will result in one highest buildout costs for a space in the RFP; The buildout cost for the space may not be justified by the revenue the space can generate; It would be a much easier transition for a small business to renovate an existing QSR space; and There is increased risk and uncertainty from Concourse L renovation disruptions.</p> <p>In light of these issues, would the CDA consider replacing Space T3.U.8.LL.8 in F&B Package 8 with one of the following spaces, each of which currently have the utilities and infrastructure in place making it more affordable and viable for a small business:</p> <p>T1C.U.24.B 859sf-QSR; T1C.U.36.A 907sf QSR; T1B.U.99.A 1,275sf QSR; T3HK.U.22.C 1,641sf QSR; or T3HK.U.27.B 775 sf QSR.</p>	<p>No, CDA will retain the current specifications as stated in the RFP.</p>
<p>INFORMATION ON SPECIFIC LOCATIONS</p>	<p>82.</p>	<p>Question 2</p> <p>Space T3.U.8.LL.8 in F&B Package 8 (Group C), identified for a National Burger concept, has numerous challenges for a Group C small business including:</p> <p>The location is isolated with no adjacent concessions, no nearby gates, and low likelihood of material passenger dwell time; Converting the space from an airline lounge to a restaurant will result in one highest buildout costs for a space in the RFP; The buildout cost for the space may not be justified by the revenue the space can generate; It would be a much easier transition for a small business to renovate an existing QSR space; and There is increased risk and uncertainty from Concourse L renovation disruptions.</p>	<p>No, CDA will retain the current specifications as stated in the RFP.</p>

		In light of these issues, would the CDA consider removing Space T3.U.8.LL.8 from F&B Package 8?	
INFORMATION ON SPECIFIC LOCATIONS	83.	Regarding Space T3.U.8.LL.8 in F&B Package 8 (Group C), identified for a National Burger concept, because there is already a Better Burger QSR recently opened nearby on the L-Stinger, would the CDA consider revising the requested concept to be a Classic Chicago menu like hot dogs, Italian beef, or “Open”?	No, CDA will retain the current specifications as stated in the RFP.
INFORMATION ON SPECIFIC LOCATIONS	84.	Regarding Alternate Concepts in Group C (Small Businesses), would the CDA allow Proposers to offer Alternate Concepts in the same proposal document to save the added expense of producing a complete second proposal. The assumption would be that all sales, investment, ACDBE, financial offer would remain the same, and an alternate concept and design would allow the CDA to choose the best concept fit for the overall program.	No, CDA will retain the current specifications as stated in the RFP.
INFORMATION ON SPECIFIC LOCATIONS	85.	For Group C, please define National Burger.	Please see the description in the Permitted Uses for Package FB8 in Attachment 1.
PROPOSALS	86.	Can RFP Section R (Prohibition on Exclusive Agreements) be modified to include professional service firms and MBE/WBE businesses that may be used in the preparation of the RFP by respondents? This would include any professional service firm that is not a concessionaire, sub concessionaire or partner within a joint venture.	The intent of the Exclusive Agreements clause is to prohibit exclusivity among concessionaires, sub-concessionaires, or partners within a joint venture. It is not intended to affect other business arrangements.
OPERATIONS	87.	Due to the high costs of labor and construction in Chicago, would the Airport consider allowing 15% over street pricing?	No, CDA will retain the current specifications as stated in the RFP.
INFORMATION ON SPECIFIC LOCATIONS	88.	Here is another question for the ORD RFP committee. Are Snack concepts allowed to sell alcohol in the same manner as the quick service concepts?	No, alcohol sales are prohibited from the “Snack” locations.
INFORMATION ON SPECIFIC LOCATIONS	89.	Currently one single company and its partners or subtenants have Prime contracts for ALL of the MDW News and Retail, ALL of Duty Free at Terminals 1,2 & 3 and 5, most of the News and Retail at ORD Terminals 1,2&3 and most of the F&B at ORD Terminals 1, 2&3. And they have had these contracts for a very, very long time. While there is a cap on the number of packages any one company can win in this RFP, it does not take into account existing CDA contracts, nor the fact that the same company can still win a majority of the retail and food and Duty Free. Other award-winning airports limit the number of contracts (SFO) or amount of space (DEN) that	No, CDA will retain the current specifications as stated in the RFP.

		any single company can control or win. Would the CDA consider similar limitations on the number of contracts (in total, not by RFP) or amount of space (i.e. no more than 50%) any one company can control?	
PROPOSALS	90.	Would the CDA consider going back to the drawing board to redesign the concepts and packages ?	No, CDA will retain the current specifications as stated in the RFP.
PROPOSALS	91.	Considering the number and complexity of questions, apparently there are lots of important answers needed to create a fair process and transparent process. As well as some confusion created by the document. Would the CDA please consider a second round of questions after the answers are posted? (Note this is very common practice for larger RFPs of this complexity because answers can create more questions.)	No.
PROPOSALS	92.	At the Pre-Proposal meeting the CDA indicated they had already received questions and would post answers asap and before the Nov. 8 deadline , allowing for additional follow up. It appears that is unlikely to happen. Would the CDA please consider a second round of questions after the answers are posted? (Note this is very common practice for larger RFPs of this complexity because answers can create more questions.)	No.
INFORMATION ON SPECIFIC LOCATIONS	93.	Regarding Package RTL1 (Space T3 Main T3.U.8T2.5A 703sf - Health & Beauty) - Can the CDA please explain, with such limited Specialty Retail space available, why the CDA would specify two of the largest specialty retail locations in the entire airport located directly across from each other serving the same passenger to both be Health & Beauty? Is there any passenger research that suggests that Health & Beauty is the highest and best use of this limited real estate at ORD ? and does this have the widest appeal to American Airline passengers? and will this appeal to all genders of travelers? Would the CDA consider expanding the accepted concepts to be Open, or accept Alternate concepts so that you can choose?	CDA will retain the current specifications as stated in the RFP.
PROPOSALS	94.	In the spirit of transparency, has the CDA published and responded to every question submitted? If not, what options do we have if our questions were not answered?	CDA intends to respond to all properly submitted questions, as well as any clarifications, interpretations, or changes to this RFP by the City, which will be provided in one or more Addenda to be posted in the Data Room. CDA reserves the right to not respond to questions that are not relevant to preparing a response to this RFP.
PROPOSALS	95.		This question is not relevant to preparing a response to this RFP.

		If HMS Host contract has expired or has the same expiration as many of the other spaces in this RFP, why are some of the best real estate locations set aside and not in this program?	
PROPOSALS	96.	If Hudson News contract has expired or has the same expiration as many of the other spaces in this RFP, why are some of the best real estate location set aside and not in this program?	This question is not relevant to preparing a response to this RFP.
PROPOSALS	97.	Please release the evaluation scoring methodology, describing how a Proposer can earn the maximum points?	Please refer to Section VIII of the RFP.
PROPOSALS	98.	Can the CDA please expand the page limits for Concept and Design sections ?	Please see Page Limit Clarification at the top of this addendum.
PROPOSALS	99.	Is the airport paying commissions to brokers who bring vendors to the table and complete deals?	The City will not be responsible for any fees, expenses, or commissions for brokers or their agents.
PROPOSALS	100.	Can you confirm that forms do not count towards the page limit, specifically "Form A" which is not a form to be filled out in the traditional sense.	Please see Page Limit Clarification at the top of this Addendum.
PROPOSALS	101.	Similarly, will renderings, floor plans, etc. be excluded from the page count for section2? These will take 4+ pages per concept, and on multi-unit packages will make it difficult to present the concepts clearly if counted.	Please see Page Limit Clarification at the top of this Addendum
INFORMATION ON SPECIFIC LOCATIONS	102.	Can you clarify which locations are for vending machines? Do vending machines fall into this proposal?	Vending is not being sought under this solicitation.
PROPOSALS	103.	If I am understanding correctly, you have to be an established business of 3 years in order to apply, correct?	Yes, the Minimum Qualifications are stated in Section IV of the RFP.
PROPOSALS	104.	As a small business, we are not in a position to bid for the entire package but would love the opportunity to bid for a single unit within it. Could you please confirm if this is allowed? If not, could you kindly guide us to any partners or larger bidders who might be looking to collaborate with a unique small business like ours?	Respondents must propose on the entire package, but individual entities can be part of one or more packages specific to individual locations. Contact information of various entities who signed up for the RFP as well as those who attended the preproposal meeting are posted in the ORDer Up! Data Room.
PROPOSALS	105.	Can two concepts respond twice to package FB13 with each concept switching their roles as respondent and subtenant?	Respondents may submit proposals on more than one Package or submit multiple proposals on any one Package. Each proposal must be submitted separately.
OPERATIONS	106.	Are the respondents to packages that contain food halls expected to manage their own common area?	The awardee of a Food Hall package will be responsible for all maintenance within the premise.

PROPOSALS	107.	Can the submission due date be extended and if so can the CDA announce it as soon as possible?	Please refer to published addenda extending the deadline.
PROPOSALS	108.	Will there be a second submission of questions allowed after the first round of questions are answered and posted?	No.
OPERATIONS	109.	Is it necessary for Respondents to packages containing food halls to propose having a company to maintain the common area?	Respondents may describe their maintenance plan as part of their Management, Operations and Customer Service Plan. Retaining a contractor to do so is one option, but is not the only option.
PROPOSALS	110.	Please define affiliated entity as it is used in first line of the last paragraph on page 41.	Affiliate, except where otherwise defined, means any individual, corporation, partnership, trustee, administrator, executor or other legal entity that directly or indirectly owns or controls, or is directly or indirectly owned or controlled by, or is under common ownership or control with Tenant.
PROPOSALS	111.	Does the page count remain the same no matter how many constituent entities or subtenants a Respondent has? If not, please note the sections and page count variations.	Please see Page Limit Clarification at the top of this Addendum.
PROPOSALS	112.	Can a Respondent who meets all the experience requirements have a subtenant that does not?	So long as the majority-interest partner meets the Minimum Qualification Requirements, there are no limitations on minority-interest partners, including subtenants.
PROPOSALS	113.	Can the same concept be submitted within the same package multiple times with a different respondent?	If a Respondent submits proposals on more than one Package or submits multiple proposals on any one Package, each proposal must be submitted separately.
PROPOSALS	114.	Please define all possibilities of submission by a Respondent.	This question is unclear.
PROPOSALS	115.	Will a concept and or entire submission still be considered for an awarded lease if it is unable to meet any of the following healthy and varied choices due to menu existing menu limitations that are explained in the proposal: Healthy and varied choices must be offered to meet the dietary needs and preferences of travelers, including food and beverage options that consider dietary restrictions, food allergies, and food intolerances such as, but not limited to, vegan, vegetarian, and gluten free entrees. Where such menu options are not possible due to brand restrictions or other reasons, Respondent must include an explanation of these limitations in its Proposal. Where feasible, consideration should also be made to meet the needs of travelers with religious and cultural restrictions or preferences through the offering of items that meet standards including, but not limited to, kosher and halal.	Yes – if such offerings are not feasible, respondent should explain why in its proposal.

PROPOSALS	116.	<p>Are financial Statements as requested in the RFP by the following paragraph needed if there are equal owners in the intended joint venture or other new corporation, partnership, LLP or LLC?</p> <p>For a Respondent who intends to form a joint venture or other new corporation, partnership, LLP or LLC in order to respond to this RFP, then the complete financial statements, including a balance sheet, income statement and statement of cash flows, prepared in accordance with generally accepted accounting principles, for the current fiscal year-to-date, and the most recent three complete fiscal years (or in the case of individuals, the three most recent personal tax returns and a current statement of net worth) of each majority-interest partner, LLC/LLP member, joint-venturer, or shareholder must be submitted.</p>	If the entity is equally owned, then the Respondent must submit financial statements for both ownership entities.
PROPOSALS	117.	Why not digitalize the entire bidding and procurement process?	This question is not relevant to preparing a response to this RFP.
PROPOSALS	118.	May a store-within-a-store concept be proposed?	It is up to the Respondent to determine the viability of concepts being proposed within the permitted use descriptions. If a concept is not excluded, then it is not prohibited.
TERM AND RENT	119.	Please provide direction/more information about the Common Area Maintenance fee (CAM).	Please refer to Section 4.7(c) of the Sample Concession Lease and Licensing Agreement.
OPERATIONS	120.	Is there a requirement for mid-term refurbishment? If so, what is the amount required? When must mid-term refurbishment be completed.	Please refer to Section 5.5(L) of the Sample Concession Lease and License Agreement.
PROPOSALS	121.	Will you please provide the CAD files for all spaces included in this RFP?	CAD files are not available. All other documents and materials that will be made available are in the ORDERUp! Data Room.
PROPOSALS	122.	Are CAD (.dwg files) available for each plan provided for in the RFP? In addition, are there additional design documents available of the new proposed locations? Specifically intended reflected ceiling plans/materials or visuals in order to provide context for new 'storefront' designs of units.	CAD files are not available. Please reference the ORDERUp! Data Room for Concession Design Guidelines and available space drawings.
PROPOSALS	123.	“Provide number of locations operated and the average gross sales for locations”: Are you looking for data from our locations operated within these subcategories, or TOTAL company locations?	Respondents should provide sufficient information necessary to fully relate their operating experience.
PROPOSALS	124.	What is the time period desired for the “average gross sales for locations?”	Sales information should fall within the Qualifying Years of Experience, please refer to Section IV of the RFP.
PROPOSALS	125.	What level of detail do you require for the organizational charts? For example, will names of owners, partners, and management be sufficient?	Yes.
PROPOSALS	126.	Page limits – are the page limits the same for smaller FB packages and larger FB packages? Will the CDA consider increasing the page limits for the larger FB packages?	Please see the Page Limit Clarifications at the top of this Addendum.

PROPOSALS	127.	Will the CDA consider extending the submission due date from January 15,2025 to a date in the future?	Please refer to published addenda extending the deadline. .
INFORMATION ON SPECIFIC LOCATIONS	128.	Could you please provide specific information about storage units available for Package 5 in Group A? Location, size, is there electrical power available?	Limited storage will be available and will be addressed with selected proposers after award. Storage is billed at the then current Base Rent rate per square foot.
INFORMATION ON SPECIFIC LOCATIONS	129.	Could you please provide specific information about storage units available for Package 6 in Group B? Location, size, is there electrical power available?	Limited storage will be available and will be addressed with selected proposers after award. Storage is billed at the then current Base Rent rate per square foot.
INFORMATION ON SPECIFIC LOCATIONS	130.	Could you please provide specific information about storage units available for Package 13 in Group B? Location, size, is there electrical power available?	Limited storage will be available and will be addressed with selected proposers after award. Storage is billed at the then current Base Rent rate per square foot.
INFORMATION ON SPECIFIC LOCATIONS	131.	Each package description in the Order Up files includes pictures of electrical meters, panels, breakers and/or water pipes. Do these pictures reflect the actual equipment of each package locations? Or are they more generic?	Images in the LODs are existing actual conditions for the space.
INFORMATION ON SPECIFIC LOCATIONS	132.	Is there plumbing in the current space T3.U.8C.A?	Please refer to the LODs in Attachment 1 for the referenced space.
INFORMATION ON SPECIFIC LOCATIONS	133.	For Package RTL2, would the CDA consider carving out a separate RFP for Nap Centers similar to Package RTL3 for Gaming. Gaming shows up as a permitted use in both packages.	No, CDA will retain the current specifications as stated in the RFP.
PROPOSALS	134.	Are their experience requirements for the various package subcategories?	Please refer to the Minimum Qualifications requirements in Section IV of the RFP.
PROPOSALS	135.	Can we propose new concepts that have no experience operating in airports?	A concept can be a newly created brand with no history at airports. However, the proposing entity must meet the Minimum Qualifications for experience.
PROPOSALS	136.	Phasing – The RFP states that phasing will be completed after concession packages are awarded. We ask that you reconsider this and instead issue a defined phasing plan that all bidders work from, a plan that will provide adequate services for passengers at all times throughout the redevelopment. This will allow concession companies and the many small businesses participating to properly plan for the timing of capex expenditures as well as incoming cash flow from operations. This phasing will likely take place over many years and the impacts can be very impactful. A small business securing financing will have a difficult time explaining to the lender that they don't know when they will need the money (could be in 2026 or could be in 2028) – this is very challenging for the borrower and the lender.	No, CDA will retain the current specifications as stated in the RFP.
PROPOSALS	137.	ACDBE certification – The RFP requires all ACDBE entities to be certified at the time of submission (January 15, 2025), given that this is a once in a lifetime opportunity for many small businesses, we ask that you extend the due date of the RFP to allow	Please refer to Addendum #1.

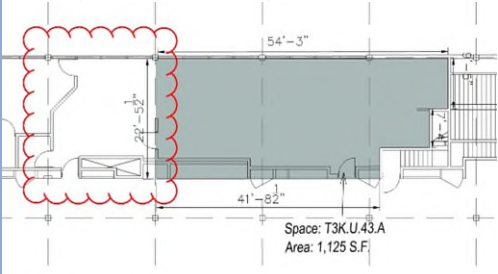
		for those in the certification process to complete the process or require certification to be complete at the time of award (instead of at the time of submission).	
OPERATIONS	138.	The Draft Lease does not have any language detailing what happens if there is a significant drop in enplanements. We all know what can happen now that we have lived through the global pandemic. Without enplanements concessionaires cannot survive. We ask that you add language similar to other leading airports around the country, stating that if there is a significant drop (more than 20% year over year) for any Concourse or the Terminal in its entirety, that the MAG and the Base Rent will be abated until such time as the enplanements return to the previous level. Hoping we do not simply ignore the reality of this situation, and determining what happens now will save a lot of time and energy renegotiating with everyone if this were to occur during the lease term.	CDA has no current plans to add such a provision to our leases.
RENT AND TERM	139.	Distribution Fee – the RFP states that the City may implement a receiving, distribution and storage facility, and that concessionaires would have to pay a proportional share of these costs. The RFP estimates these costs would not exceed 2% of sales. This estimate seems very low compared to other arrangements around the industry, can you please provide some detailed support behind this estimate? In addition, these types of arrangements do not save the concessionaire any money and they complicate the business (driving costs), would you consider offsetting any costs incurred for this facility against the rents paid? These costs could significantly hurt the many small businesses looking to participate in this opportunity.	This will be determined at such time as a facility is implemented. Please note that it is not contemplated that funding for any receiving, distribution and storage facility would come from concessionaires alone.
OPERATIONS	140.	Value Pricing – The RFP requires value pricing (no more than 10% over street) – given the rising costs in capital investment, labor, and cost of products would the City consider moving to a street + 15% model as many other airports have been doing since the pandemic?	No, CDA will retain the current specifications as stated in the RFP.
OPERATIONS	141.	The concession locations at ORD are already undersized for the demand. Can you please provide much greater detail about available storage, office and support space? If concessionaires are required to build this into the location it will negatively impact sales and customer satisfaction. These support spaces are vital for a concessionaire’s success. Please provide as much detail as possible.	Limited storage will be available and will be addressed with selected proposers after award. Storage is billed at the then current Base Rent rate per square foot.
OPERATIONS	142.	The RFP requires concessionaires to honor all airline vouchers. If an airline does not pay these costs timely or consistently, will the City allow steps to be implemented to reduce this burden, such as cash up front or a similar solution?	It is the responsibility of tenant to collect all amounts owed to tenant from the airline that issued such voucher.
OPERATIONS	143.	The RFP requires concessionaires to participate in any mobile or virtual ordering and/or delivery platform. Can the City provide more detail surrounding these programs?	CDA launched ORDer, an airport-wide mobile ordering program at O’Hare in 2023, in partnership with Servy, which allows travelers to quickly search, browse, order, and pay for food, beverages, and retail

			products for pick-up through the airport. CDA intends to expand the program to include future appropriate concessionaires.
PROPOSALS	144.	Page Limitations – these are very challenging given the number of concepts and operating partners – would the City please review and revise as needed to allow for a professional and complete response?	Please see Page Limit Clarification at the top of this Addendum.
PROPOSALS	145.	Given the size and scale of this historical RFP, would the City please consider extending the submission deadline from January 15, 2025 to April 15, 2025? This will allow time for concessionaires to complete all the requirements and submit their best work. Also, adding additional complications is all the Holiday's between now and the submission deadline.	Please refer to published addenda extending the deadline.
PROPOSALS	146.	Will the City please allow sufficient time between all the questions being answered and the submission deadline? It will not do the concessionaires much good if they do not have time to incorporate what we learn from the answers into our proposals. It would also be great if you would provide bidders a one-time follow-up question to clarify the answer to any question.	Please refer to published addenda extending the deadline.
PROPOSALS	147.	The RFP seems to allow for an alternate concept/brand offering, but it is a little unclear how this would work. We would like to suggest that rather than submit an entire new bid that the City allow each concessionaire to submit a second Proposal Form B (concept plan) and list any alternates on this form (listing the form as Package X Alternate) – we would also suggest limiting it to one alternate per space (in a food hall you could have up to one alternate for each offering in the food hall). We would also suggest that an alternate rendering/floor plan could also be provided (excluding these from the page count limitations). This will save reviewers from having to go through an entire new proposal and it will save bidders time and money from having to complete an entire new proposal.	No. CDA will retain the current specifications as stated in the RFP.
GENERAL AIRPORT INFORMATION	148.	Airport logistics and deliveries will be vital to the success of these operations. Can the City provide a detailed plan for how deliveries in and out will be handled? A few examples of information needed include, location of docks, hours of operation, limitations on use, scheduling, security (how do goods clear security), removal of trash, recycling, pallets, etc....	Information regarding delivery and logistics can be found in the "Airport Concession Program Handbook" which can be found in the ORDer Up! Data Room.
PROPOSALS	149.	"Question Re: Executed License or Franchise Agreement: In reference to the requirement under Section VII(C)(Section 2(2.b)) (Design) of the O'Hare International Airport Request for Proposals for a copy of Respondent's executed franchise or license agreement with the proposed brand. This requirement places an undue burden on Respondents and brands, specifically small local brands, who will have to bear a substantial amount of financial cost, including attorney's fees and time to negotiate franchise or license agreements without any guarantee that they will ever benefit from these franchise or license agreements. The requirement also	CDA will accept a signed Letter of Intent (LOI) with the brand and a letter from the brand approving the concession location, design, and merchandising in lieu of an executed license or franchise agreement. The LOI must be accompanied by a copy of the intended agreement. We will also accept signed term sheets, which could include business deals containing compensation and identity of all parties involved. The signed and executed agreement will be required prior to award of any lease.

		creates additional legal risks and contractual issues for Respondents and brands because they will be entering into binding franchise or license agreements without a lease or an award for the space for which they are entering into these agreements. In lieu of an executed franchise or license agreement, will the City of Chicago accept a letter of confirmation from each proposed brand that if Respondent is awarded a lease, that such brand will enter into a franchise or lease agreement with Respondent for the term of the awarded lease? If full agreements are required, we respectfully request an extension of 4 months from the RFP due date to allow for this work to be completed (May 15, 2025)."	
GENERAL AIRPORT INFORMATION	150.	A few years pre-COVID, the CDA conducted a survey of over 10K travelers targeting the Millennial demographic to determine their preferences for new concession offerings and services. It would be helpful to see the full survey results to plan our offerings. Can this survey be added to the Data Room?	Please use the current survey information provided in the data room.
PROPOSALS	151.	Can Medium and Small businesses bid on Group A?	Yes.
PROPOSALS	152.	Can ACDBE companies bid on Group A?	Yes.
PROPOSALS	153.	What classifies a company as being Group A or Group B?	Groupings are not company parameters. Groupings are package offerings to ensure opportunities. The only grouping that is not open to all businesses is Group C, which is reserved only for small businesses, as defined in 49 CFR 23.33. See Sec. III(I) of the RFP (pg. 13) for more information.
GENERAL AIRPORT INFORMATION	154.	Are there specified gates for Int'l carriers?	No.
GENERAL AIRPORT INFORMATION	155.	Are there specified gates for Int'l routes for the domestic airlines?	No.
GENERAL AIRPORT INFORMATION	156.	Are the international carriers locked into their respective terminals? If so, how long?	No.
GENERAL AIRPORT INFORMATION	157.	Is there a chance that the Int'l carriers move to T5?	Airline gate changes may occur at any time.
RENT AND TERM	158.	Base rent (as defined on page. 23) states that \$55/sqft will increase annually by 3% effective Jan. 1st. Will the rate of \$55 be effective from the DBO or from the award of the contract (note that some spaces will be turned over in 2026 while others in 2028?	The rate for each space will be the current rate at the time of each location's DBO.
RENT AND TERM	159.	It states that Base Rent starts at the delivery date. Can you clarify if delivery means DBO or from the turn over date should one operate out of Temp units?	Base Rent starts upon tenant receipt of the space for development.
RENT AND TERM	160.	Marketing Fee- Will this be billed at the end of each month or an annual true-up?	Marketing Fees are due on the 15 th of each month.

RENT AND TERM	161.	Can you create a tiered rental structure or do we need a single rent rate?	No tiered rents are allowed.
OPERATIONS	162.	Are Liquor/ Wine tastings permitted in the duty-free store, assuming that the US Customs and local laws allow?	Experiences such as tastings will be permitted based on your licenses.
OPERATIONS	163.	Condition of premise- We understand that many spaces will be reallocated in your program. Will white boxes be delivered that align with the LOD? The term "as is/ where is", seems vague.	Most locations will not be white box conditions.
OPERATIONS	164.	Value Pricing- Can you please share what those benchmark locations are. For retail? For duty free?	Benchmark stores are proposed by the tenant.
PROPOSALS	165.	Are we permitted to include a Collective Bargaining Agreement if we want in the RFP?	A Collective Bargaining Agreement or Labor Peace Agreement is not required at the time of proposal, but will be required prior to operation in accordance with Sec. III(J) and Sec. V(O)(2) of the RFP. There is no obligation to submit a CBA or LPA with a proposal.
OPERATIONS	166.	How do you know what locations are expected to be open beyond the hours of 5:30a to 10p?	Operations beyond these hours are typically only to accommodate delayed passengers or for other airport operating reasons.
OPERATIONS	167.	Are there any restrictions to selling tobacco or tobacco alternative products in the duty-free shop?	Tobacco products are permitted.
OPERATIONS	168.	Will all locations be allocated a temp facility?	Most locations will not have a temp unit.
OPERATIONS	169.	Who is responsible for the financial cost of the temporary concession facilities?	If temp units are requested, the tenant will be responsible.
OPERATIONS	170.	What if a branded concept does not allow for temporary fixtures or has a standard that does not align w/ the cities plan?	Most locations will not have a temp unit.
PROPOSALS	171.	Transmittal letter- Is only 1 person permitted as the POC or can we have multiple parties?	Multiple is acceptable.
OPERATIONS	172.	Will the incubator space be allowed to sell Liquor if the local and state laws allow?	No.
PROPOSALS	173.	On "Form A", question #1 (last bullet point). Is the "Contact person and contact information" from the airport or terminal operator?	Either. It should be an airport authority representative familiar with your company's role at their airport.
PROPOSALS	174.	Professional References (Form H) "The Respondent must list three airport and/or landlord contacts from where it currently operates a facility or facilities like those being proposed for this offering. These references must be the Respondent's primary contacts for day-to-day issues at the property. Respondent should use the format shown in Proposal Form H for each reference" What is the Ref. #?	The 'Reference No.' specifies which of the three references the form applies to.
OPERATIONS	175.	Do the incubator spaces in RTL#1 need to be selected prior to the proposal? Ideally, we can commit to the space, but the partnership with a local company can come at a later date especially not knowing if the turnover is 2026 or 2028. A lot can happen with small companies in that time period.	The Selected Respondent will be responsible for developing the parameters and the selection criteria for Incubator Program based on their experience in concessions management. <u>Upon award of the lease</u> , the participants will be selected based on criteria developed by the Respondent in partnership with the City's Small Business Advocacy division. Please see pg. 45 of the RFP and the Permitted Uses for Packages FB1 and RTL1 for additional details.

PROPOSALS	176.	Section 2.1.c - how in-depth should we get on the categories. E.g. Liquor as a whole or divide into categories (Vodka, Gin, Bourbon, etc.)?	Category level detail is acceptable (i.e. Liquor).
PROPOSALS	177.	Section 2.1.d - Again how in-depth should we go? We have hundreds of vendors that are partner with. E.g. Diageo is the brand owner of many liquor houses, should we list them, or specify each brand e.g. Johnnie Walker, Baileys, Tanqueray, etc.	High level provider is acceptable.
OPERATIONS	178.	In the RTL1 incubator space, does the respondent have to take the 2% or can we forgive the rental payment to help make the entity more profitable?	The 2% rent to the respondent is optional and up to the respondent.
OPERATIONS	179.	RTL1 units T3K.U.61.C + T3K.U.61.B - Can these sell drinks (water, soda, energy drinks, coffee?)	A small selection of these items is permissible.
PROPOSALS	180.	Can two groups split up a single package, so that one party who is 100% ACDBE represents X spaces and another represents Y spaces, but at the end of the day the total package has greater than 32% ACDBE participation?	Yes, so long as the majority interest in the concession meets the Minimum Qualification Requirements specified in the RFP and the ACDBE goals are met.
PROPOSALS	181.	Will ORD provide floor plan and section as-builts, utilities, and adjacent spaces in a Revit model or CAD file for the base building?	CAD files are not available. Please reference the ORDerUp! Data Room for Concession Design Guidelines and available space drawings.
OPERATIONS	182.	Will the space be provided empty or will demo be required?	Demolition will be required at most locations.
OPERATIONS	183.	Will a lease line be provided for each space?	Please refer to the Lease Outline Drawings.
OPERATIONS	184.	Is there a target turnover date from ORD to the tenant for each space?	No.
OPERATIONS	185.	Will they be turned over together, or at different times?	Phasing will be determined after selection and award.
OPERATIONS	186.	Is there a target date for each space to be operational?	No.
PROPOSALS	187.	In Question #2 (Professional Reference – Form H). The ask is for 3 references, if we have 1 airport w/ different operations (e.g. JFK T1 and JFK T5) does that count as 2 airports or 1?	JFK can serve as 2 references due to separate operators operating each terminal.
PROPOSALS	188.	Form N shows annual gross sales at \$25-\$50M twice. There is no spot for sales over \$100M	Please see revised form.
PROPOSALS	189.	We use bound books. For any notarized forms (e.g. Form F, K & I), can we include a scanned copy in the proposal itself and include the forms w/ wet signature and notarization in another envelope?	Yes.
PROPOSALS	190.	Are we able to submit letters of support from brands? If so, where would you like them to be inserted?	Letters of support can be included in references.
GENERAL AIRPORT INFORMATION	191.	What is space T3.U.113B (aka “Just Walk Out”)	This is an existing cashier-less convenience location.
PROPOSALS	192.	RE: Form F - is a draft operating agreement acceptable for proposal submission or is an executed operating agreement required?	A draft agreement is acceptable for the proposal, but an agreement must be finalized before award.
PROPOSALS	193.	In the individual packets (e.g. Attachment 1 on Package DF1) there is a signature page at the beginning. Where should this be submitted w/in the proposal?	Attachment 1 should be submitted at the beginning of the specific Package that respondent is responding to. The Package Summary and signature page are sufficient.

PROPOSALS	194.	Because of the page limitation, can we make the margins either 0.65 or 0.75 inches all around?	Please see Page Limit Clarification at the top of this Addendum.
PROPOSALS	195.	Can you please confirm that the hard-copy must be double sided, except for any renderings, floorplans, etc.?	Please see Page Limit Clarification at the top of this Addendum.
OPERATIONS	196.	For all new units what would be the specifications utilities wise?	Please refer to the Utility Matrix for infrastructure information.
PROPOSALS	197.	Can we have a coffee concept in a snack area? Is Coffee considered a soft drink?	Coffee locations are designated as such. Please adhere to the permitted use for each space.
OPERATIONS	198.	If a location does not have Gas service can it be implemented?	No.
INFORMATION ON SPECIFIC LOCATIONS	199.	Could you confirm the contents and intended use of the space on the left of the LOD? (bubbled in red) 	Airline support.
PROPOSALS	200.	Can a company bid on an individual location within bigger packages in each category?	Respondents must propose on the entire package, but individual entities can be part of one or more packages specific to individual locations. Contact information of various entities who signed up for the RFP as well as those who attended the preproposal meeting are posted in the ORDer Up! Data Room.
PROPOSALS	201.	For example, Package FB12 (Group C) calls for an open concept and a Hispanic concept, does the respondent need to bid both of those locations or can they only respond to a single location within that package?	Respondents must propose on the entire package, but individual entities can be part of one or more packages specific to individual locations. Contact information of various entities who signed up for the RFP as well as those who attended the preproposal meeting are posted in the ORDer Up! Data Room.
PROPOSALS	202.	For the A and B packages does a local restaurant have to partner with a master concessionaire on their bid in order to be able to respond to a specific location?	If not interested in an entire package, an operator can elect to partner or sublease.
PROPOSALS	203.	If small businesses are required to bid an entire package within Group C, as opposed to individual spaces, has the City considered the feasibility of small businesses being able to fund an entire package?	If not interested in an entire package, an operator can elect to partner or sublease.
PROPOSALS	204.	Can the Group C packages be separated out so that small businesses can bid on individual spaces? Forcing small business to bid an entire package would put most	If not interested in an entire package, an operator can elect to partner or sublease.

		small businesses in insurmountable debt just for startup costs of building out the spaces.	
PROPOSALS	205.	Why do the Group C packages have no ACDBE requirement? Will bids that include ACDBE utilization be given deference in the review process even if it not a requirement of the response?	Group C Packages are offered in accordance with federal regulations. ACDBE utilization cannot be given deference in the review process of Group C Packages.
PROPOSALS	206.	Is there an expected response date from the City to these questions? Given the depth of the RFP responses is it possible the submittal date will be pushed back to ensure there is sufficient time to incorporate notes from the City's responses?	Please refer to published addenda extending the deadline.
PROPOSALS	207.	Will there be oral presentations?	Interviews are not guaranteed but may be requested.
PROPOSALS	208.	Is there a chance that the RFP submittal date gets postponed from the original January date?	Please refer to published addenda extending the deadline.
PROPOSALS	209.	When does the City anticipate the Packages will be awarded?	Please refer to the RFP for an approximate timeline.
PROPOSALS	210.	Will your timeline be delayed and when will we be notified?	Any changes to the RFP schedule will be posted as addenda in the Data Room.
OPERATIONS	211.	When are the current tenants leases up and when are they expected to vacate their current locations?	Locations included in this RFP have or will have expired prior to new tenant construction. Existing concessions will vacate locations according to a phasing plan to be finalized after awards are made.
OPERATIONS	212.	What is expected state of the concessions once turned over to new operator? This information is imperative we need to account for this expense in our budget estimations.	See section 6.3 of the Sample Agreement for existing tenant requirements upon termination. Proposers should assume some demo, including demolition of demising walls between spaces, will be required at proposer's expense. New locations in the main concourse of T3 that do not currently exist will be provided in a white box condition.
PROPOSALS	213.	Are more ACDBE workshops expected in addition to the one that just launched? Given the time it takes to achieve certification is the City anticipating pushing back the submittal date to account for additional ACDBE participants not currently certified?	Please see "Upcoming Outreach Events" section of Concessions Resources website. See also the lists of past event registrants posted in the Data Room for contact information of other interested parties.
PROPOSALS	214.	Incubator concepts in Package 1, what is the goal of this program? Given the duration of the contract and the overturn rotation of 6 months- 1 year, does the response need to include 15 years' worth of concepts or just an overall operational plan whereby recruitment efforts are laid out?	The Selected Respondent will be responsible for developing the parameters and the selection criteria for Incubator Program based on their experience in concessions management. Upon award of the lease, the participants will be selected based on criteria developed by the Respondent in partnership with the City's Small Business Advocacy division. Please see pg. 45 of the RFP and the Permitted Uses for Packages FB1 and RTL1 for additional details.
PROPOSALS	215.	For the group C packages, If the city is operating under the federal Small Business Administration's definitions related to size standards, are they also applying the	No. The Labor Peace requirement is per city ordinance.

		SBA definition to labor peace requirements for those small businesses bidding in this package?	
OPERATIONS	216.	Can we sell retail items specific to the restaurant if F&B operator? (i.e.: restaurant branded shirt/hat/sauce?)	Yes.
PROPOSALS	217.	Define 'Chicago Classics' in FB4 package	"Chicago Classics" is defined in the permitted use of Package FB4. (See Package FB4, pg. 7)
GENERAL AIRPORT INFORMATION	218.	What is the plan for L Concourse in T3? What are the possibilities for future food and beverage? Why is not included in this RFP?	These questions are not relevant to preparing a response to this RFP.
GENERAL AIRPORT OPERATIONS	219.	Are there any LRV requirements for this airport?	No.
OPERATIONS	220.	Can we add a recessed vending machine to storefront in retail / F&B spaces to support after hours retail?	Yes. The units must be contained within the leasehold, adhere to storefront design standards, and comply with the permitted use allowed for the location.