



Design and Construction Standard Operating Procedures

Concessions Projects (C-SOP)

O'Hare International Airport
Midway International Airport

Chicago Department of Aviation
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Definitions

In addition to the terms defined elsewhere, the following words, phrases, when capitalized, have the following meanings:

“Airport” refers to O’Hare International Airport and/or Midway International Airport.

“Airport Concessions Program Handbook” refers to providing a basis of uniformity to all concessions at both O’Hare International Airport and Midway International Airport. Adherence to the Concession Lease and License Agreement as well as the elements of this Handbook will contribute to the successful operation of the Concessionaire’s business.

“As-Built Drawings” refers to the drawings that document on-site changes to the original construction documents. The initial plan markups are submitted by the General Contractor to the Architect of Record for submission to CDA. These drawings are required by Chicago Department of Aviation as part of the close out documentation package.

“Business Day” refers to a measurement of time that typically is a day in which normal business is conducted Monday through Friday; excluding Saturday, Sunday and public holidays for all documentation and design submittals.

“Chicago Department of Aviation” (CDA) refers to the managing entity for the Airports on behalf of the City of Chicago.

“CDA Concessions” (CDA-C) refers to the department within CDA responsible for the oversight of the concessions program.

“CDA Point of Contact” (CDA POC) refers to a designee assigned by CDA to oversee the development of the construction project on behalf of CDA.

“CDA Project Number” refers to the CDA project identification number that is required to be included on all correspondence and applications submitted throughout the design and construction process.

“Concessions” refers to non-rental car concession businesses at the Airport selling products or services to the public.

“Concessionaire” refers to the leaseholder or tenant in the business of selling products or services to the public at the Airport.

“Concessionaire Point of Contact” (Concessionaire POC) refers to any party working on behalf of a concessionaire; which will include architects, their engineers and consultants (POC Architect), and the general contractors and their subcontractors (POC Contractor).

“Department of Buildings” refers to the City of Chicago entities responsible for enforcing Chicago Building Codes, by performing inspections and administering permits including the Ventilation Department, Electrical Department, Plumbing Department, and New Construction Department.

“Chicago Department of Public Health” refers to the City of Chicago entity responsible for enforcing Chicago Health Codes, by performing inspections and administering permits.

“Liquor License” refers to the City of Chicago entity responsible to enforce the Chicago Liquor Licensure by performing inspections and administering permits.

“Design and Construction Standard Operating Procedures; Concessions Projects” (C-SOP) refers to the guidelines established by CDA and CDA Concessions as the process by which all Concessions projects are reviewed and approved.

“Design Documents” refers to the documents that illustrate and describe the project design by defining scope, relationships, forms, size and appearance of the project with specifications, plans, sections, elevations, perspectives, typical sectional details, diagrams and equipment layouts.

Definitions Cont'd.

“Concessions Design Guidelines for Midway” to communicate an overall design intent and to provide quality, material, signage, lighting and system standards for concessions development at Chicago Midway International Airport (MDW).

“Concessions Design Guidelines for O’Hare” to communicate an overall design intent and to provide quality, material, signage, lighting and system standards for concessions development at Chicago O’Hare International Airport (ORD).

“Pre-Construction Meeting” refers to the mandatory meeting held prior to project construction.

“Project’s Digital Design Coordinator” (DDC) refers to A/E’s point of contact for document exchange. Multiple members of the design team may have PW access, but only the DDC should contact the CDA POC if follow up coordination is required.

“Project Initiation Letter” (PIL) refers to the concessionaire’s formal letter submittal to CDA Design and Construction requesting a CDA Project Number. The Project Initiation Letter should clearly define the project and scope. Please refer to **Exhibit A** for a list of items to be included in the PIL.

“ProjectWise” (PW) (PW) refers to Software package utilized by CDA to submit, share, review and exchange project documents. The user interface is similar to Windows Explorer with a folder tree structure that contains locations for each project in review.

“Review Comments Form” refers to the CDA template used to document all reviewing parties’ comments regarding the drawing submittal.

“Review and Conditions Letter” refers to the document that is issued by CDA and used at all submittals throughout the drawing review process as a communication and response tool between review parties and the Concessionaire.

“The Sustainable Airport Manual (SAM™)” refers to the manual created by CDA to incorporate and track sustainability in administrative procedures, planning, design and construction, operations and maintenance, and concessions and tenants with minimal impact to project schedules or budgets.

“CDA Construction Safety Manual” refers to the manual created by The City of Chicago, the Chicago Department of Aviation (CDA) and the Chicago Airports Resources Enterprise Plus, LLC (CARE Plus, LLC) to incorporate health and safety regulations as the responsibility of the Contractor working on airport premises.

Introduction

O'Hare and Midway International Airports are owned by the City of Chicago and operated by the Chicago Department of Aviation (CDA). As a department within the City of Chicago, CDA is responsible for the management of the Airports, including the concessions program, and accordingly CDA reserves the right to review and approve the construction or modification of any Concession on Airport property.

For O'Hare International Airport official addresses and site map refer to:

- **Exhibit 1:** O'Hare International Airport Official Addresses and Site Map

For Midway International Airport official addresses and site map refer to:

- **Exhibit 2:** Midway International Airport Official Addresses and Site Map

The procedures, submission requirements, and deadlines set forth in this C-SOP document are mandatory and may only be waived in unique circumstances upon written approval by CDA Concessions. CDA reserves the right to modify the requirements at any time.

The Concessionaire shall provide evidence of professional services throughout all stages of work. All project documentation shall be prepared, signed, and stamped by a licensed design professional. Throughout the design process the Concessionaire is to utilize the most sustainable design practices in the industry with reference to the Sustainable Airport Manual (SAM™) to the extent dictated in the **Concessionaire's Lease and License Agreement**. The CDA, through its Design and Construction Division & CDA Concessions, reviews, oversees, and approves design and work for all new construction, renovation, and remodeling projects at the Airports.

Project oversight varies based on milestones



Development and Design Process Overview

PLEASE NOTE:

CDA Design and Construction Coordinating Architect will determine if Step 1 is applicable to a given project.

The concept development and design process has been established to provide a systematic and organized process by which a concessions concept and design are reviewed and approved by CDA Concessions. It should be noted that field verification is mandatory for all projects.

STEP 1.0: Transition Design Submission

1.1: Concept and Design Proposal

In order to begin the permanent transition, CDA Concessions must approve the initial ninety (90) day transition concept. The Concessionaire must submit a proposal package with the following documentation as it relates to the request:

Program Conceptual Phase

- 1) Transition Overall Concept
- 2) Transition Phasing Plan
 - Loadbank Investigation and Analysis per phase
 - Scope of work for each concessionaire space; including demolition, signage, lighting, etc.
- 3) Transition Schedule

End of STEP 1

STEP 2.0: Program Design and Schedule Submission

2.1: Concept Proposal and Design Presentation

In order to begin the permanent transition, CDA Concessions must approve the Program Design and Schedule Submission. The Concessionaire must submit a proposal package with the following documentation as it relates to the request:

Program Conceptual Phase

- 1) Program Overall Concept
 - Proposed terminal, concourse and requested square footage including existing or proposed lease line
- 2) Overall Program Phasing Plan
 - Loadbank Investigation and Analysis per phase
- 3) Program Schedule

Program 30% Schematic Design (SD) Phase

- 1) Program Overall Concept
 - Proposed terminal, concourse and requested square footage including existing or proposed lease line
- 2) Overall Program Phasing Plan
 - Loadbank Investigation and Analysis per phase
- 3) Program Schedule

Program 60% Design Development (DD) Phase

- 1) Program Overall Concept
 - Proposed terminal, concourse and requested square footage including existing or proposed lease line
- 2) Overall Program Phasing Plan
 - Loadbank Investigation and Analysis per phase
- 3) Program Schedule

Program 90% (and or) 100% Construction Document (CD)Phase

- 1) Program Overall Concept
 - Proposed terminal, concourse and requested square footage including existing or proposed lease line
- 2) Overall Program Phasing Plan
 - Loadbank Investigation and Analysis per phase
- 3) Program Schedule

Once all the documentation is received, it will be reviewed by CDA Concessions for completeness and consideration to move forward with a concept design. The Concessionaire will be contacted via email or hardcopy letter with review results within ten (10) business days of receipt.

End of STEP 2

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STEP 3.0: Proposal and Concept Submission

3.1: Concept Proposal and Design Presentation

In order to begin a remodel project, store renovation or concept change, CDA Concessions must approve the proposed project and/or concept. The Concessionaire must submit a proposal package with the following documentation as it relates to the request:

- 1) Concept plan
- 2) Proposed terminal, concourse and requested square footage (include existing or proposed lease line)
- 3) Sample menu
- 4) Product list and pricing
- 5) Detailed first year projected sales
- 6) Anticipated project schedule

Once all the documentation is received, it will be reviewed by CDA Concessions for completeness and consideration to move forward with a concept design. The Concessionaire will be contacted via email or hardcopy letter with review results within ten (10) business days of receipt.

3.2: Concept Design Presentation

Within ten (10) business days of CDA Concessions approval, the Concessionaire is required to schedule and present their conceptual design. During the presentation, the attendees will provide feedback regarding the proposed design elements, materials, features, signage, and product display. Within ten (10) business days after the presentation, CDA Concessions will send a response letter to the Concessionaire with comments and direction regarding items that need revisions or enhancements that should be addressed before the Concessionaire moves forward to submit a Project Initiation Letter.

The Concessionaire's concept design should include spatial relationships or models as necessary to describe the image and function of the project for CDA's review. CDA Concessions will be available to assist with the presentation scheduling.

Conceptual Design presentation should include the following:

- 1) Site Plan
- 2) Design perspectives / renderings (illustrative images)
- 3) Design plans / elevations
- 4) Proposed materials / finish board (to be mailed to address below)
- 5) Preliminary overall project schedule
- 6) Preliminary construction budget
- 7) Additional materials

The concepts documents should be submitted via email to:

O'Hare International Airport Contacts

Chicago Department of Aviation
Aviation Administration Building
Attn: Juan Manzano, Deputy Commissioner
10510 West Zemke Rd.
Chicago, IL 60666
Phone: 773-894-3059
Email: Juan.Manzano@cityofchicago.org
cc: Dominic.Garascia@cityofchicago.org
ordetailconstruction@cityofchicago.org

Midway International Airport Contacts

Chicago Department of Aviation
Aviation Administration Building
Attn: Juan Manzano, Deputy Commissioner
10510 West Zemke Rd.
Chicago, IL 60666
Phone: 773-894-3059
Email: Juan.Manzano@cityofchicago.org
cc: Dominic.Garascia@cityofchicago.org
mdwretailconstruction@cityofchicago.org

3.3: Project Initiation Letter

When written approval for the conceptual design is issued by CDA Concessions, the Concessionaire shall submit to CDA's Coordinating Architect of Design and Construction, a Project Initiation Letter (PIL) on Concessionaire or Concessionaire's Architect's letterhead. Within ten (10) business days of receiving the PIL, CDA will send a "Response to Project Initiation Letter" to the Concessionaire with comments and direction regarding the design submittals, along with the assigned CDA Project Number which must be included on all future project correspondence and submittals including permits. The letter will also identify the CDA POC for the project. All Concessionaire questions, concerns, or requests for information or project coordination should be directed to the CDA POC.

CDA's Coordinating Architect of Design and Construction will determine if the scope of work requires a CDA Project Number as well as a full design and construction review. At that time, it is also determined if compliance with the SAM™ is required. Not all projects will be assigned CDA Project Number or must be SAM™ compliant. Based on the construction scope and duration, some projects may be eligible to proceed through CDA's eForm system (for more information on eForms see **Section 6.7**).

For a list of required documentation to include in the PIL refer to:

- **Exhibit A:** Project Initiation Letter Submittal Check List

The Project Initiation Letter shall be submitted via email to:

O'Hare International Airport Contacts

CDA Aviation Administration Building
Attn: Coordinating Architect, Design and Construction
10510 West Zemke Rd.
Chicago, IL 60666
Phone: 773-686-6626
Email: Roger.Reeves@cityofchicago.org
cc: Dominic.Garascia@cityofchicago.org
Juan.Manzano@cityofchicago.org
ordretailconstruction@cityofchicago.org

Midway International Airport Contacts

CDA Aviation Administration Building
Attn: Coordinating Architect, Design and Construction
10510 West Zemke Rd.
Chicago, IL 60666
Phone: 773-686-7091
Email: Dominic.Garascia@cityofchicago.org
cc: Roger.Reeves@cityofchicago.org
Juan.Manzano@cityofchicago.org
mdwretailconstruction@cityofchicago.org

3.4: Sustainable Airport Manual (SAM™)

When the Concessionaire is required to submit a Sustainable Airport Manual (SAM™) Checklist, only use the relevant SAM™ chapter for Concession Projects: Concessions & Concessionaire – Design & Construction section (SAM™ CT-DC Credits 1.0 to 7.0 and 16.0) and include all relevant supporting documentation. Be advised that the Concessions & Concessionaire – Operations & Maintenance (CT-OM) is not required for construction projects. In situations that do not require SAM™ compliance, CDA encourages the Concessionaire to proactively consider potential sustainable design elements be incorporated into the design. Please refer to link below:

[SAM™ Manual](#)

End of STEP 3

STEP 4.0: ProjectWise

PLEASE NOTE:

CDA Design and Construction / CDA Concessions will determine if Step 4 is applicable to a given project.

4.1: ProjectWise Introduction & Use

The Concessionaire and their designated A/E are to use the CDA ProjectWise Server to store and exchange project documents. This site facilitates the drawing review process by allowing reviewers to upload reviews, and in turn, allowing the A/E to provide responses to the same location. ProjectWise also stores the most current versions of CDA Design Standards for Concessionaire implementation into their designs.

4.2: ProjectWise Project Startup Request

After the CDA Coordinating Architect issues a Response to Project Initiation Letter and assigns the Project Number, the designer is to fill out a ProjectWise Access Request Form (fillable PDF). This form is returned to the ProjectWise Administrator in order to create a project-specific location on the PW server. This location will contain current CDA Design Standards, FAA Circulars, ACPR Standards and Specifications that are to be incorporated into the design, along with folders for project documents, drawing reviews, etc. Note that the A/E's point of contact for document exchange is their designated DDC.

Please refer to:

- **Exhibit B:** ProjectWise Access Form Concessions

4.3: ProjectWise Welcome Letter

When the PW Administrator has created a new project-specific location on the PW Server, the designer will receive a ProjectWise Welcome Letter with instructions on PW access, installation, use, folder structure, etc.

Please refer to:

- **Exhibit B.1:** ProjectWise Welcome Letter Concessions

4.4: ProjectWise Document Exchange

Once familiar with the PW folder structure, the Concessionaire's designer will be able to upload documents for review per the Response to PIL designated phasing. When phase documents are uploaded, the designer is to send a notification to the CDA POC that the documents are ready for review. The POC will distribute a blank "Submittal Review Comments Form" form to the appropriate review team. This document will be distributed as an Excel Workbook file and will only be used by the reviewer as a temporary file for their comments. The Workbook will be located in ProjectWise for the reviewer to copy and paste in their comments.

After all comments have been made, each reviewer will separately access ProjectWise to incorporate the comments into the Formal Submittal Review Comments Form. This form must be "checked out", edited with the new comments, saved as the same file and "checked in".

Note: The reviewers must be careful not to write over or copy over any earlier comments made by other reviewers. This can be accomplished by cutting and pasting only the comment field of the offline submittal Review Comments Form to the formal Review Comments Submittal Form. The reviewers must also remember to "check in" the file to allow any subsequent reviewer access. There should only be one Review Comments Submittal Form file shown in the Projectwise project folder containing multiple reviewer comments.

When the review period has ended, the CDA POC will inform the Concessionaire that comments have been received and are ready for designer's response. The designer is to provide written line item responses to all

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comments on the workbook file. When complete, the designer's paste their responses into the file in PW and is to notify the CDA POC when complete. This process will repeat for each review phase, as designated in the Response to PIL.

Please refer to:

- **Exhibit B.2:** ProjectWise Submittal Review Comments Form Concessions

End of STEP 4

STEP 5.0: Design Phase

All projects require review by CDA Concessions. The Concessionaire's design professional shall perform code review to determine what permits are required. If it is determined that the scope of work does not require a permit, the design professional shall provide this determination in writing to CDA Concessions. Otherwise, building permits are issued by the Department of Buildings. CDA encourages the Concessionaire to allow ample schedule time to acquire the required building permits. Please note that if a sign construction permit is required, it can only be obtained by a licensed sign contractor. All projects are to conform and comply with all applicable CDA standards.

5.1: Concessionaire and Concessionaire's Consultants' Responsibilities

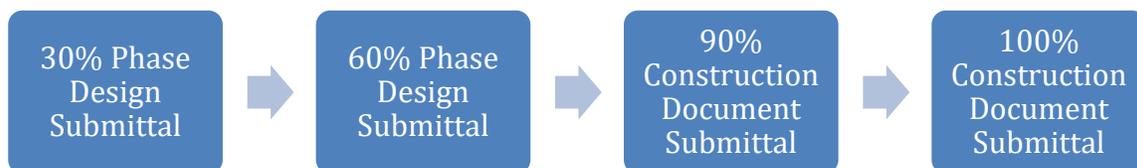
The Concessionaire is ultimately responsible for all work designed, approved and constructed in the Airport by their vendors and consultants.

5.2: Design Phase

The Design Phase includes design drawing, review, and approval. The project design timeline will vary based on multiple factors; scope of work, existing conditions, drawing completeness at time of submittal, and/or as dictated by CDA.

Please note:

- CDA's design review requires fifteen (15) business days.
- Concessionaire's design professional is allotted thirty (30) business days to submit the next drawing package.



The Concessionaire will receive a "Review and Conditions" letter that either approves the submittal with qualifications, "Reviewed as Noted" or a "Revise and Resubmit".

5.3: Phase Submittals (30%, 60%, 90%, 100%)

The Concessionaire will submit to the CDA Coordinating Architect, Design and Construction, the 30%, 60%, 90%, and 100% design levels, or other completion level combinations based upon review and completeness of the initial and follow-up submittals. Less complex projects may be approved to deviate from this requirement, which will be addressed in CDA's "Response to Project Initiation Letter".

The Concessionaire is required to prepare and submit architectural and engineering drawings, material samples, specifications, lighting schedule and catalog cuts, display fixture and equipment plans, and other technical data as

necessary to create a complete design package. Each submittal must be in accordance with General Procedures and as described in the Concession Lease and License Agreement.

- 1) The design drawing documents shall be prepared by design professionals licensed to practice in the State of Illinois.
- 2) Particular attention should be given to the non-combustible classification of the building; related flame spread ratings and smoke development classification of materials. Documentation should demonstrate compliance with these requirements.
- 3) Concessionaire documentation for all submissions shall be provided in imperial measurement at the following suggested minimum scales:
 - a) Key plans; $1/32" = 1'-0"$, with the location of the space clearly identified by the column line designation.
 - b) Floor plans, reflected ceiling plans, merchandising plans, interior elevations, sections and related details; $1/4" = 1'-0"$.
 - c) Passenger traffic flow diagrams (queuing) and adjacency plans at $1/8" = 1'-0"$.
 - d) Storefronts, signage, logos and lettering, in elevation, section or detail; $1/2" = 1'-0"$.
 - e) Sample boards identifying all proposed materials, 11" x 17" panel minimum, include legend.
 - f) Sample boards identifying photos for all proposed furniture and lighting fixtures, 11" x 17" panel minimum, include legend.
 - g) Renderings 11" x 17" or larger for presentation, provide 11" x 17" hand-out copies to be distributed to the attendees.
- 4) All drawings shall be submitted in accordance to CDA CADD Standards (Micro-Station). Electronic submittals will also be accepted in AutoCAD format. A complete set of PDFs is also required as part of final Concessionaire Design Submission. During design development, at the Concessionaire's request, CDA will make available Micro-Station cell libraries, standards and seed files.

5.4: Response to Comments

The Concessionaire is required to respond to all review comments listed on the Review Comments Form, as well as any issues identified in the "Review and Conditions" letter. The spreadsheet column titled "Concessionaire Response" must be completed and accompany the preceding design submittal. All review comments shall be accumulative throughout the drawing review on the Review Comments Form (see **Exhibit B.2**). Failure to do so will affect the design review process timeline. Concessionaire must respond to **all** review comments, in writing and submit within five (5) business days prior to the request for a Pre-Construction Meeting.

5.5: 30% Schematic Design (SD) Submittal

The 30% SD submittal illustrates further development of the Concessionaire's design concept. The 30% SD should respond to the feedback given during the Concept Design Presentation and include, at a minimum, more definitive spatial relationships, updated perspectives, plans, elevations, sections, preliminary mechanical, electrical, plumbing (MEP), fire protection (FP), scope notes or specifications, and overall dimensions and other illustrative materials critical to describing the development of the project.

Work required outside the Concessionaire's lease line should be clearly identified on all drawings and communicated directly to the CDA POC. Designs must also specify affected airport base building structure or utilities, including but not limited to: advertising space, public telephones, vending devices, internet kiosks, charging stations, AED's, fire extinguishers, signage, public address speakers, mechanical, electrical, plumbing, fire protection equipment, etc.

For a detailed list of **30% SD Submittal** refer to:

- **Exhibit C:** 30% Schematic Design (SD) Submittal Check List

5.6: CDA Review and Response to 30% SD Submittal

The Review Comments Form is used for all submittals throughout the design review process between CDA review parties and the Concessionaire's architect or design professional.

The letter will include the following information:

- 1) Identify the project status as per the "Reviewed as Noted Letter" or "Revise and Resubmit Letter".
- 2) Provide comments and direction regarding the proposed scope of work, design submittals.
- 3) If applicable, display the assigned CDA Project Number.
- 4) All Concessionaire's questions, concerns, or requests for information or project coordination should be directed to the assigned CDA Concessions POC.
- 5) Determine if the project will require Sustainable Airport Manual (SAM™) compliance.

5.7: Concessionaire and CDA Signage

Each project must include an illuminated storefront sign. Where it is applicable a blade sign may also be included. Design documents for the signage must express the image, location, specifications, materials, and dimensions. Sign design documents must be submitted for review and approval by CDA, separate from the phase submittals. All signage, with or without electrical components, require a sign permit from the Department of Buildings; which can only be obtained by a licensed sign contractor.

The Concessionaire must inform the CDA Concessions POC if the project requires airport owned signage removal or modification. A walk through with CDA will be scheduled to ensure adequate time will be allotted for the required airport owned sign work to occur during the construction phase. Any CDA signage needing to be removed or relocated within the project area must be performed by CDA. If CDA signage is located within the project area, the Concessionaire must include specifications in the construction documents, detailing steps to be taken by the contractor to adequately protect all CDA signage to ensure it is not damaged during construction.

5.8: Request for Information

Concessionaire questions, concerns or requests for information or project coordination should be directed to the CDA Concessions POC.

5.9: Requests for As Built Drawings

The Concessionaire, their architect and/or engineer may submit an as built drawing request from CDA for use in their design. Use the link below "Document Request Form" and submit it to the CDA for approval. As built drawings will not be available until the form is signed by CDA. The Concessionaire, their architect and/or engineer will be notified by the CDA if and when the drawings are available. Please refer to:

- **Exhibit C.1:** [CDA Standard Electronic Document Request Form](#)

5.10: Requests for CDA Design Standards Variance

The Concessionaire, their architect and/or engineer may submit a request for a variance to the CDA Design Standards. Use the link below to access the "Designer's Request for CDA Design Standards Variance" form. The variance must be reviewed and approved by CDA Design and Construction. Please refer to:

- **Exhibit C.2:** [Designer's Request For CDA Design Standards Variance Form](#)

5.11: 60% Design Development (DD) Submittal

The 60% DD drawings further enhance the previous submittals and should include: architectural, structural, mechanical, electrical, plumbing, fire protection, and equipment demolition plans as well as MEP existing conditions, floor and reflected ceiling plans, elevations, sections, details, specifications, system diagrams, and structural load calculations. The 60% DD drawings should convey the full scope of work and all impacts to the airport base building and adjacent spaces. The Concessionaire, their architect and/or engineer may also be required to attend coordination meetings with CDA to present and clarify the submittal documents.

For a detailed list of **60% DD Submittal** refer to:

- **Exhibit C.3:** 60% Design Development (DD) Submittal Check List
- **Exhibit C.4:** Electrical Check List
- **Exhibit C.5:** Mechanical, Fire Protection & Plumbing Components Check List

5.12: 90% Construction Document (CD) Submittal

With the 90% submittal, comments should include minimal outstanding issues that need to be incorporated into the 100% CDs.

For a detailed list of **90% CD Submittal** refer to:

- **Exhibit C.6:** 90 and 100% Construction Document (CD) Submittal Check List

5.13: 100% Construction Document (CD) Submittal

When the documents are 100% complete, a “Reviewed as Noted” letter will be issued by CDA to the Concessionaire, and if applicable, a separate letter to the City of Chicago, Department of Buildings, indicating the construction documents have been reviewed and approved, allowing for the start of the permit application process.

For a detailed list of **100% CD Submittal** refer to:

- **Exhibit C.6:** 90 and 100% Construction Document (CD) Submittal Check List

5.14: Additional Submittals

CDA Concessions may determine that the proposed design is more complex and will require an intermediate design review to confirm all concerns and questions are sufficiently resolved. The CDA will identify in the 60% Review and Conditions Letter that an additional submittal is required and will list the reasons for the request before continuing to the next major phase.

The additional submittal(s) must address the issues identified by CDA. The Concessionaire is encouraged to schedule a coordination meeting with CDA to discuss the issues identified. Design submittals should be sent via email and hardcopies to:

O’Hare International Airport Contacts

CDA Aviation Administration Building
Attn: Coordinating Architect, Design and Construction
10510 West Zemke Rd.
Chicago, IL 60666
Phone: 773-686-6626
Email: Roger.Reeves@cityofchicago.org
Dominic.Garascia@cityofchicago.org
cc: Juan.Manzano@cityofchicago.org
ordretailconstruction@cityofchicago.org

Midway International Airport Contacts

CDA Aviation Administration Building
Attn: Coordinating Architect, Design and Construction
10510 West Zemke Rd.
Chicago, IL 60666
Phone: 773-686-7091
Email: Dominic.Garascia@cityofchicago.org
Roger.Reeves@cityofchicago.org
cc: Juan.Manzano@cityofchicago.org
mdwretailconstruction@cityofchicago.org

5.15: Special Conditions Regarding Minority Owned Business Enterprise Commitment and Women Owned Business Enterprise Commitment In Construction Contracts (MBE/WBE)

CITY OF CHICAGO CONSTRUCTION COMPLIANCE RULE:

In accordance with the Municipal Code of Chicago 2-92-650, the City's Minority Owned Business Enterprise and Women Owned Business Enterprise Construction Program has set goals of **MBE** participation and **WBE** participation on all contracts.

- ✓ Contracts executed **after** 2017 must adhere to the revised goal of **26% MBE** participation and **6% WBE** participation on all construction contracts.

Please refer to link below for additional information pertaining to this Compliance Rule:

[Special Conditions Regarding Minority Owned Business Enterprise Commitment and Women Owned Business Enterprise Commitment in Construction Contracts](#)

REQUIRED DOCUMENTATION:

Compliance Plans:

Once the 100% Construction Document Submittal is approved by CDA, the Concessionaire will download the two Concessions' Compliance Plans: Affidavit of Concessionaire and Affidavit of Prime Contractor. After the General Contractor has been selected, the Concessionaire and General Contractor are required to submit **Exhibits C.7 – C.9**, which includes a selection of MBE, WBE and Non-Minority Sub-Contractors.

- **Exhibit C.7:** Concession's Compliance Plan – Affidavit of Concessionaire
- **Exhibit C.8:** Concession's Compliance Plan – Affidavit of Prime Contractor

Good Faith Efforts:

If the Concessionaires' and Prime Contractors' Compliance Plans fall short of the MBE or WBE Construction Program goals, a Good Faith Efforts form must be included with the submitted Compliance Plans. Good Faith Efforts are achieved by actively soliciting MBE and WBE firms to perform work on the contract. The Good Faith Efforts form must contain contact information for not less than **five (5)** MBEs or WBEs.

- **Exhibit C.9:** Good Faith Efforts Form

A Compliance Plan may be rejected as non-responsive if the Concessionaire and/or General Contractor fail to submit one or more of the documents (**Exhibits C.7 – C.9**) with the response.

PLEASE NOTE:

If a Concessionaire's and/or General Contractor's Compliance Plan fails to meet the Construction Program goals for MBE and WBE participation, the project will be delayed and not move toward a Pre-Construction Meeting until either the goal is satisfied or Good Faith Efforts have been demonstrated and approved.

5.16: City Resident Construction Worker Employment Requirement & Certified Payroll Requirements

The Concessionaire will provide each general contractor bidding on the project with a Compliance Plan and the “City Resident Construction Worker Employment Requirement” (**Exhibit C.10**) for use in the bid preparation process.

Once a project has been approved by CDA and construction has commenced, the following report must be submitted on a weekly basis by the General Contractor:

City Resident Construction Worker Employment Requirement & Certified Payroll Requirements:

In accordance with the Municipal Code of Chicago 2-92-330 and Article 5 of the Concession Lease and License Agreement, “at least 50% of the total construction worker hours worked by persons on the site of the Work must be performed by actual residents of the City”.

- **Exhibit C.10:** City Resident Construction Worker Employment & Certified Payroll Requirements

Additionally, the Concessionaire and General Contractor are required to submit monthly updates on the following per each project:

- 1) Monthly Update of Contractor Chicago Resident Requirements Report
- 2) Monthly Update of Minority Participation Report (MBE/WBE)

PLEASE NOTE:

If at any point during the construction phase of the project, there is a change in MBE or WBE participation, the CDA POC must be immediately notified.

RESOURCE:

To aid in outreach efforts to meet or exceed the City of Chicago’s Construction Program goals of **26% MBE** and **6% WBE** participation, a list of City of Chicago certified MBE and WBE firms may be found at:

- https://www.cityofchicago.org/city/en/depts/dps/supp_info/process_improvements.html
- <http://www.idot.illinois.gov/doing-business/certifications/disadvantaged-business-enterprise-certification/il-ucp-directory/index>

End of STEP 5

STEP 6.0: Pre-Construction

6.1: Construction Contract Award and Permitting

Following approval of 100% CDs, the project is bid and construction contracts are awarded. It is necessary for the awarded contractor to apply for the required permits from the City of Chicago's Department of Buildings, and any other applicable state and federal authority. The Concessionaire must coordinate the method, process and schedule for the permit application submittals as well as coordinate conduction of final inspections. It is the Concessionaire's sole responsibility to follow-up on the permit issuance process. Note, the Description of Work on the permit must include the associated terminal (i.e. Terminal 2), the closest gate (i.e. E4), the project name and, if applicable CDA project number.

A list of permit required work is located on the Department of Buildings website. Please note that when a sign construction permit is required, it can only be obtained by a licensed sign contractor.

All Chicago Department of Buildings permit applications and submittals are fully electronic and available via the City's online system "E-Plan" at the following website: <http://www.cityofchicago.org/buildings>

6.2: Pre-Permitting Drawing Set Review and Response

The Concessionaire is required to respond to all review comments listed on the Review Comments Form throughout all design phases. The Concessionaire is to submit a Pre-Permitting Drawing Set for CDA review and approval prior to applying for the project required permits. If any or all review comments have not been incorporated into the Pre-Permitting Drawing Set, the set will not receive approval and/or no construction activities will take place until all review comments are incorporated.

6.3: Self-Certification

The Self-Certification Permit Program simplifies the building permit process for eligible residential, business and mercantile and small assembly projects where the Architect of Record takes full responsibility for code compliance. The Department of Buildings plan reviews are eliminated by allowing the Professional of Record to certify that the permit drawings comply with the Chicago Building Code. The Professional of Record must have prepared and sealed the permit drawings, completed DOB's Self-Certification Training Class, and hold an active Self-Certification registration. Structural work cannot be self-certified.

For more information please visit: [Chicago Dept. of Buildings Self Certification Program](#)

6.4: Pre-Construction Meeting

The Concessionaire POC shall request a Pre-Construction Meeting through CDA as directed in the final CDA review comments letter. CDA will arrange a Pre-Construction Meeting and notify the Concessionaire of the meeting time and location. At the Pre-Construction Meeting, the Concessionaire and their representatives should be prepared to answer any questions regarding the required documentation and the proposed construction. If applicable, the General Contractor must provide proof that the barricade graphic has been produced and is ready for installation; the barricade and graphic must be installed within the first 24 hours of construction. The Pre-Construction Meeting will **NOT** take place until MBE/WBE Compliance Plans have been reviewed and accepted by the CDA.

All Pre-Construction documents must be compiled and electronic copies sent to the CDA Coordinating Architect, Facilities, prior to scheduling the Pre-Construction Meeting. The Pre-Construction Meeting can be scheduled three (3) business days after the final pre-construction document is received.

At the conclusion of the pre-construction meeting, CDA will determine if the documentation and Concessionaire's response to any questions are complete and CDA will issue a letter authorizing construction to start.

6.5: Pre-Construction Documentation

It is the Concessionaire's POC's responsibility to compile and submit the required documentation in a timely manner in order to maintain the overall project schedule. Allow two (2) to four (4) weeks to acquire badging, vehicle permits, building permits and other necessary pre-construction documentation, identified below. Processes for all required Airport badges and permits must be completed for every employee and vehicle involved in the project before work begins. Construction will **NOT** begin until all required documentation has been submitted and reviewed by CDA Facilities.

Pre-Construction document submittal shall include the following: one (1) full size hardcopy set of stamped approved plans by the Department of Buildings; three (3) half size sets of stamped approved plans by the Department of Buildings; and one (1) PDF of stamped plans approved by the Department of Buildings.

The **Pre-Construction Documentation** includes the following:

Exhibit D: Pre-Construction Meeting Check List

Exhibit D.1a & D.1b: Pre-Construction Meeting Form (completed)

Exhibit D.2: FAA Approved 7460 Forms – FAA Letter of Determination

Exhibit D.3: Impact to CDA Security and TSA Approval

Exhibit D.4: Certificate of Insurance (COI)

Exhibit D.5: General Contractor Safety, CDA Construction Safety Manual & Safety Manager Credentials

Exhibit D.6: Safety and Security Plan

Exhibit D.7 & D.8: Incident Notification Plan

Exhibit D.9: Building Permit (example)

6.6: Logistics

The General Contractor must develop a logistic plan prior to the start of construction, and review the plan in the Pre-Construction Meeting. The logistic plan should identify the following:

- 1) **Hours of Construction are 10:00 PM to 5:00 AM**, unless approved otherwise by the CDA.
- 2) Obtain employee and vehicle badging, employer information and authorization form and permits, determine dumpster locations. (See **Exhibits D.10 & D.11**)
- 3) Identify dock location for deliveries. (See **Exhibit D.12 & D.13**)
- 4) Determine site access / Elevator matrix & maps (See **Exhibits D.14 - D.17**)
- 5) Vehicle Access Form - Airfield (See **Exhibit D.18**)
- 6) Plan haul routes of material to site and through terminal facility.
- 7) Create a detailed project schedule that identifies all work phasing.
- 8) Identify, if any building systems, that will be required to be shutdown.
- 9) Barricade and Graphic Plan (See **Exhibit D.19**)
- 10) All material storage and staging areas should be off site or within the barricaded concession area.

O'Hare Pre-Construction Submittals should be sent via email to:

CDA Aviation Administration Building
Attn: Coordinating Architect, Facilities
Email: Dorothy.Izewski@cityofchicago.org
cc: Debra.Lyons@cityofchicago.org
ordretailconstruction@cityofchicago.org

Midway Pre-Construction Submittals should be sent via email to:

CDA Aviation Administration Building
Attn: Coordinating Architect, Design and Construction
Email: Dominic.Garascia@cityofchicago.org
cc: Felipe.Najar@cityofchicago.org
mdwretailconstruction@cityofchicago.org

6.7: Pre-Construction Meeting Attendance

Attendance is mandatory at the Pre-Construction Meeting for all Concessionaire's construction partners. The following is a list of required attendees: Concessionaire and/or Owner's representative(s); General Contractor; Project Executive, Project Manager, Superintendent, and Safety Manager. Concessionaire's design consultant's attendance is optional. The CDA Concessions POC will notify all airport stakeholders necessary to attend the meeting.

6.8: Notice to Airport Users Form (eForm)

For all construction projects, the Concessionaire is required to submit a Notice to Airport User Form. The Concessionaire shall register or login to the online Notice to Airport Users Form at <https://eforms.cityofchicago.org/uforms> and create a project start up form indicating scope, start and completion dates. Additional User Forms required during the course of construction will be discussed at the Pre-Construction Meeting. All User Forms must be submitted at least three (3) business days in advance of the anticipated start of construction to allow adequate time for review. Select the link below to learn more about how to submit a Notice to Airport Users Form for O'Hare International Airport and Midway International Airport.

[ORD Quick Reference Guide](#)

[MDW Quick Reference Guide](#)

End of STEP 6

STEP 7.0: Construction Inspections & Compliance

7.1: Construction Administration

All permits, user forms, emergency contact directory, and construction alerts shall be prominently displayed on the exterior of the barricade in a locked glass display cabinet 30" high by 36" wide approved by the CDA. One full size stamped set of drawings and the original permit must be kept on site at all times.

7.2: Building Inspections

Department of Buildings Inspection Bureau will be conducting inspections throughout construction. Contractors must request inspections of ventilation, electrical, plumbing, and new construction on all projects with issued building permits, regardless of scope, for both rough and final inspections. Failure to request these inspections may result in suspension or revocation of the permit and issuance of citations by the Chicago Department of Buildings, for violation of licensing requirements against the General Contractor and subcontractors.

Chicago Department of Buildings inspections shall be scheduled via the on-line inspection scheduling system at www.cityofchicago.org/buildings. All requests for rough and final Chicago Department of Buildings inspections should be requested fourteen (14) working days in advance.

If needed, contact the Department of Buildings Inspection Bureaus by phone as listed below:

- Ventilation Department – (312) 743-3573
- Electrical Department – (312) 743-3622
- Plumbing Department – (312) 743-3572
- New Construction Department – (312) 743-3531

In addition, contractors must offer the terminal manager and building engineer an opportunity to perform an inspection at demolition, rough, and final phases. The Concessionaire shall contact the CDA Concessions POC to coordinate these inspections.

7.3: Chicago Department of Public Health Inspections and Liquor License

Retail food establishments are required to provide a building license which triggers a health inspection to be conducted by the Chicago Department of Public Health. Concessionaires applying for a liquor license require a separate inspection coordinated by the Business Affairs and Consumer Protection Department, in addition to the Department of Buildings inspections. For both inspections, allow one (1) to three (3) weeks to schedule and obtain a final Health Inspection and Certificate.

Please note, the construction barricade cannot be removed until applicable licenses and inspections are complete and supporting documentation supplied to CDA POC.

For Chicago Department of Public Health visit their website at: <https://www.cityofchicago.org/city/en/depts/cdph.html> or call (312) 747-9884.

For Business Affairs and Consumer Protection Department information visit their website at: <https://www.cityofchicago.org/city/en/depts/bacp/provdrs/bus.html> or call (312) 744-6249.

7.4: Weekly Certified Payroll Reports

During construction, the General Contractor shall submit weekly certified payroll to the extent dictated in the **Concessionaire's Lease and License Agreement**. (See **Exhibit C.10**)

7.5: Safety and Security Plan

All contractors and subcontractors and the work they perform are subject to the CDA Construction Safety Manual. Each project requires an onsite full time Safety Manager who is solely responsible to monitor job site safety and security (See **Exhibit D.5 for more details**).

Please refer to link below:

[CDA Construction Safety Manual](#)

The CDA Safety Department will perform site safety walkthroughs during construction to ensure all work is being performed per the CDA Construction Safety Manual. CDA Safety and the CDA POC have the authority to stop work if unsafe conditions or practices are observed.

7.6: Demolition

Prior to demolition, pre-construction photos must be taken, documenting all of the existing conditions. Failure to provide photo documentation of the existing conditions before construction will result in the contractor and Concessionaire assuming responsibility for all damages and perceived damage to existing base building materials. Damaged materials must be repaired or replaced at contractor and/or Concessionaire expense. Once demolition is complete, the CDA terminal manager, the CDA building engineer, and CDA POC shall perform a site inspection prior to the start of construction.

Core drilling, cutting of floors, walls or roofs may be required for tenants needing plumbing and/or additional mechanical HVAC provisions. Under no circumstances shall the Concessionaire or its contractor(s), at any time be permitted to drill or cut conduit, pipe sleeves, chases or duct equipment openings in the floor, columns, walls or roofs of the structure without prior review and acceptance of the proposed locations and sizes by the CDA's structural consultant. The Concessionaire is required to x-ray or scan the area prior to beginning work utilizing a 3D ground penetrating radar and will provide a copy of x-ray / scan results to CDA. Scan / x-ray to be submitted via eForm three (3) business days prior to performing coring or drilling work.

7.7: Construction Meetings and Reporting

During construction, the General Contractor is required to provide the following project documentation and electronic documentation to the CDA Concessions POC.

- 1) Conduct a weekly, project Owner, CDA POC, Contractor coordination meeting at an agreed location (project site or POC conference room).
- 2) Provide at least three (3) photos taken daily to document in-progress installation of materials.
- 3) Provide weekly, a summary report describing the progression of the work and attach the daily photos.
- 4) Provide a revised three (3) week "Look Ahead" construction task schedule (CDA Design and Construction / CDA Concessions will determine if applicable to a given project).
- 5) Provide a revised overall schedule when necessary.

7.8: Non-Compliance and Unauthorized Construction

Non-compliance or construction that deviates from the approved permit documents without CDA's prior written approval may be just cause for CDA to order work stoppage until corrective measures are taken and compliance is obtained. Any cost or claims due to this work stoppage shall be borne by the Concessionaire and the General Contractor.

End of STEP 7

STEP 8.0: Construction Completion

8.1: Substantial Completion Notification

The General Contractor shall notify the CDA POC a minimum of seven (7) business days prior to the anticipated substantial completion date to request a site inspection project completion walk through. The construction space must be clean and all tools and surplus materials must be removed from the site or the walk through will be canceled. Mandatory attendance at the walk through includes: Concessionaire and/or Owner's Representative(s), the Concessionaire's design consultants; General Contractor: Project Executive, Project Manager and Superintendent. The CDA POC will notify the CDA terminal manager, the CDA building engineer, the CDA Project Manager, and any other attendees identified during the Pre-Construction meeting or as deemed necessary.

8.2: Final Walk Through and Punch List

At the substantial completion walk through, the General Contractor will conduct a brief meeting to distribute and discuss the punch list items that they have identified and the proposed date of substantial completion. The General Contractor and Concessionaire must show proof of all final Building and Health inspections, Certificate of Occupancy, Business and Liquor licenses and Certificate of Insurance.

All attendees will examine the completed construction and develop a punch list of items that are unfinished and require further work. After all attendees have completed the walk through, the parties will reassemble to discuss their punch list items with the Concessionaire and General Contractor.

Depending on issues presented, CDA will determine which option below is acceptable.

For Retail Concessions:

- (1) Concessionaire may proceed to stocking their concession and open, while non-critical punch list repairs continue.
- (2) Concessionaire may stock their concession but cannot open until the identified critical punch list items are corrected.
- (3) Concessionaire may NOT stock their concession or open until the identified critical punch list items are corrected.

For Food and Beverage Concessions:

- (1) Concessionaire may proceed to furnish and prep their food and beverage, while non-critical punch list repairs continue.
- (2) Concessionaire may begin training staff in anticipation of a soft opening after the facility is adequately prepped.
- (3) The Concessionaire may NOT prep their facility until the identified critical punch list items are corrected.

Within five (5) business days after the substantial completion walk through, the CDA POC will issue via e-mail, a composite formal punch list. This list will be distributed to all parties invited from the substantial completion walk through.

Please note the construction barricade may not be removed without explicit approval from CDA Concessions.

The General Contractor is to complete the punch list items within thirty (30) business days of the initial walk through or as dictated in the **Concessionaire's signed Lease and License Agreement**.

If after thirty (30) business days, the punch list items remain incomplete CDA may elect to:

- Impose a fine of \$200 per item, per day, until the work is finished.

If after sixty (60) business days, the punch list items remain incomplete CDA may elect to:

- Hire contractors to complete the work at the Concessionaire's expense.

8.3: Business License and Certificate of Insurance

Prior to opening, the Concessionaire must obtain a Business License from the City of Chicago Business Affairs & Consumer Protection Department (BACP) City Hall, Room 805, 121 N. LaSalle St, 60602.

Concessionaire is also responsible for providing a current Certificate of Insurance per **Article 8** and **Exhibit 8** of the Concession Lease and License Agreement.

For Business License and Certificate of Insurance information visit their website at:
<https://www.cityofchicago.org/city/en/depts/bacp/provdrs/bus.html> or call (312) 744-6060.

8.4: Open for Business

After written approval has been obtained from CDA Concessions, the construction barricade may be removed the evening prior to the concessions' opening.

- Please refer to the 'Airport Concessions Handbook' for other operational procedures as dictated in the **Concessionaire's signed Lease and License Agreement**.

End of STEP 8

STEP 9.0: Project Closeout and Warranty

9.1: Close Out Documents

The Concessionaire's architect and engineer of record must transmit to the CDA Coordinating Architect, Design and Construction, as dictated in the **Concessionaire's signed Lease and License Agreement [within thirty (30) days]**, all architectural and engineering "As Built Documents". The items listed below are required to support maintenance of accurate facility records and future construction:

- 1) Two (2) full size hard copies of As-Built Documents
- 2) Two (2) CD/DVD of CAD files either in AutoCAD or Micro Station format
- 3) Two (2) CD/DVD of all image files in PDF format
- 4) Two (2) PDFs of finalized SAM™ Construction Checklist
- 5) Two (2) PDFs of all Operating and Maintenance Manuals (O&M Manual) for equipment being maintained by the CDA [If Applicable]
- 6) Two (2) PDFs of specification
- 7) Two (2) PDFs of the Building Permit (both sides) with all required rough and final inspection sign-offs
- 8) Two (2) PDFs of the preventative maintenance schedule listing [If Applicable]:
 - (a) the systems and equipment that require preventative maintenance
 - (b) scope of maintenance to be performed
 - (c) frequency
 - (d) which entity is responsible for maintenance
- 9) One (1) PDF of the Concessionaire's certified statement detailing the final improvement costs, including change orders.
- 10) One (1) PDF containing the Concessionaire's Sworn Statement of Improvement Costs, including all final lien waivers.
- 11) One (1) PDF containing the General Contractor's Sworn Statement of Improvement Costs, including all final lien waivers.
- 12) Business License
- 13) Health Inspection License [If Applicable]

Closeout and Warranty documents should be both emailed and hard copies sent for O'Hare and Midway Airport projects, see address below:

O'Hare International Airport Contacts

CDA Aviation Administration Building
Attn: Coordinating Architect, Design and Construction
10510 West Zemke Rd.
Chicago, IL 60666
Phone: 773-686-6626
Email: Roger.Reeves@cityofchicago.org
cc: Dominic.Garascia@cityofchicago.org
Juan.Manzano@cityofchicago.org
ordretailconstruction@cityofchicago.org

Midway International Airport Contacts

CDA Aviation Administration Building
Attn: Coordinating Architect, Design and Construction
10510 West Zemke Rd.
Chicago, IL 60666
Phone: 773-686-7091
Email: Dominic.Garascia@cityofchicago.org
Roger.Reeves@cityofchicago.org
cc: Juan.Manzano@cityofchicago.org
mdwretailconstruction@cityofchicago.org

9.2: Contractor's Warranty

The General Contractor warrants to the City of Chicago and CDA that the work, materials, and equipment furnished and installed under the contract are of good quality and new, and that the work conforms to the requirements of the contract documents. Work not conforming to these requirements, including substitutions not properly approved and authorized, may be considered defective. The Contractor's warranty excludes remedy for damage or defect caused by abuse, modifications, improper or insufficient maintenance and operation, or normal wear and tear, and normal usage, not executed by the contractor.

9.3: Manufacturer's and Equipment Warranty

The General Contractor must ensure that all required manufacturer's warranties are passed on to the CDA. The contractor's warranty must include the name of the project as designated in the contract documents, project reference number and must be signed by an officer of the company having authority to provide the warranty. Include wording such as "this document serves as a (list duration of the warranty) written guarantee for the work performed, and the material and equipment installed on the above referenced project. This warranty incorporates all provisions of the contract documents that refer or relate to the guarantee. This warranty will commence on the date of the store opening."

During the warranty period, the Contractor must repair and replace at its own expense, all materials or equipment that may develop defects whether these defects may be inherent in the equipment or materials, in the functioning of the piece of equipment, or in the functioning and operation of pieces of equipment operating together as a functional unit. Any equipment or material, which is repaired or replaced, will have the warranty period extended for a period of one additional year from the date of the last repair.

9.4: Final Notice to Airport Users Form

After the punch list is complete, the General Contractor shall close out the Notice to Airport Users Form by electronically attaching a PDF of the all permits, front and back sides showing the inspector sign-offs. Enter the last day the punch list was completed, and the anticipated submittal date of the General Contractor redlined drawings. Two copies of the redlined drawings must be submitted to the CDA within thirty (30) days of the completion walk through.

9.5: Final SAM™ Checklist

If applicable, the Concessionaire must submit a final construction SAM™ Checklist that incorporates information on final quantities, contractor submittals, and other SAM™-related data that is incorporated during the construction phase. The Sustainable Review Panel (SRP) will evaluate the final SAM™ checklist and as recognition for participation in the SAM™ Checklist, a Green Airplane Certification will be awarded to the Concessionaire.

End of STEP 9

STEP 10.0: Supplemental Exhibits

These Guidelines should be read in conjunction with the Design and Construction Standard Operating Procedures Concessions Projects (C-SOP Exhibits) and referenced with the Concessionaire Design Guidelines.

Please refer to links below:

[Concession Projects \(C-SOP Exhibits\)](#)

[ORD Concessionaire Design Guidelines](#)

[MDW Concessionaire Design Guidelines](#)

End of STEP 10

Design and Construction Standard Operating Procedures Concessions Projects (C-SOP)