THE PORT AUTHORITY OF NY & NJ

NEWARK LIBERTY INTERNATIONAL AIRPORT

Competition through Accommodation, Accessibility & Informational Transparency for all New Entrants

A Competition Plan Update: EWR's Strategic Actions and Goals for AIR 21 Compliance

February 2004

Submitted By:
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Submitted To:
Dennis E. Roberts
Director, Office of Airport
Planning and Programming
The Federal Aviation Administration

THE PORT AUTHORITY OF NY & NJ

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February 17, 2004

Mr. Dennis E. Roberts
Director, Office of Airport Planning and Programming
Federal Aviation Administration
800 Independence Avenue, S.W.
Washington, D.C. 20591

Re: Competition Plan Update for Newark Liberty International Airport

Dear Mr. Roberts:

Enclosed for your review is the latest update to the Newark Liberty International Airport (EWR) Competition Plan. This update reflects current progress and establishes goals and next steps as we identify specific means of accommodating new entrant business at EWR. I am pleased to advise that over the last eighteen months every new entrant that sought access to EWR was accommodated. Key to our success was the successful "take back" of a leased gate in Terminal A to Port Authority control, thus expanding the common use pool for new entrant airlines.

This updated plan provides the data and the tools we incorporate into managing and monitoring gate and related terminal facilities to assure maximum utilization. It describes our progress during the previous eighteen months, and outlines goals for achievement during the next eighteen-month phase. These include further emphasis on the operator's control of assets and codifying and enforcing utilization requirements as opportunities arise within the constraints of our existing business agreements. We also continue the planning of the redevelopment and expansion of Terminal A to prepare to meet anticipated demands in the future. In that regard, we have submitted an application to the FAA to fund planning and feasibility studies using the proceeds of passenger facility charges.

The progress at EWR as described in the enclosed Plan Update provides the traveling public with expanded market alternatives that result from the competition plan requirements of AIR 21. For example, as a result of DOT's specific recommendations to encourage accessibility through information transparency, new entrants are provided flight guide information on gate availability so they may make the necessary determinations regarding their market opportunity.

The regulatory obligations of AIR 21 are now an integral part of our business process and strategic direction. There are many drivers of customer satisfaction, but we believe that competitive choice for our customers is a substantial part of a positive experience and we've seen positive outcomes.

The technical detail of our efforts as described in the enclosed Update provides ample demonstration of our efforts to control our strategic assets and to enhance the opportunities for competition at EWR. We are committed to providing the traveling public with an airport system that is not only safe and reliable, but which adds value through competitive choice. We will continue to monitor and implement this plan with that intent. In that regard, we continue our dialogue and direct negotiations with new entrant airlines that have advised that it is their intent to locate at EWR.

Sincerely,

William R. DeCota
Director
Aviation Department

Enc.

cc: Port Authority
Susan Baer
Frank DiMola
Sholem Friedman
Carlene McIntyre

Accomplishments

Every new entrant request over the past eighteen months has been accommodated.

Despite the benefit of guaranteed revenue the agency adopted a proactive step to recapture Terminal A Gate 23 at EWR.

Gate utilization is measured and statistically refreshed on a monthly basis. New entrant airlines are provided published gate information for evaluation and scheduling purposes.

The Port Authority constructed and completed Building 157, a multi-tenant cargo building designed and dedicated to accommodate cargo for new entrants and existing tenants at Newark Liberty. Cargo capacity was limited and inhibited new entrant consideration for EWR. This facility represents another step in providing additional space for growth.

Among many important tasks, the Manager of Properties and Commercial Development is responsible for ensuring a competitive environment at Newark Liberty International Airport. A competitive environment is now regarded as a mission critical component crossing all divisions of The Aviation Department.

Provide gate information and New Entrant Guidelines to all prospective new entrants to assure information transparency is equally distributed to all potential clients.

Enforce current utilization standards to assure greater gate efficiency.

Publish gate schedule data for Port Authority controlled gates at EWR on the website.

Recapture additional gates that are currently underutilized and bound by long-term leases and returning them to short-term lease status through economic and lease incentives.

Continue planning for gate expansion in Terminal A to assure capacity availability as market demands increase.

Develop a business plan for Terminal B that accommodates a mixed use of both international and domestic traffic as market demand requires facility expansion. Continue planning efforts for gate and ticket counter expansion to encourage domestic use during off-peak periods.

Encourage greater partnership with our airline community to extend the market reaching EWR to assure that the travelling public in more remote locations has the benefit of competitive access and competitive aeronautical alternatives at Newark Liberty International Airport.

Goals

TABLE OF CONTENTS

I. Competition Plan Update Summary

II. Gate Utilization Assessment for 2003

III. Gate Availability
- A. Status of Negotiations (Terminal A)
- B. Terminal B Gate Activity

IV. Leasing and Subleasing Arrangements
- A. New Entry Manager
- B. Security Deposit
- C. Airline Service Standards Provision
- D. Requesting Airline Provision
- E. Oversight of Subleasing Fees

V. Gate Assignment Policy
- A. Communication to Master Airlines
- B. Real Time Gate Utilization

VI. Construction and Common Use Facilities
- A. Expansion of Terminal A
- B. PFC Funding

VII. Website

VIII. New Entrant Guidelines

COMPETITION PLAN UPDATE SUMMARY

As mandated by the Wendell H. Ford Aviation Investment and Reform Act for the 21st Century (AIR 21), Newark Liberty International Airport is one of several large hub airports required to submit updates to its competition plan. The last update was submitted in March 2002 and accepted by the Federal Aviation Administration (FAA) in a letter dated August 22, 2002.

Since the implementation of the Competition Plan, Newark Liberty has made significant efforts to promote competition at the airport. And even under the most difficult of times for this industry we have had the opportunity to introduce and accommodate a number of new carriers. Among them are Alaska Airlines, Southeast Airlines, USA3000, and Air India. Our efforts have been continuous. This has not only been exemplified in our attempts of outreach for new entrants but also in our communications with current tenants of Newark Liberty.

In the past, our progress in encouraging competition has included a gate utilization assessment study that resulted in the creation of a domestic common use gate; the establishment of the position of New Entrant Manager; a review of the master airline leases for the purpose of identifying provisions that would allow for the recapture of gates from exclusive-use control; the development of a gate assignment policy; as well as the introduction of a domestic common use agreement and the publication of the New Entrant Guidelines for Domestic and International Airlines.

As our strides in promoting competition and achieving maximum usage of our assets continue, the FAA has asked us to take an in depth look at the Master Airline leases and to renegotiate the lease provisions for the purpose of facilitating the recapture of gates. The events of 9/11 and the economic recession have postponed any attempt to renegotiate long-term leases and streamline forced accommodation. The Requesting Airline provision, along with the Airline Services Standards, of the Master Airline lease allows us leverage to take back a gate in order to accommodate a new airline. Further detail is provided in Section IV.

Moreover, you will read a detailed description of the roles and responsibilities of the New Entrant Manager. The Manager has access to the resources needed to uphold the mandates of AIR 21 with respect to competition.

The New Entrant Guidelines (NEG) has been revised to incorporate updates to our domestic and international procedures and operating guidelines. Additionally, revisions are made to the sections outlining the Passenger Facility Charge, Airport Security, Employee Parking, Aircraft Noise Requirements, AirTrain Newark, Redevelopment Program, Airport Community Services, and contact information for our station managers and service providers.

Specifically, the FAA directs our attention to the security deposit requirements and the oversight of subleasing arrangements. These issues are addressed in Section IV as well as in Section VIII, where we have provided the latest version of the NEG.

Sections II and III illustrate our progress of tracking activity and outline our proposed actions. A detailed analysis of terminal activity is provided along with our initiatives to maximize utilization and

recapture facilities for common use. This analysis shows that Newark Liberty is not at a level of maximum utilization, therefore plans for the expansion of Terminal A, which would provide additional capacity on a short-term, common use basis to improve competition, will remain in the planning stages.

In closing, staff at EWR will continue to foster a competitive environment, one that is healthy for all of our tenants and most importantly, our flying public. As part of this initiative, we will continue to monitor facility utilization, maintain efficient use of our facilities, plan and manage growth in our facilities, and encourage greater partnership with our tenants to ensure optimum competitive access and alternatives for customers traveling through Newark Liberty International Airport.

Further information can be obtain by contacting:

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GATE UTILIZATION ASSESSMENT FOR 2003

A gate utilization assessment was prepared for 2003. This assessment was based on data published in the Official Airline Guide for the weeks of February 15 and August 15, 2003. The daily *departing revenue seats* and the *average daily aircraft departures* were calculated for each Master Airline including all sub-tenant and handled-carrier activity. To assess gate utilization among the airlines, the results were converted to a per gate ratio. Table 1 and Table 2 on the following pages outline the results of the assessment.

Table 1 depicts 2003 gate utilization based on *daily departing revenue* seats. The assessment showed that US Airways and Air Canada made the least efficient use of the domestic gates at EWR in terms of average *daily departing revenue seats* per gate. Delta, American, and Northwest made the most efficient use of the gates during the time period assessed.

The results of the gate utilization assessment are used for the purpose of administering the requesting airline provision found in the Master Airline lease. In 2003, US Airways, Air Canada, and American Airlines did not meet the utilization requirements established in their leases. A decision was made to take back one of American's gates in order to accommodate a requesting airline via a common use agreement. Air Canada's agreement expired at the end of the year. A renegotiation with Air Canada is pending due to its bankruptcy status. Newly negotiated terms could include an agreement for the use of one gate on a long-term basis and a separate common use agreement for the second gate. Air Canada will be the preferential user of the common use gate.

Table 2 depicts the 2003 assessment of gate utilization based on *average daily aircraft departures*. The results indicate that American Airlines and Continental Airlines made the most efficient use of gates in Terminal A. US Airways and TWA LLC made the least efficient use of gates.

In addition to these tables, a detailed Aircraft Gate and Ticket Counter Utilization Study, attached at the end of this section, was prepared by Louis Berger & Associates. The purpose of the study was to update the conditions and activities of the airport and to provide the EWR Properties & Commercial Development Department with information needed to facilitate requests for new entrant accommodation and expansion by incumbent carriers. The study includes an overall assessment of gate and counter assets, allocations, and utilization; compares these results to those of the 1999 study; and develops alternate strategies to enhance facility use.

Table 1.
Newark Liberty International Airport
2003 Assessment of Gate Use (Revenue Seats)

		Revenue Seats			60% Schedule		Per Gate Ratios	
	Master	Based on OAG Data		Daily	Threshold			
Term.	Lessee	Feb-03	Aug-03	Average	Requirement	Gates	Daily Average	Threshold
A3	US Airways	9,733	10,747	1,463	1,800	4	366	450
A1	United	29,222	28,615	4,131	3,499	9	459	389
A2	Air Canada	6,219	6,369	899	1,056	2	450	528
A2	Port Authority Dom	4,341	4,605	639	N/A	1	639	N/A
A2	Continental (A)	21,700	22,540	3,160	2,520	5	632	504
A3	American	29,047	31,005	4,289	5,640	6	715	940
A2	TWA LLC	3,836	3,836	548	487	1	548	487
	Terminal A Total	104,097	107,716	15,130	15,002	28	540	536
B1	Northwest	17,967	18,803	2,626	799	4	657	200
B1	Delta	25,517	28,642	3,868	1,800	5	774	360
	Terminal B Domestic	43,484	47,445	6,495	2,599	9	722	289
C	Continental (C)	205,064	223,139	30,586	28,080	59	518	476
Dom.	Domestic Total	352,645	378,300	52,210	45,681	96	544	476
Intl.	Port Authority Intl	29,935	37,392	4,809	N/A	15	321	N/A
Total	Total	382,580	415,692	57,019	45,681	111	514	412

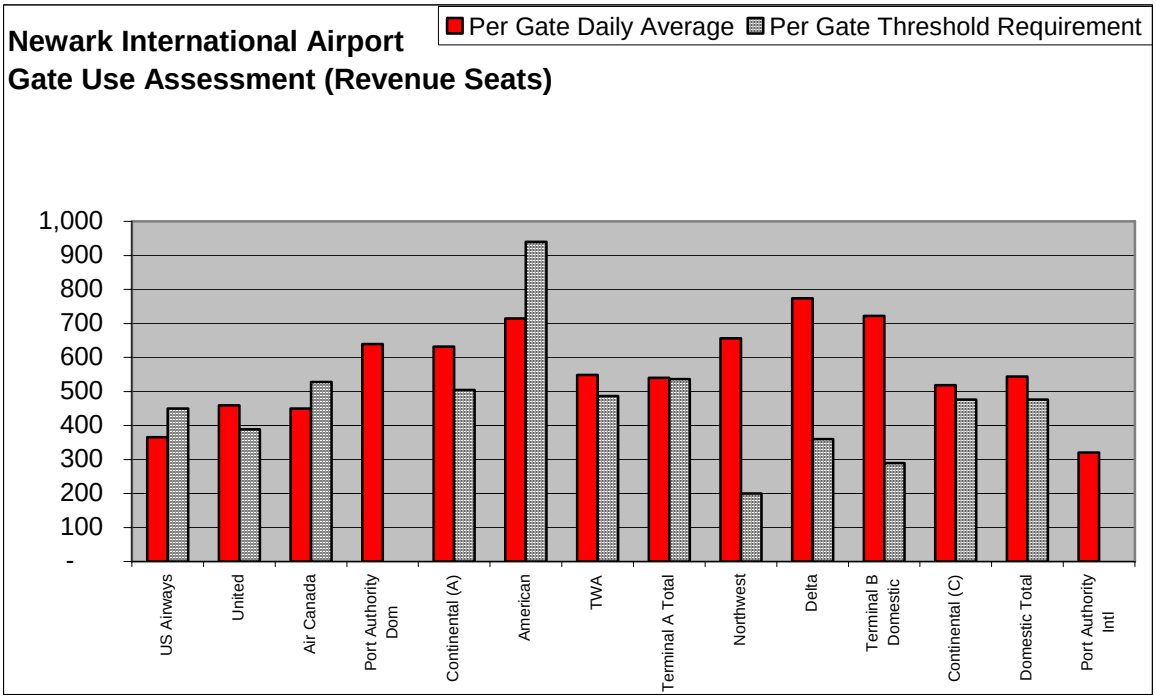
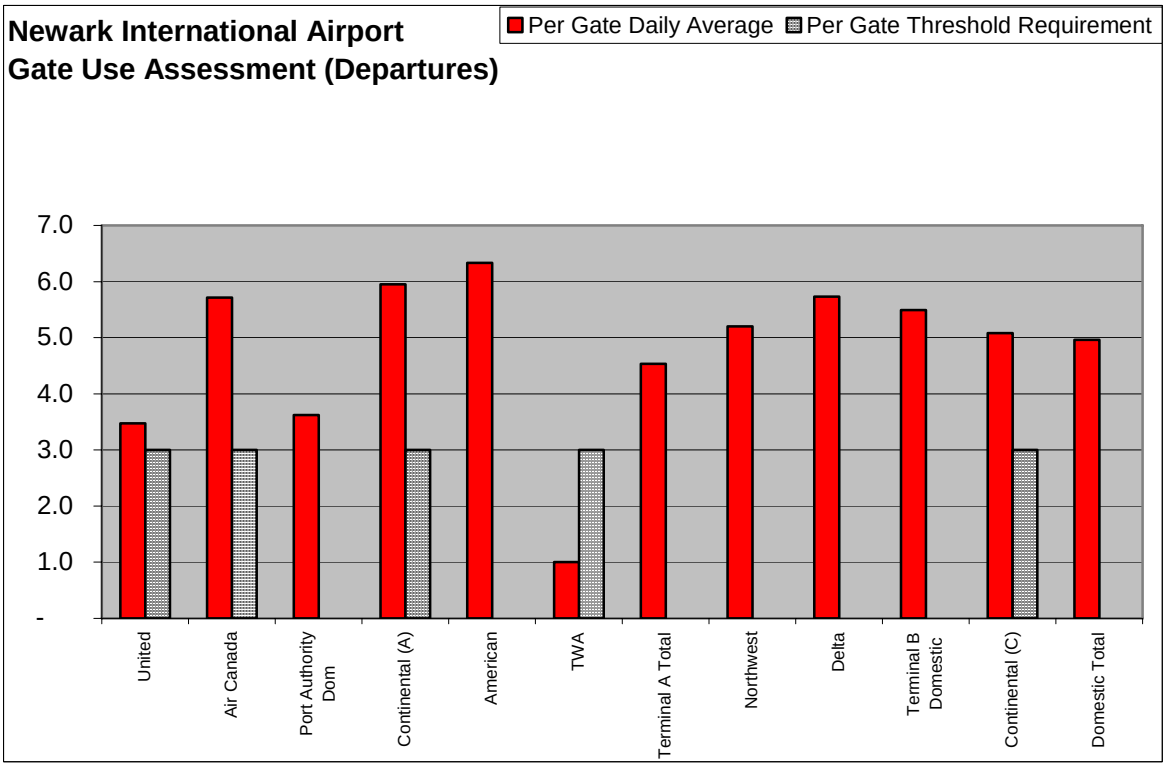


Table 2.
Newark Liberty International Airport
2003 Assessment of Gate Use (Departures)

		Aircraft Departures						
	Master	Based on OAG Data		Daily	Operations		Per Gate Ratios	
Term.	Lessee	Feb-03	Aug-03	Average	Requirement	Gates	Daily Average	Threshold
A3	US Airways	76	90	11.8	12	4	3.0	3.0
A1	United	230	208	31.3	27	9	3.5	3.0
A2	Air Canada	75	85	11.4	6	2	5.7	3.0
A2	Port Authority Dom	25	26	3.6	-	1	3.6	
A2	Continental (A)	217	200	29.8	15	5	6.0	3.0
A3	American	257	275	38.0	-	6	6.3	-
A2	TWA LLC	7	7	1.0	3	1	1.0	3.0
	Terminal A Total	886	891	126.9	-	28	4.5	-
B1	Northwest	149	143	20.8	-	4	5.2	-
B1	Delta	192	209	28.6	-	5	5.7	-
	Terminal B Domestic	340	352	49.4	-	9	5.5	-
C	Continental (C)	1,900	2,297	299.8	177	59	5.1	3.0
Dom.	Domestic Total	3,126	3,540	476.1	-	96	5.0	-
Intl.	Port Authority Intl	126	173	21.4	-	15	1.4	-
Total	Total	3,252	3,713	497.5	-	111	4.5	-



Tracking gate activity throughout the terminals at EWR has become a priority of the Properties and Commercial Development Division. On a monthly basis gate activity information is gathered and reviewed for the purposes of remaining compliant with the AIR 21 mandate and for ensuring that provisions in the Master Airline leases are being met. As it becomes apparent that a gate is being underutilized for a sufficient period of time, the Port Authority may use its rights as determined in the lease to recapture the gate for use by a requesting airline.

In its letter of August 22, 2002, the FAA mentions that action is pending by the Board of Commissioners on revisions to the airport's rules and regulations that would require all airlines to report monthly activity to the Port Authority. This action is not pending since monthly activity is reported to the Properties and Commercial Development Division that in turn, and upon request, is delivered to the Director of Aviation who periodically briefs the executive staff on Aviation's attempts to comply with the AIR 21 mandate.

A. Status of Negotiations (Terminal A)

In January 2002, the Port Authority was successful in the recapture of Gate 20 from Air Canada. Air Canada surrendered the gate through a supplemental agreement to its lease and the Port Authority converted the gate to a common use gate. The Port Authority initially made offers to both American Trans Air (ATA) and America West for use of the gate. ATA was the first to meet the criteria established for a common use gate agreement and therefore was given preferential rights. After several weeks of using Gate 20, America West decided to use Gates 23 and 28 through sublease agreements with American Airlines and Continental Airlines, respectively.

Since inception at EWR, ATA, along with other low-fare airlines nationwide, has had the good fortune of seeing its operation grow. This growth has stimulated the need for an additional gate. At the direction of the Port Authority, a consent agreement was established to authorize a subleasing arrangement between American Airlines and ATA for use of Gate 23 effective October 26, 2003.

Through the process of tracking gate activity on a monthly basis, it was determined that the requirements of the American Airlines lease were not being met. Due to the underutilization of gates in Satellite A-3, the Port Authority has issued notice to recapture an American gate and convert it to common use. Since most of its operation is being handled out of Satellite A-3 of Terminal A, it is the Port Authority's decision to take back Gate 23 instead and allow its operation to remain consolidated in Satellite A-3. Gate 23 is the gate under the Trans World Airways (TWA) agreement that American Airlines assumed when TWA filed for bankruptcy.

Upon the conversion of this gate, common use agreements will be issued for execution to ATA and America West. The Port Authority anticipates that America West will transfer its entire operation to this gate, which will lead to the termination of its sublease agreement with Continental and, furthermore, make America West the preferential user of Gate 23.

Under these circumstances, Continental's utilization of gates in Terminal A will be affected. Currently, Continental fulfills its utilization requirements, as noted in the Gate Utilization Assessment of 2003. If America West enters into a common use agreement with the Port Authority, subleasing opportunities will become available for Continental's gates to possibly accommodate additional flight activity of current EWR operators or become available for new entrant activity.

Although it has been a difficult time for the airline industry, EWR has had the opportunity to welcome new entrants. These new entrants range from established carriers extending service into EWR to airlines starting operations for the first time.

Southeast Airlines joined the EWR team in December of 2002. Southeast entered into a sublease agreement with Air Canada for use of its gate to operate approximately 12 flights per week. In May of 2003, Alaska Airlines entered into a Common Use Agreement with the Port Authority for use of Gate 20 to accommodate one of two flights per day. In addition, they have signed a sublease agreement with Continental Airlines for Gate 27 of Terminal A.

B. Terminal B Gate Activity

Since our last update, the International Facility at EWR has welcomed several new entrants. USA3000 joined us several months after the 9/11 attacks and was the only newly established carrier to start-up at a Port Authority facility in 2002. At the close of 2002, Air India began its daily flight to New Delhi. This flight compliments its operations at JFK. In early 2003 Jetsgo arrived with two weekday flights and one weekend flight to Toronto. Pace Airlines, d/b/a Hooters Air, started operations in April 2003 to Myrtle Beach. And finally, Czech Airlines joined us on June 16, 2003 with three weekly flights to Prague.

In December 2001, Continental Airlines opened Satellite C-3 of Terminal C for business. It was once assumed that Northwest Airlines would relocate its operation from Terminal B to Terminal C. However, Continental transferred 40 international arriving flights from Terminal B to Terminal C making it difficult to accommodate Northwest's operations.

In this section we will address the FAA's questions with regards to the New Entrant Manager, Security Deposit Standards, Airline Service Standards Provision, Requesting Airline Lease Provision, and Sublease Fee Oversight.

A. New Entrant Manager

In our previous update, we introduced the position of New Entrant Manager. The responsibilities of this position fall under the Manager of Properties and Commercial Development and Competition. Mr. Edmond J. Harrison carries this title. His direct link to authorizing officials of the Port Authority is key in determining the status of prospective new entrants. On the following page is an organizational chart that depicts Mr. Harrison's reporting structure. As you will see, his direct access to the General Manager of New Jersey Airports and to the Assistant Director of Business and Commercial Development within the Aviation Department gives him the capability to introduce and promote potential carriers to significant individuals in the decision-making process.

The responsibilities of this position include:

(1) Market available gate and terminal space to carriers through various forms of communication;
(2) Pursue any and all prospective airline/aviation-related business interests while continuing to foster all current relationships;
(3) Observe trends in the economy and the impact of these trends on the aviation industry as a whole and specific to EWR;
(4) Produce and implement marketing strategies to capture potential market interest;
(5) Attend industry events and conferences for maximum exposure to prospective clientele;
(6) Coordinate and implement financial models related to airport negotiations; and
(7) Ensure policy compliance of the rules and regulations of the agency, state and federal government.

Moreover, Mr. Harrison will be responsible for instilling competition strategies and objectives in the decision-making process at EWR and among the Port Authority Aviation Department. One of the specific areas this has been applied to is the on-going long-term planning for the expansion of Terminal A. As part of this process about 20 copies of the competition plan were reviewed and used by Aviation Planning in their preparation.

B. Security Deposit Requirements

As noted by the FAA, there was contradictory language regarding security deposit requirements found in the Competition Plan Update submitted in March 2002 and in the New Entrant Guidelines that accompanied that update. The Competition Plan Update states that the Port Authority requires a *maximum* security deposit of six months of estimated rent and fees while the New Entrant Guidelines indicate that the Port Authority requires a *minimum* security deposit of six months of estimated rent and fees due prior to an operation start-up. The Competition Plan Update further notes that the Credit, Collections and Accounts Receivable division may reduce this requirement dependant on the airline's financial position and payment history with the Port Authority, while no mention of such a reduction is indicated in the New Entrant Guidelines.

At the recommendation of the FAA and in compliance with Air 21, we have adjusted the language in the New Entrant Guidelines to reflect the following:

> "The standard security deposit required for a new entrant airline is a minimum of six (6) months of estimated rent and fees. The amount of security deposit due prior to operation start-up is established by the Credit, Collections and Accounts Receivable division of the Port Authority and determined on a case-by-case basis dependent on the airline's financial position and payment history with the Port Authority."

C. Airline Service Standards Provision

According to this provision of the Master Airline lease, Master Airlines are expected to provide services consistent with generally accepted airline industry standards for airport terminals and to cooperate with the Port Authority and other airlines serving the airport in maintaining these standards through organized airport service improvement groups.

This provision will become instrumental for EWR in maintaining its competitive edge and fulfilling the mandates of Air 21 as it moves towards a period of high utilization and high demand of its facilities. In such an event, this provision becomes a basis of selecting between two competing airlines. When increased utilization accompanies increased demand of the facilities, the Port Authority would look at the nature and reputation of each airline to determine which airline will better serve the needs of the airport and its community.

D. Requesting Airline Provision

We have indicated that this is the provision in the Master Airline lease that will be used to expedite the recapture of gates at EWR since efforts to streamline other forced accommodation provisions would require lease renegotiations. Since 9/11 and the nationwide economic downturn, the industry has been in turmoil and furthermore, the

airlines at EWR have been faced with increased fees and other burdens. During this period, there was no opportunity to renegotiate the Master Airline lease.

E. Sublease Fee Oversight

The Port Authority prepares a consent agreement for all agreements between a Master Airline and its sub-lessee. Through this consent agreement the airline is expected to, in connection with the payment of fees, maintain records of all flights by date, time, aircraft type and gate position. At the end of this section is a copy of the standard Consent Agreement issued by the Port Authority.

The Accounts Receivable Division of the Port Authority receives gross receipts reports from each tenant. When a report is not submitted the negotiator is advised to notify the tenant for prompt submittal of the report.

A. Communication to Master Airlines

In the past, the Port Authority has communicated to the Master Airlines its intentions of accommodating new entrants at the airport by means of direct correspondence, publication of new entrant guidelines, and establishment of a common use agreement. In addition to these methods of communication, the Port Authority, at the advice of the FAA, has used station managers meetings as a medium for conveying the need for airline cooperation and support of the Port Authority's competition plan objectives. On the following pages are agendas from a recent station managers meeting and semi-annual airport affairs meeting that indicate where the competition plan was discussed.

B. Real Time Gate Utilization

At the present time the Port Authority is involved in "Real Time Gate Utilization" for the fifteen international gates in Terminal B satellites B-2 and B-3 primarily because the Port Authority is responsible for coordinating the use of these gates with the 70 Terminal B Common Use ticket counter positions. The Port Authority continues to explore ways in which to improve utilization monitoring techniques. For the remaining 96 Gates (2 Common Use Domestic and 94 Master Lease), schedule information is published that provides ample data in which to monitor gate utilization.

A. Expansion of Terminal A

Chart 1. EWR Activity

	2000	2001	2002	2003 (Jan - Aug)	2003 (Est.)	2004 Forecast
Passengers (in millions)	34.2	31.1	29.2	19.8	29.8	31.1
Aircraft Weights (in billions)	39.1	36.1	32.7	19.3	32.0	32.9
Aircraft Movements	450,289	439,275	405,572	259,976	389,973	407,299
Cargo (in million tons)	1.2	0.99	0.94	0.58	0.95	1.03
Parked Cars (in millions)	5.9	5.4	4.9	3.0	4.6	4.6

Chart 1 above depicts EWR Activity pre 9/11 and post 9/11 including a forecast for 2004. In 2001, 31.1 million passengers traveled through EWR's terminals. In 2002, traffic was down about 7% at 29.2 million passengers. The Port Authority is estimating a slight increase for 2003, yet these numbers are still below year 2000. The Port Authority moderately predicts that Newark Liberty's activity will return to the 2000 level by late 2007.

Based on the above figures and the Port Authority's moderate forecast, construction of additional common use gates in Terminal A has been temporarily put on hold. However, in search of a long-term capacity solution the planning process for the Terminal A Expansion project is a continuous effort. EWR plans to resume its historic growth trend and will be prepared to accommodate such growth.

B. PFC Funding

The Port Authority plans to apply PFC funding for eligible expenses associated with the planning effort for the expansion of Terminal A. Approval has been granted by the Board of Commissioners to proceed with the application process to obtain the additional PFC funding.

Below is an image of the web page that the Port Authority has created for the public interested in obtaining a copy of the competition plan update. A direct link is made available to Ed Harrison, Manager of Properties and Commercial Development and Competition, for requests of the competition plan. On the following pages we have attached emails of requests that have been made throughout the year.

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< Home

About the Port Authority
Press Center
Employment
Facilities Map
Airports
JFK
EWR
LGA
Teterboro
The Heliport
Tunnels, Bridges & Terminals
PATH
Port Commerce
International Offices
Ferry Service
Economic Development
Police
Inspector General
Traffic Advisories
Search
Feedback
Web Site Disclaimer

EWR--Competition Plan Update Approved

The Federal Aviation Administration approved the Newark Liberty International Airport's Competition Plan in 2002. The Competition Plan sets forth strategies to maintain the highly competitive environment at EWR by allowing new entrants access and incumbent airlines opportunities to expand. Highlights of progress this past period include among other items the conversion of an exclusive use gate to common use, the complete updating and expansion of the New Entrant Guidelines for Domestic and International Airlines, a ranking of the Master Airlines that would be expected to accommodate requesting airlines in the future, and instilling the Competition Plan objectives in future airport expansion planning. Copies of the Competition Plan Update can be requested via mail or email at the following address:

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A. Patterns of Air Service

1. Number of Markets Served and Identities of Carriers Serving the Airport

Virtually the majority of the world where there is air service can be served by Newark Liberty International Airport when "stopovers" or "connections" are included as ways in which to reach a destination. Below is a list identifying the scheduled passenger airlines serving EWR.

Domestic	International
Air Canada	Air France
Air Tran	Alitalia
Alaska	British Airways
America West	Czech Airlines
American/American Eagle	El Al
ATA	Ethiopian Airlines
Continental/ExpressJet	EVA
Delta/Delta Connection	JetsGo
Midwest	Lot Polish
Northwest	Lufthansa
Southeast	Malaysia
United/United Express	Mexicana
USA3000	SAS
USAirways/US Exp.	Singapore Airlines
	Swiss
	Tap Air Portugal
	Virgin Atlantic

2. Number of Markets Served on a Non-Stop Basis and the Average Number of Flights Per Market

Eighty-seven (87) domestic markets and sixty-one (61) international markets are served on a non-stop basis for a total of 148. Domestic flights average 5.2 flights per day per market while international flights average 1.6 flights per day per market.

3. Number of Small Communities Served

Based on the definition of a small community as supplied in EWR's original submittal in 2000, nineteen (19) small communities are currently being served by EWR.

	Small Communities Served
1	Aguadilla, PR (US)
2	Albany, NY
3	Burlington, VA
4	Charleston, SC
5	Columbia, SC
6	Dayton, OH
7	Daytona Beach, FL
8	Grand Rapids, MI
9	Greesboro/High Point, NC
10	Greenville/Sprtnbg., SC
11	Knoxville, TN
12	Manchester, NH
13	Myrtle Beach, SC
14	Portland, ME
15	Richmond, VA
16	Rochester, NY
17	Sarasota/Bradenton, FL
18	Savannah, GA
19	Syracuse, NY

4. Number of Markets Served by Low-Fare Carriers

Seven (7) markets are served by low-fare carriers.

5. Number of Markets Served by One Carrier

Forty-eight percent (48%), 42 of 87, domestic nonstop markets are one-carrier only. Seventy-two percent (72%), 44 of 61, international nonstop markets are one-carrier only. In total, fifty-eight percent (58%), 86 of 148 nonstop markets are one-carrier only.

6. Number of New Markets Added or Previously Served Markets Dropped in the Past Year

Eight (8) markets were added and four (4) markets were dropped in the past year.

B. Airfare Levels Compared to Other Large Airports

Comparative Domestic Average Fares and Yields for Select U.S. Airports: EWR Competition Plan Profile 4 Quarters Ending Sep. 2003			
Rank	Airport Code	Average Fare	Yield
1	CVG	$ 188.67	$ 0.215
2	CLT	$ 185.80	$ 0.207
3	DAL	$ 75.87	$ 0.203
4	MEM	$ 164.27	$ 0.195
5	DCA	$ 159.61	$ 0.177
6	DFW	$ 171.14	$ 0.163
7	MSP	$ 173.55	$ 0.160
8	PIT	$ 151.59	$ 0.159
9	ATL	$ 135.13	$ 0.155
10	STL	$ 135.33	$ 0.154
11	**LGA**	**$ 141.08**	**$ 0.153**
12	IAH	$ 164.76	$ 0.151
13	CLE	$ 147.23	$ 0.148
14	HOU	$ 104.89	$ 0.146
15	DTW	$ 146.10	$ 0.143
16	SDF	$ 127.64	$ 0.142
17	ORD	$ 143.43	$ 0.142
18	BUR	$ 88.61	$ 0.140
19	PHL	$ 163.29	$ 0.140
20	TUL	$ 126.82	$ 0.140
21	IAD	$ 178.42	$ 0.136
22	BNA	$ 123.51	$ 0.136
23	OKC	$ 130.64	$ 0.134
24	MKE	$ 131.59	$ 0.131
25	DEN	$ 144.96	$ 0.130
26	AUS	$ 135.94	$ 0.129
27	SAT	$ 136.95	$ 0.129
28	**EWR**	**$ 175.45**	**$ 0.128**
29	RDU	$ 126.42	$ 0.126
30	CMH	$ 128.81	$ 0.125
31	BOS	$ 157.98	$ 0.125
32	JAX	$ 122.71	$ 0.124
33	OMA	$ 128.25	$ 0.123
34	MCI	$ 116.86	$ 0.122
35	SLC	$ 126.56	$ 0.120
36	ABQ	$ 120.67	$ 0.119
37	MSY	$ 119.30	$ 0.119

38	IND	$ 125.39	$ 0.119
39	MIA	$ 143.76	$ 0.113
40	SNA	$ 130.24	$ 0.112
41	TUS	$ 126.19	$ 0.108
42	BDL	$ 141.53	$ 0.108
43	BWI	$ 115.31	$ 0.106
44	MDW	$ 95.68	$ 0.104
45	SJC	$ 116.90	$ 0.104
46	TPA	$ 113.10	$ 0.104
47	PBI	$ 117.87	$ 0.104
48	ONT	$ 106.74	$ 0.103
49	SMF	$ 109.35	$ 0.103
50	PVD	$ 128.03	$ 0.102
51	MCO	$ 114.29	$ 0.101
52	RNO	$ 104.52	$ 0.101
53	RSW	$ 120.86	$ 0.100
54	OAK	$ 100.30	$ 0.100
55	SFO	$ 175.20	$ 0.100
56	SJU	$ 167.82	$ 0.099
57	ANC	$ 183.42	$ 0.098
58	PHX	$ 111.34	$ 0.097
59	PDX	$ 126.71	$ 0.097
60	SAN	$ 126.95	$ 0.096
61	LAX	$ 146.24	$ 0.094
62	SEA	$ 137.31	$ 0.094
63	FLL	$ 111.99	$ 0.093
64	**JFK**	**$ 152.10**	**$ 0.091**
65	LAS	$ 107.82	$ 0.088
66	OGG	$ 132.27	$ 0.079
Ave.		***$ 135.69***	***$ 0.119***

C. Financial Constraints

1. Major Source of Revenue at the Airport for Terminal Projects

Since our last submission, there has been no change in the revenue source for airport terminal projects.

2. Rates and Charges Methodology (Residual, Compensatory, or Hybrid)

There has been no change in the rates and charges methodology used by the Port Authority.

3. Past Use, if any, of PFCs for Gate and Related Terminal Projects

In the last eighteen-month period PFC funding was applied to the AirTrain Extension Project. Total funding for this project amounted to $250 million.

4. Availability of Discretionary Income for Airport Capital Improvement Projects

There is no discretionary income available for airport capital improvement projects. Newark Liberty is constrained by substantial capital and operating requirements related to security as a result of the events and mandates of the post-9/11 world.

D. Airport Controls Over Airside and Groundside Capacity

1. Majority-In-Interest (MII) or "No Further Rates and Charges" Clauses Covering Groundside and Airside Projects

EWR is not a majority-in-interest airport.

2. Any Capital Construction Projects that have been Delayed or Prevented because an MII was Invoked

Not applicable.

3. Plans, if any, to Modify Existing MII Agreements

Not applicable.

Technical Report

Newark – Liberty International Airport
Gate and Ticket Counter Utilization Study

Submitted to:

THE PORT AUTHORITY OF NY&NJ
Newark International Airport
Newark, NJ

Prepared by:

THE Louis Berger Group, INC.
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October 2003

Table of Contents

Page

1 Introduction 1
1.1 Study Objectives 1
1.2 Study Organization 1
2 Inventory Update 3
2.1 Terminal A 3
2.1.1 Aircraft Gates 3
2.1.2 Ticket Counters 3
2.1.3 Terminal Improvements Since 1999 3
2.2 Terminal B 4
2.2.1 Aircraft Gates 4
2.2.2 Ticket Counters 4
2.2.3 Terminal Improvements Since 1999 4
2.3 Terminal C 5
2.3.1 Aircraft Gates 5
2.3.2 Ticket Counters 5
2.3.3 Terminal Improvements Since 1999 5
2.4 Current Gate and Ticket Counter Allocation 6
3 Utilization Analysis 9
3.1 Facility Allocation vs. Activity Review 9
3.2 Airline Activity Analysis 10
3.3 Gate Utilization Analysis 14
3.4 Ticket Counter Utilization Analysis 18
3.4.1 Passenger Throughput 18
3.4.2 Daily Capacity 18
3.5 Review of Historic Utilization 22
4 Summary of Findings 22

1 Introduction

The Port Authority of New York and New Jersey operate Newark Liberty International Airport (EWR) pursuant to a lease agreement with the City of Newark. The Airport is located approximately 16 miles southwest of midtown Manhattan in Union and Essex counties, New Jersey. The Airport, a Large Hub, accommodated approximately 22.1 million domestic passengers and 7.1 million international passengers in 2002. In that year, EWR had approximately 351,000 domestic and 55,000 international operations.

The Port Authority is responsible for the allocation of Airport terminal facilities consistent with its objective to meet the air transportation needs of the New York, New Jersey metropolitan region. Furthering this objective, the Port Authority completed the first *Newark International Airport Aircraft Gate and Ticket Counter Utilization Study* in June 1999. This Study documented the terminal facility inventory, facility allocations among the airlines serving EWR including airline utilization rates, and made recommendations on how facility utilization might be improved.

After completion of the Study, EWR was identified as a "covered airport" (i.e. dominated by one or two airlines) pursuant to the Wendell H. Ford Aviation Investment and Reform Act for the 21st Century (Air 21). Covered airports are required to submit an Airline Competition Plan for approval by the FAA. The 1999 Study provided much of the background information submitted with the Competition Plan.

1.1 Study Objectives

Many events have occurred since the completion of the 1999 Study. This Gate Study Update is designed to update conditions and activities at the airport, and provide the EWR Airport Properties Department with the information needed to facilitate requests for new entrant access and expansion by incumbent carriers. Specific study objectives are:

- To update the inventory of gate and ticket counter facilities at the airport;
- To complete a comparative assessment of actual gate and ticket counter facility utilization among the master airlines in relation to lease requirements;
- To compare results of this study with those of the 1999 Study; and
- To recommend appropriate actions to enhance gate and ticket counter utilization, and thus fulfilling the mandates of Air 21 to make the Airport available on a reasonable basis to all carriers wishing to serve it.

1.2 Study Organization

This Gate Utilization Study Update is organized into four chapters briefly described below:

- **Introduction** – Discusses the Newark International Airport Aircraft Gate and Ticket Counter Utilization Study Update in the context of the 1999 Gate Study, AIR 21 and the required Airline Competition Plan;
- **Facility Utilization Assessment -** Provides documentation on the utilization of the Airport's terminal facilities including such measures as domestic departing flights, seats and passengers, international arrivals and departing passengers. This section includes a comparison of results with the 1999 study.

- **Summary of Findings –** Summarizes the study results and makes appropriate recommendations in order to achieve the mandates of AIR 21.

2 Inventory Update

Terminal facilities at Newark Liberty International Airport consist of three terminal buildings (A, B, and C). Each terminal includes a departure, arrival and concourse level, and multiple satellites (Terminal C has 2 departure levels, as discussed in Section 2.3). The terminal buildings encompass 111 aircraft boarding gates, 385 standard airline ticket counters (including e-ticket stations proving baggage check-in and/or airline staff), and associated passenger hold rooms, lounges, baggage, office and operations support space. Seven master airlines and six handled airlines occupy the domestic facilities pursuant to long term exclusive use leases and sub-lease agreements. The Port Authority operates international facilities in Terminal B on a common use basis providing access for an additional 17 international air carriers.

In addition to aircraft gates and ticket counters, the ground floor of each terminal satellite provides for airline ground support and operations space. The satellite access corridors from the main terminal buildings represent the concourse level. Baggage claim facilities and ground transportation are located on the arrivals level. Airline administrative offices are located throughout the terminals, some can be found off the concourses. Major expansion and renovation has been completed or is presently underway at each terminal facility, as outlined in the following sections.

2.1 Terminal A

Terminal A is the oldest Terminal at EWR. It is the terminal located furthest to the South. Terminal A has three satellites, designated A1, A2 and A3. Although this terminal is located on Port Authority property, it is not maintained or operated by the Port Authority. The air carriers that lease the terminal are responsible for its maintenance and operation.

2.1.1 Aircraft Gates

There are 28 gates in Terminal A. Satellite A1 houses nine gates (designated 10 through 18). Satellite A2 also houses nine gates (20 through 28), and Satellite A3 has ten gates (30-39). The gates in Satellites A1 and A2 are all single bridge gates, meaning that only one aircraft loading bridge may be attached to them. Gates 31 through 38 in Satellite A3, however, are double bridge gates, with Gate 30 being a single bridge gate. Twenty-two of these gates accommodate narrow body aircraft. Six (gates 15-17, 32, 33, and 35) can accommodate widebody aircraft. The aircraft loading bridges attached to Satellites A1 through A3 have either recently been replaced or are scheduled to be replaced with the planned renovation at that terminal. All the bridges at Terminal are owned by the airlines.

2.1.2 Ticket Counters

The Departures level of Terminal A includes 125 ticketing positions, comprised of both single and double occupancy counters, and attached and stand-alone e-ticketing stations. The ticket counters are arranged in a typical configuration; they are grouped by airline, in a single line spanning the terminal. The groups of counters are separated by passenger vertical movement areas (stairs/escalators/elevators) and generally face the terminal entrance doors (curbside). There is approximately six feet between the front of the main ticket counter areas until the first stanchion for passenger queuing.

2.1.3 Terminal Improvements Since 1999

The Terminal A improvement program includes approximately a $35 million Port Authority investment in refurbishment of the escalators, elevators, and the arrival and departure vestibules, upgrading HVAC,

lighting, fire protection and electrical systems, refinishing the terminal ceilings, walls, columns and terrazzo floors, asbestos abatement and ADA requirements, and rehabilitation of the non exclusive gate and apron pavement areas. In addition to the Port Authority's investment, Terminal A tenants are investing millions in the replacement of loading bridges, baggage systems and ticket counters, refurbishment and refinishing of office space, operations space, club rooms and exclusive gate positions.

Since September 11th, substantial security enhancements have been added to Terminal A. Concourse screening areas have been expanded, increasing the number of screening units from 6 (two per concourse) to 10 (four for A3, three each for A1 and A2). New CTX and ETD baggage screening machines have been added; American and United Airlines have their units in former ATO space on the ticketing level. Additional units have been installed on the Operations and Parking Levels, and the lower levels of Satellites A1 and A2. Transportation Safety Administration (TSA) offices have been constructed on the Concourse (Mezzanine) level adjacent to Satellite A3.

2.2 Terminal B

Terminal B has a floor plan and satellite configuration similar to Terminal A, with the addition of a Federal Inspection Service facility located between Satellites B-2 and B-3. Unlike Terminal A, the Port Authority operates the terminal and Satellites B-2 and B-3. Satellites B-2 and B-3 are strictly international; however, satellite B1 serves domestic carriers. The Port Authority Operations personnel schedule the use of the international portion of Terminal B. The carriers leasing Satellite B1 schedule their own use.

2.2.1 Aircraft Gates

The Terminal B Satellites house a total of 24 gates. Of those gates, nine (gates 41 A or B, 44, 46, 53-55, and 62-64) may accommodate wide-body aircraft and 15 accommodate narrow body aircraft. Satellite B-1 houses nine gates (40 though 48). There is no gate numbered 43. Satellite B-2 consists of seven gates (51 though 57). Satellite B-3 houses eight gates (60 through 68). The Port Authority owns all of the aircraft loading bridges attached to Satellites B-2 and B-3, and the bridges attached to gates 40, 41 and 42 on Satellite B1. The other bridges attached to Terminal B are owned by the airlines.

2.2.2 Ticket Counters

A total of 122 ticket counters of all types are located in Terminal B. Fifty-two counters are designated for the Domestic carriers operating from Satellite B-1. In addition, there are 70 permanent ticket counters equipped with the Common Use Terminal Equipment (CUTE) for the international operations. These counters and associated equipment are rented by airlines by the hour. Each airline is allowed three ticket counters per flight with an option to obtain an additional counter per one hundred passengers over 300. Included in the count, Delta Air Lines has several stand-alone staffed e-ticketing facilities, located adjacent to its regular ticketing area. Several of these stations are located along the front wall of the terminal, facing inwards.

2.2.3 Terminal Improvements Since 1999

In Terminal B, the Port Authority recently completed a major vertical circulation project providing new and expanded escalators and elevators in the public areas of the terminal. The project also includes escalator service from the aircraft apron to the sterile corridor accessing the FIS facility, a moving walkway in the connector to Satellite B-3, and a new electronic messaging and information system throughout the terminal. The Terminal B improvement program represents approximately a $20 million investment.

The security enhancements for Terminal B included expanding the number of screening units (from 6 to 8, with one additional unit each for Satellites B1 and B3; new bag screening devices (on the ticketing level for domestic carriers and at lower levels for international activity); and new baggage screening devices for international transfer passengers (on the arrivals level).

2.3 Terminal C

Terminal C is the newest of the airport's three terminals; it was not operational until the early 1980's, when it was initially developed for PeoplExpress (afterwards Continental). It is located furthest to the north. Terminal C uses a finger concourse layout as opposed to the satellite concept reflected in Terminals A and B. The airline that leases this terminal, Continental Airlines, is responsible for its maintenance and operation.

2.3.1 Aircraft Gates

Terminal C has 59 gates in its Satellites C1 through C3. Satellite C1 has 25 gates (70 – 99), with seven capable of serving widebody aircraft. Satellite C2 has 15 gates (101 – 115), of which 3 can serve widebody. The newest concourse, Satellite C3, was completed in 2001 and has 19 gates (120-129), all capable of serving widebody aircraft.

2.3.2 Ticket Counters

Terminal C has a total of 173 ticket counters of all types including 29 standalone e-ticket machines. All the ticket counters are numerically labeled for ease of passenger location. There are two levels for ticketing; the upper level (the original departures level) provides international destination ticketing. The lower lever (the original arrivals) contains domestic ticketing. All but a few ticket positions (located on one end of the terminal) are e-ticket stations.

2.3.3 Terminal Improvements Since 1999

Terminal C has undergone significant improvements since 1999, with an investment of over $1 Billion. In addition to the new Satellite C3, the entire main terminal building with its associated roadways has undergone a major reconstruction. The building now has two departure (ticketing) levels, and the former parking and operations level has been converting to an arrivals (baggage claim) area. A new FIS facility has been completed to serve Satellite C3, which is equipped with swing gates and sterile corridors to serve international travelers. This satellite is also capable of handling regional jets on the jet bridges, providing significant operational flexibility. Terminal roadways have been modified to match this change, with a new ground level roadway developed to serve arriving passengers. A large (3,400 space) parking garage has also been completed.

Newark Liberty International Airport's gate and ticket counter facilities are summarized in Table 1.

Table 1 – EWR Gate and Ticket Counter Facilities Inventory

Terminal	Standard Counters	Satellite	Use	Operations	Gates Designations	Total Gates
A	119	A-1	Domestic	Airline	10-18	9
		A-2	Domestic	Airline	20-28	9
		A-3	Domestic	Airline	30-39	10
B	122	B-1	Domestic	Airline	40-48	9
		B-2	International	PANYNJ	51-57	7
		B-3	International	PANYNJ	60-68	8
C	144	C-1	Domestic	Airline	70-99	25
		C-2	Domestic	Airline	101-115	15
		C-3	Domestic/International	Airline	120-129	19
TOTAL	**385**					**111**

Appendix 1 provides a detailed summary of Gate and Ticket Counter facilities at Newark-Liberty International Airport. This summary reflects October 2003 conditions, and is an update of a similar table completed for the 1999 Gate Study.

2.4 Current Gate and Ticket Counter Allocation

The allocation of gate and counter facilities at Newark Liberty International Airport reflects an historical evolution of facility construction, occupancy and improvement from Terminals A and B and the old North Terminal, to construction of Terminal C, demolition of the North Terminal, assignment of the PeoplExpress lease to Continental Airlines, the major expansion of Terminal C and the renovations of Terminals A and B, along with the associated reassignment of space and negotiation of leases supplements. Facility financing, historic relationships with the major US domestic air carriers, code sharing arrangements, strategic alliances and forced accommodation have all played a part in the existing allocation of gates and counters.

All of the Airport's domestic gate and counter facilities, which include those in Terminals A and C and Satellite B-1, are allocated pursuant to long term exclusive leases with seven master airline lessees including United, USAirways, American, Northwest, Delta and Continental/Continental Express. These master airline lessees accommodated an additional 6 airlines on their gates and counters in 2003 through sub-leases and handling agreements. The master airline lessees and the at-gate sub-lessees or handled airlines are listed below:

Terminal A

- **United:** Also handles United Express, and AirTran
- **USAirways:** Also handles USAirways Express and National Airlines
- **American:** Also handles American Eagle
- **Continental:** Also handles America West and Alaska
- **Domestic Common Use (PA Gate)**: Includes ATA

Terminal B

- **Northwest:** Also handles Midwest Airlines (formerly Midwest Express)
- **Delta:** Includes Delta Express and Delta Connection
- **PA Gates:** 17 international carriers operated in Satellites B-2 & 3 pursuant to Port Authority and IATA permits and procedures. They are not considered master lessees, sub-lessees or handled airlines.

Terminal C

- **Continental:** Includes Continental Express

The allocation of gates and counters among the Airport's master lessees and the international carriers as a group is shown in Table 2. This table clearly indicates that Continental Airlines is allocated the largest percentage of gate and counter assets. Its lease for Terminal C and occupancy of a small portion of Terminal A represents 58% of total gates but only 40% of total counters. The next largest domestic allocation of assets is to United Airlines (8% of the gates and 12% of the counters) followed by American Airlines (6% of the gates and 10% of the counters). International operations comprise 14 % of the gates and 20% of the counters.

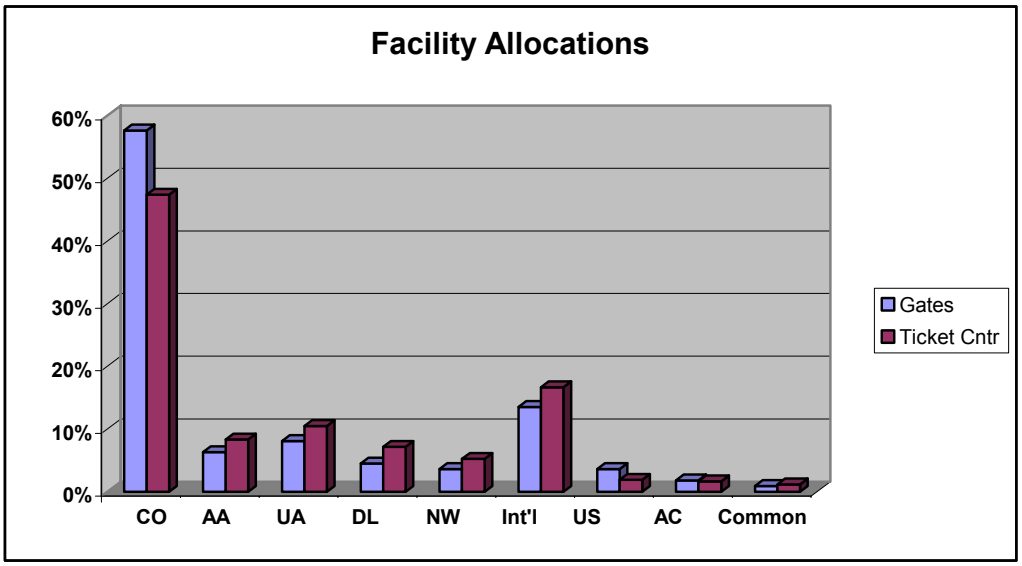
The disproportionate allocation of gates and counters to Continental and the international operations can be attributed to the modes of operation of these two groups. With Continental leasing all of Terminal C, it can more effectively manage peak demand periods with spill over to adjacent counter areas. Accordingly, its percentage share of counters is much smaller than its percentage share of gates. In addition, Continental has converted almost entirely to e-ticketing, even for full service (baggage check) ticket service. Preliminary surveys indicate that e-ticketing service times are generally less than those using traditional methods.

The international operations typically use much larger aircraft and board large numbers of passengers in short periods of time. In addition, the international operations typically experience a much lower ticketing bypass ratio than domestic passengers, meaning that more passengers would require ticketing procedures.

Table 2
Newark Liberty International Airport
Aircraft Gate & Ticket Counter Utilization Study
Airline Gate and Counter Allocations

Airline	Total Gates	Share	Terminal A	Terminal B	Terminal C
Continental	64	58%	5	0	59
American	7	6%	7	0	0
United	9	8%	9	0	0
Delta	5	5%	0	5	0
Northwest	4	4%	0	4	0
International	15	14%	0	15	0
USAirways	4	4%	4	0	0
Air Canada	2	2%	2	0	0
Dom. Common Use	1	1%	1	0	0
Total	**111**	**100%**	**28**	**24**	**59**

Airline	Total Counters	Share	Terminal A	Terminal B	Terminal C
Continental	199	47%	26	0	173
American	35	8%	35	0	0
United	44	10%	44	0	0
Delta	30	7%	0	30	0
Northwest	22	5%	0	22	0
International	70	17%	0	70	0
USAirways	8	2%	8	0	0
Air Canada	7	2%	7	0	0
Dom. Common Use	5	1%	5	0	0
Total	**420**	**100%**	**125**	**122**	**173**



3 Utilization Analysis

The previous section reviewed the allocation of facilities at EWR. In this section, the utilization of these facilities is considered. The analysis provides an assessment of airline gates and ticketing areas utilization only. The summer and winter peak months (as of August and December 2002) utilization is measured relative to other facilities and industry standards. The results of this analysis are combined with the facility allocation analysis, and recommendations are provided in Section 4.

Several ratios of utilization have been developed in order to assess the effectiveness of the allocations described above. These include each airline's market share measured in terms of the percent of total departures, seats and passengers, and airline utilization rates measures in terms of the number of departures, seats and passengers on a per gate basis. International facility arrivals, departures, turns and gate occupancy times have been analyzed as well. The sources of data used to develop these ratios primarily Official Airline Guide (OAG) data, Passenger Facility Charge reporting and information maintained by the Port Authority. The sources and ratios are addressed below.

3.1 Facility Allocation vs. Activity Review

Table 3 summarizes and compares the allocation of gates and ticketing space within EWR's terminals. These results illustrate the comparative shares of space provided to each airline relative to their level of activity (expressed at number of departures and number of available seats). This analysis was based on the operational data obtained from the OAG and Port Authority databases and a one day field review, combined with the latest floor plans of the airport terminals (reflecting conditions as of October 2003).

Table 3
Newark Liberty International Airport
Aircraft Gate & Ticket Counter Utilization Study
Facility Allocation vs. Activity Summary

Airline	% Total Gates	% Ticket Counters	% Total Enplanements	% Total Seats	% Total Departures
Continental	57.7%	47.4%	60.6%	60.0%	65.5%
American	6.3%	8.3%	8.1%	8.0%	8.3%
United	8.1%	10.5%	7.4%	7.7%	6.9%
Delta	4.5%	7.1%	6.3%	5.9%	5.5%
Northwest	3.6%	5.2%	4.0%	4.4%	4.3%
International	13.5%	16.7%	8.6%	8.4%	4.0%
USAirways	3.6%	1.9%	2.9%	3.0%	2.8%
Air Canada	1.8%	1.7%	1.1%	1.5%	2.0%
Dom. Common Use	0.9%	1.2%	1.0%	1.1%	0.6%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

Source: Port Authority Records, Field Counts

Generally, the airline's share of facilities is proportional to its activity, in terms of passengers, available seats, and aircraft operations. In addition, the percent share of facilities for a domestic airline (relative to other airlines) is largely consistent with its level of activity; the busier the airline, the more facilities it has. The only exception to this is that the second busiest carrier, American Airlines, with about 8% of enplanements, ranks third in terms of share of gates and ticket counters (6.3% and 10.1%, respectively). The third busiest airline (United, with 7.4% of enplanements) has the second highest facility shares (8.1% of gates and 11.5% of ticket

counters). This condition likely reflects the significant decrease in activity by United, due to the financial difficulties it has faced in recent years. This may be a short-term condition, as United recovers. Overall, however, these differences are relatively slight.

International airlines are seen to have a disproportionate share of facilities (13.5% of gates and 20.2% of ticket counters) relative to activity (8.6% of enplanements). This condition is indicative of the longer passenger service times and the fewer number of turns/gate/day of international activity.

3.2 Airline Activity Analysis

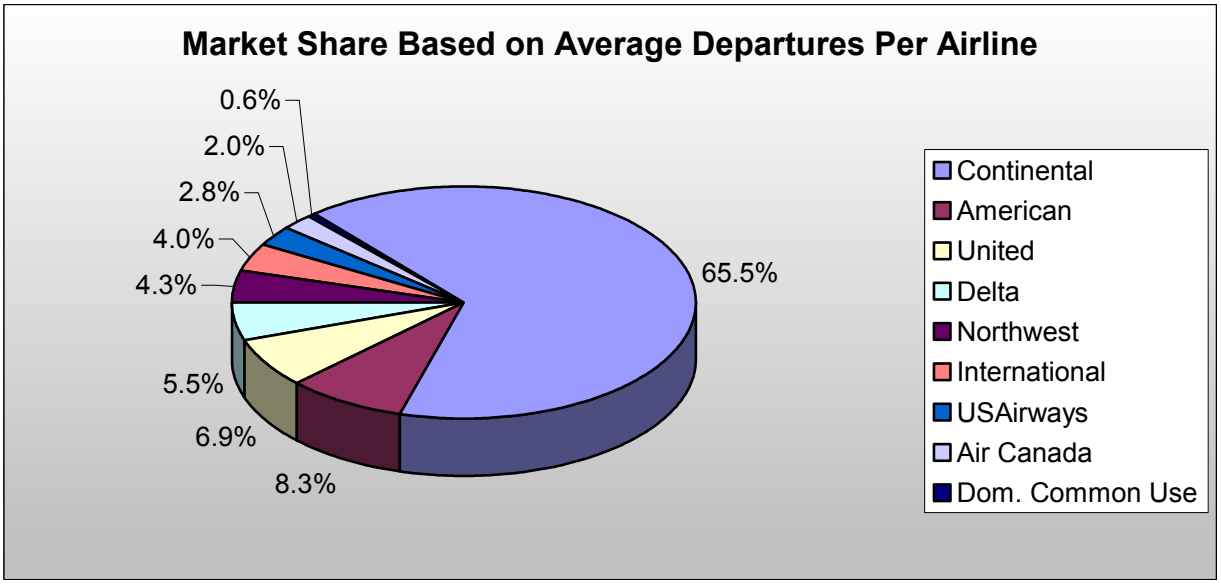
Tables 4-6 summarize airline activity in terms of departures, enplanements, and seats by airline. Results are shown for August and December 2002, which are historically seasonal peak months, and for monthly and daily averages (i.e. Average Day Peak Month or ADPM). This information is provided for each master airline lessee, for the domestic common use airlines (which use Gate 20 at Terminal A), and for the international operations in Satellites B-2 and B-3.

As expected, Continental (including Continental Express) comprises the substantial majority of airline activity, with over 65% of the average daily departures, and 61% and 60 of the average enplanements and seats, respectively. The next most active airline is American, with about 8% of departures, enplanements, and seats.

International airlines account for only 4% of the daily departures, but about 8.5% of the daily seats and enplanements. This difference is due to the larger aircraft that fly internationally (including widebody aircraft such as the 747 and 777) with a high passenger capacity. This result contrasts with Continental, whose higher share of departures vs. seats or enplanements indicates a smaller aircraft fleet mix than its domestic competitors. Clearly this smaller fleet mix is largely due to the substantial operations of Continental Express's regional jets.

Table 4
Newark Liberty International Airport
Aircraft Gate & Ticket Counter Utilization Study
Analysis of Average Departures Per Airline

			Averages		
Airline	**August**	**December**	**Monthly**	**Daily**	**Market Share**
Continental	10,550	10,082	10,316	333	65.5%
American	1,331	1,270	1,301	42	8.3%
United	1,161	1,024	1,093	35	6.9%
Delta	874	860	867	28	5.5%
Northwest	735	624	680	22	4.3%
International	693	562	628	20	4.0%
USAirways	559	317	438	14	2.8%
Air Canada	376	268	322	10	2.0%
Dom. Common Use	118	84	101	3	0.6%
Total	**16,397**	**15,091**	**15,744**	**508**	**100.0%**

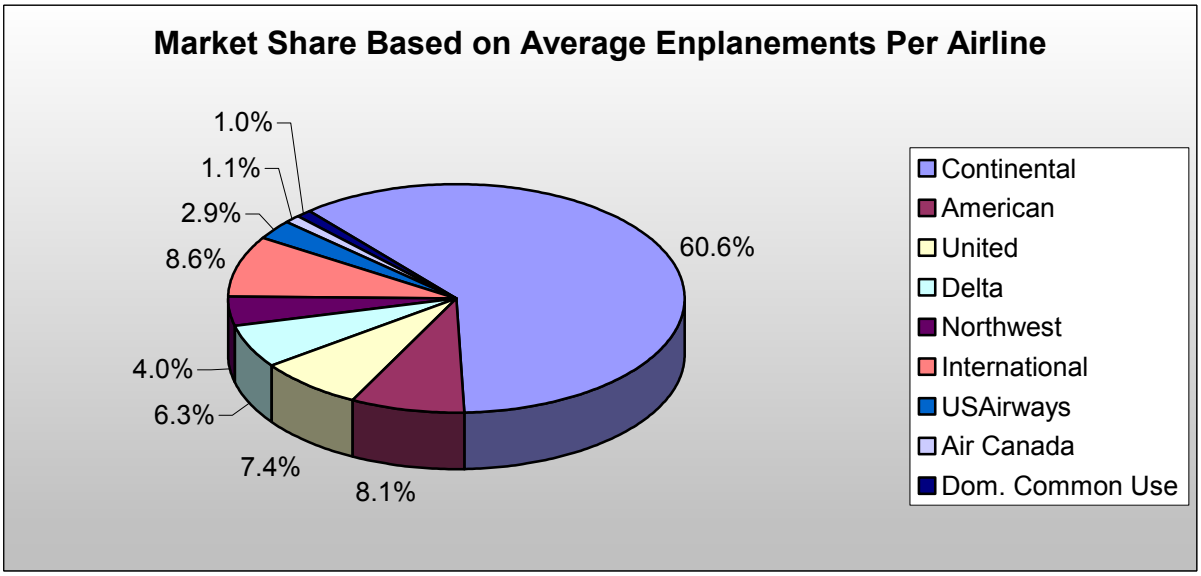


*Includes as shown below, sub-lessee and handled airlines excluding seasonal/charter operators:

Continental - Includes Continental Express, America West, and Alaska
American - Includes American Eagle
United - Includes United Express and AirTran
Delta - Includes Delta Express and Delta Connection
Northwest - Includes Midwest Airlines
International - Includes departures by carriers operating from the PA Int.l facility in Terminal B
USAirways - Includes National Airlines
Dom. Common Use - Includes ATA operating from the Domestic Common Use Gate A-20

Table 5
Newark Liberty International Airport
Aircraft Gate & Ticket Counter Utilization Study
Analysis of Average Enplanements Per Airline

			Averages		
Airline	**August**	**December**	**Monthly**	**Daily**	**Market Share**
Continental	873,931	757,205	815,568	26,309	60.6%
American	112,413	105,405	108,909	3,513	8.1%
United	103,871	94,446	99,159	3,199	7.4%
Delta	86,597	82,062	84,330	2,720	6.3%
Northwest	59,304	49,619	54,462	1,757	4.0%
International	123,382	108,907	116,145	3,747	8.6%
USAirways	50,945	27,769	39,357	1,270	2.9%
Air Canada	15,038	14,397	14,718	475	1.1%
Dom. Common Use	15,347	12,152	13,750	444	1.0%
Total	**1,440,828**	**1,251,962**	**1,346,395**	**43,432**	**100.0%**

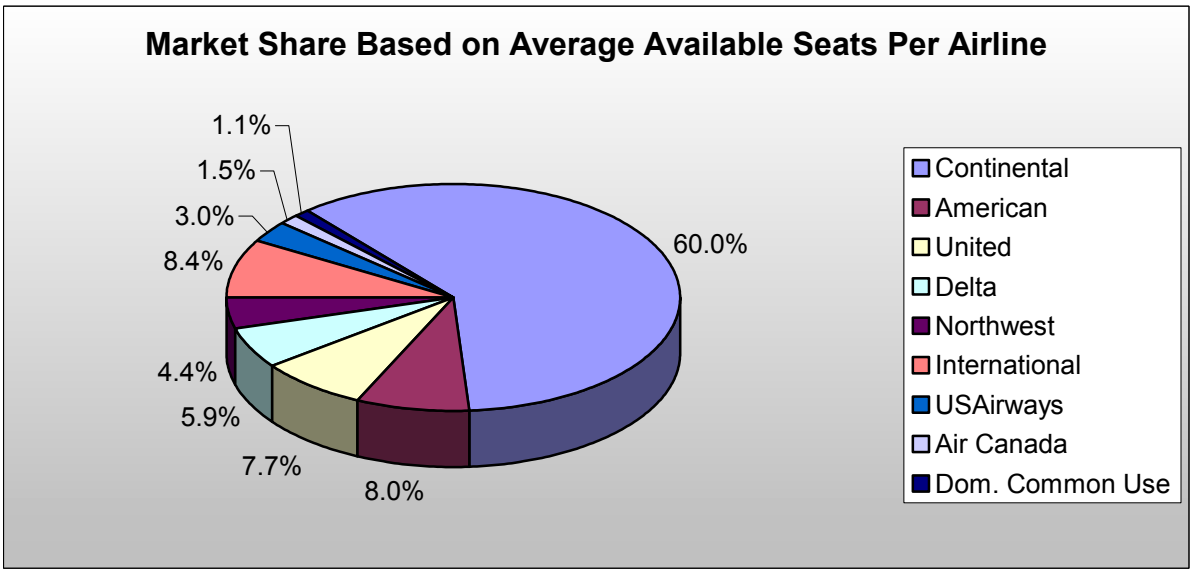


*Includes as shown below, sub-lessee and handled airlines excluding seasonal/charter operators:

Continental - Includes Continental Express, America West, and Alaska
American - Includes American Eagle
United - Includes United Express and AirTran
Delta - Includes Delta Express and Delta Connection
Northwest - Includes Midwest Airlines
International - Includes departures by carriers operating from the PA Int.l facility in Terminal B
USAirways - Includes National Airlines
Dom. Common Use - Includes ATA operating from the Domestic Common Use Gate A-20

Table 6
Newark Liberty International Airport
Aircraft Gate & Ticket Counter Utilization Study
Analysis of Average Available Seats Per Airline

			Averages		
Airline	**August**	**December**	**Monthly**	**Daily**	**Market Share**
Continental	1,167,669	1,091,991	1,129,830	36,446	60.0%
American	154,102	146,804	150,453	4,853	8.0%
United	155,292	135,890	145,591	4,696	7.7%
Delta	108,555	115,083	111,819	3,607	5.9%
Northwest	91,015	74,217	82,616	2,665	4.4%
International	165,418	149,420	157,419	5,078	8.4%
USAirways	69,718	42,182	55,950	1,805	3.0%
Air Canada	33,666	22,824	28,245	911	1.5%
Dom. Common Use	23,463	18,123	20,793	671	1.1%
Total	**1,968,898**	**1,796,534**	**1,882,716**	**60,733**	**100.0%**



*Includes as shown below, sub-lessee and handled airlines excluding seasonal/charter operators:

Continental - Includes Continental Express, America West, and Alaska
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Northwest - Includes Midwest Airlines
International - Includes departures by carriers operating from the PA Int.l facility in Terminal B
USAirways - Includes National Airlines
Dom. Common Use - Includes ATA operating from the Domestic Common Use Gate A-20

3.3 Gate Utilization Analysis

Tables 7, 8 and 9 present an analysis of gate utilization by airline (or group of airlines using a set of gates). Of particular interest is the estimated daily utilization, as developed from OAG and PA data for August and December 2002. As with the airline activity analysis, this assessment is provided for each master airline lessee.

Gate capacity can be measured in terms of the number of turns per gate, that is, the number of times an aircraft arrives, is loaded, and departs. For EWR, the number of departures per gate can be used as a reasonable approximation of turns per gate. There are no established rules of thumb for gate utilization; in general, when a typical airline gate handles 6-8 turns per day, it is reaching a high level of utilization. A rate below 5 turns per day would generally indicate low gate utilization. International gates have much lower utilization rates due to the size of aircraft, and the frequency of departures; 2-3 turns per day are typical for these gates.

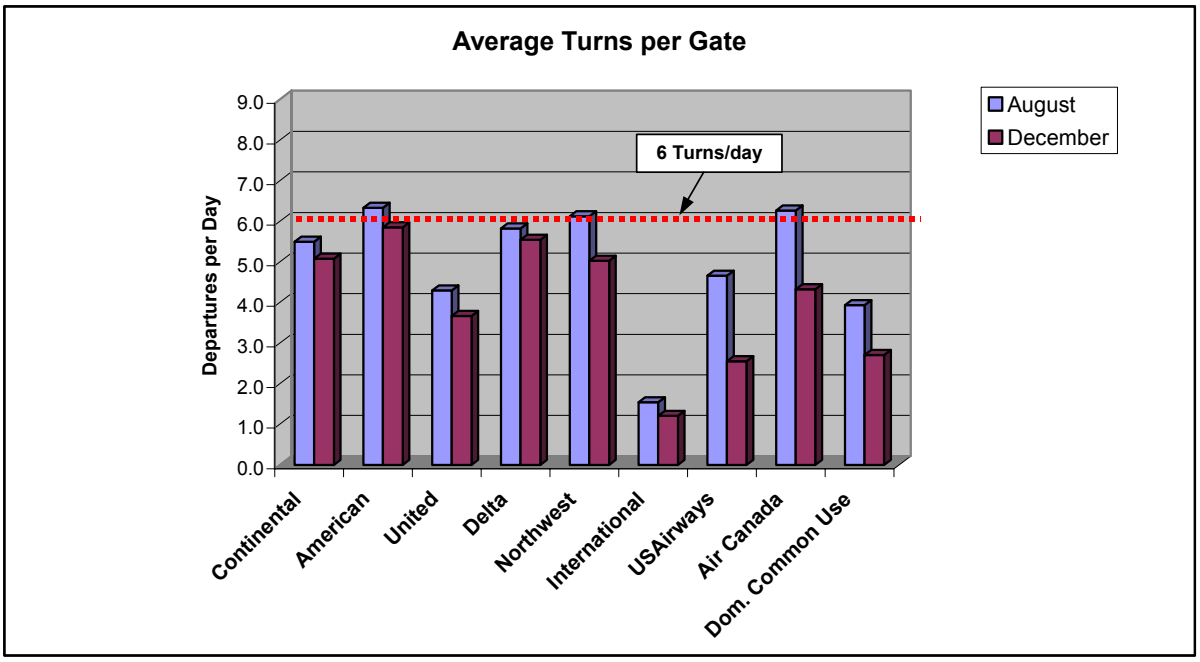
Table 7 reveals that most domestic gates at EWR have 5 to 6 turns per day. American Airlines has the highest gate utilization rate (6 turns per day), followed by Delta Air Lines (5.6). Continental, with its hub operation, has slightly more than 5 turns per day. However, United and USAirways have low utilization rates (3.9 and 3.5 turns per day, respectively). These low rates are significantly lower than those reported in the 1999 study (4.97 and 6.76), and reflect the decrease in operations for these financially troubled air carriers. The single PA operated domestic gate (A-20) has a low utilization rate as well (3.3).

International gates have an extremely low utilization rate of approximately 1.3 turns per day; this is low even for international activity. Clearly, this result displays the significant reduction in international activity at Terminal B with the shift of Continental's international operations to Terminal C.

Gate utilization may also be measured in terms of available seats or enplanements per gate. These ratios provide a measure of the size of aircraft using the gates, and the gate throughput and load factors of the airlines. As seen in Tables 8 and 9, Delta and American have the highest gate utilization, respectively, with 544 and 502 daily enplanements per gate, and with 721 and 693 available daily seats per gate. Continental ranks fifth for both enplanements (411) and seats (569) per gate. It is interesting to note that the PA domestic gate ranks third in these categories (444 enplanements and 671 seats per gate per day), in spite of the low turn rate; this would indicate use of larger aircraft by the airlines at this gate.

Table 7
Newark Liberty International Airport
Aircraft Gate & Ticket Counter Utilization Study
Analysis of Average Departures Per Gate

			Averages			Dep/Gate	
Airline	**August**	**December**	**Monthly**	**Daily**	**Gates**	**August**	**December**
Continental	10,550	10,082	10,316	333	64	5.5	5.1
American	1,331	1,270	1,301	42	7	6.3	5.9
United	1,161	1,024	1,093	35	9	4.3	3.7
Delta	874	860	867	28	5	5.8	5.5
Northwest	735	624	680	22	4	6.1	5.0
International	693	562	628	20	15	1.5	1.2
USAirways	559	317	438	14	4	4.7	2.6
Air Canada	376	268	322	10	2	6.3	4.3
Dom. Common Use	118	84	101	3	1	3.9	2.7
Total	**16,397**	**15,091**	**15,744**	**508**	**111**	**4.9**	**4.0**
				Exclude Int'l		**5.4**	**4.3**



*Includes as shown below, sub-lessee and handled airlines excluding seasonal/charter operators:

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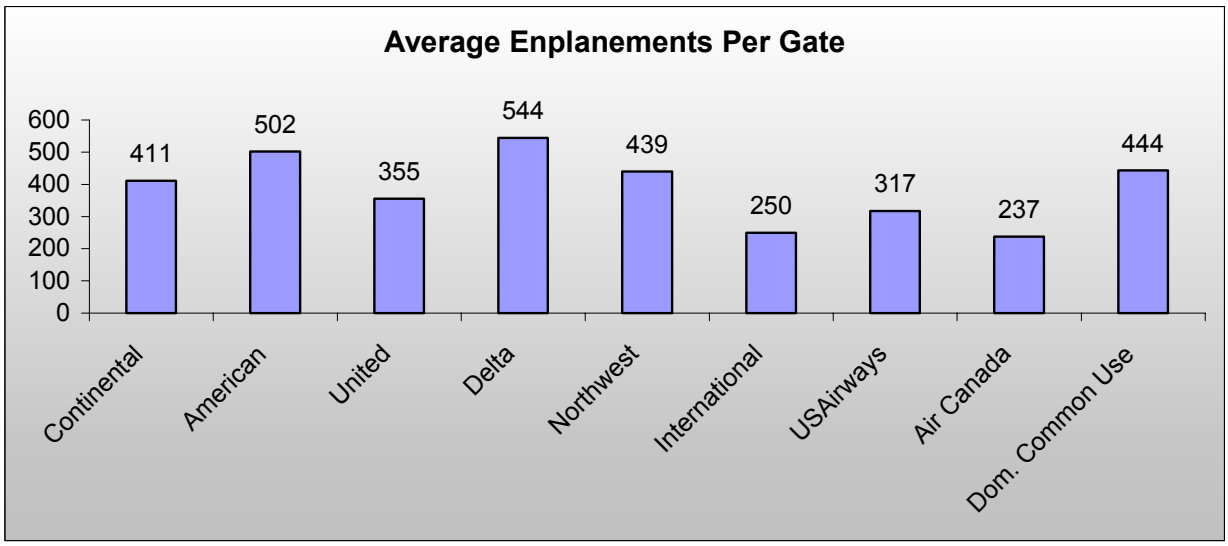
American - Includes American Eagle
United - Includes United Express and AirTran
Delta - Includes Delta Express and Delta Connection
Northwest - Includes Midwest Airlines
International - Includes departures by carriers operating from the PA Int.l facility in Terminal B
USAirways - Includes National Airlines
Dom. Common Use - Includes ATA operating from the Domestic Common Use Gate A-20

Table 8
Newark Liberty International Airport
Aircraft Gate & Ticket Counter Utilization Study
Analysis of Average Enplanements Per Gate

			Averages			Gate Averages	
Airline	**August**	**December**	**Monthly**	**Daily**	**Gates**	**Monthly**	**Daily**
Continental	873,931	757,205	815,568	26,309	64	12,743	411
American	112,413	105,405	108,909	3,513	7	15,558	502
United	103,871	94,446	99,159	3,199	9	11,018	355
Delta	86,597	82,062	84,330	2,720	5	16,866	544
Northwest	59,304	49,619	54,462	1,757	4	13,615	439
International	123,382	108,907	116,145	3,747	15	7,743	250
USAirways	50,945	27,769	39,357	1,270	4	9,839	317
Air Canada	15,038	14,397	14,718	475	2	7,359	237
Dom. Common Use	15,347	12,152	13,750	444	1	13,750	444
Total	**1,440,828**	**1,251,962**	**1,346,395**	**43,432**	**111**	**12,130**	**391**



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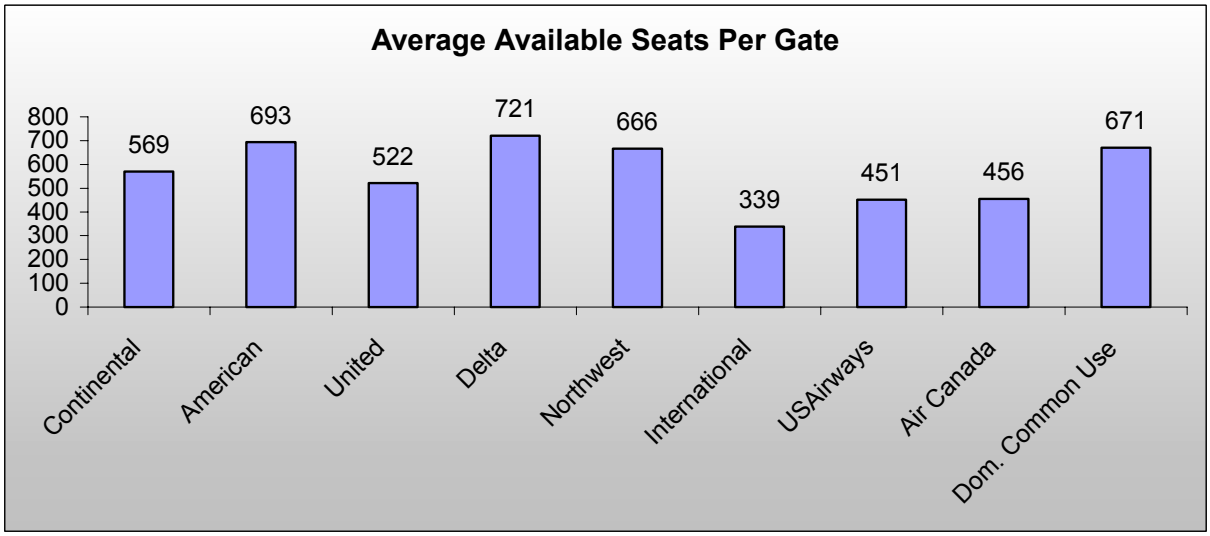
Continental - Includes Continental Express, America West, and Alaska
American - Includes American Eagle
United - Includes United Express and AirTran
Delta - Includes Delta Express and Delta Connection
Northwest - Includes Midwest Airlines
International - Includes departures by carriers operating from the PA Int.l facility in Terminal B
USAirways - Includes National Airlines
Dom. Common Use - Includes ATA operating from the Domestic Common Use Gate A-20

Table 9
Newark Liberty International Airport
Aircraft Gate & Ticket Counter Utilization Study
Analysis of Average Available Seats Per Gate

			Averages			Gate Averages	
Airline	**August**	**December**	**Monthly**	**Daily**	**Gates**	**Monthly**	**Daily**
Continental	1,167,669	1,091,991	1,129,830	36,446	64	17,654	569
American	154,102	146,804	150,453	4,853	7	21,493	693
United	155,292	135,890	145,591	4,696	9	16,177	522
Delta	108,555	115,083	111,819	3,607	5	22,364	721
Northwest	91,015	74,217	82,616	2,665	4	20,654	666
International	165,418	149,420	157,419	5,078	15	10,495	339
USAirways	69,718	42,182	55,950	1,805	4	13,988	451
Air Canada	33,666	22,824	28,245	911	2	14,123	456
Dom. Common Use	23,463	18,123	20,793	671	1	20,793	671
Total	**1,968,898**	**1,796,534**	**1,882,716**	**60,733**	**111**	**16,961**	**547**



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American - Includes American Eagle
United - Includes United Express and AirTran
Delta - Includes Delta Express and Delta Connection
Northwest - Includes Midwest Airlines
International - Includes departures by carriers operating from the PA Int.l facility in Terminal B
USAirways - Includes National Airlines
Dom. Common Use - Includes ATA operating from the Domestic Common Use Gate A-20

3.4 Ticket Counter Utilization Analysis

Ticket counter utilization was analyzed in terms of the average passenger throughput (i.e. enplanements per ticket counter), and the percent of average daily capacity used by airline. These parameters are shown in Tables 10 and 11.

3.4.1 Passenger Throughput

USAirways has the highest level of passenger throughput for its ticketing facilities – approximately 159 enplaned passengers per day per ticket counter station. Note that this figure reflects all ticketing stations, including traditional and e-ticketing. The second highest was Continental, with approximately 132 enplaned passengers per day. American and United Airlines, the two busiest airlines (in terms of passengers) excluding Continental, had relatively low throughput rates of 100 and 73 daily enplanements, respectively (see Table 10).

The results for USAirways and Continental indicate both heavy use and a high processing rate. This makes sense, since half of USAirways counter positions are e-ticket stations and Continental has switched almost entirely to e-ticketing, and fieldwork has indicated that e-ticketing processing rates are measurably higher than traditional ticketing (see comments below). The relatively lower throughputs for Northwest, United, and Air Canada compared to Continental, USAirways (and Delta), may be a result of several factors, including slower processing (with less use of e-ticketing) and activity spread over more ticketing positions.

International ticketing had the lowest processing rate (54 enplanements per ticket station). This is consistent with other study results. It reflects the long passenger ticketing time that occurs with international activity.

3.4.2 Daily Capacity

Table 11 provides an estimate of the daily capacity of EWR's ticketing facilities, and a comparison with current daily throughput. These estimates are based on the following assumptions:

- Domestic ticketing processing rates average 3.6 minutes per passenger. This rate is based upon a limited field survey completed at EWR in May 2003. Processing times for stand-alone e-ticketing can be higher, in the range of 2 minutes per passenger.
- International ticketing processing rates average 6.0 minutes per passenger (based on the same survey).
- Although the airport is open 24 hours, most departure activity occurs within 16 hours (5 am to 9 pm), consistent with Airline Schedules.

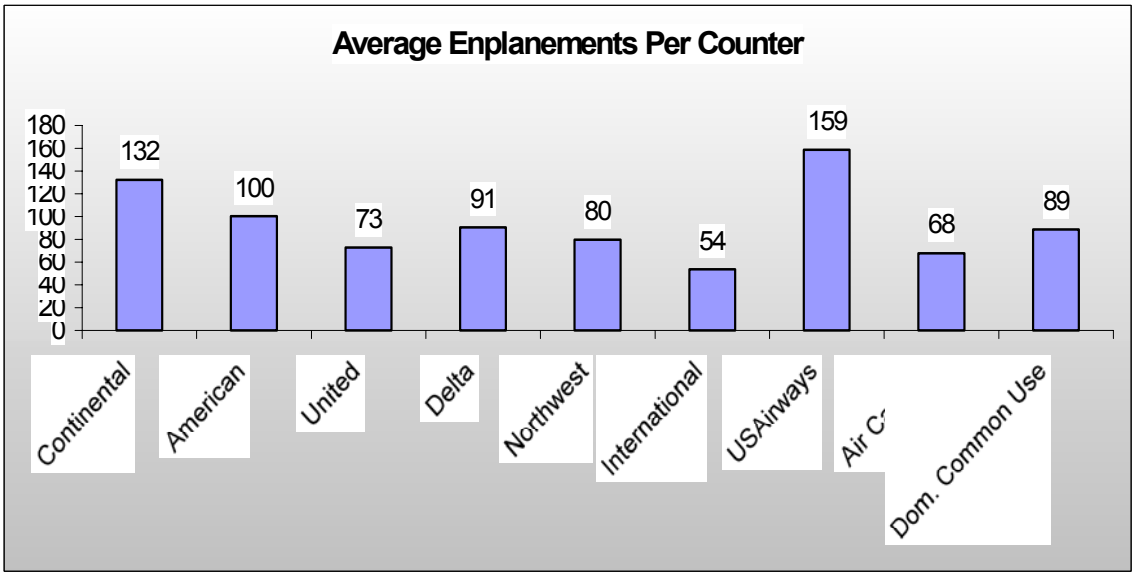
Using these assumptions, the daily capacity for each airline's ticketing facilities was estimated (see Table 11). This parameter was compared to current average daily enplanements, and the ratio of demand to capacity was calculated.

It must be stressed that this analysis looks only at average daily activity. **It is not, nor should it be considered, and analysis of ticketing facility requirements.** Such an analysis requires an assessment of peak or design hour activity. The appropriate use for this work is to compare the demand/capacity ratios of the airlines, to see how they are utilized relative to each other.

Table 11 shows that most airlines have a similar daily average demand/capacity ratio, in the range of 30 to 40 percent. The highest ratios are seen for Continental and USAirways, consistent with the previous calculations. It is interesting to note that the International ticketing facility's ratios fall within those of most airlines.

Table 10
Newark Liberty International Airport
Aircraft Gate & Ticket Counter Utilization Study
Analysis of Average Enplanements Per Counter

			Averages			Counter Averages	
Airline	**August**	**December**	**Monthly**	**Daily**	**Counters**	**Monthly**	**Daily**
Continental	873,931	757,205	815,568	26,309	199	4,098	132
American	112,413	105,405	108,909	3,513	35	3,112	100
United	103,871	94,446	99,159	3,199	44	2,254	73
Delta	86,597	82,062	84,330	2,720	30	2,811	91
Northwest	59,304	49,619	54,462	1,757	22	2,476	80
International	123,382	108,907	116,145	3,747	70	1,659	54
USAirways	50,945	27,769	39,357	1,270	8	4,920	159
Air Canada	15,038	14,397	14,718	475	7	2,103	68
Dom. Common Use	15,347	12,152	13,750	444	5	2,750	89
Total	**1,440,828**	**1,251,962**	**1,346,395**	**43,432**	**420**	**3,206**	**103**



*Includes as shown below, sub-lessee and handled airlines excluding seasonal/charter operators:

Continental - Includes Continental Express, America West, and Alaska
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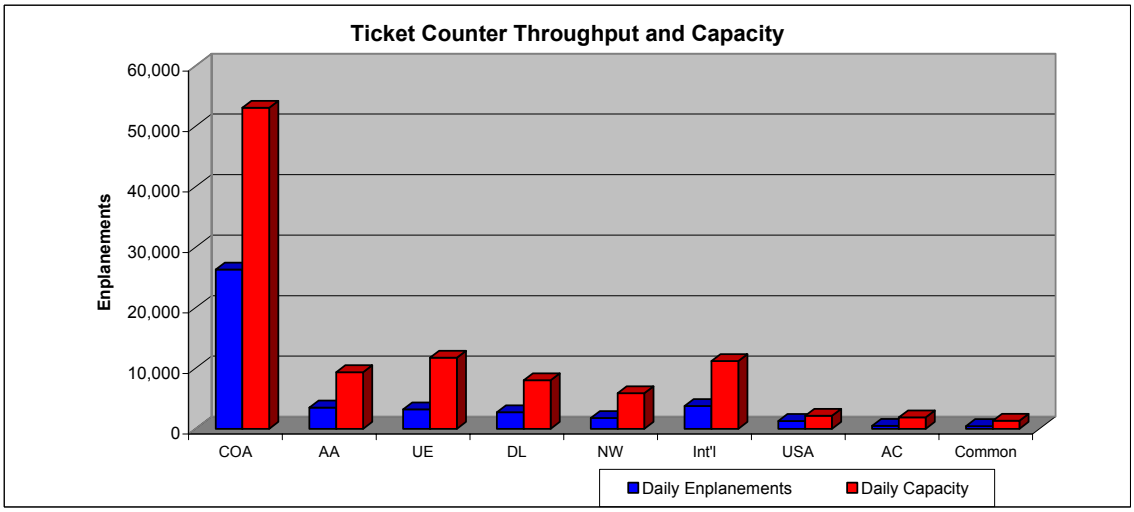
United - Includes United Express and AirTran
Delta - Includes Delta Express and Delta Connection
Northwest - Includes Midwest Airlines
International - Includes departures by carriers operating from the Port Authority Int.l facility in Terminal B (15 Gates)
USAirways - Includes National Airlines
Dom. Common Use - Includes ATA operating from the Domestic Common Use Gate 20 in Terminal A

Table 11
Newark Liberty International Airport
Aircraft Gate & Ticket Counter Utilization Study
Ticket Counter Throughput and Capacity

Airline	August	December	Average Daily	Ticket Counters	Daily Enpl/Counter	Calc. Service Rate (min/pax)	Est. Daily Capacity	Percent Capacity
Continental	873,931	757,205	26,309	199	132	7.3	53,067	50%
American	112,413	105,405	3,513	35	100	9.6	9,333	38%
United	103,871	94,446	3,199	44	73	13.2	11,733	27%
Delta	86,597	82,062	2,720	30	91	10.6	8,000	34%
Northwest	59,304	49,619	1,757	22	80	12.0	5,867	30%
International	123,382	108,907	3,747	70	54	17.9	11,200	33%
USAirways	50,945	27,769	1,270	8	159	6.0	2,133	60%
Air Canada	15,038	14,397	475	7	68	14.2	1,867	25%
Dom. Common Use	15,347	12,152	444	5	89	10.8	1,333	33%
Total	**1,440,828**	**1,251,962**	**43,432**	**420**	**103**	**9.3**	**112,000**	**39%**

Notes: (1) Assumes 16 hour day
(2) Assumes 3.6 min/pax Domestic and 6.0 min/pax International
(3) Calculated Service Rate could reflect low passenger flows



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USAirways - Includes National Airlines
Dom. Common Use - Includes ATA operating from the Domestic Common Use Gate 20 in Terminal A

3.5 Review of Historic Utilization

Table 12 provides a comparison of 1999 and 2002 utilization rates (enplanements per gate and departures per gate). Overall, these rates dropped significantly and at approximately equal levels; a 23% drop for enplanements/gate and a 22% drop for departures/gate. Continental Airlines utilization rates dropped at slightly above the average (-29% and –28%, respectively). USAirways had the most significant decreases (-38% and –47%).

Two airlines showed a slight increase in departures per gate with a significant decrease in enplanements per gate: American Airlines had a 3.4% increase in departure rate and a 10% drop in enplanement rate; Northwest Airlines had a 1.8% increase in departure rate and a 35% drop in enplanement rate. It should be noted, however, that the differences in actual departure rates between 1999 and 2002 are extremely slight: for American Airlines, the departure rate was 5.9 departures/gate in 1999 vs. 6.1 in 2000; for Northwest Airlines the rates were 5.5 vs. 5.6 respectively.

4 Summary of Findings

Based on the analysis outlined in the previous sections, it is concluded that:

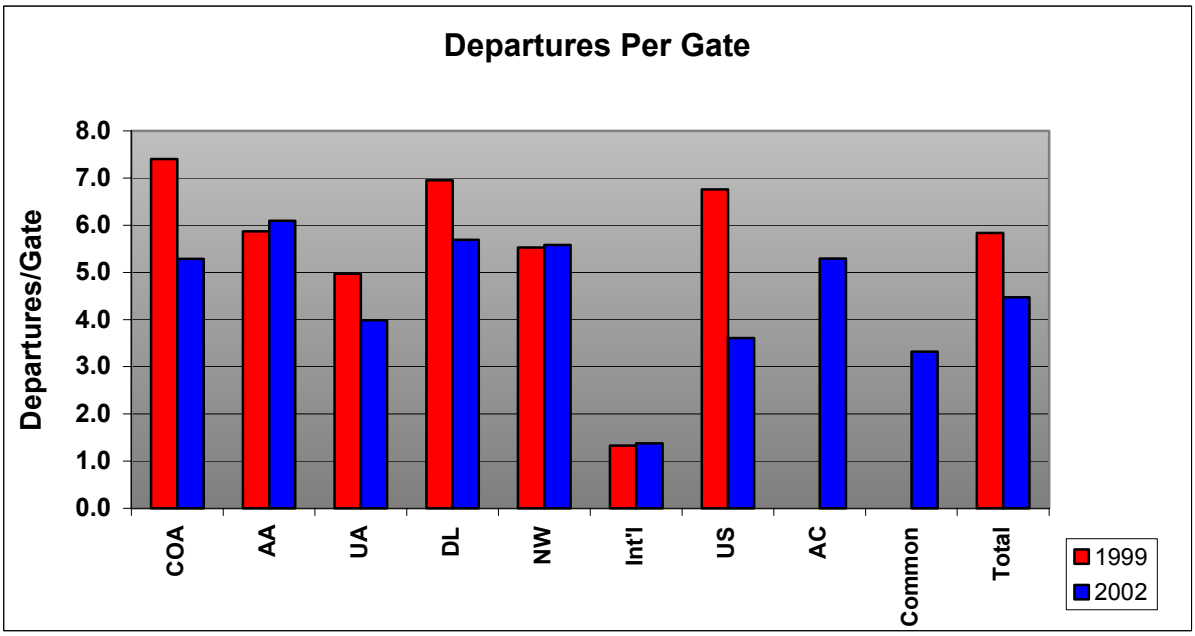
- The overall share of facilities at EWR is proportional to actual activity. The relatively high share of facilities for international activity is consistent with the longer passenger processing rates and low gate turnovers required for these operations.
- Continental Airlines (COA) dominance at EWR has not significantly changed since 1999; its share of activity has risen slightly (59.2% to 60.6%) during that period.
- United Airlines' activity has dropped significantly (from 11% to 7.4%); overall, however, the relative share of activity by airlines has not changed substantially.
- As would be expected (given lower activity), total gate utilization is down 22 percent from 1999. The most significant declines in gate use are by USAirways (down 47%), Continental (down 28%), and United (down 20%).
- Most airlines have 5 to 6 turns per day per gate. American Airlines has the highest rate (6.3). Continental, which in 1999 had the highest rate (7.3), now ranks fifth (5.3).
- USAirways has the highest passenger throughput for ticketing facilities (159 passengers per day per counter), about 20% better than the next highest (Continental, at 132 passengers). Half of USAirways eight ticket counters are e-ticket stations and COA's use of e-ticketing, combined with its high volume, make these two airlines the most efficient with the use of ticketing facilities.

As a hub operation, COA would be expected to have a high gate utilization rate. Indeed, in 1999 the airline had the highest level of turns per day. The current utilization rate of 5.3 turns/day/gate is low for this type of operation. In addition, the turn rates for USAirways (3.6) and United (4.0) are very low, and indicate underutilized gates.

Table 12
Newark Liberty International Airport
Aircraft Gate & Ticket Counter Utilization Study
1999 vs. 2002 Facility Use

Airline	Enplanements/Gate		Departures/Gate		Enpl/Airline	
	1999	2002	1999	2002	1999	2002
Continental	585	411	7.4	5.3	59.2%	60.6%
American (1)	560	502	5.9	6.1	8.3%	8.1%
United	347	355	5.0	4.0	11.0%	7.4%
Delta	724	544	7.0	5.7	6.1%	6.3%
Northwest	678	439	5.5	5.6	4.3%	4.0%
International	287	250	1.3	1.4	9.1%	8.6%
USAirways	512	317	6.8	3.6	2.2%	2.9%
Air Canada	n/a	237	n/a	5.3	n/a	1.1%
Dom. Common Use	n/a	444	n/a	3.3	n/a	1.0%
Total	505	391	5.8	4.5	100%	100%

(1) 1999 includes TWA
Source: Consultant Calculations, 1999 Study



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International - Includes departures from the Port Authority Int.l facility in Terminal B (15 Gates)
USAirways - Includes National Airlines
Dom. Common Use - Includes ATA operating from Gate 20 in Terminal A

NEW ENTRANT GUIDELINES

for
Domestic and International Airlines

Properties and Commercial Development
Newark Liberty International Airport
Building One – Conrad Road
Newark, NJ 07114

TABLE OF CONTENTS

Welcome to Our Airport

CHAPTER ONE: New Entrant - Domestic

Procedures for Domestic Airlines 1.1
Operating Guidelines for Domestic Airlines 1.3
Port Authority Domestic Fees 1.13
Government Tax 1.14

CHAPTER TWO: New Entrant – International

Procedures for International Airlines 2.1
Operating Guidelines for International Airlines 2.4
Port Authority International Fees 2.18
Government Tax 2.19

CHAPTER THREE: General Airport Information

Passenger Facility Charge 3.1
Clean Irrevocable Standby Letter of Credit 3.4
Airport Security/SIDA 3.5
Aircraft Noise Requirements 3.28
Airport Parking 3.30
In-Flight Catering Permittees 3.32
Fuel Suppliers 3.33
Aircraft Maintenance & Service Contractors 3.34
Federal Inspection Service 3.35
Station Managers Listing 3.36
Airport Community Involvement 3.39
AirTrain Newark 3.40
Redevelopment Program 3.41
Customer Service Standards 3.43

WELCOME TO OUR AIRPORT

Welcome to Newark Liberty International Airport! At Newark Liberty, we work together to provide our travelers with state-of-the-art passenger-friendly facilities. Here, you will quickly discover the efforts we have embarked upon to better serve our customers.

In 1998, a new era at Newark Liberty International Airport was launched. Redevelopment of the airport includes:

- *Two multi-level parking garages across from Monorail Station E and Terminal C;*
- *Modification and rebuilding of CTA roadways and frontages;*
- *Construction of South Access roads;*
- *Development of Aircraft Parking areas and Taxiways;*
- *A new Administration and Aircraft Rescue & Fire Fighting building;*
- *A new $20 million Control Tower.*

In October of 2001, AirTrain Newark opened for business linking the Airport's Monorail System (which is a 24-hour service connecting all three terminals, on-airport rental car facilities and two parking lots) to the Northeast Corridor Train Lines. The new rail link connects the airport to New York City, and to cities in New Jersey, Pennsylvania, Delaware and beyond.

In the midst of all this activity, we are continuously working to improve passenger convenience while providing the highest possible level of safety and security. We work collaboratively with our tenants to improve our airport and its operation. Our terminals offer a wide array of products and services to meet the needs of our many customers. From luxurious shopping venues to friendly customer service agents--our goal is to provide every passenger with a pleasurable travel experience.

Our staff is committed to providing world-class customer service to our tenants, the airlines and their passengers. In this regard we pledge to be your partner. The following pages reveal our procedures, requirements, and other airport-related information that will be valuable to you as you begin your operations at Newark Liberty International Airport. For the latest information regarding our Airport, you may also visit our website at www.panynj.gov. Should you have questions or need additional information, I ask that you call upon my senior staff for assistance:

Ed Harrison, Manager – Properties & Commercial Development (973) 961-6190
Nancy Seliga, Manager – Landside & Customer Service (973) 961-6253
Gary Davis, Manager – Airport Operations Division (973) 961-6061
Richard Heslin, Manager – Airport Facilities Division (973) 961-6205

Of course, you can always call me at (973) 961-6161 and I will be happy to assist you as well. Once again, welcome to the Newark family. We look forward to a long and successful partnership with you.

Susan M. Baer
General Manager
New Jersey Airports

Chapter One

New Entrant - Domestic

PROCEDURES FOR DOMESTIC AIRLINES

A prospective air carrier seeking to commence scheduled operations must take the following actions before permission to operate at Newark Liberty International Airport (EWR) will be given:

1) Domestic Airline representatives must contact Stephen DeSanto of the Properties & Commercial Development Division at (973) 961-6176 at least 90 days prior to requested start-up date.

2) If you wish to lease ticket counters or terminal space, you must submit your request in writing 90 days in advance to allow time for legal documents to be drawn up and executed by your authorized officer and the Port Authority. No airline can occupy counters or space without first executing the appropriate agreement. Your letter should be sent to Susan M. Baer, General Manager, Newark Liberty International Airport, Building One – Conrad Road, Newark, New Jersey 07114, describing type of service (schedule or charter), destinations, requested arrival and departure times, frequency, aircraft, etc. Copies should also be sent to Stephen DeSanto at the same address.

3) You must also write to Manager, Aviation Technical Services Division, Port Authority of New York and New Jersey, 233 Park Avenue South, 9th Floor, New York, NY 10003, describing aircraft engine specifications. For more details regarding this request please see Chapter Three, "Aircraft Noise Requirements."

4) You must provide the following, as early in the process as possible, to Stephen DeSanto, Properties and Commercial Development, Newark Liberty International Airport, Building One – Conrad Road, Newark, New Jersey 07114.

    a) A current audited Financial Statement, bank reference, account number and bank contact person.

    b) The standard security deposit required for a new entrant airline is a minimum of six (6) months of estimated rent and fees. The amount of security deposit due prior to operation start-up is established by the Credit, Collection and Accounts Receivable Division of the Port Authority and determined on a case-by-case basis dependent on the airline's financial position and payment history with the Port Authority.

    c) Your company's Federal Tax ID number and a copy of your Certificate of Incorporation.

    d) Copy of Insurance Certificate in your airlines name with the Port Authority as additional insured providing comprehensive General Liability Insurance of $100 million each occurrence and Comprehensive Automobile Liability Insurance of $25 million. Contact Wayne Smith of the Risk Management Division of the Port Authority of New York and New Jersey at (212) 435-5859 for more information.

e) A current copy of the air carrier's FAA Aircraft Certification and Operating Certificate (Form 401) from the U. S. Department of Transportation (USDOT).

f) Advise the Port Authority of the companies providing services such as in-flight catering, fueling, and aircraft maintenance. Only a bona fide organization that has a Privilege Permit at Newark Liberty International Airport can provide such services to you.

g) A copy of any ground handling agreement with another airline, which must be consented to by the Port Authority prior to start-up.

h) The public information phone number of your airline for your passengers seeking flight information.

5) On the 20th day of each month after start-up, you must submit Monthly Activity Reports to Aviation Department Statistics Division at 233 Park Avenue South, 9th Floor, New York, NY 10006 and Revenue Accounting at Port Authority, Journal Square Transportation Center, 1 PATH Plaza, Jersey City, NJ 07306.

6) If an airline wishes to change the official approved schedule, they must send a letter to the Manager of Airport Services, Port Authority of NY & NJ, Newark Liberty International Airport, Building One – Conrad Road, Newark, NJ 07114.

7) It is highly recommended that you contact John Perry, Council of Airport Opportunity (973) 961-4382. He can provide qualified candidates from the community for job opportunities you have available.

8) A federal government agency, Transportation Security Administration (TSA), will provide the security screening services at Newark Liberty International Airport. Please contact Russell White at (973) 286-4923 for further information regarding security-screening procedures.

9) Interline baggage recheck services are currently provided by Omni-Serve under an agreement with Newark International Carriers Committee (NICC). Contact Ron DeLucia at (973) 242-4431.

10) An air carrier must receive prior approval from Newark Liberty International Airport Facilities Division (973) 961-6215 before it can hang signs or do any alteration work.

OPERATING GUIDELINES FOR DOMESTIC AIRLINES

ACCESS TO DOMESTIC TERMINAL FACILITIES

I. Policy Statement

The Port Authority of New York and New Jersey maintains a policy of making Newark Liberty International Airport available on reasonable terms without unjust discrimination to all airlines wishing to serve the Airport. This policy includes, but is not limited to, actively assisting airlines in gaining access to the domestic exclusive use premises and non-exclusive areas leased to the Master Airlines at the Airport as defined herein, and providing access to the domestic common use terminal facilities available at the Airport. Guidelines for attaining access to the domestic Master Airline and Common Use terminal facilities are addressed below.

II. Access To Master Airline Terminal Facilities

For the purposes of these procedures, a "Master Airline" shall mean a Scheduled Aircraft Operator who has entered into a long term exclusive lease agreement as supplemented or amended from time to time with the Port Authority, covering the letting of exclusive premises in Passenger Terminal Buildings A, B and/or C and any future modification or extensions thereof, as well as the use of the Public Aircraft Facilities at the Airport. Master Airline leases have been entered into with Air Canada, American/TWA, Continental, Delta, Northwest, United and US Airways, hereinafter the "Master Airline(s)".

(a) If any air carrier other than a Master Airline advises the Port Authority that it would like to initiate or expand service at the Airport, hereinafter called a "Requesting Airline", the Master Airlines, in furtherance of the public interest of having the terminal facilities fully and most effectively utilized, are required to cooperate fully with the Port Authority and Requesting Airlines in providing accommodations for Requesting Airlines. The Requesting Airline shall first comply with the Port Authority's Procedures Required for Requesting Airlines Applying for Operational Status or Expanding Service at Newark Liberty International Airport as stated herein. The term 'accommodations' shall mean aircraft ramp and gate position capacity and related passenger terminal facilities including, but not limited to passenger ticketing, passenger check-in, baggage handling and flight information systems, passenger lounge and waiting areas and appropriate support space, signage and public identification.

(b) The Port Authority shall determine the Master Airline that should provide accommodations for Requesting Airlines based on information submitted by the Requesting Airline as required herein, and based on information submitted by the Master Airlines and compiled by the Port Authority. The determination of the Port Authority shall not be arbitrary or capricious. Such determinations of the Port Authority would take into consideration improvements to airline competition at the Airport anticipated as a result of the Requesting Airline's proposed

service, the then existing utilization of each Master Airline's premises in comparison to the other Master Airlines, the capacity of the premises, flight schedules and operating compatibility, as well as the need for labor harmony. The selected Master Airline's obligation to provide accommodations to Requesting Airlines will become effective on the date set forth in a notice from the Port Authority to the Master Airline to such effect. Upon such notice, the Master Airline shall commence to secure handling agreements and subleases with the Requesting Airline as required hereunder, and as directed by the Port Authority, in order to effectuate accommodations at the Master Airlines premises on or before the effective date. The Master Airline is required to negotiate in good faith with any Requesting Airline the Port Authority directs to the Master Airline for accommodations at its premises.

(c) The following shall not be a reason for the Master Airline to object to providing accommodations or for imposing any conditions or limitations on operations in connection therewith: (i) possible or potential labor disharmony with or between the Master Airline, Requesting Airline or other handled airlines or sublessees of the Master Airline, (ii) compatibility of schedules and operations with or between the Master Airline, Requesting Airline or other handled airlines or sublessees of the Master Airline that may be resolved with reasonable modifications at the discretion of the Port Authority, or (iii) competitive nature of the routes, schedules or type of air transportation service to be provided by the Requesting Airline.

(d) Unless otherwise agreed to by the Port Authority, the Master Airline is required to accomplish such accommodations by making available and providing non-exclusive use of aircraft gate positions and other related facilities pursuant to handling agreements between the Master Airline and any such Requesting Airline. Each such handling agreement shall be subject to the prior and continuing approval of the Port Authority and the execution among the Port Authority, the Master Airline, and the Requesting Airline of a form of consent agreement prepared by the Port Authority. Moreover, and without limiting the foregoing, the Master Airline is required at all times to keep the Port Authority informed and advised and consult with the Port Authority from time to time as to all aspects of its accommodation of Requesting Airlines. It is understood that the accommodation of Requesting Airlines may involve the use of subleases of exclusive areas of the premises in addition to or in lieu of handling agreements. Any sublease with a Requesting Airline will similarly be subject to the prior and continuing approval of the Port Authority and the execution of a consent agreement prepared by the Port Authority, and executed by the Port Authority, the Master Airline and the Requesting Airline. Nothing contained herein shall in any way affect the discretion of the Port Authority in granting or withholding

its consent to a handling agreement or a sublease with a Requesting Airline proposed by the Master Airline or directed by the Port Authority. Such consent may contain such terms and conditions, including but not limited to, such financial or other conditions which may include a fixed charge or a charge based upon a percentage of the Master Airline's gross receipts arising there from, as the Port Authority may, at that time, elect, and all provisions of the Master Airline Lease requiring the prior written consent or approval of the Port Authority and requiring the payment by the Master Airline of the Handling Percentage Fees and the Subletting Percentage Fees shall in no way be waived, impaired, limited or affected.

(e) The foregoing shall not be deemed to abrogate, change or affect any restrictions, limitations or prohibitions on assignment, subletting or use of the premises by others under the Master Airline Lease and shall not in any manner affect, waive or change any of the provisions thereof.

(f) The Master Airline may not perform any services or functions pursuant to any handling agreement or sublease with a Requesting Airline which are not authorized to be provided pursuant to the Master Lease, or which the Port Authority has specifically withheld consent and approval in the consent agreement to such handling agreement or sublease. Further, the Master Airline may not require that Requesting Airlines use any authorized services as a condition to entering into such handling agreement or sublease, nor refuse to provide authorized services to the Requesting Airline. Requesting Airlines may either perform said services and functions themselves or use the services of authorized service organizations, including but not limited to, in-flight caterers, aircraft fuelers, and ramp handlers performing such services or functions at the Airport. The Master Airline however may make the necessary arrangements with the authorized service organization performing such services and functions at the Airport to have such services and functions performed for the Requesting Airline.

(g) Without limiting any section, term or provision of the Master Lease, sublease, handling or consent agreement, the Master Airline is required to maintain in accordance with accepted accounting practice during the term of such agreement and for one (1) year thereafter and for such period until the Master Airline shall receive written permission from the Port Authority to do otherwise, records and books of account recording all transactions, at through or in any wise connected with the Requesting Airline handling agreements and subleases and shall use and maintain such systems for recording transactions under or in connection with the handling agreements and subleases all to the end that accurate and complete records of gross receipts be maintained including identification of the gross receipts of

the Master Airline pertaining to any particular handling agreement, sublease or other agreement, all of the foregoing to be kept at all times in the Port of New York District.

(h) Without limiting any section, term or provision of the Master Lease, sublease, handling or consent agreement, the Master Airline is required to permit in ordinary business hours during the term hereof and for one year thereafter and during such further period as is mentioned in the preceding subparagraph, the examination, inspection and audit by the officers, employees and representatives of the Port Authority of such books of account and systems mentioned above and also any records and books of account, and systems of any company which is owned or controlled by the Master Airline or by any partner of the Master Airline, if said company performs services, similar to those performed by the Master Airline anywhere in the Port of New York District.

(i) All handling agreements and subleases entered into in connection with providing accommodations for Requesting Airlines shall be at fair and reasonable, non discriminatory rates, fees and charges which shall be based upon the recovery by the Lessee of a pro rata share of the Master Airline's costs of (i) operation and maintenance of the premises, (ii) the services provided to the Requesting Airline and (iii) the Master Airline's investment in the premises not otherwise included in the above.

(j) The Master Airline shall furnish to the Port Authority from time to time (but not more often than once a month) statements documenting its utilization of the premises and setting forth its gross receipts, operating, maintenance, service and capital costs as required hereunder, and such further itemization, details and information pertaining to facility use, handling agreements and subleases as the Port Authority may from time to time request. All such statements shall be in a form prescribed by the Port Authority and submitted in sufficient detail so as to permit the Port Authority to determine whether the Master Airline should provide accommodations for Requesting Airlines at its premises and whether sublease and handling agreement rates and charges are fair and reasonable as required hereunder.

III. Access to Common Use Facilities

(a) The Port Authority has established procedures and guidelines for the use of common use facilities available in Passenger Terminal Building A at Newark Liberty International Airport. The common use facilities and associated procedures have been established in conjunction with the Newark Liberty International Airport Airline Competition Plan prepared pursuant to the Wendell H. Ford Aviation Investment and

Reform Act for the 21st Century (hereinafter called "Air 21"). The Airline Competition Strategy outlined in the plan includes capitalizing on negotiating opportunities to revise certain Master Airline lease provisions, being more proactive in administering capacity, employing different business practices for new facility development and continuing to pursue the New York / New Jersey regional airport system concept. As a result of implementing the Competition Plan, one gate and associated ticket counter, baggage and support space has been converted from exclusive to common use as of the date of these Procedures. The Common Use Facilities outlined below are available primarily for domestic use. Common use facility procedures have been established to address the priority of use, compliance and administration, aircraft loading, unloading and servicing, arrival and departure times, gate occupancy times, aircraft gate assignments, ticket counter occupancy times and assignment, and access to joint use terminal facilities and equipment.

(b) The Common Use Facilities include Public and Non-public Areas of Passenger Terminal Building A, Flight Station A-2 and the Passageway to Flight Station A-2. The right to use the Public Areas is in common with all other lessees and airlines authorized by the Port Authority to use the same pursuant to concession agreements, Master Airline leases, subleases, handling agreements, or common use agreements. The Public Areas generally consist of concession areas, public circulation, utility and mechanical equipment rooms, public rest rooms, outside stairs and terrace areas, the passenger level of the Passageway to Flight Station A-2, aircraft maneuvering areas serving the gate positions, the restricted service road, ramp vehicle service station, truck apron and monorail platforms. The right to use the Non-public Areas is in common with other airlines authorized by the Port Authority to use the Non-public Areas pursuant to Common Use Agreements, or in the case of certain baggage areas, pursuant to applicable joint use provisions of Master Airline agreements. The Non-public Areas generally consist of ticket counters, holdrooms, operations areas, gate positions, baggage makeup, claim and carousel areas together with any furniture, decorative items, furnishings, fixtures, equipment and other property of the Port Authority located or to be located therein or thereon as described more fully in the Common Use Agreement. The Non-public Space shall be used in common with other Port Authority - authorized Common Airlines for such purposes and activities reasonably required in connection with the business of aircraft transportation as described in the Common Use Agreement.

(c) The demand for common use facilities at the Airport exceeds the facilities available. Accordingly, the Port Authority shall prioritize the use of available facilities while endeavoring to convert additional exclusive use facilities to common use consistent with the Airline

Competition Plan. The Common Use Facility Procedures are intended to maximize opportunities for expansion by incumbent carriers and new entrant access to the Airport consistent with the mandates of Air 21. Access to the Common Use Facilities will be granted under the terms and conditions of the Common Use Airline Agreement established by the Port Authority. Common Use Airline Agreements shall be made available to domestic incumbent and new entrant airlines according to the following priorities:

- First, to incumbent sub-tenant airlines occupying the Common Use Facilities at the time of conversion from exclusive to common use provided such airline is not otherwise a Master Airline at the Airport.

- Second, to new entrant airlines establishing competitive airline services at the Airport within the spirit of the objectives of Air 21. Competitive airline services shall include, but are not limited to, establishing new service on routes historically dominated by a single carrier at the Airport with the potential effect of lowering airfares on those routes. Secondarily, competitive airline services shall include, but are not limited to, establishing new services on routes historically underserved by a limited number of carriers at the Airport, or on routes not presently served at the Airport.

- Third, to incumbent subtenant airlines desiring to enter into direct arrangements with the Port Authority as a means to expand service at the Airport and as an alternative to being handled by one of the Master Airlines at the Airport.

- Fourth, to Master Airlines desiring to expand service at the Airport in the order of least to greatest total daily departing revenue seats provided that the facilities exclusively leased to the Master Airline are most fully and effectively utilized by the operations of the Master Airline in the sole opinion of the Port Authority.

  In administering the foregoing Priorities of Use, the Port Authority reserves the right to offer Common Use Agreements on a first come first serve basis in the absence of higher priorities. Likewise, the Port Authority reserves the right to relocate common use airlines in the interest of Competition Plan implementation according to the established priorities. Requesting Airlines granted a Common Use Agreement by the Port Authority shall be assigned access to the Common Use Facilities pursuant to the common use procedures.

(d) In its use of the Common Use Facilities, the Requesting Airline agrees to comply with all of the common use procedures established by the Port Authority. The Requesting Airline further acknowledges that the

Port Authority will designate a Primary Common Airline that will be responsible for administering such procedures, and agrees to cooperate fully with the Primary Common Airline. The Primary Common Airline shall be selected and designated in accordance with the established priority of use. In the event of any dispute over the use of the Common Use Facilities or the administration of Common Use Procedures by the Primary Common Airline, the Requesting Airline shall advise the Port Authority of same. The Requesting Airline and Primary Common Airline agree that the Port Authority shall resolve such disputes at its discretion taking into consideration the established priority of use, the objective of maximizing opportunities for new entrant access and expansion by incumbent carriers, the need to minimize disruption of existing flight schedules when expanding use of the Common Use Facilities, and other factors pertinent to the dispute at the Port Authority's discretion.

(e) It is the policy of the Port Authority that all airlines accessing the Common Use Facilities do so in a manner that will minimize occupancy time on the gate, thereby maximizing opportunities for new entrant access and expansion by incumbent carriers. The Requesting Airline agrees to employ aircraft loading, unloading and servicing techniques consistent with this policy. In the event that the Port Authority determines that any such technique used by the Requesting Airline is inconsistent with this policy, the Requesting Airline shall revise its procedures to the satisfaction of the Port Authority. This policy shall apply to taxi in and out procedures, loading bridge operations, passenger, baggage, cargo and mail loading and unloading, aircraft cleaning, catering, fueling and any other services and procedures undertaken in connection with flight arrivals, departures and turn around operations as defined herein.

(f) The Primary Common Airline shall be responsible for assigning arrival and departure times for all airlines using the Common Use Facilities. The Primary Common Airline shall have the privilege of maintaining its arrival and departure schedule in effect at the Airport for the Common Use Facilities, if any, as of the date of conversion to common use provided such schedule is not in conflict with the procedures established herein. The Primary Common Airline shall further have the obligation of assigning additional arrival and departure times, and associated use of the Common Use Facilities, to itself and other common use airlines authorized by the Port Authority pursuant to the procedures established herein. No such assignments shall be made in the absence of a fully executed Common Use Agreement.

(g) No airline may occupy a common use gate position for the purpose of conducting an aircraft turn around operation for longer than one hour and thirty minutes. For the purpose of these Procedures, an aircraft turn-around operation shall mean a contiguous flight arrival and

departure of an aircraft at a gate position involving both the unloading and loading of arriving and departing passengers. No airline may occupy a common use gate position for the purpose of conducting a single aircraft flight arrival or departure for longer than forty-five minutes. For the purpose of these Procedures, a single aircraft flight arrival or departure shall mean a non-contiguous flight arrival or departure of an aircraft at a gate position involving either the unloading or loading of arriving or departing passengers. A turn around operation, flight arrival or departure shall be deemed to have commenced upon the docking of an aircraft at a gate position and shall be deemed to have been completed upon the departure of the aircraft from the apron maneuvering area so that another aircraft may dock at the gate position. Upon the completion of the daily scheduled arrivals and departures of all common use airlines authorized to use the common use gate, the Primary Common User may park an aircraft overnight at the gate.

(h) Use of the common use gate shall be assigned to the Requesting Airline for each of its assigned arrival and departure times. The common use gate includes the aircraft parking position at the gate, the aircraft loading bridge affixed to the gate, the passenger hold room associated with the gate including the assigned "at gate" ticket counter positions, lift station and other furniture and fixtures. Gate assignment times shall commence and terminate as follows:

- For aircraft turn-around operations, subject to the gate occupancy times established herein, the gate assignment shall commence fifteen minutes prior to the scheduled arrival time and shall terminate fifteen minutes after the scheduled departure time.

- For arrival – only operations, subject to the gate occupancy times established herein, the gate assignment shall commence fifteen minutes prior to the scheduled arrival time and shall terminate forty-five minutes after the scheduled arrival time.

- For departure – only operations, subject to the gate occupancy times established herein, the gate assignment shall commence forty-five minutes prior to the scheduled departure time and shall terminate fifteen minutes after the scheduled departure time.

- The Requesting Airline acknowledges the Port Authority's intent to install Common Use Terminal Equipment (CUTE) including airline-ticketing equipment for the at gate counter positions. As an interim measure pending the installation of such equipment, the Primary Common Airline shall install its own ticketing equipment at the three existing counter positions and the Port Authority shall make additional positions available for use by other common

airlines authorized by the Port Authority to use the Common Use Facilities.

In the event that the Requesting Airline's scheduled arrivals or departures are delayed, it will notify the Primary Common User at the earliest possible time. The Primary Common Airline will use its best efforts to minimize disruption of other arrivals and departures scheduled on the common use gate while at the same time minimizing inconvenience to the Requesting Airline's passengers. The Primary Common Airline is authorized to coordinate with other Master Airlines and direct the Requesting Airline to use alternative gate facilities in the event that the Requesting Airlines flights are delayed. For the purposes of these Procedures, a flight shall be considered delayed if its estimated arrival or departure time is not within fifteen minutes of its scheduled arrival or departure time.

(i) Common use ticket counters may only be occupied for the purpose of conducting aircraft flight departures. No airline may occupy a common use ticket counter for longer than two hours. An aircraft flight departure shall mean either a contiguous departure associated with a turn around operation, or a single, non-contiguous departure, of an aircraft from a gate position involving the loading of departing passengers. Four ticket counter positions shall be assigned for each scheduled departure. The ticket counter assignment will commence two hours prior to the scheduled departure time and will terminate as of the scheduled departure time. Ticket counter assignments include four counter positions, associated bag wells and ticket agent circulation area, access to the outbound baggage conveyor located behind the ticket counters and the passenger ticket line queue area. The Requesting Airline acknowledges the Port Authority's intent to install Common Use Terminal Equipment (CUTE) including airline-ticketing equipment at the four counter positions. As an interim measure pending the installation of such equipment, the Primary Common Airline shall install its own ticketing equipment and make such equipment available for use by other common airlines authorized by the Port Authority to use the Common Use Facilities.

(j) In addition to the aircraft gate and ticket counter assignments available to the common use airlines, the Airline shall have access to joint use terminal facilities and equipment shared between the common use airlines, Air Canada and American Airlines/TWA Airlines, LLC. These facilities and equipment include the outbound baggage make up room located on the operations level of the Passageway to Satellite A-2, and the inbound baggage conveyor and carousel located on the arrivals level of Building A, as described more fully in the Common Use Agreement. Access to the outbound baggage make up room will be available during the entire period of assigned ticket

counter use. Access to the inbound baggage conveyor and carousel shall commence upon the arrival of each scheduled arrival and terminate forty-five minutes thereafter. Access to and use of the outbound baggage makeup room, inbound baggage conveyor and carousel is available on a joint use basis only. The Airline agrees to take all appropriate measures to coordinate use of these facilities with other authorized users at the direction of the Primary Common User. The Airline shall remove all unclaimed bags from the carousel upon such termination and relocate them to the common use baggage service office located adjacent to baggage carousel. The baggage service office is available only to the common use airlines. Access will be granted for each arriving flight consistent with the needs of each flight. The Primary Common User is authorized to grant use of the baggage service office to common use airlines for additional purposes consistent with the Common Use Agreement.

PORT AUTHORITY DOMESTIC FEES

Take-Off Fee	$5.00 per 1,000 lbs. MGTW
Monorail Fee	$2.25 Per 1,000 lbs. MGTW
Into-Plane Fuel Fee	$0.068 per Gallon
FAR Security Fee	$185.07 per Departure
Passenger Facility Charge	$3.00 per Departing Passenger*
Common Use Facility Charge (Domestic)	$725.00 per turn
AirTrain Newark Ticket Counters	$5.60 per hour per position with baggage belt $4.25 per hour per position without baggage belt

Fees for Terminal Space and Operations & Maintenance Space are subject to the terms agreed upon between the Master Airline lessees, the new entrant, and the Port Authority.

Payment of all invoices must be sent to Port Authority of NY & NJ, P.O Box 17309, Newark, NJ 07194.

Payment of Passenger Facility Charges (PFCs) required by the U.S Government (FAA) must be forwarded to the Port Authority of NY & NJ, P.O Box 17309, Newark, NJ 07194 no later than the last day of the following month they were collected per letter of July 24, 1992 from the Port Authority's Executive Director.

*The Port Authority plans to apply for an increase in the PFC to $4.50.

GOVERNMENT TAX

There is a Federal government tax that is applied to passenger tickets. The rates for each tax are listed below. In addition to the Federal tax, there is a Passenger Facility Charge (PFC) that is applied to departing passenger tickets only and is payable to the Port Authority of NY & NJ.

Domestic Passenger Ticket Tax:

- 7.5% from Oct. 1, 1999 through Sept. 30, 2007

Passenger Flight Segment:

- $3.00 per segment during CY 2003
- Rate is indexed by the Consumer Price Index (CPI)

Commercial Fuel Tax:

- 4.3% per gallon

Frequent Flyer Tax:

- 7.5% of value of ticket (approximately $0.02 per mile)
- Rate is indexed by the CPI

TSA (Security) Tax:

- $2.50 per passenger enplanement

Chapter Two

New Entrant - International

PROCEDURES FOR INTERNATIONAL AIRLINES

A prospective international air carrier seeking to commence scheduled operations must take the following actions before permission to operate at Newark Liberty International Airport (EWR) will be given:

1) International Airline representatives must contact Stephen DeSanto of the Properties & Commercial Development Division at (973) 961-6176 and Julio Pereira, Manager of the EWR International Facility at (973) 961-6185 at least 90 days prior to requested start-up date. International airlines should also contact the EWR IATA representative, Kaare Hansen of Scandinavian Airlines (973) 622-4733 to see if desired arrivals and departure times are available.

2) If you wish to lease ticket counters or terminal space in Terminal B, you must submit your request in writing 90 days in advance to allow time for legal documents to be drawn up and executed by your authorized officer and the Port Authority. No airline can occupy counters or space without first executing the appropriate agreement. Your letter should be sent to Susan M. Baer, General Manager, Newark Liberty International Airport, Building One – Conrad Road, Newark, New Jersey 07114, describing type of service (schedule or charter), destinations, requested arrival and departure times, frequency, aircraft, etc. Copies should also be sent to Stephen DeSanto and Julio Pereira at the same address.

3) You must also write to Manager, Aviation Technical Services Division, Port Authority of New York and New Jersey, 233 Park Avenue South, 9th Floor, New York, NY 10003, describing aircraft engine specifications. For more details regarding this request please see Chapter Three, "Aircraft Noise Requirements."

4) You must provide the following, as early in the process as possible, to Stephen DeSanto, Properties and Commercial Development Division, Newark Liberty International Airport, Building One – Conrad Road, Newark, New Jersey 07114.

   a) A current audited Financial Statement, bank reference, account number and bank contact person.

   b) The standard security deposit required for a new entrant airline is a minimum of six (6) months of estimated rent and fees. The amount of security deposit due prior to operation start-up is established by the Credit, Collections and Accounts Receivable Division of the Port Authority and determined on a case by case basis dependant on the airline's financial position and payment history with the Port Authority.

   c) Your company's Federal Tax ID number and a copy of your Certificate of Incorporation.

   d) Copy of Insurance Certificate in your airlines name with the Port Authority as additional insured providing comprehensive General Liability insurance of $100 million each occurrence and Comprehensive Automobile Liability

insurance of $25 million. Contact Wayne Smith of the Risk Management Division of the Port Authority at (212) 435-5859 for information.

e) A current copy of the air carrier's FAA Aircraft Certification and Operating Certificate (Form 401) from the U. S. Department of Transportation (USDOT).

f) Advise the Port Authority of the companies providing services such as in-flight catering, fueling, and aircraft maintenance. Only a bona-fide organization that has a Privilege Permit at Newark Liberty International Airport can provide such services to you.

g) A copy of any ground handling agreement with another airline, which must be consented to by the Port Authority prior to start-up.

h) The public information phone number of your airline for your passengers seeking flight information.

5) International airlines must contact U.S Customs (973) 645-3737 ext.114 and Immigration (973) 645-3239 for their approval and you should notify FAA Control Tower (973) 645-3103 and FAA Security (973) 645-3701.

6) On the 20th day of each month after start-up, you must submit Monthly Activity Reports to the Aviation Department Statistics Division at 233 Park Avenue South, 9th Floor, New York, NY 10006 and Revenue Accounting at Port Authority, Journal Square Transportation Center, 1 PATH Plaza, Jersey City, NJ 07306.

7) If an airline wishes to change the official approved schedule, they must send a letter to the Manager of Airport Services, Port Authority of NY & NJ, Newark Liberty International Airport, Building One – Conrad Road, Newark, NJ 07114 and to the IATA representative, Kaare Hansen, at least 60 days in advance requesting approval of the change.

8) It is highly recommended that you contact John Perry, Council of Airport Opportunity (973) 961-4382. He can provide qualified candidates from the community for job opportunities you have available.

9) All new airlines arriving or departing from the International Terminal must sign a contract with SITA for use of the CUTE OS System. Contact Karla Kivlin at (770) 850-5391.

10) A federal government agency, Transportation Security Administration (TSA), will provide the security screening services at Newark Liberty International Airport. Please contact Russell White at (973) 286-4923 for further information regarding security-screening procedures.

PROCEDURES FOR INTERNATIONAL AIRLINES

11) Interline baggage recheck services are currently provided by Omni-Serve under an agreement with Newark International Carriers Committee (NICC). Contact Ron DeLucia at 242-4431.

12) NICC provides for some contracted services on behalf of all Terminal B international carriers. Contact Denis Zhu at (973) 961-2591 or Christer Persson at (973) 622-4736.

13) An air carrier must receive prior approval from Newark Liberty International Airport Facilities Division (973) 961-6215 before it can hang signs or do any alteration work.

OPERATING GUIDELINES FOR INTERNATIONAL AIRLINES

INTRODUCTION

The International Arrivals & Departures Facility is located in Terminal B and is operated by The Port Authority of NY and NJ. It provides federal inspection, baggage processing, ticketing, check-in counters, and other facilities and services to accommodate international arriving flights and international departures at Newark Liberty International Airport. Domestic flights may also be accommodated if they do not conflict with the primary international arrival mission of this facility.

Use of the International Facility is subject to the payment of all fees and charges in accordance with the Port Authority Schedule of charges for Air Terminals, compliance with Port Authority Airport Rules and Regulations, the following Guidelines, and those future directives which may be issued by the General Manager or his/her representative from time to time.

These procedures are intended to facilitate movement of the maximum number of people through the International Facility in a convenient and expeditious manner, to minimize the duration and impact of any inconveniences that may develop and to accomplish this while maximizing essential security associated with federal inspection and screening processes, integrity of aeronautical areas and overall airport operations. The objective of these guidelines is to describe:

1. Proper use of facilities available at the International Facility;
2. Airline staffing and scheduling responsibilities;
3. Procedures and policies for assigning terminal gates, departure ticket counters, hardstand parking for International Carriers requiring a break in their arrival and departure flights.
4. Responsibility – Airline responsibility with regard to compliance of Port Authority Rules and Regulations as set forth by the Aviation Department.

FACILITIES

The International Facility operates with 15 gates. All gates handle both arrivals and departures. The B2 satellite has 7 gates numbered 51-57, three of which can accommodate B747 aircraft type or larger. The B3 satellite has 8 gates numbered 60-68. Three gates can accommodate B747 type aircraft or larger; 2 other gates can be used for same type aircraft but with restrictions on adjacent gates. Assignment of these gates will be addressed later in the guidelines.

There are 7 baggage belts/carousels in US Customs Hall to accommodate international arrivals requiring FIS processing. and one baggage belt/carousel dedicated to domestic arrivals.

The facility provides 4 outbound baggage belts/carousels, 2 in each of the B2 and B3 satellites. There are 70 common use check-in counters associated with these belts.

PORT AUTHORITY STAFFING

Port Authority provides operations staff 24 hours daily to oversee the operation of the Terminal B International Facility. A Facility Manager is responsible for the overall operation of the facility. Each tour has a Duty Manager, Ramp Manager and Terminal Supervisors responsible for specific aspects of the day-to-day facility operation and are available to provide assistance as required.

ARRIVAL PROCESS

International arriving flights at Terminal B requiring federal processing must arrive at the International Arrivals Facility. This Facility includes Federal Inspection Service (FIS) areas for Immigration and Naturalization Service (INS), U.S. Public Health, U.S. Department of Agriculture and U.S. Customs, baggage delivery belts, interline baggage check-in facilities and airline service desks. The Federal Inspection Services requires that the airline maintain the security and segregation of arriving international passengers throughout the clearance process.

All arriving flights to the International Facility must contact Port Authority Ramp Control on Unicom frequency 122.85 prior to and again upon landing. The aircraft crew must maintain communication via 122.85 after landing in the event the Port Authority needs to contact the flight crew for any reason (e.g. gate change advisory, ramp congestion).

Scheduled international arrival flights will generally have precedence over international departure flights in the allocation of gates and other resources in the International Facility. Exceptions to this rule are those due to logistics of aircraft movement on the terminal ramp and at the discretion of the Port Authority

Each airline is responsible for providing adequate ramp operations staff for each arriving flight. This includes but is not limited to ground marshallers with proper equipment; wing walkers as dictated by airline operating standards (Port Authority recommends 2 per aircraft); reflective wands (lighted for nighttime operation), chocks for aircraft, safety reflective vest. Ramp staff meeting flights must be standing by the assigned gate so as not to delay flight arrival or any other ramp movement in progress. Those flights assigned to tow-in gates (Gates 51, 52,57, 60 and 68) must have ramp staff standing by with tug and tow, gear pins and headset (all in proper working order) prior to flight's entry to the ramp area. All equipment that will be used for an arriving flight must be located so as not to impact the flight operation on adjoining gates, adhering to all pavement marking designations. Equipment must also be in sound working order as specified by the manufacturer of said equipment and as stated in the PA Rules and Regulations. Once the carrier accepts a gate, it is the responsibility of that carrier to maintain proper housekeeping of that gate for the duration of its use. Any problems or discrepancies with a gate area found by a carrier prior to or while using a gate must be brought to the Port Authority's immediate attention by a representative of the carrier for corrective action. Any deviation from these procedures as determined by the Port Authority may result in a ramp penalty.

Upon completion of an arriving flight operation, all airline equipment must be properly stored so as not to impact the next flight operation at that or any adjoining gate. All downloaded cargo must be removed once the flight has cleared the gate. The gate area is to be left in an acceptable condition as determined by the Port Authority.

International arriving carriers are required to provide a minimum of one airline representative in the Immigration and Naturalization Service area, per 100 passengers being processed. In the case of those airlines operating several flights concurrently, one additional representative per flight per is required while their flight is being processed. To assist passengers in completing entry forms and to maintain an orderly flow, a minimum of two airline representatives is required in the Customs Inspection area and the interline area to assist their passengers with baggage delivery problems, baggage damage/loss reports and inquiries regarding interlining and onward connections. At least one of these representatives should be fluent in the predominant language of the passengers arriving on their flight. Also, adequate airline staff or their agents must be present for all flights in need of mobility assistance. Improper staffing that interferes with flight dwell time on a gate may incur a gate penalty.

It is the airline's responsibility to remove baggage from the Custom Hall baggage carousels when required for the operation or when directed by a Port Authority supervisor. The Port Authority will make baggage carousel assignments based on reported ETAs and passenger counts provided by the airline to the Port Authority. It is the airline's responsibility to ensure that all baggage is placed on the assigned baggage belt in the International Inbound bag room. At no time will a carrier arbitrarily reassign baggage from one belt to another unless directed to do so by the Port Authority or a representative. Carriers must staff the International bag rooms with at least one baggage handler per 100 bags to relocate baggage from carts to belts in an expeditious and safe manner.

The Interline Area is governed by the Transportation Security Administration (TSA) to ensure the sterile transfer of connecting bags. Luggage that is processed through the Interline area is directly forwarded to a departing aircraft. The function of the Security Services within the Interline Area is to ensure that no unauthorized individual and/or object, including luggage, is introduced to the sterile area. The only employees allowed to enter the Interline Area are those with Port Authority IDs with Red Backgrounds and/or an Air Carrier issued ID.

No one can re-enter the Interline area with bags to be placed on the Interline baggage belt or access the Airline Service offices without prior approval from both the TSA and the Port Authority. Passengers are not permitted to re-enter the Interline area once they exit. The only exception allowed by TSA is one passenger escorted by an Airline Representative without bags, in order to complete a lost or damaged bag claim or to obtain airline customer service information at the appropriate airline service desk.

The Newark International Carriers Committee (NICC) provides consolidated staffing services for its member international carriers during peak activity hours, currently 1200-2000 hours daily, including interline baggage check-in, interline area security (as

governed by the TSA) and boarding pass checkers at satellites B2 and B3. The costs of these services are allocated on a per passenger basis and billed by NICC. Airlines operating during NICC service periods are required to use these services and share in the costs. Prior to 1200 and after 2000 when NICC consolidated staffing is not in effect, it is the airline's responsibility to provide for interline baggage handling and associated security, and airline service desk operation.

Shared Interline Airline Service Counters, located immediately inside of the Interline Recheck Area of the Customs Hall, provide facilities for airline customer service staff to assist their passengers with connecting flight arrangements, baggage problems and other special assistance requirements. Carriers with interlining passengers must provide a representative of their airline or a designated representative or a telephone contact (staffed at the arrival time) to assist these passengers.

Special situations requiring dissemination of information of importance to meeters and greeter must be discussed with the Port Authority and the appropriate federal agencies as soon as possible. As detailed in the section "Scheduling of Flights, Gate Assignments and Operational Procedures" it is imperative that airlines operating arriving flights provided accurate information, updated as necessary, concerning estimated arrival time and passenger loads as far in advance of the arrival as possible to ensure an appropriate gate assignment, proper services staffing and the dissemination of arrivals information via the Flight Information Display System (FIDS). All carrier movement messages (MVT) and load departure messages (LDM) should be copied to the Port Authority's SITA address: "EWRPNCR" for the purpose of providing the Port Authority's gate management staff with timely information on flight ETAs and ETDs.

In the event of an arrival delay of more than 2 hours after the flight's scheduled arrival, carriers will provide extra staff (1 representative per 100 pax) to those flights requiring Special Assistance upon its arrival (e.g. lodging and transportation needs). It is the airline's responsibility to ensure that transportation vouchers will be accepted in the event taxi service is used. Carrier representatives will remain with the process until the last passenger has been serviced. In the event an airline needs shuttle busses to transport their passengers to area hotels, it is the airline's responsibility to arrange for this transportation at their own expense. Port Authority is not responsible for this service. However, we may be used as a resource on occasion and on a case-by-case basis. This effort, if needed, will be coordinated through the Port Authority International Facility Duty Manager.

Jetway operator contract personnel will have in their possession an updated International Facility ramp sheet at all times. They will acknowledge flights as they are called and in the event a flight which is scheduled to arrive has not yet done so, the jetway operator will inquire to the Ramp Office the status of said flight. This will ensure a timely response in meeting each flight.

Baggage conveyor belt contract staff will be in position in the International Arrival inbound baggage room to meet each arriving flight as they come in. They will have in their possession an updated International Facility ramp sheet at all times to ensure immediate response in baggage belt start-up and to provide assistance to the carriers

with baggage belt operation. (Requirements for airline staff to off load a/c and place on conveyor.)

DEPARTURE PROCESS

Air carriers including charter operators departing from the International Facility (or their handling representative) shall provide the following staff at least three (3) hours before scheduled departure time:

1. Two supervisors, one of who shall have the authority and responsibility for the operation.
2. A minimum of three (3) check-in agents with access to all materials to facilitate the check-in process.
3. At least one (1) additional check-in agent for each 100 passengers.
4. Two (2) skycaps to serve patrons at curbside.
5. A baggage make-up crew on the operations level with sufficient personnel to keep the baggage belt clear and to prepare the baggage for delivery to the aircraft. This crew must be present in the baggage make-up room at the commencement of check-in until such time as it has been determined that the last bag has been accounted for by the airline or its authorized representative.
6. The tour operator, if any, or its representative with all the required data and paperwork for processing of the passengers.

Airlines should notify Port Authority when they are preparing their gate for their departure process. This will enable the Port Authority Supervisor assigned to the area to provide access from the departure lounge to the sterile corridor and the aircraft. Once the sterile corridor has been prepared for departure, the airline assumes responsibility for the gate and for enforcing all applicable rules and regulations.

Each airline, upon completion of their departure flight operations, will send via SITATEX, their flight load departure message (LDM) to the Port Authority at the EWRPNCR address. This information is vital to the proper collection of data.

Check-In Counter Assignments

Each departing airline is allotted 3 counters for check-in, plus 1 additional counter position per 100 passengers, based on type aircraft and configuration. A Summer and Winter counter schedule is distributed to all carriers prior to the start of the season. Additional counter requests or any change request must be made through the International Facility Duty Manager.

Carriers are allotted counter space 3 hours prior to and 1 half hour after each departure flight. The Port Authority on a case-by-case basis, pending availability, can make adjustments. It is the carrier's responsibility for queuing departing passengers so as not to interfere with another carrier's departure process.

Procedures for Interrupting Departure Boarding

There are 15 International gates that are all connected to the sterile corridor, which is used for the deplaning of international arriving passengers. The corridor constitutes the United States Border by US Customs Service standards and therefore any intermingling of international arriving passengers with passengers originating in the U.S. is prohibited. The same sterile corridor is sectioned off to provide departure access from these gates. International arrivals are generally given precedence over all other flight activity. There will be occasions when simultaneous arriving and departing activity conflict with two or more carriers. The daily ramp schedule produced by the Ramp Manager will attempt to avoid these occurrences. The daily schedule should be used to identify if there are possible broken boardings. In that event, the airline representatives who may be affected must be consulted for planning purposes. Coordination with the International Ramp Manager (72) will ensure that the best plan is implemented. The following criteria are to be used to provide our carriers with consistent conditions.

If there are two or more flights scheduled to board on each side of an arriving aircraft:

1. The flight, which has commenced its boarding second, will be suspended until the arrival is complete.
2. If both flights are scheduled to board at the same time, the flight with the least amount of passengers will be broken.
3. If both flights have different departure times the later flight is broken regardless of the passenger count.
4. If there are three flights departing; passenger traffic will be diverted to break the boarding of one flight as opposed to breaking two flights, unless the single flight is almost completely boarded.

Exceptions:

A. The above four criteria are non-binding if the International Ramp Manager states they need a particular gate for another international inbound aircraft.
B. A flight that has a Customs Buckstop Operation will at no time be suspended from boarding.

All broken boardings deem that the departure doors be closed and alarmed; in addition the two adjacent sterile corridor doors be de-activated and opened. This will provide separation between the domestic originating passengers and the international arriving passengers.

Once the departure, which was not broken, is complete, the remaining arriving passengers can be diverted in the other direction thereby allowing the broken boarding to proceed. The Port Authority Satellite Supervisor (74) will make every attempt to ensure the arrival process is not hindered thereby causing additional departure hold time.

NOTE: Only Port Authority Personnel may suspend the boarding of an aircraft.

ETD Notifications

The supervisor in charge of a departing flight will be responsible for advising Port Authority staff of the flight's correct departure time at least four (4) hours in advance for flights longer than 2 hours and 2 hours in advance for those less than 2 hours in length. The airline must also notify its passengers of any changes in the flight schedule. Departure delays must be brought to the attention of the Port Authority as soon as they develop. It is the responsibility of the carrier to provide the Port Authority with an estimated time of arrival and departure for gating. This is crucial to the ramp operation especially in times of delays due to weather or mechanical reasons. Failure to inform the Port Authority of any delay may result in the issuance of a ramp penalty at the discretion of the Port Authority. Airline representatives shall not under any circumstances open any door separating the departure lounge and sterile corridor without PA consent and knowledge. Failure to comply may result in revocation of this privilege. Reference Sterile Corridor Procedures

The Flight Information Display System (FIDS) monitors will be updated as appropriate by Port Authority staff. In conjunction with the requirement to communicate with the Port Authority's gate schedulers as previously stated, all carrier movement messages (MVT) must be copied to the Port Authority's SITA address: "EWRPOCR". All departing flights must contact PA Ramp control frequency 122.85 for pushback clearance from Gates 51-62. Flights pushing from Gates 63-68 must contact Continental Ramp Control at frequency 129.57

SCHEDULING OF FLIGHTS, GATE ASSIGNMENTS AND OPERATIONAL PROCEDURES

The Port Authority retains the right to direct that specific international flights be rescheduled, or if that is not a viable option, then relocated to a hardstand until a gate becomes available when they would conflict with scheduled International flights. In such instances, the Port Authority will put on notice the affected international airlines 15 days after the Port Authority receives the approve IATA schedule form EWR's IATA coordinator. Final notice will be sent to those airlines within 6 weeks after the Port Authority General Manager receives the approved IATA schedule.

Notwithstanding the above procedures, Newark Liberty International Airport is a coordinated airport for purposes of scheduling international flight activity requiring the use of the International Arrivals & Departures Facility. Such coordinated scheduling is carried out under the auspices and policies of the scheduling committee of the International Air Transport Association (IATA). Twice yearly, normally June and November, the IATA Scheduling Committee meets to coordinate schedules for the following winter and summer scheduling periods respectively. Air carriers planning to operate at Newark Liberty International Airport's International Arrivals and Departures Facility must submit their schedule in advance to a coordinator (a station manager elected by the Newark International Carriers Committee (NICC). He/she represents the airport at the Scheduling Committee Meeting and endeavors to work out schedules in accord with gate and departure ticket counter availability at the time periods requested. Schedule conflicts, which cannot be resolved at the Scheduling Committee Meeting, are

referred to the Port Authority for resolution no later than one week after IATA. Requests for revisions to individual carrier schedules will be entertained in mass. The Port Authority reserves the right to impose a deadline after which no changes will be honored.

The following are the guidelines established for finalizing and distributing the seasonal schedules for operations at Newark Liberty International Airport.

1. The IATA representative meets with the Port Authority in advance of the conference in order to discuss assumptions and plans for gate availability and other matters, such as check-in counters, which affect the scheduling.
2. The IATA representative must submit IATA schedules no later than seven (7) business days after the conclusion of the conference.
3. Within one week of receipt of the schedule from the IATA representative, the Port Authority will disseminate to all carriers the list of IATA approved flights as presented by the IATA representative, for confirmation of their company's agreement at the conference. The airlines will have one week to confirm the IATA schedule. Any discrepancies must be reported to the EWR IATA representative, currently Ms. Donna Blanchard of British Airways, in writing or via at her sitatex address. The IATA representative will be responsible for resolving any disputes. A copy should be forwarded to the Port Authority designee (currently the International Facility Scheduler Ken Hicks), sitatex at address EWRPOCR
4. Concurrent with Item 3, the Port Authority will review and plot the IATA approved schedule. The gate plot will be completed within two weeks of receipt of the schedule from the IATA representative. During this two-week period, no request for changes will be entertained.
5. At the conclusion of the two-week period referenced in Item 4, the Port Authority will officially publish the list and gate plot coinciding with the IATA approved flights. The schedule will incorporate the resolution of any discrepancies noted by the carriers to which the IATA representative concurs. This will establish the baseline schedule for the season.
6. For a period of three weeks following the distribution of the baseline schedule, the Port Authority will accept request for changes to carriers' IATA approved schedules. Requests must be made in writing to the Port Authority designee as noted in Item 3 with a copy to the IATA representative. During this period, the IATA representative may, in writing, offer alternatives to your requested schedule changes. Any alternatives acceptable to your airline must be sent to the IATA representative and the Port Authority in writing. All approved changes will be confirmed in writing. No response will indicate the carrier's acceptance of the alternatives offered.
7. Within two weeks after the expiration of the three-week period referenced in Item 6, the Port Authority will distribute the final schedule. No decisions will be rendered regarding change requests prior to this time, as all requests for changes will be reviewed en masse. After the

distribution of the final schedule, any additional changes will be reviewed ion a case-by-case basis.

Requests to operate international charter flights must be submitted no later than 90 days from the date of the intended operation. Eight flights will be approved on the basis of availability of gates, check-in counters, and scheduled time during off-peak hours (currently 2000 –1200 hours daily.) No charter operation will be assigned to a departure or arrival gate if its gate or counter occupancy will extend into the peak hours. The Port Authority may, at its discretion, apply these guidelines on the basis of expected time because of past experience with an airline, tour operator or other factors. No charter operation will be approved if any part of this operation, including check-in-time, arrival and/or departure time is scheduled during peak operating hours 1200-2000. Ramp penalties will be assessed in the International Facility operating guidelines are not followed. The Port Authority will provide management of Hardstands Amelia and Lindy between the hours of 1200-2000 daily. Any carrier needing to park an aircraft on the hardstand must contact the Port Authority prior to use. First preference of hardstand assignment will be given to International carriers needing to park between their arrival and departure. Port Authority reserves the right to direct a carrier to remove or relocate any aircraft on the hardstand due to open.

When gate saturation occurs, International arrivals take precedence over departures including those flights accessing the "RD" and RF" ramps. This will require both Continental and Delta airlines to consider the activity of both ramp areas and to prioritize their aircraft movements with Port Authority coordination in accordance with the above prioritization. In no case, however, will an aircraft be required to wait longer than 2 hours to unload passengers regardless of the aforementioned priorities. The Port Authority may invoke handstand and busing operations during gate saturation, to facilitate passenger and aircraft operations. The PAPRICA/Alternate Operation gate access would be activated to unload passengers and is at the discretion of the International Facility Duty Manager. In the case of 2 or more aircraft in this circumstance, consideration will be given to the passenger load type aircraft and origination of the flight. Early arrival during gate saturation may not be accommodated prior to their IATA scheduled ETA.

The International Facility Ramp Manager, when assigning gates for arriving aircraft, will take into consideration, when feasible, the expected next movement of the aircraft, i.e. relocation to a departure gate position, relocation to an aircraft parking position or direct departure from an International Facility gate position, so as to minimize subsequent use of taxiways, taxi distance and time when the aircraft are moved for departure.

OPERATING GUIDELINES FOR INTERNATIONAL AIRLINES

The following operating procedures will be used at the International Facility:

- Every effort will be made to schedule flights to maximize the effective utilization of aircraft gates.

- Arrival and departure gate assignments will be transmitted to the airlines each day via telephone and/or AX.

- All gate assignments will be determined by the Port Authority in accordance with the following priorities which are intended to follow IATA established priorities:

  First Priority – Regularly all year round scheduled International flights.

  Second Priority – International charter flights (off peak hours).

  Third Priority – International diversions.

  Fourth Priority – Scheduled domestic flights (off peak hours).

  Fifth Priority – Domestic charters (off peak hours).

  Sixth Priority – Domestic diversions

- The airline shall furnish to the Port Authority International Facility Ramp Manager (telephone nos. (973) 961-6622, 6623, FAX # 973 961-6838) no later than 4 hours prior to the flight's scheduled arrival or departure time for flights longer than 2 hours, and 2 hours in advance for flights less than 2 hours the estimated time of its arrival or departure. passenger counts and, as appropriate, connecting passenger count. The airline is also responsible for maintaining timely contact with the Federal Inspection Services for international arrivals. All carrier movement messages (MVT) must be copied to the Port Authority's SITA address: "EWRPOCR".

- When, because of delays or other unforeseen circumstances, there is a conflict between regularly scheduled international flights for the use of a gate, flights will be assigned so as to minimize congestion and delay for passengers taking into consideration passenger loads, flight origination and type aircraft.

- International charters and domestic flights may use any portion of the International Facility only when such use does not conflict with scheduled international operations and prior Port Authority approval is obtained.

- Port Authority staff prepares a Gate Assignment Sheet daily. This information is made available to all Federal Inspection Agencies, the airlines and other interested parties. To help ensure fair and reasonable gate assignment, it is imperative that each carrier provide the Port Authority with estimated times of arrivals and departures no later than 1000hrs and then again 1500hrs. for their

flights. Failure to do so may result in the inability to provide a preferred gate, a gate upon arrival, ticket counter assignment, or ramp penalty.

- Listed below are the time allowances for the use of a gate for arrivals and departures.

JUMBO AIRCRAFT/Wide-Body Aircraft		767 Smaller
Arrival Only	1 Hour	¾ Hour
Departure Only	1 –1/2 Hours	1 Hour (3/4 when req.)
Turnaround	3 Hours	2 Hours

*Small commuter-type jets will receive 30 minutes for arrival, 30 minutes for departure, and one hour for a turnaround.

**Turnaround use of gates will be restricted to a maximum of two hours and 1 hour respectively, if longer occupancy would preclude the accommodation of other aircraft. Normally, 30 minutes are allowed between flights scheduled to occupy the same gate. The Port Authority reserves the right to adjust time allowances as condition warrants.

- Gates assignment will be binding, except the use of the gate must be made within 15 minutes of the starting time of the assigned period. Use of a gate for arrivals later than 15 minutes after an assigned period must be reconfirmed with the Port Authority since it may have been reassigned to an aircraft able to make immediate use of it. Airlines should notify the Port Authority as soon as they become aware that they will not be able to clear the gate at the assigned time.

- No heavy maintenance or aircraft engine run-ups will be permitted on terminal gates until prior consent of PA.

- Any airline accepting an aircraft gate will be responsible for the housekeeping of that gate area (spills, FOD, ground equipment) and immediately reporting any equipment malfunctions or other deficiencies including excessive FOD. Airlines are subject to Breach of Rules citations for failure to properly police these areas. Airlines are subject to Breach of Rules citations and/or ramp penalty…

- All flight schedule changes must be approved in advance by the Port Authority and will not be honored if they conflict with the IATA schedule applicable and the resulting gate assignments.

- Crew of aircraft arriving at the International Facility must make radio contact with the Port Authority (UNICOM) frequency 122.85) prior to landing to confirm gate assignment and availability. Similarly, captains of aircraft departing the International Facility must make radio contact with the Port Authority to coordinate the pushback.

OPERATING GUIDELINES FOR INTERNATIONAL AIRLINES

- Aircraft may not be towed on the airport taxiway system between the hours of 0700 and 2200.

- Extra section flights (e.g. cancellations from a previous day) scheduled during peak hours must be approved in advance by the Duty Manager and both ticket counters and gates are contingent upon availability.

- Aircraft relocating to hardstands or other remote parking must be taxied. Sufficient airline mechanics must be available for this movement. Intended deviation of this must be brought to the Ramp Manager's attention as it becomes known.

- All airlines and associated staff using the International Facility must abide by the Port Authority Rules and Regulations while operating at EWR.

No carrier will be permitted to leave an aircraft on a terminal gate in excess of its allotted time during peak daily activity, unless they have received a formal exception. Any such exception must be approved in advance via request to the International Facility Ramp Manager. No exceptions will be made unless the carrier has sufficient personnel and equipment available to move the aircraft immediately upon the request of the Port Authority. No exceptions will be made during periods of heavy congestion or for the purpose of aircraft maintenance being performed on the apron or when exceptions would force a redistribution of gates assigned. During winter operations (November 15- April 15) each aircraft operator must have on file with the Port Authority an up to date towing plan and a 24 hour contact to implement that plan to ensure that aircraft kept on an international gate can be quickly relocated to facilitate snow and ice removal.

GATE PENALTY FINES

Fines may be assessed for any aircraft remaining on the public passenger ramp apron and hardstand area for more than 10 minutes after the Port Authority has directed that such aircraft be removed because of an emergency or congestion. Fines may be assessed for any aircraft remaining on the ramp or hardstand area thus creating ramp congestion and interfering with ramp operations. Aircraft are not permitted to wait on the International Facility ramp for a gate to open elsewhere.

Below are some conditions which may be considered in levying fines against airlines or revoking their operating privileges:

- Interference with construction activity
- Hindering snow removal
- Causing another carrier to hold for a gate during gate saturation periods.
- Delay an arrival or departure of another carrier.
- Taking a vacant gate/handstand without approval.

- Hindering VIP movements.
- Impeding ramp maintenance activities.
- Refusing to relocate when directed to do so by the Port Authority.
- Hindering the use of a gate because of equipment related problems, FOD, spills, cargo or any other condition making the gate unusable as determined by the Port Authority.

The Port Authority will determine whether a fine is to be issued after obtaining and assessing the facts available.

Fine Structure:
…. for the first 15 minutes or any part thereof…. $500.00
for each additional 15 minutes or any part thereof…$1000

An air carrier may appeal a gate penalty. A letter stating the reason (s) why they deem the gate penalty unworthy must be received by the International Facility Manager within 3 business days of penalty assessment to be considered for appeal.

ALTERNATIVE OPERATIONS

There may be occasions (gate saturation, snow emergency) when all of the gates are occupied and an alternative operation needs to be implemented. The International Duty Manager along with the Ramp Manager will need to determine whether an arriving aircraft should hold for the next available gate or if a handstand busing operation can provide a more expedient offloading. The basic information must be available concerning the aircraft arrival, International or domestic, aircraft type, passenger count, wheelchair passengers, handling company and Airline Station Manager or representative authorizing the handstand operation.

- Manpower – In order to safely handle a busing operation a minimum of two personnel are needed, one to escort the buses and the other to supervise the off loading of the buses at the base of the escalator. Airline or ground handling staff can be designated to guide passengers into the building. In the event additional manpower is needed, contact the Airport Duty Manager "99" and request personnel to aid the ramp operation.
- Equipment - Buses are necessary in order to facilitate a handstand operation. Prior to positioning the aircraft, contact Landside Duty Manager "91" and determine if the bus fleet or call in fleet are available and how long would it take for them to mobilize. Ground handlers would have to supply a stair truck in most cases due to wide body aircraft not having internal stairs. In the event the stair truck is out of service, PAPD would be called to supply the rescue stair truck.
- Timing – After obtaining the available bus count, it must be determined how long it would take to deplane and transport the passengers. If a gate will become available within the projected time frame it may be more prudent to await the gate assignment.

OPERATING GUIDELINES FOR INTERNATIONAL AIRLINES

- Notifications – The International Facility Manager is to be notified once the decision is made to activate an alternative operation. Indicate if only one alternative operation is needed and request instructions concerning further notifications. Immigrations & Customs officials are to be notified prior to commencing the alternative operations.
- Deplaning & Busing – The buses need to be escorted to the handstand from the Security guard post by either the Duty International Ramp Manager (72) or the Landside Transportation Supervisor (94). Busing to and from the aircraft is to be handled by International Facility Staff or the International Duty Manager's designee.

It is best that the passengers understand prior to deplaning what is causing an unusual event and how it will be carried out.

- Physically Challenged passengers – Straight back chairs provided by the air carrier would be utilized to offload any passengers with disabilities. Wheelchairs will await these passengers at the North B3 elevator will be used to reach the INS level.
- Recording - All events are to be logged in CALS under. It must be noted if any controllable aspects at the International Facility caused the lack of gate availability. A separate copy of the CALS entry coupled with the associated ramp sheets, gate fines or B.O.R.'s are to be forwarded to the International Facility Manager for review.

The following daily commitments are needed to ensure a smooth alternative gate operation:

1. Ground Handlers must maintain stair trucks
2. Gate # 69 area clear of equipment, dumpsters & construction.
3. Understanding that the need for hardstands during Alternate Operations takes precedence over other operations.

PORT AUTHORITY INTERNATIONAL FEES

Take-Off Fee	$5.00 per 1,000 lbs. MGTW
Monorail Fee	$2.25 Per 1,000 lbs. MGTW
Into-Plane Fuel Fee	$0.068 per Gallon
FAR Security Fee	$185.07 per Departure
Terminal Space	$70.00 per sq.ft. per year plus Annual CPI
Operations & Maintenance Space	$70.00 per sq.ft. per year plus Annual CPI
Shared Ticket Counters	$5.60 per hour per position with baggage belt $4.25 per hour per position without baggage belt
Federal Inspection Charge (International)	$13.50 per Arriving Passenger
General Terminal Charge (Arriving)	$5.50 per Arriving Passenger
General Terminal Charge (Departing)	$5.50 per Departing Passenger
Passenger Facility Charge	$3.00 per Departing Passenger*

*The Port Authority plans to apply for an increase in the PFC to $4.50.

GOVERNMENT TAX

There is a Federal government tax that is applied to both arriving and departing passenger tickets. The rates for each tax are listed below. In addition to the Federal tax, there is a Passenger Facility Charge (PFC) that is applied to departing passenger tickets only and is payable to the Port Authority of NY & NJ.

Commercial Fuel Tax:

- 4.3% per gallon

International Departure/International Arrival Tax:

- $13.40 per person international departure tax
- Rate is indexed by CPI

Frequent Flyer Tax:

- 7.5% of value of ticket (approximately $0.02 per mile)
- Rate is indexed by CPI

TSA (Security) Tax:

- $2.50 per passenger enplanement

Chapter Three

General Airport Information

PASSENGER FACILITY CHARGE (PFC)

Applicable Excerpts from the FAA PFC Final Rule Regarding PFC Collection, Handling, Remittance, Compensation, Reporting, Record keeping and Auditing

July 24, 1992

Pursuant to Section 158.43 of 14 CFR, this letter constitutes formal notification that on February 9, 1998 the Federal Aviation Administration (FAA) approved the Passenger Facility Charge (PFC) applications submitted by the Port Authority of New York & New Jersey for John F. Kennedy International Airport, LaGuardia Airport and Newark Liberty International Airport as described herein.

The FAA's approval authorizes the Port Authority to proceed as follows:

1. Impose a PFC of $2.92 at each of the three (3) airports, in order to collect and use the total PFC amount necessary to fund the following projects:

    a) John F. Kennedy International Airport Howard Beach Light Rail Component ($456 million)
    b) John F. Kennedy International Airport Central Terminal Area (CTA) LRS Component ($94 million)
    c) John F. Kennedy International Airport Jamaica-JFK LRS Component ($598 million)

The FAA's approval authorizes the Port Authority to immediately utilize PFC revenues to fund the following:

1. John F. Kennedy International /LaGuardia Airports Automated Guideway Transit – Initial Phase ($14 million)
2. Newark International Fixed Guideway Transit/Other Ground Access Projects – Initial Phase ($7 million)

Please note that the Port Authority has withdrawn the following projects from consideration for the FAA approval at this time:

1. John F. Kennedy International /LaGuardia Airports Automated Guideway Transit – Phase I/II Implementation.
2. Newark International Fixed Guideway Transit – Implementation

As required by Section 158.43, please be advised that:

1. The level of PFC to be imposed at John F. Kennedy International, LaGuardia and Newark International will be $2.92 per enplanement.
2. The total amount of PFC revenue to be collected at John F. Kennedy International , LaGuardia and Newark International will be $1,148 million.
3. The earliest effective date of the PFC at the three (3) airports will be January 1, 2001. This complies with the PFC regulations, which state the charge effective

date will be the first day of a month which is at least 60 days approval to impose the PFC.

All PFC remittances are to be made payable to the Port Authority of New York & New Jersey with PFC Funds specified on the reference line of the checks, and are to be submitted to the Port Authority at the following address:

Port Authority of New York & New Jersey
P.O Box 17309
Newark, NJ 07194

PASSENGER FACILITY CHARGE (PFC)

Applicable Excerpts from the PFC Final Rule Regarding PFC Collection, Handling, Remittance, Compensation, Reporting, Record keeping and Auditing

All PFC reports are to be submitted to the Port Authority at the following address:

Manager, Revenue Accounting
Controller's Department
Port Authority Technical Center
241 Erie Street
Jersey City, NJ 07310

For your convenience, provided are the following excerpts from the PFC Final Rule regarding PFC Collection, Handling, Remittance, Compensation. Reporting, Record keeping and Auditing:

- Section 158.45 – Collection of PFC's on tickets issued in the United States
- Section 158.47 – Collection of PFC's on tickets issued outside the United States
- Section 158.49 – Handling of PFC's
- Section 158.51 – Remittance of PFC's
- Section 158.53 – Collection Compensation
- Section 158.65 – Reporting requirement: Collecting Carriers
- Section 158.69 – Record keeping and Auditing: Collecting Carriers

Please provide the appropriate notification of this collection requirement to your agents, including other issuing carriers.

CLEAN IRREVOCABLE STANDBY LETTER OF CREDIT

FORMAT:

Port Authority of New York & New Jersey Date_____
225 Park Avenue South
12th Floor
New York, NY 10003

Attn: CREDIT MANAGER

CLEAN IRREVOCABLE STANDBY LETTER OF CREDIT NO._____

To the Addressee:

At the request of _____A_____, we ___B_____, hereby open this CLEAN IRREVOCABLE LETTER OF CREDIT NO. _____C_____ in your favor up to an aggregate of $_____D_____ U. S. Dollars, available by your draft(s) on us at sight.

We warrant to you that all your drafts under this CLEAN IRREVOCABLE LETTER OF CREDIT WILL BE DULY HONORED UPON PRESENTATION OF YOUR DRAFT(S) drawn on us and presented to us at the office of our New York/New Jersey Branch, now located at _____E____ on or before the expiration date set forth below or future expiration date as indicated below. Our obligation under this Letter of Credit is the individual obligation of the Bank, in no way contingent upon reimbursement with respect thereto, or upon our ability to perfect any lien or security interest.

All drafts must be marked "Drawn Under _____B_____ Letter of Credit No. _____C_____ dated _____, 200___." Partial drawings under this Letter of Credit are permitted.

This CLEAN IRREVOCABLE LETTER OF CREDIT expires at the close of business on _____F_____, 200___. This CLEAN IRREVOCABLE LETTER OF CREDIT shall be automatically extended without amendment for additional periods of one (1) year from the present or each future expiration date unless we have notified you in writing not less than sixty (60) days before such date that we elect not to extend the Letter of Credit for such additional period, such notice to be sent by registered or certified mail to you at the address herein. Upon receipt by you of such notice you may draw on us at sight for the balance remaining in this Letter of Credit within the then applicable expiration date, no statement required.

EXCEPT AS OTHERWISE EXPRESSLY PROVIDED HEREIN, THIS LETTER OF CREDIT IS SUBJECT TO THE UNIFORM CUSTOMS AND PRACTICE FOR DOCUMENTARY CREDITS (1993 REVISION) INTERNATIONAL CHAMBER OF COMMERCE PUBLICATION NO. 500.

_____
BANK OFFICER/REPRESENTATIVE

LEGEND:
A – INSERT APPLICANT NAME, I.E. TENANT OR LESSEE NAME.
B – INSERT NAME OF ISSUING BANK.
C – INSERT L/C IDENTIFICATION NUMBER
D – INSERT DOLLAR VALUE OF INSTRUMENT
E – INSERT EXACT ADDRESS OF LOCAL BANK BRANCH
F – INSERT EXPIRATION DATE OF LEASE PLUS SIXTY DAYS.

*****Please instruct your Bank to have Letter of Credit issued in the above format. In "Draft" form and fax to Mr. Michael Mayurnik at (212) 435-5846 for Approval prior to issuance in "Original" form. If you need further assistance Mr. Mayurnik can be reached at (212) 435-5838.**

Important Notice to all Issuing Officers

Issuing Officers are required to completely comply with applicable laws, regulations, and policies. Violations can personally subject you to civil penalties, termination of access privileges, and/or criminal charges.

If you have any concern regarding your potential liability, contact the EWR Security Manager at (973) 961-6320.

18 USC Chap 47 Sec 1001

Sec. 1001. - Statements or entries generally

(a) except as otherwise provided in this section, whoever, in any matter within the jurisdiction of the executive, legislative, or judicial branch of the Government of the United States, knowingly and willfully -

(1) falsifies, conceals, or covers up by any trick, scheme, or device a material fact;
(2) makes any materially false, fictitious, or fraudulent statement or representation; or
(3) makes or uses any false writing or document knowing the same to contain any materially false, fictitious, or fraudulent statement or entry;

shall be fined under this title or imprisoned not more than 5 years, or both.

ID Office and Contact Information

ID Office

- The Port Authority ID Office is located in Terminal B, alternative drop-off level.
- The ID Office operates on a first come, first served basis for ID Badges. The Issuing Officer must make an appointment for fingerprints, or fingerprint results. Please call 973-961-6050 for all appointments.
- If the ID Card Applicant does not speak English, you MUST send an interpreter with the applicant.
- The ID Office normally operates during business hours. In unusual circumstances with advance notice, the ID Office is available outside normal business hours and on weekends. You must pre-clear your request with the Supervisor, Airport Security at 973-961-6320 or the Coordinator, Access Control at 973-792-5954.
- Applications are available in the Port Authority ID Office Terminal B, alternative drop-off level

Fees/Fines

- All fees/fines must be paid by money order or Corporate check in the exact amount.
- The fingerprinting fee is currently $29.00
- The fee for lost/Stolen ID Cards is currently $50.00
- The fine for a security breach (BOR) is currently $25.00 for the first violation and $100.00 for the second violation.

U.S. Customs

- The Customs office is located in the B-3 Satellite.
- Telephone is 973-645-2236
- If a Customs hologram is required, Customs approval is required prior to making an appointment for ID Card Issuance

Aeronautical Driver Training

- Ask for the Driver Training Coordinator at Port Authority Operations (973-961-6621) for a class appointment.

Emergency Suspension of Access Privilege

- Monday thru Friday 8:00am – 4:00pm – contact the ID Office at 973-961-6050
- After normal business hours contact the Port Authority Control Desk at 973-961-6154

Duties and Responsibilities of Issuing Officers

Strict Rules

The Issuing Officer and Company must be in complete compliance with TSA requirements and Port Authority policies.

Documentation

Companies are required to maintain complete records of all documents submitted to the Port Authority for purposes of gaining or maintaining access to the AOA, SIDA, or Secured Area. Records must be maintained for 180 Days after termination of the employee's access privilege.

Compliance with TSR 1542 Requirements

Issuing Officer responsibilities are detailed below. Transportation Security Regulations can be accessed through the TSA Home Page under the Law and Policy section. Use this link for direct access to TSR 1542

No Known or Suspected Defects

Your signature attests that you are not aware or have any suspicion of any defects in the application, attachments, regulatory compliance, or other substantive issues regarding the employee.

Company Employee or Approved Contractor without Issuing Authority

You are only authorized to execute applications and other documents for persons that are employees of your company or employees of a contractor of your company that does not have Issuing Officer authority.

- You can only execute the applications of persons that have a current and valid business relationship with your company.
- You cannot execute applications for employees of companies that have been disapproved for access privilege
- In all cases the company that employs the person must be clearly disclosed on the application.

Meets Requirements

You have no information that would lead you to suspect the person does not meet the requirements for access.

No Prohibited Items (Weapons)

No weapons are permitted on the environs of the airport. Carry permits are not valid. You must instruct all employees of this fact.

Accountability of Issuing Officers

Held Responsible

Issuing Officers are held responsible for all of their actions on behalf of their company.

Audits

All records are subject to audit by the Port Authority of New York and New Jersey, Transportation Security Administration, Federal Aviation Administration and any other agency of the Federal, State, or Local government with jurisdiction.

Section 1001, of Title 18 United States Code

Both the applicant and Issuing Officer are subject to criminal prosecution if their actions are found to be in violation of the above referenced statute. Actions intended to allow an individual access to the AOA, SIDA, and/or Secured Area in violation of laws or regulations may also subject the responsible individual(s) to prosecution at the local level. Each violation could subject you to fines and imprisonment of up to five (5) years.

TSR 1542 Company Fines

The Transportation Security Administration has the authority to assess fines to the company in amount up to $25,000 PER VIOLATION

TSR 1542 Individual Fines

The Transportation Security Administration has the authority to assess fines to the individual of $11,000 PER VIOLATION.

Issuing Officer Certifications

Employment
The applicant is an employee of your company or the employee of your Contractor that does not have Issuing Officer Authority.

Required Identification
The Issuing Officer has personally examined the applicant's required two forms of identification. Both must be government issued with one containing a photograph and one of which MUST be a Social Security Card. The names on both forms of identification should match.

Meets TSR 1542 (formerly FAR 107) Access Requirements

- Criminal History Records Check

  Most airport tenants have this service performed by the Port Authority ID Office. In these cases, the Port Authority performs the CHRC and takes appropriate action as the results indicate.

  Approved (approved TSR1544 Companies) are granted authority by the federal government to complete the CHRC for their employees. The Issuing Officer is responsible for compliance with applicable rules, regulations, and requirements regarding the execution, review, approval, and recordkeeping within this process. The Issuing Officer signature certifies that the individual has satisfactorily met the standards required for access.

- SIDA Training/Certificate

  SIDA Training is required under TSA regulation prior to any individual being granted access to the, SIDA. The course must be conducted in accordance with the curriculum and standards set by the Port Authority and approved by the Transportation Security Administration. The applicant must have completed the course in its entirety and achieved a satisfactory result on the required testing as per Port Authority policy.

  Certain companies are permitted to conduct in-house SIDA Training by authorized trainers employed by them. Training must be completed in a professional environment conducive to training. Authorized companies are required to maintain complete records of all training including signed rosters, original testing results, certificates, curriculum, and any other pertinent materials. The Issuing Officer signature certifies that the individual has complied with the SIDA Training standard.

- Recordkeeping

  The Issuing Officer must ensure that records of all documents submitted to the ID Office and SIDA Training records are maintained for a period of 180 days following termination of the individual's access privilege.

Authorizing Access Privileges

Applicant access levels will not exceed company authorization. In no case should a person receive access beyond what their job requires.

Card Type

The Issuing Officer authorizes an AOA or Sterile Area Card type.

Access

Access will be granted through designated access points only.

Privileges

Employees may require specific privileges to perform their job functions.

- Customs – Requires a separate application process simultaneous with the ID Card application.
- Escort Authorization – People (EP) or people and vehicles (EVP – requires driver privilege) must be noted as such by the Issuing Officer on the application.
- Driver Authorization – Requires a valid driver's license and completion of a Drivers Training course.

ID Card Rules and Requirements

AOA Pin Number

Each person holding an AOA ID Card picks a 4 digit PIN #. Keep it private and protect it. Never let anyone see the number when you enter it.

AOA Access

A red background ID Card allows AOA access without escort. AOA ID Card shall only be utilized while you are on duty. AOA ID Card is not to be used for non-business purposes. In all cases, your access is limited to those areas in which you have a current and valid business purpose.

Expiration

Each ID card is good for 18 months. It expires at midnight of the day BEFORE the date on your card. You can renew up to ONE month before expiration.

Mutilation

You cannot mutilate your card in any way. If your card is worn or the lamination begins to peel, see your Issuing Officer for a signed Disposition Form(PA 3253a). Go to the ID office and they will replace it free of charge. A mutilated card is subject to confiscation.

Alteration

Do not alter the card, or affix anything to it. Do not write your PIN on the card.

Display

Display above the waist on the outermost garment. Pick a display method that keeps you safe while performing your job. Pouches or holders may be used if the window is transparent (No colors allowed) and the entire card is displayed.

Voided

If your card is voided or will not work in a reader, see your Issuing Officer immediately. Do not bypass security. The card is not valid until the problem is resolved.

Lost/Stolen

Lost or stolen cards must be immediately reported. Replacement cards will cost $50. If you find your card after reporting it lost, turn it in to the ID Office immediately.

Lending

NEVER lend or borrow a card. Anyone found participating in a fraudulent identification scheme is subject to arrest.

Challenge

You must challenge anyone in a SIDA area that is not displaying his or her ID.

- Any individual that cannot produce a current and valid EWR ID card must be escorted out of the SIDA area turned over to a Supervisor or the Port Authority Police for further investigation.
- If a person does not cooperate with the Challenge, immediately notify the Port Authority Police. Please be able to provide a complete description of the person. Whenever possible, try to keep the person in sight until the Port Authority Police arrive.
- You have the right to Challenge anyone, including persons with a valid EWR ID Card that transverses the SIDA area.
- Everyone is required to cooperate with a Challenge.

Escort

If you are performing an escort, you are responsible for that person or persons and his/her actions. You must have Escort Privileges (EP or EVP) on your card to be eligible to conduct an escort.

- From time of submission of application, No employee can access the AOA until fingerprinting results are complete and approved. Escort is permitted.
- NO ID Card – NO Access – No Exceptions
- The Port Authority does not issue Temporary or Visitor ID's.
- An Escort Form must be completed prior to conducting an escort. Logs of all escorted individuals are maintained in at the guardposts.
- Company-to-Company escorts are permitted
- The person performing the escort must maintain constant visual contact and be close enough for verbal communication. No break in contact is permitted.
- The person conducting the escort must also complete the escort by escorting the person(s) or vehicle(s) off the SIDA area.
- Vehicles without PONYA plates must remain under continuous escort.
- Persons holding a valid EWR ID Card for the AOA may not be escorted. Under TSA regulations, employees that have forgotten or lost their ID Card may not be escorted. Persons that have had their ID Card stolen may not be escorted.
- Persons whose access privileges have been denied, suspended or revoked for any reason are NEVER eligible for escort. Any person who is involved in granting, providing, or facilitating access to a person whose access privilege is denied, suspended or revoked may be subject to civil and/or criminal penalties.
- Maximum number of escorts is limited to a 10:1 ratio.

Breach of Rules

BOR's are issued for violations. All BOR's must be responded to in writing within fourteen days of the breach. Instructions on where to respond appear on the back of the BOR form.

An Issuing Officer of the company must address security violations in writing. The letter should cite the specific BOR information and describe actions being taken to prevent such breaches in the future.

A fine of $25.00 is assessed for the first breach of rules and attendance at a SIDA Retraining course is required within 30 days of the violation. The penalty for a second BOR in a 24-month period is $100.00. The person who received the BOR and his/her immediate Supervisor must attend BOR retraining within 30 days of the violation. Unanswered BOR's and persons who do not attend class within the guidelines will have their access privileges suspended.

Any person who receives three (3) security violations within a 24-month period will have access privileges revoked for a period of 24 months.

Below find a topic list of the most serious Security Violations

- ID Card Related
  - Failure to Display
  - Misuse
  - Altered
  - Mutilated
  - Expired
- Access Related
  - Unauthorized Access
  - Breach of a 1542 Door
  - Misuse of Escort Privileges
  - Unauthorized Object
- Failure to Challenge

Applicant Processing Checklist

- Application Information
- Applicant Identification
- Issuing Officer Application Completion
- Issuing Officer Signatures
- Notarize Signature
- SIDA Training
- Driver Training (where applicable)
- Customs Application (where applicable)
- Privileges
- Fingerprinting
- ID Card Pickup

Completing the Application Process

Qualifications and Attachments

The applicant must satisfy qualifications (where applicable) in the following areas prior to issuance of an EWR ID Card

- Approved CHRC (always)
- Complete SIDA Training (always)
- Complete Driver Training
- Customs Approval

The application must have the following attachments (where applicable) prior to completion and issuance

- Drivers License
- Driver Test Score
- SIDA Certificate
- Customs Approval

Fingerprinting

- The applicant must bring required identification to their appointment. One form must be a social security card. The other must be a government issued photo ID.
- Payment must be in the exact amount by Money Order or Corporate Check. Current charges are $29.00.
- Some fingerprints cannot be classified. Our policy on unclassifiable Fingerprints is as follows:
- Redo once at no charge
- Second time will require another fee

NOTE: Fresh cuts, lotions, etc. interfere with fingerprinting

Approval and Issuance

- The Issuing Officer will be notified of approval or denial of the application.

- Any disqualifying or unresolved issues arising from the Criminal History Records Check will result in a denial of access privilege. The applicant may request a copy of their fingerprint results in order to obtain the necessary dispositions

- If an applicant has also applied for Customs access, the approved Customs application must be obtained and presented to the EWR ID Office prior to issuance of the ID Card.

- Two forms of ID including a government photo ID and a Social Security Card (REQUIRED) are required for ID Card pick-up.

Other Dispositions

The Issuing Officer must authorize all transactions taking place in the EWR ID Office. Another Disposition Form (PA3253a) is used as authorization to issue, reissue, or return cards. Reason codes included on the form are as follows:

- Returned Cards
- Mutilated Cards
- Renewal
- Expired
- Non-Return*
- Lost*
- Stolen*

* indicates an administrative fee of $50.00 must be paid.

Disposition forms are available at the Port Authority ID Office in Terminal B.

Controlling Your ID Cards

A tight control of outstanding ID cards is important to the entire airport community. The Issuing Officer is responsible for all ID Cards issued to the company and it's employees.

Transportation Security Administration regulations require us to replace the ID Card Media system if we lose control of an aggregate five percent (5%) of the outstanding ID cards. Issues such as lost, stolen and non-returned cards move us toward this standard. Replacement of the ID Card system results in significant cost and disruption of operation to the Port Authority and the entire airport community. A high degree of control and administration is required of every company and Issuing Officer.

Outstanding ID Cards

All EWR ID Cards listed as outstanding for your company must represent current and valid employees with a business reason for access. You are responsible for ensuring that the outstanding ID Cards shown in the EWR Security system is correct.

ID Card Audit Control

Reports will be forwarded to you on a periodic basis for review and confirmation. They must be confirmed within the specified time requirements.

Safeguarding

ID Cards for employees taking time off or on disciplinary leave do not have to be suspended in the system if they are in the possession of the Issuing Officer and held in a secure place.

Communication

Communication between the ID Card office and your company will be through Issuing Officers. Your voicemail and email must be checked regularly for updates and other related information.

Reporting

In addition to normal Issuing Officer communications, you may be required to perform other reporting tasks as the need arises. It is important that deadlines are strictly observed.

Terminating Access Privilege

Whenever an employee transfers or leaves for any reason, access privilege must be suspended and the ID Card returned.

Notification to Issuing Officer
The Issuing Officer must be involved in the process of any employee leaving the company for any period of time or reason.

Recovering the ID Card
The Company, at the point of any employee termination, suspension, vacation, or leave of absence, must recover the EWR ID Card. It must be immediately suspended in the ID Card system where appropriate.

Suspending Access
The ID Card must be returned to the Port Authority ID Office immediately upon employee separation.

Multiple Employers
If a terminating employee works for another company on the airport and is listed on the ID Card, provide he/her with a form (Disposition) to remove your company from the card. Either accompany the employee to the ID Office or direct them there immediately prior to your suspension of privilege.

Fines
The fine for lost, stolen or non-return cards is $50.00. Every effort must be made to recover all cards. The Port Authority and/or TSA have the right to require you to produce records of your efforts to recover non-returned cards.

Maintaining Control of ID Cards
All ID Cards outstanding for your Company must be held by valid employees on current work assignment at EWR, or by the Issuing Officer. ID Cards turned in by departing employees must be surrendered at the ID Office within one (1) business day. All employees have the right to turn in their ID Card directly to the EWR ID Office and provide written proof of the surrender to the company.

Temporary Breaks in Service

Generally, Issuing Officers are responsible for obtaining and securing employee ID cards during any break in service. Where applicable, ID cards must be returned to the ID Office in Terminal B. All requests to terminal access privileges must be communicated to the ID Office in writing.

Step-by-Step Application

•

PA 3757 1/3/03

THE PORT AUTHORITY OF NY & NJ
Newark Liberty Int'l Airport
IDENTIFICATION BADGE/ACCESS
CONTROL MEDIA APPLICATION

Page 1 of 2

N

Date Finger Printed

Case No:

TYPE OF BADGE APPLYING FOR:

	AOA (RED)
	STERILE AREA (BLUE)

Name of Requesting Agency (Air Carrier, Tenant or Contractor)

Telephone Number

- Indicate the type of card required
- Insert the company name and contact telephone number

Part 1 APPLICAN applicant)

LAST NAME | FIRST NAME | E OF BIRTH | PLACE/COUNTRY OF BIRTH

Local Address Needed

ADDRESS: | CITY/STATE/ZIP:

HAVE YOU EVER BEEN KNOWN BY ANY OTHER NAME (NICKNAMES, ALIASES, ETC.) IF SO, PLEASE STATE.

Review With Applicant

SOCIAL SECURITY NUMBER

Review Card Personally

ALIEN REGISTRATION NUMBER:

Review Documents Personally

ARE YOU LAWFULLY PRESENT IN THE U.S. IN ACCORDANCE WITH THE IMMIGRATION AND NATIONALITY ACT?

YES NO

JOB TITLE: | DATE OF EMPLOYMENT: | SEX/GENDER | APPLICANTS PHONE NUMBER:

Contractor

MOTHER'S MAIDEN NAME: | HEIGHT IN INCHES: | WEIGHT IN POUNDS | EYE COLOR: | HAIR COLOR:

Verified

Airport ID Cards are subject to the regulations of the Transportation Security Administration. All applicants are subject to a criminal history records check. An individual may be disqualified for an Airport I.D. Card if this record check discloses convictions for any of the disqualifying crimes cited below. In addition, false statements or non-disclosure of pertinent information may disqualify an applicant from receiving an Airport I.D. Card.

- Verify all personal information with the required identification documents
- Explain the information and importance of "Known by any other name".
- Social Security Card is required unless the person is a foreign national on temporary assignment without a requirement to register with Social Security
- If you are signing on behalf of a contractor (based on authority from the P.A. to sign for that contractor), you must obtain written documentation of Job Title and Employment Date information.
- Mother's Maiden name will be verified against Social Security Administration records. Exercise care in providing and verifying this information.
- Specifically cover the statement at the end of this section with the applicant.

•

DISQUALIFYING CRIMES

(1) Forgery of certificates, false marking of aircraft's and other aircraft registration violations.

(2) Interference with air navigation.

(3) Improper transportation of hazardous material.

(4) Aircraft piracy.

(5) Interference with flight crew members or flight attendants.

(6) Commission of certain crimes aboard an aircraft in flight.

(7) Carrying a weapon or explosive aboard an aircraft.

(8) Conveying false information and threats.

(9) Aircraft piracy outside the special aircraft jurisdiction of the United States.

(10) Lighting violations involving transporting controlled substances.

(11) Unlawful entry into an aircraft or airport area that serves air carriers or foreign air carriers contrary to established security requirements.

(12) Destruction of an aircraft or aircraft facility.

(13) Murder.

(14) Assault with intent to murder.

(15) Espionage.

(16) Sedition.

(17) Kidnapping or hostage taking.

(18) Treason.

(19) Rape or aggravated sexual abuse.

(20) Unlawful possession, use, sale, distribution, or manufacture of an explosive or weapon.

(21) Extortion.

(22) Armed or felony unarmed robbery.

(23) Distribution of, or intent to distribute, a controlled substance.

(24) Felony arson.

(25) Felony involving a threat.

(26) Felony involving - 1, Willful destruction of property 2, Importation or manufacture of a controlled substance 3, Burglary 4, Theft 5, Dishonesty, fraud or misrepresentation 6, Possession or distribution of stolen property 7, Aggravated assault 8, Bribery or 9, Illegal possession of a controlled substance punishable by a maximum term of imprisonment of more than 1 year.

(27) Violence at international airports.

(28) Conspiracy or attempt to commit any of the criminal acts listed in this section.

(29) Or any other crime classified as a felony that the Administrator determines indicates a propensity for placing contraband aboard an aircraft in return for money; violence at international airports; conspiracy or attempt to commit any of the criminal acts listed in 49 CFR and 1542.209(d) or 49 CFR and 1544.299 (d).

- Explain the concept of disqualifying crimes and have the applicant read through each one carefully.

In addition, under Federal Regulation TSA 1542, all individuals are imposed to continually disclose to the Port Authority within 24 hours if they are convicted of any disqualifying criminal offense that occurs while they have unescorted access authority.

I certify that all of the statements made in this application are true, and that I have not been convicted of a disqualifying crime as stated in TSA 1542 and 1544 within the 10 years prior to the submission of this application for unescorted access privileges pursuant to 49 CFR 1542.209, 49 CFR 1544.229 or other applicable law or regulation or at anytime thereafter.

In addition to the above information have you ever been convicted of any offense, other than a minor traffic violation, in this country or elsewhere? Yes ____ No ____ If so, please provide the following details for each offense: date, place, charge, court and final disposition. (Use additional paper if necessary.)

- Explain the second statement to the applicant
- Explain the requirement to disclose **ANY** conviction for purposes of this application.
- Explain that any nondisclosure of a conviction will result in denial of access privileges and the criminal implications of false statements on this application.

I authorize the Social Security Administration to release information verifying my Social Security number to Port Authority of New York & New Jersey. I understand that the information the Social Security Administration provides may include verification of my name, date of birth, sex, mother's maiden name, and place of birth in addition to my Social Security number. I understand that my consent allows no additional information to be provided from my Social Security records, and that the verification of my Social Security number will be used to process my application for an Airport Identification Badge. This authorization shall remain in effect until the Port Authority of NY & NJ approves or denies my application for an identification badge.

- Review the fact that all information provided is verified with the Social Security Administration
-
-

I certify that all of the information I have provided, and all of the statements made, in this Application are true, complete, and correct to the best of my knowledge and belief and are made in good faith. I understand that I may be punished by imprisonment, a fine or both, for a knowing and willful false statement, under Title 18, United States Code, Section 1001 or applicable state law. I have received a copy, read and understand the rules & regulations associated with the responsibilities of an airport ID card.

Applicant's Signature _____ Date _____

(EMPLOYEE NAME - PLEASE PRINT) _____

- Have the applicant carefully read the statement prior to signing the application. Impress on the individual the importance of ensuring that all information provided in this applicant be correct.

1. **Company Certification** Page 2 of 2

(ONLY IF PREVIOUSLY FINGERPRINTED)

I, _____ (Issuing Officer) hereby Certify that the above named individual was previously fingerprinted
(please print)
to receive an airport security ID card in compliance with Transportation Security Administration Regulations 1542 and 1544. I further certify that this individual has not been convicted of a disqualifying crime as stated therein.

Check A or B if appropriate: Individual has been previously fingerprinted by: (check one)

A. _____ Airport Operator _____ _____
Name of Airport Date Fingerprinted

B._____ Air Carrier _____ _____
Name of Air Carrier Date Fingerprinted

_____ _____
Issuing Officer Signature Date

- Complete when the individual has been fingerprinted and issued an ID Card at either JFK or LGA airports or by an authorized carrier.

2. **TSA Exemptions**

I _____ (Issuing Officer) hereby Certify that the above named individual is exempted from the fingerprint requirements pursuant to CFR Title 49, Part 1542, Section 209, Paragraph (m) Exemptions.

An employee of the Federal, state or local government (including law enforcement officers) who, as a condition of employment, has been subjected to an employment investigation that includes a criminal records check.

_____ _____
Issuing Officer Signature Date

-
- Complete for government employees who are exempt from fingerprinting requirements

3. **Request for Port Authority to conduct fingerprinting**

I, _____ (Issuing Officer) hereby request that the above named individual be fingerprinted by the
(please print)
Port Authority.

- Complete for all other applicants
-

I THE ISSUING OFFICER SWEAR THAT THE ABOVE SUBMITTED INFORMATION IS CORRECT AND HAS BEEN VERIFIED IN ACCORDANCE WITH TRANSPORTATION SECURITY ADMINISTRATION REGULATIONS. FURTHERMORE THE ABOVE EMPLOYEE HAS RECEIVED SIDA TRAINING.

- The applicant must have completed an approved SIDA training course prior to the issuance of the ID Card.

Ramp Access Required Yes No (Initial) _____
Escort Privilege Required Yes No (Initial) _____
Please circle yes or no and initial.

- Self –Explanatory

REQUESTING AGENCY'S ISSUING OFFICER:

_____
(PRINT NAME) (ID CARD NUMBER)

_____
(SIGNATURE)

_____
(ID OFFICE INITIAL) (DATE)

SWORN TO BEFORE ME THIS

_____ DAY OF _____

NOTARY: _____
(SIGNATURE)

SEAL

COMMENTS: _____

_____

- Self-explanatory

Sample of Airport Operations Area Identification Badge/Access Control Media Application:

PA 3757/ 2-01

THE PORT AUTHORITY OF NY & NJ

Newark International Airport -Terminal B Newark, NJ 07114 - 973-961-6050

N _____

AIRPORT OPERATIONS
AREA IDENTIFICATION BADGE/ACCESS
CONTROL MEDIA APPLICATION
PRINT OR TYPE ONLY

Finger Print Requirement
Date Printed _____
Date Sent _____
Fee: Check ☐ Money Order ☐
TCN No. _____

PART 1

Name of Requesting Agency (Air Carrier, Tenant or Contractor) _____

Location _____ Telephone Number _____

Have you ever received a PA I.D. Card? ☐ No ☐ Yes Company Name _____

It is requested the following named individual be issued an Airport Operations Area Badge/Access Control Media Card.

Last Name: _____ First Name: _____ Alias: _____

Address: _____ City/State/Zip: _____

Telephone No. (_____) _____ D.O.B. _____ Month Day Year

Height: _____ Weight: _____ Eye Color: _____ Hair Color: _____

Job Title: _____ SSN: _____ Sex: _____

PART 2

Company Certification
(ONLY IF PREVIOUSLY FINGERPRINTED)

1. I, _____ (Issuing Officer) hereby certify that the above
(please print)
named individual was previously fingerprinted to receive an airport security ID card in compliance with Public Law 106-528 (The Airport Security Improvement Act of 2000) and that this individual has not been convicted of a disqualifying crime as of that date.

Check A or B if appropriate

Individual has been previously fingerprinted by: (check one)

A. ____ Airport Operator _____ ____/____/____
Name of Airport Date Fingerprinted

B. ____ Air Carrier _____ ____/____/____
Name of Air Carrier Date Fingerprinted

_____ ____/____/____
Issuing Officer Signature Date

Request for Port Authority to Conduct Fingerprinting

2. I, _____ (Issuing Officer) hereby request that the above
(please print)
named individual be fingerprinted by the Port Authority

PART 3

I THE ISSUING OFFICER SWEAR THAT THE ABOVE SUBMITTED INFORMATION IS CORRECT AND HAS BEEN VERIFIED IN ACCORDANCE WITH FEDERAL AVIATION REGULATIONS.

Ramp Access Required	Yes (initial)	No (initial)
Escort Privilege Required	Yes (initial)	No (initial)

REQUESTING AGENCY'S ISSUING OFFICER	SWORN TO BEFORE ME THIS
CERTIFICATION: _____	_____DAY OF _____, _____
Signature & Print Name	NOTARY
	I.D. Office Initial and Date

RULES AND REGULATIONS

Federal regulations require that any person needing access to the airport operations area (AOA) and/or Security Identification Display Areas (SIDA) at Newark International Airport be issued an ID card. ID cards are a privilege and come with responsibilities. Please carefully read the rules and responsibilities stated below. If you have any questions, please ask the person issuing ID card.

1. Your supervisor, or a representative from your company must have trained you regarding use of this identification card (ID card).
2. You must wear your ID card whenever you are in an area that requires it, such as aircraft ramp (AOA) or a Security Identification Display Area (SIDA). The ID card must be worn above the waist and must be visible at all times.
3. If you see anyone in a restricted area who is not displaying an ID card, immediately contact your supervisor or the Port Authority Police by dialing 211 or (973) 961-6666.
4. In order to enter the AOA, you must swipe the black strip of your ID card and enter your PIN # (personal identification number). Do not write your PIN # on your ID card.
5. Each time you enter the AOA, you must use your own ID card and PIN #.
6. If you try to enter the AOA using the wrong PIN #, your ID card will not work after three tries.
7. It is against the law to tamper with or abuse a card reader or door hardware. If you do you will lose all ID card privileges and be subject to arrest. If you see anyone doing this, report them to the Port Authority Police immediately.
8. If you let someone borrow your ID card, misuse it or attempt to change it in any way, your ID card will be taken away by the Port Authority
9. If your ID card has been lost or stolen, immediately report it to your supervisor.
10. If you find your ID card after you have reported it lost or stolen, DO NOT USE IT. Return the card to the ID Office immediately.
11. If you leave your company, you must return your ID card to your supervisor.
12. Your ID card is an important document which must be handled with responsibility and care. If your ID card is lost or stolen there is a charge for a new one. If you report your ID card lost or stolen more than one time, your ID card privileges may be taken away.
13. If you are approved to escort others into restricted areas, you must follow your company's Security Awareness Program for Newark International Airport. You are responsible for the actions of those you escort.
14. Newark International Airport ID cardholders must follow all Airport Rules and Regulations. Violations of Airport Rules and Regulations will result in penalties for the ID card holder.

Your ID card is the property of The Port Authority of New York and New Jersey and ID card privileges may be taken away for failure to obey the above rules.

PART 4

DISQUALIFYING CRIMES

Forgery of certificates, false marking of aircraft's and other aircraft registration violations; Interference with air navigation; Improper transportation of hazardous material; Aircraft piracy; Interference with flight crew members or flight attendants; Commission of certain crimes aboard an aircraft in flight; Carrying a weapon or explosive aboard an aircraft; Conveying false information and threats; Aircraft piracy outside the special aircraft jurisdiction of the United States; Lighting violations involving transporting controlled substances; Unlawful entry into an aircraft or airport area that serves air carriers or foreign air carriers contrary to the established security requirements; The destruction of an aircraft or aircraft facility; Murder; Assault with intent to murder; Espionage; Sedition; Kidnapping or hostage taking; Treason; Rape or aggressive sexual abuse; Unlawful possession, use, sale, distribution, or manufacture of an explosive or weapon; Extortion; Armed robbery; Distribution of, or intent to distribute, a controlled substance; Felony arson; Conspiracy or attempt to commit any of these criminal acts; Or a finding of not guilty by reason of insanity for any of these criminal acts.

EXPANDED LIST OF DISQUALIFYING CRIMES

Effective December 23rd,2000, Category X airports must apply new standards in judging the eligibility of applicants who may have a criminal conviction. Significantly, this legislation amends the list of offenses that would prevent a grant of unescorted access or employment in certain positions, (e.g. as a screener). It expands the prohibition by including as ineligible persons who have been found not guilty by reason of insanity. It also adds to the current list of substantive crimes, as follows: Felony unarmed robbery; A felony involving a threat; A felony involving - Willful destruction of property; Importation or manufacture of a controlled substance; Burglary; Theft; Dishonesty, fraud, or misrepresentation; Possession or distribution of stolen property; Aggravated assault; Bribery; and Illegal possession of a controlled substance punishable by a maximum term of imprisonment of more than 1 year, or any other crime classified as a felony that the Administrator determines indicates a propensity for placing contraband aboard an aircraft in return for money.

I certify that all of the statements made in this statement are true, complete and correct to the best of my knowledge and belief, and are made in good faith.

Applicants Signature _____ Date _____

Issuing Officer's Signature _____ Date _____

Sample of EWR Driver and SIDA Certification Information Sheet:

EWR DRIVER AND SIDA CERTIFICATION
INFORMATION SHEET

Date_____

_____ NEW ISSUE REISSUE_____

(PLEASE PRINT CLEARLY)

LAST NAME: _____ FIRST NAME: _____ M.I. _____

DATE OF BIRTH: _____ SEX: _____

COMPANY NAME: _____ *PA EMPLOYEE # _____

WORK ADDRESS: _____

EWR WORK LOCATION: _____ *PA UNIT # _____

WORK TELEPHONE NUMBER: _____ S.S. # _____

SUPERVISOR: _____

DRIVER LICENSE NUMBER: _____ STATE: _____

AIRPORT ACCESS CONTROL NUMBER:
(First Seven Numbers) N_____
(FOR SECURITY I.D. OFFICE USE ONLY)

TRAINING COORDINATOR (Print Clearly & Sign)_____

*PA EMPLOYEES ONLY

TO BE COMPLETED BY PORT AUTHORITY ISSUING OFFICER ONLY:

Date: _____

Approved by: _____ Issued by: _____
Manager, ASD

Sample of Identification Card Disposition Application:

PA3253A/ 3-98

IDENTIFICATION CARD DISPOSITION APPLICATION
(Use Typewriter Only)

CURRENT I.D. CARD NO. | REPLACEMENT I.D. CARD NO.

COMPANY OR AGENCY

ISSUE TO: | LAST NAME | FIRST | M.I. | SOCIAL SECURITY NO. OR GREEN CARD NO.

CARD STATUS ☐ AOA ☐ NON AOA

DISPOSITION - CIRCLE ONE
1. RETURN 2. MUTILATED 3. RENEWAL 4. EXPIRED 5. NON-RETURN 6. LOST 7. STOLEN

BRIEFLY DESCRIBE CIRCUMSTANCES FOR ITEM NOS. 1. THROUGH 7. ABOVE

COMPANY ISSUING OFFICER | NAME | TELEPHONE NUMBER

ADDRESS | AUTHORIZED SIGNATURE ON FILE | ISSUING OFFICER CARD NUMBER

EMPLOYEE ACKNOWLEDGEMENT (TO BE COMPLETED WHEN I.D. CARD IS RENEWED)

I HAVE RECEIVED INFORMATION RELATIVE TO THE PROPER UTILIZATION OF THE AIRPORTS' AUTOMATED ACCESS CONTROL SYSTEM AND MY RESPONSIBILITIES UNDER FAA REGULATIONS WHILE ON FAR 107 RAMP AREAS. I ACCEPT THESE RESPONSIBILITIES AND UNDERSTAND THAT VIOLATIONS OF THESE REGULATIONS MAY RESULT IN THE SUSPENSION OR REVOCATION OF AOA ACCESS PRIVILEGES. ADDITIONALLY, I UNDERSTAND THAT ANY PERSON HOLDING UNESCORTED ACCESS AUTHORITY WHO IS CONVICTED OF ANY OF THE DISQUALIFYING CRIMES AFTER JANUARY 31, 1996 MUST SURRENDER THE IDENTIFICATION MEDIA TO THE ISSUER WITHIN 24 HOURS OF LEARNING OF THE CONVICTION. I ALSO UNDERSTAND THAT ANY APPLICATION THAT IS SUBMITTED WITH FRAUDULENT INFORMATION OR INTENTIONALLY FALSE STATEMENTS WILL SUBJECT ME TO A POSSIBLE CIVIL PENALTY FINE OF UP TO $ 11,000 PER OFFENSE UNDER FEDERAL AVIATION REGULATIONS PARTS 107.2 AND 108.4.

Applicant's Signature | DATE

Sample of Escort Access Form:

Form EWR 98-1

THE PORT AUTHORITY OF NEW YORK AND NEW JERSEY

NEWARK INTERNATIONAL AIRPORT

ESCORT ACCESS FORM

Date: _____ Time: _____ Guard Post: _____

Company Requesting Access: _____

Vehicle Plate No: _____ P.A. Plate No. _____
(if applicable)

Destination: _____

Driver's/Escorter's Name (Print)

(Last) _____ (First) _____ Title: _____

P.A. ID Card Number: _____

Person Being Escorted: _____ Number in party: _____
(if applicable)

_____
Signature of Driver/Escorter

AIRCRAFT NOISE REQUIREMENTS

Aircraft Noise Mitigation Background

Over the past forty years, the Port Authority of NY and NJ, as operator of John F. Kennedy International Airport (JFK), Newark Liberty International Airport (EWR), LaGuardia Airport (LGA), and Teterboro Airport (TEB) have implemented a number of aircraft noise abatement programs and numerous noise mitigation programs.

(1) The Port Authority commissioned this country's first study (1958) of jet aircraft noise and the perceived decibel noise level impacts of commercial jet aircraft on humans in the surrounding community.

(2) The Port Authority's first program to mitigate jet engine noise was the establishment of a departure noise limit in 1959, known as the 112 Perceived Noise Decibel (PNdB) rule. The basis for the rule was a noise evaluation study, that the Port Authority had initiated, which pioneered scientific research as to how human beings perceive aircraft noise

(3) Absent national or international regulations on jet noise emissions, the Port Authority's departure noise limit led to the development of quieter jet engine technology

(4) Since the establishment of the departure noise limit, the Port Authority has actively worked with the FAA, the airline industry and community representatives to develop and refine flight paths that minimize, to the extent possible, flights over residential areas.

(5) The Port Authority has encouraged the airlines and the Federal Aviation Administration (FAA) to adopt noise abatement procedures, such as power cutbacks, and more aggressive noise abatement flight tracks over compatible land uses.

(6) In order to monitor compliance with the departure noise limit, the Port Authority installed the world's first aircraft noise monitoring system. It consisted of 11 permanent noise monitoring units located in the nearest residential community extending from each runway's centerline.

Effective January 1, 1990, **no Stage-II** low-bypass jet airplane operations may be planned or scheduled at a Port Authority airport between the hours of 12:00 midnight and 6:00 a.m.

The Port Authority receives from aircraft manufactures reports that define the noise characteristics and the takeoff performance of the various models of jet aircraft. In addition, the Port Authority has been monitoring the operations of jet takeoffs at its airports since 1960. Our analysis of these sources has shown that some aircraft must be operated with specific takeoff procedures as well as, noise abatement, weight limitations from certain runways under varying meteorological conditions in order to meet the criteria.

AIRCRAFT NOISE REQUIREMENTS

The complete evaluation of a particular aircraft model may require an extensive amount of time; therefore, it is suggested that these actions be taken as expeditiously as possible in order to avoid delay of inauguration of operations at Port Authority airports. Port Authority staff may advise the operator as to any additional information that may be required to complete the evaluation of any particular request. Failure to act promptly may result in denial of permission to operate until the foregoing evaluation can be completed. Request for written permission must be addressed to the Manager, Aviation Technical Services Division at 233 Park Avenue South, 9th Floor, New York, NY 10003.

In 1992, the Aircraft Noise Abatement Monitoring System (ANAMS) system for the three major airports (JFK, LGA, EWR) was upgraded with flight track capability. The two primary data sources for ANAMS are radar data from the FAA and noise monitoring data from the Port Authority's microphone system.

AIRPORT PARKING

For information regarding employee and VIP parking on the Airport, contact the Port Authority's general contractor Five Star Parking, at 973-961-2022. Below is a sample of the permit application that needs to be completed for employee parking privileges.

FIVE STAR PARKING

Newark International Airport
Employee Parking Permit Application

I _____, authorize Five Star Parking to issue a barcode to _____ for the purpose of gaining access to the Port Authority's Employee Parking Lot. I understand that by authorizing this issue, the Airline/Tenant will be billed for the use of such Bar-code.

Company: _____

Name: _____

Job Title: _____

Home Address _____

City, State & Area Code _____

Comp. ID # or last 4 SS# _____

Employee Signature _____

(OFFICE USE ONLY)

Date Issued _____

Bar-Code _____

Home Phone (____) _____ - _____

Work Phone (____) _____ - _____

Please provide the following information for the vehicle(s) you may utilize when accessing the Employee Parking Lot.

Vehicle 1
Plate Number: _____ State: _____

Vehicle Type: _____ Color: _____

Vehicle 2
Plate Number: _____ State: _____

Vehicle Type: _____ Color: _____

- Authorized Signature _____ Date _____

Five Star Representative: _____

☐ New ☐ Lost ☐ Name Change ☐ Replacement/Damaged

*ONLY ORIGINAL SIGNATURES WILL BE ACCEPTED. PHOTOCOPY OR FAXES WILL NOT BE CONSIDERED AS VALID.

Over

Five Star Parking

EMPLOYEE PARKING DISCLOSURE AGREEMENT

I_____,(Employee) understand that the following rules apply for parking my vehicle on the property(lots) managed and maintained by FIVE STAR PARKING and the Port Authority.

The use of a barcode is needed for access onto the property (lots). If employee arrives without his or her card, only a valid employee I.D. or Port Authority I.D. will be accepted for a onetime entry within a six-month period. The name on the badge will be cross-referenced and verified by our computer before entrance is permitted. If parking pass is lost it is the employee' responsibility to contact their company representative for a replacement application.

Employee vehicle must occupy only one parking space. Improper parking may result in the vehicle being ticketed and/or towed. All towing expenses will be the sole responsibility of the operating driver of the towed vehicle.

- Prior approval is mandatory before any vehicle is parked for more then 14 days. No vehicle is permitted to park over 30 days without written permission from employee's company and approval from Five Star administration office (Lot F)
- Failure to comply may result in towing of the vehicle by PAPD.
- The speed limit on the property (lot) is 15 miles per hour, and will be strictly enforced.
- The use or possession of drugs and/or alcohol on the property (lot) is strictly forbidden.
- All vehicles driven and parked on the property (lot) must be licensed, safe and fully insured.
- **The parking pass allows the holder to park one vehicle at holder's risk. We are not insurers and we are not responsible for damage to automobiles or other articles by fire or any other cause, for theft of automobiles or other articles or any other loss in connection therewith, including without limitation, loss of use and physical damage thereof.**

Any damage or theft to employee vehicle must be reported immediately to the supervisor on duty. This report must be made prior to the employee leaving the lot. All further inquiries must be forwarded to the Port Authority.

I have thoroughly read the above disclosure agreement and willingly adhere to its contents.

_____ Print Name

_____ Employee Number

_____ Employee Signature

_____ Date

In-Flight Catering Permittees

Chelsea Catering Corporation
Building No. 330
Newark Liberty International Airport
Newark, NJ 07114
(973) 681-2838
Ken Dieblo, Manager

Flying Food Group
640 Frelinghuysen Avenue
Newark, NJ 07114
James Stathakes, Manager

Gate Gourmet, Inc.
146 Haynes Avenue
Newark, NJ 07114
(973) 623-0400
Walter Herasinstschuk, General Manager

Sky Chefs
Building 95
Newark Liberty International Airport
Newark, NJ 07114
(201) 961-4800
Tom Biland, Manager

FUEL SUPPLIERS

BP Exploration & Oil Inc.
Air BP
28100 Torch Parkway
Warrenville, IL 60555
T. (630) 836-6486
F. (630) 836-6472
Geoff Howse
Mgr.-Technical & Operations

Citgo Petroleum Corporation
1702 OWP Box 3758
Tulsa, Oklahoma 74102
T. (918) 495-5072
F. (918) 495-4366
Jamey Gill
Business Mgr. - Aviation Sales

Chevron Texaco Global Aviation
1111 Bagby Street
Houston, TX 77002
T. (713) 752-6028
F. (281) 582-5835
Doug Betts
Manager of Assets and Operations

El Paso Merchant Energy
1001 Louisiana
TP-9 1468E
Houston, Texas 77002
T. (713) 420-4191
F. (713) 420-7132
James Nicolaou
VP Aviation Fuels Mkt.

Equilon Enterprises, LLC
500 Dallas Room 692
1 Allen Center
Houston, TX 77002
T. (713) 346-9219
F. (713) 246-8830
Warren Myers
Logistics Manager

United Aviation Fuels Corporation
2550 West Golf Road
Rolling Meadows, IL 66408
T. (847) 700-6945
F. (847) 700-7527
Debra Borhart
Staff Rep. - Operations

World Fuel Services, Inc.
700 S. Royal Poincianna Blvd.
Suite 800
Miami Springs, FL 33166
T. (305) 883-8554
F. (305) 887-2642
Philip Bradley, President

AIRCRAFT MAINTENANCE & SERVICE CONTRACTORS

British Airways PLC
Newark Liberty International Airport
66 Terminal B-3
Newark, NJ 07114
Donna Blanchard, Station Manager
T. 973-961-4584
F. 973-733-9534
E. donna.blanchard@bausa.com

Delta Air Lines, Inc.
Newark Liberty International Airport
International Air Cargo Center
Building No. 339
Brewster Road
Newark, NJ 07114
Jim Donoghue
T. 973-430-3906
F. 973-430-3980
E. jim.donoghue@delta.com

Deutsche Lufthansa
Aktiengesellschaft
Newark Liberty International Airport
Terminal B-3
Newark, NJ 07114
Jens Dietrich, Manager
T. 973-961-7435
F. 973-961-7429
E. gabrielle.ryan@dlh.de

Federal Express Corporation
Newark Liberty International Airport
Metroplex Building No. 347
Newark, NJ 07114
Lawrence Haupt, Maintenance
Manager
T. 973-792-6825

Mach II Maintenance Corporation
JFK International Airport
Terminal One
Jamaica, NY 11430
Robert Fisher, Manager
T. 718-751-2482/3

Worldwide Flight Services, Inc.
(Formerly AMR)
Newark Liberty International Airport
Cargo Building No. 339
Suite 204
Newark, NJ 07114
Lino Machado, Station Manger
T. 973-961-3498

Horizon Aviation Services, Inc.
JFK International Airport
Hangar No. 4
Jamaica, NY 11430
John Riordan, Holly Riordan
T. 718-276-5171
F. 718-276-5172

Signature Flight Support, Inc.
Newark Liberty International Airport
Hangar No. 15
Newark, NJ 07114
Steve Ciancio, Airline Division
Manager
T. 973-624-1660
F. 973-648-8264

FEDERAL INSPECTION SERVICE

Department of Homeland Security
US Customs and Border Protection

Bill Brush, Acting Assistant Area Director
T. 973-645-3737 ext. 110 (Monday - Friday)

Inspector Tony Maresca
T. 973-645-3737 ext. 111

Inspector Joseph Cardinale, Deputy Area Port Director
T. 973-645-2162 ext. 371 (Monday - Friday)

US Department of Agriculture

Carlos Vargas
T. 973-645-6661 (Monday – Friday)
T. 212-264-1410 (answering service)

For additional information regarding customs and agriculture refer to the Code of Federal Regulations Title 19 and Title 7.

STATION MANAGERS LISTING

Air Canada (A-2)
Al Zeller
T. 973-961-1702
F. 973-961-1717
E. azeller@aircanada.ca

Air France (C)
Sonya Dinyari
T. 973-623-4100 ext. 513
F. 973-623-3422
E. sodinyari@airfrance.fr

Air India (B)
Jyotika S. Kothari
T. 973-242-6917
F. 973-242-0079

Air Jamaica (B-2)
Stephanie Vigilotti
T. 973-961-3422
F. 973-624-1122
E. svigilotti@airjamaica.com

Air Tran Airways (A-1)
W. Anthony Skeete
T. 973-242-8405
F. 973-242-8406
E. winston.skeete@airtran.com

Alaska Airlines (A-2)
Maria Candeloro
T. 973-681-3110
F. 973-681-3188
E. maria.candeloro@alaskaair.com

Alitalia (B)
Gaetano Messina
Victor Giangregorio
T. 973-624-1958
F. 973-624-5245
E. ewrkk@alitalia.it

America West (A-2)
Udo Schlemmer
T. 973-623-9330
F. 973-623-9033
E. udoschlemmer@americawest.com

American Airlines (A-3)
Nick Yiantselis
T. 973-961-4123
F. 973-961-4065
E. nick_yiantselis@aa.com

American Trans Air
Bob King
T. 973-424-2595
F. 973-424-2598
E. bob.king@flyata.com

British Airways (B-3)
Donna Blanchard
T. 973-961-4584
F. 973-733-9534
E. donna.blanchard@bausa.com

Commair (B-1)
Jim Donoghue (Delta)
T. 973-430-3906
F. 973-430-3980
E. jim.donoghue@delta.com

Continental Airlines (C)
Charles Scully
T. 973-681-1616
F. 973-681-1624
E. cscull@coair.com

Continental Express (C)
Catherine Innocenti
T. 973-681-0042
F. 973-681-1216
E. cinnoc@coair.com

Delta Airlines (B-1)
Jim Donoghue
T. 973-430-3906
F. 973-430-3980
E. jim.donoghue@delta.com

El Al (B-3)
Suzanna Dikker
T. 973-643-3042
F. 973-643-3762
E. ewrkkly@aol.com

STATION MANAGERS LISTING

Ethiopian Air (B-2)
Aberra Beyene
T. 973-961-8448
F. 973-961-8449
E. aberrab@ethiopianairlines.com

EVA Air (B-3)
Steve Sak
T. 973-623-2561
F. 973-623-1670
E. ewrk@msn.com

Jetsgo (B)
Vicki Haverstick
T. 973-596-9300
F. 973-596-9300 (call before faxing)
E. vsticks@cs.com

KLM (B-1)
Ajay Dhawan
T. 973-961-2572
F. 973-961-4635
E. ajay.dhawan@klm.com

LOT Polish Airlines (B-2)
Tadeusz Krawczonek
T. 973-733-9417/8
F. 973-733-9422
E. t.krawczonek@lot.com

Lufthansa Airlines
Jens Dietrich
T. 973-961-7435
F. 973-961-7429
E. jens.dietrich@dlh.de

Malaysia Airlines (B-2)
Zamri Muslimm
T. 973-961-2588
F. 973-642-1272
E. zamri@malaysiaairlines.com

Mexicana (B-2)
Julio Oropeza
T. 973-961-4295
F. 973-824-3861
E. Julio.oropeza@mexicana.com.mx

Midwest (B-1)
Joyce DelGuercio
T. 973-961-2543
F. 973-624-4365
E. joyce.callahan@midwestairlines.com

Northwest (B-1)
Robert Anderson
T. 973-961-4629
F. 973-961-4635
E. Robert.anderson@nwa.com

SAS (B-2)
Christer Persson
T. 973-622-4736
F. 973-622-4736
E. cpersson@sasair.com

Singapore (B-2)
Denis Zhu
T. 973-961-2591/2
F. 973-297-1799
E. denis_zhu@singaporeair.com.sg

Southeast Airlines
Bob Meyers
T. 908-889-6767
F. 908-889-6767 (same as phone)

Song
Patricia McAlister
T. 718-632-4141
E. patricia.mcalister@flysong.com

SwissAir
Sheyda Eversley
T. 973-634-5533
F. 973-622-3931
E. sheyda.eversley@swiss.com

TAP Air Portugal (B-3)
Jose Mauricio
T. 973-624-6363
F. 973-624-6574
E. tapaptewr@tap.pt

STATION MANAGERS LISTING

United Airlines (A-1)
Michael Spagnuolo
T. 973-961-5085
F. 973-961-5014
E. Michael.spagnuolo@ual.com

United Express (A-1)
Riki Mullen
T. 973-643-3303
F. 973-643-2701
E. riki0221@bellatlantic.net

US Airways (A-3)
Eugene Pereira
T. 973-642-5500
F. 973-642-5505
E. Eugene_pereira@usairways.com

US Air Express (A-3)
Eugene Pereira
T. 973-642-5500
F. 973-642-5505
E. Eugene_pereira@usairways.com

Virgin Atlantic (B-2)
Philip Cain
T. 973-961-3281
F. 973-624-0725
E. philip.cain@fly.virgin.com

AIRPORT COMMUNITY INVOLVEMENT

Throughout the year a variety of events and celebrations are held at EWR and as a new airline interest at EWR, we welcome your participation. Some of these events are for educational purposes, others honor a nationality or an ethnic culture, and some celebrate a new airline or cargo facility while others are just for fun. With the support and participation of our airline partners, airport tenants and surrounding businesses these events are a huge success and enjoyed by all who participate.

Early in the year, we celebrate African-American Heritage Month, Chinese New Year and St. Patrick's Day. These activities are one-day events celebrated in the Terminals. Professional entertainers provide music, while staff hands out giveaways to our customers and, at times, light refreshments. We also recognize Take Your Daughter to Work Day, Easter, Memorial Day, Fourth of July, Labor Day, Halloween and the Christmas/Chanukah Season with various activities.

The largest annual events are Family Day, Aviation Education and Career Expo (Career Expo) and the Job Fair. Family Day is a fun day, hosted by The Port Authority of New York and New Jersey with the support and participation of our airline partners, airport tenants and area businesses. It is held on a Saturday in the fall for employees of the airport and their families and it includes a plane pull with the proceeds going to charity, music food, games, cartoon characters, stilt walkers, face painters and clowns. It is a wonderful event for the entire airport community to come together as a large family.

The Career Expo is a two-day event held in May to introduce area students to the wide range of careers in aviation. Each day about 1,000 students visit a variety of venues, participate in an essay contest and attend a lunch assembly. Exhibitors, hands-on displays and speakers from federal and law enforcement agencies, airlines, cargo handlers and Port Authority employees share their expertise and job experience with the students. Aircraft, fueling equipment, cargo equipment, emergency rescue and snow removal equipment are also on display. The students are encouraged to write an essay regarding the theme of the Expo. Prizes are awarded to the winners of the Essay Contest including airline tickets, sporting events and movie tickets and a variety of smaller prizes.

The Job Fair is a one-day event where community high school seniors come to fill out job applications and talk to representatives of each of the various businesses that are located on the airport. It is a follow-up from Career Expo.

If you are interested in learning more about a particular event, participating in a scheduled event or would like to plan an event, please call the Coordinator of Customer and Public Services at (973) 961-6265.

AIRTRAIN NEWARK

AirTrain Newark allows convenient train access from across the New York and New Jersey region right to the airport terminals. Take AirTrain EWR from the Terminals, parking areas, and rental car agencies to the Newark Liberty International Airport Station for a convenient inter-modal connection with NJ TRANSIT and Amtrak rail services or the Northeast Corridor rail line. AirTrain Newark provides rail access to New York City, Newark New Jersey and points beyond, including New London, Connecticut, Providence, Rhode Island and Boston, Massachusetts to the north. Destinations to the south include Trenton, New Jersey, Baltimore, Maryland and Washington, DC.

The AirTrain Newark makes it possible to get from Manhattan to the Newark Liberty International Airport Station in about 20 minutes, or between Newark, New Jersey and the airport station in 5 minutes; from the station it's a 10- minute ride to the terminals

For more information about the connecting train service, you may contact NJ TRANSIT at (973) 762-5100 and, in northern New Jersey, (800) 772-2222, or at www.njtransit.com. Amtrak train service information is available at (800) 872-7245 and www.amtrak.com.

REDEVELOPMENT PROGRAM

During the past decade, passenger growth at Newark Liberty International Airport has risen over 10% to a pre-September 11th high of nearly 34 million annual air passengers. In response the Port Authority of New York and New Jersey, its airline partners and the Federal Aviation Administration initiated an ambitious $3.8 billion to provide outstanding service to the traveling public. EWR is providing additional parking, easier access to and around the airport, a new airport administration and emergency response building, better terminal facilities and additional concessions. This redevelopment program is being accomplished in conjunction with Continental Airlines' Global Gateway Project at Terminal C and the Federal Aviation Administration's construction of a new air traffic control tower. A good portion of this program has already been completed and put into service.

The two new parking garages located close to the terminals have been completed. Combined, they provide over 3,000 additional parking spaces at the airport. A six-level garage adjacent to AirTrain Station P4 offers easy access to all airline terminals via AirTrain. The garage is especially convenient for motorists entering the airport from Interstate 78. A four-level garage in front of Terminal C has direct pedestrian access to Terminal C, and passengers are able to avoid the elements as they exit the garage and enter the terminal.

Better, wider airport roadways will allow our customers to get to and around the terminals more efficiently, providing higher level of service. Expanded terminal frontages are making it easier for passengers' pick-up and drop-off. Major components of the Central Terminal Area (CTA) and Southern Access Roadway Project (SARP) projects which will deliver these improvements have already been completed.

The CTA project is intended to reduce overcrowding at the terminal frontages. It is being accomplished through the construction of a new at-grade frontage roadway in front of Terminals A & B, which will significantly increase the current capacity of the roadway system. While this road will primarily carry high occupancy vehicles and commercial traffic, it also offers direct access to CTA parking. This project was substantially completed in 2002. The SARP project continues to improve access to the airport from its southern entry points.

As part of the Global Gateway Project, Continental Airlines has reconfigured the roadways at Terminal C. The pick-up and drop-off lanes in front of Terminal C have more than doubled. The former Arrivals level was converted to a Departure level and widened. The lower level of Terminal C was extended and has become the new Arrivals area, with five lanes for private vehicles and three lanes for commercial/HOV vehicles provided.

The new Port Authority Administration/ARFF Building (Airport Rescue and Fire Fighting) is currently in operation. The majority of the structure is a 1935 vintage passenger terminal, which served as the airport's original terminal and control tower. The building is a historical landmark and was moved in three pieces to its current location on rubber tires. The center section move was the largest building moved in the United States on rubber tires. The move was necessary because the building

was located in the "Clear Zone," an area over the runway approach in which people could not occupy buildings.

The Administration Building and Air Traffic Control Tower located on Tower Road have been decommissioned. Demolition and removal of the former Administration Building has been completed with the former Air Traffic Control tower soon to follow. The space will be converted and used for aircraft parking.

On December 6, 2001, Continental Airlines opened a 19 narrow-body/12 wide-body concourse followed by the opening a new international arrivals facility, ramp tower and other improvements to the existing terminal structure in 2002. The new C-3 connector added 300,000 square feet of space, which includes an impressive Presidents Club for its customers' use.

The Federal Aviation Administration commissioned a 330-foot Air Traffic Control Tower that is the second tallest in the United States.

Terminals A & B have been undergoing a relifing program to provide more news and gift shops and restaurants. Larger elevators and escalators were installed in Terminal B, and new color-coded signs are being placed throughout the airport for better directions for pedestrians and motorists.

EWR is also expanding its cargo and service facilities to better serve on-airport aircraft maintenance services. Continental and United Airlines recently completed two new cargo facilities on the north side of the airport, and the Port Authority is currently developing a third facility. Continental Airlines is developing two wide-body aircraft hangars, a ground equipment center and an engine overhaul facility.

CUSTOMER SERVICE STANDARDS

In 1998, Newark Liberty International, John F. Kennedy International and LaGuardia Airports launched an unprecedented campaign to improve customer satisfaction at the airports to ensure the delivery of service standards that would delight the traveling public. The campaign resulted in the development of Airport Service Standards, which are the foundation of our Customer Service Improvement Program. A copy of the Airport Service Standards is included in this package.

The Airport Services Standards are the result of a series of customer surveys of arriving and departing passengers conducted by J. D. Power and Associates. Satisfaction and identified priorities that significantly contribute to increased overall customer satisfaction were measured. Jointly, the Port Authority, J. D. Power & Associates and the airport community focused on the key drivers of customer satisfaction, which include access to, from, and around the airports, signs and directions, airport cleanliness, courteous staff, the quality and variety of concessions and the overall gate experience. With the airport communities' support and cooperation, facility inspection, and mystery shops were initiated to monitor performance and the 1st Edition of the Airport Service Standards were published in 1999, the 2nd Edition in 2001 and the third Edition in 2002.

The efforts of the program are being noticed by the passengers and the airport industry. Increases in overall customer satisfaction on departure showed remarkable double-digit improvement in 2003. The arrival satisfaction, which was always strong, also improved.. Our airports shared six first place awards in the 2001 Airport Retail News best concessions competition and EWR four first place awards in the 2002 competition, including airport terminal with Best Overall Program in terminal with Best Management Team for Terminal C.

The Airport Service Standards should be used in your daily operation, and you should ensure that all of your employees and contractors are familiar with its content and requirements.

If you have any questions about the program or need additional copies of the Airport Service Standards, please contact Nancy Seliga, Manager, Landside and Customer Services at (973) 961-6253.