

**CHICAGO O’HARE INTERNATIONAL AIRPORT
ORDER Up REQUEST FOR PROPOSALS (RFP) FOR “CONCESSION
OPPORTUNITIES IN TERMINALS 1 AND 3”
Issued: September 5, 2024**

Addendum #2 – Answers to Written Questions – Set #1

Dated: December 10, 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 first 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 #2: Answers to Written Questions – Set #1

Dated: December 10, 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: 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, please be alert for the issuance of subsequent Addenda with the remaining answers.

PAGE LIMIT CLARIFICATION:

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.

ADDITIONAL CHANGES AND MODIFICATIONS

The following forms have been updated in the Data Room:

Form B – Concept Plan

Form C – Projected Gross Receipts

Form D – Capital Investment and Financing Sources Plan

Form N – FAA Reporting Requirements

Sales Performance by Terminal & Category 2018 - YTD June 2024

The following information has been added to the Data Room:

Existing conditions maps for Terminals 1 and 3 have been added to the Data Room

The following package locations, including maps and LODs have been updated in the Data Room:

Package FB4 – Space T1C.U.37.A, Casual Dining, the size of and LOD of the space has been amended.

Package FB1 – Space T1BL.85.H, Coffee/Snack,

Package FB7 – Space T3H.U.9L.C, Snack, utilities added to the utility matrix and LOD updated to reflect internal column

Package FB6 – Space T3HK.U.90.E, Coffee, map updated

Package FB1 – Space T1B.L85.H, map updated to reflect Grab n Go Market

	No.	Question	Response
General Airport Information	1.	For each concept included in each package, can you please identify what the current concept is for that space?	Existing concession maps and sales data have been added to the ORDER Up! Data Room.

		The Zone Sales Data providing sales history of each unit does not align with any or very few of the units contained in the RFP Packages. The Gate and SF do not match up so it is impossible to understand the historical performance of each space in the RFP.	
General Airport Information	2.	<p>Please provide an updated terminal map or list of ALL concepts for Terminal 1 and 3 that provides all concessions (not just those contained in the RFP) and the current expiration dates and sales history so that we can understand what concepts surround each unit.</p> <p>For example, Half Moon Empanadas recently opened (April 2024) in the Concourse G Rotunda area but it is not referenced on any RFP materials. It is crucial to know what concepts surround the Rotunda Food Hall in the RFP so that we do not propose a similar concept nor miss that revenue already captured in that zone.</p>	Existing concession maps and sales data have been added to the ORDER Up! Data Room.
General Airport Information	3.	Can you please clarify which concepts in the Zone Sales Data will remain during and after this RFP is implemented?	Existing concession maps and sales data have been added to the ORDER Up! Data Room.
General Airport Information	4.	Can you please also specify any concepts that are not included in the Zone Sales Data that will remain and the approximate expiration dates?	The future of concessions and concession locations “Not in Program” in the RFP have not yet been determined.
Rent and Term	5.	<p>I have some questions about the business terms of the O'Hare concessions.</p> <p>The RFP says that the base rent is \$55/ft and a 15-year lease term. I assume that this means that the vendor pays this amount to the city each month?</p>	The base rent of \$55/sf is an annual amount invoiced in equal monthly amounts.
Operations	6.	Someone had told me that the airport model is to essentially franchise the vendor's business and use airport contracted employees to operate the concession space? The RFP suggests that the vendor operates the space and provides the labor and then pays the rent, etc.	The Selected Respondent is responsible for all operations of the concession including staffing.
Proposals	7.	Can you share more about the business model? Also, are these sample proposals that show what a good proposal vs. a bad one looks like?	For helpful resources, including a presentation on What Makes a Great Proposal, see CDA's Concessions Resources page at flychicago.com/ConcessionsResources
Proposals	8.	<p>Proposal submittal question: SECTION VII.A. IN PERSON SUBMISSIONS REQUIRED states: “Respondents may submit sample graphics on a separate USB flash drive or as a downloadable link. Links that cannot be downloaded and archived are not acceptable.”</p> <p>What supplemental/optional graphics samples does this refer to?</p>	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	9.	<p>Proposal formatting question: SECTION VII.C. REQUIRED PROPOSAL CONTENT AND PAGE LIMITS states: “Respondents may include a blank page between sections which will not count towards the page limitation.”</p> <p>b. Do these tab section dividers need to be completely blank or can they include text denoting the section number and name on both the front and back side of the tab divider?</p> <p>c. Can these tab section dividers also include images/photos on both the front and back side of the tab divider?</p> <p>d. Can there be similar divider pages between the subsections within each section that do not count toward the page limit?</p>	<p>b. & c. What is on the section divider pages are up to the respondent.</p> <p>d. Please see Page Limit Clarification at the top of this Addendum.</p>
Proposals	10.	<p>Proposal formatting question: SECTION VII.C. REQUIRED PROPOSAL CONTENT AND PAGE LIMITS states: “ ‘page’ shall mean a single-sided 8-1/2” x 11” paper with 1” margins on all sides and a standard font of at least 11 point (except drawings, plans and renderings, which may be provided on single-sided 11” x 17” paper, which shall be considered one ‘page’).</p> <p>a. Do menus need to adhere to the 11-point font requirement?</p> <p>b. Can material boards, design mood/inspiration boards in the Concept Design section also be on 11x17” paper like the rest of the design section graphic pages (plans, renderings, etc.)?</p>	Please see Page Limit Clarification at the top of this Addendum.
Proposals	11.	<p>Page limitation question: SECTION VII.C. REQUIRED PROPOSAL CONTENT AND PAGE LIMITS states: “Section 1 – Experience and Qualifications (10 Pages)”</p> <p>a. The required forms alone in Section 1 are 11 pages, and Forms A and J each require additional pages to be attached. Can you please clarify:</p> <p>i. Do the forms themselves count toward the page limit?</p> <p>ii. Does the supplemental information required on Form J (i.e., org charts, articles of incorporation, operating agreements, etc.) count toward the page limit?</p> <p>iii. In the case of a JV Partnership, is the page limitation per each JV member, i.e., 10 pages for JV Member 1, 10 pages for JV member 2, etc.?</p>	Please see Page Limit Clarification at the top of this Addendum.

Proposals	12.	<p>Page limitation question: SECTION VII.C. REQUIRED PROPOSAL CONTENT AND PAGE LIMITS states: “Section 2 - Proposed Concepts, Design, and Capital Investment (20 Pages)”</p> <ul style="list-style-type: none"> a. Is the page limitation per each location concept proposed, i.e., 20 pages for location concept 1, 20 pages for location concept 2, etc.? b. Do menus count toward the page limit? c. Do the design plans, renderings, furniture/fixtures, mood boards, materials board count toward the page limit? d. Does the 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 count toward the page limit? e. Can the above (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) be covered in ONE SINGLE signed letter/agreement from the brand partner? 	<p>a-d. Please see Page Limit Clarification at the top of this Addendum.</p> <p>e. Yes, letters of intent and approval letters from the same entity can be covered in one single signed letter.</p>
Proposals	13.	<p>We are interested in bidding for a specialty retail store space and noticed that the retail spaces are categorized under different packages. We are a small business currently operating in Seattle and SFO airports and would like to understand the process for bidding on available spaces.</p> <p>Small companies appear a little prohibitive unless they find a master bidder. If this is the case, how do we get to know them?</p> <p>Could you guide us on this? We truly appreciate it!</p>	<p>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.</p>
Proposals	14.	<p>Please clarify regarding award limitations on page 13. In the top paragraph it states that these limitations apply to all including Joint Venture partners (who presumably are ACDBEs). Then in item e it states that they “do not apply to any entity with minority ownership or any subtenant with a minority ownership interest”. For example, could an ACDBE be a JV partner on up to two food and two retail packages in Group A and also be a partner in small business packages? Please confirm that ACDBE are not limited in their participation in any way when it comes to joint venture partnership.</p>	<p>ACDBE’s are not limited in their participation in Group A, B or C packages.</p>
General Airport Information	15.	<p>Can we please get enplanements by concourse?</p>	<p>Enplanements by concourse are not available.</p>

Information on Specific Locations	16.	In RTL1 was it intentional to place two health and beauty locations across from each other - T3.U.8T2.5A and T3.U.8N.Q? Could one of those be labeled as Open?	Yes, spaces T3.U.8T2.5A and T3.U.8N.Q are intended for complimentary health and beauty concepts.
Operations	17.	Can you please explain the incubator program more fully - can the proposer limit the term, or create a program whereby the operator is evaluated annually and could be changed if not performing, or if the incubator operator wanted to leave? Must the Respondent propose who the initial participants are or just indicate that it will create a 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. 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.
Operations	18.	Could concept appropriate non-alcoholic beverages be sold in the retail Incubator spaces?	Pre-packaged beverages may be sold at the Incubator spaces in accordance with applicable law.
Proposals	19.	On page 36 where CDA describes the submittal, it states that Respondents may submit sample graphics on a separate USB drive or a downloadable link. What is this and does it count towards page limit?	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	20.	The document states that we may put one blank page between sections which does not count towards page limit. We assume this could be a standard "tab" that includes the name of the following section with a photo, correct?	Please see Page Limit Clarification at the top of this Addendum.
Proposals	21.	Please provide additional page limit for Section 2 of the larger retail packages. With 10 locations, we cannot possibly include all of the items listed and forms within 20 pages. Each concept will require a minimum of 3-4 pages for the narrative, plus product list, brand letter, renderings, schedule and Form D. Then we interpret it that currently the proof of funding is also included in the 20 pages for what might be 4 or more partners. Can CDA provide page limit for each sub-section?	Please see Page Limit Clarification at the top of this Addendum.
Proposals	22.	Section 3 will be difficult to complete in a 10-page limit with staffing plans for all locations in large packages. Please increase page limit for Section 3.	Please see Page Limit Clarification at the top of this Addendum.

Proposals	23.	In the larger retail packages, please provide additional page limit for the incubator program.	Please see Page Limit Clarification at the top of this Addendum.
Proposals	24.	Can the CDA please give a higher page count for the Other Information tab? Perhaps 10 pages.	Please see Page Limit Clarification at the top of this Addendum.
Proposals	26.	Can the CDA please extend the due date? With a due date of January 15 th , this insures that proposers and partners will be completing the bulk of the bid during the holiday season.	Please refer to Addendum 1 , published November 20, 2024.
Proposals	27.	On page 44, the RFP states that Respondent must specify source of funds for each partner. Does this include an actual bank letter or just a statement of how funds will be contributed?	Respondent, including its entities, must provide letters of funding commitment sufficient to cover its proposal response.
Proposals	28.	In Form A, Experience & Qualifications, how much detail does the CDA want for a JV partner in items 1 and 2 if it has experience as a JV partner rather than operating alone (since it states in item 1 that the following is required if the entity ‘was responsible for developing, managing, and/or operating’)?	Please provide Form A for any partner or entity whose experience and qualifications will be relevant to the operation of the location.
Proposals	29.	For Proposal Form D, where it says Financing Sources, if Respondent has JV partners, is it to list them with all of their funding sources on this form, but place the proof of that funding within section 2?	Form D must include funding sources for all respondent entities and letters of funding commitment must be provided in Section 2.
Rent and Term	30.	Would the CDA consider a 12-year or 15-year term for retail? Build-out costs have risen considerably, and this would give us more time to recoup investment.	No, CDA will retain the current specifications as stated in the RFP.
Rent and Term	31.	The RFP states that only one % rent rate may be proposed for the entire package without tiers or by category. Would you reconsider this limitation?	No, CDA will retain the current specifications as stated in the RFP.
Information on Specific Locations	32.	In Package RTL1 spaces 61.B and C labeled as Open retail, could the Respondent also propose a Services concept?	No, CDA will retain the current specifications as stated in the RFP.
Operations	33.	For retail, please explain the spaces where “Concept appropriate alcoholic beverages are permitted”. Does this mean that beer, wine and Ready to Drink spirits can be offered to go from a cooler within the Travel Convenience or other space as indicated?	Alcoholic beverage sales limitations and restrictions are based on the operator’s alcoholic beverage license. If the appropriate license is obtained by the Selected Respondent at the time of operation, and with the approval of CDA, Respondent may sell pre-packaged alcoholic beverages (i.e., beer, wine, packaged cocktails) in accordance with all applicable laws and airport rules. Alcohol for gifting (i.e., bottles of wine

			or spirits) may also be sold in accordance with licensure, all applicable laws and airport rules.
Proposals	34.	Please provide an updated form or indicate how % rent is reported on the Proposal Form G for packages that include an incubator program where it states that 8% rent would be due to the City.	Entities participating in the incubator program are required to pay a percentage rental to the City limited to 8% of sales which is set by the City and does not need to be included on Form G.
Information on Specific Locations	35.	In package RTL3 that includes the Chicago Cultural Institutions Themed store, must this store feature a specific cultural institution, or could it be devoted to a specific cultural aspect such as music or art that would allow multiple institutions to be featured?	The Chicago Cultural Institutions Themed Store can feature a specific or several cultural institutions or cultural aspects of Chicago such as art, music, events, etc.
Information on Specific Locations	36.	Considering the importance of Electronics as a category to travelers (the second most requested after Travel Convenience), can the Open concept in B in the Electronics package [RTL6] be devoted only to Electronics?	Respondents can propose as per the package and location concept descriptions per the RFP. Respondents may propose an electronics concept for the Open location.
General Airport Information	37.	The current massage satellite location in the HK passthrough is not in the program and is not marked. Will it go away?	The future of concessions and concession locations “Not in Program” in the RFP have not currently been determined.
General Airport Information	38.	Will the current Sunglass Hut in the HK Passthrough go away in the new program? It is not marked.	The future of concessions and concession locations “Not in Program” in the RFP have not currently been determined.
General Airport Information	39.	The current CIBO Gourmet Market and the former Argo Tea space in the walkway between T3 and G are not marked or indicated as part of the program. What is the future of these spaces?	The current CIBO Gourmet Market and former Argo Tea locations in the corridor connector between T3 and G concourse are slated to be converted to a landside connector as the development of the O’Hare Global Terminal progresses.
Information on Specific Locations	40.	Please confirm square footage of T1.B.U.104A for news/convenience. Map says 1,711 and chart says 2,176 sf.	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.
Information on Specific Locations	41.	We assume that the incubator locations labeled as Specialty Retail should be food. Please provide new use clauses.	The incubator units labeled as specialty retail may include prepackaged food but are intended as specialty retail.

Information on Specific Locations	42.	In the Publican space in T3, would you consider a full-service restaurant instead of the conversion to a food hall? Or allow a proposer to designate?	No, CDA will retain the current specifications as stated in the RFP.
Proposals	43.	On page 12 it states, "Respondents are not prohibited from submitting more than one proposal with different concepts per Package." Please clarify. Does this mean that proposers can, for example, submit two or more proposals for Package 1 with different concepts and also perhaps with different rent structures and different partners?	Respondents are not prohibited from submitting more than one proposal with different concepts per Package as stated in RFP Section III(G). If a Respondent submits proposals on more than one Package or submits multiple proposals on any one Package, each proposal must be submitted separately as stated in RFP Section III(A). Yes, Respondents may, for example, submit two or more proposals on any package with different concepts, rent structures, partners, etc.
Proposals	44.	Could a proposer submit a second proposal that deviates from your proposed uses? Please clarify the parameters under which a proposer can submit multiple options.	Respondents are not prohibited from submitting more than one proposal with different concepts per Package as stated in RFP Section III(G). If a Respondent submits proposals on more than one Package or submits multiple proposals on any one Package, each proposal must be submitted separately as stated in RFP Section III(A). All proposals should conform with the RFP's proposed uses.
Proposals	45.	With regards to Minimum Qualifications, are there any minimums for subtenants?	The Minimum Qualifications applies to the majority entity.
Operations	47.	We understand that utilities are either individually metered or estimated and charged. Can you please share a method for us to estimate the cost of utilities?	Estimated utilities are based on the metered utility usage at comparable concession locations
Proposals	48.	With regards to page limits, we ask that the CDA review the narrative sections of the book. While we appreciate the request for brevity, with expenditures in the tens of millions and 15+ years, it makes sense to allow respondents to tell the story of each concept and menu, especially when it comes to local business brands. In section 2 it is not physically possible to describe up to 15 physical locations (in the case of package 1), their concepts, menu, rendering, sustainability, floor plan, franchise approval letter, narrative on requested items, Capital Form and proof of financing in 20 pages. Specifically, we ask for the following accommodations as it relates to page limits within Section 2:	Please see Page Limit Clarification at the top of this Addendum.

		<ul style="list-style-type: none"> a. Each concept should have its own page limit for narrative and menu (suggest 5-6 pages each b. Renderings and floor plans be excluded from page limits c. Brand letters be limited to one page per concept but be excluded from page limits d. Proposed Project Schedule be excluded from page limits. e. Capital Investment Form D be excluded from page limits. f. Proof of source of funds for each partner be excluded from page limits. <p>Within Section 3, we suggest:</p> <ul style="list-style-type: none"> g. Staffing plans be excluded (when packages have as many as 15 locations – although some may be common – it is difficult to give real information). h. Please provide additional pages to the 10 to allow us to describe programs including community outreach. i. In packages that include the incubator program, please allow pages dedicated solely to that program. 	
Proposals	49.	Please confirm that each majority and minority (JV) partner must submit financial capability. For JV partners, does this come in the form of a bank letter? Does this apply to subtenants?	All joint venture entities must show financial capability, or the majority partner must show financial capability for the entire joint venture capital commitment. Subtenants do not have to show financial capability if the tenant shows financial capability to cover the entire capital investment.
Proposals	50.	For the USB drives that are to be submitted with the book, what is the reference to “sample graphics on a separate USB drive” refer to?	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	51.	RFP states that blank page can be placed between sections. Should we assume this refers to the traditional tab with the section name on it rather than blank?	Please see Page Limit Clarification at the top of this Addendum.
Operations	52.	Can the CDA please describe its vision for the Incubator program in more detail? Is Respondent required to name its first participants? Do you envision a one -year lease term for participants with goals to meet to continue to year 2? In food locations, is Respondent expected to fully build out the two incubator locations at no cost to participants?	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. Respondent will be responsible for designing and constructing “white box” kiosks for the incubator locations. Note that none of the incubator locations are “food locations” -- all are specialty retail. Please

			see pg. 45 of the RFP and the Permitted Uses for Packages FB1 and RTL1 for additional details.
Proposals	53.	Please consider extending the due date beyond January so Respondent and proposers are not finalizing it during the holiday season.	Please refer to Addendum 1, published November 20, 2024.
Proposals	54.	Proposal Form A is required from all JV partners. Is this required for subtenants?	Proposal Form A applies to all entities of the Respondent.
Information on Specific Locations	55.	In Package FB1 the K Concourse Food Hall – will proposers be allowed to install significant signage on the exterior of this enclosed food hall to entice travelers inside? Today this location is hidden until you enter.	All responses must adhere to the design guidelines posted in the ORDER Up! Data Room.
Operations	56.	What marketing will be done in the concourse to let travelers know it is there?	The marketing fee as stated in the RFP will be used for CDA to market the concessions. This includes signage, promotional events, and visual and social media content.
Information on Specific Locations	57.	Would seating be allowed outside of the food hall boundaries against the wall in the concourse?	Seating is not permitted outside of lease lines except in spill out zones as defined in the design guidelines posted in the ORDER Up! Data Room.
Information on Specific Locations	58.	In space T1C.U.44.C how would an operator do QSR chicken when there is no opportunity to vent?	Respondents must comply with the package and concept descriptions for each location and state any additional operating needs (i.e. Venting) for consideration.
Information on Specific Locations	59.	Please explain logic behind the Rotunda Food Hall. From what we can interpret, the current food hall will remain with Great American Bagel, Subway, Half Moon Empanadas and Manchu Wok. The new space for a food hall and bar is in the current Cubs Bar space. What is the expiration on the existing food hall and what is the future plan? Wouldn't new space across the hall decimate the sales of the older ACDBE tenants in this area? Can the CDA be flexible on whether we replace the Cubs Bar with a full-service restaurant/bar and perhaps a grab and go rather than a full food hall?	All the concession locations in the Rotunda except for the existing Cubs Bar (location T3G.U.61.A) are planned to be removed to accommodate a new landside connector as well as a new connector to Terminal 2.
Proposals	61.	Would the CDA consider concepts that change with different dayparts? This has been done successfully in spaces where perhaps a local concept doesn't have a strong breakfast component so the operator has a morning concept that differs and signage rotates for lunch or dinner.	Respondents may propose concessions that change with the dayparts as long as the concepts adhere to the concept descriptions for the locations being proposed.
Information on Specific Locations	62.	Would CDA reconsider the packaging for FB3? All sites except for one QSR are in Terminal 3. Logistically this would leave one site/management team isolated from the larger group.	No, CDA will retain the current specifications as stated in the RFP.

Proposals	63.	How do we complete Proposal Form G for packages that include an incubator program where it states that 8% rent would be due to the City?	Respondents do not have to include the incubator percentage rents on Form G.
Information on Specific Locations	64.	Why is the current Brioche Doree in the Terminal 3 Rotunda not included in the bid? What is the plan for this space?	All the concession locations in the Rotunda except for the existing Cubs Bar (location T3G.U.61.A) are planned to be removed to accommodate a new landside connector as well as a new connector to Terminal 2.
Information on Specific Locations	65.	The Cubs Bar currently has an elevator to the lower level that is occupied by HMS Host. What will be done with this elevator if an operator other than HMS Host wins this space?	All elevators are common use elevators available to all tenants.
Information on Specific Locations	66.	What is the coffee in T1C.U.24.E that is not in the program? And why?	The T1C.U.24.E space will be a Starbucks as part of an existing agreement.
Information on Specific Locations	67.	What is the coffee in T1B.U.89.D that is not in the program? And why?	The coffee currently located in T1B.U.89.D will be no longer in the program.
Information on Specific Locations	68.	What is the gray space on the map near B9 that is not identified next to duty free?	The gray location on the map near Gate B9 is used by another tenant.
Information on Specific Locations	69.	Why is Garrett Popcorn at T1B.U.83.A not in the program? Will it remain in operation or be removed?	The area in Concourse B across from the tunnel connector entrance to Concourse C may be affected by future development with United Airlines, and therefore the future of that location and the concessions around it including location T1B.U.83.A have yet to be determined.
Information on Specific Locations	70.	Will the Field Museum space at T1B.U.84.F that is not a part of the program remain in operation?	The area in Concourse B across from the tunnel connector entrance to Concourse C may be affected by future development with United Airlines, and therefore the future of that location and the concessions around it including location T1B.U.84.F have yet to be determined.
Information on Specific Locations	71.	The Green Market in the Rotunda is not mentioned. Is it not part of the program and why?	All the concession locations in the Rotunda except for the existing Cubs Bar (location T3G.U.61.A) are planned to be removed to accommodate a new landside connector as well as a new connector to Terminal 2.
General Airport Information	72.	Are the two United Lounges in C connected or are they separate lounges for different types of travelers? Will there be limitations to entry such as First Class or International only?	UA lounges on Concourse C are designated by UA for different membership levels and are operated by UA
General Airport Information	73.	What is the timing for concession on the L concourse to be redeveloped?	The timing of the renovation and concepting of Concourse L has yet to be determined.

General Airport Information	74.	Are there any limitations to entry for the AA lounge near L or is it like others?	The AA Lounges are controlled by AA.
Information on Specific Locations	75.	Please explain your vision for the "Order Boards" for the HK Food Hall.	The "Order Boards" are envisioned as kiosks for self-ordering at concessions located in the HK Food Hall.
Proposals	76.	There is a lot of Chicken designated as a use considering this is not a proven concept for O'Hare. It is on trend right now, but can we support this much chicken in 10 years?	The viability of Packages will be up to the individual entities that are considering the opportunities.
Proposals	77.	In the small business packages, there are Snack or Walkaway Snack without any limitations in spaces at B06, B07, C21, C23, H4, H5 and at 8A.D and U.6.C in the T3 Main building (as well as in G and K). Several of these spaces are either right next to each other or very close but in different packages. Small businesses will spend considerable money and time proposing on these packages to perhaps only find out that nearly the same concept or use has been proposed right next door. What assurances can the City give small businesses that this will not happen and their efforts will not be in vain?	Respondents must do their own due diligence and determine on their own if they wish to respond to the RFP.
Proposals	78.	You are offering 13 food and beverage packages as part of the ORDER Up program. Are any (or all) of those spaces offered individually? Or are prospective candidates expected to operate all of the facilities within each group?	Respondents must propose on the entire package.
Proposals	80.	In Section 2 - Proposed Concepts, Design, and Capital Investment, there's a stated 20-page limit. However, item 1. Proposed Concepts allows for "Form B plus up to 20 additional pages of description." Does this mean the 20 additional pages are exclusively for concept descriptions, while the rest of Section 2 adheres to the 20-page limit, effectively allowing up to 40 pages total for Section 2?	Please see Page Limit Clarification at the top of this Addendum.
Proposals	81.	In Section 2 - Section 2 - Proposed Concepts, Design, and Capital Investment, there's a stated 20-page limit. However, within 1. Proposed Concepts, letter C, we are required to provide a menu/product list and explain our approach to pricing. Unfortunately, when it comes to food & beverage, some concepts have 3 or 4 pages of menu offerings, that can or will take us over the page limit. Will the airport consider excluding menus?	Please see Page Limit Clarification at the top of this Addendum.
Proposals	82.	Considering varying numbers of concepts per package and required information per location, will the airport adjust the overall page count for Section 2 to accommodate these differences?	Please see Page Limit Clarification at the top of this Addendum.
Proposals	83.	Please confirm that brand Letters of Authorizations or Letters of Intent are not a requirement for this opportunity. If they are, will the airport consider excluding?	The RFP requires that 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. However, 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	84.	Must a company have its ACDBE certification complete at the time of RFP submission to participate as ACDBE? Is a company eligible if its certification is still in process?	Any Respondent or entity of Respondent to be considered as part of Respondent's Airport Disadvantaged Business Enterprise ("ACDBE") Participation Plan must be certified at the time of submission of a proposal to meet the City's aspirational goal for ACDBE participation for Group A and Group B Packages. This is dictated by federal rules.
Operations	85.	Is it possible for one small business to operate both incubator spaces in the Group A retail or food service packages?	In theory, yes. 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.
Operations	86.	Can the small business incubator retail spaces include pre-packaged snacks, candy, gum and mints? What about concept appropriate alcoholic beverages?	Please see Permitted Uses for Packages FB1 and RTL1 for additional details regarding the incubator Program. Alcohol is not permitted.
Proposals	87.	Can a small business operator in a Type C retail package license a larger brand to operate?	Group C respondents may propose a branded or proprietary concept.
Operations	88.	What are the limitations on concept appropriate alcohol within a News and Gift setting (ex. Package RTL 4)?	Alcoholic beverage sales limitations and restrictions are based on the operator's alcoholic beverage license. If the appropriate license is obtained by the Selected Respondent at the time of operation, and with the approval of CDA, Respondent may sell pre-packaged alcoholic beverages (i.e., beer, wine, packaged cocktails) in accordance with licensure, all applicable laws and airport rules. Alcohol for gifting (i.e., bottles of wine or spirits) may also be sold in accordance with licensure, all applicable laws and airport rules.

Proposals	89.	Is there any diversity requirement or incentive for the Type C packages in the RFP?	There are no diversity requirements for Group C packages.
Operations	90.	Are cocktails to-go in sealed, tamper evident containers permitted in any context?	Alcoholic beverage sales limitations and restrictions are based on the operator's alcoholic beverage license. If the appropriate license is obtained by the Selected Respondent at the time of operation, and with the approval of CDA, Respondent may sell pre-packaged alcoholic beverages (i.e., beer, wine, packaged cocktails) in accordance with licensure, all applicable laws and airport rules. For appropriate retail locations, alcohol for gifting (i.e., bottles of wine or spirits) may also be sold in accordance with licensure, all applicable laws and airport rules.
Operations	91.	For the incubator spaces, can the Respondent assist the small business in some areas of management, for instance providing emergency staffing to cover the incubatee if an employee is absent?	Yes. The Selected Respondent will be responsible for managing and mentoring the incubatees. Please see Permitted Uses for Packages FB1 and RTL1 for additional details.
Operations	92.	Will snack locations be permitted to include concept appropriate alcohol?	Snack locations are not permitted to sell alcoholic beverages.
Proposals	93.	Would a signed Letter of Intent, including business terms, be acceptable in place of a fully executed license agreement?	Yes, 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	94.	Are we permitted to submit more than one brand per space? For example, can we propose a backup brand for the Airport to choose from?	Respondents are not prohibited from submitting more than one proposal with different concepts per Package as stated in RFP Section III(G). If a Respondent submits proposals on more than one Package or submits multiple proposals on any one Package, each proposal must be submitted separately as stated in RFP Section III(A).
Information on Specific Locations	95.	For Space T1C.U.24.B, the summary page lists the square footage as 1,245 sq ft, but the map indicates 859 sq ft. Could you please confirm the accurate size?	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.

Information on Specific Locations	96.	In Package FB1 Group A, Space T1C.U.44.C is listed as 873 sq ft on the summary page, but the map shows 537 sq ft. Which is the correct square footage?	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.
Information on Specific Locations	97.	For Package FB1 Group A, Space T3H.U.22.C is listed as 1,888 sq ft on the summary page, but the map shows 1,641 sq ft. Could you confirm the correct size?	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.
Information on Specific Locations	98.	The summary page for Package FB1 Group A, Space T1C.U.24.B indicates 873 sq ft, while the map shows 859 sq ft. Please confirm the accurate square footage.	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.
Information on Specific Locations	99.	For Space T1B.L85.H in Package FB1 Group A, the summary page lists it as a Grab n Go Market, but the map shows it as Coffee/Snack. Could you clarify the intended concept?	Space T1B.L85.H is intended to be a Grab n Go Market, and the map has been updated to reflect this.
Information on Specific Locations	100.	In Package FB2 Group A, Space T1B.U.113.B is listed as 2,986 sq ft on the summary page, but the map shows 2,646 sq ft. Which is accurate?	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.
Information on Specific Locations	101.	For Space T1C.U.36.A in Package FB2 Group A, the summary page indicates 1,115 sq ft, while the map shows 907 sq ft. Could you confirm the correct size?	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.
Information on Specific Locations	102.	The summary page for Space T3H.U.9L.D in Package FB2 Group A lists 1,005 sq ft, but the map shows 771 sq ft. Please clarify the accurate square footage.	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.
Information on Specific Locations	103.	In Package FB2 Group A, Space T3H.U.63.B is listed as 361 sq ft on the summary page, while the map shows 241 sq ft. Which is the correct size?	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.
Information on Specific Locations	104.	For Space T1B.U.113.A in Package FB2 Group A, the summary page shows 645 sq ft, but the map indicates 488 sq ft. Could you confirm the correct square footage?	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.
Information on Specific Locations	105.	In Package FB3 Group A, Space T3HK.U.30.E is listed as 219 sq ft on the summary page, but the map shows 40 sq ft. Which is accurate?	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.
Information on Specific Locations	106.	For Space T1C.U.37.A in Package FB4 Group A, the summary page lists 2,340 sq ft, but the map indicates 1,802 sq ft. Could you confirm the correct size?	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.
Information on Specific Locations	107.	In Package FB5 Group A, Space T3.U.8.AA.4 is listed as 2,461 sq ft on the summary page, while the map shows 2,012 sq ft. Which is the accurate square footage?	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.
Information on Specific Locations	108.	For Space T3.U.8F.C in Package FB5 Group A, the summary page lists 1,871 sq ft, but the map shows 1,273 sq ft. Could you please confirm the accurate size?	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.
Information on Specific Locations	109.	Space T3H.U.9G.B in Package FB5 Group A is listed as 2,408 sq ft on the summary page, but the map indicates 861 sq ft. Could you clarify the correct size?	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.
Information on Specific Locations	110.	The summary page for Space T3.U.8A.E in Package FB5 Group A shows 1,459 sq ft, while the map indicates 875 sq ft. Please confirm the correct square footage.	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.
Information on Specific Locations	111.	In Package FB6 Group B, Space T3K.U.15.A is listed as 4,153 sq ft on the summary page, but the map shows 3,036 sq ft. Which is accurate?	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.
Information on Specific Locations	112.	For Space T1C.U.10.A in Package FB6 Group B, the summary page indicates 2,125 sq ft, while the map shows 1,685 sq ft. Could you confirm the correct size?	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.
Information on Specific Locations	113.	Space T1C.U.45.B in Package FB6 Group B is listed as 1,060 sq ft on the summary page, but the map indicates 857 sq ft. Which is accurate?	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.
Information on Specific Locations	114.	For Space T3HK.U.90.E in Package FB6 Group B, the summary page shows 2,557 sq ft, while the map indicates 746 sq ft. Could you confirm the correct square footage?	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.

Information on Specific Locations	115.	In Package FB7 Group B, Space T1B.U.67.A is listed as 1,571 sq ft on the summary page, but the map shows 917 sq ft. Please confirm the accurate size.	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.
Proposals	116.	Is there a revenue cap on who can bid on the B Group packages?	There is no revenue cap or any other limitations on who may propose on Group B Packages.
Operations	117.	In the Snack category, can you incorporate grab and go items?	No, CDA will retain the current specifications as stated in the RFP.
Proposals	118.	In the C Group packages, can a small prime create a JV with an ACDBE to bid on these packages?	If Respondent is a newly formed entity (i.e., a JV), Respondent (as a whole) must demonstrate that it meets the requirements for a Small Business. For Group C Packages, a Small Business is defined as a for profit business that does not exceed the size standards of 49 CFR Section 23.33. There is no aspirational goal for participation by ACDBEs in Group C Packages in this RFP.
Proposals	119.	In the C Group packages, can a small prime create a JV or sublet situation with an ACDBE if the ACDBE is the majority partner?	If Respondent is a newly formed entity (i.e., a JV), Respondent (as a whole) must demonstrate that it meets the requirements for a Small Business. If Respondent is a newly formed entity, Respondent must demonstrate that owners of Respondent who, in the aggregate, own 51% or more of the entity, each satisfy the experience requirements. There is no aspirational goal for participation by ACDBEs in Group C Packages in this RFP.
Proposals	121.	FARE is a women-owned business, and we are in the process of applying for our ACDBE certification. Do we need to have the certification completed before submitting our proposal?	Any Respondent or entity of Respondent to be considered as part of Respondent's Airport Disadvantaged Business Enterprise ("ACDBE") Participation Plan must be certified at the time of submission of a proposal to meet the City's aspirational goal for ACDBE participation for Group A and Group B Packages. This is dictated by federal rules.
Operations	122.	For the OrderUp program, would we be operating our own stall, or would we still be required to use an external operator?	All responding entities must act as the operator and actively participate in the operation of all or a portion of the proposed concessions. No entity acting only as a manager or in a management capacity will be considered.
Proposals	123.	We are also planning to submit a bid in collaboration with an operator. Is it possible to submit proposals in both ways—independently and with an operator?	Respondents are not prohibited from submitting more than one proposal with different concepts per Package as stated in RFP Section III(G). If a Respondent submits proposals on more than one Package or

			submits multiple proposals on any one Package, each proposal must be submitted separately as stated in RFP Section III(A).
Operations	124.	<p>Would you please validate that it was your intention to include 2 specialty retail incubator spaces in the F&B RFP?</p> <p>Package FB1 (Group A): T1B.U.70.B Incubator— Specialty Retail Incubator B05 B 1 660 T1B.U.98.A Incubator – Specialty Retail Incubator B11 B 1 720</p>	Yes, the 2 Specialty Retail incubator spaces included in Package FB1 were intentional. Please see the description of permitted uses found in the RFP for additional details.
Proposals	125.	Regarding the supporting downloadable graphic element links, could you please confirm which file formats are acceptable for submission? Specifically, are the following formats supported: JPEG, PNG, MP4, MOV, PDF, Word, TIFF, and others?	Regarding sample graphics submitted as a downloadable link, the file formats must be common use formats which do not require the installation of specific applications to view them.
Proposals	126.	Can you please confirm there is no conflict of interest for potential proposers that are currently providing consulting services to the Airlines, if said potential proposer would be serving as a JV minority partner?	This would be considered on a case-by-case basis requiring evaluation of the facts.
Information on Specific Locations	127.	In retail Package FB6 (Group B) will the CDA consider allowing a Service in unit T1B.U.85.A instead of Electronics? Also, if a Service is allowed, can it also provide a Food and Beverage component to include alcohol?	No. CDA will retain the current specifications as stated in the RFP.
Information on Specific Locations	128.	I just saw on the virtual call that the Field Museum's current location is NIP....does that mean we will continue to occupy that spot and not need to bid to maintain it? I'm also curious about our location and the future of our dino statue that is installed directly next to our store.	Space T1B.U.84.F, currently the Field Museum, is not a part of the current solicitation. As the current tenant, you may contact CDA for further inquiries.
Information on Specific Locations	129.	Regarding Package RTL7 (Space B11 T1B.U.98.C - Candy) - <i>Please consider expanding this concept/permitted uses to include Apparel / Lifestyle and/or Open.</i>	No, CDA will retain the current specifications as stated in the RFP.
Information on Specific Locations	130.	Regarding Package RTL1 (Space T3 Main T3.U.8T2.5A 703sf - Health & Beauty) - <i>Please consider expanding this concept/permitted uses to include Apparel / Lifestyle and/or Open.</i>	No, CDA will retain the current specifications as stated in the RFP.
Information on Specific Locations	131.	Regarding Package RTL1 (Space T3 Main T3.U.8N.Q 1110sf - Health & Beauty) - <i>Please consider expanding this concept/permitted uses to include Apparel / Lifestyle and/or Open.</i>	No, CDA will retain the current specifications as stated in the RFP.
Information on Specific Locations	132.	Regarding Package RTL4 (Space C19/21 #T1C.U.31.D and #T1C.U.32.J) - <i>Can these two spaces (340sf each) be combined to create a single space approx. 680sf?</i>	No. CDA will retain the current specifications as stated in the RFP
Proposals	133.	What is the best package option for a startup-cpg company owned by minority/women, and hiring immigrant workers?	The viability of Packages will be up to the individual entities that are considering the opportunities.
Proposals	134.	For continuous experience requirement, are records from a successful cafe & cpg business based <u>abroad</u> valid?	Yes – the location of the business where the Respondent acquired the requisite experience is immaterial.

Proposals	135.	What is the continuous experience requirement for newly formed entities for the retail bid?	If Respondent is a newly formed entity, Respondent must demonstrate that owners of Respondent who, in the aggregate, own 51% or more of the entity, each satisfy the experience requirements.
Rent and Term	136.	One initial question - The base rent of \$55/p sq ft x 5,570 sq ft = \$306,350.00...is that per year? Per month?	Base Rent equals \$55 per square foot, per year, of Leased Space and is increased three percent annually as of January 1st of each calendar year during the Term. It is payable in monthly installments.
Proposals	137.	Evaluation Criteria <ul style="list-style-type: none"> • What criteria will the proposals be evaluated on? (e.g., experience, design plan, customer service, financial proposal) • What is the weight assigned to each criterion? • When will we receive a response indicating whether our proposal has been selected? 	Please reference Section VII(C) – [Required Proposal Content and Page limits], and VIII – [Evaluation Criteria] for details. <ul style="list-style-type: none"> • Points and weights for criteria can be found in VIII – [Evaluation Criteria]. • Please reference the Approximate Timeline found on page vi of the RFP document. These dates are subject to change.
Rent and Term	138.	Contract Management and Fees <ul style="list-style-type: none"> • What are the fee or payment requirements to the City of Chicago? • How long is the contract term? • If selected, when will we be expected to start operating the concession? 	Please review Section V. – [Summary of Business Terms]. <ol style="list-style-type: none"> 1. Please review Section V. – [Summary of Business Terms]. 2. For specific term information, see the Business Terms chart on the first pages of each package description [RFP Attachment 1]. 3. Please reference the Approximate Timeline found on page vi of the RFP document. These dates are subject to change.
Proposals	139.	Concession Space Size and Characteristics <ul style="list-style-type: none"> • What is the size of the concession space (in square feet)? Are all the spaces the same size, or do they vary? • What are the physical characteristics of the concession spaces? (e.g., layout, walls, ceilings, basic interior finishes) • Is there seating space available for customers? If so, how should that space be managed? • Are concessionaires able to choose their specific concession space, or is it assigned by the airport authority? 	Please reference the Permitted Uses and Business Terms [RFP Attachment 1] for each package, which include maps of locations, their permitted use and sizes of each space.
Proposals	140.	Design and Legal Requirements <ul style="list-style-type: none"> • Are there specific design requirements for the concession spaces? (e.g., materials, colors, interior design style) • Are there guidelines regarding signage or logos for the business? • Which authorities must approve any renovations or improvements made to the space? 	The Design Guidelines can be found in the ORDer Up! Data Room.
Proposals	141.	Infrastructure Connections <ul style="list-style-type: none"> • Does the concession space come equipped with utilities such as electricity, water, and ventilation? 	Please reference the Permitted Uses and Business Terms [RFP Attachment 1] for existing utilities, and Section V(H) of the RFP for

		<ul style="list-style-type: none"> • Are there any restrictions or limitations regarding electricity and water? (e.g., maximum electrical capacity, requirements for installing additional appliances) • Is there internet or Wi-Fi connectivity available within the concession spaces 	additional details. The Utility Matrix may also be found in the ORDER Up! Data Room for reference.
Proposals	142.	<p>Accessibility and Location</p> <ul style="list-style-type: none"> • Where is the concession space located in the airport? (e.g., near exits, boarding gates, immigration checkpoints) <p>Is this space located in a high-traffic area? Is there any data available on passenger traffic in this vicinity?</p> <ul style="list-style-type: none"> • What are the access hours for managing and transporting goods to the concession space? 	Please reference the Permitted Uses and Business Terms [RFP Attachment 1] which include maps of locations, their permitted use and sizes of each space. Storage and Delivery information is located in Section V(I) of the RFP.
Proposals	143.	<p>Facilities and Operational Requirements</p> <ul style="list-style-type: none"> • Is there additional storage space available, or must all storage be contained within the concession space? • Are there any other facilities such as staff restrooms or break areas near the concession space? • Who is responsible for cleaning and maintaining the concession area? 	Limited storage will be available and will be addressed with selected proposers after award. Storage is billed at the then current rate. Please refer to Section V (H.4) for maintenance responsibilities. There are no dedicated staff breakrooms or restrooms.
Proposals	144.	<p>Passenger Traffic and Target Customers</p> <ul style="list-style-type: none"> • Is there any data available on passenger traffic in the concession area? (e.g., daily passenger volume) • Who is the primary target audience for the concession? (e.g., business travelers, tourists, families) 	Information on Enplanements and Passenger Demographics can be found in the ORDER Up! Data Room.
Proposals	145.	<p>Additional Restrictions to Be Aware Of</p> <ul style="list-style-type: none"> • Are there any restrictions or specific regulations for operating a business in this concession space? (e.g., operating hours, types of services or goods allowed) • Are there any ongoing or upcoming construction or renovation projects that could impact this concession space? 	Information on operating hours may be found in Section V(Q) [Other Terms and General Conditions] of the RFP. Please reference Section II(A) [Airport Overview] of the RFP for information on current and upcoming airport projects.
Proposals	146.	As a small business; can I bid for groups A & B or I'm only qualified for group C?	If your firm meets the Minimum Qualification Requirements [RFP Sec. IV(A)], including the requirement that Respondent must prove evidence of ability to fund or finance the sum total capital cost of all proposed locations with the package, you may propose on any and all appropriate packages.
Proposals	147.	Can I get a help in filling up the RFP?	The CDA is unable to provide any assistance with Respondent proposals.
Proposals	148.	Regarding Section III. G., "Submission of Multiple Proposals," if we want to propose two options for one space within a package, do we need to submit two separate proposals for that package, or can we list the two options for the space within one proposal?	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	149.	The airport has indicated this is the largest Concessions RFP ever released at one time. At the same time the CDA has mandated some of the most restrictive page limits ever. Proposers have been working on this for over a year and are spending over \$1M putting their proposals	Please see Page Limit Clarification at the top of this Addendum.

		together, why not give them enough pages to tell the story. Especially in the Concept and Design sections. Some packages allow for LESS than 1 page per concept. CDA has allowed 20 pages for a single concept in rent RFPs. Please grant a reasonable page limit for the Concept & Design sections, something like up to 10 pages per location for Section 2. Design, Concepts.	
Proposals	151.	In order to provide compliant responses, we request that the following changes be made to the page limits: <ul style="list-style-type: none"> Exclude all forms from the page limit Section 1 - Limit to 10 pages per company to allow pages for all ACDBE partners Section 2 - Provide a page limit per space; exclude price lists, menus, LOAs, renderings, floor plans, material boards, and the construction schedule from the page limit Section 3 - Extend page limit to 20 pages to allow for staffing plans and comprehensive responses 	Please see Page Limit Clarification at the top of this Addendum.
Information on Specific Locations	152.	Please clarify/confirm all square footage of locations as there are discrepancies between LOD's, maps and Attachment 1 (i.e. Space T1B.U.104.A, Space T3.U.8FF.2, Space T3.U.8C.A, etc.).	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.
Information on Specific Locations	153.	Can we combine or subdivide the following 2 spaces differently than shown on the RFP RTL Package 1 - T3K.U.61.B & T3K.U.61.C	No, CDA will retain the current specifications as stated in the RFP.
Information on Specific Locations	154.	What is the term left on unit T1B.U.74.B in Term 1, Conc B - Just Walk Out and T3.U.113.B in Term 3, Main – Just Walk Out? <ul style="list-style-type: none"> Once the lease term expires, will each location be recategorized away from News / Convenience? 	Both spaces are under lease and are currently planned to remain in operation through 2029. The future planned use for these spaces has not been determined.
Operations	155.	Are we able to sell both single serve alcohol for immediate consumption and alcohol for gifting in all news/convenience locations?	Alcoholic beverage sales limitations and restrictions are based on the operator's alcoholic beverage license. If the appropriate license is obtained by the Selected Respondent at the time of operation, and with the approval of CDA, Respondent may sell pre-packaged alcoholic beverages (i.e., beer, wine, packaged cocktails) in accordance with licensure, all applicable laws and airport rules. Alcohol for gifting (i.e., bottles of wine or spirits) may also be sold in accordance with licensure, all applicable laws and airport rules.
Operations	156.	What is the availability, location, and cost of storage space within the terminals?	Limited storage will be available and will be addressed with selected proposers after award. Storage is billed per square foot at the then current Base Rent rate.
General Airport Information	157.	Are there plans for additional news locations in the future in Concourses B, C, G, H, and/or K as part of a master redevelopment plan? If so, can the details be shared.	There are no current plans for additional news/convenience locations in B, C, G, H or K at this time

General Airport Information	158.	How many gates are expected in the new Concourse F (S)?	Concourse F is not included in this RFP.
General Airport Information	159.	Please provide enplanements by year by concourse for T1 (Conc B and C) and Terminal 3 (Con G, H, and K). <ul style="list-style-type: none"> If specific enplanements by concourse are not available can a % estimate be provided 	All available enplanement reports can be accessed in the ORDer Up! Data Room. <ul style="list-style-type: none"> CDA cannot provide a percentage estimate.
Information on Specific Locations	160.	Does the T3.U.8J.B location (Chicago Cultural Institution Themed Store) have to be focused on only one organization, or can it be a multi-themed store?	Yes, the concept may include multiple Chicago themed Cultural Institutions, concepts, themes, or events.
Operations	161.	Please confirm whether the Marketing Fee is 0.25% (as stated on Page 30 of the RFP document) or 0.50% (as reflected on the airport proforma template).	The Marketing Fee will be .25% of Concession Gross Revenues.
Proposals	162.	In lieu of the requirement “ <i>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</i> ”, are Respondents able to provide an executed LOI instead?	
Proposals	163.	Does the Joint Venture Operating Agreement need to be executed at time of submittal?	Yes, a Joint Venture Operating Agreement must be executed at the time of submission.
Proposals	164.	Attachment 1 requires a signature. Where in the submittal should Attachment 1 be placed? Further, do only the first and second page of Attachment 1 need to be submitted?	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.
Information on Specific Locations	165.	RTL1 Space T1B.U.104.A shows 2,176 SF on the package charts, but 1,711 SF on the T1 Map. Please clarify square footage.	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.
Information on Specific Locations	166.	Space T3H.U.3.A from RTL 1 is on the package charts but is listed as T3HK.U.3.A on the T3 map and as T3HK.U.03.A on the LOD. Please clarify space ID.	The spaces indicated are the same and either number may be referenced when submitting a proposal.
Information on Specific Locations	167.	Space T3H.U.10.A from RTL 1 is on the package charts but is listed as T3HK.U.10.A on the T3 map. Please clarify space ID.	The spaces indicated are the same and either number may be referenced when submitting a proposal.
Information on Specific Locations	168.	RTL6 Space T3G.U.6.A shows 639 SF on the package charts, but 489 SF on the T3 Map and the LOD has a total of 639 SF. Please clarify square footage. Space T3H.U.9H.C from RTL 2 is on the package charts but is listed as T3HK.U.9H.C on the T3 map. Please clarify space ID.	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.
Information on Specific Locations	169.	Space T3.U.L8P.A from RTL 2 is on the package charts but is listed as T3.U.P.8P.A on the LOD. Please clarify space ID.	The spaces indicated are the same and either number may be referenced when submitting a proposal.
Information on Specific Locations	170.	Space T1B.U.L88.I from RTL3 is on the package charts but is listed as T1B.L88.I on the T1 map. Please clarify space ID.	The spaces indicated are the same and either number may be referenced when submitting a proposal.
Information on Specific Locations	171.	Space T3H.U.18.A from RTL3 is on the package charts but is listed as T3HK.U.18.A on the T3 map. Please clarify space ID.	The spaces indicated are the same and either number may be referenced when submitting a proposal.

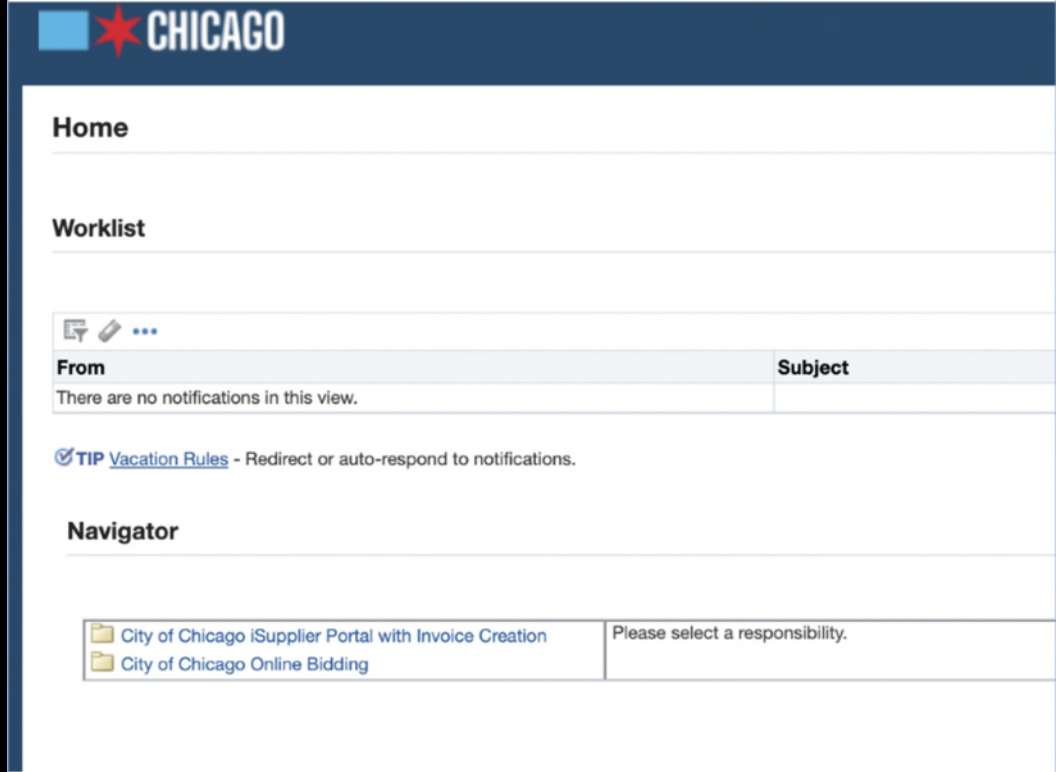
Information on Specific Locations	172.	RTL3 Space T3.U.8FF.2 shows 1,597 SF on the package charts, but 1,289 SF on the T3 Map. Please clarify square footage.	The total square footage listed for each space in the Package Summaries includes the "Spill Out Zone". These are not shown on the Terminal maps. Please refer to the Lease Outline Drawing (LOD) for each space to confirm the size of the space.
Information on Specific Locations	173.	Space T1C.U.6.H from RTL 3 is on the package charts but is listed as T1C.U.06.H on the LOD. Please clarify space ID.	The spaces indicated are the same and either number may be referenced when submitting a proposal.
Proposals	174.	Per the requirements, "For purposes of these page limitations, a "page" shall mean a single-sided 8-1/2" x 11" paper with 1" margins on all sides and a standard font of at least 11 point". Does the footer and the tab identifier have to be inside the 1" margin?	Footers and tab identifiers may be outside of the 1" margins. See also the Page Limit Clarification at the top of this Addendum.
Proposals	175.	I'm looking at the RFP guidelines. I am not seeing any information about providing vending machine services. Please advise if a vending proposal is allowed.	Vending is not being sought under this solicitation.
Operations	176.	Has the CDA talked with the Mayor's Office and/or City Council about changing the arbitrary definition of "small business" under the Labor Peace Agreement ordinance, which is based on an indiscriminate number of employees, and instead taking the same care in protecting and leveling the playing field for small business as the Federal government (as well as the CDA specifically for <u>Group C Packages</u>) by using the size standards established under ACDBE regs. (49 CFR §23.33)?	Proposals in response to this RFP must follow the dictates of the Labor Peace Agreement ordinance as enacted by City Council. That ordinance can be found at Chicago Municipal Code 10-36-210.
Operations	177.	Please confirm that with regard to the definition of "small business" under the Labor Peace Agreement ordinance ("Ordinance"), if a concessionaire operates a concession at ORD under a contract that is not covered by the Ordinance's definition of "concession contract", the employees at such concession will not be counted towards the employee threshold of "... fewer than 50 employees between both airports under all concession contracts of the entity and its subsidiaries and affiliates	CDA confirms that, for the purposes of classification as a Small Business under the Labor Peace Agreement ordinance (Chicago Municipal Code 10-36-210), any employees employed by a business that does not meet the definition of Concession Contract under that ordinance will not be counted toward the 50-employee threshold.
Proposals	178.	Will the airport allow an extension of 2-3 months due to the RFP package sizes, Q&A period and holiday interruption?	Please refer to Addendum 1, published November 20, 2024.
Proposals	179.	Will the airport allow the "blank page" between sections to include images and section headers?	Please see Page Limit Clarification at the top of this Addendum.
Proposals	180.	Will the airport allow one introduction page to be allowed at the beginning of the proposal?	The RFP allows for a Transmittal letter with a 2-page limit for the purpose of introducing the respondent company (s), please see Section VII(C). See also Page Limit Clarification at the top of this Addendum.
Proposals	181.	Will the airport allow design materials (material boards), proposed construction schedule, and photos of existing concepts to be on 11x17 size pages?	The RFP already allows for design materials to be presented on 11" x 17" size pages, please see Section VII(C).
Proposals	182.	Will the airport allow headers/footers/floor plan label text to be a smaller font size?	CDA will allow headers and footers to be no less than a 9-point font.
Proposals	183.	Will the airport allow headers/footers and images to extend outside of the 1in margin?	CDA will allow heads, footers and images to extend outside of the 1" margin.

Proposals	184.	Does the airport require concepts to follow the tenant design criteria concourse themes?	All designs must comport with the established Design Guidelines applicable to the relevant Location, wherever feasible. The Design Guidelines can be found in the ORDer Up! Data Room.
Proposals	185.	Program Approval Submission: As the Incubator Program will require approval from the CDA, can you confirm whether the program plan needs to be submitted for approval prior to our overall RFP submission, or should it be included within our proposal at the time of submission?	For Packages FB1 and R1, an Incubator Program Proposal must be submitted as part of the RFP proposal. See RFP, pg. 45, for detailed information on the Incubator Program Proposal.
Proposals	186.	Collaboration with CDA: Will there be an opportunity to meet with or engage in discussions with the CDA prior to the final submission to ensure that we can effectively collaborate with them and align on the criteria and execution of the Incubator Program?	CDA will not be meeting with any respondents prior to the submittal deadline.
Proposals	187.	Letter of Intent for Franchise/License Agreement: Given that franchise or license agreements typically require substantial time to finalize, would a letter of intent from the brand, indicating agreement in principle to the concession location, design, and merchandising, be acceptable in lieu of the fully executed agreement at the time of submission, with the executed agreement being submitted upon or after award of the contract?	Yes, 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. The signed and executed agreement will be required prior to award of any lease. We will also accept signed term sheets, which could include business deals containing compensation and identity of all parties involved.
Proposals	188.	I am reaching out on behalf of a client who is seeking to lease or acquire a restaurant or café space within Chicago O'Hare International. We are specifically looking for a location that could support a café or light restaurant operation and would prefer a space that does not require pre-existing kitchen equipment. Could you kindly provide details on any current or upcoming available spaces that meet the following criteria? https://www.flychicago.com/ORDERUp/ Location: Within Chicago O'Hare International. Operation Type: Suitable for a café or light restaurant. Availability: Space is currently available for lease or purchase. Lease Terms: Information on lease terms and pricing. Size: Ideal square footage for café operations. In addition, I would appreciate it if you could provide photos of the space and any other relevant information. If possible, we would like to verify the availability of the space	Please refer to the RFP and supporting documents available in the ORDer Up! Data Room.

		and explore the next steps for further discussion.	
Information on Specific Locations	189.	<u>Terminal 1 Concourses B & C Flooring Attached Kiosk</u> - Existing tenant spaces within Terminal 1, Concourse B and C include base-building, terrazzo flooring extending within the lease area. The new lease drawings and visuals provided in the Tenant Design Criteria include a tenant wall structure and tenant flooring extending over top of the existing terrazzo. Are tenants allowed or required to maintain existing base-building terrazzo within the lease area? Is the proposed wall structure allowed to be structurally secured to the existing terrazzo?	Kiosks may utilize vinyl plank flooring on top of the existing terrazzo. The existing terrazzo floor will remain within the Concessionaire space except for those locations where the new base building work requires removal of the floor. The Concessionaire is responsible for any change, repair and maintenance to the floor material within its space. Please refer to the O'Hare Terminals 1 + 3 Concessionaire Design Guidelines available in the ORDer Up! Data Room for details.
Information on Specific Locations	190.	<u>Tenant Responsibility - Enlarged Tenant Lease Area</u> - A select number of tenant spaces include combining 2 existing leases areas into 1. What is the existing tenants' responsibility specific to the demolition and removal of existing fixtures, materials, and systems (including MEP)? Who is responsible to removal of the existing demising wall that separates the lease areas? Will the new LOD be providing to the new concessionaire in a clean, "white-box" fashion ready for new construction - no demolition required?	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.
Information on Specific Locations	191.	<u>Exterior Glazing</u> - Unit T3.U.6.A - Subcategory: Specialty Retail Market - The current conditions includes 2 retail concessions spaces that maintain exterior glazing wall with views airside. The new concept is for a Market c/w food offering. This concept will require a back of house area for support. Can the concessionaire locate the back of house support spaced adjacent to the exterior glazing and provide an opaque film to control views from airside? Please provide detailed criteria specific to this location.	Yes. Back of House areas may include window treatment if necessary.
Proposals	193.	Please confirm if the Proposal Checklist (Form O) should be included twice in the response. Once after the Transmittal Letter, and again In Section 6.	Please provide Form O after the Transmittal Letter.
Proposals	194.	Will the airport allow Proposal Form C to be formatted on an 11x17 sized page due to legibility (printed submission)?	Please see Page Limit Clarification at the top of this Addendum.
Proposals	195.	Can you please outline the differences between group A, B, and C packages? For example, if I want to submit a proposal for a QSR, I see there are opportunities in all 3 groups. Are there specific restrictions to each group besides how many you can be awarded?	All restrictions regarding package groups are stated in the RFP Section I Award Limitation.
Operations	196.	What specifically is included in the distribution fee and how is the level of the fee determined? <ul style="list-style-type: none"> How is the commissary set up? Is it refrigerated? 	Please see the RFP, Section B, Item 3 for Distribution Fee information. <ul style="list-style-type: none"> A commissary is not available as part of this RFP. Commissary and limited storage will be available and will be addressed with selected proposers after award. Storage is billed at the then current rate.
Operations	197.	How are the CAM charges and areas determined?	Please see the RFP, Section B, Item 3 for CAM Fee information.

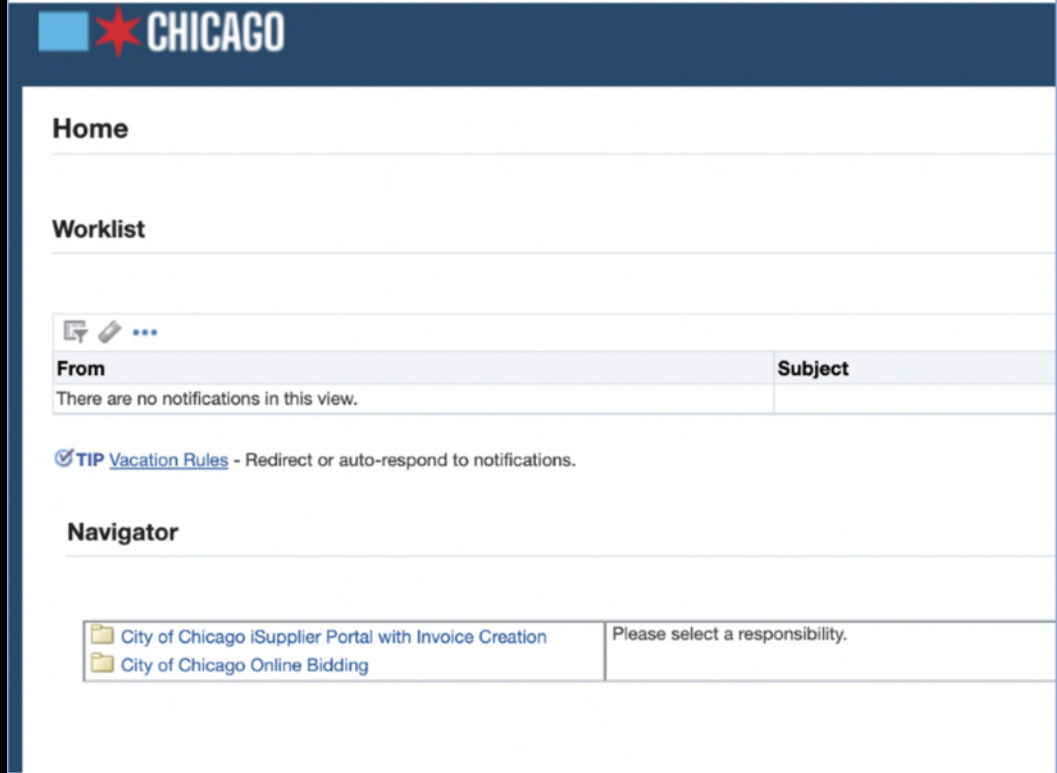
General Airport Information	198.	Are there any sample P&L statements available for spaces?	No. All available documents can be found in the ORDer Up! Data Room.
Rent and Term	199.	Is the total rent \$55 + the license fee, or is it the greater of MAG + the license fee or the base rent?	Base Rent is in addition to the license fee.
Operations	200.	Could the difference between “casual dining” and “elevated dining” be further defined?	Elevated dining should offer a more upscale experience than a casual dining location. This can be done with design, offerings, and/or service levels.
Proposals	201.	Additionally, is a sample lease available?	A Sample Agreement is posted in the ORDer Up! Data Room. “Concessions Lease and License Sample Agreement”
Information on Specific Locations	202.	In Package FB6, Space ID T1C.U.10.A, Quick Service Restaurant, Chicken, would you allow alcohol in this space?	For Space ID T1C.U.10.A, a selection of beer and wine will be allowed, however, a full bar is not permitted.
Information on Specific Locations	203.	In Package FB7, Space ID T3K.U.27.B, Quick Service Restaurant, Salads/Wraps, would you consider other health-food concepts?	No, CDA will retain the specifications as stated in the RFP.
Operations	204.	Would you be open to a concept that is closed on Sundays?	Yes, assuming it meets the airport’s operational needs for the specific location.
Operations	205.	In RFP Package 6, T3K.U.15.A: Open – Elevated Dining Concept is described as: Description: This concept is intended as a casual style, full service, sit-down restaurant concept that will offer wait and serve table service to customers, where customers are seated and order from a fixed menu and are served by wait staff. And also, as: Open: Elevated Dining Concept: This location is a highly visible location seen by passengers in both the H and K concourses, therefore, the design should be appealing and eye-catching. The location should offer an upscale dining experience with a variety of entree options as well as an assortment of salads, sides, desserts, and beverage options. The use of both “casual” and “elevated/upscale” is confusing. Can you please elaborate in more detail as to how the “elevated dining concept” differs from the “casual full-service sit-down restaurant”?	Elevated dining should offer a more upscale experience than a casual dining location. This can be done with design, offerings, and/or service levels.
Proposals	206.	I am reaching out to request clarification regarding the participation process for the Concession Opportunities in Terminals 1 and 3 at O'Hare International Airport . Could you please confirm if it is necessary to register in a specific portal to participate, or if no registration is required? If a portal registration is needed, could you kindly provide the instructions on how to proceed to ensure we do not miss the opportunity?	Submittals must be delivered in person (by Respondent, their representative, or an in-person courier delivery), to the CDA Small Business Resource Center at the address found in Section VII(a) of the RFP. USPS mailings and delivery by shipping services such as FedEx or UPS will not be accepted. There is no requirement that

I have already created a profile on the City of Chicago eProcurement Portal through this link: https://eprocurement.cityofchicago.org/OA_HTML/OA.jsp?OAFunc=OAHOMEPAGE.



Could you confirm if this is the correct platform to submit bids for the mentioned concession opportunity, or is it necessary to register on another portal, such as the one found here: <https://www.flychicago.com/ORDERUp?>

Respondents register in a portal; they must simply deliver a proposal to CDA in accordance with Section VII(a) of the RFP.

		<p>I have already created a profile on the City of Chicago eProcurement Portal through this link: https://eprocurement.cityofchicago.org/OA_HTML/OA.jsp?OAFunc=OAHOMEPAGE.</p>  <p>Could you confirm if this is the correct platform to submit bids for the mentioned concession opportunity, or is it necessary to register on another portal, such as the one found here: https://www.flychicago.com/ORDERUp?</p>	<p>Respondents register in a portal; they must simply deliver a proposal to CDA in accordance with Section VII(a) of the RFP.</p>
<p>Operation</p>	<p>207.</p>	<p>Please advise number of days Airport permits for construction for each store category E.g.: - Specialty Retail, QSR, Casual Dining etc.</p>	<p>Please refer to Exhibit CE-1: Development Process Overview Average Timeline. This can be found in the CDA Design and Construction Concessionaire Project SOP Exhibits (CSOP-E) link in the ORDER Up! Data Room.</p>
<p>Operations</p>	<p>208.</p>	<p>The RFP includes many units, in different packages across many terminals which will have different operators. Can Airport please provide desired construction phasing plan for the concession build out.</p>	<p>Construction phasing will be determined after award of the RFP.</p>

Operations	209.	Will the Airport please identify which locations will require temporary concessions to maintain service during construction based on their desired phasing plan.	Due to limited concourse widths, the need for temporary units will be determined as part of the phasing process based on meeting passenger needs.
Operations	210.	How many days does Airport allow for construction drawing process including airport review times.	Please refer to Exhibit CE-1: Development Process Overview Average Timeline. This can be found in the CDA Design and Construction Concessionaire Project SOP Exhibits (CSOP-E) link in the ORDER Up! Data Room.
Operations	211.	Does Airport require a design kick off meeting to review RFP designs prior to working on the 30% submission package.	
Operations	212.	Is there a Design Review Committee process prior to approval to commence 30% submission drawing package?	
Operations	213.	How many days does Airport allow from kick off to submittal of 30% Schematic Design Package.	
Operations	214.	How many days does Airport allow from issuing 30% submittal review comments to receiving 60% submission.	
Operations	215.	How many days does Airport allow from issuing 60% submittal review comments to receiving 90% submission.	
Operations	216.	How many days does Airport allow from issuing 90% submittal review comments to receiving 100% submission.	
Operations	217.	How many days does the Airport require for review and comment on submittal of 30% Schematic Design (SD) package	
Operations	218.	How many days does the Airport require for review and comment on submittal of 60% Design Development (DD) package	
Operations	219.	How many days does the Airport require for review and comment on submittal of 90% Pre-Final Construction Documents (CD) package	
Operations	220.	How many days does the Airport require for review and comment on submittal of 100% Final Construction Documents (CD) package	
Proposals	221.	Will the airport allow design materials (material boards), proposed construction schedule, and photos of existing concepts to be on 11x17 size pages?	
Proposals	222.	Will the airport please grant and communicate an extension by November m15, due to the RFP package sizes, Q&A period and essential responses as well as the winter holiday interruption?	Please refer to Addendum 1, published November 20, 2024.
Information on Specific Locations	223.	Would the Airport permit the addition/ change the use clause for LODs T3H.U.9G.B & T3HK.U.90.E to include a small upscale bar in the spill out zone - creating a more dynamic integrated area and optimizing space use? The small bar would provide seating to a.m. coffee patrons, and transition to a broader audience, providing a more dynamic integrated environment through all day parts.	No, CDA will retain the current specifications as stated in the RFP.
Proposals	224.	If a Respondent is bidding on a Package C location and is also ACDBE certified and/or has an ACDBE JV partner, should the respondent complete the ACDBE Form E and F and	Forms E and F are not required for Group C proposals. However, if the proposer is also ACDBE certified, please provide Forms E and F.

		Schedules (with the understanding that this component is not required for Package C locations) in addition to the required Form M, Small Business Affidavit?	
Proposals	225.	Is the city willing to consider alternate concepts for the locations within a given package? For example, in Package 13, can a respondent submit 4 brands for consideration for the two available locations?	Yes, but each proposal must be submitted separately as stated in RFP Section III(A).
Proposals	226.	Can you please confirm that the page limit for Experience and Qualifications Statements is 10 pages per entity completing the form with supporting documentation? This was accepted in years past as most proposals have 3-4 entities involved.	Please see Page Limit Clarification at the top of this Addendum.
Proposals	227.	Can you please confirm that the 20-page limit for Section 2 Concept, Design and Capital Investment is 20 pages per location ? Some of the available packages have 2 locations and others have 10+locations, in the latter case it would be impossible to meet the requirements of the RFP with narrative, complete menus for that number of brands and renderings/floor plans/etc. In past years this was accepted by Chicago but we wanted to formally verify. As an example of the challenge the current limitation as written poses; a condensed food and beverage menu is 3 pages, multiplied by 10 concepts as required we would have 30 pages of menus.	Please see Page Limit Clarification at the top of this Addendum.
Proposals	228.	Can you please confirm that required forms, financials, brand letters of authorization do not count against the page limits? This is particularly important in the large packages where 15 letters of authorization would take the entire allotted page count as it is currently written.	Please see Page Limit Clarification at the top of this Addendum.
Proposals	229.	Can the city please confirm that only the majority partner of the bidding entity is responsible for submitting financial statements?	As stated in Section VII(C.5), for a Respondent who intends to form a joint venture or other new corporation, partnership, LLP or LLC, the complete financial statements, of each majority-interest partner, LLC/LLP member, joint-venturer, or shareholder must be submitted.
Proposals	230.	Would the city very respectfully consider a 30-60 day extension to support the magnitude of this historic bid process? The bidding structures, partnerships of the responding companies are very complex as they strive to expand opportunities to Chicago ACDBE's and local businesses and create partnerships that will bring the best to ORD and the City of Chicago. An extension would support them in this effort to produce truly phenomenal and responsive presentations.	Please refer to Addendum 1, published November 20, 2024.
Proposals	237.	There were announcements at the Terminal tours that "NO Exclusive Relationships" would be allowed by the City for the RFP. Would you please clarify what that means as it relates to brands, sub tenants, and joint venture partners?	The Prohibition on Exclusive Agreements is found in Section III(R) of the RFP. It pertains only to arrangements between concessionaires and sub-concessionaires, and partners within a joint venture. These entities cannot be prohibited with partnering with other such entities on other proposals.

Proposals	238.	For Section 1, please clarify what the 10-page limitation is in reference to. It appears that Forms A, H, and J allow for additional pages if necessary, and on their own make up 11 pages per entity.	Please see Page Limit Clarification at the top of this Addendum.
Proposals	239.	Section 2 states a 20-page limit however, item 1 directly below section 2 states form D plus 20 additional pages. Please confirm if these 20 pages for item 1 are in addition to the 20 pages allotted for Section 2.	Please see Page Limit Clarification at the top of this Addendum.
Proposals	240.	Section 2 requires narratives, menus, floor plans, material boards, sustainability efforts, and phasing plan which will require a significant amount of pages, especially for the larger packages such as FB1. We respectfully request the CDA to allow a greater page limit for Section 2 or remove renderings, floor plans, material boards, and menus from the page count.	Please see Page Limit Clarification at the top of this Addendum.
Proposals	241.	Would the CDA please confirm that food preference, food allergy, food intolerance items, and calories are only required for final menu development post award and that proposed menus only require products and approximate price range?	CDA confirms that proposals must include a menu of products and the approximate price range for each category or concept (see pg. 42 of RFP). Please note that Respondents will be scored on “the quality and variety of menu offerings and pricing” (see Evaluation Criteria, pg. 49 of RFP), so Respondent should supply any additional information it believes would be helpful in evaluating its menu.
Information on Specific Locations	242.	There are discrepancies in square footage throughout the RFP documents (RFP v. map). Please clarify which square footage is accurate and should be referenced when developing the proposal.	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.
Proposals	243.	Please confirm what is meant by “sample graphics” for submission. “ <i>Respondents may submit sample graphics on a separate USB flash drive or as a downloadable link.</i> ”	Sample graphics would be items such as renderings or other images that may be too large for the primary USB.
Proposals	244.	The joint venture agreement is requested in both Form J in Section 1 and Form F in Section 4. Please confirm the City would like the JV agreement in the submission twice.	One submittal of the Joint Venture Agreement will suffice. Please reference it is provided in Form J and include the document in Form F.
Proposals	245.	Form A asks for Respondent and Joint Venture Partners to fill out the form, are subtenants also required?	Please provide Form A for any partner or entity whose experience and qualifications will be relevant to the operation of the location.
Proposals	247.	Business Information Statement (Form J) states “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 this should be Form J instead of L.	Form J states as instructed on “this form”
Proposals	248.	Proposal Form N asks for “First Name” and then “Firm Address”, should the company name be filled in where “First Name” is allotted?	Yes, Form N requires the “Firm Name”. The form has been updated and is available in the OrderUp! Data Room.

Proposals	249.	Within Proposal Form N, no N/A option is listed for race of firm and gender for non-ACDBE companies nor is there an option for “greater than” in annual gross receipts. Can the City release an updated form?	Form N has been updated and is available in the Data Room.
Proposals	250.	Please state the minimum capital investment for the retail packages.	There are no minimum capital investment requirements for this RFP.
Proposals	251.	What items do not count against page count?	Please see Page Limit Clarification at the top of this Addendum.
Proposals	252.	If Proposal Form M is not applicable, should the Respondent include the form with “Not Applicable” on the form or does it not need to be included in the submission?	This form is only a requirement for those proposing on Group C packages. Omit if not applicable.
Proposals	253.	Can the page count for Section 1 Experience and Qualifications be raised since the respondent and each joint venture partner need to provide all information asked for in Form A?	Please see Page Limit Clarification at the top of this Addendum.
Proposals	254.	Do Forms H & J count towards the 10 page maximum page count in Section 1?	Please see Page Limit Clarification at the top of this Addendum.
Proposals	255.	Do Forms B & D count towards the page count in Section 2 Proposed Concepts, Designs, and Capital Investment?	Please see Page Limit Clarification at the top of this Addendum.
Proposals	256.	Can the page count in Section 2 be raised? With design and project schedules counting toward the 20-page maximum, it’s impossible to provide everything needed with 10 concepts in a package.	Please see Page Limit Clarification at the top of this Addendum.
Proposals	257.	Within Section 2, 20 pages are given to answer the narrative portion after Form B. With multiple concepts in packages and menus/merch lists for locations, along with answering all other items requested, can the addition of 20 pages be raised?	Please see Page Limit Clarification at the top of this Addendum.
Proposals	258.	Can the 10-page limit in Section 3 Management, Operations, and Customer Service Plan be raised? If not for all packages, then for FB1 and R1 which need to include a plan for the Incubator locations along with all other requirements of the Section?	Please see Page Limit Clarification at the top of this Addendum.
Proposals	259.	Please confirm the City wants Form O Proposal Checklist in the submission twice. It is being asked for as its own tab before Section 1 as well as within Section 6 Additional Forms and Information.	Please provide Form O after the Transmittal Letter.
Proposals	260.	Given the Thanksgiving, Christmas, and New Year holidays, we anticipate multiple weeks during which employees and external companies involved in the proposal process will be taking time off and offices will be closed, delaying required documents and obtaining important information. We request an extension to the RFP due date.	Please refer to Addendum 1, published November 20, 2024.
Rent and Term	261.	Is Base Rent including the Food Court Seating Square footage?	The Base Rent applies to the lease line including the food hall seating square footage
Rent and Term	262.	Marketing Fee: Proposal Form C shows the marketing fee as 0.5% of gross sales, however the RFP indicates under "3. Additional Rent" that the Marketing fee is 0.25% of Gross Sales. Which one is accurate?	The Marketing fee is 0.25% of gross sales.

Rent and Term	263.	Is there currently a fee for the repair and maintenance of the Food Court Common Area, managed by the City? If so, what is the current fee? The Sample Agreement mentions that the City will manage these services. If it will be the tenant responsibility, please clarify any and all CAM charges assess to the concessionaire/tenant.	There currently is not a fee for the repair and maintenance of the Food Court Common Area charged to the tenant by the City. The maintenance and repair of the Common Area is the responsibility of the tenant.
Operations	264.	Will tenants be required to build-out seating areas of Food Halls/Food Courts? Please clarify if any costs will be shared with the City.	The Selected Respondent will be responsible for the build out of the food halls including the seating areas.
Operations	265.	Please provide unit/space lease expiration date within each package to assist in building the development plan.	The lease end dates will depend on the construction and opening schedules of each location as stated in the RFP.
General Airport Information	266.	Terminal 3 and Terminal 5 have conflicting sales reported on the "Sales Performance by Terminal Category_2018-YTD June 2024" PDF. Total sales by Terminal for 2023 does not equal to \$498.7M and it seems to be because of T3 & T5 sales. Please clarify.	Updated sales have been posted to the Data Room
Rent and Term	267.	Does the incubation kiosk have a base rent?	The incubator units pay a base rent equal to \$55 per square foot inflation as stated in the RFP.
Rent and Term	268.	Please clarify any and all additional fees or costs that will or could be imposed upon a successful proposing concessionaire/tenant.	All fees and costs currently known at this time are provided in the RFP.
Operations	269.	How far away is the storage space located from each available unit? How much is allowed per unit and what is the cost?	Limited storage will be available and will be addressed with selected proponent award. Storage is billed at the then current rate.
Proposals	270.	Please increase the page count for each section with page limits so that we may properly respond to the items requested in each section. Alternatively, please exclude the following required responsive items from the page counts in each section: required forms, financial documents, renders, floorplans, inspiration and materials design pages, menus, proposal tabs, resumes, organizational chart, proposed project schedule, staffing plans, agreements, and articles of incorporation.	Please see the Page Limit Clarifications at the top of the Addendum.
Proposals	271.	Please confirm if we can provide alternate concepts that a respondent is authorized to propose (i.e., LOI included) for the CDA to consider as part of our package proposal.	Respondents are not prohibited from submitting more than one proposal per Package as stated in RFP Section III(G). If a Respondent submits more than one Package or submits multiple proposals on any one Package, each proposal must be submitted separately as stated in RFP Section III(A).
Proposals		Eligibility of Equipment Purchases for ACDBE Participation Spend Can concessionaires count expenditures from countertop terminals and point-of-sale (POS) equipment purchased from certified ACDBE vendors towards their ACDBE participation goals?	Yes
Proposals		Inclusion of Payment Processing Services in ACDBE Goals Are fees charged by certified ACDBE vendors for processing credit and debit card transactions eligible to be counted towards concessionaire's ACDBE participation goals?	Yes

Operations		Passing Credit Card Processing Costs to Customers Are concessionaires permitted to pass the cost associated with credit and debit card processing onto their customers to incentivize the use of cash payments?	Concessionaires are not permitted to include additional service fees with from CDA
Proposals		Communication of Certified ACDBE Vendors by the Chicago Department of Aviation How will the Chicago Department of Aviation inform concessionaires about certified ACDBE vendors that provide debit and credit card processing services?	Please refer to the IL UCP at this link: Illinois UCP Directory