F0371/3540

LOCAL 1031

Anna Kubas
President

November 26, 2012

VIA FACSIMILE (212) 435-7555

The Port Authority of NY & NJ
225 Park Avenue South
17th Floor
New York, N.Y. 10003
Attn: Kathleen P. Bincoletta

Re: Freedom of Information

Dear Port Authority:

I am requesting a copy of the contracts between the Port Authority and Ampco System Parking d/b/a ABM relating to the airport parking operations at JFK and LGA.

I am requesting the newest contract from 2012-2017, as well as the previous one.

I am aware that there will be a fee due to photocopying of the contract and I ask that you please notify me as to how much it is.

*If possible, I would greatly appreciate this information as soon as possible.

Feel free to contact me with any questions at (718) 729-7400 ext. 230 or by e-mail akubas@local74.org. You can also fax me any photocopying charge notifications via fax (718) 361-5931 to expedite the process.

Thank you.

Truly yours,

Anna Kubas
President
Local 1031, USWU

36-36 33rd Street Suite 202, Long Island City, New York 11106 • Telephone 718-729-7400 • Fax 718-361-5931

THE PORT AUTHORITY OF NY & NJ

Daniel D. Duffy
FOI Administrator

January 3, 2013

Ms. Anna Kubas
United Services Worker Union Local 1031
36-36 33rd Street, Suite 202
Long Island City, NY 11106

Re: Freedom of Information Reference No. 13590

Dear Ms. Kubas:

This is a response to your November 26, 2012 request, which has been processed under the Port Authority's Freedom of Information Code (the "Code") for a copy of the previous and current contract from 2012 thru 2017 between the Port Authority and Ampco System Parking d/b/a ABM relating to the airport parking operations at JFK and LGA.

Material responsive to your request and available under the Code can be found on the Port Authority's website at http://www.panynj.gov/corporate-information/foi/13590-C.pdf. Paper copies of the available records are available upon request.

Certain material responsive to your request is exempt from disclosure pursuant to exemption (1) of the Code.

Please refer to the above FOI reference number in any future correspondence relating to your request.

Very truly yours,

Daniel D. Duffy
FOI Administrator

225 Park Avenue South
New York, , NY 10003
T: 212 435 3642 F: 212 435 7555

THE PORT AUTHORITY OF NY & NJ

Lillian D. Valenti
Director, Procurement

September 7, 2012

OVERNIGHT MAIL AND VIA FAX (866) 349-0516

D. Scott Hutchison, Vice President Airports
Ampco Parking Services
d/b/a ABM Parking Services
1150 South Olive Street, Suite 1900
Los Angeles, CA 90015

RE: AIRPORT PARKING LOT MANAGEMENT AND OPERATIONS SERVICES AT JOHN F KENNEDY INTERNATIONAL AIRPORT (JFK), LAGUARDIA AIRPORT (LGA) AND NEWARK LIBERTY INTERNATIONAL AIRPORT (EWR); PROPOSAL # 29198; CONTRACT #4600009203; PURCHASE ORDER #4500063465 FOR EWR, PURCHASE ORDER # 4500063466 FOR JFK, PURCHASE ORDER #450063468 FOR LGA AND PURCHASE ORDER # 4500063470 FOR REVENUE/COST SAVINGS INITIATIVES

Dear Mr. Hutchison:

The Port Authority of New York and New Jersey ("Port Authority") hereby offers to enter into an agreement, as hereinafter set forth ("the Agreement") with Ampco Parking Services d/b/a ABM Parking Services, ("the Contractor") for the performance of the above-referenced services.

The Agreement between the parties shall consist of the following, stated in order of precedence in case of conflict or inconsistency:

1. this Letter of Acceptance.

2. the Guarantee Agreement executed by ABM Industries Incorporated ("Guarantor") in favor of the Port Authority with the attached Consent of Directors of Guarantor dated August 30, 2012 and legal opinion of Guarantor's Deputy General Counsel dated September 5, 2012.

3. the Contractor's revised Cost Proposal Form (A) dated August 2, 2012

4. the Contractor's Best and Final Offer dated June 27, 2012 with the exception of Part III, Cost Proposal Form (A), the Contractor's Best, Final Offer letter dated July 3, 2012, and the letter from the Authority dated June 29, 2012 addressing exceptions to the standard terms and conditions.

2 Montgomery Street, 3rd Floor
Jersey City, NJ 07302
T: 201 395 7477

5. the Contractor's responses to the Port Authority's Request for Presentation and Clarification dated June 25, 2012.

6. the following sections of the Contractor's Proposal dated June 12, 2012: Letter of Transmittal; Executive Summary; Certification with Respect to Contractor's Integrity; Management Approach with the exception of references to Stewart International Airport; Technical Experience of the Proposers and the Proposer's Capability to Meet the Requirements of the RFP with the exception of the Section entitled "Financial Capabilities"; Customer Service and Related Programs; Revenue-Generating and Cost Saving Plan; Contractor's Identity Check/Background Screening Plan; M/WBE Participation Plan; Under Additional Information the following sections: Reporting; Green Care; Employee Newsletter.

7. the Port Authority's Request for Proposal (RFP) entitled "Airport Parking Lot Management and Operation Services at John F Kennedy International Airport, LaGuardia Airport and Newark International Airport" and Addenda #1 and #2 thereto issued by the Port Authority.

This Agreement shall be in effect for a five (5) year period commencing on September 15, 2012 and terminating on September 14, 2017 subject to earlier termination or extension as provided in the Agreement. For payment, invoicing and administrative purposes, this Agreement will be assigned Purchase Order #4500063465 for EWR, Purchase Order #4500063466 for JFK, Purchase Order #4500063468 for LGA and Purchase Order # 4500063470 for Revenue/Cost Savings Initiates.

If you are in agreement with the above, please indicate such agreement by signing the duplicate originals of this Letter of Acceptance below and returning both to the attention of Kathy Leslie Whelan, 2 Montgomery Street 3th Floor, Jersey City, New Jersey 07302. A copy is enclosed for your records.

Very truly yours,

The Port Authority of New York & New Jersey

By: [signature]
Title: Director of Procurement Department
Date: 9/13/2012

Agreed:
Ampco Parking Services d/b/a ABM Parking Services
By: [signature]
Title: VICE PRESIDENT
Date: 9/12/2012

GUARANTEE AGREEMENT

In order to induce THE PORT AUTHORITY OF NEW YORK AND NEW JERSEY to accept the proposal submitted by Ampco System Parking d/b/a ABM Parking Services (the "Company") on Contract issued under RFP # 29198, the undersigned, ABM Industries Incorporated ("ABM") which has a material financial interest in the aforementioned corporation submitting said proposal, warrants, undertakes and guarantees that the Company shall well and faithfully do and perform the things agreed by it to be done and performed according to the true terms and true intent and meaning of said Contract, including the payment of all lawful claims of subcontractors, materialmen and workmen arising out of the performance of said Contract.

This undertaking is for the benefit of THE PORT AUTHORITY OF NEW YORK AND NEW JERSEY and all subcontractors, materialmen and workmen having lawful claims arising out of the performance of said Contract, and all such subcontractors, materialmen and workmen (as well as THE PORT AUTHORITY OF NEW YORK AND NEW JERSEY itself) shall have a direct right of action upon this undertaking; but the rights and equities of such subcontractors, materialmen and workmen shall be subject and subordinate to those of THE PORT AUTHORITY OF NEW YORK AND NEW JERSEY.

This undertaking and guarantee shall be in no way impaired or affected by any extensions of time, modification, amendment, omission, addition or change in or to the said Contract or the services to be performed thereunder, or by any payment thereunder before the time required therein, any waiver of any provision or condition thereof (whether precedent or subsequent) or by any assignment, subletting or other transfer thereof, or of any part thereof, or of any services to be performed, or any moneys due or to become due thereunder; and ABM does hereby waive notice of any and all of such extensions, modifications, omissions, additions,

changes, payments, waivers, assignments, subcontracts and transfers, and does hereby expressly stipulate and agree that any and all things done and omitted to be done by and in relation to assignees, subcontractors and other transferees shall have the same effect as to ABM, as though done by or in relation to the Company.

All the terms and conditions of the above guarantee are contained in this instrument, and this instrument may be changed only by express provisions of a writing signed by the party to be charged therewith.

IN WITNESS WHEREOF, the aforementioned guaranteeing corporation, ABM has caused its corporate seal to be affixed hereto and this instrument to be executed by its duly authorized officer this 30th day of August, 2012.

By: _____
D. Anthony Scaglione

Title: Senior Vice President and Treasurer

ABM INDUSTRIES INCORPORATED

ASSISTANT SECRETARY'S CERTIFICATE

I, BARBARA L. SMITHERS, hereby certify that I am the duly elected and acting Assistant Secretary of ABM INDUSTRIES INCORPORATED, a corporation duly organized and existing under the laws of the State of Delaware, do hereby certify the following:

1. ABM Industries Incorporated ("ABM") is the sole shareholder of Ampco System Parking d/b/a ABM Parking Services (the "Company"), a corporation duly organized and existing under the laws of the State of California.
2. D. ANTHONY SCAGLIONE is the duly appointed and incumbent Senior Vice President and Treasurer of ABM, and is authorized to act in that capacity on behalf of ABM.
3. As Senior Vice President and Treasurer of ABM, Mr. Scaglione is authorized to execute and deliver, on behalf of ABM, any contract of guaranty, guaranteeing the obligations of the Company and ABM, as such guaranty relates to the proposal to provide services to the Port Authority of New York and New Jersey.
4. MARK MUGLICH is the duly appointed and incumbent President of the Company, and is authorized to act in that capacity on behalf of the Company.
5. As President of the Company, Mr. Muglich is authorized to execute and deliver, on behalf of the Company, any and all contracts pertaining to the proposal and contract to provide services to the Port Authority of New York and New Jersey.

IN WITNESS WHEREOF, I have hereunto set my signature on this 30th day of August, 2012.

Barbara L. Smithers

Barbara L. Smithers
Assistant Secretary

Barbara L. Smithers
Assistant Secretary

State of New York §
§ ss.
County of New York §

On August 30, 2012, before me, Minerva M.Benderman, Notary Public, personally appeared Barbara L. Smithers, personally known to me to be the person whose name is subscribed to the within instrument and acknowledged to me that he executed the same in his authorized capacity, and that by his signature on the instrument, the person, or the entity upon behalf of which the person acted, executed the document.

WITNESS my hand and official seal.

Minerva M. Benderman

Printed Name: Minerva M. Benderman
Notary Public

MINERVA M. BENDERMAN
Notary Public, State of New York
No. 01BE5060064
Qualified in Nassau County
Commission Expires May 13, 2014
Certificate Filed in New York County

ABM™
Building Value

Barbara L. Smithers
Vice President, Deputy General
Counsel and Assistant Secretary

Legal Department
551 Fifth Avenue, Suite 300
New York, N.Y. 10176
Office: (212) 297-9746
Fax: (866) 409-8911

barbara.smithers@abm.com

September 5, 2012

The Port Authority of N.Y. and N.J.
Procurement Department
2 Montgomery Street, 3rd Floor
Jersey City, New Jersey 07302

Gentlemen:

I am a Vice President and Deputy General Counsel of ABM Industries Incorporated, a Delaware corporation ("ABM"). In connection with your consideration of the proposal submitted by Ampco System Parking d/b/a ABM Parking Services on the contract issued under RFP # 29198, I am providing this opinion to you, to be relied upon by you in connection with the guaranty executed by ABM in support of such proposal (the "Guaranty").

ABM has full power, right and authority to enter into the Guaranty and perform its obligations under the Guaranty. The execution, delivery, and performance of the Guaranty have been duly and validly authorized by all necessary corporate action of ABM. The Guaranty has been duly executed and delivered by ABM and constitutes the valid and binding obligation of ABM.

I am admitted to the bar in the State of New York and do not express any opinion as to the laws of any other jurisdiction other than the General Corporation Law of the State of Delaware. The opinions set forth herein are rendered as of the date hereof, and I assume no obligation to update such opinions or advise you of changes in my opinions to reflect facts or circumstances which may hereafter come to my attention or changes in the law which may hereafter occur.

Sincerely,

Barbara L. Smithers

Revised August 2, 2012

PART III (A0 - COST PROPOSAL FORM
Airport Parking Operations and Management Services - YEAR 1

		Estimated Annual Hours		Hourly Rate*			Estimated Annual Charge
I. Lane Casher							
JFK-Full Time		150,000	X	26.2604	(A1)	=	$3,939,055
JFK-Part Time		18,000	X	13.3251	(B1)	=	$239,852
EWR-Full Time		148,500	X	24.3505	(C1)	=	$3,616,047
EWR-Part Time		16,500	X	15.0273	(D1)	=	$247,950
LGA-Full Time		80,000	X	23.2521	(E1)	=	$1,860,166
LGA-Part Time		9,020	X	13.3051	(F1)	=	$120,012
II. Attendant (Traffic/Valet)							
JFK-Full Time		27,000	X	$26.3928	(I1)	=	$712,605
JFK-Part Time		29,000	X	$13.5553	(J1)	=	$393,103
EWR-Full Time		79,000	X	$23.2481	(K1)	=	$1,836,597
EWR-Part Time		29,000	X	$14.2502	(L1)	=	$413,256
LGA-Full Time		40,500	X	$23.6203	(M1)	=	$956,622
LGA-Part Time		50,000	X	$13.2166	(N1)	=	$660,830
III. Clerk (Office/Revenue)							
JFK-Full Time		22,500	X	$25.6162	(O1)	=	$576,364
EWR-Full Time		34,100	X	$24.0367	(P1)	=	$819,651
LGA-Full Time		15,000	X	$23.9866	(Q1)	=	$359,799

Revised August 2, 2012

PART III (A) COST PROPOSAL FORM Airport Parking Operations and Management Services YEAR 1							
IV. Supervisor (Field/Office)							
JFK-Full Time		105,000	X	$27.9532	(R1)	=	$2,935,083
EWR - Full Time		107,000	X	$28.2573	(S1)	=	$3,023,527
LGA- Full Time		47,000	X	$29.4384	(T1)	=	$1,383,605
V. Supervisor-in-Charge							
JFK-Full Time		10,800	X	$31.5391	(V1)	=	$340,623
EWR-Full Time		17,000	X	$33.4125	(W1)	=	$568,013
LGA- Full Time		8,900	X	$28.9260	(X1)	=	$257,441
VI. Monthly Management Fee				Monthly Charge **			Estimated Annual Charge
				$294,322.18	(Y1)		$3,531,866

VII. Fleet Operating Charge***

Per Attachment B, Part II, Section 13, entitled "Fleet Operations Services", fuel will be Purchased and supplied by the Port Authority only for vehicles operating exclusively under this Contract at John F. Kennedy International Airport at no charge to the Contractor

Monthly Operating Charge Per Vehicle	Number of Vehicles	Monthly Operating Charge				Estimated Annual Charge
(a) JFK						
$1,590.00 (Customer Service)	3	$4,770.00	X	12 months	=	$57,240
$2,115.00 (10 Passenger)	1	$2,115.00	X	12 months	=	$25,380
$1,522.00 (4 wheel drive)	5	$7,610.00	X	12 months	=	$91,320
(b) EWR						
$2,490.00 (Customer Service)	7	$17,430.00	X	12 months	=	$209,160
(10 Passenger)	0	$0.00	X	12 months	=	$0
$2,476.00 (4 wheel drive)	5	$12,380.00	X	12 months	=	$148,560

Revised August 2, 2012

Monthly Operating Charge Per Vehicle	Number of Vehicles	Monthly Operating Charge					Estimated Annual Charge
(c) LGA							
$2,490.00 (Customer Service)	2	$4,980.00	X	12 months	=		$59,760
$0.00 (10 Passenger)	0	$0.00	X	12 months	=		$0
$2,440.00 (4 wheel drive)	3	$7,320.00	X	12 months	=		$87,840
VII - Year 1- Estimated Total Annual Operating Charge:							$679,260

Estimated Total - Year 1 of 5 - Year Base Amount (A) = **$29,471,327**

A = (I)+(II)+(III)+(IV)+(V)+(VI)+(VII)

Revised August 2, 2012

PART III (A0 - COST PROPOSAL FORM
Airport Parking Operations and Management Services - YEAR 2

		Estimated Annual Hours		Hourly Rate*			Estimated Annual Charge
I. Lane Casher							
JFK-Full Time		150,000	X	$27.0477	(A2)	=	$4,057,148
JFK-Part Time		18,000	X	$13.7098	(B2)	=	$246,777
EWR-Full Time		148,500	X	$25.0043	(C2)	=	$3,713,145
EWR-Part Time		16,500	X	$15.4402	(D2)	=	$254,763
LGA-Full Time		80,000	X	$23.8414	(E2)	=	$1,907,311
LGA-Part Time		9,020	X	$13.6892	(F2)	=	$123,477
II. Attendant (Traffic/Valet)							
JFK-Full Time		27,000	X	$27.1819	(I2)	=	$733,912
JFK-Part Time		29,000	X	$13.9468	(J2)	=	$404,456
EWR-Full Time		79,000	X	$23.8782	(K2)	=	$1,886,381
EWR-Part Time		29,000	X	$14.6614	(L2)	=	$425,181
LGA-Full Time		40,500	X	$24.2483	(M2)	=	$982,058
LGA-Part Time		50,000	X	$13.5981	(N2)	=	$679,904
III. Clerk (Office/Revenue)							
JFK-Full Time		22,500	X	$26.3888	(O2)	=	$593,749
EWR-Full Time		34,100	X	$24.8309	(P2)	=	$846,734
LGA-Full Time		15,000	X	$24.6174	(Q2)	=	$369,262

PART III (A) COST PROPOSAL FORM

Airport Parking Operations and Management Services YEAR 2

IV. Supervisor (Field/Office)						
JFK-Full Time	105,000	X	$28.7155	(R2)	=	$3,015,127
EWR - Full Time	110,000	X	$28.9981	(S2)	=	$3,189,792
LGA- Full Time	47,000	X	$30.3068	(T2)	=	$1,424,420
V. Supervisor-in-Charge						
JFK-Full Time	10,800	X	$32.5353	(V2)	=	$351,381
EWR-Full Time	17,000	X	$34.4756	(W2)	=	$586,086
LGA- Full Time	8,900	X	$29.7346	(X2)	=	$264,638
VI. Monthly Management Fee			Monthly Charge **			Estimated Annual Charge
			$300,154.04	(Y2)		$3,601,848

VII. Fleet Operating Charge***

Per Attachment B, Part II, Section 13, entitled "Fleet Operations Services", fuel will be Purchased and supplied by the Port Authority only for vehicles operating exclusively under this Contract at John F. Kennedy International Airport at no charge to the Contractor

Monthly Operating Charge Per Vehicle	Number of Vehicles	Monthly Operating Charge				Estimated Annual Charge
(a) JFK						
$1,621.80 (Customer Service)	3	$4,865.40	X	12 months	=	$58,385
$2,157.30 (10 Passenger)	1	$2,157.30	X	12 months	=	$25,888
$1,552.44 (4 wheel drive)	5	$7,762.20	X	12 months	=	$93,146
(b) EWR						
$2,539.80 (Customer Service)	7	$17,778.60	X	12 months	=	$213,343
(10 Passenger)	0	$0.00	X	12 months	=	$0
$2,525.52 (4 wheel drive)	5	$12,627.60	X	12 months	=	$151,531

Revised August 2, 2012

Monthly Operating Charge Per Vehicle	Number of Vehicles	Monthly Operating Charge				Estimated Annual Charge
(c) LGA						
$2,539.80 (Customer Service)	2	$5,079.60	X	12 months	=	$60,955
$0.00 (10 Passenger)	0	$0.00	X	12 months	=	$0
$2,488.80 (4 wheel drive)	3	$7,466.40	X	12 months	=	$89,597
VII - Year 2- Estimated Total Annual Operating Charge:						$692,845

Estimated Total - Year 2 of 5 - Year Base Amount (B) = **$30,350,396**

B = (I)+(II)+(III)+(IV)+(V)+(VI)+(VII)

Revised August 2, 2012

PART III (A0 - COST PROPOSAL FORM
Airport Parking Operations and Management Services - YEAR 3

		Estimated Annual Hours		Hourly Rate*			Estimated Annual Charge
I. Lane Casher							
JFK-Full Time		150,000	X	$27.8731	(A3)	=	$4,180,961
JFK-Part Time		18,000	X	$14.1193	(B3)	=	$254,148
EWR-Full Time		148,500	X	$25.6857	(C3)	=	$3,814,329
EWR-Part Time		16,500	X	$15.8797	(D3)	=	$262,016
LGA-Full Time		80,000	X	$24.4538	(E3)	=	$1,956,301
LGA-Part Time		9,020	X	$14.0981	(F3)	=	$127,165
II. Attendant (Traffic/Valet)							
JFK-Full Time		27,000	X	$28.0092	(I3)	=	$756,249
JFK-Part Time		29,000	X	$14.3635	(J3)	=	$416,541
EWR-Full Time		79,000	X	$24.5354	(K3)	=	$1,938,293
EWR-Part Time		29,000	X	$15.0991	(L3)	=	$437,873
LGA-Full Time		40,500	X	$24.9027	(M3)	=	$1,008,561
LGA-Part Time		50,000	X	$14.0041	(N3)	=	$700,207
III. Clerk (Office/Revenue)							
JFK-Full Time		22,500	X	$27.1994	(O3)	=	$611,986
EWR-Full Time		34,100	X	$25.6645	(P3)	=	$875,160
LGA-Full Time		15,000	X	$25.2744	(Q3)	=	$379,115

Revised August 2, 2012

PART III (A) COST PROPOSAL FORM Airport Parking Operations and Management Services YEAR 3							
IV. Supervisor (Field/Office)							
JFK-Full Time		105,000	X	$29.5095	(R3)	=	$3,098,495
EWR - Full Time		110,000	X	$29.7678	(S3)	=	$3,274,462
LGA- Full Time		47,000	X	$31.2150	(T3)	=	$1,467,104
V. Supervisor-in-Charge							
JFK-Full Time		10,800	X	$33.5812	(V3)	=	$362,677
EWR-Full Time		18,000	X	$35.5922	(W3)	=	$640,659
LGA- Full Time		8,900	X	$30.5831	(X3)	=	$272,190
VI. Monthly Management Fee				Monthly Charge **			Estimated Annual Charge
				$305,989.13	(Y3)		$3,671,870

VII. Fleet Operating Charge*** Per Attachment B, Part II, Section 13, entitled "Fleet Operations Services", fuel will be Purchased and supplied by the Port Authority only for vehicles operating exclusively under this Contract at John F. Kennedy International Airport at no charge to the Contractor						
Monthly Operating Charge Per Vehicle	Number of Vehicles	Monthly Operating Charge				Estimated Annual Charge
(a) JFK						
$1,654.24 (Customer Service)	3	$4,962.71	X	12 months	=	$59,552
$2,200.45 (10 Passenger)	1	$2,200.45	X	12 months	=	$26,405
$1,599.01 (4 wheel drive)	5	$7,995.07	X	12 months	=	$95,941
(b) EWR						
$2,590.60 (Customer Service)	7	$18,134.17	X	12 months	=	$217,610
(10 Passenger)	0	$0.00	X	12 months	=	$0
$2,576.03 (4 wheel drive)	5	$12,880.15	X	12 months	=	$154,562

Revised August 2, 2012

Monthly Operating Charge Per Vehicle	Number of Vehicles	Monthly Operating Charge				Estimated Annual Charge
(c) LGA						
$2,590.60 (Customer Service)	2	$5,181.19	X	12 months	=	$62,174
$0.00 (10 Passenger)	0	$0.00	X	12 months	=	$0
$2,538.58 (4 wheel drive)	3	$7,615.73	X	12 months	=	$91,389
VII - Year 3- Estimated Total Annual Operating Charge:						$707,634

Estimated Total - Year 3 of 5 - Year Base Amount (C) = $31,213,994

(C) = (I)+(II)+(III)+(IV)+(V)+(VI)+(VII)

ABM

Parking Services

D. Scott Hutchison
Vice President, Airports
1150 South Olive Street
Los Angeles, CA 90017
801-419-1812 Direct Phone
866-349-0516 Fax
Scott.hutchison@abm.com

June 25, 2012

Ms. Luz Santana
Senior Buyer
Commodities and Services Assignments
The Port Authority of New York & New Jersey
Two Montgomery Street, 3rd Floor
Jersey City, New Jersey 07302

Dear Ms. Santana:

On behalf of ABM Parking Services, I would like to express our appreciation for the opportunity to provide clarification and greater detail to our proposal to provide parking management and operations services to the Port Authority of New York & New Jersey at JFK International Airport, Newark Liberty International Airport, LaGuardia Airport and Stewart International Airport. We appreciate the opportunity to make corrections to our Cost Proposal Form, Calculation of Average Hourly Rates Forms, Calculation of Rate for Annual Salaried Positions Forms and our Monthly Management Fee Calculation Breakdown Form. We apologize for the formula errors and any inconvenience said errors may have caused the project selection committee. We respectfully submit our revised forms for your due consideration.

Following we provide our response to the question provided by the PANYNJ. While we make our best effort to provide sufficient detail to satisfy the requirements of the PANYNJ, our responses should be considered in total with our oral presentation given before the selection committee on June 25, 2012. Our expectation is that between our written response and our oral presentation, each question will be answered in total.

1. **Expand on your firm's proposed incentive program and inform us how much you have awarded in your employee incentive programs in the past year.**

   At ABM Parking Services we are committed to provide employee incentive and recognition programs that reward employees for meeting and exceeding our high expectations for job performance and customer service. Our employee incentive and reward programs across the country have been created with the flexibility needed to be venue specific in nature. Working with the Port Authority of New York & New Jersey (PANYNJ) our local program is, by design, in concert with PANYNJ's successful Customer Care Program. In our most recent contract year ABM Parking services has provided $300,000 to our employees providing service at the three PANYNJ airport in which we currently operate in incentive payments. Additionally, we have spent more than $60,000 in employee recognition and reward programs.

The success of our local employee incentive program and our commitment to providing the highest level of customer service is evident in our continued recognition by the PANYNJ as part of the Customer Care program where our LaGuardia Airport Lane Cashiers were most recently recognized as Best Performance by a Port Authority Contractor.

In review of our Cost Proposal submission, it was discovered that while we built the cost of the employee recognition program into our management fee, we did not carry over the cost of the employee incentive program. This omission has been corrected with the revised Cost Proposal Form submitted with this response to the PANYNJ questions.

2. **The MBE and WBE firms proposed by you are currently not certified by the Port Authority. *What steps are you taking for them to become certified by the Port Authority?***

ABM Parking Services is committed to meet both the letter and intent of the PANYNJ's MBE/WBE participation program. As such we seek to use certified MBE/WBE firms that can provide a real benefit to our parking services. A part of our commitment is to mentor MBE/WBE firms into the airport parking marketplace which might otherwise be closed to smaller firms, due to the high level of financial commitment and expertise that is required to provide a quality parking service at major international airports. One company that we are currently mentoring is U Street Parking of Washington DC. U Street Parking is bona fide parking company specializing in providing high level service in the challenging DC area valet parking market. We have been fortunate to be able to work with U Street Parking at Washington Dulles International Airport, where they provide management of our valet parking service as well as other operational responsibilities. In our commitment to mentor U Street Parking, we invited them to participate with us in our proposal to provide parking management and operations for the PANYNJ at JFK, EWR, LGA and SWF. We assisted U Street Parking in obtaining MBE certification with PANYNJ where they are now listed under Specialty ID/Bid Class 09587200, Parking Management Services.

Each of the WBE firms that we used in our proposal are currently certified as SBE/WBE by either the State of New York and/or the State of New Jersey. We are working closely with these firms to receive like certification with PANYNJ and will provide such support and assistance needed to assist them through the certification process. If for any reason one or more of these firms should not be certified by PANYNJ, we will seek out other opportunities to meet the program goal for participation.

3. **Elaborate on your firm's proposed Score 4 system.**

As provided in our proposal, Score 4 is an internally developed data collection and storage program that by design will work in concert with venue revenue control systems. The data collected by Score 4 is used by our clients, executives and managers to allow proper oversight of the parking facilities' revenue and transactions. This information is redundant to the internal data provided by most automated PARCS, but is maintained in a format that will allow those with authorize access, the ability to view data in a way meaningful to their purpose. While the internal PARCS will generate reports, utilizing the data a management tool is often restrictive and cumbersome. Data collected by our Score 4 system is designed to be exported into various

management tools, including our Business Intelligence System and our ABM Four Wheel Drive. client access repository. Score 4 has been designed to compliment, not compete with the various sophisticated PARCS currently in use.

4. **Clarify your proposed staffing plan. Your proposal indicates a staffing plan in Tab F entitled "Proposal Management Approach" subsection entitled "Employee Management Programs" paragraph viii entitled Staffing Plan. However, those figures do not match what was included on your submitted Calculation of Average Hourly Rate Form.**

In review of this question we have determined that a different source of information was used to establish the proposed number of full time and part time employees for Calculation of Hourly Rate Forms than was used in the Proposal Document. To avoid confusion, we will use the number of employees currently on staff for each position which will match our proposed staffing plan. The number of part time employees provided will be the "actual" number of employees currently on staff and not projected full time equivalents. Please note that location totals include our proposed "Overhead" employees assigned to each airport and the General Manager and Operations Manager. To match our revised Calculation of Hourly Rate Forms, our proposal document should be amended to show the following:

Location	FT	PT
EWR	232	7
JFK	192	5
LGA	116	5
SWF	8	5
Regional	5	0

We believe that our staffing schedule meets the spirit of the PANYNJ desire to maximize the use of full time employees.

5. **You propose bio-metric reports but are currently unable to supply these reports. Please explain.**

Our proposal highlights our commitment to the aggressive use of a bio-metric time keeping system for employee payroll. This system ties to our Work Force Management system and is capable of producing a number of reports to be used as a tool for our management personnel. In researching this question, it is our understanding that a request was made to an Operations Manager of one of our airport parking services and he responded that such a report was not available. Within our operations we have specific individuals trained to produce administrative reports. The reporting capabilities our various systems have not been pushed out to Operations specific individuals. However, as this circumstance clearly demonstrates, there is a need to provide systems training to management of a level that will be communicating directly with PANYNJ contract managers. Such training will be provided to all Operations Managers.

6. **Can the bio-metric enrollment program print staffing reports?**

   Yes, our bio-metric time keeping system will provide payroll related data to our Work Force Management system which can produce a number of staffing reports.

7. **Define your marketing strategy; be specific as to who will manage this program and how it will be implemented.**

   The marketing of airport parking is a rapidly developing segment of our industry. In a very short time period, airport parking marketing has become an essential part of most major airport parking services. In a large part this tremendous growth is due to the unchecked growth of off-airport parking services, but it's growth is also due the introduction and use of new customer transactions mediums. Airport marketing is used to introduce these new technologies to parking patrons and to effect a change in parking habits of a significant portion of the traveling public.

   ABM Parking Services understands that a truly effective marketing plan must be able to use successful national products, but must also be tailored to the nuances of the local area. To meet these sometimes contrasting requirements, we have adopted an approach using our corporate strength and local knowledge. At ABM Parking Services our airport marketing programs are developed in conjunction with our Senior Vice President of Marketing and Business Development and our Vice President, Airports, Mr. Scott Hutchison. Each of these executives has more than 30 years of professional parking experience and each has been instrumental in the development of successful parking marketing strategies. Generally, our executives work with local General Managers in developing venue specific marketing programs. However, recently there have been an increasingly growing number of airport locations, including the PANYNJ that request the parking management firm retain a bona fide Marketing Manager.

   Within our structure, our airport executive tracks national trends. Our national sales and marketing executive is responsible for the development of programs we determine to be applicable to the needs our clients. Our local Marketing Manager is responsible for the implementation of our national programs and the development of venue specific strategies.

   In our experience there are two additional participants in success marketing programs; the airport staff and a local professional marketing firm. It is only when all parties are working in concert that the most successful programs are developed.

8. **You state in your proposal that 10% of the total hours will be part-time staff. However, this does not match your figures on your submitted Calculation of Average Hourly Rate Forms. Please explain.**

   In developing our proposed staffing plans we relied on the PANYNJ directive to maximize the use of full time employees. However, we understand that the effective use of part time employees *is an effective means to reducing costly overtime costs and to develop a ready employee pool.* As the incumbent provider of parking services at JFK, LGA and EWR, we determined our obligation to use the current employee census in completing our revised Calculation of Average Hourly Rate Forms. Our goal is to build up a part time pool to 10% of our Lane Cashier and Attendant positions. It is not our intention to use part time employees in clerical or supervisory

positions. As we have an obligation to honor our labor harmony agreement, our part time pool of employees will be developed through the natural attrition of full time employees.

9. **How does ABM intend to implement Sure Park?**

Sure Park is a program designed to expand parking information to airport patrons via both traditional and social media. The intent of Sure Park is to provide parking service information which benefits the overall customer satisfaction of the service. Information is provided to the media through the operating PACRS. At airports that currently use a Sure Park type program, the parking operator has worked in close coordination with the PARCS vender and the airport to develop and market such programs. It is our understanding the PARCS vender for the PANYNJ has been developing the necessary applications to facilitate the implementation of a Sure Park system at JFK, LGA and EWR. As the PANYNJ's parking management service provider, ABM Parking Services will work closely with Federal APD to facilitate the completion of this program.

10. **Will the employees of the subcontractor for the Valet Parking receive the same training, direct wages and benefits as the ABM employees? How will you ensure that the subcontractor will comply with Part I – Contract Specific Terms and Conditions, Page 51, Section 11 entitled "Wages, Health and Supplemental Benefits" of the RFP?**

It is our understanding and expectation that all employees working at any of the parking services for the PANYNJ airports for either for ABM Parking Services or U Street Parking will be provided the same wages and benefits provided in our revised Calculation of Hourly Rate Forms. As our subcontractor, U Street Parking will be held to the same standards of training as our employees do. We clearly understand that ABM Parking Service is solely responsible for the proper payment to employees and the documentation and reconciliation employee wages and benefits and will provide sufficient safeguards to ensure compliance.

11. **Please expand on the background of the proposed Regional Sales & Marketing Coordinator.**

With the start of this new contract, the PANYNJ is requiring that their parking service provider recruit and provide a wholly professional marketing and sales professional to develop and implement the new marketing programs and strategies used to enhance the success of the airport parking services. Our selected candidate will have experience in both the development, implantation and management of dynamic sales and marketing programs.

In our proposal we provided one possible candidate from within our current employee base. However, it is our expectation to conduct and regional search for other qualified candidates and with the concurrence of the PANYNJ, select the best candidate for the position.

In our proposal we listed Ms. Keisha Johnson as our Regional Sales and Marketing Coordinator. Currently, Ms, Johnson is our Customer Service Manager at JFK. However, as indicated hereafter, she has a depth of marketing experience and may be considered for this new position.

Prior to joining the Parking Operation at JFK International Airport, Ms. Johnson spent 18 years in the Advertising Sales & Marketing industry. Beginning as an Account Coordinator, she honed her organizational and people skills so much so that, in just two years, she was promoted to Manager. During her year as a Manager, Keshia's contribution to the development of a national multi-market proposal, and negotiating skills in a $13,000,000 Outdoor Network project, propelled her to Account Executive in less than a year.

During her ten years as an Account Executive, Keshia worked in the Eastern Region for CBS Outdoor. She handled the budgets and advertising for The Mayor's Office, Department of Health, MTA, DOT, Dr. Perricone, Uniqlo, Bridezilla and WE network to name a few.

In her current role as On-Site Customer Service and Training Manager for our JFK operation, Ms. Johnson has developed a working relationship with the Contract Administrator to maintain customer satisfaction, increased employee morale and participation with company events, and was integral in the employee evaluation incentive protocol. Keshia's input in our Manager's Training Boot Camp has been essential in getting Managers to be more introspective and to self-evaluate the type of Manager they are. She has provided tools, tests, and information on how to obtain that. Keshia has traveled to airports the company has acquired to help in the Customer Service training and structure of their departments.

While Ms. Johnson may not be candidate finally selected to fill the vital position, she does carry the dual benefit of a strong professional history in the marking and sales industry and an intimate understanding of the parking industry. Such a combination of experience is rare and is due consideration.

12. In the current contract there is a Reserved Parking Program that is revenue generating. However, there is no mention of this program in your submitted proposal. Please explain.

In the development of our proposal we created a detailed description of the various cost saving or revenue generating programs that ABM Parking Services has provided over the years to the PANYNJ. However, in the final production of our proposal document, this narrative was inadvertently missed and not included. Following is a concise version of our missing narrative:

COST REDUCTIONS AND REVENUE GENERATORS

ABM Parking Services has been proactive in a joint effort and partnership working with the Port Authority in the management of the Parking Lot Services at the NY/NJ airports.

Over the years managing the NY/NJ airports parking operations, ABM Parking Services has brought effective proposals to the Port Authority in reducing costs, increased revenues and/or improved service.

Cost Reductions:

- In an joint effort with the Port Authority has reduced billable labor since 2008 to date by over $3M due to a decrease in volume, mobile LPI/LPR and the implementation of unmanned lanes.
- Negotiated better parking ticket price and reduced cost and other consumables by 50%.

- Worked as a partnership with the Port Authority to implement Reserved Parking at the airports at no cost to the Port in the development of the website.
- ABM parking Services has brought to the Port Authority's attention of the increase of credit card fees and has recommended changing vendor. The Port Authority has switched the credit card processing system which reduced fees from 3% to 2%.

Revenue Generators:

- With the implementation of Reserved Parking at the airports, customers who reserved parking our reports showed that 47% are new customers.
- With the implementation of credit card payments at the Airport Employee Parking Office showed that over the counter sales increased by 4%.
- Introduced long term parking voucher at JFK and LGA in event that the Long Term parking lot is saturated. LGA has shown a more favorable increase in revenue than JFK.

ABM Parking Services has always considered ourselves the Port Authority's partner in managing the NY/NJ airports parking operations and has strived to assist and support any and all changes implemented and will continue to be proactive in managing the properties.

13. Which revenue generating programs have you put in place at other airports that you intend to put in place here? How successful were they ($'s) and what was the investment ($'s) on the airport authority's part.

ABM Parking has pioneered numerous revenue generating programs throughout our entire portfolio of airport operations. Such programs include our innovative Reservation System, Frequent Parker program and various advertising campaigns customized for each application. Furthermore, our Business Intelligence and SCORE4 system provide us with the unparalleled ability to ensure maximum revenue by monitoring the critical components of each operation; including revenue analysis and sophisticated revenue projections via rate modification.

By example, the Reservation System deployed within PANYNJ operations was provided at no cost to the Port yet has generated $1.5M in revenue. Frequent Parker programs have been implemented at various airports at a total cost of $96K while returning $3.2M in total revenue. Radio advertising has paid great dividends at St. Louis and ABIA, with a total investment of $48K while generating $720K in total revenue.

We have estimated the potential benefit of a modified rate structure at PANYNJ at $8.6M annually. Based on our experience, we estimate radio advertising within PANYNJ operations to generate a potential $4.4M in revenue at a cost of $780K.

14. Is the Smart Drive System to be installed in all vehicles?

Smart Drive is currently installed in all ABM Parking Services fleet vehicles and will be installed in all new fleet vehicles.

15. **For the expenditures that you recommend for the marketing plan, what do you see as the results for the Port Authority? Be specific as to who will manage this program and how it will be implemented.**

As described in our previous response, the daily oversight of our marking program will be the responsibility of our local Marketing & Sale Manager. Our marking program will be developed a *team consisting of our Senior Vice President of Marketing, our Vice President, Airport, our* Regional Contract Manager and our Marketing and Sales Manager. This team should also include members from the PANYNJ and representatives of our local marketing firm. The team will identify the marketplace and establish site specific market target and progam goals. Our Marketing and Sales Manager will manage these programs. Our third party marketing firm will assist in professional market research and provide analytical findings of the success of each program. The third party marketing firm will also use their local market purchasing power to secure best rates for media use and ensure wholly professional production of our program graphic and products.

Our expectation for the results of this program will be create customer loyalty and to bring customers currently using off-airport parking services to shift to our on-airport parking services. Providing a higher level of customer satisfaction and protect and increase parking revenues.

16. ***Please explain how you will be able to assist us in combating the increase in off-site parking* so that additional revenue can be realized. Are there any past practices that you have worked on in this regard on others contract?**

As the parking services provider to the PANYNJ, ABM Parking Services will provide our national experience in market development to the PA. Our strategies will include the creation and implantation of customer loyalty programs designed to encourage the traveling public to park at the PA's airport parking facilities.

In addition to developing customer loyalty programs, ABM Parking Services suggests that PANYNJ determine the best mechanism levy user fees or gross revenue sharing program from the many off-airport parking service providers. ABM Parking Services will develop and submit an industry analysis of mythology used at other airports of comparable scope and size to collect revenues from off-airport parking operators.

17. **You have indicated that you utilize a significant percentage of "part-timers." Where do you intend to get your labor pool from? Do you intend on using the Welfare to Work Programs that urban centers push? If so, how do you intend to keep these employees engaged and motivated?**

When recruiting for part-time openings, we use ABM's online Talent Management System. The part-time openings are posted on ABM's Career page and then forwarded to a contracted third party company that is responsible for taking these job postings and populating them with government sponsored agencies such as; Veterans and State Unemployment offices and free websites that include; Indeed.com, CareerBuilder.com and Yahoo Hot Jobs.

ABM Parking Services will explore the Welfare to Work Programs and make every effort to work with them. We provide excellent customer service training and various employees' events/programs and incentives. Our management team also spends time visiting each of location sites talking with our employees and addressing their issues and concerns. These processes ensure that employees know how important they are to our operations and of the utmost importance to keep our engaged and motivated to be the best that they can be.

18. **On your Calculation of Average Hourly Rate Forms for Lane Cashiers and Attendants (Traffic/Valet), you specify the same average hourly direct wage for all three years. However, this does not comply with the requirement as set forth in this RFP. Please refer to Part I – Contract Specific Terms and Conditions, Page 51, Section 11 entitled "Wages, Health and Supplemental Benefits" of the RFP. Revise your forms accordingly.**

    This has been corrected on the revised Calculation of Hourly Rate Forms.

19. **Your proposed additional wage and salary positions, e.g. Assistant Human Resources Manager, Payroll Supervisor, Executive Administrator, ect. Please explain what the roles of these individuals shall be.**

    As the incumbent parking service provider at JFK, LGA and EWR, ABM Parking Services has a very clear understanding of the scope and complexities of the PANYNJ airport parking services. Our proposed overhead staffing consists only of employees currently in place. In the current contract these positions are billed under the clerical department. Each position plays a key role in administration of this operation. The roles and responsibilities of these employees are as follows:

    CIRO AVERHOFF – REGIONAL IT COORDINATOR

    The Regional I.T. Coordinator for the NY/NJ airport's parking operations is in charge of maintaining all types of communication at Newark Liberty International, John F Kennedy International Airport and LaGuardia Airports. For the past years there were several databases that were created to assist the various departments of the operation to provide better reporting to the Port Authority of NY and NJ. The IT Coordinator maintained workstations, printers and servers, also, assisted in the coordination of the operations staff at Newark Liberty International Airport when the building was under renovation, created drawings for the construction company showing where the desks/counters needed to be built, network and power outlets should be installed in the renovated building. Worked on upgrading the radio repeaters for EWR and JFK which helped improve communication between parking lots. Implemented CCTV system in the parking offices at JFK, EWR and LGA.

    Below are a list of the databases and their uses:

    Operations:

    - Tour Report Database – is used by the supervisor in charge (SIC) listing the staffing required by the Port Authority for each tour.
    - Final Log Database – is used by our vault room supervisors where the daily revenue collected is recorded per tour. After all information is entered, a report is generated and sent to the audit department.
    - Main Operation Database – is used by supervisors to track daily information. The following are the categories being tracked:

- Assigned Company vehicles
- Daily/Hourly space count
- Certificate of release (Impound)
- Impound log
- Customer incident report
- Daily auto assistance
- Daily operating funds
- Revenue Control Equipment Keys inventory
- Lot closures
- Radio log/inventory

Customer Service:

- Customer Service Database – is used by customer service department to track customer complaints and refunds issued to customers. If a refund is requested, a report is generated and sent to the Port Authority of NY & NJ for approval. This database reduces the risk of duplicating the same refund request.

Audit:

- Balance Due Database – is used by the audit department to track all the balance dues generated by cashiers. We can also track partial payments from the customer. If no payment has been received we will generate a letter to the customer to notify them of the outstanding balance. If no payment is received, a final letter is sent to the customer. If there is still no response we send the customers information to collections. All these records within the database.
- Vehicle Database – Each time a company vehicle is used employees are required to fill out a vehicle usage reports. This includes mileage, fuel, damages, etc. This information is loaded into the database to be used later by management to check on vehicle activity.

The Regional IT Coordinator worked on the development of the online premium parking reservation system. This system has been implemented at all three airports. This allows our customers to reserve premium parking prior to their travel dates guaranteeing them a space in parking lots. This system is done online and provides the customer with a parking voucher that they can print and display on their dashboard when arriving. On the backend our supervisor staff generates reports to track space availability. If we are close to capacity, the staff will then notify the IT Coordinator to increase the number of available spaces.

One of the other functions is to maintain a VOIP/Internet system. This infrastructure connects all three airports which allow the parking operator to do four digit dialing and conferencing. This also includes internet service.

The Regional I.T. Coordinator coordinates the installation of the biometric clocks which store employee's hours by punching in and out. There are two at EWR, two at JFK and one in LGA.

Currently, working on three additional projects. The first is an "Online Payment" system. This will allow payments to be made to the sales office online. The second project is "online event parking". This allows a location to charge a onetime parking fee for a particular event. A voucher for this event will be printed by the customer and displayed at the time of parking. This can also be considered a "coupon" type of event.
Due to the increase in E-Zpass transactions, the third project is a database to track E-Zpass issues/refunds.

JOSEPH BROWN – JFK H/R ASSISTANT MANAGER

Duties and Job Responsibilities

- Posts jobs internally and externally for part-time and full time openings
- Recruits and interviews candidates for open positions
- *Handles job offers and coordinates with the Corporate office on new hire requisites*
- Conducts new hire orientation
- Provides back-up assistance for Payroll Manager for Blueforce/EPay system
- Investigates and handles all employee relations issues
- Administers random drug testing for staff
- Maintains close and proper liaison with the Operations and General Manager
- Investigates all internal grievances and discusses the outcome with the Operations and General Manager
- Updates General Manager and Regional Human Resources Manager on all HR related issues that require special attention
- Reviews all vacation requests as well as requests for Leave of Absences and holidays and submits requests for vacation to the Manager for his/her review and approval
- Prepares turnover report on a monthly basis
- *Prepares monthly staff hiring roster for the Regional Manager and General Manager*
- Monitors lateness and attendance issues and administers warnings to employees
- Handles all Workers' Compensation and Disability claims
- Manage company employee and community communication as well as charitable giving
- Reviews and submits invoices from Local 74 pertaining to healthcare benefit payments
- Ensures that all lunch breaks are properly recorded and signed on lunch sheets by all hourly employees

MOHINI RHAMBAROSE – JFK PAYROLL SUPERVISOR

Job Duties and Job Responsibilities

- Prepares timecards for employee signatures each pay period for 220 employees
- Updates and keeps track of the vacation and sick accrual spreadsheet
- Prepares union dues report
- Maintains personal and floater days for union employees
- Prepares scholarship fund report
- Handles pension fund report
- *Prepares medical benefits report for all union employees*
- Processes and maintains semi-monthly payroll for union and non-union personnel
- Troubleshoots payroll check issues when needed

ELIZABETH GRELLA – JFK EXEC ADMIN/AP

Duties and Job Responsibilities

- *Sets up new vendors in Accounts Payable*
- Orders office supplies and obtains price quotes from vendors
- Prints and distributes monthly statements to General Manager

- Sends all invoices to Corporate for payment
- Sends all Port Authority refunds to Corporate
- Purchases uniforms and all supplies for both office and field
- Distributes all uniforms to eligible employees
- Processes, codes and submits invoices to Accounts Payable
- Processes issued uniforms into the computer database
- Keeps track of fuel tickets by gallons, mileage amounts and date on computer spreadsheet
- Updates database for company car repairs, oil changes and car washes

FLOYD ALFORD – EWR H/R ASSISTANT

Duties and Job Responsibilities

- Posts part time and full time job openings internally and externally
- Recruits and interviews candidates for open positions
- Handles job offers for all union personnel
- Schedules drug screening appointments for all new hires
- Prepares new hire requisite and new hire paperwork for the Corporate office
- Serves as a back-up to Payroll Manager for Blueforce/Epay program
- Prepares monthly union bills
- Processes termination paperwork for union employees
- Handles unemployment hearings when they arise
- Manages Workers' Compensation and Disability claims
- Investigates and resolves all employee relations issues
- Administers random drug testing program for all three airports
- Conducts new hire orientation
- Advises management on all grievance proceedings and serves as a representative on union issues
- Maintains close and proper liaison with the Operations/General Manager
- Abides by and ensures adherence to company polices
- Updates Human Resources Manager on HR issues that require special attention
- Prepares turnover report on a monthly basis
- Monitors all lateness and attendance issues and administers warnings to employees when needed

PAOLA ANAYA – EWR PAYROLL

Duties and Job Responsibilities

- Reviews, prepares and manages bi-weekly payroll for both union and non-union employees
- Prepares timecards for every pay period for employees to sign for 240 employees
- Analyzes personnel records to ensure appropriate personnel data
- Verifies and processes 401(k) Retirement benefits along with union/non-union payments
- Maintains floater and personal time for union employees
- Maintains and updates excel spreadsheet for vacation and sick time

- Prepares Local 1212 reports for billing purposes
- Prepares Local 641 reports for billing purposes
- Resolves any payroll check issues when they arise

JESSICA ESPINOSA - EWR H/R RECEPTIONIST/CLERK

Duties and Job Responsibilities

- Inputs all HR information into Access Database
- Creates Attendance/Lateness reports on a weekly basis
- Generates HR reports out of Access Database
- Reviews Lunch Relief reports on a daily basis
- Oversees uniform distribution for all new hires
- Completes new hire paperwork for Corporate
- Produces ID badges for all new hires
- Answers telephone
- Files HR paperwork on a daily basis
- Handles all mailing for the office
- Prepares warning reports
- Resolves misc. employee issues (how to complete HR forms such as vacation or uniform requests)

JOYCE SEAGLE –EWR EXEC ADMIN/AP

Duties and Job Responsibilities

- Processes, codes and submits invoices to Accounts Payable
- Requests PA approval for the purchase of reimbursable supplies and equipment
- Orders office supplies and obtains competitive price quotes from vendors
- Sets up new vendors in Accounts Payable
- Inputs accident reports into Instant Estimator
- Forwards incident reports to the Port Authority Claims Department
- Reports all car accidents pertaining to company vehicles and coordinates claim information and repairs
- Assists as a back-up to all company uniform distribution
- Reports liability claims and sends supporting documentation, such as reports, pictures, daily duty lot, etc., to the ABM Claims Department
- Prints financial reports for the monthly Port Authority / ABM meeting
- Prints and distributes monthly statements to the Port Authority and the Corporate Accounting Department

BARBARA GALLARDO – LGA PAYROLL

Duties and Job Responsibilities

- Inputs and oversees payroll for 120 employees
- Prepares union dues report
- Prepares timecards for employee signatures each pay period
- Maintains floater and personal days for union employees
- Maintains HR database
- Handles pension fund report
- Prepares union medical report
- Prepares 401(k) union report
- Updates and maintains Vacation/Sick Accrual spreadsheet
- Prepares Wage Roster report
- Processes and handles orientation for all new hires
- Processes termination paperwork for employees
- Manages Workers' Compensation and Disability claims
- Investigates and resolves all employee relations issues
- Updates General Manager and Human Resources Manager on HR issues that require special attention
- Abides by and ensures adherence to company policies
- Prepares turnover report on a monthly basis

PATRICIA CABRERA – LGA EXEC ADMIN/AP

Duties and Job Responsibilities

- Answers telephone calls and takes messages for the Management team when they are unavailable
- Inputs payroll data into Blueforce/EPay system
- Handles and distributes company uniforms
- Processes, codes and submits invoices to Accounts Payable
- Processes issued uniforms into computer database
- Forwards incident reports to the Port Authority and to the Corporate office
- Processes and issues ID Badges to all new hires
- Handles and distributes all incoming and outgoing mail
- Orders office supplies and obtains price quotes from vendors
- Prints and distributes monthly statements to General Manager
- Sends all invoices to Corporate for payment

LOCATION CUSTOMER SERVICES RESPONSIBILITIES

JFK/EWR/LGA – MARIA VINAS/ STEPHANIE QUICK

The On-Site Customer Service & Training Manager's (CSTM) responsibilities regarding the Parking Operations, under the direction and guidance of the New York/New Jersey Regional Customer

Service and Training Manager (RCSTM), are; but not limited to, all aspects of the following bullets with detailed information below:

1. Customer Contact Concerns
2. Employee Training
3. Mystery Shopping Program
4. Employee Events
5. Incentive Program
6. Miscellaneous

1. Customer Contact Concerns

The CSTM fields all incoming customer inquiries and addresses concerns in timely and applicable manner and then, they are reported monthly to the PA or when needed.

On a daily basis, the CSTM will address customer inquires that come in via phone, email, fax, and regular mail.

Inquires, regardless of arrival method, include but are not limited to:

- Refund requests – lost ticket, overcharge, handicap rate, lot closure, EZ Pass errors, delayed exiting, non-revenue fee incurred adjustments (in conjunction with the Employee Parking Offices), lot closure fee adjustments, and a variety of miscellaneous items.
- General inquires – parking fees, clarification of fee, directions, employee recognition, receipt needed, balance due clarification, status check of claim, and a variety of miscellaneous items.

For any inquiry requiring a written response and possible refund, the CSTM uses the following process:

- Individual Informational Cover Sheet is created
- Research and validation process begins using any one or combination of reports and all applicable support information is printed
- Appropriate fee adjustment is calculated when applicable
- Appropriate written response is prepared
- Applicable PA approvals are sought
- *Applicable refund methods are requested (checks from Accounts Payable).*
- Applicable waivers or credit card refund transactions are requested (Audit)
- Once all information is set, CSTM sends correspondence to patron (if a fee adjustment is due, a refund check or credit card credit slip is included with the letter)
- A copy of all is kept
- Database is updated with all information
- Applicable information is put into the monthly Refund Survey
- Although it does not happen often, when correspondence is returned by the USPS, investigation as to why is started.

2. Employee Training

CSTM assist the RCSTM in the development and implementation all training. A number of programs are presented throughout the year to all levels of employees. Each CSTM is responsible to implement and ensure that all mandatory training and documentation of such is done at their location.

Programs include:

- New Hire Orientation (Customer Service portion)
- Bi-Annual Customer Service Training (Contractually Required)
- Monthly Safety Training (ABM)
- Leadership Training
- Off-Site Managers Workshop
- Quality of Life (i.e., Driver Safety, CPR, etc.)
- Computer Skills as needed

The components of the various training sessions include the distribution of handouts which are created through the department. In addition, the On-Site CSTM is responsible for the coordination of the development, revisions, and distribution of key training materials for all employees throughout the year. Such materials include:

- All Manuals (Operations, Audit, Valet, Employee Sales Office)
- Study Materials for Supervisor Certification

4. Mystery Shopping Program

The On-Site CSTM addresses all aspects of the Mystery Shopping reports for both the Port and ABM shops. Each month, the CSTM will:

- Reviews and analyzes shops
- Breakdowns pass/fail scores
- Disciplines employees of failed shops
- Addresses failure based on applicable progressive disciplinary action
- Coach employees to success through one-on-one and field visits
- Prepares and distributes personalized recognition letters to all employees with passing shop
- Updates bulletin boards with Mystery Shopper information and/or results
- Reports on shops monthly to the PA or when needed.

5. Employee Events

Throughout the year, a number of Employee Events are held. Using a pre-determined budget and guideline provided by the RCSTM, the CSTM runs these events by securing date, location, caterer, gifts, raffles, invitations, etc.

6. Incentive Program

This is a multi-level employee recognition program. This program marks positive performance with monetary rewards paid out quarterly. Each quarter, the CSTM must provide the RCSTM and applicable employees with accurate and timely information for their locations. This information consists of:

- Tracked Mystery Shopper Scores
- Commendation Letters
- Meeting/Training Attendance
- Write-Ups
- Administer letters to employees about incentive due
- Post incentive results on bulletin board.

7. Miscellaneous

Additional functions and responsibilities of the On-Site CSTM coordinated through the RCSTM are:

- Maintaining the "Learning Library"
- Keeping bulletin boards timely and neat
- Creating and maintaining positive employee relations
- Creating and maintaining positive professional relationships with the Port Authority
- Editing, proofreading, developing and distributing a variety of informational internal memos and correspondence
- Maintaining and updating their skills through outside educational sources.

20. On your Calculation of Average Hourly Rate Forms, there appears to be deficiencies in the amount allocated for the following full time positions: Lane Cashier for years 1, 2 & 3 at EWR – sick time, Lane Cashier for year 3 at SWF – holiday, vacation and sick time, Attendant for years 1,2 & 3 at EWR – vacation and sick time, Attendant for years 1, 2 & 3 at LGA – holiday and sick time, Clerk for years 1,2 & 3 at JFK – holiday and sick time, Supervisor (Field/Office) for years 1, 2 & 3 at JFK – vacation time, Supervisor (Field/Office) year 3 at SWF – holiday, vacation and sick time, Supervisor-in-Charge (Field/Office) years 1,2 & 3 at EWR – vacation and sick time. Revise your forms accordingly.

In a review of the deficiencies listed we have made a careful review of each payroll benefit for all billable hour positions. In our review we noted that some of the deficiencies were due to transposition errors when completing the form, some were due to rounding issues and others had improper formula assumptions for escalating the costs for years two and three. We have made the following adjustments:

- Replicated all Calculation of Average Hourly Rate Forms in an Excel format to reduce the possibility of transposition errors,

- Expanded the number format used in calculating payroll benefit days to use two decimal points to reduce rounding issues,
- Reformulated all payroll costs with a consistent methodology as provided hereafter.

Payroll Benefit Calculation Model

As the incumbent provider of parking management services for the Port Authority of New York and New Jersey, ABM Parking Services has both the ability and the obligation to develop our hourly cost proposal based on the actual employee demographic, replacing assumptions with actual figures. Each of our employee groups has varying degree of tenure with payroll benefits governed by said tenure as dictated by various Collective Bargaining Agreements. In building the various costs to the billable hourly rate that are driven by payroll and employee tenure, such as vacation, holiday and sick time, we understand that we must pay our employees the total amount of each benefit, but can only be compensated for the total amount paid to the employee during the time that they are actually working in a billable hour. Therefore, our payroll benefits cost are developed using the calculated number of billable hours which is net of vacation time and sick time. Within each employee classification, tenure is different providing differing average paid time off for vacation and paid holidays.

In developing our response we first created the actual average time for each benefit by position, creating a position specific net billable hours rate which became the foundation of our calculation. We then divided the number of annual hours of each benefit for each position by the average net billable hours for employee in each position. This percentage is multiplied by the average hourly rate by position for each year to create the amount included in the total billable hourly rate for each benefit.

21. **On your Calculation of Average Hourly Rate Forms, the number of days in the holiday allowance for Clerks (Office/Revenue) and Supervisors (Field/Office) at LGA went from 11 in year 1 to 10 for year 2 and 3. Please explain.**

    This was a transposition error that will be corrected with the resubmission of our Calculation of Hourly Rate Forms.

22. **On your Calculation of Average Hourly Rate Forms, you allocate money for time off for part-timers, however, no specific number of days were provided for the following part time positions: Lane Cashier at JFK for years 1,2 &3 – holidays, Lane Cashier at EWR for year 1, 2 & 3 – holidays, vacation and sick time, Attendants at JFK for year 1, 2 & 3 – holidays, Attendants at EWR for year 1, 2 & 3 – holidays, vacation and sick time, Attendants at SWF at SWF for year 1,2 & 3 – holidays. Please explain.**

    Within our CBA agreements, part time employees are entitled certain payroll benefits which are accrued based on the number of hours worked. While a full time employee is entitled to be paid for 8 hours for one day of holiday, the number of hours a part time employee earns is solely dependent upon the number of hours worked. A full time may only work 6 hours on a holiday but still be given the total of 8 hours of holiday pay in addition to the 6 hours of regular pay. A part time employee working 6 hours on a holiday will get only 6 hours of holiday pay. The

accrual for hours is based on the same percentage of the Average Direct Hourly Rate by position as full time. The actual benefit a part time employee earns will be determined by the hours worked. In order to avoid confusion, we will modify our Calculation of Hourly Rate Forms to include the same days of benefit as a full time employee for benefits agreed to in the CBA, but will continue our calculation base on percentage of the hourly wage.

As previously mentioned, with this document, ABM Parking Services respectfully submits our revised pricing proposal to provide parking management and operations for the PANYNJ. As the PANYNJ discovered a significant number of formula errors, we took this opportunity to completely review our formulas and calculations used in the development of our original submission. The results of our review was surprising as we were please to notice a few formula errors that significantly inflated our total five year contract expense value. As providing in with this submission, our new five year total is truly significant less that provided in our original submission.

Respectfully Submitted,

D. Scott Hutchison,
Vice President, Airports
ABM Parking Services

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Messages To Do My Profile

ABM INDUSTRIES : James Alexander - You signed in at: 12:20 AM CST

Documents Fonen ™ Numbers | Logout

Home Quick >> Dashboard Sites Employees Time Cards Timesheets Payroll Reports Import/Export

- Timecards

- Add/Edit
- Audit Report
- Hours Variance Report
- Fonen Calls Only
- Caller ID Report
- Mass Upload PTO
- Import PTO
- PTO Request
- Search Timecards

Selected Site(s) Select.. Clear..

25801531-NEWARK AIRPORT

Total Selected Site :- 1

Timecard Search

Site	Employee	Date From	Date To	Source
All Selected site(s)	All Employees	6/23/2012	6/24/2012	All Punches

☐ Show Zero Punches

☐ Show Only Open Punches

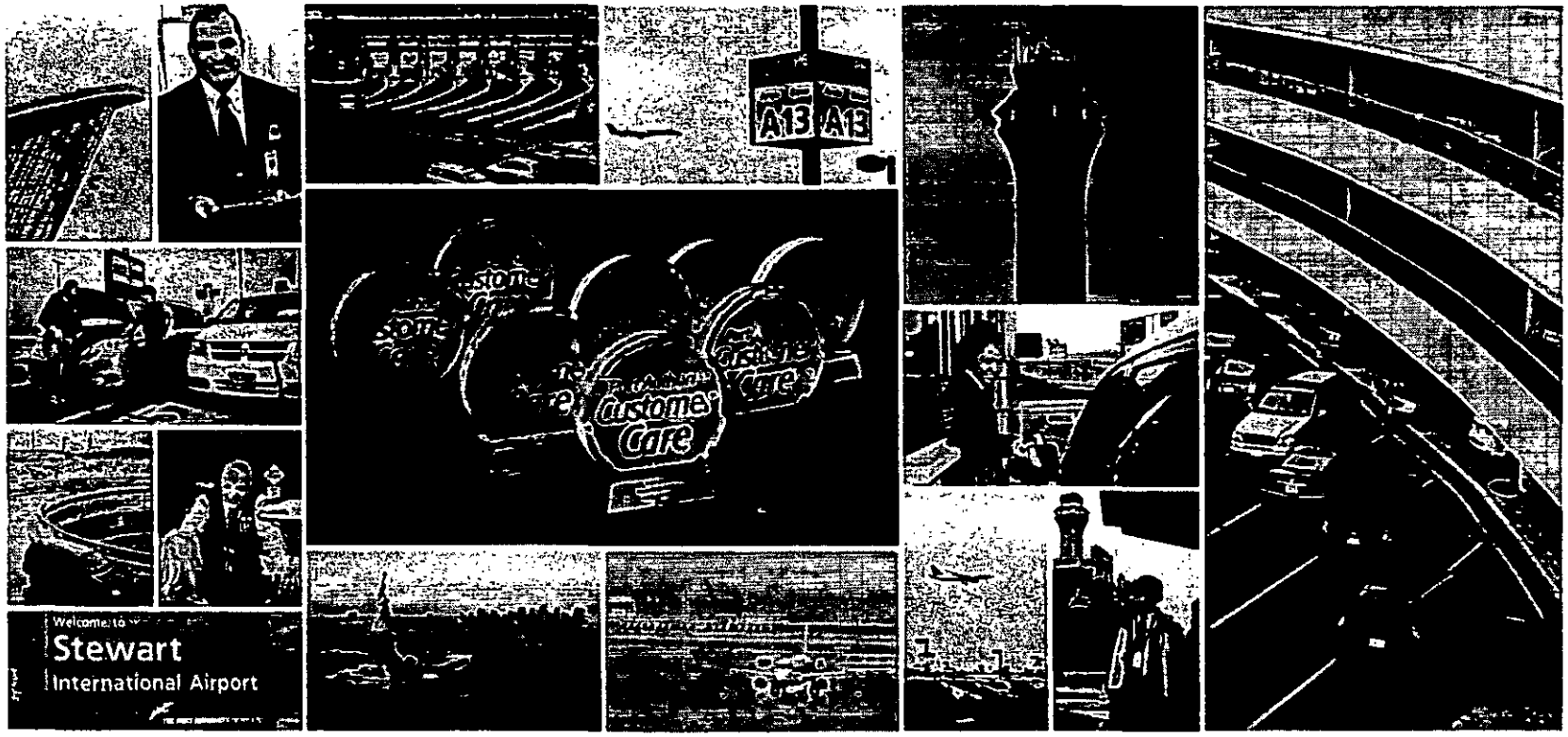
Timecard Legend

		Status	Employee	Site	Task	Work Order	GI Code	Rate Type	Time-In	Time-Out	Rounded Hours	Modified On
☐	Details	Waiting for IN punch	Greenhowe, Chronda (6721122)	25801531-NEWARK AIRPORT	25801531 - NEWARK AIRPORT (25801531)		New York Port Authority (NYPA)	Reg		06/23/12 23:23	00:00	06/23/12 23:23:49
☐	Details	Waiting for OUT punch	Parker, Shaquonah (7026896)	25801531-NEWARK AIRPORT	25801531 - NEWARK AIRPORT (25801531)	644648-Cashier (644648)	New York Port Authority (NYPA)	Reg	06/23/12 23:06		00:00	06/23/12 23:23:49
☐	Details	Waiting for OUT punch	Jones, Siliannah (6721337)	25801531-NEWARK AIRPORT	25801531 - NEWARK AIRPORT (25801531)	644652-Parking Attendant (644652)	New York Port Authority (NYPA)	Reg	06/23/12 22:47		00:00	06/23/12 23:23:49
☐	Details	Waiting for OUT punch	Cort, Lorraine (6719384)	25801531-NEWARK AIRPORT	25801531 - NEWARK AIRPORT (25801531)	644648-Cashier (644648)	New York Port Authority (NYPA)	Reg	06/23/12 22:45		00:00	06/23/12 23:23:49
☐	Details	Waiting for OUT punch	Tribie, Gena (6720263)	25801531-NEWARK AIRPORT	25801531 - NEWARK AIRPORT (25801531)	644648-Cashier (644648)	New York Port Authority (NYPA)	Reg	06/23/12 22:44		00:00	06/23/12 23:23:49
☐	Details	Waiting for OUT punch	Otugo, Vincent (6719379)	25801531-NEWARK AIRPORT	25801531 - NEWARK AIRPORT (25801531)	644648-Cashier (644648)	New York Port Authority (NYPA)	Reg	06/23/12 22:42		00:00	06/23/12 23:23:49
☐	Details	Waiting for IN punch	Sowell, Crystal (6720846)	25801531-NEWARK AIRPORT	25801531 - NEWARK AIRPORT (25801531)	644648-Cashier (644648)	New York Port Authority (NYPA)	Reg		06/23/12 22:23	00:00	06/23/12 23:23:48
☐	Details	Waiting for OUT punch	Williamson, Tawanda (6721221)	25801531-NEWARK AIRPORT	25801531 - NEWARK AIRPORT (25801531)	645016-Site Lead Supervisor (645016)	New York Port Authority (NYPA)	Reg	06/23/12 22:08		00:00	06/23/12 23:23:48
☐	Details	Waiting for OUT punch	Cunningham, Akeem (7018005)	25801531-NEWARK AIRPORT	25801531 - NEWARK AIRPORT (25801531)	645016-Site Lead Supervisor (645016)	New York Port Authority (NYPA)	Reg	06/23/12 21:50		00:00	06/23/12 23:23:48
☐	Details	Waiting for OUT punch	Workfield, Wakeelah (6721270)	25801531-NEWARK AIRPORT	25801531 - NEWARK AIRPORT (25801531)	644648-Cashier (644648)	New York Port Authority (NYPA)	Reg	06/23/12 21:47		00:00	06/23/12 23:23:48
☐	Details	Waiting for OUT punch	Kaba, Sekou (6721228)	25801531-NEWARK AIRPORT	25801531 - NEWARK AIRPORT (25801531)	645016-Site Lead Supervisor (645016)	New York Port Authority (NYPA)	Reg	06/23/12 21:47		00:00	06/23/12 23:23:48
☐	Details	Approval Pending	Armstrong, Rosa (6719388)	25801531-NEWARK AIRPORT	25801531 - NEWARK AIRPORT (25801531)	644648-Cashier (644648)	New York Port Authority (NYPA)	Reg	06/23/12 21:46		00:00	06/23/12 23:23:47

THE PORT AUTHORITY OF NY & NJ

John F. Kennedy INTERNATIONAL AIRPORT · LaGuardia AIRPORT · Newark Liberty INTERNATIONAL AIRPORT · Stewart INTERNATIONAL AIRPORT

ABM Parking Services



PRESENTATION for Airport Parking Lot Management and Operation Services at John F. Kennedy International Airport, Laguardia Airport, Newark Liberty International Airport, and Stewart International Airport – RFP No. 29198

• Presented by **ABM Parking Services** on June 25, 2012 •

Our Team

- Mark Muglich, President
- Leonard Carder, Executive Vice President
- Scott Hutchison, Vice President Airports
- Michael Joseph, Regional Manager PANYNJ

Financial Strength, Tradition of Service

ABM Building Value

Principal Place of Business: New York, NY
Established: 1909
Revenue: $4.5 Billion
Employee Base: 101,000

A Family of Services:
ABM Janitorial
ABM Security
ABM Engineering
ABM Parking Services

ABM Parking Services

ABM Parking Services:
Established: 1966
Revenue: $618 Million
Employee Base: 12,500

ABM Parking Services

Airport Experience:

- 43 years of airport parking experience
- 37 total airport operations providing parking management, valet, curbside management and shuttle services
- Over 2,000 dedicated airport operations personnel
- Professional Resources Dedicated to Airport Parking, Valet & Transportation Operations

ABM – Proven Airport Experience

ABM/PANYNJ Team:

- 27 years in partnership with PANYNJ!
- Proven Experienced Executive and Regional Management.
- Experienced Designated General Manager and Operations Managers.
- Role Specific Professionals in Regional and Corporate Support Positions.

ABM Airport Services

PARKING, SHUTTLE, VALET PARKING, CURB SIDE MANGEMENT

LaGuardia Airport

Austin–Bergstrom Intl Airport
DFW International Airport
Eastern Iowa Airport
Greenville Spartanburg Airport
John Wayne Airport
McCarran Las Vegas Airport
Oakland International Airport
Raleigh – Durham Intl Airport
San Francisco Intl Airport
Tampa International Airport
Wichita Midcontinent Airport

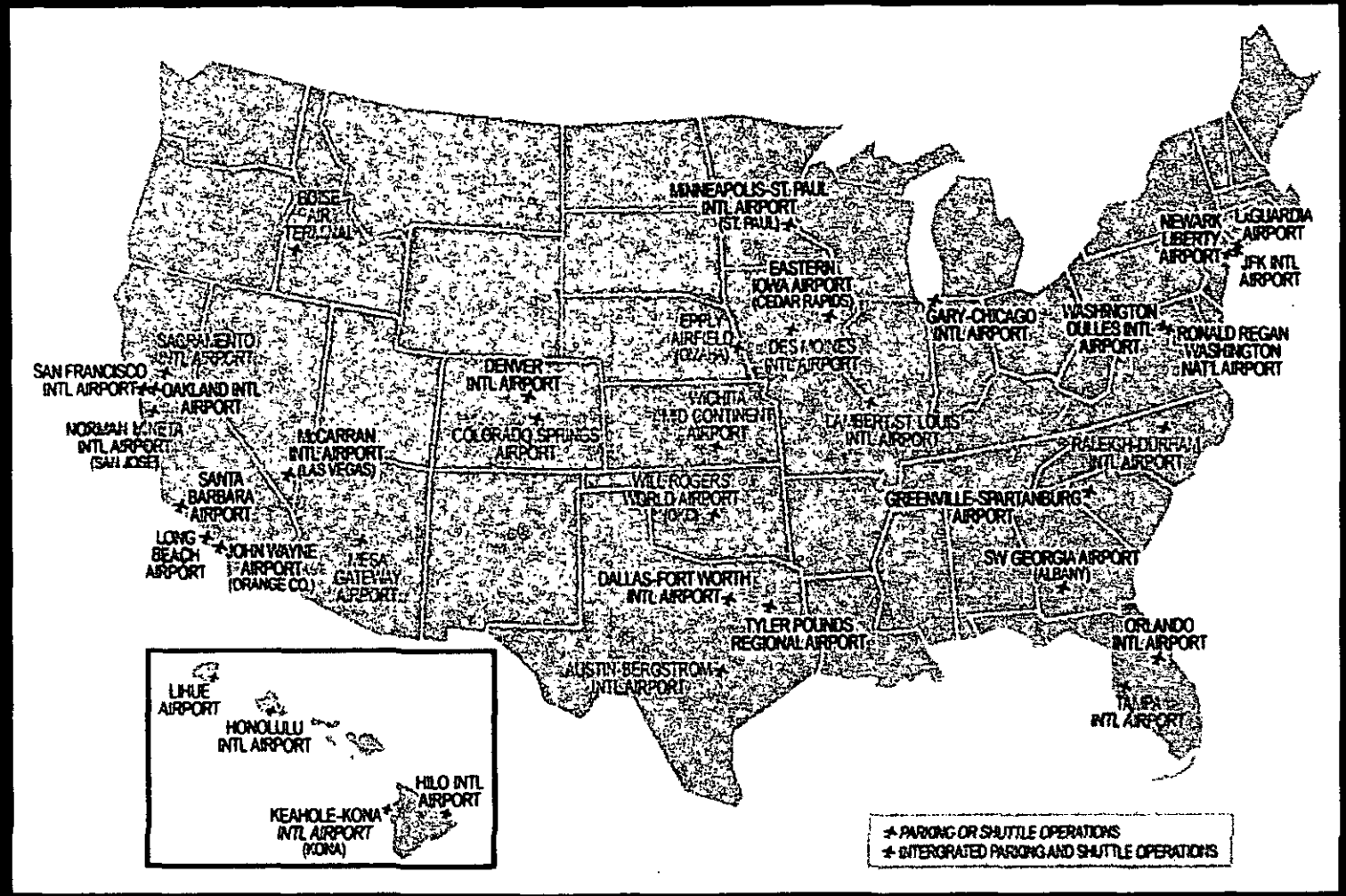
John F Kennedy Airport

Boise Air Terminal
Denver International Airport
Eppley Airfield
Hilo International Airport
Keyhoe–Kona Intl Airport
Minn. St. Paul Intl Airport
Orlando International Airport
Reagan National Airport
Santa Barbara Airport
Tyler-Pounds Regional Airport
Will Rogers World Airport

Newark Liberty Airport

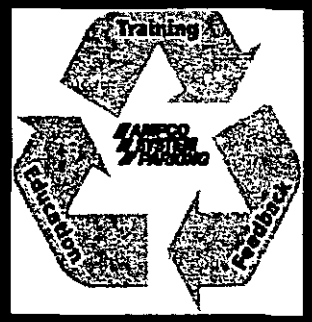
Colorado Springs Airport
Des Moines International Airport
Gary – Chicago Intl Airport
Honolulu International Airport
Lihue Airport Long Beach Airport
Mineta - San Jose Intl Airport
Phoenix – Mesa Airport
Sacramento Intl Airport
SW Georgia Regional Airport
Washington Dulles Intl Airport
Lambert-St. Louis Intl Airport

ABM Airport Services



Management Commitment

- Transparent Accounting in Revenue Collection and Accountability
- Sarbanes Oxley Compliant, GAAP , PCI
  - Client Access to Company Data via ABM Four-Wheel-Drive, ibots, B.I.
- Provide Quality Employees with Customer Service Training and Job Specific Training:
  - Quarterly Employee Training Program



Management Commitment

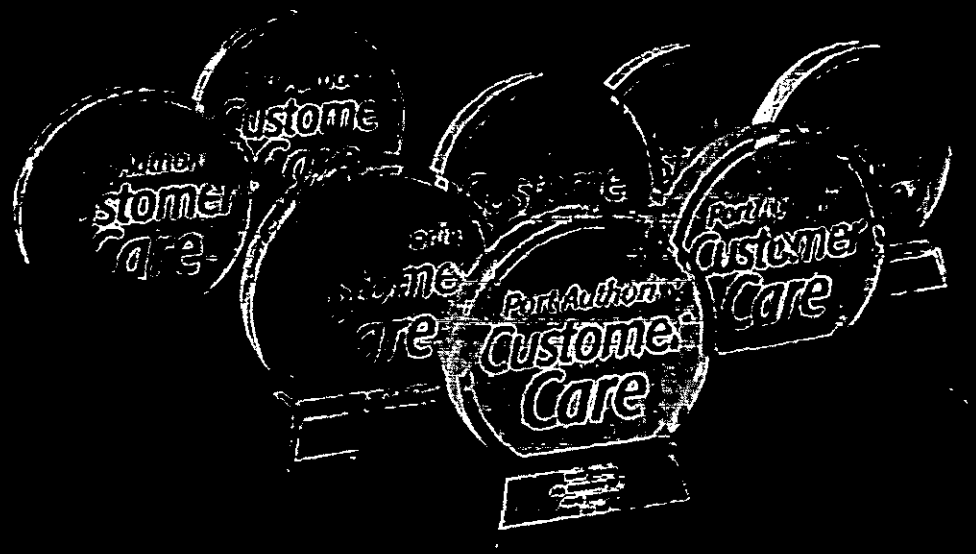
- Provide Employees and Customers with a Safe Environment:
  - Ongoing Corporate, Regional and Local Safety Programs
  - Drug Free Work Place
- Best Practices in Expense Management
  - Automated Payroll & Timekeeping
  - Procurement Programs & National Purchasing Power

Customer Service

- Total Company Commitment
- Structured Program
- Reinforce Positive Behavior
- Proven Success

Customer Service

Proven Success at PANYNJ!



Commitment to Safety

- First Observer Program
- Smart Drive In-Vehicle Camera System
- Specialized Safety Training

Enhanced Management Practices

Score [4]
Revenue
Control
System

Business
Intel
Reporting

Audit-Matic
Handheld
Reporting
System

Client Web
Portal -
ABM 4WD

GPS Bus
Dispatch
System

Instant
Claim
Estimator
System

Work
Force
Mgmt

Smart Drive
System

Online
Payment
System

ABM Parking Accomplishments @ PANYNJ

✓ Reduced ticket/consumable cost by 50% = $70K annually.	**$ 70K Annually**
✓ Thermal paper rolls for receipt paper = $65K annually.	**$ 65K Annually**
✓ Labor savings via reduction in supervisors, cashiers and traffic attendants.	**$750K Annually**
Total	**$885K Annually**

Response to Questions

Employee Incentive Plan

1. Expand on your firm's proposed incentive program and inform us how much you have awarded in your employee incentive programs in the past year.

In the 2011-2012 contract year ABM Parking Services paid the Following amounts toward employee incentive & recognition programs:

	EWR	JFK	LGA	Total
Employee Incentives	$126,000	$ 63,000	$111,000	$300,000
Employee Programs	$ 25,462	$ 14,853	$ 21,218	$ 61,533
				$361,533

Employee Incentive Plan

Annual Funding -
$350,000 budgeted to be awarded each year as part of the new contract.

Incentive criteria based on a scoring matrix as follows:

Tier One –

- $100 for passing mystery shop (Cashiers, Traffic, Clerks)
- $25 for complimentary letter (Cashiers, Traffic, Clerks)
- $70 quarterly manager evaluation (Clerks)

Tier Two –

- $150 for passing mystery ship (Field Supervisors)
- $150 quarterly SIC evaluation (Field Supervisors)

Employee Incentive Plan

Incentive criteria based on a scoring matrix as follows (cont.):

Tier Three –

$250 quarterly manager evaluation (Administrative)

Tier Four

$325 quarterly op's manager evaluation (Supervisors In Charge)

Tier Five

$350 quarterly manager evaluation (RM/GM/Op's Manager)

Holiday Bonus

MBE/WBE Commitment

2. The MBE and WBE firms proposed by you are currently not certified by the Port Authority. What steps are you taking for them to become certified by the Port Authority?

- ✓ Our Primary MBE Subcontractor, U Street Parking, has been certified by the PANYNJ as a MBE.
- ✓ Our Selected WBE Subcontractors and Venders have been certified by either the State of New York or the State of New Jersey as WBE. ABM Parking Services is working with each of these firms to receive PANYNJ certification. The application will be processed by the PANYNJ prior to the contract commencement date.
- ✓ ABM Parking Services is committed to meet both the letter and intent of the PANYNJ MBE/WBE Program.

Score 4

3. Elaborate on your firm's proposed Score 4 system.

Self Contained On-Site Revenue Entry

- ✓ JDE Platform
- ✓ Advanced logic-driven program
- ✓ Transaction count analytics
- ✓ Monthly billing (e-invoicing)
- ✓ On-line payments
- ✓ Portal into ABM BI (Business Intelligence) System
  - Dashboard reports
  - Client Portal

Staffing Plan

4. Clarify your proposed staffing plan. Your proposal indicates a staffing plan in Tab F entitled "Proposal Management Approach" subsection entitled "Employee Management Programs" paragraph viii entitled Staffing Plan. However, those figures do not match what was included on your submitted Calculation of Average Hourly Rate Form.

✓ To match our revised Calculation of Hourly Rate Forms, our proposal document should be amended to show the following:

Location	FT	PT
EWR	232	7
JFK	192	5
LGA	116	5
SWF	8	5
Regional	5	0

Bio Metrics System

5. You propose bio-metric reports but are currently unable to supply these reports. Please explain.

- ✓ The requested reports are available via Work Force Management (WFM) and can be made available to PANYNJ on a regular basis. Detailed reports for period ending 6/23/2012 are attached to the written response.
- ✓ Customized reports are available to ensure formatting and data are consistent with PANYNJ's expectations.

Bio Metrics System

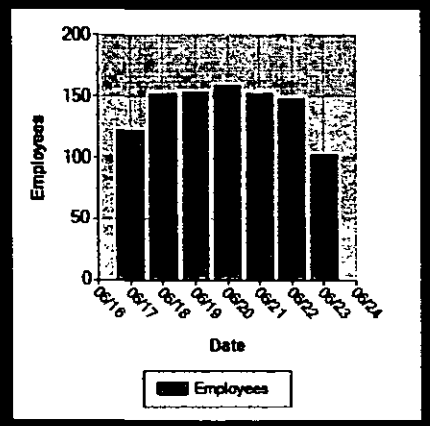
6. Can the bio-metric enrollment program print staffing reports?

   ✓ Yes, our robust WFM system is capable of printing detailed staffing reports, which can be made available to PANYNJ on a regular basis. Detailed reports for period ending 6/23/2012 are attached to the written response.

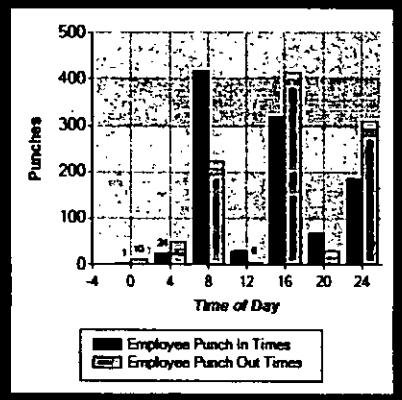
Workforce Management

EWR Data – as of 6/23/2012

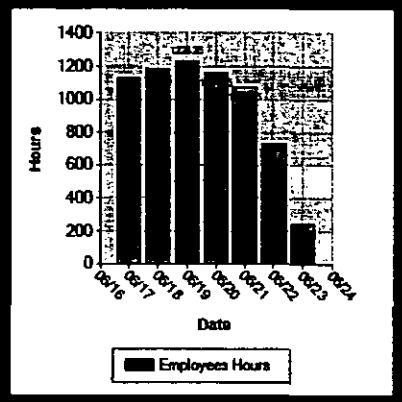
Daily Employee Counts

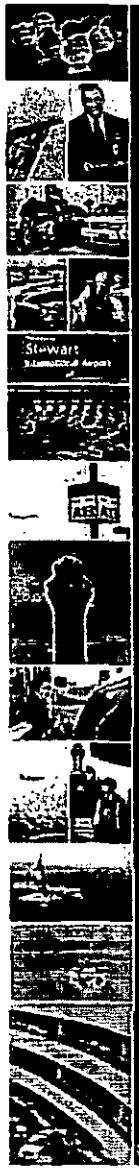


Daily Punch Analysis



Daily Hours Count





Marketing

7. Define your marketing strategy; be specific as to who will manage this program and how it will be implemented.

Strategy –
Attack off airport market and increase overall utilization of PANYNJ on-site parking areas/increase average revenue per transaction.

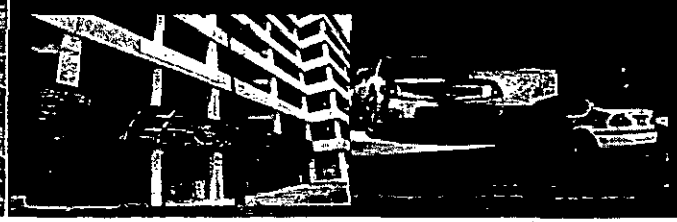
Targets –
Primary focus on customer loyalty, retention and ancillary services.

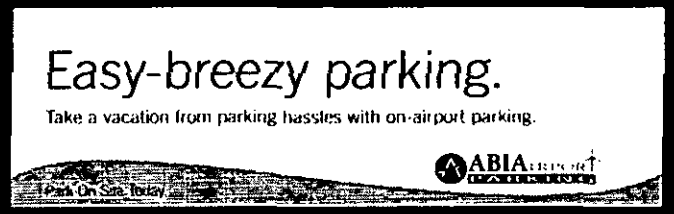
Means –
Application of national experience together with on-site historical data (trends, average stays, etc.).

Marketing

Initial Recommendations –

- Focus Group sessions.
- Premium Parker Club with exclusive benefits (monthly/annual)
- Loyalty program.
- Fleet discounts to pull transportation industry servicing airport that are currently staging on roadways and congest traffic.
- Assess fees to outside competitors (percentage of gross revenues)
- Social media & smartphone applications.
- Pricing adjustments – incremental rate increases to existing rate structure = $8.6M annually.
- Advertising – internal/external.
- Perception/Preemptive marketing – correcting customer misconceptions during construction projects.





Marketing

Existing Programs –

- PANYNJ Parking Website
- Reservation system
- Thanks Again
- Voucher/overflow program
- 4th Day Free / discount program

Marketing Coordinator –

- Regional search for experienced individual, utilizing NY-based marketing firm

Corporate Support –

- *ABM SVP of Marketing*
- VP Airports
- "Top 15-panel"
- Monthly benchmark analytics

Part Time Employees

8. You state in your proposal that 10% of the total hours will be part-time staff. However, this does not match your figures on your submitted Calculation of Average Hourly Rate Forms. Please explain.

✓ Our goal is to build up a part time pool to 10% of our Lane Cashier and Attendant positions. It is not our intention to use part time employees in clerical or supervisory positions. As we have an obligation to honor our labor harmony agreement, our part time pool of employees will be develop through the natural attrition of full time employees.

Sure Park

9. How does ABM intend to implement Sure Park?

We understand the existing PRCS provider has the currently ability to provide this service. We will work directly with Federal APD to ensure the program is functionally sound.

Marketing:

- ✓ Social media marketing via Facebook/Twitter
- ✓ Website / PANYNJ App
- ✓ Reservation system
- ✓ Promotional literature at toll plaza

Valet Parking

10. Will the employees of the subcontractor for the Valet Parking receive the same training, direct wages and benefits as the ABM employees? How will you ensure that the subcontractor will comply with Part I – Contract Specific Terms and Conditions, Page 51, Section 11 entitled "Wages, Health and Supplemental Benefits" of the RFP?

- ✓ Yes, all subcontracted employees will be fully engaged in our training programs. All employees, regardless of direct or subcontracted, will be subject to the same wages and benefits as specified in the RFP documents.
- ✓ Our agreement with all subcontracted vendors will mandate the same parameters as ABM Parking Services is required to meet.
- ✓ Routine audits will be conducted to ensure full compliance.

Marketing

11. Please expand on the background of the proposed Regional Sales & Marketing Coordinator.

Marketing Coordinator –

- ✓ Regional search for experienced individual, utilizing NY-based marketing firm:
  - Local market expertise
  - Familiarity with the work and service of PANYNJ Community
  - Consumer focused
  - Nimble
  - Imaginative
  - Experience with time tested methodologies and approaches
  - In-market success of marketing solutions
  - Well-versed with qualitative and quantitative tools to measure program results
- ✓ As this is a key-member of the team, we intend on including the PANYNJ in the final selection process.

Reserved Parking

12. In the current contract there is a Reserved Parking Program that is revenue generating. However, there is no mention of this program in your submitted proposal. Please explain.

- ✓ Our exclusive Reserved Parking Program was addressed in the proposal as part of the Reporting Section. It is our full expectation that to continue supporting and enhancing this program which will serve as a foundation for several of our revenue generating programs going forward.
- ✓ Reserved Parking has generated $1.5M in total related revenue.

Revenue Generating Programs

13. Which revenue generating programs have you put in place at other airports that you intend to put in place here? How successful were they ($'s) and what was the investment ($'s) on the airport authority's part.

- ✓ Social marketing
  - Twitter and Facebook
- ✓ Frequent Parker
- ✓ In-airport advertising
  - "You're in, You're out, You're GONE!"
  - "You'd be in your car by now!"
- ✓ Radio advertising (pre-game)
  - Traffic improvement of 2%
- ✓ Complimentary car wash with pre-paid reservation

Increased utilization by approximately 34 vehicles per day, per location would increase net profits by $1.2M for PANYNJ

Revenue Enhancement Recommendations

- ✓ Reservation System (PANYNJ)
  - Cost: $0 Benefit: $1.5M
- ✓ Frequent Parker
  - Cost: $96K Benefit: $3.2M
- ✓ In-airport advertising
  - Cost: $52K Benefit: Goodwill
- ✓ Radio advertising (pre-game)
  - Cost: $48K Benefit: $720K St. Louis/ABIA
  - Cost: $780K Benefit: $4.4M PANYNJ *Potential*

Cost Reduction Recommendation

- Radio advertising, in conjunction with other marketing, improved utilization of existing automated lanes at ABIA, resulting in a 26% reduction in cashier hours.
  - ✓ Assuming a 26% at PANYNJ, total annual savings would be **$2.4M**

Smart Drive

14. Is the Smart Drive System to be installed in all vehicles?

✓ Yes. All existing vehicles currently have the Smart Drive System installed. Further, all future vehicles will be equipped with the Smart Drive System.

Marketing

15. For the expenditures that you recommend for the marketing plan, what do you see as the results for the Port Authority? Be specific as to who will manage this program and how it will be implemented.

Marketing Coordinator –

- Regional search for experienced individual, utilizing NY-based marketing firm:
  - Local market expertise
  - Familiarity with the work and service of PANYNJ Community
  - Consumer focused
  - Nimble
  - Imaginative
  - Experience with time tested methodologies and approaches
  - In-market success of marketing solutions
  - Well-versed with qualitative and quantitative tools to measure program results

Marketing

16. Please explain how you will be able to assist us in combating the increase in off-site parking so that additional revenue can be realized. Are there any past practices that you have worked on in this regard on other contract?

Strategy –
Attack off airport market and increase overall utilization of PANYNJ on-site parking areas/increase average revenue per transaction. Create PANYNJ on-airport parking "brand identity."

Targets –
Primary focus on customer loyalty, retention and ancillary services.

Means –
Application of national experience together with on-site historical data (trends, average stays, etc.).

Part Time Employees

17. You have indicated that you utilize a significant percentage of "part-timers." Where do you intend to get your labor pool from? Do you intend on using the Welfare to Work Programs that urban centers push? If so, how do you intend to keep these employees engaged and motivated?

- ✓ ABM Parking Services utilizes numerous outlets for recruiting talent. These resources include partnerships with all local work centers, job placement sites and various other avenues including former military personnel. We will continue to review and evaluate the effectiveness of all programs.
- ✓ We partner with each site to create a culture of development and growth for our employees. These programs include on the job training, computer based training, incentives and promotional-based opportunities including full-time employment.

Calculation of Hourly Rate Forms

18. On your Calculation of Average Hourly Rate Forms for Lane Cashiers and Attendants (Traffic/Valet), you specify the same average hourly direct wage for all three years. However, this does not comply with the requirement as set forth in this RFP. Please refer to Part I – Contract Specific Terms and Conditions, Page 51, Section 11 entitled "Wages, Health and Supplemental Benefits" of the RFP. Revise your forms accordingly.

✓ These items have been corrected and included on our revised Calculation of Hourly Rate Forms.

Additional Employees

19. Your proposed additional wage and salary positions, e.g. Assistant Human Resources Manager, Payroll Supervisor, Executive Administrator, etc. Please explain what the roles of these individuals shall be.

To ensure the level of service the Port has come to expect, coupled with our extensive 27-year experience with PANYNJ, we have built our staffing profile to include these critical positions:

Position	Location
Regional IT Coordinator	Region
Assistant HR Manager	JFK
Payroll Supervisor	JFK
Executive Administrator	JFK
Assistant HR Manager	EWR
Payroll Supervisor	EWR
HR Generalist/Reception	EWR
Customer Service Manager	EWR
Executive Administrator	EWR
Payroll Supervisor	LGA
Executive Administrator	LGA
Customer Service Manager	LGA/JFK

Calculation of Hourly Rate Forms

20. On your Calculation of Average Hourly Rate Forms, there appears to be deficiencies in the amount allocated for the following full time positions: Lane Cashier for years 1, 2 & 3 at EWR – sick time, Lane Cashier for year 3 at SWF – holiday, vacation and sick time, Attendant for years 1,2 & 3 at EWR – vacation and sick time, Attendant for years 1, 2 & 3 at LGA – holiday and sick time, Clerk for years 1,2 & 3 at JFK – holiday and sick time, Supervisor (Field/Office) for years 1, 2 & 3 at JFK – vacation time, Supervisor (Field/Office) year 3 at SWF – holiday, vacation and sick time, Supervisor-in-Charge (Field/Office) years 1,2 & 3 at EWR – vacation and sick time. Revise your forms accordingly.

✓ These items have been corrected and included on our revised Calculation of Hourly Rate Forms.

Clerical Holiday

21. On your Calculation of Average Hourly Rate Forms, the number of days in the holiday allowance for Clerks (Office/Revenue) and Supervisors (Field/Office) at LGA went from 11 in year 1 to 10 for year 2 and 3. Please explain.

✓ These items have been corrected and included on our revised Calculation of Hourly Rate Forms.

Payroll Benefits for Part Time Employees

22. On your Calculation of Average Hourly Rate Forms, you allocate money for time off for part-timers, however, no specific number of days were provided for the following part time positions: Lane Cashier at JFK for years 1,2 &3 – holidays, Lane Cashier at EWR for year 1, 2 & 3 – holidays, vacation and sick time, Attendants at JFK for year 1, 2 & 3 – holidays, Attendants at EWR for year 1, 2 & 3 – holidays, vacation and sick time, Attendants at SWF at SWF for year 1,2 & 3 – holidays. Please explain.

✓ These items have been corrected and included on our revised Calculation of Hourly Rate Forms.

Why Partner with ABM Parking Services

- ✓ Innovative Technology
- ✓ Exceptional Management
- ✓ Established Best Practices
- ✓ Revenue Control and Internal Audit
- ✓ Employee Incentive Program
- ✓ Safety and Risk Management
- ✓ Impeccable Financial Strength
- ✓ Over 45 Years of Airport Operations
- ✓ Strong Corporate Support

27 years experience with PANYNJ!

Thank You!

ABM

Parking Services

D. Scott Hutchison
Vice President, Airport
ABM Parking Services
1150 South Olive Street, Suite 1900
Los Angeles, California 90015
Office: (801) 419-1812
eFax: (866) 349-0516
scott.hutchison@abm.com

June 12, 2012

RE: Operation of Parking Lot Management and Operation Services at John F. Kennedy International Airport, LaGuardia Airport, Newark Liberty International Airport and Stewart International Airport.

RFB: No. 29198

On behalf of ABM Parking Services (ABM), I would like to express our appreciation for the opportunity to submit a proposal to the Port Authority of New York & New Jersey (PANYNJ) to continue to provide professional parking management service at John F. Kennedy International Airport (JFK), LaGuardia Airport (LGA) and Newark Liberty International Airport (EWR). We look forward to the opportunity of providing the superior level of customer service for Stewart International (SWF) that the PANYNJ has come to expect from ABM. ABM Parking Services has been providing professional parking and transportation management services at airports for more than 40 years. During this time we have always viewed ourselves not only as our client's professional parking contractor, but as their partner as well; providing the highest level of customer service and stringent revenue controls. ABM's Five Star Parking has provided parking management for the PANYNJ for more than 27 years at JFK and 22 years at LGA. With the consolidation of the parking services of JFK, LGA and EWR we began providing our proven high level of customer service and stringent revenue controls at Newark Liberty International Airport.

As noted, we submit our proposal in response to the referenced RFB as ABM Parking Services rather than Five Star Parking. While our name has been changed to leverage significant backing our parent company, our executive, management and employee teams will remain the same that has proven to embrace the PANYNJ's commitment to superior service. Our proposed regional management has a complete understanding of every employee position requirement, having either performed or overseen these functions for more than 20 years. Each of our proposed venue specific General Managers and Operations Managers have years of experience working with the PANYNJ at their respective locations. Our commitment to customer service is evident in the remarkably high scores each of our locations achieve from the PANYNJ's own customer service audit team. Further, the depth of our understanding of our contractual obligations is proven by the lack of any significant findings against our company and our local operations from the PANYNJ's operational and financial audits.

While our history with the PANYNJ alone demonstrates our clear ability to meet and exceed all minimum requirements of this RFP, ABM Parking Services has significant depth of relevant industry experience to strengthen our PANYNJ operations. In addition to our operations in New York and New Jersey, ABM Parking Services currently provides professional parking management experience at

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Vice President, Airport
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major international airports across the country. While a detailed list of our airport operations is provided as required within our proposal document, following is sample of airport where we currently have operations in addition to JFK, LGA and EWR:

Washington Dulles International Airport, Ronald Regan Washington National Airport, Honolulu International Airport, Orlando International Airport, Minneapolis - St. Paul International Airport, Oakland International Airport, St. Louis - Lambert International Airport, Tampa International Airport

The full experience of more than 40 years of providing professional parking and transportation management for major international airports is afforded to PANYNJ and our regional and local management.

ABM Parking Services is wholly owned operating division of ABM Industries, a publically traded (NYSE: ABM) company headquartered in New York City, specializing in providing a full range of facility service management. We submit this proposal as a single corporation. However, in spirit of providing opportunities within the dynamic airport parking and transportation industries to bono fide MBE/WBE firms, with this submission we will be subcontracting the valet parking service at EWR to U-Street Parking. U-Street Parking is a professional parking company with MBE certification. We currently work with U-Street Parking under a joint venture agreement at both Washington Dulles International Airport and Ronald Reagan Washington National Airport. We have recently been awarded a contract to provide a shuttle service at Dallas-Fort Worth International Airport where U-Street Parking will provide sub-contracted operations.

If selected to continue as the professional parking management firm for the PANYNJ, the following individuals will be authorized to negotiate and execute an operating agreement:

Mark Muglich, President, ABM Parking Services
Leonard Carder, Executive Vice President, ABM Parking Services
D. Scott Hutchison, Vice President, Airports, ABM Parking Services

Our designated contract executive and primary contract with the PANYNJ regarding this RFP process and our proposal will be:

D. Scott Hutchison
Vice President, Airports
ABM Parking Services
(801) 419-1812 – Direct Phone
(866) 349-0516 – eFax
Scott.hutchison@abm.com – Email

ABM Parking Services

Ex.1

D. Scott Hutchison
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Office: (801) 419-1812
eFax: (866) 349-0516
scott.hutchison@abm.com

As previously mentioned, we will be sub-contracting valet parking at EWR to U-Street Parking. Following is contact information for U-Street Parking:

Henok Tesfaye
President & CEO
U-Street Parking
50 Rhode Island Ave, N.E., Suite 1
Washington, DC 20002
(202) 265-0010 – Office
- Mobile
(202) 265-5007 – Fax
henok@ustreetparking.com – Email

Following this letter of transmittal, please find the following:

a. Listing with resident addresses of our corporate officers,
b. A copy of our Certificate of Incorporation with required in RFP Item 8. A. 5.

Again, I express our appreciation for the opportunity to submit the following proposal in response to the Port Authority of New York & New Jersey's RFP NO: 28198. Our proposal was developed in manner specified by the RFP document; any deviation from said specifications is unintentional. We look forward for any opportunity to meet with the PANYNJ and provide further information or clarification to our submission as may be desired.

Respectfully Submitted,

D. Scott Hutchison

D. Scott Hutchison
Vice President, Airports

THE PORT AUTHORITY OF NY & NJ

John F. Kennedy LaGuardia Newark Liberty Stewart

ABM Parking Services

LETTER OF TRANSMITTAL

ABM Parking Services Officer Listing

Directors

Name	Address	Position
Henrik Slipsager		President & CEO – ABM Industries
James Lusk		EVP & CFO – ABM Industries
Mark Muglich		President – ABM Parking Services

Company Officers

Name	Position
Mark Muglich	President
Leonard Carder	Executive Vice President
James Alexander	Senior Vice President / CFO / Assistant Secretary
Arnold Klauber	Senior Vice President
Richard Wilson	Senior Vice President
Brian Bush	Vice President
John Daniels	Vice President
Kevin Dearth	Vice President

THE PORT AUTHORITY OF NY & NJ

John F. Kennedy LaGuardia Newark Liberty Stewart

ABM Parking Services

LETTER OF TRANSMITTAL

John Coyne	Vice President
Rod Howery	Vice President
D. Scott Hutchison	Vice President
Kerry Turner	Vice President
Robert Avant	Vice President – Tax
Anthony Scaglioni	Treasurer
Sarah McConnell	Secretary
Barbara Smithers	Assistant Secretary

Principal Shareholders

Name		Ownership
ABM Industries, Inc.	551 Fifth Avenue, Suite 300 New York, New York 10176	100%

ABM
Building Value

ABM Parking Services
1150 South Olive Street
Suite 1900
Los Angeles, California 90015
Office: (213) 284-7600
Fax: (213) 284-3885

James K. Alexander
Senior Vice President

By signature hereto, the undersigned hereby certifies that on this 24th day of May, 2012, that the following Certificate of Incorporation for Ampco System Parking DBA ABM Parking Services ("Proposer") is a true and correct copy of the Certificate of Incorporation as of the date of the opening of the Proposals.

I, James K. Alexander, Senior Vice President and Assistant Secretary, hereby certify on the date set forth above, that the information contained herein is true and correct.

Name: _____
Ampco System Parking
dba ABM Parking Services

A436447 ENDORSED FILED

in the office of the Secretary of State of the State of California

SEP - 2 1993

MARCH FONG EU, Secretary of State

CERTIFICATE OF AMENDMENT OF ARTICLES OF INCORPORATION

William W. Steele and Shirley H. Nachmann certify that:

1. They are the Vice President and Assistant Secretary, respectively, of Ampco Auto Parks, Inc., a California Corporation.

2. Article One of the Articles of Incorporation of this corporation is amended to read as follows:

   "The name of this corporation is Ampco System Parking."

3. The foregoing amendment of Articles of Incorporation has been duly approved by the Board of Directors.

4. The foregoing amendment of Articles of Incorporation has been duly approved by the required vote of shareholders in accordance with Section 902 of the Corporations Code. The total number of outstanding shares of the corporation is 150. The number of shares voting in favor of the amendment equaled or exceeded the vote required. The percentage vote required was more than 50%.

We further declare under penalties of perjury under the laws of the State of California that the matters set forth in this certificate are true and correct of our own knowledge.

DATE: Sept. 1, 1993

William W. Steele, Vice President

Shirley H. Nachmann, Assistant Secretary

519331

FILED
in the Office of the Secretary of State
of the State of California

DEC 16 1966
FRANK M. JORDAN, Secretary of State
By Bill Holden
Deputy

RECORDED

Restriction of right to amend articles
Yes No

ARTICLES OF INCORPORATION
OF
AMPCO AUTO PARKS, INC.

One: The name of the corporation is AMPCO AUTO PARKS, INC.

Two: The purposes for which the corporation is formed are:

Primarily to engage in the specific business of developing, leasing and operating public parking garages and facilities;

To engage in any one or more businesses or transactions which the board of directors of this corporation may from time to time authorize or approve, whether related or unrelated to the business described in the foregoing paragraph or to any other business then or theretofore done by this corporation;

To exercise any and all rights and powers which a corporation may now or hereafter exercise;

To act as principal, agent, joint venturer, partner or in any other capacity which may be authorized or approved by the board of directors of this corporation; and

To transact business in the State of California or in any other jurisdiction of the United States of America or elsewhere in the world.

The foregoing statement of purposes shall be construed as a statement of both purposes and powers, and the purposes and powers in each clause shall, except where otherwise expressed, be in nowise limited or restricted by reference to or inference from the terms or provisions of any other clause but shall be regarded as independent purposes and powers.

Three: The county in the State of California where the principal office for the transaction of the business of the corporation is to be located is the City and County of San Francisco.

Four: The corporation is authorized to issue only one class of shares of stock; the total number of such shares is two hundred and fifty (250); the aggregate par value of all of such shares is twenty-five thousand dollars ($25,000); and the par value of each of said shares is one hundred dollars ($100).

Five: The number of the corporation's directors is four (4); and the names and addresses of the persons who are appointed to act as the first directors are as follows:

Name	Address
J. Benton Tulley	
William S. Boyd, Jr.	

Name	Address
Allen M. Singer	
Theodore Rosenberg	

The number of directors may be changed from time to time by by-laws duly adopted.

IN WITNESS WHEREOF, for the purpose of forming a corporation under the laws of the State of California, the undersigned have executed these Articles of Incorporation this 9th day of December, 1966.

EXECUTIVE SUMMARY

Our proposal to provide parking management services for the Port Authority of New York & New Jersey (PANYNJ) at John F. Kennedy International Airport (JFK), LaGuardia Airport (LGA), Newark Liberty International Airport (EWR) and Stewart International Airport (SWF) has been developed and submitted consistent to the form and structure requested in the RFP document. In our response we have made every effort to be concise in our narrative while providing sufficient detail to demonstrate our clear understanding of this project, the venue and the expectations of the PANYNJ.

When choosing a professional management company, the Authority must determine the management qualities that would best fit the needs of the overall operation, and the company that has the ability to provide stellar customer service to the public. At ABM Parking Services, we believe that our proposal demonstrates and encompasses those qualities that will best suit the needs of the Port Authority.

Our proposal highlights the strengths of our company:

Qualifications: ABM Parking Services more than forty-six years overall history, coupled with our more than thirty-seven airport contracts, is both a testament to our strength, integrity and unique qualifications. In addition to JFK International Airport, LaGuardia Airport and Newark Liberty International Airport, we provide parking and / or shuttle and ground transportation management for airports including, Sacramento International Airport, Washington Dulles International Airport, Oakland International Airport, San Jose International Airport, Orlando International Airport, Ronald Reagan Washington National Airport and Minneapolis St. Paul International Airport. Our complete list of airports operations is provided within our proposal. We invite you to contact any of client airports and ask about our professional approach to managing their unique parking needs.

Approach to Providing Required Services: The overall management plan contained in our proposal is drawn not only from our years of experience of operations at JFK, LGA and EWR, but also from the best practices from our airport operations across the county and our various other parking operations nationwide. Within our proposal we will show that our organization does not simply meet the standards set by the Port Authority of New York & New Jersey, but clearly exceed them.

Cost Proposal: Our Cost Proposal was developed with a complete understanding of the financial obligations that the parking operator must meet while maintaining the superior level of customer service that the PANYNJ has come to expect from its parking management service provider. Our cost proposal was developed using comprehensive information on employee wages and benefits, employee tenure and the cost of daily operations and historical trends of more than 27 years of on-site knowledge.

It should be clearly noted that our proposal includes more than $700,000 per year in personnel that are critical to the success of the operation but where included as neither a billable position or as a required management fee position. As detailed by attachment to our

Management Fee Form, these positions include, location specific Human Resource Managers, Payroll Supervisors, Executive Administrators and perhaps most significantly, Customer Service Managers. Each of these positions are currently filled by experienced individuals committed to success of the parking services of the PANYNJ's Airports.

Our cost proposal was developed with the full cooperation of the unions that represent the majority of our employees. We worked closely with these unions to develop a wage and benefit structure that is fair and reasonable and will guarantee labor harmony for years to come.

Our effective internal programs and lean corporate structure allow us to pass through to the PANYNJ significant savings, which are reflected in our proposed costs. Because of the value we demonstrate in employee recruiting and training we are able to get the most from each of our valued associates. As payroll and related expenses are the single greatest cost to any parking operation, our ability to reduce payroll by creative shift development will save the PANYNY significant resources through the term of this parking management agreement. Our commitment of providing a fully automated payroll system based on the biometrics of each employee only strengthens our ability to best use the fiscal resources provided to ABM in the management of your parking service.

In today's economic circumstances we clearly understand that a dollar saved is even more valuable than a dollar collected. While many companies, including ABM, will correctly strive to account for each dollar of revenue, we go an extra step in providing a formally structured procurement plan that maximizes the use of resources and provides our local, regional and corporate management with the industry's best practices.

Approach to Providing Required Services: The overall management plan contained in our proposal is drawn not only from our years of experience of operations at JFK, LGA and EWR, but also from the best practices from our airport operations across the county and our various other parking operations nationwide. Within our proposal we will show that our organization does not simply meet the standards set by the Port Authority of New York & New Jersey, but clearly exceed them.

Financial Strength: ABM Inc., and ABM Parking Service's significant financial standing is a key component in any contract with public agencies, assuring fiscal security and longevity. At ABM Parking Services we understand the economic uncertainties that can impact the aviation industry. Because of our coordinated diversification of services developed under the umbrella of our corporate parent, ABM Industries, we are able to provide our clients desired stability and support.

Management Structure: With the submission of our proposal to the Port Authority of New York & New Jersey, ABM Parking Services will be providing a robust management structure. The executive responsible for oversight of this contract will each have more than 25 years of hands-on airport experience. As account executive, Mr. Scott Hutchison is a true airport parking professional who understands the tremendous scope of service required for major

international airports. Our designated Regional Contract Manager has a detailed understanding of every position within the parking operations at JFK, LGA and EWR. Mr. Michael Joseph has spent his professional career with the parking operations at these airports and has proven to get others to strive for the same high level of excellence that he expects of himself.

Each airport parking service has a professional General Manager and Operations Manager. These managers each have years of experience; both at their respective venue and within the parking industry. Each manager is highly respected by their employees and work closely with them to provide the level of service the PANYNJ has come to expect from ABM Parking Services.

In addition to the strong support that the Port Authority of New York & New Jersey has come to rely on from our executives and managers, ABM Parking Services will also provide proven airport management and executive support through our airport specific operations. Each executive, manager and support team member within ABM Parking Services is proven airport parking professional. Together we bring the wealth of experience gathered from providing airport parking and transportation services from across the county with the hands on management of our local executive management team.

Marketing: New to this proposal is the development of bona fide Sales and Marketing program. While the PANYNJ has required that we include a Regional Sales & Marketing Coordinator in our Cost Proposal Form as part of our Management Fee, we submit a detailed plan to develop and implement a successful marketing plan for the airport parking services. Our plan includes the use of a professional marketing agency to perform an in-depth market analysis. Our selected marketing firm will work in close concert with PANYNJ administration and our Regional Sales and Marking Coordinator to use the market analysis to develop a fluid marking strategy.

Environmental Commitment: Within our proposal we will demonstrate our commitment from our corporate level through our individual locations to reducing the carbon footprint of the parking and transportation services. Our proposal details our efforts of utilizing industry best practice in use of alternative energy, recycling and a reduction of energy use. ABM Industries, as well as ABM Parking Services is a Platinum Level Partner with the Green Parking Council. We strive to educate our local management on environmental practices by publishing a monthly "Green Update" to reinforce our corporate commitment.

Technology: Much of our environmental commitment is met by looking for ways to embrace continual advancements in technology within the parking industry. With the support of ABM, we are now able to provide our clients with a range of technological tools that can make our parking service nearly paper free. From our automated payroll systems to on-line monthly reporting, we provide our clients with the options they want their parking operations. Our secure systems will allow designated Authority staff the ability to pull parking data as needed, when needed. Our proprietary system will allow client to review

monthly statements with a "drill down" ability to look at and save actual invoices for all reimbursable expenses.

In the following submission, we demonstrate our experience in managing significant airport parking services. We show our commitment to provide only high professional executives and managers to work with the PANYNJ. Our Cost Proposal was developed with an intimate understanding of real costs required to provide the service that is expected by the PANYNJ for the management and operation of their airport parking services. We hope we have been able to adequately address all concerns the PANYNJ may have regarding the parking operations at JFK, LGA, EWR and SWF and demonstrate that ABM Parking Services is best situated to provide the seamless continuation of the dynamic operation.

CERTIFICATIONS WITH RESPECT TO CONTRACTOR'S INTEGRITY PROVISIONS

Ampco System Parking, DBA ABM Parking Services, by signing our Letter of Transmittal, makes the certifications in the "Contractor's Integrity Provisions," included in Attachment B, Part IV entitled, "Standard Contract Terms and Conditions" of this RFP.

THE PORT AUTHORITY OF NY & NJ

John F. Kennedy INTERNATIONAL AIRPORT | LaGuardia AIRPORT | Newark Liberty INTERNATIONAL AIRPORT | Stewart INTERNATIONAL AIRPORT

ABM Parking Services

DESCRIPTION OF IMPLEMENTATION AND MANAGEMENT

Implementation and Management of Services

a. I. CORPORATE STRUCTURE

For the past 45 years, Ampco System Parking DBA ABM Parking Services has been one of the nation's premier operators of parking facilities, presently serving clients in 40 states and over 200 cities throughout the country. Starting from the ground up in 1966, with just one parking facility, ABM Parking Services has grown to its present size of over 2,000 locations, 37 Airport Operations and over 12,500 employees. ABM opened our first airport operation in the late 1960's, and since then we have operated all types of airport operations from large, international airports such as John F. Kennedy and Minneapolis – St. Paul, medium size airports such as Honolulu, Oakland and Austin to small, regional airports like Southwest Georgia and Santa Barbara.

As a subsidiary of ABM Industries Incorporated, ABM Parking Services can draw on the financial strength and infrastructure of one of the largest building services companies in the country. ABM Industries, Inc. is a New York Stock Exchange listed company with annual revenues exceeding $4.2 billion and a workforce numbering more than 101,000; the company is able to offer a full range of janitorial, security and engineering services, in addition to parking and transportation. ABM's corporate reach extends across the continental U.S., Hawaii and Canada, and we have the unique ability to operate on a broad national level, while still retaining a regional and local presence through our branches and local offices.

ABM Parking Services Overview

Annual Revenue	$618 million
Total Gross Revenue	$1.2 billion
Employees	12,500
Operations	2,000
Airport Operations	37
Dun & Bradstreet Rating	*5A1*
Dun & Bradstreet Number	04-848-8340
Company Founded	1966
Parent Company	ABM Industries, Incorporated

ABM Parking Services Headquarters
1150 South Olive Street, 19th Floor
Los Angeles, California 90015
Telephone: (213) 284-7600
Facsimile: (213) 284-3885
Website: www.abm.com

ABM Parking Services Airport Operations Office
45 E Broadway
Salt Lake City, Utah 84111
Telephone: (801) 364-7275
Facsimile: (866) 349-0516

ABM Parking Services PANYNJ Regional Office
Building 70, Brewster Road
Newark, New Jersey 07114
Telephone: (973) 792-8239
Facsimile: (973) 353-0912

Airport Experience

ABM Parking Services is an industry leader in Airport Parking and Transportation. ABM has 37 airport operations across the country, performing services such as parking management, valet parking, shuttle transportation management and ground transportation / taxi management services.

Local Presence

Each regional office operates like a company within a company, which means our management staff is locally based, with local market knowledge and involvement. This greatly enhances our ability to serve each individual client and to respond instantly to any need that may develop. Every regional office is under the direct supervision and responsibility of an experienced Vice President, supported by a team of Branch and Operations Managers, and is fully integrated with our operations, accounting, payroll, human resources, auditing and claims departments.

With our significant history providing parking and / or shuttle management services to many of nation's most dynamic airports including EWR, JFK and LGA, we clearly understand the importance of providing executive and management oversight of these services with experienced professionals. Each of the executives and managers assigned to your operations will come with years of experience and with a complete understanding of the size and scope of airport operations.

Your contacts with ABM Parking Services will be:

Scott Hutchison, Vice President Airports

Michael Joseph, Regional Manager

Proposed General Managers:

Stanley Peterson (EWR & SWF)

Orlando Rodriguez (JFK)

Haroon Akhtar (LGA)

Ampco System Parking DBA ABM Parking Services operates across America as ABM Parking Services, Ampco System Parking, Ampco AirPark, Five Star Parking, System Parking, Network Parking and Healthcare Parking Systems of America.

ABM Parking Services

AMPCO SYSTEM PARKING AMPCO AirPark Five Star Parking SYSTEM PARKING NETWORK PARKING HealthCare Parking Systems of America

Company Expertise

With our long history of experience in the industry we are able to think, and operate a property or facility, as a manager would - as if we're an extension of the "office of the Managing Entity." This keeps the lines of communication open, helps us stay within the policies established by the Authority, and enables us to maintain a proactive operational philosophy. In fact, we believe a good deal of our success can be attributed to this approach.

ABM Parking Services has expanded its areas of expertise over the years. Today we manage subterranean and hi-rise garages, as well as commercial complexes, surface lots, municipal parking enforcement through government privatization movements, mixed-use facilities, hotels, hospitals, colleges, universities and airport operations. We also provide site analysis and consulting services for property owners.

Customer Service

We operate under the principle that customer service is key to achieving success in the 21st century. At ABM, we believe that our continued growth and prosperity is a direct result of maintaining satisfied clients, which ultimately begins with efficiently servicing the needs of our most important customer, **the parker**. The parking business dictates that our employees will always create the first and last impression of every patron utilizing your facilities. This is why we maintain a customer service department, and a "Customer Courtesy Program" that guarantees a pleasant experience or the visit is on us. This service guarantee is unmatched by any other parking management company.

Technology

In today's fast paced world, it is necessary to utilize technology to increase employee productivity and enhance client communication. Whether it's a new system to improve revenue control, enhance efficiency or fine-tune auditing, ABM has the experience and technology to make it happen.

The Internet has opened communication to even the most remote locations, allowing ABM Parking Services to stay connected to the customer. We now have the capability to deliver financial and reporting information, quickly and efficiently, regardless of location or time zone. Our complex computer network is integrated into an information collection and reporting system, providing instant access to information and staff at all times to handle last minute requests. ABM continues to invest in its information processing systems and these initiatives are supported by the IT department of ABM Industries. Their main goal is to provide regular support and expertise to keep our clients connected.

Revenue / Cash Control

ABM Parking Services is keenly aware that parking is a "cash" business and that the operator is charged with the responsibility of accurately controlling, collecting, and ultimately reporting to its clients all financial activity related to their facilities. With the use of computerized revenue control equipment, accompanied by our own revenue control software, we can ensure that the integrity of the cash handling system will be maintained. One of our most useful revenue control tools is SCORE^4, an accounting and invoicing program. SCORE^4 is part of ABM's proprietary software package developed by ABM Industries, our parent company. SCORE^4 is an acronym for "Simplified Computer On-site Revenue Entry Version 4." The system enables us to keep more accurate records of monthly revenue, generate accounts receivable aging reports for all monthly accounts, and assists in the reconciliation of active monthly card lists.

Ampco will provide the SCORE technology as a basic enhancement to its standard management services.

PCI Compliance

ABM Parking Services has been working diligently since the requirements from the Payment Card Industry (PCI) were released several years ago. ABM Parking Services holds a Certificate of Compliance and is enrolled in Trustwave's TrustKeeper Compliance Validation service to meet the Payment Card Industry Data Security Standard (PCI/DSS).

Trustwave and its TrustKeeper Compliance Validation Service have been accredited by all of the major card associations' data security programs including:

- **VISA USA** - (CISP - Cardholder Information Security Program)
- **VISA International** - (AIS - Account Information Security)
- **MasterCard Worldwide** - (SDP- Site Data Protection)
- **American Express** - (DSOP -Data Security Operating Policy)
- **Discover Network** - (DISC - Discover Information Security and Compliance)
- **JCB** - Fully supports the PCI DSS mandate and TrustKeeper in support of that mandate.

Auditing

ABM Parking Services augments its financial control systems by employing many trained field auditors who routinely monitor our employees and systems for policy compliance. Parking **is** our business. However, we fully realize that, in most cases, our business comprises only a small portion of our client's overall pursuit. While we are very proud to be associated with some of the most prestigious office complexes, hotels, hospitals, retail centers, municipal facilities, and airports throughout the nation, we consider each and every project, down to the smallest corner surface lot, to be our "most important client."

Services

ABM Parking Services provides a wide range of services related to the variety of parking and transportation facilities in which we operate. We continue to enhance our areas of expertise by offering our employees continuous training in a wide variety of fields, including revenue control, facility management, and customer service. Through our retention of key employees, we are always prepared to assist our existing and future clients with the following types of services:

- ADA compliance review
- Comprehensive audits of procedures and revenue accounting
- Consulting on pre-construction design and layout of parking facilities
- Customer satisfaction surveys
- Assist customers in preparing schedules used in due diligence
- On and off street meter collections / enforcement
- Parking utilization analysis

- Rate analysis and recommendations
- Revenue control equipment recommendation and supervision of installation
- Revenue enhancement programs through new and innovative services
- Shuttle transportation services
- Signage, graphics and aesthetic enhancement recommendations
- Stack parking programs
- Valet parking

And of course...parking management.

Our Philosophy

ABM Parking Services will maximize the parking revenue at all of the facilities we operate through the implementation of *comprehensive cash control practices and* procedures while simultaneously controlling our expenses. While we work to achieve this goal, our services will always be offered in a first class manner by dedicated customer-oriented employees.

Compliance

Ampco System Parking, DBA ABM Parking Services, has complied with the requirements of all other contracts we have had with the Port Authority and its subsidiaries.

THE PORT AUTHORITY OF NY & NJ

John F. Kennedy INTERNATIONAL AIRPORT | LaGuardia AIRPORT | Newark Liberty INTERNATIONAL AIRPORT | Stewart INTERNATIONAL AIRPORT

ABM Parking Services

TRANSITION PLAN

a. ii. TRANSITION PLAN

Transition Plan for EWR, JFK & LGA

Transitions of parking contracts at airports demonstrate the true professionalism, expertise and integrity of a parking management firm. This is one of the times when the best and the worst of each company can be clearly seen and magnified. ABM Parking Services clearly understands the importance of and is dedicated to providing a flawless contract transition for the Port Authority of New York and New Jersey Airport Parking Facilities. This is true not only for transitioning into new contracts but is also paramount in transitioning from one contract to another and transitioning out of a location. We clearly understand that smooth transitions are only accomplished with detailed planning using an experienced team working for established goals. As such we have developed regional transition teams made up of experienced managers with corporate and administrative support staff. Each transition team consists of at least one company executive complemented by professionals in the areas of operations, accounting, human resources, safety, and information technology. Ampco is always committed to providing the resources necessary to make any manner of transition at the Port Authority of New York and New Jersey Airport Parking Facilities a success.

TRANSITION PLAN – NEW CONTRACT

ABM Parking Services is the current parking facilities operations and management provider for EWR, JFK and LGA, therefore we are uniquely positioned to provide a seamless transition from the current contract to a new contract. In addition to our familiarity with and long standing service to the Authority, ABM Parking Services will dedicate all necessary resources to meet our proposal commitments in a timely manner. ABM will be fully prepared to implement all aspects of the new contract as approved by Authority staff by the required commencement date of September 15, 2012. The Authority Staff will be apprised of the transition progress via our Transition Checklist that will be relayed daily via email.

ABM Parking Service's current personnel at the Airports will continue with the day-to-day operations of the parking facilities operations and management. The current onsite staff will be supplemented with our corporate transition team. This team will work closely with Authority staff and our local management team to ensure the transition is seamless, with a minimal impact on existing day-to-day operations. Our transition team will consist of Scott Hutchison – *Vice President of Airports and Michael Joseph* - Regional Manager; and a host of specialists from our Airport Office in Salt Lake City. The support of our local General Managers and their teams, will additionally provide valuable assistance to achieve a successful transition.

There will be a number of changes from the contract that is currently in place to the new contract such as the addition of a Marketing Manager, new fleet vehicles, etc. Therefore, ABM will conduct a new contract orientation meeting for all employees that will facilitate the commencement of the new contract. This meeting will be held in lieu of a quarterly training meeting and will be conducted by members of our transition team. This meeting will reintroduce our company's policies and procedures as well as our expectations to each of our employees. Similar meetings will be

required of any Authority approved subcontractors as well.

During the transition period Mr. Hutchinson, our Vice President - Airports, will meet frequently with Authority management to ensure that ABM Parking Services and our local management team have a complete understanding of the expectations that the Authority has with regard to this contract. Numerous facets of the contract will require close coordination with our assigned Authority contract managers. Mr. Hutchison will work closely with the Authority to coordinate the introduction of any new responsibilities to any Authority - approved subcontractors and / or suppliers utilized on this contract. To facilitate a smooth transition, Mr. Hutchison and Mr. Joseph will be onsite for much of the transition period to monitor our progress and coordinate all necessary aspects of the transition with our contract administrator.

As much of the transitional work as possible will be accomplished by our trained transition team members. Our local staff will be able to continue to provide the high level of performance and customer satisfaction that is expected at the Port Authority of New York and New Jersey Airport Parking Facilities.

Transition Plan – Exit (Outgoing)

A professional parking management contractor must be prepared to conclude and exit a contract in the same organized manner with which the contract was commenced. Although this can be an uncomfortable period for all employees of the outgoing company as well as the Authority staff, a comprehensive exit transition plan will provide a smooth and efficient transition for everyone involved. Our exit transition plan addresses the following specific areas of concern: employees, contracts, equipment and billing.

Similar to our contract-to-contract transition plan, our exit transition plan also includes a number of executive and corporate staff to ensure that ABM meets our obligation to the Port Authority of New York and New Jersey, our customers and our employees. Our exit transition team will be identical to our new contract transition team and will be available to supplement the day-to-day activities of the onsite staff. As with the contract to contract transition, each step of the exit transition will be relayed daily to the Authority staff through a Transition Checklist via email.

Exit transitions are most difficult for local staff that may find themselves losing positions, wages and benefits through a change in contractors. ABM Parking Services makes every effort to address the concerns of our employees at the end of a contract. Our transition team will schedule a series of employee meetings where all non-managerial / supervisory employees will be made aware of available positions with our other local operations and may request a transfer. ABM will also work with the Authority staff to provide the new parking contractor with a roster of all employees that we do not expect to retain. If the new operator is not interested in maintaining an existing hourly employee, the employee will be referred to ABM's career placement group for support in finding a new job.

Our past experience with exit transitions has demonstrated to our management level employees that they are valued beyond the

scope of an individual contract. Over the years, ABM has developed a high quality management team at EWR, JFK and LGA. We have invested time and resources in developing these individuals and it would be our desire to utilize their talents in other ABM locations. Our exit plan will include transferring and / or promoting various members of our management team to other open positions within our local or national operations. As with all of our other personnel, any members of our management team not retained or hired by the new parking contractor will be referred to ABM's career placement group for support in finding a new job.

At the conclusion of the contract our human resources department working with local management and clerical staff will close out employee benefits. These benefits will include any accrued yet unused vacation and sick pay. We will also work with each employee to ensure that they understand their rights to continue with the medical health plan at their own expense (COBRA). Our General Managers will remain on location for approximately one week following the beginning of a new contract and will ensure that all of our employees' compensation is properly handled and that all ABM assets (if any) are removed from the site.

As with our employees, ABM Parking Services has a responsibility to our exiting vendors and subcontractors. As part of our exit transition plan, ABM will contact each vendor and subcontractor to inform them of our status. Those companies that currently have operating contracts will be given cancellation notices in sufficient time to honor all contract specifications. We will also notify the many vendors that allow us to operate with an open account of the change in operators. Each vendor will be encouraged to issue a final invoice as soon as possible following the termination of our contract.

By necessity and at the close of the last business day, all Authority owned equipment would be accounted for and presented to the Authority for final inspection. All leased / owned office equipment, such as the copy and fax machines, vehicles, etc. will be removed. All office furniture and supplies not provided by the Authority or sold to the new parking contractor will be removed from the location. All ABM / Five Star logos will also be removed and / or covered up following the conclusion of our contract. This will include any signage and documents that bare our corporate logo and any manuals and training supplies developed by our staff. Prior to the final close of our contract, our representatives will meet with Authority staff to determine which required forms and documents they may wish to retain in storage on site.

Working with the Authority staff, we will schedule a date for an end of contract meeting. At this meeting ABM Parking Services will be prepared to present any concluding suggestions to facilitate the remaining transition process as well as provide any final documentation as required by the Authority. Of course, if any of the above conflicts with the Authority's concept for transition, we will come to a mutually agreeable procedure for the process.

We have always worked hard to meet the needs of the airport clients we serve and believe that we can continue to meet the needs

of the Port Authority of New York and New Jersey Airport Parking Facilities better than any of our competitors, simply because of our extensive local experience and proven ability to effectively manage these operations. By selecting ABM Parking Services, the transition will be seamless and the Authority staff can continue to focus on other ongoing projects, without worrying about the transition to a new parking operator.

Transition Plan for SWF

Transitions from one parking operator to another are often difficult. But when handled professionally, the transition can actually strengthen the relationship with the project's customers. ABM Parking Services has transitioned parking operations of almost every size and type, and our promise to you is that we will handle the transition at the Stewart International Airport so that every aspect of the changeover is completed smoothly, systematically, and on time, with detailed documentation.

ABM Parking Services has successfully completed over ten transitions to new airports over the past five years, many of which involved parking, valet and / or shuttle operations. No matter the situation, we have continually demonstrated our ability to develop and implement a comprehensive plan to minimize operational issues during all phases of the transition process. As a matter of fact, in 2010 we successfully transitioned the parking management operations of both the Washington Dulles International Airport and Ronald Reagan National Airport on the same day. We are confident that our extensive experience coupled with the expertise of our on-site transition team will allow ABM Parking Services to exceed the Authority's expectations and provide for a seamless transition.

Upon award of the contract to manage the parking management services for the Stewart International Airport, ABM will provide an experienced on-site Transition Team to facilitate the change over. Our transition team will be assembled by and under the direction of our Vice President, Scott Hutchison. This team will include our Regional Manager Michael Joseph as well as our proposed General Manager (SWF will be managed by our Newark General Manager, Stanley Peterson) and various regional specialists in the areas of operations, accounting, safety, human resources and information technology. Although each team member will be responsible for one particular aspect of the process, we believe a dynamic management team is the backbone of a successful transition. Our on-site transition team will be supplemented as necessary with support from our Airport Division office in Salt Lake City and the ABM Parking Services Corporate Office located in Los Angeles.

To ensure that we understand exactly what is required from the parking operator, Mr. Hutchison, Mr. Joseph and the proposed General Manager will be available to attend regular meetings with the airport staff well before the transition takes place.

We plan to have our core transition team assembled weeks in advance so that ample time is allowed to prepare for the transition. In addition, our experienced staff is uniquely familiar with the transition process at major international airports and as a result we are

confident that we will be able to facilitate the transition on a minimal time frame.

This comprehensive transition plan will allow ABM Parking Services to effectively coordinate our efforts with the Authority during all stages of the transition.

First Stage

Upon verbal award the contract, ABM will immediately begin to coordinate the overall transition process. Mr. Hutchison will assemble the core transition personnel and delegate each individual's assignments and responsibilities.

The ABM Transition Team, including our Director of Safety and our Director of Airport Audit & Revenue Control, will conduct a complete walk through and evaluation of the entire facility during this stage. In addition, ABM will set up a meeting at the earliest possible time with the appropriate Authority contract administrator(s) to address the following issues:

- Coordination of the transition agenda with the ABM Transition Team and Authority Staff
- Verify staffing, route and maintenance schedules.
- Evaluate equipment/inventory needs.
- Ratify all contract requirements and address insurance issues.

Second Stage

Staffing & Training

At the beginning of this stage, the ABM transition team will conduct thorough departmental evaluations and make recommendations to supplement existing operations. Based on these evaluations, a definitive staffing plan of the entire operation will be developed and submitted to the airport for final approval. Upon approval of the staffing plan, training and orientation will commence for all existing employees acquired by ABM Parking Services. It is our intent to offer jobs to all current qualified parking personnel so that a core base of competent employees will remain at the airport. Each employee will be required to pass a drug screen and a detailed background check to include MVR (driver) verification. We will hire any necessary new employees at least one week prior to the transition so that they can be adequately trained and ready to work prior to takeover.

In addition to the initial training and orientation of site specific policies and procedures, ABM will ensure that all of our employees have been properly trained on our industry leading customer service program. Technical support and training will be arranged for employees involved with the revenue control, accounting and inventory systems.

Each of our employees who drive company vehicles must complete our driver training program, as well as our Decision Driving Program. ABM Parking Services has successfully implemented this driver training program at all of our operations nationwide. This program allows our drivers to demonstrate competency in each of the three training modules presented in the course including

Vehicle Operations, Emergency Management and Customer Service.

Uniforms
During this stage, a meeting will be scheduled with Mr. Hutchison and the assigned Authority staff member(s) to finalize the uniform scheme for all personnel. Uniforms will be distributed to employees prior to the transition date.

Forms & Supplies
Also during this period, a comprehensive list of required forms and supplies will be compiled. All necessary forms and supplies will be ordered and everything will be available to be placed on site at least one week prior to the start up date.

Fixtures & Equipment
Any new fixtures and/ or equipment required for the operation will be purchased and installed. All existing equipment will be inspected and any necessary maintenance will be scheduled/ performed on an as needed basis. Any necessary vehicles will be delivered before start up.

Contractors & Suppliers
ABM's proposed General Manager, will schedule a meeting with Authority administration to review existing agreements with all contractors and suppliers involved in the parking management operations. Contractors and suppliers will be informed of the operator change and the effective date. New contractor/supplier agreements will be negotiated as necessary and will be subject to Authority approval.

Operations Manual
Based on our on-site analysis from the initial transition stage, ABM will develop a Standard Operating Procedures (SOP) manual designed to meet the specific needs of the parking management services for the Stewart International Airport. The initial manual will be submitted to the Authority for approval prior to start up. Pending review, the operations manual will be implemented at the inception of the contract and will continually evolve to address the operational concerns of this dynamic environment.

Safety Audit
By the end of this stage, the ABM Safety Coordinator, in conjunction with various members of our Transition Team, will have evaluated the current operation and developed a comprehensive safety program specifically tailored to the parking management services for the Stewart International Airport.

Operational Audit
Finally, once in operation for 30-days, we will provide the Authority with a comprehensive operational and procedural audit for review. As with most new contracts acquired, there are typically many areas of concern that need to be evaluated and addressed. We have found it to be very beneficial to our local managers and contract administrators to have such an audit performed. As with most operations, auditors are able to help us recognize potential problems and identify appropriate solutions.

Transition Plan – Gantt Chart
To get a true understanding of ABM Parking Services's detailed plans for transitioning the Stewart International Airport, we ask that you

refer to the comprehensive Gantt chart located at the end of this section. This attachment provides a graphical depiction of each of the steps that we plan to follow during the transition to ensure that the expectations of Authority staff are met or exceeded. Our transition plan clearly delineates the resources, whether they are onsite or part of our corporate support team that will be called upon during the critical transition phase. The attached Gantt chart details the transition in approximately one month's time; however we are confident that our extensive experience will allow us significant flexibility to adjust to the Authority's specific needs. Moreover, the transition plan Gantt Chart has been prepared using *Microsoft Project* software. This dynamic project management tool illustrates the interrelationships of all scheduled project tasks as they progress over the transition period. Consequently, every phase of the transition can be clearly monitored and the specific progress related to each of the transition tasks will be documented. This chart will be the primary instrument through which ABM Parking Services will keep the Authority informed of the transition progress.

Please see our detailed Transition Plan on the following page.

THE PORT AUTHORITY OF NY & NJ

John F. Kennedy LaGuardia Newark Liberty Stewart

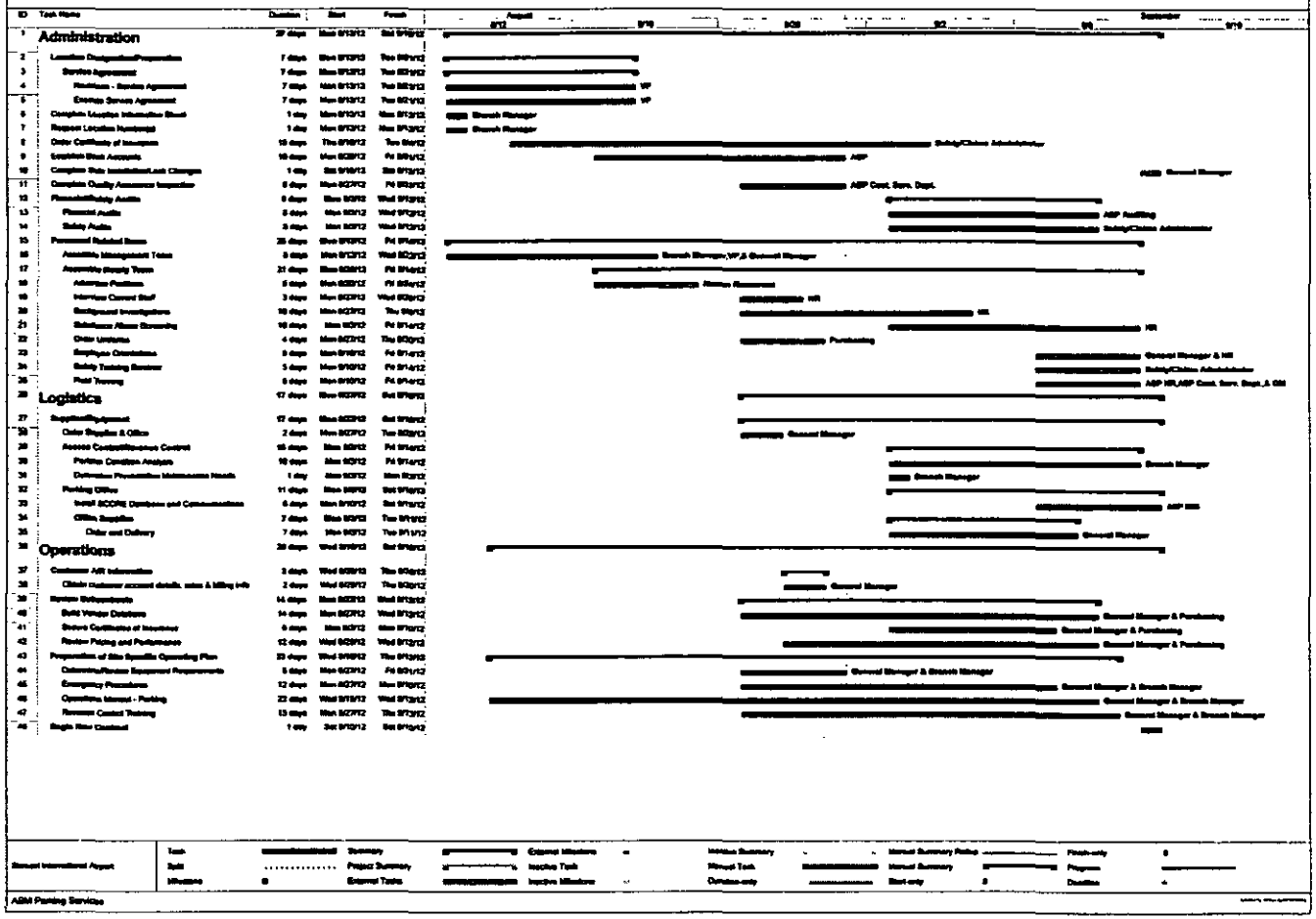
ABM Parking Services

SWF TRANSITION GANTT CHART

ABM Parking Services Transition Gantt Chart

Stewart International Airport

Parking Facilities Management



THE PORT AUTHORITY OF NY & NJ

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ABM Parking Services

EMPLOYEE MANAGEMENT PROGRAMS

b. Employee Management Programs

i. Airport Management Training

ABM Parking Services' Airport Management Training for the Port Authority of New York and New Jersey Airports consists of annual on-line certifications, on-site OSHA Facility Certifications, on-site Security Training, on-site Leadership Training, off-Site Leadership Training (Boot Camp), and on-site Customer Service/Customer Care Training.

On-line certifications are:

1. Accounting & Recordkeeping (approximately 2.5 hours) is a slide presentation ending with a certification test (80% is deemed passing) to ensure, that in addition to following SOP's and policies within our contract with the Authority, our management team is well versed in the overall SOP's and policies of ABM Parking Services. Managers that must take this course are:
   a. Regional Manager
   b. Regional Customer Service & Training Manager
   c. Regional Finance Manager
   d. General Managers
   e. Operations Managers
   f. Assistant Operations Manager
   g. Audit Supervisors
   h. I.T. Manager
   i. Quality Assurance Managers
   j. Employee Parking Sales Office Managers

2. PCI (Credit Card) Security Standards (approximately 1 hour) is a slide presentation with test questions to ensure that we are compliant and up-to-date with the rules and regulations governing the security of credit cards. Managers that must take this course are the same as noted above in addition to other applicable employees that have direct credit card interaction.

3. Courtesy & Customer Service (approximately 30 minutes) is a slide presentation with test questions pertaining in general to the soft skills interactions of the workplace. This program ensures that all understand and are compliant with the need to extend basic courtesy in the workplace to all; and as a service industry, the need to provide exceptional customer service to our patrons. Managers that must take this course are the same as noted above.

4. Decision Driving (approximately 3 hours) is a six-module slide presentation focusing on driver safety. To receive certification, participants must receive 100% on the test. Managers that are authorized to drive a company vehicle must take this course.

Our on-site OSHA Facility Certifications and Security Trainings are broken down in detail in the respective bullets below. Suffice to say that our management team must take part in all certifications done at their facilities.

On-site Leadership Training, off-Site Leadership Training (Boot Camp), and on-site Customer Service/Customer Care Training breakdown as follows:

1. One annual two-hour on-site Leadership Seminar is a program built and delivered by our Customer Service and Training Department. All the managers noted above, along with our Supervisor and SIC staffs take part in this training. The focus is on development of the leadership skills that participants use when interacting with their staff on a daily basis. Videos, role-playing and lecture formats are used.

2. Off-site Manager's Boot Camp is an all day (8 hours) training done in a local hotel conference room. Participants consist of those noted above and any available SIC staff may take part as well. This is an intense program built and delivered by our Customer Service and Training Department, although at times in the past, guest presenters were brought in. Though a small portion of the day may be dedicated to troubleshooting or brainstorming on a current or relevant issue or concern, this is an intensive program geared toward developing and enhancing leadership skills. A wide variety of topics are covered using various formats.

ii. Security Training

It is mandatory that all ABM Parking Services employees working at an airport location take part in the First Observer Security Training Certification program. This 45 minute program consisting of video and lecture is done during New Hire Orientation. Once a year we submit the names of our certified employees to the TSA to be issued certificates.

First Observer is a national security and safety awareness program. Sponsored and administered by the Department of Homeland Security (DHS) under the auspices of the Transportation Security Administration (TSA) and funded by the Federal Emergency Management Agency (FEMA), this program leverages the 'eyes and ears' of transportation professionals who travel the roadways to OBSERVE, ASSESS, and REPORT activities that may pose a security risk to our nation. Through First Observer training, persons are taught to recognize suspicious behavior and activities as they relate to personal security. Many of these same threat indicators may also apply to the security of our nation.

In addition to First Observer, we further address Security in New Hire Training (Safety), some of our Monthly Safety (Toolbox Talks), and Phase 4 of our OSHA Facility Certification. Should a particular security issue become of concern, we would certainly incorporate applicable security training into any of our Leadership and/or Customer Service Training seminars as well.

iii. OSHA Training

ABM Safety Vision

At ABM Parking Services, safety is owned by all employees and is one of the key drivers of decision-making by our senior leadership team. Safety is a component of our performance management process and resources are available across all Divisions to help us continue to evolve towards a "world class" safety culture. Our goal is to elevate

expectations for safety at ABM, educate and reinforce safe behaviors, learn from our near misses and incidents, reduce injury rates and resulting expenses and improve profits.

It is because of our Safety Vision that we have in place our Annual Facility OSHA Certification Program. ALL EMPLOYEES at ALL LOCATIONS take part in this training. Overview and goals of the Facility OSHA Certification Program are as follows:

- To ensure every facility is provided with concise instructions on deployment of applicable safety programs.
- To help location managers facilitate simple implementation of each program phase.
- To produce tangible training and procedural documentation that will result in reduced frequency and severity of accidents.

All locations are required to document all phases of the Facility Certification Program on an annual basis. This exercise will ensure that and revisions in law, policy and training programs will be incorporated into the certification process. This will also ensure that any new employee acquired by a location is appropriately trained per Company Policy and OSHA law. Employees that were previously trained on a specific program do not necessarily need to be re-trained every year unless otherwise indicated in that phase of the training. All "original source documents" are placed into the OSHA three ring binder as indicated in Phase 1 of the Certification Program.

There are nine (9) Phases to our OSHA Certification and our on-site Customer Service and Training Department ensures that all applicable employees are trained in all applicable Phases.

Phase 1	The Injury and Illness Prevention Program (IIPP) / Employee Safety Orientation
Phase 2	Employee Job Task Safety Training
Phase 3	Hazard Communication Program - Right to Know / MSDS
Phase 4	Emergency Preparedness and Evacuation
Phase 5	Other Workplace Exposures
Phase 6	Shuttle Location Certification
Phase 7	*Valet Location Certification*
Phase 8	Reporting Employee Injuries, New Materials Accident Investigation, Employee Return to Work
Phase 9	Environmental Awareness

iv. Employee Motivational Training

Each year our on-site Customer Service and Training Department builds and delivers two 2-hour Customer Service Training Seminars which focus on soft skills and employee motivation. Usually done in the months of June and November, all employees must take part in these programs.

Both seminars focus in on motivating employees through lecture, video, and / or role playing and teambuilding activities. Varying themes and games are used to encourage employee participation. We also use one of these two seminars annually to redistribute and review applicable revised manuals (i.e., Operations Manual), and the Port Authority Customer Care Standards for Attitude, Awareness, Appearance, Knowledge.

At times, the Port Authority Customer Care Trainers take part in one of these annual seminars to bring in a "refresher" Port Authority Customer Care Program.

The Port Authority Customer Care Program is also part of our New Hire Orientation program.

v. Quality Assurance / Quality Control

With any businesses, the most vital asset is the customers. When our customers feel satisfied, they continue to do business with us and recommend us to their friends and associates. ABM Parking Services strives to meet a high level of customer service at the Port Authority of New York and New Jersey Parking Operations. To maintain this challenge, our established Quality Assurance program is designed and put in place to satisfy each and every customer's expectation.

Quality Assurance Program

It is one thing to say that something will be done and yet another to do it. With this in mind, ABM Parking Services has established its own in-house Quality Assurance Team to ensure that each of our customer service objectives are attained. The fact that the Quality Assurance Department exists is conveyed to the employees at the customer service training seminar as a means of emphasizing that particular checks and balances are present. All aspects of the extensive quality assurance objective are introduced at the seminar as well.

The Quality Assurance Inspection form will be completed and will reflect the results of an unannounced and random inspection of the Port Authority Airport Parking Operations performed by our in-house Quality Control Inspector. It is made clear that the results of the inspection, which may also include specific employee evaluations, will be reviewed with the Authority's management staff. As demonstrated below, the inspection covers specifics in five areas:

- Personnel / Courtesy
- Office / Shuttle Appearance
- Shuttle Maintenance
- Equipment
- Signage / Graphics

Our inspector will arrive at the facilities unannounced and introduce himself / herself to the Supervisor on duty. They will then complete their inspection and deliver the results to the General Manager as well as the Authority's representative. They will follow up on any outstanding items within 30-60 days. In addition, the ABM Parking Services' regional and operations managers will augment the inspections with unscheduled visits of their own.

MANAGEMENT APPROACH

The Quality Assurance Program is designed to enhance the operation of the ABM managed operations. We believe that it serves as one more example of our commitment to our customers.

vi. Audit Programs

ABM Parking Services understands that the Port Authority of New York & New Jersey is intensely interested in how we manage the day-to-day operation of its business. To this end we provide all our clients with a comprehensive economic performance profile that takes into account all of the unique specifications of each facility we operate.

Our performance is scrutinized by our local and national senior operations and accounting staffs, augmented by ABM's Corporate Auditing Department, which focuses on items such as ticket control, daily and cashier shift reports, monthly parking reconciliation, deposit control, safety compliance and numerous other categories — everything that bears upon the fiscal health of the PANYNJ Airport Parking Facilities.

Once each audit has been completed, the results are forwarded to our on-site management team for a performance analysis. Then our Regional Manager will discuss the results with the Airport, complete with suggestions to remedy any deficiencies specified in the audit.

The PANYNJ Airport Parking Facilities will also benefit from the input of our independent third-party auditor, Walker Parking Consultants, which specializes in the auditing of parking operations and is recognized as one of the top firms in the business. Walker Parking Consultants has designed a program exclusively for ABM's facilities, and the consultant's review combined with our Field Audit Department program, will provide both operational and financial coverage and support for the parking facilities. In fact, ABM is fortunate to have Margaret Kann, our Asst. Vice President of Airport Audit. Ms. Kann is recognized throughout the parking industry as an expert in parking facility audit and revenue control. Margaret began her career twenty-one years ago as a supervisor at Orlando International Airport. She was quickly promoted to the position of General Manager of parking, valet and taxi operations. Margaret's progressive management style was an integral part of our success in the Orlando parking operation. Her proactive approach and thorough knowledge of operating procedures

enhanced the integrity of all our revenue control systems. She developed and formalized the standard operating procedures manual, cashier training programs, audit procedures and created a detailed reporting package that has been critiqued by industry consultants as "most comprehensive and informative". Margaret's leadership produced one of the most experienced and capable parking management teams in the industry. In 1998 she was promoted to Director of Audit and Revenue where she oversees the audit process and ABM's national credit card contract. She is also responsible for achieving and maintaining ABM's PCI compliance. Margaret works closely with parking equipment vendors to ensure that all equipment meets the PCI-DSS requirements.

We routinely perform multiple audits, and subject to Authority approval, we will provide you with an audit schedule to ensure that the facilities receive comprehensive and timely reviews so that the level of revenues collected and reported from the sites are accurately measured. Be assured that no audit will be performed entirely from our corporate offices. ABM Parking Services' field audit staff will make several visits to the facilities. In addition to our standard auditing protocol, further audits will be accommodated when requested by the Authority.

Several types of supplemental audits are performed by the ABM Auditing Department. These audits verify the accurate completion of the daily reports and associated inventory controls, compliance with our Standard Operating Procedures, ticket handling guidelines, deposit monitoring techniques, quality control at the facility level and revenue comparisons, etc. The following outline briefly describes the various types of audits our Field Audit Department will perform at the PANYNJ Airport Parking Facilities pursuant to your scheduling directive.

Standard Operating Procedures Audit

ABM Parking Services has developed and implemented throughout the company, a series of record keeping and reporting procedures which are compiled into a manual of Standard Operating Procedures. These form the core of our accounting requirements and incorporate all essential considerations of internal controls, segregation of duties, and revenue control. These procedures, in general, establish the first line of defense against all opportunities for fraud either by the employees or the customers.

Where needed, these procedures will be modified to the specific characteristics of the revenue control equipment. The location may possess unique revenue control weak points due to the physical layout of the parking facility, operating hours or traffic flow logistics, all of which impact the various revenue control systems.

With this in mind, the staff from the Auditing Department is required to visit the operation during the course of the year to perform the Standard Operating Procedures Audit. In actuality, this audit represents an accumulation of numerous mini-audits combined to comprise one thorough operational and financial analysis. This audit reviews each segment of the Standard Operating Procedures to ensure compliance of all company procedures. All reports created and maintained by the facility

management are reviewed at this time. During the visit, the audit staff will correct and instruct the Regional and General Managers on any procedural deficiencies. A follow-up visit is made approximately one month later. Failure to comply with company or approved location policies may result in mandated attendance at a supplemental training session. Each component of the Standard Operating Procedures Audit is enumerated below:

Ticket Shopping

Ticket shopping is one of the most effective as well as most simple methods of auditing. An auditor visits the facility under the guise of a regular parker. The ticket is photocopied to document the transaction. The auditor pays the fee and exits the facility. The next day, the audit staff reviews the tickets, cashier / shift report and DCR to verify that the control ticket was processed according to procedure. This is the initial step of the SOP Audit.

Booth / Cashier Audits

A booth / cashier audit dictates that a member of the audit staff work side-by-side with various cashiers at the facilities. The revenue for the shift is then compared to previous shifts, days, months, etc., in an effort to verify consistencies and trends.

Comprehensive Ticket Audits

Ticket audits are performed as part of the SOP Audit and upon request. While the majority of the tickets are audited on a daily basis by the local audit staff, spot checks are performed on a regular basis. The purpose of the ticket audit is to ensure tickets are processed correctly and accurately represent the level of revenue disclosed on the daily cash reports.

General Audit Survey

The General Audit Survey (GAS) involves an evaluation of the Daily Cash Reports and corresponding documentation. Specifically, the GAS audit evaluates the completion of the daily cash reports and corresponding documentation. Many areas are reviewed while performing the GAS audit. Auditors are particularly concerned with the timeliness of deposits, presence and composition of deposit slips, validation sales, monthly sales, ticket sequences, availability of reports, cashier / shift reports, the Safety Maintenance Schedule, deposit monitoring system and the Standard Operating Procedure Training Class.

Review of Monthly / Employee Parking Records / Billings

The monthly records at the facilities are inspected to ensure all accounts are complete and current. These monthly records include the invoices, keycard / AVI index and the active key card printouts, when available for the employees as well as any monthly contract parkers. Generally, if maintained properly, all records and appropriate ledgers are audited to ensure they reconcile to one another and reflect the current trends in the facilities. Included on the ledger records must be the name of the parker, amount paid each month, balances due, tax exemptions, and keycard numbers, if applicable.

Thereafter, active keycards / AVI's / hangtags are compared to the reported monthly sales as disclosed on the invoices, monthly records, DCRs, etc. To determine the status of each card, an active keycard printout is requested from the facilities. The auditor is present at the facility to inspect the printout as it is created. All active key cards are compared to the

previous monthly reports and current trends. This reconciliation also includes an identification of all keycard holders for each account. Historical sales journals are also reviewed to cite monthly parking trends as necessary.

Payroll Audit

Payroll audits are performed on a random basis and involve an auditor who receives and distributes payroll checks by location. Schedules and time cards are inspected, and proper identification is required of each employee. This is to be sure that checks are issued only to current employees.

Quality Control Inspections

A quality control inspector visits and inspects each facility, carefully taking note of safety practices, the personnel / courtesy program, the offices and cashier books, structure and lot surface, equipment, shuttles, signage, graphics and general bookkeeping. A report is sent to the Airport management team, and a follow-up visit is made to ensure that deficiencies are rectified.

Comment Card Audit

Visitors and airport employee parkers are invited to complete comment cards, including any suggestions they may have. These are then forwarded to our corporate office, where they are audited. The Director of Customer Service often personally participates in this audit and may spend time with employees for supplemental training. After the comment cards have been thoroughly reviewed, a comprehensive report is created. After six months, the location may distribute comment cards again to see if progress has been made in the area of customer satisfaction.

Employee Training

The onsite General Managers and staff will attend extensive training sessions at given intervals. These sessions will feature all operations procedures and reporting requirements. Additionally all employees will be instructed in completion of daily cash reports (DCRs), cashier / shift reports (SRs), daily depositing policies, monthly parking reports, the SCORE[4] accounting and invoicing system, and, if applicable, customer service components, quality assurance specifications, safety / preventative measures, accident claim instructions and employee incentive programs. An informative customer service and quality assurance program video also will be viewed by employees.

The General Managers and staff will be monitored to see that all current procedures are followed and stringent controls are present, as part of the regular audit process. Also, the Standard Operating Procedures Training Course review session will be attended annually, and all staff members involved in any accounting-related activities must pass the SOP examination, which is issued at the close of an audit or after a training class.

vii. Disciplinary Procedures

ABM Parking Services has a progressive discipline policy to identify and address employee and employment related problems. This policy applies to any and all employee conduct that the company, in its sole discretion, determines must be addressed by discipline. That process is as follows:

1. Documented Verbal Warning; An employee will be given a verbal warning when he or she engages in problematic behavior. As the first step in the progressive discipline policy, a verbal warning is meant to alert the employee that a problem may exist or that one has been identified, which must be addressed.
2. Written Warning; A written warning is more serious than a verbal warning. A written warning will be given when an employee engages in conduct that justifies a written warning or the employee engages in unacceptable behavior during the period that a verbal warning is in effect.
3. Suspension; A suspension without pay is more serious than a written warning. An employee will be suspended when he or she engages in conduct that justifies a suspension or the employee engages in unacceptable behavior during the period that a written warning is in effect.
4. Termination; An employee will be terminated when he or she engages in conduct that justifies termination or does not correct the matter that resulted in the less severe discipline.

Of course, there are situations from time to time that warrant immediate suspension or termination. When circumstances arise, the prior steps of a verbal and / or written warning are surpassed. Additionally, as the majority of our rank and file are union employees, there may be occasion where the collective bargaining agreement disciplinary action policy varies slightly from the above.

viii. Staffing Plan

ABM Parking Services plans to utilize the following full and part time personnel to operate the Port Authority of New York and New Jersey Airport Parking Operations.

Airport	FT Emp	PT Emp
EWR	231	8
JFK	195	9
LGA	119	3
SWF	8	2

Please see our proposed Staffing Plans for all four airports on the following pages.

THE PORT AUTHORITY OF NY & NJ

John F. Kennedy INTERNATIONAL AIRPORT | LaGuardia AIRPORT | Newark Liberty INTERNATIONAL AIRPORT | Stewart INTERNATIONAL AIRPORT

ABM Parking Services

REGIONAL STAFFING PLAN

ABM Parking Services

ABM PARKING SERVICES - REGIONAL POSITIONS

STAFF SCHEDULE REQUIREMENTS - POST COVERAGE

Effective Date: 09/15/2012	Saturday, September 15, 2012																					
	Monday			Tuesday			Wednesday			Thursday			Friday			Saturday			Sunday			Weekly
MANAGERS		905			905			905			905			905								Hours
Regional Contract Manager		8			8			8			8			8								40
Regional Human Resources Coordinator		8			8			8			8			8								40
Regional Customer Services/Training Coordinator		8			8			8			8			8								40
Regional Finance & Reporting Coordinator		8			8			8			8			8								40
Regional Sales & Marketing Coordinator		8			8			8			8			8								40
Shift Total		40			40			40			40			40								200

ABM Parking Services

ABM PARKING SERVICES
Management and Operations of Parking Facilities Services
Regional Positions
Staffing Plan

	Mo	Tu	We	Th	Fr	Sa	Su	Total
Regional Contract Manager	8	8	8	8	8			40
Regional Human Resources Coordinator	8	8	8	8	8			40
Regional Customer Services/Training Coordinator	8	8	8	8	8			40
Regional Fianance & Reporting Coordinator	8	8	8	8	8			40
Regional Sales & Marketing Coordinator	8	8	8	8	8			40
Actual Hours	40	40	40	40	40			200
Post Coverage Required	40	40	40	40	40			200
Relief Coverage	0	0	0	0	0			0

THE PORT AUTHORITY OF NY & NJ

John F. Kennedy INTERNATIONAL AIRPORT | LaGuardia AIRPORT | Newark Liberty INTERNATIONAL AIRPORT | Stewart INTERNATIONAL AIRPORT

ABM Parking Services

NEWARK LIBERTY INTERNATIONAL AIRPORT STAFFING PLAN

ABM Parking Services

ABM PARKING SERVICES - NEWARK LIBERTY INTERNATIONAL AIRPORT

STAFF SCHEDULE REQUIREMENTS - POST COVERAGE

Effective Date: 09/15/2012 — Saturday, September 15, 2012

	Monday			Tuesday			Wednesday			Thursday			Friday			Saturday			Sunday			Weekly
MANAGERS		9x5			9x5			9x5			9x5			9x5								Hours
General Manager		8			8			8			8			8								40
Operations Manager		8			8			8			8			8								40
Shift Total		16			16			16			16			16								80

	Monday			Tuesday			Wednesday			Thursday			Friday			Saturday			Sunday			Weekly
SUPERVISOR-IN-CHARGE (FIELD/OFFICE)	23x7	7x15	15x23	23x7	7x15	15x23	23x7	7x15	15x23	23x7	7x15	15x23	23x7	7x15	15x23	23x7	7x15	15x23	23x7	7x15	15x23	Hours
SIC (Ops)	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	168
SIC (Field) 8a-4p-12a		8	8		8	8		8	8		8	8		8	8		8	8		8	8	112
Sales Office Manager (8a-4p)		8			8			8			8			8								40
Shift Totals	8	24	16	8	24	16	8	24	16	8	24	16	8	24	16	8	16	16	8	16	16	320
Daily Totals		48			48			48			48			48			40			40		320

	Monday			Tuesday			Wednesday			Thursday			Friday			Saturday			Sunday			Weekly
SUPERVISOR (FIELD/OFFICE)	23x7	7x15	15x23	23x7	7x15	15x23	23x7	7x15	15x23	23x7	7x15	15x23	23x7	7x15	15x23	23x7	7x15	15x23	23x7	7x15	15x23	Hours
Control Office																						
CTP Desk/Vault Romm	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	168
PRCS (Workstation)	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	168
PRCS 2 (4p-12a)			8			8			8			8			8			8			8	56
MLPI (12am-8am)	8			8			8			8			8									40
ABC - Short Term																						
CTP Plaza Unmanned Lanes (10a-2a)	4	4	8	4	4	8	4	4	8	4	4	8	4	4	8	4	4	8	4	4	8	112
CTP Plaza	8		8	8		8	8		8	8		8	8		8	8		8	8		8	112
CTP Tour 2 / Plaza 3 (6a-2a)	4	8	8	4	8	8	4	8	8	4	8	8	4	8	8	4	8	8	4	8	8	140
Plaza 2 (2p-2a)	4		8	4		8	4		8	4		8	4		8	4		8	4		8	84
Skim (6p-10p)			4			4			4			4			4			4			4	28
P1/P3 Daily																						
P1/P3 Plaza/Field	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	168
P4 Daily																						
P4 Plaza / Garage	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	168
Lot F - Employee Lot																						
Lot F	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	168
Economy Lot																						
P6	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	168
FIELD	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	168
VALET	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	168
Sub-Total	92	76	108	92	76	108	92	76	108	92	76	108	92	76	108	84	76	108	84	76	108	1916
Daily Total		276			276			276			276			276			268			268		1916
OFFICE/OPERATIONS SUPERVISORS																						
SIC (CSR/Utility)		8			8			8			8			8								40
Audit Dept (Supervisor)		8			8			8			8			8								40
Quality Assurance (9x5)		8			8			8			8			8								40
IT Mgr		8			8			8			8			8								40
Valet Mgr(M9a-5p,T/W8a-4p,T/F1p-9p)		8			8			8				8			8							40
Sub-Total		40			40			40			32	8		32	8							200

Daily Hours		40			40			40			40			40			32					2116
Total Daily Hours		316			316			316			316			316			256					2116

	Monday			Tuesday			Wednesday			Thursday			Friday			Saturday			Sunday			Weekly
LANE CASHIER	12x8	8x4	4x12	12x8	8x4	4x12	12x8	8x4	4x12	12x8	8x4	4x12	12x8	8x4	4x12	12x8	8x4	4x12	12x8	8x4	4x12	Hours
ABC																						
CTP 900																						0
CTP 901																						0
CTP 902 (6am-2am)	4	8	8	4	8	8	4	8	8	4	8	8	4	8	8	4	8	8	4	8	8	140
CTP 903 (6am-2am)	4	8	8	4	8	8	4	8	8	4	8	8	4	8	8	4	8	8	4	8	8	140
CTP 904	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	168
CTP 905 (10a-2a) Unmanned		U		N		M		A		N		N		E		O		L	A	N	E	0
CTP 906 (10a-2a) Unmanned		U		N		M		A		N		N		E		D		L	A	N	E	0
CTP 907	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	168
CTP 908	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8		8	8		8	8	152
CTP 909 (3pm-11pm-7am)	8	0	8	8	0	8	8	0	8	8	0	8	8	0	8	8	0	8	8	0	8	112
PLAZA 3																						
910			8			8			8			8			8						8	48
911 (7a-2a)	3	8	8	3	8	8	3	8	8	3	8	8	3	8	8	3	8	8	3	8	8	133
912 (7a-2a)	3	8	8	3	8	8	3	8	8	3	8	8	3	8	8	3	8	8	3	8	8	133
913 (7a-2a)	3	8	8	3	8	8	3	8	8	3	8	8	3	8	8	3	8	8	3	8	8	133
PLAZA 2																						
914 (2p-10p-2a)	4		8	4		8	4		8	4		8	4		8	4		8	4		8	84
915 (2p-10p-2a)	4		8	4		8	4		8	4		8	4		8	4		8	4		8	84
916 (2p-10p-2a)	4		8	4		8	4		8	4		8	4		8	4		8	4		8	84
P1/P3 DAILY																						
404	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	168
405	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	168
406			8									8			8						8	32
P4 DAILY																						
801	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	168
802	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	168
803 (3p-2a)	3		8			8			8	3		8	3		8			8			8	65
ECONOMY/LONG TERM LOT																						
P6 73	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	168
P6 74	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	168
VALET																						
Valet (3p - 2a)												8			8							16
Valet	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	168
Shift Totals	120	120	176	117	120	168	117	120	168	120	120	184	120	120	184	109	120	160	109	120	176	2868
Daily Totals		416			405			405			424			424			389			405		2868

	Monday			Tuesday			Wednesday			Thursday			Friday			Saturday			Sunday			Weekly
TRAFFIC/VALET ATTENDANT	11x7	7x3	3x11	11x7	7x3	3x11	11x7	7x3	3x11	11x7	7x3	3x11	11x7	7x3	3x11	11x7	7x3	3x11	11x7	7x3	3x11	Hours
A team (CTP Traffic)		8			8			8			8			8								40
P4 (6a-2p-8p)		8	6		8	6		8	6		8	6										56
P4 (6a-2p-8p)		8	6		8	6		8	6		8	6										56
P4 (Entrance / Valet)		8			8			8			8											32
B Team (CTP Traffic)			8			8			8			8			8			8			8	56
Plaza 2 (10a-6p-2a)						8			8			8			8			8			8	48
Plaza 3 (7a-2a)	3	8	8	3	8	8	3	8	8	3	8	8	3	8	8	3	8	8	3	8	8	133

P 6 Entrance (7a-3p-10p)		8	8		8	8		8	8		8	8		8	8		8	8		8	8	112
Lot F - Employee Lot																						
Entrance	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	168
Exit	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	168
VALET																						
Outer Lot	8			8			8			8			8			8			8			56
Valet		8	8		8	8		8	8		8	8		8	8							80
Valet (9p-5a/5a-1p/1p-9p)	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	168
Valet (9p-5a/5a-1p/1p-9p)	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	168
Valet (5a-1p/1p-9p) M-W					8	8		8	8		8	8		8	8		8	8		8	8	96
6:30a-14:30p		8			8			8			8			8								40
9a-5p		8			8			8			8			8								40
Shift Totals	43	104	76	43	112	92	43	112	92	43	112	92	43	88	60	43	56	72	43	56	72	1517
Daily Totals		223			247			247			247			211			171			171		1517

CLERKS		Monday			Tuesday			Wednesday			Thursday			Friday			Saturday			Sunday		Weekly
REVENUE CLERKS	12x8	8x4	4x12	12x8	8x4	4x12	12x8	8x4	4x12	12x8	8x4	4x12	12x8	8x4	4x12	12x8	8x4	4x12	12x8	8x4	4x12	Hours
Audit-01		8			8			8			8			8								40
Audit-02		8			8			8			8			8								40
Audit-03		8			8			8			8			8								40
Audit-04		8			8			8			8			8								40
Audit -05		8			8			8			8			8								40
Audit -06		8			8			8			8			8								40
Audit -07		8			8			8			8			8								40
Audit -08		8			8			8			8			8								40
Audit -09		8			8			8			8			8								40
Audit -10		8			8			8			8			8								40
Audit-11		8			8			8			8			8								40
Audit-12		8			8			8			8			8								40
EMPLOYEE SALES OFFICE																						480
Clerk - 1 (8a-4p)		8			8			8			8			8								40
Clerk - 2 (9a-5p)		8			8			8			8			8								40
Clerk - 3 (9a-5p)		8			8			8			8			8								40
Sub-Total		120			120			120			120			120								1120
OFFICE/ADMINISTRATIVE CLERKS																						
H/R Receiptionist		8			8			8			8			8								40
Exec Admin (9a-5p)		8			8			8			8			8								40
CS/Training Coordinator (9a-5p)		8			8			8			8			8								40
Payroll Manager (8a-4p)		8			8			8			8			8								40
Human Resources Asst Manager		*8*			*8*			*8*			*8*			*8*								40
Sub-Total		40			40			40			40			40								200
Daily Totals		160			160			160			160			160								800
TOTAL SCHEDULE HOURS		903			916			916			935			839								7701

ABM Parking Services

ABM - Parking Services
Management and Operations of Parking Facilities
Newark Liberty International Airport
Staffing Plan

	Mo	Tu	We	Th	Fr	Sa	Su	Total
General Manager	8	8	8	8	8			40
Operations Manager	8	8	8	8	8			40
	16	16	16	16	16			80
Supervisor In Charge Hours								
Supervisor In Charge 1	0500-1300	0500-1300	0500-1300	0500-1300			0500-1300	40
Supervisor In Charge 2	1000-1800	1000-1800	1000-1800	1000-1800	1000-1800			40
Supervisor In Charge 3		0800-1600	0800-1600	0800-1600	0800-1600	0800-1600		40
Supervisor In Charge 4		2400-0800	2400-0800	2400-0800	2100-0500	2100-0500		40
Supervisor In Charge 5	1300-2100	1300-2100	1300-2100	1300-2100			1300-2100	40
Supervisor In Charge 6		1600-2400	1600-2400	1600-2400	1600-2400	1600-2400		40
Supervisor In Charge 7	2100-0500	2100-0500	2100-0500	2100-0500			2100-0500	40
Supervisor In Charge 8	1600-2400	1600-2400			1300-2100	1300-2100	1600-2400	40
Supervisor In Charge 9	0800-1600			0800-1600	0500-1300	0500-1300	0800-1600	40
Scheduled Hours	48	64	56	64	48	40	40	360
Required Hours	48	48	48	48	48	40	40	320
Relief Hours	0	16	8	16	0	0	0	40
Supervisor Hours	M	Tu	W	Th	F	Sa	Su	
(IT) Supervisor 1	0900-1700	0900-1700	0900-1700	0900-1700	0900-1700			40
(Construction) Supervisor 2	0600-1400	0600-1400	0600-1400	0600-1400	0600-1400			40
Supervisor 3	0600-1400	0600-1400	0600-1400	0600-1400	0600-1400			40
(Audit) Supervisor 4	0600-1400	0600-1400	0600-1400	0600-1400	0600-1400			40
Supervisor 5		0600-1400	0600-1400	0600-1400	0600-1400	0600-1400		40
Supervisor 6	0600-1400	0600-1400	0600-1400	0600-1400	0600-1400			40
(Valet) Supervisor 7	0800-1600	0800-1600	0800-1600	1400-2200	1400-2200			40
Supervisor 8	1400-2200	1400-2200	1400-2200	1400-2200	1400-2200			40
Supervisor 9	2400-0800	2400-0800	2400-0800	2400-0800	2400-0800			40
Supervisor 10		2200-0600	2200-0600	2200-0600	2200-0600	2200-0600		40
Supervisor 11	0600-1400	0600-1400	0600-1400	0600-1400	0600-1400			40
Supervisor 12		0600-1400	0600-1400	0600-1400	0600-1400	0600-1400		40
Supervisor 13		1800-0200	1800-0200	1800-0200	1800-0200	1800-0200		40
Supervisor 14	0600-1400	0600-1400	0600-1400	0600-1400			0600-1400	40
Supervisor 15	0600-1400	0600-1400	0600-1400	0600-1400			0600-1400	40
Supervisor 16	1400-2200	1400-2200	1400-2200	1400-2200	1400-2200			40
Supervisor 17		1400-2200	1400-2200	1400-2200	1400-2200	1400-2200		40
Supervisor 18	1400-2200	1400-2200			1400-2200	1400-2200	1400-2200	40
Supervisor 19	0600-1400	0600-1400	0600-1400			0600-1400	0600-1400	40
Supervisor 20	1400-2200	1400-2200	1400-2200	1400-2200	1400-2200			40
Supervisor 21	0600-1400	0600-1400	0600-1400			0600-1400	0600-1400	40
Supervisor 22			0600-1400	0600-1400	0600-1400	0600-1400	0600-1400	40
Supervisor 23			0600-1400	0600-1400	0600-1400	0600-1400	0600-1400	40
Supervisor 24	0600-1400			0600-1400	0600-1400	0600-1400	0600-1400	40
Supervisor 25	0600-1400	0600-1400			0600-1400	0600-1400	0600-1400	40
Supervisor 26	0600-1400	0600-1400	0600-1400			0600-1400	0600-1400	40
Supervisor 27	1400-2200	1400-2200	1400-2200	1400-2200	1400-2200			40
Supervisor 28	1800-0200			1400-2200	1800-0200	1800-0200	1800-0200	40
Supervisor 29	2200-0600	2200-0600	2200-0600	2200-0600			2200-0600	40
Supervisor 30	2200-0600	2200-0600	2200-0600	2200-0600	2200-0600			40
Supervisor 31	1800-0200	1800-0200	1800-0200	1800-0200			1800-0200	40
Supervisor 32	1400-2200	1400-2200	1400-2200			1400-2200	1400-2200	40
Supervisor 33	0600-1400			0600-1400	0600-1400	0600-1400	0600-1400	40
Supervisor 34	1400-2200	1400-2200	1400-2200	1400-2200			1400-2200	40
Supervisor 35	1400-2200	1400-2200	1400-2200			1400-2200	1400-2200	40
Supervisor 36	0600-1400	0600-1400			0600-1400	0600-1400	0600-1400	40
Supervisor 37			2200-0600	2200-0600	2200-0600	2200-0600	2200-0600	40
Supervisor 38	0600-1400			0600-1400	0600-1400	0600-1400	0600-1400	40
(Quality Assurance) Supervisor 39	0900-1700	0900-1700	0900-1700	0900-1700	0900-1700			40
Supervisor 40	2200-0600	2200-0600	2200-0600	2200-0600	2200-0600			40
Supervisor 41	2200-0600	2200-0600	2200-0600	2200-0600			2200-0600	40

Supervisor 42		2200-0600	2200-0600	2200-0600	2200-0600	2200-0600		40
Supervisor 43	1400-2200	1400-2200	1400-2200	1400-2200			1400-2200	40
Supervisor 44			1400-2200	1400-2200	1400-2200	1400-2200	1400-2200	40
Supervisor 45	2200-0600	2200-0600	2200-0600			2200-0600	2200-0600	40
Supervisor 46	2200-0600	2200-0600	2200-0600	2200-0600			2200-0600	40
Supervisor 47	1400-2200	1400-2200	1400-2200			1400-2200	1400-2200	40
Supervisor 48	2200-0600	2200-0600			2200-0600	2200-0600	2200-0600	40
Supervisor 49	1400-2200	1400-2200			1400-2200	1400-2200	1400-2200	40
Supervisor 50	1400-2200	1400-2200			1400-2200	1400-2200	1400-2200	40
Supervisor 51			1400-2200	1400-2200	1400-2200	1400-2200	1400-2200	40
Supervisor 52	2200-0600	2200-0600			2200-0600	2200-0600	2200-0600	40
Supervisor 53			1400-2200	1400-2200	1400-2200	1400-2200	1400-2200	40
Supervisor 54	2200-0600			2200-0600	2200-0600	2200-0600	2200-0600	40
Supervisor 55	1600-2400	1600-2400	1600-2400	1600-2400			1600-2400	40
Supervisor 56	2200-0600	2200-0600			2200-0600	2200-0600	2200-0600	40
Supervisor 57	1400-2200			1400-2200	1400-2200	1400-2200	1400-2200	40
Supervisor 58			1400-2200	1400-2200	1400-2200	1400-2200	1400-2200	40
Supervisor 59	1400-2200	1400-2200			1400-2200	1400-2200	1400-2200	40
Supervisor 60			2200-0600	2200-0600	2200-0600	2200-0600	2200-0600	40
Supervisor 61	2200-0600	2200-0600	2200-0600			2200-0600	2200-0600	40
Supervisor 62		1400-2200	1400-2200	1400-2200	1400-2200	1400-2200		40
Supervisor 63	2200-0600			2200-0600	2200-0600	2200-0600	2200-0600	40
Supervisor 64	1400-2200			1400-2200	1400-2200	1400-2200	1400-2200	40
Supervisor 65		1400-2200	1400-2200	1400-2200	1400-2200	1400-2200		40
Scheduled Hours	392	392	384	384	384	328	336	2600
Required Hours	316	316	316	316	316	268	268	2116
Relief Hours	76	76	68	68	68	60	68	484
Cashier Hours	M	TU	W	TH	F	SA	SU	
Cashier 1	1500-2300	1500-2300	1500-2300	1500-2300	1500-2300			40
Cashier 2	0700-1500	0700-1500	0700-1500	0700-1500			0700-1500	40
Cashier 3	0700-1500	0700-1500	0700-1500	0700-1500	0700-1500			40
Cashier 4	0700-1500	0700-1500	0700-1500	0700-1500	0700-1500			40
Cashier 5	1800-0200	1800-0200	1800-0200	1800-0200	1800-0200			40
Cashier 6	0700-1500	0700-1500	0700-1500	0700-1500	0700-1500			40
Cashier 7	0700-1500	0700-1500	0700-1500	0700-1500	0700-1500			40
Cashier 8		2200-0600	2200-0600	2200-0600	2200-0600	2200-0600		40
Cashier 9	0700-1500	0700-1500	0700-1500	0700-1500	0700-1500			40
Cashier 10	1500-2300	1500-2300	1500-2300	1500-2300	1500-2300			40
Cashier 11		0700-1500	0700-1500	0700-1500	0700-1500	0700-1500		40
Cashier 12		2300-0700	2300-0700	2300-0700	2300-0700	2300-0700		40
Cashier 13		0700-1500	0700-1500	0700-1500	0700-1500	0700-1500		40
Cashier 14	0700-1500	0700-1500	0700-1500	0700-1500			0700-1500	40
Cashier 15	0700-1500	0700-1500	0700-1500	0700-1500			0700-1500	40
Cashier 16	0700-1500	0700-1500	0700-1500	0700-1500			0700-1500	40
Cashier 17		0700-1500	0700-1500	0700-1500	0700-1500	0700-1500		40
Cashier 18	0700-1500	0700-1500	0700-1500	0700-1500			0700-1500	40
Cashier 19		0700-1500	0700-1500	0700-1500	0700-1500	0700-1500		40
Cashier 20		0700-1500	0700-1500	0700-1500	0700-1500	0700-1500		40
Cashier 21	0700-1500	0700-1500	0700-1500			0700-1500	0700-1500	40
Cashier 22	0700-1500	0700-1500	0700-1500			0700-1500	0700-1500	40
Cashier 23	0700-1500	0700-1500	0700-1500			0700-1500	0700-1500	40
Cashier 24	0700-1500	0700-1500	0700-1500			0700-1500	0700-1500	40
Cashier 25	*2300-0700*	*2300-0700*	*2300-0700*	*2300-0700*	*2300-0700*			*40*
Cashier 26	0700-1500	0700-1500	0700-1500			0700-1500	0700-1500	40
Cashier 27			0700-1500	0700-1500	0700-1500	0700-1500	0700-1500	40
Cashier 28			0700-1500	0700-1500	0700-1500	0700-1500	0700-1500	40
Cashier 29	2300-0700	2300-0700	2300-0700	2300-0700	2300-0700			40
Cashier 30			0700-1500	0700-1500	0700-1500	0700-1500	0700-1500	40
Cashier 31	2300-0700	2300-0700	2300-0700	2300-0700	2300-0700			40
Cashier 32	0700-1500	0700-1500	0700-1500			0700-1500	0700-1500	40
Cashier 33	0700-1500	0700-1500	0700-1500			0700-1500	0700-1500	40
Cashier 34	2200-0600	2200-0600	2200-0600	2200-0600	2200-0600			40
Cashier 35	1500-2300	1500-2300	1500-2300	1500-2300	1500-2300			40
Cashier 36	0700-1500	0700-1500			0700-1500	0700-1500	0700-1500	40
Cashier 37	2300-0700	2300-0700	2300-0700	2300-0700			2300-0700	40

Cashier 38	2300-0700	2300-0700	2300-0700	2300-0700			2300-0700	40
Cashier 39	1500-2300	1500-2300	1500-2300	1500-2300	1500-2300			40
Cashier 40	0700-1500	0700-1500			0700-1500	0700-1500	0700-1500	40
Cashier 41	1500-2300	1500-2300	1500-2300	1500-2300	1500-2300			40
Cashier 42	1500-2300	1500-2300	1500-2300	1500-2300	1500-2300			40
Cashier 43			0700-1500	0700-1500	0700-1500	0700-1500	0700-1500	40
Cashier 44		2300-0700	2300-0700	2300-0700	2300-0700	2300-0700		40
Cashier 45		2300-0700	2300-0700	2300-0700	2300-0700	2300-0700		40
Cashier 46	1500-2300	1500-2300	1500-2300	1500-2300	1500-2300			40
Cashier 47			0700-1500	0700-1500	0700-1500	0700-1500	0700-1500	40
Cashier 48	1400-2200			1400-2200	1400-2200	1400-2200	1400-2200	40
Cashier 49		1400-2200	1400-2200	1400-2200	1400-2200	1400-2200		40
Cashier 50	1800-0200	1800-0200	1800-0200			1800-0200	1800-0200	40
Cashier 51	0700-1500			0700-1500	0700-1500	0700-1500	0700-1500	40
Cashier 52		1500-2300	1500-2300	1500-2300	1500-2300	1500-2300		40
Cashier 53	2200-0600	2200-0600	2200-0600	2200-0600			2200-0600	40
Cashier 54		2300-0700	2300-0700	2300-0700	2300-0700	2300-0700		40
Cashier 55	2300-0700	2300-0700	2300-0700			2300-0700	2300-0700	40
Cashier 56	0700-1500	0700-1500			0700-1500	0700-1500	0700-1500	40
Cashier 57		1800-0200	1800-0200	1800-0200	1800-0200	1800-0200		40
Cashier 58			1500-2300	1500-2300	1500-2300	1500-2300	1500-2300	40
Cashier 59	1800-0200	1800-0200	1800-0200	1800-0200			1800-0200	40
Cashier 60	1800-0200	1800-0200	1800-0200	1800-0200			1800-0200	40
Cashier 61	1800-0200			1800-0200	1800-0200	1800-0200	1800-0200	40
Cashier 62		1500-2300	1500-2300	1500-2300	1500-2300	1500-2300		40
Cashier 63	2300-0700	2300-0700	2300-0700			2300-0700	2300-0700	40
Cashier 64	1500-2300	1500-2300	1500-2300	1500-2300			1500-2300	40
Cashier 65	1500-2300	1500-2300	1500-2300	1500-2300			1500-2300	40
Cashier 66	2300-0700			2300-0700	2300-0700	2300-0700	2300-0700	40
Cashier 67	2300-0700			2300-0700	2300-0700	2300-0700	2300-0700	40
Cashier 68	2300-0700	2300-0700	2300-0700			2300-0700	2300-0700	40
Cashier 69	1500-2300	1500-2300	1500-2300	1500-2300			1500-2300	40
Cashier 70	1400-2200	1400-2200			1400-2200	1400-2200	1400-2200	40
Cashier 71	2300-0700	2300-0700			2300-0700	2300-0700	2300-0700	40
Cashier 72	2300-0700			2300-0700	2300-0700	2300-0700	2300-0700	40
Cashier 73	1500-2300	1500-2300	1500-2300	1500-2300			1500-2300	40
Cashier 74	2300-0700	2300-0700			2300-0700	2300-0700	2300-0700	40
Cashier 75	1400-2200	1400-2200	1400-2200	1400-2200			1400-2200	40
Cashier 76	1400-2200	1400-2200	1400-2200	1400-2200			1400-2200	40
Cashier 77	1500-2300	1500-2300	1500-2300	1500-2300			1500-2300	40
Cashier 78	1500-2300	1500-2300	1500-2300			1500-2300	1500-2300	40
Cashier 79		2300-0700	2300-0700	2300-0700	2300-0700	2300-0700		40
Cashier 80	2300-0700	2300-0700			2300-0700	2300-0700	2300-0700	40
Cashier 81	2300-0700			2300-0700	2300-0700	2300-0700	2300-0700	40
Cashier 82	2300-0700	2300-0700			2300-0700	2300-0700	2300-0700	40
Cashier 83	1500-2300	1500-2300			1500-2300	1500-2300	1500-2300	40
Cashier 84	1800-0200	1800-0200			1800-0200	1800-0200	1800-0200	40
Cashier 85		1400-2200	1400-2200	1400-2200	1400-2200	1400-2200		40
Cashier 86	1400-2200	1400-2200	1400-2200			1400-2200	1400-2200	40

Cashier 87	1800-0200	1800-0200			1800-0200	1800-0200	1800-0200	40
Cashier 88	1500-2300	1500-2300	1500-2300			1500-2300	1500-2300	40
Cashier 89		1800-0200	1800-0200	1800-0200	1800-0200	1800-0200		40
Cashier 90	1500-2300	1500-2300	1500-2300			1500-2300	1500-2300	40
Cashier 91	0900-1300			0900-1300	0900-1300	0900-1300	0900-1300	20
Cashier 92	1700-2100	1700-2100	1700-2100			1700-2100	1700-2100	20
Cashier 93		1700-2100		1700-2100	1700-2100	1700-2100	1700-2100	20
Cashier 94	1700-2100			1700-2100	1700-2100	1700-2100	1700-2100	20
Cashier 95		1700-2100	1700-2100	1700-2100	1700-2100	1700-2100		20
Cashier 96	0900-1300			0900-1300	0900-1300	0900-1300	0900-1300	20
Cashier 97	0900-1300			0900-1300	0900-1300	0900-1300	0900-1300	20
Cashier 98	0900-1300			0900-1300	0900-1300	0900-1300	0900-1300	20
Scheduled Hours	560	628	584	540	492	480	476	3760
Required Hours	416	405	405	424	424	389	405	2868
Relief Hours	144	223	179	116	68	91	71	892
Traffic Attendant Hours	**M**	**TU**	**W**	**TH**	**F**	**SA**	**SU**	
Traffic Attendant 1	0700-1500	0700-1500	0700-1500	0700-1500	0700-1500			40
Traffic Attendant 2	0700-1500	0700-1500	0700-1500	0700-1500	0700-1500			40
Traffic Attendant 3	0700-1500	0700-1500	0700-1500	0700-1500	0700-1500			40
Traffic Attendant 4	*0500-1300*	*0500-1300*	*0500-1300*	*0500-1300*	*0500-1300*			*40*
Traffic Attendant 5	0700-1500	0700-1500	0700-1500	0700-1500	0700-1500			40
Traffic Attendant 6	0700-1500	0700-1500	0700-1500	0700-1500	0700-1500			40
Traffic Attendant 7		0500-1300	0500-1300	0500-1300	0500-1300	0500-1300		40
Traffic Attendant 8	0500-1300	0500-1300	0500-1300	0500-1300	0500-1300			40
Traffic Attendant 9		1300-2100	1300-2100	1300-2100	1300-2100	1300-2100		40
Traffic Attendant 10	2100-0500	2100-0500	2100-0500	2100-0500			2100-0500	40
Traffic Attendant 11			0500-1300	0500-1300	0500-1300	0500-1300	0500-1300	40
Traffic Attendant 12	0700-1500	0700-1500	0700-1500	0700-1500	0700-1500			40
Traffic Attendant 13	0700-1500	0700-1500	0700-1500			0700-1500	0700-1500	40
Traffic Attendant 14	0500-1300	0500-1300	0500-1300	0500-1300			0500-1300	40
Traffic Attendant 15	0500-1300	0500-1300	0500-1300			0500-1300	0500-1300	40
Traffic Attendant 16		2100-0500	2100-0500	2100-0500	2100-0500	2100-0500		40
Traffic Attendant 17	0500-1300	0500-1300			0500-1300	0500-1300	0500-1300	40
Traffic Attendant 18			*1300-2100*	*1300-2100*	*1300-2100*	*1300-2100*	*1300-2100*	*40*
Traffic Attendant 19	1300-2100	1300-2100			1300-2100	1300-2100	1300-2100	40
Traffic Attendant 20	1500-2300	1500-2300			1500-2300	1500-2300	1500-2300	40
Traffic Attendant 21	1300-2100	1300-2100	1300-2100	1300-2100			1300-2100	40
Traffic Attendant 22	1400-2200	1400-2200	1400-2200			1400-2200	1400-2200	40
Traffic Attendant 23	1400-2200	1400-2200	1400-2200			1400-2200	1400-2200	40
Traffic Attendant 24		1500-2300	1500-2300	1500-2300	1500-2300	1500-2300		40
Traffic Attendant 25			1400-2200	1400-2200	1400-2200	1400-2200	1400-2200	40
Traffic Attendant 26			1400-2200	1400-2200	1400-2200	1400-2200	1400-2200	40
Traffic Attendant 27	1500-2300			1500-2300	1500-2300	1500-2300	1500-2300	40
Traffic Attendant 28			1500-2300	1500-2300	1500-2300	1500-2300	1500-2300	40
Traffic Attendant 29			1500-2300	1500-2300	1500-2300	1500-2300	1500-2300	40
Traffic Attendant 30		1400-2200	1400-2200	1400-2200	1400-2200	1400-2200		40
Traffic Attendant 31	1500-2300			1500-2300	1500-2300	1500-2300	1500-2300	40
Traffic Attendant 32	1300-2100			1300-2100	1300-2100	1300-2100	1300-2100	40
Traffic Attendant 33	2100-0500	2100-0500	2100-0500			2100-0500	2100-0500	40
Traffic Attendant 34		1500-2300	1500-2300	1500-2300	1500-2300	1500-2300		40
Traffic Attendant 35	1500-2300			1500-2300	1500-2300	1500-2300	1500-2300	40
Traffic Attendant 36	2100-0500			2100-0500	2100-0500	2100-0500	2100-0500	40
Traffic Attendant 37		1500-2300			1500-2300	1500-2300	1500-2300	40
Traffic Attendant 38	1500-2300	1500-2300			1500-2300	1500-2300	1500-2300	40
Traffic Attendant 39	2100-0500			2100-0500	2100-0500	2100-0500	2100-0500	40
Traffic Attendant 40			1500-2300	1500-2300	1500-2300	1500-2300	1500-2300	40
Traffic Attendant 41	1500-2300			1500-2300	1500-2300	1500-2300	1500-2300	40
Traffic Attendant 42	1500-2300			1500-2300	1500-2300	1500-2300	1500-2300	40
Traffic Attendant 43	2200-0600	2200-0600	2200-0600			2200-0600	2200-0600	40
Traffic Attendant 44			1500-2300	1500-2300	1500-2300	1500-2300	1500-2300	40
Traffic Attendant 45	1500-2300			1500-2300	1500-2300	1500-2300	1500-2300	40
Scheduled Hours	248	224	248	272	288	272	248	1800
Required Hours	223	247	247	247	211	171	171	1517
Relief Hours	25	(23)	1	25	77	101	77	283

[illegible]	M	T	W	Th	F	SA	SU	[illegible]
Audit Department								
Audit Clerk 1	0700-1530	0700-1530	0700-1530	0700-1530	0700-1530			40
Audit Clerk 2	0730-1600	0730-1600	0730-1600	0730-1600	0730-1600			40
Audit Clerk 3	0730-1600	0730-1600	0730-1600	0730-1600	0730-1600			40
Audit Clerk 4	0730-1600	0730-1600	0730-1600	0730-1600	0730-1600			40
Audit Clerk 5	0730-1600	0730-1600	0730-1600	0730-1600	0730-1600			40
Audit Clerk 6	0730-1600	0730-1600	0730-1600	0730-1600	0730-1600			40
Audit Clerk 7	0730-1600	0730-1600	0730-1600	0730-1600	0730-1600			40
Audit Clerk 8	0730-1600	0730-1600	0730-1600	0730-1600	0730-1600			40
Audit Clerk 9	0730-1600	0730-1600	0730-1600	0730-1600	0730-1600			40
Audit Clerk 10	0730-1600	0730-1600	0730-1600	0730-1600	0730-1600			40
Audit Clerk 11	0730-1600	0730-1600	0730-1600	0730-1600	0730-1600			40
Audit Clerk 12	0730-1600	0730-1600	0730-1600	0730-1600	0730-1600			40
Sales Office								
Sales Office - Clerk 1	0730-1600	0730-1600	0730-1600	0730-1600	0730-1600			40
Sales Office - Clerk 2	0730-1600	0730-1600	0730-1600	0730-1600	0730-1600			40
Sales Office - Clerk 3	0845-1715	0845-1715	0845-1715	0845-1715	0845-1715			40
Office Admin Clerk								
Exec. Admin	0900-1700	0900-1700	0900-1700	0900-1700	0900-1700			40
CS/Training Coordinator	0900-1700	0900-1700	0900-1700	0900-1700	0900-1700			40
Payroll Amin.	0800-1600	0800-1600	0800-1600	0800-1600	0800-1600			40
Human Resources Asst. Mgr.	0900-1700	0900-1700	0900-1700	0900-1700	0900-1700			40
Receptionist	0800-1600	0800-1600	0800-1600	0800-1600	0800-1600			40
Scheduled Hours	160	160	160	160	160			800
Required Hours	160	160	160	160	160			800
Relief Hours	0	0	0	0	0			0
TOTALS								
Scheduled Hours	1424	1484	1448	1438	1388	1120	1100	8400
Required Hours	1179	1192	1192	1211	1175	868	884	7701
Relief Hours	245	292	256	225	213	252	216	1699

THE PORT AUTHORITY OF NY & NJ

John F. Kennedy INTERNATIONAL AIRPORT | LaGuardia AIRPORT | Newark Liberty INTERNATIONAL AIRPORT | Stewart INTERNATIONAL AIRPORT

ABM Parking Services

JFK INTERNATIONAL AIRPORT STAFFING PLAN

ABM Parking Services

ABM PARKING SERVICES - JOHN F KENNEDY INTERNATIONAL AIRPORT

STAFF SCHEDULE REQUIREMENTS - POST COVERAGE

Effective Date: 09/15/2012 — Saturday, September 15, 2012

	Monday			Tuesday			Wednesday			Thursday			Friday			Saturday			Sunday			Weekly
MANAGERS		9X5			9X5			9X5			9X5			9X5								Hours
General Manager		8			8			8			8			8								40
Operations Manager		8			8			8			8			8								40
Shift Total		16			16			16			16			16								80

	Monday			Tuesday			Wednesday			Thursday			Friday			Saturday			Sunday			Weekly
SUPERVISOR-IN-CHARGE (FIELD/OFFICE)	23x07	7x15	15x23	23x07	7x15	15x23	23x07	7x15	15x23	23x07	7x15	15x23	23x07	7x15	15x23	23x07	7x15	15x23	23x07	7x15	15x23	Hours
SIC (Ops)	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	168
Sales Office Manager (8a-4p)		8			8			8			8			8								40
Shift Totals	8	16	8	8	16	8	8	16	8	8	16	8	8	16	8	8	8	8	8	8	8	208
Daily Totals		32			32			32			32			32			24			24		208

	Monday			Tuesday			Wednesday			Thursday			Friday			Saturday			Sunday			Weekly
SUPERVISOR (FIELD/OFFICE)	23x07	7x15	15x23	23x07	7x15	15x23	23x07	7x15	15x23	23x07	7x15	15x23	23x07	7x15	15x23	23x07	7x15	15x23	23x07	7x15	15x23	Hours
Control Office																						
Bank	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	168
PRCS (Workstation)	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	168
LPI (6am-2pm)																						0
Mobil LPI (23x07)	8			8			8			8			8			8			8			56
CRW			8			8			8			8			8			8			8	56
Plaza Supervisors																						
Plaza Green (11p-2a, 7a-11p)	3	8	8	3	8	8	3	8	8	3	8	8	3	8	8	3	8	8	3	8	8	133
Plaza Green (2p-4p, 4p-12a)		2	8		2	8		2	8		2	8		2	8		2	8		2	8	70
Plaza Blue (7a-11p)		8	8		8	8		8	8		8	8		8	8		8	8		8	8	112
Plaza Blue (2p-4p, 4p-12a)		2	8		2	8		2	8		2	8		2	8		2	8		2	8	70
Plaza Yellow (7a-11p)		8	8		8	8		8	8		8	8		8	8		8	8		8	8	112
Plaza Yellow (3p-11p)																						0
Plaza Red (7a-11p)		8	8		8	8		8	8		8	8		8	8		8	8		8	8	112
Plaza Red (3p-11p)			8			8			8			8			8			8			8	56
Plaza Orange		8	8		8	8		8	8		8	8		8	8		8	8		8	8	112
Skim (6p-2am)			8			8			8			8			8			8			8	56
Lot 9 Plaza 3p-11p			8			8			8			8			8			8			8	56
Field Supe/Customer Service																						
Lot 9 (9p-5a, 5a-1p,1p-9p)	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	168
Short Term Lots	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	168
Field Supervisors																						
17x01			8			8			8			8			8			8			8	56
23x07,07x15,15x23	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	168
7a-3p																8				8		16
Sub-Total	51	84	136	51	84	136	51	84	136	51	84	136	51	84	136	51	92	136	51	92	136	1913
Total Daily Hours		271			271			271			271			271			279			279		1913
OFFICE/OPERATIONS SUPERVISORS																						
Quality Assurance (9x5)		8			8			8			8			8								40
Audit Dept (Supervisor) R. Caamano		8			8			8			8			8								40
Asst. Ops. Manager (12p-8p)		8			8			8			8									8		40

Sub-Total		24			24			24			24			16						8		120
Total Daily Hours		295			295			295			295			287			279			287		2033

	Monday			Tuesday			Wednesday			Thursday			Friday			Saturday			Sunday			Weekly
LANE CASHIER	12x8	8x4	4x12	12x8	8x4	4x12	12x8	8x4	4x12	12x8	8x4	4x12	12x8	8x4	4x12		8x4	4x12	12x8	8x4	4x12	Hours
Green Lot (Short term)																						
101 (11p-1a, 2p-10p)	2	0	8	2	0	8	2	0	8	2	0	8	2	0	8	2	0	8	2	0	8	70
102 (11p-2a, 12p-3p, 3px11p)	3	3	8	3	3	8	3	3	8	3	3	8	3	3	8	3	3	8	3	3	8	98
103 (12a-8a, 12p-3p, 3p11p)	8	3	8	8	3	8	8	3	8	8	3	8	8	3	8	8	3	8	8	3	8	133
104 (10p-1a, 6a-2p, 2p-10p)	3	8	8	3	8	8	3	8	8	3	8	8	3	8	8	3	8	8	3	8	8	133
105 (11a-7a, 7a-3p, 3p-11)	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	168
106 (8x4, 4x12)	U	U	U	U	U	U	U	U	U	U	U	U	U	U	U	U	U	U	U	U	U	0
107 (8x4, 4x12)	U	U	U	U	U	U	U	U	U	U	U	U	U	U	U	U	U	U	U	U	U	0
Blue Lot (Short term)																						
241 (2p-10p)			8			8			8			8			8			8			8	56
242 (11p-2a, 3p-11p)	3		8	3		8	3		8	3		8	3		8	3		8	3		8	77
243 (10p-1a, 11a-2p, 2p-10p)	3	3	8	3	3	8	3	3	8	3	3	8	3	3	8	3	3	8	3	3	8	98
244 (12a-8a, 8a-4p, 4p-12a)	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	168
245 (10p-1a, 6a-10p)	3	8	8	3	8	8	3	8	8	3	8	8	3	8	8	3	8	8	3	8	8	133
246 (11x7,7x3,3x11)	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	168
247 (12x8, 2x10)	8	U	8	8	U	8	8	U	8	8	U	8	8	U	8	8	U	8	8	U	8	112
248 (8a-12a)	U	U	U	U	U	U	U	U	U	U	U	U	U	U	U	U	U	U	U	U	0
249 (8a-12a)	U	U	U	U	U	U	U	U	U	U	U	U	U	U	U	U	U	U	U	U	0
Red Lot (Short term)																						
303 (12a-8a, 8a-4p)	8	8	U	8	8	U	8	8	U	8	8	U	8	8	U	8	8	U	8	8	U	112
304 (11p-7a, 7a-3p)	8	8	U	8	8	U	8	8	U	8	8	U	8	8	U	8	8	U	8	8	U	112
305 (7a-3p, 3p-11p)		U	U		U	U		U	U		U	U		U	U		U	U		U	U	0
308 (3p-11p)			8			8			8			8			8			8			8	56
309 (4p-12a)			8			8			8			8			8			8			8	56
Yellow Lot (Short Term)																						
401 (3p-11p)			U			U			U			U			U			U			U	0
402 (3p-11p)		U	U		U	U		U	U		U	U		U	U		U	U		U	U	0
403 (3p-11p)		U	U		U	U		U	U		U	U		U	U		U	U		U	U	0
404 (11x7,7x3,3x11)	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	168
405	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	168
British Deck (Short Term)																						
541 (11x7,7x3,3x11)	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	168
542	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	168
543 (4x12)			*8*			*8*			*8*			*8*			*8*			*8*			*8*	*56*
Long term Parking																						
902	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	168
903	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	168
904 (5x01)			8			8			8			8			8			8			8	56
Shift Totals	121	113	176	121	113	176	121	113	176	121	113	176	121	113	176	121	113	176	121	113	176	2870
Daily Totals		410			410			410			410			410			410			410		2870

	Monday			Tuesday			Wednesday			Thursday			Friday			Saturday			Sunday			Weekly
TRAFFIC ATTENDANT	11x7	7x3	3x11	11x7	7x3	3x11	11x7	7x3	3x11	11x7	7x3	3x11	11x7	7x3	3x11	11x7	7x3	3x11	11x7	7x3	3x11	Hours
Green Lot (7a-11p)		8	8		8	8		8	8		8	8		8	8		8	8		8	8	112
Blue Lot (7a-11p)		8	8		8	8		8	8		8	8		8	8		8	8		8	8	112
Yellow Lot (7a-11p).			8			8			8			8			8			8			8	56

Red Lot (7a-11p)			8			8			8			8			8			8			8	56
Employee Lot (Entrance Booth)	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	168
Shift Totals	0	24	40	0	24	40	0	24	40	0	24	40	0	24	40	0	24	40	0	24	40	504
Daily Totals		72			72			72			72			72			72			72		504

CLERKS	Monday			Tuesday			Wednesday			Thursday			Friday			Saturday			Sunday			Weekly
REVENUE CLERKS	12x8	6x4	4x12	12x8	6x4	4x12	12x8	6x4	4x12	12x8	6x4	4x12	12x8	6x4	4x12	12x8	6x4	4x12	12x8	6x4	4x12	Hours
Audit-01		8			8			8			8			8								40
Audit-02		8			8			8			8			8								40
Audit-03		8			8			8			8			8								40
Audit-04		8			8			8			8			8								40
Audit-05		8			8			8			8			8								40
Audit-06		8			8			8			8			8								40
Audit-07		8			8			8			8			8								40
EMPLOYEE SALES OFFICE																						
Clerk - 1 (8a-4p)		8			8			8			8			8								40
Clerk - 2 (9a-5p)		8			8			8			8			8								40
Clerk - 3 (9a-5p)		8			8			8			8			8								40
Sub-Total		80			80			80			80			80								400
OFFICE/ADMINISTRATIVE CLERKS																						
Exec Admin (9a-5p)		8			8			8			8			8								40
CS/Training Coordinator (9a-5p)		8			8			8			8			8								40
Payroll Manager (8a-4p)		8			8			8			8			8								40
Human Resources Asst Manager		8			8			8			8			8								40
Sub-Total		32			32			32			32			32								640
Daily Totals		112			112			112			112			112								560
TOTAL SCHEDULE HOURS		937.5			937.5			937.5			937.5			929.5								6255

ABM Parking Services

ABM PARKING SERVICES
Management and Operations of Parking Facilities Services
John F. Kennedy International Airport
Staffing Plan

	Mo	Tu	We	Th	Fr	Sa	Su	Total
General Manager	8	8	8	8	8			40
Operations Manager	8	8	8	8	8			40
Actual Hours	16	16	16	16	16			80
Post Coverage Required	16	16	16	16	16			80
Relief Coverage	0	0	0	0	0			0
Site's (Main Office)								
Supervisor in Charge 1		2300-0000	2300-0000	2300-0000	2300-0000	2300-0000		40
Supervisor in Charge 2	0800-1600	0800-1600	0800-1600	0800-1600	0800-1600			40
Supervisor in Charge 3	0700-1500	0700-1500	0700-1500	0700-1500			0700-1500	40
Supervisor in Charge 4		0700-1500	0700-1500	0700-1500	0700-1500	0700-1500		40
Supervisor in Charge 5	1500-2300	1500-2300	1500-2300	1500-2300			1500-2300	40
Supervisor in Charge 6		1500-2300	1500-2300	1500-2300	1500-2300	1500-2300		40
	2300-0700						2300-0700	16
Actual Hours	32	48	48	48	32	24	24	256
Post Coverage Required	32	32	32	32	32	24	24	208
Relief Coverage	0	16	16	16	0	0	0	48
Supervisor (Field Office)								
Supervisor 1	2300-0700	2300-0700	2300-0700	2300-0700	2300-0700			40
Supervisor 2	2100-0500	2100-0500	2100-0500	2100-0500	2100-0500			40
Supervisor 3	2300-0700	2300-0700	2300-0700	2300-0700			2300-0700	40
Supervisor 4	2300-0700	2300-0700	2300-0700			2300-0700	2300-0700	40
Supervisor 5	2100-0500	2100-0500			2100-0500	2300-0700	2300-0700	40
Supervisor 6	2300-0700	2300-0700			2300-0700	2300-0700	2300-0700	40
Supervisor 7	2300-0700			2300-0700	2300-0700	2300-0700	2300-0700	40
Supervisor 8			2300-0700	2300-0700	2300-0700	2300-0700	2300-0700	40
Supervisor 9			2300-0700	2300-0700	2300-0700	2300-0700	2300-0700	40
Supervisor 10		2300-0700	2300-0700	2300-0700				24
Supervisor 11		0700-1500	0700-1500	0700-1500	0700-1500	0700-1500		40
Supervisor 12		0500-1300	0500-1300	0500-1300	0500-1300	0500-1300		40
Supervisor 13		0700-1500	0700-1500	0700-1500	0700-1500	0700-1500		40
Supervisor 14	0700-1500	0700-1500	0700-1500	0700-1500	0700-1500			40
Supervisor 15	0700-1500	0700-1500	0700-1500	0700-1500			0700-1500	40
Supervisor 16	0700-1500	0700-1500	0700-1500	0700-1500			0700-1500	40
Supervisor 17	0700-1500	0700-1500	0700-1500	0700-1500			0700-1500	40
Supervisor 18	0700-1500	0700-1500	0700-1500	0700-1500			0700-1500	40
Supervisor 19	0700-1500	0700-1500	0700-1500			0700-1500	0700-1500	40
Supervisor 20	0700-1500	0700-1500	0700-1500			0700-1500	0700-1500	40
Supervisor 21	0700-1500	0700-1500	0700-1500			0700-1500	0700-1500	40
Supervisor 22	0500-1300	0700-1500			0700-1500	0700-1500	0500-1300	40
Supervisor 23	0700-1500	0700-1500			0700-1500	0700-1500	0700-1500	40
Supervisor 24	0700-1500	0700-1500			0700-1500	0700-1500	0700-1500	40
Supervisor 25	0700-1500			0700-1500	0700-1500	0700-1500	0700-1500	40
Supervisor 26	0700-1500			0700-1500	0700-1500	0700-1500	0700-1500	40
Supervisor 27	0700-1500			0700-1500	0700-1500	0700-1500	0700-1500	40
Supervisor 28			0700-1500	0700-1500	0700-1500	0700-1500	0700-1500	40
Supervisor 29			0700-1500	0700-1500	0700-1500	0700-1500	0700-1500	40
Supervisor 30			0700-1500	0700-1500	0700-1500	0700-1500	0700-1500	40
Supervisor 31		1500-2300	1500-2300	1500-2300	1500-2300	1500-2300		40
Supervisor 32		1600-0000	1600-0000	1600-0000	1600-0000	1600-0000		40
Supervisor 33		1500-2300	1500-2300	1500-2300	1500-2300	1500-2300		40
Supervisor 34		1500-2300	1500-2300	1500-2300	1500-2300	1500-2300		40
Supervisor 35	1300-2100	1300-2100	1300-2100	1300-2100	1300-2100			40

Supervisor 36	1500-2300	1500-2300	1500-2300	1500-2300	1500-2300			40
Supervisor 37	1500-2300	1500-2300	1500-2300	1500-2300	1500-2300			40
Supervisor 38	1800-0200	1800-0200	1800-0200	1800-0200	1800-0200			40
Supervisor 39	1500-2300	1500-2300	1500-2300	1500-2300				32
Supervisor 40	1500-2300	1500-2300	1500-2300	1500-2300			1500-2300	40
Supervisor 41	1600-0000	1600-0000	1600-0000	1600-0000			1600-0000	40
Supervisor 42	1500-2300	1500-2300	1500-2300	1500-2300			1500-2300	40
Supervisor 43	1500-2300	1500-2300	1500-2300			2300-0700	1500-2300	40
Supervisor 44	1700-0100	1700-0100	1700-0100			1700-0100	1700-0100	40
Supervisor 45	1500-2300	1500-2300	1500-2300			1500-2300	1500-2300	40
Supervisor 46	1500-2300	1500-2300	1500-2300			1500-2300	1500-2300	40
Supervisor 47	1500-2300	1500-2300			1500-2300	1500-2300	1500-2300	40
Supervisor 48	1500-2300	1500-2300			1500-2300	1300-2100	1300-2100	40
Supervisor 49	1500-2300	1500-2300			1500-2300	1500-2300	1500-2300	40
Supervisor 50	1500-2300	1500-2300			1500-2300	1300-2100	1300-2100	40
Supervisor 51	1800-0200			1700-0100	1700-0100	1800-0200	1800-0200	40
Supervisor 52	1500-2300			1500-2300	1500-2300	1500-2300	1500-2300	40
Supervisor 53	1600-0000			1600-0000	1600-0000	1600-0000	1600-0000	40
Supervisor 54	1500-2300			1500-2300	1500-2300	1500-2300	1500-2300	40
Supervisor 55			1500-2300	1500-2300	1500-2300	1500-2300	1500-2300	40
Supervisor 56			1500-2300	1500-2300	1500-2300	1500-2300	1500-2300	40
Supervisor 57			1500-2300	1500-2300	1500-2300	1500-2300	1500-2300	40
Supervisor 58						1500-2300	1500-2300	16
Asst. Ops. Supervisor	1100-1900	1100-1900	1100-1900	1100-1900			1100-1900	40
Quality Assurance Supervisor	0800-1600	0800-1600	0800-1600	0800-1600	0800-1600			40
Audit Supervisor	0900-1700	0900-1700	0900-1700	0900-1700	0900-1700			40
Actual Hours	352	352	344	344	328	328	344	2392
Post Coverage Required	295	295	295	295	287	279	287	2033
Relief Coverage	57	57	49	49	41	49	57	359
Cashier Hours								
Cashier 1		0000-0800	0000-0800	0000-0800	0000-0800	0000-0800		40
Cashier 2		0000-0800	0000-0800	0000-0800	0000-0800	0000-0800		40
Cashier 3		2300-0700	2300-0700	2300-0700	2300-0700	2300-0700	2300-0700	40
Cashier 4	0000-0800	0000-0800	0000-0800	0000-0800	0000-0800			40
Cashier 5	0000-0800	0000-0800	0000-0800	0000-0800	0000-0800			40
Cashier 6	0000-0800	0000-0800	0000-0800	0000-0800	0000-0800			40
Cashier 7	0000-0800	0000-0800	0000-0800	0000-0800	0000-0800			40
Cashier 8	2300-0700	2300-0700	2300-0700	2300-0700			2300-0700	40
Cashier 9	0000-0800	0000-0800	0000-0800	0000-0800			0000-0800	40
Cashier 10	0000-0800	0000-0800	0000-0800	0000-0800			0000-0800	40
Cashier 11	2300-0700	2300-0700	2300-0700			2300-0700	2300-0700	40
Cashier 12	0000-0800	0000-0800	0000-0800			0000-0800	0000-0800	40
Cashier 13	0000-0800	0000-0800	0000-0800			0000-0800	0000-0800	40
Cashier 14	0000-0800	0000-0800	0000-0800			0000-0800	0000-0800	40
Cashier 15	2300-0700	2300-0700			2300-0700	2300-0700	2300-0700	40
Cashier 16	2300-0700	2300-0700			2300-0700	2300-0700	2300-0700	40
Cashier 17	0000-0800	0000-0800			0000-0800	0000-0800	0000-0800	40
Cashier 18	0000-0800			0000-0800	0000-0800	0000-0800	0000-0800	40
Cashier 19	2300-0700			2300-0700	2300-0700	2300-0700	2300-0700	40
Cashier 20	2300-0700			2300-0700	2300-0700	2300-0700	2300-0700	40
Cashier 21	0000-0800			0000-0800	0000-0800	0000-0800	0000-0800	40
Cashier 22			2300-0700	2300-0700	2300-0700	2300-0700	2300-0700	40
Cashier 23			0000-0800	0000-0800	0000-0800	0000-0800	0000-0800	40
Cashier 24			0000-0800	0000-0800	0000-0800	0000-0800	0000-0800	40
Cashier 25			0000-0800	0000-0800	0000-0800	0000-0800	0000-0800	40
Cashier 26		0700-1500	0700-1500	0700-1500	0700-1500	0700-1500		40
Cashier 27		0800-1600	0800-1600	0800-1600	0800-1600	0800-1600		40
Cashier 28		0800-1600	0800-1600	0800-1600	0800-1600	0800-1600		40
Cashier 29			0800-1600	0800-1600	0800-1600	0800-1600	0800-1600	40

Cashier 30			0800-1600	0800-1600	0800-1600	0800-1600	0700-1500	40
Cashier 31			0800-1600	0800-1600	0800-1600	0800-1600	0800-1600	40
Cashier 32			0800-1600	0800-1600	0800-1600	0800-1600	0800-1600	40
Cashier 33	0700-1500			0800-1600	0800-1600	0800-1600	0800-1600	40
Cashier 34	0700-1500			0700-1500	0700-1500	0600-1400	0600-1400	40
Cashier 35	*0700-1500*			*0700-1500*	*0700-1500*	*0700-1500*	*0700-1500*	*40*
Cashier 36	0700-1500	0700-1500			0700-1500	0700-1500	0700-1500	40
Cashier 37	0700-1500	0700-1500			0700-1500	0700-1500	0700-1500	40
Cashier 38	0800-1600	0800-1600			0800-1600	0800-1600	0800-1600	40
Cashier 39	0600-1400	0600-1400	0600-1400			0600-1400	0600-1400	40
Cashier 40	0800-1600	0800-1600	0800-1600			0800-1600	0800-1600	40
Cashier 41	0800-1600	0800-1600	0800-1600			0800-1600	0800-1600	40
Cashier 42	0700-1500	0700-1500	0700-1500			0700-1500	0700-1500	40
Cashier 43	0700-1500	0700-1500	0700-1500	0700-1500	0700-1500			40
Cashier 44	0800-1600	0800-1600	0800-1600	0800-1600	0800-1600			40
Cashier 45	0800-1600	0800-1600	0800-1600	0800-1600	0800-1600			40
Cashier 46	0800-1600	0800-1600	0800-1600	0800-1600	0800-1600			40
Cashier 47	0800-1600	0800-1600	0800-1600	0800-1600	0800-1600			40
Cashier 48	0600-1400	0600-1400	0600-1400	0600-1400	0600-1400			40
Cashier 49	0600-1400	0600-1400	0600-1400	0600-1400	0600-1400			40
Cashier 50	0700-1500	0700-1500	0700-1500	0700-1500	0700-1500			40
Floater Cashier 51								40
Floater Cashier 52								40
Cashier 53	1400-2200	1400-2200	1400-2200	1400-2200	1400-2200			40
Cashier 54	1400-2200	1400-2200	1400-2200	1400-2200	1400-2200			40
Cashier 55	1400-2200	1400-2200	1400-2200	1400-2200	1400-2200			40
Cashier 56	1400-2200	1400-2200	1400-2200	1400-2200	1400-2200			40
Cashier 57	1500-2300	1500-2300	1500-2300	1500-2300	1500-2300			40
Cashier 58	1600-0000	1600-0000	1600-0000	1600-0000	1600-0000			40
Cashier 59	1600-0000	1600-0000	1600-0000	1600-0000	1600-0000			40
Cashier 60	1600-0000	1600-0000	1600-0000	1600-0000	1600-0000			40
Cashier 61	1700-0100	1700-0100	1700-0100	1700-0100	1700-0100			40
Cashier 62	1800-0200	1800-0200	1800-0200	1800-0200	1800-0200			40
Cashier 63		1400-2200	1400-2200	1400-2200	1400-2200	1400-2200		40
Cashier 64		1500-2300	1500-2300	1500-2300	1500-2300	1500-2300		40
Cashier 65		1500-2300	1500-2300	1500-2300	1500-2300	1500-2300		40
Cashier 66		1700-0100	1700-0100	1700-0100	1700-0100	1700-0100		40
Cashier 67			1500-2300	1500-2300	1400-2200	1400-2200	1400-2200	40
Cashier 68			1500-2300	1500-2300	1500-2300	1500-2300	1500-2300	40
Cashier 69			1600-0000	1600-0000	1600-0000	1600-0000	1600-0000	40
Cashier 70			*1600-0000*	*1600-0000*	*1600-0000*	*1600-0000*	*1600-0000*	*40*
Cashier 71			1600-0000	1600-0000	1600-0000	1600-0000	1600-0000	40
Cashier 72			1800-0200	1800-0200	1800-0200	1800-0200	1800-0200	40
Cashier 73			1400-2200	1400-2200	1400-2200	1400-2200	1400-2200	40
Cashier 74	1500-2300			1500-2300	1500-2300	1500-2300	1500-2300	40
Cashier 75	1600-0000			1600-0000	1600-0000	1600-0000	1600-0000	40
Cashier 76	*1600-0000*			*1600-0000*	*1500-2300*	*1500-2300*	*1500-2300*	*40*
Cashier 77	1500-2300			1500-2300	1500-2300	1500-2300	1500-2300	40
Cashier 78	1400-2200	1400-2200			1400-2200	1400-2200	1400-2200	40
Cashier 79	1500-2300	1500-2300			1500-2300	1500-2300	1500-2300	40
Cashier 80	1500-2300	1500-2300			1500-2300	1500-2300	1500-2300	40
Cashier 81	1600-0000	1600-0000			1600-0000	1600-0000	1600-0000	40
Cashier 82	1400-2200	1400-2200	1400-2200			*1400-2200*	*1400-2200*	*40*
Cashier 83	1400-2200	1400-2200	1400-2200			1400-2200	1400-2200	40
Cashier 84	1400-2200	1400-2200	1400-2200			1400-2200	1400-2200	40
Cashier 85	1600-0000	1600-0000	1600-0000			1600-0000	1600-0000	40
Cashier 86	1400-2200	1400-2200	1400-2200	1400-2200			1400-2200	40
Cashier 87	1500-2300	1500-2300	1500-2300	1500-2300			1500-2300	40
Cashier 88	1500-2300	1500-2300	1500-2300	1500-2300			1500-2300	40

Cashier 89	1500-2300	1500-2300	1500-2300	1500-2300			1500-2300	40
Cashier 90	1800-2300	1800-2300	1800-2300	1800-2300			1800-2300	25
Cashier 91	1400-2200	1400-2200	1400-2200				1400-2200	32
Cashier 92		1800-2300	1800-2300	1500-2300	1500-2300			26
Cashier 93						1600-0000	1600-0000	16
Cashier 94		1600-0000	1600-0000	1600-0000				24
Cashier 95						1600-0000	1600-0000	16
Cashier 96					1600-0000	1600-0000	1600-0000	24
Cashier 97					1600-0000	1600-0000	1600-0000	24
Cashier 98	1600-0000		1800-2300				1600-0000	21
Actual Hours	533	530	559	557	560	512	517	3768
Post Coverage Required	410	410	410	410	410	410	410	2870
Relief Coverage	123	120	149	147	150	102	107	898
Traffic Atendants								
Traffic Attendant 1			2300-0700	2300-0700	1500-2300	2300-0700	2300-0700	40
Traffic Attendant 2	2300-0700	2300-0700			0700-1500	0700-1500	0700-1500	40
Traffic Attendant 3		0700-1500	0700-1500	0700-1500	0700-1500	0700-1500		40
Traffic Attendant 4	0700-1500	0700-1500	0700-1500	0700-1500	0700-1500			40
Traffic Attendant 5	0700-1500	0700-1500	0700-1500	0700-1500			0700-1500	40
Traffic Attendant 6	0700-1500	0700-1500	0700-1500			0700-1500	0700-1500	40
Traffic Attendant 7	0700-1500			0700-1500	0700-1500	0700-1500	0700-1500	40
Traffic Attendant 8		1500-2300	1500-2300	1500-2300	1500-2300	1500-2300		40
Traffic Attendant 9	1500-2300	1500-2300	1500-2300	1500-2300	1500-2300			40
Traffic Attendant 10	1500-2300	1500-2300	1500-2300	1500-2300	1500-2300			40
Traffic Attendant 11	1500-2300	1500-2300	1500-2300	1500-2300			1500-2300	40
Traffic Attendant 12	1500-2300	1500-2300	1500-2300			1500-2300	1500-2300	40
Traffic Attendant 13	1500-2300	1500-2300		2300-0700		1500-2300	1500-2300	40
Traffic Attendant 14	1500-2300	1500-2300			1500-2300	1500-2300	1500-2300	40
Traffic Attendant 15	1500-2300			1500-2300	1500-2300	1500-2300	1500-2300	40
Traffic Attendant 16			1500-2300	1500-2300	1500-2300	1500-2300	1500-2300	40
Traffic Attendant 17			1500-2300	1500-2300	1500-2300	1500-2300	1500-2300	40
Traffic Attendant 18	0700-1500	0700-1500	0700-1500	0700-1500	0700-1500			40
Actual Hours	104	104	104	112	104	96	96	720
Post Coverage Required	72	72	72	72	72	72	72	504
Relief Coverage	32	32	32	40	32	24	24	216
Clerks								
Revenue Clerks								
Audit Clerk 1	0800-1600	0800-1600	0800-1600	0800-1600	0800-1600			40
Audit Clerk 2	0800-1600	0800-1600	0800-1600	0800-1600	0800-1600			40
Audit Clerk 3	0800-1600	0800-1600	0800-1600	0800-1600	0800-1600			40
Audit Clerk 4	0800-1600	0800-1600	0800-1600	0800-1600	0800-1600			40
Audit Clerk 5	0800-1600	0800-1600	0800-1600	0800-1600	0800-1600			40
Audit Clerk 6	0800-1600	0800-1600	0800-1600	0800-1600	0800-1600			40
Audit Clerk 7	0800-1600	0800-1600	0800-1600	0800-1600	0800-1600			40
Sales Office Clerks								
Sales Office Clerk 1	0800-1600	0800-1600	0800-1600	0800-1600	0800-1600			40
Sales Office Clerk 2	0900-1700	0900-1700	0900-1700	0900-1700	0900-1700			40
Sales Office Clerk 3	0900-1700	0900-1700	0900-1700	0900-1700	0900-1700			40
Office/Admins. Clerks								
Exec. Admin	0900-1700	0900-1700	0900-1700	0900-1700	0900-1700			40
CS/Training Coordinator	0900-1700	0900-1700	0900-1700	0900-1700	0900-1700			40
Payroll Amin.	0800-1600	0800-1600	0800-1600	0800-1600	0800-1600			40
Human Resources Asst. Mgr.	0900-1700	0900-1700	0900-1700	0900-1700	0900-1700			40
Actual Hours	112	112	112	112	112			560
Post Coverage Required	112	112	112	112	112			560
Relief Coverage	0	0	0	0	0			0
Weekly Actual Hours	1149	1162	1183	1189	1152	960	981	7776
Weekly Post Coverage Required	937	937	937	937	929	785	793	6255
Weekly Relief Coverage	212	225	246	252	223	175	188	1521

THE PORT AUTHORITY OF NY & NJ

John F. Kennedy INTERNATIONAL AIRPORT | LaGuardia AIRPORT | Newark Liberty INTERNATIONAL AIRPORT | Stewart INTERNATIONAL AIRPORT

ABM Parking Services

LAGUARDIA AIRPORT STAFFING PLAN

ABM Parking Services

ABM PARKING SERVICES - LA GUARDIA AIRPORT

STAFF SCHEDULE REQUIREMENTS - POST COVERAGE

Effective Date: 09/15/2012	Saturday, September 15, 2012																					
	Monday			Tuesday			Wednesday			Thursday			Friday			Saturday			Sunday			Weekly
MANAGERS		9X5			9X5			9X5			9X5			9X5								Hours
General Manager		8			8			8			8			8								40
Operations Manager		8			8			8			8			8								40
Shift Total		16			16			16			16			16								80

	Monday			Tuesday			Wednesday			Thursday			Friday			Saturday			Sunday			Weekly
SUPERVISOR-IN-CHARGE (FIELD/OFFICE)	23x7	7x15	15x23	23x7	7x15	15x23	23x7	7x15	15x23	23x7	7x15	15x23	23x7	7x15	15x23	23x7	7x15	15x23	23x7	7x15	15x23	Hours
SIC (Ops)	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	168
Sales Office Manager (8a-4p)		8			8			8			8			8								40
Shift Totals	8	16	8	8	16	8	8	16	8	8	16	8	8	16	8	8	8	8	8	8	8	208
Daily Totals		32			32			32			32			32			24			24		208

	Monday			Tuesday			Wednesday			Thursday			Friday			Saturday			Sunday			Weekly
SUPERVISOR (FIELD/OFFICE)	23x7	7x15	15x23	23x7	7x15	15x23	23x7	7x15	15x23	23x7	7x15	15x23	23x7	7x15	15x23	23x7	7x15	15x23	23x7	7x15	15x23	Hours
Control Office																						
Bank/CR/PU (07X15,15X23,23X07)	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	168
RCS (Workstation) (7X15,15X23,23X07)	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	168
Plaza Lot 2 (00X02 ,16X00)	2		8	2		8	2		8	2		8	2		8	2		8	2		8	70
Plaza Lot 4 (16X00)			8			8			8			8			8			8			8	56
Field Supervisor																						
Field (6X14,14X22)		8	8		8	8		8	8		8	8		8	8		8	8		8	8	112
Field (18X02)			8			8			8			8			8			8			8	56
Emergency Rd.Svc. (07X15,15X23,23X07)	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	168
Sub-Total	26	32	56	26	32	56	26	32	56	26	32	56	26	32	56	26	32	56	26	32	56	728
Daily Total		114			114			114			114			114			114			114		798
OFFICE/OPERATIONS SUPERVISORS																						
Quality Assurance (9x5)		8			8			8			8			8								40
LPR Reconciaition Supervisor		8			8			8			8			8								40
Audit		8			8			8			8			8								40
Sub-Total		24			24			24			24			24								120
Total Daily Hours		138			138			138			138			138			114			114		918

	Monday			Tuesday			Wednesday			Thursday			Friday			Saturday			Sunday			Weekly
LANE CASHIER	12x8	8x4	4x12	12x8	8x4	4x12	12x8	8x4	4x12	12x8	8x4	4x12	12x8	8x4	4x12		8x4	4x12	12x8	8x4	4x12	Hours
Lot 1 Limo Staging Area																						
101-(00X08)	8		8	8		8	8		8	8		8	8		8	8		8	8		8	112
102-(8X16)(16X00)		8			8			8			8			8			8			8		56
201 (00X02,06X14,14X24)	2	8	8	2	8	8	2	8	8	2	8	8	2	8	8	2	8	8	2	8	8	126
202 (7x15 ,15x23)		8	8		8	8		8	8		8	8		8	8		8	8		8	8	112
202 (23x24)			1			1			1			1			1 -			1			1	7
203 (00X01,9X17,17X24))	1	8	7	1	8	7	1	8	7	1	8	7	1	8	7	1	8	7	1	8	7	112
204 (00X08,22X00)	8		2	8		2	8		2	8		2	8		2	8		2	8		2	70
301	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	168
Lot 4 US Airway																						
401 (00x02, 22x00)	2			2			2			2		2	2			2			2			16

401 (6X14,14X22)		8	8		8	8		8	8		8	8		8	8		8	2		8	8	106
402 (00x01 ,08x16)		8			8			8			8		1	8			8			8		57
403 (15X23)	8			8			8			8			8			8			8			56
405 (16x24)			8			8			8			8			8			8			8	56
501			6			6			6			6			6			2			6	38
502 (24X01,10X16,16X24)	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	168
Lot 6 & 7 Marure Air Terminal																						
601	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	168
701	3	8	8	3	8	8	3	8	8	3	8	8	3	8	8		8	8		8	8	127
Shift Totals	56	80	80	56	80	88	56	80	88	56	80	80	57	80	88	53	80	78	53	80	88	1555
Daily Totals		224			224			224			226			225			211			221		1556

	Monday			Tuesday			Wednesday			Thursday			Friday			Saturday			Sunday			Weekly
TRAFFIC/VALET ATTENDANT	(11x7)	7x3	3x11	(11x7)	7x3	3x11	(11x7)	7x3	3x11	(11x7)	7x3	3x11	(11x7)	7x3	3x11	(11x7)	7x3	3x11	(11x7)	7x3	3x11	Hours
Lot 2 Levels	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	168
Lot 2 Reserved T/A (05X09)	3	1		3	1		3	1		3	1		3	1		3	1		3	1		28
Lot 3 Entrance (5X13, 13X21)		8	8		8	8		8	8		8	8		8	8		8	8		8	8	112
Lot 10E	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	168
Lot 10E	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	168
Lot 6 (7X15)		8			8			8			8			8								40
Shift Totals	27	41	32	27	41	32	27	41	32	27	41	32	27	41	32	27	33	32	27	33	32	684
Daily Totals		100			100			100			100			100			92			92		684

CLERKS	Monday			Tuesday			Wednesday			Thursday			Friday			Saturday			Sunday			Weekly
REVENUE CLERKS	(12x8)	8x4	4x12	(12x8)	8x4	4x12	(12x8)	8x4	4x12	(12x8)	8x4	4x12	(12x8)	8x4	4x12	(12x8)	8x4	4x12	(12x8)	8x4	4x12	Hours
Audit-01		8			8			8			8			8								40
Audit-02		8			8			8			8			8								40
Audit-03		8			8			8			8			8								40
Audit-04		8			8			8			8			8								40
Audit-05		8			8			8			8			8								40
EMPLOYEE SALES OFFICE																						
Clerk - 1 (8a-4p)		8			8			8			8			8								40
Clerk - 2 (9a-5p)		8			8			8			8			8								40
Sub-Total		56			56			56			56			56								280
Exec Admin (9a-5p)		8			8			8			8			8								40
CS/Training Coordinator (9a-5p)		8			8			8			8			8								40
Payroll Manager (8a-4p)		8			8			8			8			8								40
Sub-Total		24			24			24			24			24								120
Daily Totals		80			80			80			80			80								400
TOTAL SCHEDULE HOURS		590			590			590			592			591								3845

ABM Parking Services

ABM Parking Services
Management and Operations of Parking Facilities Services
La Guardia Airport
Staffing Plan

	Mo	Tu	We	Th	Fr	Sa	Su	Total
General Manager	8	8	8	8	8			40
Operations Manager	8	8	8	8	8			40
	16	16	16	16	16			80
Sic Hours								
Sic 1	2300-0730	2300-0730			2300-0730	2300-0730	2300-0730	40
Sic 2			2300-0730	2300-0730	1500-2330	1500-2330	1500-2330	40
Sic 3		0700-1530	0700-1530	0700-1530	0700-1530	0700-1530		40
Sic 4	0700-1530	1500-2330	1500-2330	1500-2330			0700-1530	40
Sales Office - Sic 5	0800-1630	0800-1630	0800-1630	0800-1630	0800-1630			40
Sic 6	1500-2330							8
Total Hours	32	32	32	32	32	24	24	208
Required Hours	32	32	32	32	32	24	24	208
Relief Time	0	0	0	0	0	0	0	0
Supervisors Hours								
Supervisor 1	2300-0730	2300-0730	2300-0730	2300-0730	2300-0730			40
Supervisor 2	2300-0730	2300-0730	2300-0730	2300-0730			2300-0730	40
Supervisor 3	2300-0730	2300-0730			2300-0730	2300-0730	2300-0730	40
Supervisor 4			2300-0730	2300-0730	2300-0730	2300-0730	2300-0730	40
Supervisor 5		0700-1530	0700-1530	0700-1530	0700-1530	0700-1530		40
Supervisor 6	0700-1530	0700-1530	0700-1530	0700-1530	0700-1530			40
Supervisor 7	0700-1530	0700-1530	0700-1530	0700-1530			0700-1530	40
Supervisor 8	0700-1530	0700-1530	0700-1530			0700-1530	0700-1530	40
Supervisor 9	0700-1530	1030-1900			0700-1530	0700-1530	0700-1530	40
Supervisor 10	*1030-1900*			*0700-1530*	*0700-1530*	*0700-1530*	*0700-1530*	*40*
Supervisor 11			1030-1900	1030-1900	1030-1900	1030-1900	1030-1900	40
Supervisor 12		1500-2330	1500-2330	1500-2330	1500-2330	1500-2330		40
Supervisor 13		1500-2330	1500-2330	1500-2330	1500-2330			32
Supervisor 14	1500-2330	1500-2330	1500-2330	1500-2330			1500-2330	40
Supervisor 15	1500-2330	1500-2330	1500-2330			1500-2330	1500-2330	40
Supervisor 16	2000-0430	1800-0200	1800-0200			1800-0200	2000-0430	40
Supervisor 17	1800-0200	1800-0200	1800-0200			2300-0730	2300-0730	40
Supervisor 18	1500-2330	1600-0030			1500-2330	1500-2330	1500-2330	40
Supervisor 19	1600-0030			1800-0200	1800-0200		1800-0200	32
Supervisor 20	1800-0230			1800-0230	1800-0230	1800-0230	1800-0230	40
Supervisor 21	1500-2330			1600-0030	1600-0030	1600-0030	1600-0030	40
Supervisor 22			1600-0030	1500-2330	1500-2330	1500-2330		32
Supervisor 23		2000-0430	2000-0430	2000-0430	2000-0430	2000-0430		40
Audit Supervisor 24	0800-1630	0800-1630	0800-1630	0800-1630	0800-1630			40
Quality Assur . Supervisor 25	0800-1630	0800-1630	0800-1630	0800-1630	0800-1630			40
Office/ Field Supervisor 26	0800-1630	0800-1630	0800-1630	0800-1630	0800-1630			40
Supervisor 27	0000-0200	0000-0200	0000-0200	0000-0200				8
Supervisor 28					0000-0200	0000-0200	0000-0200	6
								1030
Total Hours	154	154	154	154	154	130	130	1030
Required Hours	138	138	138	138	138	114	114	918
Relief Time	16	16	16	16	16	16	16	112
Traffic Attendant Hours								
Traffic 1		0000-0830	0000-0830	0000-0830	0000-0830	0000-0830		40
Traffic 2	0000-0830	0000-0830	0000-0830	0000-0830	0000-0830			40
Traffic 3	0000-0830	0000-0830	0000-0830	0000-0830			0000-0830	40
Traffic 4	0000-0830	0400-0830	0400-0830			0000-0800	0000-0800	32

Traffic 5	0400-0830			0400-0830	0400-0830	0400-0830	0400-0830	20
Traffic 6			0000-0830	0000-0830	0000-0830	0000-0830	0000-0830	40
Traffic 7		0500-1330	0500-1330	0500-1330	0500-1330	0500-1330		40
Traffic 8	0800-1630	0800-1630	0800-1630	0800-1630	0800-1630			40
Traffic 9	0700-1530	0700-1530	0700-1530	0700-1530	0700-1530			40
Traffic 10	0800-1630	0800-1630	0800-1630			0800-1630	0800-1630	40
Traffic 11	0800-1630	0800-1630			0800-1630	0800-1630	0800-1630	40
Traffic 12	0800-1630			0800-1630	0800-1630	0800-1630	0800-1630	40
Traffic 13			0800-1630	0800-1630	0800-1630	0800-1630	0800-1630	40
Traffic 14	0800-1630	0800-1630	0800-1630	0800-1630			0800-1630	40
Traffic 15	1600-0030	1600-0030	1600-0030	1600-0030	1600-0030			40
Traffic 16	1600-0030	1600-0030	1600-0030	1600-0030			1600-0030	40
Traffic 17	1600-0030	1600-0030	1600-0030			1600-0030	1600-0030	40
Traffic 18	1600-0030	1600-0030			1600-0030	1600-0030	1600-0030	40
Traffic 19	1600-0030			1600-0030	1600-0030	1600-0030	1600-0030	40
Traffic 20		1300-2130	1300-2130	1300-2130	1300-2130	1300-2130		40
Traffic 21			1600-0030	1600-0030	1600-0030	1600-0030	1600-0030	40
Traffic 22	1300-2130			1600-0030	1600-0030	1600-0030	1300-2130	40
								852
Total Hours	*124*	*124*	*124*	*124*	*124*	*116*	*116*	*852*
Required Hours	100	100	100	100	100	92	92	684
Relief Time	24	24	24	24	24	24	24	168
Cashiers								
Lot 1								
Lane 101	0000-0830	0000-0830	0000-0830	0000-0830	0000-0830	0000-0830	0000-0830	56
Lane 102	0800-1630	0800-1630	0800-1630	0800-1630	0800-1630	0800-1630	0800-1630	56
Lane 101	1600-0030	1600-0030	1600-0030	1600-0030	1600-0030	1600-0030	1600-0030	56
Lot 2 Garage								
Lane 201	0000-0200	0000-0200	0000-0200	0000-0200	0000-0200	0000-0200	0000-0200	14
Lane 201	0800-1630	0800-1630	0800-1630	0800-1630	0800-1630	0800-1630	0800-1630	56
Lane 201	1600-0030	1600-0030	1600-0030	1600-0030	1600-0030	1600-0030	1600-0030	56
Lane 202	0700-1530	0700-1530	0700-1530	0700-1530	0700-1530	0700-1530	0700-1530	56
Lane 202	1500-2300	1500-2300	1500-2300	1500-2300	1500-2300	1500-2300	1500-2300	56
Lane 202	2300-0000	2300-0000	2300-0000	2300-0000	2300-0000	2300-0000	2300-0000	7
Lane 203	0000-0100	0000-0100	0000-0100	0000-0100	0000-0100	0000-0100	0000-0100	7
Lane 203	0900-1730	0900-1730	0900-1730	0900-1730	0900-1730	0900-1730	0900-1730	56
Lane 203	1700-0030	1700-0030	1700-0030	1700-0030	1700-0030	1700-0030	1700-0030	49
Lane 204	0000-0830	0000-0830	0000-0830	0000-0830	0000-0830	0000-0830	0000-0830	56
Lane 204	2200-0030	2200-0030	2200-0030	2200-0030	2200-0030	2200-0030	2200-0030	14
Lot 3 Long Term Parking								
Lane 301	0000-0830	0000-0830	0000-0830	0000-0830	0000-0830	0000-0830	0000-0830	56
Lane 301	0800-1630	0800-1630	0800-1630	0800-1630	0800-1630	0800-1630	0800-1630	56
Lane 301	1600-0030	1600-0030	1600-0030	1600-0030	1600-0030	1600-0030	1600-0030	56
Lot 4 US Airway								
Lane 401	0000-0230	0000-0230	0000-0230	0000-0230	0000-0230	0000-0230	0000-0230	14
Lane 401				2200-0030				2
Lane 401	0600-1430	0600-1430	0600-1430	0600-1430	0600-1430	0600-1430	0600-1430	56
Lane 401	1400-2230	1400-2230	1400-2230	1400-2230	1400-2230	2200-0030	1400-2230	50
Lane 402					0000-0130			1
Lane 402	0800-1630	0800-1630	0800-1630	0800-1630	0800-1630	0800-1630	0800-1630	56
Lane 403	1500-2330	1500-2330	1500-2330	1500-2330	1500-2330	1500-2330	1500-2330	56
Lane 405	*1600-0030*	*1600-0030*	*1600-0030*	*1600-0030*	*1600-0030*	*1600-0030*	*1600-0030*	*56*
Lot 5 Delta								
Lane 501	1000-1630	1000-1630	1000-1630	1000-1630	1000-1630	1400-1630	1000-1630	38
Lane 502	0000-0830	0000-0830	0000-0830	0000-0830	0000-0830	0000-0830	0000-0830	56
Lane 502	0800-1630	0800-1630	0800-1630	0800-1630	0800-1630	0800-1630	0800-1630	56
Lane 502	1600-0030	1600-0030	1600-0030	1600-0030	1600-0030	1600-0030	1600-0030	56
Lot 6 & 7 Marine Air Terminal								

Lane 601	0000-0830	0000-0830	0000-0830	0000-0830	0000-0830	0000-0830	0000-0830	56
Lane 601	0800-1630	0800-1630	0800-1630	0800-1630	0800-1630	0800-1630	0800-1630	56
Lane 601	1600-0030	1600-0030	1600-0030	1600-0030	1600-0030	1600-0030	1600-0030	56
Lot 7 Limo Staging Area								
Lane 701	0500-0830	0500-0830	0500-0830	0500-0830	0500-0830			15
Lane 701	0800-1630	0800-1630	0800-1630	0800-1630	0800-1630	0800-1630	0800-1630	56
Lane 701	1600-0030	1600-0030	1600-0030	1600-0030	1600-0030	1600-0030	1600-0030	56
L / R	2200-0630	0000-0830	0000-0830	0000-0830	0000-0830	0000-0830	0000-0830	56
L / R	0800-1630	0800-1630	0800-1630	0800-1630	0800-1630	0800-1630	0800-1630	56
L / R	0800-1630	0800-1630	0800-1630	0800-1630	0800-1630	0800-1630	0800-1630	56
L / R	1700-0130	1700-0130	1700-0130	1700-0130	1700-0130	1700-0130	1700-0130	56
L / R	1700-0130	1700-0130	1700-0130	1700-0130	1700-0130	1700-0130	1700-0130	56
L / R	1800-0230	1800-0230	1800-0230	1800-0230	1800-0230	1800-0230	1800-0230	56
Total Hours	272	272	272	272	272	272	272	1891
Required Hours	224	224	224	226	225	211	221	1555
Relief Time	48	48	48	46	47	61	51	336
Clerical Hours	M	TU	W	TH	F	SA	SU	
Audit Department								
Audit Clerk 1	0700-1530	0700-1530	0700-1530	0700-1530	0700-1530			40
Audit Clerk 2	0730-1600	0730-1600	0730-1600	0730-1600	0730-1600			40
Audit Clerk 3	0730-1600	0730-1600	0730-1600	0730-1600	0730-1600			40
Audit Clerk 4	0730-1600	0730-1600	0730-1600	0730-1600	0730-1600			40
Audit Clerk 5	0730-1600	0730-1600	0730-1600	0730-1600	0730-1600			40
Sales Office								
Sales Office - Clerk 1	0730-1600	0730-1600	0730-1600	0730-1600	0730-1600			40
Sales Office - Clerk 2	0730-1600	0730-1600	0730-1600	0730-1600	0730-1600			40
Office Admin Clerk								
Exec. Admin	0900-1700	0900-1700	0900-1700	0900-1700	0900-1700			40
CS/Training Coordinator	0900-1700	0900-1700	0900-1700	0900-1700	0900-1700			40
Payroll Amin.	0800-1600	0800-1600	0800-1600	0800-1600	0800-1600			40
Scheduled Hours	80	80	80	80	80			400
Required Hours	80	80	80	80	80			400
Relief Hours	0	0	0	0	0			0
TOTALS								
Scheduled Hours	678	678	678	676	676	542	542	4461
Required Hours	574	574	574	576	575	441	451	3845
Relief Hours	104	104	104	102	103	101	91	616

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ABM Parking Services

STEWART INTERNATIONAL AIRPORT STAFFING PLAN

ABM Parking Services

ABM PARKING SERVICES - STEWART INTERNATIONAL AIRPORT

STAFF SCHEDULE REQUIREMENTS - POST COVERAGE

Effective Date: 09/15/2012 — Saturday, September 15, 2012

FIELD SUPERVISORS	Monday			Tuesday			Wednesday			Thursday			Friday			Saturday			Sunday			Weekly
	9x17	16x24		9x17	16x24		9x17	16x24		9x17	16x24		9x17	16x24		9x17	16x24		9x17	16x24		Hours
Day Supervisor (9a - 5p)		8			8			8			8			8			8			8		56
Night Supervisor (4p-12a)			8			8			8			8			8			8			8	56
Shift Total	0	8	8	0	8	8	0	8	8	0	8	8	0	8	8	0	8	8	0	8	8	112
DAILY TOTAL		16			16			16			16			16			16			16		112

LANE CASHIER	Monday			Tuesday			Wednesday			Thursday			Friday			Saturday			Sunday			Weekly
	6x12	12x6	6x12	6x12	12x6	6x12	6x12	12x6	6x12	6x12	12x6	6x12	6x12	12x6	6x12	6x12	12x6	6x12	6x12	12x6	6x12	Hours
Cashier (4.45a - 12p)	7.25			7.25			7.25			7.25			7.25			7.25			7.25			50.75
Cashier (12p - 6p)		6			6			6			6			6			6			6		42
Cashier (6p - 12a)			6			6			6			6			6			6			6	42
Shift Totals	7.25	6	6	7.25	6	6	7.25	6	6	7.25	6	6	7.25	6	6	7.25	6	6	7.25	6	6	134.75
Daily Totals		19.25			19.25			19.25			19.25			19.25			19.25			19.25		134.75

SHIFT Total	7.25	14.00	14.00	7.25	14.00	14.00	7.25	14.00	14.00	7.25	14.00	14.00	7.25	14.00	14.00	7.25	14.00	14.00	7.25	14.00	14.00	248.75
Daily Totals		35.25			35.25			35.25			35.25			35.25			35.25			35.25		248.75
TOTAL SCHEDULE HOURS		35.25			35.25			35.25			35.25			35.25			35.25			35.25		248.75

ABM Parking Services

ABM - Parking Services
Management and Operations of Parking Facilities
Stewart International Airport
Staffing Plan

	Su	Mo	Tu	We	Th	Fr	Sa	Total
Supervisors Hours								
Senior Supervisor 1	0900-1700	0900-1700	0900-1700	0900-1700	0900-1700			40
Supervisor 2	1600-2400	1600-2400	1600-2400			0900-1700	0900-1700	40
Supervisor 3				1600-2400	1600-2400	1600-2400	1600-2400	32
Supervisor 4			1200-2000	1200-2000	1200-2000	1200-2000	1200-2000	40
Supervisor 5	1200-2000	1200-2000						16
Scheduled Hours	24	24	24	24	24	24	24	168
Required Hours	16	16	16	16	16	16	16	112
Relief Hours	8	8	8	8	8	8	8	56
Cashiers								
Cashier 1	0445-1300	0445-1300	0445-1300	0445-1300			0445-1300	37.5
Cashier 2		1545-2400	1545-2400	1545-2400	1545-2400	1545-2400		38.75
Cashier 3	1545-2400				0445-1300	0445-1300	1545-2400	30.5
Cashier 4	1030-1830	1030-1830	1030-1830	1030-1830	1030-1830			36.25
Cashier 5						1030-1830	1030-1830	14.5
Scheduled Hours	22.5	22.5	22.5	22.5	22.5	22.5	22.5	157.5
Required Hours	19.25	19.25	19.25	19.25	19.25	19.25	19.25	134.75
Relief Hours	3.25	3.25	3.25	3.25	3.25	3.25	3.25	22.75
TOTALS								
Scheduled Hours	*46.5*	*46.5*	*46.5*	*46.5*	*46.5*	*46.5*	*46.5*	*325.5*
Required Hours	35.25	35.25	35.25	35.25	35.25	35.25	35.25	246.75
Relief Hours	11.25	11.25	11.25	11.25	11.25	11.25	11.25	78.75

Ix. Recruiting Procedures

The process begins with a proactive approach to employee selection, setting high qualifications and standards that all recruits must meet to obtain a position. ABM Parking Services will only consider hiring people whom:

- are English speaking
- are drug free
- have clear driving and criminal records
- are eager and display a good work ethic
- are at ease in dealing with the public

While these standards may seem high for an entry level position in the service industry, ABM considers the chance to join our "team" a unique opportunity with unlimited potential. Many of our senior managers and executives began their careers as valets, shuttle bus drivers and cashiers.

The key to attracting competent candidates for employment in a competitive job market is being innovative and resourceful. Knowing how to reach out into the community, to attract viable "pockets" of individuals suitable for service worker employment is essential. Rather than be recruited by people who want to work for ABM, we do the recruiting. Our strategy is to target groups and agencies within the community which experience has shown us will produce the best people.

Applications

All interested persons are invited to complete an application and submit it to the Human Resources Department. Applicants are gathered from many sources including newspapers, trade journals, local labor commissions, union halls and job boards at local colleges and universities.

Job Order Form

When a position becomes available, the Operations Manager will complete a *Job Order Form* and place it on file with the Human Resources Department. The *Job Order Form* requires the Operations Manager to provide the details of the position such as required experience, job description and shift hours.

Background Investigations

Once an eligible candidate is recruited, the hiring process commences. Due to the sensitive responsibilities our employees will be undertaking, such as exposure to cash, autos and other property, we must make every effort to ensure that our hiring process is thorough.

ABM believes that it is important to hire qualified employees that will contribute to the overall success of the company and the parking operations. Background checks serve as a part of the selection process as well as a providing a safe work environment not only for our employees, but for our customers and vendors as well.

ABM will conduct these background checks on job applicants once an offer is made. For key personnel, ABM requires financial / accounting information. Current employees will not be required to undergo a background check unless they are transferring or being promoted into a position that requires access to certain financial / accounting information.

MANAGEMENT APPROACH

Process

When the Corporate Human Resources Department (located in Cleveland, Ohio) receives notification that a candidate has been made a job offer; they will initiate a background check through the Company's third party administrator (TriCor).

Background checks may include a criminal history check, employment verification, education verification, credit check and personal references. This process is conducted to verify the accuracy of the information provided by the applicant and to determine suitability for employment.

ABM will ensure that all background checks are conducted in compliance with all federal and state statutes, such as the Fair Credit Reporting Act ("FCRA") which requires organizations to obtain a candidate's written authorization before obtaining a credit report from the third party.

Although it varies from state to state, arrests and other crimes not resulting in a conviction as well as convictions older than 7 years will not be considered when making hiring decision. For most positions, crime involving dishonesty, violence or substance abuse will disqualify applicants from employment, however for certain financial positions additional criteria will be applied.

Once these background checks are completed, the Corporate Human Resources Department will notify the Airport Human Resources Department Managers to let them know if the applicant passed or failed their background check.

Incentive Programs

"Why should I do these things?" One of the dilemmas facing any organization attempting to integrate customer service techniques and philosophies into its operations is employee participation. To ensure that employee involvement is achieved universally, it is essential that 100% of the employees "buy in" to customer service. ABM Parking Services is cognizant of the fact that it can develop the most comprehensive customer service program available in the industry, but if the employees are not willing to embrace the program, it will certainly not best serve the customers, the project, nor the company.

We have found through our experience at other locations that employees do a better job when they know their work will be appreciated. That is why we will provide incentives for perfect attendance, meeting vehicles processed per hour (vph) goals, positive customer comments and secret shops, as well as commendations by the Port Authority staff for exceptional service. Employee incentives will consist of small cash prizes, movie tickets or gift cards to stores or restaurants.

Recognition and Retention Program

To succeed in the complexities of today's business world, it is crucial to recognize and retain top talent. Motivated and engaged employees make the difference between exceeding business goals and simply surviving. Without these employees to carry out an organization's strategy, financial success will be limited. Organizations that consistently

communicate the message "You matter to us" to their employees retain their top talent more than those that take people for granted.

ABM Parking Services understands the importance of recognizing and retaining top talent who will be inspired to behave and work in ways that drive business growth. Our recognition and retention program is built on developing these employees with ongoing employee development training, most notably ABM's *Roadmap to the Future* online training program. The goal is to make sure that they understand, demonstrate and live by the values of the Port Authority, and consequently carry out profitability for Authority's Airport Parking Operations.

x. Performance Improvement Measurements

ABM Parking Services consistently looks to measure our performance and no matter where we find it to be, we look to make improvements!

A wonderful tool that we have used for years is the Mystery Shopper Program. In addition to the program that is in place by the Port Authority of New York and New Jersey, ABM Parking Services conducts approximately 65 similar mystery shops per month. (24 shops are done at EWR and JFK, and 17 are done at LGA.)

Our shoppers visit the airports and engage cashiers, traffic attendants / valets, and supervisors in the field. They also place three phone calls each month to our Control Room and/or Employee Parking Sales Offices. Using the Port Authority's Standards, our shoppers report back on employee performance. We then use that reporting to determine a course of action – disciplinary if the employee failed to meet the standards; and recognition if the employee met or exceed the stands.

Other Performance Improvement Measurements we use are annual employee reviews and quarterly performance evaluations from our Incentive Program. Both tools have us taking the time to review and consider individual performance and thereby recognizing and addressing both positive and negative performance.

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ABM Parking Services

EMPLOYEE RECRUITMENT, HIRING AND TRAINING

c. Recruitment, Hiring and Training

ABM Parking Services takes extraordinary care with respect to the hiring and training of new personnel. To ensure that our hiring and training goals are met, we have assembled one of the finest Human Resources Departments in the industry; one which is designed to serve as an extension of the local operating team. The Human Resources Department plays an instrumental role in the hiring process, as well as providing needed advice on all employee-related issues and expertise in the intricacies of labor law and regulations, which leaves our Operations Department free to focus on the *ongoing smooth and successful operation of* the Port Authority of New York and New Jersey *Airport Parking Facilities.*

The Hiring Process

The hiring process begins with the Human Resources Department, which is involved daily in the screening of applicants, with a view toward finding the most qualified, customer service-oriented employees in our industry. Job candidates must successfully complete a multi-step rigorous hiring process before they are allowed to represent ABM.

Job Order Form

When a position becomes available, the Operations Manager will complete a *Job Order Form* and place it on file with the Human Resources Department. The *Job Order Form* requires the Operations Manager to provide the details of the position such as required experience, job description and shift hours.

Applications

All interested persons are invited to complete an application and submit it to the Human Resources Department. Applicants are gathered from many sources including newspapers, trade journals, local labor commissions and job boards at local colleges and universities.

Interview

Applicants are interviewed by a Human Resources representative to determine the prospective employee's specific job interests, scheduling issues and work location preferences. Human Resources then matches the best candidates to the position(s) available and may make a tentative offer of employment, pending the outcome of a prescreening process, which includes testing for substance

abuse, a criminal background investigation, reference check and, in the case of driving positions, a Department of Motor Vehicles Report.

Substance Abuse Screening

If the Human Resources Representative and the applicant mutually agree to a tentative job offer, the applicant is sent to a Quest Diagnostics Inc. laboratory for substance abuse testing. The results of this test are forwarded to ABM within 24 hours. Failure to pass the required screening will result in an immediate termination of the pre-employment process and the applicant will be notified by mail.

Failure to report for drug abuse screening places the application on hold in an open file status for 90 days; thereafter, the applicant has 90 days to reconsider testing. After 90 days, the applicant must reapply and reinitiate the entire screening process.

Criminal Background Investigation

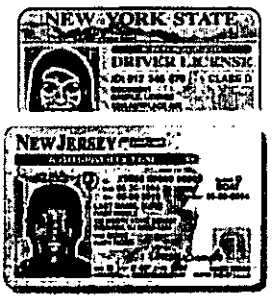
While awaiting the results of substance abuse screening, Human Resources initiates a criminal background investigation. The department's investigative bureau notifies ABM of any prior criminal convictions suffered by a job applicant.

Reference Check

References provided by job applicants are verified by the Human Resources Department. This includes verification of prior employment and performance. At this point, candidates who have successfully completed their substance abuse screening, criminal background investigation and reference check are eligible to be hired by ABM Parking Services.

Department of Motor Vehicles Report

For positions that require driving, a Department of Motor Vehicles Report is obtained to ensure the applicant has an acceptable driving record based on the ABM Industries point system. A *Motor Vehicle Report (MVR)* takes approximately 24 hours to process. Applicants who do not meet the ABM standards but pass the prescreening process may be offered non-driving positions. An employee who holds a driving position but does not maintain an acceptable driving record will lose their driving privileges with ABM.



Upon successful completion of the prescreening process, the job offer is confirmed, and all new hire paperwork is completed. The Human Resources Department then authorizes the uniform company to provide uniforms and schedules the new hire to attend orientation training.

EMPLOYEE DEVELOPMENT PROGRAMS

The New Employee

At this point we can be confident we have selected the best possible candidates for the ABM Parking Services team. However, even these highly qualified candidates are likely to need more specific job knowledge and / or customer service skills to perform their job

successfully. For this reason we send these candidates for further orientation and training to ensure that each new hire receives the skills they will need to provide our customers with the highest level of service possible.

Comprehensive Orientation

As stated previously, ABM believes the hiring process is one of the most critical aspects of any successful operation. In turn, we have established an employee orientation program that is unsurpassed in the parking industry. Throughout the orientation, the opportunities to advance in the company and in the industry are emphasized. Further, we stress that ABM considers itself to be an actively employee-oriented company. Dedicated workers will not go unnoticed, and those showing superior work habits will be rewarded.

By simply expressing our commitment to each of our employees, we can ensure that the staff of the PANYNY Airport Parking Facilities remains enthusiastic, and most important, anxious to serve the particular needs of the patrons.

At the end of the orientation process, which includes the training modules discussed in the pages that follow, both ABM and the Authority can be confident that a qualified and energetic individual, prepared to serve the public, will be placed at the project.

All About ABM Parking Services

Employees are provided with the basic background knowledge of who ABM and ABM Parking Services are and what our philosophy is. Additionally, all new hires are issued an *Employee Handbook*. The *Employee Handbook* contains detailed information on all of the issues discussed during orientation, however, we realize employees need to refresh their memories and answer questions at a later date; the *Employee Handbook* will serve just that purpose.

Benefits

New employees obviously have questions about the benefits they can expect from their new company. We begin by outlining their health and welfare benefits, if applicable. Then employees are advised of the holiday schedule, vacation policies, stock purchase options, 401K plan, available scholarship programs, and the ABM Parking Services' *Roadmap to the Future*

Safety in the Workplace

ABM Parking Services takes a critical view of workplace safety, as there is nothing more basic than the safe completion of all job tasks. This is especially true in a typical parking facility, where activity is continuous and occasionally hectic. All new employees are familiarized with the ABM Safety Program, through which they learn to recognize potential hazards, correct existing problems and conduct safety maintenance inspections to reduce risk or eliminate it altogether.

Safety awareness training includes parking-related issues like vehicle damage, personal liability, workers' compensation and theft.

Special attention is given to the specific hazards that come with certain job functions, such as maintenance, parking attendants, valets and cashiers. Also, employees must be knowledgeable about proper reporting procedures if an incident occurs.

Job Specific Training

All new employees are given hands-on training with respect to the equipment they will use. Generally this training will take place before the employee begins his field service. New hires also are given the opportunity to complete, review and correct the forms they will use as part of their daily activities, which promotes accuracy and familiarity with appropriate parking terminology.

A Training Manual is issued to each employee to provide general guidelines and procedures for performing specific job tasks. The manual is intended to serve as a ready reference guide in the field.

Customer Service

To ensure that our employees demonstrate a proper customer service attitude, we end the orientation class with a powerful emphasis on customer service. The philosophy of ABM is shared with the entire class, and our ever important "What is A Customer?" plaque is prominently displayed in the classroom setting.

All of the components of the Customer Courtesy Program, as discussed in the Customer Service section of the proposal, are reviewed in detail and the group practices using the components during the job-specific training portion of the program. Particular attention will be paid to those items most likely to be implemented at the PANYNJ Airport Parking Facilities. For example, one component of the program is called a Trouble Identification Walk. The Trouble Identification Walk requires the employee to walk the facility and inspect vehicles for leaks, broken lights, low tires and potential problems. The employee completes the "trouble card" and places it on the vehicle in question. Customers find this service an added amenity, while the presence of the attendants in the garage creates a necessary visibility for the parking staff.

Not to be forgotten during customer service training is such items as uniform requirements, as well as grooming and customer greetings, all of which are discussed in great detail during the initial orientation. Please see our Customer Service section for more detailed information.

Conflict Avoidance

Role-playing is an important part in preparing the employee for what he or she may encounter in the field. We create situations and role-play with the employees, then as a group we discuss the positive and negative behaviors used by the employee in handling

the situation. The scene is acted out again, and the suggestions from the first role-playing situation are used to avoid conflict in the subsequent scene. This practice encourages employee involvement and requires them to draw on the valuable resources provided during training.

Attendance

Excellence in attendance is expected of all employees. Absences and tardiness disrupt the normal conduct of our business and are an imposition on other employees. Accurate records of absences and tardiness will be maintained. Employees are responsible for their attendance and punctuality. It is the responsibility of the General Managers to maintain accurate attendance records, payroll records and vacation status.

On-Site Field Training

Each facility is unique in its layout, tenant base, customer needs and even employee functions. Therefore, classroom training must be followed up with on-site field training. An employee's first day of work at the PANYNJ Airport Parking Facilities will serve as a necessary supplement to the typical orientation.

This segment of the orientation will consist of a variety of information such as the mission and goal of the Airport, a tour of the parking facilities, as well as specific knowledge of the facility layout, size, staffing and schedules. Employees are taught information that will be helpful when answering customer inquiries about airlines, location of the nearest ATM machine, restrooms, etc.

Ongoing Development for Existing Employees

In addition to the comprehensive array of topics presented to new employees, ABM prides itself on the ongoing training programs it offers to our current team members. We understand that to succeed in today's business environment, it is imperative that we provide continuous training to all of our employees, enhancing their skills and knowledge of the parking industry. By investing in their potential, we develop top-notch, quality employees that we can stand behind. Several of our ongoing, industry-leading training programs are discussed in detail in the pages that follow.

Cross-Training

Within the parking industry, it is critical that on-site employees be cross-trained to perform the other functions and tasks required at their individual facility. In an effort to ensure capable and well-trained employees are always readily available, each Branch and Operations Manager maintains an on-call list of employees. These lists are compiled of employees cross-trained in equipment types and job functions, such as valet, cashier or attendant assistance, and located within a reasonable distance from their original job site. Generally, employees in cross-trained positions or in the "float pool" have many of the skills necessary to manage and therefore, often are selected as Facility Managers when opportunities become available.

Safety Training Seminar

One of the most significant concerns of any large company attempting to compete in today's marketplace is insurance, and more

specifically, claims management. It is no secret that insurance costs have been escalating far more rapidly than other typical costs.

As one of the most prominent service providers in the country, ABM Industries, Incorporated, ABM Parking Services' parent company, has taken a firm position with respect to this unfavorable phenomenon. ABM has been quick to recognize that it is truly in the best interest of the corporation to reduce its claim exposure in an effort to offer competitive rates to both existing and prospective clients. As part of this process, ABM mandates that each of its subsidiaries, including ABM Parking Services, develop and maintain an aggressive yet viable *Safety Program.*

In response to ABM's instruction, ABM Parking Services made a conscious decision to employ a full time Director of Loss Control to ensure that all objectives were met. One of the first tasks assigned to the Director of Loss Control was to document a thorough Accident Prevention Plan. Thereafter, his primary responsibility was to articulate the contents of the plan to all members of the company as well as ensure that the information included in the plan was and is provided to all employees.

To ensure that the Accident Prevention Plan was put into action in a timely manner, a forum was established with assistance from ABM Industries. It is commonly referred to as the *Safety Training Seminar.* On an annual basis, all of our employees are invited to this session hosted by the ABM Parking Services Director of Loss Control as well as several individuals in similar capacities within the ABM corporate structure. The seminar includes detailed discussions on a variety of safety-related topics specific to the parking industry. A sampling of the topics has been outlined below.

Workers' Compensation Claims

Certainly one of the greatest challenges facing any firm conducting business in a service-related capacity is the reduction of workers' compensation claims. All aspects of this subject including reporting requirements for both the company and the state, trend identification, accident prevention, and suggested solutions for the most common types of claims are discussed in detail.

Public Liability / Property Damage

Both accident prevention via the Safety Maintenance Schedule and appropriate documentation designed to reduce the overall cost per claim are discussed in this portion of the seminar.

Safety Contest

As is true with most company wide programs, the support of the employees is a necessary ingredient for the success of the same. As such, it is essential the employees have sufficient input with respect to the development of the incentive programs associated with safety. The annual seminar is used as a brainstorming session for the establishment of the annual *Safety Contest*, which incidentally has proven to be quite successful in the last few years.

In addition to the annual seminar, the Safety Committee comprised of the Regional Manager and General Managers as well as a select number of other managers meet on a monthly

basis to discuss the progress of the *Safety Program*. As part of this meeting, every claim, whether it be related to workers' compensation, public liability or vehicular damage occurring during the previous month will be reviewed. Unfavorable trends associated with the claims are identified and suggested remedial actions are developed. As a last note, monthly "5-Minute Safety Talks" distributed by ABM are reviewed to ensure that every employee has acknowledged their understanding of the same.

Standard Operating Procedures Training Seminar

On an annual basis, the General Managers will attend a Standard Operating Procedures training session which is conducted by our in-house auditing staff. The seminar includes a structured discussion outlining any new company policies and procedures. There is also an open forum in which we encourage the General Managers to convey any concerns that he or she may have encountered at the location. Shortly thereafter, the auditing staff checks and rechecks the facility to ensure that all of the new or revised procedures have been fully implemented. In those instances where deficiencies are detected, the General Managers will be required to attend a supplemental training session.

Technology Training

The parking industry has turned the corner with respect to technology and automation. Computers and the associated technologies are evident in most every revenue control system found in the market today. Additionally, the reporting and analytical requirements have increased dramatically.

On an "as needed" basis, ABM Parking Services offers its employees extensive training on several of the most common programs utilized today. Whether we are training the novice who virtually possesses no knowledge of computers or the experienced user desiring only to brush-up on his / her skills, ABM's training department is quite capable. We encourage the Management Staff of the PANYNJ Airport Parking Facilities to take advantage of this opportunity; the initial training will consist of the SCORE[4] System, Microsoft Excel and Microsoft Word, and all will be provided at no cost to the project.

Certified Parking Professional (CPP)

Educational programs and designations are commonplace in the asset and property management arenas. On the contrary, programs which stimulate specific parking knowledge have not been available to our industry until just recently. In 1995 and 1996, ABM Parking Servicdes committed to the placement of 50 qualified individuals into the National Parking Association's Certified Parking Professional (formerly Certified Parking Facility Manager CPFM) program. We now have hundreds of certified managers nationwide.

The program is offered as a correspondence class for those desiring to expand their knowledge of the industry. Contemporary issues such as computerization, parking control and specifications, the American Disabilities

Act (ADA), maximizing profits and controlling expenses, as well as rideshare development and planning are all examples of the contents of the certification program.

ABM Parking Services' *Roadmap to the Future*

We have clearly seen the need to enrich our employees by offering the most comprehensive training systems available. ABM has an online training program wherein management staff are taught on a variety of subjects. The curriculum of ABM's *Roadmap to the Future* will be used as a means of educating our employees. The classes are offered online for convenience and they are available 24 / 7, day or night. Managers in positions reporting to the Regional Manager such as General Managers and Assistant Facility Managers will have access to 10 business-based online educational training courses specifically selected to support their ongoing professional development here at ABM Parking Services. Classes include:

- The Principles of Financial Management
- The Fundamentals of Exceptional Customer Service
- Overcoming Difficult Customer Service Situations
- Identifying Your Customer's Expectations
- Problem Performance Prevention
- Leadership Essentials: Leading Change
- Sustaining Competitive Advantage
- Personal Accountability

With a stable workforce in place, we provide continuous training to all of our employees, enhancing their skills and knowledge of the parking industry. By investing in their potential, we develop top-notch, quality employees that we can stand behind. The combination of prescreening, ongoing training, and an excellent benefits package produces the workforce that you see today at an ABM Parking Services managed facility.

Full Time and Part Time Employees

ABM Parking Services plans to utilize the following full and part time personnel to operate the Port Authority of New York and New Jersey Airport Parking Operations.

Airport	FT Emp	PT Emp
EWR	231	8
JFK	195	9
LGA	119	3
SWF	8	2

THE PORT AUTHORITY OF NY & NJ

John F. Kennedy INTERNATIONAL AIRPORT | LaGuardia AIRPORT | Newark Liberty INTERNATIONAL AIRPORT | Stewart INTERNATIONAL AIRPORT

ABM Parking Services

PLAN TO MINIMIZE EMPLOYEE TURNOVER

d. Plan to Minimize Employee Turnover

ABM Parking Services has always focused on the quality and effectiveness of our management, operational and administrative plans and are committed to hiring, and most importantly, retaining quality individuals who exemplify the utmost in customer service and operational efficiency. ABM Parking Services has always maintained a stable workforce at the facilities operated under the Public Parking Lot Service Agreement.

ABM Parking Services strives to hire, train, review and reward employees in an effort to ensure stability. Employees are kept abreast of management expectations and efforts to improve performance through written communication media (company newsletter), as well as notice boards prominently placed.

ABM Parking Services proudly holds the lowest turnover rate in the parking industry. This may be attributed to the quality of employees that are hired and the pleasant work environment. Currently in the parking industry, an acceptable turnover rate is 20%. ABM Parking Services has consistently had turnover rates at this contract well below this industry standard. In reality, we have maintained 90 - 95% of our employees, but seem to have to replace the remaining 5 – 10% multiple times per year, causing actual turnover rates to rise to 15% or more. Please see the following pages for our turnover rate charts for the Port Authority contract for the last five years.

The following is a detail of ABM Parking Services program for effective performance and patron satisfaction:

- Recruitment and hiring
- Training and retraining including our annual training schedule
- Enforcement including the review process and progressive discipline
- Incentive and awards program
- Annual employee events calendar

Our training, incentive, and events programs are designed to:

- Monitor and measure performance
- Enhance customer service skills
- Reward positive behavior
- Increase morale and productivity through teamwork
- Develop and hone leadership skills
- Reveal areas of opportunity

We are convinced that the implementation of these programs will lead not only to meeting, but exceeding the NY/NJ Public Parking Lot Service Agreement.

THE PORT AUTHORITY OF NY & NJ

John F. Kennedy INTERNATIONAL AIRPORT | LaGuardia AIRPORT | Newark Liberty INTERNATIONAL AIRPORT | Stewart INTERNATIONAL AIRPORT

ABM Parking Services

MANAGERIAL AND SUPERVISORY PERSONNEL

e. Managerial and Supervisory Personnel Exclusive to the Contract

Executive Support Team

ABM Parking Services is structured to ensure *direct, senior-level involvement with major* airport contracts. As detailed on the following pages, each of our senior executives has extensive experience in the airport market. The complex nature of airport parking and transportation is clearly understood by everyone from the president to our account executive.

Mark Muglich - President

Mark Muglich has over thirty-five years experience managing every type of parking operation and facility in the industry. His philosophy for growth is articulated in his Indoctrination and Development Program for operating personnel – "customer and client satisfaction are a direct result of the professionalism you put into your work." Mark has been directly involved in our airport operations at the Minneapolis-St. Paul International Airport, Detroit International Airport, Buffalo Niagara International Airport and Omaha's Eppley International Airport.

Mark joined ABM Parking Services in 1973 as a Parking Facility Manager and was later successively promoted to City, Division, Regional Manager, Regional Vice President, Senior Vice President and President.

Mark's many years of experience comprise management and consulting in a full range of parking applications including office buildings, airports, hotels, banks and financial institutions, hospitals, mixed-use projects, medical buildings, retail, municipalities, special events, and restaurants. His experience also extends *to both valet and shuttle parking operations.* Mark has personally been involved in the management of many of the most prestigious parking operations in the nation including Minneapolis-St. Paul International Airport, City of Minneapolis Parking system and Cleveland Browns Stadium. He has consulted on numerous projects and has worked extensively in the review and analysis of parking equipment purchases and specifications.

Since 1994, he has been involved in the development and management of the company's operations in the Midwest. In November of 2000, Mark was promoted to the position of Senior Vice President, where he oversaw all of the Midwest and South Central operations. Mark is a Vice Chairman and member of the Executive Committee of the National Parking Association.

ABM Parking Services's operations are organized into several geographic regions; Regional Vice Presidents of each region report to the President.

Leonard Carder - Executive Vice President

Leonard has been with ABM Parking Services for more than 16 years. After overseeing *operations at the premier* Seattle landmark, the Space Needle, Leonard joined ABM in 1994 as an Operations Manager. He was promoted to Regional

Marketing Manager and then Regional Operations Manager. In 2006, Leonard took the helm of the NW Region as Vice President. In early 2011, Leonard was promoted to Executive Vice President.

His operations experience includes airports (Denver International, Boise and Colorado Springs), hotels, hospitals, commercial facilities, a variety of valet services, with an emphasis in advanced technology and on-street and off street parking for the City of Park City, Utah.

D. Scott Hutchison – Vice President, Airports

Mr. D. Scott Hutchison is our Vice President, Airports and will be our designated account executive for the Port Authority of New York and New Jersey. Mr. Hutchison will be directly responsible for the supervision of the transition of the new contract. With Mr. Hutchison, the Authority will be retaining one of the truly professional airport parking executives. For more than 25 of his 30 years in the parking industry, Scott has been involved in the airport industry. As Scott has been the parking manager at both the Salt Lake City International Airport and the Phoenix Sky Harbor International Airport, he has the on-the-ground experience in the dynamic airport services that allow him plan for the success of his operations.

During his career as an airport parking and transportation executive, Scott has been responsible for airport parking and shuttle services in every airport market type. Scott has overseen the parking and/or shuttle services for airports such as Los Angeles International Airport, San Francisco International Airport, Newark Liberty International Airport, Washington Dulles International Airport, John Wayne Airport, Salt Lake City International, Phoenix Sky Harbor International Airport, Long Beach Airport, Boise Air Terminal, Oklahoma City's Will Rogers World Airport and the Wichita's Mid Continent Airport; and many more.

His experience in combined airport parking and shuttle services includes the Denver International Airport where his parking service collected more than $100 million in revenue while his shuttle service transported more than five million passengers annually. In every airport that Scott is responsible for he stresses customer service, revenue integrity and employee safety. In his career, Scott has developed programs in each of these principles that have become industry standards.

Scott is member or affiliate member of the following organizations: NPA, AAAE, ACI-NA, and IPI where he currently serves on the Board of Advisors.

Margaret Kann - Assistant Vice President of Airport Audit and Revenue

Margaret Kann began her career twenty-one years ago as a supervisor at Orlando International Airport. She was quickly promoted to the position of General Manager of parking, valet and taxi operations. Margaret's progressive management style was an integral part of our success in the Orlando

parking operation. Her proactive approach and thorough knowledge of operating procedures enhanced the integrity of all our revenue control systems. She developed and formalized the standard operating procedures manual, cashier training programs, audit procedures and created a detailed reporting package that has been critiqued by industry consultants as "most comprehensive and informative". Margaret's leadership produced one of the most experienced and capable parking management teams in the industry. In 1998 she was promoted to Director of Audit and Revenue where she oversees the audit process and ABM's national credit card contract. She is also responsible for achieving and maintaining ABM's PCI compliance.

Margaret works closely with parking equipment vendors to ensure that all equipment meets the PCI-DSS requirements.

Tom Merlino - Director of Safety

Tom Merlino's career with ABM Parking Services began in 1994. He is the corporate executive in charge of ensuring that all of ABM's over 2,000 diverse locations comply with applicable federal, state and local laws as they pertain to health and safety. He has developed loss prevention programs that are innovative, technologically advanced and specifically designed to protect our employees and the needs of our clients'. Mr. Merlino's duties also include statistical reporting, liability risk analysis, loss control and cost containment. He is active in each airport operation, conducting safety inspections and employee training.

On Site Management

ABM Parking Services will continue to provide a qualified and experienced parking management staff to oversee the Port Authority of New York and New Jersey Airport Parking Facilities.

Michael C. Joseph, CPFM – Regional Manager, NY/NJ Airports Parking Operations

Michael Joseph has over 18 consecutive years of airport parking experience with the Port Authority of New York and New Jersey.

Since 2008, Michael has been our Regional Manager for the NY/NJ airports parking operations contract. This contract governs Newark Liberty International, John F. Kennedy International and LaGuardia Airports. This is the single largest parking contract in the United States with parking revenue of over $217,000,000, over 9,000,000 parking customers, over 44,000 spaces, a payroll of over $16,000,000 annually and over 600 employees.

Michael's main focus on this contract is to manage overhead and capital expenses of the operation, provide analytical and strategic reports to the client, and to continual provide the highest level of Customer Service as outline in the Port Authority Standards.

Starting at an entry level position, Michael has worked as a General Manager at LaGuardia and Newark, Employee Sales Office Manager and Supervisor-In-Charge at JFK; and today in addition to his role as Regional Manager of our

NY/NJ airport parking operations, he has been a contributor to other government contracts, RFP development, and a support to management at the DC airports operations.

Stanley Petersen, CPFM – General Manager, Newark Liberty International Airport, Proposed GM for Stewart International Airport

Stanley Petersen is a 33 year veteran of the parking industry in the New York and New Jersey area. He has vast experience in operations, auditing, contract administration, training and purchasing. For the last four years, Stanley has been our General Manager of parking operations at Newark.

On-site revenues exceed $100,000,000 per year at Newark Liberty International Airport; and with a staff of 240 union and non-union employees, Stanley oversees and manages ABM's Parking Contract for the Port Authority of New York & New Jersey.

In 2010, Stanley was selected as "Employee of the Year for Going Above and Beyond" as part of The Port's Customer Care Reward and Recognition Program. He received this award for his collaboration with law enforcement in the apprehension of an individual that caused a major security breach at the airport.

Along with an MBA from St. John's University, he holds the accreditation of Certified Parking Facility Manager from the National Parking Association.

Haroon Akhtar, CPFM – General Manager, LaGuardia Airport

Haroon Akhtar is an experienced transportation and parking professional with more than 23 years of experience in the industry. He has extensive airport experience including his current management position as our General Manager of parking services for LaGuardia Airport. His expertise includes areas of contract compliance, operations management and union relations. Prior to joining ABM Parking Services, Mr. Akhtar worked within the parking industry at Edison Parking Services managing multiple locations in New York and New Jersey.

Mr. Akhtar has managed numerous contracts that call for adherence to performance benchmarks, in high performance environments such as JFK International Airport and LaGuardia Airport. His leadership of employees against such benchmarks was the driving success in achieving the "Best Performance by a Port Authority Contractor for Customer Care" award two years in a row at LaGuardia Airport and with the Taxi Dispatch Operation in 2006.

As a Manager Mr. Akhtar has shown that he cares about his employees and is willing to listen to their concerns and ideas on how their jobs and customer service can be improved.

MANAGEMENT APPROACH

Orlando Rodriguez – General Manager, John F. Kennedy International Airport

Orlando Rodriguez has over 25 years of experience in the parking industry. He managed numerous contracts within the New Jersey and New York areas. His experience includes airports, hospitals, university campuses, shopping malls, residential, valet and shuttle services. About four years ago Orlando started working at John F. Kennedy International airport. He dedicates himself to provide the highest level in client satisfaction such as working closely with a staff of 200 employees to ensure that John F. Kennedy International airport performs the highest level of customer service.

Currently Orlando is responsible for the overall parking operation, overseeing and managing parking revenues of over $74M annually. Orlando's focus is to ensure the parking operation's performance is well managed so as to meet the high standards set by the Port Authority of New York and New Jersey across the board. In addition, Orlando Rodriguez continually strives to find ways to minimize expenses and ensure that all staff adheres to policies and procedures, and confirming that all revenue is safeguarded and secured for the Port Authority of NY and NJ. Meeting these expectations has resulted in great audits over and over again.

Keith Urban, CPFM – Operations Manager, Newark Liberty International Airport

Keith Urban has 30 years of experience in the parking industry and holds the accreditation of Certified Parking Facility Manager from the National Parking Association.

Keith started out as an Assistant Manager in Baltimore, Maryland and progressed through the ranks holding positions as Senior Manager; Night Supervisor; District Manager (Washington; DC); City Manager (Portland, Or) and Area Manager (Newark, NJ) before coming to the airport as our Operations Manager.

With a 24/7 operation, Keith oversees 18,000 parking spaces, in 5 separate facilities, and a staff of over 225 employees. His keen eye for detail ensures our full compliance with the standards set forth by the Port Authority of New York and New Jersey regarding staffing, scheduling, customer service, deposits and much more.

In 2010, Keith was selected as "Employee of the Year for Going Above and Beyond" as part of The Port's Customer Care Reward and Recognition Program. He received this award for his collaboration with law enforcement in the apprehension of an individual that caused a major security breach at the airport.

MANAGEMENT APPROACH

Maurice Raymond, CPFM – Operations Manager, LaGuardia Airport

Maurice Raymond is responsible for managing 120 employees and overseeing the day-to-day parking operations at LaGuardia Airport.

He is an experienced transportation and parking professional with more than 12 years of knowledge in all phases of the parking industry. He started his career at JFK International Airport and worked in all levels of the operations.

Maurice manages numerous employees and ensures that the field operations run smoothly and effectively. His "hands-on" approach ensures that our operation at LaGuardia Airport continually and effectively not only meet, but exceed The Port's expectations.

He understands that great achievement can only be attained through hard work and dedication to a team goal. Maurice consistently focuses on communication and respect for all individuals in the parking operation. He credits these beliefs as a basis for our successful business model and achievements at our LaGuardia Operation.

Dimas Perez – Operations Manager, John F. Kennedy International Airport Parking Operations

Dimas Perez has over 28 years of experience in the parking industry and oversees more than 200 employees at our John F. Kennedy International Airport operation where we have annual revenue in the $74,000,000 range.

Prior to becoming our Operations Manager at JFK, Dimas was the Transition / Quality Assurance Manager at our Newark Liberty International Airport location. The transition consisted of the removal of the Ascom Revenue Control System and installation of the current Federal APD system. Dimas was our point person during this transition for all of our airport locations and instrumental as our liaison between Ascom, Federal, and The Port Authority.

As our Operations Manager, in addition to scheduling, staffing, and ensuring contract compliance, Dimas cites providing the highest quality of customer service and efficiency as a main goal of his position.

Pedro O. Cabrera, CPFM – Proposed Regional Finance & Reporting Coordinator

Pedro Cabrera is currently our Financial Manager, servicing our NY/NJ airports. He began his career in the parking industry 35 years ago at La Guardia Airport.

Pedro started his carrier as a Cashier / Traffic Attendant and soon was promoted to Clerk in the Audit Department. A few years later, he was promoted to the position of LaGuardia Airport Chief Accountant where he oversaw the revenue-audit department. After successfully supervising this department for 11 years, he became the Credit Card & E-Z Pass Manager in 2000. He trained his staff on reconciliation procedures, Parking Revenue Control System (PRCS), and other reports.

In 2008, he was temporary assigned the Regional Financial Manager position of all three Airports. Pedro developed and formalized the detailed revenue reports for the Port Authority. In addition, he planned, organized, and controlled the work required for each airport's clerical personnel in the audit departments.

In over thirty five years of dedicated service to the industry, Pedro has gained immeasurable experience in the knowledge of auditing, operating procedures, and revenue control systems. Under his stewardship, we have achieved excellent audit reports from the Port Authority of New York and New Jersey year after year.

In 2006, Mr. Cabrera received this third award for his many dedicated years of service to LaGuardia Airport.

Ciro Averhoff – Regional I.T. Manager, NY/NJ Airports Parking Operations

Ciro Averhoff has been the Regional I.T. Manager for the NY/NJ Airports Parking Operations since 2005. He is responsible for maintaining all types of communication at Newark Liberty International, John F. Kennedy International and LaGuardia Airports.

Ciro has assisted with many projects within the airports including the installation of the biometric clocks, the new online reservation system and closed circuit TV. He also works with our staff assisting them with Microsoft Windows and MS Office.

Over 30 years ago, Ciro began his career with the parking operation at Newark Liberty International Airport as a cashier, then went onto becoming a Supervisor and Employee Lot Administrator before his position now of Regional I.T. Manager.

Keshia-Elaine Johnson – Proposed Regional Sales & Marketing Coordinator, NY/NJ Airport Parking Operations

"First seek to understand then to be understood." (Stephen R. Convey) Keshia-Elaine Johnson lives this in her personal and professional life. She states, "To know the client or prospective client, you must listen to what they are saying and understand exactly what they are looking for. Understanding is the key to any successful relationship. It gives you the tools with which to meet your goals successfully."

Having a BA in Liberal Arts & Science with heavy concentrations in Sociology & Psychology along with 18 solid years of Advertising & Sales background, Keshia knows what it takes to recognize, understand and create successful professional partnerships. Advancing from Receptionist to Office Manager, Administrative Assistant to National Account Coordinator, Manager Multi-Market Client Services to Account Executive; she has a well rounded knowledge of Advertising & Sales from the ground up.

In her initial venture into sales, Keshia grew a barely existing non-for profit category from its annual revenue of thousands to over $1M with annual increases. Being committed to customer

service and being able to get people what they needed with limited resources made her job fulfilling and enjoyable.

Keshia-Elaine Johnson is personable, down to earth, creative, hard working and committed. She continues to work passionately in everything she does. She consistently demonstrates her ability to understand and then deliver on that understanding.

Debra Walker – Regional Human Resources Manager, NY/NJ Airports Parking Operations

Debra Walker is the Regional Human Resources Manager for the NY/NJ Airports parking operations. With her Master's Degree in Organizational Behavior, she manages the Human Resources functions for over 600 union and non-union personnel.

Debra's has over 25 years of experience working as a Human Resources Professional within manufacturing, consumer products and construction management companies.

This experience serves as a great support to all levels of management and employee personnel that are a part of our contract with the Port Authority of New York and New Jersey.

Cate Moran – Regional Customer Service & Training Manager, NY/NJ Airport Parking Operations

Cate Moran has been part of the parking operations for 11 years and in that time has instituted a wide variety of training, events, and incentive programs that have been instrumental in the success of our current contract with the Port Authority of New York and New Jersey.

Prior to joining the parking operation, Cate was an independent speaker, trainer and facilitator specializing in Customer Service, Leadership, Process Improvement, and Time and Stress Management. She traveled throughout the United States as a lead presenter in the automotive industry's leadership and team building XLA Program; and also in the country's largest customer service training contract sponsored by the United States Postal Service.

Cate's approach to customer service has always been to "See your organization through your customers' eyes and to keep in mind our two sets of customers...the internal and external! We cannot forget that our employees are our greatest asset and if we want to please our external customers, we have to make sure our internal customers – our employees – have the tools, motivation, and support to do that."

Cate, along with her staff, have partnered with The Port over the last 11 years in developing and/or expediting various programs that celebrate, train, rewarded, and tracked our team members and their performance. The results speak for themselves, as we often receive letters of commendation about our

employees, continually score high in our Mystery Shops, have terrific participation in our employee events, and continually receive top recognition in the prestigious Port Authority Customer Care Awards.

f. Resumes

Please see our Key Personnel resumes on the following pages.

Ex.1

Michael C. Joseph
d

PROFESSIONAL EXPERIENCE:

02/2008 – Present **ABM Parking Services (formerly Five Star Parking), JFK/LGA/EWR**
NY/NJ Regional Manager - EXECUTIVE MANAGEMENT * OPERATIONS

Responsible for all aspects of the Parking Operation Contract between the Port Authority of New York and New Jersey and ABM Parking Services. This is the largest parking contract in the United States with over 45,000 spaces and annual revenue of almost a quarter of a billion dollars. My responsibilities include, but are not limited to:

- Manage business operations for parking facilities for NY/NJ airports.
- Oversee a staff of 600 employees, both union and non-union.
- Responsible for the safety, security and deposit of over $220 million annually for the client.
- Oversee payroll of over $14 million annually.
- Manage functions of Operations, Administration, Audit, Customer Service, Finance, Reporting, Sales, Marketing, and Human Resources in accordance with Contract provisions.
- Assure cooperation and communication with Police at the facilities.
- Develop, oversee and achieve a high level of Customer Service.
- Analyze parking facility activities and develop productive procedures – focus on budgeting, staffing, training, revenue enhancement and cost control.
- Assure a professional operation and contractual compliance for and with the Port Authority of NY/NJ.

08/2002 – 01/2008 **Five Star Parking, Newark Liberty International Airport, Newark, NJ**
General Manager
01/2001 – 07/2002 **Five Star Parking, LaGuardia Airport, Flushing, NY**
General Manager

- Responsible for all aspects of the parking operation which included public, employee, and valet (EWR) parking and contractual compliance for and with the Port Authority of NY/NJ.
- Promoted growth; provided guidance, structure, acknowledgement/support and discipline in managing 290 (EWR) and 120 (LGA) employees.
- Responsible for the safety, security and deposit of over $113million (EWR) and $36 million (LGA) annually for the client.
- Oversaw payroll of over $8 million annually.
- Managed overhead and capital expenses of the operation.
- Provide analytical and strategic monthly reports, reorganized staff structure, redeveloped & created revenue reports.
- Committed to ensuring the highest of Customer Service Standards.

06/2000 – 12/2000 **Five Star Parking, John F. Kennedy International Airport, Jamaica, NY**
Sales Office Manager
04/1992 – 05/2000 **Five Star Parking, John F. Kennedy International Airport, Jamaica, NY**
Supervisor-In-Charge (SIC)

In each of these leadership positions, I was responsible for a variety of duties that included supervising of staff, shift scheduling, documentation, billing, revenue deposits, and satisfactory interaction with the public.

TECHNICAL SKILLS:

Microsoft Office 2010 - Word, Excel, PowerPoint, Publisher, Access, Outlook, QuickBooks

EDUCATION:

Education Plaza Business Institute, Jackson Heights, NY - Major: Accounting and Information Systems
American Business Institute, Manhattan, NY - Certified: Computerized Office Specialist
University of Guyana, Georgetown, Guyana - Major: Business Mgt., Accounting

STANLEY M. PETERSEN, CPP

CAREER SUMMARY

General Manager with experience in the operations and financial success of parking facilities and commercial real estate properties. Strong management skills in team leadership, budgeting, multi-unit management, problem solving, risk management, motivation, and the training and development of both union and non-union personnel.

PROFESSIONAL EXPERIENCE

Leadership:

- Re-branded Premium Valet Parking image, signage and uniforms.
- Improved in-house uniform program, reduced on-hand inventory levels while maintaining company image.
- Reorganized operations and streamlined management relationships, saving $150,000 in payroll costs.
- Reduced turnover of entry level personnel, significantly decreasing hiring costs and improving morale.
- Improved vendor relationships, effectively negotiated prices, scheduled timely deliveries to minimize inventory levels and reduced the cost of supplies by $100,000.
- Implemented a new purchase order, inventory control and billing system, trained all users, and decreased end of month closing time by 50 percent.
- Designed property management program procedures, inspections, forms and reporting for NJSCC owned, residential and commercial properties.

Auditing:

- Conducted surprise audits of locations to maintain financial and operational integrity.
- Planned and directed an audit of a competitor, resulting in the discovery and documentation of financial theft exceeding $200,000.

Risk Management:

- Coordinated the reporting, tracking, and resolution of bodily injury, property damage and worker's compensation claims with the claimants and insurance carriers.
- Conducted cash control and security inspections to minimize potential losses.

Employee Development:

- Trained front line managers to be effective leaders, resulting in improved customer service.

WORK HISTORY

ABM / Five Star Parking, Newark Liberty International Airport — 2008 – Present
General Manager

Macy's and Nordstrom's, Freehold, New Jersey — 2004 - 2008

REO Allegiance Inc., Bayonne, New Jersey — 2005
Senior Asset Manager

C&K Properties, New York, New York — 2002 - 2004
Director of Parking Operations

Central Parking Systems, New York, New York — 1998 - 2001
Operations Manager and Purchasing Manager

Edison Parking, Newark, New Jersey — 1976 - 1998
General Manager, Director of Operational Services; Director of Internal Audit and Contracts Administration

G. Mitchell Hartman & Associates, Inc., Elmwood Park, New Jersey — 1985 - 1997
Instructor of the Dale Carnegie Course, Effective Speaking and Human Relations

EDUCATION

Saint John's University, New York	M.B.A. Business
Northland College, Wisconsin	B.S. Accounting
New York University, New York	Property Management Certificate

Continuing education credits in Purchasing, Management and Sales.

Ex.1

Haroon Akhtar

PROFESSIONAL EXPERIENCE:

2006- Present **ABM Parking Services (formerly Five Star Parking), LaGuardia Airport, Flushing, NY**
General Manager

- Manage parking operation for the Port Authority of New York and New Jersey
- Responsible for collection and deposit of over $40 million annually
- Oversee a staff of 120 union and non union employees
- Focus on customer services, capital expenses, and cost control
- Provide monthly billing and reports to client.
- Awarded the "Best Performance by a PA Contractor" for Customer Care in 2010 by the Port Authority.
- Awarded the "Best Performance by a PA Contractor" for Customer Care in 2011 by the Port Authority.
- Received perfect Revenue Audit Reports from the Port Authority Auditors

03-2006 **Five Star Parking Taxi Dispatch, John F. Kennedy International Airport, Jamaica, NY**
General Manager

- Managed all aspects of a 140 employee customer service operation.
- Managed taxi dispatch service for the Port Authority of New York and New Jersey.
- Help to improve the taxi dispatch program at JFK by utilizing license plate recognition, remote ticket printing, and bar code technology.
- Liaison with Port Authority Contract Administrators.
- Excellent work relationship with employees, retained non-union status.
- Awarded the "Best Performance by a PA Contractor" for Customer Care in 2005 by the Port Authority.

01-2003 **Edison Properties, LLC, New York, NY**
Area Manager, Hippodrome Garage

- Manage all aspects of a 750 car, multi-level, valet parking operation in Mid-Town Manhattan.
- Oversee the billing and auditing process and the preparation of daily reports and monthly summaries.
- Supervise nearly 50 employees, both union & non-union, including 3 management employees. Vacation scheduling, hiring, training, progressive discipline and terminations.
- Suggested and implemented the use of my facility as a central, off-hours, customer service hot-line.
- Conduct "Parking Rate Surveys" of the competition, analyze data from the revenue control system, using this information to propose changes in rates and products offered as well as changes to the operation, including staffing.

1998-2001 **Edison Parking Management, Newark, NJ**
District Manager

- Oversaw the operation of nearly 100 managed locations throughout New York and New Jersey.
- Reported daily to the VP of operations. Daily interface with facility owners and administrators.
- Direct reports were on-site managers of each facility.
- Implemented training courses for managers in learning MS Excel and MS Word. Aided managers in preparation of monthly summaries. Trained employees in valet parking for NJPAC and the Plaza Hotel of New York.

1989-1998 **Edison Parking Management, Various Locations**
Manager

Managed locations where my ability to create a working atmosphere with facility owners, administrators and building maintenance was a critical portion of the daily routine.

ADDITIONAL SKILLS:

Effective Management & Coping Skills - Organizational Management - Motivational Development & Leadership Training - Time Management - Proficient in MS EXCEL, MS WORD, MS PowerPoint, MS Windows 9X, XP, 2000

Ex.1

ORLANDO RODRIGUEZ

EXPERIENCE:

02/2008 to Present **ABM PARKING SERVICES, JFK International Airport Jamaica, NY**
General Manager

FIVE STAR PARKING was aquired by AMPCO SYSTEM PARKING and I currently hold the same position with no change to my reponsebilities at JFK International Airport.

- Plan, organize, direct and control the work required for all Contractor's administrative, supervisory, cashier, and other employees subcontractor's engaged in operating the public parking lots at the facility.
- Abide by and insure adherence to established policies, rules, procedures and regulationsof the Port Authority as applicable at the facility.
- Maintain close and proper liaison with the Airport Manager or his/her duly designated representative on a day-to-day operational problems and assure cooperation of his/her staff with authorized representatives of the Port authority.
- Maintaine close liaason with and assure cooperation of his/her staff with members of the Port authority Audit division on mattersof revenue accountability and security.
- Resposible for the overall collection of all parking related revenues.
- Resposible for the reporting of safety and security concerns of the parking service.
- Assure cooperation and comminications with police at the facility, handeling problems of mutual concern such as the prohibited vehicles, minimizing traffic congestions leading into and out of the lots, and other items relative to security and property of both the Port Authority and patrons utilizing the parking facilities.
- Resposible for achieving an acceptable level of public relations by all employees of the Contract at the facility.
- Responsible for the final selection and dismissal of parking personnel of the Contractor at the facility.
- Authorize and approve the purchase of supplies, services and materials associated with the administration and operation of the parking facilities in accordance with the contract.
- Resposible for maintaining a running record, "The Manager's Log", which will note by time and date all instances of non routine events (i.e. vehicle thefts, vandalism, lot closures, etc.) and record the nature and result of all communications with Port Authority representatives.
- Responsible fo analyzing parking lot operational activities in order to develop procedures to improve patron service. In those cases where Port Authority action is required, the General Manager is expected to submit recommendations and suggetions for the Port Authority consideration.
- Conduct unannouced personal inspections at various times of day and week to observe and evaluate performance of subordinate personnel in fulfilling patron service standards and contractual obligations.

02/26/02 to 08/15/08 **STANDARD PARKING, 15 Locations - Manhattan, NY**
Senior Manager

- Manage fifteen(15) parking locations and evaluate day-to-day operations.
- Coordinate and organize transition in new Management contracts.
- Conduct annual reviews and document corrective action.
- Canvas for new business. Arrange deals for group accounts.
- Monitor expenses and payroll. Complete budgets and project updates. Conduct rate surveys.
- Maintain overall security and ensure that all policies are followed.

1985-2002 **EDISON PROPERTIES, LLC., up to 40 locations** - Newark, NJ
General, District, Assistant Manager Positions

EDUCATION / TRAINING

ESSEX COUNTY COLLEGE OF NEW JERSEY - ***Business Management***
Seminars: Train the Trainer ● How to Interview People ● How to Deal with Employee Attitude Problems

Ex.1

KEITH W. URBAN

EXPERIENCE:

2010-Present **ABM Parking Service,** Newark Liberty International Airport, Newark, NJ
Operations Manager

General Management professional with a record of delivering strong and sustainable profit gains based upon concentrated marketing strategies, and increased productivity. Improved customer satisfaction levels by enhancing service delivery through strategic partnering. Recognized as a leader with a sense of urgency who emphasizes cross-functional thinking, continuous improvement and effective financial management. Recruits and builds high-performance, participative management teams. Skilled in property and facilities management, operations, training, and the supervision of multi-cultural work forces.

- Oversee the day to day operations at Newark Liberty International Airport and responsible for all areas of the operation.
- Updated Employees Sales Manual for the Employee Sales Office at the Port Authority of NY/NJ.
- Developed the Audit Manual for Five Star Parking for use at the Port Authority of NY/NJ three airports.
- Developed and implemented the formal audit procedures and manual for use at the Port Authority of NY/NJ Newark Liberty Airport valet parking.
- Spear headed the re-branding program and re-launch of the valet services at Newark Liberty Airport
- Developed and wrote the operating procedures for the Premium Reserved Parking Program at Newark Liberty Airport.

2009 to 2010 **Five Star Parking,** Newark Liberty International Airport, Newark, NJ,
PCRS/Transition Manager

Provide quality assurance for Federal APD equipment and reliability of equipment as related to the parking operations and customer service. Over see the Employees Sales Office and coordinate with the Port Authority Revenue and Accounting Department for billing of customers on a monthly basis. Provide necessary support for special projects as requested by the General Manager and the Port Authority.

2007 TO 2009 **CONSULTING AND INDEPENDENT CONTRACTING**

- Presented bids- owner introduction- compiled bid information-contracted jobs (Five Star; Laz Parking; Welcome Parking; and Illva Saronno)

1999 to 2007 **CENTRAL PARKING SYSTEMS, Newark, NJ,**
Area Manager

Managed all parking operations for Central Parking in the city of Newark NJ; consisting of 22 locations with 175 hourly employees and 33 management personnel.

1981 to 1999 **EDISON PROPERTIES, LLC, Baltimore MD, Washington DC, Portland OR, Newark NJ, Queens, Westchester, NY, CT.,**
General Manager

Managed 33 locations and 300 employees throughout the New York Metro area and Ct. also worked during this time in Baltimore, Maryland and Portland, Oregon.

Functional Skills

Budgeting, Auditing, Billing, Cash Management, Training/Development, Vendor Management, Alternate Sourcing, Cost Reduction, Multi Locations, Strategic Planning, Event Management, Client Relations.

Highlights

Certificate of Achievement for Customer Care Training Program at EWR – 2010 - Outstanding Performance for Updating Employees Sales Office Manual – 2010 - Certified Parking Professional – 2010 - Employee of the Quarter "Above and - Beyond" at EWR – 2009 - Employee of the Year "Above and Beyond" at EWR – 2009 - Improved net profits by 162% (2001 – 2007) - Most Successful Contributor Award - 2005

Education

Essex Community College – **Associate of Arts Degree in Business Administration**

Ex.1

Maurice V. Raymond

EXPERIENCE:

2009-Present **ABM Parking Services – LaGuardia Airport, Flushing, NY**
Operations Manager

- Manage day to day operations of over 120 employees.
- Responsible for scheduling and staffing positions.
- Conduct interviews for hiring.
- Attend Port Authority Station Managers monthly briefings.
- Issuing Officer for Port Authority ID Cards.
- Reconcile Contractual Labor Hours.
- Prepare Facility Monthly and Annually Billing for Port Authority & ABM.
- Schedule employees' vacation.
- Assist Port Authority Audit Issues.
- Communicate daily with the Port Authority's Contract Administrator and Duty Supervisors.

2008-2009 **Five Star Parking – LaGuardia Airport, Flushing, NY**
Employee Parking Sales Office Manager

- Oversee the day to day operations.
- Preparation Monthly Port Authority Revenue Billing.
- Supervise Audit Clerks.
- Communicate daily with Airport Station Managers.
- Reconciliation and Prepare Monthly Revenue Report.
- Supervise Manager's (VIP) Revenue Control Lots.
- Inspect Airport Employees Parking lot.

2001-2008 **Five Star Parking – JFK International Airport, Jamaica, NY**
Supervisor-in Charge/ Supervisor

- Supervise Revenue Control Parking Lots.
- Supervise employees daily.
- Reconcile Employee's Daily Revenue.
- Prepare daily and weekly employee schedule.
- Communicate regularly with Port Authority Duty Supervisor.

EDUCATION:

Professional Parking Management Course
Bachelor in Theology for Cumberland University
Social Theology Doctorate Cumberland University
Port Authority Customer Service Course

Ex.1

Dimas Perez

Experience:

2002 – Present **ABM Parking Services (Formerly Five Star Parking), JFK Airport, Jamaica, NY**
Operations Manager at JFK Airport since November 2009

Responsible for all aspects of the Parking Lot contract at John F. Kennedy International Airport between ABM Parking Services and The Port Authority of NY & NJ, including scheduling and managing over 200 employees to maintain acceptable operational costs without impacting the services provided to the airport customers.

Other duties are as follows:

- Provide adequate manpower to lower level staff to ensure compliance with the contract.
- Review traffic patterns to provide suggestions to reduce operational costs without impacting the service provided.
- Monitor traffic patterns and suggest methods to improve the overall services to the public.
- Implement operational changes as required by the Port Authority Parking Lot Administrator.

PRCS Transition Manager at Newark Liberty Int'l Airport, 2005 - 2009

Responsible for troubleshooting equipment and reports, submission of feedback to the Port Authority Parking Administrator as well as the Maintenance Contractor and consultants to maintain the quality control within acceptable parameters. Some of the functions included are as follows:

- Tested enhancements and modifications to the software package to ensure compliance with all the requirements.
- Provide training and support to all the staff pertaining to system enhancements or modifications to maintain and comply with all contract requirements.
- Periodically test existing PRCS software and hardware for quality control.
- Closely supervised the transition of the billing software package at the Sales Office at Newark Liberty to ensure compliance with quality assurance and audit requirements.

Operations Manager at Newark Liberty Int'l Airport, 2003 – 2005

Responsible for complying with staffing coverage requirements of over 240 employees as well as providing suggestions to minimize operational costs by reducing or modifying the staffing.

Education/Skills:

BA in Musical Education
Proficient in Microsoft Windows (XP, Vista, and Win7), Office Suites versions 2003, 2007 and 2010
Fully bilingual (Spanish/English)

Pedro O. Cabrera

Ex.1

EXPERIENCE

2008-Present **ABM Parking Services (formerly Five Star Parking), JFK/LGA/EWR**
Regional Financial Manager

- Plan, organize, direct and control the work required for all the contractor's Clerical personnel of the three airports' Audit Department.
- Ensure all necessary reports and forms are complete, accurate and timely.
- Abide by and insure adherence to established policies, rules, procedures and regulations of the Port Authority in regards to the Audit and reporting functions.
- Maintain close liaison with and assure cooperation of the Audit staff with members of the Port Authority Audit division on matters of revenue accountability and security.
- Forward statistical reports prepared for the Port Authority to the proper parties within the Port Authority each month, consisting of Monthly Paid Car and Revenue Reports, Credit Card and EZ-Pass reports and Monthly Non-Revenue, Void and Exception Reports.
- Create Ad Hoc reports when requested by the Port Authority. Maintain standard reporting templates for each airport.
- Conduct monthly in-depth analysis regarding business trends that affect overall performance of the individual lots at each airport.
- Supervise surprise cash audit with audit supervisor.
- *Continually monitor the effectiveness of current audit and reporting procedures.*

2000-2008 **Five Star Parking Services, JFK/LGA/EWR**
Credit Card & EZPass Manager

- Ensure staff reconciles and posts daily all credit card, check and cash payments to Five Star Parking LGA database for reporting to PA.
- Train staff on reconciliation procedures, Excel spreadsheets, Parking Revenue Control System (PRCS), and other reports.
- Access daily on-line all MasterCard and Visa charges via Paymentech Moneta and forward to Credit Card clerks for reconciliation to Parking Reconciliation Control System.
- Access daily American Express system & Discover Credit Card reports and forward to Credit Card Clerks for reconciliation to PRCS.
- Generate Revenue Analysis Report from PRCS daily for Audit clerks to reconcile all check and cash payments submitted on cashiers' final logs.

1989-2000 **Five Star Parking Services, LaGuardia Airport, Flushing, NY**
Chief Accountant - Supervise Revenue-Audit Department

Duties were in line with all aspects of running the Revenue-Audit Department for the parking operation.

SKILLS:

Proficient in Microsoft Word, Advanced Excel, Access and PowerPoint

EDUCATION / TRAINING:

UNIVERSIDAD TECNICA DE BABAHOYO, Babahoyo –Ecuador, South America
B.S. Business Administration, major in Accounting

Ex.1

Ciro Averhoff

PROFESSIONAL EXPERIENCE

ABM Industries **Sept 2010 – Present**

Regional I.T. Manager

- Responsible for maintaining all types of communication at all three airports.
  - Including network, VOIP system, radios/repeater and closed circuit TV.
- Assisted with the installation of the new biometric clocks in all three airports in conjunction with Workforce Management Systems (payroll).
- Maintain Microsoft Access databases.
- Maintain Windows 200/2003 server including Thin Client software CITRIX.
- Help maintain and reduce cell phone costs.
- Skillful in computer hardware and software upgrades and installations.
- Assist staff in using Microsoft Windows and MS Office.
- Maintain all computer related hardware and software for ABM Industries in all three airports.
- Helped re-design, coordinate and maintain the installation of the new online premium parking reservation system.

Five Star Parking, Newark Liberty Int'l Airport **Aug 2002 – Aug 2010**

Regional I.T. Manager

- Responsible for maintaining all types of communication at all three airports.
  - Including network, VOIP system, radios/repeater and closed circuit TV.
- Oversaw the move of the parking office at Newark Airport. This includes coordinating the installation of the network, closed circuit TV, radio/repeater and floor plan (location of furniture)
- Was part of Five Star/U-Street Parking's transition team at Dulles Airport.
- Modified most forms to be used by Dulles and Reagan Airports to be consistent with all three NY/NJ airports.
- Assisted with the installation of the Unitime system, which includes the biometric clocks, at all three airports.
- Coordinated the installation of the M5 network (voice over IP and internet) at the Boston location.
- Designed and implemented Microsoft Access databases
- Created Microsoft data bases to track data used on reports for the Port Authority of NY and NJ.
- Maintain Windows 2000 /2003 server including Thin Client software CITRIX.
- Helped reduce monthly cell phone costs.
- Assisted with the computer installation at the Water Side Plaza.
- Skillful in computer hardware and software upgrades and installation.
- Assisted staff in the use of Microsoft Windows and MS Office.
- Worked with The Port Authority on troubleshooting their revenue control system for Newark Liberty Internationl Airport.
- Worked with The Port Authority to implement E-Zpass Plus at Newark Liberty International Airport.
- Maintained all computer related hardware and software for Five Star Parking in EWR, LGA, JFK and Taxi Dispatch (JFK).

APCOA/Standard Parking, Newark Liberty Int'l Airport **Aug 2000 – July 2002**
M.I.S. Manager

- Administrated Windows 2000 server including Thin Client software CITRIX
- Computer networking (LANs)
- Skillful in computer hardware and software upgrades and installation.
- Experience with MS-DOS operating systems.
- Trained people to use Windows '95, Windows 3.1, Windows NT, Windows '98 and Excel.
- Knowledge of computer building, upgrading and basic problem solving.
- Helped in designing a new revenue control system for valet parking in Newark Liberty International Airport.
- Worked with The Port Authority on troubleshooting their revenue control system for Newark Liberty International Airport.

AMPCO System Parking, Newark Int'l Airport **March 1999 – July 2000**
M.I.S./Audit Manager

- Oversee audit department
- Designed and implemented Microsoft Access databases.
- Worked on computer building, upgrading and basic problem solving.

Employee Lot Administrator **May 1996 – Feb 1999**

- Supervised a staff of 2 clerks, 2 lot supervisors and 2 cashiers.
- Worked with major airline managers on resolving employee parking lot issues such as security.
- Managed a parking lot of 3,500 spaces used by 18,500 employees on a rotating 24 hour basis.

APCOA, Newark Int'l Airport ***Dec 1981 – April 1996***
Supervisor

- Managed supervisors and cashiers
- Provided tour reports to The Port Authority, which included staffing hours for all supervisors and cashiers.
- Made critical decisions on operational issues.
- Cashier

EDUCATION
The Academy of Business Careers, 1984 – 1985
Kean College 1982 - 1983

Personal Skills: Fluent in English and Spanish

Ex.1

KESHIA-ELAINE JOHNSON

Phone:
Email:

EMPLOYMENT

2007 - Present **Customer Service & Training Manager, ABM Parking Services - JFK**
My duties as Customer Service & Training Manager include but are not limited to:

- Customer inquiries, complaints/concerns and refund requests.
- Report and maintain customer service data base.
- Conduct, develops and implement new hire orientations, bi-annual customer service training, leadership training and quality of life seminars.
- Discipline employees based on mystery shop findings.
- Maintain employee event budget and all aspects of annual events.
- Negotiate with vendors for gifts, products, etc.
- Track employee recognition program for distribution of incentives.
- Edit, proofread, develop and distribute informational internal memos and correspondence.

1996 - 2006 **Account Executive, CBS Outdoor**
As an Account Executive, was responsible for contributing to the $177M Eastern Region budget.

- Increased local and national sales by prospecting new accounts.
- Renewed and maintained current accounts.
- Assisted clients in developing creative ideas and solving production issues.
- Conducted market rides to produce media programs conducive to clients needs.

1995 - 1996 **Manager, Multi-Market Client Services, Gannett Outdoor New York**

- Supervised three client service coordinators in developing multi-market proposals for 16 Gannett Markets and over 50 Outdoor Network markets.
- Contributed to the $13M Outdoor Network budget by negotiating rates and interacting with managers and sales staff across the country.
- Gathered information, cross-referenced rates, printed and dispersing the Gannett Outdoor/Outdoor Network USA rate card each year.

1993 - 1995 **National Account Coordinator, Gannett Outdoor New York**

- Scheduled workload for National and Local Account Managers.
- Maintained accounts with 16 National Gannett markets and over 50 Network markets.
- Worked closely with Marketing, Operations, Charting and Accounting departments to produce and maintain sales.
- Managed proposals, contracts, proof of performance, anticipated reports and competitive information.
- Handled sales and maintenance of small accounts, client rides and presentations.
- *Planned and orchestrated special events.*
- Kept daily calendars, scheduling meetings, handled expense reports and general administrative duties.

EDUCATION

December 2007 BA Degree in Liberal Arts & Science, SUNY at Purchase

Skills Proficient in MS Office

Ex.1

Debra M. Walker

HUMAN RESOURCES PROFESSIONAL with 20+ years within Manufacturing and Consumer Products Companies. Proven experience as a detail-oriented person with strong interpersonal skills and proven experience working with all levels of management.

Recruitment - Employee Relations - Job Descriptions –
Benefit Administration – Relocation - Health & Wellness Programs

EXPERIENCE

2011-Present **ABM Parking Services at JFK/LGA/EWR**
Regional Human Resources Manager

- Address and resolve employee relations conflicts by coaching and counseling employees when needed.
- Implement company policies and procedures to ensure fair and equitable treatment of employees.
- Supervise and assist payroll and HR staff with any issues for the three NY/NJ Airports.
- Develop excellent working relationships with all levels of management.
- Implement employee activities to maintain a cohesive work environment.
- Assist Corporate office with investigating and resolving Hotline Complaint issues when they arise.
- Oversee implementation of Corporate HR practices for all three NJ/NJ Airports.
- Assist in troubleshooting EPay payroll system issues when they occur.
- Attend grievance hearings when needed.

2002-2010 **Railworks Corporation, New York City, NY**
Human Resources Manager

- Administered non-union benefits for: medical, vision, 401(k), dental, disability and FSA plans.
- Worked with all business unit managers in assisting with disciplinary and employee relations issues for both union and non-union personnel.
- Assisted in developing new job descriptions for office personnel when needed.
- Created health and wellness programs.
- Handled the RailWorks employee AlertLine and investigated all employee issues.
- Worked with Vice President of Human Resources and Executive Vice President & General Counsel in EEO and AlertLine grievances.
- Assisted Vice President of Human Resources with recruiting office personnel when needed.
- Created Affirmative Action Plans for selected office locations.
- Prepared EEO-1 and Vets-100 reporting on an annual basis.
- Prepared offer letters and severance letters for entire company.
- Processed background checks for all office personnel.

2001-2002 **Railworks Corporation, New York City, NY**
Consultant - Accounts Payable Manager

- Worked with vendors to process invoices.
- Cut checks to vendors on a weekly basis.
- Ran A/P reports for management.

SYSTEMS / SOFTWARE

Microsoft Office (MS Word, Excel and Outlook) - HRIS (ABRA, Timberline and Employease) – Ceridian HR System - EPay Payroll System

EDUCATION/CERTIFICATION

University of Hartford - Hartford, Connecticut
Masters Degree in Organizational Behavior
Bachelor's Degree in Education
Hypnotherapy Degree

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EXPERIENCE:

2001-Present **ABM Parking Services (Five Star Parking from 2001-2010), at JFK/LGA/EWR - NY/NJ**
NY/NJ Regional Customer Service & Training Manager

Responsible for all aspect of Customer Service & Training, Events & Incentive Programs for 600 employees involved in the parking operations at JFK, Newark Liberty & LaGuardia Airports as contracted by the Port Authority of New York and New Jersey. My staff of three "direct-reports" is responsible for:

- Annual planning of a full Training, Employee Events, and Incentive Calendars.
- Annual training calendar consists of all aspects of training, including but not limited to job function, soft skills, bi-annual Customer Service, Leadership, Driver Safety, Quality of Life, and Computer Skills.
- Must adhere to a budget for training expenses of over $25,000 annually.
- Responsible for all aspect of Customer Service Concerns such as complaints, refunds, inquires, commendation acknowledgement, statistical reporting to the Port Authority, and pro-active analyzing to spot trends and suggest and implement solutions.
- Responsible for all aspects of Employee Events calendar. Throughout the year, we acknowledge the employee base with a variety of events. The acknowledgements range from a tote bag for all women who work on Mother's Day to a full month of raffles and celebration known as Employee Appreciation. Responsible for an annual budget of over $50,000.
- Responsible for all aspects of the Employee Incentive Program. The $300,000 annual budget monetarily offers rewards to employees for their performance based on criterion met on a monthly or quarterly basis; and developed evaluations and criterions and implemented this program since 2005.
- Responsible for all aspects of the Mystery Shopper Program which is to ensure that all Port Authority Standards for Attitude, Appearance, Awareness and Knowledge are consistently met or exceeded by all employees.
- Responsible to ensure that department is in full compliance with the contract and standards set forth by the Port Authority.
- From 2001 through 2010, heavily involved and responsible for all aspects of Customer Service and Training portion of RFP's submitted by FSP and involved in company-wide presentations as a lead speaker and presenter.

1995-2001 **Independent Contractor – Speaker, Trainer, Facilitator**
National Locations

Sommers Communication – Atlanta, GA.
Contracted to conduct Customer Service Seminars for the US Postal Service. Presented programs throughout the United States and was considered the Number One Female Speaker in the program.

Visual Services – Troy, MI
Contracted to conduct Leadership, Customer Service, and a variety of other seminars both nationally and at on-site locations for Ford and Lincoln Mercury Dealerships.

GENERAL/MISCELLANEOUS:

- Proficient in Word, Excel and Internet; Process Improvement, Time Management, Leadership, Customer Service, HR Law, Contract Negotiation, Mediation, and Stress Management.
- The productivity of my departments played a key role in the PA awarding our operation top Customer Care Awards in six of the past seven years.
- I have achieved the accreditation of CPP (Certified Parking Professional) by the National Parking Association.
- Formal education was in theatre. Business, Computer, Training Education, etc. from a variety of sources over the past 25+ years.
- Very active on a personal level in a wide variety of community, charitable, religious, and educational organizations.

THE PORT AUTHORITY OF NY & NJ

John F. Kennedy INTERNATIONAL AIRPORT | LaGuardia AIRPORT | Newark Liberty INTERNATIONAL AIRPORT | Stewart INTERNATIONAL AIRPORT

ABM Parking Services

EMPLOYEE MOTIVATIONAL AND INCENTIVE PROGRAM

g. Employee Motivational and Incentive Programs

ABM Parking Services has a full calendar of Employee Events separate and apart from our Employee Incentive Program. Both are geared to be motivational - but in different ways. Over the past seven years, each of these programs has grown in employee participation and can be directly credited with increasing morale and productivity.

Employee Motivational Events

Using an annual budget of just under $55,000, we celebrate our employees throughout the year with a wide variety of events. All events and budgets are planned, hosted and maintained by the Customer Service & Training Department. Please note that events can be adjusted due to unforeseen circumstances, conflict, etc. Though subject to minor changes, revisions, and/or adjustments, our general calendar and event descriptions (using September as the starting month) are:

- September – End of the Summer Luncheon. For office (basically clerical) staff. (These team members are provided a luncheon on-site after Labor Day, but before the end of September and usually on a Friday. We do this because this group of employees has little to no chance of being mystery shopped and therefore are not eligible for that level of incentive.)
- November – Thanksgiving Raffles. All employees, with the exception of certain managerial personnel, are eligible to win one of many raffle prizes from a drawing held the Friday before Thanksgiving. Past prizes included a $25 gift card to a local supermarket, Kindle, iPod.
- November – Thanksgiving Day Treat. Any employee that works on Thanksgiving Day is given a meal!
- December – Holiday Luncheon/Party and Holiday Gift Giveaway. Over the years, we have contributed to and been an organizer of holiday parties in December. Employees that participate have incurred a cost as well. Also, usually by the second week in December, we have a day where we serve some very light refreshments and begin the distribution of a holiday gift to everyone. Past gifts include: golf umbrella, back pack, lunch bags, and passport portfolios.
- December – Christmas Day Treat. Any employee that works on Christmas Day is given a small meal!
- January – Post Holiday Management Dinner. The Customer Service Department hosts a dinner for the management team. Usually on a Friday evening and on Staten Island (deemed the midway point between the three airport locations).
- February – Valentine's Day. Candy is distributed along with a little note of appreciation to any employee working on Valentine's Day.
- March – Employee of the Year Luncheon. All Employees of the Month from the previous year are invited to a luncheon in their honor. During the luncheon, among ABM Managers, co-workers, and Port Authority staff, we name our Employees of the Year! (2 people are named at EWR and JFK, and one at LGA.) Each

Employee of the Year receives a $500 check and plaque.

- April – SIC Dinner. The Customer Service Department hosts a dinner for the Supervisors-In-Charge. Usually on a *Friday evening and on Staten Island* (deemed the midway point between the three airport locations).
- May/June – Mother's and Father's Day. Any female working on Mother's Day and any male working on Father's Day receive a token of acknowledgement (i.e., flower).
- June – Milestone Celebration. In a small on-site luncheon (or just light refreshments depending on the number of employees be honored); we acknowledge employees who have been with the parking operation for 10, 20, 25, 30, 35, 40, 45+ years with gifts.
- August – Employee Appreciation. During one day in August, we host an all day event for employees (some bring family!). There is food, music, games, raffles, and an all employee giveaway gift. Past gifts have included beach mats, water bottles, backpacks and tote bags.
- ONGOING...Birthday Cards, Employee of the Month, Occasional Pizza Party. We do acknowledge each employee's birthday by *mailing them a birthday card during their* birthday month. In addition, each month (using set criteria) we name two people at EWR and JFK and one at LGA as Employee of the Month. We acknowledge this honor with a $75 check and certificate. Throughout the year, we will throw an occasional pizza party type of event to acknowledge "a great audit" or "job well done during a snowstorm."

The actual budget of $53,900 is divided up based on the employee percentage of the location. Therefore, since 42% of our employees are at EWR we allot $22,638 in total for their annual events, JFK with 37% has $19,943, and LGA with 21% has a budget of $11,319.

Employee Motivational Incentive Program

Our Incentive Program uses a $300,000 annual budget and awards and acknowledges employee performance with a monetary quarterly payout based on notable performance. This program is maintained by the NY/NJ Regional Customer Service and Training Manager.

This is a multi-tiered program with applicable eligibility criteria and monetary allotments. However, anyone with a passing mystery shop is awarded $100 and validated letters of commendation are worth a minimum of $25. Clerical, Supervisor, SIC, and Management receive an incentive based on the percentage score of an evaluation. Please note that criteria can be adjusted due to unforeseen circumstances, conflict, and/or need for re-establishment.

A. Tier 1 (Cashiers, Traffic Attendants and Clerks). All will still be eligible for the following:
   a. $100 for any passing Mystery Shop.
   b. $25 for a complimentary letter.
   c. Clerks – quarterly evaluations completed by applicable manager worth $0 to $70.

MANAGEMENT APPROACH

B. Tier 2 – Field Supervisors eligible quarterly payout of $150. The 2 part criteria will each have a 50% value and there is still availability to earn additional dollars via mystery shops and complimentary letters. Criteria is:

   a. Criteria A worth $75 of the $150 is based on an evaluation by SIC

      i. If Supervisor passes evaluation with 90%-100% they will receive $75; 80-89% they will receive $50, 70%-79% they will receive $25 and anything lower than 70% will not receive any portion of the allotted $75.

   b. Criteria B worth $75 of the $150 is based on 80% of the monthly mystery shops passing. This breakdown is $25 per month.

C. Tier 3 is made up of administrative personnel who basically are not in charge of a department and work from and for one location only.

   a. Eligible quarterly payout is $250 and based on an evaluation by the person they report to.

D. Tier 4 made up of ALL SICs (including Employee Sales Office Managers) and key personnel from all locations that are either in charge of a department/function, often interact with the Authority on behalf of ABM Parking Services in key aspects of the operation, and/or provide services to multiple ABM locations. There is still availability to earn additional dollars via mystery shops and complimentary letters.

   a. All participants will be evaluated on a quarterly basis by their OM, GM, or Regional CS &Training Manager and eligible for up to $325 per quarter.

   b. Overall actual payout will be based on score received for non-control room SIC and non-customer service manager participants.

   c. Control room SIC and CSM participants will have the passing mystery shop average included into their incentive.

E. Tier 5 is made up of Regional people, GM's and OMs and eligible for $350 per quarter.

   a. All participants to be evaluated by M. Joseph on a quarterly basis.

   b. M. Joseph to be evaluated by S. Hutchison on a quarterly basis or his incentive will be based on the average payout of the tier.

THE PORT AUTHORITY OF NY & NJ

John F. Kennedy INTERNATIONAL AIRPORT | LaGuardia AIRPORT | Newark Liberty INTERNATIONAL AIRPORT | Stewart INTERNATIONAL AIRPORT

ABM Parking Services

ORGANIZATIONAL CHARTS

h. Comprehensive Organizational Charts

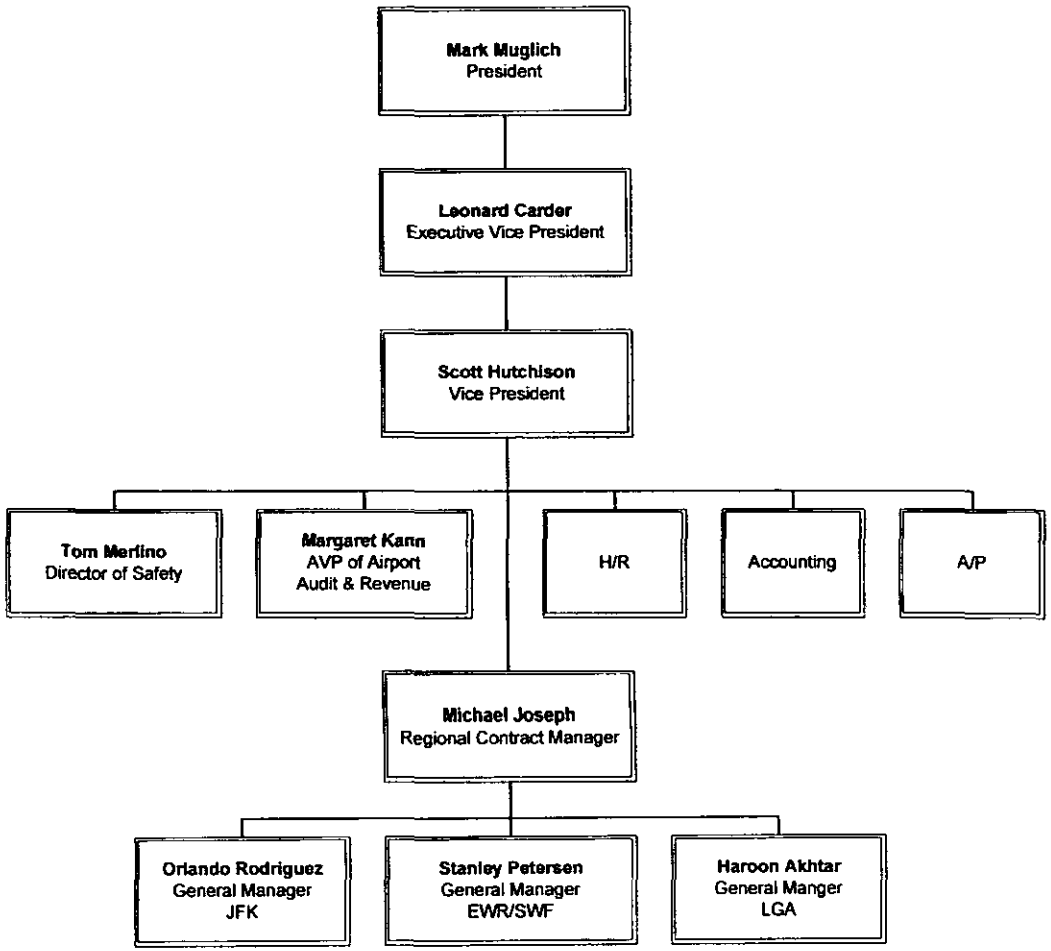
Please see ABM Parking Services' comprehensive organizational charts for our Corporate, Regional and Airport Operations levels on the following pages.

THE PORT AUTHORITY OF NY & NJ

John F. Kennedy LaGuardia Newark Liberty Stewart

ABM Parking Services

ORGANIZATIONAL CHART – CORPORATE LEVEL



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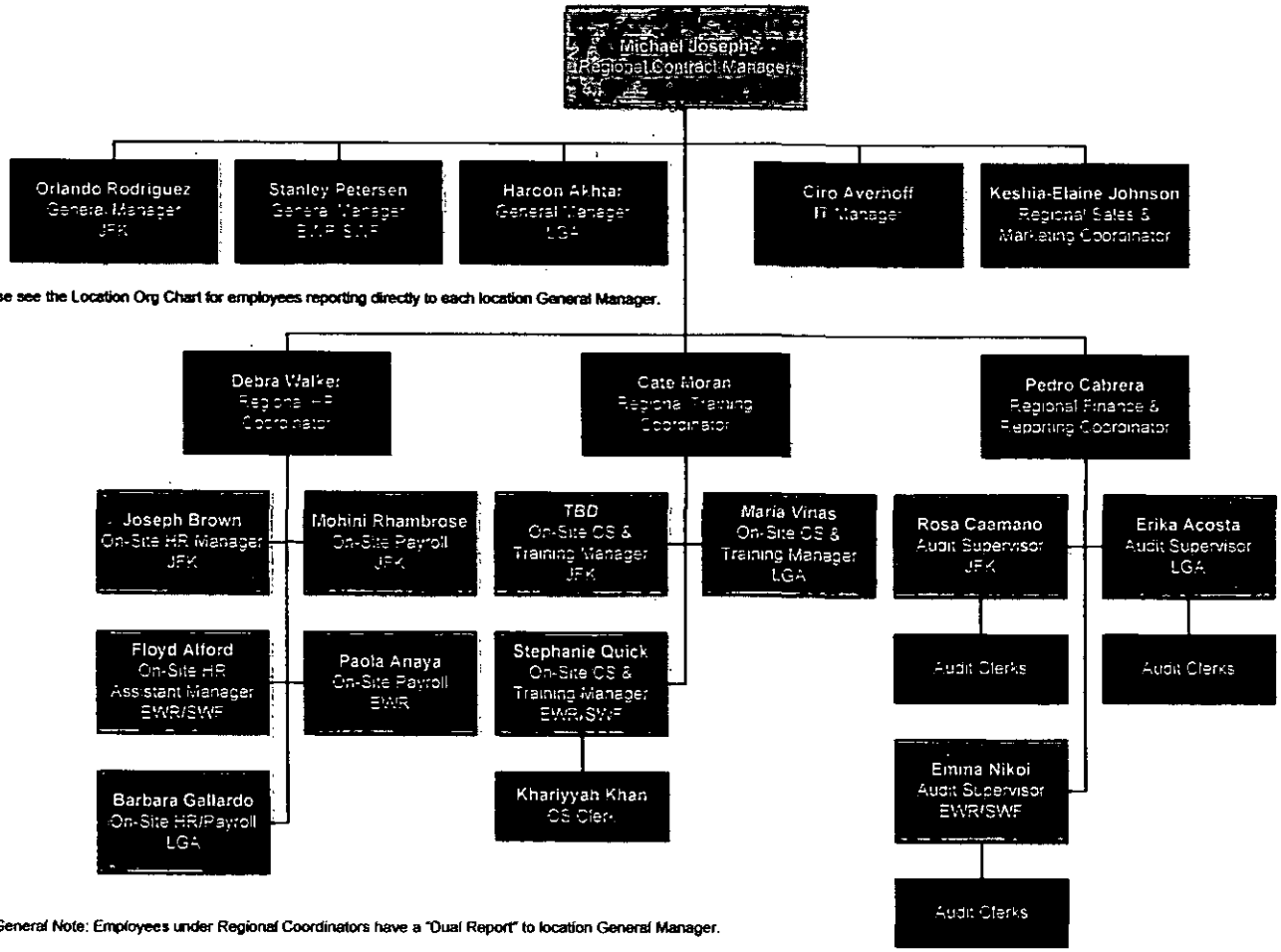
ABM Parking Services

ORGANIZATIONAL CHART – REGIONAL LEVEL



Please see the Location Org Chart for employees reporting directly to each location General Manager.

General Note: Employees under Regional Coordinators have a "Dual Report" to location General Manager.

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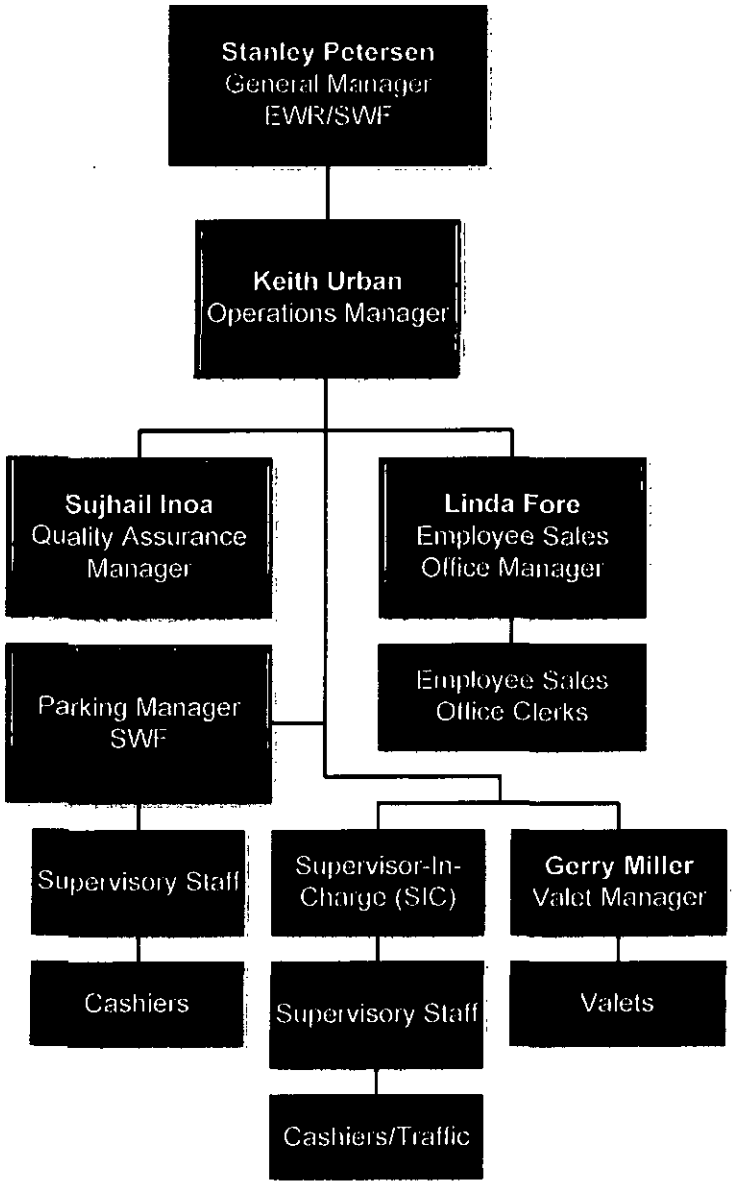
ABM Parking Services

NEWARK LIBERTY INTERNATIONAL AIRPORT ORGANIZATIONAL CHART



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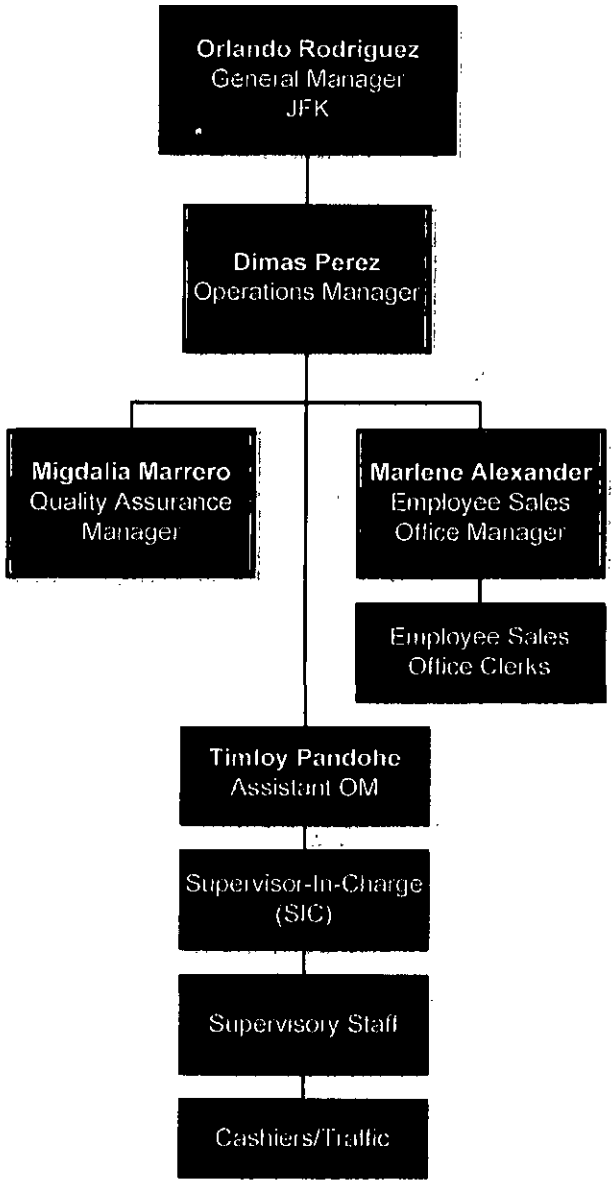
John F. Kennedy LaGuardia Newark Liberty Stewart

ABM Parking Services

JOHN F. KENNEDY INTERNATIONAL AIRPORT ORGANIZATIONAL CHART

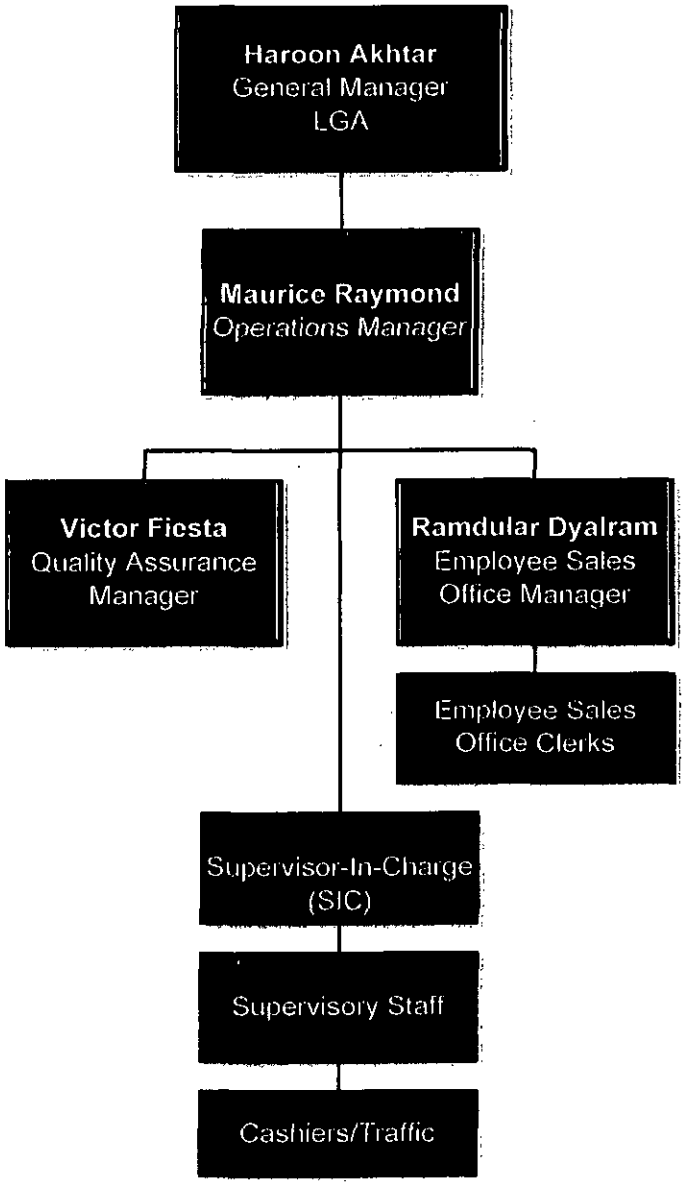


THE PORT AUTHORITY OF NY & NJ

John F. Kennedy LaGuardia Newark Liberty Stewart

ABM Parking Services

LAGUARDIA AIRPORT ORGANIZATIONAL CHART

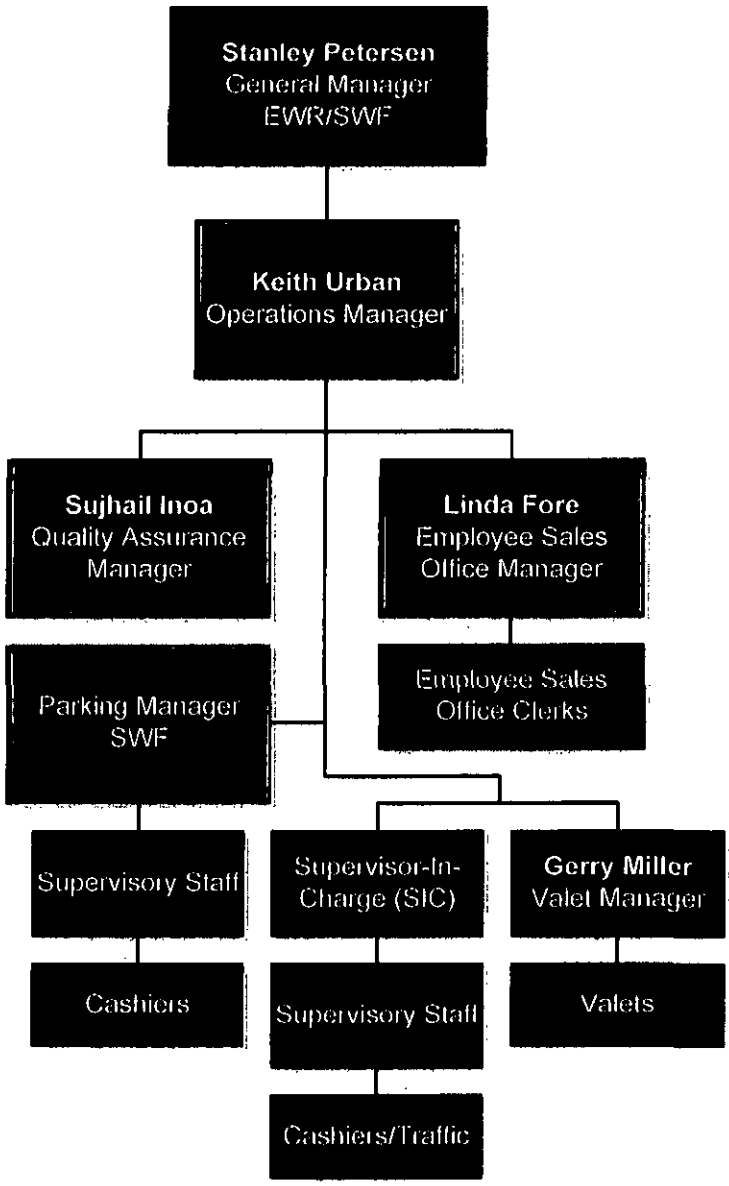


THE PORT AUTHORITY OF NY & NJ

John F. Kennedy LaGuardia Newark Liberty Stewart

ABM Parking Services

STEWART INTERNATIONAL AIRPORT ORGANIZATIONAL CHART



THE PORT AUTHORITY OF NY & NJ

John F. Kennedy INTERNATIONAL AIRPORT | LaGuardia AIRPORT | Newark Liberty INTERNATIONAL AIRPORT | Stewart INTERNATIONAL AIRPORT

ABM Parking Services

WAGE, HEALTH AND SUPPLEMENTAL BENEFITS PLAN

I. Wage, Health and Supplemental Benefits Plan

Self-Assessment Plan for All Years on Monthly Basis

The wage, health and supplemental benefits calculations reports are done on a monthly basis to ensure affected employees by job classifications are correctly paid as required by the Port Authority contract agreement. The reports are also done for each contract period by airport and by job classifications as specified in the contract agreement. These calculations and reports are prepared by ABM Parking Services Corporate Controller's Office and are distributed to senior management staff for review.

The reports are also furnished to the Port Authority as required by contractual agreement. All support documents, reports, payroll register, health benefits plan, and supplemental benefits paid to employee are also provided to the Port Authority for their audit review.

By submitting this RFP, ABM Parking Services certifies that we will meet all wage and benefit requirements in the contract without exception.

Please see the following pages for report samples.

THE PORT AUTHORITY OF NY & NJ

John F. Kennedy INTERNATIONAL AIRPORT | LaGuardia AIRPORT | Newark Liberty INTERNATIONAL AIRPORT | Stewart INTERNATIONAL AIRPORT

ABM Parking Services

EWR SAMPLE WAGE & BENEFITS REPORT

Ampco System Parking
The Port Authority of New York and New Jersey
Newark Liberty International Airport
2011/2012 WAGES/BENEFITS CALCULATION
Period: May 15, 2011 thru May 14, 2012
Contract Year Ended 5/14/2012 Year 2 - Option 2
Month: April 2012

ITEM	Period	AVERAGES (42010-104) CASHIER	AVERAGES (42010-105) TRAFFIC ATTENDANT	HOURS (42010-104) LANE CASHIER	HOURS (42010-105) TRAFFIC ATTENDANT	WAGES (42010-104) LANE CASHIER	WAGES (42010-105) TRAFFIC ATTENDANT
HOURLY WAGE RATE							
5/16 to 5/31/11	May'11	11.8392	12.2597	8,779.00	3,857.50	103,936.57	47,291.64
6/1 to 6/15/11	Jun-11	11.7664	12.5157	8,608.50	2,972.00	101,290.81	37,196.65
6/30 & 7/15/11	Jul-11	11.5753	13.0538	17,572.00	4,856.25	203,400.59	63,392.30
7/31/2011 & 8/15/11	Aug-11	11.7120	12.7112	16,467.32	5,663.75	192,865.01	71,992.93
8/31 & 9/15/11	Sep-11	11.9861	12.4549	14,498.75	7,003.50	173,783.35	87,228.23
9/30 & 10/15/11	Oct-11	11.8711	12.2294	14,396.50	7,018.00	170,902.14	85,825.61
10/31 & 11/15/11	Nov-11	11.8053	12.4838	15,801.45	6,751.50	186,540.26	84,284.51
11/30 & 12/15/11	Dec-11	11.9115	12.5541	15,193.25	6,523.25	180,973.93	81,893.36
12/31 & 1/15/12	Jan-12	11.8094	12.3126	14,792.00	6,351.00	174,684.38	78,197.60
1/31 & 2/15/12	Feb-12	11.8803	12.3333	15,439.75	6,858.25	183,428.38	84,584.63
2/9/ & 3/15/12	Mar-12	11.7455	12.4364	14,575.50	6,381.75	171,197.18	79,366.22
3/31 & 4/15/12	Apr-12	11.6806	12.5177	15,521.80	6,391.00	181,304.66	80,000.80
	May-12	#DIV/0!	#DIV/0!				
		#DIV/0!	#DIV/0!				
		#DIV/0!	#DIV/0!	0.00	0.00	0.00	0.00
	TOTAL	11.7935	12.4775	171,645.82	70,627.75	**2,024,307.26**	881,254.48
	PER BID	11.8639	11.0938				
	Under/(Over)	0.0704	(1.3837)				
HOLIDAY/BDAY/PERSONAL/BEREAVEMENT/JURY/MEDICAL REIMB							
	May'11	1.1591	0.8406	8,779.00	3,857.50	10,176.12	3,242.57
	Jun-11	0.1030	0.1255	8,608.50	2,972.00	887.04	372.96
	Jul-11	0.7207	0.6897	17,572.00	4,856.25	12,663.70	3,349.52
7/31/2011 & 8/15/11	Aug-11	0.2083	0.1516	16,467.32	5,663.75	3,430.08	858.64
	Sep-11	0.6929	0.3475	14,498.75	7,003.50	10,045.62	2,433.84
	Oct-11	0.1353	0.0481	14,396.50	7,018.00	1,947.42	337.28
	Nov-11	0.1115	0.0233	15,801.45	6,751.50	1,762.00	157.12
	Dec-11	0.7170	0.4886	15,193.25	6,523.25	10,893.91	3,187.17
	Jan-12	1.1585	0.9970	14,792.00	6,351.00	17,136.08	6,332.08
	Feb-12	0.5948	1.0350	15,439.75	6,858.25	9,184.08	7,098.16
	Mar-12	0.6478	0.4665	14,575.50	6,381.75	9,441.68	2,977.04
	Apr-12	0.0352	0.0537	15,521.80	6,391.00	545.84	343.36
	May-12	#DIV/0!	#DIV/0!	0.00	0.00		

Ampco System Parking
The Port Authority of New York and New Jersey
Newark Liberty International Airport
2011/2012 WAGES/BENEFITS CALCULATION
Period: May 15, 2011 thru May 14, 2012
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ITEM	Period	AVERAGES (42010-104) CASHIER	AVERAGES (42010-105) TRAFFIC ATTENDANT	HOURS (42010-104) LANE CASHIER	HOURS (42010-105) TRAFFIC ATTENDANT	WAGES (42010-104) LANE CASHIER	WAGES (42010-105) TRAFFIC ATTENDANT
	0	#DIV/0!	#DIV/0!	0.00	0.00	0.00	0.00
		#DIV/0!	#DIV/0!	0.00	0.00	**0.00**	**0.00**
	TOTAL	0.5133	0.4345	171,645.82	70,627.75	**88,113.57**	30,689.74
	PER BID	0.5522	0.4823				
	Under/(Over)	0.0388	0.0478				
SICK TIME ALLOWANCE							
	May'11	0.0000	0.0000	8,779.00	3,857.50	0.00	0.00
	Jun-11	0.0000	0.0000	8,608.50	2,972.00	0.00	0.00
	Jul-11	0.1135	0.1116	17,572.00	4,856.25	1,993.73	541.94
7/31/2011 & 8/15/11	Aug-11	0.2109	0.0610	16,467.32	5,663.75	3,472.16	345.60
8/31/2011	Sep-11	0.3041	0.1231	14,498.75	7,003.50	4,409.66	862.35
	Oct-11	0.2651	0.0626	14,396.50	7,018.00	3,817.14	439.12
	Nov-11	0.1265	0.1321	15,801.45	6,751.50	1,998.96	891.68
	Dec-11	0.1326	0.1694	15,193.25	6,523.25	2,013.90	1,105.12
	Jan-12	0.2563	0.1078	14,792.00	6,351.00	3,791.52	684.88
	Feb-12	0.2998	0.1919	15,439.75	6,858.25	4,629.24	1,316.32
	Mar-12	0.4058	0.1532	14,575.50	6,381.75	5,915.42	977.84
	Apr-12	0.1298	0.1652	15,521.80	6,391.00	2,014.83	1,056.00
	May-12	#DIV/0!	#DIV/0!	0.00	0.00		
	Reversal 5/31/2011	#DIV/0!	#DIV/0!	0.00	0.00	(3,762.55)	(1,048.42)
	Accr. As of 4/30/12	#DIV/0!	#DIV/0!	0.00	0.00	10,454.98	5,969.51
	TOTAL	0.2374	0.1861	171,645.82	70,627.75	40,748.99	13,141.94
	PER BID	0.2733	0.2232				
	Under/(Over)	0.0359	0.0371				
PENSION							
	May'11	0.0000	0.0000	8,779.00	3,857.50	0.00	0.00
	Jun-11	0.9198	1.1419	8,608.50	2,972.00	7,918.40	3,393.60
	Jul-11	0.5426	0.9484	17,572.00	4,856.25	9,534.40	4,605.60
	Aug-11	0.5004	0.7198	16,467.32	5,663.75	8,240.40	4,076.60
	Sep-11	0.5428	0.5478	14,498.75	7,003.50	7,869.80	3,836.80
	Oct-11	0.6875	0.7300	14,396.50	7,018.00	9,897.20	5,123.00
	Nov-11	0.5008	0.6006	15,801.45	6,751.50	7,913.40	4,054.80

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	Dec-11	0.6701	0.7352	15,193.25	6,523.25	10,180.60	4,796.00
	Jan-12	0.5571	0.5835	14,792.00	6,351.00	8,240.40	3,706.00
	Feb-12	0.5267	0.5563	15,439.75	6,858.25	8,131.40	3,815.00
	Mar-12	0.7000	0.7310	14,575.50	6,381.75	10,202.40	4,665.20
	Apr-12	0.4944	0.5696	15,521.80	6,391.00	7,673.60	3,640.60
	May-12	#DIV/0!	#DIV/0!	0.00	0.00		
	0	#DIV/0!	#DIV/0!	0.00	0.00	0.00	0.00
		#DIV/0!	#DIV/0!	0.00	0.00	0.00	0.00
	TOTAL	0.5581	0.6472	171,645.82	70,627.75	95,802.00	45,713.20
	PER BID	0.5046	0.4779				
	Under/(Over)	(0.0535)	(0.1693)				
HEALTH/WELFARE							
	May'11	0.0000	0.0000	8,779.00	3,857.50	0.00	0.00
	Jun-11	4.4398	3.2806	8,608.50	2,972.00	38,220.00	9,750.00
	Jul-11	2.1307	2.0077	17,572.00	4,856.25	37,440.00	9,750.00
	Aug-11	2.2499	1.7215	16,467.32	5,663.75	37,050.00	9,750.00
	Sep-11	2.6899	1.2808	14,498.75	7,003.50	39,000.00	8,970.00
	Oct-11	2.6819	1.6116	14,396.50	7,018.00	38,610.00	11,310.00
	Nov-11	2.4434	1.6752	15,801.45	6,751.50	38,610.00	11,310.00
	Dec-11	2.3872	2.2121	15,193.25	6,523.25	36,270.00	14,430.00
	Jan-12	2.4520	2.3335	14,792.00	6,351.00	36,270.00	14,820.00
	Feb-12	2.3997	2.0472	15,439.75	6,858.25	37,050.00	14,040.00
	Mar-12	2.5419	2.4445	14,575.50	6,381.75	37,050.00	15,600.00
	Apr-12	2.3116	2.3189	15,521.80	6,391.00	35,880.00	14,820.00
	May-12	#DIV/0!	#DIV/0!	0.00	0.00		
	0	#DIV/0!	#DIV/0!	0.00	0.00	0.00	0.00
		#DIV/0!	#DIV/0!	0.00	0.00	0.00	0.00
	TOTAL	2.3971	1.9051	171,645.82	70,627.75	411,450.00	134,550.00
	PER BID	2.8234	2.7045				
	Under/(Over)	0.4263	0.7994				
VACATION							

Ampco System Parking
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	May'11	0.6603	0.1155	8,779.00	3,857.50	5,796.96	445.60
	Jun-11	0.6535	0.7676	8,608.50	2,972.00	5,625.36	2,281.36
	Jul-11	0.9903	1.4088	17,572.00	4,856.25	17,402.17	6,841.64
7/31/2011 & 8/15/11	Aug-11	0.7993	0.5683	16,467.32	5,663.75	13,163.14	3,218.96
8/31/2011	Sep-11	0.6986	0.5949	14,498.75	7,003.50	10,128.98	4,166.58
	Oct-11	0.7283	0.2778	14,396.50	7,018.00	10,484.98	1,949.92
	Nov-11	1.0860	0.4910	15,801.45	6,751.50	17,160.08	3,315.28
	Dec-11	0.9511	0.9580	15,193.25	6,523.25	14,450.56	6,249.52
	Jan-12	0.6488	0.5513	14,792.00	6,351.00	9,597.12	3,501.20
	Feb-12	0.7508	0.7571	15,439.75	6,858.25	11,592.23	5,192.32
	Mar-12	0.6904	0.1024	14,575.50	6,381.75	10,062.21	653.52
	Apr-12	0.9928	0.4227	15,521.80	6,391.00	15,410.44	2,701.19
	May-12	#DIV/0!	#DIV/0!	0.00	0.00		
	Reversal 5/31/2011	#DIV/0!	#DIV/0!	0.00	0.00	(43,544.07)	(3,762.55)
	Accr. As of 4/30/12	#DIV/0!	#DIV/0!	0.00	0.00	47,082.00	14,886.00
	TOTAL	0.8413	0.7312	171,645.82	70,627.75	144,412.16	51,640.54
	PER BID	0.8150	0.6134				
	Under/(Over)	(0.0263)	(0.1178)				
BONUS							
	May'11	0.0000	0.0000	8,779.00	3,857.50		
	Jun-11	0.0000	0.0000	8,608.50	2,972.00		
	Jul-11	0.0000	0.0000	17,572.00	4,856.25		
	Aug-11	0.0000	0.0000	16,467.32	5,663.75		
	Sep-11	0.0000	0.0000	14,498.75	7,003.50		
	Oct-11	0.0000	0.0000	14,396.50	7,018.00		
	Nov-11	0.0000	0.0000	15,801.45	6,751.50		
	Dec-11	1.2242	0.0000	15,193.25	6,523.25	**18,600.00**	
	Jan-12	0.0000	0.0000	14,792.00	6,351.00		
	Feb-12	0.0000	0.0109	15,439.75	6,858.25		75.00
	Mar-12	0.0000	-0.0118	14,575.50	6,381.75		(75.00)
	Apr-12	0.0000	0.0000	15,521.80	6,391.00		
	May-12			0.00	0.00		

Ampco System Parking
The Port Authority of New York and New Jersey
Newark Liberty International Airport
2011/2012 WAGES/BENEFITS CALCULATION
Period: May 15, 2011 thru May 14, 2012
Contract Year Ended 5/14/2012 Year 2 - Option 2
Month: April 2012

ITEM	Period	AVERAGES (42010-104) CASHIER	AVERAGES (42010-105) TRAFFIC ATTENDANT	HOURS (42010-104) LANE CASHIER	HOURS (42010-105) TRAFFIC ATTENDANT	WAGES (42010-104) LANE CASHIER	WAGES (42010-105) TRAFFIC ATTENDANT
	0	#DIV/0!	#DIV/0!	0.00	0.00		
		#DIV/0!	#DIV/0!	0.00	0.00		
	TOTAL	0.1084	-	171,645.82	70,627.75	18,600.00	0.00
	Per Bid	-	-				
	Under/(Over)	(0.1084)	-				
	Total Supp.Benefits	4.6557	3.9041	171,645.82	70,627.75	799,126.72	275,735.42
	Per Bid	4.9686	4.5013				
	Under/(Over)	0.3129	0.5972				
	Amount	$ 53,712	$ 42,181				
	Total W & S	**16.4492**	**16.3815**	171,645.82	70,627.75	2,823,433.98	1,156,989.90
	PER BID	**16.8325**	**15.5951**				
	Check	**16.8325**	**15.5950**				
	Under/(Over)	**0.3833**	**(0.7864)**				
	Amount	**$ 65,792**	**$ (55,545)**				

Ampco System Parking
The Port Authority of New York and New Jersey
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2011/2012 WAGES/BENEFITS CALCULATION
Period: May 15, 2011 thru May 14, 2012
Contract Year Ended 5/14/2012 Year 2 - Option 2
Month: April 2012

ITEM	Period	AVERAGES (42010-104) CASHIER	AVERAGES (42010-105) TRAFFIC ATTENDANT	HOURS (42010-104) LANE CASHIER	HOURS (42010-105) TRAFFIC ATTENDANT	WAGES (42010-104) LANE CASHIER	WAGES (42010-105) TRAFFIC ATTENDANT
==========	==========	========	========	========	========	========	========

Ampco System Parking
The Port Authority of New York and New Jersey
Newark Liberty International Airport
2011/2012 WAGES/BENEFITS CALCULATION
Period: May 15, 2011 thru May 14, 2012
Contract Year Ended 5/14/2012 Year 2 - Option 2
Month: April 2012

ITEM		AVERAGES (42010-102) SUPERVISOR IN CHARGE	AVERAGES (42010-102) PARKING SUPERVISOR	AVERAGES (42010-103) OFFICE/REV CLERICAL	HOURS (42010-102) SUPERVISOR IN CHARGE	HOURS (42010-102) PARKING SUPERVISOR	HOURS (42010-103) OFFICE/REV CLERICAL	WAGES (42010-102) SUPERVISOR IN CHARGE	WAGES (42010-102) PARKING SUPERVISOR	WAGES (42010-103) OFFICE/REV CLERICAL
HOURLY WAGE RATE										
16 to 5/31/11	May'11	18.7737	15.4756	15.0014	794.50	5,061.76	2,030.18	14,915.68	78,333.57	30,455.55
1 to 6/15/11	Jun-11	19.0703	15.5666	14.7670	771.75	4,919.51	1,995.96	14,717.50	76,579.92	29,474.25
30 & 7/15/11	Jul-11	18.8382	15.2611	15.2538	1,388.25	9,270.52	3,706.61	26,152.20	141,478.79	56,539.76
31/2011 & 8/15/11	Aug-11	18.6761	15.4266	15.2869	1,527.25	9,519.27	3,656.61	28,523.07	146,850.31	55,898.31
31 & 9/15/11	Sep-11	18.8258	15.1899	14.0116	1,511.75	10,201.18	3,457.85	28,459.83	154,955.28	48,450.15
30 & 10/15/11	Oct-11	18.6644	15.2426	14.2510	1,427.00	10,072.77	3,372.02	26,634.13	153,534.98	48,054.58
31 & 11/15/11	Nov-11	18.4439	15.5666	15.0373	1,606.25	9,981.77	3,702.86	29,625.45	155,382.03	55,681.05
1/30 & 12/15/11	Dec-11	18.7412	15.5373	15.1159	1,546.25	9,392.27	3,662.36	28,978.60	145,930.06	55,359.81
2/31 & 1/15/12	Jan-12	18.6846	15.4512	15.2838	1,517.00	9,463.27	3,430.78	28,344.50	146,218.67	52,435.44
/31 & 2/15/12	Feb'12	18.7396	15.2918	15.0561	1,571.50	9,940.52	3,886.45	29,449.24	152,008.20	58,514.90
/9/ & 3/15/12	Mar'12	18.8696	15.4264	15.1880	1,438.50	9,760.77	3,435.53	27,143.87	150,573.43	52,178.66
	Apr'12	18.7003	15.2832	15.3070	1,483.50	10,292.97	3,697.45	27,741.88	157,309.31	56,596.91
0	May-12	#DIV/0!	#DIV/0!	#DIV/0!						
	0	#DIV/0!	#DIV/0!	#DIV/0!						
	0	#DIV/0!	#DIV/0!	#DIV/0!	0.00		0.00	0.00	0.00	0.00
	TOTAL	18.7346	15.3801	14.9780	16,583.50	107,876.58	40,034.66	310,685.95	1,659,154.55	599,639.37
	PER BID	**18.6131**	**17.1231**	**17.1328**						
	Under/(Over)	(0.1215)	1.7430	2.1548						
OLIDAY/BDAY/PERSONAL/BEREAVEMENT/JURY/MEDICAL REIMB										
	May'11	2.1965	1.2293	0.8961	794.50	5,061.76	2,030.18	1,745.12	6,222.63	1,819.20
	Jun-11	0.2069	0.0447	0.0000	771.75	4,919.51	1,995.96	159.68	220.00	0.00
	Jul-11	0.7958	0.6977	0.5704	1,388.25	9,270.52	3,706.61	1,104.72	6,468.24	2,114.40
31/2011 & 8/15/11	Aug-11	0.0890	0.0449	0.0000	1,527.25	9,519.27	3,656.61	136.00	427.68	0.00
	Sep-11	1.1594	0.5692	0.5191	1,511.75	10,201.18	3,457.85	1,752.72	5,806.96	1,794.96
	Oct-11	0.8829	0.6391	0.0000	1,427.00	10,072.77	3,372.02	1,259.92	6,437.84	0.00
	Nov-11	0.7206	0.0457	0.1634	1,606.25	9,981.77	3,702.86	1,157.44	456.48	604.98
	Dec-11	2.0708	1.3342	1.3055	1,546.25	9,392.27	3,662.36	3,202.02	12,530.84	4,781.36
	Jan-12	1.7149	1.1917	1.2281	1,517.00	9,463.27	3,430.78	2,601.44	11,277.10	4,213.51
	Feb'12	0.8931	0.6232	0.4906	1,571.50	9,940.52	3,886.45	1,403.52	6,194.80	1,906.80
	Mar'12	1.0405	0.6988	0.5550	1,438.50	9,760.77	3,435.53	1,496.72	6,820.88	1,906.80
	Apr'12	0.2124	0.0773	0.0969	1,483.50	10,292.97	3,697.45	315.04	795.60	358.16
	May-12	#DIV/0!	#DIV/0!	#DIV/0!	0.00	0.00	0.00			
	Reversal	#DIV/0!	#DIV/0!	#DIV/0!	0.00	0.00	0.00			
0		#DIV/0!	#DIV/0!	#DIV/0!	0.00	0.00	0.00			
	TOTAL	0.9850	0.5901	0.4871	16,583.50	107,876.58	40,034.66	16,334.34	63,659.05	19,500.17
	PER BID	0.8115	0.6919	0.8165						
	Under/(Over)	(0.1735)	0.1018	0.3295						

Ampco System Parking
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Newark Liberty International Airport
2011/2012 WAGES/BENEFITS CALCULATION
Period: May 15, 2011 thru May 14, 2012
Contract Year Ended 5/14/2012 Year 2 - Option 2
Month: April 2012

ITEM		AVERAGES (42010-102) SUPERVISOR IN CHARGE	AVERAGES (42010-102) PARKING SUPERVISOR	AVERAGES (42010-103) OFFICE/REV CLERICAL	HOURS (42010-102) SUPERVISOR IN CHARGE	HOURS (42010-102) PARKING SUPERVISOR	HOURS (42010-103) OFFICE/REV CLERICAL	WAGES (42010-102) SUPERVISOR IN CHARGE	WAGES (42010-102) PARKING SUPERVISOR	WAGES (42010-103) OFFICE/REV CLERICAL
SICK TIME ALLOWANCE										
	May'11	0.0000	0.0000	0.0761	794.50	5,061.76	2,030.18	0.00	0.00	154.42
	Jun-11	0.0000	0.1318	0.4675	771.75	4,919.51	1,995.96	0.00	648.40	933.06
	Jul-11	0.2072	0.1770	0.2554	1,388.25	9,270.52	3,706.61	287.68	1,641.30	946.64
7/31/2011 & 8/15/11	Aug-11	0.2981	0.2494	0.1529	1,527.25	9,519.27	3,656.61	455.20	2,373.98	559.16
8/31/2011	Sep-11	0.1746	0.2746	0.1946	1,511.75	10,201.18	3,457.85	264.00	2,801.66	672.98
	Oct-11	0.5417	0.1489	0.0717	1,427.00	10,072.77	3,372.02	773.06	1,500.08	241.68
	Nov-11	0.3065	0.1827	0.1546	1,606.25	9,981.77	3,702.86	492.24	1,823.52	572.40
	Dec-11	0.2945	0.3229	0.1316	1,546.25	9,392.27	3,662.36	455.36	3,032.76	481.84
	Jan-12	0.1839	0.2826	0.2368	1,517.00	9,463.27	3,430.78	279.04	2,674.48	812.29
	Feb'12	0.3855	0.3714	0.3918	1,571.50	9,940.52	3,886.45	605.84	3,692.16	1,522.63
	Mar'12	0.6076	0.2159	0.2423	1,438.50	9,760.77	3,435.53	874.08	2,107.52	832.46
	Apr'12	0.1939	0.3064	0.4166	1,483.50	10,292.97	3,697.45	287.68	3,153.84	1,540.51
	May-12	#DIV/0!	#DIV/0!	#DIV/0!	0.00	0.00	0.00			
	Reversal 5/31/2011	#DIV/0!	#DIV/0!	#DIV/0!	0.00	0.00	0.00	**(618.16)**	**(3,525.28)**	**(864.96)**
	Accr. As of 4/30/12	#DIV/0!	#DIV/0!	#DIV/0!	0.00	0.00	0.00	**2,021.60**	**10,908.37**	**4,944.08**
	TOTAL	0.3725	0.3044	0.3334	16,583.50	107,876.58	40,034.66	6,177.62	32,832.79	13,349.19
	PER BID	0.3789	0.4337	0.3514						
	Under/(Over)	0.0064	0.1293	0.0180						
HEALTH/WELFARE/DENTAL										
	May'11	0.0000	0.0000	0.0000	794.50	5,061.76	2,030.18			
	Jun-11	9.6814	3.0706	5.4950	771.75	4,919.51	1,995.96	7,471.65	15,106.09	10,967.88
	Jul-11	5.3821	1.5334	3.0996	1,388.25	9,270.52	3,706.61	7,471.65	14,215.21	11,489.04
	Aug-11	4.8922	1.9465	4.7403	1,527.25	9,519.27	3,656.61	7,471.65	14,414.23	11,219.55
	Sep-11	5.1530	1.7355	3.5163	1,511.75	10,201.18	3,457.85	7,790.07	17,704.57	12,158.79
	Oct-11	5.4591	1.7577	3.8198	1,427.00	10,072.77	3,372.02	7,790.07	17,704.57	12,880.50
	Nov-11	5.6930	1.8939	3.7142	1,606.25	9,981.77	3,702.86	9,144.36	18,904.36	13,753.33
	Dec-11	5.9139	1.9728	4.7329	1,546.25	9,392.27	3,662.36	9,144.36	18,529.36	17,333.55
	Jan-12	6.0936	1.9398	3.4037	1,517.00	9,463.27	3,430.78	9,243.96	18,356.98	11,677.46
	Feb'12	5.8823	1.9177	3.0921	1,571.50	9,940.52	3,886.45	9,243.96	19,062.98	12,017.46
	Mar'12	6.4261	1.9753	3.3195	1,438.50	9,760.77	3,435.53	9,243.96	19,279.98	11,404.16
	Apr'12	6.2312	1.9008	2.9981	1,483.50	10,292.97	3,697.45	9,243.96	19,564.98	11,085.46
	May-12	#DIV/0!	#DIV/0!	#DIV/0!	0.00	0.00	0.00			
	0	#DIV/0!	#DIV/0!	#DIV/0!	0.00	0.00	0.00	0.00	0.00	0.00
		#DIV/0!	#DIV/0!	#DIV/0!	0.00	0.00	0.00	0.00	0.00	0.00
	TOTAL	5.6236	1.7876	3.3967	16,583.50	107,876.58	40,034.66	93,259.65	192,843.31	135,987.16
	PER BID	3.2181	2.5486	3.1663						
	Under/(Over)	(2.4055)	0.7610	(0.2304)						
VACATION										
	May'11	0.0000	0.4114	0.4597	794.50	5,061.76	2,030.18	0.00	2,082.24	933.26
	Jun-11	0.2069	1.1244	0.3068	771.75	4,919.51	1,995.96	159.68	5,531.58	612.29

Ampco System Parking
The Port Authority of New York and New Jersey
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2011/2012 WAGES/BENEFITS CALCULATION
Period: May 15, 2011 thru May 14, 2012
Contract Year Ended 5/14/2012 Year 2 - Option 2
Month: April 2012

		AVERAGES (42010-102) SUPERVISOR IN CHARGE	AVERAGES (42010-102) PARKING SUPERVISOR	AVERAGES (42010-103) OFFICE/REV CLERICAL	HOURS (42010-102) SUPERVISOR IN CHARGE	HOURS (42010-102) PARKING SUPERVISOR	HOURS (42010-103) OFFICE/REV CLERICAL	WAGES (42010-102) SUPERVISOR IN CHARGE	WAGES (42010-102) PARKING SUPERVISOR	WAGES (42010-103) OFFICE/REV CLERICAL
EM										
	Jul-11	2.0785	1.4234	1.1972	1,388.25	9,270.52	3,706.61	2,885.52	13,195.71	4,437.72
31/2011 & 8/15/11	Aug-11	0.7689	0.9982	0.6241	1,527.25	9,519.27	3,656.61	1,174.24	13,517.15	2,749.08
	Sep-11	0.4602	0.6742	1.2864	1,511.75	10,201.18	3,457.85	695.68	6,877.69	4,448.21
	Oct-11	0.9764	0.3642	0.3836	1,427.00	10,072.77	3,372.02	1,393.36	3,668.32	1,293.40
	Nov-11	1.1396	0.5973	0.9964	1,606.25	9,981.77	3,702.86	1,830.48	5,961.76	3,689.44
	Dec-11	1.8559	1.0117	0.6232	1,546.25	9,392.27	3,662.36	2,869.68	9,502.02	2,282.22
	Jan-12	0.4923	1.3733	0.8665	1,517.00	9,463.27	3,430.78	746.80	12,995.48	2,972.61
	Feb'12	3.3658	1.1661	1.4915	1,571.50	9,940.52	3,886.45	5,289.42	11,591.85	5,796.73
	Mar'12	0.7383	0.4503	0.6297	1,438.50	9,760.77	3,435.53	1,062.00	4,394.86	2,163.35
	Apr'12	1.4335	0.7470	0.2108	1,483.50	10,292.97	3,697.45	2,126.54	7,688.42	779.44
	May-12	#DIV/0!	#DIV/0!	#DIV/0!	0.00	0.00	0.00			
	Reversal 5/31/2011	#DIV/0!	#DIV/0!	#DIV/0!	0.00	0.00	0.00	**(5,351.63)**	**(36,978.36)**	**(12,296.95)**
	Accr. As of 4/30/12	#DIV/0!	#DIV/0!	#DIV/0!	0.00	0.00	0.00	**6,488.00**	**39,510.00**	**16,124.53**
	TOTAL	1.2886	0.9227	0.8989	16,583.50	107,876.58	40,034.66	21,369.77	99,538.72	35,986.33
	PER BID	1.2906	1.0290	0.9936						
	Under/(Over)	0.0020	0.1063	0.0948						
ONUS										
	May'11	0.0000	0.0000	0.0000	794.50	5,061.76	2,030.18			
	Jun-11	0.0000	0.0000	0.0000	771.75	4,919.51	1,995.96			
	Jul-11	0.0000	0.0000	0.0000	1,388.25	9,270.52	3,706.61			
	Aug-11	0.0000	1.4287	0.0000	1,527.25	9,519.27	3,656.61		**13,600.00**	
	Sep-11	0.0000	0.0000	0.0000	1,511.75	10,201.18	3,457.85			
	Oct-11	0.0000	0.1092	0.0000	1,427.00	10,072.77	3,372.02		1,100.00	
E 11/30/11	Nov-11	0.0000	1.3875	0.0000	1,606.25	9,981.77	3,702.86		13,850.00	
	Dec-11	0.0000	3.3274	0.0000	1,546.25	9,392.27	3,662.36		**31,252.00**	
	Jan-12	0.0000	0.0000	0.0000	1,517.00	9,463.27	3,430.78			
	Feb'12	0.0000	1.1192	0.0000	1,571.50	9,940.52	3,886.45		11,125.00	
	Mar'12	0.0000	0.3074	0.0000	1,438.50	9,760.77	3,435.53		3,000.00	
	Apr'12	0.0000	0.0000	0.0000	1,483.50	10,292.97	3,697.45			
	May-12	#DIV/0!	#DIV/0!	#DIV/0!	0.00	0.00	0.00			
	0	#DIV/0!	#DIV/0!	#DIV/0!	0.00	0.00	0.00			
	0	#DIV/0!	#DIV/0!	#DIV/0!	0.00	0.00	0.00			
	TOTAL	-	0.6853	-	16,583.50	107,876.58	40,034.66	0.00	73,927.00	0.00
	Per Bid	-	-	-						
	Under/(Over)	-	(0.6853)	-						
	Actual Benefits	8.2697	4.2901	5.1161	16,583.50	107,876.58	40,034.66	137,141.38	462,800.87	204,822.85
	PER BID	**5.6993**	**4.7032**	**5.3279**						
	Actual W&S	**27.0044**	**19.6702**	**20.0941**	16,583.50	107,876.58	40,034.66	447,827.33	2,121,955.42	804,462.22
	PER BID	**24.3124**	**21.8264**	**18.3986**						

Ampco System Parking
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Period: May 15, 2011 thru May 14, 2012
Contract Year Ended 5/14/2012 Year 2 - Option 2
Month: April 2012

ITEM		AVERAGES (42010-102) SUPERVISOR IN CHARGE	AVERAGES (42010-102) PARKING SUPERVISOR	AVERAGES (42010-103) OFFICE/REV CLERICAL	HOURS (42010-102) SUPERVISOR IN CHARGE	HOURS (42010-102) PARKING SUPERVISOR	HOURS (42010-103) OFFICE/REV CLERICAL	WAGES (42010-102) SUPERVISOR IN CHARGE	WAGES (42010-102) PARKING SUPERVISOR	WAGES (42010-103) OFFICE/REV CLERICAL
	check	**23.4359**	**21.0396**	**18.3986**						
	Under/(Over)	**(2.6920)**	**2.1562**	**(1.6956)**						
	Under/(Over)	**$ (44,643)**	**$ 232,600**	**$ (67,881)**						

THE PORT AUTHORITY OF NY & NJ

John F. Kennedy INTERNATIONAL AIRPORT | LaGuardia AIRPORT | Newark Liberty INTERNATIONAL AIRPORT | Stewart INTERNATIONAL AIRPORT

ABM Parking Services

JFK SAMPLE WAGE & BENEFITS REPORT

Ampco System Parking
The Port Authority of New York and New Jersey
John F. Kennedy International Airport
2011/2012 WAGES/BENEFITS CALCULATION
Period: May 16, 2011 thru May 15, 2012
Contract Year Ended May 14, 2012 - Year 2 Option 2
Month of April 2012

ITEM		AVERAGES (42010-104) LANE CASHIER	AVERAGES (42010-103) OFFICE/REV CLERICAL	AVERAGES (42010-105) TRAFFIC ATTENDANT	HOURS (42010-104) LANE CASHIER	HOURS (42010-103) OFFICE/REV CLERICAL	HOURS (42010-105) TRAFFIC ATTENDANT	WAGES (42010-104) LANE CASHIER	WAGES (42010-103) OFFICE/REV CLERICAL	WAGES (42010-105) TRAFFIC ATTENDANT
HOURLY WAGE RATE										
May 16-31	May'11	11.8860	15.7876	11.9753	8,700.25	1,289.01	1,653.25	103,411.26	20,350.31	19,798.14
June 1-15, 2011	Jun-11	11.8906	15.5995	11.9267	7,972.00	1,304.51	1,476.50	94,792.16	20,349.76	17,609.76
6/30 & 7/15	Jul-11	11.8306	15.6066	11.9175	14,835.50	2,501.27	2,960.25	175,512.14	39,036.20	35,278.70
7/31/11 & 8/15/11	Aug-11	11.8066	14.7892	11.8270	15,261.75	2,297.93	2,960.00	180,189.74	33,984.50	35,007.91
8/31 & 9/15/11	Sep-11	11.9129	14.9374	11.9343	14,776.25	2,441.93	3,039.25	176,027.58	36,475.97	36,271.26
9/30 & 10/15/11	Oct-11	12.2159	16.3166	12.1090	15,080.25	2,376.77	2,941.75	184,219.39	38,780.84	35,621.58
10/31 & 11/15/11	Nov-11	12.1577	16.0191	12.0892	15,341.50	2,498.52	2,996.50	186,516.72	40,023.94	36,225.24
11/30 & 12/15/11	Dec-11	12.1881	15.9472	12.1724	14,452.00	2,321.27	2,813.00	176,142.32	37,017.66	34,240.89
12/31 & 1/15/12	Jan-12	12.1507	15.9359	12.0575	14,422.25	2,208.02	2,796.50	175,240.87	35,186.69	33,718.91
1/31 & 2/15/12	Feb-12	12.1482	16.0887	12.2187	15,278.75	2,507.06	2,854.75	185,609.73	40,335.45	34,881.31
2/29 & 3/15/12	Mar-12	12.0620	16.2303	12.1043	14,742.25	2,316.86	2,490.00	177,820.78	37,603.22	30,139.76
3/31/ & 4/15/12	Apr-12	11.9945	15.9607	12.0135	15,272.75	2,271.36	2,614.75	183,189.69	36,252.59	31,412.26
	May-12	#DIV/0!	#DIV/0!	#DIV/0!						
	reversal	#DIV/0!	#DIV/0!	#DIV/0!	0.00	0.00	0.00	0.00	0.00	0.00
	Accruals	#DIV/0!	#DIV/0!	#DIV/0!	0.00	0.00	0.00	0.00	0.00	0.00
	TOTAL	12.0304	15.7739	12.0332	166,135.50	26,334.51	31,596.50	1,998,672.38	415,397.13	380,205.72
	PER BID	12.1391	16.5971	10.3954						
	Under/(Over)	0.1087	0.8233	(1.6378)						
HOLIDAY/BIRTHDAY/PERSONAL/BEREAVEMENT/JURY/MEDICAL ALLOWANCE										
	May'11	0.9758	1.0227	1.0541	8,700.25	1,289.01	1,653.25	8,489.76	1,318.32	1,742.72
	Jun-11	0.0376	0.0767	0.0677	7,972.00	1,304.51	1,476.50	300.00	100.00	100.00
	Jul-11	0.5391	0.5554	0.8136	14,835.50	2,501.27	2,960.25	7,998.29	1,389.18	2,408.40
7/31/11 & 8/15/11	Aug-11	0.0536	0.1382	0.0649	15,261.75	2,297.93	2,960.00	817.44	317.60	192.16
	Sep-11	0.5898	0.4386	0.5660	14,776.25	2,441.93	3,039.25	8,715.64	1,071.12	1,720.08
	Oct-11	0.5872	0.5175	0.5703	15,080.25	2,376.77	2,941.75	8,854.72	1,229.92	1,677.60
	Nov-11	0.0900	0.0400	0.0648	15,341.50	2,498.52	2,996.50	1,380.32	100.00	194.16
	Dec-11	1.1297	1.2348	1.3120	14,452.00	2,321.27	2,813.00	16,326.24	2,866.24	3,690.64
	Jan-12	1.1547	1.3383	1.1433	14,422.25	2,208.02	2,796.50	16,654.00	2,955.04	3,197.12
	Feb-12	0.5129	0.5654	0.5863	15,278.75	2,507.06	2,854.75	7,836.48	1,417.60	1,673.76
	Mar-12	0.5469	0.5414	0.5885	14,742.25	2,316.86	2,490.00	8,062.32	1,254.40	1,465.28
	Apr-12	0.5900	0.8845	0.5971	15,272.75	2,271.36	2,614.75	9,011.28	2,008.96	1,561.36
	May-12	#DIV/0!	#DIV/0!	#DIV/0!	0.00	0.00	0.00			
	reversal	#DIV/0!	#DIV/0!	#DIV/0!	0.00	0.00	0.00			
	Accruals	#DIV/0!	#DIV/0!	#DIV/0!	0.00	0.00	0.00			

Ampco System Parking
The Port Authority of New York and New Jersey
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Period: May 16, 2011 thru May 15, 2012
Contract Year Ended May 14, 2012 - Year 2 Option 2
Month of April 2012

ITEM		AVERAGES (42010-104) LANE CASHIER	AVERAGES (42010-103) OFFICE/REV CLERICAL	AVERAGES (42010-105) TRAFFIC ATTENDANT	HOURS (42010-104) LANE CASHIER	HOURS (42010-103) OFFICE/REV CLERICAL	HOURS (42010-105) TRAFFIC ATTENDANT	WAGES (42010-104) LANE CASHIER	WAGES (42010-103) OFFICE/REV CLERICAL	WAGES (42010-105) TRAFFIC ATTENDANT
	TOTAL	0.5685	0.6086	0.6211	166,135.50	26,334.51	31,596.50	94,446.49	16,028.38	19,623.28
	PER BID	0.5472	0.7874	0.4088				4.73%	3.86%	5.16%
	Under/(Over)	(0.0212)	0.1788	(0.2122)						
SICK TIME ALLOWANCE										
	May'11	0.0000	0.0000	0.0000	8,700.25	1,289.01	1,653.25	0.00	0.00	0.00
June 1-15, 2011	Jun-11	0.0161	0.1445	0.0000	7,972.00	1,304.51	1,476.50	128.20	188.46	0.00
	Jul-11	0.0807	0.4151	0.0712	14,835.50	2,501.27	2,960.25	1,197.28	1,038.26	210.64
7/31/11 & 8/15/11	Aug-11	0.0450	0.0889	0.0843	15,261.75	2,297.93	2,960.00	686.72	204.40	249.60
8/31/2011	Sep-11	0.0549	0.1468	0.1694	14,776.25	2,441.93	3,039.25	811.84	358.40	514.88
	Oct-11	0.0354	0.1048	0.0640	15,080.25	2,376.77	2,941.75	533.68	249.20	188.32
	Nov-11	0.0529	0.1660	0.0628	15,341.50	2,498.52	2,996.50	811.68	414.81	188.32
	Dec-11	0.0568	0.5575	0.0971	14,452.00	2,321.27	2,813.00	820.16	1,294.16	273.12
	Jan-12	0.0757	0.4487	0.0862	14,422.25	2,208.02	2,796.50	1,092.12	990.72	240.96
	Feb-12	0.1037	0.2510	0.1427	15,278.75	2,507.06	2,854.75	1,583.80	629.21	407.36
	Mar-12	0.0197	0.1076	0.3840	14,742.25	2,316.86	2,490.00	289.76	249.20	956.04
	Apr-12	0.0325	0.5219	0.0000	15,272.75	2,271.36	2,614.75	496.00	1,185.41	0.00
	May-12	#DIV/0!	#DIV/0!	#DIV/0!	0.00	0.00	0.00			
	Reversal of 5/31/2011 Accruals	#DIV/0!	#DIV/0!	#DIV/0!	0.00	0.00	0.00	(3,892.76)	(659.16)	(8,571.36)
	Accruals as of 4/30/2012	#DIV/0!	#DIV/0!	#DIV/0!	0.00	0.00	0.00	37,371.04	2,793.60	6,519.44
	TOTAL	0.2524	0.3394	0.0373	166,135.50	26,334.51	31,596.50	41,929.52	8,936.67	1,177.32
	PER BID	0.1095	0.1190	0.0653				2.10%	2.15%	0.31%
	Under/(Over)	(0.1429)	(0.2203)	0.0280						
PENSION & SCHOLARSHIP										
	May'11	0.0000	0.0000	0.0000	8,700.25	1,289.01	1,653.25	0.00	0.00	0.00
June 1-15, 2011	Jun-11	1.3139	1.0836	1.7019	7,972.00	1,304.51	1,476.50	10,474.41	1,413.54	2,512.92
	Jul-11	0.7151	0.4854	0.8765	14,835.50	2,501.27	2,960.25	10,609.47	1,214.18	2,594.57
	Aug-11	0.7065	0.6289	0.8542	15,261.75	2,297.93	2,960.00	10,782.57	1,445.14	2,528.49
	Sep-11	0.7388	0.5537	0.8380	14,776.25	2,441.93	3,039.25	10,916.48	1,352.13	2,546.74
	Oct-11	0.7289	0.5439	0.8812	15,080.25	2,376.77	2,941.75	10,991.95	1,292.73	2,592.13
	Nov-11	0.6931	0.5230	0.8390	15,341.50	2,498.52	2,996.50	10,632.83	1,306.74	2,514.03
	Dec-11	0.7595	0.5869	0.8868	14,452.00	2,321.27	2,813.00	10,976.15	1,362.37	2,494.67
	Jan-12	0.7920	0.5953	0.9031	14,422.25	2,208.02	2,796.50	11,422.26	1,314.53	2,525.38
	Feb-12	0.7056	0.5148	0.8259	15,278.75	2,507.06	2,854.75	10,780.35	1,290.72	2,357.61
	Mar-12	0.7986	0.5994	1.0389	14,742.25	2,316.86	2,490.00	11,773.59	1,388.62	2,586.79
	Apr-12	0.7575	0.5586	0.9639	15,272.75	2,271.36	2,614.75	11,568.67	1,268.70	2,520.26
	May-12	#DIV/0!	#DIV/0!	#DIV/0!	0.00	0.00	0.00			

Ampco System Parking
The Port Authority of New York and New Jersey
John F. Kennedy International Airport
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Period: May 16, 2011 thru May 15, 2012
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Month of April 2012

ITEM		AVERAGES (42010-104) LANE CASHIER	AVERAGES (42010-103) OFFICE/REV CLERICAL	AVERAGES (42010-105) TRAFFIC ATTENDANT	HOURS (42010-104) LANE CASHIER	HOURS (42010-103) OFFICE/REV CLERICAL	HOURS (42010-105) TRAFFIC ATTENDANT	WAGES (42010-104) LANE CASHIER	WAGES (42010-103) OFFICE/REV CLERICAL	WAGES (42010-105) TRAFFIC ATTENDANT
	reversal	#DIV/0!	#DIV/0!	#DIV/0!	0.00	0.00	0.00			
	Accruals	#DIV/0!	#DIV/0!	#DIV/0!	0.00	0.00	0.00			
	TOTAL	0.7279	0.5563	0.8790	166,135.50	26,334.51	31,596.50	120,928.73	14,649.40	27,773.59
	PER BID	0.5919	0.6427	0.5694						
	Under/(Over)	(0.1360)	0.0865	(0.3096)						
HEALTH/WELFARE										
	May'11	0.0000	0.0000	0.0000	8,700.25	1,289.01	1,653.25			
June 1-15, 2011	Jun-11	6.4538	7.0433	6.1050	7,972.00	1,304.51	1,476.50	51,450.00	9,188.05	9,014.00
	Jul-11	3.4438	3.6200	3.0450	14,835.50	2,501.27	2,960.25	51,091.00	9,054.66	9,014.00
	Aug-11	3.4182	3.4408	3.0453	15,261.75	2,297.93	2,960.00	52,168.00	7,906.78	9,014.00
	Sep-11	4.7274	4.4165	3.7868	14,776.25	2,441.93	3,039.25	69,853.00	10,784.78	11,509.00
	Oct-11	4.0734	4.1076	3.4174	15,080.25	2,376.77	2,941.75	61,428.00	9,762.78	10,053.00
	Nov-11	4.0312	3.9074	3.3549	15,341.50	2,498.52	2,996.50	61,845.00	9,762.78	10,053.00
	Dec-11	4.1778	4.2058	3.5738	14,452.00	2,321.27	2,813.00	60,378.00	9,762.78	10,053.00
	Jan-12	4.2303	4.5403	3.8212	14,422.25	2,208.02	2,796.50	61,011.00	10,025.18	10,686.00
	Feb-12	4.0205	4.1073	3.7432	15,278.75	2,507.06	2,854.75	61,428.00	10,297.18	10,686.00
	Mar-12	4.0956	4.3858	4.1241	14,742.25	2,316.86	2,490.00	60,378.00	10,161.18	10,269.00
	Apr-12	3.9533	4.4736	3.9273	15,272.75	2,271.36	2,614.75	60,378.00	10,161.18	10,269.00
	May-12	#DIV/0!	#DIV/0!	#DIV/0!	0.00	0.00	0.00			
	reversal	#DIV/0!	#DIV/0!	#DIV/0!	0.00	0.00	0.00			
	Accruals	#DIV/0!	#DIV/0!	#DIV/0!	0.00	0.00	0.00			
	TOTAL	3.9209	4.0581	3.5010	166,135.50	26,334.51	31,596.50	651,408.00	106,867.33	110,620.00
	PER BID	2.8049	3.1492	2.7439						
	Under/(Over)	(1.1160)	(0.9089)	(0.7571)						
VACATION										
	May'11	0.1880	0.1725	0.0000	8,700.25	1,289.01	1,653.25	1,635.60	222.40	0.00
	Jun-11	0.5070	1.0812	0.1873	7,972.00	1,304.51	1,476.50	4,042.14	1,410.40	276.48
	Jul-11	0.5736	1.1614	0.8171	14,835.50	2,501.27	2,960.25	8,509.00	2,904.85	2,418.72
7/31/11 & 8/15/11	Aug-11	0.8156	2.3933	1.0200	15,261.75	2,297.93	2,960.00	12,447.60	5,499.65	3,019.20
8/31/2011	Sep-11	0.3414	0.9230	0.0000	14,776.25	2,441.93	3,039.25	5,044.56	2,254.00	0.00
	Oct-11	0.5136	0.2858	0.5569	15,080.25	2,376.77	2,941.75	7,745.43	679.20	1,638.16
	Nov-11	0.8544	0.7963	1.3344	15,341.50	2,498.52	2,996.50	13,108.00	1,989.60	3,998.40
	Dec-11	0.3631	1.4156	0.8525	14,452.00	2,321.27	2,813.00	5,247.36	3,285.93	2,398.00
	Jan-12	0.2813	1.3218	0.0000	14,422.25	2,208.02	2,796.50	4,056.60	2,918.65	0.00
	Feb-12	0.6964	0.2162	1.9945	15,278.75	2,507.06	2,854.75	10,639.68	542.00	5,693.92

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ITEM		AVERAGES (42010-104) LANE CASHIER	AVERAGES (42010-103) OFFICE/REV CLERICAL	AVERAGES (42010-105) TRAFFIC ATTENDANT	HOURS (42010-104) LANE CASHIER	HOURS (42010-103) OFFICE/REV CLERICAL	HOURS (42010-105) TRAFFIC ATTENDANT	WAGES (42010-104) LANE CASHIER	WAGES (42010-103) OFFICE/REV CLERICAL	WAGES (42010-105) TRAFFIC ATTENDANT
	Mar-12	0.2354	1.0231	0.1914	14,742.25	2,316.86	2,490.00	3,470.24	2,370.40	476.56
	Apr-12	0.6246	1.1308	0.3899	15,272.75	2,271.36	2,614.75	9,539.51	2,568.48	1,019.60
	May-12	#DIV/0!	#DIV/0!	#DIV/0!	0.00	0.00	0.00			
	Reversal of 5/31/2011 Accruals	#DIV/0!	#DIV/0!	#DIV/0!	0.00	0.00	0.00	**(35,304.52)**	**(9,979.34)**	**(8,909.45)**
	Accruals as of 4/30/2012	#DIV/0!	#DIV/0!	#DIV/0!	0.00	0.00	0.00	**64,444.40**	**9,321.50**	**11,699.33**
	TOTAL	0.6900	0.9868	0.7510	166,135.50	26,334.51	31,596.50	114,625.60	25,987.72	23,728.92
	PER BID	0.6398	1.1029	0.3510				5.74%	6.26%	6.24%
	Under/(Over)	(0.0502)	0.1161	(0.4000)						
BONUS										
	May'11	0.0000	0.0000	0.0000	8,700.25	1,289.01	1,653.25	0.00	0.00	
June 1-15, 2011	Jun-11	0.0000	0.0000	0.0000	7,972.00	1,304.51	1,476.50			
	Jul-11	0.0000	0.0000	0.0000	14,835.50	2,501.27	2,960.25			
	Aug-11	0.0000	0.0000	0.0000	15,261.75	2,297.93	2,960.00			
	Sep-11	0.0000	0.0000	0.0000	14,776.25	2,441.93	3,039.25			
	Oct-11	0.0000	0.0000	0.0000	15,080.25	2,376.77	2,941.75			
	Nov-11	0.0000	0.0000	0.0000	15,341.50	2,498.52	2,996.50			
	Dec-11	0.0000	0.0000	0.0000	14,452.00	2,321.27	2,813.00			
	Jan-12	0.0000	0.0000	0.0000	14,422.25	2,208.02	2,796.50			
	Feb-12	0.0049	0.0299	0.0000	15,278.75	2,507.06	2,854.75	75.00	75.00	
	Mar-12	-0.0051	-0.0324	0.0000	14,742.25	2,316.86	2,490.00	(75.00)	(75.00)	
	Apr-12	0.0000	0.0000	0.0000	15,272.75	2,271.36	2,614.75			
	May-12	#DIV/0!	#DIV/0!	#DIV/0!	0.00	0.00	0.00			
	reversal	#DIV/0!	#DIV/0!	#DIV/0!	0.00	0.00	0.00			
	Accruals	#DIV/0!	#DIV/0!	#DIV/0!	0.00	0.00	0.00			
	TOTAL	-	-	-	166,135.50	26,334.51	31,596.50	0.00	0.00	0.00
	Per Bid	-	-	1.0612						
	Under/(Over)	-	-	1.0612						
Total Supp. Benefits - Actual		6.1597	6.5492	5.7893	166,135.50	26,334.51	31,596.50	1,023,338.34	172,469.50	182,923.11
Total Supp. Benefits - Bid		4.6934	5.8013	5.1996						
Under/(Over)		(1.4663)	(0.7478)	(0.5898)						
Total Ave & Sup.Benefits		**18.1900**	**22.3231**	**17.8225**	166,135.50	26,334.51	31,596.50	3,022,010.72	587,866.63	563,128.83
	PER BID	**16.8325**	**18.3986**	**15.5950**						
	Difference	**(1.3575)**	**(3.9245)**	**(2.2275)**						

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ITEM		AVERAGES (42010-104) LANE CASHIER	AVERAGES (42010-103) OFFICE/REV CLERICAL	AVERAGES (42010-105) TRAFFIC ATTENDANT	HOURS (42010-104) LANE CASHIER	HOURS (42010-103) OFFICE/REV CLERICAL	HOURS (42010-105) TRAFFIC ATTENDANT	WAGES (42010-104) LANE CASHIER	WAGES (42010-103) OFFICE/REV CLERICAL	WAGES (42010-105) TRAFFIC ATTENDANT
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	Under/(Over)	$ (225,537.19)	$(103,349.73)	$ (70,382.53)						

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ITEM		AVERAGES (42010-104) LANE CASHIER	AVERAGES (42010-103) OFFICE/REV CLERICAL	AVERAGES (42010-105) TRAFFIC ATTENDANT	HOURS (42010-104) LANE CASHIER	HOURS (42010-103) OFFICE/REV CLERICAL	HOURS (42010-105) TRAFFIC ATTENDANT	WAGES (42010-104) LANE CASHIER	WAGES (42010-103) OFFICE/REV CLERICAL	WAGES (42010-105) TRAFFIC ATTENDANT
==========	==========	========	========	========	========	========	========	========	========	========

Ampco System Parking
The Port Authority of New York and New Jersey
John F. Kennedy International Airport
2011/2012 WAGES/BENEFITS CALCULATION
Period: May 16, 2011 thru May 15, 2012
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ITEM		AVERAGES (42010-102) SUPERVISOR IN CHARGE	AVERAGES (42010-102) PARKING SUPERVISOR	HOURS (42010-102) SUPERVISOR IN CHARGE	HOURS (42010-102) PARKING SUPERVISOR	WAGES (42010-102) SUPERVISOR IN CHARGE	WAGES (42010-102) PARKING SUPERVISOR
HOURLY WAGE RATE							
May 16-31	May'11	16.8224	14.8270	480.75	5,467.76	8,087.38	81,070.23
June 1-15, 2011	Jun-11	16.6418	14.7602	509.75	5,201.01	8,483.14	76,767.92
6/30 & 7/15	Jul-11	16.8418	14.7897	894.00	9,696.02	15,056.60	143,401.12
7/31/11 & 8/15/11	Aug-11	16.9607	14.7664	909.25	9,460.27	15,421.55	139,693.96
8/31 & 9/15/11	Sep-11	17.0789	14.9015	841.25	8,748.52	14,367.60	130,365.93
9/30 & 10/15/11	Oct-11	17.1510	14.8678	849.25	8,744.27	14,565.52	130,008.40
10/31 & 11/15/11	Nov-11	17.1497	14.7811	910.75	9,299.52	15,619.13	137,457.34
11/30 & 12/15/11	Dec-11	17.0588	14.7971	852.00	9,286.52	14,534.13	137,413.12
12/31 & 1/15/12	Jan-12	17.0748	14.6148	846.50	9,605.77	14,453.83	140,386.12
1/31 & 2/15/12	Feb-12	17.1951	14.6611	1,027.42	10,178.85	17,666.59	149,233.13
2/29 & 3/15/12	Mar-12	17.2428	14.6907	858.50	9,058.52	14,802.93	133,075.97
3/31/ & 4/15/12	Apr-12	17.1424	14.6537	866.00	9,812.52	14,845.35	143,789.41
	May-12	#DIV/0!	#DIV/0!				
	Reversal	#DIV/0!	#DIV/0!	0.00	0.00	0.00	0.00
	Accruals	#DIV/0!	#DIV/0!	0.00	0.00	0.00	0.00
	TOTAL	17.0540	14.7539	9,845.42	104,559.55	167,903.75	1,542,662.65
	PER BID	17.9075	16.5875				
	Under/(Over)	0.8535	1.8336				
HOLIDAY/BIRTHDAY/PERSONAL/MED.REIMB							
	May'11	1.1101	1.2129	480.75	5,467.76	533.68	6,631.60
June 1-15, 2011	Jun-11	0.0000	0.3471	509.75	5,201.01	0.00	1,805.12
	Jul-11	0.7743	0.8642	894.00	9,696.02	692.24	8,379.68
7/31/11 & 8/15/11	Aug-11	0.0000	0.2726	909.25	9,460.27	0.00	2,578.90
	Sep-11	0.8229	0.9070	841.25	8,748.52	692.24	7,935.12
	Oct-11	0.8151	0.7914	849.25	8,744.27	692.24	6,920.00
	Nov-11	0.7601	0.2371	910.75	9,299.52	692.24	2,204.80
	Dec-11	1.1411	0.8682	852.00	9,286.52	972.24	8,062.88
	Jan-12	2.2498	1.5589	846.50	9,605.77	1,904.48	14,974.88
	Feb-12	0.8061	0.7079	1,027.42	10,178.85	828.24	7,206.08
	Mar-12	0.9741	0.8306	858.50	9,058.52	836.24	7,524.16
	Apr-12	0.1646	0.8849	866.00	9,812.52	142.56	8,682.65
	May-12	#DIV/0!	#DIV/0!	0.00	0.00		
	Reversal	#DIV/0!	#DIV/0!	0.00	0.00		
	Accruals	#DIV/0!	#DIV/0!	0.00	0.00	0.00	0.00

Ampco System Parking
The Port Authority of New York and New Jersey
John F. Kennedy International Airport
2011/2012 WAGES/BENEFITS CALCULATION
Period: May 16, 2011 thru May 15, 2012
Contract Year Ended May 14, 2012 - Year 2 Option 2
Month of April 2012

ITEM		AVERAGES (42010-102) SUPERVISOR IN CHARGE	AVERAGES (42010-102) PARKING SUPERVISOR	HOURS (42010-102) SUPERVISOR IN CHARGE	HOURS (42010-102) PARKING SUPERVISOR	WAGES (42010-102) SUPERVISOR IN CHARGE	WAGES (42010-102) PARKING SUPERVISOR
	TOTAL	0.8112	0.7929	9,845.42	104,559.55	7,986.40	82,905.87
	PER BID	0.7840	0.5778				
	Under/(Over)	(0.0272)	(0.2151)				
SICK TIME ALLOWANCE							
	May'11	0.0000	0.0200	480.75	5,467.76	0.00	109.36
June 1-15, 2011	Jun-11	0.0000	0.0000	509.75	5,201.01	0.00	0.00
	Jul-11	0.2953	0.0638	894.00	9,696.02	264.00	619.04
7/31/11 & 8/15/11	Aug-11	0.0000	0.1009	909.25	9,460.27	0.00	954.89
8/31/2011	Sep-11	0.3406	0.1873	841.25	8,748.52	286.56	1,638.25
	Oct-11	0.6311	0.2110	849.25	8,744.27	536.00	1,845.04
	Nov-11	0.3121	0.1535	910.75	9,299.52	284.24	1,427.84
	Dec-11	0.0000	0.0841	852.00	9,286.52	0.00	780.57
	Jan-12	0.0000	0.2039	846.50	9,605.77	0.00	1,958.25
	Feb-12	0.0000	0.1974	1,027.42	10,178.85	0.00	2,009.52
	Mar-12	0.3234	0.1840	858.50	9,058.52	277.68	1,666.74
	Apr-12	0.0000	0.3078	866.00	9,812.52	0.00	3,020.16
	May-12	#DIV/0!	#DIV/0!	0.00	0.00		
	reversal as of 05/31/11	#DIV/0!	#DIV/0!	0.00	0.00	**(410.16)**	**(4,172.16)**
	Accruals as of 4/30/2012	#DIV/0!	#DIV/0!	0.00	0.00	**3,307.28**	**26,895.64**
	TOTAL	0.4617	0.3706	9,845.42	104,559.55	4,545.60	38,753.14
	PER BID	0.4826	0.3805				
	Under/(Over)	0.0209	0.0098				
HEALTH/WELFARE							
	May'11	0.0000	0.0000	480.75	5,467.76		
June 1-15, 2011	Jun-11	11.0818	3.7382	509.75	5,201.01	5,648.94	19,442.26
	Jul-11	5.1982	1.9427	894.00	9,696.02	4,647.18	18,836.84
	Aug-11	5.1110	2.0639	909.25	9,460.27	4,647.18	19,524.84
	Sep-11	5.5241	2.9969	841.25	8,748.52	4,647.18	26,218.84
	Oct-11	5.4725	2.6386	849.25	8,744.27	4,647.48	23,072.84
	Nov-11	4.5883	2.4811	910.75	9,299.52	4,178.78	23,072.84
	Dec-11	5.4544	2.3309	852.00	9,286.52	4,647.18	21,645.84
	Jan-12	5.4601	2.5004	846.50	9,605.77	4,621.98	24,018.63
	Feb-12	4.4986	2.3730	1,027.42	10,178.85	4,621.98	24,154.63
	Mar-12	5.3838	2.7278	858.50	9,058.52	4,621.98	24,709.63
	Apr-12	5.3372	2.4137	866.00	9,812.52	4,621.98	23,684.63
	May-12	#DIV/0!	#DIV/0!	0.00	0.00		

Ampco System Parking
The Port Authority of New York and New Jersey
John F. Kennedy International Airport
2011/2012 WAGES/BENEFITS CALCULATION
Period: May 16, 2011 thru May 15, 2012
Contract Year Ended May 14, 2012 - Year 2 Option 2
Month of April 2012

ITEM		AVERAGES (42010-102) SUPERVISOR IN CHARGE	AVERAGES (42010-102) PARKING SUPERVISOR	HOURS (42010-102) SUPERVISOR IN CHARGE	HOURS (42010-102) PARKING SUPERVISOR	WAGES (42010-102) SUPERVISOR IN CHARGE	WAGES (42010-102) PARKING SUPERVISOR
	Reversal	#DIV/0!	#DIV/0!	0.00	0.00		
	Accruals	#DIV/0!	#DIV/0!	0.00	0.00		
	TOTAL	5.2361	2.3755	9,845.42	104,559.55	51,551.84	248,381.82
	PER BID	3.9063	3.5343				
	Under/(Over)	(1.3298)	1.1588				
VACATION							
June 1-15, 2011	May'11	1.4145	0.2277	480.75	5,467.76	680.00	1,244.75
	Jun-11	0.5559	0.4632	509.75	5,201.01	283.36	2,408.96
	Jul-11	2.7135	0.6251	894.00	9,696.02	2,425.84	6,060.72
7/31/11 & 8/15/11	Aug-11	0.7839	0.5474	909.25	9,460.27	712.80	8,310.78
8/31/2011	Sep-11	0.8448	0.6076	841.25	8,748.52	710.72	5,315.26
	Oct-11	0.7536	0.6280	849.25	8,744.27	640.00	5,491.76
	Nov-11	1.3879	0.5556	910.75	9,299.52	1,264.00	5,166.48
	Dec-11	1.6817	0.5577	852.00	9,286.52	1,432.80	5,178.97
	Jan-12	0.6237	0.3226	846.50	9,605.77	528.00	3,099.14
	Feb-12	0.6938	0.6789	1,027.42	10,178.85	712.80	6,910.88
	Mar-12	0.0000	0.9680	858.50	9,058.52	0.00	8,768.71
	Apr-12	0.0000	0.6664	866.00	9,812.52	0.00	6,539.17
	May-12	#DIV/0!	#DIV/0!	0.00	0.00		
	Reversal of 5/31/2011 Accruals	#DIV/0!	#DIV/0!	0.00	0.00	**(3,966.26)**	**(31,044.66)**
	Accruals as of 4/30/2012	#DIV/0!	#DIV/0!	0.00	0.00	**5,243.43**	**53,068.45**
	TOTAL	1.0835	0.8275	9,845.42	104,559.55	10,667.49	86,519.37
	PER BID	1.2320	0.7463				
	Under/(Over)	0.1485	(0.0811)				
BONUS							
	May'11	0.0000	0.0000	480.75	5,467.76		
June 1-15, 2011	Jun-11	0.0000	0.0000	509.75	5,201.01		
	Jul-11	0.0000	0.0000	894.00	9,696.02		
	Aug-11	0.0000	1.3953	909.25	9,460.27		13,200.00
	Sep-11	0.0000	0.0000	841.25	8,748.52		
	Oct-11	0.0000	0.0000	849.25	8,744.27		
	Nov-11	0.0000	1.3334	910.75	9,299.52		12,400.00
	Dec-11	0.0000	1.0662	852.00	9,286.52		**9,901.63**

Ampco System Parking
The Port Authority of New York and New Jersey
John F. Kennedy International Airport
2011/2012 WAGES/BENEFITS CALCULATION
Period: May 16, 2011 thru May 15, 2012
Contract Year Ended May 14, 2012 - Year 2 Option 2
Month of April 2012

ITEM		AVERAGES (42010-102) SUPERVISOR IN CHARGE	AVERAGES (42010-102) PARKING SUPERVISOR	HOURS (42010-102) SUPERVISOR IN CHARGE	HOURS (42010-102) PARKING SUPERVISOR	WAGES (42010-102) SUPERVISOR IN CHARGE	WAGES (42010-102) PARKING SUPERVISOR
	Jan-12	0.0000	0.0000	846.50	9,605.77		
	Feb-12	0.0000	0.9382	1,027.42	10,178.85		9,550.00
	Mar-12	0.0000	0.3312	858.50	9,058.52		3,000.00
	Apr-12	0.0000	0.0000	866.00	9,812.52		
	May-12	#DIV/0!	#DIV/0!	0.00	0.00		
	Reversal	#DIV/0!	#DIV/0!	0.00	0.00		
	Accruals	#DIV/0!	#DIV/0!	0.00	0.00		
	TOTAL	-	0.4596	9,845.42	104,559.55	0.00	48,051.63
	Per Bid	-	-				
	Under/(Over)	-	(0.4596)				
Total Supp. Benefits - Actual		7.5925	4.8261	9,845.42	104,559.55	74,751.33	504,611.83
Total Supp. Benefits - Bid		6.4050	5.2389				
Under/(Over)		(1.1875)	0.4128				
Total Ave & Sup.Benefits		**24.6465**	**19.5800**	9,845.42	104,559.55	242,655.08	2,047,274.48
	PER BID	**24.3125**	**21.8264**				
	Difference	**(0.3340)**	**2.2464**				
	Amount	**$ (3,288.46)**	**$ 234,881.93**				

THE PORT AUTHORITY OF NY & NJ

John F. Kennedy INTERNATIONAL AIRPORT | LaGuardia AIRPORT | Newark Liberty INTERNATIONAL AIRPORT | Stewart INTERNATIONAL AIRPORT

ABM Parking Services

LGA SAMPLE WAGE & BENEFITS REPORT

Ampco System Parking
The Port Authority of New York and New Jersey
LaGuardia Airport
2011/2012 Wages/Benefits Calculation
Period: May 15, 2011 thru May 14, 2012
Contract Year Ended May 14, 2011 - Year 2 Option 2
Month of April 2012

ITEM		AVERAGES (42010-104) LANE CASHIER	AVERAGES (42010-103) OFFICE/REV. CLERICAL	AVERAGES (42010-105) TRAFFIC ATTENDANT	HOURS (42010-104) LANE CASHIER	HOURS (42010-103) OFFICE/REV. CLERICAL	HOURS (42010-105) TRAFFIC ATTENDANT	WAGES (42010-104) LANE CASHIER	WAGES (42010-103) CLERK TERM OPR	WAGES (42010-105) TRAFFIC ATTENDANT
HOURLY WAGE RATE										
May 16 to 31	May-11	11.8440	15.1428	11.7793	4,045.75	852.59	1,806.50	47,917.73	12,910.56	21,279.29
June 1 to 15	Jun-11	11.7843	15.0638	11.6692	3,999.50	869.34	2,017.25	47,131.25	13,095.56	23,539.64
June 30 & Jul 15	Jul-11	11.8621	14.5758	11.7293	7,361.75	1,561.18	3,686.50	87,325.57	22,755.38	43,240.03
7/31/11 & 8/16/11	Aug-11	11.8892	14.9113	11.5699	7,100.75	1,577.43	3,752.50	84,422.21	23,521.54	43,415.93
8/31 & 9/15/11	Sep-11	11.8116	14.4731	11.7716	6,809.00	1,558.59	3,180.50	80,424.96	22,557.57	37,439.50
9/30 & 10/15/11	Oct-11	11.8441	14.4363	11.6741	7,586.25	1,574.01	3,584.00	89,852.57	22,722.83	41,839.87
10/31 & 11/15/11	Nov-11	11.8040	14.7777	11.6273	7,832.85	1,639.93	3,689.00	92,458.98	24,234.32	42,893.15
11/30 & 12/15/11	Dec-11	11.8277	14.9018	11.6043	7,339.50	1,579.43	3,618.25	86,809.74	23,536.33	41,987.19
12/31 & 1/15/12	Jan-12	11.6721	14.9639	11.4730	7,368.00	1,521.93	3,539.50	85,999.97	22,774.07	40,608.68
1/31 & 2/15/12	Feb-12	11.7809	14.9693	11.7838	7,755.25	1,600.93	3,959.25	91,363.89	23,964.74	46,655.18
2/29 & 3/15/12	Mar-12	11.8464	15.0707	11.7906	7,125.00	1,587.18	3,470.50	84,405.58	23,919.91	40,919.14
3/31 & 4/15/12	Apr-12	11.8088	15.0000	11.6656	7,232.50	1,654.43	3,739.75	85,407.04	24,816.44	43,626.30
	May-12	#DIV/0!	#DIV/0!	#DIV/0!						
	15-May-11	#DIV/0!	#DIV/0!	#DIV/0!						
	Accruals	#DIV/0!	#DIV/0!	#DIV/0!				0.00	0.00	0.00
	TOTAL	11.8142	14.8381	11.6734	81,556.10	17,576.97	40,043.50	963,519.49	260,809.25	467,443.90
	Per Bid	11.6910	15.4046	9.9331						
	Under/(Over)	(0.1232)	0.5665	(1.7403)						
HOLIDAY/BIRTHDAY/PERSONAL/BEREAVEMENT/JURY DUTY/MED. REIMB.										
	May-11	1.0860	1.1873	1.1731	4,045.75	852.59	1,806.50	4,393.52	1,012.32	2,119.28
June 1 to 15	Jun-11	0.3433	-0.0258	0.1939	3,999.50	869.34	2,017.25	1,373.20	(22.40)	391.20
	Jul-11	0.7439	0.6341	0.6200	7,361.75	1,561.18	3,686.50	5,476.72	989.92	2,285.60
7/31/11 & 8/15/11	Aug-11	0.1522	0.0634	0.0491	7,100.75	1,577.43	3,752.50	1,080.80	100.00	184.16
	Sep-11	0.7515	0.6351	0.6922	6,809.00	1,558.59	3,180.50	5,116.72	989.92	2,201.60
	Oct-11	0.7292	0.6846	0.6332	7,586.25	1,574.01	3,584.00	5,531.52	1,077.52	2,269.28
	Nov-11	0.7490	0.7317	0.5481	7,832.85	1,639.93	3,689.00	5,867.12	1,199.92	2,021.84
	Dec-11	0.8694	0.9777	0.8792	7,339.50	1,579.43	3,618.25	6,380.80	1,544.24	3,181.28
	Jan-12	1.3287	1.2854	1.1782	7,368.00	1,521.93	3,539.50	9,789.60	1,956.24	4,170.32
	Feb-12	0.7196	0.7495	0.6142	7,755.25	1,600.93	3,959.25	5,580.80	1,199.92	2,431.92
	Mar-12	0.7255	0.6859	0.6467	7,125.00	1,587.18	3,470.50	5,168.96	1,088.72	2,244.24
	Apr-12	0.1659	0.1344	0.0862	7,232.50	1,654.43	3,739.75	1,200.00	222.40	322.40
	May-12	#DIV/0!	#DIV/0!	#DIV/0!	0.00	0.00	0.00			
		#DIV/0!	#DIV/0!	#DIV/0!	0.00	0.00	0.00			
	Accruals	#DIV/0!	#DIV/0!	#DIV/0!	0.00	0.00	0.00	0.00	0.00	0.00
	TOTAL	0.6984	0.6462	0.5949	81,556.10	17,576.97	40,043.50	56,959.76	11,358.72	23,823.12
	Per Bid	0.5421	0.6822	0.4321						
	Under/(Over)	(0.1563)	0.0359	(0.1628)						
SICK TIME ALLOWANCE										
	May-11	0.0000	0.0000	0.0000	4,045.75	852.59	1,806.50	0.00	0.00	0.00

Ampco System Parking
The Port Authority of New York and New Jersey
LaGuardia Airport
2011/2012 Wages/Benefits Calculation
Period: May 15, 2011 thru May 14, 2012
Contract Year Ended May 14, 2011 - Year 2 Option 2
Month of April 2012

ITEM		AVERAGES (42010-104) LANE CASHIER	AVERAGES (42010-103) OFFICE/REV. CLERICAL	AVERAGES (42010-105) TRAFFIC ATTENDANT	HOURS (42010-104) LANE CASHIER	HOURS (42010-103) OFFICE/REV. CLERICAL	HOURS (42010-105) TRAFFIC ATTENDANT	WAGES (42010-104) LANE CASHIER	WAGES (42010-103) CLERK TERM OPR	WAGES (42010-105) TRAFFIC ATTENDANT
June 1 to 15	Jun-11	0.0099	0.1663	0.0000	3,999.50	869.34	2,017.25	39.44	144.61	0.00
	Jul-11	0.0767	0.0842	0.0803	7,361.75	1,561.18	3,686.50	564.80	131.52	296.00
7/31/11 & 8/15/11	Aug-11	0.2188	0.1780	0.1661	7,100.75	1,577.43	3,752.50	1,553.68	280.75	623.20
8/31/2011	Sep-11	0.0600	0.2396	0.1685	6,809.00	1,558.59	3,180.50	408.80	373.41	536.00
	Oct-11	0.2246	0.2363	0.2192	7,586.25	1,574.01	3,584.00	1,703.68	371.92	785.60
	Nov-11	0.2353	0.3013	0.1380	7,832.85	1,639.93	3,689.00	1,842.88	494.13	508.96
	Dec-11	0.1914	0.1953	0.1358	7,339.50	1,579.43	3,618.25	1,404.80	308.40	491.28
	Jan-12	0.2731	0.0702	0.1388	7,368.00	1,521.93	3,539.50	2,011.88	106.80	491.28
	Feb-12	0.2115	0.6330	0.0695	7,755.25	1,600.93	3,959.25	1,640.48	1,013.44	275.28
	Mar-12	0.2296	0.4632	0.2181	7,125.00	1,587.18	3,470.50	1,635.60	735.22	756.96
	Apr-12	0.1450	0.1192	0.0527	7,232.50	1,654.43	3,739.75	1,048.44	197.20	197.20
	May-12	#DIV/0!	#DIV/0!	#DIV/0!	0.00	0.00	0.00			
		#DIV/0!	#DIV/0!	#DIV/0!	0.00	0.00	0.00			
	As of April 30, 2012	#DIV/0!	#DIV/0!	#DIV/0!	0.00	0.00	0.00	9,693.28	2,474.56	5,802.42
	TOTAL	0.2887	0.3773	0.2688	81,556.10	17,576.97	40,043.50	23,547.76	6,631.96	10,764.18
	PER BID	0.2756	0.3572	0.2424						
	Under/(Over)	(0.0131)	(0.0201)	(0.0265)						
PENSION										
	May-11	0.0000	0.0000	0.0000	4,045.75	852.59	1,806.50	0.00	0.00	0.00
June 1 to 15	Jun-11	1.4780	1.1438	1.3864	3,999.50	869.34	2,017.25	5,911.29	994.35	2,796.78
$0.84/hour	Jul-11	0.7980	0.5356	0.7546	7,361.75	1,561.18	3,686.50	5,874.96	836.22	2,781.66
	Aug-11	0.7707	0.6595	0.7004	7,100.75	1,577.43	3,752.50	5,472.39	1,040.34	2,628.36
	Sep-11	0.8240	0.6035	0.8224	6,809.00	1,558.59	3,180.50	5,610.36	940.59	2,615.55
	Oct-11	0.7754	0.5351	0.7430	7,586.25	1,574.01	3,584.00	5,882.52	842.31	2,663.01
	Nov-11	0.7606	0.4557	0.7023	7,832.85	1,639.93	3,689.00	5,957.28	747.39	2,590.77
	Dec-11	0.8236	0.5362	0.7389	7,339.50	1,579.43	3,618.25	6,044.85	846.93	2,673.51
	Jan-12	1.0203	0.5510	0.8221	7,368.00	1,521.93	3,539.50	7,517.22	838.53	2,909.97
	Feb-12	0.8598	0.5753	0.6392	7,755.25	1,600.93	3,959.25	6,668.09	921.06	2,530.71
	Mar-12	0.9665	0.6261	0.8025	7,125.00	1,587.18	3,470.50	6,886.36	993.72	2,785.02
	Apr-12	0.9320	0.5501	0.7229	7,232.50	1,654.43	3,739.75	6,740.74	910.14	2,703.54
	May-12	#DIV/0!	#DIV/0!	#DIV/0!	0.00	0.00	0.00			
		#DIV/0!	#DIV/0!	#DIV/0!	0.00	0.00	0.00			
	Accruals	#DIV/0!	#DIV/0!	#DIV/0!	0.00	0.00	0.00			
	TOTAL	0.8407	0.5639	0.7412	81,556.10	17,576.97	40,043.50	68,566.06	9,911.58	29,678.88
	Per Bid	0.4504	0.5972	0.5366						
	Under/(Over) payment	(0.3903)	0.0333	(0.2045)						
HEALTH/WELFARE										
	May-11	0.0000	0.0000	0.0000	4,045.75	852.59	1,806.50	0.00	0.00	0.00
June 1 to 15	Jun-11	2.5133	3.7506	3.2034	3,999.50	869.34	2,017.25	10,052.00	3,260.56	6,462.00
	Jul-11	1.3167	2.0885	1.7529	7,361.75	1,561.18	3,686.50	9,693.00	3,260.56	6,462.00

Ampco System Parking
The Port Authority of New York and New Jersey
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Period: May 15, 2011 thru May 14, 2012
Contract Year Ended May 14, 2011 - Year 2 Option 2
Month of April 2012

ITEM		AVERAGES (42010-104) LANE CASHIER	AVERAGES (42010-103) OFFICE/REV. CLERICAL	AVERAGES (42010-105) TRAFFIC ATTENDANT	HOURS (42010-104) LANE CASHIER	HOURS (42010-103) OFFICE/REV. CLERICAL	HOURS (42010-105) TRAFFIC ATTENDANT	WAGES (42010-104) LANE CASHIER	WAGES (42010-103) CLERK TERM OPR	WAGES (42010-105) TRAFFIC ATTENDANT
	Aug-11	1.4156	2.0670	1.8177	7,100.75	1,577.43	3,752.50	10,052.00	3,260.56	6,821.00
	Sep-11	1.6535	1.9556	2.2289	6,809.00	1,558.59	3,180.50	11,259.00	3,047.92	7,089.00
	Oct-11	1.6906	2.5137	2.2693	7,586.25	1,574.01	3,584.00	12,825.00	3,956.56	8,133.00
	Nov-11	1.4374	2.2004	1.9217	7,832.85	1,639.93	3,689.00	11,259.00	3,608.56	7,089.00
	Dec-11	1.5340	2.2847	1.9592	7,339.50	1,579.43	3,618.25	11,259.00	3,608.56	7,089.00
	Jan-12	1.6413	2.2902	2.1206	7,368.00	1,521.93	3,539.50	12,093.00	3,485.50	7,506.00
	Feb-12	1.5593	2.3469	1.8958	7,755.25	1,600.93	3,959.25	12,093.00	3,757.20	7,506.00
	Mar-12	1.6973	2.2815	2.1628	7,125.00	1,587.18	3,470.50	12,093.00	3,621.20	7,506.00
	Apr-12	1.6720	2.1888	2.0071	7,232.50	1,654.43	3,739.75	12,093.00	3,621.20	7,506.00
	May-12	#DIV/0!	#DIV/0!	#DIV/0!	0.00	0.00	0.00			
	40678	#DIV/0!	#DIV/0!	#DIV/0!	0.00	0.00	0.00			
	Accruals	#DIV/0!	#DIV/0!	#DIV/0!	0.00	0.00	0.00			
	TOTAL	1.5299	2.1897	1.9771	81,556.10	17,576.97	40,043.50	124,771.00	38,488.38	79,169.00
	PER BID	3.1523	4.1070	3.7272						
	Under/(Over)	1.6224	1.9173	1.7502						
VACATION										
	May-11	0.3895	0.1253	0.0000	4,045.75	852.59	1,806.50	1,576.00	106.80	0.00
June 1 to 15	Jun-11	0.6418	0.6143	0.6732	3,999.50	869.34	2,017.25	2,566.83	534.00	1,358.00
	Jul-11	0.9126	2.8777	1.0344	7,361.75	1,561.18	3,686.50	6,718.00	4,492.68	3,813.20
7/31/11 & 8/15/11	Aug-11	0.4808	0.6897	1.3460	7,100.75	1,577.43	3,752.50	3,414.00	1,277.22	5,050.80
8/31/2011	Sep-11	0.2693	0.2900	0.5559	6,809.00	1,558.59	3,180.50	1,834.00	452.00	1,768.00
	Oct-11	0.7801	1.5521	0.6929	7,586.25	1,574.01	3,584.00	5,918.00	2,443.06	2,483.20
	Nov-11	0.6957	1.3413	0.7440	7,832.85	1,639.93	3,689.00	5,449.20	2,199.60	2,744.80
	Dec-11	0.8745	0.6889	0.5563	7,339.50	1,579.43	3,618.25	6,418.40	1,088.00	2,012.80
	Jan-12	0.8564	0.6508	1.4444	7,368.00	1,521.93	3,539.50	6,309.61	990.40	5,112.41
	Feb-12	0.2326	1.0654	0.6343	7,755.25	1,600.93	3,959.25	1,803.89	1,705.60	2,511.53
	Mar-12	0.5738	0.0000	0.3907	7,125.00	1,587.18	3,470.50	4,088.00	0.00	1,356.00
	Apr-12	0.1985	0.9650	0.4269	7,232.50	1,654.43	3,739.75	1,436.00	1,596.56	1,596.56
	May-12	#DIV/0!	#DIV/0!	#DIV/0!	0.00	0.00	0.00			
	Reversal of 5/31/2011 Accruals	#DIV/0!	#DIV/0!	#DIV/0!	0.00	0.00	0.00	(16,441.76)	(6,572.48)	(9,262.64)
	As of April 30, 2012	#DIV/0!	#DIV/0!	#DIV/0!	0.00	0.00	0.00	23,255.78	6,461.37	9,997.74
	TOTAL	0.6664	0.9544	0.7627	81,556.10	17,576.97	40,043.50	54,345.95	16,774.81	30,542.40
	PER BID	0.7210	0.8865	0.7235						
	Under/(Over)	0.0547	(0.0678)	(0.0393)						
BONUS										
	May-11	0.0000	0.0000	0.0000	4,045.75	852.59	1,806.50			
June 1 to 15	Jun-11	0.0000	0.0000	0.0000	3,999.50	869.34	2,017.25			
	Jul-11	0.0000	0.0000	0.0000	7,361.75	1,561.18	3,686.50			

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Month of April 2012

ITEM		AVERAGES (42010-104) LANE CASHIER	AVERAGES (42010-103) OFFICE/REV. CLERICAL	AVERAGES (42010-105) TRAFFIC ATTENDANT	HOURS (42010-104) LANE CASHIER	HOURS (42010-103) OFFICE/REV. CLERICAL	HOURS (42010-105) TRAFFIC ATTENDANT	WAGES (42010-104) LANE CASHIER	WAGES (42010-103) CLERK TERM OPR	WAGES (42010-105) TRAFFIC ATTENDANT
	Aug-11	0.0000	0.0000	0.0000	7,100.75	1,577.43	3,752.50			
	Sep-11	0.0000	0.0000	0.0000	6,809.00	1,558.59	3,180.50			
	Oct-11	0.0000	0.6353	0.0000	7,586.25	1,574.01	3,584.00		1,000.00	
	Nov-11	0.0000	0.0000	0.0000	7,832.85	1,639.93	3,689.00			
	Dec-11	0.0000	0.0000	0.0000	7,339.50	1,579.43	3,618.25			
	Jan-12	0.0000	0.0000	0.0000	7,368.00	1,521.93	3,539.50			
	Feb-12	0.5803	0.0000	0.0000	7,755.25	1,600.93	3,959.25	4,500.00		
	Mar-12	0.0000	0.0000	0.0000	7,125.00	1,587.18	3,470.50			
	Apr-12	0.0000	0.0000	0.0000	7,232.50	1,654.43	3,739.75			
	May-12	#DIV/0!	#DIV/0!	#DIV/0!	0.00	0.00	0.00			
	40678	#DIV/0!	#DIV/0!	#DIV/0!	0.00	0.00	0.00			
	Accruals	#DIV/0!	#DIV/0!	#DIV/0!	0.00	0.00	0.00			
	TOTAL	0.0552	0.0569	-	81,556.10	17,576.97	40,043.50	4,500.00	1,000.00	0.00
	Per Bid									
	Under/(Over) payment	(0.0552)	(0.0569)	-						
Supplemental Benefits - Actual		4.0793	4.7884	4.3447	81,556.10	17,576.97	40,043.50	332,690.53	84,165.45	173,977.58
Supplemental Benefits - Bid		5.1415	6.6302	5.6618						
Under/(Over)payment		1.0622	1.8418	1.3171						
Amount		$ 86,632	$ 32,373	$ 52,742						
Total Ave & Sup.Benefits		15.8935	19.6265	16.0181	81,556.10	17,576.97	40,043.50	1,296,210.02	344,974.70	641,421.48
	PER BID	16.8325	18.3986	15.5950						
	Under/(Over) payment	0.9390	(1.2280)	(0.4232)						
	Amount	$ 76,582	$ (21,584)	$ (16,945)						

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Month of April 2012

ITEM		AVERAGES (42010-102) Supervisor In Charge	AVERAGES (42010-102) Parking Supervisor	HOURS (42010-102) Supervisor In Charge	HOURS (42010-102) Parking Supervisor	WAGES (42010-102) Supervisor In Charge	WAGES (42010-102) Parking Supervisor
HOURLY WAGE RATE							
May 16 to 31	May-11	16.6857	14.7429	456.00	2,401.42	7,608.69	35,403.85
June 1 to 15	Jun-11	16.4899	14.6769	456.75	2,410.67	7,531.76	35,381.05
June 30 & Jul 15	Jul-11	16.5347	14.7195	835.50	4,155.59	13,814.72	61,168.08
7/31/11 & 8/15/11	Aug-11	16.5662	14.6900	856.50	3,872.59	14,188.93	56,888.52
8/31 & 9/15/11	Sep-11	16.4744	14.7349	680.50	4,347.59	11,210.83	64,061.14
9/30 & 10/15/11	Oct-11	16.6736	14.7293	860.00	4,260.34	14,339.26	62,751.97
10/31 & 11/15/11	Nov-11	16.7090	14.7233	893.00	4,324.74	14,921.16	63,674.27
11/30 & 12/15/11	Dec-11	16.6181	14.7515	887.00	4,209.59	14,740.24	62,097.56
12/31 & 1/15/12	Jan-12	16.4286	14.4581	886.00	4,276.34	14,555.70	61,827.79
1/31 & 2/15/12	Feb-12	16.7142	14.6752	899.50	4,861.84	15,034.38	71,348.65
2/29 & 3/15/12	Mar-12	16.6032	14.6991	822.75	4,510.59	13,660.30	66,301.53
3/31 & 4/15/12	Apr-12	16.4956	14.6872	905.25	4,670.09	14,932.65	68,590.38
	May-12	#DIV/0!	#DIV/0!				
	Reversal	#DIV/0!	#DIV/0!				
	Accruals	#DIV/0!	#DIV/0!	0.00	0.00	-	-
	TOTAL	16.5847	14.6889	9,438.75	48,301.39	156,538.62	709,494.79
	Reimbursed by PA	**17.1086**	**15.4190**				
	Underpayment	0.5239	0.7301				
HOLIDAY/BIRTHDAY/PERSONAL/BEREAVEMENT/JURY DUTY/MED. REIMB.							
	May-11	1.4626	1.2463	456.00	2,401.42	666.96	2,992.80
June 1 to 15	Jun-11	0.0000	0.1726	456.75	2,410.67	-	416.16
	Jul-11	0.7983	0.8440	835.50	4,155.59	666.96	3,507.52
7/31/11 & 8/15/11	Aug-11	0.0000	0.0830	856.50	3,872.59	-	321.36
	Sep-11	0.9801	0.7190	680.50	4,347.59	666.96	3,125.92
	Oct-11	0.7755	0.7508	860.00	4,260.34	666.96	3,198.56
	Nov-11	0.6095	0.8102	893.00	4,324.74	544.32	3,503.84
	Dec-11	0.7519	1.4939	887.00	4,209.59	666.96	6,288.64
	Jan-12	1.5056	1.2467	886.00	4,276.34	1,333.92	5,331.52
	Feb-12	0.7415	0.6290	899.50	4,861.84	666.96	3,058.24
	Mar-12	0.8106	0.6702	822.75	4,510.59	666.96	3,022.88

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ITEM		AVERAGES (42010-102) Supervisor In Charge	AVERAGES (42010-102) Parking Supervisor	HOURS (42010-102) Supervisor In Charge	HOURS (42010-102) Parking Supervisor	WAGES (42010-102) Supervisor In Charge	WAGES (42010-102) Parking Supervisor
	Apr-12	0.0000	0.0214	905.25	4,670.09	-	100.00
	May-12	#DIV/0!	#DIV/0!	0.00	0.00		
	Reversal	#DIV/0!	#DIV/0!	0.00	0.00		
	Accruals	#DIV/0!	#DIV/0!	0.00	0.00	-	-
	TOTAL	0.6936	0.7219	9,438.75	48,301.39	6,546.96	34,867.44
	PER BID	0.6816	0.5762				
	Under/(over)	(0.0120)	(0.1457)				
SICK TIME ALLOWANCE							
	May-11	0.0000	0.0000	456.00	2,401.42	-	-
	Jun-11	0.0000	0.0218	456.75	2,410.67	-	52.56
	Jul-11	0.0000	0.1051	835.50	4,155.59		436.72
7/31/11 & 8/15/11	Aug-11	0.3292	0.3388	856.50	3,872.59	282.00	1,311.84
8/31/2011	Sep-11	0.0000	0.0557	680.50	4,347.59	-	242.16
	Oct-11	0.1426	0.3949	860.00	4,260.34	122.64	1,682.47
	Nov-11	0.4300	0.3345	893.00	4,324.74	384.00	1,446.56
	Dec-11	0.0000	0.2121	887.00	4,209.59	-	892.96
	Jan-12	0.1445	0.3160	886.00	4,276.34	128.00	1,351.12
	Feb-12	0.1423	0.1914	899.50	4,861.84	128.00	930.64
	Mar-12	0.3112	0.1730	822.75	4,510.59	256.00	780.16
	Apr-12	0.1484	0.2328	905.25	4,670.09	134.32	1,087.36
	May-12	#DIV/0!	#DIV/0!	0.00	0.00		
		#DIV/0!	#DIV/0!	0.00	0.00		
	As of April 30, 2012	#DIV/0!	#DIV/0!	0.00	0.00	1,788.00	6,296.56
	TOTAL	0.3415	0.3418	9,438.75	48,301.39	3,222.96	16,511.11
	PER BID	0.5128	0.1169				
	Under/(Over)	0.1713	(0.2250)				
HEALTH/WELFARE							
	May-11	0.0000	0.0000	456.00	2,401.42	0.00	0.00
	Jun-11	4.2443	6.5818	456.75	2,410.67	1,938.60	15,866.63
	Jul-11	2.3203	3.6006	835.50	4,155.59	1,938.60	14,962.63
	Aug-11	2.2634	3.9177	856.50	3,872.59	1,938.60	15,171.63
	Sep-11	2.8488	4.0468	680.50	4,347.59	1,938.60	17,593.63

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ITEM		AVERAGES (42010-102) Supervisor In Charge	AVERAGES (42010-102) Parking Supervisor	HOURS (42010-102) Supervisor In Charge	HOURS (42010-102) Parking Supervisor	WAGES (42010-102) Supervisor In Charge	WAGES (42010-102) Parking Supervisor
	Oct-11	2.2542	4.6014	860.00	4,260.34	1,938.60	19,603.63
	Nov-11	2.1709	4.0681	893.00	4,324.74	1,938.60	17,593.63
	Dec-11	2.1856	4.0690	887.00	4,209.59	1,938.60	17,128.63
	Jan-12	2.1050	4.1967	886.00	4,276.34	1,865.00	17,581.49
	Feb-12	2.0734	3.6913	899.50	4,861.84	1,865.00	17,946.49
	Mar-12	2.2668	4.1689	822.75	4,510.59	1,865.00	18,803.99
	Apr-12	2.0602	4.0265	905.25	4,670.09	1,865.00	18,803.99
	May-12	#DIV/0!	#DIV/0!	0.00	0.00		
	Reversal	#DIV/0!	#DIV/0!	0.00	0.00	0.00	0.00
	Accruals	#DIV/0!	#DIV/0!	0.00	0.00	0.00	0.00
	TOTAL	2.2281	3.9555	9,438.75	48,301.39	21,030.20	191,056.37
	PER BID	4.4876	4.5971				
	Under/(Over)	2.2595	0.6416				
VACATION							
	May-11	0.0000	0.4975	456.00	2,401.42	-	1,194.80
June 1 to 15	Jun-11	1.6858	0.1818	456.75	2,410.67	770.00	438.22
	Jul-11	1.7254	1.2507	835.50	4,155.59	1,441.60	5,197.60
7/31/11 & 8/15/11	Aug-11	3.1776	0.7368	856.50	3,872.59	2,721.60	8,923.45
8/31/2011	Sep-11	0.0000	0.5540	680.50	4,347.59	-	2,408.40
	Oct-11	0.7130	1.2240	860.00	4,260.34	613.20	5,214.80
	Nov-11	0.7521	0.7961	893.00	4,324.74	671.60	3,443.02
	Dec-11	1.5896	0.6778	887.00	4,209.59	1,410.00	2,853.39
	Jan-12	0.7573	0.7881	886.00	4,276.34	670.93	3,370.35
	Feb-12	0.7115	0.7467	899.50	4,861.84	640.00	3,630.23
	Mar-12	0.0000	0.8896	822.75	4,510.59	-	4,012.83
	Apr-12	0.7954	0.8155	905.25	4,670.09	720.00	3,808.40
	May-12	#DIV/0!	#DIV/0!	0.00	0.00		
	Reversal of 5/31/2011 Accruals	#DIV/0!	#DIV/0!	0.00	0.00	(3,104.11)	(11,627.26)
	As of April 30, 2012	#DIV/0!	#DIV/0!	0.00	0.00	3,216.79	15,998.88
	TOTAL	1.0353	1.0117	9,438.75	48,301.39	9,771.61	48,867.11
	PER BID	1.5218	0.8035				
	Under/(Over)	0.4866	(0.2082)				

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ITEM		AVERAGES (42010-102) Supervisor In Charge	AVERAGES (42010-102) Parking Supervisor	HOURS (42010-102) Supervisor In Charge	HOURS (42010-102) Parking Supervisor	WAGES (42010-102) Supervisor In Charge	WAGES (42010-102) Parking Supervisor
BONUS							
	May-11	0.0000	0.0000	456.00	2,401.42		
June 1 to 15	Jun-11	0.0000	0.0000	456.75	2,410.67		
	Jul-11	0.0000	0.0000	835.50	4,155.59		
	Aug-11	0.0000	1.8850	856.50	3,872.59		7,300.00
	Sep-11	0.0000	0.0000	680.50	4,347.59		
	Oct-11	0.0000	0.0000	860.00	4,260.34		
	Nov-11	0.0000	2.6822	893.00	4,324.74		11,600.00
	Dec-11	7.0462	1.9004	887.00	4,209.59	6,250.00	8,000.00
	Jan-12	0.0000	0.0000	886.00	4,276.34		
	Feb-12	5.5586	1.0953	899.50	4,861.84	5,000.00	5,325.00
	Mar-12	0.0000	0.2051	822.75	4,510.59		925.00
	Apr-12	0.0000	0.0000	905.25	4,670.09		
	May-12	#DIV/0!	#DIV/0!	0.00	0.00		
	Reversal	#DIV/0!	#DIV/0!	0.00	0.00		
	Accruals	#DIV/0!	#DIV/0!	0.00	0.00		
	TOTAL	1.1919	0.6863	9,438.75	48,301.39	11,250.00	33,150.00
	Per Bid	-	0.3138				
	Under/(Over)	(1.1919)	(0.3726)				
Supp. Benefits - Actual		5.4903	6.7172	9,438.75	48,301.39	51,821.73	324,452.03
Supp. Benefits - Bid		7.2038	6.4074				
Under/(Over)		1.7135	(0.3098)				
Amount		$ 16,173	$ (14,965)				
Total Ave & Sup.Benefits		**22.0750**	**21.4062**	9,438.75	48,301.39	208,360.35	1,033,946.82
	PER BID	**24.3124**	**21.8264**				
	Check	**24.3124**	**21.8264**				
	Under/(Over)	**2.2374**	**0.4202**				
	Amount	**$ 21,118**	**$ 20,298**				

THE PORT AUTHORITY OF NY & NJ

John F. Kennedy INTERNATIONAL AIRPORT | LaGuardia AIRPORT | Newark Liberty INTERNATIONAL AIRPORT | Stewart INTERNATIONAL AIRPORT

ABM Parking Services

APPROACH TO UNDERPAYMENT OF WAGES AND BENEFITS

j. Approach to underpayments of Wages, Health & Supplemental Benefits

ABM Parking Services Controller and senior management staff closely monitor the monthly wages, health and supplemental benefits reports. For job classifications where there is underpayment, such underpayment is paid to affected employees in that job classification as a form of bonus. Employees who are in that job classification for that contract period participate in the bonus distribution.

These reports and payroll records as to proof of payment of any underpayments and meeting contractual obligations are provided to the Port Authority for audit review.

ABM Parking Services will continue such reporting process and will maintain clean records of all wages, health and supplemental benefits paid to its employees.

THE PORT AUTHORITY OF NY & NJ

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ABM Parking Services

PLAN TO KEEP EMPLOYEES IN CURRENT ROLES AT CURRENT WAGES

k. Plan to Keep Employees in Current Roles with No Loss of Wages

ABM Parking Services' proposal to operate the parking Facilities at the Port Authority of New York and New Jersey Airports has taken into account all of our current employees, as well as the employees at Stewart International Airport.

If ABM Parking Services is selected to continue to manage the Authority's Airport Parking facilities, the current employees will keep their current roles and wages (Stewart employees will need to pass ABM background checks). Our proposed budgets and fees have taken theses costs into account.

THE PORT AUTHORITY OF NY & NJ

John F. Kennedy INTERNATIONAL AIRPORT | LaGuardia AIRPORT | Newark Liberty INTERNATIONAL AIRPORT | Stewart INTERNATIONAL AIRPORT

ABM Parking Services

PLAN TO IMPLEMENT AND MANAGE REQUIRED SERVICES

MANAGEMENT APPROACH

I. Complete Description of How Proposer Intends to Implement and Manage Required Services

Since ABM Parking Services (including Five Star Parking) has operated the EWR, JFK and LGA Parking Facilities for ten or more years, we already have all required services up and running and in place. If chosen to continue to operate the PANYNJ Airport Parking Facilities, ABM plans to expand our proven management and services to Stewart International Airport.

Please see the following pages for our detailed Standard Operating Procedures Manual. This explains our operating procedures that are currently in place at EWR, JFK and LGA. If chosen to continue to operate the PANYNJ Airport Parking Facilities, we will update this manual to reflect the procedures in place at SWF as well.

Airport Operations Manual
ABM PARKING SERVICES

John F. Kennedy

LaGuardia

Newark

Revised May, 2012

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SECTION ONE – CUSTOMER SERVICE

Customer Service Standards

Employees failing to comply with the airport customer service standards will be subjected to progressive discipline leading up to and including termination of employment.

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, and keep in mind "*... people may not remember exactly what you did or what you said ... but they will always remember how you made them feel.*" All employees will meet or exceed the following standards:

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 tone of voice with customers.
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, 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 on duty or in public areas.
1.1.13 Not use personal electronic devices, including but not limited to cell phones and MP 3 players while on duty.

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 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.

Awareness, all employees shall:

Security and Public Safety

Safety and security is an important airport responsibility for all employees. This can be more easily accomplished if you remain aware of your surroundings and follow these rules:

Airport Community is PAPD's Eyes and Ears

- **LOOK** - Observe the situation and circumstances.
- **LISTEN** - To statements made by subjects.
- **THINK** - Are the totality of the facts consistent with normal/ legal operations.
- **ACT** - Call the PAPD and report all the facts.

Crime Watch

All employees are expected to be on the lookout for any suspicious and/or criminal activity in the parking lots. Routine checks should be conducted in each lot with an emphasis on the garage. Supervisors, please ensure that your vehicle's beacon light is on while touring any lot.

If you see an individual(s) committing a crime in a lot/garage (tampering with or attempting to break into a vehicle or engaging in any type of criminal activity call your supervisor to contact PAPD at EWR: (973) 961-6230, JFK: (718) 244-4335 or LGA: (718) 533-3911. There are also call boxes located throughout the lots that will dial the police directly or you may dial *21 from and airport pay phone. Do not become physically involved in stopping any crime. If a telephone is not available notify your immediate supervisor who will then contact the PAPD and the PA Operations.

Unattended Items

If you come upon any unattended luggage, baggage, etc., do not attempt to recover the item. Contact your immediate supervisor to notify the PAPD at EWR: (973) 961-6230, JFK: (718) 244-4335 or LGA: (718) 533-3911. There are also call boxes located throughout the lots that will dial the police directly or you may dial *21 from and airport pay phone.

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.

1.4.4 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 barriers arise-

1.4.5 Know where and how to obtain assistance in order to respond to medical and operational emergencies and operational disruptions.

1.4.6 Know where and how to obtain assistance in order to respond to emergencies including those relating to Passengers with Reduced Mobility being assisted.

13.1.8 Cashier booth interiors shall be clean and free of visible clutter, such as newspapers, books, magazines, and personal belongings.

13.4.2 Handwritten or unprofessional signs shall not be used.

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.

13.5.1 If requested, employees shall be capable of providing driving directions to other major airports and off airport areas verbally and/or with printed materials.

13.5.2 Employees shall provide a "thank you" or an appropriate pleasant closing to every customer.

Mystery Shops

Mystery shops are conducted monthly both by the Port Authority and ABM Parking Services. All employees are subject to be mystery shopped. A passing mystery shop will require the employee to follow all of the written customer service standards set forth by the Port Authority and ABM Parking Services.

An employee will receive a monetary incentive for a passed mystery shop(s). A failed mystery shop will result in progressive discipline up to and including termination. The most frequently missed standards, yet the most important include; greeting each customer in a pleasant manner, making eye contact, and closing the transaction.

Examples of Failed PA Mystery Shops

Parking Lot - P4 Lane 806			
	13.0.0	General Comments	**Employee Name:** XXXXX **Date:** XXXXX **Time:** XXXX **Weather:** Overcast **Occupancy:** Steady The customer parked in Aisle 602.
Standards of Employee Attitude, Appearance and Knowledge	*1.1.1*	Greet all customers in a friendly and professional manner.	XXXXX did not offer a greeting to the customer and initiated the conversation stating "Three Dollars".
	1.1.3	Project a pleasant, friendly, and attentive demeanor and maintain proper posture at all times.	XXXXX behavior was not very friendly.
	1.1.7	Use a proper and courteous vocabulary and tone of voice with customers. For example, use word such as "please", "yes", "hello" and "thank-you".	XXXXX vocabulary did not contain courteous words.
	1.1.8	Maintain appropriate eye contact and a pleasant tone of voice while conversing with customers and fellow employees.	XXXXX tone of voice was not very pleasant.

Parking Lot - Terminal A Lane 916 - Lost Ticket Encounter			
	13.0.0	General Comments	**Employee Name:** XXXXX **Date:** XXXX **Time:** XXXX **Weather:** Sunny **Occupancy:** Steady
Standards of Employee Attitude, Appearance and Knowledge		Standards of Employee Attitude, Appearance and Knowledge General Comments	The customer approached the exit booth at 15:25 p.m. and reported that his parking ticket was lost. XXXXX asked for the vehicle's registration and the driver's license; however, he did not explain to the customer about the procedure, or how much time would it tak to complete the process. He was approached by other uniformed personnel who assisted in expediting the process as other vehicles were lining up in that lane. The name badge of the uniformed personnel was not visibly displayed. The overall procedure took 25 minutes and the customer was thanked at departure. It was noted that none of the associates had greeted the customer at arrival.
	1.1.1	Greet all customers in a friendly and professional manner.	XXXXX did not greet the customer.
	1.1.4	Remain calm when encountering an upset customer, try to calm the customer, listen carefully and show empathy with the customer's problem.	XXXXX did no show empathy with the customer's problem.
	1.1.7	Use a proper and courteous vocabulary and tone of voice with customers. For example, use word *such as "please", "yes", "hello"* and "thank-you".	XXXXX vocabulary did not contain courteous words.

Examples of Passed PA Mystery Shop

Parking Lot - P1/P3 Lane 407			
	13.0.0	General Comments	**Employee Name:** XXXXX **Date:** XXXXX **Time:** XXXX **Weather:** Overcast **Occupancy:** Slow
Standards of Employee Attitude, Appearance and Knowledge		Standards of Employee Attitude, Appearance and Knowledge General Comments	XXXXX greeted the customer upon arrival. She wished a pleasant day to the guest as she found out that there was no charge for parking due to the short stay in the parking lot. Provided accurate and adequate directions to the customer and thanked him prior to the departure. The associate maintained courteous and professional demeanor throughout the encounter and met the employee service standard with 100% compliance.
Short Term Parking A - Aisle 108 - Exit Lane 916			
	13.0.0	General Comments	**Employee Name:** XXXX **Date:** XXXX **Time:** XXXX **Weather:** Clear **Occupancy:** Slow
Standards of Functionality	*13.3.4*	Properly uniformed and identifiable personnel shall be readily available to assist customers during designated travel periods and to respond to emergency situations.	A call was placed from the emergency telephone at 20:55 near aisle 103 to assist the traveler in locating the car. XXXX answered on the second ring, asked the caller the location and stated that she would send assistance. At 21:05 XXXX arrived and asked the traveler what was needed. XXXX indicated for the traveler to get in the van and he would assist in locating the car. He asked the make and model and then asked for the keys to the car. He began to circle the lot and pressed the panic button on the set of keys. The car was located within five minutes. XXXX was pleasant throughout the encounter and wished the traveler a good night.
Standards of Employee Attitude, Appearance and Knowledge		Standards of Employee Attitude, Appearance and Knowledge General Comments	XXXX offered a greeting as the traveler placed the ticket in the machine. She smiled and indicated the price. When the traveler handed XXXX a business pass, she offered a pen and asked the traveler to please sign the pass. XXXX quickly processed the pass and wished the traveler a good night. The employee standards were met with 100% compliance.

Airport Surveys

The Port Authority and ABM Parking Services conduct their mystery shopping and inspection surveys on a continual basis. In addition, during the months of May and June the Port Authority performs annual customer service surveys and facility inspections of all areas of Newark, JFK, and LaGuardia Airports.

Customer Care Rewards Program (A PA Sponsored Program)

The goal of the Customer Care Reward & Recognition Program is to publicly recognize outstanding employees and acknowledge their accomplishments with two award levels: the first award is for **Consistency** while providing service to our customers; the second award is for going **Above and Beyond** while providing service to our customers.

Eligibility

Consistency Award - any non-PA airport employee who has direct contact with airport customers.
Above & Beyond Award – any non-PA airport employee.

Consistency Award Program

As mentioned above, this award is for staff that works directly with our customers. Designated staff members (Card Givers) from the Port Authority and participating partners will have access to a supply of Customer Care Reward & Recognition Cards. If a Card Giver observes or interacts with an employee delivering superior customer service consistently, he/she will present that person with a card. The Card Giver prints the recipient's name & company and prints and signs his/her own name and company on the card and hands it to

the recipient. The recipient brings the card to their On-Site Customer Service Manager (EWR-Stephanie Quick, LGA-Maria Vinas, and Keshia Johnson at JFK). The recipient is now eligible to be nominated as an Employee of the Quarter for his/her company. It is the role of each partner to select up to two (2) winners for **Employee of the Quarter** and submit the attached Nomination Form for each selected employee. Participating partners may also consider customer recognition and internal recognition to support an employee's nomination. The winners will receive a commendation letter, and be included in a group picture with other winners from their facility, which will appear in ***Airport Press.***

Above and Beyond Award Program

This program is for all any airport employees that go "above and beyond" in their job regardless of having direct customer contact. This can range from saving someone's life to stopping and changing a tire for a customer.

It is the role of each contractor to select one (1) winner for **Employee of the Quarter** and submit the attached Nomination Form for the selected employee. The winner will receive a commendation letter, have his/her photo taken, and be featured in ***Airport Press.***

Employee of the Year:

At the end of each year, the Port Authority will recognize an **Employee of the Year** in each category from each airport. Therefore, there will be an Employee of the Year for "Consistency in Performance" at EWR, JFK and LGA and an Employee of the Year for "Above and Beyond" for EWR, JFK and LGA. It is the responsibility of each partner to nominate one (1) of their **Employee of the Quarter** winners from each category to compete. The Customer Care Council Workgroup on Reward and Recognition will select the **Employee of the Year** for each category based on information from the Nomination Form submitted and the winners will be invited to the annual Customer Care Awards Ceremony Luncheon in May.

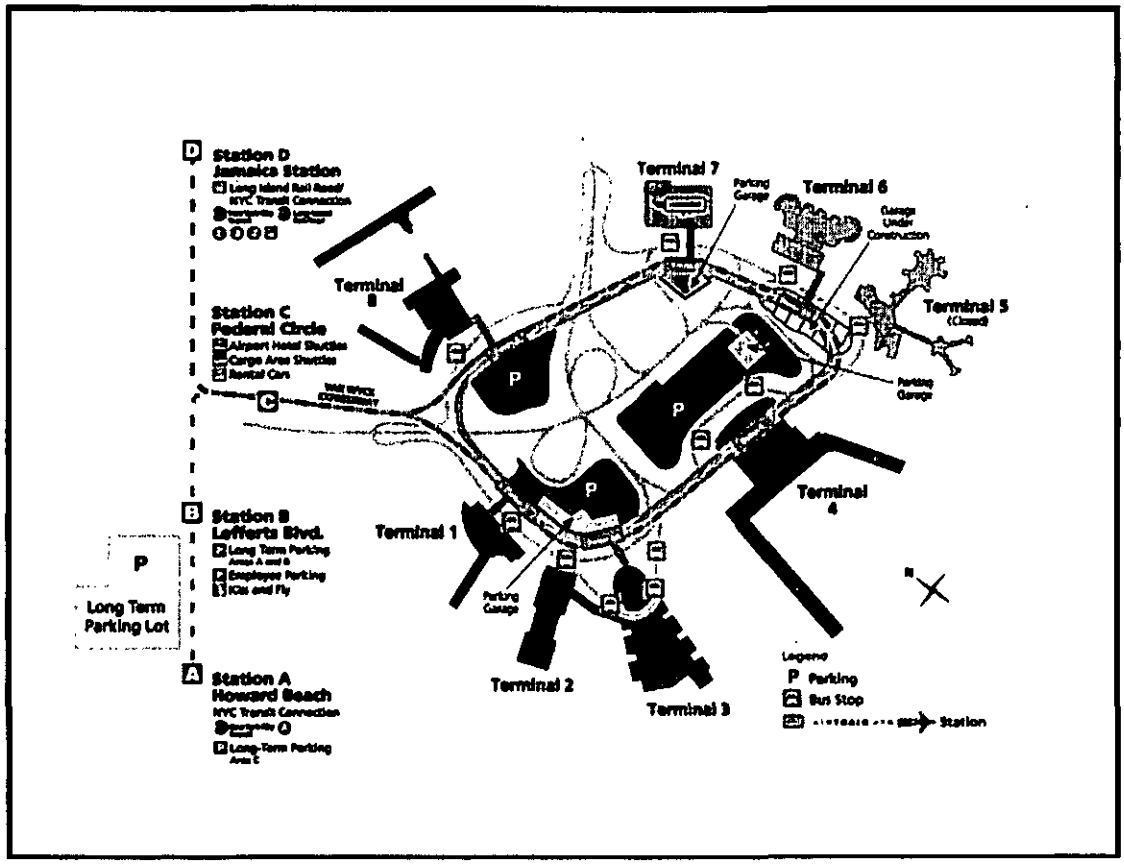
Rules and Regulations of the PA's Reward Program

- ★ Customer Care Reward cards are not valid without the issuer's signature and the employee's first and last name clearly written on the card.
- ★ The Recognition Card has no cash or monetary value on its own. The reward or recognition from receiving the card is solely at the discretion of the employer.
- ★ Employees cannot transfer their card to another person.
- ★ It is the employer's responsibility to educate their staff and notify them of any changes to the program.
- ★ Individual managers/supervisors/employers retain the right to determine the acceptance or rejection of an employee's Recognition Card.
- ★ Photocopies of cards will not be accepted.
- ★ The Port Authority will ensure that all emails received regarding the Customer Care Rewards program are brought to the Customer Care Council Workgroup on Reward and Recognition for consideration.
- ★ The Port Authority has the right to cancel the program at any time and will make every effort to notify participants of the program's cancellation.

If you have any questions, concerns and/or suggestions to enhance this program, please contact your On-Site Customer Service Manager.

Note: The Customer Care Rewards Program is sponsored by the Port Authority. ABM Parking Services has ongoing "In-House Incentive and Events" programs that are separate and apart from the Customer Care Rewards Program. For more information on our in-house programs, please see your On-Site Customer Service Manager.

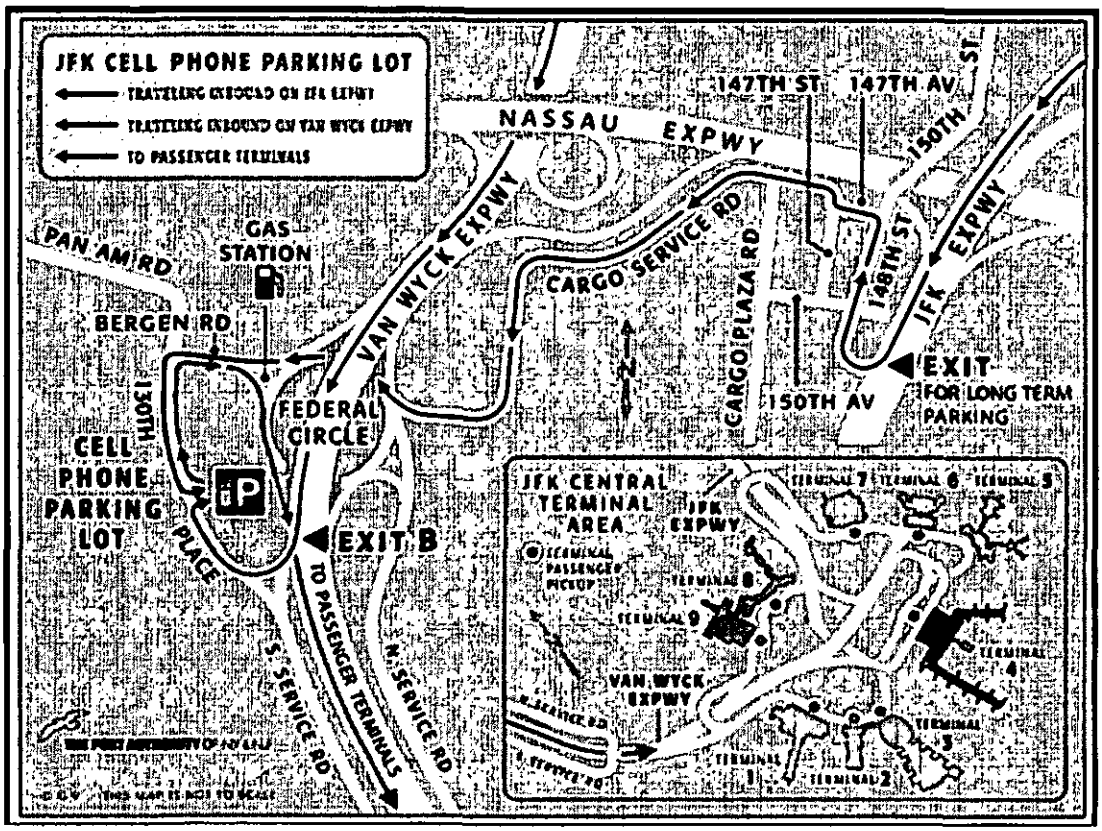
John F. Kennedy International Airport Information

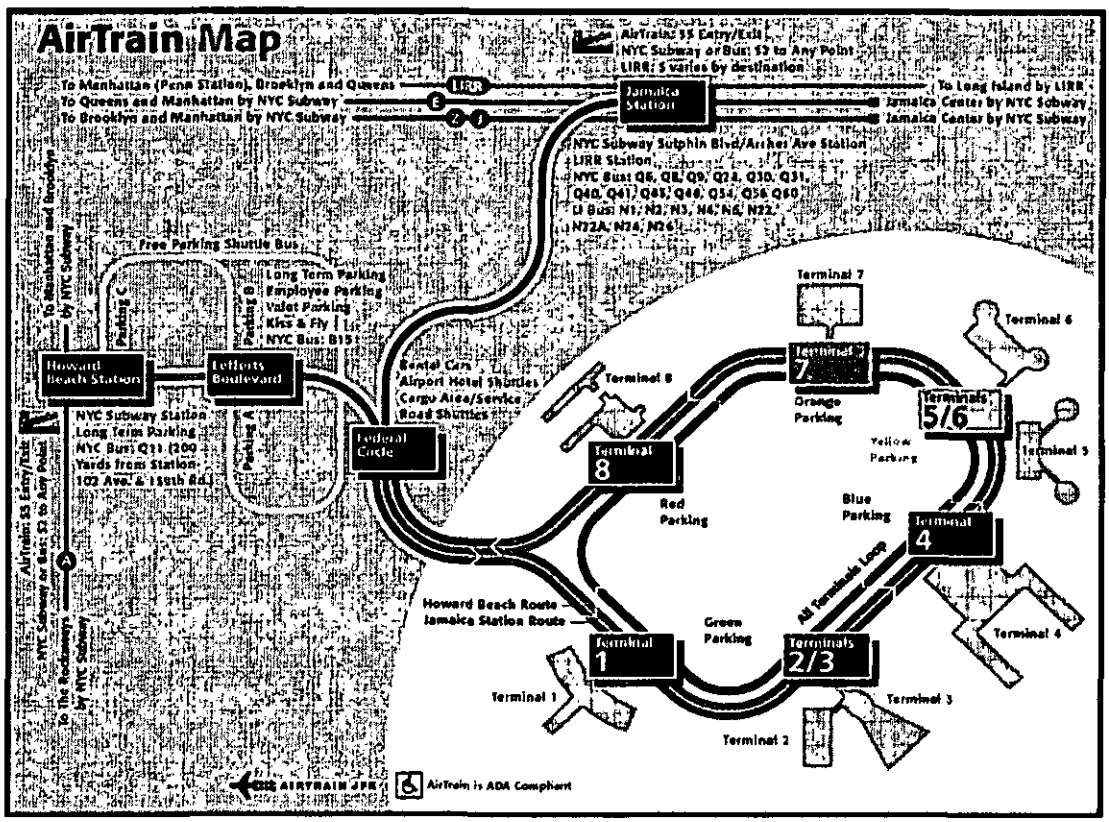


Short Term
Up to 30 Minutes - $ 3.00
31-60 minutes - $ 6.00
Each additional half hour -$ 3.00
To a daily maximum of - $33.00

Long Term
Up to 24 Hours - $18.00
Each additional 8 hours - $ 6.00

Handicap
$3 up to the first half hour or part
$6 up to 1 hour
$3 for each half hour or part thereafter up to $18 maximum for each 24-hour period


JFK CELL PHONE PARKING LOT
TRAVELING INBOUND ON JFK EXPWY
TRAVELING INBOUND ON VAN WYCK EXPWY
TO PASSENGER TERMINALS
NASSAU EXPWY
147TH ST
147TH AV
150TH ST
VAN WYCK EXPWY
CARGO SERVICE RD
CARGO PLAZA RD
146TH ST
JFK EXPWY
PAN AM RD
GAS STATION
BERGEN RD
150TH ST
FEDERAL CIRCLE
150TH AV
EXIT FOR LONG TERM PARKING
CELL PHONE PARKING LOT
PLACE
EXIT B
TO PASSENGER TERMINALS
S. SERVICE RD
N. SERVICE RD
JFK CENTRAL TERMINAL AREA
TERMINAL 7
TERMINAL 6
TERMINAL 5
TERMINAL PASSENGER PICKUP
TERMINAL 8
TERMINAL 9
TERMINAL 4
TERMINAL 3
TERMINAL 2
TERMINAL 1
THE PORT AUTHORITY OF NY & NJ
THIS MAP IS NOT TO SCALE


AirTrain Map
AirTrain: $5 Entry/Exit
NYC Subway or Bus: $2 to Any Point
LIRR: $ varies by destination
To Manhattan (Penn Station), Brooklyn and Queens
To Queens and Manhattan by NYC Subway
To Brooklyn and Manhattan by NYC Subway
Jamaica Station
To Long Island by LIRR
Jamaica Center by NYC Subway
Jamaica Center by NYC Subway
NYC Subway Sutphin Blvd/Archer Ave Station
LIRR Station
NYC Bus: Q6, Q8, Q9, Q24, Q30, Q31, Q40, Q41, Q43, Q44, Q54, Q56, Q60
LI Bus: N1, N2, N3, N4, N6, N22, N22A, N24, N26
Free Parking Shuttle Bus
Long Term Parking
Employee Parking
Valet Parking
Kiss & Fly
NYC Bus: B15
Howard Beach Station
Lefferts Boulevard
Federal Circle
NYC Subway Station
Long Term Parking
NYC Bus: Q11 (200 Yards from Station: 102 Ave. & 150th Rd.)
Rental Cars
Airport Hotel Shuttles
Cargo Area/Service Road Shuttles
Terminal 7
Terminal 6
Terminal 8
Terminals 5/6
Terminal 5
Terminal 4
Terminal 1
Terminals 2/3
Terminal 3
Terminal 2
Orange Parking
Yellow Parking
Red Parking
Blue Parking
Green Parking
All Terminals Loop
Howard Beach Route
Jamaica Station Route
AIRTRAIN JFK
AirTrain is ADA Compliant

Directions to John F. Kennedy International Airport

From the North:
From I-87 NY Thruway: South on Thruway-Major Deegan Expressway (I-87) to Cross Bronx Expressway (I-95); east on Cross Bronx to Van Wyck Expressway south (I-678) across the Bronx-Whitestone Bridge to Van Wyck Expressway (I-678) south which leads directly to the airport.

From I-95 New England Thruway: New England Thruway (I-95) south to Bruckner Expressway; take exit for Van Wyck Expressway south (I-678) across the Bronx-Whitestone Bridge to the Van Wyck Expressway south (I-678) which leads directly to the airport.

From I-84/I-684: South on I-684 to I-287; west on I-287 to NY Thruway-Major Deegan Expressway (I-87) to Cross Bronx Expressway (I-95); east Cross Bronx to Van Wyck Expressway south (I-678) across the Bronx-Whitestone Bridge to the Van Wyck Expressway (I-678) which leads directly to the airport.

From the East:
West on Long Island Expressway (I-495) to Van Wyck Expressway (I-678) south; take Van Wyck south directly to the airport.

From the South:
North on NJ Turnpike to Exit 13; east across Goethals Bridge to Staten Island Expressway (I-278); cross Verrazano Bridge; follow Gowanus Expressway north to Prospect Expressway south to 10th Avenue; follow 10th Avenue to McDonald Avenue south; turn left on Caton Avenue to Linden Boulevard (NY 27); take Linden Boulevard to Nassau Expressway directly to the airport.

From the West:
Via I-78: East on I-78 to NJ Turnpike south to Exit 13; cross Goethals Bridge to Staten Island Expressway (I-278) to Verrazano Bridge; just past the bridge, exit to Ft. Hamilton Parkway to Linden Boulevard (NY 27); take Linden Boulevard to Nassau Expressway directly to the airport.

Via I-80/I-280: East on I-80 to I-280 east to NJ Turnpike south; continue as above.

To Manhattan from JFK: Van Wyck (I-678) North to Long Island Expressway (I-495) West.

To Airports:
LaGuardia Airport: North on Van Wyck Expressway (I-678); East on Grand Central Parkway;

Newark Liberty International Airport: Belt Parkway West to Verrazano Bridge; continue on Staten Island Expressway (I-278) west to Goethals Bridge; across bridge, take NJ Turnpike north to Exit 13A or Exit 14; follow signs to airport.

John F. Kennedy International Airport Car Rental Information

Avis	(718) 244-5406 or (800) 230 4898
Budget	(718) 656-1890 or (800) 527-0700
Dollar	(866) 434-2226
Hertz	(718) 656-7600 or (800) 654-3131
National	(718) 632-8300 or (800) 227-7368
Enterprise	(718) 659-1200 or (800) 736-8227

John F. Kennedy International Airport Hotel Information

JFK Inn
154-10 South Conduit Avenue
Jamaica, NY 11434
Tel: (718) 723-5100
Fax: (718) 341-3730
Toll Free: (800) 734-5199

Crowne Plaza Hotel, JFK Airport
151-20 Baisley Boulevard
Jamaica, NY 11434
Tel: (718) 489-1000
Fax: (718) 489-1100
Toll-Free: (800) CROWNE PLAZA

Radisson Hotel at JFK
135-30 140th Street
Jamaica, NY 11436
Tel: (718) 322-2300
Fax: (718) 322-6894
Toll-Free: (800) 333-3333

Best Western JFK Airport
144 - 25 153rd Lane
Jamaica, NY 11434
Tel: (718) 977-2100
Fax: (718) 977-2200
Toll-Free: (800) 780-7234

Howard Johnson Express Inn at JFK Airport
153 - 95 Rockaway Blvd
Jamaica, NY 11434
Tel: (718) 723-6700
Fax: (718) 527-6300
Toll-Free (English): (800) 446-4656

Hampton Inn
144-10 135th Avenue
Jamaica, NY 11436
Tel: (718) 322-7500
Fax: (718) 322-7933
Toll Free: (800) HAMPTON

Courtyard by Marriott JFK Airport
145-11 North Conduit Avenue
Jamaica, New York 11436
Tel: (718) 848-2121
Fax: (718) 848-0888-fax
Toll-Free: (800) 880-1934

Holiday Inn JFK Airport
144-02 135th Avenue
Jamaica, NY 11436
Tel: (718) 659-0200
Fax: (718) 322-2533
Toll-Free: (800) 692-5350

Holiday Inn Express Kennedy Airport
153 - 70 South Conduit Avenue
Jamaica, NY 11434
Tel: (718) 977-3100
Fax: (718) 977-6100
Toll-Free: (800) HOLIDAY

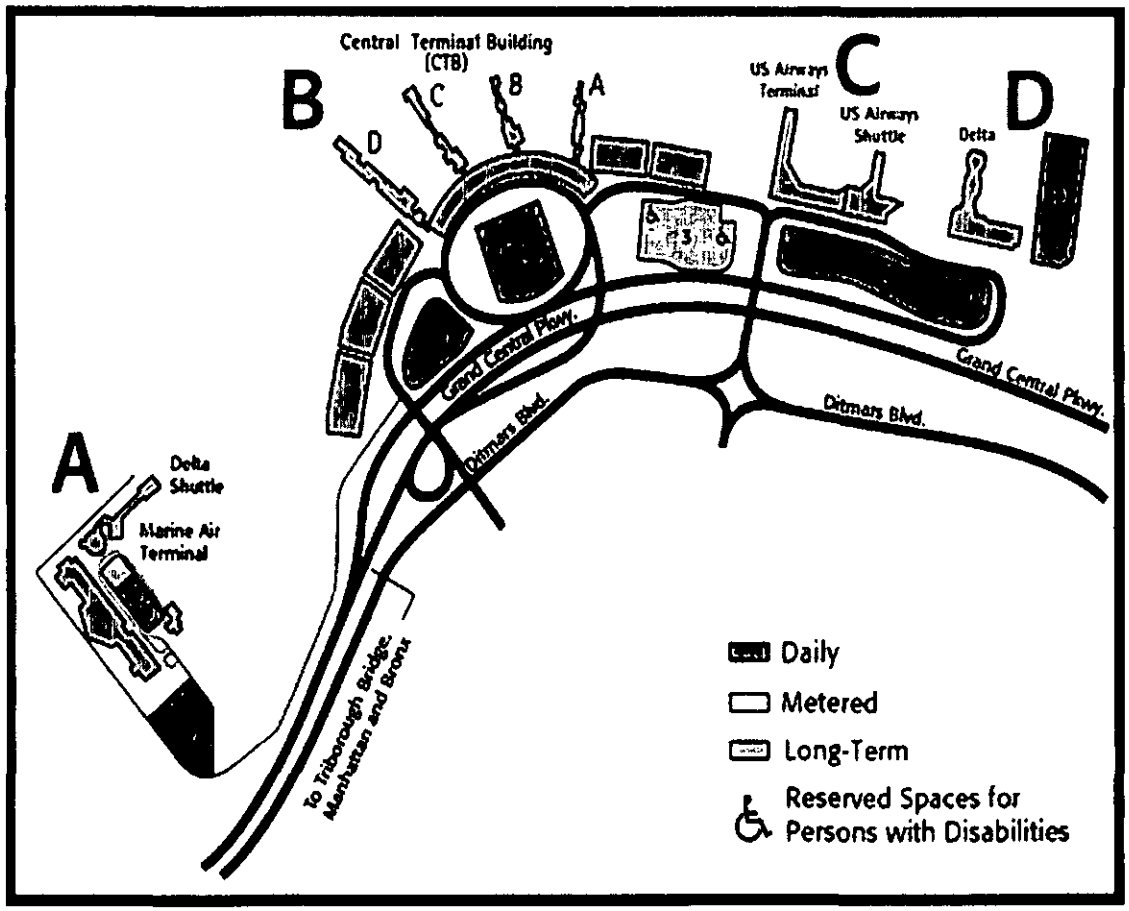
Comfort Inn JFK Airport
144 - 36 153rd Lane
Jamaica, NY 11434
Tel: (718) 977-0001
Fax: (718) 977-9166
Toll-Free: (800) 4 CHOICE

Double Tree Club Hotel
156-08 Rockaway Boulevard
Jamaica, NY 11434
Tel: (718) 276-2188
Fax: (718) 276-0255
Toll Free: (800) 222-TREE

John F. Kennedy International Airport Important Phone Numbers

PAPD	(718) 244-4335
General Information	(718) 244-4444
Lost & Found	(718) 244-4225
ABM Parking Services SIC	(347) 238-3231
ABM Parking Services Ln1	(347) 238-3232
ABM Parking Services Ln2	(347) 238-3233
ABM Parking Services	(718) 244-4168
Employee Sales	(347) 238-3239
Employee Sales	(347) 238-3240
Human Resource	(347) 238-3248
Customer Service	(347) 238-3238

LaGuardia Airport Information



Short Term
Up to 30 minutes - $ 3.00
31-60 minutes - $ 6.00
Each additional half hour - $ 3.00
To a daily maximum of - $33.00

Long Term
Up to 24 hours - $33.00
24-48 hours - $66.00
Each additional 8 hours - $ 6.00

Handicap
$3 up to the first half hour or part
$6 up to 1 hour
$3 for each half hour or part up to $33 per 24 hours for the first 48 hours
$3 for each half hour or part thereafter up to $18 maximum for each 24-hour period

Metered Parking – Marine Air Terminal
$.50 for each 15 minutes
2 hour limit

LaGuardia Airport Courtesy Buses Route A and B

Take the free Route A (All Terminals) or Route B (All Terminals Except for Marine Air Terminal / Delta Shuttle) courtesy buses to transfer between Parking Lots and Terminals. Route A buses run every 10-15 minutes from 4:00 a.m. to 11:30 p.m. and Route B buses run every 10 to 15 minutes from 6:00 a.m. to 2:00 a.m.

Directions to LaGuardia Airport

From the North:

From I-87 NY Thruway: South on Thruway-Major Deegan Expressway (I-87) to Robert F. Kennedy (Triborough) Bridge to Queens; east on Astoria Boulevard to 94th Street; left onto 94th north directly to the airport.

From I-95 New England Thruway: New England Thruway (I-95) South to Bruckner Expressway; take exit for Van Wyck Expressway (I-678) south across the Bronx-Whitestone Bridge to exit for Northern Boulevard (west); west on Northern Boulevard to Astoria Boulevard to 94th Street; right onto 94th Street (north) directly to the airport.

From I-84/I-684: South on I-684 to; west on I-297 to NY Thruway (I-87); south on Thruway-Major Deegan Expressway (I-87) to Robert F. Kennedy (Triborough) Bridge to Queens; east on Astoria Boulevard to 94th street; left onto 94th (north) directly to the airport.

From the East:

West on Long Island Expressway (I-495) to Brooklyn Queens Expressway (BQE I-278); take Brooklyn Queens Expressway (BQE I-278) north to Exit 38/Northern Boulevard; take Northern Boulevard east to 94th Street; turn left onto 94th Street north directly to the airport.

From the South:

North on the NJ Turnpike to Exit 13; east across the Goethals Bridge to Staten Island Expressway (I-278); cross Verrazano Bridge; Gowanus Expressway north to Brooklyn Queens Expressway (BQE I-278), north to Exit 38/Northern Boulevard; take Northern Boulevard east to 94th Street directly to the airport.

From the West:

Via I-78: East on I-78 to NJ Turnpike south to Exit 13; cross Goethals Bridge to Staten Island Expressway (I-278); cross Verrazano Bridge Gowanus Expressway north to Brooklyn Queens Expressway (BQE I-278); north to Exit 38/Northern Boulevard; take Northern Boulevard east to 94th Street directly to the airport.

Via I-80/I-280: East on I-80 to I-280; take I-280 east to NJ Turnpike south; continue as above.

To Manhattan from LGA: Grand Central Parkway West to the RFK (Triboro Bridge)

To Airports:

John F. Kennedy International Airport: West on Grand Central Parkway to Van Wyck Expressway (I-678) south; take Van Wyck south directly to the airport.

Newark Liberty International Airport: West on Grand Central Parkway to Long Island Expressway (I-495); West on Long Island Expressway (I-495) to Brooklyn Queens Expressway (BQE I-278); south on Brooklyn Queens Expressway (BQE I-278) to Verrazano Bridge; continue on Brooklyn Queens Expressway (BQE I-278) west to Goethals Bridge; across bridge, take NJ Turnpike north to Exit 13A or Exit 14; follow signs to airport.

LaGuardia Airport Car Rental Information

Avis (718) 507-3600 or (800) 230 4898
Budget (718) 639-6400 or (800) 527-0700
Dollar (718) 779-5600 or (800) 800-4000
Hertz (718) 478-5300 or (800) 654-3131
National (718) 429-5893 or (800) 227-7368
Enterprise (718) 457-2900 or (800) 736-8227

LaGuardia Airport Hotel Information

Crowne Plaza
104-04 Ditmars Boulevard
East Elmhurst, NY 11369
(718) 457-6300
(800) 692-5429
Fax: (718) 899-9768

Wyndham Garden Hotel - LaGuardia
100-15 Ditmars Boulevard
East Elmhurst, NY 11369
(718) 426-1500

LaGuardia Marriott
102-05 Ditmars Boulevard
East Elmhurst, NY 11369
(718) 565-8900
Fax: 718-898-4955

Airway Motor Inn
82-20 Astoria Boulevard
Flushing, NY 11370
(718) 565-5100

Sheraton LaGuardia East
135-20 39th Avenue
Flushing, NY 11354
(718) 460-6666
Fax: (718) 445-2655

Eden Park Hotel
113-10 Corona Avenue
Flushing, NY 11368
(718) 699-4500

Clarion Hotel
9400 Ditmars Boulevard
Flushing, NY 11369
(718) 335-1200

Wingate Inn & Suites at LaGuardia Airport
137-07 Northern Boulevard
Flushing, NY 11354
(718) 445-3300
(718) 445-4101 Sales

Garden Hotel LGA
136-36 39th Avenue
Flushing, NY 11354
(718) 426-1500

Ramada Plaza Hotel - LaGuardia Airport
37-10 114th Street
Corona, NY 11368
(718) 651-2100
(800) 272-6232

Skyway Motel at LaGuardia
102-10 Ditmars Boulevard
East Elmhurst, NY 11369
(718) 899-6900

Paris Suites Hotel
109-17 Horace Harding
Expressway
Flushing, NY 11368
(718) 760-2820

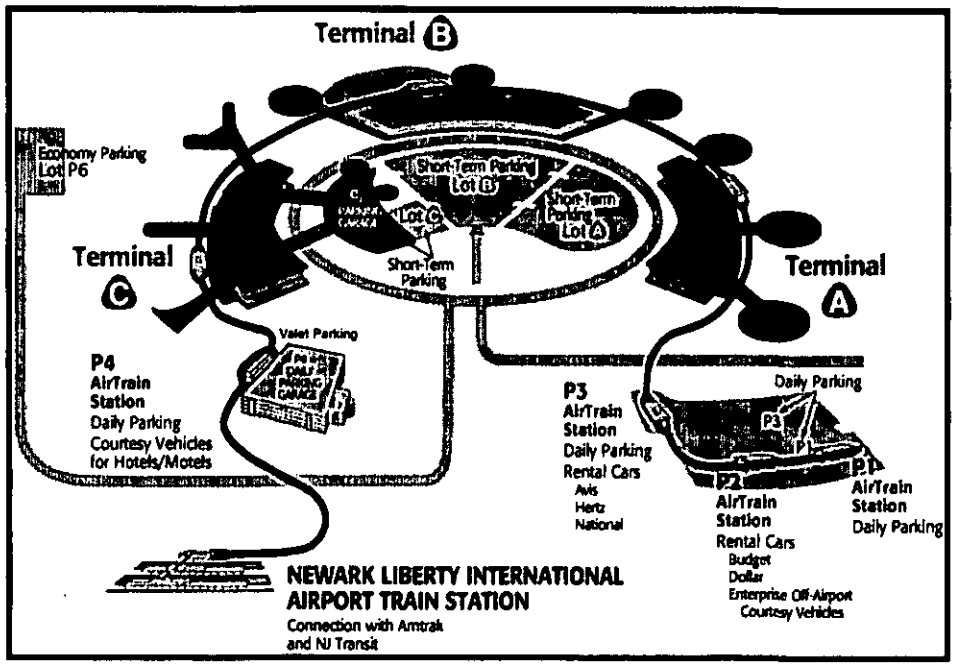
Howard Johnson
135 - 33 38th Avenue
Flushing, New York 11354
(718) 461-3888

Courtyard LaGuardia
Phone: 718-446-4800
Fax: 718-446-5733

LaGuardia Airport Important Phone Numbers

PAPD	(718) 533-3900
Emergency	(718) 533-4333
General Information	(718) 533-3400
Tow Truck Service	(718) 533-3993
Lost & Found	(718) 533-3988
Human Resources	(718) 468-3940
ABM Parking Services SIC	(347) 468-3928
ABM Parking Services Ln1	(347) 468-3929
ABM Parking Services Ln2	(347) 468-3930
ABM Parking Services	(718) 533-3850
Employee Sales	(718) 533-3413
Customer Service	(347) 468-3936

Newark Liberty International Airport Information



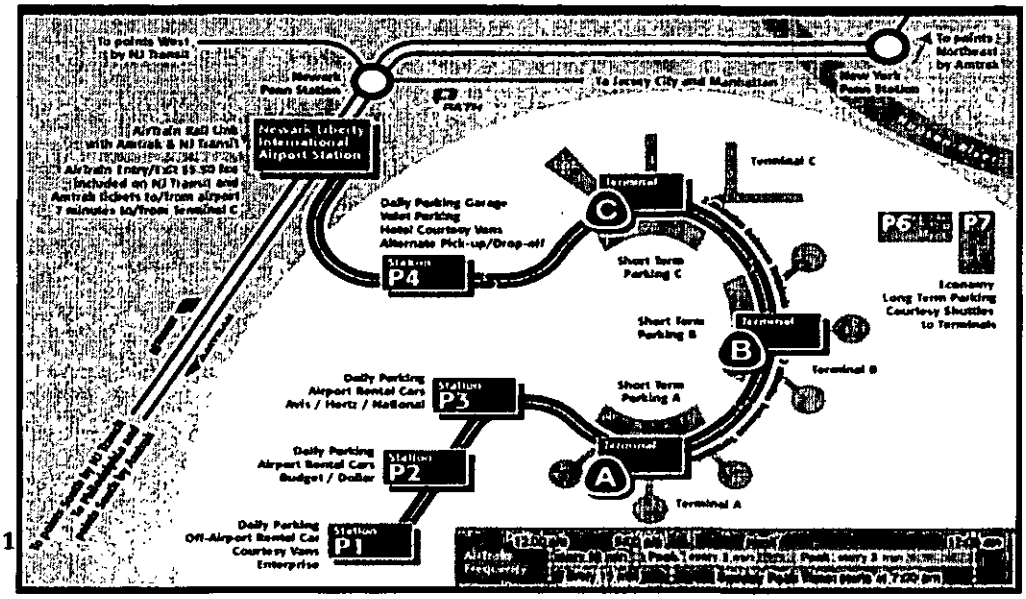
Short Term
Up to 30 minutes - $ 3.00
31-60 minutes - $ 6.00
Each additional half hour - $ 3.00
To a daily maximum of - $33.00

Daily (P1, 3 & 4)
Up to 30 minutes - $ 3.00
31-60 minutes - $ 6.00
Each additional half hour - $ 3.00
To a daily maximum of - $24.00 (P1 & 3) or $27.00 (P4)

Economy
Up to 24 hours - $18.00
Each additional 8 hours - $ 6.00

Valet
Up to 24 hours - $40.00
Each additional 12 hours - $20.00

Handicap
$3 up to the first half hour or part
$6 up to 1 hour
$3 for each half hour or part thereafter up to $18 maximum for each 24-hour period



Directions to Newark Liberty Airport

To EWR from the North:

From I-87 NY Thruway: Leave Thruway at Exit 15; south on NJ 17 to US 46; east on US 46 to NJ Turnpike south; take Turnpike Exit 14 or 13A; follow signs for Newark Liberty International Airport.

From I-95 New England Thruway: NE Thruway south to I-95-Cross Bronx Expressway; west to George Washington Bridge; continue south on NJ Turnpike as above.

From I-84/I-684: South on I-684 to I-287 to I-87-NY Thruway south on Thruway-Major Deegan Expressway; west to George Washington Bridge and south on NJ Turnpike as above.

To EWR from the East:

West on Long Island Expressway (I-495) to I-278/BQE; south on BQE to Verrazano Bridge; continue on I-278 west to Goethals Bridge; across bridge, take NJ Turnpike north to Exit 13A or Exit 14; follow signs to airport.

To EWR from the South:

NJ Turnpike north to Exit 13A or 14. Follow signs to Newark Liberty International Airport.

To EWR from the West:

Via I-78: East on I-78 to Exit 57; follow signs for Newark Liberty International Airport.

Via I-80/I-280: East on I-80 to I-280; take I-280 east to NJ Turnpike; south on Turnpike to Exit 14 or 13A; follow signs to Newark Liberty International Airport.

Via US Route 22: East on US 22 to merge with US 1&9 north following signs for Newark Liberty International Airport

From EWR to Various Locations:

Shore Points/ South Jersey: 78 West to the Garden State Parkway South
PA (Allentown): 78 West
Lincoln Tunnel: NJ Turnpike North
Verrazano Bridge: NJ Turnpike South to the Goethals Bridge (Exit 13) to I-278 East-Staten Island Expressway
George Washington Bridge: NJ Turnpike North
Lower Manhattan: 1&9 North or 78 East to the Holland Tunnel
Midtown Manhattan (42nd St): NJ Turnpike North to the Lincoln Tunnel
Upper Manhattan: NJ Turnpike North to the George Washington Bridge
Bronx: NJ Turnpike North to the George Washington Bridge to the Cross Bronx Expressway
Staten Island: NJ Turnpike South to the Goethals Bridge (Exit 13)
Brooklyn: NJ Turnpike South to the Goethals Bridge (Exit 13) through Staten Island (278 East) to the Verrazano Bridge or 1&9 North to the Holland Tunnel to Canal St. to the Manhattan Bridge

To Airports:

JFK Airport: NJ Turnpike South to the Goethals Bridge (Exit 13) through Staten Island (278 East) to the Verrazano Bridge; stay in left lane for the Belt Parkway East. Exit at JFK Airport and follow signs to terminal/ parking.

LaGuardia Airport: 1&9 North or 78 East to the Holland Tunnel. Exit #5 Canal Street to the Manhattan Bridge. 278 East (BQE), follow signs to LGA.

New Jersey Transit – www.njtransit.com
Amtrak – www.amtrak.com
Air Train Newark – www.airtrainnewark.com

Newark Liberty International Airport Car Rental Information

All call rental companies are located at the P2 AirTrain station.

Avis	(973) 961-4300 or (800) 230 4898
Budget	(973) 961-2990 or (800) 527-0700
Dollar	(973) 824-2002
Hertz	(973) 621-2000 or (800) 654-3131
National	(973) 622-1270
Enterprise	(973) 733-2723 or (800) 325-8007

(A shuttle bus departs from the P2 air train station to an off airport site.)

Newark Liberty International Airport Hotel Information

All hotels pick-up and drop-off at Air Train Station P4. Hotel courtesy vehicles depart approximately every 1/2 hour from Lot P4. There are courtesy phones available for major hotels.

Newark Airport Marriott
Newark International Airport
Newark, NJ 07114
Toll Free: 800-882-1037
Tel: (973) 623-0006
Fax: (973) 623-7618

Courtyard Newark Marriott
600 Route 1 & 9 South
Newark, NJ 07114
Tel: 973-643-8500
Fax: 973-648-0662

Hilton Newark Airport
1170 Spring Street
Elizabeth, New Jersey
07201-2114
Tel: 1/908/351-3900
Fax: 1/908/351-9556

Hilton Short Hills
41 JFK Parkway
Short Hills, New Jersey 07078
Tel: (973) 379-0100
Fax: (973) 379-6870

Howard Johnson Hotel
50 Port Street
Newark, NJ 07114
Tel:(201) 344-1500
1-800-I-GO-HOJO (1-800-446-4656)

Hampton Inn Newark Airport
1128-38 Spring Street
Elizabeth, NJ 07207
Tel:(908) 355-0500
(800) HAMPTON (426-7866)
Fax:(908) 355-4343

Best Western
Newark Airport West
101 International Way
Newark, New Jersey, 07114
973-621-6200 Fax: 973-621-6266

Hilton Newark Gateway
Gateway Center - Raymond Blvd
Newark, New Jersey 07102-5107
Tel: (973) 622-5000
Fax: (973) 622-2644

Holiday Inn North
160 Frontage Road
Newark, NJ 07114
Tel:(973) 589-1000
Fax: (973) 589-2799

Newark-Days Inn Airport
450 Route 1 South
(near Haynes Avenue)
Newark, NJ, 07114
Tel:(973) 242-0900
(800) DAYS INN (800-329-7466)

Newark Robert Treat
Travelodge Hotel
50 Park Place
Newark, NJ, 07102, US

Ramada Inn
US Highway 1 and 9 & Haynes Avenue
Newark, NJ 07114
Tel: (973) 824-4000

Sheraton Newark Airport Hotel
128 Frontage Road
Newark, New Jersey
Tel: (973) 690-5500
Fax: (973) 465-7195

Four Points Sheraton Newark International Airport
Newark Airport
901 Spring Street
Elizabeth, New Jersey 07201
Tel: (908) 527-1600
Fax: (908) 527-1327
Reservations: (800) 325-3535

Best Hotel
2735 Rte. 22 West
Union, NJ 07083
Tel: (908) 687-8600

Wyndham Newark Airport
1000 Spring Street
Elizabeth, NJ, 07201-2183
Tel: 908-436-4600

Newark International Airport Important Phone Numbers

PAPD	(973) 961-6230
General Information	(973) 961-6000
Impound Lot	(973) 961-6230
Lost & Found	(973) 961-6230
ABM Parking Services SIC	(973) 718-7270
ABM Parking Services Ln1	(973) 718-7271
ABM Parking Services Ln2	(973) 718-7272
Supervisors Ln1	(973) 961-6421
Supervisors Ln2	(973) 961-6422
Employee Sales	(973) 961-022/2023
Human Resources	(973) 718-7259
Customer Service	(973) 718-7267/7269

General Email Information
LaGuardia Airport Website
www.laguardiaairport.com
John F. Kennedy Website
www.kennedyairport.com
Newark Liberty Website
www.newarkairport.com
Port Authority Website
www.panynj.gov
ABM Customer Service Email
parkingcustomerservice@abm.com
PA Customer Service Email
airportcustomercare@panynj.gov

E-ZPass Customer Service

New York Customer Service Center	(800) 333-8655	www.ezpassny.com
Regional Consortium Service Center	(800) 288-6865	www.ezpass.com
Delaware River Port Authority	(800) 881-3772	www.drpa.com
Pennsylvania Turnpike Authority	(800) 736-6727	www.paturnpike.com
Massachusetts Turnpike Authority	(800) 525-3278	www.mtafastlane.com
West Virginia Parkways Authority	(800) 206-6222	www.wvturnpike.com
Maryland Transportation Authority	(800) 321-6824	www.ezpassmd.com

Airport Wayfinding System

Yellow background signs are airline connected. You follow them to find airline ticket counters, gates or baggage claim.

Black background signs are "services" connected. You follow them to find restrooms, elevators, ATM machines, and other services.

Green background signs are transportation connected. You follow them to find parking, Taxis, Ground Transportation Counters and buses.

SECTION TWO – OPERATIONS

Job Functions and Responsibilities

SIC/Supervisors – All SICs and supervisors are required to monitor and ensure the compliance by all staff of established Airport Customer Service standards.

Supervisor-In-Charge

- ★ Supervise all parking activities for which the contractor is responsible on an assigned shift at the facility.
- ★ Monitor and ensure the compliance by all staff of established Airport Customer Service standards.
- ★ Be responsible for the optimum utilization of personnel and other resources on an assigned shift, including assistance in establishing entrance and exit lane scheduling patterns necessary to meet adequate service standards.
- ★ Discuss any existing problems concerning vehicles, tickets, staffing coverage, broken equipment or other related matters with the SIC from the previous shift.
- ★ Assign supervisors' specific duties including skimming of monies from cashier's booths, manning the duty desk, customer service supervision and patrolling of parking fields and roadways.
- ★ Schedule proper supervision for the assigned shift, arrange for lunch relief, days off, cashier rotation, vacation and similar categories of time.
- ★ Explain new procedures to supervisory staff as they are implemented.
- ★ Contact the General Manager/Operations Manager for updating on current changes. Keep the General Manager/Operations Manager fully informed on daily operations.
- ★ Oversee the change of shift by physical presence in the office to ensure all employees are in compliance with company's uniform and policies.
- ★ Check supervisor's tour assignment reports to insure proper staffing coverage in all parking areas. Authorize necessary steps to obtain volunteers for overtime, as necessary.
- ★ Assume the responsibilities as company representative when both the General Manager and the Operations Manager are unavailable.
- ★ Pay careful attention to PRCS, and vault-room functions.
- ★ Maintain appropriate liaison and coordination with Port Authority Duty Transportation Supervisor on daily operational problems affecting patron service or public relations.
- ★ Assist in personnel training of all supervisory personnel and advising them of company rules, regulations, standards and responsibilities.
- ★ Oversee duties performed by Parking Supervisors, monitor their daily reports on physical conditions of cashier booths and take follow-up action to effect repairs. Report findings to management as required.
- ★ Train lower-level supervisory personnel on their functions and responsibilities and evaluate subordinate performance.
- ★ NOTE: In addition to the above there are other related duties that may be required in this job category. The points outlined as key items of responsibility are set forth here primary as a guide.
- ★ Log all computer malfunctions and dispatch proper maintenance personnel to resolve the problem.
- ★ Resolve any problem with cashier personnel. Answer incoming intercom calls from cashier staff and resolve the situation in accordance with company policy. Depending upon the situation, advice or approval may be sought from the Port Authority supervisor to assist in correcting the condition.

Field/Office Supervisor and Locations

- ★ Under the direction of the Supervisor-In-Charge provide the first-line supervision of all personnel of the contractor engaged in the parking lot operation to ensure safe and efficient service, which may include resolution of problems at the exit plazas.

- ★ Assure optimum utilization of personnel and other resources to maintain adequate patron service standards. Assist and recommend in the establishment of entrance and exit-lane scheduling patterns to maximize staff efficiency. ***Shift change should be done one at a time. At no time should more than one lane close when there is shift change.***
- ★ As assigned, assume supervision of the duty desk, with responsibilities for maintaining operating logs, assigning cash banks, and control keys to cashiers, including the control of variable message signs and the monitoring of any camera system.
- ★ Check all tollbooths, parking equipment and areas for condition and serviceability. Note cleanliness, rubbish, broken glass, condition of time clock, doors, windows, instruction cards and sheets and all equipment. Note deficiencies and corrective action in supervisor's log.
- ★ Check accuracy of time stamped by all time clocks at least once during assigned shift.
- ★ Check the attendance of all subordinate employees and monitor their ability to perform required duties and to reflect favorably upon organization with respect to appearance and compliance. Assure that an employee judged to be unfit is not permitted to go on duty before all deficient conditions are corrected.
- ★ Assign positions to each employee indicated on the work schedule and assure that each employee's change bank is in order.
- ★ Evaluate all traffic conditions and provide adequate tollbooth coverage (opening, closing and reversing lanes) to meet adequate standards of service. Open or close lots as occupancy reaches a certain predetermined level. Consult with the Port Authority personnel as required providing optimum traffic flow and a high level of customer service.
- ★ Supervise and train employees' personal contact with patrons to insure the establishment and maintenance of favorable public relations.
- ★ Take steps to prevent the accumulation of improperly parked vehicles considered a hindrance to traffic circulation within the lot.
- ★ Handle the investigation of lost-claim check cases and customer complaints when such handling by supervisors rather than cashiers is required.
- ★ Oversee the checkout of cashiers at the end of assigned shift. Assure completion of ticket and cash records as well as cash deposits, and of tour reports.
- ★ Instruct and train employees in duties, rules and regulations. Insure that all instructions to employees are properly carried out.
- ★ Report to management all pertinent items and field activities vital to parking security and affecting the efficiency of operations. This includes traffic and parking patterns which the supervisor notes during personal inspection.
- ★ Conduct field inspections on a regular basis and report deficiencies to the Supervisor-In-Charge where the Port Authority corrective action is required. Submit reports to supervisor-In-Charge and/or Operations Managers as conditions warrant.
- ★ Physically inspect company vehicles for cleanliness and damage, and report findings to SIC for corrective action.
- ★ Supervise pre-paid stations, elevators, escalators at locations if required to satisfy operational needs.
- ★ Supervisors should be prepared to work any assign posts given to them at any point.

POF Supervisor Functions:

- ★ POF keys are utilized by the supervisor to retrieve retracted tickets and replace receipt paper. One key ring contains all keys for the POF machines (Total of 12 at JFK & 14 at LGA) and they are kept in the vault room safe.
- ★ The Supervisor would be issued by the SIC at the beginning of each tour. The supervisor would be responsible to respond to any call to retrieve any retracted tickets and replace receipt paper as needed.
- ★ The keys are returned upon completion of this task and logged by the SIC. Any retracted tickets are to be returned to Auditing

In addition, workstation supervisors:

- ★ Must master all of the job functions and responsibilities of the cashiers, supervise them, and render such advice and training to them as necessary.
- ★ Possess significant computer training to enable him/her to train cashiers and to correct problems that may result from malfunctioning of the equipment or its improper use.
- ★ Must be in constant communication with the cashiers and take appropriate action to clear any situation in the lanes.
- ★ Must be in communication with patrons and be able to solve a patron's problem at entry lanes, exit lanes and pre-paid stations.
- ★ Must be able to effectively communicate with management, vendor support people, and other entities operating at the airport.
- ★ Do not leave assigned post unattended without prior approval from the SIC.
- ★ Must be able to understand and use the Revenue Control system.

Unmanned Supervisor (Plaza)

- ★ Plaza supervisors in charge of the unmanned lanes will be responsible to assist the CT with any transactions it may encounter problems with.
- ★ Supervisor would request the control room to open the lanes in unmanned mode. The supervisor would login into the CT **without** starting a shift. By just login into the CT, the supervisor will be able to view and assist transactions being processed. In the supervisor begins a shift the lane will not be unmanned and will accept cash, and Onyx will not allow the supervisor to login into consecutive lanes.
- ★ The lanes will process transaction without intervention unless the EZ-Pass is not a valid EZ-Pass Plus tag; if the customer takes longer than 20 seconds to enter the ticket. If more than 20 seconds pass from the time the EZ-Pass was read and the moment the customer enter the ticket. The EZ-Pass must be patch for it to work. If the transactions requires the user to select from a fuzzy match. The ticket is unreadable, or the customer wants to pay cash.
- ★ These lanes **do not** take cash, therefore when customer that wants to use this form of payment and drive into these lanes. The supervisor must void the transactions and assist the customer to back up and use a manned lane.
- ★ The only moment that credit card is accepted in these lane is when there is not a valid EZ-Pass Plus tag, no EZ-Pass is present, or the overhead EZ-Pass read times out. The lane automatically tries to charge the EZ-Pass. If the customer has a valid EZ-Pass Plus tag and wants to pay credit card, the CT will charge it automatically. One way to go around this is not to insert the ticket until after 30 seconds, forcing the overhead EZ-Pass read to timeout.

Supervisor locations / call numbers at Newark Liberty International Airport

	Location	Radio Call Number
Short-term	CTP Plaza	709
	Plaza 3	711
	Plaza 2	712
	Plaza 1	712 A
Daily	P1/P3	714
	P4 Plaza	715
	P4 Garage	715 A
Economy	P6	716
	P6 Field	716 A

	P7	716 B
Valet	P4 Air-train station	801
Employee	Lot F	717
Supervisor	Field	710
SIC	Field	703A
Supervisor	Control room (PRCS)	706
SIC	Control room	703

Supervisor locations at LaGuardia Airport

	Location	**Radio Call Number**
Lot	1-7, 10E and 10W	By name

Supervisor locations at JFK Airport

	Location	**Radio Call Number**
Lot 1	Green	By Name
Lot 2	Blue	
Lot 3	Red	
Lot 4	Yellow	
Lot 5	British Deck (Orange)	
Long Term	Grey	
Supervisor	Field	
SIC	Field	
Supervisor	Control room (RCS)	
SIC	Control room	

Lane Cashier

The function of a "Cashier" is to collect parking fees from patrons as they leave the Airport Parking Lots. Normally the parking lot computer will calculate parking fees, however, in the event of power outage or computer malfunction, cashier must be able to calculate fees owed.

- ★ *The cashier will be fully knowledgeable of the Port Authority lot rate structure and ensure that* patrons are properly charged in accordance with the published rates.
- ★ The cashier will ensure the safeguarding of funds and be accountable for overages and shortages.
- ★ The cashier will prepare a daily tour report recording by denomination the total number of monies and tickets collected, recording any exceptions.
- ★ As directed, the cashier will prepare lost claim-check forms and balance due statements.
- ★ The cashier will be fully knowledgeable on the Port Authority's Revenue Control System computer terminal installed at the exit lane toll plaza.
- ★ The cashier will provide superior customer service to airport customers.
- ★ When there is a shift change only one lane at a time should be closed. At no time should more than one lanes closed during the shift change.

- ★ The cashier shall present an exceptionally well groomed, neat, clean, and conservative professional appearance. Wear only appropriate accessories. Fully display nameplate, name tag and company's identification at all times.
- ★ The cashier should be knowledgeable of airport destinations, entrances, exits, etc.

Traffic Attendant

- ★ Under direction of your Supervisor-In-Charge you will be assigned to a particular post. You are required to remain at your designated post, be alert and portray a professional conduct (leaning on the concrete barriers is unacceptable).
- ★ Under immediate supervision and direction of the Field Supervisor, change traffic directional signs and set up traffic cones to facilitate the flow of traffic within public parking lots at the airport.
- ★ Direct patrons to available parking spaces within parking lots when required, and set up barriers or traffic cones to prevent unauthorized parking, where necessary.
- ★ Direct departing traffic to available cashier lanes to expedite such traffic.
- ★ Report to immediate supervisor pavement failures including potholes and all other deficiencies with regard to the physical condition of the parking lots.
- ★ The traffic attendant will provide superior customer service to airport customers.
- ★ Perform other related duties as directed by the supervisor.
- ★ The traffic attendant shall present an exceptionally well groomed, neat, clean, and conservative professional appearance. Wear only appropriate accessories. Fully display name tag and company's identification at all times. You are required to wear traffic vest while on duty.
- ★ The traffic attendant should be knowledgeable of airport destinations, entrances, exits, etc.

Hand Signals

Stop
Proceed forward
Proceed backward
Turn left
Turn right

When directing traffic it is important to direct traffic using friendly but direct hand and body movements.

Directing Traffic at LaGuardia Airport
Short Term Parking – Lots 1-4-5-6-7 / Lot 2 Garage

- ★ It is very important and a "must" that Traffic Attendants in the short term parking area communicate any changes in traffic pattern to their supervisors.
- ★ Weather and holiday related traffic is very common and directly effects traffic flow in the parking area.

Long Term Parking Lot #3

- ★ When Lot #3 is closed it is important to emphasize that all other lots are based on the rates posted for that parking lot. We do offer the customer a long term parking voucher which will allow them to park in another lot and receive the long term rate. The T/A, upon distribution of the voucher must remind customers to sign and turn in vouchers to the cashier upon exit to obtain the long term proper rate. Explain that there is a map on the back of the voucher and if needed give specific directions to the customer.

Directing Traffic at John F. Kennedy International Airport
Short Term Parking – Lots 1-4-5-6-7 / Lot 2 Garage

- ★ It is very important and a "must" that Traffic Attendants in the short term parking area communicate any changes in traffic pattern to their supervisors.
- ★ Weather and holiday related traffic is very common and directly effects traffic flow in the parking area.

Long Term Parking Lot #9

- ★ When Lot #9 is closed it is important to emphasize that all other lots are based on the rates posted for that parking lot. We do offer the customer a long term parking voucher which will allow them to park in the Red lot and receive the long term rate. The T/A, upon distribution of the voucher must remind customers to sign and turn in vouchers to the cashier upon exit to obtain the long term proper rate. Explain that there is a map on the back of the coupon and if needed give specific directions to the customer. (If there is a need for additional overflow lots, instructions will be forthcoming from your Supervisor.)

Directing Traffic at Newark Liberty International Airport

Short Term Parking – A-B-C Lot/Garage

- ★ It is very important and a "must" that Traffic Attendants in the short term parking area communicate any changes in traffic pattern to their supervisors.
- ★ Weather and holiday related traffic is very common and directly effects traffic flow in the short-term area.
- ★ Pay attention to where T/A's are directing traffic when working at the mini-plazas. It's important to keep the amount of vehicles even between each open plaza and CTP.

Daily P4 Garage

- ★ At times of heavy business travel the P4 garage may fill to capacity. It is important that the T/A give each customer who approaches the option of Valet at the regular rate of $40 per day (no discount is available) or P1/P3 at the same daily rate of $27 per day.

Daily P1/P3

- ★ When the economy lots P6 and P7 fill to capacity all customers will be directed to use P1/P3. They are directed to this lot either by electronic signs on the highway or by traffic attendants located at P6. All customers directed to this lot will be given a green coupon to receive the P6 parking rate. If you are located at the entrance of P1/P3 and issuing green coupons it is important that each and every customer receives a coupon and knows that he/she must present it to the cashier before inserting their ticket at the exit lane.

Economy P6

- ★ When P6 and P7 (if being used) are closed it is important to emphasize that P1/P3 will be the only lot that the economy rate will be honored. If you are issuing green coupons directly from P6 explain that there is a map on the back of the coupon and if needed give specific directions to the customer.

Radio Communication

Guidelines:

- ★ When making a radio transmission, put the name of the party you are trying to contact first. For example, if the Office SIC is trying to reach a Field supervisor, the SIC will say, "Supervisors Name (call number), Control."
- ★ Keep your transmission as short and as clear as possible. Speak loudly and clearly.
- ★ Be precise in your message. Do not assume that the person you are speaking to knows what you are talking about.
- ★ **Remember that a radio is not a telephone. Everyone on the frequency hears what you are saying, think before you speak.**
- ★ Pay attention to the radio. If you are not the one being addressed on the radio, do not "tune it out." Listen anyway because the message may concern you.
- ★ *If you are not sure if your radio is working, call on the air for a radio check. It is your* responsibility to make sure your radio is working properly. The correct response to a radio check is "I read you five by five."

- ★ A "landline" should be requested only in the event of very long, detailed messages, or for messages that are of a discreet nature. However, if the other party is not available for a landline, you should relay the message in the shortest, most tactful way possible.

Terminology

"Break" should be used when ending one transmission and starting another one.
"Copy" means "I understand." When phrased as a question ("copy?") It means "do you understand?"
"Go" means "proceed with your message."
"Roger" means "I understand and will comply."
Phonetic Alphabet for Radio and Intercom Transmission

A- Alpha	J- Juliet	S- Sierra
B- Bravo	K- Kilo	T- Tango
C- Charlie	L- Lima	U- Uniform
D- Delta	M- Mike	V- Victor
E- Echo	N- November	W- Whiskey
F- Foxtrot	O- Oscar	X- X-Ray
G- Golf	P- Poppa	Y- Yankee
H- Hotel	Q- Quebec	Z- Zulu
I- India	R- Romeo	

Beginning of Cashier / Traffic Attendant Shift

Each cashier and T/A reports to the control room at the beginning of their shift to clock-in, collect a money bag, cashier shift report, receive lane assignment, and receive any other equipment needed.

There will be one supervisor (usually SIC supervisor) who ensures that incoming employees are in complete uniform (see uniform policy), have their ID and nameplate. After this has been verified the employee may punch-in and begin their shift. Each cashier must be issued a money bag and each T/A must be issued radio.

Cashiers must be in complete uniform including name badge and nameplate. If they are not in complete uniform they should be sent to the SIC on duty.

Telephone and Intercom Communication

When answering any office telephone or customer intercom, please follow the following script:

- ★ "Good morning/afternoon/evening, ABM Parking Services, this is *your name* speaking."
- ★ Always speak slowly and clearly.
- ★ Always adhere to the Port Authority Customer Service Standards.

When communicating over the phone, radio, etc. with co-workers the same courteous vocabulary should be used.

Log-in and Password

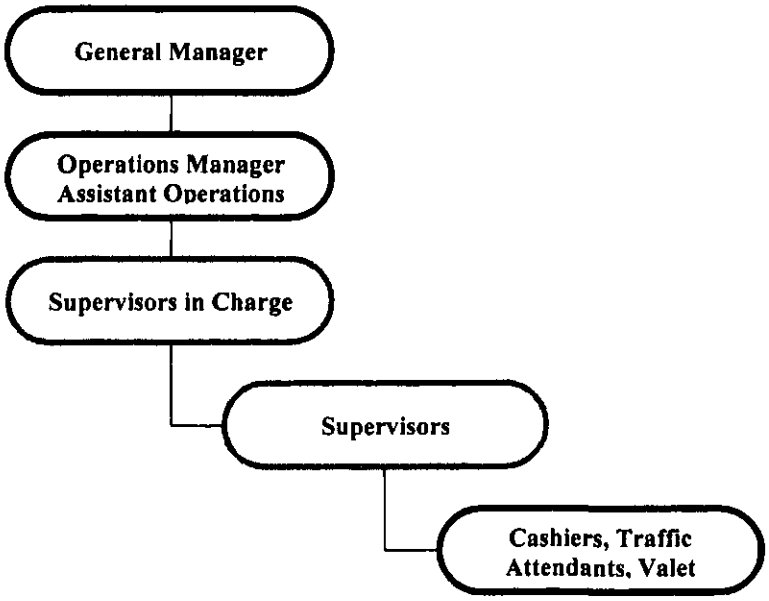
In order to perform the functions of the Federal APD equipment you are required to **"Log-in"** into the system using a **"Username and Password". It is of the utmost importance that you remember your "Username and Password".** Your **"Password"** has to be changed every 90 days as a requirement of the PA Audit Department and in accordance with the PA contract agreement.

ABM management will review the exception reports and will monitor employees who continually log-in with incorrect username and/or password. Inputting incorrect user name and/or password will allow the system to lock you out and as such, may result in delay opening a lane(s), traffic congestion, defeat our customer service programs and penalty from the PA.

Only use your own user name and password. If it is found that you are using a user name and password other than your own, disciplinary action will be enforced.

Chain of Command

It is important to understand the list of job responsibilities for each position. Understanding the role that you play is even more important. All employees have to adhere to the responsibilities list that is assigned to them. The chain of command and who you answer to is determined by the following chart.



It is important to always direct any operational situations to your immediate supervisor. It is also important to follow any directives given from your immediate supervisor.

Unless a specific Human Resource policy is broken, all levels of the chain of command are to adhere to the request of their supervisors. Please refer to the Human Resource section of this manual as a guideline. Also, please refer to the policies/procedures and professional conduct sections of this manual.

Company Vehicles

Vehicular accidents and repairs are not only a major expense to the company but can cause serious injuries to the drivers as well as other parties involved. Careful driving is essential for the safety of you and others.
These key points may help prevent an accident when driving from location to location while on duty:

- ★ No cell phone use or loud music while operating company vehicles. (Reminder: it is illegal to use a hand held phone while driving.)
- ★ Anticipating drivers' actions as they drive up to exits, intersections, and other areas in the parking lots.
- ★ Opening the doors carefully and slowly when getting in/on and out/off the vehicle. This will avoid hitting other vehicles parked next to you.
- ★ Driving vehicles slowly, reasonable and carefully. Be alert at all times.
- ★ Observe all traffic signs and signals.
- ★ Refrain from parking the vehicle on active roadways. (Do not disembark and/or embark employees on active roadways. Accidents that occur on active roadways while parking or allowing employees to

get in/on or out/off the vehicle is a potential risk for serious liabilities and lawsuits. This may be very costly to the company.)

- ★ Using headlights when driving through garages and on ramps. It is also required by law to turn on your headlights when using the windshield wipers (rain, fog, etc.)
- ★ Use precautions – look carefully at your mirrors to insure the roadways are clear - when backing out of a parking space. Make sure it is safe before reversing the vehicle.

Vehicle Checklist

Each supervisor assigned or operating a company vehicle must complete a vehicle inspection checklist prior to driving the vehicle. The checklist must be completely filled out each time a new drive takes over the responsibility of a vehicle.

If the assigned vehicle has any damages not listed on the previous checklist or major physical damage that may cause safety risks, the supervisor must immediately notify the SIC on duty. All company vehicles must be driven in accordance with all state driving laws. Speed limits, street signage, and courteous driving must be abided by at all times. The vehicle beacon light must be turned on while driving in any garage. If any supervisor is involved in a vehicular accident of any kind (minor or major) they must notify their SIC immediately and/or the PAPD.

Motorcycles

Motorcycles should not enter or exit through the Federal APD system. The entrance and exit gates are not equipped to safely process motorcycles. There are signs posted on each gate arm at the entrance of the lots stating that *motorcycles are prohibited. In the event that you have to process a motorcycle, follow the* procedure below.

1. When the motorcycle is recognized, process the transaction and collect any applicable fees.
2. If the customer informs the cashier that a ticket was not issued at the entrance, process as a lost claim.
3. If a ticket was issued but the CT is not recognizing the motorcycle in the lane create an entry using the ticket.
4. Document any motorcycle transactions on the exception report.

At EWR there is designated motorcycle parking located on the first level of the P4 garage. The entrance located at the first level across from the valet stand should be used. This area is intended for airport employees only. Since tickets are not used, the driver will not be charged for the usage of the space.

Damage Claims in Self Park Lots

ABM Parking Services and/or the Port Authority are not liable for damages that occur to a vehicle while parked in any self-service parking lots at the New York/New Jersey Airports. This includes Short-term parking Lots, the Long Term/Economy parking lots and Employee parking Lots. Each issued parking ticket has a written statement limiting liability. See below.

THIS LICENSE LIMITS OUR LIABILITY- PLEASE READ IT
This contract licenses the holder to park one automobile in this area at holder's risk. LOCK YOUR CAR. We are not insures and are not responsible for damage to automobiles or other articles by fire or any other cause, for theft of automobiles or other articles or any other loss in connection therewith, including without limitation, loss of use and physical damage thereof.
Self-Service Parking Lot-not attended. Only a license is granted hereby and no bailment is created. This is the full license and no employee shall change it.

It is stated on the back of each issued parking ticket- This license expires in 30 days. Cars left for more than 30 days shall be deemed abandoned and will be disposed of at the owner's expense unless special arrangements are made with the Parking Lot Manager.

When you encounter a customer who is currently in the lot and requesting to submit a claim for damages, you should complete an incident report immediately and offer to call the PAPD so they can also complete a police report.

If a customer calls with a claim after he/she has left the parking lot, please complete an incident report over the phone (make note that it was taken over the phone) and forward to the Customer Service and/or Operations Manager.

Valet Claims Report – Newark Liberty International Airport

If a customer is claiming damages to their vehicle while their vehicle was parked in valet, a valet incident report should be completed. Once the claim is submitted by ABM to "Instant Estimator", the customer will be contacted within 72 business hours. It is very important to obtain the email address of the customer. This will be the primary and preferred means of communication between the claims director and the customer.

Incident Reports – Valet Claims

The valet manager will investigate all claims and will determine if ABM Parking Services is liable for the claims. Should the investigation result from an employee's involvement the appropriate disciplinary actions will be taken. Details of the investigation will be sent to the Administrative Executive to contact the patron to provide three (3) estimates of the damages. The release will be sent to the patron before payment is made. Should the investigation prove that ABM Parking Services is not liable a denial letter will be mailed to the patron.

Incident Report – Vehicular Accidents/Property Damages

The incident reports involving vehicular accidents, damages, etc. should be forwarded to the Administrative Executive. The customer should be notified that they can contact Customer Service for more information.

Incident and Employee Accident Injury Reports

It is very important that incident reports are completed for any parking lot incidents that occur. These reports should be clearly written and a detail description of the incident should be provided.

General procedures are noted, however, all applicable personnel (SIC, HR, various Managers) take part in on-line certification training for this procedure. If you are not fully aware of reporting procedures, please contact your OPs Manager and a training session will be set up for you. A copy of the Accident Investigation manual should be available at the SIC desk. Basic information such as what is noted below will always be required in addition to what is in the on-line training.

Accident Reports – Employees claiming injuries on the job.
The Accident/Illness reports involving employees claiming injuries on the job should be addressed and forwarded to the Human Resources Department. Please make sure that the following information is properly completed.

- ★ *Physician/Health Care Professional Information – If the employee refuses medical treatment, clearly indicate in the report.*
- ★ *Date and Time of the accident.*
- ★ *How the accident occurred and type of injuries.*
- ★ *Witnesses, if any.*

- ★ *The accident report has to be completed either by the Supervisor or SIC and **NOT** by the injured employee.*
- ★ *The accident reports should reach the HR Department within 24 hours from the time of the accident.*

Employee Illness
How to Report an Employee Injury Via the ABM Nurseline - **Call 1-888-840-4148**

Enter the prompt for the Parking Division, and press Option 1, you will be connected to the nurse!

STOP! IF THIS IS AN EMERGENCY DIAL 9-1-1

(Notify Your Regional Administrator Immediately After Caring For The Employee)

Directions: Supply the Nurse Practitioner with your REGIONAL INSURANCE CODE (EWR-4424, LGA-4464, JFK-4469) and your location's (JDE) Business Unit Number (EWR-25801531, LGA-25801532, JFK-25801532). Please consult with your Regional Claims Administrator following your report to the ABM Nurseline.

Note: If the employee has already received medical attention and/or is not present DO NOT CALL the nurse.

REPORT THE CLAIM DIRECTLY TO YOUR REGIONAL CLAIMS ADMINISTRATOR WITHIN 24 HOURS.

PAPD Impounded Vehicle Procedure

It is stated on the back of each issued parking ticket- "this license expires in 30 days." Cars left for more than 30 days shall be deemed abandoned and are subject to be towed to the PAPD impound lot at the owner's expense (unless special arrangements are made with the ABM Parking Services).

- ★ On a weekly basis ABM faxes the report of vehicles left in the parking lots over 30 days to the Port Authority.
- ★ PAPD will inform ABM control office when they are towing vehicles out of the parking lots. The transactions are processed as abandoned vehicles at the exit plazas and parking fees associated with vehicles will show on the accounts receivable reports.
- ★ PAPD and the Towing Company will fill out and sign a certificate of release for each vehicle removed from the parking lots.
- ★ ABM SIC will collect all the certificates of release (it is a four part document consecutively numbered) and file in a folder (entire document) in the control office until the vehicle(s) is/are released.
- ★ ABM SIC will record all impounded vehicles in the impounded vehicle database/log. Each entry has the date impounded, license plate number, lot name, impound number, parking fees owed, date released, amount collected. (Date released and amount collected will be updated when the vehicle is released from the impound lot.)
- ★ When a vehicle is released the PAPD will inform ABM's control office that a patron is at the impound lot to retrieve their vehicle. The PAPD will provide the license plate number so that the duty supervisor can verify the license plate and fees to be collected and log into the impounded vehicle database/log. (The patron can pay at the impound lot and/or at the supervisor's control office)
- ★ The control desk supervisor will retrieve the certificate of release from the impounded vehicle file for the vehicle being released. The field supervisor collecting the parking fees for the vehicle (whether at the impound lot and/or the control office) will complete the patron's information on the form and get a signature from the towing company validating the vehicle's release and payment made.
- ★ The white copy is for ABM audit department, the canary copy is the patron's receipt, the pink copy is PAPD receipt and the golden rod copy remains in the vehicle impounded file.

- ★ Should the patron not have sufficient funds for the parking fee, the Port Authority supervisor on duty should be informed. A balance due can be issued pending approval from the Port Authority supervisor.
- ★ All fees collected are made as a special deposit.
- ★ A copy of the deposit slip attached to the completed certificate of release (white copy) will be sent to ABM Audit Department for revenue reconciliation and records.

Emergency Roadside Service

1. ABM's supervisor will respond to all emergency roadside service calls (within 15 minutes) and will accompany the patron until the service is complete.
2. ABM's supervisor will handle service calls, such as, boost for vehicles with dead batteries. In the event your attempts fail, inform the authorized airport towing service for assistance.
3. ABM supervisor will need to have the patron sign the liability waiver prior to providing vehicle boost. If patron refuses to sign, then the supervisor should inform the SIC that the boost cannot be done and additional services are needed for the patron.
4. Service calls such as, lock-outs, tire change and/or any services needed that ABM does not have the capabilities to provide should be referred to the authorized airport towing service for assistance.
5. ABM's supervisor, on scene, should inform the SIC if the authorized Airport towing service does not show up within 15 minutes. It is very important to follow up on the service calls to ensure the service is completed within the 15 minute period.
6. ABM's SIC/Supervisor will sign all receipts for the services provided. The original copy of the receipts should be submitted to Management for the verification of the services provided and for billing purposes.
7. All service calls should be recorded on the Daily Auto Assistance Form with complete detail information.

Field Inspection Report

The below report must be completed during each Tour for each parking lot. All supervisors should hand report into their SIC at the end of their tour. Any urgent matters must be reported to your SIC immediately. This report should be filled out with complete thoughts and/or phrases. Check marks should never be used.

Emergency Features

If there is an emergency in your lot or in the CTP control room you will use the emergency buttons located in each exit lane under the cashier terminal; and in the control room under two desks. Familiarize yourself with the emergency buttons wherever you are working.

These buttons will dispatch the PAPD directly. The Cashier Terminal is also equipped with a safety feature designed to aid the cashier in the event of an emergency. This feature is called the "Emergency Feature" on the CT. This feature should be used for emergency purposes only. When the feature is activated it will open the cashier drawer and raise the gate. If a cashier is audited and found to be abusing this feature, he/she will be subject to disciplinary action and possible termination. (Not applicable at JFK).

Securing Unmanned Lanes

ABM Parking Services is responsible for the safety and security of the Port Authority's property and equipment. It is our responsibility to lock all booths and swing gates of lanes that are not in operation. You will be accountable for any unlocked booths that are not in operation. The SIC on duty will make sure this function is performed by the field/plaza supervisor.

Lot Counts

Lot counts are to be done every hour in each lot. If the lot is full it is best to count the available spaces and subtract from the total spaces in the lot. If the lot is empty it is best to count the vehicles and subtract from the total. You may find it easier to use a clicker (counting device) to accurately count the lot.

To get the most accurate count the supervisor should pull a ticket from the TID before the count takes place. At the end of the count the supervisor should pull an additional ticket from the TID to calculate the number of vehicles that parked while the lot count was being performed.
*Due to various matters all spaces may not be available at all times. Please be familiar with construction, etc. happening in each lot prior to lot counts.

Lot Closures

Lot closures occur primarily in long term/economy parking lots. The closing of a lot will be determined by the Port Authority Operations Supervisor on duty. The lot should be closed early enough to prevent customers from entering the lot and not be able to find a parking space.

Supervisors must be aware of heavy incoming traffic conditions that may cause a lot closure. Supervisors should immediately notify the SIC on duty when the amount of available spaces in any lot drops below 100. The lot should then be monitored continuously. The SIC should be notified again when there are 50 available spaces. At that time the PA Operations supervisor on duty will make the final decision to close the lot.

If the lot closes a T/A will be assigned to the front of the lot to direct traffic. If the T/A is assigned to Long Term/Economy Lot he/she will issue a parking voucher.

At the time of closure, it is important to make a general broadcast over the radio. The message should indicate the location and time of the lot closure (or opening).

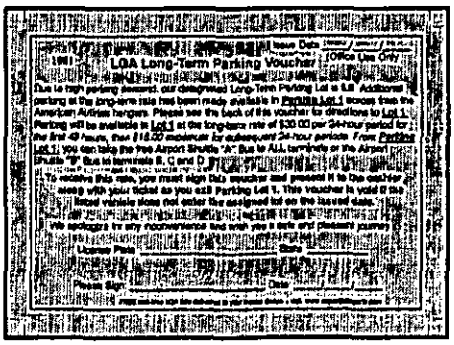
Long Term Vouchers (processing lot closure coupon)

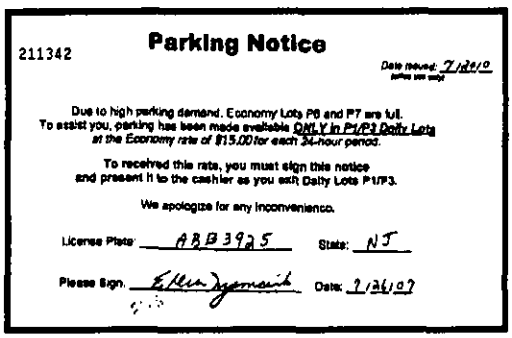
When the economy/long term parking lots close customers will be sent to a specified daily lot.

- ★ EWR - P1/P3 only with a green coupon
- ★ JFK - Red Lot (Terminal 8) with coupon
- ★ LGA - Lot 1 with green coupon, Lot 4 with yellow coupon, Lot 5 with orange coupon or Lot 7 with blue coupon

This coupon entitles the customer to the economy rate for that stay only. The customer must sign and turn in the coupon to receive the economy rate upon exit.

Sample Long Term (Economy) Parking Voucher

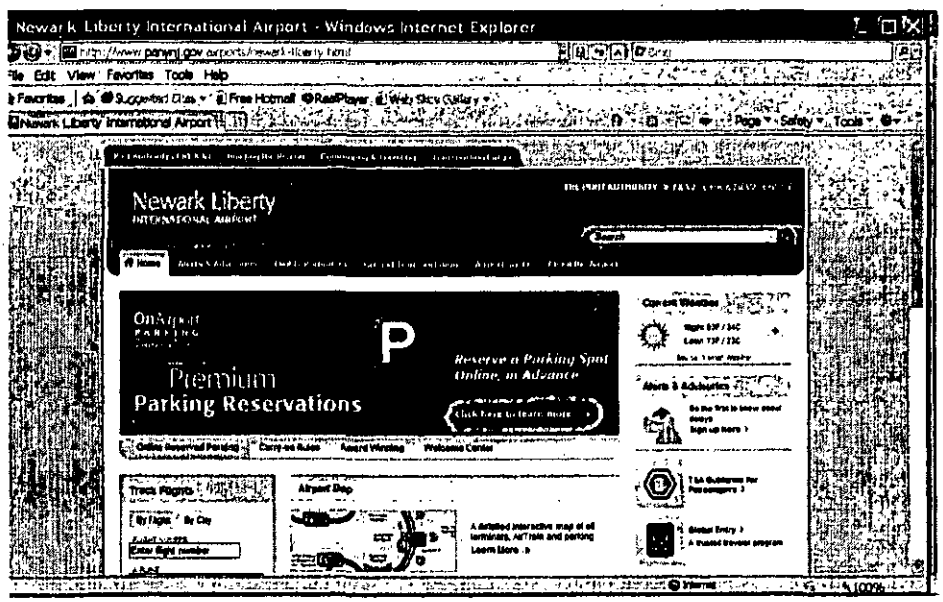




Premium Parking Reservations

Customer process

Customers wishing to reserve space at the airports will do so from a link from the Port Authority web site. The customer will enter the web site www.panynj.gov and select the appropriate airport from the drop down menu under commuting and travel, then under the airport guide tab they would select parking from here they will be able to select online parking reservations.



The patron will be taken to the next screen that explains the reserved program; allows them to see the applicable rates at the airport; download a brochure for the Premium Reserved Program as well as proceed to the actual registration screen. Once the customer arrives at the reservation screen they will be guided through the reservation system with online prompts. First they will be requested to enter their travel dates, select a location and then confirm the availability. After the availability has been confirmed, the next screen will show your travel information and prompt the customer to reserve now. After the customer clicks on the "reserve now button" they will be taken to the next screen which will prompt returning customers to login. If the patron is a new customer to the Premium Reserved Program there is a button for them to click require contact information and acceptance of the terms and conditions. Once completed they will click on continue. After completing all information necessary and completing their order the customer will have receive a voucher via e-mail. Upon arrival at the airport the customer will drive to the reserved area they have selected. They will be directed to the proper section of the garage via reserved signs. Once they have parked they will be required to place their reserved voucher on the dashboard.

ABM Parking Services Customer Service Department will be the point department for this program. The customer service staff will be responsible for responding to all questions and concerns in regards to the Premium Reserved Parking program. They will also ensure that the operations department are trained in all aspects of the program so they will be able to respond to customer calls and inquires outside of normal business hours.

The supervisor in charge (SIC) will request a reserved parkers list from the system each morning at 2AM. The SIC will determine if the number of request can be accommodated in the reserved section of each facility and will report any incidents of overbooking to Port Authority Operations and determine the number of

additional spaces needed. The SIC will have their staff block off the additional spaces needed as close as possible to the existing reserved area by 3AM.

The SIC will provide the supervisor assigned the responsibility of patrolling the reserved area with a current list of customers who have pre-registered for a reserve space. The supervisors will make regular patrols of the reserved areas to ensure compliance with the program.

The supervisor will compare license plates on vehicles parked to those who have reserved a space. When there is a vehicle that is parked that is not on the list they will double check for a voucher before listing the vehicle in violation. Below is a sample of the supervisors check list.

In case the P4 garage has to close the traffic attendant stationed at the entrance plaza will verify that the patron has a reserved voucher and then direct them to proceed to the entrance plaza to enter the garage.

Violations will be confirmed with customer service or the SIC outside of normal business hours. Violators will have a violation notice placed on their windshield and the vehicle information recorded on the supervisor's check list.

Once a violation has been confirmed the SIC will report the violation to the 92 and follow their instructions.

(Sample of voucher below).

LaGuardia International Airport Reserved Parking Voucher

GARAGE	VOUCHER NUMBER
Terminal B Lot 2 Level 1	**LGA11100001**

RESERVATION DATE	NUMBER OF DAYS	PLATE NUMBER	STATE
10/24/2011	**5**	**123456**	**nj**

PLEASE DISPLAY VOUCHER ON YOUR DASHBOARD

THIS VOUCHER LIMITS OUR LIABILITY - PLEASE READ IT.
This contract licenses the holder to park one automobile in this area at holder's risk. LOCK YOUR CAR. We are not insurers and or not responsible for damage to automobile or other articles by fire or any other cause, for theft of automobile or other articles or any other loss in connection therewith, *including without limitation, loss of use and physical damage thereof.*

Self-Service Parking Lot – not attended. Only a license is granted hereby and no bailment is created. This is the full license and no employee shall change it.

This license expires in 30 days. Cars left for more than 30 days shall be deemed abandoned and will be disposed of at owner's expense unless special agreements are made with the Parking Lot Manager.

Customer Calls Regarding Reservation Parking Procedures

1. When an incoming call regarding any aspect of the reservation program is received by the Control Room during usual business hours when the CS Department is "opened," the call should be forwarded to the CS Department for addressing. (Basically, Monday through Friday, 9-5.)

2. When an incoming call regarding any aspect of the reservation program is received by the Control Room during off business hours when the CS Department is "closed," the person fielding the call MUST inquire as to the nature of the concern.

   a. If the concern does not need attention until the CS Department is "opened" then the call can be forwarded to the CS Department and the CSM will handle when they come in. (i.e., Patron calls on a Friday evening at 8:30 stating they didn't get the voucher for their reservation on the following Wednesday. SIC informs the patron that they will forward them to the CS Department, they can leave a message and the CSM will take care of it for them on Monday. SIC can also advise the patron of an email option and give the CSM's email as well.)

   b. If the concern should need attention prior to the CS Department being "opened," (i.e., Patron calls on a Friday evening at 8:30 stating they didn't get/lost their voucher for a reservation on Saturday/Sunday/Monday morning), then the SIC will inform them to send an email with the following information ASAP to them (sicewr@abm.com, siclga@abm.com, or sicjfk@abm.com) – Name, Address, Phone, License Plate, Area Reserved and Reservation Dates. Inform the patron that once you receive that information, you will reply with an attachment they can put in their dashboard for parking.
   c. When you reply to the patron with that email, please copy your CSM so they can validate the reservation and if there is any concern or problem, (i.e., they are not in the system, dates are incorrect, etc.) the CSM will report any discrepancies to the OM.

Sample Emergency Voucher for Reserved Parking

Emergency Voucher for Reservation Parking Program.

Place this voucher in the driver-side area of your dashboard so it is visible from your windshield. This is replacing the voucher that was emailed to you at the time you made your reservation on-line.

Should the information you provided upon your request for this emergency voucher not meet the information we have on record submitted at the time you made your reservation, your vehicle will be subject to removal from the reservation area at owner expense.

- AMPCO SYSTEM PARKING -

AMPCO SYSTEM PARKING

Non Revenue Customers

If a non-revenue customer is having a problem exiting contact the Control Room and ask the supervisor to look up the user in the system. If the exiting customer's name and LP match the current transaction the fee should be waived. ("Override" function). SIC's, if you find any discrepancy between the LP listed and the actual vehicle immediately contact the LGA Employee Sales Office at 718-533-3413, JFK Employee Sales Office at (347) 238-3239/3241 or EWR Employee Sales Office at (973) 961-2022/2023.

If we cannot verify via the non-revenue list that the customer has non-revenue privileges we should ask them politely to accept a balance due.

Non-revenue users are allowed two vehicle license plate numbers associated with a PIN or E-Z Pass. A non-revenue user can only gain access to exit the parking lot using his/her PIN or E-Z Pass if the exiting vehicle is programmed into the Federal system.

If the non-revenue user is not in the system and could not be alternately verified and refuses to pay the parking fee or accept a balance due, contact your supervisor who will inform The Port Authority Operations supervisor for their intervention. The PA Operations supervisor will advise or approve the course of action to be taken. The appropriate log entries should be made.

Global Non-Revenue/PA Orange EZ-Pass Tags

Personal Pass privileges:

- ★ **4 hour period free parking in short term and daily lots.**
  - o *NOTE: If the tag holder stays beyond the 4 hour limit he/she is required to pay the full fee from when they entered the lot.*
- ★ **Unlimited Free Parking in Economy Lots** (LGA Lot 5 only)

Annual Pass privileges:

- ★ **Unlimited Free Parking in ALL Lots**

If a tag holder is unaware of the privilege associated with their tag, they should contact the Port Authority or who issued them their tag. It is not possible to determine their privilege in our system.

Drop Safes

Drop safes are located in each exit booth, but since there is a different policy on use at each airport, please see you SIC or Operation Manager for use at your location.

Manual Operation Procedure

In the event any lot must go manual it is important to be prepared and able to manually calculate parking fees based on the entrance ticket.

The Port Authority will approve and instruct ABM Parking Services to implement a manual operation. Unless instructed otherwise by the Port Authority, the cashier must record the license plate number, state, and exit time on each ticket. Non-revenue transactions should be recorded as such on the ticket and on the cashier exception report.

Traffic Backup and Lot Bleeds

A lot bleed is similar to a manual operation. The cashier however, may not be required to write license plates, states, and exit times on the tickets. This decision will be made by the Port Authority.

All lot bleed tickets will be collected by the Port Authority Operations Supervisor at the end of the bleed. If requested by the Port Authority Operations Supervisor, ABM Supervisors should assist in collecting all tickets in a timely manner.

Each individual airport has various procedures for lot bleeds. The PA Supervisor On Duty (72-74-92) will facilitate any lot bleed operation and should be cooperated with in order to ensure compliance.

ACT Receipt Paper Replacement Procedure

1. Remove back cover from receipt side of ACT using #11 key.
2. Push down on locking pin located on bottom left of cabinet behind printer frame.

3. Pull back on printer frame (from bottom) to gain access to receipt mechanism.
4. On left side of printer push down on BLUE lever to the vertical position (up and down).
5. Lift up on empty paper roll to remove (discard empty roll, retain roll holder pin).
6. Insert roll holder pin into new paper and install in printer with end of paper feeding from bottom, facing forward of ACT (paper roll should turn clockwise).
7. Feed end of paper through upper slot of printer frame and pull through to paper guide slot.
8. Insert paper into guide slot (mechanism with BLUE lever) until paper shows through exit side of printer.
9. Lift up on BLUE lever to horizontal (side to side) position to lock in place.
10. Locate 2 BLACK pushbuttons on right side of printer assembly under WHITE connector.
11. Press both buttons simultaneously (same time) and hold for 2 seconds, then momentarily push top button and release. A test receipt should print (repeat if necessary).
12. Remove test receipt from front of ACT.
13. Slide printer mechanism forward until locking pin snaps up behind frame of printer. (If printer is hard to slide forward lift up on frame of printer to get over locking pin.)
14. Turn off then on.
15. Replace cover and lock cover.
16. Wait till ACT display shows READY before allowing cars into lane.

Ticket Issuing Devices (TID)

Ticket Issuing Devices (TID) are devices that provide each customer entering the parking lot a ticket that permits them to park in the lot. Each ticket has a printed license on the back.

THIS LICENSE LIMITS OUR LIABILITY- PLEASE READ IT
This contract licenses the holder to park one automobile in this area at holder's risk. LOCK YOUR CAR. We are not insures and are not responsible for damage to automobiles or other articles by fire or any other cause, for theft of automobiles or other articles or any other loss in connection therewith, including without limitation, loss of use and physical damage thereof.
Self-Service Parking Lot- not attended. Only a license is granted hereby and no bailment is created. This is the full license and no employee shall change it.
It is stated on the back of each issued parking ticket- This license expires in 30 days. Cars left for more than 30 days shall be deemed abandoned and will be disposed of at the owner's expense unless special arrangements are made with the Parking Lot Manager.

The TID also prints the time, date, and ticket number on each issued ticket.
It is the supervisor's responsibility to stock the machine with tickets and perform minor technical troubleshooting. The supervisor should monitor the TID's in his/her lot for any problems.
When working on a TID it is important to use caution.

- ★ When closing the lane to perform maintenance on the TID, request a "red light" for that lane.
- ★ Do not allow customers into the lane.
- ★ Be sure to follow all guidelines when installing tickets or re-setting machine.
- ★ Always test lane to ensure it is working before opening.
- ★ When finished in the lane, request a "green light."

Equipment Keys

There is a key ring assigned to each lot and plaza. The key ring is passed along to each incoming supervisor from the previous supervisor. Keys are accounted for in the vault room. The vault room supervisor will verify that each current supervisor is in possession of the key ring for their designated lot. Supervisors assigned to the CTP area should verify with the vault room in person.

Shift Change

Switchover occurs approximately an hour into each supervisor shift. At this time each cashier and traffic attendant must wait until their relief comes to their location. It is not acceptable for any cashier to log out, take their nameplate down, and/or stop accepting vehicles in their lane before their relief comes. The supervisor must maintain the open number of lanes required at that time.

If there is a customer present in a lane during the time of a physical switchover the patron must be politely asked to wait for the completion. A lane should not be entirely closed during a switchover, avoiding the need to divert traffic to a different lane.

Exception Transactions

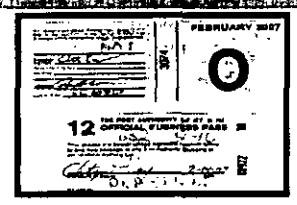
See cashier terminal manual for procedures to process the below transactions.

All exception transactions must be listed on the cashier's exception report. All exception transactions will require a supervisor's approval.

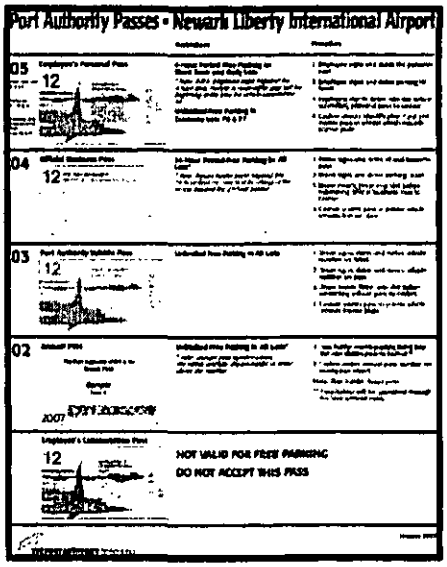
- ★ **Fee Overrides**
  An override should only be conducted for verified non-revenue transactions.
- ★ **Mutilated tickets/Blank/Unreadable tickets (Manual Input Ticket numbers)**
  First enter ticket number using the "Enter ID" button, if no entry match is found, go to next step.
  Must enter date and time manually by selecting "create new" in Federal System.
- ★ **Swapped/Foreign/Used Tickets**
  Pick the matching entry for vehicle in the exit lane, don't automatically pick matching ticket numbers. If the customer is unable to present a valid ticket, process the transaction as a lost ID. For Swapped Tickets, request ID for validation and notify SIC of any inconsistencies. User needs to view matching vehicle by using images provided by Federal system in fuzzy match screen.
- ★ **Handicap Transactions**
  The customer must provide a valid handicap license, license plate, and/or hang tag at the time of exit. The license plate and tag number should be listed on the cashier exception report. Cashier will change vehicle class to give discount to customer.
- ★ **Lost ID**
  The customer must provide a valid driver's license and registration. If they are unable to produce the requested information the PAPD must be contacted for an ID check. The transaction should be processed using the LPR entrance as verification, if there is no LPR entrance the vehicle must be charged the full 24 hour rate. The LPI should also be checked as verification of entrance time.
- ★ **Stolen tickets**
  Do not pick from ticket. Pick the matching entry for vehicle in the exit lane. The customer must provide a valid driver's license and registration. If they are unable to produce the requested information the PAPD must be contacted for an ID check. The stolen ticket should be processed as a lost ID.
- ★ **Uncollected Funds**
  The customer must provide a valid driver's license and registration. If they are unable to produce the requested information the PAPD must be contacted for an ID check.

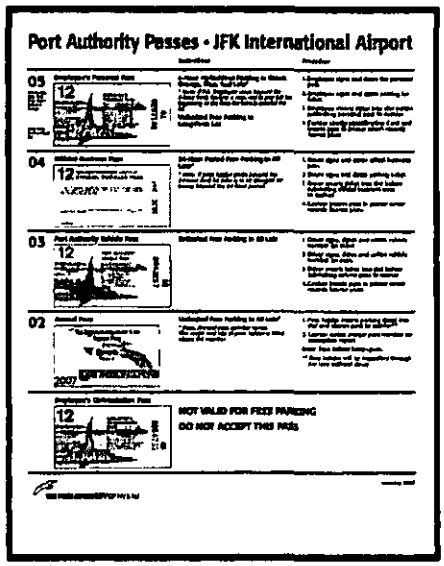
Port Authority Passes

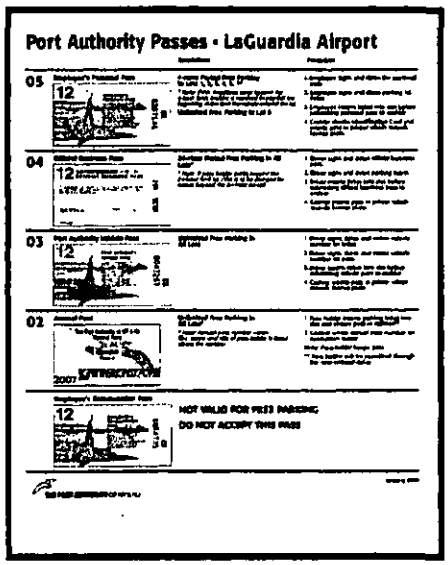
Zero Coupon - Issued to Customs and Border Protection Officers



Official Business Pass- Issued to Port Authority employees and those doing business with the Port Authority.



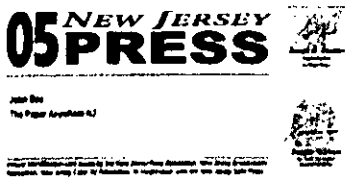




Press Pass

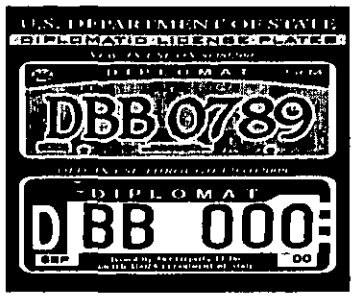
Customers with a press pass receive a 24 hour period of free parking in all lots. The press pass holder will be responsible for any time parked beyond 24 hours.

Sample: New Jersey Press Pass



Diplomats

Diplomatic vehicles with official Diplomat License Plates, will receive complimentary parking for up to 24 hours in all parking facilities at The Port Authority Airports. If a Diplomatic is parked beyond 24 hours, then they are responsible to pay the entire parking fee. The cashier should write down the license plate on their exception report.



Tow Truck

A Certificate of Release must be completed for any Tow Truck transaction.

Disputed Fees

Should be processed using "adjust time" in the federal system. Supervisors may dispute up to 5 minutes off of a fee. Anything over 5 minutes must be approved by a SIC and/or PA Operations. For any major delays due to malfunctions, customer issues, etc. please contact the SIC to request the authorization of the Traffic Back-Up function. The Traffic Back-Up function must be approved by PA Operations.

Identification Check

An identification check (ID) must be performed when a customer is unable to provide a valid driver's license and/or a valid registration.

To perform the ID check the supervisor contacts the control room supervisor who will then contact the PAPD to respond to the lane.

When explaining to the customer that an ID check needs to be performed, the supervisor should explain it in a non-threatening way. Explain that the check is for the customer's protection. We must be absolutely certain that they are the owner before we release the vehicle.

The lane should be closed during the ID check. When the officer has completed the check and has given the "ok", record the officer's badge number and name on the paper work.

EZ Pass Plus

Customers who decide to use their EZ Pass at the airport must be enrolled into the EZ Pass *Plus* program. If a customer attempts to use their EZ Pass and the overhead antenna does not read the tag, ask the customer to remove it and try to use the patch antenna located inside your booth.

A customer may use their EZ Pass *Plus* to exit the parking if:

1. An EZ Pass *Plus* account is established through their EZ Pass agency.
2. Their EZ Pass is replenished using a major credit card.
3. If they are a commercial account user of EZ Pass they should call the EZ Pass customer service center to have EZ Pass *Plus* activated.

All transactions under $20 will be deducted from a customer's EZ Pass balance. All transactions over $20 will be charged directly to the credit card that replenishes the customer's account.

Customers who have EZ Pass tags affixed to their bumper may have problems exiting the lots using EZ Pass as a form of payment. If you are experiencing this problem please let the customer know that the equipment does not read bumper tags. However, it has been found that on occasion the system will read them with no problems.

Fraudulent activities

Any misrepresentation of The Port Authority funds will be subject to investigation by the Port Authority Police Department. These include but are not limited to:

- ★ Manually raising and lowering the exit gate without authorization from a supervisor.
- ★ Manually opening and closing cash drawers.
- ★ Issuing balance due forms as manual receipts. Only supervisors are authorized to issue manual receipts.
- ★ Accepting cash when a patron's EZ- Pass is already charged.
- ★ Entering incorrect license plates into the CT.

Employees who are engaged in such fraudulent activities will be immediately terminated and can also be subject to legal actions.

Electronic Journal

There is an electronic journal in each lane to be used for auditing purposes in the event of a system failure. This electronic journal must be retrieved along with the ticket collection every day after the virtual midnight occurs (immediately after midnight 00:00 AM at LGA and 03:00 at EWR and JFK).

The process is as follows:

1. Ensure a user is already logged into the ACT. If the lane is not in use, log on as a supervisor.
2. Select the "View Journal" from the "Other" tab.
3. Enter the date and time range required and press "Submit" button

4. Touch the "Export" button on the next screen. Once the export action is completed, press the "Cancel" button to exit.
5. If you logged on as a supervisor, close the shift completely.

Vault Room Procedures

Supervisor's-In-Charge

- ★ The Supervisor-In-Charge will provide the vault room supervisor a list of all open lanes by number *and attending cashiers, reliefs or anyone handling Company funds.*
- ★ Supervisor-In-Charge will monitor the vault room allowing no more than three Cashiers inside at any given time.
- ★ During shift change supervisor-in-charge will assist vault supervisor to expedite cashiers closing.
- ★ Funds Collected should be processed and secured.
- ★ Supervisor-In-Charge will Sign Off on Supervisors 'Final Log' before forwarding to Audit Department.
- ★ Supervisor-In-Charge will monitor the On Site Supervisors daily to ensure compliance.

On Site Supervisor (Plaza)

- ★ On Site Supervisor's will ensure cashiers are making frequent drops.
- ★ Supervisors will periodically check on cashiers to ensure that they are not holding cash in excess of permissible amounts. If necessary request a SPO report (shift print out).
- ★ A cash drop should be made for every $300 ($200 JFK & LGA) collected. (Not including change bank.)

Procedures for Skimming Supervisor

- ★ Only vehicles equipped with safes should be used for collecting funds. All funds collected should be secured in this safe.
- ★ All 'OPEN' lanes 'MUST' be Checked and Skimmed.
- ★ Closing of lanes should only be done, if necessary with Supervisor-In-Charge permission (closing of lanes should not be common practice).
- ★ Supervisor will retrieve all funds from safes verifying funds with cashier before leaving booth.
- ★ After each round of collection all funds collected will be verified, completing all necessary paper work for deposit. .
- ★ The Skim Supervisor will then hand over their collections to the Vault Room Supervisor

Vault Room Supervisor

- ★ After clocking in Supervisor will request a list of all open lanes by number and cashier name, reliefs, and any one collecting company funds.
- ★ Vault Room Supervisor should process all cashiers thoroughly and individually, confirming to the cashier/s his or her shift status before leaving the Vault Room.
- ★ Valet cashiers will be added in the final report as one deposit. (Do not make a separate deposit for valet.)
- ★ *This Supervisor should allow no more than three persons inside the Vault Room at any given time.*
- ★ It is the responsibility of the Vault Room Supervisor to monitor the amount of persons present in the room at any given time.
- ★ Supervisors final log should re-check for errors with all supporting documents attached waiting for Supervisor-In-Charge final approval at the end of every shift.

Mobile LPI Procedure

Inventory at the public parking lots begins with a ABM Parking Services Mobile LPI Supervisor, assisted by a traffic attendant, whose responsibility is to ensure all vehicles parked are properly recorded. Each day,

shortly after midnight, the MLPI Supervisor proceeds to the MLPI vehicle which captures an image of the license plate recording them by lot and row based on pre-programmed routes within each lot. The focus is on the capturing the license plates by the MLPI cameras.

MLPI Supervisor Procedure:

- ★ First the supervisor has to turn on the MLPI hardware.
- ★ If any changes were done in Onyx for the routes then the supervisor will need to sync the MLPI hardware with the new route settings from Onyx. The supervisor will need to connect the Ethernet cable from the MLPI computer to any one of the upload points located within the facility. After the MLPI computer is connected to the network the new settings will sync automatically after the user logs into the MLPI application.
- ★ When the MLPI computer is turned on the MLPI application starts automatically and prompts the user to log in. To have a successful login and upload the user must have an Onyx log in name and the username assigned for the MLPI application must match the Onyx username.
- ★ After log in the user will be enabled to see all the routes available. The supervisor is able to start inventory in any one of the routes, since the order does not matter. As soon as a route has been selected, the user must press the "start" button.
- ★ The user will then enter the Route Collection screen. This screen will tell the user which lot, section and camera is functioning. The user must be aware what section the MLPI is ready to start the inventory on as well as which camera is set to start collection. Which camera is functioning is set in Onyx and cannot be changed from the MLPI application, only one camera works at a time. To start the inventory the user must touch "press to capture" section located on the bottom left side of screen.
- ★ While doing the inventory, if there is a license plate that the camera cannot read, the user is able to enter the plate manually. The user must touch the "LPN" section and the virtual keyboard will pop up to enable the manual entry of license plate and state.
- ★ If MLPI captures and reads a license plate that is an obvious misread, the user is able to correct the misread license plate. The user must touch the license plate which is incorrect on the screen, and the vehicle information will appear (license plate, state, LPR, and CCTV images). The user can then press the "LPN" section and correct the plate.
- ★ When the user is finished with the section, then the user must touch either ">>" or "<<" field to go to the next row or the previous row.
- ★ When the whole route is completed, the MLPI application will notify the user of this by generating a message "Route Completed". The user can go back to all the routes by touching the "Routes" button.
- ★ After the route is completed the "Sync" button will appear in the route selection screen. This is the way MLPI application notifies the user that that lot is ready to be uploaded. When ALL the routes are finished the user can now upload the inventory.
- ★ The user must connect the Ethernet cable into the MLPI computer and one of the upload points located within the facility. After the MLPI computer is connected to the network, the user must touch the "SYNC" button and the MLPI application will upload all the data to Onyx.

LPI Supervisor Procedures:

The LPI supervisor is responsible for generating the reports using Business Objects feature. The supervisor generates and files the following reports:

1. LPI Upload 4.3 – This report gives all the plates inventoried in a single day.
2. LPI Exceptions 4.2 – This report gives the plates for exceptions (relocated vehicles, exceptions/missing) for the given date requested.

3. Missing Vehicle Report 3.10 – This report gives all missing vehicles for the given date. A missing vehicle in the FAPD system is defined as follows: If MLPI inventoried the car the day before, and it was not inventoried for the current date, but the vehicle still has an open visit (meaning there is not exit recorded), the plate will be generated in this report.
4. Missing Entry Transaction Report 3.11 – This report gives all plates inventoried by the MLPI but Onyx could not find a matching opened visit for the plate. Reasons for this could be LPR was not captured at entry, plate misread either at entry or by MLPI.
5. 30 Day Plus Vehicle – The reports list all vehicles that have been in the lot for the amount of days being search. The search is done by open visits and MLPI inventory.
6. LPI Active Summary 4.1 – This report gives all "active" vehicles at the time the report gets requested by single lot.

★ The LPI supervisor saves LPI Upload 4.3 report and keeps it in a folder in his Desktop. The supervisor gathers the inventory count for each lot and inputs that data into an excel spreadsheet named Inventory Recap. This sheet contains the inventory counts for the daily upload of the MLPI.

★ After generating the Missing Vehicle Report 3.10. The supervisor gathers the information that the report provides the user about the missing vehicle (a vehicle which was inventoried the day before and the following day the vehicle was not inventoried by MLPI and has an open visit pending). The report gets saved as an excel file and the spreadsheet is added two columns, which the report does not provide. The columns are amount of days the vehicle was in the lot and the fee for those days. Then the supervisor starts to search for the missing plates using tools in Onyx (Command > Credit Card > Search Visits) and Business Objects (System Activity 8.14 Report). If the missing vehicle is not found then the history for the vehicle is pulled from the LPI Upload Report. The LPI supervisor is responsible for reporting all missing vehicles data. The supervisor inputs all the missing vehicles found and vehicles not found on a Daily Missing Recap Sheet and a Monthly Missing Recap Sheet.

★ The supervisor generates the 30 Day Plus Vehicle Report once a week on Mondays. After getting this information the supervisor verifies that the vehicle has not had any activity in Onyx. If it shows that there was no activity between the 30 days of its stay, then the supervisor notifies the SIC on duty. The SIC will send a field supervisor to verify the vehicle is still in the lot and its location. When the vehicle is located descriptive data is noted about the vehicle (make, model, year, color). All the information that was gathered about the vehicle is inputted into a spreadsheet and sent out to PAPD, ABM Management, and the PA Operations Supervisor. There is a report done monthly on all the vehicles that have stayed for over 30 days in the facility and the report is delivered to ABM Management, and the PA Operations Supervisor and the Port Authority Contract Administrator.

★ If needed the LPI supervisor is able to enter into the Onyx system and view all the license plates which are still in the database where the LPI supervisor is able to change settings if needed to the MLPI routes, as well as view all of the vehicles with different status types such as Active, Exception, Reappeared, and Relocated. Onyx gives the user the ability to search for a specific license plate and give the ability to change the status of a license plate. The user can change a license plate from Reappeared to Active.

Unmanned Procedure

★ Unmanned lanes provide an expedited option to exiting the parking lot. They are designated exit lanes operating without the need of cashiers, with limited payment options accepted.

★ The payment options for these lanes are "EZ-Pass Plus" as a primary method and credit card as secondary, in addition those patrons who are within the allowed grace period (complementary), patrons who have pre-paid (POF), and airport employees (Local Non-Revenue and PIN parkers).

- These lanes are designed to not to accept cash payments, checks or traveler's checks but will allow you to override a payment to be processed as "non-revenue" or reduction of fee. As long as any outstanding fees are settled by any of the options provided.

POF Procedure

- Pay-on-Foot stations are payment terminals located within CTA parking lots to provide an express payment option. The machines are operated by the patrons using a valid entry ticket and credit card. These terminals are designed **not** to accept cash. The only form of payment for POF is credit card.
- Before the POF payment the entry ticket is encoded with the ticket number, entry date and time, entry lane number.
- The patron will insert the entry ticket into the POF and use the touch screen to pay the parking fee and or add additional time. When a patron uses the POF to settle their fee, the POF encodes the ticket with the following information and it returns the ticket to the patron:
  - POF ID number
  - Amount paid
  - Date and Time by which the patron must leave to avoid additional charges
  - Date and time of payment

Figure 4.2 POF Validated Ticket Illustration

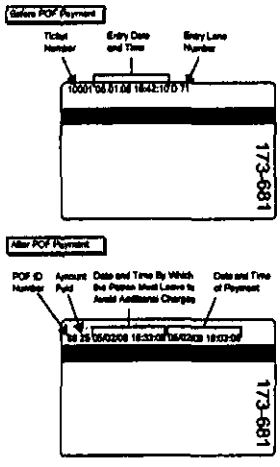
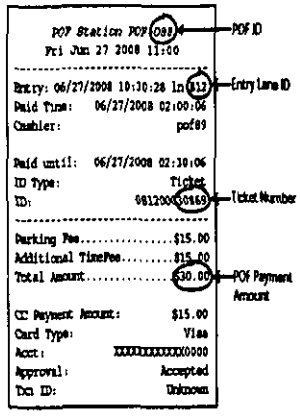


Figure 4.1 POF Receipt Illustration



Note: The Paid until field shows the time the patron is expected to leave the facility; that is, it includes grace time.

- The paid until field includes the grace time. The ticket is returned to the patron and a POF receipt is printer. In the event that the ticket is retracted into the machine the POF receipt will serve as a proof of payment. If the patron does not have the ticket or the receipt and providing the patron's license plate was read correctly at entry and at entry and the entry lane and POF are online, the plaza supervisor will provide the information to the SIC to use the "Search & Close Visits" option in Onyx to retrieve the ticket number, entry lane and the POF payment information. Once the information is retrieve the user can use the "Enter ID" option to enter ticket and entry lane information.

Snow Removal

Responsibilities

ABM Parking Services is contractually responsible for removing snow and ice from the exit lanes to a *distance of thirty (30) feet in each direction from the door of each cashier booth.*

Vehicles/ Equipment

If the Port Authority makes additional requests for snow removal, such as clearing walkways in the parking lots and assisting patrons, particularly handicapped parkers to access their vehicles if blocked in, they will provide snow brushes, shovels, hand salt spreaders and snow blowers.

Extra Coverage/ Work

The Port Authority Supervisor will inform the ABM Parking Services SIC on duty when a snow event is expected and will arrange necessary extra coverage for plowing and salting of the exit lanes, depending on the anticipated severity, accumulation, the length of the storm and slippery conditions. Extra coverage for Supervisory staff for snow detail, transportation of Casual Laborers (Casuals), and Drivers operating vehicles for plowing and salting of the exit lanes will be arranged in twelve (12) hour shifts. All hours worked in relation to snow removal will be reimbursable by the Port Authority.

In addition, should the Port Authority Supervisor request extra coverage for snow removal, such as, plowing *and salting of entrance lanes, clearing walkways in the parking lots and assisting patrons, particularly* handicapped parkers, to access their vehicles if blocked in, it will be considered as "Extra Work." Some of these responsibilities will require the need for Casual Laborers.

"Extra Work" coverage for hours worked by Supervisors and Drivers and the agreed upon rate for Casual Laborers will be billed to the Port Authority. ABM Parking Services will arrange to provide Casual Laborers as requested by the PA Supervisor. Casual Laborers will be using shovels, hand salt spreaders and snow blowers (Casual Laborers operating snow blowers will be billed at a higher rate). Casual Laborers will be scheduled for eight (8) hours shifts.

Snow Event Preparation

The PA Supervisor and SIC on duty will discuss and arrange the following:

- ★ Schedule additional Supervisory staff for snow detail and the transportation of ABM Parking Services employees and Casual Laborers to their assigned lots.
- ★ Rearrange the regular schedule of the Utility staff to fit snow removal detail for plowing and salting. These employees will work twelve (12) hours shifts.
- ★ Schedule Casual Laborers for eight (8) hour shifts. The PA Supervisor will inform the SIC of the amount of casual laborers needed and the start times.
- ★ The PA Supervisor will provide written authorization for any additional ABM Parking Services staff and casual labor.
- ★ Snow equipment deficiencies/damages will be reported immediately to the PA Supervisor.
- ★ ABM Parking Services is responsible for the repairs and maintenance of the three plows. All other snow equipment – snow blowers, mounted salt spreaders, hand salt spreaders, shovels, and brushes – will be the responsibility of the PA.
- ★ ABM Parking Services will keep a supply of salt provided by the PA prior the development of the snow event.
- ★ Additional expenses, such as gas for snow blowers will be billed to the PA.

In the event of a severe snow storm that causes cancellation of public transportation and blocked roadways, the following will be discussed and arranged:

- ★ Picking up and dropping off employees at key public transportation points in the vicinity of the airport. Employees will be informed to contact the Supervisor-In-Charge at EWR: (973) 718-7270 or (973) 961-6421, JFK: (347) 238-3231 or (718) 244-4168, LGA: (347) 468-3928 or (718) 533-3850 should they need transportation.

- ★ Use existing staff to cover main posts. Each lot should have adequate coverage to accommodate the traffic without delays and inconvenience to patrons. Hours worked will be billed accordingly and should not sustain liquidated damages for deficiencies.

- ★ In the event of a "State of Emergency," ABM will provide proper accommodations and meals as needed for employees working double shifts and employees holding over throughout the course of the event. All efforts will be made to have a list of employees who will be covering key posts during the length of the storm.

Snow Removal Operation

The snow removal operation will consist of the following:

- ★ Snow Plow vehicles will be used to plow 30' in each direction of all exit lanes of the parking lots. The lanes will be plowed to maintain adequate traffic flow and will be repeated as necessary until the event ends.
- ★ Casuals will be assigned to all parking lots to clear walkways, bus shelters, handicap spaces and stairways in garages using shovels, hand spreaders and snow blowers.
- ★ Casuals will assist patrons to access their vehicles if blocked in, particularly handicapped patrons.
- ★ Supervisors assigned to each lot, including the Supervisor assigned to snow detail, will be responsible for the supervision of the Casuals and be accountable for the snow equipment.
- ★ The ABM Parking Services vans will have snow brushes to distribute to patrons.
- ★ The Utility staff will ensure that an adequate supply of salt is available at all times.
- ★ The SIC on duty will coordinate with the snow detail Supervisor to ensure all snow equipment is inventoried, cleaned and stored after the storm.
- ★ The Operations Manager will ensure all snow removal responsibilities by Contract are arranged and accomplished.

Emergency and Evacuation Plans

Site specific emergency and evacuation plans will be forthcoming. In the event of any emergency or evacuation, our employees should follow instructions given to them by a superior; however, please be advised that at each airport it is the Port Authority Police Department that is in charge and any order, process, etc. they give will override any order, process, etc. given by anyone else. For example, should you be instructed to stay in your booth by your SIC, but just a moment later a PAPD official tells you to leave the booth – you will leave the booth.

State Abbreviations for License Plates

ALABAMA	AL
ALASKA	AK
ARIZONA	AZ
ARKANSAS	AR
CALIFORNIA	CA
COLORADO	CO
CONNECTICUT	CT
DELAWARE	DE
DISTRICT OF COLUMBIA	DC
FLORIDA	FL
GEORGIA	GA
HAWAII	HI
IDAHO	ID
ILLINOIS	IL
INDIANA	IN
IOWA	IA
KANSAS	KS
KENTUCKY	KY
LOUISIANA	LA
MAINE	ME
MARYLAND	MD
MASSACHUSETTS	MA
MICHIGAN	MI
MINNESOTA	MN
MISSISSIPPI	MS
MISSOURI	MO

MONTANA	MT
NEBRASKA	NE
NEVADA	NV
NEW HAMPSHIRE	NH
NEW JERSEY	NJ
NEW MEXICO	NM
NEW YORK	NY
NORTH CAROLINA	NC
NORTH DAKOTA	ND
OHIO	OH
OKLAHOMA	OK
OREGON	OR
PENNSYLVANIA	PA
RHODE ISLAND	RI
SOUTH CAROLINA	SC
SOUTH DAKOTA	SD
TENNESSEE	TN
TEXAS	TX
UTAH	UT
VERMONT	VT
VIRGINIA	VA
WASHINGTON	WA
WEST VIRGINIA	WV
WISCONSIN	WI
WYOMING	WY

These are the official two-letter abbreviations for the provinces and territories in Canada.

Alberta	AB
British Columbia	BC
Manitoba	MB
New Brunswick	NB
Newfoundland & Labrador	NL
Northwest Territories	NT
Nova Scotia	NS

Nunavut	NU
Ontario	ON
Prince Edward Island	PE
Quebec	QC
Saskatchewan	SK
Yukon	YT

Airport Operations Manual
ABM PARKING SERVICES

John F. Kennedy

LaGuardia

Newark

Revised May, 2012

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SECTION ONE – CUSTOMER SERVICE

Customer Service Standards

Employees failing to comply with the airport customer service standards will be subjected to progressive discipline leading up to and including termination of employment.

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, and keep in mind *"... people may not remember exactly what you did or what you said ... but they will always remember how you made them feel."* All employees will meet or exceed the following standards:

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 tone of voice with customers.
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, 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 on duty or in public areas.
1.1.13 Not use personal electronic devices, including but not limited to cell phones and MP 3 players while on duty.

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 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.

Awareness, all employees shall:

Security and Public Safety

Safety and security is an important airport responsibility for all employees. This can be more easily accomplished if you remain aware of your surroundings and follow these rules:

Airport Community is PAPD's Eyes and Ears

- **LOOK** - Observe the situation and circumstances.
- **LISTEN** - To statements made by subjects.
- **THINK** - Are the totality of the facts consistent with normal/ legal operations.
- **ACT** - Call the PAPD and report all the facts.

Crime Watch

All employees are expected to be on the lookout for any suspicious and/or criminal activity in the parking lots. Routine checks should be conducted in each lot with an emphasis on the garage. Supervisors, please ensure that your vehicle's beacon light is on while touring any lot.

If you see an individual(s) committing a crime in a lot/garage (tampering with or attempting to break into a vehicle or engaging in any type of criminal activity call your supervisor to contact PAPD at EWR: (973) 961-6230, JFK: (718) 244-4335 or LGA: (718) 533-3911. There are also call boxes located throughout the lots that will dial the police directly or you may dial *21 from and airport pay phone. Do not become physically involved in stopping any crime. If a telephone is not available notify your immediate supervisor who will then contact the PAPD and the PA Operations.

Unattended Items

If you come upon any unattended luggage, baggage, etc., do not attempt to recover the item. Contact your immediate supervisor to notify the PAPD at EWR: (973) 961-6230, JFK: (718) 244-4335 or LGA: (718) 533-3911. There are also call boxes located throughout the lots that will dial the police directly or you may dial *21 from and airport pay phone.

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.

1.4.4 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 barriers arise-

1.4.5 Know where and how to obtain assistance in order to respond to medical and operational emergencies and operational disruptions.

1.4.6 Know where and how to obtain assistance in order to respond to emergencies including those relating to Passengers with Reduced Mobility being assisted.

13.1.8 Cashier booth interiors shall be clean and free of visible clutter, such as newspapers, books, magazines, and personal belongings.

13.4.2 Handwritten or unprofessional signs shall not be used.

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.

13.5.1 If requested, employees shall be capable of providing driving directions to other major airports and off airport areas verbally and/or with printed materials.

13.5.2 Employees shall provide a "thank you" or an appropriate pleasant closing to every customer.

Mystery Shops

Mystery shops are conducted monthly both by the Port Authority and ABM Parking Services. All employees are subject to be mystery shopped. A passing mystery shop will require the employee to follow all of the written customer service standards set forth by the Port Authority and ABM Parking Services.

An employee will receive a monetary incentive for a passed mystery shop(s). A failed mystery shop will result in progressive discipline up to and including termination. The most frequently missed standards, yet the most important include; greeting each customer in a pleasant manner, making eye contact, and closing the transaction.

Examples of Failed PA Mystery Shops

Parking Lot - P4 Lane 806			
	13.0.0	General Comments	**Employee Name:** XXXXX **Date:** XXXXX **Time:** XXXX **Weather:** Overcast **Occupancy:** Steady The customer parked in Aisle 602.
Standards of Employee Attitude, Appearance and Knowledge	*1.1.1*	Greet all customers in a friendly and professional manner.	XXXXX did not offer a greeting to the customer and initiated the conversation stating "Three Dollars".
	1.1.3	Project a pleasant, friendly, and attentive demeanor and maintain proper posture at all times.	XXXXX behavior was not very friendly.
	1.1.7	Use a proper and courteous *vocabulary and tone of voice with* customers. For example, use word such as "please", "yes", "hello" and "thank-you".	XXXXX vocabulary did not contain courteous words.
	1.1.8	Maintain appropriate eye contact and a pleasant tone of voice while conversing with customers and fellow employees.	XXXXX tone of voice was not very pleasant.

Parking Lot - Terminal A Lane 916 - Lost Ticket Encounter			
	13.0.0	General Comments	**Employee Name:** XXXXX **Date:** XXXX **Time:** XXXX **Weather:** Sunny **Occupancy:** Steady
Standards of Employee Attitude, Appearance and Knowledge		Standards of Employee Attitude, Appearance and Knowledge General Comments	The customer approached the exit booth at 15:25 p.m. and reported that his parking ticket was lost. XXXXX asked for the vehicle's registration and the driver's license; however, he did not explain to the customer about the procedure, or how much time would it take to complete the process. He was approached by other uniformed personnel who assisted in expediting the process as other vehicles were lining up in that lane. The name badge of the uniformed personnel was not visibly displayed. The overall procedure took 25 minutes and the customer was thanked at departure. It was noted that none of the associates had greeted the customer at arrival.
	1.1.1	Greet all customers in a friendly and professional manner.	XXXXX did not greet the customer.
	1.1.4	Remain calm when encountering an upset customer, try to calm the customer, listen carefully and show empathy with the customer's problem.	XXXXX did no show empathy with the customer's problem.
	1.1.7	Use a proper and courteous vocabulary and tone of voice with customers. For example, use word such as "please", "yes", "hello" and "thank-you".	XXXXX vocabulary did not contain courteous words.

Examples of Passed PA Mystery Shop

Parking Lot - P1/P3 Lane 407			
	13.0.0	General Comments	**Employee Name:** XXXXX **Date:** XXXXX **Time:** XXXX **Weather:** Overcast **Occupancy:** Slow
Standards of Employee Attitude, Appearance and Knowledge		Standards of Employee Attitude, Appearance and Knowledge General Comments	XXXXX greeted the customer upon arrival. She wished a pleasant day to the guest as she found out that there was no charge for parking due to the short stay in the parking lot. Provided accurate and adequate directions to the customer and thanked him prior to the departure. The associate maintained courteous and professional demeanor throughout the encounter and met the employee service standard with 100% compliance.
Short Term Parking A - Aisle 108 - Exit Lane 916			
	13.0.0	General Comments	**Employee Name:** XXXX **Date:** XXXX **Time:** XXXX **Weather:** Clear **Occupancy:** Slow
Standards of Functionality	*13.3.4*	Properly uniformed and identifiable personnel shall be readily available to assist customers during designated travel periods and to respond to emergency situations.	A call was placed from the emergency telephone at 20:55 near aisle 103 to assist the traveler in locating the car. XXXX answered on the second ring, asked the caller the location and stated that she would send assistance. At 21:05 XXXX arrived and asked the traveler what was needed. XXXX indicated for the traveler to get in the van and he would assist in locating the car. He asked the make and model and then asked for the keys to the car. He began to circle the lot and pressed the panic button on the set of keys. The car was located within five minutes. XXXX was pleasant throughout the encounter and wished the traveler a good night.
Standards of Employee Attitude, Appearance and Knowledge		Standards of Employee Attitude, Appearance and Knowledge General Comments	XXXX offered a greeting as the traveler placed the ticket in the machine. She smiled and indicated the price. When the traveler handed XXXX a business pass, she offered a pen and asked the traveler to please sign the pass. XXXX quickly processed the pass and wished the traveler a good night. The employee standards were met with 100% compliance.

Airport Surveys

The Port Authority and ABM Parking Services conduct their mystery shopping and inspection surveys on a continual basis. In addition, during the months of May and June the Port Authority performs annual customer service surveys and facility inspections of all areas of Newark, JFK, and LaGuardia Airports.

Customer Care Rewards Program (A PA Sponsored Program)

The goal of the Customer Care Reward & Recognition Program is to publicly recognize outstanding employees and acknowledge their accomplishments with two award levels: the first award is for **Consistency** while providing service to our customers; the second award is for going **Above and Beyond** while providing service to our customers.

Eligibility

Consistency Award - any non-PA airport employee who has direct contact with airport customers.
Above & Beyond Award – any non-PA airport employee.

Consistency Award Program

As mentioned above, this award is for staff that works directly with our customers. Designated staff members (Card Givers) from the Port Authority and participating partners will have access to a supply of Customer Care Reward & Recognition Cards. If a Card Giver observes or interacts with an employee delivering superior customer service consistently, he/she will present that person with a card. The Card Giver prints the recipient's name & company and prints and signs his/her own name and company on the card and hands it to

the recipient. The recipient brings the card to their On-Site Customer Service Manager (EWR-Stephanie Quick, LGA-Maria Vinas, and Keshia Johnson at JFK). The recipient is now eligible to be nominated as an Employee of the Quarter for his/her company. It is the role of each partner to select up to two (2) winners for **Employee of the Quarter** and submit the attached Nomination Form for each selected employee. Participating partners may also consider customer recognition and internal recognition to support an employee's nomination. The winners will receive a commendation letter, and be included in a group picture with other winners from their facility, which will appear in ***Airport Press.***

Above and Beyond Award Program

This program is for all any airport employees that go "above and beyond" in their job regardless of having direct customer contact. This can range from saving someone's life to stopping and changing a tire for a customer.

It is the role of each contractor to select one (1) winner for **Employee of the Quarter** and submit the attached Nomination Form for the selected employee. The winner will receive a commendation letter, have his/her photo taken, and be featured in ***Airport Press.***

Employee of the Year:

At the end of each year, the Port Authority will recognize an **Employee of the Year** in each category from each airport. Therefore, there will be an Employee of the Year for "Consistency in Performance" at EWR, JFK and LGA and an Employee of the Year for "Above and Beyond" for EWR, JFK and LGA. It is the responsibility of each partner to nominate one (1) of their **Employee of the Quarter** winners from each category to compete. The Customer Care Council Workgroup on Reward and Recognition will select the **Employee of the Year** for each category based on information from the Nomination Form submitted and the winners will be invited to the annual Customer Care Awards Ceremony Luncheon in May.

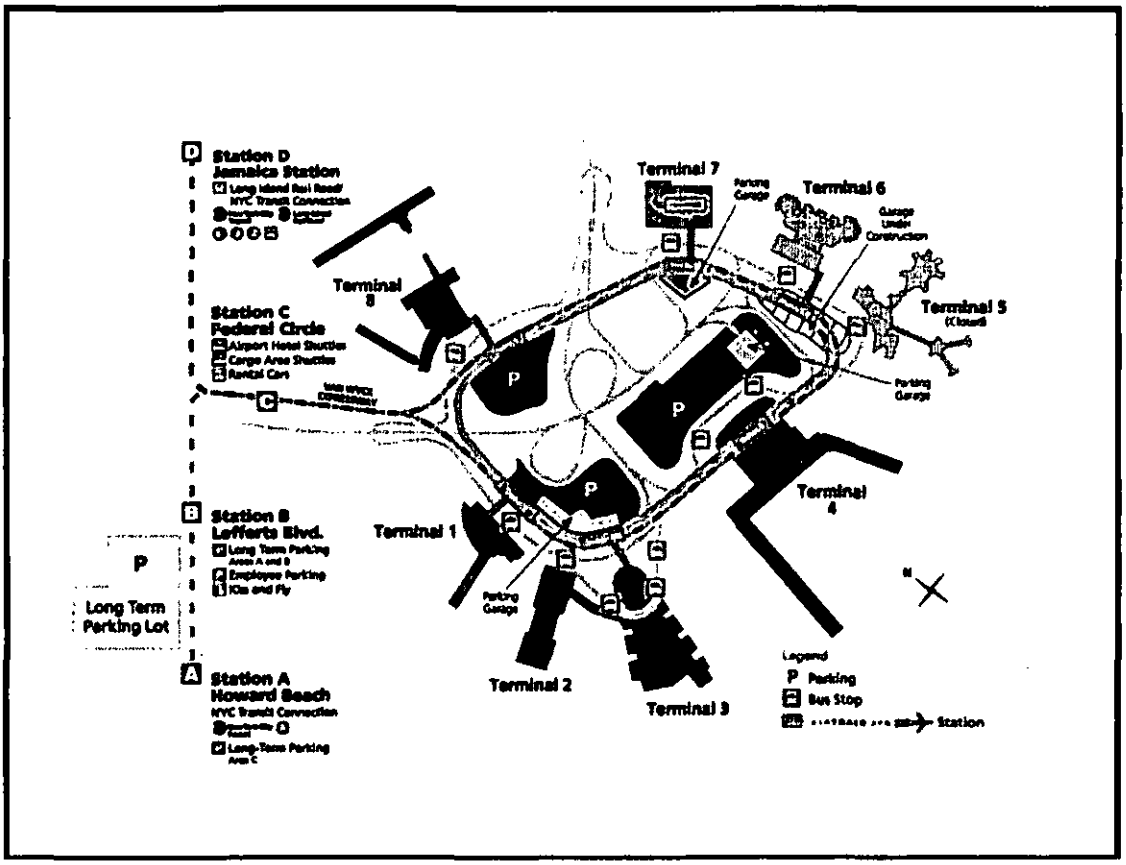
Rules and Regulations of the PA's Reward Program

- ★ Customer Care Reward cards are not valid without the issuer's signature and the employee's first and last name clearly written on the card.
- ★ The Recognition Card has no cash or monetary value on its own. The reward or recognition from receiving the card is solely at the discretion of the employer.
- ★ Employees cannot transfer their card to another person.
- ★ It is the employer's responsibility to educate their staff and notify them of any changes to the program.
- ★ Individual managers/supervisors/employers retain the right to determine the acceptance or rejection of an employee's Recognition Card.
- ★ Photocopies of cards will not be accepted.
- ★ The Port Authority will ensure that all emails received regarding the Customer Care Rewards program are brought to the Customer Care Council Workgroup on Reward and Recognition for consideration.
- ★ The Port Authority has the right to cancel the program at any time and will make every effort to notify participants of the program's cancellation.

If you have any questions, concerns and/or suggestions to enhance this program, please contact your On-Site Customer Service Manager.

Note: The Customer Care Rewards Program is sponsored by the Port Authority. ABM Parking Services has ongoing "In-House Incentive and Events" programs that are separate and apart from the Customer Care Rewards Program. For more information on our in-house programs, please see your On-Site Customer Service Manager.

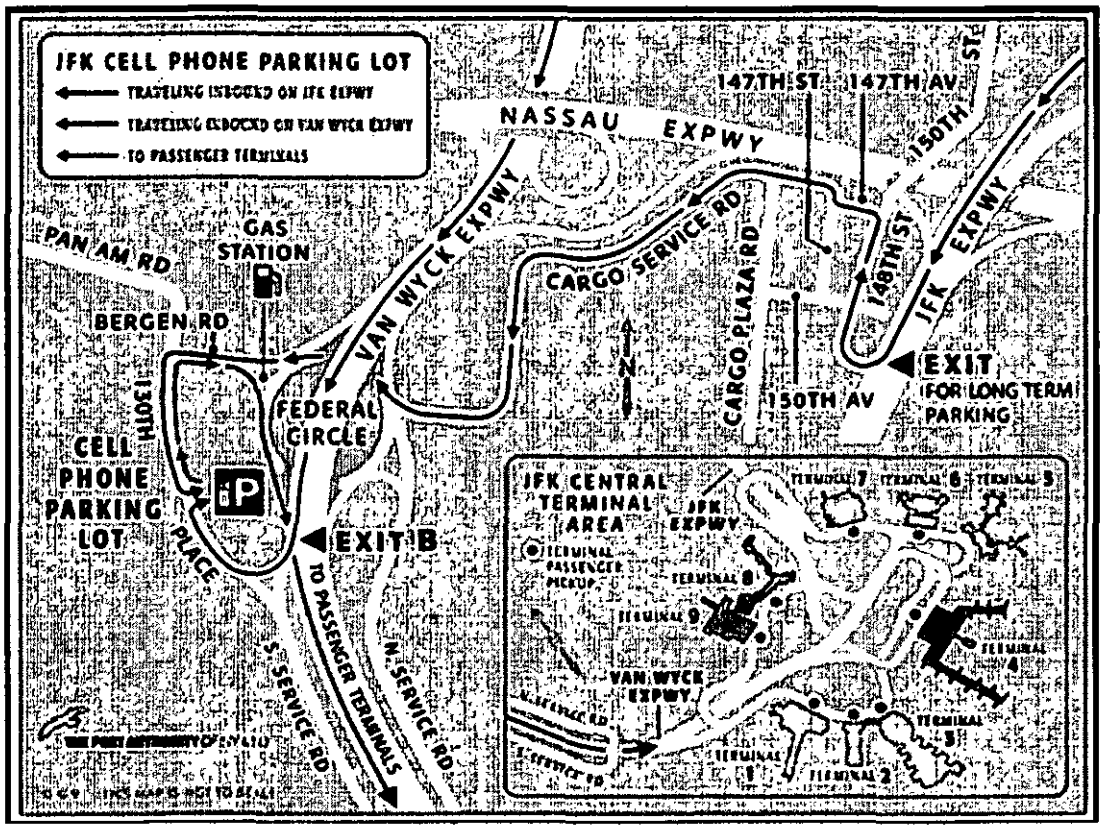
John F. Kennedy International Airport Information

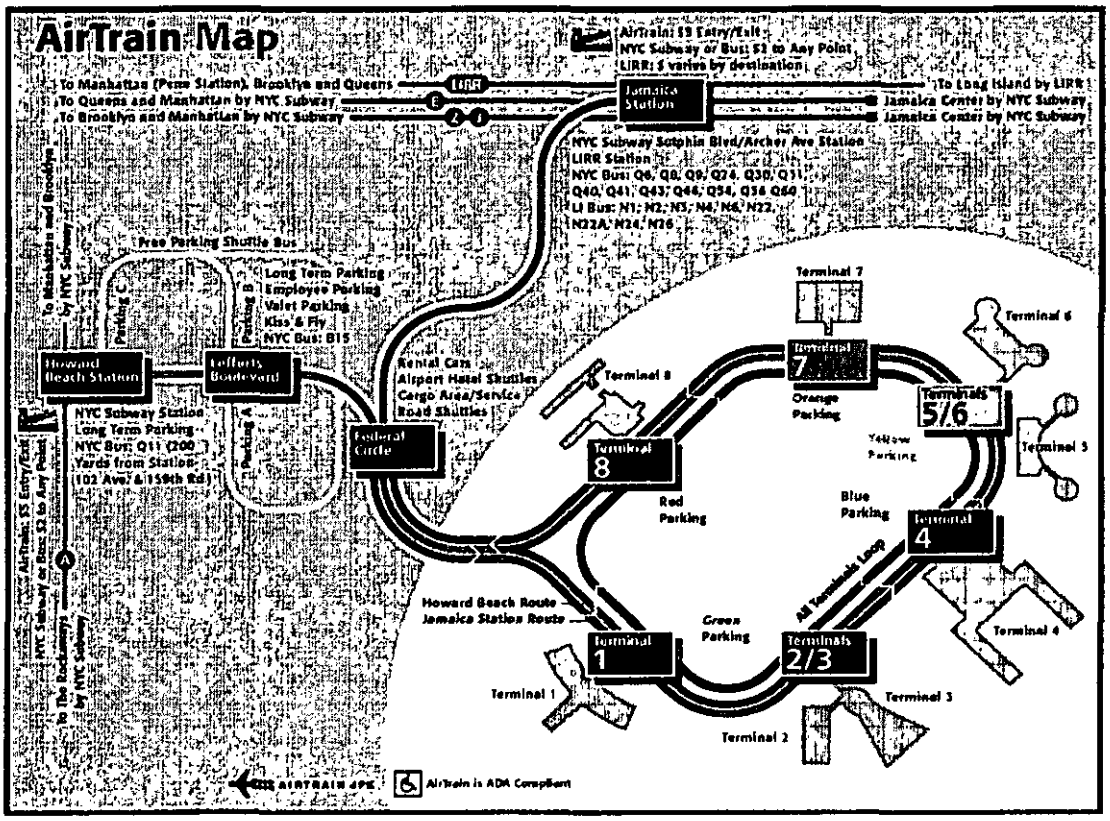


Short Term
Up to 30 Minutes - $ 3.00
31-60 minutes - $ 6.00
Each additional half hour -$ 3.00
To a daily maximum of - $33.00

Long Term
Up to 24 Hours - $18.00
Each additional 8 hours - $ 6.00

Handicap
$3 up to the first half hour or part
$6 up to 1 hour
$3 for each half hour or part thereafter up to $18 maximum for each 24-hour period


JFK CELL PHONE PARKING LOT
TRAVELING INBOUND ON JFK EXPWY
TRAVELING OUTBOUND ON VAN WYCK EXPWY
TO PASSENGER TERMINALS
NASSAU EXPWY
147TH ST
147TH AV
150TH ST
VAN WYCK EXPWY
JFK EXPWY
PAN AM RD
GAS STATION
BERGEN RD
CARGO SERVICE RD
CARGO PLAZA RD
148TH ST
EXIT FOR LONG TERM PARKING
150TH AV
FEDERAL CIRCLE
CELL PHONE PARKING LOT
EXIT B
TO PASSENGER TERMINALS
S. SERVICE RD
N. SERVICE RD
JFK CENTRAL TERMINAL AREA
TERMINAL PASSENGER PICKUP
TERMINAL 7
TERMINAL 6
TERMINAL 5
TERMINAL 8
TERMINAL 9
TERMINAL 4
TERMINAL 3
TERMINAL 1
TERMINAL 2


AirTrain Map
AirTrain: $5 Entry/Exit
NYC Subway or Bus: $2 to Any Point
LIRR: $ varies by destination
To Manhattan (Penn Station), Brooklyn and Queens
To Queens and Manhattan by NYC Subway
To Brooklyn and Manhattan by NYC Subway
Jamaica Station
To Long Island by LIRR
Jamaica Center by NYC Subway
Jamaica Center by NYC Subway
NYC Subway Sutphin Blvd/Archer Ave Station
LIRR Station
NYC Bus: Q6, Q8, Q9, Q24, Q30, Q31, Q40, Q41, Q43, Q44, Q54, Q56 Q60
LI Bus: N1, N2, N3, N4, N6, N22, N22A, N24, N26
Free Parking Shuttle Bus
Long Term Parking
Employee Parking
Valet Parking
Kiss & Fly
NYC Bus: B15
Howard Beach Station
Lefferts Boulevard
Rental Cars
Airport Hotel Shuttles
Cargo Area/Service
Road Shuttles
NYC Subway Station
Long Term Parking
NYC Bus: Q11 (200 Yards from Station: 102 Ave/159th Rd)
Federal Circle
Terminal 7
Terminal 6
Terminal 8
Terminals 5/6
Terminal 5
Orange Parking
Yellow Parking
Red Parking
Blue Parking
Terminal 4
All Terminals Loop
Howard Beach Route
Jamaica Station Route
Green Parking
Terminal 1
Terminals 2/3
Terminal 4
Terminal 3
Terminal 2
AIRTRAIN APE
AirTrain is ADA Compliant

Directions to John F. Kennedy International Airport

From the North:
From I-87 NY Thruway: South on Thruway-Major Deegan Expressway (I-87) to Cross Bronx Expressway (I-95); east on Cross Bronx to Van Wyck Expressway south (I-678) across the Bronx-Whitestone Bridge to Van Wyck Expressway (I-678) south which leads directly to the airport.

From I-95 New England Thruway: New England Thruway (I-95) south to Bruckner Expressway; take exit for Van Wyck Expressway south (I-678) across the Bronx-Whitestone Bridge to the Van Wyck Expressway south (I-678) which leads directly to the airport.

From I-84/I-684: South on I-684 to I-287; west on I-287 to NY Thruway-Major Deegan Expressway (I-87) to Cross Bronx Expressway (I-95); east Cross Bronx to Van Wyck Expressway south (I-678) across the Bronx-Whitestone Bridge to the Van Wyck Expressway (I-678) which leads directly to the airport.

From the East:
West on Long Island Expressway (I-495) to Van Wyck Expressway (I-678) south; take Van Wyck south directly to the airport.

From the South:
North on NJ Turnpike to Exit 13; east across Goethals Bridge to Staten Island Expressway (I-278); cross Verrazano Bridge; follow Gowanus Expressway north to Prospect Expressway south to 10th Avenue; follow 10th Avenue to McDonald Avenue south; turn left on Caton Avenue to Linden Boulevard (NY 27); take Linden Boulevard to Nassau Expressway directly to the airport.

From the West:
Via I-78: East on I-78 to NJ Turnpike south to Exit 13; cross Goethals Bridge to Staten Island Expressway (I-278) to Verrazano Bridge; just past the bridge, exit to Ft. Hamilton Parkway to Linden Boulevard (NY 27); take Linden Boulevard to Nassau Expressway directly to the airport.

Via I-80/I-280: East on I-80 to I-280 east to NJ Turnpike south; continue as above.

To Manhattan from JFK: Van Wyck (I-678) North to Long Island Expressway (I-495) West.

To Airports:
LaGuardia Airport: North on Van Wyck Expressway (I-678); East on Grand Central Parkway;

Newark Liberty International Airport: Belt Parkway West to Verrazano Bridge; continue on Staten Island Expressway (I-278) west to Goethals Bridge; across bridge, take NJ Turnpike north to Exit 13A or Exit 14; follow signs to airport.

John F. Kennedy International Airport Car Rental Information

Avis	(718) 244-5406 or (800) 230 4898
Budget	(718) 656-1890 or (800) 527-0700
Dollar	(866) 434-2226
Hertz	(718) 656-7600 or (800) 654-3131
National	(718) 632-8300 or (800) 227-7368
Enterprise	(718) 659-1200 or (800) 736-8227

John F. Kennedy International Airport Hotel Information

JFK Inn
154-10 South Conduit Avenue
Jamaica, NY 11434
Tel: (718) 723-5100
Fax: (718) 341-3730
Toll Free: (800) 734-5199

Crowne Plaza Hotel, JFK Airport
151-20 Baisley Boulevard
Jamaica, NY 11434
Tel: (718) 489-1000
Fax: (718) 489-1100
Toll-Free: (800) CROWNE PLAZA

Radisson Hotel at JFK
135-30 140th Street
Jamaica, NY 11436
Tel: (718) 322-2300
Fax: (718) 322-6894
Toll-Free: (800) 333-3333

Best Western JFK Airport
144 - 25 153rd Lane
Jamaica, NY 11434
Tel: (718) 977-2100
Fax: (718) 977-2200
Toll-Free: (800) 780-7234

Howard Johnson Express Inn at JFK Airport
153 - 95 Rockaway Blvd
Jamaica, NY 11434
Tel: (718) 723-6700
Fax: (718) 527-6300
Toll-Free (English): (800) 446-4656

Hampton Inn
144-10 135th Avenue
Jamaica, NY 11436
Tel: (718) 322-7500
Fax: (718) 322-7933
Toll Free: (800) HAMPTON

Courtyard by Marriott JFK Airport
145-11 North Conduit Avenue
Jamaica, New York 11436
Tel: (718) 848-2121
Fax: (718) 848-0888-fax
Toll-Free: (800) 880-1934

Holiday Inn JFK Airport
144-02 135th Avenue
Jamaica, NY 11436
Tel: (718) 659-0200
Fax: (718) 322-2533
Toll-Free: (800) 692-5350

Holiday Inn Express Kennedy Airport
153 - 70 South Conduit Avenue
Jamaica, NY 11434
Tel: (718) 977-3100
Fax: (718) 977-6100
Toll-Free: (800) HOLIDAY

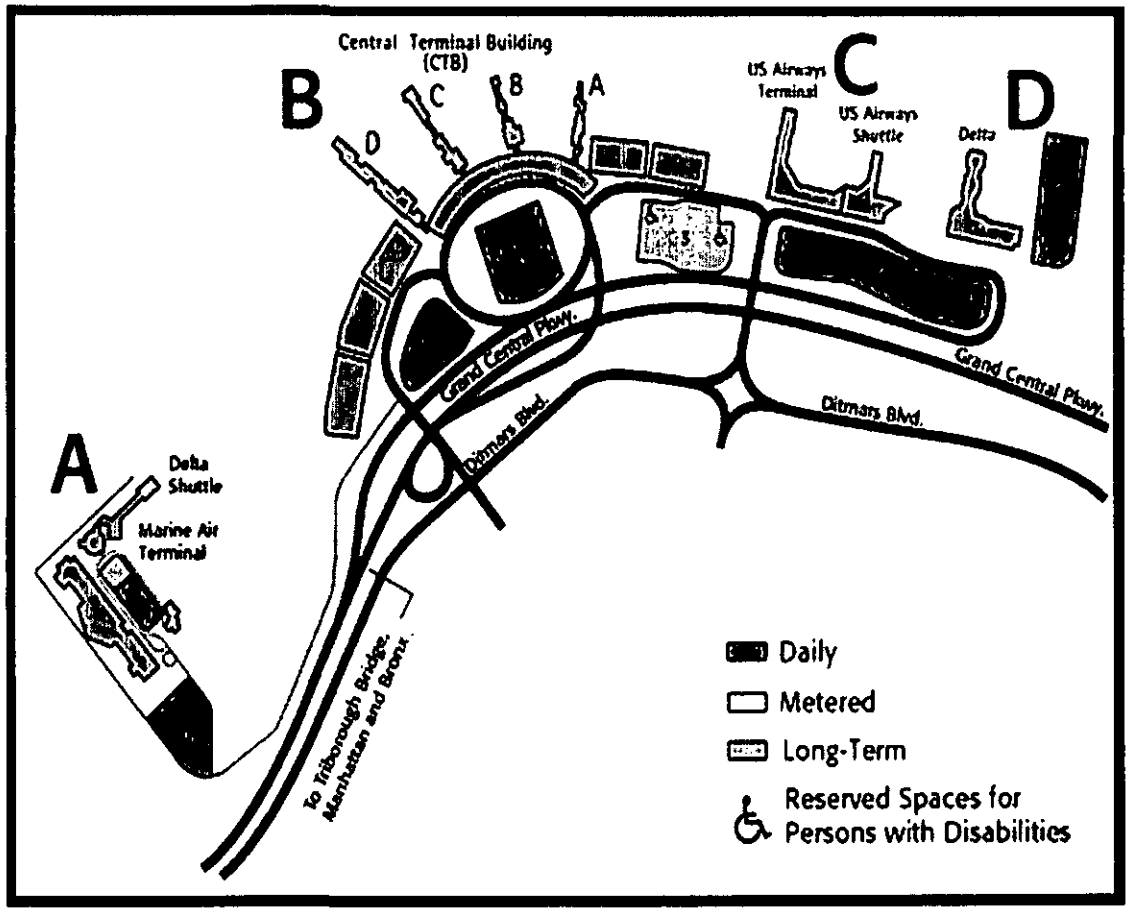
Comfort Inn JFK Airport
144 - 36 153rd Lane
Jamaica, NY 11434
Tel: (718) 977-0001
Fax: (718) 977-9166
Toll-Free: (800) 4 CHOICE

Double Tree Club Hotel
156-08 Rockaway Boulevard
Jamaica, NY 11434
Tel: (718) 276-2188
Fax: (718) 276-0255
Toll Free: (800) 222-TREE

John F. Kennedy International Airport Important Phone Numbers

PAPD	(718) 244-4335
General Information	(718) 244-4444
Lost & Found	(718) 244-4225
ABM Parking Services SIC	(347) 238-3231
ABM Parking Services Ln1	(347) 238-3232
ABM Parking Services Ln2	(347) 238-3233
ABM Parking Services	(718) 244-4168
Employee Sales	(347) 238-3239
Employee Sales	(347) 238-3240
Human Resource	(347) 238-3248
Customer Service	(347) 238-3238

LaGuardia Airport Information



Short Term
Up to 30 minutes - $ 3.00
31-60 minutes - $ 6.00
Each additional half hour - $ 3.00
To a daily maximum of - $33.00

Long Term
Up to 24 hours - $33.00
24-48 hours - $66.00
Each additional 8 hours - $ 6.00

Handicap
$3 up to the first half hour or part
$6 up to 1 hour
$3 for each half hour or part up to $33 per 24 hours for the first 48 hours
$3 for each half hour or part thereafter up to $18 maximum for each 24-hour period

Metered Parking – Marine Air Terminal
$.50 for each 15 minutes
2 hour limit

LaGuardia Airport Courtesy Buses Route A and B

Take the free Route A (All Terminals) or Route B (All Terminals Except for Marine Air Terminal / Delta Shuttle) courtesy buses to transfer between Parking Lots and Terminals. Route A buses run every 10-15 minutes from 4:00 a.m. to 11:30 p.m. and Route B buses run every 10 to 15 minutes from 6:00 a.m. to 2:00 a.m.

Directions to LaGuardia Airport

From the North:

From I-87 NY Thruway: South on Thruway-Major Deegan Expressway (I-87) to Robert F. Kennedy (Triborough) Bridge to Queens; east on Astoria Boulevard to 94th Street; left onto 94th north directly to the airport.

From I-95 New England Thruway: New England Thruway (I-95) South to Bruckner Expressway; take exit for Van Wyck Expressway (I-678) south across the Bronx-Whitestone Bridge to exit for Northern Boulevard (west); west on Northern Boulevard to Astoria Boulevard to 94th Street; right onto 94th Street (north) directly to the airport.

From I-84/I-684: South on I-684 to; west on I-297 to NY Thruway (I-87); south on Thruway-Major Deegan Expressway (I-87) to Robert F. Kennedy (Triborough) Bridge to Queens; east on Astoria Boulevard to 94th street; left onto 94th (north) directly to the airport.

From the East:

West on Long Island Expressway (I-495) to Brooklyn Queens Expressway (BQE I-278); take Brooklyn Queens Expressway (BQE I-278) north to Exit 38/Northern Boulevard; take Northern Boulevard east to 94th Street; turn left onto 94th Street north directly to the airport.

From the South:

North on the NJ Turnpike to Exit 13; east across the Goethals Bridge to Staten Island Expressway (I-278); cross Verrazano Bridge; Gowanus Expressway north to Brooklyn Queens Expressway (BQE I-278), north to Exit 38/Northern Boulevard; take Northern Boulevard east to 94th Street directly to the airport.

From the West:

Via I-78: East on I-78 to NJ Turnpike south to Exit 13; cross Goethals Bridge to Staten Island Expressway (I-278); cross Verrazano Bridge Gowanus Expressway north to Brooklyn Queens Expressway (BQE I-278); north to Exit 38/Northern Boulevard; take Northern Boulevard east to 94th Street directly to the airport.

Via I-80/I-280: East on I-80 to I-280; take I-280 east to NJ Turnpike south; continue as above.

To Manhattan from LGA: Grand Central Parkway West to the RFK (Triboro Bridge)

To Airports:

John F. Kennedy International Airport: West on Grand Central Parkway to Van Wyck Expressway (I-678) south; take Van Wyck south directly to the airport.

Newark Liberty International Airport: West on Grand Central Parkway to Long Island Expressway (I-495); West on Long Island Expressway (I-495) to Brooklyn Queens Expressway (BQE I-278); south on Brooklyn Queens Expressway (BQE I-278) to Verrazano Bridge; continue on Brooklyn Queens Expressway (BQE I-278) west to Goethals Bridge; across bridge, take NJ Turnpike north to Exit 13A or Exit 14; follow signs to airport.

LaGuardia Airport Car Rental Information

Avis (718) 507-3600 or (800) 230 4898
Budget (718) 639-6400 or (800) 527-0700
Dollar (718) 779-5600 or (800) 800-4000
Hertz (718) 478-5300 or (800) 654-3131
National (718) 429-5893 or (800) 227-7368
Enterprise (718) 457-2900 or (800) 736-8227

LaGuardia Airport Hotel Information

Crowne Plaza
104-04 Ditmars Boulevard
East Elmhurst, NY 11369
(718) 457-6300
(800) 692-5429
Fax: (718) 899-9768

Wyndham Garden Hotel - LaGuardia
100-15 Ditmars Boulevard
East Elmhurst, NY 11369
(718) 426-1500

LaGuardia Marriott
102-05 Ditmars Boulevard
East Elmhurst, NY 11369
(718) 565-8900
Fax: 718-898-4955

Airway Motor Inn
82-20 Astoria Boulevard
Flushing, NY 11370
(718) 565-5100

Sheraton LaGuardia East
135-20 39th Avenue
Flushing, NY 11354
(718) 460-6666
Fax: (718) 445-2655

Eden Park Hotel
113-10 Corona Avenue
Flushing, NY 11368
(718) 699-4500

Clarion Hotel
9400 Ditmars Boulevard
Flushing, NY 11369
(718) 335-1200

Wingate Inn & Suites at LaGuardia Airport
137-07 Northern Boulevard
Flushing, NY 11354
(718) 445-3300
(718) 445-4101 Sales

Garden Hotel LGA
136-36 39th Avenue
Flushing, NY 11354
(718) 426-1500

Ramada Plaza Hotel - LaGuardia Airport
37-10 114th Street
Corona, NY 11368
(718) 651-2100
(800) 272-6232

Skyway Motel at LaGuardia
102-10 Ditmars Boulevard
East Elmhurst, NY 11369
(718) 899-6900

Paris Suites Hotel
109-17 Horace Harding
Expressway
Flushing, NY 11368
(718) 760-2820

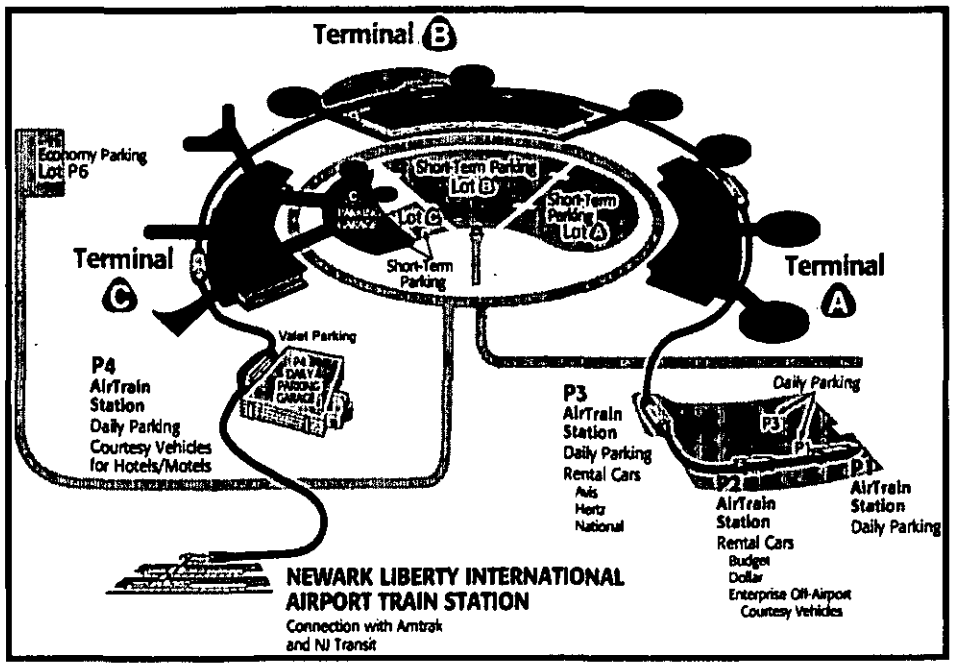
Howard Johnson
135 - 33 38th Avenue
Flushing, New York 11354
(718) 461-3888

Courtyard LaGuardia
Phone: 718-446-4800
Fax: 718-446-5733

LaGuardia Airport Important Phone Numbers

PAPD	(718) 533-3900
Emergency	(718) 533-4333
General Information	(718) 533-3400
Tow Truck Service	(718) 533-3993
Lost & Found	(718) 533-3988
Human Resources	(718) 468-3940
ABM Parking Services SIC	(347) 468-3928
ABM Parking Services Ln1	(347) 468-3929
ABM Parking Services Ln2	(347) 468-3930
ABM Parking Services	(718) 533-3850
Employee Sales	(718) 533-3413
Customer Service	(347) 468-3936

Newark Liberty International Airport Information



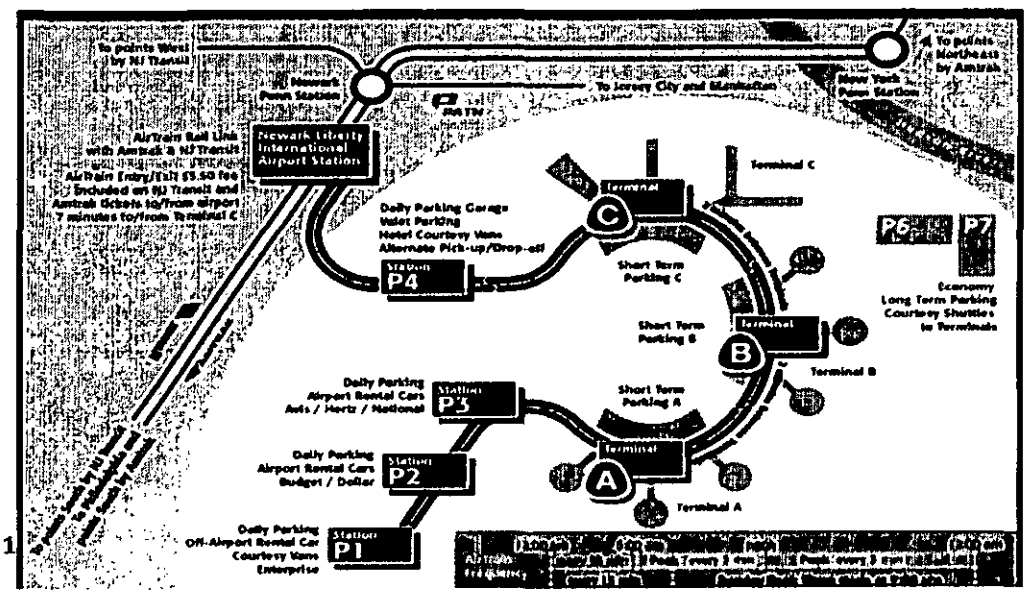
Short Term
Up to 30 minutes - $ 3.00
31-60 minutes - $ 6.00
Each additional half hour - $ 3.00
To a daily maximum of - $33.00

Daily (P1, 3 & 4)
Up to 30 minutes - $ 3.00
31-60 minutes - $ 6.00
Each additional half hour - $ 3.00
To a daily maximum of - $24.00 (P1 & 3) or $27.00 (P4)

Economy
Up to 24 hours - $18.00
Each additional 8 hours - $ 6.00

Valet
Up to 24 hours - $40.00
Each additional 12 hours - $20.00

Handicap
$3 up to the first half hour or part
$6 up to 1 hour
$3 for each half hour or part thereafter up to $18 maximum for each 24-hour period



Directions to Newark Liberty Airport

To EWR from the North:

From I-87 NY Thruway: Leave Thruway at Exit 15; south on NJ 17 to US 46; east on US 46 to NJ Turnpike south; take Turnpike Exit 14 or 13A; follow signs for Newark Liberty International Airport.

From I-95 New England Thruway: NE Thruway south to I-95-Cross Bronx Expressway; west to George Washington Bridge; continue south on NJ Turnpike as above.

From I-84/I-684: South on I-684 to I-287 to I-87-NY Thruway south on Thruway-Major Deegan Expressway; west to George Washington Bridge and south on NJ Turnpike as above.

To EWR from the East:

West on Long Island Expressway (I-495) to I-278/BQE; south on BQE to Verrazano Bridge; continue on I-278 west to Goethals Bridge; across bridge, take NJ Turnpike north to Exit 13A or Exit 14; follow signs to airport.

To EWR from the South:

NJ Turnpike north to Exit 13A or 14. Follow signs to Newark Liberty International Airport.

To EWR from the West:

Via I-78: East on I-78 to Exit 57; follow signs for Newark Liberty International Airport.

Via I-80/I-280: East on I-80 to I-280; take I-280 east to NJ Turnpike; south on Turnpike to Exit 14 or 13A; follow signs to Newark Liberty International Airport.

Via US Route 22: East on US 22 to merge with US 1&9 north following signs for Newark Liberty International Airport

From EWR to Various Locations:

Shore Points/ South Jersey: 78 West to the Garden State Parkway South
PA (Allentown): 78 West
Lincoln Tunnel: NJ Turnpike North
Verrazano Bridge: NJ Turnpike South to the Goethals Bridge (Exit 13) to I-278 East-Staten Island Expressway
George Washington Bridge: NJ Turnpike North
Lower Manhattan: 1&9 North or 78 East to the Holland Tunnel
Midtown Manhattan (42nd St): NJ Turnpike North to the Lincoln Tunnel
Upper Manhattan: NJ Turnpike North to the George Washington Bridge
Bronx: NJ Turnpike North to the George Washington Bridge to the Cross Bronx Expressway
Staten Island: NJ Turnpike South to the Goethals Bridge (Exit 13)
Brooklyn: NJ Turnpike South to the Goethals Bridge (Exit 13) through Staten Island (278 East) to the Verrazano Bridge or 1&9 North to the Holland Tunnel to Canal St. to the Manhattan Bridge

To Airports:

JFK Airport: NJ Turnpike South to the Goethals Bridge (Exit 13) through Staten Island (278 East) to the Verrazano Bridge; stay in left lane for the Belt Parkway East. Exit at JFK Airport and follow signs to terminal/ parking.

LaGuardia Airport: 1&9 North or 78 East to the Holland Tunnel. Exit #5 Canal Street to the Manhattan Bridge. 278 East (BQE), follow signs to LGA.

New Jersey Transit – www.njtransit.com
Amtrak – www.amtrak.com
Air Train Newark – www.airtrainnewark.com

Newark Liberty International Airport Car Rental Information

All call rental companies are located at the P2 AirTrain station.

Avis	(973) 961-4300 or (800) 230 4898
Budget	(973) 961-2990 or (800) 527-0700
Dollar	(973) 824-2002
Hertz	(973) 621-2000 or (800) 654-3131
National	(973) 622-1270
Enterprise	(973) 733-2723 or (800) 325-8007

(A shuttle bus departs from the P2 air train station to an off airport site.)

Newark Liberty International Airport Hotel Information

All hotels pick-up and drop-off at Air Train Station P4. Hotel courtesy vehicles depart approximately every 1/2 hour from Lot P4. There are courtesy phones available for major hotels.

Newark Airport Marriott
Newark International Airport
Newark, NJ 07114
Toll Free: 800-882-1037
Tel: (973) 623-0006
Fax: (973) 623-7618

Courtyard Newark Marriott
600 Route 1 & 9 South
Newark, NJ 07114
Tel: 973-643-8500
Fax: 973-648-0662

Hilton Newark Airport
1170 Spring Street
Elizabeth, New Jersey
07201-2114
Tel: 1/908/351-3900
Fax: 1/908/351-9556

Hilton Short Hills
41 JFK Parkway
Short Hills, New Jersey 07078
Tel: (973) 379-0100
Fax: (973) 379-6870

Howard Johnson Hotel
50 Port Street
Newark, NJ 07114
Tel:(201) 344-1500
1-800-I-GO-HOJO (1-800-446-4656)

Hampton Inn Newark Airport
1128-38 Spring Street
Elizabeth, NJ 07207
Tel:(908) 355-0500
(800) HAMPTON (426-7866)
Fax:(908) 355-4343

Best Western
Newark Airport West
101 International Way
Newark, New Jersey, 07114
973-621-6200 Fax: 973-621-6266

Hilton Newark Gateway
Gateway Center - Raymond Blvd
Newark, New Jersey 07102-5107
Tel: (973) 622-5000
Fax: (973) 622-2644

Holiday Inn North
160 Frontage Road
Newark, NJ 07114
Tel:(973) 589-1000
Fax: (973) 589-2799

Newark-Days Inn Airport
450 Route 1 South
(near Haynes Avenue)
Newark, NJ, 07114
Tel:(973) 242-0900
(800) DAYS INN (800-329-7466)

Newark Robert Treat
Travelodge Hotel
50 Park Place
Newark, NJ, 07102, US

Ramada Inn
US Highway 1 and 9 & Haynes Avenue
Newark, NJ 07114
Tel: (973) 824-4000

Sheraton Newark Airport Hotel
128 Frontage Road
Newark, New Jersey
Tel: (973) 690-5500
Fax: (973) 465-7195

Four Points Sheraton Newark International Airport
Newark Airport
901 Spring Street
Elizabeth, New Jersey 07201
Tel: (908) 527-1600
Fax: (908) 527-1327
Reservations: (800) 325-3535

Best Hotel
2735 Rte. 22 West
Union, NJ 07083
Tel: (908) 687-8600

Wyndham Newark Airport
1000 Spring Street
Elizabeth, NJ, 07201-2183
Tel: 908-436-4600

Newark International Airport Important Phone Numbers

PAPD	(973) 961-6230
General Information	(973) 961-6000
Impound Lot	(973) 961-6230
Lost & Found	(973) 961-6230
ABM Parking Services SIC	(973) 718-7270
ABM Parking Services Ln1	(973) 718-7271
ABM Parking Services Ln2	(973) 718-7272
Supervisors Ln1	(973) 961-6421
Supervisors Ln2	(973) 961-6422
Employee Sales	(973) 961-022/2023
Human Resources	(973) 718-7259
Customer Service	(973) 718-7267/7269

General Email Information
LaGuardia Airport Website
www.laguardiaairport.com
John F. Kennedy Website
www.kennedyairport.com
Newark Liberty Website
www.newarkairport.com
Port Authority Website
www.panynj.gov
ABM Customer Service Email
parkingcustomerservice@abm.com
PA Customer Service Email
airportcustomercare@panynj.gov

E-ZPass Customer Service

New York Customer Service Center	(800) 333-8655	www.ezpassny.com
Regional Consortium Service Center	(800) 288-6865	www.ezpass.com
Delaware River Port Authority	(800) 881-3772	www.drpa.com
Pennsylvania Turnpike Authority	(800) 736-6727	www.paturnpike.com
Massachusetts Turnpike Authority	(800) 525-3278	www.mtafastlane.com
West Virginia Parkways Authority	(800) 206-6222	www.wvturnpike.com
Maryland Transportation Authority	(800) 321-6824	www.ezpassmd.com

Airport Wayfinding System

Yellow background signs are airline connected. You follow them to find airline ticket counters, gates or baggage claim.

Black background signs are "services" connected. You follow them to find restrooms, elevators, ATM machines, and other services.

Green background signs are transportation connected. You follow them to find parking, Taxis, Ground Transportation Counters and buses.

SECTION TWO – OPERATIONS

Job Functions and Responsibilities

SIC/Supervisors – All SICs and supervisors are required to monitor and ensure the compliance by all staff of established Airport Customer Service standards.

Supervisor-In-Charge

- ★ Supervise all parking activities for which the contractor is responsible on an assigned shift at the facility.
- ★ Monitor and ensure the compliance by all staff of established Airport Customer Service standards.
- ★ Be responsible for the optimum utilization of personnel and other resources on an assigned shift, including assistance in establishing entrance and exit lane scheduling patterns necessary to meet adequate service standards.
- ★ Discuss any existing problems concerning vehicles, tickets, staffing coverage, broken equipment or other related matters with the SIC from the previous shift.
- ★ Assign supervisors' specific duties including skimming of monies from cashier's booths, manning the duty desk, customer service supervision and patrolling of parking fields and roadways.
- ★ Schedule proper supervision for the assigned shift, arrange for lunch relief, days off, cashier rotation, vacation and similar categories of time.
- ★ Explain new procedures to supervisory staff as they are implemented.
- ★ Contact the General Manager/Operations Manager for updating on current changes. Keep the General Manager/Operations Manager fully informed on daily operations.
- ★ Oversee the change of shift by physical presence in the office to ensure all employees are in compliance with company's uniform and policies.
- ★ Check supervisor's tour assignment reports to insure proper staffing coverage in all parking areas. Authorize necessary steps to obtain volunteers for overtime, as necessary.
- ★ Assume the responsibilities as company representative when both the General Manager and the Operations Manager are unavailable.
- ★ Pay careful attention to PRCS, and vault-room functions.
- ★ Maintain appropriate liaison and coordination with Port Authority Duty Transportation Supervisor on daily operational problems affecting patron service or public relations.
- ★ Assist in personnel training of all supervisory personnel and advising them of company rules, regulations, standards and responsibilities.
- ★ Oversee duties performed by Parking Supervisors, monitor their daily reports on physical conditions of cashier booths and take follow-up action to effect repairs. Report findings to management as required.
- ★ Train lower-level supervisory personnel on their functions and responsibilities and evaluate subordinate performance.
- ★ NOTE: In addition to the above there are other related duties that may be required in this job category. The points outlined as key items of responsibility are set forth here primary as a guide.
- ★ Log all computer malfunctions and dispatch proper maintenance personnel to resolve the problem.
- ★ Resolve any problem with cashier personnel. Answer incoming intercom calls from cashier staff and resolve the situation in accordance with company policy. Depending upon the situation, advice or approval may be sought from the Port Authority supervisor to assist in correcting the condition.

Field/Office Supervisor and Locations

- ★ Under the direction of the Supervisor-In-Charge provide the first-line supervision of all personnel of the contractor engaged in the parking lot operation to ensure safe and efficient service, which may include resolution of problems at the exit plazas.

- ★ Assure optimum utilization of personnel and other resources to maintain adequate patron service standards. Assist and recommend in the establishment of entrance and exit-lane scheduling patterns to maximize staff efficiency. ***Shift change should be done one at a time. At no time should more than one lane close when there is shift change.***
- ★ As assigned, assume supervision of the duty desk, with responsibilities for maintaining operating logs, assigning cash banks, and control keys to cashiers, including the control of variable message signs and the monitoring of any camera system.
- ★ Check all tollbooths, parking equipment and areas for condition and serviceability. Note cleanliness, rubbish, broken glass, condition of time clock, doors, windows, instruction cards and sheets and all equipment. Note deficiencies and corrective action in supervisor's log.
- ★ Check accuracy of time stamped by all time clocks at least once during assigned shift.
- ★ Check the attendance of all subordinate employees and monitor their ability to perform required duties and to reflect favorably upon organization with respect to appearance and compliance. Assure that an employee judged to be unfit is not permitted to go on duty before all deficient conditions are corrected.
- ★ Assign positions to each employee indicated on the work schedule and assure that each employee's change bank is in order.
- ★ Evaluate all traffic conditions and provide adequate tollbooth coverage (opening, closing and reversing lanes) to meet adequate standards of service. Open or close lots as occupancy reaches a certain predetermined level. Consult with the Port Authority personnel as required providing optimum traffic flow and a high level of customer service.
- ★ Supervise and train employees' personal contact with patrons to insure the establishment and maintenance of favorable public relations.
- ★ Take steps to prevent the accumulation of improperly parked vehicles considered a hindrance to traffic circulation within the lot.
- ★ Handle the investigation of lost-claim check cases and customer complaints when such handling by supervisors rather than cashiers is required.
- ★ Oversee the checkout of cashiers at the end of assigned shift. Assure completion of ticket and cash records as well as cash deposits, and of tour reports.
- ★ Instruct and train employees in duties, rules and regulations. Insure that all instructions to employees are properly carried out.
- ★ Report to management all pertinent items and field activities vital to parking security and affecting the efficiency of operations. This includes traffic and parking patterns which the supervisor notes during personal inspection.
- ★ Conduct field inspections on a regular basis and report deficiencies to the Supervisor-In-Charge where the Port Authority corrective action is required. Submit reports to supervisor-In-Charge and/or Operations Managers as conditions warrant.
- ★ Physically inspect company vehicles for cleanliness and damage, and report findings to SIC for corrective action.
- ★ Supervise pre-paid stations, elevators, escalators at locations if required to satisfy operational needs.
- ★ Supervisors should be prepared to work any assign posts given to them at any point.

POF Supervisor Functions:

- ★ POF keys are utilized by the supervisor to retrieve retracted tickets and replace receipt paper. One key ring contains all keys for the POF machines (Total of 12 at JFK & 14 at LGA) and they are kept in the vault room safe.
- ★ The Supervisor would be issued by the SIC at the beginning of each tour. The supervisor would be responsible to respond to any call to retrieve any retracted tickets and replace receipt paper as needed.
- ★ The keys are returned upon completion of this task and logged by the SIC. Any retracted tickets are to be returned to Auditing

In addition, workstation supervisors:

- ★ Must master all of the job functions and responsibilities of the cashiers, supervise them, and render such advice and training to them as necessary.
- ★ Possess significant computer training to enable him/her to train cashiers and to correct problems that may result from malfunctioning of the equipment or its improper use.
- ★ Must be in constant communication with the cashiers and take appropriate action to clear any situation in the lanes.
- ★ Must be in communication with patrons and be able to solve a patron's problem at entry lanes, exit lanes and pre-paid stations.
- ★ Must be able to effectively communicate with management, vendor support people, and other entities operating at the airport.
- ★ Do not leave assigned post unattended without prior approval from the SIC.
- ★ Must be able to understand and use the Revenue Control system.

Unmanned Supervisor (Plaza)

- ★ Plaza supervisors in charge of the unmanned lanes will be responsible to assist the CT with any transactions it may encounter problems with.
- ★ Supervisor would request the control room to open the lanes in unmanned mode. The supervisor would login into the CT **without** starting a shift. By just login into the CT, the supervisor will be able to view and assist transactions being processed. In the supervisor begins a shift the lane will not be unmanned and will accept cash, and Onyx will not allow the supervisor to login into consecutive lanes.
- ★ The lanes will process transaction without intervention unless the EZ-Pass is not a valid EZ-Pass Plus tag; if the customer takes longer than 20 seconds to enter the ticket. If more than 20 seconds pass from the time the EZ-Pass was read and the moment the customer enter the ticket. The EZ-Pass must be patch for it to work. If the transactions requires the user to select from a fuzzy match. The ticket is unreadable, or the customer wants to pay cash.
- ★ These lanes **do not** take cash, therefore when customer that wants to use this form of payment and drive into these lanes. The supervisor must void the transactions and assist the customer to back up and use a manned lane.
- ★ The only moment that credit card is accepted in these lane is when there is not a valid EZ-Pass Plus tag, no EZ-Pass is present, or the overhead EZ-Pass read times out. The lane automatically tries to charge the EZ-Pass. If the customer has a valid EZ-Pass Plus tag and wants to pay credit card, the CT will charge it automatically. One way to go around this is not to insert the ticket until after 30 seconds, forcing the overhead EZ-Pass read to timeout.

Supervisor locations / call numbers at Newark Liberty International Airport

	Location	Radio Call Number
Short-term	CTP Plaza	709
	Plaza 3	711
	Plaza 2	712
	Plaza 1	712 A
Daily	P1/P3	714
	P4 Plaza	715
	P4 Garage	715 A
Economy	P6	716
	P6 Field	716 A

	P7	716 B
Valet	P4 Air-train station	801
Employee	Lot F	717
Supervisor	Field	710
SIC	Field	703A
Supervisor	Control room (PRCS)	706
SIC	Control room	703

Supervisor locations at LaGuardia Airport

	Location	Radio Call Number
Lot	1-7, 10E and 10W	By name

Supervisor locations at JFK Airport

	Location	Radio Call Number
Lot 1	Green	By Name
Lot 2	Blue	
Lot 3	Red	
Lot 4	Yellow	
Lot 5	British Deck (Orange)	
Long Term	Grey	
Supervisor	Field	
SIC	Field	
Supervisor	Control room (RCS)	
SIC	Control room	

Lane Cashier

The function of a "Cashier" is to collect parking fees from patrons as they leave the Airport Parking Lots. Normally the parking lot computer will calculate parking fees, however, in the event of power outage or computer malfunction, cashier must be able to calculate fees owed.

- ★ The cashier will be fully knowledgeable of the Port Authority lot rate structure and ensure that patrons are properly charged in accordance with the published rates.
- ★ The cashier will ensure the safeguarding of funds and be accountable for overages and shortages.
- ★ The cashier will prepare a daily tour report recording by denomination the total number of monies and tickets collected, recording any exceptions.
- ★ As directed, the cashier will prepare lost claim-check forms and balance due statements.
- ★ The cashier will be fully knowledgeable on the Port Authority's Revenue Control System computer terminal installed at the exit lane toll plaza.
- ★ The cashier will provide superior customer service to airport customers.
- ★ When there is a shift change only one lane at a time should be closed. At no time should more than one lanes closed during the shift change.

- ★ The cashier shall present an exceptionally well groomed, neat, clean, and conservative professional appearance. Wear only appropriate accessories. Fully display nameplate, name tag and company's identification at all times.
- ★ The cashier should be knowledgeable of airport destinations, entrances, exits, etc.

Traffic Attendant

- ★ Under direction of your Supervisor-In-Charge you will be assigned to a particular post. You are required to remain at your designated post, be alert and portray a professional conduct (leaning on the concrete barriers is unacceptable).
- ★ Under immediate supervision and direction of the Field Supervisor, change traffic directional signs and set up traffic cones to facilitate the flow of traffic within public parking lots at the airport.
- ★ Direct patrons to available parking spaces within parking lots when required, and set up barriers or traffic cones to prevent unauthorized parking, where necessary.
- ★ Direct departing traffic to available cashier lanes to expedite such traffic.
- ★ Report to immediate supervisor pavement failures including potholes and all other deficiencies with regard to the physical condition of the parking lots.
- ★ The traffic attendant will provide superior customer service to airport customers.
- ★ Perform other related duties as directed by the supervisor.
- ★ The traffic attendant shall present an exceptionally well groomed, neat, clean, and conservative professional appearance. Wear only appropriate accessories. Fully display name tag and company's identification at all times. You are required to wear traffic vest while on duty.
- ★ The traffic attendant should be knowledgeable of airport destinations, entrances, exits, etc.

Hand Signals

Stop
Proceed forward
Proceed backward
Turn left
Turn right

When directing traffic it is important to direct traffic using friendly but direct hand and body movements.

Directing Traffic at LaGuardia Airport
Short Term Parking – Lots 1-4-5-6-7 / Lot 2 Garage

- ★ It is very important and a "must" that Traffic Attendants in the short term parking area communicate any changes in traffic pattern to their supervisors.
- ★ Weather and holiday related traffic is very common and directly effects traffic flow in the parking area.

Long Term Parking Lot #3

- ★ When Lot #3 is closed it is important to emphasize that all other lots are based on the rates posted for that parking lot. We do offer the customer a long term parking voucher which will allow them to park in another lot and receive the long term rate. The T/A, upon distribution of the voucher must remind customers to sign and turn in vouchers to the cashier upon exit to obtain the long term proper rate. Explain that there is a map on the back of the voucher and if needed give specific directions to the customer.

Directing Traffic at John F. Kennedy International Airport
Short Term Parking – Lots 1-4-5-6-7 / Lot 2 Garage

- ★ It is very important and a "must" that Traffic Attendants in the short term parking area communicate any changes in traffic pattern to their supervisors.
- ★ Weather and holiday related traffic is very common and directly effects traffic flow in the parking area.

Long Term Parking Lot #9

- ★ When Lot #9 is closed it is important to emphasize that all other lots are based on the rates posted for that parking lot. We do offer the customer a long term parking voucher which will allow them to park in the Red lot and receive the long term rate. The T/A, upon distribution of the voucher must remind customers to sign and turn in vouchers to the cashier upon exit to obtain the long term proper rate. Explain that there is a map on the back of the coupon and if needed give specific directions to the customer. (*If there is a need for additional overflow lots, instructions will be forthcoming from your* Supervisor.)

Directing Traffic at Newark Liberty International Airport

Short Term Parking – A-B-C Lot/Garage

- ★ It is very important and a "must" that Traffic Attendants in the short term parking area communicate any changes in traffic pattern to their supervisors.
- ★ Weather and holiday related traffic is very common and directly effects traffic flow in the short-term area.
- ★ Pay attention to where T/A's are directing traffic when working at the mini-plazas. It's important to keep the amount of vehicles even between each open plaza and CTP.

Daily P4 Garage

- ★ At times of heavy business travel the P4 garage may fill to capacity. It is important that the T/A give each customer who approaches the option of Valet at the regular rate of $40 per day (no discount is available) or P1/P3 at the same daily rate of $27 per day.

Daily P1/P3

- ★ When the economy lots P6 and P7 fill to capacity all customers will be directed to use P1/P3. They are directed to this lot either by electronic signs on the highway or by traffic attendants located at P6. All customers directed to this lot will be given a green coupon to receive the P6 parking rate. If you are located at the entrance of P1/P3 and issuing green coupons it is important that each and every customer receives a coupon and knows that he/she must present it to the cashier before inserting their ticket at the exit lane.

Economy P6

- ★ When P6 and P7 (if being used) are closed it is important to emphasize that P1/P3 will be the only lot that the economy rate will be honored. If you are issuing green coupons directly from P6 explain that there is a map on the back of the coupon and if needed give specific directions to the customer.

Radio Communication

Guidelines:

- ★ When making a radio transmission, put the name of the party you are trying to contact first. For example, if the Office SIC is trying to reach a Field supervisor, the SIC will say, "Supervisors Name (call number), Control."
- ★ Keep your transmission as short and as clear as possible. Speak loudly and clearly.
- ★ Be precise in your message. Do not assume that the person you are speaking to knows what you are talking about.
- ★ **Remember that a radio is not a telephone. Everyone on the frequency hears what you are saying, think before you speak.**
- ★ Pay attention to the radio. If you are not the one being addressed on the radio, do not "tune it out." Listen anyway because the message may concern you.
- ★ If you are not sure if your radio is working, call on the air for a radio check. It is your responsibility to make sure your radio is working properly. The correct response to a radio check is "I read you five by five."

- ★ A "landline" should be requested only in the event of very long, detailed messages, or for messages that are of a discreet nature. However, if the other party is not available for a landline, you should relay the message in the shortest, most tactful way possible.

Terminology

"Break" should be used when ending one transmission and starting another one.
"Copy" means "I understand." When phrased as a question ("copy?") It means "do you understand?"
"Go" means "proceed with your message."
"Roger" means "I understand and will comply."
Phonetic Alphabet for Radio and Intercom Transmission

A- Alpha	J- Juliet	S- Sierra
B- Bravo	K- Kilo	T- Tango
C- Charlie	L- Lima	U- Uniform
D- Delta	M- Mike	V- Victor
E- Echo	N- November	W- Whiskey
F- Foxtrot	O- Oscar	X- X-Ray
G- Golf	P- Poppa	Y- Yankee
H- Hotel	Q- Quebec	Z- Zulu
I- India	R- Romeo	

Beginning of Cashier/Traffic Attendant Shift

Each cashier and T/A reports to the control room at the beginning of their shift to clock-in, collect a money bag, cashier shift report, receive lane assignment, and receive any other equipment needed.

There will be one supervisor (usually SIC supervisor) who ensures that incoming employees are in complete uniform (see uniform policy), have their ID and nameplate. After this has been verified the employee may punch-in and begin their shift. Each cashier must be issued a money bag and each T/A must be issued radio.

Cashiers must be in complete uniform including name badge and nameplate. If they are not in complete uniform they should be sent to the SIC on duty.

Telephone and Intercom Communication

When answering any office telephone or customer intercom, please follow the following script:

- ★ "Good morning/afternoon/evening, ABM Parking Services, this is *your name* speaking."
- ★ Always speak slowly and clearly.
- ★ Always adhere to the Port Authority Customer Service Standards.

When communicating over the phone, radio, etc. with co-workers the same courteous vocabulary should be used.

Log-in and Password

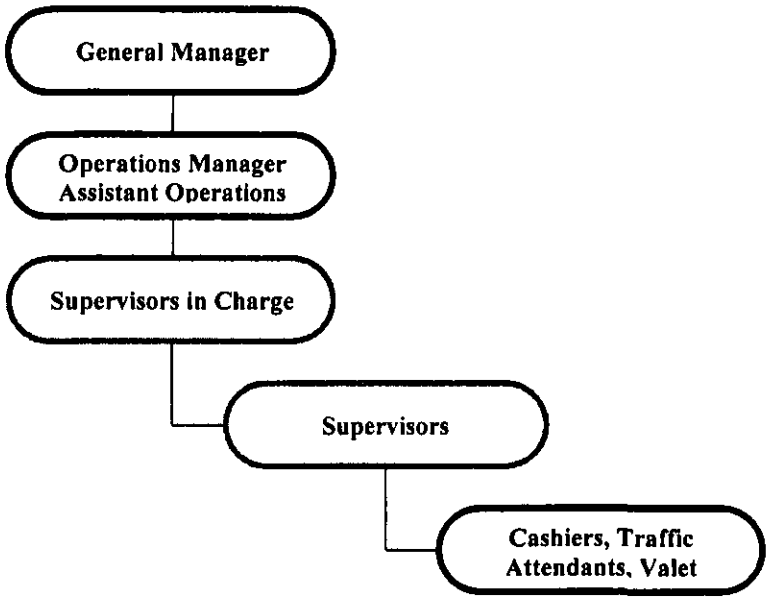
In order to perform the functions of the Federal APD equipment you are required to **"Log-in"** into the system using a **"Username and Password". It is of the utmost importance that you remember your "Username and Password".** Your **"Password"** has to be changed every 90 days as a requirement of the PA Audit Department and in accordance with the PA contract agreement.

ABM management will review the exception reports and will monitor employees who continually log-in with incorrect username and/or password. Inputting incorrect user name and/or password will allow the system to lock you out and as such, may result in delay opening a lane(s), traffic congestion, defeat our customer service programs and penalty from the PA.

Only use your own user name and password. If it is found that you are using a user name and password other than your own, disciplinary action will be enforced.

Chain of Command

It is important to understand the list of job responsibilities for each position. Understanding the role that you play is even more important. All employees have to adhere to the responsibilities list that is assigned to them. The chain of command and who you answer to is determined by the following chart.



It is important to always direct any operational situations to your immediate supervisor. It is also important to follow any directives given from your immediate supervisor.

Unless a specific Human Resource policy is broken, all levels of the chain of command are to adhere to the request of their supervisors. Please refer to the Human Resource section of this manual as a guideline. Also, please refer to the policies/procedures and professional conduct sections of this manual.

Company Vehicles

Vehicular accidents and repairs are not only a major expense to the company but can cause serious injuries to the drivers as well as other parties involved. Careful driving is essential for the safety of you and others.
These key points may help prevent an accident when driving from location to location while on duty:

- ★ No cell phone use or loud music while operating company vehicles. (Reminder: it is illegal to use a hand held phone while driving.)
- ★ Anticipating drivers' actions as they drive up to exits, intersections, and other areas in the parking lots.
- ★ Opening the doors carefully and slowly when getting in/on and out/off the vehicle. This will avoid hitting other vehicles parked next to you.
- ★ Driving vehicles slowly, reasonable and carefully. Be alert at all times.
- ★ Observe all traffic signs and signals.
- ★ Refrain from parking the vehicle on active roadways. (Do not disembark and/or embark employees on active roadways. Accidents that occur on active roadways while parking or allowing employees to

get in/on or out/off the vehicle is a potential risk for serious liabilities and lawsuits. This may be very costly to the company.)

- ★ Using headlights when driving through garages and on ramps. It is also required by law to turn on your headlights when using the windshield wipers (rain, fog, etc.)
- ★ Use precautions – look carefully at your mirrors to insure the roadways are clear - when backing out of a parking space. Make sure it is safe before reversing the vehicle.

Vehicle Checklist

Each supervisor assigned or operating a company vehicle must complete a vehicle inspection checklist prior to driving the vehicle. The checklist must be completely filled out each time a new drive takes over the responsibility of a vehicle.

If the assigned vehicle has any damages not listed on the previous checklist or major physical damage that may cause safety risks, the supervisor must immediately notify the SIC on duty. All company vehicles must be driven in accordance with all state driving laws. Speed limits, street signage, and courteous driving must be abided by at all times. The vehicle beacon light must be turned on while driving in any garage. If any supervisor is involved in a vehicular accident of any kind (minor or major) they must notify their SIC immediately and/or the PAPD.

Motorcycles

Motorcycles should not enter or exit through the Federal APD system. The entrance and exit gates are not equipped to safely process motorcycles. There are signs posted on each gate arm at the entrance of the lots stating that motorcycles are prohibited. In the event that you have to process a motorcycle, follow the procedure below.

1. When the motorcycle is recognized, process the transaction and collect any applicable fees.
2. If the customer informs the cashier that a ticket was not issued at the entrance, process as a lost claim.
3. If a ticket was issued but the CT is not recognizing the motorcycle in the lane create an entry using the ticket.
4. Document any motorcycle transactions on the exception report.

At EWR there is designated motorcycle parking located on the first level of the P4 garage. The entrance located at the first level across from the valet stand should be used. This area is intended for airport employees only. Since tickets are not used, the driver will not be charged for the usage of the space.

Damage Claims in Self Park Lots

ABM Parking Services and/or the Port Authority are not liable for damages that occur to a vehicle while parked in any self-service parking lots at the New York/New Jersey Airports. This includes Short-term parking Lots, the Long Term/Economy parking lots and Employee parking Lots. Each issued parking ticket has a written statement limiting liability. See below.

THIS LICENSE LIMITS OUR LIABILITY- PLEASE READ IT
This contract licenses the holder to park one automobile in this area at holder's risk. LOCK YOUR CAR. We are not insures and are not responsible for damage to automobiles or other articles by fire or any other cause, for theft of automobiles or other articles or any other loss in connection therewith, including without limitation, loss of use and physical damage thereof.
Self-Service Parking Lot-not attended. Only a license is granted hereby and no bailment is created. This is the full license and no employee shall change it.

It is stated on the back of each issued parking ticket- This license expires in 30 days. Cars left for more than 30 days shall be deemed abandoned and will be disposed of at the owner's expense unless special arrangements are made with the Parking Lot Manager.

When you encounter a customer who is currently in the lot and requesting to submit a claim for damages, you should complete an incident report immediately and offer to call the PAPD so they can also complete a police report.

If a customer calls with a claim after he/she has left the parking lot, please complete an incident report over the phone (make note that it was taken over the phone) and forward to the Customer Service and/or Operations Manager.

Valet Claims Report – Newark Liberty International Airport

If a customer is claiming damages to their vehicle while their vehicle was parked in valet, a valet incident report should be completed. Once the claim is submitted by ABM to "Instant Estimator", the customer will be contacted within 72 business hours. It is very important to obtain the email address of the customer. This will be the primary and preferred means of communication between the claims director and the customer.

Incident Reports – Valet Claims

The valet manager will investigate all claims and will determine if ABM Parking Services is liable for the claims. Should the investigation result from an employee's involvement the appropriate disciplinary actions will be taken. Details of the investigation will be sent to the Administrative Executive to contact the patron to provide three (3) estimates of the damages. The release will be sent to the patron before payment is made. Should the investigation prove that ABM Parking Services is not liable a denial letter will be mailed to the patron.

Incident Report – Vehicular Accidents/Property Damages

The incident reports involving vehicular accidents, damages, etc. should be forwarded to the Administrative Executive. The customer should be notified that they can contact Customer Service for more information.

Incident and Employee Accident Injury Reports

It is very important that incident reports are completed for any parking lot incidents that occur. These reports should be clearly written and a detail description of the incident should be provided.

General procedures are noted, however, all applicable personnel (SIC, HR, various Managers) take part in on-line certification training for this procedure. If you are not fully aware of reporting procedures, please contact your OPs Manager and a training session will be set up for you. A copy of the Accident Investigation manual should be available at the SIC desk. Basic information such as what is noted below will always be required in addition to what is in the on-line training.

Accident Reports – Employees claiming injuries on the job.
The Accident/Illness reports involving employees claiming injuries on the job should be addressed and forwarded to the Human Resources Department. Please make sure that the following information is properly completed.

- ★ *Physician/Health Care Professional Information – If the employee refuses medical treatment, clearly indicate in the report.*
- ★ *Date and Time of the accident.*
- ★ *How the accident occurred and type of injuries.*
- ★ *Witnesses, if any.*

- ★ *The accident report has to be completed either by the Supervisor or SIC and **NOT** by the injured employee.*
- ★ *The accident reports should reach the HR Department within 24 hours from the time of the accident.*

Employee Illness
How to Report an Employee Injury Via the ABM Nurseline - **Call 1-888-840-4148**

Enter the prompt for the Parking Division, and press Option 1, you will be connected to the nurse!

STOP! IF THIS IS AN EMERGENCY DIAL 9-1-1

(Notify Your Regional Administrator Immediately After Caring For The Employee)

Directions: Supply the Nurse Practitioner with your REGIONAL INSURANCE CODE (EWR-4424, LGA-4464, JFK-4469) and your location's (JDE) Business Unit Number (EWR-25801531, LGA-25801532, JFK-25801532). Please consult with your Regional Claims Administrator following your report to the ABM Nurseline.

Note: If the employee has already received medical attention and/or is not present DO NOT CALL the nurse.

REPORT THE CLAIM DIRECTLY TO YOUR REGIONAL CLAIMS ADMINISTRATOR WITHIN 24 HOURS.

PAPD Impounded Vehicle Procedure

It is stated on the back of each issued parking ticket- "this license expires in 30 days." Cars left for more than 30 days shall be deemed abandoned and are subject to be towed to the PAPD impound lot at the owner's expense (unless special arrangements are made with the ABM Parking Services).

- ★ On a weekly basis ABM faxes the report of vehicles left in the parking lots over 30 days to the Port Authority.
- ★ PAPD will inform ABM control office when they are towing vehicles out of the parking lots. The transactions are processed as abandoned vehicles at the exit plazas and parking fees associated with vehicles will show on the accounts receivable reports.
- ★ PAPD and the Towing Company will fill out and sign a certificate of release for each vehicle removed from the parking lots.
- ★ ABM SIC will collect all the certificates of release (it is a four part document consecutively numbered) and file in a folder (entire document) in the control office until the vehicle(s) is/are released.
- ★ ABM SIC will record all impounded vehicles in the impounded vehicle database/log. Each entry has the date impounded, license plate number, lot name, impound number, parking fees owed, date released, amount collected. (Date released and amount collected will be updated when the vehicle is released from the impound lot.)
- ★ When a vehicle is released the PAPD will inform ABM's control office that a patron is at the impound lot to retrieve their vehicle. The PAPD will provide the license plate number so that the duty supervisor can verify the license plate and fees to be collected and log into the impounded vehicle database/log. (The patron can pay at the impound lot and/or at the supervisor's control office)
- ★ The control desk supervisor will retrieve the certificate of release from the impounded vehicle file for the vehicle being released. The field supervisor collecting the parking fees for the vehicle (whether at the impound lot and/or the control office) will complete the patron's information on the form and get a signature from the towing company validating the vehicle's release and payment made.
- ★ The white copy is for ABM audit department, the canary copy is the patron's receipt, the pink copy is PAPD receipt and the golden rod copy remains in the vehicle impounded file.

- ★ Should the patron not have sufficient funds for the parking fee, the Port Authority supervisor on duty should be informed. A balance due can be issued pending approval from the Port Authority supervisor.
- ★ All fees collected are made as a special deposit.
- ★ A copy of the deposit slip attached to the completed certificate of release (white copy) will be sent to ABM Audit Department for revenue reconciliation and records.

Emergency Roadside Service

1. ABM's supervisor will respond to all emergency roadside service calls (within 15 minutes) and will accompany the patron until the service is complete.
2. *ABM's supervisor will handle service calls, such as, boost for vehicles with dead batteries. In* the event your attempts fail, inform the authorized airport towing service for assistance.
3. ABM supervisor will need to have the patron sign the liability waiver prior to providing vehicle boost. If patron refuses to sign, then the supervisor should inform the SIC that the boost cannot be done and additional services are needed for the patron.
4. Service calls such as, lock-outs, tire change and/or any services needed that ABM does not have the capabilities to provide should be referred to the authorized airport towing service for assistance.
5. ABM's supervisor, on scene, should inform the SIC if the authorized Airport towing service does not show up within 15 minutes. It is very important to follow up on the service calls to ensure the service is completed within the 15 minute period.
6. ABM's SIC/Supervisor will sign all receipts for the services provided. The original copy of the receipts should be submitted to Management for the verification of the services provided and for billing purposes.
7. All service calls should be recorded on the Daily Auto Assistance Form with complete detail information.

Field Inspection Report

The below report must be completed during each Tour for each parking lot. All supervisors should hand report into their SIC at the end of their tour. Any urgent matters must be reported to your SIC immediately. This report should be filled out with complete thoughts and/or phrases. Check marks should never be used.

Emergency Features

If there is an emergency in your lot or in the CTP control room you will use the emergency buttons located in each exit lane under the cashier terminal; and in the control room under two desks. Familiarize yourself with the emergency buttons wherever you are working.

These buttons will dispatch the PAPD directly. The Cashier Terminal is also equipped with a safety feature designed to aid the cashier in the event of an emergency. This feature is called the "Emergency Feature" on the CT. This feature should be used for emergency purposes only. When the feature is activated it will open the cashier drawer and raise the gate. If a cashier is audited and found to be abusing this feature, he/she will be subject to disciplinary action and possible termination. (Not applicable at JFK).

Securing Unmanned Lanes

ABM Parking Services is responsible for the safety and security of the Port Authority's property and equipment. It is our responsibility to lock all booths and swing gates of lanes that are not in operation. You will be accountable for any unlocked booths that are not in operation. The SIC on duty will make sure this function is performed by the field/plaza supervisor.

Lot Counts

Lot counts are to be done every hour in each lot. If the lot is full it is best to count the available spaces and subtract from the total spaces in the lot. If the lot is empty it is best to count the vehicles and subtract from the total. You may find it easier to use a clicker (counting device) to accurately count the lot.

To get the most accurate count the supervisor should pull a ticket from the TID before the count takes place. At the end of the count the supervisor should pull an additional ticket from the TID to calculate the number of vehicles that parked while the lot count was being performed.
*Due to various matters all spaces may not be available at all times. Please be familiar with construction, etc. happening in each lot prior to lot counts.

Lot Closures

Lot closures occur primarily in long term/economy parking lots. The closing of a lot will be determined by the Port Authority Operations Supervisor on duty. The lot should be closed early enough to prevent customers from entering the lot and not be able to find a parking space.

Supervisors must be aware of heavy incoming traffic conditions that may cause a lot closure. Supervisors should immediately notify the SIC on duty when the amount of available spaces in any lot drops below 100. The lot should then be monitored continuously. The SIC should be notified again when there are 50 available spaces. At that time the PA Operations supervisor on duty will make the final decision to close the lot.

If the lot closes a T/A will be assigned to the front of the lot to direct traffic. If the T/A is assigned to Long Term/Economy Lot he/she will issue a parking voucher.

At the time of closure, it is important to make a general broadcast over the radio. The message should indicate the location and time of the lot closure (or opening).

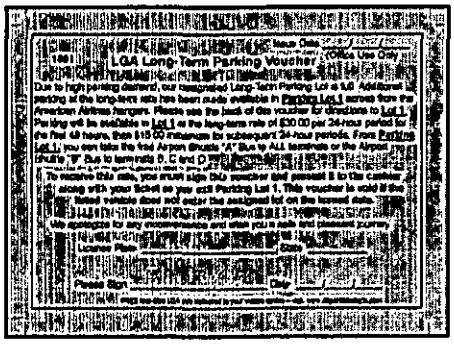
Long Term Vouchers (processing lot closure coupon)

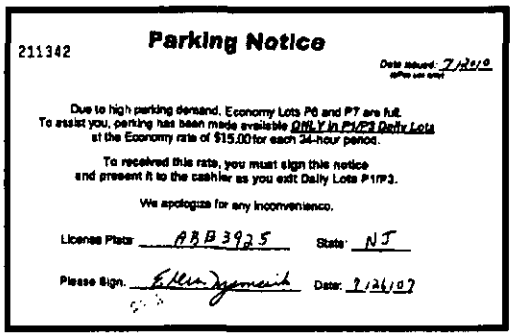
When the economy/long term parking lots close customers will be sent to a specified daily lot.

- ★ EWR - P1/P3 only with a green coupon
- ★ JFK - Red Lot (Terminal 8) with coupon
- ★ LGA - Lot 1 with green coupon, Lot 4 with yellow coupon, Lot 5 with orange coupon or Lot 7 with blue coupon

This coupon entitles the customer to the economy rate for that stay only. The customer must sign and turn in the coupon to receive the economy rate upon exit.

Sample Long Term (Economy) Parking Voucher


LGA Long-Term Parking Voucher


211342

Parking Notice

Due to high parking demand, Economy Lots P6 and P7 are full.
To assist you, parking has been made available ONLY in P1/P3 Daily Lots
at the Economy rate of $15.00 for each 24-hour period.

To received this rate, you must sign this notice
and present it to the cashier as you exit Daily Lots P1/P3.

We apologize for any inconvenience.

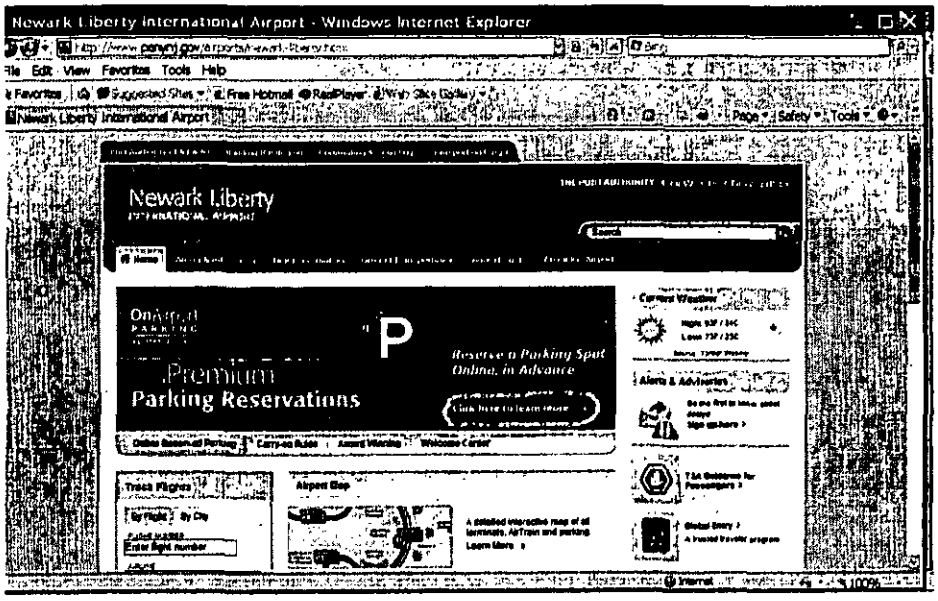
License Plate: ABB3925 State: NJ

Please Sign: Ellen Yamnik Date: 7/26/07

Premium Parking Reservations

Customer process

Customers wishing to reserve space at the airports will do so from a link from the Port Authority web site. The customer will enter the web site www.panynj.gov and select the appropriate airport from the drop down menu under commuting and travel, then under the airport guide tab they would select parking from here they will be able to select online parking reservations.



The patron will be taken to the next screen that explains the reserved program; allows them to see the applicable rates at the airport; download a brochure for the Premium Reserved Program as well as proceed to the actual registration screen. Once the customer arrives at the reservation screen they will be guided through the reservation system with online prompts. First they will be requested to enter their travel dates, select a location and then confirm the availability. After the availability has been confirmed, the next screen will show your travel information and prompt the customer to reserve now. After the customer clicks on the "reserve now button" they will be taken to the next screen which will prompt returning customers to login. If the patron is a new customer to the Premium Reserved Program there is a button for them to click require contact information and acceptance of the terms and conditions. Once completed they will click on continue. After completing all information necessary and completing their order the customer will have receive a voucher via e-mail. Upon arrival at the airport the customer will drive to the reserved area they have selected. They will be directed to the proper section of the garage via reserved signs. Once they have parked they will be required to place their reserved voucher on the dashboard.

ABM Parking Services Customer Service Department will be the point department for this program. The customer service staff will be responsible for responding to all questions and concerns in regards to the Premium Reserved Parking program. They will also ensure that the operations department are trained in all aspects of the program so they will be able to respond to customer calls and inquires outside of normal business hours.

The supervisor in charge (SIC) will request a reserved parkers list from the system each morning at 2AM. The SIC will determine if the number of request can be accommodated in the reserved section of each facility and will report any incidents of overbooking to Port Authority Operations and determine the number of

additional spaces needed. The SIC will have their staff block off the additional spaces needed as close as possible to the existing reserved area by 3AM.

The SIC will provide the supervisor assigned the responsibility of patrolling the reserved area with a current list of customers who have pre-registered for a reserve space. The supervisors will make regular patrols of the reserved areas to ensure compliance with the program.

The supervisor will compare license plates on vehicles parked to those who have reserved a space. When there is a vehicle that is parked that is not on the list they will double check for a voucher before listing the vehicle in violation. Below is a sample of the supervisors check list.

In case the P4 garage has to close the traffic attendant stationed at the entrance plaza will verify that the patron has a reserved voucher and then direct them to proceed to the entrance plaza to enter the garage.

Violations will be confirmed with customer service or the SIC outside of normal business hours. Violators will have a violation notice placed on their windshield and the vehicle information recorded on the supervisor's check list.

Once a violation has been confirmed the SIC will report the violation to the 92 and follow their instructions.

(Sample of voucher below).

LaGuardia International Airport Reserved Parking Voucher

GARAGE	VOUCHER NUMBER
Terminal B Lot 2 Level 1	**LGA11100001**

RESERVATION DATE	NUMBER OF DAYS	PLATE NUMBER	STATE
10/24/2011	**5**	**123456**	**nj**

PLEASE DISPLAY VOUCHER ON YOUR DASHBOARD

THIS VOUCHER LIMITS OUR LIABILITY - PLEASE READ IT.
This contract licenses the holder to park one automobile in this area at holder's risk. LOCK YOUR CAR. We are not insurers and or not responsible for damage to automobile or other articles by fire or any other cause, for theft of automobile or other articles or any other loss in connection therewith, including without limitation, loss of use and physical damage thereof.

Self-Service Parking Lot – not attended. Only a license is granted hereby and no bailment is created. This is the full license and no employee shall change it.

This license expires in 30 days. Cars left for more than 30 days shall be deemed abandoned and will be disposed of at owner's expense unless special agreements are made with the Parking Lot Manager.

Customer Calls Regarding Reservation Parking Procedures

1. When an incoming call regarding any aspect of the reservation program is received by the Control Room during usual business hours when the CS Department is "opened," the call should be forwarded to the CS Department for addressing. (Basically, Monday through Friday, 9-5.)

2. When an incoming call regarding any aspect of the reservation program is received by the Control Room during off business hours when the CS Department is "closed," the person fielding the call MUST inquire as to the nature of the concern.

   a. If the concern does not need attention until the CS Department is "opened" then the call can be forwarded to the CS Department and the CSM will handle when they come in. (i.e., Patron calls on a Friday evening at 8:30 stating they didn't get the voucher for their reservation on the following Wednesday. SIC informs the patron that they will forward them to the CS Department, they can leave a message and the CSM will take care of it for them on Monday. SIC can also advise the patron of an email option and give the CSM's email as well.)

   b. If the concern should need attention prior to the CS Department being "opened," (i.e., Patron calls on a Friday evening at 8:30 stating they didn't get/lost their voucher for a reservation on Saturday/Sunday/Monday morning), then the SIC will inform them to send an email with the following information ASAP to them (sicewr@abm.com, siclga@abm.com, or sicjfk@abm.com) – Name, Address, Phone, License Plate, Area Reserved and Reservation Dates. Inform the patron that once you receive that information, you will reply with an attachment they can put in their dashboard for parking.
   c. When you reply to the patron with that email, please copy your CSM so they can validate the reservation and if there is any concern or problem, (i.e., they are not in the system, dates are incorrect, etc.) the CSM will report any discrepancies to the OM.

Sample Emergency Voucher for Reserved Parking

> Emergency Voucher for Reservation Parking Program.
>
> Place this voucher in the driver-side area of your dashboard so it is visible from your windshield. This is replacing the voucher that was emailed to you at the time you made your reservation on-line.
>
> Should the information you provided upon your request for this emergency voucher not meet the information we have on record submitted at the time you made your reservation, your vehicle will be subject to removal from the reservation area at owner expense.
>
> - AMPCO SYSTEM PARKING -

Non Revenue Customers

If a non-revenue customer is having a problem exiting contact the Control Room and ask the supervisor to look up the user in the system. If the exiting customer's name and LP match the current transaction the fee should be waived. ("Override" function). SIC's, if you find any discrepancy between the LP listed and the actual vehicle immediately contact the LGA Employee Sales Office at 718-533-3413, JFK Employee Sales Office at (347) 238-3239/3241 or EWR Employee Sales Office at (973) 961-2022/2023.

If we cannot verify via the non-revenue list that the customer has non-revenue privileges we should ask them politely to accept a balance due.

Non-revenue users are allowed two vehicle license plate numbers associated with a PIN or E-Z Pass. A non-revenue user can only gain access to exit the parking lot using his/her PIN or E-Z Pass if the exiting vehicle is programmed into the Federal system.

If the non-revenue user is not in the system and could not be alternately verified and refuses to pay the parking fee or accept a balance due, contact your supervisor who will inform The Port Authority Operations supervisor for their intervention. The PA Operations supervisor will advise or approve the course of action to be taken. The appropriate log entries should be made.

Global Non-Revenue/PA Orange EZ-Pass Tags

Personal Pass privileges:

- ★ **4 hour period free parking in short term and daily lots.**
  - *NOTE: If the tag holder stays beyond the 4 hour limit he/she is required to pay the full fee from when they entered the lot.*
- ★ **Unlimited Free Parking in Economy Lots** (LGA Lot 5 only)

Annual Pass privileges:

- ★ **Unlimited Free Parking in ALL Lots**

If a tag holder is unaware of the privilege associated with their tag, they should contact the Port Authority or who issued them their tag. It is not possible to determine their privilege in our system.

Drop Safes

Drop safes are located in each exit booth, but since there is a different policy on use at each airport, please see you SIC or Operation Manager for use at your location.

Manual Operation Procedure

In the event any lot must go manual it is important to be prepared and able to manually calculate parking fees based on the entrance ticket.

The Port Authority will approve and instruct ABM Parking Services to implement a manual operation. Unless instructed otherwise by the Port Authority, the cashier must record the license plate number, state, and exit time on each ticket. Non-revenue transactions should be recorded as such on the ticket and on the cashier exception report.

Traffic Backup and Lot Bleeds

A lot bleed is similar to a manual operation. The cashier however, may not be required to write license plates, states, and exit times on the tickets. This decision will be made by the Port Authority.

All lot bleed tickets will be collected by the Port Authority Operations Supervisor at the end of the bleed. If requested by the Port Authority Operations Supervisor, ABM Supervisors should assist in collecting all tickets in a timely manner.
Each individual airport has various procedures for lot bleeds. The PA Supervisor On Duty (72-74-92) will facilitate any lot bleed operation and should be cooperated with in order to ensure compliance.

ACT Receipt Paper Replacement Procedure

1. Remove back cover from receipt side of ACT using #11 key.
2. Push down on locking pin located on bottom left of cabinet behind printer frame.

3. Pull back on printer frame (from bottom) to gain access to receipt mechanism.
4. On left side of printer push down on BLUE lever to the vertical position (up and down).
5. Lift up on empty paper roll to remove (discard empty roll, retain roll holder pin).
6. Insert roll holder pin into new paper and install in printer with end of paper feeding from bottom, facing forward of ACT (paper roll should turn clockwise).
7. Feed end of paper through upper slot of printer frame and pull through to paper guide slot.
8. Insert paper into guide slot (mechanism with BLUE lever) until paper shows through exit side of printer.
9. Lift up on BLUE lever to horizontal (side to side) position to lock in place.
10. Locate 2 BLACK pushbuttons on right side of printer assembly under WHITE connector.
11. Press both buttons simultaneously (same time) and hold for 2 seconds, then momentarily push top button and release. A test receipt should print (repeat if necessary).
12. Remove test receipt from front of ACT.
13. Slide printer mechanism forward until locking pin snaps up behind frame of printer. (If printer is hard to slide forward lift up on frame of printer to get over locking pin.)
14. Turn off then on.
15. Replace cover and lock cover.
16. Wait till ACT display shows READY before allowing cars into lane.

Ticket Issuing Devices (TID)

Ticket Issuing Devices (TID) are devices that provide each customer entering the parking lot a ticket that permits them to park in the lot. Each ticket has a printed license on the back.

THIS LICENSE LIMITS OUR LIABILITY- PLEASE READ IT
This contract licenses the holder to park one automobile in this area at holder's risk. LOCK YOUR CAR. We are not insures and are not responsible for damage to automobiles or other articles by fire or any other cause, for theft of automobiles or other articles or any other loss in connection therewith, including without limitation, loss of use and physical damage thereof.
Self-Service Parking Lot- not attended. Only a license is granted hereby and no bailment is created. This is the full license and no employee shall change it.
It is stated on the back of each issued parking ticket- This license expires in 30 days. Cars left for more than 30 days shall be deemed abandoned and will be disposed of at the owner's expense unless special arrangements are made with the Parking Lot Manager.

The TID also prints the time, date, and ticket number on each issued ticket.
It is the supervisor's responsibility to stock the machine with tickets and perform minor technical troubleshooting. The supervisor should monitor the TID's in his/her lot for any problems.
When working on a TID it is important to use caution.

- ★ When closing the lane to perform maintenance on the TID, request a "red light" for that lane.
- ★ Do not allow customers into the lane.
- ★ Be sure to follow all guidelines when installing tickets or re-setting machine.
- ★ Always test lane to ensure it is working before opening.
- ★ When finished in the lane, request a "green light."

Equipment Keys

There is a key ring assigned to each lot and plaza. The key ring is passed along to each incoming supervisor from the previous supervisor. Keys are accounted for in the vault room. The vault room supervisor will verify that each current supervisor is in possession of the key ring for their designated lot. Supervisors assigned to the CTP area should verify with the vault room in person.

Shift Change

Switchover occurs approximately an hour into each supervisor shift. At this time each cashier and traffic attendant must wait until their relief comes to their location. It is not acceptable for any cashier to log out, take their nameplate down, and/or stop accepting vehicles in their lane before their relief comes. The supervisor must maintain the open number of lanes required at that time.

If there is a customer present in a lane during the time of a physical switchover the patron must be politely asked to wait for the completion. A lane should not be entirely closed during a switchover, avoiding the need to divert traffic to a different lane.

Exception Transactions

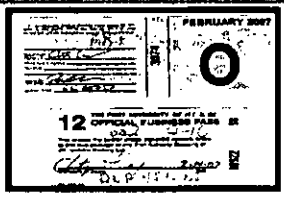
See cashier terminal manual for procedures to process the below transactions.

All exception transactions must be listed on the cashier's exception report. All exception transactions will require a supervisor's approval.

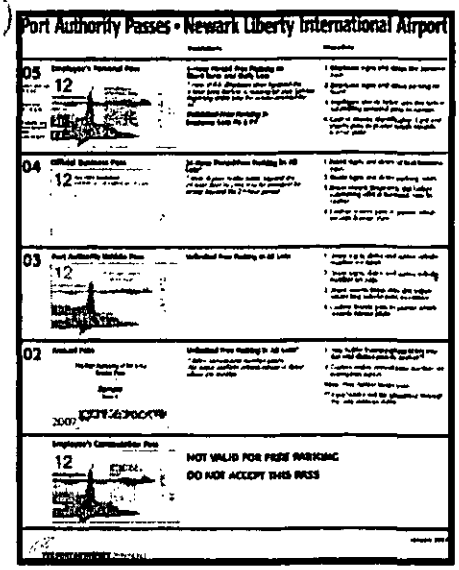
- ★ **Fee Overrides**
  An override should only be conducted for verified non-revenue transactions.
- ★ **Mutilated tickets/Blank/Unreadable tickets (Manual Input Ticket numbers)**
  First enter ticket number using the "Enter ID" button, if no entry match is found, go to next step.
  Must enter date and time manually by selecting "create new" in Federal System.
- ★ **Swapped/Foreign/Used Tickets**
  Pick the matching entry for vehicle in the exit lane, don't automatically pick matching ticket numbers. If the customer is unable to present a valid ticket, process the transaction as a lost ID. For Swapped Tickets, request ID for validation and notify SIC of any inconsistencies. User needs to view matching vehicle by using images provided by Federal system in fuzzy match screen.
- ★ **Handicap Transactions**
  The customer must provide a valid handicap license, license plate, and/or hang tag at the time of exit. The license plate and tag number should be listed on the cashier exception report. Cashier will change vehicle class to give discount to customer.
- ★ **Lost ID**
  The customer must provide a valid driver's license and registration. If they are unable to produce the requested information the PAPD must be contacted for an ID check. The transaction should be processed using the LPR entrance as verification, if there is no LPR entrance the vehicle must be charged the full 24 hour rate. The LPI should also be checked as verification of entrance time.
- ★ **Stolen tickets**
  Do not pick from ticket. Pick the matching entry for vehicle in the exit lane. The customer must provide a valid driver's license and registration. If they are unable to produce the requested information the PAPD must be contacted for an ID check. The stolen ticket should be processed as a lost ID.
- ★ **Uncollected Funds**
  The customer must provide a valid driver's license and registration. If they are unable to produce the requested information the PAPD must be contacted for an ID check.

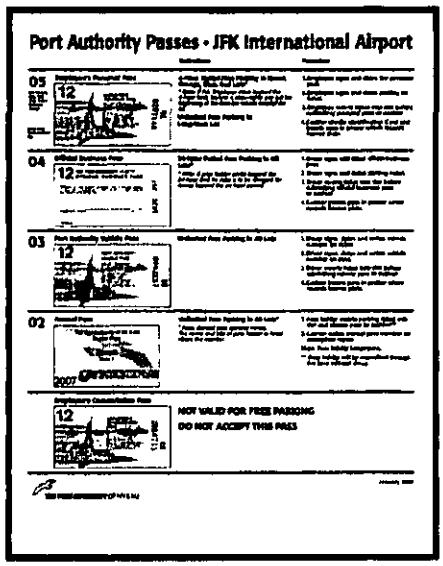
Port Authority Passes

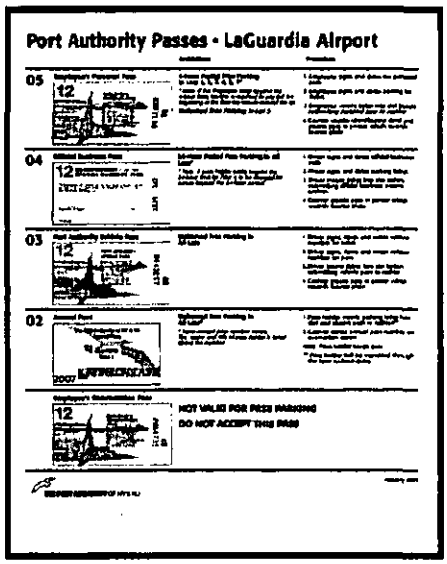
Zero Coupon - Issued to Customs and Border Protection Officers



Official Business Pass- Issued to Port Authority employees and those doing business with the Port Authority.



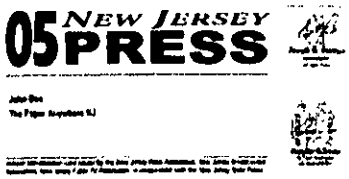




Press Pass

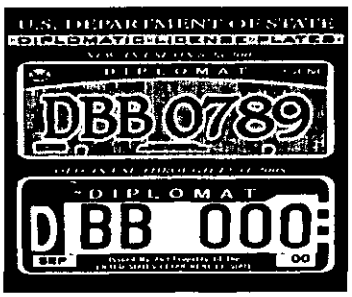
Customers with a press pass receive a 24 hour period of free parking in all lots. The press pass holder will be responsible for any time parked beyond 24 hours.

Sample: New Jersey Press Pass



Diplomats

Diplomatic vehicles with official Diplomat License Plates, will receive complimentary parking for up to 24 hours in all parking facilities at The Port Authority Airports. If a Diplomatic is parked beyond 24 hours, then they are responsible to pay the entire parking fee. The cashier should write down the license plate on their exception report.



Tow Truck

A Certificate of Release must be completed for any Tow Truck transaction.

Disputed Fees

Should be processed using "adjust time" in the federal system. Supervisors may dispute up to 5 minutes off of a fee. Anything over 5 minutes must be approved by a SIC and/or PA Operations. For any major delays due to malfunctions, customer issues, etc. please contact the SIC to request the authorization of the Traffic Back-Up function. The Traffic Back-Up function must be approved by PA Operations.

Identification Check

An identification check (ID) must be performed when a customer is unable to provide a valid driver's license and/or a valid registration.

To perform the ID check the supervisor contacts the control room supervisor who will then contact the PAPD to respond to the lane.

When explaining to the customer that an ID check needs to be performed, the supervisor should explain it in a non-threatening way. Explain that the check is for the customer's protection. We must be absolutely certain that they are the owner before we release the vehicle.

The lane should be closed during the ID check. When the officer has completed the check and has given the "ok", record the officer's badge number and name on the paper work.

EZ Pass Plus

Customers who decide to use their EZ Pass at the airport must be enrolled into the EZ Pass *Plus* program. If a customer attempts to use their EZ Pass and the overhead antenna does not read the tag, ask the customer to remove it and try to use the patch antenna located inside your booth.

A customer may use their EZ Pass *Plus* to exit the parking if:

1. An EZ Pass *Plus* account is established through their EZ Pass agency.
2. Their EZ Pass is replenished using a major credit card.
3. If they are a commercial account user of EZ Pass they should call the EZ Pass customer service center to have EZ Pass *Plus* activated.

All transactions under $20 will be deducted from a customer's EZ Pass balance. All transactions over $20 will be charged directly to the credit card that replenishes the customer's account.

Customers who have EZ Pass tags affixed to their bumper may have problems exiting the lots using EZ Pass as a form of payment. If you are experiencing this problem please let the customer know that the equipment does not read bumper tags. However, it has been found that on occasion the system will read them with no problems.

Fraudulent activities

Any misrepresentation of The Port Authority funds will be subject to investigation by the Port Authority Police Department. These include but are not limited to:

- ★ Manually raising and lowering the exit gate without authorization from a supervisor.
- ★ Manually opening and closing cash drawers.
- ★ Issuing balance due forms as manual receipts. Only supervisors are authorized to issue manual receipts.
- ★ Accepting cash when a patron's EZ- Pass is already charged.
- ★ Entering incorrect license plates into the CT.

Employees who are engaged in such fraudulent activities will be immediately terminated and can also be subject to legal actions.

Electronic Journal

There is an electronic journal in each lane to be used for auditing purposes in the event of a system failure. This electronic journal must be retrieved along with the ticket collection every day after the virtual midnight occurs (immediately after midnight 00:00 AM at LGA and 03:00 at EWR and JFK).

The process is as follows:

1. Ensure a user is already logged into the ACT. If the lane is not in use, log on as a supervisor.
2. Select the "View Journal" from the "Other" tab.
3. Enter the date and time range required and press "Submit" button

4. Touch the "Export" button on the next screen. Once the export action is completed, press the "Cancel" button to exit.
5. If you logged on as a supervisor, close the shift completely.

Vault Room Procedures

Supervisor's-In-Charge

- ★ The Supervisor-In-Charge will provide the vault room supervisor a list of all open lanes by number and attending cashiers, reliefs or anyone handling Company funds.
- ★ Supervisor-In-Charge will monitor the vault room allowing no more than three Cashiers inside at any given time.
- ★ During shift change supervisor-in-charge will assist vault supervisor to expedite cashiers closing.
- ★ Funds Collected should be processed and secured.
- ★ Supervisor-In-Charge will Sign Off on Supervisors 'Final Log' before forwarding to Audit Department.
- ★ Supervisor-In-Charge will monitor the On Site Supervisors daily to ensure compliance.

On Site Supervisor (Plaza)

- ★ On Site Supervisor's will ensure cashiers are making frequent drops.
- ★ Supervisors will periodically check on cashiers to ensure that they are not holding cash in excess of permissible amounts. If necessary request a SPO report (shift print out).
- ★ A cash drop should be made for every $300 ($200 JFK & LGA) collected. (Not including change bank.)

Procedures for Skimming Supervisor

- ★ Only vehicles equipped with safes should be used for collecting funds. All funds collected should be secured in this safe.
- ★ All 'OPEN' lanes 'MUST' be Checked and Skimmed.
- ★ Closing of lanes should only be done, if necessary with Supervisor-In-Charge permission (closing of lanes should not be common practice).
- ★ Supervisor will retrieve all funds from safes verifying funds with cashier before leaving booth.
- ★ After each round of collection all funds collected will be verified, completing all necessary paper work for deposit. .
- ★ The Skim Supervisor will then hand over their collections to the Vault Room Supervisor

Vault Room Supervisor

- ★ After clocking in Supervisor will request a list of all open lanes by number and cashier name, reliefs, and any one collecting company funds.
- ★ Vault Room Supervisor should process all cashiers thoroughly and individually, confirming to the cashier/s his or her shift status before leaving the Vault Room.
- ★ Valet cashiers will be added in the final report as one deposit. (Do not make a separate deposit for valet.)
- ★ This Supervisor should allow no more than three persons inside the Vault Room at any given time.
- ★ It is the responsibility of the Vault Room Supervisor to monitor the amount of persons present in the room at any given time.
- ★ Supervisors final log should re-check for errors with all supporting documents attached waiting for Supervisor-In-Charge final approval at the end of every shift.

Mobile LPI Procedure

Inventory at the public parking lots begins with a ABM Parking Services Mobile LPI Supervisor, assisted by a traffic attendant, whose responsibility is to ensure all vehicles parked are properly recorded. Each day,

shortly after midnight, the MLPI Supervisor proceeds to the MLPI vehicle which captures an image of the license plate recording them by lot and row based on pre-programmed routes within each lot. The focus is on the capturing the license plates by the MLPI cameras.

MLPI Supervisor Procedure:

- ★ First the supervisor has to turn on the MLPI hardware.
- ★ If any changes were done in Onyx for the routes then the supervisor will need to sync the MLPI hardware with the new route settings from Onyx. The supervisor will need to connect the Ethernet cable from the MLPI computer to any one of the upload points located within the facility. After the MLPI computer is connected to the network the new settings will sync automatically after the user logs into the MLPI application.
- ★ When the MLPI computer is turned on the MLPI application starts automatically and prompts the user to log in. To have a successful login and upload the user must have an Onyx log in name and the username assigned for the MLPI application must match the Onyx username.
- ★ After log in the user will be enabled to see all the routes available. The supervisor is able to start inventory in any one of the routes, since the order does not matter. As soon as a route has been selected, the user must press the "start" button.
- ★ The user will then enter the Route Collection screen. This screen will tell the user which lot, section and camera is functioning. The user must be aware what section the MLPI is ready to start the inventory on as well as which camera is set to start collection. Which camera is functioning is set in Onyx and cannot be changed from the MLPI application, only one camera works at a time. To start the inventory the user must touch "press to capture" section located on the bottom left side of screen.
- ★ While doing the inventory, if there is a license plate that the camera cannot read, the user is able to enter the plate manually. The user must touch the "LPN" section and the virtual keyboard will pop up to enable the manual entry of license plate and state.
- ★ If MLPI captures and reads a license plate that is an obvious misread, the user is able to correct the misread license plate. The user must touch the license plate which is incorrect on the screen, and the vehicle information will appear (license plate, state, LPR, and CCTV images). The user can then press the "LPN" section and correct the plate.
- ★ When the user is finished with the section, then the user must touch either ">>" or "<<" field to go to the next row or the previous row.
- ★ When the whole route is completed, the MLPI application will notify the user of this by generating a message "Route Completed". The user can go back to all the routes by touching the "Routes" button.
- ★ After the route is completed the "Sync" button will appear in the route selection screen. This is the way MLPI application notifies the user that that lot is ready to be uploaded. When ALL the routes are finished the user can now upload the inventory.
- ★ The user must connect the Ethernet cable into the MLPI computer and one of the upload points located within the facility. After the MLPI computer is connected to the network, the user must touch the "SYNC" button and the MLPI application will upload all the data to Onyx.

LPI Supervisor Procedures:

The LPI supervisor is responsible for generating the reports using Business Objects feature. The supervisor generates and files the following reports:

1. LPI Upload 4.3 – This report gives all the plates inventoried in a single day.
2. LPI Exceptions 4.2 – This report gives the plates for exceptions (relocated vehicles, exceptions/missing) for the given date requested.

3. Missing Vehicle Report 3.10 – This report gives all missing vehicles for the given date. A missing vehicle in the FAPD system is defined as follows: If MLPI inventoried the car the day before, and it was not inventoried for the current date, but the vehicle still has an open visit (meaning there is not exit recorded), the plate will be generated in this report.
4. Missing Entry Transaction Report 3.11 – This report gives all plates inventoried by the MLPI but Onyx could not find a matching opened visit for the plate. Reasons for this could be LPR was not captured at entry, plate misread either at entry or by MLPI.
5. 30 Day Plus Vehicle – The reports list all vehicles that have been in the lot for the amount of days being search. The search is done by open visits and MLPI inventory.
6. LPI Active Summary 4.1 – This report gives all "active" vehicles at the time the report gets requested by single lot.

- ★ The LPI supervisor saves LPI Upload 4.3 report and keeps it in a folder in his Desktop. The supervisor gathers the inventory count for each lot and inputs that data into an excel spreadsheet named Inventory Recap. This sheet contains the inventory counts for the daily upload of the MLPI.
- ★ After generating the Missing Vehicle Report 3.10. The supervisor gathers the information that the report provides the user about the missing vehicle (a vehicle which was inventoried the day before and the following day the vehicle was not inventoried by MLPI and has an open visit pending). The report gets saved as an excel file and the spreadsheet is added two columns, which the report does not provide. The columns are amount of days the vehicle was in the lot and the fee for those days. Then the supervisor starts to search for the missing plates using tools in Onyx (Command > Credit Card > Search Visits) and Business Objects (System Activity 8.14 Report). If the missing vehicle is not found then the history for the vehicle is pulled from the LPI Upload Report. The LPI supervisor is responsible for reporting all missing vehicles data. The supervisor inputs all the missing vehicles found and vehicles not found on a Daily Missing Recap Sheet and a Monthly Missing Recap Sheet.
- ★ The supervisor generates the 30 Day Plus Vehicle Report once a week on Mondays. After getting this information the supervisor verifies that the vehicle has not had any activity in Onyx. If it shows that there was no activity between the 30 days of its stay, then the supervisor notifies the SIC on duty. The SIC will send a field supervisor to verify the vehicle is still in the lot and its location. When the vehicle is located descriptive data is noted about the vehicle (make, model, year, color). All the information that was gathered about the vehicle is inputted into a spreadsheet and sent out to PAPD, ABM Management, and the PA Operations Supervisor. There is a report done monthly on all the vehicles that have stayed for over 30 days in the facility and the report is delivered to ABM Management, and the PA Operations Supervisor and the Port Authority Contract Administrator.
- ★ If needed the LPI supervisor is able to enter into the Onyx system and view all the license plates which are still in the database where the LPI supervisor is able to change settings if needed to the MLPI routes, as well as view all of the vehicles with different status types such as Active, Exception, Reappeared, and Relocated. Onyx gives the user the ability to search for a specific license plate and give the ability to change the status of a license plate. The user can change a license plate from Reappeared to Active.

Unmanned Procedure

- ★ Unmanned lanes provide an expedited option to exiting the parking lot. They are designated exit lanes operating without the need of cashiers, with limited payment options accepted.
- ★ The payment options for these lanes are "EZ-Pass Plus" as a primary method and credit card as secondary, in addition those patrons who are within the allowed grace period (complementary), patrons who have pre-paid (POF), and airport employees (Local Non-Revenue and PIN parkers).

★ These lanes are designed to not to accept cash payments, checks or traveler's checks but will allow you to override a payment to be processed as "non-revenue" or reduction of fee. As long as any outstanding fees are settled by any of the options provided.

POF Procedure

★ Pay-on-Foot stations are payment terminals located within CTA parking lots to provide an express payment option. The machines are operated by the patrons using a valid entry ticket and credit card. These terminals are designed **not** to accept cash. The only form of payment for POF is credit card.

★ Before the POF payment the entry ticket is encoded with the ticket number, entry date and time, entry lane number.

★ The patron will insert the entry ticket into the POF and use the touch screen to pay the parking fee and or add additional time. When a patron uses the POF to settle their fee, the POF encodes the ticket with the following information and it returns the ticket to the patron:

- POF ID number
- Amount paid
- Date and Time by which the patron must leave to avoid additional charges
- Date and time of payment

Figure 4.2 POF Validated Ticket Illustration

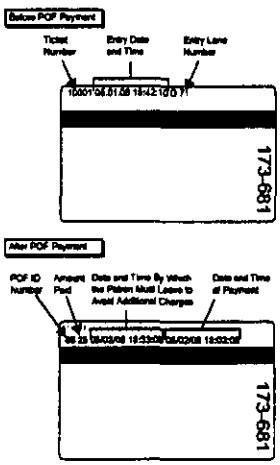
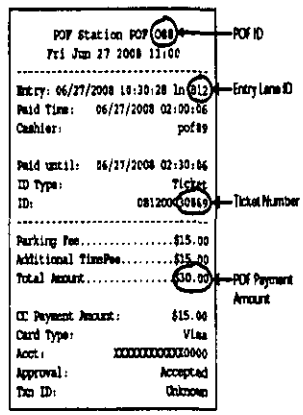


Figure 4.1 POF Receipt Illustration



Note: The Paid until field shows the time the patron is expected to leave the facility; that is, it includes grace time.

★ The paid until field includes the grace time. The ticket is returned to the patron and a POF receipt is printer. In the event that the ticket is retracted into the machine the POF receipt will serve as a proof of payment. If the patron does not have the ticket or the receipt and providing the patron's license plate was read correctly at entry and at entry and the entry lane and POF are online, the plaza supervisor will provide the information to the SIC to use the "Search & Close Visits" option in Onyx to retrieve the ticket number, entry lane and the POF payment information. Once the information is retrieve the user can use the "Enter ID" option to enter ticket and entry lane information.

Snow Removal

Responsibilities

ABM Parking Services is contractually responsible for removing snow and ice from the exit lanes to a distance of thirty (30) feet in each direction from the door of each cashier booth.

Vehicles/ Equipment

If the Port Authority makes additional requests for snow removal, such as clearing walkways in the parking lots and assisting patrons, particularly handicapped parkers to access their vehicles if blocked in, they will provide snow brushes, shovels, hand salt spreaders and snow blowers.

Extra Coverage/ Work

The Port Authority Supervisor will inform the ABM Parking Services SIC on duty when a snow event is expected and will arrange necessary extra coverage for plowing and salting of the exit lanes, depending on the anticipated severity, accumulation, the length of the storm and slippery conditions. Extra coverage for Supervisory staff for snow detail, transportation of Casual Laborers (Casuals), and Drivers operating vehicles for plowing and salting of the exit lanes will be arranged in twelve (12) hour shifts. All hours worked in relation to snow removal will be reimbursable by the Port Authority.

In addition, should the Port Authority Supervisor request extra coverage for snow removal, such as, plowing and salting of entrance lanes, clearing walkways in the parking lots and assisting patrons, particularly handicapped parkers, to access their vehicles if blocked in, it will be considered as "Extra Work." Some of these responsibilities will require the need for Casual Laborers.

"Extra Work" coverage for hours worked by Supervisors and Drivers and the agreed upon rate for Casual Laborers will be billed to the Port Authority. ABM Parking Services will arrange to provide Casual Laborers as requested by the PA Supervisor. Casual Laborers will be using shovels, hand salt spreaders and snow blowers (Casual Laborers operating snow blowers will be billed at a higher rate). Casual Laborers will be scheduled for eight (8) hours shifts.

Snow Event Preparation

The PA Supervisor and SIC on duty will discuss and arrange the following:

- ★ Schedule additional Supervisory staff for snow detail and the transportation of ABM Parking Services employees and Casual Laborers to their assigned lots.
- ★ Rearrange the regular schedule of the Utility staff to fit snow removal detail for plowing and salting. These employees will work twelve (12) hours shifts.
- ★ Schedule Casual Laborers for eight (8) hour shifts. The PA Supervisor will inform the SIC of the amount of casual laborers needed and the start times.
- ★ The PA Supervisor will provide written authorization for any additional ABM Parking Services staff and casual labor.
- ★ Snow equipment deficiencies/damages will be reported immediately to the PA Supervisor.
- ★ ABM Parking Services is responsible for the repairs and maintenance of the three plows. All other snow equipment – snow blowers, mounted salt spreaders, hand salt spreaders, shovels, and brushes – will be the responsibility of the PA.
- ★ ABM Parking Services will keep a supply of salt provided by the PA prior the development of the snow event.
- ★ Additional expenses, such as gas for snow blowers will be billed to the PA.

In the event of a severe snow storm that causes cancellation of public transportation and blocked roadways, the following will be discussed and arranged:

- ★ Picking up and dropping off employees at key public transportation points in the vicinity of the airport. Employees will be informed to contact the Supervisor-In-Charge at EWR: (973) 718-7270 or (973) 961-6421, JFK: (347) 238-3231 or (718) 244-4168, LGA: (347) 468-3928 or (718) 533-3850 should they need transportation.

- ★ Use existing staff to cover main posts. Each lot should have adequate coverage to accommodate the traffic without delays and inconvenience to patrons. Hours worked will be billed accordingly and should not sustain liquidated damages for deficiencies.

- ★ In the event of a "State of Emergency," ABM will provide proper accommodations and meals as needed for employees working double shifts and employees holding over throughout the course of the event. All efforts will be made to have a list of employees who will be covering key posts during the length of the storm.

Snow Removal Operation
The snow removal operation will consist of the following:

- ★ Snow Plow vehicles will be used to plow 30' in each direction of all exit lanes of the parking lots. The lanes will be plowed to maintain adequate traffic flow and will be repeated as necessary until the event ends.
- ★ Casuals will be assigned to all parking lots to clear walkways, bus shelters, handicap spaces and stairways in garages using shovels, hand spreaders and snow blowers.
- ★ Casuals will assist patrons to access their vehicles if blocked in, particularly handicapped patrons.
- ★ Supervisors assigned to each lot, including the Supervisor assigned to snow detail, will be responsible for the supervision of the Casuals and be accountable for the snow equipment.
- ★ The ABM Parking Services vans will have snow brushes to distribute to patrons.
- ★ The Utility staff will ensure that an adequate supply of salt is available at all times.
- ★ The SIC on duty will coordinate with the snow detail Supervisor to ensure all snow equipment is inventoried, cleaned and stored after the storm.
- ★ The Operations Manager will ensure all snow removal responsibilities by Contract are arranged and accomplished.

Emergency and Evacuation Plans
Site specific emergency and evacuation plans will be forthcoming. In the event of any emergency or evacuation, our employees should follow instructions given to them by a superior; however, please be advised that at each airport it is the Port Authority Police Department that is in charge and any order, process, etc. they give will override any order, process, etc. given by anyone else. For example, should you be instructed to stay in your booth by your SIC, but just a moment later a PAPD official tells you to leave the booth – you will leave the booth.

State Abbreviations for License Plates

ALABAMA	AL
ALASKA	AK
ARIZONA	AZ
ARKANSAS	AR
CALIFORNIA	CA
COLORADO	CO
CONNECTICUT	CT
DELAWARE	DE
DISTRICT OF COLUMBIA	DC
FLORIDA	FL
GEORGIA	GA
HAWAII	HI
IDAHO	ID
ILLINOIS	IL
INDIANA	IN
IOWA	IA
KANSAS	KS
KENTUCKY	KY
LOUISIANA	LA
MAINE	ME
MARYLAND	MD
MASSACHUSETTS	MA
MICHIGAN	MI
MINNESOTA	MN
MISSISSIPPI	MS
MISSOURI	MO

MONTANA	MT
NEBRASKA	NE
NEVADA	NV
NEW HAMPSHIRE	NH
NEW JERSEY	NJ
NEW MEXICO	NM
NEW YORK	NY
NORTH CAROLINA	NC
NORTH DAKOTA	ND
OHIO	OH
OKLAHOMA	OK
OREGON	OR
PENNSYLVANIA	PA
RHODE ISLAND	RI
SOUTH CAROLINA	SC
SOUTH DAKOTA	SD
TENNESSEE	TN
TEXAS	TX
UTAH	UT
VERMONT	VT
VIRGINIA	VA
WASHINGTON	WA
WEST VIRGINIA	WV
WISCONSIN	WI
WYOMING	WY

These are the official two-letter abbreviations for the provinces and territories in Canada.

Alberta	AB
British Columbia	BC
Manitoba	MB
New Brunswick	NB
Newfoundland & Labrador	NL
Northwest Territories	NT
Nova Scotia	NS

Nunavut	NU
Ontario	ON
Prince Edward Island	PE
Quebec	QC
Saskatchewan	SK
Yukon	YT

THE PORT AUTHORITY OF NY & NJ

John F. Kennedy INTERNATIONAL AIRPORT | LaGuardia AIRPORT | Newark Liberty INTERNATIONAL AIRPORT | Stewart INTERNATIONAL AIRPORT

ABM Parking Services

M/WBE PARTICIPATION PLAN

m. Proposer's M/WBE Participation Plan

For a detailed description of ABM Parking Services' M/WBE Participation Plan, as well as well as our Form PA 3749B Procurement M/WBE Participation Plan, please see Tab I. M/WBE Plan of this proposal.

THE PORT AUTHORITY OF NY & NJ

John F. Kennedy INTERNATIONAL AIRPORT | LaGuardia AIRPORT | Newark Liberty INTERNATIONAL AIRPORT | Stewart INTERNATIONAL AIRPORT

ABM Parking Services

ATTACHMENT F CERTIFIED ENVIRONMENTALLY PREFERABLE PRODUCTS / PRACTICES FORM

THE PORT AUTHORITY OF NY & NJ

John F. Kennedy INTERNATIONAL AIRPORT | LaGuardia AIRPORT | Newark Liberty INTERNATIONAL AIRPORT | Stewart INTERNATIONAL AIRPORT

ABM Parking Services

ATTACHMENT C
PROPOSER'S REFERENCE FORM

ATTACHMENT C- PROPOSER REFERENCE FORM

Name of Proposer: ABM Parking Services

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: Austin - Bergstrom International Airport
Address: 3600 Presidential Loop, Austin, Texas 78719
Contact Name and Title: Jerry Dinse - Parking Program Manager
Phone and Fax Numbers of Contact: p (512) 530-6344, f (512) 530-6379
Contract date(s): - Present (operated since 1993)
Contract cost: $31,159,082.00
Description of work:

Parking Management, Valet, Public and Employee Shuttle
Annual Staff Hours: 305,760 total; 295,360 (full time), 10,400 (part time)

Customer Name: Boise Airport
Address: 3200 Airport Way, Boise, Idaho 73705
Contact Name and Title: Mike O'Dell - Deputy Director - Finance
Phone and Fax Numbers of Contact: p (208) 383-3110, f (208) 343-9667
Contract date(s): - Present (Operated since 2003)
Contract cost: $3,694,000.00
Description of Work:
Parking Management and Public Shuttle
Annual Staff Hours: 36,750 total; 34,760 (full time), 2,000 (part time)

Customer Name: Colorado Springs Airport
Address: 7770 Milton Proby Parkway, Colorado Springs, Colorado 80919
Contact Name and Title: Mark Earl - Aviation Director
Phone and Fax Numbers of Contact: p (719) 550-1909, f (719) 550-1932
Contract date (s): - Present (Operated since 2004)
Contract cost: $8,535,000.00
Description of work: Parking Management, Valet and Public Shuttle
Annual Staff Hours: 89,596 total; 87,100 (full time), 2,496 (part time)

ATTACHMENT C- PROPOSER REFERENCE FORM

Name of Proposer: ABM Parking Services

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: Des Moines International Airport
Address: 5800 Fleur Drive, Suite 201, Des Moines, Iowa 50321
Contact Name and Title: Kevin Foley - Asst. Executive Director
Phone and Fax Numbers of Contact: p (515) 256-2854, f (515) 256-5025
Contract date(s): - Present (operated since 2010)
Contract cost: $3,735,000.00
Description of work:

Parking Management and Public Shuttle
Annual Staff Hours: 54,728 total; 39,520 (full time), 13,208 (part time)

Customer Name: Eastern Iowa Airport
Address: 2515 Wright Brothers Blvd SW, Cedar Rapids, Iowa 52404
Contact Name and Title: Donald Swanson - Director of Finance and Administration
Phone and Fax Numbers of Contact: p (319) 362-3131, f (319) 362-1670
Contract date(s): - Present (Operated since 1998)
Contract cost: $3,181,000.00
Description of Work:
Parking Management
Annual Staff Hours: 22,880 total; 18,772 (full time), 4,108 (part time)

Customer Name: Eppley Airfield
Address: 4501 Abbott Drive, Suite 2300, Omaha, Nebraska 68110
Contact Name and Title: Stan Kathol - Finance Director
Phone and Fax Numbers of Contact: p (402) 661-8000, f (402) 661-8025
Contract date (s): - Present (Operated since 1991)
Contract cost: $63,755,000.00
Description of work: Parking Management and Public Shuttle
Annual Staff Hours: 100,103 total; 86,947 (full time), 13,156 (part time)

ATTACHMENT C- PROPOSER REFERENCE FORM

Name of Proposer: ABM Parking Services

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: Gary - Chicago International Airport
Address: 6001 West industrial Drive, Gary, Indiana 46406
Contact Name and Title: Steve Landry - Airport Director
Phone and Fax Numbers of Contact: p (219) 949-4936, f (219) 949-0573
Contract date(s): 2008 - Present
Contract cost: $300,000.00
Description of work:

Parking Management (only operated on certain days of the week depending on flight schedules)
Annual Staff Hours: 2,080 total; (all full time)

Customer Name: Greenville - Spartanburg International Airport
Address: 200 GSP Drive, Suite 1, Greer, South Carolina 29651
Contact Name and Title: David Edwards - Airport Director
Phone and Fax Numbers of Contact: p (864) 848-6260, f (864) 848-6225
Contract date(s): 2009 - Present
Contract cost: $2,690,000.00
Description of Work:
Parking Management
Annual Staff Hours: 29,952 total; 29,120 (full time), 832 (part

Customer Name: Hilo International Airport
Address: 1363 Mokuea, Hilo, Hawaii 96720
Contact Name and Title: Ross Smith - Property Management Supervisor
Phone and Fax Numbers of Contact: p (808) 838-8676, f (808) 838-8734
Contract date (s): 1995 - Present
Contract cost: $5,000,000.00
Description of work: Parking Management

Annual Staff Hours: 12,896 total; 12,064 (full time), 832 (part time)

ATTACHMENT C- PROPOSER REFERENCE FORM

Name of Proposer: ABM Parking Services

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: Honolulu International Airport
Address: 400 Rogers Boulevard, Honolulu, Hawaii 96819
Contact Name and Title: Ross Smith - Property Management Supervisor
Phone and Fax Numbers of Contact: p (808) 838-8676, f (808) 848-6225
Contract date(s): 1994 - Present
Contract cost: $135,000,000.00
Description of work:

Parking Management, Valet and Ground Transportation Management
Annual Staff Hours: 247,760 total; 235,682 (full time), 12,078 (part time)

Customer Name: John F. Kennedy International Airport
Address: South Service Road, Building 14, Jamaica, New York 11430
Contact Name and Title: Peter Carbonaro - Supervisor - Transportation Operations
Phone and Fax Numbers of Contact: p (718) 244-4159, f (718) 244-4271
Contract date(s): 1984 - Present
Contract cost: $39,900,000.00
Description of Work:
Parking Management
(JFK, EWR & LGA operate under one contract)
Annual Staff Hours: 404,352 total; 392,704 (full time), 11,648 (part time)

Customer Name: Kona International Airport
Address: 73-200 Kupipi, Kailua - Kona, Hawaii 96740
Contact Name and Title: Ross Smith - Property Management Supervisor
Phone and Fax Numbers of Contact: p (808) 838-8676, f (808) 848-6225
Contract date (s): 1995 - Present
Contract cost: $5,000,000.00
Description of work: Parking Management
Annual Staff Hours: 12,896 total; 10,816 (full time), 2,080 (part time)

ATTACHMENT C- PROPOSER REFERENCE FORM

Name of Proposer: ABM Parking Services

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: LaGuardia Airport
Address: 94 Ditmars Boulevard, New York, New York 11369
Contact Name and Title: Cheryl Lee - Supervisor of Landside Transportation
Phone and Fax Numbers of Contact: p (718) 533-3456, f (718) 533-2421
Contract date(s): 1989 - Present
Contract cost: $39,900,000.00
Description of work:

Parking Management
(JFK, EWR & LGA operated under one contract)
Annual Staff Hours: 227,812 total; 225,316 (full time), 2,496 (part time)

Customer Name: Lihue Airport
Address: 3901 Mokulele Loop, Lihue, Hawaii 96766
Contact Name and Title: Ross Smith - Property Management Supervisor
Phone and Fax Numbers of Contact: p (808) 838-8676, f (808) 838-8734
Contract date(s): 1995 - Present
Contract cost: $5,000,000.00
Description of Work:
Parking Management
Annual Staff Hours: 12,896 total; 10,400 (full time), 2,496 (part time)

Customer Name: Long Beach Airport
Address: 4100 Donald Douglas Drive,Long Beach, California 90808
Contact Name and Title: Mark Echmalian - Administrative Analyst
Phone and Fax Numbers of Contact: p (562) 570-2622, f (562) 570-2601
Contract date (s): 1997 - Present
Contract cost: $23,733,000.00
Description of work: Parking Management and Public Shuttle
Annual Staff Hours: 265,760 total; 257,560 (full time), 8,200 (part time)

ATTACHMENT C- PROPOSER REFERENCE FORM

Name of Proposer: ABM Parking Services

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: McCarren - Las Vegas International Airport
Address: 5757 Wayne Newton, Las Vegas, Nevada 89119
Contact Name and Title: Dan Busch - Parking & Transportation Manager
Phone and Fax Numbers of Contact: p (702) 261-5211, f (702) 597-9553
Contract date(s): 1999 - Present
Contract cost: $15,300,000.00
Description of work:

Valet Parking Management
Annual Staff Hours: 26,624 total; 24,960 (full time), 1,664 (part time)

Customer Name: Minneapolis - St. Paul International Airport
Address: 4300 Glumack Drive, St. Paul, Minnesota 55111
Contact Name and Title: Arlie Johnson - Assistant Director
Phone and Fax Numbers of Contact: p (612) 726-5568, f (612) 726-5728
Contract date(s): 2004 - Present
Contract cost: $40,385,048.00
Description of Work:
Parking Management and Valet Parking
Annual Staff Hours: 355,732 total; 344,226 (full time), 11,506 (part time)

Customer Name: Newark Liberty International Airport
Address: 10 Tolar Place, Newark, New Jersey 07114
Contact Name and Title: Denise Dugan - Supervisor of Landside Operations
Phone and Fax Numbers of Contact: p (973) 961-6212, f (973) 961-6716
Contract date (s): 2002 - Present
Contract cost: $88,200,000.00
Description of work: Parking Management and Valet Parking
(JFK, EWR & LGA operated under one contract)
Annual Staff Hours: 502,440 total; 494,120 (full time), 8,320 (part time)

ATTACHMENT C- PROPOSER REFERENCE FORM

Name of Proposer: ABM Parking Services

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: Norman Y. Mineta San Jose International Airport
Address: 1701 Airport Boulevard, Suite B1130, San Jose, California 95112
Contact Name and Title: Robert Lockhart - Landside Operations Manager
Phone and Fax Numbers of Contact: p (408) 392-3514, f (408) 441-4591
Contract date(s): 2002 - Present
Contract cost: $11,900,000.00
Description of work:

Parking Management and Public Shuttle
Annual Staff Hours: 93,912 total; 88,140 (full time), 5,772 (part time)

Customer Name: Oakland International Airport
Address: 7600 Earhart Road, Oakland, California 94614
Contact Name and Title: Steve Gordon - Airport Business Manager
Phone and Fax Numbers of Contact: p (510) 563-3240, f (510) 563-3223
Contract date(s): 2001 - Present
Contract cost: $10,500,000.00
Description of Work:
Parking Management
Annual Staff Hours: 104,052 total; 100,100 (full time), 3,952 (part time)

Customer Name: Orlando International Airport
Address: One Jeff Fuqua Boulevard, Orlando, Florida 32827
Contact Name and Title: Ron Lewis - Deputy Executive Director - Operations
Phone and Fax Numbers of Contact: p (407) 825-2095, f (407) 825-3355
Contract date (s): 2002 - Present
Contract cost: $30,800,000.00
Description of work: Parking Management and Valet Parking
Annual Staff Hours: 216,736 total; 215,696 (full time), 1,040 (part time)

ATTACHMENT C- PROPOSER REFERENCE FORM

Name of Proposer: ABM Parking Services

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: Phoenix - Mesa Gateway Airport
Address: 6263 South Taxiway Circle, Mesa, Arizona 85212
Contact Name and Title: Margie Evanson - Operations Project Coordinator
Phone and Fax Numbers of Contact: p (480) 988-7557, f (480) 988-2315
Contract date(s): 2009 - Present
Contract cost: $500,000.00
Description of work:

Parking Management and Public Shuttle (Operated November thru January only)
Annual Staff Hours: 5,250 total; 4,800 (full time), 450 (part time)

Customer Name: Raleigh - Durham International Airport
Address: 1000 Trade Drive, RDU Airport, North Carolina 27623
Contact Name and Title: Susan Weiss - Parking Director
Phone and Fax Numbers of Contact: p (919) 840-7700, f (919) 840-7650
Contract date(s): 2010 - Present
Contract cost: $5,800,000.00
Description of Work:
Cashier, Shuttle Driver and Security Staffing Services
Annual Staff Hours: 99,372 total; 90,220 (full time), 9,152 (part time)

Customer Name: Ronald Reagan National Airport
Address: 2401 Smith Boulevard, Arlington, Virginia 22202
Contact Name and Title: Kathleen McKeever -
Phone and Fax Numbers of Contact: p (703) 417-8038, f (703) 417-8260
Contract date (s): 2010 - Present
Contract cost: $15,884,000.00
Description of work: Parking Management
Annual Staff Hours: 137,265 total; 129,912 (full time), 7,353 (part time)

ATTACHMENT C- PROPOSER REFERENCE FORM

Name of Proposer: ABM Parking Services

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: Sacramento International Airport
Address: 6900 Airport Boulevard, Sacramento, California 95837
Contact Name and Title: Scott Bonivert - Airport Operations Officer
Phone and Fax Numbers of Contact: p (916) 874-0636, f (916) 874-0636
Contract date(s): 2006 - Present
Contract cost: $104,675,000.00
Description of work:

Parking Management and Public Shuttle
Annual Staff Hours: 330,062 total; 293,480 (full time), 36,582 (part time)

Customer Name: Lambert - St. Louis International Airport
Address: 10701 Lambert International Boulevard, St. Louis, Missouri 63145
Contact Name and Title: Robert Salarano - Contracts Administration Manager
Phone and Fax Numbers of Contact: p (314) 426-8178, f (314) 426-8076
Contract date(s): 2011 - Present
Contract cost: $30,600,000.00
Description of Work:
Parking Management and Public Shuttle
Annual Staff Hours: 377,108 total; 344,656 (full time), 32,448 (part time)

Customer Name: Santa Barbara Airport
Address: 601 Firestone Road, Santa Barbara 95837
Contact Name and Title: Hazel Johns - Assistant Airport Director
Phone and Fax Numbers of Contact: p (916) 874-0636, f (916)
Contract date (s): 2000 - Present
Contract cost: $4,500,000.00
Description of work: Parking Management
Annual Staff Hours: 39,936 total; 35,360 (full time), 4,576 (part time)

ATTACHMENT C- PROPOSER REFERENCE FORM

Name of Proposer: ABM Parking Services

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: Southwest Georgia Regional Airport
Address: 3905 Newton Road, Albany, Georgia 31701
Contact Name and Title: Yvett Aehle - Airport Director
Phone and Fax Numbers of Contact: p (229) 430-5175, f (229) 964-1380
Contract date(s): 2006 - Present
Contract cost: $400,000.00
Description of work:

Parking Management
Annual Staff Hours: 7,436 total; 6,240 (full time), 1,196 (part time)

Customer Name: Tyler - Pounds Regional Airport
Address: 700 Skyway Boulevard, Tyler, Texas 75704
Contact Name and Title: Davis Dixon - Airport Director
Phone and Fax Numbers of Contact: p (903) 531-9825, f (903) 531-9843
Contract date(s): 2010 - Present
Contract cost: $700,000.00
Description of Work:
Parking Management
Annual Staff Hours: 5,824 total; 4,992 (full time), 832 (part time)

Customer Name: Washington - Dulles International Airport
Address: One Saarinen Circle, Dulles, Virginia 20166
Contact Name and Title: Matthew Sherwood - General Business Specialist
Phone and Fax Numbers of Contact: p (703) 572-2585, f (703) 572-8213
Contract date (s): 2010 - Present
Contract cost: $22,517,000.00
Description of work: Parking Management and Valet Parking
Annual Staff Hours: 283,640 total; 239,960 (full time), 43,680 (part time)

ATTACHMENT C- PROPOSER REFERENCE FORM

Name of Proposer: ABM Parking Services

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: Wichita Mid Continent Airport
Address: 2211 Air Cargo Road, Wichita, Kansas 67209
Contact Name and Title: Victor White - Airport Director
Phone and Fax Numbers of Contact: p (316) 946-4700, f (316) 946-4793
Contract date(s): 1995 - Present
Contract cost: $6,000,000.00
Description of work:

Parking Management and Public Shuttle
Annual Staff Hours: 57,200 total; 52,208 (full time), 4,992 (part time)

Customer Name: Will Rogers World Airport
Address: 7100 Terminal Drive, Oklahoma City, Oklahoma 73159
Contact Name and Title: Mark Kranenburg - Airport Director
Phone and Fax Numbers of Contact: p (405) 681-3200, f (405) 316-3311
Contract date(s): 1994 - Present
Contract cost: $14,400,000.00
Description of Work:
Parking Management and Public Shuttle
Annual Staff Hours: 128,856 total; 93,912 (full time), 34,944 (part time)

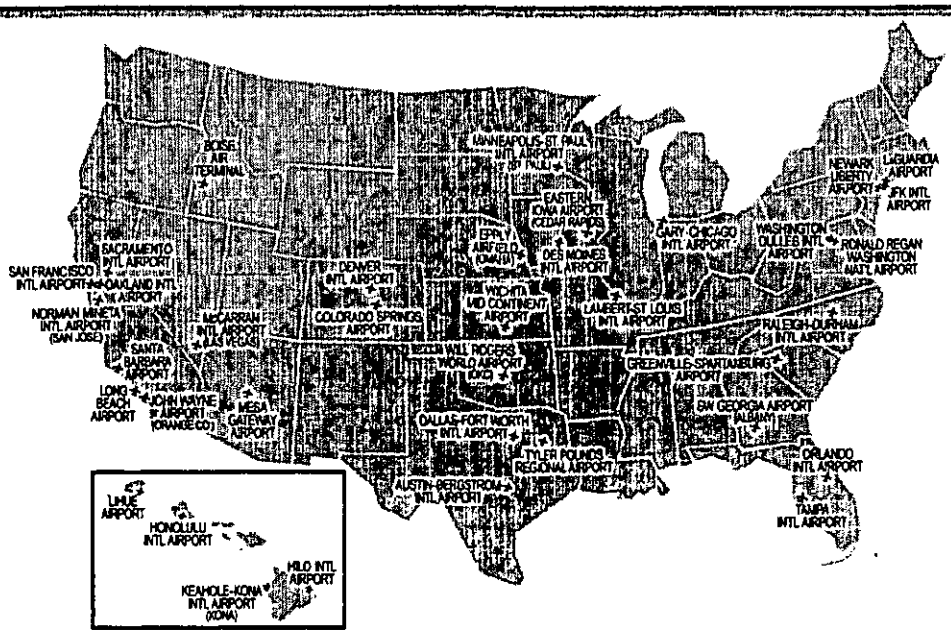
Customer Name:
Address:
Contact Name and Title:
Phone and Fax Numbers of Contact:
Contract date (s):
Contract cost:
Description of work:

THE PORT AUTHORITY OF NY & NJ

John F. Kennedy, LaGuardia, Newark Liberty, Stewart

ABM Parking Services

TECHNICAL EXPERIENCE, EXPERIENCE OF PROPOSER & PROPOSER'S CAPABILITY



Austin–Bergstrom International Airport – Austin, Texas
Parking & Valet Management, Public & Employee Shuttle Operations

Boise Air Terminal – Boise, Idaho
Parking Management, Public & Employee Shuttle Operations

Colorado Springs Airport – Colorado Springs, Colorado
Parking & Valet Management, Public Shuttle Operations

Dallas–Fort Worth International Airport – DFW, Texas
Express Parking Operations, Terminal Link Shuttle Operations

Denver International Airport – Denver, Colorado
Public & Employee Shuttle Operations

Des Moines International Airport – Des Moines, Iowa
Parking Management, Public Shuttle Operations

Eastern Iowa Airport – Cedar Rapids, Iowa
Parking Management

Epply Airfield – Omaha, Nebraska
Parking Management, Public Shuttle Operations

Gary–Chicago International Airport – Gary, Indiana
Parking Management

Greenville–Spartanburg Airport – Greenville, South Carolina
Parking Management

Hilo International Airport – Hilo, Hawaii
Parking Management

Honolulu International Airport – Honolulu, Hawaii
Parking, Valet & Ground Transportation Management

JFK International Airport – New York City, New York
Parking Management

John Wayne Airport – Orange County, California
Employee Shuttle Operations

Keahole–Kona International Airport – Kona, Hawaii
Parking Management

LaGuardia Airport – New York City, New York
Parking Management

Lambert – St. Louis International Airport – St. Louis, MO
Parking Management, Public Shuttle Operations

Lihue Airport – Lihue, Hawaii
Parking Management

Long Beach Airport – Long Beach, California
Parking Management, Public Shuttle Operations

McCarran International Airport – Las Vegas, Nevada
Valet Parking Management

Mesa Gateway Airport – Mesa, Arizona
Parking Management, Public Shuttle Operations

Minneapolis–St. Paul International Airport – St. Paul, Minnesota
Parking & Valet Management

Newark Liberty Airport – Newark, New Jersey
Parking & Valet Management

Norman Mineta San Jose International Airport – San Jose, California
Parking Management, Public Shuttle Operations

Oakland International Airport – Oakland, California
Parking & Valet Management

Orlando International Airport – Orlando, Florida
Parking & Valet Management

Raleigh–Durham International Airport – Raleigh, North Carolina
Cashiering, Shuttle Driver & Security Staffing Services

Ronald Reagan Washington National Airport – Arlington, Virginia
Parking Management

Sacramento International Airport – Sacramento, California
Parking Management, Public, Rental Car & Employee Shuttle Operations

San Francisco International Airport – San Francisco, California
Ground Transportation Management

Santa Barbara Airport – Santa Barbara, California
Parking Management, Employee Shuttle Operations

Southwest Georgia Airport – Albany, Georgia
Parking Management

Tampa International Airport – Tampa, Florida
Parking & Valet Management, Public Shuttle Operations

Tyler Pounds Regional Airport – Tyler, Texas
Parking Management

Washington Dulles International Airport – Chantilly, Virginia
Parking & Valet Management

Wichita Mid Continent Airport – Wichita, Kansas
Parking Management, Public Shuttle Operations

Will Rogers World Airport – Oklahoma City, Oklahoma
Parking Management, Public Shuttle Operations, Ground Transportation Mgmt

THE PORT AUTHORITY OF NY & NJ

John F. Kennedy INTERNATIONAL AIRPORT | LaGuardia AIRPORT | Newark Liberty INTERNATIONAL AIRPORT | Stewart INTERNATIONAL AIRPORT

ABM Parking Services

FINANCIAL CAPABILITIES

b. Financial Capabilities

Financial Profile

Ampco System Parking, DBA ABM Parking Services, is a wholly owned subsidiary of ABM Industries Inc., a public company traded on the New York Stock Exchange since 1965. Established in 1909, ABM is one of the largest facility service contractors listed on the NYSE. With annualized revenues in excess of $4.2 billion and more than 101,000 employees, ABM provides janitorial, parking and transportation, engineering, security, and energy services for thousands of commercial, industrial, institutional and retail facilities in hundreds of cities across North America.

Due to the fact that we are a publicly traded company, ABM Industries and ultimately ABM Parking Services are subject to the strict reporting requirements of the Securities and Exchange Commission (SEC). Additionally, ABM Industries employs an outside auditing firm, KPMG, as well as a proven staff of professional internal auditors who continually review the financial condition of both the parent company and each of its subsidiaries.

Since its inception in 1966, ABM Parking Services has never been deficient in meeting any of its financial obligations required under any of its 2,000 plus parking management agreements and / or leases. Additionally, we have never had a bond forfeited or cancelled.

As our company has grown over the years, so too has the availability of financial resources resulting from the sustained and profitable growth of our parent company and its subsidiaries. Without question, ABM provides its subsidiaries with the financial stability and assets necessary to compete effectively in *today's complex marketplace.*

Financial Statements

As a publicly traded company, ABM provides audited financial statements in full compliance with all reporting requirements of the Securities and Exchange Commission (SEC). Furthermore, ABM is also compliant with the stringent audit and internal control requirements mandated by Sarbanes Oxley (SOX) legislation. Ampco System Parking segment earnings are provided; however the Ampco balance sheet can only be provided consolidated with ABM Industries, as materiality standards have been applied to the financial statements of ABM Industries as a whole, and not as to individual subsidiaries. Ampco is additionally restricted by SEC requirements from providing any financial statements (to third parties which would otherwise not be disclosed to the general public) except as a part of its parent company financial statements.

The information provided in the ABM Annual Report and the SEC Form 10-K is also available at our web site *www.abm.com.* Ampco System Parking is included as an audited and fully consolidated subsidiary on the SEC Form10-K. Notes to Consolidated Financial Statements as well as other analytic information is available through *EDGAR, EDGAR Online* and various other search engines. However, once again, please consider accessing *www.abm.com* both for more information on our company and for a more direct link to the public financial statements (which can be found through the "Investor Relations" link).

Statement of Work on Hand

ABM Parking Services currently has the following airport work on hand.

Austin – Bergstrom International Airport, Austin Texas

Parking management, valet, public & employee shuttle
Annual Dollar Value: $6,232,000.00
Percentage of Completion: 75%
Expected Date of Completion:9/30/2014
Contact: Jerry Dinse (512) 530-6344

Boise Airport, Boise, Idaho

Parking management & public shuttle
Annual Dollar Value: $739,000.00
Percentage of Completion: 90%
Expected Date of Completion: 9/30/2013
Contact: Mike O'Dell (208) 383-3110

Colorado Springs Airport, Colorado Springs, Colorado

Parking management, valet & public shuttle
Annual Dollar Value: $1,708,000.00
Percentage of Completion: 50%
Expected Date of Completion: 4/14/2014
Contact: Mark Earl (719) 550-1909

Dallas – Fort Worth International Airport, Dallas, Texas

Public shuttle (2 separate contracts)
Annual Dollar Value: $8,914,000.00
Percentage of Completion: 80%
Expected Date of Completion: 11/1/2015
Contact: David Harris (972) 973-8245

Denver International Airport, Denver, Colorado

Public & employee shuttle
Annual Dollar Value: $18,000,000.00
Percentage of Completion: 75%
Expected Date of Completion: 1/31/2013
Contact: Greg Holt (303) 342-3976

Des Moines International Airport, Des Moines, Iowa

Parking management & public shuttle
Annual Dollar Value: $1,146,000.00
Percentage of Completion: 66%
Expected Date of Completion: 4/30/2013
Contact: Kevin Foley (515) 256-2854

Eastern Iowa Airport, Cedar Rapids, Iowa

Parking management
Annual Dollar Value: $700,000.00
Percentage of Completion: 95%
Expected Date of Completion: 9/1/2012
Contact: Donald Swanson (319) 362-3131

Eppley Airfield, Omaha, Nebraska

Parking management & public shuttle
Annual Dollar Value: $12,751,000.00
Percentage of Completion: 60%
Expected Date of Completion: 5/31/2014
Contact: Stan Kathol (402) 661-8000

Gary – Chicago International Airport, Gary Indiana

Parking management
Annual Dollar Value: $200,000.00
Percentage of Completion: 100%
Expected Date of Completion: Month to Month
Contact: Steve Landry (219) 949-4936

TECHNICAL EXPERIENCE, EXPERIENCE OF PROPOSER & PROPOSER'S CAPABILITY

Greenville – Spartanburg International Airport, Greer, South Carolina
Parking management
Annual Dollar Value: $750,000.00
Percentage of Completion: 40%
Expected Date of Completion: 10/31/2014
Contact: David Edwards (864) 848-6260

Hilo International Airport, Hilo, Hawaii
Parking management
Annual Dollar Value: $500,000.00
Percentage of Completion: 10%
Expected Date of Completion: 7/1/2017
Contact: Ross Smith (808) 838-8676

Honolulu International Airport, Honolulu, Hawaii
Parking management, valet & ground transportation management
Annual Dollar Value: $15,000,000.00
Percentage of Completion: 10%
Expected Date of Completion: 7/1/2017
Contact: Ross Smith (808) 838-8676

John F. Kennedy International Airport, New York, New York
Parking management
Annual Dollar Value: $9,500,000.00
Percentage of Completion: 97%
Expected Date of Completion: 9/14/2012
Contact: Peter Carbonaro (718) 244-4159

John Wayne Airport, Costa Mesa, California
Employee shuttle
Annual Dollar Value: $200,000.00
Percentage of Completion: 99%
Expected Date of Completion: 6/30/2012
Contact: Robert Holden (949) 252-5246

Kona International Airport, Kona, Hawaii
Parking management
Annual Dollar Value: $500,000.00
Percentage of Completion: 10%
Expected Date of Completion: 7/1/2017
Contact: Ross Smith (808) 838-8676

LaGuardia Airport, New York, New York
Parking management
Annual Dollar Value: $5,700,000.00
Percentage of Completion: 97%
Expected Date of Completion: 9/14/2012
Contact: Cheryl Lee (718) 533-3456

Lambert – St. Louis International Airport, St. Louis, Missouri
Parking management & public shuttle
Annual Dollar Value: $10,643,000.00
Percentage of Completion: 10%
Expected Date of Completion: 7/1/2017
Contact: Robert Salanaro (314) 426-8178

Lihue Airport, Lihue, Hawaii
Parking management
Annual Dollar Value: $500,000.00
Percentage of Completion: 10%
Expected Date of Completion: 7/1/2017
Contact: Ross Smith (808) 838-8676

Long Beach Airport, Long Beach, California
Parking management & public shuttle
Annual Dollar Value: $1,270,000.00
Percentage of Completion: 100%
Expected Date of Completion: Month to month
Contact: Mark Echmalian (562) 570-2622

McCarren Las Vegas International Airport, Las Vegas, Nevada
Valet parking management
Annual Dollar Value: $3,060,000.00
Percentage of Completion: 66%
Expected Date of Completion: 4/30/2013
Contact: Dan Busch (702) 261-5211

Minneapolis – St. Paul International Airport, St. Paul, Minnesota
Parking Management & valet
Annual Dollar Value: $10,096,000.00
Percentage of Completion: 85%
Expected Date of Completion: 6/30/2013
Contact: Arlie Johnson (612) 726-5568

Newark Liberty International Airport, Newark, New Jersey
Parking management & valet
Annual Dollar Value: $12,600,000.00
Percentage of Completion: 97%
Expected Date of Completion: 9/14/2012
Contact: Denise Dugan (973) 961-6212

Norman Mineta San Jose International Airport, San Jose, California
Parking management & public shuttle
Annual Dollar Value: $4,000,000.00
Percentage of Completion: 50%
Expected Date of Completion: 12/31/2014
Contact: Robert Lockhart (408) 392-3514

Oakland International Airport, Oakland, California
Parking management
Annual Dollar Value: $3,500,000.00
Percentage of Completion: 100%
Expected Date of Completion: Month to month
Contact: Steve Gordon (510) 563-3240

Orlando International Airport, Orlando Florida
Parking management & valet
Annual Dollar Value: $7,000,000.00
Percentage of Completion: 95%
Expected Date of Completion: 9/30/2012
Contact: Ron Lewis (407) 825-2095

Phoenix Mesa Gateway Airport, Mesa, Arizona
Parking management & public shuttle
Annual Dollar Value: $75,000.00
Percentage of Completion: 100%
Expected Date of Completion: Month to month
Contact: Margie Evanson (480) 988-7557

Raleigh – Durham International Airport, RDU, North Carolina
Cashier, shuttle & security staffing
Annual Dollar Value: $2,500,000.00
Percentage of Completion: 70%
Expected Date of Completion: 9/30/2013
Contact: Susan Weiss (919) 840-7700

Ronald Reagan National Airport, Arlington, Virginia
Parking management
Annual Dollar Value: $5,281,000.00
Percentage of Completion: 66%
Expected Date of Completion: 6/30/2013
Contact: Kathleen McKeever (703) 417-8038

Sacramento International Airport, Sacramento, California
Parking management, public, employee & rental car shuttle
Annual Dollar Value: $9,793,000.00
Percentage of Completion: 50%
Expected Date of Completion: 12/31/2015
Contact: Scott Bionivert (916) 874-0636

Santa Barbara Airport, Santa Barbara, California
Parking management & public shuttle
Annual Dollar Value: $994,000.00
Percentage of Completion: 99%
Expected Date of Completion: 7/1/2017
Contact: Hazel Johns (916) 874-0636

Southwest Georgia Regional Airport, Albany, Georgia
Parking management
Annual Dollar Value: $66,000.00
Percentage of Completion: 30%
Expected Date of Completion: 9/30/2014
Contact: Yvett Aehele(229) 430-5175

Tampa International Airport, Tampa, Florida
Parking management, valet & public shuttle
Annual Dollar Value: $7,402,000.00
Percentage of Completion: 10%
Expected Date of Completion: 6/30/2016
Contact: Karl Martin (813) 870-8712

Tyler – Pounds Regional Airport, Tyler, Texas
Parking management
Annual Dollar Value: $125,000.00
Percentage of Completion: 40%
Expected Date of Completion: 10/30/2015
Contact: Davis Dixon (903) 531-9825

Washington – Dulles International Airport, *Dulles, Virginia*
Parking management & valet
Annual Dollar Value: $7,506,000.00
Percentage of Completion: 66%
Expected Date of Completion: 6/30/2013
Contact: Matthew Sherwood (703) 572-2585

Wichita Mid Continent Airport, Wichita, Kansas
Parking management & public shuttle
Annual Dollar Value: $1,200,000.00
Percentage of Completion: 70%
Expected Date of Completion: 4/30/2016
Contact: Victor White (316) 946-4700

Will Rogers World Airport, Oklahoma City, Oklahoma
Parking management, public shuttle & ground transportation management
Annual Dollar Value: $1,795,000.00
Percentage of Completion: 85%
Expected Date of Completion: 4/1/2015
Contact: Mark Kranenburg (405) 681-3200

Proposals Pending
ABM Parking Services has proposals pending for the following airport operations:

Dallas – Fort Worth International Airport, Dallas, Texas*
Services: Remote Shuttle (this operation is separate from ABM's other shuttling contracts at DFW)
*ABM was awarded this contract on 6/7/2012 and will commence operations on 10/1/2012.

Kansas City International Airport, Kansas City Missouri
Services: Public Shuttle

Oakland International Airport, Oakland, California
Services: Parking Management, Public Shuttle & Ground Transportation Management (ABM is the incumbent operator for Parking Management)

Santa Barbara Airport, Santa Barbara, California

Services: Parking Management & Employee Shuttle (ABM is the incumbent operator)

Financial Institution Information

Ampco System Parking DBA ABM Parking Services utilizes the following banks, among others, for our national parking operations.

Bank of America
125 S Market Street, 2nd Floor
San Jose, California 95113
Contact: Ken Jones, Senior Vice President
(408) 277-7644

Wells Fargo
375 Park Avenue, 3rd Floor
New York, New York 10152
Contact: Eric Frandson, Director
(212) 214-7214

JP Morgan Chase Bank
560 Mission Street, 19th Floor
San Francisco, California 94104
Contact: Charles Ackman, Managing Director
(415) 315-3976

Federal Employer Identification Number:

95-2495556

Dunn and Bradstreet Number:

04-848-8340

Dun & Bradstreet Rating: 5A1

Financial Data

ABM Industries' fiscal year 2011 audited financial statements have been placed on the following pages, as well as our most recent 10Q dated 4/30/2012.

THE PORT AUTHORITY OF NY & NJ

John F. Kennedy INTERNATIONAL AIRPORT | LaGuardia AIRPORT | Newark Liberty INTERNATIONAL AIRPORT | Stewart INTERNATIONAL AIRPORT

ABM Parking Services

2011 FINANCIAL STATEMENTS

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UNITED STATES
SECURITIES AND EXCHANGE COMMISSION
WASHINGTON, D.C. 20549

FORM 10-K

(Mark One)

☒ **ANNUAL REPORT UNDER SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934**

For the fiscal year ended October 31, 2011

☐ **TRANSITION REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934**

For the transition period from to

COMMISSION FILE NUMBER: 1-8929

ABM INDUSTRIES INCORPORATED
(Exact name of registrant as specified in its charter)

Delaware (State or other jurisdiction of incorporation or organization)	**94-1369354** (I.R.S. Employer Identification No.)
551 Fifth Avenue, Suite 300, New York, New York (Address of principal executive offices)	**10176** (Zip Code)

(212) 297-0200
(Registrant's telephone number, including area code)

Securities registered pursuant to Section 12(b) of the Act:

Title of each class	Name of each exchange on which registered
Common Stock, $.01 par value	New York Stock Exchange

Securities registered pursuant to Section 12(g) of the Act:
None

ndicate by check mark if the registrant is a well-known seasoned issuer, as defined in Rule 405 of the Securities Act. Yes ☑ No ☐

ndicate by check mark if the registrant is not required to file reports pursuant to Section 13 or Section 15(d) of the Act. Yes ☐ No ☑

ndicate by check mark whether the registrant (1) has filed all reports required to be filed by Section 13 or 15(d) of the Securities Exchange Act of 1934 during the preceding 12 months (or for such shorter period that the registrant was required to file such eports), and (2) has been subject to the filing requirements for the past 90 days. Yes ☑ No ☐

ndicate by check mark whether the registrant has submitted electronically and posted on its corporate Web site, if any, every nteractive Data File required to be submitted and posted pursuant to Rule 405 of Regulation S-T (§232.405 of this chapter) during he preceding 12 months (or for such shorter period that the registrant was required to submit and post such files). Yes ☑ No ☐

ndicate by check mark if disclosure of delinquent filers pursuant to Item 405 of Regulation S-K (§229.405 of this chapter) is not contained herein, and will not be contained, to the best of registrant's knowledge, in definitive proxy or information statements ncorporated by reference in Part III of this Form 10-K or any amendment to this Form 10-K. ☐

icate by check mark whether the registrant is a large accelerated filer, an accelerated filer, a non-accelerated filer, or a smaller eporting company. See the definitions of "large accelerated filer," "accelerated filer" and "smaller reporting company" in Rule 12b-2 f the Exchange Act.

arge accelerated filer ☑ Accelerated filer ☐

lon-accelerated filer ☐ (Do not check if a smaller reporting company) Smaller reporting company ☐

ıdicate by check mark whether the registrant is a shell company (as defined in Rule 12b-2 of the Exchange Act). Yes ☐ No ☑

ıs of April 29, 2011 (the last business day of registrant's most recently completed second fiscal quarter), non-affiliates of the egistrant beneficially owned shares of the registrant's common stock with an aggregate market value of $1,271,361,902 comput y reference to the price at which the common stock was last sold.

lumber of shares of common stock outstanding as of December 9, 2011: 53,353,511.

DOCUMENTS INCORPORATED BY REFERENCE

'ortions of the Proxy Statement to be used by the Company in connection with its 2012 Annual Meeting of Stockholders are ıcorporated by reference into Part III of this Annual Report on Form 10-K.

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ABM Industries Incorporated
Form 10-K
For the Fiscal Year Ended October 31, 2011

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TEM 8. FINANCIAL STATEMENTS AND SUPPLEMENTARY DATA

Report of Independent Registered Public Accounting Firm

The Board of Directors and Stockholders
ABM Industries Incorporated:

We have audited the accompanying consolidated balance sheets of ABM Industries Incorporated and subsidiaries ("the Company") as of October 31, 2011 and 2010, and the related consolidated statements of income, stockholders' equity and comprehensive income, and cash flows for each of the years in the three-year period ended October 31, 2011. In connection with our audits of the consolidated financial statements, we have also audited the related financial statement Schedule II. We have also audited the Company's internal control over financial reporting as of October 31, 2011, based on criteria established in *Internal Control – Integrated Framework* issued by the Committee of Sponsoring Organizations of the Treadway Commission (COSO). The Company's management is responsible for these consolidated financial statements, the related financial statement Schedule II, for maintaining effective internal control over financial reporting, and for its assessment of the effectiveness of internal control over financial reporting, included in the accompanying Management's Report on Internal Control Over Financial Reporting. Our responsibility is to express an opinion on these consolidated financial statements and the related financial statement Schedule II and an opinion on the Company's internal control over financial reporting based on our audits.

We conducted our audits in accordance with the auditing standards of the Public Company Accounting Oversight Board (United States). Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement and whether effective internal control over financial reporting was maintained in all material respects. Our audits of the consolidated financial statements included examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements, assessing the accounting principles used and significant estimates made by management, and evaluating the overall financial statement presentation. Our audit of internal control over financial reporting included obtaining an understanding of internal control over financial reporting, assessing the risk that a material weakness exists, and testing and evaluating the design and operating effectiveness of internal control based on the assessed risk. Our audits also included performing such other procedures as we considered necessary in the circumstances. We believe that our audits provide a reasonable basis for our opinion.

A company's internal control over financial reporting is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. A company's internal control over financial reporting includes those policies and procedures that (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the company; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the company are being made only in accordance with authorizations of management and directors of the company; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorized acquisition, use, or disposition of the company's assets that could have a material effect on the financial statements.

Because of its inherent limitations, internal control over financial reporting may not prevent or detect misstatements. Also, projections of any evaluation of effectiveness to future periods are subject to the risk that controls may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the financial position of ABM Industries Incorporated and subsidiaries as of October 31, 2011 and 2010, and the results of their operations and their cash flows for each of the years in the three-year period ended October 31, 2011 in conformity with U.S. generally accepted accounting principles. Also in

r opinion, the related financial statement Schedule II, when considered in relation to the basic consolidated financial statements ken as a whole, presents fairly, in all material respects, the information set forth therein. Also in our opinion, ABM Industries Incorporated and subsidiaries maintained, in all material respects, effective internal control over financial reporting as of October 31, 2011, based on criteria established in *Internal Control – Integrated Framework* issued by the COSO.

/s/ KPMG LLP

New York, New York
December 23, 2011

.BM Industries Incorporated and Subsidiaries
:ONSOLIDATED BALANCE SHEETS

ctober 31, n thousands, except share amounts)	2011	2010
SSETS		
:urrent assets		
Cash and cash equivalents	$ 26,467	$ 39,446
Trade accounts receivable, net of allowances of $13,485 and $10,672 at October 31, 2011 and 2010, respectively	552,098	450,513
Prepaid income taxes	7,205	1,498
Current assets of discontinued operations	1,992	4,260
Prepaid expenses	41,823	41,306
Notes receivable and other	52,756	20,402
Deferred income taxes, net	40,565	46,193
Insurance recoverables	10,851	5,138
Total current assets	733,757	608,756
lon-current assets of discontinued operations	216	1,392
isurance deposits	35,974	36,164
ther investments and long-term receivables	5,798	4,445
eferred income taxes, net	30,948	51,068
isurance recoverables	59,759	70,960
ther assets	43,178	37,869
ivestments in auction rate securities	15,670	20,171
ivestments in unconsolidated affiliates, net	14,423	—
roperty, plant and equipment, net of accumulated depreciation of $97,819 and $98,884 at October 31, 2011 and 2010, respectively	60,009	58,088
ther intangible assets, net of accumulated amortization of $78,669 and $54,889 at October 31, 2011 and 2010, respectively	128,994	65,774
ioodwill	750,872	593,98
otal assets	$1,879,598	$1,548,670

M Industries Incorporated and Subsidiaries
ONSOLIDATED BALANCE SHEETS (continued)

LIABILITIES AND STOCKHOLDERS' EQUITY		
Current liabilities		
Trade accounts payable	$ 130,464	$ 78,928
Accrued liabilities		
Compensation	112,233	89,063
Taxes - other than income	19,144	17,663
Insurance claims	78,828	77,101
Other	102,220	70,119
Income taxes payable	307	977
Total current liabilities	443,196	333,851
Income taxes payable	38,236	29,455
Line of credit	300,000	140,500
Retirement plans and other	39,707	34,626
Insurance claims	262,573	271,213
Total liabilities	1,083,712	809,645
Commitments and Contingencies		
STOCKHOLDERS' EQUITY		
Preferred stock, $0.01 par value; 500,000 shares authorized; none issued	—	—
Common stock, $0.01 par value; 100,000,000 shares authorized; 53,333,071 and 52,635,343 shares issued and outstanding at October 31, 2011 and 2010, respectively	533	526
Additional paid-in capital	211,389	192,418
Accumulated other comprehensive loss, net of taxes	(2,661)	(1,863)
Retained earnings	586,625	547,944
Total stockholders' equity	795,886	739,025
tal liabilities and stockholders' equity	$ 1,879,598	$ 1,548,670

See accompanying notes to the consolidated financial statements.

ABM Industries Incorporated and Subsidiaries
CONSOLIDATED STATEMENTS OF INCOME

Years ended October 31, (in thousands, except per share data)	2011	2010	2009
Revenues	$4,246,842	$3,495,747	$3,481,823
Expenses			
Operating	3,781,264	3,134,018	3,114,699
Selling, general and administrative	324,762	241,526	263,633
Amortization of intangible assets	23,248	11,364	11,384
Total expenses	4,129,274	3,386,908	3,389,716
Operating profit	117,568	108,839	92,107
Other-than-temporary impairment losses on auction rate security:			
Gross impairment losses	—	—	(3,695)
Impairments recognized in other comprehensive income	—	(127)	2,129
Income from unconsolidated affiliates, net	3,915	—	—
Interest expense	(15,805)	(4,639)	(5,881)
Income from continuing operations before income taxes	105,678	104,073	84,660
Provision for income taxes	(36,980)	(40,203)	(29,170)
Income from continuing operations	68,698	63,870	55,490
Discontinued Operations			
(Loss) Income from discontinued operations, net of taxes	(194)	251	(1,197)
Net Income	$ 68,504	$ 64,121	$ 54,293
Net Income per common share—Basic			
Income from continuing operations	$ 1.29	$ 1.23	$ 1.08
Loss from discontinued operations	—	—	(0.02)
Net Income	$ 1.29	$ 1.23	$ 1.06
Net Income per common share—Diluted			
Income from continuing operations	$ 1.27	$ 1.21	$ 1.07
Loss from discontinued operations	—	—	(0.02)
Net Income	$ 1.27	$ 1.21	$ 1.05
Weighted-average common and common equivalent shares outstanding			
Basic	53,121	52,117	51,373
Diluted	54,103	52,908	51,845
Dividends declared per common share	$ 0.56	$ 0.54	$ 0.52

See accompanying notes to the consolidated financial statements.

)M Industries Incorporated and Subsidiaries

ONSOLIDATED STATEMENTS OF STOCKHOLDERS' EQUITY AND COMPREHENSIVE INCOME

(In thousands)	Common Stock Shares	Common Stock Amount	Treasury Stock Shares	Treasury Stock Amount	Additional Paid-in Capital	Accumulated Other Comprehensive Income (Loss)	Retained Earnings	Total
Balance October 31, 2008	57,992	$ 581	(7,028)	$ (122,338)	$ 284,094	$ (3,422)	$ 485,136	$ 644,051
Comprehensive income:								
Net income	—	—	—	—	—	—	54,293	54,293
Unrealized gain on auction rate securities, net of taxes of $203	—	—	—	—	—	297	—	297
Reclass adjustment for credit losses recognized in earnings, net of taxes of $836	—	—	—	—	—	930	—	930
Foreign currency translation, net of taxes of $241	—	—	—	—	—	577	—	577
Actuarial loss—Adjustments to pension and other post-retirement benefit plans, net of taxes of $139	—	—	—	—	—	(203)	—	(203)
Unrealized loss on interest rate swaps, net of taxes of $412	—	—	—	—	—	(602)		(602)
Comprehensive income	—	—	—	—	—	—	—	55,292
Dividends:								
Common stock	—	—	—	—	—	—	(26,727)	(26,727)
Tax effect from exercise of stock options	—	—	—	—	(1,314)	—	—	(1,314)
Stock issued under employees' stock purchase and option plans	724	8	—	—	8,557	—	(226)	8,337
Share-based compensation expense	—	—	—	—	7,411	—	—	7,411
Treasury stock retirement	(7,028)	(70)	7,028	122,338	(122,268)	—	—	—
Balance October 31, 2009	51,688	517	—	$ —	$ 176,480	$ (2,423)	$ 512,476	$ 687,050
Comprehensive income:								
Net income	—	—	—	—	—	—	64,121	64,121
Unrealized gain on auction rate securities, net of taxes of $179	—	—	—	—	—	461	—	461
Reclass adjustment for credit losses recognized in earnings, net of taxes of $53	—	—	—	—	—	74	—	74
Foreign currency translation	—	—	—	—	—	68	—	68
Actuarial loss—Adjustments to pension and other post-retirement benefit plans, net of taxes of $108	—	—	—	—	—	(381)	—	(381)
Unrealized gain on interest rate swaps, net of taxes of $230	—	—	—	—	—	338	—	338
Comprehensive income	—	—	—	—	—	—	—	64,681
Dividends:								
Common stock	—	—	—	—	—	—	(28,152)	(28,152)
Tax effect from exercise of stock options	—	—	—	—	383	—	—	383
Stock issued under employees' stock purchase and option plans	947	9	—	—	11,484	—	(501)	10,992
Share-based compensation expense	—	—	—	—	4,071	—	—	4,071
Balance October 31, 2010	52,635	$ 526	—	$ —	$ 192,418	$ (1,863)	$ 547,944	$ 739,025

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BM Industries Incorporated and Subsidiaries
ONSOLIDATED STATEMENTS OF STOCKHOLDERS' EQUITY AND COMPREHENSIVE INCOME
:ontinued)

omprehensive income:								
Net income	—	—	—	—	—	—	68,504	68,504
Foreign currency translation						214		214
Unrealized gain on auction rate securities, net of taxes of $193	—	—	—	—	—	306	—	306
Net unrealized gain on interest rate swaps, net of taxes of $76						115		115
Actuarial loss - Adjustments to pension and other post-retirementbenefit plans, net of taxes of $996	—	—	—	—	—	(1,433)	—	(1,433)
Comprehensive income								67,706
vidends:								
Common stock							(29,744)	(29,744)
ıx effect from exercise of stock options	—	—	—	—	(467)	—	—	(467)
ock issued under employees' stock purchase and option plans	698	7	—	—	10,247	—	(79)	10,175
ıare-based compensation expense	—	—	—	—	9,191	—	—	9,191
lance October 31, 2011	53,333	$ 533	$ —	$ —	$ 211,389	$ (2,661)	$ 586,625	$ 795,886

See accompanying notes to the consolidated financial statements.

3M Industries Incorporated and Subsidiaries
CONSOLIDATED STATEMENTS OF CASH FLOWS

Years ended October 31, (in thousands)	2011	2010	2009
Cash flows from operating activities:			
Net income	$ 68,504	$ 64,121	$ 54,293
(Loss) income from discontinued operations, net of taxes	(194)	251	(1,197)
Income from continuing operations	68,698	63,870	55,490
Adjustments to reconcile income from continuing operations to net cash provided by continuing operating activities:			
Depreciation and amortization of intangible assets	52,658	36,315	33,325
Deferred income taxes	24,227	17,654	16,191
Share-based compensation expense	9,191	4,071	7,411
Provision for bad debt	3,142	2,636	3,960
Discount accretion on insurance claims	874	912	1,248
Auction rate security credit loss impairment	—	127	1,566
Gain on sale of assets	(150)	(1,059)	(941)
Income from unconsolidated affiliates, net	(3,915)	—	—
Distributions from unconsolidated affiliates	2,539	—	—
Changes in assets and liabilities, net of effects of acquisitions:			
Trade accounts receivable	(18,432)	1,976	19,931
Prepaid expenses and other current assets	(7,786)	(297)	(1,431)
Insurance recoverables	5,488	(3,981)	(500)
Other assets and long-term receivables	5,962	3,856	(8,764)
Income taxes payable	4,396	22,629	12,623
Retirement plans and other non-current liabilities	(4,085)	(317)	(5,144)
Insurance claims	(11,950)	(247)	(1,497)
Trade accounts payable and other accrued liabilities	25,943	(7,399)	(12,213)
Total adjustments	88,102	76,876	65,765
Net cash provided by continuing operating activities	156,800	140,746	121,255
Net cash provided by discontinued operating activities	3,190	9,118	19,616
Net cash provided by operating activities	159,990	149,864	140,871
Cash flows from investing activities:			
Additions to property, plant and equipment	(22,124)	(23,942)	(18,582)
Proceeds from sale of assets and other	912	1,512	2,165
Purchase of businesses, net of cash acquired	(290,985)	(65,430)	(21,050)
Investments in unconsolidated affiliates	(215)	—	—
Proceeds from sale of auction rate securities	5,000	—	—
Net cash used in investing activities	(307,412)	(87,860)	(37,467)
Cash flows from financing activities:			
Proceeds from exercises of stock options (including income tax benefit)	9,708	11,376	6,331
Dividends paid	(29,744)	(28,152)	(26,727)
Deferred financing costs paid	(5,021)	—	—
Borrowings from line of credit	885,500	448,000	638,000
Repayment of borrowings from line of credit	(726,000)	(480,000)	(695,500)
Changes in book cash overdraft	—	(7,935)	(18,096)
Net cash provided by (used in) financing activities	134,443	(56,711)	(95,992)
Net (decrease) increase in cash and cash equivalents	(12,979)	5,293	7,412
Cash and cash equivalents at beginning of year	39,446	34,153	26,741
Cash and cash equivalents at end of year	$ 26,467	$ 39,446	$ 34,153

,BM Industries Incorporated and Subsidiaries
:ONSOLIDATED STATEMENTS OF CASH FLOWS (continued)

;upplemental Data:			
:ash paid for income taxes, net of refunds received	$ 9,651	$ (108)	$ 1,426
'ax effect from exercise of options	(467)	383	57
:ash received from exercise of options	10,175	10,993	7,145
;terest paid on line of credit	10,055	3,398	4,740
lon-cash Investing activities:			
Common stock issued for business acquired	$ —	$ —	$ 1,198

See accompanying notes to the consolidated financial statements.

). SEGMENT INFORMATION

The Company is organized into four reportable operating segments, Janitorial, Engineering, Parking and Security, which are summarized as follows:

(in thousands)	Year ended October 31, 2011	2010	2009
Revenues			
Janitorial	$ 2,380,195	$ 2,306,098	$ 2,346,257
Engineering	899,381	382,629	341,462
Parking	615,679	469,398	457,477
Security	350,377	336,249	334,610
Corporate	1,210	1,373	2,017
	$ 4,246,842	$ 3,495,747	$ 3,481,823
Operating profit			
Janitorial	$ 140,621	$ 140,007	$ 139,170
Engineering	33,384	22,931	20,346
Parking	24,257	22,738	20,285
Security	7,968	7,487	8,221
Corporate	(88,662)	(84,324)	(95,915)
Operating profit	117,568	108,839	92,107
Other-than-temporary impairment losses on auction rate security:			
Gross impairment losses	—	—	(3,695)
Impairments recognized in other comprehensive income	—	(127)	2,129
Income from unconsolidated affiliates, net	3,915	—	—
Interest expense	(15,805)	(4,639)	(5,881)
Income from continuing operations before income taxes	$ 105,678	$ 104,073	$ 84,660

Effective November 1, 2010, the Company changed the management reporting responsibility for a subsidiary from the Janitorial segment to the Engineering segment. Amounts for the years ended October 31, 2010 and 2009 have been retrospectively adjusted to reflect this organizational change. The impact of the organizational change on the reported results for the years ended October 31, 2010 and 2009 was a reclassification of $31.8 million and $35.8 million of revenues, respectively, and $1.0 million and $0.7 million of operating profit, respectively, from the Janitorial segment to the Engineering segment.

ncluded within the Corporate segment for the year ended October 31, 2011, is a net benefit of $2.7 million related to th ettlement, on May 17, 2011, of a dispute with the former owners of the acquired assets of Five Star Parking, Network Parki ;ompany Ltd., and System Parking, Inc. (acquired by the Company in 2010). Such amount was recorded in the Company's onsolidated financial statements as a reduction of selling, general and administrative expenses.

n thousands)	Year ended October 31, 2011	2010	2009
otal Identifiable Assets			
anitorial	$ 859,318	$ 902,541	$ 881,862
ngineering	469,807	68,710	68,482
'arking	149,052	145,801	100,549
ecurity	111,304	112,194	107,667
;orporate	287,909	313,772	347,239
	1,877,390	1,543,018	1,505,799
lepreciation and Amortization			
anitorial	19,035	18,356	18,009
ngineering	15,214	549	350
arking	3,644	2,797	2,746
;ecurity	1,441	1,443	1,703
orporate	13,324	13,170	10,517
	52,658	36,315	33,325
apital Expenditures			
anitorial	10,048	12,503	6,633
ngineering	1,280	79	749
'arking	2,023	1,265	1,815
ecurity	141	451	258
;orporate	8,632	9,644	9,127
	$ 22,124	$ 23,942	$ 18,582

Excludes assets of discontinued operations of $2.2 million, $5.7 million and $15.4 million as of October 31, 2011, 2010 a 2009, respectively.

THE PORT AUTHORITY OF NY & NJ

John F. Kennedy INTERNATIONAL AIRPORT | LaGuardia AIRPORT | Newark Liberty INTERNATIONAL AIRPORT | Stewart INTERNATIONAL AIRPORT

ABM Parking Services

QUARTERLY FILING DATED APRIL 30, 2012

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UNITED STATES
SECURITIES AND EXCHANGE COMMISSION
WASHINGTON, D.C. 20549

FORM 10-Q

QUARTERLY REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934

For the quarterly period ended April 30, 2012

OR

TRANSITION REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934

For the transition period from to

Commission file number: 1-8929

ABM INDUSTRIES INCORPORATED
(Exact name of registrant as specified in its charter)

Delaware (State or other jurisdiction of incorporation or organization)	**94-1369354** (I.R.S. Employer Identification No.)
551 Fifth Avenue, Suite 300, New York, New York (Address of principal executive offices)	**10176** (Zip Code)

212-297-0200
(Registrant's telephone number, including area code)

Not Applicable
(Former name, former address and former fiscal year, if changed since last report)

icate by check mark whether the registrant (1) has filed all reports required to be filed by Section 13 or 15(d) of the Securities Exchange Act 1934 during the preceding 12 months (or for such shorter period that the registrant was required to file such reports), and (2) has been subject uch filing requirements for the past 90 days. Yes ☒ No ☐

icate by check mark whether the registrant has submitted electronically and posted on its corporate Web site, if any, every Interactive Data required to be submitted and posted pursuant to Rule 405 of Regulation S-T (§232.405 of this chapter) during the preceding 12 months (or such shorter period that the registrant was required to submit and post such files). Yes ☒ No ☐

icate by check mark whether the registrant is a large accelerated filer, an accelerated filer, a non-accelerated filer or a smaller reporting ıpany. See the definitions of "large accelerated filer," "accelerated filer" and "smaller reporting company" in Rule 12b-2 of the Exchange

ge accelerated filer ☒		Accelerated filer	☐
ı-accelerated filer ☐	(Do not check if a smaller reporting company)	Smaller reporting company	☐

icate by check mark whether the registrant is a shell company (as defined in Rule 12b-2 of the Exchange Act). Yes ☐ No ☒

..)te the number of shares outstanding of each of the issuer's classes of common stock, as of the latest practicable date.

Class	Outstanding at June 1, 2012
Common Stock, $0.01 par value per share	54,074,312 shares

ABM INDUSTRIES INCORPORATED AND SUBSIDIARIES

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ABM INDUSTRIES INCORPORATED AND SUBSIDIARIES
CONSOLIDATED STATEMENTS OF INCOME
(Unaudited)

thousands, except per share data)	Three Months Ended April 30, 2012	Three Months Ended April 30, 2011	Six Months Ended April 30, 2012	Six Months Ended April 30, 2011
ıvenues	$1,057,244	$1,060,083	$2,131,029	$2,089,252
:penses				
Operating	947,916	944,523	1,914,336	1,868,828
Selling, general and administrative	85,164	83,395	169,184	166,050
Amortization of intangible assets	5,301	5,666	10,850	10,959
Total expenses	1,038,381	1,033,584	2,094,370	2,045,837
ıerating profit	18,863	26,499	36,659	43,415
Other-than-temporary impairment credit losses on auction rate security recognized in earnings	(313)	—	(313)	—
ıome from unconsolidated affiliates, net	1,501	1,832	4,633	1,619
erest expense	(2,441)	(4,317)	(5,275)	(8,363)
ıome from continuing operations before income taxes	17,610	23,014	35,704	36,671
ɔvision for income taxes	(5,863)	(8,814)	(13,317)	(14,066)
ıome from continuing operations	11,747	14,200	22,387	22,605
ss from discontinued operations, net of taxes	(35)	(8)	(45)	(24)
t income	$11,712	$14,192	$22,342	$22,581
t income per common share—Basic				
Income from continuing operations	$0.22	$0.27	$0.42	$0.43
Loss from discontinued operations, net of taxes	—	—	—	—
Net income	$0.22	$0.27	$0.42	$0.43
ıcome per common share—Diluted				
Income from continuing operations	$0.21	$0.26	$0.41	$0.42
Loss from discontinued operations, net of taxes	—	—	—	—
Net income	$0.21	$0.26	$0.41	$0.42
eighted-average common and common equivalent shares outstanding				
Basic	53,944	53,106	53,721	52,972
Diluted	54,963	54,159	54,728	54,026
ividends declared per common share	$0.145	$0.140	$0.290	$0.280

See accompanying notes to unaudited consolidated financial statements

ABM INDUSTRIES INCORPORATED AND SUBSIDIARIES
CONSOLIDATED STATEMENTS OF CASH FLOWS
(Unaudited)

ıousands)	Six Months Ended April 30, 2012	2011
h flows from operating activities:		
income	$ 22,342	$ 22,581
s from discontinued operations, net of taxes	45	24
ıme from continuing operations	22,387	22,605
ustments to reconcile income from continuing operations to net cash provided by continuing operating ıctivities:		
ıreciation and amortization	25,803	25,906
erred income taxes	(1,253)	6,005
re-based compensation expense	5,436	4,600
vision for bad debt	1,548	1,172
count accretion on insurance claims	360	436
tion rate security credit loss impairment	313	—
n on sale of assets	(1,229)	(102)
ıme from unconsolidated affiliates, net	(4,633)	(1,619)
tributions from unconsolidated affiliates	4,311	738
nges in operating assets and liabilities, net of effects of acquisitions:		
Trade accounts receivable	(13,405)	(20,265)
Prepaid expenses and other current assets	(6,338)	(9,983)
Insurance recoverables	(85)	(1,046)
Other assets and long-term receivables	7,652	3,659
Income taxes payable	9,604	2,532
Retirement plans and other non-current liabilities	(313)	(3,141)
Insurance claims	6,987	(2
Trade accounts payable and other accrued liabilities	(2,766)	2,
ıl adjustments	31,992	8,919
cash provided by continuing operating activities	54,379	31,524
cash provided by discontinued operating activities	1,143	1,653
cash provided by operating activities	55,522	33,177
h flows from investing activities:		
litions to property, plant and equipment	(16,875)	(10,098)
ceeds from sale of assets and other	1,793	344
chase of businesses, net of cash acquired	—	(292,178)
stments in unconsolidated affiliates	—	(793)
ceeds from redemption of auction rate securities	—	5,000
cash used in investing activities	(15,082)	(297,725)
h flows from financing activities:		
ceeds from exercises of stock options (including income tax benefit)	8,097	7,731
idends paid	(15,579)	(14,834)
erred financing costs paid	(14)	(4,991)
rowings from line of credit	404,000	561,500
ayment of borrowings from line of credit	(438,000)	(306,000)
nges in book cash overdrafts	—	4,986
cash (used in) provided by financing activities	(41,496)	248,392
decrease in cash and cash equivalents	(1,056)	(16,156)
h and cash equivalents at beginning of period	26,467	39,446
h and cash equivalents at end of period	$ 25,411	$ 23,290

See accompanying notes to unaudited consolidated financial statements

ABM INDUSTRIES INCORPORATED AND SUBSIDIARIES
CONSOLIDATED STATEMENTS OF CASH FLOWS
(Unaudited)

(Continued)

ousands)	Six Months Ended April 30, 2012	2011
plemental Data:		
h paid for income taxes, net of refunds received	$5,236	$4,794
effect from exercise of options	—	1,266
h received from exercise of options	8,094	6,465
rest paid on line of credit	2,915	5,410

See accompanying notes to unaudited consolidated financial statements

Fair Value of Financial Instruments

As prescribed by FASB Accounting Standards Codification 820 ("ASC 820"), *Fair Value Measurements and Disclosures,* fair va ined as the price that would be received to sell an asset or paid to transfer a liability (an exit price) in an orderly transaction between market ticipants at the measurement date. Valuation techniques used to measure fair value should maximize the use of observable inputs and nimize the use of unobservable inputs. These inputs consist of (1) observable inputs—market data obtained from independent sources, or unobservable inputs—market data determined using the Company's own assumptions about valuation. ASC 820 establishes a hierarchy to oritize the inputs to valuation techniques, with the highest priority being given to Level 1 inputs and the lowest priority to Level 3 inputs, as cribed below:

Level 1 – Quoted prices for identical assets or liabilities in active markets;

Level 2 – Inputs other than Level 1 that are observable, either directly or indirectly, such as quoted prices for similar assets or liabilities in active markets; quoted prices for identical or similar instruments in markets that are not active; and model-derived valuations in which all significant inputs or significant value-drivers are observable in active markets; and

Level 3 – Unobservable inputs for the asset or liability.

The following table presents the fair value hierarchy, carrying amounts, and fair values of the Company's significant financial instruments of April 30, 2012 and October 31, 2011:

		April 30, 2012		October 31, 2011	
ousands)	Fair Value Hierarchy	Carrying Amount	Fair Value	Carrying Amount	Fair Value
ets					
Cash and cash equivalents	1	$ 25,411	$ 25,411	$ 26,467	$ 26,467
Trade accounts receivable, net	2	$564,055	$564,055	$552,098	$552,098
Notes receivable	2	6,027	6,027	5,210	5,210
Assets held in funded deferred compensation plan	1	4,945	4,945	4,717	4,717
Investments in auction rate securities	3	17,994	17,994	15,670	15,670
Total		$618,432	$618,432	$604,162	$604,162
bilities					
Trade accounts payable	2	$128,619	$128,619	$130,464	$130,
Interest rate swap	2	242	242	253	
Line of credit	2	266,000	266,000	300,000	300,000
Total		$394,861	$394,861	$430,717	$430,717

The following methods and assumptions were used to estimate the fair value of the Company's classes of financial instruments for which it acticable to estimate that value:

Cash and cash equivalents are stated at nominal value which equals fair value.

The carrying value of the Company's trade accounts receivable and payable, notes receivable, current assets of discontinued operations, aid expenses, and accrued liabilities approximates fair value due to their nature and short-term maturities of these instruments. Currently, is no indication that a decrease in the value of the Company's notes receivable is probable. Therefore, the allowances on credit losses of s receivable are immaterial.

The fair value of the assets held in the funded deferred compensation plan is based on quoted market prices. The assets are included in er assets" on the accompanying consolidated balance sheets.

For investments in auction rate securities, fair value is based on discounted cash flow valuation models, primarily utilizing unobservable ts. See Note 6, "Auction Rate Securities," for the roll-forwards of assets measured at fair value using significant unobservable Level 3 inputs the sensitivity analysis of significant inputs.

The fair value of the interest rate swap is estimated based on the present value of the difference between expected cash flows calculated at ontracted interest rates and the expected cash flows at current market interest rates using observable benchmarks for London Interbank red Rate forward rates at the end of the period. The fair value is then compared to a valuation received from an independent third-party. See 8, "Line of Credit Facility."

Due to variable interest rates, the carrying value of outstanding borrowings under the Company's line of credit approximates its fair value.

During the six months ended April 30, 2012, the Company had no transfers of assets or liabilities between any of the above hierr s.

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Segment Information

During the three months ended January 31, 2012, the Company changed the name of its Engineering segment to Facility Solutions to better flect the variety of end-to-end integrated facility services, building operation and maintenance, and bundled energy solution services provided its clients. The Company is organized into four reportable operating segments, Janitorial, Facility Solutions, Parking and Security, which are mmarized as follows:

(in thousands)	Three Months Ended April 30, 2012	Three Months Ended April 30, 2011	Six Months Ended April 30, 2012	Six Months Ended April 30, 2011
Revenues				
Janitorial	$ 593,447	$ 590,254	$1,187,787	$1,184,860
Facility Solutions	222,550	229,197	456,323	421,845
Parking	152,680	156,127	306,130	308,993
Security	88,890	84,138	180,872	172,894
Corporate and other	(323)	367	(83)	660
	$1,057,244	$1,060,083	$2,131,029	$2,089,252
Operating profit				
Janitorial	$ 33,494	$ 34,934	$ 64,002	$ 64,798
Facility Solutions	6,381	6,842	12,746	14,292
Parking	6,092	4,894	10,842	9,628
Security	1,012	897	1,857	2,198
Corporate and other	(28,116)	(21,068)	(52,788)	(47,501)
Operating profit	18,863	26,499	36,659	43,415
Other-than-temporary impairment credit losses on auction rate security recognized in earnings	(313)	—	(313)	—
Income from unconsolidated affiliates, net	1,501	832	4,633	1,619
Interest expense	(2,441)	(4,317)	(5,275)	(8,363)
Income from continuing operations before income taxes	$ 17,610	$ 23,014	$ 35,704	$ 36,671

Most Corporate expenses are not allocated. Such expenses generally include current actuarial developments of self-insurance reserves ating to claims incurred in prior years, certain legal costs and settlements, certain information technology costs, share-based compensation its, branding initiative costs, direct acquisition costs, severance costs associated with acquisitions, and certain chief executive officer and other ance and human resource department costs.

Subsequent Events

On May 1, 2012, a wholly-owned subsidiary of the Company acquired the businesses and substantially all the assets of TEGG Corporation l CurrentSAFE Corporation, both Delaware corporations ("TEGG and CurrentSAFE"), pursuant to an Asset Purchase Agreement (the "Asset chase Agreement") with TEGG and CurrentSAFE and the members and shareholders of TEGG and CurrentSAFE, dated as of May 1, 2012. GG and CurrentSAFE are U.S.-based, privately-held corporations engaged in the business of selling franchises and granting licenses to use ir proprietary systems to deliver comprehensive electrical service and preventive and predictive maintenance solutions to commercial and ustrial facilities, in the case of TEGG, and residences, in the case of CurrentSAFE. The acquisition expands the Company's reach, increasing services network in the commercial, industrial and residential electrical contracting industry.

The acquisition will be accounted for using the acquisition method of accounting. The purchase price for the acquisition was roximately $6.2 million in cash, subject to post-closing adjustments. Approximately 8% of the purchase price is subject to a hold back by the npany for a period of 24 months as security for the sellers' indemnification obligations under the Asset Purchase Agreement.

Due to the acquisition occurring subsequent to the reporting date, certain required disclosures, such as the preliminary allocation of the chase price, the determination of goodwill, and acquisition related costs, have been omitted from the Company's Quarterly Report on Form Q for the quarter ended April 30, 2012 because the initial accounting for the business combination is incomplete as of the filing date. The npany will not provide pro forma information as the results of operations of this acquisition are not material to the Company's consolidated ncial statements.

;ults of Operations

·ee Months Ended April 30, 2012 vs. Three Months Ended April 30, 2011

($ in thousands)	Three Months Ended April 30, 2012	Three Months Ended April 30, 2011	Increase (Decrease) $	Increase (Decrease) %
Revenues	$1,057,244	$1,060,083	$(2,839)	(0.3)%
Expenses				
Operating	947,916	944,523	3,393	0.4%
Selling, general and administrative	85,164	83,395	1,769	2.1%
Amortization of intangible assets	5,301	5,666	(365)	(6.4)%
Total expenses	1,038,381	1,033,584	4,797	0.5%
Operating profit	18,863	26,499	(7,636)	(28.8)%
Other-than-temporary impairment credit losses on auction rate security recognized in earnings	(313)	—	(313)	NM*
Income from unconsolidated affiliates, net	1,501	832	669	80.4%
Interest expense	(2,441)	(4,317)	(1,876)	(43.5)%
Income from continuing operations before income taxes	17,610	23,014	(5,404)	(23.5)%
Provision for income taxes	(5,863)	(8,814)	(2,951)	(33.5)%
Income from continuing operations	11,747	14,200	(2,453)	(17.3)%
Loss from discontinued operations, net of taxes	(35)	(8)	27	NM*
Net income	$11,712	$14,192	$(2,480)	(17.5)%

Not Meaningful

·*Income and Income from Continuing Operations*

Net income and income from continuing operations in the three months ended April 30, 2012 decreased by $2.5 million to $11.7 million .21 per diluted share), from $14.2 million ($0.26 per diluted share) in the three months ended April 30, 2011.

The decrease in net income and income from continuing operations was primarily related to:

$5.1 million of legal expense associated with the settlement of certain legal cases;

a $4.3 million increase in operating payroll and payroll related expenses, including higher federal and state unemployment insurance rates;

a $0.9 million increase in legal fees and other costs associated with an internal investigation into a foreign entity previously affiliated with a joint venture; and

$0.8 million of costs associated with the Company's branding initiative;

partially offset by:

a $3.6 million decrease in selling, general and administrative payroll and payroll related expenses, due to cost control measures;

a $3.0 million decrease in income taxes, primarily related to the decrease in income from continuing operations and certain discrete employment-based tax credits;

a $1.9 million decrease in interest expense related to a decrease in average borrowings and average interest rates under the line of credit facility (the "Facility"); and

a $0.7 million increase in income from unconsolidated affiliates primarily related to the Company's share of gains associated with property sales completed by one of its investments in a low income housing partnership.

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gment Information

During the three months ended January 31, 2012, the Company changed the name of its Engineering segment to Facility Solutions to better ıect the variety of end-to-end integrated facility services, building operation and maintenance, and bundled energy solution services provided its clients. The revenues and operating profits for the Company's reportable segments (Janitorial, Facility Solutions, Parking, and Security) ıre as follows:

($ in thousands)	Three Months Ended April 30, 2012	Three Months Ended April 30, 2011	Increase (Decrease) $	Increase (Decrease) %
Revenues				
Janitorial	$ 593,447	$ 590,254	$ 3,193	0.5%
Facility Solutions	222,550	229,197	(6,647)	(2.9)%
Parking	152,680	156,127	(3,447)	(2.2)%
Security	88,890	84,138	4,752	5.6%
Corporate and other	(323)	367	(690)	NM*
	$1,057,244	$1,060,083	$(2,839)	(0.3)%
Operating profit				
Janitorial	$ 33,494	$ 34,934	$ (1,440)	(4.1)%
Facility Solutions	6,381	6,842	(461)	(6.7)%
Parking	6,092	4,894	1,198	24.5%
Security	1,012	897	115	12.8%
Corporate and other	(28,116)	(21,068)	(7,048)	(33.5)%
Operating profit	18,863	26,499	(7,636)	(28.8)%
Other-than-temporary impairment credit losses on auction rate security recognized in earnings	(313)	—	(313)	NM*
Income from unconsolidated affiliates, net	1,501	832	669	80.4%
Interest expense	(2,441)	(4,317)	(1,876)	(43.5)%
Income from continuing operations before income taxes	$ 17,610	$ 23,014	$ (5,404)	(23.5)%

Not Meaningful

ıitorial

Janitorial revenues of $593.4 million during the three months ended April 30, 2012, remained relatively consistent compared to $590.2 lion in the three months ended April 30, 2011. The slight increase was primarily related to an increase in tag work revenue from existing ·nts and additional revenue from new clients that exceeded the continuing impact of lost business and contract price compression experienced ;iscal 2011.

Operating profit decreased $1.4 million, or 4.1%, during the three months ended April 30, 2012 compared to the three months ended ril 30, 2011. Operating profit margin decreased by 0.3% from 5.9% in the three months ended April 30, 2011 to 5.6% in the three months led April 30, 2012. The decrease was primarily related to the continuing impact of price compressions, increases in operating payroll and 'roll related expenses, including higher federal and state unemployment insurance rates, and an increase in legal expenses and subcontractor ts, partially offset by a reduction in selling, general and administrative expenses due to cost control measures.

:ility Solutions

Facility Solutions revenues decreased $6.6 million, or 2.9%, during the three months ended April 30, 2012 compared to the three months led April 30, 2011. The decrease was primarily related to the termination of certain U.S. government contracts in Iraq, and losses of client ıtracts that exceeded new business.

Operating profit decreased by $0.5 million, or 6.7%, from $6.9 million in the three months ended April 30, 2011, to $6.4 million in the :e months ended April 30, 2012. Operating profit margins slightly decreased by 0.1% from 3.0% in the three months ended April 30, 2011 to ⅔ in the three months ended April 30, 2012. The slight decrease was primarily related to the unfavorable margin impact as a result of the nination of certain U.S. government contracts in Iraq, and certain contract losses.

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ults of Operations

Months Ended April 30, 2012 vs. Six Months Ended April 30, 2011

($ in thousands)	Six Months Ended April 30, 2012	Six Months Ended April 30, 2011	Increase (Decrease) $	Increase (Decrease) %
Revenues	$2,131,029	$2,089,252	$41,777	2.0%
Expenses				
Operating	1,914,336	1,868,828	45,508	2.4%
Selling, general and administrative	169,184	166,050	3,134	1.9%
Amortization of intangible assets	10,850	10,959	(109)	(1.0)%
Total expense	2,094,370	2,045,837	48,533	2.4%
Operating profit	36,659	43,415	(6,756)	(15.6)%
Other-than-temporary impairment credit losses on auction rate security recognized in earnings	(313)	—	(313)	NM*
Income from unconsolidated affiliates, net	4,633	1,619	3,014	NM*
Interest expense	(5,275)	(8,363)	(3,088)	(36.9)%
Income from continuing operations before income taxes	35,704	36,671	(967)	(2.6)%
Provision for income taxes	(13,317)	(14,066)	(749)	(5.3)%
Income from continuing operations	22,387	22,605	(218)	(0.9)%
Loss from discontinued operations, net of taxes	(45)	(24)	(21)	NM*
Net income	$ 22,342	$ 22,581	$ (239)	(1.1)%

Not Meaningful

Income and Income from Continuing Operations

Net income and income from continuing operations in the six months ended April 30, 2012 decreased by $0.2 million to $22.4 million .41 per diluted share) from $22.6 million ($0.42 per diluted share) in the six months ended April 30, 2011.

The decrease in net income and income from continuing operations was primarily related to:

$5.1 million of legal expense associated with the settlement of certain legal cases;

$4.8 million increase in payroll related expenses associated with higher federal and state unemployment insurance rates;

$2.7 million of legal fees and other costs associated with an internal investigation into a foreign entity previously affiliated with a joint venture; and

$1.5 million of costs associated with the Company's branding initiative;

partially offset by:

a $4.8 million decrease in transaction costs associated with the Linc Acquisition;

a $3.1 million decrease in interest expense due to a decrease in average borrowings and average interest rates under the Facility;

a $3.0 million increase in income from unconsolidated affiliates primarily related to the Company's share of gains associated with property sales completed by one of its investments in a low income housing partnership; and

a $2.7 million sales allowance reserve reduction primarily driven by sustained improvements in historical and expected credits on client receivables which the Company attributes, in part, to its recently enhanced billing systems and related processes.

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gment Information

During the three months ended January 31, 2012, the Company changed the name of its Engineering segment to Facility Solutions to ıer reflect the variety of end-to-end integrated facility services, building operation and maintenance, and bundled energy solution services ›vided to its clients. The revenues and operating profits for the Company's reportable segments (Janitorial, Facility Solutions, Parking, and curity) were as follows:

($ in thousands)	Six Months Ended April 30, 2012	Six Months Ended April 30, 2011	Increase (Decrease) $	Increase (Decrease) %
Revenues				
Janitorial	$1,187,787	$1,184,860	$ 2,927	0.2%
Facility Solutions	456,323	421,845	34,478	8.2%
Parking	306,130	308,993	(2,863)	(0.9)%
Security	180,872	172,894	7,978	4.6%
Corporate and other	(83)	660	(743)	NM*
	$2,131,029	$2,089,252	$41,777	2.0%
Operating profit				
Janitorial	$ 64,002	$ 64,798	$ (796)	(1.2)%
Facility Solutions	12,746	14,292	(1,546)	(10.8)%
Parking	10,842	9,628	1,214	12.6%
Security	1,857	2,198	(341)	(15.5)%
Corporate and other	(52,788)	(47,501)	(5,287)	(11.1)%
Operating profit	36,659	43,415	(6,756)	(15.6)%
Other-than-temporary impairment credit losses on auction rate security recognized in earnings	(313)	—	(313)	NM*
Income from unconsolidated affiliates, net	4,633	1,619	3,014	NM*
Interest expense	(5,275)	(8,363)	(3,088)	(36.9)%
Income from continuing operations before income taxes	$ 35,704	$ 36,671	$ (967)	(2.6)%

Not Meaningful

ıitorial

Janitorial revenues of $1,187.8 million during the six months ended April 30, 2012, remained relatively consistent compared to 184.9 million in the six months ended April 30, 2011. The slight increase was primarily related to an increase in tag work and a reduction in sales allowance reserve, primarily driven by sustained improvements in historical and expected credits on client receivables, partially offset the continuing impact of lost business and contract price compression experienced in fiscal 2011 that exceeded additional revenue from new ›nts.

Operating profit decreased $0.8 million, or 1.2%, during the six months ended April 30, 2012 compared to the six months ended ril 30, 2011. Operating profit margins slightly decreased by 0.1% from 5.5% in the six months ended April 30, 2011 to 5.4% in the six months led April 30, 2012. The decrease was primarily related to the continuing impact of price compressions, increases in operating payroll and ›roll related expenses, including higher federal and state unemployment insurance rates, and an increase in legal expenses and subcontractor ›ts, partially offset by a reduction in the sales allowance reserve, and lower selling, general and administrative expenses due to cost control asures.

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ABM Parking Services

DETAILED EXPERTISE AND PAST EXPERIENCE

c. Detailed Expertise and Past Experience

For the past 40 years, Ampco System Parking DBA ABM Parking Services has been one of the nation's premier operators of parking facilities, presently serving clients in 40 states and over 200 cities throughout the country. Starting from the ground up in 1966 with just one parking facility, ABM has grown to its present size of over 2,000 locations, 36 Airport Operations and over 12,500 employees. ABM Parking Services opened our first airport operation in the late 1960's, and since then we have operated all types of airport operations from large, international airports such as John F. Kennedy and Minneapolis – St. Paul, medium size airports such as Honolulu and Austin to small, regional airports like Southwest Georgia and Tyler, Texas.

SIMILAR EXPERIENCE

ABM Parking Services has the active, extensive experience with, and the responsibility for the management and operation of multiple parking facilities that are comparable in size and scale to the Port Authority of New York and New Jersey Airport Parking Facilities. In addition, ABM Parking Services is the incumbent parking management firm at the Authority's Airport Parking Operations, successfully operating the facilities since 1984 (JFK), 1989 (LGA), and 2002 (EWR).

ABM Parking Services currently operates the following airport parking facilities that are similar in size and scope to the Port's facilities:

- **McCarren Las Vegas International Airport** – *valet parking*
- **Orlando International Airport** – parking management & valet parking
- **Minneapolis – St. Paul International Airport** - parking management & valet parking
- **Washington – Dulles International Airport** – parking management & valet parking
- **Honolulu International Airport** – parking management, valet parking & ground transportation management
- **Tampa International Airport** – parking management, valet parking and public shuttle
- **St. Louis – Lambert International Airport** - parking management and public shuttle
- **Oakland International Airport** – parking management

CUSTOMER SERVICE

ABM Parking Services operates under the principle that customer service is key to achieving success in the 21st century. At ABM, we believe that our continued growth and prosperity is a direct result of maintaining satisfied clients, which ultimately begins with efficiently servicing the needs of our most important customer, **the parker**. The parking business dictates that our employees will always create the first and last impression of every patron utilizing your facility. This is why we maintain a customer service department, and a "Customer Courtesy Program" that guarantees a pleasant experience or the visit is on us. This service guarantee is unmatched by any other parking management company.

TECHNICAL EXPERIENCE; EXPERIENCE OF PROPOSER & PROPOSER'S CAPABILITY

ABM Parking Services has extensive experience in improving customer service at airports across the country. ABM Parking Services has implemented numerous customer service initiatives at the Port's Airport Parking Facilities. Most recently, we have submitted a graphics and signage package at EWR, JFK and LGA that was designed to make the Airport Parking Facilities more customer friendly. Please see a sample from our EWR signage improvement package at the end of this section. In addition, ABM has worked with numerous other airports. The following are some examples:

- **Austin – Bergstrom International Airport**

ABM Parking Services has worked with the Airport to create one of the most comprehensive customer loyalty programs in the country at our Austin Bergstrom International Airport operation. With radio and television advertising, this loyalty program has been a major success. Customers who sign up receive a proximity card that is used to track customer points as well as to enter and exit the parking facility. The customer is rewarded with both points and the ability to conveniently enter and exit the parking facility with a proximity card. The credit card used when signing up for the program is automatically debited for all accumulated parking fees. Below, please find promotional information developed to advertise this program on our ABIA website.

Zip In Zoom Out and Earn Points While Doing It

The Park Perk Program™ is a better way to earn free airport parking. It was designed with you, the air traveler, in mind. Simply register for the program online and begin earning reward points today. With the Park Perk Program™, you earn twenty points for each dollar you spend with us and since points are based on dollars, you earn more points for longer stays. You can earn points in any lot, and you can redeem them for free parking in any lot.

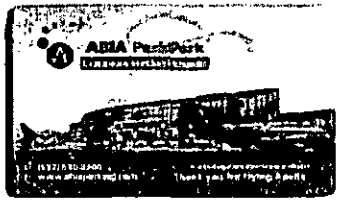
Earn Points, Park Free

By using the Park Perk Program™ Card, you can bypass the long lines. Simply swipe your Pass at the entrance and again at the exit. We will automatically charge your stay to your credit card that you provided at the time of sign-up. You can then check the status of your Park Perk Program™ account through this website. You can view your current number of earned points and also check your current number of free days of parking. Once you have earned a free day or days of parking, you can select on which day(s) you wish to redeem your rewards through this website. Then use your Park Perk Program™ Card as usual and the reward will be applied automatically.

Need your receipt?

Go online and print out your receipt from your account activity page at your convenience.

The Austin Bergstrom International Airport is just one example of how Ampco System Parking has assisted in the development of a comprehensive loyalty program which optimizes the features and capabilities of the on-site parking revenue and control equipment. In addition to Loyalty Programs for the traveler, this system also has a corporate loyalty



program as well that gives discounted parking to all travelers who work for participating corporations and utilize their corporate credit card.

- **Denver International Airport**

When the Denver International Airport's Pike's Peak Long Term Parking Facility was expanded to nearly 9,000 parking stalls, it quickly became evident that the lot was too large to continue with the original plan of operation, a single route system. With 18 shuttle stops in the lot, a passenger boarding the bus at the first stop could spend the next 25 minutes or more driving through the lot on the bus, before leaving for the terminal.

Due to the enlarged lot, ABM Parking Services experienced a significant challenge in meeting our customer service expectations. The single route system, given the bus passenger capacity and the maximum allowed employee staffing by the airport, caused our buses to be loaded to capacity in the earlier shuttle stops, causing our drivers to pass waiting customers at later stops while driving full to the terminal. Without a doubt, an unfavorable impression of the operation was given to our customers.

To solve this customer service dilemma, ABM's airport parking professionals examined the Pike's Peak Lot and devised an alternate method of operation that would greatly enhance customer service while not adding any extra labor or additional buses. After convincing the Airport to try our plan, ABM split the lot into two separate routes, an A route and a B route (ultimately named Aspen Route and Bear Route). By dividing up the service to the 18 shuttle stops (9 per route) in the lot and adding an additional drop off and pick up point at the terminal, ABM Parking Services was able to greatly enhance service throughout the operation. The new split route system reduced the average headway dramatically to the 10 minute standard required by the Airport or below. In addition, because of fewer shuttle stops on a route, the likelihood of buses filling up before the route is complete, leaving customers to wait for the next bus was reduced to a minimum. After the first few weeks, it was evident that the new plan was a success and it was implemented on a permanent basis.

The revised operation of the Pike's Peak Lot brought customer service standards to a higher level than they were before the lot was expanded. This was achieved using the same amount of driver hours and equipment. The only expenses involved were for the additional signage needed on the lot and in the terminal.

Customer Service Surveys performed by the Airport showed a score of 94.84% out of 100%. Before the Split Route service was implemented on the Pike's Peak Lot, scores averaged 12% - 15% lower due to customer service issues and long headways.

TECHNICAL EXPERIENCE

In today's fast paced world, it is necessary to utilize technology to increase employee productivity and enhance client communication. Whether it's a new system to improve revenue control, enhance efficiency or fine-tune auditing, ABM Parking Services has the experience and technology to make it happen.

The Internet has opened communication to even the most remote locations, allowing ABM to stay connected to the customer. We now have the capability to deliver financial and reporting information, quickly and efficiently, regardless of location or time zone. Our complex computer network is integrated into an information collection and reporting system, providing instant access to information and staff at all times to handle last minute requests. ABM Parking Services continues to invest in its information processing systems and these initiatives are supported by the IT department of ABM Industries. Their main goal is to provide regular support and expertise to keep our clients connected.

ABM Parking Services stands at the forefront of the technology curve with one of the finest Information Technology Services in the industry. ABM has instituted many state-of-the-art computer programs to simplify the parking business, as well as maintained strict regulatory requirements, including compliance with Sarbanes-Oxley. It is necessary to utilize technology to increase employee productivity and enhance client communication. Whether it's a new system to improve revenue control, enhance efficiency or fine-tune auditing, ABM has the experience and technology to make it happen.

PCI Compliance

ABM Parking Services has been working diligently since the requirements from the Payment Card Industry (PCI) were released several years ago. On June 17, 2008, ABM received a Certificate of Compliance and is enrolled in Trustwave's TrustKeeper Compliance Validation service to meet the Payment Card Industry Data Security Standard (PCI/DSS).

Trustwave and its TrustKeeper Compliance Validation Service have been accredited by all of the major card associations' data security programs including:

- **VISA USA** - (CISP - Cardholder Information Security Program)
- **VISA International** - (AIS - Account Information Security)
- **MasterCard Worldwide** - (SDP- Site Data Protection)
- **American Express** - (DSOP -Data Security Operating Policy)
- **Discover Network** - (DISC - Discover Information Security and Compliance)
- **JCB** - Fully supports the PCI DSS mandate and TrustKeeper in support of that mandate.

ABM Parking Services and our airport operations staff have vast experience with all types of access and revenue control systems including Federal APD, Xerox / ACS, Amano – McGann, ZEAG, Scheidt and Bachmann, etc. Not only does ABM have parking management experience, we also have extensive experience operating large airport valet operations, as well as airport transportation systems of all sizes.

WEBSITE DESIGN

ABM Parking Services can help the PANYNJ create and / or improve the parking facilities website. ABM has in-house IT professionals, as well as outside contractors, who can help the Authority with website upgrades, graphics and

improvements, as well as create entirely new features and products.

In addition to helping our customers with programming, weblinks and minor tweaks and changes to their own websites, ABM has recently developed the following websites:

- ABM4WD Website which allows our customers to download statements and reports electronically, reducing the amount of paper waste that is created every month.
- Electronic billing website which allows monthly parkers to create an account, make changes / add and delete parkers from their account and make payments on-line.
- On-line Airport Parking Reservation website that allows parkers to reserve their parking space during busy holidays peak times.

In addition to the above websites, ABM Parking Services is nearing the completion of an on-line frequent parker program that will be available to our large commercial and airport parking accounts. The on-line Frequent Parker Program will have the same features that other on-line rewards programs have, at a fraction of the cost.

The following procedures will be utilized in the creation of any website:

Specific PCI project requirements

Business and management sign off on all changes is required.

1. Specialized server environment is required.
   a. Shared servers must have app pools for each site and separate system users for each app pool.
   b. Access to servers must be restricted as much as possible.
      i. Only senior-level developers can access PCI servers and they must request access when the need arises.
      ii. PCI servers can only be accessed through an intermediate server. This prevents someone from being able to access the server directly from their machine.
2. All code must be reviewed by a senior-level developer who did not take part in writing the reviewed code.
   a. Documentation of code reviews must be kept.
   b. Code reviews need to happen before code is released to production.
3. All test data must be removed from the database when it is released to production.
4. Sensitive data must be removed from the database when data is moved from production to a stage or development environment.
5. When the site is released to production, a daily Hackersafe scan of the site must be created.
   a. This scan should be performed on the staged site before the site goes live.
6. If cardholder information is stored in the database, specific security measures must be put into place.
   a. Strong encryption methods must be used to store the payment data. These

methods are defined in the PCI Encryption Standards portion of the coding standards documentation. Areas that will need to be encrypted are:

i. Credit Card Numbers

ii. Card holder names*

iii. Expiration Date*

b. It is never permissible to store the CVV number in the database.

c. Web application password security must conform to the section 8.5 PCI standards – if the application allows users to view cardholder information:

i. Strong password validation:

1. At least 7 characters
2. Numeric and alphabetic characters
3. Do not allow submission of a password that is the same as any of the last four passwords used for that user.

ii. System must lock accounts after no more than six failed attempts.

1. Lockout must be for at least 30 minutes – or until an administrator enables the account.

iii. Session timeouts need to be set at no more than 15 minutes.

d. Cardholder information can exist in the system only as long as it can be justified with a business reason.

i. If a client requires card holder information to be in the system for longer than 90 days, they must sign off on that decision.

*This data will only need to be encrypted if the full card number is also stored.

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EWR PROPOSED SIGNAGE PACKAGE

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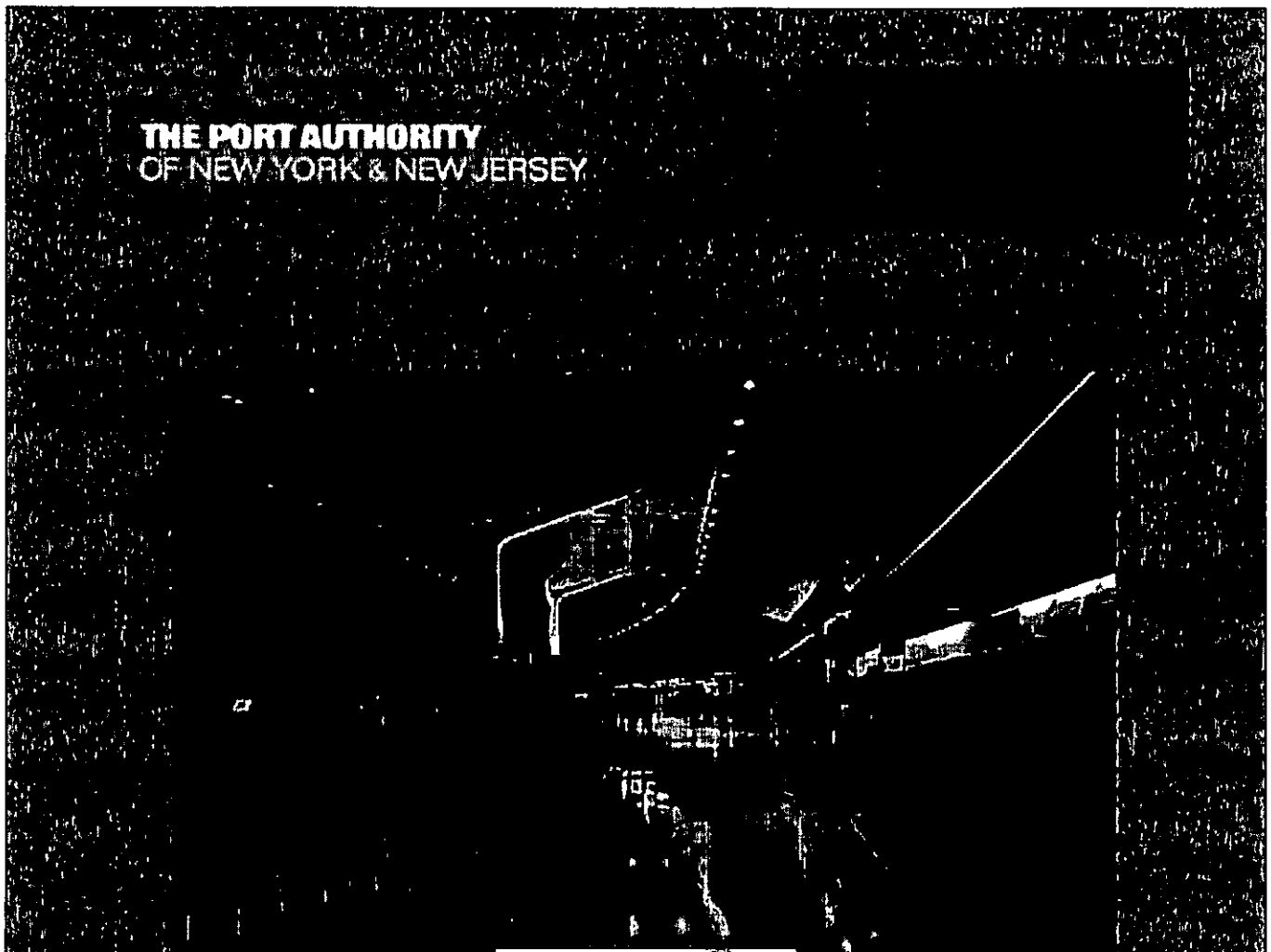

ABM™
Building Value

Parking Services

A Marketing Plan for

NEWARK LIBERTY INTERNATIONAL AIRPORT

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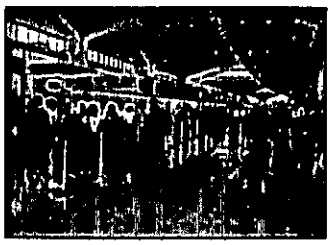
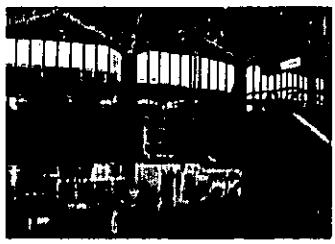
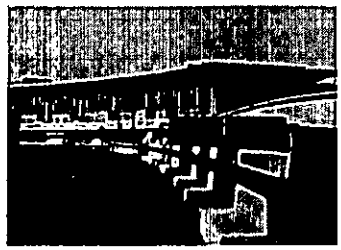
In this marketing plan we will show signage to be placed within the airport to inform our customer's about their parking options. We have documented locations that will help re-invent parking within the airport.







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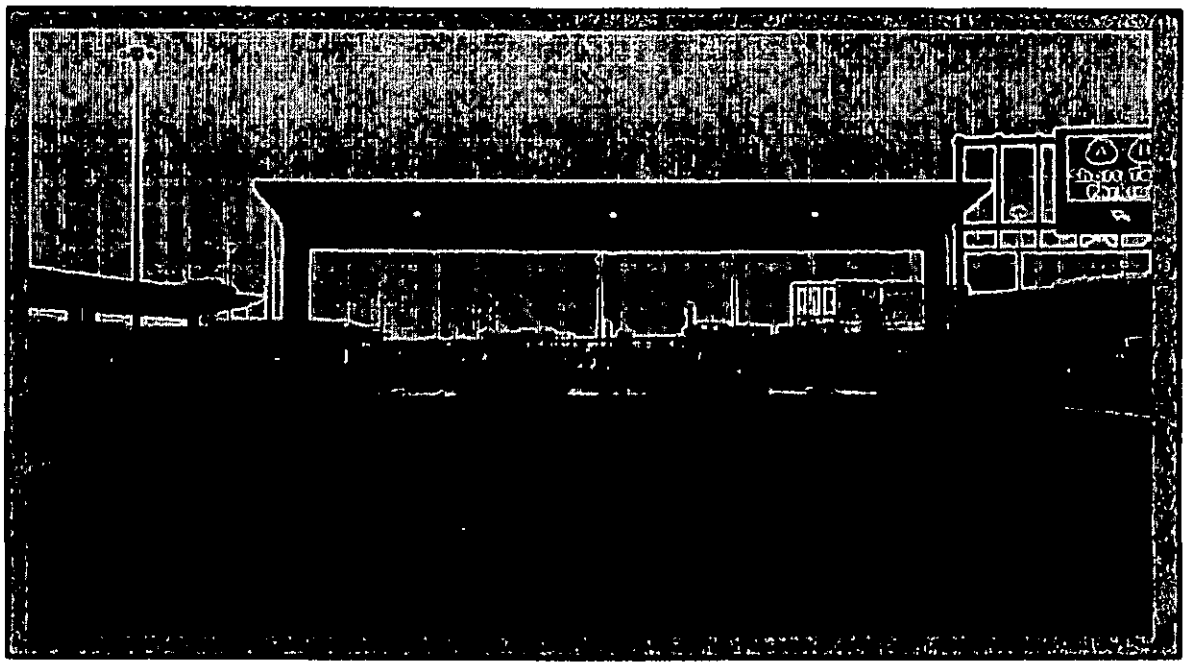

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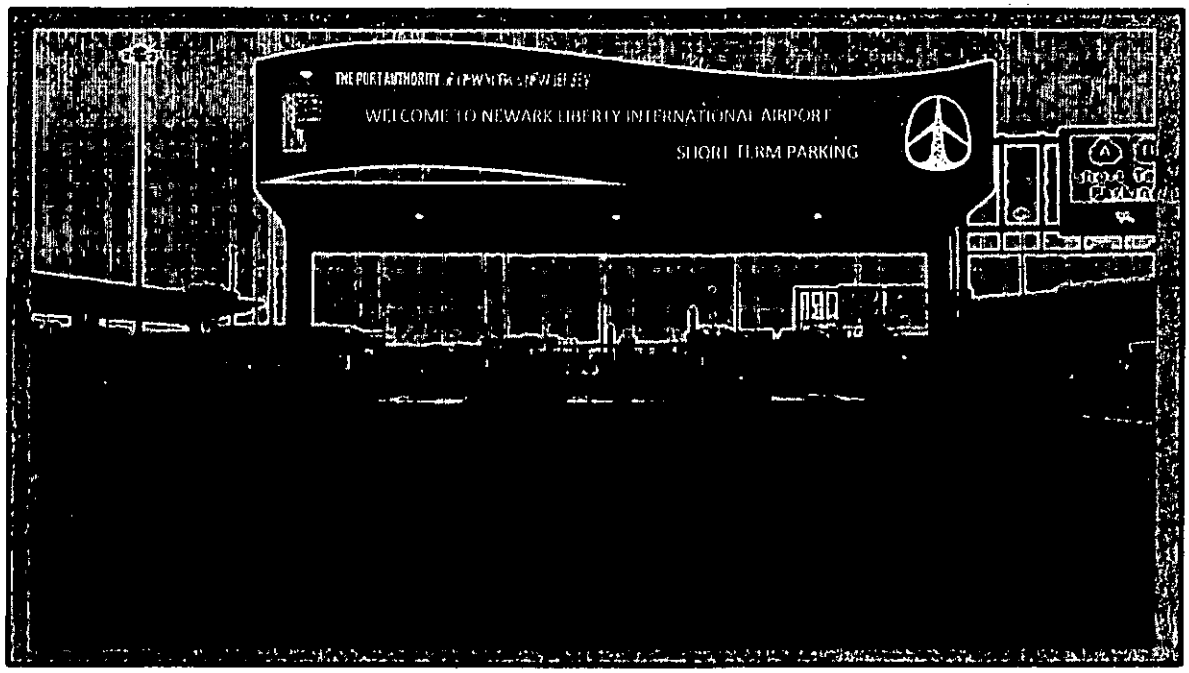

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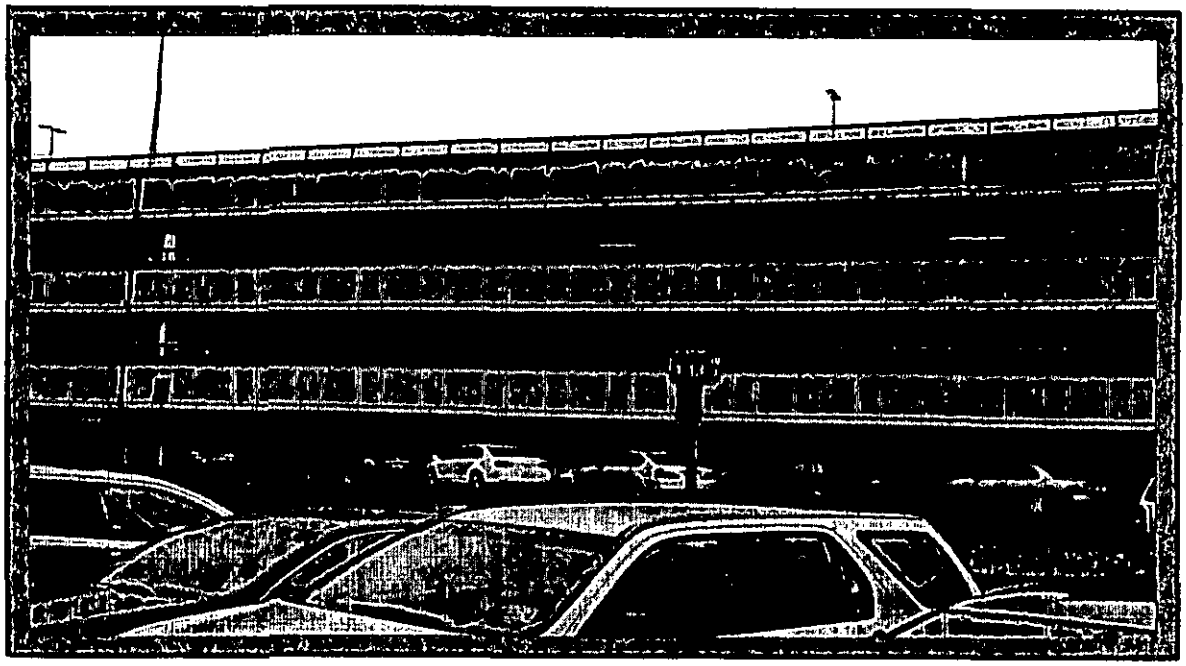

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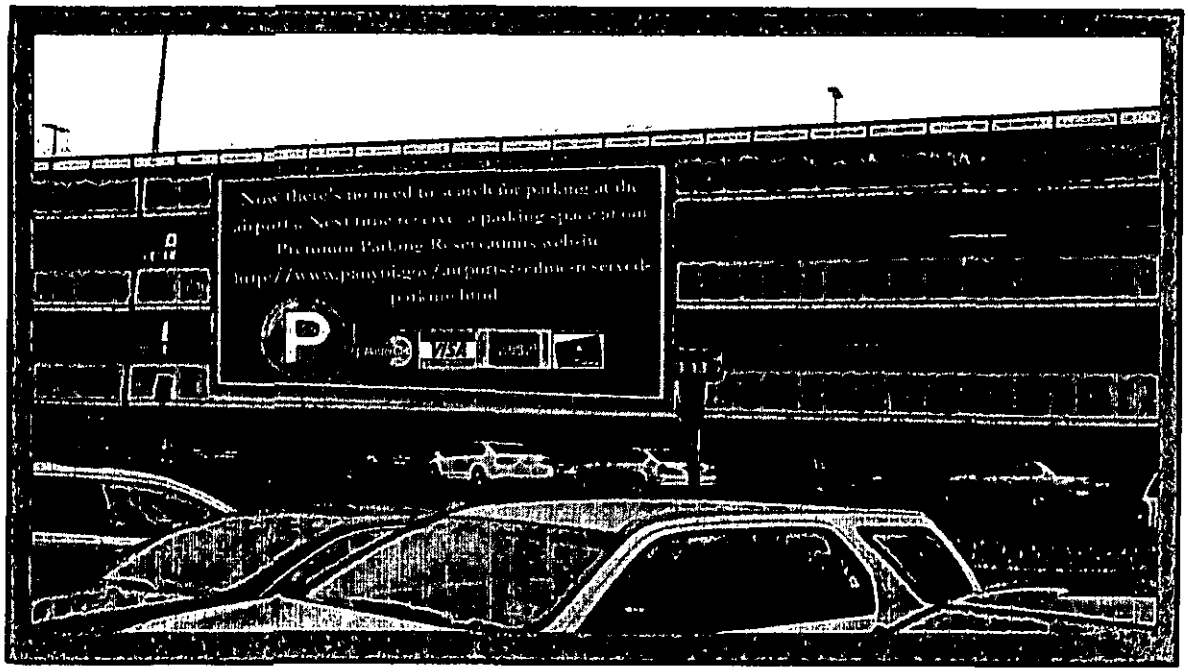

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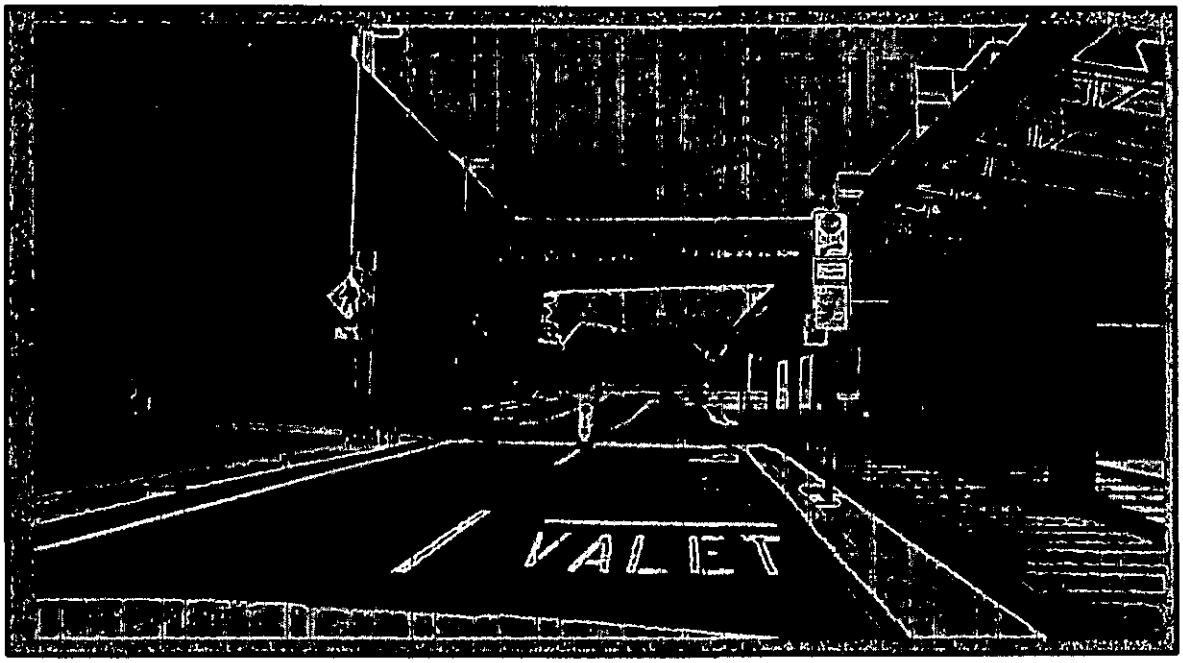

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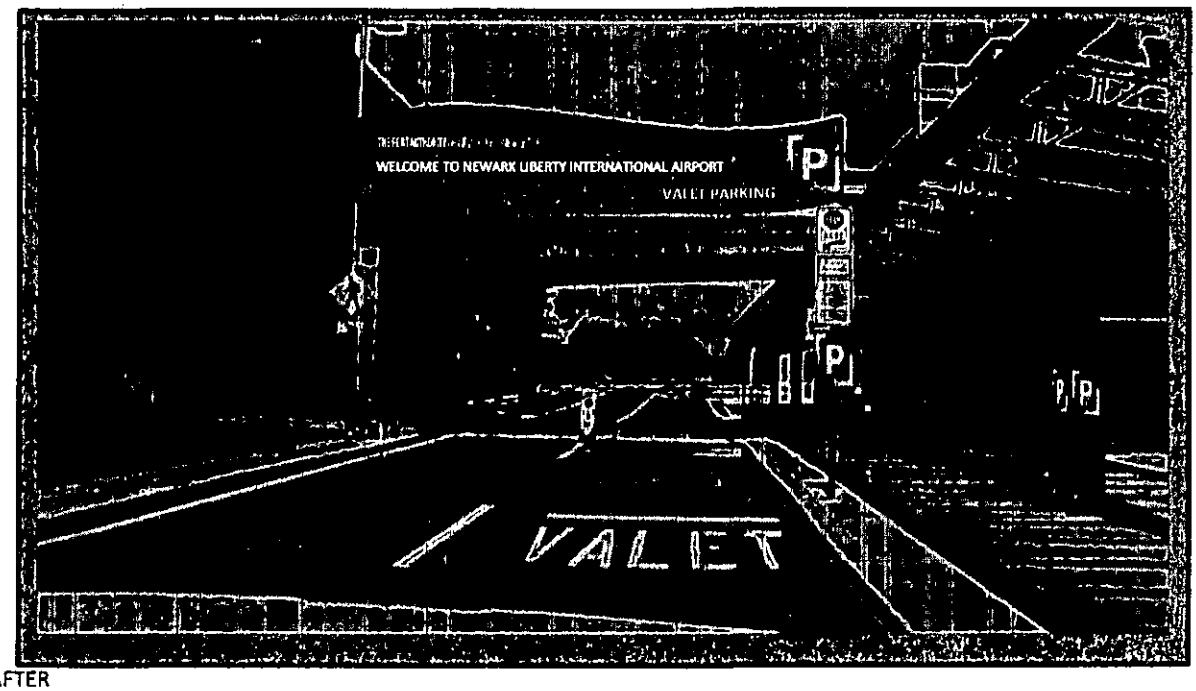

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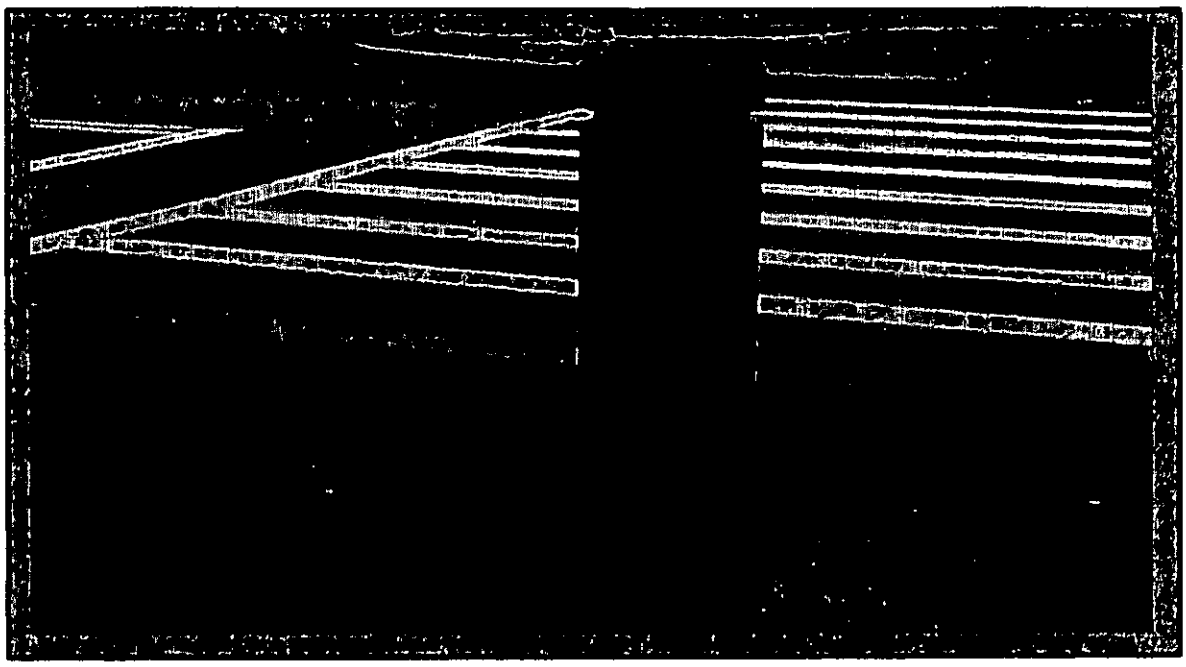

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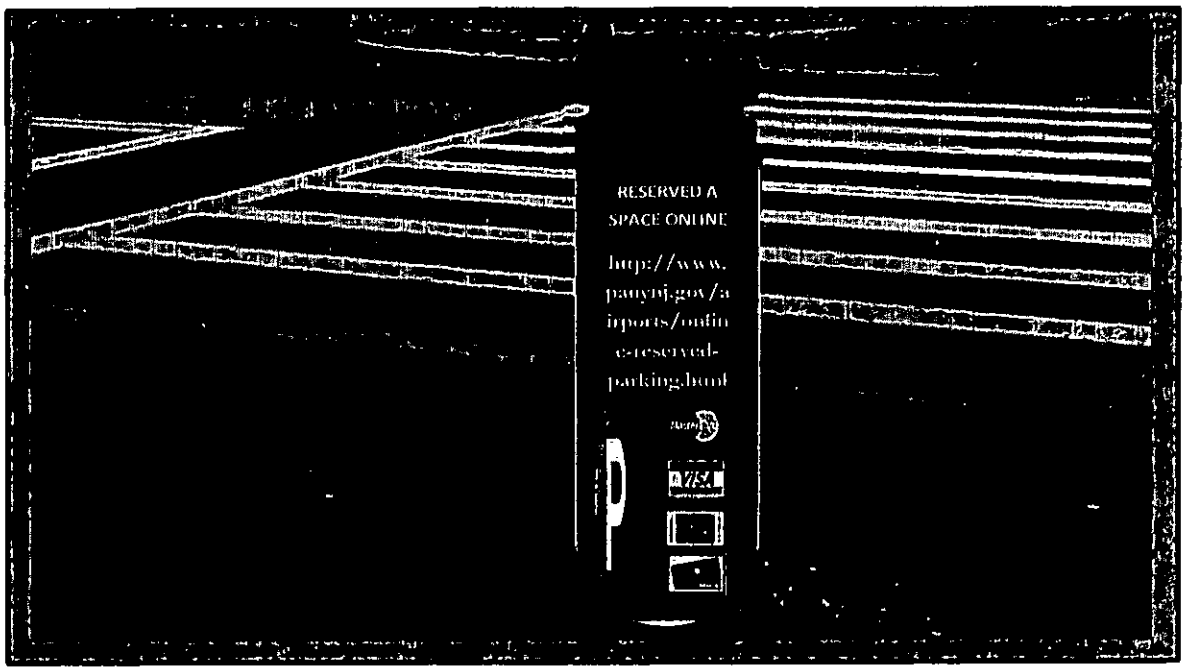

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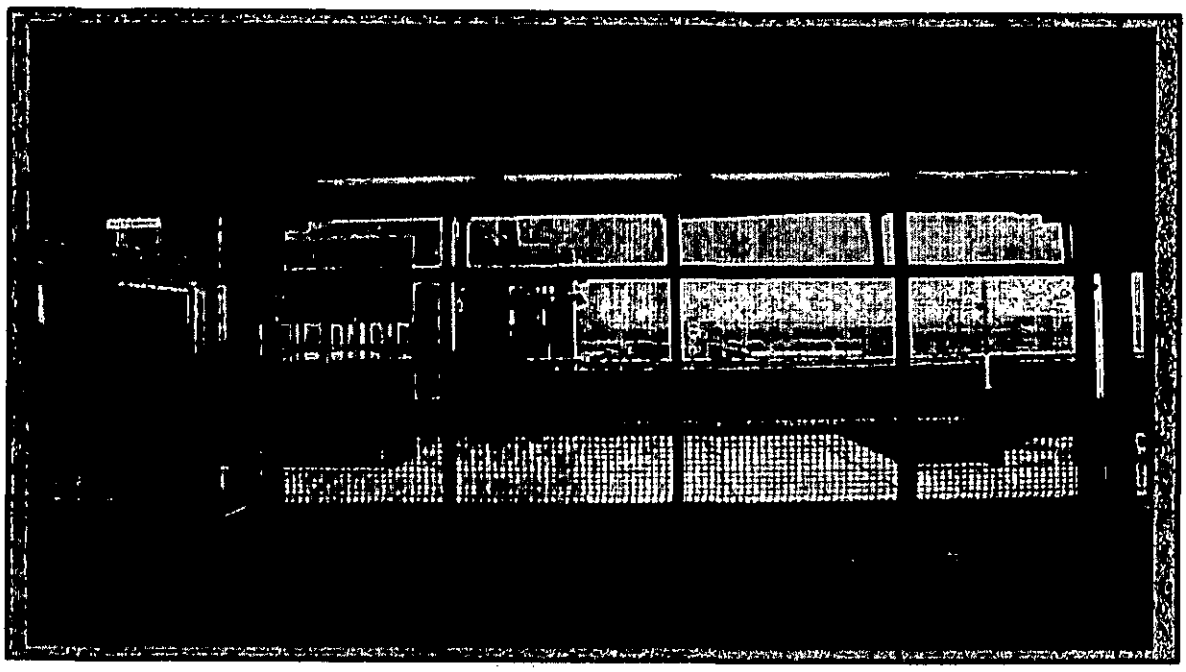

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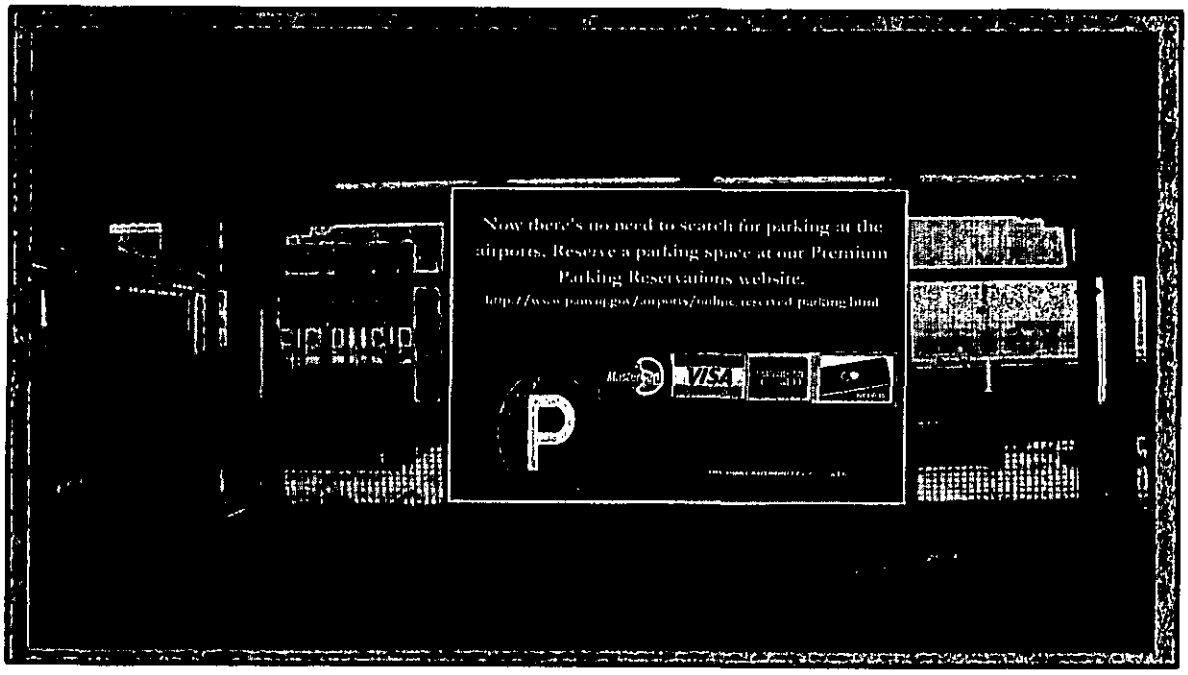

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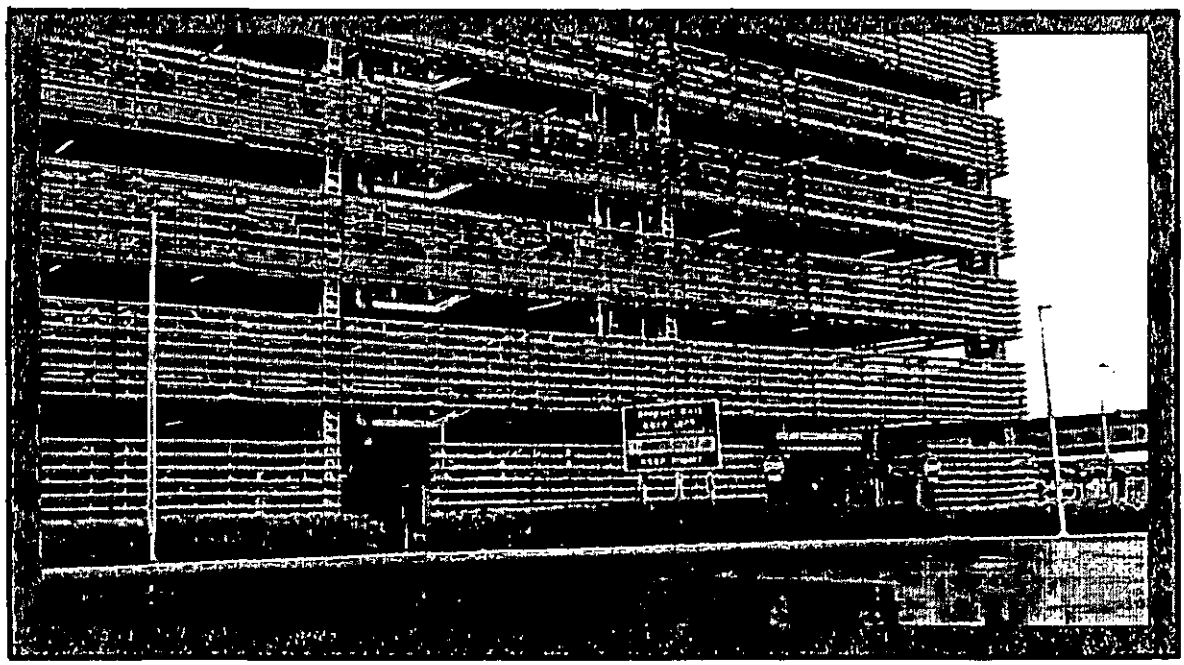

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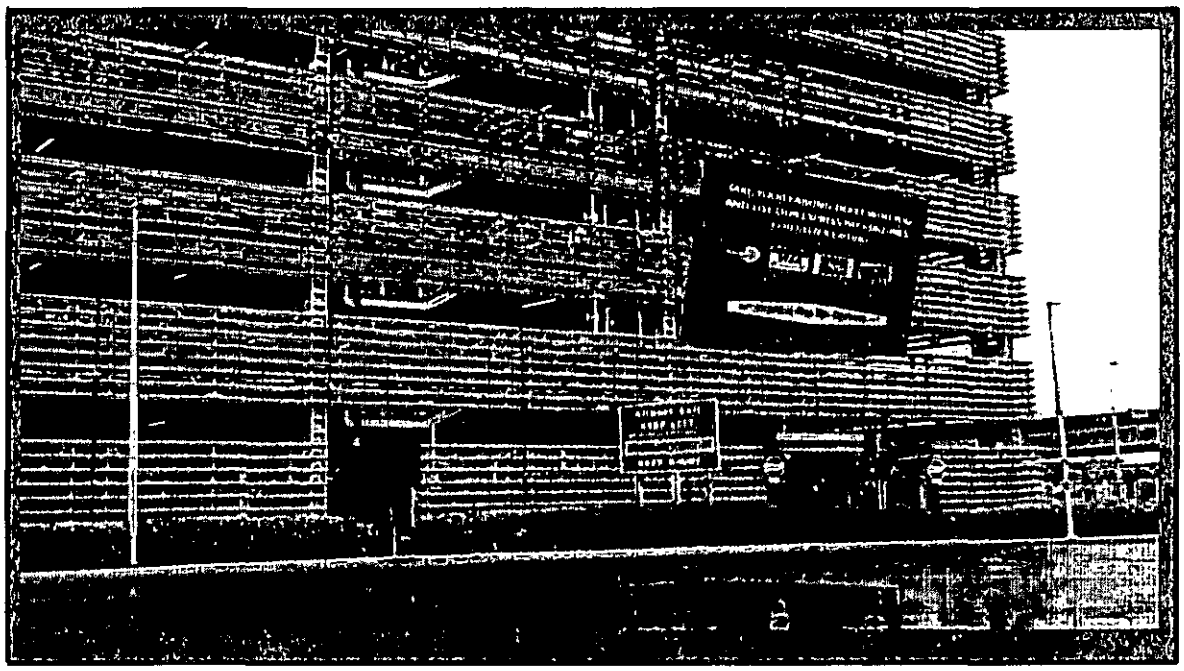

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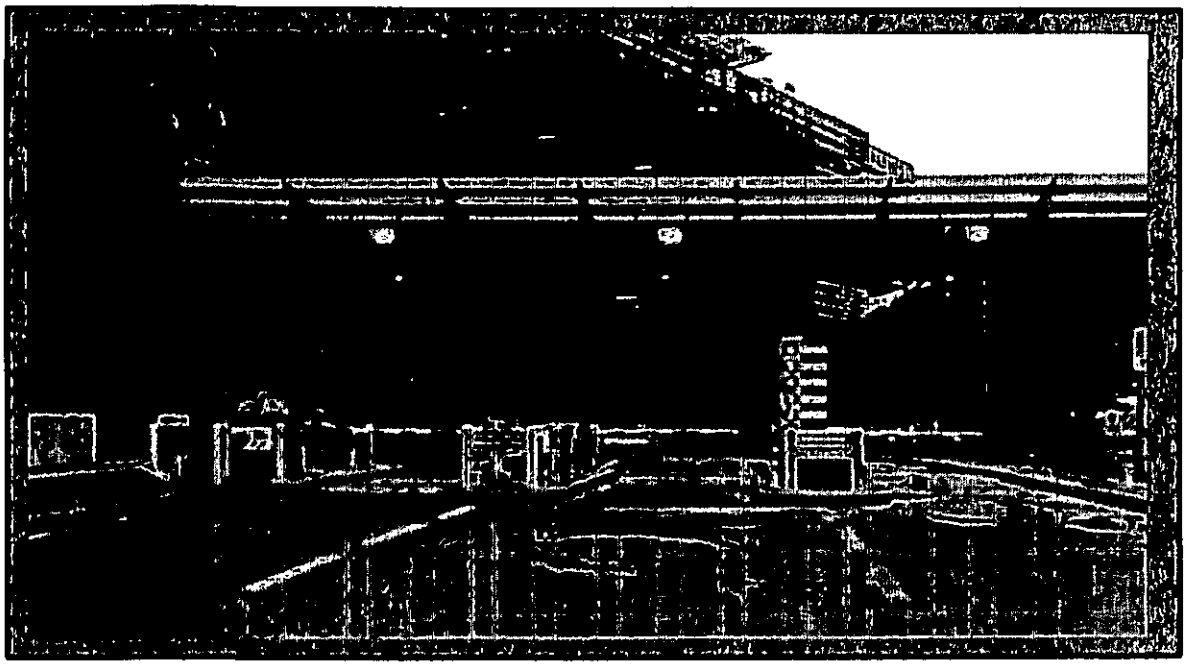

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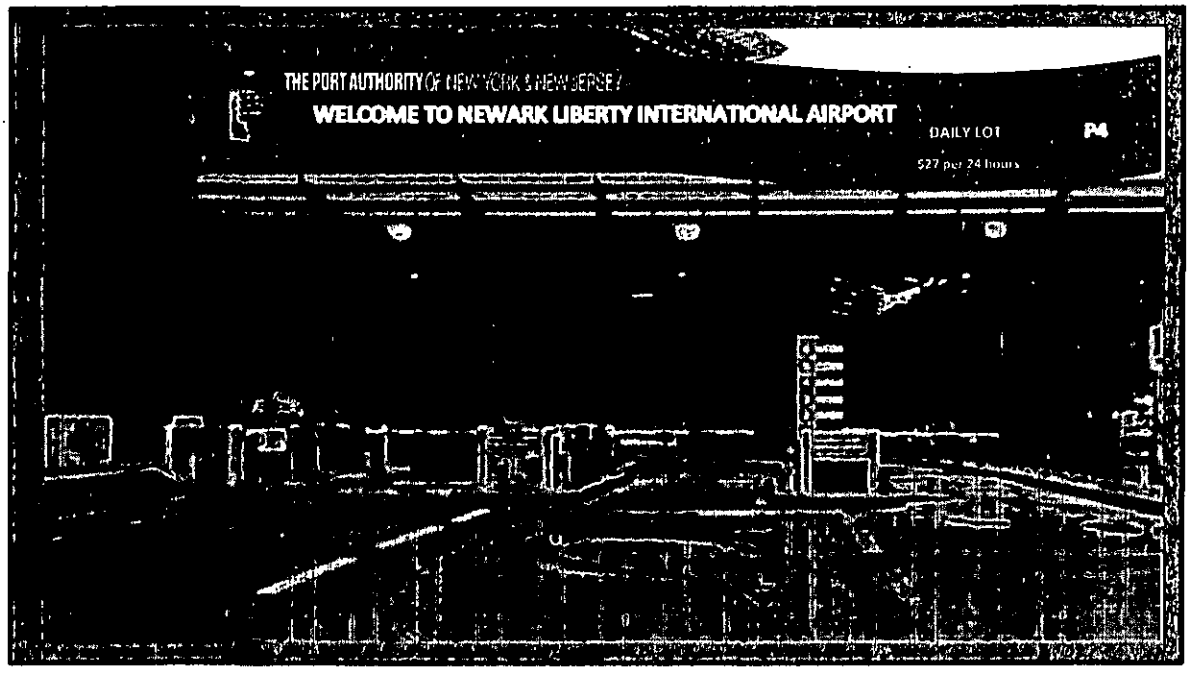

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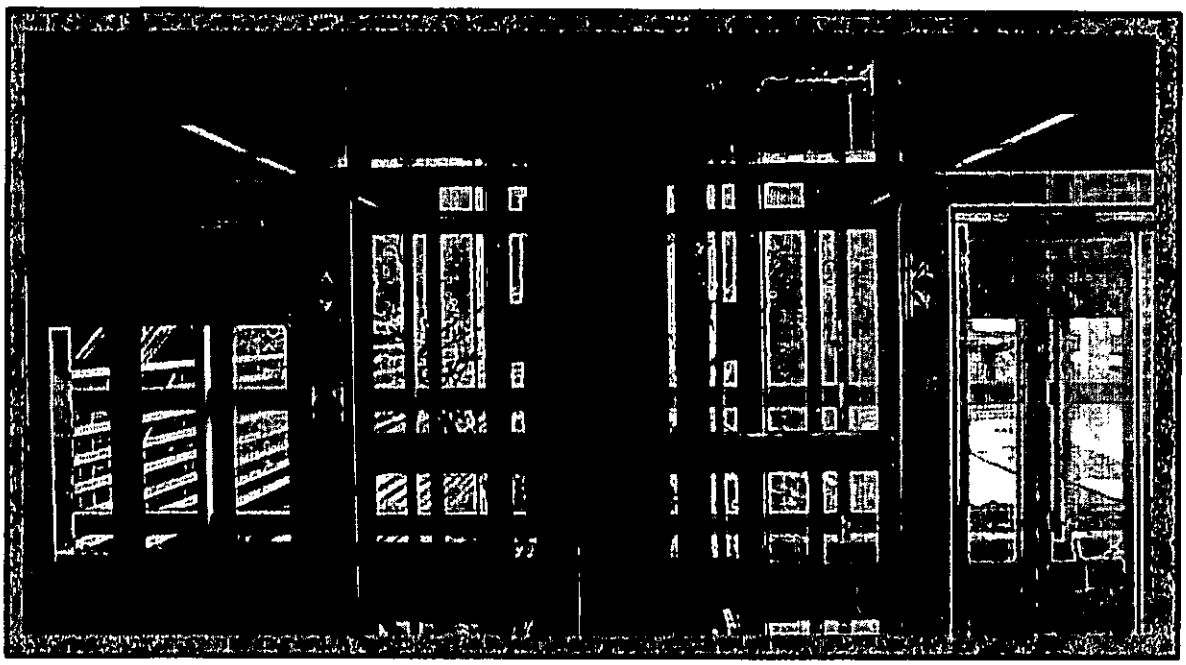

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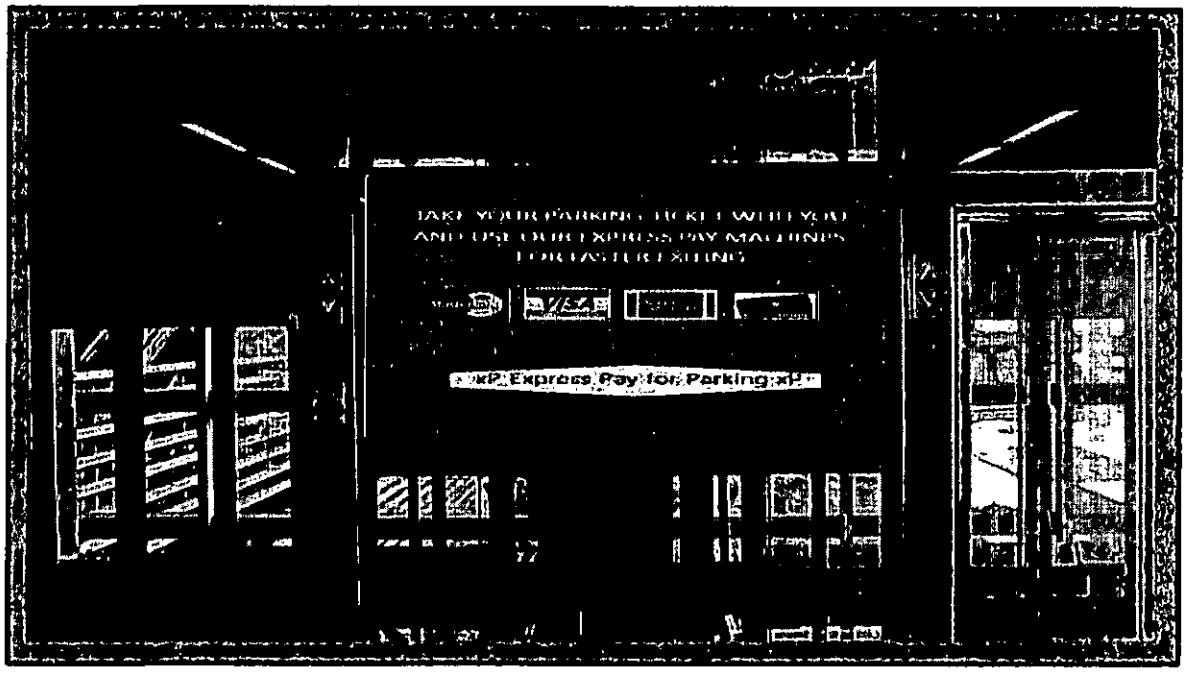

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THE PORT AUTHORITY OF NEW YORK & NEW JERSEY

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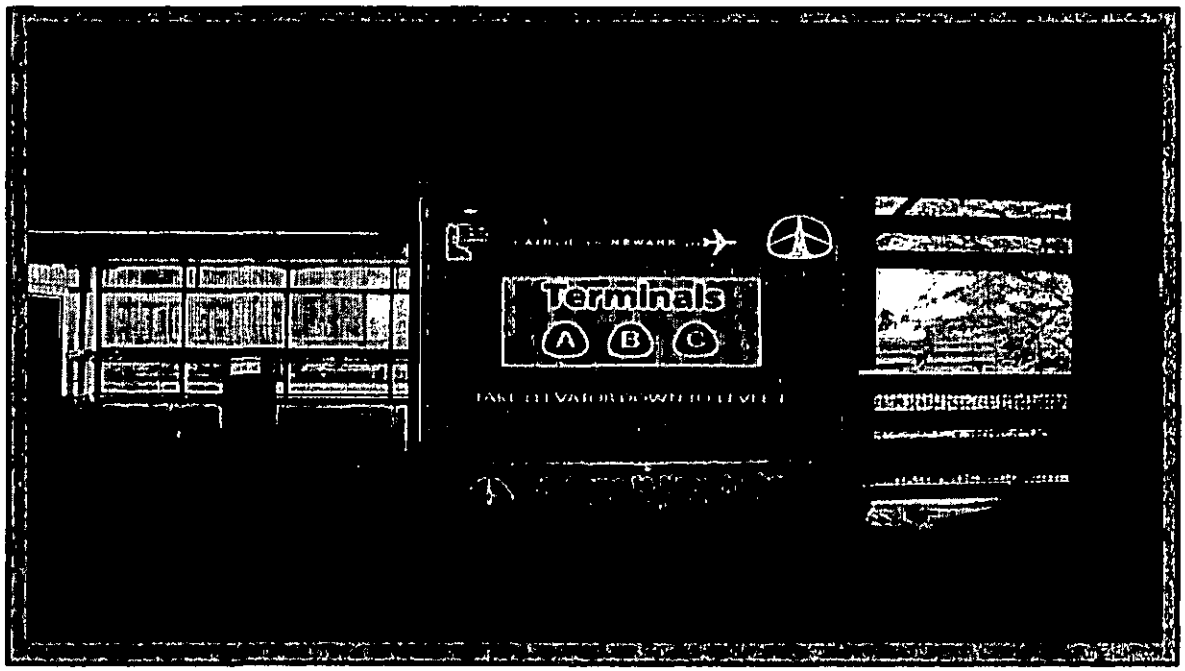

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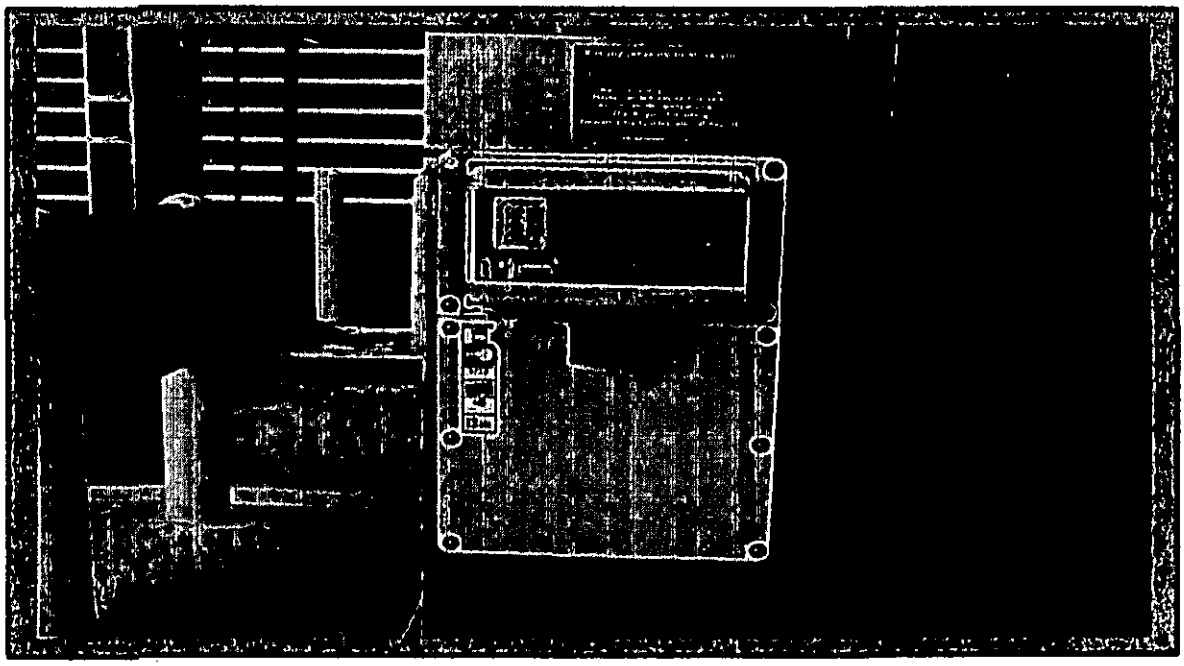

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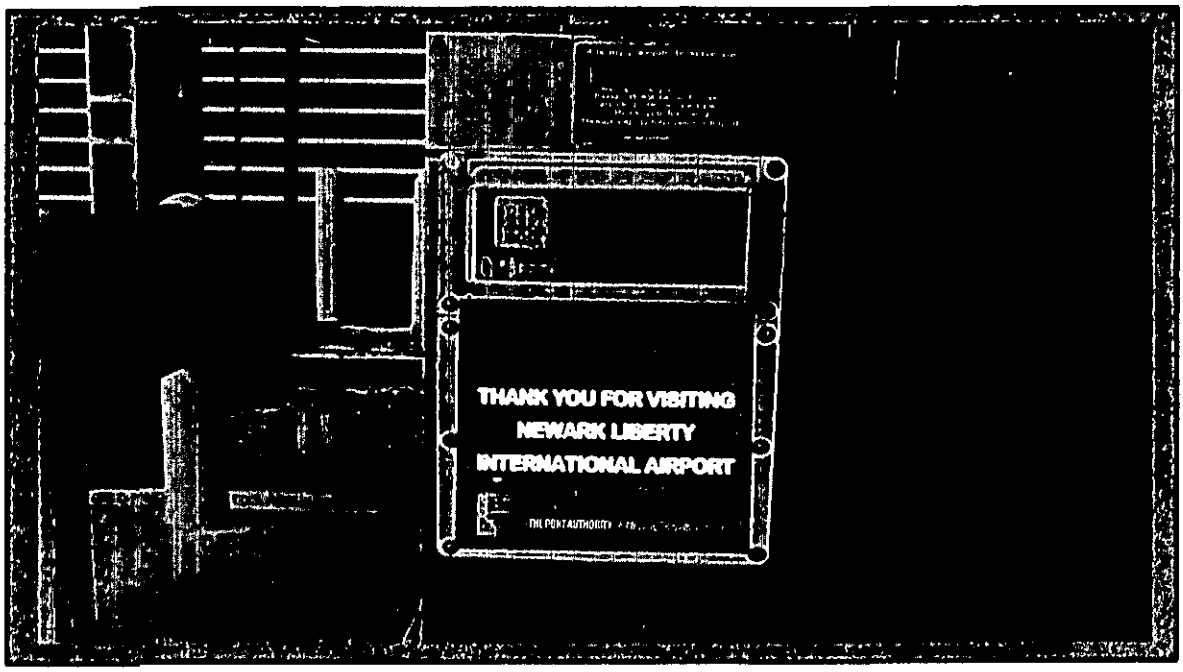

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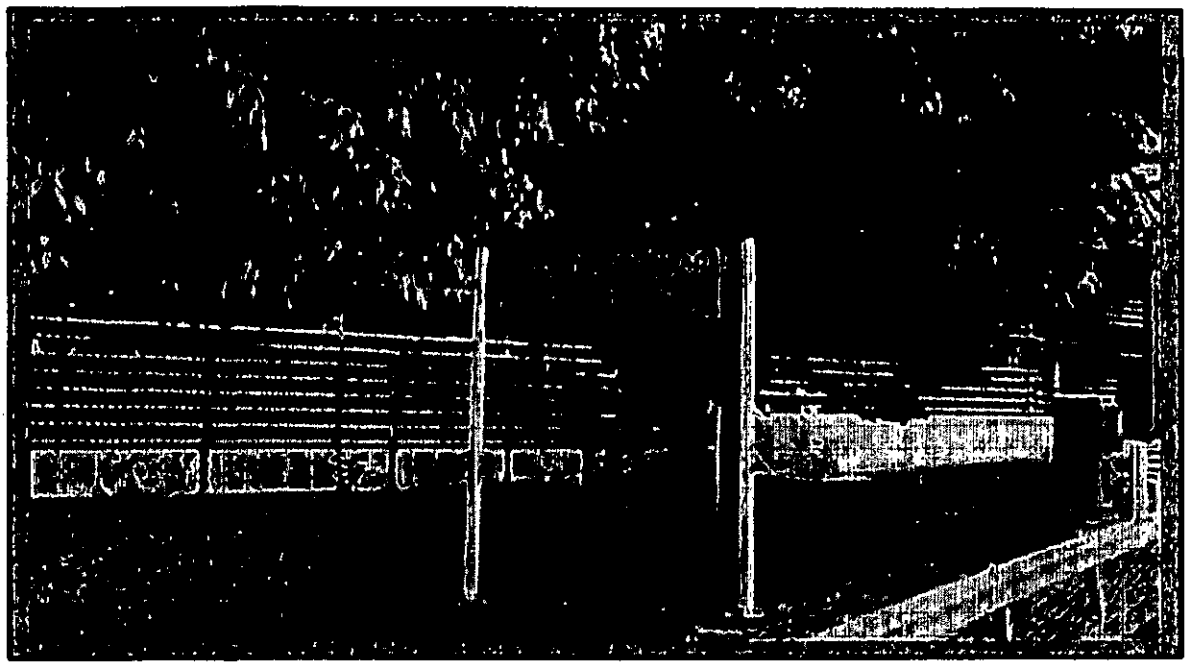

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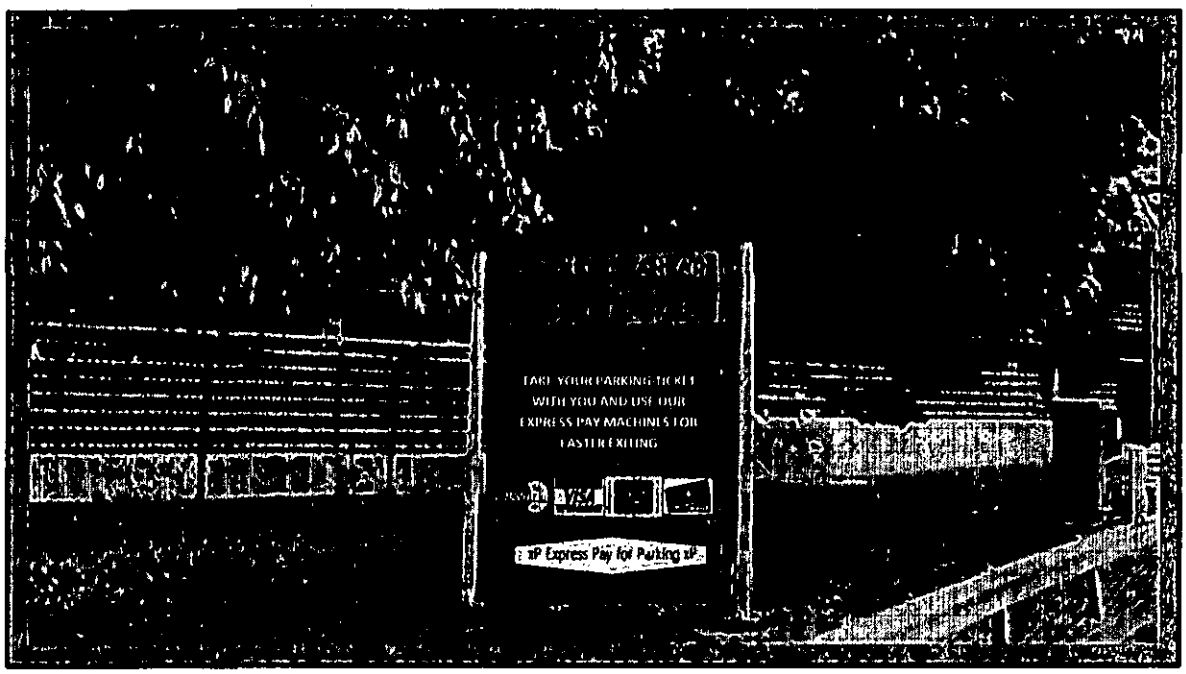

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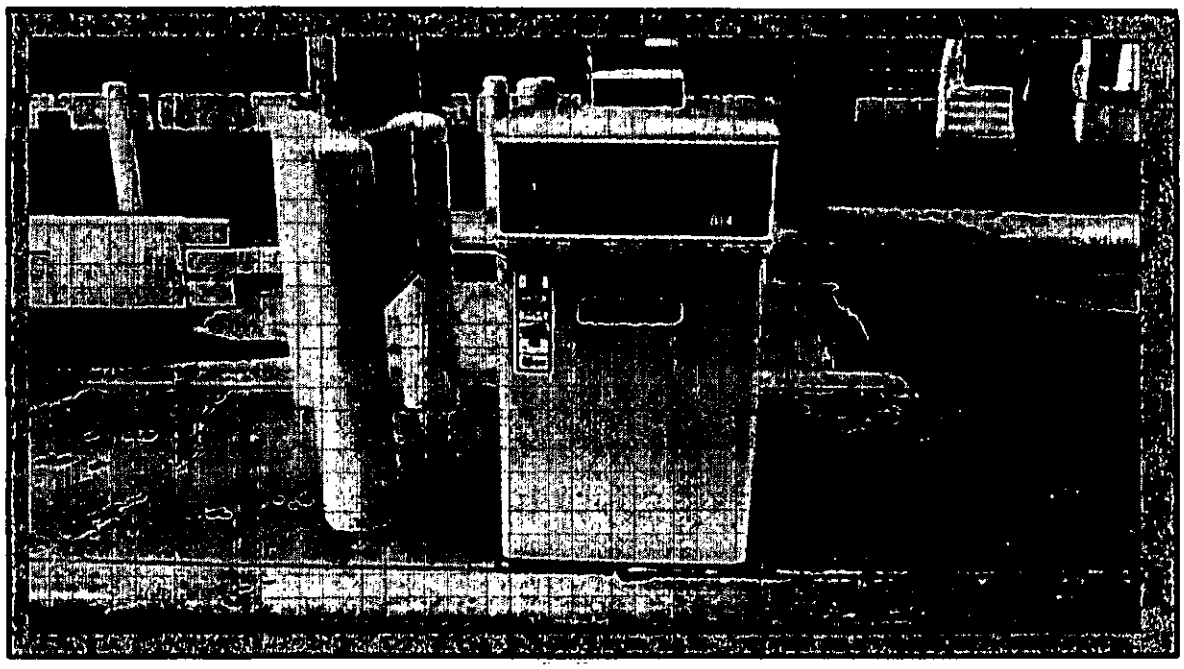

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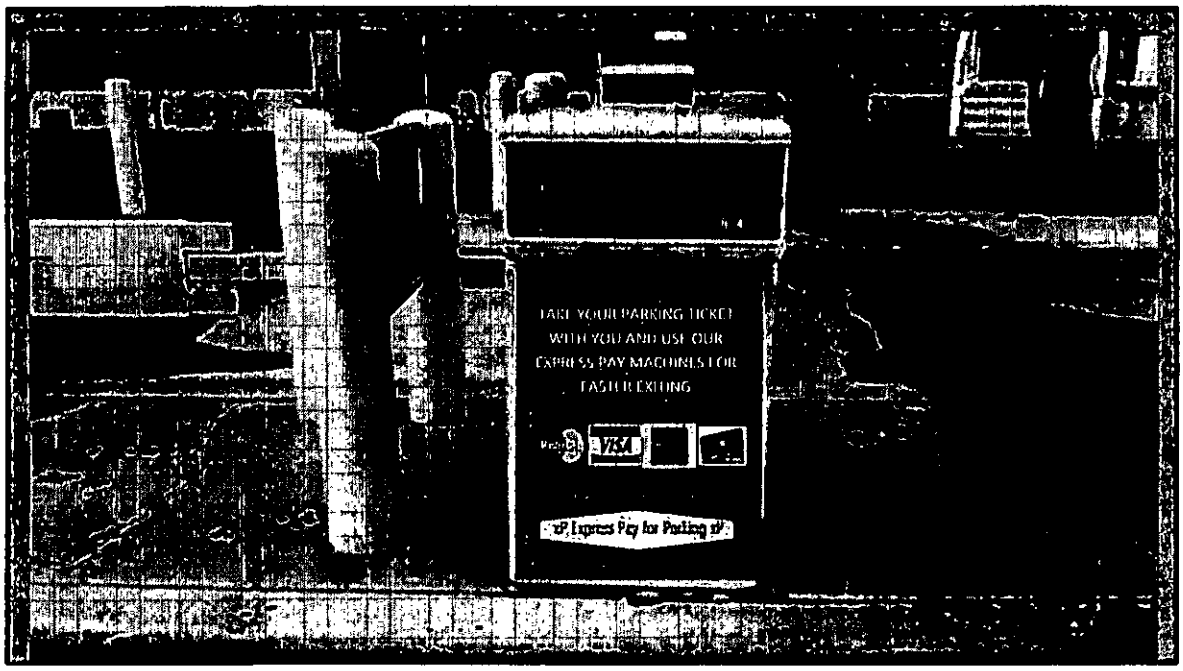

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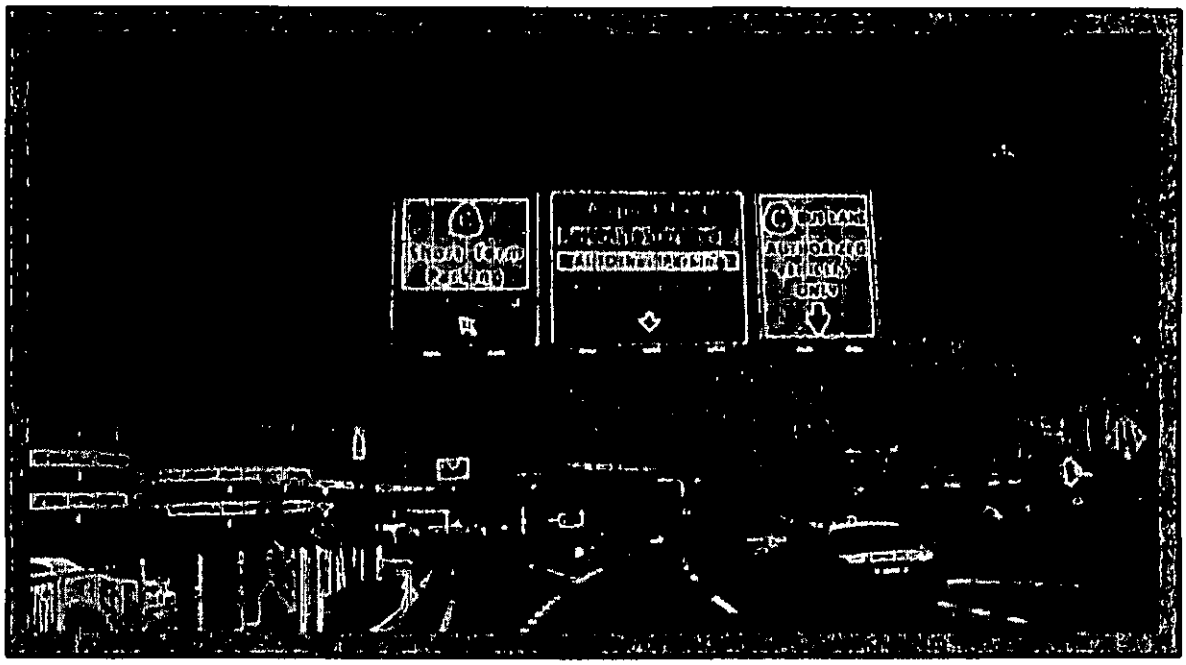

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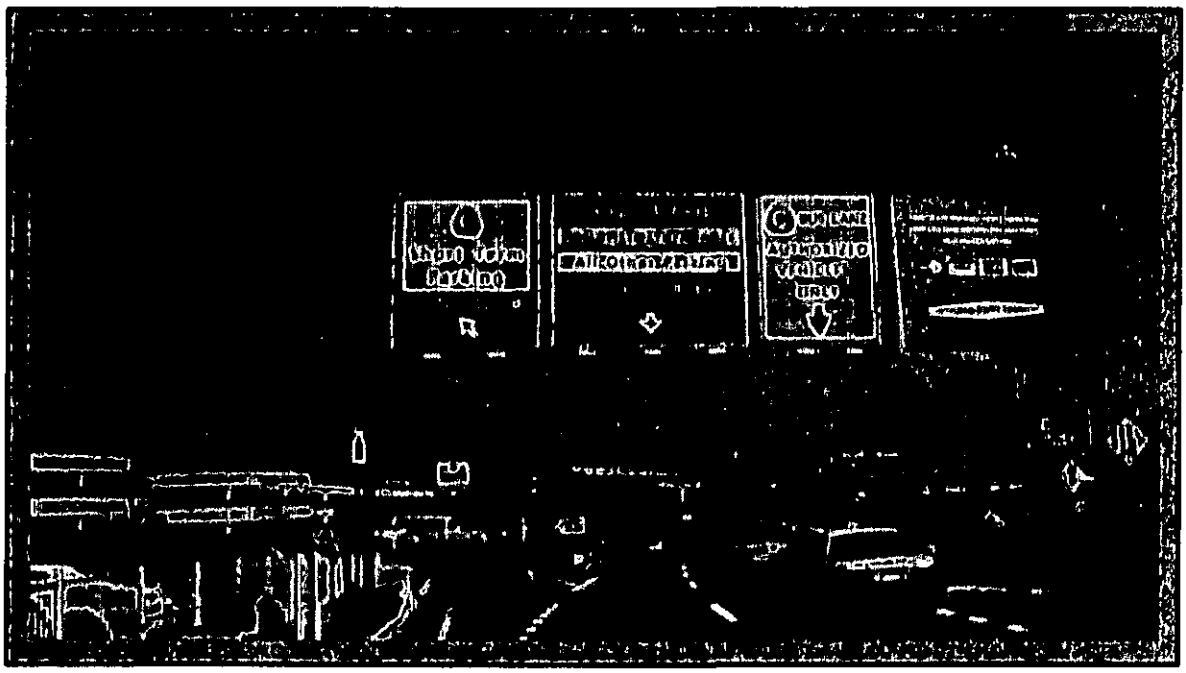

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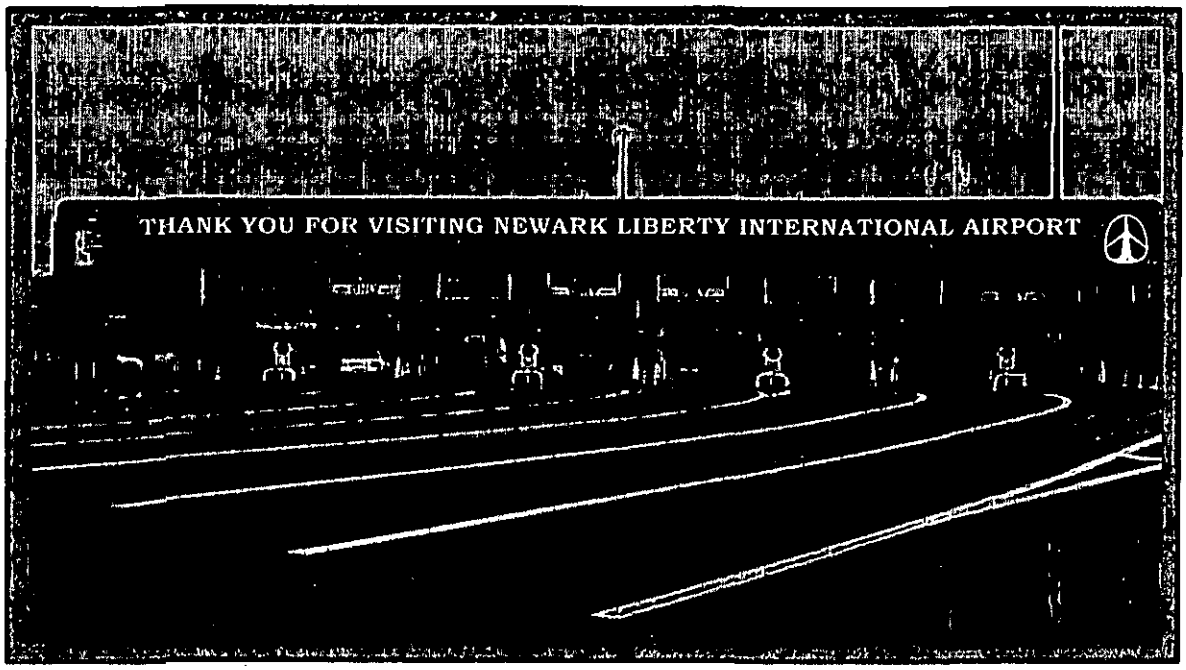

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THE PORT AUTHORITY OF NY & NJ

John F. Kennedy INTERNATIONAL AIRPORT | LaGuardia AIRPORT | Newark Liberty INTERNATIONAL AIRPORT | Stewart INTERNATIONAL AIRPORT

ABM Parking Services

RISK ASSESSMENT AND SUCCESSION PLANS

d. Risk Assessment

As the current operator of the Port Authority of New York and New Jersey's Airport Parking Facilities, there is NO additional risk for ABM Parking Services to retain the contract. There will be no issues or risk in expanding our operations with the addition of the parking facilities at Stewart International Airport to the contract. If the contract is awarded to ABM Parking Services, it will not be affected by our 2,000 other parking operations including 33 other airport contracts.

ABM Parking Services (and formerly, Five Star Parking) has demonstrated over the years that our firm has all necessary resources required to operate the contract in a quality manner. If we are chosen to operate under the new contract, ABM Parking Services will continue to operate the PANYNJ Airport Parking Facilities in a quality manner and will meet and exceed the expectations of the Authority.

THE PORT AUTHORITY OF NY & NJ

John F. Kennedy INTERNATIONAL AIRPORT | LaGuardia AIRPORT | Newark Liberty INTERNATIONAL AIRPORT | Stewart INTERNATIONAL AIRPORT

ABM Parking Services

EMPLOYEE MANAGEMENT PROGRAMS

g. Employee Management Programs

For a detailed description of ABM Parking Services' Employee Management Programs, please see Tab F Proposal, Sub Tab 2 Management Approach, Section B of this proposal.

Please see the following pages for our Sample Employee Handbook. Our employee handbook covers all facets of employment with ABM Parking Services including:

- Conditions of Employment
- Compensation
- Paid Time Off
- Unpaid Time off
- Company Rules
- Workplace Safety and Health
- Benefits
- Termination

EMPLOYEE HANDBOOK

ABM™

Parking Services

PRESIDENT'S MESSAGE

We're very happy to welcome you to the ABM Family of Services. You have joined an organization that has established an outstanding reputation for quality service and products. Credit for this goes to every employee. We hope that you, too, will find satisfaction and take pride in your work here.

This Handbook is intended to help you get acquainted with your Company's employment guidelines, policies and procedures. We hope that it will serve as a useful reference document throughout your employment. ***These guidelines, policies and procedures apply to all employees unless individual employment contracts or collective bargaining agreements provide otherwise.***

From time to time, the information included in our Employee Handbook may change. New guidelines, policies and procedures will be announced in bulletins, memos or other Company publications. You should keep copies of these. When it becomes necessary, we'll update this entire Handbook and you'll receive a new copy.

Mutual respect for each other is a requirement as we work together to reach our common goals. Having a clear understanding of the employment guidelines, policies and procedures will go a long way in developing your career potential. We hope that this Handbook will help you understand what is expected of you during your period of employment with the Company.

Your compliance with these guidelines, policies and procedures can be very important to your future and to the future of your Company.

Henrik Slipsager
President and Chief Executive Officer
ABM Industries Incorporated

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EQUAL EMPLOYMENT OPPORTUNITY POLICY

The Company is an equal employment opportunity employer. The Company will not discriminate against qualified applicants or employees with respect to any terms or conditions of employment based on race, color, national origin, ancestry, gender, sexual orientation, age, religion, creed, physical or mental disability, marital status or any other characteristic protected by state or federal law or local ordinances.

When necessary, the Company will reasonably accommodate employees and applicants with disabilities if the person is otherwise qualified to safely perform all of the essential functions of the position.

AT-WILL EMPLOYMENT

You are free to terminate your employment with the Company at any time, with or without a reason, and the Company has the right to terminate your employment at any time, with or without a reason unless prohibited by law or written contract. Although the Company may choose to terminate employment for cause, cause is not required. This is called "at-will" employment.

No one other than the President of the Company has the authority to alter this policy of "at-will" employment. Further, any such change of policy must be in writing and signed by the President.

The Company reserves the right to make lawful changes in its terms and conditions of employment. Nothing in this Handbook should be read as contractually limiting that right or as guaranteeing employment for any specific length or period of time.

NEW HIRES

All offers of employment are contingent on verification of your right *to work in the United States, as required by the Immigration Reform* & Control Act of 1986. Upon receiving a conditional offer of employment, you will be asked to provide original documents verifying your right to work and to sign a verification form required by federal law. If you cannot verify your right to work in the United States, the Company may be obligated to revoke your employment.

INTRODUCTORY PERIOD

New employees are "introductory employees." During this period, you will have an opportunity to learn your new position and see whether you enjoy your employment here. The Company will use this period to determine whether you are able to meet its expectations. Upon completion of this period, the Company will review your performance.

Completion of this introductory period does not entitle you to remain employed by the Company for any definite period of time. After completion of this period, eligible employees may be eligible for benefits described in this Handbook.

EMPLOYMENT STATUS

There are five types of employees at the Company. Your employment status is one of the following:

(1) *Introductory Employee* - employees who have not yet completed the "introductory period";

(2) *Regular Full-Time Employee (exempt or non-exempt)* employees who are salaried, although the salary may be converted to an hourly rate. These employees are not in a temporary status and are regularly scheduled to work the Company's full-time schedule.

(3) *Regular Part-Time Employee (exempt or non-exempt)* - employees who are salaried, although the salary may be converted to an hourly rate. These employees are not assigned to a temporary status and are regularly scheduled to work less than the Company's full-time work schedule. Regular part-time employees working less than 30 hours weekly are not generally eligible for Company benefits.

(4) *Temporary Employee* - employees who are hired as interim replacements to temporarily supplement the workforce or to assist in the completion of a specific project. Employment assignments in this category are of a limited duration. Temporary employees, whether full-time or part-time, are generally not eligible for Company benefits.

(5) *Hourly Employee* - employees who may or may not be on a regular schedule and are paid by the hour only for the hours they work. These jobs may be "on call" or restricted in schedule. Hourly employees generally are not eligible for Company benefits.

Union Employees may fall into any one of the above classifications and are members of an independent labor union whose terms and conditions of employment are covered by a collective bargaining agreement between the Company and that union.

EMPLOYMENT OF RELATIVES/COHABITANTS
Potential for Conflicts

The employment of relatives or close friends in the same area of an organization may cause serious conflicts and problems with favoritism and employee morale. Therefore, any hire, transfer, or promotion involving a relative by blood or marriage, or co-habitant, of any executive or manager of the Company requires prior written approval of an operating subsidiary senior vice president or corporate vice president. For purposes of this policy, relatives means a person's spouse, parents, children, grandchildren, siblings, mothers-in-law and fathers-in-law, sons and daughters-in-law, brothers and sisters-in-law, aunts and uncles and the spouses of aunts and uncles, [the children of aunts and uncles,] and anyone who shares the employee's home. Employees have a duty to bring such relationships to the attention of their human resources representative.

In addition, no relative of an employee shall be employed by the Company in any position where either of them is subject to any supervision, direction or review by the other, directly or through another person, with respect to any work activity, compensation or financial transactions or records, *without prior written approval of ABM Industries' President & Chief Executive Officer*, and *ABM Industries' Senior Vice President of Human Resources* or *ABM Industries' Vice President of Internal Audit*. This policy also applies to employees in positions which have access to Company proprietary information and/or sensitive information that may affect or influence employment conditions in any manner. It would apply, for instance, to any employee in a financial or human resources role. Finally, no relative by blood or marriage, or co-habitant can be employed in a position where the roles of the individuals, when taken together, would cause a weakness in internal controls.

In all cases where a personal relationship exists and where a conflict or the potential for conflict arises, whether or not a supervisory relationship is involved, the parties may be separated by reassignment or terminated from employment.

If an employee marries or begins to share a household with another employee and they work in the same department or report to the same immediate supervisor, or if his/her relationship represents a security risk, internal control issue, or creates a potential conflict of interest, the employees may select between themselves which will transfer or be terminated *subject to approval by ABM Industries' Senior Vice President of Human Resources.* The Company will make reasonable efforts to provide transfer opportunities so that employment of both employees may be continued with the ABM organization.

The potential for conflicts also exists with respect to the hire, transfer or promotion of any employee related by blood or marriage to an employee or principal of any client, customer, independent contractor or vendor of the Company and requires the same levels of approval outlined above. Any hiring involving a former professional employee of the Company's independent auditor, a close relative of a professional employee of the Company's independent auditor, or a relative of a member of the Company's Board of Directors *requires the approval of ABM Industries' General Counsel* or *delegate.* For purposes of this independent auditor restriction, a close relative means all relatives under this policy other than the children of aunts and uncles.

PERSONNEL RECORDS

The Company keeps a personnel file on each employee. The contents of your file, except for letters of reference and other confidential information, are open for your inspection at reasonable times and at reasonable intervals at your request. You may only make copies of documents in the file that you have previously signed.

Any changes in your personal data, such as address and phone number, must be reported to your local Human Resource Representative, in writing, so that the Company records can be kept up to date. If you are enrolled in any Company health or welfare benefit plans, you must also notify the Company, in writing, of changes in marital status or number of dependents.

It is Company policy that no personnel or medical files be released to outsiders or unauthorized Company personnel without the written consent of the employee. Exceptions are made only when required under legal order or as required by government administrative regulations.

EMPLOYEE PRIVACY

The Company respects your individual privacy. However, you should not anticipate an expectation of privacy with respect to your work-related conduct, including, but not limited to the use of Company-owned furniture, equipment or supplies. Company stationery, desks, telephones, voice mail, facsimile machines, copiers, e-mail, software and computer network systems are for business purposes only and may be accessed by management at any time. Therefore, you should practice professional discretion when using Company-owned property or communication systems.

SELF-IDENTIFICATION

The Company has adopted a program to employ and advance persons who are: a) individuals with a disability b) war veterans or c) disabled veterans. In order to make this program succeed we ask that you identify yourself if you qualify under this program. It is completely voluntary and you will not be disciplined or refused employment if you do not wish to provide this information.

POLYGRAPH TESTING

The Company will not use polygraph tests to randomly test employees. If polygraph testing is used as part of an ongoing investigation of workplace theft or other incidents causing economic loss or injury to the Company, the Company will conduct the testing in accordance with the provisions set forth in the Employee Polygraph Protection Act of 1988.

COMPANY COMMUNICATIONS

Every company employee is responsible for ensuring the Company's communications systems are used properly and in accordance with this policy. Company stationary, telephones, facsimile machines, copiers, voice-mail, e-mail, software, and computer network systems are for business purposes only. Additionally:

1. The Company expressly reserves the right to monitor, access, retrieve, read and delete any communication that is created on, received through, or sent on Company property or systems to assure compliance with this or any other Company policy.

2. No messages or information should be transmitted through any Company communications system without a legitimate business purpose.

3. The provisions of the Company's Solicitations policy (page 23) fully apply to all communication systems.

4. No communications should be retrieved, created or sent that may constitute intimidating, hostile or offensive material based on gender, race, color, religion, national origin, sexual orientation or disability. The Company's policy against sexual harassment and other harassment applies fully to all company communication systems and any violation of that policy is grounds for discipline up to and including termination.

5. All electronic and telephonic communication systems and all communications and information transmitted by, received from, or stored in these systems, as well as passwords or codes utilized to access such communications and information, are the property of the Company.

WORK SCHEDULES

Management reserves the right to assign work schedules to accommodate business conditions, and you may be required to adjust your schedule accordingly. The regular workweek will not exceed 40 hours, and regular working hours generally will not exceed 8 hours per day within any consecutive 24-hour period.

PAYMENT OF WAGES

In most cases, employees will be paid at least twice monthly. If a regularly scheduled payday falls on a weekend or scheduled holiday, paychecks will be distributed on the last regular workday before the holiday or weekend.

OVERTIME

Some employees are exempt from the overtime pay requirements of the law. "Exempt" employees are paid a salary and are in executive, administrative, sales or professional positions.

Nonexempt employees are paid either a salary or on an hourly basis, and receive overtime pay for hours worked in excess of 40 hours per week. A number of states have more restrictive laws regarding the number of hours which may be worked in a day.

When operating requirements or other needs cannot be met during regular working hours, you may be expected to work overtime.

If you work overtime, you will be paid at a rate of 1-1/2 times your regular rate for all hours worked greater than the daily maximum for your state or over 40 hours per week.

Overtime pay is based on actual time worked. Time off for sick leave, vacation leave or any leave of absence will not be considered hours worked for the purpose of calculating overtime hours.

Approval to Work Overtime

Overtime, as well as any time in excess of your regular work schedule, must be authorized in advance by your Supervisor. If you work overtime without receiving prior authorization, you may be subject to disciplinary action up to and including termination.

BREAKS AND MEAL PERIODS

If you are a non-exempt employee, you may be entitled to rest periods during your work period. Rest periods and meal periods may not be combined or used to leave work early. Additionally, you may receive at least one-half hour time off as a meal period. Your supervisor schedules meal and break periods.

GARNISHMENTS

If the Company receives a court order to garnish your wages, we must comply with that order. A garnishment will reduce your take-home pay.

PUNCTUALITY AND ATTENDANCE

Regular and punctual attendance is an essential function of your job. Unless you are unable to provide advance notice, you must notify your immediate Supervisor of absences as soon as possible.

Failure to do so is cause for disciplinary action and may be cause for denial of absence pay.

When you call to inform the Company of an unexpected absence or late arrival, ask for your Supervisor directly. Notifying the switchboard operator or another employee is not sufficient. If your Supervisor is not available when you call, you may leave the information with another supervisor or manager.

Excessive absences and tardiness will lead to discipline, up to and including discharge. An absence is defined as failure to report for or remain at work *as scheduled;* this includes arriving late and leaving early. Multiple consecutive days off work for the same reason shall constitute a single absence.

Absence and tardiness are considered excessive if frequent or show a pattern. The following are general guidelines for unacceptable attendance:

Guidelines – Excessive Absenteeism	
Three (3) absences* in a Six (6) month period	Informal Warning
Four (4) absences* in a Six (6) month period	Formal Warning
More than four (4) absences* In a six (6) month period	Probation or Termination
*see definition of "absence" above	

ABSENCE WITHOUT NOTICE (JOB ABANDONMENT)

Absence from work for three consecutive days without notifying your Supervisor will be considered a voluntary resignation.

COMPANY AND/OR CUSTOMER PROPERTY

The Company or our customers may, from time to time, entrust you with the care, custody and control of certain property such as uniforms, vehicles, tools, communication or computer equipment, supplies, catalogs, books and other materials. The Company may deduct from your paycheck the value of such items if they are not returned upon request, or for any damages beyond ordinary wear and tear to such items. The Company further reserves the right to take legal action against you to recover such property or its value, if necessary.

HOLIDAYS

All holidays to be observed shall be determined in advance by the Company's senior management, subject to the guidelines established by ABM.

JURY/WITNESS DUTY

Unless you are informed otherwise by the Company for which you work, Jury Duty is an unpaid leave of absence, subject to local state law. Any pay received is subject to an offset for any "jury pay" received by the employee. If you are subpoenaed to appear as a witness in court or as a party to the action (plaintiff or defendant), you will be granted an unpaid leave. If you are subpoenaed to appear as a witness for the Company, you will be granted a paid leave.

MILITARY LEAVE

All employees may take a leave of absence to accommodate service in the Armed Forces, Military Reserves and National Guard. The specific terms of the absence and of your rights to reinstatement, seniority, benefits and compensation after a military leave are governed by law.

VOTING TIME OFF

In the event your work schedule would prevent you from voting on Election Day, the Company will give you the necessary time off to vote (up to a maximum of two hours).

SICK LEAVE

If you are absent from work due to a non-work related illness or injury, you may be eligible for sick pay. In most cases, you will be required to complete your introductory period before you become eligible for this benefit, if offered. Your Human Resource Representative can provide you additional information on this benefit.

The Company reserves the right to require medical documentation substantiating all illness, injury and medical absences.

Excessive absenteeism, whether paid or unpaid, will be cause for disciplinary action.

PERSONAL LEAVE

Personal leaves of absence are unpaid and may be granted at the sole discretion of management in extraordinary circumstances.

PARENTAL LEAVE FOR SCHOOL ACTIVITIES
(California, District of Columbia, Louisiana, Minnesota Only)

If you are a parent, guardian or grandparent having custody of a child in Kindergarten or grades 1-12 and it becomes necessary to attend a school activity, you must notify your Supervisor as soon as possible so that alternative arrangements can be made. Time off will be unpaid and in compliance with your local state law.

RELIGIOUS OBSERVANCES

You may be granted unpaid time off to observe religious holidays, business permitting. A written request for such time off must be submitted at least 30 days in advance.

FAMILY/MEDICAL LEAVE

Family/medical leave is permitted for the birth of an employee's child, or placement of a child with the employee for adoption or foster care, to care for an employee's spouse, child or parent who has a serious health condition, or to care for an employee's own serious health condition.

If you have been employed for at least 12 months and worked 1,250 hours in the last 12 months, you may be eligible to take a family/medical leave up to 12 workweeks in a 12-month period. This leave is unpaid and subject to the requirements of the Family and Medical Leave Act of 1993 ("FMLA").

For the purposes of measuring the amount of time available for an FMLA-covered leave, the company will use a "rolling" twelve month calendar, measured backward from the current date. For calculation purposes, the Company must determine the amount of leave previously used, if any, by examining your last twelve (12) months of attendance. This twelve-month calendar moves forward as the FMLA leave is spent.

If you are applying for a medical leave for yourself, you must submit a written certification from your treating physician which contains the following information:

(1) The date on which your disability began or will begin;
(2) The probable duration of your condition; and
(3) A statement that, due to your serious health condition, you are (or will be) unable to perform the functions of your position.

You may be required to first utilize your sick leave benefits in the event of your own "serious medical condition," or your accrued vacation for such time off.

If you are applying for a leave to care for your child, spouse, or parent who has a serious health condition, you must submit a written certification signed by the treating physician that includes the following information:

(1) The date on which the serious health condition began;
(2) The probable duration of the condition;
(3) An estimate of the amount of time that the health care provider believes you need to take in order to care for your child, parent or spouse; and
(4) A statement that the serious health condition warrants the participation of a family member to provide care during a period of treatment or supervision of your child, parent, or spouse.

You may be required to first utilize your accrued vacation benefits for such time off.

- If foreseeable, you must provide a 30-day advance written notice of your intent to take a family/medical leave. If not foreseeable, written notice must be provided as soon as practicable within 15 days.

- The Company will then provide you with a notice of your rights and obligations as soon as practicable (usually within two days) after you give notice for the leave.

- If the request is for a medical leave and the Company questions the validity of the medical certification, the Company can require a second medical opinion at the Company's expense.

- If you return from your family/medical leave in a timely manner, you will be returned to the same or similar position with equivalent terms and conditions of employment, including pay and benefits.

PREGNANCY-DISABILITY LEAVE

Some states have more restrictive laws for pregnancy related disabilities. Contact your Human Resource Representative for information.

CAUSE FOR DISCIPLINARY ACTION AND DISCHARGE

It is not possible to provide employees with a complete list of every possible cause that will, like unsatisfactory performance, result in disciplinary action, including discharge. However, in order to give you some guidance, examples of unacceptable conduct are listed below. You should be aware that conduct that is not listed below, but that is unprofessional or potentially embarrassing, adversely affects or is otherwise detrimental to the Company's interests, or the interests of our employees, customers, or the public at large, may also result in disciplinary action, up to and including immediate termination. Inclusion of the following list does not limit or diminish the Company's policy of "at-will" employment.

1. Inefficiency or failure to perform job duties satisfactorily.

2. Falsification of any Company record.

3. Theft, willful damage or unauthorized removal or use of Company, employee, or customer property, equipment, records or information.

4. Excessive tardiness.

5. Excessive absences.

6. Unauthorized absence or failure to promptly notify the Company of intended absence.

7. Failure to comply with instructions of a supervisor or manager.

8. Deliberate unsatisfactory work or negligence.

9. Wasting time, loitering, sleeping during work hours or leaving the workplace without authorization.

10. Failing to keep work areas and equipment clean, creating unsafe conditions or defacing Company or a customer's property.

11. Violation of safety, health or security rules.

12. Personal or unauthorized use of Company material, time or equipment.

13. Careless or negligent use of Company vehicle, equipment or other property.

14. Insubordination to a supervisor or manager such as direct confrontation or profanity.

15. Possession, distribution, sale, transfer or misuse of alcohol, prescription drugs or illegal drugs in the workplace, while on duty, or while operating Company-owned vehicles or equipment.

16. Being under the influence of alcohol or other drugs while at work, or possessing or using alcohol or other drugs on Company premises.

17. Creating, encouraging or participating in disorder or violence, fighting or threatening bodily harm.

18. Conviction of, or pleading guilty to or admission of a criminal offense involving dishonesty, violence, illegal drugs or moral turpitude.

19. Obtaining employment on the basis of false or misleading information, or a material omission of information.

20. Having an interest in or engaging in activities in direct or indirect competition with the Company or any of its affiliates as an employee, partner, consultant or owner.

21. Unauthorized disclosure or misuse of the Company's confidential information, including, but not limited to customer lists, trade secrets or other proprietary information.

22. Unauthorized duplication or use of keys that lock or secure Company or customer premises or property.

23. Possession of firearms, explosives or any item intended for use as a weapon on Company or customer premises.

24. Soliciting funds or distributing written or printed material during working hours without authorization from the Company.

25. *Creating discord or harassing any other employee, customer or visitor.*

26. Discrimination against or harassment of any applicant, employee, visitor or customer on the basis of gender, race, national origin, color, religion, age, disability, sexual orientation or marital status.

27. Conduct inappropriate in a business environment.

28. Any flagrantly deliberate or gross misconduct.

29. Misuse of Company or customer funds.

30. Commission of or attempt to commit any criminal act against the Company, its customers, employees or property, including, but not limited to fraud, theft, vandalism or extortion.

31. Failure to cooperate with a request to search Company or customer property.

32. Dress or grooming inappropriate in a business environment.

Company policy requires all employees to cooperate fully in any internal investigation concerning the workplace.

ALCOHOLIC BEVERAGES AND DRUGS

By policy, the Company strictly prohibits employees from being under the influence, bringing in, possessing, providing, producing, buying, selling or using alcoholic beverages, unprescribed or illegal drugs at any time on Company premises or in Company vehicles.

Limited consumption of alcoholic beverages at certain Company-sponsored events held on Company property is allowed only with *prior written approval of the Company's senior management.* Consumption of alcoholic beverages is also permitted at certain Company-sponsored events off Company premises with prior written approval of the Company's senior management.

The Company is not liable for occupational injury or illness payments for any injuries arising out of voluntary participation in any off-duty

recreational, social or athletic activity not constituting part of the employee's work-related duties.

"Under the influence" is defined as being unable to perform work in a safe and productive manner; being in a physical or mental condition that creates a risk to the safety and well-being of the affected employee, other employees, the general public or Company property; and/or having any detectable level, in excess of a trace, of alcohol, unprescribed drugs or illegal drugs in the body.

An employee who is involved with on-the-job illegal drug use, possession or sale is in violation of Company policy. Off-the-job use, possession or sale of unprescribed or illegal drugs which has an adverse affect on the Company's customers, other employees, the general public or the Company's reputation or image is also considered a violation of this policy. In deciding what action to take, the Company will take into consideration the nature of the conduct and the employee's present assignment and record with the Company.

Additionally, any employee who is taking prescription or non-prescription drugs or medication which may adversely affect the employee's ability to work in a safe or productive manner is encouraged to report the use of this medication to his or her supervisor, or, if this is not possible, to the office manager before beginning work or entering any Company or customer facility. This includes drugs which are known or advertised as possibly affecting judgment, coordination or other senses, including those which may cause drowsiness or dizziness. Management, after obtaining medical advice, will then determine if any work restrictions will be necessary.

Consent to drug or alcohol testing, when requested by the Company, *is a condition of continued employment* with the Company and refusal to comply is insubordination.

Violations of this policy, including refusal to consent to drug or alcohol testing, will result in immediate suspension of the employee pending an investigation. The Company will then make a determination concerning the appropriate discipline, up to and including discharge, on the basis of evidence then available to the Company, reasonable inferences which the Company draws from that evidence, and the employee's refusal to consent to such testing.

HARASSMENT

The Company is committed to providing a work environment that is free of discrimination including harassment. In keeping with this policy, the Company strictly prohibits unlawful harassment of any kind, including harassment on the basis of race, color, religion, gender, age, mental or physical disability, medical condition, national origin, marital status, veteran status, sexual orientation, or any other characteristic protected under federal or state law or local ordinance. Harassment may take many forms, but the most common forms include:

Verbal harassment, such as jokes, epithets, slurs, negative stereotyping and unwelcome remarks about an individual's body, color, physical characteristics, appearance, or talents, references to women such as "honey," "doll," or "sweetheart," comments or questions about a person's sexual practices, and patronizing terms or remarks;

Physical harassment, such as physical interference with normal work, impeding or blocking movement, assault, unwelcome physical contact, staring at a person's body, and threatening, intimidating or hostile acts that relate to a protected characteristic;

Visual harassment, such as offensive or obscene photographs, calendars, posters, cards, cartoons, drawings, gestures, and any other written material, display of sexually suggestive or lewd objects, unwelcome personal notes or letters, and any other written or graphic material that denigrates or shows hostility or aversion toward an individual because of a protected characteristic, including posting or circulating any such items in the workplace.

There are two distinct categories of sexual harassment:

Quid pro quo sexual harassment occurs when an individual's submission to or rejection of unwelcome sexual conduct is used as a basis for employment decisions affecting that individual, including granting of employment benefits;

Hostile environment sexual harassment occurs when unwelcome sexual conduct unreasonably interferes with an individual's job performance or creates an intimidating, hostile or offensive working environment, even if it does not lead to tangible or economic job consequences.

Sexual harassment includes harassment of women by men, of men by women, and same-sex/gender-based harassment.

If you witness unlawful harassment on the job, you are expected to report it immediately to your supervisor, any other member of management, or your local Human Resource Representative. *It is the responsibility of any employee who has been harassed or otherwise discriminated against, or who has witnessed such harassment or discrimination, to immediately report all such conduct to their direct supervisor or to a senior supervisor. Furthermore, it is the responsibility of any supervisor who receives such a report to*

immediately communicate it to their management and to their Human Resource representative.

The Company's policy is to immediately conduct a thorough, objective and complete investigation of any harassment complaint. At the conclusion of its investigation, it will attempt to determine whether unlawful harassment has occurred. The Company will look at the conduct and the context in which it occurred.

The Company will, as promptly as possible, communicate its findings to the accused, and the remedial action (if any) to be taken to the complainant, and when appropriate, to other persons who are directly concerned.

If the Company determines that harassment has occurred, the Company will take remedial action commensurate with the severity of the offense. This action may include disciplinary action against the harasser, up to and including termination. Steps will be taken, as necessary, to prevent any further harassment.

In situations involving consensual relationships between employees, the Company reserves the right to take whatever action is necessary to preserve a hostile-free and harassment-free environment.

No individual will suffer any reprisals or retaliation for reporting any incidents of harassment, or for participating in any investigation of incidents of harassment or perceived harassment.

SOLICITATIONS

The Company discourages solicitation of its employees by co-workers. Such solicitation is only allowed during non-working time

and the non-working time of the person being solicited. "Non-working" time means time during meal periods or breaks and before or after working hours. The Company prohibits solicitation, collection, posting or distributing of printed or written materials anywhere on Company premises by non-employees.

ENGLISH IN THE WORKPLACE

To assure compliance with many state and federal employment notice requirements, it is expected that all Company employees read and understand English sufficiently to maintain a safe and lawful work environment. To the extent practical, management will strive to provide alternate translations to further clarify those areas of concern.

PERSONAL APPEARANCE

A professional appearance is essential to your job. You are a representative of the Company, so you must present a clean and professional image to our customers, employees, management and the general public. You must practice good grooming and personal hygiene. You must dress in a uniform, if required, or if not, in a professional and appropriate manner. If your attire or physical appearance is inappropriate, you may be required to leave the premises until such time as your appearance is appropriate. Consult your Supervisor if you have questions as to what constitutes appropriate appearance.

EMPLOYMENT DISPUTES

All employees should seek a prompt review of their work-related problems. When such problems arise, you are expected to take the following steps to seek resolution:

First, talk to your immediate Supervisor - Discuss the problems you are having at work with your Supervisor. In most cases, he or she will be in the best position to help you.

Or, talk to your Supervisor's manager - If you are having trouble communicating with your immediate Supervisor, you should make an appointment with your Supervisor's manager and explain the problem.

Talk to your local Human Resource representative, ABM's Human Resources Department or your union representative - The Company's Human Resources staff or your union representative will work with you and any other people you've asked to have contacted to resolve the problem.

Salaried and hourly office and sales employees hired after March 11, 1994 are subject to the Company's Pre-Dispute Resolution program and may be subject to arbitration of their employment disputes.

SAFETY AND HEALTH POLICY

The Company is committed to providing all of its employees with a safe and healthy environment in which to work. The Company recognizes that a safe and healthy workplace is the right and the responsibility of every employee. The Company strongly believes that "accidents" are preventable if safety is made an integral part of daily activities. The prevention of work-related injuries is of such consequence that it will take precedence over any unsafe activity or condition. ABM's Safety Services Department is available for consultation on all health and safety matters.

In compliance with the Federal Hazard Communication Standard, the Company maintains Material Safety Data Sheets ("MSDS") for all chemicals used in the course of business. These MSDS sheets are available for review by all employees, as well as their representatives and physicians.

To promote the concept of a safe workplace, the Company maintains an Injury and Illness Prevention Program. This program is available for your review.

VIOLENCE PREVENTION

Violence or threats of violence against the life, health, well-being, family or property of others, express or implied by words, gestures, symbols, intimidation or coercion, will be regarded as violating the fundamental rights of the Company to operate its business in a safe and peaceful manner. The Company has adopted the following practices to deal with any violence that may occur on its premises, and to ensure the safety of its employees.

- Report all threats of violence, whether direct or indirect, as soon as possible to your Supervisor, or if he or she cannot be reached, to any other supervisor or manager. Be as specific as possible.

- Report all suspicious individuals or activities to your Supervisor or to any other supervisor or manager, as soon as possible.

- Do not put yourself in peril.

- If you hear a violent commotion near your work area, do not investigate or interfere. Telephone 911 immediately!

- Cooperate fully with security, law enforcement and medical personnel that respond to a call for help.

- Let the Company respond to all inquiries from the media about violence on its premises so that the Company can speak with one voice.

- If you are qualified, you may provide first aid to injured persons.

SMOKING

In keeping with the Company's intent to provide a safe and healthful work environment, smoking is prohibited anywhere within a Company-owned or Company-leased building, and in any Company-owned or Company-leased vehicle. Smoking is discouraged in any other vehicle being driven in connection with Company business. Employees who smoke do not receive any additional break time or any other special considerations.

FITNESS FOR DUTY POLICY

To protect the health and well being of all employees, and to maintain a safe work environment, the Company reserves the right to require a fitness-for-duty evaluation when:

- there is reasonable cause for serious concern about an employee's ability to safely perform his or her job;

- *an employee's behavior is grossly inappropriate for the* workplace, as determined by the Human Resources Department of ABM;

- there is reasonable cause to protect public safety; or

- medical clarification is necessary to support a reasonable accommodation request.

An employee may be requested to report for a fitness-for-duty examination, on Company time and at Company expense, to a physician or medical facility designated by the Company. The employee will be asked to authorize the release of the examination results to the ABM Human Resources Department. All medical fitness-for-duty examinations will be held in strict confidence as required by law.

An employee's decision to comply with the request for a fitness-for-duty examination may affect the determination of whether disciplinary action should be taken, what type of action may be taken, or whether reasonable accommodation should be made.

An employee's refusal to comply will be considered insubordination and, subject to review by ABM's Human Resources Department, may result in disciplinary action up to and including termination.

SOCIAL SECURITY AND INCOME TAX WITHHOLDING

All employees must contribute to the Federal Social Security Program and federal and state income tax withholding. The Company pays a matching contribution for each employee's Social Security taxes. The Company requires all employees to complete an IRS-approved W-4 Form and to provide their Social Security number. Violation or interference with this policy is considered insubordination and may be grounds for discipline including discharge.

STATE DISABILITY INSURANCE

Some states require that each employee contribute to a State Disability Insurance plan. Contributions are made through payroll deduction. Disability insurance is payable when you cannot work because of illness or injury that is unrelated to your employment with the Company.

UNEMPLOYMENT INSURANCE

The Company contributes thousands of dollars each year to each State's Unemployment Fund on behalf of its employees. Unemployment benefits are provided by the state and are available to employees who have been subject to a layoff, but are usually not available to employees who have quit voluntarily or have been terminated for cause.

WORK RELATED ILLNESS OR INJURY

An occupational injury or illness program may cover the cost of a legitimate occupational injury or illness that results from working for the Company. Benefits help pay for your medical treatment and part of any income you may lose while recovering. Specific benefits are prescribed by law depending on the circumstances of each case. To be assured of maximum coverage, each injury or illness must be *reported immediately to your Supervisor who will promptly file a* claim.

Occupational injury or illness coverage will not apply when your illness or injury is unrelated to working for the Company or when an injury arises out of voluntary participation in an off-duty recreational, social or athletic activity not constituting a part of your work-related duties.

Occupational injury or illness leaves of absence from the Company will run concurrently with the Federal Family and Medical Leave Act ("FMLA") leaves of absence for employees with FMLA-qualifying health conditions.

PROCEDURE ON TERMINATION OF YOUR EMPLOYMENT

Your employment with the Company is at-will, which means that you may terminate your employment at any time, with or without notice, for any reason, and likewise, the Company may terminate your employment at any time, with or without notice and with or without cause, unless prohibited by law or written contract. No one other than the President of the Company has the authority to alter this arrangement.

Your employment with the Company may be deemed terminated for any of the following reasons:

- Voluntary resignation;
- Retirement;
- Reorganization within the Company (including, but not limited to, job elimination);
- Involuntary termination, with or without cause and with or without notice;
- Failure to return to work in a timely manner following an absence;
- Failure to report to work without notice for three (3) consecutive work days;
- Prolonged disability resulting in an inability to safely and satisfactorily perform all the essential functions of your job with or without reasonable accommodation; or
- Death

TERMINATION

If you wish to voluntarily terminate your employment with the Company, you are requested to give at least two weeks' written notice, if possible.

If you quit your employment without notice, the Company will pay you for all hours worked including any earned but unused vacation time, up to the last day of your employment.

If you quit your employment with notice, the Company may, at its discretion, pay you for the period of your notice, and excuse you from coming to work during that time.

HANDBOOK RECEIPT AND ACKNOWLEDGMENT

I acknowledge that I have read and understand the Employee Handbook, and I accept the terms and conditions of employment contained therein.

I understand that this Handbook summarizes the Company's personnel policies and guidelines, and that it is furnished to me *solely for my information*. I further understand that the policies and procedures contained in the Handbook are not intended to create an employment contract.

I understand that the Company may modify or rescind any of its policies, guidelines, benefits, or practices described in the Handbook at any time, except for its policy of at-will employment and those policies required by law.

Dated: _____

_____
(Employee's Printed Name)

_____
(Employee's Signature)

THE PORT AUTHORITY OF NY & NJ

John F. Kennedy INTERNATIONAL AIRPORT | LaGuardia AIRPORT | Newark Liberty INTERNATIONAL AIRPORT | Stewart INTERNATIONAL AIRPORT

ABM Parking Services

DETAILED TECHNICAL EXPERIENCE

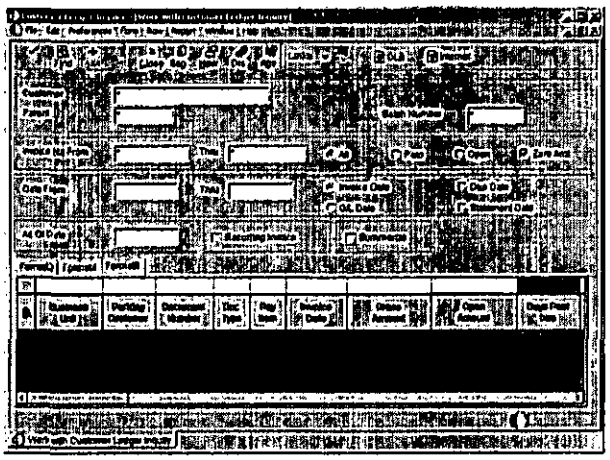
h. Technical Expertise

ABM Parking Services stands at the forefront of the technology curve with one of the finest Information Technology Services in the industry. ABM has instituted many state-of-the-art computer programs to simplify the parking business, as well as maintained strict regulatory requirements, including compliance with Sarbanes-Oxley. It is necessary to utilize technology to increase employee productivity and enhance client communication. Whether it's a new system to improve revenue control, enhance efficiency or fine-tune auditing, ABM Parking Services has the experience and technology to make it happen.

SCORE ^{4} Accounting System

SCORE^4 is ABM Parking Services' proprietary software program designed to control all parking revenue related activity at the facility level. Using the JDEdwards One World platform, it is perhaps the most advanced software program available in the parking industry.

The SCORE^4 program is based on the premise that the parking operation can and should be managed as a stand-alone business in the sense that it has potential for generating significant profits. In fact, often times the parking facilities are the most profitable component of the projects with which we are associated. Add the considerable cash component to this already complicated business, and it is clear to see why a software program capable of effectively capturing *revenue activity and trends is essential.*



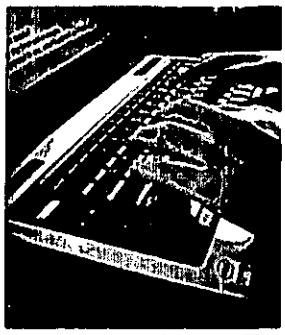
Specially designed computer input screen

The primary objective of SCORE^4 is to provide our senior, mid-level, and on-site managers as well as the many property management firms and owners with whom we interface with valuable information rather than static data. To do so, it was necessary to create an entirely integrated financial management system specific to the parking facilities for which we are responsible. By doing so, we are able to generate up-to-the minute reports detailing critical statistical information so as to provide our managers and clients with an accurate snapshot of the facility's revenues. Additionally, because these processes and reports are completely automated, we are able to eliminate the necessity for both on-site and off-site operations personnel to re-key data. In short, the implementation of the SCORE^4 program at our facilities allows our operations personnel to visit their respective facilities more frequently due to the fact that they are not spending the majority of their working day creating and modifying non-automated reports. Further, SCORE^4 creates a much-needed link between our remote parking facilities and our corporate and regional offices. The

architecture of the SCORE[4] database is state of the art in that it utilizes client-server technology to manage the parking operation. As such, the SCORE[4] user cannot easily manipulate the facility data, which is always a concern in a PC environment.

The server in which the program resides is in a dedicated data center that is managed by our parent company, ABM Industries Incorporated. Secure access to the program can be achieved via a Wide Area Connection (WAN), a dial-up connection into one of the ABM Parking Services regional or branch offices, or via the Internet coupled with ABM's virtual private networking (VPN) technology.

The latter is the most common solution for the remote users at our parking facilities. On the immediate horizon will be the migration to thin client technology at our remote facilities. By thin client we are suggesting that a Windows Terminal (WinTerm) with no local hard drive and consequently no potential for viruses or connectivity issues will replace the personal computer that is now required to access the server at ABM's data center.



Although access control equipment is not required to institute the SCORE[4] system, the SCORE[4] environment can be integrated with your access control system with the cooperation of your access equipment provider. The parking industry is literally in its infancy stage with respect to its ability to provide integration (either real time or otherwise) between the billing/receivable component and the access control component.

Unfortunately, this leaves the operator with a significant potential for error, which may result in a loss of revenue at the facility. In fact, without an integration of the two sides of the system even the most well-managed operation may have a low possibility for shrinkage. Although several of the major revenue control equipment manufacturers have recently developed proprietary single database systems to control both the invoicing and access control aspects of the business, the billing component is often quite deficient in its ability to adjust for non-standard, non-market rate scenarios, lease expiration information and finally, one of the most difficult to tack, lease must-takes that are often associated with many of the parking specific tenant leases. Several of these non-standard scenarios are discussed later in this section.

With this in mind, ABM has made a conscious effort to integrate its SCORE[4] invoicing module with many of the more sophisticated access control systems in the marketplace. In most instances, the parker data is first entered into ABM's SCORE[4] database to ensure the integrity of the revenue stream is maintained. Thereafter, various data fields from the cardholder data screens as well as access level and area group information within SCORE[4] are entered into the access control database. Ultimately, the keycard will be activated in the access control system. Thereafter, on a monthly basis, the SCORE[4] billing database is compared with the access control database to ensure that no discrepancies exist, which further eliminates the possibility of activating the card in the

access database without ever accounting for the card from a billing perspective. Any exceptions between the two databases are then reported to the appropriate management parties at the location, branch, and/or regional level.

Contract (Monthly) Parker Module

Although SCORE[4] was designed to accommodate the simplest surface parking lot to the most complex mixed-use facility, either with or without revenue control equipment, its boldest features are found in its contract (monthly) parker component. In fact, it is the first and only revenue control software program designed exclusively for the parking industry that applies advanced logic to control its contract parkers.

Where most, if not all, parking-related software programs use additional rate codes to accommodate lease or contract concessions (such as parker discounts), SCORE[4] uses pre-programmed formulas to derive the concessions using the published rate for the facility as its foundation. Additionally, the SCORE[4] program automates other contract/lease driven tasks such as automatic rate change dates which are tied directly to the lease document specific to each tenant. Other examples include an ability to restrict parkers or accounts from utilizing stalls above and beyond their predetermined lease allocation in addition to the ability to "upgrade" parkers to a higher rate classification without compromising the tenant's lease allocation. The lease must-takes feature will continue to bill tenants for a specified number of parkers, even if their actual usage falls below the lease required minimum.

Deposit Reconciliations

Simply stated, the cash intensive nature of the parking business creates numerous opportunities for manipulation. As such, the necessary controls must be put in place wherever and whenever possible to ensure the revenues are maximized and shrinkage is minimized. One of the key and most beneficial features of SCORE[4] is its ability to automate deposit reconciliations for all of ABM Parking Services' locations (Note: This feature can only be used for facilities in which the revenues are deposited into an ABM established account or when a suitable downloaded data stream can be obtained from the landowner). This automated reconciliation is performed daily in our regional accounting offices where no cash handling responsibilities exist, effectively providing a key segregation of duties control. Reconciliations are performed for both bank deposits and credit card receipts.

To perform this simple yet tremendously effective test manually is both labor intensive and cumbersome, and unfortunately is oftentimes left out of the auditing process. Additionally, the nature of bank data makes it difficult to obtain on a daily basis when the process is not automated. However, when automated, as it is in SCORE[4], the deposit reconciliation is always performed, and as such, can drastically reduce the possibility of one of the most primitive, yet frequent attempts to manipulate revenues.

Integrated Manual Invoice Processing

One of the often overlooked aspects of the parking business is the tracking of accounts receivable related to the purchase of validations, either prepaid or charged, and the

charges associated with the mid-month establishment of new monthly parking accounts or the addition of new parkers within a previously established account. Generally speaking, the process has been to either type, handwrite, or complete a charge form to be processed at a later time by either the regional or corporate office to account for these charges. In these instances, it is unlikely that the charges related to the invoice will ever be entered into the accounts receivable system, and even when the charges are entered into the A/R system, they will not be posted on a real-time basis, which may ultimately compromise the reporting process.

To ensure that all charges related to the parking facility are posted in the A/R system and to ensure that the customers within the facility are responded to in a timely fashion, ABM has developed a manual invoicing module within the SCORE^4 environment. Therefore, any product or service that is sold at a parking facility will be accounted for on a real time basis via the manual invoicing system including the recording and collection of accounts receivable.

With respect to stamp validations, the books can be sold directly out of a predefined inventory. Thereafter, the receipt and/or invoice (depending on the payment policy at the facility) will be generated and presented to the customer, with 100% of the entry recorded on-line and real time. In the case of monthly parkers, the parker data can be entered into the SCORE^4 system, the keycards activated (if applicable), and the rates can be prorated (with all adjustments reported on line) simultaneously.

All invoices generated by SCORE^4 are mailed out by an independent fulfillment house to eliminate any possibilities of manipulation and ensure the proper segregation of duties are maintained.

Additional Reporting Capabilities

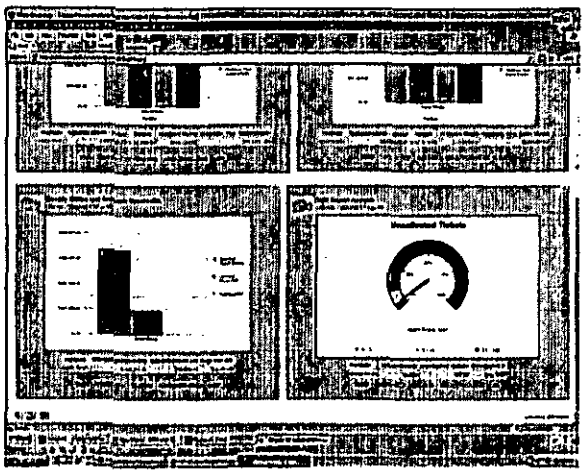
SCORE^4 offers a vast array of reports for both monthly (contract) and transient parkers including receivable agings, contract detail reports, anticipated invoicing reports and revenue reports. Every manager has access to contract review reports that indicate when contracts are up for renewal or for terms changes. Additionally, every aspect of the database can be queried from the unique SCORE^4 screens that include an integrated query tool. These queries are real-time and can be exported to Excel as needed.

Business Intelligence

In addition to the vast array of reports available through our SCORE^4 product, we have developed a Business Intelligence database using the Oracle environment to create dashboards and reports that are based on data entry in our SCORE^4 system. By mapping the environments to each other we have created the ability to generate reports and analyze data all the way through to the cashier shift details. To the best of our knowledge, ABM Parking Services is the only company in the nation that compiles information at this level therefore allowing us to the ability to effectively manage all aspects of revenue collection.

Our Business Intelligence database is web based and we are currently in the process of developing a web portal for our landowners that

would allow access to their properties for the review of revenue, expenses, and accounts receivables in our customized dashboard. A snap shot of the dashboard report is shown below:



Each of the individualized reports on the dashboard provides the user with drill down capabilities to additional documentation supporting the cumulative Portfolio totals. A sampling of these reports are:

Gross Revenue

- Current month revenue versus previous month figures and comparison of the same business month in the previous year
- Income Statements
- 13 Month Trend Reports

Expenses

- Current month expenses versus previous month figures and comparison of the same business month in the previous year
- Income Statements
- 13 Month Trend Reports

Monthly Billing and Accounts Receivable

- *Selected Month Invoice Register*
- Selected Month Aging Totals
- Previous Months Aging Totals

Shift Report Analysis - Uncollected Ticket Review

- Daily Recap of Revenue Collected
- Cashier Shift Report Summary
- Deposit Details
- Cashier Shift Details

In addition to the client based Business Intelligence tool, we have an internal section of the Oracle environment that we use for SOX related compliance reports. Along with these reports, ABM operations staff has access to nearly thirty additional reports that are used for analytical review of location performance and internal auditing practices.

Through the development of the Business Intelligence database, and the integration of our proprietary SCORE[4] software, ABM Parking Services leads the parking industry in reporting technology.

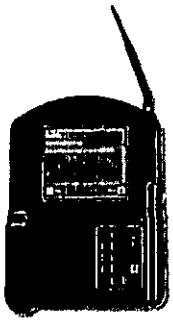
Client Website Management Portal

In the past, ABM Parking Services has given our customers hard copies of statements, reports, contracts, etc. Moving forward ABM will be providing customer documents electronically via ABM's customer portal. The portal will house all of your documents/reports to be shared among your team. ABM has incorporated multiple levels of security into the portal to allow users access to certain locations or all locations or limit access to financial

documents to certain individuals if this security precaution is a needed requirement. Customers will simply log into the portal website at www.abm4wd.com and enter their user name and password to view their facility's information.

The Customer Portal is a component of our Green Care environmental strategy. ABM is taking several corporate wide steps to change existing business processes and procedures to become a more Green company.

Workforce Management



To ensure that we are tracking employee time accurately and correctly ABM has implemented a Workforce Management system for all facilities. The Workforce Management system is a biometric and voice recognition payroll management system which is being used across the country with ABM. Employees are required to clock in for work using either the finger scan or voice recognition option depending on what system is set up at their assigned location. The Workforce Management system then tracks all payroll hours, vacation time, sick time, and even has the ability to disseminate payroll stubs and safety tips and information during the log-in process.

Thereafter, the system downloads the payroll data to the central hub several times per day for the most accurate and up to date payroll information. This new system will greatly reduce the many hours spent weekly calculating payroll hours and reporting those hours to the payroll department.

The biometric scan option uses a remote terminal called WalTer (Wall Terminal) and it performs the following functions.

- He tracks (accurately) employees with their fingerprints, he eliminates buddy punching
- He speaks multiple languages (English, Spanish, Polish, etc.)
- He gives employees work instructions upon clocking-in and clocking-out
- Distributes payroll stubs, attendance reports to employees and managers
- Trains employees at remote locations
- Alerts you when an employee is late, is accumulating extra overtime, or if you go over budget
- Asks employees if they had a safe day, so they can't claim workman's compensation later in case they get injured outside the job
- WalTer does not require locations to buy a computer (as is the case with other systems)

Through WalTer the Manager can audit the payroll records and punctuality of the staff, distribute safety tips, notable information via the terminal at check-in and check-out times. The system also ensures employees receive their required break and lunch periods with documentation. At designated intervals the system will upload into the ABM payroll department for payroll processing and provide back-up details to accounting to ensure our clients are accurately being billed for all billable job categories.

The benefits of the automated payroll system are that it improves field productivity, payroll accuracy, and reduces payroll processing paperwork. Our Managers and office staff spend more time on operational issues and less on administrative tasks. The system provides an audit trail of timesheets and eliminates lost timesheets.

For the employees, they gain immediate access to pay-stub information, can review their pay history and track vacation accrual and other information. Providing employees access to online pay stubs, allows all of these tasks to be accomplished directly by the employee, without the involvement of managers or payroll personnel. The result is increased privacy and decreased administrative costs.

Sure Park

ABM Parking Services can set up a system similar to Minneapolis – St. Paul International Airport's award winning Sure Park system. Sure Park enables customers to get live, up to the minute parking availability in three different ways:

- Via a 1-800 information line
- Though the MSP website (www.mspairport.com)
- Via telephone or smart phone text message request

The Sure Park system is set up through your current access control space count system and reports the space availability live. The system can be set up to show individual lot counts and can help the "in a hurry" business traveler to plan their trip on the fly, especially during peak travel times when some facilities might be full.

The Minneapolis – St. Paul International Airport even has a demonstration video on its site to show how the system works.

Not only does this system benefit parkers, but through the use of our Audit-Matic system, supervisors in the field can get up to date space counts, enabling them to effectively close full lots and direct customers to available parking, before the lots run out of space.

This innovative system has won an award from the International Parking Institute.

Smart Drive

The Smart Drive system is the next generation of in-vehicle camera system that will allow us to monitor driver activity. This teaching tool will allow us to show a driver what was done wrong and how it should have been performed. In-vehicle camera training is part of our new driver orientation process. It will also record accident events automatically and allow the driver to manually activate the camera by pressing the "panic button." By doing so, a driver can record events such as an unruly customer or an accident involving other vehicles. Almost every vehicle in the ABM fleet nationwide is equipped with an in-vehicle camera.

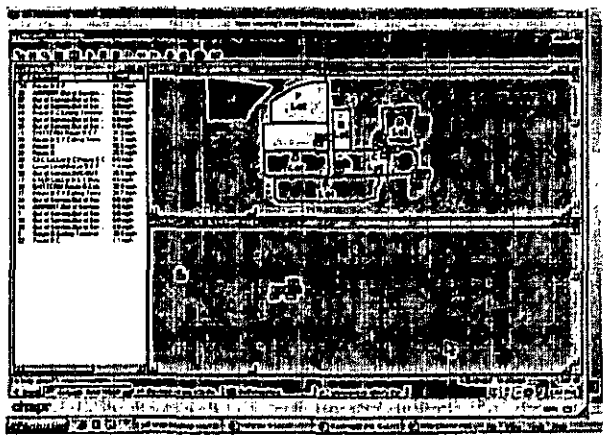
The Smart Drive system has proven to reduce liability claims and accidents, reduce the cost of

physical damage from collisions and lowers the operating expenses of the shuttles due to reduced fuel consumption, transmission, brake and tire wear. This system immediately detects erratic driving so corrective action can be taken and detects safe driving so employees can be recognized. Wireless technology allows the camera's memory unit to be downloaded and archived at the end of every shift automatically, without taking the vehicle out of service.

GPS Tracking Systems

ABM Parking Services was one of the pioneering firms that brought Global Positioning Systems into mainstream parking and transportation operations. While looking for ways to improve our customer service at our shuttle operations, we found that by adding GPS receivers to our fleet allowed us to greatly enhance our operations by decreasing headways and dispatching vehicles to the areas where they are needed most.

ABM currently utilizes GPS systems at many of our airport shuttle operations such as Denver, Austin, Dallas / Fort Worth, Tampa and most recently, Des Moines. The GPS system broadcasts real time data onto a screen in front of our shuttle dispatchers, enabling them to see the location of all shuttles. The GPS system increases customer service while decreasing headways while allowing our dispatchers to send shuttles to locations needing service, as well as making sure all stops are serviced properly. Not only does the system increase customer service, it also reduces wear and tear on the shuttles.



Modern GPS systems such as the RASTRAC System display real time speed data. An alert will be displayed on the screen if a shuttle goes above a predetermined speed. In addition, the system allows ABM the ability to see the location history of all the vehicles, time elapsed between established points and records how long a vehicle remains stationary.

Instant Estimator System

ABM Parking Services offers our customers a superior customer service solution: our newly-patented Instant Estimator™ claims system. Instant Estimator expedites most claims in just hours instead of days... and provides your parking customers with uniquely supportive and personal customer service.

Our state-of-the-art claims technology is *particularly valuable to large, high-traffic* locations with a volume of transient customers. Here's our unique claims process step-by-step:

- Claim Reported: Within an hour, ABM's claims team transmits an alert email to your parking customer letting them know their incident is already being investigated. No matter where your customers' travels take them, they know exactly what's going on... and aren't left to wonder about the status of their incident.

- Claim Approved: Claims are usually approved within just 24 hours! Once approved, a dedicated member of our claims team - an actual live human being – calls out to the claimant and helps walk them through the simple settlement process.

- Claim Denied: If a claim is denied, your customer receives a detailed report of findings - including photos of their vehicle damage, investigator notes, and an explanation of relevant laws and protocols.

- Claimant Satisfaction: Throughout the entire claim... your parking customer isn't required to make a single significant effort. Our system generates a repair estimate for them, quickly transmits a settlement offer to repair their damages - we even provide claimants with a Google map and driving directions to nearby, reputable auto body facilities! Claimants love the system - both for its efficiency, and step-by-step customer assistance.

DriveSmart™ - Preventing Claims by Avoiding Accident

The most prudent way to handle auto claims is to prevent accidents in the first place. Taking a proactive approach – through specialized driver training and an awareness of conditions - is vital. ABM is the only provider that employs a *comprehensive accident-prevention program* - we call it DriveSmart™.

DriveSmart™ reduces accidents and claims at by focusing on three key areas of prevention:

- Specialized Driver Training – locations like airports and large valets are fast-paced, high-risk driving environments. To reduce accidents, we specially train our shuttle drivers and valets to drive safely in high-traffic conditions, and to navigate cautiously in tight lots and garages with significant pedestrian activity.

- Condition Awareness - it's important for our staff to stay alert to changes in airport weather conditions. A day that may begin clear & sunny can quickly devolve into icy conditions by mid-afternoon. We train our employees to closely monitor weather forecasts, and we provide our staff with daily weather updates. Our employees also physically walk your facilities several times a day, looking for drip-points that can pool into puddles, ice patches, and other types of vehicle or pedestrian hazards. And if a condition needs remedy, our employees work closely with property management maintenance personnel to eliminate the hazard quickly and safely.

- Weather-Related Signage - many customers fly into airports having no idea what the weather and driving conditions are like. ABM is the only parking provider

to post special signage in our garages alerting customers to realtime driving conditions.

Dynamic Reporting

Effective reporting can help your parking operation track trends, identify challenges, and resolve issues through targeted resources. ABM provides you with a level and depth of reporting far more robust than other parking vendors. In the area of claims alone, the range of reporting data we offer includes the total number of claims (daily, weekly, monthly), reported claims (per valet, per location, per facility), claims resolution time (accepted, denied, repaired), costs per claim (per claim type), and all averages.

A Higher Standard of Performance

Bottom line, our patented Instant Estimator system improves customer service across the board - claims are resolved 75% faster, and your customers are more satisfied with the simplicity of the process!

Most parking companies don't like to talk about claims. And with one of the best safety records in the industry, ABM incidents are rare. But accidents are going to happen. And when they do... our company is the best prepared to resolve these challenges quickly, fairly and professionally. Exceptional claims resolution offers your parking facility yet another valuable resource... and further differentiates ABM as the quality choice to be your parking provider.

Internet Camera System

ABM Parking Services can install a "stand alone" camera system at the entrances and exits, cashier booth areas, parking office or any other area that may need supervision. The cameras can be linked to a website as well as saved on a DVR and can be accessed offsite via the internet for security purposes by both ABM and the Authority. The system is expandable and extra cameras can be added easily. These systems are invaluable for protecting against theft, robbery and damage to equipment caused by parkers.

This sample screenshot is from a four camera system that covers the entrance, exit, cashier booth and office at a busy small airport location. These stand alone systems are very inexpensive when compared to expanding most existing facility security systems.

National Service Center

ABM Facility Services' National Service Center provides ABM customers with a full service 24/7 call center designed to give clients a single point of contact to help satisfy every facility service need. Service calls from across the nation can be made to one customer-specific 800 number where Customer Service Representatives are available around the clock.

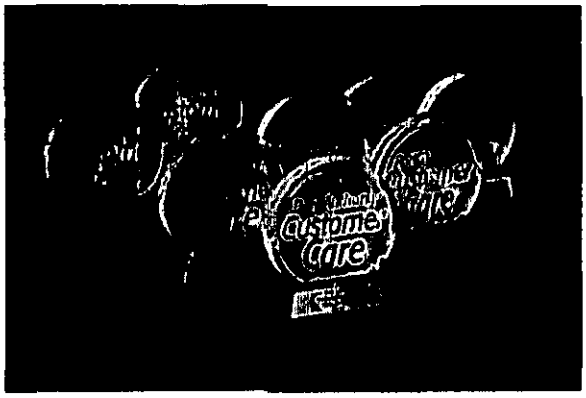
The implementation of this state-of-the-art system has allowed us to quickly identify and

track potential problem areas or issues for early troubleshooting.

Information Technology Security

As a publicly traded company on the NYSE, ABM and all of its companies, including ABM Parking Services, are required to have strict controls in place in order to be compliant with Sarbanes Oxley, section 404 and other Government Regulatory requirements. Our Security Policies follow international security best practices established in ISO/IEC 17799:2005, Information Technology - Security Techniques - Code of Practice for information security management. We monitor our internal systems for breaches of security and vulnerabilities and assess the health of our systems and controls. We monitor our external networks for breach attempts and assess for weakness on a regular basis. We have strict Change Management policies that prevent undocumented and untested changes from occurring in our environment. ABM Industries has passed the audit and maintained compliance.

CUSTOMER SERVICE AND RELATED PROGRAMS



a. Customer Service Plan in Relation to Exhibit A

ABM Parking Services will continue to ensure compliance of the Customer Care Airport Standards Manual through bi-annual Customer Service Training. In at least one of our two, two-hour training seminars (mandatory attendance by all employees); we will redistribute and review the standards and emphasize not only the need to meet, but to indeed exceed these standards in our day-to-day performance.

Our programs are built and hosted by our Customer Service and Training Department Managers. They are designed to motivate with timely topics that engage participants through lecture, role playing, and videos. In designing our programs, we make them unique to our locations and situations, yet also look to provide our staff with tools they can use in their personal life as well.

Our programs have been well received and genuinely appreciated by our staff. Contract Administrators and other PA personnel have at times sat in on our programs and expressed very positive feedback about content and execution.

An example of one program that we called "10-10-10" based on the book by the same name from author, Suzy Welch; we demonstrated the short and long term "effects" of the actions we take and how those "effects" shape our future experiences in all aspects of life.

In addition to our mandatory bi-annual Customer Service Training, our management and supervisory staff take an active role in ensuring that everyone consistently recognize and strive to provide superior customer service. This is done through commentary during roll call, field visits, reward and recognition of positive performance, and indeed appropriate disciplinary action when performance is below an acceptable level.

Our Customer Service and Training Mangers also ensure compliance to the PA Standards in their facilitation of patron compliments, concerns, and complaints. We provide our staff with what we call our "Compliments, Concerns, & Complaints" card (sample below), thereby allowing them to put customers in touch directly with our department. We offer them access to us via email, fax and phone. Once we hear from a patron, be it good or not so good news about an employee or the operation, our Customer Service Manager begins an investigation with 24 business hours. We validate the patron's noted experience and if it is good news about an employee – we share it with all! If it concerns a complaint about an employee, we take the appropriate disciplinary action. If a refund or fee adjustment is needed, we take the steps to process the refund.

CUSTOMER SERVICE AND RELATED PROGRAMS

ABM Parking Services's philosophy and "corporate culture" have generated over time a customer service program that has set the standard for the parking industry. Our program is predicated on the understanding that the parking personnel will always create both the first and last impression for the customers of the Port Authority of New York and New Jersey Airport Parking Operations.

Rather than simply taking a passive position by assuming that our responsibilities end with satisfying our client, we believe that the more important task is to exceed the expectations of the parkers utilizing the facilities.

To arrive at this objective, ABM Parking Services offers its employees the most extensive service related training opportunities available in the industry. From the attendants to the General Managesr, we ensure that our employees are willing and capable of providing a superior level of service.

Guarantee of Service

ABM is the only company in our industry that is willing to stand behind its commitment to customer service. For more than a decade, ABM Parking Services has stood behind our "Service Guarantee" program, which is just that — an unconditional guarantee of service. Although this was certainly an aggressive move for our company, we believe that each and every one of the patrons utilizing any of our over 2,000 locations across the country deserves to be made aware of our commitment to providing them with a superior level of service. In our opinion, the written guarantee along with a distinctive seal will assist us in accomplishing this goal.

The exciting, one-of-a-kind ABM Service Guarantee is discussed at length during the Customer Courtesy seminar. In addition to the customer's expectations, the guarantee further emphasizes the necessity for a high level of service to our employees. Created within the program is a mechanism where service deficiencies can be quickly and easily identified, then subsequently resolved.

Customer Courtesy Training

Over the last several years, ABM Parking Services has been instrumental in molding a positive image of the parking industry as a whole. When the decision to spearhead this effort was undertaken, our primary objective was to change the perception of each and every patron visiting an ABM facility.

The first step to achieving this objective was to establish a mission statement that would clearly delineate the company philosophy, which as you might imagine, was specifically focused on improved customer service. We

created a document entitled "What Is A Customer?" which places the ABM philosophy in writing. In fact, we are so committed to ensuring this attitude be conveyed to our customers, we request that the "What Is A Customer" plaque be prominently displayed in the parking office.

The next step in the process was to establish a comprehensive agenda in an effort to portray a more positive image to the patrons of our facilities. With this in mind, ABM has developed its own Customer Courtesy Program. Initially, the program consisted of only a few concepts and components, however, most recently it has evolved into an extensive array of services.

Customer Seminar

It is one thing to develop a Customer Courtesy Program and yet entirely another to effectively implement the same. It is imperative that the philosophies that form the foundation of innovative solutions such as our unique programs be reiterated on an ongoing basis. With this in mind, all of ABM Parking Services' field and management employees affiliated with the PANYNJ Airport Parking Operations will be required to attend a Customer Service Seminar on a semi-annual basis.

Although a predetermined and aggressive agenda is established, most segments of the seminar dictate a format other than a typical "student-teacher" approach. As such, the setting for our Customer Service Seminar is quite informal and for good reason. As part of this seminar, employee participation on all levels is encouraged. We recognize the importance of this approach as many of the ideas and components associated with the program as it stands today were initiated at similar sessions. Additionally, to achieve the maximum value from our efforts, it is imperative that employee feedback be obtained. After all, who is more qualified to answer the "what is and what is not working" questions than the field employees themselves.

Objective

The underlying philosophy of the Customer Courtesy Program "What is a Customer?" is reiterated. Customer service is the mainstay of our business and the most important element that sets us apart from our competition.

DVD's are introduced in this session, which exemplify superior customer service. The DVD's include our training guide and a discussion from an expert in the customer service field, which have included Tom Peters, author of *In Search of Excellence*, and Roger Dowd of the Marriott Corporation. These DVD's demonstrate excellent examples of unequaled customer service on the front line, emphasizing our most effective service-related ideas are generated from the line employees rather than management.

Role-Playing

One of the most productive segments of the seminar introduces role-playing. As we developed our extensive Customer Courtesy Program, one of the greatest complaints from our front-line employees was that they did not know how to promote a positive customer service approach to the patrons. We realized that we could not achieve superior customer service simply by telling our employees what to do, so we took the program one step further by demonstrating how to do it.

The role-playing segment provides us with that forum by allowing our line employees to physically interact with the customer in a variety of situations. The various situations involve everything from simply acknowledging the customer with a cheerful "Good Morning", "Have a Nice Flight" or "Good Bye" to satisfactorily dealing with the irate customer who refuses to pay the appropriate parking charges. We record these sessions so as to allow the employees to critique their own responses. This segment has proven to be the most useful portion of our Customer Service Seminar as it allows us the ability to show and subsequently improve by example.

Customer Service Representatives

Another critical portion of the Customer Service Seminar is the segment outlining the job descriptions of all personnel employed at the PANYNJ Airport Parking Operations. The primary emphasis of this portion of the program is the fact that each and every employee is not merely a cashier or shuttle driver whose sole responsibility is collecting cash or driving a vehicle, rather the employees must also serve as ambassadors of service excellence.

In this light, it is made clear that it is not acceptable to be proficient only in the execution of the task, but our employees must also be skilled in demonstrating a positive customer service attitude. It is not simply a fact of whether or not the job was completed; it is how it was completed that is important.

THE PORT AUTHORITY OF NY & NJ

John F. Kennedy LaGuardia Newark Liberty Stewart

ABM Parking Services

CUSTOMER SERVICE AND RELATED PROGRAMS

ABM Building Value

Compliments, Complaints, Concerns...
WE WANT TO HEAR FROM YOU!

Please complete the reverse side of this card and mail, email or fax to the applicable location.
If you choose to email us, please provide the information requested on the reverse side in your correspondence.

Newark Liberty International Airport	JFK International Airport	LaGuardia Airport
ABM Parking Services	ABM Parking Services	ABM Parking Services
Building 105, CTP	Building 14, East Wing, 1st Floor	CTB, Suite 3925
Newark, NJ 07114	Jamaica, NY 11430	Flushing, NY 11371
Attn: Customer Service	Attn: Customer Service	Attn: Customer Service
Ph: (973) 718-7267	Ph: (347) 238-3238	Ph: (347) 468-3936
Fax: (973) 961-6445	Fax: (347) 238-3252	Fax: (347) 468-3937

Or email us at: parkingcustomerservice@abm.com

front

Name: _____ Telephone #: ( ) _____

Address: _____ City: _____ State: _____ Zip: _____

Where did you park? _____ Exit Date: _____ Approximate Time of Exit: _____

License Plate #: _____ State of Registration: _____

If Applicable: E-Z Pass Tag #: _____

Credit Card Type: _____ Number: _____ Expiration Date: _____
(necessary for any credit card refund or adjustment)

Comments _____

_____

_____

*For a lost ticket fee adjustment, please include original ticket when mailing this card.

back

b. Plan to Measure Performance to Port's Customer Care Service Standards

ABM Parking Services will continue to measure our performance against the Port Authority Customer Service Standards by closely monitoring, analyzing, and tracking both the Mystery Shops from the Port Authority and our own mystery shopper program. Our program mirrors the PA's and uses the same "Pass / Fail" scoring system. A quick review (see chart below) of our Port Authority shops for 2011 demonstrates an overall excellent passing average of 93%!

	JFK Passing Shops	JFK Failing Shops	LGA Passing Shops	LGA Failing Shops	EWR Passing Shops	EWR Failing Shops	Total Shops Done	Total Passing Shops	Total Failing Shops	Passing Average
Jan-11	4	2	6	0	2	1	15	12	3	80%
Feb-11	4	2	5	0	3	1	15	12	3	80%
Mar-11	3	3	6	1	4	0	17	13	4	76%
Apr-11	5	0	6	0	2	1	14	13	1	93%
May-11	5	0	6	0	3	0	14	14	0	100%
Jun-11	6	0	6	0	4	1	17	16	1	94%
Jul-11	6	0	7	0	6	0	19	19	0	100%
Aug-11	7	0	7	0	4	0	18	18	0	100%
Sep-11	6	0	7	0	4	0	17	17	0	100%
Oct-11	6	0	6	0	5	0	17	17	0	100%
Nov-11	6	0	6	0	5	0	17	17	0	100%
Dec-11	6	0	6	0	3	1	16	15	1	94%
	64	7	74	1	45	5	196	183	13	93%
Location Total		71		75		50				
Location Passing Average		90%		99%		90%				

In addition to using the mystery shopper programs to measure performance, we also pay close attention to feedback from the Terminal-by-Terminal survey (mentioned above) and annual employee evaluations of our managerial staff and quarterly evaluations for supervisors, SICs, and management for the incentive program.

Finally, we continually solicit feedback about our operation and people from our staff in a variety of ways.

- Employees have access to an "800" number and suggestion box where they can report anonymously.
- Employees are encouraged to nominate a peer for Employee of the Month.

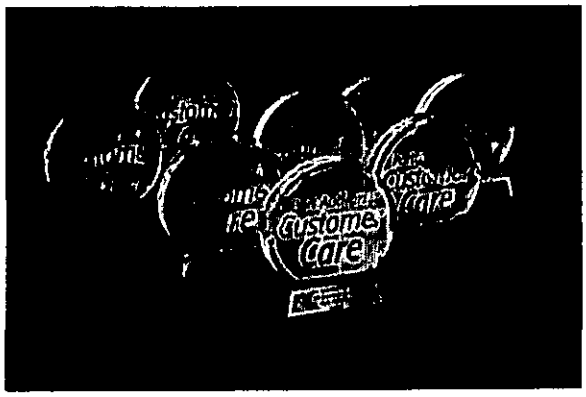
- Employees are offered time in training classes to voice concerns.
- Employees are encouraged to advise our training department of issues or topics they would like to see covered in an upcoming seminar.
- Employees are encouraged to inform the Customer Service Department of incidents prior to the customer.
- We host "Town Hall" type meetings on a regular basis where employees can openly and face to face discuss concerns with management.
- Management maintains a general "open door" policy.

c. Minimum Service Standards with Measurement

Simply put, ABM Parking Services will continue to do what we have been doing! Our past and current practices as previously referenced in this response have served us, the Port Authority of New York and New Jersey, and most importantly - the parking patrons quite well.

Our future programs and initiatives will continue to provide our employees with the tools and overall support needed to not just meet, but exceed the service standards of the Port Authority. Our Customer Service and Training Department remains on top of current trends and applications of both the service and parking industries. We will continue with our day to day "hands on" approach and incorporate proven past methodologies with current trends to remain the leader in Customer Care!

ABM Parking Services Awards



ABM Parking Services just doesn't talk about customer service, we deliver. The following customer service awards have been presented to ABM Parking Services and ABM Parking Service Employees by the Port Authority over the past few years.

- 2005 – Best Performance by a Port Authority Contractor for Customer Care (JFK) – Given because feedback from the PA's Mystery Shopper Program had our Taxi Dispatch division with the most passed shops for the year.
- 2006 – Director's Partnership (JFK, LGA, EWR) – Given because of our overall performance as a contractor was astounding! During 2006 we handled incredible issues and challenges as the entire Revenue Control System at all three airports was being changed. The Authority actually created this award to note our performance. I am not sure that they ever gave it out again.

CUSTOMER SERVICE AND RELATED PROGRAMS

- 2008 – Best Performance by a Port Authority Contractor for Customer Care (EWR) – Given because feedback from the PA's Mystery Shopper Program had our EWR division with the most passed shops for the year.
- 2009 – Employees of the Year for going Above & Beyond (EWR) – Given to three of our employees (Stanley Petersen, GM, Keith Urban, OM, and Emma Nikoi, Audit Supervisor) for how they helped Federal and Local Law Enforcement apprehend someone who caused a major security breach at the airport (made national news – fellow had to give his girlfriend one more kiss goodbye and went under the security rope when the TSA officer wasn't looking.
- 2010 – Best Performance by a Port Authority Contractor for Customer Care (LGA) - Given because feedback from the PA's Mystery Shopper Program had our LGA division with the most passed shops for the year.
- 2010 – Employees of the Year for going Above & Beyond (EWR) – Given to three of our employees (Nelson Maisonet, Traffic / Utility, Felix Puello, Supervisor, and Frank Montalvan, Supervisor) for how they helped a distressed traveler and her family.
- 2011 – Best Performance by a Port Authority Contractor for Customer Care (LGA) - Given because feedback from the PA's Mystery Shopper Program had our LGA division with the most passed shops for the year.
- 2011 – Employees of the Year for going Above & Beyond (LGA) – Given to our LGA Supervisor, (Seduat Tammassar) for how he helped a disoriented woman.

Customer Service & Training Department Manual Policies and Procedures

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May, 2012

All Customer Service & Training Managers (CST Managers) have a dual report – to their location's General Manager and the NY/NJ Regional Customer Service & Training Manager.

The CST Managers are expected to address all aspects of **"Customer Contact Concerns"** in regards to the Parking Operation:

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Compliments, Complaints, Concerns...
WE WANT TO HEAR FROM YOU!

Please complete the reverse side of this card and mail, email or fax to the applicable location.
If you choose to email us, please provide the information requested on the reverse side in your correspondence.

Newark Liberty International Airport	JFK International Airport	LaGuardia Airport
ABM Parking Services	ABM Parking Services	ABM Parking Services
Building 105, CTP	Building 14, East Wing, 1st Floor	CTB, Suite 3925
Newark, NJ 07114	Jamaica, NY 11430	Flushing, NY 11371
Attn: Customer Service	Attn: Customer Service	Attn: Customer Service
Ph: (973) 718-7267	Ph: (347) 238-3238	Ph: (347) 468-3936
Fax: (973) 961-6445	Fax: (347) 238-3252	Fax: (347) 468-3937

Or email us at: parkingcustomerservice@abm.com

Name: _____ Telephone #: ( ) _____

Address: _____ City: _____ State: _____ Zip: _____

Where did you park? _____ Exit Date: _____ Approximate Time of Exit: _____

License Plate #: _____ State of Registration: _____

If Applicable: E-Z Pass Tag #: _____

Credit Card Type: _____ Number: _____ Expiration Date: _____
(necessary for any credit card refund or adjustment)

Comments _____

*For a lost ticket fee adjustment, please include original ticket when mailing this card.

All incoming customer inquiries and concerns are handled in timely and applicable manner. CST Manager are required to research all transactions and print back up documentation from Revenue Control System to validate a customer's parking as well as, validate any issues with a customer's parking experience.

Each customer inquiry is to be documented with a Customer Service Form.

Sample Customer Service Forms:

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Customer's Information

LGA

Ticket #: 277848 **Record #:** 5

Name:	Richard Devine	Home Phone:	(845) 224-4798
Address:	1402 Lyndhurst Way	Work Phone:	(845) 224-4798
Address:		E-Mail:	
City/State/Zip:	Wappingers Falls NY 12590	Report Date:	3 /13/2009

Vehicle Information

Plate/State:	AZK7682	NY
Make:		
Model:		
Year:		
Color:		

Ticket Information

Lot:	P2	Date Entered:	12/31/2008
		Time Entered:	6:33
Lanes:	205	Date Exited:	1 /4 /2009
		Time Exited:	6:24 PM

Transaction

Method Of Payment:	E-Z Pass
Parking Fee:	$0.00
Balance Due ☐ Amount:	$0.00
Balance Due Rec. #:	
Refund Type:	Check
Amount:	$150.00
Date:	5/12/2009
Balance Due Waive: ☐	
Amount:	$0.00
Request Denial: ☐	
Date:	

Approved By:					
Name:	Tom Merli	Delay	☐	Employee Sales	☐
Date:	4/27/2009	Wrong Lot	☐	EZ Pass Error	☐
Signature/Date		Lot Close	☐	Non Revenue	☑
		Lost Ticket	☐	Credit Card Error	☐
		Handicap	☐	Miscellaneous	☐

☐ Combination of Self or Valet ☑ Self Park ☐ Valet Attended

If Valet or Attendant Parked Vehicle

In		Out	
Name:		Name:	
Lastname:		Lastname:	

Comments

Employee had Issues with Non-Revenue EZPass - was directed to the Employee Sales Office. Issue corrected.

Employee charged $150

Refund Request #09-08

Reported By:	Name:	Phone:	
	Lastname:	Date:	

Customer Service Rep.

Maria Vinas

Out For Approval:	☐	Date:	4/7/2009
Out To Account Payable/Receivable:	☐	Date:	5/5/2009
Response Sent:	☑	Date:	5/12/2009

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CUSTOMER SERVICE FORM

Location: LGA

ABM Parking Services Rep: Maria Vinas	**Date:**	
Customer Name:		
Phone #:	**Email Address:**	
Address:		
City:	**State:**	**Zip Code:**
License Plate#: **State:**	**Entry Transaction:** **Lane:** **Exit Transaction:** **Lane:**	
Equipment: **Lot** ----------: -	**Time in Lot:** **Days** **Hrs** **Mins** **Long Term Rate:** = 0.00	
Non-Revenue: User#: **Company:**		
Method of Payment: N/A	☐ **Balance Due Issued**	
Amount Paid $	**Calculated Fee** $ 0.00	**Refund Amount $ 0.00** ******** **Amount $**
Patron Is:	☐ **Received Copy of Receipt**	
Request:		
☐ **Checked for Prior Refund - No Prior Refund on:** **for: $**		
Description of Incident:		
Outcome: REFUND		

Submitted for Approval ☐ Date: _____
Response Letter Sent ☐ Date: _____

ABM Parking Services Customer Service:

Request #:

_____ Date: _____

Port Authority: ☐ **APPROVED** ☐ **DENIED**

Once all pertinent customer information has been documented, the CST Manager will submit any requests for a fee adjustment to their PA Contract Administrator (based on location). All customer issues require a written response from the CST Manager.

Sample Response Refund Letter:

ABM™
Building Value

LaGuardia Airport
Central Terminal Building, Suite 3925
Flushing, New York 11371
347.468.3927 tel
718.533.3955 fax

April 25, 2012

Steve Lester
1200 Gravesend Neck Road, #4A
Brooklyn, NY 11229

Dear Mr. Lester:

Thank you for your correspondence about your recent experience at LaGuardia Airport. We value each and every customer and are committed to providing the best service possible.

Let me apologize for any inconvenience you may have experienced when using our facility. I submitted your request to the Port Authority of New York and New Jersey for review and consideration and they have authorized an adjustment to your parking fee of March 26, 2012.

Based upon the authorized adjustment, enclosed please find a refund check for $36.00.

We thank you for choosing LaGuardia Airport and look forward to serving your future travel needs.

Sincerely,

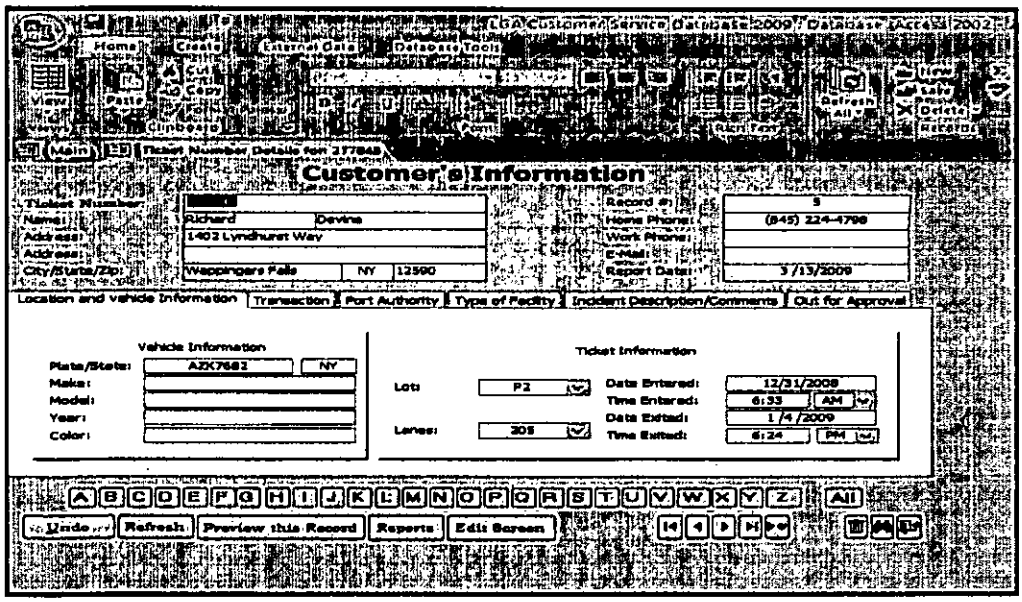
Maria Vinas, CPP
Customer Service Manager

ABM Parking Services
Phone: 347-468-3936
Fax: 347-468-3937
maria.vinas@abm.com | www.abm.com

ABM. Building Value.

CST Managers are expected to maintain all customer information on file as well as input the informatipon into the Customer Service database/file. All paperwork must be filed by month and updated with appropriate dates of completion in the access database.

Example of Database Entry Screen:



On a monthly basis, all customer refunds/waivers are compiled for the PA in our Monthly Reports to assist in identifying the customer issues at each location.

CST Managers are responsible to execute all aspects of **"Employee Training"** in regards to the Parking Operation. These may include the program development and implementation of the following:

- New Hire Orientation – All new team members will undergo a day long training with various departments to include a welcome introduction, safety and security information, PA customer service information as well as information from Human Resources, Operations and a tour of the location.
- Monthly "Tool-Box" Safety Communications – Each month is a new safety related topic is presented to all employees of the company.
- Bi-Annual Customer Service Training – CST Managers conduct all employee customer service and operations training twice a year in May/June and again in Oct/Nov covering various topics of safety and security, any updates or new policies as well as various levels of customer service information to enhance the performance of the staff.
- Leadership Training – Specifically catered for the "leaders" of the team, this training offers information to assist in becoming better team leaders and effective managers.
- Off-Site Managers Workshop – "Managers Boot-Camp" is normally set in September, allowing the management team from the NY & NJ airports to receive a one-day, off-site intensive training program geared to tackling dilemma's faced by managers of all categories. Whether in the field or administrative, the CST Manager team works to present topics that will enhance the management team to continue to reach their goals.
- Quality of Life – Training courses set for anyone to enhance their personal lives such as Driver's Safety courses, CPR training or even just an evening of "down-time" with a movie.
- Computer Skills as needed – Refresher courses or learning a new program to enhance performance.

- Safety & Sexual Harassment – Working with the Human Resource Dept. the CST Managers present a Safety and Sexual Harassment course each year to all employees.
- Operations Manual Development and Revisions.
- Supervisor Certification Test Development and Revisions – All supervisors are required to take and pass a certification test as part of their position within the company.

Employee training is a mandatory part of employment within the company and the CST Managers are to ensure that all participation logs are submitted to the appropriate departments for billing purposes and maintained in the location Facility Training Log Book.

CST Managers are expected to attend company meetings – at times as just a participant, however, often also will take minutes for:

- Monthly APS Managers Meeting.
- Monthly ASP/PA Meeting
- Various Federal APD Meetings – some weekly, some monthly
- Various APS Supervisor/SIC Meetings – some weekly, some monthly
- Various APS Role Calls (when needed and times vary).
- Distribute minutes accordingly.
- Quarterly CSTD Meeting.
- PA Customer Care and Sub Council Meetings.

CST Manager's oversee the Mystery Shop Program for both PA and APS at their location. They are responsible to identify/verify the pass/fail Mystery Shops and, when necessary, discipline any employees of their failed shops. To discipline an employee, reviews of employee files are necessary to ensure the discipline is in accordance with ABM's progressive disciplinary protocol.

For each employee who passes a PA and/or ASP Mystery Shop, CST Managers will prepare and distribute personalized recognition notices as well as update company bulletin boards with Mystery Shopper information. Mystery Shop information is prepared for the company monthly report by the CST Manager.

Employee Events are handled by the CST Department, where the team runs all aspect of the event. These actions may include securing dates, locations, caterers, gifts, raffles, invitations, etc. for special events. As well as publicizing events with posters on bulletin boards within the office areas, notices, memos and informing employees at "Roll Calls". These events may include:

- Employee of the Year Luncheon Celebration.
- Valentine's Day.
- Mother's & Father's Day.
- Milestone Celebration.
- Employee Appreciation Day.
- SIC Dinner.
- Management Dinner.
- End of the Summer Luncheon.
- Thanksgiving Raffle.
- Thanksgiving Snack.
- Holiday Raffle/Luncheon

- Holiday Snack.
- Various miscellaneous events – i.e., Airport Day, Career Day.

The CST Managers are involved in other employee events such as preparing a Quarterly Newsletter. The newsletter includes information on the "goings-on" within the NY/NJ Airports as well as throughout the corporation. All Employee of the Month information is maintained by the CST Department, including updating the Employee of the Month wall plaques and certificate distribution. The CST Managers maintain the company's CYDIR Program and publicize on bulletin boards all employees who receive CYDIR cards. CST Managers are the go-to person for each location's PA Customer Care Recognition Program; collecting and maintaining the records for any Customer Care Reward Cards submitted to employees. CST Managers also submit qualifying employees to the Customer Care Recognition Program who may have gone above and beyond the call of duty within the quarter.

Working with the Human Resource Department, the CST Managers mail birthday cards each month to any employee celebrating a birthday as part of the Birthday Card Program.

The **Incentive Program** is a multi-level employee recognition program. This program marks positive performance with monetary rewards paid out through the second payroll quarterly for all qualifying employees. CST Managers must work closely with other department managers in order to track all performance indicators such as attendance, write ups and mandatory meeting/training attendance. Mystery Shopper scores are rewarded through the Incentive Program and the records are maintained by the CST Managers.

The **Miscellaneous** duties of the CST Managers vary. All recognize the importance of working as a team and never hesitate to lend or offer their expertise or skills to other areas of the operation. Some of what is noted below fall under the CST Manager's direct responsibilities; some are preformed to support the overall operation that is APS. They are:

- Maintaining the "Learning Library."
- Keeping bulletin boards timely and neat with various information and events within the community.
- Creating and maintaining positive employee relations.
- *Creating and maintaining positive professional relationships with the Port Authority.*
- Editing, proofreading, developing and distributing a variety of informational internal memos and correspondence.
- Maintaining and updating their skills through outside educational sources.

THE PORT AUTHORITY OF NY & NJ

John F. Kennedy INTERNATIONAL AIRPORT | LaGuardia AIRPORT | Newark Liberty INTERNATIONAL AIRPORT | Stewart INTERNATIONAL AIRPORT

ABM Parking Services

REVENUE GENERATING / COST SAVINGS PLAN

a. Revenue Generating / Cost Savings Plan

As one of the country's largest parking management firms, ABM Parking Services has developed a number of proven programs to generate additional income in airport parking facilities.

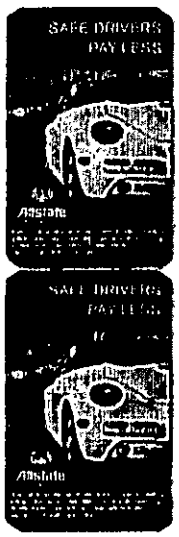
Advertising Opportunities

With recent changes limiting the ability of advertisers to contact potential customers, there is an ever increasing opportunity to sell prime advertising space. With their high volume foot traffic, airports certainly qualify as desirable location for advertisement space. Today, electronic advertising allows colorful displays changing frequently to capture and maintain the attention of the potential customer. New printing methods allow production of static advertisements that are in a word, cool. Below, please find a Superman advertisement wrap created for an elevator.

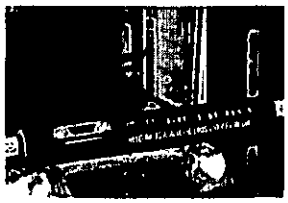
Elevator advertising is quickly gaining momentum as one of the hottest marketing opportunities. One of the most attractive aspects of elevator advertising is the sheer number of people it reaches. Assuming that 80% of the garage parkers at the PANYNJ Airport Parking Facilities used the elevators, that would represent thousands of potential views daily.

So how does it work? Simply put, elevators are equipped with exciting wraps as shown above and / or screens displaying high-resolution ads from paying sponsors. If you think about it, the advantages of elevator advertising are obvious. Unlike TV or web-based forms of advertising, elevator ads cannot be turned off. Similarly, elevator ads can't be viewed once and then thrown away like newspaper or magazine ads. In essence, elevator ads guarantee a captive audience both in the elevator cab and in the lobby waiting for the elevator to arrive. Customers appreciate elevator ads, too, because they offer free "entertainment" and eliminate the need to interact with strangers.

Advertickets and Gate Arm Ads



In any parking operation there are three major expenses: labor, liability insurance and operating costs, i.e. tickets and printing and gate arm cushioning. With the Advertickets program we can offset these costs and generate a new revenue stream by charging a fee to the advertiser. These programs create new revenue streams where there has traditionally been an expense like parking spitter tickets, as well as gate arm cushions. We believe that these programs will reduce expenses and will generate additional income for the PANYNJ Airport Parking Facilities. All potential ads will



be subject to approval by the Airport before they are installed.

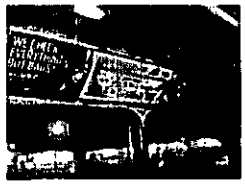
Parking Locator System

ABM Parking Services recommends the installation of the Parking Locator System. The Parking Locator System can be installed in carefully placed locations throughout the PANYNJ Airport Parking Facilities. The units allow customers to pull a complimentary locator slip that will help them find their car when they return. The system pays for itself by selling advertising space on the reverse side of the locator tickets, which enables the system to be free to the Airport. In addition, the Parking Locator System pays the airport a proportion of the advertising revenue. Of course, the Authority will have the ability to approve any advertising that is placed on the locator slips.

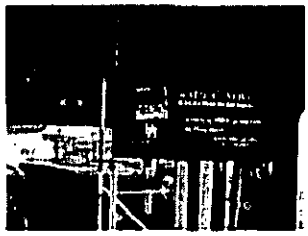
The system even has an option that will allow customers to text a number from their cell phone. Shortly thereafter, the Parking Locator System will send the customer two text messages to their phone. The first message will describe the customer's parking location and the second will be a short advertisement.

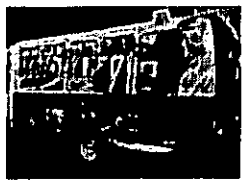
Again, the Parking Locator System can be installed at no cost to the Authority, and it will actually pay a percentage of the advertising income back to the Authority.

Shuttle Advertising



ABM Parking Services works with advertising agencies such as Airport Target Media to generate additional income for our airport clients by using their shuttle fleets for advertising. Advertising can be relatively small by using "J" rail advertising cards on the shuttle interiors or can go more hi – tech by installing advertising monitors with scrolling ads and videos. Just four interior ads can generate $50 per month, per vehicle.





For optimum income, the ads can move to the exterior of the shuttles such as rear window wraps or even full bus wrap ads. Full wrap ads can generate up to $1,200 per month, per vehicle! Of course, all advertising campaigns will need Authority approval before they can be implemented.

Marketing Plan

The following pages contain an airport parking marketing plan that was custom designed for the PANYNJ Airport Parking Facilities to increase market share, as well as revenues. If the Authority is interested in greatly expanding the marketing of the Airport Parking Facilities, ABM Parking services will work with a local area marketing firm to implement this plan.

THE PORT AUTHORITY OF NY & NJ

John F. Kennedy INTERNATIONAL AIRPORT | LaGuardia AIRPORT | Newark Liberty INTERNATIONAL AIRPORT | Stewart INTERNATIONAL AIRPORT

ABM Parking Services

MARKETING PLAN

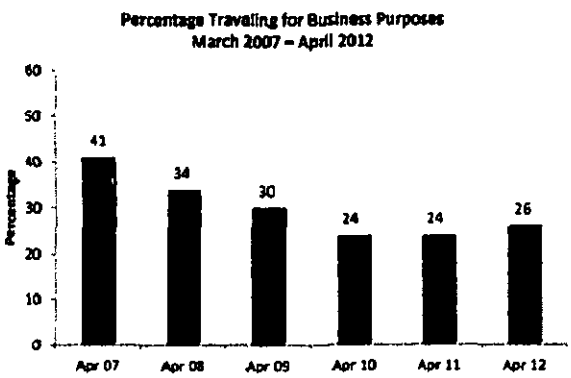
SITUATIONAL ANALYSIS

In the years following September 11, 2001, the travel industry was blindsided by both the dramatic rise of oil and gas prices starting in the second quarter of 2007 and then a worldwide economic downturn. The current environment remains challenging for hospitality-based businesses who struggle to maintain business-level customer perks while they focus on luring leisure travelers with more price-conscious sensitivities. Other industries experience similar challenges on an ongoing basis, while financial pressures remain unresolved in any sustained way.

While travel remains a less frequent priority for businesses, the leisure travel industry has remained relatively steady with both families and retirees, however, resorting to save and conserve behavior. The traveler that remains is frequently more discerning, looking for discounts, loyalty programs and greater value for their money. This same situation has led many industries to pull back if not completely abandon the advertising marketplace, leaving a lighter playing field for savvy marketers to capitalize upon. Ongoing opportunities exist which allow great impact for active marketers, with the result that their messaging in the current marketplace benefits from less competition for consumer's attention as well as less competition for available advertising units. For the immediate future, advertisers can realize great savings and campaign efficiencies.

In the meantime, with the business environment in a static state, it becomes even more imperative to maintain marketplace visibility and initiatives so as to capture as much available business as possible. ABM Parking Services believes that an opportunity exists for the Port Authority of New York and New Jersey (PANYNJ) Airport Parking Facilities to aggressively build its brand locally, resulting in an immediate return in investment and protecting its strong market share position from erosion. Launching and then maintaining a consistent marketing program will establish a lasting competitive advantage for the PANYNJ Airport Parking Facilities. As travel and enplanements rise, the PANYNJ Airport Parking Facilities will be poised and ready to increase market share and capacity rates.

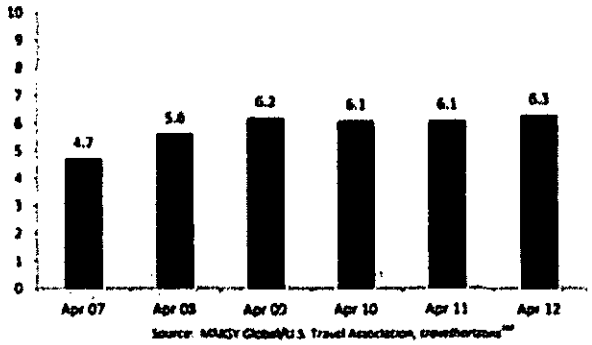
Just last month, the U.S. Travel Association reported that for the first time in the past five years, the business travel category exhibited signs of growth.



Source: MMGY Global/U.S. Travel Association, *travelhorizons*℠

The same study documents that the average number of trips taken by adults in the U.S. for business is also on the rise. Currently the average is six times per year.

Average Number of Business Trips Taken in the Past 12 Months
April 2007 – April 2012



Over the past 40 years, ABM Parking Services has developed extensive marketing programs for our airport parking services and is poised and ready to assist the Port Authority of New York and New Jersey (PANYNJ) with growing the business of its on-airport parking products. In addition to the successes and experience realized with PANYNJ, ABM Parking Services has also developed advertising and marketing initiatives to support airport parking operations in Oakland, Minneapolis / St. Paul, Tampa, Orlando and Austin.

ABM Parking Services has partnered with local advertising and marketing companies around the country in the development of strategies and initiatives to support these programs in coordination with airport umbrella branding by developing unique, well-considered, traveler-centric creative as well as heavily negotiated local media buys including outdoor, radio, TV, on-line, newsprint, POS, and collateral. This program has been particularly successful at managing and monitoring a diverse and extensive inventory of ad units, promotional efforts, and leveraging advertising dollars in return for valued-added promotions. On the following page is an example of the kind of return on investment that the PANYNJ Airport Parking Facilities can expect from negotiated advertising initiatives.

At the Austin – Bergstrom International Airport, the same campaign that leveraged paid advertising spots for an additional $20,000+ in value-added announcements, resulted in a 455% increase in their ParkPerk program enrollments compared to the previous year. The media mix included radio and on-line travel verticals employing demographic and geographic targeting. Outdoor and in-terminal ad units were utilized throughout the year for a sustained effort.

The team is flexible and designed to be responsive to meet the expressed needs and directions provided by the Authority while providing expert counsel and external sounding boards.

The team partnership has resulted in extensive and forward-thinking expertise for the benefit of on airport parking especially in those circumstances where off-airport competitors have been established. In those markets, such as Austin, the close and committed team-oriented approach has resulted in well-informed, market-driven initiatives based on research and testing. The team facilitates consensus-building based on the development of a unique set of selling propositions, giving advertising initiatives the chance to resonate with current and prospective customers. Based on this experience and history of developing in-depth marketplace knowledge, we are pleased to make the following recommendations.

TARGET MARKET DEVELOPMENT

One of the first initiatives the team will implement under the new contract is a thorough analysis of market data, traveler profiles, and zip code level demographics in order to develop a target market demographic profile. The process of developing a thorough understanding of the PANYNJ Airport Parking customers is imperative to bringing to market relevant advertising and marketing strategies that resonate and help build business and loyalty.

Available research provides a basic level of information so proprietary studies proposed for the first year of the renewed contract can focus on obtaining more exacting information to help differentiate the PANYNJ Airport Parking Facilities from its competitors. Focus group studies are an ideal way to better understand the motivations and barriers experienced by current and potential customers. The end result is customer-centric creative development, strategies, and product improvements.

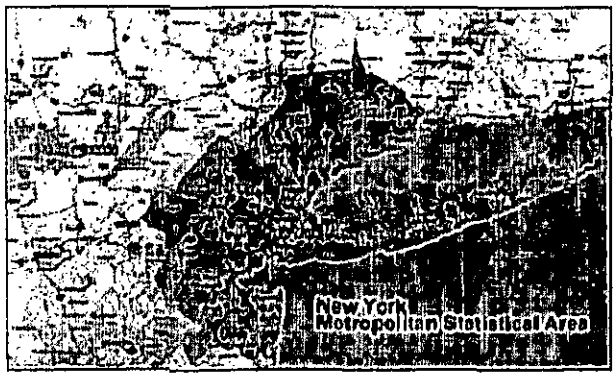
Other recommendations include a statistically reliable quantitative study follow-up to the focus group study in order to document customer, competitive and non-user profiles and viewpoints.

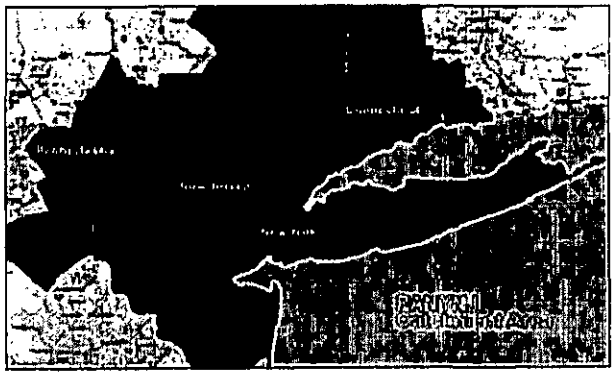
Geographic

Verifiable data available through existing research studies reveals a number of interesting statistics with bearing on the preliminary development of the target market for airport parking in the New York region.

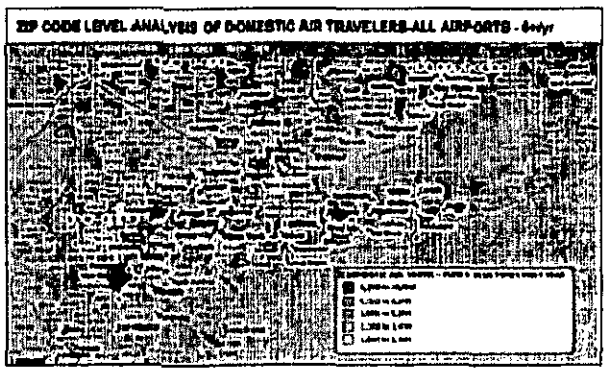
For purposes of this proposal, advertising and marketing efforts will focus on the standard market definition for the New York Metropolitan Statistical Area (MSA) as the geographic boundary for three out of the four PANYNJ parking operations: Newark Liberty International Airport, John F. Kennedy International Airport, and LaGuardia Airports.

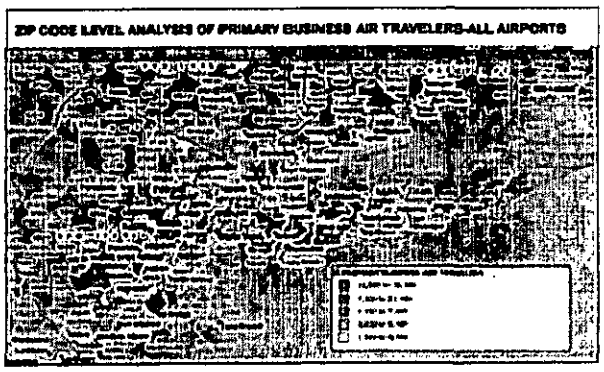
The New York MSA is comprised of the Bronx, Kings, Nassau, New York, Putnam, Queens, Richmond, Rockland, Suffolk and Westchester counties as well as Connecticut's Fairfield county, and New Jersey's Bergen, Essex, Hudson, Middlesex, Monmouth, Morris, Passaic, Somerset, and Union counties.





Portions of other MSAs are also part of the PANYNJ Airports catchment area and should be reviewed for consideration and prioritization for inclusion in outreach and broader advertising and marketing efforts. For example, the Litchfield and New Haven counties both represent approximately 100,000 additional high frequency flyers according to data obtained from Experian Information Solutions. These two counties fall within the New Haven MSA and are part of the PANYNJ Airports catchment area.

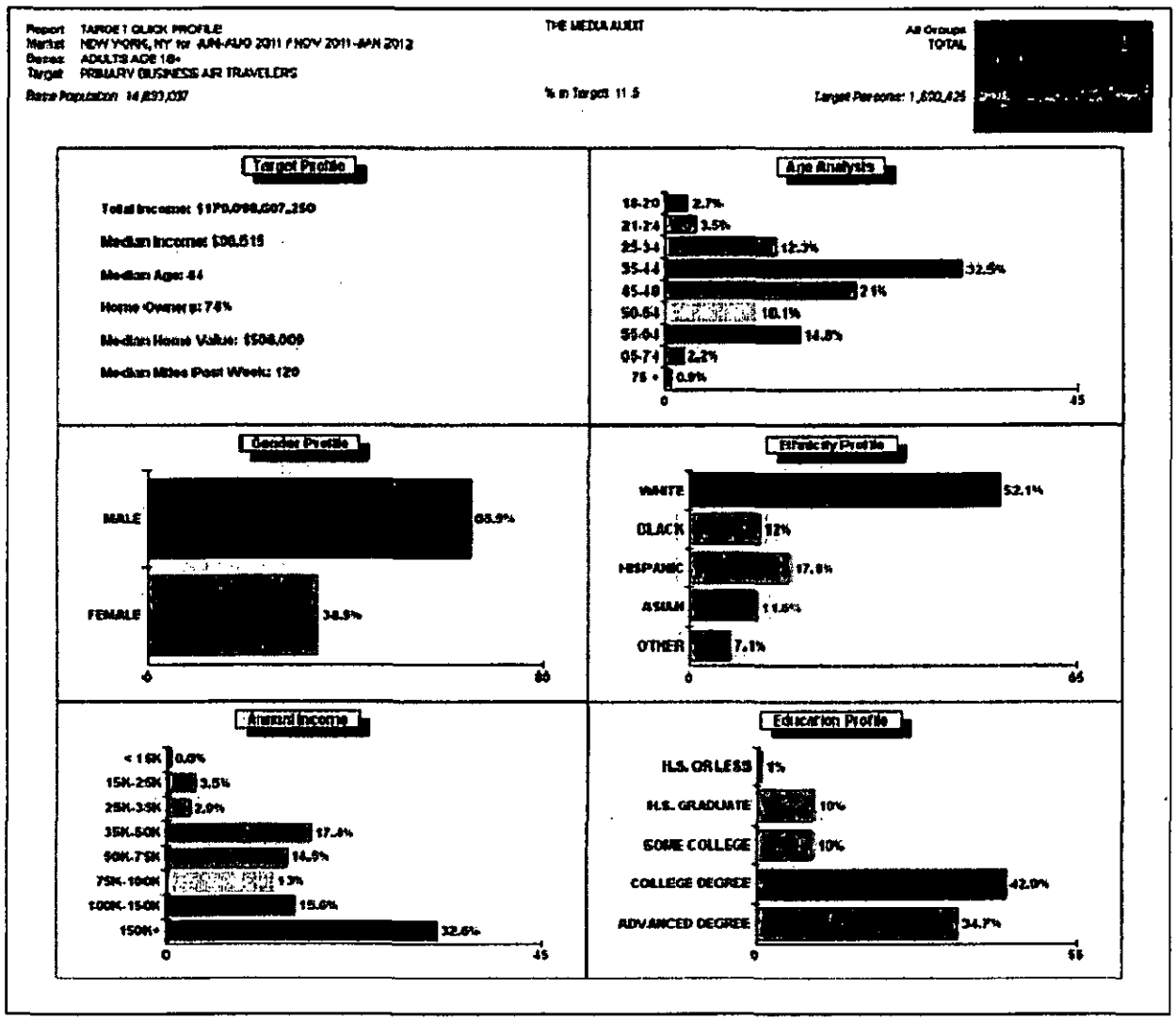




Data available through the proprietary studies conducted by Media Audit provide zip code level analysis of travelers in the New York MSA who have taken at least six domestic flights in the past year, as well as travelers who describe themselves as primarily traveling for business.

This data does not provide airport-specific data, however it is clear from the catchment area studies that the marketplace for Stewart International Airport should be separated out of the New York MSA to target Dutchess, Orange, Putnam, and Westchester counties separately whenever possible. At a minimum, available research for the Poughkeepsie, NY MSA will be reviewed upon refinement of strategy.

The overall market definition and profile for business travelers originating in the New York MSA reveals the likely target age, gender, and annual household income to use as a basis for target market definition.

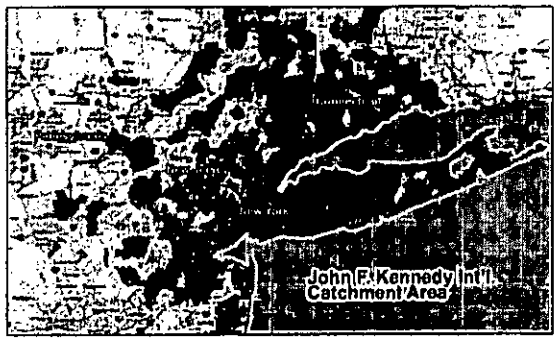


It is important to note that this broad definition without regard to travel frequency, income restriction (HHI $100-250K), and driving requirement is already only 11.5% of the population.

With the narrowcasting to reach those travelers of utmost importance to the PANYNJ Airport Parking Facilities, comes the probability of statistic unreliability and the need to analyze data from a number of sources. Subsets of Media Audit data provide insight into percentages of Primary Business Travelers who own at least one vehicle among other things such as car make / model, purchasing habits, and general location.

Narrowcasting within Broadcasting

Finding the pockets of high frequency travelers with the appropriate income levels and car ownership is critical to narrowly focusing the advertising and marketing efforts to be effective and most efficient. More detailed studies will be necessary to identify these customer clusters unique to each location.



For example, efforts to grow revenue with passengers in the PANYNJ catchment area who primarily fly out of JFK will likely concentrate on reaching those residents identified in the *May 2007 FAA Regional Air Service Demand Study* as originating in Manhattan, Long Island, Queens, Brooklyn, the Bronx, Staten Island, Westchester, and Putnam counties as well as eastern portions of New Jersey (7% of passengers), and western portions of Connecticut (7% of passengers).

Based on the same FAA study, customers surveyed reported that if the availability of direct flights, preferred destinations, and pricing were all equal, that the most important criteria for selecting an airport is the traveler's proximity to the airport. Direct mail and geotargeted on-line campaigns will be helpful in supporting broader market initiatives.

LaGuardia and JFK share similar patterns of traveler origination. LaGuardia has less traffic and catchment area market share than JFK and Newark but has a higher concentration of business travelers. Messaging designed to appeal to the business traveler is critical for the LaGuardia-specific effort.

Meanwhile, Newark's travel patterns reveal that the majority of Newark's customers are New

Jersey residents (71%) with Manhattan still providing 17% of travelers. Newark has the highest concentration of business travelers at 37%. The New Jersey market represents a prime opportunity for business messaging and reaching travelers who are car owners.

Stewart Airport shares its catchment area with all three of the other PANYNJ airports but its share of the market is confined primarily to Rockland, Orange, Putnam, Dutchess, Ulster, Sullivan, and Delaware counties as well as Pennsylvania. While its catchment area also delivers a high concentration of travelers who are car owners, the number of passengers pales in comparison.

While the three main airports all experience market pressure on their revenue-producing parking operations, the Stewart Airport operation is positioned as the sole provider of airport parking in an area with high numbers of car drivers.

Thus ABM Parking Services recommends supporting an advertising initiative on behalf of all PANYNJ On-Airport Parking operations with carefully selected radio and outdoor media within the New York MSA.

By carefully selecting media and using strategies found effective at reaching high frequency travelers through mass media, the public component will be timed to prepare the market for the additional overlay of direct mail and an on-line campaign. Efforts on behalf of individual airports will be carefully crafted to target messaging to those travelers in close proximity to the specific airport. The May *2007 FAA Study* reveals that travelers are most likely to select a specific airport based on proximity to their location if all other factors such as direct flights, schedules, and price are equal.

Frequent Flyers / Frequent Parkers

While Manhattan represents the highest concentration of travelers for three out of four Authority airports, it also has the lowest percentage of drivers. This provides a unique situation and challenge. In the New York market, high frequency travelers must first be targeted based on household income (HHI) requirements that rule out travelers who are motivated by low price without regard for convenience (i.e. mass transit) or those motivated by convenience without regard to price (i.e. car services). A frequent flyer who also drives and parks in commuter rail parking lots, sporting event lots, etc. is already exhibiting the kind of behavior that makes them more likely to use airport parking. Finding out where your key customers are when they are not flying, their lifestyles, and activities will enable the Authority to take its message to the prospect directly. Mass media used to

increase top of mind is most effective when the true target is also reached in meaningful ways that communicate the company's understanding that they "get" what the customer is all about.

According to the *2009 Comparison Study by the New York NHTS*, as population gets denser, the number of car owners decreases. According to the study, "As many as two in every three New York state households in the most densely populated areas of the state (households located within New York City) don't own a vehicle." The data points to a need for targeting and attracting the attention of suburban drivers outside the urban core who are not using mass transit, taxi, drop off or car service when flying out of New York.

Data available from the *U.S. Census Bureau (2006-2010 American Community Survey)* on the statewide level is indicative of this trend as represented in commuting choices. Of working residents age 16+:

- 79.1% of Connecticut commutes by car
- 76.4% of Pennsylvania commutes by car
- 71.6% of New Jersey commutes by car
- 54.1% of New York State commutes by car

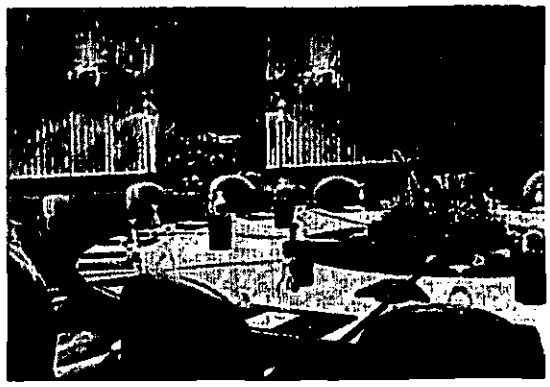
This information has great impact on the strategy and focus for the PANYNJ Airport Parking Facilities advertising and marketing. Determining the level of car ownership of high frequency travelers and their location is imperative to the success of outreach. While fewer residents of New York City (Manhattan and boroughs) commute or own cars, the sheer numbers may require a great deal of focus on the metro vs. suburban areas. Both segments will likely require targeted outreach.

ABM Parking Services proposes engaging the services of a New York-based market research firm to conduct customer dialogs designed to find this core group and document their attitudes and behaviors. Non-users with cars who do not drive and park represent one of the key opportunities for the PANYNJ Airport Parking Facilities. Enticing prospects who are qualified targets, but non-users, to sample the product is one of the key tactics to explore.

Focus Groups

Due to methodology approach, focus group studies provide an excellent opportunity to dialog with, observe, and listen to members of key customer groups. Insights gained during these studies often lead to inexpensive but successful product refinements that are market and customer driven.

ABM Parking Services recommends fielding an initial study concentrating on the PANYNJ Airports primary customer base, Newark Liberty International Airport.



The Newark market represents the greatest opportunity for revenue growth and concentration of frequent flyers who drive. While the Newark market profile may differ from those of JFK, LaGuardia, and Stewart, the Newark location also has the greatest number of competitors.

The insights gained in the initial Newark focus group can form the basis for fielding a broader study utilizing on-line technologies.

The statistically reliable quantitative study of the larger PANYNJ catchment area, segmented by primary airport for each traveler, will be discussed in a later section.

Based upon the PANYNJ's Airport parking product offerings and competitive situation, the team would recommend seating two groups for each product group. Duplicate groups will be necessary for redundancy to balance any outlier tendency or extreme response. Duplicate groups will also be required to separate leisure and business travelers whose needs are distinctly different enough that seating together would cause a fractured focus with less ability to probe core issues specific to each.

We have identified the following six group definitions:

1. On-Airport parkers in Terminal C Garage and Terminal A/B lots
2. On-Airport parkers in P4 Garage and Lots P1/P3
3. On-Airport parkers in Long Term P6
4. On-Airport parkers in Valet
5. Off-Airport parkers
6. Alternate travelers who drive vehicles but choose mass transit, cab, limo, drop-off, etc.

Should the Authority be able to provide customer contact data (name and phone number) the costs *for recruitment will be greatly reduced. For purposes of the proposal, the advertising agency and* market research firm partner will develop pricing based on limited access to PANYNJ data. Recruiting goals are recommended as follows:

- Travel out of EWR for business on a weekly basis, or
- Travel out of EWR for leisure on a monthly basis, and
- Age 25-54, and
- Own or have a long-term lease on a vehicle

This high frequency traveler will be difficult to recruit, not only because of the reticence of high-income consumers to engage in market research studies, but also because their travel schedules leave them with little time in any given week. The opportunity does exist, however, to engage those customers who are passionate about travel (i.e. "Road Warriors") and who will seize the opportunity to be involved in designing a product that is best suited to their needs.

That said, the chance remains that the study recruitment goals may require recruiting less frequent travelers in order to properly seat each study session. The ad agency will work closely with the client and market research firm to agree to acceptable recruitment goals. For example:

- Travel out of EWR for business on a monthly basis, or
- Travel out of EWR for leisure 4+/yr, and
- Age 25-54, and
- Own or have a long-term lease on a vehicle

The result will be a series of 12 focus group seatings of 6-10 participants in each. The findings will provide the Authority, ABM Parking Services, and the marketing team with in-depth understanding of the business and leisure traveler's motivations, behaviors, attitudes and experiential response within each particular product group. It is critical to identify the key barriers to category entry and potential entry motivations among those not active in the category.

The types of queries that have been fielded in other markets include:

- Price point sensitivities
- Most cost efficient product upgrades in ratio to customer satisfaction
- On airport vs. off-airport vs. car service tipping points
- Determining factors for lot selection
- Preferred valet/concierge level promotionals
- Fairness/usefulness of loyalty program rewards
- Travel routes from home vs. office
- Leisure activities and lifestyle
- Response to advertising creative
- New product testing/probes

All travelers who participate will do so mostly out of their investment and interest in being included in decision-making for a product of importance to them. In fact, the client and its customer will both reap the rewards of implementing new products and product improvements that bubble up from the focus group experience.

Typical compensation for participation includes dinner before the evening begins as well as a small incentive as a consideration. Some clients also provide a thank you gift which includes travel-

related products. For purposes of this proposal, the incentive is $125 for a 90-minute focus group. Seven to ten team members from the Authority, ABM and the ad agency will be able to observe via a two-way mirror.

Since marketing and advertising activity has been limited in the past, the agency recommends utilizing the initial study to test messaging as well.

LEISURE MARKET ORIENTED MESSAGING ("BONGO" Free SALE)

OFF-SITE BUSINESS

Values:
Service to Cost Ratio

Demographics:
- **$97K HHI**
- **Average Age 44**
- **63% Male/37% Female**
- **63%Married**
- **Average 1.5 Children**

Lifestyle (favorite way to spend spare time):

Travel Behavior/Attitudes:
- **63% book own travel; all use airline websites**
- **Travelers who did not book own travel listed: travel agent, corporate site, Travelocity, Siemens Travel, Motorolla and AmEx in equal numbers**
- **Choose off-site for convenience, covered, speedy in/out, pick up bags, take care of car, trust and reliability of shuttles, and believe they get to terminal faster.**
- **Most switched about two years ago and sited too far to walk for on-site, poor customer service, inefficient lot design for shuttles.**
- **63% continue to use onsite-mostly Garage for day trips and Lot A & B when running very late.**
- **Question regarding way to airport was not asked of this group**

Media Usage:
- **Austin American-Statesman is the best way to reach (88% read)**
- **Of TV programs viewed, the highest percentage listed KLRU (25%), sports (25%)**
- **Of radio stations listened to KUT (25%)**
- **88% did not respond to the last direct mail piece they received**

SAMPLE COMPETITIVE ANALYSIS

The study can also provide a basis from which a statistically reliable quantitative study can be developed and fielded across the PANYNJ Airports catchment area to further probe for those areas revealed by the focus group which the Authority and agency feel warrant further exploration. The results of the follow-up study can be tabulated and analyzed on an airport-by-airport basis and be designed as statistically reliable for each airport.

Creative and decision-making that flows out of the customer dialogs will result in more relevant tactics and positioning. Testing and probing for ideas from key customers combined with decision-making and development based on solid research is an invaluable safeguard against hazarding any missteps or operating under false assumptions.

Phase Two Quantitative Study

The second phase of recommended market studies is a follow-up quantitative survey conducted on-line with frequent travelers with cars across the PANYNJ catchment area. The agency and research firm also recommends using the phase two study to form a baseline benchmark for product awareness and usage segmentation.

Not only will the body of work provide a quantifiable, statistically reliable attitudinal study,

Structured properly, the baseline awareness portion can serve several other purposes as well:

- Develop dashboard report on geographic and demographic profiles of PANYNJ's parking customers and those of its competitors.
- Form the basis for understanding basic segmentation by frequency and product.
- Provide a snapshot of market-place awareness and outreach effectiveness that can be repeated annually as a valuable tool for evaluating not only advertising and marketing development but customer attitudes toward the airport overall.
- Statistic reliability provides the ability to look at data by product usage, travel frequency, or any other number of criteria such as likelihood to respond to certain positive or negative stimuli. This last option can provide testing of initiatives in advance of product introductions.

At the conclusion of the quantitative on-line study, the agency and market research firm will create a profile for each product group based on type of traveler, frequency of travel, demographic segments, geography, etc. In the final analysis, the segmentation study will produce a customer profile as well as a product profile including:

- Descriptive customer group name
- Product attitude per group per product
- Psychographics

- Demographics
- Motivations / keys to messaging/tone development

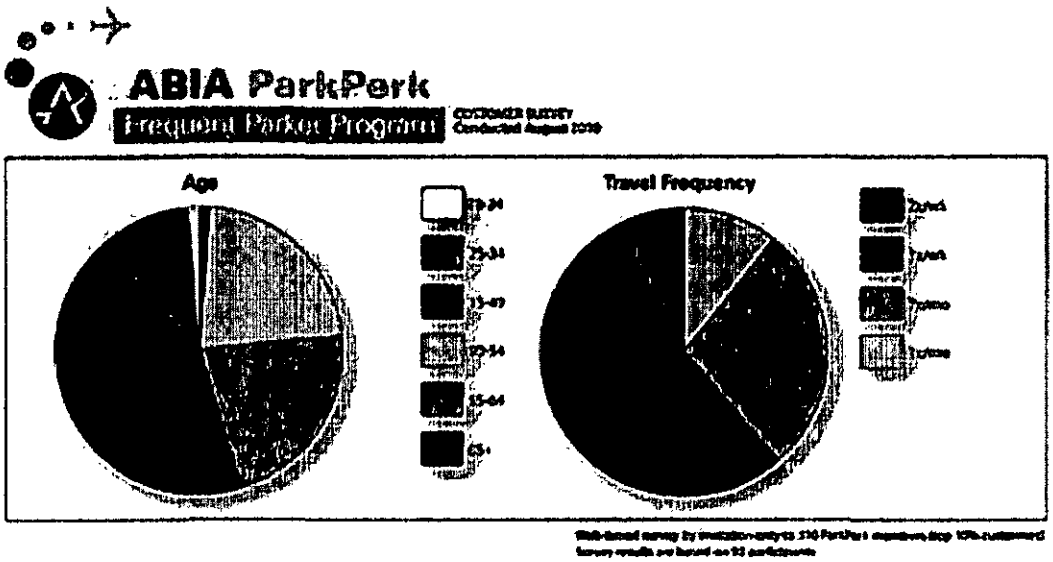
The quantitative study would further touch upon and form segmentation on which travelers use which products at both on-airport and any of the 27 additional businesses which are either direct competitors or provide options in lieu of the PANYNJ Airport Parking Facilities throughout the catchment area. The presentation of findings will help the Authority identify any situations that might weaken its market share and will further serve to solidify its positioning in a relevant manner.

A general target audience description has been provided to the market research firm in order to provide a recommendation and price estimate. For the purposes of this proposal, the incidence of qualification is low at 5% of the marketplace. Costs to complete a statistically representative number of on-line surveys have been included in the cost section. The market research firm will fine tune their approach and quote once a Non-Disclosure Agreement is in place.

UNIQUE SELLING PROPOSITION AND MESSAGING SUCCESS

Creative Testing & Post Buy Awareness Studies

Participants in the focus group and on-line quantitative studies will be given the option to participate in future web-based creative testing and post buy awareness studies. In this way, the Authority can begin to develop a list of consumers interested in serving as a customer-based advisory panel.



POST BUY AWARENESS STUDY PROFILE

After completing the Newark focus group, baseline awareness study and statistically reliable quantitative study, the team will undergo a period of review and development designed to absorb the new information, develop firm target market definition, and brainstorm on-target strategies for client review and approval. The ad agency will develop two to three basic concept tracks for client review and begin testing with key customer groups.

In the Austin market, the ad agency was able to test creative concepts with high frequency business travelers, allowing for the agency and client team to select and refine creative that resonated with the key customer group. The creative testing also provided feedback on the believability of claims, and whether variations on messaging would seem relevant to frequent business travelers.

Radio Ad: Lenny & Bruce

- "It was like they were listening to this group when they wrote this ad."
  - **Ad was liked because it provided reasons for parking at ABIA—valet parking, a loyalty program, etc.**
  - **Would drive action for interested people—check out the website for information about the programs mentioned in the ad.**
- Lenny & Bruce detracted from effectiveness of the message.
  - **Many complaints about both the names and lack of local flavor.**
- Would grab attention when aired on radio.
  - **Airplane engine lead-in grabs attention-a good device to use in spots.**
  - **High paced dialog catches attention but seems to add stress to parking.**
- Takeaway: This ad delivered the content people were curious about—there are reasons to park on airport and give parking there another chance . The names and delivery style did turned off people as being unauthentic and not local.

QUALIBUS CREATIVE TEST FEEDBACK

Based on the results of preliminary testing, the ad agency refined creative, including a switch in on-air talent and gave the spot more local flavor resulting in a 455% increase in program enrollments during the advertising campaign, compared to the previous year.

The on-line awareness study was made possible by capturing the e-mail addresses of top revenue-producing members of the client's loyalty program. By asking members to opt-in, not only was research able to work directly with key customer groups, but the agency and client worked regularly on referring to the high-end customer profile obtained through the on-line studies.

Participants were also recruited for focus group studies with a high percentage strongly invested in providing product feedback.

On-line studies with high frequency travelers consistently produce high participation rates.

THE MARKET

A comprehensive understanding of the market is imperative. The body of knowledge brought to the initiative by the ad agency and ABM Parking Services will be considerable and will be further informed by the market research studies implemented in the first year of the renewed contract. With this in-depth understanding of the customer and their needs, the product and its benefits, the final step before properly positioning the PANYNJ Airport Parking Facilities is to clearly understand the competitive situation.

On a regular basis, the team will update the following snapshots of the marketplace.

NEWARK AIRPORT PARKING

	PANYNJ Parking	Parking Spot	Park Plus	Park2Go	Carmel Super	Yellow Cab
Number of Spaces	23,051	Haynes *(Avistar)* 1,700 McClellan *(Avistar)* - unknown #2 *(SkyPark)* - unknown	Unknown	Unknown	n/a	n/a
Products	Valet Short Term Garage Short Term Lots Daily Garage Daily Lots Long Term Lot	Valet Open Air* Self Park Open Air** **Not available at #2* ***Not available at #McC*	Valet & Self Park Open Air	Valet & Self Park (Covered) (Uncovered)	Pick-up/Drop-off: Shared Van Private Car	Pick-up/Drop-off: Taxi Service
Pricing	Valet $40 Short Term G & L $33 Daily Garage $27 Daily Lots $24 Long Term Lot $18	Valet Open Air $18.95 Self Park Open Air Haynes $13.95 #2 $12.95	Valet & Self Park Open Air $11.00	Valet & Self Park Covered $11.00 Uncovered $13.00	Min Van (one way) New Bruns. $113.00 Private car (one way) New Bruns. $85.00	Taxi (one way) New Bruns. $59.00
Specials	Earn double miles thru 6/1/12 with Thanks Again	Coupon for valet: Haynes $16.60 McClellan $14.79 Coupon for self-park Haynes $12.16 #2 $10.45	Platinum Premier earns 1 point for every dollar	Covered $10.99 Uncovered $9.99 with reservation thru 6/28/12; weekly specials; two week 10% off	Four can ride for the price of one, earn points on major airlines, $4 off coupon	
Other Services	Restricted mobility Express Pay EZPark Plus	Comped paper & water	Drop off, detailing, text and e-mail alerts, live support	Car detailing, concierge valet service at $25.00, app for iPhone and Android	iPhone & Blackberry app, stretch limos	
Advertising	"Safe, secure, no hidden fees, easy access to terminals"	"We have airport parking covered," "Show us your spots," marquee event advertising, boarding pass ads	"We Park... You Fly"	Fast, Reliable and On Time, The Easiest Way to Park at Newark Airport	"We will be there for you...."	No
Social	Parking No; Corp Yes	Corp Yes	Yes	Yes-Twitter	Yes	Yes
Reservations	Yes, $5	Yes	Yes	Yes	Yes	Yes
Rewards	Thanks Again	Spot Club	Yes	Yes	Corporate accounts	No
Yelp	2.5 stars	1.5 stars avg. *(before merger)*	4.5 stars	4.5 stars	2.5 stars	2 stars

THE PORT AUTHORITY OF NY & NJ

John F. Kennedy LaGuardia Newark Liberty Stewart

ABM Parking Services

MARKETING PLAN

JFK AIRPORT PARKING

	PANYNJ Parking	Parking Spot	SmartPark	AirPark	SuperShuttle	Checker Cab
Number of Spaces	16,451	Unknown (formerly Aviator)	Unknown	Unknown	n/a	n/a
Products	Short Term Garage Long Term Lot	Valet Open Air	Valet Open Air	Valet Open Air	Pick-up/Drop-off Shared Van Private Car	Pick-up/Drop-off Taxi Service
Pricing	Short Term $33 Long Term $18	Valet Open Air $15.95	Valet Open Air $14.95	Valet Open Air $15.95	Shared Van (one way) E. Meadow $51 Private car (one way) E. Meadow $100	Taxi (one way) E. Meadow $45
Specials	Earn double miles thru 6/1/12 with Thanks Again	Coupon for $14.90	On-line reservations earn points	Space guaranteed with reservation, loyalty rewards can be used at all 3 airports	Book online save $2, earn miles/points, discounts at Disney, Citypass, & Macy's; corporate discount	
Other Services	Cell Phone Lot Ride & Fly Lot Restricted mobility Express Pay EZPark Plus Free AirTrain from Long-Term to Terminal	Comped paper & water	Smart phone app, free shuttle with real time pick up tracking system, G.E.S.T. discount one free day every 4th paid		"Where's my Van?" app	
Advertising	"Safe, secure, no hidden fees, easy access to terminals"	"We have airport parking covered." "Show us your spots," mosque event advertising, boarding pass ads	"Stay at Smart-Park JFK once, earn free days forever." Red P	"Best priced option at JFK, LaG, EWR"	"Need a Lift?"	"Come take a ride with us"
Social	Parking No; Corp Yes	Corp Yes	Yes	Yes-Twitter	Corp Yes	No
Reservations	Yes, $5	Yes	Yes	Yes	Yes	Yes
Rewards	Thanks Again	Spot Club	Yes	Yes	n/a	No
Yelp	n/a	2.5 stars avg. (as Aviator)	3 stars	1 stars	1.5 stars	2.5 stars

LAGUARDIA AIRPORT PARKING

	PANYNJ Parking	Parking Spot	Dollar	Matrix	SuperShuttle	Yellow Cab
Number of Spaces	8,534	Unknown (formerly Aviator)	Unknown	Unknown	n/a	n/a
Products	Short Term Garage & Lots Long Term Lot	Valet Open Air	Valet Outdoor Valet Indoor	Garage	Pick-up/Drop-off Shared Van Private Car	Pick-up/Drop-off, Taxi Service
Pricing	Short Term $33 Long Term $33	Valet Open Air $21.65	Valet Outdoor $18.99 Valet Indoor $20.99	Garage unknown	Shared Van (one way) E. Meadow $51 Private car (one way) E. Meadow $103	Taxi (one way) E. Meadow $50
Specials	Earn double miles thru 6/1/12 with Thanks Again	Coupon for $18.50	Win free parking when you make a free reservation		Book online save $2, earn miles/points discounts at Disney, Citypass, & Macy's; corporate discount	Yelp $30 for $45
Other Services	Restricted mobility Express Pay EZPark Plus	Comped paper & water	Text for your car, car rental	Car rental	"Where's my Van?" app	
Advertising	"Safe, secure, no hidden fees, easy access to terminals"	"We have airport parking covered," "Show us your spots," mosque event advertising, boarding pass ads	"Transparent & Honest Pricing is what you will receive when you park at Dollar," coupon via long termpark-ing.com	"Fast, Reliable and On Time. The Easiest Way to Park at Newark Airport	"Need a Lift?"	
Social	Parking No, Corp Yes	Corp Yes	No	No	Corp Yes	No
Reservations	Yes, $5	Yes	Yes	No	Yes	Yes
Rewards	Thanks Again	Spot Club	Dollar Parking Perks	No	n/a	No
Yelp	n/a	2.5 stars (as Aviator)	3 stars	n/a	1.5 stars	1.5 stars

Further analysis comparing PANYNJ On-Airport Parking's rates to the national marketplace is also helpful in determining whether positioning and products are priced for success.

Newark Liberty International Airport

	Hourly	Daily
-Short Term Garage/Lots		
	$3.00 0 – 30min $6.00 30 – 1hr $3.00 each add'l ½ hr	$33.00/day max
- Daily Garage		
	$3.00 0 – 30min $6.00 30 – 1hr $3.00 each add'l ½ hr	$27.00/day max
- Daily Lots P1/P3		
	$3.00 0 – 30min $6.00 30 – 1hr $3.00 each add'l ½ hr	$24.00/day max
-Long Term Lot		
	$6.00 each add'l 8 hrs	$18.00/day 1st 24 hrs
-Valet-Garage P4	$20.00 each add'l 12 hrs	$40.00/day
-Restricted Mobility	*Available in each parking lot near terminal entrance at P6 rate.*	

John F. Kennedy International Airport

	Hourly	Daily
-Short Term-Daily Garage (Terminals 1-8)		
	$3.00 0 – 30min $6.00 30 – 1hr $3.00 each add'l ½ hr	$33.00/day max
-Long-Term/Economy Lots		
	$6.00 each add'l 8 hrs	$18.00/day 1st 24 hrs
-Restricted Mobility	*Available in each parking lot near terminal entrance at Long-Term rate.*	
-Cell Phone Lot	Complimentary	

LaGuardia Airport

	Hourly	Daily
-Short Term-Daily Garage P2 & Daily Lots P 1, 4, 5, 6, and 7		
	$3.00 0 – 30min	$33.00/day max
	$6.00 30 – 1hr	
	$3.00 each add'l ½ hr	
-Long-Term/Economy Lot P3		
	$6.00 each add'l 8 hrs	$33.00/day 1st 24 hrs
	(after 48 hrs)	$33.00/day 2nd 24 hrs

-Restricted Mobility *Available in each parking lot near terminal entrance at Long-Term rate.*

Stewart International Airport

	Hourly	Daily
-Short Term Lot		
	$3.00 0 – 1hr	$30.00/day max
	$3.00 each add'l ½ hr	
-Long-Term Lot		
	$4.00 each add'l 8 hrs	$10.00/day 1st 24 hrs
(after 24 hrs)	$10.00/day max	$60.00/wk max

-Restricted Mobility *Available in each parking lot at Short-Term rate with a daily max of $10 1st day; Long Term rat for additional days.*

Tampa International Airport

	Hourly	Daily
-Short Term Garage		
	One hour grace period	$20.00/day max
$4.00 61-80 minutes		
	$3.00 each add'l hour	
-Long Term Garage		
	One hour grace period	$15.00/day max
	$4.00 61-80 minutes	
	$3.00 each add'l hour	
-Economy Garage		
	$3.00 per hour	$9.00/day max
-Valet Parking		
	$5.00 1/hr – less	$25.00/day max
	$4.00 each additional hour	

-Cell Phone Lot	Complimentary

Hartsfield – Jackson Atlanta International Airport

	Hourly	Daily
-Short Term Hourly Lots		
	$2.00 1 –2 hrs $3.00 each add'l hour	$36.00/day max
-Short Term Daily Garage		
	$3.00/hr	$16.00/day max
-Economy Lot		
	$3.00/hr	$12.00/day max
-A/P Park N Ride		
	$3.00/hr	$9.00/day max
-Reserved (Gold)		
	$3.00/hr	$30.00/day max
-Reserved (Park-Ride)		
	$3.00/hr	$12.00/day max

Los Angeles International Airport

	Hourly	Daily
-Short Term		
	$3.00 0 – 1 hr $2.00 each add'l 30 min	$30.00/day max
-Economy Lot C		
	$4.00 0 – 1 hr $4.00 each add'l. hour	$12.00/day max
-Cell Phone Lot	Complimentary	

Houston Bush Intercontinental Airport

	Hourly	Daily
-Terminal Lots		
	$2.00 0 – 1 hrs $3.00 1 – 2 hrs $5.00 2 – 3 hrs $7.00 3 – 5 hrs	$17.00/day max
-Ecopark Covered		
	$2.77 0 – 3 hrs	$6.47/day max

-Ecopark Uncovered		
	$2.77 0 – 3 hrs	$4.62/day max
-SurePark (Members)		
	$7.00 0 – 3 hrs	$20.00/day max
	$9.00 3 – 5 hrs	

Austin-Bergstrom International Airport

	Hourly	Daily
-Garage		
	$3.00 0 – 1 hr	$18.48/day max
	$3.00 each add'l 30 min	
-Close-In Uncovered		
	$3.00 0 – 1 hr	$9.24/day max
	$3.00 each add'l 30 min	
-Economy Lots B – F		
	$3.00 0 – 1 hr	$6.47/day max
	$3.00 each add'l 30 min	
-Valet		$22.17/day max
-Cell Phone Lot	Complimentary	

San Francisco International Airport

	Hourly	Daily
-Short Term (domestic)		
	$2.00 each 20 minutes	$33.00/day max
-Short Term (international)		
	$2.00 each 20 minutes	$24.00/day max
-Long Term		
	$2.00 each 20 minutes	$15.00/day max
-Valet (domestic)		
	$38.00/day 1st day	$45.00/day max
-ParkFast Members(domestic)		
	$2.00 each 20 minutes	$33.00/day max
-ParkFast Non-Members(domestic)		
	$2.00 each 20 minutes	$35.00/day max
-Cell Phone Lot	Complimentary	

Orlando International Airport

	Hourly	Daily
-Express Pick-Up/Drop Off (E-Pass; SunPass only)		
	$1.00 each 30 minutes0-2 hrs	No overnight
	$5.00 each add'l hr	
-Terminal Parking		
	Twenty minute grace period	$17.00/day max
	$2.00 21-40 minutes	
	$1.00 each 20 minutes	
-Economy Parking		
	Ten minute grace period	$10.00/day max
	$4.00 11 minutes – 3 hrs	
-Valet		
	$4.00 first 20 minutes	$25.00/day max
	$1.00 each add'l. 20 minutes	
-Cell Phone Lot	Complimentary	

Dallas – Fort Worth International Airport

	Hourly	Daily
-Terminal Parking		
	$2.00 0 – 8 minutes*	$19.00/day max*
	$1.00 8 – 30 minutes*	*TollTag discount available
	$2.00 30 minutes – 2 hrs	
	$5.00 2 – 3 hrs	
	$7.00 3 – 6 hrs	
-Express Parking		
	$2.00 0 – 8 minutes	$10.00/day max (uncovered)
	$1.00 8 – 30 minutes	$12.00/day max (covered)
	$2.00 30 minutes – 3 hrs	
	$6.00 3 – 6 hrs	
	$4.00 6 – 9 hrs	
-Remote		
	$1.00 0 – 2 hrs	$8.00/day max
	$2.00 2 – 3 hrs	
	$3.00 3 – 6 hrs	
	$4.00 6 – 9 hrs	
-Valet		$23.00/day max

Denver International Airport

	Hourly	Daily
-Short Term E/W	$3.00/hr	No overnight
-Garage E/W	$2.00/hr	$21.00/day max
-Economy E/W	$1.00/hr	$11.00/day max
-Pikes Peak Shuttle Lot	$1.00/hr	$7.00/day max
-Mt. Elbert Shuttle Lot	Over flow only (prepay) $1.00/hr	$7.00/day max
-Valet E/W	$11.00/hr 0 – 1 hr $2.00 each add'l hr	$30.00/day
-Cell Phone Lot	Complimentary 45-Minute Waiting Area	

Detroit Metro

	Hourly	Daily
-Short Term (Terminal)	$3.00 0 – 30 minutes $5.00 30 min – 1 hr $6.00 1 hr – 1.5 hrs $7.00 1.5 hr – 2 hrs $3.00 each add'l. hr	$25.00/day max
-Long Term (Terminal)	$3.00 0 – 30 minutes $5.00 30 min – 1 hr $6.00 1 hr – 1.5 hrs $7.00 1.5 hr – 2 hrs $10.00 2 – 3 hrs $13.00 3 – 4 hrs $16.00 4 – 5 hrs $19.00 5 – 6 hrs	$20.00/day max
-Short Term (Big Blue Deck)	$3.00 0 – 30 minutes $5.00 30 min – 1 hr $6.00 1 hr – 1.5 hrs	$25.00/day max

	$7.00 1.5 hr – 2 hrs $3.00 each add'l. hr	
-Long Term (Big Blue Deck)		
	$3.00 0 – 30 minutes $5.00 30 min – 1 hr $6.00 1 hr – 1.5 hrs $7.00 1.5 hr – 2 hrs	$10.00/day max
-Surface Lot		
		$8.00/day flat rate
-Valet		
	$12.00/hr 0 – 2 hr $4.00 each add'l hr	$33.00/day

Rate Recommendations:
After reviewing the local and national rate survey, we believe there are areas to look at throughout the current rate structure.

Customers utilizing Economy Parking at Newark, JFK, and LaGuardia may be sampling off-airport competitors due to their focus on pricing. Through verification with focus group probing, we may recommend a change in rate structure for Economy Parking.

In addition, the PANYNJ Airport Parking Facilities publicizes its rates on an all-inclusive basis. The off-airport parking operations promote their pricing without taxes. While the Authority is positioning itself as transparent in its pricing with no hidden fees, this puts it at a price point disadvantage compared to the competition.

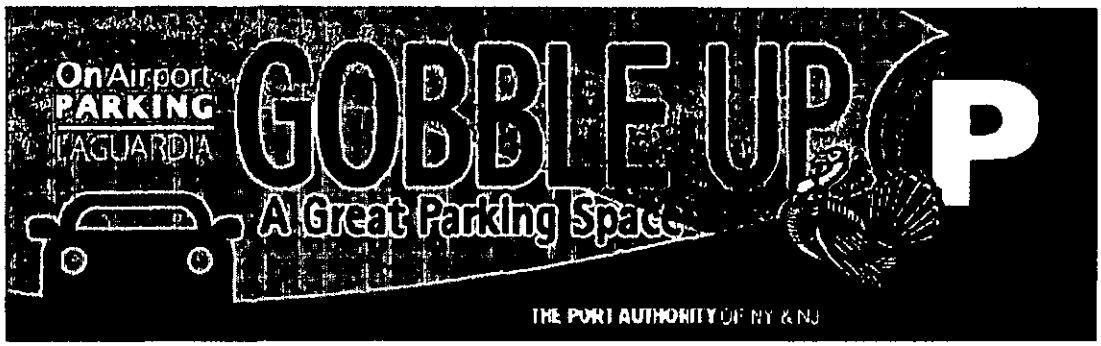
We continue to believe that the ease and convenience of parking at the airports supports premium pricing. Advertising and marketing efforts must promote this positioning while remaining competitive with Economy Parking in a tight market that has grown used to discounting and couponing.

CREATIVE STRATEGY & PROCESS
Following the completion of market research and a thorough analysis of the PANYNJ Airport Parking Facilities and its competitors, the ad agency will fine-tune positioning, creative and messaging concepts tested in the studies to probe the response of key customer groups.

A creative brief will be developed to document the PANYNJ Airports parking brand, personality, and core target market profiles for the creative and client teams to use as a touch-stone for future efforts. The creative brief will provide the client with a tool for analyzing creative presentations to insure decision-making takes into account the basic understandings agreed upon.

As the initial period draws to a close, the ad agency will concentrate on the following key areas:

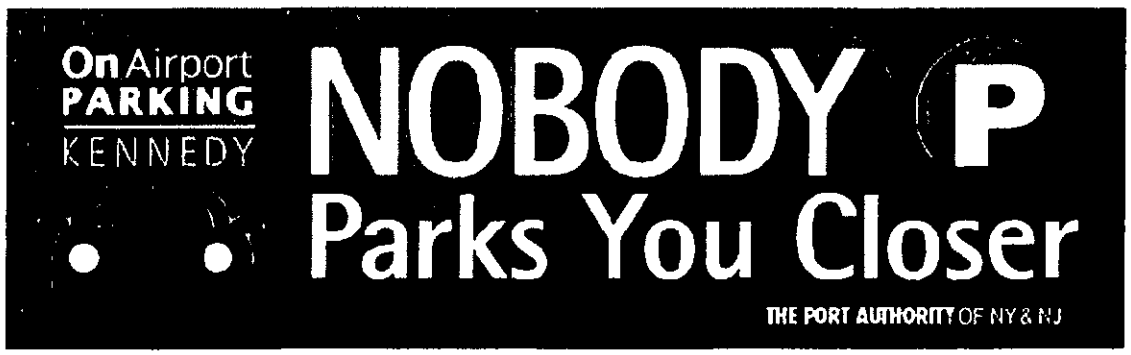
Advertising during high frequency travel periods.
These efforts will concentrate upon the leisure market leading up to Thanksgiving and Christmas to limit market share loss at a time when leisure travelers may test alternatives such as off-airport or car service.



Advertising to the leisure market will not be lost upon the business market which will likely be exposed to leisure market outreach based upon similar demographic criteria such as income and education. It is important that the brand remains true overall while fine-tuning imaging and tone to resonate with the leisure market. Agreements as to brand personality documented in the creative brief will help keep messaging on target overall, regardless of the targeted market segment.

Fine-tuning the existing image.
An initial inventory analysis of existing elements of the PANYNJ parking advertising toolkit reveals the brand is in an excellent position to develop creative to support its existing image.

Overall, the brand is conservative with a pleasing, clean, and consistent look. In line with the PANYNJ overall imaging, the agency recommends developing an inventory of ad units to support broader market initiatives utilizing billboard units, in-terminal units, radio advertising, and on-line static and SEM ads.



THE PORT AUTHORITY OF NY & NJ

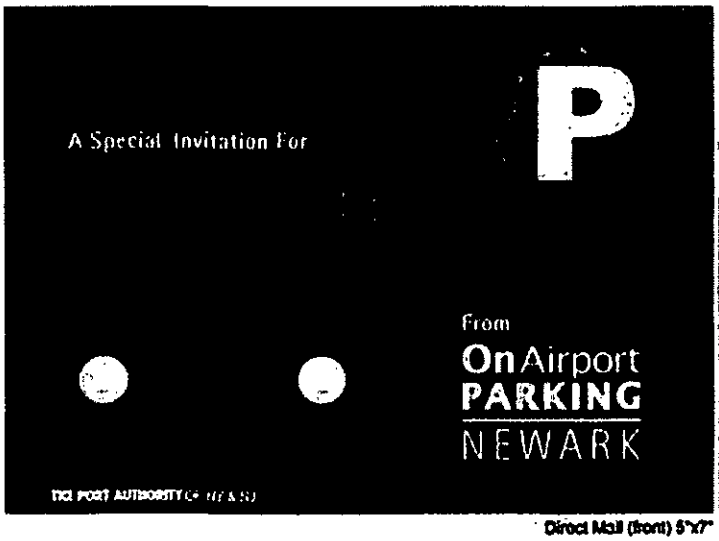
John F Kennedy LaGuardia Newark Liberty Stewart

ABM Parking Services

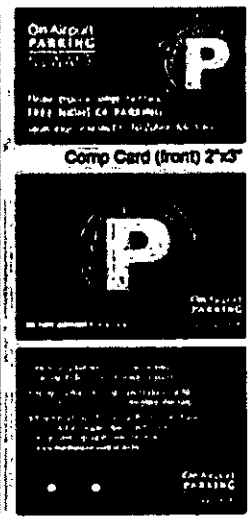
MARKETING PLAN

ABM Parking Services recommends the development of both a direct mail package designed to encourage sampling by the New York MSA's high frequency traveler as well as a corporate sales kit/pocket folder to capture contract business with the New York area's largest employers.

One of the key tactics used in the direct mail sample is the use of variable data personalization. Using a clear envelope and a slightly larger mailer size (5"x7"), the piece should break-through and entice the recipient to open the envelope and find a complimentary night of parking offered at the airport of their choice. In addition, a product card would be inserted into the "invitation" folder.



Direct Mail (front) 5"x7"



Comp Card (front) 2"x3"

Product Card (front/back) 4.75"x6.75"

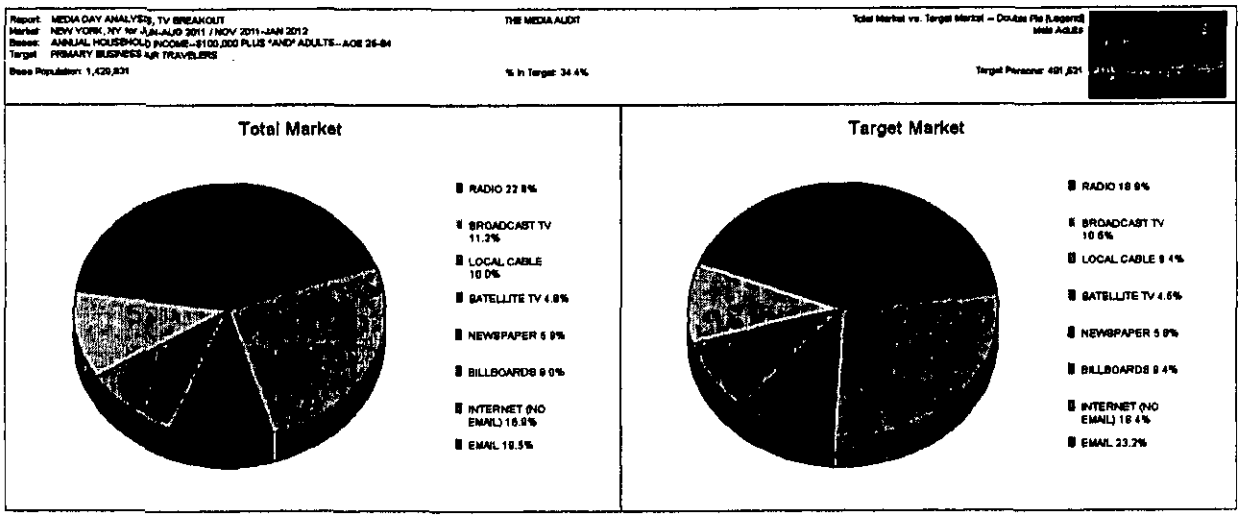
MEDIA STRATEGY & PROCESS

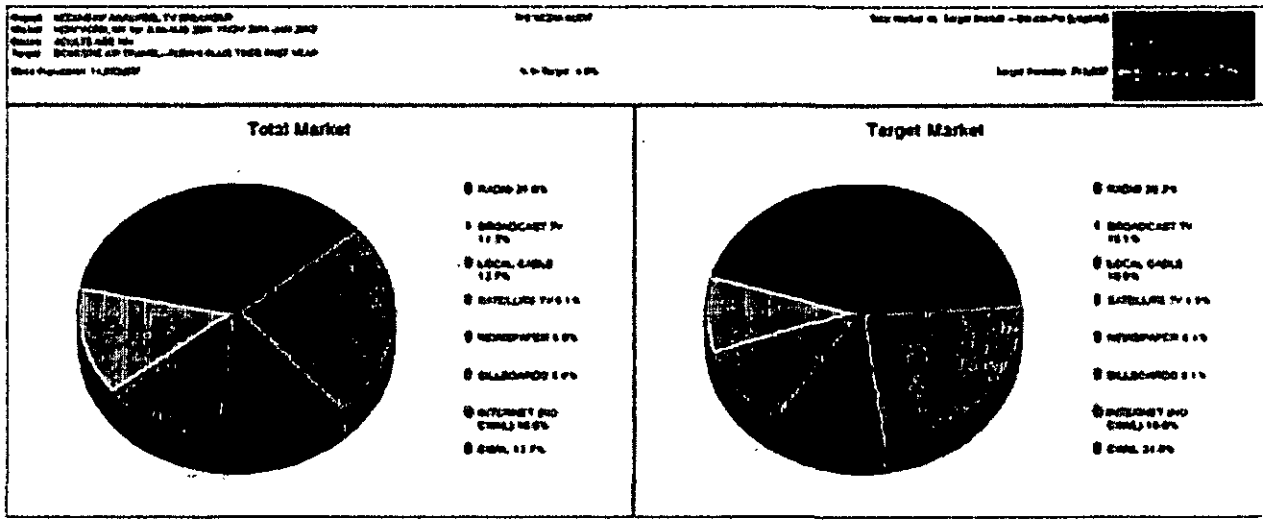
Dependable market research from several sources documents the media outlets which can best deliver the Authority's parking target market. The agency analyzes updated research on a regular basis and uses grounded research to build its media plan and creative strategy recommendations.

Of particular note, however, will be the continuing need to balance the results of proprietary data such as focus groups and other studies with those provided by services such as Arbitron, Neilson, Omniscore, Scarborough and Media Audit. Most media usage rankings will necessarily be based on the results of New York MSA studies while data from at least two other MSAs may need to be studied. Agency recommendations and strategy will further layer in the results of proprietary studies and their more refined data.

Following is a snapshot of time spent with media by Men 25-64 with HHI $150K+ who travel primarily for business.

When the primary business traveler is added to the general traveling population with at least six domestic trips in the past year, the results are not much different.





The media list will be modified for each campaign to take into account the target market for the initiative based on a refinement of media outlet selections within the general media categories For example, business travelers are primarily M25-64 while leisure travelers are relatively split between men and women age 25-64. Some outlets may deliver both but primarily a leisure campaign will require time on stations appealing to one or the other.

- Leisure market:
  - Targeting adults at age and income levels with discretionary time and income.
  - Own or long-term lease of vehicle.
  - More sophisticated messaging and look/feel within brand guidelines.
  - Outdoor, radio, direct mail, on-line, in-terminal.
- Business market:
  - Targeting men at age and income levels within professions requiring high frequency (12+ per year) travel.
  - Own or long-term lease of vehicle; company-provided car.
  - Sophisticated but professional messaging and look/feel within brand guidelines.
  - Outdoor, radio (news, sports), direct mail, in-terminal. Corporate marketing.

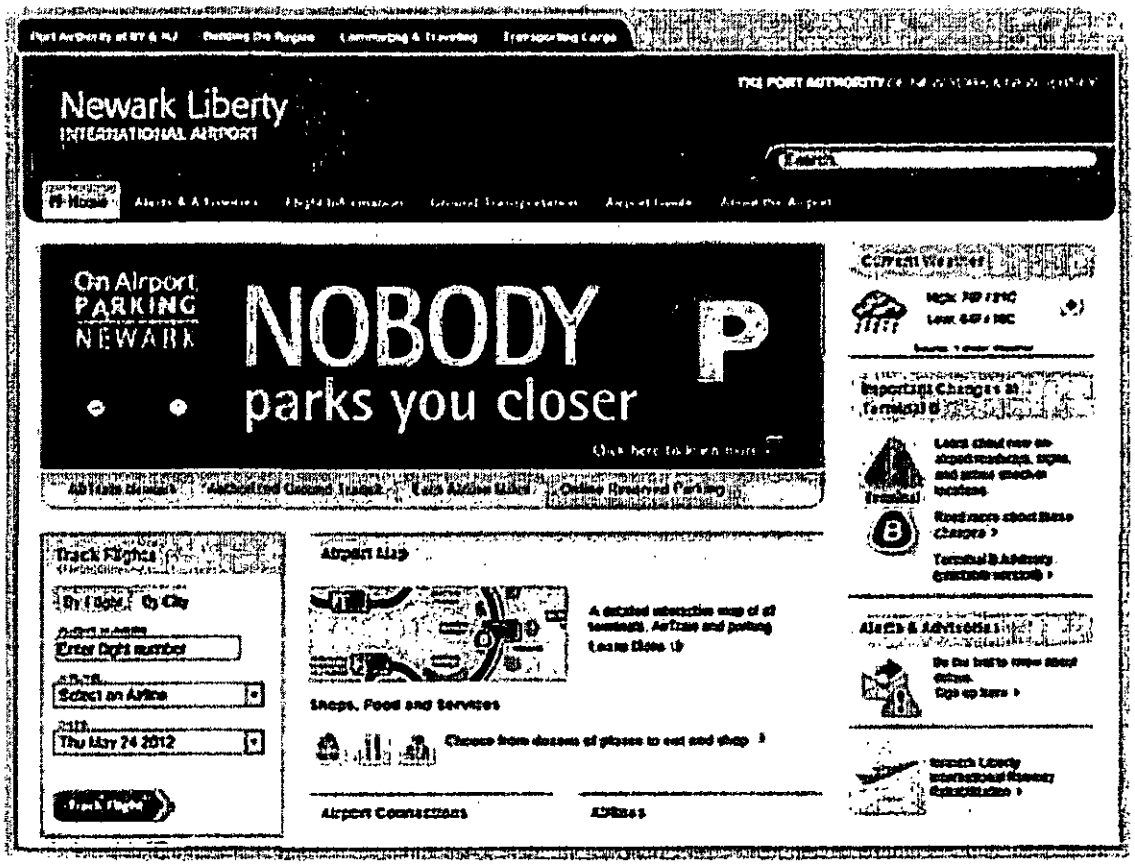
Regardless of target market and resulting strategies for selecting media, the agency will use its successful techniques for obtaining value-added advertising units designed to forge strong but respectful relationships with the media, maximizing effectiveness and opportunities for success, while serving as wise stewards of public funds and professional client representatives.

Initial Period

During the initial period of the contract, the agency will field a Thanksgiving and Christmas general market campaign to include radio, outdoor, in-terminal, and on-line. Campaign goal would be to capture as much business as possible from leisure travelers during the peak travel period.

Media Mix

The mass market approach always reaches the broader market of travelers, most likely to be infrequent flyers who will use a variety of methods to learn about preparing for their trip. While the least expensive parking option is very popular with families on long trips, there are a variety of reasons a traveler selects convenience over price point.



Media outlets and clearance times selected to reach the high frequency traveler will likely reach New Yorkers who are similar in socioeconomic background who are more likely to travel in general or who may be promoted to a job that requires travel.

The first place infrequent flyers go to get up to speed on travel is the airport website. The destination page for each airport provides an excellent opportunity to reinforce any advertising the website visitor may have been exposed to out in the marketplace. In addition, comScore data will be used to geo-target travelers in the PANYNJ catchment area who have $100K+ HHI, traveled for business 11+/yr or leisure 5+/yr, domestically or internationally.

The ad agency will build a schedule coordinated with the outdoor and radio campaigns so that PANYNJ's advertising to be seen on the proposed list of websites that index well for the target market.

Travel, Business, News/Info:		Local Media:	
www.about.com	www.infoplease.com	New York City, NY	New Jersey
www.accuweather.com	www.latimes.com	www.bronx.com	www.app.com
www.allbusiness.com	www.manta.com	www.mta.info	www.connecttristates.com
www.areaguides.net	www.monster.com	www.nydailynews.com	www.nbc40.net
www.bankrate.com	www.m-w.com	www.observer.com	www.nj.com/starledger/
www.boston.com	www.nationalgeographic.com	www.nypost.com	www.northjersey.com
www.budgettravel.com	www.nj.com	www.nysun.com	www.wgem.com
www.businessinsider.com	www.nydailynews.com	www.nytimes.com	www.wnjutv47.com
www.careerbuilder.com	www.nypost.com	www.queenschronicle.com	
www.cheapflights.com	www.people.com	www.thevillager.com	
www.cheapoair.com	www.reuters.com	www.abclocal.go.com/wabc/index	
www.citysearch.com	www.roadtripamerica.com	www.newyork.cbslocal.com	
www.concierge.com	www.salary.com	www.nbcnewyork.com	
www.cyberrentals.com	www.salon.com	www.myfoxny.com	
www.dailyfinance.com	www.slate.com	www.wpix.com	
www.dineslte.com	www.time.com	Hartford/New Haven, CT	
www.diningguide.com	www.topix.com	www.courant.com	
www.ehow.com	www.travel.aol.com	www.nhregister.com	
www.entrepreneur.com	www.travelandleisure.com	www.wfsb.com	
www.examiner.com	www.tripmama.com	www.ctnow.com	
www.fodors.com	www.urbanspoon.com	www.nbcconnecticut.com	
www.foxnews.com	www.usatoday.com	www.wtnh.com	
www.frommers.com	www.usnews.com	Wilkes-Barre/Scranton, PA	
www.gadling.com	www.vacationrentals.com	www.citizensvoice.com	
www.gayot.com	www.vrbo.com	www.pahomepage.com	
www.golfwrx.com	www.washingtonpost.com	www.thetimes-tribune.com	
www.homeaway.com	www.whitepages.com	www.wnep.com	
www.lbtimes.com	www.wunderground.com	www.myfoxnepa.com	
www.lexplore.com	www.yelp.com		
www.lgougo.com	www.zagat.com		

Depending on the Authority's preferences, the ad agency may further explore using a combination of on-line advertising that utilizes Search Engine Marketing and behavioral targeting based on the development of key words. The agency will explore this further with the client during media plan review meetings.

Radio that delivers the target market efficiently will be selected to increase efficiency and frequency against the target market as a pre-sell technique. Strategic time purchases will also be designed to reach travelers up until the day / time they are most likely to be leaving for the airport. The media buy will include three to five of the top stations based on the market ranker below.

ARBITRON

NEW YORK (Metro Survey Area)
APR12
SCARBOROUGH R1 2012: MAR11-FEB12
Station Rankings Based on: Top 10 User Selected

Qualitative Criteria Used: [((Took 10+ air round bsnss trip(s) in cont.U.S.(yr) OR Took 10+ air round prsnl trip(s) in cont.U.S.(yr)) AND (Used John F. Kennedy (JFK) as point of departure (yr) OR Used La Guardia as point of departure (yr) OR Used MacArthur (Long Island) as point of departure (yr) OR Used Newark Liberty Int'l (New Jersey) as point of departure (yr) OR Used Stewart International (Orange) as point of departure (yr) OR Used Westchester County Airport as point of departure (yr)))]

Adults 25+
M-Su 6a-12m

Station	Format	Qual Average Persons*
1t WCBS-FM	Classic Hits	1,200
1t WLTW-FM	Adult Contemporary	1,200
3 WHTZ-FM	Pop Contemporary Hit Radio	1,000
4t WAXQ-FM	Classic Rock	900
4t WQXR-FM	Classical	900
6 WABC-AM	News Talk Information	800
7t WWFS-FM	Hot Adult Contemporary	700
7t WKTU-FM	Hot Adult Contemporary	700
9 WNYC-FM	News Talk Information	600
10t WCBS-AM	All News	500
10t WINS-AM	All News	500
10t WFAN-AM	All Sports	500
10t WPLJ-FM	Hot Adult Contemporary	500

See Detailed Sourcing Page for Complete Details

TAPSCAN

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Ranker

Three outdoor billboards located near competitors and on major arteries in Newark and Astoria, Queens will be purchased for use throughout the year, rotating messaging from B-to-B to holiday. After the holidays, the boards can resume B-to-B messaging and then switch to leisure messaging to coordinate with an early summer radio and on-line campaign. Long-term, consistent outdoor space rental in other markets has provided a dependable method for airports to communicate with travelers, who look to these billboards for airport updates. Outdoor has enjoyed high recall rates during awareness studies in other markets.

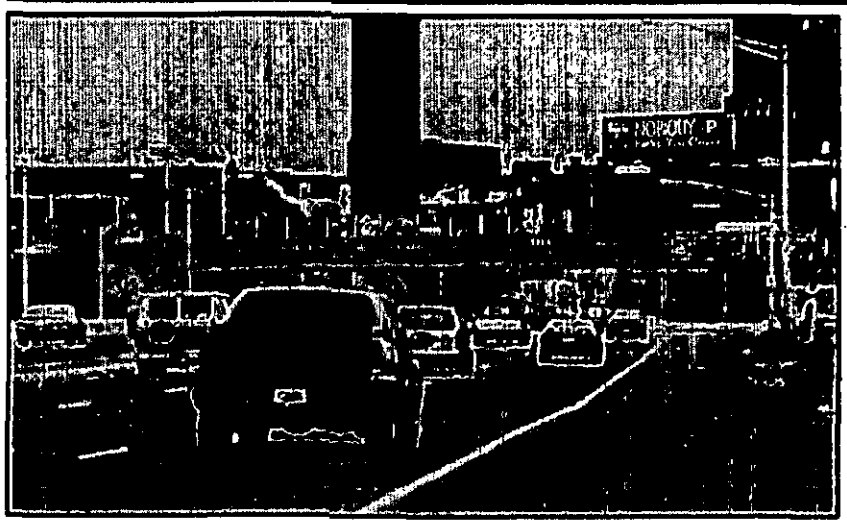
THE PORT AUTHORITY OF NY & NJ

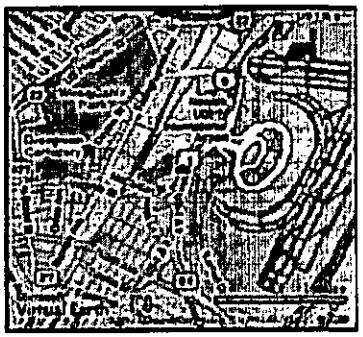
John F. Kennedy LaGuardia Newark Liberty Stewart

ABM Parking Services

MARKETING PLAN

NEW JERSEY - Newark #0298





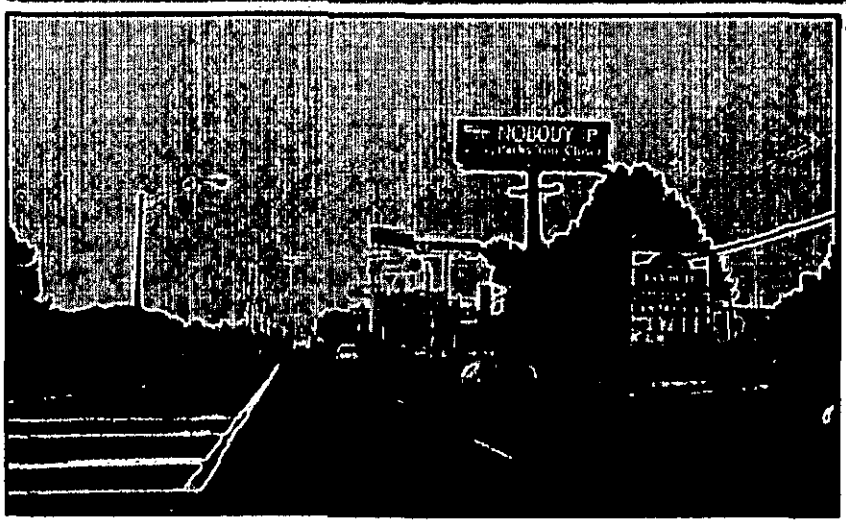
NOTES:
Production Material: Vinyl
This location is illuminated.
Latitude: 40.68973 Longitude: -74.192410
PLEASE NOTE: Subject to prior sale.
Finishing space 15'4 x 49'4

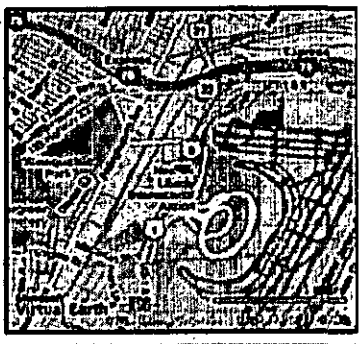
W/S Rt 1&9 400' N/O McClellan St Newark / Facing S - 14'x 48'

EOI (Eyes On Impressions/wk): 420,984

This highly visible bulletin is strategically located opposite Newark International Airport facing northbound traffic on U.S Route 1-9. An Airport exit is opposite this location and the airport s long-term parking lot is across the highway. Route 1-9 is a heavily used north-south highway leading from Princeton, New Brunswick and the Jersey shore to downtown Newark, Jersey City and the Holland Tunnel. In the vicinity of this display are two major airport hotels, as well as Anheuser-Bush s east coast brewing plant.

NEW JERSEY - Newark #0231





NOTES:
Production Material: Vinyl
This location is illuminated.
Latitude: 40.684361 Longitude: -74.187572
PLEASE NOTE: Subject to prior sale.
Finishing Space 15'4 x 49'4

W/S Rt 1&9 Opp Newark Liberty Airport Newark / Facing N - 14'x 48'

EOI (Eyes On Impressions/wk): 409,500

This outstanding bulletin faces motorists traveling south on U.S. 1&9, and is across from the entrance to Newark International Airport. The demographics of this location are upper income with a steady stream of executives heading towards the three major terminals of the airport. Other traffic proceeds south on Route 1-9 towards the industrial and office parks of Union County. Several major airport hotels are in the immediate vicinity of this bulletin.

THE PORT AUTHORITY OF NY & NJ

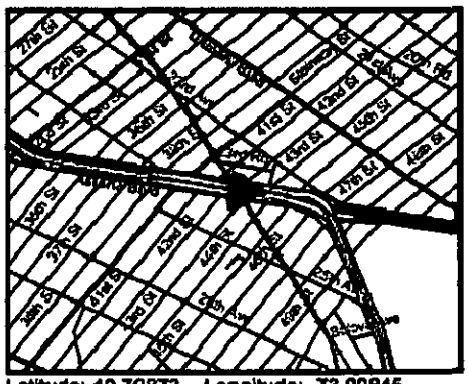
John F. Kennedy LaGuardia Newark Liberty Stewart

ABM Parking Services

MARKETING PLAN

NEW YORK

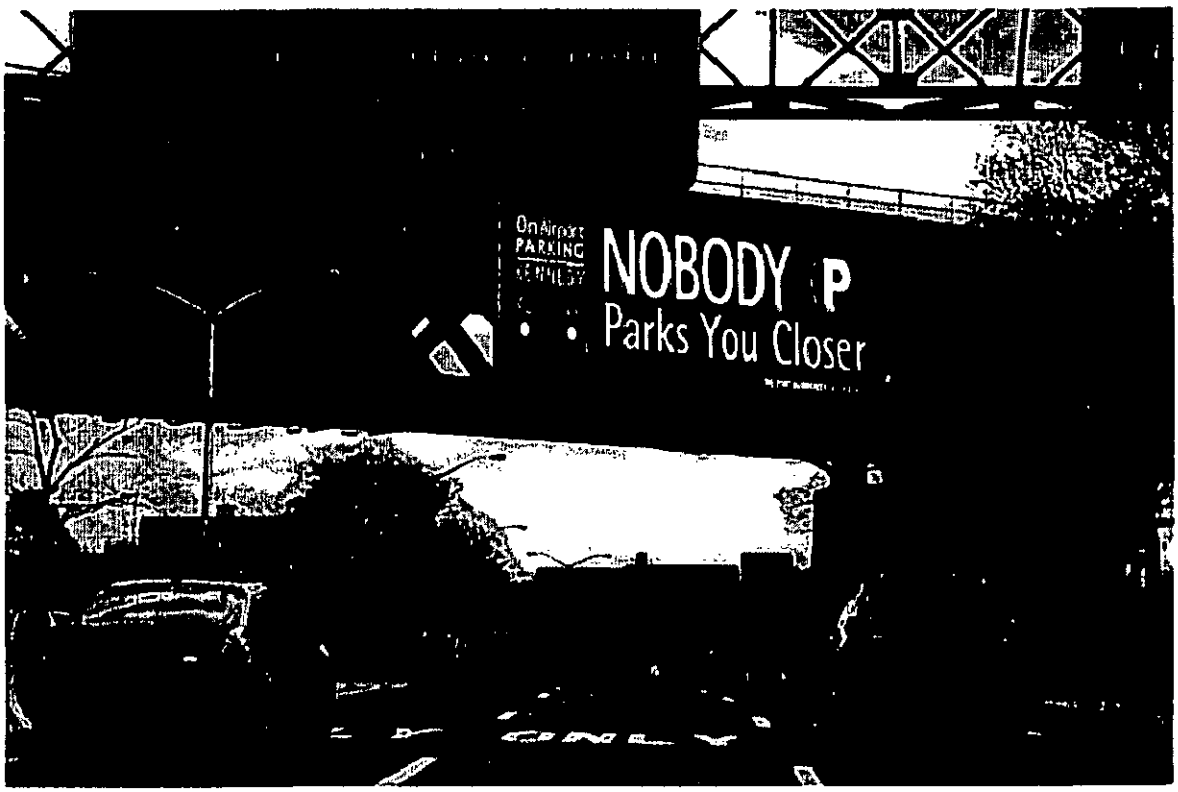
LOCATION #: 023123
DESCRIPTION: Grand Central Pkwy 0.2 mi W/O I-278 BQE SS
CITY: Astoria
ZIP: 11103
FACING: Facing: West
SIZE: 20' x 48'
TOTAL 18+ EOI: 581.7 (Weekly EYES-ON Impressions in Thousands)
TAB PANEL ID: 310733



Latitude: 40.76873 Longitude: -73.90845

This head-on bulletin is located on the Grand Central Parkway in Astoria, Queens, less than one mile from LaGuardia Airport, and only a mile from Citi Field (home of the NY Mets), and the USTA Tennis Center (home of the US Tennis Open).

Traffic coming from the Triboro Bridge and BQE will pass this bulletin on their way to the airport, a major sporting event or as they head towards the Whitestone and Throgs Neck Bridges.



Special consideration should be given to the following additional opportunity included in the ad agency's recommendations and cost proposal.

THE PORT AUTHORITY OF NY & NJ

John F. Kennedy LaGuardia Newark Liberty Stewart

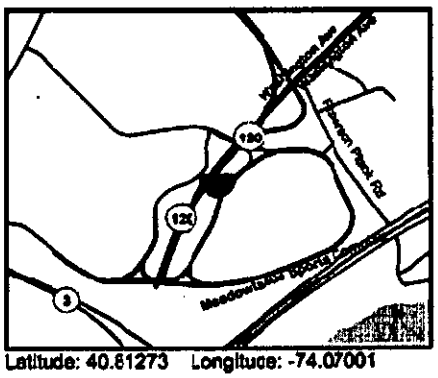
ABM Parking Services

MARKETING PLAN

The Meadowlands location on the next page will be viewed by sports fans attending NJ Nets games and other events at the IZOD Center in East Rutherford, NJ. In addition, the message will also reach drivers on their way to MetLife Stadium for NY Giants and Jets games along with other events in the Meadowlands Sports Complex.

NEW YORK

LOCATION #:	028138
DESCRIPTION:	Rt 120 600 ft S/O Meadowlands Pkwy ES
CITY:	East Rutherford
ZIP:	07071
FACING:	Facing: North
SIZE:	14' x 48'
TOTAL 18+ EOI:	60.6 (Weekly EYES-ON Impressions in Thousands)
TAB PANEL ID:	310832

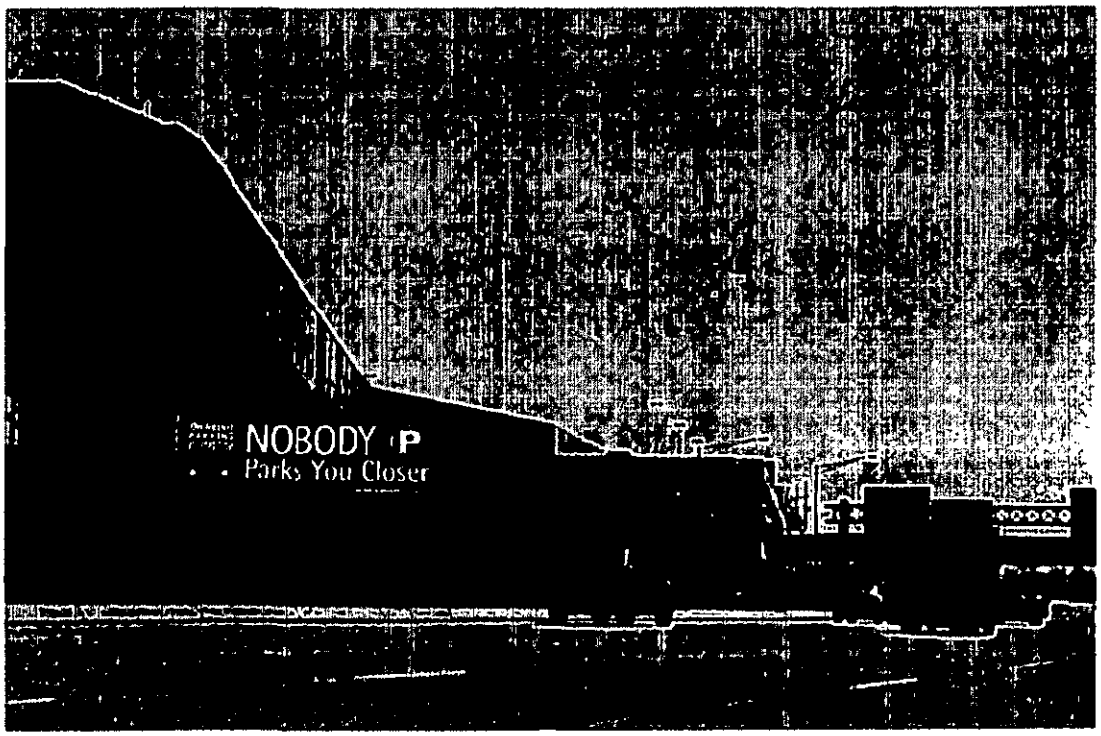


Latitude: 40.81273 Longitude: -74.07001

Located in the parking lot of the IZOD Center, this unit provides an excellent approach to southbound traffic on Route 120, heading towards the Meadowlands Sports Complex.

Meadowlands consists of MetLife Stadium (NY Giants & Jets), IZOD Center (NJ Nets), Meadowlands Racetrack, and American Dream Meadowlands, planned to open in 2013 will be the largest retail/entertainment complex in the US (3rd largest in the world).

Under NJ Sports Restrictions, the following categories are restricted: Airlines, Consumer Electronics & Business Machines, Carbonated soft drinks, Water & Malt Beverages.



Additional Initiatives

Subsequent contract periods can utilize a similar approach and updated creative. On an annual basis, the agency reviews and submits recommendations for consideration for the following year. Through this process, the agency keeps the client informed of any market developments, price increases, or new media vehicles that warrant review.

Following are weekly media figures to use to develop general budget benchmarks.

Please note, these budgets use current market rates at effective reach and frequency to be updated and presented for approval closer to market timing. The majority of rates are not negotiated and do not account for additional efficiencies which are realized at the time the buy is actually placed.

1. Leisure Market
   a. Twelve weeks
   b. Radio, outdoor, on-line
   c. $ 42,584,.51/wk
      i. Weekly radio: $30,340
      ii. Weekly outdoor: $9,203.13
      iii. Weekly on-line: $2,827.38
      iv. In-Terminal: $0
      v. Planning/promotions administration divided by twelve weeks: $214

2. Business Market
   a. Nine weeks
   b. Radio, outdoor, on-line including eight game Yankee sponsorship
   c. 52,717.84/wk
      i. Weekly radio including news/sports sponsorships: $40,473.33

Note: Radio includes eight game (four week) Yankee sponsorship amortized over nine weeks for purposes of this proposal

      ii. Weekly outdoor: $9,203.13

Note: Outdoor runs 40 weeks, maintaining market presence

      iii. Weekly on-line $2,827.38

iv. In-Terminal: $0

v. Planning/promotions administration divided by nine weeks: $214

ABM Parking Services also recommends the use of direct mail to reinforce general market messaging, with particular appeal to high frequency travelers. Providing a complimentary item such as one night free will entice non-users to sample the product. Competitors' customers who are price-sensitive will be more likely to respond to a discount. Current customers will appreciate the recognition of their status as a traveler who deserves a little something extra. Website disclaimers can detail that the offer cannot be combined with other offers and that a minimum number of nights are required. The language and imaging used in the direct mail piece will take an upscale approach to couponing.

Included in the "invite" will be a 2"x3" complementary offer card as well as a 4-3/4" x 6-3/4" product card promoting the services and benefits offered by the Authority. The piece will be mailed in clear poly envelopes and utilizing variable data for personalization and silver metallic ink for attention-getting value and premier positioning of PANYNJ Airport Parking Facilities.

In conclusion, the PANYNJ Airport Parking Facilities would benefit from marketing a corporate program to the New York area's largest corporations. Price points that would be acceptable to the Authority can be tested with participants in the focus group study. Pricing includes the development of a standard pocket folder, sales sheet describing the parking products and details of the corporate program, an info sheet for corporate travel managers or sales directors to sign up for the program, and a leave-behind flyer coordinated with the Authority imaging. Utilizing the same silver metallic ink, the pocket folder will project quietly solid value and quality image.

BUDGET

Following are general estimated budget figures for the initial year of the contract. Please note, depending upon timing and research needs, the recommended initiatives may be actually completed during the second contract year. All elements of the initial contract year are intended to form a solid basis from which a number of initiatives can spring in later years in a cost-efficient and strategic manner.

Focus Group Study:

General Scope:

- Recruitment of Adults 25-54 in New Jersey and New York City
- Goal: Traveled 52+ in past year; Minimum goal: Traveled 4+ in past year
- Twelve studies: On-airport (4x2), off-airport (2), and alternate (2) (cab, limo, drop off)
- One split: Business; Leisure

- Two distinct locations and recruitment
- Probing of customer attitudes, behaviors, product usage, insights, price points
- Testing of creative concepts

Deliverables:

- Study Guides (6)
- Recruitment Screener (1)
- Participants (8-10 per group)
- Facility, host, and moderator
- Hospitality
- Audio/Video recording
- Report and Presentation of Findings
- Incentives for participants ($125+meal)

Cost: $ 115,000

All inclusive (consultation, travel, attendance, incentives, presentation, actual creative including produced radio spots for testing, tax, etc.)

Quantitative On-Line Study:

- Online screener and questionnaire (10-15 minutes in length)
- Statistically representative survey (200-300 completions)
- Data collection, tabulation, and analysis
- Final report in PowerPoint (integration with qualitative report TBD)
- Presentation of findings

Cost: $ 46,236

All inclusive (consultation, travel accounted for under Branding & Identity Development Presentation for multi-day trip, presentation time, tax, etc.)

Branding & Identity Development/Concepting:

General Scope:

- Review and respond to research results, finding key motivators and messaging
- Develop visual keys/aids based on segments
- Provide client with creative concepts for key segments

Deliverables:

- Two to three concept tracks
- Samples for each in radio, outdoor, on-line, in-terminal, direct mail, corporate kit
- Revision of concepts to produce for testing

Cost: $ 16,916

All inclusive (presentation, creative group, consultation, travel, tax, etc.)

Creative Execution-Business Campaign

General Scope:

- Review and respond to research results
- Develop concept to finished piece with three rounds of client revisions
- Test creative and respond with final art for approval
- Execute all creative

Deliverables:

- Radio (:30) including music bed and 13 week talent rights
- Outdoor (14x48; 20x48) including four vinyls
- Website (banner insertion graphic)
- On-line display ads (160x600; 300x250; 728x90)
- In-terminal ad units (baggage claim LCD)
- Direct mail: (invitation, product card, and offer card)
  - 300,000
  - Variable data personalization
  - Qualified lead list
  - Mailing administration and postage – high concentration zip codes
- Corporate kit (9x12 folder, sales sheet, info sheet, and flyer)
  - 3,000

Cost: $ 272,755.04

All inclusive (presentation, creative group, testing, consultation, travel, production, mailing, postage, tax, etc.)

Media-Business Campaign

General Scope:

- Target market/demographic: Adults 25-64 NY MSA
- Capture available business travelers, high frequency preferred
- Holiday outreach dual message business/leisure
- Develop effective goals for reach and frequency (at min 2-3x freq)
- 9/10/12 for five weeks; 12/10/12 for four weeks
- Top three to five radio stations
- Four outdoor bulletins
- On-line geo-targeted ad units on high indexing websites
- In-terminal LCD at baggage claim

Deliverables:

- Media plan for approval at a specified budget
- Media buy within budget
- Post buy recap and affidavits
- Promotional negotiation, offers, and post buy report of value-added announcements

Cost: $ 759,326.62

All inclusive (planning, negotiation, media costs, commission, administration and billing)

Creative Execution-Holiday & Summer Campaign

General Scope:

- Review and respond to research results
- Develop concept to finished piece with three rounds of client revisions
- Test creative and respond with final art for approval
- Execute all creative

Deliverables:

- Radio x2 (:30) including music bed and 13 week talent rights
- Outdoor x2 (14x48; 20x48) including six vinyls
- Website x2 (banner insertion graphic)
- On-line display ads x2 (160x600; 300x250; 728x90)
- In-terminal ad units x2 (baggage claim LCD)

Cost: $ 30,710.16

All inclusive (presentation, creative group, testing, consultation, travel, production, tax)

Media-Holiday & Summer Campaign

General Scope:

- Target market/demographic: Adults 25-64 NY MSA
- Capture available leisure travel
- Develop effective goals for reach and frequency
- 10/29/12 for four weeks; 5/6/13 for eight weeks
- Top three to five radio stations
- Four outdoor bulletins
- On-line geo-targeted ad units on high indexing websites
- In-terminal LCD at baggage claim

Deliverables:

- Media plan for approval at a specified budget
- Media buy within budget
- Post buy recap and affidavits
- Promotional negotiation, offers, and post buy report of value-added announcements

Cost: $ 511,015.42

All inclusive (planning, negotiation, media costs, commission, administration and billing)

The ad agency will agree to an annual retainer as a pay-down on account services typical of supporting annual advertising budgets of approximately $1,250,000 as follows:

$30,000

Annual advertising / marketing budget level per above and payment of annual retainer provides client with on-call service regardless of market activity. Client agrees to pay annual retainer independently of whether media buys or other initiatives are negotiated or not. Payment of annual retainer affords the client the ability to:

- Employ the agency to engage in anonymous marketplace inquiries.
- Forward media proposals to the agency for review, analysis, and report.

Account service fees are included in the cost of initiatives proposed for the first year during which the agency can plan for the overall support of the given activity. Account service fees are based on

hourly rates based on skill-set and generally utilized for meetings, travel (1/2 rate), overall strategy planning, media planning, account management, project management, budget/billing oversight, reports, and consultations.

Media fees reflect media cost plus 15% commission which compensates the agency for time spent coordinating insertion orders, trafficking creative, reviewing invoicing and affidavits, and preparing post-buy analysis. All media affidavits are provided with invoicing.

Creative fees are based on hourly rates based on skill-set for in-house creative strategy meetings, brainstorming sessions, creative direction, art direction, copywriting, design, graphics, photography, illustration, animation, production, storyboards,

Travel, delivery, postage, and usage rights are billed at cost. Production and material costs (cost of goods such as art boards, talent, music licensing, vinyl, CDs, stock art, etc.) are billed at cost plus 15% mark-up.

THE PORT AUTHORITY OF NY & NJ

John F. Kennedy INTERNATIONAL AIRPORT | LaGuardia AIRPORT | Newark Liberty INTERNATIONAL AIRPORT | Stewart INTERNATIONAL AIRPORT

ABM Parking Services

EXPERIENCE IN DEVELOPING AND IMPLEMENTING REVENUE GENERATING / COST SAVINGS PLAN

b. Previous History in Developing & Successfully Implementing Plans

During the past three (3) years, ABM Parking Services / Five Star Parking successfully managed to negotiate best prices for the following items where we saved the Port Authority of New York & New Jersey a substantial amount in expenses.

Parking Tickets: Over a three year period, ABM Parking Services saved the Authority $198,804 (EWR - $67,068, JFK - $101,040, LGA - $30,696) in ticket costs by finding an equal quality ticket from another vendor.

Thermal Paper Rolls: Over a three year period, ABM Parking Services saved the Authority $180,108 (EWR - $79,560, JFK - $67,032, LGA - $33,516) in thermal paper costs by finding an equal quality paper from another vendor.

Credit Card Receipt Paper: Over a three year period, ABM Parking Services saved the Authority $15,744 (EWR - $300, JFK - $8,424, LGA - $7,020) in credit card receipt paper costs by finding an equal quality paper from another vendor.

Labor Savings: ABM Parking Services / Five Star Parking has worked diligently with the Port Authority of New York & New Jersey where we have implemented reduction in staffing (JFK) for the following Job Category; Supervisors, Cashiers and Traffic which created $1,314,655.00 cost saving in labor expense for the period 2010 & 2011.

The following are successful projects that were accomplished at JFK which improve the work environment for the employees:

- Renovation of the Parking offices (painted, carpeted, and office furniture)
- Installation of CCTV surveillance for the parking office

In addition to helping the Authority increase revenue and reduce costs, ABM Parking Services has produced successful results at locations across the country, including the following airports.

- Austin – Bergstrom International Airport
  - Increased revenue through a successful and aggressive marketing campaign and new frequent parker program.
  - Reduced labor expenses through automation
- Denver International Airport
  - Reduced expenses through an aggressive procurement process for the new shuttle fleet
- Minneapolis St. Paul International Airport
  - Greatly reduced labor expenses through automation
- Orlando International Airport
  - Greatly reduced expenses through labor reductions and negotiating with vendors

THE PORT AUTHORITY OF NY & NJ

John F. Kennedy LaGuardia Newark Liberty Stewart

ABM Parking Services

CONTRACTOR IDENTITY CHECK / BACKGROUND SCREENING PLAN

ABM Parking Services takes extraordinary care with respect to the hiring and training of new personnel. To ensure that our hiring and training goals are met, we have assembled one of the finest Human Resources Departments in the industry; one which is designed to serve as an extension of the local operating team. The Human Resources Department plays an instrumental role in the hiring process, as well as providing needed advice on all employee-related issues and expertise in the intricacies of labor law and regulations, which leaves our Operations Department free to focus on the ongoing smooth and successful operation of the Port Authority of New York and New Jersey Airport Parking Facilities.

EMPLOYEE RECRUITMENT AND SELECTION

The process begins with a proactive approach to employee selection, setting high qualifications and standards that all recruits must meet to obtain a position. ABM Parking *Services will only consider hiring people whom:*

- are English speaking
- are drug free
- have clear driving and criminal records
- are eager and display a good work ethic
- are at ease in dealing with the public

While these standards may seem high for an entry level position in the service industry, ABM considers the chance to join our "team" a unique opportunity with unlimited potential. Many of our senior managers and executives began their careers as valets, shuttle bus drivers and cashiers.

The key to attracting competent candidates for employment in a competitive job market is *being innovative and resourceful. Knowing* how to reach out into the community, to attract viable "pockets" of individuals suitable for service worker employment is essential. Rather than be recruited by people who want to work for ABM, we do the recruiting. Our strategy is to target groups and agencies within the community which experience has shown us will produce the best people.

Applications

All interested persons are invited to complete an application and submit it to the Human Resources Department. Applicants are gathered from many sources including

newspapers, trade journals, local labor commissions, union halls and job boards at local colleges and universities.

Job Order Form

When a position becomes available, the Operations Manager will complete a *Job Order Form* and place it on file with the Human Resources Department. The *Job Order Form* requires the Operations Manager to provide the details of the position such as required experience, job description and shift hours.

Background Investigations

Once an eligible candidate is recruited, the hiring process commences. Due to the sensitive responsibilities our employees will be undertaking, such as exposure to cash, autos and other property, we must make every effort to ensure that our hiring process is thorough.

ABM believes that it is important to hire qualified employees that will contribute to the overall success of the company and the parking operations. Background checks serve as a part of the selection process as well as a providing a safe work environment not only for our employees, but for our customers and vendors as well.

ABM will conduct these background checks on job applicants once an offer is made. For key personnel, ABM requires financial / accounting information. Current employees will not be required to undergo a background check unless they are transferring or being promoted into a position that requires access to certain financial / accounting information.

Process

When the Corporate Human Resources Department (located in Cleveland, Ohio) receives notification that a candidate has been made a job offer; they will initiate a background check through the Company's third party administrator (TriCor).

Background checks may include a criminal history check, employment verification, education verification, credit check and personal references. This process is conducted to verify the accuracy of the information provided by the applicant and to determine suitability for employment.

ABM will ensure that all background checks are conducted in compliance with all federal and state statutes, such as the Fair Credit Reporting Act ("FCRA") which requires organizations to obtain a candidate's written authorization before obtaining a credit report from the third party.

Although it varies from state to state, arrests and other crimes not resulting in a conviction as well as convictions older than 7 years will not be considered when making hiring decision. For most positions, crime involving dishonesty, violence or substance abuse will disqualify applicants from employment, however for certain financial positions additional criteria will be applied.

Once these background checks are completed, the Corporate Human Resources Department will notify the Airport Human Resources Department Managers to let them know if the applicant passed or failed their background check.

CONTRACTOR IDENTITY CHECK / BACKGROUND SCREENING PLAN

Every employee will be required to submit to the following:

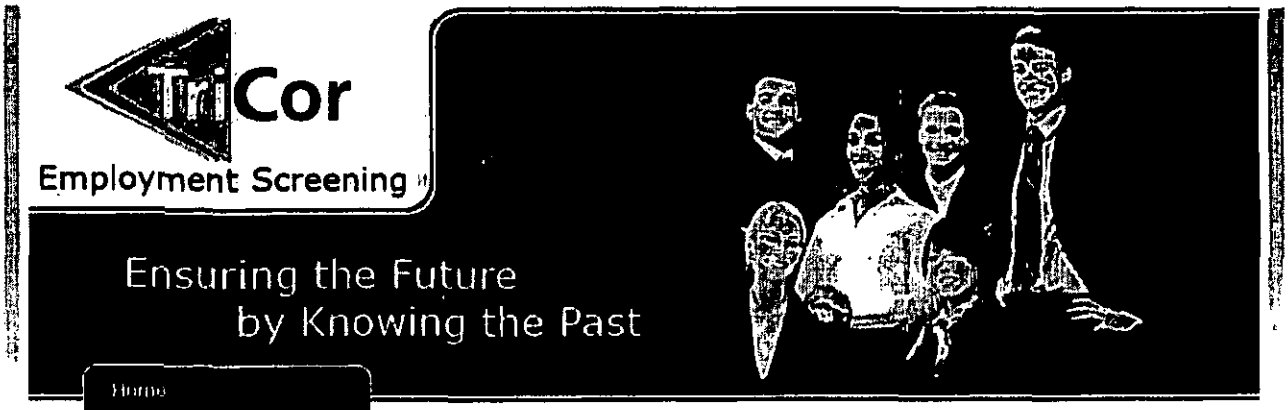
- **Interview.** Each applicant will be personally interviewed to determine specific job interests, schedules and possible work location preferences. Based on the positions available and the applicant's needs, the manager may tentatively offer a job position to an applicant pending the outcome of the remaining pre-screening items.
- **Substance Abuse Screening.** If the manager and the applicant mutually agree to a tentative job offer, then the applicant is referred to Quest Diagnostics for substance abuse screening. The results are forwarded to ABM Parking Services within 24 to 48 hours. Failure to pass the drug abuse screening will result in immediate termination of the prescreening process and the applicant will be notified by mail. Failure to report for drug abuse screening places the application on hold in an open file status for 90 days. The applicant has 90 days to reconsider testing, after 90 days the applicant must reapply and begin the entire process over.
- **Criminal Background Investigation.** Criminal background investigations are conducted while waiting for the results of the drug abuse screens. The criminal background investigation advises ABM Parking Services if the applicant has any convictions and takes 24 to 48 hours to process. If applicants pass this portion of the pre-screening process, the H/R clerk conducts reference checks and verifies previous employment.
- **Reference Check.** The references provided by the applicant are contacted to verify the previous employment information and overall work performance. Upon successful completion of the prescreening process, the job offer is confirmed and all new hire paperwork is completed. The H/R manager then authorizes the uniform company to provide uniforms and schedules the new hire to attend the Orientation Training.
- **Department of Motor Vehicles Report.** For positions that require driving, a Department of Motor Vehicles Report is obtained to ensure the applicant has an acceptable driving record based on the ABM standards. A motor vehicle report (MVR) takes 24 hours to process. Applicants not meeting the ABM's standards, but passing the prescreening process, may be offered non-driving positions. An employee who holds a driving position but does not maintain an acceptable driving record will lose their driving privileges with ABM Parking Services.

Upon successful completion of the prescreening process, the job offer is confirmed and all new hire paperwork is completed. The Human Resources Department then authorizes the uniform company to provide uniforms and schedules the new hire to attend orientation training.

Equal Employment Opportunity Policy

ABM Parking Services is an equal employment opportunity employer. ABM will not discriminate against qualified applicants or

employees with respect to any terms or conditions of employment based on race or ethnicity, color, national origin, ancestry, gender, sexual orientation, age, religion, creed, physical or mental disability, marital status or any other characteristic protected by state or federal law or local ordinances.



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Our Services

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Free Consumer Report

Your trusted partner for all of your employment screening needs

Description of Services

Social Security Number Trace Report

Verification of applicant's social security number via credit databases. The Trace Report provides alias names used by the applicant and addresses where the applicant has lived. This report is an important tool in determining the jurisdictions in which to search criminal records. Utilizing the Trace Report in conjunction with criminal record checks dramatically increases your criminal record "hit rate".

Driving History

Applicant's driving record is accessed via the Bureau of Motor Vehicles in the appropriate state. This report verifies if the applicant has a valid drivers license and will show traffic violations, suspensions of driving privileges, driving while under the influence of alcohol or drugs and reckless operation charges. This report is a necessity if the applicant will be driving a vehicle as part of his/her job duties.

County Criminal or Civil Record Search

Searches are conducted in-person by our extensive network of courthouse record experts at the Clerk of Courts office. Checks include both felony and misdemeanor records when housed in the same court. All pertinent case information is supplied with each record at no extra cost. No court fees or disposition fees are ever passed on to our clients. This search is recommended for all employees regardless of position.

Multi-State Criminal Search

TriCor offers a Multi-State Criminal Search, which is a comprehensive databased search of multiple criminal record sources. The Multi-State Search contains criminal record information from all 50 states and has over 155 million records. The Multi-State Search is an effective "locator" tool designed to identify jurisdictions in which an applicant potentially has a criminal record. This search, combined with a county criminal record search, identifies criminal history records that otherwise may go undiscovered.

Employment Verification

TriCor has skilled investigators who directly contact the former places of employment of your applicant and obtain the information that you need when making your hiring decision. The "Level One" verification includes dates of employment, position held and eligibility for re-hire. Our "Level Two" verification includes all aspects of the "Level One" verification plus and in-depth interview with the former supervisor including questions regarding job performance, attendance, ability to get along with others, etc... We DO NOT add third party verification charges on to our fees.

Education/Professional License Verification

Our investigators directly contact the educational institution or licensing body that your applicant claims to have attended. Information obtained includes dates of attendance and type of degree/license obtained, whether the license is in good standing and the date that the license will expire. Educational credentials are the most commonly falsified part of an employment application. We DO NOT add third party verification charges on to our fees.

Employment Credit Report

This information is obtained directly from one of the major credit bureaus. The employment credit report shows past payment patterns on credit accounts, civil actions and bankruptcy filings. This report is especially relevant if the applicant will be responsible for cash or large amounts of valuable company assets.

Federal Criminal, Civil or Bankruptcy Record Search

Searches are conducted at the Federal District Court level by a member of our searcher network. These records differ from County and State searches and show cases filed with the US Government only. This search is recommended for anyone applying for a "white-collar" type of position.

Statewide Criminal Record Search

These searches are conducted with the appropriate state repository of criminal information. Availability varies by state and some states require specialized request forms (notarized release forms, fingerprints, etc...) for the search to be conducted. Turnaround time varies by state and is dependent upon the state agency that houses the records.

Drug Screening

Through a partnership with one of the nations leading drug screening firms, TriCor can help you implement and manage your firms drug screening program on a nationwide level. All phases of the process are handled by our experts including: specimen collection, transportation to a certified laboratory, chain of custody forms, testing of the specimen, and review of both positive and negative results by a Medical Review Officer. Results are delivered quickly in an easy to read format via a variety of secure options.

Sex Offender

Sex offenders, predators and child molesters are required by law to register with local law enforcement authorities wherever they reside. Our sex offender registry search will quickly identify those who have been convicted and registered as sex offenders.

Anti-Terrorist Search

This is a search of the U.S Department of the Treasury, Office of Foreign Assets Control, specially designated nationals and blocked person listing. This search will locate individuals that the U.S. Government has identified as having links or support terrorism.

HHS/OIG Exclusions

TriCor Employment Screening has the capability to run checks with the U.S. General Services Administration and the Department of Health & Human Services Office of Inspector General to determine if an individual has been excluded from participation in certain health care programs. Information is available on over 18,000 individuals nationwide. This check is a must for anyone involved in the healthcare industry.

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M/WBE PLAN

Overview

ABM Parking Services is committed to the advancement of minority and women owned businesses and will utilize every opportunity to join with sincere and viable women and minority owned companies in a joint effort to secure airport parking contracts. We will also place a priority on helping local developing businesses enter into the airport arena. This commitment is demonstrated by our unique minority / women owned business enterprise (M/WBE) mentoring program. In addition, we have created an M/WBE compliance program to help oversee and ensure that the combined efforts of each partner contributes to the achievement of our vision and mission at the Port Authority of New York and New Jersey Airport Parking Facilities. Through our M/WBE mentoring program, ABM Parking Services identifies outstanding local M/WBE subcontractors and establishes long term relationships where we are able to utilize our expertise and extensive experience to impart valuable knowledge to these developing business enterprises.

We are proud to present our M/WBE proposal, which allows our subcontractors to develop in their field of expertise, while providing ABM Parking Services with the support required to achieve our desired level of success. Our objectives are to maintain a well-rounded M/WBE Program and obtain the highest possible levels of participation.

Below you will find each of our partners that will perform work under this contract, an overview of their scope of work, the calculated total percentage for their participation / services under this contract, and their current certification status under the M/WBE program.

In addition, if ABM Parking Services is chosen to operate the Parking Management Services for John F. Kennedy International Airport, LaGuardia Airport, Newark Liberty International Airport, and Stewart International Airport, we will constantly look for additional M/WBE vendors to add to our team such as uniform vendors, cleaning supply vendors, etc.

PANYNJ Airport Parking Facilities M/WBE Plan

As provided in the RFP document, the contract goal for this project is 12% MBE participation and 5% WBE participation. For our selection of participants in our Utilization Plan, we sought certified firms that will provide a true service to the project and we will have an MBE participation level of 16.26% and a WBE of .73%. We have produced a good faith effort to try meet the 5% WBE requirement. We will continue to look for viable contracting opportunities throughout the contract to increase our WBE percentage.

All companies have applicable state M/WBE certification. Any company listed that is not currently certified with the states of New York or New Jersey and / or The Port Authority of New York and New Jersey are in the process of attaining said certifications, and will be certified before the contract commences.

Following is brief narrative of the firms we have been working with, and / or are selecting to provide future services to our operations. The form PA3749B has also been completed and is included at the end of this section.

Alliance Promotional Products

Alliance Promotional Products is a certified M/WBE that has been and will continue to provide all airports with promotional gifts / office supplies in accordance with our Employee Events program.

Alliance Promotional Products will have a .01% commitment with a cost of approximately $15,000 annually.

DAVTECH Computer Center

DAVTECH Computer Center is a certified WBE that has been and will continue to provide all airports with computers, printers and other office equipment as needed.

DAVTECH Computer Center will have a .01% commitment with a cost of approximately $11,500 annually.

J & S Towing

J & S Towing is a certified WBE company that has been and will continue to provide Newark Liberty International Airport patrons services with respect to towing, lockouts, battery boosts, and flat tires.

- **Towing Services:** As necessary and called when a towing service is requested / authorized by the PA's 92 or patron.
- **Lockout Services:** As necessary and called when a patron is in need of getting into a locked vehicle without a key.
- **Battery Boost:** When circumstances arise not allowing our trained supervisory staff to perform a battery boost for a stranded patron, J & S will be asked to perform this service.
- **Flat Tire:** When circumstances arise not allowing our trained supervisory staff to aid a patron with a flat tire, J & S will be asked to perform this service.

J & S Towing Company will have a .16% commitment with a cost of approximately $45,825 annually.

Syzygy 3, Inc.

Syzygy 3, Inc. is a certified MBE that has been and will continue to provide all airports computer network cabling, equipment, and installation as needed.

Syzygy 3, Inc. will have a .01% commitment with a cost of approximately $3,500 annually.

Twelve Tulips Uniforms

Twelve Tulips Uniforms is a certified WBE company that will be providing the uniforms needed for our staff at all locations.

Twelve Tulips Uniforms will have a .52% commitment with an annual cost at a minimum of $150,000.

U-Street Parking

U-Street Parking is a certified MBE company that will be providing the Valet Parking Services and Cashiering Staffing at Newark Liberty International Airport.

U-Street Parking currently provides parking management services, valet parking services,

shuttle and town car service to private companies and government agencies throughout the Maryland, D.C., and Virginia area. ABM Parking Services operates the Washington Dulles International Airport and Ronald Reagan Washington National Airport in a Joint Venture with U-Street Parking.

U-Street Parking will have a 16.26% commitment with an approximate cost of $4,696,415.

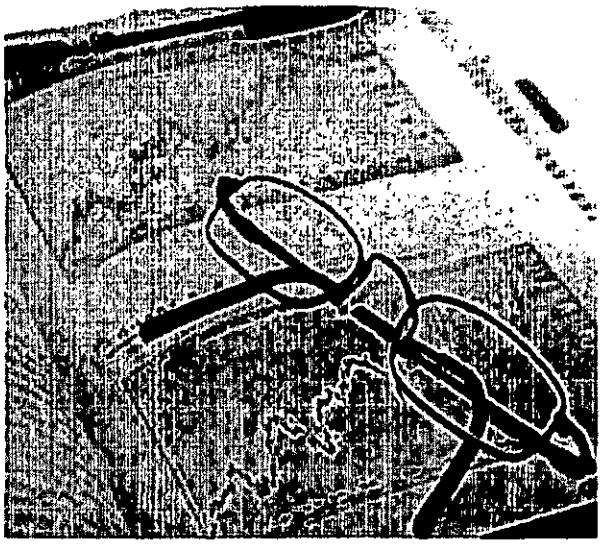
THE PORT AUTHORITY OF NY & NJ

John F. Kennedy INTERNATIONAL AIRPORT | LaGuardia AIRPORT | Newark Liberty INTERNATIONAL AIRPORT | Stewart INTERNATIONAL AIRPORT

ABM Parking Services

REPORTING

REPORTING



Our philosophy is simply that the General Manager is the individual that possesses the most thorough knowledge of the facility for which he or she is responsible. To be successful, the General Manager must be given the proper tools to operate the location. One of the most useful tools that we created was ABM Parking Services' proprietary software package: The SCORE[4] System. This system, which is unquestionably the most comprehensive accounting program established for the parking industry, was developed by our parent company, ABM Industries as an upgrade of our previous proprietary software, the SCORE[3] System.

ABM's Management Information Systems Department is capable of providing ABM Parking Services with all of the resources it requires to modify or customize the various modules of the SCORE[4] System to meet the needs of the Port Authority of New York and New Jersey. In short, its features are virtually limitless and its scope infinite. Most significant of all, its continual evolution is in direct response to the real estate community's desire for improved accountability and retrieval of information. The various elements of the program have been enumerated in detail in the pages that follow.

TYPES OF FINANCIAL REPORTING

- Monthly Invoice Register
- A/R Trial Balance
- Monthly Statement
- Cover Summary Sheet
- Revenue Detail
- Labor Detail
- Expense Detail
- Variance Report
- 13 Month Trend
- Budget Module
- Supplemental Reporting
- Comparison Graphs

• Monthly Invoice Register

This report details the invoices for a particular month. In addition to the current month, the system has the ability to produce this report for prior months.

• A/R Trial Balance

This report provides a detailed recap of all current and outstanding invoices by company.

• Monthly Statement

As a full disclosure company, ABM Parking Services provides a comprehensive monthly statement package. Brief descriptions of several components of the monthly statement have been outlined below.

• Summary Cover Sheet

The cover sheet identifies the location and the month to which the statement pertains. Net

revenues are summarized, followed by expenses. The detailed expense information is categorized and ultimately subtotaled into major general ledger accounts, each of which is supported by a supplemental schedule per account and then again on a per invoice basis. The final settlement for the particular month is included at the bottom of the cover sheet. If a settlement is due to the landowner, a check will accompany the statement. Conversely, if a settlement is due to ABM Parking Services, an invoice will accompany the statement.

• Revenue Detail

The detailed revenue schedule itemizes the revenue by category and by day. It also clearly distinguishes Net Receipts from Gross Receipts and summarizes Tax Liability and Tax Exempt sales where applicable.

• Labor Detail

The labor detail schedule includes a comprehensive breakdown of gross payroll on a per pay period, per location basis. The information is summarized by employee and includes the employee identification, type of pay (i.e. regular or overtime), rate of pay, the number of hours worked, and the gross pay per employee.

• Expense Detail

The expense detail report itemizes every invoice on a per ledger account basis.

• Variance Report

One of the most valuable tools available to any property management team is a monthly variance analysis. The variance report is truly a barometer of performance and can be used to identify trends in both the revenue and expense categories. The budget numbers included in each of the variance reports will be derived directly from the approved budget prepared by ABM Parking Services and accepted by the Authority. The actual figures, as you would imagine, are derived directly from the monthly operating statement. When we created the budget and variance programs, we acknowledged each management company and / or partnership could potentially have a different fiscal year.

The result is a report that includes accurate year-to-date figures based on the fiscal year requirements of the client. We also recognized that it was critical to be able to directly interface the budget data for the year with the data generated from our monthly operating statements.

This was necessary to ensure that the variance reporting was entirely accurate and not subject to the typical errors seen when transferring information from one stand-alone program to another. As important as the numbers themselves are, the variance explanations are essential in determining trends in the marketplace. Additionally, any necessity to expend funds other than those included in the budget can be both explained and documented so as to provide the on-site managers with all relevant information. These explanations will also be included along with the variance report.

• 13-Month Trend Report

Certainly, one of the key elements of our system is the 13-month trend report. The

report, which is available on demand, is utilized to identify and if necessary act upon significant fluctuations in either income or expense categories. The report is formatted on a "rolling" basis. We are using the term rolling to suggest that 13 month data is available regardless of fiscal year considerations. In other words, any start date can be entered into the system, and it will retrieve 13 prior months of information. Also, by having 13 month data as opposed to 12, comparisons of the current month versus the same month last year will be at the fingertips of the General Manager. The report also shows the 13-month average for each line item.

- **Budget Module**

Another impressive element of our accounting system is the budget module. No longer are Lotus and Excel work sheets used to create limited, simple budgets. Our budget program allows us to detail line-by-line revenue and expense items. The monthly parking component allows us to budget monthly parking on a tenant-by-tenant, month-by-month basis with the ability to create detailed notes on each item. Percentage items are easily calculated and updated with one keystroke.

- **Supplemental Reporting**

In addition to the extensive array of reports generated by the SCORE[4] System, we have developed several supplemental standardized reports to assist us in painting an accurate picture of the facility operations. These additional reports not only include supplemental statistical data, but they also outline information specific to the facility that is not necessarily numbers-oriented. We are able to provide comprehensive snapshot of the facilities in a presentation format that can be submitted directly to ownership. If necessary, however, it is certainly possible to further modify this package to meet your needs.

- **Comparison Graphs**

Comparison graphs show revenue by month comparing this year to last year for monthly revenue, daily revenue, validation sales and total revenue, as well as ticket totals by month comparing this year to last year.

SAMPLE REPORTS

The following pages show examples of the many reports that ABM Parking Services currently generates for the PANYNJ Parking Facilities.

ABM
Building Value

May 10, 2012

Denise Dugan
Supervisor, Parking Operations
Newark Liberty International Airport
1 Conrad Road, Building 1,
Newark, New Jersey 07114

Re: April, 2012 Financial Highlights/Customer Service Report Overview

Financial Highlights

Dear Denise,

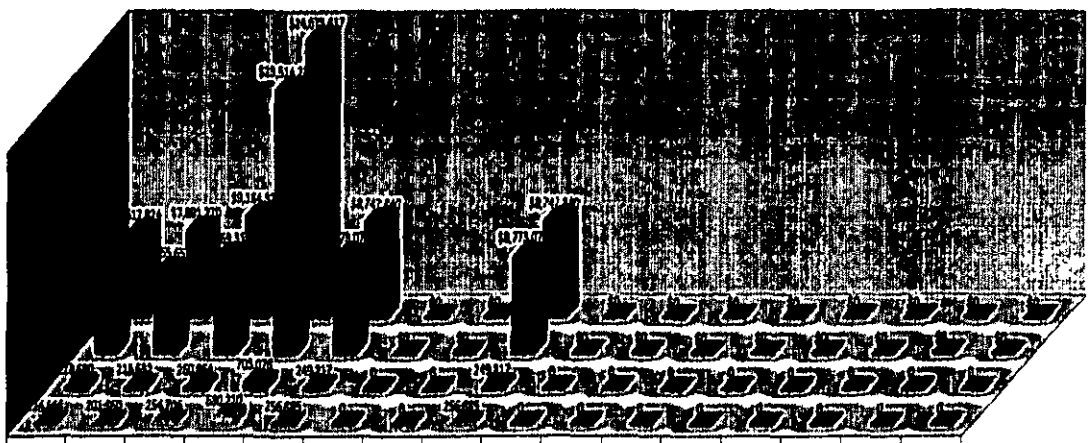
ABM Parking Services has conducted an analysis of the Paid Car volume and revenue for the month of April, 2012 vs. April, 2011

Performance Overview

Overall, gross parking revenue reported for the month of April 2012 vs. April 2011 for all lots was $8,747,840 in 2012 compared to $8,773,074 in 2011; resulting in an decrease of $25,234 (0.3%).

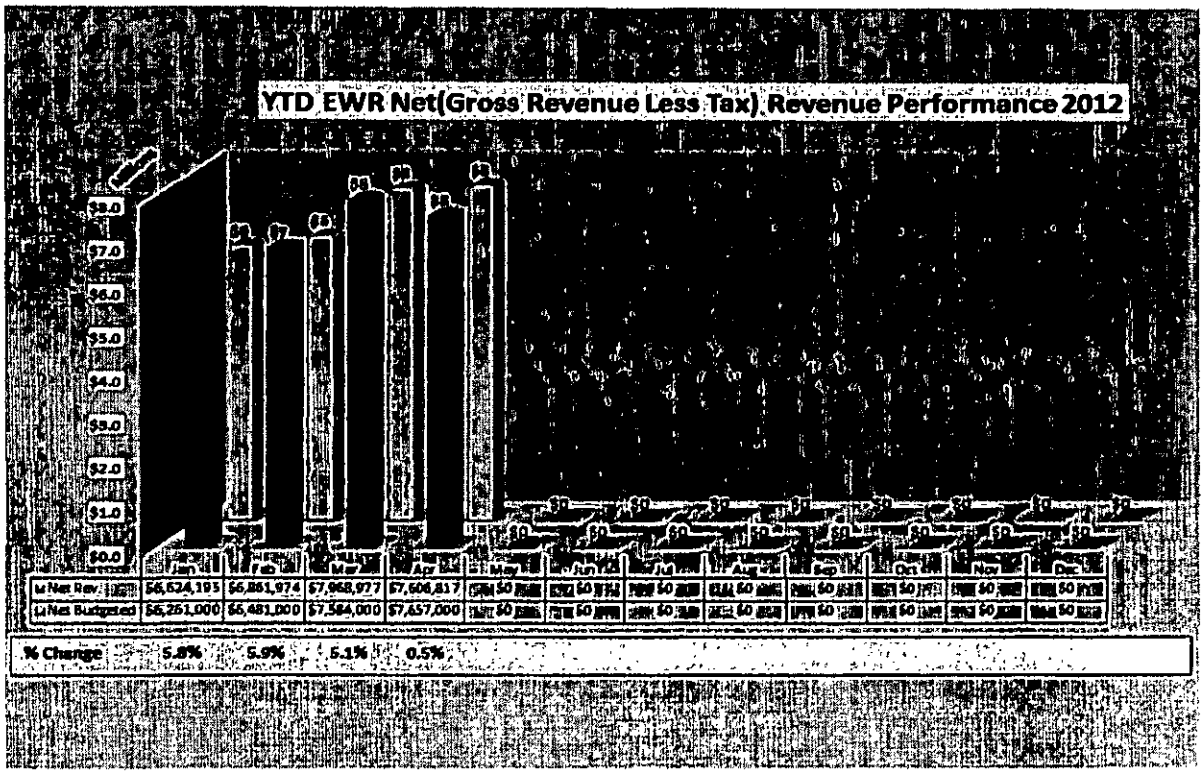
Paid Car volume reported during the same time period was 249,217 compared to 256,885 in 2011; a decrease by 7,668 (3.0%) in total volume.

EWR - PAID CARS & REVENUE 2011 VS. 2012

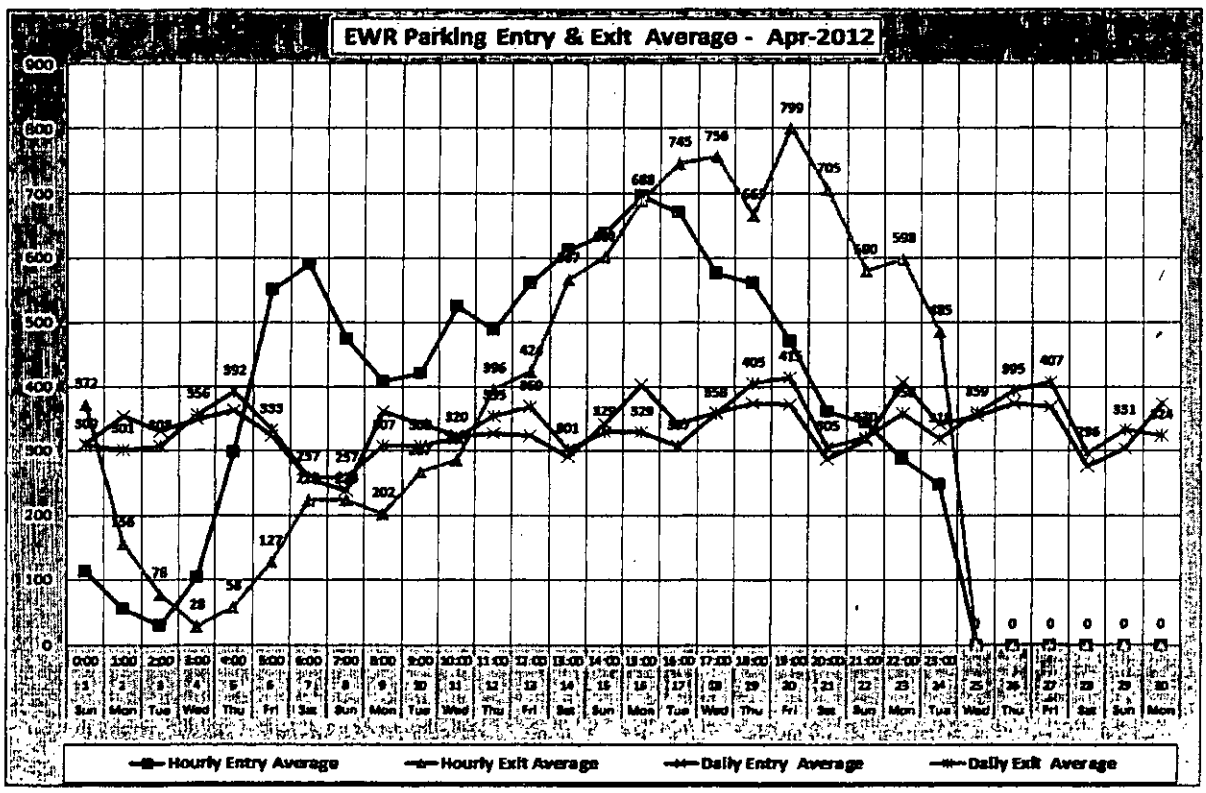


	Jan	Feb	Mar	1Q	Apr	May	Jun	2Q	Jul	Aug	Sep	3Q	Oct	Nov	Dec	4Q
■ P. CARS Y11	224,144	203,960	254,706	680,210	256,885	0	0	256,885	0	0	0	0	0	0	0	0
■ P. CARS Y12	228,680	213,552	262,864	705,096	249,217	0	0	249,217	0	0	0	0	0	0	0	0
■ REV. Y11	$7,289,317	$7,435,657	$8,789,514	$23,514,28	$8,773,074	$0	$0	$8,773,074	$0	$0	$0	$0	$0	$0	$0	$0
■ REV. Y12	$7,617,824	$7,891,270	$9,164,523	$24,673,41	$8,747,840	$0	$0	$8,747,840	$0	$0	$0	$0	$0	$0	$0	$0

After deducting sales tax, Net Parking Revenue was $7,606,817 compared to $7,567,000 Net Budgeted Revenue, representing an increase to budgeted net revenue of $39,817 (0.5%).



The graph below demonstrates the entry/exit hourly & daily/monthly average performance summary for the month of April, 2012.

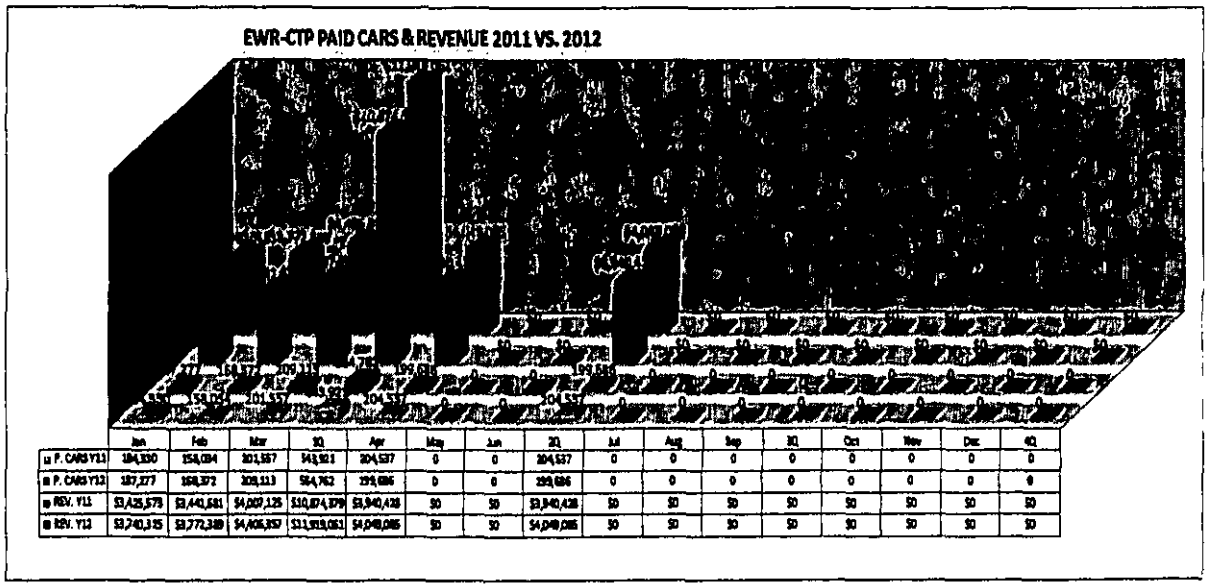


CTP Volume and Revenue Performance Summary:

CTP reported paid car volume was 199,686 compare to 204,537 in 2011, resulting in a decrease in volume of 4,851 (2.4%).

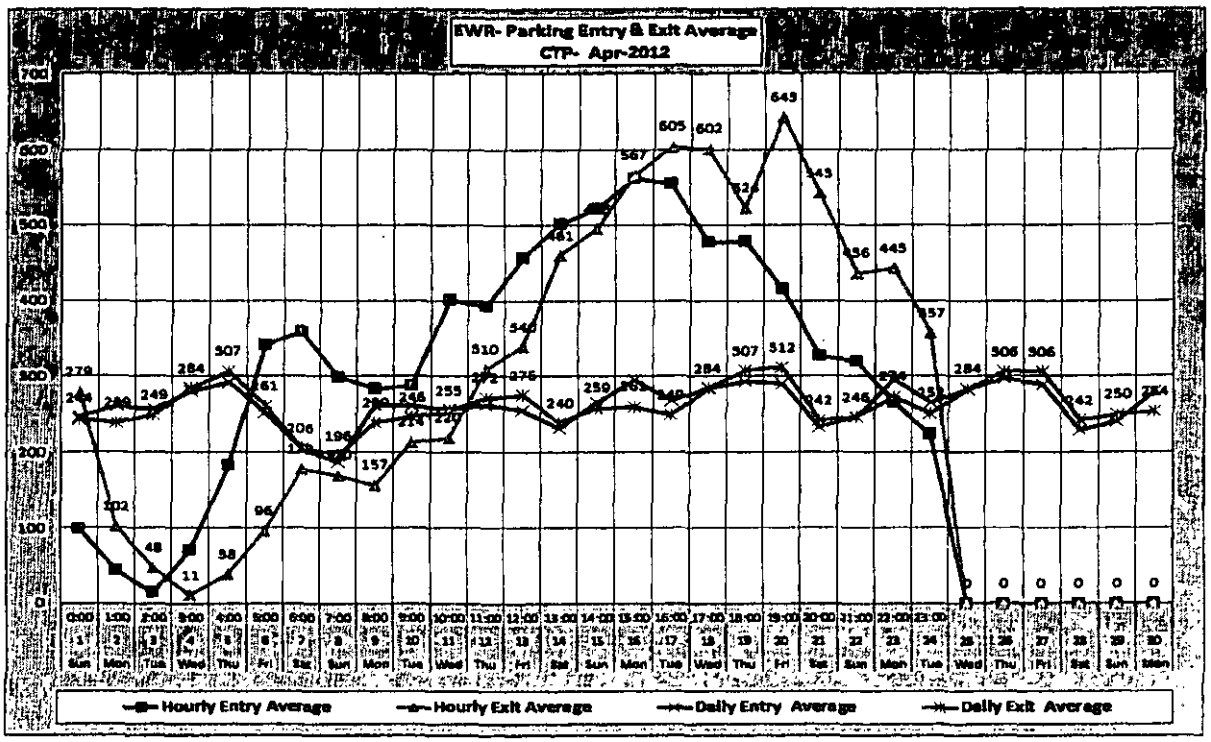
CTP revenue reported $4,049,085 compared to $3,940,428 2011, resulting in an increase in revenue of $108,657 (2.8%).

Comparing **CTP** paid cars with Airport total it processed (80.1%) of transactions, revenue collected by this lot was (46.3%).



	Jan	Feb	Mar	1Q	Apr	May	Jun	2Q	Jul	Aug	Sep	3Q	Oct	Nov	Dec	4Q
P. CARS Y11	184,330	154,084	201,557	543,921	204,537	0	0	204,537	0	0	0	0	0	0	0	0
P. CARS Y12	187,277	168,372	208,113	564,762	199,686	0	0	199,686	0	0	0	0	0	0	0	0
REV. Y11	$3,428,575	$3,441,581	$4,007,125	$10,874,279	$3,940,428	$0	$0	$3,940,428	$0	$0	$0	$0	$0	$0	$0	$0
REV. Y12	$3,240,315	$3,772,389	$4,406,357	$11,419,061	$4,049,085	$0	$0	$4,049,085	$0	$0	$0	$0	$0	$0	$0	$0

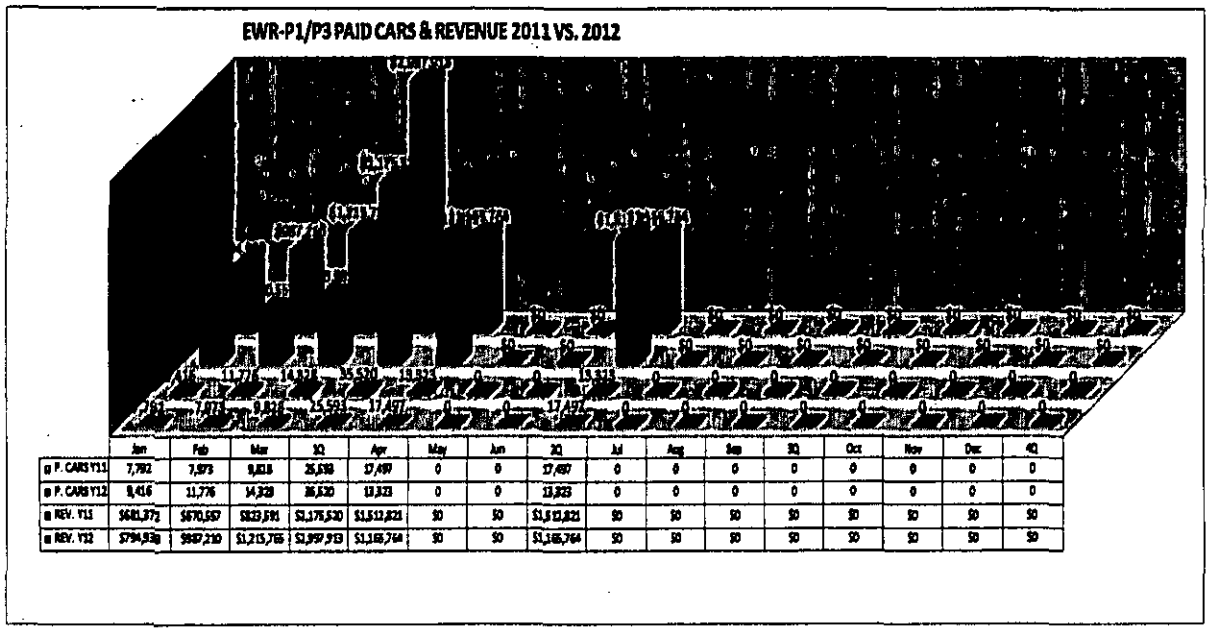
CTP entry/ exit hourly & daily/ monthly average for the month of April, 2012.



P1-P3 reported paid car volume was 13,323 compared to 17,497 in 2011, resulting in a decrease in volume of 4,174 (23.9%).

P1-P3 revenue reported $1,165,764 compared to $1,512,821 in 2011, resulting in a decrease in revenue of $347,057 (22.9%).

Comparing **P1-P3** paid cars with Airport total it processed (5.3 %) of transactions, revenue collected by this lot was (13.3%).

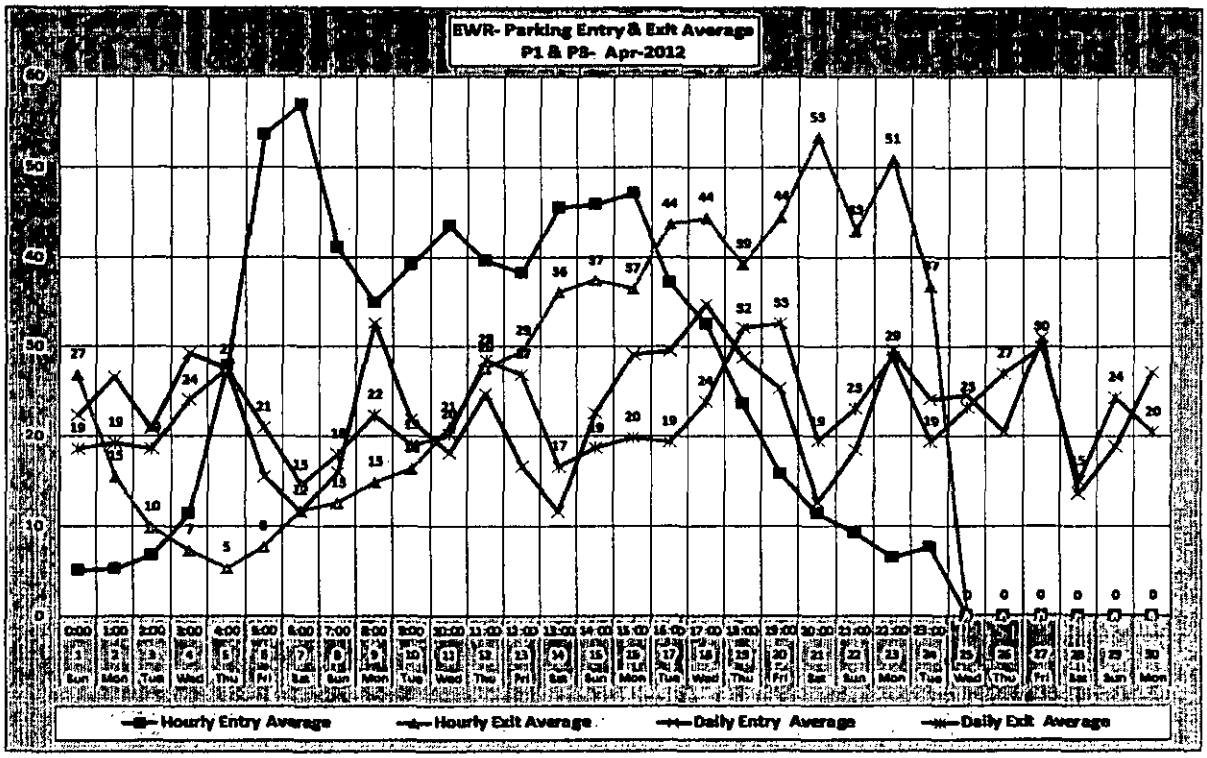


	Jan	Feb	Mar	1Q	Apr	May	Jun	2Q	Jul	Aug	Sep	3Q	Oct	Nov	Dec	4Q
P. CARS Y11	7,792	7,973	9,018	25,538	17,497	0	0	17,497	0	0	0	0	0	0	0	0
P. CARS Y12	9,416	11,776	14,329	35,520	13,323	0	0	13,323	0	0	0	0	0	0	0	0
REV. Y11	$681,372	$670,557	$823,591	$2,175,520	$1,512,821	$0	$0	$1,512,821	$0	$0	$0	$0	$0	$0	$0	$0
REV. Y12	$794,938	$997,210	$1,215,755	$2,997,913	$1,165,764	$0	$0	$1,165,764	$0	$0	$0	$0	$0	$0	$0	$0

P1-P3 Highlights

ABM Parking Services attributed the decrease in revenue and paid cars for P1 & P3 and increase in revenue and paid cars in P6 to the following facts. During the first week of April 2011, the Port Authority gave up approximately 2,600 additional spaces to the construction contractor building the new entrance/exit plaza, in the P6 economy parking lot. The total economy lot (P6) capacity was 4,478. Since the construction started, areas of spaces have gradually been returned to parking. As of April 6th, 2012, the construction contractor still controlled 1,635 of these spaces (behind concrete jersey barriers) leaving the parking operations with 2,843 spaces. The construction contractor has indicated that 391 spaces are scheduled to be returned to parking, by the first week of May 2012. When P6 fills up we have a traffic attendant, standing at the entrance, handing out vouchers directing patron's to park in P1/P3, at the economy rate of $18 per day.

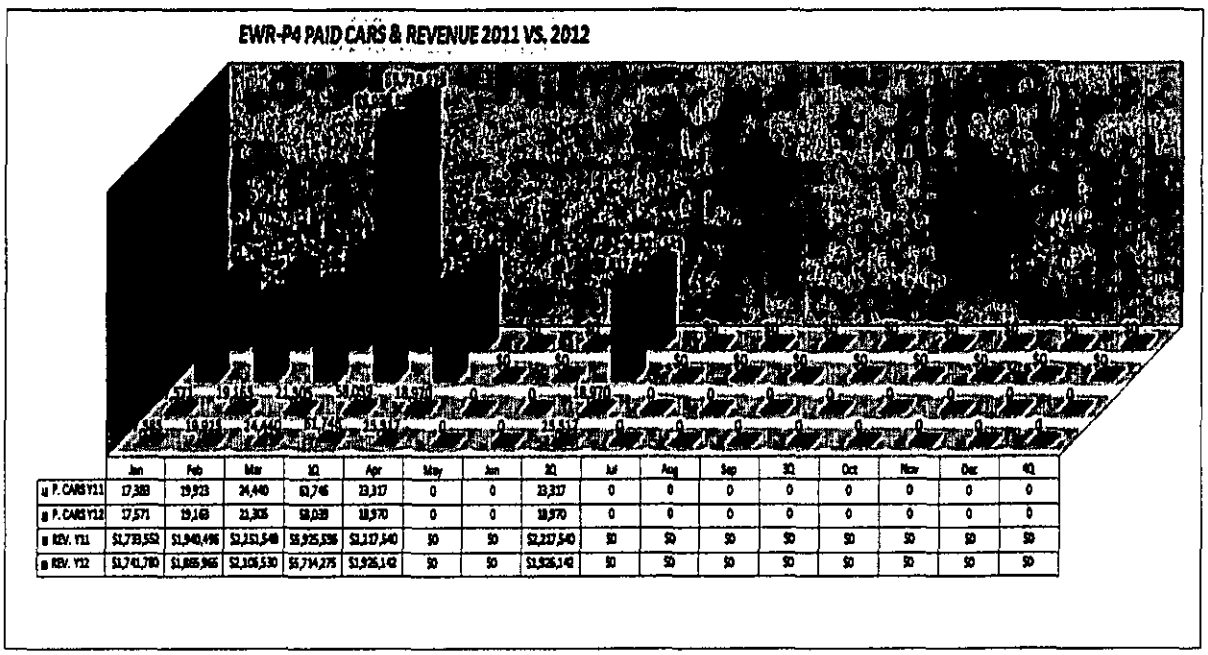
P1&P3 entry/ exit hourly & daily/ monthly average for the month of April, 2012.



P4 reported paid car volume was 18,970 compared to 23,317 in 2011, resulting in a decrease in volume of 4,347 (18.6%).

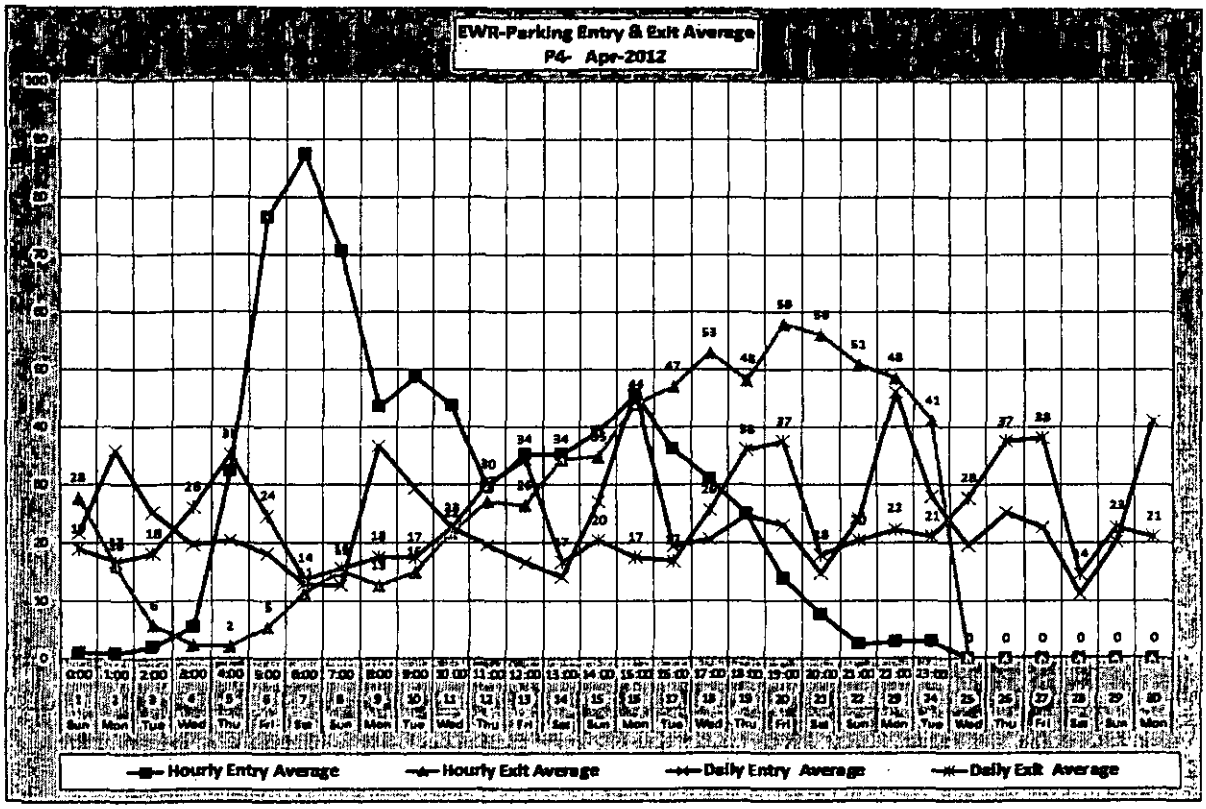
P4 revenue reported $1,926,142 compared to $2,217,540 in 2011, resulting in a decrease in revenue of $291,398 (13.1%).

Comparing **P4** paid cars with Airport total it processed (7.6 %) of transactions, revenue collected by this lot was (22.0%).



	Jan	Feb	Mar	1Q	Apr	May	Jun	2Q	Jul	Aug	Sep	3Q	Oct	Nov	Dec	4Q
P. CARS Y11	17,388	19,923	24,440	61,746	23,317	0	0	23,317	0	0	0	0	0	0	0	0
P. CARS Y12	17,571	19,168	21,305	58,043	18,970	0	0	18,970	0	0	0	0	0	0	0	0
REV. Y11	$1,739,552	$1,940,496	$2,150,548	$5,830,596	$2,217,540	$0	$0	$2,217,540	$0	$0	$0	$0	$0	$0	$0	$0
REV. Y12	$1,741,780	$1,885,965	$2,106,530	$5,734,275	$1,926,142	$0	$0	$1,926,142	$0	$0	$0	$0	$0	$0	$0	$0

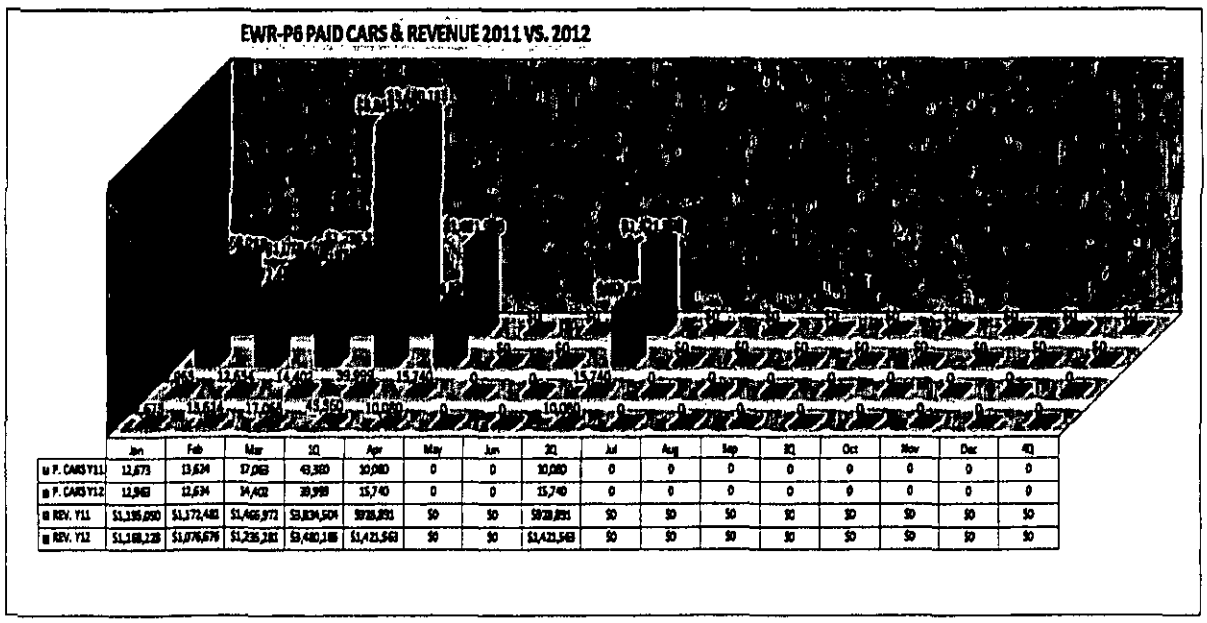
P4 entry/ exit hourly & daily/ monthly average for the month of April, 2012.



P6 Long-Term reported paid car volume was 15,740 compared to 10,080 in 2011, resulting in an increase in volume of 5,660 (56.2%).

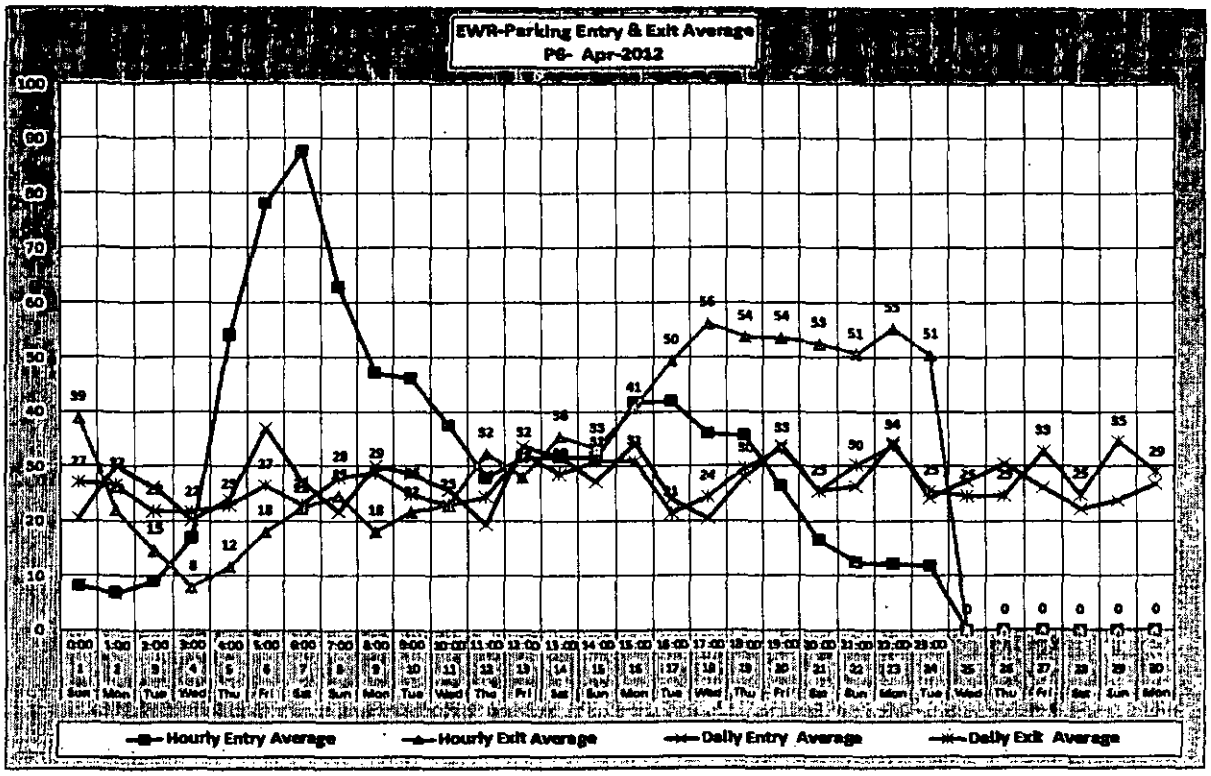
P6 Long-Term revenue reported $1,421,563 compared to $928,891 2011, resulting in an increase in revenue of $492,672 (53.0%).

Comparing **P6** paid cars with Airport total it processed (6.3 %) of transactions, revenue collected by this lot was (16.3%).



	Jan	Feb	Mar	1Q	Apr	May	Jun	2Q	Jul	Aug	Sep	3Q	Oct	Nov	Dec	4Q
P. CARS Y11	12,673	13,634	17,063	43,350	10,080	0	0	10,080	0	0	0	0	0	0	0	0
P. CARS Y12	12,963	12,634	14,402	39,999	15,740	0	0	15,740	0	0	0	0	0	0	0	0
REV. Y11	$1,135,050	$1,172,481	$1,465,972	$3,834,504	$928,891	$0	$0	$928,891	$0	$0	$0	$0	$0	$0	$0	$0
REV. Y12	$1,188,128	$1,076,676	$1,236,281	$3,480,185	$1,421,563	$0	$0	$1,421,563	$0	$0	$0	$0	$0	$0	$0	$0

P6 entry/ exit hourly & daily/ monthly average for the month of April, 2012.



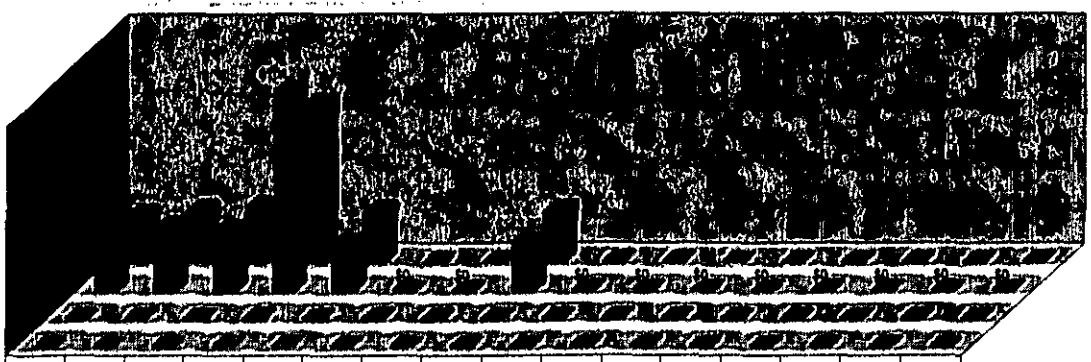
Valet Parking Volume and Revenue Performance:

EWR Valet Parking Lot reported paid car volume was 1,498 compared to 1,454 in 2011, resulting in an increase in volume of 44 (3.0%).

EWR Valet Parking revenue reported $185,286 compared to $173,394 in 2011, resulting in an increase in revenue of $11,892 (6.9%).

Comparing **Valet Parking** paid cars with Airport total it processed (0.6 %) of transactions, revenue collected by this lot was (2.1%).

EWR-VALET PAID CARS & REVENUE 2011 VS. 2012



	Jan	Feb	Mar	1Q	Apr	May	Jun	2Q	Jul	Aug	Sep	3Q	Oct	Nov	Dec	4Q
P. CARS Y11	1,966	1,806	1,818	5,590	1,454	0	0	1,454	0	0	0	0	0	0	0	0
P. CARS Y12	1,455	1,587	1,696	4,738	1,498	0	0	1,498	0	0	0	0	0	0	0	0
REV. Y11	$253,770	$230,441	$220,078	$704,289	$175,594	$0	$0	$175,594	$0	$0	$0	$0	$0	$0	$0	$0
REV. Y12	$172,563	$189,050	$200,390	$561,983	$185,286	$0	$0	$185,286	$0	$0	$0	$0	$0	$0	$0	$0

P.O.F. Highlights

P.O.F. machines went into service on September, 2009. We currently have eleven (11) P.O.F. machines installed. The POF's in the P1 and P3 air train stations were taken offline, during the P6 construction project, to minimize patron complaints of overcharging parking fees. Patron's who were directed to P1/P3 from P6 are charged the Economy Lot rate of $18 per day.

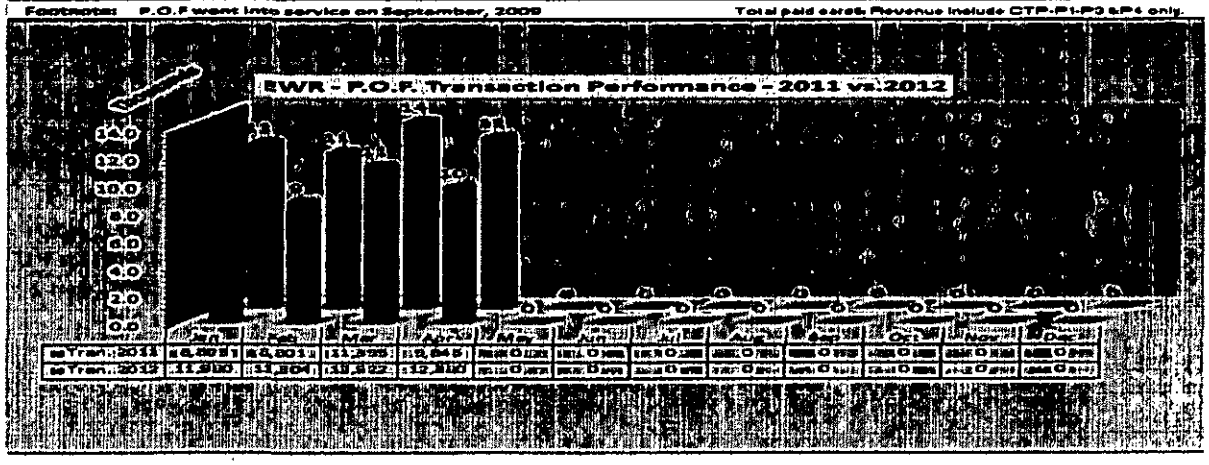
THE PORT AUTHORITY OF N.Y. & N.J.

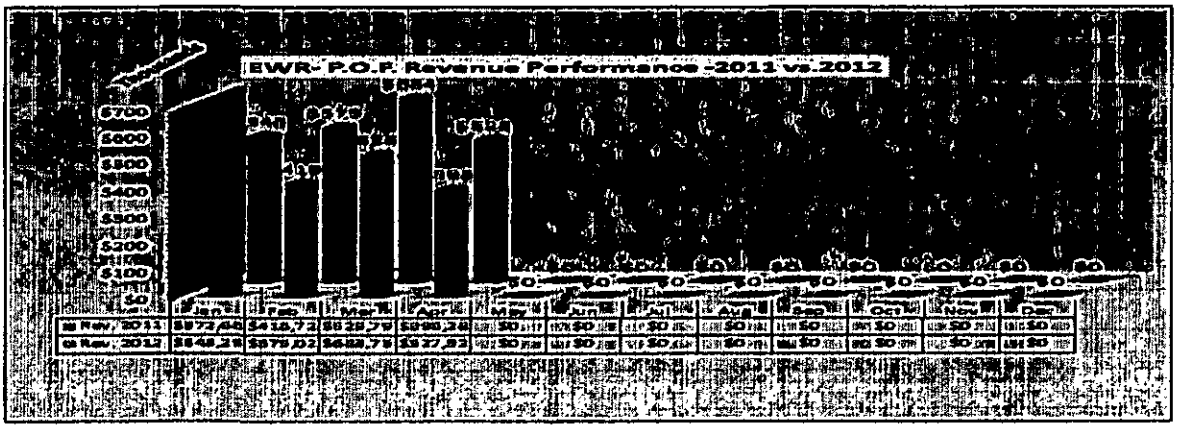
EWR - P.O.F. Summary Report -2011 vs. 2012

Month	Tran. 2011	Tran. 2012	Rev. 2011	Rev. 2012	% Trans.	% Rev.
Jan	8,895	11,980	$372,687	$543,252	34.7%	45.8%
Feb	8,801	11,304	$418,728	$575,025	28.4%	37.3%
Mar	11,395	13,522	$525,798	$683,754	18.7%	30.0%
Apr	9,845	12,380	$398,283	$527,927	25.7%	32.6%
May						
Jun						
Jul						
Aug						
Sep						
Oct						
Nov						
Dec						
YTD	38,936	49,186	$1,715,496	$2,329,958	26.3%	35.8%
Daily Average	324	406	$14,296	$19,256		
Monthly Average	9,734	12,297	$428,874	$582,490	% Change	
Avg. by Ticket Price			$44.06	$47.17	7.5%	

Footnote: P.O.F went into service on September, 2009

Total paid exit Revenue include CTP-P1-P3 & P4 only.





Unmanned Lanes Highlights

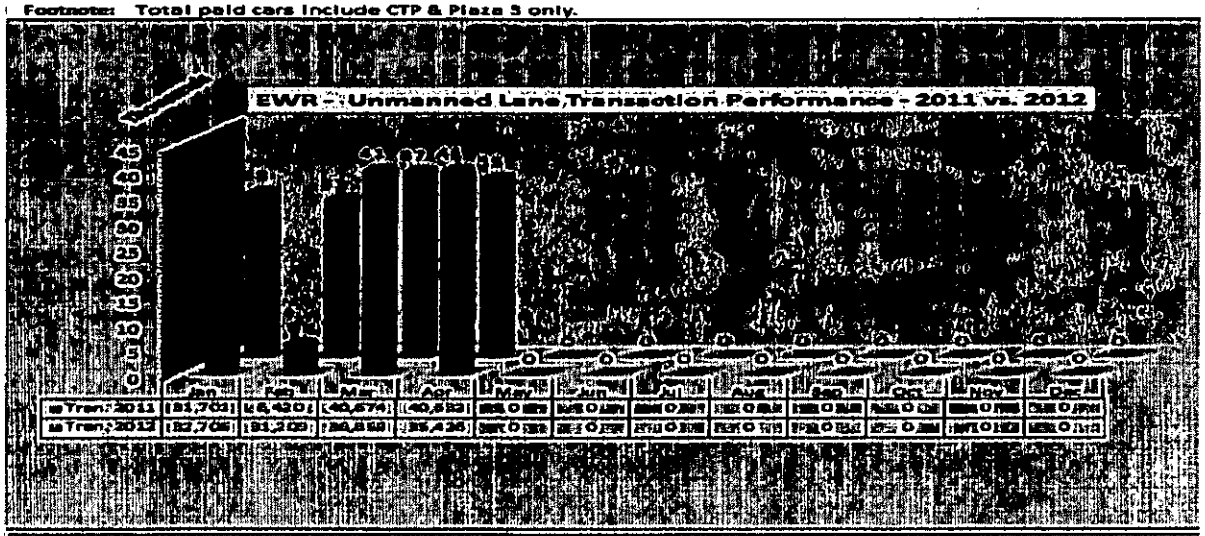
First Unmanned Lane went into service on Jun 17, 2010. We currently have two (2) lanes.

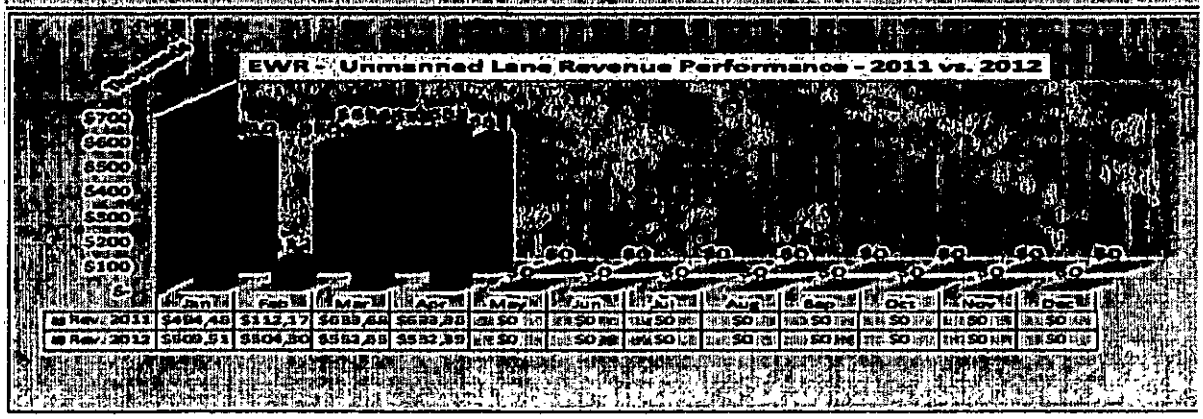
THE PORT AUTHORITY OF NEW YORK & NEW JERSEY

EWR-Unmanned Summary Report -2011 vs. 2012

Month	Tran. 2011	Tran. 2012	Rev. 2011	Rev. 2012	% Trans.	% Rev.
Jan	31,701	32,706	$494,487	$509,514	3.2%	3.0%
Feb	6,420	31,209	$112,171	$504,309	886.1%	849.6%
Mar	40,674	36,858	$633,682	$552,857	-9.4%	-12.8%
Apr	40,632	35,426	$633,389	$532,398	-12.8%	-15.9%
May						
Jun						
Jul						
Aug						
Sep						
Oct						
Nov						
Dec						
YTD	119,427	136,199	$1,873,729	$2,099,078	14.0%	12.0%
Daily Average	995	1,126	$15,614	$17,848		
Monthly Average	29,857	34,050	$468,432	$524,770	% Change	
		Avg. By Ticket Price	$15.69	$15.41	-1.8%	

Footnote: Total paid cars include CTP & Plaza 5 only.



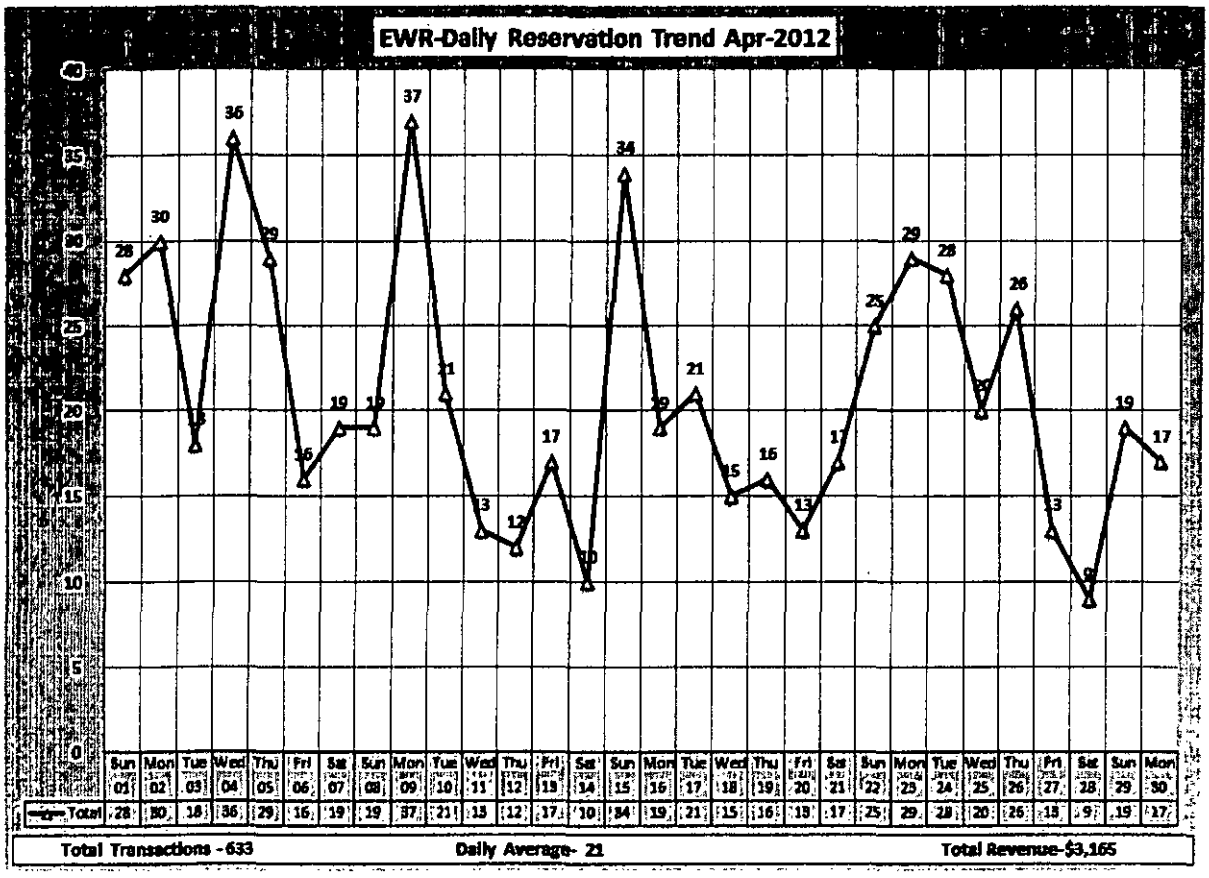


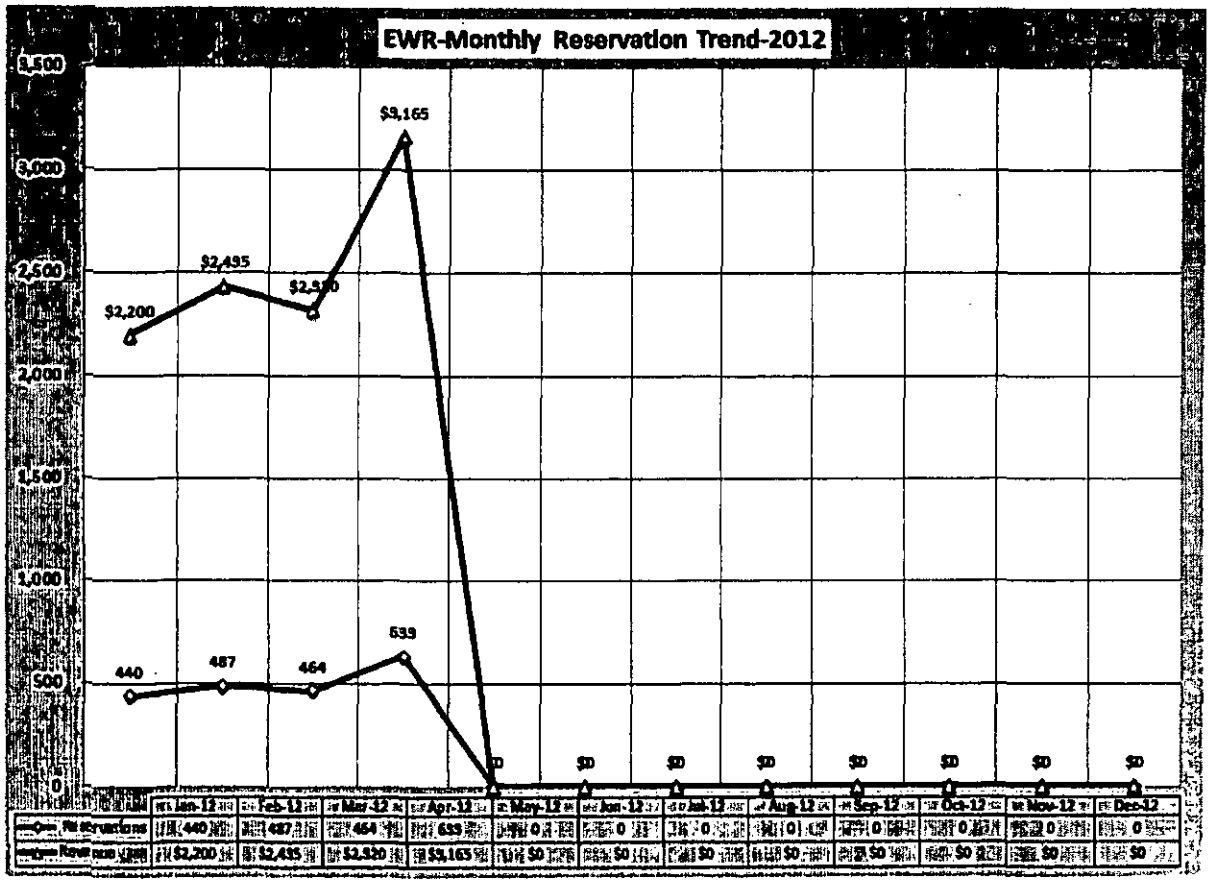
Premium Reserved Parking Program Highlights

On Monday, April 23, 2010 this program went into service.

Reserved parking is available in designated spaces in the P4 Daily Parking Garage and in the Terminal C Short Term Parking Garage. Both are conveniently located for patrons utilizing reserved parking. The P4 Garage is adjacent to the AirTrain station, which is free for on-airport travel to all terminals. The C Parking Garage is directly across from Terminal C. The reservation for the parking space must be made online, at least 24 hours in advance and costs $5, payable with major debit and credit cards. All parking charges will apply when you're ready to leave the garage.

The first year of the Premium Parking Reservation program, patrons made 4,713 reservations, generating $ 23,565 in fees. First time parkers accounted for 1,763 reservations or 37.4 % of all reservations. The total parking revenue collected from the patrons with a reservation was $ 474,790.





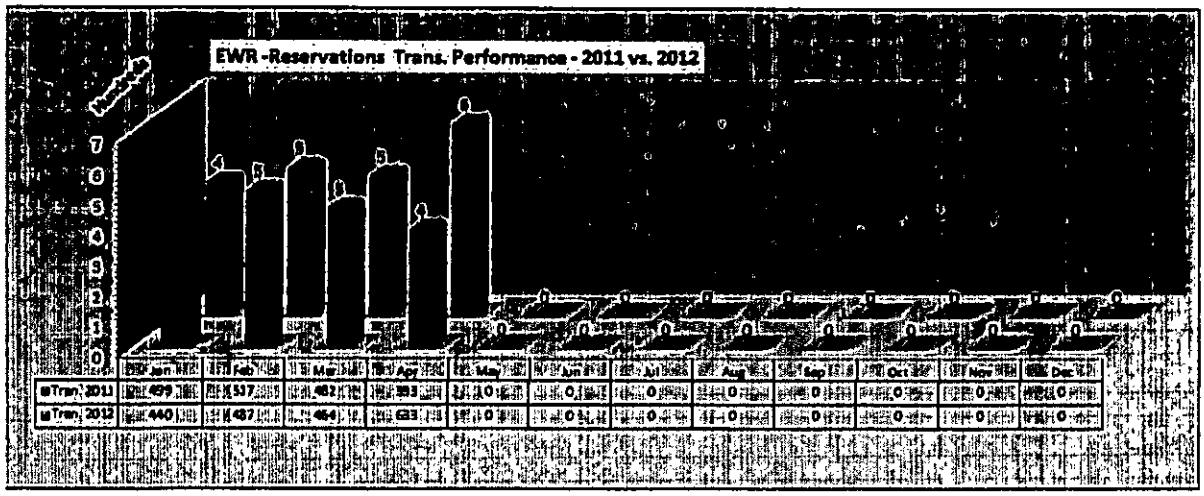
THE PORT AUTHORITY OF NEW YORK & NEW JERSEY

EWR-Premium Parking Reservations Summary Report -2011 vs. 2012

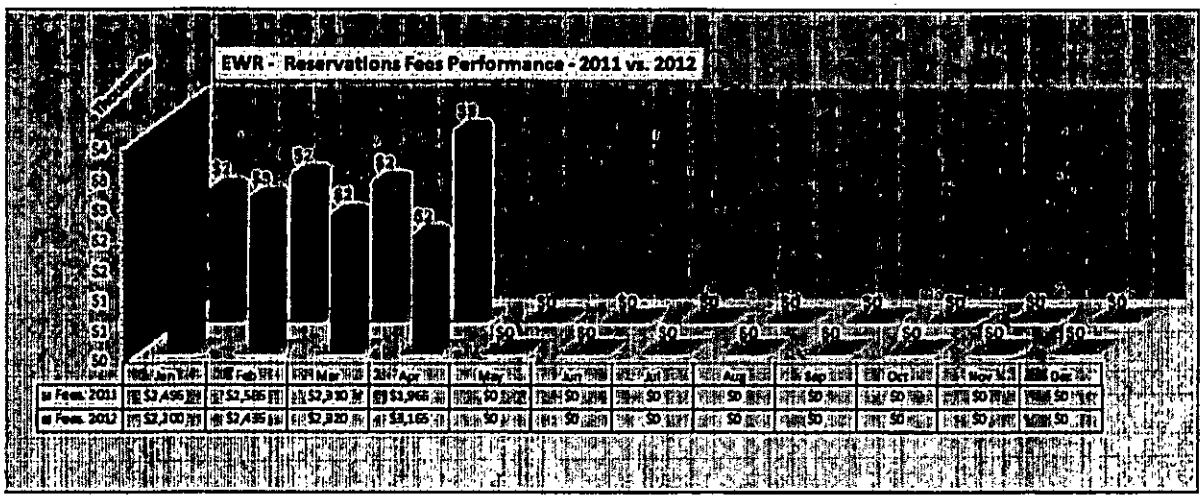
Month	Tran. 2011	Tran. 2012	Fees. 2011	Fees. 2012	Rev. 2011	Rev. 2012	Reservation % Change	Revenue.% Change
Jan	499	440	$2,495	$2,200	$52,015	$52,125	-11.8%	0.2%
Feb	517	487	$2,585	$2,435	$43,554	$45,414	-5.8%	4.3%
Mar	462	464	$2,310	$2,320	$50,803	$61,154	0.4%	20.4%
Apr	393	633	$1,965	$3,165	$46,401	$70,306	61.1%	51.5%
May								
Jun								
Jul								
Aug								
Sep								
Oct								
Nov								
Dec								
YTD	1,871	2,024	$9,355	$10,120	$192,773	$228,999	8.2%	18.8%
Daily Average	16	17	$77.96	$83.64	$1,606.44	$1,892.55		
Monthly Average	468	506	$2,338.75	$2,530.00	$48,193.25	$57,250		

	Y11	Y12	% Change
Avg. By Ticket Price	$103.02	$113.14	9.8%

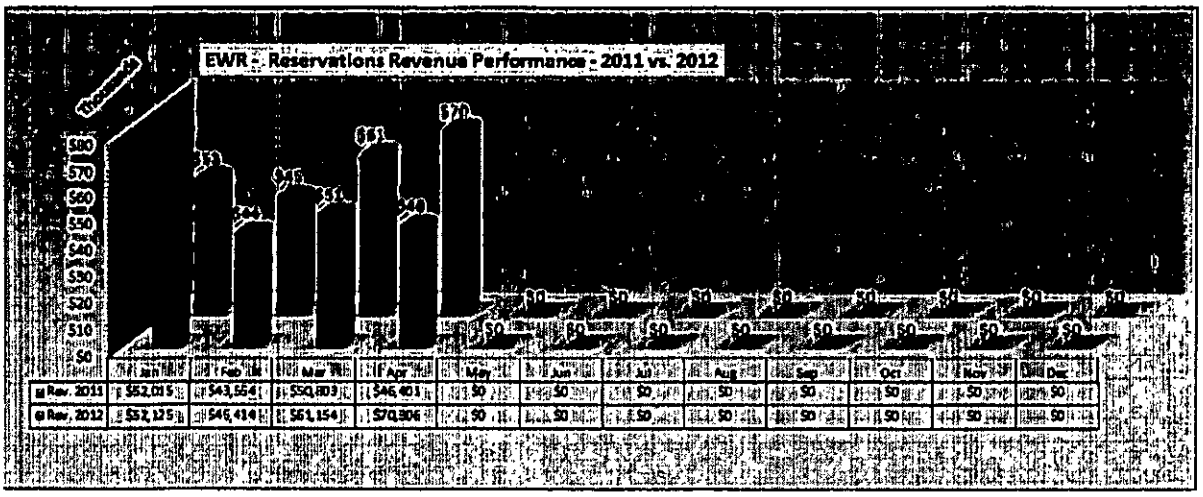
Footnote: EWR-Premium Reserved Parking Program went into service on Agu-23-2010



	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Tran. 2011	499	537	482	393	0	0	0	0	0	0	0	0
Tran. 2012	440	487	464	623	0	0	0	0	0	0	0	0



	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Fees. 2011	$2,496	$2,585	$2,930	$1,966	$0	$0	$0	$0	$0	$0	$0	$0
Fees. 2012	$2,100	$2,435	$2,820	$3,165	$0	$0	$0	$0	$0	$0	$0	$0



	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Rev. 2011	$52,015	$43,554	$50,803	$46,401	$0	$0	$0	$0	$0	$0	$0	$0
Rev. 2012	$52,125	$46,414	$61,154	$70,306	$0	$0	$0	$0	$0	$0	$0	$0

NEWARK LIBERTY INTERNATIONAL AIRPORT

	Jan-2012	Feb-2012	March-12	April-12	Year to Date
Net Reservation Fees Collected	$2,200	$2,435	$2,320	$3,165	$10,120
Reservations Made In Month of	440	487	464	633	2,024
% change from last month	1%	11%	-5%	36%	
Reservations Made For Month	441	442	601	593	2,077
% change from last month	-4%	0%	36%	-1%	
Parking Fee Collected	$52,125	$45,414	$61,154	$70,306	$228,999
% change from last month	13.3%	-12.9%	34.7%	15.0%	
Reservations Used	360	332	476	459	1,627
% of Reservations Used	82%	75%	79%	77%	78%
% change from last month	11%	-8%	43%	-4%	
Parked in Different Lot	9	6	6	13	34
% of Customers Parked in Different Lot	2%	1%	1%	2%	2%
% change from last month	0%	-50%	0%	54%	
Reservations Not Used	106	74	119	121	420
% of Reservation Not Used	24%	17%	20%	20%	20%
% change from last month	3%	-30%	61%	2%	
Average parking fee paid	$141	$134	$127	$149	$138
% change from last month	2%	-5%	-6%	17%	
Average amount of reservations per day	15	15	19	19	17
% change from last month	0%	4%	27%	-1%	
Average Day Stay	4	4	4	4	4
First Time Parkers*	155	142	195	4	496
% of first time parkers	42%	42%	40%	1%	30%
Spaces					
P4 Garage 43	254	204	356	355	1,169
P4 Garage Reservation Percentage	*58%*	*46%*	*59%*	*60%*	*56%*
Terminal C 50	212	208	236	238	894
Terminal C Reservation Percentage		*47%*	*39%*	*40%*	*43%*
Total 93					

Customer Service Highlights:

EWR

For the month of April we had a total of 33 refunds/waivers totaling $2,217. Majority of the refunds are based in patrons not receiving (handing in voucher) the economy rate in P1/P3.

PA shops were passed with an 80% average followed by Ampco shops with a whopping 100% average (totaling 97% for both). The appropriate disciplinary action along with coaching will be taken for those employees who have failed mystery shops. A job well done will be displayed on our customer service bulletin board for those employees who passed successfully.

In April we held our yearly Employee of the Year Luncheon for 2011 recipients who received employee of the month. It gives us great pleasure to be able to celebrate them for their hard work and dedication they contribute to making the operation a success. The award recipients are: Akua Afriyie (Cashier), Joseph Reinhold-Dossou (Traffic) and Sabrina Taylor (Supervisor).

Sincerely,

Stanley Petersen
General Manager EWR
Ampco System Parking
Cell # 908-956-4745
E-mail: Stanley.Petersen@abm.com.

THE PORT AUTHORITY OF NEW YORK & NEW JERSEY

NEWARK LIBERTY INTERNATIONAL AIRPORT - ABM PARKING SERVICES

MONTHLY SUMMARY REPORT - MASTER, 2012

PAID CARS VOLUME AND REVENUE BY LOT

	Master-2011		Master-2012		VARIANCE		% VARIANCE	
PARKING LOTS	PAID CARS	REVENUE	PAID CARS	REVENUE	PAID CARS	REVENUE	PAID CARS	REVENUE
CTP	748,458	$ 14,795,130	764,468	$ 15,940,323	16,010	$ 1,145,193	2.14%	7.74%
Lot - P1-P3	43,090	$ 3,688,135	48,843	$ 4,159,428	5,753	$ 471,293	13.35%	12.78%
Lot - P4	85,063	$ 8,142,529	77,009	$ 7,637,174	(8,054)	$ (505,355)	-9.47%	-6.21%
Lot - P6 (ECONOMY)	53,440	$ 4,761,652	55,739	$ 4,893,010	2,299	$ 131,358	4.30%	2.76%
VALET PARKING	7,044	$ 876,427	6,234	$ 747,269	(810)	$ (129,158)	-11.50%	-14.74%
SUB-TOTAL	937,095	$ 32,263,873	952,293	$ 33,377,204	15,198	$ 1,113,331	1.62%	3.45%
IMPOUND COLLECTION		$ 2,793		$ 10,692		$ 7,899		282.81%
ACCOUNTS RECEIVABLE COLLECTION		$ 12,314		$ 23,939		$ 11,625		94.40%
RESERVED PARKING FEES COLLECTION		$ 8,382		$ 9,422		$ 1,040		12.41%
SUB-TOTAL - PUBLIC PARKING REVENU		$ 32,287,362		$ 33,421,257		$ 1,133,895		3.51%
EMPLOYEE PARKING - INVOICE		$ 2,118,100		$ 2,227,950		$ 109,850		5.19%
GRAND TOTAL - PUBLIC/EMPLOYEE PARKING		$ 34,405,462		$ 35,649,207		$ 1,243,745		3.61%

****FOOTNOTE: NEW PARKING RATES EFFECTIVE JUNE 1, 2009

SHORT TERM VS LONG TERM PAID CARS AND REVENUE

	Master-2011		Master-2012		VARIANCE		% VARIANCE	
	SHORT-TERM	LONG-TERM	SHORT-TERM	LONG-TERM	PAID CARS	REVENUE	PAID CARS	REVENUE
PAID CARS	883,655	53,440	896,554	55,739	12,899	2,299	1.46%	4.30%
REVENUE	$ 27,523,967	$ 4,763,395	$ 28,519,509	$ 4,901,748	$ 995,542	$ 138,353	3.62%	2.90%

TRANSACTIONS AND REVENUE COLLECTED BY TYPE

	Master-2011		Master-2012		VARIANCE		% VARIANCE	
TRANSACTION TYPE	COUNT	REVENUE	COUNT	REVENUE	COUNT	REVENUE	COUNT	REVENUE
CASH/CHECKS	255,726	$ 2,973,646	242,690	$ 2,803,502	(13,036)	$ (170,144)	-5.10%	-5.72%
CREDIT CARDS	240,390	$ 17,992,549	251,347	$ 18,531,039	10,957	$ 538,490	4.56%	2.99%
E-Z PASS	402,043	$ 9,587,990	409,070	$ 9,629,974	7,027	$ 41,984	1.75%	0.44%
POF	38,936	$ 1,715,496	49,186	$ 2,426,958	10,250	$ 711,462	26.33%	41.47%
COMPLIMENTARY	50,060		48,538		(1,522)	$ -	-3.04%	
NON-REVENUE	128,204		138,604		10,400	$ -	8.11%	
IMPOUND VEHICLES		$ 5,367		$ 7,920	-	$ 2,553		47.57%
ACCOUNTS RECEIVABLE COLLECTION		$ 12,314		$ 21,864		$ 9,550		77.55%
RESERVED PARKING FEES COLLECTION		$ -		$ -		$ -		#DIV/0!
GRAND TOTAL	1,115,359	$ 32,287,362	1,139,435	$ 33,421,257	24,076	$ 1,133,895	2.16%	3.51%

UNMANNED LANE TRANSACTIONS AND REVENUE COLLECTED

	Master-2011		Master-2012		VARIANCE		% VARIANCE	
TRANSACTION TYPE	COUNT	REVENUE	COUNT	REVENUE	COUNT	REVENUE	COUNT	REVENUE
CREDIT CARDS	5,206	$ 97,969	5,089	$ 94,317	(117)	$ (3,652)	-2.25%	-3.73%
E-Z PASS	114,221	$ 1,775,960	131,110	$ 2,004,761	16,889	$ 228,801	14.79%	12.88%
TOTAL	119,427	$ 1,873,929	136,199	$ 2,099,078	16,772	$ 225,149	14.04%	12.01%
% UNMANNED VS TOTAL AIRPORT	12.74%	5.81%	14.30%	6.29%				

E-Z PASS USAGE BY LOT & AVERAGE FEE

	Master-2011		Master-2012		VARIANCE		% VARIANCE	
E-Z PASS	TRANSACTION	REVENUE	TRANSACTION	REVENUE	TRANSACTION	REVENUE	TRANSACTION	REVENUE
CTP	358,851	$ 5,444,767	366,198	$ 5,573,396	7,347	$ 128,629	2.05%	2.36%
Lot - P1-P3	9,301	$ 822,652	10,328	$ 901,608	1,027	$ 78,956	11.04%	9.60%
Lot - P4	19,492	$ 2,031,501	18,243	$ 3,290,692	(1,249)	$ 1,259,191	-6.41%	61.98%
Lot - P6 (ECONOMY)	14,399	$ 1,289,070	14,301	$ 1,271,426	(98)	$ (17,644)	-0.68%	-1.37%
TOTAL	402,043	$ 9,587,990	409,070	$ 11,037,122	7,027	$ 1,449,132	1.75%	15.11%
NET FEES		$ 289,955.13		$ 291,882.11		$ 1,927		
AVERAGE FEE PER TRANSACTION		$ 0.72		$ 0.71		$ (0.01)		
AVERAGE REVENUE PER TRANSACTION		$ 23.85		$ 26.98		$ 3.13		
% FEE PER DOLLAR CHARGE		3.02%		2.64%		-0.38%		

SUMMARY CREDIT CARD USAGE BY TYPE

	Master-2011		Master-2012		VARIANCE		% VARIANCE	
CREDIT CARDS	TRANSACTION	REVENUE	TRANSACTION	REVENUE	TRANSACTION	REVENUE	TRANSACTION	REVENUE
AMEX	112,996	$ 9,284,129	115,059	$ 9,639,376	2,063	$ 355,247	1.83%	3.83%
MASTER CARD	60,090	$ 4,190,143	69,675	$ 4,857,959	9,585	$ 667,816	15.95%	15.94%
VISA	101,473	$ 5,705,358	110,977	$ 6,207,783	9,504	$ 502,425	9.37%	8.81%
DISCOVER	4,767	$ 252,015	4,822	$ 252,881	55	$ 866	1.15%	0.34%
TOTAL	279,326	$ 19,431,645	300,533	$ 20,957,998	21,207	$ 1,526,353	7.59%	7.85%

CREDIT CARD USAGE BY LOT & AVERAGE FEE

CREDIT CARDS	AMERICAN EXPRESS TRANSACTION	AMERICAN EXPRESS AMOUNT	VISA - MASTERCARD TRANSACTION	VISA - MASTERCARD AMOUNT	DISCOVER CARD TRANSACTION	DISCOVER CARD AMOUNT
CTP	100,420	$ 8,271,700	154,483	$ 8,593,261	3,927	$ 175,059
Lot - P1-P3	-	$ -	-	$ -	-	$ -
Lot - P4	-	$ -	-	$ -	-	$ -
Lot - P6 (ECONOMY)	*11,025*	*$ 944,670*	*23,793*	*$ 2,155,021*	*741*	*$ 68,952*
VALET PARKING	3,614	$ 423,006	2,376	$ 317,459	28	$ 4,473
POF	-	$ -	-	$ -	-	$ -
TOTAL	115,059	$ 9,639,376	180,652	$ 11,065,742	4,696	$ 248,484
NET FEES		$ 231,203.53		$ 236,780.29		
AVERAGE FEE PER TRANSACTION		$ 2.01		$ 1.31		
AVERAGE REVENUE PER TRANSACTION		$ 83.78		$ 61.04		
% FEE PER DOLLAR CHARGE		2.40%		2.15%		

***FOOTNOTE: DISCOVER FEES ARE INCLUDED IN VISA & MASTERCARD

CASH/CREDIT CARD/E-Z PASS & POF USAGE

	Master-2012 TRANSACTION	Master-2012 REVENUE	% OF AIRPORT TOTAL TRANSACTION	% OF AIRPORT TOTAL REVENUE	AVG. FEE PER TRANSACTION
CASH	242,690	2,833,286	25.48%	8.48%	
CREDIT CARD	251,347	18,531,039	26.39%	55.45%	$ 1.66
E-Z PASS	409,070	9,629,974	42.96%	28.81%	$ 0.71
POF	49,186	2,426,958	5.17%	7.26%	
TOTAL	952,293	$ 33,421,257	100.00%	100.00%	

VOUCHERS REDEEM

PARKING LOTS	Master-2011 TRANSACTION	Master-2011 REVENUE	Master-2012 TRANSACTION	Master-2012 REVENUE	VARIANCE TRANSACTION	VARIANCE REVENUE	% VARIANCE TRANSACTION	% VARIANCE REVENUE
CTP	9	$ 162	-	$ -	(9)	$ (162)	-100.00%	-100.00%
Lot - P1-P3	7,511	$ 135,198	6,134	$ 110,412	(1,377)	$ (24,786)	-18.33%	-18.33%
Lot - P4	292	$ 5,256	4	$ 72	(288)	$ (5,184)	-98.63%	-98.63%
Lot - P6 (ECONOMY)	-	$ -	-	$ -	-	$ -	#DIV/0!	#DIV/0!
TOTAL	7,812	$ 140,616	6,138	$ 110,484	(1,674)	$ (30,132)	-21.43%	-21.43%

PREMIUM PARKING RESERVATIONS

	Master-2011 RESERVATIONS	Master-2011 REVENUE	Master-2012 RESERVATIONS	Master-2012 REVENUE	VARIANCE RESERVATIONS	VARIANCE REVENUE	% VARIANCE RESERVATIONS	% VARIANCE REVENUE
Lot - P4	895	$ 4,475	1117	$ 5,585	222	$ 1,110	24.80%	24.80%
C-GARAGE	976	$ 4,880	907	$ 4,535	(69)	$ (345)	-7.07%	-7.07%
TOTAL	1,871	$ 9,355	2,024	$ 10,120	153	$ 765	8.18%	8.18%

POF TRANSACTION & REVENUE BY LOT

PARKING LOTS	Master-2011 TRANSACTION	Master-2011 REVENUE	Master-2012 TRANSACTION	Master-2012 REVENUE	VARIANCE TRANSACTION	VARIANCE REVENUE	% VARIANCE TRANSACTION	% VARIANCE REVENUE
CTP	29,100	$ 871,920	35,267	$ 1,177,797	6,167	$ 305,877	21.19%	35.08%
Lot - P1-P3	2,364	$ 198,750	5,618	$ 472,862	3,254	$ 274,112	137.65%	137.92%
Lot - P4					-	$ -	#DIV/0!	#DIV/0!
Lot - P6 (Economy)	-	$ -	-	$ -	-	$ -	*#DIV/0!*	*#DIV/0!*
TOTAL	31,464	$ 1,070,670	40,885	$ 1,650,659	9,421	$ 579,989	29.94%	54.17%
% POF VS TOTAL AIRPORT	3.36%	3.32%	4.29%	4.95%				

BALANCE DUE ISSUED

Master-2011 TRANSACTION	Master-2011 REVENUE	Master-2012 TRANSACTION	Master-2012 REVENUE	VARIANCE TRANSACTION	VARIANCE REVENUE	% VARIANCE TRANSACTION	% VARIANCE REVENUE
500	$ 34,273	307	$ 16,462	(193)	$ (17,811)	-38.60%	-51.97%

FOOTNOTE:

LOT SPACE CAPACITY

PARKING LOTS	REGULAR	HANDICAP	RESERVED	CAPACITY	CLOSED	REASON	AVALIABLE
A - SURFACE	1,477	39	0	1,516	-	N/A	1,516
B - SURFACE	1,059	23	0	1,082	42	CONSTRUCTION	1,040
C - GARAGE	3,269	77	50	3,396	2	N/A	3,394
C - EXTERIOR	247	-	0	247	-	N/A	247
P1-P3	3,687	27	0	3,714	-	N/A	3,714
P4 - GARAGE	2,921	30	50	3,001	-	N/A	3,001
P6 - ECONOMY SURFACE	4,457	21	0	4,478	1,244	CONSTRUCTION	3,234
P7 - ECONOMY SURFACE	1,136	18	0	1,154	1,154	CLOSED	-
P9 - ECONOMY SURFACE	1,162	24	0	1,186	1,186	CLOSED	-
VALET - P4 GARAGE LEVEL 1	274	-	0	274	-	N/A	274
VALET - G4 SURFACE	*360*	-	*0*	*360*	-	*N/A*	360
SUB-TOTAL	20,049	259	100	20,408	3,628		16,780
LOT F (EMPLOYEE LOT)	2,603	40	0	2,643	-	N/A	2,643
TOTAL	22,652	299	100	23,051	3,628		19,423

FOOTNOTE:

LPI DAILY AVERAGE

Master-2011	Master-2012	VARIANCE	% VARIANCE
24,390	24,138	(252)	-1.0%

AVERAGE TICKET PRICE/DURATION PER LOT & % OCCUPANCY

PARKING LOTS	Master-2011 AVG PER TICKET	Master-2011 AVG STAY	Master-2012 AVG PER TICKET	Master-2012 AVG STAY	% VARIANCE AVG PER TICKET	% occupancy @ 3pm @ 3PM
CTP	$ 19.85	1Days /1¼Hrs	$ 20.89	1Days /2¼ Hrs	5.25%	27.75%
Lot - P1-P3	$ 85.45	4Hrs/4¼ Hrs	$ 85.06	4¼ Hrs/5Hrs	-0.46%	43.50%
Lot - P4	$ 96.08	3Days /0 Hrs	$ 99.18	4Days /0Hrs	3.23%	74.50%
Lot - P6 (ECONOMY)	$ 89.58	4¼ Hrs/5Hrs	$ 87.70	4¼ Hrs/5Hrs	-2.10%	89.25%
VALET PARKING	$ 124.03	1Days /1¼Hrs	$ 119.93	1Days /1¼ Hrs	-3.31%	32.75%
TOTAL	$ 34.52	*5Hrs/5¼ Hrs*	$ 35.08	*1Days/¼Hrs*	1.65%	26.78%

LOT SATURATION

PARKING LOTS	DATE	TIME CLOSED	TIME OPENED		REMARK	
CTP	"	None	None	"	"	"
Lot - P1-P3	"	None	None	"	"	"
Lot - P4	"	None	None	"	"	"
Lot - P6 (ECONOMY)	"	None	None	"	"	"
VALET PARKING	"	None	None	"	"	"

Footnote: Level # 1 is closed to avoid Long Term Parking user.

EXCEPTION & NON-REVENUE BY TYPE

	Master-2011		Master-2012		VARIANCE		% VARIANCE	
NON-REVENUE	TRANSACTION	AMOUNT	TRANSACTION	AMOUNT	TRANSACTION	AMOUNT	TRANSACTION	AMOUNT
PA OFFICIAL BUSINESS PASS	546	$ 14,973	594	$ 14,958	48	$ (15)	8.79%	-0.10%
PA EMPLOYEE PERSONAL PASS	92	$ 7,887	67	$ 4,629	(25)	$ (3,258)	-27.17%	-41 31%
DISCOUNT STAMPED TICKET	1,038	$ 30,642	1,047	$ 31,830	9	$ 1,188	0.87%	3.88%
DIPLOMAT	639	$ 5,832	691	$ 6,481	52	$ 649	8.14%	11.13%
PRESS PASS	232	$ 4,167	183	$ 3,525	(49)	$ (642)	-21.12%	-15.41%
PIN #	38,663	$ 743,566	36,822	$ 713,603	(1,841)	$ (29,963)	-4.76%	-4.03%
VOID/BUS-MISCELLANEOUS	420	$ 12,225	147	$ 5,540	(273)	$ (6,685)	-65.00%	-54.68%
SUB-TOTAL	41,630	$ 819,292	39,551	$ 780,566	(2,079)	$ (38,726)	-4.99%	-4.73%
HANDICAP	3,361	$ 243,291	3,752	$ 254,161	391	$ 10,870	11.63%	4.47%
UNCOLLECTED FUND	500	$ 7,403	307	$ 9,621	(193)	$ 2,218	-38.60%	29.96%
RATE & TIME DISPUTE TRANSACTION	4,594	$ 107,423	3,000	$ 67,228	(1,594)	$ (40,195)	-34.70%	-37.42%
IMPOUND TRANSACTION	-	$ -	-	$ -	-	$ -	#DIV/0!	#DIV/0!
SUB-TOTAL	8,455	$ 358,117	7,059	$ 331,010	(1,396)	$ (27,107)	-16.51%	-7.57%
LOST TICKET EXCEPTIONS								
LOST TICKET TRANSACTION	5,573	$ 364,248	5,523	$ 339,125	(50)	$ (25,123)	-0.90%	-6.90%
GRAND TOTAL	74,552	$ 2,577,303	70,731	$ 2,215,510	(3,821)	$ (361,793)	-5.13%	-14.04%

THE PORT AUTHORITY OF NEW YORK & NEW JERSEY

JOHN F. KENNEDY INTERNATIONAL AIRPORT - ABM PARKING SERVICES

MONTHLY SUMMARY REPORT - APRIL, 2012

PAID CARS VOLUME AND REVENUE BY LOT

PARKING LOTS	April-2011 PAID CARS	April-2011 REVENUE	April-2012 PAID CARS	April-2012 REVENUE	VARIANCE PAID CARS	VARIANCE REVENUE	% VARIANCE PAID CARS	% VARIANCE REVENUE
P1 - (GREEN)	86,627	$ 1,111,368	85,975	$ 1,182,110	(652)	$ 70,742	-0.75%	6.37%
P2 - (BLUE)	125,945	$ 1,314,604	115,927	$ 1,190,494	(10,018)	$ (124,110)	-7.95%	-9.44%
P3 - (RED)	44,619	$ 683,934	50,449	$ 698,825	5,830	$ 14,891	13.07%	2.18%
P4 - (YELLOW)	37,495	$ 1,097,909	37,168	$ 1,218,440	(327)	$ 120,531	-0.87%	10.98%
P5 - (ORANGE)	29,106	$ 339,247	30,065	$ 353,367	959	$ 14,120	3.29%	4.16%
P9 - (LONG TERM)	19,959	$ 1,860,857	21,360	$ 2,069,596	1,401	$ 208,739	7.02%	11.22%
SUB-TOTAL	343,751	$ 6,407,919	340,944	$ 6,712,832	(2,807)	$ 304,913	-0.82%	4.76%
IMPOUND COLLECTION		$ 994		$ 5,349		$ 4,355		438.13%
ACCOUNTS RECEIVABLE COLLECTION		$ 1,867		$ 8,246		$ 6,379		341.67%
RESERVED PARKING FEES COLLECTION		$ -		$ 1,613		$ 1,613		#DIV/0!
EMPLOYEE PARKING - SALES		$ 36,897		$ 48,624		$ 11,727		31.78%
SUB-TOTAL - PUBLIC PARKING REVENU		$ 6,447,677		$ 6,776,664		$ 328,987		5.10%
EMPLOYEE PARKING - INVOICE		$ 461,100		$ 467,800		$ 6,700		1.45%
GRAND TOTAL - PUBLIC/EMPLOYEE PARKING		$ 6,908,777		$ 7,244,464		$ 335,687		4.86%

****FOOTNOTE: NEW PARKING RATES EFFECTIVE JUNE 1, 2009

SHORT TERM VS LONG TERM PAID CARS AND REVENUE

	April-2011 SHORT-TERM	April-2011 LONG-TERM	April-2012 SHORT-TERM	April-2012 LONG-TERM	VARIANCE PAID CARS	VARIANCE REVENUE	% VARIANCE PAID CARS	% VARIANCE REVENUE
PAID CARS	323,792	$ 19,959	319,584	$ 21,360	(4,208)	$ 1,401	-1.30%	7.02%
REVENUE	4,583,959	$ 1,860,857	4,643,236	$ 2,069,596	59,277	$ 208,739	1.29%	11.22%

TRANSACTIONS AND REVENUE COLLECTED BY TYPE

TRANSACTION TYPE	April-2011 COUNT	April-2011 REVENUE	April-2012 COUNT	April-2012 REVENUE	VARIANCE COUNT	VARIANCE REVENUE	% VARIANCE COUNT	% VARIANCE REVENUE
CASH/CHECKS	166,544	$ 1,724,844	158,425	$ 1,648,069	(8,119)	$ (76,775)	-4.87%	-4.45%
CREDIT CARDS	50,687	$ 2,340,298	51,906	$ 2,590,465	1,219	$ 250,167	2.40%	10.69%
E-Z PASS	119,564	$ 2,207,627	121,029	$ 2,271,564	1,465	$ 63,937	1.23%	2.90%
POF	6,956	$ 172,047	9,584	$ 251,358	2,628	$ 79,311	37.78%	46.10%
COMPLIMENTARY	25,177		39,195		14,018	$ -	55.68%	
NON-REVENUE	87,294		95,795		8,501	$ -	9.74%	
IMPOUND VEHICLES		$ 1,867		$ 8,246	-	$ 6,379		341.67%
ACCOUNTS RECEIVABLE COLLECTION		$ 994		$ 5,349		$ 4,355		438.13%
RESERVED PARKING FEES COLLECTION		$ -		$ 1,613		$ 1,613		#DIV/0!
GRAND TOTAL	456,222	$ 6,447,677	475,934	$ 6,776,664	19,712	$ 328,987	4.32%	5.10%

UNMANNED LANE TRANSACTIONS AND REVENUE COLLECTED

TRANSACTION TYPE	April-2011 COUNT	April-2011 REVENUE	April-2012 COUNT	April-2012 REVENUE	VARIANCE COUNT	VARIANCE REVENUE	% VARIANCE COUNT	% VARIANCE REVENUE
CREDIT CARDS	11,087	$ 260,787	12,699	$ 367,134	1,612	$ 106,347	14.54%	40.78%
E-Z PASS	44,572	$ 626,808	43,991	$ 583,937	(581)	$ (42,871)	-1.30%	-6.84%
TOTAL	55,659	$ 887,595	56,690	$ 951,071	1,031	$ 63,476	1.85%	7.15%
% UNMANNED VS TOTAL AIRPORT	16.19%	13.85%	16.63%	14.17%				

E-Z PASS USAGE BY LOT & AVERAGE FEE

E-Z PASS	April-2011 TRANSACTION	April-2011 REVENUE	April-2012 TRANSACTION	April-2012 REVENUE	VARIANCE TRANSACTION	VARIANCE REVENUE	% VARIANCE TRANSACTION	% VARIANCE REVENUE
P1 - (GREEN)	33,246	$ 414,147	33,244	$ 428,199	(2)	$ 14,052	-0.01%	3.39%
P2 - (BLUE)	36,619	$ 380,019	35,957	$ 361,044	(662)	$ (18,975)	-1.81%	-4.99%
P3 - (RED)	18,056	$ 282,573	19,757	$ 267,996	1,701	$ (14,577)	9.42%	-5.16%
P4 - (YELLOW)	12,166	$ 396,327	11,873	$ 421,842	(293)	$ 25,515	-2.41%	6.44%
P5 - (ORANGE)	13,009	$ 127,923	13,270	$ 128,967	261	$ 1,044	2.01%	0.82%
P9 - (LONG TERM)	6,468	$ 606,638	6,928	$ 663,516	460	$ 56,878	7.11%	9.38%
TOTAL	119,564	$ 2,207,627	121,029	$ 2,271,564	1,465	$ 63,937	1.23%	2.90%
NET FEES		$ 70,136.18		$ 71,917.73		$ 1,782		
AVERAGE FEE PER TRANSACTION		$ 0.59		$ 0.59		$ 0.01		
AVERAGE REVENUE PER TRANSACTION		$ 18.46		$ 18.77		$ 0.30		
% FEE PER DOLLAR CHARGE		3.18%		3.17%		-0.01%		

SUMMARY CREDIT CARD USAGE BY TYPE

CREDIT CARDS	April-2011 TRANSACTION	April-2011 REVENUE	April-2012 TRANSACTION	April-2012 REVENUE	VARIANCE TRANSACTION	VARIANCE REVENUE	% VARIANCE TRANSACTION	% VARIANCE REVENUE
AMEX	13,648	$ 920,975	14,132	$ 983,169	484	$ 62,194	3.55%	6.75%
MASTER CARD	15,698	$ 598,309	16,376	$ 670,912	678	$ 72,603	4.32%	12.13%
VISA	27,628	$ 979,430	30,147	$ 1,143,891	2,519	$ 164,461	9.12%	16.79%
DISCOVER	900	$ 34,545	1,151	$ 43,852	251	$ 9,307	27.89%	26.94%
TOTAL	57,874	$ 2,533,259	61,806	$ 2,841,823	3,932	$ 308,564	6.79%	12.18%

CREDIT CARD USAGE BY LOT & AVERAGE FEE

CREDIT CARDS	AMERICAN EXPRESS TRANSACTION	AMERICAN EXPRESS AMOUNT	VISA - MASTERCARD TRANSACTION	VISA - MASTERCARD AMOUNT	DISCOVER CARD TRANSACTION	DISCOVER CARD AMOUNT
P1 - (GREEN)	2,848	$ 167,803	8,783	$ 214,390	173	$ 2,964
P2 - (BLUE)	1,804	$ 52,398	9,657	$ 158,741	283	$ 4,542
P3 - (RED)	1,357	$ 88,672	5,351	$ 137,678	121	$ 1,587
P4 - (YELLOW)	2,104	$ 201,436	4,625	$ 263,829	80	$ 3,831
P5 - (ORANGE)	709	$ 41,415	2,575	$ 63,084	63	$ 1,425
P9 - (LONG TERM)	3,282	$ 331,724	7,850	$ 795,968	222	$ 23,680
DIAL-UP	34	$ 3,691	294	$ 30,633	7	$ 975
POF	1,994	$ 96,030	7,388	$ 150,480	202	$ 4,848
TOTAL	14,132	$ 983,169	46,523	$ 1,814,803	1,151	$ 43,852
NET FEES		$ 23,563.43		$ 37,828.92		
AVERAGE FEE PER TRANSACTION		$ 1.67		$ 0.81		
AVERAGE REVENUE PER TRANSACTION		$ 69.57		$ 38.99		
% FEE PER DOLLAR CHARGE		2.40%		2.09%		

***FOOTNOTE: DISCOVER FEES ARE INCLUDED IN VISA & MASTERCARD

CASH/CREDIT CARD/E-Z PASS & POF USAGE

	April-2012 TRANSACTION	April-2012 REVENUE	% OF AIRPORT TOTAL TRANSACTION	% OF AIRPORT TOTAL REVENUE	AVG. FEE PER TRANSACTION
CASH	158,425	1,663,277	46.47%	24.54%	
CREDIT CARD	51,906	2,590,465	15.22%	38.23%	$ 1.24
E-Z PASS	121,029	2,271,564	35.50%	33.52%	$ 0.59
POF	9,584	251,358	2.81%	3.71%	
TOTAL	340,944	$ 6,776,664	100.00%	100.00%	

VOUCHERS REDEEM

PARKING LOTS	April-2011 TRANSACTION	April-2011 REVENUE	April-2012 TRANSACTION	April-2012 REVENUE	VARIANCE TRANSACTION	VARIANCE REVENUE	% VARIANCE TRANSACTION	% VARIANCE REVENUE
P1 - (GREEN)	-	$ -	-	$ -	-	$ -	#DIV/0!	#DIV/0!
P2 - (BLUE)	-	$ -	-	$ -	-	$ -	#DIV/0!	#DIV/0!
P3 - (RED)	-	$ -	-	$ -	-	$ -	#DIV/0!	#DIV/0!
P4 - (YELLOW)	-	$ -	-	$ -	-	$ -	#DIV/0!	#DIV/0!
P5 - (ORANGE)	-	$ -	-	$ -	-	$ -	#DIV/0!	#DIV/0!
TOTAL	-	$ -	-	$ -	-	$ -	#DIV/0!	#DIV/0!

PREMIUM PARKING RESERVATIONS

PARKING LOTS	April-2011 RESERVATIONS	April-2011 REVENUE	April-2012 RESERVATIONS	April-2012 REVENUE	VARIANCE RESERVATIONS	VARIANCE REVENUE	% VARIANCE RESERVATIONS	% VARIANCE REVENUE
P1 - (GREEN)	-	$ -	82	$ 410	82	$ 410	#DIV/0!	#DIV/0!
P2 - (BLUE)	-	$ -	63	$ 315	63	$ 315	#DIV/0!	#DIV/0!
P3 - (RED)	-	$ -	64	$ 320	64	$ 320	#DIV/0!	#DIV/0!
P4 - (YELLOW)	-	$ -	117	$ 585	117	$ 585	#DIV/0!	#DIV/0!
P5 - (ORANGE)	-	$ -	31	$ 155	31	$ 155	#DIV/0!	#DIV/0!
TOTAL	-	$ -	357	$ 1,785	357	$ 1,785	#DIV/0!	#DIV/0!

FOOTNOTE: JFK-Premium Reserved Parking Program went into service on OCT-2011

POF TRANSACTION & REVENUE BY LOT

PARKING LOTS	April-2011 TRANSACTION	April-2011 REVENUE	April-2012 TRANSACTION	April-2012 REVENUE	VARIANCE TRANSACTION	VARIANCE REVENUE	% VARIANCE TRANSACTION	% VARIANCE REVENUE
P1 - (GREEN)	801	$ 11,652	1,200	$ 17,772	399	$ 6,120	49.81%	52.52%
P2 - (BLUE)	1,455	$ 24,042	2,096	$ 37,202	641	$ 13,160	44.05%	54.74%
P3 - (RED)	696	$ 17,964	1,288	$ 25,968	592	$ 8,004	85.06%	44.56%
P4 - (YELLOW)	2,612	$ 94,752	3,372	$ 142,791	760	$ 48,039	29.10%	50.70%
P5 - (ORANGE)	1,392	$ 23,637	1,628	$ 27,625	236	$ 3,988	16.95%	16.87%
TOTAL	6,956	$ 172,047	9,584	$ 251,358	2,628	$ 79,311	37.78%	46.10%
% POF VS TOTAL AIRPORT	2.02%	2.68%	2.81%	3.74%				

BALANCE DUE ISSUED

	April-2011 TRANSACTION	April-2011 REVENUE	April-2012 TRANSACTION	April-2012 REVENUE	VARIANCE TRANSACTION	VARIANCE REVENUE	% VARIANCE TRANSACTION	% VARIANCE REVENUE
TOTAL	39	$ 1,935	44	$ 1,760	5	$ (175)	12.82%	-9.04%

FOOTNOTE:

LOT SPACE CAPACITY

PARKING LOTS	REGULAR	HANDICAP	RESERVED	CAPACITY	CLOSED	REASON	AVALIABLE
P1 - (GREEN)	1,503	30	57	1,590	-		1,590
P2 - (BLUE)	2,022	57	42	2,121	-		2,121
P3 - (RED)	1,826	24	34	1,884	-	Open 11/15/06	1,884
P4 - (YELLOW)	1,401	76	30	1,507	-	Open 09/22/08	1,507
P5 - (ORANGE)	691	8	24	723	-		723
P9 - (LONG TERM)	6,525	24	0	6,549	-		6,549
CELL PHONE LOT (7 A)	375	-	0	375	-		375
SUB-TOTAL	14,343	219	187	14,749	-		14,749
LOT 8 - EMPLOYEE LOT	1,684	18	0	1,702	-		1,702
TOTAL	16,027	237	187	16,451	-		16,451

FOOTNOTE: Lot 7 (760 Spaces being utilized by Delta Employees) Lot 7A (Currently being used as "Cell Phone Lot") Lot 7B (674 Spaces for Overflow Parking)

LPI DAILY AVERAGE

April-2011	April-2012	VARIANCE	% VARIANCE
3,622	3,451	(171)	-4.7%

AVERAGE TICKET PRICE/DURATION PER LOT & % OCCUPANCY

PARKING LOTS	April-2011 AVG PER TICKET	April-2011 AVG STAY	April-2012 AVG PER TICKET	April-2012 AVG STAY	% VARIANCE AVG PER TICKET	% occupancy @ 3pm @ 3PM
Lot # 1 (Green Lot)	$ 12.83	2Hrs /2½Hrs	$ 13.75	2Hrs /2½Hrs	7.17%	30.00%
Lot # 2 (Blue Lot)	$ 10.44	1½Hrs/2Hrs	$ 10.27	1½Hrs/2Hrs	-1.62%	67.00%
Lot # 3 (Red Lot)	$ 15.33	2½Hrs/3Hrs	$ 13.85	2Hrs /2½Hrs	-9.63%	71.00%
Lot # 4 (Yellow Lot)	$ 29.28	4½Hrs/5Hrs	$ 32.78	5Hrs/24Hrs	11.95%	31.00%
Lot # 5 (Orange Lot)	$ 11.66	1½Hrs/2Hrs	$ 11.75	1½Hrs/2Hrs	0.84%	37.00%
Lot # 9 (Long Term)	$ 93.23	5Days/ 8Hrs	$ 96.89	5Days/8Hrs	3.92%	55.00%
TOTAL	$ 18.64	3Hrs /3½Hrs	$ 19.69	3Hrs /3½Hrs	5.62%	48.50%

LOT SATURATION

PARKING LOTS	DATE	TIME CLOSED	TIME OPENED	REMARK
Lot # 1 (Green Lot)	Apr-01 thru Apr-30	None	None	" "
Lot # 2 (Blue Lot)	"	None	None	" "
Lot # 3 (Red Lot)	"	None	None	" "
Lot # 4 (Yellow Lot)	"	None	None	" "
Lot # 5 (Orange Lot)	"	None	None	" "
Lot # 9 (Long Term)	"	None	None	" "

**Footnote:

EXCEPTION & NON-REVENUE BY TYPE

NON-REVENUE	April-2011 TRANSACTION	April-2011 AMOUNT	April-2012 TRANSACTION	April-2012 AMOUNT	VARIANCE TRANSACTION	VARIANCE AMOUNT	% VARIANCE TRANSACTION	% VARIANCE AMOUNT
PA OFFICIAL BUSINESS PASS	202	$ 3,934	170	$ 3,264	(32)	$ (670)	-15.84%	-17.03%
PA EMPLOYEE PERSONAL PASS	22	$ 453	-	$ -	(22)	$ (453)	-100.00%	-100.00%
COUPON # 0	425	$ 12,206	528	$ 15,171	103	$ 2,965	24.24%	24.29%
DISCOUNT STAMPED TICKET	78	$ 783	110	$ 1,194	32	$ 411	41.03%	52.49%
DIPLOMAT	1,542	$ 14,886	1,531	$ 14,259	(11)	$ (627)	-0.71%	-4.21%
PRESS PASS	173	$ 3,845	105	$ 2,727	(68)	$ (1,118)	-39.31%	-29.08%
SUB-TOTAL	2,442	$ 36,107	2,444	$ 36,615	2	$ 508	0.08%	1.41%
HANDICAP	598	$ 39,941	757	$ 42,381	159	$ 2,440	26.59%	6.11%
UNCOLLECTED FUND	4	$ 87	8	$ 471	4	$ 384	100.00%	441.38%
RATE & TIME DISPUTE TRANSACTION	482	$ 7,118	992	$ 18,990	510	$ 11,872	105.81%	166.79%
IMPOUND TRANSACTION	24	$ 961	18	$ 5,349	(6)	$ 4,388	-25.00%	456.61%
SUB-TOTAL	1,108	$ 48,107	1,775	$ 67,191	667	$ 19,084	60.20%	39.67%
LOST TICKET EXCEPTIONS								
SUB-TOTAL	697	$ 41,542	734	$ 32,413	37	$ (9,129)	5.31%	-21.98%
STOLEN TICKET TRANSACTION	243	$ 1,259	229	$ 2,853	(14)	$ 1,594	-5.76%	126.61%
MANUALLY ENTERED TICKET	4,866	$ 120,642	3,721	$ 100,926	(1,145)	$ (19,716)	-23.53%	-16.34%
GRAND TOTAL	9,356	$ 247,657	8,903	$ 239,998	(1,157)	$ (17,614)	-12.37%	-7.11%

THE PORT AUTHORITY OF NEW YORK & NEW JERSEY

JOHN F. KENNEDY INTERNATIONAL AIRPORT - ABM PARKING SERVICES

MONTHLY SUMMARY REPORT - MASTER, 2012

PAID CARS VOLUME AND REVENUE BY LOT

	Master-2011		Master-2012		VARIANCE		% VARIANCE	
PARKING LOTS	PAID CARS	REVENUE	PAID CARS	REVENUE	PAID CARS	REVENUE	PAID CARS	REVENUE
P1 - (GREEN)	312,202	$ 4,155,692	320,597	$ 4,528,329	8,395	$ 372,637	2.69%	8.97%
P2 - (BLUE)	477,275	$ 5,059,850	452,209	$ 4,719,067	(25,066)	$ (340,783)	-5.25%	-6.74%
P3 - (RED)	172,084	$ 2,742,370	194,519	$ 2,894,520	22,435	$ 152,150	13.04%	5.55%
P4 - (YELLOW)	137,749	$ 4,181,825	143,526	$ 4,571,337	5,777	$ 389,512	4.19%	9.31%
P5 - (ORANGE)	107,734	$ 1,299,463	113,495	$ 1,357,785	5,761	$ 58,322	5.35%	4.49%
P9 - (LONG TERM)	72,056	$ 6,760,487	75,909	$ 7,138,947	3,853	$ 378,460	5.35%	5.60%
SUB-TOTAL	1,279,100	$ 24,199,687	1,300,255	$ 25,209,986	21,155	$ 1,010,299	1.65%	4.17%
IMPOUND COLLECTION		$ 8,707		$ 8,241		$ (466)		-5.35%
ACCOUNTS RECEIVABLE COLLECTION		$ 5,354		$ 20,697		$ 15,343		286.57%
RESERVED PARKING FEES COLLECTION		$ -		$ 6,113		$ 6,113		#DIV/0!
EMPLOYEE PARKING - SALES		$ 150,238		$ 186,488		$ 36,250		24.13%
SUB-TOTAL - PUBLIC PARKING REVENU		$ 24,363,986		$ 25,431,525		$ 1,067,539		4.38%
EMPLOYEE PARKING - INVOICE		$ 1,809,750		$ 1,866,200		$ 56,450		3.12%
GRAND TOTAL - PUBLIC/EMPLOYEE PARKING		$ 26,173,736		$ 27,297,725		$ 1,123,989		4.29%

****FOOTNOTE: NEW PARKING RATES EFFECTIVE JUNE 1, 2009

SHORT TERM VS LONG TERM PAID CARS AND REVENUE

	Master-2011		Master-2012		VARIANCE		% VARIANCE	
	SHORT-TERM	LONG-TERM	SHORT-TERM	LONG-TERM	PAID CARS	REVENUE	PAID CARS	REVENUE
PAID CARS	1,207,044	$ 72,056	1,224,346	$ 75,909	17,302	$ 3,853	1.43%	5.35%
REVENUE	17,590,900	$ 6,760,763	18,072,008	$ 7,138,947	481,108	$ 378,184	2.73%	5.59%

TRANSACTIONS AND REVENUE COLLECTED BY TYPE

	Master-2011		Master-2012		VARIANCE		% VARIANCE	
TRANSACTION TYPE	COUNT	REVENUE	COUNT	REVENUE	COUNT	REVENUE	COUNT	REVENUE
CASH/CHECKS	623,256	$ 6,408,164	609,490	$ 6,309,838	(13,766)	$ (98,326)	-2.21%	-1.53%
CREDIT CARDS	191,423	$ 9,047,113	198,903	$ 9,606,146	7,480	$ 559,033	3.91%	6.18%
E-Z PASS	440,408	$ 8,250,845	454,523	$ 8,507,410	14,115	$ 256,565	3.20%	3.11%
POF	24,013	$ 643,773	37,339	$ 974,604	13,326	$ 330,831	55.49%	51.39%
COMPLIMENTARY	98,742		122,128		23,386	$ -	23.68%	
NON-REVENUE	335,831		379,794		43,963	$ -	13.09%	
IMPOUND VEHICLES		$ 11,055		$ 12,647	-	$ 1,592		14.40%
ACCOUNTS RECEIVABLE COLLECTION		$ 3,036		$ 16,291		$ 13,255		436.59%
RESERVED PARKING FEES COLLECTION		$ -		$ 4,588		$ 4,588		#DIV/0!
GRAND TOTAL	1,713,673	$ 24,363,986	1,802,177	$ 25,431,525	88,504	$ 1,062,951	5.16%	4.36%

UNMANNED LANE TRANSACTIONS AND REVENUE COLLECTED

	Master-2011		Master-2012		VARIANCE		% VARIANCE	
TRANSACTION TYPE	COUNT	REVENUE	COUNT	REVENUE	COUNT	REVENUE	COUNT	REVENUE
CREDIT CARDS	49,298	$ 1,178,924	47,147	$ 1,276,777	(2,151)	$ 97,853	-4.36%	8.30%
E-Z PASS	148,831	$ 2,214,712	166,403	$ 2,317,245	17,572	$ 102,533	11.81%	4.63%
TOTAL	198,129	$ 3,393,636	213,550	$ 3,594,022	15,421	$ 200,386	7.78%	5.90%
% UNMANNED VS TOTAL AIRPORT	15.49%	14.02%	16.42%	14.26%				

E-Z PASS USAGE BY LOT & AVERAGE FEE

	Master-2011		Master-2012		VARIANCE		% VARIANCE	
E-Z PASS	TRANSACTION	REVENUE	TRANSACTION	REVENUE	TRANSACTION	REVENUE	TRANSACTION	REVENUE
P1 - (GREEN)	168,245	$ 2,256,331	122,828	$ 1,622,836	(45,417)	$ (633,495)	-26.99%	-28.08%
P2 - (BLUE)	222,707	$ 2,356,650	134,413	$ 1,372,593	(88,294)	$ (984,057)	-39.65%	-41.76%
P3 - (RED)	96,498	$ 1,564,049	75,932	$ 1,149,447	(20,566)	$ (414,602)	-21.31%	-26.51%
P4 - (YELLOW)	69,228	$ 1,213,736	46,125	$ 1,606,953	(23,103)	$ 393,217	-33.37%	32.40%
P5 - (ORANGE)	63,815	$ 693,690	50,571	$ 481,533	(13,244)	$ (212,157)	-20.75%	-30.58%
P9 - (LONG TERM)	37,147	$ 3,394,500	24,654	$ 2,274,048	(12,493)	$ (1,120,452)	-33.63%	-33.01%
TOTAL	657,640	$ 11,478,956	454,523	$ 8,507,410	(203,117)	$ (2,971,546)	-30.89%	-25.89%
NET FEES		$ 261,322.14		$ 269,500.64		$ 8,179		
AVERAGE FEE PER TRANSACTION		$ 0.40		$ 0.59		$ 0.20		
AVERAGE REVENUE PER TRANSACTION		$ 17.45		$ 18.72		$ 1.26		
% FEE PER DOLLAR CHARGE		2.28%		3.17%		0.89%		

SUMMARY CREDIT CARD USAGE BY TYPE

	Master-2011		Master-2012		VARIANCE		% VARIANCE	
CREDIT CARDS	TRANSACTION	REVENUE	TRANSACTION	REVENUE	TRANSACTION	REVENUE	TRANSACTION	REVENUE
AMEX	50,974	$ 3,584,131	55,973	$ 3,872,419	4,999	$ 288,288	9.81%	8.04%
MASTER CARD	57,996	$ 2,337,954	62,523	$ 2,457,697	4,527	$ 119,743	7.81%	5.12%
VISA	103,622	$ 3,726,970	114,310	$ 4,105,363	10,688	$ 378,393	10.31%	10.15%
DISCOVER	3,546	$ 126,951	4,268	$ 145,272	722	$ 18,321	20.36%	14.43%
TOTAL	216,138	$ 9,776,006	237,074	$ 10,580,752	20,936	$ 804,746	9.69%	8.23%

CREDIT CARD USAGE BY LOT & AVERAGE FEE

CREDIT CARDS	AMERICAN EXPRESS TRANSACTION	AMERICAN EXPRESS AMOUNT	VISA - MASTERCARD TRANSACTION	VISA - MASTERCARD AMOUNT	DISCOVER CARD TRANSACTION	DISCOVER CARD AMOUNT
P1 - (GREEN)	11,495	$ 710,887	33,704	$ 824,810	719	$ 13,541
P2 - (BLUE)	6,862	$ 211,079	37,184	$ 614,850	1,101	$ 16,548
P3 - (RED)	5,751	$ 386,063	22,118	$ 556,038	453	$ 8,054
P4 - (YELLOW)	8,513	$ 783,708	17,442	$ 935,497	320	$ 14,424
P5 - (ORANGE)	2,763	$ 171,283	9,724	$ 245,386	209	$ 4,938
P9 - (LONG TERM)	12,479	$ 1,207,970	27,076	$ 2,701,671	641	$ 67,154
DIAL-UP	125	$ 14,026	1,030	$ 115,159	26	$ 3,050
POF	7,985	$ 387,402	28,555	$ 569,649	799	$ 17,553
TOTAL	55,973	$ 3,872,419	176,833	$ 6,563,060	4,268	$ 145,272
NET FEES		$ 92,359.61		$ 142,637.28		
AVERAGE FEE PER TRANSACTION		$ 1.65		$ 0.81		
AVERAGE REVENUE PER TRANSACTION		$ 69.18		$ 37.04		
% FEE PER DOLLAR CHARGE		2.39%		2.18%		

***FOOTNOTE: DISCOVER FEES ARE INCLUDED IN VISA & MASTERCARD

CASH/CREDIT CARD/E-Z PASS & POF USAGE

	Master-2012 TRANSACTION	Master-2012 REVENUE	% OF AIRPORT TOTAL TRANSACTION	% OF AIRPORT TOTAL REVENUE	AVG. FEE PER TRANSACTION
CASH	609,490	6,343,364	46.87%	24.94%	
CREDIT CARD	198,903	9,606,146	15.30%	37.77%	$ 1.23
E-Z PASS	454,523	8,507,410	34.96%	33.45%	$ 0.59
POF	37,339	974,604	2.87%	3.83%	
TOTAL	1,300,255	$ 25,431,525	100.00%	100.00%	

VOUCHERS REDEEM

PARKING LOTS	Master-2011 TRANSACTION	Master-2011 REVENUE	Master-2012 TRANSACTION	Master-2012 REVENUE	VARIANCE TRANSACTION	VARIANCE REVENUE	% VARIANCE TRANSACTION	% VARIANCE REVENUE
P1 - (GREEN)	-	$ -	-	$ -	-	$ -	#DIV/0!	#DIV/0!
P2 - (BLUE)	-	$ -	-	$ -	-	$ -	#DIV/0!	#DIV/0!
P3 - (RED)	-	$ -	60	$ 1,917	60	$ 1,917	#DIV/0!	#DIV/0!
P4 - (YELLOW)	-	$ -	-	$ -	-	$ -	#DIV/0!	#DIV/0!
P5 - (ORANGE)	-				-	$ -	#DIV/0!	#DIV/0!
TOTAL	-	$ -	60	$ 1,917	60	$ 1,917	#DIV/0!	#DIV/0!

PREMIUM PARKING RESERVATIONS

PARKING LOTS	Master-2011 RESERVATIONS	Master-2011 REVENUE	Master-2012 RESERVATIONS	Master-2012 REVENUE	VARIANCE RESERVATIONS	VARIANCE REVENUE	% VARIANCE RESERVATIONS	% VARIANCE REVENUE
P1 - (GREEN)	-	$ -	288	$ 1,440	288	$ 1,440	#DIV/0!	#DIV/0!
P2 - (BLUE)	-	$ -	236	$ 1,180	236	$ 1,180	#DIV/0!	#DIV/0!
P3 - (RED)	-	$ -	225	$ 1,125	225	$ 1,125	#DIV/0!	#DIV/0!
P4 - (YELLOW)	-	$ -	406	$ 2,030	406	$ 2,030	#DIV/0!	#DIV/0!
P5 - (ORANGE)		$ -	102	$ 510	102	$ 510	#DIV/0!	#DIV/0!
TOTAL	-	$ -	1,257	$ 6,285	1,257	$ 6,285	#DIV/0!	#DIV/0!

FOOTNOTE: JFK-Premium Reserved Parking Program went into service on OCT-2011

POF TRANSACTION & REVENUE BY LOT

PARKING LOTS	Master-2011 TRANSACTION	Master-2011 REVENUE	Master-2012 TRANSACTION	Master-2012 REVENUE	VARIANCE TRANSACTION	VARIANCE REVENUE	% VARIANCE TRANSACTION	% VARIANCE REVENUE
P1 - (GREEN)	2,521	$ 39,045	4,190	$ 64,854	1,669	$ 25,809	66.20%	66.10%
P2 - (BLUE)	5,898	$ 130,774	7,803	$ 147,035	1,905	$ 16,261	32.30%	12.43%
P3 - (RED)	2,217	$ 55,272	4,644	$ 91,641	2,427	$ 36,369	109.47%	65.80%
P4 - (YELLOW)	8,886	$ 334,788	13,585	$ 540,123	4,699	$ 205,335	52.88%	61.33%
P5 - (ORANGE)	4,491	$ 83,895	7,117	$ 130,951	2,626	$ 47,056	58.47%	56.09%
TOTAL	24,013	$ 643,774	37,339	$ 974,604	13,326	$ 330,830	55.49%	51.39%
% POF VS TOTAL AIRPORT	1.88%	2.66%	2.87%	3.87%				

BALANCE DUE ISSUED

	Master-2011 TRANSACTION	Master-2011 REVENUE	Master-2012 TRANSACTION	Master-2012 REVENUE	VARIANCE TRANSACTION	VARIANCE REVENUE	% VARIANCE TRANSACTION	% VARIANCE REVENUE
TOTAL	5,898	$ 130,774	7,803	$ 147,035	1,905	$ 16,261	32.30%	12.43%

FOOTNOTE:

LOT SPACE CAPACITY

PARKING LOTS	REGULAR	HANDICAP	RESERVED	CAPACITY	CLOSED	REASON	AVALIABLE
P1 - (GREEN)	1,503	30	57	1,590	-	"	1,590
P2 - (BLUE)	2,022	57	42	2,121	-	"	2,121
P3 - (RED)	1,826	24	34	1,884	-	"	1,884
P4 - (YELLOW)	1,401	76	30	1,507	-	"	1,507
P5 - (ORANGE)	691	8	24	723	-	"	723
P9 - (LONG TERM)	6,525	24	0	6,549	-	"	6,549
CELL PHONE LOT (7 A)	375	-	0	375	-	"	375
SUB-TOTAL	14,343	219	187	14,749	-	"	14,749
LOT 8 - EMPLOYEE LOT	1,684	18	0	1,702	-	"	1,702
TOTAL	16,027	237	187	16,451	-	"	16,451

FOOTNOTE: Lot 7 (760 Spaces being utilized by Delta Employees) Lot 7A (Currently being used as "Cell Phone Lot") Lot 7B (674 Spaces for Overflow Parking)

LPI DAILY AVERAGE

Master-2011	Master-2012	VARIANCE	% VARIANCE
1,482	3,666	2,184	147.4%

AVERAGE TICKET PRICE/DURATION PER LOT & % OCCUPANCY

PARKING LOTS	Master-2011 AVG PER TICKET	Master-2011 AVG STAY	Master-2012 AVG PER TICKET	Master-2012 AVG STAY	% VARIANCE AVG PER TICKET	% occupancy @ 3pm @ 3PM
Lot # 1 (Green Lot)	$ 13.37	2Hrs /2¼Hrs	$ 14.16	2Hrs /2¼Hrs	5.87%	46.25%
Lot # 2 (Blue Lot)	$ 10.61	1¼Hrs/2Hrs	$ 10.44	1¼Hrs/2Hrs	-1.59%	68.50%
Lot # 3 (Red Lot)	$ 15.99	2¼Hrs/3Hrs	$ 14.91	2¼Hrs/3Hrs	-6.77%	61.75%
Lot # 4 (Yellow Lot)	$ 30.52	5Hrs/24Hrs	$ 31.94	5Hrs/24Hrs	4.65%	46.75%
Lot # 5 (Orange Lot)	$ 12.09	1¼Hrs/2Hrs	$ 11.97	1¼Hrs/2Hrs	-1.02%	44.75%
Lot # 9 (Long Term)	$ 94.19	5Days/ 0Hrs	$ 94.09	5Days/ 0Hrs	-0.10%	51.25%
TOTAL	$ 18.97	3Hrs /3¼Hrs	$ 19.42	3Hrs /3¼Hrs	2.35%	26.60%

LOT SATURATION

PARKING LOTS	DATE	TIME CLOSED	TIME OPENED	REMARK
Lot # 1 (Green Lot)	Apr-01 thru Apr-30	None	None	" " "
Lot # 2 (Blue Lot)	"	None	None	" " "
Lot # 3 (Red Lot)	"	None	None	" " "
Lot # 4 (Yellow Lot)	"	None	None	" " "
Lot # 5 (Orange Lot)	"	None	None	" " "
Lot # 9 (Long Term)	"	None	None	" " "

**Footnote:

EXCEPTION & NON-REVENUE BY TYPE

NON-REVENUE	Master-2011 TRANSACTION	Master-2011 AMOUNT	Master-2012 TRANSACTION	Master-2012 AMOUNT	VARIANCE TRANSACTION	VARIANCE AMOUNT	% VARIANCE TRANSACTION	% VARIANCE AMOUNT
PA OFFICIAL BUSINESS PASS	679	$ 12,994	665	$ 12,642	(14)	$ (352)	-2.06%	-2.71%
PA EMPLOYEE PERSONAL PASS	92	$ 2,748	-	$ -	(92)	$ (2,748)	-100.00%	-100.00%
COUPON # 0	1,512	$ 44,732	1,772	$ 51,402	260	$ 6,670	17.20%	14.91%
DISCOUNT STAMPED TICKET	371	$ 4,167	488	$ 5,655	117	$ 1,488	31.54%	35.71%
DIPLOMAT	5,959	$ 56,214	6,070	$ 56,799	111	$ 585	1.86%	1.04%
PRESS PASS	428	$ 10,277	434	$ 9,804	6	$ (473)	1.40%	-4.60%
SUB-TOTAL	9,041	$ 131,132	9,429	$ 136,302	388	$ 5,170	4.29%	3.94%
HANDICAP	*2,498*	*$ 153,023*	*2,966*	*$ 165,030*	*468*	*$ 12,007*	*18.73%*	*7.85%*
UNCOLLECTED FUND	*24*	*$ 460*	*37*	*$ 2,149*	*13*	*$ 1,689*	*54.17%*	*367.17%*
RATE & TIME DISPUTE TRANSACTION	3,290	$ 43,024	3,771	$ 250,368	481	$ 207,344	14.62%	481.93%
IMPOUND TRANSACTION	66	$ 8,674	58	$ 8,241	(8)	$ (433)	-12.12%	-4.99%
SUB-TOTAL	5,878	$ 205,181	6,832	$ 425,788	954	$ 220,607	16.23%	107.52%
LOST TICKET EXCEPTIONS								
STOLEN TICKET TRANSACTION	1,645	$ 16,719	949	$ 8,976	(696)	$ (7,743)	-42.31%	-46.31%
MANUALLY ENTERED TICKET	21,173	$ 455,632	15,612	$ 500,218	(5,561)	$ 44,586	-26.26%	9.79%
GRAND TOTAL	38,108	$ 812,831	33,310	$ 1,076,939	(5,869)	$ 42,013	-15.40%	5.17%

THE PORT AUTHORITY OF NEW YORK & NEW JERSEY

LA GUARDIA AIRPORT - ABM PARKING SERVICES

MONTHLY SUMMARY REPORT - APRIL, 2012

PAID CARS VOLUME AND REVENUE BY LOT

	April-2011		April-2012		VARIANCE		% VARIANCE	
PARKING LOTS	PAID CARS	REVENUE	PAID CARS	REVENUE	PAID CARS	REVENUE	PAID CARS	REVENUE
P1	4,730	$ 192,517	6,043	$ 280,574	1,313	$ 88,057	27.76%	45.74%
P2 - GARAGE	57,475	$ 1,460,342	55,457	$ 1,530,002	(2,018)	$ 69,660	-3.51%	4.77%
P3 - LONG TERM	6,265	$ 621,838	6,648	$ 681,495	383	$ 59,657	6.11%	9.59%
P4	38,873	$ 1,076,406	41,612	$ 1,235,914	2,739	$ 159,508	7.05%	14.82%
P5	14,279	$ 601,622	13,116	$ 570,048	(1,163)	$ (31,574)	-8.14%	-5.25%
P6	3,185	$ 139,905	3,148	$ 145,011	(37)	$ 5,106	-1.16%	3.65%
P7	639	$ 48,171	655	$ 40,255	16	$ (7,916)	2.50%	-16.43%
SUB-TOTAL	125,446	$ 4,140,801	126,679	$ 4,483,299	1,233	$ 342,498	0.98%	8.27%
IMPOUND COLLECTION		$ 66		$ 117		$ 51		77.27%
ACCOUNTS RECEIVABLE COLLECTION		$ 1,569		$ 4,592		$ 3,023		192.67%
METER PARKING		$ 2,888		$ 3,532		$ 644		22.29%
LIMO REVENUE		$ 3,789		$ 3,773		$ (16)		-0.42%
RESERVED PARKING FEES COLLECTION		$ -		$ 1,880		$ 1,880		#DIV/0!
EMPLOYEE PARKING - SALES		$ 13,100		$ 12,600		$ (500)		-3.82%
SUB-TOTAL - PUBLIC PARKING REVENUE		$ 4,162,213		$ 4,509,793		$ 347,579		8.35%
EMPLOYEE PARKING - INVOICE		$ 420,288		$ 432,299		$ 12,011		2.86%
GRAND TOTAL - PUBLIC/EMPLOYEE PARKING		$ 4,582,501		$ 4,942,092		$ 359,590		7.85%

****FOOTNOTE: NEW PARKING RATES EFFECTIVE JUNE 1, 2009

SHORT TERM VS LONG TERM PAID CARS AND REVENUE

	April-2011		April-2012		VARIANCE		% VARIANCE	
	SHORT-TERM	LONG-TERM	SHORT-TERM	LONG-TERM	PAID CARS	REVENUE	PAID CARS	REVENUE
PAID CARS	112,123	$ 13,323	111,120	$ 15,559	(1,003)	$ 2,236	-0.89%	16.78%
REVENUE	2,326,661	$ 1,833,917	2,359,710	$ 2,129,886	27,049	$ 295,969	1.16%	16.14%

TRANSACTIONS AND REVENUE COLLECTED BY TYPE

	April-2011		April-2012		VARIANCE		% VARIANCE	
TRANSACTION TYPE	COUNT	REVENUE	COUNT	REVENUE	COUNT	REVENUE	COUNT	REVENUE
CASH/CHECKS	36,548	$ 370,203	32,843	$ 374,339	(3,705)	$ 4,136	-10.14%	1.12%
CREDIT CARDS	30,354	$ 2,046,858	32,836	$ 2,228,768	2,482	$ 181,910	8.18%	8.89%
E-Z PASS	52,380	$ 1,428,846	53,698	$ 1,550,312	1,318	$ 121,466	2.52%	8.50%
POF	6,164	$ 294,894	7,302	$ 329,880	1,138	$ 34,986	18.46%	11.86%
COMPLIMENTARY	11,128		11,455		327	$ -	2.94%	
NON-REVENUE	7,122		3,240		(3,882)	$ -	-54.51%	
IMPOUND VEHICLES		$ 66		$ 117	-	$ 51		77.27%
ACCOUNTS RECEIVABLE COLLECTION		$ 1,569		$ 4,592		$ 3,023		192.67%
METER PARKING		$ 2,888		$ 3,532		$ 644		22.29%
LIMO REVENUE		$ 3,789		$ 3,773		$ (16)		-0.42%
RESERVED PARKING FEES COLLECTION		$ -		$ 1,880		$ 1,880		#DIV/0!
EMPLOYEE PARKING - SALES		$ 13,100		$ 12,600		$ (500)		-3.82%
GRAND TOTAL	143,696	$ 4,162,213	141,374	$ 4,509,793	(2,322)	$ 347,579	-1.62%	8.35%

UNMANNED LANE TRANSACTIONS AND REVENUE COLLECTED

	April-2011		April-2012		VARIANCE		% VARIANCE	
TRANSACTION TYPE	COUNT	REVENUE	COUNT	REVENUE	COUNT	REVENUE	COUNT	REVENUE
CREDIT CARDS	3,386	$ 111,204	3,291	$ 104,085	(95)	$ (7,119)	-2.81%	-6.40%
E-Z PASS	22,135	$ 525,963	22,223	$ 547,197	88	$ 21,234	0.40%	4.04%
TOTAL	25,521	$ 637,167	25,514	$ 651,282	(7)	$ 14,115	-0.03%	2.22%
% UNMANNED VS TOTAL AIRPORT	20.34%	15.39%	20.14%	14.53%				

E-Z PASS USAGE BY LOT & AVERAGE FEE

	April-2011		April-2012		VARIANCE		% VARIANCE	
E-Z PASS	TRANSACTION	REVENUE	TRANSACTION	REVENUE	TRANSACTION	REVENUE	TRANSACTION	REVENUE
P1	1,310	$ 48,930	1,486	$ 66,135	176	$ 17,205	13.44%	35.16%
P2 - GARAGE	24,860	$ 546,678	24,694	$ 549,596	(166)	$ 2,918	-0.67%	0.53%
P3 - LONG TERM	1,595	$ 159,141	1,823	$ 189,081	228	$ 29,940	14.29%	18.81%
P4	18,779	$ 443,205	19,910	$ 510,147	1,131	$ 66,942	6.02%	15.10%
P5	4,393	$ 177,468	4,333	$ 182,349	(60)	$ 4,881	-1.37%	2.75%
P6	1,296	$ 42,648	1,285	$ 42,942	(11)	$ 294	-0.85%	0.69%
P7	147	$ 10,776	167	$ 10,062	20	$ (714)	13.61%	-6.63%
TOTAL	52,380	$ 1,428,846	53,698	$ 1,550,312	1,318	$ 121,466	2.52%	8.50%
NET FEES		$ 42,268.65		$ 45,470.05		$ 3,201		
AVERAGE FEE PER TRANSACTION		$ 0.81		$ 0.85		$ 0.04		
AVERAGE REVENUE PER TRANSACTION		$ 27.28		$ 28.87		$ 1.59		
% FEE PER DOLLAR CHARGE		2.96%		2.93%		-0.03%		

SUMMARY CREDIT CARD USAGE BY TYPE

	April-2011		April-2012		VARIANCE		% VARIANCE	
CREDIT CARDS	TRANSACTION	REVENUE	TRANSACTION	REVENUE	TRANSACTION	REVENUE	TRANSACTION	REVENUE
AMEX	13,988	$ 1,074,509	14,751	$ 1,126,771	763	$ 52,262	5.45%	4.86%
MASTER CARD	8,702	$ 508,307	9,496	$ 557,212	794	$ 48,905	9.12%	9.62%
VISA	13,395	$ 732,871	15,399	$ 845,954	2,004	$ 113,083	14.96%	15.43%
DISCOVER	433	$ 26,065	509	$ 28,711	76	$ 2,646	17.55%	10.15%
TOTAL	36,518	$ 2,341,752	40,155	$ 2,558,648	3,637	$ 216,896	9.96%	9.26%

CREDIT CARD USAGE BY LOT & AVERAGE FEE

CREDIT CARDS	AMERICAN EXPRESS TRANSACTION	AMOUNT	VISA - MASTERCARD TRANSACTION	AMOUNT	DISCOVER CARD TRANSACTION	AMOUNT
P1	634	$ 55,443	1,383	$ 118,641	42	$ 3,210
P2 - GARAGE	3,728	$ 282,748	6,906	$ 339,997	117	$ 5,928
P3 - LONG TERM	1,299	$ 131,214	2,782	$ 290,472	69	$ 7,357
P4	3,583	$ 280,819	5,972	$ 299,924	115	$ 5,067
P5	1,887	$ 140,251	2,282	$ 139,736	65	$ 3,192
P6	944	$ 60,690	599	$ 36,004	4	$ 192
P7	255	$ 15,591	185	$ 12,033	2	$ 258
POF	2,421	$ 160,014	4,786	$ 166,359	95	$ 3,507
TOTAL	14,751	$ 1,126,770	24,895	$ 1,403,166	509	$ 28,711
NET FEES		$ 26,955.97		$ 28,960.41		
AVERAGE FEE PER TRANSACTION		$ 1.83		$ 1.16		
AVERAGE REVENUE PER TRANSACTION		$ 76.39		$ 56.36		
% FEE PER DOLLAR CHARGE		2.39%		2.06%		

***FOOTNOTE: DISCOVER FEES ARE INCLUDED IN VISA & MASTERCARD

CASH/CREDIT CARD/E-Z PASS & POF USAGE

	April-2012 TRANSACTION	REVENUE	% OF AIRPORT TOTAL TRANSACTION	REVENUE	AVG. FEE PER TRANSACTION
CASH	32,843	400,833	25.93%	8.94%	
CREDIT CARD	32,836	2,228,768	25.92%	49.71%	$ 1.50
E-Z PASS	53,698	1,550,312	42.39%	34.58%	$ 0.85
POF	7,302	329,880	5.76%	7.36%	
TOTAL	126,679	$ 4,509,793	100.00%	100.59%	

VOUCHERS REDEEM

PARKING LOTS	April-2011 TRANSACTION	REVENUE	April-2012 TRANSACTION	REVENUE	VARIANCE TRANSACTION	REVENUE	% VARIANCE TRANSACTION	REVENUE
P1	544	$ 67,203	1,325	$ 145,440	781	$ 78,237	143.57%	116.42%
P2 - GARAGE	-	$ -	23	$ 2,508	23	$ 2,508	#DIV/0!	#DIV/0!
P4	426	$ 50,816	464	$ 52,248	38	$ 1,432	8.92%	2.82%
P5	-	$ -	126	$ 14,163	126	$ 14,163	#DIV/0!	#DIV/0!
P7	206	$ 24,561	-	$ -	(206)	$ (24,561)	-100.00%	-100.00%
TOTAL	1,176	$ 142,580	1,938	$ 214,359	762	$ 71,779	64.80%	50.34%

PREMIUM PARKING RESERVATIONS

PARKING LOTS	RESERVATIONS	REVENUE	RESERVATIONS	REVENUE	RESERVATIONS	REVENUE	RESERVATIONS	REVENUE
P2 - GARAGE		$ -	256	$ 1,280	256	$ 1,280	#DIV/0!	#DIV/0!
P4		$ -	253	$ 1,265	253	$ 1,265	#DIV/0!	#DIV/0!
TOTAL	-	$ -	509	$ 2,545	509	$ 2,545	#DIV/0!	#DIV/0!

Footnote: 1QA-Premium Reserved Parking Program went into service on July-2011

POF TRANSACTION & REVENUE BY LOT

PARKING LOTS	April-2011 TRANSACTION	REVENUE	April-2012 TRANSACTION	REVENUE	VARIANCE TRANSACTION	REVENUE	% VARIANCE TRANSACTION	REVENUE
P1	-	$ -	-	$ -	-	$ -	#DIV/0!	#DIV/0!
P2 - GARAGE	3,858	$ 175,797	4,684	$ 210,629	826	$ 34,832	21.41%	19.81%
P3 - LONG TERM	-	$ -	-	$ -	-	$ -	#DIV/0!	#DIV/0!
P4	1,073	$ 49,881	1,332	$ 52,255	259	$ 2,374	24.14%	4.76%
P5	1,233	$ 69,216	1,286	$ 66,996	53	$ (2,220)	4.30%	-3.21%
P6	-	$ -	-	$ -	-	$ -	#DIV/0!	#DIV/0!
P7	-	$ -	-	$ -	-	$ -	#DIV/0!	#DIV/0!
TOTAL	6,164	$ 294,894	7,302	$ 329,880	1,138	$ 34,986	18.46%	11.86%
% POF VS TOTAL AIRPORT	4.91%	7.12%	5.76%	7.36%				

BALANCE DUE ISSUED

April-2011 TRANSACTION	REVENUE	April-2012 TRANSACTION	REVENUE	VARIANCE TRANSACTION	REVENUE	% VARIANCE TRANSACTION	REVENUE
5	$ 485	4	$ 150	(1)	$ (335)	-20.00%	-69.07%

FOOTNOTE:

LOT SPACE CAPACITY

PARKING LOTS	REGULAR	HANDICAP	RESERVED	CAPACITY	CLOSED	REASON	AVALIABLE
P1	432	9	0	441	-		441
P2 - GARAGE	2,689	104	56	2,849	160	LIME (MATERIAL)	2,689
P3 - LONG TERM	903	18	0	921	-		921
P4	1,368	20	53	1,441	26	CONSTRUCTION	1,415
P5	865	22	0	887	18	CONSTRUCTION	869
P6	177	6	0	183	-		183
P7	262	7	0	269	-		269
SUB-TOTAL	6,696	186	109	6,991	204		6,787
METER PARKING	52	3	0	55	-		55
LOT 10E - EMPLOYEE LOT	1,686	32	0	1,718	26	PA CLOSURE	1,692
TOTAL	8,434	221	109	8,764	230		8,534

FOOTNOTE:

LPI DAILY AVERAGE

April-2011	April-2012	VARIANCE	% VARIANCE
2,690	2,698	8	0.3%

AVERAGE TICKET PRICE/DURATION PER LOT & % OCCUPANCY

PARKING LOTS	April-2011 AVG PER TICKET	AVG STAY	April-2012 AVG PER TICKET	AVG STAY	% VARIANCE AVG PER TICKET	% occupancy @ 3pm @ 3PM
P1	$ 40.70	1Days /1½Hrs	$ 46.43	1Days /2½ Hrs	14.07%	79.10%
P2 - GARAGE	$ 25.41	4Hrs/4½ Hrs	$ 27.59	4½ Hrs/5Hrs	8.58%	64.96%
P3 - LONG TERM	$ 99.26	3Days /0 Hrs	$ 102.51	4Days /0Hrs	3.28%	97.74%
P4	$ 27.69	4½ Hrs/5Hrs	$ 29.70	4½ Hrs/5Hrs	7.26%	83.26%
P5	$ 42.13	1Days /1½Hrs	$ 43.46	1Days /1½ Hrs	3.15%	71.74%
P6	$ 43.93	1Days/2 Hrs	$ 46.06	1Days/2½ Hrs	4.87%	81.78%
P7	$ 75.38	2Days /1½Hrs	$ 61.46	1Days/5Hrs	-18.47%	35.88%
TOTAL	$ 33.01	5Hrs/5½ Hrs	$ 35.39	1Days/½Hrs	7.22%	73.49%

LOT SATURATION

PARKING LOTS	DATE	TIME CLOSED	TIME OPENED	REMARK
P1	Apr-01 thru Apr-30	None	None	
P2 - GARAGE	"	5:00 AM	5:00 AM	Level 1 (Closed To The Public)
P3 - LONG TERM	"	12:00 AM	12:00 AM	Open Intermittently Due To Available Of Spaces.
P4	"	None	None	
P5	"	None	None	
P6	"	7:25 AM	7:25 AM	Open Intermittently Due To Available Of Spaces.
P7	"	None	None	

Footnote: Level # 1 is closed to avoid Long Term Parking user.

EXCEPTION & NON-REVENUE BY TYPE

	April-2011		April-2012		VARIANCE		% VARIANCE	
NON-REVENUE	TRANSACTION	AMOUNT	TRANSACTION	AMOUNT	TRANSACTION	AMOUNT	TRANSACTION	AMOUNT
PA OFFICIAL BUSINESS PASS	76	$ 1,542	12	$ 2,532	(64)	$ 990	-84.21%	64.20%
PA EMPLOYEE PASS	7	$ 516	5	$ 744	(2)	$ 228	-28.57%	44.19%
DISCOUNT STAMPED TICKET	18	$ 138	8	$ 60	(10)	$ (78)	-55.56%	-56.52%
NON-REVENUE E-Z PASS/PIN #	138	$ 6,252	149	$ 3,378	11	$ (2,874)	7.97%	-45.97%
DIPLOMAT	106	$ 729	113	$ 729	7	$ -	6.60%	0.00%
PRESS PASS	51	$ 1,167	68	$ 1,542	17	$ 375	33.33%	32.13%
CONSTRUCTION	1	$ 3	26	$ 705	25	$ 702	2500.00%	23400.00%
US GOVERNMENT	33	$ 855	40	$ 954	7	$ 99	21.21%	11.58%
PHONE COMPANY	3	$ 45	2	$ 9	(1)	$ (36)	-33.33%	-80.00%
TOW TRUCK	10	$ 60	7	$ 111	(3)	$ 51	-30.00%	85.00%
MISCELLANEOUS	35	$ 2,850	41	$ 5,118	6	$ 2,268	17.14%	79.58%
SUB-TOTAL	478	$ 14,157	471	$ 15,882	(7)	$ 1,725	-1.46%	12.18%
HANDICAP	216	$ 11,013	244	$ 12,468	28	$ 1,455	12.96%	13.21%
UNCOLLECTED FUND	5	$ 485	4	$ 150	(1)	$ (335)	-20.00%	-69.07%
RATE & TIME DISPUTE TRANSACTION	154	$ 4,494	371	$ 12,615	217	$ 8,121	140.91%	180.71%
IMPOUND TRANSACTION	2	$ 66	5	$ 117	3	$ 51	150.00%	77.27%
SUB-TOTAL	377	$ 16,058	624	$ 25,350	247	$ 9,292	65.52%	57.87%
LOST TICKET EXCEPTIONS								
SUB-TOTAL	806	$ 51,186	958	$ 16,404	312	$ (34,782)	38.71%	-67.95%
STOLEN TICKET TRANSACTION	41	$ 6	33	$ 6	(8)	$ -	-19.51%	0.00%
MANUALLY ENTERED TICKET	1,434	$ 84,567	1,506	$ 88,845	72	$ 4,278	5.02%	5.06%
SUB-TOTAL	1,475	$ 84,573	1,539	$ 88,851	64	$ 4,278	4.34%	5.06%
GRAND TOTAL	3,136	$ 165,974	3,592	$ 146,487	616	$ (19,487)	19.64%	-11.74%

THE PORT AUTHORITY OF NEW YORK & NEW JERSEY

LA GUARDIA AIRPORT - ABM PARKING SERVICES

MONTHLY SUMMARY REPORT - MASTER, 2012

PAID CARS VOLUME AND REVENUE BY LOT

	Master-2011		Master-2012		VARIANCE		% VARIANCE	
PARKING LOTS	PAID CARS	REVENUE	PAID CARS	REVENUE	PAID CARS	REVENUE	PAID CARS	REVENUE
P1	15,630	$ 601,234	17,201	$ 690,683	1,571	$ 89,449	10.05%	14.88%
P2 - GARAGE	213,901	$ 5,492,001	211,928	$ 5,599,830	(1,973)	$ 107,829	-0.92%	1.96%
P3 - LONG TERM	23,525	$ 2,306,899	25,357	$ 2,501,187	1,832	$ 194,288	7.79%	8.42%
P4	139,694	$ 3,737,331	146,603	$ 4,019,717	6,909	$ 282,386	4.95%	7.56%
P5	49,295	$ 2,063,758	47,052	$ 2,088,904	(2,243)	$ 25,146	-4.55%	1.22%
P6	11,465	$ 501,757	11,536	$ 523,209	71	$ 21,452	0.62%	4.28%
P7	1,652	$ 108,306	1,531	$ 87,864	(121)	$ (20,442)	-7.32%	-18.87%
SUB-TOTAL	455,162	$ 14,811,286	461,208	$ 15,511,394	6,046	$ 700,108	1.33%	4.73%
IMPOUND COLLECTION		$ 405		$ 2,760		$ 2,355		581.48%
ACCOUNTS RECEIVABLE COLLECTION		$ 3,120		$ 13,327		$ 10,207		327.15%
METER PARKING		$ 8,908		$ 10,312		$ 1,404		15.76%
LIMO REVENUE		$ 54,739		$ 54,173		$ (566)		-1.03%
RESERVED PARKING FEES COLLECTION		$ 7,399		$ 10,834		$ 3,435		46.42%
EMPLOYEE PARKING - SALES		$ 13,100		$ 16,728		$ 3,628		27.70%
SUB-TOTAL - PUBLIC PARKING REVENUE		$ 14,898,957		$ 15,619,528		$ 720,571		4.84%
EMPLOYEE PARKING - INVOICE		$ 1,760,274		$ 1,752,239		$ (8,035)		-0.46%
GRAND TOTAL - PUBLIC/EMPLOYEE PARKING		$ 16,659,231		$ 17,371,767		$ 712,536		4.28%

****FOOTNOTE: NEW PARKING RATES EFFECTIVE JUNE 1, 2009

SHORT TERM VS LONG TERM PAID CARS AND REVENUE

	Master-2011		Master-2012		VARIANCE		% VARIANCE	
	SHORT-TERM	LONG-TERM	SHORT-TERM	LONG-TERM	PAID CARS	REVENUE	PAID CARS	REVENUE
PAID CARS	408,120	$ 47,042	410,811	$ 50,397	2,691	$ 3,355	0.66%	7.13%
REVENUE	8,404,287	$ 6,492,827	8,678,215	$ 6,833,476	273,928	$ 340,649	3.26%	5.25%

TRANSACTIONS AND REVENUE COLLECTED BY TYPE

	Master-2011		Master-2012		VARIANCE		% VARIANCE	
TRANSACTION TYPE	COUNT	REVENUE	COUNT	REVENUE	COUNT	REVENUE	COUNT	REVENUE
CASH/CHECKS	131,298	$ 1,300,825	122,358	$ 1,301,390	(8,940)	$ 565	-6.81%	0.04%
CREDIT CARDS	109,371	$ 7,354,557	115,585	$ 7,634,621	6,214	$ 280,064	5.68%	3.81%
E-Z PASS	192,823	$ 5,134,386	197,661	$ 5,402,299	4,838	$ 267,913	2.51%	5.22%
POF	21,670	$ 1,021,518	25,604	$ 1,173,084	3,934	$ 151,566	18.15%	14.84%
COMPLIMENTARY	43,070		42,647		(423)	$ -	-0.98%	
NON-REVENUE	26,490		24,688		(1,802)	$ -	-6.80%	
IMPOUND VEHICLES		$ 405		$ 2,760	-	$ 2,355		581.48%
ACCOUNTS RECEIVABLE COLLECTION		$ 3,120		$ 13,327		$ 10,207		327.15%
METER PARKING		$ 8,908		$ 10,312		$ 1,404		15.76%
LIMO REVENUE		$ 54,739		$ 54,173		$ (566)		-1.03%
RESERVED PARKING FEES COLLECTION		$ 7,399		$ 10,834		$ 3,435		46.42%
EMPLOYEE PARKING - SALES		$ 13,100		$ 16,728		$ 3,628		27.70%
GRAND TOTAL	524,722	$ 14,898,957	528,543	$ 15,619,528	3,821	$ 720,571	0.73%	4.84%

UNMANNED LANE TRANSACTIONS AND REVENUE COLLECTED

	Master-2011		Master-2012		VARIANCE		% VARIANCE	
TRANSACTION TYPE	COUNT	REVENUE	COUNT	REVENUE	COUNT	REVENUE	COUNT	REVENUE
CREDIT CARDS	11,990	$ 638,110	11,811	$ 378,645	(179)	$ (259,465)	-1.49%	-40.66%
E-Z PASS	81,413	$ 1,686,671	82,516	$ 1,955,898	1,103	$ 269,227	1.35%	15.96%
TOTAL	93,403	$ 2,324,781	94,327	$ 2,334,543	924	$ 9,762	0.99%	0.42%
% UNMANNED VS TOTAL AIRPORT	20.52%	15.70%	20.45%	15.05%				

E-Z PASS USAGE BY LOT & AVERAGE FEE

	Master-2011		Master-2012		VARIANCE		% VARIANCE	
E-Z PASS	TRANSACTION	REVENUE	TRANSACTION	REVENUE	TRANSACTION	REVENUE	TRANSACTION	REVENUE
P1	4,223	$ 148,692	4,640	$ 174,795	417	$ 26,103	9.87%	17.56%
P2 - GARAGE	93,608	$ 2,052,274	94,441	$ 2,081,963	833	$ 29,689	0.89%	1.45%
P3 - LONG TERM	6,037	$ 600,504	6,829	$ 688,441	792	$ 87,937	13.12%	14.64%
P4	68,241	$ 1,542,612	71,197	$ 1,652,467	2,956	$ 109,855	4.33%	7.12%
P5	15,653	$ 608,036	15,638	$ 634,788	(15)	$ 26,752	-0.10%	4.40%
P6	4,647	$ 155,643	4,550	$ 149,319	(97)	$ (6,324)	-2.09%	-4.06%
P7	414	$ 26,625	366	$ 20,526	(48)	$ (6,099)	-11.59%	-22.91%
TOTAL	192,823	$ 5,134,386	197,661	$ 5,402,299	4,838	$ 267,913	2.51%	5.22%
NET FEES		$ 152,462.53		$ 159,765.11		$ 7,303		
AVERAGE FEE PER TRANSACTION		$ 0.79		$ 0.81		$ 0.02		
AVERAGE REVENUE PER TRANSACTION		$ 26.63		$ 27.33		$ 0.70		
% FEE PER DOLLAR CHARGE		2.97%		2.96%		-0.01%		

SUMMARY CREDIT CARD USAGE BY TYPE

	Master-2011		Master-2012		VARIANCE		% VARIANCE	
CREDIT CARDS	TRANSACTION	REVENUE	TRANSACTION	REVENUE	TRANSACTION	REVENUE	TRANSACTION	REVENUE
AMEX	50,816	$ 3,902,659	53,452	$ 4,119,385	2,636	$ 216,726	5.19%	5.55%
MASTER CARD	30,714	$ 1,806,316	33,296	$ 1,874,565	2,582	$ 68,249	8.41%	3.78%
VISA	47,850	$ 2,575,410	52,685	$ 2,756,380	4,835	$ 180,970	10.10%	7.03%
DISCOVER	1,661	$ 91,690	1,788	$ 97,540	127	$ 5,850	7.65%	6.38%
TOTAL	131,041	$ 8,376,075	141,221	$ 8,847,870	10,180	$ 471,795	7.77%	5.63%

CREDIT CARD USAGE BY LOT & AVERAGE FEE

CREDIT CARDS	AMERICAN EXPRESS TRANSACTION	AMOUNT	VISA - MASTERCARD TRANSACTION	AMOUNT	DISCOVER CARD TRANSACTION	AMOUNT
P1	1,790	$ 149,330	3,481	$ 265,279	101	$ 7,515
P2 - GARAGE	13,953	$ 1,064,983	25,651	$ 1,169,219	447	$ 20,423
P3 - LONG TERM	5,203	$ 506,484	10,424	$ 1,047,868	253	$ 25,720
P4	13,041	$ 967,969	19,945	$ 913,362	401	$ 18,427
P5	6,460	$ 544,352	7,295	$ 505,639	193	$ 9,657
P6	3,656	$ 231,648	2,209	$ 124,826	25	$ 1,665
P7	570	$ 34,820	457	$ 27,837	12	$ 1,002
POF	8,779	$ 579,798	16,518	$ 576,594	355	$ 13,131
TOTAL	53,452	$ 4,079,384	85,580	$ 4,630,624	1,787	$ 97,540
NET FEES		$ 97,773.27		$ 96,097.97		
AVERAGE FEE PER TRANSACTION		$ 1.83		$ 1.12		
AVERAGE REVENUE PER TRANSACTION		$ 76.32		$ 53.87		
% FEE PER DOLLAR CHARGE		2.40%		2.07%		

***FOOTNOTE: DISCOVER FEES ARE INCLUDED IN VISA & MASTERCARD

CASH/CREDIT CARD/E-Z PASS & POF USAGE

	Master-2012 TRANSACTION	REVENUE	% OF AIRPORT TOTAL TRANSACTION	REVENUE	AVG. FEE PER TRANSACTION
CASH	122,358	1,409,524	26.53%	9.09%	
CREDIT CARD	115,585	7,634,621	25.06%	49.22%	$ 1.47
E-Z PASS	197,661	5,402,299	42.86%	34.83%	$ 0.81
POF	25,604	1,173,084	5.55%	7.56%	
TOTAL	461,208	$ 15,619,528	100.00%	100.70%	

VOUCHERS REDEEM

PARKING LOTS	Master-2011 TRANSACTION	REVENUE	Master-2012 TRANSACTION	REVENUE	VARIANCE TRANSACTION	REVENUE	% VARIANCE TRANSACTION	REVENUE
P1	1,421	$ 169,831	2,809	$ 289,356	1,388	$ 119,525	97.68%	70.38%
P2 - GARAGE	-	$ -	23	$ 2,508	23	$ 2,508	#DIV/0!	#DIV/0!
P4	790	$ 98,178	708	$ 79,553	(82)	$ (18,625)	-10.38%	-18.97%
P5	-	$ -	139	$ 15,375	139	$ 15,375	#DIV/0!	#DIV/0!
P7	255	$ 29,493	-	$ -	(255)	$ (29,493)	-100.00%	-100.00%
TOTAL	2,466	$ 297,502	3,679	$ 386,792	1,213	$ 89,290	49.19%	30.01%

PREMIUM PARKING RESERVATIONS

PARKING LOTS	RESERVATIONS	REVENUE	RESERVATIONS	REVENUE	RESERVATIONS	REVENUE	RESERVATIONS	REVENUE
P2 - GARAGE	-	$ -	795	$ 3,975	795	$ 3,975	#DIV/0!	#DIV/0!
P4	-	$ -	742	$ 3,710	742	$ 3,710	#DIV/0!	#DIV/0!
TOTAL	-	$ -	1,537	$ 7,685	1,537	$ 7,685	#DIV/0!	#DIV/0!

Footnote: LGA-Premium Reserved Parking Program went into service on July-2011

POF TRANSACTION & REVENUE BY LOT

PARKING LOTS	Master-2011 TRANSACTION	REVENUE	Master-2012 TRANSACTION	REVENUE	VARIANCE TRANSACTION	REVENUE	% VARIANCE TRANSACTION	REVENUE
P1	-	$ -	-	$ -	-	$ -	#DIV/0!	#DIV/0!
P2 - GARAGE	13,888	$ 635,355	16,740	$ 745,652	2,852	$ 110,297	20.54%	17.36%
P3 - LONG TERM	-	$ -	-	$ -	-	$ -	#DIV/0!	#DIV/0!
P4	3,476	$ 157,989	4,189	$ 175,366	713	$ 17,377	20.51%	11.00%
P5	4,306	$ 228,174	4,675	$ 252,066	369	$ 23,892	8.57%	10.47%
P6	-	$ -	-	$ -	-	$ -	#DIV/0!	#DIV/0!
P7	-	$ -	-	$ -	-	$ -	#DIV/0!	#DIV/0!
TOTAL	21,670	$ 1,021,518	25,604	$ 1,173,084	3,934	$ 151,566	18.15%	14.84%
% POF VS TOTAL AIRPORT	4.76%	6.90%	5.55%	7.56%				

BALANCE DUE ISSUED

	Master-2011 TRANSACTION	REVENUE	Master-2012 TRANSACTION	REVENUE	VARIANCE TRANSACTION	REVENUE	% VARIANCE TRANSACTION	REVENUE
	34	$ 2,402	21	$ 939	(13)	$ (1,463)	-38.24%	-60.91%

FOOTNOTE:

LOT SPACE CAPACITY

PARKING LOTS	REGULAR	HANDICAP	RESERVED	CAPACITY	CLOSED	REASON	AVALIABLE
P1	432	9	0	441	-		441
P2 - GARAGE	2,689	104	56	2,849	160	LIME (MATERIAL)	2,689
P3 - LONG TERM	903	18	0	921	-		921
P4	1,368	20	53	1,441	26	CONSTRUCTION	1,415
P5	865	22	0	887	18	CONSTRUCTION	869
P6	177	6	0	183	-		183
P7	262	7	0	269	-		269
SUB-TOTAL	6,696	186	109	6,991	204		6,787
METER PARKING	52	3	0	55	-		55
LOT 10E - EMPLOYEE LOT	1,686	32	0	1,718	26	PA CLOSURE	1,692
TOTAL	8,434	221	109	8,764	230		8,534

FOOTNOTE:

LPI DAILY AVERAGE

Master-2011	Master-2012	VARIANCE	% VARIANCE
8,839	9,258	419	4.7%

AVERAGE TICKET PRICE/DURATION PER LOT & % OCCUPANCY

PARKING LOTS	Master-2011 AVG PER TICKET	AVG STAY	Master-2012 AVG PER TICKET	AVG STAY	% VARIANCE AVG PER TICKET	% occupancy @ 3pm @ 3PM
P1	$ 38.47	1Days /1¼Hrs	$ 40.15	1Days /2¼ Hrs	4.39%	51.03%
P2 - GARAGE	$ 25.68	4Hrs/4¼ Hrs	$ 26.42	4¼ Hrs/5Hrs	2.91%	60.74%
P3 - LONG TERM	$ 98.06	3Days /0 Hrs	$ 98.64	4Days /0Hrs	0.59%	90.61%
P4	$ 26.75	4¼ Hrs/5Hrs	$ 27.42	4¼ Hrs/5Hrs	2.49%	69.32%
P5	$ 41.87	1Days /1¼Hrs	$ 44.40	1Days /1¼ Hrs	6.04%	66.66%
P6	$ 43.76	1Days/2 Hrs	$ 45.35	1Days/2¼ Hrs	3.63%	71.70%
P7	$ 65.56	2Days /1¼Hrs	$ 57.39	1Days/5Hrs	-12.46%	29.12%
TOTAL	$ 32.54	5Hrs/5¼ Hrs	$ 33.63	1Days/¼Hrs	3.35%	31.37%

LOT SATURATION

PARKING LOTS	DATE	TIME CLOSED	TIME OPENED	REMARK
P1	-	None	None	-
P2 - GARAGE	-	5:00 AM	5:00 AM	-
P3 - LONG TERM	-	12:00 AM	12:00 AM	-
P4	-	None	None	-
P5	-	None	None	-
P6	-	7:25 AM	7:25 AM	-
P7	-	None	None	-

Footnote: Level # 1 is closed to avoid Long Term Parking user.

EXCEPTION & NON-REVENUE BY TYPE

	Master-2011		Master-2012		VARIANCE		% VARIANCE	
NON-REVENUE	TRANSACTION	AMOUNT	TRANSACTION	AMOUNT	TRANSACTION	AMOUNT	TRANSACTION	AMOUNT
PA OFFICIAL BUSINESS PASS	301	$ 5,682	350	$ 9,270	49	$ 3,588	16.28%	63.15%
PA EMPLOYEE PASS	22	$ 1,785	18	$ 1,461	(4)	$ (324)	-18.18%	-18.15%
DISCOUNT STAMPED TICKET	49	$ 477	37	$ 240	(12)	$ (237)	-24.49%	-49.69%
NON-REVENUE E-Z PASS/PIN #	1,183	$ 26,886	666	$ 15,369	(517)	$ (11,517)	-43.70%	-42.84%
DIPLOMAT	*378*	*$ 2,811*	*409*	*$ 2,904*	*31*	*$ 93*	*8.20%*	*3.31%*
PRESS PASS	204	$ 4,758	192	$ 4,680	(12)	$ (78)	-5.88%	-1.64%
CONSTRUCTION	1	$ 3	91	$ 3,258	90	$ 3,255	9000.00%	108500.00%
US GOVERNMENT	204	$ 5,751	167	$ 4,527	(37)	$ (1,224)	-18.14%	-21.28%
PHONE COMPANY	20	$ 195	15	$ 153	(5)	$ (42)	-25.00%	-21.54%
TOW TRUCK	25	$ 255	22	$ 159	(3)	$ (96)	-12.00%	-37.65%
MISCELLANEOUS	89	$ 8,814	135	$ 11,027	46	$ 2,213	51.69%	25.11%
SUB-TOTAL	2,476	$ 57,417	2,102	$ 53,048	(374)	$ (4,369)	-15.11%	-7.61%
HANDICAP	787	$ 39,600	790	$ 38,883	3	$ (717)	0.38%	-1.81%
UNCOLLECTED FUND	33	$ 2,403	42	$ 1,310	9	$ (1,093)	27.27%	-45.48%
RATE & TIME DISPUTE TRANSACTION	575	$ 19,161	859	$ 22,836	284	$ 3,675	49.39%	19.18%
IMPOUND TRANSACTION	9	$ 405	13	$ 2,652	4	$ 2,247	44.44%	554.81%
SUB-TOTAL	1,404	$ 61,569	1,704	$ 65,681	300	$ 4,112	21.37%	6.68%
LOST TICKET EXCEPTIONS								
SUB-TOTAL	5,398	$ 384,309	5,667	$ 195,749	1,013	$ (188,560)	18.77%	-49.06%
STOLEN TICKET TRANSACTION	1,066	$ -	1,067	$ -	1	$ -	0.09%	#DIV/0!
MANUALLY ENTERED TICKET	161	$ -	344	$ -	183	$ -	113.66%	#DIV/0!
SUB-TOTAL	1,227	-	1,411	-	184	-	15.00%	#DIV/0!
GRAND TOTAL	10,505	$ 503,295	10,884	$ 314,478	1,123	$ (188,817)	10.69%	-37.52%

THE PORT AUTHORITY OF NY & NJ

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ABM Parking Services

GREEN CARE

THE PORT AUTHORITY OF NY & NJ

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ABM Parking Services

GREEN CARE

The green initiatives that are taking flight in so many industries have made their way into the business of parking and transportation management. ABM Parking Services views this development as a plus on two levels. Converting to greener operations is good for the environment. But it is also good for the bottom line, as reduced energy consumption and other green initiatives can conserve a significant amount of revenue over time. This will only increase as the public's environmental consciousness increases.

ABM Parking Services is a Platinum Level Partner with the Green Parking Council.

GREEN PARKING COUNCIL

ABM Parking Services is now able to implement the following Green Care programs at the PANYNJ Airports.

- Purchase recycled products such as recycled paper, recycled toner cartridges, recycled cardboard boxes for storage, recycled floor mats, etc.
- Place recycling containers throughout the parking facilities, as well as offices / cashiering areas for refuse paper, aluminum cans and plastic bottles.
- Our corporate policy requires that all internal documents be printed in "duplex" mode, which prints information on both sides of the paper, eliminating paper usage by 25% overall.
- ABM's automated payroll system eliminates the need for time cards.
- Procure shuttles and service vehicles that are Hybrids or run on alternative fuels such as Propane or CNG.
- Purchase environmentally friendly cleaning products.
- Purchase Energy Star certified equipment and appliances when possible. Replace all old CRT units with LCD computer monitors.
- Install programmable thermostats for offices and cashiering areas. Programmable thermostats will reduce the amount of energy consumed after hours and on weekends.
- Install motion sensitive light switches in the parking office and storage areas. Motion sensitive switches will automatically shut off

lights if there is no movement in the room for a specified period of time.

- Install compact fluorescent light bulbs where possible.

ABM Parking Services has implemented our new Green Update program. Each month, all ABM employees will receive a Green Update via email or on the office bulletin board. The Green Update contains tips that our employees can utilize at work as well as home to help save the environment and save money.

In addition to these relatively inexpensive green solutions, there are other programs that will require an initial capital investment, but will net a significant return over time. These include:

Upgraded Lighting

A quick assessment by our sister company, ABM Energy Services, can be made at the PANYNJ Parking Facilities. While some savings may be obtained by upgrading the lighting in some or all of the facilities, even greater energy savings may be possible by upgrading all light fixtures to the new LED lighting system. LED lighting is much brighter than normal bulbs, does not dim with decreases in temperature, lasts thousands of hours longer, does not require regular replacement of ballasts, and uses a fraction of the energy normal light fixtures use.

Electrical Vehicle Charging Stations

The PANY&NJ is already ahead of the curve when it comes to electric vehicle charging stations with multiple units. If there becomes a need for additional charging stations, ABM Parking Services and our sister company, ABM Energy can help.

ABM Energy has installed hundreds of EV charging stations at parking garages, corporate offices, city, state and county buildings, public parking areas, auto dealers, apartment complexes and homes. We've installed charging stations for organizations such as SAP, City of Laguna Beach, ABM Parking Services, City of Burbank, South Coast AQMD and more.

ABM Energy manages all aspects of your EV charging system installation, including site design options, permitting, calculating expected electric load, ROI, customer payment options, project management, and station provisioning. Most importantly, we carefully assess your short and long-term needs to ensure we provide you with the right solution, including the best EV charging stations from the best manufacturers.

We install charging stations that are compatible with all new electric vehicles including the Chevy Volt, Nissan Leaf, BMW ActiveE, Ford

Focus Electric, Toyota Prius Plug-in, Fisker and Tesla. Our certified electricians ensure your charging system is in compliance with local electric codes and automotive standards.

It may be practical to convert a number of parking spaces into charging stations for electrical vehicles. Charging fees to "plug in" would generate additional revenue.

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ABM Parking Services

SAMPLE EMPLOYEE NEWSLETTER

ABM PARKING SERVICES

THE SCOOP

JUNE 2012—SERVING JFK-LGA-EWR

SO THAT'S WHAT'S HAPPENING!

These last few months have brought many wonderful celebrations!

January started our New Year with our Annual Post Holiday Management Dinner on January 13th. Held at one of our favorite restaurants, the South Fin Grill in Staten Island, our management team from the tri-state airports enjoyed an evening away from the office.

In February the airports celebrated Valentine's Day with some candy and cupcakes - just the perfect amount of sweetness for such a sweet holiday.

With March came our Annual SIC Dinner - where our SIC's and Operations team can enjoy an evening at the wonderful South Fin Grill . Several lucky team members walked away with either a blue-ray player, Kindle Fire or an iPod Shuffle that were raffled off throughout the evening.

Our Annual Employee of the Year Celebration kicked off at all three locations in April where we honored our employees of the month and had the gut wrenching task of choosing select employees as the Employee of the Year! See more inside about this event.

In May LaGuardia Airport was awarded the Port Authority 2011 Contractor of the Year Award for our mystery shop performance in 2011. LGA's team had a 99.9% pass rate with the PA Shops for the second year in a row! On May 10th we hosted a luncheon for all in the conference room.

LGA Supervisor, (pictured below) Seudat Tamassar was also named Employee of the Year for Going Above and Beyond by the PA's Customer Care program for his part in helping an ill patron.

Many congratulations to our team at LaGuardia!

INSIDE THIS ISSUE:

LOCATION NEWS

EMPLOYEE OF THE YEAR!

EVENTS & TRAINING

MYSTERY SHOPS & EOM

A BIT OF FUN

A FEW WORDS FROM MICHAEL JOSEPH

As I look back over the past year or so, I am so pleased to report that our parking operations have been performing at optimum levels!

While we can give some credit to a very mild winter; the fact of the matter is, the key to our successes have been our people.

Complaints are down, audits are great, and both the Port Authority and patrons have noted the performance of our employees!

I am so very proud when I take part in events such as Employee of the Year. For the past seven years I have seen this event grow and flourish. Feedback from both our employees and the Port tells me that it is also one of the most enjoyable events we have.

I just want to mention that in 2012, Israel T. Smith (Smitty), a TA from EWR is celebrating 48 years, Leon Pearman from LGA 47 years, and Jose Rondon from JFK 44 years with the parking operations. Such dedication and loyalty to any organization is rare these days and I want to extend my admiration for their service.

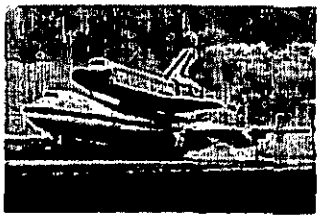
Smitty

Jose Rondon

Leon Pearman

"True nobility is not about being better than anyone else its about being better than you used to be."
Dr. Wayne Dyer

JFK HAPPENINGS



With zombies running rampant in the world it's great to know we don't have any here! Our mystery shop numbers have improved considerably. From April of last year to May of this year, we have had 100% in our PA shops! Congratulations and keep up the excellent work. Our ASP shops have improved but we need to do better. Remember to greet, interact and thank each and every customer, each and every time.

Jason Bruce and Jose Ulahannan know this very well. They were awarded the EOY awards for 2011 for their outstanding professionalism and success in customer service. Their excellent service was rewarded with a lovely trophy and a check for $500. April 27, 2012, every EOM from JFK along with LGA were honored with a luncheon at The Pine of Queens Restaurant with PANYNJ & ABM Management. Remember you can nominate your fellow employees or yourself for EOM.

Also on April 27 The US Space Shuttle Enterprise landed at JFK and was housed here for 6 weeks before boarding a barge and starting its journey to the Intrepid where it will become part of the museum there.

Our Annual Milestone Luncheon will be held on June 8th where we will celebrate dedicated employees who have worked with us 10, 20, 25 and 30+ years. Mr. Jean Pierre St. Louis has been with the company for 30 years and Mr. Jose Rondón has been with us for 44 years. We are very thankful for employee who are dedicated to the company and exhibit exemplary performance each and every year.

Please check the bulletin boards for future events and discounts in the Plum benefits program.

LGA HAPPENINGS

Rafael Cruz & Hugh White Celebrate 25 Years!

LGA has had many reasons to celebrate this quarter. Receiving the Port Authority 2011 Contractor of the Year Award for the best performance by our parking cashiers on Mystery Shops for the second year in a row is a outstanding achievement! LGA's Mystery Shop pass rate was 99.9% for all of 2011!! Keep up the terrific work team!!!

LGA joined JFK in honoring our employees of the month for 2011. We held a luncheon at the Pine of Queens Restaurant in April. And although a grueling task, we were able to select one of our fine 12 employees of the month as our 2011 employee of the year. LGA selected Victor Fiesta, our Quality Assurance Manager, as our 2011 Employee of the Year presenting him with a trophy and check for $500!!

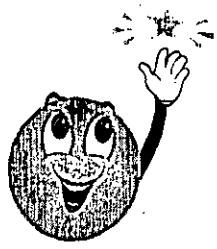
LGA gears up to celebrate employee milestones with the parking operation on June 29th so make sure you congratulate a fellow team member celebrating their milestone this year.

There's been some operational changes to our airport this year - with the Premium Parking Reservation Program kicking off at parking lots P2 and P4 for customers looking to save a space. As well as the Hybrid Vehicle Charging Stations in P2 ground levels.

Lorna Slater Celebrates 25 Years!

As our airport undergoes construction look to ensure you are delivering the best service possible. This is the storm before the clearing as our airport looks to continue growing!

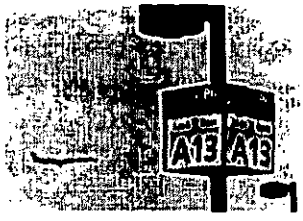
EWR HAPPENINGS



We have been doing remarkably well on our mystery shops however, there is always room for improvement. I'm also delighted to report that we are doing exceptionally well with receiving commendation letters on behalf of our customers for the great service they have been receiving from our team members. Congratulations to everyone for a job well done and keep striving to give the best customer service possible, it's definitely not going unnoticed. Let's keep those mystery shop numbers high and those letters coming!

In April we held our EOY Luncheon in the Waterford Ballroom at the Ramada Hotel for employees who received employee of the month for 2011. A special congratulations goes out to Sabrina Taylor, Akua Afriyie, and Joseph Reinhold Dossou. They, along with the recipients of LGA and JFK received an admirable trophy along with a $500 check.

We're looking forward to our next event which is our Milestone Luncheon scheduled to take place June 7th. This year EWR will be honoring team members with 20 and 25 years of service. We are grateful to each and everyone for their devotion and hard work in continuing to make this operation run efficiently.



We are still anticipating construction to come to an end in P6 but thank you for your continuous efforts in following procedure, as we wait for this project to come to an end.

EMPLOYEE OF THE YEAR LUNCHEON FOR 2012!

CONGRATULATIONS TO ALL!

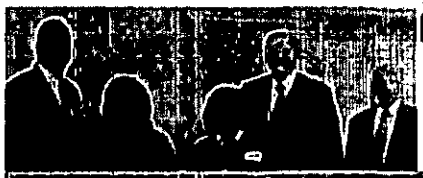
EOY LGA, Victor Fiesta

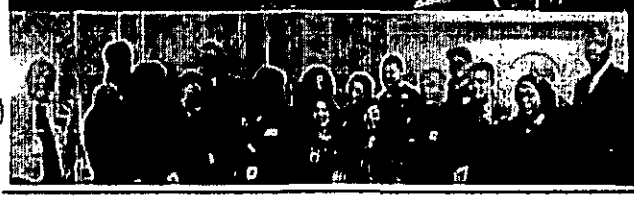
EOY JFK, Jose Ulahannan

EOY JFK, Jason Bruce

EOY EWR, Sabrina Taylor, Akua Afriyie and Joseph Reinhold-Dossou

Above, Maria Vinas and Haroon Akhtar accept the award for Outstanding Contractor of the Year on May 3rd. Below, LGA Supervisor, Mr. Seudat Tamassar receives EOY for Above & Beyond.





Big reminder to all...ANYONE can nominate ANYONE (including yourself) for Employee of the Month! So please don't hesitate to check with your on-site Customer Service Manager for submission forms and more details about what is required.

Yes, yes, yes...the INCENTIVE PROGRAM continues! Our quarter runs from 5/15 through 8/15 with the likely pay-date of September 7th.

Also make sure you check out our bulletin boards!! Loaded with some interesting things to do within your community as well as some upcoming events at your locations. Also check out Plum Benefits - a program we enrolled in that offers great discounts to many events in the NY/NJ area. To check out what Plum Benefits has to offer just log in - www.plumbenefits.com and log in with the info:

user name:

cate.moran@abm.com

Password:

ampcosystemparking

Since the last newsletter, we have made some personnel changes...At EWR, Ms. Debra Walker has joined us as the Regional NY/NJ Human Resource Manager; Ms. Khariyyah Khan joins us at EWR as the Customer Service Clerical Assistant; and at JFK Mr. Joseph Brown III is our HR Manager

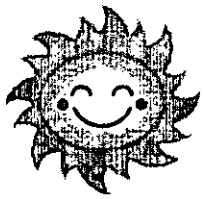
Just a note that at our Milestone Events will be hosted soon, we will celebrate the 10, 20, 25 and 30th anniversaries of 49 employees! Mr. Jean Pierre-St. Louis is a 30 year man in 2012 and Jose Rondon has hit 44 years at JFK!

June is our TRAINING MONTH so be on the lookout for sign up sheets and/or class assignments.

Summer is with us so please remember our Safety Talks about dealing with the HEAT!!!

In closing...thank you all for coming to work everyday and doing the best job you can!

EVENTS AND OTHER NEWS FROM CATE



Jean Pierre-St. Louis

MYSTERY SHOPS

Month	Location	Passing Average
January	LGA	83%
	JFK	62%
	EWR	93%
Feb	LGA	92%
	JFK	60%
	EWR	79%
March	LGA	92%
	JFK	85%
	EWR	90%
April	LGA	88%
	JFK	73%
	EWR	97%
May	LGA	96%
	JFK	90%
	EWR	75%

Employees of the Month for January through May

LaGuardia Airport:

January—Travis Ransome
February—Nicholas Egharevba
March—Ylma Infante
April— Phyllis Dann
May— Jackson Williams

"Everybody can be great...because anybody can serve. You don't have to have a college degree to serve. You don't have to make your subject and verb agree to serve. You only need a heart full of grace. A soul generated by love."

Martin Luther King, Jr.

John F. Kennedy International Airport:

January—Patricia Toussaint & Elizabeth Grella
February—Nerolil Presannan & Amelia Parris
March—Marlene Alexander & Deyanira Gomez
April—Diana Thomas & Ana Baptista
May—Verona Shaw & Wendy Garcia

Newark Liberty International Airport:

January—Altermeesh Fullwood & Jamaal Person
February—Adam Adamik & Nailah Craig
March—Iris Romero & Alise Jean
April—David Pettigrew & Tyrone Hunter
May—TBD

A BIT OF FUN!

Here are some riddles! Brainteasers are sort of like exercises for you mind, so get thinking...submit your answers to your CSM. If you get all the answers, you will get a $25 incentive...

1. **Name That Song**...A man is sitting in a pub feeling rather poor. He sees the man next to him pull a wad of $100 bills out of his wallet. He turns to the rich man and says to him, "I have an amazing talent; I know almost every song that has ever existed." The rich man laughs. The poor man says, "I am willing to bet you all the money you have in your wallet that I can sing a genuine song with a lady's name of your choice in it." The rich man laughs again and says, "OK, how about my daughter's name, Joanna Armstrong-Miller?" The rich man goes home poor. The poor man goes home rich.

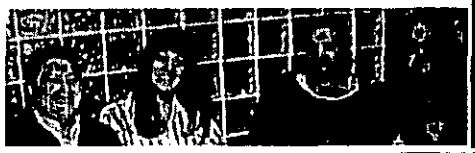
2. What is in seasons, seconds, centuries and minutes but not in decades, years or days?

3. I am the beginning of the end, and the end of time and space. I am essential to creation, and I surround every place. What am I?

4. There are 20 people in an empty, square room. Each person has full sight of the entire room and everyone in it without turning his head or body, or moving in any way (other than the eyes). Where can you place an apple so that all but one person can see it?

And just for fun...Enjoy the Sudoku puzzle—if you want a full size puzzle, just ask your CSM and she will give you a copy. Answers to the riddles & Sudoku puzzle will be posted on the bulletin boards around July 2nd!

	8			4			2	9
4		1			6			
	9	3			7	1		
6	7				3	8		
1		4				9		
	5		7	9			3	
3		7	8	5				6
				6	2	5	7	
2		5	3				1	8



Having fun at the EWR Holiday Party! (December, 2011)

Contributors to The Scoop in NY/NJ
Cate Moran, CPP - NY/NJ Regional Customer Service & Training Manager
Keshia-Elaine Johnson, JFK Customer Service & Training Manager
Stephanie P. Quick, EWR Customer Service & Training Manager
Maria Vinas, CPP - LGA Customer Service & Training Manager
Michael C. Joseph, CPP - NY/NJ Regional Manager

THE PORT AUTHORITY OF NY & NJ
PROCUREMENT DEPARTMENT
ATTN: BID/PROPOSAL CUSTODIAN
TWO MONTGOMERY STREET, 3RD FLOOR
JERSEY CITY, NEW JERSEY 07302

REQUEST FOR PROPOSALS

ISSUE DATE: **MAY 7, 2012**

TITLE: AIRPORT PARKING LOT MANAGEMENT AND OPERATION SERVICES AT JOHN F. KENNEDY INTERNATIONAL AIRPORT, LAGUARDIA AIRPORT, NEWARK LIBERTY INTERNATIONAL AIRPORT, AND STEWART INTERNATIONAL AIRPORT

RFP NO.: **29198**

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

QUESTIONS DUE BY:	**May 21, 2012**	**TIME:**	**3:00 P.M.**
PROPOSAL DUE DATE:	**May 31, 2012**	**TIME:**	**2:00 P.M.**

CONTACT:	**Kathy Leslie Whelan**	**or**	**Luz Santana**
PHONE:	(201) 395-3429		(201) 395-3449
FAX:	(201) 395-3470		(201) 395-3470
EMAIL:	kleslie@panynj.gov		lsantana@panynj.gov

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1. INFORMATION FOR PROPOSERS ON THIS REQUEST FOR PROPOSALS

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

The Port Authority of New York and New Jersey (the "Port Authority" or the "Authority") is an agency of the States of New York and New Jersey, created and existing by virtue of the Compact of April 30, 1921, made by and between the two States, and thereafter consented to by the Congress of the United States. It is charged with providing transportation, terminal and other facilities of trade and commerce within the Port District. The Port District comprises and area of about 1,500 square miles in both States, centering about New York Harbor. The Port District includes the Cities of New York and Yonkers in New York State, and the cities of Newark, Jersey City, Bayonne, Hoboken and Elizabeth in the State of New Jersey, and over 200 other municipalities, including all or part of seventeen counties, in the two States. The Port Authority manages and/or operates all of the region's major commercial airports (Newark Liberty International, John F. Kennedy International, Teterboro, LaGuardia and Stewart International Airports), marine terminals in both New Jersey and New York (Port Newark and Elizabeth, Howland Hook and Brooklyn Piers); and its interstate tunnels and bridges (the Lincoln and Holland Tunnels; the George Washington, Bayonne, and Goethals Bridges; and the Outerbridge Crossing), which are vital "Gateways to the Nation."

In addition, the Port Authority operates the Port Authority Bus Terminal in Manhattan, the largest facility of its kind in the world, and the George Washington Bridge and Journal Square Transportation Center bus stations. A key link in interstate commuter travel, the Port Authority also operates the Port Authority Trans-Hudson Corporation (PATH), a rapid rail transit system linking Newark, and the Jersey City and Hoboken waterfronts, with midtown and downtown Manhattan. A number of other key properties are managed by the agency including but not limited to a large satellite communications facility (the Teleport) in Staten Island, and a resource recovery co-generation plant in Newark. Prior to September 11, 2001, the Port Authority's headquarters were located in the World Trade Center, and that complex is still owned and being partially redeveloped by the Authority.

The Port Authority is hereby seeking proposals from qualified firms to provide Airport Parking Lot Management and Operation Services at John F. Kennedy International Airport, LaGuardia Airport, Newark Liberty International Airport, and Stewart International Airport as more fully described herein.

B. Brief Summary of Scope of Work

As the operator of John F. Kennedy International Airport, LaGuardia Airport, Newark Liberty International Airport, and Stewart International Airport (herein referred to as the "Facility" or "Facilities,") the Port Authority is committed to providing the highest levels of service to our customers. To assist it in doing so, the Port Authority is seeking a qualified firm to provide Airport Parking Lot Management and Operation Services ("Service" or "Services") at the Facilities and to furnish all labor, supervision, uniforms, equipment, including material and

supplies, and do all other things necessary or proper therefore or incidental thereto, all in strict accordance with the provisions of the Contract.

The Port Authority is seeking to enter into an agreement with a qualified parking lot operator to provide world class Services and perform all of the following aspects of large scale airport parking lot management and operations services including but not limited to, revenue collection, staffing, scheduling, training, operation management, passenger assistance, customer care, motor vehicle assistance, valet and other parking services, financial controls and reporting, inventory control, procurement of tickets and other supplies, and marketing sales management. The following table indicates the required services at each Facility:

Service	Kennedy	LaGuardia	Newark	Stewart
Staffing, training, and scheduling	X	X	X	X
Operation management	X	X	X	X
Passenger and motor vehicle assistance	X	X	X	X
Valet Parking	---	---	X	---
Revenue collection	X	X	X	X
Financial controls and reporting	X	X	X	X
Inventory control	X	X	X	X
Tickets and other supplies procurement	X	X	X	X
Marketing and sales management	X	X	X	X

The Port Authority may give to the successful Contractor an estimated thirty (30) to forty-five (45) days notice prior to actual commencement of Services under this Contract.

Proposals for the required functions must be for all four (4) Facilities. The Proposals shall be separated by each Facility, but shall include all four (4) Facilities. A single successful company will be selected to perform the required functions of this Contract. The Port Authority reserves the right to eliminate Stewart International Airport from the list of Facilities served under this Contract.

The Contractor's staff ("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. Personnel must be able to speak English clearly to individuals or groups of travelers who may need 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.

C. Customer Service Requirements

The Port Authority has established a policy that responsive, respectful and helpful customer service is of the utmost importance in providing service to all its customers. Customer service is defined as the ability of an organization to constantly and consistently exceeding the customer's expectations while offering the safety and security required ensuring the well-being of customers. This policy also applies to employees who work for companies under contract with the Port Authority.

Personnel providing the Services required by this Contract are involved directly with our customers. The demeanor and attitude of such Personnel, including supervisory and management staff, will create a lasting impression of the Facility. The Port Authority is interested in evaluating Submittals from Proposers willing to rise to the challenge of providing the Services as further described in this Request for Proposal (RFP) and Attachment B (entitled "Form of Contract For Facility Services") and to become an important member of the Facility community, dedicated to meeting or exceeding the needs of our customers. In order to ensure excellent performance and superior customer service in the discharge of Services, the Proposer must clearly demonstrate to the satisfaction of the Port Authority that it will meet and exceed our expectations with respect to the performance under this Contract. The Proposer shall also demonstrate how its performance and customer service standards will help it achieve the objective to provide superior customer service related to the Services required herein, and define how excellence will be rewarded, poor performance remedied or improved, and provide a narrative description of how wages and incentives (i.e., monetary or otherwise) will be provided to Personnel (without furnishing or supplying Cost Proposal Form) to ensure continuity of service, excellent performance, and responsiveness to customer needs. To provide Proposer with an understanding of our expectations concerning the Services, attached as Exhibit G is the "Customer Care Airport Standards Manual".

D. Deadline for Receipt of Proposals

Submittals are due by the due date and time specified on the cover page of this RFP ("Proposal Due Date").

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 One (1) reproducible CD and fifteen (15) double-sided copies of the proposal must be submitted on or before the Proposal Due Date 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.

It is necessary to carry valid photo identification when attempting to gain access into the building to hand deliver proposals.

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. (EDT).

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 deemed necessary by the Port Authority, it will be communicated to Proposers by written addenda and such writing shall thereafter form a part of this RFP.

H. Proposal Acceptance or Rejection

Acceptance of a proposal by the Port Authority shall be accomplished by either (a) a written notice mailed or delivered at the office designated by the Proposer in

its proposal, which notice shall be signed by an authorized representative on behalf of the Port Authority specifically stating that the proposal is accepted or, (b) 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 accomplished by either (a) a written notice 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)

There are four (4) scheduled Pre-Proposal meetings / Site Inspections.

- The first pre-proposal meeting/site inspection is scheduled to be held at Newark Liberty International Airport (EWR), Port Authority Administration Building #1, Conrad Road (off Brewster Road), 2nd Floor, Landside Conference Room, Newark, NJ 07114 on Tuesday, May 15, 2012, at 10am.

- The second pre-proposal meeting/site inspection is scheduled to be held at Stewart International Airport (SWF), 1180 First Street, Port Authority Administration Building #138, Conference Room #2, New Windsor, NY 12553 on Wednesday, May 16, 2012, at 10am.
- The third pre-proposal meeting/site inspection is scheduled to be held LaGuardia Airport (LGA), Port Authority Administration Building, Hangar 7C (Marine Terminal Road), 3rd Floor, General Manager's Conference Room, Flushing, NY 11371 on Thursday, May 17, 2012, at 10am.
- The fourth pre-proposal meeting/site inspection is scheduled to be held at John F. Kennedy International Airport (JFK), Port Authority Administration Building #14, (General Aviation Way), 1st Floor, Press Room, Jamaica, NY 11430 on Thursday, May 17, 2012, at 1pm.

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.

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

Attendees interested in attending should RSVP to Ronnie Bendernagel at (212) 435-3729, or at rbendern@panynj.gov no later than 12 noon (EDT) of the business day preceding the scheduled date(s) to confirm their attendance and receive traveling directions. The pre-proposal meeting and site inspection is limited to two (2) members from each concerned company.

Photo ID is required to attend the pre-proposal meeting and facility inspection.

L. Available Documents

Certain documents, specified below, will be made available for examination by Proposers at the Pre-Proposal Meeting/Site Inspection or by contacting Ronnie Bendernagel at (212) 435-3729, Monday through Friday between the hours of 9 a.m. and 4 p.m.

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 existing Contract for Services "Agreement for Public Parking Lot Operations at John F. Kennedy International Airport (JFK), LaGuardia Airport (LGA) and Newark Liberty International Airport (EWR). Contract Number 4600005757

A conformed copy of the existing Contract for Services at Stewart International Airport. "Airport Management and Operation Services at Stewart International Airport (SWF)". Contract Number 4600007724

M. Aid to Proposers

As an aid to Proposers in determining the appropriate amount of materials required in the performance of this Contract, the Port Authority provides the following historical data attached hereto as Exhibit A, B, C, & D. The Port Authority makes no representation, guarantees or warranties that the estimated amounts of materials or numbers provided herein are accurate or complete, or that they will constitute the amounts of materials required to be furnished under this Contract and, in addition, shall not be responsible for the conclusions to be drawn therefrom. All of the data in the aforementioned Exhibit A, B, C, & D are approximate and reflect activity during 2011. This information does not guarantee future performance.

N. Additional Proposer Information

Prospective Proposers are advised that additional vendor information, including, but not limited to forms, documents and other information, including M/WBE Participation Plan Submission Forms and protest procedures, may be found on the Port Authority website at:
http://www.panyni.gov/business-opportunities/become-vendor.html

O. 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.

P. 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.

2. SCOPE OF WORK

The Contractor shall do all things necessary to provide Airport Parking Lot Management and Operations Services at John F. Kennedy International Airport (JFK), LaGuardia Airport (LGA), Newark Liberty International Airport (EWR), and Stewart International Airport (SWF). The full Scope of Work is set forth in detail in Attachment B, Part II, entitled "Specifications".

3. PROPOSER PREREQUISITES

Only Proposers who can demonstrate that they comply with the following should submit proposals as only proposals from such Proposers will be considered:

A. The Proposer shall have had at least five (5) years of successful continuous experience in the management and operation of a parking lot(s) and at least three (3) years of such successful, continuous experience at a transportation facility immediately prior to the date of the submission of its proposal and have actually been engaged in providing these services to commercial and industrial accounts under contract. The Proposer may fulfill this prerequisite if it can demonstrate that the persons or entities owning and controlling the Proposer have had a cumulative total of at least the same number of years and type of direct continuous experience immediately prior to the submission of its proposal as is required of the Proposer, or has owned and controlled other entities which meet the requirement.

B. During the time period stated in (A) above, the Proposer shall demonstrate satisfactory performance of at least one (1) contract for similar services of similar scope.

C. The Proposer shall demonstrate that it has managed parking operations with earned gross revenues of at least fifty million dollars ($50,000,000) a year from operations

consisting of self parking, valet and employee parking which operations included a minimum of seven million (7,000,000) annual transactions (transaction is defined as the complete in and out process of a vehicle using the public parking areas) and which covered at least sixteen thousand (16,000) spaces for the last three (3) fiscal or calendar year(s).

D. In the event a proposal is submitted by a joint venture the foregoing prerequisites will be considered with respect to such Proposal as follows: With respect to subparagraph (A) and (B) above, the prerequisite will be considered satisfied if the joint venture itself, or any of its participants individually, can meet the requirements. With respect to subparagraph (C), the gross income of the joint venture itself may meet the prerequisites or the gross income of the participants in the joint venture may be considered cumulatively to meet the prerequisite. If the proposal is submitted by a common law joint venture, a joint venture that has not been established as a distinct legal entity, each participant of the joint venture shall be held jointly and severally liable and must individually execute and perform all acts required by this proposal. Documents signed by a common law joint venture, in connection with this proposal, shall include the names of all participants of the joint venture followed by the words "acting jointly and severally". All joint venture proposers must provide documentation of their legal status.

All Proposers must include documentation with their proposal that they meet the above prerequisites.

By furnishing this solicitation document to Proposers, the Port Authority has not made a determination that the Proposers have met the prerequisites or have otherwise been deemed qualified to perform the Services. In addition, a determination that a Proposer has met the prerequisites is not an assurance that they will be deemed qualified in connection with other proposal requirements included herein.

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. Cost of Proposal

- The Total Estimated Contract Price as submitted on the Cost Proposal Form.

B. Management Approach

- The clarity and feasibility of the Proposal, which shall include the Proposers' management philosophy, start-up plans, principles and programs, including training & safe work environment programs, and quality assurance/quality control and audit compliance plans, to be utilized by the Contractor in performing the service, and which shall include consideration of the:

  - The number and relevant experience of managerial and supervisory personnel proposed to be dedicated to this Contract.

  - The Proposer's certification that it will meet all wages and benefits requirements of the Contract and the Proposer's plan to ensure compliance with the wage and health benefits requirements of this Contract including the quality of the health benefits and other supplemental benefits requirements of this Contract.

- The proposed labor and supervisory staffing plans, on-site management plan and work plan for this Contract, which includes a staffing plan addressing the full-time and part-time employees, a plan for retaining current employees for this Contract and ensuring that the employees who performed the same and/or similar roles under previous Port Authority Contract suffer no diminution in wage rate under the new Contract, and its plan for recruiting and providing for a stable labor force.
- The Proposer's M/WBE participation plan, Certification of Environmentally Preferable Products/Practices, and subcontracting plan.
- Prior compliance on other contracts with the Port Authority and its subsidiaries.

C. Experience of Proposer, Technical Expertise, and the Proposer's Capability to Meet the Requirements, and Financial Capability:

- The degree and extent to which the Proposer has relevant and successful experience in providing similar scope and size of services that interface directly with the general public at a transportation facility or other comparable environment, often working under stressful conditions while providing a high level of service to customers.
- The extent to which the Proposer is financially capable of performing the Contract and has the management and corporate infrastructure to undertake a significant amount of new work, such capability being evidenced in its risk assessment and succession plans, as well as in other documentation.
- The capability of the firm to meet all requirements of the RFP, including the firm's ability to comply with the insurance requirements and Standard Terms and Conditions. Consideration will be given to the degree of business risk assumed by the Port Authority. This will include, but not be limited to, assessment of the impact resulting from the possible failure of the Contractor to perform under the terms and conditions of this Contract. As part of the evaluation, business risk will also be measured by the Port Authority's assessment of its ability to immediately replace the Contractor in a manner that maintains or improves the quality and continuity of the Airport Parking Lot Management and Operations Services at each facility.
- Experience of Proposer's senior management team in managing employees and conducting employee management programs. Degree and extent of relevant technical expertise of the Proposer and its senior management team.

D. Customer Service and Related Programs

- Proposer's plan to implement and enforce the Port Authority's Customer Service Standards, Proposer's Airport Parking Management Customer Services program, service training program, airport parking related quality

assurance and quality control measures, and adherence to all applicable standards included in this RFP.

E. Revenue-Generating/Cost Savings Plan

- The proposed Plan to increase the profitability of the Authority's parking lots at the airports through the introduction, development and implementation of innovative and/or tested programs or initiatives (sales, marketing, operational, etc.) to generate revenue and reduce costs at such parking lots.

- The Proposer's proven experience in introducing, developing and successfully implementing revenue-generating and cost-saving initiatives and programs for its clients.

F. Background Check Plan

The Proposer must submit a Background Check plan in accordance with this document, which will be considered "pass/fail."

6. M/WBE SUBCONTRACTING PROVISIONS

The Port Authority has a long-standing practice of making its business opportunities available to Minority Business Enterprises (MBEs) and Women-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 certified M/WBEs as defined in this document, in the purchasing and subcontracting opportunities associated with this contract, including purchase of equipment, supplies and labor services.

Minority Business Enterprise (MBE) - shall mean a business entity which is at least 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 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;

- 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.

Women-Owned Business Enterprise (WBE) - shall mean a business enterprise which is at least 51% owned by one or more women, or, in the case of a publicly held corporation, at least 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.

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

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

1) Dividing the services and materials to be procured into small portions where feasible;
2) Giving reasonable advance notice of specific subcontracting and purchasing opportunities to such firms as may be appropriate;
3) Soliciting services and materials from M/WBEs, which are certified by the Port Authority;
4) Ensuring that provision is made for timely progress payments to the M/WBEs and;
5) Observance of reasonable commercial standards of fair dealing in the respective trade or business.

Proposers are directed to use form PA3749B as the recording mechanism for the M/WBE participation Plan, annexed hereto as Attachment D or may be downloaded at **http://www.panynj.gov/business-opportunities/become-vendor.html**

The M/WBE Plan submitted by the Contractor to the Port Authority shall contain, at a minimum, the following:

- Identification of M/WBE's: Provide the names and addresses of all M/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 M/WBE participation expected to be achieved with the arrangement described in the Plan.
- Scope of Work: Describe the specific scope of work the M/WBE's will perform.
- Previous M/WBE Participation: Describe any previous or current M/WBE participation, which the Proposer has utilized in the performance of its contracts.

All M/WBE subcontractors listed on the M/WBE Participation Plan must be certified by the Port Authority in order for the Contractor to receive credit toward the M/WBE goals set forth in this Contract. Please go to **http://www.panynj.gov/business-opportunities/supplier-diversity.html** to search for M/WBEs by a particular commodity

or service. The Port Authority makes no representation as to the financial responsibility of such firms or their ability to perform Work under this Contract.

Proposers shall include their M/WBE Participation Plan with their proposals, to be reviewed and approved by the Authority's Office of Business Diversity and Civil Rights (OBDCR).

Proposers may request a waiver of the M/WBE participation goals set forth in this Contract by providing with its proposal, information in accordance with this provision and the provision entitled "M/WBE Good Faith Participation" in the Standard Terms and Conditions of this Contract.

If the Contractor wishes to subcontract a portion of the Work through a firm not listed in the Directory, but which the Contractor believes should be eligible because it is (1) an M/WBE, as defined above and (2) competent to perform portions of the Work, the Contractor shall submit an M/WBE Uniform Certification Application to the Port Authority of New York and New Jersey, Office of Business Diversity and Civil Rights (OBDCR), 233 Park Avenue South, 4th Floor, New York, NY 10003. The application is available online at **http://www.panynj.gov/business-opportunities/sd-become-certified.html**. In addition, to update your certification file and to advise OBDCR of changes to any information, please email these changes to **OBJOcert@panynj.gov** . Credit toward applicable goals will be granted only to Port Authority certified vendors. For more information about M/WBE Programs, call (212) 435-7819.

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 overall 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 authorized 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 partnership of business entities) 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 in Attachment B, Part IV entitled, "Standard Contract Terms and Conditions" 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, if any, included herein.

F. Proposal

The Proposer must submit a proposal that details and clearly describes its experience and capability to perform the Airport Parking Lot Management and Operations services described in this RFP, its approach to such work and the cost of such work to the Port Authority. At a minimum, the proposal shall address the following:

1. 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, material and labor costs, fuel costs, any salaries, health benefits and other benefits, overheads, profits, etc. 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 Average Hourly Rate", "Calculation of Rate for Annual Salaried Position", and "Monthly Management Fee Calculation Breakdown" form(s), 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.

2. Management Approach

   a. The Proposer should provide a complete description of how it intends to implement and manage the required Airport Parking Lot Management and Operations Services hereunder, including any information that it believes would be helpful to the Port Authority in assessing its ability to provide Airport Parking Lot Management and Operations Services described in the RFP. Provide a transition plan to operate by September 16, 2012.

   b. The Proposer should provide a complete description of all employee management programs (covering both supervisory and non-supervisory personnel), currently utilized and those to be utilized under this Contract, including, but not limited to:

      i. Airport Parking Lot Management and Operations Services related training
      ii. Security training
      iii. OSHA safety training
      iv. Employee motivation and incentive programs
      v. Quality Assurance/Quality Control programs
      vi. Audit programs
      vii. Disciplinary procedures, etc. (include, if available, copies of manuals or other associated documents).
      viii. Staffing plan include full-time and part-time

ix. Recruiting procedures and maintenance of a stable workforce
x. Performance improvements measurements

c. The Proposer shall describe, in outline form, how employees will be recruited, hired, and trained. The Proposer shall show the number of full time and part time employees, to be utilized in providing the Airport Parking Lot Management and Operations Services.

d. The Proposer shall submit a plan to minimize employee turnover including the retention of staff currently employed in the airport lot parking management and operation services. The Proposer shall also specify what it considers an acceptable employee turnover rate for this Contract and shall identify its annual retention statistics for non-supervisory positions over the past five (5) years. It is the Port Authority's preference to have the Proposer submit a staffing plan; that maximizes the use of full-time employees, provides for a stable labor force, as well as limit employee turnover, and provide an employee retention plan.

e. The Proposer should provide a statement indicating the qualifications and experience of managerial and supervisory personnel employed by the Proposer 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

f. The resumes of the individuals who are being recommended for the positions under (g) including any other senior management positions should be included in the Submittal.

g. The Proposer shall submit an employee motivational and incentive program for all employees under this contract.

h. The Proposer shall submit a comprehensive organizational chart indicating the proposed reporting structure.

i. The firm shall submit a Wage, Health and Supplemental Benefits Plan for the Contract. In addition, the firm 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 other Supplemental Benefits. The plan shall be subject to audit by the Port Authority.

NOTE: By submitting an RFP, the Proposer certifies that it will meet all wage and benefit requirements in the contract without exception.

j. The firm 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 other supplemental benefits requirements before the end of the affected period.

k. The Proposer shall describe its plan to ensure that an employee who performed a similar role, including but not limited to, the current workforce under the existing Contract at any of the Facilities under a previous Port Authority Contract, suffers no diminution in wage rate under the new Contract.

l. 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.

m. The Proposer's M/WBE Participation Plan, in accordance with the M/WBE Subcontracting Provisions hereunder.

n. The Proposer's Certified Environmentally Preferable Products/Practices Form ensuring compliance with all applicable federal, state and local standards in their business practices, in accordance with the Certified Environmentally Preferable Products/Practices Provision.

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 all four (4) airports, including how it will determine and maintain performance measurements.

3. Technical Experience, Experience of Proposer, and the Proposer's Capability to Meet the Requirements of this RFP

a. The Proposer shall submit a listing of all their relevant Contracts that were performed by or are currently being performed by the Proposer within the last three (3) years in Attachment C entitled "Proposer's Reference Form". 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 demonstrate its financial capabilities to meet the requirements of this Contract.

c. The Proposer shall submit to the Port Authority a detailed itemized description explaining its operational expertise and past experience the Proposer has in the following areas:

- Management of Airport Parking Lot Operations of a similar size
- Improving customer service related to Airport Parking Lot Management and Operations Services
- Demonstrated technical expertise as it relates to the Airport Parking Lot Management and Operations Services
- Demonstrate how the web design requirements will be successfully implemented and operated

d. The Proposer shall submit risk assessment and succession plans to the Port Authority that assess the business risk in taking on the significant amount of new work that will be required under this Contract. These plans should take into account all work currently under contract, as well as work that is under contract to companies which the Proper/Firm owns, controls or has an interest.

e. 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 including experience in employee management and technical experience.

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

g. 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:

- Airport Parking Lot Management and Operations 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).

h. 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 Airport Parking Lot Management and Operations and resulting benefits;

- Management of Airport Parking Lot Management and Operations in buildings and facilities, of similar size.

4. Customer Service and Related Programs

   a. The Proposer shall submit its plan for a Customer Service and Related Program, consistent with Exhibit A of the attached Form of Contract entitled "Customer Care Airport Standards Manual," information on how it plans to implement and enforce customer service standards related to Airport Parking Lot Management and Operations Services, including, but not limited to, the following areas:

      - customer interaction
      - greetings
      - addressing customers
      - attitude
      - helpfulness
      - demeanor
      - courtesy
      - technology
      - appearance and uniforms
      - quality assurance
      - quality control
      - service training

   b. The Proposer shall provide, as it relates to Airport Parking Lot Management and Operations Services, a complete description of how it will measure its performance against the Port Authority Customer Care Service standards included herein established for the Contract, including but not limited to, how often staff evaluations will be performed, who will perform the evaluations and what will be done with the information once the evaluations are completed. Evaluations should cover both supervisory and non-supervisory staff. The Proposer shall also describe how it will communicate and reinforce these standards, as well as how it expects to obtain feedback from its employees with regard to them.

   c. 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 Airport, LaGuardia Airport, Newark Liberty International Airport, and Stewart International Airport, including how it will determine and maintain performance measurements.

5. Revenue-Generating/Cost Savings Plan

a. The Proposer shall submit a Revenue-Generating/Cost-Savings Plan that will help the Authority generate revenue and reduce costs at the parking lots of its airports. The Plan shall include but not be limited to:

- A proposal of innovative and/or tested initiatives to generate revenue and reduce costs at such parking lots;
- A description of all tools (technological, marketing, operational, etc.) and business processes it intends to use to generate revenue and reduce costs at such parking lots;
- Identification, description and delineation of all responsibilities (the Proposer's and the Authority's) in developing and implementing such initiatives, and a description of how such initiatives would force the Authority to alter its processes (business, operational, etc.).

b. Describe in detail the Proposer's experience in developing and successfully implementing revenue-generating and cost-saving initiatives for its clients. The Proposer shall:

- Identify the client for which it developed and successfully implemented such initiatives;
- Describe the revenue-generating and/or cost-saving initiative;
- Quantify the amount of revenue generated and/or savings achieved for the client, which resulted directly from such initiatives.

c. The Proposer shall provide any other information that will help the Authority determine the viability of the proposed Revenue-Generating/Cost-Saving Plan and the proven experience and success of the Proposer in developing and implementing revenue-generating and cost-saving initiatives for its clients.

6. Contractor Identity Check/Background Screening Plan

The Proposer shall submit a Contractor Identity Check/Background Screening Plan, which demonstrates 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:

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 they have done in the last 10 years preceding the date of the investigation, resources utilized to perform this, and the frequency at which it is performed on current employees.

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, Part IV, 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.

Exceptions with respect to Wages, Health and Supplemental Benefits of employees performing work under this Contract will not be considered.

I. M/WBE Plan

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

J. Additional Information

The Proposer shall provide any other information that is related to the requirements in this Section and the Proposer believes would be helpful to the Port Authority in the evaluation of this RFP.

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 should 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 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 four (4) months (OR 120 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, 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. The foregoing applies to any information, whether or not given at the invitation of the Authority.

Notwithstanding the above, and without assuming any legal obligation, the Port Authority will employ reasonable efforts, subject to the provisions of the Port Authority Freedom of Information Code and Procedure adopted by the Port Authority's Board of Commissioners on March 29, 2012, which may be found on the Port Authority website at: http://www.panynj.gov/corporate-information/pdf/foi-code.pdf, not to disclose to any competitor of the undersigned, information submitted which are trade secrets or is maintained for the regulation or supervision of commercial enterprise which, if disclosed, would cause substantial injury to the competitive position of the enterprise, and which information is identified by the Proposer as proprietary, which may be disclosed by the undersigned to the Port Authority as part of or in connection with the submission of a proposal.

_____
(Company)

_____
(Signature)

_____
(Title)

_____
(Date)

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

ATTACHMENT B

FORM OF CONTRACT FOR FACILITY SERVICES

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PART I – CONTRACT SPECIFIC TERMS AND CONDITIONS

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 Attachment B, Part I entitled "Contract Specific Terms and Conditions", and fully set forth in the Specifications, at the location(s) listed herein 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 this Contract and any future changes made thereto; 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 OF CONTRACT

(a) The Contract shall be for a five (5) year period (the "Initial Term") commencing on or about 12:01 a.m. on September 15, 2012 (said date and time hereinafter sometimes called "the Commencement Date") and, unless sooner terminated or revoked (or extended as provided in paragraph (b) hereof, shall expire on or about 11:59 p. m. on September 14, 2017 (said date and time sometimes hereinafter called "the Expiration Date").

(b) The Port Authority shall have the right to extend this Contract for two (2) additional two (2) year periods (hereinafter called the "Option Period") 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) The Port Authority shall have the absolute right to extend this Contract for up to one additional one hundred twenty (120) day extension period subsequent to the Expiration Date of the Base term, or the Expiration Date of the final exercised Option Period, as the same may have been previously extended, subject to the same terms and conditions of the Contract. The charges in effect for the Initial Term or the Extension Period, as applicable, of the Contract shall remain in effect during this additional extension period without further adjustment. The Port Authority shall notify the Contractor, in writing, at least thirty (30) days prior to the Expiration Date hereinbefore established that the Contract term is so extended.

3 ADJUSTMENTS

(a) For each year following the third year of the Base Term and for any Option Period that is applicable to this Contract and is exercised hereunder, (excluding the 120 day Extension Period as described in the paragraph entitled "Duration of Contract" in Section 2, hereof) the Port Authority shall adjust the amounts payable 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").

(b) For the fourth Contract year, the Price Index shall be determined for the months of April 2014 and April 2015. The amounts payable to the Contractor in the third year of the Contract shall be multiplied by a fraction the numerator of which is the Price Index for April 2015 and the denominator of which is the Price Index for April 2014. The resulting product shall be the amounts payable to the Contractor in the fourth year of the Contract.

(c) For the fifth Contract year, the Price Index shall be determined for the months of April 2015 and April 2016. The amounts payable to the Contractor in the fourth year of the Contract shall be multiplied by a fraction the numerator of which is the Price Index for April 2016 and the denominator of which is the Price Index for April 2015. The resulting product shall be the amounts payable to the Contractor in the fifth year of the Contract.

(d) For the first year of the first two-year Option Period of the Contract, the Price Index shall be determined for the months of April 2016 and April 2017. 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 April 2017 and the denominator of which is the Price Index for April 2016. The resulting product shall be the amounts payable to the Contractor in the first year of the two-year Option Period.

(e) For the second year of the first two-year Option Period of the Contract, the Price Index shall be determined for the months of April 2017 and April 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 April 2018 and the denominator of which is the Price Index for April 2017. The resulting product shall be the amounts payable to the Contractor in the second year of the two-year Option Period.

(f) For the first year of the second two-year Option Period of the Contract, the Price Index shall be determined for the months of April 2018 and April 2019. 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 April 2019 and the denominator of which is the Price Index for April 2018. The resulting product shall be the amounts payable to the Contractor in the first year of the two-year Option Period.

(g) For the second year of the second two-year Option Period of the Contract, the Price Index shall be determined for the months of April 2019 and April 2020. 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 April 2020 and the denominator of which is the Price Index for April 2019. The resulting product shall be the amounts payable to the Contractor in the second year of the two-year Option Period.

(h) Notwithstanding the provisions of this section, in no event shall any annual adjustment hereunder be greater than three percent (3%) per annum or less than zero percent (0%).

(i) In the event the amounts payable to the Contractor as set forth on the Price Sheet(s) shall be adjusted hereunder, then, simultaneously with such adjustment, the Minimum Direct Hourly Wage, 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 the Form of 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 the Port Authority its plan to insure its compliance with the employee payments requirement in effect during such coming Option Period.

(j) 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 Minimum Direct Hourly Wage, Average Hourly Direct Wages and the Supplemental Benefits, and the pricing currently in effect required herein. Nothing herein shall prevent a contractor from raising wages or increasing benefits and/or direct salaries at its own discretion.

(k) 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.

(l) The amounts payable to the Contractor for service costs during the 120-day Extension Period shall not be subject to adjustment. Labor and service costs for the 120-day Extension Period shall be the same as in effect during the contract year prior to the start of the 120-day Extension Period.

(m) 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 for 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 the Port Authority excess amounts thereto for paid by the Port Authority for such period.

4 BILLING AND PAYMENT

Subject to the provision 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 Pricing Sheet(s) 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 Port Authority Facility 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 Pricing Sheets, 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 Port Authority Facility Manager.

(b) The Contractor's sole compensation in full and complete consideration for the performance of all of its obligations under this Contract shall be an amount equal to the sum of the following:

(1) the Lane Cashier Hourly Charge as quoted by the Contractor in the Pricing Sheet(s) attached hereto, multiplied by the actual number of hours of post coverage provided and satisfactorily completed, and

(2) the Attendants (Traffic/Valet) Hourly Charge as quoted by the Contractor in the Pricing Sheet(s) attached hereto, multiplied by the actual number of hours of post coverage provided and satisfactorily completed, and

(3) the Clerks (Office/Revenue) Hourly Charge as quoted by the Contractor in the Pricing Sheet(s) attached hereto, multiplied by the actual number of hours of post coverage provided and satisfactorily completed, and

(4) the Supervisor (Field/Office) Hourly Charge as quoted by the Contractor in the Pricing Sheet(s) attached hereto, multiplied by the actual number of hours of post coverage provided and satisfactorily completed, and

(5) the Supervisor-in-Charge Hourly Charge as quoted by the Contractor in the Pricing Sheet(s) attached hereto, multiplied by the actual number of hours of post coverage provided and satisfactorily completed, and

(6) the Monthly Operating Charge Per Vehicle as quoted by the Contractor in the Pricing Sheet(s), multiplied by the actual number of vehicles satisfactorily provided, and

(7) the charge for reimbursable expenses, if any, and

(8) the charge for Extra Work, if any, and.

(9) the Monthly Management Fee, if any.

Items (1) through (9) hereinafter collectively referred to as the "total monthly amount."

(c) Payment of the foregoing by the Port Authority to the Contractor will be made as follows:

(1) The Contractor shall submit to the Port Authority Facility Manager by the tenth day of the month following the month of commencement of the Contract and on or by the tenth day of each month thereafter (including the month following the termination or expiration of this Contract) separate itemized invoices for each Airport (and any Central Office Location) setting forth total amounts due for the previous monthly period and setting forth the total Lane Cashiers Hours, Attendant (Traffic/Valet) Hours, Clerk (Office/Revenue) Hours, ,Supervisors (Field/Office) Hours, Supervisor-in-Charge hours, Temporary/Part Time Personnel Hours and applying the appropriate rates thereto. Such invoice shall also separately list the total number of hours of post coverage provided per shift and per day during the entire applicable Monthly Period. 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, 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."

(2) The Monthly Operating Charge Per Vehicle, and the Monthly Management Fee, the charges for reimbursable expenses, if any, shall be paid by the Port Authority to the Contractor monthly at the rate specified on the Pricing Sheet(s) as the same may have been adjusted as set forth herein. Such amount for each calendar month shall

be submitted on separate itemized invoices hereunder by the Contractor to the Port Authority Facility 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 Date. 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 of the numerator of which shall be the number of days of this Contract was in effect during said month and the denominator of which shall be 30. Within thirty (30) calendar days upon the receipt of a true and correct invoice, the Port Authority will pay the total amount of such invoice.

(3) The Monthly Management Fee shall be apportioned to each Facility hereunder in the same percentage amount that represents the percentage of staffing hours at each Facility unless otherwise directed by the Port Authority (for example, if twenty percent of staffing hours is at one Airport, the Monthly Management Fee allocated to that Airport shall be twenty percent). The Monthly Operating Charge Per Vehicle 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. (Such apportionment, which shall apply only if this Contract covers more than one Airport, is for Port Authority billing purposes and is not an indication that the parties deem the same to be appropriate for other purposes)

(d) 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.

(e) 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.

(f) "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.

(g) 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.

(h) The Contractor's agreement as provided in the immediately preceding paragraph shall be deemed to be based upon the consideration forming part of this Contract as a whole and not to be gratuitous; but in any event even if deemed gratuitous and without consideration, such agreement as provided in the immediately preceding paragraph shall nevertheless be effective. Such release shall include all claims, whether or not in litigation and even though still under consideration by the Authority. Such release shall be effective notwithstanding any purported reservation of right by the Contractor to preserve such claim. The acceptance of any check designated as "Final Payment" or bearing any similar designation shall be conclusively presumed to demonstrate the intent of the Contractor that such payment was intended to be accepted as final, with the consequences provided in this paragraph, notwithstanding any purported reservation of rights.

(i) The Contractor agrees that it shall not be entitled to, and hereby waives any right it might otherwise have to, and shall not seek any judgment whether under this Contract or otherwise for any such Final Payment or for an amount equivalent thereto or based thereon, or for any part thereof, if such judgment would have the effect of varying, setting aside, disregarding or making inapplicable the terms of paragraphs (e) and (f) of this section or have the effect in any way of entitling the Contractor to accept such Final Payment or an amount equivalent thereto or based thereon or any part thereof other than in the same fashion as a voluntary acceptance of a Final Payment subject to all the terms of this Contract including this paragraph, unless and until the Contractor should obtain a judgment on any claim arising out of or in connection with this Contract (including a claim based on breach of Contract) for an amount not included in said Final Payment. In any case in which interest is allowable on the amount of the Final Payment, such interest shall be at the rate of six percent (6%) per annum for the period, if any, in which such interest is due.

(j) Without limiting the generality of any other term or provision hereof, the Contractor understands it will not be separately reimbursed for all overhead expenses or for other costs, including phone charges, office supplies and other related costs. The Contract shall provide clerical support as required, which is not to be considered post coverage hereunder and will not be included in the post hours for which the Authority is to be billed.

(k) 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: Manager, Landside Operations
South Service Road, Building #14, Second Floor
Jamaica, NY 11430

The Port Authority of New York and New Jersey
LaGuardia Airport
Attn: Manager, Landside Operations
Hanger 7C
Flushing, NY 11371

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

The Port Authority of New York and New Jersey
Stewart International Airport
Attn: Landside Manager
1180 First Street
New Windsor, NY 12553

(l) The Contractor shall not perform Extra Work or any additional services without prior written approval from the Port Authority contract administrator assigned to oversee the contract.

(m) The Contractor shall furnish a quarterly report detailing all invoices submitted in that quarter. The Contractor shall indicate which invoices were paid and the amount paid. The quarterly report should include, but is not limited to, the following: invoice number, payment by type (i.e., monthly total lump sum, extra work, etc. time sheets, training schedules, employee/company license reports, approved reimbursable items, equipment inventory contractor third party agreements). The report shall be submitted to the Aviation Department – Airport Manager/General Manager(s) of the Authority as addressed above (item k).

(n) 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 fourty-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) 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

a) The contractor's obligation for the performance and completion on Work within the time or times provided for in this Contract and the work orders issued hereunder are of the essence of this Contract. In the event the Contractor fail to satisfactorily perform all or any part of the work required hereunder in accordance with the requirement set forth in the specifications (as the same as may be modified in accordance with provision set forth

herein) then, inasmuch as the damage and lost to the Authority for such failure to perform includes items of lost whose amount will be incapable or very difficult of accurate estimation the damages of such failures to perform shall be liquidated as follows:

i. In the event that the Contractor fails to provide Lane Cashiers, Attendants (Traffic/Valet/), Clerks (Office/Revenue), Supervisors (Field/Office) or Supervisors-in-Charge, as required under this Contract (such failure shall include, among other things, excessive break time on the part of Contractor's employees), then inasmuch as the damage and loss to the Port Authority, including disruption of the operation at the Facility and disruption of the Parking Lot Services operations at the Facility, which will result from the non-performance, cannot or may be difficult to calculate or determine, then 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 Lane Cashiers, Attendants (Traffic/Valet), Clerks (Office/Revenue), Supervisors (Field/Office) or Supervisors-in-Charge (it being understood that in no event shall any amount be payable by the Port Authority for the Lane Cashiers, Attendants (Traffic/Valet/), Clerks (Office/Revenue), Supervisors (Field/Office) or Supervisors-in-Charge hours not actually 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.

ii. In the event that the Contractor fails to provide the General Manager, Operations Manager, Regional Contract Manager, Regional Human Resources Coordinator, Regional Customer Service/Training Coordinator, Regional Finance and Reporting Coordinator, and Regional Sales and Marketing Coordinator or to perform such functions in accordance with the duties set forth elsewhere in this Agreement, then inasmuch as the damage and loss to the Port Authority, from the disruption of the operation of the Facility and disruption to the Parking Lot Services operations at the Facility, which will result from the non-performance of said General Manager, Operations Manager, Regional Contract Manager, Regional Human Resources Coordinator, Regional Customer Service/Training Coordinator, Regional Finance and Reporting Coordinator, and Regional Sales and Marketing Coordinator duties cannot or may be difficult to calculate or determine, then 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 the product obtained by multiplying Seventy-five Dollars and No Cents ($75.00) per hour by the number of hours or major fractions thereof (for each employee) up to a maximum of Three Hundred Dollars ($300) per calendar day per employee that the Contractor fails to provide such General Manager and Operations Manager as required, (it being understood that in no event shall any amount be payable by the Port Authority for the General Manager, Operations Manager, Regional Contract Manager, Regional Human Resources Coordinator, Regional Customer Service/Training Coordinator, Regional Finance and Reporting Coordinator, and Regional Sales and Marketing

Coordinator hours not actually provided by the Contractor), said amount or amounts to be deducted from any sums due and owing from the Port Authority to the Contractor hereunder as the Port Authority shall determine from time to time in its sole discretion.

iii. In the event that, for any reason, a Contract Vehicle(s) shall not be available when required for use in providing the 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 Facility and disruption of the airport Parking Lot Services at the Facility which will result from the non-performance of the Parking Lot Service cannot be or may be difficult to calculate or determine, then 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 the product obtained by multiplying two hundred percent (200%) of the applicable daily vehicle rate (determined by dividing the applicable monthly vehicle rate by the number of days in the applicable month) by the number of days or major fractions thereof that the Contractor fails to provide such vehicle for Parking Lot Service, said amount or amounts to be deducted from any sums due and owing from the Port Authority shall determine from time to time in its sole discretion.

iv. In the event that for any reason, the two-way voice communications equipment or wireless phones or the required number of contingency radios shall not be available or operational when needed for use in providing the Parking Lot 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 Facility and disruption of the Parking Lot Service at the Facility which will result from the non-performance Parking Lot Service, cannot be or may be difficult to calculate or determine, then in lieu 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 and No Cents ($50.00) per day per unit multiplied by the number of days or major fractions thereof that the Contractor fails to provide the two-way voice communications equipment or wireless phones or equipment or wireless phones or contingency radios, said amount or amounts to be deducted from any sums due and owing from the Port Authority to the Contractor hereunder as the Port Authority shall determine from time to time in its sole discretion.

v. In the event that, for any reason, the Contractor fails to maintain or provide or have available when required or requested by the Port Authority or fails to submit any documentation, reports or records as required, then inasmuch as the damage and loss to the Port Authority, including disruption of the operation of the Facility and disruption of the Parking Lot Service at the Facility which will result from such non-performance cannot be or may be difficult to calculate or determine, then 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 One Hundred Dollars and No Cents ($100.00) per day per requested documentation, reports or records multiplied by the number of days or major fractions thereof that the

Contractor fails to maintain or provide any documentation, reports or records, and said amount or amounts to be deducted from any sums due and owing from the Port Authority to the Contractor hereunder as the Port Authority shall determine from time to time in its sole discretion.

vi. In the event that any Contractor's employee fails to comply with the uniform requirements as set forth in the paragraph entitled "Uniforms" in Section 14, hereof then inasmuch as the damage and loss to the Port Authority, including disruption of the operation of the Facility and disruption of the Parking Lot Service at the Facility which will result from such non-performance cannot or may be difficult to calculate or determine, then in lieu of and 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 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.

vii. 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 inasmuch as the damage and loss to the Port Authority, including disruption of the operation of the Facility and disruption of the Parking Lot Service at the Facility which will result from such non-performance cannot or may be difficult to calculate or determine, then in lieu of and liquidation of damages for such breach, the monthly installment payable by the Port Authority to the Contractor hereunder shall be reduced by One Hundred Dollars and No Cents ($100.00) for each day the Contractor fails to provide said information.

viii. In the event that the Contractor fails to provide separate personnel, equipment, materials and/or Services for Extra Work in accordance with the paragraph entitled "Extra Work", then inasmuch as the damage and loss to the Port Authority, including disruption of the operation of the Facility and disruption of the Parking Lot Service at the Facility which will result from such non-performance cannot or may be difficult to calculate or determine, then in lieu of and 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 the product obtained by multiplying Seventy-five Dollars and No Cents ($75.00) per hour by the number of hours or occasions thereof that the Contractor shall fail to provide personnel, equipment, materials and/or Services for Extra Work as required and approved by the Airport Manager.

b) 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.

c) 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 failure to perform on the part of the Contractor.

d) 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 PARKING SERVICES HOURS INCREASE/DECREASE

(a) The Port Authority shall have the right, on at least four (4) hours' verbal notice to the Contractor, to increase or decrease the frequencies of all or any part of the services required hereunder and/or to add areas not described herein in the Specifications or remove areas or parts of areas which are hereunder so described. In the event the Facility Manager decides to change any frequencies or areas such change shall be by written notice not less than twenty-four (24) hours, said changes to be effective upon the date specified in said notice.

(b) 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).

(c) The Port Authority shall have the additional right to request, on less than four (4) hours' verbal notice to the Contractor, that the Parking Lot Service hours previously scheduled to be provided under this Agreement be increased. The Contractor shall use its best efforts to fulfill each such request. Any increase of such hours provided on less than four (4) hours' notice, as aforesaid, shall be compensated to the Contractor at one hundred and twenty (120%) percent of the hourly rate in effect at the time of providing such service. (e.g. hourly wage $10 x 120% = $12). Such charge is payable instead of and not in addition to the Hourly Rate/Charge of each category of service. Nothing in this paragraph shall obligate or be deemed to obligate the Port Authority to pay at any but the rate established hereunder for parking service hours, as aforesaid, provided that four (4) or more hours' notice has been given to the Contractor, said changes to be effective on the date specified in the said notice.

(d) 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 change whether increase or decrease in areas or frequencies calculated from the quantities of Services to be performed, which in the opinion of the Facility Manager, are necessary to complete the work, by multiplying a unit of measure determined for the services, by the negotiated rate.

(e) In the event of a decrease, the Contractor shall not be entitled to compensation for Work not performed.

(f) 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/Extension Period, 50% of the total estimated contract price for that Option/Extension Period.

(g) 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.

(h) The Port Authority shall have the right to direct the Contractor to place and relocate Attendants, Cashiers, Supervisors, or Supervisors-in-Charge on the Airport from time to time and at any time, where such placement or relocation of Attendants, Cashiers, Supervisors, or Supervisors-in-Charge neither increases nor decreases the Contractors overall staff schedule for duty at that time.

8 AUTHORITY OF THE DIRECTOR

Inasmuch as the public interest requires that the Work to which this Contract relates shall be performed in the manner which the Port Authority, acting through the Director, deems best, the Director shall have absolute Authority to determine what is or is not necessary or proper for or incidental to the portion thereof specified in the clause hereof entitled "General Agreement" and the Specifications shall be deemed merely his/her present determination on this point. In the exercise of this Authority, he/she shall have power to alter the Specifications; to require the performance of Work not required by them in their present form, even though of a totally different character from that now required; and to vary, increase and diminish the character, quantity and quality of, or to countermand any Work now or hereafter required. Such variation, increase, diminution or countermanding need not be based on necessity but may be based on *convenience.*

9 AUTHORITY AND DUTIES OF THE MANAGER

In the performance of the Contract, the Contractor shall conform to all orders, directions and requirements of the Manager of the locations as set forth herein and shall perform the Contract to the satisfaction of the Manager at such times and places, by such methods and in such manner and sequence as he may require, and the Contract shall at all stages be subject to his 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 men to which the Manager objects. Upon request, the Contractor shall confirm in writing any oral order, direction, requirements or determination.

10 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 a contractual liability endorsement 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:

<u>Commercial General Liability Insurance</u> - $ 5 million combined single limit per occurrence for bodily injury and property damage liability.

<u>Automobile Liability Insurance</u> - $ 5 million combined single limit per accident for *bodily injury and property damage liability.*

The Contractor shall also take out, maintain and pay the premium on:

Garage Keepers' Legal Liability Insurance – Including but not limited to vehicles parked by the public and the contractor with a limit of Two Hundred Thousand Dollars and No Cents ($200,000.00) per occurrence per location covering Comprehensive perils including total theft and collision coverage.

Comprehensive Dishonesty, Disappearance and Destruction Policy – Including but not limited to Employee Dishonesty Coverage, Loss inside the premises coverage, Loss outside the premises coverage and Depositors forgery coverage, in limits not less than Four Hundred thousand Dollars and No Cents ($400,000.00) per occurrence.

In addition, the liability policy (ies) shall name The Port Authority of NY and NJ and its wholly owned entities as additional insureds, 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 statutes 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, Attn: 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 Contract 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#3991N]***

11 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 General Manager, Operations Manager, Regional Contract Manager, Regional Human Resources Coordinator, Regional Customer Service/Training Coordinator, Regional Finance and Reporting Coordinator and Regional Sales and Marketing Coordinator 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 Direct 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 Direct 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) The "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) The "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 September 15, 2012. 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 October 2013. The employee's vacation benefits accrued in 2012 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 2012.

(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 Direct Hourly Wages for each Employee in each category as set forth below and the Average Hourly Direct Wages, as set forth in the Calculation of Average Hourly Rate Form and accepted by the Port Authority.

Minimum Direct Hourly Wages – JFK, EWR, LGA and SWF

The following values represent the Minimum Direct Hourly Wage(s) for each year of the first three years of the five (5) year base period.

Position	Year 1	Year 2	Year 3
Lane Cashier	$10.16 per hour	$10.46 per hour	$10.78 per hour
Attendant (Traffic/Valet)	$9.59 per hour	$9.88 per hour	$10.17 per hour
Clerk (Office/Revenue)	$11.28 per hour	$11.62 per hour	$11.97 per hour
Supervisor (Field/Office)	$13.54 per hour	$13.96 per hour	$14.36 per hour
Supervisor-in-Charge	$15.79 per hour	$16.26 per hour	$16.75 per hour

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 Annual Salaries for each Employee in each category as set forth below and as set forth in the Calculation of Annual Salaried Position Form and accepted by the Port Authority.

Annual Salaries – JFK, EWR, LGA and SWF

Positions at JFK	**Year 1, 2 and 3**
General Manager	To be determined by proposer*
Operations Manager	To be determined by proposer*
Positions at EWR/SWF	***Year 1, 2 and 3***
General Manager	To be determined by proposer*
Operations Manager	To be determined by proposer*
Positions at LGA	**Year 1, 2 and 3**
General Manager	To be determined by proposer*
Operations Manager	To be determined by proposer*

Regional Positions –The Contractor shall provide a minimum of one individual per position to oversee all four (4) airports.	
Regional Positions	Year 1, 2 and 3
Regional Contract Manager	To be determined by proposer*
Regional Human Resources Coordinator	To be determined by proposer*
Regional Customer Service/Training Coordinator	To be determined by proposer*
Regional Finance and Reporting Coordinator	To be determined by proposer*
Regional Sales and Marketing Coordinator	To be determined by proposer*

***The Contractor will determine the salary and shall indicate them in the Calculation of Rate For Annual Salaried Positions Forms then transpose the resulting annual salary rate**

onto the Monthly Management Fee Calculation Breakdown forms; such salaries are exclusive of any supplemental or other types of benefits required by law.

NOTE: The above stated Minimum Direct Hourly Wages and Salaries apply to the first, second and third year(s) of the base term of the Contract. For the remaining years (years four and five) of the base term of the Contract, the minimum hourly wages and annual salaries will be adjusted using the *CPI* adjustment.

(a) 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 set forth in the Calculation of Average Hourly Rate Form and the Calculation of Rate for Annual Salaried Positions forms, accepted by the Port Authority, 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.

(b) 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.

(c) In the event that the compensation payable under this Contract is subject to adjustment from time to time as provided in the Section entitled "Adjustments" in the Contract Specific Terms and Conditions, then the Minimum Direct Hourly Wage, Average Hourly Direct 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

(d) 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 the Minimum Hourly Wages as set forth above, the Health Benefits accepted by the Port Authority 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.

(e) 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. 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.

(f) 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 non-overtime 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.

(g) 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 Exhibit I, entitled "Sample Certified Statement".

(h) 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 Direct Wages as set forth above, the Average Hourly Direct Wages and the Supplemental Benefits as set forth in the "Calculation of Average Hourly Rate Form" and the Health Benefits as accepted by the Port Authority (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), and the Minimum Direct Annual Salaries that 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 non-overtime 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.

(i) 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.

(j) 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.

12 AUDIT

The Port Authority has the unlimited right to Audit any section, provision, detail or obligation under this contract with no restriction. The Contractor shall provide system access and reasonable assistance to the Port Authority's External and Internal Audit staff or its consultants in their performance of work under the contract, including producing specific requested information, extraction of data and reports. The Contractor shall support requests related to audits of the agreement and administration tasks and functions covered by this Contract.

The Port Authority reserves the right to use and load security and system software to evaluate the level of security and vulnerabilities in all systems, which control, collect, dispense, contain, manage, administer, or monitor information "owned" by the Port Authority.

The Port Authority shall have access during normal business hours to all records and documents of the Contractor relating to any service provided under this agreement. All Contractor records shall be kept and documents of subcontractors, if applicable. Such access shall be given or obtained both before and within a period of three years after Final Payment to the Contractor, provided, however, that 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 his 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.

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 the Port Authority would have in the absence of such provision.

Unless otherwise approved by the Authority, all records required to be retained shall be kept at all times within the Port District and, during such time, the Contractor shall permit, (and shall cause its subcontractors to permit) in ordinary business hours, the examination and audit of such records and books of account by the duly authorized representatives of Authority. If Contractor receives approval from the Authority to keep any records related to this Contract outside of the Port District, the Contractor shall be responsible for the cost for transportation and accommodations for Authority Audit staff seeking access to such records and this cost shall be borne solely by Contractor.

PART II - SPECIFICATIONS

Section 1 DEFINITIONS

Terms, as used in this agreement

Basic Lease - shall mean the agreement between the City of Newark and the Port Authority dated October 31, 2002 as the same from time to time may have been or may be supplemented or amended. Said agreement dated October 31, 2002 has been recorded in the Office of the Register of Deeds for the county of Essex on October 31, 2002 in Book I-110 of Deeds at Pages 242, et seq.

Basic Lease - shall also mean the agreement made between the Port Authority and the City of New York Dated November 24, 2004, as the same from time to time may have been or may be amended or supplemented, by which LaGuardia and John F. Kennedy International Airports were leased by the City of New York to the Port Authority which agreement was recorded in the Office of the Register of the City of New York, County of Queens, on November 24, 2004 in Liber 5402 of Conveyances, on page et seg.

Airport Manager or General Manager - shall mean 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 Stewart International Airport.

Airport or Airports- shall mean John F. Kennedy International Airport (JFK), LaGuardia Airport (LGA) and Newark Liberty International Airport (EWR) and Stewart International Airport (SWF).

Facility or Facilities - shall mean, John F. Kennedy International Airport, LaGuardia Airport, Newark Liberty International Airport and Stewart International Airport.

Monthly Period - shall mean, as the context requires, the actual number of days commencing on the Commencement Date continuing through the balance of said month, both dates inclusive and each calendar month thereafter occurring during the term of the Contract, provided, however, that if the Contract is terminated or expires on other than the last day of a calendar month, then the monthly period for the calendar month in which the effective date of expiration or termination occurs shall expire on said date.

Annual Period - shall mean the twelve-month period commencing on the Commencement Date, as herein above defined, and ending on the day preceding the first anniversary of the Commencement date and each twelve-month period occurring thereafter during the term of the Contract, as the same day may be extended, commencing with each anniversary of the Commencement Date; *provided, however*, that if the Commencement Date occurs on a day which is other than the first day of a calendar month, the first Annual Period shall consist of the portion of the calendar month in which the Commencement Date occurs, plus the succeeding twelve (12) calendar months and each subsequent Annual Period shall commence on the anniversary of the first day of the first full calendar month following the month in which the Commencement Date occurs; and provided, further, that the last Annual Period shall expire in any event on the Expiration Date of the Contract.

Parking Lot Transaction - shall mean the complete in and out process of a vehicle using the public parking areas.

Parking Lot Management and Operations Services or Parking Lot Services – shall mean those parking services required of Contractor as further described in Section 2(a) herein.

Section 2 DESCRIPTION OF SERVICES

(a) The Contractor shall provide Airport Parking Lot Management and Operations Services at the Facilities including labor, supervision, uniforms, equipment, materials and supplies and do all other things necessary or proper therefore or incidental thereto, all in strict accordance with the provisions of this Contract. This Contract provides for parking management and operations services for all public and employee parking lots at the Facilities including revenue collection from customers utilizing public lots and providing world-class customer service to all customers. Additional services to be provided include, but are not limited to, general oversight of all parking areas, revenue audit control procedures, management of employee parking sales, customer assistance for customers, and marketing and sales for corporate parking initiatives. The Contractor will provide management coordinators and supervisory staff, Lane Cashiers, and Attendants (Traffic/Valet), Clerks (Office/Revenue) Supervisors (Field/Office), Supervisors-in-Charge at all facilities as required under Section 5. entitled "Duties of Contractor's Personnel".

(b) 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 must be able to speak English clearly to individual or groups of travelers who may need 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.

Section 3 MISSION STATEMENT

(a) From and after the Commencement Date and continuing throughout the balance of the term of the Contract, including the Option Periods and Extension Period, if any, the Contractor shall develop and establish a mission statement for the operation and management of the Airport Parking Lot Management and Operation Services, which shall be subject to the continuing approval of the Airport Manager at the respective Airport. Within thirty (30) days of the Commencement Date, the Contractor shall, at its expense, post its mission statement in conspicuous on-Airport locations including its role-call site and locations in which the general public interfaces with the Contractor's employees. The location and means of posting the mission statement shall be subject to the prior approval of the Port Authority Facility Manager. Personnel who interface with the public are expected to be able to explain, upon request, how the mission statement influences their respective jobs.

(b) The Contractor shall take measures to ensure compliance with all standards referenced in the "Customer Care Airport Standards Manual," attached hereto and hereby made a part hereof and identified as Exhibit G, and which shall be applicable to the Contractor's operations at all Airports.

Section 4 PERFORMANCE OF SERVICES

(a) All assigned Contractor personnel shall perform duties as shall be established from time to time by the Port Authority Facility Manager. The Contractor shall provide Airport Parking Lot Management and Operations Services at such times and places and in such manner as the Port Authority Facility Manager shall direct or approve in accordance with the terms and provisions hereof. The Contractor shall immediately upon the direction of the Port Authority Facility Manager correct 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.

Section 5 DUTIES OF CONTRACTOR'S PERSONNEL

The Contractor shall furnish uniformed trained and qualified personnel to perform general duties at various locations, at the JFK, LGA, EWR, and SWF, 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 all four Airports, responsible for all functions, including but not limited to operations, administration, audit, analytical, customer service, training, finance, reporting, sales, marketing and human resources in accordance with contract provisions between the Port Authority and the Contractor. The following is a listing of major duties performed by the Regional Contract Manager:

(1) Plan, organize, direct and control the work required for the Contractor's General Manager(s), Operations Manager(s),a Regional Human Resources Coordinator, Regional Customer Service/Training Coordinator, Regional Finance and Reporting Coordinator, and Regional Sales and Marketing Coordinator,, and Administrator(s) and all Supervisory staff, Lane Cashiers, Attendants (Traffic/Valet), and Clerks (Office/Revenue), Supervisor (Field/Office) and Supervisor-in-Charge personnel as well as other contractors engaged in operating the public parking lots/garages at the Facility. Abide by and ensure adherence to established policies, rules, procedures and regulations of the Port Authority as applicable at each Facility.

(2) Maintain close and proper liaison with Port Authority Facility Managers or their duly designated representatives on audit and reporting issues and assure cooperation of the staff with authorized representatives of the Port Authority.

(3) Maintain close liaison with and assure cooperation of the staff with members of the Port Authority Audit division on matters of revenue accountability and security.

(4) Assure cooperation and communications with police at the Facility, handling problems of mutual concern such as the prohibited vehicles, minimizing traffic congestion leading into and out of lots/garages, impounding of vehicles, disposition of abandoned vehicles and other items relative to security and property of both the Port Authority and patrons using the Facility.

(5) Be responsible for developing, overseeing and achieving an acceptable level of customer service by all employees of the Contractor at each Facility in accordance with the Customer Care Airport Standards Manual.

(6) Be responsible for achieving an acceptable level of public relations by all operational employees of the Contractor at each Facility.

(7) Review reports, both scheduled and ad hoc, and recommend in-depth analysis regarding business trends that affect overall performance of the individual lots at each Airport.

(8) Provide pro-active and innovative management that continually monitors the operations. Analyze parking facility activities in order to develop procedures to improve patron service.

(9) In those cases where Port Authority action is required, submit recommendations and suggestions for consideration.

(10) Assist in setting and enforcing standards regarding parking employees' personal appearance and demeanor to assure a professional, first class, operation.

(11) Conduct unannounced personal inspections at various times of the day and week to observe and evaluate performance of subordinate personnel in fulfilling patron service standards and contractual obligations.

(b) Regional Human Resource Coordinator

The Regional Human Resources Coordinator will be the Contractor's representative responsible for maintaining and directing all aspects of employee interests, including but not limited to, payroll, training, benefits and counseling at all four Airports. The following is a list of major duties performed by the Regional Human Resources Coordinator, under the direction of the Regional Contract Manager:

(1) Plan, organize, direct, and maintain all aspects of employee needs. This includes all processes and policies typical of a human resources department (i.e., recruitment, hiring, orientation, benefits, union issues, disciplinary action, ensuring legal compliance, and processing of forms accurately and in a timely manner).

(2) Abide by and insure adherence to established policies, rules, procedures and regulations of the Port Authority, including monitoring employee turnover rates and employee counseling summaries.

(3) Continually monitor the effectiveness of current human resource procedures. In those cases where Port Authority action is required, the Regional Human Resources Coordinator is expected to submit recommendations and suggestions for Port Authority consideration.

(4) Plan, organize, direct and control the work required to execute all Human Resources and Payroll requirements

(5) Monitor and explore effectiveness of current policies, procedures, and laws. Submit recommendations and suggestions for mandatory updates, enhancements, etc. to the Contractor and the Port Authority when applicable or needed.

(6) Ensure customer issues are investigated and addressed in accordance with Contract provisions.

(7) Maintain and analyze reports, mystery shops, and feedback of customer concerns and recommend enhancements/changes based on trends and/or needs noted for Port Authority consideration.

(8) *Develop, maintain, and implement training programs for all levels of employees* that will enhance job performance and professional development.

(9) Develop, maintain, and implement orientation and job function training program for new hires.

(c) Regional Customer Service/ Training Coordinator

The Customer Service/Training Coordinator will be the Contractor's representative for all airports, responsible for customer concerns and employee training in accordance with contract provisions between the Port Authority and the Contractor. The following is a listing of major duties performed by the Customer Service and Training Coordinator, under the direction of the Regional Contract Manager:

(1) Plan, organize, direct and control the work required to execute Customer Service and Training requirements.

(2) Ensure all aspects of "Customer Contact Concerns" in regards to the Parking Operation are handled accurately and timely.

(3) Abide by and insure adherence to established policies, rules, procedures and regulations of the Port Authority in regards to customer service and training.

(4) Maintain close and proper liaison with Airport Managers or their duly designated representative on day-to-day customer service and training concerns and assure cooperation of staff with authorized representatives of the Port Authority.

(5) Report on and track trends regarding customer concerns.

(6) Review, report on, track, and maintain the Contractor's Mystery Shopper Program.

(7) Develop and implement all levels of training applicable to employees. This includes but is not limited to: New Hire Orientation, various certifications, customer service, and leadership.

(8) Implement and maintain the employee Incentive (Reward) Program, as well as address applicable disciplinary concerns with the rank and file.

(9) Coordinate employee events.

(d) Regional Finance and Reporting Coordinator

The Finance and Reporting Coordinator will be the Contractor's representative for all airports, responsible for the audit, finance and reporting functions in accordance with contract provisions between the Port Authority and the Contractor. The following is a listing of major duties performed by the Regional Finance and Reporting Coordinator, under the direction of the Regional Contract Manager.

(1) Plan, organize, direct and control the work required for all the Contractor's Office/Clerical personnel. Ensure all necessary reports and forms are complete, accurate and timely.

(2) Abide by and insure adherence to established policies, rules, procedures and regulations of the Port Authority in regards to the audit and reporting functions.

(3) Maintain close and proper liaison with the Airport Managers or their duly designated representative on day-to-day audit and reporting problems. To ensure co-operation of his staff with the authorized representatives of the Port Authority.

(4) Maintain close liaison with and ensure co-operation of his staff with the members of the Port Authority Audit Division on matters of revenue accountability and security.

(5) Review all records and reports and take necessary actions through the Regional Contract Manager to correct errors and improve the proficiency and accuracy of parking employees.

(6) Ensure the timely and accurate submission of required operational and administrative reports through the computer system and their authorized screens to Port Authority management regarding pertinent parking lot activities and performance.

(7) Forward statistical reports prepared for the Port Authority to the proper parties within the Port Authority each month, consisting of Monthly Revenue Reports, Missing Reports, Stratifications, Ticket Revenue Comparison, Tickets Issued/Tickets Collected.

(8) Create Ad Hoc reports when requested by the Port Authority. Maintain reporting templates as a reporting standard from location to location.

(9) Conduct in-depth analysis regarding business trends that affect overall performance of the individual lots at each airport.

(10) Continually monitor the effectiveness of current audit and reporting procedures. In those cases where Port Authority action is required, the Regional Finance and Reporting Coordinator is expected to submit recommendations and suggestions for Port Authority consideration.

(e) Regional Sales and Marketing Coordinator

The Sales and Marketing Coordinator is responsible for developing, implementing and managing creative solutions aimed at increasing the number of customers and public parking revenues at the Port Authority Airports. The functions of this position include:

(1) Responsible for identifying, developing and managing prospective corporate parking groups and then successfully bringing the prospect through the sales pipeline to a successful close

(2) Ability to negotiate contracts of corporate clients

(3) Monitor, review, and analyze the market rate structures

(4) Manage multiple marketing campaigns including internet print, directory, mail, internet, display and broadcast media

(5) Provide monthly accurate forecast of pending corporate sales

(6) Maintain a detailed actionable items list for all marketing initiatives

(7) Conduct marketing meetings with senior management personnel to provide updates on all active initiatives

(8) Produce reports and conduct marketing meetings for senior management detailing all marketing initiatives and results.

(f) General Manager

The General Manager will be the senior representative for the Contractor on a full-time basis at each Airport, except for EWR and SWF, where only one General Manager will be required to cover both airports. The General Manager will be responsible for the administration and operation of the parking facilities. The following is a listing of major duties performed by the General Manager:

(1) Plan, organize, direct and control the work required for all the Contractor's administrative, supervisory, cashier, and other employees and subcontractors engaged in operating the public parking lots 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) Maintain close and proper liaison with the Port Authority Facility Manager or his/her duly designated representative on day-to-day operational problems and assure cooperation of his/her staff with authorized representatives of the Port Authority.

(4) Maintain close liaison with and assure cooperation of his/her staff with members of the Port Authority Audit division on matters of revenue accountability and security.

(5) Responsible for the overall collection of all parking related revenues.

(6) Be responsible for the reporting of safety and security concerns of the Parking Lot Service.

(7) Assure cooperation and communications with police at the Facility, handling problems of mutual concern such as the prohibited vehicles, minimizing traffic congestion leading into and out of the lots, and other items relative to security and property of both the Port Authority and patrons utilizing the parking facilities.

(8) Be responsible for achieving an acceptable level of public relations by all employees of the Contract at the Facility.

(9) Be responsible for the final selection and dismissal of parking personnel of the Contractor at the Facility.

(10) Authorize and approve the purchase of supplies, services and materials associated with the administration and operation of the parking facilities in accordance with the Contract.

(11) Be responsible for maintaining a running record, "The Manager's Log", which will note by time and date all instances of non-routine events (i.e. vehicle thefts, vandalism, lot closures, etc.) and record the nature and result of all communications with Port Authority representatives.

(12) Be responsible for analyzing parking lot operational activities in order to develop procedures to improve patron service. In those cases where Port Authority action is required, the General Manager is expected to submit recommendations and suggestions for Port Authority consideration.

(13) Conduct unannounced personal inspections at various times of the day and week to observe and evaluate performance of subordinate personnel in fulfilling patron service standards and contractual obligations.

(14) The General Manager shall not serve in the capacity of a cashier on any regular tour or scheduled relief tour.

(15) Serve as the Regional Contract Manager in his/her absence.

(g) Operations Manager

The Operations Manager assists the General Manager on a full-time basis and will be responsible, under direction of the General Manager, for the administration and operation of the parking facilities. The following is a listing of major duties performed by the Operations Manager:

(1) Plan, organize, and direct the work required of the entire Contractor's administrative, supervisory, cashier, and utilize employees engaged in operating the public parking lots 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) In the absence of the General Manager, assumes the position and duties of the General Manager, as the senior official in charge.

(4) Initiate and direct the orientation of new employees as well as efforts designed to improve the efficiency of employees already on duty.

(5) Maintain close liaison with and assure cooperation of each supervisor with members of the Port Authority's Audit Division on matters of revenue accountability and security.

(6) Maintain proper liaison with the Port Authority Facility Manager or his/her duly designated representative on day-to-day operational problems.

(7) Assist in achieving an acceptable level of public relations by all employees of the Contractor at the Facility, instructing employees to render the utmost courtesy in dealings with the public.

(8) Assist in setting and enforcing standards for parking employees, personal appearance and demeanor, including, but not limited to, attitude, personal contact with patrons, and uniform attire.

(9) Aid the General Manager in observing and evaluating each supervisor's performance in the supervision of the parking employees of the Contractor under such supervisor's direction including the conducting of unannounced personal inspections at various times of the day and week to effect such observation and evaluation.

(10) Review all records and reports and take necessary action directly or through supervisors, to correct errors and improve the proficiency of Airport parking lot management and services employees' or the Contractor.

(11) Assist in developing and forwarding to the Port Authority suggestions for improving service, the means for which are beyond the responsibility of the Contractor or its capacity to control.

(12) The Operations Manager shall not serve in the capacity of a cashier on any regular tour or scheduled relief tour.

(h) Supervisor-in-Charge

All Supervisors-in-Charge are required to monitor and ensure the compliance by all staff to established Airport Customer Service standards as required in Exhibit G, entitled "Customer Care Airport Standards Manual" attached hereto. The following is a listing of major duties performed by the Supervisors-in-Charge.

(1) Supervise all parking activities for which the Contractor is responsible on an assigned shift at the Facility.

(2) Monitor and ensure the compliance by all staff of established Airport Customer Service standards.

(3) Participate in the hiring and dismissal of employees, as required.

(4) Be responsible for the optimum utilization of personnel and other resources on an assigned shift, including assistance in establishing entrance and exit lane scheduling patterns necessary to meet adequate service standards.

(5) Discuss any existing problems concerning vehicles, tickets, staffing coverage, broken equipment or other related matters with the Supervisor-in-Charge from the previous shift.

(6) Assign Supervisors (Field/Office)' specific duties including that skimming activities of monies from cashier's booths do not occur, manning the duty desk, customer service plaza supervision and patrolling of parking fields and roadways.

(7) Schedule proper supervision for the assigned shift, arrange for lunch reliefs, days off, vacation and all similar categories of time.

(8) Supervisor shall notify the Port Authority Facility Manager if there are any cleaning issues by the Port Authority's Contracted Janitorial and General Cleaning Company.

(9) Explain new procedures to supervisory staff as they are implemented.

(10) Contact the General Manager for updating on current changes. Keep the General Manager fully informed on daily operations.

(11) Oversee the change of shift by physical presence in the office.

(12) Check supervisor's tour assignment reports generated daily for each tour, a list of personnel and their assignment for the required staffing level(s) in all parking areas. Authorize necessary steps to obtain volunteers for overtime, as necessary.

(13) Assume the responsibilities as company representative when both the General Manager and the Operations Manager are unavailable

(14) Maintain appropriate liaison and coordination with Port Authority Duty Transportation Supervisor on daily operational problems affecting patron service or public relations.

(15) Assist in personnel training of new supervisory personnel and advising them of company rules, regulations, standards and responsibilities.

(16) Oversee duties performed by Supervisors (Field /Office), monitor their daily reports on physical conditions of cashier booths and take follow-up action to effect repairs. Report findings to management as required.

(17) Train lower-level supervisory personnel on their functions and responsibilities and evaluate subordinate performance.

(18) Check and maintain Cashier Terminal (CT) and Ticket Issuing Machine (TIM) equipment re: restocking TIMS, CT, journal receipt paper, clearing jammed tickets from the TIMS and CTs. Reset Cashier Terminals when screens are frozen.

(19) Log all computer malfunctions and dispatch proper maintenance personnel to resolve the problem.

(20) Resolve any problem with cashier personnel. Answer incoming intercom calls from the cashier staff and resolve the situation in accordance with company policy. Depending upon the situation, advice or approval may be sought from the Port Authority Supervisor to assist in correcting the condition.

(i) Supervisor (Field/Office)

All Field/Office Supervisors are required to monitor and ensure the compliance by all staff to established Airport Customer Service standards as required in Exhibit G, entitled "Customer Care Airport Standards Manual" attached hereto. The following is a listing of major duties performed by the Field/Office Supervisors.

(1) Under the direction of the Supervisor-in-Charge provide first-line supervision of all personnel of the Contractor engaged in the parking lot operation to ensure safe and efficient service, which may include resolution of problems at exit plazas.

(2) Assure optimum utilization of personnel and other resources to maintain adequate patron service standards. Assist and recommend in the establishment of entrance and exit-lane scheduling patterns to maximize staff efficiency.

(3) As assigned assume supervision of the duty desk, with responsibilities for maintaining operating logs, assigning cash banks and control keys to cashiers, including the control of variable message signs and the monitoring of any camera system.

(4) Check all tollbooths, parking equipment and areas for condition and serviceability. Note cleanliness, rubbish, broken glass, condition of time clock, doors, windows, instruction cards and sheets and all equipment. Note deficiencies and corrective action in supervisor's log.

(5) Check accuracy of time stamped by all time clocks at least once during assigned shift.

(6) Check the attendance of all subordinate employees and monitor their ability to perform required duties and to reflect favorably upon organization with respect to appearance and compliance. Assure that an employee judged to be unfit is not permitted to go on duty before all deficient conditions are corrected.

(7) Assign positions to each employee indicated on the work schedule previously approved by the General Manager and assure that each employee's change bank is in order.

(8) Evaluate all traffic conditions and provide adequate tollbooth coverage (opening, closing and reversing lanes) to meet adequate standards of service. Open or close lots as occupancy reaches a certain predetermined level. Consult with Airport personnel as required to provide optimum traffic flow and a high level of customer service.

(9) Supervise and train employees' personal contact with patrons to insure the establishment and maintenance of favorable public relations.

(10) Take steps to prevent the accumulation of improperly parked vehicles considered a hindrance to traffic circulation within the lot.

(11) Handle the investigation of lost claim-check cases and customer complaints when such handling by supervisors rather than cashiers is required.

(12) Oversee the checkout of cashiers at the end of assigned shift. Assure completion of ticket and cash records as well as cash deposits, and of tour reports.

(13) Instruct and train parking employees in duties, rules and regulations. Insure that all instructions to employees are properly carried out.

(14) Report to higher management all pertinent items and field activities vital to parking security and affecting the efficiency of operations. This includes traffic and parking patterns which the supervisor notes during personal inspection.

(15) Maintain proper liaison with Port Authority representatives on day to-day operational problems.

(16) Conduct field inspections on a regular basis and report deficiencies to the Operations Manager where Port Authority corrective action is required. Submit reports to Supervisor-in-Charge or higher contractor management as conditions warrant.

(17) Physically inspect vehicles operated by the Contractor for cleanliness and damage, and report findings to Supervisor-in-Charge for corrective action.

(18) Supervise pre-cashiering stations at locations if required to satisfy operational needs.

In addition to the duties above, the Field/Office Supervisor will be required to perform these additional tasks:

(19) Must master all of the job functions and responsibilities of the Cashiers, supervise them, and render such advice and training to them as necessary.

(20) Possess significant computer training to enable the him/her to train cashiers and to correct problems that may result from malfunctioning of the equipment or its improper use.

(21) Must be in constant communication with Cashiers and take appropriate action to clear any situation in the lanes.

(22) Must be in communication with patrons and be able to solve a patron's problem at entry lanes, exit lanes and pre-cashiering machines.

(23) Must be able to effectively communicate with management, vendor support personnel, and other entities operating at the Airport.

(24) Must be able to understand and use the Revenue Control System (RCS).

(j) Clerk (Office)

The following description is for the Office Clerk. This position, under the direction of the General Manager or the Operations Manager, is responsible for the day-to-day

maintenance of inventory procedures and related computer-assisted operations. In carrying out these functions, the Office Clerk shall:

(1) Review various management reports from the computer system and takes appropriate action to resolve exceptions.

(2) Generate daily lot checkers schedules.

(3) Program and upload the License Plate Inventory (LPI) equipment.

(4) Generate reports from various screens matching license plates against disappeared vehicles.

(5) Generate monthly reports.

(6) Report abandoned vehicles (over 30 days) to the Port Authority Facility Manager.

(7) Maintain detailed records of all vehicle inventory adjustments made and the reasons to substantiate the revisions.

(8) Assure cooperation with Port Authority Facility and Audit personnel engaged in reviewing the LPI inventory, procedures and computer operations.

(9) Initiate reports to the General Manager, as requested, regarding functions and responsibilities. Reports problems to the General Manager.

(10) Maintain close liaison with the Port Authority Systems Administrator for Revenue Control System (RCS).

(11) Maintain close liaison with General Manager.

(12) Assure cooperation with Port Authority Facility and Audit personnel engaged in reviewing LPI inventory procedures and computer operations.

(13) Generates Pay-on-Foot (POF) reports. Searches and resolves POF malfunctions, assist patrons having problems with the POF's re: stock tickets, credit cards, and money

In addition to the duties above this position, under the direction of the General Manager or the Operations Manager, is responsible for:

(1) Abide by and insure adherence to the internal policies, rules, procedures and regulations of the Port Authority as applicable at the Facility.

(2) Maintain close and proper liaison with the General Manager or his/her duly designated representative on day-to-day internal problems.

(3) Maintain close liaison with members of the Port Authority Audit Division on matters of revenue accountability and security.

(4) Be responsible for achieving an acceptable level of public relations by answering patron complaint inquiries at the Facility. Also includes handling all patron refunds.

(5) Assure the timely submission of required operational and administrative reports to Port Authority management regarding pertinent parking lot activities and performance. Oversee all administrative activities carried out by subordinate personnel.

(6) Review the purchase of supplies, services, and materials associated with the administration and operation of the parking facilities in accordance with the Contract. This includes the approval of all bills with respect to the above.

(7) *Review and process all damage reports submitted by the Supervisors checking for* additional information needed to complete such reports properly. Notify patron of our denial of responsibility for damages and theft of personal property. On a monthly basis send a Damage Report Summary (DPS) to the Port Authority Transportation Supervisor listing totals of cars stolen, damaged, or other which includes theft from vehicle, etc.

(8) Prepare new timecards each week for all employees.

(9) Assist General Manager in preparation of reports of a confidential nature.

(10) Distribute petty cash, maintain records, reconcile periodically.

(11) Maintain complete absenteeism records, check every employee's timecard weekly, record, any absenteeism, and maintain personnel file.

(12) Maintain checking account and also reconcile the bank statement at the end of each month.

(13) Prepare quarterly sheets for Revenue Clerks.

(14) Investigate reports of robberies and forward reports to Port Authority Facility Manager or his/her designee.

(15) Prepare weekly payroll listing all hours for each employee on timesheets. Record sick, vacation and adjustment pay on proper records. Review payroll register sheets for each week to insure that deductions, increases, holiday, and vacations and have been handled properly.

(16) Review all vacation requests as well as requests for leave of absences and holidays. Submit requests for vacation to the Operations Manager for his/her review and approval, copy the employee and arrange for the employee to receive his/her accrued vacation pay the week prior to his/her leaving.

(17) Forward statistical reports prepared for the Port Authority to the proper parties within the Port Authority each month, consisting of Monthly Revenue Reports, Missing Reports, Stratifications, Ticket Revenue Comparison, and Tickets Issued/Tickets Collected.

(18) Oversee typing and clerical duties in support of those activities normally carried out in the administration of the public parking lot operation.

(19) Handle telephone inquiries regarding parking lot activities, and refer unusual requests for information to management personnel.

(20) Handle all disability claims submitted by employees to be filed with the State Insurance Fund and record payments by fund on the payroll.

(k) Clerk Revenue

Prepare, reconcile, and post all necessary reports and forms and other clerical work associated with the parking operation. Such forms and clerical work shall include, all material that shall be specified by the Port Authority from time to time, and will be subject to audit review by the Port Authority. Delivery and distribution of the forms and

reports will be made promptly wherever and in such quantity as may be directed by the Port Authority. The forms, reports and clerical work include, but are not limited to, the following:

(1) Daily Tour Reports (DTR) by each Cashier showing the number of cars, parking durations, and total collections. All collections from the DTR are compared and summarized. All DTR by key are checked against the cashier terminals, journal tape to correspond with the bank deposit.

(2) Bank Deposit of Collections with night vault deposit. Reconcile, separate, and validate bank deposits. Reconcile field pickups and receipts with the total collections. Validate bank deposits and submit to the Port Authority on a daily basis. Check and record all lost claim tickets on the cashier's tour report.

(3) Prepare parking stratification reports by lot.

(4) Inventory all operating supplies.

(5) Post balance due receipts daily. Prepare and mail request for payment notice to patrons every 15 days. Collect all balance due correspondence returned by the Post Office.

(6) Reconcile cashier exception sheets against detailed cashier report.

(7) Maintain a short register for each cashier for the purpose of recording his/her shortages. Issue a shortage slip and place into the cashier's file.

(8) Compile all reports, field pickups, receipts and bank tapes for delivery to the Port Authority.

(9) Check discount category tickets daily record the numbers and value and submit to the Port Authority.

(10) POF Daily Worksheet - Photocopy all deposit sheets received and included in the daily collection. This includes credit cards from the cashier terminals.

(11) Breakdown Sheet - Reconcile all revenues collected by the cashier and deposited.

(l) Attendant (Traffic/Valet)

(1) Under the immediate supervision and direction of the Field/Office Supervisor, change traffic directional signs and set up traffic cones to facilitate the flow of traffic within public parking lots at the Airport.

(2) Direct patrons to available parking spaces within parking lots when required, and set up barriers or traffic cones to prevent unauthorized parking, where necessary.

(3) Direct departing traffic to available cashier lanes to expedite such traffic.

(4) Report to immediate supervisor pavement failures including potholes and all other deficiencies with regard to the physical condition of the parking lots.

(5) Perform other related duties as directed by the supervisor.

(m) Lane Cashier

The function of a Lane Cashier, is to collect parking fees from patrons as they leave the airport parking lots. Normally fees will be calculated by the parking lot computer, however, if power outage or computer malfunction, cashier must be able to calculate fees owed.

(1) The Lane Cashier will be fully knowledgeable of the Port Authority parking lot rate *structure in accordance Section 8 entitled "Training Requirements Provided by the* Contractor" hereto, and ensure that patrons are properly charged in accordance with the published rates.

(2) The Lane Cashier will ensure the safeguarding of funds and be accountable for overages and shortages.

(3) The Lane Cashier will prepare a Daily Tour Report recording by denomination the total number of monies and tickets collected, recording any exceptions.

(4) As directed, the lane cashier will prepare lost claim-check forms and balance due statements.

(5) The Lane Cashier will be fully knowledgeable on the Port Authority's Revenue Control System computer terminal installed at the exit lane toll plaza.

(6) Provide superior customer service to airport customers.

NOTE: *In addition to the above, there are other related duties that may be required in each job* category. The points outlined as key items of responsibility are set forth here primarily as a guide.

Section 6 POST COVERAGE

a) The Contractor shall furnish Lane Cashiers, Attendants (Traffic/Valet), Clerks (Office/Revenue), Supervisors (Field/Office), Supervisors-in-Charge 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 C and D, attached hereto and hereby made a part hereof.

- **All schedules are subject to change by the Port Authority Facility Manager, or his/her designee.**

(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 Airport Parking Lot staff post on the airport.

c) All Contractor's 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 Port Authority Facility Manager. The Operations 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. However, such time will be considered hours worked for the purpose of computing the Minimum Average Hourly Wage and Supplemental Benefits under Part I Contract Specific Terms and Conditions for Facility Services, Section 11 herein entitled "Wages, Health and Supplemental Benefits".

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. For the purpose of computing the Minimum Average Hourly Wage and Supplemental Benefits under Part I Contract

Specific Terms and Conditions for Facility Services, Section 11 of this Contract, meal and relief period hours will not be considered hours worked; however, wages paid by the Contractor, if any, will be considered for such computation.

A regular 8-hour tour for a Lane Cashier, Attendant (Traffic/Valet), shall include a minimum of a 30-minute meal period. Each Lane Cashier, Attendant (Traffic/Valet), will receive an additional fifteen (15) minutes of relief time during each 8-hour tour. The 15 minutes is not to be scheduled in conjunction with the 30-minute meal period. Meal periods may not start until the Lane Cashier, Attendant (Traffic/Valet), has been on duty a minimum of 3 hours. Employees will not be permitted to take their meal and relief periods on post. Lane Cashier, Attendant (Traffic/Valet), shall not leave their posts unless instructed to do so or unless relief is supplied.

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

(d) The Contractor shall, at its expense, transport employees from the roll call area to their assigned posts at the start of the tour and return them at the end of the tour.

(e) Lane Cashiers and Attendants (Valet/Traffic) shall be relieved from duty during meal and relief periods and will not be permitted to remain at their workstation for these periods. Meal and relief periods must not be combined. Lane Cashiers for meal and relief periods shall be provided by the Contractor and this relief time shall not be considered lane coverage which is additional to the schedule and will not be billed to the Port Authority nor separately or additionally reimbursed.

(f) The Contractor shall ensure that all Contract staff shall be well groomed, neat and clean in appearance without display of excessive ornamentation on post and shall be in professional attire. No large earrings, personal cell/wireless telephone, electronic communication devices, portable television sets. There is no smoking, consumption of food, drinks or alcohol are allowed while on post.

Section 7 QUALIFICATIONS OF EMPLOYEES

(a) The Contractor shall furnish competent and adequately trained personnel to perform the service hereunder. Prior to assigning any personnel to the Contract as Supervisor-in-Charge, Regional Contract Manager, Regional Contract Manager, Regional Human Resources Coordinator, Regional Finance and Reporting Coordinator, Regional Finance and Reporting Coordinator, and Regional Sales and Marketing Coordinator, General Manager(s), and Operations Manager(s), the Contractor shall furnish to the Port Authority the references of the proposed individuals detailing their experience and qualifications within the past five (5) years for the position for Port Authority review and approval.

(b) Contractor personnel acting as Lane Cashier, Attendant (Traffic/Valet), Clerk (Office/Revenue) or Supervisor (Office/Field), shall meet the following minimum requirements:

(1) Possess a high school diploma, or a general equivalency diploma
(2) Have the ability to communicate in English fluently
(3) Have the ability to effectively use interpersonal skills in order to resolve customer problems and complaints
(4) Have the ability to deal with and maintain an effective working relationship with Port Authority staff and the general public

(c) Contractor personnel acting as Lane Cashier, Attendant (Traffic/Valet) or Supervisor (Office/Field), 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 tour
(2) Climbing stairs
(3) Lifting and carrying baggage weighing up to 50 lbs,
(4) Exposure to severe weather conditions for an entire shift.

(d) May not have less than 20/30 corrected vision in each eye, color confusion or impaired color and depth perception, or impaired hearing.

(e) Prior to the Commencement Date and prior to the hiring of all new employees, and randomly thereafter at the request of the Port Authority, all contract employees must take and pass a physical examination and drug screening test including a comprehensive ten panel drug screen or its equivalent, to include screens for the following, arranged for by the Contractor and administered at the sole cost and expense of the Contractor, which indicates general good health without physical defects or abnormalities which would interfere with the performance of the duties hereunder. The drug screening test shall be conducted by an independent firm (other than the Contractor and who shall be approved by the Port Authority). This shall be conducted at no cost to the Port Authority:

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

(f) Regional Contract Manager, General Manager, Operations Manager, Supervisors-in-Charge, Regional Contract Manager, Regional Human Resources Coordinator, Regional Finance and Reporting Coordinator, Regional Finance and Reporting Coordinator and Regional Sales and Marketing Coordinator shall possess a minimum of 60 degrees of college credits; or be qualified as a Certified Parking Facility Manager by the National Parking Association; or be qualified as a Certified Administrator of Public Parking by The International Parking Institute; or a minimum of five (5) years of parking experience at the supervisory level and possess a valid New York or New Jersey Driver's License. All such qualification must be obtained and presented to the Port Authority within thirty (30) days upon commencement of the Contract.

(g) Upon the Commencement Date of the Contract and at any time during the period of the Contract, the Contractor shall furnish the Port Authority 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 Airport Manager.

(h) Persons currently employed immediately prior to the Commencement Date of this Contract at the Facilities as Lane Cashier, Attendant (Traffic/Valet), Clerk (Office/Revenue) or Supervisor (Field/Office), by the immediately preceding Contractor who do not meet the requirements of paragraph (b) and (c) above may be employed by the Contractor under the Contract, subject to approval of the Port Authority Facility Manager, provided such employment commences at the Commencement Date of the Contract.

(i) The Contractor shall maintain a personal file, in its offices at the Facility, for each and every individual employed under this Contract at the Facility 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 shall be reviewed from time to time by the Port Authority and become the property of the Port Authority.

Section 8 TRAINING PROVIDED BY THE CONTRACTOR

(a) All new personnel supplied by the Contractor shall, prior to and throughout the term of this Agreement, receive the initial training as herein defined below to the satisfactory of the Port Authority, designed to enable them to perform the functions demanded. If any of such personnel do not perform the services to be furnished hereunder in a manner satisfactory to the Port Authority, the Contractor shall immediately remove any such personnel and replace them with personnel who can and shall perform satisfactorily.

(b) Initial and recurrent training for all employees shall be mandatory. Initial and recurrent leadership training shall be the sole cost and responsibility of the Contractor. The Contractor will be responsible for all training materials including, but not limited to, manuals, slides and videos, and for conducting all training.

(c) The initial training program shall be at least five (5) working days in duration for cashiers; at least ten (10) working days for Supervisors and at least three (3) working days for Lane Cashiers and Attendants (Traffic/ Valet). The training will require the preparation of both an instructor and participant's training manual. The content of the initial and recurrent training shall be developed by the Contractor subject to the prior and continuing approval of the Airport Manager or designee and shall include, but not be limited to, the following:

(1) Cashier Procedure Training.

(2) Understanding, Meeting and Exceeding the Customer's needs, incorporating all relevant provisions of the Port Authority's Customer Care Airport Standards Manual.

(3) Geographic Orientation, Indoctrination and Administration.

(4) Airport Operations - Familiarization with the services provided at the Airports, Airline locations, Ground transportation services.

(5) Facility Communications including, Professional Telephone Conduct, Airport Terminology - Phonetic Alphabet, Effective and Appropriate Oral and Interpersonal Communications, Handling Customer Complaints

(6) Understanding the needs and concerns of handicapped customers and how to address these needs.

(7) Duties and Reporting Relationships

(8) Post Identification and Work Schedules

(9) Familiarization of Forms - (as applicable) Completion of an appropriate tour report

(10) Appropriate Ethics and Conduct

(11) Professional Appearance Standards

(12) Appropriate Emergency Contacts

(13) In-service and Refresher Training

(14) Traffic Safety

(15) Contractor's mission statement and core values

(16) Progressive discipline

(17) Radio usage, terminology, and procedures

(18) Security Awareness

(d) In addition to the initial training subjects listed in paragraph (c) above, the Contractor shall provide Leadership Training for Supervisors-in-charge, Supervisors, and all management representatives (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 Port Authority Facility Manager, which shall include but not be limited to the following subjects and any other relevant subjects the Port Authority 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.

(e) The Port Authority may require all supervisory and Management staff to complete "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 paragraph (i) below. Note: This reimbursement will only be provided for hourly employees and subcontractors that have successfully completed/passed the subject training.

(f) The Contractor shall certify to the Port Authority Facility Manager 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 Port Authority Facility Manager 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. 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 date of completion of the Customer Care Training (including refresher training and any other required training).

(g) The Contractor acknowledges that it is of the utmost importance in the Contractor's performance of this Contract to make every effort to present as candidates for all positions 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 the positions that they are recommended.

(h) In addition to any Customer Care Training as specified in paragraph (e) above, the Facility Manager may require the Contractor to institute in-service and refresher training programs as he or she deems necessary.

(i) The Contractor will be compensated for in-service Customer Care or refresher training hours as if they were post hours based upon the job classification of the employee receiving the training. All other costs shall be the responsibility of the Contractor, including without limitation any payments to instructors and the provision of instructional materials.

(j) Training of Lane Cashiers, Attendants (Traffic/Valet) and Supervisors with previous experience as Lane Cashiers, Attendants (Traffic/Valet) and Supervisors during or prior to the term of this Contract shall be conducted only if required by the Facility Manager.

(k) The Port Authority will provide initial orientation training for the General Managers 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." No payment shall be made to the Contractor for the hours the General Manager or other staff of the Contractor designated to be instructors participate in such training by the Port Authority. The General Manager shall at all times be thoroughly familiar with the subject material of all training provided to its employees.

Section 9 EMPLOYEE RETENTION AND TURNOVER

The Contractor is required to maintain a stable work force by seeking to employ and retain employees who are qualified and well suited for the job functions. If the employee turnover rate exceeds twenty percent (20%) per year, the Contractor will submit a comprehensive plan/program that outlines how excessive turnover will be curtailed. In addition, if the turnover rate exceeds twenty percent (20%) over a 12-month period, the Port Authority shall have the right to terminate the Contract upon thirty (30) days notice to the Contractor.

Section 10 TECHNOLOGY

(a) The Contractor shall develop and maintain the current functionality of the web based parking reservation website. The Contractor shall ensure seamless transition from the current web based system at the start of the contract period.

(b) The Contract shall develop the website in accordance with the Web Design Requirements outlined in Attachment B - Part IV.

Section 11 SNOW REMOVAL

(a) The Contractor shall remove snow and ice from the exit lanes to a distance of twenty (20) feet in each direction from the door of each cashiers booth.

(b) The Contractor shall remove snow and ice from the entrance lanes to a distance of twenty (20) feet in each direction of the gate arm.

(c) The Contractor shall remove snow on all walkways leading to the office space provided to the Contractor. This includes the area leading to the front door, the steps, and the outdoor landing areas leading to said office space.

(d) The Contractor, under the direction of the Port Authority Airport Manager, shall perform spot salting in all parking areas. This salting operation will occur after the airport's primary snow contractor has completed the snow removal duties listed under their contract.

(e) The costs of performing the above operations are not directly reimbursable to the Contractor, provided, however, the Port Authority will provide at no cost to the Contractor shovels, salt spreaders and salt in connection with such operations.

Section 12 RADIO EQUIPMENT AND CELLULAR PHONES

(a) The Contractor shall furnish at its sole cost and expense for use by Supervisors or others performing services under this Contract, and maintain in good repair and operating condition, portable two-way radio voice communications equipment including antennas, power supplies, batteries and other equipment associated therewith capable of adequate communication throughout the Airport for all the above employees on duty on a single frequency, unless otherwise directed by the Port Authority.

(b) The Contractor shall obtain Federal Communications Commission (FCC) and all other licenses, permits or approvals (grants and options) as required operating said equipment at the Airport and the Contractor shall immediately correct any conditions of interference affecting radio operations. As determined by the Port Authority, this equipment includes spare batteries, plus a contingency of radios above and beyond the current amount required. It shall be incumbent upon the Contractor that the aforesaid radio equipment to

be supplied shall be suitable and compatible for operation on the Airport and must include a "tone pack" identifier.

(c) The Contractor will be responsible to ensure that maintenance or repair and replacement of all radios is such that all tours and posts will have a full complement. An inventory of radios and equipment must be submitted with the monthly invoice. During the term of the Contract and option periods, if any, the Contractor shall provide Radios at each Facility in accordance with the following:

Airport	# Of Radios
Newark	50
Kennedy	60
LaGuardia	20
Stewart	10

(d) In the event the Contractor fails to repair or maintain all radio equipment, then in as much as the damage and loss to the Authority, including disruption of the operation of the service which will result from the lack of a sufficient number of radios to satisfactorily provide the service cannot be calculated and will be incapable of determination 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 in the amount set forth in Section 6 entitled "Liquidated Damages" per day for each radio that falls below the number established by each Airport as necessary for this service resulting from such misuse or lack of normal user care, said amount or amounts to be paid by the Contractor to the Port Authority or be deducted from any sums due in owing from the Port Authority to the Contractor as the Port Authority shall determine from time to time in its sole discretion.

(e) 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 of the FCC requirements. The Port Authority shall have the right to physically observe the Contractor's use of the radio equipment.

(f) The Contractor shall provide cellular phones with email capabilities to management staff performing the functions of Regional Contract Manager, General Managers, and Operations Managers under this contract at no cost to the staff stated above. Contact numbers to these devices shall be provided to the Airport Manager.

Section 13 FLEET OPERATING SERVICES

(a) The Contractor will be required to have in service at all times vehicles (passenger vans, four wheel drive vehicles and customer service vehicles hereafter collectively referred to as "Contract Vehicles") to transport all of the contract staff to and from the roll call locations to their posts at the parking lots and to carry out all other functions and obligations of the Contractor in performing its services hereunder.

(b) The initial supply of Contract Vehicles used in this Contract must be of the model year of the contract. Contract Vehicles for the option period, if any, shall be no older than three (3) model years unless otherwise approved by the Port Authority and shall conform to the vehicle specifications listed in Exhibit E attached hereto and hereby made a part hereof. These vehicles may only be used for transporting personnel to and from post or other

duties related to Airport Parking Lot operation. All Contract Vehicles must have emergency flashing roof mounted lights. During the term of the Contract and option periods, if any, the Contractor shall provide Contract Vehicles at each Facility in accordance with the following:

Airport	10 Passenger Van	4-door, 4-wheel drive	Customer Service Vehicles
Newark	0	5	7
Kennedy	1	5	3
LaGuardia	0	3	2
Stewart	1	1	1

(c) The Contractor shall provide the driver at no additional cost to the Port Authority. The Contract Vehicles shall be available for duty on a 24-hour basis. The Contract Vehicles shall at all times be used exclusively in and shall be devoted solely to the Airport Parking Lot Operations and Management Services 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 Service hereunder in a satisfactory manner.

(d) Except for fueling, maintenance, repair and cleaning, which shall all be accomplished as expeditiously as possible in order to return the vehicles to duty as quickly as possible and except as otherwise directed or permitted by the Port Authority Facility Managers for the performance of the Service hereunder, the Contract Vehicles shall be used only on Airport and exclusively for providing the Service under this Contract. The Contractor shall register each vehicle under the laws of the state of New York or New Jersey as applicable and shall comply with all laws, rules and regulations applicable to the operation thereof.

(e) The customer service vehicles shall be available and equipped at all times to provide jumper cable service starts for batteries, change flat tires, inflate tires where possible and provide up to two gallons of gasoline. The customer service vehicle shall be equipped with a mobile two-way radio or car telephone in order to maintain appropriate communication This service shall be provided at no charge to airport parking lot customers on a twenty four (24) hours- per-day, seven (7) days-per-week basis.

(f) The Contractor shall, through itself or its contractors, (who shall be licensed towing operators in the State of New York or New Jersey, as applicable), respond to and assist parking lot patrons at the airports who have been locked out of their vehicles (hereinafter called "the vehicle lockout service"). The Contractor shall provide the vehicle lockout service in accordance with the rules and regulations established by the Authority, which may be changed by the Authority from time to time and at any time. The Authority shall reimburse the Contractor an amount equivalent to the actual amount or the amount of Thirty Dollars and no Cents, whichever is less, for each vehicle lockout services provided.

(g) Without limiting the generality of any of the other terms or provision of this Contract and the obligations of the Contractor hereunder, the Contractor shall comply with the procedures established from time to time by the Port Authority with respect to use of the foregoing Contract Vehicles in the operation of the Service. Such procedures shall include, but not be limited to, procedures with respect to the manner and method of

dispatching the Contract Vehicles, monitoring the use of the 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 Service hereunder.

(h) The agreement of the Contractor that the Contract Vehicles hereunder shall be used exclusively in and only in providing the Service hereunder is of the essence of this Contract and upon the application to any court of equity having jurisdiction hereunder the Authority shall be entitled to a decree against the Contractor requiring specific performance and the Contractor shall hereby waives any defense based upon the existence of a remedy at law in any action or actions which may be brought. The foregoing shall be additional and not in lieu of or exclusive of any remedy available to the Port Authority at Law or in equity.

(i) Parking for Contract Vehicles will be provided at the Airports, at no charge, such locations as may be designated from time to time by the Port Authority Facility Manager. Any Contract Vehicle that at any time is not in use or on duty shall be parked on the Airport.

(j) The Contractor in connection with its operation herein, will provide, maintain and operate the Contract Vehicles at the Airport in conformance with the specifications and requirements set forth herein.

(k) Notwithstanding the generality of any other term or provisions hereunder, it is expressly understood and agreed that all costs of the Contractor of whatever kind or nature, whether imposed or assigned directly upon the Contractor under or because of the terms and provisions hereof, including, but not limited to, purchase, repair, replacement, fuel, oil, license fees and insurance shall be borne by the Contractor and without 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 Contract Vehicles. All Fuel provided by or paid for by the Port Authority may be used only for the performance of services under the agreement with the Port Authority. The entire and complete cost and expense of the Contract Vehicles 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 herein above set forth.

(l) In the event that any time during the term of this Contract, a Contract 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 service. In the event of such removal, the Contractor shall at no cost or expense to the Port Authority replace said removed vehicle with another meeting the specifications set forth herein and equipped as required herein.

(m) In the event that any vehicle is damaged or is in need of repair and such repair can be completed in fifteen (15) days or less, the Contractor shall immediately proceed with such repair and provide in lieu of such a Contract Vehicle of substantially the same carrying capacity, style and type as the one being repaired, which shall be subject to the prior approval of the Port Authority.

(n) Any such vehicle which, in the opinion of the Port Authority, fails to meet the requirements as herein set forth shall immediately, upon oral direction from the Port Authority be removed from service and another Contract Vehicle shall be immediately substituted for the vehicle removed. The vehicle removed shall not be returned to service until the condition complained of has been corrected as evidenced by written confirmation from the Contractor that the repairs have been made.

(o) The Contractor in the performance of the duties herein will ensure that three of the four wheel drive vehicles at EWR, one of the four wheel drive vehicle at JFK and LGA are pick-up trucks capable of attaching a snow plow for the removal of snow.

Section 14 ***UNIFORMS***

(a) The Contractor shall provide and pay for a distinctive uniform for all of the Contractor's personnel acting as Lane Cashiers, Attendants (Traffic/Valet), Supervisors (Field/Office) and Supervisors-in-Charge at the Airports. 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 shall be affixed to each shirt, vest, jacket, blazer or outer garment 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 supply its personnel, at no cost to the Port Authority, with related uniform equipment as specified herein.

(b) The Contractor shall be responsible for ensuring that its employees at all times wear their required uniform and appropriate shoes 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 Paragraph "e" of this Section.

(c) 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.

(d) The Contractor shall provide and its employees shall wear, carry or display as required by the 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.

(e) Each Lane Cashier, Attendant (Traffic/Valet), Supervisor (Field/Office), and Supervisor-in-Charge uniform shall consist of the following:

(12) Twelve shirts - six (6) winter long sleeve and six (6) summer short sleeve

(1) One belt

(4) Four pairs of slacks or skirts* or combination thereof - summer/winter weight

(2) Two pair winter gloves – black (Traffic/Valet Attendants)

(2) Ties (safety)/scarves/tulips

(2) One hat winter/one hat summer
(1) One pair shoes – black (safety – annual replacement for Cashiers, bi-annual for others)
(1) Safety Vest and Wand – Traffic Attendants
(1) One raincoat – Traffic Attendant and Valet Attendants
(1) Winter ear protector – Traffic Attendants and Valet Attendants
(1) One winter parka
(2) Two sweaters
*Females are permitted to wear either skirts or slacks while on duty.
Note: Supervisors shall receive white shirts and tan pants. All other positions as stated above shall receive blue shirts and blue pants and/or skirts. The Port Authority shall approve all Contractor's uniforms.

(f) Without limiting any other terms or provisions of the Contract, failure of the Contractor to provide that each, Lane Cashier, Attendant (Traffic/Valet), Supervisor (Field/Office) and Supervisor -in-Charge is suitably attired and outfitted will be deemed a breach of the Contractor's obligations hereunder. Employees will not be permitted to work their assigned tour unless properly attired in accordance with the provisions of this Section and liquidated damages as set forth herein will be applied.

(g) If the Contractor is unable to provide its employees with uniforms as specified above for a period of up to forty-five (45) 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 Airport Manager. Effective forty-five (45) 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.

Section 15 CONTRACTOR SPONSORED EMPLOYEE INCENTIVE

(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 agrees to develop, implement and maintain throughout the term of this Contract, and during the Option Periods if any, an Employee Recognition and Incentive Program, which shall be developed, maintained, and amended, from time to time as may be required, by the Contractor with the approval of the Airport Manager.

(c) The program shall include, but not be limited to the following:

(1) Designating recognition and incentive categories

(2) Description of the type, amount and frequency of awards

(3) Criteria and eligibility requirements

(4) Approval and distribution procedures

(5) Any other means of recognizing and rewarding employees that provide superior customer service

(d) 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 other 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 Facility Manager.

(e) Contractor payments under this Section shall not be considered or included in computing compliance with the payment of Minimum Combined Average Hourly Wage and Supplemental Benefits under this Contract.

Section 16 CONTRACTOR RECOMMENDATIONS FOR REVENUE GENERATION, COST SAVINGS AND OPERATIONAL IMPROVEMENTS

The Contractor shall develop and implement the revenue-generating and cost-savings proposals (or "programs"), as accepted and approved by the Authority. Moreover, the Contractor shall meet with the Project Manager quarterly to discuss any additional initiatives to generate revenues and reduce costs at the parking lots of the airports. Revenue-generating and cost-saving proposals resulting from the discussion of these additional initiatives shall be set forth in writing and shall become the property of the Port Authority and include the following:

(a) Revenue Generation

The Contractor shall, at its sole cost and expense, bring to the attention of the Port Authority any suggestions it may have (hereinafter "the Revenue Generation Proposal") which will result in an increase in revenues to the Port Authority. All Revenue Generation Proposals must be in writing setting forth the following:

(1) A summary setting forth the specific program the Contractor proposes to implement, including, without limitation, the creation, development, delivery, installation, maintenance and plan for implementation thereof;
(2) The technology involved in bringing the program to fruition;
(3) Any proposed capital expenditures necessary to program, and estimated costs;
(4) The timetable for implementation and target date for commencement of the program ("Commencement Date");
(5) The annual quantifiable revenue generation (hereinafter "Projected Revenues") and profit anticipated from the Commencement Date through the first year of implementation of the program and generated directly from the program; and
(6) The breakdown and total annual cost to implement the program;
(7) Pro forma financial statements setting forth the particulars of the program in a form acceptable to the Port Authority;
(8) For Revenue Generation Proposals submitted during the term of the Contract, the Contractor's proposed compensation, which shall be submitted as a percentage of profits which are directly verifiable, auditable and attributable directly to the program. Initiatives submitted during the RFP solicitation resulting in this Contract that are accepted by the Port Authority shall be compensated at a rate of 33.33% of profits which are directly verifiable, auditable and attributable to the program for the first year of the program; and

(9) Any other relevant information including all costs, materials, supplies, devices, equipment, tools, services and products required to develop, implement and execute the program.

(b) Cost Savings

The Contractor shall, at its sole cost and expense, bring to the attention of the Port Authority any suggestions it may have (hereinafter "the Cost Savings Proposal") which will result in cost savings to the Port Authority under the Contract, provided, however, any reduction of staffing levels in response to a decrease in parking activity levels do not qualify for payments under this Section. All suggested improvements must be in writing setting forth the following:

(1) A summary setting forth the specific program the Contractor proposes to implement, including, without limitation, the creation, development, delivery, installation, and implementation thereof;

(2) The technology involved in bringing the program to fruition;

(3) Any proposed capital expenditures necessary to program, and estimated costs;

(4) The timetable for implementation with a target date for commencement of the program ("Commencement Date");;

(5) The breakdown and total annual cost to implement the program; and

(6) Pro forma financial statements setting forth the particulars of the program in a form acceptable to the Port Authority;

(7) For Proposals submitted during the term of the Contract, the Contractor's proposed compensation, which shall be submitted as a percentage of cost savings which are directly verifiable, auditable and attributable to the program. Initiatives submitted during the RFP solicitation resulting in this Contract and accepted by the Port Authority shall be compensated at a rate of 33.33% of cost savings which are directly verifiable, auditable and attributable to the program for the first year of the program;

(8) The annual quantifiable cost savings (hereinafter "Projected Cost Savings") anticipated from the Commencement Date through the first year of implementation of the program and generated directly from the program; and

(9) Any other relevant information including all costs, materials, supplies, devices, equipment, tools, services and products required to develop, implement and execute the program.

(c) Operational Improvements

The Contractor will submit a semi-annual report and a Business Plan that will address the Contractor's suggested ideas on operations, rates, customer service, and facilities improvements. This report will become the basis for a conference between the Contractor and the Port Authority to implement ideas that will ultimately lead to better service for our customers. The semi-annual report shall contain the following

(1) Customer service issues and resolutions over the past three months.

(2) Innovative marketing and service initiatives for each airport as well as system wide service initiatives

(3) Detailed analysis of each airport's competitive environment

(4) Pricing recommendations, including "back – up" analysis to include:

i. a study of the duration of car stays in each public parking lot;

ii. where necessary, or preferable, rate options for the Authority to examine;

iii. an estimate of the impact of any proposed change;

iv. a listing of parking rates at other airports or locations used in analysis, *including the parking rates for the airport's off-airport competitors.*

v. staffing schedule recommendations;

vi. Facilities condition reports and improvements and repairs;

vii. any other recommendations for further enhancing of service.

(d) Compensation for Revenue Generation Proposal and Cost Savings Proposal:

After receipt of any of the Contractor's Proposals under this section, the Port Authority shall review the Proposal. The Port Authority hereby agrees to give a fair and full review of all Proposals and, provided all materials are timely submitted by the Contractor, no later than sixty (60) days after its receipt from the Contractor, the Port Authority shall advise the Contractor of the Port Authority's election to:

(1) Accept the Proposal; or

(2) Accept the Proposal subject to revisions agreed upon by the Port Authority and the Contractor; or

(3) Reject the Proposal in its entirety.

The Port Authority's Letter of Proposal Acceptance shall be in writing and shall set forth the agreed upon terms. The Port Authority may, but shall not be obliged to, provide any reason(s) for the rejection of a Proposal. Proposals that are accepted in part shall be subject to terms agreed upon by the Port Authority and the Contractor.

(e) Upon acceptance of a Proposal by the Port Authority under paragraphs (a), (b) or (c) of this Section, the Contractor shall immediately proceed to develop and implement the program within the time period originally specified in its notice to the Port Authority. The Contractor shall not make any revisions to the Proposal without the prior written approval of the Port Authority.

(f) All materials, supplies, equipment, tools, technologies and products purchased by the Contractor in support of a Proposal accepted by the Port Authority shall become and remain the property of the Port Authority.

(g) In the event that the Port Authority rejects a Proposal in its entirety pursuant to subparagraph (e) (3) above, the Contractor hereby understands and agrees that all costs expended by the Contractor and in any way associated with its presentation of the Proposal to the Port Authority shall be borne solely by the Contractor. The Port Authority shall compensate the Contractor for costs and capital expenditures to implement a Revenue Generation or Cost Savings Proposal, as agreed upon by the Port Authority in its Letter of Proposal Acceptance.

(h) On the tenth day of the first full month following the actual Commencement Date a Proposal finally accepted by the Port Authority, and during each month during the first year of operation of the program, the Contractor shall submit to the Port Authority a

statement setting forth the details, backup and support for either (a) the actual profit generated from implementing the Revenue Generation Proposal; or (b) the actual Cost Savings realized in implementing the Cost Savings Proposal in the preceding month. Contractor may be required to provide additional information with respect to profits or cost savings upon request, until deemed acceptable by the Port Authority ("Acceptable Certified Statement"). In the case of a Revenue Generation Proposal, within thirty (30) days of receipt of an Acceptable Certified Statement, the Port Authority will pay to the Contractor the agreed upon percentage of profits directly attributable to the Proposal, other than initiatives submitted during this solicitation period, which shall be compensated at a rate of 33.33 % of profits which are directly verifiable, auditable and attributable to the program for the first year of the program. In the case of a Cost Savings Proposal, within thirty (30) days of receipt of an Acceptable Certified Statement, the Port Authority will pay to the Contractor the agreed upon percentage derived by subtracting the costs to implement the Proposal from the total cost savings clearly generated by the Proposal and agreed upon by the Port Authority.

(i) Without in anyway limiting the foregoing, the Port Authority may work jointly with the Contractor in identifying further means to improve the operation under the Contract and reduce costs. In such event, the Contractor shall be responsible to develop any such Proposal and submit the same to the Port Authority for further consideration and review all in accordance with paragraph (a) above. If, after such review of the Proposal by the Port Authority, the Port Authority rejects the Proposal, the Port Authority shall reimburse the Contractor for all necessary costs incurred in the development of the Proposal.

(j) Where the Port Authority is the source of a Revenue Generation, Cost Savings or Operational Improvement Proposal ("Port Authority Proposal"), and the Port Authority determines that said proposal shall be implemented, the Contractor is required to cooperate and implement said proposal. Any estimated costs expected to be incurred by the Contractor that are solely attributable to the implementation of a Port Authority Proposal under this section shall be presented to the Port Authority upon request. Subject to written approval of the Port Authority Manager, the Contractor shall be entitled to reimbursement of such additional direct costs attributable to the Port Authority in the months invoicing directly after the costs are incurred. There shall be no additional compensation to the Contractor, other than reimbursement for costs incurred in implementation, for a Port Authority Proposal. If the Port Authority continues with any accepted program, all compensation to the Contractor shall cease at the end of the Contract.

(k) A Proposer that is not awarded this Contract shall have no claim for compensation for any proposals or ideas submitted during this solicitation.

Section 17 COMPLAINTS, REFUNDS AND SUGGESTIONS

The Contractor, within forty-eight (48) hours of its receipt of a complaint, suggestion, observation or request for a refund as to the Service (hereinafter collectively called "the Complaint") by any user of the Service or other members of the general public, shall mail its response thereto, and a refund where appropriate, simultaneously delivering a copy thereof, together with a copy of the complaint to which the Contractor is replying, to the Port Authority Facility Manager or his/her designee. 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 (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 Port Authority Facility Manager or his/her designee 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.

Section 18 EMPLOYEE QUALITY ASSURANCE

(a) The Contractor will be required to maintain files on each employee. These files must be kept at the Space and will document the employee's qualifications and any other information relative to their performance under this Contract. All of the above material shall be retained by and become the property of the Port Authority.

(b) The Contractor shall develop and implement a progressive disciplinary program subject to the approval of the Port Authority within thirty (30) days of the Commencement Date.

Section 19 CREDIT CARD PROGRAM

The Contractor may be required to maintain and administer a program providing airport parking patrons the ability to pay parking fees via VISA, MasterCard, Discover, Diners Club and American Express. The Contractor shall enter into an agreement with an independent third party (hereinafter the credit card processor) for the provision of such services, during the period of the Contract and option periods, and extension period if any. The Contractor hereby agrees that it will at all times engage in arms length transactions with the credit card processor so as to achieve and secure fair and equitable prices. The Contractor shall reserve the right in its agreement with the credit card processor to terminate such agreement without cause upon thirty (30) days' notice at the discretion of the Port Authority. The agreement with the credit card processor shall, in any event, expire upon the termination or earlier expiration of this agreement. Payment of all transaction fees associated with the credit card programs will be the responsibility of the Port Authority.

Section 20 CHARGES

(a) The Contractor shall make only those charges of parking rates to users of the parking space, which are established from time to time in writing by the Port Authority and shall permit only such free use of parking space as may be so permitted by the Port Authority. The Port Authority shall have the sole and unrestricted right from time to time and as often as it considers it necessary or advisable, to change the parking rates upon twenty-four (24) hours notice to the Contractor.

(b) If the Contractor charges any rate in excess of the established rate, the amount by which the actual price deviates from the established rate shall constitute an overcharge. Such overcharge shall, upon demand of the Port Authority by the user, be promptly refunded to the user. If the Contractor charges any rate which is less than the established charge, the amount by which the actual price deviates from the established rate shall constitute an undercharge and an amount equivalent thereto shall be included in the gross receipts hereunder. Notwithstanding any repayment of an overcharge or any inclusion of an undercharge in gross receipts, each such overcharge or undercharge shall constitute a breach of the obligations of the Contractor under this Agreement, and the Port Authority shall have all remedies consequent upon breach which would otherwise be available to it at law, in equity or otherwise, or by reason of this Agreement.

Section 21 **FIDELITY OBLIGATION**

The Contractor hereby covenants and agrees to indemnify the Port Authority against all loss of money or other property real or personal, belonging to the Port Authority, or in which the Port Authority has a pecuniary interest, or for which the Port Authority is legally liable, or which is held by the Port Authority in any capacity whether the Port Authority is legally liable therefore or not, which the Port Authority shall sustain through robbery, burglary, theft, larceny, embezzlement, forgery, wrongful abstraction, willful misapplication, negligent loss, mysterious disappearance or destruction, or fraudulent or otherwise dishonest act or acts committed by any one or more of the officers or employees of the Contractor, acting directly or in collusion with others, during the effective period of this Agreement. Additionally, the Contractor hereby covenants and agrees to indemnify the Port Authority against all loss of parking receipts or other monies however sustained and by whomever caused occurring at any time until such receipts and other monies were actually deposited with the Port Authority.

Section 22 ***INSPECTIONS***

The Port Authority, by its officers, employees, representatives and contractors, shall have the right at all reasonable times to inspect the Space, occupied by the Contractor, to examine the equipment of the Contractor, to observe the performance of the Contractor of its obligations under this Agreement and all other activities of the Contractor at the Airport and to do any act or thing which the Port Authority may be obligated or have the right to do under this Agreement or otherwise.

Section 23 **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 approval 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 Executive Director 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 225 Park Avenue South, New York, New York, 10003, and the Contractor designates its offices, Letter of Transmittal 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.

Section 24 **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 by the Port Authority at its discretion on such terms and conditions as it shall deem necessary, at locations as may be designated from time to time by the Port Authority Facility Manager, at no cost to the Contractor.

Section 25 GRATUITIES

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

Section 26 NO SMOKING

The Contractor shall ensure that no employees smoke while on post.

Section 27 FEDERAL AIRPORT AID

The Port Authority has applied for and received a grant or grants of money from the Administrator of the Federal Airport Administration pursuant to the Airport and Airways Development Act of 1970, as the same has been amended and Supplemented, and under prior federal statutes which said Act superseded and the Port Authority may in the future apply and review further grants. In connection therewith, the Port Authority has undertaken and may in the future undertake certain obligations respecting its operation of the Airport and the activities of its contractors, lessees and permittees thereon. The performance by the Contractor of the convenants and obligations contained in this Agreement is therefore a special consideration and inducement to the making of this Agreement by the Port Authority, and the Contractor further convenants and agrees that if the Administrator of the Federal Aviation Administration or any other governmental officer or body having jurisdiction over the enforcement of the obligations of the Port Authority in connection with Federal Airport Aid shall take any orders, recommendations or suggestions respecting the performance by the Contractor of its covenants and obligations under this Agreement, the Contractor will promptly comply therewith at the time or times, when and to the extent that the Port Authority may direct.

Section 28 BASIC LEASE

(a) The authority granted to the Contractor herein is subject to such provisions, if any, of the Basic Lease as may be applicable, and no greater rights and authority are granted or intended to be granted than the Port Authority has power to grant under the Basic Lease. This Agreement shall in any event terminate upon the termination of the Basic Lease covering the area in which the Space may be, but only as to such Space.

(b) The Port Authority has agreed by the provision in its agreement of lease with the City of Newark and with the City of New York covering the Airport to conform to the enactments, ordinances, resolutions and regulations of the City of Newark and of the City of New York and of its various departments, boards and bureaus in regard the construction and maintenance of buildings and structures and in regard to health and fire protection, to the extent that the Port Authority finds it practicable so to do. The Contractor shall, within forty-eight (48) hours after its receipt of any notice of violation, warning notice, summons, or other legal process for the enforcement of any such enactment, ordinance, resolution or regulation, deliver the same to the Port Authority for examination and determination of the applicability of the agreement of lease provision thereto. Unless otherwise directed in writing by the Port Authority, the Contractor shall conform to such enactments, ordinances, resolutions, and regulations insofar as they relate to the operations of the Contractor at the Airport. In the event of compliance with any such enactment, ordinance, resolution or regulation on the part of the Contractor, acting in good faith, commenced after such delivery to the Port Authority but prior to the receipt by the Contractor of a written direction from the Port Authority, such compliance

shall not constitute a breach of this Agreement, although the Port Authority thereafter notifies the Contractor to refrain from such compliance. Nothing herein contained shall release or discharge the Contractor from compliance with any other provision hereof respecting governmental requirements.

Section 29 PROPERTY OF THE PORT AUTHORITY

Upon the expiration or termination of the effective period under this Agreement the Contractor shall deliver to the Port Authority all equipment, materials, supplies and other personal property supplied to it by the Port Authority or purchased or supplied by it for use in its operation hereunder and all such shall be returned in same condition as upon the acquisition by the Contractor, reasonable wear excepted. If any such equipment, materials, supplies and other personal property becomes lost, stolen, damaged or destroyed by reason of the acts of omissions of the Contractor or its officers, agents, employees or representatives, the Contractor shall repair or replace the same, and the cost of such repair or replacement shall be borne by the Contractor without compensation or reimbursement from the Port Authority.

Section 30 SPACE PROVIDED BY THE PORT AUTHORITY

(a) The Port Authority will furnish to the Contractor, subject to space availability without charge, non-exclusive space at the Facility for office purposes, lavatory and washroom facilities for the employees of the Contractor in connection with its performance of the Service under this Contract (said area hereafter called "the Space"). Space will also be provided to the Contractor by the Port Authority, subject to space availability, for the storage of the Contractor's equipment, materials and supplies used on the Facility also without charge to the Contractor. Said facilities and/or space shall be as designated by the Airport Manager and may be terminated and/or changed at any time, and from time to time at his/her discretion. The Contractor shall keep said Space at all times in a clean and orderly condition and appearance and shall repair any damage thereto caused by the Contractor or its employees. The Contractor must furnish office furniture, supplies, telephone equipment and telephone service for the Space. The Contractor shall pay directly to the supplier thereof for any charges with respect to the use of such phones. The Contractor acknowledges that it has examined the Space carefully and hereby accepts the same in its present condition.

In addition the Port Authority shall furnish for use by the Contractor without charge solely in the performance of its obligations hereunder and for no other purpose whatsoever, an appropriate amount of covered and enclosed area (building space) at each Airport to be used by the Contractor for storage, employee's lockers, and for clerical and management functions, all solely in connection with the operations of the Contractor under this Agreement. All such areas and every similar area hereafter furnished in accordance with paragraph (b) of this Section are hereinafter collectively called "the Space."

(b) The Port Authority shall have the right in its sole discretion from time to time upon twenty-four (24) hours notice to the Contractor, to furnish one (1) or more additional areas at the Airport to the Contractor for the purposes provided for in this Agreement, or to withdraw portions of the Space from such use, and to substitute different areas at the Airport for portions of the Space described herein or hereafter furnished. From and after any such notice, the additional or substituted area shall be deemed to be Space under this Agreement, and all the terms, provisions, covenants and conditions of this Agreement

shall apply thereto, and the Contractor shall operate on the additional or substituted area or cease operations on the withdrawn area, as the case may be, all in accordance with such notice. The Port Authority shall have the right to substitute different building space at any time and from time to time for the storage, locker and office purposes stated above, and shall pay the expense of removal to such different building space. In the building space only, the Port Authority will provide by using existing facilities, electricity in reasonable quantities for lighting and the energizing of business machines, heating, to a reasonably comfortable temperature during business hours on business days from November to May, and air-conditioning, to the extent existing facilities area capable of supplying the same.

(c) The Contractor acknowledges and agrees, that it has examined the Space carefully and hereby accepts the same in its present "as is" condition. The Contractor shall repair all damage to the Space and all damages 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 Agreement or by any acts of 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. None of the costs of such repairs shall be reimbursable by the Port Authority or included in expenses..

(d) The Port Authority by its officers, employees, and representatives shall have the right at all times to enter upon the facilities and Spaces provided to the Contractor for the purpose of 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 or have the right to do under this Contract or otherwise. Without limiting the generality of the foregoing, the Port Authority shall have the right for its own benefit, or for the benefit of others at the Facility, to maintain existing and future utility systems or portions thereof on the facilities and Space and to enter upon the facilities and space at reasonable times to make such repairs, replacements, additions or additions 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 or to make repairs, replacements, alterations or additions, or shall create any liability for any failure to do so.

(e) Upon the expiration or earlier termination or revocation of this Contract or upon the substitution of areas provided by the Port Authority pursuant to this Contract, the Contractor shall promptly vacate the facilities and Space and leave the same in the condition existing as of the commencement of the Contractor's occupancy or use thereof, reasonable wear and tear expected.

(f) Except at the direction of the Port Authority, the Contractor shall not move vehicles in the Space or remove any vehicle from the Space.

(g) The Contractor shall conduct all operations hereunder in an orderly and proper manner so as not to annoy, disturb or be offensive to others at the Airport. 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 all steps necessary to remove the cause of the objections.

(h) The Contractor shall adopt methods and procedures, and cause its employees to comply with the same, to keep the Space in a neat and orderly condition.

(i) The Contractor shall observe and comply and execute the provisions of any and all present and future federal, state and municipal laws, rules, regulations, ordinances, orders and directions and all present and future Port Authority rules, regulations and standards which may from time to time during the effective period 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 of the Space or the Airport, or for the safe and efficient operation of the Space or the Airport. The Port Authority agrees that except in cases of emergency it shall give notice to the Contractor of every rule and every regulation adopted by it, at least five (5) days before the Contractor shall be required to comply therewith.

(j) The Contractor shall not do or permit to be done anything on the Space which may interfere with the effectiveness or accessibility of any sprinkler system, alarm system, fire hydrants and hoses installed or located in the Space or which may result in the creation of maintenance or a nuisance on or at the Airport.

(k) The Contractor shall maintain all fixtures, equipment and personal property in the Space in first-class operating order, condition and appearance at all times, making all repairs and replacements necessary therefore, regardless of the cause or condition necessitating any such repair or replacement. In addition to the repair obligation set forth in this Agreement, the Contractor shall also be responsible for painting and performing such minor repairs, to the extent approved by the Port Authority, included in expenses as described in this Agreement. The Contractor shall have responsibility for cleaning of the building space.

(l) The Contractor shall immediately notify the Port Authority if any striping, relamping or snow removal is needed at the Space or if any portion (or all) of the Space or of the equipment, fixtures, fencing and paving is destroyed, damaged or in need of repair, without regard to the cause of such destruction, damage or need for repair.

(m) The Contractor shall daily collect and remove rubbish and debris from all cashier booths for collection and disposal as directed by the Facility Airport Manager. All garbage, debris, and other waste material (whether liquid or solid) arising out of or in connection with the Contractor's operations shall be placed in the waste receptacles provided by the Port Authority for collection and removal by others. No such garbage, debris, or other waste materials shall be or be permitted to be thrown, discharge or disposed into or upon any land area or waterway surrounding or bounding the Facility.

(n) Except with the prior written approval of the Port Authority, or as specifically authorized or required hereunder, the Contractor shall not erect, maintain or display any signs, posters or advertising on or about the space or elsewhere at the Airport, but if directed by the Port Authority, the Contractor shall erect, maintain and display such sign or signs as the Port Authority may from time to time require. In such circumstances, the cost of such signs shall be reimbursable expenses within the meaning of Section 3 of this Agreement. Interior signs affecting public safety and security shall be in accordance with established procedures and the approval of the Airport Manager.

(o) The Contractor acknowledges that the Port Authority may enter into a contract with a third party contractor for the cleaning of the Space. The Contractor agrees to adopt such procedures as may be directed by the Port Authority to determine if the cleaning contractor is adequately performing its cleaning obligations and to such end the Contractor shall report to the Port Authority in the manner and at the times directed by the Port Authority regarding the cleaning contractor's performance under the cleaning

contract. The Contractor understands and agrees that it will not be paid or reimbursed for performing services under this paragraph (o).

Section 31 CONSTRUCTION BY THE CONTRACTOR

The Contractor shall not perform any maintenance or repairs, nor erect any structures make any improvements or do any other construction work on the Space or elsewhere on the Airport, or alter, modify or make additions or repairs to or replacements of any existing structures or improvements, or install any fixtures (other than trade fixtures) removable without injury to the Space without the prior written approval of the Port Authority, or his/her designee. In the event any construction, improvements, alterations, modifications, additions, repairs, or replacements are made without such approval, then upon notice so to do, the Contractor will remove the same, or at the option of the Port Authority, cause the same to be changed to the satisfaction of the Port Authority. In case of any failure on the part of the Contractor to comply with such notice, the Port Authority may affect the removal or change and the Contractor shall pay the cost thereof to the Port Authority on demand. Furthermore, none of the cost of performing any such authorized work nor any reimbursement by the Contractor to the Port Authority for any changes in or removal thereof, shall be included in expenses as described in Section 3 of this Agreement.

Section 32 MAINTENANCE AND INSTALLATION OF SERVICE SYSTEMS

Nothing, herein shall be construed to limit or affect the right of the Port Authority, its officers, employees, representatives or contractors, to maintain existing and future heating, water, gas, electricity, sewage, drainage, lighting, communications, power, fire-protection, sprinkler, *ventilating, refrigerating, fuel, telephone, communications and other services systems*, including all pipes, lines, mains, wires, conduits, ducts and equipment on or about the Space, and to enter upon the Space at all reasonable times to make such repairs, replacements and alterations as may, in the opinion of the Port Authority, be deemed necessary or advisable, and, from time to time, to construct or install over, on in or under the Space, new systems, pipes, lines, wires, conduits, ducts and equipment and the exercise of such rights shall not be deemed a breach by Port Authority of this Agreement, provided however, that the Port Authority shall exercise such right in a manner so to interfere as little as reasonably possible with the operations of the Contractor.

Section 33 CONSTRUCTION AND EXCAVATION WORK

(a) Notwithstanding the undertaking by the Port Authority to furnish Space hereunder for the operations of the Contractor, if the Port Authority deems it necessary or advisable to enter upon any portion of the Space and for a temporary period to perform excavation, construction or other work thereon, in order to properly operate the Airport or any part thereof or to maintain the same or to provide for the security, thereof, the Contractor shall upon request relinquish to the Port Authority, for such temporary period such portion of the Space, and no interference with the operations of the Contractor pursuant to this Section shall be deemed a breach of this Agreement by the Port Authority.

(b) Nothing contained in this contract shall impose or shall be construed to impose upon the Port Authority any obligation so to maintain or to make repairs, replacements, alterations or additions, or to create any liability failure so to do.

Section 34 GOVERNMENTAL AND OTHER REQUIREMENTS

(a) The Contractor shall procure all licenses, certificates, permits and other authorization from all governmental authorities, if any, having jurisdiction over the operations of the Contractor at the Airport which may be necessary for the conduct of its operations, and at

the direction of the Port Authority the Contractor shall procure any of the same which would be applicable if the Contractor were acting for its own account and not as agent of the Port Authority.

(b) The Contractor shall promptly observe, comply with and execute the provisions of all present and future governmental laws, rules, regulations, requirements, orders and directions which may pertain or apply to the operations of the Contractor at the Airport, and at the direction of the Port Authority shall so act as to any of the same which would apply if the Contractor were acting for its own account and not as agent of the Port Authority.

(c) The obligations of the Contractor to comply with governmental requirements are provided herein for the purpose of assuring proper safeguards for the protection of persons and property in the Space.

(d) The Contactor shall not do or permit to be done any part or thing upon the Space which will invalidate or be in conflict with any insurance policies on any part of the Airport or upon the contents of any buildings thereon, or which shall increase the rate of any insurance on any part of the Airport, upon the contents of any buildings thereon, or which in the opinion of the Port Authority may constitute an extra-hazardous condition, so as to increase the risks normally attendant upon the operations of the Contractor contemplated by this Agreement. The Contractor shall promptly observe, comply with and execute the provisions of any and all present and future rules, regulations, requirements, orders and directions of the National Fire Insurance Association, the Fire Insurance Rating Organization of New York, or any other board, or organization exercising or which may exercise similar functions, which may pertain or apply to the operations of the contractor at the Airport. If by reason of a failure on the part of the Contractor to comply with the provisions of this paragraph, any insurance rate on the Airport 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 insurance premium paid by or due from the Port Authority which shall have been charged because of such violation by the Contractor.

Section 35 PROHIBITED ACTS

Nothing in this Agreement contained shall give the Contractor the right to sell and the Contractor shall not sell, or permit to be sold, any merchandise at or on the Space. The Contractor shall not install, maintain or operate on the premises, or elsewhere at the Facility any vending machines without the prior written approval of the Port Authority. No food or beverages shall be prepared in the Space by any of the Contractor's employees and no food or beverages shall be consumed by any of the Contractor's employees in the Space except in the building space as such term is used in Section 37 of the Contract, and in such other area as may be designated by the Airport Manager.

Section 36 CONTRACTOR'S REPRESENTATION

(a) The Contractor affirms that it understands and is capable of efficiently operating the Authority's revenue control system to the system's full capability, including license plate inventory and space control, which will be in place at the commencement of the Agreement. If during the term of this Agreement, the Authority changes or replaces the revenue control system; the Contractor will train its employees in the proper use of the Authority's existing revenue control system or any other revenue control system which

the Authority may provide. The cost of such training will be reimbursed to the Contractor by the Port Authority.

(b) The Contractor represents and warrants that it is financially solvent and has the financial ability and experience and is competent to perform the parking lot operations required hereunder, that the facts stated or shown in the papers accompanying its Proposal are true, and, if the Contractor be a corporation, that it is authorized to do the type of work required hereunder and is qualified to do business in the States of New York and New Jersey, that it is familiar with the applicable federal, state, municipal and local laws, ordinances and regulations, if any, which may in any way affect the services to be rendered by the Contractor hereunder, that it has carefully examined and studied the attachments, Schedules and Exhibits, in addition to all of the terms and provisions of this Agreement, and that it is familiar with the nature of the work, the general and local conditions, and with all other pertinent matters and circumstances, which may in any way affect the performance of the work that no Commissioner, officer, agent or employee of the Port Authority is personally interested, directly or indirectly in this Agreement or the compensation to be paid there under; and that no representation, statement or promise, oral or in writing of the Port Authority, its Commissioners, officers, agents, or employees has induced it to enter into this Agreement except only those that may be contained herein.

Section 37 MISCELLANEOUS

(a) The captions herein are for reference purposes only and shall not in any way affect the meaning or interpretation of this Contract

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

ATTACHMENT B
PART III (A) - COST PROPOSAL FORM

Entry of Prices

a. The prices quoted shall be written in figures, in ink, preferably in black ink where required in the spaces provided on the Cost Proposal Form(s) attached hereto and made a part hereof.

b. Proposers are not permitted to alter the Cost Proposal Form (s), Calculation of Average Hourly Rate Form, Calculation of Rate for Annual Salaried Positions Form or Monthly Management Fee Calculation Breakdown Form, other than in the spaces indicated where the Proposer is permitted to provide additional information. The failure to adhere to these instructions may result in a proposal being found nonresponsive. Requests to alter any of these forms should be sent in the form of a question in accordance with Section 1, Paragraph G entitled "Communication Regarding this RFP".

c. All Proposers are asked to ensure that all charges quoted for similar operations in the Contract are consistent.

d. Proposers are asked to correctly transpose Hourly Rates from the Calculation of Hourly Rate Form and transpose the Total Monthly Management Fee from the Calculation Breakdown sheet to the Cost Proposal Forms, where indicated.

e. Prices must be submitted for each Item required on the Cost Proposal Form(s). Proposers are advised that the Items on the Cost Proposal(s) correspond to the required services set forth in the Specifications hereunder.

f. Proposers must insert all figures as required and verify all computations for accuracy. The Port Authority in its sole judgment reserves the right to: (1) reject Proposals without checking them for mathematical errors or omissions, (2) reject Proposals that contain or appear to contain errors or omissions, and (3) supply corrections to Proposals that contain or appear to contain mathematical errors and omissions, and in this case the Port Authority reserves the right to recompute the Total Estimated Contract Price based upon the Unit Prices inserted by the Proposal which amount shall govern in all cases.

g. In the event that a Proposal quotes an amount in the Total Estimated column but omits to quote a Unit Price for that amount in the space provided, the Port Authority reserves the right to compute and insert the appropriate Unit Price.

h. The Total Estimated Contract Price is solely for the purpose of facilitating the comparisons of Proposals. Compensation shall be in accordance with the section of this Contract entitled "Payment".

i. The failure to follow any of these directions may result in a proposal being found nonresponsive.

PART III (A) - COST PROPOSAL FORM
Airport Parking Operations and Management Services – YEAR 1

		Estimated Annual Hours		Hourly Rate*			Estimated Annual Charge
I. Lane Cashier							
JFK-Full Time		162,000	X	$_____	(A1)	=	$_____
JFK-Part Time		18,000	X	$_____	(B1)	=	$_____
EWR-Full Time		148,500	X	$_____	(C1)	=	$_____
EWR-Part Time		16,500	X	$_____	(D1)	=	$_____
LGA-Full Time		81,180	X	$_____	(E1)	=	$_____
LGA-Part Time		9,020	X	$_____	(F1)	=	$_____
SWF-Full Time		8,000	X	$_____	(G1)	=	$_____
SWF-Part Time		1,000	X	$_____	(H1)	=	$_____
II. Attendant (Traffic/Valet)							
JFK-Full Time		29,000	X	$_____	(I1)	=	$_____
JFK-Part Time		29,000	X	$_____	(J1)	=	$_____
EWR-Full Time		85,000	X	$_____	(K1)	=	$_____
EWR-Part Time		29,000	X	$_____	(L1)	=	$_____
LGA-Full Time		50,000	X	$_____	(M1)	=	$_____
LGA-Part Time		50,000	X	$_____	(N1)	=	$_____
III. Clerk (Office/Revenue)							
JFK-Full Time		30,000	X	$_____	(O1)	=	$_____
EWR-Full Time		52,000	X	$_____	(P1)	=	$_____
LGA-Full Time		22,000	X	$_____	(Q1)	=	$_____

PROPOSER'S NAME: _____ PROPOSAL NUMBER _____
Airport Parking Lot Management and Operation Services at John F. Kennedy International Airport, LaGuardia Airport, Newark Liberty International Airport, and Stewart International Airport

Calculation of Average Hourly Rate, **Supervisor-in-Charge (Field/Office) at EWR – Year 2**

	Full- Time	
Number of Employees>>>>>>>>>>>>>>>	_____	
Item #1 Average Hourly Direct Wages	$_____	
Item #2 Health Benefits	$_____	
Item #3 Supplemental Benefits (Items not required by law)		**Number of Days**
Holiday Allowance	$_____	_____
Vacation Allowance	$_____	_____
Sick Time Allowance	$_____	_____
Pension	$_____	
Other Supplemental Benefits	$_____	
Specify_____	$_____	
Total (Item #3)	$_____	
Item # 4 Taxes and Insurance (Items required by law)		
F.I.C.A.	$_____	
N.Y.S.U.I	$_____	
F.U.I.	$_____	
Workers' Compensation	$_____	
General Liability Insurance	$_____	
Disability Insurance	$_____	
Other Taxes and Insurance		
Specify_____	$_____	
Total (Item #4)	$_____	
Item # 5: Additional Components (if Applicable)		
Vehicle/MTCE/Fuel	$_____	
Uniforms	$_____	
Equipment	$_____	
Materials	$_____	
Supplies	$_____	
Relief	$_____	
Roll Call	$_____	
Other Components		
Specify _____	$_____	
General Administrative Costs, Overhead and Profit	$_____	
Total (Item #5)	$_____	
Total (Items #1, 2, 3, 4 5) = Hourly Rate	$_____(W2)	

PART III (A) - COST PROPOSAL FORM
Airport Parking Operations and Management Services – YEAR 1

IV. Supervisor (Field/Office)						
JFK-Full Time	105,000	X	$_____	(R1)	=	$_____
EWR-Full Time	110,000	X	$_____	(S1)	=	$_____
LGA-Full Time	50,000	X	$_____	(T1)	=	$_____
SWF-Full Time	9,000	X	$_____	(U1)	=	$_____
V. Supervisor-in-Charge						
JFK-Full Time	10,800	X	$_____	(V1)	=	$_____
EWR-Full Time	18,000	X	$_____	(W1)	=	$_____
LGA-Full Time	8,900	X	$_____	(X1)	=	$_____
VI. Monthly Management Fee			Monthly Charge **			Estimated Annual Charge
			$_____	(Y1)	=	_____

VII. Fleet Operating Charge***
Per Attachment B, Part II, Section 13, entitled "Fleet Operations Services", fuel will be purchased and supplied by the Port Authority only for vehicles operating exclusively under this Contract at John F. Kennedy International Airport at no charge to the Contractor.

Monthly Operating Charge Per Vehicle	Number of Vehicles	Monthly Operating Charge				Estimated Annual Charge
(a) JFK						
$_____ (Customer Service)	3	$_____	X	12 months	=	$_____
$_____ (10 Passenger)	1	$_____	X	12 months	=	$_____
$_____ (4 wheel drive)	5	$_____	X	12 months	=	$_____
(b) EWR						
$_____ (Customer Service)	7	$_____	X	12 months	=	$_____
$_____ (10 Passenger)	0	$_____	X	12 months	=	$_____
$_____ (4 wheel drive)	5	$_____	X	12 months	=	$_____

Monthly Operating Charge Per Vehicle	Number of Vehicles	Monthly Operating Charge				Estimated Annual Charge
(c) LGA						
$_____ (Customer Service)	2	$_____	X	12 months	=	$_____
$_____ (10 Passenger)	0	$_____	X	12 months	=	$_____
$_____ (4 wheel drive)	3	$_____	X	12 months	=	$_____
(d) SWF						
$_____ (Customer Service)	1	$_____	X	12 months	=	$_____
$_____ (10 Passenger)	1	$_____	X	12 months	=	$_____
$_____ (4 wheel drive)	1	$_____	X	12 months	=	$_____
Year 1 – Estimated Total Annual Operating Charge						$_____

Estimated Total – Year 1 of 5 - Year Base Amount = $_____ **A**
(I)+(II)+(III)+(IV)+(V)+(VI)+(VII) = A

PART III (A) - COST PROPOSAL FORM
Airport Parking Operations and Management Services – YEAR 2

		Estimated Annual Hours		Hourly Rate*			Estimated Annual Charge
I. Lane Cashier							
JFK-Full Time		162,000	X	$_____	(A2)	=	$_____
JFK-Part Time		18,000	X	$_____	(B2)	=	$_____
EWR-Full Time		148,500	X	$_____	(C2)	=	$_____
EWR-Part Time		16,500	X	$_____	(D2)	=	$_____
LGA-Full Time		81,180	X	$_____	(E2)	=	$_____
LGA-Part Time		9,020	X	$_____	(F2)	=	$_____
SWF-Full Time		8,000	X	$_____	(G2)	=	$_____
SWF-Part Time		1,000	X	$_____	(H2)	=	$_____
II. Attendant (Traffic/Valet)							
JFK-Full Time		29,000	X	$_____	(I2)	=	$_____
JFK-Part Time		29,000	X	$_____	(J2)	=	$_____
EWR-Full Time		85,000	X	$_____	(K2)	=	$_____
EWR-Part Time		29,000	X	$_____	(L2)	=	$_____
LGA-Full Time		50,000	X	$_____	(M2)	=	$_____
LGA-Part Time		50,000	X	$_____	(N2)	=	$_____
III. Clerk (Office/Revenue)							
JFK-Full Time		30,000	X	$_____	(O2)	=	$_____
EWR-Full Time		52,000	X	$_____	(P2)	=	$_____
LGA-Full Time		22,000	X	$_____	(Q2)	=	$_____

PART III (A) - COST PROPOSAL FORM
Airport Parking Operations and Management Services – YEAR 2

IV. Supervisor (Field/Office)						
JFK-Full Time	105,000	X	$_____	(R2)	=	$_____
EWR-Full Time	110,000	X	$_____	(S2)	=	$_____
LGA-Full Time	50,000	X	$_____	(T2)	=	$_____
SWF-Full Time	9,000	X	$_____	(U2)	=	$_____
V. Supervisor-in-Charge						
JFK-Full Time	10,800	X	$_____	(V2)	=	$_____
EWR-Full Time	18,000	X	$_____	(W2)	=	$_____
LGA-Full Time	8,900	X	$_____	(X2)	=	$_____
VI. Monthly Management Fee			Monthly Charge **			Estimated Annual Charge
			$_____	(Y2)	=	_____

VII. Fleet Operating Charge***
Per Attachment B, Part II, Section 13, entitled "Fleet Operations Services", fuel will be purchased and supplied by the Port Authority only for vehicles operating exclusively under this Contract at John F. Kennedy International Airport at no charge to the Contractor.

Monthly Operating Charge Per Vehicle	Number of Vehicles	Monthly Operating Charge				Estimated Annual Charge
(a) JFK						
$_____ (Customer Service)	3	$_____	X	12 months	=	$_____
$_____ (10 Passenger)	1	$_____	X	12 months	=	$_____
$_____ (4 wheel drive)	5	$_____	X	12 months	=	$_____
(b) EWR						
$_____ (Customer Service)	7	$_____	X	12 months	=	$_____
$_____ (10 Passenger)	0	$_____	X	12 months	=	$_____
$_____ (4 wheel drive)	5	$_____	X	12 months	=	$_____

Monthly Operating Charge Per Vehicle	Number of Vehicles	Monthly Operating Charge				Estimated Annual Charge
(c) LGA						
$_____ (Customer Service)	2	$_____	X	12 months	=	$_____
$_____ (10 Passenger)	0	$_____	X	12 months	=	$_____
$_____ (4 wheel drive)	3	$_____	X	12 months	=	$_____
(d) SWF						
$_____ (Customer Service)	1	$_____	X	12 months	=	$_____
$_____ (10 Passenger)	1	$_____	X	12 months	=	$_____
$_____ (4 wheel drive)	1	$_____	X	12 months	=	$_____
Year 2 – Estimated Total Annual Operating Charge						$_____

Estimated Total – Year 2 of 5 - Year Base Amount = $_____ **B**
(I)+(II)+(III)+(IV)+(V)+(VI)+(VII) = B

PART III (A) - COST PROPOSAL FORM
Airport Parking Operations and Management Services – YEAR 3

		Estimated Annual Hours		Hourly Rate*			Estimated Annual Charge
I. Lane Cashier							
JFK-Full Time		162,000	X	$_____	(A3)	=	$_____
JFK-Part Time		18,000	X	$_____	(B3)	=	$_____
EWR-Full Time		148,500	X	$_____	(C3)	=	$_____
EWR-Part Time		16,500	X	$_____	(D3)	=	$_____
LGA-Full Time		81,180	X	$_____	(E3)	=	$_____
LGA-Part Time		9,020	X	$_____	(F3)	=	$_____
SWF-Full Time		8,000	X	$_____	(G3)	=	$_____
SWF-Part Time		1,000	X	$_____	(H3)	=	$_____
II. Attendant (Traffic/Valet)							
JFK-Full Time		29,000	X	$_____	(I3)	=	$_____
JFK-Part Time		29,000	X	$_____	(J3)	=	$_____
EWR-Full Time		85,000	X	$_____	(K3)	=	$_____
EWR-Part Time		29,000	X	$_____	(L3)	=	$_____
LGA-Full Time		50,000	X	$_____	(M3)	=	$_____
LGA-Part Time		50,000	X	$_____	(N3)	=	$_____
III. Clerk (Office/Revenue)							
JFK-Full Time		30,000	X	$_____	(O3)	=	$_____
EWR-Full Time		52,000	X	$_____	(P3)	=	$_____
LGA-Full Time		22,000	X	$_____	(Q3)	=	$_____

PART III (A) - COST PROPOSAL FORM **Airport Parking Operations and Management Services – YEAR 3**							
IV. Supervisor (Field/Office)							
JFK-Full Time		105,000	X	$_____	(R3)	=	$_____
EWR-Full Time		110,000	X	$_____	(S3)	=	$_____
LGA-Full Time		50,000	X	$_____	(T3)	=	$_____
SWF-Full Time		9,000	X	$_____	(U3)	=	$_____
V. Supervisor-in-Charge							
JFK-Full Time		10,800	X	$_____	(V3)	=	$_____
EWR-Full Time		18,000	X	$_____	(W3)	=	$_____
LGA-Full Time		8,900	X	$_____	(X3)	=	$_____
VI. Monthly Management Fee				Monthly Charge **			Estimated Annual Charge
				$_____	(Y3)	=	_____

VII. Fleet Operating Charge* **Per Attachment B, Part II, Section 13, entitled "Fleet Operations Services", fuel will be purchased and supplied by the Port Authority only for vehicles operating exclusively under this Contract at John F. Kennedy International Airport at no charge to the Contractor.**						
Monthly Operating Charge Per Vehicle	Number of Vehicles	Monthly Operating Charge				Estimated Annual Charge
(a) JFK						
$_____ (Customer Service)	3	$_____	X	12 months	=	$_____
$_____ (10 Passenger)	1	$_____	X	12 months	=	$_____
$_____ (4 wheel drive)	5	$_____	X	12 months	=	$_____
(b) EWR						
$_____ (Customer Service)	7	$_____	X	12 months	=	$_____
$_____ (10 Passenger)	0	$_____	X	12 months	=	$_____
$_____ (4 wheel drive)	5	$_____	X	12 months	=	$_____

Monthly Operating Charge Per Vehicle	Number of Vehicles	Monthly Operating Charge				Estimated Annual Charge
(c) LGA						
$_____ (Customer Service)	2	$_____	X	12 months	=	$_____
$_____ (10 Passenger)	0	$_____	X	12 months	=	$_____
$_____ (4 wheel drive)	3	$_____	X	12 months	=	$_____
(d) SWF						
$_____ (Customer Service)	1	$_____	X	12 months	=	$_____
$_____ (10 Passenger)	1	$_____	X	12 months	=	$_____
$_____ (4 wheel drive)	1	$_____	X	12 months	=	$_____
Year 3 – Estimated Total Annual Operating Charge						$_____

Estimated Total – Year 3 of 5 - Year Base Amount = $_____ **C**
(I)+(II)+(III)+(IV)+(V)+(VI)+(VII) = C

Airport Parking Operations and Management Services - SUMMARY

A) Year 1 - Estimated Total Annual Price = $_____

B) Year 2 - *Estimated Total Annual Price* = $_____

C) Year 3 - Estimated Total Annual Price = $_____

D) Years 4 and 5 UNADJUSTED ESTIMATED ANNUAL PRICE (ITEM C TIMES 2) = $_____

E) Total Estimated Five (5) Year Contract Price = **$_____**
(A+B+C+D=E)

***Note: Pricing for Year 4 and 5 are subject to CPI Adjustment in accordance with Part I, Section 3 entitled Adjustments.**

The quantities set forth in the Cost Proposal are estimated only for the purpose of Proposal comparison. The Port Authority makes no representations as to what the actual quantities may be. The Contractor's compensation will be computed based solely on the actual services provided.

For purposes of calculating cost, the Estimated Annual Hours listed for the Lane Cashiers, Attendants (Traffic/Valet), Clerks (Office/Revenue), Supervisor (Field/Office) and Supervisor-in-Charge includes 288 Estimated Annual Hours of Customer Care Training and Leadership Training (12 months x 24 hours per month) to be conducted by the Contractor pursuant to Part II-Specifications, Section 8 entitled Training Provided By the Contractor and Port Authority.

Please Note: No direct reimbursement is provided in the Contract for, among other things, the various Management, office clerical staff, drivers for posting employees, office supplies, telephone service, etc. and accordingly the Contractor should include these costs in its management fee.

*Note: In computing the Hourly Rate in sections I through V, the Contractor is referred to Part I – Contract Specific Terms and Conditions for Facility Services, Section 11 entitled Wages, Health and Supplemental Benefits, wherein certain Minimum Direct Hourly Wages and Benefits are specified. The Hourly Rate should be transposed from the Calculation of Hourly Rate Form for the corresponding Employee Category on to the Pricing Sheet(s). Supplemental Benefits and Health benefits are not to be included as part of the Monthly Management Fee.

**Note: These items subject but not limited to Regional Contract Manager, General Managers, Operations Managers salaries, office clerical staff, drivers for posting employees, office supplies, computer and telephone service. The Proposer is encouraged to include these costs in its Management Fee. In computing, the Management Fee above, the Proposer is referred to Part I – Contract Specific Terms and Conditions for Facility Services, Section 11, entitled Wages, Health and Supplemental Benefits. The Total Management Fee should be transposed from the Monthly Management Fee Calculation Breakdown sheet on to the Cost Proposal Form(s).

ATTACHMENT B
PART III (B) – CALCULATION OF AVERAGE HOURLY RATE FORM

INSTRUCTIONS FOR CALCULATION OF AVERAGE HOURLY RATE FORM

PROPOSERS ARE NOT PERMITTED TO MODIFY THESE FORMS IN ANY WAY. THEY MUST BE SUBMITTED IN THE FORM AND FORMAT PROVIDED BY THE PORT AUTHORITY. PROPOSERS ARE PERMITTED TO SUBMIT ADDITIONAL INFORMATION WHERE REQUESTED.

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 at each facility for each of the 3 years. The PROPOSER shall use these forms in support of the Wages, Health and Supplemental Benefits Clause required under this Contract. These forms shall comprise the basis for the Hourly Rates set forth on the Cost Proposal Form. The Total Hourly Rate quoted at the bottom of each Hourly Rate Form must match the amount on the Cost Proposal Form. 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.

PROPOSER's must add Items 1 through 5 to arrive at the Hourly Rate which will be billed to the Port Authority for the applicable position at the specified location. Failure to accurately transpose accurately the applicable Hourly Rate (the total of Items 1 through 5) onto the Cost Proposal Form may result in your proposal being deemed non-responsive.

PROPOSER'S NAME: _____ PROPOSAL NUMBER _____

Airport Parking Lot Management and Operation Services at John F. Kennedy International Airport, LaGuardia Airport, Newark Liberty International Airport, and Stewart International Airport

Calculation of Average Hourly Rate, **Lane Cashier at JFK – Year 1**

	Full- Time		Part Time	
Number of Employees>>>>>>>>>>>>>>>	_____	>>>>>>>>>>	_____	
Item #1 Average Hourly Direct Wages	$_____		$_____	
Item #2 Health Benefits	$_____		$_____	
Item #3 Supplemental Benefits (Items not required by law)		**Number of Days**		**Number of Days**
Holiday Allowance	$_____	_____	$_____	_____
Vacation Allowance	$_____	_____	$_____	_____
Sick Time Allowance	$_____	_____	$_____	_____
Pension	$_____		$_____	
Other Supplemental Benefits	$_____		$_____	
Specify_____	$_____		$_____	
Total (Item #3)	$_____		$_____	
Item # 4 Taxes and Insurance (Items required by law)				
F.I.C.A.	$_____		$_____	
N.Y.S.U.I	$_____		$_____	
F.U.I.	$_____		$_____	
Workers' Compensation	$_____		$_____	
General Liability Insurance	$_____		$_____	
Disability Insurance	$_____		$_____	
Other Taxes and Insurance Specify_____	$_____		$_____	
Total (Item #4)	$_____		$_____	
Item # 5: Additional Components (if Applicable)				
Vehicle/MTCE/Fuel	$_____		$_____	
Uniforms	$_____		$_____	
Equipment	$_____		$_____	
Materials	$_____		$_____	
Supplies	$_____		$_____	
Relief	$_____		$_____	
Roll Call	$_____		$_____	
Other Components Specify _____	$_____		$_____	
General Administrative Costs, Overhead and Profit	$_____		$_____	
Total (Item #5)	$_____		$_____	
Total (Items #1, 2, 3, 4 5) = Hourly Rate	$_____(A1)		$_____(B1)	

PROPOSER'S NAME: _____ PROPOSAL NUMBER _____

Airport Parking Lot Management and Operation Services at John F. Kennedy International Airport, LaGuardia Airport, Newark Liberty International Airport, and Stewart International Airport

Calculation of Average Hourly Rate, **Lane Cashier at JFK – Year 2**

	Full- Time		Part Time	
Number of Employees>>>>>>>>>>>>>>	_____	>>>>>>>>>>	_____	
Item #1 Average Hourly Direct Wages	$_____		$_____	
Item #2 Health Benefits	$_____		$_____	
Item #3 Supplemental Benefits *(Items not required by law)*		**Number of Days**		**Number of Days**
Holiday Allowance	$_____	_____	$_____	_____
Vacation Allowance	$_____	_____	$_____	_____
Sick Time Allowance	$_____	_____	$_____	_____
Pension	$_____		$_____	
Other Supplemental Benefits	$_____		$_____	
Specify_____	$_____		$_____	
Total (Item #3)	$_____		$_____	
Item # 4 Taxes and Insurance (Items required by law)				
F.I.C.A.	$_____		$_____	
N.Y.S.U.I	$_____		$_____	
F.U.I.	$_____		$_____	
Workers' Compensation	$_____		$_____	
General Liability Insurance	$_____		$_____	
Disability Insurance	$_____		$_____	
Other Taxes and Insurance				
Specify_____	$_____		$_____	
Total (Item #4)	$_____		$_____	
Item # 5: Additional Components (if Applicable)				
Vehicle/MTCE/Fuel	$_____		$_____	
Uniforms	$_____		$_____	
Equipment	$_____		$_____	
Materials	$_____		$_____	
Supplies	$_____		$_____	
Relief	$_____		$_____	
Roll Call	$_____		$_____	
Other Components				
Specify _____	$_____		$_____	
General Administrative Costs, Overhead and Profit	$_____		$_____	
Total (Item #5)	$_____		$_____	
Total (Items #1, 2, 3, 4 5) = Hourly Rate	$_____(A2)		$_____(B2)	

PROPOSER'S NAME: _____ PROPOSAL NUMBER _____
Airport Parking Lot Management and Operation Services at John F. Kennedy International Airport, LaGuardia Airport, Newark Liberty International Airport, and Stewart International Airport

Calculation of Average Hourly Rate, **Lane Cashier at JFK – Year 3**

	Full- Time		Part Time	
Number of Employees>>>>>>>>>>>>>>	_____	>>>>>>>>>>>	_____	
Item #1 Average Hourly Direct Wages	$_____		$_____	
Item #2 Health Benefits	$_____		$_____	
Item #3 Supplemental Benefits (Items not required by law)		**Number of Days**		**Number of Days**
Holiday Allowance	$_____	_____	$_____	_____
Vacation Allowance	$_____	_____	$_____	_____
Sick Time Allowance	$_____	_____	$_____	_____
Pension	$_____		$_____	
Other Supplemental Benefits	$_____		$_____	
Specify_____	$_____		$_____	
Total (Item #3)	$_____		$_____	
Item # 4 Taxes and Insurance (Items required by law)				
F.I.C.A.	$_____		$_____	
N.Y.S.U.I	$_____		$_____	
F.U.I.	$_____		$_____	
Workers' Compensation	$_____		$_____	
General Liability Insurance	$_____		$_____	
Disability Insurance	$_____		$_____	
Other Taxes and Insurance				
Specify_____	$_____		$_____	
Total (Item #4)	$_____		$_____	
Item # 5: Additional Components (if Applicable)				
Vehicle/MTCE/Fuel	$_____		$_____	
Uniforms	$_____		$_____	
Equipment	$_____		$_____	
Materials	$_____		$_____	
Supplies	$_____		$_____	
Relief	$_____		$_____	
Roll Call	$_____		$_____	
Other Components				
Specify _____	$_____		$_____	
General Administrative Costs, Overhead and Profit	$_____		$_____	
Total (Item #5)	$_____		$_____	
Total (Items #1, 2, 3, 4 5) = Hourly Rate	$_____(A3)		$_____(B3)	

PROPOSER'S NAME: _____ PROPOSAL NUMBER _____

Airport Parking Lot Management and Operation Services at John F. Kennedy International Airport, LaGuardia Airport, Newark Liberty International Airport, and Stewart International Airport

Calculation of Average Hourly Rate, **Lane Cashier at EWR – Year 1**

	Full- Time		Part Time	
Number of Employees>>>>>>>>>>>>>>	_____	>>>>>>>>>>	_____	
Item #1 Average Hourly Direct Wages	$_____		$_____	
Item #2 Health Benefits	$_____		$_____	
Item #3 Supplemental Benefits (Items not required by law)		**Number of Days**		**Number of Days**
Holiday Allowance	$_____	_____	$_____	_____
Vacation Allowance	$_____	_____	$_____	_____
Sick Time Allowance	$_____	_____	$_____	_____
Pension	$_____		$_____	
Other Supplemental Benefits	$_____		$_____	
Specify_____	$_____		$_____	
Total (Item #3)	$_____		$_____	
Item # 4 Taxes and Insurance (Items required by law)				
F.I.C.A.	$_____		$_____	
N.Y.S.U.I	$_____		$_____	
F.U.I.	$_____		$_____	
Workers' Compensation	$_____		$_____	
General Liability Insurance	$_____		$_____	
Disability Insurance	$_____		$_____	
Other Taxes and Insurance				
Specify_____	$_____		$_____	
Total (Item #4)	$_____		$_____	
Item # 5: Additional Components (if Applicable)				
Vehicle/MTCE/Fuel	$_____		$_____	
Uniforms	$_____		$_____	
Equipment	$_____		$_____	
Materials	$_____		$_____	
Supplies	$_____		$_____	
Relief	$_____		$_____	
Roll Call	$_____		$_____	
Other Components				
Specify _____	$_____		$_____	
General Administrative Costs, Overhead and Profit	$_____		$_____	
Total (Item #5)	$_____		$_____	
Total (Items #1, 2, 3, 4 5) = Hourly Rate	$_____(C1)		$_____(D1)	

PROPOSER'S NAME: _____ PROPOSAL NUMBER _____

Airport Parking Lot Management and Operation Services at John F. Kennedy International Airport, LaGuardia Airport, Newark Liberty International Airport, and Stewart International Airport

Calculation of Average Hourly Rate, **Lane Cashier at EWR – Year 2**

	Full- Time		Part Time	
Number of Employees>>>>>>>>>>>>>>>	_____	>>>>>>>>>>	_____	
Item #1 Average Hourly Direct Wages	$_____		$_____	
Item #2 Health Benefits	$_____		$_____	
Item #3 Supplemental Benefits (Items not required by law)		**Number of Days**		**Number of Days**
Holiday Allowance	$_____	_____	$_____	_____
Vacation Allowance	$_____	_____	$_____	_____
Sick Time Allowance	$_____	_____	$_____	_____
Pension	$_____		$_____	
Other Supplemental Benefits	$_____		$_____	
Specify_____	$_____		$_____	
Total (Item #3)	$_____		$_____	
Item # 4 Taxes and Insurance (Items required by law)				
F.I.C.A.	$_____		$_____	
N.Y.S.U.I	$_____		$_____	
F.U.I.	$_____		$_____	
Workers' Compensation	$_____		$_____	
General Liability Insurance	$_____		$_____	
Disability Insurance	$_____		$_____	
Other Taxes and Insurance				
Specify_____	$_____		$_____	
Total (Item #4)	$_____		$_____	
Item # 5: Additional Components (if Applicable)				
Vehicle/MTCE/Fuel	$_____		$_____	
Uniforms	$_____		$_____	
Equipment	$_____		$_____	
Materials	$_____		$_____	
Supplies	$_____		$_____	
Relief	$_____		$_____	
Roll Call	$_____		$_____	
Other Components				
Specify _____	$_____		$_____	
General Administrative Costs, Overhead and Profit	$_____		$_____	
Total (Item #5)	$_____		$_____	
Total (Items #1, 2, 3, 4 5) = Hourly Rate	$_____(C2)		$_____(D2)	

PROPOSER'S NAME: _____ PROPOSAL NUMBER _____
Airport Parking Lot Management and Operation Services at John F. Kennedy International Airport, LaGuardia Airport, Newark Liberty International Airport, and Stewart International Airport

Calculation of Average Hourly Rate, **Lane Cashier at EWR – Year 3**

	Full- Time		Part Time	
Number of Employees>>>>>>>>>>>>>>	_____	>>>>>>>>>>	_____	
Item #1 Average Hourly Direct Wages	$_____		$_____	
Item #2 Health Benefits	$_____		$_____	
Item #3 Supplemental Benefits (Items not required by law)		**Number of Days**		**Number of Days**
Holiday Allowance	$_____	_____	$_____	_____
Vacation Allowance	$_____	_____	$_____	_____
Sick Time Allowance	$_____	_____	$_____	_____
Pension	$_____		$_____	
Other Supplemental Benefits	$_____		$_____	
Specify_____	$_____		$_____	
Total (Item #3)	$_____		$_____	
Item # 4 Taxes and Insurance (Items required by law)				
F.I.C.A.	$_____		$_____	
N.Y.S.U.I	$_____		$_____	
F.U.I.	$_____		$_____	
Workers' Compensation	$_____		$_____	
General Liability Insurance	$_____		$_____	
Disability Insurance	$_____		$_____	
Other Taxes and Insurance				
Specify_____	$_____		$_____	
Total (Item #4)	$_____		$_____	
Item # 5: Additional Components (if Applicable)				
Vehicle/MTCE/Fuel	$_____		$_____	
Uniforms	$_____		$_____	
Equipment	$_____		$_____	
Materials	$_____		$_____	
Supplies	$_____		$_____	
Relief	$_____		$_____	
Roll Call	$_____		$_____	
Other Components				
Specify _____	$_____		$_____	
General Administrative Costs, Overhead and Profit	$_____		$_____	
Total (Item #5)	$_____		$_____	
Total (Items #1, 2, 3, 4 5) = Hourly Rate	$_____(C3)		$_____(D3)	

PROPOSER'S NAME: _____ PROPOSAL NUMBER _____
Airport Parking Lot Management and Operation Services at John F. Kennedy International Airport, LaGuardia Airport, Newark Liberty International Airport, and Stewart International Airport

Calculation of Average Hourly Rate, **Lane Cashier at LGA – Year 1**

	Full- Time		Part Time	
Number of Employees>>>>>>>>>>>>>>	_____	>>>>>>>>>>	_____	
Item #1 Average Hourly Direct Wages	$_____		$_____	
Item #2 Health Benefits	$_____		$_____	
Item #3 Supplemental Benefits (Items not required by law)		**Number of Days**		**Number of Days**
Holiday Allowance	$_____	_____	$_____	_____
Vacation Allowance	$_____	_____	$_____	_____
Sick Time Allowance	$_____	_____	$_____	_____
Pension	$_____		$_____	
Other Supplemental Benefits	$_____		$_____	
Specify_____	$_____		$_____	
Total (Item #3)	$_____		$_____	
Item # 4 Taxes and Insurance (Items required by law)				
F.I.C.A.	$_____		$_____	
N.Y.S.U.I	$_____		$_____	
F.U.I.	$_____		$_____	
Workers' Compensation	$_____		$_____	
General Liability Insurance	$_____		$_____	
Disability Insurance	$_____		$_____	
Other Taxes and Insurance				
Specify_____	$_____		$_____	
Total (Item #4)	$_____		$_____	
Item # 5: Additional Components (if Applicable)				
Vehicle/MTCE/Fuel	$_____		$_____	
Uniforms	$_____		$_____	
Equipment	$_____		$_____	
Materials	$_____		$_____	
Supplies	$_____		$_____	
Relief	$_____		$_____	
Roll Call	$_____		$_____	
Other Components				
Specify _____	$_____		$_____	
General Administrative Costs, Overhead and Profit	$_____		$_____	
Total (Item #5)	$_____		$_____	
Total (Items #1, 2, 3, 4 5) = Hourly Rate	$_____(E1)		$_____(F1)	

PROPOSER'S NAME: _____ PROPOSAL NUMBER _____

Airport Parking Lot Management and Operation Services at John F. Kennedy International Airport, LaGuardia Airport, Newark Liberty International Airport, and Stewart International Airport

Calculation of Average Hourly Rate, **Lane Cashier at LGA – Year 2**

	Full- Time		Part Time	
Number of Employees>>>>>>>>>>>>>>	_____	>>>>>>>>>>>	_____	
Item #1 Average Hourly Direct Wages	$_____		$_____	
Item #2 Health Benefits	$_____		$_____	
Item #3 Supplemental Benefits *(Items not required by law)*		**Number of Days**		**Number of Days**
Holiday Allowance	$_____	_____	$_____	_____
Vacation Allowance	$_____	_____	$_____	_____
Sick Time Allowance	$_____	_____	$_____	_____
Pension	$_____		$_____	
Other Supplemental Benefits	$_____		$_____	
Specify_____	$_____		$_____	
Total (Item #3)	$_____		$_____	
Item # 4 Taxes and Insurance (Items required by law)				
F.I.C.A.	$_____		$_____	
N.Y.S.U.I	$_____		$_____	
F.U.I.	$_____		$_____	
Workers' Compensation	$_____		$_____	
General Liability Insurance	$_____		$_____	
Disability Insurance	$_____		$_____	
Other Taxes and Insurance				
Specify_____	$_____		$_____	
Total (Item #4)	$_____		$_____	
Item # 5: Additional Components (if Applicable)				
Vehicle/MTCE/Fuel	$_____		$_____	
Uniforms	$_____		$_____	
Equipment	$_____		$_____	
Materials	$_____		$_____	
Supplies	$_____		$_____	
Relief	$_____		$_____	
Roll Call	$_____		$_____	
Other Components				
Specify _____	$_____		$_____	
General Administrative Costs, Overhead and Profit	$_____		$_____	
Total (Item #5)	$_____		$_____	
Total (Items #1, 2, 3, 4 5) = Hourly Rate	$_____(E2)		$_____(F2)	

PROPOSER'S NAME: _____ PROPOSAL NUMBER _____

Airport Parking Lot Management and Operation Services at John F. Kennedy International Airport, LaGuardia Airport, Newark Liberty International Airport, and Stewart International Airport

Calculation of Average Hourly Rate, **Lane Cashier at LGA – Year 3**

	Full- Time		Part Time	
Number of Employees>>>>>>>>>>>>>>>	_____	>>>>>>>>>>	_____	
Item #1 Average Hourly Direct Wages	$_____		$_____	
Item #2 Health Benefits	$_____		$_____	
Item #3 Supplemental Benefits (Items not required by law)		**Number of Days**		**Number of Days**
Holiday Allowance	$_____	_____	$_____	_____
Vacation Allowance	$_____	_____	$_____	_____
Sick Time Allowance	$_____	_____	$_____	_____
Pension	$_____		$_____	
Other Supplemental Benefits	$_____		$_____	
Specify_____	$_____		$_____	
Total (Item #3)	$_____		$_____	
Item # 4 Taxes and Insurance (Items required by law)				
F.I.C.A.	$_____		$_____	
N.Y.S.U.I	$_____		$_____	
F.U.I.	$_____		$_____	
Workers' Compensation	$_____		$_____	
General Liability Insurance	$_____		$_____	
Disability Insurance	$_____		$_____	
Other Taxes and Insurance				
Specify_____	$_____		$_____	
Total (Item #4)	$_____		$_____	
Item # 5: Additional Components (if Applicable)				
Vehicle/MTCE/Fuel	$_____		$_____	
Uniforms	$_____		$_____	
Equipment	$_____		$_____	
Materials	$_____		$_____	
Supplies	$_____		$_____	
Relief	$_____		$_____	
Roll Call	$_____		$_____	
Other Components				
Specify _____	$_____		$_____	
General Administrative Costs, Overhead and Profit	$_____		$_____	
Total (Item #5)	$_____		$_____	
Total (Items #1, 2, 3, 4 5) = Hourly Rate	$_____(E3)		$_____(F3)	

PROPOSER'S NAME: _____ PROPOSAL NUMBER _____

Airport Parking Lot Management and Operation Services at John F. Kennedy International Airport, LaGuardia Airport, Newark Liberty International Airport, and Stewart International Airport

Calculation of Average Hourly Rate, **Lane Cashier at SWF – Year 1**

	Full- Time		Part Time	
Number of Employees>>>>>>>>>>>>>>	_____	>>>>>>>>>>	_____	
Item #1 Average Hourly Direct Wages	$_____		$_____	
Item #2 Health Benefits	$_____		$_____	
Item #3 Supplemental Benefits (Items not required by law)		**Number of Days**		**Number of Days**
Holiday Allowance	$_____	_____	$_____	_____
Vacation Allowance	$_____	_____	$_____	_____
Sick Time Allowance	$_____	_____	$_____	_____
Pension	$_____		$_____	
Other Supplemental Benefits	$_____		$_____	
Specify_____	$_____		$_____	
Total (Item #3)	$_____		$_____	
Item # 4 Taxes and Insurance (Items required by law)				
F.I.C.A.	$_____		$_____	
N.J.S.U.I	$_____		$_____	
F.U.I.	$_____		$_____	
Workers' Compensation	$_____		$_____	
General Liability Insurance	$_____		$_____	
Disability Insurance	$_____		$_____	
Other Taxes and Insurance				
Specify_____	$_____		$_____	
Total (Item #4)	$_____		$_____	
Item # 5: Additional Components (if Applicable)				
Vehicle/MTCE/Fuel	$_____		$_____	
Uniforms	$_____		$_____	
Equipment	$_____		$_____	
Materials	$_____		$_____	
Supplies	$_____		$_____	
Relief	$_____		$_____	
Roll Call	$_____		$_____	
Other Components				
Specify _____	$_____		$_____	
General Administrative Costs, Overhead and Profit	$_____		$_____	
Total (Item #5)	$_____		$_____	
Total (Items #1, 2, 3, 4 5) = Hourly Rate	$_____(G1)		$_____(H1)	

PROPOSER'S NAME: _____ PROPOSAL NUMBER _____
Airport Parking Lot Management and Operation Services at John F. Kennedy International Airport, LaGuardia Airport, Newark Liberty International Airport, and Stewart International Airport

Calculation of Average Hourly Rate, **Lane Cashier at SWF – Year 2**

	Full- Time		Part Time	
Number of Employees>>>>>>>>>>>>>>	_____	>>>>>>>>>>	_____	
Item #1 Average Hourly Direct Wages	$_____		$_____	
Item #2 Health Benefits	$_____		$_____	
Item #3 Supplemental Benefits (Items not required by law)		**Number of Days**		**Number of Days**
Holiday Allowance	$_____	_____	$_____	_____
Vacation Allowance	$_____	_____	$_____	_____
Sick Time Allowance	$_____	_____	$_____	_____
Pension	$_____		$_____	
Other Supplemental Benefits	$_____		$_____	
Specify_____	$_____		$_____	
Total (Item #3)	$_____		$_____	
Item # 4 Taxes and Insurance (Items required by law)				
F.I.C.A.	$_____		$_____	
N.J.S.U.I	$_____		$_____	
F.U.I.	$_____		$_____	
Workers' Compensation	$_____		$_____	
General Liability Insurance	$_____		$_____	
Disability Insurance	$_____		$_____	
Other Taxes and Insurance				
Specify_____	$_____		$_____	
Total (Item #4)	$_____		$_____	
Item # 5: Additional Components (if Applicable)				
Vehicle/MTCE/Fuel	$_____		$_____	
Uniforms	$_____		$_____	
Equipment	$_____		$_____	
Materials	$_____		$_____	
Supplies	$_____		$_____	
Relief	$_____		$_____	
Roll Call	$_____		$_____	
Other Components				
Specify _____	$_____		$_____	
General Administrative Costs, Overhead and Profit	$_____		$_____	
Total (Item #5)	$_____		$_____	
Total (Items #1, 2, 3, 4 5) = Hourly Rate	$_____(G2)		$_____(H2)	

PROPOSER'S NAME: _____ PROPOSAL NUMBER: _____
Airport Parking Lot Management and Operation Services at John F. Kennedy International Airport, LaGuardia Airport, Newark Liberty International Airport, and Stewart International Airport

Calculation of Average Hourly Rate, **Lane Cashier at SWF – Year 3**

	Full- Time		Part Time	
Number of Employees>>>>>>>>>>>>>>	_____	>>>>>>>>>>	_____	
Item #1 Average Hourly Direct Wages	$_____		$_____	
Item #2 Health Benefits	$_____		$_____	
Item #3 Supplemental Benefits (Items not required by law)		**Number of Days**		**Number of Days**
Holiday Allowance	$_____	_____	$_____	_____
Vacation Allowance	$_____	_____	$_____	_____
Sick Time Allowance	$_____	_____	$_____	_____
Pension	$_____		$_____	
Other Supplemental Benefits	$_____		$_____	
Specify_____	$_____		$_____	
Total (Item #3)	$_____		$_____	
Item # 4 Taxes and Insurance (Items required by law)				
F.I.C.A.	$_____		$_____	
N.J.S.U.I	$_____		$_____	
F.U.I.	$_____		$_____	
Workers' Compensation	$_____		$_____	
General Liability Insurance	$_____		$_____	
Disability Insurance	$_____		$_____	
Other Taxes and Insurance				
Specify_____	$_____		$_____	
Total (Item #4)	$_____		$_____	
Item # 5: Additional Components (if Applicable)				
Vehicle/MTCE/Fuel	$_____		$_____	
Uniforms	$_____		$_____	
Equipment	$_____		$_____	
Materials	$_____		$_____	
Supplies	$_____		$_____	
Relief	$_____		$_____	
Roll Call	$_____		$_____	
Other Components				
Specify _____	$_____		$_____	
General Administrative Costs, Overhead and Profit	$_____		$_____	
Total (Item #5)	$_____		$_____	
Total (Items #1, 2, 3, 4 5) = Hourly Rate	$_____(G3)		$_____(H3)	

PROPOSER'S NAME: _____ PROPOSAL NUMBER _____

Airport Parking Lot Management and Operation Services at John F. Kennedy International Airport, LaGuardia Airport, Newark Liberty International Airport, and Stewart International Airport

Calculation of Average Hourly Rate, **Attendant (Traffic/Valet) at JFK – Year 1**

	Full- Time		Part Time	
Number of Employees>>>>>>>>>>>>>>	_____	>>>>>>>>>>	_____	
Item #1 Average Hourly Direct Wages	$_____		$_____	
Item #2 Health Benefits	$_____		$_____	
Item #3 Supplemental Benefits (Items not required by law)		**Number of Days**		**Number of Days**
Holiday Allowance	$_____	_____	$_____	_____
Vacation Allowance	$_____	_____	$_____	_____
Sick Time Allowance	$_____	_____	$_____	_____
Pension	$_____		$_____	
Other Supplemental Benefits	$_____		$_____	
Specify_____	$_____		$_____	
Total (Item #3)	$_____		$_____	
Item # 4 Taxes and Insurance (Items required by law)				
F.I.C.A.	$_____		$_____	
N.Y.S.U.I	$_____		$_____	
F.U.I.	$_____		$_____	
Workers' Compensation	$_____		$_____	
General Liability Insurance	$_____		$_____	
Disability Insurance	$_____		$_____	
Other Taxes and Insurance				
Specify_____	$_____		$_____	
Total (Item #4)	$_____		$_____	
Item # 5: Additional Components (if Applicable)				
Vehicle/MTCE/Fuel	$_____		$_____	
Uniforms	$_____		$_____	
Equipment	$_____		$_____	
Materials	$_____		$_____	
Supplies	$_____		$_____	
Relief	$_____		$_____	
Roll Call	$_____		$_____	
Other Components				
Specify _____	$_____		$_____	
General Administrative Costs, Overhead and Profit	$_____		$_____	
Total (Item #5)	$_____		$_____	
Total (Items #1, 2, 3, 4 5) = Hourly Rate	$_____(I1)		$_____(J1)	

PROPOSER'S NAME: _____ PROPOSAL NUMBER _____

Airport Parking Lot Management and Operation Services at John F. Kennedy International Airport, LaGuardia Airport, Newark Liberty International Airport, and Stewart International Airport

Calculation of Average Hourly Rate, **Attendant (Traffic/Valet) at JFK – Year 2**

	Full- Time		Part Time	
Number of Employees>>>>>>>>>>>>>>	_____	>>>>>>>>>>	_____	
Item #1 Average Hourly Direct Wages	$_____		$_____	
Item #2 Health Benefits	$_____		$_____	
Item #3 Supplemental Benefits (Items not required by law)		**Number of Days**		**Number of Days**
Holiday Allowance	$_____	_____	$_____	_____
Vacation Allowance	$_____	_____	$_____	_____
Sick Time Allowance	$_____	_____	$_____	_____
Pension	$_____		$_____	
Other Supplemental Benefits	$_____		$_____	
Specify_____	$_____		$_____	
Total (Item #3)	$_____		$_____	
Item # 4 Taxes and Insurance (Items required by law)				
F.I.C.A.	$_____		$_____	
N.Y.S.U.I	$_____		$_____	
F.U.I.	$_____		$_____	
Workers' Compensation	$_____		$_____	
General Liability Insurance	$_____		$_____	
Disability Insurance	$_____		$_____	
Other Taxes and Insurance				
Specify_____	$_____		$_____	
Total (Item #4)	$_____		$_____	
Item # 5: Additional Components (if Applicable)				
Vehicle/MTCE/Fuel	$_____		$_____	
Uniforms	$_____		$_____	
Equipment	$_____		$_____	
Materials	$_____		$_____	
Supplies	$_____		$_____	
Relief	$_____		$_____	
Roll Call	$_____		$_____	
Other Components				
Specify _____	$_____		$_____	
General Administrative Costs, Overhead and Profit	$_____		$_____	
Total (Item #5)	$_____		$_____	
Total (Items #1, 2, 3, 4 5) = Hourly Rate	$_____(I2)		$_____(J2)	

PROPOSER'S NAME: _____ PROPOSAL NUMBER _____

Airport Parking Lot Management and Operation Services at John F. Kennedy International Airport, LaGuardia Airport, Newark Liberty International Airport, and Stewart International Airport

Calculation of Average Hourly Rate, **Attendant (Traffic/Valet) at JFK – Year 3**

	Full- Time		Part Time	
Number of Employees>>>>>>>>>>>>>>	_____	>>>>>>>>>>	_____	
Item #1 Average Hourly Direct Wages	$_____		$_____	
Item #2 Health Benefits	$_____		$_____	
Item #3 Supplemental Benefits (Items not required by law)		**Number of Days**		**Number of Days**
Holiday Allowance	$_____	_____	$_____	_____
Vacation Allowance	$_____	_____	$_____	_____
Sick Time Allowance	$_____	_____	$_____	_____
Pension	$_____		$_____	
Other Supplemental Benefits	$_____		$_____	
*Specify*_____	$_____		$_____	
Total (Item #3)	$_____		$_____	
Item # 4 Taxes and Insurance (Items required by law)				
F.I.C.A.	$_____		$_____	
N.Y.S.U.I	$_____		$_____	
F.U.I.	$_____		$_____	
Workers' Compensation	$_____		$_____	
General Liability Insurance	$_____		$_____	
Disability Insurance	$_____		$_____	
Other Taxes and Insurance				
Specify_____	$_____		$_____	
Total (Item #4)	$_____		$_____	
Item # 5: Additional Components (if Applicable)				
Vehicle/MTCE/Fuel	$_____		$_____	
Uniforms	$_____		$_____	
Equipment	$_____		$_____	
Materials	$_____		$_____	
Supplies	$_____		$_____	
Relief	$_____		$_____	
Roll Call	$_____		$_____	
Other Components				
Specify _____	$_____		$_____	
General Administrative Costs, Overhead and Profit	$_____		$_____	
Total (Item #5)	$_____		$_____	
Total (Items #1, 2, 3, 4 5) = Hourly Rate	$_____(I3)		$_____(J3)	

PROPOSER'S NAME: _____ PROPOSAL NUMBER _____

Airport Parking Lot Management and Operation Services at John F. Kennedy International Airport, LaGuardia Airport, Newark Liberty International Airport, and Stewart International Airport

Calculation of Average Hourly Rate, **Attendant (Traffic/Valet) at EWR – Year 1**

	Full- Time		Part Time	
Number of Employees>>>>>>>>>>>>>>>	_____	>>>>>>>>>>	_____	
Item #1 Average Hourly Direct Wages	$_____		$_____	
Item #2 Health Benefits	$_____		$_____	
Item #3 Supplemental Benefits (Items not required by law)		**Number of Days**		**Number of Days**
Holiday Allowance	$_____	_____	$_____	_____
Vacation Allowance	$_____	_____	$_____	_____
Sick Time Allowance	$_____	_____	$_____	_____
Pension	$_____		$_____	
Other Supplemental Benefits	$_____		$_____	
Specify_____	$_____		$_____	
Total (Item #3)	$_____		$_____	
Item # 4 Taxes and Insurance (Items required by law)				
F.I.C.A.	$_____		$_____	
N.Y.S.U.I	$_____		$_____	
F.U.I.	$_____		$_____	
Workers' Compensation	$_____		$_____	
General Liability Insurance	$_____		$_____	
Disability Insurance	$_____		$_____	
Other Taxes and Insurance				
Specify_____	$_____		$_____	
Total (Item #4)	$_____		$_____	
Item # 5: Additional Components (if Applicable)				
Vehicle/MTCE/Fuel	$_____		$_____	
Uniforms	$_____		$_____	
Equipment	$_____		$_____	
Materials	$_____		$_____	
Supplies	$_____		$_____	
Relief	$_____		$_____	
Roll Call	$_____		$_____	
Other Components				
Specify _____	$_____		$_____	
General Administrative Costs, Overhead and Profit	$_____		$_____	
Total (Item #5)	$_____		$_____	
Total (Items #1, 2, 3, 4 5) = Hourly Rate	$_____(K1)		$_____(L1)	

PROPOSER'S NAME: _____ PROPOSAL NUMBER _____

Airport Parking Lot Management and Operation Services at John F. Kennedy International Airport, LaGuardia Airport, Newark Liberty International Airport, and Stewart International Airport

Calculation of Average Hourly Rate, **Attendant (Traffic/Valet) at EWR – Year 2**

	Full- Time		Part Time	
Number of Employees>>>>>>>>>>>>>>	_____	>>>>>>>>>>	_____	
Item #1 Average Hourly Direct Wages	$_____		$_____	
Item #2 Health Benefits	$_____		$_____	
Item #3 Supplemental Benefits (Items not required by law)		**Number of Days**		**Number of Days**
Holiday Allowance	$_____	_____	$_____	_____
Vacation Allowance	$_____	_____	$_____	_____
Sick Time Allowance	$_____	_____	$_____	_____
Pension	$_____		$_____	
Other Supplemental Benefits	$_____		$_____	
Specify_____	$_____		$_____	
Total (Item #3)	$_____		$_____	
Item # 4 Taxes and Insurance (Items required by law)				
F.I.C.A.	$_____		$_____	
N.Y.S.U.I	$_____		$_____	
F.U.I.	$_____		$_____	
Workers' Compensation	$_____		$_____	
General Liability Insurance	$_____		$_____	
Disability Insurance	$_____		$_____	
Other Taxes and Insurance				
Specify_____	$_____		$_____	
Total (Item #4)	$_____		$_____	
Item # 5: Additional Components (if Applicable)				
Vehicle/MTCE/Fuel	$_____		$_____	
Uniforms	$_____		$_____	
Equipment	$_____		$_____	
Materials	$_____		$_____	
Supplies	$_____		$_____	
Relief	$_____		$_____	
Roll Call	$_____		$_____	
Other Components				
Specify _____	$_____		$_____	
General Administrative Costs, Overhead and Profit	$_____		$_____	
Total (Item #5)	$_____		$_____	
Total (Items #1, 2, 3, 4 5) = Hourly Rate	$_____(K2)		$_____(L2)	

PROPOSER'S NAME: _____ PROPOSAL NUMBER _____

Airport Parking Lot Management and Operation Services at John F. Kennedy International Airport, LaGuardia Airport, Newark Liberty International Airport, and Stewart International Airport

Calculation of Average Hourly Rate, **Attendant (Traffic/Valet) at EWR – Year 3**

	Full- Time		Part Time	
Number of Employees>>>>>>>>>>>>>>	_____	>>>>>>>>>>	_____	
Item #1 Average Hourly Direct Wages	$_____		$_____	
Item #2 Health Benefits	$_____		$_____	
Item #3 Supplemental Benefits (Items not required by law)		**Number of Days**		**Number of Days**
Holiday Allowance	$_____	_____	$_____	_____
Vacation Allowance	$_____	_____	$_____	_____
Sick Time Allowance	$_____	_____	$_____	_____
Pension	$_____		$_____	
Other Supplemental Benefits	$_____		$_____	
Specify_____	$_____		$_____	
Total (Item #3)	$_____		$_____	
Item # 4 Taxes and Insurance (Items required by law)				
F.I.C.A.	$_____		$_____	
N.Y.S.U.I	$_____		$_____	
F.U.I.	$_____		$_____	
Workers' Compensation	$_____		$_____	
General Liability Insurance	$_____		$_____	
Disability Insurance	$_____		$_____	
Other Taxes and Insurance Specify_____	$_____		$_____	
Total (Item #4)	$_____		$_____	
Item # 5: Additional Components (if Applicable)				
Vehicle/MTCE/Fuel	$_____		$_____	
Uniforms	$_____		$_____	
Equipment	$_____		$_____	
Materials	$_____		$_____	
Supplies	$_____		$_____	
Relief	$_____		$_____	
Roll Call	$_____		$_____	
Other Components Specify _____	$_____		$_____	
General Administrative Costs, Overhead and Profit	$_____		$_____	
Total (Item #5)	$_____		$_____	
Total (Items #1, 2, 3, 4 5) = Hourly Rate	$_____(K3)		$_____(L3)	

PROPOSER'S NAME: _____ PROPOSAL NUMBER _____
Airport Parking Lot Management and Operation Services at John F. Kennedy International Airport, LaGuardia Airport, Newark Liberty International Airport, and Stewart International Airport

Calculation of Average Hourly Rate, **Attendant (Traffic/Valet) at LGA – Year 1**

	Full- Time		Part Time	
Number of Employees>>>>>>>>>>>>>>	_____	>>>>>>>>>>	_____	
Item #1 Average Hourly Direct Wages	$_____		$_____	
Item #2 Health Benefits	$_____		$_____	
Item #3 Supplemental Benefits (Items not required by law)		**Number of Days**		**Number of Days**
Holiday Allowance	$_____	_____	$_____	_____
Vacation Allowance	$_____	_____	$_____	_____
Sick Time Allowance	$_____	_____	$_____	_____
Pension	$_____		$_____	
Other Supplemental Benefits	$_____		$_____	
Specify_____	$_____		$_____	
Total (Item #3)	$_____		$_____	
Item # 4 Taxes and Insurance (Items required by law)				
F.I.C.A.	$_____		$_____	
N.Y.S.U.I	$_____		$_____	
F.U.I.	$_____		$_____	
Workers' Compensation	$_____		$_____	
General Liability Insurance	$_____		$_____	
Disability Insurance	$_____		$_____	
Other Taxes and Insurance				
Specify_____	$_____		$_____	
Total (Item #4)	$_____		$_____	
Item # 5: Additional Components (if Applicable)				
Vehicle/MTCE/Fuel	$_____		$_____	
Uniforms	$_____		$_____	
Equipment	$_____		$_____	
Materials	$_____		$_____	
Supplies	$_____		$_____	
Relief	$_____		$_____	
Roll Call	$_____		$_____	
Other Components				
Specify _____	$_____		$_____	
General Administrative Costs, Overhead and Profit	$_____		$_____	
Total (Item #5)	$_____		$_____	
Total (Items #1, 2, 3, 4 5) = Hourly Rate	$_____(M1)		$_____(N1)	

PROPOSER'S NAME: _____ PROPOSAL NUMBER _____

Airport Parking Lot Management and Operation Services at John F. Kennedy International Airport, LaGuardia Airport, Newark Liberty International Airport, and Stewart International Airport

Calculation of Average Hourly Rate, **Attendant (Traffic/Valet) at LGA – Year 2**

	Full- Time		Part Time	
Number of Employees>>>>>>>>>>>>>>>	_____	>>>>>>>>>>	_____	
Item #1 Average Hourly Direct Wages	$_____		$_____	
Item #2 Health Benefits	$_____		$_____	
Item #3 Supplemental Benefits (Items not required by law)		**Number of Days**		***Number of Days***
Holiday Allowance	$_____	_____	$_____	_____
Vacation Allowance	$_____	_____	$_____	_____
Sick Time Allowance	$_____	_____	$_____	_____
Pension	$_____		$_____	
Other Supplemental Benefits	$_____		$_____	
Specify_____	$_____		$_____	
Total (Item #3)	$_____		$_____	
Item # 4 Taxes and Insurance (Items required by law)				
F.I.C.A.	$_____		$_____	
N.Y.S.U.I	$_____		$_____	
F.U.I.	$_____		$_____	
Workers' Compensation	$_____		$_____	
General Liability Insurance	$_____		$_____	
Disability Insurance	$_____		$_____	
Other Taxes and Insurance				
Specify_____	$_____		$_____	
Total (Item #4)	$_____		$_____	
Item # 5: Additional Components (if Applicable)				
Vehicle/MTCE/Fuel	$_____		$_____	
Uniforms	$_____		$_____	
Equipment	$_____		$_____	
Materials	$_____		$_____	
Supplies	$_____		$_____	
Relief	$_____		$_____	
Roll Call	$_____		$_____	
Other Components				
Specify _____	$_____		$_____	
General Administrative Costs, Overhead and Profit	$_____		$_____	
Total (Item #5)	$_____		$_____	
Total (Items #1, 2, 3, 4 5) = Hourly Rate	$_____(M2)		$_____(N2)	

PROPOSER'S NAME: _____ PROPOSAL NUMBER _____

Airport Parking Lot Management and Operation Services at John F. Kennedy International Airport, LaGuardia Airport, Newark Liberty International Airport, and Stewart International Airport

Calculation of Average Hourly Rate, **Attendant (Traffic/Valet) at LGA – Year 3**

	Full- Time		Part Time	
Number of Employees>>>>>>>>>>>>>>	_____	>>>>>>>>>>	_____	
Item #1 Average Hourly Direct Wages	$_____		$_____	
Item #2 Health Benefits	$_____		$_____	
Item #3 Supplemental Benefits (Items not required by law)		**Number of Days**		**Number of Days**
Holiday Allowance	$_____	_____	$_____	_____
Vacation Allowance	$_____	_____	$_____	_____
Sick Time Allowance	$_____	_____	$_____	_____
Pension	$_____		$_____	
Other Supplemental Benefits	$_____		$_____	
Specify_____	$_____		$_____	
Total (Item #3)	$_____		$_____	
Item # 4 Taxes and Insurance (Items required by law)				
F.I.C.A.	$_____		$_____	
N.Y.S.U.I	$_____		$_____	
F.U.I.	$_____		$_____	
Workers' Compensation	$_____		$_____	
General Liability Insurance	$_____		$_____	
Disability Insurance	$_____		$_____	
Other Taxes and Insurance				
Specify_____	$_____		$_____	
Total (Item #4)	$_____		$_____	
Item # 5: Additional Components (if Applicable)				
Vehicle/MTCE/Fuel	$_____		$_____	
Uniforms	$_____		$_____	
Equipment	$_____		$_____	
Materials	$_____		$_____	
Supplies	$_____		$_____	
Relief	$_____		$_____	
Roll Call	$_____		$_____	
Other Components				
Specify _____	$_____		$_____	
General Administrative Costs, Overhead and Profit	$_____		$_____	
Total (Item #5)	$_____		$_____	
Total (Items #1, 2, 3, 4 5) = Hourly Rate	$_____(M3)		$_____(N3)	

PROPOSER'S NAME: _____ PROPOSAL NUMBER _____

Airport Parking Lot Management and Operation Services at John F. Kennedy International Airport, LaGuardia Airport, Newark Liberty International Airport, and Stewart International Airport

Calculation of Average Hourly Rate, **Clerk (Office/Revenue) at JFK – Year 1**

	Full- Time	
Number of Employees>>>>>>>>>>>>>>	_____	
Item #1 Average Hourly Direct Wages	$_____	
Item #2 Health Benefits	$_____	
Item #3 Supplemental Benefits (Items not required by law)		**Number of Days**
Holiday Allowance	$_____	_____
Vacation Allowance	$_____	_____
Sick Time Allowance	$_____	_____
Pension	$_____	
Other Supplemental Benefits	$_____	
Specify_____	$_____	
Total (Item #3)	$_____	
Item # 4 Taxes and Insurance (Items required by law)		
F.I.C.A.	$_____	
N.Y.S.U.I	$_____	
F.U.I.	$_____	
Workers' Compensation	$_____	
General Liability Insurance	$_____	
Disability Insurance	$_____	
Other Taxes and Insurance		
Specify_____	$_____	
Total (Item #4)	$_____	
Item # 5: Additional Components (if Applicable)		
Vehicle/MTCE/Fuel	$_____	
Uniforms	$_____	
Equipment	$_____	
Materials	$_____	
Supplies	$_____	
Relief	$_____	
Roll Call	$_____	
Other Components		
Specify _____	$_____	
General Administrative Costs, Overhead and Profit	$_____	
Total (Item #5)	$_____	
Total (Items #1, 2, 3, 4 5) = Hourly Rate	$_____(O1)	

PROPOSER'S NAME: _____ PROPOSAL NUMBER _____

Airport Parking Lot Management and Operation Services at John F. Kennedy International Airport, LaGuardia Airport, Newark Liberty International Airport, and Stewart International Airport

Calculation of Average Hourly Rate, **Clerk (Office/Revenue) at JFK – Year 2**

	Full- Time	
Number of Employees>>>>>>>>>>>>>>>	_____	
Item #1 Average Hourly Direct Wages	$_____	
Item #2 Health Benefits	$_____	
Item #3 Supplemental Benefits (Items not required by law)		**Number of Days**
Holiday Allowance	$_____	_____
Vacation Allowance	$_____	_____
Sick Time Allowance	$_____	_____
Pension	$_____	
Other Supplemental Benefits	$_____	
Specify_____	$_____	
Total (Item #3)	$_____	
Item # 4 Taxes and Insurance (Items required by law)		
F.I.C.A.	$_____	
N.Y.S.U.I	$_____	
F.U.I.	$_____	
Workers' Compensation	$_____	
General Liability Insurance	$_____	
Disability Insurance	$_____	
Other Taxes and Insurance		
Specify_____	$_____	
Total (Item #4)	$_____	
Item # 5: Additional Components (if Applicable)		
Vehicle/MTCE/Fuel	$_____	
Uniforms	$_____	
Equipment	$_____	
Materials	$_____	
Supplies	$_____	
Relief	$_____	
Roll Call	$_____	
Other Components		
Specify _____	$_____	
General Administrative Costs, Overhead and Profit	$_____	
Total (Item #5)	$_____	
Total (Items #1, 2, 3, 4 5) = Hourly Rate	$_____(O2)	

PROPOSER'S NAME: _____ PROPOSAL NUMBER _____

Airport Parking Lot Management and Operation Services at John F. Kennedy International Airport, LaGuardia Airport, Newark Liberty International Airport, and Stewart International Airport

Calculation of Average Hourly Rate, **Clerk (Office/Revenue) at JFK – Year 3**

	Full- Time	
Number of Employees>>>>>>>>>>>>>>>	_____	
Item #1 Average Hourly Direct Wages	$_____	
Item #2 Health Benefits	$_____	
Item #3 Supplemental Benefits (Items not required by law)		**Number of Days**
Holiday Allowance	$_____	_____
Vacation Allowance	$_____	_____
Sick Time Allowance	$_____	_____
Pension	$_____	
Other Supplemental Benefits	$_____	
Specify_____	$_____	
Total (Item #3)	$_____	
Item # 4 Taxes and Insurance (Items required by law)		
F.I.C.A.	$_____	
N.Y.S.U.I	$_____	
F.U.I.	$_____	
Workers' Compensation	$_____	
General Liability Insurance	$_____	
Disability Insurance	$_____	
Other Taxes and Insurance		
Specify_____	$_____	
Total (Item #4)	$_____	
Item # 5: Additional Components (if Applicable)		
Vehicle/MTCE/Fuel	$_____	
Uniforms	$_____	
Equipment	$_____	
Materials	$_____	
Supplies	$_____	
Relief	$_____	
Roll Call	$_____	
Other Components		
Specify _____	$_____	
General Administrative Costs, Overhead and Profit	$_____	
Total (Item #5)	$_____	
Total (Items #1, 2, 3, 4 5) = Hourly Rate	$_____(O3)	

PROPOSER'S NAME: _____ PROPOSAL NUMBER _____

Airport Parking Lot Management and Operation Services at John F. Kennedy International Airport, LaGuardia Airport, Newark Liberty International Airport, and Stewart International Airport

Calculation of Average Hourly Rate, **Clerk (Office/Revenue) at EWR – Year 1**

	Full- Time	
Number of Employees>>>>>>>>>>>>>>>	_____	
Item #1 Average Hourly Direct Wages	$_____	
Item #2 Health Benefits	$_____	
Item #3 Supplemental Benefits (Items not required by law)		**Number of Days**
Holiday Allowance	$_____	_____
Vacation Allowance	$_____	_____
Sick Time Allowance	$_____	_____
Pension	$_____	
Other Supplemental Benefits	$_____	
Specify_____	$_____	
Total (Item #3)	$_____	
Item # 4 Taxes and Insurance (Items required by law)		
F.I.C.A.	$_____	
N.Y.S.U.I	$_____	
F.U.I.	$_____	
Workers' Compensation	$_____	
General Liability Insurance	$_____	
Disability Insurance	$_____	
Other Taxes and Insurance		
Specify_____	$_____	
Total (Item #4)	$_____	
Item # 5: Additional Components (if Applicable)		
Vehicle/MTCE/Fuel	$_____	
Uniforms	$_____	
Equipment	$_____	
Materials	$_____	
Supplies	$_____	
Relief	$_____	
Roll Call	$_____	
Other Components		
Specify _____	$_____	
General Administrative Costs, Overhead and Profit	$_____	
Total (Item #5)	$_____	
Total (Items #1, 2, 3, 4 5) = Hourly Rate	$_____(P1)	

PROPOSER'S NAME: _____ PROPOSAL NUMBER _____

Airport Parking Lot Management and Operation Services at John F. Kennedy International Airport, LaGuardia Airport, Newark Liberty International Airport, and Stewart International Airport

Calculation of Average Hourly Rate, **Clerk (Office/Revenue) at EWR – Year 2**

	Full- Time	
Number of Employees>>>>>>>>>>>>>>>	_____	
Item #1 Average Hourly Direct Wages	$_____	
Item #2 Health Benefits	$_____	
Item #3 Supplemental Benefits (Items not required by law)		**Number of Days**
Holiday Allowance	$_____	_____
Vacation Allowance	$_____	_____
Sick Time Allowance	$_____	_____
Pension	$_____	
Other Supplemental Benefits	$_____	
Specify_____	$_____	
Total (Item #3)	$_____	
Item # 4 Taxes and Insurance (Items required by law)		
F.I.C.A.	$_____	
N.Y.S.U.I	$_____	
F.U.I.	$_____	
Workers' Compensation	$_____	
General Liability Insurance	$_____	
Disability Insurance	$_____	
Other Taxes and Insurance		
Specify_____	$_____	
Total (Item #4)	$_____	
Item # 5: Additional Components (if Applicable)		
Vehicle/MTCE/Fuel	$_____	
Uniforms	$_____	
Equipment	$_____	
Materials	$_____	
Supplies	$_____	
Relief	$_____	
Roll Call	$_____	
Other Components		
Specify _____	$_____	
General Administrative Costs, Overhead and Profit	$_____	
Total (Item #5)	$_____	
Total (Items #1, 2, 3, 4 5) = Hourly Rate	$_____(P2)	

PROPOSER'S NAME: _____ PROPOSAL NUMBER _____

Airport Parking Lot Management and Operation Services at John F. Kennedy International Airport, LaGuardia Airport, Newark Liberty International Airport, and Stewart International Airport

Calculation of Average Hourly Rate, **Clerk (Office/Revenue) at EWR – Year 3**

	Full- Time	
Number of Employees>>>>>>>>>>>>>>	_____	
Item #1 Average Hourly Direct Wages	$_____	
Item #2 Health Benefits	$_____	
Item #3 Supplemental Benefits (Items not required by law)		**Number of Days**
Holiday Allowance	$_____	_____
Vacation Allowance	$_____	_____
Sick Time Allowance	$_____	_____
Pension	$_____	
Other Supplemental Benefits	$_____	
Specify_____	$_____	
Total (Item #3)	$_____	
Item # 4 Taxes and Insurance (Items required by law)		
F.I.C.A.	$_____	
N.Y.S.U.I	$_____	
F.U.I.	$_____	
Workers' Compensation	$_____	
General Liability Insurance	$_____	
Disability Insurance	$_____	
Other Taxes and Insurance		
Specify_____	$_____	
Total (Item #4)	$_____	
Item # 5: Additional Components (if Applicable)		
Vehicle/MTCE/Fuel	$_____	
Uniforms	$_____	
Equipment	$_____	
Materials	$_____	
Supplies	$_____	
Relief	$_____	
Roll Call	$_____	
Other Components		
Specify _____	$_____	
General Administrative Costs, Overhead and Profit	$_____	
Total (Item #5)	$_____	
Total (Items #1, 2, 3, 4 5) = Hourly Rate	$_____(P3)	

PROPOSER'S NAME: _____ PROPOSAL NUMBER _____
Airport Parking Lot Management and Operation Services at John F. Kennedy International Airport, LaGuardia Airport, Newark Liberty International Airport, and Stewart International Airport

Calculation of Average Hourly Rate, **Clerk (Office/Revenue) at LGA – Year 1**

	Full- Time	
Number of Employees>>>>>>>>>>>>>>>	_____	
Item #1 Average Hourly Direct Wages	$_____	
Item #2 Health Benefits	$_____	
Item #3 Supplemental Benefits (Items not required by law)		**Number of Days**
Holiday Allowance	$_____	_____
Vacation Allowance	$_____	_____
Sick Time Allowance	$_____	_____
Pension	$_____	
Other Supplemental Benefits	$_____	
Specify_____	$_____	
Total (Item #3)	$_____	
Item # 4 Taxes and Insurance (Items required by law)		
F.I.C.A.	$_____	
N.Y.S.U.I	$_____	
F.U.I.	$_____	
Workers' Compensation	$_____	
General Liability Insurance	$_____	
Disability Insurance	$_____	
Other Taxes and Insurance		
Specify_____	$_____	
Total (Item #4)	$_____	
Item # 5: Additional Components (if Applicable)		
Vehicle/MTCE/Fuel	$_____	
Uniforms	$_____	
Equipment	$_____	
Materials	$_____	
Supplies	$_____	
Relief	$_____	
Roll Call	$_____	
Other Components		
Specify _____	$_____	
General Administrative Costs, Overhead and Profit	$_____	
Total (Item #5)	$_____	
Total (Items #1, 2, 3, 4 5) = Hourly Rate	$_____(Q1)	

PROPOSER'S NAME: _____ PROPOSAL NUMBER _____
Airport Parking Lot Management and Operation Services at John F. Kennedy International Airport, LaGuardia Airport, Newark Liberty International Airport, and Stewart International Airport

Calculation of Average Hourly Rate, **Clerk (Office/Revenue) at LGA – Year 2**

	Full- Time	
Number of Employees>>>>>>>>>>>>>>>	_____	
Item #1 Average Hourly Direct Wages	$_____	
Item #2 Health Benefits	$_____	
Item #3 Supplemental Benefits (Items not required by law)		**Number of Days**
Holiday Allowance	$_____	_____
Vacation Allowance	$_____	_____
Sick Time Allowance	$_____	_____
Pension	$_____	
Other Supplemental Benefits	$_____	
Specify_____	$_____	
Total (Item #3)	$_____	
Item # 4 Taxes and Insurance (Items required by law)		
F.I.C.A.	$_____	
N.Y.S.U.I	$_____	
F.U.I.	$_____	
Workers' Compensation	$_____	
General Liability Insurance	$_____	
Disability Insurance	$_____	
Other Taxes and Insurance		
Specify_____	$_____	
Total (Item #4)	$_____	
Item # 5: Additional Components (if Applicable)		
Vehicle/MTCE/Fuel	$_____	
Uniforms	$_____	
Equipment	$_____	
Materials	$_____	
Supplies	$_____	
Relief	$_____	
Roll Call	$_____	
Other Components		
Specify _____	$_____	
General Administrative Costs, Overhead and Profit	$_____	
Total (Item #5)	$_____	
Total (Items #1, 2, 3, 4 5) = Hourly Rate	$_____(Q2)	

PROPOSER'S NAME: _____ PROPOSAL NUMBER _____
Airport Parking Lot Management and Operation Services at John F. Kennedy International Airport, LaGuardia Airport, Newark Liberty International Airport, and Stewart International Airport

Calculation of Average Hourly Rate, **Clerk (Office/Revenue) at LGA – Year 3**

	Full- Time	
Number of Employees>>>>>>>>>>>>>>	_____	
Item #1 Average Hourly Direct Wages	$_____	
Item #2 Health Benefits	$_____	
Item #3 Supplemental Benefits (Items not required by law)		**Number of Days**
Holiday Allowance	$_____	_____
Vacation Allowance	$_____	_____
Sick Time Allowance	$_____	_____
Pension	$_____	
Other Supplemental Benefits	$_____	
Specify_____	$_____	
Total (Item #3)	$_____	
Item # 4 Taxes and Insurance (Items required by law)		
F.I.C.A.	$_____	
N.Y.S.U.I	$_____	
F.U.I.	$_____	
Workers' Compensation	$_____	
General Liability Insurance	$_____	
Disability Insurance	$_____	
Other Taxes and Insurance		
Specify_____	$_____	
Total (Item #4)	$_____	
Item # 5: Additional Components (if Applicable)		
Vehicle/MTCE/Fuel	$_____	
Uniforms	$_____	
Equipment	$_____	
Materials	$_____	
Supplies	$_____	
Relief	$_____	
Roll Call	$_____	
Other Components		
Specify _____	$_____	
General Administrative Costs, Overhead and Profit	$_____	
Total (Item #5)	$_____	
Total (Items #1, 2, 3, 4 5) = Hourly Rate	$_____(Q3)	

PROPOSER'S NAME: _____ PROPOSAL NUMBER _____

Airport Parking Lot Management and Operation Services at John F. Kennedy International Airport, LaGuardia Airport, Newark Liberty International Airport, and Stewart International Airport

Calculation of Average Hourly Rate, **Supervisor (Field/Office) at JFK – Year 1**

	Full- Time	
Number of Employees>>>>>>>>>>>>>>	_____	
Item #1 Average Hourly Direct Wages	$_____	
Item #2 Health Benefits	$_____	
Item #3 Supplemental Benefits (Items not required by law)		**Number of Days**
Holiday Allowance	$_____	_____
Vacation Allowance	$_____	_____
Sick Time Allowance	$_____	_____
Pension	$_____	
Other Supplemental Benefits	$_____	
Specify_____	$_____	
Total (Item #3)	$_____	
Item # 4 Taxes and Insurance *(Items required by law)*		
F.I.C.A.	$_____	
N.Y.S.U.I	$_____	
F.U.I.	$_____	
Workers' Compensation	$_____	
General Liability Insurance	$_____	
Disability Insurance	$_____	
Other Taxes and Insurance		
Specify_____	$_____	
Total (Item #4)	$_____	
Item # 5: Additional Components (if Applicable)		
Vehicle/MTCE/Fuel	$_____	
Uniforms	$_____	
Equipment	$_____	
Materials	$_____	
Supplies	$_____	
Relief	$_____	
Roll Call	$_____	
Other Components		
Specify _____	$_____	
General Administrative Costs, Overhead and Profit	$_____	
Total (Item #5)	$_____	
Total (Items #1, 2, 3, 4 5) = Hourly Rate	$_____(R1)	

PROPOSER'S NAME: _____ PROPOSAL NUMBER _____

Airport Parking Lot Management and Operation Services at John F. Kennedy International Airport, LaGuardia Airport, Newark Liberty International Airport, and Stewart International Airport

Calculation of Average Hourly Rate, **Supervisor (Field/Office) at JFK – Year 2**

	Full- Time	
Number of Employees>>>>>>>>>>>>>>>	_____	
Item #1 Average Hourly Direct Wages	$_____	
Item #2 Health Benefits	$_____	
Item #3 Supplemental Benefits (Items not required by law)		**Number of Days**
Holiday Allowance	$_____	_____
Vacation Allowance	$_____	_____
Sick Time Allowance	$_____	_____
Pension	$_____	
Other Supplemental Benefits	$_____	
Specify_____	$_____	
Total (Item #3)	$_____	
Item # 4 Taxes and Insurance (Items required by law)		
F.I.C.A.	$_____	
N.Y.S.U.I	$_____	
F.U.I.	$_____	
Workers' Compensation	$_____	
General Liability Insurance	$_____	
Disability Insurance	$_____	
Other Taxes and Insurance		
Specify_____	$_____	
Total (Item #4)	$_____	
Item # 5: Additional Components (if Applicable)		
Vehicle/MTCE/Fuel	$_____	
Uniforms	$_____	
Equipment	$_____	
Materials	$_____	
Supplies	$_____	
Relief	$_____	
Roll Call	$_____	
Other Components		
Specify _____	$_____	
General Administrative Costs, Overhead and Profit	$_____	
Total (Item #5)	$_____	
Total (Items #1, 2, 3, 4 5) = Hourly Rate	$_____(R2)	

PROPOSER'S NAME: _____ PROPOSAL NUMBER _____

Airport Parking Lot Management and Operation Services at John F. Kennedy International Airport, LaGuardia Airport, Newark Liberty International Airport, and Stewart International Airport

Calculation of Average Hourly Rate, **Supervisor (Field/Office) at JFK – Year 3**

	Full- Time	
Number of Employees>>>>>>>>>>>>>>>	_____	
Item #1 Average Hourly Direct Wages	$_____	
Item #2 Health Benefits	$_____	
Item #3 Supplemental Benefits (Items not required by law)		**Number of Days**
Holiday Allowance	$_____	_____
Vacation Allowance	$_____	_____
Sick Time Allowance	$_____	_____
Pension	$_____	
Other Supplemental Benefits	$_____	
Specify_____	$_____	
Total (Item #3)	$_____	
Item # 4 Taxes and Insurance (Items required by law)		
F.I.C.A.	$_____	
N.Y.S.U.I	$_____	
F.U.I.	$_____	
Workers' Compensation	$_____	
General Liability Insurance	$_____	
Disability Insurance	$_____	
Other Taxes and Insurance		
Specify_____	$_____	
Total (Item #4)	$_____	
Item # 5: Additional Components (if Applicable)		
Vehicle/MTCE/Fuel	$_____	
Uniforms	$_____	
Equipment	$_____	
Materials	$_____	
Supplies	$_____	
Relief	$_____	
Roll Call	$_____	
Other Components		
Specify _____	$_____	
General Administrative Costs, Overhead and Profit	$_____	
Total (Item #5)	$_____	
Total (Items #1, 2, 3, 4 5) = Hourly Rate	$_____(R3)	

PROPOSER'S NAME: _____ PROPOSAL NUMBER _____

Airport Parking Lot Management and Operation Services at John F. Kennedy International Airport, LaGuardia Airport, Newark Liberty International Airport, and Stewart International Airport

Calculation of Average Hourly Rate, **Supervisor (Field/Office) at EWR – Year 1**

	Full- Time	
Number of Employees>>>>>>>>>>>>>>>	_____	
Item #1 Average Hourly Direct Wages	$_____	
Item #2 Health Benefits	$_____	
Item #3 Supplemental Benefits (Items not required by law)		**Number of Days**
Holiday Allowance	$_____	_____
Vacation Allowance	$_____	_____
Sick Time Allowance	$_____	_____
Pension	$_____	
Other Supplemental Benefits	$_____	
Specify_____	$_____	
Total (Item #3)	$_____	
Item # 4 Taxes and Insurance (Items required by law)		
F.I.C.A.	$_____	
N.Y.S.U.I	$_____	
F.U.I.	$_____	
Workers' Compensation	$_____	
General Liability Insurance	$_____	
Disability Insurance	$_____	
Other Taxes and Insurance Specify_____	$_____	
Total (Item #4)	$_____	
Item # 5: Additional Components (if Applicable)		
Vehicle/MTCE/Fuel	$_____	
Uniforms	$_____	
Equipment	$_____	
Materials	$_____	
Supplies	$_____	
Relief	$_____	
Roll Call	$_____	
Other Components Specify _____	$_____	
General Administrative Costs, Overhead and Profit	$_____	
Total (Item #5)	$_____	
Total (Items #1, 2, 3, 4 5) = Hourly Rate	$_____(S1)	

PROPOSER'S NAME: _____ PROPOSAL NUMBER _____

Airport Parking Lot Management and Operation Services at John F. Kennedy International Airport, LaGuardia Airport, Newark Liberty International Airport, and Stewart International Airport

Calculation of Average Hourly Rate, **Supervisor (Field/Office) at EWR – Year 2**

	Full- Time	
Number of Employees>>>>>>>>>>>>>>>	_____	
Item #1 Average Hourly Direct Wages	$_____	
Item #2 Health Benefits	$_____	
Item #3 Supplemental Benefits (Items not required by law)		**Number of Days**
Holiday Allowance	$_____	_____
Vacation Allowance	$_____	_____
Sick Time Allowance	$_____	_____
Pension	$_____	
Other Supplemental Benefits	$_____	
Specify_____	$_____	
Total (Item #3)	$_____	
Item # 4 Taxes and Insurance (Items required by law)		
F.I.C.A.	$_____	
N.Y.S.U.I	$_____	
F.U.I.	$_____	
Workers' Compensation	$_____	
General Liability Insurance	$_____	
Disability Insurance	$_____	
Other Taxes and Insurance		
Specify_____	$_____	
Total (Item #4)	$_____	
Item # 5: Additional Components (if Applicable)		
Vehicle/MTCE/Fuel	$_____	
Uniforms	$_____	
Equipment	$_____	
Materials	$_____	
Supplies	$_____	
Relief	$_____	
Roll Call	$_____	
Other Components		
Specify _____	$_____	
General Administrative Costs, Overhead and Profit	$_____	
Total (Item #5)	$_____	
Total (Items #1, 2, 3, 4 5) = Hourly Rate	$_____(S2)	

PROPOSER'S NAME: _____ PROPOSAL NUMBER _____

Airport Parking Lot Management and Operation Services at John F. Kennedy International Airport, LaGuardia Airport, Newark Liberty International Airport, and Stewart International Airport

Calculation of Average Hourly Rate, **Supervisor (Field/Office) at EWR – Year 3**

	Full- Time	
Number of Employees>>>>>>>>>>>>>>	_____	
Item #1 Average Hourly Direct Wages	$_____	
Item #2 Health Benefits	$_____	
Item #3 Supplemental Benefits (Items not required by law)		**Number of Days**
Holiday Allowance	$_____	_____
Vacation Allowance	$_____	_____
Sick Time Allowance	$_____	_____
Pension	$_____	
Other Supplemental Benefits	$_____	
Specify_____	$_____	
Total (Item #3)	$_____	
Item # 4 Taxes and Insurance (Items required by law)		
F.I.C.A.	$_____	
N.Y.S.U.I	$_____	
F.U.I.	$_____	
Workers' Compensation	$_____	
General Liability Insurance	$_____	
Disability Insurance	$_____	
Other Taxes and Insurance		
Specify_____	$_____	
Total (Item #4)	$_____	
Item # 5: Additional Components (if Applicable)		
Vehicle/MTCE/Fuel	$_____	
Uniforms	$_____	
Equipment	$_____	
Materials	$_____	
Supplies	$_____	
Relief	$_____	
Roll Call	$_____	
Other Components		
Specify _____	$_____	
General Administrative Costs, Overhead and Profit	$_____	
Total (Item #5)	$_____	
Total (Items #1, 2, 3, 4 5) = Hourly Rate	$_____(S3)	

PROPOSER'S NAME: _____ PROPOSAL NUMBER _____

Airport Parking Lot Management and Operation Services at John F. Kennedy International Airport, LaGuardia Airport, Newark Liberty International Airport, and Stewart International Airport

Calculation of Average Hourly Rate, **Supervisor (Field/Office) at LGA – Year 1**

	Full- Time	
Number of Employees>>>>>>>>>>>>>>>	_____	
Item #1 Average Hourly Direct Wages	$_____	
Item #2 Health Benefits	$_____	
Item #3 Supplemental Benefits (Items not required by law)		**Number of Days**
Holiday Allowance	$_____	_____
Vacation Allowance	$_____	_____
Sick Time Allowance	$_____	_____
Pension	$_____	
Other Supplemental Benefits	$_____	
Specify_____	$_____	
Total (Item #3)	$_____	
Item # 4 Taxes and Insurance (Items required by law)		
F.I.C.A.	$_____	
N.Y.S.U.I	$_____	
F.U.I.	$_____	
Workers' Compensation	$_____	
General Liability Insurance	$_____	
Disability Insurance	$_____	
Other Taxes and Insurance		
Specify_____	$_____	
Total (Item #4)	$_____	
Item # 5: Additional Components (if Applicable)		
Vehicle/MTCE/Fuel	$_____	
Uniforms	$_____	
Equipment	$_____	
Materials	$_____	
Supplies	$_____	
Relief	$_____	
Roll Call	$_____	
Other Components		
Specify _____	$_____	
General Administrative Costs, Overhead and Profit	$_____	
Total (Item #5)	$_____	
Total (Items #1, 2, 3, 4 5) = Hourly Rate	$_____(T1)	

PROPOSER'S NAME: _____ PROPOSAL NUMBER _____

Airport Parking Lot Management and Operation Services at John F. Kennedy International Airport, LaGuardia Airport, Newark Liberty International Airport, and Stewart International Airport

Calculation of Average Hourly Rate, **Supervisor (Field/Office) at LGA – Year 2**

	Full- Time	
Number of Employees>>>>>>>>>>>>>>>	_____	
Item #1 Average Hourly Direct Wages	$_____	
Item #2 Health Benefits	$_____	
Item #3 Supplemental Benefits (Items not required by law)		**Number of Days**
Holiday Allowance	$_____	_____
Vacation Allowance	$_____	_____
Sick Time Allowance	$_____	_____
Pension	$_____	
Other Supplemental Benefits	$_____	
Specify_____	$_____	
Total (Item #3)	$_____	
Item # 4 Taxes and Insurance (Items required by law)		
F.I.C.A.	$_____	
N.Y.S.U.I	$_____	
F.U.I.	$_____	
Workers' Compensation	$_____	
General Liability Insurance	$_____	
Disability Insurance	$_____	
Other Taxes and Insurance		
Specify_____	$_____	
Total (Item #4)	$_____	
Item # 5: Additional Components (if Applicable)		
Vehicle/MTCE/Fuel	$_____	
Uniforms	$_____	
Equipment	$_____	
Materials	$_____	
Supplies	$_____	
Relief	$_____	
Roll Call	$_____	
Other Components		
Specify _____	$_____	
General Administrative Costs, Overhead and Profit	$_____	
Total (Item #5)	$_____	
Total (Items #1, 2, 3, 4 5) = Hourly Rate	$_____(T2)	

PROPOSER'S NAME: _____ PROPOSAL NUMBER _____

Airport Parking Lot Management and Operation Services at John F. Kennedy International Airport, LaGuardia Airport, Newark Liberty International Airport, and Stewart International Airport

Calculation of Average Hourly Rate, **Supervisor (Field/Office) at LGA – Year 3**

	Full- Time	
Number of Employees>>>>>>>>>>>>>>>	_____	
Item #1 Average Hourly Direct Wages	$_____	
Item #2 Health Benefits	$_____	
Item #3 Supplemental Benefits (Items not required by law)		**Number of Days**
Holiday Allowance	$_____	_____
Vacation Allowance	$_____	_____
Sick Time Allowance	$_____	_____
Pension	$_____	
Other Supplemental Benefits	$_____	
Specify_____	$_____	
Total (Item #3)	$_____	
Item # 4 Taxes and Insurance (Items required by law)		
F.I.C.A.	$_____	
N.Y.S.U.I	$_____	
F.U.I.	$_____	
Workers' Compensation	$_____	
General Liability Insurance	$_____	
Disability Insurance	$_____	
Other Taxes and Insurance		
Specify_____	$_____	
Total (Item #4)	$_____	
Item # 5: Additional Components (if Applicable)		
Vehicle/MTCE/Fuel	$_____	
Uniforms	$_____	
Equipment	$_____	
Materials	$_____	
Supplies	$_____	
Relief	$_____	
Roll Call	$_____	
Other Components		
Specify _____	$_____	
General Administrative Costs, Overhead and Profit	$_____	
Total (Item #5)	$_____	
Total (Items #1, 2, 3, 4 5) = Hourly Rate	$_____(T3)	

PROPOSER'S NAME: _____ PROPOSAL NUMBER _____

Airport Parking Lot Management and Operation Services at John F. Kennedy International Airport, LaGuardia Airport, Newark Liberty International Airport, and Stewart International Airport

Calculation of Average Hourly Rate, **Supervisor (Field/Office) at SWF – Year 1**

	Full- Time	
Number of Employees>>>>>>>>>>>>>>	_____	
Item #1 Average Hourly Direct Wages	$_____	
Item #2 Health Benefits	$_____	
Item #3 Supplemental Benefits (Items not required by law)		**Number of Days**
Holiday Allowance	$_____	_____
Vacation Allowance	$_____	_____
Sick Time Allowance	$_____	_____
Pension	$_____	
Other Supplemental Benefits	$_____	
Specify_____	$_____	
Total (Item #3)	$_____	
Item # 4 Taxes and Insurance (Items required by law)		
F.I.C.A.	$_____	
N.J.S.U.I	$_____	
F.U.I.	$_____	
Workers' Compensation	$_____	
General Liability Insurance	$_____	
Disability Insurance	$_____	
Other Taxes and Insurance		
Specify_____	$_____	
Total (Item #4)	$_____	
Item # 5: Additional Components (if Applicable)		
Vehicle/MTCE/Fuel	$_____	
Uniforms	$_____	
Equipment	$_____	
Materials	$_____	
Supplies	$_____	
Relief	$_____	
Roll Call	$_____	
Other Components		
Specify _____	$_____	
General Administrative Costs, Overhead and Profit	$_____	
Total (Item #5)	$_____	
Total (Items #1, 2, 3, 4 5) = Hourly Rate	$_____(U1)	

PROPOSER'S NAME: _____ PROPOSAL NUMBER _____

Airport Parking Lot Management and Operation Services at John F. Kennedy International Airport, LaGuardia Airport, Newark Liberty International Airport, and Stewart International Airport

Calculation of Average Hourly Rate, **Supervisor (Field/Office) at SWF – Year 2**

	Full- Time	
Number of Employees>>>>>>>>>>>>>>>	_____	
Item #1 Average Hourly Direct Wages	$_____	
Item #2 Health Benefits	$_____	
Item #3 Supplemental Benefits (Items not required by law)		**Number of Days**
Holiday Allowance	$_____	_____
Vacation Allowance	$_____	_____
Sick Time Allowance	$_____	_____
Pension	$_____	
Other Supplemental Benefits	$_____	
Specify_____	$_____	
Total (Item #3)	$_____	
Item # 4 Taxes and Insurance (Items required by law)		
F.I.C.A.	$_____	
N.J.S.U.I	$_____	
F.U.I.	$_____	
Workers' Compensation	$_____	
General Liability Insurance	$_____	
Disability Insurance	$_____	
Other Taxes and Insurance		
Specify_____	$_____	
Total (Item #4)	$_____	
Item # 5: Additional Components (if Applicable)		
Vehicle/MTCE/Fuel	$_____	
Uniforms	$_____	
Equipment	$_____	
Materials	$_____	
Supplies	$_____	
Relief	$_____	
Roll Call	$_____	
Other Components		
Specify _____	$_____	
General Administrative Costs, Overhead and Profit	$_____	
Total (Item #5)	$_____	
Total (Items #1, 2, 3, 4 5) = Hourly Rate	$_____(U2)	

PROPOSER'S NAME: _____ PROPOSAL NUMBER _____
Airport Parking Lot Management and Operation Services at John F. Kennedy International Airport, LaGuardia Airport, Newark Liberty International Airport, and Stewart International Airport

Calculation of Average Hourly Rate, **Supervisor (Field/Office) at SWF – Year 3**

	Full- Time	
Number of Employees>>>>>>>>>>>>>>	_____	
Item #1 Average Hourly Direct Wages	$_____	
Item #2 Health Benefits	$_____	
Item #3 Supplemental Benefits (Items not required by law)		**Number of Days**
Holiday Allowance	$_____	_____
Vacation Allowance	$_____	_____
Sick Time Allowance	$_____	_____
Pension	$_____	
Other Supplemental Benefits	$_____	
Specify_____	$_____	
Total (Item #3)	$_____	
Item # 4 Taxes and Insurance (Items required by law)		
F.I.C.A.	$_____	
N.J.S.U.I	$_____	
F.U.I.	$_____	
Workers' Compensation	$_____	
General Liability Insurance	$_____	
Disability Insurance	$_____	
Other Taxes and Insurance		
Specify_____	$_____	
Total (Item #4)	$_____	
Item # 5: Additional Components (if Applicable)		
Vehicle/MTCE/Fuel	$_____	
Uniforms	$_____	
Equipment	$_____	
Materials	$_____	
Supplies	$_____	
Relief	$_____	
Roll Call	$_____	
Other Components		
Specify _____	$_____	
General Administrative Costs, Overhead and Profit	$_____	
Total (Item #5)	$_____	
Total (Items #1, 2, 3, 4 5) = Hourly Rate	$_____(U3)	

PROPOSER'S NAME: _____ PROPOSAL NUMBER _____

Airport Parking Lot Management and Operation Services at John F. Kennedy International Airport, LaGuardia Airport, Newark Liberty International Airport, and Stewart International Airport

Calculation of Average Hourly Rate, **Supervisor-in-Charge (Field/Office) at JFK – Year 1**

	Full- Time	
Number of Employees>>>>>>>>>>>>>>>	_____	
Item #1 Average Hourly Direct Wages	$_____	
Item #2 Health Benefits	$_____	
Item #3 Supplemental Benefits (Items not required by law)		**Number of Days**
Holiday Allowance	$_____	_____
Vacation Allowance	$_____	_____
Sick Time Allowance	$_____	_____
Pension	$_____	
Other Supplemental Benefits	$_____	
Specify_____	$_____	
Total (Item #3)	$_____	
Item # 4 Taxes and Insurance (Items required by law)		
F.I.C.A.	$_____	
N.Y.S.U.I	$_____	
F.U.I.	$_____	
Workers' Compensation	$_____	
General Liability Insurance	$_____	
Disability Insurance	$_____	
Other Taxes and Insurance		
Specify_____	$_____	
Total (Item #4)	$_____	
Item # 5: Additional Components (if Applicable)		
Vehicle/MTCE/Fuel	$_____	
Uniforms	$_____	
Equipment	$_____	
Materials	$_____	
Supplies	$_____	
Relief	$_____	
Roll Call	$_____	
Other Components		
Specify _____	$_____	
General Administrative Costs, Overhead and Profit	$_____	
Total (Item #5)	$_____	
Total (Items #1, 2, 3, 4 5) = Hourly Rate	$_____(V1)	

PROPOSER'S NAME: _____ PROPOSAL NUMBER _____

Airport Parking Lot Management and Operation Services at John F. Kennedy International Airport, LaGuardia Airport, Newark Liberty International Airport, and Stewart International Airport

Calculation of Average Hourly Rate, **Supervisor-in-Charge (Field/Office) at JFK – Year 2**

	Full- Time	
Number of Employees>>>>>>>>>>>>>>>	_____	
Item #1 Average Hourly Direct Wages	$_____	
Item #2 Health Benefits	$_____	
Item #3 Supplemental Benefits (Items not required by law)		**Number of Days**
Holiday Allowance	$_____	_____
Vacation Allowance	$_____	_____
Sick Time Allowance	$_____	_____
Pension	$_____	
Other Supplemental Benefits	$_____	
Specify_____	$_____	
Total (Item #3)	$_____	
Item # 4 Taxes and Insurance (Items required by law)		
F.I.C.A.	$_____	
N.Y.S.U.I	$_____	
F.U.I.	$_____	
Workers' Compensation	$_____	
General Liability Insurance	$_____	
Disability Insurance	$_____	
Other Taxes and Insurance Specify_____	$_____	
Total (Item #4)	$_____	
Item # 5: Additional Components (if Applicable)		
Vehicle/MTCE/Fuel	$_____	
Uniforms	$_____	
Equipment	$_____	
Materials	$_____	
Supplies	$_____	
Relief	$_____	
Roll Call	$_____	
Other Components Specify _____	$_____	
General Administrative Costs, Overhead and Profit	$_____	
Total (Item #5)	$_____	
Total (Items #1, 2, 3, 4 5) = Hourly Rate	$_____(V2)	

PROPOSER'S NAME: _____ PROPOSAL NUMBER _____
Airport Parking Lot Management and Operation Services at John F. Kennedy International Airport, LaGuardia Airport, Newark Liberty International Airport, and Stewart International Airport

Calculation of Average Hourly Rate, **Supervisor-in-Charge (Field/Office) at JFK – Year 3**

	Full- Time	
Number of Employees>>>>>>>>>>>>>>>	_____	
Item #1 Average Hourly Direct Wages	$_____	
Item #2 Health Benefits	$_____	
Item #3 Supplemental Benefits (Items not required by law)		**Number of Days**
Holiday Allowance	$_____	_____
Vacation Allowance	$_____	_____
Sick Time Allowance	$_____	_____
Pension	$_____	
Other Supplemental Benefits	$_____	
Specify_____	$_____	
Total (Item #3)	$_____	
Item # 4 Taxes and Insurance (Items required by law)		
F.I.C.A.	$_____	
N.Y.S.U.I	$_____	
F.U.I.	$_____	
Workers' Compensation	$_____	
General Liability Insurance	$_____	
Disability Insurance	$_____	
Other Taxes and Insurance		
Specify_____	$_____	
Total (Item #4)	$_____	
Item # 5: Additional Components (if Applicable)		
Vehicle/MTCE/Fuel	$_____	
Uniforms	$_____	
Equipment	$_____	
Materials	$_____	
Supplies	$_____	
Relief	$_____	
Roll Call	$_____	
Other Components		
Specify _____	$_____	
General Administrative Costs, Overhead and Profit	$_____	
Total (Item #5)	$_____	
Total (Items #1, 2, 3, 4 5) = Hourly Rate	$_____(V3)	

PROPOSER'S NAME: _____ PROPOSAL NUMBER _____

Airport Parking Lot Management and Operation Services at John F. Kennedy International Airport, LaGuardia Airport, Newark Liberty International Airport, and Stewart International Airport

Calculation of Average Hourly Rate, **Supervisor-in-Charge (Field/Office) at EWR – Year 1**

	Full- Time	
Number of Employees>>>>>>>>>>>>>>	_____	
Item #1 Average Hourly Direct Wages	$_____	
Item #2 Health Benefits	$_____	
Item #3 Supplemental Benefits (Items not required by law)		**Number of Days**
Holiday Allowance	$_____	_____
Vacation Allowance	$_____	_____
Sick Time Allowance	$_____	_____
Pension	$_____	
Other Supplemental Benefits	$_____	
Specify_____	$_____	
Total (Item #3)	$_____	
Item # 4 Taxes and Insurance (Items required by law)		
F.I.C.A.	$_____	
N.Y.S.U.I	$_____	
F.U.I.	$_____	
Workers' Compensation	$_____	
General Liability Insurance	$_____	
Disability Insurance	$_____	
Other Taxes and Insurance		
Specify_____	$_____	
Total (Item #4)	$_____	
Item # 5: Additional Components (if Applicable)		
Vehicle/MTCE/Fuel	$_____	
Uniforms	$_____	
Equipment	$_____	
Materials	$_____	
Supplies	$_____	
Relief	$_____	
Roll Call	$_____	
Other Components		
Specify _____	$_____	
General Administrative Costs, Overhead and Profit	$_____	
Total (Item #5)	$_____	
Total (Items #1, 2, 3, 4 5) = Hourly Rate	$_____(W1)	

PROPOSER'S NAME: _____ PROPOSAL NUMBER _____
Airport Parking Lot Management and Operation Services at John F. Kennedy International Airport, LaGuardia Airport, Newark Liberty International Airport, and Stewart International Airport

Calculation of Average Hourly Rate, **Supervisor-in-Charge (Field/Office) at EWR – Year 3**

	Full- Time	
Number of Employees>>>>>>>>>>>>>>>	_____	
Item #1 Average Hourly Direct Wages	$_____	
Item #2 Health Benefits	$_____	
Item #3 Supplemental Benefits (Items not required by law)		**Number of Days**
Holiday Allowance	$_____	_____
Vacation Allowance	$_____	_____
Sick Time Allowance	$_____	_____
Pension	$_____	
Other Supplemental Benefits	$_____	
*Specify*_____	$_____	
Total (Item #3)	$_____	
Item # 4 Taxes and Insurance (Items required by law)		
F.I.C.A.	$_____	
N.Y.S.U.I	$_____	
F.U.I.	$_____	
Workers' Compensation	$_____	
General Liability Insurance	$_____	
Disability Insurance	$_____	
Other Taxes and Insurance		
*Specify*_____	$_____	
Total (Item #4)	$_____	
Item # 5: Additional Components (if Applicable)		
Vehicle/MTCE/Fuel	$_____	
Uniforms	$_____	
Equipment	$_____	
Materials	$_____	
Supplies	$_____	
Relief	$_____	
Roll Call	$_____	
Other Components		
Specify _____	$_____	
General Administrative Costs, Overhead and Profit	$_____	
Total (Item #5)	$_____	
Total (Items #1, 2, 3, 4 5) = Hourly Rate	$_____(W3)	

PROPOSER'S NAME: _____ PROPOSAL NUMBER _____
Airport Parking Lot Management and Operation Services at John F. Kennedy International Airport, LaGuardia Airport, Newark Liberty International Airport, and Stewart International Airport

Calculation of Average Hourly Rate, **Supervisor-in-Charge (Field/Office) at LGA – Year 1**

	Full- Time	
Number of Employees>>>>>>>>>>>>>>	_____	
Item #1 Average Hourly Direct Wages	$_____	
Item #2 Health Benefits	$_____	
Item #3 Supplemental Benefits (Items not required by law)		**Number of Days**
Holiday Allowance	$_____	_____
Vacation Allowance	$_____	_____
Sick Time Allowance	$_____	_____
Pension	$_____	
Other Supplemental Benefits	$_____	
Specify_____	$_____	
Total (Item #3)	$_____	
Item # 4 Taxes and Insurance (Items required by law)		
F.I.C.A.	$_____	
N.Y.S.U.I	$_____	
F.U.I.	$_____	
Workers' Compensation	$_____	
General Liability Insurance	$_____	
Disability Insurance	$_____	
Other Taxes and Insurance		
Specify_____	$_____	
Total (Item #4)	$_____	
Item # 5: Additional Components (if Applicable)		
Vehicle/MTCE/Fuel	$_____	
Uniforms	$_____	
Equipment	$_____	
Materials	$_____	
Supplies	$_____	
Relief	$_____	
Roll Call	$_____	
Other Components		
Specify _____	$_____	
General Administrative Costs, Overhead and Profit	$_____	
Total (Item #5)	$_____	
Total (Items #1, 2, 3, 4 5) = Hourly Rate	$_____(X1)	

PROPOSER'S NAME: _____ PROPOSAL NUMBER _____

Airport Parking Lot Management and Operation Services at John F. Kennedy International Airport, LaGuardia Airport, Newark Liberty International Airport, and Stewart International Airport

Calculation of Average Hourly Rate, **Supervisor-in-Charge (Field/Office) at LGA – Year 2**

	Full- Time	
Number of Employees>>>>>>>>>>>>>>>	_____	>
Item #1 Average Hourly Direct Wages	$_____	
Item #2 Health Benefits	$_____	
Item #3 Supplemental Benefits (Items not required by law)		**Number of Days**
Holiday Allowance	$_____	_____
Vacation Allowance	$_____	_____
Sick Time Allowance	$_____	_____
Pension	$_____	
Other Supplemental Benefits	$_____	
Specify_____	$_____	
Total (Item #3)	$_____	
Item # 4 Taxes and Insurance (Items required by law)		
F.I.C.A.	$_____	
N.Y.S.U.I	$_____	
F.U.I.	$_____	
Workers' Compensation	$_____	
General Liability Insurance	$_____	
Disability Insurance	$_____	
Other Taxes and Insurance		
Specify_____	$_____	
Total (Item #4)	$_____	
Item # 5: Additional Components (if Applicable)		
Vehicle/MTCE/Fuel	$_____	
Uniforms	$_____	
Equipment	$_____	
Materials	$_____	
Supplies	$_____	
Relief	$_____	
Roll Call	$_____	
Other Components		
Specify _____	$_____	
General Administrative Costs, Overhead and Profit	$_____	
Total (Item #5)	$_____	
Total (Items #1, 2, 3, 4 5) = Hourly Rate	$_____(X2)	

PROPOSER'S NAME: _____ PROPOSAL NUMBER _____
Airport Parking Lot Management and Operation Services at John F. Kennedy International Airport, LaGuardia Airport, Newark Liberty International Airport, and Stewart International Airport

Calculation of Average Hourly Rate, **Supervisor-in-Charge (Field/Office) at LGA – Year 3**

	Full- Time	
Number of Employees>>>>>>>>>>>>>>>	_____	
Item #1 Average Hourly Direct Wages	$_____	
Item #2 Health Benefits	$_____	
Item #3 Supplemental Benefits (Items not required by law)		**Number of Days**
Holiday Allowance	$_____	_____
Vacation Allowance	$_____	_____
Sick Time Allowance	$_____	_____
Pension	$_____	
Other Supplemental Benefits	$_____	
Specify_____	$_____	
Total (Item #3)	$_____	
Item # 4 Taxes and Insurance *(Items required by law)*		
F.I.C.A.	$_____	
N.Y.S.U.I	$_____	
F.U.I.	$_____	
Workers' Compensation	$_____	
General Liability Insurance	$_____	
Disability Insurance	$_____	
Other Taxes and Insurance		
Specify_____	$_____	
Total (Item #4)	$_____	
Item # 5: Additional Components (if Applicable)		
Vehicle/MTCE/Fuel	$_____	
Uniforms	$_____	
Equipment	$_____	
Materials	$_____	
Supplies	$_____	
Relief	$_____	
Roll Call	$_____	
Other Components		
Specify _____	$_____	
General Administrative Costs, Overhead and Profit	$_____	
Total (Item #5)	$_____	
Total (Items #1, 2, 3, 4 5) = Hourly Rate	$_____(X3)	

ATTACHMENT B
PART III (C) - CALCULATION OF RATE FOR ANNUAL SALARIED POSITION FORMS

INSTRUCTIONS FOR CALCULATION OF RATE FOR ANNUAL SALARIED POSITIONS FORMS

PROPOSERS ARE NOT PERMITTED TO MODIFY THESE FORMS IN ANY WAY. THEY MUST BE SUBMITTED IN THE FORM AND FORMAT PROVIDED BY THE PORT AUTHORITY. PROPOSERS ARE PERMITTED TO SUBMIT ADDITIONAL INFORMATION WHERE REQUESTED.

Attached are the "Calculation of Rate for Annual Salaried Positions" forms for the enumerated positions under this Contract, for each year of the Base Term. A separate form is required for each salaried employee category at each facility for each of the 3 years.

PROPOSER'S NAME: _____ PROPOSAL NUMBER _____

Airport Parking Lot Management and Operation Services at John F. Kennedy International Airport, LaGuardia Airport, Newark Liberty International Airport, and Stewart International Airport

CALCULATION OF RATE FOR ANNUAL SALARIED POSITIONS
(One should be completed for Each Salaried Position)

Position – General Manager - JFK – Year 1

Item #1 Minimum Direct Salary	$_____	
Item #2 Health Benefits	$_____	
Item #3 Supplemental Benefits (Items not required by law)		**Number of Days**
Holiday Allowance	$_____	_____
Vacation Allowance	$_____	_____
Sick Time Allowance	$_____	_____
Pension	$_____	
Other Supplemental Benefits	$_____	
Specify_____	$_____	
Total (Item #3)	$_____	
Item # 4 Taxes and Insurance (Items required by law)		
F.I.C.A.	$_____	
N.Y.S.U.I	$_____	
F.U.I.	$_____	
Workers' Compensation	$_____	
General Liability Insurance	$_____	
Disability Insurance	$_____	
Other Taxes and Insurance Specify_____	$_____	
Total (Item #4)	$_____	
Item # 5: Additional Components (if Applicable) Specify _____	$_____	
General Administrative Costs, Overhead and Profit	$_____	
Total (Item #5)	$_____	
Total (Items #1, 2, 3, 4 5) = Annual Salary Rate	$_____	**(AA1)**

Name of Proposed JFK General Manager _____

PROPOSER'S NAME: _____ PROPOSAL NUMBER _____

Airport Parking Lot Management and Operation Services at John F. Kennedy International Airport, LaGuardia Airport, Newark Liberty International Airport, and Stewart International Airport

CALCULATION OF RATE FOR ANNUAL SALARIED POSITIONS
(One should be completed for Each Salaried Position)

Position – General Manager - JFK – Year 2

Item #1 Minimum Direct Salary	$_____	
Item #2 Health Benefits	$_____	
Item #3 Supplemental Benefits (Items not required by law)		**Number of Days**
Holiday Allowance	$_____	_____
Vacation Allowance	$_____	_____
Sick Time Allowance	$_____	_____
Pension	$_____	
Other Supplemental Benefits	$_____	
Specify_____	$_____	
Total (Item #3)	$_____	
Item # 4 Taxes and Insurance *(Items required by law)*		
F.I.C.A.	$_____	
N.Y.S.U.I	$_____	
F.U.I.	$_____	
Workers' Compensation	$_____	
General Liability Insurance	$_____	
Disability Insurance	$_____	
Other Taxes and Insurance Specify_____	$_____	
Total (Item #4)	$_____	
Item # 5: Additional Components (if Applicable) Specify _____	$_____	
General Administrative Costs, Overhead and Profit	$_____	
Total (Item #5)	$_____	
Total (Items #1, 2, 3, 4 5) = Annual Salary Rate	$_____(AA2)	

Name of Proposed JFK General Manager _____

PROPOSER'S NAME: _____ PROPOSAL NUMBER _____

Airport Parking Lot Management and Operation Services at John F. Kennedy International Airport, LaGuardia Airport, Newark Liberty International Airport, and Stewart International Airport

CALCULATION OF RATE FOR ANNUAL SALARIED POSITIONS
(One should be completed for Each Salaried Position)

Position – General Manager - JFK – Year 3

Item #1 Minimum Direct Salary	$_____	
Item #2 Health Benefits	$_____	
Item #3 Supplemental Benefits (Items not required by law)		**Number of Days**
Holiday Allowance	$_____	_____
Vacation Allowance	$_____	_____
Sick Time Allowance	$_____	_____
Pension	$_____	
Other Supplemental Benefits	$_____	
Specify_____	$_____	
Total (Item #3)	$_____	
Item # 4 Taxes and Insurance (Items required by law)		
F.I.C.A.	$_____	
N.Y.S.U.I	$_____	
F.U.I.	$_____	
Workers' Compensation	$_____	
General Liability Insurance	$_____	
Disability Insurance	$_____	
Other Taxes and Insurance Specify_____	$_____	
Total (Item #4)	$_____	
Item # 5: Additional Components (if Applicable) Specify _____	$_____	
General Administrative Costs, Overhead and Profit	$_____	
Total (Item #5)	$_____	
Total (Items #1, 2, 3, 4 5) = Annual Salary Rate	$_____(AA3)	

Name of Proposed JFK General Manager _____

PROPOSER'S NAME: _____ PROPOSAL NUMBER _____

Airport Parking Lot Management and Operation Services at John F. Kennedy International Airport, LaGuardia Airport, Newark Liberty International Airport, and Stewart International Airport

CALCULATION OF ANNUAL SALARIED POSITIONS
(One should be completed for Each Salaried Position)

Position – General Manager –LGA – Year 1

Item #1 Minimum Direct Salary	$_____	
Item #2 Health Benefits	$_____	
Item #3 Supplemental Benefits (Items not required by law)		**Number of Days**
Holiday Allowance	$_____	_____
Vacation Allowance	$_____	_____
Sick Time Allowance	$_____	_____
Pension	$_____	
Other Supplemental Benefits	$_____	
Specify_____	$_____	
Total (Item #3)	$_____	
Item # 4 Taxes and Insurance (Items required by law)		
F.I.C.A.	$_____	
N.Y.S.U.I	$_____	
F.U.I.	$_____	
Workers' Compensation	$_____	
General Liability Insurance	$_____	
Disability Insurance	$_____	
Other Taxes and Insurance Specify_____	$_____	
Total (Item #4)	$_____	
Item # 5: Additional Components (if Applicable) Specify _____	$_____	
General Administrative Costs, Overhead and Profit	$_____	
Total (Item #5)	$_____	
Total (Items #1, 2, 3, 4 5) = Annual Salary Rate	$_____	**(BB1)**

Name of Proposed LGA General Manager _____

PROPOSER'S NAME: _____ PROPOSAL NUMBER _____

Airport Parking Lot Management and Operation Services at John F. Kennedy International Airport, LaGuardia Airport, Newark Liberty International Airport, and Stewart International Airport

CALCULATION OF ANNUAL SALARIED POSITIONS
(One should be completed for Each Salaried Position)

Position – General Manager –LGA – Year 2

Item #1 Minimum Direct Salary	$_____	
Item #2 Health Benefits	$_____	
Item #3 Supplemental Benefits (Items not required by law)		**Number of Days**
Holiday Allowance	$_____	_____
Vacation Allowance	$_____	_____
Sick Time Allowance	$_____	_____
Pension	$_____	
Other Supplemental Benefits	$_____	
Specify_____	$_____	
Total (Item #3)	$_____	
Item # 4 Taxes and Insurance (Items required by law)		
F.I.C.A.	$_____	
N.Y.S.U.I	$_____	
F.U.I.	$_____	
Workers' Compensation	$_____	
General Liability Insurance	$_____	
Disability Insurance	$_____	
Other Taxes and Insurance		
Specify_____	$_____	
Total (Item #4)	$_____	
Item # 5: Additional Components (if Applicable)		
Specify _____	$_____	
General Administrative Costs, Overhead and Profit	$_____	
Total (Item #5)	$_____	
Total (Items #1, 2, 3, 4 5) = Annual Salary Rate	$_____(BB2)	

Name of Proposed LGA General Manager _____

PROPOSER'S NAME: _____ PROPOSAL NUMBER _____

Airport Parking Lot Management and Operation Services at John F. Kennedy International Airport, LaGuardia Airport, Newark Liberty International Airport, and Stewart International Airport

CALCULATION OF ANNUAL SALARIED POSITIONS
(One should be completed for Each Salaried Position)

Position – General Manager –LGA – Year 3

Item #1 Minimum Direct Salary	$_____	
Item #2 Health Benefits	$_____	
Item #3 Supplemental Benefits (Items not required by law)		**Number of Days**
Holiday Allowance	$_____	_____
Vacation Allowance	$_____	_____
Sick Time Allowance	$_____	_____
Pension	$_____	
Other Supplemental Benefits	$_____	
Specify_____	$_____	
Total (Item #3)	$_____	
Item # 4 Taxes and Insurance (Items required by law)		
F.I.C.A.	$_____	
N.Y.S.U.I	$_____	
F.U.I.	$_____	
Workers' Compensation	$_____	
General Liability Insurance	$_____	
Disability Insurance	$_____	
Other Taxes and Insurance Specify_____	$_____	
Total (Item #4)	$_____	
Item # 5: Additional Components (if Applicable) Specify _____	$_____	
General Administrative Costs, Overhead and Profit	$_____	
Total (Item #5)	$_____	
Total (Items #1, 2, 3, 4 5) = Annual Salary Rate	$_____(BB3)	

Name of Proposed LGA General Manager _____

PROPOSER'S NAME: _____ PROPOSAL NUMBER _____

Airport Parking Lot Management and Operation Services at John F. Kennedy International Airport, LaGuardia Airport, Newark Liberty International Airport, and Stewart International Airport

CALCULATION OF ANNUAL SALARIED POSITIONS
(One should be completed for Each Salaried Position)

Position – General Manager –EWR/SWF – Year 1

Item #1 Minimum Direct Salary	$_____	
Item #2 Health Benefits	$_____	
Item #3 Supplemental Benefits (Items not required by law)		**Number of Days**
Holiday Allowance	$_____	_____
Vacation Allowance	$_____	_____
Sick Time Allowance	$_____	_____
Pension	$_____	
Other Supplemental Benefits	$_____	
Specify_____	$_____	
Total (Item #3)	$_____	
Item # 4 Taxes and Insurance (Items required by law)		
F.I.C.A.	$_____	
N.Y.S.U.I	$_____	
F.U.I.	$_____	
Workers' Compensation	$_____	
General Liability Insurance	$_____	
Disability Insurance	$_____	
Other Taxes and Insurance		
Specify_____	$_____	
Total (Item #4)	$_____	
Item # 5: Additional Components (if Applicable)		
Specify _____	$_____	
General Administrative Costs, Overhead and Profit	$_____	
Total (Item #5)	$_____	
Total (Items #1, 2, 3, 4 5) = Annual Salary Rate	$_____(CC1)	

Name of Proposed EWR/SWF General Manager _____

PROPOSER'S NAME: _____ PROPOSAL NUMBER _____

Airport Parking Lot Management and Operation Services at John F. Kennedy International Airport, LaGuardia Airport, Newark Liberty International Airport, and Stewart International Airport

CALCULATION OF ANNUAL SALARIED POSITIONS
(One should be completed for Each Salaried Position)

Position – General Manager –EWR/SWF – Year 2

Item #1 Minimum Direct Salary	$_____	
Item #2 Health Benefits	$_____	
Item #3 Supplemental Benefits (Items not required by law)		**Number of Days**
Holiday Allowance	$_____	_____
Vacation Allowance	$_____	_____
Sick Time Allowance	$_____	_____
Pension	$_____	
Other Supplemental Benefits	$_____	
Specify_____	$_____	
Total (Item #3)	$_____	
Item # 4 Taxes and Insurance (Items required by law)		
F.I.C.A.	$_____	
N.Y.S.U.I	$_____	
F.U.I.	$_____	
Workers' Compensation	$_____	
General Liability Insurance	$_____	
Disability Insurance	$_____	
Other Taxes and Insurance		
Specify_____	$_____	
Total (Item #4)	$_____	
Item # 5: Additional Components (if Applicable)		
Specify _____	$_____	
General Administrative Costs, Overhead and Profit	$_____	
Total (Item #5)	$_____	
Total (Items #1, 2, 3, 4 5) = Annual Salary Rate	$_____	**(CC2)**

Name of Proposed EWR/SWF General Manager _____

PROPOSER'S NAME: _____ PROPOSAL NUMBER _____

Airport Parking Lot Management and Operation Services at John F. Kennedy International Airport, LaGuardia Airport, Newark Liberty International Airport, and Stewart International Airport

CALCULATION OF ANNUAL SALARIED POSITIONS
(One should be completed for Each Salaried Position)

Position – General Manager –EWR/SWF – Year 3

Item #1 Minimum Direct Salary	$_____	
Item #2 Health Benefits	$_____	
Item #3 Supplemental Benefits (Items not required by law)		**Number of Days**
Holiday Allowance	$_____	_____
Vacation Allowance	$_____	_____
Sick Time Allowance	$_____	_____
Pension	$_____	
Other Supplemental Benefits	$_____	
Specify_____	$_____	
Total (Item #3)	$_____	
Item # 4 Taxes and Insurance (Items required by law)		
F.I.C.A.	$_____	
N.Y.S.U.I	$_____	
F.U.I.	$_____	
Workers' Compensation	$_____	
General Liability Insurance	$_____	
Disability Insurance	$_____	
Other Taxes and Insurance Specify_____	$_____	
Total (Item #4)	$_____	
Item # 5: Additional Components (if Applicable) Specify _____	$_____	
General Administrative Costs, Overhead and Profit	$_____	
Total (Item #5)	$_____	
Total (Items #1, 2, 3, 4 5) = Annual Salary Rate	$_____	(CC3)

Name of Proposed EWR/SWF General Manager _____

PROPOSER'S NAME: _____ PROPOSAL NUMBER _____

Airport Parking Lot Management and Operation Services at John F. Kennedy International Airport, LaGuardia Airport, Newark Liberty International Airport, and Stewart International Airport

CALCULATION OF ANNUAL SALARIED POSITIONS
(One should be completed for Each Salaried Position)

Position – Operations Manager - JFK – Year 1

Item #1 Minimum Direct Salary	$_____	
Item #2 Health Benefits	$_____	
Item #3 Supplemental Benefits (Items not required by law)		**Number of Days**
Holiday Allowance	$_____	_____
Vacation Allowance	$_____	_____
Sick Time Allowance	$_____	_____
Pension	$_____	
Other Supplemental Benefits	$_____	
Specify_____	$_____	
Total (Item #3)	$_____	
Item # 4 Taxes and Insurance (Items required by law)		
F.I.C.A.	$_____	
N.Y.S.U.I	$_____	
F.U.I.	$_____	
Workers' Compensation	$_____	
General Liability Insurance	$_____	
Disability Insurance	$_____	
Other Taxes and Insurance		
Specify_____	$_____	
Total (Item #4)	$_____	
Item # 5: Additional Components (if Applicable)		
Specify _____	$_____	
General Administrative Costs, Overhead and Profit	$_____	
Total (Item #5)	$_____	
Total (Items #1, 2, 3, 4 5) = Annual Salary Rate	$_____	**(DD1)**

Name of Proposed JFK Operations Manager _____

PROPOSER'S NAME: _____ PROPOSAL NUMBER _____

Airport Parking Lot Management and Operation Services at John F. Kennedy International Airport, LaGuardia Airport, Newark Liberty International Airport, and Stewart International Airport

CALCULATION OF ANNUAL SALARIED POSITIONS
(One should be completed for Each Salaried Position)

Position – Operations Manager - JFK – Year 2

Item #1 Minimum Direct Salary	$_____	
Item #2 Health Benefits	$_____	
Item #3 Supplemental Benefits (Items not required by law)		**Number of Days**
Holiday Allowance	$_____	_____
Vacation Allowance	$_____	_____
Sick Time Allowance	$_____	_____
Pension	$_____	
Other Supplemental Benefits	$_____	
Specify_____	$_____	
Total (Item #3)	$_____	
Item # 4 Taxes and Insurance (Items required by law)		
F.I.C.A.	$_____	
N.Y.S.U.I	$_____	
F.U.I.	$_____	
Workers' Compensation	$_____	
General Liability Insurance	$_____	
Disability Insurance	$_____	
Other Taxes and Insurance		
Specify_____	$_____	
Total (Item #4)	$_____	
Item # 5: Additional Components (if Applicable)		
Specify _____	$_____	
General Administrative Costs, Overhead and Profit	$_____	
Total (Item #5)	$_____	
Total (Items #1, 2, 3, 4 5) = Annual Salary Rate	$_____(DD2)	

Name of Proposed JFK Operations Manager _____

PROPOSER'S NAME: _____ PROPOSAL NUMBER _____

Airport Parking Lot Management and Operation Services at John F. Kennedy International Airport, LaGuardia Airport, Newark Liberty International Airport, and Stewart International Airport

CALCULATION OF ANNUAL SALARIED POSITIONS
(One should be completed for Each Salaried Position)

Position – Operations Manager - JFK – Year 3

Item #1 Minimum Direct Salary	$_____	
Item #2 Health Benefits	$_____	
Item #3 Supplemental Benefits (Items not required by law)		**Number of Days**
Holiday Allowance	$_____	_____
Vacation Allowance	$_____	_____
Sick Time Allowance	$_____	_____
Pension	$_____	
Other Supplemental Benefits	$_____	
Specify_____	$_____	
Total (Item #3)	$_____	
Item # 4 Taxes and Insurance (Items required by law)		
F.I.C.A.	$_____	
N.Y.S.U.I	$_____	
F.U.I.	$_____	
Workers' Compensation	$_____	
General Liability Insurance	$_____	
Disability Insurance	$_____	
Other Taxes and Insurance		
Specify_____	$_____	
Total (Item #4)	$_____	
Item # 5: Additional Components (if Applicable)		
Specify _____	$_____	
General Administrative Costs, Overhead and Profit	$_____	
Total (Item #5)	$_____	
Total (Items #1, 2, 3, 4 5) = Annual Salary Rate	$_____	**(DD3)**

Name of Proposed JFK Operations Manager _____

PROPOSER'S NAME: _____ PROPOSAL NUMBER _____

Airport Parking Lot Management and Operation Services at John F. Kennedy International Airport, LaGuardia Airport, Newark Liberty International Airport, and Stewart International Airport

CALCULATION OF ANNUAL SALARIED POSITIONS
(One should be completed for Each Salaried Position)

Position – Operations Manager - LGA – Year 1

Item #1 Minimum Direct Salary	$_____	
Item #2 Health Benefits	$_____	
Item #3 Supplemental Benefits (Items not required by law)		**Number of Days**
Holiday Allowance	$_____	_____
Vacation Allowance	$_____	_____
Sick Time Allowance	$_____	_____
Pension	$_____	
Other Supplemental Benefits	$_____	
Specify_____	$_____	
Total (Item #3)	$_____	
Item # 4 Taxes and Insurance (Items required by law)		
F.I.C.A.	$_____	
N.Y.S.U.I	$_____	
F.U.I.	$_____	
Workers' Compensation	$_____	
General Liability Insurance	$_____	
Disability Insurance	$_____	
Other Taxes and Insurance Specify_____	$_____	
Total (Item #4)	$_____	
Item # 5: Additional Components (if Applicable) Specify _____	$_____	
General Administrative Costs, Overhead and Profit	$_____	
Total (Item #5)	$_____	
Total (Items #1, 2, 3, 4 5) = Annual Salary Rate	$_____(EE1)	

Name of Proposed LGA Operations Manager _____

PROPOSER'S NAME: _____ PROPOSAL NUMBER _____

Airport Parking Lot Management and Operation Services at John F. Kennedy International Airport, LaGuardia Airport, Newark Liberty International Airport, and Stewart International Airport

CALCULATION OF ANNUAL SALARIED POSITIONS
(One should be completed for Each Salaried Position)

Position – Operations Manager - LGA – Year 2

Item #1 Minimum Direct Salary	$_____	
Item #2 Health Benefits	$_____	
Item #3 Supplemental Benefits (Items not required by law)		**Number of Days**
Holiday Allowance	$_____	_____
Vacation Allowance	$_____	_____
Sick Time Allowance	$_____	_____
Pension	$_____	
Other Supplemental Benefits	$_____	
Specify_____	$_____	
Total (Item #3)	$_____	
Item # 4 Taxes and Insurance (Items required by law)		
F.I.C.A.	$_____	
N.Y.S.U.I	$_____	
F.U.I.	$_____	
Workers' Compensation	$_____	
General Liability Insurance	$_____	
Disability Insurance	$_____	
Other Taxes and Insurance		
Specify_____	$_____	
Total (Item #4)	$_____	
Item # 5: Additional Components (if Applicable)		
Specify _____	$_____	
General Administrative Costs, Overhead and Profit	$_____	
Total (Item #5)	$_____	
Total (Items #1, 2, 3, 4 5) = Annual Salary Rate	$_____	(EE2)

Name of Proposed LGA Operations Manager _____

PROPOSER'S NAME: _____ PROPOSAL NUMBER _____

Airport Parking Lot Management and Operation Services at John F. Kennedy International Airport, LaGuardia Airport, Newark Liberty International Airport, and Stewart International Airport

CALCULATION OF ANNUAL SALARIED POSITIONS
(One should be completed for Each Salaried Position)

Position – Operations Manager - LGA – Year 3

Item #1 Minimum Direct Salary	$_____	
Item #2 Health Benefits	$_____	
Item #3 Supplemental Benefits (Items not required by law)		**Number of Days**
Holiday Allowance	$_____	_____
Vacation Allowance	$_____	_____
Sick Time Allowance	$_____	_____
Pension	$_____	
Other Supplemental Benefits	$_____	
Specify_____	$_____	
Total (Item #3)	$_____	
Item # 4 Taxes and Insurance (Items required by law)		
F.I.C.A.	$_____	
N.Y.S.U.I	$_____	
F.U.I.	$_____	
Workers' Compensation	$_____	
General Liability Insurance	$_____	
Disability Insurance	$_____	
Other Taxes and Insurance Specify_____	$_____	
Total (Item #4)	$_____	
Item # 5: Additional Components (if Applicable) Specify _____	$_____	
General Administrative Costs, Overhead and Profit	$_____	
Total (Item #5)	$_____	
Total (Items #1, 2, 3, 4 5) = Annual Salary Rate	$_____(EE3)	

Name of Proposed LGA Operations Manager _____

PROPOSER'S NAME: _____ PROPOSAL NUMBER _____

Airport Parking Lot Management and Operation Services at John F. Kennedy International Airport, LaGuardia Airport, Newark Liberty International Airport, and Stewart International Airport

CALCULATION OF ANNUAL SALARIED POSITIONS
(One should be completed for Each Salaried Position)

Position – Operations Manager - EWR/SWF – Year 1

Item #1 Minimum Direct Salary	$_____	
Item #2 Health Benefits	$_____	
Item #3 Supplemental Benefits (Items not required by law)		**Number of Days**
Holiday Allowance	$_____	_____
Vacation Allowance	$_____	_____
Sick Time Allowance	$_____	_____
Pension	$_____	
Other Supplemental Benefits	$_____	
Specify_____	$_____	
Total (Item #3)	$_____	
Item # 4 Taxes and Insurance (Items required by law)		
F.I.C.A.	$_____	
N.Y.S.U.I	$_____	
F.U.I.	$_____	
Workers' Compensation	$_____	
General Liability Insurance	$_____	
Disability Insurance	$_____	
Other Taxes and Insurance Specify_____	$_____	
Total (Item #4)	$_____	
Item # 5: Additional Components (if Applicable) Specify _____	$_____	
General Administrative Costs, Overhead and Profit	$_____	
Total (Item #5)	$_____	
Total (Items #1, 2, 3, 4 5) = Annual Salary Rate	$_____	**(FF1)**

Name of Proposed EWR/SWF Operations Manager _____

PROPOSER'S NAME: _____ PROPOSAL NUMBER _____

Airport Parking Lot Management and Operation Services at John F. Kennedy International Airport, LaGuardia Airport, Newark Liberty International Airport, and Stewart International Airport

CALCULATION OF ANNUAL SALARIED POSITIONS
(One should be completed for Each Salaried Position)

Position – Operations Manager - EWR/SWF – Year 2

Item #1 Minimum Direct Salary	$_____	
Item #2 Health Benefits	$_____	
Item #3 Supplemental Benefits (Items not required by law)		**Number of Days**
Holiday Allowance	$_____	_____
Vacation Allowance	$_____	_____
Sick Time Allowance	$_____	_____
Pension	$_____	
Other Supplemental Benefits	$_____	
Specify_____	$_____	
Total (Item #3)	$_____	
Item # 4 Taxes and Insurance (Items required by law)		
F.I.C.A.	$_____	
N.Y.S.U.I	$_____	
F.U.I.	$_____	
Workers' Compensation	$_____	
General Liability Insurance	$_____	
Disability Insurance	$_____	
Other Taxes and Insurance Specify_____	$_____	
Total (Item #4)	$_____	
Item # 5: Additional Components (if Applicable) Specify _____	$_____	
General Administrative Costs, Overhead and Profit	$_____	
Total (Item #5)	$_____	
Total (Items #1, 2, 3, 4 5) = Annual Salary Rate	$_____	**(FF2)**

Name of Proposed EWR/SWF Operations Manager _____

PROPOSER'S NAME: _____ PROPOSAL NUMBER _____

Airport Parking Lot Management and Operation Services at John F. Kennedy International Airport, LaGuardia Airport, Newark Liberty International Airport, and Stewart International Airport

CALCULATION OF ANNUAL SALARIED POSITIONS
(One should be completed for Each Salaried Position)

Position – Operations Manager - EWR/SWF – Year 3

Item #1 Minimum Direct Salary	$_____	
Item #2 Health Benefits	$_____	
Item #3 Supplemental Benefits (Items not required by law)		**Number of Days**
Holiday Allowance	$_____	_____
Vacation Allowance	$_____	_____
Sick Time Allowance	$_____	_____
Pension	$_____	
Other Supplemental Benefits	$_____	
Specify_____	$_____	
Total (Item #3)	$_____	
Item # 4 Taxes and Insurance (Items required by law)		
F.I.C.A.	$_____	
N.Y.S.U.I	$_____	
F.U.I.	$_____	
Workers' Compensation	$_____	
General Liability Insurance	$_____	
Disability Insurance	$_____	
Other Taxes and Insurance		
Specify_____	$_____	
Total (Item #4)	$_____	
Item # 5: Additional Components (if Applicable)		
Specify _____	$_____	
General Administrative Costs, Overhead and Profit	$_____	
Total (Item #5)	$_____	
Total (Items #1, 2, 3, 4 5) = Annual Salary Rate	$_____(FF3)	

Name of Proposed EWR/SWF Operations Manager _____

PROPOSER'S NAME: _____ PROPOSAL NUMBER _____

Airport Parking Lot Management and Operation Services at John F. Kennedy International Airport, LaGuardia Airport, Newark Liberty International Airport, and Stewart International Airport

CALCULATION OF ANNUAL SALARIED POSITIONS
(One should be completed for Each Salaried Position)

Position – Regional Contract Manager - Year 1

Item #1 Minimum Direct Salary	$_____	
Item #2 Health Benefits	$_____	
Item #3 Supplemental Benefits (Items not required by law)		**Number of Days**
Holiday Allowance	$_____	_____
Vacation Allowance	$_____	_____
Sick Time Allowance	$_____	_____
Pension	$_____	
Other Supplemental Benefits	$_____	
Specify_____	$_____	
Total (Item #3)	$_____	
Item # 4 Taxes and Insurance (Items required by law)		
F.I.C.A.	$_____	
N.Y.S.U.I	$_____	
F.U.I.	$_____	
Workers' Compensation	$_____	
General Liability Insurance	$_____	
Disability Insurance	$_____	
Other Taxes and Insurance		
Specify_____	$_____	
Total (Item #4)	$_____	
Item # 5: Additional Components (if Applicable)		
Specify _____	$_____	
General Administrative Costs, Overhead and Profit	$_____	
Total (Item #5)	$_____	
Total (Items #1, 2, 3, 4 5) = Annual Salary Rate	$_____(GG1)	

Name of Proposed Regional Contract Manager _____

PROPOSER'S NAME: _____ PROPOSAL NUMBER _____

Airport Parking Lot Management and Operation Services at John F. Kennedy International Airport, LaGuardia Airport, Newark Liberty International Airport, and Stewart International Airport

CALCULATION OF ANNUAL SALARIED POSITIONS
(One should be completed for Each Salaried Position)

Position – Regional Contract Manager - Year 2

Item #1 Minimum Direct Salary	$_____	
Item #2 Health Benefits	$_____	
Item #3 Supplemental Benefits (Items not required by law)		**Number of Days**
Holiday Allowance	$_____	_____
Vacation Allowance	$_____	_____
Sick Time Allowance	$_____	_____
Pension	$_____	
Other Supplemental Benefits	$_____	
Specify_____	$_____	
Total (Item #3)	$_____	
Item # 4 Taxes and Insurance (Items required by law)		
F.I.C.A.	$_____	
N.Y.S.U.I	$_____	
F.U.I.	$_____	
Workers' Compensation	$_____	
General Liability Insurance	$_____	
Disability Insurance	$_____	
Other Taxes and Insurance		
Specify_____	$_____	
Total (Item #4)	$_____	
Item # 5: Additional Components (if Applicable)		
Specify _____	$_____	
General Administrative Costs, Overhead and Profit	$_____	
Total (Item #5)	$_____	
Total (Items #1, 2, 3, 4 5) = Annual Salary Rate	$_____(GG2)	

Name of Proposed Regional Contract Manager _____

PROPOSER'S NAME: _____ PROPOSAL NUMBER _____

Airport Parking Lot Management and Operation Services at John F. Kennedy International Airport, LaGuardia Airport, Newark Liberty International Airport, and Stewart International Airport

CALCULATION OF ANNUAL SALARIED POSITIONS
(One should be completed for Each Salaried Position)

Position – Regional Contract Manager - Year 3

Item #1 Minimum Direct Salary	$_____	
Item #2 Health Benefits	$_____	
Item #3 Supplemental Benefits (Items not required by law)		**Number of Days**
Holiday Allowance	$_____	_____
Vacation Allowance	$_____	_____
Sick Time Allowance	$_____	_____
Pension	$_____	
Other Supplemental Benefits	$_____	
Specify_____	$_____	
Total (Item #3)	$_____	
Item # 4 Taxes and Insurance (Items required by law)		
F.I.C.A.	$_____	
N.Y.S.U.I	$_____	
F.U.I.	$_____	
Workers' Compensation	$_____	
General Liability Insurance	$_____	
Disability Insurance	$_____	
Other Taxes and Insurance Specify_____	$_____	
Total (Item #4)	$_____	
Item # 5: Additional Components (if Applicable) Specify _____	$_____	
General Administrative Costs, Overhead and Profit	$_____	
Total (Item #5)	$_____	
Total (Items #1, 2, 3, 4 5) = Annual Salary Rate	$_____(GG3)	

Name of Proposed Regional Contract Manager _____

PROPOSER'S NAME: _____ PROPOSAL NUMBER _____

Airport Parking Lot Management and Operation Services at John F. Kennedy International Airport, LaGuardia Airport, Newark Liberty International Airport, and Stewart International Airport

CALCULATION OF ANNUAL SALARIED POSITIONS
(One should be completed for Each Salaried Position)

Position – Regional Human Resources Coordinator - Year 1

Item #1 Minimum Direct Salary	$_____	
Item #2 Health Benefits	$_____	
Item #3 Supplemental Benefits (Items not required by law)		**Number of Days**
Holiday Allowance	$_____	_____
Vacation Allowance	$_____	_____
Sick Time Allowance	$_____	_____
Pension	$_____	
Other Supplemental Benefits	$_____	
Specify_____	$_____	
Total (Item #3)	$_____	
Item # 4 Taxes and Insurance (Items required by law)		
F.I.C.A.	$_____	
N.Y.S.U.I	$_____	
F.U.I.	$_____	
Workers' Compensation	$_____	
General Liability Insurance	$_____	
Disability Insurance	$_____	
Other Taxes and Insurance		
Specify_____	$_____	
Total (Item #4)	$_____	
Item # 5: Additional Components (if Applicable)		
Specify _____	$_____	
General Administrative Costs, Overhead and Profit	$_____	
Total (Item #5)	$_____	
Total (Items #1, 2, 3, 4 5) = Annual Salary Rate	$_____(HH1)	

Name of Proposed Regional Human Resources Coordinator _____

PROPOSER'S NAME: _____ PROPOSAL NUMBER _____

Airport Parking Lot Management and Operation Services at John F. Kennedy International Airport, LaGuardia Airport, Newark Liberty International Airport, and Stewart International Airport

CALCULATION OF ANNUAL SALARIED POSITIONS
(One should be completed for Each Salaried Position)

Position – Regional Human Resources Coordinator - Year 2

Item #1 Minimum Direct Salary	$_____	
Item #2 Health Benefits	$_____	
Item #3 Supplemental Benefits (Items not required by law)		**Number of Days**
Holiday Allowance	$_____	_____
Vacation Allowance	$_____	_____
Sick Time Allowance	$_____	_____
Pension	$_____	
Other Supplemental Benefits	$_____	
Specify_____	$_____	
Total (Item #3)	$_____	
Item # 4 Taxes and Insurance (Items required by law)		
F.I.C.A.	$_____	
N.Y.S.U.I	$_____	
F.U.I.	$_____	
Workers' Compensation	$_____	
General Liability Insurance	$_____	
Disability Insurance	$_____	
Other Taxes and Insurance		
Specify_____	$_____	
Total (Item #4)	$_____	
Item # 5: Additional Components (if Applicable)		
Specify _____	$_____	
General Administrative Costs, Overhead and Profit	$_____	
Total (Item #5)	$_____	
Total (Items #1, 2, 3, 4 5) = Annual Salary Rate	$_____(HH2)	

Name of Proposed Regional Human Resources Coordinator _____

PROPOSER'S NAME: _____ PROPOSAL NUMBER _____

Airport Parking Lot Management and Operation Services at John F. Kennedy International Airport, LaGuardia Airport, Newark Liberty International Airport, and Stewart International Airport

CALCULATION OF ANNUAL SALARIED POSITIONS
(One should be completed for Each Salaried Position)

Position – Regional Human Resources Coordinator - Year 3

Item #1 Minimum Direct Salary	$_____	
Item #2 Health Benefits	$_____	
Item #3 Supplemental Benefits (Items not required by law)		**Number of Days**
Holiday Allowance	$_____	_____
Vacation Allowance	$_____	_____
Sick Time Allowance	$_____	_____
Pension	$_____	
Other Supplemental Benefits	$_____	
Specify_____	$_____	
Total (Item #3)	$_____	
Item # 4 Taxes and Insurance (Items required by law)		
F.I.C.A.	$_____	
N.Y.S.U.I	$_____	
F.U.I.	$_____	
Workers' Compensation	$_____	
General Liability Insurance	$_____	
Disability Insurance	$_____	
Other Taxes and Insurance		
Specify_____	$_____	
Total (Item #4)	$_____	
Item # 5: Additional Components (if Applicable)		
Specify _____	$_____	
General Administrative Costs, Overhead and Profit	$_____	
Total (Item #5)	$_____	
Total (Items #1, 2, 3, 4 5) = Annual Salary Rate	$_____(HH3)	

Name of Proposed Regional Human Resources Manager _____

PROPOSER'S NAME: _____ PROPOSAL NUMBER _____

Airport Parking Lot Management and Operation Services at John F. Kennedy International Airport, LaGuardia Airport, Newark Liberty International Airport, and Stewart International Airport

CALCULATION OF ANNUAL SALARIED POSITIONS
(One should be completed for Each Salaried Position)

Position – Regional Customer Service/Training Coordinator - Year 1

Item #1 Minimum Direct Salary	$_____	
Item #2 Health Benefits	$_____	
Item #3 Supplemental Benefits (Items not required by law)		**Number of Days**
Holiday Allowance	$_____	_____
Vacation Allowance	$_____	_____
Sick Time Allowance	$_____	_____
Pension	$_____	
Other Supplemental Benefits	$_____	
Specify_____	$_____	
Total (Item #3)	$_____	
Item # 4 Taxes and Insurance (Items required by law)		
F.I.C.A.	$_____	
N.Y.S.U.I	$_____	
F.U.I.	$_____	
Workers' Compensation	$_____	
General Liability Insurance	$_____	
Disability Insurance	$_____	
Other Taxes and Insurance		
Specify_____	$_____	
Total (Item #4)	$_____	
Item # 5: Additional Components (if Applicable)		
Specify _____	$_____	
General Administrative Costs, Overhead and Profit	$_____	
Total (Item #5)	$_____	
Total (Items #1, 2, 3, 4 5) = Annual Salary Rate	$_____(III)	

Name of Proposed Regional Customer Service/Training Coordinator _____

PROPOSER'S NAME: _____ PROPOSAL NUMBER _____

Airport Parking Lot Management and Operation Services at John F. Kennedy International Airport, LaGuardia Airport, Newark Liberty International Airport, and Stewart International Airport

CALCULATION OF ANNUAL SALARIED POSITIONS
(One should be completed for Each Salaried Position)

Position – Regional Customer Service/Training Coordinator - Year 2

Item #1 Minimum Direct Salary	$_____	
Item #2 Health Benefits	$_____	
Item #3 Supplemental Benefits (Items not required by law)		**Number of Days**
Holiday Allowance	$_____	_____
Vacation Allowance	$_____	_____
Sick Time Allowance	$_____	_____
Pension	$_____	
Other Supplemental Benefits	$_____	
Specify_____	$_____	
Total (Item #3)	$_____	
Item # 4 Taxes and Insurance (Items required by law)		
F.I.C.A.	$_____	
N.Y.S.U.I	$_____	
F.U.I.	$_____	
Workers' Compensation	$_____	
General Liability Insurance	$_____	
Disability Insurance	$_____	
Other Taxes and Insurance		
Specify_____	$_____	
Total (Item #4)	$_____	
Item # 5: Additional Components (if Applicable)		
Specify _____	$_____	
General Administrative Costs, Overhead and Profit	$_____	
Total (Item #5)	$_____	
Total (Items #1, 2, 3, 4 5) = Annual Salary Rate	$_____	(II2)

Name of Proposed Regional Customer Service/Training Coordinator _____

PROPOSER'S NAME: _____ PROPOSAL NUMBER _____

Airport Parking Lot Management and Operation Services at John F. Kennedy International Airport, LaGuardia Airport, Newark Liberty International Airport, and Stewart International Airport

CALCULATION OF ANNUAL SALARIED POSITIONS
(One should be completed for Each Salaried Position)

Position – Regional Customer Service/Training Coordinator - Year 3

Item #1 Minimum Direct Salary	$_____	
Item #2 Health Benefits	$_____	
Item #3 Supplemental Benefits (Items not required by law)		**Number of Days**
Holiday Allowance	$_____	_____
Vacation Allowance	$_____	_____
Sick Time Allowance	$_____	_____
Pension	$_____	
Other Supplemental Benefits	$_____	
Specify_____	$_____	
Total (Item #3)	$_____	
Item # 4 Taxes and Insurance (Items required by law)		
F.I.C.A.	$_____	
N.Y.S.U.I	$_____	
F.U.I.	$_____	
Workers' Compensation	$_____	
General Liability Insurance	$_____	
Disability Insurance	$_____	
Other Taxes and Insurance		
Specify_____	$_____	
Total (Item #4)	$_____	
Item # 5: Additional Components (if Applicable)		
Specify _____	$_____	
General Administrative Costs, Overhead and Profit	$_____	
Total (Item #5)	$_____	
Total (Items #1, 2, 3, 4 5) = Annual Salary Rate	$_____	(II3)

Name of Proposed Regional Customer Service/Training Coordinator _____

PROPOSER'S NAME: _____ PROPOSAL NUMBER _____

Airport Parking Lot Management and Operation Services at John F. Kennedy International Airport, LaGuardia Airport, Newark Liberty International Airport, and Stewart International Airport

CALCULATION OF ANNUAL SALARIED POSITIONS
(One should be completed for Each Salaried Position)

Position – Regional Finance and Reporting Coordinator - Year 1

Item #1 Minimum Direct Salary	$_____	
Item #2 Health Benefits	$_____	
Item #3 Supplemental Benefits (Items not required by law)		**Number of Days**
Holiday Allowance	$_____	_____
Vacation Allowance	$_____	_____
Sick Time Allowance	$_____	_____
Pension	$_____	
Other Supplemental Benefits	$_____	
Specify_____	$_____	
Total (Item #3)	$_____	
Item # 4 Taxes and Insurance (Items required by law)		
F.I.C.A.	$_____	
N.Y.S.U.I	$_____	
F.U.I.	$_____	
Workers' Compensation	$_____	
General Liability Insurance	$_____	
Disability Insurance	$_____	
Other Taxes and Insurance Specify_____	$_____	
Total (Item #4)	$_____	
Item # 5: Additional Components (if Applicable) Specify _____	$_____	
General Administrative Costs, Overhead and Profit	$_____	
Total (Item #5)	$_____	
Total (Items #1, 2, 3, 4 5) = Annual Salary Rate	$_____	**(JJ1)**

Name of Proposed Regional Finance and Reporting Coordinator _____

PROPOSER'S NAME: _____ PROPOSAL NUMBER _____

Airport Parking Lot Management and Operation Services at John F. Kennedy International Airport, LaGuardia Airport, Newark Liberty International Airport, and Stewart International Airport

CALCULATION OF ANNUAL SALARIED POSITIONS
(One should be completed for Each Salaried Position)

Position – Regional Finance and Reporting Coordinator - Year 2

Item #1 Minimum Direct Salary	$_____	
Item #2 Health Benefits	$_____	
Item #3 Supplemental Benefits (Items not required by law)		**Number of Days**
Holiday Allowance	$_____	_____
Vacation Allowance	$_____	_____
Sick Time Allowance	$_____	_____
Pension	$_____	
Other Supplemental Benefits	$_____	
Specify_____	$_____	
Total (Item #3)	$_____	
Item # 4 Taxes and Insurance (Items required by law)		
F.I.C.A.	$_____	
N.Y.S.U.I	$_____	
F.U.I.	$_____	
Workers' Compensation	$_____	
General Liability Insurance	$_____	
Disability Insurance	$_____	
Other Taxes and Insurance		
Specify_____	$_____	
Total (Item #4)	$_____	
Item # 5: Additional Components (if Applicable)		
Specify _____	$_____	
General Administrative Costs, Overhead and Profit	$_____	
Total (Item #5)	$_____	
Total (Items #1, 2, 3, 4 5) = Annual Salary Rate	$_____	**(JJ2)**

Name of Proposed Regional Finance and Reporting Coordinator _____

PROPOSER'S NAME: _____ PROPOSAL NUMBER _____

Airport Parking Lot Management and Operation Services at John F. Kennedy International Airport, LaGuardia Airport, Newark Liberty International Airport, and Stewart International Airport

CALCULATION OF ANNUAL SALARIED POSITIONS
(One should be completed for Each Salaried Position)

Position – Regional Finance and Reporting Coordinator - Year 3

Item #1 Minimum Direct Salary	$_____	
Item #2 Health Benefits	$_____	
Item #3 Supplemental Benefits (Items not required by law)		**Number of Days**
Holiday Allowance	$_____	_____
Vacation Allowance	$_____	_____
Sick Time Allowance	$_____	_____
Pension	$_____	
Other Supplemental Benefits	$_____	
Specify_____	$_____	
Total (Item #3)	$_____	
Item # 4 Taxes and Insurance (Items required by law)		
F.I.C.A.	$_____	
N.Y.S.U.I	$_____	
F.U.I.	$_____	
Workers' Compensation	$_____	
General Liability Insurance	$_____	
Disability Insurance	$_____	
Other Taxes and Insurance		
Specify_____	$_____	
Total (Item #4)	$_____	
Item # 5: Additional Components (if Applicable)		
Specify _____	$_____	
General Administrative Costs, Overhead and Profit	$_____	
Total (Item #5)	$_____	
Total (Items #1, 2, 3, 4 5) = Annual Salary Rate	$_____	**(JJ3)**

Name of Proposed Regional Finance and Reporting Coordinator _____

PROPOSER'S NAME: _____ PROPOSAL NUMBER _____

Airport Parking Lot Management and Operation Services at John F. Kennedy International Airport, LaGuardia Airport, Newark Liberty International Airport, and Stewart International Airport

CALCULATION OF ANNUAL SALARIED POSITIONS
(One should be completed for Each Salaried Position)

Position – Regional Sales and Marketing Coordinator - Year 1

Item #1 Minimum Direct Salary	$_____	
Item #2 Health Benefits	$_____	
Item #3 Supplemental Benefits (Items not required by law)		**Number of Days**
Holiday Allowance	$_____	_____
Vacation Allowance	$_____	_____
Sick Time Allowance	$_____	_____
Pension	$_____	
Other Supplemental Benefits	$_____	
Specify_____	$_____	
Total (Item #3)	$_____	
Item # 4 Taxes and Insurance (Items required by law)		
F.I.C.A.	$_____	
N.Y.S.U.I	$_____	
F.U.I.	$_____	
Workers' Compensation	$_____	
General Liability Insurance	$_____	
Disability Insurance	$_____	
Other Taxes and Insurance Specify_____	$_____	
Total (Item #4)	$_____	
Item # 5: Additional Components (if Applicable) Specify _____	$_____	
General Administrative Costs, Overhead and Profit	$_____	
Total (Item #5)	$_____	
Total (Items #1, 2, 3, 4 5) = Annual Salary Rate	$_____	**(KK1)**

Name of Proposed Regional Sales and Marketing Coordinator _____

PROPOSER'S NAME: _____ PROPOSAL NUMBER _____

Airport Parking Lot Management and Operation Services at John F. Kennedy International Airport, LaGuardia Airport, Newark Liberty International Airport, and Stewart International Airport

CALCULATION OF ANNUAL SALARIED POSITIONS
(One should be completed for Each Salaried Position)

Position – Regional Sales and Marketing Coordinator - Year 2

Item #1 Minimum Direct Salary	$_____	
Item #2 Health Benefits	$_____	
Item #3 Supplemental Benefits (Items not required by law)		**Number of Days**
Holiday Allowance	$_____	_____
Vacation Allowance	$_____	_____
Sick Time Allowance	$_____	_____
Pension	$_____	
Other Supplemental Benefits	$_____	
Specify_____	$_____	
Total (Item #3)	$_____	
Item # 4 Taxes and Insurance (Items required by law)		
F.I.C.A.	$_____	
N.Y.S.U.I	$_____	
F.U.I.	$_____	
Workers' Compensation	$_____	
General Liability Insurance	$_____	
Disability Insurance	$_____	
Other Taxes and Insurance		
Specify_____	$_____	
Total (Item #4)	$_____	
Item # 5: Additional Components (if Applicable)		
Specify _____	$_____	
General Administrative Costs, Overhead and Profit	$_____	
Total (Item #5)	$_____	
Total (Items #1, 2, 3, 4 5) = Annual Salary Rate	$_____(KK2)	

Name of Proposed Regional Sales and Marketing Coordinator _____

PROPOSER'S NAME: _____ PROPOSAL NUMBER _____

Airport Parking Lot Management and Operation Services at John F. Kennedy International Airport, LaGuardia Airport, Newark Liberty International Airport, and Stewart International Airport

CALCULATION OF ANNUAL SALARIED POSITIONS
(One should be completed for Each Salaried Position)

Position – Regional Sales and Marketing Coordinator - Year 3

Item #1 Minimum Direct Salary	$_____	
Item #2 Health Benefits	$_____	
Item #3 Supplemental Benefits (Items not required by law)		**Number of Days**
Holiday Allowance	$_____	_____
Vacation Allowance	$_____	_____
Sick Time Allowance	$_____	_____
Pension	$_____	
Other Supplemental Benefits	$_____	
Specify_____	$_____	
Total (Item #3)	$_____	
Item # 4 Taxes and Insurance (Items required by law)		
F.I.C.A.	$_____	
N.Y.S.U.I	$_____	
F.U.I.	$_____	
Workers' Compensation	$_____	
General Liability Insurance	$_____	
Disability Insurance	$_____	
Other Taxes and Insurance Specify_____	$_____	
Total (Item #4)	$_____	
Item # 5: Additional Components (if Applicable) Specify _____	$_____	
General Administrative Costs, Overhead and Profit	$_____	
Total (Item #5)	$_____	
Total (Items #1, 2, 3, 4 5) = Annual Salary Rate	$_____	**(KK3)**

Name of Proposed Regional Sales and Marketing Coordinator _____

ATTACHMENT B

PART III (D) - MONTHLY MANAGEMENT FEE CALCULATION BREAKDOWN FORMS

The Monthly Management Fee Calculation Breakdown Forms shall include the estimated and known costs and components that comprise the Proposer's Monthly Management Fee. The categories included on the sheets are only suggestions and the Proposer should supplement where appropriate. The Port Authority will not provide additional compensation beyond what is submitted on the Cost Proposal Pricing Sheet(s) for items not included in the Management Fee Calculation Sheet. The Contractor is solely responsible for unforeseen and unexpected costs or increases in prices.

Airport Parking Lot Management and Operation Services at JFK, LGA, EWR & SWF
Monthly Management Fee Calculation Breakdown Form – **Year 1**

	*Proposed Minimum Salary	Annual Salary Rate
LIST SALARIED POSITIONS:		
General Manager (JFK)	*$_____	$_____(AA1)
General Manager (LGA)	*$_____	$_____(BB1)
General Manager (EWR/SWF)	*$_____	$_____(CC1)
Operations Manager (JFK)	*$_____	$_____(DD1)
Operations Manager (LGA)	*$_____	$_____(EE1)
Operations Manager (EWR/SWF)	*$_____	$_____(FF1)
Regional Contract Manager	*$_____	$_____(GG1)
Regional Human Resources Coordinator	*$_____	$_____(HH1)
Regional Customer Service/Training Coordinator	*$_____	$_____(II1)
Regional Finance and Reporting Coordinator	*$_____	$_____(JJ1)
Regional Sales and Marketing Coordinator	*$_____	$_____(KK1)
Other Positions (Note what they are)_____		$_____
Insurance Cost (Excluding Health)		$_____
Office Furniture		$_____
Telephone		$_____
Office Machines		$_____
Office Supplies		$_____
Other (Specify)_____		$_____
Total ANNUAL Management Fee		$_____
Total Monthly Management Fee		$_____

____(Y1)
(Total ANNUAL Management Fee / 12 months – This amount should be transposed on to the Cost Proposal Forms)

* The Proposed Minimum Salary and Annual Salary Rate shall be determined by the Proposer.
NOTE: The Monthly Management Fees shall include all fixed costs billable to the Port Authority.

Airport Parking Lot Management and Operation Services at JFK, LGA, EWR & SWF
Monthly Management Fee Calculation Breakdown Form – **Year 2**

	*Proposed Minimum Salary	Annual Salary Rate	
LIST SALARIED POSITIONS:			
General Manager (JFK)	*$_____	$_____	(AA2)
General Manager (LGA)	*$_____	$_____	(BB2)
General Manager (EWR/SWF)	*$_____	$_____	(CC2)
Operations Manager (JFK)	*$_____	$_____	(DD2)
Operations Manager (LGA)	*$_____	$_____	(EE2)
Operations Manager (EWR/SWF)	*$_____	$_____	(FF2)
Regional Contract Manager	*$_____	$_____	(GG2)
Regional Human Resources Coordinator	*$_____	$_____	(HH2)
Regional Customer Service/Training Coordinator	*$_____	$_____	(II2)
Regional Finance and Reporting Coordinator	*$_____	$_____	(JJ2)
Regional Sales and Marketing Coordinator	*$_____	$_____	(KK2)
Other Positions (Note what they are)_____		$_____	
Insurance Cost (Excluding Health)		$_____	
Office Furniture		$_____	
Telephone		$_____	
Office Machines		$_____	
Office Supplies		$_____	
Other (Specify)_____		$_____	
Total ANNUAL Management Fee		$_____	
Total Monthly Management Fee		$_____	

____**(Y1)**
(Total ANNUAL Management Fee / 12 months – This amount should be transposed on to the Cost Proposal Forms)

* The Proposed Minimum Salary and Annual Salary Rate shall be determined by the Proposer.
NOTE: The Monthly Management Fees shall include all fixed costs billable to the Port Authority.

Airport Parking Lot Management and Operation Services at JFK, LGA, EWR & SWF
Monthly Management Fee Calculation Breakdown Form – **Year 3**

	*Proposed Minimum Salary	Annual Salary Rate
LIST SALARIED POSITIONS:		
General Manager (JFK)	*$_____	$_____(AA3)
General Manager (LGA)	*$_____	$_____(BB3)
General Manager (EWR/SWF)	*$_____	$_____(CC3)
Operations Manager (JFK)	*$_____	$_____(DD3)
Operations Manager (LGA)	*$_____	$_____(EE3)
Operations Manager (EWR/SWF)	*$_____	$_____(FF3)
Regional Contract Manager	*$_____	$_____(GG3)
Regional Human Resources Coordinator	*$_____	$_____(HH3)
Regional Customer Service/Training Coordinator	*$_____	$_____(II3)
Regional Finance and Reporting Coordinator	*$_____	$_____(JJ3)
Regional Sales and Marketing Coordinator	*$_____	$_____(KK3)
Other Positions (Note what they are)_____		$_____
Insurance Cost (Excluding Health)		$_____
Office Furniture		$_____
Telephone		$_____
Office Machines		$_____
Office Supplies		$_____
Other (Specify)_____		$_____
Total ANNUAL Management Fee		$_____
Total Monthly Management Fee		$_____

____(Y1)
(Total ANNUAL Management Fee / 12 months – This amount should be transposed on to the Cost Proposal Forms)

* The Proposed Minimum Salary and Annual Salary Rate shall be determined by the Proposer.
NOTE: The Monthly Management Fees shall include all fixed costs billable to the Port Authority.

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PART IV STANDARD CONTRACT TERMS AND CONDITIONS

PART IV - STANDARD CONTRACT TERMS AND CONDITIONS

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STANDARD CONTRACT TERMS AND CONDITIONS

PART A 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 Authority's Manager, Purchasing Services Division.

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, acting personally or through one of his/her authorized representatives for the purpose of this Contract.

Manager - shall mean the Manager of the Facility for the time being or his successor in duties for the purpose of this Contract, acting personally or through 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 Authority's Manager, Purchasing Services Division. 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) - shall mean a business entity which is at least 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 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:

- The principal place of business must be located in New York or New Jersey;
- The firm must have been in business for at least three years with activity;
- 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.

Women-Owned Business Enterprise (WBE) - *shall mean a business enterprise which is at least 51% owned by* one or more women, or, in the case of a publicly held corporation, at least 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 B 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. **Equal Employment Opportunity, Affirmative Action, Non-Discrimination**

a. The Contractor is advised to ascertain and comply with all applicable federal, State and local statutes, ordinances, rules and regulations and, federal Executive Orders, pertaining to equal employment opportunity, affirmative action, and non-discrimination in employment.

b. *Without limiting the generality of any other term or provision of this Contract, in the event of the* Contractor's non-compliance with the equal opportunity and non-discrimination clause of this Contract, or with any of such statutes, ordinances, rules, regulations or Orders, this Contract may be cancelled, terminated or suspended in whole or in part.

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 Site of Work 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:

- 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 Site of Work 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 the Site of Work.

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 Confidential Information ("CI") as defined in the Port Authority Information Security Handbook ("Handbook"), dated October 2008, corrected as of February 2009, 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 CI if at any point during the lifecycle of the project or solicitation it becomes necessary for the Contractor to have access to CI. 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 CI 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 CI to ensure that the storage and protection of CI;
(5) restrictions on the transfer, shipping, and mailing of CI information;
(6) prohibitions on the publication, posting, modifying, copying, reproducing, republishing, uploading, transmitting, or distributing CI 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 CI, from viewing such information;
(7) require that CI 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 CI developed from the project or contained in reports, except between Contractors and subcontractors, without prior approval of the Port Authority;
(10) require that CI 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, Confidential 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 February, 9 2009),* 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 (M/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. M/WBE Good Faith Participation

If specified as applicable to this Contract, the Contractor shall use every good-faith effort to provide for participation by certified Minority Business Enterprises (MBEs) and certified Women-owned Business Enterprises (WBEs) as herein defined, in all purchasing and subcontracting opportunities associated with this Contract, including purchase of equipment, supplies and labor services.

Good Faith efforts to include participation by MBEs/WBEs shall include 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 MBEs/WBEs as may be appropriate.

c. Soliciting services and materials, to be procured, from the Directory of MBEs/WBEs, a copy of which can be obtained on the Port Authority Website at http://www.panynj.gov/business-opportunities/supplier-diversity.html or by contacting the Port Authority's Office of Business Diversity and Civil Rights at (212) 435-7819 or seeking MBEs/WBEs from other sources.

d. Insuring that provision is made to provide progress payments to MBEs/WBEs on a timely basis.

e. Observance of reasonable commercial standards of fair dealing in the respective trade or business.

Either prior or subsequent to Contract award, the Contractor may request a full or partial waiver of the M/WBE participation goals set forth in this Contract by providing documentation demonstrating to the Manager, for approval by the Port Authority's Office of Business Diversity and Civil Rights, that its good faith efforts did not result in compliance with the goals set forth above because participation by eligible M/WBEs could not be obtained at a reasonable price or that such M/WBEs were not available to adequately perform as subcontractors. The Contractor shall provide written documentation in support of its request to the Manager. The documentation shall include, but not be limited to, documentation demonstrating good faith efforts as described above, which may include, proof that the Authority's directory does not contain M/WBEs in this specific field of work, a list of organizations contacted to obtain M/WBEs, and/or a list of M/WBEs contacted and their price quotes. If approved by the Authority's Office of Business Diversity and Civil Rights, the Manager will provide written approval of the modified or waived M/WBE Participation Plan.

Subsequent to Contract award, all changes to the M/WBE Participation Plan must be submitted via a modified M/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 M/WBE Plan, Contractors are directed to use form PA3749C, which may be downloaded at http://www.panynj.gov/business-opportunities/become-vendor.html. The Contractor shall not make changes to its approved M/WBE Participation Plan or substitute M/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 M/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 as the M/WBE Participation Report, annexed hereto as an attachment. The Statement must include the name and business address of each M/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.

If, during the performance of this Contract, the Contractor fails to demonstrate good faith efforts in carrying out its M/WBE Participation Plan and the Contractor has not requested and been granted a full or partial waiver of the M/WBE participation goals set forth in this Contract, the Authority will take into consideration the Contractor's failure to carry out its M/WBE Participation Plan in its evaluation for award of future Authority contracts.

PART C 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 $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.

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 April 11, 1996, (a copy of which is available upon request to the individual named in the clause hereof entitled "Bidder's Questions"), 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 shall be deemed to be 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 that 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 Director 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-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 on this Contract of any change of circumstances which might under this clause make it unable to make the foregoing certifications 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 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 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. No Gifts, Gratuities, Offers of Employment, Etc.

During the term of this Contract, 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 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 April 11, 1996, (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.

5. 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 Director in writing of such situation giving the full details thereof. Unless the Contractor receives the specific written approval of the Director, the Contractor shall not take the contemplated action which might be viewed as or give the appearance of a conflict of interest. In the event the Director 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 Director to be no longer appropriate because of such preclusion, then the Director 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.

6. 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 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;
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 B
PART V - WEB DESIGN REQUIREMENTS

APPLICATION CONTROLS CHECKLIST

General

- Overview of the application, what the function is, who uses the application, and where it is physically located.
- Documented procedures, flowcharts and processes maps.
- Physical access to the application hardware should be appropriately restricted.
- If vendor(s) support the application, a vendor contract and service level agreement should be in place. The SLA should have provisions for uptime, performance monitoring, updates, etc.
- The application should have the PA's warning banner on the login screen.
- Remote access should be restricted and documented in accordance with PA policy.
- Determine what form of output is possible through the application.

Hardening of operating system/database that supports the application:

- Disable unnecessary ports/services.
- Remove all samples from the box.
- Change all default passwords; delete all default content and scripts.
- Limit user account access.
- Document system accounts like administrator, root, oracle, and sys.
- Document user/group access rights
    - Users/groups should be setup with least access required to perform job responsibilities.
- Follow PA password standards (90-day expiration, lockout after 3 incorrect password attempts, concurrent logins, 6 alphanumeric characters)
- Set "automatic session timeout" to 15 minutes of inactivity and require user to log back in with a valid ID and password.
- Implement access control at the database level (i.e. user roles and permissions, passwords, secure links)
- Apply all new patches and fixes to operating system and application software for security.
- Use secure encrypted remote access methods.
- If the application is a web application, log (and monitor) web traffic and trend the activity looking for abnormal activity.
- Ensure that appropriate security and vulnerability assessment tools are running.

License Management

- Ensure that application licensing requirements are documented, reviewed and maintained.
- Application licenses should be current/valid and individuals/groups with application access should have completed the necessary access request forms and adhere to licensing requirements.

Logical Access Controls

- Procedures to grant/revoke access should be documented.
    - Access request forms for adding/modifying/deleting users should be used.

- Ensure that security administrator procedures exist to:
    - create/remove application access in a timely manner
    - review user roles/permissions
- Validate that all users have accessed the application within the past 90 days.
    - Review dormant accounts
- Ensure that password controls for the application are consistent with PA requirements
    - Passwords must be at least 6 alphanumeric characters long
    - Passwords must be changed every 90 days
    - Passwords must not be shared
    - UserID accounts should be locked after a three logon failures.
- Password file should be securely stored with limited access and encrypted.
- Application forces initial passwords to be changed and the initial passwords should not be easily guessable.
- Each user has a unique userID.
- Should have a segregation of duties/roles.
    - Roles are setup with least access required to perform job responsibilities.

Application Controls

Data Validation & Input Controls

- The application should have input controls to verify the validity of the data entered.

Data Retention and Management

- All data should be classified according to its sensitivity (confidential, etc) and protected accordingly.
- Data archive strategy should be documented and in place.
    - Should specify how long active data is kept.
- Sensitive data like credit card #s and social security #s should be encrypted.

Application Interfaces

- Interface file should be secured and archived.
- Reconciliation of data should be done on a batch record and totals. Detail data reconciliations should be completed on periodic basis.

Processing Controls

- Application databases/interfaces should have the necessary controls to prevent processing of inaccurate, duplicate, or unauthorized transactions and producing inaccurate outputs.
- Controls to ensure that all data is processed and accounted for should be in place.
- Rejected items should be logged, tracked and resolved in a timely manner.

Change Management

- Processes and tools should be used to report, track, approve, fix, and monitor changes on the application.
- The application and all changes to the application should be tested before being put into production.
    - Documentation of approval for change and evidence of testing should be in place.

Application Logging, Audit Trails and Record Retention

- Users and roles should be tracked and reviewed
    - Maintain documentation
- All failed logon attempts should be logged.
- All sensitive transactions and changes should be logged and an audit trail created.
- Audit trails should contain who made the change, when it was made, and what was changed.
- Only the security administrator should have access to change or delete these logs or audit trails.
- Audit trails should be reviewed by the business owner(s) and security administrator.

Management Reporting

- Management reporting should be produced through the application.
- Transaction logs should be maintained.

Contingency Planning, Disaster Recovery and Backup Management

- A Business contingency plan and a disaster recovery plan for the application should be documented.
- Plans should be tested and the outcomes of the tests (success/failure) should be documented.
- Backup copies of these plans should be stored off-site.
- Backup procedures should be documented and regular backups of the application and the application data should be stored off-site.
- Application executables should be stored off-site or in escrow.
- Application configurations should be documented and backed-up.

Performance Monitoring

- Incident monitoring procedures should be documented and incidents logs should be reviewed to ensure that appropriate action is taken.
- Performance statistics should be examined and reviewed periodically by system administrators/business owner(s).
    - There should be SLA and /or requirement with the vendor for "uptime".

ATTACHMENT B
PART V - WEB DESIGN REQUIREMENTS

CREDIT CARD PROCESSING CHECKLIST

1. PCI Standards should be enabled and be PCI compliant. Ensure all vendors and consultants are required to be PCI compliant. Attachment - PCI DSS v1-2
2. A segregated network and/or an approved Point of Sale terminal should be in place for the system or terminal used to process credit card transactions.
3. The credit card processor standard and requirements should be enable. i.e. Maintain transaction data for two years.
4. Maintain the security of the customer information, including not storing credit numbers, the cardholder CVC/CVV numbers or any of the data from the magnectic strip on the credit card.
5. Maintain the transaction data for contesting chargebacks, ensure that the procressor fees are appropriate and do reconciliations of the transactions processed and the money deposited in the Port Authority bank accounts.
6. Make Treasury (Cash Mgmt) and Comptroller's (Revenue Accounting) aware credit card processing. Have Comptroller's fill out the Merchant form to get a Merchant ID for MasterCard/Visa, Discover and American Express.
7. Have Procurement enter into an agreement for credit card processing.
8. Create a privacy policy and procedure for staff and consultants.
9. Perform quarterly vulnerability scans of the network that contains the credit card processing, annual PCI reviews according to the PCI DSS, and annual system penetration testing.

ATTACHMENT B
PART V - WEB DESIGN REQUIREMENTS

SECURITY ADMINISTRATION FUNCTION

Responsible for:

- Establishment of access rights, groups, profiles etc. for a system or application for which they are responsible and documenting their use and definitions.
- The development of security procedures which define the granting of access and the administration of security functions of their system or application. The ongoing review and update of these security procedures.
- Responsible for the development of add/change/delete access requests forms.
- The development of procedures for changing or deleting accounts or privileges when staff leave or change assignments. Execution of these procedures in a timely manner.
- Regular review of who has access to their data and determining if it is appropriate and still required.
- Ensuring that users are required to acknowledge, in writing, that they have been informed of the organization's position on security and confidentiality of information prior to access being given.
- Assigning appropriate expiration dates for accounts used by temporary/consulting staff.
- The development of procedures for responding to, documenting and escalating security incidents.
- The investigation and appropriate escalation of a security incident matter.
- Setting any global system or application controls (i.e. password controls, time out, concurrent logins) consistent with the Standards and Guidelines for Port Authority Technology.
- Restricting remote access and monitoring and reviewing the activity log. (Limit or no use of modems. Modems should be configured according to the Standards and Guidelines a certified by the Information Systems Security Officer.)
- Development and review of reports such as Kane Security Analyst, ISS or ESM to monitor areas of security exposure.
- Daily event log reviews for irregular activities and security violations.
- Keeps management and the business unit informed on security issues.

- Development of regular processing schedules for the production of security reports i.e. unsuccessful logon attempts, audit trail reports.
- Development of procedures for reviewing the reports and logs on a regular basis and taking appropriate corrective action.
- Responsible for ensuring that the system complies with the Standards and Guidelines for Port Authority Technology.
- Determining high-risk activities, establishing logs of those activities and tables and determining appropriate review cycles.
- Ensuring that operating system, database system and application security issues are coordinated.
- Keeping abreast of vulnerabilities of systems, databases, or application as they are discovered and patching them or implementing compensation controls.
- Development of procedures for the disposal of unneeded confidential data produced from the application.
- Ensure all system hardware (i.e. servers, comm. rooms, backup tapes, etc.) and software are secured from tampering or damaging.
- Ensure that operating systems at a minimum complies with the Distributed Systems Environment in the Standards and Guidelines and industry standards.
- Document a virus protection and recovery plan.
- Firewall Administration, Firewall configuration, rules, logs, and patches
- Intrusion Detection System Administration, monitoring network traffic across the firewall and in the DMZ.
- Router and Switches Administration, configuration file, backups, patches, and change controls.

ATTACHMENT B
PART V - WEB DESIGN REQUIREMENTS

CONTROL SECURITY REQUIREMENTS

System Configuration

- Default accounts are secured/locked/or removed.
- Public and Guest accounts/profiles should be secured with no access.
- Controlled use of administrative accounts.
- Limited assignment of administrative privileges and roles.
- Access violation reports.
- Audit trails for operating, application and database systems
- Not display last user who signed on
- No use of login scripts for accounts.
- LDAP compliant
- Encryption of data in storage and transmission of data via the network.
- Unnecessary services removed and/or disabled.
- Secured and approved remote access strategy.
- Data archiving in place.
- Data Retention Policy and Procedures in place.
- Requirement for user name and password
- System timeout for inactivity set to 15 minutes.
- All default settings or passwords changed.
- Test facility which replicates the production system.
- Patching up to date. Patch Management Procedures and documentation includes testing.
- Virus software implemented and up to date.

Physical Protection

- Appropriate fire suppression systems in place.
- Temperature and humidity monitoring.
- Environmental condition adequately controlled (no water, dirt, clutter) and monitored.
- Physical access secured by single authentication mechanism i.e. swipe card.
- Physical security adequate for equipment (locked cabinets).
- Security cameras installed in sensitive areas.
- Power surge protection and emergency power backup are in place.

Backup

- Backup data maintained off-site
- System backup is encrypted.
- Full system backups exist.
- Backup tapes are tested periodically.

Access Controls

- Background checks are performed on all personnel.
- Account expiration for contractors and consultants
- Account password is not the same as account name
- No concurrent login capabilities

- No accounts assigned to individuals who no longer require the account
- Default accounts are locked or secured.
- Accounts never logged into are removed.
- Accounts adequately identify the user – no generic accounts.
- Accounts not used by multiple individuals
- Administrator account passwords adequately secured.
- Disabled accounts are deleted.
- No test accounts on production.
- No generic accounts
- No excessive privileges on accounts – least privilege granted.
- Guest accounts are removed
- Inactive accounts are removed
- Review of profiles, access levels, privileges
- Access reports by user and privilege
- All user account profile should include Employee ID number and full user name.
- Assigned Security Administrator
- Baseline tools or security products are implemented on a quarterly basis.
- Adequate network zoning
- Adequate performance monitoring
- Intrusion Detection System in place
- Secured and authorized remote access
- Firewalls in place
- Warning message/banner
- No modems (dial up or wireless)

Password Controls

- Password encryption enabled.
- Password uniqueness functions enabled.
- Passwords expire every ninety days.
- Forced password change at initial log on.
- Passwords set for a minimum of six characters, combination of letters, numbers, and special characters.
- Retention of unsuccessful login attempts and length of account lockout time set to PA standards.
- Password dictionaries
- Account lockout function enabled and set according to standards.
- Password age in compliance with PA standards

Documentation / Procedures

- Security Administration Procedures documented
- Procedure for granting, modifying or deleting access to the system are documented
- Access request forms authorized
- Access request forms retained
- Access request forms are used to assign access
- Change Management procedures documented
- Test results documented
- Backup, restart and recovery procedures documented

- Disaster Recovery Plans and Business Resumption Plans documented and comprehensive.
- Documentation is current for System Manuals, Operating Instructions
- Documentation is up to date for Firewall rule sets.
- Inventory listings of equipment and software.
- Adequate training
- Password reset procedures controlled (Help desk function)
- System Administration procedures documented
- Data retention and archiving procedures documented
- Roles and Responsibilities defined and documented
- Virus Patch Management procedures documented
- Batch and Interface Management procedures documented
- Patch Management procedure documented
- Escalation procedures documented
- Incident Response procedures documented
- Incident and Error logging/tracking.
- Topologies exist and are up to date (system/network diagrams)
- System monitoring/performance
- Log reviews
- Management reporting – like Access Reports, Exception transaction reporting

ATTACHMENT B
PART V - WEB DESIGN REQUIREMENTS

DISASTER RECOVERY PLAN CHECKLIST

Disaster recovery is a plan which could be executed in the event of a total disaster in order to bring the computer systems back to a functioning whole. Typically, the disaster in question is one, which destroys a complete site that requires restoration of support, particularly Information Technology support. Most commonly considered causes of disasters are fire, explosion, flooding, hurricanes and tornados. Disaster recovery planning normally involves alternate locations for major systems as well as the planning and testing of switch over measures, emergency transportation and so on.

The Disaster Recovery plan should include at a minimum the following areas.

1. Disaster Recovery
   - Manager Responsibilities
   - Plan Administration
     - Distribution of the Disaster Recovery Plan – All team members, LAN and an offsite location should have a copy of the current plan and its attachments.
     - Maintenance of the Business Impact Analysis
     - Training of the Disaster Recovery Team
     - Testing of the Disaster Recovery Plan
     - Evaluation/Review of the Disaster Recovery Plan and Tests – the DR Plan should be reviewed and the DR Test should be performed at a minimum twice a year. Update the plan to reflect changes in activities, procedures, performance, staff, and etc. Set a regular time for the review.
     - Maintenance of the Disaster Recovery Test Results – Maintain copies of the test results and what scenarios and areas of the plan were tested.

2. Business Impact Analysis - Minimize the impact on the business with respect to dollar losses and operational interference
   - Critical Time Frame - Recover the system and/or component of the system within the critical time frames established and accepted by the user community. This should include the time estimate of how long it would take to recover the whole system or any sub components.
   - Application System Impact Statements - This area is where a business owner decision of what areas of the system has a priority in how it is brought back into normal operation. How long could these operations be performed without computer support?
     - Essential – Are systems or components of the system that are very critical and need to be back in operation immediately because the business cannot function.
     - Delayed – Are systems that are needed but could be delayed and could not adversely effect the business process.

        - Suspended – Are system or components that are not critical and can wait until the full system is back to normal operation.
    - Recovery Strategy & Approach

3. Disaster Definition – All possible interruptions should be defined, and then the steps to minimize their impact need to be documented. This includes disk array failure, power loss, loss of network, loss of wireless network, loss remote access, equipment, computer processor failures, etc.
    - Detailed Recovery Steps for each Disaster Definition - This should be the technical steps to recover the different areas of the system like the Operating system, database, application, routers, firewall, and etc.
    - Escalation Plans and Decision Points

4. Data Center Systems – Dependencies should be notated.
    - System Components- A copy of all essential office equipment and records should be stored off-site. Specify any special computer hardware, software, databases, networks or other technology.

        - Backup Strategy
            - Storage Rotation
            - Back-up Files
            - Off Site Storage of Back-up Files
            - Back-up Files Retrieval Process, Vendor information and Forms for Off Site Storage

        - Hardware -
            - Hardware inventory for system in operation
            - Desktop Workstations (In Office)
            - Desktop Workstation location
            - Desktop Workstations (Offsite including at home users)
            - Laptops

        - Software -
            - Software inventory of the system in operation
            - Systems, Applications and Network Software
            - Communications
            - Operations

        - Off-Site Inventory

        - Supplemental Hardware/Software Inventory

5. Escalation Plans and Decision Points

6. Disaster Recovery Emergency Procedures
    - Plan Procedure Checklist - should have a checklist of the plan procedures and area for documenting exceptions where the plan was not adhere to and what was done in its place. Disaster Recovery Procedures in a check list with approval format.

- Disaster Recovery Organization – should have the full disaster recovery team listed by position or individual and what are their responsibilities. This section of the plan should include Port Authority and PATH personnel, PA/PATH management, and all vendors that work or have responsibilities during a disaster. This area should be reviewed semi-annually for updates and changes.
    - Recovery Organization Chart
    - Disaster Recovery Team & Recovery Team Responsibilities
    - Recovery Management & Senior Manager Responsibilities
    - Damage Assessment and Salvage Team & Team Responsibilities

Problems and Changes - Need to be documented and what was done to rectify them.

Essential Position – Require back-up personnel to be assigned.

7. Pre-Disaster - What steps need to be in place prior to a disaster for this plan to work? If there are any assumptions, they should be notated here.
    - Recovery Management
    - Damage Assessment and Salvage
    - Hardware Installation

8. Contacts information - This area should be reviewed semi-annually for updates and changes.
    - Disaster Recovery Team - This should include primary and secondary phone numbers, home address, emergency contact information, and their backups information.
    - Vendor Phone/Address List – Include account information and account representative information.
    - Command Center – Primary and Alternative site locations, hot spots, phone numbers, time scheduling

9. Post-Disaster – Detail what steps need to be taken to move from disaster mode back to normal operations.

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- M/WBE PARTICIPATION PLAN

PROCUREMENT MWBE PARTICIPATION PLAN PA 3749B 12-11

Office of Business Diversity and Civil Rights

PAGE: _____ OF _____

NOTE: The Proposer/Bidder shall submit to the Manager, Line/Facility Dept. Form PA 3749C - MODIFIED PLAN for any changes to the original plan: i.e.; subcontractor, dollar amount or work performed. If more than 1 page is used, complete totals on last page.

Purchase Order #: _____

Proposer/Bidder Name: _____

Mailing Address: _____

Telephone Number: _____

Contract Description: _____

Contract Amount: _____

Contract Goals: MBE _____ WBE _____

Name, Address, Phone Number of PA Certified M/WBE subcontractor (including name of contact person)	Indicate MBE or WBE	Description of Work, Services to be provided. Where applicable, specify, "supply" or "install or both "supply" and "install."	Anticipated date work will start and finish	Approximate $ amount of M/WBE Subcontract	M/WBE % of Total Contract Amount
			TOTAL:		

Signature of Contractor: _____

Print Name: _____

Title: _____ **Date** _____

FOR OBDCR USE ONLY

Contract Goals: ☐ **Approved** ☐ **Waived** ☐ **Rejected**

Reviewed by: _____

OBDCR Business Development Representative

Print Name: _____ **Date** _____

Distribution: Original – OBDCR; Copy 2 –Manager, Line/Facility Department; Copy 3 –Proposer/Bidder, Copy 4 – Procurement Dept – Award File

INSTRUCTIONS

PROPOSER INSTRUCTIONS: In accordance with Section 6. M/WBE Subcontracting Provisions, the proposer shall submit this form as the M/WBE Participation Plan and/or good faith documentation as part of Section 8. Proposal Submission Requirements.

BIDDER INSTRUCTIONS: In accordance with Part 1, Section 17of the contract book, the bidder shall submit this form as the M/WBE Participation Plan and/or best efforts documentation with their bid to the Procurement Department.

MANAGER/DESIGNEE INSTRUCTIONS: After a review of the submitted M/WBE Participation plan, forward to the Office of Business Diversity and Civil Rights via fax at (212) 435-7828 or PAD to 233PAS 4th Floor for review and approval. Approved/waived/rejected plan will be returned within 5 business days of receipt of this document. Manager/Designee will advise vendor of the results of the M/WBE Participation Plan review.

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 M/WBE Participation Plan.

THE PORT AUTHORITY OF NY & NJ

STATEMENT OF SUBCONTRACTOR PAYMENTS

PA3968 / 03-09

M/WBE Participation Report

Instructions for Statement of Subcontractor Payment: To be submitted with every invoice to be used in conjunction with the M/WBE Participation Plan.

Contract/PO No.: _____

Date of Invoice: _____

Contract Title: _____

Committed M/WBE Goals: M _____ W _____

Prime Contractor Name: _____

Contract/PO Amount: _____

Award Date: _____

Completion Date: _____

PA Project Manager: _____

M/WBE Participation to Date: M _____ W _____

Subcontractor's Name	Address & Phone #	Description of Work Performed or Materials Supplied	M/WBE Status	Total Contract Amount Awarded	Total Previous Requests	Amount Paid to Date	Amount of This Request

In connection with the above-captioned contract: I HEREBY DECLARE AND AFFIRM that I am a duly authorized representative of this company, and that the following Minority and Women Business Enterprises have been contracted with and have furnished, or are furnishing and preparing materials for, and have done or are doing labor on the above captioned contract; that there is due and to become due them, respectively, the amounts set opposite their names for materials or labor as stated; and that this is a full, true, and complete statement of all such MBEs/WBEs and of the amounts paid, due, and to become due to them.

Signature	Print Name	Title	Date

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- Exhibits A- I

EXHIBIT A - JFK DAILY HOURS

Monday, January 30, 2012

SUPERVISOR-IN-CHARGE	Monday			Tuesday			Wednesday			Thursday			Friday			Saturday			Sunday			Weekly
Ops	23x7	7x15	15x23	23x7	7x15	15x23	23x7	7x15	15x23	23x7	7x15	15x23	23x7	7x15	15x23	23x7	7x15	15x23	23x7	7x15	15x23	Hours
SIC (Ops)	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	168
Sales Office Manager (8a-4p)		8			8			8			8			8								40
Shift Totals	8	16	8	8	16	8	8	16	8	8	16	8	8	16	8	8	8	8	8	8	8	208
Daily Totals	32			32			32			32			32			24			24			208

Original Hours	208	Proposed Hours	208	Increase/Decrease Hrs	0	Cost Savings

SUPERVISOR	Monday			Tuesday			Wednesday			Thursday			Friday			Saturday			Sunday			Weekly
Ops	23x7	7x15	15x23	23x7	7x15	15x23	23x7	7x15	15x23	23x7	7x15	15x23	23x7	7x15	15x23	23x7	7x15	15x23	23x7	7x15	15x23	Hours
Control Office																						
Bank	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	168
PRCS (Workstation)	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	168
Mobil LPI (23x07)	8			8			8			8			8			8			8			56
CRW			8			8			8			8			8			8			8	56
Plaza Supervisors																						
Plaza Green (11p-2a, 7a-11p)	3	8	8	3	8	8	3	8	8	3	8	8	3	8	8	3	8	8	3	8	8	133
Plaza Green (4p-12a)			8			8			8			8			8			8			8	56
Plaza Blue (7a-11p)		8	8		8	8		8	8		8	8		8	8		8	8		8	8	112
Plaza Blue (4p-12a)			8			8			8			8			8			8			8	56
Plaza Yellow (7a-11p)		8	8		8	8		8	8		8	8		8	8		8	8		8	8	112
Plaza Red (7a-11p)		8	8		8	8		8	8		8	8		8	8		8	8		8	8	112
Plaza Red (3p-11p)			8			8			8			8			8			8			8	56
Plaza Orange		8	8		8	8		8	8		8	8		8	8		8	8		8	8	112
Skim (6p-2am)			8			8			8			8			8			8			8	56
Lot 9 Plaza 3p-11p			8			8			8			8			8			8			8	56
Field Supv/Customer Service																						
Lot 9 (9p-5a, 5a-1p,1p-9p)	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	168
Short Term Lots	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	168
Field Supervisors																						
17x01			8			8			8			8			8			8			8	56
23x07,07x15,15x23	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	168
7a-3p																	8			8		16
Quality Assurance (9x5)		8			8			8			8			8								40
Audit Dept (Supervisor) R. Caamano		8			8			8			8			8								40
Asst. Ops. Manager (12p-8p)		8			8			8			8									8		40
Shift Totals	51	104	136	51	104	136	51	104	136	51	104	136	51	96	136	51	88	136	51	96	136	2005
Total Daily Hours	291			291			291			291			283			275			283			2005

Original Hours	2005	Proposed Hours	2005	Increase/Decrease Hrs	0	Cost Savings

CASHIER	Monday			Tuesday			Wednesday			Thursday			Friday			Saturday			Sunday			Weekly
Ops	12x8	8x4	4x12	12x8	8x4	4x12	12x8	8x4	4x12	12x8	8x4	4x12	12x8	8x4	4x12	.	8x4	4x12	12x8	8x4	4x12	Hours
Green Lot (Short term)																						
101 (2x10)			8			8			8			8			8			8			8	56
102 (11p-1a, 2p-10p)	2		8	2		8	2		8	2		8	2		8	2		8	2		8	70
103 (12a-8a, 3p11p)	8		8	8		8	8		8	8		8	8		8	8		8	8		8	112
104 (10p-1a, 8a-2p, 2p-10p)	3	8	8	3	8	8	3	8	8	3	8	8	3	8	8	3	8	8	3	8	8	133
105 (11a-7a, 7a-3p, 3p-11)	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	168
106 (8x4,4x12)	U	U	U	U	U	U	U	U	U	U	U	U	U	U	U	U	U	U	U	U	U	0
107 (8x4, 4x12)	U	U	U	U	U	U	U	U	U	U	U	U	U	U	U	U	U	U	U	U	U	0
Blue Lot (Short term)																						
241 (3p-11p)			8			8			8			8			8			8			8	56
242 (2p-10)			8			8			8			8			8			8			8	56
243 (10p-1a, 2p-10p)	3		8	3		8	3		8	3		8	3		8	3		8	3		8	77
244 (12a-8a, 8a-4p, 4p-12a)	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	168
245 (10p-1a, 6a-10p)	3	8	8	3	8	8	3	8	8	3	8	8	3	8	8	3	8	8	3	8	8	133
246 (11x7,7x3,3x11)	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	168
247 (12x8, 2x10)	8	U	8	8	U	8	8	U	8	8	U	8	8	U	8	8	U	8	8	U	8	112
248 (8a-12a)	U	U	U	U	U	U	U	U	U	U	U	U	U	U	U	U	U	U	U	U	U	0
249 (8a-12a)	U	U	U	U	U	U	U	U	U	U	U	U	U	U	U	U	U	U	U	U	U	0
Red Lot (Short term)																						
301 (4p-12a)																						0
302(11p-2a, 3p-11p)																						0
303 (12a-8a, 8a-4p)	8	8	U	8	8	U	8	8	U	8	8	U	8	8	U	8	8	U	8	8	U	112
304 (11p-7a, 7a-3p)	8	8	U	8	8	U	8	8	U	8	8	U	8	8	U	8	8	U	8	8	U	112
305 (7a-3p, 3p-11p)		U	U		U	U		U	U		U	U		U	U		U	U		U	U	0
306																						0
307																						0
308 (3p-11p)			8			8			8			8			8			8			8	56

EXHIBIT A - JFK DAILY HOURS

309 (4p-12a)			8			8			8			8			8			8			8	56
310																						0
Yellow Lot (Short Term)																						
401 (3p-11p)			U			U			U			U			U			U			U	0
402 (3p-11p)		U	U		U	U		U	U		U	U		U	U		U	U		U	U	0
403 (3p-11p)		U	U		U	U		U	U		U	U		U	U		U	U		U	U	0
404 (11x7,7x3,3x11)	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	168
405	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	168
406																						0
407																						0
408																						0
British Deck (Short Term)																						
541 (11x7,7x3,3x11)	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	168
542	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	168
543 (4x12)			8			8			8			8			8			8			8	56
544																						0
Long term Parking																						
902	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	168
903	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	168
904 (5x01)			8			8			8			8			8			8			8	56
905																						0
906																						0
Shift Totals	116	104	176	116	104	176	116	104	176	116	104	176	116	104	176	116	104	176	116	104	176	2765
Daily Totals	395			395			395			395			395			395			395			2765

Original Hours	2765	Proposed Hours	2765	Increase/Decrease Hrs	0	Cost Savings

TRAFFIC ATTENDANT	Monday			Tuesday			Wednesday			Thursday			Friday			Saturday			Sunday			Weekly
Ops	11x7	7x3	3x11	11x7	7x3	3x11	11x7	7x3	3x11	11x7	7x3	3x11	11x7	7x3	3x11	11x7	7x3	3x11	11x7	7x3	3x11	Hours
Green Lot (7a-11p)		8	8		8	8		8	8		8	8		8	8		8	8		8	8	112
Blue Lot (7a-11p)		8	8		8	8		8	8		8	8		8	8		8	8		8	8	112
Yellow Lot (7a-11p).			8			8			8			8			8			8			8	56
Red Lot (7a-11p)			8			8			8			8			8			8			8	56
Employee Lot (Entrance Booth)	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	168
Shift Totals	8	24	40	8	24	40	8	24	40	8	24	40	8	24	40	8	24	40	8	24	40	504
Daily Totals	72			72			72			72			72			72			72			504

Original Hours	504	Proposed Hours	504	Increase/Decrease Hrs	0	Cost Savings

CLERKS	Monday			Tuesday			Wednesday			Thursday			Friday			Saturday			Sunday			Weekly
	12x8	8x4	4x12	12x8	8x4	4x12	12x8	8x4	4x12	12x8	8x4	4x12	12x8	8x4	4x12	12x8	8x4	4x12	12x8	8x4	4x12	Hours
Audit-01		8			8			8			8			8								40
Audit-02		8			8			8			8			8								40
Audit-03		8			8			8			8			8								40
Audit-04		8			8			8			8			8								40
Audit-05		8			8			8			8			8								40
Audit-06		8			8			8			8			8								40
Audit-07		8			8			8			8			8								40
Audit-08 (9a-5p)		8			8			8			8			8								40
Sales Office																						
Clerk - 1 (8a-4p)		8			8			8			8			8								40
Clerk - 2 (9a-5p)		8			8			8			8			8								40
Clerk - 3 (9a-5p)		8			8			8			8			8								40
Managers																						
Exec Admin (9a-5p)		8			8			8			8			8								40
CS/Training Manager (9a-5p)		8			8			8			8			8								40
Payroll Manager (8a-4p)		8			8			8			8			8								40
Shift Totals		112			112			112			112			112								560
Daily Totals		112			112			112			112			112								560

Original Hours	560	Proposed Hours	560	Increase/Decrease Hrs	0	Cost Savings
Total Original Hours	6042	Total Proposed Hours	6042	Increase/Decrease Hrs	0	Tot. Cost Savings
						Total Expense

EXHIBIT B - LGA DAILY HOURS

Staffing Schedule

Effective Date: Friday, February 10, 2012

SUPERVISOR-IN-CHARGE	Monday			Tuesday			Wednesday			Thursday			Friday			Saturday			Sunday			Weekly
Time	00X08	08X16	16X00	00X08	08X16	16X00	00X08	08X16	16X00	00X08	08X16	16X00	00X08	08X16	16X00	00X08	08X16	16X00	00X08	08X16	16X00	Hours
SIC (Sales Office) (8x16)		8			8			8			8			8								40
SIC (Desk)(07X15,15X23,23X07)	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	168
Shift Totals	8	16	8	8	16	8	8	16	8	8	16	8	8	16	8	8	8	8	8	8	8	208
Daily Totals		32			32			32			32			32			24			24		208

Original Hours	208	Proposed Hours	208	Increase/Decrease Hrs	0	Cost Savings

SUPERVISOR	Monday			Tuesday			Wednesday			Thursday			Friday			Saturday			Sunday			Weekly
Ops	00x08	08x16	16x00	00x08	08x16	16x00	00x08	08x16	16x00	00x08	08x16	16x00	00x08	08x16	16x00	00x08	08x16	16x00	00x08	08x16	16x00	Hours
Control Office																						
Bank/CR/PU (07X15,15X23,23X07)	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	168
RCS (Workstation) (7X15,15X23,23X07)	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	168
Plaza Lot 2 (00X02 ,16X00)	2		8	2		8	2		8	2		8	2		8	2		8	2		8	70
Plaza Lot 4 (16X00)			8			8			8			8			8			8			8	56
Field /Office Supervisor		8			8			8			8			8								40
Field Supervisor																						
Field (6X14,14X22)		8	8		8	8		8	8		8	8		8	8		8	8		8	8	112
Field (18X02)			8			8			8			8			8			8			8	56
Emergency Rd Svc. (07X15,15X23,23X07)	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	168
Credit Card & ExPass Manager (8x16)		8			8			8			8			8								40
Mgrs - Equipment Installation																						
Quality AssuranceMgr (8x16)		8			8			8			8			8								40
Shift Totals	26	56	56	26	56	56	26	56	56	26	56	56	26	56	56	26	32	56	26	32	56	918
Total Daily Hours		138			138			138			138			138			114			114		918

Original Hours	918	Proposed Hours	918	Increase/Decrease Hrs	0	Cost Savings

CASHIER	Monday			Tuesday			Wednesday			Thursday			Friday			Saturday			Sunday			Weekly
Ops	00x08	08x16	16x00	00x08	08x16	16x00	00x08	08x16	16x00	00x08	08x16	16x00	00x08	08x16	16x00	00x08	08x16	16x00	00x08	08x16	16x00	Hours
101-(00X08)	8		8	8		8	8		8	8		8	8		8	8		8	8		8	112
102-(8X16)(16X00)		8			8			8			8			8			8			8		56
Lot 2 Garage																						
201 (00X02,06X14,14X24)	2	8	8	2	8	8	2	8	8	2	8	8	2	8	8	2	8	8	2	8	8	126
202 (7x15 ,15x23)		8	8		8	8		8	8		8	8		8	8		8	8		8	8	112
202 (23x24)			1			1			1			1			1			1			1	7
203 (00X01,9X17,17X24))	1	8	7	1	8	7	1	8	7	1	8	7	1	8	7	1	8	7	1	8	7	112
204 (00X08,22X00)	8		2	8		2	8		2	8		2	8		2	8		2	8		2	70
Lot 3 Long Term Parking																						
301	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	168
Lot 4 US Airway																						
401 (00x02, 22x00)	2			2			2			2		2	2			2			2			16
401 (6X14,14X22)		8	8		8	8		8	8		8	8		8	8		8	2		8	8	106
402 (00x01 ,08x16)		8			8			8			8		1	8			8			8		57
403 (15X23)	8			8			8			8			8			8			8			56
405 (16x24)			8			8			8			8			8			8			8	56
501			6			6			6			6			6			2			6	38
502 (24X01,10X16,16X24)	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	168
601	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	168
701	3	8	8	3	8	8	3	8	8	3	8	8	3	8	8		8	8		8	8	127
Shift Totals	56	80	88	56	80	88	56	80	88	56	80	90	57	80	88	53	80	78	53	80	87	1555
Daily Totals		224			224			224			226			225			211			221		1555

Original Hours	1523	Proposed Hours	1555	Increase/Decrease Hrs	32	Cost Savings

TRAFFIC ATTENDANT	Monday			Tuesday			Wednesday			Thursday			Friday			Saturday			Sunday			Weekly
Ops	00x08	08x16	16x00	00x08	08x16	16x00	00x08	08x16	16x00	00x08	08x16	16x00	00x08	08x16	16x00	00x08	08x16	16x00	00x08	08x16	16x00	Hours
Lot 2 Levels	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	168
Lot 2 Reserved T/A (05X09)	3	1		3	1		3	1		3	1		3	1		3	1		3	1		28
Lot 3 Entrance (5X13, 13X21)		8	8		8	8		8	8		8	8		8	8		8	8		8	8	112
Lot 10E	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	168
Lot 10B	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	168
Lot 6 (7X15)		8			8			8			8			8								40
West Manager Lot (05x13-13x17)		8	4		8	4		8	4		8	4		8	4		8	4		8	4	84
Shift Totals	27	49	36	27	49	36	27	49	36	27	49	36	27	49	36	27	41	36	27	41	36	768
Daily Totals		112			112			112			112			112			104			104		768

Original Hours	684	Proposed Hours	768	Increase/Decrease Hrs	84	Cost Savings

CLERKS	Monday			Tuesday			Wednesday			Thursday			Friday			Saturday			Sunday			Weekly
Ops	00x08	08x16	16x00	00x08	08x16	16x00	00x08	08x16	16x00	00x08	08x16	16x00	00x08	08x16	16x00	00x08	08x16	16x00	00x08	08x16	16x00	Hours
Audit-01		8			8			8			8			8								40
Audit-02		8			8			8			8			8								40
Audit-03		8			8			8			8			8								40
Audit-04		8			8			8			8			8								40
Audit-05		8			8			8			8			8								40
Audit- Sales Office		8			8			8			8			8								40
Audit- Sales Office		8			8			8			8			8								40
Sub-Total		56			56			56			56			56			0			0		280
CTP																						
Human Resource & Payroll Manager		8			8			8			8			8								40
Executive Administrative		8			8			8			8			8								40
Customer Service Manager		8			8			8			8			8								40
Sub-Total		24			24			24			24			24								120
Shift Totals		80			80			80			80			80								480
Daily Totals		80			80			80			80			80								480

Original Hours	400	Proposed Hours	480	Increase/Decrease Hrs	0	Cost Savings
Total Original Hours	3733	Total Proposed Hours	3849	Increase/Decrease Hrs	116	Total Cost Savings

EXHIBIT B - LGA DAILY HOURS

Staffing Schedule

Effective Date: Friday, February 10, 2012

SUPERVISOR-IN-CHARGE	Monday			Tuesday			Wednesday			Thursday			Friday			Saturday			Sunday			Weekly
Time	00X08	08X16	16X00	00X08	08X16	16X00	00X08	08X16	16X00	00X08	08X16	16X00	00X08	08X16	16X00	00X08	08X16	16X00	00X08	08X16	16X00	Hours
SIC (Sales Office) (8x16)		8			8			8			8			8								40
SIC (Desk)(07X15,15X23,23X07)	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	168
Shift Totals	8	16	8	8	16	8	8	16	8	8	16	8	8	16	8	8	8	8	8	8	8	208
Daily Totals	32			32			32			32			32			24			24			208

Original Hours		Proposed Hours		Increase/Decrease Hrs		Cost Savings
	208		208		0	

SUPERVISOR	Monday			Tuesday			Wednesday			Thursday			Friday			Saturday			Sunday			Weekly
Ops	00x08	08x16	16x00	00x08	08x16	16x00	00x08	08x16	16x00	00x08	08x16	16x00	00x08	08x16	16x00	00x08	08x16	16x00	00x08	08x16	16x00	Hours
Control Office																						
Bank/CR/PU (07X15,15X23,23X07)	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	168
RCS (Workstation) (7X15,15X23,23X07)	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	168
Plaza Lot 2 (00X02 ,16X00)	2		8	2		8	2		8	2		8	2		8	2		8	2		8	70
Plaza Lot 4 (16X00)			8			8			8			8			8			8			8	56
Field /Office Supervisor		8			8			8			8			8								40
Field Supervisor																						
Field (6X14,14X22)		8	8		8	8		8	8		8	8		8	8		8	8		8	8	112
Field (18X02)			8			8			8			8			8			8			8	56
Emergency Rd.Svc. (07X15,15X23,23X07)	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	168
Credit Card & EzPass Manager (8x16)		8			8			8			8			8								40
Mgrs - Equipment Installation																						
Quality AssuranceMgr (8x16)		8			8			8			8			8								40
Shift Totals	26	56	56	26	56	56	26	56	56	26	56	56	26	56	56	26	32	56	26	32	56	918
Total Daily Hours	138			138			138			138			138			114			114			918

Original Hours		Proposed Hours		Increase/Decrease Hrs		Cost Savings
	918		918		0	

CASHIER	Monday			Tuesday			Wednesday			Thursday			Friday			Saturday			Sunday			Weekly
Ops	00x08	08x16	16x00	00x08	08x16	16x00	00x08	08x16	16x00	00x08	08x16	16x00	00x08	08x16	16x00	00x08	08x16	16x00	00x08	08x16	16x00	Hours
[redacted]																						
101-(00X08)	8		8	8		8	8		8	8		8	8		8	8		8	8		8	112
102-(8X16)(16X00)		8			8			8			8			8			8			8		56
[redacted]																						
201 (00X02.06X14.14X24)	2	8	8	2	8	8	2	8	8	2	8	8	2	8	8	2	8	8	2	8	8	126
202 (7x15 ;15x23)		8	8		8	8		8	8		8	8		8	8		8	8		8	8	112
202 (23x24)			1			1			1			1			1			1			1	7
203 (00X01,9X17,17X24)	1	8	7	1	8	7	1	8	7	1	8	7	1	8	7	1	8	7	1	8	7	112
204 (00X08,22X00)	8		2	8		2	8		2	8		2	8		2	8		2	8		2	70
Lot 3 Long Term Parking																						
301	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	168
Lot 4 US Airway																						
401 (00x02, 22x00)	2			2			2			2		2	2			2			2			16
401 (6X14,14X22)		8	8		8	8		8	8		8	8		8	8		8	2		8	8	106
402 (00x01 ,08x16)		8			8			8			8		1	8			8			8		57
403 (15X23)	8			8			8			8			8			8			8			56
405 (16x24)			8			8			8			8			8			8			8	56
[redacted]																						
501			6			6			6			6			6			2			6	38
502 (24X01,10X16,16X24)	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	168
[redacted]																						
601	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	168
701	3	8	8	3	8	8	3	8	8	3	8	8	3	8	8		8	8		8	8	127
Shift Totals	56	80	88	56	80	88	56	80	88	56	80	90	57	80	88	53	80	78	53	80	88	1555
Daily Totals	224			224			224			226			225			211			221			1555

Original Hours		Proposed Hours		Increase/Decrease Hrs		Cost Savings
	1523		1555		32	

TRAFFIC ATTENDANT	Monday			Tuesday			Wednesday			Thursday			Friday			Saturday			Sunday			Weekly
Ops	00x08	08x16	16x00	00x08	08x16	16x00	00x08	08x16	16x00	00x08	08x16	16x00	00x08	08x16	16x00	00x08	08x16	16x00	00x08	08x16	16x00	Hours
Lot 2 Levels	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	168
Lot 2 Reserved T/A (03X09)	3	1		3	1		3	1		3	1		3	1		3	1		3	1		28
Lot 3 Entrance (3X13, 13X21)		8	8		8	8		8	8		8	8		8	8		8	8		8	8	112
Lot 10E	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	168
Lot 10E	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	168
Lot 6 (7X15)		8			8			8			8			8								40
West Manager Lot (05x13-13x17)		8	4		8	4		8	4		8	4		8	4		8	4		8	4	84
Shift Totals	27	49	36	27	49	36	27	49	36	27	49	36	27	49	36	27	41	36	27	41	36	768
Daily Totals	112			112			112			112			112			104			104			768

Original Hours		Proposed Hours		Increase/Decrease Hrs		Cost Savings
	684		768		84	

CLERKS	Monday			Tuesday			Wednesday			Thursday			Friday			Saturday			Sunday			Weekly
Ops	00x08	08x16	16x00	00x08	08x16	16x00	00x08	08x16	16x00	00x08	08x16	16x00	00x08	08x16	16x00	00x08	08x16	16x00	00x08	08x16	16x00	Hours
Audit-01		8			8			8			8			8								40
Audit-02		8			8			8			8			8								40
Audit-03		8			8			8			8			8								40
Audit-04		8			8			8			8			8								40
Audit-05		8			8			8			8			8								40
Audit- Sales Office		8			8			8			8			8								40
Audit- Sales Office		8			8			8			8			8								40
Sub-Total		56			56			56			56			56			0			0		280
CTP																						
Human Resourse & Payroll Manager		8			8			8			8			8								40
Executive Administrative		8			8			8			8			8								40
Customer Service Manager		8			8			8			8			8								40
Sub-Total		24			24			24			24			24								120
Shift Totals		80			80			80			80			80								400
Daily Totals		80			80			80			80			80								400

Original Hours		Proposed Hours		Increase/Decrease Hrs		Cost Savings
	400		400		0	
Total Original Hours		Total Proposed Hours		Increase/Decrease Hrs		Total Cost Savings
	3733		3849		116	

EXHIBIT C - EWR DAILY HOURS

Effective Date: Sunday, December 04, 2011

SUPERVISOR-IN-CHARGE	Monday			Tuesday			Wednesday			Thursday			Friday			Saturday			Sunday			Wkly
Ops	10X6	6X2	2X10	10X6	6X2	2X10	10X6	6X2	2X10	10X6	6X2	2X10	10X6	6X2	2X10	10X6	6X2	2X10	10X6	6X2	2X10	Hours
SIC (Ops-703) 9p-5a-1p	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	168
SIC (Field 703a) 8a-4p-12a		8	8		8	8		8	8		8	8		8	8		8	8		8	8	112
Sales Office (10a-6p)		8			8			8			8			8								40
Shift Totals	8	24	16	8	24	16	8	24	16	8	24	16	8	24	16	8	16	16	8	16	16	320
Daily Totals		48			48			48			48			48			40			40		320
SUPERVISOR	Monday			Tuesday			Wednesday			Thursday			Friday			Saturday			Sunday			Wkly
Ops	10X6	6X2	2X10	10X6	6X2	2X10	10X6	6X2	2X10	10X6	6X2	2X10	10X6	6X2	2X10	10X6	6X2	2X10	10X6	6X2	2X10	Hours
Control Office																						
CTP Desk/Vault Room	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	168
PRCS (Workstation)	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	168
PRCS 2 (4p-12a)			8			8			8			8			8			8			8	56
LPI (12am-8am)	8			8			8			8			8									40
ABC - Short Term																						
CTP Unmanned Lanes (10a-2a)	4	4	8	4	4	8	4	4	8	4	4	8	4	4	8	4	4	8	4	4	8	112
CTP Plaza	8		8	8		8	8		8	8		8	8		8	8		8	8		8	112
CTP Tour 2 / Plaza 3 (6a-2a)	4	8	8	4	8	8	4	8	8	4	8	8	4	8	8	4	8	8	4	8	8	140
Plaza 2 (2p-2a)	4		8	4		8	4		8	4		8	4		8	4		8	4		8	84
Plaza 1 ((3p-11p)																						
Skim (8p-10p)			4			4			4			4			4			4			4	28
P1-P3 - Daily																						
P1/P3 Field/Plaza	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	168
P4 Garage - Daily																						
P4 Plaza / Garage	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	168
P4 Garage - Peak																						
Lot - F - Employee Lot																						
Lot - F	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	168
P6/P7/P9 - Economy Lot																						
P6	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	168
P6 Field (6a-2p,2p-10a,5p-1a)																						
P7																						
P9 - New Lot																						
Field Supervisor																						
FIELD	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	168
SIC (CSR/Utilities)		8			8			8			8			8								40
Audit Dept. (70)																						
Audit (70)		8			8			8			8			8								40
Quality Assurance Supv. (Urban)		8			8			8			8			8								40
IT Mgr (Ciro AverHoff)		8			8			8			8			8								40
Shift Totals	84	100	100	84	100	100	84	100	100	84	100	100	84	100	100	76	68	100	76	68	100	1908
Total Daily Hours		284			284			284			284			284			244			244		1908
	Monday			Tuesday			Wednesday			Thursday			Friday			Saturday			Sunday			Wkly
Valet	Valet Manager: Mon 8a-5p/Tue-Wed 8a-4p/Thu-Fri 1p-9p																					
	10X6	6X2	2X10	10X6	6X2	2X10	10X6	6X2	2X10	10X6	6X2	2X10	10X6	6X2	2X10	10X6	6X2	2X10	10X6	6X2	2X10	Hours
Valet	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	168
(Valet Mgr.) Gerry Miller		8			8			8				8			8							40
Shift Total	8	16	8	8	16	8	8	16	8	8	8	16	8	8	16	8	8	8	8	8	8	208
Daily Totals		32			32			32			32			32			24			24		208

Total Shift Hours	92	116	108	92	116	108	92	116	108	92	108	116	92	108	116	84	76	108	84	76	108	2116
Total Daily Totals		316			316			316			316			316			268			268		2116

CASHIER	Monday			Tuesday			Wednesday			Thursday			Friday			Saturday			Sunday			Wkly
Ops	11x7	7x3	3x11	11x7	7x3	3x11	11x7	7x3	3x11	11x7	7x3	3x11	11x7	7x3	3x11	11x7	7x3	3x11	11x7	7x3	3x11	Hours
ABC - Short Term																						
CTP 900																						
CTP 901																						0
CTP 902 (6am-2am)	4	8	8	4	8	8	4	8	8	4	8	8	4	8	8	4	8	8	4	8	8	140
CTP 903 (6am-2am)	4	8	8	4	8	8	4	8	8	4	8	8	4	8	8	4	8	8	4	8	8	140
CTP 904 EZP, Cash & CC	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	168
CTP 905 Unmanned (10a-2a)		U		N		M		A		N		N		E		D		L	A	N	E	
CTP 906 Unmanned (10a-2a)		U		N		M		A		N		N		E		D		L	A	N	E	
CTP 907 EZP, Cash & CC	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	168
CTP 908	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8		8	8		8	8	152
CTP 909 (3p-11p-7a)	8		8	8		8	8		8	8		8	8		8	8		8	8		8	112
MP-3 910 (3p-11p)			8			8			8			8			8						8	48
MP-3 911 (7a-2a)	3	8	8	3	8	8	3	8	8	3	8	8	3	8	8	3	8	8	3	8	8	133
MP-3 912 (7a-2a)	3	8	8	3	8	8	3	8	8	3	8	8	3	8	8	3	8	8	3	8	8	133
MP-3 913 (7a-2a)	3	8	8	3	8	8	3	8	8	3	8	8	3	8	8	3	8	8	3	8	8	133
MP-2 914 (2p-10p-2a)	4		8	4		8	4		8	4		8	4		8	4		8	4		8	84

EXHIBIT C - EWR DAILY HOURS

MP-2 915 (2p-10p-2a)	4		8	4		8	4		8	4		8	4		8	4		8	4		8	84
MP-2 916 (2p-10p-2a)	4		8	4		8	4		8	4		8	4		8	4		8	4		8	84
MP-2 917																						
MP-1 918 (Closed)																						
MP-1 919 (Closed)																						
MP-1 920 (Closed)																						
MP-1 921 (Closed)																						
P1-P3 - Daily																						
P1-P3 404	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	168
P1-P3 405	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	168
P1-P3 406			8									8			8						8	32
P4 - Garage - Daily																						
P4 801	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	168
P4 802	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	168
P4 803	3		8			8			8	3		8	3		8			8			8	65
P4 804																						
Lot F - Employee Lot																						
LOT - F ENTRANCE																						
LOT - F EXIT																						
P6 / P7 - Economy Lot																						
P6 73	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	168
P6 74	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	168
P6 75																						
P7 43																						
P7 44																						
Shift Totals	112	112	168	109	112	160	109	112	160	112	112	168	112	112	168	101	112	152	101	112	168	2684
Daily Totals	392			381			381			392			392			365			381			2684
	Monday			**Tuesday**			**Wednesday**			**Thursday**			**Friday**			**Saturday**			**Sunday**			**Wkly**
Valet Cashiers	11x7	7x3	3x11	11x7	7x3	3x11	11x7	7x3	3x11	11x7	7x3	3x11	11x7	7x3	3x11	11x7	7x3	3x11	11x7	7x3	3x11	**Hours**
Valet (3p - 2a)												8			8							16
Valet	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	168
Shift Total	8	8	8	8	8	8	8	8	8	8	8	16	8	8	16	8	8	8	8	8	8	184
Daily Totals	24			24			24			32			32			24			24			184

Total Shift Hours	120	120	176	117	120	168	117	120	168	120	120	184	120	120	184	109	120	160	109	120	176	2868
Total Daily Totals	416			405			405			424			424			389			405			2868
TRAFFIC ATTENDANT	**Monday**			**Tuesday**			**Wednesday**			**Thursday**			**Friday**			**Saturday**			**Sunday**			**Wkly**
Ops	11x7	7x3	3x11	11x7	7x3	3x11	11x7	7x3	3x11	11x7	7x3	3x11	11x7	7x3	3x11	11x7	7x3	3x11	11x7	7x3	3x11	**Hours**
A Team (C Garage All levels)																						
A Team (CTP Traffic)		8			8			8			8			8								40
P4 (6a-2p-8p)		8	6		8	6		8	6		8	6										56
P4 (6a-2p-8p)		8	6		8	6		8	6		8	6										56
P4 (Entrance / Valet)		8			8			8			8											32
B Team (CTP Traffic)			8			8			8			8			8			8			8	56
Plaza 1 (3p-11p)																						
Plaza 2 (2p-10p-2a)						8			8			8			8			8			8	48
Plaza 3 (7a-2a)	3	8	8	3	8	8	3	8	8	3	8	8	3	8	8	3	8	8	3	8	8	133
C Garage (Limo Area)*																						
P1																						
P6 Entrance (7a-3p-11p)		8	8		8	8		8	8		8	8		8	8		8	8		8	8	112
P6 Bus Gate																						
Lot F - Employee Lot																						
LOT - F ENTRANCE	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	168
LOT - F EXIT	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	168
6:30-14:30		8			8			8			8			8								40
9:00-17:00		8			8			8			8			8								40
Shift Totals	19	80	52	19	80	60	19	80	60	19	80	60	19	56	48	19	32	48	19	32	48	949
Daily Totals	151			159			159			159			123			99			99			949

VALET ATTENDANT	**Monday**			**Tuesday**			**Wednesday**			**Thursday**			**Friday**			**Saturday**			**Sunday**			**Wkly**
	11x7	7x3	3x11	11x7	7x3	3x11	11x7	7x3	3x11	11x7	7x3	3x11	11x7	7x3	3x11	11x7	7x3	3x11	11x7	7x3	3x11	**Hours**
Valet Outer Lot	8			8			8			8			8			8			8			56
Valet		8	8		8	8		8	8		8	8		8	8							80
Valet (9p-5a/5a-1p/1p-9p)	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	168
Valet (9p-5a/5a-1p/1p-9p)	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	168
Valet (5a-1p/1p-9p) S&S					8	8		8	8		8	8		8	8		8	8		8	8	96
Valet																						
Valet																						
Valet																						
Valet																						

EXHIBIT C - EWR DAILY HOURS

Shift Totals	24	24	24	24	32	32	24	32	32	24	32	32	24	32	32	24	24	24	24	24	24	568
Daily Totals		72			88			88			88			88			72			72		568

CLERKS	Monday			Tuesday			Wednesday			Thursday			Friday			Saturday			Sunday			Wkly
Bldg 70	11x7	7x3	3x11	11x7	7x3	3x11	11x7	7x3	3x11	11x7	7x3	3x11	11x7	7x3	3x11	11x7	7x3	3x11	11x7	7x3	3x11	Hours
Audit-01		8			8			8			8			8								40
Audit-02		8			8			8			8			8								40
Audit-03		8			8			8			8			8								40
Audit-04		8			8			8			8			8								40
Audit-05		8			8			8			8			8								40
Audit-06		8			8			8			8			8								40
Audit-07		8			8			8			8			8								40
Audit-08		8			8			8			8			8								40
Audit-09		8			8			8			8			8								40
Audit-10		8			8			8			8			8								40
Audit-11		8			8			8			8			8								40
Audit-12		8			8			8			8			8								40
Audit-13																						
Audit-14																						
Exec Secretary		8			8			8			8			8								40
Sub-Total		104			104			104			104			104								520
Bldg 190																						
CS/Training Manager		8			8			8			8			8								40
Customer Service Clerk		8			8			8			8			8								40
H/R Manager		8			8			8			8			8								40
Exec Admin		8			8			8			8			8								40
Office Clerk		8			8			8			8			8								40
Office Clerk		8			8			8			8			8								40
Sub-Total		48			48			48			48			48								240

Lot F																						
Office Clerk # 1		8			8			8			8			8								40
Office Clerk # 2		8			8			8			8			8								40
Office Clerk # 3		8			8			8			8			8								40
Sub-Total		24			24			24			24			24								120
Shift Totals		176			176			176			176			176								880
Daily Totals		176			176			176			176			176								880
Grand Shift Totals	263	540	376	260	548	384	260	548	384	263	540	408	263	516	396	244	268	356	244	268	372	7701
Grand Daily Totals		1179			1192			1192			1211			1175			868			884		7701

EXHIBIT D - SWF DAILY HOURS

DATE	Saturday	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday
SUPERVISORS							
9:00 AM - 5:00 PM	Supv 1	Supv 1	Sr Supv	Sr Supv	Sr Supv	Sr Supv	Sr Supv
4:00 PM - CLOSE	Supv 2	Supv 2	Supv 1	Supv 1	Supv 1	Supv 2	Supv 2
CASHIERS							
4:45 AM - 12:00 PM	Cashier 3	Cashier 3	Cashier 1	Cashier 1	Cashier 1	Cashier 1	Cashier 1
12:00 PM - 6:00 PM	Cashier 5	Cashier 5	Cashier 2	Cashier 2	Cashier 2	Cashier 2	Cashier 2
6:00 PM - CLOSE	Cashier 6	Cashier 6	Cashier 3	Cashier 3	Cashier 3	Cashier 4	Cashier 4
TRAINING							
TRAINER							
Sick Leave							
Vacation							
Floating Holiday							

EXHIBIT E - VEHICULAR SPECIFICATIONS

Specifications for:

1. Specifications for 10 passenger vans (*minimum* requirements):
    1. 5.4 liter V8 dedicated natural gas engine
    2. 4-speed automatic transmission
    3. 138" wheelbase — minimum
    4. No CNG fuel tank in interior
    5. Power steering
    6. Power ABS brakes
    7. Transmission oil cooler
    8. New York/California emissions system
    9. XHD factory installed alternator – max AMPS
    10. HD factory installed battery - max CCA rating
    11. HD suspension – shocks and sway bar
    12. Five (5) full sized BSW all-season SBR tires
    13. Manufacturer's standard wheels and wheel covers
    14. Standard heating/air conditioning
    15. Standard tinted glass w/rear defrost if available
    16. Dual remote outside mirrors
    17. Standard radio
    18. Standard vinyl bucket seats (front), w/three rear bench seats
    19. Full length cloth headliner
    20. Full length HD rubber floor matting
    21. Exterior color – manufacturer's standard bright white
    22. Interior color - manufacturer's standard grey/neutral
    23. Minimum ½ tank fuel at delivery (units with low fuel will be rejected)
    24. No dealer advertising or logos of any kind

2. Specifications for (4x4) (*minimum* factory installed mechanical features and/or ratings):
    1. 3.0L DOHC V-6 gasoline engine
    2. 4-speed automatic transmission w/OD
    3. Full-time four wheel drive
    4. Power R&P steering w/tilt wheel
    5. Power 4-wheel ABS brakes, front disc/rear drum
    6. New York/California emissions system
    7. Driver & front passenger air bags
    8. Largest available factory installed alternator w/voltage regulator to match
    9. H/D factory installed battery - max CCA rating
    10. H/D suspension - shocks and sway bar
    11. Manufacturer's standard wheels and wheel covers
    12. (5) P225/70R15 BSW all-season tires
    13. Standard heating/air conditioning
    14. Standard tinted glass - all
    15. Inside rear view mirror shall be day/night non-glare

EXHIBIT E - VEHICULAR SPECIFICATIONS

16. Outside mirrors shall be power dual remote - left and right
17. Halogen headlights
18. Windshield wipers/washers – front intermittent, rear 2-speed
19. Manufacturer's standard radio
20. Manufacturer's standard cloth/vinyl seats - buckets front w/folflat rear bench
21. Cab roof shall have a full length/width liner
22. Manufacturer's standard cab flooring – color coordinated
23. Power door locks and power windows w/driver one-touch-down
24. Remote keyless entry w/(2) transmitters
25. Securilock passive anti-theft system w/immobilizer
26. Manufacturer's standard rear doors w/rear defogger
27. Body side-protecting molding
28. Exterior color - bright white
29. Interior color - manufacturer's standard grey
30. Keys - three sets, single key locking all locks - individual vehicle
31. Minimum ½ tank fuel at delivery (units with low fuel will be rejected)
32. No dealer advertising or logos of any kind

All other equipment not specifically mentioned but included by the manufacturer

3. Specifications for Customer Service Vehicles – vans (*minimum* requirements):

1. Two or Four Wheel Drive
2. Engine Minimum 6 cylinder
3.Transmission-3 or 4 speed automatic
4. Steering -Power assisted
5. Power Brakes
6. Fuel Tank-approximately 20 gallons
7. Tires-All weather blackwall, steel belted radial, including spare
8. Windshield 'Wipers and Washer
9. Rear Window Defogger
10. Tinted Glass
11. Heat/Air Conditioning
13. Fire Extinguisher
14. Must be equipped for New York Emission Standards
15. Seating for driver and six (6) occupants-

All vehicles are to be painted white and prominently marked as directed by the Manager with the legend "Customer Service Program" in 6" black lettering, sequentially numbered.

EXHIBIT F

AIRPORT 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 proposals 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 the Request For Proposals 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.**

EXHIBIT F

FACILITY PERFORMANCE MANAGEMENT PROGRAM (continued)

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 Attachment E 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.

EXHIBIT F

FACILITY PERFORMANCE MANAGEMENT PROGRAM (continued)

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.

EXHIBIT F

FACILITY PERFORMANCE MANAGEMENT PROGRAM (continued)

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.

EXHIBIT G

CUSTOMER CARE AIRPORT STANDARDS MANUAL

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 Scully

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

Port Authority Customer Care

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

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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."**

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:

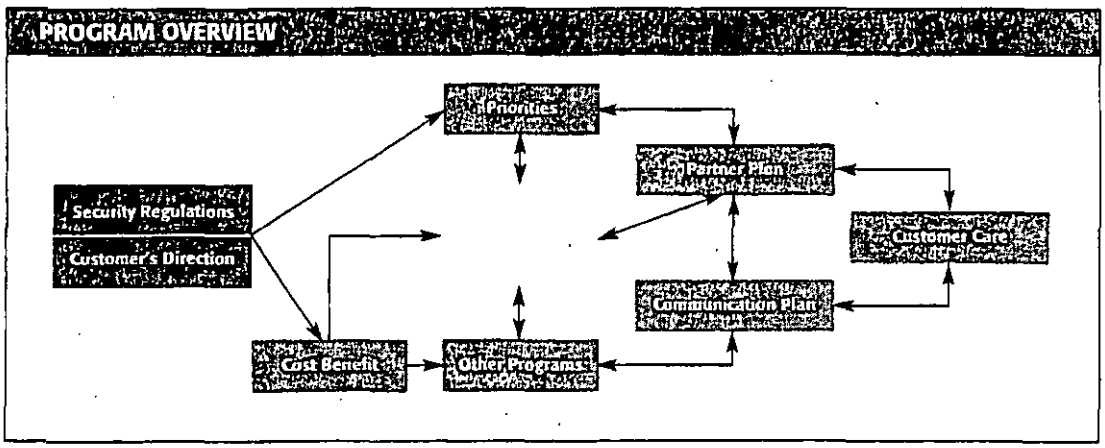


Figure 1

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**.

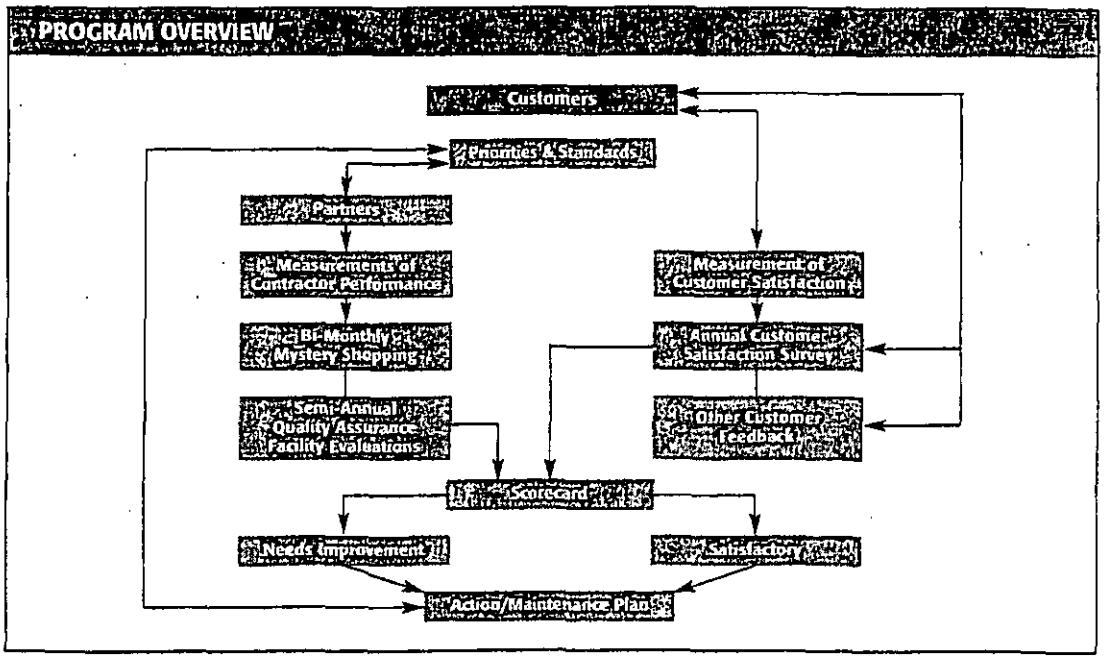


Figure 4

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)
Flight Check-in Areas
Parking Lots and Garage Services
Gate Lounges
Security Screening
Departure Curbside
Baggage Claim Area
Taxi Dispatch Service
AirTrain Stations/Vehicles
On-Airport Bus
Restrooms
Corridors/Walkways/Elev./Escal.
Arrival Curbside
Welcome Centers

The following is a list of wait or process times and what functions they are collected for:

Bag Claim
Check-in
TSA Security Checkpoint
Taxi Dispatch Service
Parking Lot Exit
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.*

- 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	Customer Satisfaction Score increased 1% point, remaining at Needs Improvement Mystery Shopping Deficiencies increased 1 point, remaining at Needs Improvement Quality Assurance Deficiencies unchanged, remaining at Needs Improvement

Notes/Recommendations

- 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

• 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		
Counter/Podium Stations	%	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	Customer Satisfaction Score increased 5% point, remaining Satisfactory. Mystery Shopping Deficiencies changed for Courtesy and decreased 1 point for Condition, both remaining Satisfactory. Quality Assurance Deficiencies increased 5 points, remaining Satisfactory.						

Notes/Recommendations

- 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 moe 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.

1.2 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.

1.4 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}

2.2.8 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}

3.2 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}

3.3.4 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 peal 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}

4.2.7 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}

5.3 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)

6.1.15 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}

6.2.16 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}

7.2.4 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}

8.2.11 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}

8.4.8 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}

9.3.4 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}

9.5.3 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 dirty 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}

10.2.6 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}

10.3.8 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}

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 Permitee 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}

11.2.9 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}

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}

13.2.8 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.

15.1.5 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}

16.2.3 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

18.3.9 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.

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}

19.3.4 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 rams 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.

19.4.4 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}

20.1.3 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}

20.3 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.

21.1.9 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.

21.3.4 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.

21.4.8 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 assembly 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.

21.6.5 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 n 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 n 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.

22.9 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.

22.14 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 n 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.

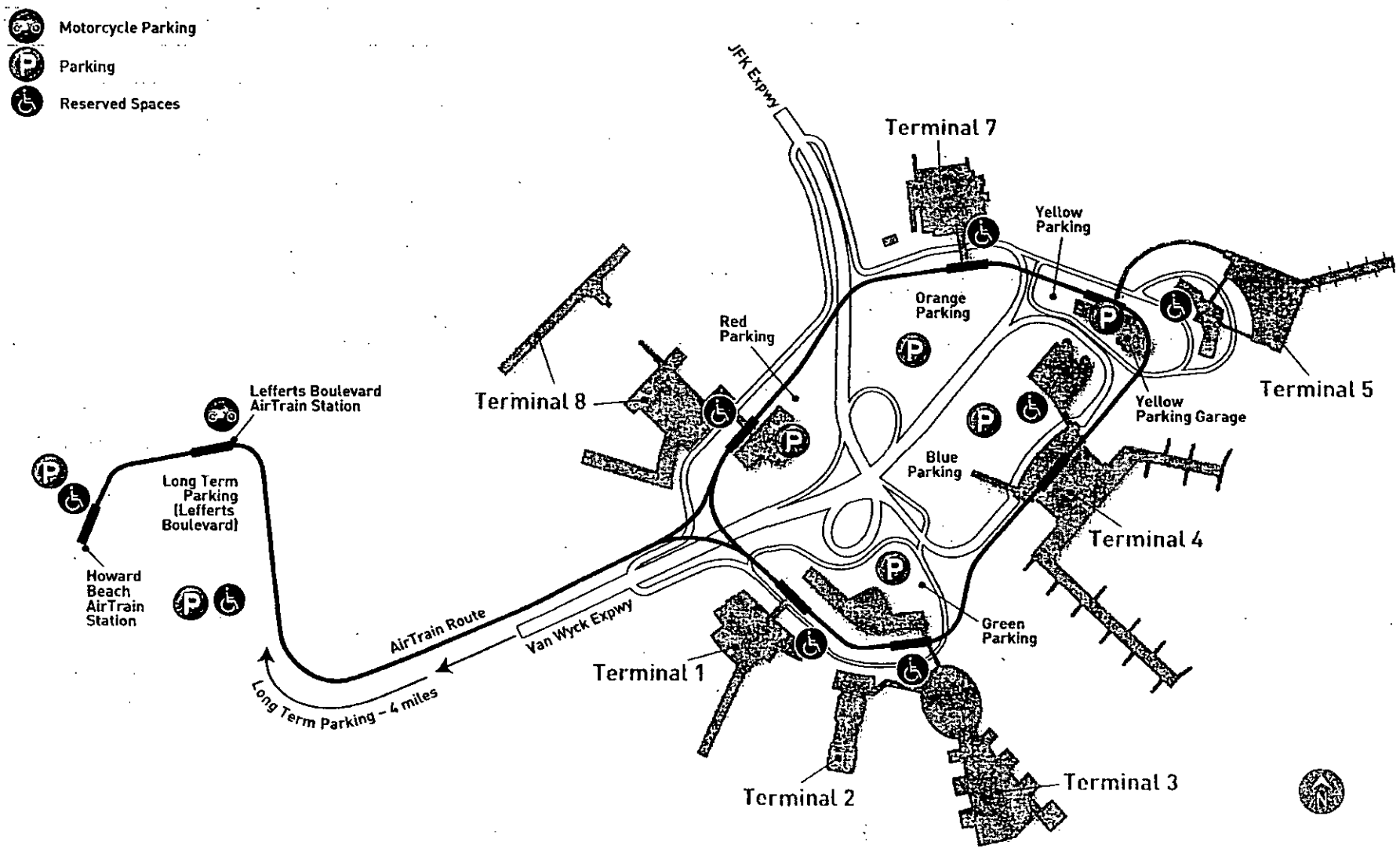
EXHIBIT H

MAPS OF THE AIRPORTS

KENNEDY INTERNATIONAL AIRPORT

Airport Plan

THE PORT AUTHORITY OF NY & NJ



NEWARK LIBERTY INTERNATIONAL AIRPORT

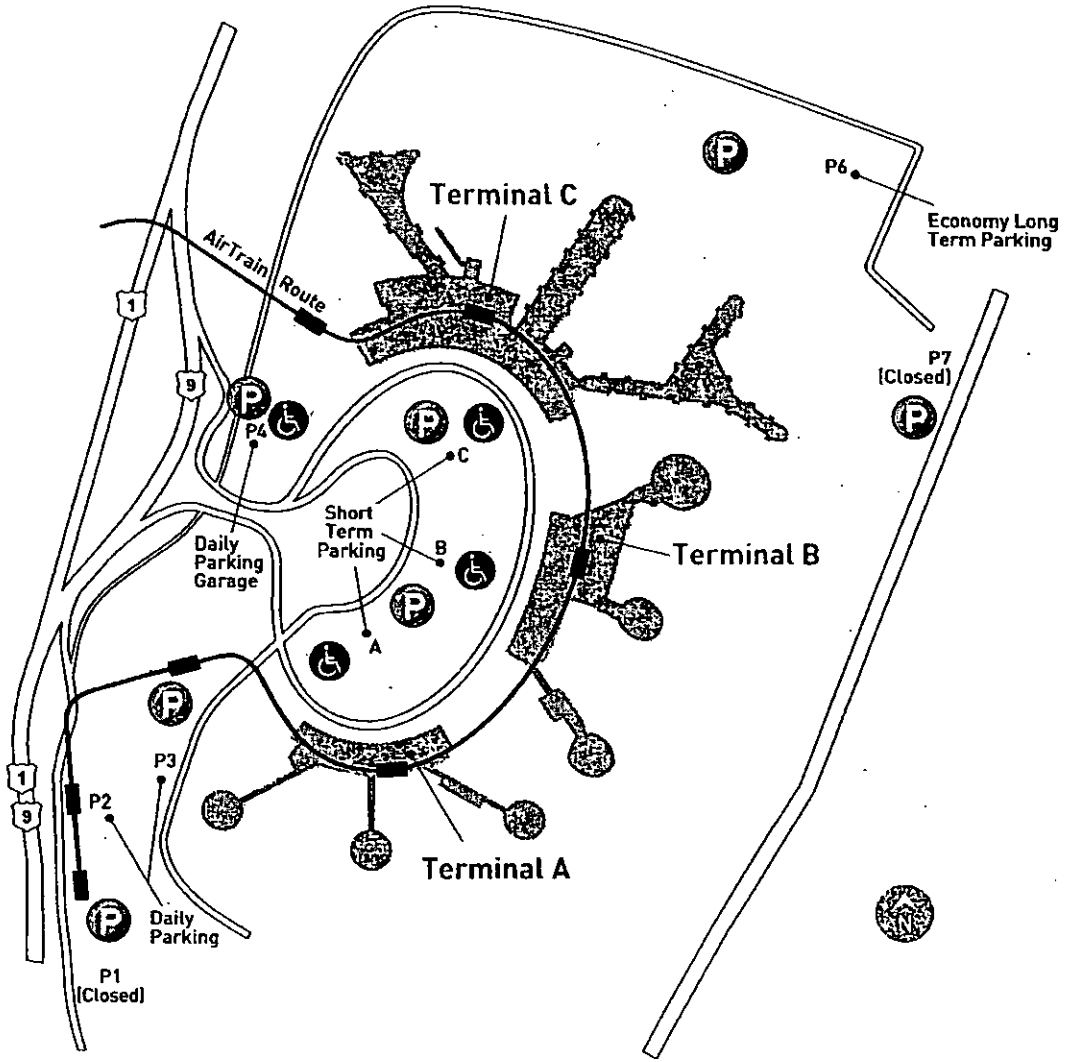
Airport Parking

AIRPORT PLAN | TERMINAL A | TERMINAL B | TERMINAL C

THE PORT AUTHORITY OF NY & NJ

Parking

Reserved Spaces



LAGUARDIA AIRPORT

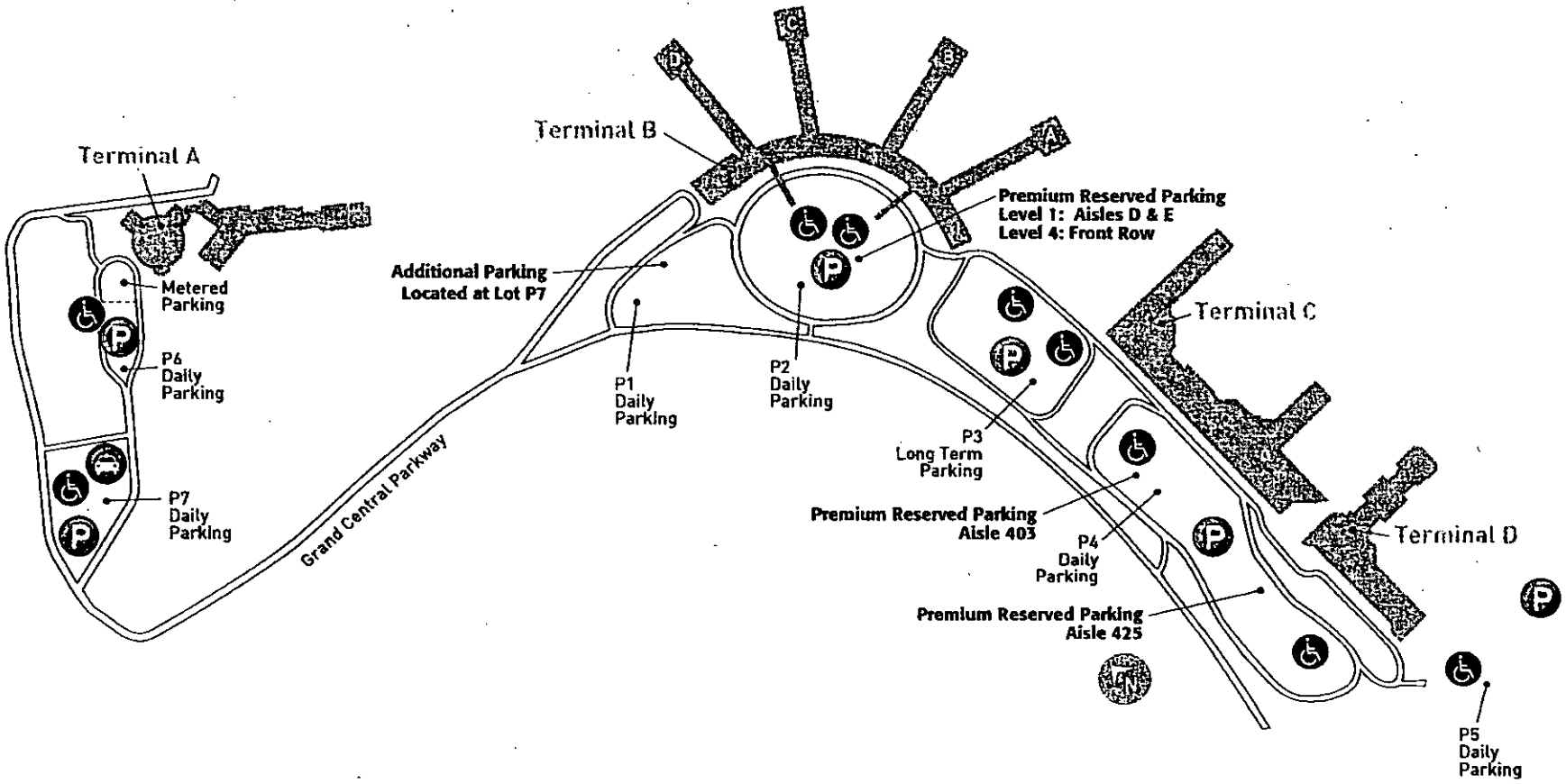
Airport Parking

THE PORT AUTHORITY OF NY & NJ

Parking

Limousine Parking

Reserved Spaces

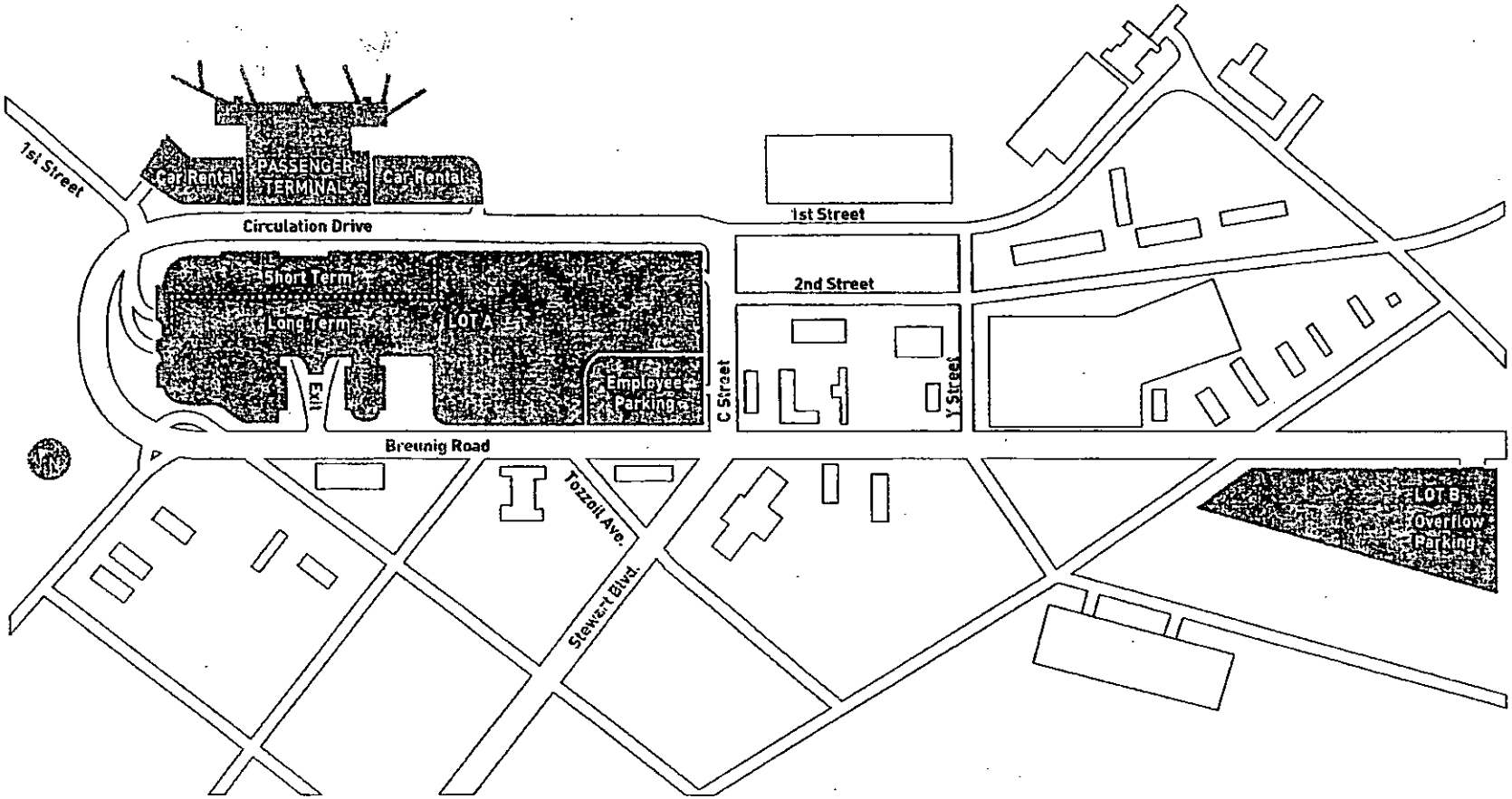


Stewart INTERNATIONAL AIRPORT

AIRPORT PLAN | TERMINAL MAP | TERMINAL PARKING | AIRPORT ENVIRONS

THE PORT AUTHORITY OF NY & NJ

AIRPORT PLAN



PLAN

EXHIBIT I

SAMPLE CERTIFIED STATEMENT

Sample Certified Statement

Wage/Benefit Statement
Contract Year 1 May 1, xxx to April 30, xxx

Wage/Benefit Categories	Straight Time/Regular Hours By Employee Classification				Straight Time/ Regular Wages By Employee Classification			
	TD.	Asst. TD	Lead	Supv.	TD.	Asst. TD	Lead	Supv.
Regular Hours/Wages	20,000	2,000	1,500	7,000	$200,000	$25,000	$15,000	$100,000
May								
June								
July								
August								
September								
October								
November								
December								
January								
February								
March								
April								
Total Reg Hours/Wages	20,000	2,000	1,500	7,000	$200,000	$25,000	$15,000	$100,000
Holiday/Personal Bonus								
May								
April								
Total								
Sick Time Allowance								
May								
April								
Total								
Vacation								
May								
April								
Total								

Pension
May

April
Total

Health/Welfare
May

April
Total

Jury/Bereavement
May

April
Total

Total Supplemental Benefits

Total Average Wage/
Supplemental Benefits

Per Contract

Difference

THE PORT AUTHORITY OF NY & NJ

COMMODITIES & SERVICES DIVISION
TWO MONTGOMERY STREET, 3RD FLOOR
JERSEY CITY, NJ 07302

Date 5/25/12

ADDENDUM #1

TO PROSPECTIVE PROPOSERS ON **RFP # 29198** for AIRPORT PARKING LOT MANAGEMENT AND OPERATION SERVICES AT JOHN F KENNEDY INTERNATIONAL AIRPORT (JFK), LAGUARDIA AIRPORT (LGA), NEWARK LIBERTY INTERNATIONAL AIRPORT (EWR) AND STEWART INTERNATIONAL AIRPORT (SWF)

☒ **Due back on June 12, 2012, no later than 2:00 PM**

☒ Originally due on May 31, 2012, no later than 2:00PM

The following changes are hereby made in the documents:

A. **This proposal is postponed until Tuesday, June 12, 2012, no later than 2:00 PM.**
B. **Page 25, Section F, "Proposal", Paragraph 3., d., line 5, change from "...the Proper/" to "...the Proposer"**
C. **Page 77, Section 7, "Qualifications of Employees", paragraph (i), line 7, delete the words "...and become the property of the Port Authority."**
D. **Page 77, Section 8, Training Provided by the Contractor", paragraph (b), line 2, delete the word "...leadership".**
E. **Page 84, Section 13, Fleet Operating Services, paragraph (o), Add the following: "The Contractor shall be responsible for providing the snow plow blade and a salt spreader for the truck."**
F. **Page 80, Section 11, "Snow Removal", paragraph (e). Delete this section in its entirety and replace with the following:**
   "The costs of performing the above operations are reimbursable to the Contractor at the applicable Hourly Rates inserted by the Contractor on the revised Cost Proposal Form. The Port Authority will provide at no cost to the Contractor shovels, salt spreaders and salt in connection with such operations."
G. **Page 25, Section F, "Proposal", Paragraph 3 e. : Delete this section in its entirety.**
H. **Page 26, Section F, "Proposal" Paragraph 3 h, Delete second bullet in its entirety.**
I. **Page 77, Section 8, "Training Provided by the Contractor", Paragraph (c), delete the first sentence and replace with "The initial training program shall be at least five (5) working days in duration for all cashiers; at least ten (10) working days for Supervisors and at least three (3) working days for Attendants (Traffic/Valet)."**

J. **Page 82, Section 13, "Fleet Operating Services", paragraph (b), delete the one (1) 10-Passenger Van for Stewart Airport.**

For Informational Purposes Only

1) **Current active hourly employee lists, which include the hire dates of the employees currently assigned to this contract, are attached and labeled "Attachment Question # 6".**

   Please note that the wages provided herein have been furnished by the incumbent Contractor and have not been audited by the Port Authority. There is no guarantee that these wages will be the same at the commencement of the new contract.

   If the Port Authority accepts your proposal, you would be required to pay hourly employee hired by you for the same position at least the same hourly wage rate he/she was paid by the prior Contractor even if that rate is higher than the rate on the attached active employee list.

2) **Sign-in sheets from the pre-proposal meeting/site inspections held on May 15, *16 and 17, 2012 are attached.***

QUESTIONS & ANSWERS

The following information is made available in response to questions submitted by Proposers to the Port Authority. It addresses only those questions, which the Port Authority of NY & NJ has deemed to require additional information and /or clarification. The fact that information has not been supplied with respect to any questions asked by a proposer does not mean or imply, nor should it be deemed to have any meaning, construction or implication with respect to the terms and provisions of the RFP which will be construed without reference to such questions.

The Port Authority makes no representations, warranties or guarantees that the information contained herein 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 therefore 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 Proposal or Contract and the Proposer agrees that it shall not hold the Port Authority liable or responsible therefore in any manner whatsoever.

Question # 1

While we understand the Port Authority's position regarding the timing of the RFP process and the need to have a recommendation for the Commission by the July 2012 meeting, we respectfully request that the due date be given an extension.

Answer:

Refer to Letter A above.

Question # 2:

Please confirm the bonding requirements, if any, for this solicitation.

Answer:

There are no bonding requirements.

Question # 3:

Is the Authority looking for one (1) proposal, with different sections for each of the four (4) Airports, or four (4) separate proposals, one for each airport?

Answer:

One proposal for all four (4) facilities separated by each facility.

Question # 4:

Would the Authority consider releasing the Cost Proposal/Management Fee Calculation Forms in an electronic format so that the information may be typed?

Answer:

The following forms labeled "Attachment, Question #4" are available in Word format by the following links:

1) Attachment B – Part III (A) - Cost Proposal
2) Attachment B – Part III (B) - Calculation of Average Hourly Rate
3) Attachment B – Part III (C) - Calculation of Rate for Annual Salaried Position
4) Attachment B – Part III (D) - Monthly Management Fee Calculation Breakdown

Question # 5:

Please provide the last three (3) years, including the 2012 YTD, operating expenses for all four (4) airports

Answer:

Refer "Attachment – Question # 5 and # 7 for EWR, JFK and LGA.

STEWART INTERNATIONAL AIRPORT
PORT AUTHORITY OF NEW YORK AND NEW JERSEY
PARKING LOT OPERATING EXPENSES APRIL 2011 - MARCH 2012

	APRIL 2011	MAY 2011	JUNE 2011
Credit Card Fees	2,530.00	1,999.00	4,592.00
Supplies & Misc. expenses	1,367.00	1,652.00	3,718.00
Labor	20,744.00	21,877.00	21,361.00
	$24,641.00	$ 25,528.00	$ 29,671.00

	JULY 2011	AUG 2011	SEP 2011
Credit Card Fees	2,339.00	2,195.00	3,123.00
Supplies & Misc. expenses	5,123.00	1,705.00	2,209.00
Labor	24,743.00	22,687.00	27,406.00
	$32,205.00	$ 26,587.00	$ 32,738.00

	OCT 2011	NOV 2011	DEC 2011
Credit Card Fees	1,745.00	2,620.00	2,366.00
Supplies & Misc. expenses	12,306.00	600.00	458.00
Labor	23,065.00	23,437.00	30,347.00
	$37,116.00	$ 26,657.00	$ 33,171.00

	JAN 2012	FEB 2012	MAR 2012
Credit Card Fees	2,840.00	2,847.00	3,230.00
Supplies & Misc. expenses	1,279.00	1,460.00	3,502.00
Labor	27,756.00	27,078.00	31,520.00
	$31,875.00	$31,385.00	$ 38,252.00

Question # 6:

Please provide copies of all existing Collective Bargaining Agreements for any employee base represented by a bargaining unit as well as copies of current seniority lists by bargaining unit and job classification. This is critical to ensure accurate benefits and wages are incorporated into budgets.

Answer:

Seniority lists and job classifications are attached, labeled "Attachment – Question # 6" for JFK, LGA and EWR. However, the Port Authority does not have copies of any Collective Bargaining Agreements.

The chart below identified SWF staff.

Manager	01/08/07	FT	$53,580
Sr. Supervisor	01/22/07	FT	40 hrs $15.75/hr
Cashier	05/02/11	FT	32 hrs $8.65/hr
Cashier	09/02/11	FT	32 hrs. $8.66/hr
Shift Supervisor	02/18/12	FT	32 hrs $12.00/hr
			40 hrs
Shift Supervisor	02/02/08	FT	$12.25/hr
Parking Asst.	04/24/07	FT	36.25 $9.70/hr
Cashier	11/03/11	PT	16 hrs $8.50/hr
Cashier	TBD	PT	16 hrs $8.50/hr
Cashier	TBD	PT	16 hrs $8.50/hr

Question # 7:

Please provide the most recent fiscal year or trailing 12-month number of annual transactions for each of the four airports.

Answer:

See attached labeled "Attachment, Question 5 and 7"

Question # 8:

The RFP indicates no employees are to receive gratuities or tips. Is that also the case with valet attendants who earn less than the lane cashier?

Answer:

Yes. Refer to page 92 of Attachment B, Part II, Section 25, Gratuities.

Question # 9:

Are there any Domestic Partnership requirements that the operator must comply with if favored with this Contract?

Answer:

A response to this question will be forthcoming under a subsequent addendum.

Question # 10:

Is cross-utilization of managers allowed between Airports to provide additional support and enhanced training?

Answer:

Cross-utilization of managers to provide enhanced training would be considered, however, all management staff must be present at their respective facility (ies).

Question # 11

Please provide the number of vehicle lockouts that the incumbent operator performed during the most recent fiscal year and the amount of reimbursement paid to operator by the Port.

Answer:

Number of vehicle lockouts May 2011 – April 2012:

- JFK – 370
- EWR – 251
- LGA - 191

Lockouts are reimbursed by PA at $25.00 per lockout.

Tire changes and battery boosts are a cost to the Contractor and are done through Mike's Towing at JFK, BP Station at LGA and J&S at EWR. Estimated costs for 2011.
EWR - $45K
JFK - $45K
LGA - $30K

SWF's Parking Contractor does not do lockouts. New York State Police handles these issues.

Question # 12:

Please confirm that parking employees are not subject to SIDA badges or the associated costs.

Answer:

Confirmed

Question # 13:

For insurance purposes, please provide an accurate space count by lot/garage for each airport.

Answer:

Parking Lot Spaces (as of April-2012)

EWR	Surface	Garage	Capacity	Availability	Reason for Diff.
CTP	2,598		2,598	2,556	Construction
C Garage		3,643	3,643	3,643	
P1	2,094		2,094	2,094	
P3	1,620		1,620	1,620	
P4 Garage		3,050	3,050	2,995	Construction
P6	4,478		4,478	2,375	Construction
P9	1,186		1,186	-	Closed
Valet (Garage)		274	274	274	
Valet (Surface)	360	-	360	360	
Tot Public	12,336	6,967	19,303	15,917	
Employee	2,643		2,643	2,643	
Grand Tot	14,979	6,967	21,946	18,560	

JFK	Surface	Garage	Capacity	Availability	Reason for Diff.
Green Lot		1,590	1,590	1,590	
Blue Lot		2,121	2,121	2,121	
Red Lot		1,884	1,884	1,884	
Yellow Lot		1,507	1,507	1,507	

Orange Lot		723	723	723	
Long Term Lot	6,549		6,549	6,549	
Cell Phone Lot	375		375	375	
Tot Public	6,924	7,825	14,749	14,749	
Employee	1,702		1,702	1,702	
Grand Tot	8,626	7,825	16,451	16,451	

LGA	Surface	Garage	Capacity	Availability	Reason for Diff.
P1	441		441	441	
P2 Garage		2,849	2,849	2,685	Lime Storage
P3 (Long Term)	921		921	921	
P4	1,441		1,441	1,441	
P5	887		887	887	
P6	183		183	183	
P7	269		269	269	
Tot Public	4,142	2,849	6,991	6,827	
Metered Parking	55		55	55	
Employee	1,718		1,718	1,718	
Grand Tot	5,860	2,849	8,709	8,545	

SWF	Surface	Garage	Capacity	Availability	Reason for Diff.
Short-Term	143		143	143	
Long-Term	1525		1525	1525	
Lot B (Overflow)	410		410	410	

Tot Public	2,078	-	2,078	2,078	
Employee					
Grand Tot	2,078	-	2,078	2,078	

Question # 14:

RFP, Page 9, Para F – Should the proposal be double-sided?

Answer:

Yes.

Question # 15:

RFP, Page 10, Para I – Are the employee's of the current operator represented by a labor union? If so, please provide the Local's name and phone number as well as a copy of the Collective Bargaining Agreement.

Answer:

The Port Authority does not possess any copies of the Collective Bargaining Agreements.

The Port Authority has been advised that the following labor organizations claim jurisdiction at the following sites:

NEWARK:

USWU Local 1212 - Field Supervisors
Sean Cullinan - Business Agent
6463277196 (Cell)
CullinanS@uswa.net - Email
138-50 Queens Boulevard
New York 11435

Teamster Local 641 - Cashiers/Traffic - Valet Attendants
Bill Cunningham - President
9086868898 - Office
union723@aol.com – Email
714 Rahway Avenue
Union, NJ 07083

JOHN F KENNEDY:

USWU Local 1031 - Field Supervisors
USWU Local 1031 - Cashiers/Traffic Attendants/Clerical
Sal Aldeen/Ana Kubas – President
7183615931 - office

9173710570 – Cell
akubas@local74.org - Email
36-36 33rd Street, Suite 202
Long Island City, NY 11106

(Represents both supervisors and cashiers)

LA GUARDIA:

USWU Local 1031 - Field Supervisors
USWU Local 1031 - Cashiers/Traffic Attendants/Clerical
Sal Aldeen/Ana Kubas - President
7183615931 – office
9173710570 – Cell
akubas@local74.org - Email
36-36 33rd Street, Suite 202
Long Island City, NY 11106

(Represents both supervisors and cashiers)

Question # 16:

RFP, Page 10, Para J – Please confirm that City Payroll taxes are not reimbursable.

Answer:

All applicable taxes should be included on the "Calculation of Average Hourly Rate Forms".

Question # 17:

RFP, Page 12, Para L – Will the Authority provide copies of the existing Contracts for Services for all four (4) airports?

Answer:

Refer to page 11, Section L, "Available Documents".

Question # 18:

RFP, Page 15, Para 5 – Please provide the weighted percentages for each of the identified criteria to be used in the evaluation process (i.e., X% for Cost of Proposal, X% for Management Approach, with the total to equal 100%).

Answer:

That information is confidential.

Question # 19:

RFP, Page 16, Para 5.B – The first paragraph addresses the plan for retaining all current employees for this Contract. Please provide a breakdown of the total number of all full and part-time employees. Does this paragraph apply to salaried personnel as well?

Answer:

See attached labeled "Attachment – Question # 6" for hourly employee rosters. It does not include salaried staff.

Question # 20:

RFP, Page 17, Para 6 – Do M/WBE firms need to be certified with the Port at time of proposal submission or simply by the date of contract commencement?

Answer:

All M/WBE subcontractors listed on the M/WBE Participation Plan must be certified by the Port Authority in order for the Contractor to receive credit toward the M/WBE goals. Refer to page 17, Section 6, "M/WBE Subcontracting Provisions" and page 24 of the Standard Contract Terms and Conditions, Section 47, "W/WBE Good Faith Participation."

Question # 21:

RFP, Page 18, Para 6 – Are the goals for M/WBE participation for the overall contract, or do they need to be met at each Airport individually?

Answer:

The goals are for the overall contract.

Question # 22:

RFP, Page 24, Para 8.F.3.a – Should the listing of all "relevant" contracts be limited to Airport contracts only?

Answer:

A Proposer should submit a listing of his contracts that he feels is most relevant. It does not necessarily have to be limited to Airport contracts only. Refer to page 16 of Section 5 C., "Evaluation Criteria and Ranking".

Question # 23:

Attachment B, Page 38, Para 4 – Would the Authority consider a one-month operating advance or dual monthly invoices?

Answer:

No.

Question # 24:

Attachment B, Page 40, Para 4.e – If the Audit reveals that the operator has under-billed the Port, will Port reimburse operator for any such under-billing once proper documentation is supplied to the Port?

Answer:

Yes.

Question # 25:

Attachment B, Page 40, Para 4.f – If the contract is terminated for any reason other than "cause" prior to the end of the contract term, will the operator be reimbursed for any unamortized expense for capital investments required under this agreement?

Answer:

No.

Question # 26:

Attachment B, Page 41, Para 4.j – Please clarify the difference between "clerical support" described in this paragraph, which is "not to be considered post coverage" and that clerical staff described in paragraph 4.b.3 (page 38) which is considered "post coverage."

Answer:

"Clerical Support" are those clerks that do administrative functions such as payroll, executive administration, human resource support and customer service support. Those that are considered under post coverage are clerks involved in audit/revenue functions.

Question # 27:

Attachment B, Page 42, Para 4.m – Please provide the 4 most recent quarterly reports submitted by the current Contractor.

Answer:

Quarterly reports are not required in the current contract.

Question # 28:

Attachment B, Page 43, Para 5, Extra Work – Please provide an example of those projects that may be considered "Extra Work."

Answer:

Purchase of ticket stock; Purchase of signs for unmanned lanes; Upgrades to employee parking office (credit card machine, upgraded computers); Rental of portable toilet for remote lots without bathroom facilities; Reimbursement for "Thanks Again" loyalty program; EWR Parking enhancements (Digital "Next Bus" signs); Signage.

Question # 29:

Attachment B, Page 44, Para 6, Liquidated Damages – Please provide a breakdown of all liquidated damages assessed on the current operator for each of the airports for the last three (3) years.

Answer:

EWR – None
LGA – None
JFK – Failure to provide cashier coverage -$659.78 (numerous occasions)
- Traffic attendant not on post - $19.24 (one occasion)

Question # 30:

Attachment B, Page 48, Para 7, Parking Services Hours Increase/Decrease – Please provide the history of how many times the frequency of services was increased/decreased in the last three (3) years and the % amount of those changes.

Answer:

LGA – No changes – rescheduling and reallocating staff suing the allotted hours.
EWR – Just extra Traffic attendants during construction and special events
JFK –

- 07/01/09 – Supervisor Hours increased from 1800/week to 1856/week (3.1%)
- 07/01/09 - Cashier Hours reduced from 3528/week to 3024/week (-14.2%)
- 07/01/09 – Traffic Attendant Hours reduced from 1292/week to 1120/week (-13.3%)
- 07/01/09 – Lot Checker Position eliminated (-280 hours/week) (-100%)
- 11/16/09 – Supervisor Hours increased from 1856/week to 2192/week (18.1%)
- 11/16/09 – Cashier Hours reduced from 3024/week to 2716/week (-10.1%)
- 11/16/09 – Traffic Attendant Hours reduced from 1120/week to 504/week (-55.0%)
- 05/21/11 - Supervisor Hours reduced from 2192/week to 2055/week (-6.2%)

Question # 31:

Attachment B, Page 53, Para 11.b – For the preparation of the "Cost Proposal Form," should proposers assume that all employees (retained from current operator) are new and thus may not be eligible for all supplemental benefits for Year 1?

Answer:

Contractors are advised that there may be unions claiming jurisdiction at the sites. Employees may be eligible for supplemental benefits in accordance with those agreements. It is the Contractor's responsibility to maintain labor harmony.

Question # 32:

If a proposer's policy is to liquidate any accrued but unpaid benefits (i.e., sick, vacation, etc) at the time of resignation/termination, then would these accrued wages be reimburse by the Port when paid?

Answer:

It depends on how the payments affect the overall benefit calculations for the employee category and for the applicable year.

Question # 33:

Attachment B, Page 54, Regional Positions – Will office space be provided for the six (6) regional positions? If so, where will these offices be located?

Answer:

Office space for all staff is available at three facilities (EWR, JFK and LGA). Currently the regional positions are located at EWR. The Contractor can elect as to where their staff is located.

Question # 34:

RFP, Page 25, Para 8.F.3.5 – Please clarify what the Port is looking for in a "Risk Assessment and Succession Plan."

Answer:

Refer to page 25 of Section F, "Proposal".

Question # 35:

Attachment B, Page 50, Para 10 – As per the pre-proposal meetings, please provide the names of all Port Authority entities that would need to be named as additional insured.

Answer:

A response to this question will be forthcoming under a subsequent addendum.

Question # 36:

Attachment B, Page 75, Section 6, Para (e) – Please clarify if cashiers provided to cover for meal and relief periods are 1) reimbursed by the port or 2) to be included in the monthly management fee.

Answer:

Refer to the "Calculation of Average Hourly Rate Forms, Item # 5.

Question # 37:

Attachment B, Page 76, Section 7, Para (c).(3) – Please confirm that Lane Cashiers, Attendant (Traffic/Valet) and Supervisors (Office/Field) must individually have the capacity to lift or carry baggage weighting up to 50 pounds.

Answer:

Confirmed.

Question # 38:

Attachment B, Page 76, Section 7, Para (e) – Please describe the "physical examination" the Port envisions all contract employees have to pass prior to the Commencement Date.

Answer:

Refer to page 76, Section 7, "Qualifications of Employees", paragraph (e).

Question # 39:

Attachment B, Page 77, Section 8 Para (c) – Is "Initial Training" for new, non-management employees reimbursable by the Port?

Answer:

No. Initial and recurrent training shall be the sole cost and responsibility of the Contractor.

Question # 40:

Attachment B, Page 77, Section 8, Para (c) – The first sentence of this paragraph states that "initial training" for cashiers is both five (5) days and three (3) days. Please advise which is correct.

Answer:

Refer to Letter I above.

Question # 41:

Attachment B, Page 80, Section 9 – What is the current percentage turnover rate for each *of the four Airports?*

Answer:

The following information has been provided by the current Contractor.

Monthly Employee Turnover Calculation Report-2009

Consolidated Report

Location	Total # of Employees	Terminations	Turnover %
NEWARK AIRPORT	246	22	8.94%
JFK INTERNATIONAL AIRPORT	227	17	7.49%
LA GUARDIA AIRPORT	121	9	7.44%
Consolidated	594	48	8.1%

Monthly Employee Turnover Calculation Report-2010

Consolidated Report

Location	Total # of Employees	Terminations	Turnover %
NEWARK AIRPORT	240	60	25.00%
JFK INTERNATIONAL AIRPORT	204	31	15.20%
LA GUARDIA AIRPORT	120	9	7.50%
Consolidated	564	100	17.7%

Monthly Employee Turnover Calculation Report-2011

Consolidated Report

Location	Total # of Employees	Terminations	Turnover %
NEWARK AIRPORT	240	56	23.33%
JFK INTERNATIONAL AIRPORT	203	19	9.36%
LA GUARDIA AIRPORT	120	13	10.83%
Consolidated	563	88	15.6%

SWF has had no turnover of full-time employees in the last 3 years. The turnover for the 3 part-time positions is at 66% currently.

Question # 42:

Attachment B, Page 80, Section 11, Para (e) – Which employees currently perform snow removal services? How many hours are used on average to perform these services? Would Port consider making labor associated with snow and ice removal a reimbursable expense given the impossibility of accurately forecasting estimated hours for this work?

Answer:

Snow removal (using plow to assist with removal of snow in entrance and exit lane throat areas) is currently performed by the contractor's supervisory staff at JFK and Traffic Attendants at LGA. Hours fluctuate based on amount of snowfall in a season and level of snow expected in each storm.

LGA –
Currently no major snow plowing other than the exit plazas. On average during the winter season the PA was billed and extra 200 to 300 TA hours for guarding the fire gates and approximately 40 hours of Supervisor's coverage. .
LGA

Field/Office Supervisor	Regular	$ 25.9980	40.00	$ 1,039.92

Traffic Attendants	Regular	$ 20.5673	300.00	$ 6,170.19

Total average yearly reimbursable cost: $ 7,210.11

JFK –
JFK Reimbursement to Contractor – Past Three Years – Snow-Related Expenses

SIC – Extra staffing during emergencies	$153.89
Supervisors – Extra staffing during emergencies, plus operate snow plow truck	$11,365.07
Cashiers - Extra staffing during emergencies	$3,544.22
Traffic Attendants – Extra staffing during emergencies	$2,904.81
Equip/materials – snow melt/salt, shovels for dig-outs, etc	$3,067.54

EWR –
At Newark Airport, road salt is provided by the Port Authority. Snow plowing equipment and vehicle repairs are an expense of the parking contractor (non-reimbursable from the PA), and are dependent upon the severity of the winter weather. Typically, annual repairs for the snow plowing equipment includes replacing the cutting edge on the snow plow and bolts; handheld controllers, blade edge guides, and occasionally a spreader motor. In 2011, snow plowing equipment repairs (non-reimbursable) were $2,100.

Reimbursed parking contractor for snow removal labor – 3 year average $15,206
Reimbursed parking contractor for casual laborers, through Labor Ready – 3 year average $58,903

SWF – No info available.

Refer to Letter F above and revised Cost Proposal Form.

Question # 43:

Attachment B, Page 81, Section 12, Para (c) – Are the number of radios noted in the chart under paragraph the minimum amount required or does it include the "contingency of radios above and beyond the current amount required" as stipulated in paragraph (b)?

Answer:

The number of radios noted in chart are the minimum required. The contractor may elect to have on hand a number of contingency radios to ensure that they do not fall below the minimum amount as specified in Section 12, paragraph (c).

Question # 44:

Attachment B, Page 82, Section 13, Para (b) – As the "overflow" lot at SWF has not been used since 2008, is the 10-passenger bus as noted in the chart under this paragraph still required?

Answer:

Refer to letter J above.

Question # 45:

Attachment B, Page 82, Section 13, Para (c) – How many drivers are required at each Airport to provide the services as described in this section?

Answer:

The Proposers should make the determination as to the number of drivers required.

Question # 46:

Attachment B, Page 82, Section 13, Para (e) – Are the radios required under this paragraph in addition to those (140 radios) required under section 12, paragraph (c)?

Answer:

Yes.

Question # 47:

Attachment B, Page 84, Section 13, Para (o) – Is the Contractor responsible for providing the snowblade as required by this paragraph?

Answer:

Refer to Letter E above.

Question # 48:

Attachment B, Page 90, Section 19 – Who is the Merchant of Record for the Credit Card System?

Answer:

The Port Authority of New York & New Jersey is the credit card merchant. The credit card clearing house is First Data and the bank is Bank of America.

Question # 49:

Attachment B, Page 93, Section 29 – Please provide a list of all equipment that the Port Authority will supply to the Contractor for its use in the performance of the Services.

Answer:

Snow shovels, salt and salt spreader, Revenue Control Equipment in the contractor's office as well as in the field, furniture for the contractor's space, cash counting equipment in the contractor's space, cashier/point of sale equipment for the employee parking office, digital video monitoring equipment installed in the contractor's space at JFK, LGA and EWR and in all cashier's booths at JFK and LGA and landline-based telephone equipment.

Question # 50:

Attachment B, Page 93, Section 30, Para (a) – As a review of the office space was not part of the pre-proposal meetings, please provide a list, by type and number, of all office equipment (including furniture, equipment, telephones, etc.) that the Contractor must furnish for the "Space."

Answer:

To see the office spaces that will be available to the Contractor contact the following individuals:

JFK – Peter Carbonaro 718-244-4159
LGA – Cheryl E. Lee 718-553-3456
EWR – Denise Dugan 973-961-6212

Question # 51:

Attachment B, Page 93, Section 35 – Are there break rooms made available for employees for resting or eating during scheduled breaks?

Answer:

No.

Question # 52:

Attachment B, Cost Proposal Forms – A number of the items that make up the Hourly Rates are "fixed" numbers. If the actual quantity of hours required to perform the services as described in the RFP decrease relative to those hours provided in the Cost Proposal Forms, will the Contractor be able to adjust their proposed Hourly Rates?

Answer:

Refer to page 48, Section 7, "Parking Services Hours Increase/Decrease", subparagraph (f).

Question # 53:

Please provide a current employee census (by position and location – not name), including date of hire and current rate of pay for each employee currently engaged in the operation of the Airport Parking Lots (including cashiers; LPR/LPI staff, clerical, admin, audit, supervisors and management personnel).

Answer:

See response to Question/Answer # 19.

Question # 54:

Please provide the actual summary turnover statistics by position and by airport for each of the last 3 years.

Answer:

See response to Question/Answer # 41.
(Information not available by position)

Question # 55:

Please provide the total Annual Office Expenses and Profit paid to the current operator for each of the last 3 years and for each airport.

Answer:

The Port Authority does not have this information.

Question # 56:

Please provide the detailed hourly rate fees and management fees paid for 2010 and 2011, by billing category.

Answer:

Attached (labeled Attachment, Question 56) are the detailed hourly rate breakdowns and the cost sheets from the original contract. Pricing was valid for the first three years of the Contract. A CPI increase of 5.5673% was applied for the first 2-year option period (5/15/08-5/14/10). In addition, a second CPI increase of 3.7397% was applied for the second 2-year option period (5/15/10-5/14/12). The rates remain the same for the 120-day extension.

Question # 57:

Please provide the current contract year budget, by billing category.

Answer:

That information is not available.

Question # 58:

Please provide copies of detailed monthly statements/invoices from the current Contractor, including any subcontracted services, for the most recent three (3) months available.

Answer:

See attached labeled "Attachment, Question 58".

Question # 59:

Please provide the annual amount of Liquidated Damages assessed to the current operator, by airport, for each of the last 3 years.

Answer:

EWR – None

LGA – None

JFK – Failure to provide cashier coverage -$659.78 (numerous occasions)

- Traffic attendant not on post - $19.24 (one occasion)

Question # 60:

What level of badging and/or background checks is required for parking facility employees? What are the current costs for required badging, fingerprinting and background checks?

Answer:

Refer to page 13, Section 1, Paragraph P., "Contractor Staff Background Screening" and page 18 of Standard Contract Terms and Conditions, Section 33, "Notification of Security Requirements". Current costs are not available.

Question # 61:

If known, please provide the name, scope of work and dollar value for any M/WBE certified firms providing services – via subcontract, joint venture or other arrangement – under the current agreement for airport parking lot management and operation services. If current M/WBE participation is not known, please provide those areas of participation and dollar value last known or initially proposed by the current operator.

Answer:

The current Contract does not have an M/WBE Plan.

Question # 62:

If known, please provide the name, scope of work and dollar value for any services – such as snow removal, janitorial and maintenance – being subcontracted under the current agreement, along with contract terms or copies of the subcontracts if available.

Answer:

Newark International Airport:

Coppola Services, Inc.

Aqua-flush and pump out of holding tanks, two times per week, at the employee sales office.

Annual expense in 2011, $ 45,213.75.

Labor Ready

Casual laborers used to shovel snow from walkways in the lots; bus shelters and walkways in Economy Lot and employee parking lot; roof walkways and stairwells in P4 and C Garages; P4 crosswalk leading to the Air Train Station; and customer assistance, in all lots, as requested.

Annual expense in 2011 $ 111,741.90.

Year-to-date expense in 2012 $ 8,360.40.

Cleaning World

General cleaning services provided seven days per week, three times per day (one time per shift), on second floor of the Central Tolls Plaza building.

Annual expense in 2011 $ 38,840.10.

Glory (USA) Inc.

Annual maintenance and servicing of currency counting equipment.

Annual expense is $ 7,632.17.

Mega Path

Provider of telephone, voice mail, conferencing and internet services, in office space.

Annual expense is $ 22,978.08.

JFK *International Airport:*

Mike's Towing Patron lockout services.
Annual cost for this service is $ 7,380.00.

Call-A-Head
Monthly lease of one porter head in long-term parking and includes cleaning of interior and exterior, headlines, sanitary sat covers, hot water system and sink water.
Annual cost is $ 37,143.79.

Mega Path
Provider of telephone, voice mail, conferencing and internet services, in office space.
Annual expense is $ 17,808.00.

LGA Airport:

Cristi Cleaners General cleaning services provided daily, seven days per week, in office space.
Annual cost $ 9,000.00.

Mega Path Provider of telephone, voice mail, conferencing and internet services, in office space.
Annual expense is $ 14,484.00.

Question # 63:

Section 4. A. (2) on page 14 of the RFP document states "Where the statement submitted pursuant to subparagraphs (1) and (2) aforementioned do not cover a period which includes a date not more that 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". Given that publicly held companies are restricted by government regulations from making this type of statement, please verify the Port Authority is willing to waive this requirement for publicly held companies.

Answer:

A response to this question will be forthcoming under a subsequent addendum.

Question # 64:

Section 8. A. (5) (a) on page 21 of the RFP document requires Corporations to include a statement of the names and residences of its officers. Please verify it will be acceptable to provide the residence of the officer who is the authorized representative for this submission and Proposers are not required to provide the residences for all of its officers.

Answer:

A response to this question will be forthcoming under a subsequent addendum.

Question # 65:

Section 10 on page 51 of the RFP document states, "Upon request by the Port Authority, Contractor shall furnish to the General Manager, Risk Financing, a certified copy of each policy, including the premiums". As our policies contain sensitive and confidential information that could put us at a competitive disadvantage should this information be released, please consider eliminating or modifying this requirement. Contractor is also required to deliver certificates of insurance at least fifteen (15) days prior to policy expiration. As more often than not, our insurance renewals are not finalized until a day or two before the policies renew, please consider modifying this requirement as well.

Answer:

A response to this question will be forthcoming under a subsequent addendum.

Question # 66:

The example included to further define "Supplemental Benefits" in Part I Section 11(b) on page 53 seems to conflict with the operator's certification obligation and Port Authority's contractual right to deduct monies and charge interest pursuant to Part I Sections 11(g) through (i) on pages 57 and 58. Using the example provided for vacation payments, it will not be until the end of the second year of the agreement that all vacation payments for the first year are known and eligible for inclusion as a "Supplemental Benefit" for year 1. By definition, the operator will therefore be unable to include those payments within the prescribed semi-annual certifications required to the Port Authority until they are actually paid and, in which case, they will be retroactively applied. Please confirm the Port Authority will not deduct moneys otherwise due the operator and/or charge associated interest based on the application of the definition and example found in Part I Section 11(b) if the operator can reasonably support that after all retroactively applied payments are made in future months, the minimum Supplemental Benefit threshold is projected to be met.

Answer:

Determination will be made based on the contractor's plan and timetable to remedy any shortfall and on the documentation supporting payments made.

Question # 67:

Please provide the Cost Proposal Forms included within pages 100 - 199 in an electronic format (i.e. Microsoft Word, Excel, etc.).

Answer:

See attached electronic version of pages 100 to 199.

Question # 68:

Please provide a detailed listing of any equipment and/or furnishings, other than the revenue control equipment, that will be provided by the Port Authority for the operation of the Airport parking facilities.

Answer:
Snow shovels, salt and salt spreader, Revenue Control Equipment in the contractor's office as well as in the field, furniture for the contractor's space, cash counting equipment in the contractor's space, cashier/point of sale equipment for the employee parking office, digital video monitoring equipment installed in the contractor's space (at JFK) and in all cashier's booths (at JFK) and landline-based telephone equipment.

Question # 69:
Regarding sales and use taxes (page 30 of RFP and page 11 of Standard Contract Terms and Conditions), would the Port Authority agree to designate the Contractor as its purchasing agent, in anticipation that the State tax authorities could contest Contractor's claim of exemption of items purchase by Contractor for the Authority's benefit under this Contract?
Answer:

A response to this question will be forthcoming under a subsequent addendum.

Question # 70:
Would the Port Authority agree to reimburse the Contractor for the unamortized value of the vehicles provided by the Contractor in the event of an early termination?
Answer:
No.

Question # 71:
The language on page 77, under Section 7 (i) of the RFP document requires the Contractor to provide all personnel files for review by the Port Authority and the files become the property of the Port Authority. Would the Port Authority agree to maintain all information in such personnel files in a confidential manner?
Answer:

Refer to Letter C above.

Question # 72:
Does the duty to turn over all equipment used in performing the Contract at the end of the term (page 93 of RFP) apply to equipment that was not supplied by, or reimbursed by, the Port Authority?
Answer:
No.

Question # 73:
What were the CPI increases exercised under the current Contract?
Answer:
CPI increase of 5.5673% for the first 2-year option period (5/15/08-5/14/10).
CPI increase of 3.7397% for the second 2-year option period (5/15/10-5/14/12).
No CPI adjustment for the 120-day extension.

Question # 74
Page 13 of the RFP document, Item 3.C lists a number of minimum qualifications required by a firm to have a proposal considered by the Port Authority. Are these qualifications; specifically, earned at least $50,000,000 a year from operations consisting of self parking...which operations include a minimum of 7,000,000 annual transactions...and which covered at least 16,000 spaces for at least three fiscal or calendar years, referring to a single contract held by a company, or the total of all parking operations a company may manage?
Answer:
The above data can be calculated on the total of all your parking operations statistics.

Question # 75
RFP Page 25, Item F.3.e., seems to be asking for the same information requested in Item F.2.e. Please clarify.
Answer:
Refer to Letter G above.

Question # 76
RFP Page 25, Item F.3.f., Seems to be asking for the same information requested in Item F.2.f. Please clarify
Answer:
Refer to Letter G above.

Question # 77
RFP Page 26, Item F.3.h. (second bullet point), seems to be asking for the same information requested in Item F.3.c. Please clarify.
Answer:
Refer to Letter H above.

Question # 78
Page 52 Item 11.a.1., defines employees. Is this definition and therefore the required Minimum Direct Hourly Wage provided on page 54 applicable to Part-Time employees?
Answer:
Yes.

Question # 79

It is our understanding from the United Service Workers Union Local 1031 (representing employees at JFK and LGA) that they are currently in negotiations with the incumbent Contractor for an extension of the current labor agreement that expires 9/15/12. The Union is reluctant to provide a copy of the CBA due to the ongoing negotiations. Given that only the incumbent operator is privy to any new information regarding wages/benefits and the Port Authority's position is that current employees "should suffer no diminution in wage *rate under the new Contract,..." we ask that this new information be given due* consideration when evaluating our request for an extension to the contract due date.

Answer:

The Port Authority encourages Proposers to build into pricing appropriate contingencies and maintenance of labor harmony.

Question # 80

The RFP indicates no employees are to receive gratuities or tips – is that also the case with valet attendants who earn less than the lane cashier?

Answer:

Yes.

Question # 81

RFP, Page 13, Para 1.P – Will screening of current employees be required? If a current employee fails the screening, is the new operator required to absorb the cost?

Answer:

Refer to response to Question/Answer # 60.

Question # 82

RFP, Page 25, Para 8.F.2.k – Can the Port Authority provide a listing of any contracts and applicable costs and duration where the term survives the departure of the current operator?

Answer:

Information not available.

Question # 83

Attachment B, Page 45, Para 6.a i-iii – There is no provision for the inability of personnel to reach their job assignment resulting from floods, snowstorms, power outages or other acts of God beyond the Contractor's ability to control. Does the Manager have the discretion to waive the liquidated damage provision and accept reduced manpower billing?

Answer:

The Contract must have staff on site, at the required time, to perform the required services. The Manager has the right to determine if liquidated damages will be assessed.

Question # 84

Attachment B, Page 46, Para 6.a.v – In keeping with the desire to reduce waste, will the Port Authority accept electronic submission of invoices, scanned receipts and reports in lieu of hard copy documents?

Answer:

The Audit Department will require originals documents when/if conducting an audit.

Question # 85

Attachment B, Page 50, Para 10 – Will the Port provide copies of any finalized audits that were completed during the existing term as outlined on Page 58 of the RFP?

Answer:

No

Question # 86

Attachment B, Page 76, Section 7, Para 7(e) – Does drug screening apply even to employees that are inherited from the current operator?

Answer:

Yes

Question # 87

Attachment B, Page 76, Section 7, Para 7(h) – Were 7 (b) and (c) not requirements for the current contract? Will there be any chance that union employees would not be given the "approval of the Port Authority Facility Manager"? If the Manager decides, an inherited employee's English skills are not adequate and this employee was not specifically approved at the Commencement Date, does this employee then need to be relocated at the Contractor's expense?

Answer:

Yes. Refer to page 62, Part II, Section 4, "Performance of Services".

Question # 88

Attachment B, Page 76, Section 7, Para 7(i) – Will the current operator's employment files be transferred to the new Contractor for continued tracking?

Answer:

Any arrangements for transferring employment records shall be between the incumbent and the selected Proposer.

Question # 89

Attachment B, Page 77, Section 8, Para 8(c) – Are there generic airport training materials available from the Port Authority that may be incorporated in parking training materials?

Answer:

Yes.

Question # 90

Attachment B, Page 78, Section 8, Para 8(e) – Is the referenced Customer Care Training provided by the Port Authority?

Answer:

Yes.

Question # 91

Attachment B, Page 80, Section 11 – The mixed responsibilities of "the airport's primary snow contractor" and the Contractor invites mixed responsibilities for trip and falls. Does the "primary snow contractor" have any responsibility for deicing? Will it be the obligation of the Contractor to purchase truck-mounted salt spreaders? Will the Port Authority provide sodium chloride for the surface lots and walkways and calcium chloride or some other less damaging deicer for the garages? For a large or lengthy snow event would the labor to perform such salting ever be considered Extra Work?

Answer:

Current parking contractor has a truck with salt spreader and a front snow removal plate.

The Contractor will not be responsible for deicing.

Snow removal services shall not be considered under extra work. Refer to Letter F above and revised Cost Proposal Form.

Refer to Letter E above regarding the salt spreader.

Question # 92

Attachment B, Page 80, Section 12, Para (a) – Does the Port Authority have a preference as to radio frequency so as not to interfere with other existing communications? Are there repeater devices already installed about the airports to facilitate communication and if so are these owned by the Port Authority and transferrable to or useable by the Contractor?

Answer:

Repeaters are the property of the PA and used by the Contractor. Radios are the property of the Contractor.

Radios are not currently being used at SWF, and there are no frequencies available for the Contractor's use. Repeaters will be available; however, they are not currently in use at this airport.

BLDG 14 JFK AIRPORT E. HANGAR RD
JAMAICA, NY 11430

CH1	RX 463.4375	TX 468.4375	DPL 043
CH2	SX 463.4375	- -	DPL 043
CH3	SX 461.5125	- -	DPL 243
CH4	SX 462.1125	- -	DPL 432
CH5	SX 463.9375	- -	DPL 546
CH6	SX 467.1125	- -	DPL 612

CH7 SX 468.9375 - - DPL 723
CH8 RX 451.2375 TX 457.2375 DPL 031 *old freqs - no longer used as repeater.* However, used ta on ch. 9
CH9 SX 451.2375 - - DPL 031
CH10 RX 463.4375 TX 468.4375 DPL 664 ADMIN CHANNEL FOR STUNNING RADIOS
PROGRAMMED WITH 5 TONE FORM EIA

LGA:

CH.	FREQ		DPL Code
1.	463.7375	468.7375	654
2.	463.7375	-	654
3.	452.1375	-	123
4.	452.1875	-	012
5.	452.5125	-	205
6.	452.6625	-	526
7.	457.0625	-	732

EWR:

1. 451.950 456.95 506 CTP
2. 451.825 456.825 612 DF/GH
3. 461.175 - - 731 GAR C
4. 451.95 - - 506 RPTR TA
5. 461.4 - - 645 Valet
6. 452.675 - - 346
7. 466.175 - - 261
8. 470.6125 473.6125 167.9 SUPERVISOR ONLY PORT AUTHORITY NY/NJ

Question # 93
Attachment B, Page 81, Section 13, Para (b) – If the Contractor is earning no profit at the end of the term and has the obligation to purchase all new vehicles to enter the option term, can the Contractor either a) decline to extend into the two year option term; or b) seek approval of the Manager to waive the requirement of vehicles no older than 3 model years? Since vehicle model years proceed calendar years by as much as 6 months or more, can the age of the vehicle from date of actual purchase or lease as new be the determining number?
Answer:
No and no.

Question # 94
Attachment B, Page 82, Section 13, Para (c) – When it is stated that the drivers of the vehicles are provided at no additional cost, they are still billable as Work hours at their applicable rate while providing this service, correct?
Answer:
No. All cost for this position shall be included in the Fleet Operating Charge.

Question # 95
Attachment B, Page 82, Section 13, Para (e) – Is a 2-gallon supply of gas to parking lot customers also provided at no charge and is this cost reimbursable or absorbed as part of the management fee? Is the Contractor permitted to deny service to exotic or hybrid vehicles where the provision of a jump start or tire change could result in damage? (e.g. improperly positioned jacks, battery charging procedures unique to certain vehicles and wheels with lug locking devices can all invite damage.)
Answer:
The Proposer cannot refuse service to any patron.

Question # 96
Attachment B, Page 82, Section 13, Para (f) – Please provide the number of vehicle lockouts that the incumbent operator performed during the most recent fiscal year and the amount of reimbursement paid to operator by the Port.
Answer:
Refer to Question/Answer # 11.

Question # 97
Attachment B, Page 84, Section 13, Para (o) – Does the requirement of four 4-wheel drive pickup trucks "capable of attaching a snow plow..." relate to the performance of the vehicles (e.g. V8 engine with heavy duty transmission) or the provision of the support attachments and operating devices for a separate snow plow or the provision of plowing equipment for all 4 vehicles? Would plowing with such equipment beyond the defined snow removal areas constitute Extra Work?
Answer:
There are a total of five (5) 4-wheel drive vehicles that require snowplows and salt spreaders.

Refer to Question/Answer # 91.

Question # 98
Attachment B, Page 88, Section 16, Para (f) – It is unlikely that "technologies" would become the property of the Port Authority as this is too broad a term. Can this word be deleted or modified for this Contract?
Answer:
No. If a Proposer has an exception to this area, it should be included in its proposal pursuant to revenue generation, cost savings and operational improvements.

Question # 99
Attachment B, Page 90, Section 19 – If the Contractor is required to enter into an agreement with a credit card provider there will need to be certification by the Port Authority that all equipment used in processing credit cards is PCI compliant. Will the Port Authority so certify or require Federal APD and its service providers to so certify?
Answer:
Equipment is PCI compliant. PA will certify equipment.

Question # 100
Attachment B, Page 93, Section 29 – Are vehicles and radios purchased for the Contract considered solely the property of the Contractor?
Answer:
Vehicles and radios will remain the property of the Contractor.

Question # 101
Attachment B, Page 93, Section 30 – Are the revenue control system controllers housed in the Space at each airport? Will the Contractor have direct or remote access to these systems for reporting purposes? Are the systems under full-service maintenance contracts? If this equipment is housed in the Space, is the cost of the revenue control system maintenance a Contractor cost? If yes, can we be provided with the current maintenance agreement?
Answer:
Yes, revenue control system controllers are housed in the space at each airport. The Contractor will have direct access to these systems for reporting purposes. The systems are under full-service maintenance contracts. The cost of the revenue control maintenance system is a PA agreement so no cost to the Contractor.

Question # 102
Attachment B, Page 96, Section 34 – Not mentioned elsewhere in the document but a government obligation is the remittance of parking taxes collected from customers. Since the Port Authority receives all cash and credit card receipts, the payment of parking taxes should be the obligation of the Port Authority. Will the Port Authority indemnify the Contractor from any liability for the Port Authority's failure to remit parking tax to the appropriate taxing authorities or failing that certify that the payment of parking taxes is the obligation of the Port Authority?
Answer:

A response to this question will be forthcoming under a subsequent addendum.

Question # 103
Attachment B, Page 96, Section 34 – Are break rooms made available at all facilities for employees for rest or eat during scheduled breaks?
Answer:
Yes

Question # 104
Standard Contract Terms and Conditions, Page 6 of 30, Para 7 – This section indicates that the Contractor can be adequately compensated for breaches by the Port Authority. Where are the obligations of the Port Authority with respect to payment timing defined and what specific options are available to the Contractor in the event of a material breach? What is the interest applied to late payments by the Port Authority?
Answer:

A response to this question will be forthcoming under a subsequent addendum.

Question # 105
Standard Contract Terms and Conditions, Page 12 of 30, Para 17 – At the end of the first paragraph of this section where an extension of the duration of retained records is discussed, can the clarification (bold faced) "...six years from the date of final payment **by Contractor** with respect to the records..." be added? This would eliminate potential confusion that final payment relates to the Port Authority.
Answer:

A response to this question will be forthcoming under a subsequent addendum.

Question # 106
Please clarify that the Port Authority will audit the operator on four different areas having to do with wages and benefits. The areas being –

a. Meeting the minimum wage requirement
b. Meeting the minimum average hourly wage
c. Meeting the minimum average hourly cost for healthcare
d. Meeting the minimum average hourly cost for supplemental benefits

Is this an accurate assessment?
Answer:
All provisions of the wages, salaries and benefits terms and conditions of the contract are subject to audit.

Question # 107
When were the current employees last background checks completed? Will the Port Authority allow those results to be used for the initial year of the contract or will the new operator have to conduct screening for both existing employees and newly hired employees?
Answer:
The Port Authority does not have the date of the last background checks. The selected Contractor shall be required to complete their own checks on any staff retained.

Question # 108
Are the costs of all passing background checks reimbursable by the Port Authority whereas all failing backgrounds checks are the responsibility of the operator? In not, please clarify.
Answer:
Yes.

Question # 109
What is the schedule of the customer service vehicles and the vehicles used to transport employees? This would include the number actually utilized each day and the hours utilized.

Answer:
Customer service vehicles – 24/7; transport is done for each shift (3 shifts).

Question # 110
The Port Authority will pay the operators invoice within thirty days of the acceptance of an accurate invoice. Due to the complexity of the billing to be conducted; would the Port Authority consider paying a portion, such as 85%, within ten days of invoice receipt with the balance subject to review?
Answer:
No.

Question # 111
Will the Port Authority reimburse the operator for sales tax paid by the operator for goods and services purchased for items that are directly reimbursable, such as "Extra Work"?
Answer:

A response to this question will be forthcoming under a subsequent addendum.

Question # 112
The RFP states that each employee coming on duty must have a ½ hour "roll call" which is not to be considered post coverage. Does "roll call" include travel time to the employee's post? Can "roll call" be conducted in the field, such as at the toll plaza if need be? Does *this "roll call" apply to Clerical, Supervisor or Supevisor in Charge employees coming on* duty?
Answer:
Roll Call includes travel time to the employee's post. Due to safety issues, roll call cannot be completed at the toll plaza. Roll call does not apply to Clerical and Supervisor in charge.

Question # 113
Training costs are the responsibility of the operator. Does this include the wages to be paid to employees who are being trained? Are training hours considered post coverage?
Answer:
Employees should be paid their wages for training. These are not considered post hours.

Question # 114
For vehicles, there are no specifications for the 4x4 pick up with plowing capability. Please provide. Does a snow plow need to be purchased by the operator?
Answer:
Refer to Exhibit E for 4x4 specifications.

Refer to Letter E above for snow plow.

Question # 115
Labor used during a weather event such as a snow storm, is this considered post coverage? Is it considered "Extra Work"?
Answer:

Refer to Letter F above.

Question # 116
Is it safe to assume that the office space used by the current operator will be the same space offered to the operator awarded the contract? Who owns the office furniture, office equipment, safes, supplies, consumables? Are the expected to remain on site?
Answer:
The office space currently provided is the office space available. Office furniture and revenue equipment belongs to the Port Authority. Consumables that have not been purchased by PA belong to Contactor.

Question # 117
Since the uniforms to be worn are not unique to the operator, can the awarded proposer assume the uniforms currently in use remain in use until deemed to need replacement?
Answer:
The uniforms are the property of the PA, however, the new Contractor must replace these items. The successful proposer has 45 days to replace these uniforms. Refer to page 84, Section 14, "Uniforms", paragraph (g).

Question # 118
Who is responsible to clean the office space? Is it the Port Authority cleaning contractor?
Answer:
The Contractor will be responsible for cleaning their office space with the exception of the offices at JFK. Currently these spaces are located within Bldg. 14 and are cleaned by a PA contractor. If office space provided at JFK were relocated outside of Bldg. 14 then the contractor would be responsible.

Question # 119
The Port Authority indicates there are eleven paid holidays. Are these for Port Authority employees or do the operator's employees have to have a minimum of these eleven holidays?
Answer:
These are Port Authority holidays. The Proposer should identify the number of holidays for its employees on the Calculation of the Average Hourly Rate Form.

Question # 120
Ten passenger vans are to be CNG fueled. Is there a fueling station off-site that is in close proximity to the airport for refueling?
Answer:
JFK has a CNG fueling station on airport.

Question # 121
Each airport (except Stewart) has a sales office to handle the employee parking permits. Do all three sales offices function in the same manner?

Answer:
Yes

This communication should be initialed by you and annexed to your proposal upon submission.

In case any proposer fails to conform to these instructions, its proposal will nevertheless be construed as though this communication had been so physically annexed and initialed.

THE PORT AUTHORITY OF NY & NJ

KATHY LESLIE WHELAN, MANAGER
COMMODITIES & SERVICES DIVISION

PROPOSER'S FIRM NAME: _____

INITIALED: _____

DATE: _____

QUESTIONS CONCERNING THIS ADDENDUM MAY BE ADDRESSED TO KATHY LESLIE WHELAN AT (201) 395-3429 OR LUZ SANTANA AT (201) 395-3449.

PRE-PROPOSAL MEETING / SITE INSPECTION
ATTENDEES SIGN-IN FORM

TITLE: AIRPORT PARKING LOT MANAGEMENTAND OPERATION SERVICES AT JOHN F. KENNEDY INTERNATIONAL AIRPORT, LAGUARDIA AIRPORT, NEWARK LIBERTY INTERNATIONAL AIRPORT, AND STEWART INTERNATIONAL AIRPORT

RFP NUMBER: 29198

DATE: Tuesday, May 15, 2012 @ 10 AM

LOCATION OF MEETING/SITE INSPECTION:
Newark Liberty International Airport (EWR) PA Admin Bldg. #1, Conrad Road, Newark, NJ 07114

ATTENDEES:
(continue on another sign-in form if necessary)

NAME	COMPANY	TELEPHONE #
KEN OLDAM	PARK SAFE SYSTEM	267 687 0242
BOB REISER	STANDARD PARKING	216-802-6651
JACK RICCHIUTO	STANDARD PARKING	216-802-6650
[illegible]	Port Authority	212-435-6652
[illegible]	PA	201 395-3421
ERIC LOUDIN	CENTRAL PARKING	407-473-2345
BRIAN COLLINI	CENTRAL PARKING	212 321-7522
SCOTT HUTCHISON	ABM PARKING SERVICES	201 419 1812
MICHAEL JOSEPH	ABM PARKING SERVICES	347-380-1894
BOB CODA	PA LANDSIDE MGR	973-961-6214
Denise Dugan	PA Landside	973 961-6212
Kathy Leahy Whelan	PA Procurement	201-395-3429
Luc Santana	PA Procurement	201 395 3449
Ronnie Bendernagel	PA Aviation	212 435 3729

PRE-PROPOSAL MEETING / SITE INSPECTION
ATTENDEES SIGN-IN FORM

TITLE: AIRPORT PARKING LOT MANAGEMENTAND OPERATION SERVICES AT JOHN F. KENNEDY INTERNATIONAL AIRPORT, LAGUARDIA AIRPORT, NEWARK LIBERTY INTERNATIONAL AIRPORT, AND STEWART INTERNATIONAL AIRPORT

RFP NUMBER: 29198

DATE: Wednesday May 16 10AM ~~Thursday, May 17, 2012 @ 10 AM~~

LOCATION OF MEETING/SITE INSPECTION:
~~LaGuardia Airport (LGA), Port Authority Administration Bldg., Hangar 7C (Marine Terminal Road), 3rd Floor, General Manager's Conference Room, Flushing NY 11371~~ SWF

ATTENDEES:
(continue on another sign-in form if necessary)

NAME	COMPANY	TELEPHONE #
KEN OLDAM	PARK SAFE SYSTEM	267 687 0242
BOB REISER	STANDARD PARKING	216-802-6651
ERIC LOUDIN	CENTRAL PARKING	407-473-2345
LEE A WRIGHT	AIRPORTS	845-838-8276
Michael Torelli	PANYNJ - SWF	845-838-8218
Jerome Roberson	PA Central Division	212-435-3799
Bonnie Bernstein	PA Aviation	212-435-3729
Emily Baeder	PA Procurement	201-395-3421
STANLEY PETERSON	ABM-PARKING SERVICES	973-792-8272
MICHAEL JOSEPH	ABM. PARKING SERVICES	347-380-1894
Luz Santana	PA Procurement	201 395 3449
Kathy Ledri Whelan	Port Authority	201 395-3429

PRE-PROPOSAL MEETING / SITE INSPECTION
ATTENDEES SIGN-IN FORM

TITLE: AIRPORT PARKING LOT MANAGEMENT AND OPERATION SERVICES AT JOHN F. KENNEDY INTERNATIONAL AIRPORT, LAGUARDIA AIRPORT, NEWARK LIBERTY INTERNATIONAL AIRPORT, AND STEWART INTERNATIONAL AIRPORT

RFP NUMBER: 29198

DATE: Thursday, May 17, 2012 @ 10 AM

LOCATION OF MEETING/SITE INSPECTION:
LaGuardia Airport (LGA), Port Authority Administration Bldg., Hangar 7C (Marine Terminal Road), 3rd Floor, General Manager's Conference Room, Flushing NY 11371

ATTENDEES:
(continue on another sign-in form if necessary)

NAME	COMPANY	TELEPHONE #
MICHAEL JOSEPH	ABM PARKING SERVICES	347-380-1894
Scott Hutchison	ABM Parking Services	801 419 1812
Pamela Brown	Standard Parking	503/706-4365
BOB REISER	STANDARD PARKING	216-802-6651
KEN OLDAM	PARKSAFE SYSTEM	267 687 0242
ERIC LOUDIN	CENTRAL PARKING	407-473-2345
Steve McCormick	Central Parking	281-233-1740
Don Fre	PANYNJ	212-4356652
Ronnie Sandelmann	PA Engineer	212-435-3729
SELENE ORTEGA	P.A. PROCUREMENT	201.395.3407
Cheryl Lee	PA LGA	718-533-3456
Luz Santana	PA Procurement	201 395 3449

PRE-PROPOSAL MEETING / SITE INSPECTION
ATTENDEES SIGN-IN FORM

TITLE: AIRPORT PARKING LOT MANAGEMENT AND OPERATION SERVICES AT JOHN F. KENNEDY INTERNATIONAL AIRPORT, LAGUARDIA AIRPORT, NEWARK LIBERTY INTERNATIONAL AIRPORT, AND STEWART INTERNATIONAL AIRPORT

RFP NUMBER: 29198

DATE: Thursday, May 17, 2012 @ 1 PM

LOCATION OF MEETING/SITE INSPECTION:
John F. Kennedy International Airport (JFK), Port Authority Administration Bldg. #14, (General Aviation Way), 1st Floor, Press Room, Jamaica, NY 11430

ATTENDEES:
(continue on another sign-in form if necessary)

NAME	COMPANY	TELEPHONE #
MICHAEL JOSEPH	ABM PARKING SERVICES	347-380-1894
SCOTT HUTCHISON	ABM PARKING SERVICES	801 419 1812
Steve McCormick	Central Parking	281-233-1740
ERIC LOUDIN	CENTRAL PARKING	407-473-2345
BOB REISER	STANDARD PARKING	216-802-6651
Pamela Brown	Standard Parking	503/706-4365
KEN OLDAM	PARKSAFE	267 667 0242
Ronnie Bendemagel	PA Aviation	212 435 3729
Jim Fall	PA	212-435-6652
PETER CARBONARO	PA	718-244-4159
SELENE ORTEGA	P.A	201-395-3407
Luz Santana	PA Procurement	201 395 3449

THE PORT AUTHORITY OF NEW YORK & NEW JERSEY

ATTACHMENT QUESTION # 5 AND 7

FIVE STAR PARKING - NEWARK LIBERTY INTERNATIONAL AIRPORT
MONTHLY FINANCIAL STATEMENT - MASTER- 2009

PUBLIC PARKING LOT	PAID CARS	CASH	CREDIT CARDS	EZ PASS	TOTAL
CTP	2,649,678	$ 9,106,295.30	$ 19,030,010.50	$ 15,845,586.00	$ 43,981,891.80
Lot-P1-P3	122,781	$ 528,446.00	$ 6,687,963.00	$ 2,437,969.00	$ 9,654,378.00
Lot-P4	239,122	$ 733,365.00	$ 14,254,162.00	$ 5,838,984.25	$ 20,826,511.25
Lot-P6 (Economy)	237,629	$ 2,729,708.00	$ 11,568,922.91	$ 5,131,709.50	$ 19,430,340.41
SUB-TOTAL	3,249,210	$ 13,097,814.30	$ 51,541,058.41	$ 29,254,248.75	$ 93,893,121.46
VALET PARKING	23,552	$ 124,799.09	$ 2,443,495.00	$ -	$ 2,568,294.09
PUBLIC PARKING LOT REVENUE	3,272,762	$ 13,222,613.39	$ 53,984,553.41	$ 29,254,248.75	$ 96,461,415.55

OTHER REVENUE:	
Impound Collection	$ 14,712.00
Accounts Receivable	$ 74,942.74
Employee Parking (Sales)	$ -
GROSS REVENUE - PUBLIC PARKING	$ 96,551,070.29
EMPLOYEE PARKING:	
Employee Parking (Invoice)	$ 6,337,449.00
GRAND TOTAL - REVENUE (PUBLIC/EMPLOYEE PARKING)	$ 102,888,519.29

LESS EXPENSE:				
Labor Expense:	HOURS	AMOUNT		
Supervisor-In-Charge	16,738.75	$ 555,397.25		
Office/Field Supervisors	101,865.50	$ 2,852,082.10		
Clerks	39,845.00	$ 997,047.21		
Cashiers	151,809.25	$ 3,310,811.85		
Traffic Attendants	84,219.00	$ 1,621,098.69		
SUB-TOTAL/LABOR EXPENSE	394,477.50	$ 9,336,437.10		
REVENUE LESS LABOR EXPENSE:				$ 93,552,082.19
Operating Expense:				
Reimbursable Expense	$ 468,015.37			
Management Fee	$ 1,563,649.33			
Vehicle Charge	$ 381,849.00			
Cashier Shortage	$ (9,531.00)			
SUB-TOTAL/OPERATING EXPENSE	$ 2,403,982.70			
TOTAL LABOR/OPERATING EXPENSE		$ 11,740,419.81		
PA CONTRACT LABOR/OPERATING BUDGET		$ 12,426,777.52		
UNDER/(OVER) BUDGET		$ 686,357.71		
REVENUE LESS LABOR/OPERATING EXPENSE				$ 91,148,099.48
Other Expense:				
Credit Card Fees	$ 1,572,812.00			
EZ Pass Fees	$ 813,280.00			
Collection Agency Fees	$ 158.08			
Customer Refund	$ 54,505.00			
SUB-TOTAL/EZ PASS CREDIT CARD/OTHER FEES	$ 2,440,755.08			
TOTAL LABOR/OPERATING EXPENSE/FEES			$ 14,181,174.89	
REVENUE LESS LABOR/OPERATING EXPENSE/FEES				$ 88,707,344.40
LESS TAX:	15.00%		$ 13,420,241.65	
NET REVENUE LESS TAX				$ 75,287,102.76
GROSS REVENUE - (LESS TAX)				$ 89,468,277.64
BUDGETED AMOUNT				$ 97,582,000.00
NET REVENUE (LESS TOTAL EXPENSES) VS BUDGETED AMOUNT				$ (22,294,897.24)
NET REVENUE (LESS TAX) VS BUDGETED AMOUNT				$ (8,113,722.36)
GROSS REVENUE PUBLIC PARKING VS BUDGETED AMOUNT				$ (1,030,929.71)

THE PORT AUTHORITY OF NY & NJ

FIVE STAR APRKING - NEWAR LIBERTY INTERNATIONAL AIRPORT
FINANCIAL STATEMENT - MASTER 2010

PUBLIC PARKING LOT	PAID CARS	CASH	CREDIT CARDS	EZ PASS	TOTAL
CTP	2,545,310	$ 7,849,808.18	$ 21,439,711.05	$ 15,794,040.93	$ 45,083,560.16
Lot-P1-P3	114,398	$ 394,169.00	$ 6,778,274.00	$ 2,222,308.00	$ 9,394,751.00
Lot-P4	220,805	$ 561,158.00	$ 14,889,359.60	$ 5,584,651.00	$ 21,035,168.60
Lot-P6 (Economy)	204,555	$ 2,072,864.00	$ 11,249,248.00	$ 4,835,649.00	$ 18,157,761.00
SUB-TOTAL	3,085,068	$ 10,877,999.18	$ 54,356,592.65	$ 28,436,648.93	$ 93,671,240.76
VALET PARKING	20,133	$ 91,128.80	$ 2,323,009.42	$ -	$ 2,414,138.22
PUBLIC PARKING LOT REVENUE	3,105,201	$ 10,969,127.98	$ 56,679,602.07	$ 28,436,648.93	$ 96,085,378.98

OTHER REVENUE:					
Impound Collection					$ 3,381.00
Accounts Receivable					$ 45,681.00
Reserved Parking Fees Collection					$ 6,373.42
Meter Parking					$ -
Limo Parking					$ -
GROSS REVENUE - PUBLIC PARKING					$ 96,140,814.40
EMPLOYEE PARKING:					
Employee Parking (Sales)					$ 130,208.00
Employee Parking (Invoice)					$ 5,992,920.00
EMPLOYEE PARKING REVENUE					$ 6,123,128.00
GRAND TOTAL - REVENUE (PUBLIC/EMPLOYEE PARKING)					$ 102,263,942.40

LESS EXPENSE:					
Labor Expense:	HOURS	AMOUNT			
Supervisor-in-Charge	16,629.25	$ 564,763.67			
Office/Field Supervisors	105,395.50	$ 3,020,582.06			
Clerks	41,335.00	$ 1,059,236.12			
Cashiers	141,259.50	$ 3,402,734.40			
Traffic Attendants	80,598.75	$ 1,721,237.52			
SUB-TOTAL/LABOR EXPENSE	385,218.00	$ 9,768,533.77			
REVENUE LESS LABOR EXPENSE					$ 92,495,408.63
Operating Expense:					
Reimbursable Expense	$ 481,330.20				
Management Fee	$ 1,600,432.49				
Vehicle Charge	$ 390,831.59				
Cashier Shortage	$ (8,582.05)				
SUB-TOTAL/OPERATING EXPENSE	$ 2,464,012.23				
TOTAL LABOR/OPERATING EXPENSE		$ 12,232,546.00			
PA CONTRACT LABOR/OPERATING BUDGET		$ 12,426,777.52			
UNDER/(OVER) BUDGET		$ 194,231.52			
REVENUE LESS LABOR/OPERATING EXPENSE					$ 90,031,395.40
Other Expense:					
Credit Card Fees	$ 1,548,360.05				
EZ Pass Fees	$ 809,315.69				
Collection Agency Fees	$ 1,390.10				
Customer Refund	$ 45,044.00				
SUB-TOTAL/EZ PASS CREDIT CARD/OTHER FEES	$ 2,404,109.84				
TOTAL LABOR/OPERATING EXPENSE/FEES				$ 14,636,655.84	
REVENUE LESS LABOR/OPERATING EXPENSE/FEES					$ 87,627,286.56
LESS TAX:	15.00%			$ 13,338,775.10	
NET REVENUE LESS TAX					$ 74,288,511.46
GROSS REVENUE - (LESS TAX)					$ 88,925,167.30
BUDGETED AMOUNT					$ 83,025,999.00
NET REVENUE (LESS TOTAL EXPENSES) VS BUDGETED AMOUNT					$ (8,737,487.54)
NET REVENUE (LESS TAX) VS BUDGETED AMOUNT					$ 5,899,168.30
GROSS REVENUE PUBLIC PARKING VS BUDGETED AMOUNT					$ 13,114,815.40

THE PORT AUTHORITY OF NEW YORK & NEW JERSEY

AMPCO SYSTEM PARKING - NEWARK LIBERTY INTERNATIONAL AIRPORT
FINANCIAL STATEMENT - MASTER- 2011

PUBLIC PARKING LOT	PAID CARS	CASH	CREDIT CARDS	EZ PASS	TOTAL
CTP	2,504,560	$ 7,147,201.11	$ 22,512,046.51	$ 16,340,687.02	$ 45,997,480.64
Lot-P1-P3	165,687	$ 898,606.00	$ 9,741,109.46	$ 2,792,951.00	$ 13,432,666.46
Lot-P4	235,973	$ 461,516.00	$ 16,158,609.45	$ 5,375,752.00	$ 21,990,478.79
Lot-P6 (Economy)	137,729	$ 1,232,766.30	$ 7,676,513.70	$ 3,138,748.00	$ 12,048,028.00
SUB-TOTAL	3,043,949	$ 9,740,089.41	$ 56,088,279.12	$ 27,648,138.02	$ 93,468,653.89
VALET PARKING	19,069	$ 90,491.00	$ 2,150,236.00	$ -	$ 2,240,727.00
PUBLIC PARKING LOT REVENUE	3,063,018	$ 9,830,580.41	$ 58,238,515.12	$ 27,648,138.02	$ 95,709,380.89

OTHER REVENUE:			
Impound Collection			$ 10,311.00
Accounts Receivable			$ 44,063.00
Reserved Parking Fees Collection			$ 23,839.45
Employee Parking (Sales)			$ 132,025.00
GROSS REVENUE - PUBLIC PARKING			$ 95,919,619.34
EMPLOYEE PARKING:			
Employee Parking (Invoice)			$ 6,562,500.00
GRAND TOTAL - REVENUE (PUBLIC/EMPLOYEE PARKING)			$ 102,482,119.34

LESS EXPENSE:				
Labor Expense:	HOURS	AMOUNT		
Supervisor-In-Charge	16,665.75	$ 573,655.11		
Office/Field Supervisors	109,232.75	$ 3,172,719.84		
Clerks	42,980.25	$ 1,115,720.01		
Cashiers	148,270.75	$ 3,620,371.38		
Traffic Attendants	78,650.75	$ 1,703,921.31		
SUB-TOTAL/LABOR EXPENSE	395,800.25	$ 10,186,387.66		
REVENUE LESS LABOR EXPENSE				$ 92,295,731.68
Operating Expense:				
Reimbursable Expense	$ 416,141.98			
Management Fee	$ 1,622,125.12			
Vehicle Charge	$ 396,129.01			
Cashier Shortage	$ (8,796.00)			
SUB-TOTAL/OPERATING EXPENSE	$ 2,425,600.11			
TOTAL LABOR/OPERATING EXPENSE		$ 12,611,987.77		
PA CONTRACT LABOR/OPERATING BUDGET		$ 12,426,777.50		
UNDER/(OVER) BUDGET		$ (185,210.27)		
REVENUE LESS LABOR/OPERATING EXPENSE				$ 89,870,131.57
Other Expense:				
Credit Card Fees	$ 1,596,881.77			
EZ Pass Fees	$ 853,236.88			
Collection Agency Fees	$ 464.42			
Customer Refund	$ 70,870.00			
SUB-TOTAL/EZ PASS CREDIT CARD/OTHER FEES	$ 2,521,453.07			
TOTAL LABOR/OPERATING EXPENSE/FEES			$ 15,133,440.83	
REVENUE LESS LABOR/OPERATING EXPENSE/FEES				$ 87,348,678.51
LESS TAX:	15.00%		$ 13,367,232.96	
NET REVENUE LESS TAX				$ 73,981,445.55
GROSS REVENUE - (LESS TAX)				$ 89,114,886.38
BUDGETED AMOUNT				$ 87,054,000.00
NET REVENUE (LESS TOTAL EXPENSES) VS BUDGETED AMOUNT				$ (13,072,554.45)
NET REVENUE (LESS TAX) VS BUDGETED AMOUNT				$ 2,060,886.38
GROSS REVENUE PUBLIC PARKING VS BUDGETED AMOUNT				$ 8,865,619.34

THE PORT AUTHORITY OF NEW YORK & NEW JERSEY

ATTACHMENT QUESTION # 5 AND 7

ABM PARKING SERVICES - NEWARK LIBERTY INTERNATIONAL AIRPORT
FINANCIAL STATEMENT - MASTER- 2012

PUBLIC PARKING LOT	PAID CARS	CASH	CREDIT CARDS	EZ PASS	TOTAL
CTP	764,468	$ 1,969,525.05	$ 8,358,883.39	$ 5,573,396.00	$ 15,901,804.44
Lot-P1-P3	48,843	$ 176,020.00	$ 3,081,800.00	$ 901,608.00	$ 4,159,428.00
Lot-P4	77,009	$ 152,323.00	$ 5,601,307.00	$ 1,883,544.00	$ 7,637,174.00
Lot-P6 (Economy)	55,739	$ 450,529.00	$ 3,171,055.00	$ 1,271,426.00	$ 4,893,010.00
SUB-TOTAL	946,059	$ 2,748,397.05	$ 20,213,045.39	$ 9,629,974.00	$ 32,591,416.44
VALET PARKING	6,234	$ 26,566.00	$ 720,703.00	$ -	$ 747,269.00
PUBLIC PARKING LOT REVENUE	952,293	$ 2,774,963.05	$ 20,933,748.39	$ 9,629,974.00	$ 33,338,685.44

OTHER REVENUE:		
Impound Collection		$ 10,692.00
Accounts Receivable		$ 23,938.50
Reserved Parking Fees Collection		$ 9,422.37
Employee Parking (Sales)		$ 38,520.00
GROSS REVENUE - PUBLIC PARKING		$ 33,421,258.31
EMPLOYEE PARKING:		
Employee Parking (Invoice)		$ 2,227,950.00
GRAND TOTAL - REVENUE (PUBLIC/EMPLOYEE PARKING)		$ 35,649,208.31

LESS EXPENSE:	HOURS	AMOUNT
Labor Expense:		
Supervisor-In-Charge	5,512.00	$ 189,729.65
Office/Field Supervisors	36,457.75	$ 1,058,933.58
Clerks	14,467.25	$ 375,553.90
Cashiers	49,486.50	$ 1,208,326.72
Traffic Attendants	26,125.25	$ 565,987.87
SUB-TOTAL/LABOR EXPENSE	132,048.75	$ 3,398,531.71

REVENUE LESS LABOR EXPENSE				$ 32,250,676.60
Operating Expense:				
Reimbursable Expense	$ 62,778.09			
Management Fee	$ 540,708.37			
Vehicle Charge	$ 132,043.00			
Cashier Shortage	$ (921.00)			
SUB-TOTAL/OPERATING EXPENSE	$ 734,608.47			
TOTAL LABOR/OPERATING EXPENSE		$ 4,133,140.18		
PA CONTRACT LABOR/OPERATING BUDGET		$ 4,142,259.17		
UNDER/(OVER) BUDGET		$ 9,119.00		
REVENUE LESS LABOR/OPERATING EXPENSE				$ 31,516,068.13
Other Expense:				
Credit Card Fees	$ 467,983.82			
EZ Pass Fees	$ 291,883.21			
Collection Agency Fees	$ 1,124.01			
Customer Refund	$ 13,898.00			
SUB-TOTAL/EZ PASS CREDIT CARD/OTHER FEES	$ 774,889.04			
TOTAL LABOR/OPERATING EXPENSE/FEES			$ 4,908,029.21	
REVENUE LESS LABOR/OPERATING EXPENSE/FEES				$ 30,741,179.10
LESS TAX:	15.00%		$ 4,649,896.74	
NET REVENUE LESS TAX				$ 26,091,282.36
GROSS REVENUE - (LESS TAX)				$ 30,999,311.57
BUDGETED AMOUNT				$ 27,893,000.00
NET REVENUE (LESS TOTAL EXPENSES) VS BUDGETED AMOUNT				$ (1,801,717.64)
NET REVENUE (LESS TAX) VS BUDGETED AMOUNT				$ 3,106,311.57
GROSS REVENUE PUBLIC PARKING VS BUDGETED AMOUNT				$ 5,528,258.31

THE PORT AUTHORITY OF NEW YORK & NEW JERSEY

FIVE STAR PARKING - LAGUARDIA AIRPORT
FINANCIAL STATEMENT - MASTER 2009

PUBLIC PARKING LOT	PAID CARS	CASH	CREDIT CARDS	EZ PASS	TOTAL
P1	54,549	$ 322,413.00	$ 868,456.00	$ 426,822.00	$ 1,617,691.00
P2	705,646	$ 2,192,023.65	$ 6,957,327.00	$ 5,790,984.00	$ 14,940,334.65
P3 - Long Term	74,725	$ 973,729.00	$ 4,143,247.00	$ 1,886,182.00	$ 7,003,158.00
P4	428,476	$ 1,231,560.00	$ 5,270,520.00	$ 3,940,603.00	$ 10,442,683.00
P5	165,364	$ 803,380.00	$ 2,738,232.07	$ 1,629,646.33	$ 5,171,258.40
P6	35,475	$ 83,651.00	$ 877,399.24	$ 502,490.23	$ 1,463,540.47
P7	5,822	$ 15,128.00	$ 194,928.00	$ 88,218.00	$ 298,274.00
PUBLIC PARKING LOT REVENUE	1,470,057	$ 5,621,884.65	$ 21,050,109.31	$ 14,264,945.56	$ 40,936,939.52
OTHER REVENUE:					
Impound Collection					$ 3,030.00
Accounts Receivable					$ 5,034.00
Meter Parking					$ 48,447.35
Limo Parking					$ 45,354.00
Employee Parking (Sales)					$ 154,150.00
GROSS REVENUE - PUBLIC PARKING					$ 41,192,954.87
EMPLOYEE PARKING:					
Employee Parking (Invoice)					$ 4,966,347.00
GRAND TOTAL - REVENUE (PUBLIC/EMPLOYEE PARKING)					$ 46,159,301.87

LESS EXPENSE:				
Labor Expense:	HOURS	AMOUNT		
Supervisor-In-Charge	*10,744.00*	$ *320,301.79*		
Office/Field Supervisors	38,787.00	$ 972,133.49		
Clerks	20,735.75	$ 498,143.22		
Cashiers	86,066.25	$ 1,898,929.14		
Traffic Attendants	46,069.00	$ 913,438.69		
SUB-TOTAL/LABOR EXPENSE	202,402.00	$ 4,602,946.32		
REVENUE LESS LABOR EXPENSE				$ 41,556,355.55
Operating Expense:				
Reimbursable Expense	$ 235,197.96			
Management Fee	$ 790,456.97			
Vehicle Charge	$ 209,565.93			
Cashier Shortage	$ (2,287.00)			
SUB-TOTAL/OPERATING EXPENSE	$ 1,232,933.86			
TOTAL LABOR/OPERATING EXPENSE		$ 5,835,880.18		
PA CONTRACT LABOR/OPERATING BUDGET		$ *6,282,323.44*		
UNDER/(OVER) BUDGET		$ 446,443.26		
REVENUE LESS LABOR/OPERATING EXPENSE				$ 40,323,421.69
Other Expense:				
Credit Card Fees	$ 611,911.00			
EZ Pass Fees	$ *379,715.00*			
Collection Agency Fees	$ 971.81			
Customer Refund	$ 11,621.00			
SUB-TOTAL/EZ PASS CREDIT CARD/OTHER FEES	$ *1,004,218.81*			
TOTAL LABOR/OPERATING EXPENSE/FEES			$ 6,840,098.99	
REVENUE LESS LABOR/OPERATING EXPENSE/FEES				$ 39,319,202.88
LESS TAX:	*10.375%*		$ *4,338,869.82*	
NET REVENUE LESS TAX				$ 34,980,333.06
GROSS REVENUE - (LESS TAX)				$ 41,820,432.05
BUDGETED AMOUNT				$ 38,748,000.00
NET REVENUE (LESS TOTAL EXPENSES) VS BUDGETED AMOUNT				$ *(3,767,666.94)*
NET REVENUE (LESS TAX) VS BUDGETED AMOUNT				$ 3,072,432.05
GROSS REVENUE PUBLIC PARKING VS BUDGETED AMOUNT				$ *2,444,954.87*

ATTACHMENT QUESTION # 5 AND 7

THE PORT AUTHORITY OF NY & NJ

FIVE STAR APRKING - LAGUARDIA AIRPORT
FINANCIAL STATEMENT - MASTER 2010

PUBLIC PARKING LOT	PAID CARS	CASH	CREDIT CARDS	EZ PASS	TOTAL
P1	57,239	$ 240,079.05	$ 1,111,970.00	$ 501,256.00	$ 1,853,305.05
P2	728,124	$ 2,081,513.00	$ 8,543,661.00	$ 6,239,287.00	$ 16,864,461.00
P3 - Long Term	76,749	$ 880,275.00	$ 4,576,451.00	$ 1,944,403.00	$ 7,401,129.00
P4	446,328	$ 1,053,435.00	$ 5,689,667.00	$ 4,526,568.00	$ 11,269,670.00
P5	178,121	$ 740,212.00	$ 3,675,301.00	$ 1,884,634.00	$ 6,300,147.00
P6	37,553	$ 78,079.00	$ 1,040,411.00	$ 533,487.00	$ 1,651,977.00
P7	6,761	$ 13,281.00	$ 256,797.00	$ 103,539.00	$ 373,617.00
PUBLIC PARKING LOT REVENUE	1,530,875	$ 5,086,874.05	$ 24,894,258.00	$ 15,733,174.00	$ 45,714,306.05

OTHER REVENUE:	
Impound Collection	$ 7,374.00
Accounts Receivable	$ 29,431.00
Reserved Parking Fees Collection	$ -
Meter Parking	$ 43,872.10
Limo Parking	$ 41,932.00
GROSS REVENUE - PUBLIC PARKING	$ 45,830,915.15
EMPLOYEE PARKING:	
Employee Parking (Sales)	$ 154,750.00
Employee Parking (Invoice)	$ 4,977,412.00
EMPLOYEE PARKING REVENUE	$ 5,132,162.00
GRAND TOTAL - REVENUE (PUBLIC/EMPLOYEE PARKING)	$ 50,963,077.15

LESS EXPENSE:				
Labor Expense:	HOURS	AMOUNT		
Supervisor-In-Charge	10,761.75	$ 328,415.43		
Office/Field Supervisors	45,651.75	$ 1,171,836.37		
Clerks	19,270.25	$ 473,546.35		
Cashiers	79,794.25	$ 1,801,419.07		
Traffic Attendants	33,659.00	$ 683,293.65		
SUB-TOTAL/LABOR EXPENSE	189,137.00	$ 4,458,510.87		
REVENUE LESS LABOR EXPENSE				$ 46,504,566.28
Operating Expense:				
Reimbursable Expense	$ 295,721.15			
Management Fee	$ 809,037.65			
Vehicle Charge	$ 214,495.89			
Cashier Shortage	$ (905.00)			
SUB-TOTAL/OPERATING EXPENSE	$ 1,318,349.69			
TOTAL LABOR/OPERATING EXPENSE		$ 5,776,860.56		
PA CONTRACT LABOR/OPERATING BUDGET		$ 6,282,323.44		
UNDER/(OVER) BUDGET		$ 505,462.88		
REVENUE LESS LABOR/OPERATING EXPENSE				$ 45,186,216.59
Other Expense:				
Credit Card Fees	$ 731,303.80			
EZ Pass Fees	$ 471,576.40			
Collection Agency Fees	$ 308.27			
Customer Refund	$ 13,645.00			
SUB-TOTAL/EZ PASS CREDIT CARD/OTHER FEES	$ 1,216,833.47			
TOTAL LABOR/OPERATING EXPENSE/FEES			$ 6,993,694.03	
REVENUE LESS LABOR/OPERATING EXPENSE/FEES				$ 43,969,383.12
LESS TAX:	10.375%		$ 4,790,413.82	
NET REVENUE LESS TAX				$ 39,178,969.30
GROSS REVENUE - (LESS TAX)				$ 46,172,663.33
BUDGETED AMOUNT				$ 37,327,000.00
NET REVENUE (LESS TOTAL EXPENSES) VS BUDGETED AMOUNT				$ 1,851,969.30
NET REVENUE (LESS TAX) VS BUDGETED AMOUNT				$ 8,845,663.33
GROSS REVENUE PUBLIC PARKING VS BUDGETED AMOUNT				$ 8,503,915.15

THE PORT AUTHORITY OF NEW YORK & NEW JERSEY

AMPCO SYSTEM PARKING - LAGUARDIA AIRPORT
FINANCIAL STATEMENT - MASTER 2011

PUBLIC PARKING LOT	PAID CARS	CASH	CREDIT CARDS	EZ PASS	TOTAL
P1	45,828	$ 251,295.00	$ 918,452.39	$ 398,094.00	$ 1,567,841.39
P2	708,984	$ 1,765,948.51	$ 8,836,303.18	$ 6,250,363.49	$ 16,852,615.18
P3 - Long Term	76,240	$ 779,336.00	$ 4,610,541.00	$ 1,928,697.00	$ 7,318,574.00
P4	442,614	$ 949,919.02	$ 5,588,930.84	$ 4,624,930.00	$ 11,163,779.86
P5	166,794	$ 608,553.00	$ 3,787,151.63	$ 1,795,307.00	$ 6,191,011.63
P6	36,145	$ 55,752.00	$ 1,034,187.00	$ 491,457.00	$ 1,581,396.00
P7	5,204	$ 12,226.00	$ 211,730.00	$ 75,369.00	$ 299,325.00
PUBLIC PARKING LOT REVENUE	1,481,809	$ 4,423,029.53	$ 24,987,296.04	$ 15,564,217.49	$ 44,974,543.06

OTHER REVENUE:	
Impound Collection	$ 4,263.00
Accounts Receivable	$ 19,587.00
Reserved Parking Fees Collection	$ 5,571.62
Meter Parking	$ 35,101.65
Limo Parking	$ 37,244.00
Employee Parking (Sales)	$ 155,369.00
GROSS REVENUE - PUBLIC PARKING	$ 45,231,679.33
EMPLOYEE PARKING:	
Employee Parking (Invoice)	$ 5,265,937.10
GRAND TOTAL - REVENUE (PUBLIC/EMPLOYEE PARKING)	$ 50,497,616.43

LESS EXPENSE:				
Labor Expense:	HOURS	AMOUNT		
Supervisor-In-Charge	10,792.00	$ 333,757.71		
Office/Field Supervisors	47,187.50	$ 1,226,908.02		
Clerks	19,181.00	$ 478,025.05		
Cashiers	79,602.00	$ 1,821,533.91		
Traffic Attendants	35,222.50	$ 724,748.46		
SUB-TOTAL/LABOR EXPENSE	191,985.00	$ 4,584,973.14		
REVENUE LESS LABOR EXPENSE				$ 45,912,643.29
Operating Expense:				
Reimbursable Expense	$ 97,504.30			
Management Fee	$ 819,996.68			
Vehicle Charge	$ 217,403.22			
Cashier Shortage	$ (523.00)			
SUB-TOTAL/OPERATING EXPENSE	$ 1,134,381.21			
TOTAL LABOR/OPERATING EXPENSE		$ 5,719,354.34		
PA CONTRACT LABOR/OPERATING BUDGET		$ 6,282,323.42		
UNDER/(OVER) BUDGET		$ 562,969.08		
REVENUE LESS LABOR/OPERATING EXPENSE				$ 44,778,262.09
Other Expense:				
Credit Card Fees	$ 678,521.02			
EZ Pass Fees	$ 466,674.44			
Collection Agency Fees	$ 81.03			
Customer Refund	$ 14,800.99			
SUB-TOTAL/EZ PASS CREDIT CARD/OTHER FEES	$ 1,160,077.48			
TOTAL LABOR/OPERATING EXPENSE/FEES			$ 6,879,431.82	
REVENUE LESS LABOR/OPERATING EXPENSE/FEES				$ 43,618,184.61
LESS TAX:	10.375%		$ 4,746,661.57	
NET REVENUE LESS TAX				$ 38,871,523.04
GROSS REVENUE - (LESS TAX)				$ 45,750,954.86
BUDGETED AMOUNT				$ 41,057,000.00
NET REVENUE (LESS TOTAL EXPENSES) VS BUDGETED AMOUNT				$ (2,185,476.96)
NET REVENUE (LESS TAX) VS BUDGETED AMOUNT				$ 4,693,954.86
GROSS REVENUE PUBLIC PARKING VS BUDGETED AMOUNT				$ 4,174,679.33

THE PORT AUTHORITY OF NEW YORK & NEW JERSEY

ABM PARKING SERVICES - LAGUARDIA AIRPORT

FINANCIAL STATEMENT - MASTER 2012

PUBLIC PARKING LOT	PAID CARS	CASH	CREDIT CARDS	EZ PASS	TOTAL
P1	17,201	$ 93,740.00	$ 422,148.00	$ 174,795.00	$ 690,683.00
P2	211,928	$ 521,530.33	$ 2,996,663.67	$ 2,081,963.00	$ 5,600,157.00
P3 - Long Term	25,357	$ 232,532.40	$ 1,580,213.61	$ 688,441.00	$ 2,501,187.01
P4	146,603	$ 293,323.00	$ 2,073,927.00	$ 1,652,467.00	$ 4,019,717.00
P5	47,052	$ 140,844.00	$ 1,313,272.00	$ 634,788.00	$ 2,088,904.00
P6	11,536	$ 15,819.00	$ 358,071.00	$ 149,319.00	$ 523,209.00
P7	1,531	$ 3,898.00	$ 63,410.00	$ 20,526.00	$ 87,834.00
PUBLIC PARKING LOT REVENUE	461,208	$ 1,301,686.73	$ 8,807,705.28	$ 5,402,299.00	$ 15,511,691.01

OTHER REVENUE:	
Impound Collection	$ 2,760.00
Accounts Receivable	$ 13,327.00
Reserved Parking Fees Collection	$ 6,007.88
Meter Parking	$ 10,015.85
Limo Parking	$ 12,727.00
Employee Parking (Sales)	$ 63,000.00
GROSS REVENUE - PUBLIC PARKING	$ 15,619,528.74
EMPLOYEE PARKING:	
Employee Parking (Invoice)	$ 1,752,238.70
GRAND TOTAL - REVENUE (PUBLIC/EMPLOYEE PARKING)	$ 17,371,767.44

LESS EXPENSE:	HOURS	AMOUNT
Labor Expense:		
Supervisor-In-Charge	3,522.00	$ 108,935.15
Office/Field Supervisors	15,382.00	$ 399,901.24
Clerks	6,272.00	$ 156,309.53
Cashiers	26,442.00	$ 604,998.25
Traffic Attendants	12,304.00	$ 253,092.97
SUB-TOTAL/LABOR EXPENSE	63,922.00	$ 1,523,237.19

REVENUE LESS LABOR EXPENSE				$ 15,848,530.31
Operating Expense:				
Reimbursable Expense	$ 32,328.30			
Management Fee	$ 273,332.23			
Vehicle Charge	$ 72,467.74			
Cashier Shortage	$ (139.00)			
SUB-TOTAL/OPERATING EXPENSE	$ 377,989.27			
TOTAL LABOR/OPERATING EXPENSE		$ 1,901,226.40		
PA CONTRACT LABOR/OPERATING BUDGET		$ 2,094,107.81		
UNDER/(OVER) BUDGET		$ 192,881.41		
REVENUE LESS LABOR/OPERATING EXPENSE				$ 15,470,541.04
Other Expense:				
Credit Card Fees	$ 193,871.24			
EZ Pass Fees	$ 159,747.33			
Collection Agency Fees	$ 619.89			
Customer Refund	$ 3,353.00			
SUB-TOTAL/EZ PASS CREDIT CARD/OTHER FEES	$ 357,591.46			
TOTAL LABOR/OPERATING EXPENSE/FEES			$ 2,258,817.86	
REVENUE LESS LABOR/OPERATING EXPENSE/FEES				$ 15,112,949.58
LESS TAX:	10.375%		$ 1,632,906.79	
NET REVENUE LESS TAX				$ 13,480,042.79
GROSS REVENUE - (LESS TAX)				$ 15,738,860.65
BUDGETED AMOUNT				$ 14,144,000.00
NET REVENUE (LESS TOTAL EXPENSES) VS BUDGETED AMOUNT				$ (663,957.21)
NET REVENUE (LESS TAX) VS BUDGETED AMOUNT				$ 1,594,860.65
GROSS REVENUE PUBLIC PARKING VS BUDGETED AMOUNT				$ 1,475,528.74

THE PORT AUTHORITY OF NEW YORK & NEW JERSEY

FIVE STAR PARKING - JOHN F. KENNEDY INTERNATIONAL AIRPORT

FINANCIAL STATEMENT - MASTER 2009

PUBLIC PARKING LOT	PAID CARS	CASH	CREDIT CARDS	EZ PASS	TOTAL
Lot 1 - Green	1,081,885	$ 4,680,296.65	$ 3,203,205.99	$ 4,181,690.00	$ 12,065,192.64
Lot 2 - Blue	1,564,530	$ 8,919,476.40	$ 2,445,225.25	$ 4,391,426.50	$ 15,756,128.15
Lot 3 - Red	595,095	$ 2,707,036.00	$ 2,310,123.00	$ 2,676,229.50	$ 7,693,388.50
Lot 4 - Yellow	520,869	$ 2,799,334.00	$ 5,264,218.00	$ 4,039,621.75	$ 12,103,173.75
Lot 5 - Orange	369,296	$ 1,251,302.00	$ 1,063,136.00	$ 1,583,714.50	$ 3,898,152.50
Lot 9 - Long Term	261,378	$ 3,847,272.40	$ 11,638,458.60	$ 6,975,381.00	$ 22,461,112.00
PUBLIC PARKING LOT REVENUE	4,393,053	$ 24,204,717.45	$ 25,924,366.84	$ 23,848,063.25	$ 73,977,147.54

OTHER REVENUE:					
Impound Collection					$ 12,061.00
Accounts Receivable					$ 67,386.00
Employee Parking (Sales)					$ 575,359.00
GROSS REVENUE - PUBLIC PARKING					$ 74,631,953.54
EMPLOYEE PARKING:					
Employee Parking (Invoice)					$ 5,361,400.00
GRAND TOTAL - REVENUE (PUBLIC/EMPLOYEE PARKING)					$ 79,993,353.54

LESS EXPENSE:					
Labor Expense:	HOURS	AMOUNT			
Supervisor-In-Charge	10,767.00	$ 319,442.18			
Office/Field Supervisors	99,678.25	$ 2,536,617.42			
Clerks	26,566.00	$ 650,116.96			
Cashiers	165,957.00	$ 3,588,511.27			
Traffic Attendants	58,814.75	$ 1,131,866.46			
SUB-TOTAL/LABOR EXPENSE	361,783.00	$ 8,226,554.29			
REVENUE LESS LABOR EXPENSE					$ 71,766,799.25
Operating Expense:					
Reimbursable Expense	$ 369,809.42				
Management Fee	$ 1,281,539.46				
Vehicle Charge	$ 298,252.24				
Cashier Shortage	$ (5,013.50)				
SUB-TOTAL/OPERATING EXPENSE	$ 1,944,587.62				
TOTAL LABOR/OPERATING EXPENSE		$ 10,171,141.91			
PA CONTRACT LABOR/OPERATING BUDGET		$ 9,531,612.56			
UNDER/(OVER) BUDGET		$ (639,529.35)			
REVENUE LESS LABOR/OPERATING EXPENSE					$ 69,822,211.63
Other Expense:					
Credit Card Fees	$ 760,057.00				
EZ Pass Fees	$ 650,372.00				
Collection Agency Fees	$ 328.08				
Customer Refund	$ 19,993.00				
SUB-TOTAL/EZ PASS CREDIT CARD/OTHER FEES	$ 1,430,750.08				
TOTAL LABOR/OPERATING EXPENSE/FEES				$ 11,601,891.99	
REVENUE LESS LABOR/OPERATING EXPENSE/FEES					$ 68,391,461.55
LESS TAX:	10.375%			$ 7,519,194.05	
NET REVENUE LESS TAX					$ 60,872,267.50
GROSS REVENUE - (LESS TAX)					$ 72,474,159.49
BUDGETED AMOUNT					$ 72,899,000.00
NET REVENUE (LESS TOTAL EXPENSES) VS BUDGETED AMOUNT					$ (12,026,732.50)
NET REVENUE (LESS TAX) VS BUDGETED AMOUNT					$ (424,840.51)
GROSS REVENUE PUBLIC PARKING VS BUDGETED AMOUNT					$ 1,732,953.54

THE PORT AUTHORITY OF NY & NJ

FIVE STAR APRKING - JOHN F. KENNEDY INTERNATIONAL AIRPORT

FINANCIAL STATEMENT - MASTER 2010

PUBLIC PARKING LOT	PAID CARS	CASH	CREDIT CARDS	EZ PASS	TOTAL
Lot 1 - Green	1,152,048	$ 5,248,824.05	$ 4,112,779.00	$ 4,901,724.72	$ 14,263,327.77
Lot 2 - Blue	1,586,949	$ 8,918,445.87	$ 2,902,651.00	$ 4,647,843.72	$ 16,468,940.59
Lot 3 - Red	569,131	$ 2,166,144.01	$ 2,582,295.00	$ 3,026,524.46	$ 7,774,963.47
Lot 4 - Yellow	478,799	$ 2,516,846.00	$ 5,281,136.00	$ 3,995,737.50	$ 11,793,719.50
Lot 5 - Orange	346,440	$ 1,074,596.00	$ 1,297,122.55	$ 1,440,081.49	$ 3,811,800.04
Lot 9 - Long Term	224,205	$ 3,115,040.75	$ 11,360,114.25	$ 6,490,225.00	$ 20,965,380.00
PUBLIC PARKING LOT REVENUE	4,337,572	$ 23,039,896.68	$ 27,536,097.80	$ 24,502,136.89	$ 75,078,131.37

OTHER REVENUE:	
Impound Collection	$ 19,999.00
Accounts Receivable	$ 43,171.84
Reserved Parking Fees Collection	$ -
Meter Parking	$ -
Limo Parking	$ -
GROSS REVENUE - PUBLIC PARKING	$ 75,141,302.21
EMPLOYEE PARKING:	
Employee Parking (Sales)	$ 660,083.00
Employee Parking (Invoice)	$ 4,572,250.00
EMPLOYEE PARKING REVENUE	$ 5,232,333.00
GRAND TOTAL - REVENUE (PUBLIC/EMPLOYEE PARKING)	$ 80,373,635.21

LESS EXPENSE:				
Labor Expense:	HOURS	AMOUNT		
Supervisor-In-Charge	10,760.00	$ 326,779.55		
Office/Field Supervisors	108,966.25	$ 2,836,405.95		
Clerks	27,719.00	$ 694,292.83		
Cashiers	141,718.75	$ 3,136,575.69		
Traffic Attendants	34,710.50	$ 680,036.42		
SUB-TOTAL/LABOR EXPENSE	323,874.50	$ 7,674,090.44		
REVENUE LESS LABOR EXPENSE				$ 72,699,544.77
Operating Expense:				
Reimbursable Expense	$ 310,366.63			
Management Fee	$ 1,250,931.17			
Vehicle Charge	$ 299,181.72			
Cashier Shortage	$ (2,914.00)			
SUB-TOTAL/OPERATING EXPENSE	$ 1,857,565.52			
TOTAL LABOR/OPERATING EXPENSE		$ 9,531,655.96		
PA CONTRACT LABOR/OPERATING BUDGET		$ 9,531,612.56		
UNDER/(OVER) BUDGET		$ (43.40)		
REVENUE LESS LABOR/OPERATING EXPENSE				$ 70,841,979.25
Other Expense:				
Credit Card Fees	$ 826,183.39			
EZ Pass Fees	$ 795,879.53			
Collection Agency Fees	$ 84.01			
Customer Refund	$ 43,623.00			
SUB-TOTAL/EZ PASS CREDIT CARD/OTHER FEES	$ 1,665,769.93			
TOTAL LABOR/OPERATING EXPENSE/FEES			$ 11,197,425.89	
REVENUE LESS LABOR/OPERATING EXPENSE/FEES				$ 69,176,209.32
LESS TAX:	10.375%		$ 7,554,939.66	
NET REVENUE LESS TAX				$ 61,621,269.66
GROSS REVENUE - (LESS TAX)				$ 72,818,695.55
BUDGETED AMOUNT				$ 64,675,608.00
NET REVENUE (LESS TOTAL EXPENSES) VS BUDGETED AMOUNT				$ (3,054,338.34)
NET REVENUE (LESS TAX) VS BUDGETED AMOUNT				$ 8,143,087.55
GROSS REVENUE PUBLIC PARKING VS BUDGETED AMOUNT				$ 10,465,694.21

THE PORT AUTHORITY OF NEW YORK & NEW JERSEY

AMPCO SYSTEM PARKING - JOHN F. KENNEDY INTERNATIONAL AIRPORT

FINANCIAL STATEMENT - MASTER 2011

PUBLIC PARKING LOT	PAID CARS	CASH	CREDIT CARDS	EZ PASS	TOTAL
Lot 1 - Green	1,075,138	$ 4,546,496.55	$ 4,516,329.99	$ 5,010,105.15	$ 14,072,931.69
Lot 2 - Blue	1,580,799	$ 8,351,836.66	$ 2,985,364.59	$ 4,609,274.15	$ 15,946,475.40
Lot 3 - Red	574,032	$ 2,050,704.30	$ 2,798,058.85	$ 3,200,511.00	$ 8,049,274.15
Lot 4 - Yellow	462,355	$ 2,341,697.06	$ 5,604,254.94	$ 4,059,897.00	$ 12,005,849.00
Lot 5 - Orange	370,032	$ 1,119,340.10	$ 1,533,546.95	$ 1,517,623.90	$ 4,170,510.95
Lot 9 - Long Term	210,906	$ 2,665,000.77	$ 10,784,645.65	$ 6,205,580.00	$ 19,655,226.42
PUBLIC PARKING LOT REVENUE	4,273,262	$ 21,075,075.44	$ 28,222,200.97	$ 24,602,991.20	$ 73,900,267.61

OTHER REVENUE:			
Impound Collection			$ 29,981.00
Accounts Receivable			$ 26,654.00
Reserved Parking Fees Collection			$ 1,874.93
Employee Parking (Sales)			$ 744,275.57
GROSS REVENUE - PUBLIC PARKING			$ 74,703,053.11
EMPLOYEE PARKING:			
Employee Parking (Invoice)			$ 5,963,039.00
GRAND TOTAL - REVENUE (PUBLIC/EMPLOYEE PARKING)			$ 80,666,092.11

LESS EXPENSE:			
Labor Expense:	HOURS	AMOUNT	
Supervisor-In-Charge	10,761.00	$ 331,204.21	
Office/Field Supervisors	105,289.00	$ 2,779,598.01	
Clerks	27,882.50	$ 707,850.24	
Cashiers	145,701.25	$ 3,268,341.30	
Traffic Attendants	26,612.50	$ 531,299.93	
SUB-TOTAL/LABOR EXPENSE	316,246.25	$ 7,618,293.70	
REVENUE LESS LABOR EXPENSE			$ 73,047,798.41
Operating Expense:			
Reimbursable Expense	$ 242,864.32		
Management Fee	$ 1,329,465.20		
Vehicle Charge	$ 309,405.98		
Cashier Shortage	$ (1,548.00)		
SUB-TOTAL/OPERATING EXPENSE	$ 1,880,187.50		
TOTAL LABOR/OPERATING EXPENSE		$ 9,498,481.20	
PA CONTRACT LABOR/OPERATING BUDGET		$ 9,531,612.58	
UNDER/(OVER) BUDGET		$ 33,131.38	
REVENUE LESS LABOR/OPERATING EXPENSE			$ 71,167,610.91
Other Expense:			
Credit Card Fees	$ 781,543.59		
EZ Pass Fees	$ 797,273.31		
Collection Agency Fees	$ 61.17		
Customer Refund	$ 71,752.00		
SUB-TOTAL/EZ PASS CREDIT CARD/OTHER FEES	$ 1,650,630.07		
TOTAL LABOR/OPERATING EXPENSE/FEES			$ 11,149,111.27
REVENUE LESS LABOR/OPERATING EXPENSE/FEES			$ 69,516,980.84
LESS TAX:	10.375%		$ 7,582,429.95
NET REVENUE LESS TAX			$ 61,934,550.90
GROSS REVENUE - (LESS TAX)			$ 73,083,662.16
BUDGETED AMOUNT			$ 68,381,000.00
NET REVENUE (LESS TOTAL EXPENSES) VS BUDGETED AMOUNT			$ (6,446,449.10)
NET REVENUE (LESS TAX) VS BUDGETED AMOUNT			$ 4,702,662.16
GROSS REVENUE PUBLIC PARKING VS BUDGETED AMOUNT			$ 6,322,053.11

THE PORT AUTHORITY OF NEW YORK & NEW JERSEY

ABM PARKING SERVICES - JOHN F. KENNEDY INTERNATIONAL AIRPORT

FINANCIAL STATEMENT - MASTER 2012

PUBLIC PARKING LOT	PAID CARS	CASH	CREDIT CARDS	EZ PASS	TOTAL
Lot 1 - Green	320,597	$ 1,292,410.00	$ 1,614,052.79	$ 1,622,836.00	$ 4,529,298.79
Lot 2 - Blue	452,208	$ 2,357,444.02	$ 988,725.98	$ 1,372,593.00	$ 4,718,763.00
Lot 3 - Red	194,519	$ 703,237.00	$ 1,041,836.00	$ 1,149,447.00	$ 2,894,520.00
Lot 4 - Yellow	143,526	$ 687,605.50	$ 2,276,778.50	$ 1,606,953.00	$ 4,571,337.00
Lot 5 - Orange	113,495	$ 322,342.00	$ 553,910.00	$ 481,533.00	$ 1,357,785.00
Lot 9 - Long Term	75,910	$ 888,104.00	$ 3,976,795.00	$ 2,274,048.00	$ 7,138,947.00
PUBLIC PARKING LOT REVENUE	1,300,255	$ 6,251,142.52	$ 10,452,098.27	$ 8,507,410.00	$ 25,210,650.79

OTHER REVENUE:		
Impound Collection		$ 8,241.00
Accounts Receivable		$ 20,697.00
Reserved Parking Fees Collection		$ 5,145.52
Employee Parking (Sales)		$ 186,488.00
GROSS REVENUE - PUBLIC PARKING		$ 25,431,525.51
EMPLOYEE PARKING:		
Employee Parking (Invoice)		$ 1,866,200.00
GRAND TOTAL - REVENUE (PUBLIC/EMPLOYEE PARKING)		$ 27,297,725.51

LESS EXPENSE:					
Labor Expense:	HOURS	AMOUNT			
Supervisor-In-Charge	3,568.00	$ 109,816.62			
Office/Field Supervisors	34,727.00	$ 916,782.38			
Clerks	9,208.00	$ 233,762.58			
Cashiers	48,104.50	$ 1,079,070.52			
Traffic Attendants	8,758.00	$ 174,847.34			
SUB-TOTAL/LABOR EXPENSE	104,365.50	$ 2,514,279.44			
REVENUE LESS LABOR EXPENSE					$ 24,783,446.07
Operating Expense:					
Reimbursable Expense	$ 71,571.12				
Management Fee	$ 443,155.07				
Vehicle Charge	$ 103,135.33				
Cashier Shortage	$ (573.00)				
SUB-TOTAL/OPERATING EXPENSE	$ 617,288.51				
TOTAL LABOR/OPERATING EXPENSE		$ 3,131,567.95			
PA CONTRACT LABOR/OPERATING BUDGET		$ 3,177,204.19			
UNDER/(OVER) BUDGET		$ 45,636.24			
REVENUE LESS LABOR/OPERATING EXPENSE					$ 24,166,157.56
Other Expense:					
Credit Card Fees	$ 235,271.65				
EZ Pass Fees	$ 269,500.63				
Collection Agency Fees	$ 646.10				
Customer Refund	$ 17,363.00				
SUB-TOTAL/EZ PASS CREDIT CARD/OTHER FEES	$ 522,781.38				
TOTAL LABOR/OPERATING EXPENSE/FEES				$ 3,654,349.33	
REVENUE LESS LABOR/OPERATING EXPENSE/FEES					$ 23,643,376.18
LESS TAX:	10.375%			$ 2,565,924.37	
NET REVENUE LESS TAX					$ 21,077,451.82
GROSS REVENUE - (LESS TAX)					$ 24,731,801.14
BUDGETED AMOUNT					$ 22,766,000.00
NET REVENUE (LESS TOTAL EXPENSES) VS BUDGETED AMOUNT					$ (1,688,548.18)
NET REVENUE (LESS TAX) VS BUDGETED AMOUNT					$ 1,965,801.14
GROSS REVENUE PUBLIC PARKING VS BUDGETED AMOUNT					$ 2,665,525.51

SWF PARKING REVENUE REPORT

AvPORTS PARKING

Master

SWF 1Q	YEAR 2010		YEAR 2011		Variance		% Change		Actual Revenue					
	# PAID CARS	$ REVENUE	# PAID CARS	$ REVENUE	# PAID CARS	$ REVENUE	PAID CARS	REVENUE	Tax 2011	2011	Budgeted 2011	Variance	% Variance
Jan	7,315	$ 171,157	7,054	$ 171,530	(261)	$373	-3.6%	0.2%	$ 12,890	$ 158,640	$ 115,000	$ 43,640	37.9%
Feb	6,657	$ 176,349	6,357	$ 173,143	(300)	($3,206)	-4.5%	-1.8%	$ 13,011	$ 160,132	$ 114,000	$ 46,132	40.5%
Mar	8,258	$ 202,592	7,665	$ 218,517	(593)	$15,925	-7.2%	7.9%	$ 16,420	$ 202,097	$ 120,000	$ 82,097	68.4%
SUB-TOTALS	22,230	$ 550,098	21,076	$ 563,190	(1154)	$13,092	-5.2%	2.4%	$ 42,321	$ 520,869	$ 349,000	$ 171,869	49.2%
YTD	22,230	$ 550,098	21,076	$ 563,190	(1154)	$13,092	-5.2%	2.4%	$ 42,321	$ 520,869	$ 349,000	$ 171,869	49.2%

SWF 2Q	YEAR 2010		YEAR 2011		Variance		% Change		Actual Revenue				
	# PAID CARS	$ REVENUE	# PAID CARS	$ REVENUE	# PAID CARS	$ REVENUE	PAID CARS	REVENUE	Tax 2011	2011	Budgeted 2011	Variance	% Variance
Apr	7,856	$ 178,343	7,609	$ 204,651	(247)	$26,308	-3.1%	14.8%	$ 15,378	$ 189,273	$ 132,000	$ 57,273	43.4%
May	8,573	$ 172,222	8,339	$ 185,088	(234)	$12,866	-2.7%	7.5%	$ 13,908	$ 171,180	$ 138,000	$ 33,180	24.0%
Jun	7,991	$ 140,130	8,488	$ 161,741	497	$21,611	6.2%	15.4%	$ 12,154	$ 149,587	$ 165,000	$ (15,413)	-9.3%
SUB-TOTALS	24,420	$ 490,695	24,436	$ 551,480	16	$60,785	0.1%	12.4%	$ 41,441	$ 510,039	$ 435,000	$ 75,039	17.3%
YTD	46,650	$ 1,040,793	45,512	$ 1,114,670	(1138)	$73,877	-2.4%	7.1%	$ 83,761	$ 1,030,909	$ 784,000	$ 246,909	31.5%

SWF 3Q	YEAR 2010		YEAR 2011		Variance		% Change		Actual Revenue				
	# PAID CARS	$ REVENUE	# PAID CARS	$ REVENUE	# PAID CARS	$ REVENUE	PAID CARS	REVENUE	Tax 2011	2011	Budgeted 2011	Variance	% Variance
Jul	8,472	$ 145,610	9,519	$ 186,057	1047	$40,447	12.4%	27.8%	$ 13,981	$ 172,076	$ 165,000	$ 7,076	4.3%
Aug	8,358	$ 145,807	9,390	$ 196,856	1032	$51,049	12.3%	35.0%	$ 14,793	$ 182,063	$ 165,000	$ 17,063	10.3%
Sep	7,339	$ 149,105	7,340	$ 166,224	1	$17,119	0.0%	11.5%	$ 12,491	$ 153,733	$ 160,000	$ (6,267)	-3.9%
SUB-TOTALS	24,169	$ 440,522	26,249	$ 549,137	2080	$108,615	8.6%	24.7%	$ 41,265	$ 507,872	$ 490,000	$ 17,872	3.6%
YTD	70,819	$ 1,481,315	71,761	$ 1,663,807	942	$182,492	1.3%	12.3%	$ 125,026	$ 1,538,781	$ 1,274,000	$ 264,781	20.8%

SWF 4Q	YEAR 2010		YEAR 2011		Variance		% Change		Actual Revenue				
	# PAID CARS	$ REVENUE	# PAID CARS	$ REVENUE	# PAID CARS	$ REVENUE	PAID CARS	REVENUE	Tax 2011	2011	Budgeted 2011	Variance	% Variance
Oct	7,593	$ 170,171	7,951	$ 190,144	358	$19,973	4.7%	11.7%	$ 14,288	$ 175,856	$ 150,000	$ 25,856	17.2%
Nov	7,580	$ 176,327	7,372	$ 172,984	(208)	($3,343)	-2.7%	-1.9%	$ 12,999	$ 159,985	$ 160,000	$ (15)	0.0%
Dec	8,501	$ 173,690	7,490	$ 159,859	(1011)	($13,831)	-11.9%	-8.0%	$ 12,013	$ 147,846	$ 175,650	$ (27,804)	-15.8%
SUB-TOTALS	23,674	$ 520,188	22,813	$ 522,987	(861)	$2,799	-3.6%	0.5%	$ 39,300	$ 483,687	$ 485,650	$ (1,963)	-0.4%
YTD	94,493	$ 2,001,503	94,574	$ 2,186,794	81	$185,291	0.1%	9.3%	$ 164,326	$ 2,022,468	$ 1,759,650	$ 262,818	14.9%

New Parking Rates Effective: 10-18-10			New Parking Rates:				New parking Rate Effective:	
Daily AVG.	259	$5,484	259	$5,991	0	$508		
Monthly AVG.	7,874	$166,792	7,881	$182,233	7	$15,441		

SWF PARKING REVENUE REPORT

AvPORTS PARKING

P2

1Q	YEAR 2011		YEAR 2012		Variance		% Change	
	# PAID CARS	$ REVENUE	# PAID CARS	$ REVENUE	# PAID CARS	$ REVENUE	PAID CARS	REVENUE
Jan	3,104	$ 146,984	3,083	$ 147,144	(21)	$ 160	-0.7%	0.1%
Feb	3,269	$ 151,553	3,551	$ 164,838	282	$ 13,285	8.6%	8.8%
Mar	3,619	$ 192,865	4,079	$ 191,541	460	$ (1,324)	12.7%	-0.7%
SUB-TOTALS	9,992	$ 491,402	10,713	$ 503,523	721	$ 12,121	7.2%	2.5%
YTD	9,992	$ 491,402	10,713	$ 503,523	721	$ 12,121	7.2%	2.5%

2Q	YEAR 2011		YEAR 2012		Variance		% Change	
	# PAID CARS	$ REVENUE	# PAID CARS	$ REVENUE	# PAID CARS	$ REVENUE	PAID CARS	REVENUE
Apr	3,588	$ 178,550			(3,588)	$ (178,550)	-100.0%	-100.0%
May	3,677	$ 159,209			(3,677)	$ (159,209)	-100.0%	-100.0%
Jun	3,254	$ 134,870			(3,254)	$ (134,870)	-100.0%	-100.0%
SUB-TOTALS	10,519	$ 472,629	0	$ -	(10,519)	$ (472,629)	-100.0%	-100.0%
YTD	20,511	$ 964,031	10,713	$ 503,523	(9,798)	$ (460,508)	-47.8%	-47.8%

3Q	YEAR 2011		YEAR 2012		Variance		% Change	
	# PAID CARS	$ REVENUE	# PAID CARS	$ REVENUE	# PAID CARS	$ REVENUE	PAID CARS	REVENUE
Jul	3,465	$ 159,224			(3,465)	$ (159,224)	-100.0%	-100.0%
Aug	3,524	$ 167,602			(3,524)	$ (167,602)	-100.0%	-100.0%
Sep	3,306	$ 143,430			(3,306)	$ (143,430)	-100.0%	-100.0%
SUB-TOTALS	10,295	$ 470,256	-	$ -	(10,295)	$ (470,256)	-100.0%	-100.0%
YTD	30,806	$ 1,434,287	10,713	$ 503,523	(20,093)	$ (930,764)	-65.2%	-64.9%

4Q	YEAR 2011		YEAR 2012		Variance		% Change	
	# PAID CARS	$ REVENUE	# PAID CARS	$ REVENUE	# PAID CARS	$ REVENUE	PAID CARS	REVENUE
Oct	3,833	$ 166,830			(3,833)	$ (166,830)	-100.0%	-100.0%
Nov	3,372	$ 152,230			(3,372)	$ (152,230)	-100.0%	-100.0%
Dec	3,002	$ 138,210			(3,002)	$ (138,210)	-100.0%	-100.0%
SUB-TOTALS	10,207	$ 457,270	-	$ -	(10,207)	$ (457,270)	-100.0%	-100.0%
YTD	41,013	$ 1,891,557	10,713	$ 503,523	(30,300)	$ (1,388,034)	-73.9%	-73.4%

Daily AVG.	112	5,182	179	8,392	(83)	$ (3,802.83)
Monthly AVG	3,418	157,630	5,357	251,762	(2,525)	$ (115,669.50)

ATTACHMENT QUESTION # 6 - LGA

LA GUARDIA AIRPORT - EMPLOYEE WAGE ROSTER

APRIL, 2012

	Job Class	EmpNo	DOH	PayRate	Comments
1	Cashiers	6719440	11/24/1965	$16.20	
2	Cashiers	6720893	12/1/1981	$16.20	
3	Cashiers	6719444	5/24/1986	$15.20	
4	Cashiers	6720899	9/14/1986	$15.20	
5	Cashiers	6720890	2/18/1987	$15.20	
6	Cashiers	6721142	6/23/1987	$15.20	
7	Cashiers	6719445	7/23/1987	$15.20	
8	Cashiers	6720886	8/12/1992	$13.45	
9	Cashiers	6720895	5/10/1993	$13.45	
10	Cashiers	6721370	2/18/1994	$13.45	
11	Cashiers	6719442	5/19/1994	$13.45	
12	Cashiers	6720315	12/2/1994	$13.10	Part Time
13	Cashiers	6721146	5/27/1997	$12.90	
14	Cashiers	6720322	8/26/1997	$12.90	
15	Cashiers	6721280	8/30/1997	$12.90	
16	Cashiers	6720891	3/27/1998	$12.10	
17	Cashiers	6720309	3/27/1998	$12.10	
18	Cashiers	6721143	8/3/1998	$12.10	
19	Cashiers	6720326	10/3/2000	$11.30	
20	Cashiers	6720312	7/2/2002	$11.30	
21	Cashiers	6720320	9/17/2002	$11.30	
22	Cashiers	6720887	9/29/2003	$11.30	
23	Cashiers	6720319	5/25/2004	$11.30	
24	Cashiers	6720311	9/12/2005	$11.30	
25	Cashiers	6719443	10/18/2005	$11.30	
26	Cashiers	6720310	10/19/2005	$10.55	
27	Cashiers	6719449	10/21/2005	$9.95	Part Time
28	Cashiers	6720314	2/28/2006	$10.55	
29	Cashiers	6720896	8/7/2006	$10.55	
30	Cashiers	6721148	10/2/2006	$10.35	
31	Cashiers	6720327	10/27/2006	$10.35	
32	Cashiers	6721278	11/14/2006	$10.35	
33	Cashiers	6719437	1/30/2007	$10.35	
34	Cashiers	6719438	4/6/2007	$10.35	
35	Cashiers	6720892	8/23/2007	$10.35	
36	Cashiers	6720888	9/13/2007	$10.35	
37	Cashiers	6720318	11/6/2007	$10.35	
38	Cashiers	6720898	11/19/2007	$10.35	
39	Cashiers	6721147	12/10/2007	$10.35	
40	Cashiers	6719447	12/21/2007	$10.35	
41	Cashiers	6720897	1/7/2008	$10.35	
42	Cashiers	6720323	4/23/2008	$10.35	
43	Cashiers	6719450	9/3/2008	$9.86	
44	Cashiers	6719441	9/22/2010	$9.86	
45	Cashiers	6721144	10/4/2010	$9.86	
46	Cashiers	6783189	11/29/2010	$9.86	
47	Cashiers	6854088	5/2/2011	$9.86	
48	Cashiers	6947110	9/21/2011	$9.86	
49	Cashiers	6950407	9/23/2011	$9.86	
50	Cashiers		4/26/2012	$9.86	New Hire

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50	**Total Cashiers**			**$11.69**

	DeptNo	EmpNo	DOH	PayRate
1	Clerks	6719510	3/19/1986	$15.30
2	Clerks	6719563	6/26/1989	$21.74
3	Clerks	6719511	4/2/1993	$13.85
4	Clerks	6719560	3/9/1999	$18.08
5	Clerks	6719513	5/10/1999	$12.35
6	Clerks	6719561	5/24/1999	$16.44
7	Clerks	6720889	5/16/2000	$11.30
8	Clerks	6720909	2/7/2001	$13.35
9	Clerks	6720317	6/8/2005	$13.90
10	Clerks	6720894	4/3/2006	$14.75
10	**Total Clerks**			**$15.11**

	DeptNo	EmpNo	DOH	PayRate
1	Supervisors	6719970	9/30/1976	$21.63
2	Supervisors	6720672	8/9/1989	$16.27
3	Supervisors	6719965	7/16/1990	$16.54
4	Supervisors	6719961	12/10/1991	$16.27
5	Supervisors	6719967	3/18/1992	$15.17
6	Supervisors	6719968	11/17/1993	$15.17
7	Supervisors	6721237	8/29/1997	$15.17
8	Supervisors	6719964	5/20/1998	$14.52
9	*Supervisors*	*6720669*	*10/9/1998*	*$15.17*
10	Supervisors	6721194	8/28/1999	$13.14
11	Supervisors	6719969	10/14/1999	$13.60
12	Supervisors	6719966	12/10/1999	$14.00
13	Supervisors	6721314	5/2/2000	$14.00
14	Supervisors	6721025	7/25/2000	$23.42
15	Supervisors	6720667	2/16/2001	$17.00
16	Supervisors	6721026	5/3/2005	$13.60
17	Supervisors	6720668	7/7/2005	$13.14
18	Supervisors	6721315	12/14/2005	$13.14
19	Supervisors	6720671	7/27/2006	$13.60
20	Supervisors	6720674	10/17/2006	$13.60
21	Supervisors	6719960	4/13/2007	$13.14
22	Supervisors	6721236	12/10/2007	$13.52
23	Supervisors	6719963	2/21/2008	$13.14
24	Supervisors	6421235	5/7/2008	$13.14
25	Supervisors	6719446	6/25/2008	$13.14
26	Supervisors	6720673	6/28/2010	$13.14
27	Supervisors	6719971	9/27/2010	$13.14
28	Supervisors	6974438	10/27/2011	$13.14
29	Supervisors	7003239	12/9/2011	$13.14
29	***Total Supervisors***			**$14.72**

	DeptNo	EmpNo	DOH	PayRate
1	SIC	6721024	5/2/1988	$19.25
2	SIC	6719957	5/16/1997	$16.79
3	SIC	6720666	8/10/2007	$15.33
4	SIC	6721023	12/21/2007	$16.00
5	SIC	6719944	6/3/2008	$16.00
5	**Total SIC**			**$16.67**

ATTACHMENT QUESTION # 6 - LGA

	DeptNo	EmpNo	DOH	PayRate	
1	Traffic Attendant	6720009	3/7/1985	$14.54	
2	Traffic Attendant	6720003	6/16/1989	$14.54	
3	Traffic Attendant	6720006	8/11/1989	$13.18	
4	Traffic Attendant	6721239	1/23/1990	$14.54	
5	Traffic Attendant	6720001	4/24/1994	$13.45	
6	Traffic Attendant	6720005	6/11/1994	$12.97	
7	Traffic Attendant	6721375	4/24/1997	$11.30	
8	Traffic Attendant	6720007	2/19/2003	$11.30	
9	Traffic Attendant	6720528	5/1/2005	$11.30	
10	Traffic Attendant	6719748	5/1/2005	$11.30	
11	Traffic Attendant	6719747	5/1/2005	$11.30	
12	Traffic Attendant	6720525	5/1/2005	$14.00	
13	Traffic Attendant	6720526	5/1/2005	$11.80	
14	Traffic Attendant	6720000	5/1/2005	$11.55	
15	Traffic Attendant	6720527	5/1/2005	$11.30	
16	Traffic Attendant	6720524	5/1/2005	$11.30	
17	Traffic Attendant	6721039	5/25/2005	$10.45	
18	Traffic Attendant	6720694	7/13/2006	$10.05	
19	Traffic Attendant	6720008	7/28/2006	$10.05	Part Time
20	Traffic Attendant	6720004	1/24/2007	$9.82	
21	Traffic Attendant	6783181	10/18/2010	$9.31	
22	Traffic Attendant	6947111	9/21/2011	$9.31	
23	Traffic Attendant	6950403	9/23/2011	$9.31	
23	**Total Traffic Attendant**			**$11.65**	

117 **Total Employee**

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NEWARK AIRPORT - EMPLOYEE WAGE ROSTER

APRIL, 2012

	Dept Name	EmpNo	DOH	PayRate
1	Cashiers	6720516	6/11/1986	$14.93
2	Cashiers	6719373	5/8/1987	$14.68
3	Cashiers	6720247	8/31/1987	$14.68
4	Cashiers	6720858	10/14/1987	$14.68
5	Cashiers	6720848	6/13/1988	$14.93
6	Cashiers	6720254	4/20/1989	$14.68
7	Cashiers	6720262	10/5/1990	$14.68
8	Cashiers	6721127	10/23/1990	$14.93
9	Cashiers	6720261	12/27/1990	$14.68
10	Cashiers	6719381	1/19/1991	$14.93
11	Cashiers	6720277	9/2/1991	$14.68
12	Cashiers	6721337	10/10/1991	$14.93
13	Cashiers	6720267	10/14/1991	$14.68
14	Cashiers	6720853	10/31/1992	$14.68
15	Cashiers	6720847	1/16/1993	$14.68
16	Cashiers	6720841	4/24/1993	$14.68
17	Cashiers	6720270	7/17/1993	$14.68
18	Cashiers	6719385	8/7/1993	$14.68
19	Cashiers	6719366	5/24/1994	$14.68
20	Cashiers	6721336	8/15/1994	$14.68
21	Cashiers	6720271	11/2/1994	$14.93
22	Cashiers	6721128	3/15/1995	$14.68
23	Cashiers	6719364	7/31/1995	$14.68
24	Cashiers	6720846	12/14/1995	$14.68
25	Cashiers	6720861	11/4/1996	$14.93
26	Cashiers	6721122	12/30/1996	$14.68
27	Cashiers	6720275	12/30/1996	$14.68
28	Cashiers	6720265	4/7/1997	$14.68
29	Cashiers	6720250	10/13/1997	$14.93
30	Cashiers	6720264	10/29/1997	$14.68
31	Cashiers	6721131	11/17/1997	$14.68
32	Cashiers	6720855	2/4/1998	$14.68
33	Cashiers	6719383	3/23/1998	$14.68
34	Cashiers	6720849	3/30/1998	$14.93
35	Cashiers	6720845	5/20/1998	$14.93
36	Cashiers	6720860	5/27/1998	$14.93
37	Cashiers	6719372	9/2/1998	$12.80
38	Cashiers	6721272	12/14/1998	$12.80
39	Cashiers	6720279	12/28/1998	$12.80
40	Cashiers	6720850	3/1/1999	$12.80
41	Cashiers	6720257	4/19/1999	$12.80
42	Cashiers	6719389	4/26/1999	$12.80
43	Cashiers	6721132	6/21/1999	$12.80
44	Cashiers	6721121	8/9/1999	$11.14
45	Cashiers	6720259	10/4/1999	$11.39
46	Cashiers	6720844	10/27/1999	$11.39
47	Cashiers	6719374	12/1/1999	$11.39
48	Cashiers	6720857	2/7/2000	$11.39
49	Cashiers	6719369	5/26/2000	$11.39
50	Cashiers	6719380	5/26/2000	$11.39
51	Cashiers	6720268	5/31/2000	$11.39

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52	Cashiers	6720857	5/31/2000	$11.39
53	Cashiers	6719369	6/12/2000	$11.39
54	Cashiers	6719380	7/10/2000	$11.39
55	Cashiers	6720268	10/2/2000	$10.33
56	Cashiers	6720263	10/16/2000	$10.33
57	Cashiers	6720276	5/9/2001	$10.33
58	Cashiers	6720256	7/9/2001	$10.33
59	Cashiers	6720266	1/21/2003	$9.86
60	Cashiers	6719378	8/1/2005	$9.86
61	Cashiers	6720269	9/6/2005	$9.86
62	Cashiers	6721271	11/28/2005	$9.86
63	Cashiers	6719387	12/5/2005	$9.86
64	Cashiers	6719388	1/30/2006	$9.86
65	Cashiers	6719379	6/12/2006	$9.86
66	Cashiers	6719384	7/3/2006	$9.86
67	Cashiers	6719386	9/11/2006	$9.86
68	Cashiers	6720249	9/25/2011	$9.86
69	Cashiers	6719363	1/22/2007	$9.86
70	Cashiers	6720251	2/26/2007	$9.86
71	Cashiers	6720689	3/5/2007	$9.86
72	Cashiers	6720272	3/19/2007	$9.86
73	Cashiers	6720854	5/29/2007	$9.86
74	Cashiers	6720246	7/2/2007	$9.86
75	Cashiers	6721126	9/10/2007	$9.86
76	Cashiers	6719367	11/13/2007	$9.86
77	Cashiers	6720862	11/26/2007	$9.86
78	Cashiers	6720253	12/24/2007	$9.86
79	Cashiers	6721123	4/7/2008	$9.86
80	Cashiers	6721270	7/7/2008	$9.86
81	Cashiers	6721369	7/14/2008	$9.86
82	Cashiers	6721124	7/28/2008	$9.86
83	Cashiers	6719375	6/8/2009	$9.86
84	Cashiers	6720260	7/13/2009	$9.86
85	Cashiers	6721133	11/16/2009	$9.86
86	Cashiers	6720687	2/16/2010	$9.86
87	Cashiers	6721317	4/5/2010	$9.86
88	Cashiers	6783124	11/22/2010	$9.86
89	Cashiers	6784855	1/24/2011	$9.86
90	Cashiers	6784845	1/24/2011	$9.86
91	Cashiers	7036631	2/21/2012	$8.76
92	Cashiers	7036630	2/21/2012	$8.76
93	Cashiers	7037197	2/21/2012	$8.76
94	Cashiers	7061516	4/3/2012	$8.76
95	Cashiers	7061512	4/3/2012	$8.76
96	Cashiers	7061237	4/3/2012	$8.76
97	Cashiers	7065343	4/9/2012	$8.76
98	Cashiers	7065342	4/9/2012	$8.76
98				**$11.97**
1	Clerical	6719496	2/3/1979	$16.98
2	Clerical	6719497	11/20/1984	$15.21
3	Clerical	6719550	3/11/1985	$19.31
4	Clerical	6719499	4/1/1986	$15.21
5	Clerical	6719498	7/1/1991	$14.98
6	Clerical	6719503	6/17/1996	$13.01

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7	Clerical	6719502	8/5/1996	$13.80
8	Clerical	6719494	1/5/1998	$12.48
9	Clerical	6720357	2/25/1998	$14.68
10	Clerical	6719504	10/5/1998	$15.34
11	Clerical	6720907	1/20/1999	$13.46
12	Clerical	6720355	11/10/1999	$10.95
13	Clerical	6719500	11/7/2005	$12.00
14	Clerical	6720358	5/5/2008	$15.50
15	Clerical	6720356	6/23/2008	$16.00
16	Clerical	6720366	2/23/2010	$24.04
17	Clerical	6721283	6/14/2010	$10.95
18	Clerical	6817258	3/14/2011	$10.95
19	Clerical	6833945	4/11/2011	$16.83
20	Clerical	6834453	4/11/2011	$10.95
21	Clerical	6883600	6/20/2011	$10.95
22	Clerical	7018355	1/23/2012	$10.95
22				**$14.30**
1	Field Supervisor	6719553	12/31/1981	$24.04
2	Field Supervisor	6719922	8/1/1985	$21.42
3	Field Supervisor	6719911	6/1/1986	$16.00
4	Field Supervisor	6719909	10/1/1990	$20.04
5	Field Supervisor	6721219	11/6/1991	$19.11
6	Field Supervisor	6720636	11/23/1991	$18.74
7	Field Supervisor	6719900	2/8/1992	$21.06
8	Field Supervisor	6719915	4/4/1992	$18.08
9	Field Supervisor	6729912	11/18/1992	$18.57
10	Field Supervisor	6721223	5/26/1993	$18.74
11	Field Supervisor	6720632	2/20/1994	$18.74
12	Field Supervisor	6721007	3/15/1995	$18.41
13	Field Supervisor	6721001	6/28/1995	$18.74
14	Field Supervisor	6721008	7/8/1995	$18.74
15	Field Supervisor	6719907	5/28/1996	$18.08
16	Field Supervisor	6720643	6/24/1996	$18.08
17	Field Supervisor	6721224	7/15/1996	$15.08
18	Field Supervisor	6719917	10/14/1996	$17.31
19	Field Supervisor	6721226	12/30/1996	$17.31
20	Field Supervisor	6721011	1/20/1997	$17.82
21	Field Supervisor	6720638	5/27/1997	$17.82
22	Field Supervisor	6721216	9/29/1997	$17.05
23	Field Supervisor	6720637	9/9/1998	$16.02
24	Field Supervisor	6721010	5/3/1999	$14.20
25	Field Supervisor	6719921	5/17/1999	$16.79
26	Field Supervisor	6721000	8/9/1999	$14.99
27	Field Supervisor	6720639	11/1/1999	$14.99
28	Field Supervisor	6720142	4/10/2000	$13.14
29	Field Supervisor	6721221	4/10/2000	$13.14
30	Field Supervisor	6719916	8/7/2000	$14.60
31	Field Supervisor	6719908	10/16/2000	$14.48
32	Field Supervisor	6719901	10/16/2000	$13.40
33	Field Supervisor	6721003	2/4/2003	$13.96
34	Field Supervisor	6720641	6/28/2004	$13.75
35	Field Supervisor	6719902	9/13/2004	$13.14
36	Field Supervisor	6719918	5/23/2005	$13.75
37	Field Supervisor	6721222	12/15/2005	$13.40

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38	Field Supervisor	6721006	1/9/2006	$13.75
39	Field Supervisor	6719903	7/3/2006	$17.31
40	Field Supervisor	6719920	9/4/2006	$13.75
41	Field Supervisor	6719923	9/11/2006	$13.40
42	Field Supervisor	6720640	9/25/2006	$13.75
43	Field Supervisor	6719919	10/26/2006	$13.75
44	Field Supervisor	6720633	11/16/2009	$13.14
45	Field Supervisor	6721220	1/25/2010	$13.14
46	Field Supervisor	6721228	2/8/2010	$13.14
47	Field Supervisor	6719925	3/15/2010	$13.14
48	Field Supervisor	6807076	2/28/2011	$13.14
49	Field Supervisor	6810178	3/7/2011	$13.14
50	Field Supervisor	6829856	4/4/2011	$13.14
51	Field Supervisor	6874008	6/6/2011	$13.14
52	Field Supervisor	6878060	6/13/2011	$13.14
53	Field Supervisor	6878062	6/13/2011	$13.14
54	Field Supervisor	6883603	6/20/2011	$13.14
55	Field Supervisor	6899839	7/18/2011	$16.00
56	Field Supervisor	6910170	8/1/2011	$13.14
57	Field Supervisor	6910175	8/1/2011	$13.14
58	Field Supervisor	6721218	8/5/2011	$13.14
59	Field Supervisor	6926812	8/22/2011	$13.14
60	Field Supervisor	6719994	11/18/2011	$13.14
61	Field Supervisor	6720630	11/18/2011	$13.14
62	Field Supervisor	6995017	12/12/2011	$13.14
63	Field Supervisor	7018005	1/23/2012	$13.14
64	Field Supervisor	7017997	1/23/2012	$13.14
65	Field Supervisor	7018009	1/23/2012	$13.14
66	Field Supervisor	7038901	2/27/2012	$13.14
67	Field Supervisor	7047076	3/12/2012	$13.14
67				**$15.32**
1	Supervisor In Charge	6720629	8/21/1975	$22.45
2	Supervisor In Charge	6719913	8/13/1986	$20.25
3	Supervisor In Charge	6719910	7/9/1987	$19.95
4	Supervisor In Charge	6719926	10/14/1989	$20.35
5	Supervisor In Charge	6721359	7/21/1995	$19.96
6	Supervisor In Charge	6719924	4/21/1997	$19.13
7	Supervisor In Charge	6719914	1/16/2006	$17.00
8	Supervisor In Charge	6719904	5/24/2010	$16.00
9	Supervisor In Charge	6864935	5/23/2011	$16.00
9				**$19.01**
1	Traffic Attendants	6719987	4/2/1964	$14.93
2	Traffic Attendants	6719993	6/23/1970	$14.93
3	Traffic Attendants	6719740	2/13/1974	$14.68
4	Traffic Attendants	6719991	5/29/1979	$15.97
5	Traffic Attendants	6719988	5/13/1982	$14.93
6	Traffic Attendants	6719739	3/16/1987	$16.41
7	Traffic Attendants	6720515	6/5/1987	$14.68
8	Traffic Attendants	6719741	8/12/1987	$14.68
9	Traffic Attendants	6719990	4/16/1989	$14.93
10	Traffic Attendants	6720780	8/1/1990	$14.93
11	Traffic Attendants	6721258	11/2/1990	$14.68
12	Traffic Attendants	6720518	3/11/1992	$15.97

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13	Traffic Attendants	6720517	11/13/1994	$14.68
14	Traffic Attendants	6720690	10/1/1997	$14.68
15	Traffic Attendants	6719992	12/22/1997	$14.68
16	Traffic Attendants	6720782	1/28/1998	$14.93
17	Traffic Attendants	6720140	9/28/1998	$12.55
18	Traffic Attendants	6720781	3/6/2000	$11.14
19	Traffic Attendants	6720144	5/15/2000	$11.14
20	Traffic Attendants	6720143	5/17/2000	$11.14
21	Traffic Attendants	6720141	4/9/2001	$10.33
22	Traffic Attendants	6720514	4/30/2001	$10.33
23	Traffic Attendants	6796971	2/14/2011	$9.31
24	Traffic Attendants	6796973	2/14/2011	$9.31
25	Traffic Attendants	6810179	3/7/2011	$9.31
26	Traffic Attendants	6810255	3/7/2011	$9.31
27	Traffic Attendants	6817247	3/14/2011	$9.31
28	Traffic Attendants	6816468	3/14/2011	$9.31
29	Traffic Attendants	6816479	3/14/2011	$9.31
30	Traffic Attendants	6834305	4/11/2011	$9.31
31	Traffic Attendants	6720513	5/9/2001	$10.33
32	Traffic Attendants	6860129	5/16/2011	$9.31
33	Traffic Attendants	6860047	5/16/2011	$9.31
34	Traffic Attendants	6874006	6/6/2011	$9.31
35	Traffic Attendants	6941222	9/12/2011	$9.31
36	Traffic Attendants	6941172	9/12/2011	$9.31
37	Traffic Attendants	6948094	9/26/2011	$9.31
38	Traffic Attendants	6948275	9/26/2011	$9.31
39	Traffic Attendants	7008145	1/9/2012	$9.31
40	Traffic Attendants	7016414	1/17/2012	$9.31
41	Traffic Attendants	7012728	1/17/2012	$9.31
42	Traffic Attendants	7026896	2/6/2012	$9.31
43	Traffic Attendants	7025861	2/6/2012	$9.31
44	Traffic Attendants	7038907	2/27/2012	$9.31
44				**$11.66**

240 TOTAL EMPLOYEES

ATTACHMENT QUESTION # 6 - JFK

KENNEDY AIRPORT - EMPLOYEE WAGE ROSTER
APRIL, 2012

No	DeptName	ID	DOH	PayRate	Job Status
1	Cashiers	6719401	1/30/1982	14.99	
2	Cashiers	6720297	9/7/1986	16.79	
3	Cashiers	6721140	10/28/1986	14.88	
4	Cashiers	6719418	3/26/1987	14.88	
5	Cashiers	6720868	5/28/1987	14.88	
6	Cashiers	6720284	4/3/1988	14.88	
7	Cashiers	6720877	8/4/1988	14.88	
8	Cashiers	6720883	2/22/1989	14.88	
9	Cashiers	6720302	9/27/1989	14.88	
10	Cashiers	6720876	10/18/1989	14.88	
11	Cashiers	6720872	1/13/1991	13.66	
12	Cashiers	6720881	3/15/1991	13.66	
13	Cashiers	6721276	6/24/1991	13.66	
14	Cashiers	6719391	1/16/1992	13.66	
15	Cashiers	6719424	4/29/1993	13.66	
16	Cashiers	6719429	10/15/1993	13.66	
17	Cashiers	6720874	2/1/1994	13.66	
18	Cashiers	6720879	1/17/1995	13.66	
19	Cashiers	6719405	10/19/1995	13.57	
20	Cashiers	6719396	12/13/1995	13.57	
21	Cashiers	6719432	4/21/1996	13.57	
22	Cashiers	6720280	5/28/1996	13.57	
23	Cashiers	6719423	6/27/1996	13.57	
24	Cashiers	6720294	9/17/1996	13.57	
25	Cashiers	6719426	3/30/1997	13.19	
26	Cashiers	6719399	9/26/1997	13.19	
27	Cashiers	6719413	3/3/1998	13.19	
28	Cashiers	6719420	7/2/1998	13.19	
29	Cashiers	6720873	8/20/1998	13.19	
30	Cashiers	6721138	9/1/1998	13.19	
31	Cashiers	6721135	10/16/1998	13.19	
32	Cashiers	6719422	4/15/2000	13.24	
33	Cashiers	6720869	4/18/2000	13.24	
34	Cashiers	6720301	4/26/2000	13.24	
35	Cashiers	6720875	12/19/2000	13.24	
36	Cashiers	6720882	2/24/2001	13.24	
37	Cashiers	6720292	6/14/2001	13.15	
38	Cashiers	6720299	3/5/2002	13.15	
39	Cashiers	6721277	4/26/2002	13.15	
40	Cashiers	6719419	6/29/2002	12.30	Part Time
41	Cashiers	6720865	7/28/2002	13.15	
42	Cashiers	6721134	7/29/2002	13.15	
43	Cashiers	6720870	7/30/2002	13.15	
44	Cashiers	6721274	8/13/2002	13.15	
45	Cashiers	6719394	1/16/2003	13.00	
46	Cashiers	6721137	7/17/2003	13.15	
47	Cashiers	6721275	11/15/2003	13.55	
48	Cashiers	6720867	5/27/2004	13.15	
49	Cashiers	6720298	7/19/2004	12.96	
50	Cashiers	6720296	8/1/2004	11.77	
51	Cashiers	6720285	6/23/2005	11.85	

ATTACHMENT QUESTION # 6 - JFK

52	Cashiers	6719433	8/8/2005	11.85	
53	Cashiers	6719417	11/28/2005	11.85	
54	Cashiers	6721141	6/5/2006	11.35	
55	Cashiers	6720303	6/7/2006	11.65	
56	Cashiers	6720290	7/8/2006	10.95	
57	Cashiers	6720288	8/1/2006	10.95	
58	Cashiers	6719421	11/17/2006	10.95	Part Time
59	Cashiers	6720878	12/14/2006	10.95	
60	Cashiers	6719427	2/9/2007	10.95	
61	Cashiers	6720282	2/16/2007	10.95	
62	Cashiers	6719393	3/14/2007	10.45	Part Time
63	Cashiers	6719410	3/20/2007	10.95	
64	Cashiers	6719408	4/11/2007	10.70	
65	Cashiers	6719415	7/31/2007	10.70	
66	Cashiers	6720880	10/30/2007	10.45	
67	Cashiers	6720289	10/30/2007	10.45	
68	Cashiers	6719431	2/26/2008	10.45	
69	Cashiers	6719416	4/15/2008	10.11	
70	Cashiers	6719400	8/5/2008	10.00	Part Time
71	Cashiers	6719425	8/19/2008	10.11	
72	Cashiers	6719404	9/3/2008	10.11	
73	Cashiers	6719392	5/20/2009	10.11	
74	Cashiers	6720871	8/25/2009	10.11	
75	Cashiers	6720293	7/28/2010	10.11	
76	Cashiers	6783434	11/15/2010	10.11	
77	Cashiers	6783486	12/21/2010	10.11	
78	Cashiers	6783201	12/22/2010	10.11	
79	Cashiers	6783427	1/12/2011	10.11	
80	Cashiers	6787921	1/12/2011	10.11	
81	Cashiers	6787922	1/18/2011	10.11	
82	Cashiers	6805438	2/28/2011	10.11	
83	Cashiers	6805193	2/28/2011	10.11	
84	Cashiers	6814988	3/15/2011	10.11	
85	Cashiers	6818944	3/21/2011	10.11	
86	Cashiers	6859362	5/16/2011	10.11	
87	Cashiers	6859317	5/16/2011	10.11	
88	Cashiers	6859207	5/16/2011	10.11	
89	Cashiers	6859595	5/16/2011	10.11	
90	Cashiers	6859594	5/16/2011	10.11	
91	Cashiers	6858864	5/16/2011	10.11	
92	Cashiers	6859561	5/16/2011	10.11	
93	Cashiers	7012358	1/18/2012	9.86	
94	Cashiers	7012359	1/18/2012	9.86	
95	Cashiers	7012360	1/18/2012	9.86	
96	Cashiers	7012361	1/18/2012	8.76	Part Time
97	Cashiers	7035815	2/14/2012	9.86	
98	Cashiers	7035818	2/14/2012	8.76	Part Time
99	Cashiers	7059574	3/28/2012	8.76	Part Time
99				**$ 12.01**	
1	Clerical	6719508	1/19/1981	16.90	
2	Clerical	6719506	12/23/1986	15.15	
3	Clerical	6720194	6/29/1987	22.99	
4	Clerical	6720195	8/10/1989	21.65	
5	Clerical	6720908	9/26/1995	16.05	

ATTACHMENT QUESTION # 6 - JFK

6	Clerical	6720360	4/14/1997	14.15	
7	Clerical	6719507	8/4/1998	14.15	
8	Clerical	6719397	9/9/2000	14.15	
9	Clerical	6720866	5/4/2001	14.15	
10	Clerical	6721284	9/19/2002	13.55	
11	Clerical	6720307	4/27/2006	11.90	
12	Clerical	6719557	10/1/2007	17.00	
13	Clerical	6834632	4/11/2011	11.20	
14	Clerical	6940527	9/12/2011	24.03	
14				**$ 16.22**	
1	Field Supervisor	6721232	5/20/1987	17.10	
2	Field Supervisor	6719930	6/19/1991	17.49	
3	Field Supervisor	6719927	4/14/1997	17.57	
4	Field Supervisor	6719949	6/10/1997	15.10	
5	Field Supervisor	6720198	10/21/1997	16.50	
6	Field Supervisor	6719948	3/23/1998	16.29	
7	Field Supervisor	6720655	3/30/1998	15.73	
8	Field Supervisor	6720657	3/30/1998	18.19	
9	Field Supervisor	6720650	4/28/1998	17.50	
10	Field Supervisor	6719931	5/19/1998	14.96	
11	Field Supervisor	6719945	6/9/1998	16.70	Part Time
12	Field Supervisor	6720662	6/30/1998	16.87	
13	Field Supervisor	6721233	7/11/1998	17.11	
14	Field Supervisor	6719929	7/11/1998	17.11	
15	Field Supervisor	6721230	7/20/1998	16.02	
16	Field Supervisor	6721312	2/23/1999	16.58	
17	Field Supervisor	6721021	4/7/1999	16.58	
18	Field Supervisor	6719934	5/27/1999	17.41	
19	Field Supervisor	6721017	8/22/2000	15.87	
20	Field Supervisor	6721360	9/11/2000	15.61	
21	Field Supervisor	6719879	1/1/2001	15.63	
22	Field Supervisor	6720651	1/31/2001	15.87	
23	Field Supervisor	6719940	3/14/2002	14.20	
24	Field Supervisor	6719937	7/7/2003	15.23	
25	Field Supervisor	6719935	5/4/2004	14.84	
26	Field Supervisor	6719999	5/28/2004	13.14	
27	Field Supervisor	6721018	7/9/2004	19.23	
28	Field Supervisor	6719932	8/18/2004	14.84	
29	Field Supervisor	6719950	4/11/2005	18.28	
30	Field Supervisor	6719953	10/21/2005	13.45	
31	Field Supervisor	6719954	7/3/2006	13.39	
32	Field Supervisor	6719933	2/9/2007	14.20	
33	Field Supervisor	6720607	3/19/2007	13.95	
34	Field Supervisor	6719943	5/21/2007	14.45	
35	Field Supervisor	6721231	6/20/2007	14.20	
36	Field Supervisor	6719928	7/18/2007	13.70	
37	Field Supervisor	6721020	8/1/2007	13.14	
38	Field Supervisor	6720653	9/6/2007	13.60	
39	Field Supervisor	6719946	11/14/2007	13.60	
40	Field Supervisor	6720664	4/15/2008	13.39	
41	Field Supervisor	6720665	5/6/2008	13.14	
42	Field Supervisor	6720649	7/1/2008	13.14	
43	Field Supervisor	6721014	8/15/2008	13.14	
44	Field Supervisor	6719955	3/17/2009	13.39	

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45	Field Supervisor	6719941	7/20/2009	13.14
46	Field Supervisor	6720647	7/22/2009	13.14
47	Field Supervisor	6720658	9/1/2009	13.14
48	Field Supervisor	6719938	9/15/2009	13.14
49	Field Supervisor	6719947	10/6/2009	13.14
50	Field Supervisor	6719939	10/6/2009	13.14
51	Field Supervisor	6720648	10/26/2009	13.14
52	Field Supervisor	6720281	4/14/2010	13.14
53	Field Supervisor	6720654	5/18/2010	13.14
54	Field Supervisor	6783487	10/18/2010	13.14
55	Field Supervisor	6783192	12/21/2010	13.14
56	Field Supervisor	6787923	1/18/2011	13.14
57	Field Supervisor	6814985	3/14/2011	13.14
58	Field Supervisor	6815318	3/14/2011	13.14
59	Field Supervisor	6826508	3/28/2011	13.14
60	Field Supervisor	6834936	4/11/2011	13.14
61	Field Supervisor	6859328	5/16/2011	13.14
62	Field Supervisor	6980443	11/29/2011	13.14
63	Field Supervisor	7003915	1/3/2012	13.14
63				**$ 14.72**
1	Supervisor In Charge	6720359	8/17/1983	17.00
2	Supervisor In Charge	6721016	10/15/1997	17.82
3	Supervisor In Charge	6720193	2/24/1998	18.00
4	Supervisor In Charge	6721234	1/22/2001	17.71
5	Supervisor In Charge	6720661	10/1/2007	16.00
6	Supervisor In Charge	6720663	11/10/2005	17.00
6				**$ 17.26**
1	Traffic Attendants	6719996	8/21/1992	15.06
2	Traffic Attendants	6720703	7/16/1996	14.29
3	Traffic Attendants	6719995	3/25/1997	11.77
4	Traffic Attendants	6721035	2/2/1998	13.65
5	Traffic Attendants	6719745	5/19/1998	11.84
6	Traffic Attendants	6721238	4/23/1999	12.25
7	Traffic Attendants	6720699	2/18/2000	11.84
8	Traffic Attendants	6719998	7/20/2000	12.25
9	Traffic Attendants	6720696	8/10/2000	11.77
10	Traffic Attendants	6721036	11/27/2002	11.77
11	Traffic Attendants	6721038	4/10/2003	11.77
12	Traffic Attendants	6721037	8/1/2003	11.77
13	Traffic Attendants	6719744	5/22/2004	11.77
14	Traffic Attendants	6719997	5/29/2004	11.77
15	Traffic Attendants	6720697	6/22/2005	11.38
16	Traffic Attendants	6695381	2/28/2011	9.56
17	Traffic Attendants	7065851	4/3/2012	9.31
17				**$ 11.99**

199 TOTAL EMPLOYEES

Cost Proposal Form
John F. Kennedy International Airport
Estimated Items
Years 1 to 3

Job Title	Estimated Annual Hours	X	Hourly Charge*	=	Estimated Annual Charges
A. Lane Cashier	170,200		$20.4828		$3,486,172.56
B. Traffic Attendant	78,624		$18.2297		$1,433,291.93
C. Lot Checker	16,000		$20.0194		$320,310.40
D. Office/Revenue – Clerical	32,032		$23.1812		$742,540.20
E. Field/Office Supervisor	72,800		$24.1060		$1,754,916.80
F. Field/Office Supervisor-in-Charge	10,600		$28.1040		$297,902.40

	Monthly Charge Per Vehicle	X	Estimated Number of Vehicles	X	# of Months	=	Estimated Annual Charge
G. Cust. Svc. Van	$2,354.36	x	4	x	12	=	$113,009.28
4X4 Vehicle	$2,323.20	x	5	x	12	=	$139,392.00
Pick-up truck	$2,510.17	x	1	x	12	=	$30,122.04

H. MANAGEMENT FEE:
PERSONNEL

Job Title	Monthly Charge		# of Months	Quantity	Estimated Annual Charge
General Manager	$7,195.21	x	12	1	$86,342.52
Operations Manager	$6,522.93	x	12	1	$78,275.16
Regional Manager	$5,030.30	x	12	0.4	$60,363.60
Human Resources/Trainer Manager	$3,289.37	x	12	0.4	$39,472.44

I ESTIMATED ANNUAL OFFICE EXPENSE & PROFIT $949,501.23

J. Total Estimated Annual Contract Charge JFK (Sum of Items A, B, C, D, E, F, G, H, & I) $9,531,612.56

K. Total Estimated Three (3) Year Contract Charge JFK (Item J. Times 3 Years) $28,594,837.68

***PLEASE NOTE** – Except as provided in Section 3 of Appendix B to the original RFP, no direct reimbursement is provided in the Contract for, among other things, payments made by the Contractor for forms, reports, analysis, ordinary office supplies, and for such items as office equipment, computers, cellular phones or beepers. Accordingly, you should consider these costs in determining your Management Fee.

The quantities set forth in the Cost Proposal Form are estimated only for the purpose of proposal comparison. The Port Authority makes no representations as to what the actual quantities may be. The Contractor will propose a management fee figure, which will include a Regional and Resident Managers, administrative support, office supplies, equipment and overhead, and profit margin.

Cost Proposal Form
Newark Liberty International Airport
Estimated Items
Years 1 to 3

Job Title	Estimated Annual Hours	X	Hourly Charge*	=	Estimated Annual Charges
A. Lane Cashier	170,875		$22.2958		$3,809,794.83
B. Traffic Attendant/Valet Attendant	95,350		$19.7821		$1,886,233.24
C. Lot Checker	25,350		$22.0633		$559,304.66
D. Office/Revenue – Clerical	55,000		$23.7035		$1,303,692.50
E. Field/Office Supervisor	90,350		$26.5219		$2,396,253.67
F. Field/Office Supervisor-in-Charge	20,000		$31.4305		$628,610.00

	Monthly Charge Per Vehicle	X	Estimated Number of Vehicles	X	# of Months	=	Estimated Annual Charge
G. Cust. Svc. Van	$2,289.90	x	7	x	12	=	$192,351.60
4X4 Vehicle	$2,258.73	x	3	x	12	=	$81,314.28
Pick-up truck	$2,445.71	x	3	x	12	=	$88,045.56

H. MANAGEMENT FEE:
PERSONNEL

Job Title	Monthly Charge		# of Months	Quantity	Estimated Annual Charge
General Manager	$9,405.32	x	12	1	$112,863.84
Operations Manager	$6,361.83	x	12	1	$76,341.96
Regional Manager	$5,030.30	x	12	0.4	$60,363.60
Human Resources/Trainer Manager	$3,289.37	x	12	0.4	$39,472.44

I. ESTIMATED ANNUAL OFFICE EXPENSE & PROFIT = $1,192,145.36

J. Total Estimated Annual Contract Charge -EWR (A+B+C+D+E+F+G+H+I) $12,426,777.52

K. Total Estimated Three (3) Year Contract Charge EWR (Item K. Times 3 Years) $37,280,332.56

***PLEASE NOTE** – Except as provided in Section 3 of Appendix B to the original RFP, no direct reimbursement is provided in the Contract for, among other things, payments made by the Contractor for forms, reports, analysis, ordinary office supplies, and for such items as office equipment, computers, cellular phones or beepers. Accordingly, you should consider these costs in determining your Management Fee.

The quantities set forth in the Cost Proposal Form are estimated only for the purpose of proposal comparison. The Port Authority makes no representations as to what the actual quantities may be. The Contractor will propose a management fee figure, which will include a Regional and Resident Managers, administrative support, office supplies, equipment and overhead, and profit margin.

Cost Proposal Form
LaGuardia Airport
Estimated Items
Years 1 to 3

Job Title	Estimated Annual Hours	X	Hourly Charge*	=	Estimated Annual Charges
A. Lane Cashier	100,000		$20.8923		$2,089,230.00
B. Traffic Attendant	70,000		$18.7803		$1,314,621.00
C. Lot Checker	9,000		$19.9154		$179,238.60
D. Office/Revenue – Clerical	19,000		$22.7565		$432,373.50
E. Field/Office Supervisor	45,000		$23.7392		$1,068,264.00
F. Field/Office Supervisor-in-Charge	8,900		$28.2394		$251,330.66

	Monthly Charge Per Vehicle	X	Estimated Number of Vehicles	X	# of Months	=	Estimated Annual Charge
G. Cust. Svc. Van	$2,354.36	x	3	x	12	=	$84,756.96
4X4 Vehicle	$2,323.20	x	3	x	12	=	$83,635.20
Pick-up truck	$2,510.17	x	1	x	12	=	$30,122.04

H. MANAGEMENT FEE:

PERSONNEL

Job Title	Monthly Charge		# of Months	Quantity	Estimated Annual Charge
General Manager	$7,060.75	x	12	1	$84,729.00
Operations Manager	$5,769.97	x	12	1	$69,239.64
Regional Manager	$2,515.16	x	12	0.2	$30,181.80
Human Resources/Trainer	1,644.68	x	12	0.2	$19,736.16

I. ESTIMATED ANNUAL OFFICE EXPENSE & PROFIT $544,864.88

J. Total Estimated Annual Contract Charge LGA (A+B+C+D+E+F+G+H+I) $6,282,323.44

K. Total Estimated Three (3) Year Contract Charge LGA (Item K. Times 3 Years) $18,846,970.32

***PLEASE NOTE** – Except as provided in Section 3 of Appendix B to the original RFP, no direct reimbursement is provided in the Contract for, among other things, payments made by the Contractor for forms, reports, analysis, ordinary office supplies, and for such items as office equipment, computers, cellular phones or beepers Accordingly, you should consider these costs in determining your Management Fee.

The quantities set forth in the Cost Proposal Form are estimated only for the purpose of proposal comparison. The Port Authority makes no representations as to what the actual quantities may be. The Contractor will propose a management fee figure, which will include a Regional and Resident Managers, administrative support, office supplies, equipment and overhead, and profit margin.

Cost Proposal Form
Summary

K. Estimated Three Year Contract Costs JFK = **$28,594,837.68**
(Item K. of JFK Cost Proposal Form)

L. Estimated Three Year Contract Costs EWR = **$18,846,970.32**
(Item K. of EWR Cost Proposal Form)

M. Estimated Three Year Contract Costs LGA = **$37,280,332.56**
(Item K. of LGA Cost Proposal Form)

N. Estimated Three Year Third Party Extra Work All Airports:

3 Year Third Party Extra Work all Airports	Proposers % Markup		Total 3 Year Estimated $ Markup			
$500,000.00 x	5%	=	$25,000.00	+ $500,000.00	=	$525,000.00

Total Estimated Three Year Contract Costs $85,247,140.56
(Sum of Items K, L, M & N above)

EXHIBIT E

WAGE BREAKDOWN SHE

PROPOSER'S NAME: FIVE STAR PARKING @ JFK

CALCULATION OF HOURLY WAGE

TITLE: LANE CASHIER

ITEM # 1	
DIRECT WAGE	$ 11.0844
ITEM # 2	
SUPPLEMENTAL BENEFITS	
(ITEMS NOT REQUIRED BY LAW)	
HOLIDAY ALLOWANCE	$ 0.4497
VACATION ALLOWANCE	$ 0.5842
SICK TIME ALLOWANCE	$ 0.1000
PENSION	$ 0.5405
WELFARE	$ 0.0000
MEDICAL/DENTAL	$ 2.5612
JURY DUTY/BEREAVEMENT	$ 0.0500
OTHER SUPPLEMENTAL BENEFITS	
SPECIFY COVER OVER/UNDER PAYMENT	$ 0.0000
SUB TOTAL (ITEMS # 1&2)	$ 15.3700
ITEMS # 3	
TAXES AND INSURANCE	
(ITEMS REQUIRED BY LAW)	
F.I.C.A.	$ 1.0772
N.Y.S.U.I./N.J.S.U.I.	$ 0.1348
F.U.I.	$ 0.0338
NYC Payroll Tax/NJ Payroll Tax	$ 0.0000
WORKERS COMPENSATION	$ 0.3520
GENERAL LIABILITY INSURANCE	$ 0.0000
DISABILITY INSURANCE	$ 0.0704
OTHER TAXES AND INSURANCE SPECIFY	$ 0.0000
ITEM # 4	
ADDITIONAL COMPONENTS	
(IF APPLICABLE)	
TRAINING	$ 0.1225
UNIFORMS	$ 0.1936
MATERIALS	$ 0.0000
SUPPLIES	$ 0.0000
RELIEF	$ 1.1502
ROLL CALL	$ 0.3834
OTHER COMPONENTS NOT SPECIFIED ABOVE-SPECIFY OVERTIME	$ 0.1573
GENERAL ADMINISTRATION COSTS, OVERHEAD, AND PROFIT	$ 1.4376
TOTAL (SUM OF ITEMS 1,2,3,and 4)	$ 20.4828

EXHIBIT E

WAGE BREAKDOWN SHEET

PROPOSER'S NAME: FIVE STAR PARKING @ JFK

CALCULATION OF HOURLY WAGE

TITLE: VALET/TRAFFIC ATTENDANT

ITEM # 1	
DIRECT WAGE	$ 9.4922
ITEM # 2	
SUPPLEMENTAL BENEFITS	
(ITEMS NOT REQUIRED BY LAW)	
HOLIDAY ALLOWANCE	$ 0.3233
VACATION ALLOWANCE	$ 0.3205
SICK TIME ALLOWANCE	$ 0.0596
PENSION	$ 0.5199
WELFARE	$ 0.0000
MEDICAL/DENTAL	$ 2.5055
JURY DUTY/BEREAVEMENT	$ 0.0500
OTHER SUPPLEMENTAL BENEFITS	
SPECIFY COVER OVER/UNDER PAYMENT	$ 0.9690
SUB TOTAL (ITEMS # 1&2)	$ 14.2400
ITEMS # 3	
TAXES AND INSURANCE	
(ITEMS REQUIRED BY LAW)	
F.I.C.A.	$ 0.9757
N.Y.S.U.I./N.J.S.U.I.	$ 0.1221
F.U.I.	$ 0.0306
NYC Payroll Tax/NJ Payroll Tax	$ 0.0000
WORKERS COMPENSATION	$ 0.3189
GENERAL LIABILITY INSURANCE	$ 0.0000
DISABILITY INSURANCE	$ 0.0638
OTHER TAXES AND	
INSURANCE SPECIFY	$ 0.0000
ITEM # 4	
ADDITIONAL COMPONENTS	
(IF APPLICABLE)	
TRAINING	$ 0.1184
UNIFORMS	$ 0.2061
MATERIALS	$ 0.0000
SUPPLIES	$ 0.0000
RELIEF	$ 1.0514
ROLL CALL	$ 0.3505
OTHER COMPONENTS NOT SPECIFIED	
ABOVE-SPECIFY OVERTIME	$ 0.0199
GENERAL ADMINISTRATION COSTS,	
OVERHEAD, AND PROFIT	$ 0.7325
TOTAL (SUM OF ITEMS 1,2,3,and 4)	$ 18.2297

EXHIBIT E

WAGE BREAKDOWN SHEI

PROPOSER'S NAME: FIVE STAR PARKING @ JFK

CALCULATION OF HOURLY WAGE

TITLE: LOT CHECKER

ITEM # 1	
DIRECT WAGE	$ 11.4693
ITEM # 2	
SUPPLEMENTAL BENEFITS	
(ITEMS NOT REQUIRED BY LAW)	
HOLIDAY ALLOWANCE	$ 0.5014
VACATION ALLOWANCE	$ 0.7602
SICK TIME ALLOWANCE	$ 0.1125
PENSION	$ 0.6740
WELFARE	$ 0.0000
MEDICAL/DENTAL	$ 3.2327
JURY DUTY/BEREAVEMENT	$ 0.0500
OTHER SUPPLEMENTAL BENEFITS	
SPECIFY COVER OVER/UNDER PAYMENT	$ 0.0000
SUB TOTAL (ITEMS # 1&2)	$ 16.8000
ITEMS # 3	
TAXES AND INSURANCE	
(ITEMS REQUIRED BY LAW)	
F.I.C.A.	$ 1.0586
N.Y.S.U.I./N.J.S.U.I.	$ 0.1243
F.U.I.	$ 0.0312
NYC Payroll Tax/NJ Payroll Tax	$ 0.0000
WORKERS COMPENSATION	$ 0.3248
GENERAL LIABILITY INSURANCE	$ 0.0000
DISABILITY INSURANCE	$ 0.0650
OTHER TAXES AND	
INSURANCE SPECIFY	$ 0.0000
ITEM # 4	
ADDITIONAL COMPONENTS	
(IF APPLICABLE)	
TRAINING	$ 0.0682
UNIFORMS	$ 0.2141
MATERIALS	$ 0.0000
SUPPLIES	$ 0.0000
RELIEF	$ 0.0000
ROLL CALL	$ 0.0000
OTHER COMPONENTS NOT SPECIFIED	
ABOVE-SPECIFY OVERTIME	$ 0.0319
GENERAL ADMINISTRATION COSTS,	
OVERHEAD, AND PROFIT	$ 1.3013
TOTAL (SUM OF ITEMS 1,2,3,and 4)	$ 20.0194

EXHIBIT E

WAGE BREAKDOWN SHEET

PROPOSER'S NAME: FIVE STAR PARKING @ JFK

CALCULATION OF HOURLY WAGE

TITLE: OFFICE/REVENUE CLERICAL

ITEM # 1	
DIRECT WAGE	$ 15.1551
ITEM # 2	
SUPPLEMENTAL BENEFITS	
(ITEMS NOT REQUIRED BY LAW)	
HOLIDAY ALLOWANCE	$ 0.6690
VACATION ALLOWANCE	$ 1.0071
SICK TIME ALLOWANCE	$ 0.1087
PENSION	$ 0.5869
WELFARE	$ 0.0000
MEDICAL/DENTAL	$ 2.8756
JURY DUTY/BEREAVEMENT	$ 0.0500
OTHER SUPPLEMENTAL BENEFITS	
SPECIFY COVER OVER/UNDER PAYMENT	$ 0.0000
SUB TOTAL (ITEMS # 1&2)	$ 20.4524
ITEMS # 3	
TAXES AND INSURANCE	
(ITEMS REQUIRED BY LAW)	
F.I.C.A.	$ 1.0323
N.Y.S.U.I./N.J.S.U.I.	$ 0.1291
F.U.I.	$ 0.0324
NYC Payroll Tax/NJ Payroll Tax	$ 0.0000
WORKERS COMPENSATION	$ 0.3374
GENERAL LIABILITY INSURANCE	$ 0.0000
DISABILITY INSURANCE	$ 0.0675
OTHER TAXES AND	
INSURANCE SPECIFY _____	$ 0.0000
ITEM # 4	
ADDITIONAL COMPONENTS	
(IF APPLICABLE)	
TRAINING	$ 0.0000
UNIFORMS	$ 0.0000
MATERIALS	$ 0.0000
SUPPLIES	$ 0.0000
RELIEF	$ 0.0000
ROLL CALL	$ 0.0000
OTHER COMPONENTS NOT SPECIFIED	
ABOVE-SPECIFY OVERTIME	$ 0.1569
GENERAL ADMINISTRATION COSTS,	
OVERHEAD, AND PROFIT	$ 0.9732
TOTAL (SUM OF ITEMS 1,2,3,and 4)	$ 23.1812

EXHIBIT E

WAGE BREAKDOWN SHEE

PROPOSER'S NAME: FIVE STAR PARKING @ JFK

CALCULATION OF HOURLY WAGE

TITLE: FIELD/OFFICE SUPERVISOR

ITEM # 1	
DIRECT WAGE	$ 15.1463
ITEM # 2	
SUPPLEMENTAL BENEFITS	
(ITEMS NOT REQUIRED BY LAW)	
HOLIDAY ALLOWANCE	$ 0.4776
VACATION ALLOWANCE	$ 0.6815
SICK TIME ALLOWANCE	$ 0.3474
PENSION	$ 0.0000
WELFARE	$ 0.0000
MEDICAL/DENTAL	$ 3.2272
JURY DUTY/BEREAVEMENT	$ 0.0500
OTHER SUPPLEMENTAL BENEFITS	
SPECIFY COVER OVER/UNDER PAYMENT	$ 0.0000
SUB TOTAL (ITEMS # 1&2)	$ 19.9300
ITEMS # 3	
TAXES AND INSURANCE	
(ITEMS REQUIRED BY LAW)	
F.I.C.A.	$ 1.3350
N.Y.S.U.I./N.J.S.U.I.	$ 0.1670
F.U.I.	$ 0.0419
NYC Payroll Tax/NJ Payroll Tax	$ 0.0000
WORKERS COMPENSATION	$ 0.4363
GENERAL LIABILITY INSURANCE	$ 0.0000
DISABILITY INSURANCE	$ 0.0873
OTHER TAXES AND INSURANCE SPECIFY	$ 0.0000
ITEM # 4	
ADDITIONAL COMPONENTS	
(IF APPLICABLE)	
TRAINING	$ 0.2547
UNIFORMS	$ 0.2072
MATERIALS	$ 0.0000
SUPPLIES	$ 0.0000
RELIEF	$ 0.1600
ROLL CALL	$ 0.0000
OTHER COMPONENTS NOT SPECIFIED ABOVE-SPECIFY OVERTIME	$ 0.3333
GENERAL ADMINISTRATION COSTS, OVERHEAD, AND PROFIT	$ 1.1534
TOTAL (SUM OF ITEMS 1,2,3,and 4)	$ 24.1060

EXHIBIT E

WAGE BREAKDOWN SHEET

PROPOSER'S NAME: FIVE STAR PARKING @ JFK

CALCULATION OF HOURLY WAGE

TITLE: FIELD/OFFICE SUPERVISOR IN CHARGE

ITEM # 1	
DIRECT WAGE	$ 16.3516
ITEM # 2	
SUPPLEMENTAL BENEFITS	
(ITEMS NOT REQUIRED BY LAW)	
HOLIDAY ALLOWANCE	$ 0.6659
VACATION ALLOWANCE	$ 1.1250
SICK TIME ALLOWANCE	$ 0.4407
PENSION	$ 0.0000
WELFARE	$ 0.0000
MEDICAL/DENTAL	$ 3.5669
JURY DUTY/BEREAVEMENT	$ 0.0500
OTHER SUPPLEMENTAL BENEFITS	
SPECIFY COVER OVER/UNDER PAYMENT	$ 0.0000
SUB TOTAL (ITEMS # 1&2)	$ 22.2000
ITEMS # 3	
TAXES AND INSURANCE	
(ITEMS REQUIRED BY LAW)	
F.I.C.A.	$ 1.5031
N.Y.S.U.I./N.J.S.U.I.	$ 0.1880
F.U.I.	$ 0.0472
NYC Payroll Tax/NJ Payroll Tax	$ 0.0000
WORKERS COMPENSATION	$ 0.4912
GENERAL LIABILITY INSURANCE	$ 0.0000
DISABILITY INSURANCE	$ 0.0982
OTHER TAXES AND INSURANCE SPECIFY _____	$ 0.0000
ITEM # 4	
ADDITIONAL COMPONENTS	
(IF APPLICABLE)	
TRAINING	$ 0.3133
UNIFORMS	$ 0.2604
MATERIALS	$ 0.0000
SUPPLIES	$ 0.0000
RELIEF	$ 0.4000
ROLL CALL	$ 0.0000
OTHER COMPONENTS NOT SPECIFIED ABOVE-SPECIFY OVERTIME	$ 0.3023
GENERAL ADMINISTRATION COSTS, OVERHEAD, AND PROFIT	$ 2.3002
TOTAL (SUM OF ITEMS 1,2,3,and 4)	$ 28.1040

EXHIBIT E

WAGE BREAKDOWN SHEE

PROPOSER'S NAME: FIVE STAR PARKING @ LGA

CALCULATION OF HOURLY WAGE

TITLE: LANE CASHIER

ITEM # 1	
DIRECT WAGE	$ 10.6752
ITEM # 2	
SUPPLEMENTAL BENEFITS	
(ITEMS NOT REQUIRED BY LAW)	
HOLIDAY ALLOWANCE	$ 0.4450
VACATION ALLOWANCE	$ 0.6584
SICK TIME ALLOWANCE	$ 0.2517
PENSION	$ 0.4113
WELFARE	$ 0.0000
MEDICAL/DENTAL	$ 2.8784
JURY DUTY/BEREAVEMENT	$ 0.0500
OTHER SUPPLEMENTAL BENEFITS	
SPECIFY COVER OVER/UNDER PAYMENT	$ 0.0000
SUB TOTAL (ITEMS # 1&2)	$ 15.3700
ITEMS # 3	
TAXES AND INSURANCE	
(ITEMS REQUIRED BY LAW)	
F.I.C.A.	$ 1.0824
N.Y.S.U.I./N.J.S.U.I.	$ 0.1354
F.U.I.	$ 0.0374
NYC Payroll Tax/NJ Payroll Tax	$ 0.0000
WORKERS COMPENSATION	$ 0.3537
GENERAL LIABILITY INSURANCE	$ 0.0000
DISABILITY INSURANCE	$ 0.0707
OTHER TAXES AND INSURANCE SPECIFY	$ 0.0000
ITEM # 4	
ADDITIONAL COMPONENTS	
(IF APPLICABLE)	
TRAINING	$ 0.1179
UNIFORMS	$ 0.1979
MATERIALS	$ 0.0000
SUPPLIES	$ 0.0000
RELIEF	$ 1.4625
ROLL CALL	$ 0.3775
OTHER COMPONENTS NOT SPECIFIED ABOVE SPECIFY OVERTIME	$ 0.1105
GENERAL ADMINISTRATION COSTS, OVERHEAD, AND PROFIT	$ 1.5764
TOTAL (SUM OF ITEMS 1,2,3,and 4)	$ 20.8923

EXHIBIT E

WAGE BREAKDOWN SHEET

PROPOSER'S NAME: FIVE STAR PARKING @ LGA

CALCULATION OF HOURLY WAGE

TITLE: VALET/TRAFFIC ATTENDANT

ITEM # 1	
DIRECT WAGE	$ 9.0701
ITEM # 2	
SUPPLEMENTAL BENEFITS	
(ITEMS NOT REQUIRED BY LAW)	
HOLIDAY ALLOWANCE	$ 0.3446
VACATION ALLOWANCE	$ 0.6606
SICK TIME ALLOWANCE	$ 0.2213
PENSION	$ 0.4900
WELFARE	$ 0.0000
MEDICAL/DENTAL	$ 3.4034
JURY DUTY/BEREAVEMENT	$ 0.0500
OTHER SUPPLEMENTAL BENEFITS	
SPECIFY COVER OVER/UNDER PAYMENT	$ 0.0000
SUB TOTAL (ITEMS # 1&2)	$ 14.2400
ITEMS # 3	
TAXES AND INSURANCE	
(ITEMS REQUIRED BY LAW)	
F.I.C.A.	$ 0.9008
N.Y.S.U.I./N.J.S.U.I.	$ 0.1127
F.U.I.	$ 0.0311
NYC Payroll Tax/NJ Payroll Tax	$ 0.0000
WORKERS COMPENSATION	$ 0.2944
GENERAL LIABILITY INSURANCE	$ 0.0000
DISABILITY INSURANCE	$ 0.0589
OTHER TAXES AND	
INSURANCE SPECIFY _____	$ 0.0000
ITEM # 4	
ADDITIONAL COMPONENTS	
(IF APPLICABLE)	
TRAINING	$ 0.1021
UNIFORMS	$ 0.5529
MATERIALS	$ 0.0000
SUPPLIES	$ 0.0000
RELIEF	$ 0.9700
ROLL CALL	$ 0.3233
OTHER COMPONENTS NOT SPECIFIED	
ABOVE-SPECIFY OVERTIME	$ 0.0333
GENERAL ADMINISTRATION COSTS,	
OVERHEAD, AND PROFIT	$ 1.1608
TOTAL (SUM OF ITEMS 1,2,3,and 4)	$ 18.7803

EXHIBIT E

WAGE BREAKDOWN SHEET

PROPOSER'S NAME: FIVE STAR PARKING @ LGA

CALCULATION OF HOURLY WAGE

TITLE: LOT CHECKER

ITEM # 1	
DIRECT WAGE	$ 11.9190
ITEM # 2	
SUPPLEMENTAL BENEFITS	
(ITEMS NOT REQUIRED BY LAW)	
HOLIDAY ALLOWANCE	$ 0.5034
VACATION ALLOWANCE	$ 0.8173
SICK TIME ALLOWANCE	$ 0.2439
PENSION	$ 0.4336
WELFARE	$ 0.0000
MEDICAL/DENTAL	$ 2.8328
JURY DUTY/BEREAVEMENT	$ 0.0500
OTHER SUPPLEMENTAL BENEFITS	
SPECIFY COVER OVER/UNDER PAYMENT	$ 0.0000
SUB TOTAL (ITEMS # 1&2)	$ 16.8000
ITEMS # 3	
TAXES AND INSURANCE	
(ITEMS REQUIRED BY LAW)	
F.I.C.A.	$ 1.0922
N.Y.S.U.I./N.J.S.U.I.	$ 0.1321
F.U.I.	$ 0.0364
NYC Payroll Tax/NJ Payroll Tax	$ 0.0000
WORKERS COMPENSATION	$ 0.3450
GENERAL LIABILITY INSURANCE	$ 0.0000
DISABILITY INSURANCE	$ 0.0690
OTHER TAXES AND	
INSURANCE SPECIFY _____	$ 0.0000
ITEM # 4	
ADDITIONAL COMPONENTS	
(IF APPLICABLE)	
TRAINING	$ 0.0642
UNIFORMS	$ 0.1906
MATERIALS	$ 0.0000
SUPPLIES	$ 0.0000
RELIEF	$ 0.1700
ROLL CALL	$ 0.0000
OTHER COMPONENTS NOT SPECIFIED	
ABOVE-SPECIFY OVERTIME	$ 0.0319
GENERAL ADMINISTRATION COSTS,	
OVERHEAD, AND PROFIT	$ 0.9840
TOTAL (SUM OF ITEMS 1,2,3,and 4)	$ 19.9154

EXHIBIT E

WAGE BREAKDOWN SHEET

PROPOSER'S NAME: FIVE STAR PARKING @ LGA

CALCULATION OF HOURLY WAGE

TITLE: OFFICE/REVENUE CLERICAL

ITEM # 1	
DIRECT WAGE	$ 14.0662
ITEM # 2	
SUPPLEMENTAL BENEFITS	
(ITEMS NOT REQUIRED BY LAW)	
HOLIDAY ALLOWANCE	$ 0.5729
VACATION ALLOWANCE	$ 0.8095
SICK TIME ALLOWANCE	$ 0.3262
PENSION	$ 0.5453
WELFARE	$ 0.0000
MEDICAL/DENTAL	$ 3.7502
JURY DUTY/BEREAVEMENT	$ 0.0500
OTHER SUPPLEMENTAL BENEFITS	
SPECIFY COVER OVER/UNDER PAYMENT	$ 0.0000
SUB TOTAL (ITEMS # 1&2)	$ 20.1205
ITEMS # 3	
TAXES AND INSURANCE	
(ITEMS REQUIRED BY LAW)	
F.I.C.A.	$ 0.9650
N.Y.S.U.I./N.J.S.U.I.	$ 0.1207
F.U.I.	$ 0.0333
NYC Payroll Tax/NJ Payroll Tax	$ 0.0000
WORKERS COMPENSATION	$ 0.3154
GENERAL LIABILITY INSURANCE	$ 0.0000
DISABILITY INSURANCE	$ 0.0631
OTHER TAXES AND INSURANCE SPECIFY _____	$ 0.0000
ITEM # 4	
ADDITIONAL COMPONENTS	
(IF APPLICABLE)	
TRAINING	$ 0.0000
UNIFORMS	$ 0.0000
MATERIALS	$ 0.0000
SUPPLIES	$ 0.0000
RELIEF	$ 0.0000
ROLL CALL	$ 0.0000
OTHER COMPONENTS NOT SPECIFIED ABOVE-SPECIFY OVERTIME	$ 0.1103
GENERAL ADMINISTRATION COSTS, OVERHEAD, AND PROFIT	$ 1.0283
TOTAL (SUM OF ITEMS 1,2,3,and 4)	$ 22.7565

EXHIBIT E

WAGE BREAKDOWN SHE

PROPOSER'S NAME: FIVE STAR PARKING @ LGA

CALCULATION OF HOURLY WAGE

TITLE: FIELD/OFFICE SUPERVISOR

ITEM # 1	
DIRECT WAGE	$ 14.0793
ITEM # 2	
SUPPLEMENTAL BENEFITS	
(ITEMS NOT REQUIRED BY LAW)	
HOLIDAY ALLOWANCE	$ 0.4761
VACATION ALLOWANCE	$ 0.7337
SICK TIME ALLOWANCE	$ 0.1067
PENSION	$ 0.0000
WELFARE	$ 0.0000
MEDICAL/DENTAL	$ 4.1977
JURY DUTY/BEREAVEMENT	$ 0.0500
OTHER SUPPLEMENTAL BENEFITS	
SPECIFY COVER OVER/UNDER PAYMENT	$ 0.2865
SUB TOTAL (ITEMS # 1&2)	$ 19.9300
ITEMS # 3	
TAXES AND INSURANCE	
(ITEMS REQUIRED BY LAW)	
F.I.C.A.	$ 1.2482
N.Y.S.U.I./N.J.S.U.I.	$ 0.1561
F.U.I.	$ 0.0431
NYC Payroll Tax/NJ Payroll Tax	$ 0.0000
WORKERS COMPENSATION	$ 0.4079
GENERAL LIABILITY INSURANCE	$ 0.0000
DISABILITY INSURANCE	$ 0.0816
OTHER TAXES AND	
INSURANCE SPECIFY _____	$ 0.0000
ITEM # 4	
ADDITIONAL COMPONENTS	
(IF APPLICABLE)	
TRAINING	$ 0.1947
UNIFORMS	$ 0.1939
MATERIALS	$ 0.0000
SUPPLIES	$ 0.0000
RELIEF	$ 0.3400
ROLL CALL	$ 0.0000
OTHER COMPONENTS NOT SPECIFIED	
ABOVE-SPECIFY OVERTIME	$ 0.0491
GENERAL ADMINISTRATION COSTS,	
OVERHEAD, AND PROFIT	$ 1.0946
TOTAL (SUM OF ITEMS 1,2,3,and 4)	$ 23.7392

EXHIBIT E

WAGE BREAKDOWN SHEET

PROPOSER'S NAME: *FIVE STAR PARKING @ LGA*

CALCULATION OF HOURLY WAGE

TITLE: FIELD/OFFICE SUPERVISOR IN CHARGE

ITEM # 1	
DIRECT WAGE	$ 15.6221
ITEM # 2	
SUPPLEMENTAL BENEFITS	
(ITEMS NOT REQUIRED BY LAW)	
HOLIDAY ALLOWANCE	$ 0.5724
VACATION ALLOWANCE	$ 1.3896
SICK TIME ALLOWANCE	$ 0.4682
PENSION	$ 0.0000
WELFARE	$ 0.0000
MEDICAL/DENTAL	$ 4.0977
JURY DUTY/BEREAVEMENT	$ 0.0500
OTHER SUPPLEMENTAL BENEFITS	
SPECIFY COVER OVER/UNDER PAYMENT	$ 0.0000
SUB TOTAL (ITEMS # 1&2)	$ 22.2000
ITEMS # 3	
TAXES AND INSURANCE	
(ITEMS REQUIRED BY LAW)	
F.I.C.A.	$ 1.4328
N.Y.S.U.I./N.J.S.U.I.	$ 0.1792
F.U.I.	$ 0.0494
NYC Payroll Tax/NJ Payroll Tax	$ 0.0000
WORKERS COMPENSATION	$ 0.4682
GENERAL LIABILITY INSURANCE	$ 0.0000
DISABILITY INSURANCE	$ 0.0936
OTHER TAXES AND	
INSURANCE SPECIFY	$ 0.0000
ITEM # 4	
ADDITIONAL COMPONENTS	
(IF APPLICABLE)	
TRAINING	$ 0.3018
UNIFORMS	$ 0.1749
MATERIALS	$ 0.0000
SUPPLIES	$ 0.0000
RELIEF	$ 0.0000
ROLL CALL	$ 0.0000
OTHER COMPONENTS NOT SPECIFIED	
ABOVE-SPECIFY OVERTIME	$ 0.3253
GENERAL ADMINISTRATION COSTS,	
OVERHEAD, AND PROFIT	$ 3.0140
TOTAL (SUM OF ITEMS 1,2,3,and 4)	$ 28.2394

EXHIBIT E

WAGE BREAKDOWN SHEI

PROPOSER'S NAME: FIVE STAR PARKING @ EWR

CALCULATION OF HOURLY WAGE

TITLE: LANE CASHIER

ITEM # 1	
DIRECT WAGE	$ 10.8331
ITEM # 2	
SUPPLEMENTAL BENEFITS	
(ITEMS NOT REQUIRED BY LAW)	
HOLIDAY ALLOWANCE	$ 0.4542
VACATION ALLOWANCE	$ 0.7442
SICK TIME ALLOWANCE	$ 0.2496
PENSION	$ 0.4608
WELFARE	$ 0.0000
MEDICAL/DENTAL	$ 2.5781
JURY DUTY/BEREAVEMENT	$ 0.0500
OTHER SUPPLEMENTAL BENEFITS	
SPECIFY COVER OVER/UNDER PAYMENT	$ 0.0000
SUB TOTAL (ITEMS # 1&2)	$ 15.3700
ITEMS # 3	
TAXES AND INSURANCE	
(ITEMS REQUIRED BY LAW)	
F.I.C.A.	$ 1.1432
N.Y.S.U.I./N.J.S.U.I.	$ 0.4192
F.U.I.	$ 0.0299
NYC Payroll Tax/NJ Payroll Tax	$ 0.1494
WORKERS COMPENSATION	$ 0.6351
GENERAL LIABILITY INSURANCE	$ 0.0000
DISABILITY INSURANCE	$ 0.0000
OTHER TAXES AND	
INSURANCE SPECIFY	$ 0.0000
ITEM # 4	
ADDITIONAL COMPONENTS	
(IF APPLICABLE)	
TRAINING	$ 0.1309
UNIFORMS	$ 0.2169
MATERIALS	$ 0.0000
SUPPLIES	$ 0.0000
RELIEF	$ 1.9460
ROLL CALL	$ 0.3853
OTHER COMPONENTS NOT SPECIFIED	
ABOVE-SPECIFY OVERTIME	$ 0.1507
GENERAL ADMINISTRATION COSTS,	
OVERHEAD, AND PROFIT	$ 1.7190
TOTAL (SUM OF ITEMS 1,2,3,and 4)	$ 22.2958

EXHIBIT E

WAGE BREAKDOWN SHEET

PROPOSER'S NAME: FIVE STAR PARKING @ EWR

CALCULATION OF HOURLY WAGE

TITLE: VALET/TRAFFIC ATTENDANT

ITEM # 1	
DIRECT WAGE	$ 10.1299
ITEM # 2	
SUPPLEMENTAL BENEFITS	
(ITEMS NOT REQUIRED BY LAW)	
HOLIDAY ALLOWANCE	$ 0.3904
VACATION ALLOWANCE	$ 0.5601
SICK TIME ALLOWANCE	$ 0.2038
PENSION	$ 0.4364
WELFARE	$ 0.0000
MEDICAL/DENTAL	$ 2.4695
JURY DUTY/BEREAVEMENT	$ 0.0500
OTHER SUPPLEMENTAL BENEFITS SPECIFY COVER OVER/UNDER PAYMENT	$ 0.0000
SUB TOTAL (ITEMS # 1&2)	$ 14.2400
ITEMS # 3	
TAXES AND INSURANCE	
(ITEMS REQUIRED BY LAW)	
F.I.C.A.	$ 1.0335
N.Y.S.U.I./N.J.S.U.I.	$ 0.3790
F.U.I.	$ 0.0270
NYC Payroll Tax/NJ Payroll Tax	$ 0.1351
WORKERS COMPENSATION	$ 0.5742
GENERAL LIABILITY INSURANCE	$ 0.0000
DISABILITY INSURANCE	$ 0.0000
OTHER TAXES AND INSURANCE SPECIFY _____	$ 0.0000
ITEM # 4	
ADDITIONAL COMPONENTS	
(IF APPLICABLE)	
TRAINING	$ 0.1197
UNIFORMS	$ 0.2011
MATERIALS	$ 0.0000
SUPPLIES	$ 0.0000
RELIEF	$ 1.6126
ROLL CALL	$ 0.3542
OTHER COMPONENTS NOT SPECIFIED ABOVE-SPECIFY OVERTIME	$ 0.0894
GENERAL ADMINISTRATION COSTS, OVERHEAD, AND PROFIT	$ 1.0163
TOTAL (SUM OF ITEMS 1,2,3,and 4)	$ 19.7821

EXHIBIT E

WAGE BREAKDOWN SHEET

PROPOSER'S NAME: FIVE STAR PARKING @ EWR

CALCULATION OF HOURLY WAGE

TITLE: LOT CHECKER

ITEM # 1	
DIRECT WAGE	$ 12.4558
ITEM # 2	
SUPPLEMENTAL BENEFITS	
(ITEMS NOT REQUIRED BY LAW)	
HOLIDAY ALLOWANCE	$ 0.5103
VACATION ALLOWANCE	$ 0.8179
SICK TIME ALLOWANCE	$ 0.2748
PENSION	$ 0.4151
WELFARE	$ 0.0000
MEDICAL/DENTAL	$ 2.2761
JURY DUTY/BEREAVEMENT	$ 0.0500
OTHER SUPPLEMENTAL BENEFITS	
SPECIFY COVER OVER/UNDER PAYMENT	$ 0.0000
SUB TOTAL (ITEMS # 1&2)	$ 16.8000
ITEMS # 3	
TAXES AND INSURANCE	
(ITEMS REQUIRED BY LAW)	
F.I.C.A.	$ 1.1730
N.Y.S.U.I./N.J.S.U.I.	$ 0.4301
F.U.I.	$ 0.0307
NYC Payroll Tax/NJ Payroll Tax	$ 0.1533
WORKERS COMPENSATION	$ 0.6516
GENERAL LIABILITY INSURANCE	$ 0.0000
DISABILITY INSURANCE	$ 0.0000
OTHER TAXES AND	
INSURANCE SPECIFY _____	$ 0.0000
ITEM # 4	
ADDITIONAL COMPONENTS	
(IF APPLICABLE)	
TRAINING	$ 0.0806
UNIFORMS	$ 0.2243
MATERIALS	$ 0.0000
SUPPLIES	$ 0.0000
RELIEF	$ 0.7300
ROLL CALL	$ 0.0000
OTHER COMPONENTS NOT SPECIFIED	
ABOVE-SPECIFY OVERTIME	$ 0.4136
GENERAL ADMINISTRATION COSTS,	
OVERHEAD, AND PROFIT	$ 1.3761
TOTAL (SUM OF ITEMS 1,2,3,and 4)	$ 22.0633

EXHIBIT E

WAGE BREAKDOWN SHEET

PROPOSER'S NAME: FIVE STAR PARKING @ EWR

CALCULATION OF HOURLY WAGE

TITLE: OFFICE/REVENUE CLERICAL

ITEM # 1	
DIRECT WAGE	$ 15.6442
ITEM # 2	
SUPPLEMENTAL BENEFITS	
(ITEMS NOT REQUIRED BY LAW)	
HOLIDAY ALLOWANCE	$ 0.8956
VACATION ALLOWANCE	$ 0.9073
SICK TIME ALLOWANCE	$ 0.3209
PENSION	$ 0.0000
WELFARE	$ 0.0000
MEDICAL/DENTAL	$ 2.8912
JURY DUTY/BEREAVEMENT	$ 0.0500
OTHER SUPPLEMENTAL BENEFITS	
SPECIFY COVER OVER/UNDER PAYMENT	$ 0.0000
SUB TOTAL (ITEMS # 1&2)	$ 20.5091
ITEMS # 3	
TAXES AND INSURANCE	
(ITEMS REQUIRED BY LAW)	
F.I.C.A.	$ 1.0644
N.Y.S.U.I./N.J.S.U.I.	$ 0.3903
F.U.I.	$ 0.0278
NYC Payroll Tax/NJ Payroll Tax	$ 0.1391
WORKERS COMPENSATION	$ 0.5913
GENERAL LIABILITY INSURANCE	$ 0.0000
DISABILITY INSURANCE	$ 0.0000
OTHER TAXES AND INSURANCE SPECIFY	$ 0.0000
ITEM # 4	
ADDITIONAL COMPONENTS	
(IF APPLICABLE)	
TRAINING	$ 0.0000
UNIFORMS	$ 0.0000
MATERIALS	$ 0.0000
SUPPLIES	$ 0.0000
RELIEF	$ 0.0000
ROLL CALL	$ 0.0000
OTHER COMPONENTS NOT SPECIFIED ABOVE-SPECIFY OVERTIME	$ 0.0047
GENERAL ADMINISTRATION COSTS, OVERHEAD, AND PROFIT	$ 0.9768
TOTAL (SUM OF ITEMS 1,2,3,and 4)	$ 23.7035

EXHIBIT E

WAGE BREAKDOWN SHI

PROPOSER'S NAME: FIVE STAR PARKING @ EW.

CALCULATION OF HOURLY WAGE

TITLE: FIELD/OFFICE SUPERVISOR IN CHARGE

ITEM # 1	
DIRECT WAGE	$ 16.9959
ITEM # 2	
SUPPLEMENTAL BENEFITS	
(ITEMS NOT REQUIRED BY LAW)	
HOLIDAY ALLOWANCE	$ 0.6910
VACATION ALLOWANCE	$ 1.1785
SICK TIME ALLOWANCE	$ 0.3460
PENSION	$ 0.0000
WELFARE	$ 0.0000
MEDICAL/DENTAL	$ 2.9385
JURY DUTY/BEREAVEMENT	$ 0.0500
OTHER SUPPLEMENTAL BENEFITS	
SPECIFY COVER OVER/UNDER PAYMENT	$ 0.0000
SUB TOTAL (ITEMS # 1&2)	$ 22.2000
ITEMS # 3	
TAXES AND INSURANCE	
(ITEMS REQUIRED BY LAW)	
F.I.C.A.	$ 1.6995
N.Y.S.U.I./N.J.S.U.I.	$ 0.6232
F.U.I.	$ 0.0444
NYC Payroll Tax/NJ Payroll Tax	$ 0.2222
WORKERS COMPENSATION	$ 0.9442
GENERAL LIABILITY INSURANCE	$ 0.0000
DISABILITY INSURANCE	$ 0.0000
OTHER TAXES AND	
INSURANCE SPECIFY _____	$ 0.0000
ITEM # 4	
ADDITIONAL COMPONENTS	
(IF APPLICABLE)	
TRAINING	$ 0.2262
UNIFORMS	$ 0.0000
MATERIALS	$ 0.0000
SUPPLIES	$ 0.0000
RELIEF	$ 1.9700
ROLL CALL	$ 0.0000
OTHER COMPONENTS NOT SPECIFIED	
ABOVE-SPECIFY OVERTIME	$ 0.7586
GENERAL ADMINISTRATION COSTS,	
OVERHEAD, AND PROFIT	$ 2.7422
TOTAL (SUM OF ITEMS 1,2,3,and 4)	$ 31.4305

EXHIBIT E

WAGE BREAKDOWN SHEET

PROPOSER'S NAME: FIVE STAR PARKING @ EWR

CALCULATION OF HOURLY WAGE

TITLE: FIELD/OFFICE SUPERVISOR IN CHARGE

ITEM # 1	
DIRECT WAGE	$ 16.9959
ITEM # 2	
SUPPLEMENTAL BENEFITS	
(ITEMS NOT REQUIRED BY LAW)	
HOLIDAY ALLOWANCE	$ 0.6910
VACATION ALLOWANCE	$ 1.1785
SICK TIME ALLOWANCE	$ 0.3460
PENSION	$ 0.0000
WELFARE	$ 0.0000
MEDICAL/DENTAL	$ 2.9385
JURY DUTY/BEREAVEMENT	$ 0.0500
OTHER SUPPLEMENTAL BENEFITS	
SPECIFY COVER OVER/UNDER PAYMENT	$ 0.0000
SUB TOTAL (ITEMS # 1&2)	$ 22.2000
ITEMS # 3	
TAXES AND INSURANCE	
(ITEMS REQUIRED BY LAW)	
F.I.C.A.	$ 1.6995
N.Y.S.U.I./N.J.S.U.I.	$ 0.6232
F.U.I.	$ 0.0444
NYC Payroll Tax/NJ Payroll Tax	$ 0.2222
WORKERS COMPENSATION	$ 0.9442
GENERAL LIABILITY INSURANCE	$ 0.0000
DISABILITY INSURANCE	$ 0.0000
OTHER TAXES AND INSURANCE SPECIFY	$ 0.0000
ITEM # 4	
ADDITIONAL COMPONENTS	
(IF APPLICABLE)	
TRAINING	$ 0.2262
UNIFORMS	$ 0.0000
MATERIALS	$ 0.0000
SUPPLIES	$ 0.0000
RELIEF	$ 1.9700
ROLL CALL	$ 0.0000
OTHER COMPONENTS NOT SPECIFIED ABOVE-SPECIFY OVERTIME	$ 0.7586
GENERAL ADMINISTRATION COSTS, OVERHEAD, AND PROFIT	$ 2.7422
TOTAL (SUM OF ITEMS 1,2,3,and 4)	$ 31.4305

ABM Building Value

AMPCO SYSTEM PARKING

LA GUARDIA AIRPORT

SUMMARY OF APRIL 2012 BILLING
STATEMENT OF CHARGEABLE EXPENSE

INVOICE NO:	042012-300A	DATE	5/1/2012

AMPCO SYSTEM PARKING	THE PORT AUTHORITY OF NY/NJ
LA GUARDIA AIRPORT	LA GUARDIA AIRPORT
C/O AMPCO SYSTEM PARKING	CHERYL LEE, SUPERVISOR
1459 HAMILTON AVENUE	LANDSIDE OPERATIONS AND CUSTOMER SERVICE
CLEVELAND , OH -44114	CONTRACT NO. 4600001777
	PURCHASE ORDER NO. 4500012476
HAROON AKHTAR -GENERAL MANAGER	VENDOR NO. 146162
	PROPOSAL NO. 0000000856

REIMBURSABLE EXPENSE		HOURLY BILLABLE RATE	TOTAL MONTHLY BILLABLE HOURS	TOTAL BILLABLE AMOUNT
OPERATION DEPARTMENT				
Supervisor-In-Charge	Regular	$ 30.9264	888.00	$ 27,462.64
Field/Office Supervisor	Regular	$ 25.9980	3,868.00	$ 100,560.26
Office Clerks	Regular	$ 24.9218	1,584.00	$ 39,476.13
Lane Cashiers	Regular	$ 22.8802	6,665.00	$ 152,496.53
Traffic Attendants	Regular	$ 20.5673	2,928.00	$ 60,221.05
TOTAL REGULAR LABOR EXPENSE			15,933.00	$ 380,216.63
PA EXTRA LABOR EXPENSE				
Supervisor-In-Charge	PA Extra	$ 30.9264	-	$ -
	PA Extra - 120%	$ 37.1117	2.00	$ 74.22
Field/Office Supervisor	PA Extra	$ 25.9980	-	$ -
	PA Extra - 120%	$ 31.1976	-	$ -
Office Clerks	PA Extra	$ 24.9218	-	$ -
	PA Extra - 120%	$ 29.9062	-	$ -
Lane Cashiers	PA Extra	$ 22.8802	-	$ -
	PA Extra - 120%	$ 27.4562	-	$ -
Traffic Attendants	PA Extra	$ 20.5673	8.00	$ 164.54
	PA Extra - 120%	$ 24.6808	-	$ -
TOTAL PA EXTRA LABOR EXPENSE			10.00	$ 238.76
TOTAL REIMBURSABLE LABOR EXPENSE			15,943.00	$ 380,455.39
PA EXTRA WORK				
PA Extra Work Expense			$ 7,317.19	
OPERATING EXPENSE				
Emergency Road Side Service L/O			$ 375.00	
Materials & Supplies - Equipment			$ 5,378.75	
Patron Refund			$ 785.00	$ 13,855.94
Management Fee				$ 68,333.06
Vehicle Charge				$ 18,116.94
Cashier Shortage				$ (51.00)
TOTAL OPERATING EXPENSE				$ 100,254.94
AMOUNT AMPCO SYSTEM PARKING	April , 2012			$ 480,710.33

Signature: Haroon Akhtar — 5/1/2012

Haroon Akhtar - General Manager — Date:

INVOICE NO.

AMPCO SYSTEM PARKING	THE PORT AUTHORITY OF NY/NJ
LA GUARDIA AIRPORT	LA GUARDIA AIRPORT
C/O AMPCO SYSTEM PARKING	CHERYL LEE, SUPERVISOR
1459 HAMILTON AVENUE	LANDSIDE OPERATIONS AND CUSTOMER SERVICE
CLEVELAND , OH -44114	CONTRACT NO. 4800001777
	PURCHASE ORDER NO. 4500012476
HAROON AKHTAR -GENERAL MANAGER	VENDOR NO. 146162
	PROPOSAL NO. 0000000856

REIMBURSABLE EXPENSE		HOURLY BILLABLE RATE	TOTAL MONTHLY BILLABLE HOURS	TOTAL BILLABLE AMOUNT
OPERATION DEPARTMENT				
Supervisor-In-Charge	Regular	$ 30.9264	920.00	$ 28,452.29
Field/Office Supervisor	Regular	$ 25.9980	4,062.00	$ 105,603.88
Office Clerks	Regular	$ 24.9218	1,752.00	$ 43,662.99
Lane Cashiers	Regular	$ 22.8802	6,882.00	$ 157,461.54
Traffic Attendants	Regular	$ 20.5673	3,028.00	$ 62,277.78
TOTAL REGULAR LABOR EXPENSE			16,644.00	$ 397,458.48
PA EXTRA LABOR EXPENSE				
Supervisor-In-Charge	PA Extra	$ 30.9264	-	$ -
	PA Extra - 120%	$ 37.1117	1.00	$ 37.11
Field/Office Supervisor	PA Extra	$ 25.9980	-	$ -
	PA Extra - 120%	$ 31.1976	-	$ -
Office Clerks	PA Extra	$ 24.9218	-	$ -
	PA Extra - 120%	$ 29.9062	-	$ -
Lane Cashiers	PA Extra	$ 22.8802	6.00	$ 137.28
	PA Extra - 120%	$ 27.4562	-	$ -
Traffic Attendants	PA Extra	$ 20.5673	-	$ -
	PA Extra - 120%	$ 24.6808	-	$ -
TOTAL PA EXTRA LABOR EXPENSE			7.00	$ 174.39
TOTAL REIMBURSABLE LABOR EXPENSE			16,651.00	$ 397,632.87
PA EXTRA WORK				
PA Extra Work Expense			$ 87,919.72	
OPERATING EXPENSE				
Emergency Road Side Service L/O			$ 475.00	
Materials & Supplies - Equipment			$ 16,750.87	
Patron Refund			$ 1,448.00	$ 106,593.59
Management Fee				$ 68,333.06
Vehicle Charge				$ 18,116.94
Cashier Shortage				$ (31.00)
TOTAL OPERATING EXPENSE				$ 193,012.60
AMOUNT AMPCO SYSTEM PARKING	March , 2012			$ 590,645.47

Signature: Haroon Akhtar — 4/1/2012

Haroon Akhtar - General Manager — Date:

ABM Building Value

AMPCO SYSTEM PARKING

LA GUARDIA AIRPORT

SUMMARY OF FEBRUARY 2012 BILLING
STATEMENT OF CHARGEABLE EXPENSE

INVOICE NO:	022012-300A	DATE	3/1/2012

AMPCO SYSTEM PARKING	THE PORT AUTHORITY OF NY/NJ
LA GUARDIA AIRPORT	LA GUARDIA AIRPORT
C/O AMPCO SYSTEM PARKING	CHERYL LEE, SUPERVISOR
1459 HAMILTON AVENUE	LANDSIDE OPERATIONS AND CUSTOMER SERVICE
CLEVELAND , OH -44114	CONTRACT NO. 4800001777
	PURCHASE ORDER NO. 4500012478
HAROON AKHTAR -GENERAL MANAGER	VENDOR NO. 146162
	PROPOSAL NO. 0000000856

REIMBURSABLE EXPENSE		HOURLY BILLABLE RATE	TOTAL MONTHLY BILLABLE HOURS	TOTAL BILLABLE AMOUNT
OPERATION DEPARTMENT				
Supervisor-In-Charge	Regular	$ 30.9264	856.00	$ 26,473.00
Field/Office Supervisor	Regular	$ 25.9980	3,762.00	$ 97,804.48
Office Clerks	Regular	$ 24.9218	1,576.00	$ 39,276.76
Lane Cashiers	Regular	$ 22.8802	6,444.00	$ 147,440.01
Traffic Attendants	Regular	$ 20.5673	3,068.00	$ 63,100.48
TOTAL REGULAR LABOR EXPENSE			15,706.00	$ 374,094.72
PA EXTRA LABOR EXPENSE				
Supervisor-In-Charge	PA Extra	$ 30.9264	-	$ -
	PA Extra - 120%	$ 37.1117	-	$ -
Field/Office Supervisor	PA Extra	$ 25.9980	8.00	$ 207.98
	PA Extra - 120%	$ 31.1976	-	$ -
Office Clerks	PA Extra	$ 24.9218	-	$ -
	PA Extra - 120%	$ 29.9062	-	$ -
Lane Cashiers	PA Extra	$ 22.8802	-	$ -
	PA Extra - 120%	$ 27.4562	-	$ -
Traffic Attendants	PA Extra	$ 20.5673	78.00	$ 1,604.25
	PA Extra - 120%	$ 24.6808	-	$ -
TOTAL PA EXTRA LABOR EXPENSE			86.00	$ 1,812.23
TOTAL REIMBURSABLE LABOR EXPENSE			15,792.00	$ 375,906.95
PA EXTRA WORK				
PA Extra Work Expense			$ 12,914.66	
OPERATING EXPENSE				
Emergency Road Side Service L/O			$ 175.00	
Materials & Supplies - Equipment			$ 5,316.05	
Patron Refund			$ 254.00	$ 18,659.71
Management Fee				$ 68,333.06
Vehicle Charge				$ 18,116.94
Cashier Shortage				$ (31.00)
TOTAL OPERATING EXPENSE				$ 105,078.71
AMOUNT AMPCO SYSTEM PARKING	February , 2012			$ 480,985.66

Signature: *Haroon Akhtar* 3/1/2012

Haroon Akhtar - General Manager Date:

AMPCO SYSTEM PARKING

LA GUARDIA AIRPORT

SUMMARY OF JANUARY 2012 BILLING
STATEMENT OF CHARGEABLE EXPENSE

INVOICE NO:	012012-300A	DATE	2/1/2012

AMPCO SYSTEM PARKING
LA GUARDIA AIRPORT
C/O AMPCO SYSTEM PARKING
1459 HAMILTON AVENUE
CLEVELAND, OH -44114

HAROON AKHTAR -GENERAL MANAGER

THE PORT AUTHORITY OF NY/NJ
LA GUARDIA AIRPORT
CHERYL LEE, SUPERVISOR
LANDSIDE OPERATIONS AND CUSTOMER SERVICE
CONTRACT NO. 4600001777
PURCHASE ORDER NO. 4500012476
VENDOR NO. 146162
PROPOSAL NO. 0000000856

REIMBURSABLE EXPENSE		HOURLY BILLABLE RATE	TOTAL MONTHLY BILLABLE HOURS	TOTAL BILLABLE AMOUNT
OPERATION DEPARTMENT				
Supervisor-In-Charge	Regular	$ 30.9264	920.00	$ 28,452.29
Field/Office Supervisor	Regular	$ 25.9980	3,974.00	$ 103,316.05
Office Clerks	Regular	$ 24.9218	1,536.00	$ 38,279.88
Lane Cashiers	Regular	$ 22.8802	6,889.00	$ 157,621.70
Traffic Attendants	Regular	$ 20.5673	3,012.00	$ 61,948.71
TOTAL REGULAR LABOR EXPENSE			*16,331.00*	*$ 389,618.63*
PA EXTRA LABOR EXPENSE				
Supervisor-In-Charge	PA Extra	$ 30.9264	-	$ -
	PA Extra - 120%	$ 37.1117	-	$ -
Field/Office Supervisor	PA Extra	$ 25.9980	-	$ -
	PA Extra - 120%	$ 31.1976	-	$ -
Office Clerks	PA Extra	$ 24.9218	-	$ -
	PA Extra - 120%	$ 29.9062	-	$ -
Lane Cashiers	PA Extra	$ 22.8802	-	$ -
	PA Extra - 120%	$ 27.4562	-	$ -
Traffic Attendants	PA Extra	$ 20.5673	56.00	$ 1,151.77
	PA Extra - 120%	$ 24.6808	8.00	$ 197.45
TOTAL PA EXTRA LABOR EXPENSE			64.00	$ 1,349.21
TOTAL REIMBURSABLE LABOR EXPENSE			16,395.00	$ 390,967.85
PA EXTRA WORK				
PA Extra Work Expense			$ 4,315.12	
OPERATING EXPENSE				
Emergency Road Side Service L/O			$ 375.00	
Materials & Supplies - Equipment			$ 228.63	
Patron Refund			$ 767.00	$ 5,685.75
Management Fee				$ 68,333.06
Vehicle Charge				$ 18,116.94
Cashier Shortage				$ (26.00)
TOTAL OPERATING EXPENSE				$ 92,109.74
AMOUNT AMPCO SYSTEM PARKING	January , 2012			$ 483,077.59

Signature: Haroon Akhtar — 2/1/2012

Haroon Akhtar - General Manager — Date:

ABM. Building Value

AMPCO SYSTEM PARKING

NEWARK LIBERTY INTERNATIONAL AIRPORT

SUMMARY OF FEBRUARY 2013 BILLING
STATEMENT OF CHARGEABLE EXPENSE

INVOICE NO:	02-2013 - 100	DATE	3/1/2013

AMPCO SYSTEM PARKING
1499 HAMILTON AVENUE
CLEVELAND OH 44114

STANLEY PETERSEN - GENERAL MANAGER

PORT AUTHORITY OF NYNJ
NEWARK LIBERTY INTERNATIONAL AIRPORT
DENISE DUGAN, SUPERVISOR
LANDSIDE OPERATIONS

CONTRACT NO 4600001777
PURCHASE ORDER NO 4500025551
VENDOR NO 146182
PROPOSAL NO 2000000056

REIMBURSABLE EXPENSE		HOURLY BILLABLE RATE	TOTAL MONTHLY BILLABLE HOURS	TOTAL BILLABLE AMOUNT
OPERATION DEPARTMENT				
Supervisor-in-Charge	Regular	$ [redacted]	[redacted]	$ [redacted]
Field/Office Supervisor	Regular	$ [redacted]	[redacted]	$ [redacted]
Office Clerks	Regular	$ [redacted]	[redacted]	$ [redacted]
Lane Cashiers	Regular	$ [redacted]	[redacted]	$ [redacted]
Traffic Attendants	Regular	$ [redacted]	[redacted]	$ [redacted]
SUB - TOTAL		[redacted]	[redacted]	$ [redacted]
VALET DEPARTMENT				
Valet Supervisor	Regular	$ [redacted]	[redacted]	$ [redacted]
Valet Cashiers	Regular	$ [redacted]	[redacted]	$ [redacted]
Traffic/Valet Attendants	Regular	$ [redacted]	[redacted]	$ [redacted]
SUB - TOTAL		[redacted]	[redacted]	$ [redacted]
TOTAL REGULAR LABOR EXPENSE		[redacted]	[redacted]	$ [redacted]
PA EXTRA LABOR EXPENSE				
Supervisor-in-Charge	PA Extra	$ [redacted]		$ -
	PA Extra - 1.5X	$ [redacted]		$ -
Field/Office Supervisor	PA Extra	$ [redacted]	46.00	$ 1,138.05
	PA Extra - 1.5X	$ [redacted]	-	$ -
Office Clerks	PA Extra	$ [redacted]	-	$ -
	PA Extra - 1.5X	$ [redacted]	-	$ -
Lane Cashiers	PA Extra	$ [redacted]	-	$ -
	PA Extra - 1.5X	$ [redacted]	-	$ -
Traffic/Valet Attendants	PA Extra	$ [redacted]	-	$ -
	PA Extra - 1.5X	$ [redacted]	-	$ -
TOTAL PA EXTRA LABOR EXPENSE		[redacted]	46.00	$ 1,138.05
TOTAL REIMBURSABLE LABOR EXPENSE		[redacted]	[redacted]	$ [redacted]
PA EXTRA WORK				
Other Contractor Services / Purchases		[redacted]	$ [redacted]	
OPERATING EXPENSE				
PA Towing Expense		[redacted]	$	
Emergency Road Side Service L/T		[redacted]	$ 250.00	
Materials & Supplies - Equipment		[redacted]	$ 3,171.46	
Miscellaneous - Other		[redacted]	$	
Equipment - Repair/Maintenance/Installation		[redacted]	$	
Maintenance Agreement		[redacted]	$	
Rental Equipment		[redacted]	$ 5,445.00	
Permit Refund		[redacted]	$ 4,076.70	
Snow Removal		[redacted]	$ [redacted]	$ [redacted]
Management fee		[redacted]		$ 125,177.10
Vehicle Charge		[redacted]		$ 33,818.77
Credits Received		[redacted]		$ (7,000.00)
TOTAL OPERATING EXPENSE		[redacted]		$ [redacted]
AMOUNT DUE FIVE STAR PARKING	MARCH, 2013	[redacted]		$ [redacted]

Signature: Stanley Petersen

Stanley Petersen - General Manager

3/1/2013

Date

ABM Building Value

AMPCO SYSTEM PARKING

NEWARK LIBERTY INTERNATIONAL AIRPORT

SUMMARY OF MARCH 2012 BILLING
STATEMENT OF CHARGEABLE EXPENSE

INVOICE NO:	03-2012 - 100	DATE	4/1/2012

AMPCO SYSTEM PARKING
1439 HAMILTON AVENUE
CLEVELAND OH 44114

STANLEY PETERSEN - GENERAL MANAGER

THE PORT AUTHORITY OF NY/NJ
NEWARK LIBERTY INTERNATIONAL AIRPORT
DENISE DUGAN, SUPERVISOR
LANDSIDE OPERATIONS
CONTRACT NO. 4600001777
PURCHASE ORDER NO. 4500025551
VENDOR NO. 146163
PROPOSAL NO 0000000854

REIMBURSABLE EXPENSE	[redacted]	HOURLY BILLABLE RATE	TOTAL MONTHLY BILLABLE HOURS	TOTAL BILLABLE AMOUNT
OPERATION DEPARTMENT				
Supervisor-in-Charge	Regular	$ 34.4212	1,416.00	$ 48,740.42
Field/Office Supervisor	Regular	$ 29.0455	8,440.00	$ 245,144.02
Office Clerks	Regular	$ 25.9589	3,817.75	$ 99,104.59
Lane Cashiers	Regular	$ 34.4175	11,372.00	$ 389,882.19
Traffic Attendants	Regular	$ 31.6644	4,130.00	$ 89,672.97
SUB - TOTAL			29,075.75	$ 772,345.19
VALET DEPARTMENT				
Valet Supervisor	Regular	$ 29.0455	912.00	$ 26,489.50
Valet Cashiers	Regular	$ 34.4175	824.00	$ 28,119.66
Traffic/Valet Attendants	Regular	$ 31.6644	2,520.00	$ 54,394.29
SUB - TOTAL			4,256.00	$ 101,303.64
TOTAL REGULAR LABOR EXPENSE			33,931.75	$ 873,648.83
PA EXTRA LABOR EXPENSE				
Supervisor-in-Charge	PA Rate	$ 34.4212	-	$
	PA Rate - 120%	$ 41.3054	-	$
Field/Office Supervisor	PA Rate	$ 29.0455	19.00	$ 551.86
	PA Rate - 120%	$ 34.8546	-	$
Office Clerks	PA Rate	$ 25.9589	-	$
	PA Rate - 120%	$ 31.1507	-	$ -
Lane Cashiers	PA Rate	$ 34.4175	-	$ -
	PA Rate - 120%	$ 29.3008		$ -
Traffic/Valet Attendants	PA Rate	$	72.00	$ 1 559.84
	PA Rate - 120%	$ 25.9973	-	$ -
TOTAL PA EXTRA LABOR EXPENSE			91.00	$ 2,111.70
TOTAL REIMBURSABLE LABOR EXPENSE			34,022.75	$ (A) 875,600.53
PA EXTRA WORK				
Other Contracting Services / Programs			$ 64,614.56	
OPERATING EXPENSE				
PA Towing Expense			$ 5,000.00	
Emergency Road Side Service L/O			$ 525.00	
Materials & Supplies - Equipment			$ 2,053.37	
Miscellaneous - Other			$ -	
Equipment - Repairs/Maintenance/Installation			$ (B) 3,200.00	
Maintenance Agreement			$ -	
Rental Equipment			$ 3,445.00	
Prices Refund			$ 2,900.00	
Snow Removal			$ 3,445.40	$ 80,247.13 $ 83,692.53
Management Fee				$ (C) 135,177.09
Vehicle Charge				$ (D) 13,010.75
Cashier Shortage				$ (E) (460.00)
TOTAL OPERATING EXPENSE				$ 350,990.87
AMOUNT DUE FIVE STAR PARKING	APRIL 2012			$ [illegible]

Signature: Stanley Petersen
Stanley Petersen - General Manager

4/1/2012
Date:

TOTAL $1,123,775.50

ABM Building Value

AMPCO SYSTEM PARKING

NEW CLEVELAND LIBERTY INTERNATIONAL AIRPORT

SUMMARY OF APRIL 2012 BILLING

STATEMENT OF CHARGEABLE EXPENSE

INVOICE NO:	04-2012 - 100	DATE	5/1/2012

AMPCO SYSTEM PARKING
1429 HAMILTON AVENUE
CLEVELAND OH 44114

STANLEY PETERSEN - GENERAL MANAGER

THE PORT AUTHORITY OF NYCNJ
NEWARK LIBERTY INTERNATIONAL AIRPORT
DENISE DOLAN, SUPERVISOR
LANDSIDE OPERATIONS

CONTRACT NO: 4600001777
PURCHASE ORDER NO: 4500025331
VENDOR NO: 14614C
REFERENCE NO: 0000000054

REIMBURSABLE EXPENSE		HOURLY BILLABLE RATE	TOTAL MONTHLY BILLABLE HOURS	TOTAL BILLABLE AMOUNT
OPERATION DEPARTMENT				
Supervisor-In-Charge	Regular	$ [illegible]	1,348.00	$ [illegible]
Field/Office Supervisor	Regular	$ 28.0433	5,336.25	$ [illegible]
Office Clerks	Regular	$ 23.3133	3,676.50	$ [illegible]
Lane Cashiers	Regular	$ 23.4173	21,475.00	$ [illegible]
Traffic Attendants	Regular	$ 23.6684	1,818.00	$ [illegible]
SUB - TOTAL			[illegible]	$ [illegible]
VALET DEPARTMENT				
Valet Supervisor	Regular	$ 19.0433	688.00	$ 13,097.43
Valet Cashiers	Regular	$ 24.4173	781.00	$ 19,069.11
Traffic/Valet Attendants	Regular	$ 21.8646	1,416.50	$ 32,142.19
SUB - TOTAL			4,285.68	$ [illegible]
TOTAL REGULAR LABOR EXPENSE			32,781.75	$ [illegible]
PA EXTRA LABOR EXPENSE				
Supervisor-In-Charge	PA Extra	$ 34.4312	-	$ -
	PA Extra - 120%	$ 41.3054	-	$ -
Field/Office Supervisor	PA Extra	$ 29.0433	-	$ -
	PA Extra - 120%	$ 34.8520	-	$ -
Office Clerks	PA Extra	$ 23.9789	-	$ -
	PA Extra - 120%	$ 28.7747	-	$ -
Lane Cashiers	PA Extra	$ 24.4173	-	$ -
	PA Extra - 120%	$ 29.3008	-	$ -
Traffic/Valet Attendants	PA Extra	$ 22.6644	-	$ -
	PA Extra - 120%	$ 27.1973	-	$ -
TOTAL PA EXTRA LABOR EXPENSE				$ -
TOTAL REIMBURSABLE LABOR EXPENSE			32,781.75	$ [illegible] (A)
PA EXTRA WORK				
Other Customer Services / Programs			$ 10,343.45	
OPERATING EXPENSE				
PA Parking Systems			$ 1,230.00	
Emergency Road Side Service LAZ			$ 225.00	
Materials & Supplies - Equipment			$ 4,371.56	
Miscellaneous - Other			$ -	
Postages - Reproduction/Printing			$ -	
Maintenance Agreement			$ -	
Rental Equipment			$ 38.71	
Pension Refund			$ 1,112.00	
Data Services			$ -	$ [illegible] (C)
Management Fee				$ 135,771.00 (B)
Valuable Charge				$ 33,010.75
Cashier Shortage				$ 237.00 (D)
TOTAL OPERATING EXPENSE				$ 181,346.33
AMOUNT DUE FIVE STAR PARKING	APRIL, 2012			$ 1,034,714.64

Signature: Stanley Petersen

Stanley Petersen - General Manager

Date: 5/1/2012

ABM Building Value

AMPCO SYSTEM PARKING

JFK INTERNATIONAL AIRPORT

Attachment, Question 58
8 of 10

SUMMARY OF MARCH 2012 BILLING
STATEMENT OF CHARGEABLE EXPENSE

INVOICE NO:	3- 2012 - 200	DATE	4/1/2012

OK TO PAY $834,122.91

AMPCO SYSTEM PARKING
JFK INTERNATIONAL AIRPORT
ORLANDO RODRIGUEZ
1459 HAMILTON AVENUE
CLEVELAND, OH 44114

APPROVED

VENDOR NO. 146162

PURCHASE ORDER NO. 4500012273

SE # 8CCC817350

THE PORT AUTHORITY OF NY/NJ
JFK INTERNATIONAL AIRPORT
ATTN: DITOMASSO, SUPERVISOR
LANDSIDE OPERATIONS

CONTRACT NO.	4600001777
PURCHASE ORDER NO.	4500012475
VENDOR NO	146162
PROPOSAL NO.	0000000856

REIMBURSABLE EXPENSE		HOURLY BILLABLE RATE	TOTAL MONTHLY	TOTAL BILLABLE AMOUNT
OPERATION DEPARTMENT				
Supervisor-In-Charge	Regular	$ 30.7782	920.00	$ 28,315.94
Field/Office Supervisor	Regular	$ 26.3997	8,869.00	$ 234,138.94
Office Clerks	Regular	$ 25.3869	2,464.00	$ 62,553.32
Lane Cashiers	Regular	$ 22.4318	12,245.00	$ 274,677.39
Traffic Attendants	Regular	$ 19.9643	2,232.00	$ 44,560.32
TOTAL REGULAR LABOR EXPENSE			26,730.00	$ 644,245.91
PA EXTRA LABOR EXPENSE				
Supervisor-In-Charge	PA Extra	$ 30.7782	-	$ -
	PA Extra - 120%	$ 36.9338	-	$ -
Field/Office Supervisor	PA Extra	$ 26.3997	3.00	$ 79.20
	PA Extra - 120%	$ 31.6796	-	$ -
Office Clerks	PA Extra	$ 25.3869	-	$ -
	PA Extra - 120%	$ 30.4643	-	$ -
Lane Cashiers	PA Extra	$ 22.4318	1.00	$ 22.43
	PA Extra - 120%	$ 26.9182	-	$ -
Traffic Attendants	PA Extra	$ 19.9643	-	$ -
	PA Extra - 120%	$ 23.9572	-	$ -
TOTAL PA EXTRA LABOR EXPENSE			4.00	$ 101.63
TOTAL REIMBURSABLE LABOR EXPENSE			26,734.00	$ 644,347.54
PA EXTRA WORK				
Other Contracting Services/Programs			$ 43,144.69	
OPERATING EXPENSE				
Emergency Road Side Service L/O			$ -	
Materials & Supplies - Equipment			$ 4,735.02	
Patron Refund			$ 5,408.06	
Telephone			$ -	$ 53,287.77
Management Fee				$ 110,788.77
Vehicle Charge				$ 25,783.83
Cashier Shortage				$ (85.00)
TOTAL OPERATING EXPENSE				$ 189,775.37
AMOUNT DUE FIVE STAR PARKING	MARCH 2012			$ 834,122.91

TO THE BEST OF MY KNOWLEDGE THE WORK REQUIRED BY THIS SERVICE CONTRACT HAS BEEN ADEQUATELY PERFORMED

Signature: Orlando Rodriguez — 4/1/2012

Orlando Rodriguez - General Manager — Date:

SIGNATURE: DATE: 4/2/12

ABM Building Value

AMPCO SYSTEM PARKING

JFK INTERNATIONAL AIRPORT

SUMMARY OF FEBRUARY 2012 BILLING
STATEMENT OF CHARGEABLE EXPENSE

INVOICE NO.	2 - 2012 - 200	DATE	3/1/2012
AMPCO SYSTEM PARKING JFK INTERNATIONAL AIRPORT ORLANDO RODRIGUEZ 1459 HAMILTON AVENUE CLEVELAND, OH 44114		THE PORT AUTHORITY OF NY/NJ JFK INTERNATIONAL AIRPORT STEPHEN DITOMASSO, SUPERVISOR LANDSIDE OPERATIONS	
		CONTRACT NO.	4600001777
		PURCHASE ORDER NO.	4500012475
		VENDOR NO.	146162
		PROPOSAL NO.	0000000856

OK TO PAY 772,589.94
APPROVED 3-30-12
VENDOR NO. 146162
PURCHASE ORDER NO. 4500041273
SE # 4100813447

REIMBURSABLE EXPENSE		HOURLY BILLABLE RATE	TOTAL MONTHLY	TOTAL BILLABLE AMOUNT
OPERATION DEPARTMENT				
Supervisor-In-Charge	Regular	$ 30.7782	856.00	$ 26,346.14
Field/Office Supervisor	Regular	$ 26.3997	8,284.00	$ 218,695.11
Office Clerks	Regular	$ 25.3869	2,240.00	$ 56,866.66
Lane Cashiers	Regular	$ 22.4318	11,455.00	$ 256,956.27
Traffic Attendants	Regular	$ 19.9643	2,079.00	$ 41,505.78
TOTAL REGULAR LABOR EXPENSE			24,914.00	$ 600,369.96
PA EXTRA LABOR EXPENSE				
Supervisor-In-Charge	PA Extra	$ 30.7782	-	$ -
	PA Extra - 120%	$ 36.9538	-	$ -
Field/Office Supervisor	PA Extra	$ 26.3997	8.00	$ 211.20
	PA Extra - 120%	$ 31.6796	-	$ -
Office Clerks	PA Extra	$ 25.3869	-	$ -
	PA Extra - 120%	$ 30.4643	-	$ -
Lane Cashiers	PA Extra	$ 22.4318	1.00	$ 22.43
	PA Extra - 120%	$ 26.9182	-	$ -
Traffic Attendants	PA Extra	$ 19.9643	7.00	$ 139.75
	PA Extra - 120%	$ 23.9572	-	$ -
TOTAL PA EXTRA LABOR EXPENSE			16.00	$ 373.38
TOTAL REIMBURSABLE LABOR EXPENSE			24,930.00	$ 600,743.34
PA EXTRA WORK				
Other Contracting Services/Programs			$ 4,529.82	
OPERATING EXPENSE				
Emergency Road Side Service L/O			$ 520.00	
Materials & Supplies - Equipment			$ 24,791.18	
Patron Refund			$ 5,595.00	
Telephone			$ -	$ 35,436.00
Management Fee				$ 110,788.77
Vehicle Charge				$ 25,783.83
Cashier Shortage				$ (162.00)
TOTAL OPERATING EXPENSE				$ 171,846.60
AMOUNT DUE FIVE STAR PARKING	FEB ADJUSTMENTS			$ 772,589.94

TO THE BEST OF MY KNOWLEDGE THE WORK REQUIRED BY THIS SERVICE CONTRACT HAS BEEN ADEQUATELY PERFORMED

Signature: Orlando Rodriguez — 3/1/2012

Orlando Rodriguez - General Manager — Date:

SIGNATURE: DATE: 3/30/12

ABM Building Value

AMPCO SYSTEM PARKING

JFK INTERNATIONAL AIRPORT

SUMMARY OF APRIL 2012 BILLING
STATEMENT OF CHARGEABLE EXPENSE

INVOICE NO:	4-2012-200	DATE	5/1/2012

AMPCO SYSTEM PARKING
JFK INTERNATIONAL AIRPORT
ORLANDO RODRIGUEZ
1459 HAMILTON AVENUE
CLEVELAND, OH 44114

THE PORT AUTHORITY OF NY/NJ
JFK INTERNATIONAL AIRPORT
PETER CARBONARO, SUPERVISOR
LANDSIDE OPERATIONS
CONTRACT NO. 4600001777
PURCHASE ORDER NO. 4500012475
VENDOR NO. 146162
PROPOSAL NO. 0000000856

REIMBURSABLE EXPENSE		HOURLY BILLABLE RATE	TOTAL MONTHLY	TOTAL BILLABLE AMOUNT
OPERATION DEPARTMENT				
Supervisor-In-Charge	Regular	$ 30.7782	888.00	$ 27,331.04
Field/Office Supervisor	Regular	$ 26.3997	8,654.00	$ 228,463.00
Office Clerks	Regular	$ 25.3869	2,264.00	$ 57,475.94
Lane Cashiers	Regular	$ 22.4318	12,073.00	$ 270,819.12
Traffic Attendants	Regular	$ 19.9643	2,160.00	$ 43,122.89
TOTAL REGULAR LABOR EXPENSE			26,039.00	$ 627,212.00
PA EXTRA LABOR EXPENSE				
Supervisor-In-Charge	PA Extra	$ 30.7782	-	$ -
	PA Extra - 120%	$ 36.9338	-	$ -
Field/Office Supervisor	PA Extra	$ 26.3997	32.00	$ 844.79
	PA Extra - 120%	$ 31.6796	-	$ -
Office Clerks	PA Extra	$ 25.3869	-	$ -
	PA Extra - 120%	$ 30.4643	-	$ -
Lane Cashiers	PA Extra	$ 22.4318	2.00	$ 44.86
	PA Extra - 120%	$ 26.9182	-	$ -
Traffic Attendants	PA Extra	$ 19.9643	48.00	$ 958.29
	PA Extra - 120%	$ 25.9572	-	$ -
TOTAL PA EXTRA LABOR EXPENSE			82.00	$ 1,847.94
TOTAL REIMBURSABLE LABOR EXPENSE			26,121.00	$ 629,059.94
PA EXTRA WORK				
Other Contracting Services/Programs			$ 165,958.98	
OPERATING EXPENSE				
Emergency Road Side Service L/O			$ 800.00	
Materials & Supplies - Equipment			$ 15,580.44	
Patron Refund			$ 2,340.00	
Telephone			$ -	$ 184,679.42
Management Fee				$ 110,788.77
Vehicle Charge				$ 25,783.83
Cashier Shortage				$ (182.00)
TOTAL OPERATING EXPENSE				$ 321,150.02
AMOUNT DUE FIVE STAR PARKING	APRIL 2012			$ 950,209.95

Signature: *Orlando Rodriguez* 5/1/2012

Orlando Rodriguez - General Manager *Date:*

THE PORT AUTHORITY OF NY & NJ

COMMODITIES & SERVICES DIVISION
TWO MONTGOMERY STREET, 3RD FLOOR
JERSEY CITY, NJ 07302

6/1/2012

ADDENDUM #2

TO PROSPECTIVE PROPOSERS ON **RFP # 29198** for AIRPORT PARKING LOT MANAGEMENT AND OPERATION SERVICES AT JOHN F KENNEDY INTERNATIONAL AIRPORT (JFK), LAGUARDIA AIRPORT (LGA), NEWARK LIBERTY INTERNATIONAL AIRPORT (EWR) AND STEWART INTERNATIONAL AIRPORT (SWF) - **Due back on June 12, 2012, no later than 2:00 PM**

The following changes are hereby made in the document.

A. Page 80, Section 11, Snow Removal: Delete this section in its entirety and replace with the following:

"As directed by the Port Authority:

(a) The Contractor shall remove snow and ice from the exit lanes to a distance of twenty (20) feet in each direction from the door of each cashiers booth.

(b) The Contractor shall remove snow and ice from the entrance lanes to a distance of twenty (20) feet in each direction of the gate arm.

(c) The Contractor shall remove snow and ice and perform spot salting on all walkways leading to the office space provided to the Contractor. This includes the area leading to the front door, the steps, and the outdoor landing areas leading to said office space. The exception is at JFK where the Contractor's space is currently in Building 14. This is a shared space and is the responsibility of the Port Authority.

(d) The Contractor shall perform spot salting in all parking areas.

The Port Authority will provide at no cost to the Contractor shovels, salt spreaders and salt in connection with such operations.

If additional staffing is required to perform the above, the hours may be increased as per Attachment B – Part 1, Section 7 – Parking Services Hours Increase/Decrease. Compensation shall be in accordance with the applicable hourly rate for the applicable position performing this service."

B. Page 1 of 36 of Addendum # 1, delete change Letter "F" in its entirety.

C. Cost Proposal Forms, VIII, delete Snow Removal Charge for years 1, 2 and 3.

QUESTIONS & ANSWERS

The following information is made available in response to questions submitted by Proposers to the Port Authority. It addresses only those questions, which the Port Authority of NY & NJ has deemed to require additional information and /or clarification. The fact that information has not been supplied with respect to any questions asked by a proposer does not mean or imply, nor should it be deemed to have any meaning, construction or implication with respect to the terms and provisions of the RFP which *will be construed without reference to such questions.*

The Port Authority makes no representations, warranties or guarantees that the information contained herein 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* therefore 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 Proposal or Contract and the Proposer agrees that it shall not hold the Port Authority liable or responsible therefore in any manner whatsoever.

Question # 42:

Attachment B, Page 80, Section 11, Para (e) – Which employees currently perform snow removal services? How many hours are used on average to perform these services? Would Port consider making labor associated with snow and ice removal a reimbursable expense given the impossibility of accurately forecasting estimated hours for this work?

Revised Answer:

Snow removal (using plow to assist with removal of snow in entrance and exit lane throat areas) is currently performed by the contractor's supervisory staff at JFK and Traffic Attendants at LGA. Hours fluctuate based on amount of snowfall in a season and level of snow expected in each storm.

LGA –
Currently no major snow plowing other than the exit plazas. On average during the winter season the PA was billed and extra 200 to 300 TA hours for guarding the fire gates and approximately 40 hours of Supervisor's coverage.

LGA

Field/Office Supervisor	Regular	$25.9980	40.00	$ 1,039.92

Traffic Attendants	Regular	$20.5673	300.00	$ 6,170.19

Total average yearly reimbursable cost: $ 7,210.11

JFK –

JFK Reimbursement to Contractor – Past Three Years – Snow-Related Expenses

SIC – Extra staffing during emergencies $153.89

Supervisors – Extra staffing during emergencies, plus operate snow plow truck $11,365.07

Cashiers - Extra staffing during emergencies $3,544.22

Traffic Attendants – Extra staffing during emergencies $2,904.81

Equip/materials – snow melt/salt, shovels for dig-outs, etc $3,067.54

EWR –

At Newark Airport, road salt is provided by the Port Authority. Snow plowing equipment and vehicle repairs are an expense of the parking contractor (non-reimbursable from the PA), and are dependent upon the severity of the winter weather. Typically, annual repairs for the snow plowing equipment includes replacing the cutting edge on the snow plow and bolts; handheld controllers, blade edge guides, and occasionally a spreader motor. In 2011, snow plowing equipment repairs (non-reimbursable) were $2,100.

Reimbursed parking contractor for snow removal labor – 3 year average $15,206

Reimbursed parking contractor for casual laborers, through Labor Ready – 3 year average $58,903

SWF – No info available.

Question # 91

Attachment B, Page 80, Section 11 – The mixed responsibilities of "the airport's primary snow contractor" and the Contractor invites mixed responsibilities for trip and falls. Does the "primary snow contractor" have any responsibility for deicing? Will it be the obligation of the Contractor to purchase truck-mounted salt spreaders? Will the Port Authority provide sodium chloride for the surface lots and walkways and calcium chloride or some other less damaging deicer for the garages? For a large or lengthy snow event would the labor to perform such salting ever be considered Extra Work?

Revised Answer:

Current Contractor has a truck with salt spreader and a front snow removal plate. The Contractor will not be responsible for deicing. While the Port Authority will at times direct the contractor to salt when necessary as they routinely monitor the lots, especially during long-term cold snaps, that responsibility remains with PA maintenance staff and the primary snow removal contractor. We will have the contractor monitor and spot treat as part of overall safety.

Refer to Letter E in Addendum # 1.

Question # 9:

Are there any Domestic Partnership requirements that the operator must comply with if favored with this Contract?

Answer:

Yes. The Contractor awarded this Contract must supply those benefits identified on pages 51 to 58, Part I, Section 11 of the RFP to family members of employees in a domestic partnership.

Question # 35:

Attachment B, Page 50, Para 10 – As per the pre-proposal meetings, please provide the names of all Port Authority entities that would need to be named as additional insured.

Answer:

See attached for listing entitled "The Port Authority of New York and New Jersey and Related Entities" labeled Attachment –Question # 35.

Question # 63:

Section 4. A. (2) on page 14 of the RFP document states "Where the statement submitted pursuant to subparagraphs (1) and (2) aforementioned do not cover a period which includes a date not more that 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". Given that publicly held companies are restricted by government regulations from making this type of statement, please verify the Port Authority is willing to waive this requirement for publicly held companies.

Answer:

Where the Proposer can establish a legal or statutory restriction in providing the requested information, the PA may entertain alternatives.

An alternative solution may be the following:

"To the best of [my/our] knowledge and belief, the representations contained in the financial statements submitted pursuant to Section 4.A. of this RFP are correct in all material respects, and there have been no developments since [date of submitted financial statements] of which you should be advised that would materially affect the accuracy of such financial statements." (signed by an authorized officer of the bidder).

Question # 64:

Section 8. A. (5) (a) on page 21 of the RFP document requires Corporations to include a statement of the names and residences of its officers. Please verify it will be acceptable to provide the residence of the officer who is the authorized representative for this submission and Proposers are not required to provide the residences for all of its officers.

Answer:

Provide names and residences of corporate officers.

Question # 65:

Section 10 on page 51 of the RFP document states, "Upon request by the Port Authority, Contractor shall furnish to the General Manager, Risk Financing, a certified copy of each policy, including the premiums". As our policies contain sensitive and confidential information that could put us at a competitive disadvantage should this information be released, please consider eliminating or modifying this requirement. Contractor is also required to deliver certificates of insurance at least fifteen (15) days prior to policy expiration. As more often than not, our insurance renewals are not finalized until a day or two before the policies renew, please consider modifying this requirement as well.

Answer:

This information is not required with your Proposal, however, any exceptions to this language must be disclosed in your proposal. If favored with a Contract the Port Authority will require you to deliver a copy of your certificate as specified on pages 49-51 of Part I, Section 10.

Question # 69:

Regarding sales and use taxes (page 30 of RFP and page 11 of Standard Contract Terms and Conditions), would the Port Authority agree to designate the Contractor as its purchasing agent, in anticipation that the State tax authorities could contest Contractor's claim of exemption of items purchase by Contractor for the Authority's benefit under this Contract?

Answer:

Refer to page 28, Paragraph H. entitled "Acceptance of Standard Contract Terms and Conditions."

Question # 102

Attachment B, Page 96, Section 34 – Not mentioned elsewhere in the document but a government obligation is the remittance of parking taxes collected from customers. Since the Port Authority receives all cash and credit card receipts, the payment of parking taxes should be the obligation of the Port Authority. Will the Port Authority indemnify the Contractor from any liability for the Port Authority's failure to remit parking tax to the appropriate taxing authorities or failing that certify that the payment of parking taxes is the obligation of the Port Authority?

Answer:

There is no need to indemnify the Contractor because, as noted in the question, the Port Authority (and not the Contractor) is liable for the remittance of parking taxes on all applicable receipts.

Question # 104

Standard Contract Terms and Conditions, Page 6 of 30, Para 7 – This section indicates that the Contractor can be adequately compensated for breaches by the Port Authority. Where are the obligations of the Port Authority with respect to payment timing defined and what specific options are available to the Contractor in the event of a material breach? What is the interest applied to late payments by the Port Authority?

Answer:

Reference Pages 38 to 42, Part I, Section 4 (c) and 4 (i).

Question # 105

Standard Contract Terms and Conditions, Page 12 of 30, Para 17 – At the end of the first paragraph of this section where an extension of the duration of retained records is discussed, can the clarification (bold faced) "...six years from the date of final payment **by Contractor** with respect to the records..." be added? This would eliminate potential confusion that final payment relates to the Port Authority.

Answer:

Refer to page 28, Paragraph H. entitled "Acceptance of Standard Contract Terms and Conditions."

Question # 111

Will the Port Authority reimburse the operator for sales tax paid by the operator for goods and services purchased for items that are directly reimbursable, such as "Extra Work"?

Answer:

Where the Contract entitles the operator to reimbursement for certain purchases of goods and services, such reimbursement shall be net of any applicable sales tax paid by the operator for such goods and services.

This communication should be initialed by you and annexed to your proposal upon submission.

In case any proposer fails to conform to these instructions, its proposal will nevertheless be construed as though this communication had been so physically annexed and initialed.

THE PORT AUTHORITY OF NY & NJ

KATHY LESLIE WHELAN, MANAGER
COMMODITIES & SERVICES DIVISION

PROPOSER'S FIRM NAME: _____

INITIALED: _____

DATE: _____

QUESTIONS CONCERNING THIS ADDENDUM MAY BE ADDRESSED TO KATHY LESLIE WHELAN, WHO CAN BE REACHED AT (201) 395-3429 OR LUZ SANTANA AT (201) 395-3449.

The Port Authority of New York and New Jersey and Related Entities*

The Port Authority of New York and New Jersey April 30, 1921
Formerly known as "The Port of New York Authority" and established by Compact between the States of New York and New Jersey (subsequently consented to by the Congress of the United States)

Port Authority Trans-Hudson Corporation May 10, 1962
Certificate of Incorporation filed in the States of New York and New Jersey

Newark Legal and Communications Center Urban Renewal Corporation May 12, 1988
Certificate of Incorporation filed in the States of New York and New Jersey

New York and New Jersey Railroad Corporation April 30, 1998
Certificate of Incorporation filed in the States of New York and New Jersey

WTC Retail LLC November 20, 2003‡
Formerly known as "Westfield WTC LLC" and organized in the State of Delaware

Port District Capital Projects LLC July 28, 2005
Organized in the State of New York

Tower 5 LLC September 21, 2006‡
Formerly known as "1 World Trade Center LLC" and organized in the State of Delaware, holder of the lease on Five World Trade Center and, until April 2011, holder of the lease on One World Trade Center

Port Authority Insurance Captive Entity, LLC October 16, 2006
Organized in the District of Columbia

New York New Jersey Rail, LLC September 18, 2008‡
Organized in the State of New York

Tower 1 Member LLC April 19, 2011
Organized in the State of Delaware

Tower 1 Joint Venture LLC April 19, 2011
Organized in the State of Delaware; with the Port Authority as the managing member and owner of a 90% interest and Durst WTC Holding LLC holder of a minority 10% interest

Tower 1 Holdings LLC April 19, 2011
Organized in the State of Delaware, owned by Tower 1 Joint Venture LLC

WTC Tower 1 LLC April 19, 2011
Organized in the State of Delaware, owned by Tower 1 Holdings LLC, and holder of the lease on One World Trade Center

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* Unless otherwise indicated, the Port Authority is the sole owner of each entity.

‡ Date of acquisition by the Port Authority, rather than date of establishment.