

DEPARTMENT OF AVIATION Concessions Management

Compliance Standards Manual

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TABLE OF CONTENTS

1.0	GENERAL OVERVIEW	1
2.0	AIRPORT AND CONCESSIONS CUSTOMER SERVICE STANDARDS	1
2.1	“Three Steps of Service” Standards	1
2.2	Concessions Customer Service Standards	3
2.3	Dress and Appearance	4
2.4	Customer Service Training	5
3.0	OPEN DAY FRESH STANDARDS	5
3.1	Cleanliness	6
3.2	Condition	8
3.3	Functionality	9
4.0	SPECIALTY RETAIL, NEWSSTANDS AND BUSINESS SERVICES	11
4.1	Product	11
4.2	Employees	11
5.0	FOOD AND BEVERAGE	12
5.1	Cleanliness	12
5.2	Functionality	13
5.3	Product	13
5.4	Food Operations – Power Outage Guidelines ..	14
5.5	Employees	15
6.0	LUGGAGE CARTS AND LOCKERS	15
6.1	Cleanliness	15
6.2	Condition	15
6.3	Functionality	15
6.4	Employees	16
6.5	Lockers	16
7.0	VENDING MACHINES & NEWSPAPER BOXES	17
7.1	Vending Machines	17
7.2	Newspaper Boxes	17
8.0	STORAGE ALLOCATION FOR CONCESSIONAIRE USE	18
9.0	TERMINAL SIGNAGE	18

10.0	ADVERTISING AND PROMOTIONAL SIGNAGE.	20
11.0	PROMOTIONAL EVENTS AND ACTIVITIES.	20
12.0	HOURS OF OPERATIONS AND HOLIDAY REDUCED HOURS OF OPERATION SCHEDULE.	21
	12.1 Hours of Operation.	21
	12.2 Holiday Reduced Hours.	21
13.0	CONCESSIONS QUALITY ASSURANCE REPORTS, AIR TALK SURVEYS, WEB COMMENTS, AND CUSTOMER COMPLAINT LETTERS.	22
	13.1 Concessions Observation Reports.	22
	13.2 Air Talk Survey, Web Comments, and Complaint Letters . . .	23
14.0	USE OF STANCHIONS.	23
	14.1 Stanchions within Concessions Locations.	24
	14.2 Functionality	24
15.0	DELIVERY AND DISTRIBUTION	24
16.0	REPAIRS AND MAINTENANCE.	25
17.0	PEST CONTROL.	25
18.0	ENVIRONMENTAL.	26
	18.1 Grease Removal.	26
	18.2 Grease Traps.	26
	18.3 Grease Spills	26
	18.4 Leaks.	26
19.0	SAFETY AND SECURITY	27
20.0	CONSTRUCTION	28
	20.1 Construction Phase of Project.	28
	20.2 Safety.	29
	20.3 Security.	30
	20.4 Cleanliness.	30
	20.5 Condition.	31
	20.6 Signs and Directions.	32
	20.7 Employees.	33

21.0	LIFE SAFETY	33
22.0	INFORMATION SYSTEMS AND TELECOMMUNICATIONS INSTALLATIONS	34
23.0	MONITORING FOR NON-COMPLIANCE WITH DOA STANDARDS.	34
	23.1 Terminal.	34
	23.2 Construction.	36
	Appendix A - CONCESSIONS COMPLIANCE SUPPLEMENTS.	38
	▪ A-1 Concessionaire Delivery & Distribution Plan	
	▪ A-2 Security Responsibility for Work, Security, and Property	
	▪ A-3 Life Safety Information for Concessionaires	
	▪ A-4 Tenant Environmental Compliance Guide	
	Appendix B – Glossary of Terms.	39

I.0 General Overview

Hartsfield-Jackson Atlanta International Airport (HJAIA) is a primary point of departure and arrival for global travel to virtually any where in the world. For this reason, we must guarantee our passengers encounter the ultimate positive customer experience for a “World Class Airport”. To achieve this status, we must establish service standards for our concessions and their employees. We know good customer service, clean and neat facilities will lead to a satisfied or delighted customer; will generate customer loyalty, which will increase revenue and reduce cost. Compliance with these standards will promote a world-class environment for our passenger to shop, dine and enjoy while leaving them with a lasting impression of their experience at HJAIA.

The purpose of this manual is to identify precise guidelines for our concessions’ program that match the expectations and needs of our passengers. It outlines expected customer service standards for all concessions employees, facility and maintenance standards for concessions locations as well as operations and security standards. We encourage every concessionaire to refer to the standards outlined in this manual to ensure compliance with the expectations of the Aviation General Manager which is “To Be the World’s Best Airport by Exceeding Customer Expectations” and to ensure all locations are “Open Day Fresh”. Occasionally, these standards will be modified to address the changes within the environment. Failure to comply with these standards will result in further administrative actions as noted in the terms of the tenant’s lease agreement.

2.0 AIRPORT AND CONCESSIONS CUSTOMER SERVICE STANDARDS

2.1 “Three Steps of Service” Standards

The City of Atlanta Department of Aviation strives to exemplify service excellence and provide a seamless approach to service airport-wide. As a result of this commitment, we have developed the “Three Steps of Service” at first contact with our customers. It is designed to address three basic principles – Greet Them, Anticipate Their Needs, and Thank Them. The Three Steps of Service Program is our attempt to make a good first impression.

Step 1. Greet them

We want our customers to feel welcomed by genuinely greeting them.

Step 2. Anticipate their needs

Our goal is to proactively assess a customer’s needs.

“Service is about reading the customer, identifying with his or her needs, and caring – just because it is the right thing to do.” Kevin Freiberg, NUTS!

Step 3. Thank them

We want each customer to know that we appreciate their business.

The management team at Hartsfield-Jackson Atlanta International Airport is aware that travelers have a choice of the mode of transportation they use. It is our mission to exceed their expectations; therefore, ensuring that they will return. In addition to the Three Steps of Service, airport-wide service standards have been developed to ensure a picture perfect approach to service and may be categorized in the following areas; Excellence, Timeliness/Responsiveness, Appearance and Commitment.

Excellence

- We will guarantee a quality product or service that meets or exceeds a customers' expectation.
- Employees will have an overall understanding of the layout of the airport and be willing to offer assistance as needed.
- Uncompromising levels of cleanliness are the responsibilities of all employees.
- Maintain a positive workplace image.

Timeliness/Responsiveness

- We will provide customers our full attention during the interaction and will address concerns immediately.
- We will respond to customer concerns within three business days whether verbal or written.
- Provide a friendly and professional, verbal audible greeting within 20 seconds of a customer entering an establishment. Thanking them for their business and invite them to return as they exit.

Appearance and Commitment

- Employees will maintain a well groomed, neat, professional clean appearance at all times.
- Uniforms will be clean and neatly pressed at all times.
- Name tags will be worn when applicable at all times.

- Hair will be neatly groomed and pulled away from the face at all times.
- Airport badges must be appropriately displayed at all times
- Employees must maintain eye contact while conversing with customers and fellow employees.
- Employees will refrain from using foul or inappropriate language at any time in the workplace or in the airport.
- Employees will refrain from eating, drinking, chewing gum, smoking or talking on the phones in the presence of customers. Personal radio/recorders or ear phone buds are not permitted at any time while employees are on duty.
- Employees will remain calm when encountering upset customers.

2.2 Concessions Customer Service Standards

The Concessions Management Division holds every concessionaire accountable to the “Three Steps of Service” program and the airport customer service standards. Every concession’s customer service program must meet or exceed the airport’s service standards. However, to achieve the status of a world class concessions program, we must raise the standards of excellence. This means implementing additional service standards above those stated in the concessionaire’s lease agreement that will guarantee a positive customer experience beyond outstanding. For this reason each concessionaire must also comply with the following:

Employees must:

- Greet all customers in a friendly and professional manner with a sincere smile within 10 seconds of entering the location
- Always be properly identifiable as airport concessions employee.
- Display a positive attitude toward all customers and be sensitive to special needs of passengers.
- Speak clearly, enunciate fully to clearly communicate with customers.
- Listen carefully, and show empathy when encountering an upset customer. Resolve problems quickly and effectively in the most equitable way possible.

- Use a courteous tone of voice and proper vocabulary with customers. For example, use words such as "please," "yes," "hello", and "thank you."
- While working indoors, remove sunglasses to facilitate eye contact. This standard does not apply to employees prescribed to wear sunglasses indoors by a doctor.
- Respond appropriately to customers' needs, or refer them to another person who might be better suited to provide assistance.
- Be well informed, capable of providing directions, and know where and how to obtain requested items, services or information for customers even when language barriers arise.
- Ensure the customer's question has been answered before walking away or completing the transaction.
- Attend and satisfactorily complete all customer service training provided by the DOA.
- Obtain the facts; state any applicable policy clearly and politely; and be able to offer a solution or an alternative to a difficult customer.
- Do not leave a customer in your establishment unattended unless it is deemed an official emergency.
- Resolve complaints promptly and maintain records for DOA follow-up.
- Employees must provide a receipt and correct change with every transaction.
- Staffing levels must be high enough to greet customers within the 10 seconds standard and prevent wait times longer than 2 minutes at the cash registers. It is highly recommended that there be at least (2) employees staffed in each store at all times.

2.3 Dress and Appearance

We all have heard of the expression, "A picture is worth a thousand words." The picture we create will greatly influence our passenger's initial impression. We know their impression (image) is formed from what they see and observe.

Image, the most critical element passengers utilized to evaluate our airport, must express motivation, professionalism, confidence, and reflect a positive representation of your company and the airport. For this reason image is just as important as the verbal skills used to sell the services, merchandise, and products. Your dress and appearance is another critical element that shapes a passenger's initial impression. It should exhibit the commitment and dedication within your company. For consistency, we have developed the uniform guidelines below for all concessions employees to project an image that "wows" our passengers.

Employees must:

- Adhere to the established Department of Aviation dress code at all times while on duty and in the airport.
- Wear uniform appropriately (i.e. pants pulled above or at waist level using a belt).
- Refrain from wearing excessive long nails (particularly food and beverage employees) that could interfere with the customer service, point of sales operations or potentially represent a health hazard.
- Refrain from wearing excessive jewelry inappropriate to the workplace. Jewelry should be conservative and kept to a minimum.

2.4 Customer Service Training

Just as customer service standards establish the foundation for service, dress and appearance standards project the image of your company and the airport. Customer service training is crucial to establishing consistent guidelines for everyone and addressing the passengers' demands. In today's airport concessions industry, customer service training has become a necessary part of doing business. It ensures our concessions employees are prepared to meet the demands of passengers. Consequently, we must ensure our employees are trained and equipped to handle the day-to-day customer related problems. It is our recommendation that every concessions employee receive a minimum of four hours training on an airport approved program. This training must be satisfactorily completed before an employee is placed in their assigned locations.

3.0 OPEN DAY FRESH STANDARDS and OPERATION CLEAN SWEEP Programs.

Hartsfield-Jackson Atlanta International Airport is an integral part of “Brand Atlanta”, “Open Day Fresh” and “Operation Clean Sweep” cleanliness campaigns. The goal of the “Open Day Fresh” and “Operation Clean Sweep” program is to ensure the maintenance, repair, cleanliness, and appearance of the world’s busiest airport is among the best airports in the world. To achieve this goal we must engage all concessions to adhere to the following facility standards to preserving their locations in a “like new” conditions.

3.1 Cleanliness

The Atlanta Airline Terminal Corporation (AATC) is responsible for providing maintenance and janitorial services in common-use areas only. Janitorial and maintenance deficiencies observed in common areas of the airport must be reported to the AATC Facilities Management Help Desk. Tenants and airport users, as delineated in their lease, are responsible for providing these services within their facilities. Concessionaires are responsible for the area that extends from the store front surface to the interior lease space of their location. Additionally, concessionaires are responsible for repairs and maintenance of their HVAC system from the VAV box to the defusers. The following general requirements details specific guidelines for concessions locations.

- Workspaces in public view must always appear clean, uncluttered, organized, well maintained, and free of unpleasant odors.
- Excess stock, merchandise, products must be stored out of the view of the customer.
- Back office hallways must be free of luggage carts, discarded boxes, trash, passenger lane poles, etc. per the fire code.
- All seating must be clean and well maintained.
- Employee personal belongings must not be stored in the public view.
- Windowsills must be clean and free of dirt, debris and dust.
- Windows must be clean, free of smudges and noticeable streaks and dust inside and out.
- Trash receptacles and wastebaskets must be cleaned inside and out, odor free, and emptied periodically to avoid overflow.

- Walls/columns must present a freshly painted or clad appearance and be free of dirt, marks, and graffiti.
- The carpet and applicable mat condition must be:
 - Free of all loose or embedded gum.
 - Thoroughly vacuumed in all areas.
 - Free of all spots, stains, rips, or cracks.
 - Free of dust build-up at or around carpet edges, corners, chair bases, stanchions or other objects that are placed on the carpet.
 - Incorporated into an annual carpet maintenance and replacement program and forward to the Concessions Compliance office. The report should include the removal of surface and embedded sand, soil, stains, spots and bacteria on a regular and frequent schedule in order to ensure an acceptable appearance and to remove soil that would shorten the useful life of the carpet.
- Hard surface floors must be:
 - Free of all dirt, debris and loose or embedded gum.
 - Free of all deep surface scratches and abrasions that haze the floor's appearance.
 - A clear luster floor finish and maintain it in like-new condition.
 - Free of spots and finish discoloration due to previous cleaning or lack of addressing spills in a timely manner.
 - Free of dust or grime build-up at, or around, floor surface edges, corners, chair bases, stanchions, or other objects that are placed on the floor.
 - When liquid is spilled, appropriate signs must be provided until clean up occurs. Janitorial services must be notified.
- Ceilings and ceiling grids must be dust-free and unsoiled.
- Ceiling tiles must be positioned in place to provide a clean appearance. Lifted tiles shall not be allowed to remain over night.
 - Fans, light fixtures, & assemblies must be clean and dust free.

- Telephones, telephone areas and dioramas must be clean & debris free.
- Air conditioning grills must be clean and free of dust.
- Exhaust fans must be clean, dust free.
- Stairways/stairwells must be free of offensive odors, surface or embedded gum, debris, sand, soil, grime and spots.
- Handrails must be tightened, clean and free of dust and grime.
- All structures must be free of dirt and graffiti.
- Music audible to customers within individual facilities must be provided by the facility's audio system and approved in writing by the DOA Concessions Compliance Manager.

3.2 Condition

- Seating must be clean and free of rips, tears, and broken parts. Seating that is rip, torn or broken must be replaced immediate or removed for the area.
- Sales and cashier areas must appear neat, organized and clean.
- Heating and air conditioning units must be operational. AC vent must be clean and free of dust and dirt.
- Fans, light fixtures, assemblies, and bulbs must be operational, clean and free of dust.
- Carpets must not be worn or frayed; tile and stone flooring must be free of large cracks or gouges and broken pieces.
- Tile, terrazzo, and all flooring must be free of cracks, gouges and broken pieces.
- Stairways/stairwells must be painted every 18 months and touched up as needed. An annual schedule must be provided to DOA Concessions Compliance.

- Physical facilities, such as counters, booths, and kiosks must be in good repair like new condition.
- All concessions must provide quality products in a pleasant and well-maintained area.
- All concessions must have a pleasant atmosphere and present an inviting appearance free of clutter.
- Apparel and accessories must be neatly folded or hung in the appropriate area.
- Trash, packaging, shipping materials, debris and delivery carts/totes must be stored out of the public view or removed promptly from the public areas.
- Furniture, display cases, fixtures, and shelving must be in a like new condition with no deep cuts, scratched, graffiti, or broken pieces. Tenants must immediately remove any damaged furnishing that will pose a safety hazard to the customer. Furnishing placement must comply with all applicable code to ensure appropriate width for physically challenged passengers and permit free movement by customers with carry-on-baggage.
- Roll gates and other types of entry security equipment must be in working condition. Tenant must take immediate measure to ensure repairs are completed within 24 hours.
- All stanchion components must be kept in like-new condition. DOA Concessions Compliance reserves the right to request that items in disrepair be removed and replaced.
- Fire extinguishers/fire protection/life safety systems must be operational and properly mounted per fire code. Details are contained in **Section 21.0 Life Safety** section of this manual.
- Restroom surfaces and fixtures must be clean and sanitized. The restroom must be neat and odor free.

3.3 Functionality

- Customer comment cards must be readily available.

- Wet paint signs must be affixed while painting and removed prior to re-opening the store for business. No hand written signs are permitted in public view.
- Entrance and exit doors must be maintained in good working order and must comply with applicable codes. Entrance doors must be free of noticeable smudges, dirt, grime and obstacles that would impede the public path.
- Public address and music system must be clear/audible from all areas and in good working condition with appropriate volume levels as not to interfere with the airport address system or annoyance to airport patrons.
- Seating must not be removed from designated areas. All tables, fixtures, chairs, kick rails, and table bases must be free of debris, dirt build-up, and scuff marks.
- Refrigerators and coolers must be free of odor and spills.
- Ashtrays, where smoking is permitted, must be in good condition and sufficient in number.
- Trash receptacles and wastebaskets must be in an acceptable condition, sufficient in number and not obstruct the path of the public.
- Counters and cash wrap area must be neat and clean in appearance.
- Tenant areas must be free of any insect or rodent activities.
- Lighting must be adequate to all areas and in compliance with applicable codes and design standards.
- Exhaust fans and AC vents must be operational and free of dirt and dust.
- Contractors' or vendors' supplies and equipment must be stored out of customers' view when not in use. A complete 'concession cleaning kit' containing supplies for dust, glass, and wood cleaning products must be maintained in all units and stored out of passenger site.
- Television monitors must be maintained in good working condition.
- Americans with Disabilities Act (ADA) access locations must be unobstructed and code compliant.

- Fire protection/life safety systems must be operational and checked/inspected annually as appropriate per code.
- Mop, mop bucket, strainer, and mop sink must be clean at all times.
- All merchandise and areas which hold store merchandise must be free of dust and spilled product. All cabinetry, shelves, display units, and wall bays must be free of marks, dust, and spilled product.
- All menu boards, cash wraps, nesting tables, fixtures, and condiment bars must be free of dust, stains, residue, spills, and clutter.
- All windows, lighting, non-glass doors, glass areas, brass, and chrome surfaces must be free of dust, spills, hand-prints, scuff marks, and splashed product.
- The Point-of-Sale (POS) systems and surrounding area, as well as other equipment must be organized, clean, free of marks, and dust.
- No rights, privileges, or space may be assigned or subleased without written approval of the DOA Concessions Division.

4.0 SPECIALTY RETAIL, NEWSSTAND AND BUSINESS SERVICES

Retail areas must have a pleasant atmosphere and present an inviting appearance. They must be free of clutter and comply with the standards in **Section 3.0 Open Day Fresh**. Retail service outlets must also provide courteous service and quality products in a clean and well-maintained facility to include but not limited to the following:

4.1 Product

- Merchandise must be attractively displayed with a neat and uncluttered appearance.
- Damaged merchandise must be removed from display areas immediately.
- Merchandise must be stocked in sufficient quantities.
- Items must not be sold past expiration dates/times.
- Tenant must follow the procedures outlined in their lease agreement for all merchandise price changes.

4.2 Employees

- Employees must conform to the same standards as delineated in **Section 2.0, Airport and Concessions Customer Service.**
- Employees must be able to direct customers to other outlets if a requested item is not available in their shop.
- Employees may courteously recommend a substitute item to a customer, if appropriate.
- Employees must always ask the customer if they found what they were looking for.
- Employees must have appropriate product knowledge of items being sold.
- Employees must not use personal radios, tape or disc players.

5.0 FOOD AND BEVERAGE

All food and beverage staff must provide friendly and courteous service and quality products in a clean, pleasant and well-maintained facility. Food and beverage products purchased by concessionaires for food and beverage services shall meet or exceed the local, state and federal food quality standards. If deficiencies in any of the following are observed, corrective action must be immediately taken. In addition to adhering to all existing health code requirements, the following standards must prevail.

5.1 Cleanliness

- Counters and tables must comply with all applicable codes, be periodically bused, sanitized, wiped clean, and kept free of debris.
- Tray slides must be clean and trays must be sanitized not just wiped clean.
- Exhaust hoods, ducts, fans and filters must be clean and appropriately maintained.
- Tables, chairs, booths, display cases, and fixtures must be in compliance with all applicable codes and in like-new condition with no deep scratches, cuts, graffiti or broken pieces.

- Cooking equipment must be well maintained, cleaned and in good working order.
- Cleaning supplies must be stored out of sight of customers when not in use and segregated away from any food products to prevent cross contamination or spillage.
- For other standards of cleanliness, refer to **Section 3.0, Open Day Fresh Standards**.

5.2 Functionality

- Nothing must block or obstruct the clear access to any life safety or fire protection system (i.e., hose cabinet or exit). Refer to **Section 21, Life Safety**.
- Food products delivered to a food and beverage area must be transported in a manner so as not to impede pedestrian traffic.
- All entrances to establishments must be kept clear of merchandise and sales/advertising stanchions.
- Menus and menu boards must be well designed, clean, and display the correct prices.
- Tenant must submit and obtain approval for changes to menus and menu pricing increases.
- No items must be sold past expiration dates/times.
- Operators must make every attempt to ensure that all menu items are available.
- Booths and appliances must not block egress or access to fire protection/life safety systems.
- The most current health department inspection report must be displayed in plain view of the customer and a file copy sent to the Concessions Compliance office.

5.3 Product

- Food displays must be attractive, fresh, and appetizing.

- All items will be sold at prices as defined in the lease and as approved by the Department of Aviation Concessions Management Division.
- Food and beverage must meet all applicable temperature requirements mandated by the health code whether hot or cold.

5.4 Food Operations-Power Outage Guidelines

During a power failure a food service facility is in its most vulnerable state. Not only are the lights off and the cash register is inoperable but you are in danger of losing money due to loss of product. One of the leading causes of food-borne illness is food being in the temperature danger zone (41-140 degrees) for an extended period of time. Below are some tips to help you maintain product quality and safety.

- **Be Prepared:**
 - Refrigeration units should be equipped with a working thermometer kept at 40 degrees or below for proper cold food storage.
 - Freezer units should be equipped with a working thermometer kept at 0 degrees for frozen food product.
 - Dry ice should be kept on hand or readily available for emergency situations where perishables are stored.
- **When the Power Goes Out:**
 - Document the time of the power outage.
 - Keep the refrigerator and freezer doors closed as much as possible.
 - The refrigerator will keep food cold for about 4 hours if it is unopened.
 - Don't place any hot foods in refrigerators or freezers.
 - Pack any perishables in ice or provide dry ice in units.
 - If hot holding equipment goes out, discard any potentially hazardous food out of temperature control for more than 4 hours.
 - If power returns within 4 hours, reheat hot foods to 165 degrees then serve.

3. Once the Power is Restored:

- Check the temperature inside of refrigerators and freezers.
- If the freezer thermometer reads 40 degrees or below, the food is safe and may be refrozen.
- If for some reason the unit thermometer is missing or in disrepair, you must check each package of food to determine its safety. You can't rely on appearance or odor. If the food contains ice crystals or temps at 40 degrees or below, it is safe to refreeze or cook.
- Refrigerated food should be safe as long as the power was out for no more than 4 hours. **It is crucial to keep the door closed as much as possible.**
- Discard any perishable food (such as meat, poultry, fish, eggs, sandwiches or leftovers) that has been above 40 degrees for two hours or more.

5.5 Employees

Employees must conform to the same standards as delineated in **Section 2.0, Airport and Concessions Customer Service.**

6.0 LUGGAGE CARTS & LOCKERS

6.1 Cleanliness

Self-service carts must be clean at all times.

6.2 Condition

- Damaged luggage carts must be repaired immediately.
- Luggage Cart Dispensers must be in good working order and maintained to provide a neat and uncluttered appearance. Regular maintenance must be performed to ensure no condition exist that could cause damage or harm to customers.
- Carts must be returned to their dispensers in an appropriate manner.
- Luggage Carts that must be transported between DOA Parking Lot floors must be transported via ramps and not on escalators, elevators, or moving walkways.

6.3 Functionality

- All cart dispenser locations must be approved in writing by DOA Concessions Management Division.
- Luggage Carts are strictly for passenger and public use. They must be readily available at all times.
- All unattended luggage carts must be returned to dispenser racks in a reasonable time frame.
- No self-service cart dispensers can be added/removed without the written approval from DOA Concession Management Division. If approved for removal, damages caused to the facility shall be repaired at the vendor's or applicable contractor's expense.
- The concessionaire must operate the self-service cart system 24 hours a day, seven days a week, including holidays.
- The concessionaire must establish written criteria for addressing passenger complaints in a timely manner. These criteria must be approved in writing by the Director of Concessions, Concession Compliance Manager, or designee.
- The concessionaire must follow all guidelines outlined in its contract with DOA Concessions Management Division.
- Luggage carts must be stocked in sufficient quantities.
- 50% of the dispenser units must be able to successfully process credit cards.
- The concessionaire's office must be staffed during regular business hours (8:00 a.m. – 6:00 p.m.) and a 24-hour emergency contact.
- Use of luggage carts by commercial companies, including but not limited to, permitted ground transportation entities, airlines, or other airport tenants in the operation of their business is prohibited.

6.4 Employees

Employees must conform to the same standards as delineated in **Section 2.0, Customer Service Standards.**

6.5 Lockers

Lockers must be inspected and maintained as outlined in the most current TSA Directives. Operator must forward the appropriate monthly reports to each agency before the designated deadlines.

7.0. VENDING MACHINES & NEWSPAPER BOXES

7.1 Vending Machines

Vending machines are a desired service for the accommodation and convenience of the passengers, public and airport employees. Perishable products must not be sold past the expiration date. Nonperishable products/merchandise shall be maintained in the highest quality. Use of these machines for concessions purpose is outlined in the appropriate tenant's lease agreement. Any other specific use must be approved by the Aviation General Manager or his/her designated representative. All price changes must be submitted and approved before items are placed in the machine for sale. Tenant must follow the guidelines listed below as well as the standards describe in **Section 3.0, Open Day Fresh**.

- Machines owned and/or operated by the concessionaire under contract with the City shall not be utilized to generate revenue for any tenant employee organization unless the Concession Management Unit recognizes that organization.
- The concessionaire's contract with the City shall provide that only a recognized organization is entitled to a contribution from the gross revenues generated by the machines.
- All machines open to the public must be wiped on a daily basis in order to ensure they are free from streaks and dust.
- The movement and cleaning of vending machines will occur during evening hours only.

7.2 Newspaper Vending Machine

- Locations for newspaper boxes shall be subject to adjustment, relocation, or other changes at the discretion of the Concession Compliance Manager, with concurrence from Landside Operations.
- A site plan including the location of all newspaper boxes on the concourses, baggage level, and north and south terminal shall be indicated with appropriate signage.

- All locations in the terminal or the concourses shall be placed so as to assure that all passengers will be within a reasonable distance of a news rack.
- No newspaper box placement will compete with an in-line store selling unless approved by the Department of Aviation Concessions Management unit.
- All newspaper vendors must provide a cleaning schedule twice a year to Concession Compliance.

8.0 STORAGE ALLOCATION FOR CONCESSIONAIRE USE

Unless otherwise provided for in a lease or other written agreement or permit, no persons may use any area of the Airport for storage of equipment, product, or other property without first obtaining written permission from the DOA Concessions Management Unit

9.0 TERMINAL SIGNAGE

- All signs must comply with DOA design specifications and all applicable codes and standards. They must be submitted to DOA Concessions Management and DOA Planning and Development Division (P&D) for written approval.
- All signs internal and external, signage stand holders, menu boards, and blade signs must be clean, free of dust, and in good condition.
- Pictures, displays, and frames (whether art or advertising) must be clean, and free of tears, scratches and dust.
- No promotional banners or signage may be used without review and written approval from DOA Concession Compliance, Landside Operations, and P&D Facilities Management.
- All illuminated signs must be in proper working condition. Tubular or neon-lighting is not preferred; and must be approved before installation.
- No materials may be placed on top of light emitting diode (L.E.D.) signs located at ticket counters, gate check-in counters, and various other locations throughout the terminal and concourse buildings.

- All concession areas under construction must be provided with professional signs on barricades with an opening date and may include a name and logo of the new facility. Signage must be updated as necessary.
- Unauthorized postings are not permitted.
- Handwritten and/or unprofessional signs are prohibited. No exceptions will be allowed.
- Signs must not obstruct any life safety annunciation device, smoke detectors, or fire sprinklers.
- Signs must not impede the functionality of light fixtures or air conditioning grills.
- Exit doors must be operational, illuminated, and clearly signed.
- Enforcement/warning signs must be appropriately posted.
- Dynamic signs must operate properly and display the correct information. No concessionaire will make any alterations of any nature whatsoever to any building, ramp, or other airport space, nor erect any building or other structure without written permission of the Director of Concessions, Concessions Compliance Manager, or designated staff.
- Signs must be visible and illuminated (if applicable) in proper working condition.
 - Hours of operation must be displayed and fully observed. During flight delays, hours of operation may be extended to accommodate passengers.
 - Signage must be submitted to the DOA Concessions Compliance Office and approved in writing by DOA Planning and Development Division and must clearly and visibly direct customers.
 - Store policies regarding credit cards, returns/refunds, etc. must be clearly displayed.
 - Prices must be clearly displayed (either item or category priced).
 - Operators required by lease agreement must prominently display Street Prices signs.

- Flashing or blinking signs must not be used.
- Signage must be approved by the DOA.
- Evacuation routes must be clearly posted.

10.0 ADVERTISING AND PROMOTIONAL SIGNAGE

- No signs or graphics on counter back walls may be displayed without prior written approval from DOA Concessions Management, P&D Planning, and Landside Operations.
- Flashing, laser, neon, or blinking signs must not be used.
- No persons without written authorization from DOA Concession Compliance and Landside Operations may post commercial signs, banners, or distribute advertisements, literature, circulars, pictures, sketches, drawings, handbills, or any other form of printed or written commercial matter or material at the airport.
- Retail advertisements can/must be displayed within the leased premises.
- No promotional activities or events may be conducted without review and prior written approval from DOA Concession Division.
- Handwritten signs are absolutely not authorized.

11.0 PROMOTIONAL EVENTS AND ACTIVITIES

- Promotional activities will be limited to the following:
 - DOA-approved art and displays that provide public service messages.
 - Airline and concession promotions conducted within the limits of leased areas unless otherwise approved in writing by DOA Planning and Development Division.
 - DOA-approved advertising conducted under the terms of the DOA advertising contract.
 - All promotional activities in the Terminal, with the exception of concession promotions and advertising contracts, will be of limited

duration and will be subject to the discretion of the DOA Concessions Management Unit and the Planning and Development Division. Such promotional activities will be permitted only where they do not interfere with the normal operation of the Terminal.

- Promotional activities requiring tents, cooking facilities, pyrotechnics or events where the number of people will exceed the normal occupancy of the designated area will require approval by the City of Atlanta Fire Marshal. The City of Atlanta Fire Marshal may require permits or a fire watch as applicable.
- With the exception of concession promotions, the sale/or give away of food and beverages associated with a promotion is prohibited.
- Banners to promote new services and/or awards in the Terminal must first be approved in writing by DOA Planning and Development Division may be displayed for a period not to exceed two weeks unless otherwise approved.
- Clean up activities associated with any promotion, unless otherwise specified, is the responsibility of the entity organizing the promotion.
- Application to conduct promotional activities in the Terminal must be made in writing to DOA Concessions Management Division.
- Food and beverage concessionaires authorized by DOA Concessions Division are the only entities permitted to cater promotional events.

12.0 HOURS OF OPERATIONS AND HOLIDAY REDUCED HOURS OF OPERATION SCHEDULE

12.1 Hours of Operations

Unless otherwise approved, all concessions must adhere to the hours of operations as outlined in their respective lease agreement. Hours of operations must be displayed and fully observed as specified in the lease. Store hours may be extended to accommodate passengers due to flight delays.

Stores must be staffed to accommodate the operations from opening to closing. Deviation maybe approved by DOA Concessions Management for inventory or other circumstances; however, all requests must be submitted at least 48 hours before the event to allow for processing and approval.

12.2 Holiday Reduced Hours of Operations Schedule

DOA Concessions will normally publish a Holiday Reduced Hours of Operations Schedule within the first 30 days of each new year for the major holidays. Tenants must be aware that these hours may change due to operational issues or situations that mandate adjusting the approved schedule. Therefore; it is extremely important all concessions have a current schedule.

MLK Birthday	Easter Sunday	Memorial Day
Independence Day	Labor Day	Thanksgiving Day
Christmas	New Years Day	

13.0 CONCESSIONS QUALITY ASSURANCE REPORTS, AIR TALK SURVEY, WEB COMMENTS, AND CUSTOMER COMPLAINT LETTERS

13.1 Concessions Observation Reports

The Concessions Observation Reports/Forms are generated by the concessions division or designated representative to record periodic audits and inspections of all newsstands, specialty retail, business services and food and beverage locations. The primary focus of the audits/inspections is (1) to evaluate the level of customer service and make recommendations to correct concerns, (2) improve customer service by identifying critical area of focus, and (3) create a historical record of the concessions performance for future reference. Audit/inspections include a detail observation and evaluation of the following areas: Facility Appearance, Customer Service, Merchandise/Product Quality and Food Safety/Sanitation. Each evaluation is scored from 1 to 7 (with 1 being the lowest and 7 as the highest) within four categories – Very Dissatisfied, Dissatisfied, Satisfied, Very Satisfied.

To ensure all concessions locations meet and exceed the based customer service standards outline in **Section 2.0**, concessionaires must score at least an acceptable rating of 6. Outlined below is the standard for the rating system.

Very Dissatisfied Rating 1-3 (Unacceptable)

Any concessionaire who receives a Very Dissatisfied rating of 1 through 3 did not meet a majority of the acceptable customer service standards or they failed to meet a significant level of performance. Additionally, any ratings of 1 through 3 are unacceptable and the concessionaire must take immediate corrective actions within 48 hours of notification and provide a written response to the concessions compliance within 3 business days with an action plan addressing deficient areas to prevent reoccurrence.

Dissatisfied Rating 4 – 5 (Need Improvement)

Any concessionaire who receives a Dissatisfied rating of 4 or 5 did not meet the minimum acceptable customer service standards. Any rating of 4 or 5 requires corrective action within 5-7 days and tenant must provide a written response to the concessions compliance office within 3 business days addressing the infractions with solutions to prevent further reoccurrences.

Satisfied Rating 6 (Acceptable)

A concessionaire who receives a Satisfied rating of 6 has satisfactorily met the minimum acceptable customer service standards. An acceptable rating of 6 does not require a written response; however, the tenant should address all noted problem areas.

Very Satisfied Rating 7 (Excellent)

A concessionaire who receives a Very Satisfied rating of 7 has exceeded the minimum acceptable customer service standards. This rating requires no action on the part of the concessionaire.

Below is the revised rating system equivalent

<u>Rating</u>	<u>Scoring Equivalent</u>	
Excellent	100 - 95%	(Score of 7)
Acceptable	94 – 85%	(Score of 6)
Needs Improvement	84 – 79%	(Score of 4 – 5)
Unacceptable	78% and Below	(Score of 1 – 3)

13.2 Air Talk Survey, Web Comments and Compliant Letters

Passenger may record comments of their travel experience by utilizing one of the following three methods; Air Talk Survey cards that are accessible throughout the airport, the airport web sites (www.Atlanta-airport.com), or forward their complaints via letter to the Department of Aviation, Customer Service office. The Customer Service office will forward all complaints relating to concessions to the Concessions Compliance office. The Concessions Compliance office will in turn respond to the customer and forward the customer complaint to the respective concessionaire within 3 business days of receipt. The concessionaire must respond to all customer complaints within 3 business days and forward a copy of all correspondence to the concessions compliance office.

14.0 USE OF STANCHIONS

The DOA Concession Management Division, as noted herein, must approve all written requests for stanchions. All equipment in the public areas of the Terminal, including queuing areas, must conform to the following:

14.1 Stanchions within Concessions Locations

Stanchion specifications must be approved in writing by the DOA Concession Management Division. Should a concessionaire wish to use stanchions, their request to DOA must include written consensus from airlines and other users within the immediate vicinity prior to submittal to DOA Concession Management for approval.

All stanchions must be of the retractable belt type.

- Stanchion posts must have a black finish.
- Color of the retractable belts is at the discretion of the operator.
- Branding is permitted on the retractable belt only.
- Signage attached to stanchions and inclusion of company logo or name must be approved in writing by the DOA Concession Management Division and P&D Planning.

14.2 Functionality

- Stanchions must not impede normal pedestrian traffic flow in any part of the Terminal nor interfere with another tenant's operations.
- All stanchions must be maintained clean, free of dust and embedded gum or stickers.
- All stanchion components and must be kept in like-new condition.
- Items in disrepair must be removed and replaced.

15.0 DELIVERY AND DISTRIBUTION

- Cart wheels and hand trucks shall be non-marring/pneumatic tires and silent.
- Carts must be in like-new condition.

- Floors must be fresh and in like-new condition; therefore, oiling of wheels must be done in the maintenance area. Excess oil must be removed to prevent oil dripping on floors.
- Weight loads must not exceed the maximum limits specified by manufacturer.
- Merchandise and products must be delivered to concessions locations without interfering with public traffic in the Terminal. Daytime deliveries are not authorized without prior approval of the DOA Compliance Office. Deliveries **will not** be transported on the passenger elevators (except Concourse D), moving sidewalks, or the APM System (train).

16.0 REPAIRS AND MAINTENANCE

Maintenance and facility upkeep in the leased space is the sole responsibility of the tenant. This includes HVAC system, floors, walls, equipment (i.e. cooler, registers), and other non airport maintained devices. Tenant must keep the premises and all improvements in good repair and in a clean, neat, safe and sanitary condition at all times. If damage is determined to come from the building roof or exterior, contact AATC to address the source of the problem. Also, if it becomes reasonably necessary during the term of the lease, as determined by the Aviation General Manager, tenant will, redecorate and paint fixtures, worn carpet of premise interior, replace fixtures, curtains, blinds, drapes or other furnishings or equipment that is in disrepair. It is vitally important and mandatory that all maintenance issues and repairs be identified and repaired immediately to keep the operation compliant with “Open Day Fresh” standards.

17.0 Pest Control

The standard for cleanliness at the airport has been set at an optimal level and must work in complete alignment with the DOA overall Cleanliness Campaign. This includes pest control activities, facility and equipment maintenance, housekeeping and good retail practices (GRP). It is expected of each concessionaire to implement and maintain very aggressive internal controls that will ensure total compliance with sanitation standards and the Aggressive Pest Control Management Plan (APCMP) implemented by the Concessions Management Division.

Therefore all concessionaires must adhere to the following:

- Each Concessionaire is required to have a licensed or certified Pest Control Operator (PCO).

- PCO must be approved by the Concessions Management Division.
- PCO service treatments must comply with state mandated application methods.
- Self- treatment or treatment by unlicensed personnel is prohibited.
- Concessionaires must adhere to Pest Control Policy set forth by DOA Concessions Management Office.
- Recommendations provided by the Pest Control Operator on monthly reports must be addressed immediately.
- All rules, regulations and directives provided by the health authorities must be in full compliance.

18.0 ENVIRONMENTAL

18.1 Grease Removal

Grease handling is a very pertinent and serious area in terms of safety and potential hazards which may occur in a food service operation. Procedures are required to properly handle, store and dispose of all food and grease waste discharged from food preparation operations. Therefore, it is necessary to ensure that liquid waste (grease) is collected and disposed of by a certified liquid waste removal company as approved by the Concessions Management Division. Concessionaires must follow the grease handling procedures set forth by the DOA with reference to the Tenant Environmental Compliance Guide.

18.2 Grease Traps

In accordance with the City of Atlanta Grease Management Ordinance, all food and beverage locations must obtain the appropriate permit for all grease traps in their location. Concessionaires must ensure grease traps are kept clean and serviced often, on a routine basis. Waste grease handling equipment should be stored in covered areas. An inspection routine must be implemented to ensure that traps and surrounding areas are kept clean.

Maintenance and inspections for outdoor grease traps are performed every ninety days and indoor grease traps are performed every 14 days by the appropriate authorities. The inspection must include an inspection for excessive corrosion, wear and the structural reliability of the grease trap. Any grease trap which fails the basic inspection as outlined in the Grease Management Ordinance must be replaced immediately. It is prohibited to introduce or add bacteriological, chemical,

or enzymatic treatments to the grease system. The concessionaire is responsible for maintaining grease manifest and keep current records in unit for inspection by DOA compliance officers.

18.3 Grease Spills

Grease spills caused by concessionaires are the responsibility of that tenant to clean up. Grease spills caused by the vendor will be cleaned up by the vendor.

Tenants shall maintain adequate supplies, spill response equipment and materials in accessible locations near areas where spills are likely to occur. Spills must be controlled to minimize property damage, personal injury and damage to the environment.

18.4 Leaks

Concessionaires shall implement routine preventive maintenance inspection (PMI) for all related plumbing to reduce the likelihood of a leak that results in a discharge into the environment or clogging of the system. All concessionaires will be held accountable for leaks, damages and all restoration cost, once the source has been determined by authorities. Damages from leaks in public or adjacent concession areas must be corrected immediately and in non-public areas within 48 hours or as directed by the DOA Compliance office.

Concessionaire must report all roof leaks to AATC at 404-530-2112. Concessionaire should record the date, time and individual's call center name as a means of tracking the incident.

19.0 SAFETY & SECURITY

Employees must:

- Immediately notify DOA Security Division, US Customs, and the employer if the Airport issued ID badge is lost or stolen.
- Display an official DOA identification badge while in the Security Identification Display Area (SIDA) or NON-SIDA locations.
- Swipe the ID badge each time when entering SIDA areas. This means that only one employee at a time will enter or exit the restricted area making sure the door closes and locks behind the individual employee. Employee must never prop or hold security door open for any reasons. Piggy Backing is prohibited/unauthorized.

- Challenge anyone not wearing an ID badge in the SIDA areas.
- Notify DOA Security Division or Atlanta Police Department (APD) when unattended luggage or suspicious packages are found or security problems encountered.
- Submit personal items for inspection upon request by authorized personnel when entering or exiting SIDA areas and at any time within the SIDA area.
- Not tamper with or damage security systems.
- Not be in the restricted area of the airport unless on official company business.

20.0 CONSTRUCTION

20.1 Construction Phase of Projects

- DOA has established standards for separating construction sites from other portions of facilities that must continue in operation while construction is underway, as well as for controlling potential negative effects of construction operations on normal business. These standards are found in several locations including, but not necessarily limited to, the DOA General Conditions for Construction Contracts and DOA Project Manual, to be edited by the Architect/Engineer (A/E) for each project's technical specifications (both available via the Project Manager). Their applicable requirements must be incorporated into all project construction documents and must be strictly adhered to by all contractors, their personnel and their clients.
- All necessary and required life and health safety measures must be in place and maintained to protect customers and employees as well as construction personnel.
- All necessary and required security measures must be in place and maintained to protect essential operations.
- All necessary and required measures must be in place to minimize the negative impacts of construction, of all types, on adjacent, ongoing operations and those customers and employees involved in them, including the maintenance of aircraft, vehicular and pedestrian traffic.

- All necessary permanent and temporary signage must be in place and maintained to inform customers and employees about the construction that is occurring and how it may impact their activities.
- All proposals for construction or modifications to facilities or leased areas must be submitted to DOA Properties Division for written approval.
- All construction and modifications being requested must have proper permits obtained.
- All construction work within DOA property shall be ADA compliant.
- All permits must be closed out at the end of construction and a copy of the final release sent to DOA Properties Division.
- Strict adherence to all applicable DOA procedures is mandatory on the part of all parties, whether they are DOA staff, tenants, customers, passengers, design professionals, contractors, vendors, etc., including the requirement that all projects must obtain building permits.
- All punch list items must be resolved within the time specified and agreed upon by DOA Concessions, DOA P&D, Tenant, and Tenant's General Contractor. Failure to complete any punch list item will result in fine not to exceed \$200 per day per punch list item.

20.2 Safety

- No construction-related operations, either inside or outside of the project's contract limits, must expose customers and employees to hazardous conditions that could cause them to slip, fall or be hit by protruding or falling debris or construction materials (General Conditions and Division 1).
- Temporary walls/barricades must be installed and maintained throughout construction in good physical condition with no holes, dents, marks, graffiti, unauthorized postings, tears or other aspects which are unsightly, compromise the intended purpose, or could be hazardous to human contact.
- Temporary walls/barricades must not obstruct access to existing exits without the prior establishment of alternate, code-compliant exit access.

- New, temporary evacuation plans must be provided by the contractor and posted in appropriate locations to replace existing plans at any time that existing paths of egress are changed temporarily by construction.
- Life safety systems that are affected by demolition and construction must be maintained in operation at all times. Otherwise, appropriate fire watches or other approved procedures/measures must be maintained in place until such systems are tested, found to be acceptable by the authority having jurisdiction and returned to full.
- Floors within and adjacent to construction sites must be maintained dry and free of liquid spills and water to prevent slipping and falling, throughout the course of construction.
- No shutdowns of any systems shall be permitted unless an approved Shutdown Request Form has been obtained from Facilities Maintenance and Engineering Division.
- No digging shall be permitted unless an approved Utilities Clearance Form has been obtained from DOA Facilities Maintenance and Engineering.

20.3 Security

- Door installations in temporary walls/barricades must be limited to the minimum possible number, must be located and detailed to be as inconspicuous as possible, and must have appropriate locks approved by the Security Division in order to maintain safe, secure conditions and prevent unauthorized access to construction sites and construction traffic into non-construction areas.
- No existing security measures shall be modified or otherwise compromised without the prior establishment of alternate security measures approved by all the affected security agencies.
- Construction workers must be required to possess and display the official DOA issued identification at all times.

20.4 Cleanliness

- All interior and exterior areas undergoing renovation or construction must be maintained throughout the course of construction in a neat and clean condition from the vantage points of customers and employees.
- Temporary walls, fences and other barriers must be maintained free of graffiti, damage, debris and dirt throughout the course of construction.
- No offensive odors must be allowed to emerge from construction site.
- All surface areas outside the contract limits of all interior and exterior work sites subject to the spillover effects of construction operations must be maintained free of dust and debris throughout the entire duration of construction, including the contractors' access routes to the work sites. Appropriate, effective dust control methods, such as hosing down dust-producing operations or other effective means, must be employed routinely.

20.5 Condition

- Interior temporary partitions separating construction from non-construction areas must be constructed to appear permanent, must be painted or otherwise finished and maintained throughout construction to match adjacent, similar walls as nearly as feasible, and must be acceptable to DOA.
- Storefronts and other similar elements under construction must have temporary coverings, as above, that conceal construction activity from the view of customers. Such coverings must be designed, constructed and maintained throughout construction to present an appearance acceptable to DOA.
- Temporary walls may play a role in the Art program. The Project Manager and DOA Planning and Development Division must be consulted during project design to determine applicability.
- Temporary barriers in sight of customers during construction must be selected, installed and maintained throughout construction to be uniform in type, color, size, pattern and condition and must not exhibit obvious damage, discoloration or other deleterious effects that detract from an appearance acceptable to DOA.

- Whenever possible, construction equipment, electrical equipment and tools must be kept out of public view throughout construction, by means of their locations on construction sites or the appropriate use of barriers, walls, fences or other means acceptable to DOA.
- Whenever possible, construction equipment, electrical equipment and tools must be kept out of public view throughout construction, by means of their locations on construction sites or the appropriate use of barriers, walls, fences or other means acceptable to DOA.
- Construction and permanent dumpsters, compactors and trash receptacles must be located and/or screened appropriately to be out of sight of customers throughout construction.
- Sound suppression construction measures and devices must be employed whenever needed and feasible, to minimize construction noise when such noise would be disturbing to customers and employees conducting normal business.
- Air conditioning, heating, water supply, sewage disposal, power supply, lighting, telecommunications, fuel, fire detection/ protection/alarm and other utility systems and services must be maintained for all parts of any facility that may have these systems and services compromised by any project's demolition and construction activities.
- Temporary lighting must be provided throughout construction by the project Contractors in all areas outside the contract limits of all interior and exterior work sites when those projects' demolition and construction operations result in insufficient light for DOA continuing operations. All light fixtures must be in working order with all bulbs operating.
- Construction workers must possess and display the DOA issued identification at all times.
- Access/egress must be maintained in accordance with the Life Safety Code.
- Fire protection and life safety systems must be maintained during construction unless the Life Safety Bureau approves an adequate alternative remedy.
- Floors must be dry.

- No orange traffic cones, plastic tape or other temporary barricades may be used unless previously approved in writing by DOA.

20.6 Signs and Directions

- Signage and information must be made available to customers explaining the benefits of each project; a description of what is being renovated or constructed, who will be the principal occupant(s), and when it will be complete. It must also include the Project Manager's name and phone number.
- Temporary signs designating alternate facilities must provide clear identification, access directions and hours of operation.
- Appropriate, temporary, directional signage must be provided when construction barricades obscure, hide or obstruct facilities, entrances, restrooms, elevators or escalators.
- Renderings may be posted at appropriate locations when deemed advisable by DOA and directed by the Project Manager.
- All signage must be approved in writing by DOA Planning and Development Division. See **Section 9.0, General Standards for Terminal Signage** for additional information.

20.7 Employees

Employees must conform to the standards outlined in **Section 2.0, Airport and Concessions Customer Service**

21.0 LIFE SAFETY

- Sprinklers/smoke detectors must be maintained and operable at all times and there must be no storage, obstruction, or furniture that may impede the function of the same. Refer to the Life Safety Code (LSC) 101 31-1.2.2.1.
- Fire alarms/alarm devices must not be disconnected or tampered with by any means. Fire alarm components must be maintained and operable at all times. (Refer to the LSC 101 31-1.3.3).
- Evacuation route plans must be clearly posted and evacuation plans must be made available to all employees and practice drills conducted at least annually. (Refer to the LSC 101 31-1.3.3).

- Appropriate permits must be secured before proceeding with any remodel or construction, regardless of scale or cost of the project. (Refer to the LSC 101 1-4.6).
- Repairs or remodeling of Airport structure or contents must have written approval from the Life Safety Bureau and that of DOA.
- Exits must not be blocked or obstructed.
- Exit doors must not be locked.
- In the event that any of the referenced fire protection/life safety components are damaged or inoperable, it is the responsibility of the tenant/user to immediately notify the Maintenance Division, Work Order Center.

22.0 INFORMATION SYSTEMS AND TELECOMMUNICATIONS INSTALLATIONS

DOA relies on its computer network and the telecommunications systems consisting of voice and data to conduct its business. To ensure that employees assigned to work at ATL or independent contractors, and other systems users properly utilize computer and telecommunications resources, DOA has developed the following standards:

Public Pay Telephones

- DOA determines the size and model according to the location selected.
- Pay telephones must be installed by vendors according to County contract specifications and housed in adequate enclosures.
- Pay telephone installations must be in compliance with ADA.
- Telephone directories must be available and in good condition at every pay phone.

23.0 MONITORING FOR NON-COMPLIANCE WITH DOA STANDARDS

- Inspections/observations will be performed daily at unspecified intervals by DOA's Operations Division and other DOA staff as appropriate.

- Irregularities will be recorded (documented) and routed via e-mail and/or letter to the airline, tenant and/or other appropriate party by DOA Operations unless otherwise specified herein.
- Inspections/observations will be made during normal operating conditions to ensure consistency and fairness of information.
- Records of inspections/observations are to be maintained by the appropriate DOA division as outlined in these standards and readily available.

23.1 Terminal

Upon observation of non-compliance with DOA standards, the following steps will be taken to ensure corrective measures are implemented:

- First Occurrence:

Verbally advise local management of deficiency. (Written documentation of this verbal advice will be transmitted to the tenant or other party, with a copy maintained by DOA Concessions Management Division as appropriate). DOA Concessions may elect to issue an appropriate fine for lease violations.

- Second Occurrence:

Again, verbally advise local management of deficiency. (Written documentation of this verbal advice will be transmitted to the airline, tenant or other party, with a copy maintained by DOA Operations Division or other Division as appropriate). DOA Concessions may elect to issue an appropriate fine for lease violations not to exceed the maximum limit listed in the lease agreement.

- Third Occurrence:

After the same deficiency is noted (and documented) a third time, an e-mailed notification and/or letter to local management will be sent. The notification will:

- List the DOA standard being violated.
- Outline the deficiency.

- Specify DOA previous notifications to business partner of the noted deficiency.
- State the deadline for implementation of corrective measures. The length of time for the corrective measures will depend on the nature of the violation. Some violations might need to be corrected immediately, within hours, or within a few days (e.g., push-back of stanchions, removal of unapproved signage, letter behind podiums and counters).
- If the noted deficiency is not corrected as outlined above, DOA will contact the business partner's corporate headquarters via a certified letter to be written by DOA Operations Division or the appropriate DOA division as outlined in these standards.

The letter will:

- List the DOA standard being violated
- Specify the deficiency noted
- Describe corrective measure(s) expected.
- State the expected deadline for implementation of corrective measures allowing up to 30 days, as determined by DOA, for remedial action.
- Clearly state that non-compliance within the allotted time-period could result in DOA terminating its lease declaring the business partner in default of its lease for Terminal space at ATL.

If within the allotted remedial time period the deficiency is not corrected, DOA Concessions Division will serve the business partner's corporate headquarters with a final written notification (certified letter of default, termination, or other appropriate action). Such action may include, but is not limited to, billing tenant the costs for corrective action, plus a 25 percent administrative fee.

23.2 Construction

- Monitoring Violations:
- Primary monitoring and correction of DOA standards on any construction project shall be the responsibility of the Contractor for that project.

- Secondary monitoring for Contractors' violations of DOA standards on any construction project shall be the responsibility of the DOA Facilities personnel assigned to that project.
- Tertiary monitoring for violations of DOA standards on any construction project shall be the responsibility of the Architect/Engineer (A/E) of Record for that project, except when the A/E of Record is also the CIS for the project, in which case the A/E's responsibility becomes Secondary.
- The DOA Project Manager shall monitor and assure that the Contractor, CIS and A/E are discharging their responsibilities and are keeping all public areas in a well-kept manner.
- Supplementary monitoring and reporting of violations of DOA standards on any construction project are the responsibility of DOA and Tenants' employees if they are in a position to observe said violations.
- Reporting of Violations:
 - Any non-contractor observer of a violation of DOA Standards on any construction project shall promptly notify the DOA Concessions Manager for the project, whose name and telephone number shall be prominently displayed on appropriate signage in the vicinity of the project.
 - All such observers shall provide the date and time of the observation, as well as sufficient detail about the violation for the DOA Concessions Manager to determine responsibility for the violation and to seek its correction by the appropriate party. Whenever feasible, photographs of the violation should accompany the notification.
- Corrections of Violations:
 - The responsibility to enforce corrections of violations in construction projects shall be the responsibility of the DOA Concessions Manager for that project.
 - Such enforcement shall begin with prompt, written notification of the violation to the Contractor with a request to correct it immediately.
 - Monitoring of the corrective activity shall follow the same levels of responsibility as under "Monitoring Violations" above.

- Contractors' failures to promptly correct violations shall generate second notices from the Project Managers, and third notices if required, with warnings of penalties appropriate to the violations as stipulated in Concessionaire's lease agreement.

Continued Contractors' failures to correct violations may allow DOA to correct such violations and to charge the Contractor back for the costs incurred by DOA in making such corrections.

APPENDIX A CONCESSIONS COMPLIANCE SUPPLEMENTS

- A-1 Concessionaire Delivery & Distribution Plan
- A-2 Security Responsibility for Work, Security, and Property
- A-3 Life Safety Information for Concessionaires
- A-4 Tenant Environmental Compliance Guide

APPENDIX B - GLOSSARY OF TERMS

ADA -	The "Americans with Disabilities Act;" a Federal civil rights law empowering individuals with disabilities to file complaints or lawsuits alleging violation of their civil rights in conjunction with denial of access to facilities, jobs, benefits, etc.
A/E -	Architect/Engineer.
AHJ -	Authority Having Jurisdiction; the person or entity charged with the responsibility for enforcing the requirements of applicable codes, statutes, ordinances, rules and regulations governing building design and construction - usually the Fire Marshall or the Building Official, depending on the particular aspect.
Aircraft passenger loading bridge	
	The movable bridges (equipment) which connect the Terminal Concourses to the aircraft, to facilitate passenger and crew access between the two.
AOA -	Air Operations Area.
ATA -	Airline Transport Association
ATM -	Automatic Teller Machine.
BIDS -	Baggage Information Display System; consisting of the television monitors and backup equipment that inform passengers where to retrieve their luggage after arrival.
Building Code -	The Code that governs the design and construction of buildings within a particular jurisdiction.
CIS -	Construction Inspection Services
CUTE -	Common Use Terminal Equipment
DGM -	Design Guidelines Manual; consists of several volumes of criteria governing the design of DOA facilities, primarily the ATL Terminal Complex.

FAA	The Federal Aviation Administration; a branch of the U.S. Government charged with administering the aviation industry and all U.S. airports.
FAR -	Federal Aviation Regulations.
FIDS -	Flight Information Display System consisting of the television monitors and backup equipment that inform passengers of flight arrival and departure times and gate locations.
FIS -	Federal Inspection Station.
FOD -	Foreign Object Debris.

General Conditions

Standard legal description of the conditions governing the Owner's and Contractor's duties and obligations on all DOA projects.

GSE -	Ground Service Equipment.
ID -	Identification.
Kiosk -	Self-contained information booth or device usually computer and network intensive.
L.E.D. -	Light Emitting Diode.
Life Cycle Cost -	The cost of a project considering not only the initial cost of design and construction but also the cost of maintaining and operating the facility over its reasonable life span.
PLB -	Passenger Loading Bridge.
PRM -	Passenger with Reduced Mobility.
SIDA -	Security Identification Display Area.

Space and Furniture Standards –

A volume of requirements governing the layout of interior spaces and the selection and acquisition of furniture for DOA projects.

Terminal Wide People Mover -

The system of moving walkways in the ATL Terminal and Concourses that facilitate the rapid movement of passengers to their destinations within the facility.