

# FOOD & BEVERAGE CONCESSION OPPORTUNITY

## Updated as of March 9, 2018

The Port of Oakland hosted Open House/Community Outreach Events on February 6, 2018 and February 7, 2018 at Oakland International Airport to introduce Port Staff's proposed business terms and conditions for the upcoming Food & Beverage Concessions Opportunities Request for Proposals (the "RFP"). Staff solicited feedback from the audience and received valuable and timely questions, comments and suggestions. The Port has revised and updated the material presented during the Open House/Community Outreach Events. Attached please find the following:

- ✈ Outline of Business Terms
- ✈ Terminal Map
- ✈ RFP Schedule
- ✈ Questions/Comments – Port's Responses
- ✈ Contact List of Concessionaires, Restaurateurs, Suppliers, Vendors

# Food & Beverage Concession Opportunities

## Proposed Business Terms

### Updated as of March 9, 2018

#### Basic Terms:

- ➔ Four Packages – See Attached Terminal Map with Units Identified
  - Two multi-unit packages for Prime Operators with approximately equal number of spaces/square footage spread throughout Terminals 1 & 2.
  - Two Independent Units for Small Businesses.
  - The Port strongly supports the award of Packages A and B to separate Prime Operators. The Port will allow a single Prime Operator to be awarded both prime packages should it receive the top score for both Package A and Package B; however, the single Prime Operator is not required to accept both packages.
  - The Independent Units will be awarded to two separate Small Businesses.
- ➔ Term = 10 years + 11 Months, occupancy for transition/construction as of February 1, 2019; primary term commences January 1, 2020
- ➔ Initial Capital Investment = \$600/SF
- ➔ Mid-term Capital Investment = \$150/SF
- ➔ Marketing Fund = 0.5% of Gross Sales

#### Rental Structure:

- ➔ Percent Rental Rates:
  - 8% First \$1,000,000 in Gross Revenues; plus
  - 10% Gross Revenues from \$1,000,001 to \$2,000,000; plus
  - 12% Gross Revenues in excess of \$2,000,001; plus
  - 15% Alcoholic Beverages
- ➔ Minimum Annual Guarantee (MAG)
  - Post Secure, Units < 1,000 SF = \$250/SF
  - Post Secure, Units 1,000 to 5,000 SF = \$200/SF
  - Post Secure, Units > 5,000 SF = \$100/SF
  - Pre-Secure, Both units = \$75/SF

✈ Pricing Policy = Street + 10%

✈ Benefits Fee = +3% (Not attributable to MAG)

### **Experience & Qualifications:**

✈ Each Proposer for Packages A and/or B, or its majority partner, shall have significant experience operating in an airport environment. At a minimum, Proposer must have operated:

- In a food and beverage concession in at least three airports;
- In those airports for three continuous years within the last five years; and,
- At least one of these operations must have generated at least \$5 million in annual gross sales in at least one of those three years.
- Businesses without this experience and minimum qualifications are encouraged to partner with an entity(ies) with such experience.

✈ Each Proposer for an Independent Unit (Packages C and D) shall have significant experience operating a food and beverage business and meet the following minimum requirements:

- Be a “Small Business” defined as a firm with \$15 million gross receipts average operating a food and beverage operation in the preceding three years.
- May be an ACDBE.
- Not required to be a local business.
- Airport experience preferred.

**Outline Limitations:** The above outline provides the basic business terms to be incorporated into Oakland International Airport’s pending Food & Beverage Concessions Opportunities Request for Proposal. The RFP will include substantial terms, conditions, requirements, obligations, etc. that are not shown in this outline. All potential proposers must review and respond to the RFP as instructed after it has been posted on the Port of Oakland’s website.

# Oakland International Airport Food & Beverage Locations

## Proposed Packages

- Package 1 = 9,500± Square Feet  
CY2017 Gross Sales = \$18.7M
- Package 2 = 11,000± Square Feet  
CY2017 Gross Sales = \$18.9M
- Package 3 = 1,275± Square Feet  
CY2017 Gross Sales = \$4.4M
- Package 4 = 1,385± Square Feet  
CY2017 Gross Sales = \$3.5M



NOTE: All indicated square footages shown are subject to verification and correction.

# FOOD & BEVERAGE CONCESSION OPPORTUNITY

## Tentative RFP Schedule

Updated as of March 9, 2018

Outreach Meetings	February 2018
Board Approval of RFP Business Terms	April 12, 2018
RFP Issued	Mid April 2018
Pre-proposal Meeting	Late April 2018
Proposals Due to Port	Early July 2018
Proposer Interviews	Mid August 2018
Proposers Selected	End August 2018
Board Meeting and Contract Awards	End September 2018
Design and Construction Documents	Oct 2018 –Jan 2019
Construction of New Units Begin	February 1, 2019
All Units Open	January 2020

## FOOD & BEVERAGE CONCESSION OPPORTUNITY OPEN HOUSE QUESTIONS & COMMENTS

Open House/Community Outreach Events were held on February 6<sup>th</sup> and 7<sup>th</sup> at Oakland International Airport to introduce Port Staff's proposed business terms and conditions for the upcoming Food & Beverage Concessions Opportunities Request for Proposals (the "RFP"). Staff solicited feedback from the audience, provided Questions/Comments cards and offered to accept electronic mail responses through February 23<sup>rd</sup>.

Staff has collected this information, reviewed, consolidated similar questions and comments, and summarized below:

	Question/Comment/Issue/Concern	Port Response
1.	<u>Benefits Fee</u> : Currently, the Port allows concessionaires to charge a Benefits Fee of 2% on top of Street Pricing; please consider an increase to 3%.	Port Staff's revised recommendation to the Board will be to increase the Benefits Fee from 2% to 3%. The Benefits Fee is in addition to Street Pricing and is not included in the calculation of Percentage of Gross Revenues.
2.	<u>Benefits Fee</u> : Should be allowed only for operators who have signed a collective bargaining agreement ("CBA").	Benefit Fees are for the benefit of all concessions employees; the Port will not place restrictions.
3.	<u>Capital Investment</u> : The proposed \$450 per square foot initial capital investment seems far too low given construction costs in the Bay Area. This amount should be increased so that the proposals are not received with unreasonably low capital commitments.	Port Staff's revised recommendation to the Board will be to increase the Minimum Initial Capital Investment from \$450 per square foot to \$600 per square foot.
4.	<u>Construction</u> : Window is <6 months. Has the Port considered disruption to passengers with so many concurrent projects?	Port Staff's revised recommendation to the Board will be to require all units to be open by the end of calendar year 2019; i.e., by December 31, 2019.

	Question/Comment/Issue/Concern	Port Response
5.	<u>Construction</u> : Will CAD or REVIT plans of the units be made available to the design teams?	When the RFP is released, the Port will provide access to updated CAD drawings.
6.	<u>Construction</u> : Consider a comprehensive transition and phasing plan with temporary units.	Proposals will require that each respondent prepare and include a comprehensive transition and phasing plan.
7.	<u>Construction</u> : Define the number of temporary units required during the transition/construction period.	The number of temporary units should approximately match the number of permanent units with the transition plan designed by respondents and included in the proposal. It is the goal of the Airport to minimize impacts to passengers. Respondent should plan to use as many temporary units as necessary to accomplish that goal.
8.	<u>Employment Considerations</u> : Are their youth employment opportunity requirements for the bidders?	No.
9.	<u>Employment Considerations</u> : The Port should mandate that winning respondents adopt essentially the same terms on the CBA in place with the current prime operators and keep those terms in effect for the entire Term.	The Port is pre-empted by federal law from dictating the labor terms of the CBA. The Port's sole interest is to have uninterrupted concession services at the Airport without labor disruptions.
10.	<u>Employment Considerations</u> : Since "labor peace" is a requirement for award, the Port should require that labor peace be submitted concurrent with proposals; otherwise, the union has too much leverage after contracts have been awarded.	Under the Port's labor peace policy, prior to entering into a concessionaire agreement, a concessionaire shall enter into a labor peace agreement with any labor organization that has requested such a labor peace agreement. UniteHere is the current labor organization representing food and beverage concession workers at the Airport. Nothing prevents a respondent from reaching a labor peace agreement as part of its proposal.
11.	<u>Local Businesses</u> : Can the Port "tweak" the business terms to require prime	The Port is barred by law from giving preference to local businesses or for local hiring practices.



	Question/Comment/Issue/Concern	Port Response
	operators to include local, independent operators in their proposals?	
12.	<u>Local vs. Small vs. ACDBE</u> : Some of the presenters were using terms “small”, “local” and “ACDBE” interchangeably. Might cause confusion?	<p>These three terms represent different concepts; the Port apologizes for any confusion. We consider each term:</p> <ul style="list-style-type: none"> <li>➔ Small Business – a firm with \$15 million gross receipts average in the preceding three years that will be encouraged to respond to the RFP’s Independent Unit Packages.</li> <li>➔ Local – The Port wants the Food &amp; Beverage Concessions Program to reflect a “sense of place” with representative “local flavor”. We intentionally are <u>not</u> defining these terms, but the idea is we do not want OAK to look like a generic airport! Oakland, Alameda County, the entire Bay Area and Northern California offer beautiful scenery, vibrant culture, and a great brewing, wine-making and culinary scene. The food and beverage concepts, menus and design for each unit should reflect this “sense of place”.</li> <li>➔ ACDBE – Airport Concession Disadvantaged Business Enterprise – a for profit business with at least 51% of its ownership to be socially and economically disadvantaged as certified by the Unified Certification Program pursuant to criteria contained in 49 Code of Federal Regulation (CFR) Parts 23 and 26. The Port encourages ACDBE participation.</li> </ul>
13.	<u>Mid-Term Refurbishment</u> : Can the Mid-Term Capital Investment amount be less than defined if approved by the Port?	<p><u>Consolidated Response</u>: Port Staff does not plan to recommend any change to the \$150 per square foot minimum Mid-Term Capital Improvement requirement. Port staff does not believe specifying a percentage of Initial Capital Investment is appropriate. For example: the current contract with the existing concessionaires required an approximate \$600 PSF initial capital improvement plus a mid-term capital amount of \$100 PSF increased by CPI (eventually amounted to about \$110 PSF). Had the Port adopted the proposed 10% of initial capital, the existing concessionaires would have had a requirement of just \$60 PSF, which would have been inadequate.</p>
14.	<u>Mid-Term Refurbishment</u> : Consider a Director’s Discretion Mid-Term Capital Investment of 10% of the initial build-out.	
15.	<u>Operator Experience</u> : Require that respondents have operated an airport	



	Question/Comment/Issue/Concern	Port Response
	food & beverage program with at least \$10M in annual sales at a single airport.	<p>experience operating in an airport environment. At a minimum, respondents must have operated:</p> <ul style="list-style-type: none"> <li>➔ In a food and beverage concession in at least three airports;</li> <li>➔ In those airport for three continuous years within the last five years; and,</li> <li>➔ At least one of these operations must have generated at least \$5 million in annual gross sales in at least one of those three years.</li> </ul> <p>Businesses without this experience and minimum qualifications are encouraged to partner with an entity(ies) with such experience.</p>
16.	<u>Package Make-Up</u> : Would the Port consider shifting some locations between the two (2) packages to balance square footage and revenue potential?	Staff has slightly re-aligned the make-up of the packages (including removing two units to be offered on as Independent Units). The square footage shown on the maps are being updated – mostly increasing in size – to incorporate “patio” and other areas occupied, but not currently shown. The RFP will show accurate square footage for each unit.
17.	<u>Package Make-Up</u> : Define the location and size of the replacement for the Auntie Anne’s kiosk which will be eliminated in its current location.	Staff and its consultant are working on replacement location for the kiosk currently operating as Auntie Anne’s. The RFP will show all units included in each package.
18.	<u>Package Make-Up</u> : Is there a required split between local and national brands?	The Port is not making any recommendations concerning proposals offering local and national brands; that is a decision to be made by the respondent.
19.	<u>Package Size</u> : Divide number of total units to have at least four (4) small business plus one package with eleven (11) units for a single prime operator.	<p><u>Consolidated Response</u>: Port Staff’s revised recommendation to the Board will be to adjust the packages as follows:</p> <p>Packages:</p> <ul style="list-style-type: none"> <li>➔ Two packages with units spread throughout both terminals, of approximately equal (i) square footage (based on updated areas of each unit) and (ii) gross sales per square foot (based on analysis of both historical and projected sales).</li> <li>➔ Two Independent Units, one each in Terminal 1 and Terminal 2 to be offered to two separate Small Businesses.</li> </ul>
20.	<u>Package Size</u> : Consider issuing 2 or 3 direct tenancy opportunities to small, local businesses.	
21.	<u>Package Size</u> : Do not break up the packages into smaller bundles; keep at two (2) packages.	

Question/Comment/Issue/Concern		Port Response
22.	<u>Package Size</u> : Redistribute the units so that one package has 80% of the sales (or similar) and the second package has the balance.	Details of the unit make up will be covered in the revised outline of proposed Business Terms and Conditions that will be posted on the Port's website.
23.	<u>Package Size</u> : Award eight (8) packages of two (2) units each to create greater competition and allow smaller, independent operators to bid directly. To cover Port's added administration costs, charge an additional 1% in rents.	
24.	<u>Rent Structure</u> : Consider leaving the rent percentages the same/match the current percentages.	<p><u>Consolidated Response</u>: Port Staff's revised recommendation to the Board will be the following rent structure:</p> <p>8% First \$1,000,000 in Gross Revenues; plus</p> <p>10% Gross Revenues from \$1,000,001 to \$2,000,000; plus</p> <p>12% Gross Revenues in excess of \$2,000,001</p> <p>15% All Gross Revenues from the sale of Alcoholic Beverages</p> <p>Port staff believes that percentage of gross revenues for the prime operator packages must be calculated and paid on a per-unit basis; <u>not</u> consolidated for the entire operation. Both Staff and the operators can better identify exemplary and/or poorly performing units.</p>
25.	<u>Rent Structure</u> : Consider lowering the proposed percentage rental rates to duplicate SFO's rent structure; i.e., 8% of the first million in gross revenues, 10% of the second million, and 12% of any revenue above \$2 million.	
26.	<u>Rent Structure</u> : Why is the rent 13% to 16%? SFO's 8%/10%/12% rent model is way more equitable. What is the rationale behind such high rents?	
27.	<u>Rent Structure</u> : Consider a tiered structure akin to SFO's. For example, 8% of Gross Revenues up to \$10M; plus 10% of from \$10M to \$20M; plus 12% over \$20M.	
28.	<u>Rent Structure</u> : Consider adopting the following: 8% of Gross Revenues up to	

	Question/Comment/Issue/Concern	Port Response
	\$9M; 10% for \$9M to \$22M; and 12% above \$22M.	
29.	<u>Rent Structure</u> : Eliminate the 0.5% Marketing Fee or reduce the percentages by the same 0.5%.	
30.	<u>Support Space</u> : Please provide the amount of square footage and location of office and storage space allocated to the packages.	
31.	<u>Street Pricing</u> : The “Street +10%” model makes it difficult to pay the current union benefit package. How are ACDBEs expected to make a profit with labor costs being this exorbitant?	<u>Consolidated Response</u> : Port Staff’s recommendation to the Board will remain unchanged at Street + 10%. We believe the proposed modified Percentage of Gross Revenues shown above plus the increase in the Benefits Fee will provide adequate revenue for the operators to offer excellent food and beverage options, recoup capital investment and compensate employees.
32.	<u>Street Pricing</u> : Consider Street + 17%.	
33.	<u>Street Pricing</u> : Consider Street + 18%.	
34.	<u>Subtenant/JV Structure</u> : Has the Port considered joint ventures (“JVs”) to be the most practical/equitable method of ACDBE participation? JVs are too capital-intensive and results in loss of independence of operators.	<u>Consolidated Response</u> : The Port does not take any position relative to the business relationship between Prime Operators and their business partners. The Port does not endorse, require and/or prohibit JVs or subtenancies.
35.	<u>Subtenant Spaces</u> : Are there any sublease spaces available? ACDBEs are being told there are no sublease opportunities being offered, only JVs. There is ZERO EQUITY for small businesses in JVs.	

Question/Comment/Issue/Concern		Port Response
36.	<u>Term</u> : Would the Port consider extending the term to ten (1) years plus two (2) 2-year options?	<u>Consolidated Response</u> : Port Staff's recommendation to the Board will be revised slightly to incorporate the following "Term" for all contracts: → Fixed 10-Year Term commencing January 1, 2020. → Transition/Construction Term commencing approximately February 1, 2019 and expiring December 31, 2019. → No options to extend.
37.	<u>Term</u> : Please consider adjusting the Term to include three (3) 1-Year extensions.	
38.	<u>Term</u> : Consider a term of twelve (12) years after the opening of the last unit.	
39.	<u>Term</u> : Please consider allowing the successful respondent to take over existing operations at the beginning of 2019.	
40.	<u>Term</u> : Consider starting the Term for the operators once the final unit is open; all operators' leases would have the same expiration date.	

Food & Beverage Concessions Opportunities Request for Proposals - 2018  
Roster of Concessionaires

Company	First Name	Family Name	Email Address	Phone	Street Address	City	State	Zip
360 Total Concepts	Shonda	Scott	<a href="mailto:shonda@360tcpr.com">shonda@360tcpr.com</a>	510-460-9244	555 - 12th Street, Suite 1670	Oakland	CA	94607
Aimhigh ESG	Ebon Sean	Glenn	<a href="mailto:aimhighesg@icloud.com">aimhighesg@icloud.com</a>	415-819-1149				
Airmall (Fraport)	Jay	Kruisselbrink	<a href="mailto:j_kruisselbrink@@fraport-usa.com">j_kruisselbrink@@fraport-usa.com</a>	412-472-5180	P. O. Box 12318	Pittsburgh	PA	15231
Airmall (Fraport)	Jean-Pierre	Tabet	<a href="mailto:j_tabet@@fraport-usa.com">j_tabet@@fraport-usa.com</a>	412-472-5198	P. O. Box 12318	Pittsburgh	PA	15231
Airmall (Fraport)	Ben	Zandi	<a href="mailto:b_zandi@@fraport-usa.com">b_zandi@@fraport-usa.com</a>	412-230-7266	P. O. Box 12318	Pittsburgh	PA	15231
Airport Alliances	Les	Cappetta	<a href="mailto:les.cappetta@airportalliances.com">les.cappetta@airportalliances.com</a>	703-462-4086	19465 Deerfield Avenue, Suite 105	Lansdowne	VA	20176
Airport Economic & Concession Consultants	Alan	Gluck	<a href="mailto:alan@AirportECC.com">alan@AirportECC.com</a>	872-529-2322	90 Second Avenue, 2nd Floor	Augusta	ME	04330
Air Ventures, LLC	Glen	Rochon	<a href="mailto:glen@airventuresllc.com">glen@airventuresllc.com</a>	617.650.0151				
Almison Restaurants (Burger King)	Keita	Grant	<a href="mailto:KGrant@AlmisonRestaurants.com">KGrant@AlmisonRestaurants.com</a>					
Almison Restaurants (Burger King)	Pamela	Grant						
Almison Restaurants (Burger King)	Ronald	Grant						
Andale Café	Pedro	Alvarez	<a href="mailto:paj@mezcalitosf.com">paj@mezcalitosf.com</a>	415-632-9919				
Andale Café	Luis	Sanchez	<a href="mailto:paj@mezcalitosf.com">paj@mezcalitosf.com</a>					
ARCSINE	Daniel	Scovill	<a href="mailto:daniel@arcsine.com">daniel@arcsine.com</a>	510.444.2410	414 Thirteenth Street, Suite 350	Oakland	CA	94612
ARCSINE	Jason	Jones	<a href="mailto:jjones@arcsine.com">jjones@arcsine.com</a>	510.444.2410	414 Thirteenth Street, Suite 350	Oakland	CA	94612
Areas	Valentina	Ellison	<a href="mailto:valentina.ellison@areas.com">valentina.ellison@areas.com</a>	305-484-6462	5301 Blue Lagoon Drive Suite 690	Miami	FL	33126
Areas	Cristina	Pulley	<a href="mailto:cristina.pulley@areas.com">cristina.pulley@areas.com</a>	305-267-8510	5301 Blue Lagoon Drive Suite 690	Miami	FL	33126
Areas	Kirk	Weiss	<a href="mailto:kirk.weiss@areas.com">kirk.weiss@areas.com</a>	305-318-6747	5301 Blue Lagoon Drive Suite 690	Miami	FL	33126
Arthur Mac's Tap & Snack	Joel	DiGiorgio	<a href="mailto:Joel@farmleaguemgmt.com">Joel@farmleaguemgmt.com</a>	510-774-1657	4006 MLK Jr Way	Oakland	CA	
Arthur Mac's Tap & Snack	Adam	Stemmler						
Asian American & Pacific Islanders (AAPI) Outrea	Tong	Qin	<a href="mailto:tong.qin@sba.gov">tong.qin@sba.gov</a>	202-264-0254	455 Market Street	San Francisco	CA	94105
Auntie April's Chicken Waffles and Soul Food	April	Spears	<a href="mailto:auntieaprils94124@gmail.com">auntieaprils94124@gmail.com</a>	415-240-1789	4618 3rd street	San Francisco	CA	94124
Bayport Concessions, LLC	Adam	Light						
Bayport Concessions, LLC	Jose	Placencia						
Bayport Concessions, LLC	Miguel	Romero						
Bayport Concessions, LLC	Bianca	Wilczoch	<a href="mailto:bianca@wsegrouppinc.com">bianca@wsegrouppinc.com</a>	650.642.8967				
BOLT Enterprises	Terrence	Lewis	<a href="mailto:tlew060@gmail.com">tlew060@gmail.com</a>	619-602-4131				
Boom LLC	Peggy	Moore	<a href="mailto:peggy@boomllc.net">peggy@boomllc.net</a>	510-599-8218				
Brown Sugar Kitchen	Tanya	Holland	<a href="mailto:th@brownsugarkitchen.com">th@brownsugarkitchen.com</a>					
Brown Sugar Kitchen	Robert	Lee	<a href="mailto:robert@saltpg.com">robert@saltpg.com</a>					
CECO Entertainment and Management	Carolyn	Evans	<a href="mailto:cevans5613@aol.com">cevans5613@aol.com</a>	510-385-6364				
CECO Entertainment and Management	Baron	O'Day						
CECO Entertainment and Management	Anja	Qualls						
CECO Entertainment and Management	Bryan	Wilson						
Chef Nikki Shaw	Nikki	Shaw	<a href="mailto:chefnikkishaw@icloud.com">chefnikkishaw@icloud.com</a>	510.701.0087				
Chef Ron's Pastries	Rhonda	Persons	<a href="mailto:chefronspastries1@gmail.com">chefronspastries1@gmail.com</a>	510-629-1592				
CMC Food Services	Basil	Adimora	<a href="mailto:adimorabasil@gmail.com">adimorabasil@gmail.com</a>	707-803-9195				
CMC Food Services	Joseph	Cook	<a href="mailto:joeygcook@gmail.com">joeygcook@gmail.com</a>	510-710-1914				
CMC Food Services	Nicole	Cook						
CMC Food Services	Willie	Cook						
Coleman	Lance	Coleman	<a href="mailto:mrlancecoleman@gmail.com">mrlancecoleman@gmail.com</a>					
Concessions International LLC	LeMonica	Hakeem	<a href="mailto:lhakeem@cintl.com">lhakeem@cintl.com</a>	404-681-0300	566 Wells Street S.W.	Atlanta	GA	30312
Cosecha	Dominca	Rice						
Creative Food Group	Roger	Schwandtner	<a href="mailto:roger@creativefoodgroup.com">roger@creativefoodgroup.com</a>	832-236-4450	13122 Ryaneagles Drive	Houston	TX	77044
Del Taco	Laura	Tanaka	<a href="mailto:ltanaka@DELTACO.com">ltanaka@DELTACO.com</a>	949-510-6607				

# Food & Beverage Concessions Opportunities Request for Proposals - 2018

## Roster of Concessionaires

Company	First Name	Family Name	Email Address	Phone	Street Address	City	State	Zip
Delaware North Travel Hospitality	Vito	Buscemi	<a href="mailto:vbuscemi@delawarenorth.com">vbuscemi@delawarenorth.com</a>	716-984-1485	250 Delaware Avenue	Buffalo	NY	14202
Delaware North Travel Hospitality	Jeffrey	Friedman	<a href="mailto:jfriedma@delawarenorth.com">jfriedma@delawarenorth.com</a>	818-239-9715	10100 Aviation Blvd., Suite 100	Los Angeles	CA	90045
Delaware North Travel Hospitality	Brian	Maras	<a href="mailto:BMARAS@delawarenorth.com">BMARAS@delawarenorth.com</a>	716-656-7847	250 Delaware Avenue	Buffalo	NY	14202
Delaware North Travel Hospitality	James	Wilson	<a href="mailto:JWilson2@delawarenorth.com">JWilson2@delawarenorth.com</a>	716-253-7458	250 Delaware Avenue	Buffalo	NY	14202
Dorsey Group	Cynthia	Dorsey	<a href="mailto:bpolitical2@aol.com">bpolitical2@aol.com</a>					
Earth Bar	Bob	Lustig	<a href="mailto:Bob.Lustig&lt;bob@earthbar.com&gt;">Bob Lustig &lt;bob@earthbar.com&gt;</a>					
Earth Bar	Grace	Avila						
Grand Lake Kitchen	David	Wasem		510-922-9582	576 Grand Avenue	Oakland	CA	94610
Grand Lake Kitchen	May	Wasem	<a href="mailto:may@grandlakekitchen.com">may@grandlakekitchen.com</a>	510-922-9582	576 Grand Avenue	Oakland	CA	94610
Gregory's Gourmet Desserts	Pamela	Carnes						
Gregory's Gourmet Desserts	Gregory	Williams	<a href="mailto:pcarnes@californiabsg.com">pcarnes@californiabsg.com</a>					
High Flying Foods	Shira	Amrany						
High Flying Foods	Glenn	Meyers	<a href="mailto:glenn.meyers@highflyingfoods.com">glenn.meyers@highflyingfoods.com</a>	415-243-8908	123 Second Street	Sausalito	CA	94695
High Flying Foods	Antonio	Miceli						
High Flying Foods	Kevin	Westlye	<a href="mailto:k.westlye@highflyingfoods.com">k.westlye@highflyingfoods.com</a>	510-301-2658	123 Second Street	Sausalito	CA	94695
High Flying Foods	Angela	Webb						
High Flying Foods	Carla	Wytmar	<a href="mailto:cwytmr@highflyingfoods.com">cwytmr@highflyingfoods.com</a>		123 Second Street	Sausalito	CA	94695
HMS Host	Derryl	Benton	<a href="mailto:derryl.benton@hmshost.com">derryl.benton@hmshost.com</a>	240-694-4259	6905 Rockledge Drive	Bethesda	MD	20817
HMS Host	Ronald	Gomes	<a href="mailto:ron.gomes@hmshost.com">ron.gomes@hmshost.com</a>	240-694-4260	6905 Rockledge Drive	Bethesda	MD	20817
HMS Host	Kate	Seeley	<a href="mailto:Kate.Seeley@hmshost.com">Kate.Seeley@hmshost.com</a>	301.512.7685	6905 Rockledge Drive	Bethesda	MD	20817
HMS Host	Kent	Vanden Oever	<a href="mailto:kent.vandenoever@hmshost.com">kent.vandenoever@hmshost.com</a>	571-215-7899	6905 Rockledge Drive	Bethesda	MD	20817
Hojeij	Wassim	Hojeij	<a href="mailto:wassimh@hbfairports.com">wassimh@hbfairports.com</a>	770-953-3300	1750 The Exchange, Suite 200	Atlanta	GA	30339
Home of Chicken and Waffles	Derreck	Johnson	<a href="mailto:derreckb5@icloud.com">derreckb5@icloud.com</a>					
Hudson Group	Joseph	DiDomizio	<a href="mailto:jdidomizio@hudsonsongroup.com">jdidomizio@hudsonsongroup.com</a>	201-694-0290	One Meadowlands Plaza	East Rutherford	NJ	07073
Hudson Group	Michael	Mullaney	<a href="mailto:mmullaney@hudsonsongroup.com">mmullaney@hudsonsongroup.com</a>	201-835-4078	One Meadowlands Plaza	East Rutherford	NJ	07073
Hudson Group	Mike	Petersen	<a href="mailto:mpetersen@hudsonsongroup.com">mpetersen@hudsonsongroup.com</a>	206-571-3565	17801 Pacific Highway South	Seattle	WA	98158
Hudson Group	Mark	Rickoff	<a href="mailto:mrickoff@hudsonsongroup.com">mrickoff@hudsonsongroup.com</a>	972-415-4167	One Meadowlands Plaza	East Rutherford	NJ	07073
Illy Caffè	Frank	Dasaro	<a href="mailto:frank.dasaro@illy.com">frank.dasaro@illy.com</a>					
Illy Caffè	Lon	Southerland	<a href="mailto:lon.southerland@illy.com">lon.southerland@illy.com</a>					
Innovative Retail Group LLC	Huy	Pham	<a href="mailto:hpham0913@gmail.com">hpham0913@gmail.com</a>	306-608-4080				
Jackson and Main, LLC	Sean	Kali-rai	<a href="mailto:seankalirai@yahoo.com">seankalirai@yahoo.com</a>	408-313-8081	10 Jackson Street, Suite 105	Los Gatos	CA	95030
JDDA Group	Jason	Yoo	<a href="mailto:tmendez@hbsnational.com">tmendez@hbsnational.com</a>	281-679-5332	11777 Katy Freeway #190	Houston	TX	77079
J N & K Restaurants	Jerry	Davis						
J N & K Restaurants	Lisa	Tolbert	<a href="mailto:lisatolbert@jnkrestaurants.com">lisatolbert@jnkrestaurants.com</a>					
Juma Ventures	Richard	Martinez	<a href="mailto:richardm@juma.org">richardm@juma.org</a>	415.830.7579	131 Steuart Street, Suite 201	San Francisco	CA	94105
Juma Ventures	Alvin	Yu	<a href="mailto:alviny@juma.org">alviny@juma.org</a>		131 Steuart Street, Suite 201	San Francisco	CA	94105
Kelly's Place, Inc.	David	Tu	<a href="mailto:kytu_2000@yahoo.com">kytu_2000@yahoo.com</a>					
Kelly's Place, Inc.	Kelly	Tu	<a href="mailto:kytu_2000@yahoo.com">kytu_2000@yahoo.com</a>					
The Kos Read Group, Inc.	Isaac	KosRead	<a href="mailto:isaac@kosreadgroup.com">isaac@kosreadgroup.com</a>	510-292-5715	347 Wayne Avenue	Oakland	CA	94606
JR Lester Inc.	Njambi	Mungai						
Leta Group, Inc. (Subway)	Alan	Hibbard						
Leta Group, Inc. (Subway)	Timothy	Hutton	<a href="mailto:tim@letagroup.com">tim@letagroup.com</a>	925-787-4624				
MAG USA	Rosemarie	Andolino	<a href="mailto:rosemarie.andolino@magairports.com">rosemarie.andolino@magairports.com</a>	312-447-1898	100 N. LaSalle Street, Suite 900	Chicago	IL	60602
MAG USA	Michael	Gaviola	<a href="mailto:michael.gaviola@magairports.com">michael.gaviola@magairports.com</a>	510-410-0479				
MAG USA	Jerry	Ramos		510-563-6404				



# Food & Beverage Concessions Opportunities Request for Proposals - 2018

## Roster of Concessionaires

Company	First Name	Family Name	Email Address	Phone	Street Address	City	State	Zip
MarketPlace Development	Paul	McGinn	<a href="mailto:pmcginn@marketplacedev.com">pmcginn@marketplacedev.com</a>	617-243-7400	One Wells Avenue	Newton	MA	02459
Master ConcessionAir LLC	William	Alberni	<a href="mailto:walberni@mca-airports.com">walberni@mca-airports.com</a>	305-871-0559	Miami International Airport	Miami	FL	33122
McConnell Group	Gregory	McConnell	<a href="mailto:gmc@themcconnellgroup.com">gmc@themcconnellgroup.com</a>	510-834-0400	300 Frank Ogawa Plaza	Oakland	CA	94612
McConnell Group	Mimi	Rohr	<a href="mailto:mimi@themcconnellgroup.com">mimi@themcconnellgroup.com</a>	510-834-0400	300 Frank Ogawa Plaza	Oakland	CA	94612
MSC Burbank LLC	Steven	Mora	<a href="mailto:Steve@mcsburbank.com">Steve@mcsburbank.com</a>					
Mera Corporation	Rafael	Aguirre	<a href="mailto:rafaelat@meracorporation.com">rafaelat@meracorporation.com</a>					
Midfield Concession Enterprises	Andrea	Hachem	<a href="mailto:andrea@midfieldconcession.com">andrea@midfieldconcession.com</a>	734-727-0055	6810 Metroplex Drive	Romulus	MI	48174
Motor City's Cornbeef and Turkey Delights	Alretta	Tolbert	<a href="mailto:denise15715@gmail.com">denise15715@gmail.com</a>	616 780-3679				
MTY Group	Bob	Cook	<a href="mailto:Bob_cook@mtygroup.com">Bob_cook@mtygroup.com</a>	973-417-3021				
North Beach Deli Inc.	Alec	Ghafouri	<a href="mailto:alec@northbeachdeli.com">alec@northbeachdeli.com</a>	510-451-4500	308 Jackson Street, Suite 5	Oakland	CA	94607
Oakland Spirits Company and Two Mile Wines	Adam	Nelson	<a href="mailto:adam@oakland.ventures">adam@oakland.ventures</a>	415-533-0344				
Oakland Spirits Company and Two Mile Wines	Michael	Pierce						
OHM Concession Group	Milan	Patel	<a href="mailto:milan@ohmgroup.com">milan@ohmgroup.com</a>	314-209-9200	10812 St. Charles Rock Road	St. Louis	MO	63074
OTG	Justin	Blatstein	<a href="mailto:justin@otgmanagement.com">justin@otgmanagement.com</a>	215-341-6989	352 Park Avenue South, 10th Floor	New York	NY	10010
OTG	Rick	Blatstein	<a href="mailto:rick@otgexp.com">rick@otgexp.com</a>	215-292-5647	352 Park Avenue South, 10th Floor	New York	NY	10010
OTG	Samantha	Blatstein	<a href="mailto:samantha@otgexp.com">samantha@otgexp.com</a>	215-341-6988	352 Park Avenue South, 10th Floor	New York	NY	10010
OTG	Cassandra	Bozeman	<a href="mailto:cassandra@otgexp.com">cassandra@otgexp.com</a>	614-390-1775	352 Park Avenue South, 10th Floor	New York	NY	10010
OTG	Ron	Falocco	<a href="mailto:ron@otgexp.com">ron@otgexp.com</a>	856-534-9459	352 Park Avenue South, 10th Floor	New York	NY	10010
Ovo Tavern & Eatery	Trevelon	Adanandus	<a href="mailto:9787ta@gmail.com">9787ta@gmail.com</a>	510-394-7417				
Pacific Gateway	Eric	Ward	<a href="mailto:eward@pgconcessions.com">eward@pgconcessions.com</a>	415-686-1105	273 East Harris Avenue	South San Francisco	CA	94080
Pacific Gateway	Joe	Waller	<a href="mailto:jwaller@pgconcessions.com">jwaller@pgconcessions.com</a>	213-703-8574	273 East Harris Avenue	South San Francisco	CA	94080
Palazzo Concessions	Simeon	Stewart	<a href="mailto:simeon@palazzoconcessions.com">simeon@palazzoconcessions.com</a>	310-292-9401	6 Palos Verde Land	Rolling Hills Estates	CA	90274
Palazzo Concessions	Michael	Washington	<a href="mailto:michael@palazzoconcessions.com">michael@palazzoconcessions.com</a>	310-686-4925	440 Davis Court, Vista East #1521	San Francisco	CA	94111
Panda Restaurant Group, Inc.	Regan	Jeric	<a href="mailto:Regan.Jeric@PandaRG.com">Regan.Jeric@PandaRG.com</a>	650-274-9297				
Paradies Lagardere	Gregg	Paradies	<a href="mailto:gregg.paradies@paradies-na.com">gregg.paradies@paradies-na.com</a>	404-509-1143	2849 Paces Ferry Road, 4th Floor	Atlanta	GA	30339
Paradies Lagardere	Patrick	Wallace	<a href="mailto:patrick.wallace@paradies-na.com">patrick.wallace@paradies-na.com</a>	404-509-1143	2849 Paces Ferry Road, 4th Floor	Atlanta	GA	30339
Peet's Coffee	Erica	Brown	<a href="mailto:ebrown@peets.com">ebrown@peets.com</a>	415-819-3457				
Peet's Coffee	Derek	Bushy	<a href="mailto:dbushy@peets.com">dbushy@peets.com</a>					
Peet's Coffee	Robin	Quintal	<a href="mailto:rquintal@peets.com">rquintal@peets.com</a>					
Pican Restaurant	Michael	LeBlanc	<a href="mailto:michael@picanrestaurant.com">michael@picanrestaurant.com</a>	510-834-1000	2295 Broadway	Oakland	CA	94612
Pinnacle LLC	Alnoor	Hudda	<a href="mailto:alnoor@gmail.com">alnoor@gmail.com</a>	510.610.7826				
PinX Catering	Portia	Carroll	<a href="mailto:portia@pinxcatering.com">portia@pinxcatering.com</a>	510-691-0423				
PinX Catering	Craig	Cooper	<a href="mailto:craig@pinxcatering.com">craig@pinxcatering.com</a>	510-355-6193				
RDG Concessions	Carl	Gill	<a href="mailto:cgill@rdgconcessions.com">cgill@rdgconcessions.com</a>	510-569-7969 x1020	2104 Adams Avenue	San Leandro	CA	94577
RDG Concessions	Ralph	Glenn	<a href="mailto:ralph@rdgconcessions.com">ralph@rdgconcessions.com</a>	510-569-7969 x1020	2104 Adams Avenue	San Leandro	CA	94577
Red Bay Coffee	Keba	Konte	<a href="mailto:keba@redbaycoffee.com">keba@redbaycoffee.com</a>					
Red Door Group	Reign	Free	<a href="mailto:reign@reddoorcatering.com">reign@reddoorcatering.com</a>	510.339.2320 x 3	2925 Adeline Street	Oakland	CA	94608
Rewards Network	Sharon	O'Neil	<a href="mailto:soneil@rewardsnetwork.com">soneil@rewardsnetwork.com</a>					
Rewards Network	Mariell	Rahmani	<a href="mailto:mrahmani@rewardsnetwork.com">mrahmani@rewardsnetwork.com</a>					
Rylo Management	Gina	Graziano	<a href="mailto:Gina@Rylomanagement.com">Gina@Rylomanagement.com</a>	415-913-0367	12 Blackstone Lane	San Rafael	CA	94903
Rylo Management	Tony	Graziano						
Sacramento County Department of Airports	Alyson	Murphy	<a href="mailto:murphyal@saccounty.net">murphyal@saccounty.net</a>	916-874-0918	6900 Airport Boulevard	Sacramento	CA	95837
Sacramento County Department of Airports	Donna	Scranton	<a href="mailto:ScrantonD@saccounty.net">ScrantonD@saccounty.net</a>	916.874.0910	6900 Airport Boulevard	Sacramento	CA	95837
Sierra Nevada Brewing Co.	Heather	Clegghaman	<a href="mailto:heather.clegghaman@sierranevada.com">heather.clegghaman@sierranevada.com</a>	510.846.8794				
Silver Dragon Café	Wesley	Chee	<a href="mailto:wesley.chee@gmail.com">wesley.chee@gmail.com</a>	510-816-1408				



Food & Beverage Concessions Opportunities Request for Proposals - 2018  
Roster of Concessionaires

Company	First Name	Family Name	Email Address	Phone	Street Address	City	State	Zip
Silver Dragon Café	Albert	Hom						
Silver Dragon Café	Lilly	Mar	<a href="mailto:lilly@silverdragoncafe.com">lilly@silverdragoncafe.com</a>	510-654-8899	1 Airport Drive, Box 39	Oakland	CA	94621
Skyview Concession	Apryl	Stewart	<a href="mailto:astewart@skyviewconcessions.com">astewart@skyviewconcessions.com</a>					
SmartDesign Group	Nick	Baker	<a href="mailto:nbaker@smartdesignsgroup.com">nbaker@smartdesignsgroup.com</a>					
SMP Concessions LLC	Silvia	Peralta	<a href="mailto:silvia.peralta@gmail.com">silvia.peralta@gmail.com</a>					
Sodexo Convenience Solutions	Amy	Castillo						
Sodexo Convenience Solutions	Heather	Sheehan	<a href="mailto:heather.sheehan@Sodexo.com">heather.sheehan@Sodexo.com</a>	408-654-9867				
SSP America	Heather	Barry	<a href="mailto:heather.barry@foodtravelexperts.com">heather.barry@foodtravelexperts.com</a>	720-329-8673	19465 Deerfield Avenue, Suite 105	Lansdowne	VA	20176
SSP America	Natalie	Green	<a href="mailto:Natalie.Greene@foodtravelexperts.com">Natalie.Greene@foodtravelexperts.com</a>					
SSP America	Paul	Loupakos	<a href="mailto:Paul.Loupakos@foodtravelexperts.com">Paul.Loupakos@foodtravelexperts.com</a>	331-229-2489	19465 Deerfield Avenue, Suite 105	Lansdowne	VA	20176
SSP America	Patrick	Murray	<a href="mailto:Patrick.Murray@foodtravelexperts.com">Patrick.Murray@foodtravelexperts.com</a>	202-321-7028	19465 Deerfield Avenue, Suite 105	Lansdowne	VA	20176
Stiles Consulting	Corey	Stiles	<a href="mailto:coreystiles@stilesconsultingfirm.com">coreystiles@stilesconsultingfirm.com</a>	909.556.9507				
Subway	Gurinder	Grewal	<a href="mailto:grewalngns@yahoo.com">grewalngns@yahoo.com</a>					
Subway	Navdeep	Grewal	<a href="mailto:grewalngns@yahoo.com">grewalngns@yahoo.com</a>					
Tastes on the Fly	Michael	Levine	<a href="mailto:michael@tasteonthefly.com">michael@tasteonthefly.com</a>	415-453-7757	411 Borel Avenue, Suite 606	San Mateo	CA	94402
Tay Ho Oakland Restaurant	Denise	Huynh	<a href="mailto:tayho.oakland@gmail.com">tayho.oakland@gmail.com</a>	510-258-2372	344 12th Street, Suite B	Oakland	CA	94607
UniteHere	Wei-Long	Huber	<a href="mailto:whuber@uniteher.org">whuber@uniteher.org</a>	510-219-6434	1440 Broadway, Suite 208	Oakland	CA	94612
UniteHere	Taylor	Hudson	<a href="mailto:thudson@unitehere.org">thudson@unitehere.org</a>	213-509-9114	1440 Broadway, Suite 208	Oakland	CA	94612
Urban Equity, LLC	Herman	Badgett	<a href="mailto:hbadgett@urbanequityllc.com">hbadgett@urbanequityllc.com</a>	415-717-0785				
Villa Restaurant Group	Christopher	McNamee	<a href="mailto:cmcnamee@villarestaurantgroup.com">cmcnamee@villarestaurantgroup.com</a>	973-206-7265	25 Washington Street	Morristown	NJ	07960
Vino Volo	Brian	Holtman	<a href="mailto:brianholtman@vinovolo.com">brianholtman@vinovolo.com</a>	443-691-3906	360 - 22nd Street, Suite 640	Oakland	CA	94612
Vino Volo	Susan	Magen	<a href="mailto:susanmagen@vinovolo.com">susanmagen@vinovolo.com</a>					
Vino Volo	Melanie	Matzorkis	<a href="mailto:melaniematzorkis@vinovolo.com">melaniematzorkis@vinovolo.com</a>					
Westfield Concession Management	David	Yamamoto	<a href="mailto:dyamamoto@westfield.com">dyamamoto@westfield.com</a>	310-893-4185	2260 Adair Street	San Marino	CA	91108
Wetzels Pretsels	Frank	Gonzales	<a href="mailto:frank@wetzels.com">frank@wetzels.com</a>	909-717-9843				
Wolfgang Puck Worldwide, Inc.	Joe	Essa						
Wolfgang Puck Worldwide, Inc.	Vince	Modica	<a href="mailto:vince.modica@wolfgangpuck.com">vince.modica@wolfgangpuck.com</a>	703-598-5524	8687 Melrose Avenue, Suite B315	West Hollywood	CA	90069
Youth Employment Partnership	Benjamin	Pineda	<a href="mailto:bpineda@yep.org">bpineda@yep.org</a>	510-533-3447 x307	2300 International Blvd.	Oakland	CA	64601