

THE PORT AUTHORITY OF NY & NJ
PROCUREMENT DEPARTMENT
ATTN: BID/PROPOSAL CUSTODIAN
4 WORLD TRADE CENTER
150 GREENWICH STREET, 21ST Floor
NEW YORK, NY 10007

REQUEST FOR PROPOSALS

ISSUE DATE: February 11, 2016

**TITLE: Taxi Dispatch Services at John F. Kennedy International Airport,
Newark Liberty International Airport, LaGuardia Airport and the Port
Authority Bus Terminal**

RFP NO.: 45171

**SUBMIT PROPOSALS NO LATER THAN THE DUE DATE AND TIME TO THE ABOVE
ADDRESS**

SITE INSPECTIONS: FEBRUARY 23 & 24, 2016 (see inside for further details)

QUESTIONS DUE BY: FEBRUARY 29, 2016 TIME: 3:00 P.M.

PROPOSAL DUE DATE: MARCH 10, 2016 TIME: 2:00 P.M.

CONTACT: Richard A. Grehl

PHONE: (212) 435-4633

EMAIL: rgrehl@panynj.gov

TABLE OF CONTENTS

1. INFORMATION FOR PROPOSERS ON THIS REQUEST FOR PROPOSALS	4
A. General Information: The Port Authority of New York and New Jersey.....	4
B. Brief Summary of Scope of Work	4
C. Duration of Contract.....	4
D. Deadline for Receipt of Proposals	5
E. Vendor Profile	6
F. Submission of Proposals	6
G. Communications Regarding this RFP	7
H. Proposal Acceptance or Rejection	7
I. Union Jurisdiction.....	7
J. City Payroll Tax	7
K. Pre-Proposal Meeting(s)/Site Inspection(s)	8
L. Available Documents	8
M. Additional Proposer Information	9
N. Note on Minimum Wages, Health Benefits and Supplemental Benefits Other Than Health Benefits.....	9
O. Contractor Staff Background Screening	9
P. Automated Clearing House Enrollment	10
2. SCOPE OF WORK.....	10
3. PROPOSER PREREQUISITES	11
4. FINANCIAL INFORMATION	12
5. EVALUATION CRITERIA AND RANKING	12
6. MBE/WBE SUBCONTRACTING PROVISIONS.....	14
7. CERTIFICATION OF RECYCLED MATERIALS PROVISION	18
8. PROPOSAL SUBMISSION REQUIREMENTS.....	19
A. Letter of Transmittal	19
B. Executive Summary	20
C. Agreement on Terms of Discussion	20
D. Certifications With Respect to the Contractor’s Integrity Provisions.....	20
E. Documentation of Proposer Prerequisites	21

F.	Proposal	21
G.	Acknowledgment of Addenda.....	25
H.	Acceptance of Standard Contract Terms and Conditions	25
I.	MBE/WBE Plan	25
J.	Checklist of Features or Requirements 9. CONDITIONS FOR THE SUBMISSION OF A PROPOSAL	25
A.	Changes to this RFP.....	25
B.	Proposal Preparation Costs	26
C.	Disclosure of Proposal Contents / Use of Ideas and Materials	26
D.	Ownership of Submitted Materials	26
E.	Subcontractors	26
F.	Conflict of Interest.....	26
G.	Authorized Signature.....	26
H.	References.....	26
I.	Evaluation Procedures and Negotiation	26
J.	Taxes and Costs.....	27
K.	Most Advantageous Proposal/No Obligation to Award	27
L.	Multiple Contract Awards	27
M.	Right to Extend Contract	27
N.	Rights of the Port Authority	27
O.	No Personal Liability	28
P.	Conflict of Interest	28
Q.	Organizational Conflict of Interest	28
10.	ATTACHMENT A	31
	AGREEMENT ON TERMS OF DISCUSSION.....	29
	ATTACHMENT B.....	30
	FORM OF CONTRACT FOR FACILITY SERVICES.....	30
	PART I –CONTRACT SPECIFIC TERMS AND CONDITIONS.....	31
	PART II – SPECIFICATIONS.....	49
	PART III (A) - COST PROPOSAL FORM	80
	PART III (B) CALCULATION OF AVERAGE HOURLY RATE FORM	87
	PART IV STANDARD CONTRACT TERMS AND CONDITIONS.....	97
	ATTACHMENT C- SCOPE OF WORK.....	97

ATTACHMENT D- MBE/WBE PARTICIPATION PLAN 99

ATTACHMENT E- STATEMENT OF SUBCONTRACTOR PAYMENTS..... 100

ATTACHMENT F - Certified Environmentally Preferable Products/Practices 102

ATTACHMENT G- RFP WAGE STATEMENT SAMPLE..... 1042

ATTACHMENT H - CODE OF BUSINESS ETHICS AND STANDARDS OF CONDUCT.....106

ATTACHMENT I- Exhibits 112

EXHIBITS---

- A Taxi Dispatcher Daily Hours – John F. Kennedy International Airport
- B Taxi Dispatcher Daily Hours – LaGuardia Airport & Port Authority Bus Terminal
- C Taxi Dispatcher Daily Hours – Newark Liberty International Airport
- D Taxi Dispatch Evaluation Form
- E Uniform Specifications
- F Vehicle(s) Specifications
- G Airport Performance Management Program
- H Customer Care Airport Standards Manual
- I Maps of the Facilities
- J The Port Authority’s Whistleblower Policy

1. INFORMATION FOR PROPOSERS ON THIS REQUEST FOR PROPOSALS

A. General Information: The Port Authority of New York and New Jersey

For background with respect to The Port Authority of New York and New Jersey (the "Port Authority") see www.panynj.gov. Additionally, the most recent electronic version of the Port Authority's Annual Report is available at <http://www.panynj.gov/corporate-information/annual-reports.html>.

The Port Authority is hereby seeking proposals from qualified firms to provide Taxi Dispatch Services at John F. Kennedy International Airport (JFK), Newark Liberty International Airport (EWR), LaGuardia Airport (LGA) and the Port Authority Bus Terminal (PABT) as more fully described herein.

B. Brief Summary of Scope of Work

Provide taxi dispatch service to customers at the following Port Authority airports, John F. Kennedy International (JFK), Newark Liberty International (EWR), LaGuardia (LGA) airports and terminal arrivals frontages; and at the Port Authority Bus Terminal (PABT). This service shall consist of ensuring the orderly loading of arriving passengers into taxicabs located on the curbside queues located at each terminal at the aforementioned facilities served (the Services) by cabs. Additional services to be provided include, but are not limited to: providing customers with taxi rate information, monitoring and ensuring efficient taxicabs flow at taxicab hold lots, maintaining an orderly flow of passengers and taxis, preventing and reporting solicitation of customers and other illegal taxi activity, advising customers of alternate transportation modes in the event of taxi shortages, and assisting the Port Authority in the event of emergencies as deemed necessary.

C. Duration of Contract

The term of the Contract is for a three (3) year period (the "Initial Term" or "Base Term") commencing at 12:01 a.m. on or about June 1, 2016 which is the Effective Date (said date and time herein sometimes called "the Commencement Date"), and unless sooner terminated, revoked or extended shall expire 11:59 p.m. on the day before the third anniversary of the Effective Date (said date sometimes herein called the "Expiration Date").

The Port Authority shall have the right to extend this Contract for up to two (2), two (2) year Option Periods from the Expiration Date originally fixed herein, upon the same terms and conditions subject only to adjustments of charges, if applicable to this Contract, as may be hereinafter provided in the paragraph entitled "Price Adjustment." If the Port Authority shall elect to exercise the Option(s) to extend this Contract, then, no later than thirty (30) days prior to the Expiration Date, the Port Authority will send a notice that it is extending term of this Contract, and this Contract shall thereupon be extended for the applicable Option Period subject only to the adjustment of charges as hereinafter provided.

The Port Authority shall have the absolute right to extend this Contract for an additional one hundred twenty (120) day period subsequent to the Expiration Date hereinbefore established or subsequent to the end of the last exercised Option Period, if any, subject to the same terms and conditions of the Contract. The charges quoted by the Contractor that are in effect during the last year of the Initial Term or the last exercised Option Period shall remain in effect during this extension period without escalation. The Port Authority will advise the Contractor, in writing, at least thirty (30) days prior to the Expiration Date of the previous contract period of its exercise of the 120-day Extension Option.

D. Deadline for Receipt of Proposals

The due date specified on the cover page is the Proposal Due Date. Closing of due date is 2:00 P.M., Eastern Standard Time (EST).

PLEASE READ THE FOLLOWING DELIVERY REQUIREMENTS CAREFULLY. Proposers assume all responsibility for delays or problems in delivery.

Proposal submissions will be received at:

The Port Authority of NY & NJ
Attention: Proposal Custodian
Procurement Department
4 World Trade Center
150 Greenwich Street, 21st Floor
New York, NY 10007

Clearly mark the solicitation number on the outermost package.

At this address, proposals will be accepted via (1) regular mail, (2) express delivery service (e.g. UPS), or (3) hand delivery.

Express carrier deliveries by commercial vehicles can be made via vendors approved by Silverstein Properties, the 4 World Trade Center (4 WTC) Property Manager, through the Vehicle Security Center (VSC). Presently, UPS is the only delivery vendor with approved recurring delivery times.

There is extensive security at the World Trade Center Site. Individuals must present a valid government-issued photo ID to enter 4 WTC. Individuals without valid identification shall be turned away and their packages not accepted. Individuals without packages or carrying small packages or boxes that can be conveyed by hand or on a hand truck may enter through the lobby. All envelopes, packages and boxes may be subject to additional security screening.

There is no parking available at 4 WTC/150 Greenwich Street, and parking in the surrounding area is extremely limited.

The Port Authority assumes no responsibility for delays caused by any delivery service.

E. Vendor Profile

To ensure maximum opportunities, it is vitally important that Proposers keep their vendor profiles up to date with an appropriate e-mail address, as this will enable their firm to receive timely notice of advertisements, reminders, solicitations and addenda. Proposers may update their vendor profile or register as a Port Authority Vendor by accessing the online registration system at <https://panynjprocure.com/VenLogon.asp>.

F. Submission of Proposals

One reproducible original (containing original signatures and clearly designated as such) and twelve (12) double-sided copies of the proposal must be submitted on or before the due date and time in accordance with the information on the cover page of this RFP and sent or delivered to the RFP Custodian at the address specified on the cover page. Each copy of the proposal as well as the parcel(s) used for shipping must be conspicuously marked with the Proposer's name and address as well as the Proposer's Vendor Number, if available. In addition, the outside of the package must clearly state the title of this RFP, the number of this RFP and the Proposal Due Date. Failure to properly label proposal submissions may cause a delay in identification, misdirection or disqualification of proposal submissions.

Express carrier deliveries by commercial vehicles can be made via vendors approved by Silverstein Properties, the 4 World Trade Center (4 WTC) Property Manager, through the Vehicle Security Center (VSC). Presently, UPS is the only delivery vendor with approved recurring delivery times.

There is extensive security at the World Trade Center Site. Individuals must present a valid government-issued photo ID to enter 4 WTC. Individuals without valid identification shall be turned away and their packages not accepted. Individuals without packages or carrying small packages or boxes that can be conveyed by hand or on a hand truck may enter through the lobby. All envelopes, packages and boxes may be subject to additional security screening.

There is no parking available at 4 WTC/150 Greenwich Street, and parking in the surrounding area is extremely limited.

The Port Authority assumes no responsibility for delays caused by any delivery service.

Consistent with environmentally preferable procurement practices, the Port Authority requests all documents submitted to be in a form that can be easily recycled (i.e., no plastic covers or binding) and to provide only supporting literature which directly relates to the proposal being submitted.

G. Communications Regarding this RFP

All communications concerning this RFP should be directed to the Contracts Specialist listed on the cover page. All questions regarding this RFP should be submitted in writing to the Contracts Specialist at the address or facsimile number listed on the cover page no later than 3:00 p.m. (EST) on February 29, 2016.

The Contracts Specialist is authorized only to direct the attention of prospective Proposers to various portions of this RFP so that they may read and interpret such portions themselves.

Neither the Contracts Specialist nor any other employee of the Port Authority is authorized to interpret the provisions of this RFP or give additional information as to its requirements. If interpretation or other information is required, it will be communicated to Proposers by written addenda and such writing shall form a part of this RFP.

H. Proposal Acceptance or Rejection

Acceptance shall be only by mailing to or delivering at the office designated by the Proposer in its proposal, a notice in writing signed by an authorized representative on behalf of the Port Authority specifically stating that the proposal is accepted or by execution of an agreement covering the subject matter of this RFP signed by authorized representatives of the Port Authority and the Proposer. No other act of the Port Authority, its Commissioners, officers, agents, representatives, or employees shall constitute acceptance of a proposal. Rejection of a proposal shall be only by either (a) a notice in writing specifically stating that the proposal is not accepted, signed by an authorized representative of the Port Authority and mailed to or delivered to the Proposer at the office designated in the Proposal, or (b) omission of the Port Authority to accept the proposal within 180 days after the Proposal Due Date. No other act of the Port Authority, its Commissioners, officers, agents, representatives or employees shall constitute rejection of a proposal.

I. Union Jurisdiction

Proposers are advised to ascertain whether any union now represented or not represented at the facility will claim jurisdiction over any aspect of the operations to be performed hereunder and their attention is directed to the Section of this RFP entitled "Harmony" included in the "Standard Contract Terms and Conditions" hereunder.

J. City Payroll Tax

Proposers should be aware of the payroll tax imposed by the:

- a. City of Newark, New Jersey for services performed in Newark, New Jersey;
- b. City of New York, New York for services performed in New York, New York;
and
- c. City of Yonkers, New York for services performed in Yonkers, New York.

These taxes, if applicable, are the sole responsibility of the Contractor. Proposers should consult their tax advisors as to the effect, if any, of these taxes. The Port authority provides this notice for informational purposes only and is not responsible for either the imposition or administration of such taxes. The Port Authority exemption set forth in the Paragraph entitled “Sales or Compensating Use Taxes”, in the “Standard Contract Terms and Conditions” included herein, does not apply to these taxes.

K. Pre-Proposal Meeting(s)/Site Inspection(s)

1. A Pre-Proposal Meeting is scheduled for February 23, 2016, 9:00am, JFK Bldg 14.

Any questions concerning this RFP should be submitted in writing prior to the meeting so that the Port Authority may prepare responses in advance of the meeting. Additional questions may be permitted at the meeting; however, responses may be deferred and provided at a later date by written addenda.

2. Site Inspections are scheduled for the following dates:

JFK & LGA on February 23, 2016

JFK portion to commence immediately following the Pre-Proposal Meeting;
LGA to commence in front of Hangar 7 at approximately 2:00pm.

EWR & PABT on February 24, 2016

EWR to commence in front of Building 1 at 10:00am;
PABT to commence in front of taxi stand at approximately 2:00pm.

A site inspection allows Proposers to tour and physically inspect the actual site(s) of work prior to the submission of proposals. No questions will be taken during a site inspection.

Attendance is strongly recommended. Information conveyed may be useful to Proposers in preparing their proposals and Proposers not attending assume all risks which may ensue from non-attendance.

Attendees interested in attending should RSVP to Monique Lanier, Supervisor of Ground Transportation, via email at mlanier@panynj.gov no later than 12 noon (EST) of the business day preceding the scheduled date(s) to confirm their attendance and/or receive traveling directions.

L. Available Documents

Certain documents, specified below, will be made available for examination by Proposers at the Site Inspection.

These documents were not prepared for the purpose of providing information for Proposers on this RFP but they were prepared for other purposes, such as for other contracts or for design purposes for this or other contracts, and they do not form a

part of this RFP. The Port Authority makes no representation or guarantee as to, and shall not be responsible for, their accuracy, completeness or pertinence, and, in addition, shall not be responsible for inferences or conclusions drawn therefrom. They are made available to Proposers merely for the purpose of providing them with such information, whether or not such information may be accurate, complete, pertinent or of any value to Proposers.

Said documents are as follows: a conformed copy of the current Contract for Providing Taxi Dispatch Services at JFK, LGA, EWR and PABT.

M. Additional Proposer Information

Prospective Proposers are advised that additional vendor information, including, but not limited to forms, documents and other information, including MBE/WBE Participation Plan Submission Forms and protest procedures, may be found on the Port Authority website at:

<http://www.panynj.gov/business-opportunities/become-vendor.html>

N. Note on Minimum Wages, Health Benefits and Supplemental Benefits Other than Health Benefits

The Contract requirement for Minimum Hourly Wages is stated as a numeric (dollar) amount in this RFP. The requirements for Health Benefits and Supplemental Benefits other than Health Benefits are not stated with numeric values in this RFP, but it is the intention of the Port Authority to reduce those requirements to numeric values at the time of Proposal acceptance. Thus, all three categories will be subject to audit by the Port Authority and adjustment in the event the Contractor's prices are adjusted as set forth in the Contract terms and conditions and any Underpayment Amounts in any of these categories will be subject to recovery by the Port Authority as set forth in the contract terms and conditions.

O. Contractor Staff Background Screening

The Contractor awarded this Contract will be required to have its staff, and any subcontractor's staff working under this Contract, authorize the Authority or its designee to perform background checks. Such authorization shall be in a form acceptable to the Authority. The Contractor (and subcontractor) may also be required to use an organization designated by the Authority to perform the background checks. The cost for said background checks for staff that pass and are granted a credential shall be reimbursable to the Contractor (and its subcontractors) as an out-of-pocket expense as provided herein. Staff that are rejected for a credential for any reason are not reimbursable.

As of January 29, 2007, the Secure Worker Access Consortium (S.W.A.C.) is the only Port Authority approved provider to be used to conduct background screening, except as otherwise required by federal law and/or regulation. Information about S.W.A.C., instructions, corporate enrollment, online applications, and location of processing centers can be found at <http://www.secureworker.com>, or S.W.A.C. may be contacted directly at (877)522-7922.

P. Automated Clearing House Enrollment

The Port Authority of New York and New Jersey is transitioning to an all electronic method of paying its vendors and contractors via an Automated Clearing House (ACH) funds transfer. The Contractor must complete the Port Authority's "Authorization Agreement for Direct Deposits and Direct Payments (ACH Credits)" form, which is available at <http://www.panynj.gov/business-opportunities/pdf/ach-authorization-form.pdf>, in order to receive payment. To avoid delays in payments for commodities and services provided, vendors and contractors must be enrolled in ACH. **Printed accounts payable checks will not be issued.** The Authorization Agreement shall remain in full force and effect until the Port Authority has received written notification from the Contractor of its termination in such time and in such manner as to afford the Port Authority and the depository financial institution(s) a reasonable opportunity to act on it. Any questions on this initiative may be directed to the ACH Enrollments contact line at 201-216-6002 or emailed to ACHENROLLMENT@PANYNJ.GOV.

2. SCOPE OF WORK

The Contractor shall provide Taxi Dispatch Service at EWR, JFK, LGA and PABT (hereafter collectively referred to as "the Facilities" and individually as "the Facility") including labor, supervision, uniforms, equipment, maintenance, technology, material and supplies, and do all other things necessary or proper therefor or incidental thereto, all in strict accordance with the provisions of this Contract. The Taxi Dispatch Service Contract provides taxi dispatch assistance to customers at the three airports' (JFK, EWR, LGA) arrivals terminal frontage and at the PABT. The service aids customers who desire a quick method of departing the airport and PABT. Additional services to be provided include, but are not limited to, providing customers with information concerning taxi rates, maintaining an orderly flow of passengers and taxicabs, preventing solicitation of customers by unauthorized taxi drivers and advising customers of alternate means of transportation in the event that there are no taxis available. The Contractor shall provide personnel at all Facilities as required herein, as well as at the taxi staging areas where cabs are dispatched on an as needed basis.

The Port Authority owns and shall make available an electronic taxi dispatch system, which the Contractor is expected to utilize in dispatching taxis. Initial training on the electronic taxi dispatch system shall be provided by the Port Authority or its designee, with subsequent instructor-led classroom and field training on proper use of the electronic taxi dispatch system to be provided by the Contractor.

The Contractor's staff shall also assist the Port Authority in the event of emergencies as deemed necessary by the Port Authority, and coordinate activity with Facility personnel when appropriate. Personnel assigned to work under the Contract resulting from this RFP must be able to speak English clearly to individual or groups of travelers who may need to be given directions or instructions. The Contractor

acknowledges and agrees that the work to be performed under this Contract shall be provided at all times in a high quality, courteous and professional manner.

3. PROPOSER PREREQUISITES

- a. The Proposer shall have had at least three (3) year(s) of continuous experience immediately prior to the date of submission of its proposal in the management and operation of a business with responsibility for on-site taxi dispatch services of vehicles related to ground transportation and front-line customer service personnel at a commercial or industrial transportation facility, and during that time shall have actually engaged in providing said or such services at a commercial or industrial transportation facility under contract. The Proposer may fulfill this prerequisite if the Proposer can demonstrate to the satisfaction of the Port Authority that the persons or entities owning and controlling the Proposer have had a cumulative total of at least three (3) year(s) of experience immediately prior to the date of the submission of its Proposal in the management and operation of a business actually engaged in providing these services to a commercial or industrial transportation business under contract during that time, or have owned and controlled other entities which have actually engaged in providing the above described services during that time period.
- b. During the time period stated in (a) above, the Proposer, or persons or entities owning and controlling the Proposer, shall have performed or be performing satisfactorily under at least one (1) contract(s) requiring similar services of similar size and scope to those required under this Contract.
- c. The Proposer shall have had in its last fiscal year, or the last complete calendar year immediately preceding the opening of its bid, a minimum of three million dollars (\$3,000,000.00) annual gross income from the type of service required under this Contract.
- d. In the event a bid is submitted by a joint venture the foregoing prerequisites will be considered with respect to such Proposal as follows: The prerequisite in subparagraph (a) and (b) above, will be considered satisfied if the joint venture itself, or any of its participants individually, can meet the requirements. The prerequisite in subparagraph (c) above, will be considered satisfied if the gross income of the joint venture itself meets the prerequisite or the gross income of the participants in the joint venture cumulatively meets the prerequisite. If a joint venture which has not been established as a distinct legal entity submits a bid, it and all participants in the joint venture shall be bound jointly and severally and each such participant in the joint venture shall execute the proposal and do each act and thing required by this Request for Proposals. On the original Proposal and wherever else the Proposer's name would appear, the name of the joint venture Proposer should appear if the joint venture is a distinct legal entity. If the Proposer is a common law joint venture, the names of all participants should be listed followed by the words "acting jointly and severally". All joint venture Proposers must provide documentation of their legal status.

Proof that the above prerequisites are met should be submitted with the Proposal.

4. FINANCIAL INFORMATION

The Proposer will be required to demonstrate that it is financially capable of performing the contract resulting from this RFP (“Contract”). The determination of the Proposer’s financial qualifications and ability to perform this Contract will be in the sole discretion of the Port Authority. The Proposer shall submit, with its proposal, the following:

- A. (1) Certified financial statements, including applicable notes, reflecting the Proposer’s assets, liabilities, net worth, revenues, expenses, profit or loss and cash flow for the most recent year or the Proposer’s most recent fiscal year.

(2) Where the certified financial statements in (1) above are not available, then reviewed statements from an independent accountant setting forth the aforementioned information shall be provided.

Where the statements submitted pursuant to subparagraphs (1) and (2) aforementioned do not cover a period which includes a date not more than forty-five days prior to the Proposal Due Date, then the Proposer shall also submit a statement in writing, signed by an executive officer or his/her designee, that the present financial condition of the Proposer is at least as good as that shown on the statements submitted.

- B. A statement of work which the Proposer has on hand, including any work on which a bid and/or proposal has been submitted, containing a description of the work, the annual dollar value, the location by City and State, the current percentage of completion, the expected date for completion, and the name of an individual most familiar with the Proposer’s work on these jobs.
- C. The name and address of the Proposer’s banking institution, chief banking representative handling the Proposer’s account, the Proposer’s Federal Employer Identification Number (i.e., the number assigned to firms by the Federal Government for tax purposes), the Proposer’s Dun and Bradstreet number, if any, the name of any credit service to which the Proposer furnished information and the number, if any, assigned by such service to the Proposer’s account.

5. EVALUATION CRITERIA AND RANKING

All proposals will be reviewed by the Port Authority to determine if they adhere to the format required in this RFP, if they contain all required submissions and if the Proposer meets the prerequisites required for submission of a Proposal. For Proposals meeting such requirements, the following criteria, set forth in order of importance, will be utilized in the evaluation of proposals.

- A. Work Approach:** The overall quality and responsiveness of the Proposer’s approach and the ability to provide the required services in a manner that meets or exceeds the requirements set forth in the RFP. The Proposer’s Work Approach shall include management philosophy and management approach, quality control / quality assurance

initiatives, start-up plans, principles and programs, including training and safe work environment programs, integrity awareness programs and audit compliance plans, to be utilized by the Contractor in performing the service, and which shall also specifically address:

- The utilization of technology to be used to ensure consistently high quality service even under operationally challenging conditions.
- The firm's ability and approach for handling large influxes of customers on a routine basis.
- The quality of the firm's proposed programs to address performance measurement, benchmarking and adherence to Port Authority Customer Service Standards, personnel management, staffing, employee discipline and integrity issues related to staff.
- The number and relevant experience of managerial and supervisory personnel proposed to be exclusively dedicated to this Contract.
- Plan to closely supervise and monitor employee's performance and compliance.
- The firm's approach to keeping the Port Authority apprised of field operations and their responsiveness to requests for information.
- The Proposer's MBE/WBE participation plan, Certification of Environmentally Preferable Products/Practices, and subcontracting plan.
- The Proposer's plan for compliance with wage and benefit requirements, maintaining labor harmony and ensuring a content and motivated workforce.

B. Firm Experience and Management Commitment: The degree and extent to which the Proposer and the managerial and supervisory personnel proposed to be exclusively dedicated to this Contract has relevant and successful experience in providing similar services for a contract of similar scope and size which interface directly with the general public at a transportation facility or other comparable environment, in remote locations, often working under stressful conditions while providing a high level of service to customers on a continuous basis. Additional consideration will be given to:

- The Proposer's operational capacity and stability, industry track record, and capability to provide the managerial, technical and physical resources and experienced and trained staff to deliver the required services.
- The degree and extent of relevant technical experience of the Proposer and its management team in successfully (1) managing employees under similar contracts; (2) addressing personnel management, employee discipline and integrity issues of contractor staff; (3) utilization of technology and other tools to facilitate superior performance of similar services to those required herein.
- The Proposer's prior compliance and responsiveness on other contracts with the Port Authority and its subsidiaries.
- The extent of the Proposer's prior experience managing contracts with a large workforce, wage and benefit requirements, maintaining labor harmony and employee morale and motivation programs.

- The degree and extent Proposer has successfully performed under contracts, which required the close supervision and monitoring of a significant number of field personnel, their performance and compliance with appropriate standards.
- The degree and extent Proposer has performed successfully under contracts, which required supervision, and reporting on performance of field operations.

Consideration will be given to the degree of business risk assumed by the Port Authority, including but not limited to, assessment of the impact resulting from the possible failure of the Contractor to perform under the terms and conditions of this Contract.

C. Cost: The financial terms and fees proposed for all required services.

D. Background Check Plan: The quality of the Proposer's Contractor Identity Check/Background Screening Plan, which includes its effectiveness, thoroughness and the extent to which it ensures employees' identities are checked and confirmed; the system and manner in which employee background information will be measured/screened against the Contractor Identity Check/Background Screening Plan criteria; and how employees who successfully pass the criteria will be properly credentialed to perform the services herein. The submitted Plan shall become part of the Contract, will be a Contract requirement and shall be applicable to all years of the Contract.

6. MBE/WBE SUBCONTRACTING PROVISIONS

The Port Authority has a long-standing practice of making its business opportunities available to Minority Business Enterprises (MBEs) and Woman-owned Businesses (WBEs) and has taken affirmative steps to encourage such firms to seek business opportunities with the Port Authority. The successful Proposer will use good faith efforts to provide for meaningful participation by the Port Authority Port Authority certified MBE/WBEs as defined in this document, in the purchasing and subcontracting opportunities associated with this contract, including purchase of equipment, supplies and labor services.

MBE/WBE Good Faith Participation – The Contractor shall use every good-faith effort to provide for participation by Port Authority certified Minority Business Enterprises (MBEs) and Port Authority certified Woman-owned Business Enterprises (WBEs) in all purchasing and subcontracting opportunities associated with this Contract, including purchase of equipment, supplies and labor services, in accordance with the section of the Standard Terms and Conditions entitled “MBE/WBE Good Faith Participation.”

The Contractor shall use good faith efforts to achieve participation equivalent to twelve percent (12%) of the total Contract price for MBEs and five percent (5%) of the total Contract price for WBEs.

Good faith efforts to include participation by MBE/WBEs shall include, but not be limited to the following:

- a. Dividing the services and materials to be procured into small portions, where feasible.

- b. Giving reasonable advance notice of specific contracting, subcontracting and purchasing opportunities to such MBE/WBEs as may be appropriate.
- c. Soliciting services and materials from a Port Authority Port Authority certified MBE/WBE or seeking MBE/WBEs from other sources. To access the Port Authority's Directory of MBE/WBE Port Authority certified Firms go to www.panynj.gov/supplierdiversty
- d. Ensuring that provision is made to provide progress payments to MBE/WBEs on a timely basis.
- e. Observance of reasonable commercial standards of fair dealing in the respective trade or business.

Proposers are directed to use form PA3749 as the recording mechanism for the MBE/WBE participation plan, annexed hereto as Attachment D or may be downloaded at <http://www.panynj.gov/business-opportunities/become-vendor.html>.

Proposers shall include their MBE/WBE Participation Plan with their Proposals, to be reviewed and approved by the Authority's Office of Business Diversity and Civil Rights (OBDCR). The MBE/WBE Plan submitted by the Contractor to the Port Authority shall contain, at a minimum, the following:

- Identification of MBE/WBEs: Provide the names and addresses of all MBE/WBEs included in the Plan. If none are identified, describe the process for selecting participant firms in order to achieve the good faith goals under this Contract.
- Level of Participation: Indicate the percentage of MBE/WBE participation expected to be achieved with the arrangement described in the Plan.
- Scope of Work: Describe the specific scope of work the MBE/WBEs will perform.

All MBE/WBE subcontractors listed on the MBE/WBE Participation Plan must be certified by the Port Authority in order for the Contractor to receive credit toward the MBE/WBE goals set forth in this Contract. Please go to <http://www.panynj.gov/business-opportunities/supplier-diversity.html> to search for MBE/WBEs by a particular commodity or service. The Port Authority makes no representation as to the financial responsibility of these firms or their ability to perform work under this Contract.

Subsequent to Contract award, all changes to the MBE/WBE Participation Plan must be submitted via a modified MBE/WBE Participation Plan to the Manager for review and approval by the Authority's Office of Business Diversity and Civil Rights. For submittal of modifications to the MBE/WBE Plan, Contractors are directed to use form PA3749A, which may be downloaded at <http://www.panynj.gov/business-opportunities/become-vendor.html>. The Contractor shall not make changes to its approved MBE/WBE Participation Plan or substitute MBE/WBE subcontractors or suppliers for those named in their approved plan without the Manager's prior written approval. Unauthorized changes or substitutions, including performing the work designated for a subcontractor with the Contractor's own forces, shall be a violation of this section. Progress toward attainment of MBE/WBE participation goals set forth herein will be monitored throughout the duration of this Contract.

The Contractor shall also submit to the Manager, along with invoices, the Statement of Subcontractor Payments in the form of the MBE/WBE Participation Report, which may be downloaded at <http://www.panynj.gov/business-opportunities/become-vendor.html>. The Statement must include the name and business address of each MBE/WBE subcontractor and supplier actually involved in the Contract, a description of the work performed and/or product or service supplied by each such subcontractor or supplier, the date and amount of each expenditure, and such other information that may assist the Manager in determining the Contractor's compliance with the foregoing provisions.

Prompt Payment/Retainage

The Contractor agrees to pay each subcontractor under this Contract, for satisfactory performance of its subcontract, no later than ten (10) days from the receipt of each payment the Contractor receives from the Authority. The prime contractor agrees further to return retainage payments, if any to each subcontractor within ten (10) days after the subcontractors' work is satisfactorily completed. Any delay or postponement of payment from the above referenced timeframe may occur only for good cause following written approval of the Authority.

MBE/WBE Conditions of Participation

MBE/WBE participation will be counted toward meeting the MBE/WBE contract goal, subject to all of the following conditions:

- A. **Commercially Useful Function.** An MBE/WBE is considered to perform a commercially useful function when it is responsible for the execution of a distinct element of work on a contract and carries out its responsibilities by actually performing, managing, and supervising the work involved in accordance with normal industry practice. Regardless of whether an arrangement between the Contractor and the MBE/WBE represent standard industry practice, if the arrangement erodes the ownership, control or independence of the MBE/WBE or in any other way does not meet the commercially useful function requirement, that firm shall not be included in determining whether the MBE/WBE goal is met and shall not be included in MBE/WBE reports. If this occurs with respect to a firm identified as a MBE/WBE, the Contractor shall receive no credit toward the MBE/WBE goal and may be required to backfill the participation. An MBE/WBE does not perform a commercially useful function if its role is limited to that of an extra participant in a transaction or contract through which funds are passed in order to obtain the appearance of MBE/WBE participation. An MBE/WBE may rebut a determination by the Authority that the MBE/WBE is not performing a commercially useful function to the Authority.
- B. **Work Force.** The MBE/WBE must employ a work force (including administrative and clerical staff) separate and apart from that employed by the Contractor, other Subcontractors on the contract, or their Affiliates. This does not preclude the employment by the MBE/WBE of an individual that has been previously employed by another firm involved in the Contract,

provided that the individual was independently recruited by the MBE/WBE in accordance with customary industry practice. The routine transfer of work crews from another employer to the MBE/WBE shall not be allowed.

- C. Supervision. All Work performed by the MBE/WBE must be controlled and supervised by the MBE/WBE without duplication of supervisory personnel from the Contractor, other Subcontractors on the contract, or their Affiliates. This does not preclude routine communication between the supervisory personnel of the MBE/WBE and other supervisors necessary to coordinate the Work.

Counting MBE/WBE Participation

The value of the Work performed by an MBE/WBE, with its own equipment, with its own forces, and under its own supervision will be counted toward the goal, provided the utilization is a commercially useful function. An MBE/WBE prime contractor shall still provide opportunities for participation by other MBE/WBEs. Work performed by MBE/WBEs will be counted as set forth below. If the Authority determines that some or all of the MBE/WBEs work does not constitute a commercially useful function, only the portion of the work considered to be a commercially useful function will be credited toward the goal.

- A. Subcontractors. One hundred percent (100%) of the value of the Work to be performed by an MBE/WBE subcontractor will be counted toward the MBE/WBE goal. The value of such Work includes the cost of materials and supplies purchased by the MBE/WBE, except the cost of supplies or equipment leased from the Contractor, other Subcontractors or their affiliates will not be counted. When a MBE/WBE subcontracts part of the work of its contract to another firm, the value of the subcontracted work may be counted toward MBE/WBE goals only if the MBE/WBE subcontractor is itself a MBE/WBE. Work that a MBE/WBE subcontracts to a non-MBE/WBE firm does not count toward MBE/WBE goals.
- B. Manufacturers/Fabricators. One hundred percent (100%) of the expenditure to a MBE/WBE manufacturer or fabricator will be counted towards the MBE/WBE goal.
- C. Material Suppliers. Sixty percent (60%) of the expenditure to a MBE/WBE material supplier will be counted toward the MBE/WBE goal. Packagers, brokers, manufacturer's representatives, or other persons who arrange or expedite transactions are not material suppliers within the meaning of this paragraph.
- D. Broker's/Manufacturer's Representatives. One hundred percent (100%) of fees or commissions charged for assistance in the procurement of the materials and supplies, or fees for transportation charges for the delivery of materials or supplies provided by an MBE/WBE broker/manufacturer's representative will be counted toward the MBE/WBE goal, provided they are determined by the Authority to be reasonable and not excessive as compared with fees customarily allowed for similar services. The cost of the materials and supplies themselves will not be counted.

- E. Services. One hundred percent (100%) of fees or commissions charged by an MBE/WBE for providing a bona fide service, such as professional, technical, consultant, or managerial services, or for providing bonds or insurance specifically required for the performance of the Work will be counted toward the MBE/WBE goal, provided the fee is reasonable and not excessive as compared with fees customarily allowed for similar services.
- F. Trucking Operations. If using an MBE/WBE firm for trucking operations, the MBE/WBE trucking firm of record is the firm that is listed on the MBE/WBE Participation Plan. The MBE/WBE trucking firm shall own and operate at least one registered, insured, and fully operational truck used for the performance of the Work and shall be responsible for the management and supervision of the entire trucking operation for which it is responsible on a particular contract, and there cannot be a contrived arrangement for the purpose of meeting the MBE/WBE goal. The MBE/WBE trucking firm of record shall control the day-to-day MBE/WBE trucking operations for performance of the Work, and shall be responsible for (1) negotiating and executing rental/leasing agreements; (2) hiring and terminating the work force; (3) coordinating the daily trucking needs with the Contractor; and (4) scheduling and dispatching trucks.
1. MBE/WBE Owned/Leased Trucks. One hundred percent (100%) of the value of the trucking operations the MBE/WBE provides for the performance of the Work using trucks it owns or leases on a long-term basis that are registered, insured, and operated by the MBE/WBE using drivers it employs, will be counted toward the MBE/WBE goal.
 2. MBE/WBE Short-Term Leased Trucks. The MBE/WBE may lease trucks on a short-term basis from another MBE/WBE, including an owner/operator who is Port Authority certified as a MBE/WBE. 100% of the value of the trucking operations that the lessee MBE/WBE provides will be counted toward the MBE/WBE goal.
 3. Non-MBE/WBE Trucks. The MBE/WBE may lease trucks on a short-term basis from a non-MBE/WBE, including an owner-operator. One hundred percent (100%) of the fee or commission the MBE/WBE receives as a result of the lease arrangement will be counted toward the MBE/WBE goal. The value of the trucking operations provided by the lessee will not be counted toward the MBE/WBE goal.
- G. Joint ventures between MBE/WBEs and non-MBE/WBEs may be counted toward the MBE/WBE goal in proportion to the total dollar value of the contract equal to the distinct, clearly defined portion of the work of the contract that the MBE/WBE performs with its own forces. Please contact the Office of Business Diversity and Civil Rights at (201) 395-3958 for more information about requirements for such joint ventures.

7. CERTIFICATION OF RECYCLED MATERIALS PROVISION

Proposers shall submit, with their proposal, Attachment F, the Certified Environmentally Preferable Products / Practices Form attesting that the products or items offered by the Proposer contain the minimum percentage of post-consumer recovered material in accordance with the most recent guidelines issued by the United States Environmental Protection Agency (EPA), or,

for commodities not so covered, the minimum percentage of post-consumer recovered materials established by other applicable regulatory agencies.

Recycling Definitions:

For purposes of this solicitation, the following definitions shall apply:

- a. "Recovered Material" shall be defined as any waste material or by-product that has been recovered or diverted from solid waste, excluding those materials and by-products generated from, and commonly reused within, an original manufacturing process.
- b. "Post-consumer Material" shall be defined as any material or finished product that has served its intended use and has been discarded for disposal or recovery having completed its life as a consumer item. "Post-consumer material" is included in the broader category of "Recovered Material".
- c. "Pre-consumer Material" shall be defined as any material or by-product generated after the manufacture of a product but before the product reaches the consumer, such as damaged or obsolete products. Pre-consumer Material does not include mill and manufacturing trim, scrap, or broken material that is generated at a manufacturing site and commonly reused on-site in the same or another manufacturing process.
- d. "Recycled Product" shall be defined as a product that contains the highest amount of post-consumer material practicable, or when post-consumer material is impracticable for a specific type of product, contains substantial amounts of Pre-consumer Material.
- e. "Recyclable Product" shall be defined as the ability of a product and its packaging to be reused, reconditioned for use, or recycled through existing recycling collection programs.
- f. "Waste Reducing Product" shall be defined as any product that will result in less waste generated due to its use rather than another product designed to serve the same function with an greater waste generation rate. This shall include, but not be limited to, those products that can be reused, refilled or have a longer life expectancy and contain a lesser amount of toxic constituents.

8. PROPOSAL SUBMISSION REQUIREMENTS

In order to expedite the evaluation of proposals, the Proposer's response to this RFP shall follow the format and order of items, using the same paragraph identifiers, as set forth below.

A. Letter of Transmittal

The Proposer shall submit a letter on its letterhead, signed by an authorized representative, stating its experience and qualifications in meeting the requirements of this RFP. This letter shall include a statement on whether the Proposer is submitting a proposal as a single entity, a joint venture, or is partnering with another firm in a prime/subcontracting relationship. In all cases, information required for a single entity is required for each participant in a joint venture.

The Letter of Transmittal shall contain:

- (1) Name and address of the Proposer and an original signature on the Letter of Transmittal by an authorized representative on behalf of the Proposer;
- (2) Name(s), title(s) and telephone number(s) of the individual(s) who are authorize to negotiate and execute the Contract;
- (3) Name, title and telephone number of a contact person to which the Port Authority can address questions or issues related to this RFP;
- (4) Name and address of proposed subcontractors, if any;
- (5) If a corporation: (a) a statement of the names and residences of its officers, and (b) a copy of its Certificate of Incorporation, with a written declaration signed by the secretary of the corporation, with the corporate seal affixed thereto, that the copy furnished is a true copy of the Certificate of Incorporation as of the date of the opening of the Proposals;

If a partnership: a statement of the names and residences of its principal officers, indicating which are general and which are special partners;

If an individual: a statement of residence;

If a joint venture: information on each of the parties consistent with the information requested above; if the Contract is awarded to a common law joint venture (a business enterprise formed by two or more companies) each member will be jointly and severally liable under the Contract.

B. Executive Summary

The Proposer shall submit a summary presenting the major features of its proposal and how the proposal satisfies the requirements contained in this RFP, as well as the special competencies and expertise of the Proposer to meet the requirements of this RFP.

C. Agreement on Terms of Discussion

The Proposer shall submit a copy of the "Agreement on Terms of Discussion," signed by an authorized representative of the Proposer. The Agreement format is included as Attachment A and shall be submitted by the Proposer without any alterations or deviations. Any Proposer who fails to sign the Port Authority's "Agreement on Terms of Discussion" will not have its proposal reviewed. If the Proposer is a joint venture, an authorized representative of each party must sign the Agreement.

D. Certifications With Respect to the Contractor's Integrity Provisions

The Proposer, by signing the Letter of Transmittal, makes the certifications in the "Contractor's Integrity Provisions," included as Attachment H, "Contractor's Integrity Provisions" of this RFP. If the Proposer cannot make any such certifications, it shall enclose an explanation of that inability.

E. Documentation of Proposer Prerequisites

The Proposer shall submit documentation to demonstrate that it meets all prerequisites included herein.

F. Proposal

The Proposer must submit information so that the Port Authority may evaluate the Proposer with respect to its Work Approach, Firm Experience and Management Commitment, Cost and Background Check Plan, as more fully set forth in Section 5 above, "Evaluation Criteria and Ranking". The Proposal should include, but not be limited to, the following:

1. Work Approach

- a. The Proposer should indicate the total number of full-time (minimum thirty (30) hours/week) employees currently employed by the firm and the number employed in each of the preceding three (3) years.
- b. The Proposer shall show the number of full time and part time employees to be utilized in providing these services, including supervisory staff. The Proposer shall submit a plan to minimize employee turnover. It is the Port Authority's preference to have the Proposers submit a staffing plan that maximizes the use of full time employees.
 - i. Describe the Proposer's plan to ensure that an employee who performed a similar role at the Facility under a previous Port Authority Contract suffers no diminution in wage rate under the new Contract.
 - ii. The Proposer shall submit a Wage, Health and Supplemental Benefits Plan for the Contract.
 - iii. In addition, the Proposer shall submit a self-assessment plan, applicable to all years of the Contract, which will include a system for monitoring, on a monthly basis, the Contractor's own performance with respect to its obligation to pay the specified Wages, Health and Supplemental Benefits. The plan shall be subject to audit by the Port Authority.
 - iv. The Proposer shall submit a plan demonstrating how it will react to underpayments detected by the above monitoring system and how it will ensure compliance with the required Wages, Health and Supplemental benefits requirements before the end of the affected period.
 - v. The Proposer shall submit a plan describing its training, health benefits and workplace safety programs for this Contract.
- c. The Proposer should provide a complete description of how it intends to implement and manage the required Services hereunder, including any information that it believes would be helpful to the Port Authority in assessing its ability to provide the services described in the RFP. This description should include:
 - i. The utilization of technology to be used to ensure consistently high quality service even under operationally challenging conditions.

- ii. The Proposer's ability and approach for handling large influxes of customers on a routine basis.
- iii. The quality of the Proposer's proposed programs to address performance measurement, benchmarking and adherence to transportation facility Customer Service Standards, personnel management, staffing, employee discipline and integrity issues related to staff.
- iv. The number and relevant experience of managerial and supervisory personnel proposed to be exclusively dedicated to this Contract.
- v. The Proposer's plan to closely supervise and monitor employee's performance and compliance.
- vi. The Proposer's approach to keep the Port Authority apprised of field operations and responsiveness to requests for information.
- vii. The Proposer's MBE/WBE participation plan, Certification of Environmentally Preferable Products/Practices, and subcontracting plan.
- viii. The Proposer's plan for maintaining labor harmony and ensuring a content and motivated workforce.

In addition, the Proposer should submit proposed minimum service standards (and the appropriate measurements thereof), concepts or procedures that will further its objective to provide the highest possible level of service at John F. Kennedy International, LaGuardia, and Newark Liberty International Airports; and the Port Authority Bus Terminal, including how it will determine and maintain performance measurements.

2. Firm Experience and Management Commitment

- a. The Proposer shall submit a listing of all Taxi Dispatch Service contracts that were performed by or are currently being performed by the Proposer within the last three (3) years. For each Contract listed, include:
 - The name and address of the contracting party
 - The locations where the work was performed
 - Duration of the contract
 - The approximate dollar amount of the contract
 - The annual staff hours of full and part time labor expended in the performance of the contract
 - A summary of the types of work performed and
 - The names, addresses and telephone numbers of the owners
 - Representatives familiar with the work that the Port Authority may contact.
- b. The Proposer shall submit a listing of all contracts with the Port Authority of New York and New Jersey and its subsidiaries that were performed by or are currently being performed by the Proposer within the last three (3) years. For each Contract listed, include:
 - The nature of services of the Contract

- The locations where the work was performed
 - Duration of the contract
 - The approximate dollar amount of the contract
 - The annual staff hours of full and part time labor expended in the performance of the contract
 - The names of Port Authority Representatives familiar with the work performed.
- c. The Proposer should provide a statement indicating the qualifications and experience of managerial and supervisory personnel employed by the firm who are to be exclusively dedicated to the contract, including:
- Their length of service with the firm
 - The anticipated function of each person on the contract
 - A summary of the relevant experience of each person listed

The resumes of the individuals who are being recommended for these positions should be included in the Proposal.

- c. The Proposer should provide a complete description of all employee management programs (covering both supervisory and non-supervisory personnel), currently utilized by your firm, including, but not limited to:
- Taxi Dispatch related training
 - Security training
 - OSHA safety training
 - Employee motivation and incentive programs
 - Health benefits information programs for employees
 - Quality Assurance/Quality Control programs
 - Payroll processing
 - Recruitment procedures
 - Staffing retention plan
 - Disciplinary procedures, etc. (include, if available, copies of manuals or other associated documents)
 - Any other relevant programs.
- d. The Proposer shall submit to the Port Authority, a detailed itemized description explaining technical expertise and past experience the Proposer has in the following areas:
- Utilization of technological advances in Taxi Dispatch operations and resulting benefits.
 - Management of Taxi Dispatch services in buildings and facilities, of similar size.
 - The degree and extent to which Proposer has performed successfully under contracts which required supervision and reporting on performance of field operations.
- e. The Proposer shall submit risk assessment and succession plans to the Contractor and the Port Authority, that assess the business risk in taking on the significant amount of new work that will be required under this Contract. The risk assessment plan should

take into account all work currently under contract, for which bids/proposals have been submitted and may result in work, as well as work that is under contract to companies which the Proposer owns, controls or has an interest.

- f. The Proposer shall also provide any other information that is related to the requirements in this Section that the Proposer believes would be helpful to the Port Authority in the evaluation of its proposal.

3. Cost Proposal

- a. The Proposer shall submit a Cost Proposal indicating the compensation that it expects to receive. The Cost Proposal shall be complete and inclusive of all work required by this RFP and shall include, but not be limited to, the cost of labor, materials, supplies, equipment, fuel, tolls, health and supplemental benefits, overheads, and profits. The Cost Proposal should be submitted on Attachment B – Part III - Cost Proposal Form.
- b. In addition, the Proposer shall submit a completed "Calculation of Hourly Rate" form, which, upon acceptance by the Port Authority, shall become part of the Contract and subject to audit in accordance with the Wages, Health and Supplemental Benefits requirements hereunder or established at the time of proposal acceptance and made a part of the Contract.
- c. Proposer must submit a cost breakdown for the Monthly Management Fee.

4. Background Check Plan

The Proposer shall submit an Identity Check/Background Screening Plan, which demonstrates with specificity how the Proposer will ensure that only employees who were successfully prescreened and properly credentialed perform the services herein. This Plan shall be applicable to all years of the Contract and shall include, but not be limited to, the following:

- i. Specify sources, details and criteria for the check, such as criminal records searches conducted, immigration status, job history, and reference checking;
- ii. Specific measures, services or reviews undertaken to verify employees' identities;
- iii. The length of time researched for the identity check/background screening on new hires, which shall be at a minimum of 10 years of employment history or verification of what an employee documented he/she has done in the last 10 years preceding the date of the investigation;
- iv. Identification of specific resources, technology, subcontractors or firms utilized in the performance of said services;
- v. The frequency with which employee checks are conducted (example: upon hiring and every six (6) months thereafter).

If accepted by the Port Authority, this Plan shall become a part of the Contract, will be a Contract requirement and shall be applicable to all years of the Contract.

5. Background Qualification Questionnaire (To be submitted directly to the Office of the Inspector General)

The Proposer shall submit, at the time of Proposal submission, as directed in the link below, a completed Background Qualifications Questionnaire (BQQ), required for itself and all consultants, contractors, subcontractors, sub consultants and vendors, known to the Proposer at the time of proposal submission. This document and instructions for submitting the completed BQQ to the Authority's Office of Inspector General can be obtained at the Authority's website through the following link:

http://www.panynj.gov/wtcprogress/pdf/PANYNJ_OIG_WTC_BQQP.zip

G. Acknowledgment of Addenda

If any Addenda are posted or sent as part of this RFP, the Proposer shall complete, sign and include with its Proposal the addenda form(s). In the event any Proposer fails to conform to these instructions, its proposal will nevertheless be construed as though the Addenda had been acknowledged.

If the Proposer downloaded this RFP document, it is the responsibility of the Proposer to periodically check the Port Authority website at <http://www.panynj.gov/business-opportunities/bid-proposal-advertisements.html> and download any addenda that might have been issued in connection with this solicitation.

H. Acceptance of Standard Contract Terms and Conditions

The Port Authority has attached to this RFP as Attachment B, Standard Contract Terms and Conditions governing the Contract. The Proposer is expected to agree with these Standard Contract Terms and Conditions. However, if the Proposer has any specific exceptions, such exceptions should be set forth in a separate letter included with its response to this RFP. After the proposal due date, the Proposer will be precluded from raising any exceptions unless such exceptions are justified by and directly related to substantive changes in the business or technical requirements and are agreed to by the Proposer and the Port Authority.

I. MBE/WBE Plan

The Proposer shall submit an MBE/WBE Plan in accordance with the MBE/WBE Subcontracting Provisions hereunder.

9. CONDITIONS FOR THE SUBMISSION OF A PROPOSAL

In addition to all other requirements of this RFP, the Proposer agrees to the following conditions for the submission of its proposal.

A. Changes to this RFP

At any time, in its sole discretion, the Port Authority may by written addenda, modify, correct, amend, cancel and/or reissue this RFP. If an addendum is issued prior to the date proposals are due, it will be provided to all parties in the medium in which the parties obtained the RFP. If an addendum is issued after proposals have been received, the

addendum will be provided only to those whose proposals remain under consideration at such time.

B. Proposal Preparation Costs

The Port Authority shall not be liable for any costs incurred by the Proposer in the preparation, submittal, presentation, or revision of its proposal, or in any other aspect of the Proposer's pre-contract activity. No Proposer is entitled to any compensation except under an agreement for performance of services signed by an authorized representative of the Port Authority and the Proposer.

C. Disclosure of Proposal Contents / Use of Ideas and Materials

Proposal information is not generally considered confidential or proprietary. All information contained in the proposal is subject to the "Agreement on Terms of Discussion" attached hereto as Attachment A.

D. Ownership of Submitted Materials

All materials submitted in response to or in connection with this RFP shall become the property of the Port Authority. Selection or rejection of a Proposal shall not affect this right.

E. Subcontractors

If a Proposer intends to use subcontractor(s) the Proposer must identify in its proposal the names of the subcontractor(s) and the portions of the work the subcontractor(s) will perform.

F. Conflict of Interest

If the Proposer or any employee, agent or subcontractor of the Proposer may have a possible conflict of interest, or may give the appearance of a possible conflict of interest, the Proposer shall include in its proposal a statement indicating the nature of the conflict. The Port Authority reserves the right to disqualify the Proposer if, in its sole discretion, any interest disclosed from any source could create a conflict of interest or give the appearance of a conflict of interest. The Port Authority's determination regarding any questions of conflict of interest shall be final.

G. Authorized Signature

Proposals must be signed by an authorized corporate officer (e.g., President or Vice President), General Partner, or such other individual authorized to bind the Proposer to the provisions of its proposal and this RFP.

H. References

The Port Authority may consult any reference familiar with the Proposer regarding its current or prior operations and projects, financial resources, reputation, performance, or other matters. Submission of a proposal shall constitute permission by the Proposer for the Port Authority to make such inquiries and authorization to third parties to respond thereto.

I. Evaluation Procedures and Negotiation

Only Proposers which meet the prerequisites if any, may have their proposals evaluated based on the evaluation criteria set forth in this RFP. The Port Authority may use such

procedures that it deems appropriate to evaluate such proposals. The Port Authority may elect to initiate contract negotiations with one or more Proposers including negotiation of costs/price(s) and any other term or condition, including modifying any requirement of this RFP. The option of whether or not to initiate contract negotiations rests solely with the Port Authority.

J. Taxes and Costs

Purchases of services and tangible personal property by the Port Authority in the States of New York and New Jersey are generally exempt from state and local sales and compensating use taxes, and from most federal excises (Taxes). All costs associated with the Contract must reflect this exemption and be stated in U.S currency.

K. Most Advantageous Proposal/No Obligation to Award

The Port Authority reserves the right to award the Contract to other than the Proposer proposing the lowest price. The Contract will be awarded to the Proposer whose proposal the Port Authority believes, in its sole discretion, will be the most advantageous to the Port Authority. Neither the release of this RFP nor the acceptance of any response thereto shall compel the Port Authority to accept any proposal. The Port Authority shall not be obligated in any manner whatsoever to any Proposer until a proposal is accepted by the Port Authority in the manner provided in the Section of this RFP entitled "Proposal Acceptance or Rejection."

L. Multiple Contract Awards

The Port Authority reserves the right to award multiple Contracts for the products, work and/or services that are the subject matter of this RFP and Proposers are hereby given notice that they may not be the Port Authority's only contractor for such products, work and/or services.

M. Right to Extend Contract

If this is a proposal for a contract for a term of years, including specified options for renewal, the Port Authority reserves the additional right to extend the contract term for an additional 120 (one hundred and twenty) days, upon the same terms and conditions of the original Contract negotiated between the Port Authority and the successful Proposer.

N. Rights of the Port Authority

(1) The Port Authority reserves all its rights at law and equity with respect to this RFP including, but not limited to, the unqualified right, at any time and in its sole discretion, to change or modify this RFP, to reject any and all proposals, to waive defects or irregularities in proposals received, to seek clarification of proposals, to request additional information, to request any or all Proposers to make a presentation, to undertake discussions and modifications with one or more Proposers, or to negotiate an agreement with any Proposer or third person who, at any time, subsequent to the deadline for submissions to this RFP, may express an interest in the subject matter hereof, to terminate further participation in the proposal process by a Proposer or to proceed with any proposal or modified proposal, which in its judgment will, under all circumstances, best serve the Port Authority's interest. The Port Authority may, but shall not be obliged to, consider incomplete proposals or to request or accept additional material or

information. The holding of any discussions with any Proposer shall not constitute acceptance of a proposal, and a proposal may be accepted with or without discussions.

- (2) No Proposer shall have any rights against the Port Authority arising from the contents of this RFP, the receipt of proposals, or the incorporation in or rejection of information contained in any proposal or in any other document. The Port Authority makes no representations, warranties, or guarantees that the information contained herein, or in any addenda hereto, is accurate, complete, or timely or that such information accurately represents the conditions that would be encountered during the performance of the contract. The furnishing of such information by the Port Authority shall not create or be deemed to create any obligation or liability upon it for any reason whatsoever and each Proposer, by submitting its proposal, expressly agrees that it has not relied upon the foregoing information, and that it shall not hold the Port Authority liable or responsible therefor in any manner whatsoever. Accordingly, nothing contained herein and no representation, statement or promise, of the Port Authority, its directors, officers, agents, representatives, or employees, oral or in writing, shall impair or limit the effect of the warranties of the Proposer required by this RFP or Contract and the Proposer agrees that it shall not hold the Port Authority liable or responsible therefor in any manner whatsoever.
- (3) At any time and from time to time after the opening of the proposals, the Port Authority may give oral or written notice to one or more Proposers to furnish additional information relating to its proposal and/or qualifications to perform the services contained in this RFP, or to meet with designated representatives of the Port Authority. The giving of such notice shall not be construed as an acceptance of a proposal. Information shall be submitted within three (3) calendar days after the Port Authority's request unless a shorter or longer time is specified therein.

O. No Personal Liability

Neither the Commissioners of the Port Authority, nor any of them, nor any officer, agent or employee thereof shall be charged personally with any liability by a Proposer or another or held liable to a Proposer or another under any term or provision of this RFP or any statements made herein or because of the submission or attempted submission of a proposal or other response hereto or otherwise.

ATTACHMENT A

AGREEMENT ON TERMS OF DISCUSSION

The Port Authority's receipt or discussion of any information (including information contained in any proposal, vendor qualification(s), ideas, models, drawings, or other material communicated or exhibited by us or on our behalf) shall not impose any obligations whatsoever on the Port Authority or entitle us to any compensation therefor (except to the extent specifically provided in such written agreement, if any, as may be entered into between the Port Authority and us). Any such information given to the Port Authority before, with or after this Agreement on Terms of Discussion ("Agreement"), either orally or in writing, is not given in confidence. Such information may be used, or disclosed to others, for any purpose at any time without obligation or compensation and without liability of any kind whatsoever. Any statement which is inconsistent with this Agreement, whether made as part of or in connection with this Agreement, shall be void and of no effect. This Agreement is not intended, however, to grant to the Port Authority rights to any matter, which is the subject of valid existing or potential letters patent.

Any information (including information contained in any proposal, vendor qualification(s), ideas, models, drawings, or other material communicated or exhibited by us or on our behalf) provided in connection with this procurement is subject to the provisions of the Port Authority Freedom of Information Code and Procedure adopted by the Port Authority's Board of Commissioners on October 22, 2014, which may be found on the Port Authority website at: <http://www.panynj.gov/corporate-information/pdf/foi-code.pdf>. The foregoing applies to any information, whether or not given at the invitation of the Authority.

(Company)

(Signature)

(Title)

(Date)

**ORIGINAL AND PHOTOCOPIES OF THIS PAGE ONLY.
DO NOT RETYPE.**

ATTACHMENT B

TABLE OF CONTENTS

I. CONTRACT SPECIFIC TERMS AND CONDITIONS

1. General Agreement
2. Duration/Escalation
3. Payment
4. Extra Work
5. Liquidated Damages
6. Increases and Decreases in Areas or Frequencies
7. Authority of the Director
8. Authority and the Duties of the Manager
9. Insurance Procured by the Contractor
10. Wages, Health and Supplemental Benefits

II. SPECIFICATIONS

- S1 – Specific Definitions
- S2 – Work Required by the Specifications
- S4 – Management and Supervision
- S5 – Personal Requirements
- S6 – Training Requirements
- S7 – Customer Service Program
- S8 – Staffing Requirements
- S9 – Materials, Supplies and Equipment
- S10 – Approval of Equipment, Materials and Supplies
- S11 – Employee Uniforms and Appearance
- S12 – Breakdown, Malfunction or Damage
- S13 – Contractor’s Vehicles – Parking – Licenses
- S14 – Site Specific Recycling and Trash Removal
- S15 – Scheduling of Work
- S16 – Space Provided the Contractor
- S17 – Inclement Weather Requirements – Snow Removal
- S18 – Safety Provisions
- S19 – Extraordinary Cleaning Services

III. (A) COST PROPOSAL FORM

1. Entry of Prices

III. (B) CALCULATION OF AVERAGE HOURLY RATE FORM

IV. STANDARD TERMS AND CONDITIONS FOR SERVICE CONTRACTS

ATTACHMENT B

PART I –CONTRACT SPECIFIC TERMS AND CONDITIONS

1. General Agreement
2. Duration/Escalation
3. Price Adjustment
4. Billing and Payment
5. Extra Work
6. Liquidated Damages
7. Increases and Decreases in Areas or Frequencies
8. Insurance Procured by the Contractor
9. Wages, Health and Supplemental Benefits

1. General Agreement

Subject to all of the terms and conditions of this Contract, the undersigned (hereinafter called the “Contractor”) hereby offers and agrees to provide all the necessary supervision, personnel, equipment, materials and all other things necessary to perform the Work required by this Contract as specified in Part II, and fully set forth in the Specifications, at the location(s) listed in Part II and fully set forth in the Specifications, and do all other things necessary or proper therefor or incidental thereto, all in strict accordance with the provisions of the Contract Documents and any future changes therein; and the Contractor further agrees to assume and perform all other duties and obligations imposed upon it by this Contract.

In addition, all things not expressly mentioned in the Specifications but involved in the carrying out of their intent and in the complete and proper execution of the matters referred to in and required by this Contract are required by the Specifications, and the Contractor shall perform the same as though they were specifically delineated, described and mentioned therein.

2. Duration/Escalation

- a) The initial term of this Contract (hereinafter called the “Base Term”) shall commence on or about the date specified in “Information for Proposers on this Request for Proposals”, Section C “Duration of Contract” hereof, on the specific date set forth in the Port Authority’s written notice of bid acceptance (hereinafter called the “Commencement Date”), and unless otherwise terminated, revoked or extended in accordance with the provisions hereof, shall expire as specified in “Information for Proposers on this Request for Proposals”, Section C “Duration of Contract” hereof (hereinafter called the “Expiration Date”).
- b) If specified as applicable to this Contract and set forth in “Information for Proposers on this Request for Proposals”, Section C “Duration of Contract” hereof, the Port Authority shall have the right to extend this Contract for additional period(s) (hereinafter referred to as the “Option Period(s)”) following the Expiration Date, upon the same terms and conditions subject only to adjustments of charges, if applicable to this Contract, as may be hereinafter provided in the paragraph entitled “Price Adjustments”. If the Port Authority shall elect to exercise the Option(s) to extend this Contract, then, no later than thirty (30) days prior to the Expiration Date, the Port Authority shall send a notice that it is extending the Base Term of

this Contract, and this Contract shall thereupon be extended for the applicable Option Period. If the Contract provides for more than one Option Period, the same procedure shall apply with regard to extending the term of this Contract for succeeding Option Periods.

- c) Unless specified as not applicable to this Contract in “Information for Proposers on this Request for Proposals”, Section C “Duration of Contract” hereof, the Port Authority shall have the absolute right to extend the Base Term for an additional period of up to one hundred and twenty (120) days subsequent to the Expiration Date of the Base Term, or the Expiration Date of the final exercised Option Period (hereinafter called the “Extension Period”), subject to the same terms and conditions as the previous contract period. The prices quoted by the Contractor for the previous contract period shall remain in effect during this Extension Period without adjustment. If it so elects to extend this Contract, the Port Authority will advise the Contractor, in writing, that the term is so extended, and stipulate the length of the extended term, at least thirty (30) days prior to the expiration date of the previous contract period.

3. Price Adjustment

All Contract prices submitted by the Contractor and agreed to by The Port Authority, shall be applicable to the three (3) years of the Base Term. For the Option Period(s) that are applicable to this Contract and are exercised hereunder, (excluding the 120 day Extension Period as described in the paragraph entitled “Duration of Contract” in INFORMATION FOR PROPOSERS ON THIS REQUEST FOR PROPOSALS, hereof) The Port Authority shall adjust the compensation due to the Contractor utilizing the Consumer Price Index for all Urban Consumers; Series Id: CUURA101SA0L2; Not Seasonally Adjusted; New York-Northern New Jersey-Long Island, NY-NJ_CT-PA area; all items less shelter; 1982-1984=100, published by the Bureau of Labor Statistics of the United States Department of Labor (hereinafter called the “Price Index”).

For the first one (1) year of the first two (2) year Option Period of the Contract, the Price Index shall be determined for the months of December 2017 and December 2018. The amounts payable to the Contractor in the final year of the Base Term shall be multiplied by a fraction the numerator of which is the Price Index for December 2018 and the denominator of which is the Price Index for December 2017. The resulting product shall be the amounts payable to the Contractor in the first year of the first two (2) year Option Period.

For the second year of the first two (2) year Option Period of the Contract, the Price Index shall be determined for the months of December 2018 and December 2019. The amounts payable to the Contractor in the first year of the first Option Period shall be multiplied by a fraction the numerator of which is the Price Index for December 2019 and the denominator of which is the Price Index for December 2018. The resulting product shall be the amounts payable to the Contractor in the second year of the first Option Period.

For the first year of the second two (2) year Option Period of the Contract, the Price Index shall be determined for the months of December 2019 and December 2020. The amounts payable to the Contractor in the second year of the first Option Period shall be multiplied by a fraction the numerator of which is the Price Index for December 2020 and the denominator of which is the Price

Index for December 2019. The resulting product shall be the amounts payable to the Contractor in the first year of the second two (2) year Option Period.

For the second year of the second two (2) year Option Period of the Contract, the Price Index shall be determined for the months of December 2020 and December 2021. The amounts payable to the Contractor in the second year of the second Option Period shall be multiplied by a fraction the numerator of which is the Price Index for December 2020 and the denominator of which is the Price Index for December 2019. The resulting product shall be the amounts payable to the Contractor in the second year of the second Option Period.

In the event the amounts payable to the Contractor as set forth on the Cost Proposal Form or Pricing Sheet(s), as applicable shall be adjusted hereunder, then, simultaneously with such adjustment, the Average Hourly Direct Wages and the Supplemental Benefits as set forth in the "Calculation of Average Hourly Rate Form" and accepted by the Port Authority (cumulatively the "employee payments") shall also be adjusted by multiplying said amounts, as the same may have been previously adjusted hereunder, by the same fraction set forth in the applicable paragraph above, which was used to adjust the amounts payable to the Contractor in the corresponding year in the Base Term or Option Period, as applicable, and thereafter such adjusted employee payments shall be in effect and payable as though set forth in this Contract. The Contractor shall pay and provide the same to employees hereunder and shall comply with all the terms and provisions of the section of the Contract entitled "Wages, Health and Supplemental Benefits". At the commencement of each Option Period, if any, the Contractor shall submit to Port Authority its plan to insure its compliance with the employee payments requirement in effect during such coming Option Period. In the event that the Consumer Price Index is not available for any specified month as herein above set forth within the time set forth for payment, such Consumer Price Index for the last month then published shall be used to constitute the Consumer Price Index. In the event that adjustment is calculated to be zero or negative, the effective adjustment shall be zero for that period with respect to the Average Hourly Direct Wages and the Supplemental Benefits required herein. Nothing herein shall prevent a contractor from raising wages or increasing benefits at its own discretion.

In the event of a change in the basis for the computation of the said Index or the discontinuance of its publication, such other appropriate index shall be substituted as may be agreed upon by the Authority and the Contractor as properly reflecting changes in the value of the current United States money in a manner similar to that established in the said Price Index. In the event of the failure of the parties to so agree, the Port Authority may select and use such index, as it seems appropriate.

Notwithstanding the provisions of this section, in no event shall any adjustment hereunder be greater than three (3%) per annum.

The amounts payable to the Contractor during the 120-day Extension Period shall not be subject to adjustment.

If, after an adjustment referred to in this Section, the Index used for computing such adjustment shall be changed or adjusted, then the amounts payable to the Contractor for that period shall be recomputed. If such recomputation results in a smaller increase in the amount payable to such period, then after notification of the change or adjustment, the recomputed amounts shall be in effect

and upon demand by the Port Authority, the Contractor shall refund to Port Authority excess amounts paid by Port Authority for such period.

4. Billing and Payment

Subject to the provisions of this Contract, the Authority agrees to pay to the Contractor and the Contractor agrees to accept from the Authority as full and complete consideration of the performance of all its obligations under this Contract as sole compensation for the Work performed by the Contractor hereunder, a compensation calculated from the actual quantities of services performed and the respective prices inserted by the Contractor in the Cost Proposal(s) and accepted by the Authority, forming a part of this Contract, exclusive of compensation under the clause hereof entitled "Extra Work". The manner of submission of all bills for payment to the Contractor by the Authority for services rendered under this Contract shall be subject to the approval of the Manager in all respects, including, but not limited to, format, breakdown of items presented and verifying records. All computations made by the Contractor and all billing and billing procedures shall be done in conformance with the following procedures:

- a) Payment shall be made in accordance with the prices for the applicable service (during the applicable Contract year) as they appear on the Cost Proposals, as the same may be adjusted from time to time as specified herein, minus any deductions for services not performed and/or any liquidated damages to which the invoice may be subject and/or any adjustments as may be required pursuant to increases and decreases in areas or frequencies, if applicable. All Work must be completed within the time frames specified or as designated by the Manager.
- b) The Contractor shall submit to the Manager by the fifth day of the month following the month of commencement of the Contract and on or by the fifth day of each month thereafter (including the month following the termination or expiration of this Contract) separate itemized invoices for each Airport /PABT setting forth total amounts due for the previous monthly period and setting forth the total Taxi Dispatch Management Representative, Assistant Management Representative, Contractor Representative, Part Time Employee Hours and applying the appropriate rates thereto. Such invoices shall also separately list the total number of hours of post coverage provided per shift and per day during the entire applicable calendar month. The Contractor shall, in addition, furnish any and all pertinent information as may be required from time to time by the Port Authority. Within thirty (30) days upon receipt of a true and correct invoice as verified by the Port Authority, the Port Authority will pay the total amount of such invoice. Payments made hereunder are subject to such adjustments as may be necessitated following Port Authority verification of the accuracy of amounts invoiced. Such payments are further subject to deductions for such liquidated damages to which the Port Authority may be entitled pursuant to the Section of this Contract entitled "Liquidated Damages."
- c) The Fleet Operating Charge, Monthly Management Fee and, the charges for reimbursable expenses, if any, and the charges for Extra Work, if any, shall be paid by the Port Authority

to the Contractor monthly at the rate specified on the Cost Proposals and accepted by the Authority, as the same may have been adjusted as set forth herein (hereinafter referred to as the "Monthly Charge"). Such amount for each calendar month shall be submitted on separate itemized invoices for each Airport/PABT hereunder by the Contractor to the Airport Manager for each Airport and the PABT Manager on or before the tenth day of the month following the month in which the Commencement Date occurs and on or before the tenth day of each and every calendar month thereafter during the term of this Contract including the calendar month following the expiration of this Contract. Payments of amounts for a period of less than a full calendar month shall be computed by multiplying the applicable monthly amount by a fraction the numerator of which shall be the number of days this Contract was in effect for said month and the denominator of which shall be the number of days contained in such monthly period. Within thirty (30) days upon receipt of a true and correct invoice as verified by the Port Authority, the Port Authority will pay the total amount of such invoice. Payments made hereunder are subject to such adjustments as may be necessitated following Port Authority verification of the accuracy of amounts invoiced. Such payments are further subject to deductions for such liquidated damages to which the Port Authority may be entitled pursuant to the Section of this Contract entitled "Liquidated Damages."

- d) The Fleet Operating Charge, as well as any other expenses incurred by the Contractor which are billable to the Port Authority under the terms of this Contract, shall be apportioned to each Airport in accordance with the actual costs incurred.
- e) No certificate, payment, acceptance of any Work or any other act or omission of any representative of the Port Authority shall operate to release the Contractor from any obligation under or upon this Contract, or to estop the Port Authority from showing at any time that such certificate, payment, acceptance, act or omission was incorrect or to preclude the Port Authority from recovering any monies paid in excess of those lawfully due and any damage sustained by the Port Authority.
- f) In the event an audit of received invoices should indicate that the correct sum due the Contractor for the relevant billing period is less than the amount actually paid by the Port Authority, the Contractor shall pay to the Port Authority the difference promptly upon receipt of the Port Authority's statement thereof. The Port Authority may, however, in its discretion elect to deduct said sum or sums from any subsequent monthly payments payable to the Contractor hereunder.
- g) "Final Payment", as the term is used throughout this Contract, shall mean the final payment made for services rendered in the last month of the Base Term or any extended term. However should this Contract be terminated for any reason prior to the last month of the Base Term or any extended term, then Final Payment shall be the payment made for services rendered in the month during which such termination becomes effective. The Contractor's acceptance of Final Payment shall act as a full and complete release to the Port Authority of all claims of and of all liability to the Contractor for all things done or furnished in connection with this Contract and for every act and neglect of the Port Authority and others relating to or arising out of this Contract, including claims arising out of breach of contract

and claims based on claims of third persons. No payment, however, final or otherwise shall operate to release the Contractor from any obligations in connection with this Contract.

- h) In the event any statement required hereunder to be submitted to the Port Authority is not submitted within the time specified, then the time when the Port Authority is obligated to pay the amount covered by said statement to the Contractor, pursuant to this Section, shall be extended so that in all cases the Port Authority shall not be required to pay any amount to the Contractor prior to the thirty (30) day period set forth herein for payment.
- i) Without limiting the generality of any other term or provision hereof, the Contractor understands it will not be separately reimbursed for all overhead expenses (e.g., Regional Contract Manager, Taxi Dispatch General Manager, Taxi Dispatch Operations Manager, Audit Manager) or for other costs, including phone charges, office supplies and other related costs. The Contractor shall provide clerical support as required, which is not to be considered post coverage hereunder and which will not be included in the post hours for which the Authority is to be billed, but shall be included in the Monthly Fees.
- j) The Contractor shall submit invoices to the respective Facilities as follows:

The Port Authority of New York and New Jersey
John F. Kennedy International Airport
Attn: Unit Terminal Building Supervisor
South Service Road, Building #14, Second Floor
Jamaica, NY 11430

The Port Authority of New York and New Jersey
LaGuardia Airport
Attn: Taxi Dispatch Supervisor
Hangar 7C, Third Floor
Flushing, NY 11371

The Port Authority of New York and New Jersey
Newark Liberty International Airport
Attn: Landside Operations Chief
One Conrad Road
Newark, NJ 07114

- k) In the event any statement required hereunder to be submitted to the Authority is not submitted within the time specified, then the time when the Authority is obligated to pay the amount covered by said statement to the Contractor, pursuant to this Section, shall be extended so that in all cases the Authority shall not be required to pay any amount to the Contractor prior to the thirty (30) day period set forth herein for payment.

5. Extra Work

The Contractor is required to provide separate materials, supplies, equipment and personnel for Extra Work when such is deemed necessary by the Manager.

“Extra Work” as used herein shall be defined as work which differs from that expressly or impliedly required by the Specifications in their present form. Total Extra Work performed by the Contractor shall not exceed six percent (6%) of the Total Estimated Contract Price of this Contract for the entire Term of this Contract including extensions thereof, or six percent (6%) of the Total Estimated Contract Price of each Section if this Contract is awarded by separate Sections.

An increase in area or frequency does not constitute Extra Work, but shall be compensable based on the prices in the Pricing Sheet(s) and the paragraph herein titled “Increase or Decrease in Areas or Frequencies”.

The Contractor is required to perform Extra Work pursuant to a written order of the Manager expressly recognizing such work as Extra Work. If Lump Sum or Unit Price compensation cannot be agreed upon by the parties in writing prior to the start of Work, the Contractor shall perform such Extra Work and the Contractor’s compensation shall be increased by the sum of the following amounts and such amounts only: (1) the actual net cost, in money, of the labor, and material, required for such Extra Work; (2) ten percent (10%) of the amount under (1) above; (3) such rental as the Manager deems reasonable for plant and equipment (other than small tools) required for such Extra Work; (4) if the Extra Work is performed by a subcontractor, an additional five percent (5%) of the sum of the amounts under (1) through (3) above.

As used in this numbered clause (and in this clause only):

“Labor” means laborers, mechanics, and other employees below the rank of supervisor, directly employed at the Site of the Work subject to the Manager or their designee’s authority to determine what employees of any category are “required for Extra Work” and as to the portion of their time allotted to Extra Work; and “cost of labor” means the wages actually paid to and received by such employees plus a proper proportion of (a) vacation allowances and union dues and assessments which the employer actually pays pursuant to contractual obligation upon the basis of such wages, and (b) taxes actually paid by the employer pursuant to law upon the basis of such wages and workers’ compensation premiums paid pursuant to law. “Employees” as used above means only the employees of one employer.

“Net Cost” shall be the Contractor’s actual cost after deducting all permitted cash and trade discounts, rebates, allowances, credits, sales taxes, commissions, and refunds (whether or not any or all of the same shall have been taken by the Contractor) of all parts and materials purchased by the Contractor solely for the use in performing its obligation hereunder provided, where such purchase has received the prior written approval of the Manager as required herein. The Contractor shall promptly furnish to the Manager such bills of sale and other instruments as the Manger may require,, executed, acknowledged and delivered, assuring to the Manager title to such materials, supplies, equipment, parts, and tools free of encumbrances.

“Materials” means temporary and consumable materials as well as permanent materials; and **“cost of materials”** means the price (including taxes actually paid by the Contractor pursuant to law upon the basis of such materials) for which such materials are sold for cash by the manufacturers or producers thereof, or by regular dealers therein, whether or not such materials are purchased directly from the manufacturer, producer or dealer (or if the Contractor is the manufacturer or producer thereof, the reasonable cost to the Contractor of the manufacture and production), plus the reasonable cost of delivering such materials to the Site of the Work in the event that the price paid to the manufacturer, producer or dealer does not include delivery and in case of temporary materials, less their salvage value, if any.

The Manager shall have the authority to decide all questions in connection with the Extra Work. The exercise by the Manager of the powers and authorities vested in him/her by this section shall be binding and final upon the Port Authority and the Contractor.

The Contractor shall submit all reports, records and receipts as are requested by the Manager so as to enable him/her to ascertain the time expended in the performance of the Extra Work, the quantity of labor and materials used therein and the cost of said labor and materials to the Contractor.

The provisions of this Contract relating generally to Work and its performance shall apply without exception to any Extra Work required and to the performance thereof. Moreover, the provisions of the Specifications relating generally to the Work and its performance shall also apply to any Extra Work required and to the performance thereof, except to the extent that a written order in connection with any particular item of Extra Work may expressly provide otherwise.

If the Contractor deems work to be Extra Work, the Contractor shall give written notice to the Manager within twenty-four (24) hours of performing the work that it so considers as Extra Work, and failure of the Contractor to provide said notice shall be a waiver of any claim to an increase in compensation for such work and a conclusive and binding determination that it is not Extra Work.

The Contractor shall supply the amount of materials, supplies, equipment and personnel required by the Manager within forty-eight (48) hours following the receipt of written or verbal notice from the Manager, or in the case of an emergency as determined by the Manager, within twenty-four (24) hours following the receipt by the Contractor of the Manager’s written or oral notification. Where oral notification is provided hereunder, the Manager shall thereafter confirm the same in writing.

All Extra Work shall be billed to the Port Authority on a separate invoice on a monthly basis.

6. Liquidated Damages

- b) The Contractor’s obligations for the performance and completion of the Work within the time or times provided for in this Contract are of the essence of this Contract. In the event that the Contractor fails to satisfactorily perform all or any part of the Services required hereunder in accordance with the requirements set forth in the Specifications (as the same may be modified in accordance with provisions set forth elsewhere herein) then, inasmuch as the damage and loss to the Port Authority for such failure to perform includes items of loss whose amount will be incapable or very difficult of accurate estimation, the damages for such failure to perform shall be liquidated as follows:
 - i. In the event that the Contractor fails to provide Supervisor, Taxi Dispatcher, Assistant Taxi Dispatcher, and Temporary Summer Employee personnel as required under this

Contract (such failure shall include, among other things, excessive break time on the part of employees) then, inasmuch as the damage and loss to the Port Authority, including disruption of the operation of the Facility and disruption of the Facility Taxi Dispatch Service which will result from the non-performance, cannot or may be difficult to calculate, in lieu of and in liquidation of damages for such breach, the amount payable by the Port Authority to the Contractor hereunder shall be reduced by an amount equal to Fifty Dollars (\$50) for each hour or fraction thereof (for each such employee) up to a maximum of Three Hundred Dollars (\$300) per calendar day per employee that the Contractor fails to provide such Assistant Taxi Dispatchers, Taxi Dispatchers, Assistant Taxi Dispatchers or Supervisors of Taxi Dispatchers (it being understood that in addition to the foregoing assessment by the Port Authority, no amount shall be payable by the Port Authority for Assistant Taxi Dispatchers, Taxi Dispatchers, Assistant Taxi Dispatchers or Supervisors of Taxi Dispatchers service hours not actually provided or unsatisfactorily provided by the Contractor) said amount or amounts to be deducted from any sums due and owing from the Port Authority to the Contractor as the Port Authority shall determine from time to time, in its sole discretion. Nothing contained in this Section nor the exercise of any right by the Port Authority hereunder shall waive, limit, satisfy or affect in any way any claims or demands against the Contractor by the Port Authority or others arising from the failure of the Contractor to perform the Taxi Dispatch Service hereunder.

- ii. In the event that the required Regional Contract Manager, Taxi Dispatch General Manager, Taxi Dispatch Operations Manager, or Audit Manager fails to report or complete his/her duty for any reason whatsoever at the locations and times specified herein, then, inasmuch as the damage to the Port Authority, including disruption of the operation of the Facilities and disruption of the Service which will result from the non performance of the portion of the service not performed cannot be calculated and will be incapable of determination, in lieu of an in liquidation of damages for such breach, the amount payable by the Port Authority to the Contractor hereunder shall be reduced by an amount equal to Fifty Dollars (\$50) for each hour or fraction thereof (for each such employee) up to a maximum of Three Hundred Dollars (\$300) per calendar day per employee that the Taxi Dispatch Management Representative or Assistant Taxi Dispatch Management Representative fails to perform as required herein (it being understood that, in addition to the foregoing, in no event shall any amount be payable by the Port Authority for the services of a Taxi Dispatch Management Representative or Assistant Taxi Dispatch Management Representative not actually provided or unsatisfactorily provided by the Contractor) said amount of amounts to be paid by the Contractor to the Port Authority or deducted from any sums due and owing from the Port Authority to the Contractor, as the Port Authority shall determine from time to time in its sole discretion. Nothing contained in this paragraph nor the exercise of any right by the Port Authority hereunder shall waive, limit, satisfy or affect in any way any claims or demands against the Contractor by the Port Authority or others arising from the failure of the Contractor to perform the Taxi Dispatch Service hereunder.
- iii. In the event that, for any reason, the Contractor fails to provide the number of radios established by the Port Authority at the Facilities as necessary to operate this Service, under this Contract, then inasmuch as the damage and loss to the Port Authority, including disruption of the operation of the Facility which will result from the non-performance of the portion of the Service not performed, cannot be calculated and will be incapable of determination, in lieu of and in liquidation of damages for such breach, the amount payable to the Contractor by the Port Authority shall be reduced in the amount

Twenty Five Dollars and No Cents (\$25) per each calendar day or fraction thereof for each radio that falls below the number established by the Airport or Bus Terminal as necessary for the service resulting from such misuse or lack of normal user care.

- iv. In the event, for any reason, a vehicle of the Taxi Dispatch Transportation Service Fleet shall not be available when needed for use in providing the Taxi Dispatch Transportation Service for any day or portion thereof, then, inasmuch as the damage and loss to the Port Authority, including disruption of the operation of the Airport and Terminal and disruption of the Taxi Dispatch Service at the Airport, which will result from the non-performance of the portion of the Taxi Dispatch Transportation Service not performed, cannot be calculated and will be incapable of determination, in lieu of and in liquidation of such breach, the amount payable by the Port Authority to the Contractor hereunder shall be reduced by an amount equal to the product obtained by multiplying one hundred and twenty-five dollars (\$125) by the number of calendar days or fractions thereof that the Contractor fails to provide each Taxi Dispatch Transportation Service Fleet Vehicle of the Taxi Dispatch Transportation Service Fleet. This amount or amounts will be deducted from any sums due and owing from the Port Authority to the Contractor as the Port Authority shall determine from time to time in its sole discretion.
- v. In the event that any Contractor's employee fails to comply with the uniform and identification requirements as set forth in Part V, Sections 19 and 20, then the amount payable hereunder shall be reduced by an amount equal to One Hundred Dollars and No Cents (\$100.00) per violation, multiplied by the number of days or major infractions thereof that the Contractor employees fail to comply with the uniform and/or identification requirements.
- vi. In the event the Contractor fails to provide the wage or benefit information as required in the section hereunder entitled, "Wages, Health and Supplemental Benefits", then the monthly installment payable hereunder shall be reduced by One Hundred Dollars and No Cents (\$100.00) for each day the Contractor fails to provide said information.
- c) The Airport Manager and/or the Facility Manager shall determine whether the Contractor has performed in a satisfactory manner and his or her determination shall be final, binding and conclusive upon the Contractor.
- d) Failure of the Airport Manager and/or the Facility Manager or the Port Authority to impose liquidated damages shall not be deemed Port Authority acceptance of unsatisfactory performance or a failure to perform on the part of the Contractor or a waiver of its remedies hereunder.
- e) Nothing contained in this Section nor the exercise of any right by the Port Authority hereunder shall be deemed to be a waiver or relinquishment by the Port Authority of any other right it may have hereunder including any right to terminate this agreement based on the Contractor's breach at Law or in equity.

7. Increase and Decrease in Areas or Frequencies

- a) The Port Authority shall have the right to increase or decrease, on at least twenty-four (24) hours' notice to the Contractor, any category of the Taxi Dispatch Service Hours previously scheduled to be provided under this Contract. Any increase or decrease in the requirement for the Taxi Dispatch Service hours hereunder shall be limited so that no decrease or increase

therein shall be made that will result in a schedule which will be reduced or increased by more than twenty-five percent (25%) of the total hours scheduled during the immediately preceding 24-hour period. In the event the Port Authority decides to increase or decrease the scheduled service as aforesaid, it shall give not less than twenty-four (24) hours prior written notice to the Contractor to such effect, said changes to be effective upon the date specified in said notice.

- b) The Port Authority shall have the right to request, on less than two (2) hours' notice to the Contractor, that the Taxi Dispatch Service Hours previously scheduled to be provided under this Contract be increased. The Contractor shall use its best efforts to fulfill such request.
- c) The Port Authority shall have the right to direct the Contractor to place and relocate Assistant Taxi Dispatchers, Taxi Dispatchers, or Supervisor Taxi Dispatchers at the Airport or PABT from time to time and at any time, on notice to the Contractor where such placement or relocation of Assistant Taxi Dispatchers, Taxi Dispatchers, or Supervisor Taxi Dispatchers neither increases nor decreases the Contractor's overall staff schedule for duty at that time.
- d) In the event of an increase or decrease in areas or frequencies, the Contractor's compensation will be adjusted to reflect such change in areas or frequencies utilizing the applicable Unit Price for such services (for the applicable Contract year) as set forth on the Pricing Sheet(s).
- e) Where no specific Unit Price has been quoted for the type of services to be increased or decreased, the Facility Manager shall have the right to negotiate the compensation to reflect such changes, whether an increase or decrease in areas or frequencies, which, in the opinion of the Manager, are necessary to complete the work, by multiplying the increased or decreased amount by the negotiated rate.
- f) In the event of a decrease, the Contractor shall not be entitled to compensation for Work not performed.
- g) No such change in areas or frequencies will be implemented which results in a total increase or decrease in compensation that is greater than 50% of the Total Estimated Contract Price for the Base Term or, if changes are to be implemented during an Option Period, 50% for that Option Period.
- h) Any increases in frequencies or areas shall not constitute Extra Work and, as such, shall not be limited by the Extra Work provisions of this Contract.

8. Insurance Procured by the Contractor

The Contractor shall take out, maintain, and pay the premiums on Commercial General Liability Insurance, including but not limited to premises-operations, products-completed operations, and independent contractors coverage, with contractual liability language covering the obligations assumed by the Contractor under this Contract and, if vehicles are to be used to carry out the performance of this Contract, then the Contractor shall also take out, maintain, and pay the premiums on Automobile Liability Insurance covering owned, non-owned, and hired autos in the following minimum limits:

Commercial General Liability Insurance - \$2 million combined single limit per occurrence for bodily injury and property damage liability.

Automobile Liability Insurance - \$2 million combined single limit per accident for bodily injury and property damage liability.

In addition, the liability policy (ies) shall name The Port Authority of NY and NJ and City of NY, as additional insured, including but not limited to premise-operations, products-completed operations on the Commercial General Liability Policy. Moreover, the Commercial General Liability Policy shall not contain any provisions for exclusions from liability other than provisions for exclusion from liability forming part of the most up to date ISO form or its equivalent unendorsed Commercial General Liability Policy. The liability policy (ies) and certificate of insurance shall contain cross-liability language providing severability of interests so that coverage will respond as if separate policies were in force for each insured. These insurance requirements shall be in effect for the duration of the contract to include any warrantee/guarantee period.

The certificate of insurance and liability policy (ies) must contain the following endorsement for the above liability coverages:

“The insurer(s) shall not, without obtaining the express advance written permission from the General Counsel of the Port Authority, raise any defense involving in any way the jurisdiction of the Tribunal over the person of the Port Authority, the immunity of the Port Authority, its Commissioners, officers, agents or employees, the governmental nature of the Port Authority, or the provisions of any statues respecting suits against the Port Authority.”

The Contractor shall also take out, maintain, and pay premiums on Workers’ Compensation Insurance in accordance with the requirements of law in the state(s) where work will take place, and Employer’s Liability Insurance with limits of not less than \$1 million each accident.

In addition, the policy (ies) shall include the Authority and its wholly owned entities as an additional insured and the policy (ies) and its certificate must be specifically endorsed to contain a provision that the policy may not be canceled, terminated, or modified without thirty (30) days’ prior written notice to the Port Authority of NY and NJ, Att: Facility Contract Administrator, at the location where the work will take place and to the General Manager, Risk Financing.

The Port Authority may at any time during the term of this agreement change or modify the limits and coverages of insurance. Should the modification or change results in an additional premium, The General Manager, Risk Financing for the Port Authority may consider such cost as an out-of-pocket expense.

Within five (5) days after the award of this agreement or contract and prior to the start of work, the Contractor must submit an original certificate of insurance, to the Port Authority of NY and NJ, Facility Contract Administrator, at the location where the work will take place. This certificate of insurance MUST show evidence of the above insurance policy (ies), stating the agreement/contract number prior to the start of work. The General Manager, Risk Financing must approve the certificate(s) of insurance before any work can begin. Upon request by the Port Authority, the Contractor shall furnish to the General Manager, Risk Financing, a certified copy of each policy, including the premiums.

If at any time the above liability insurance should be canceled, terminated, or modified so that the insurance is not in effect as above required, then, if the Manager shall so direct, the Contractor shall suspend performance of the contract at the premises. If the contract is so suspended, no extension of time shall be due on account thereof. If the contract is not suspended (whether or not because of omission of the Manager to order suspension), then the Authority may, at its option, obtain insurance affording coverage equal to the above required, the cost of such insurance to be payable by the Contractor to the Port Authority.

Renewal certificates of insurance or policies shall be delivered to the Facility Contractor Administrator, Port Authority at least fifteen (15) days prior to the expiration date of each expiring policy. The General Manager, Risk Financing must approve the renewal certificate(s) of insurance before work can resume on the facility. If at any time any of the certificates or policies shall become unsatisfactory to the Port Authority, the Contractor shall promptly obtain a new and satisfactory certificate and policy.

The requirements for insurance procured by the Contractor shall not in any way be construed as a limitation on the nature or extent of the contractual obligations assumed by the Contractor under this contract. The insurance requirements are not a representation by the Authority as to the adequacy of the insurance to protect the Contractor against the obligations imposed on them by law or by this or any other Contract. [CITS#4900N]

9. Wages, Health and Supplemental Benefits

A. Definitions:

- 1) **“Employee”** shall mean any person, employed by the Contractor or its subcontractors, to perform any of the Services required under this Contract, excluding those holding the positions of Regional Manager, General Manager, Operations Manager, Audit Manager, and other administrative personnel performing such duties exclusively.
- 2) **“Full Time Employee”** (F.T.E.) shall mean any person or Employee who is paid on a straight time hourly basis, working on such a compensation basis for a minimum of thirty (30) hours during a seven (7) day consecutive period continually (including vacation, sick leave, etc.) throughout each Contract Year. Time for which an employee is paid on an overtime or premium time basis shall not be counted in determining the thirty (30) hours requirement. The Port Authority will not reimburse the Contractor for any overtime without the Port Authority’s prior written consent.
- 3) **“Straight-time”** shall mean the non-overtime hours actually worked by Employees under this Contract and shall include the time an employee spends at roll call, whether or not paid; however, meal periods and relief time shall be excluded, whether or not paid.
- 4) **“Direct Wages”** shall mean monetary amounts paid by the Contractor or its subcontractor(s) to its employees for straight time (non-overtime) hours worked, including shift differentials, if any. Employee incentive plan payments are not included as Direct Wages.
- 5) **“Average Hourly Direct Wages”** shall be calculated by dividing the sum of the direct hourly Straight-time wages paid to all Employees in each Employee category by the number of Straight-time hours worked by the Employees in such category.
- 6) **“Minimum Hourly Wages”** shall mean the levels of fair wages determined by the Port Authority for Employees in each Employee category based on certain benchmarks or

other prevailing standards. Employees may not receive Direct Wages lower than the Minimum Hourly Wages stated hereunder.

- 7) **“Health Benefits”** shall mean benefits, other than Supplemental Benefits, as hereinafter defined, paid or covered under health insurance plans, to cover the costs of healthcare for Employees and their families.
- 8) **“Cost of Health Benefits”** shall mean the cost to the Contractor (and its subcontractors) of such benefits that meet the requirements of this Contract for providing health coverage for Employees and their families.
- 9) **“Average Health Benefits”** shall be calculated by dividing the sum of the Health Benefits paid or provided for Straight-time hours worked by all Employees in each Employee category by the number of Straight-time hours worked by the Employees in such category.
- 10) **“Supplemental Benefits”** shall mean benefits, other than Health Benefits, provided to Employees, including, but not limited to: fair and reasonable vacation allowances, sick leave, holiday, jury duty, birthday, welfare, retirement and non-occupational disability benefits, life, accident, or other such types of insurance, but excluding Health Benefits.
- 11) **“Cost of Supplemental Benefits”** shall mean the cost to the Contractor (and its subcontractors) of all remuneration for employment provided to Employees in any medium other than cash, but including payments which are not Wages within the meaning of this numbered clause.
- 12) **“Average Supplemental Benefits”** shall be calculated by dividing the sum of the Supplemental Benefits, which shall exclude Health Benefits, paid or provided for Straight-time hours worked by all Employees in each Employee category by the number of Straight-time hours worked by the Employees in such category.
- 13) **“Contract Year”**, as used in this Agreement shall mean the twelve (12) month period commencing on the Commencement Date of the Contract and each successive twelve (12) month period thereafter or such portion of a twelve (12) month period that the Contract is in effect if the Contract should expire or be terminated on other than the last day of such twelve (12) month period.

- B.** Supplemental Benefits including but not limited to holiday, sick time and vacation time that are accrued in one year but not paid until the following year are not allowed to be included in the computation of benefits until they are paid.

For example: Assume an employee begins working for the Contractor on January 1, 2008. Although the employee accrues 10 vacation days, he/she cannot take them until he/she has worked for the Contractor for one year. The employee finally takes his/her vacation in February 2009. The employee’s vacation benefits accrued in 2008 but were never paid. Therefore, the Contractor may not include the employee’s vacation benefits in the computation of Supplemental Benefits until it is actually paid. At that time, the vacation time will be credited retroactively and applied in the computation of benefits for the year 2008.

- C.** Contractor in the performance of the Services herein, shall pay or provide (and shall cause any subcontractor to pay or provide) not less than the Minimum Hourly Wages for each Employee in each category as set forth below and the Average Direct Hourly Wage, as set forth in the Calculation of Average Hourly Rate Form and accepted by the Port Authority.

Position	Year 1	Year 2	Year 3
Taxi Dispatcher			
Assistant Taxi Dispatcher			
Taxi Dispatch Supervisor			

(above table to be provided via an Addendum)

D. Contractor in the performance of the Services herein, shall pay or provide (and shall cause any subcontractor to pay or provide) not less than Health Benefits accepted by the Port Authority for each Employee in each category, and the Health Benefits shall be subject to the requirements as set forth below.

- 1) Health Benefits shall be provided to Employees and their families.
- 2) Health Benefits shall include a health insurance program addressing the following list of recommended acceptable components:
 - i. up to and including family coverage, as applicable
 - ii. inpatient hospital services
 - iii. outpatient surgical facility
 - iv. emergency room services
 - v. prenatal services
 - vi. well visits/immunizations/routine visits for illness
 - vii. prescription drug benefit
- 3) The Cost of Health Benefits shall be as accepted by the Port Authority at the inception of the Contract, with an exact numerical (dollar) requirement for Health Benefits.
- 4) The Contractor shall demonstrate to the satisfaction of the Port Authority that Health Benefits are furnished by the Contractor and all subcontractors through one of the following, with no employee contribution to health coverage premiums:
 - i. The Contractor's and subcontractors' Employees and their families are covered under a health benefit plan paid for and provided by the Contractor;
 - ii. The Contractor's and subcontractors' Employees and their families are covered by a union benefit plan authorized under the Taft Hartley Act 29 USCA Section 186 (c);
 - iii. The Contractor's and subcontractors' Employees and their families are covered by a government health benefits program, including, but not limited to Healthy New York, Child Health Plus and NJ FamilyCare.
- 5) Health Benefits shall be provided to Full Time Employees (F.T.E. s) and their families no later than thirty (30) days from the first date of Employee performance under the Contract.
- 6) The Contractor shall provide each F.T.E. with written information, i.e. documents relating to each Employee's health care coverage.
- 7) The Contractor shall provide continued health benefits to F.T.E. s and their families of the same quality, or better as those approved by the Authority and initially provided under this Contract, throughout the duration of the Contract term.

- E.** Contractor in the performance of the Services herein, shall pay or provide (and shall cause any subcontractor to pay or provide) not less than Supplemental Benefits established in the Calculation of Average Hourly Rate Form and accepted by the Port Authority for each Employee category, and such Supplemental Benefits shall be subject to the requirements as set forth below.
- 1) Without limiting the foregoing, under no circumstances shall the cost of providing uniforms or footwear, cleaning of uniforms, training and transportation to and from post, or any other items incidental to rendering the Services covered under this Contract, be allowed or included in the Cost of Supplemental Benefits.
 - 2) Any reimbursements to employees for expenses, and payroll taxes, employee incentive plans and any other benefits required by law are not includable in the Cost of Supplemental Benefits.
 - 3) The established numerical value for the Supplemental Benefits, other than Health Benefits, shall be as set forth in the Calculation of Average Hourly Rate Form and accepted by the Port Authority.
- F.** In the event that the compensation payable under this Contract is subject to adjustment from time to time as provided in the paragraph entitled "Price Adjustment" in the Contract Specific Terms and Conditions, then the Average Direct Hourly Wages and Supplemental Benefits set forth in the Calculation of Average Hourly Rate Form and accepted by the Port Authority, shall be adjusted by multiplying said amounts by the same percentage amount which was used to adjust the compensation payable under this Contract, as the same may have been further adjusted.
- G.** Nothing contained herein shall be construed to prevent the Contractor or any subcontractor from paying or providing any individual Employee Hourly Direct Wages, Health and Supplemental Benefits higher than the Minimum Hourly Wages, Health and Supplemental Benefits described in this numbered clause. It is understood that the Contractor's obligation to pay or provide at least the Minimum Hourly Wages as set forth above, the Health Benefits as set forth in the Authority's letter of Proposal Acceptance and the Supplemental Benefits as set forth in the Calculation of Average Hourly Rate Form and accepted by the Port Authority, allows the Contractor to pay or provide some of its Employees hourly Direct Wages, Health Benefits and other Supplemental Benefits that are higher than the minimum and nothing herein shall be construed to constitute a representation or guarantee by the Port Authority that the Contractor or its subcontractors can obtain employees for the amounts herein before described.
- H.** Contractors (and its subcontractors) should expect to be audited with respect to Wages, Health and Supplemental Benefits paid or provided to Employees under this Contract. All Wage and Benefit requirements under this Contract will be strictly enforced. Contractors are required to provide at least the minimum amounts specified in the Contract, (as accepted by the Authority) for each category, and may not offset a deficiency in one category with an excess in another. Failure on the part of the Contractor (and its subcontractors) to comply with any of the requirements under this Contract, including but not limited to the timely submission of payroll certifications and documents related to Health Benefits and Supplemental Benefits provided to Employees may be deemed a substantial breach of this Contract giving rise to the rights and remedies enumerated hereafter in the paragraph entitled "Rights and Remedies of the Port Authority" in the Standard Contract Terms and Conditions, as well as any other rights and remedies the Port Authority would have in the absence of such enumeration and failure to comply with each of these requirements will be taken into consideration prior to award of future contracts with the Port Authority.

- I.** The Contractor and its subcontractors shall maintain records in accordance with the requirements set forth in the paragraph entitled “Records and Reports” in the Standard Contract Terms and Conditions.

For records related to Wages, Health and Supplemental Benefits, the Contractor and its subcontractors are also required to provide such records and books of account in spreadsheet or other electronic format, when requested by Port Authority.

Upon request by the Port Authority, the Contractor (and its subcontractors) shall have (15) fifteen business days to provide such payroll records and books of account unless the Port Authority indicates, in writing, that such records and books of account may be provided at a later date.

In the event the Contractor or a subcontractor(s) fails to provide the required records, or if the Port Authority determines that the records and books of account provided for audit are incomplete, the Port Authority may, at its sole discretion, estimate Wages, Health and Supplemental Benefits and hours worked in order to determine whether the Contractor (or its subcontractors) was in compliance with the Wages, Health and Supplemental Benefits provisions of this Contract.

- J.** Further, the Contractor shall submit (and shall cause its subcontractors to submit) to the Port Authority on the fifteenth day of the seventh month following the month in which the Commencement Date of this Contract falls and every six months thereafter, and the month following the month in which the termination date of this Contract falls, a certified statement signed by an executive officer of the Contractor (or its subcontractor) based upon the Contractor's (or subcontractors') payroll records which indicate that the Wage, Health and Supplemental Benefits requirements were met during the six month period ending on the last day of the month preceding the date of submission of the said statement, together with such other detailed information as the Port Authority may request from time to time regarding Wages, Health and Supplemental Benefits paid or provided by the Contractor or its subcontractor to Employees engaged in providing the Contractor's Services under the Contract. Each certified statement shall, at a minimum, contain the level of detail specified in Attachment G.
- K.** In the event that an audit of the Contractor's (or subcontractors) books and records or the aforesaid monthly statements submitted by the Contractor (or subcontractor) to the Port Authority should disclose that for any Contract Year, either the Contractor or a subcontractor has not paid at least the Minimum Hourly Wages as set forth above or as otherwise accepted by the Port Authority, the Average Hourly Direct Wages and the Supplemental Benefits as set forth in the “Calculation of Average Hourly Rate Form” and accepted by the Port Authority, and the Health Benefits as set forth in the Authority’s Letter of Proposal Acceptance (the “employee payments”), (including any adjustments, if provided for, reflecting changes in the Consumer Price Index or other indices or instruments as identified by the Port Authority), the Contractor shall pay to the Contractor’s Employees who have not been paid the proper employee payments (or to the Port Authority for retention by the Port Authority until such time as the Contractor’s Employees are paid), or shall pay to the subcontractor’s Employees similarly affected or shall have the subcontractor so pay, at the option of the Port Authority, an amount (calculated for the Contractor or subcontractor which has not paid or provided the required amounts hereunder) equivalent to the product obtained by multiplying the difference between the employee payments required hereunder and the employee payments actually paid or provided by the number of hours worked by the affected Employees of the subject Contractor or subcontractor employed

during such Contract year, calculated per Paragraph C position category (hereinafter referred to as the "Underpayment Amount"). The Port Authority may, in its discretion, elect to deduct the Underpayment Amount due from the Contractor in accordance with the provisions of this Section from any subsequent payment payable to the Contractor under this Contract plus an amount equal to any payroll and associated taxes which would have been paid on the Underpayment Amount from any subsequent payment payable to the Contractor under this Contract.

- L.** In addition to the underpayment payable by the Contractor, the Port Authority may deduct interest on the underpayment amount calculated at 19.2% annual interest from any subsequent payment to the Contractor.
- M.** If requested by the Port Authority, the Contractor shall submit to the Port Authority for approval, a plan for the Contractor's or subcontractors' return of the underpayment to each affected Employee, including a deadline for compliance. In approving such a plan, the Authority may require the Contractor or a subcontractor to return the underpayment to the affected Employees in cash and the Contractor or the subcontractor is responsible for any additional payroll taxes resulting from this payment.

ATTACHMENT B

PART II – SPECIFICATIONS

1. Specific Definitions

To avoid undue repetition, the following terms, as used in this Contract, shall be construed as follows:

“Facility or Facilities” means John F. Kennedy International Airport (JFK), LaGuardia Airport (LGA), Newark Liberty International Airport (EWR) and the Port Authority Bus Terminal (PABT).

“Airport Manager” or “General Manager” means the person designated by the Port Authority from time to time to exercise the powers and functions vested in the Airport Manager or General Manager of John F. Kennedy International Airport, LaGuardia Airport, Newark Liberty International Airport and the Port Authority Bus Terminal.

“Airport” shall mean John F. Kennedy International Airport (JFK), LaGuardia Airport (LGA) and Newark Liberty International Airport (EWR).

“Bus Terminal” means, the premises are located in the Port Authority Bus Terminal (PABT), the building bounded by 40th and 41st streets; 8th and 9th Avenues, in the City, County, and State of New York and the extension of the Port Authority Bus Terminal, contiguous thereto and lying to the north thereof, all of which now constitutes the Port Authority Bus Terminal.

2. Work Required by the Specifications

The Contractor shall provide Taxi Dispatch Services at EWR, JFK, LGA and PABT (hereafter collectively referred to as “Facilities” and individually as “Facility”) including but not limited to labor, supervision, uniforms, equipment, maintenance, technology, material and supplies, and do all other things necessary or proper therefor or incidental thereto, all in strict accordance with the provisions of this Contract. The Taxi Dispatch Services Contract provides taxi dispatch assistance to customers at the Airports’ arrivals terminal frontages and at the PABT. Additional services to be provided include, but are not limited to, providing customers with information concerning taxi rates, maintaining an orderly flow of passengers and taxicabs, preventing solicitation of customers by unauthorized taxi drivers and advising customers of alternate means of transportation in the event that there are no taxis available. The Contractor shall provide Taxi Dispatcher, Assistant Taxi Dispatchers and Taxi Dispatch Supervisors and Management personnel at all Facilities as required herein, as well as at the taxi staging areas where taxis are dispatched on an as needed basis.

The Contractor’s personnel shall also assist the Port Authority in the event of emergencies as deemed necessary by the Port Authority, and coordinate activity with Facility personnel when appropriate. The Contractor’s personnel must be able to speak English in order to clearly to individual or groups of travelers who may need to be given directions or instructions. The Contractor acknowledges and agrees that the work to be performed under this Contract shall be provided at all times in a high quality, courteous, honest and professional manner.

3. Performance of Services

- a) All assigned Contractor's personnel shall perform duties as shall be established from time to time by the Airport Manager and/or General Manager. The Contractor shall provide Taxi Dispatch Service at such times and places and in such manner as the Airport Manager and/or General Manager shall direct or approve in accordance with the terms and provisions hereof. The Contractor shall immediately upon the direction of the Airport Manager and/or General Manager investigate, document, correct and report on all matters which shall have been determined to be unsatisfactory hereunder.
- b) The Contractor shall conduct all operations hereunder in an orderly, proper manner and so as not to annoy, disturb or be offensive to others at the Facilities. The Port Authority shall have the right to object to the Contractor regarding the demeanor and conduct of the Contractor's employees, invitees and those doing business with it, whereupon the Contractor will take steps necessary to remove the cause of the objections.

4. Duties of Contractor's Personnel

The Contractor shall furnish uniformed trained personnel to perform general duties at various locations, at the Airports and PABT, which shall include, but shall not be limited to the following:

a) Regional Contract Manager

The Regional Contract Manager will be the Contractor's representative for EWR, JFK, LGA and PABT. The Regional Contract Manager shall act as overall Manager of the Taxi Dispatch Service on behalf of the Contractor and be exclusively assigned to the Contract. The Regional Contract Manager will be responsible for all functions, including but not limited to operations, administration, audit, performance analyses, customer service, training, reporting, marketing, integrity compliance and human resources in accordance with Contract provisions between the Port Authority and the Contractor. An individual acceptable to the Port Authority Contract Manager must cover all absences of the Regional Contract Manager such as those due to illness or vacation, or liquidated damages may be imposed. The following is a listing of major duties to be performed by this position:

1. Plan, organize, direct and control the work required for all the Contractor's personnel engaged in operating the taxi dispatch function at all Facilities covered by this Contract.
2. Abide by and ensure adherence to established policies, rules, procedures and regulations of the Port Authority as applicable at all Facilities covered by this Contract.
3. Maintain close contact and act as liaison with Port Authority Facility Managers, Airport Manager, the Port Authority Contract Manager or their duly designated representatives on operational issues and ensure cooperation of Contractor staff with authorized representatives of the Port Authority.
4. Maintain close contact, act as liaison with, and ensure cooperation of Contractor staff with, members of the Port Authority's Audit Department, Office of the Inspector General and the Port Authority's Police Department on matters of Contractor compliance and contractor integrity.
5. Ensure cooperation with Port Authority Police Department at the Facility, handling problems of mutual concern such as illegal solicitation of taxi service and other items

relative to security and property of both the Port Authority and patrons utilizing the taxi dispatch services.

6. Be responsible for the hiring, final selection and dismissal of all personnel under this Contract.
7. Be responsible for developing, overseeing and achieving a high level of customer service by all employees of the Contractor at each Facility in accordance with the Customer Care Airport Standards Manual (attached herein).
8. Review reports, both routine and ad-hoc, and recommend in-depth analysis regarding business trends that affect overall performance of the individual taxi lines covered under this Contract.
9. Directly Supervise the Audit Supervisor. Ensure that the Audit Supervisor is performing ongoing review of all activity and exception reports generated by the taxi dispatch system. Review activity and exception report findings on a routine basis with Audit Supervisor and report any issues of suspected abuse or malfeasance to the General Manager.
10. Provide proactive and innovative management that continually monitors and strives to improve operations. Analyze Facility activities in order to refine procedures to maximize customer service and efficiency.
11. In those cases where Port Authority action is required, submit recommendations and suggestions for consideration.
12. Take the lead in setting and enforcing standards regarding Contractor personnel's personal appearance, demeanor and job performance.
13. Conduct unannounced personal inspections at various times of the day and week to observe and evaluate performance of subordinate personnel in fulfilling performance and customer service standards and contractual obligations.
14. Be available on-call to the Port Authority Manager, Airport Access twenty-four (24) hours a day, to assist and advise on the operations of the Contractor hereunder.
15. The Regional Contract Manager shall not perform taxi-dispatching duties or act as relief for any subordinate staff.

b) Taxi Dispatch General Manager

There shall be one (1) General Manager assigned to EWR, one (1) General Manager assigned to JFK, and one (1) General Manager assigned to LGA/PABT. The General Manager shall act as overall manager of the Taxi Dispatch Service on behalf of the Contractor at the respective Facility, and be exclusively assigned to the Contract at each Airport listed above (as well as PABT for the LGA position) five (5) days a week, Monday through Friday during the hours 08:00 a.m. to 5:00 p.m. and/or at those times specified by the Airport or Facility Manager.

The General Manager is not permitted to leave the Airport during his/her scheduled workday without the approval of the Airport Manager. An individual acceptable to the Airport

Manager must cover all absences of the Taxi Dispatch General Manager such as those due to illness or vacation, or liquidated damages may be imposed as cited in the Section of this Contract entitled "Liquidated Damages". The following is a listing of major duties performed by this position:

1. Plan, organize, direct and control the work required for all the Contractor's personnel engaged in operating the taxi dispatch function at the Facility.
2. Abide by and ensure adherence to established policies, rules, procedures and regulations of the Port Authority as applicable at all Facilities.
3. Maintain close and proper liaison with the Port Authority Facility Manager or his/her duly designated representative on day-to-day operational problems and ensure cooperation of Contractor staff with authorized representatives of the Port Authority.
4. Maintain close liaison with, and ensure cooperation of Contractor staff with, members of the Port Authority's Audit Department and Office of the Inspector General on matters of contractor compliance and contractor integrity.
5. Ensure cooperation with the Port Authority Police at the Facility, handling problems of mutual concern such as illegal solicitation of taxi service and other items relative to security and property of both the Port Authority and patrons utilizing the taxi dispatch services.
6. Be responsible for the hiring, final selection and dismissal of Contractor personnel at the Facility.
7. Authorize and approve the purchase of supplies, services and materials associated with the administration and operation of the taxi dispatch services in accordance with this Contract.
8. Analyze operational activities in order to develop procedures to improve taxi dispatch service. Establish performance measures for the Contract and continuously identify means to ensure productivity and overall effectiveness.
9. Conduct unannounced personal inspections at various times of the day and week to observe and evaluate performance of subordinate personnel in fulfilling performance and customer service standards and contractual obligations.
10. Be available on-call to the Facility Manager twenty-four (24) hours a day, to assist and advise the Facility Manager on the operations of the Contractor hereunder.
11. Prepare written reports that may be required by the Facility Manager.
12. Investigate all internal complaints by staff regarding such issues as sexual or racial harassment. Investigate all external complaints regarding the taxi dispatch operation and/or the dispatcher staff. Document and report all findings to the Facility Manager. Investigate any reports of suspected abuse or malfeasance and report all findings to the Port Authority Office of the Inspector General.

13. The Taxi Dispatch General Manager shall not perform taxi-dispatching duties or act as relief for any subordinate staff, nor drive any employee to his/her post without express authorization from the Facility Manager.

14. Serve as the back-up for the Regional Contract Manager in their absence.

c) Taxi Dispatch Operations Managers

The Operations Manager assists the General Manager on a full-time basis and will be responsible for the administration and operation of the taxi dispatch services and locations. The following is a listing of major duties performed by this position:

1. Plan, organize, direct and control the work required for all the Contractor's employees and subcontractors engaged in operating the taxi dispatch function at the Facility.
2. Abide by and ensure adherence to established policies, rules, procedures and regulations of the Port Authority as applicable at the Facility.
3. Monitor and act upon all issues to include attendance and discipline. Establish a formal disciplinary program, acceptable to the Facility Manager and General Manager, which includes specific penalties for failure to follow required rules and procedures. Investigate all customer complaints and forward findings to the General Manager.
4. Serve as back-up to the Taxi Dispatch General Manager in their absence.
5. Initiate and direct the orientation of new employees as well as efforts designed to improve the efficiency of employees already on duty.
6. Directly supervise the Taxi Dispatch Supervisor staff. Ensure that Field Supervisors are performing ongoing inspections and that performance standards and proper procedures are being carried out in the field.
7. Maintain close and proper liaison with the Port Authority Facility Manager or his/her duly designated representative on day-to-day operational problems.
8. Assist in setting and enforcing standards for employee personal appearance and demeanor, including but not limited to attitude, personal contact with patrons, and uniform attire.
9. Aid the Taxi Dispatch General Manager in observing and evaluating each Supervisor's performance in the supervision of Dispatch employees under their direction, including conducting unannounced personal inspections at various times of the day and week.
10. Maintain close liaison with, and ensure cooperation of Contractor staff with, members of the Port Authority Audit Department and Office of the Inspector General on matters of contract compliance and contractor integrity.
11. Ensure cooperation with police at the Facility, handling problems of mutual concern such as illegal solicitation of taxi service and other items relative to security and property of both the Port Authority and patrons utilizing the taxi dispatch services.

12. Be responsible for the hiring, final selection and dismissal of Contractor personnel at the Facility.
13. Authorize and approve the purchase of supplies, services and materials associated with the administration and operation of the taxi dispatch services in accordance with this Contract.
14. Analyze operational activities in order to develop procedures to improve taxi dispatch service. Establish performance measures for the Contract and continuously identify means to ensure productivity and overall effectiveness.
15. Be available on-call to the Taxi Dispatch General Manager twenty-four (24) hours a day, to assist and advise the Taxi Dispatch General Manager on the operations of the Contractor hereunder.
16. Prepare written reports that may be required by the Facility Manager.
17. Investigate all internal complaints by staff regarding such issues as sexual or racial harassment. Investigate all external complaints regarding the taxi dispatch operation or its Dispatcher staff. Document and report all findings to the Port Authority Office of the Inspector General. Investigate any reports of suspected abuse or malfeasance and report all findings to the Facility Manager.
18. Coordinate hearings with the Taxi Commission.
19. Review all time sheets and documentation of time worked under the direction of the Operations Manager.
20. The Taxi Dispatch Operations Manager shall not perform taxi-dispatching duties or act as relief for any Taxi Dispatcher, Assistant Taxi Dispatcher or Field Supervisor, nor drive any employee to his/her post without express authorization from the Facility Manager.

d) Audit Manager

The Audit Manager reports directly to and assists the Regional Contract Manager in ensuring that adherence to contract requirements, performance measures, operational objectives and contractor integrity requirements is met on a constant basis. The following is a listing of major duties performed by this position:

1. Review all activity and exception reports generated by the taxi dispatch system, and document and report exceptions. Establish procedures for tracking exceptions.
2. Review activity and exception report findings on a routine basis with Regional Contract Manager and report any issues of suspected abuse, deviation from procedure or malfeasance to the Regional Contract Manager.
3. Must have knowledge of, be able to operate, and be able to generate exception and performance reports from the computerized taxi dispatching system.
4. Create monthly performance measures reports highlighting dispatch activity by terminal, by hour of day/day of week, number of cabs dispatched, short haul vs. long haul, dwell times in taxi holds and on terminal frontage taxi lines, and other performance measures as

may be required by the Port Authority Manager, Airport Access Programs or their designee.

5. Document and maintain files on all training completed by all Dispatch staff employed under this Contract. Maintain files on all background screening required under this contract.
6. Cooperate with members of the Port Authority Aviation Department/Airport Access Unit, Audit Division, Office of the Inspector General and Port Authority Police on matters of contract compliance and contractor integrity.
7. The Audit Manager shall not perform taxi-dispatching duties or act as relief for any Taxi Dispatcher, Assistant Taxi Dispatcher or Supervisor Taxi Dispatcher, nor drive any employee to his/her post without express authorization from the Facility Manager.

e) Supervisor

All Supervisors are required to monitor and ensure compliance by all staff to established Airport Customer Service Standards as required in Exhibit (H), entitled "Customer Care Airport Standards Manual" attached hereto. The following is a listing of major duties performed by this position:

1. Provide first-line supervision of all Assistant Taxi Dispatchers and Taxi Dispatchers at the Airports and Bus Terminal to ensure safe, honest and efficient service, which may include resolution of problems at taxi lines/queues.
2. Ensure that proper staffing levels are maintained and that adequate staffing is available at the taxi staging area and terminal frontages. Assist and recommend in the taxi queue patterns to maximize dispatch efficiency.
3. Maintain communication with Port Authority Operations field personnel, and the Taxi Dispatch General Manager and Taxi Dispatch Operations Manager, including notification of unusual situations.
4. Attend roll calls to ensure all staff are properly attired, are briefed on latest operational procedures and have all the necessary equipment to perform their functions.
5. Check the attendance of all subordinate employees and monitor their ability to perform required duties. Ensure that an employee judged to be unfit is not permitted to go on duty before all deficient conditions are corrected.
6. Instruct and train employees in duties, rules and regulations. Ensure that all operational procedures and instructions to employees are properly carried out.
7. Maintain accurate time sheets.
8. Gather incident information, document, prepare and review reports as needed.
9. Ensure adequate supplies are maintained for the operation of the taxi staging area and terminal frontages and report equipment malfunctions to Port Authority operations staff and the equipment vendor in a timely fashion.

10. Check all taxi dispatch booths, taxi hold offices, and areas for condition and serviceability. Note cleanliness, rubbish, broken glass, condition of equipment, doors, windows, signage, and instruction sheets. Note deficiencies and corrective action taken in supervisor's log.
11. Physically inspect vehicles operated by the Contractor for cleanliness and damage and report findings to Taxi Dispatch Operations Manager for corrective action.
12. Be familiar with, adhere to and enforce Taxi and Limousine Commission Rules and Regulations. When required, issue Taxi Dispatcher Program Violation Form against taxi drivers for violations of Taxi and Limousine Commission Rules and Regulations.
13. Ensure that Taxi Dispatchers and Assistant Taxi Dispatchers are providing a high level of service to all Airport and PABT Customers and are conducting the requirements in accordance with taxi commission regulations, facility rules and regulations and any other requirements as stipulated in the contract.
14. Have knowledge of, and be able to operate, the computerized taxi dispatching system. Must know how to operate the electronic Visual Message Sign located at the Central Taxi Hold at each facility, if applicable. Provide taxi advisories on the taxi hot line.
15. Taxi Dispatch Field Supervisors are not permitted to transport Taxi Dispatchers to their posts. The Taxi Dispatch Field Supervisor shall not cover any Taxi Dispatcher or Assistant Taxi Dispatcher post unless specifically approved by Port Authority operations personnel.
16. Perform any other related responsibilities or duties as required by the Contractor by the Facility Manager or his/her designee.

f) Taxi Dispatcher

1. Maintain an orderly flow of passengers and taxicabs and oversee the movement and expeditious loading of taxis.
2. Submit tour reports as required.
3. Prevent soliciting of customers.
4. Maintain an orderly taxi line ensuring that all drivers are at the taxi stand or on the taxi-loading line remain within the immediate proximity of their vehicles.
5. Advise customers of alternate means of transportation in the event there are no taxicabs available.
6. Coordinate group riding at curbside.
7. Monitor short haul return lines in the taxi staging area.

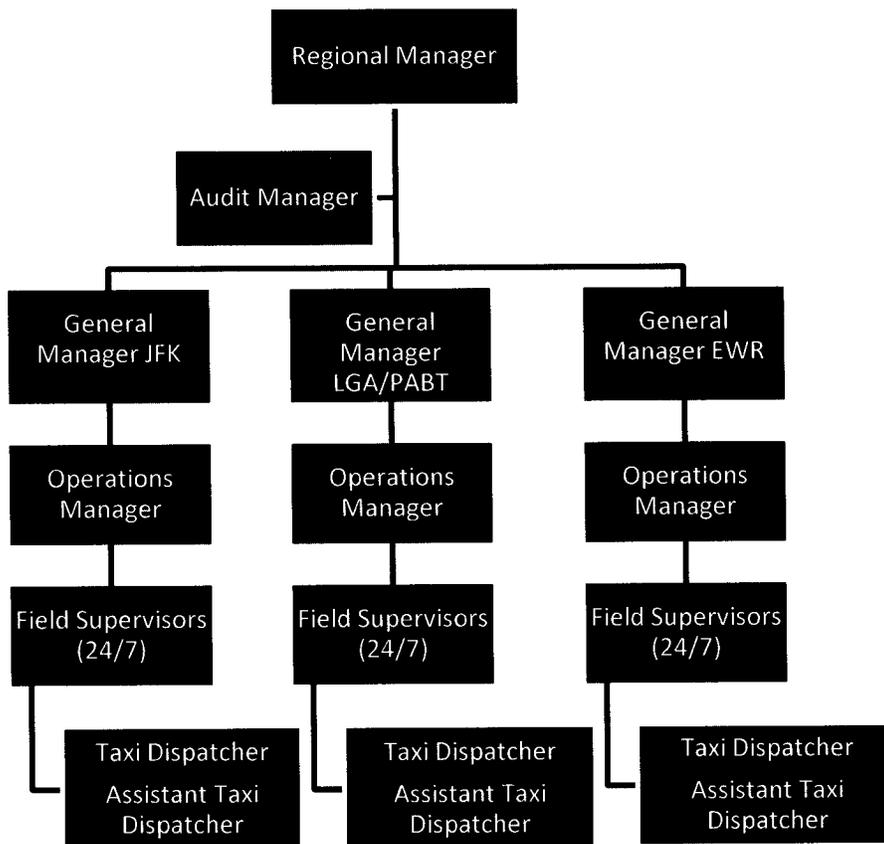
8. Issue Airline Terminal destination tickets to taxicabs in the taxi staging area utilizing electronic ticket dispensing machinery.
9. Assist with handicapped customers and other duties as required.
10. Dispatch taxis from the taxi staging area to Airline Terminals.
11. Advise customers of rules and regulations pertinent to the trip including the correct fare and meter rates to their destination.
12. Cooperate with Port Authority Police, Airport and/or PABT Supervisors and Taxi Commission agents in connection with the performance of the dispatcher duties provided herein.
13. Be familiar with, adhere to and enforce Taxi and Limousine Commission Rules and Regulations. When required, issue Taxi Dispatcher Program Violation Form against taxi drivers for violation of Taxi and Limousine Commission Rules and Regulations.
14. Distribute written material to customers, as directed by the Facility Manager.
15. Use electronic equipment in the performance of their duties.
16. Oversee orderly operation of the Limousine Staging Area. (LSA)
17. Remove snow and ice from work areas as directed by the Airport Manager and/or the PABT Manager.
18. Perform any other related responsibilities or duties as required by the Contractor by the Facility Manager or his/her designee.

g) Assistant Taxi Dispatcher

1. Assist the work of Taxi Dispatchers in the performance of their functions, as specified under "Taxi Dispatcher", above.
2. Maintain an orderly flow of passengers and taxicabs and work in conjunction with the Taxi Dispatchers in moving and expeditious loading of taxis.
3. Conduct inspections of taxis at the taxi staging area to ensure drivers and taxis meet appropriate service standards.
4. Maintain ongoing communications with the Contractor's Field Supervisor and Operations Manager, including notification of unusual situations.
5. Attend roll calls to ensure all staff are properly attired and have all the necessary equipment to perform their functions.
6. Cooperate with Port Authority Police, Airport and/or PABT Supervisors and Taxi Commission agents in connection with the performance of the dispatcher duties provided herein.

7. Be familiar with, adhere to and enforce Taxi and Limousine Commission Rules and Regulations. When required, issue Taxi Dispatcher Hack Complaints against taxi drivers for violation of Taxi and Limousine Commission Rules and Regulations.
8. Prevent soliciting of customers.
9. Gather incident information, document, prepare and review reports as needed. Submit tour reports as required.
10. Perform any other related responsibilities or duties as required by the Contractor by the Facility Manager or his/her designee.

Contractor's Organizational structure at each Airport shall resemble the following:



5. Customer Service Requirements

The Port Authority has established a policy that proactive, responsive, respectful and helpful customer service is of the utmost importance. This policy not only extends to all Port Authority employees and contractors, but also includes the companies (airport partners) whose staff contact customers while providing services at the Airports. In this regard, the Contractor hereby agrees to observe and comply with all applicable provisions of Exhibit G, "Performance Management Program".

6. Quality Assurance Program

The Port Authority, as its sole cost and expense, may retain an independent third party contractor to conduct random surveys eliciting information on staff courtesy and helpfulness, cleanliness of the facilities and equipment, staff appearance and such other measures of performance, and compliance with applicable standards referenced in the "Airport Service Standards Manual," Exhibit H attached hereto and any other measures of performance that shall be designated by the Manager on a monthly basis (hereinafter referred to as the "Mystery Shopper Program"). The Port Authority shall have the right, in its sole discretion, and without prior notice to the Contractor, to modify the Mystery Shopper Program. The Mystery Shopper will be conducted by persons and will record their findings using the "Taxi Dispatcher Evaluation Form", Exhibit D attached hereto. The Mystery Shopper is trained by the independent contractor, who shall base their evaluations on both their interactions with and observations of the Contractor's staff and operations.

7. Ethics Compliance Program for Contractors

The Contractor will implement and maintain an Ethics Compliance Program. The components of this Ethics Compliance Program include a Code of Conduct, a Zero Tolerance Policy, the designation of a Compliance Officer, a reporting Hotline, and other associated ethics functions, as required by the Port Authority. The Contractor will train its staff who are involved in the Contract about the Port Authority's Zero Tolerance Policy that relates to the acceptance of items of value by Port Authority employees. Please see attachment H, "Contractor's Integrity Provisions" for more information.

Within thirty (30) days of the award of this Contract, the Contractor shall submit to the Port Authority, for approval, a draft of the policies required under this section and a plan for implementation which shall include a timeline. Upon approval, the Contractor shall implement the policies in accordance within the approved timeline.

8. Whistleblower Policy for Contractors

The Contractor will maintain and enforce a non-retaliation (aka Whistleblower) policy that will protect its employees when making reports of misconduct affecting the Contractor and/or the Port Authority. The Contractor's Whistleblower Policy shall meet or exceed the requirements of the Port Authority's Whistleblower Policy, attached herein as Exhibit "K".

The Contractor shall have in effect, during the term of the Contract, a Whistleblower Policy, reviewed and approved by the Port Authority, covering Contractor staff performing work under this Port Authority Contract. The Whistleblower Policy should prohibit Contractor employees and officers from taking any adverse personnel action with respect to another officer or employee solely as a result of, or in retaliation for, his or her: (i) making a truthful report of information to the Contractor's designated Compliance Officer concerning conduct which he or she knows or reasonably believes to involve corruption, criminal activity, conflict of interest, gross mismanagement, gross waste of funds or abuse of authority by another Contractor officer or employee, which concerns his or her office or employment, or by persons dealing with the Port Authority, or performing work on Port Authority Contracts or premises, (collectively, "misconduct"); (ii) objection to, and/or refusal to participate in misconduct; or (iii) cooperation with an investigation by a public body, including provision of information or testimony with respect to misconduct.

The Contractor shall be responsible for implementing and enforcing the Whistleblower Policy and educating employees regarding the Whistleblower Policy. The Contractor shall relay any and all reports and allegations related to Work under this Port Authority Contract or concerning Port Authority employees immediately to the Port Authority's Office of Inspector General; failure to report may be considered a breach of this Contract.

Within thirty (30) days of the award of this Contract, the Contractor shall submit to the Port Authority, for approval, a draft of the Whistleblower Policy required under this section and a plan for implementation which shall include a timeline. Upon approval, the Contractor shall implement the policies in accordance within the approved timeline. Please see attachment J, "The Port Authority's Whistleblower Policy" for more information.

9. Contractor's Audit Program

Within thirty (30) days of the award of this Contract, the Contractor shall develop and submit an audit program in which the Contractor's management staff will ensure that its employees performing on this Contract are adequately trained, knowledgeable and equipped to perform their various functions and are performing them effectively in accordance with the Contract requirements.

10. Self Assessment Plan

Commencing on the first anniversary of the Commencement Date and on each anniversary of said date thereafter during the term of the Contract, including Option Period years, if any, the Contractor shall submit to the Port Authority, a self-assessment plan applicable to the forthcoming year, demonstrating the Contractor's compliance with the Average Direct Hourly Wage and Supplemental Benefits provisions of this Agreement, as well as any customer services, quality assurance, audit and ethics compliance programs.

11. Contractor Sponsored Employee Recognition and Incentive Program

- a) The Contractor acknowledges that an important part of fulfilling this obligation requires that the Contractor maintain a stable workforce whose knowledge of customer service duties and attitudes improves and grows with experience over time on the job; and that an important means of hiring and retaining such a workforce is recognition for achieving superior service standards with appropriate monetary and other incentives.
- b) The Contractor shall issue all incentive payments and awards to its employees. The Port Authority will not contribute or make incentive payments or pay the cost of any awards and activities under the Employee Recognition and Incentive Program. Incentive payments and awards made to employees hereunder are strictly the responsibility of the Contractor. The Contractor shall advise the Port Authority of the amounts hereunder by furnishing a listing of the awards and incentive payments given, to whom given, and evidence of the payment to the employee and other appropriate documentation as required by the Airport and/or Facility Manager.

- c) Contractor incentive payments to its employees under this Section shall not be considered or included in computing compliance with the payment of Average Hourly Wage and Supplemental Benefits under this Contract.

12. Method of Operation

- a) Employees shall not eat, drink or smoke while on post.
- b) No personal cell phones, mobile technology or other communication devices shall be allowed on post unless allowed by the Facility Manager.
- c) The Contractor shall develop and administer a progressive discipline program that is satisfactory to the Port Authority.
- d) The Contractor shall cooperate fully with the Port Authority when operational issues require consistency or coordination between the Contractor or its personnel and other Port Authority contractors or their personnel at one or more Port Authority Facilities.
- e) The Contractor shall cooperate fully with the Port Authority Police and the Office of the Inspector General in all matters of investigation related to criminal activity, waste, fraud, abuse or mismanagement related to the Contractor's operation or occurring at any of the taxi dispatch locations.
- f) The Contractor shall actively participate in "Customer Appreciation Days" and such similar programs as may be established by the Facility Managers from time to time, which may include special holiday celebrations, promotions or other efforts to make the Airport and Bus Terminal more pleasant and welcoming for customers.
- g) The Contractor shall ensure, through the above-mentioned programs and through active field observation and inspection, that no gratuities of any kind shall be solicited or accepted by it and by its personnel. Employees are prohibited from soliciting or accepting personal kickbacks, rebates or ANY form of "under-the-table" payment, either directly or indirectly. This does not only includes cash payments, but any other service or thing of value, which may be intended to influence the actions of any employee.

13. Qualifications of Employees

- a) The Contractor shall furnish competent and adequately trained personnel to perform the Taxi Dispatch Service hereunder. Prior to the assigning of any personnel to the Contract, the Contractor shall furnish to the Port Authority the references of the proposed individual detailing his/her experience within the past five (5) years and qualifications for the position.
- b) All Contractor personnel shall meet the following minimum requirements:
 - 1. Possess a high school diploma, or a general equivalency diploma.
 - 2. Possess a valid Driver's License.
 - 3. Speak and write English fluently.

4. Must have passed any background requirements specified in this Contract.
- c) Contractor personnel acting as Taxi Dispatcher, Assistant Taxi Dispatcher and Taxi Dispatch Supervisor hereunder must be fully capable of performing normal or emergency duties requiring moderate to arduous physical exertions such as:
 1. Standing or walking an entire shift.
 2. Climbing stairs.
 3. Lifting and carrying baggage up to 50 lbs.
 4. Exposure to severe weather conditions for an entire shift.
 - d) All Contractor personnel shall pass drug screening tests, including a comprehensive ten panel drug screen or its equivalent, to include screens for the following. The test shall be administered by and at the sole cost and expense of the Contractor, at the commencement of the Contract, and prior to hiring of all new employees, and randomly thereafter at the written request of the Port Authority.

Amphetamines	Methaqualone	Benzodiazepenes
Barbiturates	Methadone	Opiates
Marijuana	Propoxyphene	Morphine – if indicated
Phencyclidine (PCP)	Cocaine	Codeine – if indicated
		6MAM – if indicated

- e) Contractor personnel acting as Taxi Dispatcher, Assistant Taxi Dispatcher and Field Supervisor hereunder shall have a working familiarity with the geography of the New York/New Jersey metropolitan area as measured by a screening examination, produced by the Contractor at no expense to the Port Authority, with content approved by the Port Authority to be administered to potential Taxi Dispatchers prior to hiring or training.
- f) Conversational skill in another language is desirable for Contractor personnel acting as Taxi Dispatcher, Assistant Taxi Dispatcher and Field Supervisor hereunder.
- g) The Contractor shall furnish the Facility Manager, prior to the Commencement Date of the Contract and at any time during the period of the Contract including Option Periods, if any, as requested by the Facility Manager, at no expense to the Port Authority, information concerning the requirements and qualifications of the Contractor's personnel as listed above and shall submit evidence substantiating said qualifications and requirements to the satisfaction of the Facility Manager.
- h) The Contractor shall not employ in any capacity whatsoever under this Contract any person who, while employed hereunder, continues to be employed (including self-employment) in any capacity including, but not limited to, the Taxi and Limousine Commission of the Cities of Newark and Elizabeth, the Taxi and Limousine Commission of the City of New York, any taxicab operator in Newark or Elizabeth, New Jersey, any taxicab operator in the City of New York nor shall the Contractor employ any individuals who continue to have any financial interest in or receive any remuneration from any of the foregoing.
- i) Persons currently employed immediately prior to the Commencement Date of this Contract at the Airports and/or Facilities who do not meet the requirements of paragraphs (b) and (c) above may be employed by the Contractor as Taxi Dispatchers under the Contract, subject to

approval of the Airport and/or Facility Manager, provided such employment commences at the Commencement Date of the Contract.

- j) The Contractor shall maintain a personnel file, in its offices at the Facility, for each and every individual employed under this Contract and will document the employee's qualifications and any other information relative to their performance under this Agreement. The file should include all paperwork relative to the qualifications cited in this Contract, disciplinary action and any other information pertinent to the employee's performance. These records may be reviewed from time to time by the Port Authority and shall be retained by the Contractor in accordance with the paragraph entitled "Records and Reports", in the Standard Contract Terms and Conditions.

- k) The Contractor awarded this Contract shall be required to have its staff, and any subcontractor's staff working under this Contract, authorize the Port Authority or its designee to perform background checks. Such authorization shall be in a form acceptable to the Port Authority. The Contractor (and any approved subcontractor) may also be required to use an organization designated by the Port Authority to perform the background checks. The cost for said background checks for staff that pass and are granted a credential shall be reimbursed to the Contractor.

The Contractor shall have the capability (whether in-house or through contracted services) to perform the following categories of background investigations:

- a. Social Security Verification
- b. Address History Locator
- c. Financial Profile/Credit Analysis
- d. State Criminal
- e. Federal Criminal
- f. Comprehensive Criminal - a/k/a Nationwide Criminal offered through certain subscription databases State Civil Federal Civil Bankruptcy Sex Offender Patriot Act Department of Motor Vehicles Media Social/Professional Networking Websites
- g. The Port Authority reserves the right to request that the Contractor implement, either in whole or in part, the measures listed above as A. through F., at the Authority's discretion.

The background screening plan submitted by Contractor and accepted buy the Port Authority shall become part of the contract.

14. Training Provided By the Contractor and Port Authority

- a) Training for employees providing the Taxi Dispatch Service shall be mandatory unless otherwise modified or waived by the Port Authority. Any employee who has not satisfactorily completed such training (absent a waiver from the Authority) shall not be assigned by the Contractor as an employee for the Services under this Contract. The Contractor shall certify to the Facility Manager that all new employees have satisfactorily completed the required training prior to assignment to the Facility. The Contractor shall identify the personnel assigned to the Service by name, job classification, date of assignment to the Facility, dates of attendance at the formal orientation training and any other required training.

- b) All formal orientation training that is required, prior to the Taxi Dispatchers, Assistant Taxi Dispatchers or Supervisors being assigned to the Airport and/or PABT, shall be the responsibility of the Contractor. The Contractor will be responsible, at its own cost, for providing instructors, training, manuals and any other materials for the formal orientation training, as well as for all employee hours spent in this training.
- c) The formal orientation training for Taxi Dispatchers, Taxi Dispatchers, Assistant Taxi Dispatchers or Taxi Dispatcher Supervisors shall be approximately ten (10) working days in duration, five (5) of which shall be in the classroom and five (5) on the job. Assistant Taxi Dispatchers and Supervisors shall also complete an additional three-day supervisory skills course as noted in paragraph (e).
- d) The content of the formal orientation training shall be developed by the Contractor and is subject to the prior approval of the Facility Manager. The Contractor shall prepare both an instructor's and participant's training manual. Training shall include but is not limited to the following subjects. Participants shall complete a comprehensive exam covering same:
 - 1) Understanding, meeting/exceeding the customer's needs.
 - 2) Geographic orientation and indoctrination.
 - 3) Taxi & Limousine Commission Rules and Regulations.
 - 4) Facility Operations – familiarization with the services provided at the Facility locations.
 - 5) Facility communications: professional telephone conduct, airport terminology, effective and appropriate oral and interpersonal communications, handling customer complaints, conflict resolution and dealing with irate customers.
 - 6) Understanding the needs and concerns of disabled customers and how to address these needs. This includes all types of disabilities.
 - 7) Usage of Port Authority-owned handheld technology and dispatching equipment.
 - 8) Post assignments and work schedules. Specific duties and reporting relationships.
 - 9) Familiarization with, and applicable procedures related to, required forms and tour reports.
 - 10) Professional appearance standards.
 - 11) Appropriate emergency procedures and notifications.
 - 12) Traffic safety.
 - 13) Contractor's mission statement and core values and code of conduct.
 - 14) Progressive discipline.
 - 15) Maintaining a safe, comfortable and harassment free work environment.

- 16) Radio usage, terminology and procedures.
 - 17) Security Awareness and airport-specific security regulations.
 - 18) Integrity awareness.
- e) In addition to the initial training subjects listed in paragraph (d) above, the Contractor shall provide leadership training for Assistant Taxi Dispatchers, Taxi Dispatch Supervisors, Taxi Dispatch General Manager and Taxi Dispatch Operations Manager (hereinafter referred to as “supervisory personnel”). A syllabus for the Leadership Training shall be developed by the Contractor and shall be subject to the prior and continuing approval of the Facility Manager, which shall include but not be limited to the following subjects and any other relevant subjects the Facility Manager may deem appropriate:
- 1) Performance management and quality control.
 - 2) Setting examples of core values for the workplace.
 - 3) Administering progressive discipline.
 - 4) Leading and motivating employees.
 - 5) Inspiring individuals to achieve excellence.
 - 6) Conflict resolution.
 - 7) Setting priorities.
 - 8) Dealing with irate customers.
 - 9) Customer service standards and requirements.
 - 10) Managing a diverse workforce.
 - 11) Maintaining a safe work environment.
 - 12) Incident reporting and log entries.
- f) The Port Authority shall require Taxi Dispatch Supervisors and Taxi Dispatch Managers to complete Port Authority “Facilities Orientation and Knowledge Training” (sometimes referred to herein as “Customer Care Training”) or other such customer service training. Customer Care Training is a courtesy and customer awareness training program. The training will consist of an introductory class which will be approximately three (3) hours in length; refresher training may also be required, in the sole discretion of the Port Authority, annually thereafter which will be approximately three (3) hours in length. The Port Authority shall reimburse the Contractor for this training in accordance with the terms and conditions set forth in subsection (j) below.

- g) The Contractor shall certify to the Facility Manager's by the fifth (5th) business day of each month that its new employees have satisfactorily completed the required training prior to assignment to the Facility for the Service. The Contractor shall also certify to the Facility Managers that all required employees have satisfactorily completed the Customer Care Training within thirty (30) days of assignment to the Facility for the Service, unless the requirement has been waived by the Facility Manager.
- h) The Contractor acknowledges that it is of the utmost importance in th^e Contractor's performance of this Contract to make every effort to present as candidates for the Taxi Dispatcher, Assistant Taxi Dispatcher and Taxi Dispatcher Supervisor training program under this Contract only those persons that are willing to accept positions and that the Contractor shall have screened and determined can satisfactorily complete the training program and can otherwise fulfill the responsibilities of and meet the requirements for Taxi Dispatcher, Assistant Taxi Dispatcher and Taxi Dispatcher Supervisor under this Contract.
- i) In addition to any Customer Care Training as specified in paragraph (f) above, the Facility Managers may require the Contractor to institute in-service and refresher training programs as he/she deems necessary.
- j) The Contractor will be compensated for in-service training, Customer Care or refresher hours as if they were post hours based upon the job classification of the employee receiving the training. No compensation will be paid for the required training of the Taxi Dispatch General Manager or Operations Manager. All other costs shall be the responsibility of the Contractor, including without limitation any payments to instructors and the provision of instructional materials.
- k) All Taxi Dispatcher, Assistant Taxi Dispatcher and Taxi Dispatcher Supervisor personnel with previous experience as Taxi Dispatcher, Assistant Taxi Dispatcher or Taxi Dispatcher Supervisor prior to the term of this Contract shall be re-trained if required by the Facility Manager.
- l) The Port Authority will provide initial orientation training for the Taxi Dispatch Manager or other staff of the Contractor designated by the Port Authority who will be responsible for conducting formal orientation training, Airport Customer Care Training and any subsequent training, refresher or otherwise, for the Contractor's employees as indicated in the Section entitled "Training Provided by the Contractor and Port Authority." No payment shall be made to the Contractor for the hours the Taxi Dispatch Manager or other staff of the Contractor designated to be instructors participate in such training by the Port Authority. The Taxi Dispatch Manager shall at all times be thoroughly familiar with the subject material of all training provided to its employees.

15. Schedule for Dispatchers

- a) The Contractor shall furnish Taxi Dispatchers, Assistant Taxi Dispatchers and Field Supervisors at each Facility hereunder on a seven (7) day/week, 365 day/year (366 days during a leap year) basis as set forth in Exhibits A, B and C, attached hereto and hereby made a part hereof.
- b) The Port Authority shall also have the right at any time and from time to time, in its discretion, by notice to the Contractor, to relocate and change the location of any Taxi Dispatcher post on the Airport and/or PABT.

- c) All Contractor personnel assigned to duty at the Facility will report for duty ½ hour prior to each assigned tour for the purpose of tour roll call unless otherwise directed by the Airport Manager. The Taxi Dispatch General Manager or his/her authorized representative will conduct roll call and dispatch the Contractor's personnel to their assigned posts.

Roll call time prior to the commencement of actual post coverage is not to be considered post coverage hereunder and will not be included in the post hours for which the Port Authority is to be billed.

Meal and relief periods will not be considered post coverage and will not be included in the post hours for which the Port Authority is to be billed.

A regular 8-hour tour for a Taxi Dispatcher and Assistant Taxi Dispatcher shall include a minimum of a 45-minute meal period. Each Taxi Dispatcher and Assistant Taxi Dispatcher will receive an additional fifteen (15) minutes of relief time during each 8-hour tour. The 15 minute relief time may be scheduled in conjunction with the 45-minute meal period if operational circumstances warrant. Meal periods may not start until the Taxi Dispatcher or Assistant Taxi Dispatcher has been on duty a minimum of 3 hours. Employees will not be permitted to take their meal and relief periods on post. Taxi Dispatchers and Assistant Taxi Dispatchers shall not leave their posts unless instructed to do so and unless relief is supplied. The Port Authority will not compensate the Contractor for the meal period and the relief time.

In addition to the Exhibits as set referenced above in paragraph (a), the Contractor shall provide to the Port Authority the schedules for those Taxi Dispatchers, Assistant Taxi Dispatchers and Field Supervisors required to appear at hearings before the New York City Taxi and Limousine Commission, or the Newark and Elizabeth Taxi and Limousine Commission as a result of complaints issued by said Taxi Dispatchers, Assistant Taxi Dispatchers or Supervisors against taxicab drivers for violation of the Rules & Regulations of the New York City Taxi and Limousine Commission or Newark and Elizabeth Taxi and Limousine Commission. The Contractor shall ensure that the personnel required to be present at such hearings are knowledgeable about the circumstances involved in the violation and are present on the date and time specified. The Contractor will be reimbursed at the hourly rate applicable to the Contractor's personnel required to be present at such hearings, with each hour of attendance at such hearings for each employee to be deemed an hour of post coverage hereunder and subject to all terms and conditions hereof. In addition the Contractor may be reimbursed at the discretion of Port Authority for up to 2 hours travel time at the applicable hourly rate for such employee required to attend such hearings. Regardless of such hearing, adequate coverage at the Facilities must be maintained at all times.

16. Scheduling of Work

- a) The Contractor shall, during the term of this Contract with respect to Work covered by these Specifications, submit to the Facility Manager a written report generated by computer as herein described, setting forth the Contractor's advance scheduling for each three (3) month period of the Contract, which report shall include the Work scheduled by the Contractor to be accomplished during said three (3) month period, the dates and time of day when such Work will be done, the number of staff to be assigned to each shift, the breakdown of full-time and part-time hours indicated for the period, and such other information as the Authority may from time to time require, which report shall be subject to the

continuing approval of the Facility Manager.

- b) The first such report covering the first three (3) months of this Contract shall be submitted by the Contractor within ten (10) days prior to the commencement of this Contract and each subsequent three (3) month report shall be submitted by the Contractor at least twenty (20) days prior to the commencement of each such three (3) month period. The Contractor shall also submit promptly to the Facility Manager a written report of any changes in the aforesaid scheduling it contemplates making during the course of any three (3) month period, but no changes shall be made without the prior written approval of the Facility Manager.
- c) The Contractor shall procure and maintain at its own expense, a computer and software program for use in the scheduling of Work and monthly billing. The software program shall be compatible with the Facility's Windows-based software program, and must be email capable.
- d) All invoices and schedules must clearly indicate the appropriate line items as set forth on the Contractor's Pricing Sheet(s), accepted by the Port Authority and made a part of this Contract.
- e) The Contractor shall, within twenty-four (24) hours, comply with any oral or written requests given by the Facility Manager to correct or remedy a condition or situation deemed by the Facility Manager to require action.
- f) Immediate response shall be expected of the Contractor's personnel for any condition or situation determined by the Facility Manager to constitute any emergency. The Contractor shall submit to the Facility Manager on the first day of each calendar month during the term of this Contract a written monthly report setting forth the actions taken by the Contractor with respect to any matters which the Facility Manager may have, during the preceding month, requested the Contractor to correct or remedy. All accomplishments including resolution of emergencies, problems and unusual circumstances must be included in the monthly report.
- g) The Contractor hereby further agrees to furnish to the Port Authority from time to time such other written reports requested in connection with its operations hereunder as the Authority may deem necessary or desirable in connection with the Authority's responsibility as the operator of the Facility.

17. Tours of Duty

- a) The Port Authority will compensate the Contractor for post hours. Post hours include only that time at which an employee is on his or her post. Post hours do not include roll call, transportation to or from the roll call location, meal breaks, relief time or any other time off post. Post coverage is to be continuous during the hours specified.

- b) The Contractor shall, at its expense, transport Taxi Dispatchers and Assistant Taxi Dispatchers from the roll call area to their assigned posts at the start of the tour and return them at the end of the tour. Post hours do not include transportation to or from the roll call location or to or from the post.
- c) Notwithstanding any other term or provision hereof, the Contractor's personnel shall not leave their post unattended, at any time, unless permission by the Contractor is obtained from the Facility Manager or its designated representative, subject to the discretion of the Facility Manager. Personal excused time, not to exceed two (2) separate ten (10) minute periods during an eight (8) hour tour of duty, shall be permitted for Assistant Taxi Dispatchers and Taxi Dispatchers. Such breaks shall be scheduled in advance and are not to be combined with any meal periods. These breaks shall be logged and a copy of this form forwarded to the Port Authority daily.
- d) The minimum post tour coverage per employee shall be four (4) continuous hours unless specifically provided elsewhere in this Contract. The maximum post coverage per employee shall not exceed twelve (12) continuous hours without the prior approval of the Airport Manager or Facility Manager.

18. Material, Equipment, and Supplies

- a) The Port Authority shall supply and maintain all Taxi Dispatcher booths required in connection with the services under this Contract. The Contractor shall take good care of all said enclosures and shall ensure that they are properly maintained in connection with the Service, shall replace or repair any enclosure damaged or destroyed by its employees (excluding however normal wear and tear) or, at the discretion of the Port Authority, shall pay to the Port Authority the cost of such repair or replacement.
- b) The Contractor shall be responsible for all equipment provided by the Port Authority. If such equipment is damaged or destroyed due to misuse or negligence on the part of the Contractor, the Contractor shall be required to reimburse the Port Authority for the cost or replacement thereof. A tagged inventory register shall be maintained by the Contractor on tools and equipment with a unit value in excess of One Hundred Dollars and No Cents (\$100.00).
- c) The Contractor shall be required to purchase and maintain a sufficient supply of all necessary short haul ticket stock supplies and ancillary material as may be required to operate the ticket dispensing equipment in the Central Taxi Stack, as well as all other related items associated with this Contract. All costs for short haul ticket and ticket dispensing stock for the Central Taxi Stack will be paid with the Extra Work provisions to the Contractor by the Port Authority.
- d) The Contractor may be required to supply, at its own cost and expense and maintain throughout the term of the Contract, sufficient time clocks that stamp the following information (Julian date, calendar date and year, and military time) to be used in conjunction with the short haul ticket program.
- e) Title to all such time clocks shall be in the name of the Port Authority and all such time clocks shall become the property of the Port Authority at the expiration or earlier termination of the Contract.

19. Communication and Dispatch Equipment

- a) The Port Authority shall have the right, upon commencement of the Contract and at any time during the term of this Contract, to require the Contractor, at its sole cost and expense, to purchase and provide two-way radios, including antennas, beepers, cellular telephones or other communication devices, power supplies, batteries and other equipment associated therewith (such two-way radios, cellular telephones or other communication devices, together with all antennas, power supplies, batteries and other equipment associated therewith being herein called “the radio equipment”) for use by Taxi Dispatch Supervisors or others performing services under this Contract. The Port Authority may also require the Contractor to install such equipment in the vehicles used to provide the Taxi Dispatcher Transportation Services as required in the Section of this Contract entitled “Vehicular Transportation Services”, as may be specified from time to time by the Facility Managers. The Port Authority may also elect to provide all or part of the radio equipment and install the same itself.
- b) The Contractor shall operate all equipment in such manner and using such procedures as shall be specified and directed from time to time by the Facility Manager. Such portions of the equipment or other communication devices as may be portable, if any, shall be returned to the Port Authority when not actually being used, if directed by the Facility Manager from time to time.
- c) The Contractor, at its sole cost and expense, shall also obtain a standard service contract covering the radio equipment at the direction of the Port Authority. Such purchase shall include installation where necessary and shall be pursuant to such service contract as may be acceptable to the Port Authority, in form and substance. The maintenance and repair of the radio or other communication devices shall be performed by a service company authorized by the manufacturer thereof to perform repairs on its behalf and shall cover all hardware and software. The service Contract shall be performed by a local vendor capable of providing support within 24-hours of a service call.
- d) The Contractor shall also obtain a standard service contract covering the electronic taxi dispatch equipment at the direction of the Port Authority. Such purchase shall include installation where necessary and shall be pursuant to such service contract as may be acceptable to the Port Authority, in form and substance. The maintenance and repair of the taxi dispatch equipment shall be performed by a service company authorized by the manufacturer thereof to perform repairs on its behalf and shall cover all hardware and software. The service contract shall be performed by a local vendor capable of providing support within 24-hours of a service call. Cost associated with the maintenance and repair of the Taxi Dispatch System will be reimbursed to the Contractor at cost with no mark-ups. The Port Authority may, at any time upon 30 days notice to the Contractor, enter into a service agreement directly with a maintenance contractor for the electronic taxi dispatch system.
- e) All maintenance and repair of the radio and taxi dispatch equipment shall be performed by the Contractor. The Contractor shall give the Facility Manager immediate oral notice of any defect, state of disrepair or damage to the radio equipment or any part thereof. If such repair or maintenance is due to misuse or lack of normal care in handling the radio and taxi dispatch equipment on the part of the Contractor or its employees, liquidated damages may be assessed by the Authority as delineated in Part III, Section 5 entitled “Liquidated Damages”.

- f) Title to the radio equipment and taxi dispatch equipment used or required by this Contract shall be and remain in the Port Authority at all times and at the revocation, termination or expiration of this Agreement, the radio and taxi dispatch equipment shall immediately be returned to the Port Authority by the Contractor.
- g) The Contractor shall protect and take good care of the radio and taxi dispatch equipment, shall instruct its personnel in the proper operation and care thereof, and shall return the radio and taxi dispatch equipment to the Port Authority when and as may be required by the Facility Manager from time to time in the same condition as delivered to the Contractor excepting only reasonable wear and tear.
- h) The cost of repairs, replacements and maintenance of the radio and taxi dispatch equipment occasioned in whole or part by the acts or omissions of the Contractor or its Representatives or employees and not due to ordinary wear and tear will also be the obligation of the Contractor. The Port Authority will require the Contractor to supply weekly status reports as to the condition of all radios and taxi dispatch equipment. Monthly audits will be made by the Port Authority supervisors to ensure that all equipment is being well-maintained and receiving proper care.
- i) The Contractor shall obtain at its sole cost and expense, in the name of the Contractor, Federal Communications Commission (FCC) approval and all other licenses, permits or approvals as required to operate said equipment at the Facility. The Contractor shall only use such radio frequency in the manner and to the extent directed by the Port Authority so as to assure that the use of such frequency complies with any and all requirements of the FCC.
- j) The Port Authority shall have the right to physically observe the Contractor's use of the radio and taxi dispatch equipment. Upon the expiration or sooner termination of this Agreement, the Port Authority have the right to direct the Contractor to surrender any license issued by the FCC to the Contractor which is used in connection with this Contract to the FCC or to seek the consent of the FCC to its assignment to the Port Authority or to such other person as the Port Authority may direct.

20. Uniforms

- a) The Contractor shall provide and pay for a distinctive uniform for all of the Contractor's personnel acting as Taxi Dispatcher, Assistant Taxi Dispatcher and Taxi Dispatch Supervisor at the Facilities. Without limiting the generality of any other term or provision hereof, initial supply costs and all subsequent costs attendant with the cleaning and replacement of the aforementioned uniforms shall be borne solely by the Contractor. At the expiration or earlier termination of the Contract, the uniforms shall be and become the sole property of the Port Authority. A Port Authority patch (stating each airport and the bus terminal) shall be affixed to each shirt, vest, jacket, blazer or outer garment (for each airport and the bus terminal) as directed by the Port Authority. The Contractor's personnel shall not wear any insignia, badges, buttons, patches or embroidered emblems or letters, which identifies the Contractor's company or corporate name. The basic uniform will also include foul weather and winter gear. The Contractor shall be responsible for ensuring that its employees at all times wear their uniforms and appropriate shoes. The Contractor shall also supply its personnel, at no cost to the Port Authority, with related uniform equipment as specified by the Facility Manager. All uniforms, colors, types and styles shall be subject to the prior and continuing approval of the Facility Manager. The Contractor shall be responsible for ensuring that its employees at all times wear their required uniform and it shall cause its employees to change

to freshly cleaned and pressed uniforms at least once every other day. Uniforms shall be supplied in the minimum quantities indicated in, and conform to, the specifications set forth in Exhibit E entitled "Uniforms Specifications" attached hereto and hereby made a part thereof.

- b) The Port Authority may require the Contractor to affix certain distinctive insignia or shields on the uniforms worn by its personnel. Such insignia shall be supplied to the Contractor by the Port Authority. All such insignia must be returned to the Port Authority at the termination of the Contract. The Contractor shall be liable for loss of any or all insignia or equipment provided by the Port Authority.
- c) The Contractor shall provide and its employees shall wear, carry or display as required by the Facility Manager a badge, number or some other appropriate means of picture identification, which shall be subject to the prior and continuing consent of the Port Authority, in writing. None of the costs of such badges, means of identification and uniforms (or replacements hereof) shall be reimbursed to the Contractor.
- d) The Contractor will be required to enforce strict grooming standards.
- e) The Contractor shall prohibit its employees from wearing excessive jewelry.
- f) Each Taxi Dispatcher, Assistant Taxi Dispatcher and Supervisor uniform issue shall consist of all items as listed in Exhibit E entitled "Uniform Specifications".
- g) If the Contractor is unable to provide its employees with uniforms as specified above for a period of up to thirty (30) days after the commencement of the Contract, the Contractor shall not be deemed in default hereunder provided, however, that all employees during said period shall be properly and uniformly dressed in a style and color uniform utilized regularly by the Contractor and subject to the prior approval of the Facility Manager. Effective thirty (30) days after the commencement of the Contract, this paragraph shall be deemed null and void and Paragraphs (a) through (f) above shall be controlling, and all uniform requirements and specifications shall be deemed in full force and effect.
- h) Without limiting any other terms or provisions of the Contract, failure of the Contractor to require that each Taxi Dispatcher, Assistant Taxi Dispatcher or Taxi Dispatch Supervisor be suitably attired and outfitted will be deemed a breach of the Contractor's obligations hereunder and liquidated damages may be assessed in accordance with Contract-Specific Terms and Conditions, Section 6 ("Liquidated Damages"), subsection (v). Employees will not be permitted to work their assigned tour unless properly attired in accordance with the provisions of this Section.

21. Contractor's Employee Requirements

- a) The employees of the Contractor shall wear uniforms as specified herein on which each must display on the garment visible to the public, an identification card, which shall be provided by the Contractor. The said identification card shall only be issued to Contractor personnel who have undergone all background screening or investigation as specified under this contract. All Contractor personnel who are issued an identification card must wear it at all times while on the Facility. The identification card and other means of identification and uniforms shall be subject to the prior written approval of the General Manager of the Airport.

- b) Without limiting the generality of the Contractor's obligations hereunder, the Contractor shall require its employees when they are engaged in the performance of the Service, to sign in on daily time forms or punch in on time clocks at the time of starting work and sign out or punch out when finishing work at such point(s) at the Facility as may be designated from time to time by the Facility Manager. A daily summary of the information from the time forms and time clocks, as well as daily summaries of the actual time each employee spent in the performance of the Service, shall be prepared by the Contractor and a true copy thereof shall be submitted to the Port Authority from time to time as requested by the Facility Manager. The Port Authority shall have the right to have a representative present during the signing in/out and punching in/out as aforesaid and during the preparation of said summaries and forms.
- c) The Contractor recognizes that it is important to establish a detailed and specific disciplinary program for its employees. Consequently, the Contractor will develop and institute a formal disciplinary program at the commencement of the Contract, acceptable to the Facility Manager, which enumerates specific penalties for failure to follow required rules and procedures. The program must be structured in such a way as to insure that it is administered fairly and consistently.
- d) All subcontractors as may be consented to and approved by the Port Authority who provide personnel to the Contractor for work under this Contract shall be given written notice to comply with all requirements of the Contract. The Contractor shall be responsible and liable for the performance and acts of each subcontractor.
- e) The Contractor's Managers shall provide standard reports, some of which are listed below. These reports shall be provided at a frequency acceptable to the Facility Manager. The Contractor must be able to generate ad-hoc reports as well.
 - a. Exception reports
 - b. Transaction detail report
 - c. Dispatcher summary
 - d. Shift detail report
 - e. System Activity
 - f. Taxi Medallion/Vehicle Report
 - g. Voided Transactions
 - h. Lot wait times
 - i. Daily, weekly and monthly reports

22. Vehicular Transportation Services

- a. The Contractor, in connection with the furnishing of Taxi Dispatch Services hereunder, will be required to provide vehicular transportation services for the purpose of transporting Contractor personnel to and from posts on the Airport and for carrying out all other functions and obligations of the Contractor in performing the Taxi Dispatch Service hereunder (said vehicular transportation service being hereinafter called "the Taxi Dispatch Transportation Service").
- b. The Contractor must continuously provide a minimum of eight (8) vans (as fully described in Exhibit F entitled "Vehicular Specifications") in the performance of the Services, which shall be available for service on a 24-hour a day basis:

- Two (2) fifteen (15) passenger vans and one (1) seven (7) passenger van assigned to JFK;
- Two (2) seven (7) passenger vans assigned to LGA;
- Two (2) seven (7) passenger vans and one (1) fifteen (15) passenger van assigned to EWR.

The Contractor shall also provide, on a monthly basis, an up-to-date list of its vehicles assigned to this Contract, including make, model, model year, VIN number and in-service status, to each Facility Manager.

- The Contractor shall provide the driver at no additional cost to the Port Authority. The vehicles shall be available for duty on a 24-hour basis. The vehicles shall at all times be used exclusively in and shall be devoted solely to the Taxi Dispatch Transportation Service hereunder. Such vehicles shall be equipped with functioning air-conditioning and heating systems, in first-class operating condition and appearance and equipped to perform the Services hereunder in a satisfactory manner. The foregoing vehicles (collectively referred to as "the Taxi Dispatch Fleet" and individually referred to as "a Taxi Dispatch Vehicle") shall be at the time of entry into service under this Contract, and shall at no time thereafter, be more than three (3) model years old. Compensation for the vehicles will be in accordance to the all inclusive "Fleet Operating Charge" inserted by the Proposer in the Cost Proposal sheets.
- Parking for Taxi Dispatch Vehicles will be provided at the Airport, at no charge, at such locations as may be designated by the Manager. Any Taxi Dispatch Vehicle, which at any time is not in use or on duty, shall be parked on the Airport and subject to call at such time or locations as may be designated by the Airport Manager.
- Except for fueling, maintenance, repair and cleaning, which shall all be accomplished as expeditiously as possible in order to return the Taxi Dispatch Vehicle to duty as quickly as possible, and except as otherwise directed or permitted by the Airport Manager for the performance of the Taxi Dispatch Service hereunder, no Taxi Dispatch Vehicle shall be removed from the Airport and each Taxi Dispatch Vehicle shall be used only and exclusively for providing the Taxi Dispatch Service under this Contract. The Contractor shall register each Taxi Dispatch Vehicle under the laws of the State in which the Airport is located and shall comply with all State and other laws, rules and regulations applicable to the operation thereof.
- In the event, at any time during the term of this Contract, a Taxi Dispatch Vehicle is lost or destroyed or so damaged or is in need of such repair that it cannot be repaired in a period of fifteen (15) days, said vehicle shall be removed from and no longer be a Taxi Dispatch Vehicle. In the event of such permanent removal of the Taxi Dispatch Vehicle, the Contractor shall, at no cost or expense to the Port Authority, replace said removed vehicle with another vehicle meeting the requirements and specifications set forth herein and equipped as required herein.
- In the event that any Taxi Dispatch Vehicle is damaged or is in need of repair and such can be completed in fifteen (15) days or less, the Contractor shall immediately proceed with such repair and provide in lieu of such Taxi Dispatch Vehicle or for temporary use as a Taxi Dispatch Vehicle hereunder, subject to the prior approval of the Airport Manager, a replacement vehicle of substantially the same carrying capacity, style and type as the one being repaired, which vehicle shall be adequately equipped for such service.

- h. Any Taxi Dispatch Vehicle which, in the opinion of the Airport Manager, fails to meet the requirements as herein set forth, shall immediately, upon his/her oral direction, be removed from service and another vehicle shall be immediately substituted for the vehicle removed. The vehicle shall not be returned to service until the condition complained of has been corrected.
- i. Without limiting the generality of any of the other terms and provisions of this Contract and the obligations of the Contractor hereunder, the Contractor shall comply with the procedures established from time to time by the Airport Manager with respect to the operation of the Taxi Dispatch Transportation Service. Such procedures shall include, but not be limited to, procedures with respect to the manner and method of dispatching vehicles, monitoring the use of vehicles, the written forms to be used by dispatchers and drivers in recording vehicular operation, usage and maintenance and any and all other procedures and forms which may be necessary or desirable in connection with the operation of the Taxi Dispatch Transportation Service hereunder.
- j. In the utilization of the Taxi Dispatch Vehicles, the Contractor shall use proper methods of dispatch and assignment so that no one vehicle is used to a substantially greater degree or frequency than the other Taxi Dispatch vehicles. In the event, for any reason, a vehicle of the Taxi Dispatch Service Fleet shall not be available when needed for use in providing the Taxi Dispatch Transportation for any day or portion thereof, then Liquidated Damages may be assessed in accordance with Part III Section 5.
- k. Notwithstanding the generality of any other term or provision hereunder, it is expressly understood and agreed that all costs of the Contractor of whatever kind or nature or whether imposed or arising directly upon the Contractor under or because of the terms and provisions hereof or in any other manner whatsoever because of the requirements of the operation of the Taxi Dispatch Transportation Service hereunder including, but not limited to, purchase, repair, replacement, painting, fuel, oil, license fees and insurance, shall be borne by the Contractor and without compensation or reimbursement from the Port Authority except as specifically herein set forth in this provision, with the exception of fuel for the vehicles used in the operation at John F. Kennedy International Airport where the Port Authority will purchase and supply all fuel necessary to operate the Taxi Dispatch Transportation Service. All fuel provided by or paid for by the Port Authority may be used only for the performance of Services under this Contract with the Port Authority.
- l. The Port Authority shall have the right, at any time and from time to time during the term of the Contract, to increase the number of vehicles of the Taxi Dispatch Transportation Service Fleet on at least thirty (30) days notice to the Contractor (but in no event shall the Taxi Dispatch Transportation Service Fleet be increased to more than ten (10) vehicles). Upon the effective date of such notice, the Contractor will provide such additional vehicles and these vehicles shall be and become a part of the Taxi Dispatch Transportation Service Fleet subject to and in accordance with all of its terms and conditions hereof, including without limitation the aforesaid Vehicular Specifications. In the event of an increase in the number of vehicles comprising the Taxi Dispatch Transportation Service Fleet, the Monthly Taxi Dispatch transportation charge shall be adjusted on the effective date of such increase of vehicles as follows: The Monthly Operating Charge then in effect shall be adjusted by adding thereto the applicable Monthly Operating Charge Per Vehicle fee set forth on the Cost Proposal Form for each vehicle added to the Service as deemed necessary by the

Facility Manager, comprising the Taxi Dispatch Transportation Service Fleet and such increased fee will thereafter constitute the Monthly Taxi Dispatch Transportation Charge. In the event such adjustment is made on other than the first of a calendar month, the Monthly Operating Charge for said month shall be appropriately prorated.

- m. The Port Authority shall have the right to require the Contractor to provide Services pursuant to this Agreement to meet temporary peak demands at the Facilities, which Services may require that more than two (2) vehicles be in service at any one time at each airport. In such event, upon eight (8) hours' notice (which may be oral) from the Airport Manager, the Contractor shall promptly obtain and supply a Taxi Dispatch Transportation Fleet Vehicle for such period as shall be specified in said notice.

- n. Upon receipt of the aforesaid notice from the Port Authority, the Contractor shall promptly either: (a) advise the Port Authority that the Contractor proposes to and will itself supply an additional Taxi Dispatch Transportation Service Vehicle for use in providing the service and the Contractor's charge to the Port Authority therefor or (b) advise the Port Authority that the Contractor proposes to hire a vehicle from an independent third party contractor and the cost to the Contractor therefor. In the event the Contractor proposes to itself supply an Additional Taxi Dispatch Vehicle as aforesaid, the Facility Manager may accept or reject said proposal by the Contractor. Upon notice to the Contractor of acceptance, the Contractor shall provide the Additional Taxi Dispatch Vehicle as required. Upon notice to the Contractor of acceptance of a hired vehicle from an independent third party, the Contractor shall promptly hire an Additional Taxi Dispatch Vehicle from a third party Contractor for use in the Service for the specified period. The payment by the Contractor to the independent third party who shall have provided an additional vehicle or the charge of the Contractor to the Port Authority for Additional Taxi Dispatch Vehicles is an "Additional Vehicle Cost". The Contractor hereby agrees that it will at all times engage in arms length transactions with third party contractors so as to achieve and secure fair and equitable prices and in no event shall it pay a price above that prevailing at the Airport or the Terminal and further agrees that should the Contractor propose its own vehicle to the Port Authority as an Additional Taxi Dispatch Vehicle, the charge therefor will be fair and reasonable and will not be higher than that prevailing at the Airport or the Terminal. The payment of the "Additional Vehicle Cost" pursuant to this paragraph shall not be made by the Port Authority to the Contractor unless (1) the Contractor's proposal for the use of the Contractor's own additional vehicle and the cost therefor shall have received the prior written consent of the Facility Manager or (2) the permission to engage an additional vehicle from a third party contractor and the cost thereof shall have received the prior written consent of the Facility Manager and the Contractor shall have fully paid the same. "Additional Vehicle Cost" shall be at the prices in the cost proposal sheets accepted by the Port Authority.

- o. Vehicle maintenance reports are to be maintained by the Contractor and will be subject to inspection and review by the Airport Manager or Facility Manager.

23. Transitioning Services at Start/Termination of the Contract

The Contractor is required to submit and follow a Port Authority approved transition plan to ensure an orderly transition at the commencement of and end of the term of the Contract. A transition plan shall be submitted prior to start of this Contract as part of the Proposer's response to the Request For Proposals (RFP). Once accepted, this transition plan shall

become part of the Contract. The Contractor will be expected to actively participate in discussions and adhere to written plans that clearly specify the transition period and responsibilities.

24. Space Provided to the Contractor

- a) The Port Authority may furnish to the Contractor, subject to availability, and without charge to the Contractor, exclusive or non-exclusive space at a location or locations at the Airport (to be designated by the Port Authority) (the "Space") to be used by the Contractor for clerical and management functions solely in connection with the Contractor's operations hereunder and for the storage of the Contractor's equipment, materials and supplies used on the Airport. The Contractor must supply all office equipment, including but not limited to, the office furniture, supplies, telephone equipment and telephone service for the Space. The Contractor shall keep the Space at all times in a clean and orderly condition and appearance. The use of the Space shall be subject to all of the terms, provisions and conditions of this Agreement, including, but not limited to, indemnification, repair and removal of property.
- b) The Contractor acknowledges that it has examined any Space provided and hereby accepts the same in its present "as is" condition. The Port Authority by its officers, employees, and representatives shall have the right at all times to enter upon the Space for the purpose of inspecting the same, for observing the performance of the Contractor of its obligations under this Contract, and for the doing of any act or thing which the Port Authority may be obligated to or have the right to do under this Contract or otherwise. The Contractor shall repair all damage to the Space and all damage to fixtures, improvements, and personal property of the Port Authority which may now or may hereafter be located thereon, which may be caused by the operations of the Contractor under this Contract or by any acts or omissions of the Contractor, its officers, agents, employees or representatives, whether the damage occurs during the course of their employment by the Contractor or otherwise. Without limiting the generality of the foregoing, the Port Authority shall have the right, for its own benefit and for the benefit of others at the Facility, to maintain existing and future utility systems or portions thereof on the Space and to enter upon the Space at all reasonable times to make such repairs, replacements, additions or alterations as may, in the opinion of the Port Authority, be deemed necessary or advisable. It is understood that the foregoing shall not impose or be construed to impose upon the Port Authority any obligations to inspect, construct or maintain the Space or to make repairs, replacements, alterations or additions to the Space, nor shall it create any liability for any failure to do so.
- c) Upon the expiration or earlier termination or revocation of this Contract or upon the substitution by the Port Authority of any of the Space, the Contractor shall promptly vacate the Space and leave the same in the condition existing as of the commencement of the Contractor's occupancy and use thereof, reasonable wear and tear excepted.
- d) Upon the expiration or earlier termination or revocation of this Contract, the Contractor shall remove its equipment, materials, supplies, and other personal property from the Space and elsewhere at the Facility. If the Contractor shall fail to remove its property on or before the expiration, termination or revocation of this Contract, the Port Authority may remove such property to a public warehouse for deposit or retain the same in its own possession, and in either case may dispose of the same as waste material or sell the same at public auction, the proceeds of which shall be applied first to the expenses of removal, storage and sale, second to any sums owed by the Contractor with any balance remaining to be paid to the Contractor;

if the expenses of such removal, storage and sale exceed the proceeds of sale, the Contractor shall pay such excess to the Port Authority upon demand. Without limiting any other term or provision of this Contract, the Contractor shall indemnify and hold harmless the Port Authority, its Commissioners, officers, agents, employees and contractors from all claims of third persons arising out of the Port Authority's removal and disposition of property pursuant to this Section, including claims for conversion, claims for loss of or damage to property, claims for injury to persons (including death), and claims for any other damages, consequential or otherwise.

- e) In the event the Port Authority does not furnish the Contractor with Space, the Contractor will be required to obtain its own space either on or in close proximity to the Airport, such space to be used solely for its operations hereunder. The space furnished by the Contractor, including its size, location and condition, among other things, shall be subject to the prior and continuing approval of the Airport Manager. The Port Authority shall pay to the Contractor for the monthly cost of such space as set forth in the Contractor's Price Sheet and accepted by the Port Authority.

25. Parking

Parking for vehicles of the Contractor's employees, while actually on duty under the Contract, may be made available, subject to availability, at the Airports and PABT at locations as may be designated from time to time by the Airport Manager, including the payment of charges therefor.

26. Contractor Not to Engage in Ground Transportation Service

The Contractor understands, acknowledges and agrees that it is of the utmost importance to the Port Authority and of the essence of the Contractor's obligations hereunder that during the term of this Contract, the Contractor shall not directly or indirectly own or operate or have any interest in, financial or otherwise, any ground transportation business offering service to or from JFK, EWR, LGA and PABT.

27. Facility/Airport Manager's Authority

In the performance of the Contract, the Contractor shall conform to all orders, directions and requirements of the Facility/Airport Manager and shall perform the Contract to the satisfaction of the Facility/Airport Manager at such times and places, by such methods and in such manner and sequence as he or she may require, and the Contractor's performance shall at all stages be subject to his inspection. The Facility/Airport Manager shall determine the amount, quality, acceptability and fitness of all parts of the Taxi Dispatch Service and shall interpret the specifications and any orders for extra work at the Airport. Upon request, the Facility/Airport Manager shall confirm in writing any oral order, direction, requirement or determination.

28. Port Authority Approval

Wherever under this Contract written direction or prior written approval or consent of the Port Authority is required, such direction, approval or consent may be at any time and from time to time be withdrawn or modified by written notice, in the sole discretion of the Port Authority.

29. Complaints and Suggestions

The Contractor, within forty-eight (48) hours of its receipt of a complaint, suggestion or observation as to the Services (hereinafter collectively called "the Complaint") by any user of the Services, or other member of the general public, shall mail its response thereto, simultaneously

delivering a copy thereof, together with a copy of the complaint to which the Contractor is replying, to the Facility/Airport Manager. If such response indicates that a further response may be forthcoming, or reasonably raises the expectation of a further response, the Contractor shall make such additional response(s) whenever the situation and good public relations require such action (with simultaneous copy to the Port Authority as aforesaid). In addition, the Contractor agrees to make such response(s), including written and/or oral communications as the Facility Manager may direct with respect to the nature (both form and substance) of such response(s). No response by the Contractor shall be in the name of or imply that the same has the approval of or has been authorized by the Port Authority.

30. Notices

All notices, requests, consents and approvals required to be given to or by either the Port Authority or the Contractor shall be in writing and all such notices, requests, consents and approvals shall be personally delivered to the duly designated officer or representative of such party or delivered to the office of such officer or representative during regular business hours or forwarded to him or to the party at such address by registered mail. The Contractor shall designate an office within the Port of New York District and an officer or representative whose regular place of business is at such office. Until further notice, the Port Authority hereby designates its Director of Aviation and the Contractor designates the individual named as representative on the first page of the Contract as their respective officers or representatives upon whom notices and requests may be served and requests may be served and the Port Authority designates its office at 4 World Trade Center, 150 Greenwich Street, New York, New York 10007, and the Contractor designates its offices listed on page one of the Contract as the respective offices where notices or requests may be served. If mailed, the giving of notices shall be complete upon receipt thereof. The representatives of the Contractor shall have full authority to act for the Contractor in connection with this Agreement, to do any act or thing to be done hereunder, to execute on behalf of the Contractor any amendments or supplements to this Agreement or any extension thereof, and to give and receive notices hereunder.

31. Damage to Port Authority Property

The Contractor shall promptly repair or replace any property of the Port Authority lost, destroyed or damaged by the operations of the Contractor hereunder. The Contractor shall not install any fixtures or make any alterations or improvements in or additions or repairs to any property of the Port Authority except with its prior written approval.

32. Miscellaneous

The Captions herein are for reference purposes only and shall not in any way affect the meaning or interpretation of this Contract.

ATTACHMENT B

PART III (A) - COST PROPOSAL FORMS

TAXI DISPATCH SERVICES - YEAR 1

	<u>Estimated Annual Hours</u>	x	<u>Hourly Rate</u>	=	<u>Estimated Annual Charge</u>
--	-------------------------------	---	--------------------	---	--------------------------------

A. Assistant Taxi Dispatcher

JFK Full Time	32,391	x	\$ _____	=	\$ _____
Part time	10,797	x	\$ _____	=	\$ _____

B. Taxi Dispatcher

PABT Full Time	6,716	x	\$ _____	=	\$ _____
Part Time	1,679	x	\$ _____	=	\$ _____
LGA Full Time	68,578	x	\$ _____	=	\$ _____
Part Time	17,144	x	\$ _____	=	\$ _____
EWR Full Time	81,760	x	\$ _____	=	\$ _____
Part Time	20,440	x	\$ _____	=	\$ _____
JFK Full Time	87,990	x	\$ _____	=	\$ _____
Part Time	29,330	x	\$ _____	=	\$ _____

C. Taxi Dispatch Supervisor*

EWR	8,760	x	\$ _____	=	\$ _____
JFK	26,550	x	\$ _____	=	\$ _____
LGA/PABT	15,028	x	\$ _____	=	\$ _____

* For purposes of calculating cost, the Estimated Annual Hours listed for Taxi Dispatcher Supervisors includes 288 Estimated Annual Hours of Customer Care Training (12 months x 24 hours per month) to be conducted by the Contractor pursuant to Section 14 of the Contract, entitled "Training Provided by the Contractor and Port Authority".

D. Monthly Management Fee

Monthly Charge

Est. Annual Charge

EWR	\$ _____	x	12 months	=	\$ _____
JFK	\$ _____	x	12 months	=	\$ _____
LGA/PABT	\$ _____	x	12 months	=	\$ _____

Continued on next page

TAXI DISPATCH SERVICES - YEAR 1 (Continued)

E. Fleet Operating Charge

<u>Monthly Op. Charge</u> <u>Per Vehicle</u>		<u># of Vehicles</u>		<u>Total Monthly</u> <u>Operating Charge</u>		<u>Annual Charge</u>
\$ _____	x	5	x	\$ _____	x 12 months =	\$ _____
(7 passenger)						
\$ _____	x	3	x	\$ _____	x 12 months =	\$ _____
(15 passenger)						

Estimated Annual Price Year 1 = \$ _____ (H1)
(Sum of A)+(Sum of B)+(Sum of C)+(Sum of D)+(Sum of E) = (H1)

Please Note: No direct reimbursement is provided in the Contract for, among other things, the Taxi Dispatch Manager, the Contractor Representative, uniforms, office clerical staff, drivers for posting employees, office supplies, telephone service, etc. and accordingly the Contractor shall be an included costs in the Management Fee.

Per Section of the Contract entitled Vehicular Transportation Services, fuel will be purchased and supplied by the Port Authority at JFK Airport only.

TAXI DISPATCH SERVICES - YEAR 2

<u>Estimated Annual Hours</u>	<u>Hourly Rate</u>	<u>Estimated Annual Charge</u>
-----------------------------------	------------------------	------------------------------------

A. Assistant Taxi Dispatcher

JFK Full Time	32,391	x \$ _____	= \$ _____
Part time	10,797	x \$ _____	= \$ _____

B. Taxi Dispatcher

PABT Full Time	6,716	x \$ _____	= \$ _____
Part Time	1,679	x \$ _____	= \$ _____
LGA Full Time	68,578	x \$ _____	= \$ _____
Part Time	17,144	x \$ _____	= \$ _____
EWR Full Time	81,760	x \$ _____	= \$ _____
Part Time	20,440	x \$ _____	= \$ _____
JFK Full Time	87,990	x \$ _____	= \$ _____
Part Time	29,330	x \$ _____	= \$ _____

C. Taxi Dispatch Supervisor*

EWR	8,760	x \$ _____	= \$ _____
JFK	26,550	x \$ _____	= \$ _____
LGA/PABT	15,028	x \$ _____	= \$ _____

* For purposes of calculating cost, the Estimated Annual Hours listed for Taxi Dispatcher Supervisors includes 288 Estimated Annual Hours of Customer Care Training (12 months x 24 hours per month) to be conducted by the Contractor pursuant to Section 14 of the Contract, entitled "Training Provided by the Contractor and Port Authority".

<u>D. Monthly Management Fee</u>	<u>Monthly Charge</u>	<u>Est. Annual Charge</u>
---	------------------------------	----------------------------------

EWR	\$ _____	x 12 months	= \$ _____
JFK	\$ _____	x 12 months	= \$ _____
LGA/PABT	\$ _____	x 12 months	= \$ _____

Continued on next page

TAXI DISPATCH SERVICES - YEAR 2 (Continued)

E. Fleet Operating Charge

<u>Monthly Op. Charge</u> <u>Per Vehicle</u>		<u># of Vehicles</u>		<u>Total Monthly</u> <u>Operating Charge</u>		<u>Annual Charge</u>
\$ _____	x	5	x	\$ _____	x 12 months =	\$ _____
(7 passenger)						
\$ _____	x	3	x	\$ _____	x 12 months =	\$ _____
(15 passenger)						

Estimated Annual Price Year 2 = \$ _____ (H2)
(Sum of A)+(Sum of B)+(Sum of C)+(Sum of D)+(Sum of E) = (H2)

Please Note: No direct reimbursement is provided in the Contract for, among other things, the Taxi Dispatch Manager, the Contractor Representative, uniforms, office clerical staff, drivers for posting employees, office supplies, telephone service, etc. and accordingly the Contractor shall be an included costs in the Management Fee.

Per Section of the Contract entitled Vehicular Transportation Services, fuel will be purchased and supplied by the Port Authority at JFK Airport only.

TAXI DISPATCH SERVICES - YEAR 3

	<u>Estimated Annual Hours</u>	<u>Hourly Rate</u>	<u>Estimated Annual Charge</u>
<u>A. Assistant Taxi Dispatcher</u>			
JFK Full Time	32,391	x \$ _____	= \$ _____
Part time	10,797	x \$ _____	= \$ _____
<u>B. Taxi Dispatcher</u>			
PABT Full Time	6,716	x \$ _____	= \$ _____
Part Time	1,679	x \$ _____	= \$ _____
LGA Full Time	68,578	x \$ _____	= \$ _____
Part Time	17,144	x \$ _____	= \$ _____
EWR Full Time	81,760	x \$ _____	= \$ _____
Part Time	20,440	x \$ _____	= \$ _____
JFK Full Time	87,990	x \$ _____	= \$ _____
Part Time	29,330	x \$ _____	= \$ _____
<u>C. Taxi Dispatch Supervisor*</u>			
EWR	8,760	x \$ _____	= \$ _____
JFK	26,550	x \$ _____	= \$ _____
LGA/PABT	15,028	x \$ _____	= \$ _____

* For purposes of calculating cost, the Estimated Annual Hours listed for Taxi Dispatcher Supervisors includes 288 Estimated Annual Hours of Customer Care Training (12 months x 24 hours per month) to be conducted by the Contractor pursuant to Section 14 of the Contract, entitled "Training Provided by the Contractor and Port Authority".

<u>D. Monthly Management Fee</u>	<u>Monthly Charge</u>	<u>Est. Annual Charge</u>
EWR	\$ _____ x 12 months	= \$ _____
JFK	\$ _____ x 12 months	= \$ _____
LGA/PABT	\$ _____ x 12 months	= \$ _____

Continued on next page

TAXI DISPATCH SERVICES - YEAR 3 (Continued)

E. Fleet Operating Charge

<u>Monthly Op. Charge</u> <u>Per Vehicle</u>		<u># of Vehicles</u>		<u>Total Monthly</u> <u>Operating Charge</u>		<u>Annual Charge</u>
\$ _____	x	5	x	\$ _____	x 12 months =	\$ _____
(7 passenger)						
\$ _____	x	3	x	\$ _____	x 12 months =	\$ _____
(15 passenger)						

Estimated Annual Price Year 3 = \$ _____ (H3)

(Sum of A)+(Sum of B)+(Sum of C)+(Sum of D)+(Sum of E) = (H3)

Please Note: No direct reimbursement is provided in the Contract for, among other things, the Taxi Dispatch Manager, the Contractor Representative, uniforms, office clerical staff, drivers for posting employees, office supplies, telephone service, etc. and accordingly the Contractor shall be an included costs in the Management Fee.

Per Section of the Contract entitled Vehicular Transportation Services, fuel will be purchased and supplied by the Port Authority at JFK Airport only.

PART III (B) CALCULATION OF AVERAGE HOURLY RATE FORM

INSTRUCTIONS FOR CALCULATION OF AVERAGE HOURLY RATE FORM

Attached are the “Calculation of Average Hourly Rate” forms for the enumerated positions under this Contract, for each year of the Base Term. A separate form is required for each employee category and for each year of the base term. The Proposer shall use these forms in support of the Wages, Health and Supplemental Benefits Clause required under this Contract. When completing this form, please refer to the definitions located in the aforementioned clause.

A Proposer’s entries in these forms for Item#1, Item#2 and Item #3 shall become requirements if the proposal is accepted by the Port Authority and the Proposer must maintain the averages quoted at all times.

Nothing in the forms shall modify the requirements of the clause entitled, “Wages, Health and Supplemental Benefits” or the terms and conditions of the subject Contract.

Please note that all calculations should be based on two thousand and eighty (2,080) annual hours.

PROPOSER NAME: _____ PROPOSAL NUMBER _____

TAXI DISPATCH SERVICES AT JFK, EWR, LGA & PABT
TAXI DISPATCH SUPERVISOR – YEAR 1

MINIMUM WAGE: \$ _____

FULL-TIME EMPLOYEES FORM

ITEM# 1

AVERAGE HOURLY DIRECT WAGES \$ _____
NUMBER OF EMPLOYEES _____

ITEM #2

AVERAGE HEALTH BENEFITS
HEALTH \$ _____

ITEM #3

AVERAGE SUPPLEMENTAL BENEFITS
(ITEMS NOT REQUIRED BY LAW) NUMBER OF
DAYS PROVIDED

HOLIDAY ALLOWANCE \$ _____
VACATION ALLOWANCE \$ _____
SICK TIME ALLOWANCE \$ _____
PENSION \$ _____
WELFARE \$ _____
OTHER SUPPLEMENTAL BENEFITS \$ _____
SPECIFY _____

SUB TOTAL (ITEMS # 1, 2 & 3) \$ _____ sub total 1, 2 & 3

ITEM #4

AVERAGE TAXES AND INSURANCE
(ITEM REQUIRED BY LAW)

F.I.C.A. \$ _____
N.Y.S.U.I./N.J.S.U.I. \$ _____
F.U.I. \$ _____
WORKERS' COMPENSATION \$ _____
GENERAL LIABILITY INSURANCE \$ _____
DISABILITY INSURANCE \$ _____
OTHER TAXES AND INSURANCE \$ _____
SPECIFY _____

ITEM #5

AVERAGE ADDITIONAL COMPONENTS
(IF APPLICABLE)

VEHICLE/MTCE/FUEL \$ _____
UNIFORMS \$ _____
EQUIPMENT \$ _____
MATERIALS \$ _____
SUPPLIES \$ _____
RELIEF \$ _____
ROLL CALL \$ _____
OTHER COMPONENTS NOT SPECIFIED ABOVE \$ _____
SPECIFY _____

AVERAGE GENERAL ADMINISTRATIVE COSTS, OVERHEAD
AND PROFIT \$ _____

TOTAL (ITEMS # 1, 2, 3, 4 & 5) \$ _____

PROPOSER NAME: _____ PROPOSAL NUMBER _____

TAXI DISPATCH SERVICES AT JFK, EWR, LGA & PABT
TAXI DISPATCH SUPERVISOR – YEAR 2
MINIMUM WAGE: \$ _____

FULL-TIME EMPLOYEES FORM

ITEM# 1

AVERAGE HOURLY DIRECT WAGES \$ _____
NUMBER OF EMPLOYEES _____

ITEM #2

AVERAGE HEALTH BENEFITS
HEALTH \$ _____

ITEM #3

AVERAGE SUPPLEMENTAL BENEFITS
(ITEMS NOT REQUIRED BY LAW) NUMBER OF
DAYS PROVIDED

HOLIDAY ALLOWANCE	\$ _____	_____
VACATION ALLOWANCE	\$ _____	_____
SICK TIME ALLOWANCE	\$ _____	_____
PENSION	\$ _____	
WELFARE	\$ _____	
OTHER SUPPLEMENTAL BENEFITS SPECIFY _____	\$ _____	

SUB TOTAL (ITEMS # 1, 2 & 3) \$ _____ sub total 1, 2 & 3

ITEM #4

AVERAGE TAXES AND INSURANCE
(ITEM REQUIRED BY LAW)

F.I.C.A.	\$ _____
N.Y.S.U.I./ N.J.S.U.I.	\$ _____
F.U.I.	\$ _____
WORKERS' COMPENSATION	\$ _____
GENERAL LIABILITY INSURANCE	\$ _____
DISABILITY INSURANCE	\$ _____
OTHER TAXES AND INSURANCE SPECIFY _____	\$ _____

ITEM #5

AVERAGE ADDITIONAL COMPONENTS
(IF APPLICABLE)

VEHICLE/MTCE/FUEL	\$ _____
UNIFORMS	\$ _____
EQUIPMENT	\$ _____
MATERIALS	\$ _____
SUPPLIES	\$ _____
RELIEF	\$ _____
ROLL CALL	\$ _____
OTHER COMPONENTS NOT SPECIFIED ABOVE SPECIFY _____	\$ _____

AVERAGE GENERAL ADMINISTRATIVE COSTS, OVERHEAD
AND PROFIT \$ _____

TOTAL (ITEMS # 1, 2, 3, 4 & 5) \$ _____

PROPOSER NAME: _____ PROPOSAL NUMBER _____

TAXI DISPATCH SERVICES AT JFK, EWR, LGA & PABT
TAXI DISPATCH SUPERVISOR – YEAR 3
MINIMUM WAGE: \$ _____

FULL-TIME EMPLOYEES FORM

ITEM# 1

AVERAGE HOURLY DIRECT WAGES \$ _____
NUMBER OF EMPLOYEES _____

ITEM #2

AVERAGE HEALTH BENEFITS
HEALTH \$ _____

ITEM #3

AVERAGE SUPPLEMENTAL BENEFITS (ITEMS NOT REQUIRED BY LAW)		NUMBER OF DAYS PROVIDED
HOLIDAY ALLOWANCE	\$ _____	_____
VACATION ALLOWANCE	\$ _____	_____
SICK TIME ALLOWANCE	\$ _____	_____
PENSION	\$ _____	
WELFARE	\$ _____	
OTHER SUPPLEMENTAL BENEFITS SPECIFY _____	\$ _____	

SUB TOTAL (ITEMS # 1, 2 & 3) \$ _____ sub total 1, 2 & 3

ITEM #4

AVERAGE TAXES AND INSURANCE
(ITEM REQUIRED BY LAW)

F.I.C.A.	\$ _____
N.Y.S.U.I./ N.J.S.U.I.	\$ _____
F.U.I.	\$ _____
WORKERS' COMPENSATION	\$ _____
GENERAL LIABILITY INSURANCE	\$ _____
DISABILITY INSURANCE	\$ _____
OTHER TAXES AND INSURANCE SPECIFY _____	\$ _____

ITEM #5

AVERAGE ADDITIONAL COMPONENTS
(IF APPLICABLE)

VEHICLE/MTCE/FUEL	\$ _____
UNIFORMS	\$ _____
EQUIPMENT	\$ _____
MATERIALS	\$ _____
SUPPLIES	\$ _____
RELIEF	\$ _____
ROLL CALL	\$ _____
OTHER COMPONENTS NOT SPECIFIED ABOVE \$ SPECIFY _____	\$ _____

AVERAGE GENERAL ADMINISTRATIVE COSTS, OVERHEAD
AND PROFIT \$ _____

TOTAL (ITEMS # 1, 2, 3, 4 & 5) \$ _____

PROPOSER NAME: _____ PROPOSAL NUMBER _____

TAXI DISPATCH SERVICES AT JFK, EWR, LGA & PABT
ASSISTANT TAXI DISPATCHER - YEAR 1
MINIMUM WAGE: \$ _____

PART-TIME EMPLOYEES FORM

ITEM# 1

AVERAGE HOURLY DIRECT WAGES \$ _____
NUMBER OF EMPLOYEES _____

ITEM #2

AVERAGE HEALTH BENEFITS
HEALTH \$ _____

ITEM #3

AVERAGE SUPPLEMENTAL BENEFITS
(ITEMS NOT REQUIRED BY LAW) NUMBER OF
DAYS PROVIDED

HOLIDAY ALLOWANCE \$ _____
VACATION ALLOWANCE \$ _____
SICK TIME ALLOWANCE \$ _____
PENSION \$ _____
WELFARE \$ _____
OTHER SUPPLEMENTAL BENEFITS \$ _____
SPECIFY _____

SUB TOTAL (ITEMS # 1, 2 & 3) \$ _____ subtotal 1, 2 & 3

ITEM #4

AVERAGE TAXES AND INSURANCE
(ITEM REQUIRED BY LAW)

F.I.C.A. \$ _____
N.Y.S.U.I./ N.J.S.U.I. \$ _____
F.U.I. \$ _____
WORKERS' COMPENSATION \$ _____
GENERAL LIABILITY INSURANCE \$ _____
DISABILITY INSURANCE \$ _____
OTHER TAXES AND INSURANCE \$ _____
SPECIFY _____

ITEM #5

AVERAGE ADDITIONAL COMPONENTS
(IF APPLICABLE)

VEHICLE/MTCE/FUEL \$ _____
UNIFORMS \$ _____
EQUIPMENT \$ _____
MATERIALS \$ _____
SUPPLIES \$ _____
RELIEF \$ _____
ROLL CALL \$ _____
OTHER COMPONENTS NOT SPECIFIED ABOVE \$ _____
SPECIFY _____

AVERAGE GENERAL ADMINISTRATIVE COSTS, OVERHEAD
AND PROFIT \$ _____

TOTAL (ITEMS # 1, 2, 3, 4 & 5) \$ _____

PROPOSER NAME: _____ PROPOSAL NUMBER _____

TAXI DISPATCH SERVICES AT JFK, EWR, LGA & PABT
ASSISTANT TAXI DISPATCHER – YEAR 2
MINIMUM WAGE: \$ _____

PART-TIME EMPLOYEES FORM

ITEM# 1

AVERAGE HOURLY DIRECT WAGES \$ _____
NUMBER OF EMPLOYEES _____

ITEM #2

AVERAGE HEALTH BENEFITS
HEALTH \$ _____

ITEM #3

AVERAGE SUPPLEMENTAL BENEFITS
(ITEMS NOT REQUIRED BY LAW) NUMBER OF
DAYS PROVIDED

HOLIDAY ALLOWANCE \$ _____
VACATION ALLOWANCE \$ _____
SICK TIME ALLOWANCE \$ _____
PENSION \$ _____
WELFARE \$ _____
OTHER SUPPLEMENTAL BENEFITS \$ _____
SPECIFY _____

SUB TOTAL (ITEMS # 1, 2 & 3) \$ _____ subtotal 1, 2 & 3

ITEM #4

AVERAGE TAXES AND INSURANCE
(ITEM REQUIRED BY LAW)

F.I.C.A. \$ _____
N.Y.S.U.I./ N.J.S.U.I. \$ _____
F.U.I. \$ _____
WORKERS' COMPENSATION \$ _____
GENERAL LIABILITY INSURANCE \$ _____
DISABILITY INSURANCE \$ _____
OTHER TAXES AND INSURANCE \$ _____
SPECIFY _____

ITEM #5

AVERAGE ADDITIONAL COMPONENTS
(IF APPLICABLE)

VEHICLE/MTCE/FUEL \$ _____
UNIFORMS \$ _____
EQUIPMENT \$ _____
MATERIALS \$ _____
SUPPLIES \$ _____
RELIEF \$ _____
ROLL CALL \$ _____
OTHER COMPONENTS NOT SPECIFIED ABOVE \$ _____
SPECIFY _____

AVERAGE GENERAL ADMINISTRATIVE COSTS, OVERHEAD
AND PROFIT \$ _____

TOTAL (ITEMS # 1, 2, 3, 4 & 5) \$ _____

PROPOSER NAME: _____ PROPOSAL NUMBER _____

TAXI DISPATCH SERVICES AT JFK, EWR, LGA & PABT
ASSISTANT TAXI DISPATCHER – YEAR 3
MINIMUM WAGE: \$ _____

PART-TIME EMPLOYEES FORM

ITEM # 1

AVERAGE HOURLY DIRECT WAGES \$ _____
NUMBER OF EMPLOYEES _____

ITEM #2

AVERAGE HEALTH BENEFITS
HEALTH \$ _____

ITEM #3

AVERAGE SUPPLEMENTAL BENEFITS
(ITEMS NOT REQUIRED BY LAW)

		NUMBER OF DAYS PROVIDED
HOLIDAY ALLOWANCE	\$ _____	_____
VACATION ALLOWANCE	\$ _____	_____
SICK TIME ALLOWANCE	\$ _____	_____
PENSION	\$ _____	
WELFARE	\$ _____	
OTHER SUPPLEMENTAL BENEFITS	\$ _____	
SPECIFY _____		

SUB TOTAL (ITEMS # 1, 2 & 3) \$ _____ subtotal 1, 2 & 3

ITEM #4

AVERAGE TAXES AND INSURANCE
(ITEM REQUIRED BY LAW)

F.I.C.A. \$ _____
N.Y.S.U.I./ N.J.S.U.I. \$ _____
F.U.I. \$ _____
WORKERS' COMPENSATION \$ _____
GENERAL LIABILITY INSURANCE \$ _____
DISABILITY INSURANCE \$ _____
OTHER TAXES AND INSURANCE \$ _____
SPECIFY _____

ITEM #5

AVERAGE ADDITIONAL COMPONENTS
(IF APPLICABLE)

VEHICLE/MTCE/FUEL \$ _____
UNIFORMS \$ _____
EQUIPMENT \$ _____
MATERIALS \$ _____
SUPPLIES \$ _____
RELIEF \$ _____
ROLL CALL \$ _____
OTHER COMPONENTS NOT SPECIFIED ABOVE \$ _____
SPECIFY _____

AVERAGE GENERAL ADMINISTRATIVE COSTS, OVERHEAD
AND PROFIT \$ _____

TOTAL (ITEMS # 1, 2, 3, 4 & 5) \$ _____

PROPOSER NAME: _____ PROPOSAL NUMBER _____

TAXI DISPATCH SERVICES AT JFK, EWR, LGA & PABT
TAXI DISPATCHER – YEAR 1

MINIMUM WAGE: \$ _____

PART-TIME EMPLOYEES FORM

ITEM# 1

AVERAGE HOURLY DIRECT WAGES \$ _____
NUMBER OF EMPLOYEES _____

ITEM #2

AVERAGE HEALTH BENEFITS
HEALTH \$ _____

ITEM #3

AVERAGE SUPPLEMENTAL BENEFITS
(ITEMS NOT REQUIRED BY LAW) NUMBER OF
DAYS PROVIDED

HOLIDAY ALLOWANCE \$ _____
VACATION ALLOWANCE \$ _____
SICK TIME ALLOWANCE \$ _____
PENSION \$ _____
WELFARE \$ _____
OTHER SUPPLEMENTAL BENEFITS \$ _____
SPECIFY _____

SUB TOTAL (ITEMS # 1, 2 & 3) \$ _____ subtotal 1, 2 & 3

ITEM #4

AVERAGE TAXES AND INSURANCE
(ITEM REQUIRED BY LAW)

F.I.C.A. \$ _____
N.Y.S.U.I. / N.J.S.U.I. \$ _____
F.U.I. \$ _____
WORKERS' COMPENSATION \$ _____
GENERAL LIABILITY INSURANCE \$ _____
DISABILITY INSURANCE \$ _____
OTHER TAXES AND INSURANCE \$ _____
SPECIFY _____

ITEM #5

AVERAGE ADDITIONAL COMPONENTS
(IF APPLICABLE)

VEHICLE/MTCE/FUEL \$ _____
UNIFORMS \$ _____
EQUIPMENT \$ _____
MATERIALS \$ _____
SUPPLIES \$ _____
RELIEF \$ _____
ROLL CALL \$ _____
OTHER COMPONENTS NOT SPECIFIED ABOVE \$ _____
SPECIFY _____

AVERAGE GENERAL ADMINISTRATIVE COSTS, OVERHEAD
AND PROFIT \$ _____

TOTAL (ITEMS # 1, 2, 3, 4 & 5) \$ _____

PROPOSER NAME: _____ PROPOSAL NUMBER _____

TAXI DISPATCH SERVICES AT JFK, EWR, LGA & PABT
TAXI DISPATCHER – YEAR 2

MINIMUM WAGE: \$ _____

PART-TIME EMPLOYEES FORM

ITEM# 1

AVERAGE HOURLY DIRECT WAGES \$ _____
NUMBER OF EMPLOYEES _____

ITEM #2

AVERAGE HEALTH BENEFITS
HEALTH \$ _____

ITEM #3

AVERAGE SUPPLEMENTAL BENEFITS
(ITEMS NOT REQUIRED BY LAW) NUMBER OF
DAYS PROVIDED

HOLIDAY ALLOWANCE \$ _____
VACATION ALLOWANCE \$ _____
SICK TIME ALLOWANCE \$ _____
PENSION \$ _____
WELFARE \$ _____
OTHER SUPPLEMENTAL BENEFITS \$ _____
SPECIFY _____

SUB TOTAL (ITEMS # 1, 2 & 3) \$ _____ subtotal 1, 2 & 3

ITEM #4

AVERAGE TAXES AND INSURANCE
(ITEM REQUIRED BY LAW)

F.I.C.A. \$ _____
N.Y.S.U.I. / N.J.S.U.I. \$ _____
F.U.I. \$ _____
WORKERS' COMPENSATION \$ _____
GENERAL LIABILITY INSURANCE \$ _____
DISABILITY INSURANCE \$ _____
OTHER TAXES AND INSURANCE \$ _____
SPECIFY _____

ITEM #5

AVERAGE ADDITIONAL COMPONENTS
(IF APPLICABLE)

VEHICLE/MTCE/FUEL \$ _____
UNIFORMS \$ _____
EQUIPMENT \$ _____
MATERIALS \$ _____
SUPPLIES \$ _____
RELIEF \$ _____
ROLL CALL \$ _____
OTHER COMPONENTS NOT SPECIFIED ABOVE \$ _____
SPECIFY _____

AVERAGE GENERAL ADMINISTRATIVE COSTS, OVERHEAD
AND PROFIT \$ _____

TOTAL (ITEMS # 1, 2, 3, 4 & 5) \$ _____

PROPOSER NAME: _____ PROPOSAL NUMBER _____

TAXI DISPATCH SERVICES AT JFK, EWR, LGA & PABT
TAXI DISPATCHER – YEAR 3

MINIMUM WAGE: \$ _____

PART-TIME EMPLOYEES FORM

ITEM# 1

AVERAGE HOURLY DIRECT WAGES \$ _____
NUMBER OF EMPLOYEES _____

ITEM #2

AVERAGE HEALTH BENEFITS
HEALTH \$ _____

ITEM #3

AVERAGE SUPPLEMENTAL BENEFITS
(ITEMS NOT REQUIRED BY LAW)

NUMBER OF
DAYS PROVIDED

HOLIDAY ALLOWANCE \$ _____
VACATION ALLOWANCE \$ _____
SICK TIME ALLOWANCE \$ _____
PENSION \$ _____
WELFARE \$ _____
OTHER SUPPLEMENTAL BENEFITS \$ _____
SPECIFY _____

SUB TOTAL (ITEMS # 1, 2 & 3) \$ _____ subtotal 1, 2 & 3

ITEM #4

AVERAGE TAXES AND INSURANCE
(ITEM REQUIRED BY LAW)

F.I.C.A. \$ _____
N.Y.S.U.I. / N.J.S.U.I. \$ _____
F.U.I. \$ _____
WORKERS' COMPENSATION \$ _____
GENERAL LIABILITY INSURANCE \$ _____
DISABILITY INSURANCE \$ _____
OTHER TAXES AND INSURANCE \$ _____
SPECIFY _____

ITEM #5

AVERAGE ADDITIONAL COMPONENTS
(IF APPLICABLE)

VEHICLE/MTCE/FUEL \$ _____
UNIFORMS \$ _____
EQUIPMENT \$ _____
MATERIALS \$ _____
SUPPLIES \$ _____
RELIEF \$ _____
ROLL CALL \$ _____
OTHER COMPONENTS NOT SPECIFIED ABOVE \$ _____
SPECIFY _____

AVERAGE GENERAL ADMINISTRATIVE COSTS, OVERHEAD
AND PROFIT \$ _____

TOTAL (ITEMS # 1, 2, 3, 4 & 5) \$ _____

ATTACHMENT B

PART IV STANDARD CONTRACT TERMS AND CONDITIONS

STANDARD CONTRACT TERMS AND CONDITIONS

PART I GENERAL DEFINITIONS..... 3

PART II GENERAL PROVISIONS..... 4

1. Facility Rules and Regulations of The Port Authority 4

2. Contractor Not An Agent..... 4

3. Contractor's Warranties 5

4. Personal Non-Liability..... 5

5. Non-Discrimination Requirements..... 6

6. Rights and Remedies of the Port Authority 6

7. Rights and Remedies of the Contractor 7

8. Submission To Jurisdiction..... 7

9. Harmony 7

10. Claims of Third Persons 8

11. No Third Party Rights..... 8

12. Provisions of Law Deemed Inserted..... 8

13. Costs Assumed By The Contractor..... 8

14. Default, Revocation or Suspension of Contract 8

15. Sales or Compensating Use Taxes..... 11

16. No Estoppel or Waiver 11

17. Records and Reports 12

18. General Obligations 12

19. Assignments and Subcontracting..... 14

20. Indemnification and Risks Assumed By The Contractor 14

21. Approval of Methods..... 15

22. Safety and Cleanliness..... 15

23. Accident Reports 16

24. Trash Removal..... 16

25. Lost and Found Property 16

26. Property of the Contractor 16

27. Modification of Contract 16

28. Invalid Clauses..... 16

29. Approval of Materials, Supplies and Equipment..... 17

30. Intellectual Property..... 17

31. Contract Records and Documents – Passwords and Codes..... 17

32. Designated Secure Areas 18

33. Notification of Security Requirements 18

34. Construction In Progress..... 20

35. Permit-Required Confined Space Work 20

36. Signs 20

37. Vending Machines, Food Preparation 21

38. Confidential Information/Non-Publication..... 21

39. Time is of the Essence 21

40. Holidays..... 22

41. Personnel Standards..... 22

42. General Uniform Requirements for Contractor’s Personnel 22

43. Labor, Equipment and Materials Supplied by the Contractor 22

44. Contractor’s Vehicles – Parking - Licenses..... 23

45.	Manager's Authority	23
46.	Price Preference	23
47.	MBE/WBE Good Faith Participation	24

PART III CONTRACTOR'S INTEGRITY PROVISIONS..... 24

1.	Certification of No Investigation (criminal or civil anti-trust), Indictment, Conviction, Debarment, Suspension, Disqualification and Disclosure of Other Information	24
2.	Non-Collusive Bidding, and Code of Ethics Certification, Certification of No Solicitation Based On Commission, Percentage, Brokerage, Contingent or Other Fees.....	25
3.	Bidder Eligibility for Award of Contracts - Determination by an Agency of the State of New York or New Jersey Concerning Eligibility to Receive Public Contracts.....	26
4.	Contractor Responsibility, Suspension of Work and Termination.....	27
5.	No Gifts, Gratuities, Offers of Employment, Etc.	27
6.	Conflict of Interest.....	28
7.	Definitions	28

STANDARD CONTRACT TERMS AND CONDITIONS

PART I GENERAL DEFINITIONS

To avoid undue repetition, the following terms, as used in this Agreement, shall be construed as follows:

Authority or Port Authority - shall mean the Port Authority of New York and New Jersey.

Contract, Document or Agreement - shall mean the writings setting forth the scope, terms, conditions and Specifications for the procurement of Goods and/or Services, as defined hereunder and shall include, but not be limited to: Invitation for Bid (IFB), Request for Quotation (RFQ), Request for Proposal (RFP), Purchase Order (PO), Cover Sheet, executed Signature Sheet, AND PRICING SHEETS with Contract prices inserted," "STANDARD CONTRACT TERMS AND CONDITIONS," and, if included, attachments, endorsements, schedules, exhibits, or drawings, the Authority's acceptance and any written addenda issued over the name of the Assistant Director, Commodities and Services Division, Procurement Department.

Days or Calendar Days - shall mean consecutive calendar days, Saturdays, Sundays, and holidays, included.

Week - unless otherwise specified, shall mean seven (7) consecutive calendar days, Saturdays, Sundays, and holidays.

Month - unless otherwise specified, shall mean a calendar month.

Director - shall mean the Director of the Department which operates the facility of the Port Authority at which the services hereunder are to be performed, for the time being, or his/her successor in duties for the purpose of this Contract, or one of his/her authorized representatives for the purpose of this Contract.

Manager - shall mean the Manager of the Facility for the time, or his successor in duties for the purpose of this Contract, or his duly authorized representative for the purpose of this Contract.

No person shall be deemed a representative of the Director or Manager except to the extent specifically authorized in an express written notice to the Contractor signed by the Director or Manager, as the case may be. Further, no person shall be deemed a successor in duties of the Director unless the Contractor is so notified in writing signed by the Assistant Director, Commodities & Services Division, Procurement Department. No person shall be deemed a successor in duties of the Manager unless the Contractor is so notified in a writing signed by the Director.

Minority Business Enterprise (MBE) - means a business entity which is at least fifty-one percent (51%) owned and controlled by one or more members of one or more minority groups, or, in the case of a publicly held corporation, at least fifty-one percent (51%) of the stock of which is owned by one or more minority groups, and whose management and daily business operations are controlled by one or more such individuals who are citizens or permanent resident aliens.

"Minority Group" means any of the following racial or ethnic groups:

- (a) Black persons having origins in any of the Black African racial groups not of Hispanic origin;
- (b) Hispanic persons of Mexican, Puerto Rican, Dominican, Cuban, Central or South American culture or origin, regardless of race;
- (c) Asian and Pacific Islander persons having origins in any of the original peoples of the Far East, Southeast Asia, The Indian Subcontinent, or the Pacific Islands;
- (d) Native American or Alaskan native persons having origins in any of the original peoples of North America and maintaining identifiable tribal affiliations through membership and participation or community identification.

Site of the Work - or words of similar import shall mean the Facility and all buildings and properties associated therewith as described in this Contract.

Small Business Enterprise (SBE) - The criteria for a Small Business Enterprise are:

- o The principal place of business must be located in New York or New Jersey;
- o The firm must have been in business for at least three years with activity;
- o Average gross income limitations by industry as established by the Port Authority.

Subcontractor - shall mean anyone who performs work (other than or in addition to the furnishing of materials, plant or equipment) in connection with the services to be provided hereunder, directly or indirectly for or on behalf of the Contractor (and whether or not in privity of contract with the Contractor), but shall not include any person who furnished merely his own personal labor or his own personal services. "Subcontractor", however, shall exclude the Contractor or any subsidiary or parent of the Contractor or any person, firm or corporation which has a substantial interest in the Contractor or in which the Contractor or the parent or the subsidiary of the Contractor, or an officer or principal of the Contractor or of the parent of the subsidiary of the Contractor has a substantial interest, provided, however, that for the purpose of the clause hereof entitled "Assignments and Subcontracts" the exclusion in this paragraph shall not apply to anyone but the Contractor itself.

Woman-owned Business Enterprise (WBE) - shall mean a business enterprise which is at least fifty-one percent (51%) owned by one or more women, or, in the case of a publicly held corporation, at least fifty-one percent (51%) of the stock of which is owned by one or more women and whose management and daily business operations are controlled by one or more women who are citizens or permanent or resident aliens.

Work - shall mean all services, equipment and materials (including materials and equipment, if any, furnished by the Authority) and other facilities and all other things necessary or proper for, or incidental to the services to be performed or goods to be furnished in connection with the service to be provided hereunder.

PART II GENERAL PROVISIONS

1. Facility Rules and Regulations of The Port Authority

- a. The Contractor shall observe and obey (and compel its officers, employees, guests, invitees, and those doing business with it, to observe and obey) the facility Rules and Regulations of the Port Authority now in effect, and such further reasonable Rules and Regulations which may from time to time during the term of this Agreement be promulgated by the Port Authority for reasons of safety, health, preservation of property or maintenance of a good and orderly appearance and efficient operation of the Facility. The Port Authority agrees that, except in case of emergency, it shall give notice to the Contractor of every Rule and Regulation hereafter adopted by it at least five days before the Contractor shall be required to comply therewith.
- b. A copy of the facility Rules and Regulations of the Port Authority shall be available for review by the Contractor at the Office of the Secretary of the Port Authority.

2. Contractor Not An Agent

This Agreement does not constitute the Contractor the agent or representative of the Port Authority for any purpose whatsoever except as may be specifically provided in this Agreement. It is hereby specifically acknowledged and understood that the Contractor, in performing its services hereunder, is and shall be at all times an independent Contractor and the officers, agents and employees of the Contractor shall not be or be deemed to be agents, servants or employees of the Port Authority.

3. Contractor's Warranties

The Contractor represents and warrants:

- a. That it is financially solvent, that it is experienced in and competent to perform the requirements of this Contract, that the facts stated or shown in any papers submitted or referred to in connection with the solicitation are true, and, if the Contractor be a corporation, that it is authorized to perform this Contract;
- b. That it has carefully examined and analyzed the provisions and requirements of this Contract, and that from its own investigations it has satisfied itself as to the nature of all things needed for the performance of this Contract, the general and local conditions and all other matters which in any way affect this Contract or its performance, and that the time available to it for such examination, analysis, inspection and investigation was adequate;
- c. That the Contract is feasible of performance in accordance with all its provisions and requirements and that it can and will perform it in strict accordance with such provisions and requirements;
- d. That no Commissioner, officer, agent or employee of the Port Authority is personally interested directly or indirectly in this Contract or the compensation to be paid hereunder;
- e. That, except only for those representations, statements or promises expressly contained in this Contract, no representation, statement or promise, oral or in writing, of any kind whatsoever by the Port Authority, its Commissioners, officers, agents, employees or consultants has induced the Contractor to enter into this Contract or has been relied upon by the Contractor, including any with reference to: (1) the meaning, correctness, suitability, or completeness of any provisions or requirements of this Contract; (2) the nature, quantity, quality or size of the materials, equipment, labor and other facilities needed for the performance of this Contract; (3) the general or local conditions which may in any way affect this Contract or its performance; (4) the price of the Contract; or (5) any other matters, whether similar to or different from those referred to in (1) through (4) immediately above, affecting or having any connection with this Contract, the bidding thereon, any discussions thereof, the performance thereof or those employed therein or connected or concerned therewith.

Moreover, the Contractor accepts the conditions at the Site of the Work as they may eventually be found to exist and warrants and represents that it can and will perform the Contract under such conditions and that all materials, equipment, labor and other facilities required because of any unforeseen conditions (physical or otherwise) shall be wholly at its own cost and expense, anything in this Contract to the contrary notwithstanding.

Nothing in the Specifications or any other part of the Contract is intended as or shall constitute a representation by the Port Authority as to the feasibility of performance of this Contract or any part thereof.

The Contractor further represents and warrants that it was given ample opportunity and time and by means of this paragraph was requested by the Port Authority to review thoroughly all documents forming this Contract prior to opening of Bids on this Contract in order that it might request inclusion in this Contract of any statement, representation, promise or provision which it desired or on which it wished to place reliance; that it did so review said documents, that either every such statement, representation, promise or provision has been included in this Contract or else, if omitted, that it expressly relinquishes the benefit of any such omitted statement, representation, promise or provision and is willing to perform this Contract without claiming reliance thereon or making any other claim on account of such omission.

The Contractor further recognizes that the provisions of this numbered clause (though not only such provisions) are essential to the Port Authority's consent to enter into this Contract and that without such provisions, the Authority would not have entered into this Contract.

4. Personal Non-Liability

Neither the Commissioners of the Port Authority nor any of them, nor any officer, agent or employee thereof, shall be charged personally by the Contractor with any liability, or held personally liable to the

Contractor under any term or provision of this Agreement, or because of its execution or attempted execution, or because of any breach, or attempted or alleged breach, thereof.

5. Non-Discrimination Requirements

The Contractor shall take all necessary and reasonable steps to ensure non-discrimination in the performance and administration of all aspects of this Contract.

- A. Contractor hereby agrees that no person on the ground of race, color, national origin, creed/religion, sex, age or handicap/disability shall be excluded from participation in, denied the benefits of, or be otherwise subjected to discrimination in the furnishing of goods or services or in the selection and retention of subcontractors and/or vendors under this Contract. Contractor shall also ascertain and comply with all applicable federal, state and local laws, ordinances, rules, regulations, and orders that pertain to equal employment opportunity, affirmative action, and non-discrimination in employment.
- B. Contractor agrees that these "Non-Discrimination Requirements" are a binding part of this Contract. Without limiting the generality of any other term or provision of this Contract, in the event the Authority, or a state or federal agency finds that the Contractor or any of its subcontractors or vendors has not complied with these "Non-Discrimination Requirements", the Authority may cancel, terminate or suspend this Contract in accordance with Section 14 of these Standard Terms and Conditions entitled "Default, Revocation, or Suspension of Contract."
- C. Contractor agrees to cooperate fully with the Authority's investigation of allegations of discrimination. Cooperation includes, but is not limited to, allowing the Authority to question employees during the investigation of allegations of discrimination, and complying with directives that the Authority or the State or Federal government deem essential to ensure compliance with these "Non-Discrimination Requirements."

6. Rights and Remedies of the Port Authority

The Port Authority shall have the following rights in the event the Contractor is deemed guilty of a breach of any term whatsoever of this Contract:

- a. The right to take over and complete the Work or any part thereof as agent for and at the expense of the Contractor, either directly or through others.
- b. The right to cancel this Contract as to any or all of the Work yet to be performed.
- c. The right to specific performance, an injunction or any appropriate equitable remedy.
- d. The right to money damages.

For the purpose of this Contract, breach shall include but not be limited to the following, whether or not the time has yet arrived for performance of an obligation under this Contract: a statement by the Contractor to any representative of the Port Authority indicating that the Contractor cannot or will not perform any one or more of its obligations under this Contract; any act or omission of the Contractor or any other occurrence which makes it improbable at the time that it will be able to perform any one or more of its obligations under this Contract; any suspension of or failure to proceed with any part of the Work by the Contractor which makes it improbable at the time that it will be able to perform any one or more of its obligations under this Contract.

The enumeration in this numbered clause or elsewhere in this Contract of specific rights and remedies of the Port Authority shall not be deemed to limit any other rights or remedies which the Authority would have in the absence of such enumeration; and no exercise by the Authority of any right or remedy shall operate as a waiver of any other of its rights or remedies not inconsistent therewith or to estop it from exercising such other rights or remedies.

7. Rights and Remedies of the Contractor

Inasmuch as the Contractor can be adequately compensated by money damages for any breach of this Contract which may be committed by the Port Authority, the Contractor expressly agrees that no default, act or omission of the Port Authority shall constitute a material breach of this Contract, entitling the Contractor to cancel or rescind this Contract or to suspend or abandon performance.

8. Submission To Jurisdiction

The Contractor hereby irrevocably submits itself to the jurisdiction of the Courts of the State of New York and New Jersey, in regard to any controversy arising out of, connected with, or in any way concerning this Contract.

The Contractor agrees that the service of process on the Contractor in relation to such jurisdiction may be made, at the option of the Port Authority, either by registered or certified mail addressed to it at the address of the Contractor indicated on the signature sheet, or by actual personal delivery to the Contractor, if the Contractor is an individual, to any partner if the Contractor be a partnership or to any officer, director or managing or general agent if the Contractor be a corporation.

Such service shall be deemed to be sufficient when jurisdiction would not lie because of the lack of basis to serve process in the manner otherwise provided by law. In any case, however, process may be served as stated above whether or not it might otherwise have been served in a different manner.

9. Harmony

- a. The Contractor shall not employ any persons or use any labor, or use or have any equipment, or permit any condition to exist which shall or may cause or be conducive to any labor complaints, troubles, disputes or controversies at the Facility which interfere or are likely to interfere with the operation of the Port Authority or with the operations of lessees, licensees or other users of the Facility or with the operations of the Contractor under this Contract.

The Contractor shall immediately give notice to the Port Authority (to be followed by written notices and reports) of any and all impending or existing labor complaints, troubles, disputes or controversies and the progress thereof. The Contractor shall use its best efforts to resolve any such complaint, trouble, dispute or controversy. If any type of strike, boycott, picketing, work stoppage, slowdown or other labor activity is directed against the Contractor at the Facility or against any operations of the Contractor under this Contract, whether or not caused by the employees of the Contractor, and if any of the foregoing, in the opinion of the Port Authority, results or is likely to result in any curtailment or diminution of the services to be performed hereunder or to interfere with or affect the operations of the Port Authority, or to interfere with or affect the operations of lessees, licensees, or other users of the Facility or in the event of any other cessation or stoppage of operations by the Contractor hereunder for any reason whatsoever, the Port Authority shall have the right at any time during the continuance thereof to suspend the operations of the Contractor under this Contract, and during the period of the suspension the Contractor shall not perform its services hereunder and the Port Authority shall have the right during said period to itself or by any third person or persons selected by it to perform said services of the Contractor using the equipment which is used by the Contractor in its operations hereunder as the Port Authority deems necessary and without cost to the Port Authority. During such time of suspension, the Contractor shall not be entitled to any compensation. Any flat fees, including management fees, shall be prorated. Prior to the exercise of such right by the Port Authority, it shall give the Contractor notice thereof, which notice may be oral. No exercise by the Port Authority of the rights granted to it in the above subparagraph shall be or be deemed to be a waiver of any rights of termination or revocation contained in this Contract or a waiver of any rights or remedies which may be available to the Port Authority under this Contract or otherwise.

- b. During the time that the Contractor is performing the Contract, other persons may be engaged in other operations on or about the worksite including Facility operations, pedestrian, bus and vehicular traffic

and other Contractors performing at the worksite, all of which shall remain uninterrupted.

The Contractor shall so plan and conduct its operations as to work in harmony with others engaged at the site and not to delay, endanger or interfere with the operation of others (whether or not specifically mentioned above), all to the best interests of the Port Authority and the public as may be directed by the Port Authority.

10. Claims of Third Persons

The Contractor undertakes to pay all claims lawfully made against it by subcontractors, suppliers and workers, and all claims lawfully made against it by other third persons arising out of or in connection with or because of the performance of this Contract and to cause all subcontractors to pay all such claims lawfully made against them.

11. No Third Party Rights

Nothing contained in this Contract is intended for the benefit of third persons, except to the extent that the Contract specifically provides otherwise by use of the words "benefit" or "direct right of action."

12. Provisions of Law Deemed Inserted

Each and every provision of law and clause required by law to be inserted in this Contract shall be deemed to be inserted herein and the Contract shall be read and enforced as though it were included therein, and if through mistake or otherwise any such provision is not inserted, or is not correctly inserted, then upon the application of either party, the Contract shall forthwith be physically amended to make such insertion.

13. Costs Assumed By The Contractor

It is expressly understood and agreed that all costs of the Contractor of whatever kind or nature and whether imposed directly upon the Contractor under the terms and provisions hereof or in any other manner whatsoever because of the requirements of the operation of the service or otherwise under this Agreement shall be borne by the Contractor or without compensation or reimbursement from the Port Authority, except as specifically set forth in this Agreement. The entire and complete cost and expense of the Contractor's services and operations hereunder shall be borne solely by the Contractor and under no circumstances shall the Port Authority be liable to any third party (including the Contractor's employees) for any such costs and expenses incurred by the Contractor and under no circumstances shall the Port Authority be liable to the Contractor for the same, except as specifically set forth in this Section.

14. Default, Revocation or Suspension of Contract

a. If one or more of the following events shall occur:

1. If fire or other cause shall destroy all or a substantial part of the Facility.
2. If any governmental agency shall condemn or take a temporary or permanent interest in all or a substantial part of the Facility, or all of a part of the Port Authority's interest herein;

then upon the occurrence of such event or at any time thereafter during the continuance thereof, the Port Authority shall have the right on twenty-four (24) hours written notice to the Contractor to revoke this Contract, such revocation to be effective upon the date and time specified in such notice.

In such event this Contract shall cease and expire on the effective date of revocation as if said date were the date of the expiration of this Contract. Such revocation shall not, however, relieve the Contractor of any liabilities or obligations hereunder which shall have accrued on or prior to the effective date of revocation.

b. If one or more of the following events shall occur:

1. The Contractor shall become insolvent, or shall take the benefit of any present or future

insolvency statute, or shall make a general assignment for the benefit of creditors, or file a voluntary petition in bankruptcy or a petition or answer seeking an arrangement or its reorganization or the readjustment of its indebtedness under the federal bankruptcy laws or under any other law or statute of the United States or of any State thereof, or consent to the appointment of a receiver, trustee, or liquidator of all or substantially all its property; or

2. By order or decree of a court the Contractor shall be adjudged bankrupt or an order shall be made approving a petition filed by any of the creditors, or, if the Contractor is a corporation, by any of the stockholders of the Contractor, seeking its reorganization or the readjustment of its indebtedness under the federal bankruptcy laws or under any law or statute of the United States or of any State thereof; or
3. A petition under any part of the federal bankruptcy laws or an action under any present or future insolvency law or statute shall be filed against the Contractor and shall not be dismissed within thirty (30) days after the filing thereof; or
4. The interest of the Contractor under this Contract shall be transferred to, passed to or devolve upon, by operation of law or otherwise, any other person, firm or corporation, or
5. The Contractor, if a corporation, shall, without the prior written approval of the Port Authority, become a surviving or merged corporation in a merger, a constituent corporation in a consolidation, or a corporation in dissolution; or
6. If the Contractor is a partnership, and the said partnership shall be dissolved as the result of any act or omission of its copartners or any of them, or by operation of law or the order or decree of any court having jurisdiction, or for any other reason whatsoever; or
7. By or pursuant to, or under authority of any legislative act, resolution or rule, or any order or decree of any court or governmental board, agency or officer having jurisdiction, a receiver, trustee, or liquidator shall take possession or control of all or substantially all of the property of the Contractor and such possession or control of all or substantially all of the property of the Contractor and shall continue in effect for a period of fifteen (15) days;

then upon the occurrence of any such event or at any time thereafter during the continuance thereof, the Port Authority shall have the right upon five (5) days notice to the Contractor to terminate this Contract and the rights of the Contractor hereunder; termination to be effective upon the date and time specified in such notice as if said date were the date of the expiration of this Contract. Termination shall not relieve the Contractor of any liabilities or obligations hereunder which have accrued on or prior to the effective date of termination.

c. If any of the following shall occur:

1. The Contractor shall cease, abandon any part of the service, desert, stop or discontinue its services in the premises for any reason whatsoever and regardless of the fault of the Contractor; or
2. The Contractor shall fail to keep, perform and observe each and every other promise, covenant and agreement set forth in this Contract on its part to be kept, performed or observed, within five (5) days after receipt of notice of default thereunder from the Port Authority (except where fulfillment of its obligations requires activity over a greater period of time, and the Contractor shall have commenced to perform whatever may be required for fulfillment within five (5) days after receipt of notice and continues such performance without interruption except for causes beyond its control);

then upon the occurrence of any such event or during the continuance thereof, the Port Authority shall have the right on twenty four (24) hours notice to the Contractor to terminate this Contract and the rights of the Contractor hereunder, termination to be effective upon the date and time specified in such notice. Termination shall not relieve the Contractor of any liabilities which shall have

accrued on or prior to the effective date of termination.

- d. If any of the events enumerated in this Section shall occur prior to commencement date of this Contract the Port Authority upon the occurrence of any such event or any time thereafter during the continuance thereof by twenty-four (24) hours notice may terminate or suspend this Contract and the rights of the Contractor hereunder, such termination or suspension to be effective upon the date specified in such notice.
- e. No payment by the Port Authority of any monies to the Contractor for any period or periods after default of any of the terms, covenants or conditions hereof to be performed, kept and observed by the Contractor and no act or thing done or omitted to be done by the Port Authority shall be deemed to be a waiver of the right of the Port Authority to terminate this Contract or of any other right or remedies to which the Port Authority may be entitled because of any breach thereof. No waiver by the Port Authority of any default on the part of the Contractor in the performance of any of the terms, covenants and conditions hereof to be performed, kept or observed by the Contractor shall be or be construed to be a waiver by the Port Authority of any other subsequent default in the performance of any of the said terms, covenants and conditions.
- f. In addition to all other rights of revocation or termination hereunder and notwithstanding any other provision of this Contract the Port Authority may terminate this Contract and the rights of the Contractor hereunder without cause at any time upon five (5) days written notice to the Contractor and in such event this Contract shall cease and expire on the date set forth in the notice of termination as fully and completely as though such dates were the original expiration date hereof and if such effective date of termination is other than the last day of the month, the amount of the compensation due to the Contractor from the Port Authority shall be prorated when applicable on a daily basis. Such cancellation shall be without prejudice to the rights and obligations of the parties arising out of portions already performed but no allowance shall be made for anticipated profits.
- g. Any right of termination contained in this paragraph, shall be in addition to and not in lieu of any and all rights and remedies that the Port Authority shall have at law or in equity consequent upon the Contractor's breach of this Contract and shall be without prejudice to any and all such other rights and remedies. It is hereby specifically agreed and understood that the exercise by the Port Authority of any right of termination set forth in this paragraph shall not be or be deemed to be an exercise by the Port Authority of an election of remedies so as to preclude the Port Authority from any right to money damages it may have for the period prior to the effective date of termination to the original expiration date of the Contract, and this provision shall be deemed to survive the termination of this Contract as aforesaid.
- h. If (1) the Contractor fails to perform any of its obligations under this Contract or any other agreement between the Port Authority and the Contractor (including its obligation to the Port Authority to pay any claim lawfully made against it by any supplier, subcontractor or worker or other person which arises out of or in connection with the performance of this Contract or any other agreement with the Port Authority) or (2) any claim (just or unjust) which arises out of or in connection with this Contract or any other agreement between the Port Authority and the Contractor is made against the Port Authority or (3) any subcontractor under this Contract or any other agreement between the Port Authority and the Contractor fails to pay any claims lawfully made against it by any supplier, subcontractor, worker or other third person which arises out of or in connection with this Contract or any other agreement between the Port Authority and the Contractor or if in the opinion of the Port Authority any of the aforesaid contingencies is likely to arise, then the Port Authority shall have the right, in its discretion, to withhold out of any payment (final or otherwise) such sums as the Port Authority may deem ample to protect it against delay or loss or to assure the payment of just claims of third persons, and to apply such sums in such manner as the Port Authority may deem proper to secure such protection or satisfy such claims. All sums so applied shall be deducted from the Contractor's compensation. Omission by the Port Authority to

withhold out of any payment, final or otherwise, a sum for any of the above contingencies, even though such contingency has occurred at the time of such payment, shall not be deemed to indicate that the Port Authority does not intend to exercise its right with respect to such contingency. Neither the above provisions for rights of the Port Authority to withhold and apply monies nor any exercise or attempted exercise of, or omission to exercise, such rights by the Port Authority shall create any obligation of any kind to such supplier, subcontractors, worker or other third persons. If, however, the payment of any amount due the Contractor shall be improperly delayed, the Port Authority shall pay the Contractor interest thereon at the rate of 6% per annum for the period of the delay, it being agreed that such interest shall be in lieu of and in liquidation of any damages to the Contractor because of such delay.

- i. If the Port Authority has paid any sum or has incurred any obligation or expense which the Contractor has agreed to pay or reimburse the Port Authority, or if the Port Authority is required or elects to pay any sum or sums or incurs any obligations or expense by reason of the failure, neglect or refusal of the Contractor to perform or fulfill any one or more of the conditions, covenants, or agreements contained in this Contract, or as a result of an act of omission of the Contractor contrary to the said conditions, covenants and agreements, the Contractor shall pay to the Port Authority the sum or sums so paid or expense so incurred, including all interests, costs and damages, promptly upon the receipt of the Port Authority's statement therefore. The Port Authority may, however, in its discretion, elect to deduct said sum or sums from any payment payable by it to the Contractor.
- j. If the Port Authority pays any installment to the Contractor without reducing said installment as provided in this Contract, it may reduce any succeeding installment by the proper amount, or it may bill the Contractor for the amount by which the installment paid should have been reduced and the Contractor shall pay to the Port Authority any such amount promptly upon receipt of the Port Authority's statement therefore.
- k. The Port Authority shall also have the rights set forth above in the event the Contractor shall become insolvent or bankrupt or if his affairs are placed in the hands of a receiver, trustee or assignee for the benefit of creditors.

15. Sales or Compensating Use Taxes

Purchases of services and tangible personal property by the Port Authority in the States of New York and New Jersey are generally exempt from state and local sales and compensating use taxes, and from most federal excises (Taxes). Therefore, the Port Authority's purchase of the Contractor's services under this Contract is exempt from Taxes. Accordingly, the Contractor must not include Taxes in the price charged to the Port Authority for the Contractor's services under this Contract. The Contractor certifies that there are no such taxes included in the prices for this Contract. The Contractor shall retain a copy of this Contract to substantiate the exempt sale.

The compensation set forth in this Agreement is the complete compensation to the Contractor, and the Port Authority will not separately reimburse the Contractor for any taxes unless specifically set forth in this Agreement.

16. No Estoppel or Waiver

The Port Authority shall not be precluded or estopped by any payment, final or otherwise, issued or made under this Contract, from showing at any time the true amount and character of the services performed, or from showing that any such payment is incorrect or was improperly issued or made; and the Port Authority shall not be precluded or estopped, notwithstanding any such payment, from recovering from the Contractor any damages which it may sustain by reason of any failure on its part to comply strictly with this Contract, and any moneys which may be paid to it or for its account in excess of those to which it is lawfully entitled.

No cancellation, rescission or annulment hereof, in whole or as to any part of the services to be provided hereunder, or because of any breach hereof, shall be deemed a waiver of any money damages to which the

Port Authority may be entitled because of such breach. Moreover, no waiver by the Authority of any breach of this Contract shall be deemed to be a waiver of any other or any subsequent breach.

17. Records and Reports

The Contractor shall set up, keep and maintain (and shall cause its subcontractors to set up, keep and maintain) in accordance with generally accepted accounting practice during the term of this Agreement and any extensions thereof and for three years after the expiration, termination or revocation thereof, records, payroll records and books of account (including, but not limited to, records of original entry and daily forms, payroll runs, cancelled checks, time records, union agreements, contracts with health, pension and other third party benefit providers) recording all transactions of the Contractor (and its subcontractors), at, through or in any way connected with or related to the operations of the Contractor (and its subcontractors) hereunder, including but not limited to all matters relating to the charges payable to the Contractor hereunder, all wages and supplemental benefits paid or provided to or for its employees (and its subcontractors' employees) and such additional information as the Port Authority may from time to time and at any time require, and also including, if appropriate, recording the actual number of hours of service provided under the Contract, and keeping separate records thereof which records and books of account shall be kept at all times within the Port District. The Contractor shall permit (and cause its subcontractors to permit) in ordinary business hours during the term of this Agreement including any extensions thereof and for three years thereafter the examination and audit by the officers, employees and representatives of the Port Authority of such records and books of account and also any records and books of account of any company which is owned or controlled by the Contractor, or which owns or controls the Contractor if said company performs services similar to those performed by the Contractor anywhere in the Port District. However, if within the aforesaid three year period the Port Authority has notified the Contractor in writing of a pending claim by the Port Authority under or in connection with this Contract to which any of the aforesaid records and documents of the Contractor or of its subcontractors relate either directly or indirectly, then the period of such right of access shall be extended to the expiration of six years from the date of final payment with respect to the records and documents involved.

Upon request of the Port Authority, the Contractor shall furnish or provide access to the federal Form I-9 (Employment Eligibility Verification) for each individual performing work under this Contract. This includes citizens and noncitizens.

The Contractor (and its subcontractors) shall, at its own expense, install, maintain and use such equipment and devices for recording the labor hours of the service as shall be appropriate to its business and necessary or desirable to keep accurate records of the same and as the general manager or the Facility Manager may from time to time require, and the Contractor (and its subcontractors) shall at all reasonable times allow inspection by the agents and employees of the Port Authority of all such equipment or devices.

- a. The Contractor hereby further agrees to furnish to the Port Authority from time to time such written reports in connection with its operations hereunder as the Port Authority may deem necessary or desirable. The format of all forms, schedules and reports furnished by the Contractor to the Port Authority shall be subject to the continuing approval of the Port Authority.
- b. No provision in this Contract giving the Port Authority a right of access to records and documents is intended to impair or affect any right of access to records and documents which they would have in the absence of such provision. Additional record keeping may be required under other sections of this Contract.

18. General Obligations

- a. Except where expressly required or permitted herein to be oral, all notices, requests, consents and approvals required to be given to or by either party shall be in writing and all such notices, requests, consents and approvals shall be personally delivered to the other party during regular business hours or forwarded to such party by United States certified mail, return receipt requested, addressed to the other party at its address hereinbefore or hereafter provided. Until further notice the Contractor hereby

designates the address shown on the bottom of the Contractors Signature Sheet as their address to which such notices, requests, consents, or approvals may be forwarded. All notices, requests, consents, or approvals of the Contractor shall be forwarded to the Manager at the Facility.

- b. The Contractor shall comply with the provisions of all present and future federal, state and municipal laws, rules, regulations, requirements, ordinances, orders and directions which pertain to its operations under this Contract and which affect the Contract or the performance thereof and those engaged therein as if the said Contract were being performed for a private corporation, except where stricter requirements are contained in the Contract in which case the Contract shall control. The Contractor shall procure for itself all licenses, certificates, permits or other authorization from all governmental authorities, if any, having jurisdiction over the Contractor's operations hereunder which may be necessary for the Contractor's operations. The Contractor's obligation to comply with governmental requirements is not to be construed as a submission by the Port Authority to the application to itself of such requirements.
- c. The Contractor shall pay all taxes, license, certification, permit and examination fees and excises which may be assessed on its property or operations hereunder or income therefrom, and shall make all applications, reports and returns required in connection therewith.
- d. The Contractor shall, in conducting its operations hereunder, take all necessary precautions to protect the general environment and to prevent environmental pollution, contamination, damage to property and personal injury. In the event the Contractor encounters material reasonably believed to be asbestos, polychlorinated biphenyl (PCB) or any other hazardous material, in conducting its operations hereunder, the Contractor shall immediately stop Work in the area affected and report the condition in writing to the Manager. Work in the affected area shall not thereafter be resumed by the Contractor except upon the issuance of a written order to that effect from the Manager.
- e. The Contractor shall promptly observe, comply with and execute the provisions of any and all present and future rules and regulations, requirements, standard orders and directions of the American Insurance Association, the Insurance Services Office, National Fire Protection Association, and any other body or organization exercising similar functions which may pertain or apply to the Contractor's operations hereunder.

The Contractor shall not do or permit to be done any act which:

1. will invalidate or be in conflict with any fire insurance policies covering the Facility or any part thereof or upon the contents of any building thereon; or
 2. will increase the rate of any fire insurance, extended coverage or rental insurance on the Facility or any part thereof or upon the contents of any building thereon; or
 3. in the opinion of the Port Authority will constitute a hazardous condition, so as to increase the risk normally attendant upon the operations contemplated by this Contract; or
 4. may cause or produce in the premises, or upon the Facility any unusual, noxious or objectionable smoke, gases, vapors, odors; or
 5. may interfere with the effectiveness or accessibility of the drainage and sewerage system, fire protection system, sprinkler system, alarm system, fire hydrants and hoses, if any, installed or located or to be installed or located in or on the Facility; or
 6. shall constitute a nuisance in or on the Facility or which may result in the creation, commission or maintenance of a nuisance in or on the Facility.
- f. If by reason of the Contractor's failure to comply with the provisions of this Section and provided the Port Authority has given the Contractor five (5) days written notice of its failure and the Contractor shall not have cured said failure within said five (5) days, any fire insurance, extended coverage or rental insurance rate on the Facility or any part thereof or upon the contents of any building thereon shall at any time be higher than it otherwise would be, then the Contractor shall on demand pay the Port

Authority that part of all fire insurance, extended coverage or rental insurance premiums paid or payable by the Port Authority which shall have been charged because of such violations by the Contractor.

- g. The Contractor shall conduct its operations hereunder so as not to endanger, unreasonably interfere with, or delay the operations or activities of any tenants or occupants on the premises or the Facility and, moreover, shall use the same degree of care in performance on the premises as would be required by law of the Port Authority and shall conduct operations hereunder in a courteous, efficient and safe manner.
- h. The Contractor shall provide such equipment and medical facilities as may be necessary to supply first aid service in case of accidents to its personnel who may be injured in the furnishing of service hereunder. The Contractor shall maintain standing arrangements for the removal and hospital treatment of any of its personnel who may be injured.

19. Assignments and Subcontracting

- a. The Contractor shall not sell, transfer, mortgage, pledge, subcontract or assign this Contract or any part thereof or any of the rights granted hereunder or any moneys due or to become due to it hereunder or enter into any contract requiring or permitting the doing of anything hereunder by an independent Contractor, without the prior written approval of the Port Authority, and any such sale, transfer, mortgage, pledge, subcontract, assignment or contract without such prior written approval shall be void as to the Port Authority.
- b. All subcontractors who provide permanent personnel to the Contractor for work under this Contract shall be given written notice to comply with all requirements of the Contract. The Contractor shall be responsible and liable for the performance and acts of each subcontractor.
- c. All persons to whom the Contractor sublets services shall be deemed to be its agents and no subletting or approval thereof shall be deemed to release this Contractor from its obligations under this Contract or to impose any obligations on the Port Authority to such subcontractor or to give the subcontractor any rights against the Port Authority.

20. Indemnification and Risks Assumed By The Contractor

To the extent permitted by law, the Contractor shall indemnify and hold harmless the Port Authority, its Commissioners, officers, representatives and employees from and against all claims and demands, just or unjust, of third persons (including Contractor's employees, employees, officers, and agents of the Port Authority) arising out of or in any way connected or alleged to arise out of or alleged to be in any way connected with the Contract and all other services and activities of the Contractor under this Contract and for all expenses incurred by it and by them in the defense, settlement or satisfaction thereof, including without limitation thereto, claims and demands for death, for personal injury or for property damage, direct or consequential, whether they arise from the acts or omissions of the Contractor, the Port Authority, third persons (including Contractor's employees, employees, officers, and agents of the Port Authority), or from the acts of God or the public enemy, or otherwise, including claims and demands of any local jurisdiction against the Port Authority in connection with this Contract.

The Contractor assumes the following risks, whether such risks arise from acts or omissions (negligent or not) of the Contractor, the Port Authority or third persons (including Contractor's employees, employees, officers, and agents of the Port Authority) or from any other cause, excepting only risks occasioned solely by affirmative willful acts of the Port Authority done subsequent to the opening of proposals on this Contract, and shall to the extent permitted by law indemnify the Port Authority for all loss or damage incurred in connection with such risks:

- a. The risk of any and all loss or damage to Port Authority property, equipment (including but not limited to automotive and/or mobile equipment), materials and possessions, on or off the premises, the loss or damage of which shall arise out of the Contractor's operations hereunder. The Contractor shall if so directed by the Port Authority, repair, replace or rebuild to the satisfaction of the Port Authority, any

and all parts of the premises or the Facility which may be damaged or destroyed by the acts or omissions of the Contractor, its officers, agents, or employees and if the Contractor shall fail so to repair, replace, or rebuild with due diligence the Port Authority may, at its option, perform any of the foregoing work and the Contractor shall pay to the Port Authority the cost thereof.

- b. The risk of any and all loss or damage of the Contractor's property, equipment (including but not limited to automotive and/or mobile equipment) materials and possessions on the Facility.
- c. The risk of claim, whether made against the Contractor or the Port Authority, for any and all loss or damages occurring to any property, equipment (including but not limited to automotive and/or mobile equipment), materials and possessions of the Contractor's agents, employees, materialmen and others performing work hereunder.
- d. The risk of claims for injuries, damage or loss of any kind just or unjust of third persons arising or alleged to arise out of the performance of work hereunder, whether such claims are made against the Contractor or the Port Authority.

If so directed, the Contractor shall at its own expense defend any suit based upon any such claim or demand, even if such suit, claim or demand is groundless, false or fraudulent, and in handling such shall not, without obtaining express advance permission from the General Counsel of the Port Authority, raise any defense involving in any way the jurisdiction of the tribunal over the person of the Port Authority, the immunity of the Port Authority, its Commissioners, officers, agents or employees, the governmental nature of the Port Authority or the provision of any statutes respecting suits against the Port Authority.

Neither the requirements of the Port Authority under this Contract, nor of the Port Authority of the methods of performance hereunder nor the failure of the Port Authority to call attention to improper or inadequate methods or to require a change in the method of performance hereunder nor the failure of the Port Authority to direct the Contractor to take any particular precaution or other action or to refrain from doing any particular thing shall relieve the Contractor of its liability for injuries to persons or damage to property or environmental impairment arising out of its operations.

21. Approval of Methods

Neither the approval of the Port Authority of the methods of furnishing services hereunder nor the failure of the Port Authority to call attention to improper or inadequate methods or to require a change in the method of furnishing services hereunder, nor the failure of the Port Authority to direct the Contractor to take any particular precautions or to refrain from doing any particular thing shall relieve the Contractor of its liability for injuries to persons or damage to property or environmental impairment arising out of its operations.

22. Safety and Cleanliness

- a. The Contractor shall, in the furnishing of services hereunder, exercise every precaution to prevent injury to person or damage to property or environmental impairment and avoid inconvenience to the occupants of or any visitors to the Facility. The Contractor shall, without limiting the generality hereof, place such personnel, erect such barricades and railings, give such warnings, display such lights, signals or signs, place such cones and exercise precautions as may be necessary, proper or desirable.
- b. The Contractor shall in case of unsafe floor conditions due to construction, wetness, spillage, sickness and all other types of hazardous conditions proceed to rope off the unsafe area and place appropriate warnings signs to prevent accidents from occurring. The Contractor shall clean said area to the satisfaction of the Manager.
- c. The Contractor shall at all times maintain in a clean and orderly condition and appearance any and all facilities provided by the Port Authority for the Contractor's operations, and all fixtures, sink closets, equipment, and other personal property of the Port Authority which are located in said facilities.

23. Accident Reports

The Contractor shall promptly report in writing to the Manager of the Facility and to the Deputy Chief, Litigation Management of the Port Authority all accidents whatsoever arising out of or in connection with its operations hereunder and which result in death or injury to persons or damage to property, setting forth such details thereof as the Port Authority may desire. In addition, if death or serious injury or serious damage is caused, such accidents shall be immediately reported by telephone to the aforesaid representatives of the Port Authority.

24. Trash Removal

The Contractor shall remove daily from the Facility by means provided by the Contractor all garbage, debris and other waste material (solid or liquid) arising out of or in connection with its operations hereunder, and any such garbage, debris and other waste material not immediately removed shall be temporarily stored in a clear and sanitary condition, approved by the Facility Manager and shall be kept covered except when filling or emptying them. The Contractor shall exercise care in removing such garbage, debris and other waste materials from the Facility. The manner of such storage and removal shall always be subject in all respects to the continual approval of the Port Authority. No equipment or facilities of the Port Authority shall be used in such removal unless with its prior consent in writing. No such garbage, debris or other waste materials shall be or be permitted to be thrown, discharged or disposed into or upon the waters at or bounding the Facility.

25. Lost and Found Property

The Contractor shall instruct its personnel that all items of personal property found by the Contractor's employees at the Site must be turned in to the Port Authority and a receipt will be issued therefor.

26. Property of the Contractor

- a. All property of the Contractor at the Site by virtue of this Contract shall be removed on or before the expiration or sooner termination or revocation of this Contract.
- b. If the Contractor shall fail to remove its property upon the expiration, termination or revocation of this Contract the Port Authority may, at its option, dispose of such property as waste or as agent for the Contractor and at the risk and expense of the Contractor, remove such property to a public warehouse, or may retain the same in its own possession, and in either event after the expiration of thirty (30) days may sell the same in accordance with any method deemed appropriate; the proceeds of any such sale shall be applied first, to the expenses of sale and second, to any sums owed by the Contractor to the Port Authority; any balance remaining shall be paid to the Contractor. Any excess of the total cost of removal, storage and sale and other costs incurred by the Port Authority as a result of such failure of performance by the Contractor over the proceeds of sale shall be paid by the Contractor to the Port Authority upon demand.

27. Modification of Contract

This Contract may not be changed except in writing signed by the Port Authority and the Contractor. The Contractor agrees that no representation or warranties shall be binding upon the Port Authority unless expressed in writing in this Contract.

28. Invalid Clauses

If any provision of this Contract shall be such as to destroy its mutuality or to render it invalid or illegal, then, if it shall not appear to have been so material that without it the Contract would not have been made by the parties, it shall not be deemed to form part thereof but the balance of the Contract shall remain in full force and effect.

29. Approval of Materials, Supplies and Equipment

Only Port Authority approved materials, supplies, and equipment are to be used by the Contractor in performing the Work hereunder. Inclusion of chemical containing materials or supplies on the Port Authority Approved Products List – Environmental Protection Supplies constitutes approval. The list may be revised from time to time and at any time by the Port Authority and it shall be incumbent upon the Contractor to obtain the most current list from the Manager of the Facility.

At anytime during the Solicitation, pre-performance or performance periods, the Contractor may propose the use of an alternate product or products to those on the Approved Products List – Environmental Protection Supplies, which product(s) shall be subject to review and approval by the Port Authority. Any alternate product so approved by the Port Authority may be used by the Contractor in performing the Services hereunder. Until such approval is given, only products on the Approved Products List – Environmental Protection Supplies may be used.

30. Intellectual Property

The right to use all patented materials, appliances, processes of manufacture or types of construction, trade and service marks, copyrights and trade secrets, collectively hereinafter referred to as “Intellectual Property Rights”, in the performance of the work, shall be obtained by the Contractor without separate or additional compensation. Where the services under this Agreement require the Contractor to provide materials, equipment or software for the use of the Port Authority or its employees or agents, the Port Authority shall be provided with the Intellectual Property Rights required for such use without further compensation than is provided for under this Agreement.

The Contractor shall indemnify the Port Authority against and save it harmless from all loss and expense incurred as a result of any claims in the nature of Intellectual Property Rights infringement arising out of the Contractor’s or Port Authority’s use, in accordance with the above immediately preceding paragraph, of any Intellectual Property. The Contractor, if requested, shall conduct all negotiations with respect to and defend such claims. If the Contractor or the Port Authority, its employees or agents be enjoined either temporarily or permanently from the use of any subject matter as to which the Contractor is to indemnify the Port Authority against infringement, then the Port Authority may, without limiting any other rights it may have, require the Contractor to supply temporary or permanent replacement facilities approved by the Manager, and if the Contractor fails to do so the Contractor shall, at its expense, remove all such enjoined facilities and refund the cost thereof to the Port Authority or take such steps as may be necessary to insure compliance by the Contractor and the Port Authority with said injunction, to the satisfaction of the Port Authority.

In addition, the Contractor shall promptly and fully inform the Director in writing of any intellectual property rights disputes, whether existing or potential, of which it has knowledge, relating to any idea, design, method, material, equipment or any other matter related to the subject matter of this Agreement or coming to its attention in connection with this Agreement.

31. Contract Records and Documents – Passwords and Codes

When the performance of the contract services requires the Contractor to produce, compile or maintain records, data, drawings, or documents of any kind, regardless of the media utilized, then all such records, drawings, data and documents which are produced, prepared or compiled in connection with this contract, shall become the property of the Port Authority, and the Port Authority shall have the right to use or permit the use of them and any ideas or methods represented by them for any purpose and at any time without other compensation than that specifically provided herein.

When in the performance of the contract services the Contractor utilizes passwords or codes for any purpose, at any time during or after the performance of such services, upon written request by the Authority, the Contractor shall make available to the designated Authority representative all such passwords and codes.

32. Designated Secure Areas

Services under the Contract may be required in designated secure areas, as the same may be designated by the Manager from time to time ("Secure Areas"). The Port Authority shall require the observance of certain security procedures with respect to Secure Areas, which may include the escort to, at, and/or from said high security areas by security personnel designated by the Contractor or any subcontractor's personnel required to work therein. All personnel that require access to designated secure areas who are not under positive escort by an authorized individual will be required to undergo background screening and personal identity verification.

Forty-eight (48) hours prior to the proposed performance of any work in a Secure Area, the Contractor shall notify the Manager. The Contractor shall conform to the procedures as may be established by the Manager from time to time and at any time for access to Secure Areas and the escorting of personnel hereunder. Prior to the start of work, the Contractor shall request a description from the Manager of the Secure Areas which will be in effect on the commencement date. The description of Secure Areas may be changed from time to time and at any time by the Manager during the term of the Contract.

33. Notification of Security Requirements

The Authority has the responsibility of ensuring safe, reliable and secure transportation facilities, systems, and projects to maintain the well-being and economic competitiveness of the region. Therefore, the Authority reserves the right to deny access to certain documents, sensitive security construction sites and facilities (including rental spaces) to any person that declines to abide by Port Authority security procedures and protocols, any person with a criminal record with respect to certain crimes or who may otherwise poses a threat to the construction site or facility security. The Authority reserves the right to impose multiple layers of security requirements on the Contractor, its staff and subcontractors and their staffs depending upon the level of security required, or may make any amendments with respect to such requirements as determined by the Authority.

These security requirements may include but are not limited to the following:

- Execution of Port Authority Approved Non-disclosure Agreements

At the direction of the Port Authority, the Contractor shall be required to have its principals, staff and/or subcontractor(s) and their staff, execute Port Authority approved non-disclosure agreements.

- Contractor/ Subcontractor identity checks and background screening

The Port Authority's designated background screening provider may require inspection of not less than two forms of valid/current government issued identification (at least one having an official photograph) to verify staff's name and residence; screening federal, state, and/or local criminal justice agency information databases and files; screening of any terrorist identification files; access identification to include some form of biometric security methodology such as fingerprint, facial or iris scanning, or the like.

The Contractor may be required to have its staff, and any subcontractor's staff, material-men, visitors or others over whom the Contractor/subcontractor has control, authorize the Authority or its designee to perform background checks, and a personal identity verification check. Such authorization shall be in a form acceptable to the Authority. The Contractor and subcontractors may also be required to use an organization designated by the Authority to perform the background checks.

As of January 29, 2007, the Secure Worker Access Consortium (S.W.A.C.) is the only Port Authority approved provider to be used to conduct background screening and personal identity verification, except as otherwise required by federal law and/or regulation (such as the Transportation Worker Identification Credential for personnel performing in secure areas at Maritime facilities). Information about S.W.A.C., instructions, corporate enrollment, online applications, and location of processing centers can be found at <http://www.secureworker.com>, or S.W.A.C. may be contacted directly at (877) 522-7922 for more information and the latest pricing. The cost for said background checks for staff that pass and are granted a credential shall be reimbursable to the Contractor (and its subcontractors) as an out-of-pocket expense as provided herein. Staff that are rejected for a credential for any reason are not reimbursable.

- Issuance of Photo Identification Credential

No person will be permitted on or about the Authority construction site or facility (including rental spaces) without a facility-specific photo identification credential approved by the Authority. If the authority requires facility-specific identification credential for the Contractor's and the subcontractor's staff, the Authority will supply such identification at no cost to the Contractor or its subcontractors. Such facility-specific identification credential shall remain the property of the Authority and shall be returned to the Authority at the completion or upon request prior to completion of the individual's assignment at the specific facility. It is the responsibility of the appropriate Contractor or subcontractor to immediately report to the Authority the loss of any staff member's individual facility-specific identification credential. The Contractor or subcontractor shall be billed for the cost of the replacement identification credential. Contractor's and subcontractor's staff shall display Identification badges in a conspicuous and clearly visible manner, when entering, working or leaving an Authority construction site or facility.

Employees may be required to produce not less than two forms of valid/current government issued identification having an official photograph and an original, unlaminated social security card for identify and SSN verification. Where applicable, for sensitive security construction sites or facilities, successful completion of the application, screening and identify verification for all employees of the Contractor and subcontractors shall be completed prior to being provided a S.W.A.C. ID Photo Identification credential.

- Access control, inspection, and monitoring by security guards

The Authority may provide for Authority construction site or facility (including rental spaces) access control, inspection and monitoring by Port Authority Police or Authority retained contractor security guards. However, this provision shall not relieve the Contractor of its responsibility to secure its equipment and work and that of its subconsultant/subcontractor's and service suppliers at the Authority construction site or facility (including rental spaces). In addition, the Contractor, subcontractor or service provider is not permitted to take photographs, digital images, electronic copying and/or electronic transmission or video recordings or make sketches on any other medium at the Authority construction sites or facilities (including rental spaces), except when necessary to perform the Work under this Contract, without prior written permission from the Authority. Upon request, any photograph, digital images, video recording or sketches made of the Authority construction site or facility shall be submitted to the Authority to determine compliance with this paragraph, which submission shall be conclusive and binding on the submitting entity.

- Compliance with the Port Authority Information Security Handbook

The Contract may require access to Port Authority information considered Protected Information ("PI") as defined in the Port Authority Information Security Handbook ("Handbook"), dated October, 2008, corrected as of November 14, 2013, and as may be further amended. The Handbook and its requirements are hereby incorporated into this agreement and will govern the possession, distribution and use of PI if at any point during the lifecycle of the project or solicitation it becomes necessary for the Contractor to have access to PI. Protecting sensitive information requires the application of uniform safeguarding measures to prevent unauthorized disclosure and to control any authorized disclosure of this information within the Port Authority or when released by the Port Authority to outside entities. The following is an outline of some of the procedures, obligations and directives contained in the Handbook:

- (1) require that the Contractor and subcontractors, when appropriate, sign Non-Disclosure Agreements (NDAs), or an Acknowledgment of an existing NDA, provided by the Authority as a condition of being granted access to Confidential Information categorized and protected as per the Handbook;
- (2) require that individuals needing access to PI be required to undergo a background check, pursuant to the process and requirements noted in § 3.2 of the Information Security Handbook.
- (3) require Contractors and commercial enterprises to attend training to ensure security awareness regarding Port Authority information;

- (4) specific guidelines and requirements for the handling of PI to ensure that the storage and protection of PI;
- (5) restrictions on the transfer, shipping, and mailing of PI;
- (6) prohibitions on the publication, posting, modifying, copying, reproducing, republishing, uploading, transmitting, or distributing PI on websites or web pages. This may also include restricting persons, who either have not passed a pre-screening background check, or who have not been granted access to PI, from viewing such information;
- (7) require that PI be destroyed using certain methods, measures or technology pursuant to the requirements set forth in the Handbook;
- (8) require the Contractor to mandate that each of its subcontractors maintain the same levels of security required of the Contractor under any Port Authority awarded contract.
- (9) prohibit the publication, exchange or dissemination of PI developed from the project or contained in reports, except between Contractors and subcontractors, without prior approval of the Port Authority;
- (10) require that PI only be reproduced or copied pursuant to the requirements set forth in the Handbook.

- Audits for Compliance with Security Requirements

The Port Authority may conduct random or scheduled examinations of business practices under this section entitled "NOTIFICATION OF SECURITY REQUIREMENTS" and the Handbook in order to assess the extent of compliance with security requirements, Protected Information procedures, protocols and practices, which may include, but not be limited to, verification of background check status, confirmation of completion of specified training, and/or a site visit to view material storage locations and protocols.

34. Construction In Progress

The Contractor recognizes that construction may be in progress at the Facility and may continue throughout the term of this Contract. Notwithstanding, the Contractor shall at all times during the term hereof maintain the same standards of performance and cleanliness as prevails in non-affected areas as required by the standards hereunder.

35. Permit-Required Confined Space Work

Prior to commencement of any work, the Contractor shall request and obtain from the Port Authority a description of all spaces at the facility which are permit-required confined spaces requiring issuance of an OSHA permit.

Prior to the commencement of any work in a permit-required confined space at a Port Authority facility requiring issuance of an OSHA permit, the Contractor shall contact the Manager to obtain an Authority Contractor Permit-Required Confined Space Notification form. The notification form must be filled out and submitted prior to commencing permit-required confined space work. All confined space work shall be performed in accordance with all applicable OSHA requirements. The Contractor shall provide its employees with a copy of its own company permit and shall furnish the Port Authority with a copy of the permit upon completion of the work. The Contractor must supply all equipment required for working in a confined space.

36. Signs

Except with the prior written approval of the Port Authority, the Contractor shall not erect, maintain or display any signs or posters or any advertising on or about the Facility.

37. Vending Machines, Food Preparation

The Contractor shall not install, maintain or operate on the Facility, or on any other Port Authority property, any vending machines without the prior written approval of the Port Authority. No foods or beverages shall be prepared or consumed at the Facility by any of the Contractor's employees except in areas as may be specifically designated by the Port Authority for such purpose.

38. Confidential Information/Non-Publication

a. As used herein, confidential information shall mean all information disclosed to the Contractor or the personnel provided by the Contractor hereunder which relates to the Authority's and/or PATH's past, present, and future research, development and business activities including, but not limited to, software and documentation licensed to the Authority or proprietary to the Authority and/or PATH and all associated software, source code procedures and documentation. Confidential information shall also mean any other tangible or intangible information or materials including but not limited to computer identification numbers, access codes, passwords, and reports obtained and/or used during the performance of the Contractor's Services under this Contract.

b. Confidential information shall also mean and include collectively, as per *The Port Authority of New York & New Jersey Information Security Handbook (October 15, 2008, corrected as of November 14, 2013)*, Protected Information, Confidential Proprietary Information, Confidential Privileged Information and information that is labeled, marked or otherwise identified by or on behalf of the Authority so as to reasonably connote that such information is confidential, privileged, sensitive or proprietary in nature. Confidential Information shall also include all work product that contains or is derived from any of the foregoing, whether in whole or in part, regardless of whether prepared by the Authority or a third-party or when the Authority receives such information from others and agrees to treat such information as Confidential.

c. The Contractor shall hold all such confidential information in trust and confidence for the Authority, and agrees that the Contractor and the personnel provided by the Contractor hereunder shall not, during or after the termination or expiration of this Contract, disclose to any person, firm or corporation, nor use for its own business or benefit, any information obtained by it under or in connection with the supplying of services contemplated by this Contract. The Contractor and the personnel provided by the Contractor hereunder shall not violate in any manner any patent, copyright, trade secret or other proprietary right of the Authority or third persons in connection with their services hereunder, either before or after termination or expiration of this Contract. The Contractor and the personnel provided by the Contractor hereunder shall not willfully or otherwise perform any dishonest or fraudulent acts, breach any security procedures, or damage or destroy any hardware, software or documentation, proprietary or otherwise, in connection with their services hereunder. The Contractor shall promptly and fully inform the Director/General Manager in writing of any patent, copyright, trade secret or other intellectual property rights or disputes, whether existing or potential, of which the Contractor has knowledge, relating to any idea, design, method, material, equipment or other matter related to this Contract or coming to the Contractor's attention in connection with this Contract.

d. The Contractor shall not issue nor permit to be issued any press release, advertisement, or literature of any kind, which refers to the Port Authority or to the fact that goods have been, are being or will be provided to it and/or that services have been, are being or will be performed for it in connection with this Agreement, unless the vendor first obtains the written approval of the Port Authority. Such approval may be withheld if for any reason the Port Authority believes that the publication of such information would be harmful to the public interest or is in any way undesirable.

39. Time is of the Essence

Time is of the essence in the Contractor's performance of this Contract inasmuch as the Work to be performed will affect the operation of public facilities.

40. Holidays

The following holidays will be observed at the Site:

New Year's Day	Labor Day
Martin Luther King Jr. Day	Columbus Day
Presidents Day	Veterans Day
Memorial Day	Thanksgiving Day
Independence Day	Day After Thanksgiving
Christmas Day	

This list is subject to periodic revision and the Contractor shall be responsible for obtaining all updated lists from the office of the Manager. If any such holiday falls on a Sunday then the next day shall be considered the holiday and/or if any such holiday falls on a Saturday then the preceding day shall be considered the holiday.

41. Personnel Standards

In addition to any specific personnel requirements that may be required under the clause entitled "Personnel Requirements" in the Specifications, the Contractor (and any Subcontractor) shall furnish competent and adequately trained personnel to perform the Work hereunder. If, in the opinion of the Manager, any employee so assigned is performing their functions unsatisfactorily, they shall be replaced by the Contractor within twenty-four (24) hours following the Contractor's receipt of the Manager's request for such replacement.

All Contractor's employees performing Work hereunder shall have the ability to communicate in the English language to the extent necessary to comprehend directions given by either the Contractor's supervisory staff or by the Manager's staff. Any employee operating a motor vehicle must have a valid driver's license.

The Contractor shall verify that employees working under this Contract in the United States are legally present in the United States and authorized to work by means of the federally required I-9 program

42. General Uniform Requirements for Contractor's Personnel

In addition to any specific uniform requirements that may be required by the Specifications, uniforms must be worn at all times during which the Services are being performed hereunder. The Contractor agrees that his/her employees will present a neat, clean and orderly appearance at all times. Uniforms shall include the Contractor's identification badge with picture ID bearing the employee's name. All uniforms, colors, types and styles shall be subject to the prior approval of the Manager. The Contractor will also be responsible for ensuring that its employees are wearing shoes appropriate for the tasks performed. The Manager shall have the right to require removal of any employee who shall fail to wear the proper uniform and shoes, and the exercise of this right shall not limit the obligation of the Contractor to perform the Services or to furnish any required number of employees at a specific location at the Site as specified.

43. Labor, Equipment and Materials Supplied by the Contractor

The Contractor shall, at all times during the performance of this Contract, furnish all necessary labor, supervision, equipment and materials necessary for the prompt and efficient performance of the Work, whether such materials and equipment are actually employed in the furnishing of the Work or whether incidental thereto.

All materials used by the Contractor in furnishing Work hereunder shall be of such quality as to accomplish the purposes of this Contract and the Services to be furnished hereunder in such manner so as not to damage any part of the Site.

The Port Authority by its officers, employees and representatives shall have the right at all times to examine the supplies, materials and equipment used by the Contractor, to observe the operations of the Contractor, its agents, servants and employees and to do any act or thing which the Port Authority may be obligated or have the right to do under this Contract or otherwise.

All equipment, materials and supplies used in the performance of this Contract required hereunder shall be used in accordance with their manufacturer's instructions.

Materials and supplies to be provided by the Contractor hereunder shall comply with OSHA and all applicable regulations.

44. Contractor's Vehicles – Parking - Licenses

At the discretion of the Manager, the Port Authority may permit the Contractor during the effective period of this Contract to park vehicle(s) used by it in its operations hereunder in such location as may from time to time or at any time be designated by the Manager. The Contractor shall comply with such existing rules, regulations and procedures as are now in force and such reasonable future rules, regulations and procedures as may hereafter be adopted by the Port Authority for the safety and convenience of persons who park automotive vehicles in any parking area at the Site or for the safety and proper persons who park automotive vehicles in any parking area at the Site or for the safety and proper identification of such vehicles, and the Contractor shall also comply with any and all directions pertaining to such parking which may be given from time to time and at any time by the Manager. Any vehicle used by the Contractor hereunder shall be marked or placarded, identifying it as the Contractor's vehicle.

45. Manager's Authority

In the performance of the Work hereunder, the Contractor shall conform to all orders, directions and requirements of the Manager and shall perform the Work hereunder to the satisfaction of the Manager at such times and places, by such methods and in such manner and sequence as he/she may require, and the Contract shall at all stages be subject to his/her inspection. The Manager shall determine the amount, quality, acceptability and fitness of all parts of the Work and shall interpret the Specifications and any orders for Extra Work. The Contractor shall employ no equipment, materials, methods or staff or personnel to which the Manager objects. Upon request, the Manager shall confirm in writing any oral order, direction, requirement or determination.

The Manager shall have the authority to decide all questions in connection with the Services to be performed hereunder. The exercise by the Manager of the powers and authorities vested in him/her by this section shall be binding and final upon the Port Authority and the Contractor.

46. Price Preference

If this solicitation has not been set aside for the purposes of making an award based on bids solicited from Port Authority certified Minority Business, Women Business or Small Business Enterprises as indicated by the bidder pre-requisites in Part II hereof, for awards of contracts, not exceeding \$1,000,000, for:

- (a) Services, a price preference of 5% is available for New York or New Jersey Small Business Enterprises (SBE); or
- (b) Services (excluding Janitorial/Cleaning Services), a price preference of 10% is available for New York or New Jersey Minority or Women Business Enterprises (MBE/WBE),
certified by the Port Authority by the day before the bid opening.

If the Bidder is a Port Authority certified MBE, WBE or SBE, enter the applicable date(s) certification was obtained in the space provided on the Signature Sheet attached hereto.

47. MBE/WBE Good Faith Participation

The Contractor shall use every good-faith effort to provide for participation by Port Authority certified Minority Business Enterprises (MBEs) and Port Authority certified Woman-owned Business Enterprises (WBEs) in all purchasing and subcontracting opportunities associated with this Contract, including purchase of equipment, supplies and labor services. If this Contract contains participation goals, the Contractor shall use good faith efforts to achieve the goals.

Good faith efforts to include participation by Port Authority certified MBE/WBEs shall include, but not be limited to the following:

- A. Dividing the services and materials to be procured into small portions, where feasible.
- B. Giving reasonable advance notice of specific contracting, subcontracting and purchasing opportunities to such MBE/WBEs as may be appropriate.
- C. Soliciting services and materials from a Port Authority certified MBE/WBE or seeking MBE/WBEs from other sources. To access the Port Authority's Directory of MBE/WBE Certified Firms go to www.panynj.gov/supplierdiversty
- D. Ensuring that provision is made to provide progress payments to MBE/WBEs on a timely basis.
- E. Observance of reasonable commercial standards of fair dealing in the respective trade or business.

PART III CONTRACTOR'S INTEGRITY PROVISIONS

1. Certification of No Investigation (criminal or civil anti-trust), Indictment, Conviction, Debarment, Suspension, Disqualification and Disclosure of Other Information

By bidding on this Contract, each Bidder and each person signing on behalf of any Bidder certifies, and in the case of a joint bid each party thereto certifies as to its own organization, that the Bidder and each parent and/or affiliate of the Bidder has not

- a. been indicted or convicted in any jurisdiction;
- b. been suspended, debarred, found not responsible or otherwise disqualified from entering into any contract with any governmental agency or been denied a government contract for failure to meet standards related to the integrity of the Bidder;
- c. had a contract terminated by any governmental agency for breach of contract or for any cause based in whole or in part on an indictment or conviction;
- d. ever used a name, trade name or abbreviated name, or an Employer Identification Number different from those inserted in the Bid;
- e. had any business or professional license suspended or revoked or, within the five years prior to bid opening, had any sanction imposed in excess of fifty thousand dollars (\$50,000) as a result of any judicial or administrative proceeding with respect to any license held or with respect to any violation of a federal, state or local environmental law, rule or regulation;
- f. had any sanction imposed as a result of a judicial or administrative proceeding related to fraud, extortion, bribery, bid rigging, embezzlement, misrepresentation or anti-trust regardless of the dollar amount of the sanctions or the date of their imposition; and
- g. been, and is not currently, the subject of a criminal investigation by any federal, state or local prosecuting or investigative agency and/or a civil anti-trust investigation by any federal, state or local prosecuting or investigative agency, including an inspector general of a governmental agency or public authority.

2. Non-Collusive Bidding, and Code of Ethics Certification, Certification of No Solicitation Based On Commission, Percentage, Brokerage, Contingent or Other Fees

By bidding on this Contract, each Bidder and each person signing on behalf of any Bidder certifies, and in the case of a joint bid, each party thereto certifies as to its own organization, that

- a. the prices in its bid have been arrived at independently without collusion, consultation, communication or agreement for the purpose of restricting competition, as to any matter relating to such prices with any other bidder or with any competitor;
- b. the prices quoted in its bid have not been and will not be knowingly disclosed directly or indirectly by the Bidder prior to the official opening of such bid to any other bidder or to any competitor;
- c. no attempt has been made and none will be made by the Bidder to induce any other person, partnership or corporation to submit or not to submit a bid for the purpose of restricting competition;
- d. this organization has not made any offers or agreements or taken any other action with respect to any Authority employee or former employee or immediate family member of either which would constitute a breach of ethical standards under the Code of Ethics dated March 11, 2014, or as may be revised (a copy of which is available upon request) nor does this organization have any knowledge of any act on the part of an Authority employee or former Authority employee relating either directly or indirectly to this organization which constitutes a breach of the ethical standards set forth in said Code;
- e. no person or selling agency other than a bona fide employee or bona fide established commercial or selling agency maintained by the Bidder for the purpose of securing business, has been employed or retained by the Bidder to solicit or secure this Contract on the understanding that a commission, percentage, brokerage, contingent, or other fee would be paid to such person or selling agency; and
- f. the Bidder has not offered, promised or given, demanded or accepted, any undue advantage, directly or indirectly, to or from a public official or employee, political candidate, party or party official, or any private sector employee (including a person who directs or works for a private sector enterprise in any capacity), in order to obtain, retain, or direct business or to secure any other improper advantage in connection with this Contract.
- g. no person or organization has been retained, employed or designated on behalf of the Bidder to impact any Port Authority determination with respect to (i) the solicitation, evaluation or award of this Contract, or (ii) the preparation of specifications or request for submissions in connection with this Contract.

The foregoing certifications in this Part III, Sections 1 and 2, shall be deemed to have been made by the Bidder as follows:

- * if the Bidder is a corporation, such certification shall be deemed to have been made not only with respect to the Bidder itself, but also with respect to each parent, affiliate, director, and officer of the Bidder, as well as, to the best of the certifier's knowledge and belief, each stockholder of the Bidder with an ownership interest in excess of 10%;
- * if the Bidder is a partnership, such certification shall be deemed to have been made not only with respect to the Bidder itself, but also with respect to each partner.

Moreover, the foregoing certifications, if made by a corporate Bidder, shall be deemed to have been authorized by the Board of Directors of the Bidder, and such authorization shall be deemed to include the

signing and submission of the bid and the inclusion therein of such certification as the act and deed of the corporation.

In any case where the Bidder cannot make the foregoing certifications, the Bidder shall so state and shall furnish with the signed bid a signed statement which sets forth in detail the reasons therefor. If the Bidder is uncertain as to whether it can make the foregoing certifications, it shall so indicate in a signed statement furnished with its bid, setting forth in such statement the reasons for its uncertainty. With respect to the foregoing certification in paragraph "2g", if the Bidder cannot make the certification, it shall provide, in writing, with the signed bid: (i) a list of the name(s), address(es), telephone number(s), and place(s) of principal employment of each such individual or organization; and (ii) a statement as to whether such individual or organization has a "financial interest" in this Contract, as described in the Procurement Disclosure policy of the Authority (a copy of which is available upon request to the Chief Procurement Officer of the Procurement Department of the Authority). Such disclosure is to be updated, as necessary, up to the time of award of this Contract. As a result of such disclosure, the Port Authority shall take appropriate action up to and including a finding of non-responsibility.

Failure to make the required disclosures shall lead to administrative actions up to and including a finding of non-responsiveness or non-responsibility.

Notwithstanding that the Bidder may be able to make the foregoing certifications at the time the bid is submitted, the Bidder shall immediately notify the Authority in writing during the period of irrevocability of bids and the term of the Contract, if Bidder is awarded the Contract, of any change of circumstances which might under this clause make it unable to make the foregoing certifications, might render any portion of the certifications previously made invalid, or require disclosure. The foregoing certifications or signed statement shall be deemed to have been made by the Bidder with full knowledge that they would become a part of the records of the Authority and that the Authority will rely on their truth and accuracy in awarding and continuing this Contract. In the event that the Authority should determine at any time prior or subsequent to the award of this Contract that the Bidder has falsely certified as to any material item in the foregoing certifications, has failed to immediately notify the Port Authority of any change in circumstances which might make it unable to make the foregoing certifications, might render any portion of the certifications previously made invalid, or require disclosure, or has willfully or fraudulently furnished a signed statement which is false in any material respect, or has not fully and accurately represented any circumstance with respect to any item in the foregoing certifications required to be disclosed, the Authority may determine that the Bidder is not a responsible Bidder with respect to its bid on the Contract or with respect to future bids on Authority contracts and may exercise such other remedies as are provided to it by the Contract with respect to these matters. In addition, Bidders are advised that knowingly providing a false certification or statement pursuant hereto may be the basis for prosecution for offering a false instrument for filing (see e.g. New York Penal Law, Section 175.30 et seq.). Bidders are also advised that the inability to make such certification will not in and of itself disqualify a Bidder, and that in each instance the Authority will evaluate the reasons therefor provided by the Bidder. Under certain circumstances the Bidder may be required as a condition of Contract award to enter into a Monitoring Agreement under which it will be required to take certain specified actions, including compensating an independent Monitor to be selected by the Port Authority, said Monitor to be charged with, among other things, auditing the actions of the Bidder to determine whether its business practices and relationships indicate a level of integrity sufficient to permit it to continue business with the Port Authority.

3. Bidder Eligibility for Award of Contracts - Determination by an Agency of the State of New York or New Jersey Concerning Eligibility to Receive Public Contracts

Bidders are advised that the Authority has adopted a policy to the effect that in awarding its contracts it will honor any determination by an agency of the State of New York or New Jersey that a Bidder is not eligible to bid on or be awarded public contracts because the Bidder has been determined to have engaged in illegal or dishonest conduct or to have violated prevailing rate of wage legislation.

The policy permits a Bidder whose ineligibility has been so determined by an agency of the State of New York or New Jersey to submit a bid on a Port Authority contract and then to establish that it is eligible to be awarded a

contract on which it has bid because (i) the state agency determination relied upon does not apply to the Bidder, or (ii) the state agency determination relied upon was made without affording the Bidder the notice and hearing to which the Bidder was entitled by the requirements of due process of law, or (iii) the state agency determination was clearly erroneous or (iv) the state determination relied upon was not based on a finding of conduct demonstrating a lack of integrity or violation of a prevailing rate of wage law.

The full text of the resolution adopting the policy may be found in the Minutes of the Authority's Board of Commissioners meeting of September 9, 1993.

4. Contractor Responsibility, Suspension of Work and Termination

During the term of this Contract, the Contractor shall at all times during the Contract term remain responsible. The Contractor agrees, if requested by the Port Authority to present evidence of its continuing legal authority to do business in the States of New Jersey or New York, integrity, experience, ability, prior performance, and organizational and financial capacity.

The Port Authority, in its sole discretion, reserves the right to suspend any or all activities under this Contract, at any time, when it discovers information that calls into question the responsibility of the Contractor. In the event of such suspension, the Contractor will be given written notice outlining the particulars of such suspension. Upon issuance of such notice, the Contractor must comply with the terms of the suspension order. Contract activity may resume at such time as the Port Authority issues a written notice authorizing a resumption of performance under the Contract.

Upon written notice to the Contractor, and an opportunity to be heard with appropriate Port Authority officials or staff, the Contract may be terminated by Port Authority at the Contractor's expense where the Contractor is determined by the Port Authority to be non-responsible. In such event, the Port Authority or its designee may complete the contractual requirements in any manner he or she may deem advisable and pursue available legal or equitable remedies for breach, including recovery of costs from Contractor associated with such termination.

5. No Gifts, Gratuities, Offers of Employment, Etc.

At all times, the Contractor shall not offer, give or agree to give anything of value either to a Port Authority employee, agent, job shopper, consultant, construction manager or other person or firm representing the Port Authority, or to a member of the immediate family (i.e., a spouse, child, parent, brother or sister) of any of the foregoing, in connection with the performance by such employee, agent, job shopper, consultant, construction manager or other person or firm representing the Port Authority of duties involving transactions with the Contractor on behalf of the Port Authority, whether or not such duties are related to this Contract or any other Port Authority contract or matter. Any such conduct shall be deemed a material breach of this Contract.

As used herein "anything of value" shall include but not be limited to any (a) favors, such as meals, entertainment, transportation (other than that contemplated by the Contract or any other Port Authority contract), etc. which might tend to obligate the Port Authority employee to the Contractor, and (b) gift, gratuity, money, goods, equipment, services, lodging, discounts not available to the general public, offers or promises of employment, loans or the cancellation thereof, preferential treatment or business opportunity. Such term shall not include compensation contemplated by this Contract or any other Port Authority contract. Where used herein, the term "Port Authority" shall be deemed to include all subsidiaries of the Port Authority.

The Contractor shall insure that no gratuities of any kind or nature whatsoever shall be solicited or accepted by it and by its personnel for any reason whatsoever from the passengers, tenants, customers or other persons using the Facility and shall so instruct its personnel.

In the event that the Contractor becomes aware of the occurrence of any conduct that is prohibited by this section entitled "No Gifts, Gratuities, Offers of Employment, Etc.", it shall report such occurrence to the Port Authority's Office of Inspector General within three (3) business days of obtaining such knowledge. (See "<http://www.panynj.gov/inspector-general>" for information about to report information to the Office of Inspector General). Failing to report such conduct shall be grounds for a finding of non-responsibility.

In addition, during the term of this Contract, the Contractor shall not make an offer of employment or use confidential information in a manner proscribed by the Code of Ethics and Financial Disclosure dated March 11, 2014, or as may be revised, (a copy of which is available upon request to the Office of the Secretary of the Port Authority).

The Contractor shall include the provisions of this clause in each subcontract entered into under this Contract.

6. Conflict of Interest

During the term of this Contract, the Contractor shall not participate in any way in the preparation, negotiation or award of any contract (other than a contract for its own services to the Authority) to which it is contemplated the Port Authority may become a party, or participate in any way in the review or resolution of a claim in connection with such a contract if the Contractor has a substantial financial interest in the contractor or potential contractor of the Port Authority or if the Contractor has an arrangement for future employment or for any other business relationship with said contractor or potential contractor, nor shall the Contractor at any time take any other action which might be viewed as or give the appearance of conflict of interest on its part. If the possibility of such an arrangement for future employment or for another business arrangement has been or is the subject of a previous or current discussion, or if the Contractor has reason to believe such an arrangement may be the subject of future discussion, or if the Contractor has any financial interest, substantial or not, in a contractor or potential contractor of the Authority, and the Contractor's participation in the preparation, negotiation or award of any contract with such a contractor or the review or resolution of a claim in connection with such a contract is contemplated or if the Contractor has reason to believe that any other situation exists which might be viewed as or give the appearance of a conflict of interest, the Contractor shall immediately inform the Chief Procurement Officer in writing of such situation giving the full details thereof. Unless the Contractor receives the specific written approval of the Chief Procurement Officer, the Contractor shall not take the contemplated action which might be viewed as or give the appearance of a conflict of interest. The Chief Procurement Officer may require the Contractor to submit a mitigation plan addressing and mitigating any disclosed or undisclosed conflict, which is subject to the approval of the Chief Procurement Officer and shall become a requirement, as though fully set forth in this Contract. In the event the Chief Procurement Officer shall determine that the performance by the Contractor of a portion of its Services under this Agreement is precluded by the provisions of this numbered paragraph, or a portion of the Contractor's said Services is determined by the Chief Procurement Officer to be no longer appropriate because of such preclusion, then the Chief Procurement Officer shall have full authority on behalf of both parties to order that such portion of the Contractor's Services not be performed by the Contractor, reserving the right, however, to have the Services performed by others and any lump sum compensation payable hereunder which is applicable to the deleted work shall be equitably adjusted by the parties. The Contractor's execution of this document shall constitute a representation by the Contractor that at the time of such execution the Contractor knows of no circumstances, present or anticipated, which come within the provisions of this paragraph or which might otherwise be viewed as or give the appearance of a conflict of interest on the Contractor's part. The Contractor acknowledges that the Authority may preclude it from involvement in certain disposition/privatization initiatives or transactions that result from the findings of its evaluations hereunder or from participation in any contract, which results, directly or indirectly, from the Services provided by the Contractor hereunder. The Port Authority's determination regarding any questions of conflict of interest shall be final.

7. Definitions

As used in this section, the following terms shall mean:

Affiliate - Two or more firms are affiliates if a parent owns more than fifty percent of the voting stock of each of the firms, or a common shareholder or group of shareholders owns more than fifty percent of the voting stock of each of the firms, or if the firms have a common proprietor or general partner.

Agency or Governmental Agency - Any federal, state, city or other local agency, including departments, offices, public authorities and corporations, boards of education and higher education, public development corporations, local development corporations and others.

Investigation - Any inquiries made by any federal, state or local criminal prosecuting and/or law enforcement agency and any inquiries concerning civil anti-trust investigations made by any federal, state or local governmental agency. Except for inquiries concerning civil anti-trust investigations, the term does not include inquiries made by any civil government agency concerning compliance with any regulation, the nature of which does not carry criminal penalties, nor does it include any background investigations for employment, or Federal, State, and local inquiries into tax returns.

Officer - Any individual who serves as chief executive officer, chief financial officer, or chief operating officer of the Bidder by whatever titles known.

Parent - An individual, partnership, joint venture or corporation which owns more than 50% of the voting stock of the Bidder.

If the solicitation is a Request for Proposal:

Bid - shall mean Proposal;

Bidder - shall mean Proposer;

Bidding - shall mean submitting a Proposal.

In a Contract resulting from the taking of bids:

Bid - shall mean bid;

Bidder - shall mean Bidder; except and until the Contract has been awarded, then it shall mean Contractor

Bidding - shall mean executing this Contract.

In a Contract resulting from the taking of Proposals:

Bid - shall mean Proposal;

Bidder - shall mean Proposer;

Bidding - shall mean executing this Contract.

ATTACHMENT C- PROPOSER REFERENCE FORM

Name of Proposer: _____

Please provide a list of references on the firm's performance of similar work within the last five years, including all current contracts. Use additional sheets as necessary.

Include the following information for each reference:

Customer Name: _____

Address: _____

Contact Name and Title: _____

Phone and Fax Numbers of Contact: _____

Contract date(s): _____

Contract cost: _____

Description of work: _____

Customer Name: _____

Address: _____

Contact Name and Title: _____

Phone and Fax Numbers of Contact: _____

Contract date(s): _____

Contract cost: _____

Description of Work: _____

Customer Name: _____

Address: _____

Contact Name and Title: _____

Phone and Fax Numbers of Contact: _____

Contract date (s): _____

Contract cost: _____

Description of work: _____

ATTACHMENT D- MBE/WBE PARTICIPATION PLAN

MBE/WBE PARTICIPATION PLAN AND AFFIRMATION STATEMENT

PA 3760C/1-16

Instructions: Submit one MBE/WBE PARTICIPATION PLAN AND AFFIRMATION STATEMENT form for each MBE/WBE firm used on this Contract. To avoid undue repetition, the following terms, as used in this Agreement, shall be construed as follows: Bidder/Proposer/Respondent - can be used interchangeably and mean any Contractor, Consultant, Supplier, or Vendor who submits a response to this solicitation.

RFP NUMBER AND TITLE: _____

PROPOSER:

Name of Firm: _____

Address: _____ Telephone: _____

Email Address: _____

MBE/WBE:

Name of Firm: _____

Address: _____ Telephone: _____

Description of work to be performed by MBE/WBE: _____

Calculation (supply only): _____

The Proposer is committed to utilizing the above-named MBE/WBE for the work described above. The estimated dollar value of this work is \$ _____ or _____ % of the total contract amount of \$ _____. The anticipated start date is _____ and the anticipated completion date is _____.

AFFIRMATION of MBE/WBE

The above-named MBE/WBE affirms that it will perform the portion of the Contract for the estimated dollar value as stated above.

By: _____ Signature of Principal or Officer of MBE/WBE – Print Name and Title _____ Date: _____

I _____ (print name), an officer of _____ (company name), certify that I have read the PA 3760C MBE/WBE Participation Plan and Affirmation Statement and the information contained in it is true. I fully understand that any false statement within this submittal may prevent the company and/or the undersigned from being found to be responsible Bidders/Proposers in connection with future agreements. In addition, any false statement within this submittal may subject the company and/or the undersigned to criminal charges in the state and federal courts of New York and New Jersey.

Signature of Proposer _____ Title _____ Date _____

Please Note: Only 60% of the expenditure to a MBE/WBE material supplier will be counted toward the MBE/WBE goal. Please show calculation above. Example: \$100,000 x 60% = \$60,000 estimated MBE/WBE dollar value of work. Plan cannot be accepted without calculation.

Officer of Proposer must have ACKNOWLEDGEMENT BY NOTARY PUBLIC completed on the reverse side.

ACKNOWLEDGEMENT BY NOTARY PUBLIC

PA 3760C

MBE/WBE PARTICIPATION PLAN AND AFFIRMATION STATEMENT (reverse)

ACKNOWLEDGEMENT

of

STATE OF _____)

S.S.:

COUNTY OF _____)

On this _____ day of _____, before me personally came and appeared _____ to be known, who being by me duly sworn, did depose and say that he/she resides at _____, that he/she is the _____ of _____ company, that the seal affixed to said Certification is such corporate seal, that it was so affixed by order of the directors of said corporation, and that he/she signed his/her name thereto by like order.

(Notary's Seal or Stamp)

Notary Public
My commission expires:

MODIFIED MBE/WBE PARTICIPATION PLAN AND AFFIRMATION STATEMENT

PA 3760D / 01-16

Instructions: Submit one Modified MBE/WBE PARTICIPATION PLAN AND AFFIRMATION STATEMENT form for each MBE/WBE firm used on this Contract. To avoid undue repetition, the following terms, as used in this Agreement, shall be construed as follows: Bidder/Proposer/Respondent - can be used interchangeably and mean any Contractor, Consultant, Supplier, or Vendor who submits a response to this solicitation.

RFP NUMBER AND TITLE: _____

PROPOSER:

Name of Firm: _____

Address: _____ Telephone: _____

Email Address: _____

MBE/WBE:

Name of Firm: _____

Address: _____ Telephone: _____

Description of work to be performed by MBE/WBE: _____

Calculation (supply only): _____

Proposer is committed to utilizing the above-named MBE/WBE for the work described above. The estimated dollar value of this work is \$ _____
or _____ % of the total contract amount of \$ _____. The anticipated start date is _____ and the anticipated completion date is _____

AFFIRMATION of MBE/WBE

The above-named MBE/WBE affirms that it will perform the portion of the Contract for the estimated dollar value as stated above.

By: _____ Date: _____
Signature of Principal or Officer of MBE/WBE - Print Name and Title

If the Proposer does not receive award of the Contract, any and all representations in this Modified MBE/WBE Participation Plan and Affirmation Statement shall be null and void. I _____ (print name), an officer of _____ (company name), certify that I have read the PA 3760D Modified MBE/WBE Participation Plan and Affirmation Statement and the information contained in it is true. I fully understand that any false statement within this submittal may prevent the company and/or the undersigned from being found to be responsible Bidders/Proposers in connection with future agreements. In addition, any false statement within this submittal may subject the company and/or the undersigned to criminal charges in the state and federal courts of New York and New Jersey.

Signature of Proposer _____ Title _____ Date _____

Please Note: Only 60% of the expenditure to a MBE/WBE material supplier will be counted toward the MBE/WBE goal. Please show calculation above. Example: \$100,000 x 60% = \$60,000 estimated MBE/WBE dollar value of work. Plan cannot be accepted without calculation.

Officer of Proposer must have ACKNOWLEDGEMENT BY NOTARY PUBLIC completed on the reverse side.

ACKNOWLEDGEMENT BY NOTARY PUBLIC

PA 3760D

MODIFIED MBE/WBE PARTICIPATION PLAN AND AFFIRMATION STATEMENT (reverse)

ACKNOWLEDGEMENT

of

STATE OF _____)

S.S.:

COUNTY OF _____)

On this _____ day of _____, before me personally came and appeared _____ to be known, who being by me duly sworn, did depose and say that he/she resides at _____, that he/she is the _____ of _____ company, that the seal affixed to said Certification is such corporate seal, that it was so affixed by order of the directors of said corporation, and that he/she signed his/her name thereto by like order.

(Notary's Seal or Stamp)

Notary Public
My commission expires:

ATTACHMENT E- STATEMENT OF SUBCONTRACTOR PAYMENTS

INSTRUCTIONS FOR STATEMENT OF SUBCONTRACTOR PAYMENT

Attached is the Statement of Subcontractor Payments form, which shall be submitted
| with every invoice to be used in conjunction with the MBE/WBE Participation Plan

ATTACHMENT F - Certified Environmentally Preferable Products/Practices

Proposer Name: _____ Date: _____

In line with the Port Authority's efforts to promote products and practices which reduce our impact on the environment and human health, Proposers are encouraged to provide information regarding their environmentally preferable/sustainable business practices as they relate to this contract wherever possible. Proposers **must** complete this form and submit it with their response, if appropriate. Proposers **must** submit appropriate documentation to support the items for which the Proposer indicates a "Yes" and present this documentation in the proper sequence of this Attachment.

1. Packaging

Has the Proposer implemented any of the following environmental initiatives? (A checkmark indicates "Yes")

- _____ Use of corrugated materials that exceed the EPA recommended post-consumer recycled content
- _____ Use of other packaging materials that contain recycled content and are recyclable in most local programs
- _____ Promotes waste prevention and source reduction by reducing the extent of the packaging and/or offering packaging take-back services, or shipping carton return
- _____ Reduces or eliminates materials which have been bleached with chlorine or chlorine derivatives
- _____ Eliminates any packaging that may contain polyvinyl chloride (PVC), or polystyrene or heavy metals

If yes, a description of the practices being followed must be included with the submission.

2. Business Practices / Operations / Manufacturing

Does the Proposer engage in practices that serve to reduce or minimize an impact to the environment, including, but not necessarily limited to, the following items? (A checkmark indicates "Yes")

- _____ Recycles materials in the warehouse or other operations
- _____ Use of alternative fuel vehicles or vehicles equipped with diesel emission control devices for delivery or transportation purposes
- _____ Use of energy efficient office equipment or signage or the incorporation of green building design elements
- _____ Use of recycled paper (that meets federal specifications) in their marketing and/or resource materials
- _____ Other sustainable initiative

If yes, a description of the practices being followed must be included with the submission.

3. Training and Education

Does the Proposer conduct/offer a program to train or inform customers and employees of the environmental benefits of the products to be offered under this contract, and/or does the Proposer conduct environmental training of its own staff?

Yes No If yes, Proposer must attach a description of the training offered and the specific criteria targeted by the training.

4. Certifications

Has the Proposer or any of its manufacturers and/or subcontractors obtained any of the following product / industry certifications? (A checkmark indicates "Yes")

- _____ ISO 14000 or adopted some other equivalent environmental management system
- _____ Other industry environmental standards (where applicable), such as the CERES principles, LEED Certification, C2C Protocol, Responsible Care Codes of Practice or other similar standards
- _____ Third Party product certifications such as Green Seal, Scientific Certification Systems, Smartwood, etc.

If yes, Proposers must attach copies of the certificates obtained.

5. Other Environmental Criteria

Proposers are encouraged to respond to criteria specifically indicated in this RFP as "Management Approach" (and attach the appropriate documentation) to receive consideration in the evaluation.

I hereby certify, under penalty of the law that the above statements are true and correct.

_____ Name

_____ Date

ATTACHMENT G- RFP WAGE STATEMENT SAMPLE

EXHIBIT I

(Sample Statement)

XYZ COMPANY - Contract # _____
WAGE and BENEFITS STATEMENT
Period Covered: June 1, xxxx to November 30, xxxx

	<u>Job Class 1</u>	<u>Job Class 2</u>	<u>Job Class 3</u>	<u>Job Class 4</u>	<u>Job Class 5</u>
<u>Number of Employees</u>	_____	_____	_____	_____	_____
<u>MINIMUM HOURLY WAGES</u>					
RATES PAID	\$9.50	\$10.50	\$11.50		
CONTRACT REQUIREMENTS	\$10.00	\$10.25	\$11.25		
Difference	(\$0.50)	\$0.25	\$0.25		
<u>Direct Wages</u>					
Straight-Time Direct Wages	\$375,000.00	\$275,000.00	\$110,000.00		
Shift Differential	<u>2,000.00</u>	-	-		
Total Wages	\$377,000.00	\$275,000.00	\$110,000.00		
<u>Health Benefits</u>					
Health/Welfare	<u>\$ 75,000.00</u>	<u>\$ 50,000.00</u>	<u>\$ 40,000.00</u>		
Total Health Benefits	75,000.00	50,000.00	40,000.00		
<u>Supplemental Benefits</u>					
Holiday	\$ 9,500.00	\$ 8,000.00	\$ 9,500.00		
Vacation	4,000.00	3,000.00	4,000.00		
Sick	4,000.00	3,000.00	4,000.00		
Personal	1,000.00	1,000.00	1,000.00		
Dental	1,000.00	1,000.00	1,000.00		
Jury Duty / Bereavement	-	500.00	-		
Bonus	13,600.00	10,000.00	13,600.00		
Pension / 401K	12,500.00	12,000.00	12,500.00		
Other (please specify)	-	-	-		
Total Supp. Benefits	<u>\$ 45,600.00</u>	<u>\$ 38,500.00</u>	<u>\$ 45,600.00</u>		

Note:
 Details by month
 and by employee
 must be available and
 may be submitted
 with this statement.

HOURS

Straight-Time Hours	36,600.00	25,000.00	11,000.00
Add: Roll Call Time, if applicable	550.00	550.00	550.00
Less: Relief Time, if applicable	(500.00)	(500.00)	(500.00)
Less: Meal Time, if applicable	-	-	-
Hours Worked	<u>36,650.00</u>	<u>25,050.00</u>	<u>11,050.00</u>
Average Direct Wages Paid	\$ 10.29	\$ 10.98	\$ 9.95
Contract Requirements	<u>10.25</u>	<u>10.50</u>	<u>10.75</u>
Difference	\$ 0.04	\$ 0.48	\$ (0.80)
Average Health Benefits Paid	\$ 2.05	\$ 2.00	\$ 3.62
Contract Requirements	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>
Difference	\$ 0.05	\$ (0.00)	\$ 1.62
Average Supplemental Benefits Paid	\$ 1.24	\$ 1.54	\$ 4.13
Contract Requirements	<u>1.50</u>	<u>1.70</u>	<u>4.13</u>
Difference	\$ (0.26)	\$ (0.16)	\$ (0.00)

MINIMUM SALARIES (if applic.)

SALARIES PAID	\$33,375	\$42,7
CONTRACT REQUIREMENTS	\$33,375	\$40,6
Difference	<u>\$0</u>	<u>\$2,17</u>

Statement Certified by: _____
Name Title Date

**ATTACHMENT H- CODE OF BUSINESS ETHICS AND STANDARDS OF CONDUCT –
EXAMPLE)**

**CODE OF BUSINESS ETHICS AND STANDARDS OF CONDUCT
(Name of Entity)**

EFFECTIVE DATE:

TABLE OF CONTENTS

I. PURPOSE 3

II. STANDARDS OF CONDUCT 3

III. OUTSIDE ACTIVITIES 4

IV. CONFLICTS OF INTEREST 5

V. CAUSE FOR TERMINATION OR DISCIPLINARY ACTION 5

VI. REPORTING REQUIREMENTS 6

CODE OF BUSINESS ETHICS AND STANDARDS OF CONDUCT

I. PURPOSE

_____ (the "Company") has developed this Code of Business Ethics and Standards of Conduct (the "Code") to set forth the Company's policies regarding ethical business practices, standards of conduct, and conflicts of interest. The Code emphasizes the Company's commitment to the highest standards of integrity and fairness and will be adhered to by all employees of the Company. Although the Code cannot address every situation that may arise, it clearly states that the Company intends to be in compliance with the spirit and letter of all federal, State, and local laws and regulations and provide the Company's services in accordance with the highest standards of integrity and fairness. Each Company employee is required to become familiar with this Code and follow it at all times and each supervisor is required to ensure that all subordinates are aware of and understand the Company's Code. Failure to do so may result in immediate disciplinary action, including termination from employment.

II. STANDARDS OF CONDUCT

Employees at all levels are expected to exercise good judgment in their internal and external business relationships and to avoid circumstances that conflict with the Company's policies. Employees should strive to avoid even the appearance of impropriety in the discharge of their responsibilities.

No Payments, Gifts, or Entertainment of Government Officials – Company employees are prohibited from offering or giving money, gifts, gratuities, or entertainment to any employee of any federal, State, or local government agency with which the Company does business, has done business, or seeks to do business.

Fair Competition - The Company believes that fair competition is fundamental to the free enterprise system and will not enter into arrangements which unlawfully restrict its ability to compete with other businesses or their ability to compete freely with the Company. Employees are prohibited from entering into any unlawful arrangements or understandings which affect the pricing practices of the Company or the terms upon which its services are contracted. In addition, all purchases and subcontracts entered into by the Company or any of its subsidiaries will be made exclusively on the basis of price, quality, service, and ability to meet the Company's needs.

No Personal Gain - Employees are not permitted to realize personal gain from employment with the Company other than salary and benefits paid by the Company. Unethical or questionable practices for additional personal gain, regardless of degree, will not be tolerated. Similarly, Company employees are prohibited from soliciting or accepting money, gifts of merchandise, personal services, gratuities, or entertainment from suppliers, subcontractors, agents or others with whom the Company does business, has done business, or seeks to do business.

No Kickbacks or Rebates - Employees are prohibited from soliciting or accepting personal kickbacks, rebates or any form of "under-the-table" payment, either directly or

indirectly. This not only includes cash payments, but any other service or thing of value which may be intended to influence the actions of any employee of the Company.

Entertaining Clients and Prospective Clients - The Company recognizes that Company officers and managers may, on occasion, entertain clients, prospective clients, and other guests. Managers and employees other than Company officers must obtain the prior approval of their supervising Company officer before incurring such entertainment costs and all such costs must be reasonable. Company officers, managers, and employees are prohibited from providing such entertainment or incurring such entertainment costs in connection with federal, State, or local government agency contracts.

Company Books and Records - It is the Company's policy to comply fully with Generally Accepted Accounting Principles. No false or misleading entries may be made in any Company books, records, or reports for any reason whatsoever. In addition, no unrecorded funds will be established or maintained for any purpose. All transactions will properly be recorded on the books and records of the Company, its subsidiaries, and its associated entities. Payments will not be made for purposes other than that described by the records supporting the payment, or for the benefit of persons whose identity and interests are not disclosed to the Company.

III. OUTSIDE ACTIVITIES

Employees are expected to conduct themselves in their outside activities in a manner which does not adversely affect their job performance or negatively reflect on the Company.

Second Employment - Before engaging in either full-time or part-time outside employment, an employee should obtain prior written consent from the respective Company branch or department manager. Employees cannot engage in outside employment with or negotiate for future employment with any competitor of the Company at any time during the period of their employment or be employed by or seek employment with any company which has or seeks to have a business relationship with the Company. Company employees shall cease any outside employment to which the Company objects.

Memberships - The Company has a long-standing commitment to being a good civic neighbor. We support employee involvement in community activities and professional organizations. When these interests are pursued in a responsible manner, it reflects favorably upon the employee and the Company. Before accepting a position on the Board of Directors with another company or nonprofit organization, an employee must evaluate carefully whether the position could cause, or appear to cause, a conflict of interest.

Political Contributions and Activities – All Company employees are required to comply with all federal, State, and local laws, including campaign finance laws, regarding contributing to political campaigns or political parties. Company employees may participate in political activities only in their individual capacities, are prohibited from using Company funds, facilities, or assets, and may not solicit participation from, exert pressure on, or offer any inducement to other Company employees to participate in political activities or make any political contribution. Company employees may not, either directly or indirectly, use their participation in political activities or their making of political contributions as a means to obtain any federal, State, or local government contract or to obtain any benefit on such a contract.

IV. CONFLICTS OF INTEREST

Employees must avoid situations where their personal interest could conflict with the interests of the Company or lead to his or her responsibilities to the Company being compromised. While all employees are encouraged to discuss any potential conflict of interest issues with their supervisors, the Company's Board of Directors is the ultimate authority concerning potential conflicts of interest. When a potential conflict of interest exists, it must be properly disclosed and an appropriate determination made by the Board of Directors. Upon an appropriate determination by the Board of Directors that a conflict of interest or a potential conflict of interest exists, the employee's interest or connection must be terminated.

Although it is not possible to describe every situation that may lead to a conflict of interest, employees should, at a minimum, observe the following basic rules:

1. Employees will avoid all outside financial interests that might influence their judgment, actions, or corporate decisions;
2. No employee, his or her spouse, dependents, or member of his or her household may have, directly or indirectly, a personal or financial interest in any transaction which is, or may be, adverse to the Company;
3. No employee, his or her spouse, dependents, or member of his or her household may be employed by or have, directly or indirectly, a financial interest in any business enterprise with which the Company has business dealings, or with any business that is owned or controlled by any company or principal of any company with which the Company does business. (A financial interest in this sense does not include ownership of a small number of publicly-traded securities of any corporation acquired as part of a normal investment program); and
4. Unless properly authorized, employees shall not give or release, outside the Company, any data or information of a confidential nature concerning the Company, its operations, or its clients.

V. CAUSE FOR TERMINATION OR DISCIPLINARY ACTION

Any act by any employee that may be considered to be contrary to the policies of the Company as embodied by the Code, may be cause for disciplinary action, up to and including termination without notice. Offenses which constitute cause for termination without notice include, but are not limited to, the following:

1. Theft, offering or taking bribes, fraudulent record keeping, embezzlement, forgery, or other criminal, unethical or dishonest conduct;
2. Reporting to work under the influence of alcohol or drugs not taken under the direction of a licensed physician, or use of alcohol or drugs on the premises;
3. Working for a competitor or releasing confidential information to a competitor;

4. Insubordination;
5. Falsification of an employment application, job qualifications, or any other Company records;
6. Misconduct on or off the job that materially and adversely affects the Company;
7. Material or repeated violation of the Code or other policies or practices set forth in the Employment Handbook.

VI. REPORTING REQUIREMENTS

Each employee is responsible for promptly reporting information received regarding a suspected violation of Company policies and procedures (including this Code) to his/her immediate supervisor, or, if it is regarding the employee's immediate supervisor, to a manager or Company officer. With respect to any contract with the Port Authority of New York & New Jersey, any violation of law, regulation, contractual requirement, or conflict of interest, also must be reported to the Office of Inspector General for the Port Authority, without delay. Any officer, director, or employee who is convicted of any violation of any federal, State or local criminal law concerning or affecting the Company's performance of its contracts and/or agreements will be terminated. Company will take no retaliatory action against an employee for the proper reporting of illegal misconduct or ethical violations to the Company or Integrity Monitor, as appropriate. The Company's reporting hotline number is (xxx) xxx-xxxx, and its Compliance Officer I X X.

SIGNATURE OF EMPLOYEE:

Date

Printed Name & Title

ATTACHMENT I- Exhibits

- A Taxi Dispatcher Daily Hours – John F. Kennedy International Airport
- B Taxi Dispatcher Daily Hours – LaGuardia Airport & Port Authority Bus Terminal
- C Taxi Dispatcher Daily Hours – Newark Liberty International Airport
- D Taxi Dispatch Evaluation Form
- E Uniform Specifications
- F Vehicle(s) Specifications
- G Airport Performance Management Program
- H Customer Care Airport Standards Manual
- I Maps of the Facilities
- J The Port Authority's Whistleblower Policy

EXHIBIT A
John F. Kennedy International Airport
Sample Taxi Dispatcher Daily Hours

Taxi Dispatcher Regular Daily Hours		
Terminal Post Taxi Dispatchers	Tour	Hours
1	1000 x 2400	14
1	1300 x 2200	9
2	0600 x 0100	19
3 Lower	1300 x 2300	10
3 Upper	0600 x 0100	19
4	0500 x 0500	24
4	1200 x 0100	13
5	0500 x 0100	20
5	0500 x 0200	21
7	0500 x 0200	21
7	1700 x 0100	8
8	0500 x 0100	20
8	0600 x 0100	19
Rover	0500 x 1300	8
Rover	1400 x 0200	12
Central Taxi Hold	0500 x 0200	21

Central Taxi Hold Asst Taxi Terminal Post	Tour	Hours
Entrance	0500 x 0500	24
Exit 1	0500 x 0500	24
Exit 2	0500 x 0200	21
Exit 3	0500 x 2300	18
	0500 x 1100	8
	1500 x 2300	18

Terminal Post	Tour	Hours
CTA Supervisor	0000 x 2400	24
CTH Supervisor	0000 x 2400	24

JFK Estimated Total Regular Daily Hours	419
--	------------

EXHIBIT B
LaGuardia Airport and The Port Authority Bus Terminal
Sample Taxi Dispatcher Daily Hours

LaGuardia Airport Taxi Dispatcher Regular Daily Hours		
Post	Tour Of Duty	Hours
Delta Airlines	0730 x 0200	18.5
Delta Airlines Hold Lot	0700 x 2300	16
American Shuttle	0700 x 2330	16.5
American Center	0700 x 2330	16
American Main	0700 x 0030	17.5
CTB Point	0800 x 2400	16
JetBlue	0600 x 0130	19.5
United	0700 x 0200	19
American	0800 x 0130	17.5
MAT Front	0700 x 2300	16
MAT Point	0700 x 2300	16
MAT	0700 x 1800	11
Taxi Supervisor	0515 x 1615	10
Taxi Supervisor	1245 x 2345	10
Taxi Supervisor	1545 x 0245	101
LaGuardia Airport Estimated Daily Hours		229.5

Port Authority Bus Terminal		
Terminal Post Taxi Dispatchers	Tour	Hours
Southwest Wing	0630 x 1515	8.75
Southwest Wing	1430 x 2315	8.75
Relief	1045 x 1500	4.75
Port Authority Bus Terminal Estimated Daily Hours		22.25

EXHIBIT C
Newark Liberty International Airport
Sample Taxi Dispatcher Daily Hours

Taxi Dispatcher Regular Daily Hours		
Post	Tour Of Duty	Hours
Terminal A		
Taxi Dispatcher	0000 x 2400	48
Taxi Dispatcher	1500 x 2300	8
Terminal B		
Taxi Dispatcher	0000 x 2400	48
Taxi Dispatcher Wall	1300 x 2100	8
Taxi Dispatcher Stack	0900 x 2100	12
Assistant Taxi Dispatcher	1100 x 1900	8
Terminal C		
Taxi Dispatcher	0000 x 2400	48
Taxi Dispatcher Wall	1500 x 2300	8
Assistant Taxi Dispatcher	1300 x 2100	12
Taxi Dispatcher Overflow	0900 x 2100	12
Taxi Dispatcher Stack Entrance	0000 x 2400	48
Supervisor	0000 x 2400	24
Supervisor	1500 x 2300	8
Newark Liberty International Airport Estimated Daily Hours		292

EXHIBIT D

TAXI DISPATCHER EVALUATION FORM		YES	NO
Time arrived at taxi booth: : a.m./p.m.			
Taxi dispatcher smiled and greeted approaching customers with hello/good day Sir/Ma'am, etc.			
Taxi dispatcher removed sunglasses during customer interactions			
Taxi dispatcher smiled and maintained eye contact while conversing with customers			
Taxi dispatcher stands erect without leaning against walls/object			
Taxi dispatcher did not nap or sleep while on duty or in a public area			
Taxi dispatcher spoke English clearly and understandably			
Taxi dispatch did not eat, drink, chew gum, or smoke while on post			
Taxi dispatcher did not use personal radios or tape/disc players while on duty			
Taxi dispatcher is wearing uniform			
Taxi dispatcher appears neat, shirt collar buttoned, shirt tucked, etc.			
Taxi dispatcher's name is visible			
Enter dispatcher's name/#/description:			
Taxi dispatcher issued required ticket to passengers			
Taxi dispatcher smiled, offered a genuine and warm closing (thank you for using airport, have nice day, etc.)			
Rate sign posted at taxi stand (Inside booth not acceptable)			
Taxi booth interiors clean and free of litter/debris and visible clutter			
Taxi booths windows are clean and free of smudges, smears, grime and graffiti			
Explain any lost points below and record any observations-positive or negative			

EXHIBIT E

UNIFORM SPECIFICATIONS - ASSISTANT TAXI DISPATCHER, TAXI DISPATCHER, LEAD TAXI DISPATCHER, AND SUPERVISOR TAXI DISPATCHER

1. **SHIRTS - Male and Female ***
 - Style: Epaulet Shirt
 - Fabric: 65% polyester - 35% cotton
 - Color: Light Yellow, black trim (shoulder straps, pocket flaps)
 - Features: Plain front coat style, collar attached, shoulder straps, two outside breast pockets with flaps.
 - Badge
 - Reinforcement: Separate patch of shirt material inside shirt
 - Winter: Long sleeves - quantity 5
 - Summer: Short Sleeves - quantity 5

2. **PANTS - Male and Female ***
 - Style: Plain front trousers
 - Fabric: Summer/Winter Weight
 - Color: Black
 - Design: The trousers should be made using a uniform pattern: Plain front with quarter top pockets and two back pockets, 2" belt loops.
 - Striping: 1" (gold/yellow) on each outside seam of the trouser leg from the bottom of the waistband to the bottom of the trouser leg (no cuffs).
 - Quantity: 4 - Male or Female

3. **LADIES SKIRTS**
 - Style: Semi-A-line
 - Fabric: Summer/Winter Weight
 - Color: Black
 - Design: Waistband shall be plain in front and shirred in rear for a more comfortable fit, side zipper with button closure on the left and side pocket on the right. Waistband shall allow for expansion of a minimum of 1".
 - Quantity: Substitute for 1 or more pair of pants as noted above

EXHIBIT E (continues)

4. HATS - MEN AND WOMEN - Winter

Style: Persian type with brim and holes for badge or fur trooper hat (at discretion of Facility Manager)

Quantity: 1

MEN AND WOMEN - Summer

Style: Persian type mesh with brim and holes for badge

Quantity: 1

Winter and summer hats noted above may be substituted with baseball style winter and summer caps at the discretion of the Facility Manager. Baseball caps will include the words "Taxi Dispatch" embroidered on front in gold/yellow lettering.

5. TIES - MEN AND WOMEN Scarves

Style: Men or Women Clip on

Fabric: Dacron/Polyester

Color: Black

Quantity: 2

6. SPECIFICATIONS FOR BELTS

General: The belt is to be made of seven ounce durable top grain cowhide leather with plain finish and half-lined. The buckle is to be gold plated.

Width: 1 3/4"

Style of Buckle: Hook on

Quantity: 1

7. WINTER WEIGHT PARKA

Style: WearGuard Model 1448 or equivalent

Fabric: Wind and water resistant

Color: Black

Features: Removable liner, detachable or roll-up hood, 6" x 12" black patch on back with the words "Taxi Dispatch" embroidered in gold/yellow.

Quantity: 1

8. FOUL WEATHER GEAR: Medium weight rainwear

Fabric: Nylon oxford weave

Color: Black with reflective striping

Style: Snap storm fly front, badge tab, slash pockets, reflective trim (sleeve & pockets) water repellent.

Features: The words "Taxi Dispatch" to be affixed to the rear, gold/yellow letters

Quantity: 1 coat and 1 rain hat

EXHIBIT E (continued)

9. GLOVES: Winter

Color: Black

Features: Removable finger covering to facilitate writing

Quantity: 2 pairs

10. SWEATER:**

Style: Commando style sweater with reinforced patch on elbows and shoulders, nameplate and badge tab and shoulder epaulets.

Fabric: 100% acrylic

Color: Black

Quantity: 2

11. WINDBREAKER:**

Color: Gold/yellow

Fabric: Medium weight, lined

Features: Words "Taxi Dispatch" embroidered in black on rear

Quantity: 2

At the discretion of the Facility Manager, the 2 windbreakers may be substituted with a single, three-season bomber style jacket, nylon shell with fleece lining, black in color, 6" x 12" black patch on back with the words "Taxi Dispatch" embroidered in gold/yellow.

12. NAME PLATES:

Each employee shall be supplied and wear a name plate, affixed over the right breast pocket of the outermost garment. Plate is to be engraved:

FIRST NAME - BADGE #

Color: Gold

Quantity: 1

13. REFLECTIVE SAFETY VEST:

Quantity: 1

14. SHOES:

Color: Black leather, hard soled (low heels for female)

Type: Safety

Quantity: 1 pair per year

15. MATERNITY DRESS (when necessary) – Consistent in color with regular uniform.

Quantity: 6

Fabric: Summer/Winter Weight

16. WHISTLE:

Each employee will be supplied with a brass whistle with chain.

Quantity: 1

EXHIBIT E (continued)

17. RUBBER BOOTS:

Each employee shall be supplied with one pair (long) black rubber boots.

* Provisions should be made for maternity clothes for the females.

** Supervisors' uniforms shall substitute blazers and vests in place of commando sweaters, windbreakers or bomber jackets as follows:

SUPERVISOR BLAZERS (male):

Style: Two button single breasted blazer

Color: Black

Fabric: 65% Dacron Polyester/35% wool tropical (dry clean),

Design: Fully lined, metal buttons, sleeve buttons, welt chest pocket, lower rounded patch pockets with flap, plain back with center vent, ¼ inch edge and pocket stitching

Quantity: 2

SUPERVISOR BLAZERS (female):

Style: Two button single breasted blazer

Color: Black

Fabric: 65% Dacron Polyester/35% wool tropical (dry clean),

Design: Fully lined, metal buttons, sleeve buttons, welt chest pocket, lower rounded patch pockets with flap, plain back without center vent, ¼ inch edge and pocket stitching, length – 28inches (based on size 8)

Quantity: 2

SUPERVISOR PANTS (Male or Female):

Style: Fabric & Design: Same as No. 2 above but without gold striping.

Color: Gray

Quantity: 4

SUPERVISOR VESTS

Style: Sweater Vest (Winter), black in color to match blazer

Quantity: 2

Winter for wear under blazers in cooler weather

Note: Exterior garments, including parkas, sweaters, shirts, raincoats, windbreakers or bomber jackets (and blazers, vests for Supervisors) shall each have a patch affixed that will have the name of that facility or bus terminal imprinted on it, as approved by the Port Authority. Such patches shall be provided by and affixed to the garments by the Contractor.

EXHIBIT F

VEHICULAR SPECIFICATIONS

VAN (8)

- Two or four wheel drive
- Engine - Minimum 6 cylinder or 8-cylinder Transmission - 3 or 4 speed automatic
- Steering - power assisted
- Tires - mud and snow, Blackwell, steel belted radial, including spare.
- Windshield Wipers and Washer Rear Window Defogger
- Tinted Glass
- Heat/Air Conditioning
- Fire Extinguisher
- Minimum of five (5) seven (7) passenger seating vans, excluding driver; and
- Minimum of three (3) fifteen (15) passenger seating vans, excluding the driver.
- Must be equipped for New York, New Jersey and Federal Emission Standards.

Vehicles are to be painted the same color and color scheme, subject to prior approval of the Facility Manager and shall be prominently marked as directed by the Facility Manager with the legend "Taxi Dispatch" in 6" black lettering, sequentially numbered.

EXHIBIT G

FACILITY PERFORMANCE MANAGEMENT PROGRAM

The Port Authority has established a policy that proactive, responsive, respectful and helpful customer service is of the utmost importance. This policy not only extends to all Port Authority employees and contractors, but also includes the companies (facility partners) whose staffs have direct customer contact while providing services at the facilities. Many of the employees providing the services under this Agreement are involved directly with the Facility's customers. The demeanor and attitude of the Contractor's employees, including supervisory staff, will leave customers with a lasting impression of the Facilities. The Authority is interested in evaluating bids from contractors willing to rise to the challenge of providing the services as described herein, in a manner befitting customer centric facilities, as further described in this bid document and Form of Contract, and to become an important member of the Facility community, dedicated to meeting and exceeding the needs of the Facilities customers.

The Port Authority conducts ongoing customer satisfaction surveys that identified Courtesy *, Professionalism of Facility Employees, Signs and Directions, Facility Cleanliness and Condition, Quality and Variety of Food, Beverage and Retail Services, Gate Area Experience, Queuing Times and Facility Access as the current drivers of customer satisfaction, and that improvements in those areas would maximize any efforts in exceeding customers' expectations. At its sole expense, the Port Authority currently retains independent third party contractors to conduct a quality assurance program of random surveys and inspections to measure performance consisting of, but not limited to, the "Monthly Mystery Shopper Program", the "Semi-annual Terminal-by-Terminal Inspection Program" and the "Annual Terminal-by-Terminal Survey Program", hereinafter referred to as the "Programs". The Programs elicit information on staff courtesy * and helpfulness, cleanliness and condition of the facilities and equipment, staff appearance and such other measures of performance and compliance with standards referenced in the "Facility Standards Manual" as exhibited elsewhere in this document.

Additionally, the Programs will be conducted by persons trained by the independent contractor who shall base their evaluations on both their interactions with and observations of the contractor's staff, operations and facilities.

At any time, the Authority may direct its' own agents to perform surveys and inspections to measure the performance of the contractor as related to staff courtesy and helpfulness, cleanliness and condition of the facilities and equipment, staff appearance or any other standard as defined in the "Facility Customer Service Standards".

In order to ensure that contractors provide excellent performance and superior customer service, the Proposer must clearly demonstrate to the satisfaction of the Port Authority, that it will meet and exceed expectations with respect to performance under this Contract through the understanding and adoption of the following:

**** Courtesy as used in this section shall encompass employee attitude, employee appearance, employee awareness and employee knowledge.***

A. Facility Standards Manual

The Port Authority has committed to an aggressive, on-going service improvement campaign to ensure that facility facilities are designed and maintained to provide a convenient and user friendly environment and that facility employees regardless of who they work for provide superior levels of service that consistently exceed customer expectations. With input from its facility partners, the Port Authority has adopted the Facility Standards Manual that identifies the aspects of facility services that impact customer satisfaction and provide a means by which the services provided can be measured and tracked. The Proposer shall be responsible for, and take all necessary measures to ensure compliance by all staff with all applicable sections of the most recent edition of the Facility Standards Manual as shown in Exhibit H attached hereto and made a part hereof. In the event of a conflict between the express specifications of this contract and the standards referenced in the Facility Standards Manual, the specifications shall prevail.

B. Contractor "Total Quality Service" Commitment

Establishing and maintaining excellence in quality service begins long before the front-line staff ever comes in contact with the customers. It begins with a genuine commitment on the part of management to foster a Total Quality Service Culture by making our facilities a safe and convenient place to be for our customers, partners and facility employees and improving and maintaining customer satisfaction with the facility experience.

Long-term changes in facility culture happen as a result of step-by-step changes and day- to-day learning. In order for permanent change to occur, an integrated structure must be designed to foster and support the skills learned by management and staff in any training programs they attend.

It is expected that all organizations entering into a service agreement with the Port Authority will be able to demonstrate a "Total Quality Service Culture" through their ability to incorporate and maintain that the overall Port Authority goals and methods will be assured throughout the term of the contract. To that end, the Contractor shall develop a plan that identifies how they -

- a. communicate with internal staff as well as customers.
- b. promote excellence.
- c. design service strategies that work.
- d. deliver quality service.
- e. check for customer satisfaction.

C. Contract Mission and Compliance

From and after the Effective Date and continuing throughout the balance of the term of the Agreement, including the option periods if any, the Contractor shall develop and establish a customer service program and mission statement that incorporates the mission and vision of the Port Authority's Aviation Department. To that end, the Aviation Department's Mission and Vision Statements are:

Mission:

To plan, develop, promote, operate and maintain a unified system of regional facility facilities, providing the region with unsurpassed global access and restoring the region to its preeminent status as the nation's gateway for passengers and cargo.

Vision:

Focus on Customer Well Being – Provide an facility environment where customers are safe and secure, yet receive quality service.

Be a Model for Service, Security, Efficiency, Safety and Effectiveness.

Strive for Truly Satisfied Customers and a Reputation for Inspired Leadership.

Satisfied customers are the most important asset of any business. In assisting the Port Authority realize the Mission and Vision Statements above; the Contractor shall comply with all the customer service requirements of this Agreement. Customer service is defined as the ability of an organization to constantly and consistently exceed the customer's expectations while offering the safety and security required to ensure the well being of customers. Organizations exceed customer expectations by focusing their efforts in three areas: customer friendly processes, employee commitment to customer service, and customer interaction.

D. Performance Measures

The services that are to be provided as part of this Agreement will be measured using a series of periodic reviews that may include but is not limited to:

- Monthly Mystery Shops;
- Random surveys of Contractor's performance;
- Semi-annual as well as random inspections of the Contractor's services, facilities and equipment; and
- Customer Satisfaction Surveys.

A Base Line, including a + margin, will be established employing some or all of the above performance management tools along with prior scores to measure the Contractor's performance or facilities as it relates to staff courtesy and helpfulness, staff appearance, and such other measures of performance or facilities as shall be designated by the Facility Manager. Once established, the Base Line will never decrease but may increase over the term of the Contract as the Contractor's performance improves.

On a semi-annual basis Port Authority staff will provide the Contractor with results of the Surveys, Mystery Shops and Inspections.

Contractor performance or facilities that are consistently rated “**satisfactory**” may result in the Port Authority exercising the next applicable option period and an adjustment shall be made to the compensation payable to the Contractor in accordance with adjustments to the CPI as defined in the Section of this Contract entitled “Escalation.”

Contractors whose performance or facilities that are rated “needs improvement” must take corrective action as follows:

- Items designated as routine shall be corrected within 5 days.
- Items designated as high-priority shall be corrected in accordance with a schedule mutually acceptable to both the Contractor and the Port Authority.

Failure to improve performance or facilities, and continued “needs improvement” scores will result in no adjustment permitted to compensation payable to the Contractor and may place the Contractor at risk of termination of the contract and may jeopardize the Contractor’s ability to participate in future solicitations.

At any time, the Authority may elect to issue a form of recognition or reward for consistent “satisfactory” performance in addition to any other action taken based on the performance on the scorecard.



THE PORT AUTHORITY OF NY & NJ

*Kennedy - Newark Liberty - LaGuardia - Stewart
Teterboro - Downtown Manhattan Heliport*

Customer Care

Airport Standards Manual



Fifth Edition • July 2008

Port Authority
**Customer
Care**



THE PORT AUTHORITY OF NY & NJ

William R. DeCota
Director

July 2008

To our Airport Partners:

Almost ten years ago, we set out on a journey to improve customer satisfaction at The Port Authority of New York and New Jersey's airports. The foundation of our program continues to be our Airport Standards and I am pleased to share with you this 5th Edition of the Airport Standards Manual—Customer Care Standards that have been developed in cooperation and assistance from you, our Airport Partners.

The overall objective of our Customer Care Program is to improve the customer experience at the Port Authority airports regardless of who provides the service. Every airport employee, whether they are Port Authority employees or Partner employees, contributes to the ultimate quality our customers' experience.

This updated edition also includes some basic standards for cargo services as a start to evolving a Cargo Care Program. These standards will form the baseline of our performance measurement program under development for the cargo business at our airports. The cargo standards will evolve with the assistance and partnership of our cargo partners as we move forward to measure and monitor performance in all areas of the airport experience.

As a team and airport community, we have made tremendous progress with our customers over the years, as our customers have recognized improvements year over year and have become more delighted and pleased with the services provided by all of us. But improvement only comes with conscientious effort and determination. Through the Customer Care Program, we have offered customer care training to all airport employees; we utilize a bi-weekly mystery shopping program, a semi-annual facility quality assurance inspection program as well as our annual customer satisfaction survey. As we listen to our customers and partners, we seek to implement best industry practices as we jointly develop the "Airport of the Future" using tested and new technologies and comply with ever changing government regulations. This manual is another tool in this toolkit of performance enhancement strategies and I recommend you employ its contents in your daily operation, and ensure that all your employees and contractors are familiar with its guidelines and requirements.

We at The Port Authority of New York and New Jersey want to thank you and the many people who work together at the airports everyday to provide a positive and affirming experience for our customers. With your continued support and our joint commitment, we believe that Customer Care will continue to thrive at our airports.

Sincerely,

Lysa C. Scully
Assistant Director
Customer, Cargo, Concessions & Airport Services
Aviation Department



Aviation Department
225 Park Avenue South, 9th Floor
New York, NY 10003

Customer Care

Airport Standards Manual

John F. Kennedy International Airport

Newark Liberty International Airport

LaGuardia Airport

Stewart International Airport

Teterboro Airport

Downtown Manhattan Heliport

Prepared and Published by

The Port Authority of New York & New Jersey – Aviation Department
Customer, Cargo, Concessions & Airport Services Division

Copyright © 2008 The Port Authority of New York & New Jersey

All rights reserved. No part of this publication may be reproduced, stored in a retrieval system or database, or transmitted in any form or by any means, electronic, mechanical, photocopying, recording, or otherwise, without the prior written permission of The Port Authority of New York & New Jersey.

Table of Contents

INTRODUCTION & PERFORMANCE MEASUREMENT PROGRAM

1.0	Employee Attitude, Appearance, Awareness and Knowledge	16
2.0	Curbside	19
3.0	Flight Check-in Areas	21
4.0	Walkways, Corridors, Elevators & Escalators	24
5.0	Passenger & Baggage Screening Areas	26
6.0	Restrooms	28
7.0	Gate Areas	31
8.0	Retail Services	34
9.0	Food & Beverage Services	38
10.0	Baggage Claim	42
11.0	Ground Transportation & Welcome Centers	45
12.0	Taxi Dispatch Service	50
13.0	Parking Lots & Garage Services	51
14.0	Construction	54
15.0	Charter Operations	56
16.0	Ramp & Airside Areas	58
17.0	Assistance to Stranded Passengers	61
18.0	AirTrain Stations and Vehicles	63
19.0	Assistance to Passengers with Reduced Mobility (PRM)	69
20.0	Public Circulation & Queue Management	73
21.0	Orderly Evacuation & Resumption of Services	76
22.0	Cargo Services	81

Airport Standards Manual

The Port Authority, in cooperation with its partners, the airlines, terminal operators and service providers, developed this edition of the Airport Standards Manual (ASM)—Customer Care Standards for the benefit of all airport customers. The ASM serves as the primary document outlining the customer care and service-related responsibilities incumbent upon employees working at Port Authority airports. The Standards focus on the elements of airport services and facilities that most impact customer satisfaction at Port Authority airports as determined by analysis of customer surveys and other customer feedback mechanisms. The Standards fall under three broad categories:

- Customer Care (including cargo);
- Signing and Wayfinding;
- Terminal Planning and Design Standards (Passenger and Cargo Facilities)

The ASM will continue to evolve and grow to meet the demands of our customers through changes in operating procedures, facilities, government regulations and the introduction of technology by the aviation industry.

I. PURPOSE

The Port Authority, in cooperation with its partners, the airlines, terminal operators and service providers, developed this edition of the ASM—Customer Care Standards for the benefit of all airport customers. The Port Authority's objective is to maximize utilization of the ASM as one tool to effectively manage customer care.

This ASM defines *Customer Care Standards* and the *Airport Performance Measurement Program*. It is made available to all partners. Hence, it is expected that the Port Authority and all employers on the airports *will strive to meet or exceed these standards*.

The ASM will continue to evolve and grow to meet the demands of our customers through changes in operating procedures, facilities, government regulations and the introduction of technology by the aviation industry.

II. THE STANDARDS

The *Customer Care Standards* focus on the most salient elements of airport services and facilities that impact customer care satisfaction.

Separate publications promulgate several design-related standards, such as:

- "Adequate" or "Sufficient" lighting standards that conform to the **illuminating Engineering Society of North America (IES-NA) Lighting Handbook, 8th Edition, Section 11** as they pertain to the respective areas and activities.

- All signs shall be in conformance with the **Port Authority Aviation Department Signing and Wayfinding Standards Manual** as well as those areas addressed in this manual.
- All Terminal Planning shall be in conformance with the **Port Authority Aviation Department Terminal Planning and Design Standards**, including recommended design guidelines for Restrooms, Check-in Areas, Gate Areas, Security Checkpoints, Corridors and Walkways, Concessions Locations are subject to **Tenant Alteration Application (TAA) Procedures and Standards Guide** reviews and subsequent addenda.
- All Airport Partners must adhere to the **Airport Rules and Regulations**.

The Customer Care Standards implemented at Port Authority airports are measured and reviewed regularly against best industry practices to gauge the need for changes or augmentation. The measurement process includes, but is not limited to customer surveys, mystery shopping, facility quality assurance evaluations, focus groups and other data gathered for the Port Authority.

This edition of the ASM introduces a set of cargo standards and performance measures for specific areas. Focusing on the areas that most impact our cargo customers, these initial standards will continue to evolve through the assistance and cooperation of our air cargo business partners.

Given that the standards evolve over time, the enumeration and numbering of these standards within the ASM may differ from prior ASM editions due to modifications, additions or deletions of standards. A designation at the end of each of the standards, where applicable, indicating whether the standard is a **high or routine priority**. **High priority standards** typically require capital intensive or long-term solutions or are possible life-safety issues. **Routine priority standards** are cleanliness, maintenance or conditional issues that may be immediately remedied via currently available staff and equipment without impeding customers or causing life-safety concerns. All standards of Employee Attitude, Appearance, Awareness and Knowledge are considered **high** in nature.

III. IMMEDIATE ACTION ITEMS

Certain aspects of the Mystery Shopping and Quality Assurance Facility Evaluation process are deemed to be **"Immediate Action Items,"** requiring immediate attention. These items include:

- **Safety and Security concerns**
- **Rudeness/indifference to customers**
- **Excessive disrepair**

If Mystery Shoppers/Q.A. Facility Evaluators witness any of these conditions they will immediately notify the proper airport contacts to call:

- EWR: 973-961-6154
- JFK: 718-244-8158
- LGA: 718-533-3700

Airport Performance Measurement Program (APMP)

I. SERVICE COMMITMENT

The Airport Performance Measurement Program (APMP) provides the framework outlining the process that encourages actions and a commitment to customer care regardless of who provides the service. More specifically, the APMP is designed to:

- 1) Recognize **“Satisfactory”** performance by Partners who continue to improve customer satisfaction.
- 2) Provide a useful management tool to identify to Partners the areas that **“Needs Improvement.”**
- 3) Monitor actions taken to address deficiencies in a timely manner.

All airport employees are responsible for upholding the Airport Standards Manual (ASM)—Customer Care Standards and The Port Authority and its Partners are responsible for adopting these standards and implementing them within their respective service areas.

Commitment to upholding the standards is essential for providing quality customer care. High levels of customer satisfaction should be the natural outcome of commitment to and compliance with the Standards. A Partner’s performance is considered to be **“Satisfactory”** when it achieves high marks in a series of objective evaluations designed to measure performance of contractual responsibilities in light of ASM requirements.

There is, however, an important distinction between the level of customer satisfaction achieved by a Partner, and the Partner’s level of commitment and compliance to the ASM. Customer satisfaction is useful in measuring the customers’ perceptions about each Airport’s services, but does not directly evaluate a Partner’s commitment, compliance, or performance. Similarly, Partner compliance is a useful measure to determine how committed a Partner is to implementing the ASM; yet this may not be reflected in the Partner’s level of customer satisfaction. Where feasible, the two elements, customer satisfaction and Partner’s commitment, must be measured and evaluated together to determine a Partner’s true effectiveness and the effect the ASM—Customer Care Standards and the APMP have on customer care.

II. OBJECTIVES

The overall objective of the APMP is to improve the quality of customer care offered at Port Authority airports regardless of who provides the service. Every airport employee, whether they are Port Authority employees or Partner employees, contributes to the quality of customer care.

Where the ASM—Customer Care Standards defines good customer care, the APMP defines performance measurement and provides a management tool to recognize **“Satisfactory”** performance and to monitor actions taken to address areas that **“Needs Improvement.”**

Airport Performance Measurement Program (APMP) (continued)

By using the ASM and the APMP together, the Port Authority and its Partners gain an understanding of the commitment necessary for quality airport customer care.

The APMP also outlines how **“Scorecards”** are developed and explains the method used in periodically determining each Partner’s performance. The Scorecard is the measure of a Partner’s performance in a specific area. The Scorecard may be a combination of several different measurement tools including customer satisfaction surveys, mystery shopping and quality assurance facility evaluations.

III. METHODOLOGY

This section proposes a general framework for a quantitative strategy to:

- (1) Measure Partners’ performance.
- (2) Provide an objective means for recognizing **“Satisfactory”** performance.
- (3) Monitor actions required by Port Authority staff and Partners in areas that **“Needs Improvement”** that will help improve performance.

Accordingly, the APMP identifies the elements that are most important to customer care and provides a recommended strategy for assessing Partners’ performance.

To begin with, **Figure 1** briefly illustrates the various steps of the Customer Care process used to develop the ASM Customer Care Standards and to integrate them with the APMP. There are three major components to the development of the APMP:

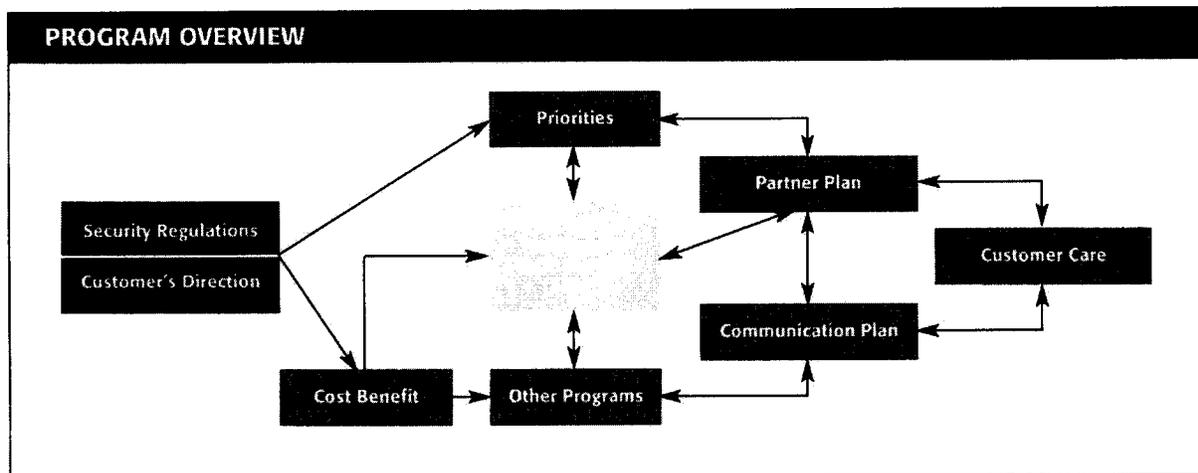


Figure 1

- 1. Airport Standards Manual (ASM) Development.** The Port Authority's objective is to maximize utilization of the ASM as an effective customer care management tool. See page 1.
- 2. Port Authority Contracts and Permits.** This component encompasses the development and introduction of standard language for contracts and permits requiring the commitment of all Partners to improve customer care through several actions including, but not limited to, Employees Attitude, Appearance, Awareness and Knowledge, Cleanliness, Condition and Functionality of all public areas impacting a customer's airport experience.
- 3. Port Authority Leases.** All references to the "Airport Standards Manual" in the standard lease document shall be interpreted as a commitment to all components of the latest edition of the Airport Standards Manual including Customer Care Standards, Signing and Wayfinding Standards and Passenger and Cargo Facilities Design & Planning Standards. Any new construction, terminal modifications or renovations shall be handled in accordance with existing Port Authority Tenant Alteration Application (TAA) procedures.

The APMP is a process designed to facilitate Partners' efforts in this area and is described in more detail in the following paragraphs.

A. Monitoring Tools

The Port Authority has developed a quantitative performance measurement strategy that measures Partners' performance. By limiting the data measurement tools to a few key sources rather than a multitude of sources that employ different collection techniques and scoring methodologies, the Port Authority and its Partners can focus on a few critical metrics. Mystery shopping, quality assurance facility evaluations, and additional non-survey data collection, all monitor Partners' performance. The customer satisfaction survey measures customer perception of various services and facilities at each airport. These measuring tools are proactive efforts undertaken periodically to track compliance to or implementation of the ASM with the objective of improving customer care:

- 1. Customer Satisfaction Survey**—The annual Customer Satisfaction Survey conducted in the spring (May /June) quantifies customer evaluations regarding the quality of the facilities and services. Randomly chosen departing passengers in the gate hold lounges and arrival passengers in the Baggage Claim area, curbside and at AirTrain platform entrances (EWR only) are asked to rate various service and facility attributes on a scale of 1 to 10 (1 being "unacceptable" and 10 being "outstanding"). Passengers assigning a rating of 8 to 10 are deemed to be "highly satisfied." A satisfaction score is obtained by dividing the number of passengers who are highly satisfied with the service/facility by the total number of passengers polled.

2. Mystery Shopping—The mystery shopping is conducted semi-monthly and its report, **Figure 2**, summarizes the performance and quality of various operators and services at each of the airports based on selected criteria representative of all the key attributes for each Airport Standard with a focus on Employee Attitude, Appearance, Awareness and Knowledge. Each of the criteria are given a score of “0” if the service meets the Standard or “1” if it does not meet the Standard. The results are then totaled and a corresponding percentage “Gap to Acceptability” (defined as the percentage of standards measured that are deemed deficient) is reported for each Partner. This method of data collection provides some measure of Partner performance for all of the service standard categories.

MYSTERY SHOP SUMMARY REPORT					
Property Number:	EWR-TO				
Property Name:	Newark Terminal Operator – PA				
Date of Evaluation:	4/3/2007				
Previous Evaluation:	3/7/2007				
	Standards Missed	Standards Evaluated	Rolling Average	Previous Score	Gap to Acceptability
TERMINAL	56	212	42.33	39	26%
CURBSIDE DEPARTURE	13	44	10.67	8	30%
Overall Cleanliness/ Conditions	7		6.00		
Curbside Departure	13				
Standards of Cleanliness	4				
Standards of Condition	3				
Standards of Functionality	1				
Signs, Directions, and Information	0				
Standards of Employee Attitude, Appearance and Knowledge	5		3.33		

Figure 2

3. Quality Assurance Facility Reports—Quality assurance facility reports, **Figure 3**, provide summarized routine and *high priority* deficiencies. Based on cleanliness, condition and functionality. Each criteria are given a score of "0" if the standard is met or "1" if it does not meet the standard. *Routine* deficiencies are quick fixes identified with mostly cleaning or management issues, while *high priority* deficiencies are those addressing condition and functionality and are more likely to be capital intensive and/or long term fixes. The high and routine deficiencies identified through quality assurance facility evaluations are then totaled and distributed to all partners for follow up actions.

QUALITY ASSURANCE FACILITY SUMMARY REPORT					
Property Number:	EWR-TO				
Property Name:	Newark Terminal Operator -- PA				
Date of Evaluation:	4/11/2007				
Previous Evaluation:	11/9/2006				
	Standards Missed	Standards Evaluated	Previous Score	High	Routine
TERMINAL	259	1775	100	30	229
CURBSIDE DEPARTURE	13	25	N/A	1	12
Curbside Departure – Terminal B	13			1	12
Standards of Cleanliness	5			0	5
Standards of Condition	6			1	5
Standards of Functionality	2			0	2
Signs, Directions, and Information	0			0	0

Figure 3

4. Additional Data Collection and Partners' Information—This includes working with Partners and monitoring respective action plans and collecting appropriate data such as processing or wait times where queuing or delivery normally takes place. Two areas where measurement began in 2008 are as follows:

- Baggage Claim—two separate 4-hour mystery shops are conducted per month at each domestic terminal baggage claim. The mystery shopper records the time of the first bag and the time of the last bag for approximately 9 to 12 flights, at various carousels. Three measurements for each flight are recorded: 1) time on blocks from the DOT website; 2) time of first bag; and 3) time of last bag. Data is tracked by month and quarter for each airline, terminal and airport.
- Check-In—two separate 4-hour mystery shops are conducted per month at each terminal check-in area. The mystery shopper spends approximately one hour at one specific check-in area, and during the course of the mystery shop, evaluates wait times approximately 4-5 varied airline check-in lines at one terminal. Data is tracked by month and quarter for each airline, terminal and airport.
- Taxi Dispatch—mystery shoppers will also develop sampling of wait times at the taxi dispatch stations at arrivals level along the terminal frontages.
- Parking lot exit—mystery shoppers also record the wait time on line at the cashier booth as they exit the parking facility.
- Security Checkpoints and US Entry—Wait or process times are monitored using data collected by DHS at all Port Authority airports.
- Cargo—The first cargo performance measure to be introduced in 2009 will pertain to truck waiting times. Measurements for this program are under development and will rely on partner information.

Note: Some or all of the above monitoring tools may be included in specific **Scorecards**.

B. Setting Practical Targets

Using the above monitoring tools, performance measurement targets have been established to gauge Partner performance. Mystery shops are performed semi-monthly and will be supplemented with periodic quality assurance facility evaluations and data collection. These two monitoring sources will be used to provide feedback to Partners on an as needed basis. In addition to semi-annual quality assurance facility reports, scorecards will be calculated using one or more of the following measures: the customer satisfaction survey, mystery shops, quality assurance facility evaluations and/or other data collection.

For Port Authority contractors, the Port Authority or its designated representative may conduct random quality assurance facility evaluations for cleanliness, condition and functionality based on the ASM—Customer Care Standards. The Port Authority shall have the right, in its sole discretion and without prior notice to the contractor, to modify the staff quality assurance facility evaluations.

For Port Authority contractors, performance over the entire contract period will be taken into account. The purpose is to encourage contractors to uphold their performance as a contract nears completion; continuous periods of non-performance will be reflected in the contractor's scorecard and could be applied to future bids if contractors do not show improvement throughout the contract.

IV. SCORECARDS

Scorecards contain an overview of the grading system and the performance targets for several areas. **Performance targets** have been set within each scorecard based on achievable scores from previous surveys, mystery shops or quality assurance facility evaluations (see subsequent section on **Performance target Definitions**). Each Partner will be responsible for meeting or exceeding these targets regardless of whether the Partner was under contract at the time these targets were established. The Partner performance shall be rated **Satisfactory** when targets are met or exceeded across all applicable performance measures, and a **Needs Improvement** rating will result when one or more performance measure does not meet the established performance target. The measurement of performance for some areas may be based upon one or a combination of measurement sources.

Using these results, the Port Authority can provide recognition for continued high-level **Satisfactory** performance or enact remedial actions (e.g., contract renegotiation or termination) for continued under-performance for areas that **Needs Improvement**.

Figure 4 illustrates the performance measurement improvement process leading to appropriate actions when performance is rated as **Satisfactory** or **Needs Improvement**.

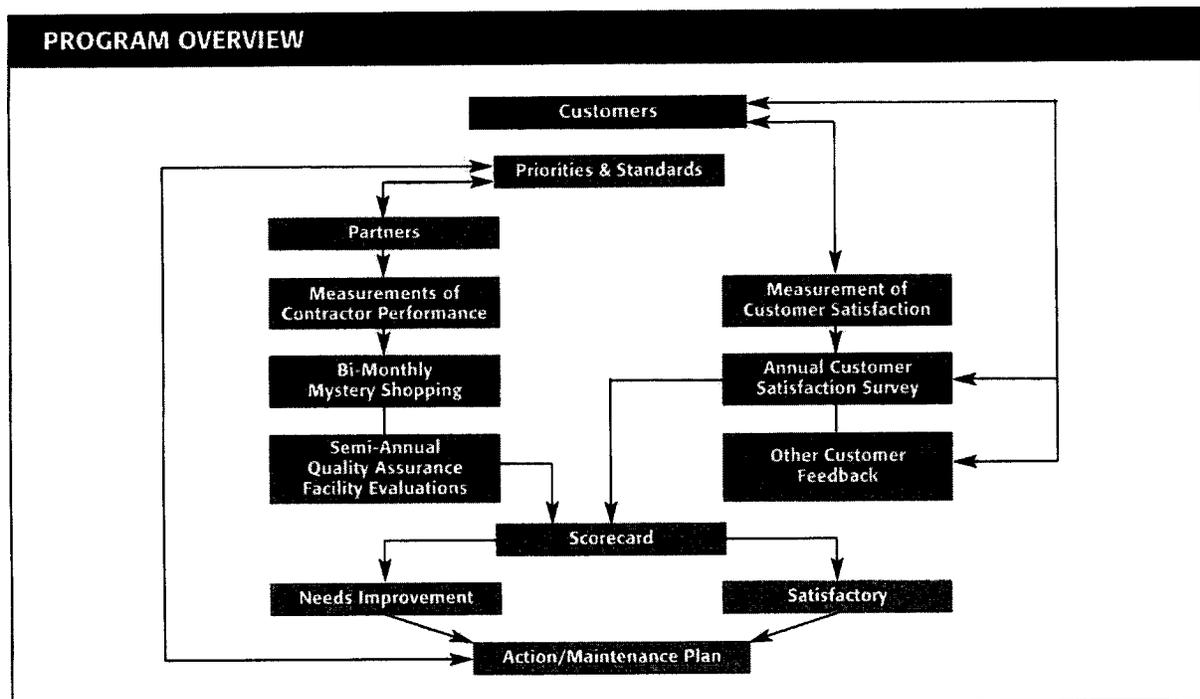


Figure 4

There are two categories of contractors—those under direct contract with the Port Authority, and those under contract with Terminal Operators and Airlines. In many cases, the Port Authority has the ability to recognize **Satisfactory** performance and also to take appropriate action(s) when performance is rated in **Needs Improvement** for its own partners. However, the Port Authority has limited recourse it can take for non-Port Authority partners.

In summary, the APMP is designed to provide the Port Authority and its partners with the framework to evaluate and encourage a commitment to service and facility improvements at the Port Authority's airport facilities. However, this manual can also be extended to assist Partners with fostering commitment to customer service improvements through compliance with the ASM monitoring of third-party partner's performance.

A. Applicable Airport Elements

The following is a list of existing scorecards measuring courtesy of employees:

- Concessions (retail, food & beverage)
- Security Screening
- Departure Curbside
- Welcome Centers including Customer Care Representatives
- Parking Lot and Garage Services
- Taxi Dispatch
- On Airport Bus

The following is a list of existing scorecards measuring cleanliness, condition and functionality of the area:

Concessions (retail, food & beverage)	Taxi Dispatch Service
Flight Check-in Areas	AirTrain Stations/Vehicles
Parking Lots and Garage Services	On-Airport Bus
Gate Lounges	Restrooms
Security Screening	Corridors/Walkways/Elev./Escal.
Departure Curbside	Arrival Curbside
Baggage Claim Area	Welcome Centers

The following is a list of wait or process times and what functions they are collected for:

Bag Claim	Taxi Dispatch Service
Check-in	Parking Lot Exit
TSA Security Checkpoint	CBP US Entry

B. Performance Target Definitions

The **Performance Target Definition** for Customer Satisfaction and Mystery Shopping that appears in each Scorecard is uniformly calculated for any airport element being evaluated:

- **Customer Satisfaction Performance Target (Range)**

It is based on the average of the highest departure passenger satisfaction score from each airport for the airport element being evaluated. This average serves as the highest value of the performance target range. By subtracting 5 percentage points from the upper bound, we obtain the lowest value of the range. The Performance Target will never be more lenient (lower) than the prior year's target range.

- **Mystery Shopping Performance Target**

It is based on a rolling 6-month average of the mystery shopping deficiency counts for a given airport element from each airport. The lowest deficiency count for each airport is then averaged to become the Performance Target. The Performance Target will never be more lenient (**higher**) than the prior year's target.

The **Performance Target Definition** for the Quality Assurance Facility Evaluation varies depending on the airport element measured.

- **Quality Assurance Performance Target**

It is based on the average number of deficiencies allowable per measurement unit. It is calculated as a ratio of the number of deficiencies to number of units across all terminals or applicable areas at the airports. The Performance Target will never be more lenient (**higher**) than the prior year's target.

The measurement unit and allowable deficiencies varies by the airport element being evaluated and are subject to change. The current unit definitions are listed below:

- Restrooms: Fixtures (toilet stalls, urinals and sinks). *One deficiency allowable for approximately every 8 fixtures.*
- Gates: Square footage. *One deficiency for approximately every 8,400 sq. ft. of gate space.*
- Flight Check-in Area: Square footage. *One deficiency for approximately every 2,700 sq. ft. of check-in space.*
- Concessions: Square footage. *One deficiency for approximately every 1,400 sq. ft. of concessions space.*
- Screening Area: Number of security lanes. *One deficiency for approximately every 2 security lanes within the screening area.*

Airport Performance Measurement Program (APMP) (continued)

- Baggage Claim: Square footage. *One deficiency for approximately every 4,400 sq.ft. of baggage claim space.*
- Departure Curbside: Square footage. *One deficiency for approximately every 1,600 sq. ft. of departure curbside space.*
- Arrival Curbside: Square footage. *One deficiency for approximately every 1,600 sq. ft. of arrival curbside space.*
- Corridors/Walkways/Elevators/Escalators: Number of Corr/WW/Elev/Escal. *One deficiency for approximately every 3 Corridor/Walkway/Elevator/Escalator units.*
- Welcome Centers: Number of Welcome Centers. *1.5 deficiencies per Welcome Center.*
- Parking Lot and Garage Services: Number of parking spaces at lots/garages. *One deficiency allowable for approximately every 340 parking spaces.*
- Taxi Dispatch Service: Number of taxi dispatches. *Two deficiencies for each taxi dispatch booth.*
- On-Airport Buses: Number of buses in operation during peak periods. *One deficiency per bus.*
- AirTrain Stations: Square footage. *One deficiency allowable for approximately every 4,600 sq. ft. of station area.*
- AirTrain Vehicles: Number of vehicles in operation during peak periods. *One deficiency for every 12 vehicles.*

For all three monitoring tools (Customer Satisfaction, Mystery Shopping and Quality Assurance Facility Evaluation) the Actual Performance is compared against the Performance Target. If the Actual Performance is THE SAME OR BETTER than the Performance Target, the result is **Satisfactory**. If the Actual Performance is WORSE than the Performance Target, the result is **Needs Improvement**.

C. Scorecards Descriptions & Methodology

- A Sample **Needs Improvement** Scorecard [Figure 5]

2007 PERFORMANCE MEASUREMENT SCORECARD—GATE AREA							
Terminal XYZ— Airport Y							
Gates	Gate Sq. Ft.	Avg. Mvmt. Per Day	Avg. Mvmt. Per Gate Per Day	Outbound Pax. 12 Months Ending June 2007	Avg. Sq. Ft. Gate Area	Sq. Ft. Average Daily Pax	IATA Level of Service
38	43,500	457	13	6,949,150	1,145	2.3	F
		Customer Satisfaction (% Highly Satisfied)		Mystery Shopping (# of Deficiencies)		Quality Assurance (# of Deficiencies)	
		Overall		Condition		Standards Missed - All Items	
Timeframe		Annual - June 2007		6-Mon. Rolling Average - June 2007		Annual - April 2007	
Actual Score		38		4		51	
Performance Target (PT)		53-58		2		29	
Specific Results		Needs Improvement		Needs Improvement		Needs Improvement	
Overall Progress Since 2006		<p><u>Customer Satisfaction Score</u> increased 1% point, remaining at Needs Improvement</p> <p><u>Mystery Shopping Deficiencies</u> increased 1 point, remaining at Needs Improvement</p> <p><u>Quality Assurance Deficiencies</u> unchanged, remaining at Needs Improvement</p>					
Notes/Recommendations							
<ul style="list-style-type: none"> • Cleaning up the terminal/gate areas, improving/upgrading facilities, offering more comfortable seating, a larger gate area to reduce crowding, more frequent updates when there are delays, better lighting, more WiFi connections, more electrical outlets and more entertainment options are all key items that air passengers say needs attention in order to improve their rating of the terminal. Comfortable seating, cleanliness/condition of the gate area and concessions offerings near the gate area are rated lower than other gate elements, more so among business travelers. • Remove heavy accumulation of dust at ceiling vents/fixtures, everywhere. More frequent cleaning of gate areas needed, especially during peak times (paper/food/ debris/residue on floor/seats, windows smeared/smudged and debris on window sills at many gates, phones have adhesive residue and dust – C9 phone bank damaged). • Replace all damaged and/or missing ceiling tiles (present at most gates), ceiling damaged at A2, D10, HVAC cover damaged at C3). Repair scuffed/scratched/scraped/ gouged walls/columns/doors in all concourses (e.g., wall vinyl curling/damaged at A7/ B1/ B3/C2/D1 outlet covers missing at A6, walls gouged at A1). • Clean carpet in all gate hold areas to remove stains; also repair torn/worn/damaged carpet/floor at A2/A3 – trim strip missing, A7 – carpet taped and matted, stairs worn at B5A, B7 & B8. • Some seating torn at A5-6, B1, B2, B7, C2, C4-6, D2, D6. Counters/podiums chipped/worn at most gates, some also have adhesive residue (graffiti on C5 jetway counter). • Many non-working ceiling lights and/or missing light covers (e.g., A1, B4, C1-3, C5-6, C11). Lighting insufficient relative to IES standards at gates A5, B1-3, C10-11, D1-10. 							

Figure 5

Airport Performance Measurement Program (APMP) (continued)

- A Sample **Satisfactory** Scorecard [Figure 6]

2007 PERFORMANCE MEASUREMENT SCORECARD—DEPARTURE CURBS							
Terminal ABC							
#Curbside Check-in Locations	Outbound Domestic Passengers 12 Months Ending June 2007		Outbound International Passengers 12 Months Ending June 2007		Curbside		
	%	Total #	%	Total #	Total Sq. Ft.	Length	Width
4	41%	1,029,798	59%	1,494,324	25,650	855	30
OTHER INFORMATION							
	Customer Satisfaction (% Highly Satisfied)	Mystery Shopping (# of Deficiencies)		Quality Assurance (# of Deficiencies)			
	Condition/Cleanliness	Courtesy	Condition	Standards Missed			
Timeframe	Annual - June 2007	6-Mon. Rolling Average - June 2007		Annual - April 2007			
Actual Score	62	1	2	13			
Performance Target (PT)	60-65	1	3	17			
Specific Results	Satisfactory	Satisfactory	Satisfactory	Satisfactory			
Overall Progress Since 2006	<p><u>Customer Satisfaction Score</u> increased 5% point, remaining Satisfactory.</p> <p><u>Mystery Shopping Deficiencies</u> changed for Courtesy and decreased 1 point for Condition, both remaining Satisfactory.</p> <p><u>Quality Assurance Deficiencies</u> increased 5 points, remaining Satisfactory.</p>						
Notes/Recommendations							
<ul style="list-style-type: none"> • Passengers tell us that reducing the traffic congestion at the curbside is one way to improve their ratings of the terminal. International and leisure travelers are more satisfied with their departure curbside experience than others. • On most occasions, skycaps are attentive and offered a warm, friendly greeting, but on two occasions they were inattentive and unfriendly. • Roadways and walkways stained (also gum on walkways) and cracked in places. Terminal entry doorways had residue at bottom and small glass and frames are chipped/scratched. Windbreaker at doorway #3 needs cleaning; broken glass near doorway #2. • Skycap counters have adhesive residue and are scratched. 							

Figure 6

The Scorecards are created by the Aviation Department based on the information obtained through various measurement sources. The top portion of the Scorecard presents background information for the particular airport element being evaluated, providing a backdrop to better understand the airport environment that existed during the measurement cycle. The middle portion of the Scorecard presents current and trended ratings for the airport element being evaluated for the period under review. From the amalgamation of the data, targets are set and a rating assigned based on each areas' performance. The bottom portion of the Scorecard highlights specific areas that should be addressed via capital planning improvements, customer care training programs, and discussions with contractor management regarding performance review and enhancement. Below is a description of how the targets are set for each of the measurement methods and interpretation of the results.

- **Customer Satisfaction Survey:** The customer satisfaction survey is conducted annually. In each functional area, the highest score from each airport is combined and averaged to set the target. A five (5)-point margin below the target is allowed and each terminal is rated on their performance relative to this target. In **Figure 5**, the target for the gate area is 53-58 percent. The gate areas (38%) are deemed unacceptable because its score is not within the acceptable range, thereby receiving a classification of **Needs Improvement**. **Figure 6** illustrates a scorecard in which all targets have been met or exceeded (62 is within the range 60-65) and therefore performance is rated as **Satisfactory**.
- **Mystery Shopping:** Mystery Shopping is performed semi-monthly, with each terminal being shopped twice per month. The scoring of the Mystery Shopping is based on the number of standards missed in the shops (i.e., deficiencies). The lower the number missed, the better the score. Each functional area's score for the six-month period preceding the issuance of the scorecard constitutes its "rolling average." The lowest "rolling average" score in each functional area from each airport is averaged to obtain the **Performance Target** score. To be considered Satisfactory, the area must equal or fall below the target. In **Figure 5**, the deficiencies (4) exceeds the Performance Target (2), thereby receiving a classification of **Needs Improvement**. In **Figure 6**, actual deficiencies for courtesy and condition (1 and 2, respectively) are equal to or less than the Performance Targets (1 and 3, respectively) and are deemed **Satisfactory**.
- **Quality Assurance Facility Evaluations:** The quality assurance facility evaluation is performed semi-annually. The scoring for the quality assurance facility evaluation is based on the number of standards missed (i.e., deficiencies). Much like mystery shopping, the goal is to have the lowest score possible. Each functional area is assigned measurement criteria; for example, the gate areas and concessions use the surface area (in square feet) as a base for measurement (for detailed information, please refer to the prior section entitled "**Quality Assurance Performance Target**"). By taking the aggregate of all the deficiencies within a functional area across all the airports and dividing this number into the total of the respective measurement criteria, we calculate the quality assurance facility evaluation **Performance Target** score. This provides a pro-rated score that is applied to each terminal or location to assess its performance relative to the rest of the airports. The total number of deficiencies is summed and divided by the total number of units across the airports providing a "per unit" number of acceptable deficiencies. This score is then multiplied by the number of units per functional area to determine the target number (upper limit) of deficiencies. In **Figure 5**, the deficiencies (54) exceeds the **Performance Target** (29), thereby receiving a classification of **Needs Improvement**. In **Figure 6**, actual deficiencies (13) falls under the Performance Target (17) and is deemed **Satisfactory**.

1.0 - Employee Attitude, Appearance, Awareness and Knowledge

All airport employees are required to be courteous and helpful at all times with every customer and other employees. ***All standards in this section are high priority.***

Standards of Employee Attitude, Appearance, Awareness and Knowledge

All employees will meet or exceed the following standards:

1.1 Attitude, all employees shall:

- 1.1.1 Greet all customers in a friendly and professional manner.
- 1.1.2 Address customers proactively—be friendly and approachable—anticipate customer’s needs. Customers and passengers shall not have to initiate contact.
- 1.1.3 Display a smile and eye contact towards passengers and fellow employees at all times.
- 1.1.4 Project a pleasant, friendly and attentive demeanor and maintain proper posture at all times.
- 1.1.5 Be capable of communicating clearly when in contact with customers.
- 1.1.6 Refrain from using foul or inappropriate language at any time.
- 1.1.7 Use a proper and courteous vocabulary and a pleasant tone of voice with customers and fellow employees.
- 1.1.8 Make every effort to satisfy customers’ needs, even when those needs are outside the employee’s specific job scope.
- 1.1.9 Focus on customers and not gather in a group to chat while on duty.
- 1.1.10 Not eat, drink, (including alcoholic beverages), chew gum or smoke in other than designated areas of the workplace, especially in view of customers when in uniform.
- 1.1.11 Assure that the customers’ needs are met by providing or calling for the appropriate services.
- 1.1.12 Not nap or sleep while on duty or in a public area.
- 1.1.13 Not use personal electronic devices, including but not limited to cell phones and MP 3 players, while on duty.

1.0 – Employee Attitude, Appearance, Awareness and Knowledge (continued)

1.2 Appearance, all employees shall:

- 1.2.1 Be well groomed, clean and present a professional appearance.
- 1.2.2 Wear only appropriate accessories, as determined by your employer, while on duty.
- 1.2.3 Wear nametags and/or official identification that is visible to the public at all times.
- 1.2.4 Wear clean, neat and pressed uniforms including appropriate footwear while on duty.
- 1.2.5 When speaking to customers, remove sunglasses (unless medically required otherwise) to facilitate eye contact. Sunglasses may only be worn outdoors and during daylight hours.

1.3 Awareness, all employees shall:

- 1.3.1 Be obligated to challenge persons and to report suspicious items and/or activity.
- 1.3.2 Be aware that all service vehicle operators ensure that unattended vehicles are locked and shall inspect the vehicle each time it has been left unattended.
- 1.3.3 Ensure that all catering company's unattended vehicles are locked and that catering supplies intended for carriage on passenger flights are only accessible to catering employees.
- 1.3.4 Ensure that all AOA doors and gates are closed properly after each use.
- 1.3.5 Not allow persons to follow them through an AOA door or gate. Each individual must swipe their airport-issued identification card each time they enter the AOA or SIDA.
- 1.3.6 Not write AOA or SIDA access codes on identification cards, and employees shall enter codes in a secure manner not visible to the public.
- 1.3.7 Airline employees shall not accept consignments of cargo, courier and express parcels or mail for carriage on passenger flights unless the security of such consignments is accounted for.
- 1.3.8 Report unattended or suspicious items and/or activity to Port Authority Police or other law enforcement personnel.
- 1.3.9 Report any item or area that is in need of repair to the appropriate airport representative.
- 1.3.10 Report any alarm for security or fire to the Port Authority Police or other law enforcement personnel through the appropriate airport protocol.
- 1.3.11 Report the illegal solicitation of ground transportation services by unauthorized personnel ("Hustlers") to the Port Authority Police.

1.0 – Employee Attitude, Appearance, Awareness and Knowledge (continued)

1.4 Knowledge, all employees shall:

- 1.4.1 Be well informed, capable of providing directions and know where and how to obtain requested information or services for customers.
- 1.4.2 Convey accurate information using clear and understandable terms.
- 1.4.3 Obtain the facts when encountering a dissatisfied customer; state any applicable policy clearly and politely; and be able to offer a solution or an adequate alternative to the customer. If unable to satisfy the customer or resolve the issue, direct the customer to immediate supervisor.
- 1.4.4 Know where and how to obtain assistance to resolve customers' questions or problems if language barrier arise.
- 1.4.5 Know where and how to obtain assistance in order to respond to medical emergencies and operational disruptions as referred to in Standard 20.0 (Orderly Evacuation and Resumption of Services)
- 1.4.6 Know where and how to obtain assistance in order to respond to medical emergencies including those relating to Passengers with Reduced Mobility being assisted.

2.0 - Curbside

Curbside General Requirements

- a) Baggage carts shall be readily available at all cart racks at all times. {H}
- b) Smoking receptacles shall be readily available on the curbside. {R}
- c) Skycap service shall be readily available where applicable. {R}

2.1 Standards of Cleanliness

- 2.1.1 All frontages, sidewalks and crosswalks shall be clean and free of debris including gum and cigarettes. {R}
- 2.1.2 Entrance and exit doors shall be clean free of smudges, dirt and grime. {R}
- 2.1.3 All glass shall be clean and free of streaks and smudges. {R}
- 2.1.4 Trash receptacles shall be clean and emptied to prevent the overflow of debris. {R}
- 2.1.5 Awnings or canopies, where present, shall be clean at all times. {R}
- 2.1.6 Walls shall be clean and free of graffiti. {R}
- 2.1.7 Curbside check-in counters and self-service check-in kiosks shall be clean and organized, free of debris and baggage tape and without visible damage. {R}
- 2.1.8 Light fixtures and assemblies shall be clean and free of dust. {R}
- 2.1.9 Smoking receptacles shall be clean and emptied on a regular basis. {R}

2.2 Standards of Condition

- 2.2.1 All frontages, sidewalks and crosswalks shall be smooth and free of large cracks and missing surface areas. {H}
- 2.2.2 Entrance and exit doors shall be maintained in good working order. {R}
- 2.2.3 All glass shall be in good condition with no visible damage. {R}
- 2.2.4 Trash receptacles shall be in good condition, without dents, marks or peeling paint. {R}
- 2.2.5 Smoking receptacles shall be in good condition, without dents, marks or peeling paint. {R}
- 2.2.6 Awnings or canopies, where present, shall be in good condition, free of rips and tears. {R}
- 2.2.7 Walls shall be free of scratches, marks and scuffs. {R}

2.0 – Curbside (continued)

- 2.2.8 Curbside check-in counters and self-service check-in kiosks shall be in good condition, free of dents, marks and scuffs. {R}
- 2.2.9 All light fixtures shall be in working order with all visible lamps operating and all burned out lights replaced with no visible broken parts. {R}
- 2.2.10 Snow and ice shall be removed from walkways and roadways. {H}
- 2.2.11 Roadways shall be well maintained and free of potholes. {R}

2.3 Standards of Functionality

- 2.3.1 Unattended and unofficial parked vehicles shall not be present at frontages. Illegally parked vehicles will be ticketed, and towed at the owner's expense. {H}
- 2.3.2 Unattended baggage carts shall be returned to dispenser racks promptly and not allowed to collect in an unsightly manner. {R}
- 2.3.3 Public address systems shall be clear and audible. {R}
- 2.3.4 All lighting shall conform to Illuminating Engineering Society of North America (IES) standards for this area and application. {H}
- 2.3.5 All doors shall operate properly. {R}
- 2.3.6 All curbside computer equipment shall be in good working order. {R}
- 2.3.7 All baggage conveyor belts and curtains shall be in good working order with no visible broken parts. {R}

2.4 Signs, Directions, and Information

- 2.4.1 Directional signs shall be visible, legible and accurate. {R}
- 2.4.2 Signs shall clearly indicate the location of services. {R}
- 2.4.3 Handwritten signs shall not be used and all temporary signs shall be consistent with the Port Authority Aviation Signing and Wayfinding Standards. {R}
- 2.4.4 Airline names shall be posted at drop-off and, when practical, pick-up locations. {R}
- 2.4.5 Appropriate directional signs shall be visible at every decision point and be consistent with Port Authority Aviation Signing and Wayfinding Standards. {R}

3.0 - Flight Check-In Areas

Flight Check-In Area General Requirements

- a) Minimum seating shall be provided in adjacent area for Passengers with Reduced Mobility. {R}
- b) Trash receptacles shall be available in the airline check-in areas. {R}
- c) Flight Information Display Systems should be provided. {R}

3.1 Standards of Cleanliness

- 3.1.1 Counters and kiosks shall be clean and free of graffiti. {R}
- 3.1.2 Workspaces shall always appear uncluttered and organized. {R}
- 3.1.3 Seating shall be clean and free of stains. {R}
- 3.1.4 Windowsills shall be free of dust and debris. {R}
- 3.1.5 Windows shall be free of streaks and smudges. {R}
- 3.1.6 Wastebaskets shall be clean and not overflowing. {R}
- 3.1.7 Walls shall have a clean appearance, free of dirt and marks. {R}
- 3.1.8 Carpet and floors shall be free of debris and stains and shall appear clean. {R}
- 3.1.9 Floors shall be dry, free from spills and water. {H}
- 3.1.10 Ceilings shall be clean and free of dust. {R}
- 3.1.11 Light fixtures and assemblies shall be clean and free of dust. {R}
- 3.1.12 Telephones and telephone areas shall be clean and free of debris. {R}
- 3.1.13 Heating and air conditioning units shall be clean and free of dust. {R}
- 3.1.14 Stanchions, ropes and "tensa barriers" shall be clean and free of dust, tape and smudges. {R}

3.0 – Flight Check-in Areas (continued)

3.2 Standards of Condition

- 3.2.1 Counters and kiosks shall be well maintained and in good repair. {R}
- 3.2.2 Workspaces shall be in good condition, free of dents, marks, scratches and scuffs. {R}
- 3.2.3 Seating shall be free of rips, tears, stains and broken parts. {R}
- 3.2.4 Windowsills shall be in good condition, free of broken parts and marks. {R}
- 3.2.5 All windows shall be in good condition with no visible damage, chips or marks. {R}
- 3.2.6 Wastebaskets shall be in good condition, with no visible damage. {R}
- 3.2.7 Walls shall be in good condition, with no dents, chips, marks or scuffs. {R}
- 3.2.8 Carpets shall be free of holes; rips, worn or frayed areas and flooring shall be free of large cracks, gouges and broken pieces. {H}
- 3.2.9 Ceilings shall be in good condition, evenly aligned and free of visible damage. {R}
- 3.2.10 All light fixtures shall be in working order with no visible broken parts. {R}
- 3.2.11 All telephones and telephone areas shall be in good condition, with no visible damage. {R}
- 3.2.12 Unattended baggage carts shall be returned to dispenser racks promptly or located so as not to impede the flow of passengers, and not allowed to collect in an unsightly manner. {R}
- 3.2.13 Heating and air conditioning units shall be in good working condition. {R}
- 3.2.14 Stanchions, ropes and, "tensa barriers" shall be well maintained and in good repair. {R}
- 3.2.15 Employees' personal belongings shall not be visible to customers. {R}

3.3 Standards of Functionality

- 3.3.1 Flight Information Display System (FIDS) monitors shall be in working order. {R}
- 3.3.2 Telephones shall be in working order. {R}
- 3.3.3 All lighting shall conform to the Illuminating Engineering Society of North America (IES) standards:
Terminal Ticket Counter – 45-foot candles. {R}

3.0 – Flight Check-in Areas (continued)

- 3.3.4 Stanchions, ropes, “tensa barriers” shall be arranged in a neat and orderly fashion and not stored in public view. {R}
- 3.3.5 Public address system shall be clear and audible in the check-in area. {H}
- 3.3.6 All baggage conveyor belts shall be in working order with no visible broken parts. {R}
- 3.3.7 All self-service kiosks shall be in good working order with no visible broken parts. {R}
- 3.3.8 Check-in wait time shall not exceed ten (10) minutes during peak periods. {R}

3.4 Signs, Directions, and Information

- 3.4.1 Clear, visible and accurate signing shall be placed at key decision points and must be consistent with Port Authority Aviation Signing and Wayfinding Standards. {R}
- 3.4.2 Flight Information Display System (FIDS) monitors shall be clear, visible and accurate. All flights, regardless of airline, shall be shown on the FIDS for that terminal. {R}
- 3.4.3 Handwritten signs shall not be used and temporary signs must be consistent with Port Authority Aviation Sign Standards. {R}
- 3.4.4 Customers shall be informed in a timely manner of flight delays via Flight Information Display Systems (FIDS), through appropriate public announcements and other *e-methods* used by the industry. {R}

4.0 - Walkways/Corridors/Elevators/Escalators

4.1 Standards of Cleanliness

- 4.1.1 Carpet and floors shall be free of debris and stains and appear clean. {R}
- 4.1.2 Floors shall be dry, free of spills or water. {H}
- 4.1.3 Ceilings shall be clean and free of dust. {R}
- 4.1.4 Light fixtures and assemblies shall be clean and free of dust. {R}
- 4.1.5 Pictures, frames and advertising along walkways and corridors shall be clean and dust free. {R}
- 4.1.6 Elevator interiors and floors shall be clean and free of debris and graffiti. {R}
- 4.1.7 Trash receptacles shall be emptied in order to prevent the overflow of debris. {R}
- 4.1.8 Heating and air conditioning units shall be clean and dust free. {R}
- 4.1.9 Water fountains shall be clean and free from debris and stains. {R}

4.2 Standards of Condition

- 4.2.1 Carpets shall be free of holes, rips, worn or frayed areas and flooring shall be free of large cracks, gouges and broken pieces. {H}
- 4.2.2 Ceilings shall be in good condition, evenly aligned and free of visible damage. {R}
- 4.2.3 All light fixtures shall be in working order with no visible broken parts. {R}
- 4.2.4 Pictures, frames and advertising shall be in good condition, free of tears, scratches, graffiti and other marks. {R}
- 4.2.5 Elevators, escalators and moving walkways shall be in working condition. All routine and preventive maintenance shall be scheduled to minimize passenger inconvenience. {H}
- 4.2.6 Elevator button lights and switches shall be in good condition. {R}

4.0 – Walkways/Corridors/Elevators/Escalators (continued)

- 4.2.7 Each elevator emergency phone or communication device shall be in working condition. {R}
- 4.2.8 Water fountains shall have no visible broken parts. {R}
- 4.2.9 Corridors and walkways shall be free of obstructions. {R}
- 4.2.10 Heating and air conditioning units shall be in working order. {R}
- 4.2.11 Trash receptacles shall be in good condition, without dents, marks or peeling paint. {R}

4.3 Standards of Functionality

- 4.3.1 All monitors, including Flight Information Display Systems (FIDS), shall be in working order. {R}
- 4.3.2 Elevator button lights and switches shall be operational. {R}
- 4.3.3 Public address system shall be in working order and audible from all areas. {H}
- 4.3.4 All lighting shall conform to the Illuminating Engineering Society of North America (IES) standards:
Elevators – 30 foot-candles; Corridors/Walkways – 15 foot-candles. {H}
- 4.3.5 Water fountains shall be in good working order. {R}

4.4 Signs, Directions, and Information

- 4.4.1 All elevator buttons, internal and external, shall be clearly marked and indicate appropriate services (e.g. Ticketing, Baggage Claim, Parking). {R}
- 4.4.2 Appropriate directional signing shall be visible at every decision point and consistent with Port Authority Aviation Signing and Wayfinding Standards. {R}
- 4.4.3 When elevators, escalators and walkways are being repaired, appropriate signs shall advise customers of other means of access in closest proximity. {R}
- 4.4.4 All monitors, including Flight Information Display Systems (FIDS), shall be clear, visible with accurate information. {R}
- 4.4.5 Handwritten signs shall not be used and temporary signs must be consistent with the Port Authority Aviation Signing and Wayfinding Standards. {R}

5.0 - Passenger and Baggage Screening Areas

This standard will apply to both arriving and departing passenger and baggage screening areas, which are under the jurisdiction of the Transportation Security Administration (TSA) and Customs and Border Protection (CBP).

5.1 Standards of Cleanliness

- 5.1.1 Carpet and floors surrounding baggage and passenger screening areas shall be free of debris and stains and shall appear clean. {R}
- 5.1.2 Baggage and Passenger screening equipment shall be clean, uncluttered and free of debris and baggage tape. {R}
- 5.1.3 All furnishings, including but not limited to, bins, tables, chairs, floor mats and private screening areas, shall be clean, uncluttered, free of debris and baggage tape. {R}
- 5.1.4 Walls and partitions shall have a clean appearance, free of dirt and marks. {R}
- 5.1.5 Ceilings shall be clean and free of dust. {R}

5.2 Standards of Condition

- 5.2.1 Floors shall be free of large cracks, gouges and excessively worn areas. {R}
- 5.2.2 Carpets shall be free of holes, rips and worn or frayed areas. {R}
- 5.2.3 All baggage and passenger equipment shall be in good condition, free of marks, scuffs and broken pieces. {H}
- 5.2.4 All furnishings, including but not limited to, tables, chairs, bins etc, shall be in good condition with no deep scratches, gouges, graffiti or broken pieces. {R}
- 5.2.5 Walls, columns and partitions shall be free of large cracks, holes and graffiti. {R}
- 5.2.6 Ceilings shall be free from stains and broken tiles. {R}
- 5.2.7 Sign frames, holders and stands shall be in good condition. {R}
- 5.2.8 Stanchions, ropes and "tensa barriers" shall be well maintained and in good repair. {R}
- 5.2.9 Employee's personal belongings shall not be visible to customers. {R}

5.0 – Passenger and Baggage Screening Areas (continued)

5.3 Standards of Functionality

- 5.3.1 All equipment, including but not limited to, baggage conveyers, magnetometers, wands, x-ray machines and all other passenger and baggage screening areas machinery, bins and aids shall be maintained and in working order. {H}
- 5.3.2 Stanchions, ropes and “tensa barriers” shall be arranged in a neat and orderly fashion and not stored in public view. {R}

5.4 Departure Screening Wait Times

- 5.4.1 Queue time at the departing passenger screening areas on average shall not exceed ten (10) minutes. {H}
- 5.4.2 Queue time for passengers at the departing baggage screening areas on average shall not exceed ten (10) minutes. {H}

5.5 International Arrivals Clearance Wait Times

- 5.5.1 The United States Customs and Border Protection (CBP) has established one (1) hour, including wait time, as a standard for clearing formalities for passengers going through primary process. {H}

5.6 Signs, Directions, and Information

- 5.6.1 Internal notices shall not be displayed in public areas. {R}
- 5.6.2 Handwritten signs shall not be used and temporary signs must be consistent with Port Authority Aviation Signing and Wayfinding Standards. {R}
- 5.6.3 Clear, visible and accurate signing shall be place at key decision points and consistent with Port Authority Signing and Wayfinding Standards. {R}
- 5.6.4 Only approved regulatory signs shall be used. {R}

6.0 - Restrooms

Restrooms General Requirements

- a) Restrooms shall have sinks with soap dispensers. {R}
- b) All restrooms shall have sanitary seat covers available. {R}
- c) All stall doors must have door locks or latches. {H}
- d) All stalls shall be equipped with a clothes hook or a pocketbook holder. {R}
- e) All restrooms shall be equipped with an adequate number of trash receptacles to meet peak traffic flow {R}
- f) Paper products shall be provided in adequate supply to meet peak traffic flow. {H}

6.1 Standards of Cleanliness

- 6.1.1 Floors shall be free of debris and stains and appear clean. {R}
- 6.1.2 Floors shall be dry, free of spills or water. {H}
- 6.1.3 Unpleasant odors shall not be detected. {R}
- 6.1.4 Mirrors shall be free of streaks, smudges and watermarks. {R}
- 6.1.5 Sinks shall be clean, and faucets shall have a polished appearance. {R}
- 6.1.6 Entranceways and doors shall be clean and free of debris. {R}
- 6.1.7 Paper towel holders and/or automatic hand dryers shall be clean. {R}
- 6.1.8 Urinals shall be clean and free of debris. {R}
- 6.1.9 Tiles and walls shall be clean. {R}
- 6.1.10 Soap dispensers shall be clean and free of soap scum. {R}
- 6.1.11 Toilets and toilet bowls, including the rim, base, seat, cover, chrome fixtures and hinges shall have a polished appearance. {R}
- 6.1.12 Light fixtures and assemblies shall be clean and free of dust. {R}
- 6.1.13 Sanitary dispensers shall be clean. {R}
- 6.1.14 Trash and sanitary receptacles shall be clean, not overflowing and odor free. {R}

6.0 – Restrooms (continued)

- 6.1.15 Baby changing stations shall be clean. {R}
- 6.1.16 All walls, doors and partitions shall be clean. {R}
- 6.1.17 Ceilings shall be clean and free of dust. {R}
- 6.1.18 Countertops shall be clean and free of debris and pooling water. {R}

6.2 Standards of Condition

- 6.2.1 Floor tiles shall not be broken, missing or stained or have gouges and grout shall be free of missing pieces and discoloration. {R}
- 6.2.2 Mirrors shall be in good condition, free of scratches, marks, de-silvering, cracks and broken pieces. {R}
- 6.2.3 Sinks shall be in good condition, free of scratches, stains and broken pieces. {R}
- 6.2.4 Entranceways and doors shall be in good condition, free of scratches, dents, marks and scuffs. {R}
- 6.2.5 Paper towel holders and/or automatic hand dryers shall be in good condition, free of marks, scratches, rust and broken pieces. {R}
- 6.2.6 Urinals shall be in good condition, free of chips, marks and broken pieces. {R}
- 6.2.7 Wall tiles shall be in good condition, free of chips, marks and broken pieces and grout shall be free of missing pieces and discoloration. {R}
- 6.2.8 Soap dispensers shall be in good condition. {R}
- 6.2.9 Toilets and toilet bowls, including the rim, base, seat, cover, chrome fixtures and hinges shall be in good condition with no broken pieces. {R}
- 6.2.10 All light fixtures shall be in working order with no visible broken parts. {R}
- 6.2.11 Sanitary dispensers shall be in good condition, free of marks, scratches and broken pieces. {R}
- 6.2.12 Trash and sanitary receptacles shall be in good condition. {R}
- 6.2.13 Baby changing station shall be in good condition, with all necessary parts and free of marks, scratches and scuffs. {R}
- 6.2.14 All walls, doors and partitions shall be free of graffiti, scratches and peeling paint. {R}
- 6.2.15 Ceilings shall be free of cracks and stains. {R}

6.0 – Restrooms (continued)

- 6.2.16 Countertops shall be in good condition with no scratches, cuts, gouges or marks. {R}
- 6.2.17 All caulking joints between fixtures and wall or floor shall be fully filled without gaps. {R}

6.3 Standards of Functionality

- 6.3.1 Public address system shall be clear and audible in the restroom areas. {H}
- 6.3.2 Cleaning supplies and equipment shall be stored out of customers' view when not in use and doors to closets kept closed. {H}
- 6.3.3 All lighting shall conform to the Illuminating Engineering Society of North America (IES) standards:
Restrooms – 23 foot-candles. {H}
- 6.3.4 Automatic hand dryers and paper towel dispensers shall be in working order. {H}
- 6.3.5 Toilets and urinals shall be in working order. {H}
- 6.3.6 Door locks and latches shall be in working order. {H}
- 6.3.7 Sink drains and faucets shall be in working order. {R}
- 6.3.8 Baby changing stations shall be in working order. {H}
- 6.3.9 Sanitary dispensers shall be filled and in working order. {R}
- 6.3.10 Soap dispensers shall be in working order and have soap available. {R}
- 6.3.11 Unpleasant odors shall not be detected. {R}

6.4 Signs, Directions, and Information

- 6.4.1 Handwritten signs shall not be used and all temporary signs shall be consistent with the Port Authority Aviation Signing and Wayfinding Standards. {R}
- 6.4.2 Restroom identifiers (Men/Ladies/Families) shall be clear and visible and consistent with Port Authority Aviation Signing and Wayfinding Standards. {R}
- 6.4.3 When restrooms are being cleaned, or are closed for any reason, appropriate signing shall advise customers of other restrooms in close proximity. {R}
- 6.4.4 If sanitary dispensers are not available in the restrooms, an appropriate sign in the restroom shall reflect the nearest place to purchase these items. {R}

7.0 - Gate Areas

Gate Areas General Requirements

- a) Seating shall be consistent with Port Authority Aviation Terminal Planning Standards. {R}
- b) Public address system shall be available in every gate area. {R}
- c) Flight Information Display Systems shall be available in or around the gate areas. {R}

7.1 Standards of Cleanliness

- 7.1.1 Seating shall be clean and free of debris and stains. {R}
- 7.1.2 Windowsills shall be free of dust and debris. {R}
- 7.1.3 Windows shall be clean and free of streaks and smudges. {R}
- 7.1.4 Trash receptacles shall be clean and not overflowing. {R}
- 7.1.5 Walls and columns shall have a clean appearance free of dirt and marks. {R}
- 7.1.6 Carpet and floors shall be free of debris and stains and shall appear clean. {R}
- 7.1.7 Floors shall be dry, free of spills or water. {H}
- 7.1.8 Ceilings shall be clean and free of dust. {R}
- 7.1.9 Light fixtures and assemblies shall be clean and free of dust. {R}
- 7.1.10 Telephones and telephone areas shall be clean and be free of debris. {R}
- 7.1.11 Heating and air conditioning units shall be clean and dust free. {R}
- 7.1.12 Stanchions, ropes and "tensa barriers" shall be clean and free of dust, tape and smudges. {R}
- 7.1.13 Counters/podiums and kiosks shall be clean, uncluttered and free of debris. {R}
- 7.1.14 Advertising and display areas shall be clean and free of debris. {R}

7.2 Standards of Condition

- 7.2.1 Seating shall be free of rips, tears and broken parts. {R}
- 7.2.2 Windowsills shall be in good condition, with no marks, scratches or broken pieces. {R}
- 7.2.3 Windows shall be in good condition, free of scratches or marks. {R}

7.0 – Gate Areas (continued)

- 7.2.4 Trash receptacles shall be in good working condition, without dents, marks, or peeling paint. {R}
- 7.2.5 Walls and columns shall be in good condition, without marks, scuffs, dents or gouges. {R}
- 7.2.6 Carpet shall be free of holes, rips, worn or frayed areas and flooring shall be free of large gouges, cracks and broken pieces. {H}
- 7.2.7 Ceilings shall be in good condition, evenly aligned and free of visible damage. {R}
- 7.2.8 All light fixtures shall be in working order with no visible broken parts. {R}
- 7.2.9 Telephone and telephone areas shall be in good condition, with no broken pieces. {R}
- 7.2.10 Heating and air conditioning units shall be in good working condition. {R}
- 7.2.11 Stanchions, ropes and “tensa-barriers” shall be in good working condition, with no visible damage or broken parts. {R}
- 7.2.12 Counters/podiums and kiosks shall be in good condition with no gouges, scratches, graffiti or broken pieces. {R}
- 7.2.13 Advertising and display areas shall be in good repair and shall be consistent with Port Authority Aviation Signing and Wayfinding Standards. {R}
- 7.2.14 Cleaning supplies and equipment shall be stored out of customers’ view when not in use and closet doors kept closed. {H}

7.3 Standards of Functionality

- 7.3.1 The Public Address System shall be clear and audible at all times. {H}
- 7.3.2 All lighting shall conform to the Illuminating Engineering Society of North America (IES) standards:
Gate Areas – 38 foot-candles. {H}
- 7.3.3 Flight Information Display System (FIDS) monitors shall be clear, visible, accurate and in working order. {R}
- 7.3.4 Telephones shall be in working order. {R}
- 7.3.5 Television monitors shall be clear, visible and in good working condition. {R}
- 7.3.6 In the event of delays, cancellations or diversions, Standard 17.0 will apply. {H}

7.4 *Signs, Directions, and Information*

- 7.4.1 Signing shall be visible and adequate to direct customers to all services. {R}
- 7.4.2 Handwritten signs shall not be used and temporary signs must be consistent with the Port Authority Aviation Signing and Wayfinding Standards. {R}
- 7.4.3 Appropriate directional signing shall be visible at every decision point and consistent with Port Authority Aviation Signing and Wayfinding Standards. {R}

8.0 - Retail Services

8.1 Standards of Cleanliness

- 8.1.1 All public areas in the retail space shall be clean, well maintained and free of unpleasant odors. {R}
- 8.1.2 Carpet and floors shall be free of debris and stains and shall appear clean. {R}
- 8.1.3 Glass windows and display cases shall be clean. {R}
- 8.1.4 Light fixtures and assemblies shall be clean and free of dust. {R}
- 8.1.5 All walls and columns shall be clean. {R}
- 8.1.6 Ceilings shall be clean and free of dust. {R}
- 8.1.7 Sales and cashier areas shall appear neat, organized and clean. {R}
- 8.1.8 Heating and air conditioning units and vents shall be clean and free of dust. {R}
- 8.1.9 Television monitors shall be clean and free of dust. {R}

8.2 Standards of Condition

- 8.2.1 Carpets shall be free of holes, rips and worn or frayed areas. {R}
- 8.2.2 Floors shall be free of large cracks, gouges and excessively worn areas. {R}
- 8.2.3 Entranceways shall be in good condition, free of marks, scratches or any visible damage. {R}
- 8.2.4 Security grille/shutters and/or roll gates shall be without defect when deployed or otherwise kept out of sight. {R}
- 8.2.5 Furniture, display cases, shelving and fixtures shall be in good condition with no gouges, scratches, graffiti or broken pieces. {R}
- 8.2.6 All light fixtures shall be in working order with no visible broken parts. {R}
- 8.2.7 Walls and columns shall be free of large cracks, holes and graffiti. {R}
- 8.2.8 Apparel and accessories shall be neatly folded or hung in the appropriate area. {R}
- 8.2.9 All displays and racks shall be arranged so as to permit free movement by customers with carry-on baggage. {R}
- 8.2.10 Stock shall be stored out of view of customers and stored within one (1) hour of delivery. {R}

8.0 – Retail Services (continued)

- 8.2.11 Ceilings shall not be stained or have any broken tiles. {R}
- 8.2.12 Employees' personal belongings shall not be visible to customers. {R}
- 8.2.13 Heating and air conditioning units shall be in good working order. {R}
- 8.2.14 Packaging, shipping materials and delivery carts shall be removed within one (1) hour from all public areas. {R}

8.3 Standards of Functionality

- 8.3.1 In the event of flight delays, essential services shall remain open for passengers in the terminal after normal business hours. {H}
- 8.3.2 All lighting shall conform to the Illuminating Engineering Society of North America (IES) standards:
Retail – 72 foot-candles. {H}
- 8.3.3 Music system shall be in a clear and audible working condition with appropriately set volume level. {H}
- 8.3.4 All entrances to establishments shall be kept clear of merchandise and sales/advertising stanchions. {R}
- 8.3.5 Television monitors shall be clear, visible and in good working condition. {R}

8.4 Signs, Directions, and Information

- 8.4.1 Store policies regarding credit cards, returns/refunds, etc. shall be clearly displayed. {R}
- 8.4.2 Operators shall prominently display "Street Pricing" signing. {R}
- 8.4.3 A telephone number shall be visible so customers can call with complaints or compliments. {R}
- 8.4.4 Tip receptacles are not permitted. {R}
- 8.4.5 Hours of operations shall be prominently displayed and fully observed. {R}
- 8.4.6 Appropriate signing shall be visible, and clearly direct customers to all retail facilities. {R}
- 8.4.7 Handwritten signs shall not be used and temporary signs shall be consistent with the Port Authority Aviation Signing and Wayfinding Standards. {R}

8.0 – Retail Services (continued)

- 8.4.8 Illuminated signs shall be in proper working condition. Flashing or blinking signs shall not be used, and the use of red LED (Light Emitting Diode) signs is discouraged. Red LED signs shall not be used in all new installations. {R}
- 8.4.9 Retail areas under construction shall be provided with professional signs on barricades with an “opening date” whenever possible, and may include a rendering of the new facility. Signing shall be updated as necessary. {R}
- 8.4.10 When a retail outlet is closed for unscheduled reasons, appropriate signs shall be posted advising customers of the nearest, similar operating retail outlet. {R}
- 8.4.11 There shall be no unauthorized postings. {R}
- 8.4.12 All retail outlets offering sale of Metro Cards shall have appropriate signing. {R}

8.5 Standards of Retail Employees

In addition to the following standards, all employees shall conform to the same Employee Attitude, Appearance, Awareness and Knowledge as outlined in Standard 1.0.

- 8.5.1 Employees shall be able to direct customers to other outlets if item is not available in their shop. {R}
- 8.5.2 Employees shall always offer customers a receipt and say “thank you” or an appropriate pleasant closing. {R}
- 8.5.3 Employees shall always give correct change. {R}
- 8.5.4 Employees shall make every effort to make change for customers or direct customers to nearest change machine, i.e. for telephone calls. {R}
- 8.5.5 All shops shall have sufficient cash available immediately upon opening to make change for early morning sales. {R}
- 8.5.6 Any complaints shall be dealt with promptly. {R}
- 8.5.7 Employees shall have appropriate knowledge of items being sold. {R}
- 8.5.8 Employees shall not use personal electronic devices, including but not limited to cell phones and MP3 players. The only musical audible to customers shall be provided by the audio system. {R}

8.6 Standards of Product

- 8.6.1 All items shall be sold at “Street Prices” as defined in the lease/permit. {R}
- 8.6.2 Merchandise shall be attractively displayed. {R}
- 8.6.3 Terminal Operators shall ensure that concessionaires provide a variety of items that meet customers’ needs, both before and after security, including: reading materials (selection of periodicals and books), candy and snacks, health and beauty items, travel and business supplies, discretionary items such as local gifts, souvenirs and toys, and other sundries. {R}
- 8.6.4 Damaged merchandise shall be removed from display areas immediately. {R}
- 8.6.5 Displays shall be maintained to provide an uncluttered appearance. {R}
- 8.6.6 All prices shall be clearly displayed. {H}
- 8.6.7 No items shall remain on shelves past expiration dates. {R}
- 8.6.8 Merchandise shall be stocked in quantities sufficient for normal customer traffic. {R}
- 8.6.9 Merchandise shall be delivered to shops in appropriate carts and at non-peak periods or during off-hours whenever possible. {H}

9.0 - Food & Beverage Services

9.1 Standards of Cleanliness

- 9.1.1 All areas in the establishment shall be clean and well maintained. {R}
- 9.1.2 Debris shall be removed from tables and counters within two minutes. {R}
- 9.1.3 Area shall be free of unpleasant odors. {R}
- 9.1.4 Carpet and floors shall be free of debris and stains and shall appear clean. {R}
- 9.1.5 Entranceways and frames shall be free of smudges, dirt and grime. {R}
- 9.1.6 Ceilings shall be clean and free of dust. {R}
- 9.1.7 Glass windows and display cases shall be clean. {R}
- 9.1.8 All food used for display purposes shall be changed regularly. {R}
- 9.1.9 Sales and cashier areas shall appear organized and clean. {R}
- 9.1.10 Tray slides shall be clean. {R}
- 9.1.11 Trays shall be sanitized after every use. {H}
- 9.1.12 Light fixtures and assemblies shall be clean and free of dust. {R}
- 9.1.13 Exhaust hoods, ducts, fans and filters shall be clean and appropriately maintained. {R}
- 9.1.14 All visible cooking equipment shall be clean. {R}
- 9.1.15 Trash receptacles shall be emptied in order to prevent the overflow of debris. {R}
- 9.1.16 Heating and air conditioning units and vents shall be clean and free of dust. {H}
- 9.1.17 Television monitors shall be clean and free of dust. {R}

9.2 Standards of Condition

- 9.2.1 Carpets shall be free from holes, rips and worn or frayed areas. {R}
- 9.2.2 Floors shall be free of large cracks, gouges and excessively worn areas. {R}
- 9.2.3 Entranceways and frames shall be in good condition, free of marks, scratches or any visible damage. {R}
- 9.2.4 All tables, chairs, booths, display cases, and fixtures shall be in good condition with no deep scratches, gouges, graffiti or broken pieces. {R}
- 9.2.5 All visible cooking equipment shall be well maintained and in good working order. {R}
- 9.2.6 Ceilings shall be free of stains and broken tiles. {R}
- 9.2.7 All light fixtures shall be in working order with all visible lamps operating and all burned out lights replaced, with no broken visible parts. {R}
- 9.2.8 Packaging, shipping materials and delivery carts shall be removed within one (1) hour from all public areas. {R}
- 9.2.9 Cleaning supplies and equipment shall be stored out of customers' view when not in use and closet doors kept closed. {H}
- 9.2.10 Trash receptacles shall be clean and in good condition, without dents, marks or peeling paint. {R}
- 9.2.11 Employees' personal belongings shall not be visible to customers. {R}
- 9.2.12 Heating and air-conditioning units shall be in good condition, free of any visible damage. {R}
- 9.2.13 Television monitors shall be clear, visible and in good working condition. {R}

9.3 Standards of Functionality

- 9.3.1 In the event of flight delays or cancellations, hours of operations shall be extended to accommodate passengers. {H}
- 9.3.2 All lighting shall meet and conform to the Illuminating Engineering Society of North America (IES) standards: **Dining Area – 23 foot-candles.** {H}
- 9.3.3 Music system shall be clear and audible with appropriately set volume level. {H}

9.0 – Food & Beverage Services (continued)

9.3.4 All entrances to establishments shall be clear of merchandise and sales/advertising stanchions and not obstruct entrance. {R}

9.3.5 Heating and air conditioning units shall be in working order. {R}

9.4 Signs, Directions, and Information

9.4.1 Store policies regarding credit cards shall be clearly displayed. {R}

9.4.2 Operators shall prominently display "Street Pricing" signing. {R}

9.4.3 Tip receptacles are not permitted. {R}

9.4.4 Operators shall clearly display a telephone number for customer complaints or compliments. {R}

9.4.5 Hours of operations shall be prominently displayed and fully observed. {R}

9.4.6 Appropriate signing shall be visible to direct customers to all food and beverage facilities. {R}

9.4.7 Handwritten signs shall not be used and all temporary signs shall be consistent with the Port Authority Aviation Signing and Wayfinding Standards. {R}

9.4.8 Illuminated signs shall be in proper working condition. Flashing or blinking signs shall not be used, and the use of red LED (Light Emitting Diode) signs is discouraged. Red LED signs shall not be used in new installations. {R}

9.4.9 Food and Beverage areas under construction shall be provided with professional signs on barricades with an "opening date" whenever possible and may include a rendering of the new facility. Signing shall be updated as necessary. {R}

9.4.10 When food and beverage facilities are closed, appropriate signs shall be posted advising customers of the nearest, operating facilities. {R}

9.4.11 There shall be no unauthorized postings. {R}

9.5 Standards of Food and Beverage Employees

In addition to the following standards, all employees shall conform to the same Employee Attitude, Appearance and Knowledge as outlined in Standard 1.0.

9.5.1 Employees shall be able to direct customers to other outlets if an item is not available in their shop. {R}

9.5.2 Employees shall always provide customers with a receipt and "thank you" or an appropriate pleasant closing. {R}

9.0 – Food & Beverage Services (continued)

- 9.5.3 Employees shall always give correct change. {R}
- 9.5.4 Employees shall make every effort to make change for customers, i.e. for telephone calls. {R}
- 9.5.5 Employees shall not use personal electronic devices, including but not limited to cell phones and MP3 players. The only music audible to customers shall be provided by the unit audio system. {R}
- 9.5.6 All shops shall have sufficient cash available immediately upon opening to make change for early morning sales. {R}
- 9.5.7 Any complaints shall be dealt with promptly. {R}

9.6 Standards of Product

- 9.6.1 Terminal Operators shall ensure that concessionaires provide a variety of menu items that meet customers' needs, both before and after security, including: hot and cold menu items for breakfast, lunch and dinner; hot and cold beverages (non-alcoholic and alcoholic); quick serve meals to go; sit down restaurant facilities; and a selection of healthy dishes (low fat, salads, etc.). {R}
- 9.6.2 Menus shall be well designed, clean and display the correct prices. {R}
- 9.6.3 All items shall be sold at "Street Prices" as defined in the lease/permit. {R}
- 9.6.4 No items shall remain on shelves past expiration dates. {H}
- 9.6.5 Operators shall make every attempt to ensure that all menu items are available. {R}
- 9.6.6 Hot food shall be delivered hot and cold food shall be delivered cold. {R}
- 9.6.7 Merchandise shall be delivered, whenever possible, to food and beverage areas in appropriate carts and at non-peak periods or during off-hours. {H}

10.0 - Baggage Claim

Baggage Claim General Requirements

- a) Baggage carts shall be readily available at all cart racks at all times. {H}
- b) Public Address System (PAS) shall be available. {H}
- c) Information display on baggage belt shall be available. {R}

10.1 Standards of Cleanliness

- 10.1.1 Baggage carousels shall be wiped clean and be free of debris. {R}
- 10.1.2 Carpet and floors shall be free of debris and stains and shall appear clean. {R}
- 10.1.3 Trash receptacles shall be clean and not overflowing with debris. {R}
- 10.1.4 Heating and air conditioning units shall be clean and free of dust. {R}
- 10.1.5 Ceilings shall be clean and free of dust. {R}
- 10.1.6 Light fixtures and assemblies shall be clean and free of dust. {R}
- 10.1.7 Seating shall be clean and free of stains. {R}
- 10.1.8 Windowsills shall be free of dust and debris. {R}
- 10.1.9 Windows shall be clean and free of streaks and smudges. {R}
- 10.1.10 Walls and columns shall have a clean appearance, free of dirt and marks. {R}
- 10.1.11 Conveyor curtains shall be clean and free of dirt and debris. {R}

10.2 Standards of Condition

- 10.2.1 All carousels shall be in good condition with no gouges, scratches, graffiti or broken pieces. {R}
- 10.2.2 Carpet shall be free of holes, rips, worn or frayed areas and flooring shall be free of large gouges, cracks and broken pieces. {H}
- 10.2.3 Trash receptacles shall be in good condition, without dents, marks or peeling paint. {R}
- 10.2.4 Heating and air conditioning units shall be in good working condition. {R}
- 10.2.5 Ceilings shall be in good condition, evenly aligned and free of visible damage. {R}

10.0 – Baggage Claim (continued)

- 10.2.6 Seating shall be free of rips, tears and broken parts. {R}
- 10.2.7 Windowsills shall be in good condition, free of scratches or marks. {R}
- 10.2.8 Windows shall be in good condition, free of scratches or marks. {R}
- 10.2.9 Walls and columns shall be free of large cracks, holes and graffiti. {R}
- 10.2.10 Cleaning supplies and equipment shall be stored out of customers' view when not in use and closet doors kept closed. {H}
- 10.2.11 All light fixtures shall be in working order with no visible broken parts. {R}
- 10.2.12 Unattended baggage carts shall be returned to the dispenser racks promptly and not allowed to collect in an unsightly manner and impede passenger flow. {R}
- 10.2.13 Conveyor curtains shall be in good condition free of rips, tears and broken parts. {R}

10.3 Standards of Functionality

- 10.3.1 Baggage carousels shall be in good working order and have no areas that could cause damage to baggage or injury to customers. {H}
- 10.3.2 The Public Address System shall be clear and audible. {H}
- 10.3.3 All information display systems shall be clear, visible and accurate and in good working order. {H}
- 10.3.4 Television monitors shall be in good working condition. {R}
- 10.3.5 All lighting shall meet and conform to the Illuminating Engineering Society of North America (IES) standards: **Baggage Area – 35 foot-candles.** {H}
- 10.3.6 Unclaimed baggage shall be moved to and stored in a secure area in accordance with Federal and local regulations, as well as air carrier or Terminal Operator's requirements. {R}
- 10.3.7 Speed of arrival baggage delivery shall be consistent with industry practice ;and may vary depending on load factors, where the aircraft is parked (terminal gate or remote parking location), domestic or international flights but in all cases baggage delivery shall not exceed:
 - For all aircraft, the first bag shall be delivered within fifteen (15) minutes after block time or after the first passenger arrives in the baggage claim area. {H}
 - For narrow-body aircraft, the last bag shall be delivered within thirty (30) minutes after block time. {H}
 - For wide-body aircraft, the last bag shall be delivered within fifty (50) minutes after block time. {H}

10.0 – Baggage Claim (continued)

10.3.8 Accuracy of baggage delivery shall not exceed monthly average of mishandled baggage as published by the US DOT Air Travel Consumer Report. {H}

10.4 Signs, Directions, and Information

10.4.1 Signing shall be visible and adequate to direct customers to all services. {R}

10.4.2 Handwritten signs shall not be used and temporary signs must be consistent with Port Authority Aviation Signing and Wayfinding Standards. {R}

10.4.3 All baggage carousels shall be clearly identified and where applicable, by airline. {R}

10.4.4 In the event baggage delivery is delayed, a public address announcement regarding the delay shall be made in the baggage claim area. Passengers shall be kept informed as to the status of baggage delivery. {R}

10.4.5 Advertising and display areas shall be in good repair and shall be consistent with Port Authority Aviation Signing and Wayfinding Standards. {R}

11.0 - Ground Transportation & Welcome Centers

11.1 Standards of Cleanliness

Welcome Centers

- 11.1.1 Counters shall appear clean and organized, uncluttered and without visible damage. {R}
- 11.1.2 Computers and monitors shall be clean and free of dust. {R}
- 11.1.3 All telephones, including self-service phones shall be clean and free of debris. {R}
- 11.1.4 All panels and displays including self-service areas shall be clean and free of debris. {R}

On-Airport Bus Services

- 11.1.5 All vehicle lighting shall be clean and free of debris. {R}
- 11.1.6 Vehicle exteriors shall be clean and have a freshly washed appearance. {R}
- 11.1.7 Vehicle interiors shall be clean and free of debris. {R}
- 11.1.8 Pictures, frames and advertising shall be clean and free of dust and graffiti. {R}
- 11.1.9 All glass shall be clean and free of streaks and smudges, and dirt and grime. {R}
- 11.1.10 Seating shall be clean and free of graffiti. {R}

Permittee Services

- 11.1.11 Vehicle exteriors shall be clean and have a freshly washed appearance. {R}
- 11.1.12 Vehicle interiors shall be clean and free of debris. {R}
- 11.1.13 All glass shall be clean and free of streaks and smudges, and free of dirt and grime. {R}
- 11.1.14 Seating shall be clean and free of graffiti. {R}

11.0 – Ground Transportation & Welcome Centers (continued)

Bus Shelters

- 11.1.15 All bus shelter exteriors shall be clean and have a freshly washed appearance. {R}
- 11.1.16 All bus shelter interiors shall be clean and free of debris. {R}
- 11.1.17 Pictures, frames and advertising shall be clean and free of dust and graffiti. {R}
- 11.1.18 All glass shall be free of streaks and smudges, and dirt and grime. {R}
- 11.1.19 Seating shall be clean and free of graffiti. {R}
- 11.1.20 Light fixtures and assemblies shall be clean and free of dust. {R}
- 11.1.21 All sidewalks shall be clean and free of debris including gum and cigarettes. {R}

11.2 Standards of Condition

Welcome Centers

- 11.2.1 Counters and workspaces shall be maintained in good condition with no gouges, scratches, graffiti or broken pieces. {R}
- 11.2.2 Computers and monitors shall be in good working condition. {R}
- 11.2.3 All telephones, including self-service phones shall be in good condition. {R}
- 11.2.4 All panels and displays shall be in good condition, free of marks, scratches, gouges and any visible damage. {R}
- 11.2.5 Employee's personal belongings shall not be visible to customers. {R}

Airport Bus and Permittee Services

- 11.2.6 All vehicle lighting shall be operational with all lamps lit and no visible broken parts. {H}
- 11.2.7 Vehicular body damage shall be repaired promptly. {R}
- 11.2.8 Pictures, frames and advertising shall be in good condition with no marks, scratches or visible damage. {R}

11.0 – Ground Transportation & Welcome Centers (continued)

- 11.2.9 All glass shall be in good condition, free of scratches, chips and broken pieces. {R}
- 11.2.10 Seating shall be free of tears, rips and missing or broken pieces. {R}
- 11.2.11 Employee's personal belongings shall not be visible to customers. {R}
- 11.2.12 All bus shelters shall be in good condition with no gouges, scratches, graffiti or broken pieces. {R}

Permittee Services

- 11.2.13 Vehicle exteriors shall be in good condition, with all damage repaired promptly. {R}
- 11.2.14 Vehicle interiors shall be in good condition. {R}
- 11.2.15 All glass shall be in good condition, free of marks, scratches and broken pieces. {R}
- 11.2.16 Seating shall be free of rips, tears and missing or broken pieces. {R}

Bus Shelters

- 11.2.17 All bus shelter exteriors shall be in good condition with no visible damage. {R}
- 11.2.18 All bus shelter interiors shall be in good condition, free of missing or broken pieces. {R}
- 11.2.19 Pictures, frames and advertising shall be in good condition, free of scratches and graffiti. {R}

11.3 Standards of Functionality

Welcome Centers

- 11.3.1 All customer care representatives shall be knowledgeable in all alternate modes of transportation in the event of transportation delays. {R}
- 11.3.2 All lighting shall conform to Illumination Engineering Society of North America (IES) standards as they pertain to this area and activity. {R}
- 11.3.3 All buses must be equipped with automated recording announcements or the bus drivers must make audible announcements of the airport terminal or bus stops. {H}
- 11.3.4 Computers and monitors shall function properly, {R}
- 11.3.5 All telephones, including self-service telephones, shall function properly. {R}

11.0 – Ground Transportation & Welcome Centers (continued)

On-Airport Bus Services

- 11.3.6 Vehicles shall not make excessive noise or give off unpleasant odors and fumes. {H}
- 11.3.7 Air conditioning and heaters shall be in proper working condition and maintain appropriate temperatures. {R}
- 11.3.8 Doors shall operate properly and easily. {H}
- 11.3.9 Waiting time during peak periods shall not exceed fifteen (15) minutes. {R}
- 11.3.10 Public Address systems and announcements shall be clear audible, and up to date. {R}
- 11.3.11 Handicapped lifts or "kneeling bus" apparatus shall function properly as referenced to Standard 19.0 "Passengers with Reduced Mobility". {R}

Permittee Services

- 11.3.12 Vehicles shall not make excessive noise or give off unpleasant odors and fumes. {H}
- 11.3.13 Air conditioning and heaters shall be in proper working condition and maintain appropriate temperatures. {R}
- 11.3.14 Only authorized permittees shall make pick-ups at designated areas. {R}

11.4 Signs, Directions and Information

Welcome Centers

- 11.4.1 All signs and postings shall be consistent with Port Authority Aviation Signing and Wayfinding Standards. {R}
- 11.4.2 Welcome Center waiting area shall be clearly identified. {R}
- 11.4.3 All transportation information shall be accurate and up to date. {H}
- 11.4.4 All Ground Transportation telephone information panels shall be consistent with Port Authority Aviation Signing and Wayfinding Standards. {R}

On-Airport Bus Services

- 11.4.5. Buses, vans and free shuttle vehicles shall be easily identifiable and have route/destination signs clearly posted. {R}
- 11.4.6. Pick-up locations shall be clearly designated. {R}
- 11.4.7. Handwritten signs shall not be used and temporary signs must be consistent with Port Authority Aviation Signing and Wayfinding Standards. {R}
- 11.4.8. All "Variable Message Signs" shall operate properly and display the correct information. Red "LED" (Light Emitting Diodes) signs shall not be used in new applications. {R}
- 11.4.9. Airline directories, where posted, shall be current and up-to-date. {R}

Bus Shelters

- 11.4.10. Bus wait times shall be prominently displayed. {R}
- 11.4.11. Airline directories, where posted, shall be current and up-to-date. {R}

11.5 *Assistance to Passengers with Reduced Mobility by Permitted Ground Transportation Operators (See Standard 19.0)*

- 11.5.1 Permitted bus and van ground transportation operators will provide regular service or para-transit or other special transportation service at no additional cost for persons with reduced mobility, including those persons using non-collapsible motorized wheelchairs. {R}
- 11.5.2 Permitted bus and van ground transportation operators should provide the service described above at posted times or as agreed upon for pre-arranged service or within fifteen (15) minutes of the agreed upon pick-up time at the Welcome Center. {R}

12.0 - Taxi Dispatch Service

12.1 Standards of Cleanliness

- 12.1.1 Taxi booths shall have clean windows and be free of graffiti. {R}
- 12.1.2 Taxi booth interiors shall be clean and free of visible clutter, such as newspapers, books, magazines and personal electronic devices. {R}
- 12.1.3 Taxi passengers waiting areas shall be clean and free of debris including gum and cigarettes. {R}

12.2 Standards of Condition

- 12.2.1 Taxi booths windows shall be in good condition, free of scratches and broken pieces. {R}
- 12.2.2 All taxi booths shall be in good condition with no dents, scrapes, debris or peeling paint. {R}
- 12.2.3 Taxi passenger waiting areas shall be in good condition with no cracks or missing surface areas. {R}
- 12.2.4 Queue line railing, where installed, shall be free of defects. {R}

12.3 Functionality

- 12.3.1 In the event of a shortage of taxicabs, staff shall advise customers of alternative means of transportation. {R}
- 12.3.2 Queues for taxi service shall not exceed twenty (20) customers on line or customers shall not wait more than ten (10) minutes. {H}

12.4 Signs, Directions, and Information

- 12.4.1 Handwritten signs shall not be used and temporary signs shall be consistent with the Port Authority Aviation Signing and Wayfinding Standards. {R}
- 12.4.2 A plaque with the Taxi Dispatcher's name shall be clearly visible at each Taxi Dispatch Booth. {R}
- 12.4.3 Taxi rate information must be posted or be provided to the passengers. {R}

12.5 Standards of Taxi Dispatch Employees

In addition to the following standards, all employees shall conform to the same Employee Attitude, Appearance and Knowledge standards as outlined in Standard 1.0.

- 12.5.1 Taxi dispatch employees must be knowledgeable regarding taxi fares, tolls and distances to locations. {H}
- 12.5.2 Taxi dispatch employees shall not solicit or accept any tips. {H}

13.0 - Parking Lots & Garage Services

13.1 Standards of Cleanliness

- 13.1.1 Crosswalks, sidewalks and parking lot surfaces shall be clean and free of all dirt and debris. {R}
- 13.1.2 Escalators and elevators shall be clean and free of debris. {R}
- 13.1.3 Trash receptacles shall be emptied in order to prevent the overflow of debris. {R}
- 13.1.4 All structures and equipment shall be free of dirt and graffiti. {R}
- 13.1.5 All light fixtures and assemblies shall be clean and free of graffiti. {R}
- 13.1.6 All windows shall be clean and free of streaks and smudges and be clear of obstructions. {R}
- 13.1.7 Parking lot bus shelters shall be clean and free of debris. {R}
- 13.1.8 Cashier booth interiors shall be clean and free of visible clutter, such as newspapers, books, magazines, and personal belongings. {R}
- 13.1.9 Drains shall be clear and free of debris. {R}
- 13.1.10 Unpleasant odors shall not be detected. {R}
- 13.1.11 Telephones and telephone areas shall be clean and free of debris. {R}

13.2 Standards of Condition

- 13.2.1 Parking lot surfaces shall be well maintained, smooth and free of potholes and weeds. {R}
- 13.2.2 Escalators and elevators shall be in good condition with no gouges, scratches, graffiti and broken pieces. {R}
- 13.2.3 Trash receptacles shall be in good condition, without dents, marks or peeling paint. {R}
- 13.2.4 All equipment including Ticket Issuing Machines (TIM's) shall be in good condition. {R}
- 13.2.5 All structures shall be in good condition with no gouges, scratches, graffiti or broken pieces or rust. {R}
- 13.2.6 All light fixtures shall be in working order with no visible broken parts. {R}
- 13.2.7 All windows shall be in good condition, free of marks, scratches and broken or missing pieces. {R}

13.0 – Parking Lots & Garage Services (continued)

- 13.2.8 All bus shelters shall be in good condition with no gouges, scratches, graffiti or broken pieces. {R}
- 13.2.9 There shall be no standing water more than one-half inch (1/2") deep, eight (8) hours after a rainstorm. {R}
- 13.2.10 Phone and intercoms shall be in good condition with no gouges, scratches, graffiti or broken pieces. {H}
- 13.2.11 Striping shall be visible. {R}
- 13.2.12 Unattended baggage carts and wheelchairs shall be returned to dispenser racks or appropriate location promptly or located so as not to impede the flow of passengers or vehicles, and not allowed to collect in an unsightly manner. {R}
- 13.2.13 All fences and barriers shall be well maintained, rust free and properly secured. {R}

13.3 Standards of Functionality

- 13.3.1 All lighting shall conform to Illumination Engineering Society of North America (IES) standards as they pertain to this area and activity. {H}
- 13.3.2 Properly uniformed and identifiable personnel shall be readily available to assist customers during designated travel periods and to respond to emergency situations within twenty (20) minutes of the customer's request. {H}
- 13.3.3 All equipment shall be functioning and in good working order. {R}
- 13.3.4 Every parking lot shelter shall have an emergency phone in good working order with clear instructions. {H}
- 13.3.5 All telephone and intercoms shall be in good working order with appropriate volume and all functions operating. {H}
- 13.3.6 Escalators and elevators shall be in working order. {R}
- 13.3.7 Elevator button lights and switches shall be operational. {R}
- 13.3.8 Each elevator emergency phone or communication device shall be in working condition. {H}
- 13.3.9 A "red light" shall be displayed indicating a closed lane. {R}
- 13.3.10 Vehicle queues at parking exit plazas shall not exceed a maximum allowable queue length or other measurable criteria as defined in the parking operators agreement with the Port Authority. {R}

13.4 Signs, Directions, and Information

- 13.4.1 Parking rates and fees, indicating the maximum rate for a 24-hour period as well as the credit cards accepted, shall be prominently displayed at all entrances and consistent with Port Authority Aviation Signing and Wayfinding Standards. {R}
- 13.4.2 Handwritten signs shall not be used and all temporary signs shall be consistent with the Port Authority Aviation Signing and Wayfinding Standards. {R}
- 13.4.3 Aisle numbers and markings shall be visible and consistent with Port Authority Aviation Signing and Wayfinding Standards. {R}
- 13.4.4 Signing in bus shelters shall display the bus stop number, the schedule, or frequency of service, airline locations (at LGA) and route information and be consistent with Port Authority Aviation Signing and Wayfinding Standards. {R}
- 13.4.5 Signing for “help” phones and services shall be clear and visible and consistent with Port Authority Aviation Signing and Wayfinding Standards. {R}
- 13.4.6 A plaque with the cashier’s name and a telephone number for customer comment or complaint shall be clearly visible at each cashier booth. {R}
- 13.4.7 Emergency phones shall be clearly marked/identifiable and readily available. {H}

13.5 Standards of Parking Employees

In addition to the following standards, all employees shall conform to the same Employee Attitude, Appearance and Knowledge as outlined in Standard 1.0.

- 13.5.1 If requested, parking employees shall be capable of providing driving directions to other major airports and off airport areas verbally and/or with printed materials. {R}
- 13.5.2 Employees shall provide a “thank you” or an appropriate pleasant closing to every customer. {R}
- 13.5.3 Parking employees shall not solicit or accept any tips. {H}

14.0 - Construction

All areas undergoing renovation or construction shall present a neat appearance with all necessary signing in place and appropriate safety measures taken. Moreover, adherence to all procedures outlined in the Tenant Alteration Procedures and Standards Guide is essential.

14.1 Standards of Cleanliness

- 14.1.1 All surface areas in proximity to the work site shall be free of dust and debris and present a clean appearance. {R}
- 14.1.2 Temporary walls and screening shall be free of graffiti, dirt and debris. {R}

14.2 Standards of Condition

- 14.2.1 No work area shall present a hazard, which may cause a customer or employee to slip, fall or be hit by falling debris or construction materials. {H}
- 14.2.2 Temporary walls shall be finished with visibly attractive scenes or renderings of the project or any temporary signs consistent with Port Authority Aviation Signing and Wayfinding Standards. {R}
- 14.2.3 Storefronts under construction shall have a "uniform" barrier wall or "window dressing" that is attractive and conceals construction activity, as indicated in the Tenant Alteration Application (TAA). {R}
- 14.2.4 Air conditioning and heating shall be uninterrupted in the public areas of the airport facility. {H}
- 14.2.5 Floors shall be dry and free of spills or water. {R}
- 14.2.6 Temporary walls/barricades shall be well maintained with no holes, dents, marks or tears. {R}
- 14.2.7 All light fixtures shall be in working order with no visible broken parts. {R}
- 14.2.8 No unpleasant odors shall be emitted from the construction site. {R}
- 14.2.9 Sound suppression efforts shall be employed that meets the airport's operational restrictions on noise in passenger terminal buildings. This may include confining work to certain times of the day. Whenever possible, construction equipment, electrical equipment and tools shall not be visible to customers. {R}
- 14.2.10 Construction workers shall obtain and prominently display official identification. {H}

14.3 Standards of Functionality

- 14.3.1 Placement of construction walls or other interior construction activities shall not degrade existing lighting quality or standards in the vicinity of the construction area. {R}
- 14.3.2 All lighting shall conform to Illuminating Engineering Society of North America (IES) standards. {R}
- 14.3.3 Construction activity shall be designed to minimize interference with passenger circulation paths, and if construction does impede with circulation alternative routes will be established in a safe manner. {H}
- 14.3.4 Construction employees shall comply with all relevant Port Authority "Airport Rules and Regulations". {R}

14.4 Signs, Directions, and Information

- 14.4.1 Signing and information shall be made available to customers explaining the benefits of the project, what is being renovated or constructed, and when it will be completed. {R}
- 14.4.2 Signs designating alternate facilities shall provide clear directions and hours of operation. {R}
- 14.4.3 Adequate directional signing, consistent with Port Authority Aviation Signing and Wayfinding Standards, shall be provided when construction barricades hide or obstruct facilities, egress, and services. {R}
- 14.4.4 Handwritten signs shall not be used and temporary signs must be consistent with Port Authority Aviation Signing and Wayfinding Standards. {R}

15.0 - Charter Operations

These standards are being issued to Terminal Operators, Aircraft Owners and/or Tour Operators involved in the operation of charter flights and exclude scheduled carriers. All standards in this section are rated as high priority.

15.1 Standards for Representation

- 15.1.1 For arrivals only, an authorized representative of the aircraft owner and/or tour operator shall sign in and sign out with the Terminal Operator and be on duty one (1) hour prior to the scheduled arrival of the aircraft and two (2) hours after aircraft arrival.
- 15.1.2 For departures only, the aircraft owner or tour operator(s) shall have a minimum of one authorized representative on duty at least two and one-half (2-1/2) hours prior to the scheduled departure of the aircraft and shall remain on duty until the flight is airborne. The representative shall sign-in and sign-out with the Terminal Operator.
- 15.1.3 Aircraft owner or tour operator(s) representatives shall be empowered to assist stranded passengers in all areas of customer service. (See Standard 17.0)
- 15.1.4 Prior to the approval of a schedule, the aircraft owner or tour operator(s) shall provide the Port Authority and the Terminal Operator with:
 - a. The name of the Company responsible for providing information, assistance and accommodations to passengers in the event of a delay, cancellation or other problem situation;
 - b. Name(s) of all authorized representative(s) on duty;
 - c. 24-hour telephone contact;
 - d. 24-hour fax number;
 - e. E-mail address;
 - f. Mailing address;
 - g. The name of ground handling company;
 - h. Name and contact of handling company's authorized representative;
 - i. Name of company or party responsible for all fees including, but not limited to: landing, passenger fees, handling, fuel, catering, security, passengers' inconvenience, mishandled baggage, additional maintenance, etc.
 - j. Provide website address for posting of information.

15.0 – Charter Operations (continued)

- 15.1.5 The Company responsible for all fees and ancillary costs shall post a bond in an amount and form at the discretion of the Port Authority prior to each season during which it plans to operate.
- 15.1.6 The Company responsible for all fees and ancillary cost shall confirm in writing to the Port Authority and the Terminal Operator that it has obtained all slot approvals and shall identify the handling company and location for processing arriving and departing passengers and baggage for all tenant operated facilities.
- 15.1.7 An Airline or ground handling company that enters into an agreement with an aircraft owner or tour operator(s) to provide facilities, passenger and baggage check-in and assistance on arrival, shall include these standards in the arrangements and make every effort to assist stranded passengers.

15.2 Standards for Information

- 15.2.1 The proposed flight schedule shall be provided to the Port Authority at least 72 hours prior to the flights scheduled arrival or departure time. For EWR Terminal B operation requests, flight schedules shall be submitted at least fifteen (15) days prior.
- 15.2.2 Passengers shall be provided with access to 24 hour a day arrival and departure information.
- 15.2.3 Passengers shall be notified of all check-in and arrival location information including terminals, check-in locations and time requirements, as well as scheduled arrival time and procedures prior to their arrival at the airport.
- 15.2.4 For international flights, the aircraft owner or tour operator(s) shall notify passengers of all required documentation for originating and destination country.

15.3 Standards for Services in case of flight delay or cancellation

- 15.3.1 Authorized representative(s) shall inform passengers of flight status (delay or cancellation) no later than fifteen (15) minutes after scheduled departure time, and shall repeat an advisory process every thirty (30) minutes, or as required.
- 15.3.2 In accordance with airline's and/or terminal operator's procedures, food, refreshments, restroom facilities and medical assistance shall be made available as required.
- 15.3.3 When ticket prices for chartered flights include a package of airfare, hotel, meals and ground transportation, passengers shall be informed in advance and in writing of any re-accommodation, compensation or refund policy in the event of extensive (24 hours or more) delay or cancellation.

16.0 - Ramp and Airside Areas

Ramp and airside areas are clearly visible to the traveling public from departing and arriving aircraft as well as from airport terminals. Ramp condition, cleanliness and general appearance can greatly influence the overall perception of the airport and work towards accomplishing the goal of achieving customer satisfaction. These standards shall apply to all terminal operators, airlines, cargo facility operators, the Port Authority, ground service/handling companies and all their contractors and sub-contractors.

In order to implement and enforce the Ramp and Airside Airport Standards, a separate facility quality assurance review program will be developed with partners

16.1 Standards of Ramp Cleanliness

- 16.1.1 All Ramp/Airside areas shall be free of Foreign Object Debris (FOD) in accordance with FAA advisory Circular 150/5380-5B and Port Authority Rules and Regulations. {H}
- 16.1.2 All ramp areas under the responsibility of terminal operators or the airport authority shall be clean and free of debris, grease and oil and have "speedi-dry" type material available. {H}
- 16.1.3 Entrance and exit doors and frames to/from ramp areas shall be free of dirt and grime. {R}
- 16.1.4 All windows visible from ramp/airside shall be clean and free of streaks and smudges. {R}
- 16.1.5 All trash receptacles shall be emptied in order to prevent the overflow of debris. {R}
- 16.1.6 Walls, columns and doors shall be clean and free of graffiti. {R}
- 16.1.7 All service roads, as well as walkways and sidewalks shall be clean and free of debris. {R}
- 16.1.8 Interline Baggage transfer areas shall be clean and free of debris. {R}
- 16.1.9 All drains shall be clear and free of debris. {R}
- 16.1.10 Guard booth interiors shall be clean, free of debris, clutter and graffiti and have no personal items visible. {R}
- 16.1.11 Guard booth windows shall be clean and free of streaks and smudges, and dirt and grime. {R}

16.2 Standards of Equipment Cleanliness

- 16.2.1 All ground support equipment (motorized and non-motorized equipment) shall be clean and free of debris. {R}
- 16.2.2 Buses and/or Mobile Lounges shall be clean and have a freshly washed appearance. {R}

16.0 – Ramp & Airside Areas (continued)

- 16.2.3 Bus and/or Mobile Lounge seating shall be clean and free of graffiti. {R}
- 16.2.4 Bus and/or Mobile Lounge windows shall be clean and free of streaks and smudges and free of dirt and grime. {R}
- 16.2.5 Bus and/or Mobile Lounge carpet and floors shall be free of debris and stains and shall appear clean. {R}
- 16.2.6 Aircraft loading bridges shall be clean and free of debris and have a freshly washed appearance. {R}

16.3 Standards of Ramp Condition

- 16.3.1 Unserviceable equipment (motorized and non-motorized) shall not be stored at the Air Terminal. Storage of such equipment is permitted on a temporary basis in cargo and/or compound areas, out of sight of the general public, while scheduling the equipment's removal from airport property. {R}
- 16.3.2 All service roads, as well as walkways and sidewalks shall possess clearly defined pavement markings. {R}
- 16.3.3 All fences and barriers shall be well maintained, rust free and properly secured. {R}
- 16.3.4 All light fixtures shall be in working order with no visible broken parts. {R}
- 16.3.5 All ramp surface areas shall be smooth and free of potholes and weeds. {R}
- 16.3.6 All service roads shall be well maintained and free of potholes and weeds. {R}
- 16.3.7 Guard booths shall present a well-maintained appearance, free of clutter, debris and graffiti. {R}
- 16.3.8 Trash receptacles shall be in good condition, without dents, marks or peeling paint. {R}
- 16.3.9 All ramp surface areas shall be clearly marked to support marshalling program of both aircraft and ground support equipment. {H}

16.4 Standards of Equipment Condition

- 16.4.1 Ground Support Equipment shall be parked and stored in clearly striped, designated areas. {R}
- 16.4.2 Ground Support Equipment shall be in good condition and in accordance with Port Authority Police inspections. {R}
- 16.4.3 Bus and/or Mobile Lounge seating shall be free of rips, tears and broken parts. {R}

16.5 Standards of Equipment Functionality

- 16.5.1 Buses and/or Mobile Lounges shall be in good working order. {R}
- 16.5.2 Buses and/or Mobile Lounges heating and air conditioning units shall be in working condition. {R}
- 16.5.3 Buses and/or Mobile Lounges shall not make excessive noise or give off unpleasant odors and fumes. {R}
- 16.5.4 Communication equipment on Buses and/or Mobile Lounges shall be clear and audible. {R}
- 16.5.5 Ramp equipment and cargo including containers shall be staged in an orderly fashion. {R}
- 16.5.6 Ground Support Equipment shall be maintained in good working order with no obvious fuel, oil or grease leaking on the ramp surface. {R}
- 16.5.7 Aircraft loading bridges shall be in good working order. {R}
- 16.5.8 Interline baggage transfer equipment shall be in good working order. {R}
- 16.5.9 Where applicable Terminal Operators shall provide clearly marked walkways from terminal to aircraft so as to safely deplane and board passengers and flight crews. {R}

16.6 Signs, Directions, and Information

- 16.6.1 Handwritten signs shall not be used and any temporary signs shall be consistent with Port Authority Aviation Signing and Wayfinding Standards. {R}
- 16.6.2 Gate numbers shall be clearly marked and visible at all times. {R}

17.0 - Assistance to Stranded Passengers

In order to implement and provide customer service during severe delays, a joint committee consisting of Terminal Operators, Airlines and the Port Authority will establish an arrangement to house, feed and transport, or provide cots, blankets and pillows to passengers during late night hours when such services are not usually available.

The Port Authority will arrange for the presence of necessary Port Authority service providers to furnish applicable services during late night hours.

The Following Defines “Stranded Passengers”

Passengers are considered stranded ***on board an aircraft***, when an aircraft is delayed at a remote parking position for more than two (2) hours on departure and one (1) hour on arrival, with no access to lavatories, food, beverage, medical assistance or communication, or are unable to disembark or unable to be transported to a terminal building.

Passengers are considered stranded ***inside a terminal***, when a flight is delayed or cancelled and the airline or terminal operator is unable to provide timely information on the status of the flight or alternate means of accommodations. Passengers will also be considered stranded ***inside a terminal*** when they are unable to arrange landside transportation for any number of reasons.

The Following Defines “Areas of Responsibility”

Assistance to arriving or departing passengers stranded on board an aircraft shall be the responsibility of the airline. Assistance to departing or arriving passengers stranded inside a terminal is the responsibility of the airline, and in some cases the Terminal Operator or the Port Authority. Airlines shall be responsible for providing accurate and up to date information to the general public. The Port Authority of NY & NJ has pledged to assist airlines during flight delay situations. PAPRICA (Port Authority Passenger Recovery in Cooperation with the Airlines) is the guideline airlines shall use during flight delays.

17.1 Assistance to passengers stranded on board an aircraft

- 17.1.1 Passengers shall be informed, in a timely and frequent manner, of existing traveling conditions, whether a delay or cancellation, and the arrangements to deplane the aircraft when stranded on board an aircraft for two (2) hours or longer. {H}
- 17.1.2 Passengers shall be provided with essential needs such as food, water, heat and air conditioning and restroom facilities on board. {H}

17.2 Assistance to passengers stranded inside the terminal

- 17.2.1 Airlines and/or terminal operators shall keep passengers informed of known delays, cancellations and diversions with frequent announcements as established by each airline. {R}
- 17.2.2 In accordance with airline's and/or terminal operator's procedures, food, refreshments, restroom facilities and medical assistance shall be made available as required. {H}
- 17.2.3 In accordance with airline procedures, reasonable efforts shall be made to safeguard the travel of passengers with down line connections and reservations including making alternate arrangements as required. {R}
- 17.2.4 Airlines are encouraged to provide passengers with any additional services as required by federal regulation {R}

17.3 Passengers with Reduced Mobility

- 17.3.1 Special attention shall be provided to passengers with reduced mobility (PRM) or special needs such as the elderly, disabled, passengers with medical conditions, unaccompanied minors, passengers with young children and passengers speaking foreign languages. {H}

17.4 Arriving flight information provided to the general public

- 17.4.1 Airlines and/or terminal operators shall have a responsibility to provide accurate and timely information to the general public including but not limited to scheduled time of arrival, estimated time of arrival, notices (or announcements) explaining reason for flight delay, cancellation or diversion, and updating the arrival information recorded messages and all electronic flight information systems on a timely basis. {R}

18.0 - AirTrain Stations and Vehicles

18.1 Standards of Cleanliness

Stations: Interior

- 18.1.1 Seating shall be clean and free of stains. {R}
- 18.1.2 Floors shall be free of debris and stains and shall appear clean. {R}
- 18.1.3 All floor mats shall be clean and properly aligned. {R}
- 18.1.4 All planters shall be clean and free of dust and debris. {R}
- 18.1.5 Windowsills shall be free of dust and debris. {R}
- 18.1.6 Windows and doors shall be clean and free of streaks and smudges. {R}
- 18.1.7 Trash receptacles shall be clean and not overflowing. {R}
- 18.1.8 Walls shall have a clean appearance, free of dirt and marks. {R}
- 18.1.9 Floors shall be dry, free of spills or water. {H}
- 18.1.10 Ceilings shall be dust free and unsoiled. {R}
- 18.1.11 Light fixtures and assemblies shall be clean and free of dust. {R}
- 18.1.12 Telephones and telephone areas shall be clean and free of debris. {R}
- 18.1.13 Pictures, frames, directories and advertising shall be clean and free of dust and graffiti. {R}
- 18.1.14 Heating and air conditioning units shall be clean and free of dust. {R}
- 18.1.15 Elevator cab walls and floors shall be clean and free of debris and graffiti. {R}
- 18.1.16 Escalators shall be clean and free of debris and graffiti. {R}
- 18.1.17 All Flight Information Display System (FIDS) and Train Information Display System (TIDS) monitors shall be clean and free of dust. {R}

Stations: Exterior

- 18.1.18 Entrance and exit doors shall be clean and free of smudges, dirt and grime. {R}
- 18.1.19 Windows shall be free of streaks and smudges. {R}
- 18.1.20 Trash receptacles shall be clean and emptied to prevent the overflow of debris. {R}
- 18.1.21 Awnings, where present, shall be clean at all times. {R}
- 18.1.22 Walls shall be clean and free of graffiti. {R}
- 18.1.23 Light fixtures and assemblies shall be clean and free of dust. {R}
- 18.1.24 Seating shall be clean and free of stains. {R}

Trains:

- 18.1.25 Exteriors shall be clean and have a freshly washed appearance. {R}
- 18.1.26 Pictures, frames, directories and advertising shall be clean, and free of dust and graffiti. {R}
- 18.1.27 Seating shall be clean and free of stains. {R}
- 18.1.28 Walls shall be clean and free of graffiti and scratches. {R}
- 18.1.29 Ceilings shall be dust free and unsoiled. {R}
- 18.1.30 Carpet shall be free of holes, rips, worn or frayed areas and flooring shall be free of large gouges, cracks, gum and stains. {R}
- 18.1.31 Floors shall be dry, free of spills and water. {H}
- 18.1.32 Windows shall be free of streaks and smudges. {R}
- 18.1.33 Doors shall be clean. {R}
- 18.1.34 Light fixtures and assemblies shall be clean and free of dust. {R}
- 18.1.35 Passenger Information Display System (PIDS) monitors shall be clean and free of dust. {R}

18.2 Standards of Condition

Stations: Interior

- 18.2.1 Seating shall be free of missing or broken parts. {R}
- 18.2.2 Tile and floors shall be free of large gouges, cracks and missing pieces. {H}
- 18.2.3 Floor mats shall be in good condition, without obvious wear and frays. {R}
- 18.2.4 Planters shall be in good condition, free of any visible damage. {R}
- 18.2.5 Windowsills shall be in good condition without any missing or broken pieces. {R}
- 18.2.6 Glass in windows and doors shall have no broken or cracked panes. {H}
- 18.2.7 Trash receptacles shall be in good condition with no dents, marks or peeling paint. {R}
- 18.2.8 Walls and columns shall be in good condition, free of marks, scuffs, dents or gouges. {R}
- 18.2.9 Ceilings shall be in good condition, evenly aligned and free of visible damage. {R}
- 18.2.10 All light fixtures shall be in working order with no visible broken parts. {R}
- 18.2.11 Telephones and telephone areas shall be in good condition, with no broken pieces. {R}
- 18.2.12 Pictures, frames and advertising shall be in good condition, free from marks, scratches and missing or broken pieces. {R}
- 18.2.13 Heating and air conditioning units shall be in good working condition. {H}
- 18.2.14 Escalators and elevators shall be in working condition. {R}
- 18.2.15 Flight Information Display System (FIDS) and Train Information Display System (TIDS) monitors shall be in good condition, with no visible damage. {R}
- 18.2.16 Unattended baggage carts shall be returned to dispenser racks promptly or located so as not to impede the flow of passengers or vehicles, and not allowed to collect in an unsightly manner. {R}
- 18.2.17 Employees' personal belongings shall not be visible. {R}
- 18.2.18 Platform bumpers shall be free of tears and missing or broken parts. {H}

Stations: Exterior

- 18.2.19 Sidewalks shall be smooth and free of large cracks or missing surface areas. {H}
- 18.2.20 Entrance and exit doors shall be in good working order. {R}
- 18.2.21 Windows shall be in good condition with no scratches, chips or broken pieces. {R}
- 18.2.22 Trash receptacles shall be in good condition, without dents, marks or peeling paint. {R}
- 18.2.23 Awnings, where present, shall be in good condition with no visible damage. {R}
- 18.2.24 Walls and columns shall be in good condition, free of marks, scuffs, dents or gouges. {R}
- 18.2.25 All light fixtures shall be in working order with all visible lamps operating and all burned out lights replaced. {R}
- 18.2.26 Only authorized vehicles shall utilize restricted curb areas. {R}
- 18.2.27 Snow and ice shall be removed from walkways, roadways and guide ways to prevent any safety hazard. {H}
- 18.2.28 Roadways shall be well maintained and free of potholes. {R}
- 18.2.29 Baggage carts shall be readily available. {R}

Trains

- 18.2.30 Exteriors of the trains shall be in good condition, free of visible damage. {R}
- 18.2.31 Pictures, frames and advertising shall be in good condition, with no marks, scratches or visible damage. {R}
- 18.2.32 Walls shall be in good condition, free of marks, scuffs, dents or scratches. {R}
- 18.2.33 Trains shall be in good working order and do not give off unpleasant fumes or noise. {R}
- 18.2.34 Seating shall be free of tears, rips or graffiti. {R}
- 18.2.35 Doors shall be in good working order. {H}
- 18.2.36 Passenger Information Display System (PIDS) shall be in good condition with no visible damage. {R}

18.3 Standards of Functionality

Stations: Interior

- 18.3.1 Flight Information Display System (FIDS) and Train Information Display System (TIDS), shall be clear, visible and accurate. {R}
- 18.3.2 Elevator button lights and switches shall be operational. {R}
- 18.3.3 Each help phone on the platform and each elevator emergency phone or communication device shall be in working condition. {H}
- 18.3.4 All lighting shall conform to the Illuminating Engineering Society of North America (IES) standards as they pertain to this area and activity. {H}
- 18.3.5 Public address systems shall be clear and audible. {R}

Stations: Exterior

- 18.3.6 Unattended baggage carts shall be returned to dispenser racks promptly or located so as not to impede the flow of passengers or vehicles, and not allowed to collect in an unsightly manner. {R}
- 18.3.7 All lighting shall conform to the Illuminating Engineering Society of North America (IES) standards as they pertain to this area and activity. {H}

Trains:

- 18.3.8 Waiting times at EWR shall not exceed:
 - Three (3) minutes, between the hours of 1100 and 2000
 - Four (4) minutes, between the hours of 0500 and 1100, and 2000 and 2400, and
 - Twenty-four (24) minutes between 2400 and 0500
- Waiting times at JFK shall not exceed:
- Nine (9) minutes, between the hours of 0600 and 1430
 - Nine (9) minutes, between 1430 and 0000
 - Thirteen (13) minutes, between 0000 and 0600

18.0 – AirTrain Stations & Vehicles (continued)

- 18.3.9 Air conditioning and heaters shall be in proper working condition and maintain appropriate temperatures. {R}
- 18.3.10 Automated announcements shall be audible and up-to-date. {R}
- 18.3.11 Public Address systems shall be clear and audible. {R}
- 18.3.12 Each help phone, emergency phone or communication device shall be in working order. {H}

18.4 Signs, Directions, and Information

- 18.4.1 Route/destination signing shall be clearly posted. {R}
- 18.4.2 Drop-off and Pick-up points shall be clearly designated. {R}
- 18.4.3 Clear, visible and accurate signing shall be placed at key decision points and be consistent with Port Authority Aviation Signing and Wayfinding Standards. {R}
- 18.4.4 Signing to gates, concourses and services shall be clear, visible and up-to-date. {R}
- 18.4.5 Flight Information Display System (FIDS), Passenger Information Display System (PIDS) and Train Information Display System (TIDS) monitors shall be clear, visible and accurate. {R}
- 18.4.6 Handwritten signs shall not be used and all temporary signs must be consistent with Port Authority Aviation Signing and Wayfinding Standards. {R}
- 18.4.7 Telephones and/or call boxes shall be easily identified. {R}
- 18.4.8 Maps and directories shall be accurate, up-to-date and be consistent with Port Authority Aviation Signing and Wayfinding Standards. {R}

19.0 - Assistance to Passengers with Reduced Mobility

Definition of “Passengers with Reduced Mobility”

Passengers with Reduced Mobility include, but are not limited to:

1. Persons with disabilities as defined by the American with Disabilities Act—An individual is “disabled” if he or she meets at least any one of the following tests:
 - He or she has a physical or mental impairment that substantially limits one or more of his/her major life activities
 - He or she has a record of such an impairment
 - He or she is regarded as having such an impairment
2. Passengers traveling with children and infants, or unaccompanied minors.
3. Passengers that do not speak English.
4. Passengers’ requiring/requesting the aid of a mobility assistance representative.

Relevant Standards and Regulations

Relevant standards and regulations for accommodating Passengers with Reduced Mobility include, but are not limited to:

- The Air Carrier Access Act and the Department of Transportation rule (Title 14 CFR, Part 382).
- The Americans with Disabilities Act
- The International Civil Aviation Organization (ICAO) Annex 9 that includes a number of Standards and Recommended Practices (SARPs) concerning the access to air services and airport facilities by elderly and disabled persons including revisions by the Facilitation Division (FAL/11).
- Transportation Security Administration Training.

Areas of Responsibility

- a. For Passengers with Reduced Mobility requiring or requesting assistance, the airline and/or terminal operator shall assist arriving Passengers with Reduced Mobility deplaning an aircraft and/or requiring assistance from the aircraft to the curb/ground transportation center or another assistance provider.
- b. The airline and/or terminal operator shall assist departing Passengers with Reduced Mobility requiring assistance from the ticket counter and/or to board the aircraft.

19.0 - Assistance to Passengers with Reduced Mobility (continued)

- c. For Passengers with Reduced Mobility requiring or requesting assistance, the Port Authority shall facilitate departing or arriving Passengers with Reduced Mobility between parking facilities and the terminal buildings or between terminals.
- d. The terminal operator shall provide amenities (concessions, restrooms, telephones, etc.) directories of accessible areas, and clearly marked signing to facilities to accommodate Passengers with Reduced Mobility.

19.2 Assistance to Passengers with Reduced Mobility by an Airline or Terminal Operator

- 19.2.1 Passengers with Reduced Mobility shall receive assistance in getting to and boarding the aircraft and deplaning and getting to the curb in addition to making connections to other flights. {H}
- 19.2.2 Passengers with Reduced Mobility shall not be left unattended at any AirTrain platform or station. {H}
- 19.2.3 Employees shall receive the necessary training to assist in moving and transporting Persons with Disabilities. {R}
- 19.2.4 Employees shall receive training in handling mobility aids and assistive devices (electric wheelchairs, respirator equipment, etc.) used by Persons with Disabilities. {R}
- 19.2.5 Airlines may require up to 48 hours advance notice to accommodate certain mobility aids and assistive devices that require preparation time for transport (e.g., respirator hook-up or transportation of an electric wheelchair on an aircraft). {R}
- 19.2.6 Unaccompanied minors shall not be left unattended. {H}
- 19.2.7 Employees shall be available to assist Passengers with Reduced Mobility who are unable to move independently. {H}
- 19.2.8 Passengers with Reduced Mobility being dropped off shall be able to obtain assistance at the curbside within five (5) minutes. {H}
- 19.2.9 Each terminal operator shall ensure that telephones equipped with telecommunication devices for the deaf (TDD's) are provided and are clearly marked on directories and above the telephones. {R}

19.3 On-Airport Assistance to Passengers with Reduced Mobility

- 19.3.1 The Port Authority will make available para-transit or other special transportation services to Persons with Disabilities who cannot use fixed route bus/rail service between terminal buildings. {R}
- 19.3.2 The fixed route bus/rail services shall be accessible as required by the Americans with Disabilities Act. {R}
- 19.3.3 The Ground Transportation Information and/or Help Centers shall provide information to Passengers with Reduced Mobility using bilingual or multilingual brochures with internationally recognized symbols and/or interactive display systems. {R}

19.0 - Assistance to Passengers with Reduced Mobility (continued)

- 19.3.4 Unaccompanied minors shall not be left unattended in any parking facility or in an AirTrain station. {H}
- 19.3.5 Passengers with Reduced Mobility, who cannot move independently, shall not be left unattended in any parking facility or in an AirTrain station. {H}

19.4 Provision of Wheelchairs to Passengers with Reduced Mobility

- 19.4.1 Each terminal shall provide wheelchairs to assist in the movement of Persons with Disabilities. Wheelchairs shall meet the industry standards. {R}
- 19.4.2 Airlines shall each provide boarding wheelchairs and ramps or mechanical lifts for boarding an aircraft not affixed to a loading bridge. {R}
- 19.4.3 All wheelchairs may be subject to an inspection of:
 - a. Armrests—sharp edges, cracks, burrs on screw heads, protruding screws, secure fit and locks engage squarely, all fasteners are present and tight;
 - b. Wheelchair back—upholstery for rips, tears and tautness; all attaching hardware is present and tight; handgrips are tight and do not rotate on post; back-post brace joints are not cracked, bent or damaged; safety belts are checked for fraying and hardware functionality;
 - c. Seats, cross braces and frames—upholstery for rips, tears and tautness; attaching hardware is present and tight; check for stripped screws and burrs on screw heads; folding chairs should be checked for sticking; cross braces are checked for bent rails or cracks and the center pin nut is present; front post slides are straight; seat rail guides are present;
 - d. Wheel locks—securely engage the tire surface and prevent the wheel from turning; rubber tip is present;
 - e. Large wheels—no wobbling or side-play indicating worn bearings; tires do not have excessive wear or cracks; axles and axle-lock nuts are functioning properly;
 - f. Casters—check for signs of bending on sides and stems of forks and be sure stem is firmly attached to fork; check stem bearings for excessive play both up and down as well as back and forward; check for excessive wobble in bearings; check tire for excessive wear or cracks; and,
 - g. Footrest/leg rest—check frame for damage and confirm secure fit of locking mechanism; check for sharp edges in foot plates and foot plate springs; proper operation for length adjustment hardware, all hardware is present and proper tightness; foot rest bumpers are present.

19.0 - Assistance to Passengers with Reduced Mobility (continued)

- 19.4.4 All wheelchairs shall be well maintained and in good condition. {R}
- 19.4.5 Each airline shall ensure that an adequate number of wheelchairs are available to meet the required demand. {R}
- 19.4.6 All airline terminals shall provide an adequate number of electric carts to meet the required demand. {R}
- 19.4.7 All electric carts shall be in good condition, free of dents, ripped seating and any visible damage or broken parts. {R}
- 19.4.8 All electric carts shall be equipped with an audible and visual alert signal to alert passengers to its' presence. {R}
- 19.4.9 All electric carts shall operate in a safe manner that at no point compromises the safety of pedestrians in the terminal. {H}

19.5 Signs, Directions and Information

- 19.5.1 All facilities and devices for Persons with Reduced Mobility shall be clearly marked and be consistent with Port Authority Aviation Signing and Wayfinding Standards. {R}

20.0 - Public Circulation and Queue Management

The Following Defines "Circulation Areas"

Circulation areas are comprised of publicly accessible areas inside or outside the terminal buildings occupied by persons walking or standing, exclusive of those spaces required for organized passenger queuing. Circulation areas include, but are not limited to, ticket lobbies, passenger waiting areas, food court concession areas, concourses, corridors and hallways, sidewalks, escalators and moving walkways, and pedestrian bridges.

The Following Defines "Queuing Area"

Queuing areas are comprised of publicly accessible areas inside or outside the terminal building dedicated to the organization of passengers waiting for service. Queuing areas include, but are not limited to, those areas dedicated to accommodate passengers approaching ticket counters, security screening areas, Customs and Border Protection areas, concessions, self-serve ticket kiosks, gate areas, information kiosks, and ground transportation areas.

Areas of Responsibility

- a. Airlines shall manage the circulation and queuing activity in their lease areas including boarding areas, ticket counters, self-serve ticket kiosks, baggage offices, and other areas that are used by passengers to queue for airline services which include areas that may fall outside an airline's lease line.
- b. Concession tenants shall manage the circulation and queuing activity within their respective lease areas.
- c. The Terminal Operator and/or Airline shall manage circulation and queuing activity at passenger and baggage security screening checkpoints.
- d. The terminal operator or the Port Authority shall manage the circulation and queuing activity in all public spaces not included in the lease areas of the airlines or other tenants.
- e. Airline employees shall inquire of passengers at check-in queues regarding departure times and destinations and shall assist passengers in resolving problems when lines are lengthy.
- f. The terminal operator and/or airline shall manage and control the circulation and queuing activity in their lease areas of the FIS with input from Customs and Border Protection.

20.1 Standards for Managing Passenger Circulation

- 20.1.1 Unattended baggage carts shall be returned to dispenser racks or removed so as not to impede the flow of passengers. {R}
- 20.1.2 Objects shall not be placed or installed in a permanent or temporary manner that will obstruct circulation requirements of persons with reduced mobility. (Refer to Standard 19.0). {R}

20.0 - Public Circulation and Queue Management (continued)

- 20.1.3 Objects shall not be placed or installed in a permanent or temporary manner that will obstruct primary public flow paths, doorways, elevator/escalator entrances, and other public circulation areas. {R}
- 20.1.4 Objects shall not be placed or installed in a permanent or temporary manner in areas where passenger flows must be maintained for purposes of providing public safety, including but not limited to stairways, escalator deboarding areas, roadway curbsides and emergency exit lanes, corridors or access points. {R}
- 20.1.5 Objects shall not be placed or installed in a permanent or temporary manner that promotes the development of a crowd that results in decreased public mobility or an unsafe condition. {R}
- 20.1.6 Lighting in public circulation areas shall be provided in accordance with Illuminating Engineering Society of North America (IES) standards. {H}
- 20.1.7 Preventative maintenance of facilities, cleaning, or other routine activities shall be performed so as to not interfere with primary public circulation paths. {R}
- 20.1.8 Provide and maintain adequate way finding to promote efficient public circulation. {R}
- 20.1.9 Objects shall not interfere with the public's visual field so as to affect public orientation and understanding of designated flow paths. {R}

20.2 Standards for Managing Passenger Queuing Areas

- 20.2.1 Organized queuing procedures shall be developed and formalized queuing areas shall be provided in locations where public queuing is likely to result in unsafe conditions, service stoppage, or an impediment to adjacent passenger flows. {R}
- 20.2.2 Designated queuing areas shall be properly sized based on anticipated passenger use in each terminal and shall be maintained to accommodate future public circulation and queuing demands. {R}
- 20.2.3 Public queues for a facility shall not extend beyond the tenant's designated lease area unless authorized by the Port Authority. {R}
- 20.2.4 The Port Authority or terminal operators shall be notified if public queues are anticipated to obstruct or are actually obstructing adjacent passenger flows in a manner that decreases public mobility or results in an unsafe condition. {R}
- 20.2.5 The tenant shall actively manage public queues at locations where the massing of people could result in an unsafe condition (e.g., adjacent to an escalator deboarding areas or curbside roadways) or impede primary public flow patterns. {R}
- 20.2.6 Public queues shall not extend or be formed outside a terminal building where shelter is not available. {H}

20.0 - Public Circulation and Queue Management (continued)

20.3 Stanchion Appearance and Locations

- 20.3.1 Placement of floor stanchions shall not interfere with public circulation, queuing or wayfinding. {R}
- 20.3.2 Stanchion belts should not exceed 7' in length between posts, be less than 2" in width, be less than 0.0275" thick and the post should not be less than 2" in diameter. {R}
- 20.3.3 Stanchion posts shall not exceed 40" in height, the bases shall not exceed 14" in diameter and any stanchion post weight shall not exceed 28 lbs. {R}
- 20.3.4 Stanchion belts and posts shall match in color, type and quality. The use of a combination of various stanchions, ropes, belts, etc. is not permitted. {R}
- 20.3.5 Stanchion belts or ropes should never be tied together. {R}
- 20.3.6 Stanchions, ropes, "tensa barriers" shall be well maintained and in good repair. {R}
- 20.3.7 Stanchions, ropes, "tensa barriers" shall be arranged in a neat and orderly fashion and not stored in public view. {R}
- 20.3.8 Stanchions, ropes, "tensa barriers" shall be clean and free of dust, tape and smudges. {R}

21.0 - Orderly Evacuation and Resumption of Services

Definition of "Emergency Situation"

- a. An emergency situation is defined as any event that threatens, or has the potential to threaten, the life, health, and safety of individuals at the airport. Emergency situations include, but are not limited to, (a) fire, (b) security, (c) power outage, and (d) natural disaster.
- b. Security emergencies include, but are not limited to, security breaches, threats against a specific facility or airline, acts of violence in pre- or post-security areas, bomb threats, unattended baggage or parcels and biological or chemical threats.

21.1 Airline Assistance

- 21.1.1 All airline employees and airline contractors shall be knowledgeable in terminal emergency and evacuation procedures.
- 21.1.2 All airline employees shall be familiar with airport emergency procedures.
- 21.1.3 In case of fire, power outage or natural disaster emergency, airline employees shall follow terminal operator and Port Authority Police instructions for emergency procedures.
- 21.1.4 In case of a security emergency, airline employees and contract employees shall at the direction of the Port Authority Police and the Transportation Security Administration (TSA) clear gates, boarding areas, and holding areas of all people (passengers, employees and other airport visitors) in a safe orderly, and efficient manner, and direct them to the nearest security checkpoint exit (or to the nearest emergency exit in the event of a fire emergency).
- 21.1.5 In case of a gate emergency involving an aircraft with passengers on board, airlines and FAA emergency procedures shall apply.
- 21.1.6 Airlines shall at all times have an on-duty employee designated as an "Emergency Representative" who shall communicate effectively with the Port Authority Police, the TSA, the terminal operator and customers and as applicable with Customs and Border Protection (CBP) to coordinate a safe orderly and efficient evacuation in the event of an emergency situation.
- 21.1.7 The Emergency Representative shall communicate and coordinate effectively with the TSA, CBP, terminal operators, and the Port Authority Police to inform airport customers of the nature of the emergency and to ensure airport customer essential needs are met.
- 21.1.8 After a departure emergency situation subsides, the Emergency Representative shall provide the Port Authority Police and the TSA flight departure information to effectuate an orderly and efficient re-screening of passengers according to the priority of departing flights.

21.0 - Orderly Evacuation and Resumption of Services (continued)

- 21.1.9 After an arrival emergency situation subsides, the Emergency Representative shall provide the Port Authority Police, terminal operator and as applicable Custom and Border Protection, arrival information to effectuate an orderly and efficient deboarding and clearance of passengers, and what is being communicated to other airport customers waiting in the baggage claim area.
- 21.1.10 International arriving passengers and flight crewmembers that have been cleared through Federal Inspection Services (FIS), shall be directed to proceed with all other customers and employees when evacuating the premises, as established in the CBP Continuity of Operations Plan. (COOP).
- 21.1.11 International arriving passengers and flight crewmembers that have not yet been cleared through FIS, shall be evacuated in a manner established by the CBP's COOP. The Port Authority will be provided with such plans, by the CBP, on an annual basis.

21.2 Airport Tenant Responsibilities

- 21.2.1 All airport tenants shall be knowledgeable in terminal emergency and evacuation procedures.
- 21.2.2 All employees of airport tenants shall be familiar with airport emergency procedures.
- 21.2.3 In case of fire, power outage or natural disaster emergency, airport tenant employees shall follow Port Authority Police, or terminal operator instructions for emergency procedures.
- 21.2.4 In case of a security emergency situation, airport tenants shall clear their leased space of all customers and employees in a safe, orderly, and efficient manner, and direct them to nearest security checkpoint exit (or to the nearest emergency exit in the event of a fire emergency).
- 21.2.5 Airport tenants shall at all times have an on-duty employee designated as an "Emergency Representative" who will communicate effectively with Port Authority Police, TSA, CBP, the terminal operator and airport customers to coordinate a safe, orderly, and efficient evacuation of the airport tenant's leased space in the event of an emergency situation.

21.3 TSA Responsibilities

- 21.3.1 The TSA employees shall be knowledgeable in terminal emergency procedures.
- 21.3.2 All TSA employees shall be knowledgeable of all airport emergency procedures. Given that TSA employees may work at a number of security checkpoints throughout the Port Authority Airport system, TSA employees must be familiar with the airport emergency procedures at all terminals for each airport.
- 21.3.3 In case of a security emergency situation, TSA employees shall coordinate with the Port Authority Police and direct all airport customers and employees through the security checkpoint exit (or to the nearest emergency exit in the event of a fire emergency) in a safe, orderly, and efficient manner.

21.0 - Orderly Evacuation and Resumption of Services (continued)

- 21.3.4 In case of fire, power outage or natural disaster emergency, the TSA shall coordinate emergency procedures with the Port Authority Police and the terminal operator to ensure an efficient and orderly evacuation and re-screening of airport customers and employees and follow departure service resumption process. (See Standard 21.8)
- 21.3.5 TSA employees shall communicate effectively with airlines, terminal operators, and the Port Authority Police to inform airport customers of the nature of the emergency and to ensure airport customer essential needs are met.
- 21.3.6 After the emergency situation subsides, TSA employees shall communicate effectively with airline Emergency Representatives, terminal operators, and the Port Authority Police to effectuate an orderly and efficient security checkpoint re-screening process according to the priority of departing flights.

21.4 Terminal Operator Responsibility

- 21.4.1 All terminal operator and Port Authority employees shall be knowledgeable with terminal emergency procedures.
- 21.4.2 All terminal operator and Port Authority employees shall be knowledgeable with airport emergency procedures relating to their terminal.
- 21.4.3 In case of fire emergency, power outage or natural disaster emergency, the terminal operator and Port Authority employees shall coordinate evacuation procedures with Port Authority Police, airlines, TSA, airport tenants, CBP to ensure an efficient and orderly evacuation and resumption of services.
- 21.4.4 In the event of extended terminal services disruption caused by fire, power outage or natural disaster, the terminal operator and the Port Authority shall implement contingency plans in coordination with Port Authority Police, TSA, airlines, CBP and airport tenants.
- 21.4.5 In case of a security emergency situation, terminal operator and Port Authority employees shall at the direction of the Port Authority Police direct all airport customers and employees through the security checkpoint exit (or to the nearest emergency exit in the event of a fire emergency) in a safe, orderly, and efficient manner.
- 21.4.6 The terminal operator or Port Authority shall at all times have an on-duty employee designated as the "Emergency Representative" who will coordinate with Port Authority Police, TSA, airline, CPB and airport tenant emergency representatives during an emergency situation.
- 21.4.7 The terminal operator shall make frequent public announcements using the public address system (or an alternative method if a public address system is unavailable) to inform airport customers of the nature of the emergency and the steps airport customers must take to remain safe during the emergency period.

21.0 - Orderly Evacuation and Resumption of Services (continued)

- 21.4.8 When the emergency situation subsides and clearance has been given to terminal operator to re-enter the terminal, the terminal operator shall immediately inform customers of the process to return safely to the terminal areas.
- 21.4.9 When applicable, airlines, terminal operators, Port Authority and airport tenants shall keep airport customers and employees informed by other communication methods, including but not limited to Flight Information Display System (FIDS), website, emails and mobile phones.
- 21.4.10 By the end of January each year, terminal operators shall submit the most up-to-date safety and evacuation plan for the terminal to the Port Authority, including the emergency contact listing, name, phone and title.
- 21.4.11 Terminal operator's safety and evacuation plans shall be terminal specific to meet the needs of customers, employees, airlines and tenants operating in that facility.

21.5 Communication and Public Announcements

- 21.5.1 Terminal operators shall keep airport customers informed during emergency situations. Terminal operators shall maintain clear and effective communication with airport customers during emergency situations by, among other methods, frequent public announcements, FIDS and other communication methods as to the nature and seriousness of the emergency, the steps airport customers must take to get to safety, and the steps airport customers must take to reenter the building/terminal when the emergency situation subsides.

21.6 Directions and Assembly Locations

- 21.6.1 Terminal operators and the Port Authority shall identify all entry and exit points in the terminals, parking garages, and AirTrain stations where airport customers and employees are to assemble in case of an emergency.
- 21.6.2 Emergency evacuation markings are to be consistent with Port Authority sign and building code standards.
- 21.6.3 Airport employees shall be aware of emergency situation assembly locations as delineated in emergency evacuation plans and shall give airport customers clear and concise directions to assembly locations during emergency situations.
- 21.6.4 In the event of an alarm for fire, all customers and tenants must exit the terminal building as directed by the appropriate emergency response representative until the arrival of the Port Authority Police incident commander at the nearest terminal exit. It is noted that the nearest terminal exit may place passengers and employees on the tarmac and Emergency Representatives should work with the Port Authority Police to ensure that passengers and employees remain in a safe location on the airside.

21.0 - Orderly Evacuation and Resumption of Services (continued)

- 21.6.5 If the nearest terminal exit places passengers and employees on public roadways, an Emergency Representative should work with the Port Authority Police to ensure the assembly areas are safe for passengers and employees to remain and allow for adequate access for emergency vehicles.
- 21.6.6 In the event of power outage or natural disaster requiring immediate evacuation of the terminal or a portion thereof, clear and frequent instructions shall be communicated to the customers and employees until the affected premises have been fully evacuated.
- 21.6.7 In the event of a security emergency, all customers and tenants must exit the sterile area. Customers and tenants may therefore remain in non-secure areas such as ticketing and domestic baggage claim areas rather than exiting the terminal building.

21.7 Departure Service Resumption Process

- 21.7.1 When the emergency situation subsides to the point where departure service resume, employees and departing customers must be re-screened at the security checkpoint before re-entering the sterile area of the terminal. Employees and passengers shall be re-screened in an orderly and efficient manner. Employees that are essential for service to resume shall be re-screened according to the priority of departing flights.

21.8 Departure Service Resumption Process

- 21.8.1 When the emergency situation subsides to the point where arrival service resumes, airline and airport tenant employees should return immediately to their workstations to expedite the processing of arriving passengers that could have been waiting for extended periods of time on an aircraft.

21.9 Passengers Needing Assistance

- Persons with Reduced Mobility are defined in Standard 19.0
- 21.9.1 Airport employees shall give priority assistance to persons with reduced mobility while exiting the terminal/airport during emergency situations and upon re-entry to the terminal/airport when the emergency situation subsides.
- 21.9.2 When required, public announcements shall be made in foreign language(s) and all uniformed airport employees should come to the assistance of Persons with Reduced Mobility in need of special assistance during the evacuation and resumption of services.

21.10 First Aid Assistance

- 21.10.1 Airport employees shall give priority assistance to people requiring first aid and/or medical attention outside the danger area.
- 21.10.2 Airport employees shall be knowledgeable of first aid stations in the terminal, and of medical facilities at the airport and shall provide appropriate assistance to airport customers needing medical attention.

22.0 - Cargo Services

In addition to the standards listed below, some elements of Ramp and Airside Areas, Standard 16.0 may apply to the Cargo Services area.

22.1 Standards of Cargo Condition

- 22.1.1 All cargo, both import and export, must be adequately protected from weather-related elements during the offloading process and subsequent drayage to the cargo warehouse. Plastic sheets are recommended where applicable.
- 22.1.2 All import cargo must be delivered to the cargo warehouse and shall not remain on the ramp areas.

22.2 Standards of Equipment Functionality

- 22.2.1 Aircraft handling equipment should be positioned behind designated demarcation lines and safety areas at least thirty (30) minutes prior to aircraft arrival on blocks.
- 22.2.2 All aircraft handling equipment should be in good working order.

22.3 Standards of Ramp Unit Load Device (ULD) Handling

- 22.3.1 All ULD's shall be stored off the tarmac, preferably on ULD storage racks in a designated cargo equipment area.
- 22.3.2 ULD's shall never be directly fork lifted at any time.
- 22.3.3 Slave dollies and loading vehicles and equipment shall be used when transporting ULD's.

22.4 Import Warehouse Operations

- 22.4.1 All cargo shall be processed and made available for customer pick-up within designated time frames but no longer than four hours.
- 22.4.2 All cargo shall be stored in designated areas that are monitored to ensure prevention of theft or pilferage.
- 22.4.3 All cargo shall be stored in designated areas that will facilitate the expeditious delivery to consignees.

22.5. Export Warehouse Operations

- 22.5.1 All cargo must be checked-in and verified by supervisory staff.
- 22.5.2 All cargo must be staged or stored in areas designated for export cargo
- 22.5.3 Plastic sheets shall be used for export cargo loaded on non-structured ULD's to ensure protection from weather related elements.

22.6. Dangerous Goods Handling

- 22.6.1 Warehouse dangerous goods areas shall be separated from other cargo handling areas.
- 22.6.2 Warehouse dangerous goods areas shall be clearly marked.
- 22.6.3 The handling of dangerous goods cargo shall be in accordance with IATA and ICAO current dangerous goods regulations.
- 22.6.4 Designated dangerous goods areas should have sub-areas segregated by class of dangerous goods.
- 22.6.5 Qualified personnel shall perform the acceptance of dangerous goods.

22.7. Valuable Cargo Handling

- 22.7.1 Locked vaults and similar type facilities shall be designated for high value goods.
- 22.7.2 Valuable cargo shall require a minimum of one (1) supervisory warehouse staff and one (1) security staff when handled for delivery, acceptance or handling.
- 22.7.3 Surveillance cameras or security staff shall monitor valuable cargo areas at all times.
- 22.7.4 Valuable cargo shall be handled in accordance with industry standards and best practices.

22.8. Vulnerable Cargo Handling

- 22.8.1 Locked cages and similar type facilities shall be designated for vulnerable cargo.
- 22.8.2 Vulnerable goods shall require a minimum of one (1) supervisory warehouse staff and one (1) security staff when handled for delivery, acceptance or handling.
- 22.8.3 Surveillance cameras or security staff shall monitor vulnerable goods area at all times.

22.0 - Cargo Services (continued)

22.9 Perishable Cargo Handling

- 22.9.1 Perishable cargo shall be handled in accordance with IATA Perishable Handling Regulations.
- 22.9.2 Refrigeration and climate control specifications must be maintained according to shipper or consignee requirements.
- 22.9.3 Perishable cargo shall be stored in designated areas of the cargo warehouse.
- 22.9.4 Qualified personnel shall perform the acceptance of perishable cargo.

22.10 Live Animal Handling

- 22.10.1 Live animals shall be handled in accordance with IATA Live Animal Handling Regulations.
- 22.10.2 Live animals shall be handled in designated areas of the cargo warehouse.

22.11 Import Operations

- 22.11.1 All documents shall be processed in a timely manner when picking up cargo but not later than fifteen (15) minutes.
- 22.11.2 All irregularities shall be documented.

22.12 Export Operations

- 22.12.1 Documentation shall be accepted and checked-in a timely manner, but not longer than fifteen (15) minutes.
- 22.12.2 Cargo shall be manifested according to specific instruction provided prior to flight manifesting time frames.

22.13 Cargo Public Areas

- 22.13.1 All public areas shall be clean, well maintained and free of unpleasant odors.
- 22.13.2 All public areas shall be well lit with all light fixtures in working order with no visible parts.
- 22.13.3 Counters shall be neat, organized and clean.
- 22.13.4 Floors shall be clean and free of debris.

22.0 - Cargo Services (continued)

22.14 Signs, Directions and Information

- 22.14.1 Handwritten signs shall not be used and all temporary signs shall be consistent with the Port Authority Aviation Signing and Wayfinding Standards.
- 22.14.2 Illuminated signs shall be in proper working order.
- 22.14.3 There shall be no unauthorized postings.
- 22.14.4 Airline and general tenant names shall be clearly posted and be consistent with the Port Authority Aviation Signing and Wayfinding Standards.
- 22.15 Signs shall clearly identify location of services provided.
- 22.16 All signs shall be clearly visible to customers.

22.17 Landside Parking

- 22.17.1 An adequate number of customers parking shall be provided based on facility specifications.
- 22.17.2 All designated customer parking shall be well marked.
- 22.17.3 Customer parking areas shall be in good condition, free of potholes and debris.
- 22.17.4 All designated truck parking shall be well marked.
- 22.17.5 Truck parking areas shall be in good condition, free of potholes and debris.
- 22.17.6 Truck parking shall be free of object that may impede the flow of goods into the warehouse.
- 22.17.7 All striping demarcations shall be visible.

22.18 Landside Truck Docks

- 22.18.1 All truck dock doors shall be well list with all light fixtures in good working order with no visible broken parts.
- 22.18.2 All truck dock doors shall be clearly marked.

22.19 Standards of Cargo Employees

In addition to the following standards, all employees shall conform to the same Employee Attitude, Appearance, Awareness and Knowledge as outlined in Standard 1.0

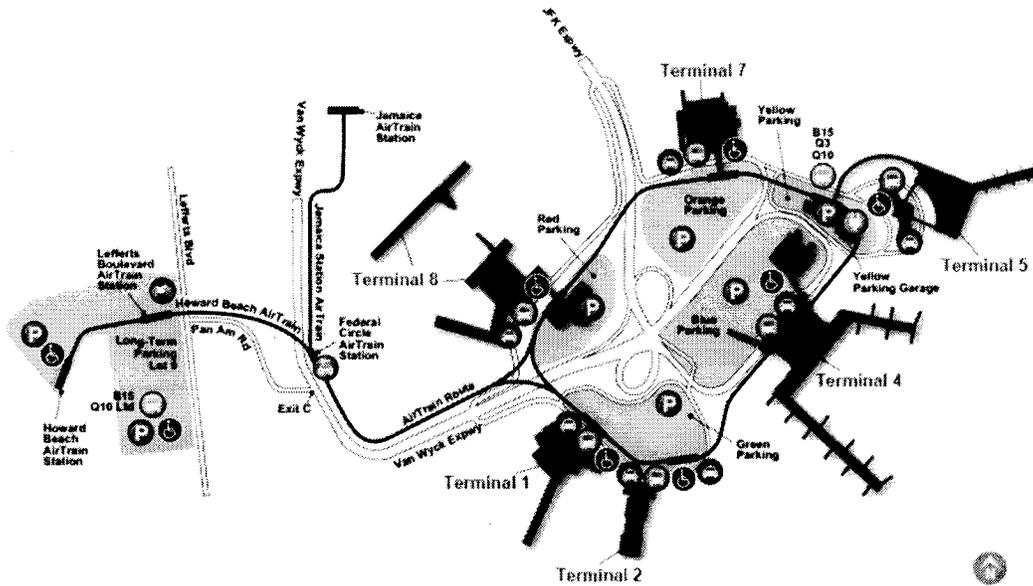
- 22.20.1 Staff shall be fully trained in the applicable ramp handling and aircraft loading processes.
- 22.20.2 All aircraft handling equipment must be operated in a safe and secure manner consistent with Port Authority Airport Rules and Regulations.
- 22.20.3 One (1) marshaller and two (2) wingwalkers shall be utilized for aircraft arrival and departure.
- 22.20.4 FOD checks shall be conducted thirty (30) minutes prior to aircraft arrival and thirty (30) minutes after aircraft departure.

Exhibit "I": Maps of the Facilities

JFK International Airport Map

JFK Airport Plan

- Daily Parking: Red, Orange, Yellow, Blue
Long Term Parking: Lefferts Boulevard
- Express Buses to Manhattan & JFK International Airport
- Rental Car and Hotel Shuttles
- Electric Car Charging Station
- Motorcycle/Bicycle Parking
- Reserved Spaces
- NYC Transit Buses
- Taxi Pick Up Area



LaGuardia Airport Map

LGA Airport Plan

- Bus Route A — All terminals
- Bus Route B — Terminals B, C and D
- Daily Parking: P2, P4, P5, P6
Long Term Parking: P3
- Express Buses to Manhattan & JFK International Airport
- Motorcycle/Bicycle Parking (Located adjacent to Lot P7)
- NYC Transit Buses – M60 SBS - All terminals, Q 47 - Terminal A, Q48 - All Terminals, Q70 LTD - Terminals B, C and D, Q72 - Terminals B, C and D
- Rental Car and Hotel Shuttles
- Reserved Spaces
- Taxi Pick Up Area

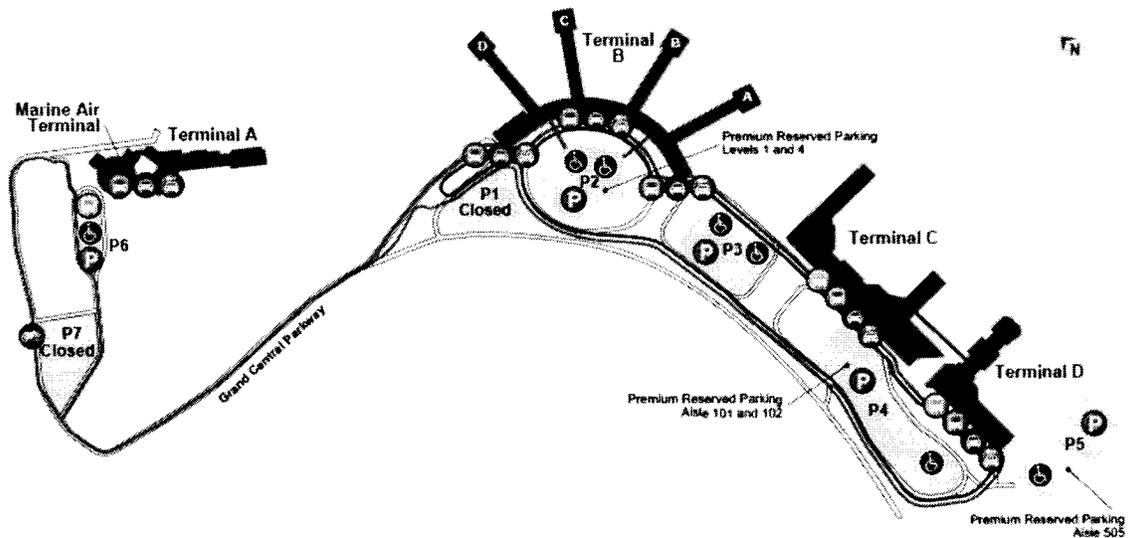
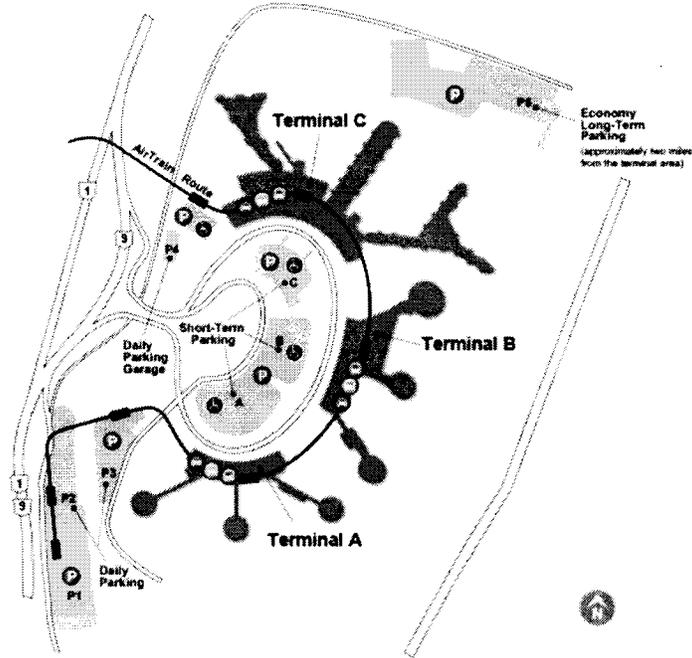


Exhibit "I": Maps of the Facilities

Newark Liberty International Airport Map

EWR Airport Plan

- Bus Stops
- Economy Parking Shuttle
- Parking
- Reserved Spaces
- Taxi Pick Up Area



PORT AUTHORITY WHISTLEBLOWER PROTECTION POLICY

In furtherance of the Board's governance enhancement initiatives, today the Board is adopting a Whistleblower Protection Policy to permit Port Authority employees to step forward without fear of retaliation and report conduct which they know or reasonably believe involves corruption, criminal activity, other violation of applicable federal, state or local laws, rules or regulations, conflict of interest, gross mismanagement, gross waste of funds or abuse of authority within the Port Authority. Additionally, the principles set forth in this Whistleblower Protection Policy shall apply to all entities participating in Port Authority business transactions, to encourage employees of those entities to disclose wrongdoing in connection with those transactions or otherwise pertaining to the Port Authority, without fear of employer retaliation.

Pursuant to the foregoing report, the following resolution was adopted with Commissioners Degnan, Laufenberg, Lipper, Moerdler, Rechler, Rosado, Schuber and Steiner voting in favor. General Counsel confirmed that sufficient affirmative votes were cast for the action to be taken, a quorum of the Board being present.

RESOLVED, that it is the policy of the Port Authority to encourage Port Authority employees to disclose wrongdoing by the Port Authority and its employees acting in connection with their employment, without fear of employer retaliation, and to that end this Whistleblower Protection Policy is hereby adopted; and it is further

RESOLVED, that in connection with the Whistleblower Protection Policy, the following terms shall have the indicated meaning:

- A. "Adverse personnel action" shall include any material alteration to existing terms, conditions and privileges of employment including, without limitation, dismissal, demotion, suspension, compulsory leave, disciplinary action, negative performance evaluation, any action resulting in loss of staff, office space or equipment or other benefit, failure to appoint, failure to promote, or any transfer or assignment or failure to transfer or assign against the wishes of the affected employee.
- B. "Remedial action" means an appropriate action to restore the employee to his or her former status, which may include one or more of the following:
 - 1. reinstatement or redeployment of the employee to a position the same as or comparable to the position the employee held or would have held if not for the adverse personnel action; or, as appropriate, to an equivalent position;
 - 2. reinstatement of full seniority rights;
 - 3. payment of lost compensation which includes both wages and benefits; and

4. other remedial measures necessary to effectuate a “make whole” remedy that addresses the effects of the adverse personnel action.
- C. “Inspector General” shall mean the Inspector General of the Port Authority.
- D. “Officer” shall mean the following officers of the Port Authority: the Executive Director, Chief Financial Officer, Comptroller, General Counsel, Secretary and the Treasurer.
- E. “Public body” means:
1. the United States Congress, any State legislature, or any popularly-elected local governmental body, or any member or employee thereof;
 2. any federal, State or local judiciary, or any member or employee thereof, or any grand or petit jury;
 3. any federal, State, or local regulatory, administrative or public agency or authority, or instrumentality thereof;
 4. any federal, State or local law enforcement agency, prosecutorial office, or police or peace officer;
 5. any federal, State or local department of an executive branch of government; or
 6. any division, board, bureau, office, committee or commission of any of the public bodies described in the above paragraphs.
- F. “Executive Director” means the Executive Director of the Port Authority or his/her successor in duties.

; and it is further

RESOLVED, that the Inspector General shall administer this Whistleblower Protection Policy pursuant to the following principles and procedures:

- A. No Commissioner, officer or employee of the Port Authority shall take or participate in an adverse personnel action with respect to an officer or employee of the Port Authority solely as a result of, or in retaliation for, his or her: (i) making a truthful report (regardless of motivation) of information concerning conduct which he or she knows or reasonably believes to involve corruption, criminal activity, conflict of interest, gross mismanagement, gross waste of funds or abuse of authority by another Port Authority officer or employee, which concerns his or her office or employment, or by persons dealing with the Port Authority (collectively,

“misconduct”) to the Inspector General; (ii) objection to, and/or refusal to participate in misconduct; or (iii) cooperation with an investigation by a public body, including provision of truthful information or testimony with respect to misconduct. If a reporting officer or employee wishes to disclose his or her identity, the officer or employee may do so. If a reporting officer or employee does not wish to disclose his or her identity, the officer or employee may report on an anonymous basis, and such anonymous reporting shall not adversely impact on such officer’s or employee’s eligibility for coverage under this Whistleblower Protection Policy, to the extent that such officer’s or employee’s identity is subsequently disclosed. The confidentiality of the identity of the officer or employee submitting the report or complaint will be maintained to the fullest extent possible, consistent with the need to conduct an adequate investigation. In the course of any investigation, the Inspector General or his/her designee may find it necessary to share information with others on a “need to know” basis.

- B. An officer or employee of the Port Authority who believes that a Commissioner or another officer or employee of the Port Authority has taken or participated in an adverse personnel action in violation of this Whistleblower Protection Policy may report such action to the Inspector General in accordance with the procedures established by the Office of Inspector General. As part of such procedures, the Office of Inspector General shall establish and maintain a “hotline” to facilitate reporting on either an anonymous or confidential basis under this Whistleblower Protection Policy.
- C. Upon receipt of a report of an adverse personnel action in violation of this Whistleblower Protection Policy, the Inspector General shall conduct an inquiry to determine whether an adverse personnel action has been taken in violation of this Whistleblower Protection Policy. To the extent that the Inspector General determines that the officer or employee making the report of the prohibited adverse personnel action, while acting in good faith (regardless of motivation, and based on actual knowledge or reasonable belief of the existence of misconduct), failed to follow one of the procedural elements set forth in this Whistleblower Protection Policy, but as an equitable matter should otherwise qualify for protection under this Whistleblower Protection Policy, the Inspector General shall not take into account such procedural failure in making a determination under this Whistleblower Protection Policy.
- D. Within fifteen days after receipt of a report of a prohibited adverse personnel action, the Inspector General shall provide a written acknowledgement to the officer or employee making the report at the last known address reflected in official Port Authority records or any other address expressly provided in writing to the Inspector General by the

officer or employee that the report has been received. Such notice shall include the name of the person in the Office of Inspector General who shall serve as a contact with the officer or employee making the allegation.

- E. Upon the completion of an investigation initiated under this Whistleblower Protection Policy, the Inspector General shall provide a written summary of the final determination to the officer or employee who reported the prohibited adverse personnel action. The summary shall include the Inspector General's recommendations, if any, for remedial action, or shall state that the Inspector General has determined to dismiss the complaint and terminate the investigation. The Inspector General shall report any final determination to dismiss a complaint and terminate an investigation to the Governance and Ethics Committee. The Governance and Ethics Committee will, as warranted, recommend such action, if any, as it deems appropriate under the circumstances to the Board of Commissioners.
- F. Upon a determination that a prohibited adverse personnel action has been taken, the Inspector General shall without undue delay report his or her findings and, if appropriate, recommendations to (i) the Governance and Ethics Committee and (ii) the Executive Director, except to the extent set forth below. The Executive Director shall, except to the extent set forth below, without undue delay (i) determine the remedial action to be taken and (ii) report such determination on remedial action to the Governance and Ethics Committee in writing, with a copy sent to the Inspector General. The Governance and Ethics Committee will, as warranted, recommend such action, if any, as it deems appropriate under the circumstances to the Board of Commissioners. In the event the Inspector General determines that the Executive Director participated in such prohibited adverse personnel action, the Inspector General's report shall be made solely to the Governance and Ethics Committee, which shall determine the remedial action to be taken.
- G. An officer or employee of the Port Authority found to have violated the principles set forth in this Whistleblower Protection Policy may be disciplined in the manner provided in the rules and regulations of the Port Authority. The Governance and Ethics Committee will, as warranted, recommend such action as it deems appropriate under the circumstances to the Board of Commissioners, with respect to any Commissioner found to have violated the principles set forth in this Whistleblower Protection Policy.
- H. Nothing in this Whistleblower Protection Policy shall be construed to limit the rights of any officer or employee of the Port Authority with regard to any administrative procedure or judicial review; provided, that an officer or employee who is the subject of a report of misconduct shall not

participate in any adverse personnel action pertaining to the officer or employee reporting such misconduct, other than to provide factual information in the proceedings pertaining to such adverse personnel action.

- I. The Inspector General shall conduct ongoing educational efforts to inform Commissioners, officers and employees of the Port Authority of the principles set forth in this Whistleblower Protection Policy. The Port Authority shall conspicuously display, and annually publish written or electronic notices with respect to the principles set forth in this Whistleblower Protection Policy.
- J. On a quarterly basis, the Inspector General shall prepare and forward to the Executive Director and the Governance and Ethics Committee a report with respect to the administration of this Whistleblower Protection Policy during the preceding quarter. The report shall include, but not be limited to, the number of complaints received, and a summary of each complaint and its disposition.

; and it is further

RESOLVED, that the principles set forth in this Whistleblower Protection Policy shall apply to all entities participating in Port Authority business transactions, to encourage employees of those entities to disclose wrongdoing in connection with those transactions or otherwise pertaining to the Port Authority, without fear of employer retaliation.