



DFW International Airport Concessionaire Handbook

DFW Airport Concessions Concessionaire Handbook

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I. Introduction

Welcome to DFW International Airport! We are looking forward to doing business with you. The Concessionaire Handbook provides you with valuable resources to help you get up and running here at DFW Airport. It contains necessary procedures, information, contacts, websites and resources you will need to have a successful start. Please make it your first source of information should any issues arise.

Thank you,
DFW Airport Concessions

Notes:

- The information in this packet is based on current policies and procedures and is subject to change at any time. In the event of any inconsistencies with other terms of the Lease, said Lease terms shall control.
- The Rules and Regulations sections of each Lease states:

The Board may adopt and enforce Rules and Regulations, to be uniformly applied to similar uses and users of similar space, which Concessionaire agrees to observe and obey with respect to the use of the Premises and the Airport, and the health, safety and welfare of those using the same.

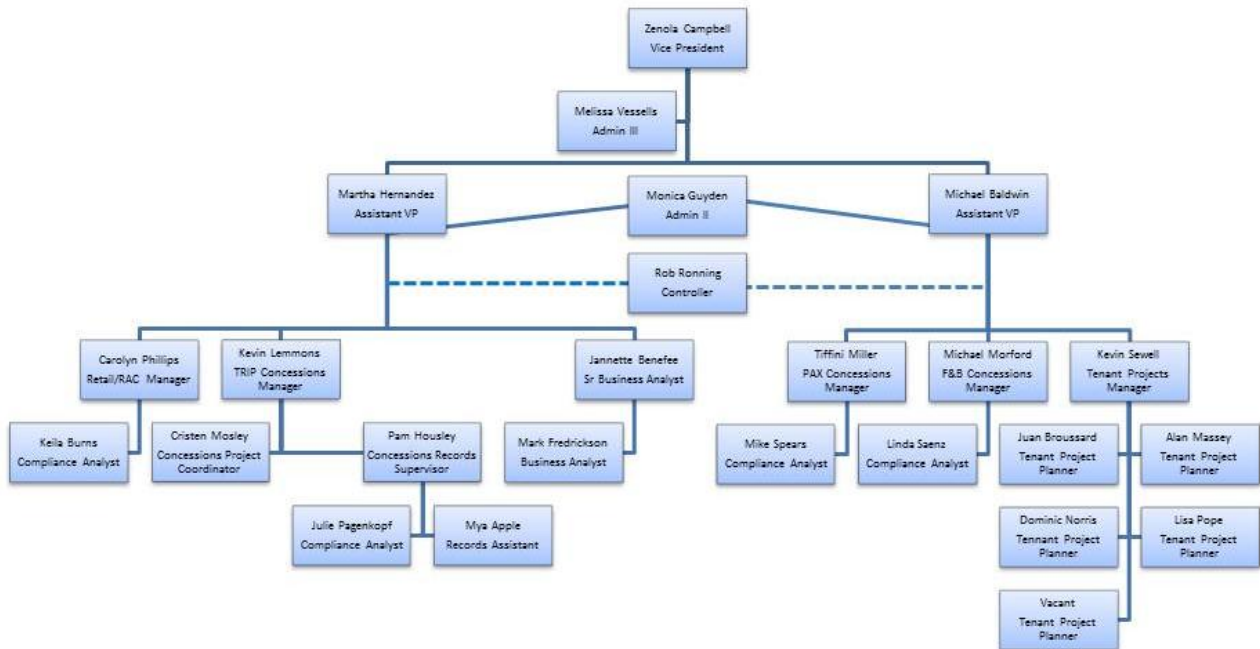
II. General Information

A. Airport Contacts

Access Control Office	(972) 973-5100
AOC Airport Operations Center	(972) 973-3112
Business Diversity & Development	(972) 973-5500
Concessions	(972) 973-4820
Food & Beverage – Michael Morford	(972) 971-8414
Retail– Carolyn Phillips	(817) 995-5850
Passenger Services – Tiffini Miller	(214) 514-8433
Finance Department	(972) 973-5400
Ground Transportation (parking tickets)	(972) 574-5878
Legal Department	(972) 973-5480
Lost and Found	
American Airlines and American Eagle	(972) 425-2465
Terminal D non-American flights	(972) 973-5050
All other Airport grounds	(972) 574-4420
Marketing	(972) 973-4602
Parking Business Unit	(972) 973-4856
Police/Fire/EMS (non-emergency)	(972) 973-3210
Public Affairs	(972) 973-5555
Risk Management	(972) 973-5650
Terminal Management	(972) 574-9859
Terminal A – Marsha Crear	(972) 973-7688
Terminal B – Jay Dixon	(972) 973-8080
Terminal C – Jim Espinoza	(972) 973-8577
Terminal D – Robert Hightower	(972) 973-5001
Terminal E – Troy Snyder	(972) 973-8410
TRIP Mgr. – Charley Cotner	(972) 973-1749
U.S. Post Office	(972) 453-3372

You may also find additional contact information at www.dfwairport.com/contact.

Concessions Department Organizational Chart



B. Useful Websites

Concessionaire Vendor Portal

<https://www.dfwairport.com/apps/cvp/v1/index.php>

Health Inspections

<http://www.tarrantcounty.com/ehealth/site/default.asp>

Schedule of Charges

<http://www.dfwairport.com/about/financials/index.php>

iReceivables

<http://www.dfwairport.com/concessions/ireceivables/index.php>

Concessionaire Submittal Application (CSA)

<http://www.dfwairport.com/concessions/index.php>

Badging

www.dfwairport.com/badge

Concessions Department

www.dfwairport.com/concessions

C. Glossary of Airport Acronyms

Listed below are Acronyms that are used at the Airport.

AAB – Airline Advisory Board
AACS – Automated Access Control System
ABN – Airport Beacon
AC - Aircraft
ACFT - Aircraft
ADA – Americans with Disabilities Act
ADE – Airport Development & Engineering Department
AFLD - Airfield
AIP – Airport Improvement Program
ALCS – Airfield Lighting Control System
AOA – Aircraft Operation Area
AOC – Airport Operations Center
APM – Automated People Mover
APS – Automated Parking System
ARFF – Aircraft Rescue Fire Fighting
ATSAC - Aviation Transportation Security Act Compliance
BDDD – Business Diversity Development Department
BIDs – Baggage Information Displays
CBP – U.S. Customs and Border Protection
CCC – Consolidated Communications Center
CCTV – Closed Circuit Television
CDP – Capital Development Program
CEO – Chief Executive Officer
CIF – Capital Improvement Fund
CIP – Capital Improvement Program
CIS – U.S. Citizenship and Immigration Services
CNG – Compressed National Gas
CPCS – Computerized Parking Control System
CSP – Carrier Support Program
CTA – Central Terminal Area
CUP – Central Utility Plant
CUTE – Common Use Terminal Equipment
CUSS – Common Use Self Service
DBEs – Disadvantaged Business Enterprises
DBO – Date of Beneficial Occupancy
DFW – Dallas/Fort Worth International Airport
DHS – Department of Homeland Security
DOT – Department of Transportation

DPS – DFW Department of Public Safety

ETM – Energy & Transportation Management

EVIDs – Electronic Visual Information Displays

FAA – Federal Aviation Administration

FARs – Federal Aviation Regulations or Federal Acquisition Regulations

FEIS – Final Environmental Impact Statement

FIC – Facility Improvement Corporation

FIDs – Flight Information Display System

FIS – Federal Inspection Service

FLW - Flow

FOD - Foreign Object Debris

FSDO – Flight Standards District Office

FY – Fiscal Year

GA – General Aviation

GAAP – Generally Accepted Accounting Principles

GIDs – Gate Information Displays

GIS – Geographic Information System

GL – General Ledger

Global Super Hub - An Airport with a lot of domestic and international flights where people can easily change planes and travel on to another Airport.

GNP – Gross National Product

HR – Human Resources

HVAC – Heating Ventilation Air-Conditioning

ICE – U.S. Immigration and Customs Enforcement

INS – Immigration & Naturalization Service

IROPS - Irregular Operations

IRS – Internal Revenue Service

ITS – Information Technology Service

ILS - Instrument landing system

JRB – Joint Revenue Bonds

KPI's – Key Performance Indicators

LARS – Land Acquisition Reporting System

LOA – Letter of Agreement

MAG – Minimum Annual Guarantee

M/WBEs – Minority/Women-Owned Business Enterprises

MEPS/RS – Mechanical, Electrical, Plumbing, Structural/Ramp Services

MII – Majority in Interest

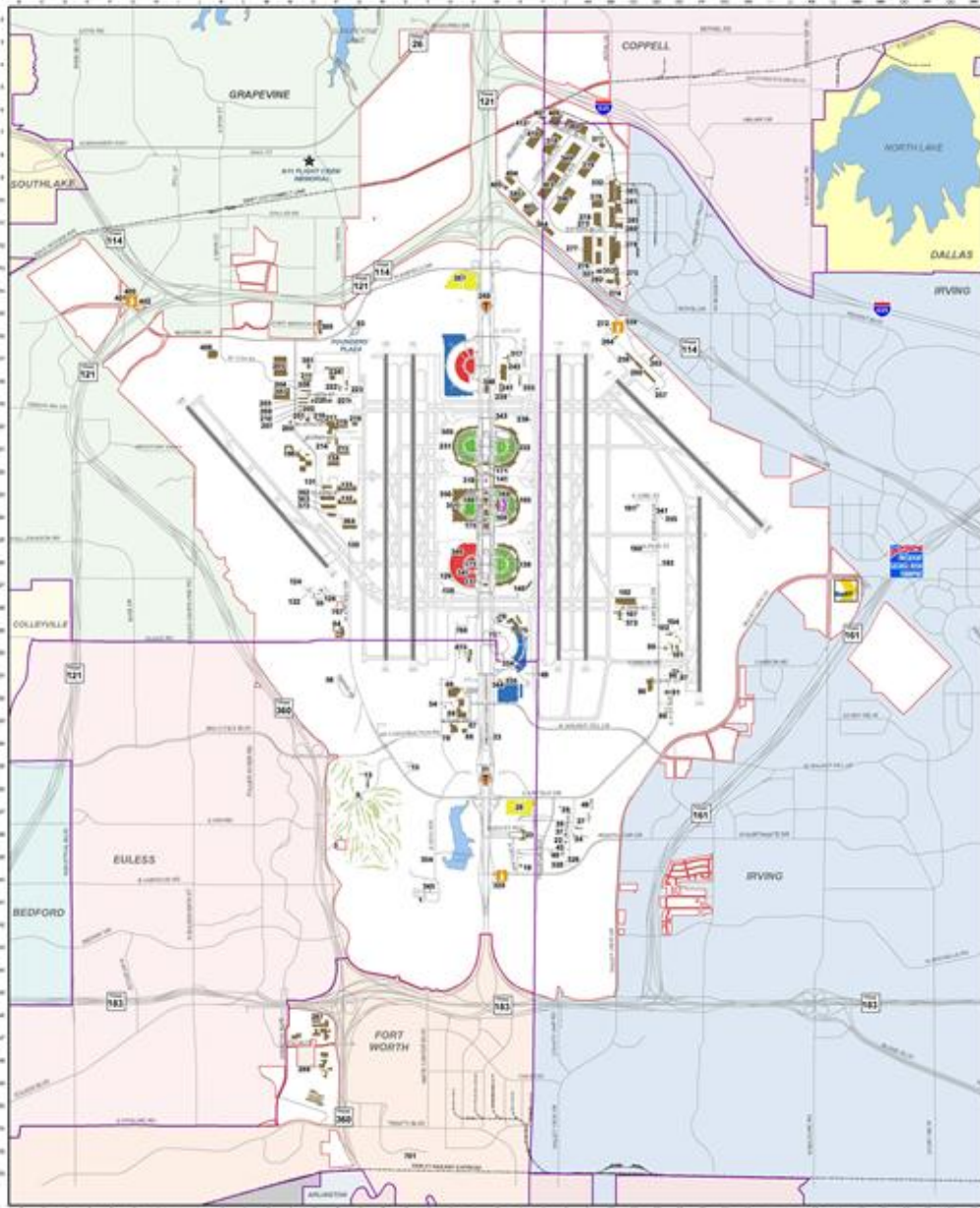
MOU – Memorandum of Understanding

NTSB – National Transportation Safety Board

New Use Agreement – A 10-year Airline Use Agreement that redefines our business model and relationship with the airlines

O&D – Origin and Destination
O&M – Operating & Maintenance
OALs – Other Airlines (as in American and OALs)
OBAs – Official Board Actions
OPS – Operations
PAX – Passenger
PFCs – Passenger Facility Charges
PFIC – Public Facility Improvement Corporation
PSSF – Passenger Service Special Facilities
QTR – Quarter
RAC – Rent-A-Car
RAP – Respond Action Plan
RFC – Rates Fee & Charges
RIDs – Ramp Information Displays
RIMS – Risk Information Management System
RMS – Records Management System
ROI – Return on Investment
RS – Ramp Services
RWY - Runway
SIDA – Security Identification Display Area
SIDS – Source Isolation Deice System
Spine Road - Nickname for *International Parkway*
SWAP – Interest Rate SWAP
TCEQ – Texas Commission on Environmental Quality
TRIP - Terminal Renewal and Improvement Program
Triple Bottom Line - Sustainability principle: Financial, Environmental, and Social
TSA – Transportation Security Administration
TWY – Taxiway
WBE – Women Business Enterprise
WX - Weather

D. Airport Layout Maps



NOTES:

LEGEND

	BUILDING LABELS- SEE BACK FOR INDEX		PARKING
	GAS STATION		TERMINAL
	ROADWAY		EXPRESS
	RAILROAD		REMOTE
	AIRFIELD		HOTEL
	DFW PROPERTY		EMPLOYEE
	CITY BOUNDARY		
	BUILDING		

DFW AIRPORT MAP



Dallas / Fort Worth International Airport Board / Ambassador Program • P.O. Box 619428 • DFW Airport, Texas 75261-9428 • www.dfwairport.com



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DFW AIRPORT MAP - INDEX

LOCATIONS SORTED ALPHABETICALLY BY FACILITY NAME

LOCATIONS SORTED NUMERICALLY BY I.D. NUMBER

Table with 4 columns: BLDG ID, GRID, STREET ADDRESS, FACILITY / DEPARTMENT. The table lists various airport facilities and their locations, organized by facility name in one section and by building ID in another.



III. Safety and Security

A. Badge Application Process

Identification/access badges are required for concessionaire employees working in DFW's terminals and are issued by the Department of Public Safety Access Control Office (ACO), which is located in Terminal D on the Departure Level, pre-security.

- To review the most up-to-date information regarding the requirements for the badging process, including all required forms, visit www.dfwairport.com/badge.
- If you have questions about the process after reviewing the web-site, contact the ACO at aco@dfwairport.com or by calling **972 973 5100**.
- Note that some employees work at multiple concession locations. Ensure that your employees are badged under your company's name.

1. Green Non-SIDA Badge

The green Non-SIDA (Secure Information Display Area) Badge allows access through the TSA checkpoints into the sterile areas of the terminals where concessions are located. Most concession employees have green Non-SIDA badges. All TSA screening rules apply to Non-SIDA badge holders, including not being able to bring in prohibited items, which includes liquids and gels. These items also apply to green Non-SIDA badge holders:

- Employees' applications can be sponsored by the concessionaire's authorized badge sponsor.
- Concessionaire sponsors cannot sponsor applications for their vendor/delivery company employees.
- Does not authorize the badge holder to use the Employee Portals at any time.
- Does not authorize the badge holder to be unescorted in the Security Identification Display Area (SIDA).
- Badge must be displayed at all times while working in the sterile area on the outermost garment, above the waist and below the neck with the picture facing forward.
- Employees who forget to bring their badge to work cannot be escorted.
- Employees whose badge has expired cannot be escorted.

2. Blue SIDA Badge

The Blue SIDA Badge is generally only authorized for the concessionaire's management and/or key employees. It allows the badge holder to be unescorted in the SIDA and to escort non-badged individuals through TSA checkpoints into the sterile areas of the terminals. It also allows the badge

holder to escort green Non-SIDA badge holders in the SIDA. These items also apply to blue SIDA badge holders:

- The number of blue SIDA badges is limited to 25% of the concessionaire's total number of active badges.
- Badge must be displayed at all times while working in the sterile area or when in the SIDA on the outermost garment, above the waist and below the neck with the picture facing forward.
- Blue SIDA badge holders can escort up to 5 non-badged individuals and must ensure the non-badged individuals remain within visual and audible contact at all times.

3. Employee Portal Access Rules

The Employee Portal is a door that Blue SIDA badge holders with proper authorization may use to bypass security. The door opens with a biometric hand scan and a badge scan.

- Concessionaire senior management employees may be granted access through the Employee Portals with the approval of Airport Concessions and the Department of Public Safety.
- The Employee Portals are monitored by video camera at all times.
- Employee Portals may only be used by SIDA badge holders who have been authorized to use the portals.
- No public access through the Employee Portals.
- Use of the Employee Portals for the purpose of boarding an aircraft for travel is prohibited, except for on-duty air carrier flight crew who are in uniform.
- Escorting and/or piggy-backing is prohibited.
- Employees are subject to random inspections of their person and property.
- Items prohibited at TSA checkpoints are also prohibited at Employee Portals, except for liquids, gels, and/or aerosols.
- Tools prohibited at the TSA checkpoints cannot be taken through an Employee Portal
- Items to be sold to the traveling public may not be taken through an Employee Portal
- Failure to abide by the Employee Portal rules may subject the badge holder to suspension or revocation of their badge and/or access privileges, repeat SIDA training, civil or criminal prosecution, and/or fines imposed by the TSA for violating TSA Federal regulations

B. Badge Authorization/Sponsorship

Each concessions company is allowed to designate a person to authorize/sponsor employees who are applying for green Non-SIDA badges

- Each company can have:
 - 1 authorized sponsor for the first 50 employees
 - 2 authorized sponsors if the company has more than 50 employees
- Sponsors must be at a managerial level or above.
- Sponsors must maintain an active SIDA badge at all times.
- Sponsors must complete the ACO-issued sponsor training annually.
- Each sponsor is issued a unique sponsor code and a company code by the ACO that the sponsor must place on the badge applications when signing as the authorized sponsoring authority.
- For more information regarding becoming a sponsoring authority, contact the ACO at aco@dfwairport.com or at **972 973 5100**.

C. Fire Safety Training

In order to continually improve fire safety in DFW's terminals, please have your employees in Food and Beverage operations take the free, online Fire Code Training for Commercial Kitchens.

- We are pleased that DFW's Department of Public Safety developed this training course specifically for concessions employees in order to make sure all employees are familiar with fire extinguisher operation and what to do in case of a fire.
- The employees will need to log into the DFW Testing Center at www.dfwairport.com/testcenter. Employees will want to have the latest Flash software on their computers; if necessary, updates are free at www.adobe.com. Once signed into the testing center, the test is located under Concessions Department and is labeled Fire Code Training for Commercial Kitchens.
- **Keep Completion Certificates On File** – As employees complete their training, a certificate will appear at the end of the session. Please print out each certificate and keep these certificates in the same location as the employees' Food Handler Safety Training Certificates. These are a part of DFW's Concessions Compliance Program.

D. Fire Prevention and Planning

The DFW International Airport's Fire Prevention and Planning Division is dedicated to the education, compliance and outreach to the concessions located on DFW property. It is the goal of Fire Prevention and Planning to partner with concessionaires to provide a safe experience and to assist in the education and training of concession employees to be stewards of fire and life safety education and fire safety compliance. Through this partnership we will be able to outreach to the world and minimize losses through fire safety. Thank you, and welcome to DFW International Airport.

Procedures:

- Have an emergency evacuation plan for your concession and share it with all of your employees
- Know the closest location of your fire extinguishers
- Know the closest location of an Automated External Defibrillator (AED)
- Have evacuation maps that show the two closest exits, locations of fire extinguisher and AED's for your employees
- If you have a kitchen hood system as part of your concession, have all employees take the Kitchen Hood Fire Extinguishing Training offered by the DFW Airport Test Center
- Fire Prevention and Planning can conduct fire extinguisher training to your employees
- Fire Prevention and Planning can work with DFW Airport Emergency Medical Service to provide AED Training
- Make sure to correct any fire code violations immediately
- Reach out to Fire Prevention and Planning if you will modify your space where Emergency Strobes, Fire Sprinklers and Fire Extinguishers may be impacted
- The terminals have a unique Public Address/Voice Evacuation system that can be used for a variety of situations that may occur within the facility, so it is critical to listen to the messages prior to evacuation
- Fire Prevention and Planning requires a key to your concession to be placed in a Knox Lock that is only accessible to emergency response personnel and tracked in case of an emergency to help minimize damage to your concession so any updates to key please work with Fire Prevention and Planning

E. AOA Training

Air Operations Area (AOA) training shall be completed by all Concessionaires and all vendors wishing to be sponsored by the Concessions Department to drive on the AOA.

- The training and test for the access can be found at www.dfwairport.com/testcenter.
 - Click on operations, Non-Movement Aerial Vehicle Operations, Concessions Ramp Safety Program.
 - Complete training and print completion certificate.

F. Evacuation Plan

Each concession location is required to have an evacuation plan available to all employees. This evacuation plan must include directions to an exit as well as to a gathering place outside the building.

G. Prohibited Items Procedures

If your concession location keeps prohibited items (as described on TSA's [website](#)), a **Controlled Item Inventory Log** (example following) is required for each location (Food and Beverage, Retail and Services). This Log will be necessary in order to maintain consistency in all concessions locations and to avoid even further restrictive regulation.

Maintenance of this log is part of Lease compliance, and this log could be requested for review by Concessions Department or DPS representatives at any time.

Please remember:

- Concessionaires must have a legitimate business justification for keeping a prohibited item within their location.
- The Controlled Item Inventory Log is for all TSA prohibited items, including
 - **Kitchen items**, including knives, cleavers and blades
 - **Tools**, including screw drivers and drill bits
 - **Cutting utensils**, including scissors and box cutters
- Any changes in the number of controlled items at a location must be documented on the notes section of the Log.
- All prohibited items must be brought in through the Airfield Operation Area (AOA) and not through a Security Checkpoint or 1542 Portal
- It is your responsibility to safeguard knives or ANY prohibited items which are job-related and allowed to be brought into the sterile/restricted area for performing your job.
- These items must be accounted for at all times.
- These items should be stored in a locked container (safe, cabinet). A manager or designated individual is the only person that should have the combination or key to these containers.
- The manager or designated individual opening the location at the start of the business day should be the only one accessing the storage container or safe. They should be the only individual who will inventory these items and issue the items at the start of the day.
- At the close of the business day, the locations manager or designated individual will collect the prohibited items and account for such items being returned.
- The items will then be stored in the designated container or safe.
- Any missing or unaccounted for items should be reported to DPS and the TSA.
- During the business day, AT NO TIME should knives be left unattended. When an employee leaves a work station, knives must be secured. Knives in view of the public must be secured or inaccessible at all times.
- An inventory log must be established at any location that has prohibited items which are necessary for conducting business (such as knives).
- This log must be filled out at the beginning and end of each business day.

Operations

A. Employee Parking Privileges

Parking Privileges are granted on the basis of business necessity to authorized airport representatives and tenants, governmental organizations and law enforcement agencies with jurisdiction over the airport. Business necessity is defined as a requirement for the performance of an employee's job duties or company's business requirements at DFW Airport. These privileges are evaluated on a case-by-case basis. The approval of parking privileges is the responsibility of the assigned sponsor and/or their representative who will evaluate the business need. For additional information, please contact Employee Parking at prkpri@dfwairport.com or 972-574-0091.

1. Overview of Parking Options

- Employee Parking Lot: Employers must complete an Annual Headcount Form along with the submittal of their personnel listing. Upon approval, Employers will be issued hang tags that will allow employees to park in the employee parking lots (outside the revenue area and transported to the terminals 24 hours per day. Employers will be billed monthly by Finance based on data provided. *See the schedule of charges for applicable fees.*
- Parking Privileges: Access to park in the Central Terminal Area (CTA). Employees are approved by their employers and must submit payment online. This access is only offered to supervisory and management staff. A NTTA Toll Tag supported by a credit card is required for this access. Employees may choose from one of the following options. *See the schedule of charges for applicable fees.*
 - 24 hour – Provides 24 consecutive hours of parking in the CTA. Any vehicle parked over 24 hours will be charged at the appropriate public parking rate according to the Schedule of Charges. Parking fees will be access to the NTTA Toll Tag account.
 - 30 Day – Provides 30 consecutive days of parking in the CTA. Any vehicle parked over 30 days will be charged at the appropriate public parking rate according to the Schedule of Charges. Parking fees will be access to the NTTA Toll Tag account.

- Crossover – This access allow a vehicle to travel from the Service Road to the CTA. This access must be fully justified with a complete business need and supported by your DFW sponsor.

2. Rules and Regulations

- All Parking Privileges are subject to a renewal process and payment. Payments are based on the annual fee for the specific privilege provided. Payment for all privilege is submitted online via credit card only.
- Approved applicants may list two (2) vehicles on their application. Both vehicles must have a NTTA Toll Tag supported by a credit card & listed on the same NTTA account. Vehicles be registered to the applicant or reside at the same address. Additional documentation may be required.
- Each applicant is responsible for maintaining accurate and current vehicular information. It is also their responsibility to maintain current information on their NTTA TollTag account. Failure to do so may result in the assessment of parking fees.
- If an applicant is incorrectly charged a parking fee; the request for an adjustment must be submitted by their Employer to the Employee Parking Office within 45 days of the incident. All requests after this date will be disallowed. Email form to prkpri@dfwairport.com
- Approved applicants having two (2) vehicles in the system will forfeit their parking privileges and be held responsible for accrued parking fees under the following conditions:
 - Both vehicles recorded as having been parked in the CTA of DFW International Airport at the same time.
 - A second plate provided for use by anyone other than the applicant.

3. Debts to DFW Airport

An applicant will not be granted a parking privilege if he/she owes an outstanding debt to DFW Airport Board. Parking Privileges may also be revoked if the person or company incurs outstanding debts to DFW Airport Board.

B. Utilities

Concessionaires are provided electrical conduit, water, and gas to the lease line, where applicable. Refer to the Tenant Design Manual for further information.

1. Data & Phone Line set up

Concessionaires should contact NEC regarding phone line set up. (See Appendix for paperwork and more information.)

C. Pest Control

Concessionaires are responsible for all pest control within their lease space.

D. Mail Delivery

US Mail is not delivered to terminal addresses. However, concessionaires may purchase a PO Box from the Post Office located on Airport property. Concessionaires may also use FedEx, UPS, and other parcel delivery services, which typically require terminal, gate and column number to deliver packages.

Post Office Address & Contact info
2200 W 32ND ST
DALLAS, TX 75261-9741
972-453-3372

E. Refurbishment/Improvement of Lease Space

Please refer to Section 8.10 Refurbishment of your Lease for exact language regarding refurbishment.

If this Lease is for a term of more than five years, the concessionaire shall refurbish the premises at the midpoint of the Term. This includes refinishing, repair, replacement, redecorating, repainting and re-flooring necessary to keep all areas in first-class condition.

F. Waste Management Program

Upon opening the location will receive trash pickup and other services as needed. Contact your concessions manager with any further questions regarding necessary service.

G. Smoking Areas

DFW is a smoke-free airport. However, employees may smoke outside in designated smoking areas. Designated smoking areas are available outside of each terminal entrance. Smoking is not permitted within any DFW terminal.

H. Maintenance

Please refer to Section 9.01 Concessionaire's Maintenance Obligations of your Lease for further information.

- Concessionaire shall maintain the location in good appearance and repair, and in a safe as-new condition. Concessionaire shall maintain, repair, replace, paint, or otherwise finish all leasehold improvements on the Premises (including, walls, partitions, floors, ceilings, windows, doors, glass and all furnishings, fixtures, and equipment therein, whether installed by Concessionaire or by the Board). All of the maintenance, repairs, finishing and replacements shall be of quality at least equal to the original in materials and workmanship. All work, including finishing colors, shall be subject to the prior written approval of the Airport Concessions Department.
- If it is determined that the maintenance is not in compliance, the Board shall so notify Concessionaire in writing. If the maintenance required to be performed as provided in the Board's notice to Concessionaire is not commenced by Concessionaire within five (5) days after receipt of such written notice, or is thereafter not diligently prosecuted to completion, the Board or its agents shall have the right to enter upon the Premises and perform the subject maintenance, and Concessionaire agrees to promptly reimburse the Board for the cost thereof, including such charges as are provided in the then current Schedule of Charges of the Board.

I. Hours of Operation

- **Opening Time: Terminals A, B, C, D** - All newsstands and locations serving coffee and breakfast will open for business no later than **5:00 a.m.** All other locations will open no later than 6:00 a.m.
- **Opening Time: Terminal E** - All newsstands and locations serving coffee and breakfast will open for business no later than **4:30 a.m.** All other locations will open no later than 5:00 a.m.
- **Closing Time for all Terminals** - All locations will remain open until flights are called for boarding within a minimum of 3 gates on either side of the location. If the location is not adjacent to any gate area, use the gate activity closest to the location to determine the closing time.
- If there is customer traffic in front of the location, the store will remain open.
 - "Open" means ready for business: gates fully open, registers open, and chairs on the floor in restaurants.

V. Communication

A. Concessions Irregular Operations (IROPS) Procedure

The Irregular Operations program was established to ensure concessionaires and other key Airport entities are notified in the event of a delay that might keep passengers in the terminals longer than the original schedule. This allows concessionaires and others to be prepared to offer exceptional customer service to our passengers in a potentially stressful situation.

- An Irregular Operations (IROPS) notification will be sent via phone and/or via email to concessionaires when flight departure delays keep passengers in the secured section of the terminal beyond typical concession closing times.
 - Concession closing time is the time the last flight is called for boarding at gates adjacent to the concession location.
- Airline(s) that anticipate delayed departures or will have passengers in the terminals overnight will contact the Airport Operations Center (AOC) at 972-973-3112 with the terminal(s) impacted, number of flights impacted (by terminal, if applicable) and estimated time of last departure.
- An IROPS notification will be declared by the AOC as soon as the probability of IROPS exceeds 50% based on weather reports or as soon

as the AOC is notified by the Airlines that there will be flight delays or passengers in the terminals overnight. Early notification ensures that concession operators have the opportunity to schedule staff for extended hours.

- An automated IROPS notification call will be sent to DFW Concessions management and all concession owners, managers and locations. Note: All concession locations are not expected to remain open, but with notification, will have the option to remain open to serve customers and generate sales.
- An IROPS event typically requests that concession locations remain open until midnight. However, some events have extended through the night, with the terminals hosting 2,000 to 3,000 passengers overnight.
- Those concession operations in each terminal that have previously agreed to serve as “key concession operations” are expected to stay open when the AOC provides concession notification prior to 6 P.M.
- If notification is sent after 6 P.M., the key concession operations are requested to honor the call to remain open, but will not be required to do so.

The key concession operations that do not remain open for an IROPS event for which they were notified before 6:00 p.m. will be considered out of compliance and will be addressed on a case-by-case basis.

- The key concession operations in each terminal are:

Terminal A
T.G.I. Friday's (A14)
Qdoba (A16)
McDonald's (A17)
East Side Mario's (A38)

Terminal B
DFW News Connection/ Starbucks (B15)
Subway (B15)
Chili's (B20)

Terminal C
Pizza Hut (C6)
DFW TravelMart (C12)
Taco Bell (C14)
McDonald's (C22)
T.G.I. Friday's (C29)

Terminal D	
Starbuck's (D12, D28)	Ill Forks (D27 UL)
Popeyes (D22)	Gas Monkey Bar & Grill (D31)
Dunkin' Donuts (D22)	McDonald's (D33)
Cantina Laredo (D24)	T.G.I. Friday's (D34)
Cool River (D25)	Southwest News (D34)

Terminal E
Dunkin' Donuts (E6)
Freshens (E36)
Boar's Head Deli (E36)

- The list of key concession operations will be amended over time due to TRIP impact and the debut of new concession operations.
- To be added to the list of key concessions operations you must commit to being open any time there is an IROPS. Please contact your concessions manager to be included.

- In any emergency event, IROPS or otherwise, where concession locations need to open, the AOC will contact DFW Concessions management directly with a briefing on the situation.
- Contact either the Airport Operations Center at 972-973-3112 or your DFW Concessions manager for IROPS questions:

Food & Beverage Manager	Michael Morford	972-971-8414	mmorford@dfwairport.com
Retail Manager	Carolyn Phillips	817-995-5850	cphillips@dfwairport.com
Passenger Amenities Manager	Tiffini Miller	214-514-8433	tcmliller@dfwairport.com
Business Manager	Kevin Lemmons	972-948-1036	klemmons@dfwairport.com

- For facility-related concession emergencies, contact the Airport Operations Center at 972-973-3112.
- The Concessions Department will update the AOC with any changes in personnel or contact information.
- Should your Irregular Operations contact person need to be updated, contact DFW Concessions Administrative Assistant **Monica Guyden** at mguyden@dfwairport.com.

B. Forums and Meetings

The Concessions Department hosts concessionaire forums quarterly. These forums provide pertinent operation and Airport project information for concessionaires. The forum also gives Airport staff the opportunity to update the concessionaires on flight information and any procedural changes within the Airport. These forums are open to concession owners and their management. Information, including save the dates and agendas, regarding the forums is distributed via email prior to the meetings. All forum attendees are notified based on the contact information provided; please ensure that this contact information remains current at all times.

C. Email Communication from DFW

In an effort to provide valuable, meaningful and recognizable communication, the Concessions Department has one main email address for external communication. Please watch for emails from dfwConcessionseNews@dfwairport.com for important updates.

D. Website Resources

The Airport operates three main concession-related pages:

- **dfwairport.com/shops**
From here, our passengers receive information about our concession operations, including location, a description and a helpful photo.
- **dfwairport.com/concessions**
This page serves our current concessionaires and provides resources such as the Tenant Design Manual, the Concessionaire Submittal Application, Badging and Key Request information, the Schedule of Charges, as well as presentations from previous concessionaire forums and various market research studies.
- **dfwairport.com/opportunities**
All public Request for Proposal (RFP) opportunities are listed on this page. In addition, any addenda and questions & answers will be posted here. Presentations from Pre-Proposal conferences and other outreach events – sometimes including YouTube videos – will be included here as well.
- **dfwairport.com/healthyoptions**
This page provides a link to healthy options at DFW Airport. For information about being included on this list please contact your concessions manager.

E. Marketing Promotions

Concessionaires are encouraged to participate in DFW's quarterly concessions marketing campaigns, which serve a two-fold purpose: they elevate the awareness of our concession operations at the same time as promoting values to our passengers. To participate, concessionaires are asked via email for an offer to promote their operation, such as:

- "X% off when you mention this ad"
- "Buy 2, get this free"
- "Free gift with purchase when you mention this ad"
- Important note: the offer cannot promote a brand that differs from the brand of the concession (e.g., "M&Ms" at a newsstand. Instead, such an offer could be for "select candy bars.")

DFW's Marketing Department then coordinates the offers and promotes them via a coordinated campaign for the quarter, including use of the flight monitors, in-terminal directories, and, when possible, ads on the Skylink train, Airport busses, etc.

The Marketing Fund, to which concessionaires contribute through their Schedule of Charges, pays for any costs associated with these quarterly promotions. No

additional fees are required by the concessionaire to participate, so be sure to watch for emails about these promotions so that DFW can highlight your brand.

F. Media Opportunities

DFW has a robust Public Affairs department that can assist in raising awareness about new operations and achievements by concessionaires. Feel free to reach out to your Concessions Manager, with any unique news about your operation. Your Concessions Manager will assist you in working with the Public Affairs Department.

G. Catering Program

The Concessions Department periodically produces a catering brochure and distributes it to key Airport personnel. We encourage Airport staff to use our concessionaires for catering purposes whenever possible. It is required that all concession operations that participate be prompt and professional in order to remain a part of the brochure. To participate in the brochure, submit a catering menu in pdf format that can be made available on our internal website.

Important note: Catering operators must also submit a cell phone number with a voicemail that is checked on a consistent basis. Calls on the day of the event must be returned within 15 minutes. If you are interested in participating in this catering brochure, please contact **Michael Morford** - Manager, Concessions, via email at mmorford@dfwairport.com or 972-973-4894.

VI. Compliance

A. Operational Compliance

1. Products and Pricing Survey (Market Basket)

DFW strives to keep its prices competitive with outside businesses.

- The Pricing Survey is a periodic review to confirm the concessionaires are in compliance with street-level pricing plus 10%, which is defined as prices that are no more than 10% above the prices charged at non-Airport locations, as per Lease requirements. The Survey compares these prices to those of identical or similar merchandise items or services found at **three (3)** comparable businesses outside DFW Airport premises.
- The street-level comparable prices must come from traditional venues within a 20-mile radius of DFW Airport. Traditional venues **exclude** amusement parks, other entertainment venues, stadiums, other airports, hotels, hospitals and zoos.
- All concessionaires must gather street-level prices from businesses with comparable concepts. If there is a business operating outside the airport under the same name that should be used as the comparable.
- Concessionaires **cannot** use pricing obtained from Internet sites.
- Please refer to your Lease for more details and the most accurate information.

2. Mystery Shop Program

DFW is proud of the customer service its concessionaires provide the millions of passengers who visit the Airport each year. To ensure consistent, helpful and friendly service, DFW Utilizes a Mystery Shop program. The program also benefits concessionaires by helping them see areas for improvement in their locations. To operate the program, DFW contracts with an outside Mystery Shop agency to shop each location and grade each employee for their professionalism and the facility for its appearance. These shops provide snapshots in time of a customer's experience in our stores or restaurants. Below are details about the program:

- Each Food & Beverage, Retail and inline service location receives approximately 18 Mystery Shop visits per year.
- In conjunction with the Mystery Shop Program, there is the Employee Recognition Program. This program rewards those exemplary employees and concessionaires who scored exceptionally well on their Mystery Shops. Employees with a

score of 90% and above receive a \$20 gift card. Employees with a 100% score receive a \$40 gift card.

- To determine the Employee of the Month for Food & Beverage and Retail, the names of all those employees who received a 100% score from that month's mystery shops are entered into a drawing. The winner of this drawing will be awarded a \$100 gift card.
- To determine the Employee of the Year for Food & Beverage and Retail, the names of those Employees of the Month for both Food & Beverage and Retail are entered into a drawing from which the Employee of the Year is selected (one each for Food & Beverage and Retail). The selected employees of this drawing will be given a check for \$500.
- The Retail and Food & Beverage locations that have the highest average score within their concept group and transactions will be considered the Customer Service Champions of the Year and will each receive a \$5,000 check.
- The number of awards and award amounts are subject to change.
- The Employees of the Year and the Customer Service Champions of the Year awards are the highlight at the end-of-year Concessionaire Forum and are warmly recognized by the entire DFW concessions family.

3. Observation Compliance

Compliance Analysts visit retail concepts, restaurants, and passenger amenities locations to ensure that passengers are given world-class service and are provided with outstanding facilities. Compliance Analysts examine concessions locations for issues related to food-safety, aesthetics, merchandising, pricing, housekeeping, and customer service.

Incident Reports are generated by compliance analysts for issues identified as being non-compliant according to the terms of the lease. These Incident Reports are sent to the General Manager of the location for correction of the deficiency. Corrections are to be made immediately, and a response given to the compliance analysts with corrective action taken within ten (10) calendar days - unless otherwise noted. If the correction cannot be made within ten (10) calendar days, the General Manager must notify the Concessions Department (in writing) to request an extension beyond the ten-day deadline.

4. DFW Buck Reimbursement:

DFW Airport DPS and Customer Service Departments issue DFW Bucks to reward Airport employees for a variety of reasons, including on-the-

spot recognition. We ask that you accept these bucks as payment according to your company's policies.

- Occasionally you will receive DFW bucks in amounts up to \$20. These may be used for any food or retail purchases within the Airport. However, they may NOT be used for the purchase of alcoholic beverages.
- If the amount purchased is less than the amount of the buck, the remaining value must NOT be given as change. The Buck presenter forfeits the remaining amount. The entire buck must be used in a single purchase.
- When your company accepts a DFW Buck as payment, send the original used DFW Buck back to the Concessions Department along with the receipt showing the purchase, and a reimbursement check will be sent out to you.
- You will receive reimbursement approximately two weeks from the date we receive the invoice.

5. Product Movement and Storage Procedures

DFW Airport has put into place procedures for the transportation and storage of products within the Airport. Terminal D – which has a traditional lower-level dock – has different procedures from Terminals A, B, C and E.

Terminals A, B, C, and E Procedures

- Product delivered to terminals A, B, C and E must be delivered through the security checkpoints. Hours of delivery are restricted to low passenger volume times at the checkpoint, preferably after 7:00 p.m. However, times may vary depending on the terminal and the specific checkpoint. At all times, passengers are given the first right of way at all security checkpoints.
- **Use of the Skylink to transport product from terminal to terminal is restricted. However, if Skylink has to be used, only five (5) cases of product can be moved at one time, and it has to be moved on a cart with four (4) lockable pneumatic wheels. The height of the cart cannot exceed 33 inches, because the cart cannot be higher than the glass windows of the train cars.**
- Larger vendors usually have access to the Air Operations Area (AOA), which allows for deliveries to be made via the AOA ramp level (where the planes taxi) from 10:00 p.m. to 4:30 a.m. AOA access requires \$10 million in liability coverage and additional driver training due to trucks driving near planes.

Terminal D

- Terminal D is the only terminal at DFW Airport currently outfitted with a traditional dock. All major deliveries for Terminal D are expected to be made to this dock. The dock, which is located on the Lower Level of the terminal, is equipped with a security checkpoint for employees and merchandise, as well as a large, temporary walk-in cooler and freezer. All products must be taken off the pallets and screened. Once thru, concession employees can transport the merchandise to either their Terminal D storage location or directly to their shop or restaurant. The Terminal D dock is open 4am-12am.
- Merchandise can be taken from Terminal D to Terminal B via the B-D connector walkway. Similarly, merchandise can be taken from the Terminal D dock to Terminals A and C via the C-D skybridge. Product moved through the terminals must be moved on equipment with pneumatic (inflatable) wheels because of the terrazzo floors. **Employee 1542 portals can never be used for product deliveries.**

Storage Facilities

- No storage unit may be used as an office or as a food preparation area.
- The hallways in the Terminal D Lower Level storage area should remain clear of clutter (pallets, crates, bread trays, product, etc.) by order of the fire marshal.
- To inquire about available storage locations, please contact the Concessions department.

6. Signage

All signage on and within the tenant's space is subject to design review and approval, including all signs for sale and seasonal promotions, and for product displays. DFW Concessions must approve signage of this type before it is installed. Signage must be professionally designed and produced in colors and materials consistent with the overall store image. Temporary signs, banners, sale notices, etc., are not permitted on the storefront.

- Please refer to the Tenant Design manual section 3.5 for more detailed information regarding signage guidelines. The complete Tenant Design Manual can be found at www.dfwairport.com/concessions/ under Current Concessionaires.

B. Food Service Compliance

1. Health Inspections (Food & Beverage)

The Tarrant County Health Department is required to inspect each Food & Beverage facility at least twice per year. He/she may perform inspections every 6 months and more often, if necessary. The Concessions Department Food & Beverage Compliance Analyst may assist with inspections and periodically review findings.

- If the concessionaire receives 15 demerits or greater in one inspection, the Airport requires the location to be re-inspected within a few days.
- A concessionaire with a pattern of low scores is required to meet with the inspector, the Food & Beverage Manager and Compliance Analyst, at the Tarrant County Health Department. At this meeting, the concessionaire will present a plan of action explaining what they will do to change the pattern of low scores along with a timeline.
- A copy of the Inspection Report is sent to the DFW Food & Beverage Compliance Analyst to input into the Concessionaire Compliance Application (CCA) database, and an Incident Report will be processed and sent to the store manager for a response and Action Plan.
- The Tarrant County Public Health Department may be reached at 817-321-4700
<http://www.tarrantcounty.com/ehealth/site/default.asp> .

2. Food Handler Permits (Food & Beverage)

Every Food & Beverage employee is required to have a Food Handler Certification Card per the Health Department.

- It is the responsibility of the concessionaire to get all employees certified within 30 days of employment.
- The Airport periodically facilitates Food Handler Certification as a support and convenience to the concessionaires. This class currently costs \$12.00 cash, per employee (pricing is subject to change). A receipt will be given to the employee at the end of the class. The card takes about six weeks to process through Tarrant County Health Department.
- The Food Handler Certification Card has to be renewed annually.
- The manager is required to have a Texas Food Manager Certification Card or ServSafe Certification.
- Food Manager Certification classes are conducted on an “as needed” basis at the Airport. This one-day class currently costs approximately \$125.00 at DFW Airport (pricing is subject to

change) or may be taken on-line. These classes are scheduled through the Concessions Department, and notifications will be sent to Food & Beverage operators in advance of the class

- The Texas Food Manager Certification Card has to be renewed every 6 years, while ServSafe Certification must be renewed every 5 years.
- We require every location to have a file of the manager and staff's original or photocopied certification card for inspection by the Health Inspector.
- The Texas Restaurant Association also offers a two-day, more involved Food Manager course. The license requirements include food temperatures, food processing, storage of foods, transporting of foods, different type of diseases caused by different contaminations

3. Hepatitis Shots (Food & Beverage)

Hepatitis A shots are administered twice each year by DFW Airport and the Tarrant County Health Department. These shots are recommended for all employees handling food.

- The Hepatitis A vaccinations are typically offered twice each year: once in the spring and once in the fall.
- The concessionaire will be notified by the Concessions Department via email when the next vaccination date is scheduled.
- Vaccinations are \$40 per person and are currently paid by the Airport; however, this is subject to change.
- There is a series of two shots:
 - The employee must acquire the primary shot.
 - After the first shot, the employee has to get a booster six months later. Generally, re-vaccinations are not advisable for the next 15 years.
- These shots are given at the Airport and are administered by registered nurses from the Tarrant County Health Department.

4. Approved Metal Butter Knife for Passenger Use (Updated March 20, 2014)

The Transportation Security Administration (TSA) has approved the use of rounded butter knives for use by passengers in concession food & beverage locations.

Effective March 2014, in order to receive approval for a metal butter knife implementation, a concessionaire must submit a sample knife, along with the make and model information about the knife, to DFW Concessions Management for TSA approval.

An example of an approved knife (Delco 33 butter knife) is shown below.



C. Reporting Compliance

1. Gross Receipts Reporting

Gross Receipts are reported through the Concessionaire Submittal Application (CSA) and is an online program allowing concessionaires to report their gross receipts. This information is used by the Concessions Department for statistical analysis and by the Finance Department in the calculation of monthly percentage rent due.

- Go to www.dfwairport.com/concessions, and on the far right hand side of this page, you will see a link for the “CSA Training Manual,” which will provide you with all there is to know about CSA.
- To access the actual CSA, click the “Concessionaire Submittal Application” right above the CSA Training Manual.
- Please refer to your lease for specific payment and submittal information. From Section 4.07 of the lease:

2. iReceivables

iReceivables is a web-based, self-service Oracle application that provides customers secure access to invoices within a standard web browser. Customers can use this program to view their own account information, print transactions and contact DFW personnel with questions or comments.

- Go to www.dfwairport.com/concessions, and on the far right hand side of this page, you will see a link for “iReceivables Tutorial.” The tutorial will assist you in using the application. For additional assistance please contact our Finance Department at 972-973-5400

3. Annual Certified Gross Receipts Reporting

Per Section 4.07 of the Lease, concessionaires are required to submit annual certified gross receipts.

- On or before each April 1st during the term of this Lease, Concessionaire shall provide a written statement to the Board (Annual Certified Gross Receipts Report), in a format specified by the Board (see Lease **Exhibit “D”**), from an independent Certified Public Accountant, stating the amounts of Concessionaire's Gross Receipts (by month, by Percentage Rent category) and the amounts paid to the Board as the total of MAG and Percentage Rents for said calendar year or part thereof, and stating that, in the Accountant's opinion, the Gross Receipts reported on the annual report for the preceding calendar year (Jan. – Dec.) are in accordance with the terms of this Lease. Concessionaire shall provide a written statement fully explaining any differences between the monthly Gross Receipts reported to the Board during the calendar year and the monthly Gross Receipts listed on the annual report. If Concessionaire shall have paid to the Board an amount greater than Concessionaire is required to pay as Percentage Rent for such calendar year under the terms hereof, the Concessionaire's refund will be issued in the form of a check or Electronic Funds Transfer (EFT) as determined by the Board; or if Concessionaire shall have paid an amount less than the Percentage Rent required to be paid hereunder, Concessionaire shall pay such difference to the Board upon presentation of an invoice for payment. The Board, in its sole discretion, may notify the Concessionaire in writing that the written statement may be signed and submitted by the Chief Executive Officer or Chief Financial Officer of Concessionaire rather than by an independent Certified Public Accountant.

4. Insurance

Per Section 11.01 of the Lease, Concessionaires are required to provide evidence of insurance coverage.

- All policies shall designate the following parties as “Additional Insured’s”:
- “Dallas/Fort Worth International Airport Board and the cities of Dallas and Fort Worth, Texas”
- All policies shall waive the insurer’s right of recovery or subrogation against the Board and the Cities.
- Refer to the lease for specific coverage and policy requirements.
- Concessionaires are required to submit insurance certificates into the Board-designated automated insurance reporting system.
- For question regarding insurance coverage contact our Risk Management Department at 972-973-5650

5. Deposits and Bonds

Per Article 10 of the Lease, concessionaires are required to provide a cash deposit or surety bond.

- The Concessionaire shall keep such deposit or bond in full force and effect during the complete term of this Lease and any Extension of this Lease and any holdover period as applicable, as security for the full performance of every provision of this Lease by Concessionaire.
- The Board may apply all or any part of the deposit or bond to cure any default by Concessionaire hereunder, and Concessionaire shall restore to the deposit or bond all amounts so applied upon receipt of invoice from the Board.
- In the event of cancellation of the bond, and Concessionaire's failure to provide a substitute deposit or bond within (15) days from the date of the cancellation, then such failure shall be deemed a material default by Concessionaire.
- DFW Reserves the right to increase the bond based on prior year's payment history.

6. Approvals Needed

The appropriate Food & Beverage or Retail manager must approve any changes to product pricing, signage, menu boards or the addition of new products, services and/or menu items. Approval must be received prior to the change.

7. Contact Updates

It is very important that we are able to contact the General Manager and/or owner of a concession location via mobile phone or email. Any changes in management contact information must be provided to the concessions department. The Concessions Department strives to maintain accurate contact information for all concessionaires. Please

utilize the attached contact form to make sure we have the most accurate, up-to-date information in our database.

- Any updates can be sent via the Contact Updates form to mguyden@dfwairport.com.
- If the Owner is not local, we recommend that a local Senior Manager be designated. In many instances, the Senior Manager will be contacted in addition to the Owner.



CONCESSIONS CONTACT INFORMATION

COMPANY: _____

Owner(s):

Contact Name: _____
Company: _____

Address: _____
—

Phone #: _____ Cell #: _____ Fax #: _____ Email: _____

Owner(s):

Contact Name: _____
Company: _____

Address: _____
—

Phone #: _____ Cell #: _____ Fax #: _____ Email: _____

Owner(s):

Contact Name: _____
Company: _____

Address: _____
—

Phone #: _____ Cell #: _____ Fax #: _____ Email: _____

Owner(s):

Contact Name: _____
Company: _____

Address: _____
—

Phone #: _____ Cell #: _____ Fax #: _____ Email: _____

Joint Venture Partner(s):

Contact Name: _____
Company: _____

Address: _____
—

Phone #: _____ Cell #: _____ Fax #: _____ Email: _____

Joint Venture Partner(s):

Contact Name: _____
Company: _____

Address:

—

Phone #: _____ Cell #: _____ Fax #: _____ Email: _____

Bill-To (Invoices and Billing):

Contact Name: _____ Title: _____

Address:

—

Phone #: _____ Cell #: _____ Fax #: _____ Email: _____

Lease Notice (Lease and Contract Documents):

Contact Name: _____ Title: _____

Address:

—

Phone #: _____ Cell #: _____ Fax #: _____ Email: _____

Additional Notices (All Notices):

Contact Name: _____ Title: _____

Address:

—

Phone #: _____ Cell #: _____ Fax #: _____ Email: _____

Corporate Office (if applicable):

Contact Name: _____ Title: _____

Address:

—

Phone #: _____ Cell #: _____ Fax #: _____ Email: _____

Attorney (if applicable):

Contact Name: _____ Title:

Address :

-

Phone #: _____ Cell #: _____ Fax #: _____ Email:

Senior Manager (Incident Reports, Notifications about Owner(s) and Concessionaire Forums):

Contact Name: _____ Title:

Address:

-

Phone #: _____ Cell #: _____ Fax #: _____ Email:

Finance Manager (Additional to Bill-To):

Contact Name: _____ Title:

Address:

-

Phone #: _____ Cell #: _____ Fax #: _____ Email:

Risk Manager (Insurance and Surety Bonds):

Contact Name: _____ Title:

Address:

-

Phone #: _____ Cell #: _____ Fax #: _____ Email:

IROPS (Irregular Operations - Notification or other Emergencies):

Contact Name: _____ Title:

Address:

-

Phone #: _____ Cell #: _____ Fax #: _____ Email:

Local Manager (Announcements, Food Handlers Classes, etc.)

Contact Name: _____ Title:

Address:

Phone #: _____ Cell #: _____ Fax #: _____ Email:

Contract Administrator (Additional to Lease Notice):

Contact Name: _____ Title:

Address:

Phone #: _____ Cell #: _____ Fax #: _____ Email:

CSA Concessionaire Submittal Application (Weekly Sales Entry):

Contact Name: _____ Title:

Address:

Phone #: _____ Cell #: _____ Fax #: _____ Email:

Annual Certified Sales (Annual Certified Sales Submission):

Contact Name: _____ Title:

Address:

Phone #: _____ Cell #: _____ Fax #: _____ Email:

Mystery Shopper (Mystery Shop Reports and Evaluations):

Contact Name: _____ Title:

Address:

Phone #: _____ Cell #: _____ Fax #: _____ Email:

Store Location:

Concept: _____ Gate: _____

Phone #: _____ Fax #: _____ Email: _____

Store Location:

Concept: _____ Gate: _____

Phone #: _____ Fax #: _____ Email: _____

Store Location:

Concept: _____ Gate: _____

Phone #: _____ Fax #: _____ Email: _____

Additional Contact (Please specify Function: _____)

Contact Name: _____ Title: _____

Address: _____

Phone #: _____ Cell #: _____ Fax #: _____ Email: _____

Additional Contact (Please specify Function: _____)

Contact Name: _____ Title: _____

Address: _____

Phone #: _____ Cell #: _____ Fax #: _____ Email: _____

Additional Contact (Please specify Function: _____)

Contact Name: _____ Title: _____

Address: _____

Phone #: _____ Cell #: _____ Fax #: _____ Email: _____

Additional Contact (Please specify Function: _____)

Contact Name: _____ Title:

Address:

—

Phone #: _____ Cell #: _____ Fax #: _____ Email:

**Additional Contact (Please specify
Function: _____)**

Contact Name: _____ Title:

Address:

—

Phone #: _____ Cell #: _____ Fax #: _____ Email:

Copy and attach additional sheets if necessary.

Return Completed Form to:

**Dallas/Fort Worth International Airport
Monica Guyden, Concessions Department
Phone: 972-973-4826 / Fax: 972-973-4821
mguyden@dfwairport.com**