

EXHIBIT L

STANDARDS OF OPERATIONS

FOOD & BEVERAGE SERVICE

(L-2)

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INTRODUCTION

The Concessionaire shall comply with the Department's, "Tenant Handbook" Exhibit K, "Terminal Standards Manual" (http://www.miami-airport.com/library/ODs/Standards_Manual.pdf), and the MDAD Operational Directives (<http://www.miami-airport.com/od2.asp>) which may be amended from time to time, and the Concessionaire further agrees that its operation under the Agreement is a service to airline passengers and the users of the Airport and that the Concessionaire and/or its Sub-tenants shall conduct its operation in a first-class, businesslike, efficient, courteous, and accommodating manner. The Department shall have the right, in accordance with the provisions of the Lease and Concession Agreement, to make reasonable objections to the quality of products sold, the character of the service rendered to the public, the prices charged, and the appearance and conditions of the locations. The Concessionaire and/or its Sub-tenants agree to promptly discontinue or remedy any objectionable practice.

PURPOSE

The purpose of this document is to provide reasonable and customary operating requirements as set forth by the Department. There are three primary areas of focus: premises, product and people. This objective approach focuses on the performance of foodservice concessions in the unique operating environment known as Miami International Department.

The Standards of Operations may be changed from time to time in response to the ever- changing Department environment.

I. PREMISES

A. SIGNAGE

LOCATION SIGNAGE

The Location signage (Storefront) is prominently displayed, clear, concise, and complete in terms of helping the guest to properly understand and use the concession. Unit signage is clean, well lit, and built pursuant to the Signage specifications of the Retail Design Construction Guidelines

1. **QUANTITY**: If necessary, there can be one additional sign so that passerby will easily be able to distinguish the location concept. Upon prior approval of the sign by the Department, the Concessionaire may place the sign (no LED nor flashing sign) within four (4) feet from their Location.
2. **CLEANLINESS**: All signs should be clean and properly maintained as well as properly lit. Burned out bulbs must be replaced within seventy-two (72) hours.
3. **COMPATIBILITY**: The style of the sign should be compatible with the style and scope of the unit.
4. **Accuracy**: Information on these signs must be totally accurate and in no way misleading. The sign must be approved by the Department while in shop drawings stage.
5. **Clarity**: The sign should be clear and easily readable from an appropriate distance in colors that cause the lettering to stand out and in a type style that is easily legible.

TRADE-DRESS

All the signs in the unit should have the same typeface, display holder, color scheme and theme consistent with the brand identity. There should be no hand lettered or hand modified signs in the unit. All the signs whether for promotions or general information should be professionally designed and produced. There should also not be any manufacturer's product signage that disrupts the sign continuity or the ambiance of the surrounding area.

1. TYPE FACE: All signs should be printed in the same typeface, so they are clearly identifiable.
2. DISPLAY HOLDER: All signs should be in a frame or holder that is made of the same material (e.g., plastic, or metal). Although the holder may vary by size and configuration, it should clearly be the same fixture.
3. COLOR: The unit signage should use the same 2-3 colors on all signs. Each sign does not have to use all the colors, but signs should not go outside the basic color scheme.
4. THEME: The theme of the signs should be focused on the theme/logo of the unit. Regardless of the focus, the signs should represent a unified theme.

MENU BOARDS

Menu boards are visible from all points in the unit. Menus should be presented to the customer at the beginning of a queue or line to encourage selection prior to ordering to promote speed of service. In addition, the menu items should be named and described in a manner that provides the customer a clear idea of the choice being offered. All promotional and information signs within the unit should provide reliable descriptions of the food and beverage selections being offered. In no case should any of the information be misleading either through omission of essential information or through implying certain product or price features. Unit signage provides an essential guide for customers, facilitating their dining choice and specific menu choice.

1. ACCURACY: All signs should list prices that are 100% reliable for the food and beverage items described. Any product features that are described, as well as any characterization of the buying opportunity (e.g., special ingredients or free items with purchase), should also be reliable. Promotional signage should be positioned and designed such that the food/beverage items referred to are clear.
2. COMPLETENESS: Unit signs should include all information relevant to the purchasing opportunity. If there are any limitations or conditions to the offer, if any menu items are unavailable or changes to menu offerings which should be noted, these elements should be prominently noted in accompanying signage.
3. AVAILABILITY: All items promoted on signs within the unit should be available. If certain food and/or beverage items are no longer available that should be removed.
4. CLEANLINESS: Printed materials must not be soiled or damaged in any way.
5. COMPATIBILITY: The point of sales materials should be compatible in scope and style with the unit.
6. LOCATION: Menu boards should be in key spots in the unit so that patrons may easily find out what is available. If it is the type of unit that will often have a line, additional menu boards should be provided so patrons in line will know what is available prior to reaching the order station.
7. QUANTITY: There should be enough menu boards in the unit so all patrons will easily be able to see them.
8. CLARITY: Menu signs should be easily readable from an appropriate distance, in colors that cause the lettering to stand out and in a type style that is easily legible. The fourth person in line should be able to read the line items.

INTERNATIONAL SIGNAGE

Unit identification and promotional signs use words and symbols that assist international visitors. Signs should reflect sensitivity to these travelers. This can be accomplished by having separate signs in the foreign language or by using widely accepted international words and symbols such as those used to direct passengers through the Department.

POINT OF SALE

Point of Sale signage conveys the information desired and is appropriately designed to support the image of the unit.

1. CLARITY: Printed materials presented to guests must be easily readable, in colors that cause the lettering to stand out and in a type style that is easily legible.
2. CLEANLINESS: Printed materials must not be soiled or damaged in any way; this reflects poorly on the unit.
3. COMPATIBILITY: The point of sales materials should be compatible in scope and style with the unit.
4. Comprehension: The point of sales materials must be clearly worded to be easily understood by all patrons.
5. Accuracy: These must be completely accurate in price and/or description. Products served should "live up to" the expectations created by description. All products listed should be available. Nothing should in any way be misleading or incomplete.
6. QUANTITY: There should be enough point of sales materials in the unit so all patrons will easily be able to see them.
7. MENU ON ITEM SIGNS: Small signs identifying specific items and prices should conform to the above rules.

B. CLEANLINESS

ENTRANCES

Entrances are clean, free from debris, free from obstruction and well lit.

1. CLEAN: The entrance to a fixed unit must be clean, free of debris and un-stocked product boxes and well kept.
2. HOSTESS DESK/REGISTER STATION: Should be neat, well kept, properly lit and clean. This will apply mostly in full-service food units.
3. WELL LIT: All lighting entrance fixtures should be turned on and all bulbs in working order.

FLOORS

Floor surfaces are clean, free of excess stock, and in good repair.

1. Tile, vinyl or hard surface floors are free from dust or dirt and maintained with the highest level of color and luster possible for that floor. Floors are free of burns, stains, cuts, cracks and breaks.
2. Floors swept and mopped as necessary to clean up spills and eliminate crumbs and dust within four minutes of spill. Cleaning personnel use clean brooms and mops and using hot fresh water with correct detergent.
3. Floor drains kept clear and cleaned on a monthly basis to eliminate the danger of back up and offensive odors.
4. Molding at base of walls and around corners kept clean and free of scuffs, dirt, cracks, and stains.
5. Carpeted floors must not be torn, stained, or discolored. Carpeted floors are periodically swept during meal period with a carpet sweeper, as necessary, to clean up spills, crumbs, and soil. Carpet should be professionally cleaned on a periodic basis.

WALLS

Walls, ceilings, glass surfaces, and fixtures (vents, lights, etc.) are clean, free of debris and hazardous conditions, and not visibly worn. All wall, ceiling and glass surfaces, and wall hangings should be clean and free of soil and debris.

1. SURFACES: Wood, wallpaper, marble, bronze, tile, painted wall free of soil, smudges, cracks, stains, burns, discoloration, and chipped paint. Cleaning should be done on a regular basis with recommended cleaner and dusted daily. Fabric or other material kept clean as recommended by manufacturer or architect. Free of cuts or burns. Free of dust.
2. CORNERS: Free of cracks or breaks, properly covered and in high traffic areas covered with appropriate corner guards.
3. WAINSCOT OR MOLDINGS: Clean and free of any stains or cracks.
4. WALL HANGINGS: Properly secured and level. Consistently clean. Glass clean and frames dusted and properly maintained.

GLASS

All glass including windows and mirrors consistently clean and free of smudges or fingerprints. A lint free cloth and appropriate glass cleaner should be used. All window and mirror trim should be clean and free of dust or debris.

CEILING

Ceiling, fixtures, and vents should be clean and free of dust. Ceiling should be completely sound with no cracks or cuts in paint or surface.

COUNTERS

The cash register counter, food preparation, service area counters, and all other counter areas are clean, orderly and well lit.

In general, the entire counter area, be it cafeteria style, quick serve style or self-service style, should be completely clean and organized. Food work areas for preparation, presentation and service should be "cleaned-as-you-go". Food surfaces should be cleaned on a continuous basis.

1. REGISTER: The cash register should be clean, and the area should be organized (no extraneous papers, etc.).
2. COUNTERS: Service lines should be clean with no loose papers or debris. There should be enough room for the patron to place their purchase and receive their change.
3. BACK COUNTERS: The food preparation and presentation areas should be clean and organized. Food should be fresh and displayed in a neat and orderly fashion.

DINING AREAS

Dining surfaces and chairs/stools/tables are clean, orderly and properly positioned when not occupied. All seats whatever style or type must be in good condition and clean. All furniture should be positioned so it is easy for traffic to move around tables and chairs. Area should not be overcrowded but should look very orderly and organized. Full-service dining areas will normally be more spacious than limited service or cafeteria.

1. BANQUETTE: Wipe down banquette seats thoroughly. Be sure cracks and creases are properly wiped out, back, sides and seat. Table positioned evenly between the booth seats with ample access between tables and ample bag storage area.

2. CHAIRS: All chairs thoroughly cleaned after each meal period. Arms, rungs, and legs must also be cleaned frequently to avoid dust and dirt buildup. Edges of chairs and banquette should not have sharp or rough edges that could tear clothing. Furniture organized in rows allowing proper allocation of space for customer rows.
3. BAR STOOLS: Be sure they are clean and free of cuts or burns. The legs and rungs should be clean and unblemished.
4. UPHOLSTERY: Any tears, cuts or burns in seats, banquetts or other upholstery should be quickly repaired or replaced. If such occurs, repairs must be made within 14 days of occurrence. Seats of all types must be sturdy and strong. Wobbly chairs are not permitted. Missing protective chair leg caps must be replaced within 24 hours or removed from the seating area. T
5. TABLES: Should be aligned so that ample circulation corridors are easily discernible. Underside should be clean and checked frequently for gum or food stuck to bottom. Base should be clean, no dust or scuff marks. If metal, should be polished. If painted, should be clean with no chips. Tables should all be balanced and level, not wobbly or unstable. Only correct casters or glide should be used, not ashtrays, napkins or matchbooks. As soon as guests have vacated a table, the soiled service ware should be immediately removed. Tables should always be cleared quickly.

BUSSING

Dishes, trays, and trash are removed from unoccupied tables, eating counters and service areas every few minutes. Staff should be continually moving through the unit clearing all trash, cleaning all debris, as well as doing necessary spot cleaning. Items used in cleaning and bussing soiled dishes and table linens are clean, well maintained, and removed from the dining area except when in use.

1. SOILED SERVICE WARE: As soon as the use of service ware is completed, either during a meal, or after patrons have left, it should be quickly cleared to the appropriate vehicle: tray, bus tub or service cart.
2. TRAYS, STANDS, TUBS, CARTS: All of these items should be clean and in good condition. Nothing should be brought into the dining area that does not look in top condition, i.e., carts should move easily and be polished clean, and tray stands should be clean. Bus tubs should be uniform in shape and color and clean. Trays should be uniform and clean. These items should be removed from dining area quickly after use.

SERVICE STATIONS

Service stations and condiment areas are clean, organized, and well stocked.

1. GENERAL APPEARANCE: Sides and/or service station is clean and organized.
2. CONSTRUCTION: All doors, drawers, and shelves should be in proper working order and with all appropriate hardware.
3. NAPKINS: If applicable, well-stocked neatly in clean dispensers.
4. FLATWARE: Stocked in separated drawers (plastic utensils - forks in one compartment, knives in another) in adequate quantity and always clean and polished.
5. SERVICE WARE: Items such as cups, saucers, bread and butter plates, creamers, glasses and under liners should all be stocked in adequate quantity and in an organized fashion.
6. STRAWS/STIRRERS: In appropriate containers and well-stocked.
7. CREAMERS: If applicable, well-stocked, chilled, and ready for use.
8. SUGAR, SALT and PEPPER: In packets or shakers, in appropriate container, dry and well-stocked.

9. CONDIMENTS: Items such as ketchup, mustard, A-1 sauce, Worcestershire sauce, Tabasco sauce, honey and other appropriate items should be stocked in appropriate clean, unchipped containers or dispensers, always full and ready for use.
10. COFFEE MAKER: If applicable, clean, and stocked with ready to use coffee and appropriate filters, decaffeinated coffee, tea and other appropriate beverages and condiments.
11. SALT AND PEPPER: Adequate supply of clean, dry salt and pepper to fill shakers.

BEVERAGE STATION

Beverage dispensing area is clean, organized and well stocked.

1. GENERAL APPEARANCE: The beverage area should be very clean, including in front and around beverage equipment and dispensing units.
2. COLD BEVERAGE DISPENSING: The cold beverage equipment such as the soda unit, iced tea unit, lemonade dispenser, milk shake machine, orange juice dispensing or jet sprays should all be completely clean and if stainless steel, polished. All drip trays should be empty and clean. All machines should appear to be in good repair and functioning properly with the appropriate mix of CO2 and syrup.
3. ICE: Ice bins or dispensing equipment should always be full and clean, with appropriate ice scoop.
4. COFFEE: Coffee dispensing/brewing equipment should be clean inside and out. If it is a stainless coffee urn, it should be polished. All parts should be in place and it should appear to be in good repair and functioning properly. Drip trays or drains should be clean and the area around the coffee unit should be clean and organized.
5. OTHER HOT BEVERAGES: All hot beverage equipment such as hot chocolate machine, electric warmers, espresso machine and coffee pot warmer should all be clean and the area around them organized.
6. CONTAINER DISPENSING: All cup, mug, lid dispensing should be clean and organized by size. Dispenser should be clean and functioning properly and all should be adequately stocked with the correct container or lids.
7. ON TOP, UNDER AND AROUND: All of the beverage areas should be thoroughly clean, this includes not only all parts of the equipment but on top of, around and especially under all pieces of equipment.

BAR

The bar area is clean, well-organized and displays brands.

1. BAR TOP: Clear of soiled service ware and glasses. Clear of dust, debris and spills. Top is free of burns or scratches.
2. BAR SUPPLIES: Neat and organized; stirrers, napkins/coasters, straws, fruits and condiments.
3. BAR RAILS: Arm and foot rails; in good condition, not broken or marred. Clean, and if brass, polished.
4. BOTTLES: Lined up. Clean, no dust. Labels facing front.
5. GLASSWARE/GLASS RACKS: All glassware and racks or shelves should be spotlessly clean and completely free of dust. Adequate supply of all varieties of specified glassware. (Handled properly from base or stem). Full-service bars and lounges should be using glassware. Plastic ware should only be acceptable in limited-service bars or carts.
6. TIP JAR: If applicable, clean and kept in an approved non-obvious location.
7. LIQUOR WELL: Cleaned daily to eliminate odors.

8. ICE BINS, BEER TAPS, FLOOR DRAINS: Cleaned well daily to eliminate the typical bar odor. The bar should always smell fresh.
9. BEER TAPS: Proper pulls (handles) kept clean, in proper working order, facing the patron.
10. SHELVES, DRAWERS, DOORS: All bar shelves, drawers and doors should be in proper working order including hardware and handle.
11. BAR SNACKS: Any bar snacks served should be kept neat and well stocked.
12. SODA GUNS: Area of soda maintained clean and organized as well as properly drained to eliminate syrup buildup and odors.

Sit down areas may serve glass bottles within their areas, however, customers and other Airport patrons are not allowed to take any glass beverage with them.

Sharp objects around bar areas must not be left unattended or easily accessible by the public.

C. MAINTENANCE

REFUSE

All refuse containers within the unit and refuse transportation devices are clean and odor free with a tight-fitting lid.

1. CONTAINERS: Containers in good repair. Containers are not allowed to overflow onto floor. Containers must be cleaned daily. The container shall not be in customer categories of waste. Containers must be cleaned daily or as directed by the Department.
2. REFUSE COLLECTION: Walls, floors, doors, or any other fixture which is in the path from the concession to the central refuse collection point must be clean and in good repair. Any stains or spills on hard floors or carpeting must be cleaned immediately. Any damage to floors, walls, doors or other fixtures must be repaired on a timely basis, except for the immediate collection of refuse. Containers must meet Department standards and approval for various.

GREASE INTERCEPTORS

Grease interceptors must be maintained to prevent drain blockage and/or potential health and safety hazards. A maintenance and cleaning log must be maintained for inspection indicating regular maintenance (daily, weekly, monthly) of the grease interceptor. Response team contact numbers must be posted at each location with working, emergency telephone numbers. A live person must respond to an emergency call within ten minutes. **Oil collection units (AOA-ramp area) must be properly maintained, including periodic pressure washing around the oil container(s).**

EQUIPMENT

Equipment used in the food and beverage unit is clean, operable, and not visibly worn. All equipment, whether used for food preparation or food service, should present a spotless image to the customer. Cash registers, drink dispensers, meat slicers, refrigeration units and all pieces of equipment should be clean and well maintained. All equipment operated by the unit must be cleaned and maintained to ensure that only top quality and safe food products are being served from the unit. Concessionaire must comply with all Federal/State and local Health codes relating to equipment cleanliness and maintenance. All unused, unnecessary, or abandoned equipment must be removed from the unit and the Department to prevent any safety or health hazards.

1. COOLERS AND FREEZERS:

- a. TEMPERATURE RANGE: Every cooler and freezer must have a thermometer in the cabinet, accurate to plus or minus (3) three degrees Fahrenheit, located to measure the air temperature in the warmest part of the cabinet and easily readable from the exterior of the cabinet. Coolers must be operating in the temperature range of 33-45 degrees Fahrenheit and freezers must be operating in the range of 0 to 10 degrees Fahrenheit. All coolers and freezers that indicate temperature readings outside of the required temperature zones must be discontinued from use and repaired immediately or removed from the unit. Any potentially hazardous food product stored in a cooler or freezer that is not maintaining the required temperature ranges must be disposed of immediately.
 - b. MAINTENANCE: All cooler and freezer cabinets must be cleaned monthly to ensure a clean and sanitary area to store food products. Cooler and freezer condenser coils must be cleaned on a monthly to prevent dirt or grease build up on the condenser coils. Dirty condenser coils will cause the cooler or freezer to not operate efficiently resulting in food spoilage or contamination.
2. HEAT WELLS/HOT FOOD HOLDING EQUIPMENT: All heat wells and other hot food holding equipment must be wiped down daily and thoroughly cleaned weekly to ensure a clean and sanitary area to store and serve hot food products. All heat wells and hot food holding devices must have an externally visible thermometer to ensure a minimum internal temperature of 140 degrees Fahrenheit or higher during display and service. Any potentially hazardous food product stored in a heat well or hot food holding area that is not maintaining the required internal temperature must be disposed of immediately.
 3. OTHER EQUIPMENT: All equipment must be cleaned monthly to ensure a clean and sanitary area for food preparation and delivery. Improper equipment cleaning and maintenance will cause equipment to not operate efficiently resulting in potential food spoilage or contamination and/or safety and health hazards. All unused, unnecessary, or abandoned equipment must be removed from the unit and the Department to prevent any safety or health hazards. All food service utensils must be cleaned, sanitized, and stored in a way to protect the utensils from contamination.
 4. CO2 TANKS: Any CO2 or pressurized tanks used or stored on the premises must be secured as required by Federal/State or local authorities.

HAND SINK

All hand-washing sinks are clean, maintained, and available for each employee within the unit. There shall be no boxes, equipment, etc., impeding the employee's ability from properly washing his/her hands. There should be an ample supply of hand soap and hand sanitizer along with proper sanitary towels or other hand drying devices conveniently located at each hand sink.

1. HAND SINK: A separate sink should be maintained for handwashing only.
2. ACCESSIBILITY: The hand sink should be free of obstructions in order to make it convenient for employees to wash their hands.
3. SOAP: The sink is supplied with a dispenser containing hand soaps and sanitizers.
4. TOWELS: The hand sink should have available a sanitary towel dispenser or electric hand drying device located immediately adjacent to the sink.

HOODS

All cooking ventilation hoods, filters and ductwork located in the unit or remote, must be cleaned and maintained monthly to prevent breakdown of the hoods and to prevent any health and safety hazards. A professional service

must be employed to thoroughly clean the hood, ductwork and exhaust fan(s) as required by Federal/State or local codes.

1. MAINTENANCE LOG: A maintenance and cleaning log must be available within the unit for all cooking ventilation hoods, filters, fans and ductwork. This log must include the exhaust fan for the hood and any concessionaire installed grease or debris catching device that may be located on the roof of the building or an adjacent area.
2. ROOF: The roof membrane material must be protected from all damage created by foreign debris or misuse of the roof that may cause premature deterioration of the roof membrane.

PEST CONTROL

All walls, floors, ceilings, equipment, and fixtures must be properly cleaned and maintained. Pest control services must be used at least monthly and maybe required to cooperate with the Department's pest control provider.

All walls, floors, ceilings, equipment, and fixtures must be properly cleaned and maintained to eliminate the presence of rodents, flies, roaches, or other pests that cause health or safety hazards. A professional pest control service must be employed to ensure that the Assigned Premises is maintained in a condition as to prevent the harborage or feeding of insects or rodents. Supportive documents from the professional pest control service must be available for review.

LIGHT FIXTURES

All light fixtures in the unit are clean and turned on when the unit is open for business.

1. All light fixtures should be sturdy and unbroken.
2. All lamps (bulbs) should be specified wattage, tone, and color.
3. No lamps should be burned out. When a lamp burns out it should be replaced by the next day.
4. All parts of each light fixture whether floor lamp, ceiling or wall mounted should be clean and in proper working order.
5. All light fixtures, if applicable, should be aimed appropriately as indicated by lighting designer.

D. ACCESSIBILITY

HOURS OF OPERATION

Concessionaire and/or its Sub-tenants shall operate the Locations for business three hundred sixty-five (365) days a year, opening one hour and 30 minutes before the first flight on Concourse E and close no less than 30 minutes prior to the departure of the last flight. The above is to be considered the minimum hours of operations of the Locations.

DELIVERIES

All loading and unloading of goods and fixtures are handled per the Department Rules and Regulations.

1. HOURS: All goods and services are moved to and from the unit during non-peak time as directed by the Department.
2. CURBSIDE: Delivery vehicles are not permitted on the upper drive between 0700 hours and 2000 hours and must be coordinated through MDAD Landside.

3. PATH: All spills, leakages or debris that occur in the delivery zone or path to the concession must be cleaned immediately. Any damage caused to walls, floors or doors during the deliveries must be repaired immediately.
4. AIRSIDE DELIVERIES: Only qualified vehicles, drivers and concession staff will be allowed to handle airside deliveries. Vehicles must have proper markings, drivers must be badged or escorted and all employees on the ramp must have proper ID displayed. And have the appropriate level of insurance coverage.
5. DELIVERY CARTS: Only Department approved carts or conveyances may be used to move goods to and from the concession. Carts and conveyances must be leak-proof, be properly maintained and have a lid which can be locked. Carts should be cleaned daily.

E. OTHER

LIFE SAFETY

The unit meets all security and fire prevention requirements as required by law.

1. EQUIPMENT: Sprinkler systems, fire extinguishers, smoke detectors, fire and security alarms, and ingress and egress paths must meet fire safety and security requirements mandated by law.
2. COOKING EQUIPMENT: All the unit's cooking equipment must be protected by Fire Suppression systems as required by State/ Department Fire Codes. All Fire Suppression systems must be current with required inspections.
3. Exits The unit meets the security and fire requirements, and all exits/doors are functioning properly.

ADA

The unit meets all the applicable standards for accessibility to disabled and handicapped customers specified in the ADA Act.

VISUAL/NOISE POLLUTION

Loudspeakers, televisions, radios, flashing or blinking lights or any such devices used in a similar manner are not heard or viewed outside the premises without Department approval.

CHANGE

Concessionaire and/or its Sub-tenants shall be always required to change any bill in denomination of twenty dollars (\$20.00) U.S. or less when requested by any Airport user without charge and without the need to procure a sale. Concessionaire and/or its Sub-tenants shall accept all major credit cards and travelers' checks.

LEGAL TENDER

All major credit cards, travelers' checks and at least one other foreign currency of a major country served by airline operating to and from Miami International Airport are accepted. Exchange rates of foreign currencies are at the daily buy rates posted by the airport's money exchange.

MATERIALS

Materials prohibited in the Department's Design Guideline Manuel as well as the Retail Design Guideline Criteria cannot be introduced into the unit after the fact.

II. PRODUCT

A. SERVICE TIME

SPEED OF SERVICE

There is no more important feature of dining than speed of service. Service must be prompt and not cause any wait for the customer or a sale may be lost.

<u>Concept</u>	<u>Greet Time</u>	<u>Service Time</u>
Food Beverage:		
Bar	2 minutes	3 minutes
Quick Serve	1 minutes	3 minutes
Walk Away	1 minutes	3 minutes
Casual dining	2 minutes	Beverage: 3 minutes
		Order: 5 minutes
		Meal: 10 minutes after order

PAYMENT

Once the customer has placed payment on the table, the server returns with the register receipt and correct change within 3 minutes of collecting the check with payment.

PRODUCT PRESENTATION

Menu Authenticity/Honesty: Food must be produced as the menu reads.

1. THE MENU PRESENTED: Whether the review is for a full-service menu or a fast-food menu (sign on the wall), products must adhere to it. The items served must be what the menu says they should be.
2. INGREDIENT DESCRIPTION: Description used in menu terminology should be followed in recipe production for continuity of product served and menu.
3. PORTION SIZE: If portion size is described on the menu in any fashion, it too must be adhered to in food production.

AVAILABILITY

All menu items or specials that are advertised on menu boards, promotional signs or window displays are available to customers. Any items that are no longer available are indicated clearly either verbally or in writing prior to order.

SPECIAL REQUEST

When the customer makes a special request, the server acknowledges and clarifies the request.

Many customers are on special diets, have specific food allergies, or otherwise need to make requests that vary from the normal menu offerings. All servers should be trained to provide excellent service in these situations. (This question should be rated only if evaluator orders.)

1. CLARIFY THE REQUEST: When a customer makes a special request, it is often unclear what problem they are trying to address. The server should not jump to the conclusion that they understand the request but should confirm their understanding with the customer and clarify the special need.
2. MEET REQUEST/OFFER VIABLE ALTERNATIVE: The server should strive to meet all special requests. In situations where a special request cannot be met as specified, the server should provide another alternative

that addresses the overall need in another way. For example, another dish may be more readily varied or ingredients more altered that the customer would not be aware of. While the alternative may not meet the preference of the customer it must meet the dietary issue to be viable.

SELECTION

The unit is in stock on 95% of the menu items listed in the *Unit Menu List* and does not contain any items which are specifically prohibited. Product expressly prohibited by the Department may not be displayed.

PORTION SIZE

The portion sizes of specified menu items meet or exceed the Department Agreement in all cases.

B. MENU

A current menu is available at the entrance of the unit; it is prominently displayed, well-lit and easily readable.

It is very important that patrons can check the menu selection and the prices prior to entering the restaurant.

1. PROMINENT DISPLAY: Either a menu board or a copy of the menu should be prominently displayed at the entrance of the restaurant. If the front of the unit is designed to have a wide opening that would diminish the impact of a window display, then there should be a separate display for the menu in the opening. The display should be visible from 10 feet and positioned to be visible to the flow of traffic.
2. WELL LIT: There should be spotlights directed at the posted menu both to call attention to the menu and to improve readability.
3. READABLE: The typeface, color of type and lighting should all contribute to easy readability of the menu. The prices and menu item descriptions should not be in small type that is not readable from 2 feet away.

MENU SELECTION

For all *Key Menu Categories*, the unit should offer a range of at least 5 different choices, sizes and/or price levels.

The evaluator will need to bring the *Unit Product "Key Menu Category" List*. The evaluator will need to review all the relevant Menu Categories for the appropriate range of size, price, choice and branded merchandise.

SIZE: Many food items could be offered in a range of portion sizes (e.g. ½ sandwich or medium pizza). Beverage items can also be offered in a variety of sizes (e.g. 12 ounces versus 24 ounce).

PRICE: Where there is a range of choices of size and brand, there should also be reflected a range of prices which vary at least 10%.

CHOICES: Menu items should display different choices within categories. For example, at least 5 different types of sandwiches should be offered which reflect a variety of ingredients to appeal to a range of customers.

BRANDING: National and Regional brands should be offered to consumers for both food and beverage items in the specified menu categories.

CHILDREN MENU

Menu should include at least one children's plate offered at a reduced price.

QUEUE

Queue area (line up): The pre-service area should be clean to present the correct first impression of the operation. Pre-approved Department stanchions should be used if necessary, to curtail queuing into common areas. Customer lines should be prevented from encroaching upon common areas using stanchions if necessary.

1. SIGNAGE: There should be directional and informational signage that explains the system. Signage should be clean and easily understood so patrons move easily into the format of service.
2. FACING: The front of the service line area (facing the patron) should be well cleaned with no visible signs of soil or wear.
3. TRAY PICK-UP (IF APPLICABLE): Trays stacked neatly and in adequate supply. Trays clean, fresh smelling, and stacked neatly. Tray slide clean and sturdy. (Applies also to self-service counters or cafeteria lines.)
4. DISPENSERS: Any dispensers, which are part of the line area, should be clean and fully stocked.
5. SERVICE WARE: Any service ware, flatware, napkins or other supplies should be kept clean and in adequate supply. Also notice proper handling techniques. Service ware should be of an appropriate style for the unit under review, i.e., plastic ware or paper ware will only be acceptable in very limited or to go style operations.

LINE

Line Presentation: This section applies only to line service such as cafeterias or self-service-style operations. The line presentation should be consistently appealing.

1. COLD FOODS: All items should look appealing as they must basically sell themselves. Cold foods should be displayed in refrigerated cases or ice bins. There should be just enough items on display but not so many as to make the area seem over-crowded. All items should look fresh and bright, as if they just made. Lettuce should look crisp and all fruits and vegetables should look like they just came off the vine, exhibiting bright colors and a firm, fresh appearance. If a plastic wrap must be used (and if possible, it should be avoided), it should be used neatly. Ice bins should be full of ice and the entire food area should be well stocked and clean and should never (while the unit is open) look like supplies are low or like quality is in any way deteriorating. Service lines should always look abundant.
2. HOT FOODS: Hot foods are more difficult to hold for periods of time than cold food. Under heat, foods will dry out and deteriorate much more quickly. Products held benefit by being in or having a liquid sauce that will help keep the product moist. Products must be held at an adequate temperature for service and safety (140°F to 160°F). All hot foods presented on a service line should look fresh (no dried edges or film on top) and appealing. Garnishes should be used to enhance the basic appearance and to add color to the foods and line area. Hot foods should be kept in good supply and pans or containers of food product should not be less than half full. Fresh product should always be added to keep the presentation full and fresh. Hot products should be stirred or mixed, if applicable, before serving. Hot foods should also be covered to keep in both the heat and the moisture.
3. PRODUCT ROTATION: All products to be served, including beverages or hot or cold foods, should be properly rotated using the First In, First Out method of control. If products are of standard quality, serve the oldest ones, or the ones delivered to the unit first. This should be a general evaluation by looking at a group of products.
4. DISPLAYS: Any displays of any type to be done on a service line should be as authentic as possible and must be maintained in a consistent way. When a display cannot be properly kept up, it should be removed. This could include, artificial food replica displays and anything from hanging meats to baskets of fruit or displays of canned or bottled products.

6. EYE APPEAL: Foods on service lines need to sell themselves. They need to jump off the line to a patron and say, "Buy me". A certain sensitivity to eye appeal is necessary to make this happen. Food products should be in clean, attractive containers and arranged for texture variance, color and contrast. These points will make the food more tempting.
7. COLOR: The color should be as natural as possible and as fresh. For example, a carrot that is bright orange is much more appealing than a carrot that is pale and withering.
8. TRUE TO TYPE: The item should look true to type. For example, a steak should look like a steak and not like a stew of chopped up steak.
9. TEXTURE: The appearance of the texture should be pleasing to the eye and true to type. For example, a stew that should be made of cubed beef should not be shredded.

FOOD PREPARATION

Food preparation: Visible Hot and cold food areas include preparation, presentation and service, and these areas should be clean and organized. The local health inspector inspects non-Visible kitchen/prep area.

1. BACK UP/STORAGE: In front of or behind the line, the storage of supplies and food in refrigeration, on counters or in containers should be neat and organized. This is the storage of raw products or ingredients used in final preparation and service of product. Foods should be properly handled, i.e., perishable items refrigerated. All foods should be neatly displayed and kept in very clean areas. Supplies of any service ware such as plates, bowls, cups or wraps should be neat and organized. Cleaning supplies must be separate from food storage facilities within the premises. All food deliveries and staff personal belongings must be kept out of view of the customer.
2. REFRIGERATION/DISPLAY: All visible refrigeration or display units should be completely clean and organized. No fingerprints on glass, polished stainless. Products stored in these units should be neatly displayed. Area should be clean around on top and under all cases.
3. PANTRY AREA (SALADS/SANDWICHES) PREPARATION: Preparation areas must always be well maintained and very clean. Food and other waste should be continually picked up and disposed of properly. The "clean as you go" principle should be in force here. As raw products are removed from storage, what is needed should be used and the remainder replaced quickly. Cutting boards and work areas should be clean and properly maintained.
5. GARBAGE: Adequate garbage containers should be provided and emptied frequently. These containers should be clean and as much as possible kept out of view of patrons.
6. HOT FOOD AREA: The area for hot food preparation should be clean and maintained as for the pantry area. The same rules always apply to keeping the food preparation area clean.
7. HOT FOOD TO ORDER: Some units may have an area of hot food preparation made to order. These specifically should be carefully watched to be clean. Patrons will always watch more carefully when something they have ordered is being made in front of them. Utensils, including pots and pans should be removed or cleaned immediately after use and the general area kept very clean.
8. STEAM TABLE: A steam table or heat lamp will be used for holding prepared hot foods. The unit itself and the pans that sit within it should be clean and they should fit together properly. The area must be continually wiped up as food is served to eliminate spills or drips. Utensils used for serving should be clean and intact. There should be no open spaces in steam tables to allow steam out. All areas should be covered.
9. ICE BINS: Ice bins used for chilling foods or beverages should be full of fresh ice and be free of soil or condensation. This means that they must be continually wiped cleaned and filled.

10. OTHER FOOD PREPARATION: Any other aspects of food preparation not listed above should, as with the above sections, be clean, organized and maintain a very neat appearance for the public eye.
10. GENERAL COUNTER AREA: Review the general areas of front and back counter cleanliness, organization and presentation.

DESSERTS

Dessert, salad, and pastry area: Areas of the unit serving and displaying desserts, and pastries must be consistently clean and organized.

1. DISPLAY CASE: The display case should be clean inside and out and be well organized. Desserts or pastries should be properly plated and covered or wrapped if appropriate.
2. ICE CREAM CABINETS: Ice creams will be stored in an ice cream freezer that should be clean inside and out. There should be no great accumulation of ice on the inside, and the scoops or dippers should be held in a dipper well with fresh water flowing into it, and throughout.
3. SERVICE WARE: Dishes, plates, bowls, glasses, cups, baskets, or cones for pastries, desserts, and ice creams and salads should be stored in neat, organized fashion in adequate supply and be of an appropriate style for the unit.
4. UTENSILS: Utensils, plates, and platters used in the service of desserts or salads should be clean, intact, and cleaned after each use.
5. ICE CREAM MACHINE: If an ice cream machine is used, it should be very clean outside and have all operating parts, including the tank, cleaned after each use.

SELF-SERVICE

Self-Service Bar: Salad bars or other self-service type bar areas must always be maintained in maximum cleanliness. Items should be well-stocked and organized.

1. PHYSICAL UNIT: The self-service bar should be sturdy and well maintained. Every surface area (paint, tile or other uniform finish) should be clean and free of debris, outstanding marks or defects.
2. HOLDING AREA: The space provided for self-service items should be clean and well finished. If it is an ice bin it should be water-tight with a drain and the ice should be full and look fresh.
3. SNEEZE GUARDS: Guards required by the Health Department to help keep aerobic germs away from fresh foods, usually made of glass or Plexiglas should be sturdy, clean and unscratched.
4. HOLDING CONTAINERS: The containers used for the food (baskets, bowls, dishes, platters, pans, crocks) should be clean and unchipped.
5. PRODUCT: Food products should be neatly displayed, and all items should look fresh. Foods should only be in their appropriate containers and not on the ice or physical body of the self-service bar.
6. FLOOR AREAS: Floor areas around the self-service bar should be continually checked for cleanliness.
7. LIGHTING: The self-service bar should be well lit so patrons can easily help themselves.
8. SERVICE WARE: Platter, bowls, or other service ware should be neatly arranged in a clean area, in adequate supply, including trays and tray slide area.

EXPIRATION

All the products offered for sale that have a product expiration date are at least 2 days prior to the expiration date.

PORTION - PRICE - VALUE

A cross section of food is satisfactory in terms of appearance, temperature, taste and portion size.

1. APPEARANCE: The item should be appetizing, pleasing to look at. It should be fresh, and the color should be as natural as possible. The item should be “true to type.” A steak should look like a steak and not a stew. The texture should be appealing; solid foods should be solid not mushy.
2. TEMPERATURE: Hot foods should be served at 140 – 160 degrees and should be hot when the customer eats them. Items should not be overheated in a microwave so that it is necessary to wait 10 minutes to eat them. Similarly, cold items should be cold.
3. TASTE: Food should taste fresh, moist and “true to type.” Fresh cold food is firm and crisp. Fresh warm food is moist, aromatic, and firm. Food should never be greasy, limp or dried out. Food that is “true to type” meets the expectations of the customer. If the customer orders a hamburger then they should receive an item that looks, smells, and tastes like a hamburger.
4. PORTION SIZE: If items are offered as standards menu items (as opposed to appetizers, side salads, etc.) then the portions size should be sufficient to serve as a meal for an average adult. In general, the portion size should be consistent with a “no surprises” standard. The customer should not notice the portion size as a part of their dining experience.

C. PAYMENT

MARKET BASKET

The Department has instituted a Market Basket policy to ensure that Airport prices are comparable to retail outlets in the Miami-Dade County, Florida area. This reinforces our objective of making Miami International Airport the most “passenger friendly” airport.

Numerous analyses have shown that when an airport passenger understands that the prices for discretionary items are priced, an increase in capture and sales volume occurs.

Therefore, the policy is as follows:

The Concessionaire shall determine Market Basket, by surveying a minimum of 3 convenience stores (excluding stadiums, arenas, amusement, entertainment venues and hotels) in Greater Miami Area to determine the average price for a particular good or service. The Concessionaire’s store prices shall not exceed by more than fifteen (15%) of the Market Basket.

- A. Same Store: For any or all operations where a Concessionaire currently operates the same or similar store in the Miami-Dade County area, the Concessionaire may not charge more than **fifteen percent (15%)** higher charges at the Airport for like or similar item, portion or serving. The Department has the right to survey prices at said store and to use these prices for same or similar merchandise as the primary basis for pricing in leased Locations in all Locations.
- B. Concessionaire shall request approval from the Department in advance of any proposed increase in the sales price of the goods and services offered for sale by the Concessionaire.
- C. All goods and services shall be sold in accordance with the prices approved by the Department.

Price Increases: The Concessionaire must receive written approval from the Department to increase the price of any item sold or offered by the Concessionaire or its Sub-tenants, and any such request must be accompanied by a price survey. The Department reserves the right to visit said price survey and verify price prior to approval.

Price Check Policy: Prices may be checked periodically to assure compliance with this policy. A selection of items, picked at random from any Location, is compared to similar items in the price survey. The Department may appoint professional shoppers to survey and shop Locations. The Concessionaire or its Sub-tenants who are not in compliance are given seven (7) days to bring all products into compliance. Failure to do so will result in penalties, pursuant to the Lease and Concession Agreement and may result in the Concessionaire being in default of the Agreement.

RECEIPT

The register receipt given with purchase includes individual prices for each menu item, sales tax, and a total sales price. Each total is accurate; the price of each item should match posted prices and the computation of the total sale should be correct.

CREDIT CARDS

The unit accepts at least 3 different credit cards as a means of payment.

COMMENT CARDS

The unit has customer comment cards within sight of the customer at each register.

CHANGE

Upon request, the sales staff provides change to a customer who is not making a purchase – efficiently and courteously.

REFUNDS

Each unit has a written exchange/return policy that allows customers to return or exchange merchandise within reason and which is fully implemented by the sales personnel without supervisory approval.

1. EXCHANGE/RETURN POLICY: A clear policy concerning the circumstances when products/menu items may be returned or exchanged is available in writing and in view of the customer.
2. CUSTOMER FRIENDLY POLICY: The policy is consistent with other restaurants off Department and is easily understood by the customer. The conditions under which exchanges, and returns are allowed are clearly described and allow a degree of customer flexibility.
3. POLICY IMPLEMENTATION: All members of the sales staff have the authority to approve exchanges and returns that are consistent with the policy.

D. PROMOTION

PROMOTIONS

There is always a special promotion ongoing in the unit and it is changed at least monthly. Holiday and Special events are timely.

1. SPECIAL PROMOTION: Special promotions include special events, Holiday events, and value activities/product promotions such as gift with purchase and “buy so many get so many free” promotions. These special promotions should be the highlight of unit presentation.

4. TIMELY EVENTS: All Holiday events should begin no later than 3 weeks before the Holiday and should be removed no later than one week after the Holiday. Similarly, the timing of Special events to coincide with a local festival, sports event, or product introduction should closely coincide with the event.

GRAB & GO

Express meals should be available for passengers who do not have time for the meal to be prepared and packaged.

For the convenience of the customer, the facility must offer an effective "To Go" packaging program to allow customers to carry their meals onto the airplanes, except for alcohol, which is not permitted. Grab-n-Go locations are not permitted to sell glass bottled beverages/products to the public. Grab n Go may pour the contents into a plastic container for the customer.

III. PEOPLE

A. CUSTOMER SERVICE

SERVICE PRINCIPLES

The staff demonstrates the "principle of service" by performing at least all the following actions:

1. Greeting and smile on arrival
2. Product knowledge
3. Suggestive selling

ACKNOWLEDGEMENT

Every customer is immediately acknowledged with a greeting and a smile.

ORDERING

When a customer is deciding on an order, staff describes the distinguishing features (i.e., portion size, ingredients, special seasonings, and price) accurately prior to purchase.

UP SELLING

Staff offers the customer the opportunities to "trade up" to higher quality or higher value merchandise.

1. GREETING AND SMILE: The first friendly "hello" sets the standard for service in the unit and creates a sense of ease for the customer. A smile is invaluable in reinforcing the sincerity and welcome of the greeting.
2. PRODUCT KNOWLEDGE: Every staff member should be completely knowledgeable about menu, portion sizes, prices, and important menu item features.
3. SUGGESTIVE SELLING: All staff, including the cashier, has opportunities for suggestive selling. Simple questions like "Did you find everything you were looking for," invites the customer to reflect and possibly lengthen the dining experience. More sophisticated approaches such as "If you like this product than you may be interested in this product that we just got in" create an opportunity for the customer either at this visit or on return visits.

CUSTOMER FEEDBACK

Wait staff must request customer feedback at various times of the meal.

Wait staff must be observed asking for feedback or satisfaction, at a minimum, four times:

1. when the meal is served,
2. five minutes after the meal is served,
3. ten minutes after the meal is served, and
4. upon the conclusion of the meal.

SUGGESTIVE SELLING

The cashier demonstrates salesmanship and product knowledge through the following activities:

1. Suggestive selling
2. Inquiring about customer satisfaction and addressing problems
3. Assisting in the purchase decision by helping to determine customer needs or suggesting/locating merchandise.
4. Answering the Question "What is new?" with an appealing description of new products.

The cashier is a key ingredient of a successful operation. This is the person who often creates the first impression for the store and always creates the last impression. The cashier must be able to make fast decisions that will save a sale. The actions above indicate that they are active members of the sales team.

1. SUGGESTIVE SELLING: Simple questions like "Did you find everything you were looking for? And "Did you see our special on ...?" invite the customer to reflect and possibly lengthen the dining experience. More sophisticated approaches such as "If you like this product than you may be interested in this product that we just got in" create an opportunity for the customer and increase the profits for the unit.
2. CUSTOMER SATISFACTION: A simple inquiry about customer satisfaction can often open the door for the unit to correct a bad first impression. The cashier is in the best position in the unit to make these inquiries of all customers and to know how to follow up and correct the problem.
3. PRODUCT KNOWLEDGE: The cashier should be knowledgeable about menu selections, prices, and features. The cashier should be able to describe all the new products, special promotions, and/or sales opportunities.

STAFFING

Staffing levels meet the standard of one service staff member for every 12 customers and/or sufficient cashiers to keep the register line under 6 customers.

The sales manager, service staff and cashiers represent a team that needs to co-ordinate actively in order to provide excellent customer service. The store management needs to assure that there is enough staff on hand to meet customer needs for information and purchase. The staff members need to change roles to meet the needs of customers present in the unit at any point in time. Service staff should easily transition into cashiers, opening new registers when the line exceeds 6 customers. Similarly, cashiers may be called upon to assist customers if there is no register line and customers are waiting for product information or service.

CUSTOMER SERVICE

All staff members are aware of the customer service policies, capable of applying them to transactions and can access any necessary materials.

1. FAMILIARITY WITH POLICIES: Each staff member should be familiar with the customer service policies and able to access a written copy of the relevant policy for the customer.
2. APPLY THE POLICY: Staff should be able to readily apply the policy to the situation before them. They should have the comprehension and the authority to complete the transaction.
3. ACCESS TO MATERIALS: In situations where special certificates, forms or other reference materials are required, staff should be able to access those materials directly, without delay or questioning of other employees.

B. PROFESSIONALISM

ENGLISH

All staff members speak English to all customers except when attempting to assist a customer who speaks a foreign language.

ACTIVITY

All employees that are visible to the customer are actively engaged in either doing their respective jobs.

CUSTOMER FIRST

All concession employees respond to each customer immediately and place the needs of the customer first.

1. ACKNOWLEDGEMENT: When a customer enters the facility, the concession employees must be visible to the customer and shall discontinue any secondary assignments or activities and assist the customer immediately.
2. PERSONAL ACTIVITIES: While on the sales floor employees shall not be allowed to read books or magazines, watch TV, listen to a personal electronic device, or any other activity which would distract the employee from his primary focus of providing excellent customer service.
3. ATTENTIVENESS: Whether the employee is cleaning the facility or restocking inventory there is no more important action than responding to a question or a request from a customer.

If asked a question, employee must respond immediately or involve the appropriate staff to assist the customer in meeting the request. There should be no circumstance where two employees are having a discussion that impedes customer service or where an employee is unwilling to try to assist the customer.

POSITIVE ATTITUDE

All concession employees are positive and constructive in their interactions with customers and with each other.

AWARENESS

All employees in the unit demonstrate an awareness of the unit, the unit menu offerings, and the Department in general.

Employees should react to all things in their work environment with an awareness of their job responsibilities and how those responsibilities are impacted.

1. UNIT AWARENESS: Employees should have a thorough understanding of the concept and quality level of the unit in which they work, individually and as it relates to other units in the Department environment.
2. PRODUCT AWARENESS: All sales staff should be completely aware of the products and menu items being sold. This includes what all the items are, how much they cost, and any special features. In addition, staff should be aware of all promotions, current and upcoming, and new products being offered.
3. DIRECTIONAL INFORMATION: Employees should be aware of the whole picture, capable of directing travelers to exits, specific airlines, check in, baggage claim, ground transportation, rest rooms, and other amenities. This will involve a familiarity with the location of other concessions as well.

C. APPEARANCE/CLEANLINESS

UNIFORM

All unit personnel are wearing the proper uniform, the uniform is clean, and they each are wearing a name badge.

Each different unit will have a different uniform to fit with that unit's atmosphere. The uniform should be worn exactly to specification without variation or modification.

1. SHOES: Worn to specification or standard and kept properly clean and polished. No holes or worn spots should be allowed.
2. SOCKS: Worn to specifications in color and should be of proper style.
3. STOCKINGS: Women working in short skirts or dress style uniforms must wear stockings of some type. Uniforms standards will specify color.
4. PANTS/SKIRTS: Pants and skirts must be to specification and of proper style and color. Variations should not be allowed, and pants and skirts should be kept spotlessly clean and always well pressed and maintained. They should also be properly fitted.
5. DRESS: If the specified uniform is a dress style outfit, it should follow the same rules as number 4 and always be well cleaned and pressed.
6. SHIRT/BLOUSE: Shirts and blouses should be worn to specifications and always be the proper color and style. They should fit properly with no missing buttons. White shirts or blouses should be washed properly to stay very white. Shirts and blouses should always be well pressed.
7. TIE: If specified, tie should be standard for employees and should be kept clean and well pressed. Ties with spots or pulls should be changed.
8. JACKETS/COATS/VESTS: Jackets, coats, vests, or other over garments should be worn only to specification and always clean and well pressed with no holes or stains.
9. COLOR CONTINUITY: All uniforms should have good color fastness to maintain a consistent color and tone from uniform to uniform. Colors will tend to fade but all efforts should be undertaken to have color continuity.
10. ADDITIONS: Employees should not be allowed to add to their uniforms such as sweaters, undershirt, etc. Items worn that are visible and not part of the uniform should not be allowed.

HYGIENE

Employees with inferior personal hygiene are not allowed to work.

Personal Appearance: The look of each employee should be maintained at the best possible level.

1. GENERAL: Appearance of the staff is very important. It will make a first and lasting impression on the patron. All front of the house employees should be required to maintain the highest possible standards regarding personal appearance.
2. HAIR: Should be neatly trimmed and combed and off the face and shoulders. Hair reaching the shoulders must be worn up or tied back. Hair must be clean.
3. NAILS: Should be clean and well-manicured, not too long and no loud nail polish should be worn. Chipped polish should be repaired.
4. JEWELRY: Minimum amounts of subdued jewelry should be worn. Earrings should be short and not loud. In general, jewelry worn should be kept simple and not be in excess.
5. MAKEUP/PERFUMES: Makeup and perfume should be subtle and like jewelry kept simple and never worn in excess.
6. INSPECTION: Before each shift in the unit operation, managers should pay special attention to checking and reviewing the appearance of their staff. Personnel not meeting standards should not be allowed to work.

SANITATION

Cleaning and sanitary practices within the food & beverage unit are one of the most important areas within the unit. All employees must follow appropriate guidelines to ensure cleanliness and sanitation of the food & beverage unit on an ongoing basis. Concessionaire and subtenants (if applicable) **must** provide a Sanitation Plan in accordance with MDAD Operational Directive OD-21-01 "Food & Beverage Sanitation Plan" on an annual basis every October 1st.

Unsanitary acts such as uncovered coughing and sneezing, improper hand washing, open cuts, or sores, etc. create a potential health risk to customers as well as other employees. Proper hand washing shall be used to prevent potential health risk to customers and other employees. The unit should have a procedure, which clearly specifies "fitness for duty," which is followed in all cases. Remember: cleanliness is the absence of dirt while sanitary is the control of bacteria to an acceptable level.

1. HAND WASHING: Proper hand washing should be used before starting work, after restroom usage, after smoking, eating, drinking or as often as is necessary to keep hands clean and sanitary to prevent any health risk to customers.
2. SANITARY GLOVES: Sanitary gloves must be worn by the food preparation or service employee if the employee has minor cuts or wounds on their hands. The use of sanitary gloves does not relieve the employee of following proper hand washing requirements. Sanitary gloves need to be used and disposed of as directed by applicable Health codes.
3. HAIR RESTRAINT: Hairnets, hats, scarves, or similar hair coverings that effectively restrain head and facial hair shall be required for all employees working in food preparation areas. Employees working in other areas of the food unit shall arrange their hair to prevent the contamination of food, equipment, and utensils.
4. EMPLOYEE HEALTH: The employees of a food & beverage unit should refrain from working when they are sick due to the potential health and safety issues with customers. Uncovered coughing and sneezing are a health risk to customers as well as other employees. The unit should have a procedure, which clearly specifies "fitness for duty", which is followed in all cases. This procedure must be available for review by the evaluator.
5. CROSS CONTAMINATION: Employees of the unit must not be seen in activities that will lead to cross contamination.

6. EMPLOYEE BREAK AREAS: Employees may only eat, smoke, or drink in the designated areas. Employees may not eat, drink, or smoke in the food preparation or service area of the unit.
7. Social Distancing / Sanitation Requirements: Please refer to Miami-Dade County, State of Florida Department of Health and CDC guidelines.

MONEY HANDLING

No unit employee handling money or having made change for a customer can proceed to touch food items without first washing his or her.

D. POINT OF SALE OPERATIONS

CASH REGISTER

Cash registers have a serial totalizing unit, a non-resettable grand total, and provide a date/time for each time the register is opened.

The cash register drawer shall always be kept closed except as necessary to make a sale, make change, or for a routine audit.

TRANSACTION MONITORING

Every transaction is recorded on the register. Where visible monitoring of the register is specified, sales totals will be visible to the customer within 10 feet.

TIMELY RING

Sale was rung up timely, accurately, with a "thank you" and an invitation to return. (*direction for payment?*)

The final impression left with the customer is at the register. The cashier has an opportunity to cement a positive dining experience in the customer's mind by efficiently and effectively handling the check out. Efficiency and effectiveness are defined in the following elements:

1. TIMELY: The register line should not exceed three customers and the wait should not exceed 30 seconds per customer. Therefore, in the worst case, a customer may wait 1 ½ minutes at the register.
2. ACCURATELY: The register receipt reflects the price of the item(s) as marked, any taxes are reflected accurately, and the total is correct.
3. THANK YOU/INVITATION TO RETURN: The cashier should thank the customer for their purchase and invite them to make a return visit to the store.

TRANSACTION PROCESSING

All employees who act as cashiers can operate the cash register, including credit card machines and validation procedures, and are able to perform routine maintenance rapidly.

Register delays should never be caused by the inability of staff to operate the register or perform routine maintenance on any of the equipment needed for check out. All staff that periodically acts as cashiers, whether as overflow or full time, should be proficient in the use and maintenance of all equipment.

1. REGISTER OPERATIONS: The staff should be able to ring up sales accurately, make the correct change, accept credit cards as payment and access the appropriate validation information.
2. REGISTER MAINTENANCE: When there is a problem with the register, all cashiers are capable of diagnosing and fixing the problem. Whether the problem is an inaccurately programmed price, the

need for a new register tape, or the need for additional credit slips, every staff member should be able to perform these and other maintenance tasks without asking other staff members or searching to find the necessary materials.

RECEIPT

Every customer is offered a receipt that lists the price of every item purchased, a subtotal for the merchandise purchase, any applicable taxes or fees and the total.

QUEUE

To meet the requirements of service time addressed in this section of the standards, register lines must be minimized, not only to relieve the stress of a passenger's perceived discretionary time, but also to maximize sales. Customers who perceive the wait times to be long will leave the line and either go elsewhere or decide not to make a purchase. If all registers are already open, a manager must, within 30 seconds, enter the register area to expedite the service.

IV. SECURITY / RAMP OPERATIONS

A. SECURITY PLAN

Concessionaire must provide a detailed security plan to MDAD Security for approval prior to commencing operations. The Security Plan must include emergency contact information of key operational employees, compliance with TSA prohibited items (e.g., sharp objects, unsecured kitchen doors, etc.) and process for securing gates and location in general.

GLASS CONTAINERS

1. Sit down areas may serve glass bottles within their areas, however, customers and other Airport patrons are not allowed to take any glass beverage with them. Grab n go locations may pour the contents into a plastic container for the passenger to take with them-
2. Grab n Go's may not sell glass bottles or other glass containers.
3. Utensils – the utensils provided to customers must be plastic with no pointed or sharp edges.

B. RAMP OPERATIONS

RECYCLING

Concessionaire are encouraged to actively promote an in-house recycling program. The following recycling standards must be observed by all Concessionaires on the ramp area.

Recycling Containers – Concessionaire's employees must only place recyclable materials in the respective recycling containers. Do not place garbage in recycling containers and/or dump recyclable materials outside the containers.

Recycled Cooking Oil Bins – The concessionaire is responsible for the maintenance and cleanliness (pressure wash area every two (2) weeks) of the container used and its surroundings. Cooking oil bins must be secured with a padlock and the bin properly identified

/ labeled with concessionaire's name and contact information. Concessionaire's that have recycled oil bins on the ramp area are required to install a rubber or polyurethane oil retaining pad (retainer around the bin) under the bin to prevent leaks or spills to runoff into ramp area. Cooking oil bins must be secured with a padlock and the bin properly identified / labeled with concessionaire's name and contact information. Penalties will be assessed by the Department is conditions are not met.

Cleaning Grease Trap and Recycled Oil Bins – Concessionaires are required to clean the areas bi-weekly or immediately in the event of a spill. Cleaning must be performed in a controlled manner to avoid runoff into ramp area and further increasing a hazardous condition for ramp employees.

GARBAGE BINS/COMPACTOR

Concessionaires' employees must dump garbage inside garbage bins and compact the load accordingly. In the event the bins are full, please contact MDAD Concessions immediately. Under no circumstances should bag or other garbage be tossed outside the bins.

UNSECURED EQUIPMENT / DEBRIS

All equipment must be secured and stored in a safe area that does not interfere with ramp operations. Equipment must be attended at all times and other items such as pallets and other containers must be properly stored and away from ongoing ramp operations.

GREASE TRAP AND GREASE LINE MAINTENANCE

The Concessionaire is responsible for the scheduled maintenance of their grease traps and respective lines. Lines must be jetted periodically every quarterly. Penalties will be assessed by the Department is conditions are not met.

IMPORTANT: DUE TO THE HAZARD OIL / GREASE SPILLS PRESENT TO RAMP EMPLOYEES, ALL OIL SPILLS MUST BE IMMEDIATELY CONTAINED AND CLEANED BY THE CONCESSIONAIRE.

V. DAMAGES

The Department may impose damages and / or other penalties as specified in the lease and concession agreement.