

Dear Concessionaire:

From the entire Concessions & Quality Assurance staff, welcome to Detroit Metropolitan Airport. We hope to make your experience at Detroit Metro exciting, enjoyable, and profitable.

The Concessions Department is comprised of professionals with experience in airport planning, real estate management and development, retail/food and beverage management, marketing, contracting, and finance. Our main goal is to ensure your initial and continued success at the Airport.

Many of the passengers who arrive at Detroit Metro Airport are here for the first time. First impressions are important. We want to strive to make the Airport an enjoyable environment for all travelers. Our day-to-day concessions management will focus on the following areas: customer service, contract administration and compliance, performance standards monitoring, marketing and promotion, contract support, and tenant coordination support.

Attached is the Tenant Handbook, which details useful reference information and various policies and procedures. Please make this important reference available to your on-site staff.

Our doors are open to you at any time. We enjoy exploring any ideas you have to improve the concession program and your own business. We are available to assist with any emergencies that may arise. Your success is our mission.

Sincerely,

Greg Hatcher
Director of Concessions & Quality Assurance

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Section 1.0

Reference Information

1.1 Department of Concessions and Quality Assurance

Address: Concessions & Quality Assurance Department
Detroit Metropolitan Wayne County Airport
11050 Rogell Dr., #602
Detroit, MI 48242

Office Hours: 8:00 am to 4:30 pm
Monday – Friday

Main Phone Line: (734) 942-3751

Staff:

Greg Hatcher
Director of Concessions & Quality Assurance
(734) 942-3663
Greg.Hatcher@wcaa.us

Staci Saker
Deputy Director of Concessions & Quality Assurance
(734) 955-8782
Staci.Saker@wcaa.us

Ray Albert
Concessions & Quality Assurance Manager
(734) 942-1534
Raymond.Albert@wcaa.us

Elaine Tsapatoris
Supervisor of Concession Performance
(734) 247-7060
Elaine.Tsapatoris@wcaa.us

Detroit Metropolitan Wayne County Airport

Michael Fawaz
Concessions Compliance Coordinator
(734) 247-2738
Michael.Fawaz@wcaa.us

1.2 Airport Hotline

Airport General Information
(734) 247-7678

24-Hour Airport Operations Dispatch
734-942-3685

1.3 Department of Airport Finance

Airport Business Development
Tenant Contact Person
Susan Roman
734-955-3285
Susan.roman@wcaa.us

Rent Payment Address:

Detroit Metropolitan Wayne County Airport
11050 Rogell Dr., #602
Detroit, MI 48242
Attention: Airport Finance

1.4 Police and Fire Contacts

FOR ALL AIRPORT EMERGENCIES

DIAL 911

Non-Emergencies:

Airport Police- Front Desk	(734) 942-5357
Fire Department-Fire Prevention	(734) 942-0061
Fire Station 100 (Airfield)	(734) 942-3604 or 3603
Fire Station 200 (Rogell Drive)	(734) 942-3602 or 3601
Fire Station 300	(734) 955-8791 or 8792

1.5 Airport Administration Contacts

Airport Receptionist	(734) 942-3550
Airport Fax	(734) 942-3793
Airport Executive Office	(734) 942-3560
Department of Airport Administration	(734) 247-7242
Internal Relations	(734) 942-3694
Department of Planning, Design & Construction	(734) 247-7915
Department of Facilities and Infrastructure	(734) 247-7266
Department of Public Affairs	(734) 247-7052
Department of Maintenance	(734) 942-5287
Department of Public Safety	(734) 941-8410
Department of Operations	(734) 942-3572
Department of Airport Finance	(734) 955-3285
Department of Willow Run Airport	(734) 485-6662

For all other telephone numbers, please refer to the Airport Directory that can be obtained from the Airport Director's Office at the Michael Berry Administration Building or by calling (734) 942-3550.

1.6 Building Maintenance Contacts

For building maintenance issues at the North Terminal, please call (734) 247-8888, Fax (734) 942-3819 or email emaint@wcaa.us

1.7 Airline Information

Airline Listing by Terminal and Concourse

McNamara Terminal	North Terminal
Delta Aero Mexico Air France Affiliated Regional Charters	Air Canada Alaska Airlines American Airlines Frontier JetBlue Lufthansa Royal Jordanian Southwest Spirit United Airlines WOW All Charter Flights

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1.7 Airline Contacts (cont'd)

Airline	Local / Station Manager	Reservations
Aero Mexico	Florentino Lechuga Office (734) 955-9855	(800) 237-6639
Air Canada	Judith MacDonald Office (905) 671-7547	(800) 247-2262
Air France	Mia Lee Cell (703) 863-0570	(800) 237-2747
Alaska Airlines	Heather Scott Cell (586) 246-7056	(866) 749-4890
American Airlines	Denise Ridge Office (734) 840-9111	(800) 433-7300
Delta	John Fechushak Office (734) 247-2255	(800) 221-1212
Frontier	Tammara Faforke Office (734) 941-9812	(800) 432-1359
JetBlue	Jason Zabransky Office (845) 721-9110	(800) 538-2583
Lufthansa	Christian Rampin Office (734) 992-5180	(800) 645-3880
Royal Jordanian	Abdelhakim Salameh Office (847) 803-3700	(800) 223-0470
Southwest Airlines	KJ Rice Office (734) 784-2433	(800) 435-9792
Spirit	Bill Kilduff Office (248) 727-2635	(800) 772-7117

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United

Karen Goretski
Office (734) 442-5720

(800) 241-6522

1.8 Airport Tenant Listing

North Terminal

NAME	OPERATOR	CORE	ID	GATES	PHONE
CONCOURSE A					
Coffee Beanery	Areas	1	1-1	Gate 6	(734) 442-5765
Med Grill	MCE	1	1-1	Gate 6	(734) 247-1106
Vacant	Areas	1	1-1	Gate 6	Not Open
Vacant	MCE	1	1-1	Gate 6	Not Open
CNBC	Paradies	1	1-2	Gate 6	(734) 629-4765
Champpps	MCE	1	1-3	Gate 8	(734) 247-1107
World Duty Free	WDFG	1	1-4	Gate 8	(734) 941-3175
Natural Break	Areas	2	2-1	Gate 9	(734) 442-5769
Travelex Currency Services	Travelex	2	2-3	Gate 9	(734) 941-1202
Starbuck's	HMS Host	2	2-3A	Gates 10&11	(734) 833-7998
Today	Paradies	2	2-3B	Gate 11	(734) 403-3022
Hockeytown	Delaware North	2	2-4A	Gate 12	(734) 247-6887
McDonald's	McDonald's	2	2-4B	Gate 14	(734) 941-5402
Vacant		2	2-5	Gates 12&14	Not Open
InMotion	InMotion	3	3-1	Gate 15	(734) 624-9371
	National Airport				
National Coney Island	Concessions, LLC	3	3-2B	Gates 15&16	(734) 413-2800
Coffee Beanery	MCE	3	3-3A	Gates 15&16	(734) 247-1109
Detroit Market Place	Paradies	3	3-3B	Gate 16	(734) 629-4745
Explore Afar	Delaware North	3	3-4A	Gate 17	(734) 247-6887
TGI Friday	Delaware North	3	3-5	Gates 17&18	(734) 247-6887
Vacant		3	3-6A	Gate 19	Not Open
Le Petit Bistro	Delaware North	3	3-6B	Gate 19	(734) 247-6887
Frivolous	Delaware North	4	4-1A/B	Gate 20	(734) 247-6887
CNBC	Paradies	4	4-2	Gate 23	(734) 229-1603
Ruby Tuesday's	Areas	4	4-3A	Gate 24	(734) 442-5763
Coffee Beanery	MCE	4	4-3B	Gate 24	(734) 247-1110
Detroit News	Delaware North	5	5-2A	Gate 26	(734) 247-6887
Earl of Sandwich	Areas	5	5-2B	Gate 26	(734) 442-5764
Villa Pizza	MCE	5	5-2B	Gate 26	(734) 247-1237
Vacant	Areas	5	5-2C	Gate 26	Not Open
Vacant	Areas	5	5-3	Gate 26	Not Open
Coffee Beanery/Legends Bar	MCE	6	6-1	Baggage	(734) 247-1239
Travelex Currency Service	Travelex	6	6-3	Baggage	(734) 941-1202

MCE – Midfield Concessions

WDFG – World Duty Free Group

1.8 Airport Concessions Tenant Information (cont'd)

Main Office Contacts

AREAS

601 Rogell

Detroit Metro Airport

Detroit, MI 48242

General Manager: Mike Bazzi

Phone: (734) 442-5767

Boingo

George Doutre

Phone: (734) 612-7999

Bradford Logistics

Detroit Metro Airport

Detroit, MI 48242

Site Manager: DeShawn Moore

Phone: (734) 413-5500

Cardtronics

2611 Internet Blvd. Suite 100

Frisco, TX 75034

Service Manager: Vincent Loza

(469) 237-3131 Office

Continental Vending

30454 Dorset

Romulus, MI 48174

Contact: Marvin Glasper

Phone: (734) 216-6116

Delaware North Companies Travel Hospitality Services, Inc.

Detroit Metropolitan Airport

Building 513-B West Service Drive

Detroit, MI 48242

General Manager: Ken Hills

Phone: (734) 247-6887

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Gerald Young Shoe Shine
5892 Cary Drive
Ypsilanti, MI 48197
Owner: Gerald Young
Phone: (313) 920-1012

Great Lakes Coca-Cola Distribution
100 Coca-Cola Drive
Belleville, MI 48111
FSOP Sales Director: Derek Woelke
Phone: (734) 502-5649

McDonalds
Detroit Metropolitan Airport
Building 830, #2579
Detroit, MI 48242
Operations Manager: Sharonda Dorsey
Phone: (313) 657-8389

MCE
6810 Metroplex Drive
Suite 100
Romulus, MI 48174
Director of operations: Dean Hachem
Phone: (734) 727-0055

Michigan Lottery
GTech, Architects of Gaming
28351 Beck Road
Unit G-9
Wixom, MI 48393
Detroit Field Supervisor: Darren Thomas
Phone: (248) 344-2782

National Coney Island
Detroit Metropolitan Airport
Building 830
Detroit, MI 48242
General Manager: John Kilimas
Phone: (586) 524-0770

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Paradies-DTW, LLC
Detroit Metropolitan Airport
15474 Pine Road
Romulus, MI 48174
General Manager: David Post
Phone: (734) 955-3766

Smarte Carte
Detroit Metropolitan Airport
L.C. Smith Building
Detroit, MI 48242
General Manager: Matt Grube
Phone: (734) 942-4646

Travelex Currency Services, Inc.
255 Executive Drive, Suite 400
Plainview, NY 11803
General Manager: Janice Underwood
Phone: (734) 941-1202

World Duty Free Group
Detroit Metropolitan Airport
2563 World Gateway Place
Detroit, MI 48242
General Manager: Marisa Fink
Phone: (313) 670-1815

1.9 Parking/Transportation

Employee Parking

Concessionaire employees who work at the North Terminal will park in the North Employee lot and be driven to the Terminal in a shuttle bus. The Employee parking is located on the Service Drive.

Employees will board a Shuttle Bus that will drop them off in the front of the Terminal. In order to reach their work location, they will have to go through the security checkpoint in the Terminal.

Please go to metroairport.com, click on Badging link on the bottom line and then go to the Badge Processing Form Link for further information.

Please call Tim McDonald at (734) 247-7046 for any Parking Information not found in the website.

Ground Transportation

Ground transportation services available at the airport are listed on the airport website at www.metroairport.com.

Employee shuttle

Metro Cars, Inc.

24957 Brest Road

Taylor, MI 48180

Contact Phone Number: (734) 946-1723

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Public Transportation

Detroit Metro Airport Taxicab Association (D.M.A.T.A.)- Taxi Service

9235 Wayne Road

Romulus, MI 48174

Contact Phone number: (734) 946-5700 x 250

Checker Luxury Sedans

26500 Van Born Road

Dearborn, MI 48125

Contact Phone number: (313) 292-2000

Rental Car Companies

Alamo Rent-A-Car, Inc. (800) 327-9633

Avis Rent-A-Car System, Inc. (800) 331-1212

Budget Rent-A-Car, Inc. (800) 527-0700

Dollar Rent-A-Car System, Inc. (800) 421-6878

Enterprise Leasing Company of Detroit (800) 325-8007

Executive/Priceless Car Rental (734) 413-8300

Hertz Corp. (800) 654-3131

National Car Rental System, Inc. (800) 227-7368

Thrifty Car Rental (800) 367-2277

1.10 Airport Services & Amenities

The airport features many services for the convenience of its passengers.

Automated Teller Machines (ATMs)

Comerica ATMs are located in the North (D28) & South (D6) food courts, by Gate D17 and in the Baggage Claim area. There is one Independence Bank ATM located in the ticketing lobby.

Foreign Currency

Foreign Currency Exchange services are in two locations: 1) by Gate 9 and 2) in the Baggage Claim level. The Foreign Currency Exchange offices also provide airline ticket distribution and airline travel insurance services.

Kids Play Area

The Kid Port area is located by D15 right next to the National Coney Island.

Lost & Found

The phone number for the Airport Police Lost & Found is (734) 942-3669.

Religious Reflection Room

The Religious Reflection Room is located next to the Business Center by Gate D17.

Paging & Public Address

Airline gate agents are available throughout the North Terminal for paging within the Terminal.

Postal Services

Postage stamps can be purchased at Travelex, the foreign currency exchange location.

Luggage Carts

Luggage carts are available throughout the North Terminal.

Vending

Vending Machines are located across from Gate A19 and in the Baggage Claim area.

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Shoe Shine

The Shoe Shine stand in the North Terminal is located across from Gate A19.

1.11 Mailing Address

The mailing address for tenant deliveries to the airport is:

Name of Concession
601 Rogell Dr.
North Terminal
Detroit, MI 48242

Section 2.0

Tenant Operations

2.1 Hours of Operation

Concessionaires are to follow their hours of operation that have been agreed upon and shown in the hours of operation chart. (see Appendix 1) Concessionaires should refer to this chart for each unit's operating hours and should not deviate from them unless approved. At no time shall the concession be left unattended or "temporarily closed" during the concession's business hours.

Merchants are strongly expected to remain open beyond normal business hours if the Airport is experiencing delays and significant numbers of passengers are in the terminals beyond normal hours. Extended hours during these situations often results in additional sales. The Airport does not make formal announcements when experiencing delays. Merchants should take notice of flight information and traffic patterns. The flight information display units that provide updated flight information are located throughout the North Terminal. Concessionaires are also encouraged to develop working relationships with airline station managers to communicate changes in passenger traffic levels.

2.2 Banking

The North Terminal does not feature a bank or depository facilities. There are ATM's located throughout the terminal (see "ATMs" in Section 1.10) however they do not accept deposits.

A single armored car service provider has been selected to offer pick up service at the Airport. Concessionaires can arrange armored car pick-up as desired by contacting Shane Howarth of Garda at (734) 425-2130 x 456100.

2.3 Eating/Drinking at the Units

- Employees are not allowed to eat or drink at the units within public view while on duty.
- Employee meals and breaks should be planned during non-peak periods.
- Employees should refrain from chewing gum while on duty.
- Employees should never nap or sleep while on duty within view of the traveling public.
- Employees need to be familiar with and adhere to their employer's customer service policies and procedures.
- **Employees are not allowed to use the Family Restrooms**

2.4 Business Licenses

All licenses must be current and posted as required by state law. Certificates for Food Certified Managers must be posted in the units.

2.5 Employee Conduct

Detroit Metro Airport expects its concession employees to adhere to the highest level of professional standards. All employees should greet customers in a friendly and professional manner. As your employees represent your business, the Airport, and the surrounding community, employees should display a positive attitude towards passengers and fellow employees at all times, and project a pleasant, friendly and attentive demeanor. When encountering an upset customer, employees should remain calm and listen carefully.

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Employees should be capable of communicating clearly in English, when in contact with customers, and refrain from using foul or inappropriate language at all times. Employees should maintain appropriate eye contact and a pleasant tone of voice while conversing with customers and fellow employees.

In addition to courtesy, employees should make every effort to satisfy customers' needs, even when those needs are outside the employee's specific job scope. Employees need to be familiar with and adhere to their employer's customer service policies and procedures.

Employees are expected to possess a certain level of knowledge regarding the airport and available services. Employees should be well informed and capable of providing any kind of assistance to passengers. Employees should know where and how to obtain requested information or services for the traveling public.

2.6 Customer Complaints

When encountering a dissatisfied customer, employees should obtain the facts; state any applicable concessions policy clearly and politely offer a solution or an adequate alternative to the customer. If unable to satisfy the customer or resolve the issue, direct the customer to the immediate supervisor. The employee handling the complaint should follow their employer's policies and procedures regarding complaint resolution.

Please note that customer complaints are also received by the Airport's External Affairs Department. If a complaint is received regarding a concessions issue, that complaint will be referred to Concessions and Quality Assurance (CQA). CQA will work directly with the Concessionaire to resolve the complaint.

General Airport complaints should be directed to the Airport's External Affairs Department at (734) 247-7052.

2.7 Employee Dress Code / Name Tag

Employees are expected to present themselves in the most professional manner. Employees should be well groomed, and clean. The appropriate uniform and accessories, as determined by the employer, should be worn at all times. Each concessionaire was required in their proposal to provide the Airport with a sample of the type of dress code or uniform for its employees. Any major deviation from the original dress code or uniform should be addressed with CQA. Merchants must always be mindful of the appearance of their employees.

CQA also requires each employee to display a Name Tag, in order to make it more convenient for the traveling public to ask for assistance in each location.

2.8 Airport Identification/ Name Tag

As part of the airport security regulations passed in 2001, all Airport employees are to be issued an airport identification badge. See the policies in the ID Badging section (Section 4.4) regarding badging requirements / process.

2.9 Music

Permission to offer music within concession areas is reviewed on an individual basis. In general, in-line stores are allowed to play music from a stereo system. In no case, may the volume level cause music to be heard outside your store location. CQA reserves the right to ask merchants to decrease volume, and, in the case of multiple violations, require music to be removed.

2.10 Communications Service

In order to establish service for Point of Sale (POS), Cable TV and/or wireless networking please contact George Doutre from Boingo at (734) 612-7999.

2.11 Advertising Signage

No signs or other advertising of Concessionaire's operation may be erected or installed in the Airport, including Concession premises, by the Concessionaire without the prior written approval of the Chief Executive Officer, or his designee. Any signs approved by the CEO must comply with the Airport's current signage standards.

All signage, both inside and outside concessionaire locations must be professionally produced. This prohibits handwritten signs and also those done freehand with markers or other hand-letter applications. Handwritten signs are not allowed UNDER ANY CIRCUMSTANCE. This includes small pricing stickers, inventory tags or price sheets. If you have a question whether a particular sign is appropriate, please contact Ray Albert at (734) 942-1534.

As a general rule, all signage (whether promotional or permanent) must remain within the lease line of your store. Consider placing signage at just inside of your lease line at a 45-degree angle to increase passenger sight lines.

Signage or any other materials are NEVER to be taped to the window of your store. Due to the high traffic nature of our operations, all signs should be laminated mounted to foam core or framed. Signage may be hung by monofilament line from ceiling or suction cups.

Concessionaire directory signs are posted throughout the Terminal. Any changes to the directory signage should be submitted to Ray Albert at raymond.albert@wcaa.us

2.12 Queuing

Tenants must comply with approved designs and queuing plans. Queuing cannot impact passenger flow in the Terminal. Customers must be accommodated within the lease premises.

2.13 Leaseline/ Control Zone

The Leaseline is designated by Section 3.1 of the Concession Agreement and delineated by Exhibit C of the Concessions Agreement. All tenant operations, equipment, display units, inventory, signage, etc., must be contained within the premises as outlined in the Concession Agreement. At no time are tenant operations permitted to traverse the leaseline, or encroach into the concourse where passenger circulation may be compromised.

2.14 Vending Machines

Concessionaires may not install or operate any vending machines within the Concession Premises or elsewhere at the Airport. CQA reserves the right to control vending machines within the Airport, including phone cards, phone card dispensers and lottery vending machines. (See section 8.2 of concessionaire's contract)

2.15 Pricing

All concessionaires must comply with the Competitive Pricing Policy developed by the Wayne County Airport Authority. A copy of the Competitive Pricing Policy is included in the appendix 2. Also see Section 3.4 of this Tenant Handbook regarding the Benchmark Pricing Survey.

2.16 Smoking Policy

There is no smoking allowed in the Detroit Metropolitan Wayne County Airport.

2.17 General Maintenance

Concessionaire is responsible for all maintenance, janitorial and cleaning services and supplies that are necessary in the operation of the concession and for maintenance of the Concessions Premises, concession equipment and furnishings including, but not limited to, replacing light bulbs, fluorescent tubes and starters. Concessionaires must provide for proper and adequate sanitary handling and disposal of all trash, garbage, and other refuse resulting from Concessionaire's concession operations. Concessionaire must use suitable covered receptacles for all trash, garbage, and other refuse. The piling or stacking of boxes, cartons, barrels, kegs, bakery racks, or other similar items in an unsightly or unsafe manner is strictly prohibited. Refuse must be deposited at the trash receptacles on the AOA level and trash receptacles areas on AOA must be kept neat & clean. Concessionaire must maintain the Concession Premises in an attractive and clean condition at all times; free from debris, trash, or soiled cleaning supplies (e.g. rags and buckets) originating from Concessionaire's operation or patrons. Concessionaire must ensure that all equipment, walls, floors and other surfaces are cleaned daily. Concessionaire must keep the Concessions Premises and public areas around the Concession Premises free of hazardous conditions originating from Concessionaire's operations. Any spills must be cleaned immediately.

2.18 Performance Standards

The Concessionaire must comply with the Airport Authority's Performance Standards for concessions. It is designed to ensure that the traveling public and other Airport visitors receive the highest level of service. CQA will conduct regular audits and may engage "mystery shoppers" to evaluate Concessionaire's performance in accordance with service and employee standards. The documents detailing Concession Performance Standards is in Appendix 5.

Section 3.0

Reporting Requirements

3.1 Monthly Gross Sales Report

Each tenant is required to submit a Monthly Gross Sales Report by the 7th of the following month. This report is to be submitted to Airport Finance in the required format. This report is to be prepared and signed by an individual who is directly responsible for the Concessionaires' Finances. The Monthly Report must be submitted to Airport Finance in the Revenue Management System. Please contact Susan Roman Susan.roman@wcaa.us to be set-up in the system.

3.2 Annual Statement

Within 90 days of the close of the calendar year each concessionaire must provide a Certified Annual Statement prepared by the concessionaire's independent CPA. The Certified Audit is due April 1 and considered late if not received by April 15. A fine may be assessed if the Annual Audits are received after the April 15 deadline. Please send all Certified Annual Audits to Paul Redfern Paul.redfern@wcaa.us & Elaine Tsapatoris Elaine.tsapatoris@wcaa.us .

3.3 Periodic Statement

Concessions and Quality Assurance can request a Profit / Loss Statement at any time. The statement is due within 30 days of a written request.

3.4 Market Basket Survey

As part of the Competitive Pricing Policy, Concessionaires must submit Market Basket Surveys twice a year on October 1 & April 1 and are considered late if not received by the 15th of that month. A fine may be assessed if the Market Surveys are received after the October or April 15th deadline. The surveys are completed to compare the Concessionaire's prices for the same or similar items sold at three benchmark locations approved by the Concessions Department. Please use the criteria and forms in Appendix 2 (Benchmark Locations) to conduct your Market Basket Survey.

3.5 Airport Concession Disadvantaged Business Enterprise (ACDBE) Reporting

Pursuant to Section 2.10 of the concessions contracts, Concessionaires agree to meet an Airport Concession Disadvantaged Business Enterprise (ACDBE) goal as established by the Wayne County Airport Authority, or in the event that the goal is not met, to document adequate good faith efforts to meet the goal for the term of the agreement. Failure to meet the goal or provide adequate good faith efforts to do so will be sufficient cause for the Airport to terminate concession agreements.

ACBDE reporting is required by the Concessionaire to track ACDBE achievement in order for the Airport Authority to report yearly to the FAA the level of ACDBE participation achieved. The Concessionaires must submit a complete ACDBE Certified Monthly Participation Statement (MPS) which is due by the fifteenth (15th) day of each following month. The MPS received thirty (30) or more days late will result in the Concessionaire being designated as "non-compliant".

Section 4.0 Safety & Security

4.1 Security

Airport security is a priority at airports across the country. Concessionaires are required to comply with all Local, State, and Federal Regulations. For additional information regarding security, please contact the Department of Public Safety at (734) 941-8410.

4.2 Medical Emergencies

In the event that an employee or passenger needs medical attention, PLEASE DIAL 911.

Defibrillator Locations

There are Defibrillators located throughout the North Terminal. The Defibrillator cabinets have identification screened on the glass, and usually are immediately above fire extinguishers. The cabinets say "Lifepak Emergency Defibrillator" and "Warning For Use by Trained Persons Only".

Training on the use of the defibrillator and cardio-pulmonary resuscitation (CPR) is available through the Airport Fire Department. Please contact Darlanda Haywood at (734) 942-3602 for additional information.

4.3 Reporting Concerns

It is in the best interest of every airport employee, including those working for concessionaires, to ensure that Detroit Metro is a safe workplace and a safe place to visit. All employees are asked to report any incidents that might threaten the safety of Metro's employees or guests. This may include, among many other things, the following:

- Spills
- Bathroom problems
- Ceiling/roof leaks
- Non-functioning elevators/escalators
- Buckled carpeting / flooring concerns
- Bare electrical wires

For problems of this nature at the North Terminal, please call Dantec, North Terminal janitorial services, at (734) 247-1000. Please call WCAA Maintenance (734) 247-8888 to report concerns if Dantec cannot be reached.

4.4 ID Badging

All employees at Detroit Metro are required to carry an official Detroit Metro/FAA approved badge.

Go to metroairport.com and click on badging to find all forms and information. Please contact Tim McDonald (734) 247-7046 if you any further questions.

4.5 Policy on Banned and/or Restricted Concession Items

The list of items restricted by the Department of Homeland Security can be found on the web page www.tsa.gov. Procedures and the items that are restricted change frequently, so refer to this page often.

Section 5.0

Tenant Construction

5.1 Required Approvals & Permitting

During the term of agreement, concessionaires are not allowed to make any improvements, additions or alterations to the concession premises, including the initial build-out and subsequent refurbishment of the concession premises, without prior written approval of the CEO, or his designee.

Prior to construction of any fixed improvements, Concessionaires must submit all plans and specifications for such work to the Wayne County Airport Authority Construction & Alteration Permits Department for written approval.

Any approved improvements, additions or alterations to the concession premises must be made at the concessionaire's own expense and only after concessionaire has obtained an Airport Construction or Alteration (C/A) Permit from the Construction & Alteration Permits Department.

All tenant construction must comply with the Tenant Design Criteria Manual (TDCM) and the Concessions Agreement.

5.2 Permit Process

Any construction work, other than routine maintenance, requires a Construction or Alteration (C/A) Permit issued by the Wayne County Airport Authority. For additional information regarding the C/A Permit application process, please contact Renee Christenson Renee.christenson@wcaa.us (734) 941-8941.

5.3 Signage

No signs may be erected or installed on the Airport, including at the Concession Premises, by the Concessionaire without the prior written approval of the CEO, or his designee. Any signs approved by the CEO must comply with the Airport's then current signage standards as described in the TDCM. (Section 2.8 Concessionaire Contract)

Signs that are changed or new installations that are made without prior permission are subject to removal.

Section 6.0 Dockmaster Policies & Procedures

6.1 Approved Hours of Operation

Hours of Operation

Monday - Friday: 4am - 3pm

Saturday: 4am - 8am

Sunday: 4am - 6am

Contact: Deshawn Moore (734) 413-5500

Section 7.0

Cleaning, Maintenance & Trash Removal

7.1 Frequencies, Guidelines and Requirements

Listed below are some of the tasks performed by Dantec, North Terminal janitorial services, or their subcontractors which impact the concessions:

- a) Trash compactor box (Dumpster) change or emptying frequency schedule.
- b) Wash down the compactor room when the compactor box is removed.

While PBS (Professional Building Services) is responsible for the cleanliness of the concourses and the maintenance of the trash compactor areas, the Concessionaires generate significant quantities of waste which is moved through the concourses and disposed of in the provided trash compactor areas. Often times, the concession utility personnel spill trash, grease and garbage while disposing of their wastes. It is imperative that the Concessionaires participate in the maintenance, policing and clean-up effort at all trash compactor areas. Spills generated while transporting refuse from the individual concessions through the concourses and on to the trash compactor room shall be immediately policed and cleaned by the concession staff rather than relying on the Dantec janitorial contractor.

The concessions shall not store garbage (whether contained in a gondola or otherwise); food products or other items in the trash compactor rooms or in the rooms prior to the compactor rooms. Refuse collected and removed from the concessions shall be immediately moved to the trash compactor room and disposed of in the compactor. Gondolas full of garbage shall not be stored on the apron outside of the Terminal Facilities. Doing so could result in an aircraft Foreign Object Debris (FOD) problem.

Grease will be picked up by Bradford Logistics at a set time designated to your unit. All concessionaires must purchase a Gemini XL cart to transport product from their storage area to their unit. The carts can be ordered by phone at (800) 624-5463

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Gemini XL Patent# D475,167S and comes with pneumatic wheels. Also concessionaires must purchase trash receptacles to transport trash from the unit to the compactors.

If a Concessionaire is required to install a grease trap as part of the Construction & Alteration Permit Process the Concessionaire must also provide an installation of a bio-remediation product dispenser. Bio-remediation dispenser must provide automatic product injection for a minimum of thirty (30) days. Bio-remediation dispenser must be maintained as required. The type of bio-remediation product must be approved by the Airport Authority prior to installation. Grease traps must be properly inspected and/or cleaned on a regular basis as approved by the Airport Authority. The inspection and/or cleaning of grease traps may require a specialized contractor.

Dantec is responsible for all building maintenance issues with some minor exceptions. Dantec is not responsible for facility maintenance within the concession space. This is the tenant's responsibility.

The Dantec "Help Desk" phone number is (734) 247-1000.

The Maintenance "Help Desk" phone number is (734) 247-8888.

The PBS "Help Desk" phone number is (313)-496-3500.

7.2 Environmental Liability

A. Definitions

“Environmentally Regulated Substances” means any element, compound, pollutant, contaminant, toxic, or other hazardous substance, material or waste, or any mixture thereof, designated, referenced, regulated or identified pursuant to any Environmental Law.

“Environmental Law” means any common law or duty, case law or ruling, statute, rule, regulation, law, ordinance or code whether local, state or federal, that regulated, creates standards for or imposes liability or standards of conduct concerning any element, compound, pollutant, contaminant, or toxic or hazardous substance material or waste, or any mixture thereof or relates in any way to emissions or releases into the environment or ambient environmental conditions, or conduct affecting such matters.

B. Indemnification

Concessionaire hereby indemnifies and agrees to defend, protect and hold harmless the Airport Authority Indemnitees (as herein defined) from and against any and all losses, liabilities, fines, charges, damages, injuries, penalties, response costs, or claims of any and every kind whatsoever paid, incurred or asserted against, or threatened to be asserted against, any Airport Authority Indemnitee, in any way relating

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to or regarding, directly or indirectly, Environmentally Regulated Substances or Environmental Laws, including all related claims or causes of action at common law or in equity which arise from or relate to the Concession Premises (hereinafter "Environmental Claims"); such matters will include, without limitation (1) all consequential damages; (2) the costs of any investigation, study, removal, response or remedial action, as well as the preparation or implementation of any monitoring, closure or other required plan or response action; and (3) all reasonable costs and expenses incurred by any Airport Authority Indemnitee in connection with such matters including, but not limited to, attorney's fees and reasonable fees for professional services or firefighting or pollution control equipment related to spills. Concessionaire further agrees to defend, protect, indemnify and hold harmless any Airport Authority Indemnitee for any such matters arising out of or relating to this Section herein. Such indemnification and Concessionaire's obligations hereunder shall survive cancellation, termination or expiration of the Term of this Agreement.

C. Compliance with Environmental Laws

Concessionaire shall keep and maintain and shall conduct its operations at the Airport in full compliance with Environmental Laws. Concessionaire shall further ensure that its employees, agents, contractors, subcontractors, and any other persons conducting any activities on the Airport related to the Concessionaire will do so in full

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compliance with all Environmental Laws. By virtue of its operational control of the Concession Premises, Concessionaire shall be responsible for obtaining all necessary government permits or other approvals required by Environmental Laws in its name.

D. Notification

Concessionaire shall immediately notify the Airport Authority in writing of any matter that might give rise to an Environmental Claim, or if Concessionaire obtains knowledge of any release, threatened release, discharge, disposal or emission of any Environmentally Regulated Substance in, on, under or around the Concessions Premises that are not in full and complete compliance with all Environmental Laws, Concessionaire shall promptly notify the Airport Authority.

E. Right to Take Action

The Airport Authority shall have the right, but not the obligation or duty, to join or participate in, including if it so elects as a formal party, any legal or administrative or equitable proceedings or actions initiated by any person or entity in connection with any Environmentally Regulated Substance, Environmental Law, Environmental Claim pertaining to Concessionaire's operations at the Airport, or if Concessionaire is not fulfilling its obligations under this Section, and in such case to have its reasonable attorneys' fees and costs incurred in connection therewith paid by Concessionaire.

F. Right to Participate

The Airport Authority shall have the right, but not the obligation or duty, anytime from and after the date of this Agreement, to investigate, study and test to determine whether Environmentally Regulated Substances are located in, on or under the Airport, or were emitted or released therefrom, which are not in compliance with Environmental Laws. Upon the reasonable request of the Airport Authority, Concessionaire shall provide a list of any and all Environmentally Regulated Substances used in, on or under the Airport, specifying how such Environmentally Regulated Substances are used, stored, treated, or disposed.

Appendix

- 1. Hours of Operation**
- 2. Competitive Pricing Policy**
- 3. Rules & Procedures for Controlled Item Inventory**
- 4. Audits and Maintenance**
- 5. Performance Standards**

APPENDIX 1

Detroit Metropolitan Wayne County Airport

NAME	OPERATOR	HOURS	ID	ADJACENT GATES	PHONE
Zone 1					
Champps	MCE	6am-8pm	1-3	D6 & 8	734-247-1107
Coffee Beanery	AREAS	5am-11am	1-1	D6 & 8	734-442-5765
World Duty Free	WDFG US, Inc.	7am-8pm	1-4	D6 & 8	734-941-3175
CNBC	Paradies	5am-8pm	1-2	D6 & 8	734-629-4765
Mediterranean Grill	MCE	5am-8pm	1-1	D6 & 8	734-247-1106
Vacant	MCE	Closed	1-1	D6 & 8	Not Open

NAME	OPERATOR	HOURS	ID	ADJACENT GATES	PHONE
Zone 2					
Natural Break	Areas	5am-8pm	2-1	D8 & D9	734-442-5769
Hockeytown Café	DNC	5am-8pm Sun 7a-8p	2-4A	D12 & 14	734-247-6887
Travelex Currency Services	Travelex	5am-8pm	2-3	D9 & D10	734-955-2652
McDonald's	McDonald's USA	5am-8pm	2-4B	D12 & 14	734-941-5402
Starbuck's	HMS Host	5am-8pm	2-3A	D10 & 11	734-833-7998
Today	Paradies	5am-8pm	2-3B	D10 & 11	734-403-3022

NAME	OPERATOR	HOURS	ID	ADJACENT GATES	PHONE
Zone 3					
Coffee Beanery	MCE	5am-8pm	3-3A	D15 & 16	734-247-1109
Explore Afar	DNC	5am-8pm	3-4A	D17 & 18	734-247-6887
Detroit Market Place	Paradies	5am-8pm	3-3B	D15 & 16	734-629-4745
Le Petit Bistro	DNC	5am-8pm	3-6B	D19 & 20	734-247-6887
National Coney Island	National Airport Concessions	5am-8pm	3-2B	D15 & 16	734-413-2800
InMotion	InMotion	5am-8pm	3-1	D15 & 16	734-624-9371
TGI Friday's	DNC	9am-8pm	3-5	D17 & 18	734-247-6887

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NAME	OPERATOR	HOURS	ID	ADJACENT GATES	PHONE
Zone 4					
Coffee Beanery	MCE	5am-8pm	4-3B	D23 & 24	734-247-1110
Frivolous	DNC	7am-8pm	4-1A/B	D19 & 20	734-247-6887
Ruby Tuesday	AREAS	6am-8pm	4-3A	D23 & 24	734-442-5763
CNBC	Paradies	5am-8pm	4-2	D23 & 24	734-229-1603

NAME	OPERATOR	HOURS	ID	ADJACENT GATES	PHONE
Zone 5					
Earl of Sandwich	AREAS	5am-8pm	5-2B	D26 & 28	734-442-5764
Detroit News	DNC	5am-8pm	5-2A	D26 & 28	734-247-6887
Villa Pizza-Fresh Italian Kitchen	MCE	5am-8pm	5-2B	D26 & 28	734-247-1237

NAME	OPERATOR	HOURS	ID	ADJACENT GATES	PHONE
Zone 6					
Coffee Beanery Deli & More	MCE	5am-12am	6-1	Baggage Claim	734-247-1239
Travelex Currency Services	Travelex	9:30am-5pm	6-3	Baggage Claim	734-955-9414
Legends Bar	MCE	10am-12am	6-1	Baggage Claim	734-247-1239

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APPENDIX 2

Benchmark Locations

Standards/Procedures

Benchmark Locations

- For each venue, Concessionaires must identify three (3) comparable businesses, located off-airport and within the Detroit Metropolitan Statistical Area (MSA), as Benchmark Locations. (unless unit only compares to other Airport locations or other State locations)
- If Concessionaire operates other similar concepts within the Detroit MSA, at least one of these locations must be included as a Benchmark Location in addition to the three (3) comparable businesses.
- All Branded or Franchised concepts should be compared to identical stores or locations.
- Benchmark Locations will be subject to approval by CQA.
- Benchmark Locations should be submitted to CQA on forms like **CCP-1**.
- If one or more Benchmark Locations ceases to operate during the contract term, the Concessionaire must notify CQA, prior to the Concessionaire's next scheduled Market Basket Survey. Concessionaire must also propose another facility for approval, as a replacement Benchmark Location.
- Benchmark submittals that include unapproved locations will not be accepted until proper approvals are obtained from CQA.
- Benchmark Locations should be reasonably comparable in concept, size and quality.
- Benchmark Locations must be within the defined Detroit MSA. (Unless outside Detroit MSA location is Approved)
- If determined that similar concepts are not available in the Detroit MSA, Benchmark Locations will be identified & mutually agreed upon by CQA & the Concessionaire.

Market Basket Survey

General Provisions

Concessionaires must submit Market Basket Surveys on forms like CCP-1 & CCP-2 twice a year on October 1 & April 1 and are considered late if not received by the 15th of that month. A fine may be assessed if the Market Surveys are received after the October or April 15th deadline.

Standards/Procedures

Concessionaires shall conduct Market Basket Surveys of Benchmark Locations according to the procedures set forth:

Market Basket Surveys

- Items used for Benchmark comparisons should be of comparable, size, weight, quality and standards.
- Market Basket Survey should include exact names and descriptions of comparable items at Benchmark Locations, e.g., Big Mac, Whopper, Grande Latte, etc.
- If exact items or services are not available for particular items or services, Concessionaire must include the prices of reasonably comparable items or services. The Concessionaire should provide text descriptions, and any other appropriate information explaining product similarities and/or dissimilarities.
- Market Baskets need to show the top 10 items sold as well as the top 10 items based on revenue generation, unless otherwise stated in your contract. (Excluding products under a DTW sponsorship agreement)
- Fill-in all of the requested information on forms like **CCP-2**.
- In the column provided, calculate the average item prices based on the individual prices at the Benchmark Locations.
- Determine if the “Concessions Prices” are less than, equal to or greater than the calculated average price plus a 10% markup.

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- If the “Concessions Price” is less than or equal the average item price plus a 10% markup, no price adjustment is needed.
- If the “Concessions Price” is greater than the average item price plus a 10% markup, the “Concessions Price” needs to be reduced to at least be equal to the average item price plus a 10% markup.
- For each item, indicate if a price adjustment is needed in the column provided on **Form CCP-2**.
- All menu comparisons should be of similar or “like” in size, quantity, portion and quality, e.g., a ¼ lb hamburger should be compared to a ¼ lb hamburger.
- Market Basket Surveys for locations shall include documentation for the surveyed locations, e.g., menus with food item descriptions and prices.

Compliance

- The Competitive Pricing Policy states that Concessionaires may not sell items at more than 10% above the average of price charged for that item at the Benchmark Locations. Items labeled with a MSRP, cannot be sold for more than the labeled price.
- Prices determined to be higher than the allowable price per the Market Basket Survey must be adjusted within 7 calendar days to comply with the Competitive Pricing Policy.
- Concessionaires may never sell an item for more than the displayed price for that item.
- Concessionaires must perform sample price comparisons within seven calendar days when requested by CQA. Requests may be up to twice a year.
- Concessionaires must be able to provide a complete list of all items for sale and their prices within 5 days of receiving a request from CQA.
- Failure to comply with this policy may constitute a material default, which is sufficient cause for the Airport to terminate the Concessionaire’s Agreement.

Attachments

CCP-1 – Benchmark Locations

CCP-2 – Market Basket Survey

COMPETITIVE PRICING BENCHMARKS

CONCESSIONAIRE:

DATE:

LOCATION / VENUE:

Please list three "Benchmark Locations" from the Detroit MSA to be used for competitive pricing comparisons for each component of the concession (i.e., food; beverages; and services). Use additional pages if necessary.

Benchmark Location #1

Location Name:

Address:

City, State, Zip code

Phone:

Type of Business:

Benchmark Location #2

Location Name:

Address:

City, State, Zip code

Phone:

Type of Business:

Benchmark Location #3

Location Name:

Address:

City, State, Zip code

Phone:

Type of Business:

Benchmark Location #4

Location Name:

Address:

City, State, Zip code

Phone:

Type of Business:

Submitted By:

Approved By:

Date:

MARKET BASKET SURVEY

In order to verify compliance with the Competitive Pricing Policy that states that items are to be sold at no more than

10% above the prices charged at Benchmark Locations, please provide the following information:

a) Survey Date:

b) Survey Submission Date:

c) Date Survey Taken:

d) Name of Concessionaire:

e) Name of Concession Unit:

f) Name/Telephone # of Surveyor:

g) Benchmark Locations (also attach Form CPP-1):

- 1)
- 2)
- 3)

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h) Top 10 Items Based on # of Items Sold and Price Comparison List:

<i>Item Description</i>	<i>Current Concession Price</i>	<i>Benchmark Location #1 Price</i>	<i>Benchmark Location #2 Price</i>	<i>Benchmark Location #3 Price</i>	<i>Average Benchmark Price</i>	<i>Average Benchmark Price +10%</i>	<i>Price Reduction Needed?</i>

i) Top 10 Items Based on Revenue Generated and Price Comparison List:

<i>Item Description</i>	<i>Current Concession Price</i>	<i>Benchmark Location #1 Price</i>	<i>Benchmark Location #2 Price</i>	<i>Benchmark Location #3 Price</i>	<i>Average Benchmark Price</i>	<i>Average Benchmark Price +10%</i>	<i>Price Reduction Needed?</i>

APPENDIX 3

WCAA CONTROLLED ITEM INVENTORY RULES AND PROCEDURES



Concessionaires that require the use of prohibited items (see www.TSA.gov for complete list) within in their leased space will be required to maintain a Controlled Item Inventory Log (see attachment). The Controlled Item Inventory Log is necessary to confirm all prohibited items are accounted for at all times.

The following information should be used to remind employees of the importance in completing the Controlled Item Inventory Log on a daily basis:

1. The Controlled Item Inventory Log is for **ALL** TSA prohibited items located within your leased space, this includes but it is not limited to:
 - Kitchen items including knives, cleavers, blades, slicers
 - Tools including screw drivers, drill bits, wrenches, pliers, saws
 - Cutting utensils including scissors, razor blades, box cutters
2. **Immediately** report all missing items to Airport Response Center at (734-942-5304).
3. You are required to immediately notify WCAA Concessions via email at raymond.albert@wcaa.us of any change in the number of prohibited/controlled items at your location. This change must also be documented on the Controlled Item Inventory Log.
4. All prohibited items must be introduced into the sterile area through the Dock Master or with prior written approval from the Airport's Concession Department.
 - For repair technicians, it is your responsibility to ensure tools are under your control at all times while in the sterile area. All tools shall leave with the technician.
5. It is each employee's responsibility to control all prohibited items which are job related and assigned to them for use throughout the work day. These items must be accounted for at all times.
6. Prohibited items assigned to your leased space are required to be in a secured storage container (cabinet, safe) while not in use. A manager or designated employee should be the only individuals with access to the secured storage container.
7. Knives are permitted for patron use if they are:
 - One piece construction with the blade and handle made of the same material.
 - The blade must be blunt or rounded tip
 - The blade may have serrations on one edge only.
8. The manager or designated employee opening the location at the start of the business day should be the only individual who;
 - Accesses the secured storage container
 - Is responsible for inventorying/ issuing the item(s)

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9. At the close of the business day, the manager or designated employee will collect the prohibited item(s) and account for each. The item(s) will then be stored in the secured storage container. The Controlled Item Inventory Log must be completed at the beginning and end of each business day.
10. During the business day, prohibited items should never be left unattended. When an employee leaves the assigned work station which requires use of a prohibited item, the prohibited item must be secured. All prohibited items should be inaccessible to the public at all times.
11. The Controlled Item Log will be included in the monthly WCAA Concessions Audit.
 - o The monthly WCAA Concessionaire Audit ensures that those Concessionaires operating within the Sterile Area are not displaying, offering for sale/use, or carrying in their inventory any prohibited items.
12. The WCAA Concessions Department will spot check/inspect for compliance with this requirement.
13. Any TSA violation that results from lack of compliance with this requirement will be passed onto your company.

Printed Name _____

Concession Name _____

Signature _____

Date _____

APPENDIX 4

Audits and Maintenance Reports

General Provisions

The Department of Concession and Quality Assurance (CQA) shall monitor the Concessionaire's compliance with cleanliness and overall facility appearance, by performing at least four formal audits a year, as well as random & informal walk-throughs. The purpose of the audits is to have a second pair of eyes see what your guests see when they enter your establishment. Items that need extra attention with cleaning or need repaired/replaced will be the focus of the audits. Concessionaires are expected to take care of these issues in a timely manner as to where they will not show up on the next audit.

Furthermore, each Concessionaire is required to send a maintenance report as needed on the 1st of every month and is considered late if not received by the 15th of that month. A fine may be assessed if the reports are received after the 15th deadline. A list of the repairs and general upkeep that has been performed on the unit during the month needs to be in the report. This is to insure measures are being taken to keep the general workings of the unit in good repair.



F&B Location _____

Food & Beverage Concession Evaluation

	Yes	No	N/A
Exterior Appearance			
1. Outside of facility free of trash and boxes	_____	_____	_____
2. Floor clean, good repair	_____	_____	_____
3. Window glass free of smudges & smears	_____	_____	_____
4. Lighting for signage in good repair	_____	_____	_____
5. Store front /blade sign free of dust/good repair	_____	_____	_____
6. Walls on the store front are clean/good repair	_____	_____	_____
7. Awning free of dust	_____	_____	_____
8. Finishes in good repair	_____	_____	_____
Exterior Appearance Score _____			

	Yes	No	N/A
Interior Appearance			
9. Floors clean/good repair	_____	_____	_____
10. Walls clean/good repair	_____	_____	_____
11. Ceilings clean/good repair	_____	_____	_____
12. Vent ducts free of dust	_____	_____	_____
13. Lighting in good repair/free of dust	_____	_____	_____
14. Merchandise displayed attractively	_____	_____	_____
15. Display cases/shelves in good repair	_____	_____	_____
16. Ambient temperature comfortable	_____	_____	_____
17. Aisle clearance acceptable	_____	_____	_____
18. Transport carts not left in public areas	_____	_____	_____
19. Tables, bar counters, seats cleared and cleaned	_____	_____	_____
20. Tables, bar counters, cabinet doors, seats in good repair	_____	_____	_____
21. Tools and supplies used for cleaning stored out of public sight	_____	_____	_____
22. Chairs & tables level on floor	_____	_____	_____
23. Trash receptacles no more than 2/3 full	_____	_____	_____
24. Trash cans clean/ in good repair	_____	_____	_____
25. Beverage stations maintained	_____	_____	_____
26. Condiment stations well stocked & maintained	_____	_____	_____
27. Condiments, single serve items filled & aligned	_____	_____	_____
28. Menu & menu board attractive & legible	_____	_____	_____
29. No offensive odors detectable	_____	_____	_____
30. Price signs/ Description signs in good repair	_____	_____	_____
31. TV's are clean & operational	_____	_____	_____
32. Mirrors clean/ good repair	_____	_____	_____
33. Queuing line stanchions clean/ good repair	_____	_____	_____
34. Menu stanchions are clean/ good repair	_____	_____	_____
Interior Appearance Score _____			

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Yes No N/A

Back of House Appearance

- 35. Certified Foodservice Manager employed and certificate posted _____
- 36. Kitchen & storage room maintained _____
- 37. Hot water available _____
- 38. No floor drains backed up _____
- 39. Refrigerated units maintain proper temperature (41 F or below) _____
- 40. Hand sink is clear, stocked with soap and hand drying device _____
- 41. Employees are washing hands at appropriate times _____
- 42. Employees are wearing gloves when handling prepared food _____
- 43. Fire extinguishers are signed _____
- 44. Hoods, filters and grease cups cleaned daily _____
- 45. Beverage dispenser nozzles cleaned daily _____
- 46. Nothing stored higher than 18 inches below ceiling _____
- 47. Facility free of vermin _____

Kitchen Appearance Score _____

Yes No N/A

Employee Appearance

- 48. Hygienic, well groomed (no offensive odors, hair neat coifed) _____
- 49. Uniform approve by Airport Authority _____
- 50. Uniform clean and worn appropriately (shirt tail tucked in/ buttoned) _____
- 51. Name tag/Airport ID worn _____
- 52. Sufficient personnel for efficient operation _____

Employee Appearance Score _____

Yes No N/A

Overall Appearance

- 53. Exterior Appearance _____
- 54. Interior Appearance _____
- 55. Kitchen Appearance _____
- 56. Employee Appearance _____
- 57. Sufficient Personnel _____

Overall Appearance Score _____

Total Score _____



Retail Location _____

Retail Concession Evaluation

	Yes	No	N/A
Exterior Appearance			
1. Outside of facility free of trash and boxes	_____	_____	_____
2. Floor clean, good repair	_____	_____	_____
3. Window glass free of smudges & smears	_____	_____	_____
4. Lighting for signage in good repair	_____	_____	_____
5. Store front /blade sign free of dust/good repair	_____	_____	_____
6. Walls on the store front are clean/good repair	_____	_____	_____
7. Awning free of dust	_____	_____	_____
8. Window display attractive & enticing	_____	_____	_____
Exterior Appearance Score _____			

	Yes	No	N/A
Interior Appearance			
9. Floors clean/good repair	_____	_____	_____
10. Walls clean/good repair	_____	_____	_____
11. Ceilings clean/good repair	_____	_____	_____
12. Vent ducts free of dust	_____	_____	_____
13. Lighting in good repair/free of dust	_____	_____	_____
14. Merchandise displayed attractively	_____	_____	_____
15. Display cases/shelves in good repair	_____	_____	_____
16. Ambient temperature comfortable	_____	_____	_____
17. Aisle clearance acceptable (minimum 36 inches)	_____	_____	_____
18. Transport carts not left in public areas	_____	_____	_____
19. Furniture clean	_____	_____	_____
20. Furniture in good repair	_____	_____	_____
21. Tools and supplies used for cleaning stored out of public sight	_____	_____	_____
22. Mirrors clean/ good repair	_____	_____	_____
23. Price signs/ description signs in good repair	_____	_____	_____
24. Price of Merchandise clearly indicated	_____	_____	_____
Interior Appearance Score _____			

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Yes No N/A

Employee Appearance

- 25. Hygienic, well groomed (no offensive odors, hair neat coifed) _____
- 26. Uniform approve by Airport Authority _____
- 27. Uniform clean and worn appropriately (shirt tail tucked in/ buttoned) _____
- 28. Name tag/Airport ID worn _____
- 29. Sufficient personnel for efficient operation _____

Employee Appearance Score _____

Yes No N/A

Overall Appearance

- 30. Exterior Appearance _____
- 31. Interior Appearance _____
- 32. Employee Appearance _____
- 33. Sufficient Personnel _____

Overall Appearance Score _____

Total Score _____

Auditor _____
Date _____
Time _____
Employee Evaluated _____

APPENDIX 5

CONCESSIONAIRE CUSTOMER AND SERVICE PERFORMANCE STANDARDS

Introduction/Scope

This document details performance standards for the Concessionaires at Detroit Metropolitan Wayne County Airport. The goals of the concession's program are to:

- provide first class service to the customer,
- provide products of quality at a fair price, and to
- Increase the friendliness and convenience of the airport to our guests.

Adherence to these standards by all parties will create a quality concession program that encourages customer patronage and satisfaction while resulting in increased revenue for all stakeholders.

The standards below are not presented as an all-inclusive list, but rather as a statement of the types of items that will be monitored and evaluated by the Concessions and Quality Assurance (CQA) Division. Infractions may result in liquidated damages including fines as set forth in the contract or specified when corrective actions are taken by the Airport Authority or its representatives.

General Concession Appearance- F&B

- 1.) The exterior of the concession premises must be free of trash, garbage, boxes or other debris at all times. Nothing is to be located outside of the Concessionaire's lease line, including stanchions, so that the flow of passenger traffic through the terminal is not impeded.
- 2.) The Concessionaire is responsible for ensuring that its operations do not result in soiling or damage to the floor outside of the concession premises. Floors within the concessions must be regularly swept, mopped, vacuumed, and or stripped and buffed, to maintain them in a clean, safe and attractive state. Cracks, chips or other permanent damage must result in the replacement of the damaged material in such a way as to blend in with the existing surface. Carpet must be professionally cleaned at a frequency that maintains it in a "like new" condition. Worn or frayed carpet must be replaced with material equal in quality to original installation and must blend with existing carpet, or the entire carpet must be replaced. Differences in the level between adjacent floor materials must be

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minimized by the use of transition strips or other methods, so as to eliminate any trip hazard.

- 3.) Glass used in windows, display cases, shelving or other applications must be kept whole & free of dust, streaks, or smudges.
- 4.) Walls must be clean and finishes in good repair. Damage must be remedied in such a manner as to provide finishes equal in quality to the original finish.
- 5.) Ceilings must be kept clean, free of dust/debris and in good repair. Ventilation ducts must be kept clean and free of dust.
- 6.) Lighting whether for illumination of signage, display cases or the concession itself must be functional, adequate, and free of dust.
- 7.) Furniture must be clean and free of damage. Tables and chairs must rest so they are level on the floor.
- 8.) Product must be displayed in an attractive manner that entices the customer to view and purchase the offerings. Displays must be replenished so that it is appealing at all times. Food and drink preparation areas must be kept clean, sanitary, and orderly. Employee personal items are not to be stored in areas of operation, but in designated storage areas. Cleaning tools and supplies must be stored out of the public's view.
- 9.) The ambient temperature of the facility must be in a comfortable range for the customers. The ventilation system should be balanced so that excessive drafts do not occur, odors are contained, and if applicable, smoke does not exit the facility.
- 10.) Aisle clearances must be a minimum of 36 inches.
- 11.) Adequate trash receptacles shall be provided. Those in the customer area should be no more than 2/3 full. The containers are to be routinely cleaned and maintained.
- 12.) If applicable, beverage and condiment stations must be kept clean and well supplied at all times. Cups, paper/plastic products and condiments must be presented in a manner that allows for orderly dispensing. The nozzles on the soda dispensers must be washed and sanitized at least daily. Ice dispensing units must have a continuous supply of ice. Drip trays must be emptied and cleaned frequently. A trash receptacle of adequate size shall be provided at the station.

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- 13.) If applicable, dining tables and booths must be kept clean. Chairs are to be placed under the table when not in use. The table settings (condiments, single service articles, and promotional materials) must be arranged in an attractive and orderly manner. All the settings in the establishment must be arranged in the same manner to provide an overall orderly appearance.
- 14.) If applicable, menus/menu boards must be attractive, legible and accurate. Menus must be kept clean and in good condition. Menu boards are to be kept current and in good working condition. All signs must be professionally produced and properly mounted. No hand written or Xeroxed signs are allowed. No tape, or thumbtacks are to be used.
- 15.) Seasonal or special event decorations must be approved by CQA before installation.
- 16.) Storage rooms shall be kept clean and merchandise stocked in an orderly fashion. A minimum 18 inch clearance from fire sprinkler heads must be maintained. Hallways outside of storage rooms are not the property of the Concessionaires and must be kept clean and free of Concessionaire property.
- 17.) Trash must be conveyed to the compactor room in a leak proof container. (Gondola or covered container on wheels) **NO grease should ever be put in a trash bag.** Should spillage of trash or liquids occur on the way to compactor room or inside the room, it must be cleaned up immediately. The compactor room must be maintained in a neat fashion. All cardboard boxes must be disassembled. If the trash compactor room needs to be power washed or cleaned due to grease or other factors the costs will be incurred by the responsible Concessionaire. If trash compactor is full and not operational, please contact ABM at (734) 941-5000.

Concession Operations

- 1.) The concession must be open and fully operational in accordance with the approved hours of operation in the Appendix of this manual.
- 2.) The concession must accept 3 major credit cards including MasterCard and Visa. Concessionaire is expected to provide change when asked by the traveling public.
- 3.) Sufficient qualified personnel for efficient operation of the concession must be available at all times, including continuous supervision by at least one supervisor on each work shift, seven days per week.

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- 4.) Deliveries shall be scheduled and received in accordance with Dockmaster procedures. No merchandise/produce should go through the public screening checkpoints.
- 5.) Grease from fryers will be removed by Bradford Logistics only. All pickups are to be scheduled with Bradford and approved by Bradford. All equipment needs to be turned off at night, especially fryers, to avoid a fire when it is being drained at night. Grease product from the grill, grease trap or hood needs to be placed in buckets supplied by Bradford. Grease is **NEVER** to be placed down drains or in trash bags. Any employee or manager found in violation of not properly disposing of grease in their unit or trash compactor will be disciplined accordingly. The company responsible for violating this procedure will have fines and/or costs imposed/incurred by the Airport Authority or its representatives in order to resolve the problem!
- 6.) Grease traps need to be checked daily and cleaned at least once a week. Grease and particles from the grease trap need to be placed in buckets acquired from Bradford to be picked up on your scheduled days. A log sheet should be placed by the trap to track the day it was cleaned. This will help to keep grease from clogging the pipes throughout the terminal which is costly and time consuming to repair.
- 7.) Exhaust system needs to be cleaned at least every 3 months on high volume units to ensure the grease build up will not cause the malfunctions or fires in the system. Along with the system being cleaned, make sure the filters, fan and the floor are being maintained for the roof top units. The roof top units should be checked a couple times a month to make sure everything is functioning properly and no damage to the roof floor is happening.
- 8.) Back of the kitchen equipment needs to be cleaned weekly to avoid grease fires and equipment malfunction. Kitchen equipment should be pulled out weekly so staff can clean the floors and walls behind them. Routine maintenance can go a long way in helping the life of your equipment.
- 9.) **Family restrooms are to be used by guests only, no Concession employees should be using these facilities.** Any employees caught using the family restroom should be disciplined immediately.

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- 10.) **Employees should smoke in the designated areas in the front of the Terminals. Any employee caught smoking in any other area may be ticketed and fined. Employee smoking in unauthorized areas also need to be disciplined immediately.**
- 11.) **All Concessionaires need to provide the necessary keys to place in designated lock boxes so authorities can get in the units in case of an emergency.**
- 12.) The facility shall be maintained and operated in such a manner as to prevent the activation of fire alarms. Concessionaires shall be responsible for costs incurred by entities affected by the alarms in addition to any fines imposed by the Airport Authority. The tripping of an alarm shall be reported to the Authority CQA department immediately.
- 13.) The food service operation must be run in a clean, orderly, and sanitary manner. A Certified Foodservice manager must be employed, and their certificate properly posted in the establishment.
- 14.) Comply with the prohibited item inventory procedures. Any change must be reported.

Health Safety Standards

- Adequate hot water must be available and drain lines must remain clear or the establishment must close until the problem is remedied. If this occurs, Concessionaire must notify CQA immediately.
- Refrigerated units must maintain a temperature of 41 F or below.
- The hand sinks must remain clear of debris, must be stocked with soap and a hand drying device, and must be accessible. Employees must follow proper hand-washing guidelines (after using the restroom, after handling raw food product, after touching mouth, nose, hair, etc.).
- Employees that handle food that will receive no further cooking must wear gloves. Gloves must be discarded if contaminated.
- No chewing/eating while serving food.

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- Hoods, filter and grease cups must be cleaned daily.
- Beverage dispenser nozzles must be cleaned and sanitized daily.
- Items must not be stored higher than 18 inches below the fire sprinkler heads.
- The facility must remain free of vermin (fruit flies, cockroaches, mice, etc.)
- All unused equipment must be removed from the airport.
- No food/produce trays should be set on the floor at any time.

Merchandising & Pricing

- 1.) Products offered must be of high quality and good value.
- 2.) Concession must be well stocked at all times with a variety of products. All items listed on the menu or menu board must be available. Offerings must fall within the parameters of the contract usage clause. Any deviation from approved product line and/or merchandise, must be pre-approved by CQA.
- 3.) Prices of products must be readily apparent to the customer.
- 4.) Purchased items must be wrapped, boxed or bagged in attractive, durable packaging.

Customer Service

- 1.) Employees must be hygienic and well-groomed (no offensive odors, hair neatly coiffed, no excessive piercings).
- 2.) Uniforms must be clean, worn correctly & approved by the Airport Authority.
- 3.) A name tag and Airport ID must be worn at all times.
- 4.) The employee should offer a greeting when a customer enters the concession and upon leaving. Service must be offered promptly and a courteous attitude demonstrated (smile, eye contact made). Employees should treat all customers with respect and professionalism, anything short of that is unacceptable.
- 5.) The employee should be knowledgeable about product offerings, terminal services and layout, as well as the airport in general.
- 6.) The order must be rung up correctly, correct change and receipt provided, and credit card returned. The customer should be thanked for their patronage.

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- 7.) Employees should not spend time socializing with friends, be on personal calls, and may not eat, drink, smoke or sleep in public view. Employees “not on the clock” shall not loiter in the venue or in the terminal or at the hotel. The use of profanity shall not be tolerated. No yelling, running or disorderly conduct allowed across the concourse.

- 8.) In F&B establishments, the host shall seat patrons promptly. Ask about how much time the patron has and be mindful of that throughout the stay. The order should be taken and food served quickly. The order should be filled correctly. The food should be served at the proper temperature, be attractively presented and tasty. Portion size should be commensurate with good value. The bill should be readily presented and handled quickly and accurately. Carry-out containers should be available.