



Houston Airports Concessions Management Guide



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1.0 Welcome

Welcome to the Houston Airports! We are excited to have you as a partner with our organization. Through synergy and cooperating together we will create an environment for the traveler that is second to none in the nation.

The Houston Airports are a primary point of departure and arrival for global travel to virtually anywhere in the world. For this reason, we must guarantee our passengers encounter the ultimate positive “Houston Friendly” experience. 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 satisfied or delighted customers; will generate customer loyalty, which will increase revenues and reduce cost. Compliance with these standards will promote a world-class environment for our passengers to shop, dine and enjoy while leaving them with a lasting impression of our wonderful city.

The purpose of this manual is to identify precise guidelines for our concessions’ program that match the expectations and needs of our travelers. It outlines expected customer service standards for all concession employees, facility and maintenance standards for concession locations as well as operations and safety/security standards. We encourage every concessionaire to refer to the standards outlined in this manual to ensure compliance with the expectation of the Houston Airports which is to be “a High Performing Organization”. We will start to use the terms “Opening Day Fresh” and “Texas Clean”. Occasionally, these standards will be modified to address the changes within the environment. Failure to comply with these standards will result in administrative actions as noted in the terms of the tenant’s concession agreements.

Thank You and Welcome!

Houston Airports Concession Division.



2.0 AIRPORT AND CONCESSIONS STANDARDS

2.1 “Three Steps of Service” Standards

Houston Airports strive to exemplify service excellence and provide a seamless approach to service airport-wide. As a result of this commitment, we have embraced 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 with our “Houston Friendly” attitude.

Step 2. Anticipate their needs

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

Step 3. Thank Them

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

The management team at the Houston Airports is aware that the traveler has a choice of the mode of transportation that 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 will 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 our customer concerns within three business days whether written or verbal.
- Provide a "Houston Friendly" 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.
- Employees must maintain eye contact while conversing with customers and fellow employees.
- Employees will refrain from using foul language or inappropriate language at any time in the workplace or airport.
- Employees will refrain from eating, drinking, chewing gum, smoking or talking on the phones in the presence of customers. Personal radio/I-Pods are not permitted while in public view.
- Employees will remain calm when encountering an upset customer.



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 “High performing concessions program” we must raise the standards of excellence. This means implementing additional service standards above those stated in the concessionaire’s lease agreements that will guarantee a positive customer experience beyond outstanding. For this reason each concessionaire must comply with the following:

Employees must:

- Greet all customers in a “Houston Friendly” and professional manner with a sincere smile within 20 seconds of entering the location.
- Always be properly identifiable as an Airport employee.
- Display a positive attitude towards 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.
- 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 location unattended unless it is deemed an official emergency.
- Resolve complaints promptly and maintain records for Houston Airports follow-up.
- Employees must provide a receipt and correct change for every transaction.
- Staffing levels must be high enough to greet customers within the 20 seconds standard and prevent wait times longer than 2 minutes at the cash registers. It is highly recommended that there be at least two employees staffed in each store at all times.
- Hours of operation must be adhered to at all times as approved by Houston Airports.

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 that a passenger's utilize 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, or merchandise. Your dress and appearance is another 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 concession employees to project an image that "wows" our passengers.



Employees Must

- Adhere to the established Houston Airports 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 F&B employees) that could interfere with 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 concession industry, customer service training has become a necessary part of doing business. It ensures our concession 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 of training by a company's approved training program. The training must be satisfactorily completed before an employee is placed in their assigned location.

3.0 OPENING DAY FRESH/TEXAS CLEAN STANDARDS.

The Houston Airports use the terms "Opening Day Fresh" and "Texas Clean" to signify our commitment to running a High Performing Organization. These terms quantify our commitment to quality and cleanliness. These terms are used to ensure the maintenance, repair, cleanliness, and appearance of our busy airports. 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 Houston Airports are responsible for providing maintenance and janitorial services in the common-use areas only. Janitorial and maintenance deficiencies observed in common areas of the airport must be reported to Concessions Management Division. Tenants and the airport users, as delineated in their lease, are responsible for providing these services. Concessionaires are responsible for the area that extends from the store front surface to the interior lease space of their locations. Additionally, concessionaires are responsible for repairs and maintenance of their leased space which includes all equipment. The following general requirements details specific guidelines for concession locations.

- Workplaces 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 fire code.
- All seating must be clean and maintained.
- Windowsills must be clean and free of dirt, debris, and dust.
- Windows (when in a location) must be clean and free of smudges and noticeable streaks.
- 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 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 place on 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 floors appearance.
- Clear luster floors finish and maintain it in a 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 and grime build-up at, or around, floor surface edges, corners, chair bases, stanchions, or other objects that are place 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. Tiles also must be positioned in place to provide a clean appearance. Lifted tiles shall not be allowed to remain overnight due to fire code.

- 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 (when applicable) 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's facilities must be provided by the faculty's audio system and approved by The Houston Airports.

3.2 Condition

- Seating must be clean and free of rips, tears, and broken parts. Seating that is ripped, torn or broken must be replaced immediately or removed from the area.
 - Sales and cashier areas must appear neat, organized and clean.
 - Heating and air conditioning unit vents must be 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 the Houston Airports.
 - 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.
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- 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, restocked with the most popular sizes.
 - 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, scratches, graffiti, or broken pieces. Tenants must immediately remove any damaged



furniture 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 in 48 hours.
- All stanchion components must be kept in like-new condition. The Concessions Management Division reserves the right to request that items in disrepair be removed and replaced.
- Fire extinguishers/fire protection/life safety systems must be operational, properly maintained and mounted per fire code. Details are contained in **Section 21. Life Safety** section of this manual.
- Restroom (where applicable) surfaces and fixtures must be clean and sanitized. The restroom must be neat and odor free.

3.3 Functionality

- Wet paint signs must be affixed while painting and removed prior to re-opening the location 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.
- 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 odors and spills.



- Trash receptacles and wastebaskets must be in acceptable condition, sufficient in number and not obstruct the path of the customer.
- Counters and cash wrap area must be neat and in clean 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.
- All audiovisual must be maintained and in good working condition.
- Americans with Disabilities Act (ADA) access locations must be unobstructed and code compliant.
- Fire protection/life safety systems must be in operation and checked/inspected annually as appropriate per code.
- Mop, mop bucket, strainer, and mop sinks must be clean at all times and not in public view when not in use.
- All carts and transportation devices for products and equipment must be in good repair and clean.
- 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 stains, residue, spills, and clutter.
- All windows (in units), 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-Sales (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 HA 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 Opening 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 as well as priced.
- Damaged merchandise must be removed from display areas immediately.
- Merchandise must be stocked in sufficient quantities, and most popular sizes.
- Items must not be sold past expiration dates/times.
- Tenant must follow the procedures outlined in their lease agreement for all merchandise price changes.
- All items will be sold at prices as defined in the lease and approved by Houston Airports Concessions Management Division.

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 requested item is not available at their shop.
- Employees may courteously recommend a substitute item to a customer, if appropriate.
- Employees must always ask the customer if they have found what they were looking for.
- Employees must have appropriate 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 “Houston Friendly” service and quality products in a clean, pleasant and well-maintained facility. Food and beverage products purchased by concessionaires for food and beverage service 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 the customer 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, Opening 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 menus and menu pricing changes.
- 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.
- Tables and chairs must be in good repair and not uneven or wobbly.
- The most current health department inspection report must be displayed in plain view of the customer and a file copy sent to the Concessions Management Division.

5.3 Product

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



- All items will be sold at prices as defined in the lease and approved by the 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 cash registers may or may not be on backup power cells but you are in danger of losing monies 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 products.
- Dry ice should be used during an emergency situation where perishables are at risk of spoilage.

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 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 before serving.

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 doors closed to refrigerators and freezers as much as possible.**
- HAS is relying on its trained concessionaires to make the right decisions when it comes to discarding any potentially hazardous foods that could cause illness to our customers.

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/MASSAGE CHAIRS

6.1 Cleanliness



Self-service carts/chairs must be clean at all times.

6.2 Condition

- Damaged luggage carts or chairs must be removed from service and repaired immediately.
- Luggage carts and chairs must be in good working order and maintained to provide a neat and uncluttered appearance.
- Regular maintenance must be performed to ensure that no condition exists that could cause damage or harm to customers.
- Carts must be returned to their dispensers in a timely and appropriate manner.
- Luggage carts that are transported between the Houston Airports parking lot floors must be transported via ramps and not on escalators, public elevators or moving walkways except the FIS building.

6.3 Functionality

- All cart dispenser locations must be approved in writing by the Concessions Management Division.
- Luggage Carts are strictly for passengers 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 written approval from the 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 Concessions Management Division.



- The concessionaire must follow all guidelines outlined in its contract with the Concessions Management Division.
- Luggage carts must be stocked in sufficient quantities.
- Some of the dispenser units must be able to successfully process credit cards.
- The concessionaire's office must be staffed during regular business hours (6:00 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.**

7.0 VENDING MACHINES

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 in outlined in the appropriate tenants lease agreement. Any other specific use must be approved by the Concessions Management Division or his/her designated representative. **All price changes must be submitted and approved before items are placed in the machines for sale.** Tenant must follow the guidelines listed below as well as the standards described in **Section 3.0, Opening Day Fresh.**



- Machines owned and/or operated by the concessionaire under contract with the city shall not be utilized to generate any revenue for any tenant employee, organization, or charity unless the Concessions Management Division approves beforehand.
- 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 or dust.
- The movement and cleaning of vending machines will occur during evening hours only.

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 Concessions Management Division.

9.0 TERMINAL SIGNAGE

- All requests for permanent signage will be submitted to HA PDC Design Division as a Tenant improvement project. Sketches and graphic designs must accompany each request. The precise typeface must be accurately represented, to scale, on elevation drawings of the surface on which the proposed signage is to be installed. Exterior elevations must show the entire face of the building. All power requirements and installation details must be included.
- All signs internal and external, signage stand holders, menu boards, and blade signs must be clean, free of dust, and in good condition.

- All signs must meet safety standards. All illuminated signs must bear the Underwriters Laboratories, Inc. label, and meet all local code requirements. The Tenant is responsible for obtaining any permits required by the city of Houston Sign Administration.
- No promotional banners or signage may be used without review and written approval from the Concessions Management Division.
- All projects must be submitted and approved through the Houston Airports TIP (Tenant Improvement Process) before initiating any such projects.
- All concession areas under construction must be provided with professional signs on barricades/walls 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 HA.
- 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 Concessions Management Division and approved in writing through the TIP process 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 signage.
- Flashing or blinking signs must not be used.
- Signage must be approved by the Houston Airports.
- Evacuation routes must be clearly posted.

10. ADVERTISING AND PROMOTIONAL SIGNAGE

- No signs or graphics on counter or back walls may be displayed without prior written approval from the Concessions Management Division.
- Promotional signs requiring electrical power must be submitted to PDC Design Division for preview and approval prior to installation. Substitution or replacement in kind of existing previously approved signs requiring electrical power must be approved prior to installation.
- Retail advertisements can/must be displayed within the leased premises.
- All promotional signage intended for display 30 calendar days or less, must be approved by HA PDC prior to installation. The approval will be for a specific length of time. The promotional signage must be removed at the end of the period of approved display, all installation devices and fasteners removed, and the surface(s) on which installation occurred restored to their condition prior to installation.
- Handwritten signs/advertisements are not authorized.



11. PROMOTIONAL EVENTS AND ACTIVITIES

Promotional activities will be limited to the following

- Houston Airports approved art and displays that provide public service messages.
- Concession promotions conducted within the limits of the leased areas unless otherwise approved in writing by the Houston Airports.
- Houston Airports approved advertising conducted under the terms of the Houston Airports advertising contracts limited duration and will be subject to the discretion of the Concessions Management Division. Such promotional activities will be permitted only where they do not interfere with the normal operations of the terminal.
- With the exception of Airlines and concession promotions, the sale/or give away of food and beverages associated with promotions is prohibited.
- Banners to promote new services and/or awards in the Terminal must first be approved in writing by Concessions Management Division then may be displayed for a period not to exceed two weeks unless otherwise approved.
- Clean up activities associated with any promotion, unless otherwise specified, are the responsibilities of the entity organizing the promotion.
- Application to conduct promotional activities in the Terminals must be made in writing to the Concessions Management Division.

12. HOURS OF OPERATIONS

12.1 Hours of Operations

Unless otherwise approved, all concessions must adhere to the hours of operations as outlined in their respective lease agreement or written notices



by the Concessions Management Division. Hours of operation 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 the Concessions Management Division for inventory or other circumstances; however, all requests must be submitted at least 24 hours before the event to allow for processing and approval.

12.2 Holiday Reduced Hours of Operations Schedule

The Houston Airports Concessions Management Division will publish a Holiday Schedule each New Year for the major holidays. Tenants must be aware that these hours may change due to operational issues, Concessions Management Division observations 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. RENTAL CAR FACILITIES

The Houston Airports desire to provide for a safe, convenient, efficient, and reasonably priced automobile rental service to our traveler at both IAH and HOU. Operator of the Consolidated Rental Car facility (CRCF) at IAH conducts all aspects of rental services at the location and uses a common busing system to reduce congestion and pollution. HOU individual operators conduct all aspects of rental services at their respective locations.

13.1 Operation of Automobile Rental Buses

Operators shall undertake to provide staff, equipment and services of the highest quality to meet the demands of the public, patrons, and other persons at the Airport. Automobiles shall be not more that (3) model years



old and maintained in good and safe operating order. The units shall be in a clean and neat condition inside and out and in sufficient number to meet demand. Operator shall use sequentially numbered rental agreements for each customer at the CRCF. Operators shall not misrepresent the public with respect to its prices or the terms and provisions of its rental agreements, or those of other operators in the Airport. If the Director of the Houston Airports determines, after notice, and opportunity for operator to comment, that any of the operator's business practices are inconsistent with the forgoing prohibition, the operators shall immediately cease such practices upon written notification from the Director. All written rental agreements shall include an itemization of all Gross Revenue received or receivable by operator in connection with the rental. Operator shall make no other use of the CRCF or loading areas other than for the operation of its Automobile Rental Business. Liquidated damages not to exceed what is listed in the operators agreement with The Houston Airports may be assessed for any violation of subsection 4.6.1 and the specific prohibitions set forth in the special facility lease.

13.2 Loading

Operators have preferential loading areas and shall not load or unload at other locations at the Airport. The Director may relocate the loading areas if deemed necessary with (15) day's written notice to operator. Operators shall comply with all rules, operating instructions, and regulations promulgated by the Director for the use of the loading areas, as may be amended.

13.3 Signage

Operator shall obtain the prior written approval of the Airport Director by submitting a Tenant Improvement Project (TIP) package detailing the number, size, height, color, type, and design of each sign. Operator shall have the right to install and maintain appropriate signage on and within its mini-mall location within the CRCF, provided they are consistent with the



Houston Airports sign standards. Operators at HOU must adhere to the HOU standards for signage, brochures, etc... and similar items.

13.4 Personnel

Operator shall be responsible for providing an adequate number of well-trained, customer service-oriented employees knowledgeable as to the Operator's Automobile Rental Business, the Airport, and the City to perform the services described in the agreement. It is the intent of the parties hereto that the Operator's employees maintain a high degree of professionalism while performing in the scope of their employment under the agreement. Operator shall not allow its employees to solicit gratuities or tips in any form. Operator shall employ experienced drivers possessing valid Texas commercial driver's licenses and not having more than three (3) Moving traffic violations during the preceding thirty-seven month period. Operator shall conduct its Automobile Rental Business on a scheduled structure to provide a high level of service to the traveling public. Operator shall require its employees and cause shuttle bus drivers to dress in appropriate company uniforms with an appropriate badge, cap or other identifying item. Operator's employees and Shuttle Bus drivers shall be clean, courteous, efficient, and neat in appearance at all times.

14. CONCESSIONS QUALITY ASSURANCE REPORTS, SURVEY, WEB COMMENTS, AND CUSTOMER COMPLAINT LETTERS

14.1 Concessions Observation Reports

The Concessions Observation Report/Forms (COR) are generated by the Concessions Management Division or designated representative to record periodic audits and inspections of all newsstands, specialty retail, business services, rental car facilities advertising, and food and beverage locations. The primary focus of these audits/inspections is (1) to evaluate the level of



customer service and make recommendations to correct concerns, (2) help improve customer service by identifying critical areas 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, Merchant/Product Quality, Food Sanitation and Safety. Each evaluation is scored from 1 to 100 (with 1 being the lowest and 100 as the highest) within three categories. Scores fall into four different levels of performance - Very Dissatisfied, Dissatisfied, Satisfied, and Very Satisfied. To ensure all concessions locations meet and exceed the based customer service standards outlined in **Section 2.0**, concessionaires must score at least an acceptable rating of 85%. Outlined below is the standard rating system.

Very Dissatisfied Rating 74% and Below (Unacceptable)

Any concessionaire who receives a Very Dissatisfied rating of 74% or below did not meet a majority of the acceptable standards or they failed to meet a significant level of performance. Additionally, any scores below 75% are unacceptable and the concessionaire must take immediate

corrective actions within 48 hours of notification and provide a written response to the Concessions Management Division within 3 business days with an action plan addressing deficient areas to prevent recurrence.

Dissatisfied Rating 75% to 84% (Need Improvement)

Any concessionaire who receives a dissatisfied rating with a score between 75% and 84% did not meet the minimum acceptable customer service standards. Any score between 75% and 84% requires corrective action within 5-7 days and tenant must provide a written response to the Concessions Management Division within 3 business days addressing the infractions with solutions to prevent further occurrences.

Satisfied Rating 85% to 94% (Acceptable)



A concessionaire who receives a satisfied rating with a score between 85% and 94% has satisfactorily met the minimum acceptable standards. An acceptable rating does not require a written response; however, the tenant should address all noted problem areas.

Very Satisfied 95% to 100% (Excellent)

A concessionaire who receives a Very Satisfied rating with a score between 95% and 100% has exceeded the minimum acceptable standards. This rating requires no action on the part of the concessionaire.

Below is the rating system equivalent

<u>Rating</u>	<u>Scoring Equivalent</u>
Excellent	100 - 95%
Acceptable	94 - 85%
Needs Improvement	84 - 75%
Unacceptable	74% and Below

14.2 Survey, Web Comments and Complaint Letters

Passenger may record comments of their travel experience by utilizing one of the following three methods; Survey cards that are accessible throughout the airport, the airport websites (www.fly2houston.com), or forward their complaints via letter to the Houston Airports Customer Service office. The Customer Service office will forward all complaints relating to concessions to the Concessions Management Division. The Concessions Management Division 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 Management Division.



15. USE OF STANCHIONS

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

15.1 Stanchions within Concessions Locations

Stanchion specifications must be approved in writing by the Concessions Management Division. Should a concessionaire wish to use stanchions, their request to the Concessions Management Division must include written consensus from airlines and other users within the immediate vicinity prior to submittal to Concessions Management for approval. All new stanchions must be of the retractable belt type. Older non-retractable types will be grandfathered in for an initial period. The Concessions Management Division will determine when these types are to be phased out.

- Stanchion posts must have black finish
- Color of the belts is at the discretion of the operator.
- Branding is permitted on the retractable belts only.
- Signage attached to stanchions and inclusive of company logo or name must be approved in writing by the Concessions Management Division.

15.2 Functionality

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

16. DELIVERY AND DISTRIBUTION

- Cart wheels and hand trucks shall be non-marring/pneumatic tires and silent. Older cart's and trucks without pneumatic wheels will be allowed during the initial period; however Concessions Management Division will deem the time for these to be phased out.
- 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 the manufacturer and merchandise must not be stacked above transporters line of sight.
- Merchandise and products must be delivered to concessions locations without interfering with public traffic in the airport. Daytime deliveries are not desirable and concessionaire must make every attempt to have product delivered to units by 9:00 a.m. Deliveries **will not** be transported through checkpoints, on the passenger elevators, moving sidewalks, ITT or APM System (train).

17. REPAIRS AND MAINTENANCE

Maintenance and facility upkeep in the leased space is the sole responsibility of the tenant. This includes floors, walls, equipment (i.e. cooler, registers), and other nonairport maintained devises. 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 the Houston Airports maintenance to address the source of the problem. Also, if it becomes reasonably necessary during the term of the lease, as determined by the Houston Airports, tenant will, redecorate and paint fixtures, replace worn carpet of premise interior, replace fixtures, curtains, blinds, drapes or other furnishings and equipment that are 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 “Opening Day Fresh” standards.

18. PEST CONTROL

The standard for cleanliness at the airport has been set at an optimal level and must work in complete alignment with the Houston Airports 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 Concession Management Division. Therefore all concessionaires are 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 the state mandated application methods.
- Self-treatment or treatment by unlicensed personnel is prohibited.
- Concessionaires must adhere to Pest Control Policy set forth by HAS Concessions Management Division.
- 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.



19. ENVIRONMENTAL

19.1 Grease Removal

Grease handling is a very pertinent and serious area in terms of safety and potential hazards which 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 Houston Airports with reference to the Tenant Environmental Compliance Guide.

19.2 Grease Traps/Interceptors

In accordance with the City of Houston Grease Management Ordinance chapter 47, article XI, division 1, all food and beverage locations must obtain the appropriate permit for all grease traps/interceptors in their locations. 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 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. The concessionaire is responsible for maintaining grease manifests and keep current records in units for inspection by the Houston Airports compliance officers.



19.3 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 as well as Houston Airports property.

19.4 Leaks

Concessionaires shall implement routine preventative 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 costs, 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 Concessions Management Division. Concessionaire must report all roof leaks to the Houston Airports Maintenance or PPM Division at 33-1300 (IAH) or Hobby. Concessionaire should record the date, time and individuals' call center name as a means of tracking the incident.

20. SAFETY & SECURITY

Employees must:

- Immediately notify the Houston Airports Security Division, US Customs, and the employer if the Airport issued ID badge is lost or stolen.
- Display an official Houston Airports 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 reason. Piggy Backing is prohibited.
- Challenge anyone not wearing an ID badge in the SIDA areas.
- Notify the Houston Airports Security Division or Houston Police Department (HPD) 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 at any time within the SIDA area.
- Not tamper with or damage security systems.
- Not be in restricted area of the airport unless on official company business.

21. CONSTRUCTION

21.1 Construction Phase of Projects

- The Houston Airports 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 or at the discretion of the Airport Director. These standards are found in several locations including, but not necessarily limited to, the Houston Airports General Tenant Improvement Project (TIP) manual.

- 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.



- No concrete, plaster, terrazzo, debris, or other bulk materials may be transported through lobbies or concourses in use by passengers except by written permission of HA. All existing work must be adequately protected against damage during accomplishment of the contractor's work. Construction materials may not be stored in areas accessible to the general public.
- The Tenant must repair, at his own expense and to the satisfaction of HA, any damage his operations or contractors cause to existing Airport property or other Airport improvements. When essential utilities are damaged or service interrupted, repairs shall be made immediately.
- Prior to the preparation of designs and related documents, the Tenant must submit to HA an outline proposal of the technical and planning aspects of the proposed improvement plus any additional pertinent information. In case of improvements involving sub-leases, all submittals must be initiated by the Tenant, and not the sub-tenant or consultants, or contractor.
- Miscellaneous projects are defined as minor, non-structural, decorative changes leaving walls, floors, ceilings and fixed equipment in place. No modifications to electrical, mechanical or plumbing systems are required. Examples of miscellaneous projects are repainting or refinishing or the replacement of existing floor coverings with similar material.
- As HAS determines the Tenant improvement a miscellaneous project, the Tenant must complete the Construction or Alteration Permit and submit it to the TIP Project Manager.
- HAS may at its sole discretion waive the requirement for a preconstruction conference. The completed and approved permit must be posted at the project site or as directed by the PDC- Construction inspector. Record/As-Built drawing documents (if required) must be provided to PDC - Design within thirty (30) calendar days of project completion.
- All punch list items must be resolved within the time specified and agreed upon by the Concessions Management Division,



PD&C, Tenant, and Tenant's General Contractor. Failure to complete any punch list item will result in liquidated damages.

21.2 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.
- 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, and compromise the intended purpose, or could be hazardous to human contact.
- Temporary walls/barricades must 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 has been obtained from Facilities Management Division.



- No digging shall be permitted unless an approved Utilities clearance form has been obtained from Houston Airports Facilities Management.

21.3 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 the 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 Houston Airports issued identification at all times.

21.4 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.

21.5 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 the Houston Airports.
- 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 the Houston Airports.
- Temporary walls may play a role in the Art program. The project Manager and PD&C 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 the Houston Airports.
- 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 the Houston Airports.

- 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 Houston Airports continuing operations. All light fixtures must be in working order with all bulbs operating.
- Construction workers must possess and display the Houston Airports issued identification badge at all times.
- Access/egress must be maintained in accordance with 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 remain dry at all times.
- No orange traffic cones, plastic tape or other temporary barricades may be used unless previously approved in writing by the Houston Airports.

21.6 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 "Coming Soon", who will be



the principle 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 the Houston Airports and directed by the Project Manager.
- All signage must be approved in writing by the Houston Airports PD&C Division. See **Section 9.0, General Standards for Terminal Signage** for additional information.

21.7 Employees

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

22. 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.
- 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.
- Evacuation route plans must be clearly posted and evacuation plans must be made available to all employees and practice drills conducted at least annually.
- Appropriate permits must be secured before proceeding with any remodel or construction, regardless of scale or cost of the project.



- Repairs or remodeling of Airport structure or contents must have written approval from the Houston Airports.
- 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 Houston Airports Maintenance Division.

23. INFORMATION SYSTEMS AND TELECOMMUNICATIONS

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

Public Pay Telephones

- The Houston Airports determine the size and model according to the location selected.
- Pay telephones must be installed by vendors according to City 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.

24. MONITORING FOR NON-COMPLIANCE WITH HAS STANDARDS



- Inspections/observations will be performed daily at unspecified intervals by the Concessions Management Division and other Houston Airports 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 the Concessions Management Division unless otherwise specified herein.
- Inspections/observations will be made during normal operating conditions to ensure consistency and fairness of information.
- Records of inspection/observations are to be maintained by the Concessions Management Division as outlined in these standards and readily available.

24.1 Terminal

Upon observation of non-compliance with Houston Airports 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 the Concessions Management Division as appropriate). The Concessions Management Division 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 the Concessions Management Division or other Division as appropriate). The Concessions Management Division may elect to issue



liquidated damages as allowed in the respective agreements.

- 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 Houston Airports standard being violated
 - Outline the deficiency
 - Specify the Houston Airports 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, (e.g., push-back of stanchions, removal of unapproved signage, letter behind podiums and counters).
- If the noted deficiency is not corrected as outline above, the Houston Airports will contact the business partner's corporate headquarters via a certified letter to be written by the Houston Airports Concessions Management Division, or the appropriate division as outline in the tenant's respective concessions agreements.

If within the allotted remedial time period the deficiency is not corrected, the Concessions Management Division will serve the business partners 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, mailing tenant the costs for the corrective action as listed in their respective concessions agreements.



24.2 Construction

- Monitoring Violations:
 - Primary monitoring and correction of Houston Airports standards on any construction project shall be the responsibility of the Contractor for that project.
 - Secondary monitoring for Contractors' violations of Houston Airports standards on any construction project shall be the responsibility of the Houston Airports inspectors assigned to that project.
 - Tertiary monitoring for violations of Houston Airports standards on any construction project shall be the responsibility of the Architect/Engineer (A/E) of Record for that project.
 - The Houston Airports 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 the Houston Airports standards on any construction project are the responsibility of the Houston Airports and Tenants' employees if they are in a position to observe said violations.

- Reporting of Violations:
 - Any non-contractor observing a violation of Houston Airports Standards on any construction project shall promptly notify the Concessions Management Division and note the said project, the name and telephone number should be 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 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 Houston Airports 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 on the same levels of responsibility as under “Monitoring Violations” above.
 - Contractors’ failure to properly correct violations shall generate second notices from Project Managers, and third notices if required, within warnings of penalties appropriate to the violations as stipulated in Concessionaire’s lease agreement.

Continued Contractors’ failures to correct violations may allow the Houston Airports to correct such violations and to charge the Contractor back for the costs incurred by the Houston Airports in making such corrections as allowed in their appropriate agreements.