



DETROIT METRO • WILLOW RUN
WAYNE COUNTY AIRPORT AUTHORITY

McNamara Terminal Concessions Manual 2019

Revised - October 2019

Detroit Metropolitan Wayne County Airport

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.

The Tenant manual 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,

Christine Lindenmuth
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:

Christine Lindenmuth
Director of Concessions & Quality Assurance
(734) 942-3663
Christine.Lindenmuth@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

Jason Wade
Service Operations Manager
(734) 247-2751
Jason.Wade@wcaa.us

Elaine Tsapatoris
Supervisor of Concession Performance
(734) 247-7060
Elaine.Tsapatoris@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 McNamara Terminal, please call ISS, McNamara's janitorial service group, at (734) 921-5000.

1.7 Airline Information

Airline Listing by Terminal

| 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 All Charter Flights |

1.7 Airline Contacts

| Airline | Local / Station Manager | Reservations |
|--------------------|--|---------------------|
| Aero Mexico | Liliana Rodriguez Office (734) 955-9855 | (800) 237-6639 |
| Air Canada | Tammy Faforke Office (734) 941-9812 | (800) 247-2262 |
| Air France | Mia Lee Cell (703) 863-0570 | (800) 237-2747 |
| Alaska Airlines | Terrence McMillan Cell (734) 564-8990 | (866) 749-4890 |
| American Airlines | Denise Ridge Cell (310) 242-0680 | (800) 433-7300 |
| Delta | Hussein Berry Office (734) 921-8000 | (800) 221-1212 |
| Frontier | Tammara Faforke Office (734) 941-9812 | (800) 432-1359 |
| JetBlue | Chris Steele Cell (786) 535-5154 | (800) 538-2583 |
| Lufthansa | Christian Rampin Office (734) 992-5180 | (800) 645-3880 |
| Royal Jordanian | Wadi Sawaked Cell (313) 670-6953 | (800) 223-0470 |
| Southwest Airlines | KJ Rice Office (734) 784-2433 | (800) 435-9792 |
| Spirit | Bill Kilduff Office (248) 727-2635 | (800) 772-7117 |
| United | Karen Goretski Office (734) 442-5720 | (800) 241-6522 |

1.7 Airline Contacts (con't)

There are four Delta Airlines Sky Club locations in the McNamara Terminal.

The locations are:

- a) Level 2- Terminal, above the Central Link.
- b) Concourse A in the East Terminal near the Express Tram South Station.
- c) Concourse A in the East Terminal near the Express Tram North Station.
- d) Concourse C in the West Terminal.

1.8 Airport Tenant Listing

McNamara Terminal

| NAME | OPERATOR | CORE | ID | GATES | PHONE |
|---------------------------------|------------------------|------|--------|-----------|-------------------|
| CONCOURSE A | | | | | |
| Gordon Biersch | Paradies-F&B | 10 | 10-1A | A74 & A76 | (734) 941-0592 |
| Chic-fil-A | Paradies-F&B | 10 | 10-1B | A74 & A76 | (734) 941-3481 |
| Qdoba | Paradies-F&B | 10 | 10-1C | A74 & A76 | (734) 941-3480 |
| Pinkberry | Paradies-F&B | 10 | 10-1D | A74 & A76 | (734) 955-1227 |
| Wall Street Journal | WDFG | 10 | 10-3 | A74 | (734) 941-4228 |
| Green – A Natural Living Store | WDFG | 10 | 10-4 | A71 | (734) 941-4216 |
| Shed | MCE | 1 | 1-1A | A5 & A7 | (734) 229-0640 |
| Grobbel's | MCE | 1 | 1-1B | A5 & A7 | (734) 229-0640 |
| Corridor Kitchen | MCE | 1 | 1-1C | A5 & A7 | (734) 229-0640 |
| Coffee Beanery | MCE | 1 | 1-1D | A5 & A7 | (734) 229-0640 |
| Crave's | MCE | 1 | 1-1E | A5 & A7 | (734) 229-0640 |
| Palazzolo's | MCE | 1 | 1-1F | A5 & A7 | (734) 229-0640 |
| CNBC | Paradies | 1 | 1-2 | A5 & A7 | (734) 992-5119 |
| Max & Erma's | MCE-DTW | 2 | 2-1 | A14 & A18 | (734) 229-1445 |
| EA Sports | Paradies | 2 | 2-2 | A15 & A17 | (734) 720-1148 |
| Be Relax | Be Relax | 3 | 3-1A/C | A18 & A20 | (734) 442-7299 |
| Wall Street Journal & Starbucks | WDFG | 3 | 3-1B | A18 & A26 | (734) 941-4139 |
| Corsa Collections/TUMI | Paradies | 3 | 3-2A | A21 & A23 | (734) 494-4046 |
| Desigual | WDFG | 3 | 3-2B/C | A21 & A23 | (734) 941-4199 |
| Cat Cora | Metro Airport Partners | 3 | 3-3 | A23 | (734) 955-7740 |
| Andiamo's | MCE-DTW | 4 | 4-1A | A32 & A35 | (734) 941-9330 |
| So Chocolate | Paradies | 4 | 4-1B | A32 & A35 | (734) 403-3025 |
| Detroit! | WDFG | 4 | 4-2A | A29 & A31 | (734) 941-4029 |
| The New York Times | Paradies | 4 | 4-2B | A32 & A35 | (734) 720-1306 |
| Plum Market/Zingerman's | Paradies-F&B | 5 | 5-1 | A40 & A42 | (734) 941-1405 |
| Sound Balance | Paradies | 5 | 5-2A | A37 | (313) 400-3324 |
| SORA | MCE | 5 | 5-2C | A42 & A44 | (734) 229-0209 |
| Vacant | Vacant | 5 | 5-2B | A36 & A38 | |
| Swarovski | Corliss Stone-Littles | 5 | 5-4A | A36 & A38 | (734) 941-2517 |
| L'Occitane | Corliss Stone-Littles | 5 | 5-4B | A36 & A38 | (734) 229-1113 |
| Leo's Coney Island | Metro Airport Partners | 6 | 6-1 | A45 & A47 | (734) 941-3326 |
| Time Newsstand | WDFG | 6 | 6-2A | A45 & A47 | (734) 941-4092 |
| Creative Kidstuff | WDFG | 6 | 6-2B | A45 & A47 | (734) 229-1140 |
| Mezza | Areas | 7 | 7-1 | A53 & A55 | (734) 442-5767/68 |
| Forbes | Paradies | 7 | 7-2B | A53 & A55 | (734) 720-1255 |
| Subway | Delaware North | 8 | 8-1A&D | A64 & A66 | (734) 247-6887 |
| Popeye's Louisiana Kitchen | Delaware North | 8 | 8-1B&C | A64 & A66 | (734) 247-6887 |
| Time Newsstand & Starbucks | WDFG | 8 | 8-2A | A61 & A63 | (734) 941-4227 |
| Sunglass Icon | WDFG | 8 | 8-2B | A61 & A63 | (734) 941-4185 |
| Porsche Design/Hugo Boss | LS Travel Retail | 8 | 8-3 | A64 & A66 | (734) 941-2868 |
| Longhorn Steakhouse | Paradies-F&B | 9 | 9-1 | A63 & A65 | (734) 941-0173 |
| Dylan's Candy Bar | Paradies | 9 | 9-2A | A63 & A65 | (734) 494-4042 |

Detroit Metropolitan Wayne County Airport

| | | | | | |
|-------------------------------|------------------|----|--------|---------------|---------------------------------|
| CNBC Smartshop | Paradies | 9 | 9-2B | A63 & A65 | (734) 494-4083 |
| Running Fit | Paradies | 9 | 9-2C | A68 | (734) 720-1149 |
| Coffee Bean & Tea Leaf | Delaware North | BC | DB-1 | Baggage Claim | (734) 247-6887 |
| New York Times & Tim Horton's | Paradies | F | F1-A | FIS Level | (734) 494-4051 |
| Travelex | Travelex | F | F-2 | FIS Level | (734) 941-1231 |
| Spanx | Paradies | L | L-10 | Central Link | (734) 494-4047 |
| The Body Shop | Paradies | L | L-11 | Central Link | (734) 229-1024 |
| Brooks Brothers | Paradies | L | L-12 | Central Link | (734) 720-1152 |
| Economist | LS Travel Retail | L | L-13A | Central Link | (734) 942-6987 |
| Michigan Sports | LS Travel Retail | L | L-13B | Central Link | (734) 942-8412 |
| ZoZo | WDFG | L | L-14A | A41 | (734) 941-4016 |
| Johnston & Murphy | Paradies | L | L-15A | A41 & A43 | (734) 941-6102 |
| Be Relax | Be Relax | L | L-15B | A43 & A45 | (734) 229-0042 |
| Vino Volo | Vino Volo | L | L-16 | A43 & A45 | (734) 229-9900 |
| McDonald's Restaurant | McDonald's Corp. | L | L-2/3A | A42 & A44 | (734) 247-4366 |
| Pandora | Paradies | L | L-3B | Central Link | (734) 494-4084 |
| P.F. Chang's China Bistro | Paradies-F&B | L | L-3C | Central Link | (734) 941-0803 |
| Travelex | Travelex | L | L-3D | A38 | (734) 941-1202 |
| PGA Tour Shop | Paradies | L | L-4 | Central Link | (734) 992-5118 |
| Estee Lauder/MAC | WDFG | L | L-5A | Central Link | (734) 229-1205 |
| Brighton | Paradies | L | L-5B | Central Link | (734) 992-5042 |
| World Duty Free | WDFG | L | L-6 | Central Link | (734) 941-3166 |
| Bigalora | Paradies-F&B | L | L-7A | Central Link | (734) 941-0791 |
| Brookstone | Brookstone | L | L-8 | Central Link | (603) 759-1520 |
| Illy Coffee & Fountain Bar | Paradies-F&B | L | L-1B | Central Link | (734)941-1206 (734) 941-1208 |

CONCOURSE B

| | | | | | |
|---------------------------------|--------------|---|------|---------|----------------|
| Chili's/Papa Joe's Market | MCE | B | W-5 | B2 & B4 | (734) 941-1406 |
| Potbelly | Paradies-F&B | B | W-6 | B2 | (734) 941-3488 |
| Z Market & Mills Pharmacy | WDFG | B | W-7 | B2 & B4 | (734) 941-4232 |
| Wendy's | Starboard | B | W-8 | B6 & B8 | (734) 229-0610 |
| Wall Street Journal & Starbucks | WDFG | B | W-9 | B7 & B9 | (734) 941-4087 |
| Embers (Fire & Ice Lounge) | MCE | B | W-12 | B20 | (734) 955-7748 |
| Papa Joe's Dining Room | MCE | B | W-12 | B20 | (734) 955-7748 |

CONCOURSE C

| | | | | | |
|---------------------|----------------|---|------|-----------|----------------|
| Subway | Delaware North | C | C-1 | C8 & C10 | (734) 247-6887 |
| Robert Mondavi | Delaware North | C | C-2 | C14 & C16 | (734) 247-6887 |
| Harvest & Grounds | Delaware North | C | C-3 | C20 & C22 | (734) 247-6887 |
| CNBC & Tim Horton's | Paradies | C | W-2A | C4 & C6 | (734) 494-4045 |

HBF – Hojeij Branded Foods

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: Roussos Skarvelakis
Phone: (313) 790-0215

Boingo

Anthony Rosado
Phone: (954) 643-9236

Bradford Airport Logistics

Detroit Metro Airport
Detroit, MI 48242
Site Manager: Martin Uyhazi
Phone: (734) 247-4300

Brookstone

22 Cotton Road, Suite 220
Nashua, NH 03063
General Manager: Ann Rigsby
Phone: (734) 624-0768

Citizens Bank

27777 Franklin Rd
Southfield, MI 48034
Contact: William Dudash
Phone: (734) 699-7360

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: Joanne Cummings
Phone: (734) 493-2872

1.8 Airport Concessions Tenant Information (cont'd)

Gerald Young Shoe Shine

5892 Cary Drive
Ypsilanti, MI 48197
Owner: Gerald Young
Phone: (734) 485-7988

Great Lakes Coca-Cola Distribution

100 Coca-Cola Drive
Belleville, MI 48111
Account Executive: Scott Clark
Phone: (810) 406-6642

HMS Host

Detroit Metropolitan Airport
601 Rogell Dr. Box 7 suite 4007
Detroit, MI 48242
Director of Operations: Mike Bazzi
Phone: (786) 810-9420

L'Occitane

Detroit Metropolitan Airport
2607 World Gateway Place, Bldg. 830
Detroit, MI 48242
General Manager: Holly Lesage
Phone: (313) 220-9423

McDonald's

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

Metro Airport Partners (Leo's)

Detroit Metropolitan Airport
Building 830
Detroit, MI 48242
Operations Manager: Jamal Shamman
Phone: (313) 996-9315

Michigan Lottery

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

1.8 Airport Concessions Tenant Information (cont'd)

Midfield Concessions

Detroit Metropolitan Airport
Building 830, #2544; Core 1-1
Detroit, MI 48242
Operations Manager: Nader Hachem
Phone: (248) 790-0209

Paradies Lagardere – Retail Division

Detroit Metropolitan Airport
15474 Pine Road
Romulus, MI 48174
General Manager: Lori Becker
Phone: (417) 225-0810

Paradies Lagardere – Food Division

Detroit Metropolitan Airport
10100 Middlebelt RD
Detroit, MI 48242
Director of Operations: Susan Thompson
Phone: (517) 851-2025

Smarte Carte

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

Swarovski

Detroit Metropolitan Airport
2558 World Gateway Place, Bldg. 830
Detroit, MI 48242
General Manager: Syeda Henry
Phone: (734) 941-2517

Travelex Currency Services, Inc.

Janice Underwood
Phone: (734) 716-9684

Vino Volo

Detroit Metropolitan Airport
Building 830 # 2524
Detroit, MI 48242
General Manager: Chandi Vogenski
Phone: (989) 737-5537

1.8 Airport Concessions Tenant Information (cont'd)

Wen Team/ Wendy's

Detroit Metropolitan Airport
2506 World Gateway Place
Detroit, MI 48242
General Manager: Katrina Broughton
Phone: (734) 772-7321

World Duty Free Group

Detroit Metropolitan Airport
2563 World Gateway Place
Detroit, MI 48242
General Manager: Eugene Moore
Phone: (248) 302-5763

1.9 Parking/Transportation

Employee Parking

Concessionaire employees who work at the McNamara Terminal will park in the McNamara South Employee Lot. The South Employee Parking lot is located off of Eureka Road. The lot is a secure lot and is accessed by a badge swipe access.

The employee will be transported by a Non-AOA shuttle to the International Arrivals level of 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 contact Tim McDonald at (734) 247-7046 for any 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

Great Lakes Transportation Shuttle
28300 Goddard Road
Romulus, MI 48174
Contact Phone number: (734) 947-0707

Public Transportation

Metro Cabs
24957 Brest Road
Taylor, MI 48180
Contact Phone number: (734) 997-6500

Public Transportation

Smart
www.smartbus.org
Contact Phone number: (866) 962-5515

1.9 Parking/Transportation (con't)

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.

Elevated Express Tram

Concourse A features an Express Tram that runs the length of the mile-long concourse. Stations are located at each end of the concourse as well as a third station in the Central Link. Trams arrive at the stations every 2.5 minutes.

Automated Teller Machines (ATMs)

ATMs are in 10 locations inside the McNamara Terminal. Specifically, ATMs are located in the Passenger Service Rooms (PSRs) in Cores 3 through 8 and in the passenger hold areas in Cores 1 and 10. ATMs are also in B Concourse near Gates B2 and B16. There is one full service ATM machine on the Bridge Level at the McNamara Ground transportation Center.

Foreign Currency

Foreign Currency Exchange services are in two locations: 1) at the west end of the Central Link and 2) in the Federal Inspection Site (FIS) area of the McNamara Terminal. The Foreign Currency Exchange offices also provide airline ticket distribution and airline travel insurance services.

Foreign Language Assistance

Foreign language assistance is available through Delta Airlines. Please contact any Delta Airlines Customer Service Agent (CSA) and they will contact their Foreign Language Line Service for assistance.

Hotels

Lodging at the airport is available at the Westin Hotel at the McNamara Terminal. Reservations at the Westin Hotel can be made by calling (800) 228-3000. The General Manager of the Westin Hotel is John Reed who can be contacted at (734) 229-6700.

Lost & Found

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

Religious Reflection Room

The Religious Reflection Room is located on the Mezzanine Level in the central Link. The Room is always available to the public.

1.10 Airport Services & Amenities

Paging & Public Address

Courtesy phones are available throughout the McNamara Terminal for paging within the Terminal. If someone outside the McNamara Terminal need to page someone at the Terminal, they should call (734) 229-7200.

Postal Services

Postage stamps can be purchased at Travelex, the foreign currency exchange location. A U.S. Post Office drop box is located at the west end of the Central Link near the escalators to the South.

Luggage Carts

Luggage carts are available at pre-security locations at the McNamara Terminal. Locations include the Federal Inspection Site (FIS) Customs Area, Domestic Baggage Claim, and the Parking Garage.

Vending

Vending Machines are located in the passenger Service Rooms (PSRs) in the McNamara Terminal in Cores 3, 8 and on B&C terminals as well. In each location, there is a snack vending machine and beverage vending machines.

Shoe Shine

There are two Shoe Shine stands in the McNamara Terminal. They are located in Cores 3& 5 in the Passenger Service Rooms (PSRs).

1.11 Mailing Address

The mailing address for tenant deliveries to the airport is:

Name of Concession
Edward H. McNamara Terminal
Building 830
Detroit Metropolitan Wayne county Airport
2588 WorldGateway Place
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 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 McNamara Terminal. Concessionaires are also encouraged to develop working relationships with airline station managers to communicate changes in passenger traffic levels.

2.2 Banking

The McNamara Terminal does not feature a bank. There are ATM's located throughout the terminal (see "ATMs" in Section 1.10) There is one full service ATM machine on the Bridge Level at the McNamara Ground Transportation Center.

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.

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.

Detroit Metropolitan Wayne County Airport

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 & 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 Anthony Rosado from Boingo at (954) 643-9263.

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 call 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 just inside of your lease line at a 45-degree angle to increase passenger sight lines.

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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 concessions@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 document 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 audits to concessions@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 33 Defibrillators located through the McNamara 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".

Specifically they are located as follows:

- a) 8 on the FIS level
- b) 2 in domestic bag claim
- c) 11 of the gate level of Concourse A
- d) 1 on the bridge (gate) level of terminal
- e) 2 on level 4 of the Ground Transportation Center
- f) 4 on the ticketing level of Terminal
- g) 1 on Central Tram station of Concourse A
- h) Concourse B & C Rotunda in hallway near escalators
- i) 1 at Gate B1
- j) 1 at Gate B 13 across from Coffee Beanery
- k) 1 at Gate C2 across from News stand
- l) 1 at Gate C12

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 the Airport'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 McNamara Terminal, please call ISS, McNamara's janitorial service group, at (734) 921-5000.

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 mailbox.permits@wcaa.us

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 Hours

6.1 Approved Hours of Operation

Hours of Operation

Monday - Friday: 3:00am – 4:00pm (receiving ends at 12pm)

Saturday: 3:00am – 12:00pm (receiving at 10am)

Contact: Martin Uyhazi (734) 247-4300

Section 7.0

Cleaning, Maintenance & Trash Removal

7.1 Frequencies, Guidelines and Requirements

Listed below are some of the tasks performed by ISS, McNamara's janitorial service, 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 ISS 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. 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.** Often times, a concession utility personnel spills trash or 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.

Trash compactor doors need to be closed before leaving the area & always compact trash after using the facility. All cardboard boxes must be disassembled & placed in the trash compactor. Glass bottles must be placed in a container in designated pick-up areas in the hallway for Bradford to collect.

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 the trash compactor is full or not operational, please contact ISS (734) 921-5000.

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

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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 pickups are to be scheduled with Bradford and approved by Bradford. All equipment needs to be turned off at night, especially fryer units. Grease product from the grill, grease trap or hood units need 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, with possible fines/penalties assessed to the company.

Note: Trash & Recycling containers in the terminal areas are not for use by Concessionaires.

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 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 install 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.

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

The ISS "Help Desk" phone number is (734) 921-5000.

7.2 Storage Spaces & Deliveries

Storage Space

If the location has a storage room, the following shall apply:

- A) The smoke detector shall be reprogrammed with the proper tenant & location
- B) A red line shall be painted 8 feet from the floor if it is an open ceiling space. Minimum 18 inch clearance from the ceiling & fire sprinkler heads must be maintained.
- C) A sign on the storage room door shall be placed & state the following:
(Who is occupying the space, contact number, the name & space number of the store that the storage room is assigned. *This is a Fire Marshal Requirement)
- D) Hallways outside of storage rooms are not the property of the Concessionaires and must be kept clean & free of Concessionaire property.

Deliveries

Deliveries shall be scheduled and received in accordance with Dockmaster procedures. No merchandise/produce should go through the public screening checkpoints. Please contact Bradford Logistics to schedule deliveries.

Special pick-up request arrangements must be made through Bradford Logistics. All pick-ups must be palletized according to Bradford Logistics standards.

7.3 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,

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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 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 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

Concessionaires shall immediately notify the Airport Authority in writing of any matter that might give rise to an Environmental Claim. If a 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, the 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

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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**
- 6. Revision Log**

APPENDIX 1

Detroit Metropolitan Wayne County Airport

Hours of Operation

| NAME | OPERATOR | HOURS | ID | ADJACENT GATES | PHONE |
|--------------------------------------|------------------------|------------------------------------|----------|----------------|---|
| Concourse A | | | | | |
| Andiamo | MCE-DTW | 5am-10pm | 4-1A | A32 & A35 | 734-941-9330 |
| Be Relax | Be Relax | 7am-9pm | L-15B | A43 & A45 | 734-229-0042 |
| Be Relax | Be Relax | 7am-9pm | 3-1A | A18 & A26 | 734-442-7299 |
| Brighton | Paradies | 6am-9pm | L-5B | Central Link | 734-992-5042 |
| Brooks Brothers | Paradies | 6am-9pm | L-12 | Central Link | 734-720-1152 |
| Brookstone | Brookstone | 5am-10pm | L-8 | Central Link | 603-759-1520 |
| Bigalora | HBF | 7am-10pm | L-7A | Central Link | 734-941-0791 |
| CarryOn - Bankruptcy | Carry On DTW, LLC | | 5-2B | A36 & A38 | CLOSED |
| Cat Cora's Taproom | Metro Airport Partners | 7am-10pm | 3-3 | A23 | 734-955-7740 |
| Chick-fil-A | HBF | 5am-10pm | 10-1B | A74 & A76 | 734-941-3481 |
| CNBC | Paradies | 5am-10pm | 1-2 | A5 & A7 | 734-992-5119 |
| CNBC Smartshop | Paradies | 5am-10pm | 9-2B | A63 & A65 | 734-494-4083 |
| Coffee Beanery | MCE-DTW | 5am-9pm | 1-1D | A5 & A7 | 734-229-0640 |
| Corridor Kitchen | MCE-DTW | 5am-10pm | 1-1C | A5 & A7 | 734-229-0640 |
| Corsa Collections/Tumi | Paradies | 6am-9pm | 3-2A | A21 & A23 | 734-494-4046 |
| Crave Robata Grill & Bar | MCE-DTW | 5am-10pm | 1-1E | A5 & A7 | 734-229-0640 |
| Creative Kidstuff | WDFG US, Inc. | 7am-9pm | 6-2B | A45 & A47 | 734-229-1140 |
| Desigual & Utique | WDFG US, Inc. | 7am-9pm | 3-2B & C | A21 & A23 | 734-941-4199 |
| Detroit! | WDFG US, Inc. | 7am-9pm | 4-2A | A29 & A31 | 734-941-4029 |
| Detroit Street LunchBox | HBF | 7:30am-10pm | 10-1 | A74 & A76 | NA |
| Dylan's Candy Bar | Paradies | 6am-9pm | 9-2A | A63 & A65 | 734-494-4042 |
| EA Sports | Paradies | 6am-9pm | 2-2 | A15 & A17 | 734-720-1148 |
| Economist | Paradies | 5am-11pm | L-13A | Central Link | 734-942-6987 |
| Estee Lauder/MAC | WDFG US, Inc. | 7am-9pm | L-5A | Central Link | 734-229-1205 |
| Forbes | Paradies | 5am-10pm | 7-2B | A53 & A55 | 734-720-1255 |
| Gordon Biersch | HBF | 7am-10pm | 10-1A | A74 & A76 | 734-941-0592 |
| Green-A Natural Living Store | WDFG US, Inc. | 7am-9pm | 10-4 | A71 | 734-941-4216 |
| Grobbel's | MCE-DTW | 5am-10pm | 1-1B | A5 & A7 | 734-229-0640 |
| Illy Coffee & Fountain Bar | HBF | 5am-10pm 7am-11pm | L-1B | Central Link | Coffee: 734-941-1206 Bar: 734-941-1208 |
| Johnston & Murphy | Paradies | 6am-9pm | L-15A | A41 & A43 | 734-941-6102 |
| Leo's Coney Island | Metro Airport Partners | 5am-11pm (10pm-11pm to go only) | 6-1 | A45 & A47 | 734-941-3326 |
| L'Occitane | Corliss Stone-Littles | 6am-9pm | 5-4B | A36 & A38 | 734-229-1113 |
| Longhorn Steakhouse | HBF | 7:30am-10pm | 9-1 | A63 & A65 | 734-941-0173 |
| Max & Erma's | MCE-DTW | 5am-10pm | 2-1 | A14 & A18 | 734-229-1445 |
| McDonald's Restaurant | McDonald's Corp. | 5am-11pm | L-2/3A | A42 & A44 | 734-247-4366 |
| Mezza Mediterranean Grille | AREAS | 5am-10pm | 7-1 | A53 & A55 | 734-442-5767/68 |
| Michigan Sports | Paradies | 6am-9pm | L-13B | Central Link | 734-942-8412 |
| Pandora | Paradies | 6am-9pm | L-3B | Central Link | 734-494-4084 |
| Palazzolo's Artisan Gelato & Sorbett | MCE-DTW | 6am-8pm | 1-1F | A5 & A7 | 734-229-0640 |
| PF Chang's China Bistro | HBF | 7am-10pm | L-3C | Central Link | 734-941-0803 |
| PGA Tour Shop | Paradies | 6am-9pm | L-4 | Central Link | 734-992-5118 |
| Pinkberry | HBF | 7am-9pm | 10-1D | A74 & A76 | 734-955-1227 |
| Plum Market serving Zingerman's | HBF | 5am-12am | 5-1 | A34 & A36 | 734-941-1405 |
| Popeye's Louisiana Kitchen | DNC | 7am-10pm | 8-1B & C | A61 & A63 | 734-247-6887 |
| Porsche/Hugo Boss | Paradies | 6am-9pm | 8-3 | A64 & A66 | 734-941-2868 |
| Qdoba | HBF | 5:30am-10pm | 10-1C | A74 & A76 | 734-941-3480 |
| Running Fit | Paradies | 6am-9pm | 9-2C | A68 | 734-720-1149 |

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Hours of Operation

| NAME | OPERATOR | HOURS | ID | ADJACENT GATES | PHONE |
|-------------------------------|-----------------------|--|----------|----------------|--------------|
| Concourse A Cont. | | | | | |
| So Chocolate | Paradies | 6am-9pm | 4-1B | A32 & A35 | 734-403-3025 |
| Sora | MCE-DTW | 7am-10pm | 5-2C | A42 & A44 | 734-229-0209 |
| Sound Balance | Paradies | 6am-9pm | 5-2A | A37 | 313-400-3324 |
| Spanx | Paradies | 6am-9pm | L-10 | Central Link | 734-494-4047 |
| Subway | DNC | 6am-9pm | 8-1A & D | A61 & A63 | 734-247-6887 |
| Sunglass Icon | WDFG US, Inc. | 7am-9pm | 8-2B | A61 & A63 | 734-941-4185 |
| Swarovski | Corliss Stone-Littles | 7am-9pm | 5-4A | A36 & A38 | 734-941-2517 |
| The Body Shop | Paradies | 7am-9pm | L-11 | Central Link | 734-229-1024 |
| The New York Times | Und | 5am-10pm | 4-2B | A32 & A35 | 734-720-1306 |
| The Shed | MCE-DTW | 7am-10pm | 1-1A | A5 & A7 | 734-229-0640 |
| Time Newsstand | WDFG US, Inc. | 5am-10pm | 6-2A | A45 & A47 | 734-941-4092 |
| Time Newsstand/Starbucks | WDFG US, Inc. | 5am-10pm | 8-2A | A61 & A63 | 734-941-4227 |
| Travelex Currency Services | Travelex | 6am-10pm | L-3D | A38 | 734-941-1202 |
| Vino Volo | Vino Volo | M-F 10am-10pm Sat 10am-8pm Sun 12pm-10pm | L-16 | Central Link | 734-229-9900 |
| Wall Street Journal | WDFG US, Inc. | 5am-10pm | 10-3 | A74 | 734-941-4228 |
| Wall Street Journal/Starbucks | WDFG US, Inc. | 5am-10pm | 3-1B | A18 & A26 | 734-941-4139 |
| World Duty Free | WDFG US, Inc. | 6am-10pm | L-6 | Central Link | 734-941-3166 |
| ZoZo | WDFG US, Inc. | 7am-9pm | L-14A | A41 | 734-941-4016 |

| NAME | OPERATOR | HOURS | ID | ADJACENT GATES | PHONE |
|-----------------------------------|----------------------|----------|------|----------------|--------------|
| Concourse B | | | | | |
| Chili's/Papa Joe's Gourmet Market | MCE-DTW | 5am-10pm | W-5 | B2 & B4 | 734-941-1406 |
| Ember's - A Fire & Ice Lounge | MCE-DTW | 7am-9pm | W-12 | B18 & B21 | 734-955-7748 |
| Papa Joe's Dining Room | MCE-DTW | 7am-9pm | W-12 | B18 & B21 | 734-955-7748 |
| Potbelly | HBF | 5am-10pm | W-6 | B2 & B4 | 734-941-3488 |
| Wall Street Journal/Starbucks | WDFG US, Inc. | 5am-10pm | W-9 | B7 & B9 | 734-941-4087 |
| Wendy's | Starboard Strategies | 5am-10pm | W-8 | B6 & B8 | 734-229-0610 |
| Z Market & Mills Pharmacy | WDFG US, Inc. | 5am-10pm | W-7 | B2 & B4 | 734-941-4232 |

| NAME | OPERATOR | HOURS | ID | ADJACENT GATES | PHONE |
|---------------------------|----------|----------|------|----------------|--------------|
| Concourse C | | | | | |
| CNBC & Tim Hortons | Paradies | 5am-10pm | W-2A | C4 & C6 | 734-494-4045 |
| Harvest & Grounds | DNC | 5am-9pm | C-1 | C8 & C10 | 734-247-6887 |
| Robert Mondavi Experience | DNC | 12pm-9pm | C-2 | C20 & C22 | 734-247-6887 |
| Subway | DNC | 11am-9pm | C-3 | C14 & C16 | 734-247-6887 |

| NAME | OPERATOR | HOURS | ID | ADJACENT GATES | PHONE |
|--------------------------------|----------|----------|------|----------------|--------------|
| Domestic Baggage Claim | | | | | |
| Coffee Bean & Tea Leaf Company | DNC | 5am-12am | DB-1 | Baggage Claim | 734-247-6887 |

| NAME | OPERATOR | HOURS | ID | ADJACENT GATES | PHONE |
|------------------------------|----------|---------------|------|----------------|--------------|
| FIS Level | | | | | |
| Travelex Currency Services | Travelex | 9:30am-8:30pm | F-2 | FIS level | 734-941-1231 |
| New York Times & Tim Hortons | Paradies | 6am-9pm | F-1A | FIS level | 734-494-4051 |

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

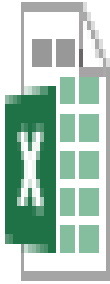
- Items used for Benchmark comparisons should be of comparable, size, weight, quality and standards.
- Market Basket Survey should include exact names and descriptions of comparable items at Benchmark Locations, e.g., Big Mac, Whopper, Grande Latte, etc.
- If exact items or services are not available 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.
- 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.



Copy of Market
Basket Template (00)

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.

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8. The manager or designated employee opening the location at the start of the business day should be the only individual who;
 - o Accesses the secured storage container
 - o Is responsible for inventorying/ issuing the item(s)
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

Exterior Appearance

Yes No N/A

- 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 _____

Interior Appearance

Yes No N/A

- 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. Menu has adult beverages listed and priced _____
- 30. No offensive odors detectable _____
- 31. Price signs are clearly marked _____
- 32. TV's are clean & operational _____
- 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. Grease traps are clean/logs kept | _____ | _____ | _____ |
| 37. Hot water available | _____ | _____ | _____ |
| 38. floor drains have guards/clean | _____ | _____ | _____ |
| 39. Refrigerated units maintain proper temperature (41 F or below) | _____ | _____ | _____ |
| 40. Hand sink is clear, stocked with soap and hand drying device | _____ | _____ | _____ |
| 41. Under kitchen equipment is clean | _____ | _____ | _____ |
| 42. Employees are wearing gloves when handling prepared food | _____ | _____ | _____ |
| 43. Fire extinguishers are not expired | _____ | _____ | _____ |
| 44. Hoods, filters and grease cups cleaned daily | _____ | _____ | _____ |
| 45. Kitchen floors are clean/ not slippery | _____ | _____ | _____ |
| 46. Nothing stored higher than 18 inches below ceiling | _____ | _____ | _____ |
| 47. Facility free of fruit flies | _____ | _____ | _____ |

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. Monitors/TV's operational | _____ | _____ | _____ |
| 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. Prices are clearly posted/ good repair | _____ | _____ | _____ |
| 24. TV's/ monitors in good repair | _____ | _____ | _____ |
| 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 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.

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- 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.
- 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

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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.
- 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

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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.
- 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.

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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.
- 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.

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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.
- 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.

**Consolidated Pest Control
McNamara Terminal**

Delta Air Lines, Inc has entered into a terminal-wide agreement with Orkin for pest ¹control services for the McNamara Terminal. In accordance with WCAA Concession contracts, all WCAA Food & Beverage and Retail concessions located in the McNamara terminal are required to participate in program.

Please reference the following list of in-scope services associated with this program. **If any additional support is required, or an emergency arises related to pests in the facility, please contact Delta at the Maintenance Support number (734) 921-5000)**

The service provider will:

- provide preventive and corrective pest control services for all applicable building areas and jetways, including the Concession Areas identified on the Composite Floor Plans.
 - Pest control actions shall include mechanical, chemical and physical, as necessary to remove the identified pest.
- prevent or remove infestations including carcass removal, baiting stations, monitoring and evaluation to determine continued need.
- inspect the building and jetways to identify pest infestations.
- report evidence of pest infestation.
- conduct an annual inspection to identify pest infestations and required pest control services, including submission of a pest control plan.
- establish a work management system for scheduling, tracking, and reporting of all scheduled, in-progress and completed pest control operations.
- establish a Service Provider point of contact [for Delta designated employees] who will receive requests for routine and emergency pest control services.
 - NOTE: all non-scheduled pest control services must be requested through Delta by calling the Maintenance Support number ((734) 921-5000)
- except for emergencies, notify Delta in writing no less than 24 hours prior to treatment/application of pesticides of the areas to be treated, the pesticide to be used, and the date and time of performance.
- post appropriate warning/caution signs, rope off areas, etc.

REVISION LOG

¹ Pests include any insects, rodents, vertebrates, organisms, birds, animals, and reptiles.

