

**STATE OF ALASKA
DEPARTMENT OF TRANSPORTATION AND PUBLIC FACILITIES
TED STEVENS ANCHORAGE INTERNATIONAL AIRPORT
AMENDED REQUEST FOR PROPOSALS
ELECTRONIC/STATIC DISPLAY ADVERTISING CONCESSION
AGREEMENT ADA-32628**

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**STATE OF ALASKA
DEPARTMENT OF TRANSPORTATION AND PUBLIC FACILITIES**

TED STEVENS ANCHORAGE INTERNATIONAL AIRPORT

ELECTRONIC/STATIC DISPLAY ADVERTISING CONCESSION

AGREEMENT ADA-32628

TERMS OF REQUEST

The **State of Alaska, Department of Transportation & Public Facilities, Ted Stevens Anchorage International Airport** (State) requests proposals for certain non-exclusive rights to develop, construct, place, operate, maintain and sell advertising for static backlit displays, High-Tech displays, and such other advertising displays at the **Ted Stevens Anchorage International Airport** (Airport) deemed appropriate by airport management. The limited nature of these rights is outlined in the Sample Concession Agreement (SCA) included with this Request for Proposals (RFP) package.

The State encourages all interested parties, including disadvantaged business enterprises, to submit proposals for this Concession Agreement ADA-32628. The State will not exclude any proposer on the grounds of race, color, religion, national origin, or sex.

It is each proposer's responsibility to examine carefully all documents that relate to this offering and to determine all conditions that may affect its proposal. A proposer's lack of understanding due to failure to thoroughly examine these documents is not grounds for modification of, or relief from, any term or condition of this offering based on a claim that the proposer misunderstood that term or condition. Any and all comments or objections to the form of this offering, the terms, format, structure, language, criteria or any other aspect of this RFP, including the Terms of Request, Instructions to Proposers, Acknowledgement of Addenda, Proposer's Infrastructure and Refurbishment Commitment Form, Proposer's Affidavit, Proposer's Questionnaire, Specific Evaluation Criteria, Sample Concession Agreement, and Supplemental Information as modified or supplemented by an addendum (together, the Request for Proposals or "RFP"), must be submitted in writing to the Airport Leasing and Property Management Office ("Leasing Office") at the address stated below on or before 4:00 p.m., Alaska time, Friday, December 19, 2025. Any such issue relating to or arising from either the RFP documents as originally issued or any addenda, including any issue of ambiguity, will be deemed waived and not a proper basis for any protest or appeal unless it is presented in a written objection or comment received by the Leasing Office by that deadline. Any opportunity for comment on or objection to any subsequent addenda, or to any matter contained in, raised by or relating in any way to a subsequent addendum, must be received at the Leasing Office by the deadline specified for such comment or objection in the respective addendum.

A non-mandatory pre-proposal conference and tour will be held on Tuesday, December 16, 2025, as further described in Section II of this RFP. Final objections to the form of this offering must be submitted in writing to the Leasing Office at the address listed below no later than 4:00 p.m., Alaska Time, Friday, December 19, 2025. The State may, but is not obligated to, consider comments received after any deadline, and will do so to the extent the State, in its sole discretion, deems such consideration practical and in the best interest of the State. Proposers are cautioned that the State may not deem the time sufficient to issue addenda addressing comments received after any specified deadline. Any matter to which a potential proposer has not filed a written objection before this final objection deadline will be deemed waived by that person and not a proper basis for a protest or appeal.

Each proposer must submit a complete proposal on State-furnished forms as described in this document. The State must receive proposals at the Leasing Office, located at the Airport in South Terminal, Third Floor, Room C3980, by 2:00 p.m., Alaska Time, Tuesday, February 10, 2026. The State will return any proposal received after this time.

Delivered via Standard Mail:
Ted Stevens Anchorage International Airport
Attn: Kim Swenson
Leasing Department
PO Box 196960
Anchorage, Alaska 99519-6960

Delivered via Courier or Hand Delivery:
Ted Stevens Anchorage International Airport
Attn: Kim Swenson
Leasing Department, Room C3980, 3rd Floor,
South Terminal
5000 International Airport Road
Anchorage, Alaska 99502

All information submitted with a proposal becomes property of the State except as stated in this paragraph. Proposals remain confidential until the State completes its review and issues a notice of intent to award. The State will make reasonable efforts to protect the confidentiality of any proprietary, non-public financial and trade secret information to the extent the proposer represents it to be exempt from disclosure under the Alaska Public Records Act by submitting it in a separate sealed envelope, marked "Confidential Information," and enclosed within the sealed proposal submission envelope. The proposer must, in addition, support its request for confidential treatment of information by including in its proposal the following agreement:

"The proposer agrees to indemnify and hold harmless the State, the Airport and its officers, employees and agents from any claims, liability or damages relating to their refusal to disclose information submitted by the proposer as confidential, and to defend any action brought against the State or the Airport or its officers, employees or agents due to such refusal to disclose."

All information submitted by the successful proposer will remain property of the State. Upon request by an unsuccessful proposer, any "Confidential Information" properly identified by that proposer under this paragraph, will be returned to the proposer after the award of the Concession Agreement and the final and unappealable determination or other resolution of any and all protests relating to this solicitation. It is understood, however, that the State will have no liability for disclosure of such information. Except as provided in this paragraph, all parts of all proposals become public information at the time

the Airport issues a notice of intent to award. A proposer may not withdraw its proposal after 2:00 p.m., Alaska Time, Tuesday, February 10, 2026.

Persons with a disability who need special accommodations concerning this Concession Agreement offering should contact Kim Swenson at kim.swenson@alaska.gov or TTY Alaska Relay 711.

I. OVERVIEW OF CONCESSION AGREEMENT OFFERING

This RFP opportunity is for an advertising contract at the Ted Stevens Anchorage International Airport. The goal of the advertising program is to stimulate advertising sales and provide opportunities for local and national advertisers. The successful proposer is expected to develop new relationships to expand Airport revenues.

It is anticipated and understood that the successful proposer will enter into a contract granting non-exclusive rights to develop, construct, place, operate and maintain advertising at the Airport, as described in the Sample Concession Agreement made a part of this RFP. The successful proposer shall replace all existing advertising fixtures identified on Amended Exhibit B (December 2025) as requiring replacement with new fixtures at Agreement Inception; the existing advertising display inventory is to be removed in accordance with the State approved Transition Plan. The Airport seeks a display development program that will provide new, state-of-the-art-equipment incorporating the latest in display technology, ADA compliance and aesthetics. The State also seeks new ideas and advertising placements that will enhance revenue and the promotion of Anchorage and Alaska, and, thereby, the Airport. The State desires to select an Electronic/Display Advertising Concessionaire (Concessionaire) that will continually review and embrace, with appropriate Airport consent, new technologies and methods of advertising at the Airport throughout the term of the Agreement.

Some of the key terms of this offering are summarized below. Please read the complete offering, including all forms and exhibits, for details. The Sample Concession Agreement and its attached exhibits are fully incorporated as part of this offering and control in the event of a conflict between this RFP and the Sample Concession Agreement.

A. CONCESSION AGREEMENT TERM: Seven years, beginning July 1, 2026, and ending June 30, 2033. The term may be extended for one additional three (3)-year period by mutual agreement between the State and the Concessionaire. The State reserves the option immediately to exercise the option period (up to a maximum total agreement term of ten (10) years) based on further discussions with the Concessionaire and depending on the scope and intent of the proposed advertising plans.

B. RIGHTS GRANTED: The Concessionaire will have certain non-exclusive rights to develop, construct, place, operate, maintain and sell advertising for static backlit displays, High-Tech displays, and such other advertising displays deemed appropriate by airport management in the Terminals and other locations on the Airport. The Concessionaire shall not utilize or distribute any print media as part of

its operations, including, but not limited to, maps, brochures, handouts, or similar materials. The specific rights are outlined in Article IV (Rights Granted and Obligations Undertaken) of the Sample Concession Agreement. Additionally, in accordance with Article XXVII (Transition Plan) of the Sample Concession Agreement, the successful proposer will be required to work with the incumbent concessionaire on a transition plan in order to create an efficient transition between the incumbent concessionaire and the successful proposer.

C. ASSIGNED AREAS: The Assigned Areas initially include only those areas designated for advertising as shown on Amended Exhibit B (2025) of the Sample Concession Agreement. The Assigned Areas are subject to any diminution or expansions thereof as may be designated by the State, pursuant to the terms of the Sample Concession Agreement.

D. REVENUES TO THE STATE: The State has established the minimum fees for the rights and privileges granted under the Agreement. Proposers shall not propose an alternative fee schedule less than the minimum acceptable Percentage Fees, Minimum Annual Guarantee and/or rents. A proposal of an alternate fee schedule less than the established rents and fees will result in the proposal being found Non-Responsive. The fees include payment of an annual guarantee or a percentage fee, plus payment of additional rent based on space occupied. Payment of the annual guarantee or percentage fee is discussed below.

For the rights and privileges granted under the Sample Concession Agreement, the successful proposer will pay the State, at a minimum, the GREATER of the following each month:

1. One-twelfth (1/12) of the minimum Annual Guarantee which has been set at six hundred forty thousand three hundred eighty-five dollars (\$640,385.00), which equates to fifty-three thousand three hundred sixty-five dollars (\$53,365.00) per month except as provided in Article VI (Fees and Payments), Section B (Payments to the State), paragraph 1 of the Sample Concession Agreement which states once the Concessionaire's cumulative payments for the respective Agreement year have reached or exceeded the Annual Guarantee amount the Concessionaire will only be required to pay the percentage fees

- a. After the first year of the Agreement the Annual Guarantee will be adjusted each Agreement Year to eighty-five percent (85%) of the prior Agreement Year's payments that would have been due the State under Section A.2. of this Article. In no event shall the Annual Guarantee for any Agreement Year be less than the initial Annual Guarantee established under this Agreement;

OR

2. A percentage of the Concessionaire's monthly Gross Revenues; the percentage fees to be applied to Gross Revenues for a particular month shall be calculated by multiplying the respective percentage listed below by the respective Gross Sales based on the Concessionaire's Agreement year-to-date total Gross Revenues as indicated below:

The minimum acceptable percentage rents are:

- Forty-three percent (43%) of Gross Revenues

The Percentage Fee indicated above will be based on accruals for each Agreement Year and, as such, the Agreement Year-to-date totals will be reset to zero on each anniversary of the Effective Date of the Agreement (the first day of each Agreement year) and the year-to-date totals will begin to accrue again from zero for that Agreement year.

E. PROPOSER QUALIFICATIONS: The State considers it very important that the successful proposer have substantial experience related to display advertising at airports. The State requires that a successful proposer demonstrate five (5) consecutive years of experience in continuous operation in airport advertising sales or a related business. Proposers will be required to demonstrate via their proposal, that they have an established organization with the proven ability to sell local, regional, and national accounts, and that they possess the knowledge and experience to design and implement the quality program the State desires.

F. PROPOSAL DEPOSIT: A proposer must submit a twenty-five thousand dollar (\$25,000) deposit with its proposal in the form of a money order, certified check, cashier's check, or other irrevocable instrument drawn on a financial institution located in the United States of America payable to the State of Alaska.

G. AIRPORT CONCESSIONS DISADVANTAGED BUSINESS ENTERPRISES PARTICIPATION: It is State of Alaska policy that Airport Concession Disadvantaged Business Enterprises (ACDBEs) have the maximum opportunity to participate in the performance of Airport concession contracts.

- The Concession Agreement is subject to the requirements of the U.S. Department of Transportation's regulations, 49 CFR part 23.
- The Concessionaire will comply with all applicable laws and regulations that concern the fair and equitable treatment of ACDBEs now in effect or which may subsequently take effect during the Agreement.
- The Concessionaire shall provide a separate report of gross revenues and purchases attributable to ACDBE-certified suppliers to the Leasing Office upon request, but no less than once annually.

H. CIVIL RIGHTS:

Definition: "Contractor" in this Article refers to Lessee.

“Subcontractor” in the Article refers to Sublessee(s).

This Article is subject to modification based on potential future alterations to FAA Policies and Bulletins regarding Civil Rights and Nondiscrimination.

a. Nondiscrimination

This agreement is subject to the requirements of the U.S. Department of Transportation's regulations, 49 CFR part 23. The concessionaire or contractor agrees that it will not discriminate against any business owner because of the owner's race, color, national origin, or sex in connection with the award or performance of any concession agreement, management contract, or subcontract, purchase or lease agreement, or other agreement covered by 49 CFR part 23.

The concessionaire or contractor agrees to include the above statements in any subsequent concession agreement or contract covered by 49 CFR part 23, that it enters and cause those businesses to similarly include the statements in further agreements.

b. General Civil Rights Provisions

In all its activities within the scope of its airport program, the Contractor agrees to comply with pertinent statutes, Executive Orders, and such rules as identified in Title VI List of Pertinent Nondiscrimination Acts and Authorities to ensure that no person shall, on the grounds of race, color, national origin, creed, sex, age, or disability be excluded from participating in any activity conducted with or benefiting from Federal assistance.

This provision is in addition to that required by Title VI of the Civil Rights Act of 1964.

If the Contractor transfers its obligation to another, the transferee is obligated in the same manner as the Contractor.

The above provision obligates the Contractor for the period during which the property is owned, used or possessed by the Contractor and the airport remains obligated to the Federal Aviation Administration.

- II. CONCESSION AGREEMENT AWARD: If there is an award, the State will award the Concession Agreement to the best responsive proposal, submitted by a responsible proposer, selected by the State. The best responsive proposal is the proposal by a responsible proposer that, in the judgment of the State, best meets the State's goals and objectives as described below.

III. STATE GOALS AND OBJECTIVES

The State goals for this Concession Agreement offering are to select the proposal that will best achieve the following State goals and objectives:

- Increase Airport net revenues related to advertising at the Airport;
- Promote the Airport, in part by promoting the State and the community;
- Provide attractive and effective facilities consistent with Airport designs and operational objectives;
- Utilization of new technologies and methods of advertising;
- Create a “sense of place” by showcasing the uniqueness of Anchorage and Alaska, its businesses and the Alaskan way of life.

The State proposal review committee will determine how well a responsive proposal meets these State objectives by an evaluation of the proposer’s responses to the criteria established by the State.

IV. PRE-PROPOSAL CONFERENCE AND TOUR; DEADLINE FOR OBJECTIONS

The State will conduct a pre-proposal conference and tour at 1:00 p.m., Alaska time, Tuesday, December 16, 2025, in the Fourth Floor Conference Room, South Terminal, Fourth Floor, Ted Stevens Anchorage International Airport. The State recommends that all potential proposers attend the pre-proposal conference and tour. As the pre-proposal conference and tour are being held in a secure area, all attendees must sign in with the administrative assistant and provide photo identification and license plate number if a vehicle is parked in a visitor parking space.

Airport personnel will conduct the conference, provide a general overview of the Concession Agreement offering, listen to suggestions and comments, entertain questions, and conduct a tour of the facility. The State requests that proposers submit written comments that relate to this offering to Kim Swenson at kim.swenson@alaska.gov by Monday, December 8, 2025, so that staff may review them before the pre-proposal conference and tour.

The State will consider any suggestion, comment, or request for additional information concerning the proposal documents presented at the pre-proposal conference and tour or submitted in writing to Kim Swenson at kim.swenson@alaska.gov, by no later than 4:00 p.m., Alaska Time, Friday, December 19, 2025. The State may, but is not obligated to, consider comments received after 4:00 p.m., Alaska Time, Friday, December 19, 2025, and will do so to the extent the State, in its sole discretion, deems such consideration practical and in the best interest of the State. Proposers are cautioned that the State may not deem the time sufficient to issue addenda addressing comments received after 4:00 p.m., Alaska Time, Friday, December 19, 2025. Any matter to which a potential proposer has not filed a written objection before this final objection deadline will be deemed waived by that person and not a proper basis for a protest or appeal.

V. COMPETITIVE INTEGRITY

The State seeks to maintain a fair and even competitive environment for all potential proposers to protect the integrity of the proposal process. Kim Swenson, Project Manager, is the only authorized State of Alaska Executive Branch liaison with whom a potential proposer, or anyone on its behalf, may have contact concerning this solicitation

from the release date of this RFP until the State awards the Concession Agreement. Proposers must submit all comments, suggestions, and requests for information to Ms. Swenson, subject to the previously mentioned deadlines for written comments. Ms. Swenson's mailing address is Airport Leasing, P.O. Box 196960, Anchorage, AK 99519-6960. The physical address is South Terminal, Third Floor, Room C3980, 5000 W. International Airport Road, Anchorage, AK 99502. Ms. Swenson's telephone number is (907) 474-2522 and her email is kim.swenson@alaska.gov.

Any communication concerning the content of this solicitation by a potential or actual proposer, or anyone on its behalf, with any State of Alaska Executive Branch official or employee other than the authorized State of Alaska Executive Branch liaison, Kim Swenson, will result in the rejection of that proposer's proposal unless, in the reasonable judgment of the liaison, the communication could not reasonably be believed to have given the proposer a competitive advantage or have impaired the fair and even competitive environment of this solicitation. The pre-proposal conference and tour is the only other contact contemplated by this solicitation between State of Alaska Executive Branch officials and potential proposers, unless the State, in its sole discretion, schedules interviews with proposers.

VI. GROUND FOR REJECTION

A. Non-Responsive Proposals

The proposal review committee shall consider a proposal as not responsive if the proposer submits more than one proposal under the same or different names. The proposal review committee need not evaluate a proposal that the committee finds to be nonresponsive because the proposal:

- is submitted late or to the wrong place;
- does not include the required proposal deposit;
- is not validly signed;
- is illegible;
- is not submitted in a sealed package;
- fails to acknowledge all material addenda that the manager has issued;
- offers an alternative compensation formula that the RFP does not allow;
- does not conform in all material respects to the RFP; or
- is conditional.

In the interest of competition, increased revenues to the State, or high quality service to the public or as otherwise in the interest of the State, the proposal review committee may, before performing proposal evaluations, give all proposers an equal opportunity to cure otherwise nonresponsive proposals.

B. NONRESPONSIBLE PROPOSERS

The proposal review committee shall not recommend award to a proposer if the committee determines in writing that the proposer is not responsible under 17 AAC 42.390 or because the proposer:

- is in violation of a provision of AS 02 or 17 AAC 42;
- is in violation of a material term of a contract with the department;
- is in arrears on a rental payment or other material financial obligation to the department;
- is in default of a material obligation under any lease, permit, or concession that the department has issued for any property or activity at any airport that the department owns, operates, or otherwise controls;
- fails timely to establish financial responsibility acceptable to the manager;
- fails timely to meet the proposer qualification requirements;
- fails timely to provide sufficient information to determine the responsibility of the proposer;
- fails timely to make a required presentation, attend an interview, or submit a refined or revised proposal or other information required by the proposal review committee.

VII. PROPOSAL EVALUATION

Each responsive proposal will be evaluated, and the best proposal selected, based on the following criteria and related weights:

• Advertising Strategy and Marketing	30%
• Demonstrated Experience, Management Plan & Industry Knowledge	20%
• Quality of Service and Maintenance Plan	20%
• Annual Minimum Guarantee	15%
• Percentage Fees	15%
• Financial Ability	<u>Pass/Fail</u>
	100%

The proposal review committee will evaluate and score the criteria. The proposal review committee will, in its discretion, conduct interviews or request refined proposals from all proposers reasonably susceptible of award. After the proposal review committee completes its evaluation, and any necessary responsibility review is completed, the committee will provide the AIAS System Director a written summary of its findings and a recommendation for the Concession Agreement award. The AIAS System Director will, in his/her discretion, award the Concession Agreement as recommended or reject all proposals.

The Airport will also consider the past performance of the proposer, and its constituent, individuals or entities as applicable, on other leases or contracts with the Airport or other entities in terms of quality of concession or business operation and reputation as a good tenant.

VIII. GENERAL INFORMATION

This offering does not guarantee or imply that the successful proposer will make a profit.

Proposers must have the ability to perform all obligations of the Concession Agreement and the proposal it submits. The State may perform any investigation it deems necessary to determine the proposer's ability to perform these obligations. The State may require that a proposer furnish additional information, including financial information, to determine if the proposer is responsible and able to perform the obligations of both its proposal and the Concession Agreement.

Any oral explanation or instruction given by its officials does not bind the State. This RFP consisting of the Terms of Request, Instructions to Proposers, the Acknowledgement of Addenda Form, the Proposer's Infrastructure, Refurbishment, Annual Guarantee, and Percentage Fees Commitment Form, Proposer's Affidavit, the Proposer's Questionnaire, the Specific Evaluation Criteria, the Sample Concession Agreement, and Supplemental Information will remain as written except as clarified by written notice or changed or supplemented by an addendum issued by the Airport and sent to all parties to whom the Airport previously provided a proposal package and who also attended the pre-proposal conference and tour. The Sample Concession Agreement, including any changes made by addenda and with the appropriate blanks filled in at the time of award, is the Concession Agreement the successful proposer and the State will sign and, together with the proposer's complete proposal, becomes the Concession Agreement that will bind the successful proposer. The Sample Concession Agreement is not subject to negotiation by the successful proposer. The State, in its sole discretion, reserves the right to make minor administrative changes to the Sample Concession Agreement.

The State will send a notice of intent to award to all proposers at least seven (7) days before the State issues an award. An aggrieved proposer must file a written protest with the AIAS System Director within seven (7) calendar days after the date that the notice of intent to award was mailed. A protest is not effective and is waived unless it is submitted timely in writing, is signed by the protester or the protester's representative, and includes:

- a reference to this RFP for Agreement ADA-32628;
- a copy of the decision being protested, if written, or, if either the decision was not written or a copy of the decision is not available to the protester, a summary description of the decision;
- a detailed statement of the factual and legal basis of the protest, including a statement of the facts alleged to be in dispute and a copy of any relevant documents, and a statement of the remedy requested;
- the address of the protester or the protester's representative to whom any notice or decision concerning the protest is to be mailed or delivered; and
- a reference, by case, agreement, or application number, if applicable, to any other affected agreement, contract, lease, permit, concession, or application.

The protester must mail or deliver a copy of the protest documents filed with the AIAS System Director to any other proposer(s) at the same time the protester mails or delivers

the protest to the AIAS System Director. The proper and timely filing of a protest under this section shall stay the decision being protested until the protest is decided unless and until the AIAS System Director determines in writing that it is contrary to the best interest of the State, to stay the decision beyond the date of that determination or another stated decision. The protester may appeal an adverse decision of the protest only in accordance with 17 AAC 42.920. A decision not timely protested in accordance with this section is not subject to appeal under 17 AAC 42.920.

The successful proposer must sign and deliver the Concession Agreement to the Airport Leasing Office at the address previously listed within ten (10) calendar days after receipt of the award notice. The State may annul the award and retain the proposal deposit as liquidated damages for the lost benefit to and related additional costs incurred by the State if the successful proposer does not return the signed Concession Agreement within the required time. The State may then, in its discretion, award the Concession Agreement to the next best proposer. The State may annul the award and retain the proposal deposit of any proposer subsequently awarded the Concession Agreement if that proposer does not sign and return the Concession Agreement within the required time.

The State may reject any or all proposals and waive any minor defect, unless otherwise specified in these documents, if the State determines that the rejection or waiver is in the State's best interest. The State may advertise for new proposals or award the Concession Agreement privilege in any manner it believes is in its best interest if the State rejects any or all proposals. The State is not obligated to enter into an agreement with any proposer. The State is not responsible for any cost associated with the preparation or submission of proposals.

Amended 1/16/2026
Date

Kim Swenson
Kim Swenson,
Project Manager

**STATE OF ALASKA
DEPARTMENT OF TRANSPORTATION AND PUBLIC FACILITIES**

TED STEVENS ANCHORAGE INTERNATIONAL AIRPORT

ELECTRONIC/STATIC DISPLAY ADVERTISING CONCESSION

AGREEMENT ADA-32628

INSTRUCTIONS TO PROPOSERS

I. PROPOSAL SUBMITTAL

A proposer must submit its proposal in a sealed package that is clearly marked on the outside with (a) the proposer's name, return address, and phone number and (b) the following label:

**Electronic/Static Display Advertising Concession
Concession Agreement ADA-32628
Ted Stevens Anchorage International Airport**

If the proposal is mailed, the proposer must enclose the sealed proposal package in a second package for mailing. The State will not consider late, electronic, facsimile, or telephonic proposals.

No charge for delivery, express, parcel post, packing, insurance, license fees, permits, cost of bonds, insurance costs, or for any other purpose will be paid by the State.

All proposals submitted must be valid for a minimum of one hundred twenty (120) days after the date of the proposal deadline. During this time, proposals and proposers will be investigated, evaluated, recommended and submitted to the State for final approval for the award of the Agreement.

II. REQUIREMENTS FOR A COMPLETE PROPOSAL

The following items constitute a complete proposal:

- A. One (1) completed, signed, and notarized Acknowledgement of Addenda (blue bordered pages 18-19).
- B. One (1) completed, signed, and notarized Proposer's Infrastructure, Refurbishment, Annual Guarantee, and Percentage Fees Commitment Form (blue bordered pages 20-22).
- C. One (1) completed, signed, and notarized Proposer's Affidavit (blue bordered pages 23-26).

D. One (1) completed, signed, and notarized Proposer's Questionnaire (blue bordered pages 27-31). The Proposer's Questionnaire should not exceed ten (10) 8.5" x 11" pages using a font size of eleven (11).

E. The twenty-five thousand dollar (\$25,000) proposal deposit in the required form.

F. One (1) original plus five (5) copies of all information requested in the blue bordered pages 15-46. The five (5) copies of information related to the Specific Evaluation Criteria may be provided on white paper. The response for each Specific Evaluation Criteria should not exceed seven (7) 8.5" x 11" pages using a font size of eleven (11). Addendum with supporting information (such as sample displays, operational plans and procedures, and financials) will not count towards the seven (7) page maximum for each Specific Evaluation Criteria.

G. One (1) flash drive containing a complete PDF version of the entire proposal package shall be included.

H. Optional – One (1) video of no longer than ninety (90) seconds may be included. If a video is submitted, it must be provided in **.mp4** format (VLC Media player preferred).

III. AIRPORT CONCESSION DISADVANTAGED BUSINESS ENTERPRISES REQUIREMENTS

It is State of Alaska policy that Airport Concession Disadvantaged Business Enterprises (ACDBEs) have the maximum opportunity to participate in the performance of Airport concession contracts.

This RFP and subsequent Agreement are subject to the requirements of the U.S. Department of Transportation's regulations, 49 CFR part 23. The Proposer agrees that it will not discriminate against any business owner because of the owner's race, color, national origin, creed, or sex in connection with the award or performance of any concession agreement, management contract, or subcontract, purchase or lease agreement, or other agreement covered by 49 CFR part 23.

The Proposer will comply with all applicable laws and regulations that concern the fair and equitable treatment of ACDBEs now in effect or which may subsequently take effect during this Agreement. The Proposer will include a provision to this effect in any subcontract or other ACDBE participation arrangement the Proposer enters into under this Agreement. An ACDBE contract goal has not been set for this contract, however, the Lessor encourages the use of diverse small businesses to the greatest extent practicable. The requirements of 49 CFR part 23 apply to this contract. It is the policy of the Lessor to practice nondiscrimination based on race, color, sex, or national origin in the award or performance of this contract. The Lessor encourages participation by all Lessees and Permittees operating under 17 AAC 45 regardless of business size or ownership.

Reporting Requirements: The Proposer shall provide a separate report of gross revenues and purchases attributable to ACDBE-certified suppliers to the Leasing Office upon request, but no less than once monthly.

IV. CIVIL RIGHTS:

Definition: "Contractor" in this Article refers to Lessee.

"Subcontractor" in the Article refers to Sublessee(s).

This Article is subject to modification based on potential future alterations to FAA Policies and Bulletins regarding Civil Rights and Nondiscrimination.

Nondiscrimination

This agreement is subject to the requirements of the U.S. Department of Transportation's regulations, 49 CFR part 23. The concessionaire or contractor agrees that it will not discriminate against any business owner because of the owner's race, color, national origin, or sex in connection with the award or performance of any concession agreement, management contract, or subcontract, purchase or lease agreement, or other agreement covered by 49 CFR part 23.

The concessionaire or contractor agrees to include the above statements in any subsequent concession agreement or contract covered by 49 CFR part 23, that it enters and cause those businesses to similarly include the statements in further agreements.

General Civil Rights Provisions

In all its activities within the scope of its airport program, the Contractor agrees to comply with pertinent statutes, Executive Orders, and such rules as identified in Title VI List of Pertinent Nondiscrimination Acts and Authorities to ensure that no person shall, on the grounds of race, color, national origin, creed, sex, age, or disability be excluded from participating in any activity conducted with or benefiting from Federal assistance.

This provision is in addition to that required by Title VI of the Civil Rights Act of 1964.

If the Contractor transfers its obligation to another, the transferee is obligated in the same manner as the Contractor.

The above provision obligates the Contractor for the period during which the property is owned, used or possessed by the Contractor and the airport remains obligated to the Federal Aviation Administration.

V. PROPOSAL AMENDMENT OR WITHDRAWAL

The following is the process required to withdraw or substitute a proposal after submittal to the State:

A. The proposer's name must clearly appear on the outside of its sealed proposal. The State will not open any proposal for proposer identification or any other reason before 2:00 p.m., Alaska Time, Tuesday, February 10, 2026.

B. The proposer must submit a written request to withdraw its proposal. The proposer or its authorized representative must sign and notarize the written request to withdraw its proposal, and it must be delivered to the State at the address for submitting proposals before 2:00 p.m., Alaska Time, Tuesday, February 10, 2026.

C. The proposer may submit a new proposal after withdrawal of a proposal if the new proposal is delivered to the State at the address for submitting proposals before 2:00 p.m., Alaska Time, Tuesday, February 10, 2026.

The State will not accept electronic, facsimile, or telephonic proposal withdrawals or amendments.

VI. GENERAL INFORMATION

A. Disposition of Proposal Deposits: The State may either cash or hold proposal deposits until the State signs the Concession Agreement with the successful proposer. The State may annul the award and retain the proposer's deposit if the proposer is successful but does not return its signed Concession Agreement by the time required. After both the successful proposer and the State sign the Concession Agreement, the State will apply the successful proposer's deposit to the fees due beginning with the first month of the Concession Agreement. The State will return proposal deposits of unsuccessful proposers as soon as practical after the State signs the Concession Agreement.

B. Proposal and Award Schedule

November 24, 2025	Public Notice
December 8, 2025	Initial questions, comments and objections due
December 12, 2025	Issue response to questions, comments, and objections together with appropriate addendum
December 16, 2025	1:00 p.m. Alaska Time - Non-Mandatory Pre-Proposal Conference and tour
December 19, 2025	4:00 p.m. Alaska Time - Last day to submit questions, comments and objections
January 16, 2026	Issue response to questions, comments and objections, together with appropriate addendum
February 10, 2026	2:00 p.m. Alaska Time – Last day to submit Base Proposals

February 10, 2026	2:15 p.m. Alaska Time - Proposals Opened
February 17-20, 2026	Oral Interviews and Presentations at State's discretion
February 24, 2026	Issue Notice of Intent to Award
March 17, 2026	State awards contract on successful Proposal
March 24, 2026	Signed Agreement due from successful Proposer
April 7, 2026	Written transition plan due
July 1, 2026	Contract begins

**STATE OF ALASKA
DEPARTMENT OF TRANSPORTATION AND PUBLIC FACILITIES
TED STEVENS ANCHORAGE INTERNATIONAL AIRPORT
ELECTRONIC/STATIC DISPLAY ADVERTISING CONCESSION
AGREEMENT ADA-32628
ACKNOWLEDGEMENT OF ADDENDA**

DATE

The proposer acknowledges receipt of the following addenda related to this offering:

Addendum No. _____	Dated _____
Addendum No. _____	Dated _____
Addendum No. _____	Dated _____
Addendum No. _____	Dated _____

If the proposer is a partnership or joint venture, all general partners or venturers of the joint venture must sign. If the proposer is a corporation, provide the signature of one or more authorized representatives as required to obligate the corporation together with proof of authorization. If the proposer is a limited liability company, provide the signature of the manager of the company or, if there is no manager, provide the signature of a member of the company authorized to bind the company.

(Corporate Seal if
a Corporation)

Name of proposer as it should
appear in the Concession Agreement

Signature

Signature

Title

Title

Signature

Signature

Title

Title

NOTARIZE PAGE 16 (Copy and attach additional acknowledgment sheets as needed)

ACKNOWLEDGMENT

STATE OF _____)
)ss.
)
(Judicial District or County)

THIS IS TO CERTIFY that on this _____ day of _____, 20____, personally appeared _____, known to me to be the person named in and who executed the foregoing instrument, and who acknowledged before me that the foregoing instrument was freely and voluntarily executed with full authority for the uses and purposes set forth.

Notary Public in and for: _____
My Commission Expires: _____

ACKNOWLEDGMENT

STATE OF _____)
)ss.
)
(Judicial District or County)

THIS IS TO CERTIFY that on this _____ day of _____, 20____, personally appeared _____, known to me to be the person named in and who executed the foregoing instrument, and who acknowledged before me that the foregoing instrument was freely and voluntarily executed with full authority for the uses and purposes set forth.

Notary Public in and for: _____
My Commission Expires: _____

**STATE OF ALASKA
DEPARTMENT OF TRANSPORTATION AND PUBLIC FACILITIES
TED STEVENS ANCHORAGE INTERNATIONAL AIRPORT
ELECTRONIC/STATIC DISPLAY ADVERTISING CONCESSION
AGREEMENT ADA-32628
INFRASTRUCTURE, REFURBISHMENT, ANNUAL GUARANTEE,
AND PERCENTAGE FEES
COMMITMENT FORM**

DATE

A. INCEPTION INFRASTRUCTURE INVESTMENT: The undersigned (individual, partnership, joint venture, corporation or limited liability company) shall, at a minimum, make an infrastructure investment of

_____ (\$_____) (written amount)

for the initial displays in the advertising locations identified on Amended Exhibit B (December 2025) of the Sample Concession Agreement (SCA).

This minimum infrastructure investment relates only to the display locations indicated in Amended Exhibit B (December 2025) of the SCA and shall include costs of construction, displays, equipment, and fixtures, but excludes interest, inventory, architectural and engineering fees, and intra-company charges related to construction. If the Concessionaire is granted permission to place advertising displays in other locations of the Terminals or the Airport, the infrastructure investment related to those locations will be in addition to the minimum commitment indicated above.

B. REFURBISHMENT INVESTMENT: The undersigned (individual, partnership, joint venture, corporation or limited liability company) shall, at a minimum, make an infrastructure investment of:

_____ (\$_____) (written amount)

to refurbish older displays during the initial year of the Extended Base Term of the Concession Agreement if the term extension is granted.

C. The undersigned (individual, partnership, joint venture, corporation or limited liability company) shall pay the State a Minimum Annual Guarantee as follows:

_____ (\$_____)

(written amount)

D. The undersigned (individual, partnership, joint venture, corporation or limited liability company) shall pay the State the following Percentage Fees:

Percentage Fee of Gross Revenues

_____ (_____ %)
(written amount)

If the proposer is a partnership or joint venture, all general partners or venturers of the joint venture must sign. If the proposer is a corporation, provide the signature of one or more authorized representatives as required to obligate the corporation together with proof of authorization. If the proposer is a limited liability company, provide the signature of the manager of the company or, if there is no manager, provide the signature of a member of the company authorized to bind the company.

(Corporate Seal if
a Corporation)

Name of proposer as it should
appear in the Concession Agreement

Signature

Signature

Title

Title

Signature

Signature

Title

Title

NOTARIZE PAGE 19 (Copy and attach additional acknowledgment sheets as needed)

ACKNOWLEDGMENT

STATE OF _____)
)ss.
)
(Judicial District or County)

THIS IS TO CERTIFY that on this _____ day of _____, 20____, personally appeared _____, known to me to be the person named in and who executed the foregoing instrument, and who acknowledged before me that the foregoing instrument was freely and voluntarily executed with full authority for the uses and purposes set forth.

Notary Public in and for: _____
My Commission Expires: _____

ACKNOWLEDGMENT

STATE OF _____)
)ss.
)
(Judicial District or County)

THIS IS TO CERTIFY that on this _____ day of _____, 20____, personally appeared _____, known to me to be the person named in and who executed the foregoing instrument, and who acknowledged before me that the foregoing instrument was freely and voluntarily executed with full authority for the uses and purposes set forth.

Notary Public in and for: _____
My Commission Expires: _____

**STATE OF ALASKA
DEPARTMENT OF TRANSPORTATION AND PUBLIC FACILITIES
TED STEVENS ANCHORAGE INTERNATIONAL AIRPORT
ELECTRONIC/STATIC DISPLAY ADVERTISING CONCESSION
AGREEMENT ADA-32628
PROPOSER'S AFFIDAVIT**

_____ being first duly sworn, state(s) the following:

1. The Affiant (as proposer or as authorized representative or officer of the proposer) has carefully examined the entire RFP as defined in the Terms of Request for Electronic/Static Display Advertising Concession Agreement ADA-32628 and all proposal documents submitted by _____ relating to Concession Agreement ADA-32628 for the non-exclusive rights to develop, construct, place, operate, maintain and sell advertising for static backlit, High-Tech displays, and such other advertising displays deemed appropriate in the Terminals and other locations at the Ted Stevens Anchorage International Airport as defined in the RFP, and makes all representations in this Proposer's affidavit on behalf of the proposer.
2. The proposer acknowledges that all documents and statements submitted with its proposal become the property of the State of Alaska (State) when received by the State and then become public information at the time the State issues a notice of intent to award the Concession Agreement (subject to provisions outlined on page two (2) of the Terms of Request).
3. The proposal is not made in the interest of or on behalf of any undisclosed person, partnership, company, association, organization, or corporation.
4. The proposal is genuine, not collusive, nor a sham.
5. The proposer has not, directly or indirectly, induced or solicited any other proposer to submit a false or sham proposal and has not directly or indirectly colluded, conspired, connived, or agreed with any proposer or anyone else to submit a sham proposal or to refrain from submitting a proposal.
6. The proposer has not in any manner, directly or indirectly, disclosed any aspect of its proposal to any individual or entity (or any employee, agent or consultant of either) competing for this Concession Agreement, or otherwise sought by agreement, communication, or conference with anyone to fix the fees or obligations of this or of any other proposal; nor to fix any overhead, profit, or cost element of the proposal fees or that of any other proposal; nor to secure any undue advantage against the State of Alaska, Department of Transportation and Public Facilities, Ted Stevens Anchorage International Airport, or anyone interested in Concession Agreement ADA-32628.

7. The proposer will not, during the period in which the Concession Agreement is in effect, hire or engage any State employee for whom the proper discharge of official duties may conflict with their employment, including as set forth in AS 39.52.

8. All statements contained in the proposal and supporting documents are true.

9. The proposer has not, directly or indirectly, divulged its proposal price nor any breakdown of the proposal or its contents, nor any relevant information or data, to any individual or any member or agent of any corporation or company, association, or organization competing for this Concession Agreement.

10. The proposer has not paid and will not pay or agree to pay, directly or indirectly, any money or other valuable consideration to any public official that may participate personally and substantially in the selection of the successful proposer for the Concession Agreement.

11. The proposer is not in violation of a provision of AS 02, 17 AAC 40 in effect before March 28, 2002, 17 AAC 45, or 17 AAC 42; is not in violation of a material term of a contract with the department; is not in arrears on any rental payment or other material financial obligation to the department; is not in default of a material obligation under any lease, permit, or concession that the department has issued for any property or activity at any airport that the department owns, operates, or otherwise controls.

12. The proposer is able to successfully undertake and complete the responsibilities and obligations of this offering and its proposal as submitted.

13. The proposer has not engaged in any unauthorized contact with State Executive Branch officials as described in Section IV of the Terms of Request.

If the proposer is a partnership or joint venture, all general partners or venturers of the joint venture must sign. If the proposer is a corporation, provide the signature of one or more authorized representatives as required to obligate the corporation together with proof of authorization. If the proposer is a limited liability company, provide the signature of the manager of the company or, if there is no manager, provide the signature of a member of the company authorized to bind the company.

(Corporate Seal if
a Corporation)

Name of proposer

Signature

Signature

Title

Title

Signature

Signature

Title

Title

NOTARIZE PAGE 23 (Copy and attach additional acknowledgment sheets as needed)

VERIFICATION

STATE OF _____)
) ss.
)
(Judicial District or County)

I _____ say on oath or affirm that I have read the foregoing document and believe all statements made in the document are true and correct.

Signature

Subscribed and sworn to or affirmed before me at _____
on _____.

Notary Public in and for: _____
My Commission Expires: _____

**STATE OF ALASKA
DEPARTMENT OF TRANSPORTATION AND PUBLIC FACILITIES
TED STEVENS ANCHORAGE INTERNATIONAL AIRPORT
ELECTRONIC/STATIC DISPLAY ADVERTISING CONCESSION
AGREEMENT ADA-32628
PROPOSER'S QUESTIONNAIRE**

The proposer must submit the information requested in this questionnaire with its proposal. Attach additional pages, as necessary, and label responses with the same item number of the information requested. The proposer must make complete and accurate statements and present them in the form requested. The proposer must respond in English and provide financial information in U. S. dollars as valued during the referenced year. The State reserves the right to reject a proposal for omissions, inaccuracies, or misstatements in this questionnaire or any attachment.

1. Name of proposer's designated contact for the receipt of notices during this offering:

2. Proposer's mailing address as it should appear in the Concession Agreement:

3. Proposer's physical address:

4. Proposer's telephone number:

5. Proposer's email address:

6. Proposer's billing telephone number:

7. Proposer's billing email address:

8. If awarded the Concession Agreement, the proposer intends to operate as the following:

- | | |
|--|--|
| <input type="checkbox"/> Individual | <input type="checkbox"/> Joint Venture |
| <input type="checkbox"/> General Partnership | <input type="checkbox"/> Corporation |
| <input type="checkbox"/> Limited Partnership | <input type="checkbox"/> Limited Liability Company |

a. If the proposer intends to operate as a partnership, attach a complete copy of the fully executed partnership agreement as well as a Certificate of Good Standing not more than thirty (30) days old from the incorporating jurisdiction for any corporate general partner. In addition, for any corporate general partner, provide a Corporate Resolution that indicates the parties authorized to contract on behalf of the corporation. The Corporate Resolution must contain any required corporate seal and certification by the Secretary or an Assistant Secretary of the Corporation.

b. If the proposer intends to operate as a joint venture, attach a complete copy of the fully executed joint venture agreement as well as a Certificate of Good Standing not more than thirty (30) days old from the incorporating jurisdiction for any corporate joint venturer. In addition, for any corporate joint venturer, provide a Corporate Resolution that indicates the parties authorized to contract on behalf of the corporation. The Corporate Resolution must contain any required corporate seal and certification by the Secretary or an Assistant Secretary of the Corporation.

c. If the proposer intends to operate as a corporation, provide a Certificate of Good Standing not more than thirty (30) days old from the incorporating jurisdiction. In addition, provide a Corporate Resolution that indicates the parties authorized to contract on behalf of the corporation. The Corporate Resolution must contain any required corporate seal and certification by the Secretary or an Assistant Secretary of the Corporation.

d. As an alternative to a Corporate Resolution, a Certification by the Secretary or an Assistant Secretary of the Corporation stating, on behalf of the Corporation, the authority of the signer, that the authority extends to and includes the Corporation's proposal in response to this State of Alaska RFP, and that the Secretary is authorized to make the Certifications will be satisfactory.

e. If the proposer intends to operate as a limited liability company, attach a complete copy of the company's articles of organization and agreement. In addition, provide a Certificate of Good Standing not more than thirty (30) days old from the registering jurisdiction. In addition, provide a resolution of more than one-half of the members that indicates the parties authorized to act on behalf of the limited liability company.

9. Attach a description of the proposer's experience that addresses the Airport's preferred qualifications. For the purpose of this question 8, the word "entity" includes a sole proprietorship, a general partnership, a limited partnership, a joint venture, a corporation and a limited liability company.

Provide a response to the following items a through e that relates to the proposer's experience for one or more persons depending on the relevant type of the following entities.

- the individual if a sole proprietorship
- each partner in a general partnership
- each general partner in a limited partnership
- each venturer in a joint venture
- each shareholder that owns twenty percent (20%) or more of a corporation
- the manager of a limited liability company.

a. Location - Street address, mailing address, city, and state (country, if not located in the United States) - of the administrative office and of each display advertising program managed.

b. The total gross revenues since January 1, 2023, generated by the entity's display advertising operations. Separately itemize gross revenues by calendar year and location.

c. The total number of displays, types of displays, and advertising faces at each location.

d. The total number of enplaned passengers for each airport location, or comparable audience metrics for non-airport locations, shall be provided to estimate viewership and exposure.

e. The mailing address, telephone number, and contact name for a government agency, certified public accounting firm, or other independent source authorized to confirm to Airport personnel over the telephone the accuracy of the proposer's data furnished in response to this Question No. 8.

10. Attach a copy of the proposer's Alaska Business License.

For the purpose of items 10 through 12, the word "entity" includes the individual if a sole proprietorship; one or more partners in a general partnership; one or more general partners in a limited partnership; one or more venturers in a joint venture; the majority shareholders in a corporation, one or more members or the manager of a limited liability company, regardless of when the entity was formed.

11. Give the name, location, date, and an explanation of the circumstances if any concession, management, or concession agreement between the entity and an airport or other public agency was terminated, assigned, or transferred within the past five (5) years, either voluntarily or involuntarily, before expiration of the agreement.

If none, mark this box [].

12. If the entity ever had a bond or surety canceled or forfeited, explain the circumstances surrounding the cancellation or forfeiture as well as the name of the bonding company, date, and amount. If none, mark this box [].

13. If the entity ever declared bankruptcy, explain the circumstances surrounding the bankruptcy as well as the date, court jurisdiction, amount of liabilities, amount of assets, and status of any current bankruptcy action. If none, mark this box [].

The undersigned has read this questionnaire and states, under penalty of perjury, on oath or affirmation that the undersigned is authorized to sign this questionnaire and confirms the truth and accuracy of all statements, answers, and representations made in this questionnaire, including all attached supplementary statements.

If the proposer is a partnership or joint venture, all general partners or venturers of the joint venture must sign. If the proposer is a corporation, provide the signature of one or more authorized representatives as required to obligate the corporation together with proof of authorization. If the proposer is a limited liability company, provide the signature of the manager or, if there is no manager, a member of the company together with proof of authorization.

(Corporate Seal if
a Corporation)

Name of proposer

Signature

Title

Signature

Title

Signature

Title

Signature

Title

Signature

Title

Signature

Title

NOTARIZE PAGE 28 (Copy and attach additional acknowledgment sheets as needed)

VERIFICATION

STATE OF _____)
)ss.
)
(Judicial District or County)

I _____ say on oath or affirm that I have read the foregoing document and believe all statements made in the document are true and correct.

Signature

Subscribed and sworn to or affirmed before me at _____
on _____.

Notary Public in and for: _____
My Commission Expires: _____

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**STATE OF ALASKA
DEPARTMENT OF TRANSPORTATION AND PUBLIC FACILITIES**

TED STEVENS ANCHORAGE INTERNATIONAL AIRPORT

ELECTRONIC/STATIC DISPLAY ADVERTISING CONCESSION

AGREEMENT ADA-32628

SPECIFIC EVALUATION CRITERIA

The Ted Stevens Anchorage International Airport (Airport) proposal review committee will evaluate responses to the criteria listed on pages 33 - 47. Proposers must provide all information requested. Proposers must clearly label or key its response to each specific evaluation criteria. For example, for information the proposer submits in response to the "Quality of Service and Maintenance Plan" criterion, the proposer must clearly label the response with "Quality of Service and Maintenance Plan." In addition, clearly identify each portion of the response with the paragraph designation such as "A," "B," "C," etc., of the sub-criteria to which it responds.

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SPECIFIC EVALUATION CRITERION NO. 1

ADVERTISING STRATEGY AND MARKETING

The State's goals for the advertising strategy at the Airport are to select the proposal that will best achieve the following State goals and objectives:

- Increase revenues related to advertising at the Airport;
- Promote the Airport, in part by promoting the State and the community;
- Provide attractive and effective displays consistent with Airport designs and operational objectives;
- Utilization of new technologies and methods of advertising;
- Create a "sense of place" by showcasing the uniqueness of Anchorage and Alaska, its businesses and the Alaskan Way of life.

The State currently has approximately a combination of ninety (90) High Tech and Static Displays, sixteen (16) charging stations, and a combination of twenty-six (26) wall and column wraps in the Airport that generated an average annual gross revenue of approximately \$1,600,962.00 for agreement years 2022 through 2024 (1/1/2022 – 12/31/2024). The successful proposer will be expected to install completely new equipment.

The State seeks a signage development program that will provide new, state-of-the-art equipment incorporating the latest in static backlit displays, High-Tech displays, and such other advertising displays. The Concessionaire may provide displays for all the locations identified in Amended Exhibit B (December 2025), Pages 1 through 15 of the Sample Concession Agreement (SCA).

For the purposes of this criterion, responses should only address the locations identified on Amended Exhibit B (December 2025), Pages 1 through 15, of the SCA, unless specifically stated otherwise. At a minimum, the response to this Evaluation Criterion should address the following:

A. The Concessionaire shall develop, construct, install, operate, maintain and market advertising on Concessionaire provided static backlit displays, High-Tech displays, and such other advertising displays. All existing advertising fixtures identified on Amended Exhibit B (December 2025) as requiring replacement shall be replaced with new fixtures at Agreement Inception. Replacement and installation shall occur in accordance with the schedule established in the State-approved Transition Plan and the requirements set forth in Exhibit D of the SCA. Any deviation from these requirements must receive prior written approval from the State.

These displays may contain a mix of paid and non-paid filler content. Non-paid filler content shall be limited to informational or scenic material and shall not promote any individual, business, or commercial enterprise. Please provide conceptual ideas via renderings or photos to indicate what types of displays will be placed in these areas and what kind of imagery will be used to convey the required message.

B. ANC seeks updated wall wraps that support the State's objectives of creating a strong and distinctive "sense of place".

C. Describe the proposer's overall display advertising strategy. How will it complement the aesthetics of the Terminal and the architecture? How will the themes proposed for the advertising program blend with the themes of the Airport? How will the proposer incorporate Anchorage and Alaska in its advertising program to promote the Airport? Describe the proposed theme for each area of the terminal and explain how those themes will complement the Terminal. Provide specific examples of conceptual ideas to be used for the displays.

D. How will the proposer handle the seasonality of the passenger traffic flow? The enplanement reports (attached as supplementary information) indicate that the passenger enplanements for the peak season (May through September) is comparable to airports the size of Reno or West Palm Beach. In the two busiest months of July and August, the traffic is comparable to an airport the size of Albuquerque. However, during the non-peak season (October through May), the traffic is comparable in size to Spokane or Norfolk. Does the proposer plan to remove displays during the non-peak season or place additional non-pay and scenic content in some of the displays? How will the proposer maximize revenues in the peak and non-peak seasons, while still maintaining a professional, aesthetic program throughout the year?

E. How will the proposer achieve the minimum public service and scenic content requirements of fifteen percent (15%)? The percentages will be based on the total square footage of display space used for public service and scenic content divided by the total square footage of display space utilized by the Concessionaire. The use of Alaskan images to reflect the uniqueness of the State, the heritage, the wilderness, outdoor activities, and the people are examples of acceptable "scenic content". The State, in its sole discretion, will determine whether displays meet the criteria for "scenic content" or "public service." The successful proposer will be required to justify what, if any, scenic content or public service credits are warranted for each proposed display when those display concepts are presented for State approval.

F. Will the advertising strategy incorporate the promotion of local activities such as the Iditarod or the Fur Rendezvous, which may require short-term advertising campaigns? Please describe how the proposer would structure these opportunities to generate revenue while aligning with the airport's advertising program and revenue-sharing model, recognizing that even committees may have limited advertising budgets.

G. What new technology will the proposer utilize in the advertising program? Provide specific information about the feasibility of using digital signage at the Airport.

H. What types of displays will be used at the airport? Provide examples of the displays (renderings, photos, dimensions, materials, finishes, voltages requirements, etc.) Based on locations in Amended Exhibit B (December 2025) of the SCA, please describe what displays are proposed for each location.

I. Provide an installation schedule based on the projected date that each advertising display location would be made available to the Concessionaire.

J. Based on the number of locations shown on Amended Exhibit B (December 2025) of the SCA, how many advertising faces and of what square footage does the proposer anticipate being used in the display advertising program?

K. Describe the proposer's overall marketing strategy, including specific plans for local, regional, national and international marketing. The State desires a reasonable mix of national, regional, state, and local advertising. What percentage of advertising does the proposer anticipate being appropriate for this Airport related to national, regional, state and local?

L. Describe the proposer's marketing plans to take advantage of the seasonal fluctuations at the Airport to maximize revenues during the peak season and to maintain revenues over the off-season.

M. Describe the proposer's marketing team and the roles of key individuals.

N. Provide an outline of any media kit the proposer intends to use for promoting the Airport.

O. Provide examples of marketing and pricing strategies the proposer will use, and any variations of the rates that may be used to appeal to different market sectors.

P. Provide examples of marketing and pricing strategies that the proposer will offer to current Airport concessionaires, if a special rate will be used. Provide the initial pricing schedule you propose to use.

Q. Provide an estimate of gross revenues the proposer projects will be achieved if only the locations in Amended Exhibit B (December 2025) are made available for the proposer's advertising strategy.

R. Describe marketing strategies and/or methods of advertising that are considered "outside the box" that the proposer intends to incorporate into its advertising program, including new, state-of-the-art equipment incorporating the latest in display technology that the proposer plans to incorporate at the Airport (i.e. innovative electronic displays, digital video and electronic venues).

S. Outside the Box Proposals: If the proposer plans to incorporate "outside-the-box" strategies into its advertising program, describe all proposed locations included

on Amended Exhibit B (December 2025) and the advertising strategy behind these locations.

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SPECIFIC EVALUATION CRITERION NO. 2

INFRASTRUCTURE INVESTMENT

Specific Evaluation Criterion No. 2, *Infrastructure Investment*, has been removed from the RFP Terms of Request, Section VII, Proposal Evaluation, and shall not be assigned a weighted score or considered in the evaluation of proposals for concession award.

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SPECIFIC EVALUATION CRITERION NO. 3

MARKETING

Marketing Criterion No. 3 has been consolidated with Advertising Criterion No. 1. Proposals will be evaluated under the consolidated criterion accordingly.

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SPECIFIC EVALUATION CRITERION NO. 4

DEMONSTRATED EXPERIENCE & INDUSTRY KNOWLEDGE

The State considers it very important that the successful proposer have substantial experience related to display advertising at airports. The State requires as a specific minimum qualification, that the successful proposer demonstrate that it has five (5) consecutive years of experience in continuous operation in airport advertising sales or a related business.

I. Demonstrated Experience

A. How many years has the proposer's company been in the airport advertising business?

B. If the proposer's company is not in the airport advertising business, explain how the related experience is sufficient to meet the minimum qualifications stated in this RFP.

C. Describe the organizational structure of the proposing company (attach organizational charts).

D. Provide details about the proposer's company. If the company is a corporation, furnish the date and state of incorporation and the names of all persons or entities owning at least twenty-five percent (25%) of the proposer's voting stock. If a subsidiary, provide the name of the parent company. If a partnership, list all partners. List all business names under which the proposer has done business within the last five (5) years.

E. For the past five (5) years, provide a brief history of the company and its experience in operating and managing advertising concessions. Include all airports, other public and private facilities at which the proposer currently operates.

F. Provide a complete list of any agreements for the operation of advertising displays to which the proposer was a party which were terminated or revoked prior to their scheduled expiration date, together with a statement setting forth the reason for such termination or revocation.

G. Provide a list of advertising industry and marketing associations of which the proposer is currently an active member.

H. Provide at least five (5) reference companies or firms that have received similar services from the proposer as those being requested in this RFP. For each reference, provide the name, address, contact person, and phone number.

I. Provide at least six (6) reference letters: four (4) advertising agencies and/or advertisers, and two (2) of Proposer's choice. For each reference, provide the name, address, contact person, and phone number.

II. Industry Knowledge

A. Submit a statement that demonstrates the proposer's understanding of the role of display advertising at the Airport. Describe any differences or similarities in the management and operation of display advertising that you propose at this Airport compared to other airports.

B. Provide a critique of the current display advertising at this Airport.

C. Describe and discuss new technologies being used at other airports to enhance the effectiveness of display advertising. Provide the pros and cons of implementing those technologies at this Airport. Specifically, provide information on the use of digital displays that combine public service and paid advertising. The State sees potential in this technology as an effective way to promote local activities and special events, such as the Fur Rendezvous or the Iditarod. Please comment.

D. Provide the proposer's assessment of future trends in the industry that may impact the strategies at this Airport.

E. Describe what the proposer considers is its best example of how it adjusted its operating procedures to adapt to a major change in the display advertising industry.

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SPECIFIC EVALUATION CRITERION NO. 5

DEPTH OF MANAGEMENT, QUALITY OF SERVICE AND OPERATIONS PLAN

- A. Describe the proposer's management plan for this Airport. Provide staffing plans, including a list of key personnel and their relevant management experience. Include the proposer's local staffing plans.
- B. Provide a copy of the proposer's advertising standards, policies and practices.
- C. Explain the proposer's production process and describe how displays will be installed.
- D. Provide a "Transition and Start-up Plan" (The Plan) that will maintain a continuous operation of advertising displays upon award of the contract. Describe how the proposer will handle existing advertising contracts and still meet the requirement to replace all existing displays. The Plan must include a projected installation schedule for the initial displays.
- E. Provide an operational plan that includes:
- Schedules for regular cleaning, maintenance, and visual and functional inspection of displays
 - Procedures for reported equipment problems including to whom reports are to be made, hours that problems can be reported and maximum response time
 - Availability of and time required for replacement displays

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SPECIFIC EVALUATION CRITERION NO. 6

FINANCIAL ABILITY

For the purpose of this criterion, the proposing entity includes a sole proprietorship, a general partnership, a limited partnership, a joint venture, a corporation and a limited liability company. Provide the requested information for the entity and each participant depending on the relevant type of the following entities:

- the individual if a sole proprietorship (from Proposer's Questionnaire)
- one or more partners in a general partnership
- one or more general partners in a limited partnership
- one or more venturers in a joint venture
- the majority shareholders in a corporation
- the members of a limited liability company

A. For each participant, depending on the relevant type of entity listed above, enclose letters of reference from at least two (2) banks or other financial institutions where the person regularly conducts business. Include the name and telephone number of an officer of each institution whom the person has authorized to verify this information over the telephone to Airport personnel. Each letter must include the following information:

1. Length of the financial relationship.
2. Quality of financial relationship including how the participant handled its account.
3. Available line of credit.
4. If possible, a general assessment of the participant's ability to meet potential financial obligations that may result from this Concession Agreement.
5. Any other comments or related information applicable to the participant.

B. Provide letters of reference from at least two (2) major suppliers for the individual, if a sole proprietorship, and for as many participants as possible for the other entities listed above. Each letter should include a discussion of the quality of the relationship and the timeliness of payments.

C. For each participant, depending on the relevant type of entity listed above, provide the following financial information:

1. Certified financial statements for the two (2) most recent calendar or fiscal years for each participant. Each participant must sign and verify these financial statements as true and correct to the best of that participant's knowledge.

2. In place of certified financial statements, the participant may submit limited review financial statements prepared by a certified public accountant and signed by both the certified public accountant and the participant for the two (2) most recent calendar or participant fiscal years.