



**PORT AUTHORITY OF NEW YORK AND
NEW JERSEY AVIATION DEPARTMENT
VALUE FOR MONEY STANDARDS AND
GUIDANCE**

Version 1.00

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1. OVERVIEW

The Value for Money Standards and Procedures provides guidance on the application of the Value for Money (VFM) policy with the goal of facilitating an effective and value-driven concessions program while regulating program integrity and enhancing customer satisfaction. The Standards and Procedures apply to Concessionaires, Terminal Operators and Concession Management Companies at Newark Liberty International Airport (EWR), John F. Kennedy International Airport (JFK), LaGuardia Airport (LGA), and New York Stewart International Airport (SWF).

The Aviation Department Commercial Unit in conjunction with the Customer Experience Service Delivery Unit, Terminal Operators and appointed Concession Management Companies are responsible for monitoring and managing compliance with the street pricing program and for enforcement of the policies and procedures.

The Port Authority of New York and New Jersey (PANYNJ) has a long-standing policy of requiring Concessionaires to sell products at "Street Pricing." The Street Pricing policy was updated by the Port Authority of New York and New Jersey Board of Commissioners on June 25, 2020. The policy allows updated caps concession prices at Street Prices plus a maximum surcharge of 10% and requires Concessionaires to offer 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. This document is intended to implement the 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 concession 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.

Value for Money Policy Statement

The PANYNJ Board Resolution, as reflected in terminal lease, concession agreements, and concession management agreements new and existing:

Each concession agreement that allows concessionaire the sale of food, beverages, retail and/or services shall provide Value For Money (VFM) offerings to airport customers if they charge **"Street Prices"** + 10% as defined by the Street Pricing Policy Statement. The definition and validation of qualifying VFM offerings will be determined and adjusted by PANYNJ Concessions Unit with feedback and engagement with concession stakeholders. As a response to the customer perception from industry surveys such as ACI/ASQ, the "We Value You" program was created to develop measurable actions on Value for Money (VFM).

The validity of VFM offerings involves the participation of the Terminal Operator, Concession Management Company, and Concessionaires in the Port Authority "We Value You" program or its future iterations or replacement programs.

The Aviation Department through its Commercial Unit in conjunction with the Customer Experience Service Delivery Unit, 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) **"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 (TO) or the PANYNJ.
- (b) **"Terminal Operator (TO)"** shall mean an entity that is responsible by agreement with the PANYNJ for physical control over the operation of a terminal.
- (c) **"Comprehensive Concessions Plan (CCP)"** shall mean a comprehensive plan for the development and operation of the concession program, setting forth, among other things: 1) the types of concessions placed—or to be placed—in the terminal, their size, designated location, and configuration; 2) commercial terms including rental, minimum capital investment, and contract duration for each existing or new concession; 3) the structure and level of any additional fees payable by concessionaires; 4) ACDBE participation and outreach plans; 5) (TO) quality and service standards including hours of operation; 6) plans to monitor and enforce the Port Authority Street + 10% Pricing Policy; 7) concession program changes and refurbishment, including minimum investments; 8) We Value You Program Plans compliant with the Port Authority Value for Money Guidance; 9) plans to comply with PANYNJ environmental initiatives; 10) projected gross

- receipts and rent due to landlords for each concession category; 11) such other information as requested by the Port Authority.
- (d) **"Concession Management Company (CMC)"** shall mean a company that contracted with the TO or the PANYNJ for the performance of concessions management responsibilities in the respective terminal.
 - (e) **"The Port Authority Street + 10% Pricing Policy"** The policy caps concession prices at Street Prices (as defined by the Port Authority) plus a maximum surcharge of 10% and requires concessionaires to have a beverage option and retail. Food-and-beverage (F&B) and concession operations—including Travel Essentials concession operations carrying beverages and edible items, such as snacks, pastries, sandwiches, good and services—which are found to be non-compliant with the Port Authority Value for Money Guidance will not be permitted to charge prices in excess of Street Price for any item offered for sale in those establishments. Compliance with the Value for Money Guidance, therefore, will be a pre-condition for permission to charge prices in excess of Street Prices. Refer to the PANYNJ Concessionaire Street Pricing Standards and Procedures Manual under the Street Pricing Policy Statement and in **Section 5** for further guidelines and clarifications.
 - (f) **"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 the Street Pricing Standards and Procedures.
 - (g) **"Full Market Basket (FMB) Analysis"** shall mean a list of a Concessionaire 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.
 - (h) **"Airport Council International (ACI)"** is an organization of airport authorities aimed to unify industry practices for airport standards.
 - (i) **"Airport Service Quality (ASQ)"** is a world-renowned and globally established benchmarking program measuring customer satisfaction as the customer travels through an airport. ASQ data provides the research tools and management information to understand customer demands and needs within airport products and services.
 - (j) **"Value For Money (VFM)"** shall mean the list of goods/services for sale at the airport not only on the minimum purchase price but also the maximum efficiency and effectiveness of the purchase.
 - (k) **"We Value You (WVY)"** is the PANYNJ universal program that maximizes the customer experience, time, and spending at our airports. We Value You

is a guide and indicator of special prices, deals, family friendly events and technological conveniences for customers.

- (l) **“Prix Fixed Menu”** is a menu where a meal consists of an appetizer, entrée, and dessert at a total fixed price i.e., pick 3, drink, appetizer, and entrée for \$X.
- (m) **“Modifiers”** is a group of items that are assigned to a product/category to add more details or an upcharge to an order i.e., steak upcharge to a salad.
- (n) **“Low-priced item”** is considered to be perceived by customers as a deal or below an expected price to be paid for an item or combo.

3. ROLES AND RESPONSIBILITIES FOR VALUE FOR MONEY

Aviation Department

The PANYNJ Concessions Unit is responsible for managing compliance of the Value for Money Policy and monitoring the oversight and management of the TO/CMC over the Concessionaires. The PANYNJ Concessions Unit in collaboration with Customer Experience Service Delivery Unit is also responsible for the evaluation of the “We Value You” program plans submitted annually by the TO/CMC and monitoring the implementation.

Concession Operators

Concessionaires are responsible for providing Value for Money experiences and options to customers in their different forms as defined by the five-point value for money framework: Price, Quality, Convenience, Service, and Marketing and Communications. The determined options will be submitted to the TO/CMC as part of the “We Value You” Plan annually and revised in June.

Terminal Operators/Lessees

The Terminal Operator (TO) is required to submit initially through its Comprehensive Concession Plan (CCP) annually a “We Value You” Program Plan as a part of the Airport Customer Experience Performance and Standards Manual requirements at its due date. The TO shall directly or through its CMC ensure the coordination and participation of concessionaires throughout the terminal in its We Value You Program Plan and activities. The TO shall directly or through its CMC monitor the Concessionaires ongoing compliance in providing Value for Money items and experiences consistent with the Street Pricing Standards Requirements and Value for Money Standards Manual.

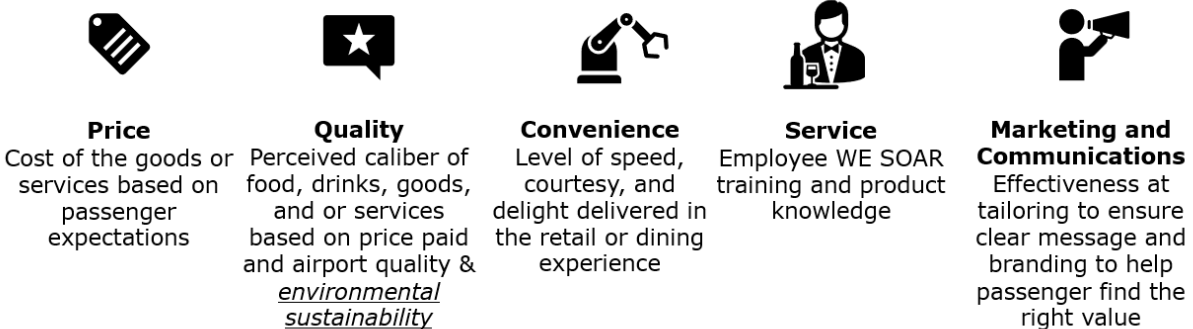
Concession Management Companies /Developers

Concession Management Company (CMC) and Developers are responsible for the terms outlined in the Terminal Operator/Lessees as directed by the Port Authority. The CMC shall handle any instances of Value for Money noncompliance and shall delineate the actions taken to resolve the matter including any corrective action required.

4. THE PORT AUTHORITY AVIATION DEPARTMENT VALUE FOR MONEY ELEMENTS

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 concession programs. This framework offers a unified approach to deliver a world-class dining and shopping experience at all PANYNJ airports by focusing on the propositions of price, quality, convenience, service, and marketing and communications.

Value for Money Framework



Price: Is the amount charged to a customer, not including applicable taxes or additional surcharges as may be approved by the Port Authority. The Price proposition addresses the following key deliverables:

1. Compliance with Port Authority Street Pricing Standards and Procedures Manual.
2. Availability of affordable water options at concessionaire locations where bottled water is sold, defined as 16-20 ounce water bottles sold at \$2 or less, or such other affordable water options as defined by the Port Authority.
3. Availability of special offers designed and curated as “prix fixed menu” to meet the value expectations of various passenger demographics.
 - a. Examples of such special offers include:

- i. Children’s meals to ensure the airports are family friendly.
 - ii. Reasonably priced combo offers, such as coffee and a pastry, or a sandwich, a soup and beverage bundle for \$15.99 or less. Where the combo offers costs less than the total price of both items if purchased separately and lower in price than the concession location standard food and beverage items/item combos.
 - iii. Chef’s tastings or prix fixed menus featuring the best of local New York and New Jersey experiences to meet the needs of customers seeking unique curated experiences.
 - iv. Meal of the Day offerings utilizing economies of scale to lower the price of a particular item.
 - v. Access to branded concepts projecting value through brand properties and customer perception of brand properties.
 - vi. Products that can be purchased two for the price of one.
 - vii. Discount/reduced price services, i.e. massages, shoeshine.
 - viii. Availability of lower-cost retail item such as wired headphones and basic chargers.
4. All prices must be clearly displayed and as defined in the Port Authority Street Pricing Standards and Procedures Manual.
 5. All affordable waters, Combo Meals, Meal of the Day promos and discounted services must be visibly priced and readily available.

Quality: Is the perceived experience of the food, beverages, goods, or services, based on the combination of price, ingredient freshness, portion size, brand value, and the responsible and sustainable sourcing of food and retail items. Sustainability efforts in managing concessions programs are a significant element of the quality proposition. The Quality proposition includes the following key deliverables:

1. Project value through improved design of customer facing areas.
2. Maintain rigorous cleanliness, facility conditions, and quality control programs.
3. Showcase a local “sense of place” by exhibiting locally sourced foods and merchandise displaying awareness.
4. Ensure compliance with federal state and local jurisdictions’ environmental requirements, going above and beyond corporate environmental standards. Participate in environmental initiatives and demonstrate care for customers, employees, and communities. Examples of such initiatives may include a plastic straw ban, reduction of plastic packaging, commitment to locally grown and sustainably sourced ingredients or joining the Green Restaurant Association.
5. Ensure availability and visibility of healthy meals and options for customers with dietary restrictions, such as kosher, halal, gluten-free, vegetarian, and vegan.

6. Supplement regular menu and retail must-have items with seasonal menus and offers.
7. Ensure availability of exclusive travel retail items. Examples may include skin care combo packages sold exclusively in duty free or travel retail stores or gift-with-purchase promotions.
8. Feature celebrity chefs' affiliation through digital and printed media along with employee product knowledge and "storytelling."
 - a. Airport TO/CMC should ensure most or all these elements at the terminal level: Celebrity chef-inspired eateries and fine dining establishments shall provide the following: prix fixe menus, seasonal menus curated by affiliated chefs or other celebrity chefs, signature dishes, chef tastings, celebrity chef souvenirs, and book signings. Affiliated celebrity chefs must conduct documented annual control visits. Record of such quality control visits may be requested by PANYNJ.
9. Provide sufficient confirmation of continued affiliation with original branded or well-known local concepts, such as franchise or operational agreements, records of quality control inspections conducted by the brand or well-known concept owner. A well-known concept can be a local chain or a single popular store or restaurant.
10. Create curated experiences through special themed events and offerings, including decorations, live performances, book signings, giveaways, and product tastings.
11. Develop a themed calendar of 1-2 quarterly Key Events that require the participation and organization of events, programs, and promotions by the TO or CMC. The We Value You Program Annual Themed Calendar will also have several recommended optional events themed around food, beverages, retail, and public holidays that encouraged participation by the TO and/or CMC.

Convenience: Includes multiple concessions program dimensions, such as ease of access to F&B and retail stores, proximity of stores and restaurants to the departure gates and arrival areas, clear hours of operation, innovative use of technology, contactless ordering and payment availability, gate and home delivery options, and effective concessions wayfinding. Key deliverables of the convenience proposition include:

1. Design and plan concessions experiences based on the flight activity, passenger demographics, and terminal building architecture
2. Provide detailed program layouts for PANYNJ review and approval as requested in the annual Comprehensive Concession Plan (CCP)
3. Implement innovations and IT solutions to enhance the airport dining and shopping experience, with the aim of surprising and delighting customers
4. Ensure product and service availability at levels which passengers expect at a

world-class airport

5. Maintain hours of operation as defined in the latest CCP version approved by the Port Authority or other applicable legal documents
6. Ensure availability of mobile order and delivery options where applicable
7. Review, expressly approve, and memorialize in the CCP all proprietary technology used by concessions operators (required for all TO)

Service: Incorporates sufficient staffing, staff courtesy, WE SOAR training, We Value You Program knowledge, and the speed of service. Key deliverables of the service proposition include:

1. Nurture the culture of employee and customer care excellence through rewards and recognition programs, employee support programs, and team building events. Some examples may include “bring your child to work” days, employee cook-off competitions, or celebrity chef master classes.
2. Provide employees with customer service and product knowledge training, including:
 - a. PANYNJ WE SOAR customer service standards
 - b. We Value You Program knowledge
 - c. General product knowledge sufficient to direct customers to products within the store
 - d. General airport knowledge sufficient to direct customers to other concessions units, airport facilities, airport and airline staff/management
 - e. Disability Awareness Training
3. Maintain exceptional brand-specific customer service standards including in-depth product knowledge and “storytelling” at high-end retail and fine dining establishments.
4. Control queue lines in areas frequently experiencing high passenger volumes by providing stanchions and staff who can meet with and acknowledge customers and provide them with approximate wait times.
5. Implement requirements for professional attire, including crew uniforms and name tags—if applicable—or other attire standards as required by the PANYNJ Performance Standards Manual.
6. Create service recovery protocols for dissatisfied customers. Examples may include instructions on escalation, refunds, vouchers, product replacements, gift certificates, and giveaways.
7. Ensure customer service experts are available via email, phone, and or social media channels to respond to inquiries and accept feedback. Address customer feedback within the guidelines of the Port Authority.
8. General working knowledge by employees about major events in and around the airport that may impact and be of interest to customers.
9. Understanding of airport conditions and restroom locations as a part of service

delivery.

Marketing: Includes effective, tailored, and clear messaging and We Value You branding to help passengers find value options. Key deliverables of the marketing propositions include:

1. Provide real-time concessions information published on in-terminal digital and printed media, apps, and websites.
2. Maintain in-store and in-terminal We Value You (WVY) signage when applicable and branding near the special offers. An example may include "WVY" signage near \$2 bottle of water options.
3. Communicate WVY offers on in-terminal digital and printed media, apps, websites and QR codes.
4. Ensure "We Value You" logos are present in digital and static form on VFM menu (menu board, display monitors) items.
5. Ensure the VFM offering are visible in the terminal for all customers to locate and offerings are readily available for purchase.

Communication: Ensure clear communication for all internal and external stakeholders including responding to the Voice of the Customer (VOC) on all social media communications and other platforms to address customer feedback.

1. Ensure all employees are aware of product, specials promotions and the We Value You program.
2. Ensure Concessionaires have visible customer comments contact information visible in concession, i.e. via customer satisfaction number, QR code or other methods of feedback available immediately after receipt.
3. Ensure TO/CMC responds to any price findings within 48 hours of receipt of customer feedback.

5. STREET PRICING VALUE FOR MONEY ITEM REQUIREMENTS

As a part of the PANYNJ Concession Street Pricing Standards and Procedures Manual requirements for the Full Market Basket Analysis (FMB), 10% of the FMB items listed must be classified as Value For Money (lower-priced products/deals). 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.

The following is justification for items to be classified as VFM options to fulfill the requirement of at least 10% of items in food and beverage to be **lower priced** in the concession location Full Market Basket (FMB) analysis. The percentage required of

lower-priced Value for Money items for Non-Food & Beverage locations will be at the discretion the TO/CMC.

- Availability of affordable water options at all concession locations where bottled water is sold, defined as 16–20-ounce water bottles sold at \$2 or less, or such other affordable water options as defined by the Port Authority.
Examples of such special offers include:
 - Availability of lower-cost items such as wired headphones and chargers
 - Children’s meals to ensure the airports are family friendly
 - Reasonably priced combo offers, such as coffee and a pastry, or a sandwich, soup and beverage for \$15.99 or less , where the combo offers costs less than the total price of both items if purchased separately and lower in price than the concession location standard food and beverage items/item combos
 - Chef’s tastings or prix fixe menus featuring the best of local New York and New Jersey experiences to meet the needs of customers seeking unique curated experiences
 - Meal of the Day offerings utilizing economies of scale to lower the price of a particular item
- Availability of special offers designed and curated to meet value expectations of various passenger demographics.
- Healthy meals and meal items for customers with dietary restrictions, such as kosher, halal, gluten-free, vegetarian, and vegan.
- Concessionaires providing corporate letters to the TO/CMC for pricing justifications will work with their respective TO/CMC to determine percentage of Value for Money items required for compliance with Street Pricing Policy.
- Discount/reduced price services, i.e. massages, shoeshine.

6. We Value You (WVY) Program plan

The Value for Money Program provides guidelines for required compliance documents, including plans and reports to be submitted to the Port Authority. As stipulated in the Port Authority Terminal lease agreements, TO shall comply and ensure CMC and concessions operator compliance with the Port Authority Street + 10% Pricing Policy and, by association, the Aviation Department Value for Money Policy.

As a result, the PANYNJ created the “We Value You” plan—a universal program that maximizes the customer experience, time, and spending at our airports. We Value You (WVY) is a guide and indicator of special prices, deals, family friendly, events and technological conveniences for passengers.

Concessions operators shall comply with the Port Authority Airports “Value for Money” Policy and its “We Value You” Program as further defined in this document and which may be redefined, expanded, or clarified in General Manager Bulletins and the Airport Customer Experience Performance and Standards Manual.

7. SUBMISSIONS

Full Market Basket (FMB):

After an approval letter for the Comparable Concessions Justification Forms (CCJF) has been received, Concessionaires can begin preparing the initial Full Market Basket (FMB) for each Airport Concession location to the TO/CMC for review and approval at least 45 days prior to the projected opening date. There should be no changes or modifications to the form columns, formulas, titles or formatting. If there are any issues or problems, please email aviconcessions@panynj.gov.

The PANYNJ will conduct a review and final acknowledgement of compliance at least 45 days prior to the projected opening date (for new concessionaires only). Existing concessionaires must prepare and submit an annual updated FMB Analysis to TO/CMC for review and approval for each Airport Concession location at a calendar date as specified by PANYNJ. The FMB should be a more detailed submission that describes how the VFM items will be delivered through the “We Value You” program.

TO/CMC are expected to ensure each concessionaire complies with the Port Authority requirements for a minimum of 10% of the FMB product list to be VFM items before approving their FMB analysis allowing them to charge Street Pricing + 10%. If the concessionaire does not comply with the Port Authority requirements for VFM, the concession will be approved to charge only the “Street Pricing” average. After the FMB has been reviewed and approved by the TO/CMC, a signed FMB will be submitted by TO/CMC via the Microsoft Teams External PA Terminal Concession Stakeholder folder in the Terminal’s respective channel.

1.) Concessionaire is to provide to the TO/CMC a summary of the Value for Money submissions found in the FMB form on a separate document along with the POS report for review and approval of the TO/CMC (for marketing and communication purposes).

2.) The TO/CMC will update the live Concession Database document with the concession FMB uploaded date.

3.) The TO/CMC will tag the Port Authority Concessions group and post message in the Terminal’s respective channel sharing when the FMB has been uploaded.

4.) TO/CMC will collect and submit the Value for Money deals/special from each concessionaire in the terminal for PANYNJ review.

Food and Beverage & Travel Essentials:

The minimum percentage amount for the Value for Money compliance is 10% for concessions that sell food and beverage products. It should be marked on the FMB form under the VFM % column with an "Y" or "N" to calculate the total percentage amount complies with Street Pricing + 10% requirements. The concessionaire is required to provide additional details describing the VFM product entry. The TO/CMC must review and acknowledge the concession entry as VFM with TO/CMC approval column. Any modifiers with an upcharge of more than **\$2** must be listed on the FMB form and marked "Y/N" whether it is an VFM item as this will affect the overall VFM percentage. Modifiers with an upcharge of less than **\$2** will need to be listed as a line item on the form but will be left blank under the VFM column.

For example #1: The cost listed on the FMB for a Caesar salad is \$14 but has a modifier option of Grilled Chicken with an upcharge of \$10, increasing the price of the salad from \$14 to \$24. Therefore, the cost associated with the upcharge for the chicken will be listed as a line item and will need to be reflected on the FMB and marked with Y/N under the "VFM" column.

For example #2: The cost listed on the FMB for a hamburger is \$13 but has a modifier option of cheese with an upcharge of \$1, increasing the price of the hamburger from \$13 to \$14. Therefore, the cost associated with the upcharge for the cheese is less than \$2 and will need to be listed as a line item but will **NOT** need to be marked as Y/N under the "VFM" column in the FMB and can be left blank.

"This policy as updated caps concession prices at Street Prices plus a maximum surcharge of 10% and requires Concessionaires to offer lower-priced food and beverage options to provide Value-for-Money."

Concessionaires that do not meet the minimum requirement of 10% VFM will not be eligible to charge the "Street Price" + 10% as defined by the Street Pricing Standards and Procedures Manual in **Section 5**.

Non-Food and Beverage Concessions

The minimum percentage amount for the Value For Money compliance for non-Food and Beverage concessions will be determined by the TO/CMC. It should be marked on the FMB form under the VFM % column with an "Y" to calculate amount. If a non-food and beverage concession request the Street Pricing +10% surcharge, the lower-priced items will be required. These concessions include Retail, Duty Free, Services and Automated Retail.

If a concession is having difficulty identifying product/items to meet the VFM standards, the concession should consult with its vendors to include items that offer different price points of permanent promotions, i.e., two for XX, gift with purchase or a percentage off services when combined with another service of equal or lesser value.

VFM %
10%
VFM (Y/N)
N
N
N
Y

Additional Details
Sandwich \$ 13.99, Soup \$4.99 when purchased separately. As the Value for Money Deal it is \$15.99

Airport Customer Experience Performance Standards Manual Section 7.3: Service Excellence Performance and Measurements Plans Template

TO/CMC are required to submit an Annual Action Plan to the PANYNJ by the prescribed due date. The plan should describe TO/CMC initiatives achieving the Service Excellence Standards and how they will measure success. The content of the Action Plan should be discussed with the PANYNJ-designated Airport Customer Experience Representative for review and agreement and should be updated when necessary to ensure that it remains current. Using the template provided in Section 7.3, terminal operators are to formulate their individual plan in a format that is consistent across all terminals, while enabling terminal operators to reflect their own priorities. In addition to submitting the plan in the required format, the TO/CMC shall upload a deck in its respective Teams channel and identify the 5-point framework and key measures to show how the plan will improve ASQ scores from the previous year. [Port Authority of New York and New Jersey General Information for All Operators \(panynj.gov\)](https://www.panynj.gov/)

Key aims of the Action Plan:

1. Aligns TO/CMC values with those of the PANYNJ Aviation Department.
2. Includes an overview of the past year's performance, recognizing continuous improvements as a functional driver of success.
3. Focus on continuous improvements, which include the customer segments and areas requiring prioritized refurbishments for the upcoming year. Identify how these segments and areas will be addressed to achieve the Service Excellence Standards appropriate to their operation and how success will be measured.
4. Instill systematic monitoring of the agreed performance standards and associated targets, including self-audits across the entire airport journey. Monitoring should be carried out by the TO/CMC to provide a comprehensive view of the service performance and the basis upon which improvement strategies will be built. The PANYNJ will conduct periodic performance audits, e.g., through the ACI, ASQ and mystery shopping.
5. Promote stakeholder engagement and collaboration for a coordinated end-to-end service, supported by a service excellence culture.
6. Provide your VALUE FOR MONEY Plan:
 - a. Describe implementation of the Port Authority Street Pricing Policy across all food and beverage concessions to ensure compliance. Provide information on whether pricing audits will be completed by a third-party company or in-house, as well as a Point of Contact.
 - b. Provide examples of lower cost food items offered at each concession and individualized pricing per item.
 - c. List participating retailers of the \$2 bottle of water offer.

- d. Describe your program for Deals of the Day and other promotions. Share frequency in which specials are offered through an events calendar which can include planned seasonal promotions as well as how they would be communicated.
- e. Describe the options you offer to increase convenience of retail choices in your terminal, such as at-your-seat delivery services.
- f. Confirm physical menus are available (with pricing) and hours of operation clearly visible at all applicable locations. In addition, provide availability, if applicable, to a digital QR code for customers to scan and review menus, specials, etc.
- g. Certify that all concessions staff undergo WE SOAR training. In addition to this, note any other training programs provided to concessions staff to ensure customers are provided with speedy and courteous service.
- h. Provide a Corrective Action Plan on any findings from customer feedback, including satisfaction surveys such as ASQ and the Wi-Fi surveys and note any other feedback channels routinely used to improve the customer experience.
- i. Provide your customer comment phone number, email address, and/or digital tag.

Comprehensive Concession Plans (CCP):

Annual CCP is to be submitted by TO/CMC per Agreement but no later than 60 days prior to the start of each calendar year. Annual CCP shall include a description of changes vs. previous year and/or vs. pre-award and initial CCPs. In addition, Annual CCP should include the previous year's performance overview and Key Performing Indicators (KPIs) program results for previous contract years to evaluate the program performance and assess the need for improvement.

We Value You (WVY) Program Plan:

Food-and-beverage (F&B) and Retail concession operations—including Travel Essentials concession operations carrying beverages and edible items, such as snacks, pastries, sandwiches, goods and services—which are found to be non-compliant with the agency's Value for Money Policy will not be permitted to charge prices in excess of Street Price for any item offered for sale in those establishments. Therefore, compliance with the Value for Money Policy will be a pre-condition for permission to charge prices in excess of Street Prices. Refer to **Section Overview** of the PANYNJ Concessionaire Street Pricing Standards and Procedures Manual.

1. It is the responsibility of each Terminal Operator to adhere to the Port Authority's Value for Money Policy, including participation in the We Value You Program as described below:
 - a. The Port Authority requires an annual We Value You Program Plan to be completed by the TO or CMC, as applicable. The initial form submission should be submitted with FMB in a separate deck. It should be submitted as a part of the TO/CMC Comprehensive Concessions Plan at the required due date and contain the calendar year's annual We Value You Program plan and submission as a part of the Airport Customer Experience Performance and Standards Manual requirements at its due date.
 - b. A mid-year update/revision is to be submitted by June 15, along with programming plans for the second half of the year, to the External Teams channel and Airport team that receives the Airport Customer Experience Performance and Standards Manual.
 - c. The We Value You Program Plan will request broad annual objectives in accordance with the five-point value proposition framework and annual themed calendar. However, the stakeholder completing the program plan will only need to provide exact details to the PANYNJ regarding the year's initiatives and events within the quarter of the event.
 - d. Key event details will be requested in the program form to provide stakeholders with time to develop programming.
 - e. Key themed events are subject to change depending on the needs of the We Value You Program.
2. Requests for extensions of form submission deadlines must include a reason for delay and be communicated in writing through the Microsoft Teams Channel of the TO/CMC Terminal if the TO or CMC is unable to submit the form by the required deadline.

8. COMPLIANCE

Compliance with the Value for Money Policy requires TO/CMC to:

1. Submit the annual We Value You (WVY) Program Plan as requested by the Port Authority by the due date prescribed by the Port Authority Customer Experience Standards and Performance Manual and the Annual Comprehensive Concessions Plan.
2. Submit the mid-year WVY update by June 15 or as otherwise informed by the Port Authority.
3. Receive approval and/or address Port Authority comments and/or requests for more information within 48 hours.

4. Ensure lower cost value food options with affordable \$2 bottle of water, \$15.99 or less combos, prix fixed meals and WVY specials are available for customers from F&B and Travel Essential locations.
5. Confirmation approval from the TO/CMC must be noted on the FMB form and submitted to the PANYNJ to ensure at least 10% of the items listed on the Full Market Basket for F&B and Travel Essential locations comply with Value for Money program to qualify for the "Street Pricing" + 10% surcharge. The Non-Food & Beverage concessionaires VFM percentage will be determined by the TO/CMC.
6. The TO/CMC will collect and submit the Value for Money deals/special for each concessionaire in the terminal for PANYNJ review.
7. Pass PANYNJ verification measures described below and address any instances in which affordable \$2 water options, combo, prix fixed meals or WVY specials for customer purchase was not identified in a food and beverage, applicable retail or travel essential location within 48 hours.
 - a. PANYNJ officials shall monitor Value for Money Standards compliance through various verification measures including but not limited to:
 - i. We Value You Program Plan review
 - ii. TO/CMC Quarterly Checks
 - iii. Port Authority Mystery Shops Program
 - iv. Customer Experience Service Delivery Concession Spot-Checks
 - v. Social Media feedback/comments
 - vi. Voice Of the Customer (VOC)
 - vii. Port Authority Corrective Action Reports

Non-compliance with Value for Money Policy and its We Value You Program is considered a violation of the Street + 10% Pricing Policy and will require corrective action(s). The non-compliant concession unit shall not be allowed to charge the additional 10% above Street Pricing upon written notification by the Port Authority and must adjust its prices to meet Street Pricing immediately, but no later than 48 hours. If an in-terminal audit finds that prices have not been reduced to Street Pricing at the end of the 48 hours, the Lessee may be subject to audit fees.