

Attachment A
Historical Passenger Enplanement Activity
Terminals 1, 2, and 3

[Historical Enplanements for O'Hare Terminals 1, 2 and 3,
2004 through October 2008 follow.]

**O'Hare International Airport
2004 Enplanements by Concourse**

	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec	Total
Terminal 1													
Concourse B	316,553	329,484	400,506	393,503	403,325	448,729	455,836	609,230	528,243	551,057	485,604	497,730	5,419,800
Concourse C	611,572	634,199	767,308	742,907	763,121	852,053	869,451	786,521	674,546	708,950	625,539	643,813	8,679,980
Subtotal Terminal 1	928,125	963,683	1,167,814	1,136,410	1,166,446	1,300,782	1,325,287	1,395,751	1,202,789	1,260,007	1,111,143	1,141,543	14,099,780
Subtotal - Domestic	784,572	828,833	1,009,303	984,814	1,001,466	1,114,803	1,141,976	1,207,115	1,026,028	1,090,632	957,312	971,336	12,118,190
Subtotal - International	143,554	134,850	158,511	151,596	164,980	185,979	183,311	188,636	176,761	169,375	153,831	170,207	1,981,591
Subtotal Terminal 1	928,126	963,683	1,167,814	1,136,410	1,166,446	1,300,782	1,325,287	1,395,751	1,202,789	1,260,007	1,111,143	1,141,543	14,099,781
Terminal 2													
Concourse E	120,620	128,563	167,063	157,406	164,521	185,597	193,494	147,070	153,436	161,700	157,596	167,487	1,904,553
Concourse F and E/F Stem	289,229	312,589	385,683	376,742	380,172	427,724	446,056	406,455	338,715	393,153	335,039	336,011	4,427,568
Subtotal Terminal 2	409,849	441,152	552,746	534,148	544,693	613,321	639,550	553,525	492,151	554,853	492,635	503,498	6,332,121
Subtotal - Domestic	394,403	424,332	530,975	513,607	522,079	585,468	609,223	523,582	466,989	529,631	474,795	488,213	6,063,297
Subtotal - International	15,445	16,820	21,771	20,541	22,614	27,853	30,328	29,943	25,162	25,222	17,840	15,285	268,824
Subtotal Terminal 2	409,848	441,152	552,746	534,148	544,693	613,321	639,551	553,525	492,151	554,853	492,635	503,498	6,332,121
Terminal 3													
Concourse G	185,788	207,501	227,863	207,293	197,714	211,996	223,044	223,658	208,944	223,647	191,049	192,298	2,500,795
Terminal 3 Building and H/K Stem	176,144	150,218	164,525	182,983	183,863	237,514	248,489	241,070	218,983	241,446	211,846	210,745	2,467,826
Concourse H	225,034	237,509	285,883	275,761	288,388	337,609	341,362	326,179	298,533	307,388	273,477	281,213	3,478,336
Concourse K	280,658	298,870	364,907	346,870	372,663	364,569	345,256	338,706	316,490	351,691	322,450	337,152	4,040,282
Concourse L	125,178	177,114	226,236	210,278	204,793	243,333	249,410	227,433	185,633	206,761	180,968	195,492	2,432,629
Subtotal Terminal 3	992,802	1,071,212	1,269,414	1,223,185	1,247,421	1,395,021	1,407,561	1,357,046	1,228,583	1,330,933	1,179,790	1,216,900	14,919,868
Subtotal - Domestic	911,926	1,016,535	1,177,863	1,139,589	1,145,596	1,284,819	1,300,327	1,253,072	1,121,837	1,237,555	1,095,469	1,118,849	13,803,437
Subtotal - International	80,876	54,677	91,551	83,596	101,825	110,202	107,234	103,974	106,746	93,378	84,321	98,051	1,116,431
Subtotal Terminal 3	992,802	1,071,212	1,269,414	1,223,185	1,247,421	1,395,021	1,407,561	1,357,046	1,228,583	1,330,933	1,179,790	1,216,900	14,919,868
Airport													
Total - Domestic	2,090,901	2,269,700	2,718,141	2,638,010	2,669,141	2,985,090	3,051,526	2,983,769	2,614,854	2,857,818	2,527,576	2,578,398	31,984,924
Total - International	239,875	206,347	271,833	255,733	289,419	324,034	320,873	322,553	308,669	287,975	255,992	283,543	3,366,846
Total Enplanements	2,330,776	2,476,047	2,989,974	2,893,743	2,958,560	3,309,124	3,372,399	3,306,322	2,923,523	3,145,793	2,783,568	2,861,941	35,351,770

**O'Hare International Airport
2005 Enplanements by Concourse**

	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec	Total
Terminal 1													
Concourse B	435,526	409,730	506,079	471,181	505,400	525,597	525,190	509,341	477,947	502,213	469,272	476,346	5,813,822
Concourse C	562,187	532,074	653,060	604,636	645,921	673,227	672,074	651,674	608,827	644,856	609,454	618,910	7,476,900
Subtotal Terminal 1	997,713	941,804	1,159,139	1,075,817	1,151,321	1,198,824	1,197,264	1,161,015	1,086,774	1,147,069	1,078,726	1,095,256	13,290,722
Subtotal - Domestic	832,834	794,260	976,905	907,342	961,359	999,774	1,000,274	963,335	900,605	965,137	925,696	973,888	11,201,409
Subtotal - International	164,879	147,544	182,234	168,475	189,962	199,050	196,990	197,680	186,169	181,932	153,031	121,368	2,089,314
Subtotal Terminal 1	997,713	941,804	1,159,139	1,075,817	1,151,321	1,198,824	1,197,264	1,161,015	1,086,774	1,147,069	1,078,727	1,095,256	13,290,723
Terminal 2													
Concourse E	162,282	167,014	231,317	213,870	246,633	251,531	251,623	242,159	202,011	229,080	231,734	230,376	2,659,630
Concourse F and E/F Stem	279,386	281,915	378,516	358,109	376,264	430,947	422,347	409,672	414,231	354,378	282,489	285,466	4,273,720
Subtotal Terminal 2	441,668	448,929	609,833	571,979	622,897	682,478	673,970	651,831	616,242	583,458	514,223	515,842	6,933,350
Subtotal - Domestic	427,514	433,982	589,123	553,950	602,534	660,489	657,071	635,276	597,884	565,715	501,311	504,016	6,728,865
Subtotal - International	14,154	14,947	20,710	18,029	20,363	21,989	16,899	16,555	18,358	17,743	12,912	11,826	204,485
Subtotal Terminal 2	441,668	448,929	609,833	571,979	622,897	682,478	673,970	651,831	616,242	583,458	514,223	515,842	6,933,350
Terminal 3													
Concourse G	168,820	171,766	213,584	211,507	228,275	233,355	243,757	251,022	226,368	235,897	215,472	210,150	2,609,973
Terminal 3 Building and H/K Stem	193,401	200,493	258,091	253,701	262,942	271,411	273,346	243,249	234,651	222,198	224,502	234,154	2,872,139
Concourse H	247,232	244,616	324,548	310,775	316,229	326,301	343,925	327,358	273,996	297,725	301,019	280,494	3,594,218
Concourse K	313,808	320,504	408,382	338,101	368,946	425,234	392,932	380,768	366,280	379,131	353,766	334,666	4,382,518
Concourse L	137,076	131,365	181,029	153,462	183,321	179,930	230,403	218,804	186,187	215,933	168,958	202,913	2,189,381
Subtotal Terminal 3	1,060,337	1,068,744	1,385,634	1,267,546	1,359,713	1,436,231	1,484,363	1,421,201	1,287,482	1,350,884	1,263,717	1,262,377	15,648,229
Subtotal - Domestic	972,258	984,167	1,277,336	1,162,850	1,243,808	1,314,534	1,359,661	1,307,122	1,183,921	1,260,365	1,182,575	1,177,579	14,426,176
Subtotal - International	88,079	84,577	108,298	104,696	115,905	121,697	124,702	114,079	103,561	90,519	81,141	84,798	1,222,052
Subtotal Terminal 3	1,060,337	1,068,744	1,385,634	1,267,546	1,359,713	1,436,231	1,484,363	1,421,201	1,287,482	1,350,884	1,263,716	1,262,377	15,648,228
Airport													
Total - Domestic	2,232,606	2,212,409	2,843,364	2,624,142	2,807,701	2,974,797	3,017,006	2,905,733	2,682,410	2,791,217	2,609,582	2,655,483	32,356,450
Total - International	267,112	247,068	311,242	291,200	326,230	342,736	338,591	328,314	308,088	290,194	247,084	217,992	3,515,851
Total Enplanements	2,499,718	2,459,477	3,154,606	2,915,342	3,133,931	3,317,533	3,355,597	3,234,047	2,990,498	3,081,411	2,856,666	2,873,475	35,872,301

**O'Hare International Airport
2006 Enplanements by Concourse**

	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec	Total
Terminal 1													
Concourse B	394,112	411,707	510,048	484,246	507,745	528,712	537,308	510,849	463,980	500,423	457,841	453,829	5,760,801
Concourse C	531,950	562,212	684,627	653,724	680,643	719,599	734,700	704,044	627,877	681,669	629,658	624,317	7,835,020
Subtotal Terminal 1	926,062	973,919	1,194,675	1,137,970	1,188,388	1,248,311	1,272,008	1,214,893	1,091,857	1,182,092	1,087,499	1,078,146	13,595,821
Subtotal - Domestic	765,224	827,705	1,036,900	961,173	988,888	1,037,962	1,053,238	1,004,929	896,039	992,239	913,109	887,964	11,365,370
Subtotal - International	160,838	146,214	157,775	176,797	199,500	210,349	218,770	209,964	195,818	189,853	174,390	190,182	2,230,450
Subtotal Terminal 1	926,062	973,919	1,194,675	1,137,970	1,188,388	1,248,311	1,272,008	1,214,893	1,091,857	1,182,092	1,087,499	1,078,146	13,595,820
Terminal 2													
Concourse E	210,100	194,058	226,266	232,319	235,304	277,253	277,584	276,703	238,427	262,306	245,093	233,244	2,908,657
Concourse F and E/F Stem	315,767	330,627	405,431	372,498	397,152	397,358	398,441	377,972	340,976	369,485	314,439	288,991	4,309,137
Subtotal Terminal 2	525,867	524,685	631,697	604,817	632,456	674,611	676,025	654,675	579,403	631,791	559,532	522,235	7,217,794
Subtotal - Domestic	509,081	515,339	620,455	582,226	606,989	647,293	650,515	626,271	553,007	605,486	539,703	506,764	6,963,129
Subtotal - International	16,786	9,346	11,242	22,591	25,467	27,318	25,510	28,404	26,396	26,305	19,829	15,471	254,665
Subtotal Terminal 2	525,867	524,685	631,697	604,817	632,456	674,611	676,025	654,675	579,403	631,791	559,532	522,235	7,217,794
Terminal 3													
Concourse G	211,126	205,228	231,721	231,301	258,145	258,966	256,705	255,381	217,707	248,084	247,677	231,548	2,853,589
Terminal 3 Building and H/K Stem	203,260	189,737	251,357	243,726	238,098	273,262	269,043	256,088	231,659	240,060	201,646	206,506	2,804,442
Concourse H	267,636	274,083	338,994	306,820	310,559	319,900	318,286	285,271	287,347	282,648	286,783	293,125	3,571,452
Concourse K	296,947	283,598	357,173	331,392	336,058	377,388	375,822	365,254	322,356	350,162	332,381	320,886	4,049,417
Concourse L	107,316	111,264	140,428	129,842	125,128	150,924	153,014	156,042	124,590	142,208	137,260	125,261	1,603,277
Subtotal Terminal 3	1,086,285	1,063,910	1,319,673	1,243,081	1,267,988	1,380,440	1,372,870	1,318,036	1,183,659	1,263,162	1,205,747	1,177,326	14,882,177
Subtotal - Domestic	1,006,362	989,750	1,216,740	1,148,551	1,153,890	1,261,332	1,258,980	1,209,593	1,085,369	1,179,167	1,125,162	1,074,824	13,709,720
Subtotal - International	79,923	74,160	102,933	94,530	114,098	119,108	113,890	108,443	98,290	83,995	80,585	102,502	1,172,457
Subtotal Terminal 3	1,086,285	1,063,910	1,319,673	1,243,081	1,267,988	1,380,440	1,372,870	1,318,036	1,183,659	1,263,162	1,205,747	1,177,326	14,882,177
Airport													
Total - Domestic	2,280,667	2,332,794	2,874,095	2,691,950	2,749,767	2,946,587	2,962,733	2,840,793	2,534,415	2,776,892	2,577,974	2,469,552	32,038,219
Total - International	257,547	229,720	271,950	293,918	339,065	356,775	358,170	346,811	320,504	300,153	274,804	308,155	3,657,572
Total Enplanements	2,538,214	2,562,514	3,146,045	2,985,868	3,088,832	3,303,362	3,320,903	3,187,604	2,854,919	3,077,045	2,852,778	2,777,707	35,695,791

**O'Hare International Airport
2007 Enplanements by Concourse**

	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec	Total
Terminal 1													
Concourse B	431,982	389,727	506,210	478,416	523,725	537,353	534,458	519,757	457,560	492,101	440,545	408,180	5,720,014
Concourse C	592,018	535,694	689,137	652,724	710,521	729,361	730,936	710,030	618,423	668,404	599,125	555,065	7,791,438
Subtotal Terminal 1	1,024,000	925,421	1,195,347	1,131,140	1,234,246	1,266,714	1,265,394	1,229,787	1,075,983	1,160,505	1,039,670	963,245	13,511,452
Subtotal - Domestic	849,689	768,417	987,717	948,428	1,028,980	1,048,623	1,049,902	1,015,014	879,820	969,593	871,554	780,406	11,198,143
Subtotal - International	174,311	157,004	207,630	182,712	205,266	218,091	215,492	214,773	196,163	190,912	168,116	182,839	2,313,309
Subtotal Terminal 1	1,024,000	925,421	1,195,347	1,131,140	1,234,246	1,266,714	1,265,394	1,229,787	1,075,983	1,160,505	1,039,670	963,245	13,511,452
Terminal 2													
Concourse E	246,999	224,657	292,368	281,568	292,971	306,027	345,261	301,529	255,549	239,311	223,184	192,330	3,201,754
Concourse F and E/F Stem	291,748	276,454	346,385	338,010	370,688	374,090	379,250	379,305	334,001	392,489	359,204	334,638	4,176,262
Subtotal Terminal 2	538,747	501,111	638,753	619,578	663,659	680,117	724,511	680,834	589,550	631,800	582,388	526,968	7,378,016
Subtotal - Domestic	522,134	489,023	622,871	601,656	639,639	656,037	702,291	653,861	565,197	606,446	561,512	505,747	7,126,414
Subtotal - International	16,613	12,088	15,882	17,922	24,020	24,080	22,220	26,973	24,353	25,354	20,876	21,221	251,602
Subtotal Terminal 2	538,747	501,111	638,753	619,578	663,659	680,117	724,511	680,834	589,550	631,800	582,388	526,968	7,378,016
Terminal 3													
Concourse G	213,524	196,911	246,434	238,655	273,823	272,229	282,901	271,709	249,560	266,612	236,901	204,994	2,954,253
Terminal 3 Building and H/K Stem	200,370	173,840	205,841	200,644	253,915	236,750	244,419	254,073	243,163	251,683	222,038	199,291	2,686,027
Concourse H	286,535	259,021	316,929	282,256	286,948	290,361	314,062	330,627	311,153	322,741	276,228	261,289	3,538,150
Concourse K	312,358	284,716	372,553	336,352	353,162	368,624	358,260	303,802	275,924	305,395	323,619	314,865	3,909,630
Concourse L	111,638	117,872	171,222	144,279	141,872	148,021	142,488	141,178	123,856	149,754	130,301	121,321	1,643,802
Subtotal Terminal 3	1,124,425	1,032,360	1,312,979	1,202,186	1,309,720	1,315,985	1,342,130	1,301,389	1,203,656	1,296,185	1,189,087	1,101,760	14,731,862
Subtotal - Domestic	1,041,859	956,020	1,206,888	1,110,940	1,211,342	1,213,998	1,247,425	1,207,430	1,113,945	1,219,577	1,109,671	1,015,557	13,654,652
Subtotal - International	82,566	76,340	106,091	91,246	98,378	101,987	94,705	93,959	89,711	76,608	79,416	86,203	1,077,210
Subtotal Terminal 3	1,124,425	1,032,360	1,312,979	1,202,186	1,309,720	1,315,985	1,342,130	1,301,389	1,203,656	1,296,185	1,189,087	1,101,760	14,731,862
Airport													
Total - Domestic	2,413,682	2,213,460	2,817,476	2,661,024	2,879,961	2,918,658	2,999,618	2,876,305	2,558,962	2,795,616	2,542,737	2,301,710	31,979,209
Total - International	273,490	245,432	329,603	291,880	327,664	344,158	332,417	335,705	310,227	292,874	268,408	290,263	3,642,121
Total Enplanements	2,687,172	2,458,892	3,147,079	2,952,904	3,207,625	3,262,816	3,332,035	3,212,010	2,869,189	3,088,490	2,811,145	2,591,973	35,621,330

O'Hare International Airport
2008 Enplanements by Concourse (Jan-Oct)

	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec	Total
Terminal 1													
Concourse B	382,324	327,546	468,475	420,658	502,193	507,078	506,191	447,449	392,338	413,144			4,367,396
Concourse C	520,932	447,408	641,019	565,083	662,530	671,643	677,981	602,484	519,905	556,577			5,865,562
Subtotal Terminal 1	903,256	774,954	1,109,494	985,741	1,164,723	1,178,721	1,184,172	1,049,933	912,243	969,721			10,232,958
Subtotal - Domestic	735,854	618,263	911,896	804,519	958,735	966,798	975,018	842,168	729,284	790,529			8,333,064
Subtotal - International	167,402	156,691	197,598	181,222	205,988	211,923	209,154	207,765	182,959	179,192			1,899,894
Subtotal Terminal 1	903,256	774,954	1,109,494	985,741	1,164,723	1,178,721	1,184,172	1,049,933	912,243	969,721			10,232,958
Terminal 2													
Concourse E	165,543	161,652	205,040	219,985	228,743	223,839	229,886	225,216	196,895	219,650			2,076,449
Concourse F and E/F Stem	300,179	308,372	369,652	357,787	382,174	393,329	412,019	398,898	342,880	372,588			3,637,878
Subtotal Terminal 2	465,722	470,024	574,692	577,772	610,917	617,168	641,905	624,114	539,775	592,238			5,714,327
Subtotal - Domestic	456,565	462,361	562,926	565,991	596,960	603,292	628,023	610,152	530,126	581,450			5,597,846
Subtotal - International	9,157	7,663	11,766	11,781	13,957	13,876	13,882	13,962	9,649	10,788			116,481
Subtotal Terminal 2	465,722	470,024	574,692	577,772	610,917	617,168	641,905	624,114	539,775	592,238			5,714,327
Terminal 3													
Concourse G	195,596	184,500	232,655	233,265	247,264	244,923	261,086	238,826	202,569	218,304			2,258,989
Terminal 3 Building and H/K Stem	194,254	192,745	240,055	217,747	204,318	215,969	221,423	212,452	183,244	201,093			2,083,301
Concourse H	247,886	234,534	287,631	224,936	291,181	284,012	287,729	280,118	242,793	267,825			2,648,644
Concourse K	284,500	252,004	301,246	296,890	355,536	349,038	352,307	344,235	298,199	327,666			3,161,622
Concourse L	110,239	108,416	141,348	136,835	140,235	154,757	156,985	152,735	136,063	148,400			1,386,013
Subtotal Terminal 3	1,032,475	972,199	1,202,935	1,109,673	1,238,534	1,248,699	1,279,530	1,228,367	1,062,868	1,163,288			11,538,568
Subtotal - Domestic	950,337	898,961	1,104,089	998,534	1,107,176	1,108,371	1,150,324	1,091,541	938,216	1,046,796			10,394,345
Subtotal - International	82,138	73,238	98,846	111,139	131,358	140,328	129,206	136,826	124,652	116,492			1,144,223
Subtotal Terminal 3	1,032,475	972,199	1,202,935	1,109,673	1,238,534	1,248,699	1,279,530	1,228,367	1,062,868	1,163,288			11,538,568
Airport													
Total - Domestic	2,142,756	1,979,585	2,578,911	2,369,044	2,662,871	2,678,461	2,753,365	2,543,861	2,197,626	2,418,775			24,325,255
Total - International	258,697	237,592	308,210	304,142	351,303	366,127	352,242	358,553	317,260	306,472			3,160,598
Total Enplanements	2,401,453	2,217,177	2,887,121	2,673,186	3,014,174	3,044,588	3,105,607	2,902,414	2,514,886	2,725,247			27,485,853

Attachment B
Form of Agreement

[Form of Agreement follows]

Attachment C Pre-Proposal Meeting and Tour Registration Form

Attendee Name _____

Company Name _____

Phone Number _____

Fax Number _____

E-mail Address _____

The pre-proposal meeting and tour will be held on **Wednesday, January 14, 2009 at 2:00 pm CST** in the Unison Retail Management conference room on the Mezzanine Level of Terminal 3. All interested parties are invited to attend the meeting and tour. The City will address questions regarding the RFP at the pre-proposal meeting and will respond both to questions raised on the day of the meeting, and to questions faxed or mailed prior to the meeting. The pre-proposal meeting will be followed by a guided tour of the Airport.

The tour occurs on the secured side of the Airports; therefore, unless an attendee is flying on the day of the meeting, it will be necessary to escort attendees through the security checkpoint. To facilitate security clearance, the City requests interested individuals register for the pre-proposal meeting and tour. Please complete and fax this form to:

Unison Retail Management
(773) 894-3900 phone
(773) 894-3910 fax

- Attendees must fax this form to Unison Retail Management no later than 5:00 pm CST on Thursday, January 8, 2009, in order to participate in the tour.
- To participate in the tour, attendees must bring current picture identification, such as a driver's license or passport.
- Respondents are requested to limit the number of attendees to **no more than two people**.
- The Airport will confirm the location and escort procedures with you after receipt of the registration form.

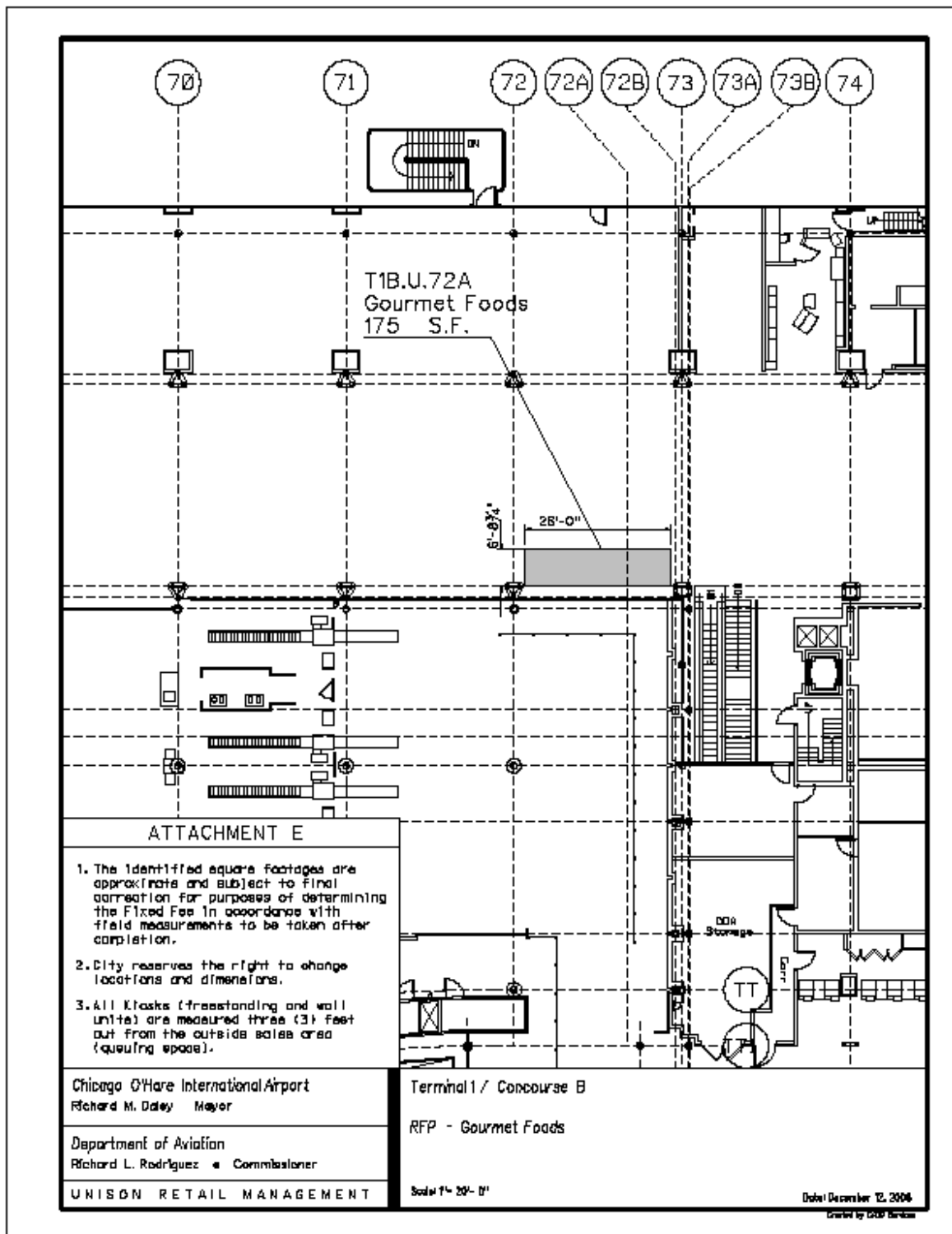
Attachment D Floor Plans

[Concession Floor Plans constituting Attachment D are available on the Department's web site www.flychicago.com, under the "Doing Business" and "Concessions Opportunities" links.]

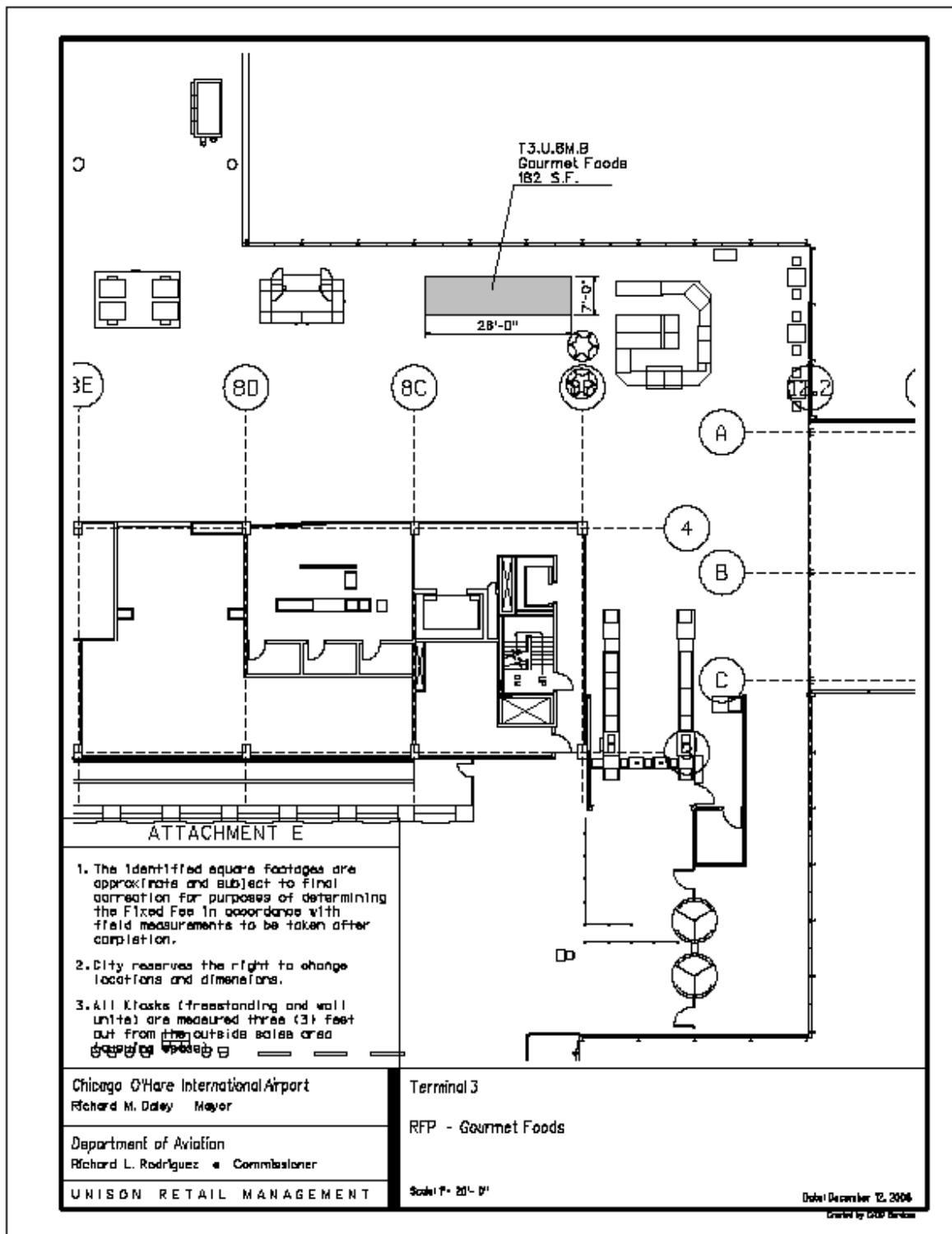
Attachment E
Intentionally Omitted

Attachment F
Lease Outline Drawings for Offered Locations

[Following are Lease Outline Drawings
of the offered spaces.]



...121208-t1bu72A-Gourmet Foods. 12/12/2008 3:11:26 PM



...1121208-t38bm.dgn 12/12/2008 3:13:07 PM

Attachment G Experience and Qualifications Statement

Provide the following information for the respondent and any proposed subtenants. Complete a separate statement for each subtenant. Use additional sheets if necessary.

1. Respondents must submit sufficient information for the City to determine that a Respondent meets the qualifications established by the City and to assess the extent and performance of a Respondent's business relevant to the offered concession. Please list store locations owned and operated by the Respondent in the past **five** years, including address, number of separate facilities at each location, opening/closing dates, description of concepts, and annual gross sales over the past five years. For purposes of this Attachment, a "location" is a distinct airport, airport unit terminal, major transportation center, shopping center, or other high-traffic/high-volume retail environment. It is not necessary to list the sales of individual facilities within multiple-facility locations. Use the format below; attach additional pages as necessary.

Location	Number of Facilities	Opening Date	Closing Date	Description of Concept	-----Gross Sales-----				
					2007	2006	2005	2004	2003

2. Attach photographs of the interior and exterior of any existing stores or other similar facilities.
3. Furnish any other additional information that will indicate your retail experience as it pertains to this RFP.
4. Attach resumes of key personnel, including principles and on-site management. Also include a brief description of their potential roles in store operations at the Airport.

Attachment H
Intentionally Omitted

Attachment I Compensation to the City

List in the spaces provided below, the Minimum Annual Guarantee Fee (“MAG”) respondent proposes to pay the City during the first two Lease Years of the Term and proposed Percentage Fee Rate(s) by merchandise category, location and/or revenue tier, if applicable.

1) **Proposed MAG** \$ _____
(in dollars per year for the first and second Lease Years)

2) **Proposed Percentage Fee Rate(s)**
In the space below, please enter the proposed Percentage Fee Rate(s) for each merchandise category and/or revenue tiers (as applicable)

Merchandise Category / Location / Revenue Tiers (as applicable)	Percentage Fee Rate

Attachment J Projected Revenue, Net Income and Cash Flow

Provide a projection of Gross Revenues, expenses, net income and cash flow for each location of the offered concession. Describe major assumptions. Use the following format. Attach additional sheets as necessary.

Location _____ Store Name _____

Category	Year 1	Year 2	Year 3
Gross Revenues			
Less: Costs of Goods Sold			
Equals: Gross Profits			
Operating Expenses:			
Rent to City			
Other Charges to Tenant			
Salaries/Wages/Benefits			
Utilities and Telephone			
Maintenance/Cleaning/Supplies			
Insurance			
Marketing/Advertising			
Franchise/Royalty Fees			
General & Administration			
Interest			
Depreciation and Amortization			
Other (Please Specify)			
Total Expenses			
Net Income			
Add: Depreciation and Amortization			
Equals: Cash Flow from Operations			
Beginning Cash Balance			
Add: Cash Flow from Operations			
Less: Debt Service (Principal Only)			
Less: Capital Expenditures			
Equals: Ending Cash Balance			

Assumptions:

Attachment K

Capital Investment and Financing Sources Plan

Please provide estimated capital investment and financing sources for each location. Indicate improvements and furnishings, fixtures and equipment. If respondent is a partnership, joint venture, or LLP or LLC, indicate the percentage of equity or borrowings that each partner, joint venturer, or LLP or LLC member or manager will provide. Use the following format. Attach additional sheets if necessary.

Location _____ **Store Name** _____

Respondent's Estimated Capital Investment

A. Architectural & Engineering Fees	\$ _____
B. Improvements	\$ _____
C. Furnishing, Fixtures and Equipment	\$ _____
D. Working Capital	\$ _____
E. Initial Inventory	\$ _____
F. Other (please specify)	\$ _____
G. Total Investment	\$ _____

Financing Sources

A. Debt (by source)	\$ _____
B. Equity	\$ _____
C. Total Investment	\$ _____

Attachment L

Airport Concession Disadvantaged Business Enterprise Plan

1. Indicate total proposed Airport Concession Disadvantaged Business Enterprise (ACDBE) participation: _____%

2. List ACDBE participants and indicate if ACDBE participant is a subtenant, joint venture partner, supplier, etc. Also indicate the ownership percentage of the ACDBE and the role that the ACDBE participant will have in the ownership, management and operation of the concession.

ACDBE Entity	Form of Participation	Participation Percentage	Role/Scope of Work	Capital Contribution

3. Attach resumes for key personnel/principals of the ACDBE entities.

Attachment M
Airport Concession Disadvantaged Business Enterprise
(ACDBE) Forms

[Schedules B, C and D follow]

**SCHEDULE B – AFFIDAVIT OF ACDBE JOINT VENTURE
IN AIRPORT CONCESSIONS**

This form is to be submitted if Tenant is a joint venture that is proposing ACDBE participation in the concession as a joint venture member. A copy of the joint venture agreement must be attached to this Schedule B. The joint venture agreement must clearly state: 1) each joint venture member's roles and responsibilities in the management and day-to-day operations of the joint venture, 2) the capital contribution requirements for each joint venture member, and 3) the allocation of risks and liabilities between joint venture members. [NOTE: The concession Agreement with the City will require joint venture members to be jointly and severally liable for obligations of the joint venture under the concession Agreement.] If Tenant is proposing to perform as a joint venture, the City will not execute a concession Agreement with the Respondent until the City has received a signed joint venture agreement. No subsequent changes to the joint venture agreement will be allowed without prior notice to the City. Any changes to the roles and responsibilities of the ACDBE joint venture member will require the prior approval of the City.

Name of Tenant:

Description of Airport Concession (from title page of Request for Proposals):

Identify each ACDBE joint venture member and briefly describe its proposed role and responsibilities in the management and day-to-day operation of the concession, as set forth in the attached joint venture agreement:

The Tenant, taking into consideration the roles and responsibilities of the ACDBE in the management and day-to-day operations of the concession, represents that the value of the ACDBE participation in the concession will be equal to _____ percent of the gross revenues of the concession.

The undersigned covenants and agrees to provide the City with current, complete and accurate information regarding the actual performance by the ACDBE joint venture member in the concession's management and operations, as required by the concession Agreement and/or upon request by the City. Any material misrepresentations in this Schedule B, in the attached joint venture agreement, or in any other information provided to the City by Respondent regarding ACDBE participation will be an event of default under the concession Agreement and will be grounds for initiating action under applicable federal and state laws and regulations.

I DO SOLEMNLY DECLARE AND AFFIRM UNDER PENALTIES OF PERJURY THAT THE CONTENTS OF THIS DOCUMENT ARE TRUE AND CORRECT, AND THAT I AM AUTHORIZED ON BEHALF OF THE RESPONDENT TO MAKE THIS AFFIDAVIT.

(Name and Title of Affiant – Print or type)

(Signature)

(Date)

On this _____ day of _____, 20__,

The above signed officer, _____ (Name of Affiant), personally appeared and, known by me to be the person described in the above Affidavit, acknowledged that (s)he executed the same in the capacity stated above and for the purposes stated above.

IN WITNESS WHEREOF, I hereunto set my hand and seal.

(Notary Public Signature)

Seal

Commission expires: _____

SCHEDULE C

Letter of Intent from ACDBE to Perform
As Subcontractor, Supplier and/or Consultant

[NOTE: If Tenant is proposing to perform as a joint venture of ACDBE and non-ACDBE firms, use Schedule B – Affidavit of Joint Venture – instead of Schedule C.]

Name of Tenant:

Description of Airport Concession (from title page of Request for Proposals):

From: _____ (“ACDBE”)
Name of ACDBE Firm

To: _____ and the City of Chicago:
Name of Tenant

The ACDBE certification status of the undersigned is confirmed by the attached Letter of Certification from the City of Chicago dated _____ (or letter of certification from the Illinois Department of Transportation dated _____). This Schedule C and the Letter of Certification will be attached to Schedule D – Commitment of Tenant to ACDBE Participation.

The undersigned is prepared to provide the following described services or supply the following described goods in connection with the above named airport concession:

Description of ACDBE Participation in concession	Description of compensation to be paid to ACDBE
_____	_____
_____	_____
_____	_____
_____	_____

Value of participation by ACDBE as percentage of concession gross revenues:

_____ %

[NOTE: If more space is needed to fully describe the ACDBE firm’s proposed role and/or compensation, attach additional sheets.]

Schedule C: Letter of Intent from ACDBE

SUB-SUBCONTRACTING LEVELS

____% of the value of the ACDBE's participation will be sub-subcontracted to non-ACDBE contractors.

____% of the value of the ACDBE's participation will be sub-subcontracted to ACDBE contractors.

NOTE: IF ACDBE WILL NOT BE SUB-SUBCONTRACTING ANY OF THE PARTICIPATION DESCRIBED IN THIS SCHEDULE, A ZERO (0) MUST BE SHOWN IN EACH BLANK ABOVE.

NOTICE: IF MORE THAN TEN PERCENT (10%) OF THE VALUE OF THE ACDBE'S PARTICIPATION WILL BE SUB-SUBCONTRACTED, A BRIEF EXPLANATION AND DESCRIPTION OF THE WORK TO BE SUB-SUBCONTRACTED MUST BE ATTACHED TO THIS SCHEDULE.

The undersigned will enter into a formal written agreement for the above participation with Tenant, conditioned upon the City of Chicago selecting the Tenant as a concessionaire, approval of Tenant's ACDBE Participation Commitment referencing this Schedule C by the City of Chicago, and successful negotiation of a concession Agreement between Tenant and the City of Chicago.

(Signature of Owner, President, or Authorized Agent of ACDBE)

Name/Title (Print)

Date

Phone

Schedule D: Affidavit of Tenant

To the best of my knowledge, information, and belief, the facts and representations contained in the aforementioned attached Schedules are true, and no material facts have been omitted.

The Tenant will enter into formal agreements with all listed ACDBE firms for work as indicated by this Schedule D and accompanying Schedules so as to ensure compliance with the Total Proposed ACDBE Participation Commitment stated above, and understands that it must enter into such agreements as a condition precedent to execution of a concession Agreement by the City of Chicago. Copies of each signed joint venture agreement, subcontract, purchase order, or other agreement will be submitted to the Department of Aviation so as to assure receipt no later than ten (10) business days prior to anticipated execution of the concession Agreement by the City.

The Tenant designates the following person as its ACDBE Liaison Officer:

(Name – Please print or type)

(Phone)

I DO SOLEMNLY DECLARE AND AFFIRM UNDER PENALTIES OF PERJURY THAT THE CONTENTS OF THIS DOCUMENT ARE TRUE AND CORRECT, AND THAT I AM AUTHORIZED ON BEHALF OF THE RESPONDENT TO MAKE THIS AFFIDAVIT.

(Name and Title of Affiant – Print or type)

(Signature)

(Date)

On this _____ day of _____, 20__.

The above signed officer, _____ (Name of Affiant), personally appeared and, known by me to be the person described in the above Affidavit, acknowledged that (s)he executed the same in the capacity stated above and for the purposes stated above.

IN WITNESS WHEREOF, I hereunto set my hand and seal.

(Notary Public Signature)

Seal

Commission expires: _____

Attachment N
Special Conditions Regarding Airport Concession
Disadvantaged Business Enterprise (ACDBE) Commitment

[Special Conditions document follows]

Attachment O Form of References

*Please use the following format for each of the **three** required references:*

REFERENCE NO. ____

Name: _____

Title: _____

Firm: _____

Address: _____

Telephone: _____

Nature and magnitude of association (including years):

Attachment P Proposal Affidavit

The undersigned Respondent hereby submits to the City of Chicago (“City”) Department of Aviation (“Department”) the Proposal enclosed, to operate as a concessionaire at Chicago O’Hare International Airport (“Airport”) based upon all terms and conditions set forth in the City’s Request for Proposals to Lease, Develop and Operate a Gourmet Food Concession dated December 18, 2008 (“RFP”), as it may have been amended in one or more addenda thereto. Respondent further specifically agrees hereby to provide goods and services in the manner set forth in the Proposal.

1. Respondent intends that the City rely on the Respondent’s submitted information and the representation that Respondent has the capability to successfully undertake and complete the responsibilities and obligations contained in the Proposal and the Lease and Concession Agreement (“Agreement”) to be executed by the City and Respondent, if Respondent is awarded this concession, and Respondent understands the City will so rely.
2. Respondent acknowledges that the City has the right to make any further inquiry it deems appropriate to substantiate or supplement information supplied by the Respondent.
3. Respondent acknowledges that Respondent has read and fully understands all the provisions and conditions set forth in the RFP and considers the project feasible.
4. Respondent acknowledges that the City is obligated to adhere to certain Grant Assurances as a recipient of federal grant funds and adherence to said Grant Assurances will become an obligation of the Respondent if Respondent is awarded this concession.
5. Respondent has the capability to successfully undertake and complete the responsibilities and obligations contained in the Proposal.
6. Respondent acknowledges that this Proposal may be withdrawn by requesting such withdrawal in writing at any time prior to the date and time responses to this RFP are due to be submitted to the City, as set forth in the RFP documents.
7. The City reserves the right to reject any and all proposals, to withdraw the RFP, to reissue the RFP, to enter into negotiations with any and all respondents, and to accept that proposal which in its judgment will provide the best level of service to the traveling public.
8. Respondent agrees that this Proposal constitutes an offer valid for a period of 180 days following the Due Date set forth in the RFP and any addenda thereto.
9. Respondent solely will bear all costs incurred by Respondent in connection with the preparation and submission of this Proposal and with Respondent’s costs associated with any negotiations with the City. Under no circumstances shall the City be responsible for any costs associated with Respondent’s submittal or negotiations of any agreement with the City.

10. Respondent acknowledges that the City will not recognize brokers with regard to the leases offered by the RFP and will not be responsible for any fees, expenses or commissions purported to arise from the execution of any lease related to this RFP. Respondent agrees to hold harmless the City from any claims, demands, actions or judgments in connection with any broker fees, expenses or commissions.

11. Respondent acknowledges that the City may conduct various investigations of the Respondent’s business experience, financial responsibility, and character. Respondent agrees to permit and cooperate with any such investigations.

Respondent warrants that: 1) Respondent has not in any manner directly or indirectly, conspired with any person or party to compete unfairly or compromise the competitive nature of the RFP process; 2) the contents of this Proposal as to rent, terms or conditions have not been communicated by the undersigned nor by any employee or agent to any other person engaged in this type of business, prior to the official opening of this Proposal; and 3) Respondent has not engaged in any activities in restraint of trade in connection with this RFP.

Name of Respondent (Legal Name): _____

Signature of Authorized Person: _____

Title: _____

Business Address of Respondent: _____

Business Phone Number: _____

Date: _____

County of _____

State of _____

Signed and sworn before me this ____ day of _____, 20__.

Notary Signature: _____

My Commission Expires: _____

Affix Seal

Attachment Q

Business Information Statement

Instruction: Provide the following information for the entity or individual completing this Statement (the "Reporting Entity").

A. Basic Information:

1. Name of Reporting Entity completing this form:

2. Relationship of Reporting Entity to Respondent:

B. Reporting Entity Information

1. Principal Office Address:

2. Telephone and Facsimile Numbers:

3. E-Mail Address:

4. Contact Person's Name/Title:

5. Is Reporting Entity an ACDBE certified by the Illinois UCP?
 - Yes ⇒ *{attach copy of current certification letter}*
 - No

6. Form of Reporting Entity

- Corporation ⇒ *{skip to Section C}*
- Partnership ⇒ *{skip to Section D}*
- Joint Venture ⇒ *{skip to Section E}*
- Limited Liability Company ⇒ *{skip to Section F}*
- Limited Liability Partnership ⇒ *{skip to Section G}*
- Individual ⇒ *{finished with form}*

C. If Reporting Entity is a corporation, please answer the following:

1. When incorporated? _____

2. Is the corporation incorporated in the State of Illinois?

- Yes ⇒ *{skip to Question C6}*
- No

3. Is the corporation registered to do business in Illinois?

- Yes ⇒ When: _____
- No

4. Name, address and phone number of registered Illinois agent.

5. Attach Certificate of Authority to transact business in Illinois.

6. The corporation is:

- Public
- Private

Continued on next page

7. Provide the name, title, and address of each director, officer, and principal shareholder owning 7.5% or more of the corporation's issued stock (use additional pages as necessary).

<i>Director's Name</i>	<i>Address</i>	<i>Principal Business Affiliation (Other than Respondent's Directorship)</i>
<i>Officer's Name</i>	<i>Address</i>	<i>Position</i>
<i>Principal Shareholder</i>	<i>Address</i>	<i>Percent Owned</i>

Additional Instruction: if any principal shareholder is not an individual, that business entity must also submit a Business Information Statement.

Finished with Form

D. If Reporting Entity is a partnership, please answer the following:

1. Date of organization? _____

2. Type of partnership?
 - General partnership
 - Limited partnership

3. Has the partnership done business in Illinois?
 - Yes ⇒ When? _____ Where? _____
 - No

4. Attach a copy of the partnership agreement. If the partnership agreement does not set forth the duties and obligations of each partner with respect to the business of the partnership, provide a statement indicating such.

5. Provide the name, address, and partnership share of each partner (use additional pages as necessary).

<i>Partner's Name</i>	<i>Address</i>	<i>Percentage Share</i>

Additional Instruction: if any partner is not an individual, that business entity must also submit a Business Information Statement.

Finished with Form

E. If Reporting Entity is a joint venture, please answer the following:

1. Date of organization? _____

2. Has the joint venture done business in Illinois?
 - Yes ⇒ When? _____ Where? _____
 - No

3. Attach a copy of the joint venture agreement. If a joint venture agreement does not exist, or if the joint venture agreement does not set forth the duties and obligations of each partner with respect to the business of the joint venture, provide a sworn statement signed by all joint venturers setting forth the duties and obligations of each joint venturer with respect to the business of this joint venture. Percentages of ownership and distribution of profits in the venture shall be provided. A description of arrangements in the event of dissolution and termination of the venture shall be supplied.

4. Provide the name, address, and ownership share of each joint venturer (use additional pages as necessary).

<i>Joint Venturer's Name</i>	<i>Address</i>	<i>Percentage Share</i>

Additional Instruction: if any joint venturer is not an individual, that business entity must also submit a Business Information Statement.

Finished with Form

F. If Reporting Entity is a Limited Liability Company ("LLC"), please answer the following:

1. Date of organization? _____

2. Are LLC Articles of Organization recorded?

Yes ⇒ Date _____

No

3. Has the LLC done business in Illinois?

Yes ⇒ When? _____ Where? _____

No

4. Provide a copy of the LLC Articles of Organization.

5. Provide a copy of the LLC Management or Operating Agreement

6. Provide the name, address, and ownership share of each LLC member having a membership interest of 7.5% or more (use additional pages as necessary).

<i>Name</i>	<i>Address</i>	<i>Percentage Share</i>

Additional Instruction: if any LLC member listed above is not an individual, that business entity must also submit a Business Information Statement.

Finished with Form

G. If Reporting Entity is a Limited Liability Partnership (“LLP”), please answer the following:

1. Date of organization? _____

2. Are the LLP Articles of Organization recorded?
 - Yes ⇒ Date _____
 - No

3. Has the LLP done business in Illinois?
 - Yes ⇒ When? _____ Where? _____
 - No

4. Provide a copy of the LLP Articles of Organization.

5. Provide a copy of the LLP Management or Operating Agreement

6. Provide the name, address, and ownership share of each LLP member having a membership interest of 7.5% or more (use additional pages as necessary).

<i>Name</i>	<i>Address</i>	<i>Percentage Share</i>

Additional Instruction: if any LLP member listed above is not an individual, that business entity must also submit a Business Information Statement.