

**PORT AUTHORITY OF NEW YORK AND NEW JERSEY  
AVIATION DEPARTMENT**

CONCESSIONAIRE STREET PRICING STANDARDS AND  
PROCEDURES MANUAL

Version 2.0

April 11, 2022

Via Email  
December 29, 2023  
Terminal Operators / Concessions Management Companies/Concession Operators  
John F Kennedy International Airport, Newark Liberty International Airport & LaGuardia Airport

**Subject: Notice of PANYNJ – Street Pricing Standards and Procedures Guidance  
Concessionaire Value for Money Manual Clarifications**

Dear Terminal Operators & Concessions Management Companies:

This letter serves as Notice of the PANYNJ Concessions Street Pricing Standard and Procedures Guidance and Concessionaire Value for Money Manual clarifications that will take effect for the 2024 Full Market Submission:

**Concessions Street Pricing Standards & Procedures Guidance:**

**Section 3. Roles and Responsibilities**

**Concessions Operators**

Concessionaires are responsible for establishing a pricing structure for their products and services in a manner that is compliant with the PANYNJ's Street Price Plus 10% Policy as applicable. Under no circumstances shall additional surcharges be imposed on customers without obtaining prior authorization from the PANYNJ.

**Terminal Operators/Concession Management Companies (TO/CMC):**

The responsibility of soliciting, reviewing, and endorsing Concessions Comparable Justification Forms (CCJF) and Full Market Baskets (FMB) rests with the TO/CMC teams. This rigorous process is essential to ensure strict adherence to the comprehensive Street Pricing Regulations delineated within the PANYNJ Street Pricing manual.

**Section 4. Concession Comparison**

**4.2 Concept**

**1. Travel Essentials:**

Travel Essentials locations will provide a Corporate Letter encompassing all aspects of their offerings, including books, magazines, electronics, souvenirs, and non-edible items. However, for all bottled beverages, grab-and-go items, pre-packaged food, and snacks, the submission of a comprehensive Concessions Comparable Justification Form (CCJF) is still mandatory. The CCJF must be followed by a complete Full Market Basket form analysis.

#### **4.8 Concessions Comparison Justification Form**

After approval by the TO/CMC, the TO/CMC will send to PANYNJ team for review through the Concessions Data Entry Portal (CDEP) which is a part of Power Apps Solutions. A new technology recently rolled out by PANYNJ to improve the submittal process.

### **Section 5. Full Market Basket Pricing**

#### **5.2 Adjustment to Close Matches for Comparable Products**

The category of Close Match will exclude alcoholic beverages (including beer, wine, and spirits), non-alcoholic beverages (such as fountain drinks, bottled beverages, and juices), as well as confectioneries and nuts (e.g., pecans, walnuts, almonds). These items shall no longer be eligible for pricing based on a per-ounce metric. Only food items, such as steak, burgers, and other protein as examples, will be allowed to utilize close measuring methodology.

### **Section 7. Submissions and Timelines**

#### **7.3 Concession Comparison Justification and Change Forms**

In instances where a new CCJF is being submitted, it is imperative to include a menu (online versions are acceptable) delineating the items to be retailed. This measure is essential to ensure the appropriateness of the comparable employed for the location.

#### **7.4 Annual FMB Analysis**

After review and approval, TO/CMC will submit the FMB Analysis via the Concessions Data Entry Portal (CDEP) which is a part of Power Apps Solutions for review and final approval at least 45 days prior to the projected opening date.

All submissions are mandated to utilize the provided locked form exclusively offered by the PANYNJ. Any submission received in an unlocked form shall be promptly rejected. TO/CMC must review the FMB Analysis and independently assess for completeness, appropriateness, and accuracy.

This includes, but is not limited to, ensuring the Concessionaires follow the requirements as stated in the Value for Money Policy accompanied by a comprehensive rationale elucidating why they are considered valuable to the customer.

#### **7.5 Price Revision Process**

Price revisions shall be initiated by submitting a comprehensive Full Market Basket, replacing previous iterations, to the TO/CMC for requisite approvals. This submission must take place at least 30 days prior to the effective date of the new pricing. The submission schedule will adhere to a semi-annual cadence, supplemented by an annual Full Market Basket submission. Price revision forms will no longer be a requisite component.

**Section 8. Reporting, Compliance, Monitoring and Corrective Actions**

**8.1 Quarterly On-Site spot checks on Annual FMB Analysis**

The TO/CMC must diligently submit/upload their quarterly spot checks encompassing the Top 40 items, alongside 10 random items, to the PANYNJ on the 15th day of the first month after the conclusion of the quarter. For instance, Q1 spot checks are due by April 15th

**Concessionaire Value for Money Manual:**

**Section 5. Street Pricing Value for Money Item Requirement:**

As a part of the PANYNJ Concession Street Pricing Standards and Procedures Manual requirements for the Full Market Basket Analysis (FMB),<sup>4</sup> of the FMB items listed must be classified as Value for Money (lower-priced products/deals) including the mandatory \$2 water option. This applies to all concessions selling food and beverages and will need to be approved by the TO/CMC as appropriate Value for Money options. Deck with additional information is provided for your reference.

Please submit any questions to [Aviconcessions@panynj.gov](mailto:Aviconcessions@panynj.gov). Thank you.

Sincerely,

*Sherri L. Smith*

Senior Manager, Airport Concessions  
Aviation Department

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## **Revision History**

<b>Version</b>	<b>Description</b>	<b>Date</b>
1.0	Concession Stakeholder Preview Version	3/19/2022
2.0	2022 Initial Manual	4/11/2022

### 1. OVERVIEW

The Port Authority of New York and New Jersey (PANYNJ) Airports, like many US large hub airports, has a long-standing policy of requiring Concessionaires to sell products at "Street Pricing." This policy was updated by the Port Authority of New York and New Jersey Board of Commissioners on June 25, 2020. This policy as updated caps concession prices at Street Prices plus a maximum surcharge of 10%. and requires Concessionaires to offer some lower-priced food and beverage options to provide value-for-money. Compliance with the Value for Money Guidance is a pre-condition for permission to charge prices in excess of Street Prices. Refer to the Street + 10% Pricing Policy Statement for further guidelines and clarifications.

In addition, PANYNJ implemented a strategy and action plan designed to fulfill the Value for Money Guidance objectives called the "We Value You Program." This program includes a five-point value for money framework supported by planning and reporting requirements. The We Value You Program may evolve and include new elements as communicated by the PANYNJ. The five-point framework provides a comprehensive definition of "value" as it applies to various customer demographics, their specific needs, expectations, and perceptions of airport concessions programs. This framework offers a unified approach to delivering a world-class dining and shopping experience at all PANYNJ airports by focusing on the propositions of price, quality, convenience, service, and marketing and communication.

#### **Street Pricing Policy Statement**

As reflected in terminal leases, concession agreements, and concession management agreements:

Each concession agreement shall provide that Concessionaires shall not charge prices to its customers in excess of "**Street Prices**", defined as follows:

- a) If the Concession conducts a similar business in off-airport location(s) in the Greater New York City-Northern New Jersey Metropolitan Area (the "Metro Area"), Street Prices shall mean the price regularly charged by the Concession Sublessee for the same or similar item in the Metro Area.
- b) If the Concession does not conduct a similar business in off-airport location(s) in the Metro Area, Street Prices shall mean the average price regularly charged in the Metro Area by similar retailers for the same or similar item.
- c) If neither the Concession nor other similar retailers sell a particular item in the Metro Area, Street Prices shall mean the price regularly charged by the Concession or similar retailers for the same or similar item in any other geographic area, with a reasonable adjustment for any cost-of-living variance between such area and the Metro Area.



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- d) If a Concession is in the business of selling duty-free goods, Street Prices shall mean the price regularly charged by the Concession Sublessee or other similar concession operator for the same or similar duty-free item at other major airports serving large urban areas in the United States of America, not including the PANYNJ airports.

For purposes of establishing the Street Price of an item, any difference in the size or quality of a product or service shall constitute a basis for a price differential.

On June 25, 2020, the PANYNJ Board of Commissioners established a "Street Pricing Plus 10% Policy" for PANYNJ airports, which replaces the Agency's Street Pricing Policy currently found in airport leases. Under the Street Pricing Plus 10% policy, goods sold by Airport Concessionaires could be sold at maximum prices equal to prices charged locally, off-Airport *plus 10%*. Concurrently with modifying the Street Pricing Policy, the PANYNJ requires Concessionaires to provide Value-for-Money (VFM) food and beverage offerings for Airport customers. The "We Value You" program was established as the PANYNJ's airport network-wide strategy and action plan designed to fulfill the VFM guidance objectives which may be further defined in Airport Rules & Regulations, General Manager's Bulletins, and the Customer Service Standards Manual.

This Concessionaire Pricing Standards and Procedures Manual provides guidance on the application of the Street Pricing Policy and Street Pricing + 10% Policy, with the goal of facilitating an effective concessions program, maintaining program integrity, and enhancing customer satisfaction. These Standards and Procedures apply to Concessionaires, Terminal Operators and Concession Management Companies at Newark Liberty International Airport (EWR), John F. Kennedy International Airport (JFK), La Guardia Airport (LGA), and New York Stewart International Airport (SWF).

The Aviation Department through its Commercial Unit in conjunction with the Airports Service Delivery Organization, Terminal Operators and appointed Concessions Management Companies are responsible for monitoring and managing compliance with the street pricing program and for enforcement of these policies and procedures.

## **2. DEFINITIONS**

- a. **"Airport Concession Location"** shall mean each individual Concession Location within a terminal.
- b. **"Annual Confirmation Statement"** shall mean an official letter accompanying the annual Full Market Basket submittal, prepared for each Airport Concession Location. The letter is to acknowledge and certify to the PANYNJ that the approved Concession Comparison Justification Form remains unchanged. This document shall list comparable concepts, locations, price rating, and category designation on a date specified by the PANYNJ, including

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acknowledgement that the current Comparable Concession Locations remain open and operational.

- c. **"Branded Concept"** shall mean national and/or local concepts where product prices are set by the brand with identically named stores, facilities, or franchisees outside of the airport that operate within the Metro Area.
- d. **"Close Match"** shall mean an item that is similar but requires an adjustment in price to reflect portion size, quality, brand, etc., as a method to establish pricing as a Comparable Product.
- e. **"Comparable Concession Location"** shall mean the off-airport Concession Location that Concessionaires justify being comparable to the Airport Concession Location in terms of concept, location, price rating, and category designation.
- f. **"Comparable Product"** shall mean products sold at Comparable Concession Locations similar to the Concessionaire's own products at the Airport Concession Location in terms of descriptions, quality, and size.
- g. **"Concession Location"** shall mean each individual retail, food and beverage, or service operation.
- h. **"Concession Management Company (CMC)"** shall mean a company that contracted with the Terminal Operator or the PANYNJ for the performance of concessions management responsibilities in the respective terminal.
- i. **"Concessionaire"** shall mean a company that is engaged in the sale of food and beverages, consumer goods or services to the public in an airport through a contractual arrangement with the Terminal Operator or the PANYNJ.
- j. **"Full Market Basket (FMB) Analysis"** shall mean a list of a Concessionaire's entire goods and/or services for sale at the Airport Concession Location along with the description of and pricing for corresponding Comparable Product for each item across all Comparable Concession Locations as designated in the Concession Comparison Justification Form.
- k. **"Concession Comparison Justification Form"** shall mean the form that lists the proposed Comparable Concession Locations to use as points of comparison to calculate Street Prices for the Airport Concession Location in the Full Market Basket Analysis.
- l. **"Metro Area"** shall mean the Greater New York City-Northern New Jersey Metropolitan Area.
- m. **"Non-Branded Concession Location"** shall mean Airport Concession Locations with no identically named stores, facilities, or franchisees outside of an airport.
- n. **"Price Rating"** shall mean the dollar sign rating assigned by Yelp or Google - indicated by a specific number of "\$" for the price rating ranging from \$ (least expensive) to \$\$\$\$ (most expensive). For purposes of Targeted Price Ratings

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the dollar signs (\$) shall indicate price per person as: \$= under \$10. \$\$=11-30. \$\$\$=31-60. \$\$\$\$ = 60+.

- o. "Price Revision Form"** shall mean a form used by Concessionaire to request a change of price(s), in addition to the annual Full Market Basket analysis. The Form is subject to Concession Management Company / Terminal Operator approval.
- p. "Streamlined Pricing"** as defined in Section 5.5.
- q. "Street Price"** shall mean the average price regularly charged at Comparable Concession Locations for Comparable Products in the Metro Area or such other areas as permitted by these Street Pricing Standards and Procedures.
- r. "Terminal Operator (TO)"** shall mean an entity that is responsible by agreement with the PANYNJ for physical control over the operation of a terminal.
- s. "Top 40 Items Report"** - shall mean forty (40) top selling items by number of items sold within the past three (3) months. The Report is to be generated by POS, prepared for each Full Market Basket (FMB) Analysis tab, i.e., if the FMB analysis is broken down by dayparts, each daypart should have its own 40 Items Report. FMB for alcoholic beverages shall have its own Top 40 Items Report.

### **3. ROLES AND RESPONSIBILITIES FOR STREET PRICING**

#### **Port Authority Aviation Department**

The PANYNJ Concessions Unit in collaboration with Customer Experience Service Delivery Organization is responsible for managing compliance with the Street Price Plus 10% Policy and monitoring the oversight and management of the Concession Management Company (CMC) / Terminal Operator (TO) over the Concessionaires. The PANYNJ Concessions Unit is also responsible for reviewing and final approval of Concession Comparison Justification Forms, reviewing of annual Full Market Basket Analyses and Price Revision Forms, and executing any corrective actions as needed.

#### **Concession Operators**

Concessionaires are responsible for establishing a pricing structure for their products and services in a manner that is compliant with the PANYNJ's Street Price or Street Price Plus 10% Policy as applicable. This includes identifying Comparable Concession Locations for each Airport Concession Location and seeking the Concession Management Company / Terminal Operator approval and PANYNJ final approval. Concessionaires shall prepare initial and comprehensive annual updates of their Full Market Basket Analyses (FMB) which demonstrate that all goods and services offered at their Airport Concession Locations comply with the Street Price or Street Price Plus 10% Policy by comparing the proposed pricing for each of its products against

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Comparable Products at Comparable Concession Locations. The Concessionaire may make selective updates of the FMB Analysis via Price Revision Form throughout the year until the next annual FMB Analysis.

### **Terminal Operators/Lessees**

Each Terminal Operator (TO) is required to establish and document internal processes and procedures to ensure compliance with the Street Pricing Policy by the Concessionaires operating within its respective terminal. TOs are responsible for managing its Concessionaires' compliance with the PANYNJ's Street Price Plus 10% Policy, either directly or through its Concession Management Company (CMC) or Developer. The TO or its CMC shall review all submissions prepared by the Concessionaires and undertake such diligence as necessary to verify its accuracy, completeness, and conformance with the Policy. The forms certified by TOs and CMCs shall be submitted to PANYNJ for review and final approval. The TO shall directly or through its CMC monitor the Concessionaires' ongoing compliance in maintaining pricing consistent with the approved pricing and signage requirements. The TO shall notify the PANYNJ of any instances of customer complaints and any non-compliance and shall delineate the actions taken to resolve the matter including any corrective action required.

### **Concession Management Companies /Developers**

Concession Management Company (CMC) and Developers are responsible for managing Concessionaires' compliance with the PANYNJ Street Price Plus 10% Policy, for its respective terminal and reporting to its Terminal Operator or the PANYNJ as applicable. CMCs shall handle any instances of customer complaints and any non-compliance and shall delineate the actions taken to resolve the matter including any corrective action required.

## **4. CONCESSION COMPARISON**

To develop price menus for all products sold at each Airport Concession Location, Concessionaires must identify Comparable Concession Locations to demonstrate that their prices at that Airport Concession Location fall within the Street Pricing Plus 10% Policy. For each Airport Concession Location, the Concessionaire identifies Comparable Concession Locations by category designation, concept, location, cuisine, and price rating, which are further defined below. Concessionaires **must** obtain approval from PANYNJ of the proposed Comparable Concession Locations for each Airport Concession Location using the guidance below before proceeding with product comparisons and price calculations for that location.

### **4.1. Category Designation**

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Each Comparable Concessions must have the same category designation as the Concessionaire based on the categories below:

### ***4.1.1. Branded Concepts***

Airport Concession Locations that are Branded Concepts, (such as Dunkin® and Smashburger®) can only be compared to other location(s) of the same Branded Concept in the off-airport Metro Area or such other areas as permitted by these Standards and Procedure.

Branded Concepts must maintain pricing consistent with that of its off-airport branded street locations and the brand's website. The Concessionaire may provide a merchandise list of all items to be offered for sale and a letter which indicates all products and services offered at the Airport Concession Location are priced the same as the brand website or price list in lieu of designating Comparable Concession Locations.

If the Airport Concession Location is a Branded Concept which offers branded products or services in addition to the branded products or services that require consistent pricing, the Concessionaire will need to follow the process of identifying Branded Concepts which are Comparable Concession Locations for those Branded products and services.

If there are no Branded Concepts in the off-airport Metro Area, the Concessionaire must note this within the Concession Comparison Justification Form and provide three Branded Concepts outside the Metro Area, and the calculation of the cost-of-living price adjustment for the Comparable Concession Location.

If the Airport Concession Location, which is a Branded Concept, offers non-branded products or services which are in addition to those provided at Branded Concepts outside of the airport, the Concessionaire will need to follow the process of identifying Branded Concepts which are Comparable Concession Locations for those Branded Products and services.

### ***4.1.2. Duty-Free Stores and Foreign Currency Exchange***

Duty-free and Foreign Currency Exchange Concessionaires must use comparable Concessions at other major U.S. urban international airport locations other than PANYNJ airports as the Comparable Concession Locations. Concessionaires shall provide a copy of the respective airports' street pricing policy with its Comparable Concessions Justification Form.

### ***4.1.3. Non-Branded Concepts***

Concessionaires may propose Comparable Concession Locations for Airport Concession Locations that are proprietary (non-branded) and branded. Note that gated venues (locations that are protected from competition via entrance fee or other

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means) cannot be used as Comparable Concession Locations. Examples of gated venues include but are not limited to sports/entertainment venues (e.g., Mets Stadium and Prudential Center,) theme parks (e.g., Coney Island), and transportation hubs (e.g., subways and train stations).

### **4.2. Concept:**

Each Comparable Concessions must follow the same Concept as the Airport Concession Location, based on the categories below:

1. **Travel Essentials** (also known as News and Gifts or Convenience Stores): these Concession Locations offer a selection of reading material (e.g., newspapers, magazines, books), limited electronics (such as ear buds, adapters), non-alcoholic bottled and canned beverages, pre-packaged snacks, PPE (e.g., masks, earplugs), health and beauty aids, over-the-counter medication (e.g., Advil®, Nyquil®) and any other products commonly used for travel. Depending on the location, the store may also be allowed to sell pre-packaged food (such as sandwiches and salads) as well as local souvenirs and memorabilia.
2. **Restaurants/Food and Beverage:** these Concession Locations that offer food and beverage are divided into the categories as described below. Restaurants must be of the same cuisine type as the Concession Location. For example, a burger restaurant may not be compared to a pizza restaurant. Concessionaires that sell food and alcoholic beverages may only propose Comparable Concessions that also sell food and alcoholic beverages unless approved by the PANYNJ through the submission of the Concession Comparison Justification Form. Airport Concession Locations and Comparable Concessions must have Price Ratings consistent with those described for the respective Concept.
  - a. **Grab & Go (\$):** this restaurant type sells pre-packaged food and beverage with no on-site cooking or custom orders with no dine-in/seating within the establishment itself or food courts. These restaurants have low price points at \$. Example Concession types may include food carts, kiosks, etc.
  - b. **Quick Service (\$):** this restaurant type offers a limited menu of quickly-prepared items. This restaurant type may offer dine-in or food court seating. Customers typically order and pick up their food at a counter, and there is no form of table service. Remote and/or self-ordering may be offered. These restaurants have low Price Ratings at \$. Example Concessions may include McDonald's, Taco Bell, etc.
  - c. **Fast Casual (\$-\$\$):** this restaurant type offers higher quality foods than fast food restaurant types. This restaurant type offers dine-in

seating but not full table service. However, unlike Quick Service-type restaurants, Fast Casual restaurants may offer to bring customers' orders to their tables and follow a cook-to-order process. These restaurants have low-medium Price Ratings at \$ - \$\$\$. Example Concessions may include Shake Shack®, Smashburger®, etc.

- d. **Casual Dining (\$\$):** this full-service restaurant type offers simple plated foods and beverages. This restaurant type is usually associated with diners and more affordable chain restaurants. Alcoholic beverages, including mixed cocktails, beer, and wine are usually offered. These restaurants have medium Price Ratings at \$\$\$. Example Concessions may include Applebee's Grill and Bar®, TGI Fridays®, etc.
- e. **Premium Casual Dining (\$\$-\$\$\$):** this full-service restaurant type offers an upscale casual dining experience with table service and quality, plated foods prepared from fresh ingredients. Alcoholic beverages, including mixed cocktails, beer, and wine are usually offered. This restaurant type is usually associated with mid-tier, non-chain restaurants. These restaurants have medium-high Price Ratings at \$\$-\$\$\$\$. Example Concessions may include Friedman's®, The Wren®, etc. For Airport Concession Locations to qualify for higher price ratings, the concept must include additional characteristics commensurate with those found in fine dining locations such as seasonal menu items, curation by affiliated culinary professionals, and premium cooking methodologies.
- f. **Fine Dining (\$\$\$):** this full-service restaurant type offers specific dedicated meal courses. The Atmosphere includes high quality décor, furnishings, china, and table linens. Food offerings are of exceptional high quality, sophisticated, and unique. A full bar, including craft cocktails and a meaningful wine list is provided. These restaurants have high Price Ratings at \$\$\$ or above. No Comparable Concession Locations with a \$\$\$ rating will be accepted.
- g. **Casual Coffee (\$):** this restaurant type offers fast serve coffee and tea beverages, not individually brewed. This restaurant type may offer dine-in or food court seating but does not offer any form of table service. Remote and/or self-ordering may be offered. These restaurants have low Price Ratings at \$, such as Starbucks®.
- h. **Specialty Coffee/Café (\$\$):** this restaurant type offers a variety of premium coffee and tea beverages, including brewed-to-order espresso drinks. A limited menu of pastries, pre-made/freshly prepared sandwiches, salads, snacks, and breakfast foods should be offered. Limited seating may be provided, depending on the size of the location. These restaurants have medium Price Ratings at \$\$, such as Gregory's®.

- i. **Bar (\$\$)**: this restaurant type offers full or specialty bar service with a limited menu of snacks and/or entrees. Customers may be served by a bartender directly at the bar or by wait staff at cocktail tables. These restaurants have medium Price Ratings at \$\$.
  - j. **Blurred Boundaries Food & Beverage (\$-\$\$)**: these Airport Concession Locations are without a confined location offer services and products for delivery within the terminal. An example of Blurred Boundary Food & Beverage is holdroom dining or bars served by ghost kitchens or nearby Airport Concession Locations but without the table service and dining experience offered at the Airport Concession Location. Food and beverage offerings through Blurred Boundary Locations must have low-medium Price Ratings at \$ - \$\$.
3. **Hybrid Retail (\$-\$\$)**: these Concession Locations offer both food and beverages as well as retail merchandise in the same store. An example of hybrid retail is a newsstand with a branded coffee counter. Food and beverage offerings through Hybrid Retail shall have low-medium Price Ratings at \$ - \$\$ consistent with Concept criteria listed above.
4. **Specialty Retail**: these Concession Locations offer a specific selection of products for a target market and/or use, often under a particular brand or designer label. For example, an electronics store, a bookstore, men’s and women’s casual apparel store, or a candy shop are considered specialty retail.
5. **Services**: these Concession Locations offer services to customer, such as banking, ATMs, resting locations, shoeshines, hair styling or spa services (such as manicure, pedicure, facial). Activity-based locations, such as game rooms and arcades, are also considered to be services.
6. **Automated Retail**: these Concession Locations offer the sale of food, beverages, or retail items from a freestanding automated machine that typically accepts credit cards and cash as forms of payment. Items sold may include beverages, water, confectionery, snacks, souvenirs, fashion, health and beauty aids, and small electronic gadgets, among others.

### **4.3. Comparable Locations**

#### **Non-Duty Free**

Comparable Concessions must be located within the Metro Area, unless otherwise meeting the criteria specified in the Street Pricing Policy Statement. If Comparable Concessions are located only outside the Metro Area, the Concessionaire may propose Comparable Concessions in another geographic area, with a reasonable adjustment for any cost-of-living variance between such area and the Metro Area. The cost of living (COL) adjustments made from comparison to reflect the location must be



approved through the submission of the Concession Comparable Justification Form. Such COL adjustment will then be reflected in the equivalent pricing on the FMB.

### **Duty-Free Stores and Foreign Exchange**

Duty-free and Foreign Currency Exchange Concessionaires must use comparable Concessions at other major U.S. urban international airport locations other than PANYNJ airports as the Comparable Concession Locations. Concessionaires shall provide a copy of the respective airports' street pricing policy with its Comparable Concessions Justification Form. In completing its FMB, the Concessionaire will need to demonstrate how its pricing and the pricing of the Comparable Products remain within the Street Pricing plus 10% framework.

## **4.4. Price Rating for Food & Beverage Concepts**

As part of the development of Comprehensive Concession Plans for new concession developments, the PANYNJ and the TO shall agree on the variety of Food & Beverage Concepts that provide price rating options for passengers in the terminal. Prior to the execution of any future Concession Sublease the Terminal Operator shall obtain the approval from the PANYNJ of the intended Price Rating for the covered Airport Concession Locations.

For existing concession locations, the Concessionaire shall propose **in its Initial Comparable Concession Justification Form**, for CMC/TO approval and PANYNJ approval, its proposed Price Rating for the Airport Concession Location consistent with the Concept for such location ("Target Price Rating"). In that Comparable Concession Justification Form, the Concessionaire shall fully describe and provide supporting documentation to demonstrate how the Airport Concession Location through its proposed product offerings, preparation methods, service levels, and finishes reflect its proposed Concept level and proposed Price Rating.

Each Comparable Concession Location must have a Yelp or Google price rating that is consistent with or lower than the approved Target Price Rating for the Airport Concession Location. If the proposed Comparable Concession Location does not have a Yelp or Google price rating for the Concession Location, the Concessionaire must provide/attach additional information about the Comparable Concession Location, such as a menu to justify the Comparable Concession Location within the Concession Comparison Justification Form, and the CMC/TO will assess for overall reasonableness of comparability to the Concessionaire's approved store concept for the Airport Concession Location.

## **4.5. Comparable Concession Locations by Daypart and Categories**

Recognizing that a Food & Beverage Airport Concession Location may change its cuisine by daypart in order to adapt to an airport operating environment, a Concessionaire may submit multiple Comparable Concession Justification Forms and

propose distinct Comparable Concession Locations by daypart for approval by the TO and approval by the PANYNJ with respect to an individual Airport Concession Location. If an Airport Concession Location represents Hybrid Retail, and Concessionaire is unable to identify sufficient retail outlets that carry the full line of products carried by Concessionaire in the Airport Concession Location, the Concessionaire may submit multiple Comparable Concession Justification Forms and propose distinct Comparable Concession Locations by Concept for approval by the CMC/TO and review and final approval by the PANYNJ.

#### **4.6. Quantity of Comparable Concession Locations**

The Concessionaire shall submit three (3) to six (6) Comparable Concession Locations as part of its Comparable Concessions Justification Form, unless otherwise provided in these Standards and Procedures. The Concessionaire shall submit more than three (3) Comparable Concession Locations only to the extent necessary to fully cover its product offering. If fewer than three (3) Comparable Concession Locations can be identified for a product or product category, the PANYNJ, in its discretion, may identify additional Comparable Concession Locations if available or require the Concessionaire to use the prices of the lower priced facilities multiple times when computing the average of its pricing surveys to make an average of three prices.

#### **4.7. No Comparable Concession Location**

If products that are offered for sale in an Airport Concession Location are neither sold by a business of the same trade name nor available from a Comparable Concession Location, and do not fall within any category described in these instructions, the final price shall be based on reasonable comparisons approved by the TO and the PANYNJ. If the Concessionaire informs the TO and the PANYNJ that it is unable to submit a Comparable Concession Location or pricing that meet the pricing requirements, the PANYNJ shall have the right to select the Comparable Concession Location and/or establish the price to be charged for goods based on the criteria outlined in this Standards and Procedures Manual.

#### **4.8. Concession Comparison Justification Form**

The Concessionaire must complete and submit a Concession Comparison Justification Form for each Airport Concession Location which proposes Comparable Concession Locations based on concept, location, price rating, and category designation. The Concession Comparison Justification Form will also include clear rationale as to why the Comparable Concessions were selected and any support for unique circumstances that prevented the Concessionaire from following the standard as specified. The Concessionaires will provide the Concession Comparison Justification Form for each Airport Concession Location to the CMC/TO for review and approval. After approval by the CMC/TO, the CMC/TO will send to PANYNJ team for review through the Microsoft Teams External-PA Terminal Concession Stakeholder folder. If the

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Concessionaire requires a change to the Concession Comparison Locations, the Concessionaire may fill out the Comparable Concession Location Change Request Form and submit it to the CMC/TO for approval, who will then submit it to the PANYNJ for final approval.

### **4.9. Annual Confirmation Statement**

The Concessionaire will complete an annual confirmation for each Airport Concession Location regarding the comparable concept, location, price rating, and category designation on a date specified by the PANYNJ, including acknowledgement that the current Comparable Concession Locations remain open and operational.

## **5. FULL MARKET BASKET PRICING**

PANYNJ has instituted a Full Market Basket (FMB) pricing evaluation which requires Concessionaires to report pricing for all products and services sold at each Airport Concession Location at PANYNJ airports. Concessionaires may request approval to conduct Streamlined Pricing and uniformly evaluate and price certain products in all Airport Concession Locations it operates at the terminal. Concessionaires will calculate FMB prices based on the following methodology:

### **5.1. Comparable Products**

All FMB Analysis must demonstrate that the product pricing reflects Comparable Products. Concessionaires must ensure that they compare products that have similar descriptions, quality, and size.

The criteria for determining Comparable Products include the following:

- i. **Individual Components:** The basic elements of a product that must be essentially equivalent to the comparable product (i.e., a cheeseburger must be compared to a similar cheeseburger, not a cheeseburger with bacon, mushroom or other added components)
- ii. **Portion Size or Size:** The amount of an actual product, by quantity, weight or volume
- iii. **Preparation:** The means by which a product is created (i.e., potato wedges would compare to French fries because they are both deep-fried, salted and served as a side order)
- iv. **Quality:** The standard of a product as measured against other similar productions (i.e., a set of earbuds may be inferior to another brand because of shorter battery life, wired vs. wireless technology or general materiality differences)

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- v. **Brand:** A type of product manufactured by a particular company under a particular name (i.e., a Belkin personal device charging cord may be comparable to another type of Belkin personal device charging cord).

Except as allowed through Streamlined Pricing and Corporate Branded Pricing, Concessionaires will be required to list every unique product sold on the FMB Analysis and provide descriptive information regarding both the product and the proposed Comparable Product. If the food item includes an add-on, such as fries or potato chips, those items must also be specified in the description field in the FMB Analysis form.

### **5.2. Adjustments to Close Matches for Comparable Products**

If a Concessionaire is unable to find an identical product at the approved comparison locations, a close match (aka a similar product) can be used, and an equivalent price shall be calculated for the pricing comparison. Price adjustments should be made to account for the differences in portion size, preparation, quality, individual components.

#### *Criteria Categories for Close Match*

<b>Food or Beverage</b>	<b>Retail</b>
Individual Components	Size
Portion Size	Brand
Preparation	Quality
Quality	

To make an adjustment for portion size, the operator shall:

1. Determine the comparable location unit price, that is price per ounce, piece or inch.
2. Determine the comparable location unit price, divide price by the number of units i.e., ounces, pieces or inches
3. Multiply the comparable location unit price by the number of units in the product offered at the airport location

#### **Example 1:**

The Comparable. Location has a product that weighs 12 ounces is offered at the price of \$12, therefore the price per ounce is \$1.

The Airport Concession has a close match product that weighs 10 ounces, therefore, the comparable price to be used for Street Price calculation is \$10.

#### **Example 2:**

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The Comparable Location is serving a turkey Cubano sandwich-to-go at the price of \$13.99. The Airport Concession is serving a chicken Cubano sandwich to go. The weight, presentation, and preparation method are similar. In this case \$13.99 can be used as a comparable location price to determine the "Street Price" for the chicken Cubano sandwich at the Airport Concession.

### **Example 3:**

The Comparable Location serves an entrée with a side at the total price of \$22, the Airport Concession should ensure its entrée comes with the sides, or subtract the cost of sides, from the comparable price that is used to determine the "Street Price".

The reason for using a close match, the criteria, and the equivalent price calculation method, are to be described in the Additional Details column of FMB Analysis. Close matches and price adjustments are to be approved by TOs/CMCs.

### **5.3. Branded Products**

If the brand permits flexible pricing, the Concessionaire must propose Comparable Concession Locations that reflect the same brand as the Branded Concept but may reflect its pricing in its Full Market Basket Analysis in accordance with the Street Pricing +10% for the Comparable Products.

If a Corporately Branded Concept changes corporate product prices throughout the year, the Concessionaire will be provide a copy of the notice of the price change to the CMC/TO and will not be required to submit a request for price changes with the Price Revision Form.

If a Corporately Branded Concept modifies its pricing scheme during the term of its Agreement and no longer uses brand-set pricing for all brand and/or franchise stores, the Concessionaire will be required to immediately notify the CMC/TO and the PANYNJ of the change. The Concessionaire will continue to charge the then-approved prices for products until it has completed a FMB Analysis for all products in the Airport Concession Location via the Price Revision Form.

Items offered in Branded Concepts that are not corporately priced will be priced at no more than 110% of the average price of identical products sold at Branded Comparable Concessions.

If there are no Branded Concepts in the off-airport Metro Area, the Concessionaire must note this within the Concession Comparison Justification Form and provide three Branded Concepts outside the Metro Area, and the calculation of the cost-of-living price adjustment for the Comparable Concession Location.

### **5.4. Streamlined Pricing**

Concessionaires that operate multiple restaurants within one terminal, may submit one Concession Comparison Justification Form for all alcoholic beverages provided

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that at least 3 Comparable Concessions at the \$\$ Pricing Rating are provided. If this submittal is approved by the CMC/TO, only one FMB Analysis Form will need to be provided. However, for each product offering the applicable Pricing Rating must be identified. The FMB prices will apply at all Airport Concession Locations operated by this Concessionaire with the commensurate Price Rating.

Concessionaires may choose to identify a group of similar products to be priced uniformly. The items may be organized in groups based on size (such as small, regular, large or extra-large sizes) and type (candy, juice or soda). The categories of products that are eligible for streamlined pricing include alcohol, bottled beverages, candies, chips, fountain soft drinks, gums, snacks, and souvenirs.

Additional Examples: The Concessionaire may propose a price for a particular size candy bar regardless of brand. In this example, a regular size Snickers or 3 Musketeers candy bar would have the same price in each of Concessionaire's Airport Concession Locations. Likewise, the Concessionaire may propose a streamlined price for small bags (3½oz) or large bags (7oz) of chips. In this example, all chips in the small or large size would have the same price in each of Concessionaire's Airport Concession Locations. Souvenir shot glasses may be streamlined priced using good, better, or best pricing based on size or quality (glass or plastic) of the shot glass. If alcohol were being streamline priced, for example, the Concessionaire may propose category prices by the size of the beverage and also distinguish between house (good), mid-tier (better) and top shelf (best) liquor brands used in the drinks.

For all other products to be sold in the Airport Concession Location, not identified for streamlined pricing, separate Concession Comparison Justification Forms and FMB Analysis Forms need to be submitted.

### **5.5. Exceptions to the FMB**

#### ***5.5.1. Manufacturer's Suggest Retail Price (MSRP) or Pre-Priced Products***

Prices for newspapers, books, periodicals, and pre-packaged snacks that have a Manufacturer's/publisher's suggested retail price in U.S. dollars printed on the outside of the item do not need to be verified through Comparable Concessions. In these instances, the publisher's suggested retail price, or a lower price, is the maximum price that can be charged for that product at the Airport Concession Location. Concessionaires may include additional details in its FMB for MSRP and Pre-Priced Projects, and Concessionaires shall not be required to itemize or provide Comparable Pricing for such Products. This principle applies to the following:

- Newspapers;
- new hardcover and paperback books that have a publisher's suggested retail price listed on the book or jacket; and

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- items such as packaged snacks that have pre-printed manufacturer's suggested retail price on the packaging.

### **5.5.2. Corporately Branded Products**

If the brand dictates corporate pricing, the Concessionaire will present only the prices dictated by the brand, and the Concessionaire will not be allowed to increase prices by 10% on corporately priced items. For Branded Concepts which offer the identical products and services and where the selling price is the same as the off-airport branded street locations and the brand's website, the Concessionaire can provide on Brand corporate letterhead, in lieu of the annual FMB analysis, a merchandise price list of all items offered at the Airport Concession Location for sale at brand pricing and also confirms all products and services are required to be priced consistently across all locations. The Concessionaire must provide to the CMC/TO and the PANYNJ all updates on corporate brand pricing, and the Concessionaire must adjust its pricing to reflect the designated corporate pricing accordingly.

### **5.6. Pricing Calculation**

In its FMB for each Airport Concession Location the Concessionaire shall delineate its proposed **pre-tax** pricing for each product and service and identify all Comparable Products offered at its approved Comparable Concession Locations. The Concessionaire shall make all necessary adjustments in pricing so that pricing for Comparable Products is reflective of the size, quality and characteristics of the product offering at the Airport Concession Location.

The Concessionaire must calculate the maximum price it may charge for each of its products and service based **on the average of three lowest prices** for Comparable Products at the approved Comparable Concession Locations. If fewer than three (3) Comparable Concession Locations have been approved by the CMC/TO and the PANYNJ the prices of the lower priced facilities should be listed multiple times to make an average of three prices. For Airport Concession Locations and products which are eligible for Street Pricing plus 10%, the maximum price is calculated as the average price of the three lowest priced Comparable Products plus 10%. If the Concessionaire does not comply with applicable VFM policy requirements, only Street Pricing is allowed.

## **6. SIGNAGE AND DISPLAY OF PRICING**

Concessionaire will ensure signage posted in each sales area (including any temporary sales space) in form and substance is satisfactory to the PANYNJ in notifying the public that the concession subscribes to a "Street Pricing Policy" or "Street Pricing Plus 10% Policy." Such notice(s) shall be clearly visible and

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unobstructed. All signage must be legible and professional in compliance with PANYNJ signage and wayfinding standards. Handwritten paper signs are unacceptable.

Concessionaire must ensure all items for sale have prices visible either on each item or digital/static menu boards or display. All displayed prices must be consistent with the approved prices and shall not exceed "Street Price" or "Street Price + 10%".

Permissible and recommended signage price posting:

- Brand, store or merchandise stickers tag on each and all items
- Price tags attached to each and all items
- Signs attached to products displays such as bins or racks (permissible, provided all items in the bin or rack are sold at the same and/or provided the price tag is placed directly under the spot designated for the product according to the merchandising plan.

Visible tip receptacles are not permitted. All service fees or tips (if applicable) must be expressly permitted by PANYNJ, and they must be clearly displayed and explained to the customer prior to placing food and beverage or other orders in all transaction methods.

## **7. SUBMISSIONS AND TIMELINES**

### **7.1. Submissions Overview (List)**

Concessionaires and CMC/TO are responsible for submitting the following forms for PANYNJ review, approval, and perusal:

- Concession Comparison Justification Form – initially.
- Comparable Concession Location Change Form - as needed.
- Full Market Basket Analysis – annually.
- Price Revision Form – mid-year or as needed.
- POS Report List of 40 top selling items based on the number of items sold – quarterly.

### **7.2. Process for Submissions to Port Authority**

All submissions to the PANYNJ from the TO and CMC shall be made using the portal designated by the PANYNJ.

### **7.3. Concession Comparison Justification and Change Forms**



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For new locations CMC/TO must submit an Initial Concession Comparison Justification Form as part of the Comprehensive Concessions Plan (CCP) to help define proposed concepts. No later than 120 days prior to the projected opening date, a Comparison Justification Form shall be resubmitted for PANYNJ review and final approval. This form shall be used for the FMB Analysis to determine and approve the POS prices.

Each Concession Comparison Justification form shall include least three, but maximum six Comparable Concessions for each Airport Concession Location. The form shall be prepared by the Concessionaire. CMC/TO shall review and approve the Form and submit to PANYNJ for review and final approval. Concessionaire should include verification documents regarding Comparable Concession Location such as Google and Yelp descriptions, photos of Comparable Concession Locations, and menus/item offers. The Concessionaire must provide justification comments for each Comparable Concession Location in the Concession Justification Form.

If the Concessionaire is using distinct Comparable Concession Locations by daypart or category, Concessionaire shall note the exception and shall submit separate Concession Comparison Justification Forms for each separate daypart or category.

CMC/TO will review the Concession Comparison Justification Form and independently assess the proposed Comparable Concession Location comparison concepts, locations, price ratings, and category designations to ensure that product comparisons will be applied appropriately.

If the review result is non-compliant, the CMC/TO will require the Concessionaire to resubmit revised Concession Comparison Justification Forms until it is compliant with these Standards and Procedures. If the review result is compliant, the CMC/TO will submit the Concession Comparison Justification Form and a certification of its approval to PANYNJ for review and final approval.

**If the Form submitted by CMC/TO is not approved by PANYNJ, only one revision is allowed. If the revised Form is rejected by the PANYNJ or its designated third party, the Comparison Locations will be identified by PANYNJ in its discretion.**

The Concessionaire will request approval from the CMC/TO and final approval from PANYNJ for a change to a Comparable Concession Location as approved through the initial Concession Comparison Justification Form for its Airport Concession Location if any of the following occur:

- Any of the initial Comparable Concession Locations goes out of business,
- Any of the initial Comparable Concessions relocates outside of the Metro Area, or
- Products sold by any of the initial Comparable Concessions are no longer a Close Match to the products sold at the Airport Concession Location.

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With its annual FMB Analysis update, the Concessionaire will submit company letterhead an Annual Confirmation Statement for each Airport Concession Location confirming that the approved Comparable Concession Locations continue to meet the required standards and remain in operation. The Annual Confirmation Statement will be verified by the CMC/TO and submitted to the PANYNJ.

Any changes to Comparable Concession Locations must be approved by the CMC/TO and pre-approved by the PANYNJ through the submission of the Comparable Concession Location Change Form.

### **7.4. Annual FMB Analysis**

After approval of Comparable Concession Justification Form, Concessionaires will submit the initial FMB Analysis for each Airport Concession Location to CMC/TO for review and approval at least 60 days prior to the projected opening date. After review and approval, CMC/TO will submit the FMB Analysis via the Microsoft Teams External-PA Terminal Concession Stakeholder folder to PANYNJ for review and final approval at least 45 days prior to the projected opening date.

Concessionaire must prepare and submit an annual updated FMB Analysis to CMC/TO for review and approval for each Airport Concession Location at a calendar date as specified by PANYNJ. CMC/TO must review the FMB Analysis and independently assess for completeness, appropriateness, accuracy. This includes, but is not limited to, ensuring the Concessionaires follow the requirements as stated in the VFM Policy, ensuring Comparable Concession Locations match the Concession Comparison Justification Form, the Comparable Products match the criteria as similar products, the average pricing was calculated properly, and the pricing at the Airport Concession Location and for the Comparable Concession Locations are accurate, etc. As part of each annual updated FMB Analysis covering all products and services, the Concessionaire must also identify in the FMB Analysis the top 40 items sold at the Airport Concession Location based on total sales volume of each product and provide a Point-of-Sales report for the top 40 items for the most recently available prior three months.

If the review determines any of the results is non-compliant, the CMC/TO will require the Concessionaire to resubmit the FMB Analysis until it is compliant. If the review result is compliant, the CMC/TO will submit the FMB Analysis to PANYNJ for its records and use in On-Site Spot Checks.

### **7.5. Price Revision Request Form**

Concessionaires will submit the Price Revision Request Form to CMC/TO for review and approval on an as needed basis. If the Concessionaire has no pricing changes, the Concessionaire may elect to forgo the price revision process and, instead, notify the CMC/TO that no prices have changed. CMC/TO must submit the Price Revision

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Request Form to PANYNJ for review and final approval at least 30 days in advance of implementing the proposed price change.

Prior to any increases in pricing as reflected in the FMB Analysis, The Concessionaire must prepare and submit the Price Revision Form to CMC/TO for review and approval. CMC/TO must review the Price Revision Form and independently assess for compliance with the standards set forth in this Manual. This includes confirming that the requested product revisions are allowable, confirming that the price changes are reasonable, and confirming the underlying circumstances for the price change. If the review result is non-compliant, the CMC/TO will require the Concessionaire to resubmit the Price Revision Request Form until it is compliant. If the review result is compliant, the CMC/TO will submit the Price Revision Form to PANYNJ for review and final approval.

### **8. REPORTING, COMPLIANCE, MONITORING, AND CORRECTIVE ACTIONS**

#### **8.1. Quarterly On-Site Spot Checks**

On a quarterly basis (January 15, April 15, July 15, and October 15,) the Concessionaire must provide the top 40 items at each Airport Concession Location sold by total sales value and by sales transactions from the prior quarter, along with the Point-of-Sale report from those transactions to the CMC/TO. The CMC/TO must conduct an on-site spot check of Concessionaire locations to confirm that pricing is consistent with the most recently approved FMB Analysis, all pricing labeling and signage requirements are being met, and Value for Money offerings are compliant with the approved Value for Money Plan. The Concessionaires must reasonably accommodate such requests.

The spot checks will include the top 40 items sold from the prior quarter and a random sample of 10 additional products from the most recently approved FMB Analysis. If the Concessionaire has 50 products or fewer for sale at an Airport Concession Location, the CMC/TO must check 100% of the products sold at that location.

In addition, the PANYNJ will conduct quarterly price checks and may conduct additional price reviews at its discretion at any time, including high-traffic periods, such as holidays, local events, or spring break. The PANYNJ may initiate unannounced price spot checks if any of the following situations occur:

- The PANYNJ receives or learns of a complaint regarding pricing
- Poor pricing compliance on the part of a Concessionaire. This situation will necessitate intervention by the Terminal Operator and the PANYNJ to initiate

a series of weekly price checks until the PANYNJ has substantiated that the Concessionaire is fully pricing compliant

- Sales per enplanement for any location fall by more than 20% in any month unless driven by an event or series of events that affect normal airport operations over the same period
- Sales per transaction or check averages vary by more than 20% in any month unless driven by an event or series of events that affect normal airport operations over the same period
- Any other reason that in the Authority's sole discretion necessitates pricing spot checks.

## **8.2 Corrective Actions**

The TO or its CMC shall provide written notice to the Concessionaire if the CMC/TO finds any areas of non-compliance during the periodic price reviews which may include spot-checks. The Concessionaire will correct any areas of non-compliance within forty-eight (48) hours of receipt of notification by the CMC/TO.

The Terminal Operator shall provide a Corrective Actions Form to the PANYNJ of all Street Pricing discrepancies noted and documentation of their resolution for the Concessionaires within its Terminal

The Concessionaire, along with the CMC/TO, will receive written notice if the PANYNJ finds any areas of non-compliance during the periodic price reviews which may include spot-checks by PANYNJ staff or contractors. The Concessionaire will correct any areas of non-compliance within forty-eight (48) hours of receipt of notification by the PANYNJ and provide documentation to the CMC/TO and the PANYNJ of the resolution of the non-compliance.

In the event it is determined by the PANYNJ that Concessionaire is not in compliance with the Street Pricing Policy, the PANYNJ shall give the Concessionaire written notice thereof. Not in compliance may be in the form of failure to submit required forms and information for approval, failure to maintain required signage, and charging prices that are not in compliance with the Street Pricing Policy.

In the absence of approved pricing consistent with the Street Pricing Policy, the PANYNJ may designate similar retailers consistent with the Street Pricing Policy and calculate the average price for similar products or service consistent with the Street Pricing Policy and direct the maximum pricing that the Concessionaire charge for that product or service. The Concessionaire may submit a written justification for its price determination for the PANYNJ's consideration, however the Concessionaire shall adopt the maximum prices established by the PANYNJ until the evaluation of such justification is completed and alternative pricing is approved.

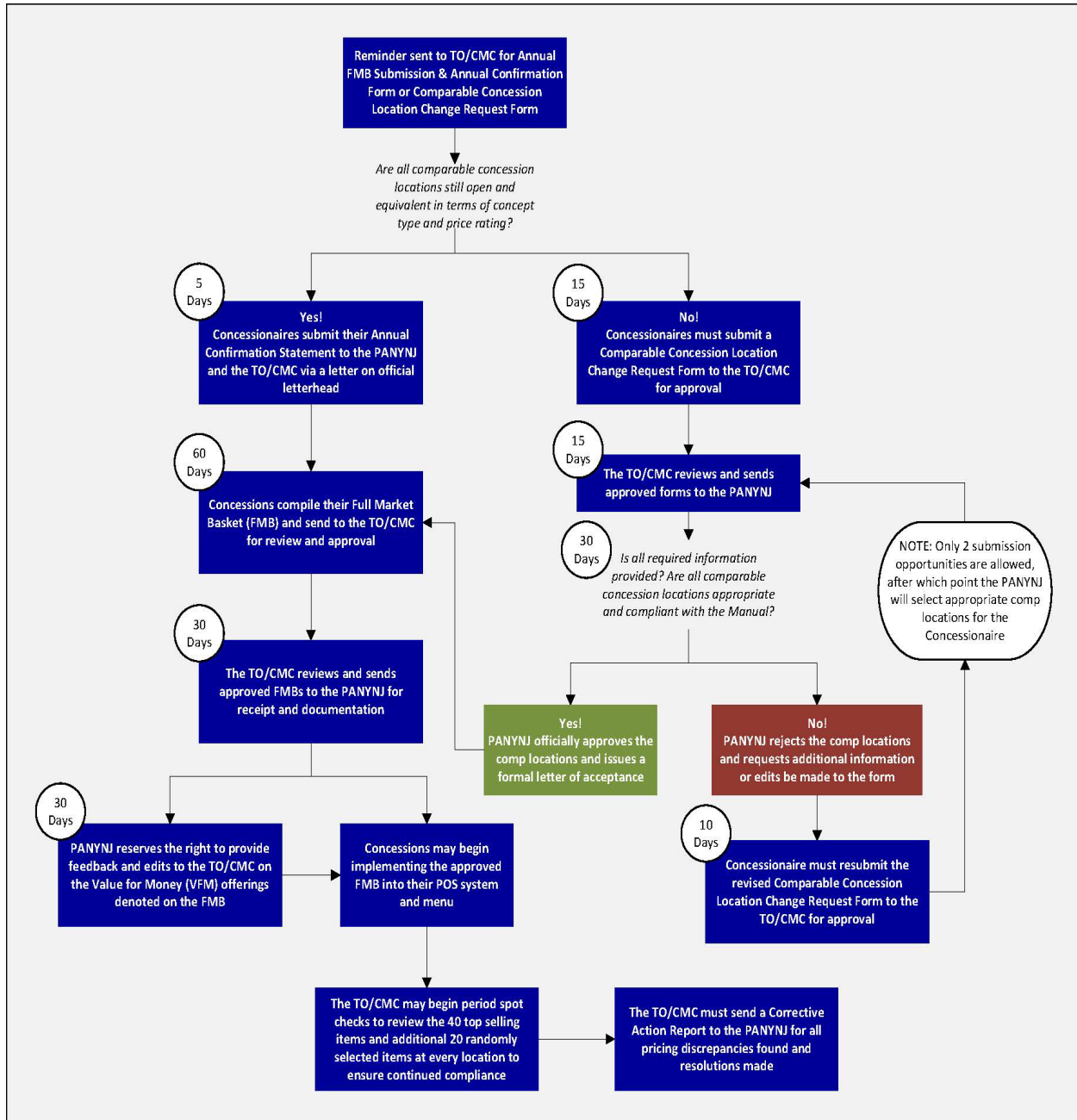
If the Concessionaire does not make appropriate adjustments to comply with the Street Pricing Policy within three (3) days of such notice of non-compliance, the products and services which are not in compliance may be required to be removed from the Airport Concession Location, and liquidated damages may be imposed. In the event of repeated or continued failure to address non-compliance liquidated damages may be applied for the period for which noncompliance has existed and continues to exist and Concessionaire may be deemed to be in material breach of the Concession Lease or Consent to Sublease.

### **8.3 Document Retention**

The CMC/TO must retain all supporting documentation (Concession Comparison Justification Forms, FMB Analysis, etc.) for a period of at least five (5) years. PANYNJ may request supporting documentation from CMC/TO to follow up on pending items from time to time.

**9. WORKFLOW SUMMARY**

The workflow below summarizes the critical steps that must be completed by the Concessionaires and/or CMC/TOs.



## 10. **APPENDIX**

### Template Instructions

1. Concession Justification Form
2. FMB Analysis
3. Annual Confirm Statement
4. Price Revision Form
5. Comp Location Change Form
6. Corrective Action Report

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Template Instructions

<b><u>Order of Submission</u></b>		<b><u>Instructions</u></b>	<b>Link</b>
<b>1</b>	<b>Concession Comparison Justification Form</b>	Form completed and submitted by the Concessionaire of Concession Comparable Locations (three - six) submitted to the CMC/TO prior to completing the Full Market Basket. Following details in the PANYNJ Aviation Department Concession Street Pricing Standards and Procedures Manual. Refer to Concession Street Pricing Manual Sections 4 and 7.3.	<a href="#">1. Concession Justification Form</a>
<b>2</b>	<b>Full Market Basket (FMB) Analysis</b>	After receiving approval from the CMC/TO and PANYNJ, the Concessionaire will proceed with the FMB using ONLY the comparable concession locations approved on the Comparison Justification Form. This is submitted to the CMC/TO for approval. Refer to Concession Street Pricing Manual Sections 5 and 7.4.	<a href="#">2. FMB Analysis</a>
<b>3</b>	<b>Annual Confirmation Statement</b>	Submitted with the FMB, the Concessionaire will complete an annual confirmation for each concession location regarding the comparable concept, location, price rating, and category designation on a date specified by the PANYNJ, including acknowledgement that the current Comparable Concessions remain open and operational. Refer to Concession Street Pricing Manual Section 4.9.	<a href="#">3. Annual Confirmation Statement</a>
<b>4</b>	<b>Price Revision Form</b>	Prior to any increases in pricing as reflected in the FMB Analysis, the Concessionaire must prepare and submit the Price Revision Form to the CMC/TO for review and approval. Refer to Concession Street Pricing Manual Section 7.5.	<a href="#">4. Price Revision Form</a>
<b>5</b>	<b>Comparable Concession Location Change Form</b>	This form is completed if the Concessionaire needs to change the comparable concession location(s). Any changes to comparable concession locations must be concurred by the CMC/TO and approved by the Port Authority. Refer to Concession Street Pricing Manual Section 7.3.	<a href="#">5. Comp Location Change Form</a>
<b>6</b>	<b>Corrective Action Report</b>	The TO/CMC shall provide a Corrective Action Report to the PANYNJ of all Street Pricing discrepancies noted during periodic price reviews and spot checks and documentation of their resolution for the Concessionaires within its Terminal. Refer to Concession Street Pricing Manual Section 8.2.	<a href="#">6. Corrective Action Report</a>



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## 1. Concession Justification Form

	<b>Concession Comparison Justification Form</b> <i>Refer to Concession Street Pricing Manual Sections 4 and 7.3</i>
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**Instructions for Concessionaires:**

- In Section A. Provide the Concessionaire Information
- In Section B. Complete the Submission Period Information
- In Section C. Provide the name and position of the Concessionaire that completed this form
- List three to six Comparable Concessions in the Greater New York City-Northern New Jersey Metropolitan Area that you are requesting as a basis for product and price comparisons in Section E. Duty-free Concessionaires must use duty-free Concessions at other major urban international airport locations within the Northeast Region other than PANYNJ airports or West Coast major urban international Airports. The Price Rating must be pulled from Yelp or Google; if the ratings differ, you must report the higher of the two.
- Provide Photos of Comparable Concessions
- Submit to TO/CMC

*Note: concessionaire and TO/CMC to complete all yellow cells.*

**Instructions for Concession Management Company/Terminal Operators (CMC/TO):**

- Review the Comparable Concessions listed in Section E.
- Approve the Comparable Concessions in Section E, or if Not Approved, return to Concessionaire for revision.
- Once the Comparable Concessions are approved, provide the name and position of the (CMC/TO) that completed and approved this form in Section C.
- Submit to PANYNJ through Microsoft Teams for Approval

**Port Authority will Sign-Off on their Approval in Section D.**

*Note: Report name on Excel tab has been adjusted to meet Excel's character limit.*

Section A: Concessionaire Information			
Concessionaire	Happy Food Co.	Airport	EWR
Store Name	Rupert Jee's Hello Deli	Terminal	C
Concept Type	Restaurant - Fast Casual (\$-\$)	Pre/Post Security	Post-Security
Price Rating	\$\$	Store Location(s)	C1, C2, C3
Cuisine	Deli	Space Number(s)	37, 63, 95
Category Designation	Non-Branded	Terminal Operator (TO)	TerminalCo.
		Concessions Manager (CM)	AB Concessions Mgt

Section B: Concessionaire Submission Period Information	
Period	2022
Date Submitted:	4/15/2022
Concession Opening Date:	7/30/2022

**Airport Concession Location Description Details**

<Provide information about the Airport Concession Location that will help reviewers understand the comparable locations> Concessionaire can provide attachments i.e. product list or renderings to assist with the review

Section C: Justification Statement Form Sign Off			
Entity	Position	Name	Date
Happy Food Co.	VP Operations	Jane Smith	4/15/2022
AB Concessions Mgt	General Manager PA Airports	Ellen Daniels	4/25/2022
TerminalCo.	Commercial Officer	John Doe	4/25/2022

Section D: PANYNJ Approval			
Port Authority of New York and New Jersey	PANYNJ Concessions Manager		4/30/2022

### Section E: Comparable Concessions

Comparable Concession	Name:	Address	Website	Concept	Cuisine	Location Match (Y/N)	Price Rating	Category Designation	Photo Provided/On Website	(MANDATORY) Concessionaire Justification Comments	Terminal Operator Review (Y/N)
1	2nd Ave Deli	1442 1st Ave., New York, NY 10021	<a href="#">www.enterwebsitehere</a>	Restaurant - Quick Service (\$)	Deli	Y	\$	Non-Branded	Yes	27 of 51 projected items are captured here; Variety of budget-priced ready-to-eat or quickly prepared food options. No table service.	Concept: Location: Pricing Rating: Category:
2	Anita's Deli & Grocery	180 Lexington Ave, New York, NY 10016	<a href="#">www.enterwebsitehere</a>	Restaurant - Quick Service (\$)	Deli	Y	\$\$	Non-Branded	Yes	51 of 51 projected items are captured here; Variety of budget-priced ready-to-eat or quickly prepared food options. No table service.	Concept: Location: Pricing Rating: Category:
3	Times Deli	158 W 44th St #1, New York, NY 10036	<a href="#">www.enterwebsitehere</a>	Restaurant - Quick Service (\$)	Deli	Y	\$\$	Non-Branded	Yes	20 of 51 projected items are captured here; Variety of budget-priced ready-to-eat or quickly prepared food options. No table service.	Concept: Location: Pricing Rating: Category:
4	Wawa	555 New Durham Rd, Piscataway, NJ 08854	<a href="#">www.enterwebsitehere</a>	Restaurant - Quick Service (\$)	Deli	Y	\$	Branded	Yes	45 of 51 projected items are captured here; Variety of budget-priced ready-to-eat or quickly prepared food options. No table service. Note that although Wawa is	Concept: Location: Pricing Rating: Category:
5											
6											

Did you validate the concept is accurate?  
 Did you validate the address was within the Greater New York City-Northern New Jersey Metropolitan Area?  
 Did you validate the comparable concessions price rating is accurate?  
 Did you validate the category is accurate?

# PANYNJ Concessionaire Street Pricing Standards & Procedures Manual Version 2.0

## 2. FMB Analysis

Full Market Basket Form																																																											
<b>PORT AUTHORITY NYNJ</b> AIR LAND RAIL SEA Refer to Concessionaire Street Pricing Manual Sections 5 and 7.4																																																											
<b>Instructions for Concessionaires:</b> 1. Provide the Concessionaire Information in section A. 2. Complete the Submission Period Information in Section B. 3. Provide the name and position of the Concessionaire that completed this form in Section C. 4. Provide the Comparable Concession Information in Section E. 5. List all concessionaire Inventory items and related information in Section F. 6. Submit to TO/CMC.																																																											
Note: concessionaire and TO/CMC to complete all yellow cells.																																																											
<b>Instructions for Concession Management Company/Terminal Operators (CMC/TO):</b> 1. Review the Inventory Items and related information in Section F. 2. Approve the Inventory Items in Column AY, or if Not Approved, return to Concessionaire for revision. 3. Once the Comparable Concessions are approved, provide the name and position of the (CMC/TO) that completed and approved this form in Section C. 4. Submit to PANYNJ through Microsoft Teams.																																																											
Port Authority will Sign-Off on their Approval in Section D.																																																											
<b>Section A: Concessionaire Information</b>																																																											
Concessionaire	Happy Food Co.	Airport	EWB																																																								
Store Name	Rupert Jee's Hello Deli	Terminal	C																																																								
Concept Type	Restaurant - Fast Casual (\$-\$)	Pre / Post Security	Post-Security																																																								
Price Rating	\$5	Store Location(s)	C1, C2, C3																																																								
Cuisine	Deli	Space Number(s)	37, 63, 95																																																								
Category Designation	Non-Branded	Terminal Operator (TO)	TerminalCo.																																																								
		Concessions Manager (CM)	AB Concessions Mgt																																																								
<b>Section B: Concessionaire Submission Period Information</b>																																																											
Period	2022	<b>Airport Concession Location Description Details</b>																																																									
Date Submitted:	4/15/2022	<Provide information about the Airport Concession as described on Justification Form> Concessionaire can provide attachments i.e. product list or renderings to assist with the review																																																									
Prices Valid from:	7/31/2022																																																										
Prices Valid to:	12/31/2022																																																										
<b>Section C: Full Market Basket Sign Off</b>																																																											
Entity	Position	Name	Date																																																								
Happy Food Co.	VP Operations	Jane Smith	4/15/2022																																																								
AB Concessions Mgt	General Manager PA Airports	Ellen Daniels	4/25/2022																																																								
TerminalCo.	Commercial Officer	John Doe	4/25/2022																																																								
<b>Section D: PANYNJ Approval</b>																																																											
Port Authority of New York and New Jersey	PA NY/NJ Concessions Manager		4/30/2022																																																								
<b>Section E: Concession Comparable Information</b>																																																											
Comparable Concession	Name	Address	Website																																																								
1	2nd Ave Deli	1442 1st Ave., New York, NY 10021	www.enterwebsitehere.com																																																								
2	Anita's Deli & Grocery	180 Lexington Ave, New York, NY 10017	www.enterwebsitehere.com																																																								
3	Times Deli	158 W 44th St # 1, New York, NY 10036	www.enterwebsitehere.com																																																								
4	Wawa	555 New Durham Rd., Piscataway, NJ	www.enterwebsitehere.com																																																								
5																																																											
6																																																											
List 3-6 Comparable Concessions as Needed																																																											
<table border="1"> <tr> <td>VFM %</td> <td>TOP #</td> <td colspan="18">Name of Comparable Concession #1</td> </tr> <tr> <td>25%</td> <td>2</td> <td colspan="18"></td> </tr> </table>																				VFM %	TOP #	Name of Comparable Concession #1																		25%	2																		
VFM %	TOP #	Name of Comparable Concession #1																																																									
25%	2																																																										
<b>Section F: Concessionaire Inventory Items</b>																																																											
Item #	Item	Description	Quality	Weight/Size	VFM (Y/N)	Current Price	Top 40 Items (X)	Additional Details	Item	Description	Quality	Size/Weight	Close Match Actual Price	Equivalent Price	Average	Street Price + 10% (Maximum Allowed)	Proposed Price	Difference vs. Street +10% Price	Percentage (%) of Proposed Price to Street Price	Item Approval (Y/N)	Additional Details																																						
1	Hamburger	Burger with Pretzel bun	100% USDA-inspected premium gen	10 oz	N	\$ 9.00	X		Hamburger	single burger	USDA grade	12oz	\$ 12.00	\$ 10.00	\$ 10.50	\$ 11.55	\$ 11.00	(\$ 0.55)	95%	Y	Comp 1 was adjusted based off sandwich ounces for close match.																																						
2	French Fries	Basket of Fries	Sweet Potato	Medium	N	\$ 3.00			Fries	tub of fries	sweet potatoe fr	Medium		\$ 2.75	\$ 2.92	\$ 3.21	\$ 3.00	(\$ 0.21)	94%	Y																																							
3	Chicken Tenders	Dinner with Side options(salad/frie	Premium, 100 percent breast meat	4-count	N	\$ 12.99	X		Chicken tenders	battered white mes	USDA grade	4-count		\$ 15.50	\$ 13.67	\$ 15.03	\$ 24.00	\$ 8.97	160%	N																																							
4	Nestle Water	Bottle Spring Water	N/A	16 oz	Y	\$ 3.49								\$ 4.00	\$ 3.67	\$ 4.03	\$ 2.00	(\$ 2.03)	50%	Y	We Value You \$2 water requirement																																						
5																																																											
6																																																											
7																																																											
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10																																																											
11																																																											
12																																																											
13																																																											

3. Annual Confirm Statement



## Annual Confirmation Statement

*Concessionaire - Provide this on Company Letterhead*

**From:** Concessionaire  
**To:** Port Authority of New York New Jersey  
**CC:** Concession Management Company/ Terminal Operator (if applicable)  
**Subject:** Annual Confirmation Statement

In accordance with the Port Authority of New York and New Jersey Concessionaire Street Pricing Standards and Procedures Manual, we hereby:

1. Confirm the three to six Comparable Concessions previously approved and listed below are compliant regarding the comparable concept, location, price rating, and category.

- Comp 1:
- Comp 2:
- Comp 3:
- Comp 4 (Optional):
- Comp 5 (Optional):
- Comp 6 (Optional):

2. Confirm the three to six Comparable Concessions previously approved and listed above remain open and in operation.

**Date:** 01/01/2022

**Signature**

# PANYNJ Concessionaire Street Pricing Standards & Procedures Manual Version 2.0

## 4. Price Revision Form

PORT AUTHORITY NYNJ AIR LAND RAIL SEA				Price Revision Form			
Refer to Concession Street Pricing Manual Section 7.5							
<b>Instructions for Concessionaires:</b>							
1. Provide the Concessionaire Information in section A.							
2. Complete the Submission Period Information in Section B.							
3. Provide the name and position of the Concessionaire that completed this form in Section C.							
4. Provide the Comparable Concession information in Section E.							
5. List the Proposed/New Inventory Item Price(s) in Section F. For existing items, ensure that the Item # is the same as originally listed in the FMB. For new items, enter an Item # consecutive to the last Item # used in the previous FMB (e.g., if you previously had 50 approved items on your FMB, the Item # for the first item on this form would be 51.)							
6. Submit to TO/CMC.							
Note: concessionaire and TO/CMC to complete all yellow cells.							
You may not submit more than 100 items for price revision.							
<b>Instructions for Concession Management Company/Terminal Operators (CMC/TO):</b>							
1. Review the Inventory Items and related information in Section F.							
2. Approve the Inventory Items in Column AY, or if Not Approved, return to Concessionaire for revision.							
3. Once the Inventory Item Price(s) are approved, provide the name and position of the (CMC/TO) that completed and approved this form in Section C.							
4. Submit to PANYNJ through Microsoft Teams							
Port Authority will Sign-Off on their Approval in Section D.							
<b>Section A: Concessionaire Information</b>							
Concessionaire	Happy Food Co.	Airport	EWR				
Store Name	Rupert Jee's Hello Deli	Terminal	C				
Concept Type	Restaurant - Fast Casual (\$-\$)	Pre / Post Security	Post-Security				
Price Rating	\$\$	Store Location(s)	C1, C2, C3				
Cuisine	Deli	Space Number(s)	37, 63, 95				
Category Designation	Non-Branded	Terminal Operator (TO)	TerminalCo.				
		Concessions Manager (CM)	AB Concessions Mgt				
<b>Section B: Concessionaire Submission Period Information</b>							
Period	2022	Airport Concession Location Description Details					
Date Submitted:	11/15/2022	<Provide information about the Airport Concession Location > Concessionaire can provide attachments i.e. product list or renderings to assist with the review					
Prices Valid from:	12/1/2022						
Prices Valid to:	3/31/2023						
<b>Section C: Price Revision Sign Off</b>							
Entity	Position	Name	Date				
Happy Food Co.	VP Operations	Jane Smith	11/15/2022				
AB Concessions Mgt	General Manager PA Airports	Ellen Daniels	11/30/2022				
TerminalCo.	Commercial Officer	John Doe	12/5/2022				
<b>Section D: PANYNJ Approval</b>							
Port Authority of New York and New Jersey	PA NY/NJ Concessions Manager		1/10/2022				
<b>Section E: Comparable Concession Information</b>							
Comparable Concession	Name:	Address	Website				
1	2nd Ave Deli	1442 1st Ave., New York, NY 10021	www.enterwebsitehere.com				
2	Anita's Deli & Grocery	180 Lexington Ave, New York, NY 10016	www.enterwebsitehere.com				
3	Times Deli	188 W 44th St #1, New York, NY 10036	www.enterwebsitehere.com				
4	Wawa	555 New Durham Rd, Piscataway, NJ 08854	www.enterwebsitehere.com				
5							
6							
List 3-6 Comparable Concessions as Needed							

Section F: Proposed Inventory Item(s) Pricing				Name of Comparable Concession #1																	
ID	Existing / New	Item # (as listed on the FMB)	Item	Description	Quality	Size	VFM (Y/N)	Item	Description	Quality	Size/Weight	Close Match Actual Price	Equivalent Price	Average	Street Price + 10%	Current Price	Proposed Price	% Change	Difference vs. Street +10% Price	Item Approval (Y/N)	Additional Details
1	Existing		1 Hamburger	Burger with Pretzel bun	100% USDA-inspected pre	10oz	N	Hamburger	single burger	USDA grade	12oz	\$ 13.00	\$ 11.00	\$ 11.50	\$ 12.65	\$ 9.00	\$ 11.50	27.78%	\$ (1.15)	Y	Price of Burger quality change and supplier price
2																					
3																					
4																					
5																					
6																					
7																					
8																					
9																					


# PANYNJ Concessionaire Street Pricing Standards & Procedures Manual Version 2.0

## 5. Comp Location Change Form

PORT AUTHORITY NYNJ AIR LAND RAIL SEA											
Comparable Concession Location Change Form											
Refer to Pricing Manual Section 7.3											
<b>Instructions for Concessionaires:</b>											
1. Provide the Concessionaire Information in section A.											
2. Complete the Submission Period Information in Section B.											
3. Provide the name and position of the Concessionaire that completed this form in Section C.											
4. List the existing Comparable Concessions that you are currently using as Approved Comparable Concessions in Section E.											
5. List the proposed Comparable Concession(s) that you request be approved as new Comparable Concession(s) in Section F.											
6. Submit to TO/CMC.											
Note: concessionaire and TO/CMC to complete all yellow cells.											
<b>Instructions for Concession Management Company/Terminal Operators (CMC/TO):</b>											
1. Review the Comparable Concession listed in Section F.											
2. Approve the Comparable Vendors in Section F, or if Not Approved, return to Concessionaire for revision.											
3. Once the Comparable Concession are approved, provide the name and position of the (CMC/TO) that completed and approved this form in Section C.											
4. Submit to PANYNJ through Microsoft Teams.											
Port Authority will Sign-Off on their Approval in Section D.											
<b>Section A: Concessionaire Information</b>											
Concessionaire	Happy Food Co.	Airport	EWR								
Store Name	Rupert Jee's Hello Deli	Terminal	C								
Concept Type	Restaurant - Fast Casual (\$-\$)	Pre/Post Security	Post-Security								
Price Rating	\$\$	Store Location(s) Description(s)	C1, C2, C3								
Cuisine	Deli	Space Number(s)	37, 63, 95								
Category Designation	Non-Branded	Terminal Operator (TO)	TerminalCo.								
		Concessions Manager (CM)	AB Concessions Mgt								
<b>Section B: Concession Submission Period Information</b>											
Period	2022	<b>Airport Concession Location Description Details</b>									
Date Submitted:	4/15/2022	<Provide information about the Airport Concession Location that will assist to understand the comparable locations> Concessionaire can provide attachments i.e. product list or renderings to assist with the review									
Concession Opening Date:	6/30/2021										
<b>Section C: Comparable Concession Change Form Sign Off</b>											
Entity	Position	Name	Date								
Happy Food Co.	VP Operations	Jane Smith	4/15/2022								
AB Concessions Mgt	General Manager PA Airports	Ellen Daniels	4/25/2022								
TerminalCo.	Commercial Officer	John Doe	4/25/2022								
<b>Section D: PANYNJ Approval</b>											
Port Authority of New York and New Jersey	PA NY/NJ Concessions Manager		4/30/2022								
<b>Section E: Existing Approved Comparable Concessions</b>											
Comparable Concession	Name:	Address	Website	Concept	Cuisine	Location Match (Y/N)	Price Rating	Category Designation	Photos Provided/On Website	Concessionaire Justification Comments	Terminal Operator Review (Y/N)
Old 1	2nd Ave Deli	1442 1st Ave., New York, NY 10021	www.enterwebsitehere.com	Restaurant - Fast Casual (\$-\$)	Deli	Y	\$	Non-Branded	Yes		Y
Old 2	Anita's Deli & Grocery	180 Lexington Ave, New York, NY 10016	www.enterwebsitehere.com	Restaurant - Fast Casual (\$-\$)	Deli	Y	\$	Non-Branded	Yes		Y
Old 3	Times Deli	158 W 44th St #1, New York, NY 10036	www.enterwebsitehere.com	Restaurant - Fast Casual (\$-\$)	Deli	Y	\$	Non-Branded	Yes		Y
Old 4	Wawa	555 New Durham Rd, Piscataway, NJ 08854	www.enterwebsitehere.com	Restaurant - Fast Casual (\$-\$)	Convenience store, gas station, deli	Y	\$	Branded	Yes		Y
Old 5											
Old 6											
List 3-6 Comparable Concessions as Needed											
<b>Section F: Proposed Comparable Concession(s) for Replacement and Approval</b>											
Comparable Concession	Name:	Address	Website	Concept	Cuisine	Location Match (Y/N)	Price Rating	Category Designation	Photos Provided/On Website	Concessionaire Justification Comments	Terminal Operator Review (Y/N)
New 1	2nd Ave Deli	1442 1st Ave., New York, NY 10021	www.enterwebsitehere.com	Restaurant - Fast Casual (\$-\$)	Deli	Y	\$	Non-Branded		No change	Y
New 2	Anita's Deli & Grocery	180 Lexington Ave, New York, NY 10016	www.enterwebsitehere.com	Restaurant - Fast Casual (\$-\$)	Deli	Y	\$	Non-Branded		No change	Y
New 3	Katz's Delicatessen	158 W 44th St #1, New York, NY 10036	www.enterwebsitehere.com	Restaurant - Fast Casual (\$-\$)	Deli	Y	\$	Non-Branded		Replacement due to menu change, more comparable products	Y
New 4	Wawa	555 New Durham Rd, Piscataway, NJ 08854	www.enterwebsitehere.com	Restaurant - Fast Casual (\$-\$)	Convenience store, gas station, deli	Y	\$	Branded		No change	Y
New 5											
New 6											
List 3-6 Comparable Concessions as Needed											
<b>Additional Comments</b>											

**PANYNJ Concessionaire Street Pricing Standards & Procedures Manual  
Version 2.0**

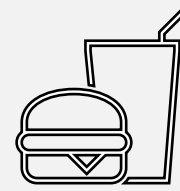
6. Corrective Action Report

 <b>Monthly Corrective Action Report</b> <i>Refer to Pricing Manual Section 8.2</i>									
<b>Instructions for Concession Management Company/Terminal Operators (CMC/TO):</b>									
1. The TO/CMC must conduct on-site spot checks of Concessionaire locations to confirm that pricing is consistent with the most recently approved FMB Analysis, all pricing labeling and signage requirements are being met, and Value for Money offerings are compliant with the approved Value for Money Plan. 2. The Concessionaire will correct any areas of non-compliance within forty-eight (48) hours of receipt of notification by the TO/CMC. 3. On a monthly basis, the TO/CMC shall compile all discrepancies and resolutions in the report below and provide it to the PANYNJ for review.									
<b><i>If the Concessionaire does not make appropriate adjustments to comply with the Street Pricing Policy within three (3) days of such notice of non-compliance, the products and services which are not in compliance may be required to be removed from the Airport Concession Location, and liquidated damages may be imposed</i></b>									
<b>Section A: TO/CMC Information</b>									
<b>Terminal Operator</b>	TerminalCo.	<b>Airport</b>	EWR						
<b>Concession Management Company</b>	AB Concessions Mgt	<b>Terminal</b>	C						
<b>Section B: Report Submission Period Information</b>									
<b>Period</b>	Apr-22	<b>Airport Concession Location Description Details</b>							
<b>Date Submitted:</b>	5/5/2022	< Provide information about the Airport Concession Location that will assist to understand the comparable locations> Concessionaire can provide attachments i.e. product list or renderings to assist with the review							
<b>Section C: Corrective Action Report Sign Off</b>									
<b>Entity</b>	<b>Position</b>	<b>Name</b>	<b>Date</b>						
AB Concessions Mgt	General Manager PA Airports	Jane Smith	5/1/2022						
TerminalCo.	Commercial Officer	Ellen Daniels	5/4/2022						
<b>Section D: Port Authority Receipt</b>									
<b>Port Authority of New York and New Jersey</b>	PA NY/NJ Concessions Manager		5/10/2022						
<b>Section E: Existing Approved Comparable Concessions</b>									
ID	Store Name	Concessionaire	Location Description	Space Number	Pricing Discrepancies	Date Found	Corrective Action	Date Corrected	Terminal Operator Confirmed Correction (Y/N)
1	Bob's Burger	Happy Food Co.	C1 Post-Security near gate C73	37	16 oz beer approved at \$8 on the FMB but is listed on the menu for \$10	4/1/2022	Tenant updated menu and POS system to reflect the previously approved price.	4/3/2022	Y - Photo attached
2	Rupert Jee's Hello Deli	Happy Food Co.	C2 Post-Security near gate C109	95	Prices were not displayed for three sandwiches	4/5/2022	Price labels added to display case	4/6/2022	Y - operation staff confirm; Photo attached
3									
4									
5									
6									

# **Value for Money (VFM)**

# CONCESSIONAIRE'S CONCEPT TYPES

- *Note: The type of items that qualify as VFM vary depending on the concept type. As a result, please reference page 3 – 11 for approved items for each concept to select from.*
- *Concessionaires would be required to select a minimum of four items from the options available for each concession type to comply with VFM requirements which allow concessionaires to charge street price +10%. Please note that \$2 water must be selected as one of the four items to meet requirement.*
- *As part of this requirement, the four items selected must be kept in stock and made available throughout the year.*



Grab & Go



Fast Casual



Specialty Coffee/Cafe



Premium Casual Dining



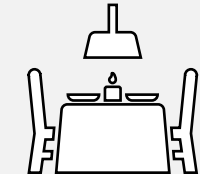
Fine Dining



Bar



Quick Service



Casual Dining



Casual Coffee



# Grab and Go


Locations that feature pre-packaged foods and beverages with a focus on sandwiches, salads, snacks and beverages. For example, CIBO Market.



**Sandwich**



**Snack**



**\$2 Water**



**Salad**



**Pastry**




**Beverage**

Sandwich Pricing: Less than \$10.00	Snack Pricing: Less than \$3.00	Water (16oz -20 oz) Pricing: Less than \$2.00	Salad Pricing: Less than \$10.00	Pastry Pricing: Less than \$5.00	Non-Alcoholic Bev/Juice/Milk (16oz - 24 oz) Pricing: Less than \$4.00
--	------------------------------------	--	-------------------------------------	-------------------------------------	---



# Quick Service


Locations that feature a limited menu of foods that are quick to prepare and serve. These concepts are often branded and rarely feature alcohol. There is no table service. For example, Burger King.




**Sandwich**




**Fruit Salad**



**\$2 Water**



**Side**



**Dessert**



**Beverage**

Sandwich Pricing: Less than \$10.00	Fruit Salad Pricing: Less than \$5.00	Water (16oz -20 oz) Pricing: Less than \$2.00	Side Pricing: Less than \$6.00	Dessert Pricing: Less than \$5.00	Soda/Juice/Milk (16oz – 24 oz) Pricing: Less than \$4.00
--	--	--	-----------------------------------	--------------------------------------	---



# Fast Casual

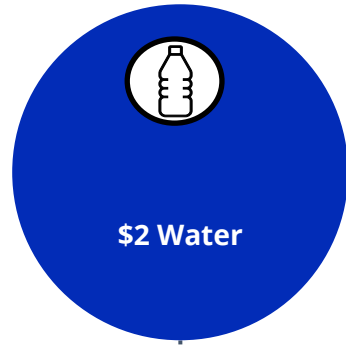
Elevated quick service locations that feature higher quality ingredients, increased customization, and greater menu depth. These concepts are often branded and may or may not serve alcohol. There is no table service. For example, Shake Shack.



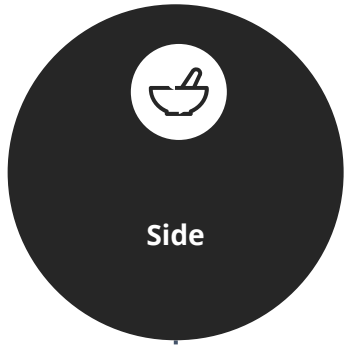
Sandwich



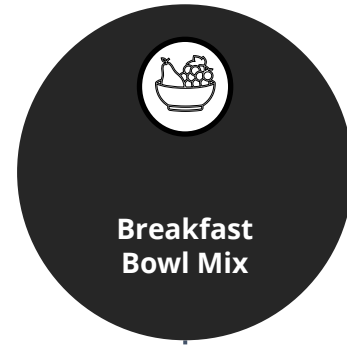
Salad/Bowl



\$2 Water



Side



Breakfast Bowl Mix



Beverage

Sandwich  
Pricing: Less than \$12.00

Salad/Bowl  
Pricing: Less than \$12.00

Water (16oz -20 oz)  
Pricing: Less than \$2.00

Side  
Pricing: Less than \$7.00

Breakfast Bowl Mix  
Pricing: Less than \$8.00

Non-Alcoholic Bev (16oz - 24)  
Pricing: Less than \$6.00



# Casual Dining


Serves moderately priced plated foods. These locations are sometimes branded and feature themed menus often focused on a particular cuisine or geography. Alcohol is served and food is brought to the table by servers. Orders are given to servers or via a tablet interface. For example, Chili's.




**Sandwich**



**Salad/Bowl**



**\$2 Water**



**Appetizer**

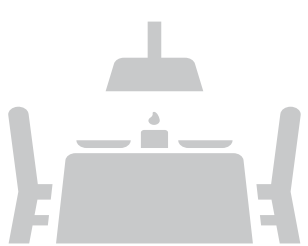
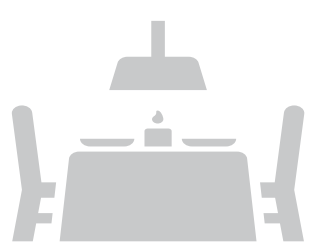
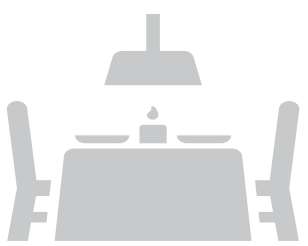
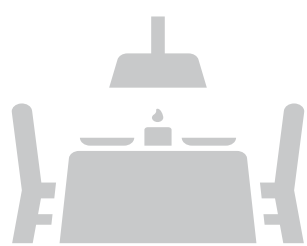


**Wine**



**Beer  
Cider/Hard  
Seltzer**

<p>Sandwich Pricing: Less than \$14.00</p>	<p>Salad/Bowl Pricing: Less than \$14.00</p>	<p>Water (16oz -20 oz) Pricing: Less than \$2.00</p>	<p>Appetizer Pricing: Less than \$10.00</p>	<p>Wine (5oz – 9 oz) Pricing: Less than \$12.00</p>	<p>Beer/Cider/Hard Seltzer Bottle/Can 12oz Draft:16oz Pricing: Less than \$9.00</p>
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# Premium Casual Dining

Plated foods served in an upscale setting. Menus are culinary driven and feature high quality ingredients. Orders are given to and delivered by servers. Alcohol is served and features premium wines, beers, and cocktails. For example, Bobby Van's Steak House.



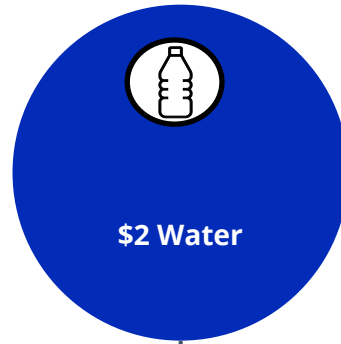
**Appetizer**

Appetizer  
Pricing: Less than \$14.00



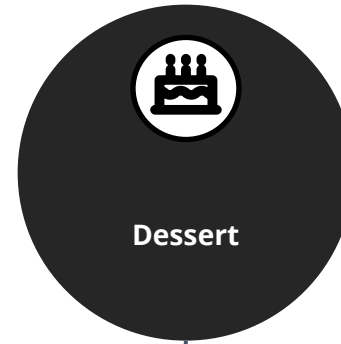
**Side**

Side  
Pricing: Less than \$13.00



**\$2 Water**

Water (16oz -20 oz)  
Pricing: Less than \$2.00



**Dessert**

Dessert  
Pricing: Less than \$14.00



**Wine**

Wine (5oz - 9 oz)  
Pricing: Less than \$12.00



**Beer  
Cider/Hard  
Seltzer**

Beer/Cider/Hard Seltzer  
Bottle/Can 12oz  
Draft:16oz  
Pricing: Less than \$9.00



# Fine Dining


Restaurants that have a sophisticated atmosphere and feature very limited culinary driven menus using highest quality ingredients. In addition to the food and beverage offering, ambiance creates the upscale experience. For example, Classified.



**Appetizer**



**Side**



**\$2 Water**



**Dessert**



**Wine**



**Beer  
Cider/Hard  
Seltzer**

<p>Appetizer Pricing: Less than \$16.00</p>	<p>Side Pricing: Less than \$15.00</p>	<p>Water (16oz -20 oz) Pricing: Less than \$2.00</p>	<p>Dessert Pricing: Less than \$16.00</p>	<p>Wine (5oz – 9 oz) Pricing: Less than \$12.00</p>	<p>Beer/Cider/Hard Seltzer Bottle/Can 12oz Draft:16oz Pricing: Less than \$9.00</p>
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# Casual Coffee

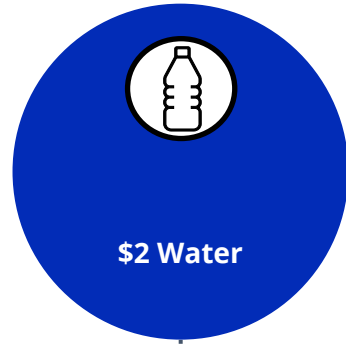
Quick service coffee, serving drip coffee and a limited menu of specialty coffee drinks. Food offering is typically breakfast sandwiches, pastries and donuts, and a selection of non-alcoholic beverages.



**Breakfast Sandwich**



**Side**



**\$2 Water**



**Pastry**



**Coffee**



**Specialty Coffee**

Breakfast Sandwich  
Pricing: Less than \$8.00

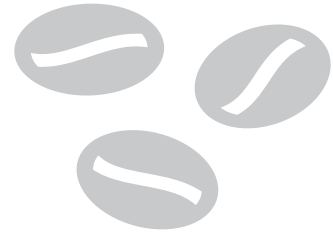
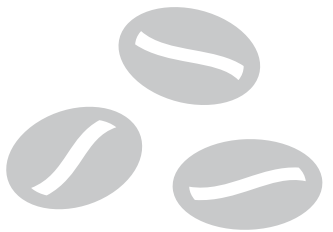
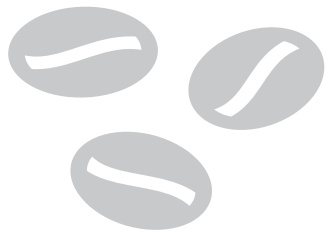
Side  
Pricing: Less than \$3.00

Water (16oz -20 oz)  
Pricing: Less than \$2.00

Pastry  
Pricing: Less than \$7.00

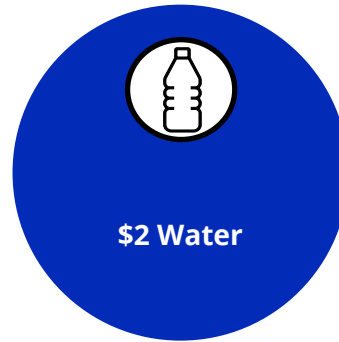
Coffee (12oz-16oz)  
Pricing: Less than \$4.00

Specialty Coffee (12oz-16oz)  
Pricing: Less than \$7.00



# Specialty Coffee/Cafe

Upscale coffee or café concept that features specially sourced and roasted coffee, a large variety of specialty beverages with customization, and an expanded food menu that may include smoothies, bowls, etc.



Breakfast Sandwich  
Pricing: Less than \$10.00

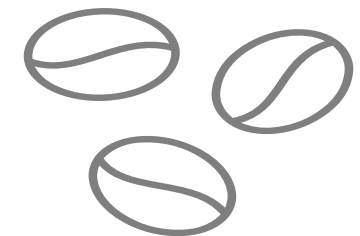
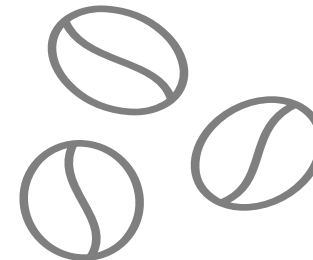
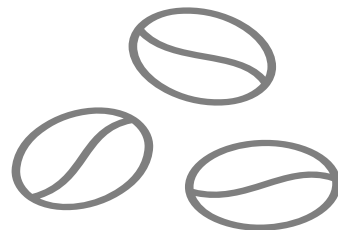
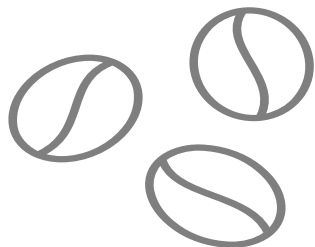
Side  
Pricing: Less than \$6.00

Water (16oz -20 oz)  
Pricing: Less than \$2.00

Pastry  
Pricing: Less than \$7.00

Coffee (12oz-16oz)  
Pricing: Less than \$6.00

Specialty Coffee (12oz-16oz)  
Pricing: Less than \$9.00





# Bar

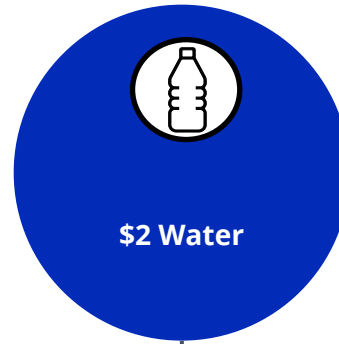
Establishments that primarily serves alcoholic beverages, such as beer, wine, liquor, cocktails, other beverages. Food is typically a limited menu. In airports this menu may be grab and go items or it may share menu items with another concept that has a nearby kitchen.



Sandwich  
Pricing: Less than \$12.00



Snack  
Pricing: Less than \$5.00



Water (16oz -20 oz)  
Pricing: Less than \$2.00



Appetizer  
Pricing: Less than \$12.00



Wine (5oz - 9 oz)  
Pricing: Less than \$12.00



Beer/Cider/Hard Seltzer  
Bottle/Can 12oz  
Draft:16oz  
Pricing: Less than \$9.00

