

**COMMISSION
AGENDA MEMORANDUM**

Item No. 11a

BRIEFING ITEM

Date of Meeting November 18, 2025

DATE: September 8, 2025

TO: Stephen P. Metruck, Executive Director

FROM: Khalia Moore – Assistant Director, Aviation Commercial Management & ACDBE Liaison Officer
Scott Van Horn – Manager, Business Development & Assistant ACDBE Liaison Officer
James Belle – ADR Program Manager

SUBJECT: ADR Program Briefing

EXECUTIVE SUMMARY

The continued redevelopment of the Airport Dining and Retail (ADR) Program offers an excellent opportunity to advance the Port's Century Agenda goals by enhancing the Airport's profile as the preferred gateway to the Pacific Northwest by promoting job growth, creating new opportunities for small, local, and disadvantage businesses, and meeting the expectations of the traveling public for quality food service, retail products, and personal services.

The ADR program is an important element of the Port's ongoing efforts to provide outstanding customer service and improve the traveling experience. In addition, the businesses generate significant revenue that is reinvested to support airport operations and capital improvements. Starting in 2014, ADR underwent a master planning effort. On July 4, 2025, implementation of that ADR master plan was completed.

This briefing is to provide Commission with an update on the overall implementation of the ADR Master Plan and will review what redevelopment for the ADR program soon looks like. Commission will also be briefed on the SEA Sparks program, f/k/a, the ADR kiosk program, including the five categories of small business opportunities within the program, and upcoming availability within the program.

DETAILS

Commission's Goals for the Master Plan Implementation as outlined in 2014:

- Grow SPE (Sales Per Enplanement) by 40%.
- Reach and remain within the top 10 North America airport as ranked by Sales Per Enplanement.
- Grow Gross Revenues to the Port by 50%.

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- Grow employment by 40%.
- Grow shares of sales generated by small, disadvantaged, and/or local business to 40%.
- Create an aspirational objective of increasing ACDBE gross sales to 25% of the total sales.

ATTACHMENTS TO THIS BRIEFING

- (1) Presentation slides

PREVIOUS COMMISSION ACTIONS OR BRIEFINGS

April 20, 2025-The Commission authorized the release and execution of RFP-25-1 and was briefed on the results of the CCE RFP.

November 14, 2023 – The Commission was briefed on the status of the ADR Master Plan and the CCE RFP opportunities.

June 6, 2019- The Commission authorized the release of locations, execution of the lease & concessions agreements for Lease Group 5 and was briefed on the outcomes of Lease 4.

September 18, 2017-The Commission authorized the expansion of the ADR kiosk program on Concourse A.

June 6, 2017-The Commission authorized the release of locations, execution of the lease & concessions agreements for Lease Group 4 and was briefed on the outcomes of Lease Group 3.

May 24, 2016 -The Commission authorized the release of locations, execution of lease & concessions agreements for Lease Group 3 and was briefed on Lease Group 2.

November 23, 2015-The Commission authorized the release of locations and the execution of lease & concessions agreements for Lease Group 2.