

**EXHIBITS**

**LEASE AND CONCESSION CONTRACT**

**MDOT-AC-2023A**

**September 2023**

**FOR THE NON-EXCLUSIVE RIGHT TO REDEVELOP,**

**RENOVATE, LEASE & MANAGE THE RETAIL, RESTAURANT &**

**COMMERCIAL SERVICES**

**AT**

**BALTIMORE/WASHINGTON INTERNATIONAL**

**THURGOOD MARSHALL AIRPORT**

**The Maryland Aviation Administration is a modal unit of**

**the Maryland Department of Transportation.**

**MARYLAND DEPARTMENT OF TRANSPORTATION**

**MARYLAND AVIATION ADMINISTRATION**

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# List of Exhibits

Exhibit A - Request For Proposal No. MDOT-AC-2023 and all subsequently issued addenda

Exhibit B - Contract Affidavit, executed by the Lessee

Exhibit C - Lessee's Proposal (including Best and Final Offer (BAFO) if applicable)

Exhibit D - Lessee’s Assigned Office Space

Exhibit E - Leased Premises: Concession Area, Concession Storage

Exhibit F - Direct Recognition Agreement

Exhibit G - Concession Maintenance Responsibility Matrix

Exhibit H - Administration’s Concession Design Criteria

Exhibit I - Delivery & Distribution Zones

Exhibit J - Concessions Support & Storage Spaces

Exhibit K - Logistics Provider Sample Contract