



NORTHWEST ARKANSAS NATIONAL AIRPORT

REQUEST FOR PROPOSALS COMMON USE LOUNGE

August 4, 2023

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SECTION 1:
NOTICE OF OPPORTUNITY AND GENERAL PROJECT INFORMATION

A. NOTICE AND DESCRIPTION.

The Northwest Arkansas Regional Airport Authority (the "Authority") gives notice of this request for proposals (together with any addenda, the "RFP") from lounge concession operators/developers for the construction and operation of a best-in-class common use passenger lounge (the "Lounge") to be located in the sterile area of the terminal building at Northwest Arkansas National Airport (the "Airport" or "XNA"). The Authority has identified approximately 3,255 total square feet of space (described more specifically herein) as the location of the Lounge. It is the Authority's intent to select a proposal that meets or exceeds the criteria set forth in this RFP, and thereafter to negotiate a concessions agreement (the "Agreement") with the successful proposer.

B. TIMELINE AND SCHEDULE OF EVENTS.

The anticipated timeline and schedule of events for the proposal process is as follows:

<u>EVENT</u>	<u>DATE/TIME</u>
Issue RFP	August 4, 2023
Deadline to Register for Pre-Proposal Meeting and Site Visit	August 25, 2023 by 4:00 p.m. CDT
Mandatory Pre-Proposal Meeting and Site Visit at XNA, beginning in the Airport's West Conference Room	September 8, 2023 at 10:00 a.m. CDT
Deadline for Submitting Questions	September 15, 2022 by 4:00 CDT
XNA Issues Answers to Questions	September 22, 2023
SUBMISSION DEADLINE	OCTOBER 13, 2023 BY 4:00 p.m. CDT
Finalist Interviews (if necessary)(virtual)	October 30-November 1, 2023
Presentation to Authority's Operations Committee and full board for Approval	December 5, 2023; December 12, 2023
Negotiate and Execute the Agreement	By February 12, 2024

*****NOTE***** The above timeline and schedule of events is subject to modification without notice at the Authority's sole discretion.

C. LOCATION OF PROCUREMENT DOCUMENTS.

This RFP and all other documents related to this procurement are only available online at www.flyxna.com/public-notice-procurements. This RFP will be available beginning August 4, 2023. Any amendments, addenda, questions/answers, and other documents pertaining this procurement will posted at this site as the are released. It is the responsibility of each proposer to frequent this site on a regular basis to ensure the delivery of up-to-date information and documentation regarding this procurement.

D. MANDATORY PRE-PROPOSAL MEETING AND SITE VISIT.

A pre-proposal meeting and site visit will take place at the Airport on **September 1, 2023**, starting at 10:00 a.m. CDT. The deadline to register to attend this event is 4:00 p.m. CDT on August 18, 2023. **Both pre-registration for and attendance at the pre-proposal meeting and site visit are mandatory—no exceptions.**

E. MINIMUM QUALIFICATIONS.

A proposer must have demonstrated experience in the development and operation of common use airport passenger lounges and must describe their level of experience. Proposers should have a minimum of five years' continuous experience within the last ten years in the operation and management of an airport passenger lounge. In determining whether a proposer has sufficient qualifications to operate a common use airport passenger lounge at the Airport, the Authority will consider the proposer's historical and existing financial stability, operating history of the proposer, and other information deemed relevant by Authority staff.

Proposers must be incorporated or organized under the laws of one state in the United States and must be authorized to do business in the State of Arkansas at the time of agreement execution.

F. EVALUATION.

The Authority will evaluate proposals based on the criteria set forth herein. The Authority will only evaluate proposals submitted by proposers who meet the minimum requirements and qualifications set forth in this RFP. Further, the Authority reserves the right to reject any or all proposals, to waive irregularities and technicalities of any kind, to re-advertise, or to otherwise proceed in the best interests of the Airport.

G. EQUAL EMPLOYMENT OPPURTUNITY.

The Authority is an equal employment opportunity organization, which does not discriminate on the basis of race, religion, color, sex, age, marital status, national origin, sexual orientation, or the presence of any sensory, mental, or physical disability in consideration of a contract award. The successful proposer will be required to comply with all federal, state, and local laws and regulations.

H. PROHIBITION AGAINST LOBBYING.

A proposer shall not lobby, either on an individual or collective basis, the Authority (including its directors, officers, employees, or agents) or any federal, state, or local elected or public official or staff regarding this RFP or its written proposal. No proposer, and no acquaintances, friends, family members, outside advisors, agents, or other representatives of a proposer, shall contact the Authority (including its directors, officers, employees, or agents), or any federal, state, or local elected or public officials or Airport staff to arrange meetings, visits, or presentations to influence the outcome of the selection process. Violation of this provision, by or on behalf of a proposer, intentionally or unintentionally, may result in disqualification of the proposer and/or rejection of a written proposal.

I. QUESTIONS, INQUIRIES AND AIRPORT CONTACT.

The Authority is committed to providing all interested parties with accurate and consistent information. To this end, from the date of this RFP through the execution of the Agreement, the Authority's contact is Brian Burke (email: brian.burke@flyxna.com; telephone: (479) 205-1424). All submissions required by this RFP shall adhere to the Timeline and Schedule of Events set out in Section 1 of this RFP.

Oral communications and emails from the Authority, its staff, agents, employees or outside advisor, or any other person associated with this RFP shall not be binding on the Authority and shall in no way modify any provision of this RFP. Only formally issued addenda and the Authority's published responses to proposers' questions shall modify the terms of this RFP. Any addenda issued for this RFP will be published at the following website address: www.flyxna.com/public-notice-procurements. Proposers are responsible for checking the website prior to submission of proposals for any addenda and responses to questions. If you are unable to download the addenda, you may contact the Authority's contact noted in this Section.

J. PUBLICATION OF NOTICE.

This RFP, or a summary thereof, will be published, posted, or delivered to the following:

Airports Council International—North America (ACI-NA);

American Association of Airport Executives (AAAE); and

Any entity that has previously expressed interest in the project or which the Authority has identified as a potential proposer.

SECTION 2: **AIRPORT AND REGIONAL INFORMATION**

A. AIRPORT INFORMATION.

XNA currently is the second largest commercial service airport by enplanements in the State of Arkansas. The Airport opened for commercial service on November 1, 1998, with service to Dallas and Chicago on American Eagle. In 1999, XNA added regional jet service by Trans World Express, ASA/Delta, Northwest Airlink, and U.S. Airways, resulting in a total of just over 367,157 enplanements for the year. Enplanements grew steadily until suffering a slight negative impact as a result of the 2008 financial crisis. By 2010, enplanements had recovered and XNA continued to see positive growth in enplanements. In 2011, XNA opened a new concourse (Concourse A), which currently houses 12 gates. By 2018, XNA's enplanements had grown to over 788,000, an increase of 8.68% over 2017. In 2019, enplanements increased 17% to 922,533. Although XNA's enplanements followed the national and global decline during the COVID-19 pandemic, 2022 enplanements were 836,195, and 2023 enplanements are expected to surpass the record level set in 2019. Federal Aviation Authority officials believe that within the next eight years XNA will be the largest commercial services airport by enplanements in the State of Arkansas; current enplanement numbers, however, suggest that it could be sooner. Over 800 people are employed on the XNA campus, with approximately 70 people being employed directly by the Authority.

Historically, XNA's customer base has been predominately made up of business travelers in support of Walmart, Tyson, J.B. Hunt, the University of Arkansas, and other companies in the Northwest Arkansas area. The COVID-19 pandemic ushered in a surge of leisure travelers, and the airlines have responded, adding new service and routes. Currently, XNA has six airlines (American, United, Delta, Allegiant, Frontier, and Breeze) serving 22 non-stop destinations (as of July 2023), including service to Dallas/Ft. Worth (DFW), Chicago O'Hare (ORD), Atlanta (ATL), New York LaGuardia (LGA), Washington D.C. (DCA), Denver (DEN), Tampa (TPA), St. Petersburg (PIE), Orlando (MCO), Phoenix (PHX) (with Mesa an additional route seasonally), and Charlotte (CLT).

B. REGIONAL INFORMATION.

Northwest Arkansas is a fast-growing metropolitan area that is home to more than 550,000 people. In addition to being home to the University of Arkansas, Northwest Arkansas is the corporate headquarters of three Fortune 500 companies: Walmart (#1), Tyson Foods (#80) and J.B. Hunt Transport Services (#280). Hundreds of Walmart supplier offices have been established in the region, meaning thousands of employees for Procter & Gamble, Colgate-Palmolive, General Mills, Kraft Heinz, Coca-Cola, Mondelez International, Johnson & Johnson, Nestle USA, and other companies rely on XNA to conduct business worldwide.

Leisure travelers use XNA to access the region's increasing number of quality-of-life amenities. Crystal Bridges Museum of American Art, The Momentary, the Walmart AMP outdoor concert venue, and the region's recognition as the mountain bike capital of the world are among dozens of reasons Northwest Arkansas is an attractive place to visit.

At a recent Authority board of directors retreat, a panel discussion of business travel buyers and business professionals identified a high-quality lounge as a highly desired passenger amenity at XNA.

C. EXISTING CONCESSIONS AND SALES INFORMATION.

XNA is under contract with Paradies Lagardère ("Paradies") for the provision of the majority of concession services at the Airport. Paradies operates the following concessions at XNA:

1. Smokewood American Grill (a full-service restaurant with full bar service);
2. Core Brewing Company (a local brewery outlet with a full bar and limited food service);
3. Auntie Anne's (hand-made pretzels and beverages);
4. Say Si Bon! Gourmet Market (a grab-and-go market selling beverages, snacks, and light pre-packaged food); and
5. CNBC News & Café/Arkansas Traveler (two locations, selling convenience and sundry items, books, magazines, beverages, etc.).

Paradies previously operated a landside concession called Jammin Java, which sold coffee, cold beverages, and a limited number of food items. Jammin Java closed in March of 2023 as a result of XNA's Terminal Modernization Project. Additionally, in September of 2022, Philip Enterprises, Inc. opened and operates an Einstein Bros. Bagels location, a quick service specialty outlet serving bagels, sandwiches, coffee, beverages, and other items. Philip Enterprises is scheduled to open a Slim Chickens location in early 2024 in the terminal adjacent to the Arkansas Traveler and Say Si Bon! Locations. Below is a breakdown of food and beverage¹ aggregate sales each year for 2018 through the end of June 2023:

2018	\$5,331,310.42
2019	\$5,930,304.94
2020	\$1,175,254.64
2021	\$3,284,294.94
2022	\$5,515,841.29
2023	\$3,548,499.08

¹ Many of the Paradies concessions sell retail products. As it is not anticipated that the Lounge will have retail product available for sale, only food and beverage sales are included in this RFP.

SECTION 3:
PROJECT INFORMATION

A. PROJECT LOCATION.

The location selected by XNA for the Lounge is in the sterile area of the terminal building, just past the exit to the TSA security checkpoint, located near the CNBC/Arkansas Traveler and Say Si Bon! Gourmet Market concessions. XNA estimates that the fully-enclosed Lounge location will be approximately 3,255 square feet. The proposed location and boundaries of the Lounge are set out in Exhibit “A” hereto. Photographs of the Lounge location and surrounding facilities are set out in Exhibit “B” hereto.

B. MINIMUM SERVICES, AMENITIES, AND OPERATING REQUIREMENTS.

A proposal should satisfy the following minimum requirements with respect to the types and quality of amenities available at the Lounge, along with the expected level of service:

1. Amenities. The Lounge should provide at least the following amenities:
 - a. Access to passengers flying on any airline regardless of class of ticket, with membership and pay-per-use options;
 - b. High-quality, hot and cold food offerings (preferably those that are unique in the XNA environment), to include options for passengers with vegetarian, vegan, and gluten-free diets;
 - c. Traditional, full-service bar with a range of beverage offerings, including beer, wine, and distilled spirits in addition to non-alcoholic beverages such as water, a selection of coffee items, and tea;
 - d. Four-top dining tables with comfortable, modern seating;
 - e. Workspace areas;
 - f. Plentiful charging options and AC power for mobile devices;
 - g. A number of high-definition television sets displaying a range of news, sports, and entertainment broadcasts;
2. Design, Décor, and Sense of Place. Proposers should make themselves familiar with XNA’s Terminal Modernization project. See Exhibit “C” for representative renderings. The Lounge should be consistent with, as well as complement, the new terminal theme and design. The Lounge should be comfortable, relaxing, and well-appointed. Lounge décor must be current but not trendy, and should reflect the natural and social environment of Northwest Arkansas.

3. Quality of Service. XNA passengers (both business and leisure) routinely fly to/from large metropolitan destinations, both domestically and internationally. The quality of service is expected to be first-rate, and at least the level of service expected in airline-branded lounges, regardless of passenger or class of ticket. The Lounge operator will be required to maintain a sufficient level of high-quality staffing at all times.
4. Hours of Operation. The Lounge must be open daily (365 days per year), beginning at the time the TSA security checkpoint first opens in the morning and closing no sooner than 30 minutes before the scheduled departure time of the last flight of the day.

C. RENT AND TERM.

1. The lease term for the Lounge will be 10 years. The Authority and the successful proposer may negotiate renewal terms or option years while finalizing the lease Agreement, but any renewal or option provisions in a proposal will be disregarded in the selection process.
2. Proposals should contain a description of the monthly rent to be paid to the Authority. While the Authority contemplates that rent will be a simple percentage of gross sales each month, the Authority does not intend to foreclose other payment models.

D. SITE LOCATION, INFRASTRUCTURE, AND CONSTRUCTION.

1. The Authority has designated the location depicted in Exhibit "A" for the site for the Lounge. The site is comprised of approximately 3,255 square feet.
2. The Authority will be responsible for the installation costs of all required utility services (conduits, lines, pipes, water, sewer, etc.) of commercially adequate capacity and size to the Lounge site. Otherwise, the site will be leased in "as is" condition and the Authority makes no warranty as to the present condition of the site to include, without limitation, any issue regarding access to the site or the use of the site for its intended purpose.
3. The Authority anticipates that the successful proposer will submit plans and specifications (including design) to the Authority for approval no later than 90 calendar days following notification that its proposal was approved by the Authority's Board of Directors, and that construction of the Lounge will be completed within approximately 12 months of the execution of the Agreement. Appropriate deadlines will be set out in the Agreement
4. The selected proposer shall provide a turn-key operation that includes all staffing, equipment and inventory and shall be responsible for all operational issues, janitorial

services, maintenance, and trash removal incidental to the operation of the concession.

E. AIRPORT SECURITY REQUIREMENTS.

Before commencement of operations, the successful proposer will be required to schedule a meeting with the XNA's Airport Security Officer or his designee to establish security expectations, badging needs, areas of access, and any driving/vehicle permit requirements. The successful proposer will be required to conduct all its activities at XNA in compliance with all security rules and regulations at the airport.

F. MISCELLANEOUS REQUIREMENTS.

In addition to other requirements and terms described elsewhere in this RFP, and in addition to other negotiated terms in the Agreement, the following will apply:

1. ACDBE Requirements.

- a. In accordance with regulations of the U.S. Department of Transportation, 49 CFR Part 23, Subpart C, the Authority has implemented an Airport Concessions Disadvantaged Business Enterprise (ACDBE) concession plan under which qualified firms may have the opportunity to operate or participate in the operation of an airport business. An ACDBE goal of 0.03%, as measured by total estimated annual gross revenues, has been established. The successful proposer shall be required to take all necessary and reasonable steps to achieve this goal.
- b. Upon the Authority's written approval, which may be withheld in the Authority's sole discretion, ACDBE participation may be in the form of one or more subleases, joint ventures, partnerships, or other legal arrangement meeting the eligibility standards in 49 CFR Part 23, Subpart C. If the successful proposer qualifies as an ACDBE, the goal shall be deemed to have been met.
- c. If the successful proposer will be unable to achieve the ACDBE goal stated herein, it will be required to provide documentation demonstrating that it took all necessary and reasonable steps in attempting to do so, or that it is not economically feasible at this time to enter either a joint venture, sublease, partnership, or other eligible arrangement with a ACDBE firm.

2. Insurance and Indemnification. The successful proposer will be required to meet (or exceed as the Authority determines may be necessitated by the proposal) the Authority's minimum insurance requirements, currently:

- a. Comprehensive commercial general liability with a limit of not less than \$1,000,000.00 per occurrence and no less than \$2,000,000.00 aggregate for

bodily injury, including death resulting therefrom, personal injury, property damage and advertising injury;

- b. Business automobile liability with a limit of not less than \$1,000,000.00 per occurrence and no less than \$2,000,000.00 aggregate;
- c. Statutory workers compensation and employer's liability insurance with limits not less than \$1,000,000.00 for each sub-category of coverage; and
- d. Umbrella or excess liability coverage with a minimum limit of \$1,000,000.00 each occurrence and \$2,000,000.00 in the annual aggregate with coverage extending over primary commercial general liability, business automobile liability, and employer's liability.

G. EVALUATION AND CRITERIA.

Proposals received in response to this RFP will be evaluated by Authority staff members. Staff will use the evaluation criteria summarized below and may utilize any information or other criteria they deem necessary as submitted by proposers.

- 1. Overall strength of the proposed concept and design;
- 2. Operations and management plan(s);
- 3. Business and finance plan(s);
- 4. Experience and qualifications of the proposer; and
- 5. Interview and presentation (if applicable).

**SECTION 4:
PROPOSAL CONTENT AND INSTRUCTIONS**

Proposals shall be divided into the following five sections:

- 1. Cover Letter;
- 2. Proposed Concept and Design;
- 3. Operations and Management Plan;
- 4. Business and Financing Plan; and
- 5. Experience and Qualifications.

Each proposer shall submit one hard-copy original proposal, bound in a three-ring binder or comparable presentation. Additionally, each proposer shall submit a digital copy of the proposal on a USB flash drive, along with an executed copy the certification form set out in Exhibit “D” hereto. Page sizes must be 8½” by 11”; provided, however, that drawings, renderings, or other similar material that would benefit from a larger page size may be on a page size of 11” by 17”, folded to 8½” by 11”.

A. COVER LETTER.

Each proposer must submit a cover letter identifying (a) the proposer’s name, legal form, date of formation, information relating to the proposer’s size and history, along with biographical information of the proposer’s principal officers; (b) complete contact information for the proposer’s authorized representative; (c) a brief description of the proposed concept; and (d) such other information which the proposer deems significant to the reader’s general understanding of the proposal. The cover letter must be signed by an authorized representative of the proposer.

B. PROPOSED CONCEPT AND DESIGN.

This section should contain all pertinent information regarding the proposed concept and design. At a minimum, this section must contain the following:

1. A detailed description of the concept, design, and brand (if applicable);
2. How the concept and design incorporates a “sense of place” of the Northwest Arkansas region;
3. Information on the proposer’s operation of the same or similar concept or brand at other airport locations (to include location, size, sales volume, etc.), how the proposal is similar to or differs from those other operations, and how the Airport’s market facilitates those similarities or differences;
4. Copies of published reviews and awards;
5. A proposed menu (containing all food and beverage items), to include pricing not to exceed 112% of the average of the prices for the same or similar products at comparable locations in Benton and Washington County, Arkansas;
6. A layout/space plan of the location that is to scale and which shows each and every feature of the proposed concept, including the location of furniture and fixtures;
7. Preliminary renderings of the proposed concept that are sufficient to show the interior and exterior of the proposed concept, proposed color schemes, finishings, furnishings, and graphics;

8. A narrative description of the proposed facility, including an explanation of significant design elements and design materials, an explanation and description of the lighting concept, and other notable features;
9. A thorough description (including anticipated cost) of any modifications or improvements to the Airport facility in order to accommodate the proposed concept; and
10. A Gantt-style schedule that defines, at minimum, design, design review, permitting, construction, turnover, stocking and training milestones.

C. OPERATIONS AND MANAGEMENT PLAN.

Each proposal shall contain a section that describes the proposed operation, management, staffing, and marketing of the proposed concept. At a minimum, this section must contain the following:

1. Operations. Operations plans should address:
 - a. Delivery, storage, replenishment, and trash removal;
 - b. Plans for ensuring ongoing, high-quality operations, including employee training and cleanliness standards;
 - c. Point-of-Sale equipment and procedures;
 - d. Cash control systems;
 - e. Audit practices;
 - f. Menu and product development practices;
 - g. Approach and ability to ensure operation of the Lounge during periods of inclement weather; and
 - h. Availability and pricing of lounge memberships and “day-pass” access.
2. Management. Management plans should address:
 - a. Description and experience of management team;
 - b. Proposed staffing schedule(s) during both peak and off-peak hours;
 - c. Recruitment and training practices;
 - d. Liquor control practices;

- e. Food safety practices;
 - f. Employee incentive programs (if any);
 - g. Dress code requirements; and
 - h. Proposer's diversity, equity, and inclusion initiatives.
3. Marketing and Promotion. Proposers should include marketing plans that address:
- a. The analysis utilized in the selection of menu items, furnishings, and concepts employed in the concept;
 - b. The methods to be used to gauge customer satisfaction;
 - c. Process and philosophy on dealing with customer complaints; and
 - d. Digital marketing and social media strategies.

D. FINANCIAL INFORMATION.

Each proposal shall contain a thorough description of all business and financial matters regarding the proposal, to contain the following:

- 1. A proposal as to how monthly rent should be calculated and paid;
- 2. If the proposer is proposing any term extensions beyond the initial 10-year term, the number and length of such extensions;
- 3. The capital expenditure amount (expressed in dollars per square foot) proposed to be spent on the Lounge, itemized in such a way as to enable XNA staff to understand how the capital expenditure is divided among the various components of the Lounge, such as food service equipment, furnishings, fixtures, mechanical, electrical, customer amenities, responsible parties, any third-party financing the proposer intends to obtain, etc.;
- 4. The amount to be spent on mid-term refurbishments to the Lounge, along with a description of potential refurbishment items;
- 5. The amount the proposer expects to spend on annual upkeep (expressed in dollars per square foot); and
- 6. The amount (expressed in whole dollars) the proposer expects to spend each month on operating expenses, to include an itemization of such expenses.

Proposers are free to include other financial metrics that would be relevant to an understanding of the financial viability of the proposal. However, the foregoing factors are required, and should be set out in order in the proposal.

E. EXPERIENCE AND QUALIFICATION.

Each proposal shall contain a section that fully and fairly describes the proposer's experience and qualifications to be selected as the Lounge operator, to specifically include information on the following:

1. Any experience in operating an airport lounge within the 10-year period immediately preceding the submission of the proposal;
2. Any experience with the proposed concept, including data to support the success of the proposed concept;
3. The experience of the management team members that will be responsible for operating the Lounge;
4. A list of leases where the proposer has been a tenant and has been terminated for cause or declared in default within the 10-year period immediately preceding the submission of the proposal, unless termination or default was withdrawn in your favor; and
5. A list of leases, agreements, loans, or other contractual obligations with any landlord or creditor where the proposer presently has delinquent debts or arrearages.

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EXHIBIT “A”

Lounge Location/Layout



EXHIBIT “B”

Photos of Lounge Location



Gates
A1 to A12

Hungry
CORE BREWING CO.
LOCAL CRAFT BEER
LOCATED BY GATE A8

MOTHER'S ROOM

MOTHER'S ROOM

Pet Relief Area
Mother's Room





Kansas
TRAVELER

CAMILLE WALLACE

ICE
AND A
SLICE

2022

#NWUWelsa

MOTHER'S
ROOM

ShopAll SOUND & mobile accessories

SOUND & mobile accessories

getShopAll

MPSEX



Gates
A1 to A12 →

LOCAL CRAFT BEER
7th Edition
SOUTH BY SOUTHWEST
2015

MOTHER'S ROOM

↔ Pet Relief Area
↑ Mother's Room







EXHIBIT “C”

XNA Terminal Modernization Project Renderings





Arrivals

Flight	Origin	Arrival	Gate
AA 1234	Atlanta	10:15	A12
DL 5678	Los Angeles	11:30	B5
UA 9012	Chicago	12:45	C3
SW 3456	San Francisco	14:00	D7

Surgegate Check 2

WELCOME TO RDU

2

FAYETTEVILLE

2024



Departures					STATUS	
TIME	DATE	TIME	DESTINATION			
20JAN	8:45 AM	ATX	Austin			
20JAN	9:30 AM	NYC	New York			
20JAN	10:00 AM	MIN	Minneapolis			
20JAN	2:00 PM	ATX	Austin			
20JAN	8:00 PM	DAL	Dallas			
21JAN	1:00 PM	SLC	Salt Lake City			
21JAN	4:00 PM	ATX	Austin			
21JAN	2:30 PM	OAK	Oakland			

Information

xna map









EXHIBIT “D”

Virus-Free Certification

COMPUTER VIRUS AND MALWARE CERTIFICATION

Proposer Name: _____

I hereby certify that the proposal submitted on the USB flash drive accompanying this certification was scanned for computer viruses and malware using software that is commercially reasonable for such purpose, and that said flash drive is free of computer viruses and malware at the time of its delivery to XNA. I further certify that to the best of my knowledge any hyperlinks contained in the proposal may be safely accessed as of the date of this certification.

Signature of Authorized Representative

Date

Print name: _____

Print title: _____