Torres Rojas, Genara FOI #14349

From: kklimiuk@summitsecurity.com
Sent: Tuesday, October 15, 2013 4:15 PM
To: Duffy, Daniel
Cc: Torres Rojas, Genara; Van Duyne, Sheree; Qureshi, Ann
Subject: Freedom of Information Online Request Form

Information:

First Name: Kim
Last Name: Klimiuk
Company: Summit Security Services, Inc.
Mailing Address 1: 390 RXR Plaza
Mailing Address 2:
City: Uniondale
State: NY
Zip Code: 11556
Email Address: kklimiuk@summitsecurity.com
Phone: 516-240-2413
Required copies of the records: Yes

List of specific record(s):
I am seeking the full proposal submitted by Allied Barton Security Services, LLC in response to Port Authority of New York and New Jersey RFP 30744: Unarmed, Uniformed Security Guard Services at John F. Kennedy International, LaGuardia, Newark Liberty International, Stewart International and Teterboro Airports.

THE PORT AUTHORITY OF NY & NJ

FOI Administrator

November 14, 2014

Ms. Kim Klimiuk
Summit Security Services, Inc.
390 RXR Plaza
Uniondale, NY 11556

Re: Freedom of Information Reference No. 14349

Dear Ms. Klimiuk:

This is in response to your october 15, 2013 request, which has been processed under the Port Authority's Freedom of Information Code (the "Code") for a copy of the full proposal submitted by Allied Barton Security Services, LLC in response to the Port Authority RFP No. 30744 - Unarmed, Uniformed Security Guard Services at John F. Kennedy International, LaGuardia, Newark Liberty International, Stewart International and Teterboro Airports.

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/14349-C.pdf. Paper copies of the available records are available upon request.

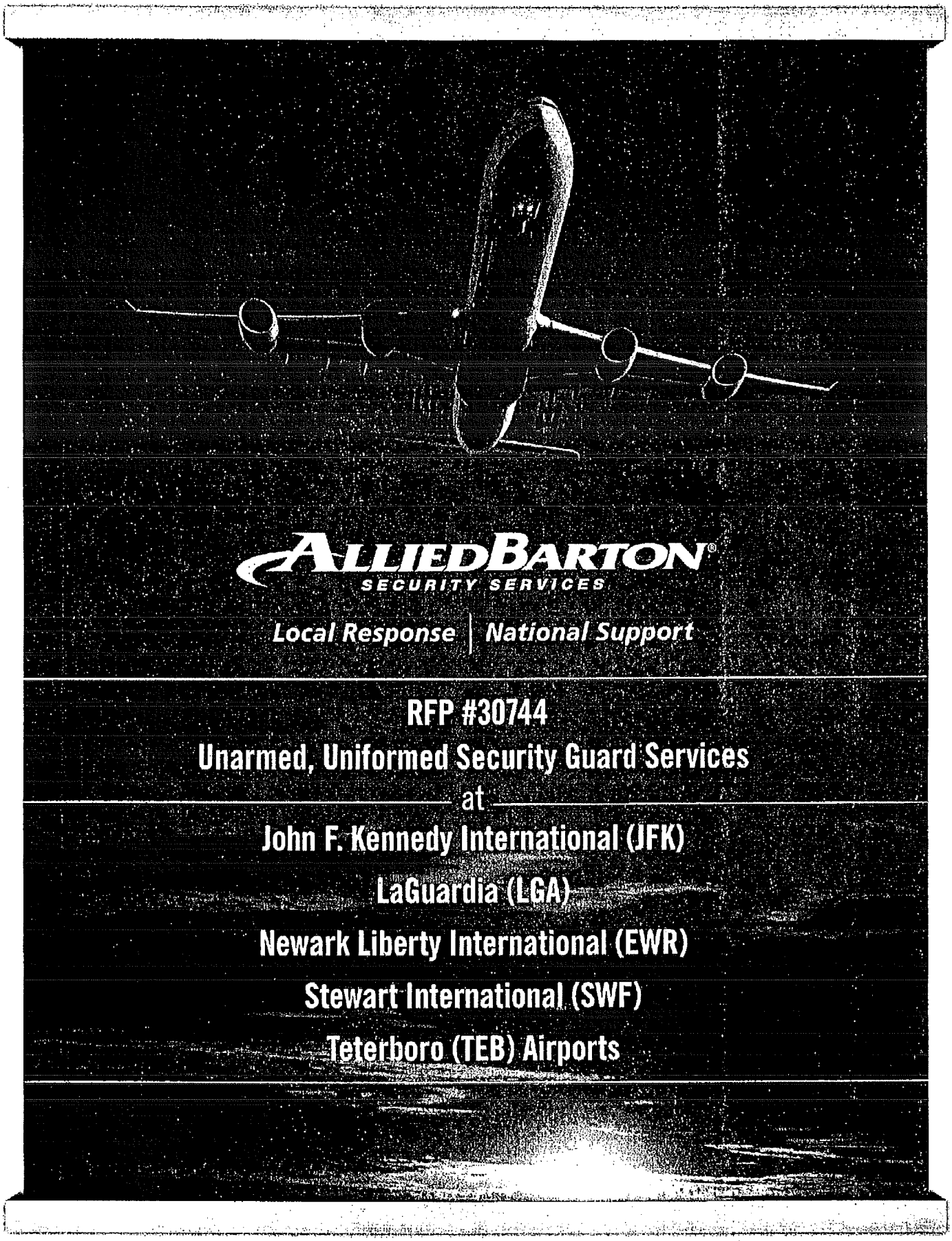
Certain portions of the material responsive to your request are exempt from disclosure pursuant to exemption (4) of the Code.

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, 17th FL
New York, NY 10003
T: 212 435 3642 F: 212 435 7555


ALLIEDBARTON®
SECURITY SERVICES
Local Response | National Support
RFP #30744
Unarmed, Uniformed Security Guard Services
at
John F. Kennedy International (JFK)
LaGuardia (LGA)
Newark Liberty International (EWR)
Stewart International (SWF)
Teterboro (TEB) Airports

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ALLIEDBARTON®
SECURITY SERVICES

Local Response National Support

11 April 2013

Port Authority of New York and New Jersey
Procurement Department
2 Montgomery Street, 3rd Floor
Jersey City, New Jersey 07302

A. LETTER OF TRANSMITTAL

Dear Mr. Gutierrez, Mr. Bassis and Members of the Evaluation Committee:

On behalf of the more than 53,000 employees of AlliedBarton Security Services, we thank you for this opportunity to demonstrate our capability and proven experience that we know will address your vision of having a world-class unarmed, uniformed security guard services program at John F. Kennedy International (JFK), LaGuardia (LGA), Newark Liberty International (EWR), Stewart International (SWF) and Teterboro Airports provided by quality officers who are supported by AlliedBarton's seasoned management teams in New York and New Jersey. The more than **7,000 AlliedBarton employees of New York and New Jersey** are proud of having served the businesses and citizens of the states since 1990 and we are excited at the prospect of furthering our partnership with the Port Authority of New York and New Jersey.

AlliedBarton's understanding is that the Port Authority needs a company with **Proven Aviation Security Experience**, a proven emergency response team that is able to respond quickly to surge support requirements, management that is available 24/7, and a culture of providing employees with professional development to build a career, not just an hourly job. We are confident in our ability to provide all of the above characteristics and will be a partner that will take 100% ownership of the contract security program. AlliedBarton will also become an integral part of the Port Authority team, support your top priority in Securing Our Airport Responsibly, and ensure compliance with and enforce all aspects of your airport security plans. We feel so strongly that we are the right choice that we wanted to share further as to "Why AlliedBarton".

AlliedBarton is extremely proud to be the premier provider of security services in New York and New Jersey, serving premier clients such as **Johnson & Johnson, Merck, the Metropolitan Transit Authority, Citigroup, The Smithsonian Museum,** and **the City of New York.** As the nation's largest, American-owned and operated security services provider, we deliver more than ***Ten Million*** man-hours of service annually to airports, municipalities, counties, state and federal agencies, across the country. AlliedBarton provides comprehensive security solutions to thousands of customers, and are a vital and critical component of security and safety strategies for all our clients, including **Miami International Airport, Orlando International Airport** and **Ft. Lauderdale/Hollywood International Airport.**

The AlliedBarton tag line "**Local Response – National Support**" is a cultural norm within the organization rather than a marketing slogan. Each program is allowed to stand on its own, while it is supported in the background by both the regional and national staff. AlliedBarton has been a long standing business resident of the States of New York and New Jersey and today we are the largest security provider in these two states.

Our hope is that you will use the AlliedBarton proposal as a benchmark in setting the bar high while selecting your security partner. Below are several clear differentiators of AlliedBarton:

- The Port Authority will greatly benefit from our experience in recruiting, selecting, managing, paying, rewarding, retaining, outfitting and training the highest quality security officers in the industry. As the premier security employer within New York and New Jersey, our ability to recruit and retain quality security officers will provide the Port Authority with the best trained security force, reducing turnover and increasing customer satisfaction.
- AlliedBarton has been named one of the **Top 125 Training Companies** for *seven consecutive years*. By selecting an organization focused on providing the best trained security force in the industry, the Port Authority will be protected by security officers who have received training relevant to the airport environment, customized to the Port Authority program, delivered by certified trainers. AlliedBarton's commitment to employee development is unparalleled in the security industry.
- Security for the Port Authority program is a multi-layered program, involving Airport Security, Port Authority Police Department and contract security. The AlliedBarton New York/New Jersey Management team has long-standing working relationships with local, state and federal law enforcement, first responders, and other government entities, providing the Port Authority with an additional layer of existing relationships within the community.
- In times of increased threat levels, imminent danger, natural disaster and catastrophic events, the Port Authority needs a partner with the proven ability and available resources to support increased levels of coverage, especially at a moment's notice. AlliedBarton employs over 7,000 security officers, supervisors and management level employees in the New York/New Jersey region, providing an immediate pool of available security officers for trained for contingency support.

Authorized Company Representatives

The following individuals are authorized to negotiate and execute a contract between AlliedBarton and the Port Authority of New York and New Jersey, if AlliedBarton is the successful offeror, as well as answer to any questions or respond to any issues regarding AlliedBarton's proposal that the Port Authority might have.

Ms. Caress Kennedy
Vice President and General Manager
212.271.0170 (office)
caress.kennedy@alliedbarton.com

Mr. Stephen Sacchetti
Vice President, Business Development
212.328.0209 (office)
stephen.sacchetti@alliedbarton.com

Minority and Women Owned Business Enterprise Partners

AlliedBarton is submitting this proposal as a single entity, and has selected MG Security (PANYNJ certified MBE) and Johnson Security Bureau (PANYNJ certified WBE) as subcontracting partners to create a comprehensive security solution for the Port Authority. In addition, AlliedBarton has engaged several Minority and Women Owned Business Enterprises who are able to provide and manage the fleet and uniform programs required as part of the contract. Below are the names/addresses of approved PANYNJ approved subcontractor partners included in our proposal.

MG Security Services Manual Gomez, President 222 West 14th Street, Suite 7N New York, NY 10011 Phone: 212-242-6477	Johnson Security Bureau Jessica Johnson 609 Walton Ave Bronx, NY 10451 Office: 718.402.3600

Below are additional M/WBE subcontractors indicated in the subcontracting section which will submit their qualifications for PANYNJ approval immediately upon award.

Sutton Auto Group, Inc. Mike Miller, Fleet Manager 21315 Central Ave. Matteson, IL 60443 708-720-8034	Enterprise Uniform Company Lynne Burgess, CEO/Owner 2862 E. Grand Boulevard Detroit, MI 48226 313-871-4667	Meadows Office Furniture Company Rosalie Edson/President 71 West 23rd St New York, NY 10010 212-741-0333
Arbill Julie Copeland/CEO 10450 Drummond Road Philadelphia, PA 19154 215-501-8222	A.Bob's Auto and Towing Mikina Harrison/Owner 2220 Orthodox Street Philadelphia PA 19137 **215-289-5775**	Way To Be Andrea Ferris/V.P Business Development 30987 San Clemente St. Hayward, CA 94544 510-789-7472

Corporate Information

AlliedBarton Security Services is a Limited Liability Company, formed in Delaware. A copy of the Certification of Formation and a declaration attesting that the copy is true are included on the following pages.

The following individuals serve as officers of AlliedBarton Security Services:

William Whitmore Chief Executive Officer / President Ex. (1) 484.351.1300 (office)	William Torzolini Chief Financial Officer / Treasurer Ex. (1) 484.351.1300 (office)	David Buckman EVP and General Counsel / Secretary Ex. (1) 484.351.1300 (office)

AlliedBarton Security Services brings tremendous experience and commitment to helping you achieve the security and life safety protection results you need for these prestigious and critical facilities. We are fully confident in our abilities, and are prepared to be your security partner in order to create a world-class experience for all travelers.

As you check our references, please ask, "What makes AlliedBarton Security different?" I think they will tell you it is not the tools, brochures nor proposal: it is the PEOPLE. We have a very talented group of managers that are 100% vested in protecting our customer's people, assets, and brand.

On behalf of the AlliedBarton team, it would be our privilege to be the security partner to the PANYNJ and augment securing the most critical airports which serve as gateways to the Nation.

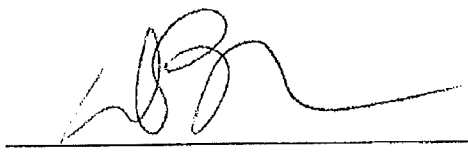
Respectfully,

Stephen Sacchetti
Vice President Business Development
New York/New Jersey Region

SECRETARY'S CERTIFICATE

I, David I. Buckman, hereby certify that: (i) I am the Secretary of AlliedBarton Security Services LLC (the "Company") with an address of Eight Tower Bridge, 161 Washington Street, Suite 600, Conshohocken, PA 19428, (ii) William C. Whitmore is President and CEO of the Company and William A. Torzolini is CFO of the Company, each with an address of Eight Tower Bridge, 161 Washington Street, Suite 600, Conshohocken, PA 19428 and, (iii) Stephen Sacchetti, a Vice President/Business Development of the Company, is duly authorized and empowered to execute security service contracts and proposals on behalf of the Company, including, without limitation, all documents relating to furnishing security officer services for The Port Authority of NY & NJ, in connection with RFP # 30744; pursuant to the Resolutions of the Board of Managers, attached hereto as **Exhibit A**.

In witness whereof, I have set my hand and the seal of the Company this 15th day of March, 2013.



David I. Buckman
Secretary

(Company Seal)

Exhibit A

ALLIED SECURITY HOLDINGS LLC
(the "Company")

Resolutions of the
Board of Managers

Approved June 6, 2007

RESOLVED, that the following persons be, and they hereby are confirmed as officers of the Company and of each subsidiary of the Company, holding the titles set forth opposite their respective names, to serve in such capacity at the discretion of the Board of Managers:

Name:	Title:
William C. Whitmore, Jr.	President and Chief Executive Officer
William A. Torzolini	Senior Vice President, Chief Financial Officer and Treasurer
David I. Buckman	Executive Vice President, General Counsel and Secretary

and it is further

RESOLVED, that officers of the Company be, and each of them hereby is, authorized to take the following actions:

(i) execute and deliver, on behalf of and in the name of the Company and any of its subsidiaries, any and all agreements, instruments, certificates and other documents, as deemed by such officers in the exercise of their judgment to be appropriate or necessary for the conduct of the business of the Company and its subsidiaries in the ordinary course, including without limitation, customer contracts, documents concerning bids or proposals for customer contracts, bonds and surety agreements and agreements of indemnity relating thereto, employment agreements, confidentiality agreements, real estate leases and equipment leases; and

(ii) delegate any of the foregoing actions to such other employees of the Company as such officers deem appropriate or necessary in the exercise of their judgment.

RESOLVED, that all actions previously taken by the Company, any subsidiary or any authorized officer of the Company in connection with the matters contemplated by the foregoing resolutions are hereby adopted, ratified, confirmed and approved in all respects.

SECRETARY'S CERTIFICATE

I, David I. Buckman, hereby certify that: (i) I am the Secretary of AlliedBarton Security Services LLC (the "Company") with an address of Eight Tower Bridge, 161 Washington Street, Suite 600, Conshohocken, PA 19428; and (ii) attached hereto as Exhibit "A" is a true and complete copy of the Certificate of Formation of the Company (the "Certificate") as in effect on the date hereof; and (iii) such Certificate has not been amended, repealed, modified or restated.

In witness whereof, I have set my hand and the seal of the Company this 4th day of April, 2013.

David I. Buckman
Secretary

(Company Seal)

Delaware

The First State

I, JEFFREY W. BULLOCK, SECRETARY OF STATE OF THE STATE OF DELAWARE, DO HEREBY CERTIFY THE ATTACHED ARE TRUE AND CORRECT COPIES OF ALL DOCUMENTS ON FILE OF "ALLIEDBARTON SECURITY SERVICES LLC" AS RECEIVED AND FILED IN THIS OFFICE.

THE FOLLOWING DOCUMENTS HAVE BEEN CERTIFIED:

CERTIFICATE OF FORMATION, FILED THE FIRST DAY OF DECEMBER, A.D. 2004, AT 5:31 O'CLOCK P.M.

CERTIFICATE OF AMENDMENT, CHANGING ITS NAME FROM "ALLIED BARTON SECURITY SERVICES LLC" TO "ALLIEDBARTON SECURITY SERVICES LLC", FILED THE FOURTEENTH DAY OF APRIL, A.D. 2005, AT 4:02 O'CLOCK P.M.

CERTIFICATE OF AMENDMENT, FILED THE TENTH DAY OF JUNE, A.D. 2005, AT 1:15 O'CLOCK P.M.

CERTIFICATE OF MERGER, FILED THE TWENTY-SEVENTH DAY OF DECEMBER, A.D. 2006, AT 5:22 O'CLOCK P.M.

CERTIFICATE OF MERGER, FILED THE TWENTY-SEVENTH DAY OF DECEMBER, A.D. 2006, AT 5:23 O'CLOCK P.M.

CERTIFICATE OF MERGER, FILED THE TWENTY-SEVENTH DAY OF DECEMBER, A.D. 2006, AT 5:24 O'CLOCK P.M.

CERTIFICATE OF MERGER, FILED THE TWENTY-SEVENTH DAY OF

Jeffrey W. Bullock, Secretary of State

3889430 8100H

AUTHENTICATION: 0260037

130277771

DATE: 03-05-13

You may verify this certificate online at corp.delaware.gov/authver.shtml

Delaware

The First State

DECEMBER, A.D. 2006, AT 5:25 O'CLOCK P.M.

CERTIFICATE OF MERGER, FILED THE TWENTY-SEVENTH DAY OF DECEMBER, A.D. 2006, AT 5:26 O'CLOCK P.M.

CERTIFICATE OF MERGER, FILED THE TWENTY-SEVENTH DAY OF DECEMBER, A.D. 2006, AT 5:27 O'CLOCK P.M.

AND I DO HEREBY FURTHER CERTIFY THAT THE AFORESAID CERTIFICATES ARE THE ONLY CERTIFICATES ON RECORD OF THE AFORESAID LIMITED LIABILITY COMPANY, "ALLIEDBARTON SECURITY SERVICES LLC".

Jeffrey W. Bullock, Secretary of State

3889430 8100H

130277771

AUTHENTICATION: 0260037

DATE: 03-05-13

You may verify this certificate online at corp.delaware.gov/authver.shtml

CERTIFICATE OF FORMATION

OF

ALLIED BARTON SECURITY SERVICES LLC

1. The name of the limited liability company is Allied Barton Security Services LLC.

2. The address of its registered office in the State of Delaware is 2711 Centerville Road, Suite 400, in the City of Wilmington, County of New Castle. The name of its registered agent at such address is The Prentice-Hall Corporation System, Inc.

IN WITNESS WHEREOF, the undersigned has executed this Certificate of Formation of Allied Barton Security Services LLC on this 1st day of December, 2004.

ALLIED BARTON SECURITY SERVICES LLC

By: _____
Name: Deborah M. Reusch
Title: Authorized Person

State of Delaware
Secretary of State
Division of Corporations
Delivered 05:31 PM 12/01/2004
FILED 05:31 PM 12/01/2004
SRV 040864473 - 3889430 FILE

State of Delaware
Secretary of State
Division of Corporations
Delivered 04:02 PM 04/14/2005
FILED 04:02 PM 04/14/2005
SRV 050304075 - 3889430 FILE

CERTIFICATE OF AMENDMENT

OF

Allied Barton Security Services LLC

1. The name of the limited liability company is Allied Barton Security Services LLC.

2. The Certificate of Formation of the limited liability company is hereby amended as follows:

To change the name of Allied Barton Security Services LLC to AlliedBarton Security Services LLC

Note: (Use the following paragraph if this Certificate is to be effective at a date or time (which must be a date or time certain) later than filing)

IN WITNESS WHEREOF, the undersigned has executed this Certificate of Amendment of Allied Barton Security Services LLC this 6th day of April, 2005.

William Whitmore

CERTIFICATE OF AMENDMENT

OF

AlliedBarton Security Services LLC

1. The name of the limited liability company is AlliedBarton Security Services LLC.

2. The Certificate of Formation of the limited liability company is hereby amended as follows:

The Registered Agent and Registered Office are being amended to read:
The Corporation Trust Company, Corporation Trust Center, 1209 Orange Street, Wilmington, Delaware 19801.

IN WITNESS WHEREOF, the undersigned has executed this Certificate of Amendment of AlliedBarton Security Services LLC this 6 day of June, 2005.

William C. Whitmore
President / CEO / Auth. person

DE054 - 2/12/2002 C T System Online

State of Delaware
Secretary of State
Division of Corporations
Delivered 02:26 PM 06/10/2005
FILED 01:15 PM 06/10/2005
SRV 050486592 - 3889430 FILE

State of Delaware
Secretary of State
Division of Corporations
Delivered 05:22 PM 12/27/2006
FILED 05:22 PM 12/27/2006
SRV 061191045 - 3889430 FILE

State of Delaware
Certificate of Merger of a Foreign Limited Liability Company into a Domestic Limited Liability Company

Pursuant to Title 6, Section 18-209 of the Delaware Limited Liability Company Act.

First: The name of the surviving Limited Liability Company is ALLIEDBARTON SECURITY SERVICES LLC, a Delaware Limited Liability Company.

Second: The name of the Limited Liability Company being merged into this surviving Limited Liability Company is INITIAL SECURITY LLC. The jurisdiction in which this Limited Liability Company was formed is NEVADA.

Third: The Agreement of Merger has been approved and executed by both Limited Liability Companies.

Fourth: The name of the surviving Limited Liability Company is ALLIEDBARTON SECURITY SERVICES LLC.

Fifth: The executed agreement of merger is on file at 3606 HORIZON DRIVE, KING OF PRUSSIA, PA 19406, the principal place of business of the surviving Limited Liability Company.

Sixth: A copy of the agreement of merger will be furnished by the surviving Limited Liability Company on request, without cost, to any member of the Limited Liability Company or any person holding an interest in any other business entity which is to merge or consolidate.

IN WITNESS WHEREOF, said Limited Liability Company has caused this certificate to be signed by an authorized person, this 22 day of December, A.D., 06.

By: _____
Authorized Person

Name: DAVID I. BUCKMAN
Print or Type

State of Delaware
Secretary of State
Division of Corporations
Delivered 05:22 PM 12/27/2006
FILED 05:23 PM 12/27/2006
SRV 061191061 - 3889430 FILE

State of Delaware
Certificate of Merger of a Foreign Limited Liability Company into a Domestic Limited Liability Company

Pursuant to Title 6, Section 18-209 of the Delaware Limited Liability Company Act.

First: The name of the surviving Limited Liability Company is ALLIEDBARTON SECURITY SERVICES LLC, a Delaware Limited Liability Company.

Second: The name of the Limited Liability Company being merged into this surviving Limited Liability Company is RENTOKIL L.L.C. - SECURITY SERVICES.
The jurisdiction in which this Limited Liability Company was formed is NEW JERSEY.

Third: The Agreement of Merger has been approved and executed by both Limited Liability Companies.

Fourth: The name of the surviving Limited Liability Company is ALLIEDBARTON SECURITY SERVICES LLC.

Fifth: The executed agreement of merger is on file at 3606 HORIZON DRIVE, KING OF PRUSSIA, PA 19406, the principal place of business of the surviving Limited Liability Company.

Sixth: A copy of the agreement of merger will be furnished by the surviving Limited Liability Company on request, without cost, to any member of the Limited Liability Company or any person holding an interest in any other business entity which is to merge or consolidate.

IN WITNESS WHEREOF, said Limited Liability Company has caused this certificate to be signed by an authorized person, this 22 day of December, A.D., 06.

By: _____
Authorized Person

Name: DAVID BUCKMAN
Print or Type

State of Delaware
Secretary of State
Division of Corporations
Delivered 05:22 PM 12/27/2006
FILED 05:24 PM 12/27/2006
SRV 061191142 - 3889430 FILE

STATE OF DELAWARE
CERTIFICATE OF MERGER OF
DOMESTIC LIMITED LIABILITY COMPANIES

Pursuant to Title 6, Section 18-209 of the Delaware Limited Liability Act, the undersigned limited liability company executed the following Certificate of Merger:

FIRST: The name of the surviving limited liability company is ALLIEDBARTON SECURITY SERVICES LLC and the name of the limited liability company being merged into this surviving limited liability company is PROFESSIONAL SECURITY BUREAU LLC.

SECOND: The Agreement of Merger has been approved, adopted, certified, executed and acknowledged by each of the constituent limited liability companies.

THIRD: The name of the surviving limited liability company is ALLIED BARTON SECURITY SERVICES LLC.

FOURTH: The merger is to become effective UPON FILING.

FIFTH: The Agreement of Merger is on file at 3606 HORIZON DRIVE, KING OF PRUSSIA, PA 19406, the place of business of the surviving limited liability company.

SIXTH: A copy of the Agreement of Merger will be furnished by the surviving limited liability company on request, without cost, to any member of the constituent limited liability companies.

IN WITNESS WHEREOF, said Limited Liability Company has caused this certificate to be signed by an authorized person, this 22 day of December, A.D., 06.

By: _____
Authorized Person

Name: David I. Buckman
Print or Type

State of Delaware
Secretary of State
Division of Corporations
Delivered 05:22 PM 12/27/2006
FILED 05:25 PM 12/27/2006
SRV 061191184 - 3889430 FILE

STATE OF DELAWARE
CERTIFICATE OF MERGER OF
DOMESTIC LIMITED LIABILITY COMPANIES

Pursuant to Title 6, Section 18-209 of the Delaware Limited Liability Act, the undersigned limited liability company executed the following Certificate of Merger:

FIRST: The name of the surviving limited liability company is ALLIEDBARTON SECURITY SERVICES LLC,

and the name of the limited liability company being merged into this surviving limited liability company is EFFECTIVE MANAGEMENT SERVICES LLC.

SECOND: The Agreement of Merger has been approved, adopted, certified, executed and acknowledged by each of the constituent limited liability companies.

THIRD: The name of the surviving limited liability company is ALLIED BARTON SECURITY SERVICES LLC.

FOURTH: The merger is to become effective UPON FILING.

FIFTH: The Agreement of Merger is on file at 3606 HORIZON DRIVE, KING OF PRUSSIA, PA 19406,

the place of business of the surviving limited liability company.

SIXTH: A copy of the Agreement of Merger will be furnished by the surviving limited liability company on request, without cost, to any member of the constituent limited liability companies.

IN WITNESS WHEREOF, said Limited Liability Company has caused this certificate to be signed by an authorized person, this 22 day of December, A.D., 06.

By: _____
Authorized Person

Name: David J. Buckman
Print or Type

State of Delaware
Secretary of State
Division of Corporations
Delivered 05:22 PM 12/27/2006
FILED 05:26 PM 12/27/2006
SRV 061191236 - 3889430 FILE

STATE OF DELAWARE
CERTIFICATE OF MERGER OF
DOMESTIC LIMITED LIABILITY COMPANIES

Pursuant to Title 6, Section 18-209 of the Delaware Limited Liability Act, the undersigned limited liability company executed the following Certificate of Merger:

FIRST: The name of the surviving limited liability company is ALLIEDBARTON SECURITY SERVICES LLC,

and the name of the limited liability company being merged into this surviving limited liability company is ALLIED SECURITY LLC.

SECOND: The Agreement of Merger has been approved, adopted, certified, executed and acknowledged by each of the constituent limited liability companies.

THIRD: The name of the surviving limited liability company is ALLIED BARTON SECURITY SERVICES LLC.

FOURTH: The merger is to become effective UPON FILING.

FIFTH: The Agreement of Merger is on file at 3606 HORIZON DRIVE, KING OF PRUSSIA, PA 19406, the place of business of the surviving limited liability company.

SIXTH: A copy of the Agreement of Merger will be furnished by the surviving limited liability company on request, without cost, to any member of the constituent limited liability companies.

IN WITNESS WHEREOF, said Limited Liability Company has caused this certificate to be signed by an authorized person, this 22 day of December, A.D., 06.

By: _____
Authorized Person

Name: David L. Buckman
Print or Type

State of Delaware
Secretary of State
Division of Corporations
Delivered 05:22 PM 12/27/2006
FILED 05:27 PM 12/27/2006
SRV 061191272 - 3889430 FILE

STATE OF DELAWARE
CERTIFICATE OF MERGER OF
DOMESTIC LIMITED LIABILITY COMPANIES

Pursuant to Title 6, Section 18-209 of the Delaware Limited Liability Act, the undersigned limited liability company executed the following Certificate of Merger:

FIRST: The name of the surviving limited liability company is ALLIEDBARTON SECURITY SERVICES LLC

and the name of the limited liability company being merged into this surviving limited liability company is BARTON PROTECTIVE SERVICES LLC.

SECOND: The Agreement of Merger has been approved, adopted, certified, executed and acknowledged by each of the constituent limited liability companies.

THIRD: The name of the surviving limited liability company is ALLIED BARTON SECURITY SERVICES LLC.

FOURTH: The merger is to become effective UPON FILING.

FIFTH: The Agreement of Merger is on file at 3606 HORIZON DRIVE, KING OF PRUSSIA, PA 19406

the place of business of the surviving limited liability company.

SIXTH: A copy of the Agreement of Merger will be furnished by the surviving limited liability company on request, without cost, to any member of the constituent limited liability companies.

IN WITNESS WHEREOF, said Limited Liability Company has caused this certificate to be signed by an authorized person, this 22 day of December, A.D., 06.

By: _____
Authorized Person

Name: DAVID J. BUCKMAN
Print or Type

B. EXECUTIVE SUMMARY

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

AlliedBarton's pledge and promise to the Port Authority is to provide "World-Class Security Service" at the Nation's Gateway airports in the New York & New Jersey Metropolitan area.

AlliedBarton's promise of "World-Class Security" at PANYNJ is based on the below 3 tenets which are paramount in the protection of the critical infrastructure included in this procurement:

- **Peace of Mind by all PANYNJ employees, travelers, and guests at JFK, LGA, EWR, TEB, and SWF**
- **Enhancement of the PANYNJ Brand**
- **Lowest Total Cost of Ownership of the overall security program for PANYNJ**

Below is the executive summary of how each of these tenets is accomplished, each which will be discussed in greater detail throughout this proposal.

Peace of Mind by all PANYNJ employees, travelers, and guests at JFK, LGA, EWR, TEB, and SWF

- AlliedBarton's future performance can and should be judged based on our past superior performance and experience in managing security operations over a large number of government facilities with remotely located posts in potentially stressful conditions while providing a high level of service to the public. Examples include:
  - ✓ *Miami-Dade Airport:* security of AOA, screening, and badging
  - ✓ *The City of New York:* 200+ sites, critical NYC infrastructure including the Mayor's Office
  - ✓ *Staten Island Ferry, NY DOT:* protect and secure over 65,000 passengers per day
  - ✓ *New York City Transit, MTA:* security of rail and bus yards
  - ✓ *PANYNJ Pedestrian Management at WTC:* manage safety of 14,000 pedestrians/hour
  - ✓ *International Bank for Reconstruction and Development (World Bank)*
  - ✓ *Federal Depositors Insurance Corporation (FDIC)*
  - ✓ *International Monetary Fund*
- Unmatched law enforcement experience
  - o The AlliedBarton New York & New Jersey Management team has a combined 400+ years of law enforcement experience. The benefit to PANYNJ is an acute awareness of protecting and serving critical infrastructure while interacting with the public.

- Aviation Experience
  - AlliedBarton has demonstrated the flexibility to meet the changing service requirements to secure the nation's critical air transportation facilities such *as Miami International Airport, Ft. Lauderdale International Airport, Orlando International Airport, and Atlanta Hartsfield Jackson International Airport*
  - AlliedBarton actively participates in the Airports Council International (ACI), American Association of Airport Executives (AAAE) and is a long-term member of ASIS International. We are active members in the following committees: Public Safety & Security Committee (ACI), Air Cargo Security Committee (ACI), Transportation Security Committee (AAAE), and General Aviation Committee (AAAE). Our involvement in these associations helps us stay current with changing and emerging regulatory standards of Title 49 CFR Part 1542 to ensure that our clients meet the ever changing aviation security compliance standards.
- Experience working alongside and supplementing sworn officer forces at multiple locations with high public interaction such as:

Charlotte Area Transit System	Cape Fear Valley Hospital	University of Pennsylvania
Columbia University	Santa Clara Valley Transit System	Phoenix Valley Metro System
Regional Transportation District of Denver		

- SAFETY Act
  - ✓ AlliedBarton has had the United States Department of Homeland Security SAFETY Act designation since 2007
- Financial stability and capacity
  - ✓ Backed by the Blackstone Group, AlliedBarton can provide PANYNJ with the peace of mind that we will always have the financial resources and stability needed to successfully support this contract with the cash flow needed from day 1
- Surge capacity
  - ✓ AlliedBarton currently employs over 7000 personnel just within the PANYNJ service area, with an addition 10,000 employees located within a 90 minute drive. The benefit to PANYNJ is the immediate and sustained ability to provide World-Class Security professionals during an emergency.
- Labor Harmony
  - ✓ AlliedBarton has a long and successful history of Labor Harmony with SEIU which will greatly benefit PANYNJ

Enhancing the PANYNJ Brand

- Enhancing the PANYNJ brand starts by ensuring that all AlliedBarton personnel are World-Class quality at all times. The keys to this success are Recruiting, Screening, and Training of the best talent
  - *Recruiting:* AlliedBarton's team of recruiters in the NY/NJ Metro area is second to none as evidenced by 95% client satisfaction and the lowest turnover in the industry
  - *Screening:* AlliedBarton's background screening subsidiary, HR Plus, is the best in the industry. The benefit to PANYNJ is top quality background screening at the lowest cost
- Training
  - AlliedBarton is the national recognized leader among all security companies with regard to training.
  - National Recognition includes: First Security Company ever to make Training Magazine's Top 125, remaining #1 for 7 consecutive years; named to Leadership Top 500; Only Security Company honored as a LearningElite Company by Chief Learning Officer Magazine; Brandon Hall Award for Excellence in Compliance Training; American Society of Training and Development BEST Award
- Quality Assurance Expertise
  - AlliedBarton leads the security industry in the NY/NJ metro area, and across the US with regards to "inspecting what we expect" through a rigorous Quality Assurance program.
  - NY/NJ Field Inspectors conducted over 30,000 inspections of AlliedBarton security officers in 2012
  - NY/NJ QA Manager, Frank Ciaccio leads a team of inspectors who use the latest inspection technology which will be utilized at PANYNJ
  - Proof of the program success is 95% client satisfaction
- Experience successfully protecting national recognized brands – Below is a just a short list of nationally recognized brands which put their trust in AlliedBarton all day, every day:

✓ Boeing	✓ Raytheon	✓ Johnson & Johnson
✓ Citicorp	✓ Smithsonian	✓ Merck
✓ Mastercard	✓ Ford	✓ John Deere
✓ FedEx	✓ UPS	✓ Verizon

Lowest Total Cost of Ownership

- AlliedBarton will provide the Lowest Total Cost of Ownership for the overall security program to the PANYNJ by providing the greatest value for every dollar spent.
- The overall value is achieved through competitive pricing, and through the following value-added items below which, when combined with the elements above create a truly World-Class security program:
- Corporate Culture: Dare to Be GREAT
  - ✓ More than just a slogan, it is a way of life: Growth, Responsibility, Empowerment, Achievement, Trust – the culture starts from our CEO and extends to every employee
- "Best in Class" Technology included in this proposal
  - ✓ WinTeam™ – compliance accuracy through automated scheduling, time/attendance, invoicing, billing
  - ✓ PostWatch™– security officer post check-in and oversight
  - ✓ TeamTime™ – automated time collection for 100% accuracy
  - ✓ Biometrics – attendance verification with 100% accuracy
  - ✓ D^3 Virtual Security Operations Center – real-time, web-based incident reporting (through hand held PDAs), guard tour system, post order, dispatch, and much more
  - ✓ Quality Assurance Inspection – real time QA reports via handheld technology by all management personnel
  - ✓ *access*AlliedBarton – transparent client portal specifically for PANYNJ for billing, invoicing, training, field inspections, officer scheduling, and much more
  - ✓ Active Strategy – real time Key Performance Indicator, Compliance, and Metrics tracking
  - ✓ AlliedBarton EDGE – web-based training portal for distance learning of staff

Throughout the pages of this proposal, AlliedBarton will detail exactly how and why we are 100% confident in our ability to provide the PANYNJ with truly World-Class Security. Our partnership approach to managing contracts means that we have a personal stake in the operation of the security program at JFK, LGA, EWR, TEB, and SWF; and put our reputation on the line all day, every day to achieve success. Our future success can be predicted by our unparalleled past successes in flawlessly managing similar projects and protecting national recognized brands so that together, the PANYNJ can lead the Nation in all aspects of customer satisfaction.

C. AGREEMENT ON TERMS OF DISCUSSION

The firm 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 firm without any alterations or deviations. Any Proposer who fails to sign the Port Authority's "Agreement on Terms of Discussion" will not have its submission reviewed. If the Proposer is a joint venture, an authorized representative of each member must sign the Agreement.

AlliedBarton's completed Agreement on Terms of Discussion signed by Stephen Sacchetti, as the authorized representative of AlliedBarton is enclosed on the following page.

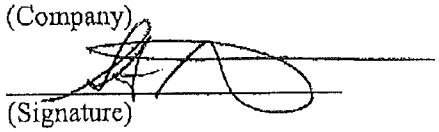
ATTACHMENT A

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 (FOI Code) 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 which, if disclosed, would cause injury to the competitive position of the enterprise, and which information is identified by the Proposer as proprietary, as more fully set forth in the FOI Code, which may be disclosed by the undersigned to the Port Authority as part of or in connection with the submission of a proposal.

AlliedBarton Security Services LLC.
(Company)



(Signature)

Vice President of Business Development
(Title)

2 April 2013
(Date)

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

D. CERTIFICATIONS WITH RESPECT TO THE CONTRACTOR'S INTEGRITY PROVISIONS

The firm, by signing the Letter of Transmittal, makes the certifications in the "Contractor's Integrity Provisions," included in Attachment By Part II Standard Contract Terms and Conditions of this RFP. If the firm cannot make any such certifications, it shall enclose an explanation of that inability as a separate document.

AlliedBarton has made the following certifications by signing the Letter of Transmittal:

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, AlliedBarton Security Services LLC. and Stephen Sacchetti, signing on behalf of the organization, certifies that AlliedBarton and its parent have 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 organization;
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; **except those indicated on the following page;**
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.

AlliedBarton has provided professional uniformed security officer services continuously for the last 55 years, since our **founding in 1957**. A brief history of the Company follows.

Former Names:

Allied Security was founded in 1957 in Pittsburgh, PA, as a provider of uniform security services, and by 2000, Allied Security grew to 60 offices across the country with over 9,000 employees.

SpectaGuard was founded in 1980 in King of Prussia, PA, as a provider of security officer services and electronic protection systems serving the Northeast In March 2000, **Allied Security** and **SpectaGuard** joined forces and resources to become Allied Security.

In August 2004, Allied Security acquired Atlanta-based **Barton Protective Services**, forming **AlliedBarton Security Services**. In June 2006, AlliedBarton acquired Initial Security.

Company	FEIN	State of Incorporation	Date of Formation	Stop Date of Using Entity Name
Spectaguard Acquisition LLC	Exs. (1) and (4)	Delaware	12/11/97	Still Using
Allied Security LLC		Delaware	02/10/03	12/27/06
Allied Security LP		Delaware	02/10/03	12/27/06
Effective Management LLC		Delaware	02/10/03	12/27/06
Professional Security Bureau LLC		Delaware	11/24/03	12/27/06
Barton Protective Services LLC		Delaware	05/11/04	12/27/06
AlliedBarton Security Services LP		Delaware	03/15/05	Still Using
Initial Security LLC		Nevada	07/14/06	12/27/06
C&D Enterprises, Inc.		Colorado	11/01/71	Still Using
C&D Security Management, Inc.		Colorado	9/16/97	Still Using

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, AlliedBarton Security Services LLC. and Stephen Sacchetti, signing on behalf of the organization, certifies 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 AlliedBarton 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 AlliedBarton 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 AlliedBarton for the purpose of securing business, has been employed or retained by the organization 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. AlliedBarton 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 have been made by AlliedBarton not only with respect to the organization itself, but also with respect to each parent, affiliate, director, and officer of the organization, as well as, to the best of the certifier's knowledge and belief, each stockholder of AlliedBarton Security Services LLC. with an ownership interest in excess of 10%. Moreover, the foregoing certifications have been authorized by the Board of Directors of AlliedBarton Security Services LLC., and such authorization includes the signing and submission of the bid and the inclusion therein of such certification as the act and deed of the organization.

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

AlliedBarton acknowledges 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.

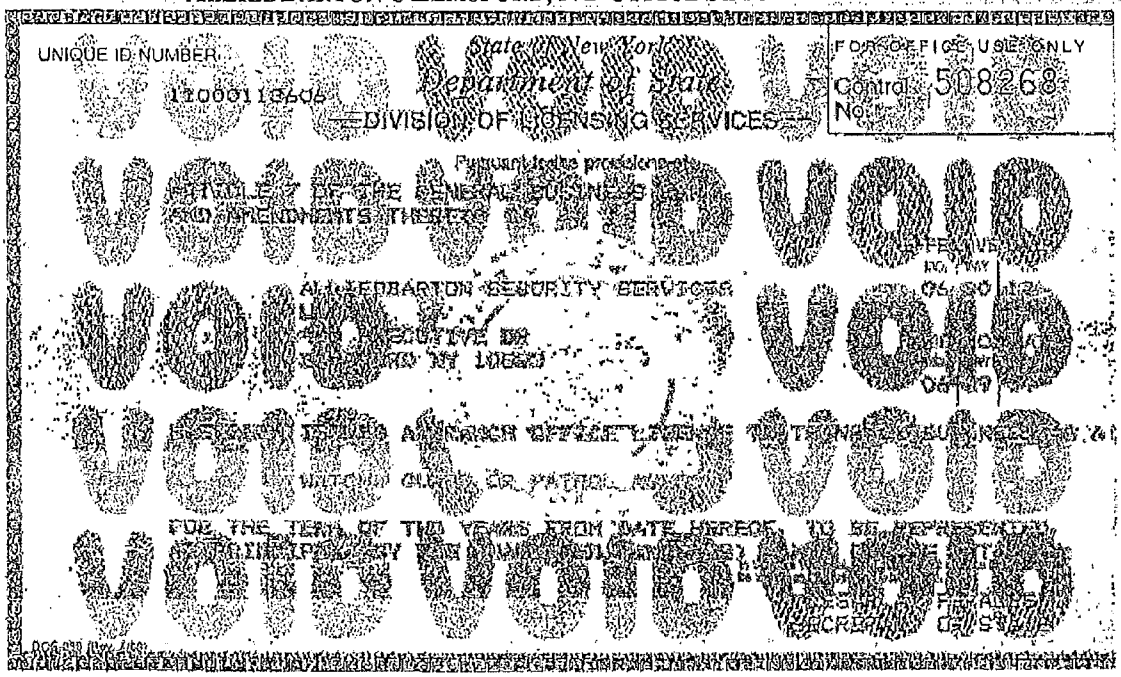
E.1.D. LICENCES

Below are copies of AlliedBarton's current New York State Security Guard Agency and New Jersey State Agency licenses

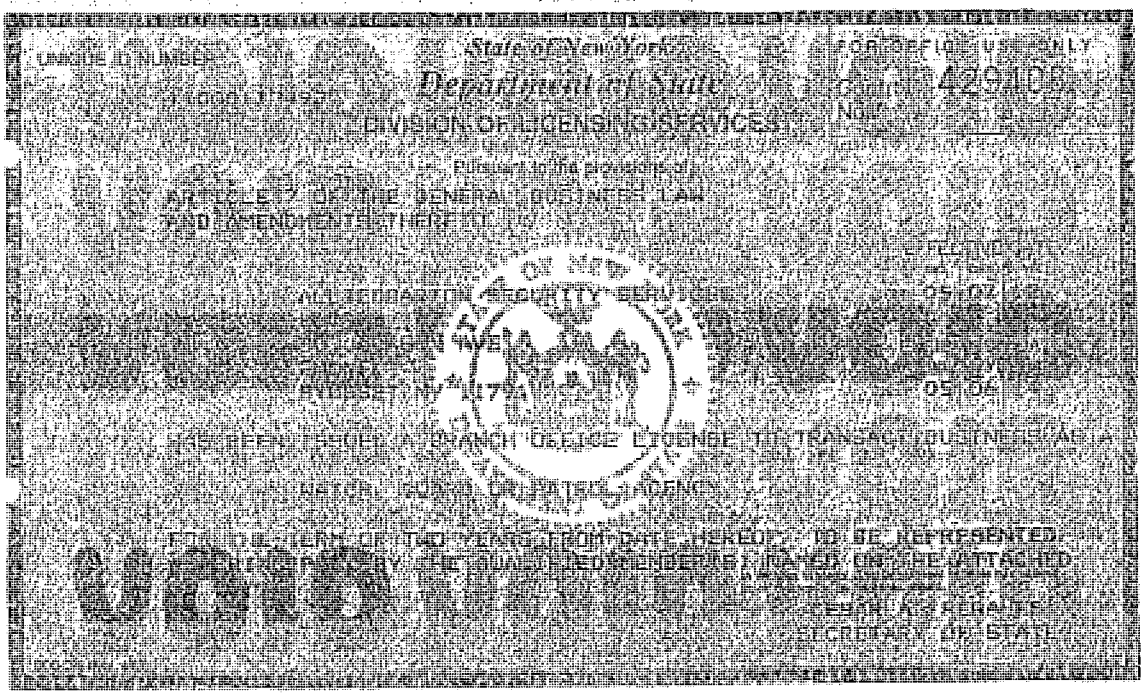
Figure 1 – AlliedBarton New York and New Jersey Licenses

ALLIEDBARTON'S NEW YORK STATE SECURITY GUARD AGENCY LICENSE

ALLIEDBARTON'S ELMSFORD, NY OFFICE SECURITY LICENSE



ALLIEDBARTON'S SYOSSET, NY OFFICE SECURITY LICENSE


State of New York
Department of State
DIVISION OF LICENSING SERVICES
FOR OFFICE USE ONLY
ALLIEDBARTON SECURITY SERVICES

F.1.A. EXPERIENCE WITH SIMILAR PROJECTS

The Proposer shall submit information demonstrating the extent to which the Proposer has relevant experience furnishing Unarmed, Uniformed Security Guard Services of similar scope or size.

Proposer shall submit a listing of Unarmed, Uniformed Guard Service Contracts. The list should include all contracts similar to the services required herein that were performed or are currently being performed by the Proposer within the last five (5) years. If the Proposer includes a list that does not contain all responsive contracts, the Proposer shall state that the list has been filtered and shall set for the criteria by which the list was filtered.

1. The name and address of the Contracting party
2. The locations where the work was performed
3. Duration of the Contract
4. The approximate dollar amount of the Contract
5. The annual staff hours of full and part time labor expended in the performance of the Contract
6. A summary of the types of work performed
7. The names, addresses and telephone numbers of the owners
8. Representatives familiar with the work that the Port Authority may contact

Since AlliedBarton services thousands of contracts annually, it is not feasible to include all in this proposal. Therefore, the contracts listed in the tables below were filtered according to the following criteria:

- Contracts where AlliedBarton is providing service today and demonstrating transferable skills
- Scopes of services containing similarities to the current PANYNJ procurement
- Very large, complex contracts of similar size to the current PANYNJ procurement

We encourage the Port Authority to call or visit any one of our customer sites in the New York / New Jersey metropolitan area or across the nation to see first-hand our commitment to our employees and other customers. We also extend an invitation for any member of the Port Authority to visit any of our local offices to meet the individuals who would support the Port Authority throughout the length of our partnership.

AlliedBarton has more than 30 years of contract performance in the New York / New Jersey Region and believe our experience, corporate infrastructure, financial strength, management experience and long-standing presence – combined with our superior track record of contract performance – will provide the Port Authority with the confidence necessary to choose AlliedBarton to manage this mission-critical security force.

The following are summaries of our reference contracts highlighting the similar services provided and the size and complexity of each project.

THE CITY OF NEW YORK	
Name and Address of Contracting Entity	Department of Citywide Administrative Services 1 Center Street, 18th Floor New York, NY 10007
Locations of Performance	Five (5) Boroughs of New York
Commencement of Contract	1 December 2006 (to present)
Approximate Value of Contract	$35,000,000 per annum
Hours of Performance per Year	1,976,000 hours per annum

Summary of Work:

AlliedBarton provides Armed and Unarmed Security Guard Services to the City of New York through the Department of Citywide Administrative Services. Services are provided by more than 900 employees to over 200 facilities, supporting approximately 35 City Agencies throughout the Five Boroughs of New York, including the Department of Transportation, the Mayor's office, the Medical Examiner's Office, Department of Sanitation, and Children's Services in facilities ranging from truck depots, ferry terminals, to class A office buildings.

Similarities to the PANYNJ Contract
Services provided to over 200 facilities
High level of interaction with the general public
Secure Federally regulated access areas
Comprehensive Quality Assurance Program

The AlliedBarton security force for the City is led by a team of security professionals, including a vice president, 2 district managers, 13 operations and project managers and dedicated field supervisors responsible for all aspects of the operation. The management team maintains an extensive quality control program utilizing state of the art technology to ensure contract compliance and program consistency across all shifts, posts, and facilities.

AlliedBarton maintains a dedicated billing/administrative staff to support the City contracts with payroll and billing. The City contract has a 95% or greater accuracy rate every billing and payroll cycle. Administrative staff provides Certified Payroll Reports to the City to ensure compliance with living wage ordinance and payment of supplemental benefits.

Security responsibilities include access control; visitor screening including bag searches, x-ray machines, hand wands and magnetometer; issuance of visitor, contractor and temporary employee badge upon confirmation of credentials; enforcement of access badge policy; parking lot enforcement policies; monitoring of closed circuit cameras; crowd control; access control to secured areas of ferry terminals; passenger flow in the ferry terminals; and any applicable incident response duties and/or applicable escort duties as required, as well as interior and exterior patrols.

AlliedBarton's Security Officers are the most visible indication of the City of New York's attitude toward the security and safety of its employees, facilities, visitors, and assets, frequently serving as the first person a visitor meets and leaving a lasting impression of the customer.

Name and Address of Owners	The City of New York 1 Center Street, 18th Floor New York, NY 10007 Ex. (1)
Point of Contact	Andre Brown Deputy Commissioner Ex. (1)

THE PORT AUTHORITY OF NEW YORK AND NEW JERSEY	
Name and Address of Contracting Entity	The Port Authority of New York and New Jersey 115 Broadway, 5th FL New York, NY 1006
Locations of Performance	New York, New York
Duration of Contract	2010 to 2015
Approximate Value of Contract	$1,000,000 per year
Hours of Performance	1,060 hours per week

Summary of Work:

AlliedBarton currently provides The Port Authority of New York and New Jersey with ATTSA-trained Pedestrian Safety Professionals from 7:00 am to 7:00 pm at three key intersections around the World Trade Center site, including Vesey and Church, Liberty and Church, and West Broadway and Vesey. Our Pedestrian Safety Professionals are responsible for ensuring the efficient and orderly crossing of pedestrians at the specified intersections. With the assistance of an appropriate physical barrier, such as a chain, our managers guide pedestrian flow during green signal phases and restrict them during red signal phases. All personnel wear reflective safety vests for their protection and to maximize their presence.

All of our Pedestrian Safety Professionals have prior law enforcement experience and are held to the highest standards of performance.

Scope of Work Highlights

- ✓ ATTSSA-trained pedestrian managers
- ✓ Law enforcement experience or military police experience
- ✓ Direct pedestrian traffic flow around WTC Construction Site
- ✓ Guide pedestrians through busy intersections
- ✓ Utilize appropriate barriers when necessary

Name and Address of Owners	The Port Authority of New York and New Jersey 115 Broadway, 5th FL New York, NY 1006
Point of Contact	Carl Passeri, P.E. Program Manager World Trade Center Site Ex. (1)

THE CITY OF NEW YORK – DEPARTMENT OF TRANSPORTATION

Name and Address of Contracting Entity	Department of Transportation City of New York One Bay St Staten Island, NY 10301
Locations of Performance	Manhattan and Staten Island
Commencement of Contract	1 December 2006 (to present)
Approximate Value of Contract	$7,000,000 per annum
Hours of Performance per Year	258,336 hours per annum

Summary of Work:

AlliedBarton provides Armed and Unarmed Security Guard Services to the Ferry System for the Department of Transportation for the City of New York through the Department of Citywide Administrative Services.

AlliedBarton secures both sides of the Staten Island Ferry working with the Department of Transportation and NYPD to ensure the security and safety of ferry patrons and employees. Each shift is staffed with 5 armed supervisors and 26 unarmed security officers. Security briefings are conducted at the beginning of each shift at each location prior to shift change.

Security responsibilities include access control; parking lot enforcement policies; crowd control; access control to Coast Guard secured areas of ferry terminals; passenger flow in the ferry terminals; and any applicable incident response duties and/or applicable escort duties as required, as well as interior and exterior patrols.

AlliedBarton's security staff works closely with the United States Coast Guard and the New York Police Department to ensure the security safety of passengers. Additional, the security staff works in conjunction with the NYPD and the City of New York Department of Homeless Services to assist in placing homeless individuals in shelters and getting necessary services.

The Staten Island Ferry transports approximately 68,000 people per day, and passengers are often under some level of stress. Based on the high level of interaction with the public, all employees undergo extensive customer service training and crowd control/management techniques. AlliedBarton's security force also receives Maritime Transportation Security Act training (MARSEC) to ensure compliance with all Coast Guard requirements, as well as first aid/CPR training.

Similarities to the PANYNJ Contract
High level of interaction with the general public
Ensuring the security and safety of over 65,000 ferry patrons and employees on a daily basis
Securing Federally regulated access areas
Potentially stressful working conditions, including inclement weather, unusually high volume of passengers, and emergencies
Comprehensive Quality Assurance Program

All AlliedBarton employees assigned to the ferry sites undergo a thorough background investigation in order to possess a Transportation Workers Identification Card (TWIC) issued by the Transportation Safety Administration (TSA).

Name and Address of Owners	The City of New York 1 Center Street, 18th Floor New York, NY 10007 Ex. (1)
Point of Contact	Margaret Gordon, Executive Director Ex. (1)

MIAMI INTERNATIONAL AIRPORT	
Name and Address of Contracting Entity	Miami-Dade County Government 200 NW 1st St, Suite 104 Miami FL 33128
Locations of Performance	Miami, Florida
Commencement of Contract	1 October 2008 to 30 September 2015
Approximate Value of Contract	$6,000,000 per annum
Hours of Performance per Year	275,600 hours per annum

Summary of Work:

AlliedBarton's Miami International Airport operation secures approximately 45 posts consisting of employee checkpoints, main elevators, vendor elevators, construction (development) areas, international arrival areas, the Airport Administrative Headquarters, a cargo area and its adjacent rooftop parking areas, and a Loading Dock. AlliedBarton recently transitioned the Fire Inspection detail from the Miami-Dade Police Department to part of the permanent security coverage.

Miami International was the first airport in the United States to mandate 100% employee/vendor screening to access the sterile areas of the terminal and airfield. AlliedBarton provides continuous coverage to the 5 Employee Checkpoints at Miami International Airport, ensuring that all employees accessing the Air Operations Area (AOA) are screened in order to ensure that no items that are in violation of both federal and local mandated regulations enter the AOA. In addition, the security staff verifies each employee's Airport Identification Card for validity prior to accessing the AOA. Within the airport, AlliedBarton further controls access to the AOA by authorized personnel only by securing the employee and vendor elevators, which are utilized for deliveries. Inspecting and documenting deliveries, verifying paperwork and enforcing badging policy are the primary duties of the officers assigned to the AOA.

Other responsibilities include securing state of the art screening equipment being installed by the TSA throughout the terminal, by enforcing badging policies, registering every employee's entry and exit to the room and ensuring no unauthorized persons exit the room with any equipment being stored there, as well as no equipment being stored in that room is tampered with or vandalized. Security Officers conduct routine walking patrols of facilities, ensuring that no equipment is vandalized or stolen.

In addition, AlliedBarton officers provide ingress/egress control for construction workers and vehicles entering the AOA Construction (CTX), conducting vehicle and personnel inspections to ensure that no unauthorized weapons and or other contraband are brought inside the AOA in accordance with TSA and Miami-Dade regulations.

At the Cargo facility, the officers are responsible for ensuring that anyone accessing the rooftop area is not taking unauthorized photos of aircraft preparing to land or making their final approach. Furthermore, they ensure that if suspicious persons and/or vehicles are accessing the rooftop areas that immediate notification is made to the on-site the Site Supervisor and the Miami-Dade Dispatch and Command Center which will dispatch Miami-Dade Police and/or Miami-Dade Aviation Security Officers to challenge the subjects.

Additionally, these officers ensure that no vendor with access to the AOA has left any property opened, unsecured and/or unattended. When these situations

Similarities to the PANYNJ Contract
Category X Airport
Compliance with 49 CFR 1542 requirements
Controlling access to the Air Operations Areas and Secured Identification Displayed Areas
Vehicular and Passenger Inspections
Quality Assurance Program

MIAMI INTERNATIONAL AIRPORT	
occur, officers are trained to follow the same procedures as dealing with a suspicious vehicle and/or person. The security force is overseen by a Project Manager and On-Site Supervisors, who assist the Project Manager in staff inspections, training, safety programs, scheduling, personnel issues and other various tasks as well as serving as first responders to any and all incidents that may occur.	
Name and Address of Owners	Miami-Dade County Government 200 NW 1st St, Suite 104 Miami FL 33128 Ex. (1)
Point of Contact	Lauren Stover, Assistant Aviation Director for Operations, Miami-Dade Aviation Department Ex. (1)

NEW YORK METROPOLITAN TRANSPORTATION AUTHORITY – NEW YORK CITY TRANSIT	
Name and Address of Contracting Entity	New York City Transit 2 Broadway, 19th Floor, New York, New York 10004
Locations of Performance	5 Boroughs of New York
Commencement of Contract	1 April 2008 to present 2002 to 2008 (previous contract)
Approximate Value of Contract	$7,2851,110 per annum
Hours of Performance per Year	151,892 hours per annum

Summary of Work:

Similarities to the PANYNJ Contract
Provide access control to secured areas
Screen all passengers and vehicles accessing property
Flexibility in scheduling to meet additional staffing requirements.
Comprehensive Quality Assurance Program

AlliedBarton has provided comprehensive security services to New York City Transit since 2002, securing the rail and bus yards, maintenance and administrative facilities and the revenue collection facility.

Security responsibilities include, but are not limited to: access control; enforcement of access badge policy; issuance of visitor, contractor and temporary employee badge upon confirmation of credentials; screening packages using x-ray equipment; screening of vehicles, deliveries, and contractors; operating vehicular entry system to include gates, truck traps, and bollard operations; roving patrols; incident, alarm and emergency response; escorting of personnel and visitors in secured areas when required; and other applicable duties.

The revenue collection facility is a high paced environment. The assigned officers are responsible for traffic management and the vehicular entrances, including the truck traps.

The security program for NYC Transit is overseen by a dedicated project manager and includes a comprehensive Quality Assurance program. QA inspections include training and post order verification and security and weapons license verification as well as uniforms, grooming and compliance with other contract requirements. The security force is audited annual by NYC Transit to ensure compliance with prevailing wage and benefit requirements, billing accuracy, and employee qualifications, including citizenship status, physical fitness, medical exams, and random drug screening.

In addition to contractual service requirements, AlliedBarton provides approximately an additional 2,000 hours per week of special coverage to NYC Transit. Coverage includes securing Transit properties being utilized for filming and surge requirements.

All security personnel meet State of New York training requirements and must complete and recertify weapons training on a bi-annual basis. Additionally, all assigned officers attend and recertify with American Heart Association for First Aid/CPR.

Name and Address of Owners	New York City Transit 2 Broadway, 19th Floor, New York, New York 10004 Ex. (1)
Point of Contact	Jeffrey McGunnigle, Assistant Chief Officer, Revenue Security New York City Transit Consolidated Revenue Facility, Room 2-10 46-25 Metropolitan Avenue, Ridgewood, NY 11385-1044 Ex. (1)

CITICORPNORTH AMERICA	
Name and Address of Contracting Entity	Citicorp North America, Inc. 399 Park Avenue, New York, NY 10022
Locations of Performance	Arizona, California, Colorado, Connecticut, Florida, Idaho, Iowa, Illinois, Kentucky, Maryland, Missouri, Nevada, New Jersey, New York, North Carolina, Ohio and South Carolina
Commencement of Contract	5 August 2005 (to present)
Approximate Value of Contract	$16,200,000 per annum
Hours of Performance per Year	936,000 hours per annum

Summary of Work:

AlliedBarton provides comprehensive security solutions to Citigroup in 17 states. Within New York, AlliedBarton security 11 facilities in Manhattan, Queens and Long Island. Facilities include corporate high-rise building, campus style locations, branches and command centers.

Security duties include but are not limited to: visitor processing; access control at all CITI buildings; enforcement of access badge policy; ID process and distribution for CITI employees; vehicle patrols at CITI campus locations; branch alarm response for CITI locations; afterhours branch inspections; executive protection for Senior CITI Directors and board of directors; and operation of CITI SECOM (Command centers) for CITI globally, nationally and locally, handling all notifications to CITI personnel.

Similarities to the PANYNJ Contract
Access control
CCTV and Alarm Monitoring
Vehicular patrols
Comprehensive Quality Assurance Program
Manage CITI ID program in NYC

Name and Address of Owners	Citicorp North America, Inc. 399 Park Avenue, New York, NY 10022 Ex. (1)
Point of Contact	Richard A. Lava, Senior Vice President CITI Security & Investigative Services 388 Greenwich Street 5th Floor, New York, NY. 10013. Ex. (1)

THE BOEING COMPANY	
Name and Address of Contracting Entity	The Boeing Company PO Box 3707 MC 10-50 Seattle, WA 98124-2207
Locations of Performance	Alabama, Arizona, California, Colorado, Delaware, Illinois, Indiana, Maryland, Missouri, Ohio, Oklahoma, Pennsylvania, South Carolina, Texas, Virginia
Commencement of Contract	2011 to 2014
Approximate Value of Contract	$35,000,000 per year
Hours of Performance	32,000 hours per week

Summary of Work:

In March of 2011, Boeing selected AlliedBarton Security Services as its nationwide supplier of contract security services. Boeing is the world's largest aerospace company and leading manufacturer of commercial jetliners and defense, space and security systems. A top U.S. exporter, the company supports airlines and U.S. and allied government customers in more than 90 countries. Boeing products and tailored services include commercial and military aircraft, satellites, weapons, electronic and defense systems, launch systems, advanced information and communication systems, and performance-based logistics and training.

AlliedBarton, as Boeing's security service partner is responsible to manage almost 800 uniformed security officers in a manner that bolsters Boeing's security requirements. Most of our highly trained officers possess government security clearances and are armed in support of Boeing's national security activities. The others provide patrols and access control, plus such diverse services as fire prevention, lock and key, and badging.

Scope of Work Highlights

- Access Control
- Classified Alarm Response
- Cleared Officers
- Executive Drivers
- Fire Prevention
- Lock Smith
- Patrols
- Vehicle Inspections
- Badging
- Classified Material Destruction
- Dispatch Center Operations
- Emergency Response
- Launch Support
- Operational Security
- Receptionist & Administrative Duties

Name and Address of Owners	The Boeing Company PO Box 3707 MC 10-50 Seattle, WA 98124-2207
Point of Contact	Jon Harrison Site Manager, Security and Fire Protection, SSG/S&IS/Satellite

Ex. (1)

JOHNSON & JOHNSON	
Name and Address of Contracting Entity	Johnson & Johnson One Johnson & Johnson Plaza New Brunswick, New Jersey 08933
Locations of Performance	California, Delaware, Florida, Georgia, New Jersey, Pennsylvania and Texas
Duration of Contract	2003 to present
Approximate Value of Contract	$14,000,000 per year
Hours of Performance	15,000 hours per week

Summary of Work:

AlliedBarton provides security coverage to approximately forty (40) Johnson and Johnson facilities across seven (7) states, including California, Texas, Delaware, Florida, New Jersey, Georgia and Pennsylvania. Johnson and Johnson averages 15,000 service hours per week contracted solely to AlliedBarton Security Services.

Security coverage is provided in facilities ranging from the Worldwide Headquarters in New Jersey to facilities which store controlled substances. AlliedBarton provides Receptionists and Concierges in addition to Security Officers throughout the Johnson and Johnson program. The AlliedBarton staff interacts daily with thousands of Johnson and Johnson employees, contractors, and visitors and receives extensive customer service training to address the unique requirements of Johnson and Johnson.

AlliedBarton currently provides duties to include, but not limited to, access control, issuance of visitor, contractor and temporary employee badge upon confirmation of credentials, enforcement of access badge policy, parking lot enforcement policies, monitoring of closed circuit cameras, and any applicable incident response duties and/or applicable escort duties as required. AlliedBarton currently provides interior and exterior patrol at all facilities as well. In addition, AlliedBarton staffs the Global Command Center monitoring alarms around the country and the world.

The security coverage provided to facilities which store controlled substances requires frequent interaction with many Federal Agencies, including the Drug Enforcement Agency, Department of Homeland Security, Federal Bureau of Investigations, and Food and Drug Administration. Furthermore, AlliedBarton has extensive interactions with the Federal Department of Transportation and oversees all dock operations at the Johnson and Johnson facilities, including the inspection of trucks and ensuring all appropriate shipping documentation is provided.

Name and Address of Owners	Johnson & Johnson One Johnson & Johnson Plaza New Brunswick, New Jersey 08933
Point of Contact	Mr. Roger Kuhlmann, Director, Worldwide Security Ex. (1)

THE UNIVERSITY OF PENNSYLVANIA	
Name and Address of Contracting Entity	University of Pennsylvania, Division of Public Safety 4040 Chestnut Street, Philadelphia, PA 19104
Locations of Performance	Philadelphia, Pennsylvania
Commencement of Contract	1993 (to present)
Approximate Value of Contract	$16,800,000 per annum
Hours of Performance per Year	936,000 per annum

Summary of Work:

AlliedBarton Security Services currently provides continuous 24 hour, 7 days a week, 365 days a year coverage to the University of Pennsylania facilities located in Philadelphia, Pennsylvaia and surrounding counties.

The University portfolio is overseen by a dedicated support staff, comprised of a District Manager , a trainer and nine (9) site managers. In addition to their daily responsibilites, the support staff conducts regular site inspections and safety surveys.

Similarities to the PANYNJ Contract
⊥ High level of interaction with the public
⊥ Secure a large number of facilities, including some remote posts
⊥ Comprehensive Quality Assurance Program

The services provided to the University are comprised of securing a minimum of forty (40) locations within the greater metro Philadelphia area. Security guard duties include, but are not limited to, access control, issuance of visitor, contractor and temporary employee badges upon confirmation of credentials, enforcement of access badge policy, parking lot enforcement policies, monitoring of closed circuit cameras, and any applicable incident response duties and/or applicable escort duties as required. AlliedBarton currently provides interior and exterior patrols using a combination of vehicles, bicycles, and foot patrols at all facilities as well.

In conjunction with the Division of Public Safety, AlliedBarton also provides emergency response for all incidents at the University facilities, including medical, criminal, mechanical, and natural emergencies.

The dedicated Training Manager is responsible for the CPR/First Aid training requirements and all officers are trained in the following areas:

- Security Officer Basic Training
- Emergency Response
- Master Security Officer
- Specialized Training
- On the Job Training
- Fire Safety Officer
- Post Orders
- Hazmat

Name and Address of Owners	University of Pennsylvania 4040 Chestnut Street, Philadelphia, PA 19104 Ex. (1)
Point of Contact	Maureen Rush, Vice President of Public Safety Ex. (1)

F.1.B. MANAGEMENT TEAM

The Proposer shall submit experience of Proposer's management team in managing similar employee management programs, including, where applicable or appropriate:

- Employee references
- OSHA safety training
- Disciplinary procedures
- Payroll processing
- Performance improvement measurements
- Background screening plan
- Human resources department
- Contract management
- Security training program
- Quality assurance and control programs
- Staff planning
- Recruiting procedures and maintenance of a stable workforce
- Self-assessment plan
- Customer service initiatives
- Utilization of technological advances in Security Guard Services
- Fleet management

AlliedBarton has the largest contract security operation in the New York/New Jersey metropolitan area. Our regional and district operational staffs are comprised of seasoned security professionals with extensive experience in performance management, contract transition, employee recruiting, hiring, training and fiscal management and will provide oversight for the Port Authority program. Our management staff includes retired members of the area's extensive law enforcement and emergency management teams and combined, they have over 400 years of law enforcement experience. Our management staff is led by Caress Kennedy, Vice President and General Manager, three Vice Presidents of Operations, and cadre of district, project, portfolio and account managers, human resource specialists, training managers, and administrative support staff.

AlliedBarton NY/NJ Management Team Law Enforcement Experience

Name	Position with AlliedBarton	Years of Service
George Anderson	VP of Operations	30
Brian Fogarty	VP of Operations	25
Frank Ciaccio	QA Manager	21
John Kelly	District Manager	23
Steve Winters	District Manager	20
Tom Shannahan	Portfolio Manager	20
John Mitchell	District Manger	20
John Noblione	Operations Manager	20
Martin Feeney	District Manager	20
Lou Phillips	Operations Manager	20
John Salvesion	Operations Manager	20
Brendan Doherty	Account Manager	25
Jack Curran	Area Manager	30
Patrick O'Shaughnessy	Account Manager	20
Daniel Jackson	District Manager	25
Dave Hall	District Manager	25
Mark Montagna	Regional Training Director	25
John Mcardle	District Manager	20

The Port Authority will have the support needed to ensure effective oversight and management of your unarmed, uniformed security officer program. AlliedBarton will assign a **dedicated Vice President of Operations,** with experience in staff management, enforcement of contract standards, administrative management, and financial management **solely to the entire Port Authority program.** The VP will be responsible for oversight of all security service delivery and related programs for the entire program. The VP position will additionally ensure a consistent and superior level of customer service to all facilities and will

partner with the Port Authority to establish and maintain an innovative, high-quality vision for the contract security program.

We will also assign **Dedicated Project Managers** to oversee and direct the security program at each Airport ensuring contract compliance, quality assurance, and program training as well as the development of a relationship with the Port Authority Airport Security Managers as well as other on-site contacts. The Project Managers will serve as the liaison for regional and local AlliedBarton offices to help ensure all operational, financial and administrative functions for the Port Authority have been performed.

The Port Authority will additionally be supported by our New York/New Jersey Quality Assurance and Training teams. These teams will be additional support to supervise contract deliverables, audits, AlliedBarton and Port Authority training, OJT compliance, announced and unannounced inspections, and other contract quality assurance programs..

Lastly, our dedicated New York/New Jersey government billing team will be assigned to ensure total invoice accuracy.

We believe this robust dedicated organization will provide unsurpassed support for the Port Authority program and ensure excellent operational performance and customer satisfaction.

Local Support Staff Qualifications

AlliedBarton Security Services knows that the key to providing quality, consistent security services is to meet our customer's needs on three critical levels – local, national and global. This support includes quality personnel, technologies, processes and management teams which are focused on each account.

Specifically, in order to exceed the Port Authority's requirements, AlliedBarton has the following **New York/New Jersey support teams** already in place with the experience and qualifications necessary to support the Port Authority's security forces in meeting any challenge.

Table 4 – Existing Support Staff Experience

	Support Staff	Average Number of Years' Experience in Security Industry
Operational Management Staff	142	14.5
Quality Assurance Personnel	8	22.3
HR/Recruiting Staff	20	13.2
Training Staff	8	34.3
Administrative Staff	14	12.0

Core functions of our district offices include:

Training Managers - Develop and deliver training programs to officers; support district and customer training efforts; and provide supervisory training for operational managers and supervisors.

Employee Relations & Recruiting –Employee Relations managers handle employee concerns, counsel managers in performance management, and assist with retention and motivation

issues. Dedicated Recruiting Specialists work in partnership with district management and are responsible for maintaining a database of community-based recruitment sources, writing and placing advertisements on-line and in local newspapers, attending College, Veteran, and other job fairs, and coordinating AlliedBarton-specific job fairs.

Quality Assurance Supervisors – Quality Assurance supervisors work with the district teams to ensure that our performance in the field is exceptional by performing **after hours and weekend inspections** and providing for back-up relief at sites as necessary.

AlliedBarton's proposed organizational structure to support the Port Authority's program is illustrated in Section F.2.A.1, outlining AlliedBarton's proposed Port Authority management team, while the table below provides a summary of their qualifications. Complete resumes for each manager are included in Section F.2.B2.

TABLE 5 – ALLIEDBARTON KEY STAFF

Name and Title	Experience	Years with AlliedBarton
William Whitmore CEO	Under Bill Whitmore's leadership, direction and participation, AlliedBarton Security Services has grown from a small regional security services related company to a successful, progressive and admired nationwide security company. Bill's many years of experience in private contract security and law enforcement has provided him with the credentials to forge new standards and procedures for the company and the contract security industry.	31
Ron Rabena President of Operations	Mr. Rabena has worked for AlliedBarton for 32 years and is currently responsible for all operations in eight regions spreading across 20 states. He oversees business for over 40 offices, hundreds of accounts and over 30,000 employees. Mr. Rabena is accountable for enforcing the leadership brand, meeting corporate financial targets, overseeing sales and operations and interacting with the company's Vice Presidents. Driving customer retention and employee satisfaction is a main initiative of his. He not only is responsible for building and maintaining client relationships, but is heavily involved in contract compliance, along with quality assurance/quality control of our customer's accounts. Ensuring that the goals of the AlliedBarton strategic plan are executed on a daily basis is crucial to the role Mr. Rabena serves for AlliedBarton.	33
John Redden Division President	Mr. Redden has been with AlliedBarton for 30 years and is serves as Division President for Government Services, a division created in 2005 to support the unique service requirements of federal, state, county and local governments. He currently manages over 100 Government contracts totaling over 200 Million dollars in annual revenue. Some of his direct responsibilities include negotiating contracts, building relationships with clients and successfully overseeing the growth of the Government division annually. Mr. Redden's direct involvement in supervising these accounts has allowed him the opportunity to share best practices between government clients and also share the benefits of teaming with different partners in the government arena.	32

TABLE 5 – ALLIEDBARTON KEY STAFF		
Name and Title	**Experience**	**Years with AlliedBarton**
Caress Kennedy Vice President/ General Manager	Caress Kennedy joined the AlliedBarton organization in 2011 after a distinguished career in the professional staffing industry. During her tenure as Division President for Global Employment Solutions (Career Blazers), Caress instituted best practices and process improvements throughout the organization to improve productivity and reduce costs, developed new product offerings and value added services including a vendor management program and sophisticated reporting for clients enabling Global Employment Solutions (Career Blazers) to help customers use staffing services strategically and led branding efforts while improving corporate communications, new product development and launched a nationwide online and print advertising campaign	2
Brian Fogarty Vice President, Operations – New York	Our Vice President of Operations, Brian Fogarty, has led our City of New York security program since 2006 and is responsible for setting account-wide policies, processes and coordinating your policies and initiatives across all facilities as appropriate. Brian has daily interaction with the City to ensure our performance is matching expectations. With 25 years of experience with the New York City Police Department, Brian held several high ranking positions, retiring as Lieutenant Commander Detectives. While with the NYPD, Brian was responsible for managing the daily operations of 12 patrol and investigative commands. As the Vice President of Operations in New York City, Brian oversees all government account operations in the region.	7
George Anderson Vice President, Operations – New York	George joined AlliedBarton after a decorated 30 year career with NYPD, retiring as Assistant Chief, New York Police Department, Commanding Officer, NYPD Police Academy. George is the Vice President of Operations for many of the most prestigious commercial real estate buildings in NYC including Citi, the Hearst Tower. George also leads the security team at Orange & Rockland Utilities. George brings an unparalleled professionalism to AlliedBarton as well as a focus on superior training as a result of his tenure at the Police Academy.	2
Rick Moulton Vice President, Operations – New Jersey	Rick leads all operations with clients in New Jersey. He has been in the security industry for over 20 years and demands perfection from his managers and officers in support of some of AlliedBarton's largest clients such as Johnson & Johnson, Merck, and PSE&G. Rick will be integral in ensuring that the EWR Project Manager has all of the support he needs from AlliedBarton's Lyndhurst, NJ Regional Office.	7
Tracy Fuller Director, Government Services – Aviation & Ports	Tracy is the National Director of Government Services at AlliedBarton and the Aviation Expert within the Company. She will play an integral role during the transition period and beyond to ensure that AlliedBarton is fully compliant with all State & Federal regulations. Tracy will also share best practices from other AlliedBarton transportation & airport clients from around the US in order to ensure that PANYNJ is the recipient of World-Class Service and expertise.	20

TABLE 5 – ALLIEDBARTON KEY STAFF		
Name and Title	**Experience**	**Years with AlliedBarton**
Christine Hirschl Director of Recruiting	Chris leads a team in the NY/NJ region responsible for the hiring of approximately 1500-2000 security officers and manager each year in support of the new and existing AlliedBarton clients in the service area of the PANYNJ. Chris' team of recruiters is absolutely the best in the business, employing active recruiting strategies with local NY & NJ Community-Based Organizations in order to find talent which is superior to any other security company.	7
Mark Montagna Director of Training	Mark leads AlliedBarton's training schools in NY & NJ, all of which are State Certified Security Training Facilities. He and his regional team of trainers are responsible for ensuring that all training is in accordance with State & OSHA regulations as well as ensuring that all specific clients' needs are met. Prior to joining AlliedBarton, Mark retired from the New Brunswick PD after a successful career in law enforcement.	6
Laura Gift Director of Human Resources	Laura and her team manage the Human Resource needs of the 7000+ security officers and managers within the service area of PANYNJ. She is an expert at Labor Relations and maintaining Labor Harmony with the unions with which AlliedBarton partners. Laura will play an integral role in onboarding the HR Managers and Assistant who will be dedicated to the contract from each airport, and will ensure that they smoothly transition all personnel files into the AlliedBarton HR systems.	10
Frank Ciaccio Quality Assurance Manager	Frank leads all quality assurance initiatives in the NY/NJ Region and will be a critical member of the regional team in support of the PANYNJ contract. Frank's team conducted over 30,000 field inspections on all AlliedBarton clients just within the PANYNJ service area, and will be expanding his team to encompass the new inspections which will be required under the contract. It is important to note that Frank will not utilize his existing personnel for the new contract, but will add additional field inspectors specifically with airport experience in order to ensure top quality service at all times of the day.	4
Kathryn Walker Project / Compliance Manager	Kathryn Walker established AlliedBarton's DCAS Contract Compliance team. Under her leadership, our compliance team has achieved a 97% accuracy rate on all City of New York invoicing. Her responsibilities include ensuring and managing all contract compliance processes, tracking and communicating contractual requirements to the Operations Management team, preparing reports and presentations of compliance materials for clients, and daily client visits and phone calls to resolve issues. She will provide the same expert leadership in support of the PANYNJ contract.	5

TABLE 5 – ALLIEDBARTON KEY STAFF		
Name and Title	**Experience**	**Years with AlliedBarton**
Martin Feeney District Manager	Martin has significant aviation security expertise and led AlliedBarton's transition into the Orlando Airport. He is the proposed Project Manager for JFK and will ensure a smooth transition while mentoring and supporting the LGA Project Manager. Martin retired from the NYPD after a successful 20 year career and currently leads the Operations teams in Brooklyn & Queens, providing over 20,000 hours per week of security services to his clients.	7

F.1.C. PAST EXPERIENCE

The Proposer shall submit to the Port Authority, a detailed itemized description explaining technical expertise and past experience the firm has in the following areas:

F.1.C.1. TECHNOLOGICAL ADVANCES

Utilization of technological advances, or other tools in unarmed, uniformed security guard services and resulting benefits;

AlliedBarton is committed to continuously evaluating and providing the top value-added technologies to the Port Authority. AlliedBarton has made a firm commitment to integrating the best-of-breed technology solutions via a combination of in-house programs and strategic partnerships with market leaders. Our in-house technology programs such as the AlliedBarton EDGE training program focus on developing the best officers in the industry. Our strategic partnership programs focus on leveraging the latest technology to enable our officers to be more efficient and effective in executing their post orders.

AlliedBarton has implemented proven technology in support of communications, compliance and coordination to meet our client's needs. Market research and industry expertise has proven that no one technology product or platform can meet the individual needs of every customer.

Our national purchasing power allows us to negotiate 'best in class" supplier partnerships that include specialized customer service and significant pricing discounts.

By leveraging non-proprietary technology we are able to leverage the best of industry technology without making a long-term commitment to a specific technology platform or device. In addition, our clients are able to leverage our cost savings without being obligated to provide a long-term partnership that may not meet their needs over time.

AlliedBarton utilizes technology to better serve our customers and provide tour management, inspections, incident reporting and dispatch capabilities. The benefits of using these types of technology devices include:

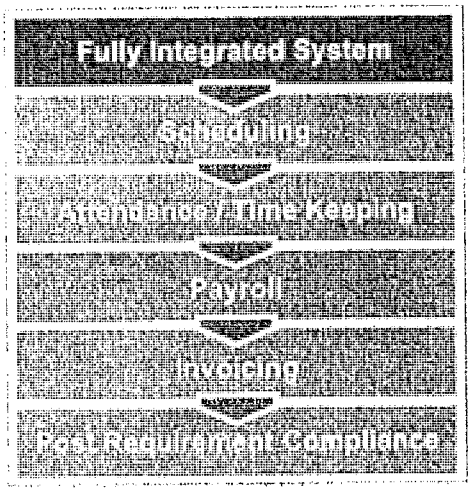
- **Real-time site monitoring**
- **Improved quality assurance and compliance**
- **Real-time incident reporting**
- **Real-time Post Order updates**
- **Customized training reports**
- **Documented security personnel performance**
- **Real-time dispatch**
- **Better communication between team members and managers through a secure portal**

Our commitment to integrating technology within our security program begins with our Corporate IT Director, David Feeney, a veteran in the security technology field. Through his leadership, AlliedBarton has developed Strategic Sourcing Partnerships that allows us to provide cost-saving and performance improvements through technological innovation. We offer a wide range technological solutions that can be customized to the airports' security environment including:

- Access Control
- Access Control, Biometrics
- Access, Identity Management
- Access, Provisioning
- Background Investigation Solutions
- Business Continuity Solutions
- Command & Control Room / SOC Solutions
- Dispatching, Computer-Aided
- Emergency Notification Systems
- Fire & Life Safety Systems
- Incident Management
- Handheld PC/PDA Solutions
- Information/IT Security Solutions
- Integrated Solutions
- Perimeter Protection / Electric Fence
- Risk Assessment
- Situation Awareness / Event Monitoring
- Situation Management
- Video Surveillance / CCTV
- Video Analytics
- Visitor Management
- Payroll Biometrics

WinTeam

The backbone of AlliedBarton's technology solution is **WinTeam**, a multi-module system that supports every discipline and function of contract transition as well as contract operations. **WinTeam** processes are integral to staffing, accounting, scheduling, training, quality assurance and payroll. WinTeam also permits AlliedBarton to track all aspects of each and every security officer's pay, training and accomplishments. Through this comprehensive database and tracking system, AlliedBarton is able to easily provide reports to the Port Authority regarding employee pay increases, training levels achieved and current certifications. **WinTeam's Compliance Tracking** module continually compares personnel data with pre-loaded post requirements. The credentials necessary to ensure that security officers or fire safety personnel are appropriately trained and cleared for duty is identified through a job specific set of pre-determined compliance codes. **Benefit to PANYNJ: Employees who require credentials cannot be scheduled until compliance requirements have been resolved.**



WinTeam Benefits
Integrated scheduling, payroll & billing
Master schedule (manage exceptions)
Scheduling efficiencies
Post requirement compliance
Licensing compliance (alerts)
Overtime warnings
Real-time training reports
Online performance tracking
Payroll/billing accuracy

WinTeam also supports PostWatch, a system used to provide early warning of open posts. Agents in command centers monitor shift coverage data in real time and support resolution of post coverage deficiencies as needed to augment efforts by onsite supervisors. Another core function of our command

centers is communication with the dedicated operations team and relaying information for necessary action. During contract integration, these systems are customized, tested and deployed.

PostWatch™

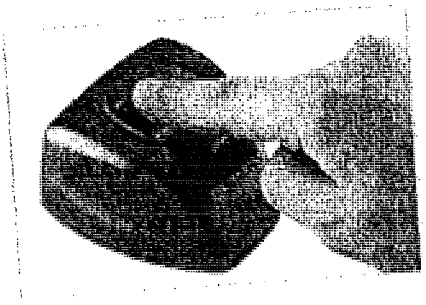
AlliedBarton will utilize our attendance assurance system for all Port Authority airports. Our PostWatch™ System allows us to manage timely attendance of officers for your security program. The system is set up on a T3 line at the airports and the officers are required to log into the system within seven minutes prior to the start of their post until seven minutes after using **biometric authentication.**

Notable functions that can be performed in Post Watch:
• Drill Directly to the Schedule - Make temporary and permanent changes to schedule - Query for employees to fill open shifts - View interactive reports • Remove Shift/Insert Shift • Assign/Unassign Employee • Change Scheduled In/Out Time • Add Notes to Shift

Biometric authentication is the process of verifying identity based on the unique attributes of fingerprints, and it's what sets TeamTime Portal apart from other timekeeping and communication software.

Enhancing security and efficiency, biometrics:

- Captures employee identity quickly and securely
- Accelerates the job check-in/check-out process



Our Post Watch™ system does the following to eliminate problems with security coverage:

- Requires each officer to check in on-site before the start of their shift
- Monitors (remotely) the staffing of all scheduled posts
- Maintains real-time security staffing records
- Provides real-time notification to appropriate supervisors to ensure uninterrupted coverage
- Suggests replacement staffing immediately from a qualified "name bank" of officers
- Proactively modifies security staffing schedules for the airports
- Produce internal Service Assurance Reports which are used to drive improvement initiatives and measure quality for our management team.

The Post Watch main screen reads the scheduling program in order to know when shifts are starting, who is working those shifts, and if any shifts are currently open. It also reads clock in/out punches in real time from TeleTeam, the WinTeam timekeeping system. It then compares what the schedule expects to happen to actual time and attendance data in the field.

The operations assistant can perform many other various functions in Post Watch to help manage operations. For example, if an employee calls in sick, the operations assistant can find a replacement using WinTeam's Personnel Scheduling Query screen and make the change in Post Watch. To log all changes, Post Watch features a Confirm Changes screen.

The PostWatch system also integrates with our WinTeam payroll system to allow supervisors more time to coach and manage our personnel instead of spending hours entering time sheets and payroll records

*access*AlliedBarton

Technology will help you to streamline operations, create efficiencies and easily access the information you need. Those advantages can be applied to many aspects of your business - including security operations.

*access*AlliedBarton will help you manage your security operations efficiently. Our secure client website, made available to AlliedBarton clients as a value-add, provides access to scheduling and invoicing information, when and how you need it. This is an advantage on a daily basis as you oversee operations and is also an incredible resource as you budget and plan for future security needs.

AlliedBarton℠

- Always know who is on site and scheduled
- Access invoices and past data, whenever you want
- Request additional, temporary coverage online
- Training compliance reporting
- Shared document repository
- Quality assurance / site inspection reports – driven by mobile devices

As your security staffing needs change, you can also easily order temporary or additional coverage through *access*AlliedBarton.

*access*AlliedBarton is your security management solution...

- Invoices and payment history are available for the past 18 months, can be printed or exported, and hours can be viewed by location or time period. Easily accessible invoices and flexible reporting can simplify security management.
- Scheduling is simplified with *access*AlliedBarton as you can view regular and extra posts and print or export schedules as needed. You will always have access to your assigned coverage levels and know who is scheduled to be on site.
- Online ordering of temporary or additional security coverage is easy and confirmed by email. Our Project Managers are automatically notified of your request and you will have peace of mind knowing that your staffing needs are met.

The availability of on-demand access to scheduling information, confirmation of changes or requests, invoices and payment history that matches your preferences means that you can spend more time focusing on your core business. **This is also a sustainable solution as it can eliminate paper invoices, supporting the Port Authority's Environmentally Preferable Practices.**

By identifying solutions that meet our clients' needs, and putting client feedback into action, AlliedBarton has become the security provider choice and can help you meet your security goals.

D^3 Security vSOC - Mobile Security Operations Solution

D^3 Security's vSOC platform is an Enterprise Security Management and Security Operations solution that incorporates a series of integrated modules for management of:

- Security incidents - Providing centralized electronic submission, storage and retrieval of all security incidents through user-configurable forms.
- Guard tours - Providing scheduled routing of guard tours to various checkpoints and officer response to user-configurable question sets for each checkpoint.
- Dispatching - Providing documentation of officer dispatch to specific locations, the findings that result and escalation of a dispatch to an incident as needed.
- Procedures & Post Orders - Providing a centralized electronic repository for standard procedures, policies and post orders.

- Tasks - Providing centralized electronic submission, storage and retrieval of all relevant tasks

AlliedBarton is recommending the deployment of D³ technology to be used by Tour Supervisors, the Management team and the Quality Assurance team to support the Port Authority's security program.

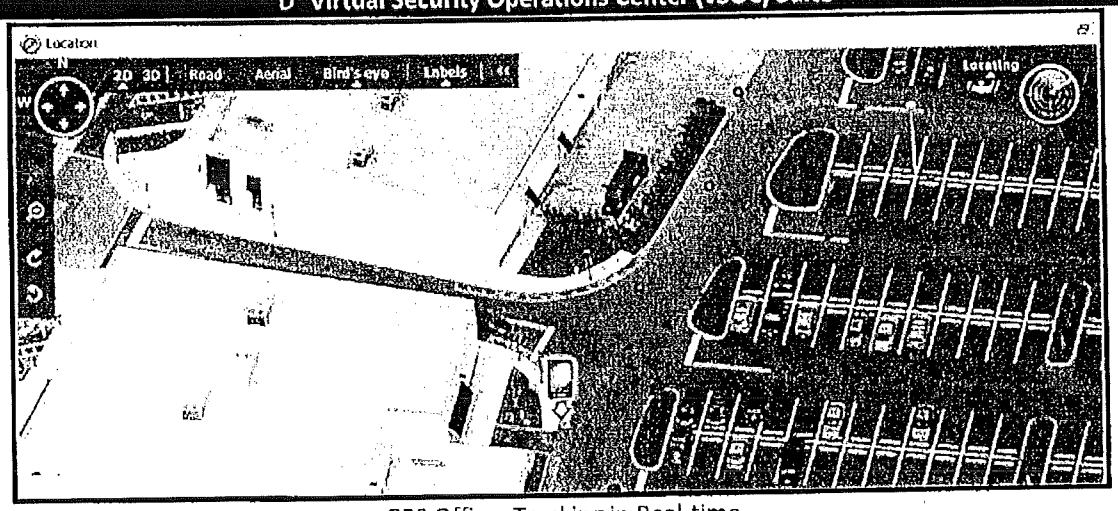
D³ SECURITY MANAGEMENT SYSTEMS

D³ Virtual Security Operations Center (vSOC) Suite

The D³ Virtual Security Operations Center (vSOC) offers real-time incident reporting with the ability to allow officers to attach photos to incident reports, write additional comments and send email notifications. Procedures such as Post Orders can be updated in real-time and changed on a daily basis. Officer location can be monitored remotely (via GPS tracking) to provide real-time display of officer location for dispatch changes as they are needed. In addition, reporting is greatly improved by customizable report summaries that can be generated at any time.

- Real time incident reporting
- Customized online dashboard that tracks, assigns, and stores all incidents indefinitely.
- GPS officer tracking in real-time
- Complete audit trail
- Customizable reporting to track specific incident types or frequencies
- Handheld smart phone
- Email read / write capability for staff
- Monitor tours in progress from any computer with an Internet connection
- Text entry and task instructions for every checkpoint.
- Instant notifications via email or text messaging

D³ Virtual Security Operations Center (vSOC) Suite



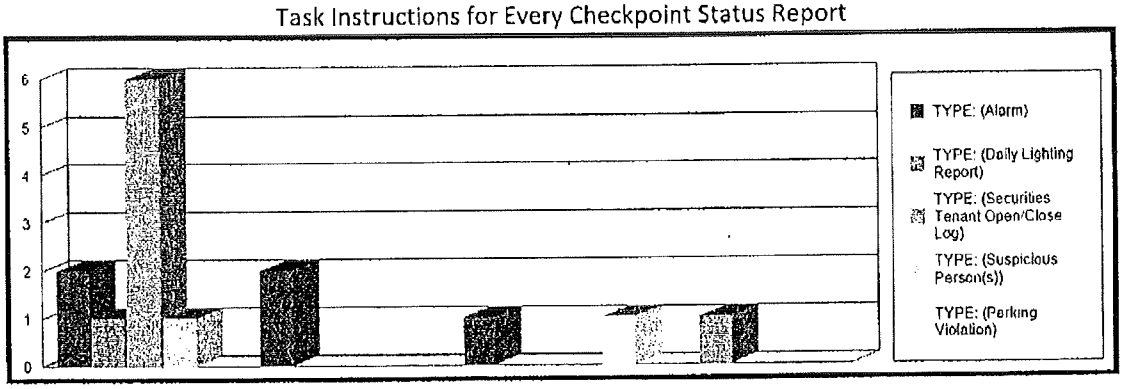
GPS Officer Tracking in Real-time

Guard Tour Case Load - Checkpoint Grouped by Status

D3 admin
Generated On: 3/11/2011 5:36 PM
Report Date: 3/11/2011 5:35 PM

Status	Type	Checkpoint name	Officer	Route	Scan time	Site Name
Completed	Electrical Room	SE Tower Electrical Room - 3	D3 admin	SE Tower - Service Areas	3/11/2011 11:45 AM	Security Operations
	Garage Door	SE Dock - Door	D3 admin	SE Tower - Service Areas	3/11/2011 11:41 AM	Security Operations
Missed	Compactor Check	SE Dock - Compactor	D3 admin	SE Tower - Service Areas		Security Operations
	Electrical Room	SE Tower Electrical Room - 1	D3 admin	SE Tower - Service Areas		Security Operations
	Electrical Room	SE Tower Electrical Room - 2	D3 admin	SE Tower - Service Areas		Security Operations
	Rooftop Inspection	SE Tower Rooftop - 2	D3 admin	SE Tower - Service Areas		Security Operations
	Water Valve	SE Tower Stairwell - 1	D3 admin	SE Tower - Service Areas		Security Operations
	Water Valve	SE Tower Stairwell - 2	D3 admin	SE Tower - Service Areas		Security Operations
Scheduled	Compactor Check	SE Dock - Compactor	Colin Brown	SE Tower - Service Areas		Security Operations
	Electrical Room	SE Tower Electrical Room - 1	Colin Brown	SE Tower - Service Areas		Security Operations
	Electrical Room	SE Tower Electrical Room - 2	Colin Brown	SE Tower - Service Areas		Security Operations
	Electrical Room	SE Tower Electrical Room - 3	Colin Brown	SE Tower - Service Areas		Security Operations
	Garage Door	SE Dock - Door	Colin Brown	SE Tower - Service Areas		Security Operations
	Rooftop Inspection	SE Tower Rooftop - 1	Colin Brown	SE Tower - Service Areas		Security Operations
	Rooftop Inspection	SE Tower Rooftop - 2	Colin Brown	SE Tower - Service Areas		Security Operations
	Water Valve	SE Tower Stairwell - 1	Colin Brown	SE Tower - Service Areas		Security Operations
	Water Valve	SE Tower Stairwell - 2	Colin Brown	SE Tower - Service Areas		Security Operations
skipped	Rooftop Inspection	SE Tower Rooftop - 1	D3 admin	SE Tower - Service Areas		Security Operations

Task Instructions for Every Checkpoint Status Report



Customizable Report Summary

The primary advantage of the D³ virtual Security Operations Center (vSOC) is based on the additional smart phone features offered such as: email, pictures, telephone and other handheld features which facilitate improved communication, visual incident reporting and incident management.

Example of Customizable Checkpoint Tasks

Time	Task	Yes	No
2300	Did you receive pass down information?		
	Are all parking lot lights working?		
	Are all tree string lights working?		
	Are all plant bed lights working?		
	Are all entrance tower lights working?		
	Are the entrances free of debris or advertisements?		
	Are all West tower lights working?		
	Are all service area lights working?		
	Are all street lights working?		

AlliedBarton continuously reviews exciting new technologies to learn how they might enhance security and improve customer service. From scheduling, payroll and invoicing processes, to communication and documentation, AlliedBarton employs technology to gain efficiencies, ensure accuracy and enhance turnaround. The benefit to PANYNJ is more efficient, streamlined business processes, smoother operations and greater value.

Our primary line of business is security officer services. In areas that do not fall under AlliedBarton's core focus, we have developed partnerships and relationships with other companies that allow us to provide a Full Service Vendor solution for our customers. By providing one-stop purchasing solutions through pre-negotiated AlliedBarton partnerships, our clients can access a wealth of third party services without need of expensive procurement cycles.

AlliedBarton's commitment to meeting the needs of the Port Authority through technology solutions includes the following business processes:

- Automated Schedules and Invoices
- eLearning
- Business Continuity
- Guard Tour Management **
- Electronic Procedures **
- Mass Notifications **
- Risk Assessment & Analysis **
- Electronic Invoicing Capability
- Compliance Tracking
- Security Incident Management **
- Dispatching Systems**
- Visitor Management **
- Situational Awareness **
- Access Control**

**Through AlliedBarton's Strategic Partnership Program

F.1.C.2. MANAGEMENT OF UNARMED UNIFORMED SECURITY SERVICES

Management of Unarmed, Uniformed Security Guard Services in buildings and facilities of similar size.

AlliedBarton has over 50 years of experience providing comprehensive security solutions to customers with programs of varying scopes and magnitudes. AlliedBarton's critical infrastructure experience includes: Air, Seaport and Transit facilities; Public and Private Utilities, including power, water treatment and nuclear facilities; and key government facilities located throughout the United States. Our management and security forces understand the responsibility in securing our nation's landmarks and entities crucial to the commerce of our country. Our recruiting, selection, retention, training and quality assurance programs are designed to ensure the best employees are providing the best security to our customers. A small sampling of AlliedBarton's programs of similar size and magnitude are provided in Table 6.

Table 6 – AlliedBarton customers of similar size and magnitude

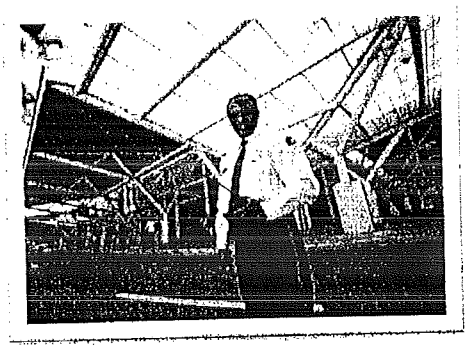
Customer	Hours Per Annum	Customer Since	Locations Serviced
The City of New York	2,132,000	2006	The Five Boroughs of New York, 31 agencies, 204 facilities
Raytheon	1,040,000	2008	24 facilities in 10 states: Alabama, California, Colorado, Florida, Indiana, Maryland, Mississippi, Rhode Island, Texas, Virginia
The University of Pennsylvania	936,000	1993	Philadelphia, PA 58 facilities, 269 acres
Amgen	728,000	1995	Thousand Oaks, CA; San Francisco, CA; Longmont, CO; Seattle, WA 63 facilities
International Bank for Reconstruction and Development (World Bank)	416,000	2008	Washington DC 2 facilities
Federal Deposit Insurance Corporation	312,000	2007	Atlanta, GA; Boston, MA; Chicago, IL; Dallas, TX; Irving, CA; Jacksonville, FL; Kansas City, MO; Memphis, TN; New York, NY; San Francisco, CA; Washington DC 14 facilities
International Monetary Fund	312,000	2004	Washington DC 2 facilities

F.1.C.3. AVIATION EXPERIENCE

Highlight any and all aviation/airport experience, although such experience is not required.

AlliedBarton's diverse experience and scope of work for the aviation industry and aviation related customers includes, but is not limited to:

- Category X, I, II and General Aviation Airports
- Compliance with 49 CFR Part 1542 Regulated Airport Security Plans
- Aircraft Operations Area (AOA)
- SIDA Badge Checks
- Employee and Vendor Screening
- Securing exit lanes from sterile area
- Point of Entry and Gate Access Control
- Vehicle Inspection
- Tarmac Access Control
- Baggage Hold Areas
- Monitoring curbside traffic
- Pedestrian management
- Parking Lot Coverage
- Passenger assistant
- Construction coverage for runways, taxiways and terminals/concourses



For customers such as:

Customer	**Type of Facility**
Miami International Airport, FL	Category X Airport
Ft. Lauderdale International Airport, FL	Category I Airport
Orlando International Airport, FL	Category X Airport
Wilkes-Barre Scranton International Airport, PA	Category I Airport
Stockton Metropolitan Airport, CA	Category I Airport
Mojave Air and Space Port, CA	General Aviation
Stinson Field, San Antonio. TX	General Aviation
Chino Airport, San Bernardino, CA	General Aviation
San Carolos Airport, San Mateo, CA	General Aviation
North Perry Executive Airport, FL	General Aviation
Delta Airlines	International Airline
DHL	International Air Cargo Carrier
UPS	International Air Cargo Carrier
FedEx	International Air Cargo Carrier
Lear Jet	Airplane Manufacturer
The Boeing Company	Aerospace and Defense Contractor

F.1.C.4. SAFETY ACT

Describe any Safety Act experience, designations or certifications Proposer has been awarded or expects to be awarded. Include a copy of any Safety Act application(s), designations or certifications and related supporting documents which may be applicable to the services being provided under this Contract.

AlliedBarton first earned the United States Department of Homeland Security SAFETY Act designation in 2007.

The SAFETY Act offers certain legal liability protection to the providers of qualified anti-terrorism technologies including products and services. This designation protects us against certain liability in the event of a lawsuit regarding our security services if an act of terrorism were to occur at one of our client sites.

AlliedBarton's SAFETY Act coverage applies to the services at all commercial and government facilities, including critical infrastructure, that fall into the following categories:

Integrated Asset Protection: AlliedBarton provides a comprehensive facility evaluation to determine the best way to address a client's security needs.

Physical Security Guard Services: AlliedBarton provides armed and unarmed security personnel to provide a variety of security services, including the following:

- On-site and off-site surveillance operations - This service consists of keeping watch over a facility and its immediate surroundings for unauthorized persons and vehicles seeking entry as well as the observation of individuals who may be performing reconnaissance of the facility.
- Access Control / Perimeter Control /Vehicle and Foot Patrols - This service consists of preventing unauthorized individuals from gaining access to a facility.
- Screening of Persons, Packages and Vehicles -This service consists of preventing authorized or unauthorized individuals from gaining access to a facility while in possession of unauthorized items.

- Alarm system monitoring and response - After business hours, calls to AlliedBarton's district offices are forwarded to its service center. The service center dispatches emergency calls to the appropriate manager, who responds to needs immediately.
- Site supervision, including the development and distribution of Post Orders - AlliedBarton provides quality supervision by combining the elements of support, guidance, and development. Depending on the needs of each individual site, AlliedBarton may provide officers as shift or site supervisors. A roving account manager or single-site account manager is responsible for each location, and he/she reports to a district manager.

- **Emergency Response Operations** – AlliedBarton's security officers are trained to respond to a variety of emergency situations, including terrorist threats and incidents. The AlliedBarton's officers are trained in the company's Ready Response Manual, a general awareness and preparation guide for issues typical to emergency response. At sensitive sites and installations, on site security personnel will have received additional technical and site specific anti-terrorism training.
- **Security Guard Management:** Security guard management includes use of software tools that enable AlliedBarton to more accurately and efficiently schedule deployments of guards, create incident reports, and monitor the performance of its officers.

In addition to the above-mentioned services, *the technology includes its qualified personnel and its recruiting, retention, and training practices and procedures.*

An important requirement of SAFETY Act designation is terrorism awareness training. Our company is known for its award-winning training and outstanding protection, and this designation further demonstrates the value of the services that AlliedBarton provides.

AlliedBarton's terrorism awareness training is part of our standard security officer training, provided to each officer at time of employment and reinforced annually through refresher training, as well as more frequently through MSO and other EDGE courses and regular field inspections. Upon completion of the course, each officer is able to:

- Identify the new realities and new risks;
- Identify the emergency procedures at their site;
- Define terrorism;
- Describe the two types of terrorism;
- Identify the seven basic types of terrorist attacks;
- Understand weapons of mass destruction;
- Describe the three P's (Preparation, Planning, and Procedures);
- Be prepared for emergencies;
- Evaluate risk at the facility and assist in the prevention of terrorist attacks and properly respond

AlliedBarton's current SAFETY Act Designation will expire on October 31, 2017.

The AlliedBarton Advantage ...

Working with a security partner who has the US Department of Homeland Security SAFETY Act coverage means much more than the liability protection the Act offers. It means partnering with a leading security services company who is recognized by the DHS for exemplary security services.

F.1.D. ABILITY TO MEET TERMS AND CONDITIONS

The Proposer should provide documentation relevant to establish the Proposer's capability to meet all terms and conditions set forth herein, including insurance requirements.

Throughout our proposal, AlliedBarton has provided documentation establishing our capability to meeting the contract requirements of the solicitation. AlliedBarton maintains comprehensive insurance coverage to ensure the requirements of each and every customer is met. A sample of AlliedBarton's insurance coverage for the Port Authority contract is included on the following pages.

AlliedBarton's management approach for this contract has been designed to deliver the "Best Value," cost effective services that are flexible and highly responsive to the Port Authority's security contract. AlliedBarton understands the criticality of each airport's security requirements and is a proven, qualified contractor capable of providing all management, supervision, manpower, material, supplies and equipment to support this effort.

AlliedBarton fully understands the objectives that the Port Authority's contract is intended to meet, the nature of each airport's required services, and the level of effort necessary to successfully complete the contract to the Port Authority's complete satisfaction. Our detailed management and technical approach to meet the requirements of the Port Authority are realistic, attainable and appropriate, and is centered on our core security program functions of recruiting, screening, selecting, training, and supervising the most qualified security officers to staff the Port Authority's security programs.

F.1.E. RISK ASSESSMENT

The Proposer shall submit risk assessment, succession plans and any other relevant documentation that assess the Proposer's business risk in taking on the significant amount of new work that will be required under this Contract. The risk assessment plan should take into account all work currently under contract, as well as work that is under contract to companies which the Proposer owns, controls or has an interest. The assessment should provide sufficient information to allow the Port Authority to assess the impact resulting from the possible failure of the Contractor to perform under the terms and conditions of the Contract.

Value and Risk Factors

The strength of AlliedBarton includes over fifty (50) years of risk assessment and management and delivery of professional security services to clients nationwide.

This means for the Port Authority:

- Established relationships with partner government agencies, including the Authority
- **Stable businesses, financial strength, low risk**
- $500 Million Line of Credit
- DHS SAFETY Act Designation
- Documented Transition expertise

AlliedBarton commits to finding and engaging the best candidates for the on-site management team. The Program Managers will join an exclusive group of AlliedBarton's New York/New Jersey Government Program Managers who have more than 500 years of collective security operations or law enforcement experience, today operating more than 40,000 hours of uniformed service to government clients.

This means for the Port Authority:

- **The right Program Managers chosen for the project**
- Experience reduces turnover risk
- Solid supervision retains a protective force

AlliedBarton values training. AlliedBarton retains highly qualified in-house, regional trainers with demonstrated expertise executing government curriculum. In addition, AlliedBarton will hire and train 2 trainers (1 in NY, 1 in NJ) dedicated solely to training AlliedBarton personnel at PANYNJ in support of this contract. Training credentials of all employees are validated to ensure managers, supervisors and officers promoted to the Port Authority Airports are appropriately qualified with required skills and competencies.

This means for the Port Authority:

- **The right Trainer overseeing competency compliance for the project**
- Transition expertise reduces startup risk
- Competency that can be measured
- Systems that support compliance

AlliedBarton knows where to find people. AlliedBarton retains highly qualified Recruiters, dedicated to Government projects, with demonstrated expertise finding the right Security Officer candidates. AlliedBarton developed a current talent pool of more than one hundred ASA qualified candidates available for placement at new or existing projects.

This means for the Port Authority:

- **The right Recruiters supporting the project**
- Continuing active recruiting for qualified officers
- A continuous pool of credentialed candidates

Potential Business Risks

The table below summarizes potential risk and mitigation strategies featuring an adjusted risk rating through application of our transition solution. The objectives of risk management include early risk identification and analysis, mitigation, contingency planning, and continuous monitoring to control and minimize the impact of risk on project execution and results.

AlliedBarton uses the following project actions to achieve effective risk management:

- **Develop a Risk Management Plan.** The plan will include a risk escalation procedure along with appropriate communication with the Airport Security Managers or other identified contact personnel from the Port Authority. Our VP of Operations for the Port Authority will be responsible for development of the Risk Management Plan.
- **Conduct a Risk Identification Session.** The session will be conducted with key personnel, the objective of which is to identify and control contract risks from the "Define through Implementation" and "Close-Down" phases of the program. At a minimum, the participants in the session will be the VP of Operations and the Project Managers.

The output of the risk identification session is a High Level Risk Assessment, a Risk Identification List, and Risk Assessment/Handling Plans (Risk Mitigation). The Vice President of Operations for the Port Authority program will be responsible for maintaining the Risk Identification List and Risk Assessment/Handling Plans.

Business Risk	Risk Level and Potential Outcome	AlliedBarton's Risk Mitigation Plan	Adjusted Risk Level
Lack of supervision and staffing due to the lack of sufficient operations in the area	**HIGH RISK** Company fails to provide for adequate numbers of trained and qualified security officers and supervisory personnel to meet all contractual requirements.	Local Regional and District Offices surrounding the airports for additional recruiting, quality monitoring, and local backup support The Project Managers are adequately supported by over **600** Security Officers and Supervisory Personnel assigned to the contract, as well as the 7,000 employees in the New York/New Jersey region. Financially Stable, nationwide company with financial backing ($500 million line of credit.)	**Mitigated Result by awarding to AlliedBarton - LOW RISK SOLUTION**
Retention of Incumbent Personnel	**HIGH RISK** Captures less than 100% of the incumbent staff days prior to transition end	AlliedBarton has established a powerful and clear cut recruiting/retention plan to ensure a consistent and strong message to incumbent staff emphasizing corporate viability, commitment, compensation package, and local presence. All potential candidates will understand that joining AlliedBarton will maintain and enhance professional and career stature. Via personal communication, we have already launched this proven approach to transition staffing. Our local transition team and Open House will serve to enhance our capture capability. Additionally the team has extensive "reach-back" and recruiting capability to ensure all positions are filled by the end of the transition period.	**Mitigated Result by awarding to AlliedBarton - LOW RISK SOLUTION**

Business Risk	Risk Level and Potential Outcome	AlliedBarton's Risk Mitigation Plan	Adjusted Risk Level
Transition of Incumbent Employees	**HIGH RISK** Change is not always accepted by incumbent employees and dissention may occur. Scheduling of employees into various new employee related orientation and training classes. Uncooperative incumbent company that may not communicate or share overall operational best practices.	Selection of AlliedBarton will ensure that you have an organization with proven experience in sourcing high quality, customer service oriented security personnel with a standardized process of recruitment and selection, as well as recognizing and developing employees through award winning training programs and multiple tiered employee recognition programs. AlliedBarton's successful transition of large commercial and federal contracts during past several years through use of lessons learned. Intent to hire a majority of incumbent security force personnel (substantiated by retention record on numerous other contracts). Long history of Labor Harmony with representing union Identification and discussion with Port Authority counterparts during pre-phase-in and phase-in by AlliedBarton department managers to: 1. Identify the most critical ongoing work requirements and the personnel critical to accomplishing them. 2. Prioritize recruitment and hiring of essential people to avoid risk.	**Mitigated Result by awarding to AlliedBarton - LOW RISK SOLUTION**
Adequate Staffing to meet Contract Requirements	**HIGH RISK** Inability to fill vacancies with qualified staff	AlliedBarton will monitor incumbent hiring status on a daily basis during the critical transition phase, and communicate "real time" with Corporate Human Resources and Recruiters to expedite hiring of replacement personnel The team will also interact with the Port Authority to identify and rectify any real or perceived slow-downs in the incumbent capture process/new hire process. Our experienced Transition Support Team will provide daily support in executing the hiring of incumbent staff or other pre-qualified individuals in our team database to ensure critical task order continuity.	**Mitigated Result by awarding to AlliedBarton- LOW RISK SOLUTION**

Business Risk	Risk Level and Potential Outcome	AlliedBarton's Risk Mitigation Plan	Adjusted Risk Level
Contract Transition	**HIGH RISK** Poor transition creates initial dissatisfaction of program and without corrective measures can lead to eventual substantial service degradation.	AlliedBarton has proven experience in transitioning large-scale, prominent customers through standardized data collection, in-depth site familiarization, review of existing plan/program, site security surveys, site safety audits, development of customized post instruction manuals, review of current staffing plan, and development of site specific training tests. AlliedBarton's commitment to monitor quality and delivery of customized transition and mobilization plans allows for less dissatisfaction or anxiety; and ensures open cooperative, and frequent communication between the workforce, senior (contractor) management; and provides innovative, far-sighted initiatives. AlliedBarton's approach to transitioning a new account is based on designing and executing a highly customized transition plan based on the individual needs and environment of the contract, by employing the same methodology at each facility to guarantee a smooth, consistent, and seamless transition across the contract.	**Mitigated Result by awarding to AlliedBarton - LOW RISK SOLUTION**

Business Risk	Risk Level and Potential Outcome	AlliedBarton's Risk Mitigation Plan	Adjusted Risk Level
Loss of skill sets and institutional knowledge to support security services	HIGH RISK Perceived loss of basic and critical skill sets when contract efforts transition to AlliedBarton.	AlliedBarton's successful transition of large commercial and federal government contracts during past five years. Intent to hire a majority of incumbent security force personnel (substantiated by hiring record on numerous other contracts), which we will accomplish by: 1. Deploying HR specialists during the 30-day phase- in period. 2. Interviewing recently separated or transitioning military personnel. 3. Distributing AlliedBarton materials on our benefit structure, training, and educational opportunities via videos, booklets, and personal interviews. Identification and discussion with Port Authority counterparts during pre-phase- in and phase-in by AlliedBarton department managers to: 1. Identify the most critical ongoing work requirements and the personnel critical to accomplishing them. 2. Prioritize recruitment and hiring of essential people to avoid risk. Deploying a "best in class" training program. Conduct an immediate gap analysis to capture the all areas for immediate improvement.	**Mitigated Result by awarding to AlliedBarton- LOW RISK SOLUTION**

F.1.F. FINANCIAL CAPABILITY

The Proposer shall submit information establishing that it is financially capable of performing the Contract and possesses the corporate infrastructure to support the services required set forth in this solicitation.

In these uncertain economic times, **no other security company can match AlliedBarton's financial strength,** available resources or stability, providing the Port Authority with the confidence that your security partner will be there.

AlliedBarton understands the organizational experience, expertise, and financial strength that are required to manage a security program of the magnitude of the Port Authority's program for unarmed, uniformed security services at the Nation's gateway airports. We understand that the quality of security impacts the safety and quality of life of all airport employees, as well as travelers and the citizens of United States. Therefore, AlliedBarton is offering a well-trained, well-supervised workforce with superior expertise in securing critical infrastructure facilities with one goal in mind: **Provide World-Class security for the Port Authority of New York and New Jersey.**

Since August 2008, a majority of Allied Security Holdings' membership interests are held, indirectly, by a subsidiary of The Blackstone Group LP (BX), one of the largest and most respected equity and asset management companies in the world. This relationship has afforded us the following benefits:

1. As part of the Blackstone Group we participate in the same executive leadership programs in which that other Blackstone holdings companies, such as Hilton Worldwide chain, owner of the Waldorf Astoria, participate. Hence, further developing our expertise in customer service leadership programs.
2. The ability to successfully manage larger security programs that require financial depth and resources.
3. Buying power to lower overall overhead costs and pass these savings along to our clients.
4. It provides long-term stability to our clients and job security to our dedicated workforce.
5. We are well capitalized to pursue future acquisitions for further growth.

FINANCIAL CAPACITY

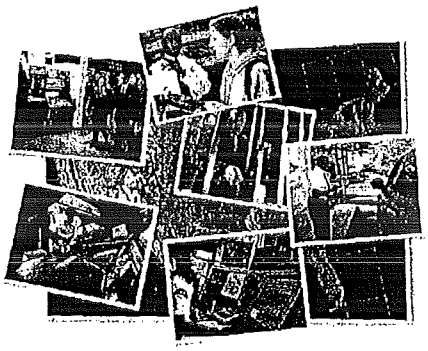
AlliedBarton has a track record of generating cash flows from operating activities which totaled $62.2 million, $52.4 million and $54.3 million for 2012, 2011 and 2010, respectively. As of December 31, 2012, the Company had $49.0 million of unused borrowing capacity under its revolving credit loan. The Company's total liquidity at December 31, 2012 was $182.0 million, which included the Company's access to additional term debt up to $125.0 million, and unrestricted operating cash of $8.0 million.

F.2.MANAGEMENT APPROACH

The firm shall provide a complete description of how it intends to staff, implement and manage the required services hereunder, including any information that it believes would be helpful to the Port Authority in assessing its management approach and ability to provide the services.

F.2.A. MANAGEMENT PHILOSOPHY

Clearly describe in detail your management philosophy and your approach to performance of the subject services.



AlliedBarton's overarching philosophy is that superior results are achieved through a strategic partnership with our clients. In a partnership, AlliedBarton is involved in a multitude of tasks with PANYNJ, and as such, becomes a key resource in security program design and problem resolution.

The partnership relationship provides shared benefits for each party in terms of creating value, continuous improvement and long-term business growth. Existing within the partnership are shared expectations. Each party participates in the security program's successes and failures. Each works with the other to improve, learn from mistakes and accept responsibility for problems. There is no finger pointing. The strategic partnership requires the security provider to assign a higher level, more qualified leaders and managers to take ownership of the program.

The strategic partnership is a level of relationship that we, at AlliedBarton, seek and achieve with our clients. Our company mission, operating principles and values are specifically designed to create the results that can best be achieved only through strategic partnering with PANYNJ.

AlliedBarton is an innovative provider of premium contract security and people-related services which offers uncompromising value and results to our customers. This is achieved through coupling AlliedBarton's core values and operating principles with those of PANYNJ. Our values are based on selecting the right employees, training them to exceed client expectations and providing them with a benefits package, support system and culture which sets AlliedBarton apart from other contract security companies. This focus on the basics combined with our thirst for innovation has made AlliedBarton unique and different. ***We passionately believe that if we take care of our people, our people will take care of our customers and protect their brand.***

OUR PHILOSOPHY

The reputation and strength of a company is mirrored in its basic mission for doing business and the principles under which it operates.

Our primary objective is clearly stated in our core purpose – **to serve and secure the people, homes and businesses of our communities**. Our business is focused on 100% customer satisfaction, world-class service and the respect and involvement of our employees. Our goal is to win the customer for life. In order to accomplish this, we must:

- Fully understand the expectations of our customers and pledge to meet or exceed these expectations on a consistent basis.
- Be customer-driven. We must earn our customer's loyalty every day through unparalleled service quality.
- Have a passion for excellence and understand that our pursuit of quality and continuous improvement is never-ending.
- Select only the best security professionals in the industry who are focused on protecting the client's property, employees, residents and tenants at a level unmatched in the business.
- Recognize that our employees are our most valuable resource. They are the ultimate determinant of customer satisfaction and service quality.
- Strive to provide true value and results for our customers. We demonstrate our leadership in the industry by consistently showing the financial benefits of AlliedBarton to our customer's business.

F.2.A.1. ORGANIZATIONAL CHART AND MANAGEMENT PROFILES

An organization chart for this project that identifies the relationship between the Project Manager, Principals, and other key individuals. Include their titles, office address, function, task responsibility and overall reporting relationships.

Submit a profile of each person identified in the organization chart that describes how his or her experience and technical capabilities will assist in the successful performance and completion of the Contract.

Include the number and relevant experience of all managerial and supervisory personnel proposed to be dedicated to the Contract.

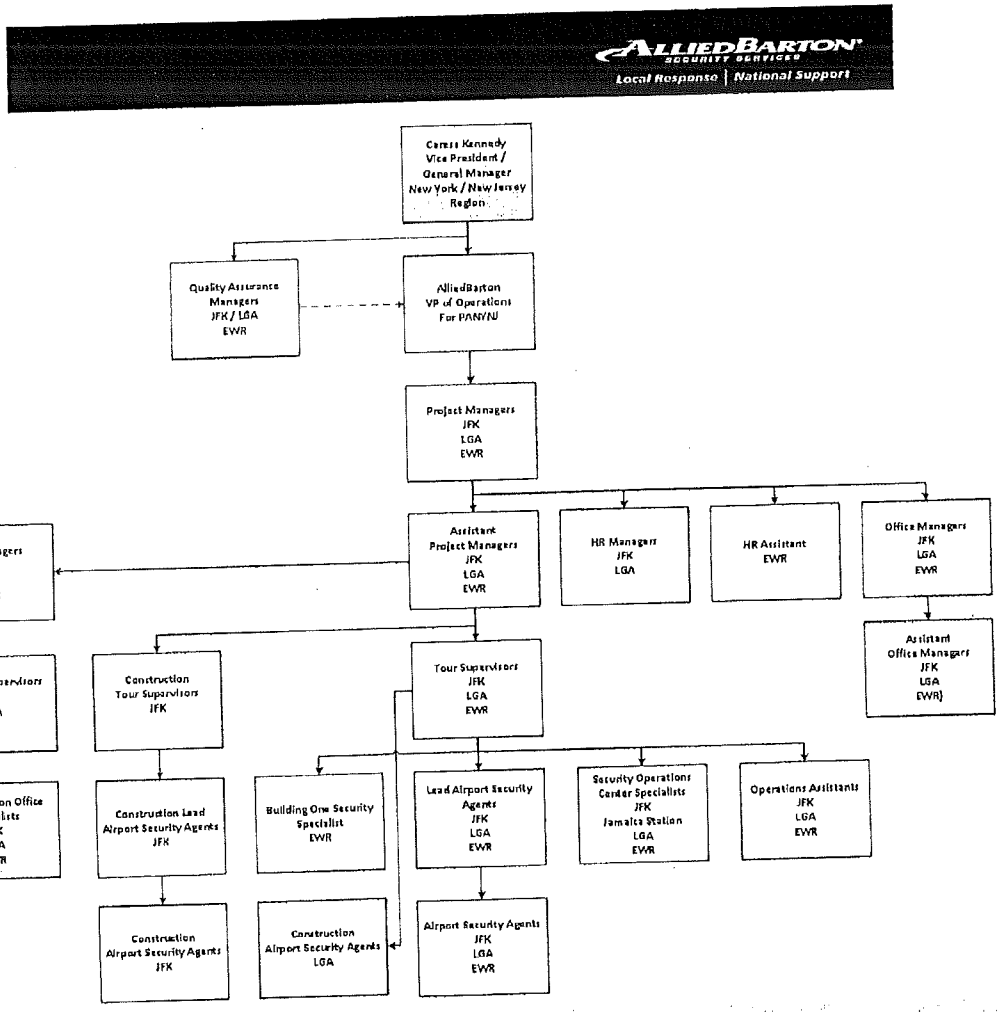
AlliedBarton's Management Focus is on providing world-class security and customer service.

Management Team Dedicated to the Port Authority Contract	
Vice President of Operations	
3 Program Managers	JFK, LGA, EWR
3 Assistant Program Manager	JFK, LGA, EWR
2 Human Resource Managers	JFK, LGA
1 Human Resource Assistant	EWR
3 Office Managers	JFK, LGA, EWR
3 Assistant Office Managers	JFK, LGA, EWR
3 IOS Managers	JFK, LGA, EWR
2 Quality Assurance Manager	
If services are required for SWF and TEB, AlliedBarton will have an additional dedicated Project Manager to oversee these services.	

One of our unique service features that sets us apart from other companies and exhibits our passion for customer support is our industry leading security officers - to - supervisor ratio. Law enforcement and military organizations have repeatedly demonstrated there is an ideal span of control for supervision and management of a force. Exceeding the limits for management erodes the quality of any security program. AlliedBarton's management program for the Port Authority is structured to ensure security officers receive consistent supervision.

AlliedBarton has a well-established and proven operating model that has been tailored for fulfilling the Port Authority's security program. It provides for centralized management, liaison, and communications with each Airport Security Manager. AlliedBarton's Vice President of Operations for the Port Authority will have corporate responsibility for the success of this program and has an established, seasoned management team committed to effective organizational leadership and that has proven to be responsible in managing similar programs. Our management team is charged with understanding the Port Authority's mission, goals and recognizing what it takes to meet obligations necessary to provide for the protection of the people and property entrusted in our care, and to provide for security and safety of staff, partners and visitors to the Port Authority's airports. These obligations include adhering to a stringent accountability of security force and government requirements while ensuring AlliedBarton's mission is conducted in a proficient, productive and cost-effective manner.

AlliedBarton's contract management program for the Port Authority security contract is designed to ensure there is always a manager available to respond to any request and provide support for any event, regardless of the time of day or day of week.


ALLIEDBARTON SECURITY SERVICES
Local Response | National Support
Ceress Kennedy
Vice President /
General Manager
New York / New Jersey
Region
Quality Assurance
Managers
JFK / LGA
EWR
AlliedBarton
VP of Operations
For PANYNJ
Project Managers
JFK
LGA
EWR
IOS Managers
JFK
LGA
EWR
Assistant
Project Managers
JFK
LGA
EWR
HR Managers
JFK
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Specialist
EWR
Lead Airport Security
Agents
JFK
LGA
EWR
Security Operations
Center Specialists
JFK
Jamaica Station
LGA
EWR
Operations Assistants
JFK
LGA
EWR
Construction
Airport Security Agents
JFK
Construction
Airport Security Agents
LGA
Airport Security Agents
JFK
LGA
EWR

Person/Title	Office Address	Experience and Capabilities	Responsibilities	Reports To
Caress Kennedy VP/GM NY/NJ Region	229 W. 36 Street 11th Floor New York, NY 10018	40 years of leading large staffing organizations.	Overall responsibility for NY/NJ Region success, of which PANYNJ will be a major portion.	Ron Rabena President of Operations
VP of Operations PANYNJ	229 W.. 36 Street 11th Floor New York, NY 10018	Over 30 years law enforcement experience, success, and distinguished career, including 20+ years at PANYNJ	Overall responsibility for PANYNJ Contract success.	Caress Kennedy VP/GM
Frank Claccio Quality Assurance Manager	229 W.. 36 Street 11th Floor New York, NY 10018	Over 20 years law enforcement and leadership experience. Leads team of QA inspectors responsible for over 30,000 annual inspections in NY/NJ Region	Design and implement a Total Quality Management program at PANYNJ which will ensure of a world-class security program.	Caress Kennedy VP/GM
Martin Feeney JFK Project Manager	JFK Airport	20 years law enforcement experience; led AlliedBarton's transition team at ORD	Successful transition and implementation of the security program at JFK	VP of Operations PANYNJ
Pat O'Shaughnessy JFK Assistant PM	JFK Airport	20 years law enforcement experience, currently manages security operations for the City of NY and works in a SOC at JFK	Successful transition and implementation of the security program at JFK	JFK Project Manager
Doreen Metcalf JFK HR Manager	JFK Airport	HR professional with 15+ years HR experience; knows all aspects of AlliedBarton's processes related to HR and labor relations	Ensure proper personnel file compliance and labor harmony for all JFK staff employees	JFK Project Manager
Yolanda Henderson JFK Office Manager	JFK Airport	Seasoned office manager in the NY metro area in both the private and public sector	Supervise clerical staff, ensure contract compliance, reconciliation, any other project as directed by PM	JFK Project Manager
Anthony Rentas JFK Assistant Office Manager	JFK Airport	Seasoned recruiter and process manager	Complete payroll and scheduling, record discrepancies, assist OM as needed	JFK Office Manager

Person/Title	Office Address	Experience and Capabilities	Responsibilities	Reports To
Nancy Leon JFK IOS Manager	JFK Airport	Seasoned ID office professional at JFK, expert office management skills	Manage the ID Office staff in all aspects of their duties and schedule to ensure complete accuracy, coverage, and customer satisfaction.	JFK Project Manager
Ed Moss LaGuardia Project Manager	LaGuardia Airport	Retired PAPD distinguished career and experience in all aspects of PA security and public safety	Successful transition and implementation of the security program at LGA	VP of Operations PANYNJ
Richard Ruiz LGA Assistant PM	LaGuardia Airport	Retired PAPD distinguished career and experience in all aspects of PA security and public safety	Successful transition and implementation of the security program at LGA	LGA Project Manager
Eve Monroe LGA HR Manager	LaGuardia Airport	Seasoned HR professional who holds a law degree and is well versed in all aspects of HR and labor law	Ensure proper personnel file compliance and labor harmony for all LGA staff employees	LGA Project Manager
Marta Bochenek LGA Office Manager	LaGuardia Airport	Experienced office manager with a BA from St Joe's University, finance and payroll admin experience	Supervise clerical staff, ensure contract compliance, reconciliation, any other project as directed by PM	LGA Project Manager
Jenifer Perez LGA Assistant Office Manager	LaGuardia Airport	Office assistant and staffing experienced professional	Complete payroll and scheduling, record discrepancies, assist OM as needed	LGA Office Manager
Diane Pennicott LGA IOS Manager	LaGuardia Airport	Bachelor's degree in Business Administration, extensive airport experience in similar capacity at LGA & JFK	Manage the ID Office staff in all aspects of their duties and schedule to ensure complete accuracy, coverage, and customer satisfaction.	LGA Project Manager
Robert Sbarra Newark Project Manager	Newark Airport	Retired PAPD distinguished career and experience in all aspects of PA security and public safety	Successful transition and implementation of the security program at EWR	VP of Operations PANYNJ

Person/Title	Office Address	Experience and Capabilities	Responsibilities	Reports To
John Kocotos EWR Assistant PM	Newark Airport	Emergency Management expertise of over 15 years, Quality Assurance program management	Successful transition and implementation of the security program at EWR	EWR Project Manager
Zuri Ramos EWR Assistant HR Manager	Newark Airport	20 years professional experience, with the past 13 years specifically as an HR manager	Ensure proper personnel file compliance and labor harmony for all EWR staff employees	EWR Project Manager
MaeFrances Pearson EWR Office Manager	Newark Airport	BS degree from Rutgers, experience in all aspects of Office Management	Supervise clerical staff, ensure contract compliance, reconciliation, any other project as directed by PM	EWR Project Manager
Allison London EWR Assistant Office Manager	Newark Airport	25 years experience as an office administrator, 10 years specifically in security industry	Complete payroll and scheduling, record discrepancies, assist OM as needed	EWR Office Manager
Walter Kaminski EWR IOS Manager	Newark Airport	Bachelor's Degree in Criminal Justice from Rutgers, extensive experience in security, access control, and loss prevention, current employee at EWR	Manage the ID Office staff in all aspects of their duties and schedule to ensure complete accuracy, coverage, and customer satisfaction.	EWR Project Manager

F.2.A.2. COMMUNICATION WITH THE AUTHORITY

Approach to keeping the Authority informed of any issues and progress during performance of the contemplated services.

At AlliedBarton, each level of management and supervision has minimum client contact requirements as part of our **"Client Intimacy Standards."** The Port Authority can expect at a minimum the following interactions with AlliedBarton's management team:

- **Project Managers** – The AlliedBarton Project Managers will be onsite and available to meet daily and will meet formally a minimum of once per week to facilitate a briefing to their respective Airport Security Managers to address performance, quality control, scheduling, invoices, and other contractual, technical, or delivery issues. AlliedBarton will also provide access to telephone and computer-based conferencing tools at no charge in the event that it is not possible for the Project Managers or other designated briefing participants to accommodate meeting in person. AlliedBarton uses telephone and online conferencing tools to leverage schedules and adapt to the often unpredictable demands placed on security managers. Minutes from meetings will be archived and distributed to all required participants using the secure document management tools. The Project Managers are available to the Port Authority 24/7.
- **Vice President of Operation** – The dedicated Vice President of Operations will be a positive presence at PANYNJ facilities who will be onsite at PANYNJ or in communication with AlliedBarton onsite management daily. The VP of Operations will have no other responsibilities other that the PANYNJ contract and is available to support the Project Managers and on-site management teams 24/7.
- **Vice President / General Manager** (Caress Kennedy) – During contract transition and the first six months of contract performance, the Port Authority will be visited monthly by the VP/GM and quarterly thereafter. Caress is available to support the Port Authority management team 24/7.
- **Division President** (John Redden) – At a minimum, Port Authority will be visited by the Government Services Division President twice per year and will be a participant at least annually in the Port Authority Quarterly Quality Performance Reviews.

Communications Tools

AlliedBarton deploys a variety of channels with which to communicate. They include client directed information tools such as *access*AlliedBarton and AlliedBarton's Service Assurance Centers which can be reached through our toll-free hotline. While the Vice President of Operations and the respective project managers are the primary contact for the Port Authority, in the extremely unlikely event you are unable to reach them by phone, we offer our 24/7, fully staffed Service Assurance Center (SAC). We maintain two SAC's nationally to ensure business continuity, both staffed with AlliedBarton professionals capable of assisting in connecting you with account contacts or senior executives as needed. In addition, these centers are able

Service Assurance Center Advantages:

- Operates round the clock, 365 days a year.
- District office calls are forwarded to the Service Assurance Centers at the close of each business day.
- Service Assurance Centers dispatch calls and messages immediately to the appropriate manager, whether by home phone, or cell phone.

to access scheduling records, training records and other aspects of the Port Authority security program, to assist with deploying additional officers or otherwise addressing an immediate concern.

In addition to their communications responsibilities, the Service Assurance Centers also administer automated scheduling and invoicing systems. These integrated systems are a backup, redundant system to ensure accuracy and ultimately, customer satisfaction. Using PostWatch and Biometric technology AlliedBarton's Service Assurance Center ensures that the right people with the right skills are on post every day, at every location. PostWatch, AlliedBarton's real-time check-in, staffing and record-keeping system, is directly administered through our Service Assurance Center. Our Service Assurance Center is staffed by professionally-trained representatives who are available 24 hours a day, 365 days a year.

Reports Available to the Port Authority

We provide our clients with reports to record activities, to account for performance, and to establish courses of future action. We are extremely conscious about consistency in performance and believe that "what gets measured gets done". To ensure this, we account for our performance through reporting generated either electronically from automated systems or manually through completion of standardized forms.

Management reporting is consistent across all of our operating units. We are capable of producing summary reports by airport and consolidated summary reports for all Port Authority activities.

We have the ability to generate exception reports in real time through the use of our WinTeam database. Specific contract requirements will be established within our Compliance Tracker feature and updated as both training and other customer specific inputs are completed. Reports are then accessible by any AlliedBarton Manager upon request.

AlliedBarton's automated scheduling system, WinTeam, is accessible via AlliedBarton's secure intranet. AlliedBarton management can access the online schedule from anywhere – their on-site computer at the airport, their mobile phone, or from a remote location – to revise the schedule as needed. Whether client service specifications require adjusting, or officers' schedules have changed, all revisions are made quickly and easily and are effective in real time.

WinTeam Reporting and Tracking System

WinTeam®, AlliedBarton's fully integrated payroll, billing and scheduling system, automates and enhances our core business functions and allows us to create customized reporting for our customers. The WinTeam scheduling system also allows us to provide: shift personnel their schedules on a bi-weekly basis; warnings on overtime and scheduling conflicts; performance criteria; personnel information; streamlined payroll and billing for accurate and timely data, and; detailed reports to Port Authority.

The WinTeam system also permits AlliedBarton to track all aspects of an employee's pay, training and accomplishments. Through this

Sample WinTeam Reports:

- Award Compensation List
- New Hire Report
- Employee Termination Report
- Employee Termination – Issued Items Recovery
- Turnover Summary by Location
- Un-staffed Position Report
- Scheduling Report
- Timekeeping by Day/Location
- Training Hours by Location
- Inventory and Equipment Reports

comprehensive database and tracking system, AlliedBarton can easily provide reports regarding employee pay increases, training levels achieved, and test scores.

Compliance Tracking

A valuable aspect of the WinTeam software system is the compliance module, where training records for AlliedBarton personnel are captured and easily retrieved for review. This facet of the WinTeam software system's capability enables management to effectively monitor and evaluate the training qualification levels of our employees as they progress through training courses, including specialty courses, refresher training, and self-study curricula. This capability provides an invaluable tool for coaching employees, for assuring the scheduling of properly trained employees, for tracking and encouraging continued professional development, and allows AlliedBarton the opportunity to offer precise tracking and reporting documentation to Port Authority.

Daily Activity

Each officer is required to maintain a daily activity report. This report will briefly outline the activities performed and situations encountered in the course of the officer's daily shift.

Inspection Reports

One of the primary tools of the supervision process is conducting inspections. Inspections help us ensure we are meeting our contracted obligations all times. AlliedBarton inspects security services at client sites on a routine and random basis.

- Inspections offer the opportunity for AlliedBarton management to work with security officers, providing hands-on training and supervisory support.
- Officers demonstrate their proficiency at their duties under close, expert observation.
- Ongoing inspections help ensure that officers consistently meet or exceed your expectations.
- Inspections provide positive reinforcement, solicit feedback and promote communications among supervisors and field personnel.

Performance Indicators and Quarterly Business Review

We have created "dashboard" measurements that help instill a continuous improvement process that is reviewed in a formal Quarterly Business Review by our management team. A key to customer satisfaction is effective communication between AlliedBarton and our customers. Expressing ideas and/or information on needs or desires is critical in any partnership. We will meet regularly with the Airport Security Managers to discuss our performance and to identify opportunities for specific improvements and enhancements.

As part of servicing Port Authority Key Performance Indicators based upon service deliverables will be established and measured. During the QBR, we will evaluate the KPI results and identify positive trends and areas for improvement. If negative trends are identified, AlliedBarton will prepare and execute an Action Plan to address the issue. The QBR will also allow both parties to review significant successes and challenges encountered during the past quarter and identify goals and objectives for future periods.

Client Survey

Electronic surveys are sent to our customers (frequency is determined by our client) to identify levels of satisfaction with our services. Results are then consolidated and serve as a discussion point for the QBR.

Employee Survey

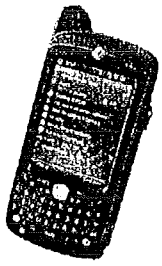
Employee surveys are conducted to determine employee satisfaction and solicit suggestions and improvement initiatives.

Customer Connection

Customer Connection is our formalized, continuous service improvement process designed specifically to ensure that we consistently meet and exceed our customers' needs and expectations.

AlliedBarton's Customer Connection program is designed to enhance customer communication and provide proactive measurements of customer satisfaction. The program's hotline, email and online form that are all dedicated strictly to customer communication and staffed 24 hours a day by highly-trained service assurance specialists. The local management team serves as the main point of contact, but Customer Connection provides an additional resource for after-hours assistance or situations when you would need to contact AlliedBarton's corporate office.

Customer Connection also incorporates a multi-level structured survey process that encourages ongoing customer feedback and assesses performance. Detailed survey results are distributed to local and regional management teams for immediate follow-up. Trend reports are also generated on a monthly basis and reviewed by AlliedBarton's Senior Management team as well as our Customer Connection Committee. This feedback allows for continuous improvement as we are not just looking for potential issues but also potential improvement opportunities.



Incident Reporting

AlliedBarton utilizes the D^3 virtual security operations center (vSOC) for tour management and incident reporting. The system is web-based, with input provided either via laptop or through the mobile devices (pictured) which will be carried by Tour Supervisors and select LASAs and ASAs. The mobile device has the ability to take pictures of the incident which are wirelessly uploaded to the vSOC system. The D^3 system operates in real-time, allowing AlliedBarton and PANYNJ management to be able to access incident reports immediately, from any computer or handheld device with Internet access. Utilizing this technology, incident reporting is more accurate, efficient and creates a searchable chronological database of incidents which can be easily analyzed to determine trends which can result in a safer and more secure working environment. Incident report analysis from the D^3 system will be a critical part of the Quarterly Business Review.

Detailed Reporting

Regularly scheduled assessments will be reported and reviewed in meetings between the Port Authority contract manager and the AlliedBarton Vice President of Operations.

Additional quarterly business review meetings occur within our management, our program and regional operations management and other representatives. These reviews provide both an opportunity to

benchmark what we have accomplished together and to establish appropriate direction and measurement criteria for future goals.

Additionally, all report information can be analyzed, arranged, displayed, or otherwise custom formatted to meet the specific requirements of Port Authority.

Performance Management Tool – ActiveStrategy

As referenced earlier in our response, we are providing ActiveStrategy as an enhanced customer communications tool. Proposing the use of ActiveStrategy will provide the Port Authority with the following major capabilities and benefits:

a. Real time KPI management – executive dashboards and details data

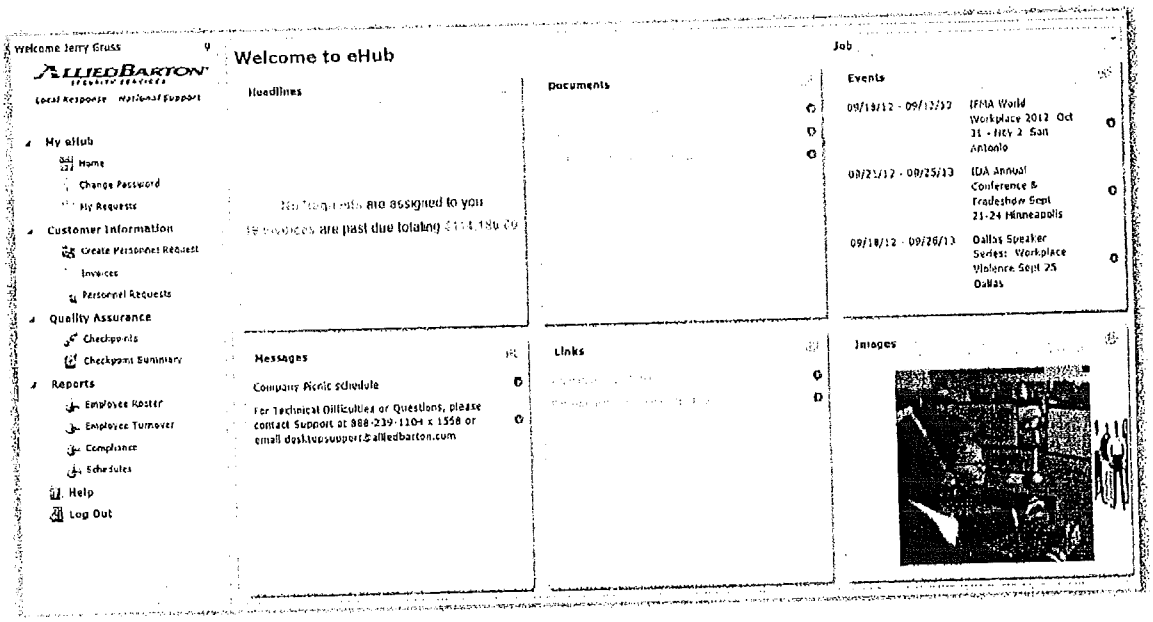
b. Corrective Action Plans

c. Quarterly Business Review platform

d. All key Port Authority Security Management personnel have access

accessAlliedBarton

*access*AlliedBarton[SM],AlliedBarton's secure client website, is dedicated to collaboration and information sharing to help increase productivity and enhance compliance.



This convenient system is available to AlliedBarton clients at no charge and offers many benefits, including:

a. **On line invoices and backup data**

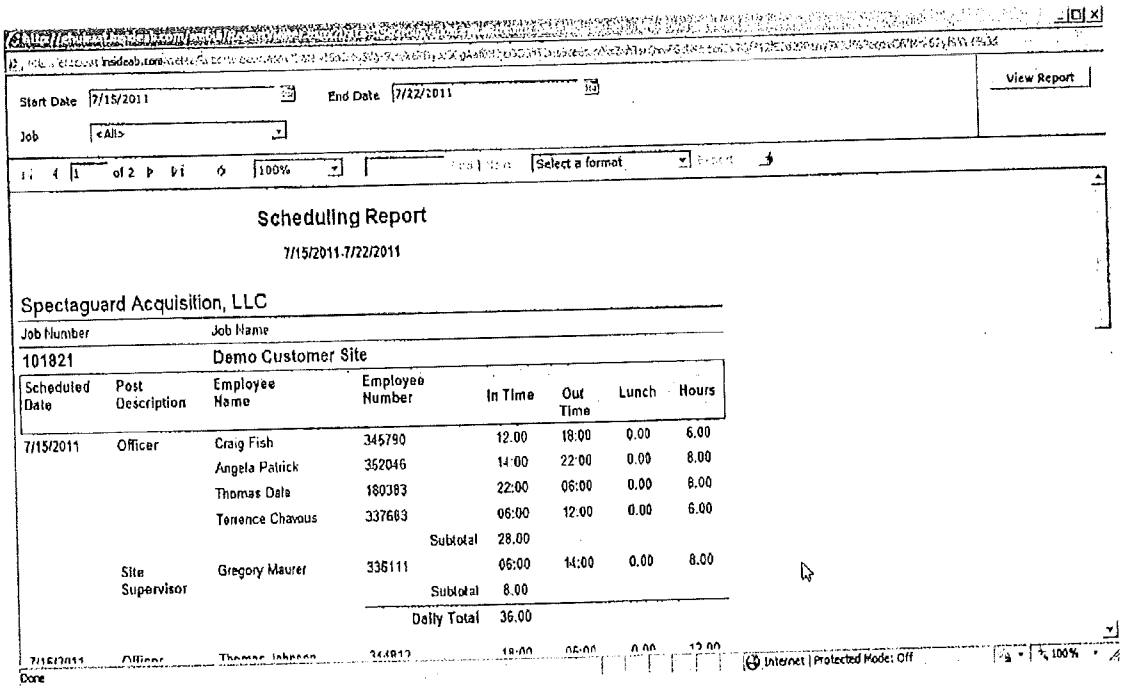
With *access*AlliedBarton, you always know your payment status and can view past invoices for the last 18 months.

- Access invoices whenever you want
- Print, save or export invoices in whatever format you prefer
- View billing and payment information by time and location, for the information you need, when you want it
- Quick access to past data for security program planning and budgeting
- A sustainable solution – save paper and reduce waste

b. Scheduling activity reports

*access*AlliedBarton allows you to view regular posts, extra and scheduled coverage, and employee rosters as well as export and print schedules.

- Get real-time knowledge of which security officers are on-site or who is scheduled to be working at your facility
- See what level of coverage you have at any given time



c. Extra coverage requests

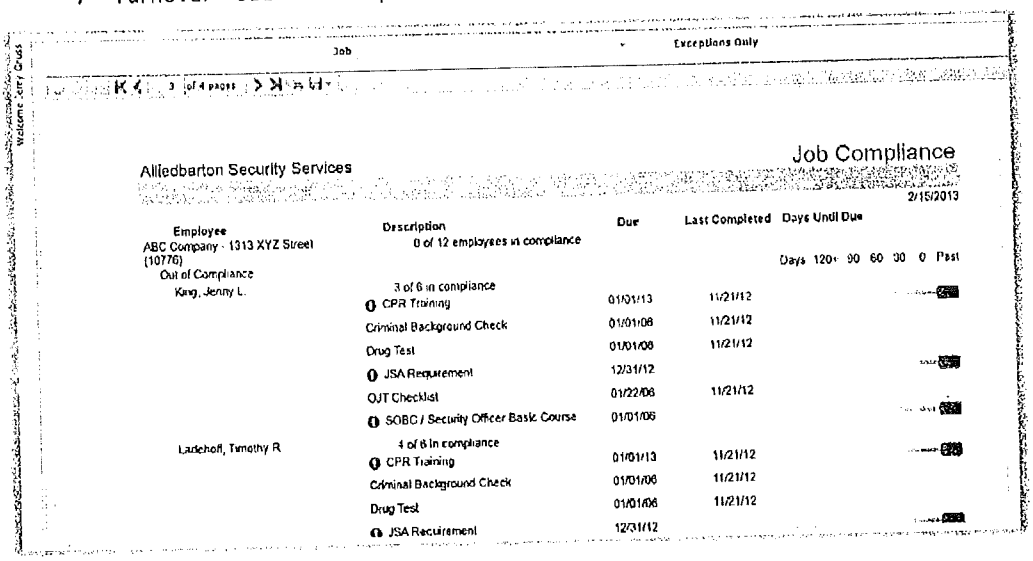
Using the online ordering feature, you can request temporary or additional security coverage any time of day.

- Receive order confirmations and see order status
- Your AlliedBarton manager is automatically notified

d. **Training compliance reporting - <u>Reporting Made Easy</u>**

*access*AlliedBarton allows you to view and export data on

- Scheduling - see which security officers are on site or who is scheduled to work your facility
- Employee Rosters – shows the security officers assigned to your site with contact information, hire date, date first worked at your site
- Compliance – besides the mandated AlliedBarton compliance items such as licensing, background checks, and OJT, this report also shows client mandated training performed and/or when it is due
- Turnover – see the site specific turnover on your account for the time period specified


Job Exceptions Only

Alliedbarton Security Services — Job Compliance — 2/15/2013

Employee	Description	Due	Last Completed	Days Until Due
ABC Company - 1313 XYZ Street (10776)	0 of 12 employees in compliance			Days 120+ 90 60 30 0 Past
Out of Compliance				
King, Jenny L.	3 of 6 in compliance			
	CPR Training	01/01/13	11/21/12	
	Criminal Background Check	01/01/08	11/21/12	
	Drug Test	01/01/08	11/21/12	
	JSA Requirement	12/31/12		
	OJT Checklist	01/22/08	11/21/12	
	SOBC / Security Officer Basic Course	01/01/06		
Ladehoff, Timothy R	4 of 6 in compliance			
	CPR Training	01/01/13	11/21/12	
	Criminal Background Check	01/01/08	11/21/12	
	Drug Test	01/01/08	11/21/12	
	JSA Requirement	12/31/12		

e. **Shared document repository - Data Sharing Made Easy**

*access*AlliedBarton allows data to be shared with clients, managers, and security officers

- it can be site or client specific and in the form of documents, links, messages, pictures, and events

F.2.A.3. QUALITY CONTROL / QUALITY ASSURANCE

Approach to quality control /quality assurance in terms of both technical review and compliance with the overall Contract and schedule requirements.

We consider our customer's needs to be a critical part of our security programs, therefore a Quality Control / Quality Assurance Plan that exceeds the Port Authority's expectations will be a key element of a customized security program for you. While we are here to facilitate the program, your expectations, questions and concerns are the foundation for our operations at your site. **Our quality assurance initiatives demonstrate our commitment to providing well-trained security officers, hands-on managers, and "getting it right the first time."**

By combining qualified people, efficient technology and proven processes, operations and compliance are monitored and reported with full disclosure, transparency and client participation. The objective is to meet or exceed agreed upon quality and contract metrics. The premise is to be proactive and thus isolate issues before they become problems; identify Action Plan owners and solutions; and communicate clearly to clients to support awareness, engagement and assurance. Programs are customized to meet individual site performance standards.

Quality Assurance Manager that are professionals and understand the industry and can competently address any issues that arise or needs that change will be dedicated to the Port Authority account while directly report to the AlliedBarton's New York/New Jersey Director of Quality Assurance.

AlliedBarton addresses the issue of Quality Control / Quality Assurance on two levels as outlined below in our response:

- Security Officer/Site Level Quality Assurance
- Portfolio Level / Program Performance Quality Assurance

Security Officer / Site Level Quality Assurance

Security Officer Inspections

The AlliedBarton management team consisting of Program Managers, Assistant Program Managers, Office Managers, Human Resource Managers, Operations Assistants, Tour Supervisors, and Quality Assurance Monitors dedicated to daily activities at the airports will be committed to regular, nonscheduled inspections at each airport. Management uses these inspections to promote consistent service delivery. The Port Authority will benefit from the local team inspecting security services on a routine and random basis.

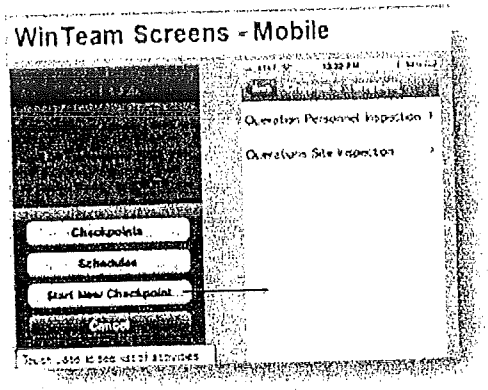
- Inspections offer the opportunity for management to work with security officers, providing hands-on training, mentoring and supervisory support.
- Officers demonstrate proficiency at their duties under close, expert observation.
- Ongoing inspections ensure officers consistently meet your expectations.
- Inspections provide positive reinforcement, solicit feedback and promote communications among supervisors and field personnel.
- Inspections allow us to identify any areas that need improvement or perhaps suggest changes in post orders that will result in better service.

Security Officer Performance Evaluations

Hourly personnel and management staff receive formal performance evaluations every year. All evaluations are tracked in our integrated human resources system.

Security Officer Testing

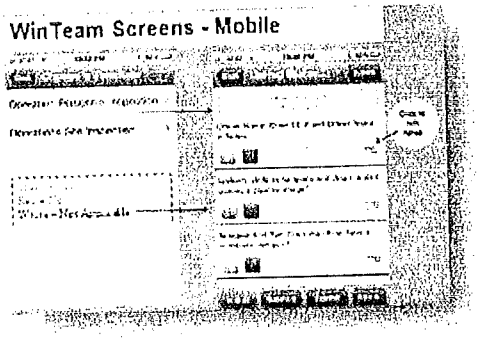
Following on-the-job training, AlliedBarton administers facilities tests, which will verify that each security officer is knowledgeable about the airports and well trained for the job, including how to handle emergencies. Officers are tested on the Port Authority's policies and procedures, post responsibilities to include emergency response procedures, and recognizing and reporting incidents, as well as other tasks important to providing effective security at the airports. Regional Field Managers also conduct operational audits, inspections and procedural reviews with ASAs to thoroughly evaluate our program at the Port Authority airports.



accessAlliedBarton Quality Assurance Module

AlliedBarton has developed a new technology through our accessAlliedBarton client Portal which is iPhone/Smartphone driven. This Quality Assurance module will be used by AlliedBarton field operations management personnel to create, manage, and report on Security Officer inspections – currently labeled as "Checkpoints". Checkpoints can be used to create and respond to questions, act based on responses and share results.

Create and respond to questions



- Create questions, specify available responses and build a question list or 'Checkpoint Template'.
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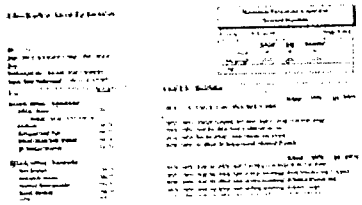

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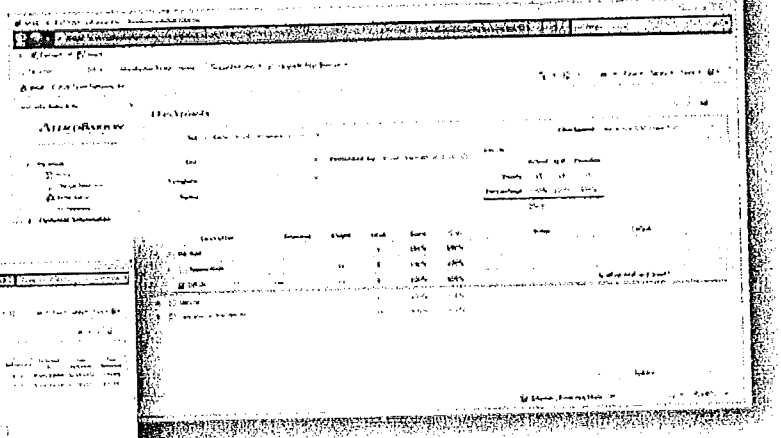

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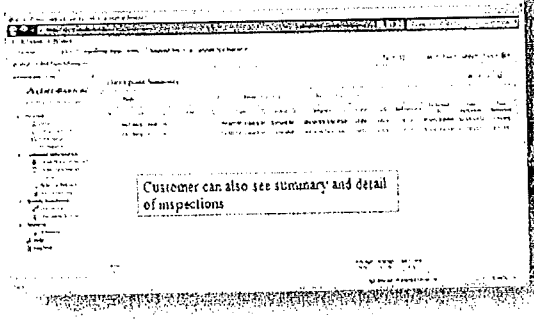

Portfolio Level / Program Performance Quality Assurance

Quality is the foundation of AlliedBarton's security services. It is the factor that **consistently differentiates us from other companies**, and it's the primary reason we're regarded as the industry's most responsive security services provider.

Our management group works as a team in order to develop and implement innovative new programs and operational practices. We use cross-functional teams for special quality-improvement initiatives. District staff works toward the common objective of providing service that exceeds your expectations. Our security officers pledge their commitment to

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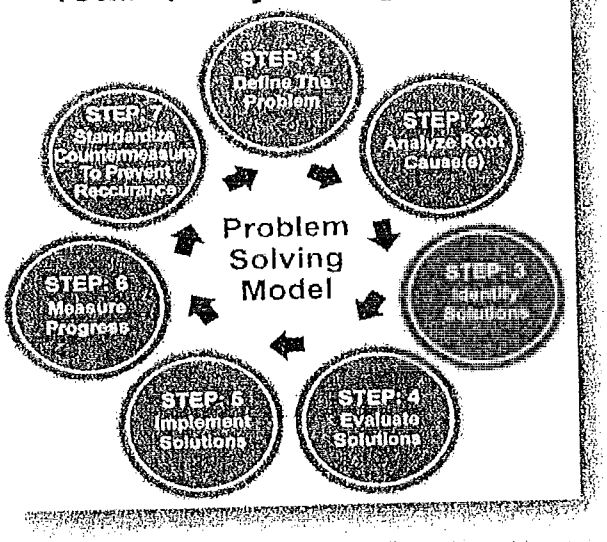

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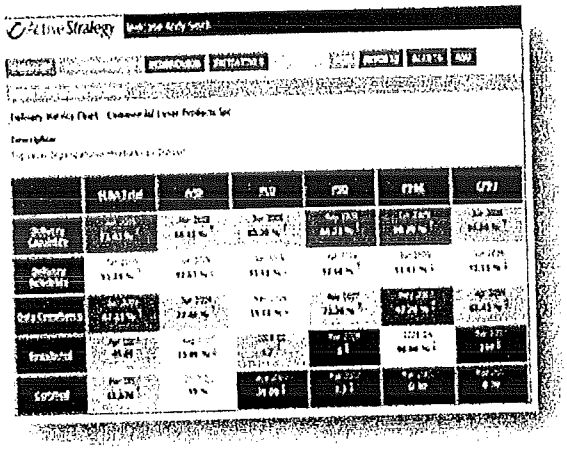

F.2.A.4. TRANSITION PLAN

Description of your firm's start-up and transition plans.

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AlliedBarton's New York/New Jersey region transitioned over 25,000 hours per week of new service in 2012

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Staffing includes Account Manager, Supervisors, and Gate Officers controlling access to the Port's facilities. All AlliedBarton security officers receive specialized training in accordance with the Maritime Transportation Safety Act of 2002 and possess valid Transportation Worker's Identification Card prior to assignment at the Port.

AlliedBarton's security program includes contingency force capable of rapidly upgrading the number of posted officers to comply with changes in MARSEC levels, as dictated by the US Coast Guard. Responsibilities include enforcement of facility security plan; access control of persons, vehicles and other property; escorting of non-badged personnel; vehicle search and inspections, site surveillance activities includes mobile patrols, and security equipment monitoring; responding to emergency situations; and participating in exercises and drills in compliance with 33 CFR 104 and 33 CFR 105.

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The District of Columbia School District is comprised of 125 schools and educational centers across the city of Washington D.C. serving a population of 45,000 Students and 51,425 faculty and staff.

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are screened daily at each facility.

AlliedBarton's security program includes a daily contingency force capable of rapidly upgrading the number of posted officers to comply with changes in security levels, as dictated by the Superintendent of Schools and the Metropolitan Police Department. Responsibilities include enforcement of the District's safety and security plan; access control and screening if all persons entering DCPS property, vehicles and other property; escorting of non-badged personnel; package search and inspections, site surveillance activities including mobile patrols, interior and exterior patrols and security equipment monitoring; responding to emergency situations; and participating in exercises and drills.

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NYIT operates at 3 campuses in the NY Metro area, all of which are secured by AlliedBarton. New York Institute of Technology (NYIT) offers 90 degree programs, including undergraduate, graduate, and professional degrees, in more than 50 fields of study, including architecture and design; arts and sciences; education; engineering and computing sciences; health professions; management; and osteopathic medicine. A non-profit independent, private institution of higher education, NYIT has 14,000 students attending campuses on Long Island and Manhattan, online, and at its global campuses. NYIT sponsors 11 NCAA Division II programs and one Division I team.

Client: Novartis **Start Date: May 11, 2012** **Hours Per Week: 9000+**

Novartis provides healthcare solutions that address the evolving needs of patients and societies. Focused solely on healthcare, Novartis offers a diversified portfolio to best meet these needs: innovative medicines, eye care products, cost-saving generic pharmaceuticals, consumer health products, preventive vaccines and diagnostic tools. The contract to provide security services at Novartis locations was held and managed by Jones Lang Lassalle, a 3rd Party Facilities Management Company. The scope of work included 17 locations in 10 states, including sub-contracted locations in Puerto Rico and Canada. Additionally, 2 of the locations operated under Collective Bargaining Agreements. Over 3000 hours per week of service were transitioned in NJ.

Client: Macerich **Start Date: Oct 1, 2011** **Hours Per Week: 40,000+**

Macerich aligns exceptional retail properties in attractive U.S. markets with the business goals of the nation's retailers and the shopping preferences of local consumers. The company is one of the country's leading owners, operators and developers of major retail properties. AlliedBarton successfully transitioned nearly 1050 propriety employees in 45 days. The scope of work included 72 locations in 18 states involved transferring ownership of all equipment and vehicles and the purchase and installation of new computers and networks. Over 4000 hours per week of service were transitioned in NY & NJ.

Client: Ford Motor Company **Start Date: July 1, 2011** **Hours Per Week: 21,000+**

Ford's reputation speaks for itself. Ford Motor Company is focused on creating a strong business that builds great products that contribute to a better world. AlliedBarton was awarded all of the company's Manufacturing, Research and Development, Corporate Offices and Parts Depot facilities. The scope of

work included 55 locations in 21 states and 6 locations subcontracted in Canada, most of which operated under a collective bargaining agreement. The varying business units required operational success in everything from trained firefighters and HAZMAT Response Teams at Ford's manufacturing facilities to highly customer service focused Security Officers in the corporate offices.

Client: Boeing **Start Date: March 31, 2011** **Hours Per Week: 30,000+**

Boeing Defense, Space & Security combines manned and unmanned airborne capabilities, intelligence and security systems, communications architectures and extensive large-scale integration expertise across several diverse business areas. AlliedBarton was awarded all of the company's Defense, Space and Security facilities in December 2010 and transitioned over a 90 day period. The scope of work included 800 Armed and Unarmed Security Officers in 16 states. Some of the services provided to Boeing include classified alarm response, classified material destruction, UL 2050 command center operators, executive drivers and Aircraft Rescue and Firefighting (AARF).

F.2.A.3. QUALITY CONTROL / QUALITY ASSURANCE

Approach to quality control /quality assurance in terms of both technical review and compliance with the overall Contract and schedule requirements.

We consider our customer's needs to be a critical part of our security programs, therefore a Quality Control / Quality Assurance Plan that exceeds the Port Authority's expectations will be a key element of a customized security program for you. While we are here to facilitate the program, your expectations, questions and concerns are the foundation for our operations at your site. **Our quality assurance initiatives demonstrate our commitment to providing well-trained security officers, hands-on managers, and "getting it right the first time."**

By combining qualified people, efficient technology and proven processes, operations and compliance are monitored and reported with full disclosure, transparency and client participation. The objective is to meet or exceed agreed upon quality and contract metrics. The premise is to be proactive and thus isolate issues before they become problems; identify Action Plan owners and solutions; and communicate clearly to clients to support awareness, engagement and assurance. Programs are customized to meet individual site performance standards.

Quality Assurance Manager that are professionals and understand the industry and can competently address any issues that arise or needs that change will be dedicated to the Port Authority account while directly report to the AlliedBarton's New York/New Jersey Director of Quality Assurance.

AlliedBarton addresses the issue of Quality Control / Quality Assurance on two levels as outlined below in our response:

- Security Officer/Site Level Quality Assurance
- Portfolio Level / Program Performance Quality Assurance

Security Officer / Site Level Quality Assurance

Security Officer Inspections

The AlliedBarton management team consisting of Program Managers, Assistant Program Managers, Office Managers, Human Resource Managers, Operations Assistants, Tour Supervisors, and Quality Assurance Monitors dedicated to daily activities at the airports will be committed to regular, nonscheduled inspections at each airport. Management uses these inspections to promote consistent service delivery. The Port Authority will benefit from the local team inspecting security services on a routine and random basis.

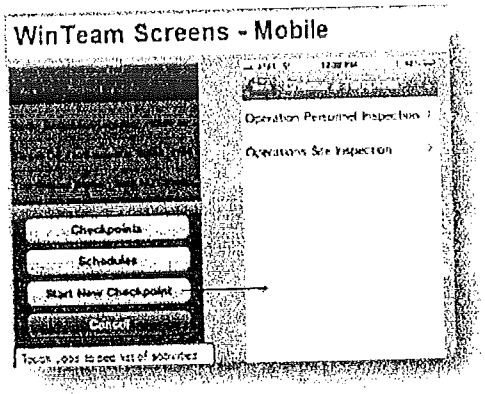
- Inspections offer the opportunity for management to work with security officers, providing hands-on training, mentoring and supervisory support.
- Officers demonstrate proficiency at their duties under close, expert observation.
- Ongoing inspections ensure officers consistently meet your expectations.
- Inspections provide positive reinforcement, solicit feedback and promote communications among supervisors and field personnel.
- Inspections allow us to identify any areas that need improvement or perhaps suggest changes in post orders that will result in better service.

Security Officer Performance Evaluations

Hourly personnel and management staff receive formal performance evaluations every year. All evaluations are tracked in our integrated human resources system.

Security Officer Testing

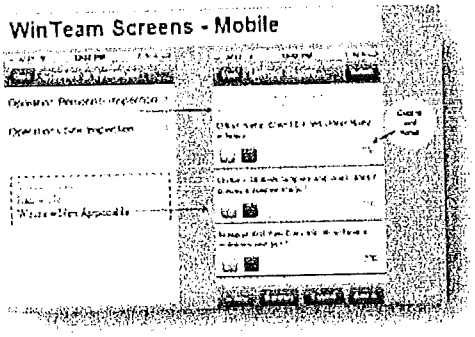
Following on-the-job training, AlliedBarton administers facilities tests, which will verify that each security officer is knowledgeable about the airports and well trained for the job, including how to handle emergencies. Officers are tested on the Port Authority's policies and procedures, post responsibilities to include emergency response procedures, and recognizing and reporting incidents, as well as other tasks important to providing effective security at the airports. Regional Field Managers also conduct operational audits, inspections and procedural reviews with ASAs to thoroughly evaluate our program at the Port Authority airports.



accessAlliedBarton Quality Assurance Module

AlliedBarton has developed a new technology through our accessAlliedBarton client Portal which is iPhone/Smartphone driven. This Quality Assurance module will be used by AlliedBarton field operations management personnel to create, manage, and report on Security Officer Inspections -- currently labeled as "Checkpoints". Checkpoints can be used to create and respond to questions, act based on responses and share results.

Create and respond to questions



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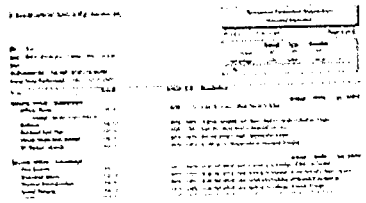

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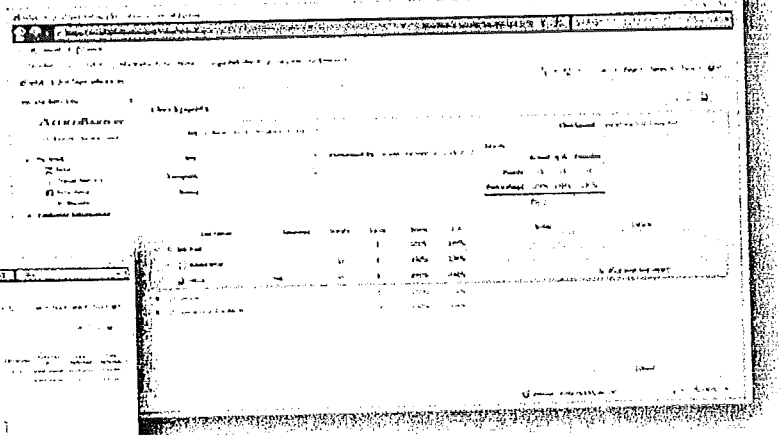

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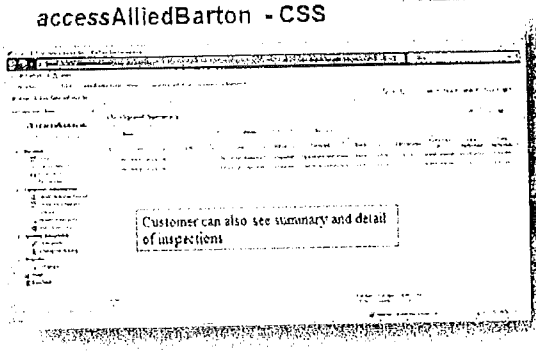

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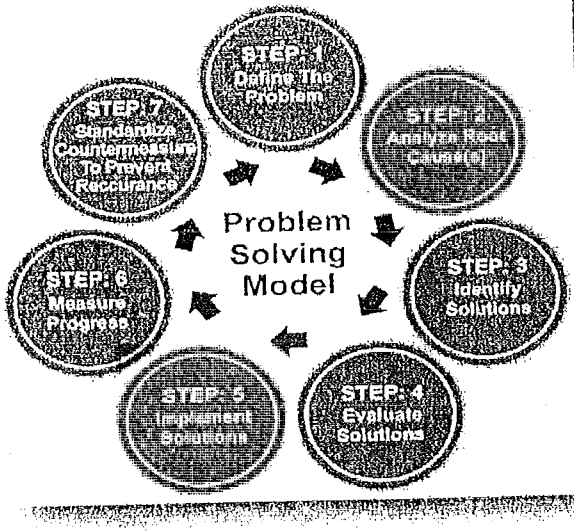

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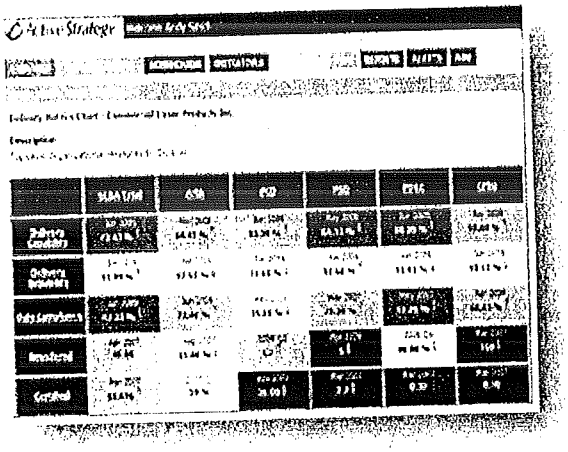

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NYIT operates at 3 campuses in the NY Metro area, all of which are secured by AlliedBarton. New York Institute of Technology (NYIT) offers 90 degree programs, including undergraduate, graduate, and professional degrees, in more than 50 fields of study, including architecture and design; arts and sciences; education; engineering and computing sciences; health professions; management; and osteopathic medicine. A non-profit independent, private institution of higher education, NYIT has 14,000 students attending campuses on Long Island and Manhattan, online, and at its global campuses. NYIT sponsors 11 NCAA Division II programs and one Division I team.

Client: Novartis **Start Date: May 11, 2012** **Hours Per Week: 9000+**

Novartis provides healthcare solutions that address the evolving needs of patients and societies. Focused solely on healthcare, Novartis offers a diversified portfolio to best meet these needs: innovative medicines, eye care products, cost-saving generic pharmaceuticals, consumer health products, preventive vaccines and diagnostic tools. The contract to provide security services at Novartis locations was held and managed by Jones Lang Lassalle, a 3rd Party Facilities Management Company. The scope of work included 17 locations in 10 states, including sub-contracted locations in Puerto Rico and Canada. Additionally, 2 of the locations operated under Collective Bargaining Agreements. Over 3000 hours per week of service were transitioned in NJ.

Client: Macerich **Start Date: Oct 1, 2011** **Hours Per Week: 40,000+**

Macerich aligns exceptional retail properties in attractive U.S. markets with the business goals of the nation's retailers and the shopping preferences of local consumers. The company is one of the country's leading owners, operators and developers of major retail properties. AlliedBarton successfully transitioned nearly 1050 propriety employees in 45 days. The scope of work included 72 locations in 18 states involved transferring ownership of all equipment and vehicles and the purchase and installation of new computers and networks. Over 4000 hours per week of service were transitioned in NY & NJ.

Client: Ford Motor Company **Start Date: July 1, 2011** **Hours Per Week: 21,000+**

Ford's reputation speaks for itself. Ford Motor Company is focused on creating a strong business that builds great products that contribute to a better world. AlliedBarton was awarded all of the company's Manufacturing, Research and Development, Corporate Offices and Parts Depot facilities. The scope of

work included 55 locations in 21 states and 6 locations subcontracted in Canada, most of which operated under a collective bargaining agreement. The varying business units required operational success in everything from trained firefighters and HAZMAT Response Teams at Ford's manufacturing facilities to highly customer service focused Security Officers in the corporate offices.

Client: Boeing **Start Date: March 31, 2011** **Hours Per Week: 30,000+**

Boeing Defense, Space & Security combines manned and unmanned airborne capabilities, intelligence and security systems, communications architectures and extensive large-scale integration expertise across several diverse business areas. AlliedBarton was awarded all of the company's Defense, Space and Security facilities in December 2010 and transitioned over a 90 day period. The scope of work included 800 Armed and Unarmed Security Officers in 16 states. Some of the services provided to Boeing include classified alarm response, classified material destruction, UL 2050 command center operators, executive drivers and Aircraft Rescue and Firefighting (AARF).

Roles: Transition Team Members

John Redden
President, Government Services
The President of Government Services serves as the senior executive overseeing the PANYNJ program and is responsible for approving plans, budgets and contracts, reviewing status of contract commitments, and participating in client and contract meetings during transition and quarterly/annual reviews.

Caress Kennedy
Vice President / General Manager

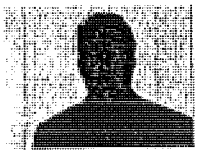
The Vice President / General Managers oversee and direct all operational, financial and administrative functions for the region. Most importantly, the VP / GM is responsible for ensuring that the transition team meets transition objectives and milestones.

Brian Fogarty
Vice President of Operations
Brian will serve as the Transition Manager and serve as the central point of contact for all transition-related business and communication. The person in this role ensures that all AlliedBarton transition personnel (Corporate and Field) and Client transition team members have a single point of contact for all questions and concerns relating to transition activities. The Transition Manager is also responsible for the following:

- Leading all transition calls and attending all transition meetings
- Ensuring all AlliedBarton departments and districts meet transition deadlines
- Acting as the liaison with the Client's transition team until the portfolio management team is in place
- Pushing client requests to the correct AlliedBarton personnel for resolution on all high level topics requiring attention
- Ensuring information is properly gathered and reported to the Client as requested
- Coordinating with the Government Accounts support team to ensure all administrative tasks are completed
- Selection and placement of all management positions needed

Steve Sacchetti
Vice President, Business Development, NY-NJ Region
Upon award and during transition, Steve is responsible for leading client relationships and negotiations pertaining to contract deliverables and pricing. He will act locally as the liaison with the M/WBE security subcontractors who will support the PANYNJ contract. Steve will participate in all transition activities and assist Brian Fogarty to facilitate all deliverables. Once the transition is complete, he will assist with maintaining client relationships, and serve as an additional point of oversight to ensure compliance.

Tracy Fuller
Director, Government Services – Aviation and Maritime Programs
Tracy serves as the internal and external point of contact for industry expertise and knowledge regarding the Government Security market, primarily focused on the Aviation and Maritime sectors. Tracy will participate in all transition activities and assist the transition team to facilitate all regulatory compliance deliverables.



Martin Feeney
District Manager – Proposed Project Manager, JFK
Martin led the transition of AlliedBarton services at Miami International Airport and will be the primary point of contact for at JFK. He will have overall responsibility for all transition activities at JFK and be an integral part of the weekly transition status update meetings with PANYNJ.

Frank Ciaccio
Manager, Quality Assurance, NY-NJ Region
Frank is responsible for establishing the quality assurance protocols at each airport and developing schedules for the QA field supervisors. He will hire and work closely with the dedicated QA field supervisors who will be responsible solely for conducting quality assurance in support of the PANYNJ contract. Frank will also develop the audit protocols which will be implemented to ensure contract and regulatory compliance. Frank will also work with Ed Moss, the proposed Project Manager at LGA to ensure the successful transition of services at LGA.

Edwin Moss
Proposed Project Manager, LGA
Ed will be the primary point of contact for at LGA. He will have overall responsibility for all transition activities at LGA and be an integral part of the weekly transition status update meetings with PANYNJ. As a retired member of the Port Authority Police, Ed is keenly aware of the importance of the security of at LGA and working within the framework of PANYNJ.

Robert Sbarra
Proposed Project Manager, EWR
Robert will be the primary point of contact for at EWR. He will have overall responsibility for all transition activities at EWR and be an integral part of the weekly transition status update meetings with PANYNJ. As a retired member of the Port Authority Police, Robert is very familiar with airport security requirements as well as counter-terrorism measures.

Mark Montagna
Director of Training, NY-NJ Region
Mark will coordinate all training classes during the transition period and will establish ongoing training protocols which will ensure contract and regulatory compliance. He will draw upon the extensive national resources available through AlliedBarton's corporate training department as well as the training departments of other airport clients to bring national best practices to PANYNJ. Mark will work closely with each Project Manager to develop training courses & schedules for each airport. He will also work closely with the dedicated training managers who will be hired and assigned specifically to PANYNJ for the sole purpose of continuous training of all personnel assigned as per the contract.

Strategic Sourcing & Supplier Diversity

George Council
Vice President
Strategic Sourcing

Michelle Bodden
Director
Supplier Diversity

Ed Pawling
Director of Purchasing

Led by George Council, the Strategic Sourcing Department ensures that the national purchasing power of AlliedBarton is utilized to its fullest potential to obtain the lowest prices for all goods and services needed in support of the PANYNJ contract. George will work closely with Ed Pawling to ensure timely delivery of the fleet of vehicles and all other equipment needed to support the PANYNJ. Michelle Bodden will coordinate and vet the M/WBE subcontractors that will work with AlliedBarton at PANYNJ.

Shawn Blount
Quartermaster, NY-NJ Region
Sean is directly responsible locally to ensure all uniforms and equipment (with the exception of vehicles) are ordered, delivered, and in proper working condition during the transition and for the life of the contract. He will work closely with the AlliedBarton Strategic Sourcing Department mentioned above in order to obtain the best possible pricing and coordinate with the local M/WBE subcontractors providing materials in support of the contract.

David Feeney
IT Director, Strategic Services
David will coordinate the implementation of all technology components needed for AlliedBarton to successfully deliver security services at all 3 airports. Technology proposed to be implemented includes mobile guard tour systems, mobile web-based incident reporting, vehicle GPS, biometric time and attendance, automated billing and invoicing, and field inspection mobile technology. During the transition and immediately following, David will also assess and recommend other technologies (such as remote video monitoring) to create efficiencies which can offer significant cost savings to PANYNJ

Recruiting & Human Resources

Christine Hirschl
Director of Recruiting

Laura Gift
Director of Human Resources

The Recruiting department, led by Christine Hirschl, plays an integral role in the transition process. The Recruiting department is responsible for sourcing all management positions required to support the PANYNJ contract. Christine will work closely with Brian Fogarty and Caress Kennedy to select the key Project Managers and all other management positions using both internal and external sources. In addition, she will directly manage the Open House, during which incumbent officers obtain information about employment at AlliedBarton and the transition process. This is typically the security officers' first interaction with the Company, so it is important that the organization makes a quality first impression. This department is responsible for posting the job requisitions for the available positions needed. These requisitions are accessed by both incumbent officers and, should it be necessary to open the requisitions externally, potential new hires.

The Human Resources Department, led by Laura Gift, will ensure that all employees are quickly processed and that all personnel files are maintained properly during the transition period and beyond in accordance with NY & NJ state laws. Laura will be the liaison with the union representing all employees to ensure compliance and labor harmony.

Contract Compliance, Billing & Invoicing

Kathryn Walker
Manager, Contract Compliance

Kathryn and her team of contract specialists will create the job files and employee categories in AlliedBarton's WinTeam™ system which will enable a seamless transition of all billing an invoicing. She will lead the efforts to ensure 100% billing and invoicing accuracy from the very first minute of service transfer to AlliedBarton.

Additional Transition Team Support

Daniel Sundberg
National Transition Manager

Katie Fraher
Transition Support Manager

There are many administrative tasks associated with completing a successful transition. This may include preparing newsletters, FAQs, workbooks, status reports, meeting minutes, conducting fact-finding and tracking tasks and milestones. The role of the Transition Support Manager is to support the Transition Manager by completing administrative tasks. This allows the Transition Manager to focus on remaining the single point-of-contact for consistent and reliable communication between the Client, Corporate and District Transition teams

Process: Communication Plan

Our communication plan is targeted, based on audience, and uses multiple forms of media to accomplish consistent and swift communication to all groups during the transition. Examples include:

Incumbent Staff:

- **Newsletters** - This handout is distributed to the incumbent officers once the award notification has been made public. This will be the Company's initial introduction to the Authority's existing security personnel. It offers some very general information about what to expect during the transition, primarily as it relates to the hiring process. It also provides information on how to manage and reduce stress.
- **Open Houses** – The AlliedBarton transition team holds an Open House, during which incumbent officers obtain information about employment at AlliedBarton and the transition process. All Open Houses at all facilities will be scheduled and held on the same days (as quickly as possible after award) so that all incumbent personnel are receiving the same information at the time. This is typically the security officers' first interaction with the Company, so it is important that the local AlliedBarton transition team makes a quality first impression.
- **Benefits FAQ** - The purpose of this handout is to provide succinct, easy to distribute information to Incumbent Personnel regarding Benefits, Wages, Uniforms and other frequently asked questions. This template is edited at the start of each transition based on new account specifics and is completed collaboratively by the Transition Manager, the Corporate Human Resources department, and the Corporate Benefits Team in a timely fashion so that it may be distributed to the field prior to the Open Houses.
- **Fast Facts** - This handout is delivered to incumbent officers prior to or at the Open House. It provides a brief overview of AlliedBarton, such as the regional and district office locations, recruiting program, and the AlliedBarton EDGE.
- **Applying Online** - This handout will contain a letter to the Authority's incumbent officers detailing how to apply for jobs with AlliedBarton. This can either be done online at jobs.alliedbarton.com or with a paper application for those applicants who do not have internet access.
- **Magazine** - This handout is delivered to incumbent officers prior to or at the Open House. It details information about careers with AlliedBarton and the benefits of working with the Company.
- **WorkPerks** - This summary provides an overview of the fringe benefits available exclusively to our employees for personal use.

Internal AlliedBarton Transition Teams:

- **Project Portal** - Consistent and reliable communication is a key element to the success of a transition. Utilizing a web-based collaboration tool as a landing space for essential documents, announcements and project plans can greatly reduce confusion and limit requests for information.
- **Transition Kick-Off Call (Corporate)** - This call is held to announce and introduce the PANYNJ contract to all AlliedBarton corporate units and to discuss transition items which affect their areas of responsibility. Main topics for this call usually cover transition target dates, workbook distribution, client description and any other preliminary information that the corporate teams may need to begin the transition process.
- **Transition Kick-Off Call** - This call is held to announce and introduce the PANYNJ contract to the AlliedBarton local field operators. This call is typically held after the initial corporate call and includes any updates generated from that event that will affect the field. Main topics for this call usually cover transition target dates, workbook distribution, client description and information, and any other preliminary information that the districts may need to begin the transition process.
- **Recurring Weekly Transition Call** - This is a weekly update call held with the corporate departments and local teams involved in the transition. New material will be presented, as needed, for consideration and action. Each department and office will have an opportunity to update the transition team on the status of their projects and make known any challenges or needs encountered.
- **Transition E-mails** – Regularly weekly e-mail blasts will be sent to all teams providing updates on transition milestones, include frequently asked questions and will recap topics covered on recurring calls.
- **Transition Workbook** - The Transition Workbook is comprised of several tabs which provide essential information to internal teams. This includes; Account Deliverables, Transition Teams, Project Milestones, Site Listings and Contacts, Essential Handouts.
- **Transition Day Call Center** - On Transition Day, a temporary call center is set-up for each site to call. This can easily be done by using a conference call line with a dial-in number and access code. Sites may be given specific times or windows at which they should call in to the call center. The operator of the call center will ensure that transition activities are going smoothly and will have a checklist of items to ask. Typically, this includes whether all computer equipment is working correctly, that everyone showed up, and that they are dressed in the appropriate uniforms. If there are issues or problems that arise during transition day, this will be the number to call as well.

PANYNJ Transition Teams:

- **Transition Kick-Off Call** - This call is held to introduce PANYNJ to the AlliedBarton transition. Main topics for this call usually include introductions, confirmation of transition target dates, gathering any information needed to complete the transition workbook, updating effort and any other preliminary information that the transition team may need to move forward with the transition process. The structure for the remaining transition process will be established at this point to ensure that the transition progresses according to schedule and plan.
- **Recurring Weekly Call** - This is a weekly update call held with PANYNJ personnel involved in the transition process. The PANYNJ team will receive updates from the transition team on the status of any projects, the overall progress of the transition and make known any challenges or needs encountered. PANYNJ personnel will also be asked to provide feedback and input which may further the transition effort. Any questions the PANYNJ may have concerning the transition will be addressed on these calls.
- **Project Portal** - Consistent and reliable communication is a key element to the success of a transition. Utilizing a web-based collaboration tool as a landing space for essential documents, announcements and project plans can greatly reduce confusion and limit requests for information. All AlliedBarton and PANYNJ teams are given access to this portal.

Concept: Transition Philosophy

The transition program has long been guided by the philosophy termed "The Six Cs":

1. *Command* – Manage the overall transition with a single point-of-contact, while engaging Government Services, corporate and local teams
2. *Communication* – Drive transition dialog; update client and AlliedBarton stakeholders
3. *Coordination* – Assist teams with identifying process gaps and additional resource allocation; work with PANYNJ and corporate department heads on problem resolution
4. *Compliance* – Ensure that contract requirements are understood and met by local and corporate teams
5. *Consistency* – Maintain uniformity across regions and departments through a standardized program
6. *Consideration* – Ensure that all incumbent officers are valued equally by providing access to the application process, answers to frequently asked questions and are treated with courtesy and respect

Timeline (Phases and Milestones)

Every successful project phase-in requires early coordination and involvement by all supporting resources: Finance, Legal, Human Resources, Training and Administration teams communicate and coordinate during proposal development to ensure only executable and achievable commitments are made. The early and open flow of information between stakeholders is essential to building a foundation for the transition process. Transition objectives catalog the range and depth of tasks and

goals that support effective evolution from award notification to service delivery start and include every facet of the organization. Although the vice president of operations is ultimately responsible for leading the startup effort from award through contract start, he or she is supported, on- and off-site, by regional partners, division and corporate staff.

Work begins prior to contract award and continues through start-up, remaining in place for a minimum of thirty (30) days after service delivery begins. Generally, the Transition Plan unfolds in four (4) phases, each with a unique set of Critical Success Factors. The transition phases run concurrently with each phase-in timeline so there will be a variety of overlapping process that recur to serve each startup staffing package.

The below listed milestones are presented to indicate major steps of the transition. Meeting these milestones on time ensures a successful transition. A detailed transition plan (MS Project), customized for each transition, is used to ensure that all tasks and action items are completed leading to successful completion of the below milestones.

- PRE-TRANSITION PHASE (1)
  - Contract Negotiation / Award
  - Proposal Review Complete
  - Prep Work Complete

Most of the work for the initial phase of transition planning is typically completed either by the time of RFP submittal of often by the time of award. The templates used to facilitate and expedite discussion about RFP-specific transition requirements are updated in order to provide more accurate data and relevant perspective to the operations planners who provide feedback to the RFP development process. Immediately, assessment of incumbent personnel and operations is completed. The plan is updated and Critical Success Factors [CSF] are identified. Project tasks are mapped and transferred to a web-based collaboration workspace.

PHASE I - CRITICAL SUCCESS FACTORS

- Meetings with key client officials
- Staffing the transition team
- Identification of key stakeholders
- Implement team protocols
- Establish selection criteria for incumbent personnel
- Detailed assessment of staffing, training, office space, equipment needs and issues
- Plan validation with client
- Verification of labor agreements
- Liaison with incumbent provider to coordinate transition
- Distribution of "pre-launch" checklist
- Contingency planning
- Outline transition benchmarks, measurement, methodology, time frames and phase deliverables

- START PHASE (2)
  - Roll-Out Calls – Corporate/Field
  - Initial Contact Process
  - Post-Award Client Transition Meeting

The transition team completes review of the existing contract security program and finalizes procedures, methodologies, and plans for service initiation, Phase III. The team concentrates on close coordination with clients to be certain goals have been clearly established and understood. Gaining knowledge regarding specifications and compliance requirements across the spectrum of operations, administration, and finance is a high priority. Using a top-down approach, the transition team reviews operations documentation from which specific operational requirements will be extracted. Everything

related to people, procedures, systems, and equipment is assessed and planning begins to achieve timeline goals for personnel and logistics.

Once required capabilities are defined, they are compared with the current program. This provides the basis for gap analysis and development of action plan elements to address changes or enhancements needed to support contract requirements. There are regular, if not daily, staff meetings and conference calls to ensure all stakeholders and the client are communicating clearly about specifications, expectations and timelines.

- MIDDLE PHASE (3)
  - Job Numbers Created
  - Application Cut-Off Date/Retention Percentage Identified
  - Benefits Packages Distributed
  - IT Systems Ordered
  - Vehicles/Equipment Ordered
  - Portfolio Team Selected

Phase II - Critical Success Factors

- Meeting incumbent staff
- Establish benchmarks & corrective action processes
- Strategic/tactical service delivery issues, plan development
- Determine assessment & feedback methods
- Develop SOPs, Post Orders & emergency procedures
- Job Safety Analysis conducted for all post positions
- Personnel selection & scheduling
- Regular & specialized officer training
- Equipment & uniform deployment
- Benefits enrollment (if applicable)
- Special issues by location
- Licensing and certification confirmation process
- Transition launch contingency planning
- Obtain credentials for all staff

PHASE III - CRITICAL SUCCESS FACTORS

- Operations & HR audit setup
- QA technology in-place & functioning
- Safety processes in-place
- Customer & employee review planned
- Incident management tested
- Inventory, transferring client-furnished equipment & facilities
- Set-up payroll system & reporting
- Training metrics achieved
- Turnover mitigation initiated
- Transition tasks completed
- Transfer incumbent records
- Review, develop, update general & specific Post Orders
- Setup ongoing meeting schedules
- Complete orientation & required training

Specific deliverable and compliance requirements have been identified and successfully deployed; staff and equipment are in place; and quality and operational milestones are being met. Phase III mandates monitoring and support of day-to-day operations without disrupting service or failing to achieve established quality and operational benchmarks.

- END PHASE (4)
  - Pre-Assignment Training Conducted (Initial Training and Port Authority Conducted Training)
  - Job Setup Complete
  - Incumbent Processing Complete
  - IT Systems Delivered
  - Vehicles/Equipment Delivered
  - Transition Day

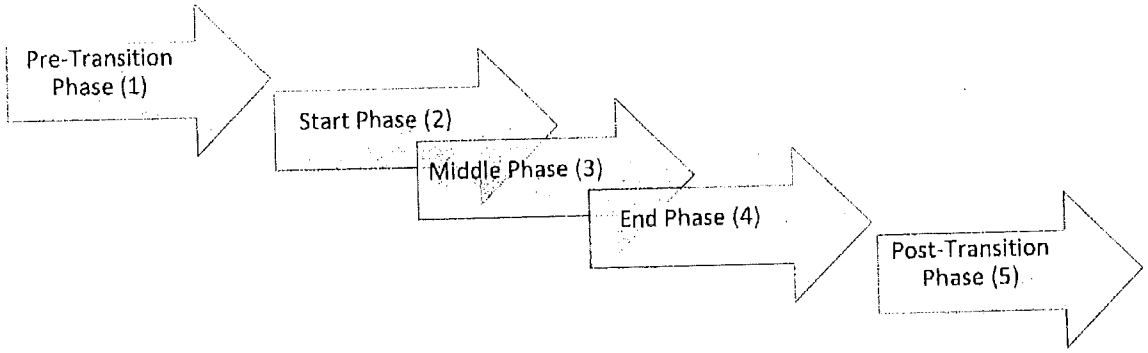
Phase IV encapsulates long-term operations under the contract. All transition and action plan milestones have been achieved; critical success factors have been met and are periodically being assessed, tested and reviewed, operational audit process has been implemented, and the AlliedBarton work culture is successfully in place.

PHASE IV - CRITICAL SUCCESS FACTORS

- Overtime management
- Credential compliance
- QA inspections
- Invoice accuracy
- Post coverage
- Safety & site audits
- Customer Connection client surveys
- Incident management
- Turnover reporting & mitigation
- Post Orders maintenance & updates
- Client meetings
- Quarterly & Annual Business Reviews

Quality Control processes are initiated. The Quality Assurance team collects and analyzes information to learn how to improve productivity and service as well as to capture historical data in order to assess potential for cost reductions without sacrificing service delivery commitments. Operational and financial assessments are used to identify costs and financial factors associated with service and propose ways to reduce operational costs where possible, enhance efficiencies, deploy technology and create innovative methods to protect the people, intellectual and physical assets at each facility. This process is the logical extension of AlliedBarton's continuing commitment to maintain a close client partnership to ensure the working relationship delivers measurable value in addition to meeting and exceeding performance expectations.

- POST-TRANSITION PHASE (5)



The transition will be managed through tracking and accounting for completion of tasks, many of which are pre-posted to our desktop management system during the RFP process. As current tasks are reviewed or complete, or as new tasks are added, notifications are sent via email to task or project stakeholders. The following table is representative of the type of pre-programmed tasks for this project. All are subject to change and adjustment based on actual award, transition or need dates.

The below transition plan depicts a 4 week transition period. It should be noted that AlliedBarton has successfully completed large transitions in similar periods of time and is confident in the ability to do the same at JFK, JGA, and EWR. **AlliedBarton has tremendous local and national resources which will be used to the fullest extent in order to ensure a seamless transition**. What this means is that additional recruiters, trainers, administration support, strategic sourcing and any other required personnel will be brought into the region during the transition period for the sole purpose of ensuring a completely smooth transition.

ALLIEDBARTON SECURITY SERVICES
Port Authority of New York & New Jersey

FUNCTION / SYSTEM	ASSIGNED TO	STATUS	Transition Weeks 1	2	3	4
ADMINISTRATION						
Award Notification	PANYNJ					
Prepare Transition Schedule	Sacchetti/ Fogarty					
Contact Incumbent Service Provider	PANYNJ					
Transition Management Group Formed	Sacchetti/ Fogarty					
Transition Team Kickoff Meeting	PANYNJ & ABSS Team					
Prepare Electronic Interface (AIS)	Sacchetti/ Fogarty					
Property Inventory & Transfer	Fogarty					
Contract Completion	Sacchetti/ Fogarty					
Certificate of Insurance	Sacchetti					
Educate AlliedBarton Managers on Contract Specifications / Expectations	Fogarty					
Formal Transition Team Status Calls	Sacchetti					
Sign CBA Rider with SEIU 32BJ	Fogarty/ Chapla					
Establish Billing and Invoice Procedures	Walker					

Contract Audit Program Initiated	Ciaccio					
Contract & Coordinate with M/WBEs	Sacchetti/ Bodden					
EQUIPMENT						
Order Vehicles	Pawling					
Vehicle Signage, GPS, Lights Affixed	Pawling					
PONYA Plates Obtained and Affixed to All Vehicles	Fogarty					
Order & Fit Uniforms	Blount					
Fleet Management Program Established	Pawling/ Fogarty					
Fleet Management Program Operational	Fogarty/ Ciaccio/ Feeney					
Existing Equipment Inventoried	Ciaccio					
Existing Equipment Transferred	Ciaccio					
Order Officer Furniture and Supplies for JFK/LGA/EWR	Pawling					
Biometric Readers Ordered	Pawling					
HUMAN RESOURCES						
Notify Incumbent Officers of Meeting Dates	Hirschl					
Request Space for Open Houses from PANYNJ at JFK/LGA/EWR	Fogarty					
Host Open House for Incumbents JFK	Hirschl					
Host Open House for Incumbents EWR	Hirschl					
Host Open House for Incumbents LGA	Hirschl					
Recruiting Sources Contacted	Hirschl					
On-line Job Posting	Hirschl					
Identify Hiring Pre-Screening Requirements	Hirschl					
Background Investigations Conducted	Recruiting HR					

Second Level Interview and Scheduling Assignment	Fogarty/PMs					
Management Team Selected (PM/HRM/OM+Ass'ts, IDOM)	Kennedy/ Fogarty					
Management Team in Place at JFK/LGA/EWR	Fogarty					
Personnel Folders Available to Airport Manager	Gift/HR Managers					
OPERATIONS						
Review of Existing Plan/Program and Data Collection Process	Fogarty/ Ciaccio					
Develop Post Instruction Manuals	Fogarty/ PMs					
Review Staffing Plan	Fogarty/ PMs					
SIDA Badging Complete for all Employees	Fogarty/ PMs					
Develop QA Guidelines and Inspection Schedules for Shifts	Ciaccio					
Install Biometric Readers at JFK/LGA/EWR	Feeney/PMs					
Office Furniture Delivered and Installed	PMs					
Staffing/Relief Schedules Complete	PMs					
TRAINING						
AlliedBarton Initial Training Conducted	Montagna					
Supervisory Training Conducted	Montagna					
PANYNJ Orientation Training for New Employees	PMs					
Management Training Conducted (PM/HRM/OM+Ass'ts, IDOM)	Montagna					

Concept: Transition Workbook

The Transition Workbook is comprised of several tabs, which are outlined below. Each has its own purpose and provides some type of information to the field. This workbook is available in Microsoft Excel format.

Account Deliverables

This tab provides information about the new account. The main pieces of information on this tab are related to:

- Contract
- Billing
- Union
- Training
- Equipment
- Benefits

Transition Teams

This tab provides contact information for members of the Transition Team for both Government Services and Corporate by department. This tab is updated as necessary if personnel changes are made on the Government Service or Corporate level.

Transition Milestones

This tab contains a list of milestones for the transition. It also includes dates at which these milestones should be reached. These are the same milestones as those listed within this workbook.

Site Transition Spreadsheets

This tab links to an Excel document that assists the team in tracking their progress during a transition. It details tasks in the approximate order in which they should be completed. It also tells to whom the responsibility falls for each action item. This serves as a guide to help keep the team on track from the beginning to the end of the transition process.

Site Listing and Contacts

This tab details information regarding each site in the transition. Information on this worksheet includes:

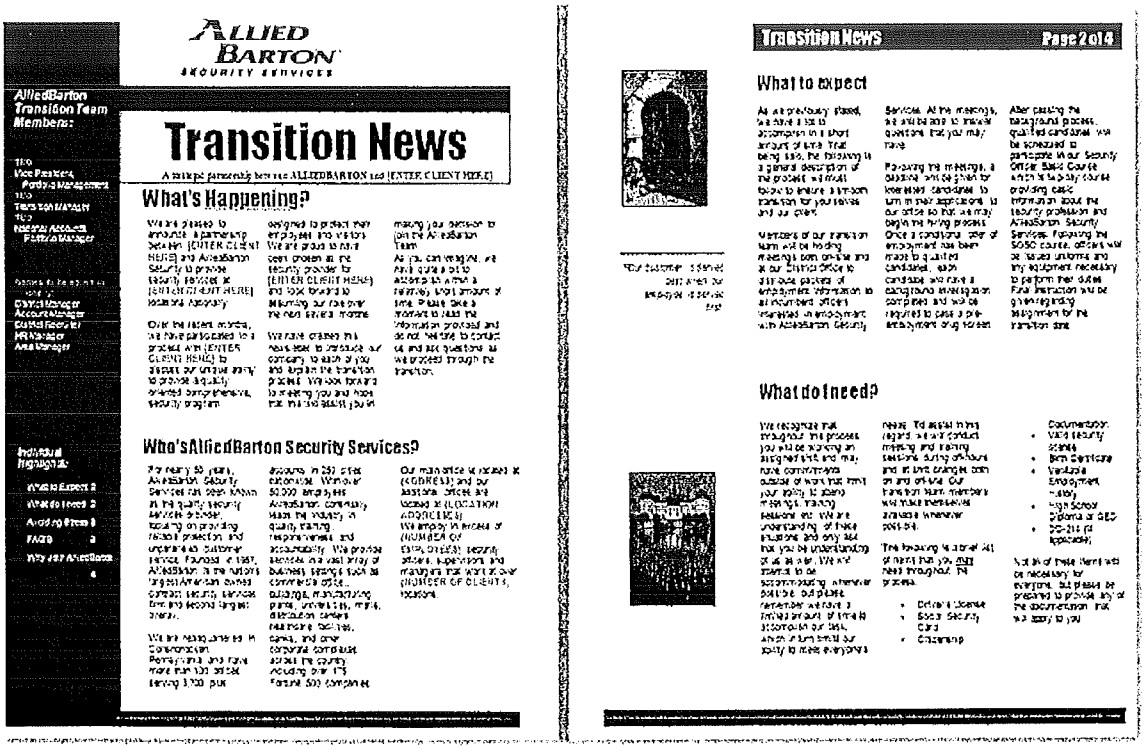
- Site Name, Address, and Phone #
- Program Manager & Contact Phone #
- District Support Office
- Client Contact & Contact Phone #
- HPW
- Union
- Start Date & Time
- Wages

Incumbent Personnel Retention List

This tab is used to track all incumbent personnel at a client site for selection and hiring purposes. Key information to be entered into this list includes, but is not limited to, current wage, seniority date, current benefits status, licensing information and uniform size requirements. This document is available in Microsoft Excel format and is to be completed by the district office and submitted to the Transition Manager.

Transition Newsletter

This tab contains a newsletter that is distributed to the incumbent officers. This will be the Company's initial introduction to the Authority's existing security personnel. It offers some very general Information about what to expect during the transition, primarily as it relates to the hiring process. It also provides information on how to manage and reduce stress.



ALLIED BARTON SECURITY SERVICES

AlliedBarton Transition Team Members:

Transition News

What's Happening?

Who's AlliedBarton Security Services?

Transition News Page 2 of 4

What to expect

What do I need?

How to Apply Online

This tab will contain a letter to the Authority's incumbent officers detailing how to apply for jobs with AlliedBarton. This can either be done online at jobs.alliedbarton.com or with a paper application for those applicants who do not have internet access.

F.2.B. QUALIFICATIONS AND EXPERIENCE OF MANAGERIAL AND SUPERVISORY PERSONNEL

F.2.B.1. SUMMARY OF KEY PERSONNEL QUALIFICATIONS AND EXPERIENCE

The firm 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:

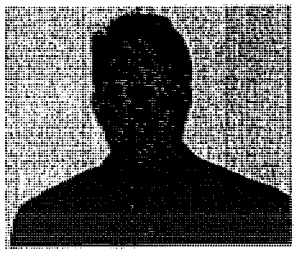
1. Their length of service with the firm
2. The anticipated function of each person on the Contract
3. A summary of the relevant experience of each person listed

F.2.B.2. KEY PERSONNEL RESUMES

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

Resumes for AlliedBarton's key personnel begin on the following page. Summary of qualifications, experience, tenure with AlliedBarton and their anticipated role under the Port Authority contract is included in Section F.2.a.1, Organizational Chart and Management PRofiles.

Martin P. Feeney
Proposed Project Manager – JFK International Airport



Summary of Experience

- Managerial experience involving physical security with one of the largest Security companies in the United States.
- Twenty years in law enforcement with the New York City Police Department. Fifteen years in an investigative capacity.
- Extensive specialized training and experience in all aspects of investigations and physical security including, but not limited to, Contract security, dignitary/physical security, homicide, robbery, burglary, larceny.

Professional Experience

AlliedBarton Security 2005 to Present
District Manager

Mega Market - Manage (6) Account/Ops Managers responsible for approximately 16,000 weekly security hours and approximately 600 armed/unarmed security personal.

- Responsible for the administrative invoicing of approximately $18 million annually
- Responsible for Client relations as related to contracts

Area Field Manager
Report Directly to Vice President General Manager. Manager of (15) Field Supervisors.

- Complete weekly schedules, payroll.
- Assign Supervisors to various special details.
- Supervise 24 hour Dispatch.

Account Manager
Manage approximately (55) Security Officers and Supervisors assigned to multiple site account. Approximately 1400 weekly hours.

New York City Police Department July 1983 to April 2003
Police Officer / Detective Investigator

- Queens Robbery Squad
- Queens Homicide Squad
- Detective Borough Queens
- Narcotics Division (Major Case Team)
- Patrol Manhattan South
- Police Academy Police Officer in Training

Detective Investigator

- Conduct Investigations involving serious felony crimes including but not limited to homicide, robbery, sex crime, burglary, larceny, forgery and major narcotics trafficking.
- Interview victims, witnesses in crime related matters.
- Testify in court as a witness to present evidence and case findings for successful prosecution.
- Conduct investigations to locate arrest and return fugitives wanted for serious felony crimes.
- Conduct video, electronic and physical surveillance, telephone wiretaps and interceptions.
- Coordinate the recovery of evidence in all serious felony investigations.
- Conducted and coordinated all aspects of assigned cases.
- Provide physical security for Global Dignitaries.
- Assigned to the New York City Police Department Intelligence Division assisting the U.S. State Department and the U.S. Secret Service providing physical security and protection for United States and Global Dignitaries. Conducted advanced reconnaissance of locations and authorize travel routes of global dignitaries while in the New York City area.

Certifications and Awards

- Narcotics Training
- Criminal Investigation Course
- Homicide Investigation Dignitary Protection / Physical Security
- Insurance Fraud
- Auto Crime
- Interview and Interrogation

Industry & Community Associations

- President of the Broad Channel Athletic Club 1992 to 2000.
- Largest Not for Profit Youth Athletic club In NYC with a yearly budget of approximately $200,000, offering organized sports to approximately 1000 children in the community
- Vice President of the Broad Channel Athletic Club 1990 to 1992
- President and founder of the Jamaica Bay Little League and Girls Softball 1999 to 2004, offering officially chartered Little League to approximately 500 children
- Trustee of the Broad Channel Civic Association 1998 to 2001
- Elected President of the United Community Organization of Broad Channel 2002 to 2005. - Represent 900 Shareholders
- BOMA Member,
- ASIS Member, NYC

Education

- 90+ accumulated NYS College credits Criminal Justice John Jay Community College
- New York City Police Academy (38) College Credits
- Graduate of Officer Training Course, 1983
- Completed ABSS Leaders Edge Core Curriculum 10/2009

Patrick O 'Shaughnessy
Proposed Assistant Project Manager – JFK International Airport

Professional Experience

AlliedBarton Security Services **2006 - Present**
Account Manager

- Armed Security Account Manager for 4 South St DOT Staten Island WhiteHall Ferry Terminal Operation
- Manage all aspects of Security regarding all items and civilian personnel entering and exiting the building.
- Conduct specialized officer training including MARSEC and Bomb training

American Airlines - JFK International Airport Terminal 8 **2010 to Present**
LSOC (Corporate Security)

- Port Authority ID, Customs Clearance, Escort Privileges, Driver Privileges.
- Responsibilities include all aspects of Customer Service, Escorts , Security details , CCTV Monitoring , Video Playback , Property Return .

ISS Action Security, JFK International Airport NY **2006**
Consultant / Director of Special Operation

The Manhattan Center **2005 - 2006**
Body Guard / Fireguard

New York City Police Department (Retired) **1985 – 2005**
Detective Investigator
Assigned to the Crime Scene Investigative Unit *2001 - 2005*

- Assigned to Investigate crimes of Homicide, Robbery's, Rapes, Shootings, Stabbings, High profile Bank Robbery's, Responsible for all Crime Scene Documentation, Ex: Photography / Sketching of the Scene / Computer Drawings of scenes/Collection of all evidence /Knowledge of all aspects of, Blood, Ballistic & Firearms evidence, Trace, Hair & Fiber evidence, Latent Fingerprints /Packaging techniques for the correct chain of evidence for later court testimony.
- Assigned to bring all physical parts of a case together through proper documentation, for assistance to the District Attorney's Office to result in a proper conviction at trial.

Police Officer Investigator
Assigned to Brooklyn South Evidence Collection Unit *1995 to 2001*

- Assigned to Investigate crimes of Robberies, Burglaries (Residential & Commercial), and Shootings.
- Responsible for documentation of all evidence Photography / Fingerprints / Ballistics / Trace /Blood
- Sketch of scene & Computer drawing for building a case through proper documentation, for assistance to the District Attorney's Office to result in a proper conviction at trial.

Police Officer *1995 to 1998*
Assigned to the 69th Precinct Detective Squad

- Assigned to use all my experience and expertise in Latent Fingerprint recovery to assist the Detective Squad in the apprehension of all burglars of either Residential or Commercial establishments within the community.
- Through proper recovery and documentation of all evidence recovered at a scene for its use by the District Attorney's Office to result in a proper conviction at trial.

Police Officer *1986 to 1995*
Assigned to the 69th Precinct Brooklyn NY

- Assigned to Patrol Officer, Latent Fingerprint Officer, Property Control Officer, Community Policing Unit.

Education

NYCPD Academy **Graduated 1985**

CW Post University, Westbury, NY **1990**
Bachelors Degree -Criminal Justice

Farmingdale State University, Farmingdale, NY **1983**
Associates Degree

Doreen Metcalf
Proposed Human Resource Manager – JFK International Airport

PROFESSIONAL EXPERIENCE

AlliedBarton Security Services **2003 to Present**
Human Resources, Senior Coordinator.

- Coordinate employee relations activities, concerns and grievances in order to resolve issues.
- Prepare and disseminate weekly Last Day Worked reports; review with management team.
- Review and triage employee reassignments before forwarding for processing.
- Work with management ream to audit termination procedures and process with NY State Licensing.
- Provide documentation for unemployment claims as required.
- Assist union representatives regarding HR related issues.
- Maintained and audited I-9 compliance for entire NYC region. approximately 4,000 employees.
- Ensure confidentiality of all personnel documents.

Marine Transport Lines., a Crowley Company **1997-2003**
Assistant Payroll Manager.

- Audited payroll and payroll related accounts for approximately 1000 employees.
- Reconciled various payroll related accounts on a monthly basis.
- Performed general accounting including extensive accounts payable transactions.
- Supervised two payroll clerks.
- Prepared federal tax deposits.
- Held Power of Attorney in order to investigate and resolve problems related to delinquent penalties. Achieved substantial abatement of IRS penalties.
- Maintained complex database for all payroll related activities.
- Reconciled union accounts and maintained regular contact with union representative regarding payroll related issues.

Hudson News (Retail Division) 1994-1996
Junior Accountant

- Performed general accounting and multiple bank reconciliations.
- Set up spreadsheets on Excel.
- Maintained daily phone contact with the bank for cash flow purposes.

DBR Management Inc. (Residential Property Management) 1993-1994
Junior Accountant

- Performed general accounting duties for multiple properties.
- Processed accounts payable and related transactions.
- Maintained accounts receivables.
- Prepared invoicing and leases for the properties/residents.
- Achieved improved customer service relating to the residents.

Safer Development & Management (Commercial/Residential Property Management-) 1991-1993
Administrative Assistant to President and Executive VP.

- Provided general administrative support to President & VP.
- Processed payroll and general accounting.
- Prepared spreadsheets, cash flows and billing on Excel.
- Drew up leases, contacted contractors and followed up on repairs for the properties.

Rave Realty (Residential Property Management) 1989-1991
Assistant to Office Manager.

- Duties included accounting, supervising clerical staff, administrative correspondence and customer service.

Jaclyn, Inc. 1985-1989
Administrative Assistant to Executive Vice President

- Assisted VP on special projects and accounting for small division.

Education

Montclair State University, Upper Montclair, NJ – Business Major
SHRM Essentials of Human Resources Management Certificate Program

Yolanda Henderson
Proposed Office Manager – JFK International Airport

SUMMARY

Over ten years of professional experience within customer service, event planning and administrative functions. Skills and experience in:

Customer Interaction Skills	Planning/Organizing
Project Management	Training/Mentoring
Excellent Communicator	Procurement/Negotiation

PROFESSIONAL EXPERIENCE

HRA Burial Claims Unit (Brooklyn, NY) 2011 – Present
Customer Service Representative I Receptionist

Support six managers and thirty staff members within the Human Resources Administration Family Independence Administration Income Support Operations Office of Burial Claims Unit and Veteran's Job Center performing both client and administrative services.

- Answer, screen and direct incoming calls, and assistant with callers' inquiries.
- Greet persons entering the organization and direct individuals to correct destinations.
- Engage and interact with customers face to face providing personable professionalism.
- Obtain/maintain client's information for daily log sheets and appointment diaries.
- Prepare new client's burial claims/folders and allocate to staff members
- Provide general administrative and clerical support to staff.

Brooklyn Tabernacle (Brooklyn, NY) **2008- Present**
Placement Ministry Coordinator / Visitation Ministry Representative

Humbly serve within both the Placement Ministry and Visitation Ministry departments that aide the community, pastors and church leaders in the body of Christ

- Assist with the organization of church wide ministry fairs/interview blitz.
- Encourage new members/perspective members to supply his or her God given gifts, talents, and abilities to meet the needs of the body of Christ and the community.
- Greet and direct potential ministry workers to ministry leaders/workers that serve in areas of their interest.
- Handle distribution of materials such as poster stands, name tags, church brochures and mission statements.
- Schedule interview appointments with the pastors/ministry departments of the church.
- Accommodate ministries with proper meeting room setup and audio visual requirements.
- Visit rehabilitations centers, nursing homes, hospitals or the homebound in order to share the love of Christ and our church family by meeting the spiritual and physical needs of others.
- Provide a warm heart and good listening skills that supplements the congregational/community care that's provided by the foundation.

CITIGROUP (New York, NY) **2004- 2008**
Senior Coordinator

Managed all aspects of Corporate Executive Services Conference Center and handled events with up to 500 participants from inception to completion.

- Built and maintained relationships with Senior Executives for creation of events including Investment Banking, Global Transaction Services, Private Client, Managing Director staff meetings, Global Banking Committee and Diversity Committee events.
- Managed program budgets with clients and ensured that all expenses were within Citi's expense management guidelines.
- Trained new hires and cross-trained staff within Executive Services.
- Tracked status of meetings to ensure the maximization of space, effectively maintaining 98% occupancy.
- Monitored and responded to high call volumes with an average of 2% drop-call ratings.
- Supervised onsite catering, audiovisual and building services staff.

JP MORGAN CHASE (New York, NY) **2002- 2004**
Executive Secretary / Conference Planner

Oversaw training programs exclusive to the Executive Committee Board of Directors, Medical Directors, and Vice Presidents of the firm, and provided necessary elements that ensured the success of the programs.

- Performed all administrative duties for the Leadership Morgan Chase Conference Center including department billing, ordering supplies, maintenance of equipment and front desk operations.
- Maintained/organized the booking calendar and client databases to ensure room utilization and profitability of space.
- Communicated all meeting requirements for each meeting/program to the staff and vendors.
- Arranged travel itineraries worldwide for event participants.
- Mediated meetings between clients and vendors to review the pre-event details for cost analysis and negotiation of contracts.
- Composed and proofread correspondences that included emails, presentations, memos and reports.

CITIBANK (New York, NY) **1997- 2001**
Administrative Assistant

Supported three managers and forty staff members within the Wall Street Banking Services Department and performed a wide range of administrative functions.

- Assisted staff with composing correspondence to clients that include letters, spreadsheets and presentations.
- Responded to high Volume phone and interval inquiries.
- Researched check reconciliation issues pertaining to inquiries regarding returned checks.
- Organized and maintained office calendars and staff scheduling.
- Reviewed incoming mail, memos and inquiry submissions to determine redirection to appropriate internal staff/departments.

EDUCATION/ACCREDITATION

NEW YORK CITY DEPARTMENT OF EDUCATION (Brooklyn, NY)
School Secretary Certification

CAREER BLAZERS LEARNING CENTER (New York, NY)
PC Specialist Certification

YORK COLLEGE (Jamaica, NY)
Health Education

SKILLS

Windows	Microsoft Word	Excel
Power Point	Access	Outlook
Internet	AIRS	Goldmine
EMS Enterprise	Lotus Notes	Breeze
Market Vision	BAITS	

Anthony Rentas
Proposed Assistant Office Manager – JFK International Airport

Qualifications Profile

Highly competent, multifaceted, and people-oriented professional, offering broad-based knowledge and experience in overall aspects of organizational administration and human resource management. Equipped with solid adeptness in utilizing out-of-the-box techniques in formulating innovative solutions and developing strategic processes to achieve company objectives, optimize operational efficiency, and improve employee performance.

- Effective at forging collaborative working relationships with individuals from different backgrounds to develop a high performance culture aligned with organizational missions, vision, and values.
- Known for uncompromising devotion to service; along with professionalism, excellent work ethic, and work standards rooted in integrity.
- Highly capable of multitasking within fast-paced and changing environments; efficient learner and quick in adapting to new tasks and settings.

PROFESSIONAL EXPERIENCE

ALLIED BARTON SECURITY SERVICES **2007 to Present**
Recruiter Assistant *2008–Present*

Collaborate closely with recruitment managers and specialists by rendering major support and services; assume full responsibility for the hiring, interview, and recruitment of most qualified candidates for job openings. Work in partnership with the Human Resources Department as well as recruiting companies and agencies. Administer the scheduling and execution of interviews with suitable candidates while helping recruitment specialist in screening eligible candidates. Manage the preparation of necessary documents, job description, screen tests, and interview questions for the organization. Build and cultivate strong rapport with all candidates, employees, and corporate clients; notify them regarding job requirements and duties. Deliver database support in developing and posting job advertisement on different search websites. Courteously answer and escalate calls to managers across the region.

KEY ACHIEVEMENTS:

- Established a reputation for continuously handling increasing responsibilities by earning fast-track promotion from human resources coordinator to recruiting assistant.
- Contributed to the efficient management of all aspects of recruitment functions including liaising with and ensuring conformance of newly hired employees; thereby achieving 100% compliance rate in terms of work opportunity tax credit

Human Resources Coordinator *2007–2008*

Ensured accuracy and completeness of human resources records for a company with 50,000 employees. Displayed technical acumen in inspecting packets of new hires while organizing computer records of each new employee. Utilized keen attention to details in checking and coordinating payroll and benefits. Leveraged comprehensive knowledge of state guidelines for security guards in processing their licensing. Exercised sound judgment in identifying and resolving all compliance issues and other concerns.

KEY ACHIEVEMENTS:

- Earned distinction for successfully achieving the Certified Recruit status within one month of tenure.
- Optimized organizational efficiency and productivity by covering for on-leave or absent coworkers applying skills and knowledge acquired from cross-training on different office functions.
- Guaranteed timely completion of auditing more than 2,000 government service employees with focus on verifying their adherence to contracted requirements.
- Provided significant contributions to the consistent obtainment of company goals and objectives.

STERLING NATIONAL BANK 2006–2007

Customer Service Representative

Sustained constant communication with clients; aiding them in opening new checking and saving accounts as well as CDs. Efficiently performed cash checks and deposits. Drove revenue enhancement through effective cross-selling of banking products to clients; utilized and maintained comprehensive knowledge of all banking products and services. Formed strategic alliances with customers through exceptional service and support while ensuring their total satisfaction; promptly addressed their accounts concerns within fast-paced and challenging work setting.

KEY ACHIEVEMENTS:

- Took part in the company's success and sustainable growth by consistently achieving and exceeding daily sales quotas.
- Maximized client base and generated referrals and repeat business by delivering outstanding service and support through extensive customer service training.

ELITE INVESTIGATIONS, LTD 2002–2006

Senior Dispatch Supervisor

Carried out human resource functions, such as interviewing prospective employees, facilitating new hire orientation, and training dispatch personnel. Exemplified strong leadership capabilities in supervising a staff of seven dispatchers, including scheduling and payroll administration. Provided hands-on management and guidance to more than 1,500 field personnel.

KEY ACHIEVEMENTS:

- Ensured high-quality calls of dispatchers through detailed evaluation and monitoring, thus significantly improving customer service and support.
- Accelerated production workflow while reducing overtime expenses by successfully hiring skilled candidates and properly scheduling shifts company-wide.

Education

- Degree, Course, Digital Film and Media: Katherine Gibbs College, New York, NY
- Degree, Course, Broadcast Journalism: Northeast High School, Ft. Lauderdale, FL

Professional Development

- Allied Barton Security Services Recruiter Course, New York, NY: 2008
- New York City Police Academy Auxiliary Program, New York, NY: 2008
- New York State Security Guard License #10010231595, New York, NY: 2001

Professional Affiliation

New York City Police Department Auxiliary Unit — New York, NY

Nancy Leon
Proposed Identification Office Manager – JFK International Airport

SUMMARY OF EXPERIENCE AS HUMAN RESOURCES & COMPLIANCE ADMINISTRATOR

- Five years of expertise in the human resources arena for the airport and security industry
- Extensive experience streamlining processes to save money in human capital i.e.: hiring, screening and auditing for City, State and Federal regulation.
- Created and implemented tracking spreadsheets to each of the industries to capture contract related requirement, company hiring and background requirements and State and Federal licensing.

CORE COMPETENCIES AND CAPABILITIES

- Merger/Acquisition Integration
- Inventory Management/Control
- Contract Negotiations
- Audit/Compliance
- Change Management
- Policies/Procedures Development
- Teambuilding and Mentoring

PROFESSIONAL EXPERIENCE AND CAREER MILESTONES

Global Security JFK, Jamaica, NY **11/11 to Present**
Office Administrator / Issuing Officer for the Port Authority of New York New Jersey

- Maintaining all applications for our JFK pipeline and insuring their compliance with their Port Authority ID & New York State Department of Licensing.
- Managing Human Resources, Payroll, Compliance, and Operations paperwork for our JFK Station
- Administrating JFK Airport Terminal 1, 4, and 8 accesses & deactivation of Port Authority ID holders as well as adding and removing employees parking privileges
- Reviewing and updating manpower submitted by Duty Managers and Supervisors on the payroll system.
- Administrating & Assisting General Manager with Hiring, Termination, and Leave of Absence.
- Ordering, distributing and maintaining inventory of uniforms
- Instructing employees on their first day of work and briefing them on GSA & PA policies
- Assisting Operations Manager with Payroll, Time Request off, and Reduction of hours.

AlliedBarton Security Services LLC New York, NY **11/10 to 01/12**
Recruiting Assistant / NYS Training Liaison

- Assist new hire screenings that include but are not limited to investigating previous employment history.
- Completing clerical aspects of the application, Licensing and hiring process in Compliance to Allied Barton, City, State and Federal procedures and processes
- Provide information to applicants who have completed and ready to hire.
- Perform compliance of personnel files on a timely basis.
- Maintaining technical proficiency in assigned area by reviewing policies and procedures.
- Assist with operations, training, and administrative functions on an as needed basis.
- Maintaining confidentiality of all information and data.

ARAMARK Aviation Services JFK, Jamaica, NY **9/09 to 10/10**
Recruiter / Issuing Officer for the Port Authority of NY & NJ

- Prescreened applicants and informed them of the hiring process.
- Administrating completion of new hires paperwork specifically; Application, I-9, New Hire forms, and employee 5 year background check, Process Port Authority ID, scheduling Finger print, SIDA class appointment.
- Setting up Terminal 2 & 3 access & deactivation of Port Authority ID
- Assisted with Human Resources to maintain seniority lists for the Union and non-union employees on a day to day basis.
- Assisting Office Manager with Hiring, Termination, and Leave of Absence.

DO & CO NY CATERING JFK, Jamaica, NY **12/07 to 08/09**
Human Resources Administrative Assistant *12/08 to 8/09*

- Supervised front desk Reception and Security
- Booked Hotels, flights, car and restaurant reservations for clients
- ADP Hand Punch for new/current employees; ADP e-Time updating Supervisors daily of employee's Punch details
- Responsible for reaching out to Hotel clients and renewing the contracts every year.
- Conducted Pre-Screenings and telephone interviews for potential candidates
- Assisted the Accounting department with limited Duties:
    - In charge of the Daily Comparison Budget Report: Comparing on Daily Basis overtime for each department
    - Accountable for the Daily Summary Report of all departments
    - Maintained and Authorized Invoices: FedEx, CINTAS, Andrews International, WB Mason

Human Resources Reception 12/07-12/08

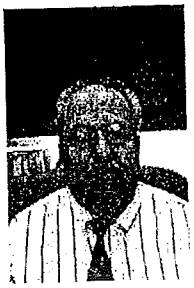
- Answered incoming telephone calls, determining purpose of callers and forward calls to appropriate personnel
- Answering questions about organization and provide callers with address, directions, and other information
- Greeting and signing in visitors on company's Log
- Creating identification cards and finger scan for employees
- Ordering and monitoring delivery and distribution of employees uniform
- Reviewing Security DTEC system – insuring overnight security secured 3 rounds a night of each checkpoint throughout the building.

SKILLS

- **Windows Microsoft**: XP, Outlook, PowerPoint, Word, and Excel
- **Payroll Systems**; APD e-Time, STROMBERG ENTERPRISE, Win Team
- Fluent in English and Spanish
- **Hodes IQ & GlobalNET** – Applicant & Compliance Tracking System
- HR Plus, E-Verify, My True Screen, Lexis, Nexis
- **New York State Security Guard License** Exp. 12/2013

EDUCATION

G.E.D Flushing, NY **03/08**



Edwin Moss
Proposed Project Manager – LaGuardia Airport

Senior level decision maker with far reaching experience in the management of a university public safety department, a police department, complex and confidential investigations, compliance enforcement and development, emergency management, complex security operations, policy development, accomplished through strategic planning, staff leadership and project management.

PROFESSIONAL PROFILE:

Respected and pragmatic decision maker with a track record of progressive career growth secured through a high level of determination, consistently utilizing talents to improve organizational operations.

Manage and direct a University Public Safety Department of 70 sworn peace-officers, of various ranks and investigators. Supplemented by 75 contract guards on a major campus with off-site locations.

- Analytic and logic talents were cultivated during a 27 plus year career in law enforcement with the Port Authority Police Department.
- Developed a large network of contacts spanning higher education, the judicial arena, law enforcement, and the private sector.
- Distinguished professional with a sincere desire to utilize talents within a progressive organization that demands and reward achievement.

AREAS of EXPERTISE:

Criminal Investigations	Fraud Investigations	Regulatory Compliance
Internal Investigations	Interrogations	Executive Protection
Community Policing	Staff Leadership	Vulnerability Assessment
Crisis Management	Budget Development	Security Planning
Contract Guard Services	Operations Management	Reporting/Documentation
Crime Analysis	Investigation/Supervision	Public Relations

PROFESSIONAL HISTORY:

Borough of Manhattan Community College of the City University of New York. **2004-Present**
Director of Public Safety, and Investigations

Plan, administer and direct the overall management of a University Public Safety Department.

Manage and direct all college security activities and investigations at a diversified urban College, with 35,000 students, 6,000 employees, and five satellite locations

- Plan, administer and direct the overall management of the college public safety function: preparing the activity budget, ascertaining staffing level needs, deploying staff accordingly, and develop service contract specifications in accordance with the college needs.

- Direct and implement complex investigations involving but not limited to:

  White collar, Fraud and Criminal Investigations
  Corruption
  Litigation assistance and preparation
  Physical injury
  Misappropriation of funds
  Stalkers
  Undercover operations
  Photographic evidence
  Court testimony
  Computer crime
  Employee Misconduct
  Lawsults
  Negligence
  Witness Statements
  Conduct interviews and interrogations
  Surveillance (photographic proof)
  Threats

- Have directed and managed complex fraud investigations in conjunction with such agencies as the U.S. Postal Inspectors, NYC Dept. of Investigation, FBI, Computer Crime Unit NYPD, Inspector General's Office, New York County District Attorney's Corruption Office, and other agencies.
- Manage large financial investigations (financial statement, fraud, and special matters)
- Conduct interviews of relevant persons, from operational employees to senior management.
- Prepare comprehensive security operations plans; manage ongoing assessments of the status of the college's entire campus security program, and
- Crisis Management:

  Managerial pre-planning and contingency plans
  Strategic communications
  Technology concerns
  Training exercises
  Preparation of a detailed management guide
  Legal implications and strategies
  Media contacts and public affairs

- Determine the delegation of supervisory responsibility, merit recognition, and the administration of the disciplinary process.
- Direct the Workplace Violence Assessment Program for the College
- Member of the Sexual Harassment Team, and conduct investigations for the College.
- Approved and directed the implementation of new security systems for the College including: closed circuit monitors, turnstiles, swipe and proximity access and other improvements.
- Carefully monitoring, assessing, counseling and disciplining those members of BMCC/Public Safety who receive customer complaints.
- Have reduced complaints against members of BMCC/Public Safety while simultaneously increased efficiency.
- Careful tracking, counseling and disciplining have improved attendance and lateness.
- Developed and implemented numerous training programs covering procedures as well as ethics and integrity to gain improvements in the operation.
- Ensure compliance, preparation, and distribution of the disclosure of Campus Security Policy and Campus Crime Statistics, for the annual Clery Report.
- Ensure compliance. Preparation and distribution of the annual Workplace Violence Report.
- Record and compile criminal and security incident statistics.
- Supervise security management personnel; and direct the performance evaluation of all security personnel.
- Make campus security resource allocations decisions in accordance with the Vice-President of Administration and Planning policies for campus security.
- Direct the investigation of criminal and/or violent incidents occurring on campus.
- Maintain the day-to-day training, instruction, and orientation of the college security staff, and oversee the development of in service training programs on campus.

- Ensure the implementation and compliance with the Vice President of Legal Affairs policies' on employee conduct, including but not limited to confidential investigations, initiatives and programs.
- Establish and maintain working relationships with many diversified agencies, institutions, and corporations.
- Oversee the mandatory drug testing of the security staff in accordance with established guidelines.
- Implemented and direct the Community Emergency Response Team (CERT/FEMA) for the college.
- Ensure that crime prevention information is made available to the college community, including crime advisories when necessary.
- Provide practical leadership in informing college constituencies of the customer service philosophy inherent in the security initiative.
- Played an integral role in assisting the College with obtaining a grant from the US. Department of Education and Poly Tech/NYU University in emergency management.

Port Authority Police Department of NY and NJ **1977-2004**
Police Lieutenant (1994-2004)

- Was a Commander for the late tour at the WTC disaster site for the Port Authority Police Department (At times supervised over 300 personnel)
- Coordinated and assisted with the rescue/recovery operation.
- Directed the security for the site and assisted with the immediate area.
- Coordinated the operation with agencies from the local, state and federal level.
- Helped plan and execute the removal of gold and silver from the Nova Scotia Bank (one of the largest movements, executed without incident)
- Assisted in planning the events on May 30, 2002. (removal of the last piece of steel)
- Prepared the final action report detailing the efforts of the PAPD at the WTC Disaster site.
- Member Joint Task Force for Counter-Terrorism with NJ State Police and Federal Agencies involved in the coordination of the 2000 Millennium July 4th celebration.
- Port Authority Police representative to the New York City Office of Emergency Management, and the New York City Police Department.
- Participated and helped coordinate presidential movements and other dignitaries.
- Helped direct the 50th United Nations Movement at JFK Airport.
- Participated in the preparation for a new test for police candidates.
- Recipient of many honors including: WTC Medal for Meritorious Service, 5 Meritorious Police Medals, 12 Commendatory Incident Reports, 2 Unit Citations, and the NJ Honor Legion.

The Port Authority of NY and NJ operates some of the busiest and most important transportation links in the region. As a Police Lieutenant, Mr. Moss has managed the tour operations at all Port Authority Facilities: World Trade Center, NY and NJ Marine Terminals, JFK International Airport, Newark Airport, LaGuardia Airport, Holland and Lincoln Tunnels, George Washington Bridge, Bus Terminal, PATH, and the Staten Island Bridges.

As the Tour Commander, Mr. Moss directed all areas of operation through field supervisors, detectives, and officers.

- Managed and directed the investigation of police staff accused of wrongdoing including violations of rules, breaches of integrity and unlawful acts.

- Scheduled staff for daily tour of duty managed emergency situation as well as routine patrol.
- Plan and supervise the policing of public, tenant and Port Authority areas.
- Maintain liaison with other law enforcement agencies and the public.
- Supervise Community Policing initiatives.
- Planned executive and dignitary protection.
- Directed complex criminal investigations and interfaced with many diversified law enforcement agencies.
- Responsible for the actions of subordinates and directed investigations alleging improper conduct of officers on the tour.
- Planned and executed inquiries concerning reported police infractions including conduct issues, improper use of force, sexual harassment, and bias.
- Prepared Performance appraisals of subordinates.
- Responsible for determining the legality of arrests on the tour, and the safety of prisoners.
- Conducted investigations of unusual occurrences and other security related matters; prepared reports of findings and recommend corrective measures.
- Participate in the Dole testing for subordinates.

Police Sergeant/Field Supervisor (1987-1994)

Police Officer/Plainclothes. (1977-1987)

EDUCATION AND TRAINING

Brooklyn College-Brooklyn NY; B.A. in Economics, minor Psychology.

Training: PAPD Police Academy, Sergeant's Supervisory Training, Lieutenant's Supervisory Training, Lieutenant's Command College, Criminal Investigation, Internal Investigation, Fraud Investigation, Employee Misconduct, Incident Command, Basic Hostage Negotiating, Sexual Harassment and Bias Incidents. Transactional Analysis, seminars for determining stress, and Substance Abuse in the Workplace. Critical Incident and Stress Management. and IACLEA Executive Development.

RECOGNITION AND ACCOMPLISHMENTS

Two Certificates of Appreciation from the Student Government Association of BMMC for outstanding service.

Certificate for outstanding community service to BMCC from the Vice-President of Student Affairs of BMCC.

Presented at the New Jersey College and University Public Safety Association (CUPSA) In Atlantic City, on emergency management for the BMCC Grant "Ground-Zero on a College Campus."

Presented at the FEMA12th Annual All-Hazards Higher Education Conference, at the Federal Emergency Management Agency's National Emergency Training Center (NETC) in Emmetsburg, Maryland.

Presented at the HETS Conference, San Juan, and Puerto-Rico.

The Borough of Manhattan Community College has now taken the lead in NYC for higher education emergency management training and preparedness. The College has hosted the following training under Mr. Moss' tenure:

- The Campus Community Emergency Response Team (C-CERT) Program educates people about disaster preparedness for hazards that may impact their area and trains them in disaster response skills, such as fire safety and suppression, light search and rescue, team organization, and disaster medical operations. Using the training learned in the classroom and during exercises, C-CERT members can assist others on their campus or neighboring community following an event when professional responders are not immediately available to help. C-CERT members also support community emergency response by taking a more active role in emergency preparedness projects.
- CPR/AED/First –Aid training-BMCC is the only C.U.N.Y. Campus to offer this important training to students, faculty and staff. The training is done by BMCC Public Safety.
- Enhanced risk and threat assessment-L363 Multi-Hazard Emergency Planning for Higher Education
- Emergency Planning for Campus Executives- G367
- Understanding and planning for school bomb incidents
- Dealing with a hostile intruder, with tabletop exercises and live exercises
- Dealing with a fire on a campus with tabletop, and live exercises.
- Incident Command Training:

  ICS 100- Introduction to the Incident Command System introduces the Incident Command System (ICS) and provides the foundation for higher level ICS training. This course describes the history, features and principles, and organizational structure of the Incident Command System. It also explains the relationship between ICS and the National Incident Management System (NIMS).

  ICS 200- is designed to enable personnel to operate efficiently during an incident or event within the Incident Command System (ICS). ICS-200 provides training on and resources for personnel who are likely to assume a supervisory position within the ICS.

  ICS 700- introduces and overviews the National Incident Management System (NIMS). NIMS provide a consistent nationwide template to enable all government, private-sector, and nongovernmental organizations to work together during domestic incidents.

  ICS 300- is designed for mid-level management personnel who will be serving in the following positions: command staff, section chiefs, strike team leaders, task force leaders, unit leaders, division/group supervisors, branch directors and multi-agency coordination system/emergency operations center staff.

  ICS 402- The purpose of this course is to provide an orientation to the Incident Command System (ICS) for Executives and Senior Officials (including elected officials, city/county managers, agency administrators, etc.).

AFFILIATIONS

- Port Authority Shomrim Society
- NYPD Shomrim Society
- NYPD Honor Legion
- Member NJ Honor Legion,
- Lieutenants Benevolent Association
- 1st Pct Community Council
- The Downtown Alliance Association of NYC.
- IACLEA

Richard Ruiz
Proposed Assistant Project Manager – LaGuardia Airport

Experience

Port Authority of NY & NJ Police Department

Police Inspector Western Zone Commander *2011 to 2012*

- Manage police operations at the World Trade Center, PATH transit system, Holland Tunnel and Brooklyn Piers
- Oversee day to day operations and assist Commanding Officers in meeting their goals.

Police Inspector Commanding Officer – Newark Liberty International/Teterboro Airports *2009 to 2011*

- Responsible for all aspects of Public Safety at the airport, managed 250 police officers and administered a fifty-three million dollar budget.

Police Captain – PATH Transit System *2007 to 2009*

- Operations Captain – Counter Terrorism/Emergency Management –Responsible for conceiving, planning and executing counter terrorism tactics

Police Captain – Newark Liberty International/Teterboro Airports *2006 to 2007*

- Operations Captain – Responsible for daily police and Crash Fire Rescue functions

Police Lieutenant – PATH Transit System *2005 to 2006*

- Executive Officer

Police Lieutenant - Lincoln Tunnel *2003 to 2005*

- Shift Supervisor - Arrest Processing Unit Coordinator

Police Lieutenant - George Washington Bridge *2003*

- Tour Commander-Shift Supervisor

Detective Sergeant - Criminal Investigations Unit *1999 to 2003*

- Supervised criminal investigations in New York and New Jersey

September 11, 2001 Joint Terrorist Task Force

Police Sergeant *1991 to 1999*

- Patrol/Training Sergeant George Washington Bridge 1997 to 1999
- Patrol Sergeant PATH 1995 to 1997
- Desk Sergeant Central Police Desk 1991 to 1995
- Absence Control 1991 to 1995
- Patrol Sergeant Port Authority Bus Terminal 1991

Police Officer — *1980 to 1991*

- Special Services Unit Police Division — 1986 to 1991
  - Editor-in-Chief Dept. Magazine
  - VIP Protection/Special Events
- Central Police Pool — 1980 to 1986
  - Worked Tunnels, Bridges and Airports

Education

FBI National Academy, Quantico, Virginia — September 2008 – December 2008

Jersey City State College, Jersey City, New Jersey
Master of Science, Criminal Justice — May 1991

Jersey City State College, Jersey City, New Jersey
Bachelor of Science, Criminal Justice — June 1984

Saint Peter's College, Jersey City, New Jersey
Bachelor of Arts, American History — June 1977

Eve Monroe
Proposed HR Manager – La Guarda Airport

EXPERIENCE

MG Security Services, New York, NY
Chief Administrative Officer *2009 - Present*

- Oversight and management of payroll for entire company.
- Draft all Service Agreements and Proposals; manage and conduct client follow-up.
- Oversight and management of all administrative compliance matters and office management.
- Oversight and management of human resources, health care and unemployment claims.
- Ensure compliance with all federal, state and local law procedures and regulations.
- Research and prepare all Requests for Proposals
- Obtain all local, state and federal business certifications and licenses.
- On-site management of security sites and special events.
- Oversight of company website and social media sites.
- Head of Event Permitting section.
- Conduct security guard training in compliance with New York State licensing regulations.
- Company Gun Custodian and NYS Certified Security Instructor. .

Scharome Manor, Brooklyn, NY
Administrator *2007 - 2009*

- Full responsibility for the oversight of a 199 bed for-profit licensed adult home, including management of all staff and residents.
- Ensure compliance with all State and City Department of Health regulations.
- Oversight and supervision of all staff including staff hiring, discipline and training.
- Oversight and management of all resident services including medication, medical and social management to ensure quality care of residents.
- Oversight and management of all financial matters such as, purchasing of goods and services, outside service provider contracts and employee wages.
- Oversight and management of marketing and admissions to ensure quality care and profitable of the facility.

Law Office of Eve Monroe P.C., New York, NY
Private Practice *2004 - 2007*

- Full responsibility for legal matters, law firm marketing; financial oversight and office management.
- Legal consultant for home health agencies and home health care agencies regarding regulatory compliance issues as well as patient and employee matters.
- Provide legal counsel to commercial clients concerning compliance with NYC Building Code and State and Federal labor and employment regulations.
- Provide legal services to residential and commercial clients regarding real estate transactions including the buying and selling of real property; review and drafting of residential and commercial leases; and compliance with construction regulations.
- Court appointed referee for New York State Supreme Court regarding partition, foreclosure and receivership matters.

Department of Public Safety, White Plains, NY
Special Counsel, Office of the Commissioner *2003 - 2004*

- Confidential legal advisor to the Commissioner of Public Safety and Deputy Commissioners concerning all aspects of management of Police and Fire Bureaus.
- Responsible for oversight of personnel policies and labor contracts to ensure proper implementation and compliance of policies and contracts.
- Primary liaison with Mayor's Office and other City officials regarding Public Safety policies and personnel and labor issues.
- Provided legal counsel to Commissioner and management staff regarding intelligence matters.
- Oversight of Domestic Violence Unit regarding current legal issues related to domestic violence and community outreach programs.
- Provided department wide training to new personnel concerning sexual harassment and discrimination in the workplace.
- Legal oversight of development of fund for management of private sector contributions to public safety commission.

Hitsman, Hoffman & O'Reilly LLC, Elmsford, NY
Associate Attorney *1998 - 2002*

- Integrally involved in developing a sexual harassment training program, and conducted training for hundreds of managers and employees regarding sexual harassment and discrimination.
- Responsible for the oversight, development and maintenance of current and effective employment policies and procedures for clients including personnel manuals, workplace safety standards and procedures, and anti-discrimination policies.
- Negotiated and drafted collective bargaining agreements for public sector unions involving police, firefighters and other municipal employees.
- Defended employers in all aspects of employment-related litigation, appeals, administrative hearings and arbitrations concerning employment discrimination claims, employee discipline and union-related labor disputes.
- Drafted appeal regarding interpretation of municipal labor contract and argued appeal before the NY State Appellate Court.

New York City Police Department, New York, NY
Agency Attorney – Legal Bureau and Department Advocate's Office *1993 - 1998*

- On-site legal advisor to police command personnel at public events, parades and demonstrations to ensure compliance with current criminal and civil laws and regulations.
- Conducted over 100 employee disciplinary hearings involving major corruption, substance abuse, and other violations of NYPD rules and regulations related to criminal and administrative prosecutions of police personnel.
- Provide legal representation for senior police department officials at depositions and civil court proceedings involving employee discrimination, sexual harassment and civil liability involving civilians.
- Investigated and defended Department in all aspects of employment discrimination claims.

EDUCATION

New York Law School, New York, NY [J.D.]

Honors: Research Editor, Human Rights Law Journal

American Jurisprudence Prize for Entertainment Law

University of North Carolina, Chapel Hill, NC [B.S.]

PROFESSIONAL MEMBERSHIPS

New York State Bar

Connecticut State Bar

US District Court, Eastern and Southern Districts of New York

Marta Bochenek
Proposed Office Manager – LaGuardia Airport

Dedicated professional proficient in all areas of office management; analytical and resourceful in problem identification, able to research and compile pertinent subject data. Straightforward and professional, with an understanding of national and international politics. Thrives under tight deadlines and challenging work environments. Possesses practical experience with wide range of office equipment and software programs. Time management expert whose high professional standards have delivered outstanding project and support results. Computer proficient utilizing a variety of software for both Mac and PC. Bilingual: English and Polish.

EMPLOYMENT HISTORY

ALLIEDBARTON SECURITY SERVICES
OFFICE MANAGER / OPERATIONS SUPPORT *2008-Present*

- Direct, oversee, and guide numerous business functions for this firm operating in New York City. Collaborate closely with principles and key staff in areas of business planning, new policy development, compliance, financials, and human resources. Work directly with the Vice President of Operations for 2 Manhattan locations, the NYC Regional Office and Madison Avenue Branch Office to ensure high efficiencies, full internal and external compliance, and to maximize overall daily activities. Manage maintenance for general office equipment.
- Complete accounting duties such as: processing and preparing reports for use by upper management that includes A/R, A/P, Business Income Statements, GL, overtime, non-billable hours, employee expense reports, and management bonus statements. Analyzed data to identify and resolve issues.

Key Accomplishments:

- Negotiated and managed purchasing requirements for all office suppliers, enduring purchases meet budgetary requirements. Oversaw oversight of shipping and receiving.
- Collaborated IT personnel to identify and resolve system issues, provide user training, maintain network reliability and security, and telecommunications requirements.
- Liaised with HR with liability insurance requirements, termination letters and managing the vice president's calendar, travel arrangements, and client meetings.

SAWICKITARELLA ARCHITECTURE+DESIGN, P.C.
OFFICE MANGER *2004-2007*

Delivered exceptional leadership guiding numerous business functions for this innovative interior design firm. Key areas of responsibility included process development and implementation, staff training and management, financials, client relations, vendor sourcing and management, troubleshooting, and purchasing. Fully responsible for P&L, annual budget development, cost reduction, and sales support. Tracked and reported on sick days, vacation days, and personal days. Managed transit check program.

Key Accomplishments:

- Triggered superior customer loyalty and satisfaction through on time delivery of products and services, with client base primarily made up of large, upscale retail and commercial customers.

- Assisted personnel and executives; propelling product and service development, strategic planning, and cost reduction to increase revenue and profits.

MCCANN ERICKSON WORLDWIDE **2003**
FINANCE

Proactively and effectively assisted in critical financial activities for this large advertising company. Continually ensured full compliance with all internal and external compliance requirements, including GAAP. Took part in financial activities that included cost analysis, controlling, accounting execution, and internal audits. Quickly identified and resolved issues, and took part in various financial projects.

Key Accomplishments:

- Analyzed accounting and financial statements to ensure accuracy and completeness.
- Assisted with A/P, A/R, and GL functions.
- Reviewed expense accounts, travel vouchers, purchase orders, and billing documents, and liaised with appropriate parties to resolve issues.

ESSEX TEMPORARY SERVICES-TEACH FOR AMERICA / CAMEO TEMPORARY SERVICES
VISITING NURSE SERVICE
ADMINISTRATIVE / TRANSLATOR *2000-2002*

- Offered expert administrative skills in support of a critical educational program. Implemented time and workflow management principals. Interfaced successfully with a variety of individuals at various levels of educational administration.
- As Translator, assisted in communication between Polish-speaking patients and a variety of medical professionals. Translated in verbal situations as well as for written documentation. Provided translation services between individuals who needed short and long-term medical care, doctors, nurses and medical technicians. Ensured that waivers and legal documents are understood by patients and families.

Key Accomplishments:

- Evaluated school transcripts and legal documents in order to facilitate efficient handling and processing.
- Performed accurate data entry into computer system as well as safeguard sensitive electronic information for later retrieval and processing.

NEW YORK CITY TRANSIT AUTHORITY
PAYROLL, PENSION & SERVICES *1998-2000*

Exercised broad and diverse responsibilities for facilitating communications with employees of one of the largest and most complex transit systems in the world. Prepared and distributed reports, ensured accounting and documentation quality standards and supported personnel in all aspects of daily operations. Supported Payroll, Pension, and Services. Directly responsible for reviewing and monitoring employee pension applications to the New York City Employees' Retirement System.

Key Accomplishments:

- Assisted in transfers of employees from other departments into the transit authority. Worked with employees to complete insurance information, processed pension transfers and provided follow up.

- Performed wide variety of office tasks, processed charitable contribution deductions, prepared weekly Board of Education and teacher pension plan reports.

EDUCATION

BACHELOR OF SCIENCE – SPECIAL STUDIES / BUSINESS MANAGEMENT, 2000 • St. Francis College

MASTER CERTIFICATE – HUMAN RESOURCES MANAGEMENT, 2005 • Villanova University

TECHNICAL SKILLS

MS Word • Excel • PowerPoint • Outlook

Jennifer Perez
Proposed Assistant Office Manager – LaGuardia Airport

Administrative support professional offering versatile customer service skills, I am accustomed to handling sensitive, confidential records. Moreover, also flexible and versatile - able to stay calm and collected under pressure. Therefore, I am poised and competent with demonstrated ability to easily transcend cultural differences. A very strong planner and problem solver who readily adapts to change, works independently and exceeds expectations.

Skills Summary

- Bilingual/Fluent (Spanish/English) Scheduling
- Multitasking
- Project Management General Office Skills
- Clerical & Administrative Duties
- Customer Service Liaison
- Meeting and Event Planning
- Written Correspondence

Professional Experience

Safe Space NYC inc. Jamaica, NY. **March 2013-Present**
Administrative Assistant

- Answer phones and greet clients in the clinic.
- Complete initial phone screening for perspective clients
- Track status of therapist's and psychiatrist's schedules
- Enter and track information on Electronic Medical Record system
- Prepare daily billing sheets for therapists and doctors
- Get insurance authorization for new clients and keep track of re-authorization for existing clients
- Maintain schedule of clients for psychiatric appointments and prepare charts for the appointments
- Track Treatment Plan documents
- Assist Clinic Supervisor with any other task to maintain the clinic's daily functions.
- Open new clients cases and close completed cases
- Other duties as assigned

Express Employment Professionals. Wilkes Barre, PA. **October 2011-January 2013**
Staffing Coordinator

- Fill all open positions; develop a pool of candidates by interviewing multiple applicants daily.
- Interpret for Spanish speaking applicants and explain application process
- Assist Senior Staff members in recruiting efforts, both in office and online
- Facilitate behavioral-based, structured interviews, administer tests, and match potential candidates ensuring that all required skills are a fit with client needs
- Complete all necessary employment verification screening prior to placement (degree verifications, reference/background checks, drug screens, tax paperwork, etc.)
- Manage and develop prospect database, companies (validation, cold-calling, drop in, etc.) to move the client through the developmental phase into gaining new business

- Manage temporary employees by giving orientations, provide coaching on career development, communicate verbal/written warnings, discuss issues with performance or job, and terminate assignments as necessary.

SUNY Geneseo. Geneseo, NY. **May 2009-May 2010**
Office Assistant

- Redact and file documents pertaining to the management and development of the Student Association and Advisory Board and assisted students in the progress of duties and activities related to their organization.
- Keep records associated with the on-campus student organizations including budgets, fundraisers, purchase orders and inventory.

The Eagle Warranty Corp. Eynon, PA **May 2006-2008 to August 2006-2008**
Claims Intake/ Spanish Interpreter

- Skilled in use and application of customer service software, managing contacts, progress of claims and customer interactions.
- Access, retrieve and post information to customer files pertaining to insurance claims.
- Build and maintain relationships with contracted companies in order to assure a timely completion of repairs.
- Relay information, delays and unexpected problems to the claims adjusters.
- Prepare and review insurance-claim forms and related documents for completeness.
- Provide customer service, such as giving limited instructions on how to proceed with claims or providing referrals to auto repair facilities or local contractors.
- Interpret for Spanish speaking customers during the claims process including, but not limited to: Dealer Relations, Accounting and Customer Service departments.

Education

State University of New York, Geneseo, NY **Pending**
Sociology Bachelor of Arts

Internship
SUNY Geneseo. Rose McEwen. Teachers Assistant- helping students practice speaking Spanish with constructive and educational activities.

Affiliations

Latino Student Association (LSA) President. August 2008 -May 2009

Spanish Club. Vice President. August 2009 - May 2010

Women's Leadership Institute (WLI). Participant August 2010- May 2011

Diane Pennicott
Proposed Identification Office Manager – LaGuardia Airport

PROFESSIONAL EXPERIENCE

LSG Sky Chef, JFK International Airport, New York **3/07- Present**
Customer Service Manager

- Oversee the economic and operating performance of the transportation department
- Ensure that the department and controlled efficiently in the line with Company's' framework and market requirements
- Lead the department to achieve the budget targets and initiate corrective action if necessary
- Ensure the compliance with safety and quality guideline provided by Corporate and local and customer regulations
- Guide, motivate and develop the subordinate, employees with Human Resources policy
- Make the company's' values and management, principles live in the department and implement and control the cost budget, initiate and steer corrective action in case of deviations.

Account Manager

- Plan and supervise department's operation to assure achievement of departments 'financial, customer and employee goals.
- Ensure compliance with all regulatory agencies such as FDA and USDA.
- Monitor and ensure compliance with HACCP and Ramp Safety SOP
- Foster employee participation in improving work processes via proactive communications and employee engagement
- Ensure understanding, adherence and improvement of key processes
- Conduct daily work group meeting, performance feedback and training
- Investigate all discrepancy, within department and from contactors
- Provided leadership and guidance
- Manage allocated labor to maximize productivity.
- Supervisory shift responsibilities

CanJet Airlines, LGA International Airport, New York **2/06 – 10/2006**
General Manager

- Ensure consistent quality customer service throughout the airport facility in accordance with all safety rules and regulations.
- Establish and monitor manpower schedule based in flight activity.
- Initiate and support process improvement initiatives through strong leadership.
- Develop and maintain effective and efficient internal and intradepartmental communication channels.
- Set and meet cost control goals as outlined in the budget planning process.
- Authorize monetary decisions regarding customer service and staff integrity in accordance with Company policy.
- Maintain inventory control on accountable documents and base supplies.
- Compile and forward accounting reports to corporate finance department.
- Monitor performance standards of on-time performance, baggage handling and delivery, airport passenger service standards, contracted services, fuel quality control, glycol quality control and make adjustment and/or recommendations as required.

- Ensure required manuals are current and complete.
- Act as the primary representative and liaison of the Company with outside agencies such as Airport Authority, Chamber of Commerce, Tourism, FAA and TSA.
- Develop, evaluate and implement sale strategies and program designed to increase CanJet sales revenue and regional awareness.
- Organize meetings and event for information purposes and to raise Canjet's corporate profile.
- Participate in trade shows, events, and promotions to raise Canjet's corporate profile.
- Perform other related duties as assigned

LSG Sky Chef, JFK International Airport, New York **2005 – 1/2006**
Operation Supervisor

- Plan and supervise department's operation to assure achievement of departments ' financial, customer and employee goals
- Ensure compliance with all regulatory agencies such as FDA, USDA.
- Monitor and ensure compliance with HACCP and Ramp Safety SOP
- Foster employee participation in improving work processes via proactive communications and employee engagement
- Incorporate process improvement through cycle times initiatives, VPS and HACCP
- Conduct daily work group meeting, performance feedback and training
- Coach and counsel personnel on performance and attendance issues
- Investigate all discrepancy, within department and from contactors
- Provided leadership and guidance
- Manage allocated labor to maximize productivity.
- Supervisory shift responsibilities

American Eagle Airline, JFK International Airport, New York **1994-2005**
General Manager (2003-5/2005)

- Planned, directed and coordinated all phases of ground operations
- Developed and directed service programs to ensure optimum product deliver
- Implemented procedures to ensure safe and on-time movement of aircraft through station
- Ensured adequacy of trained manpower, proper equipment, and facilities to meet or exceed all operational performance goals
- Involved all team members in determination of operational improvements
- Established workable set of controls coordinates actives with community, regulatory agencies and other stations.
- Reviewed and conducted analysis of expenditures, financial and operational reports.
- Actively seek cost reduction ideas.
- Enforced compliance of personnel with administrative policies, procedures, and safety and government regulations.
- Reviewed reports and audits both internal and external, and research reports and develop operational improvements.
- Continuously reassessed workload priorities to meet deadlines and goals.
- Conducted Investigation and Board of Inquiry and when necessary, dismiss employees for performance or attendance issues.
- Coordinate operation including scheduling, hiring, training, inventory, etc.
- Effectively managed a harmonious staff of ethnic and cultural diversity.

- Provided leadership and guidance
- Ran an Effective Operation

Customer Service Manager / Manager on Duty *(1998-2003)*

- Provided Quality Services and Achieve Superior Customer Satisfaction. Resolve customer service and operational problems during tour of duty
- Work in operation during peak or irregular periods. Spend majority of time in the operation, interacting with customers and employees
- Prepared customer correspondence. Use cross-functional teams to generate and implement quality improvement ideas.
- Evaluated team performance through corporate quality control measurements, such as observations. CSI feedback, CSA data and customer complaints and compliments.
- Monitored lost time and administer the Attendance Control Policy.
- Ensured Compliance with all Operation, Safety, FAA and other Government requirements during Tour of Duty. Investigate discrepancies and complies statistical data for compliance purposes. Write delay analysis and irregularity reports.
- Provided Team Members with fair and Equitable Treatment. Coach and counsel personnel and provide guidance to team on customer service and performance issues. Conduct performance reviews for team members on a regular basis.
- Encouraged employee teamwork to generate and implement individual and team's best ideas. Respond to employees' professional and personal issues.
- Communicated with managers, peers and team members, both within their immediate department, as well as with other departments.

Passenger Service/ Lead Operation Agent *(1994-1998)*

Provided efficient, friendly service to all customers. Performs duties in the departure lounges or at boarding gates when enplaning or deplaning passengers.

- Checked passenger tickets for validity, lifts appropriate coupon.
- Completed all necessary arrangements for accommodating passengers holding reservations, standby and their baggage.
- Determines flight closeout time and prepares, completes and various flight forms for accuracy.
- Invalidates tickets and completes post-departure procedures.

Conducted Agent observations and assigned activities. Prepared weight and balance sheet for each flight prior to departure by making calculations based on aircraft load of passengers, baggage, and fuel. Made corresponding entries in computer system. Works in a high stress environment to meet scheduled flights. Responsible for Manpower utilization. Investigate delays and reports finding to management for follow-up. Performs agent work as required. Acts as company representative when assigned.

- Provided updated corrections to scheduled departure flights.
- Communicated by radio with other employees
- Communicated with dispatch, crew scheduling and Maintenance to ensure timely departures.

EDUCATION

DURHAM COLLEGE OF COMMERCE, KINSTON, JAMAICA WEST INDIES
Business Administration 1984 –1986

ST. MARY HIGH SCHOOL, ST, MARY, JAMAICA WEST INDIES
Diploma (Art and Science) 1979 – 1984

TECHNICAL SKILLS

Proficient in the use of software applications including Microsoft Windows, Word and Excel, SABRE, SAP, KRONOS, Outlook, Microsoft Access and PowerPoint.

PROFILE OF QUALIFICATIONS

Highly motivated with years of management skills and executive abilities. Goal-oriented leader who works effectively with internal and external customers to achieve personal/business objectives. Adaptable individual with strong skills in organization, customer relations, communications, multi-tasking and objective viewpoint in resolving problems, as well as my commitment to Excellency.

Robert Sbarra
Proposed Project Manager – Newark Liberty International

Qualifications

Experience in developing and maintaining police and security standards in areas of Law Enforcement Administrative Management, Emergency Operations and Planning and Patrol functions including, but not limited to: Critical Incident Planning and Response, Labor/Management Relations, Budget Administration, Safety/Security Management, Construction Coordination, Interagency Liaison and Community Relations.

PROFESSIONAL EXPERIENCE

Port Authority of New York and New Jersey Police Department **1970 to 2011**

Assistant Chief of Police, PATH and the World Trade Center Commands, Holland tunnel, Brooklyn Marine Terminals, Special Operations Division *2004 to 2011*

- Reported to Superintendent of Police/Director of Public Safety.
- Directed all police planning an patrol operations to ensure the protection and safety of Port Authority passengers, employees , infrastructure and revenue, as well as the general public against crime on and against the PATH mass transit system, and the World Trade Center redevelopment site.
- Responsible for administration, leadership and supervision of a patrol operation of over four hundred and fifty sworn patrol, emergency and investigative staff at a tier one railroad property and the site of the 1993 and 2001 WTC terrorist attacks.

Police Inspector, Commanding Officer, PATH Police Command *2001 to 2004*

- Reported to Assistant Chief of Police
- Oversight of all police operations on the Port Authority Trans Hudson Railroad that serves approximately 65 million commuters on a yearly basis.
- Assisted with restoring business continuity and police operations after the September 11, 2001 attack on the World Trade Center which destroyed the downtown NYC PATH lines and was responsible for the death of thirteen officers from the PATH Police Command.

Police Captain, Operations Captain, PATH Police Command *1998 to 2001*

- Reported to Police Inspector
- Oversight of police operations and administrative personnel. Tasked with development of crime analysis and crime reductions strategies as well as creating effective tactics and proper deployment of resources and police personnel in response to criminal complaints.

Police Lieutenant, Executive Officer, PATH Police Command *1993 to 1998*

- Reported to Police Inspector/Captain.
- Oversight of police and civilian administrative staff, personnel files, grievances, scheduling, enforcement, records and planning.

Police Lieutenant, Tour Commander, PATH Police Command *1982 to 1993*

- Reported to Police Captain
- Responsible for all patrol functions and police activity on daily tour basis.
- Supervised police sergeants, detectives and emergency services personnel.
- Authorized redeployment of personnel, police tactics, and supervised enforcement activities of both New York and New Jersey as required.
- As the direction of the Commanding Officer, planned, implemented and directed enforcement patrols on targeted crimes and quality of life targeted areas.

Police Sergeant, PATH Police Command *1979 to 1982*

- Reported to Police Tour Commander
- Responsible for supervision of patrol officers deployed on the PATH system on a daily basis.

Police Sergeant, Port Authority Police *1977 to 1979*

- Performed Police Sergeant duties at various Port Authority commands: Holland Tunnel, Lincoln Tunnel, Staten Island Bridges, George Washington Bridge, Port Newark/Elizabeth, Port Authority Bus Terminal, NY Marine Terminals, World Trade Center, Newark Airport.

Police Officer, Port Authority Police *1970 to 1977*

- Performed police officer duties at various Port Authority commands as assigned.

Education

Seton Hall University
Masters of Art Degree
Human Resources and Training Development

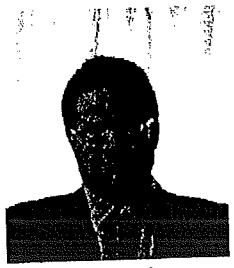
Saint Peters College
Bachelor of Science Degree, Business and Public Administration

Professional Memberships

- Northeast Corridor of Transportation Police Departments
- New York Regional Transportation, Law Enforcement Partnership
- Hudson County Chiefs of Police Association
- Federal Law Enforcement Foundation, Inc.

Awards

- Executive Directors Award of Achievement
- Executive Directors Unit Citation
- World Trade Center 9-11-01 Award
- Executive Directors World Trade Center Valor Medal – 1993
- Meritorious Police Duty Medal
- Police Division Group Citation Bar
- Excellent Police Duty Brest Bart
- 2008 Papal Medal WTC Visit



John Kocotos
Proposed Assistant Project Manager – Newark Liberty International Airport

Summary

Operations and logistics professional with extensive experience preparing for and handling emergency situations. Skilled in logistics, procurement, process, and dealing with people in high stress environments. Recognized for bringing calm to chaos. Demonstrated success in coordinating staff, volunteers, and services both locally and nationally, as well as across the public and private sectors. Credited with making multiple life-saving decisions that saved more than two-dozen people in a variety of circumstances. Strong communication skills and supervisory experience.

Experience

AlliedBarton Security Services — **April 2012 – Present**
Field Supervisor-NJ

- To date have conducted over 3000 inspections of designated accounts as per schedule and provide documentation required to management.
- Be a resource for Security Officers who have questions about AlliedBarton Policies and procedures.
- Instrumental in providing site-specific training security officers utilizing an approved training plan and the operational procedures set forth by Management.
- During site visits inspect, report problems & help maintain equipment used by Security Officers.
- Help in start up process of new job sites with Account or Operations Managers as needed.
- Augment providing security to sites by filling schedule gaps as needed during emergencies.
- Assist with special projects and details as assigned by management.

American Red Cross — **October 1995 – July 2011**
Director, Emergency Operations & Safety Services

Emergency Management:

- Oversaw all aspects of relief programs, serving over 75,000 residents of three communities
- Served as Relief Operations Director in the event of single and multi-family disasters to obtain temporary housing, vouchers for food and clothing, and additional relief services
- Oversaw all aspects of emergency response services as Job Director in event of large scale disaster, including securing shelter, staffing, partnering with the Office of Emergency Management to coordinate all activities with fire and police responders
- Liaised with Armed Forces Emergency Services to assist in verification of death and coordinate return of service members

Executive Support:

- Provided support to Executive Director and board committees
- Planned, coordinated and implemented new projects, including increasing enrollment in CPR and afterschool disaster preparedness training courses within the designated jurisdiction of 75,000 persons, resulting in 100% achievement of targeted trainees

Staff Program Management:

- Managed five fulltime staff members in interactions with executives, clients, and volunteers
- Identified and scheduled volunteers to assist in disaster relief efforts—successfully grew the program to 55 volunteers trained and ready to respond and 125 instructors, up from just 39
- Coordinated training programs which served over 6,000 people annually to learn lifesaving skills
- • Trained and coordinated volunteers to teach wide range of American Red Cross courses to the community

Financial and Accounting Operations:

- Prepared annual budgets in partnership with the Executive Director and the Finance Committee ranging from $10,000 to $2.5 million
- Compiled reports of expenses and income each month for the Chapter
- Processed accounts for Disaster Services and Preparedness and Health & Safety Services

Training & Presentations:

- Scheduled and taught classes for children, teenagers, adults and emergency service workers
- Instructed professional level training programs for fire and police departments to maintain certifications
- Taught Water Safety to over 3,600 students annually
- Presented Safety and Disaster Services courses to individuals, schools and community based organizations to prepare them in how to better respond to emergencies and disasters
- Created surveys to solicit feedback from course participants and then revised courses based on comments
- Assisted with International Social Service to provide tracings for families of loved ones – ranging from helping locate families separated by conflict or natural disaster to helping families secure information about loved ones impacted by the Holocaust

Community Involvement Activities:

- CPR and First Aid Trainer for Girl Scouts of Greater Essex & Hudson Counties
- American Red Cross Instructor/Instructor Trainer
- Merit Badge Trainer for the Boy Scouts of America
- Health & Safety Advisor for the Montclair, NJ Head Start Program

Memberships:

- American Red Cross Disaster Response Team Member
- American Red Cross Disaster Services Human Resource Member
- Government Liaison for the American Red Cross Disaster Services Program
- Member of the Juvenile Fire Setter Program of Montclair

Awards and Recognition:

- Community Service Award and 10 Year Service Award – American Red Cross 2005
- Community Service Award – NAACP 2006
- Proclamation from NJ Senate – 2006
- Boy Scout Training Awards – 2000, 2002, 2006, 2008
- Girl Scout Training Awards – 1997
- Certificate of Appreciation - AlliedBarton 2012

Education, Training and Certifications:

- Computer Learning Center, Paramus, N.J.
- Clifton High School (Diploma), Clifton, N.J.
- NJ SORA Expires 2014
- AlliedBarton Master Security Officer Training 2012
- AlliedBarton Fire Safety Officer 2012
- AlliedBarton Multiple Security Officer courses
- American Red Cross Instructor Trainer in CPR/First Aid,/AED; Expires 2015
- American Red Cross Instructor Trainer for the Healthcare Provider & Professional Rescuer: Expires 2015
- American Red Cross Instructor Trainer Emergency Medical and Response Program: Expires 2015
- American Red Cross Advanced Disaster Services Instructor; Expires 2014
- American Red Cross Instructor Trainer Sports Safety Training; Expires 2015
- American Red Cross Instructor Trainer Responding to Emergencies; Expires 2015
- American Red Cross Instructor Trainer Blood Borne Pathogens; Expires 2015
- American Red Cross Instructor Trainer Oxygen Administration; Expires 2015
- Community Emergency Response Team Instructor – Gas & Electrical Emergencies
- Community Disaster Education Instructor
- Incident Command 100 – County of Essex, NJ
- Incident Command 200 – County of Essex, NJ
- Community Emergency Response Team
- Hazardous Materials Technician Level 1
- Multiple Disaster Services Courses
- Armed Forces Emergency Services Training
- International Social Services Training

Zuri Ramos
Proposed Assistant HR Manager – Newark Liberty International Airport

PROFESSIONAL EXPERIENCE

ALLIED BARTON SECURITY SERVICES, LYNDHURST, NJ **2000-Current**
HUMAN RESOURCE

- Create & maintain personnel files & other HR records by filing and pulling files as needed on a daily basis in accordance with department procedures
- Verifies I-9 documentation & maintain books current with E-verify system
- Collate and assembles materials for new hire kits and termination package
- Respond to verification of employment via phone, e-mail or fax
- Assist Corporate HR Generalist & Directors with various research projects
- Provide current and prospective employees with information about policies, job duties, working conditions, wages, and opportunities for promotion and employee benefits.
- Respond to unemployment claims and coordinate request for hearing with appropriate Manager
- Plan, direct, supervise, and coordinate work activities of subordinates and staff relating to employment, compensation, labor relations, and employee relations; such as ordered State & Federal posters and distributes to location for posting
- Record employee information, such as exemptions, transfers, and resignations, in order to maintain and update payroll records. Along with data entry of routine info such as address changes
- Handle other documents and filings according to New Jersey State guidelines (30 day Medical leave, Family Medical Leave, Workers Compensation Leave, registration of hired officers, and termination.
- Respond to employee complaints, refereeing disputes, firing employees and administering disciplinary procedure.

BOWNE BUSINESS COMMUNICATIONS, SECAUCUS, NJ **1998-2000**
RECEPTIONIST/CLERICAL ADMINISTRATOR

- Organized daily conference calls, client meetings, catering, car service and travel accommodation for clientele
- Worked closely with upper management, VP of Sales and President of company
- Prepared quotes, memos and letters for the Sales Department
- Answered a large volume switchboard

HUDSON UNITED BANK, NJ **1988-1998**
CUSTOMER SERVICE REPRESENTATIVE

- Organized and opened new accounts, kept record of and sent out correspondence for dormant accounts
- Kept billing and records of all overdraft fees and safe deposit boxes
- Prepare Currency Transaction Reports for IRS
- Administered dual control count on staff on a weekly basis
- Set-up payroll for commercial clients
- Supervised and scheduled a staff of 10
- Promote bank product to clientele

EDUCATION

ST. PETERS COLLEGE
Pursuing Associate

HUDSON TECHNICAL CAREER INSTITUTE
Office Systems Technology Certificate

AMERICAN BUSINESS ACADEMY
Stenographer

Areas of Expertise

- 13 years of experience providing executive administrative support in the security industry
- 25 years experience in a fast-paced, deadline-driven environments
- Microsoft Office, Excel, PowerPoint
- Highly organized with superior attention to detail
- Extensive experience with payroll, Win Team
- Excellent communication skills.
- Employee Relations
- Data Entry
- Maintain accuracy of SORA state files and employee files
- E-Verify Systems - I-9
- Unemployment hearing/cases
- Disability Cases and Workers Compensation process

Allison London
Proposed Office Manager – Newark Liberty International Airport

Summary

Proficient Administrator and executive support professional. A self-starter, detail-oriented and can effectively multi-task. Ability to meet deadlines in a fast-paced atmosphere and coach people in desktop support situations. Experienced in the use of technology to enhance speed and accuracy of tasks and functions.

Over 25 years of administration and approximately 10 years in the security field.

Experience

AlliedBarton Security Services, Lyndhurst, NJ **2012**
Administrator/Recruiting

- Supervise reception personnel.
- Conduct and track new hire process that includes background checks, fingerprinting, photography and issuing employee identification card, drug screening and WOTC requirements.
- Schedule weekly new hires training and prepare new hire roster.
- Coach applicants for New Jersey Security Officer Registration Act (SORA License).
- Audit new hire folder and ensure they are assigned to hired status in compliance with AlliedBarton, City, State and/or Federal procedures and processes.
- Ensure that all invoices and expenses are paid. Various administrative duties for entire office.

Operation Managers Assistant (Temporary Assignment)

- Supported Account Managers by handling all administrative duties.
- Acted as a liaison between Managers, clients and employees.
- Managed invoice aging and communicate with clients as needed.
- Tracked employee license annual training and schedule accordingly.
- Prepared paperwork relating to employees or client's request and perform functional duties.

Covenant Aviation Security, Queens, NY **2008 to 2011**
Office Manager

- Oversee daily administrative and logistics for PANYNJ contract - Unarmed, Uniformed Security Guard Services at LaGuardia Airport site.
- Submitted biweekly report to CAS Executives and PANYNJ on contract progress.
- Responsible for all office related functions - Administrative, Billing, Payroll and Scheduling for a smooth operation.
- Supervised daily contract hour reconciliation with designated Port Authority Staff.
- Communicated with NYS Licensing Department and monitored all employee database information to ensure contract compliance with valid Licenses and Certificates as required.
- Audited payroll data for CAS PANYNJ personnel.
- Researched, verified accuracy and processed all payroll adjustments.
- Provided data entry to payroll related systems and databases.
- Organized and prepared information relative to the required training classes.
- Documented employees attendance as to absentees and lateness's and trained delegated Tour Supervisors to administer such.

- Conducted all tasks relative to schedules, vacations and preparation of master schedule.
- Provided, maintained and filed approved sign-in sheets for each tour.
- Reviewed and maintained Electronic Guard Tour Monitoring System (Handlink).
- Reviewed written reports prepared by personnel for clarity, consistency and accuracy.
- Issued uniforms and maintained records.
- Tracked inventory and place orders as needed.
- Maintained LGA site CAS Portal control.
- Developed the format and appearance of the Biweekly Executive Summary Report that is consisted of charts, graphs, diagrams, cover page and table of contents.
- Provided administrative and day-to-day HR activities specializing in recruiting, maintaining HR files, data entry, employment verifications, background checks and new hire processing.

Anchor Marine Claims Services, New York, NY **2006 to 2007**
Administrative Assistant/Receptionist

- Acted as a liaison between ship owners, characters, relevant authorities and the President, attorneys and claim handlers.
- Answer incoming calls via switchboard and forward accordingly.
- Prepared PowerPoint presentations for the President.
- Conducted personal injury medical audits and prepared quarterly and yearly reports on crewmembers, and passengers.
- Performed administrative tying duties, office calendar and employees attendance.
- Reduced the cost of medical expenses by 27% through medical audits.
- Developed and implemented a database to keep track of new, existing and closed cases.

Independence Community Bank, Brooklyn, NY **1990 to 2006**
Executive Assistant *2001 to 2006*

- Provided administrative support to Executive level management and legal Counsel.
- Planned for Board of Directors, Board committees, shareholder and internal committees meetings.
- Prepared meeting documents; verified attendance, transportation, schedule and fee letters.
- Prepared senior level questionnaires and data for annual proxy statement to shareholders.
- Maintained records and prepared agreements of stock options plan, Recognition and Retention plan.
- Maintained all records of subsidiary corporations.
- Submitted insider stock compliance reports (SEC Form 4) for Directors and Senior Officers.
- Created and implemented work documents, excel spreadsheets and PowerPoint presentations templates for various office tasks increasing efficiency.
- Developed and maintained an information binder for Board of Directors meetings.

Senior Administrative Secretary *1990 to 2000*

- Managed administrative and office operations for Executive level management.
- Prepared management records for board meetings.
- Coordinated travel arrangements and itineraries.
- Acted as liaison between management, high schools, colleges and customers.
- Coordinated off-site events for college fairs.
- Maintained employee's personal information and time sheets and served as human resources point of contact.
- Designed and maintained a database to access customer's information for mass mailing, reducing generation time by 75%.
- Performed data entry to ensure fast turnaround for potential customers.

Education

CUNY SCHOOL OF PROFESSIONAL STUDIES 2010
Supervisory Development Training

KAPLAN UNIVERSITY – FORT LAUDERDALE, FL 2007
Associate of Applied Science in Paralegal Studies

GLOBAL INSTITUTE OF BANKING • NEW YORK, NY 2005.
Certificate, Banking – Operations and Supervision

NEW YORK STATE DIVISION OF LICENSING SERVICES 2003
License Security Guard

ST. MARY'S SECRETARIAL COLLEGE, TRINIDAD, W.I. 1985
Secretarial Certificates in Pitman Shorthand, Typewriting, Office Skills and English Language

Computer Skills

Proficiency in Microsoft Office (Word, Access, Excel, PowerPoint, Outlook, Publisher, Project and Visio); Cybershift, Ceridian, Kroll, Lexis Nexis, EDGAR, WinTeam, Lotus 1- 2-3, Adobe Acrobat 7.0, PixUtil, various Graphic Software's, Express Options and Securities Exchange Commission Insider Forms, TIA (Norwegian software). Proofreading Skills, Shorthand, Dictaphone, Telex and various office technologies

Key Skills

- Office Management
- Teambuilding & Supervision
- Staff Development & Training
- PowerPoint, Spreadsheet, Database and Document Creation
- Report & Document Preparation
- Accounts Payable/Receivable
- Payroll
- Records Management
- Meeting & Event Planning
- Inventory Management
- Expense Reduction

ALLIEDBARTON SECURITY SERVICES
Local Response | National Support

MaeFrances Pearson
Proposed Assistant Office Manager – Newark Liberty International Airport

SUMMARY

Administrative assistant with extensive experience providing dependable office support services. Excellent multitasking & organizational capabilities combined with strong client service orientation. In search of a challenging position that demands outstanding problem-solving skills with proficiency in MS office suite & effective technical & interpersonal skills.

PROFESSIONAL EXPERIENCE

Administration

- Create/file documents, records & reports using Microsoft Office Suite
- Confirm information to uphold & support company & legal policies
- Answer calls & direct to appropriate parties
- Schedule appointments
- Maintain office supplies
- Administer drug test to prospective employees
- Create & perform initial audit of processing folders
- Reconciliation of department monetary accounts (payments, dues, etc)
- Use the Internet to locate & research desired information
- Receive & distribute incoming & outgoing mail
- Organized campus wide student initiatives on the adjustment of university policies

Communication & Customer Service

- Handle correspondence with clients regarding account maintenance, deadlines & authorizations
- Welcome clients/visitors in a friendly & courteous manner
- Utilize the Internet & email as effective communication tools

Community Relations

- Board liaison to students & administrative staff, social & community service chair on student welfare issues
- Recruited volunteers for university wide initiatives while organizing & conducting support groups
- Produced community service teams for local charities (Lupus & Juvenile Diabetes Walk-a-Thon, Block clean-up/soup kitchens)

EMPLOYMENT HISTORY

AlliedBarton Security Services LYN, NJ — **PRESENT**
Receptionist (Administrative Support)

Rutgers, the State University of NJ NB, NJ — **2007-2009**
Office Assistant (WS)

Pershing, LLC Jersey City, NJ — **2005-2006**
Margin Associate (Credit Services Unit)

EDUCATION

Rutgers, the State University of NJ
Bachelor of Arts in Political Science (Graduation Anticipated)

James J. Ferris H.S.

Business & Finance Academy, JC, NJ
Graduate w/ Honors from the National Academy of Finance

Walter Kaminski
Proposed Identification Office Manager – Newark Liberty International Airport

Professional Experience

Newark Airport Marriott Hotel **11/99 – Present**
Lead Loss Prevention Officer

- Acts as the de facto manager in the absence of the Director of Loss Prevention.
- Protection of hotel guest & employee assets while significantly reducing the risk of liability.
- Prevention of accidents, fire & theft, resolving customer situations, interaction with claims department including incident reports.
- Maintain confidentiality of all incidents and accidents.
- Create new policies and memos that correspond with the hotel's needs and insure that all are adhered to.
- Procuring evidence, documents, statements that could be used in legal cases.
- Assist in any services associated with dignitaries when called upon.
- Maintain effective communication with the State Police, FBI and other government agencies.
- Use of Microsoft Word, Excel and three different database programs, including MS Shift and data entry on a daily basis.
- Scheduling of department personnel, and insuring that all shifts are properly manned.
- Maintaining order and efficiency of staff, also responsible for insuring that the guidelines set by the Director of Loss Prevention are consistently adhered to.
- Assist in developing and conducting training programs for all hotel personnel on safety and security awareness and procedures such as OSHA training.
- Certified New Hire Trainer/1st Aid and CPR certified.
- Assisting in evaluating any actual or potential safety threats to the hotel, its personnel and guests.
- Primary responder to all fire, theft and medical/safety emergencies.
- Collaborate on various issues with Human Resources.
- Communicate effectively with the General Manager, Resident Manager and a wide variety of departments.
- Maintaining a high level of professional appearance, demeanor, ethics, and image of subordinates.

Education

Rutgers University-Newark (10/10-12/10)
Received a certificate in a Mini-MBA: Finance program.

Rutgers University-Newark (03/04-05/04)
Received a certificate in a Mini-MBA: Business Essentials certificate program.

New York University-SCPS (09/02-12/02)
Received a certificate in the Intensive Film Directing Workshop.

Seton Hall Law School (08/01-05/02)

Rutgers University-Newark (09/98-05/00)
Bachelor of Science degree in Criminal Justice received in May 2000

Worked as an intern for the United States Probation Office in Newark (06/99-09/99). Main responsibilities were statistical research. Periodically went into the field with Senior Probation officers to assess current probationers.

Skills

- Excellent communication and problem solving skills.
- Analytical skills / Abillty to recognize and solve problems. Influencing & Relationship skills.
- Bilingual – fluent in Polish.

F.2.C. LABOR, SUPERVISORY, ON-SITE MANAGEMENT AND WORK PLANS

Submit proposed labor, supervisory, on-site management and work plans, including:

F.2.C.1. EMPLOYEE WAGES AND BENEFITS

A description of how wages and incentives (i.e., monetary or otherwise) will be provided to employees, as well as the Proposer's plan to ensure compliance with the wage and health benefit requirements of this Contract, including the quality of the health benefits and other supplemental benefits;

AlliedBarton will pay the hourly wages outlined in the solicitation for each year to the ASAs, LASA, IOS, SOC, and Tour Supervisors who staff the Port Authority's security program. In order to assure Labor Harmony, AlliedBarton has reviewed the economic terms of the existing collective bargaining agreement between the incumbent contract and the union representing the employees providing the services today at the airports and have incorporated these conditions into our total compensation plan for the hourly employees.

The salary structure for the managerial employees supporting the Port Authority program is based on the existing wages identified during review of the existing contracts to ensure no manager experiences a reduction in wage. AlliedBarton has accounted for annual increases for all salaried employees during the life of the contract based on employee performance.

The following summarizes the standard benefits that we offer our employees:

Medical, Dental and Vision Insurance – Medical benefits will be provided to the employees through the SEIU union healthcare program for all employees covered under the union agreement and through AlliedBarton's programs for the managerial staff. Medical benefits will be in accordance with the requirements of the solicitation and will be offered to all employees and their families at no cost to the employee. AlliedBarton will audit these programs annually to ensure compliance with the health benefit requirements of the contract as well as the requirements of the Affordable Healthcare Act.

Life Insurance - AlliedBarton offers life insurance in the amount of **$10,000 to all full-time employees at no charge**. Additional supplemental life insurance and AD&D is offered. An additional fee is charged to the employee. AlliedBarton employees with 15 years of service will be provided a minimum of $50,000 in life insurance.

401(k) Retirement Savings Plan with Company Match - AlliedBarton employees with at least six months of service and over 18 years of age are able to participate in AlliedBarton's 401(k) retirement savings program with company match of **up to 75%.**

Proposed Holidays - AlliedBarton will recognize the holidays identified in the collective bargaining agreements for its employees. All employees who work on a designated holiday will receive 1.5 times their applicable wage rate for hours worked.

Tuition Reimbursement - Tuition reimbursement is available for AlliedBarton Security Services' full time exempt (salaried) and support non-exempt employees who have been continuously employed by AlliedBarton for six months or more. The purpose of AlliedBarton's Tuition Reimbursement program is to encourage employee self-development and improvement of work skills by providing financial assistance to individuals who successfully complete approved courses of study which will

benefit the Company. AlliedBarton has established formal partnerships with academic institutions such as the University of Phoenix, DeVry University, American International University and Capella University to provide employees with discounted tuition rates and transferable credits. More than 600 AlliedBarton employees have already enrolled in University of Phoenix programs. We have also awarded ten full scholarships to the University of Phoenix to AlliedBarton employees.

AlliedBarton's Blackstone WorkPerks! Program - AlliedBarton Security Services is pleased to offer our "WorkPerks!" Program. "WorkPerks!" are fringe benefits available exclusively to our employees for personal use. They include discounts on fitness memberships, whole-sale club memberships, cell phone plans, and Hilton Hotels, just to name a few. By partnering with these vendors, AlliedBarton employees can benefit from these special savings and offerings.

AlliedBarton consistently adds new Partners to our "Work Perks!" program on an ongoing basis.

Partnership	Work Perk Benefit
Blackstone Marketplace	An exclusive savings program with discounts from over 28,000 merchants on everything from groceries, movie tickets, clothes and accessories to electronics, vacations and personal care items.
University of Phoenix	**7% reduction on their tuition costs**
Hilton Hotels	**12% discount off Best Available Rate** at all Hilton Family Hotels around the world, except the high destination cities where the offer is 20% off Best Available Rate.
La Quinta Hotels	15% discount at participating La Quinta hotels
Universal Studios	30% discount on tickets
BJ's Wholesale Club	15-month membership for $35
COSTCO Wholesale Club	Join fee of $50 and coupons valued at more than $50 including free items.
Verizon Wireless	18% discount off monthly access plans 25% discount off eligible accessories
Sprint/Nextel	20% Sprint or Nextel monthly access charge
AT&T	18% discount off AT&T qualified charges & exclusives savings on new devices.
DIRECTV	$29.99/month. $60 cash back from DirectStarTV plus free installation for up to 4 rooms.
Mitsubishi Motors VIP Purchase Program	Discounted price for new Mitsubishi vehicles (for full time employees)
GlobalFit	Discounted month-to-month membership
Police & Fire Federal Credit Union	Free checking, direct deposit, online bill-pay, loans, etc. (for full time employees)
Dell Computers	Special discounts
JoS. A Bank Clothiers	Free corporate card w/20% discount off regularly priced merchandise
WildBlue High Speed Satellite Internet	$50 off activation fee and free installation

F.2.C.2. EMPLOYEE WAGES AND BENEFITS

A plan that will ensure that employees who performed similar roles under a previous Port Authority Contract at the Facility suffer no diminution in wage rate under the new Contract;

As part of our due diligence in responding to this solicitation, we have carefully reviewed the existing contracts covering the current security programs for the airports made available by the Port Authority and have structured our management team's compensation package to ensure that no salaried manager under the current Port Authority contracts at the airports suffer any diminution in wage rate under the new contract awarded as a result of this solicitation.

AlliedBarton understands that the incumbent employees are represented by the Service Employees International Union and to promote labor harmony, AlliedBarton will not offer less than the economic terms and fringe benefits currently provided under the existing agreement. As a matter of our employees' morale we will avoid any disparity from their current wage structure. Contract transitions are hard enough on employees without that kind of impact as well. We have developed a competitive benefit package that is comparable to the one currently provided to the incumbent workforce under the agreement and we expect this will be acceptable to the membership.

It is understood that the current CBA expires Dec ember 31, 2017, so at the appropriate time, negotiations of a new agreement will begin by addressing the non-economic paragraphs first to build the relationship and trust with the union representation and then work to arrive at a fair and reasonable economic structure for the remainder of the agreement that complies with the requirements of the solicitation. We intend to negotiate economic terms that are in compliance with each hourly position identified in the solicitation. Paying excessive wages is unfair to our customer and the taxpayers. Low wages ultimately leads to employee unrest, difficult administration of the CBA and high employee turnover. Unnecessarily low wages ultimately lead to excessive costs that would have been secured with a fairer and more employee friendly agreement. If employees feel that they are valued, treated with respect, and are an integral part of a winning team, they will want to maintain their employment relationship. When the union membership come to the bargaining table with a mindset that you are the "employer of choice" in the community, they are much more reasonable in terms of demanding changes in the economic and benefit conditions of the agreement.

F.2.C.3. EMPLOYEE RETENTION

A plan for retaining current employees for this Contract and providing for a stable labor force, including a narrative description as to how it intends to compensate its employees in terms of wages and benefits and how it intends to adjust wages and benefits for each year of the base term of the Contract;

We recognize that ensuring the overall continuity of Port Authority operations is dependent on our ability to staff the positions with personnel that are trained and experienced with the facilities and operations unique to the facility; therefore, we plan to fill positions with members of the incumbent workforce where there is an existing skills requirement. Our ability to hire and retain incumbent personnel with valuable experience is proven by our long-standing record of employee retention.

The objective of our recruitment program is to provide 100% staffing prior to contract start — in time to provide all required training. The results of this program will also establish a reliable Reserve Force and our capability and ability to meet future personnel requirements caused by natural attrition and new

security enhancement programs. This goal can be achieved effectively by capturing as many of the qualified predecessor employees as possible to minimize disruption.

Our ability to achieve a high rate of incumbent retention is based upon our reputation as quality employer, integrity when dealing with clients and employees, an outstanding history of labor relations, the fairness and equity of our Human Resource policies and procedures, and a Total Compensation Plan (TCP) that provides for salaries at the incumbent's current level and fringe benefit plans at or above current levels. Along with equitable salary and benefits packages, our philosophy for taking care of the incumbent workforce is to keep the workforce whole. This means that we will recognize employee service years while at the Port Authority keeping employee seniority and service years intact.

We have preliminarily assessed the operations of the incumbent contractor from the perspective of a current security employee. Here's a summary of what we feel must be going through their minds now:

- Many employees have been with their current company for extensive periods of time. They have been employed at the same airports and by the same company for many years.
- A new Security Contractor will have different ideas, leading to an increased sense of insecurity. To many, the prospective new employers are people they do not know and do not trust.

Our goal is to have the predecessor employees leave an introductory meeting excited about their possible new employer their future with AlliedBarton.

AlliedBarton's transition team will be close by and will be dedicated to a successful start-up. Team members will be visible on-site and on-shift throughout the start-up period. Our team will be meeting formally each day to review the previous day's accomplishments and review the current day's activities. We also propose frequent meetings with the appropriate the Port Authority staff members. The start-up plan will be followed as outlined in the Transition Plan.

During the transition period our management will spend great amounts of time with the key shift leadership. We will be trying to transform any feelings of anxiety into excitement for the future with AlliedBarton. It will be very important for the shift leadership to become familiar with AlliedBarton as soon as possible. We want to demonstrate the AlliedBarton ***Commitment and Vision*** during this transition process. At the conclusion of the transition, AlliedBarton wants to be well on our way to having any current and new employees identify with our company.

Because of the tremendous amount of work going on at the Port Authority airports, we will be very sensitive to the importance of workflow and ensure that our transition activities do not interfere with daily duties.

AlliedBarton has successfully transitioned dozens of large, complex security programs in the last few years and is committed to executing a thoughtful, efficient and tested approach for the Port Authority.

Even before award, the transition team has begun to outline the steps necessary to transfer that knowledge prior to contract start:

- Interview current security program management
- Interview current supervisory personnel, key line personnel, union officers, and other critical contract staff
- Identify and interview critical stakeholders who possess institutional memory relating to the security program
- Identify and interview local partners or potential partners, for example, federal and local law enforcement and emergency services managers, to identify prior histories, expectations, lessons learned, and focus for potential improvements
- Collect and review prior year's history of incidents and response data
- Research changes to SOPs during prior contract period and determine causal relationship to prior policy or events
- Communicate findings with the Port Authority and discuss deficiencies

The validity of assumptions regarding the effort and ability to retain institutional knowledge is based on awareness and confidence created from experience. AlliedBarton will create a bridge between new and old management, staff and line personnel ensuring respect for the past while aggressively preparing for the future.

EMPLOYEE COMPENSATION

AlliedBarton's proposed wage and benefits programs that will be utilized to attract and retain personnel at the Port Authority is detailed in two parts below:

1. **Compensation Program:** To better attract and retain the best caliber of personnel at the Port Authority, AlliedBarton will establish the appropriate wage levels for each post in accordance with the guidelines of the solicitation and have a clear understanding of the market and conditions. We will utilize information from government agencies, job postings, industry sources, and our own data to conduct an annual wage analysis according to several factors. These include the New York City and Newark geographical markets, the uniqueness of the Port Authority airports, experience requirements and the specific position requirements. This enables us to develop appropriate wage and benefit parameters for the personnel who will be assigned to Port Authority's security program.

   Being compliant with New York, New Jersey and Federal requirements will be a key initiative in proposing salaries for personnel. We understand what it takes to recruit and retain employees with the experience required in New York and New Jersey and will ensure they are being offered competitive wages.

   In addition, we will be compliant with all economic specifications outlined in the existing Collective Bargaining Agreement (CBA).

2. **Benefit Program:** Security personnel at the Port Authority will be provided with a comprehensive and meaningful benefits package, including much more than just medical coverage. Employees will receive:

   - Medical, Dental and Vision Insurance
   - Disability and Life Insurance
   - Paycards or Direct Deposit
   - Paid Vacation
   - 401 (k) with company match
   - Holidays

   We believe that employees who have the benefits necessary to care for themselves and their families are more focused and more reliable. AlliedBarton security officers have meaningful and valuable benefits because our employees are our internal customers. Their well-being and job satisfaction is important to us.

F.2.D. NUMBER OF EMPLOYEES

The Proposer should indicate the total number of full-time (minimum thirty (30) hours/week) employees currently employed by the firm and the number employed in each of the preceding three (3) years.

AlliedBarton employs over 58,000 individuals providing comprehensive security solutions throughout the United States. The total number of employees working a minimum of a 30 hour week for the previous three years is listed below as well as the number of full time employees for the New York / New Jersey region.

Year	New York/New Jersey Region	Total Company
2012	5,894	46,734
2011	5,572	46,226
2010	5,894	46,953

F.2.E. STAFFING PLAN

The Proposer shall show the number of full time and part time employees to be utilized in providing these services, including supervisory staff. The firm shall submit a plan to minimize employee turnover. It is the Port Authority's preference to have the firm submit a staffing plan that maximizes the use of full time employees.

AlliedBarton has analyzed the productive man-hours and supervisory hours identified in the solicitation and allocated staffing in accordance with the post and relief requirements stipulated in Section 30. For this contract AlliedBarton is proposing the following FTE workforce breakdown by location (shown in Table 7 - AlliedBarton's Proposed Full Time Equivalent (FTE) Staffing Figures).

Material Exempt Under Exemption 4

The AlliedBarton Project Managers will ensure that all replacement personnel, to include all supervisors and security officers possess the same qualifications and meet the standards, education, experience, and training requirements specified in this contract for the position for which they are reporting.

AlliedBarton acknowledges the Port Authority's right to add, delete and / or modify locations within a 25 mile radius from the Statue of Liberty

AlliedBarton commits to providing the Port Authority with uninterrupted security officer service at all designated guard posts. If changes to assigned duties and schedules of posts are necessitated, AlliedBarton work with the Port Authority to alter duties, productive man-hours or hourly rates if necessary. We understand that forecasted or requested changes do not relieve the awarded contractor from providing the services identified in the solicitation, and may necessitate deductions be made by the Port Authority if a post is not manned.

AlliedBarton will meet at least all minimum man hours essential to providing the degree of supervision required by the Port Authority and will include only the actual working time of supervisors. AlliedBarton understands the important role security supervisors fill--supervising security officers. No employees will be permitted to work as a productive airport security officers and tour supervisor simultaneously, unless in an emergency.

AlliedBarton operations managers will coordinate and develop work schedules to the most effective use of full-time personnel hours available and will ensure that no security officer will provide more than twelve (12) hours of service in any twenty-four (24) hour period unless the work periods are separated by an eight (8) hour non-duty period and that this limitation can be waived by the Airport Security Managers in emergency situations that are beyond our control, such as weather conditions that prevent the next shift from arriving. AlliedBarton understands and agrees that a waiver will need to be obtained for each occurrence.

We will use our proprietary WinTeam application to schedule, track and document that every security officer meets this limitation with regard to scheduled work and actual work hours performed. WinTeam®, AlliedBarton's fully integrated payroll, billing and scheduling system, automates and enhances our core business functions, allowing us to create advance work schedules for our security officers and customized reporting for the Port Authority. The WinTeam scheduling system also allows us to provide:

- Shift personnel their schedules at four-week intervals
- Warnings on overtime and scheduling conflicts
- Performance criteria
- Personnel information
- Streamlined payroll and billing for accurate and timely data
- Detailed reports to the Port Authority.

WinTeam also permits AlliedBarton to track all aspects of each and every security officer's pay, training and accomplishments. Through this comprehensive database and tracking system, AlliedBarton can provide reports to the Port Authority regarding employee pay increases, training levels achieved, and test scores.

Partnering with an organization with established retention programs and existing procedures with proven technology to ensure punctuality and post coverage will be advantageous to the Port Authority in monitoring and managing the security services contract.

PLAN TO REDUCE EMPLOYEE TURNOVER

At AlliedBarton, our people are our company. They directly reflect our vision, values, and commitment to world-class service. Our selection process is designed to identify and select qualified, service-oriented individuals who possess AlliedBarton's core values and have the ability to win the customer for life.

AlliedBarton's selection process is a significant departure from the well-established hiring paradigm commonly found in our industry. *We do not fill posts.* We select the most qualified candidates who meet the requirements of each position. *We do not hire guards.* We create opportunities for security and service professionals. We invest in our people by offering above-average wages, excellent benefits and unlimited growth opportunities. The result of this process is a stable, loyal and dedicated account service team which possesses the image and attitude reflective of AlliedBarton's standards and our client's commitment to excellence as is evident in the tenure table below.

Years of Service with AlliedBarton	New York/New Jersey Region	Total Company
Less than 1 year of service	1,766	17,808
1 to 3 years of service	1,059	10,210
3 to 5 years of service	1,156	11,332
5 to 10 years of service	2,144	14,099
Over 10 years of service	1,001	6,051

AlliedBarton's culture is employee-focused. Our values of caring for people as human beings and providing them with unlimited career growth are embedded in our belief that **"people are our only sustainable competitive advantage"**. Many of AlliedBarton's mid-level and senior managers have been promoted from within the company, many of them rising from the ranks of our Security Officers. This has resulted in a tremendously loyal work force and high employee retention rates even in light of today's challenging and competitive labor market.

AlliedBarton is proud to have the lowest turnover rates in the security services industry. Many of our retention efforts are best illustrated through our incentive and recognition programs outlined in **section F.3.J.** AlliedBarton's management system has elements designed to positively impact employee retention:

- Our screening process tests for an applicant's predisposition to remain with an employer.
- Background checks show prior length of employment service.
- Refresher training enhances and reinforces earlier learning.
- Our computerized scheduling system helps avoid assigning shifts that are too long and/or too close together.
- Regional HR Directors focus on employee relations, customer satisfaction and compliance.
- Security Voice, our 24 hour security officer hotline, ensures an open line of communication and prompt attention to any officer need or question.

- Our management teams are trained and coached on human resource tactics that further promote employee retention.
- Decentralized management allows our senior staff to be actively involved with and easily accessible to our security officers.

INCREASING RETENTION THROUGH CAREER DEVELOPMENT

AlliedBarton prides itself in developing and promoting our people into positions of increasing responsibility and providing advanced career opportunities to its employees. Many of our mid-level managers and senior level executives began their careers as uniformed security officers, supervisors and account managers. Our President and CEO, Bill Whitmore started with our company over 30 years ago, and all of the executives and managers that would service your security program have benefited from our professional development program. Through great training, opportunities, and mentoring they have risen to their respective positions within our organization. AlliedBarton's development program includes:

- Diagnostic tools to identify employee strengths and weaknesses
- A formally managed development program that provides attainable goals for executing career paths
- Executive coaching for leadership positions
- Incentives to spur personal and professional development
- Access to our nationwide internal position network
- Tuition reimbursement to attain higher levels of education
- Succession planning

AlliedBarton doesn't just provide training for our employees; we provide life skills and opportunities for further promotion through our employee development program.

AlliedBarton is committed to promote and provide advanced career opportunities to our employees and will instill this commitment to the security officers at the Port Authority airports. AlliedBarton security officers for the Authority who wish to make a career in this industry need the training and opportunity to advance to highest level they are capable of achieving. Many of our site supervisors, account/project managers, district managers and above have started out as security officers. Through our Professional Development and Specialized Training programs, they have been able to advance and provide a higher level of service through this training and their on the job knowledge, which benefits our clients tremendously. Our career development programs include:

- MSO Program (20 module progressive training course for security officers) – *program is self-study via bound book or on-line*
- Supervisor Workshop (training to successfully transition officers to supervisors) – *instructor led course delivered in training classroom*
- The EDGE, AlliedBarton's unique online career center, makes ongoing professional development obtainable for every AlliedBarton employee at any time as the training is on-line.
- Operations University (3-day Future Leaders Course for supervisors transitioning to managers) - *instructor led course delivered in training classroom*

- Leadership Development Program (fully supported formal program to develop leadership skills, provide mentoring opportunities and define progressive career paths for future leaders) - *instructor led course delivered in training classroom*
- Leaders Edge with the Harvard Business School - *program is self-study on-line*
- Leadership Boot Camp (3-day course hosted at Corporate HQ for Account/Project Managers, District Managers, and VP's to develop management skills and establish long term goals) - *instructor led course delivered in training classroom*
- Leaders-teaching-leaders program – *a group setting mentoring program*
- Situational Leadership (companywide internal management training and development program for all Account/Project Managers and above. Program teaches managers to identify different personalities and motivations in the work environment, and how to effectively manage people based on their personality/performance profiles) - *program is self-study on-line*
- 360 Evaluations; for all managers (formal review program with annual performance assessment tool for all managers with input from; subordinates, direct reports, peers and managers) – *all performance evaluations are conducted in person*

Our strong commitment to learning and development differentiates us from the competition. Our employees are valuable stakeholders in our company; their skill sets are vital to our continued growth and prosperity. It is important for our employees to embrace our Dare to be GREAT culture, and to continue to grow and develop personally and professionally. Taking advantage of these academic partnerships allows everyone to continue to invest in their careers. Below are additional career enhancement opportunities available to all employees.

Partnership	Benefit
University of Phoenix (national)	• 7% tuition discount • National footprint, local support and established relationships with many district offices • 9.5 credits for the MSO program and 12 credits for the NRTC program (Recruiter's Certification) • As part of our commitment to employee growth and development, we have continued to work with the University of Phoenix to bring additional benefits to our employees. There are now 10 full-tuition scholarships available to AlliedBarton employees who are interested in furthering their education through an undergraduate or master's degree program. Employees who are in good standing, have been with us for at least one year and can demonstrate their commitment to continued learning are eligible to apply.
DeVry (national)	• 10% tuition discount • National footprint and local support • Veterans programs
American International University (national)	• 15% tuition discount • Primarily online

Partnership	Benefit
Capella University (national)	• 10% tuition discount • Primarily online • Veterans programs • New student grant opportunities
Berkley College (Northern NJ)	• 20% tuition discount • Family opportunities • Online or onsite locations
Drexel eLearning, Inc. (Affiliated with Drexel University, Philadelphia, PA)	• 10% tuition discount • Family opportunities • Dedicated AlliedBarton website
Brown Mackie College (national)	• 10% tuition discount • Classes at Brown Mackie locations throughout United States, www.edmc.edu

This is where you see AlliedBarton making a difference in our employee's life in that their job is more than just a job, it is a career opportunity.

F.2.F. EMERGENCY PLANS

The Proposer shall provide a plan in handling emergency situations and what are the proposed emergency procedures to identified and handle potential emergency situations such as, but not limited to: inclement weather, power outages and interruptions in transportation infrastructure to and from the airports, etc.

As a leading provider of security services, AlliedBarton has a keen understanding of the need to sustain business operations, support personnel in the field and continue service to our valued customers during a disaster or similar catastrophic event. We recognize that it is during times of crisis and disruption that our partners will need us the most, and that the effective continuity of our business will have a direct impact on the successful continuity of their business and the service they must provide their customers.

For these reasons, AlliedBarton has developed protocols and best practices in order to provide a sustained level of enhanced services to our valued customers in the event of a disaster or significant business disruption. **AlliedBarton's Business Continuity Disaster Contingency Plan (the "Plan") for the New York / New Jersey Region is included at the end of this section.**

National Support and Assistance

Besides ramp-up support at the regional and local level, AlliedBarton also maintains a readiness to provide assistance across vast geographical distances. We have developed protocols to transport emergency personnel to an affected region when local resources may already be completely taxed or committed to other assignments. In addition, members of our quality assurance/customer support team are on-call around-the-clock for immediate deployment to any AlliedBarton service location at literally a moment's notice.

From the tragic events of Hurricanes Katrina and Rita in 2005 to the tornados and storms of the summer of 2011 and the recent Hurricane Sandy, AlliedBarton relied on the resources of our entire company to

serve our clients, employees and others in need of assistance and support. The number of hours spent were immense. This team effort included the participation of many departments and regions across the country.

On a smaller scale, local disasters and emergencies are handled daily by our local teams. This can include any situation from storm damage to a missing person or medical emergency.

Response time and priority are key. If one of our clients has an emergency, it is a top priority for us, whether it is a large scale national disaster or an isolated incident at a single site.

Some examples of our larger scale disaster and emergency coverage include:

Hurricane Sandy – 2012

Hurricane Sandy hit the East Coast, affecting 24 states from Florida to Maine. It was the largest Atlantic hurricane on record.

New Jersey and New York were the hardest hit areas. Streets, tunnels and subways flooded, homes and businesses were destroyed and power was lost across many states.

AlliedBarton security teams prepared for and took action throughout the storm to ensure the safety and security of our employees and clients. Our local teams were complemented by our national resources as we launched contingency plans, implemented state-of-the-art technology, shared emergency best practices and witnessed the incredible power of the human spirit. Our leaders went above and beyond to provide transportation, food, clothing and hotel rooms to security officers who were standing post for long hours, and to conduct wellness checks to ensure their safety. Our employees did not hesitate to stay at client sites, willing to work extra hours and do whatever was necessary. We have witnessed true leadership during this challenging time.

Account Manager Dwayne Stanton built a ramp during the storm to create an egress for patrons in his building, as the entrance was under construction. Dwayne recognized a need, and didn't hesitate to take action.

Security officers at a client site in New York City rescued a man and his dog from the rising flood waters, and provided him with a place to stay and food and water. "I cannot possibly overstate the extremely rare depth of humanity and compassion that I received from your staff," the individual stated in an email. "With each passing day, I remember all that they did to keep me and my dog safe from harm."

We are joined by our clients and the public as we commend our officers and staff who went above and beyond.

"I would like to thank you and express my sincere gratitude to the AlliedBarton staff here in Secaucus, NJ," said Andrea Megnin, AlliedBarton Client, Panasonic Corporation of North America. "Without your dedication, Panasonic would not have such a strong team to help prepare for, and react to, Hurricane Sandy. Left without power for 48 hours, the facility personnel managed the campus and its buildings to minimize further damage and impact to business."

ALLIEDBARTON SECURITY SERVICES
Local Response | National Support

"I personally observed the dedication of your officers over this storm period and noted their willingness to report consistently and stand vigil during some very dangerous conditions," said an AlliedBarton client in New York. "The AlliedBarton officers were on post and prepared."

Quality is meeting and exceeding client expectations. It starts and ends with our security officers. It's their professionalism, competence and commitment that makes the difference.

During Hurricane Sandy, we made a difference.

From: Ismael Maldonado
Sent: Thursday, December 06, 2012 2:18 PM
To: Mcardle, John
Cc: Pettus, Steven; Salvesen, John; Andre Brown; Rachel Escalera; Daniel Kim
Subject: RE: ABSS Emergency Response Review

Good Afternoon John,

Sorry for the late response. We have been highly active on Citywide Emergency response and deployment of emergency supplies/Logistical services. We are currently demobilizing and attempting to get in to the "normal" swing of things.

I just wanted to let you in regards to the DCAS Logistics – Central Storehouse, John Salvesen continued to provide the quality service as he has throughout the years. He assured proper coverage and assured that any and all needs were met. It is my pleasure to work with John and Allied has my sincere Thanks not only during Emergency Operations but how needs are met on a day to day basis.

Thanks again.

Ismael (Tony) Maldonado | Director of Administration & Logistics Management, DCAS Logistics

From: **Rus Rossini**
Date: Thu, Nov 8, 2012 at 9:13 AM
Subject: Kudos / Job Well Done / Above and Beyond - Hurricane Sandy
To: "Lee, Stephen"
Cc: Karen Gerrity, Thomas Shanahan , Marty Lev

I wanted to Thank AlliedBarton, and more specifically the NYC staff for all of the work, and going well above and beyond normal expectations during hurricane Sandy.

We had management and security officers report to work at the beginning knowing that they would be stranded here and did an amazing job. When the storm surge actually hit we could not have had a better crew. They were very fast moving and ensured that all floors were being checked for leaks, windows being destroyed ect.... All issues were reacted to immediately because of their quickness to sweep the floors for any potential damages. These are also the officers who slept at the site throughout the week to ensure we had adequate coverage. They really pulled together and worked hand and hand throughout the days and nights with CBS and the Engineers onsite.

Even though these officers were paid, they are not being paid for the time staying on site and sleeping. The building had no real heat, no lights and limited food. So they were more or less camped here, sleeping on couches or bean bags when off shift. This group truly did go above and beyond normal expectations.

Karen was exemplary basically playing manager and "mother" for the week. She kept me informed of what was happening in NYC, and ensured that the staff functioned. Tom came in and stayed the nights also, and ensured officers were fed. Karen and Tom's actions ensured we had the staff, they were comfortable (as well as they could be under the circumstances), fed and cared for.

It is because of dedicated staff like this that we were able to keep the place running, and able to bring it back so quickly. Googlers and management also appreciated all of the assistance and actions of AlliedBarton during this time.

Regards,

Rus Rossini, Google

Summer Tornadoes and Hurricane – 2011

During the turbulent summer of 2011 storms, including the widespread tornadoes and Hurricane Irene that effected our client sites in Alabama, Missouri, and the eastern U.S. coast and inland from North Carolina up to Massachusetts, AlliedBarton provided superior service and handled preparations and the aftermath in a timely manner. We provided extra coverage as needed after the tornadoes to secure clients properties that were damaged and vulnerable. We stepped up our response to our client's needs ensuring that our clients and their personnel and property were protected during Hurricane Irene. We provided extra coverage around the clock in the aftermath of the storms, floods and power outages. Additionally, we stepped up coverage as repairs were being performed at many of our client's sites that were affected by the storms.

Washington Harbor (D.C.) Flooding – April 2011

When our Washington D.C. Harbor clients were threatened with the flooding of the river in April 2011, after a flood wall did not come up, AlliedBarton went above and beyond to prepare for the threat of the flood by sandbagging, working with residents and employees to remove 300-400 cars out of the garage, evacuating hundreds of people and taking other precautions to divert as much possible damage as possible. Unfortunately, the water rose at such a rapid rate that we could not divert all flooding. AlliedBarton officers worked around the clock as a team dealing with the aftermath including power outages, flooding on the plaza and garages.

San Bruno Pipeline Explosion – 2010

When the San Francisco Bay Area was hit with the San Bruno Pipeline Explosion, AlliedBarton began to provide 3,000 HPW of emergency services support within three days. We helped people maintain privacy, safety, security, integrity, and pride during the events to immediately follow. To this day, we still maintain support of over 336 HPW to this assignment

Winter Storms of 2010

During the 2010 winter storms in the Mid-Atlantic region, including Southern New Jersey, the Greater Philadelphia Area, Maryland and Washington D.C., AlliedBarton managers transported employees and clients to and from their job sites. Hundreds of meals were supplied. Employees at all levels stayed at account sites and hotels to guarantee availability. SUVs were rented to assist with safe transportation and the account teams were in constant contact with state and local authorities.

SEPTA (Southeastern Pennsylvania Transportation Authority) – 2009

In 2009, SEPTA experienced a work stoppage in transit for the Philadelphia area. To assure that our employees would be able to get to and from their work assignments, AlliedBarton took the initiative to underwrite the costs associated with renting passenger vans and providing pick-up and drop-off shuttle

services to our employees. These shuttles ran around the clock and none of our clients were affected by this incident.

Colorado Blizzard – December 2006

When a blizzard moved through Colorado in December 2006, some areas saw nearly 30" of snow in a very short period – only 48 to 60 hours. The roads were impassible and a state of emergency was declared. AlliedBarton's security officers in the area showed tremendous strength and dedication – finding ways to get to their posts, and staying for extended shifts. These officers recognized the importance of their positions and sacrificed their personal time in order to maintain security coverage at their sites.

Many officers reportedly worked multiple shifts, slept on-site to ensure they would be available if another officer could not arrive as scheduled, took on supervisory roles, and removed snow in order to conduct exterior patrols. Security officers who were able to navigate the roads took the initiative to drive their co-workers to their posts and provided food and beverages to fellow officers and employees at their sites.

Gulf States Crisis Response – Summer & Fall 2005

When Hurricane Katrina hit the Gulf Coast, AlliedBarton and its customers were faced with major challenges. Customer service requests doubled, there were limited communications, there was no infrastructure or office, 55 local AlliedBarton employees were displaced and there was no temporary housing.

AlliedBarton deployed over 65 security personnel, four motor homes, two mobile homes, six large passenger vans, six cars, two generators, 50 Nextel Phones/Radios, 35 cots, 20 sleeping bags, food and other supplies to the devastated areas. We also opened a Disaster Center in the Mall of Louisiana. Our response was aimed at helping and protecting our employees and our clients such as Sunoco, TD Waterhouse, COX Communications, The Humane Society, Verizon Wireless, AIG, General Growth Properties, Valero, Tommy Hilfiger, Equity Office and Zurich.

Like with any disaster, lessons are learned. We learned that a pre-determined command center and temporary housing arrangements are critical. We learned that we need to designate corporate crisis response teams, need divisional crisis response plans, and need a crisis response volunteer list by division.

Hurricane Isabel – September 2003

When Hurricane Isabel hit the East Coast on Thursday, September 18th and knocked out power in Southern New Jersey, AlliedBarton acted quickly. We brought in off-duty officers from Connecticut, upstate New York and the metro region to Southern New Jersey to secure banks and ATMs until power could be restored.

Power Blackout – August 2003

During the Northeast Blackout, AlliedBarton's teams in all of the states affected moved into action. One example is the quick response in New York. AlliedBarton marshaled management, staff and off-duty officers to cover security requirements throughout the New York metro area, to include vehicle patrols on Long Island and additional security throughout the financial district. This was accomplished in spite of public transportation's closure.

World Trade Center – September 11, 2001

When the attacks in New York City occurred, AlliedBarton's office in the city found itself short-staffed and in need of temporary assistance to keep the situation under control. We added about 10,000 additional hours per week. Along with assistance from U.S. Marine Corps Reservists, 26 employees from various offices in the Southeast volunteered to assist our Manhattan operations. These 26 worked in most cases 12+ hour days for 2 weeks straight, in isolation from their homes, friends and family. They all displayed tremendous professionalism and dedication to the assignments they had.

AlliedBarton is committed to providing all of our customers this unprecedented level of responsive, dynamic and effective emergency support anywhere we serve. AlliedBarton has proven ability to arrange for appropriate supplemental coverage, as well as deploy senior personnel, even across significant distances.

Local Business Continuity Planning

AlliedBarton has significant operational expertise in business continuity and disaster recovery planning at the critical level of field execution. At many of our strategic customer partnerships, our field teams partner very closely with local customer Emergency Response Team (ERT), Environmental, Health & Safety (EH&S), and Facilities functions in running drills, planning for contingencies and maintaining emergency readiness programs.

Beyond simple and traditional emergency response (ER) functions, such as First Aid and CPR Training, AlliedBarton personnel, at many of our sites, actively engage in preparing and managing ER activities. These include:

- Active training and participation in ERT and Medical ERT programs
- Equipping client sites with vital emergency preparedness tools, including: All-Terrain Vehicles (ATVs) for the evacuation of key executive personnel; emergency "Arks" which contain disaster recovery tools, supplies and provisions should employee populations become confined to the site for an extended period; and back-up communications and power generating equipment
- Staffing designated, trained first responders
- Inspecting and maintaining medical emergency kits and lifesaving tools such as Automatic External Defibrillators (AED's)
- Monitoring critical life safety systems and OSHA Title 29 CFR 1910 regulatory requirements
- Training with and staffing of emergency communications equipment including base stations, emergency e-mail protocols for worldwide employee check-in, and satellite telephones

- Extensive table top and live scenario drill programs and emergency awareness training

At AlliedBarton's Regional Office level, needs assessments are encouraged for Regional Vice Presidents and their respective staff to identify the critical tools and processes needed for sustaining and supporting customer site/ field operations during and after an emergency. These include evaluations and preparations for such needs as:

- Office sustainability and back up location choices should the office become inoperative
- Provisions and logistics for senior division leadership to conduct extended emergency operations
- Client site check-in procedures and communications procedures with field teams
- Coverage schedules for implementation during emergencies
- Power generation supplies
- Emergency communications
- Technology/ business systems back-ups and redundancies
- Emergency cash flow and reserves in the event that financial institutions and electronic transfers are inoperative.

All Regional Vice Presidents are required to assess their business continuity plans and maintain the necessary logistics and state of readiness to support divisional and customer site operations following a significant business disruption. This focus was instrumental in our ability to serve our customers in South Florida following the devastating damage associated with Hurricane Andrew, in Louisiana following the catastrophic damage associated with Hurricane Katrina, and in Texas following the devastating damage associated with Hurricane Ike. AlliedBarton has been able not only to sustain security coverage for our existing customers (that included the transportation of security officers to and from their homes to customer sites), but provide armed and unarmed security coverage and county emergency food and water supply distribution centers in each area when no other security provider could provide these services.

With more than 100 offices across the United States servicing over 3,300 clients, AlliedBarton deals with disaster and emergency response requests daily. No matter how big or small these requests may be, with more than 58,000 employees, we have the manpower capable of responding to emergencies and the processes in place to handle these requests immediately.

Material Exempt Under Exemption (4)

F.2.G. SURGE CAPACITY

The Proposer's capability to increase and maintain staffing levels in the event of an emergency or other event, whether planned or on short notice. The Proposer provide details plans indicating how they will maintain and/or increase staff levels during emergency.

As a leading provider of security services, AlliedBarton has a keen understanding of the need to sustain business operations, support personnel in the field and continue service to our valued customers during a disaster or similar catastrophic event. We recognize that it is during times of crisis and disruption that our partners will need us the most, and that the effective continuity of our business will have a direct impact on the successful continuity of their business and the service they must provide their customers.

AlliedBarton's staffing approach for this contract takes into consideration, the need for additional personnel should the Port Authority require surge support. Additionally, our extensive presence in the New York and New Jersey region, approximately 7,000 employees, provides us with an immediate pool of reserve resources to support unscheduled absences, emergency/surge/special events, operations requirements, changes in threat levels and rapidly respond to changing requirements throughout the life of the contract. Our Quality Control Monitors will routinely review each airport's personnel pipeline to ensure there are sufficient numbers of trained personnel to call upon to fulfill increased requirements or emergency situations when they arise.

Our Reserve Workforce requirements are based on the contractual requirements to staff a minimum of 10% of the total security force manpower requirements. Through our experience in providing services throughout the New York and New Jersey region, we will identify a pool of local personnel who are fully trained and ready to assume post during emergency situations where an increase in post manning is required. To ensure continuity during heightened operational levels during emergencies or special events; our project managers use our existing manpower by

- increased use of part-time officers
- the reserve force
- all available officers both part-time and full-time
- fully trained and credential pool of AlliedBarton's local utility security officers

AlliedBarton shall implement a proven telephone recall system similar to that used in military operations. Through this system and the efficiency of our "WinTeam" scheduling system, we expect that 40% of our off-duty personnel plus the reserve force can be on location within 4-hours of notification. This protocol will ensure that adequate levels of manpower are available to support all requests in the allotted timeframe. During the performance of any additional services, the Project Manager or supervisor will be responsible for supervision of employees assigned as part of the normal course of their security functions.

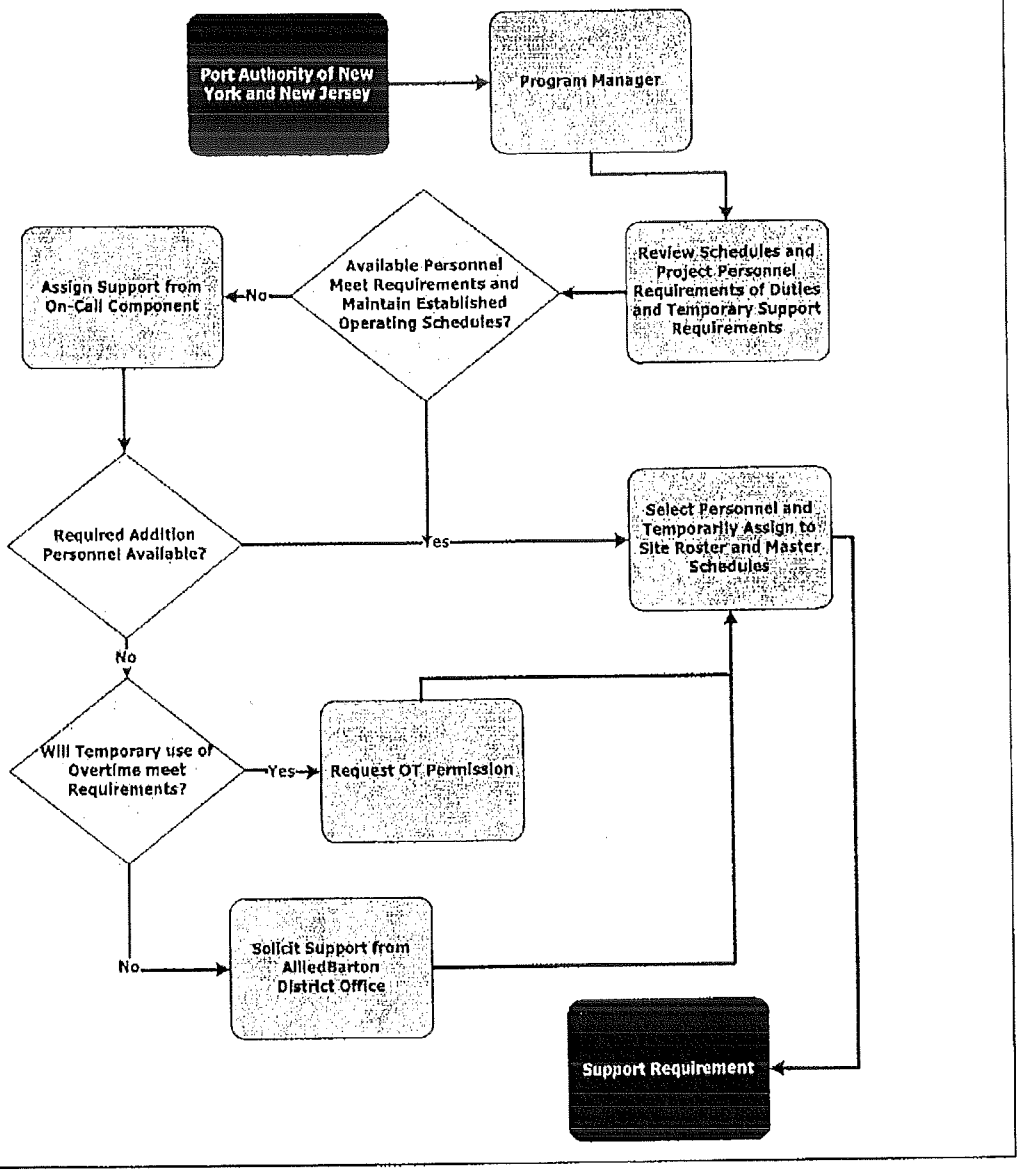
AlliedBarton acknowledges the Port Authority's right to temporarily increase or decrease on at least four hours notice the hours scheduled to be provided and the increase will be limited to an additional:
40 officers of all categories at JFK
20 officers of all categories at LGA
45 officers of all categories at EWR

Upon receipt of emergency service requests from the Airport Security Manager, our Program Managers will proceed with execution of on boarding of surge personnel. All temporary

staffing requirements fulfilled shall be recorded and entered into our "WinTeam" management system for proper tracking and invoicing of hours performed. Our Assistant Project Managers will compile a monthly report to include all temporary staffing requirements completed during the month. Each monthly report shall also include a cumulative summary of all temporary additional staffing hours performed to date throughout the life of the contract.

Our Project Managers, Assistant Project Managers, and Operations Assistants shall use the same process shown in Figure 2 to identify and meet all temporary increase staffing and emergency situation requirements.

Figure 2 - Emergency Support Process



Although AlliedBarton is familiar with varying client-related Emergency Plans, upon contract award the AlliedBarton Vice President, Project Managers, and Assistant Project Managers shall meet with the Airport Security Managers to review and revise, if necessary, the Emergency Response Plan of each airport to identify hazardous conditions and emergency standard operating procedures to establish clear and concise post orders pertaining to threat levels, civil disturbances or other emergency situations.

AlliedBarton understands that situations occasionally arise that requires the diversion of resources to mitigate potential threats against people and property, and also to perform a specialized task. During these scenarios, tour supervisors will consult with the Project Manager prior to requesting approval for diversion, except in cases of extreme emergency that is time critical. An appropriate level of management or supervision will contact the Airport Security Manager or designee for the authority to divert resources.

AlliedBarton also understands that the ability of security personnel to respond quickly and precisely during emergency situations is critical. All AlliedBarton employees assigned to the Port Authority's airports shall be thoroughly trained in emergency response techniques. As a routine part of this contract, AlliedBarton verifies, through proficiency (Quality Control) evaluations that all employees maintain the required state of readiness to respond appropriately to emergency situations.

From: Andre Brown
Sent: Wednesday, November 21, 2012 2:06 PM
To: Rachel Escalera; James Darmos; Daniel Kim; Loretta Jenrette; Kennedy, Caress; Fogarty, Brian; Pettus, Steven; Mcardle, John; Gloria Skinner; Edith Lane; Patrina Boston; Mirlande Vil; Sharon Mears; Charlie Harrison; Charlie Metzger; David Trotman; Barbara Hooper; Anthony Watts; David Kaplowitz; Raymond Schnetzler; Michael Allen; Charles Orr; Maria Colon; Mark Campbell; Stephen Adeoshun; Adbelilah Khalry; Charles Parker; Christian Calderon; Dennis Ukehaxhaj; Gerald Grubb; Grantley D. Farrell; Kenneth Pickett; Lisa Brown; Lyndon Boucaud; Paul Napoli; Richard Price; Robert Morris; Robert O'Connor; Scott Aronsen; Verney Barrington; Willie Savage; Yvette Lilly
Cc: Edna Wells Handy; Mitch Gipson; Joey Kara Koch
Subject: Happy Holidays

Dear Team Security,

As we embark on the 2012 Winter Holiday Season, please join me in being thankful for the outstanding teamwork and all that we have accomplished as a team this year. We know that millions of Americans will celebrate Thanksgiving tomorrow and share thanks with their family and friends.

But we should also know that this is a difficult time for many who have been displaced or severely affected by Hurricane Sandy. So I graciously ask that we all take a moment to think of the many families who have been affected by this tragic storm. **I am truly grateful for the first class response and sacrifices that the members of the DCAS Security and Law Enforcement Bureau and our AlliedBarton Security partners have made securing DCAS properties throughout the 5 Boroughs,** temporary staffing of some 4 court facilities, and the short notice staffing of 8 NYC Restoration Centers located in the Bronx, Brooklyn, Coney Island, Staten Island and the Rockaways. Your efforts and hard work has truly enabled our tenants and City Agencies to apply maximum resources to the Citywide recovery effort and to bring relief to those families affected.

This week, and every week throughout the year, I want to personally thank all members of our "*One Security, One Force*" team for your tremendous dedication and hard work. Once again thank you for your dedication, vigilance, and your remarkable display of readiness.

Happy and Safe Holidays to you and your families!

André L. Brown | Assistant Commissioner
Security and Law Enforcement Bureau

Patrolling security officers, Tour Supervisors or Relief Officers shall provide the initial response to any emergency or at the very least provide backup support to any emergency. Upon assessment of the

From: Rachel Escalera
Sent: Monday, March 11, 2013 1:00 PM
To: Mcardle, John
Cc: Andre Brown; Daniel Kim; Fogarty, Brian; Pettus, Steven; Kozak, Christopher; Eversley, Anderson; Salvesen, John; Diaz, Jose; Uppal, Sonia; McGoy, Rudy; Bermudez, Jeff; Delva, Yves; Bush, Tiffany
Subject: John Mcardle DCAS Appreciation on RC Sites

John,

Please accept this as a big thank you to you and **your entire AlliedBarton Team on the great job done in providing coverage at the Hurricane Sandy Restoration Centers during the past 3 months.**

We are especially grateful to you, John for your tireless efforts in providing the daily status reports and assistance in resolving the many issues as they came up.

Thank you

Captain Rachel Escalera | Commanding Officer
Security and Law Enforcement Operations

situation, or upon direction of the Airport Security manager, off-duty personnel shall be recalled and staffing schedules developed to support the specific emergency situation.

AlliedBarton is also prepared to support the Port Authority's emergency drills and exercises in compliance with 14 CFR part 139. The Program Managers will be the point of contact respective to our participation including coordination and scheduling with the Airport Security Managers. Our supervisors will work closely with the Port Authority, as requested, to support all evacuation drills. AlliedBarton believes that a contractor should "team" at all levels with the Port Authority to ensure that real world drills are conducted so that we may continuously improve the security services provided through the creation of a "lessons learned" document.

While we are the nation's largest American-managed security company, make no mistake, we are a local New York and New Jersey Company. Our local management team structure within New York and New Jersey provides the Port Authority with an unparalleled infrastructure needed to deliver world-class service to a world-class facility. Our intimate knowledge of the New York and New Jersey labor markets allows us to recruit the best, our broad service in the New York and New Jersey region means you have access to unmatched surge capacity of security officers when you need it, and our long and extensive history in New York and New Jersey means we have deep relationships with the local Police and Fire Departments, and other federal, state and municipal agencies that allow us to work effectively with them in case of emergencies.

In order to deliver qualified, responsive resources for day-to-day support, and for contingency situations that may arise for any of our New York and New Jersey clients, we invest heavily in our local management structure. We employ support personnel to ensure the officers at the Airport will have quality support, as well as backup when needed. We provide the Port Authority with:

- **A pool of over 7,000 local security officers, serving over 1000 customers across the New York/ New Jersey metro area.** This density enables us to provide cross-trained officers for special events as well as provide additional security coverage in case of emergency.
- **Qualified professional Security Officers 100% of the time.** Our local staff develops and supports roving and cross-trained personnel to ensure that the Airports' facilities will always be secure.
- **Direct access, 24x7, to our entire senior level operations and business development teams.** Members of this team will be instrumental in the updating and developing of policies, procedures, post orders and overall security program.

- **Dedicated project managers supported by local offices in Lyndhurst, Syosset, White Plains, and Manhattan.** Fully functioning offices at each location provide unparalleled support
- **Dedicated recruiters and dedicated trainers whose sole responsibilities are to recruit and train the most professional Security Officers in the industry.** This structure enables our account managers to use their time to do what they do best, manage a First Class Security Program. In addition, by having our own in-house recruiters, AlliedBarton is able to leverage its extensive network in New York and New Jersey to ensure the best people are always available to meet your needs. This helps reduce turn-over, and ensure you get the kind of professional security officers you deserve.
- **Local management office in New York and New Jersey.** Our local team (to include executive management, district manager, roving field supervisors, support and administrative personnel) are housed out of our district offices located in Lyndhurst, White Plains, Syosset and Manhattan. These offices are further supported by our corporate headquarters, in Conshohocken, PA. The proximity of these resources to the Port Authority will ensure a level of supervision that no other provider can match. Our team can be at the facility in mere minutes.

F.2.H. TRAINING AND SAFETY PLANS

The Proposer's training and safe work environment plans for this Contract;

TRAINING PROGRAMS

AlliedBarton's training methodology involves unifying a core academy program and a comprehensive Practical Application Training and testing process with an ongoing development curriculum to ensure that each employee is given the skills and capabilities to succeed within our company.

Corporate University Xchange

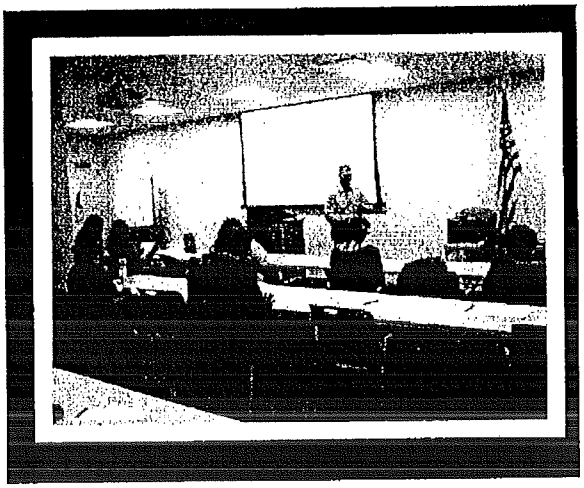
2008 ASTD BEST AWARD WINNER

AlliedBarton's philosophy in developing and deploying the capabilities of our personnel in a service model is centered on *learning* not *training*. **As a learning organization, AlliedBarton is committed to error-free and value-added performance at every service interaction and at every level of our organization.** The measure of our success in receiving consistently high customer satisfaction scores is rooted in our robust and multi-tiered employee development programming.

The cornerstone of our training and development efforts nationwide is AlliedBarton's Corporate Learning and Development team. This team serves as an important resource in the development of training standards and programming for all employees throughout the country, having developed over *750* hours of technical skill, specialized and development programs for use at all AlliedBarton facilities across the United States.

Nationally and locally, AlliedBarton offers a host of basic, intermediate and advanced security and customer service programs. These programs are available to all AlliedBarton employees at no cost and are facilitated by qualified, full-time AlliedBarton training managers.

AlliedBarton's training curriculum for security officers is based heavily on classroom interaction and a practical application of legal, security methods and asset protection principles. Our customer-orientation toward learning provides a blend of technical skill training with a special emphasis on communications and conflict resolution skills.



AlliedBarton's 36th St Training Facility

AlliedBarton is well aware of the liability risks associated with deploying an officer who is ill-equipped and unprepared to fulfill his or her important security responsibilities. We place special emphasis in requiring each officer to attend a comprehensive **training program** *prior to* being deployed to any client account. The program is taught by an AlliedBarton-certified training professional who is dedicated **full-time** to the design and delivery of dynamic and comprehensive training programs at the local level. AlliedBarton's training process not only ensures our officers have an opportunity to succeed in their assignment, but also significantly lowers the potential for liability and its related expense to AlliedBarton and our clients.

All of AlliedBarton's training for the Port Authority security force will be conducted by a dedicated training manager.

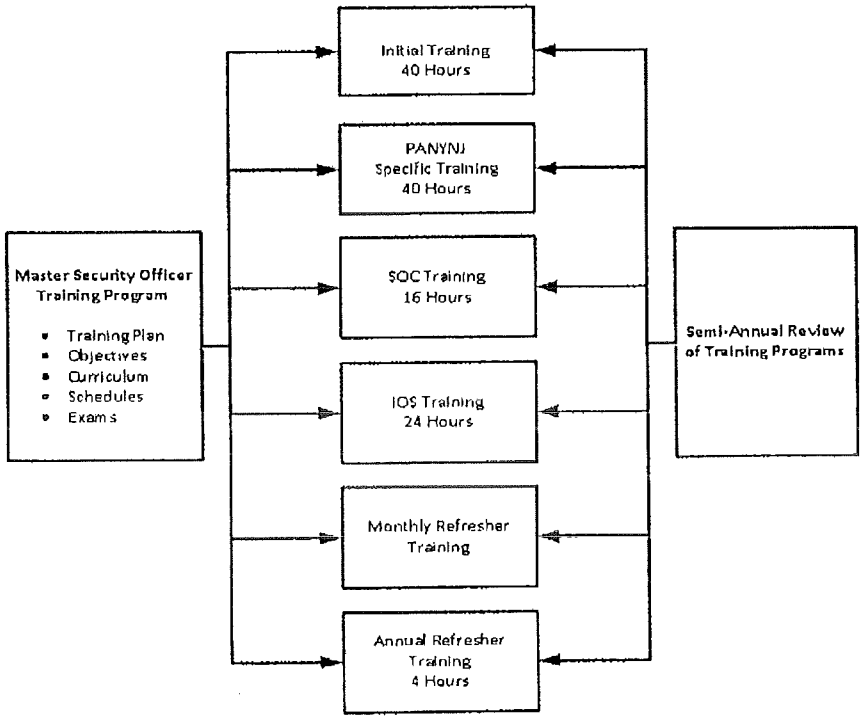
AlliedBarton is the training leader in the security industry. The result of AlliedBarton's commitment to the professional development of our security staff is apparent in the recognition we have received. AlliedBarton was named as one of Training magazine's ***Top 125 for seven consecutive years*** and we were the first security company awarded Training Magazine's prestigious Top 125 Award for excellence in training. In addition, AlliedBarton has won other awards such as the Chief Learning Officer magazine LearningElite Award, the American Society for Training and Development (ASTD) BEST Award and Excellence in Practice Award, the University Corporate University Xchange Award for Excellence and Innovation and the Brandon Hall Research Award for Best Integration of Learning & Talent Management. These recognitions are unparalleled in the security industry and the general business community.

PORT AUTHORITY TRAINING PLAN

AlliedBarton's initial training program for the officers assigned to the Authority will meet or exceed the training requirements outlined in the *Section 33* of the solicitation.

AlliedBarton shall provide the Port Authority with a copy of its security officer Master Training Plan. We will provide our draft plan within 1 week after award notification. Finalization of the training plan will be contingent upon the Port Authority's coordination and approval. Each year, the plan shall be reviewed and updated incorporating new requirements and changes to the plan.

Our Master Training Plan is a composite plan for training the security force initially and on an on-going basis throughout the year. The Training Plan is a comprehensive guide to direct the efforts of the Program Managers, Training Managers, and Supervisors. The plan uses a systematic approach to meeting the Port Authority's requirements and is based on the "most stringent" training standards.



Although the plan is comprehensive and carefully designed, it is flexible and may be modified based on changing training requirements, threat levels and the desires of the Port Authority. Since it incorporates the concept of continual assessment and feedback, our Training Plan is continually adjusted and updated to meet any new Port Authority and/or TSA requirements or to compensate for a perceived or actual training weakness in the security force.

Our draft Master Training Program has been developed to provide the AlliedBarton training and operational staffs with the philosophy surrounding the training concept. Our draft Master Training Program, which shall be presented to the Port Authority for approval, shall address the following:

Initial Training Master Security Officer Essential Orientation Level I

AlliedBarton's Master Security Officer Level I training serves as the first stage of our employment process. This course is designed to provide our security officers with a well-rounded foundation of the technical and communicative skills required to succeed as service-oriented security professionals. Officers are required to complete a minimum of **16 hours** of initial employment training with AlliedBarton. The course design encourages substantial class participation through numerous interactive activities. Topics focus on the technical aspects of security officer duties while addressing the communication skills and attitudinal requirements to win a customer for life.

Initial Training Practical Application Training

Each officer assigned to your site will receive a minimum of **24 hours** of Practical Application on-site training specific to the post. The purpose of the Practical Application Training training program is to provide valid, site-related training for all officers. While contractual, state-required or job-specific training may occur at the district office at the conclusion of the Basic Security Officer Training Program, Practical Application Training is designed to occur during the first days of an officer's placement at the client site. The program utilizes a standardized and systematic approach to training, evaluating and documenting the trainee's performance. It is customized to meet the needs and sophistication of each post and uses a combination of post training checklists and supervised scenario/demonstration learning protocols to ensure the

officer can apply the principles learned during training. Practical Application training is facilitated by shift supervision and/or dedicated field training officers.

AlliedBarton's Practical Application training acquaints each new officer with the duties, requirements, procedures, expectations and quality service benchmarks related to a customer site and the individual post to which the officer will be assigned. Specific attention is given to general post orders, emergency procedures, and security and life safety systems. A site-specific training checklist will be developed for each position at the airports to validate and verify that initial training has been completed.

Additional Initial Training

Airport Security Basics - This course is designed to give new officers a basic understanding of the challenges related to providing security in airport operations. Topics include:

- Overview of Airport Security
- Defining 49 CFR 1542 and the security officers role
- AOA Operations Overview & Definitions
- Overview of Secured Identification Display Areas
- Equipment Familiarization
- Crisis Communications Plan
- Accident/Incident Investigation and Reporting
- Evacuations

Customer Service - Our Customer Service training is designed to ensure that our officers provide outstanding assistance to both internal and external customers. Topics include:

- How to identify your internal and external customers and their expectations
- The importance of "perception" and "presentation"
- Telephone skills
- How to effectively handle customer complaints
- Resolving conflicts

Effective Patrolling Techniques - Since many environments are decentralized and comprised of several buildings, it is important that our officers know how to effectively and efficiently patrol. This section covers tips and techniques for conducting thorough and comprehensive patrols.

- Static patrols
- Foot patrols
- Vehicle patrols
- Using senses

Traffic Control - This training covers the different types of traffic control that our officers may be faced with. Officers are also trained to help identify any issues and maintain safety procedures.

- Public or private
- Special events
- Ticketing/violations
- Use of vehicle

CPR/First Aid/AED - AlliedBarton offers the standard two year American Heart Association CPR, First Aid and AED certification training. This training is either conducted by a local or regional AlliedBarton trainer, or is outsourced through the community.

- CPR, laminated hand-outs
- American Red Cross CPR/First Aid/AED: Infant, child and adult CPR, basic first aid, AED laminated hand-outs

Alarm Response - This training teaches how to effectively and safely respond to alarm response within a community.

- What to and not to do
- Legal issues
- Response times
- Proper documentation
- Team response (multiple patrols)

Emergency Preparedness - This training was designed to give security officers the basic knowledge necessary to effectively manage most emergency situations. The curriculum covers a wide variety of important topics, including:

- Terrorism
- Natural disasters
- Communication or lack of
- Recovery
- Emotional reactions to disasters
- Evacuation procedures
- Communicating evacuation orders
- Maintaining evacuation routes
- Accommodating occupants with special needs
- Specific emergency considerations
- Hazmat
- Crime scenes
- Homeland Security
- Laminated cheat sheet hand-outs

Report Writing - This training covers the importance of proper report writing. Including the six key points in any report - who, what, when, where, why and how.

- When to write a report
- When in doubt, write it out
- Quotes and statements
- What to include
- Distribution
- Follow up
- Officer Daily Activity Reports/Logs
- Accident/Injury Reports
- Use of Force Reports

Communication - This training covers the proper use of radios and cell phones. Includes advanced concepts of verbal communication to provide the most effective communication.

- Call signs
- 10 codes and signal codes
- Specialized codes, fire rescue, law enforcement, etc.
- Incorporating the client, maintenance, facilities personnel
- Patrol and communication
- Dispatch
- Radio checks
- Maintenance of equipment
- Explanation direction for use of a repeater or air time
- Laminated cheat sheets, quick reference cards

Driver Training - a two-part program, including five interactive modules, five practice assessments, a final exam and a Certificate of Completion on the AlliedBarton EDGE and additional Practical Application on-site training. At the conclusion of the course, employees are instructed to print the provided Vehicle Training Checklist and the Vehicle Inspection Form.

Vehicle Use, Maintenance and Care - This course covers all aspects of vehicle usage.

- Vehicle checklist
- Automobile
- Daily maintenance
- Servicing vehicles
- Vehicles out of commission
- Safe driving
- Proper parking
- Passengers
- Vehicle Inventory Forms

Port Authority Airport Specific Training

Airport Security Agent Training Program

- Port Authority Orientation, indoctrination and administration
  - Facility Communications: telephone, radio, terminology, phonetic alphabet, oral communications, electronic access equipment.
  - Report Writing and familiarization of Forms
- Human Development:
  - Code of Ethics: Courtesy, prejudice and common sense
  - Inference and awareness: listening skills
  - Public Relations: news media, personal appearance, post appearance, patron confrontation, courtesy, handling of complaints
- Legal Aspects of Airport Security Agents
  - TSR 1542 concept (Overview)
  - Law of Arrest Pertaining to Civilians: Use of defensive force,
  - Federal and local Police jurisdiction, deputation by Police
- Emergency Training
  - Fire extinguishers
  - Defensive tactics
  - Recognition of Explosive Devices
  - Fire Watch Training
- First Aid
  - Breathing, Circulation
  - Bleeding
- Other
  - Geographic Orientation
  - Specific duties
  - Normal security
  - Vulnerable Areas
  - Fire Protection: location of equipment, prevention, class of fires
  - General orders
  - Post familiarization
  - Access roads to airport
  - Related material
  - Defensive Driving Tactics - Classroom training
  - U. S. Customs Service Hologram Training (as required).
  - Security Operations Center Officers: additional training in computer applications

Monthly Recurrent Training

Monthly refresher training is conducted for all officers as a means of reinforcing required skill sets and introducing new ones. Topics include:

- Policies and procedures
- Report writing
- Customer service
- Airport Security (new/modified DHS/TSA regulations)
- Safety programs

Shift briefing and QA/TS - Monthly safety training and safety quizzes and tests. Topics include:

OSHA Safety Training

- Accident & injury reporting
- Asbestos
- Barricades & barriers
- Blood-borne pathogens
- Chemical safety
- Compressed gasses
- Confined spaces
- Electrical safety
- Fire prevention/protection
- Forklifts
- Health & wellness
- Heat stress
- Housekeeping
- Job briefing
- Job safety analysis
- Ladders
- Lead
- Lifting & carrying
- Material storage
- Office & site safety
- Painting
- Personal protective equipment (PPE)
- Scaffolds, lifts & work platforms
- Shower & eye-wash stations
- Slips, trips & falls
- Tool safety
- Vehicle & transportation safety

Annual Refresher Training

- Anti-terrorism awareness
- Behavioral recognition
- Managing aggressive behavior
- Customer service

Annual and recurrent training shall be provided to all employees. The training must foster the development of a cohesive team in order to carry out the required services in a first-class professional manner.

Our training process culminates with quality assurance evaluations to determine the true effectiveness of the training as evidenced by trainee feedback and performance. Program evaluations also include an evaluation of instructors and training materials.

TRAINING SCHEDULE

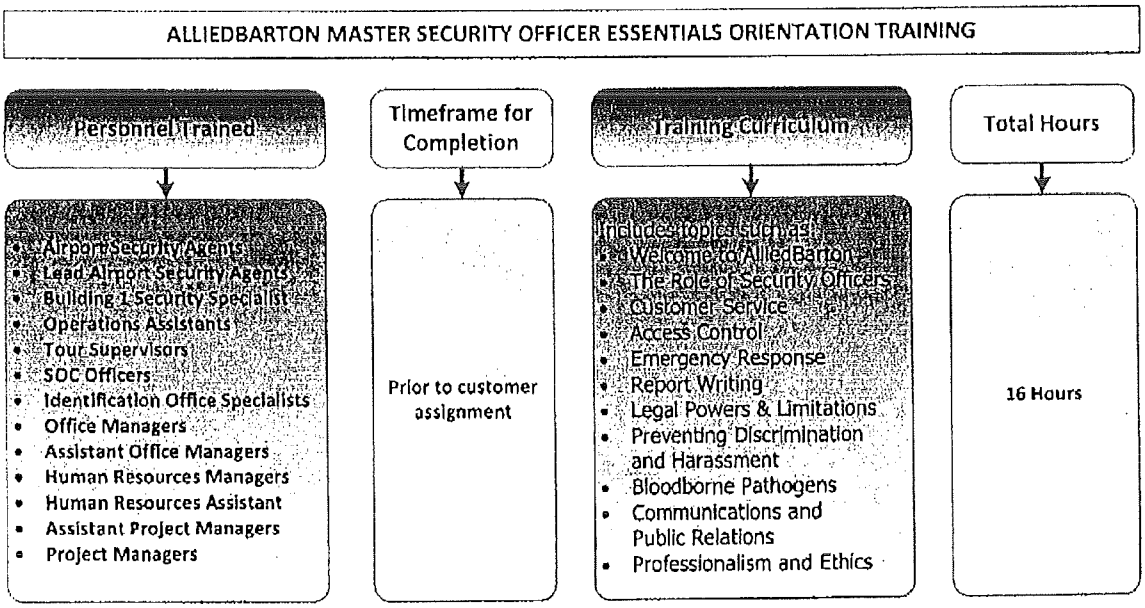
AlliedBarton's Training Plan shall be provided to the PANYNJ within ten (10) days following contract award. The Program Managers shall provide the PANYNJ with monthly training schedules, derived from the Master Training Program, which will be submitted to the Port Authority at the beginning of the last week of each month prior to training and consist of a Gantt chart depicting timelines and classes to be presented each month. In addition to the Gantt chart, we shall identify:

- Location of training
- Type of training (initial or refresher)
- Specific times and subjects of each session
- List of students
- List of instructors along with their credentials

It is AlliedBarton's policy to provide the Port Authority with an open invitation to attend its training sessions. There is no need to announce attendance.

DESCRIPTION OF ALLIEDBARTON'S TRAINING PROGRAMS

Master Security Officer Essential Orientation (MSO) Level I - MSO I prepares our security officers to be ready for Practical Application Training when they arrive at a Port Authority airport. MSO I, where officers learn the fundamentals of their responsibilities, is normally delivered as an instructor-led classroom course in our district offices. Security Officers identified for the Authority are required to complete 8 hours of pre-assignment training if they do not currently hold a NYS security license and all security officers are required to complete 16 hours of Master Security Officer Level I training. The curriculum includes:



All topics are tested for comprehension during the final exam, and only candidates passing with a grade of at least 80 percent will be hired. Upon graduation from MSO I, each new security officer receives:

- An AlliedBarton security officer employee handbook
- A briefing on their upcoming Practical Application Training for site-specific skills
- A briefing - and encouragement - on AlliedBarton's continuing education and professional development programs

THE ALLIEDBARTON ADVANTAGE...
As a result of MSO I, our officers are ready for their Practical Application Training when they arrive on site.

Practical Application Training – Practical Application Training is site-specific and customized according to the complexity of each site and post. The Practical Application Checklist is completed and entered into our online employee database providing a checkpoint for this important phase of officer training.

AlliedBarton professionals who understand your specific requirements train officers at each facility.

ALLIEDBARTON SECURITY SERVICES
Local Response | National Support

ALLIEDBARTON PRACTICAL APPLICATION TRAINING

Personnel Trained	Timeframe for Completion	Workbook and Checklist	Total Hours
• Airport Security Agents • Lead Airport Security Agents • Building 1 Security Specialist • Operations Assistants • Tour Supervisors • SOC Officers • Identification Office Specialists • Office Managers • Assistant Office Managers • Human Resources Managers • Human Resources Assistant • Assistant Project Managers • Project Managers	Upon initial assignment to an airport	Includes topics such as: Alter-hours Access Bomb Threats Electrical Emergencies Emergency Contacts Equipment Removal Procedures Fire Alarm Response ID Checks Key Control Mechanical Emergencies Media Relations Medical Emergencies Opening and Closing Procedures Parking and Enforcement Parking Lot Security Patrol Routes Post Responsibilities Use of Telephones Vehicle Assistance Water Leaks Weather Emergencies	24 Hours

Each officer assigned to a Port Authority facility will receive **Practical Application Training** specific to the post. A security presence is important, but a motivated, directed security presence with a purpose, assignment and goals is effective and critical to your organization. Practical Application Training and post orders define the role of the Authority's security officers and guide your security program.

AlliedBarton's Training Facility in Lyndhurst, NJ

Our Training and your post orders are what turn our trained officers into trained officers for your site. Your site needs are specific and the training and post orders for your officers should be as well.

Terrorism Awareness Training - As a designated Qualified Anti-Terror Technology under the SAFETY Act, AlliedBarton is committed to training its officers on terrorism awareness. Every AlliedBarton security officer, site supervisor and account manager completes Terrorism Awareness training, before being placed on site. This mandatory training is an essential element in educating our employees about anti-terrorism strategies, and to more fully protect our customers' assets. Our Terrorism Awareness manual and accompanying exam, which must be completed and signed by employees, helps educate and prepare officers across the country.

CPR/First Aid/AED Certifications - AlliedBarton offers CPR, First Aid and Automated External Defibrillation (AED) training. Many of AlliedBarton's full-time trainers are certified instructors for First Aid/CPR/AED. Training is typically conducted at our local office; though, in many cases our trainers will go to an Authority airport to complete the lesson. Once an employee completes the training, we ensure that the individual receives the appropriate certificates and track certification anniversary dates in our web-based compliance system.

Customer Service Training

AlliedBartonEDGE, the Company's on-line learning management system, delivers customized, project-specific programs that will support the specific customer-service oriented training requirements and objectives of this project. To provide the Authority with the highest levels of customer-service focused security officer training, we offer a number of courses outside the areas of specialized security to include Customer Services and Learning that Emphasizes Assistance and Preparation (LEAP).

Customer Service on the AlliedBartonEDGE	We take customer service seriously whether it is external or internal clients. Providing excellent customer service at AlliedBarton is a requirement. At the completion of this course on the AlliedBartonEDGE, officers will be able to:	• Describe the importance of customer service and satisfaction • Explain AlliedBarton's customer service philosophy • Identify the 20 tips for delighting your customers • Describe how to effectively handle customer complaints • Describe client meeting guidelines • Explain AlliedBarton's Value Proposition: Customer Intimacy
LEAP Program	Learning that Emphasizes Assistance and Preparation is a series of training modules that cover a range of site-specific topics. Each module lasts approximately one hour. The training manager will select appropriate LEAP modules for the officers at the Port Authority Airports.	• Fire alarms • Medical emergencies • Suspicious persons/disturbances • Water leaks • Power outages • Customer service • Safety awareness • Elevator entrapments

Training for Success

The AlliedBarton EDGE® [Educate, Develop, Grow and Engage] is our proprietary training and development program which includes our Learning Management System (LMS). This provides AlliedBarton employees with on-demand access, through *e*Learning, to modules that prepare them for future responsibilities and career opportunities. Our experience shows that virtually every measure of security officer quality can ultimately be tied back to the quality of our training program.

The AlliedBarton EDGE is our comprehensive approach to training – the result of our strong belief that everything we do should be rooted in training and development.

To promote our learning culture, we go far beyond new employee training.

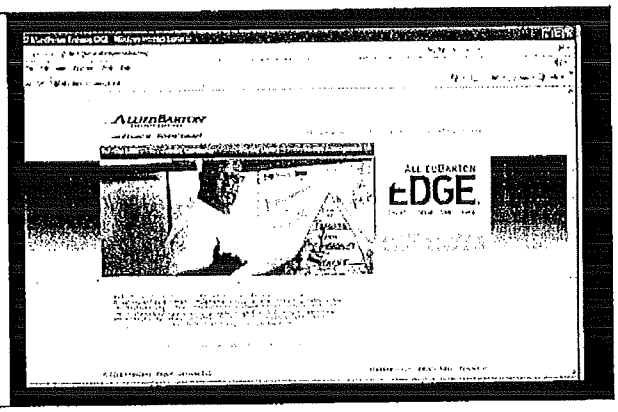
The AlliedBarton EDGE involves refresher and leadership training, compliance tracking, reporting, mentoring and much more.

As a result of the AlliedBarton EDGE, our officers are better trained and better prepared.

Over 1,000,000 EDGE courses have been taken by AlliedBarton employees since 2009

AlliedBarton EDGE goes beyond traditional training, providing enhanced course offerings, additional compliance functionality and more opportunities for employee growth. **AlliedBarton EDGE is comprised of a nationwide network of more than 100 trainers**; online, classroom and self-study training; a mentoring program; industry-specific and leadership training; and multiple other learning and development programs. For more information about the AlliedBarton EDGE, go to www.AlliedBartonEDGE.com.

Our compliance tracking capability through the AlliedBarton EDGE allows trainers and managers to monitor and report training completion. Training that can enhance the quality of an individual or an entire team can easily be made available through the EDGE.



Fire Safety Officer Training - AlliedBarton's Fire Safety Officer training includes the following components of fire safety:

Detecting and preventing fires	Avoiding injuries
Reacting to fires	Hazardous materials
Fire extinguishers	

Master Security Officer Program - Our **Master Security Officer program** provides additional training and opportunity for, and encourages, personal and professional growth. MSO consists of 20 self-study courses, covering various topics important to AlliedBarton, our clients and the security industry. Upon completion, employees achieve the coveted **AlliedBarton Master Security Officer** designation.

Master Security Officer Curriculum

Level 1	Level 2	Level 3	Level 4	Level 5
• Essentials Orientation • Practical Application Training & Workbook	• Fire Safety Officer • Physical Security & Loss Prevention • Patrol • Crime Prevention & Response • Workplace Safety	• Advanced Report Writing • Preventing Workplace Violence • Emergency Situations • Dealing with Aggressive Behavior • Terrorism Awareness & Response	• Customer Intimacy • Time Management • Basic Investigations • Cultural Diversity • Strikes, Pickets & Crowd Control	• Interpersonal Communications • Managing Conflict • Interviewing Witnesses and Suspects • Teamwork • *Principles of Leadership*

Annual Training - All security officers will receive a minimum of **4 hours of annual refresher training** reinforcing their basic training and addressing any changes to regulatory requirements.

Leadership Training

Supervisor's Workshop - Our Supervisor's Workshop readies our supervisors for their management roles and helps them engage our officers so that they can effectively meet your needs.

The Supervisor's Workshop is designed to help prepare first-time site or shift supervisors and managers for the challenges of leadership. This workshop consists of one full day of classroom, instructor-led training and must be completed within a supervisor's first 60 days on the job. Curriculum includes:

- Introduction to AlliedBarton Security Services
- Role of the Supervisor
- AlliedBarton's Training Process
- Employee Relations for Supervisors
- Report Writing for Supervisors
- Coaching, Counseling and Progressive Discipline

Operations University - Well-trained and experienced managers are instrumental to a security program's success. The Port Authority needs effective decision makers, and our managers are trained and molded to help make your account run smoothly.

Operations University is an intensive, interactive three-day classroom workshop for AlliedBarton Program Managers and District Managers with the goal of shaping proficient managers with a smart business sense. The class is conducted by seasoned executives and training

We are committed to providing tools and training to help our managers engage, manage and retain our most important asset, our employees.

For the Port Authority, the result is quite simple yet profoundly important – motivated and engaged managers who perform at their best and continue to grow professionally and personally.

managers to pass along real-life experiences in the process. The workshop focuses on a variety of business and security-related topics. New managers generally attend Operations University within their first two months with AlliedBarton. The Operations University curriculum includes:

- AlliedBarton Business Overview
- AlliedBarton's Training Programs & Processes
- Finance 101
- Employee Benefits and HR Procedures
- Payroll Procedures and Best Practices
- Invoicing Procedures and Best Practices
- Customer Relations Management
- Recruiting and Retention
- Employee Relations and EEO
- Coaching, Counseling and Progressive Discipline

Security Academy in Leadership

AlliedBarton leaders often credit part of their success to the assistance and coaching of other managers who helped them grow. Security Academy in Leadership (SAIL) formalizes that guidance and strengthens the relationships between our employees. SAIL candidates meet once per week for six months working with mentors in a classroom environment. This provides the Authority with high-quality managers who can best serve your account.

AlliedBarton's New York / New Jersey Management Team is the architect of AlliedBarton's SAIL program and 35 of the New York / New Jersey Managers are graduates of the SAIL program.

SAIL is a tool to support our management teams in successfully facilitating mentoring relationships. The program augments employee development and performance, and helps managers thrive through partnerships with our senior-level leaders.

Engaging our managers through these types of relationships allows them to develop management skills, embrace the AlliedBarton culture, establish rewarding careers and better serve our clients' needs.

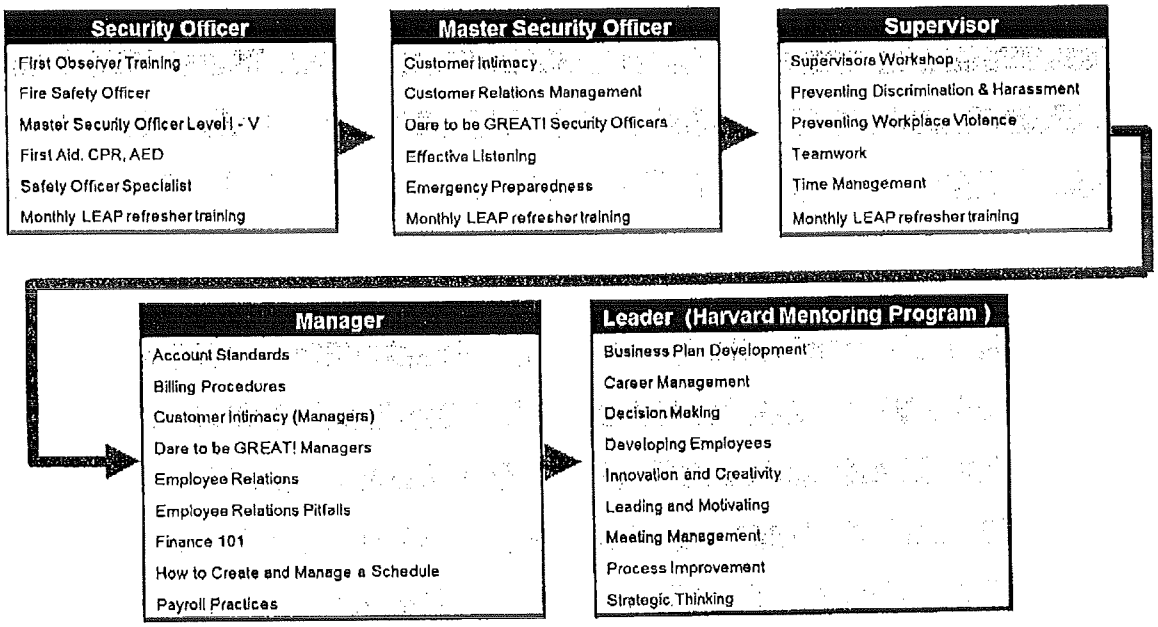
eLearning - Training compliance goes hand-in-hand with training availability and accessibility. Certain specific training courses are available in an eLearning format so security officers and managers can complete training at a time and place that's most convenient. What's more, eLearning makes training program management faster and more efficient, since it is unnecessary to coordinate multiple schedules.

Our interactive and easy to access LMS provides multiple platforms including the Security Officers' EDGE®, Managers' EDGE®, and Leaders' EDGE®. AlliedBarton employees can log into the appropriate platform and complete a wide range of training modules.

Knowledge Knuggets - To expand our training through new technologies, the AlliedBarton training community has developed Knowledge Knuggets - brief audio training segments, each about 1 minute 30 seconds, in MP3 format that can be easily downloaded onto any computer or even to an iPod or similar device. They are designed to provide safety and security information and to encourage our security officers to take advantage of additional and more involved learning opportunities.

Training is available to everyone, at all times. Voluntary training programs are better utilized when they are easily accessible and convenient. Officers who can work training courses into their busy personal and professional schedules at a time that is convenient for them are able to complete

AlliedBarton Employee Training and Development Path



SAFETY PROGRAMS

AlliedBarton is dedicated to a strong safety culture which engages our employees and leads to a safer work environment for our people, our clients, and our clients' employees, tenants and visitors. This in turn leads to fewer accidents, less time lost from work due to injury and fewer interruptions for our customers. AlliedBarton's Dare to be SAFE! program serves as our effort to ensure all employees understand their safety obligations and do what is necessary to fulfill them.

The Dare to be SAFE! program is driven by a corporate safety committee and individual regional committees. The corporate committee includes representatives from most departments within the company, AlliedBarton's Division Presidents, and consultants from our safety and risk vendors. The regional committees are each led by a Safety Champion who also sits on the corporate committee. These committees focus on the areas of greatest need within their own regions and work to implement safety programs and educate employees at all levels of the organization.

Subcommittees are created as necessary and meet or communicate regularly. Currently, there are four safety subcommittees focused on the following tasks: the safety of company vehicles and officers with driving responsibilities; employee injuries and return-to-work issues; corporate communications; and development and implementation of an incentive program related to safety performance in the field.

The corporate safety committee creates the tools we use to educate our employees about safety. These tools include:

- A safety manual outlining AlliedBarton's safety-related policies and procedures.
- A tool-kit containing pertinent safety-related information and instructions to help educate our employees.
- A safety calendar featuring a different safety theme each month. Topics include Slips, Trips & Falls; Accident Reporting and Investigation; Fire Safety; Vehicle and Transportation Safety, etc.
- Monthly tips and articles related to the safety theme of the month that appear in the company newsletter and can be included in post orders and read files.
- Safety training and certification. Employees who successfully complete this training will be awarded the Safety Officer Specialist designation (SOS).
- Posters at each district office to remind employees that safety is everyone's responsibility.
- Dare to be SAFE! dry-erase boards available to job sites to record and publicly acknowledge the number of accident-free days worked.

Training programs that support our Dare to be SAFE efforts.

AlliedBarton's EDGE training platform has a training module specifically for safety and all things safety-related. Safety training programs include:

Course	Course Description
Completing a JSA	This purpose of this module is to explain the importance of a JSA (in a short video) and to describe what a JSA is, and when and how to conduct one. At the completion of this course, you will be able to successfully complete a Job Safety Analysis Form.
Work Safe!	This course is designed to teach you how to recognize and prevent safety hazards in various work conditions. At the completion of this course, you will be able to: • Use safety guidelines • Recognize safety hazards • Practice Safety Techniques • Describe procedures for properly reporting accidents
Yaktrax Training	AlliedBarton's Dare to be SAFE committee is proud to offer Yaktrax, a slip-on shoe device used to increase foot traction while on patrol in winter weather. This course is designed to provide you with an overview of this exciting product! Officers can maintain the professional appearance our clients expect and walk with more confidence in winter weather conditions. At the completion of this course, you will be able to: • Describe what Yaktrax are and how they work • Correctly put on and remove Yaktrax • Use Yaktrax in a safe manner
Are You Prepared? Top 10 Elements of a Workplace Violence Plan	According to the U.S. Bureau of Labor Statistics, an average of 87 people are injured and two killed daily due to workplace violence. If a workplace violence incident were to happen in your building, are you and your employees prepared to respond? Topics include: • Protecting your employees • Workplace risk assessment • Employee education and awareness • Coordination with emergency teams • Alert systems • Protecting your brand • Policies and procedures • Employee training and drills • Reporting and record keeping • Background screening

Course	Course Description
Combating Domestic Violence in the Workplace	This pre-recorded webinar, Combating Domestic Violence in the Workplace, was presented by Ken Bukowski, Vice President of Healthcare and Bob Chartier, Vice President of Business Development. In this webinar, we will discuss: • The impact of domestic violence in the workplace for the victim, their co-workers and the organization as a whole • Warning signs of domestic violence in the workplace • What employers can do to help • Educational and employee assistance programs • Reporting domestic violence in the workplace
Safety Officer Specialist (SOS)	This course is designed to provide an outline of AlliedBarton Security Services' commitment to a safe workplace and the responsibilities of those involved in the attainment of such a commitment. The SOS course consists of 14 modules and a final exam. One component of the AlliedBarton Safety Program is our Safety Officer Specialist (SOS) Training. Included in this course are the following lessons: Lesson 1: Management Commitment & Safety Regulations Lesson 2: Injury & Illness Prevention Program Lesson 3: Safety Orientation & Training Lesson 4: Incident Reporting & Investigation Lesson 5: Job Safety Analysis (JSA) Program Lesson 6: Personal Protective Equipment Lesson 7: Hazard Communication Lesson 8: Bloodborne Pathogens Lesson 9: OSHA Inspections Lesson 10: Walking & Working Surfaces Lesson 11: Workplace Violence Lesson 12: Emergency Action/Fire Prevention Lesson 13: Automobile Safety Lesson 14: Bicycle & Golf Cart Safety

Job Safety Analysis (JSA) - A JSA is a process of evaluating a post's job tasks for hazards that could cause an injury or accident, then using a form to document how the task can be completed safely through use of safe work practices, education, safety equipment or tools. The completed document is used to communicate the safe way of performing that job task, help prevent workplace injuries and as a resource for On the Job Training process.

Due to variation from site to site, there is no requirement for who completes the JSA. Wherever possible, managers are strongly encouraged to include employees who work the post in completing the JSA. Doing so improves the quality of the JSA and will increase the likelihood of success in preventing workplace injuries. The individual completing the JSA observes the job duties being performed to identify the tasks of the job/post and what hazards could cause risk of injury to employees. Protective

measures to prevent injury would then be included on the form, along with any tools/equipment/ personal protective equipment, and/or special training that is need to complete the job safely. One JSA is completed for each post on site. For job tasks performed on various shifts, the JSA evaluation takes place on all such shifts, as hazards may be different from daytime to nighttime.

JSA are reviewed and approved by the Program Manager, then communicated to affected employees. Affected employees are those employees who work the given post, including Supervisors/ Managers of these employees. Employees are required to sign the JSA Acknowledgement Form, acknowledged by the Supervisor and given to the Trainer Manager to be entered into WinTeam for each employee.

The JSA is the most effective way to improve safety and prevent workplace injuries at a site.

Dare to be SAFE Employee Recognition Awards

AlliedBarton's Dare to be Safe! Program is a cultural norm within the organization and employees who go above and beyond their regular job duties in the area of safety are nominated to receive the Dare to be SAFE award. Employees are recognized for:

- Implementing a new procedure to make the work site safer
- Being a safety champion/encouraging fellow employees to work safer
- Discovering and reporting, or amending a job site hazard
- Contributing personally to an account's exemplary safety record
- Finding effective ways to bring the monthly safety theme to life at the account

Each quarter an employee is recognized for their safety achievements with a monetary award, a Dare to be GREAT Achievement Award card, a congratulatory message from Ron Rabena, President of Operations posted to the Portal and emailed to all employees (Account Manager and up) announcing the winner and why they were selected, announced in The GREAT News, and featured the winner as Safety Employee of the Quarter on the Dare to be SAFE landing page of the Portal.

F.2.1. PROPOSED LABOR AND SUPERVISORY STAFFING ORGANIZATION

AlliedBarton's management team for the Port Authority's security program will be led by our Vice President of Operations, who has the authority to commit all of AlliedBarton's resources to ensure our success on this contract. Overseeing a team of dedicated managers assigned to support the program; the VP of Operations will focus on the daily operations across all of the airports utilizing his security management experience and technical knowledge to ensure that all contractual requirements are met and/or exceeded during the life of the contract.

Primary responsibilities of the Project Managers include but not limited to the following:

- Primary interface with the Port Authority Airport Security Managers,
- Reporting and Customer Relations/Customer Satisfaction,
- Coordination of all Contractual Requirements, and
- Overall Quality Management/ Shift Inspections

The program managers are responsible for exercising leadership, maintaining high morale, directing and inspecting the performance of security personnel assigned to their airports and provide direct supervision for the security officer force ensuring accomplishment of contract requirements and compliance documents. Our program managers ensure compliance with post orders, policies, and procedures, with emphasis on safe conduct of operations and courteous treatment of Port Authority employees, airport partners and visitors.

PROPOSED STAFFING BY AIRPORT

Recruiting and selection are key processes in identifying qualified personnel to appropriately staff the Port Authority program. AlliedBarton's recruiting and selection process follows our proposed staffing structure for each individual airport with estimated service hours per week for the front line personnel illustrated in the following organizational charts.

Figure 3 – JFK International Airport Staffing and Organizational Structure

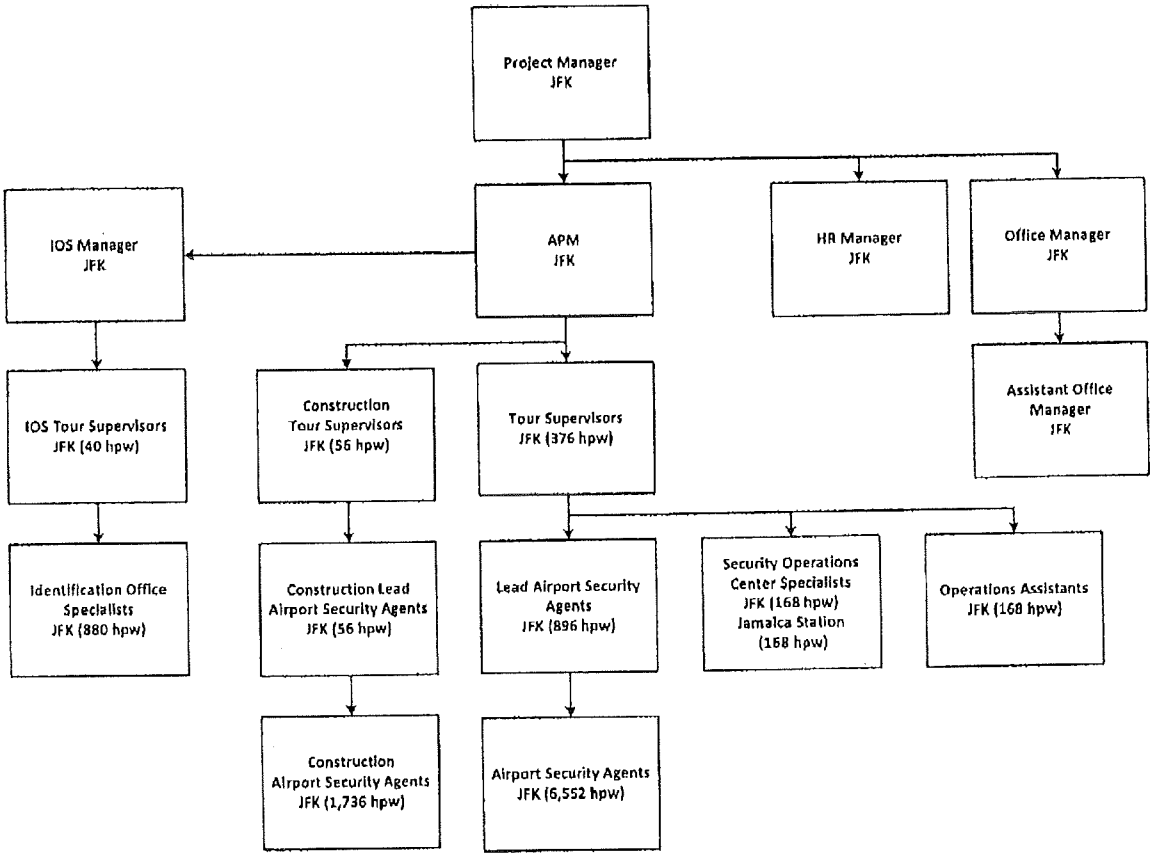


Figure 4 – LaGuardia Airport Staffing and Organizational Structure

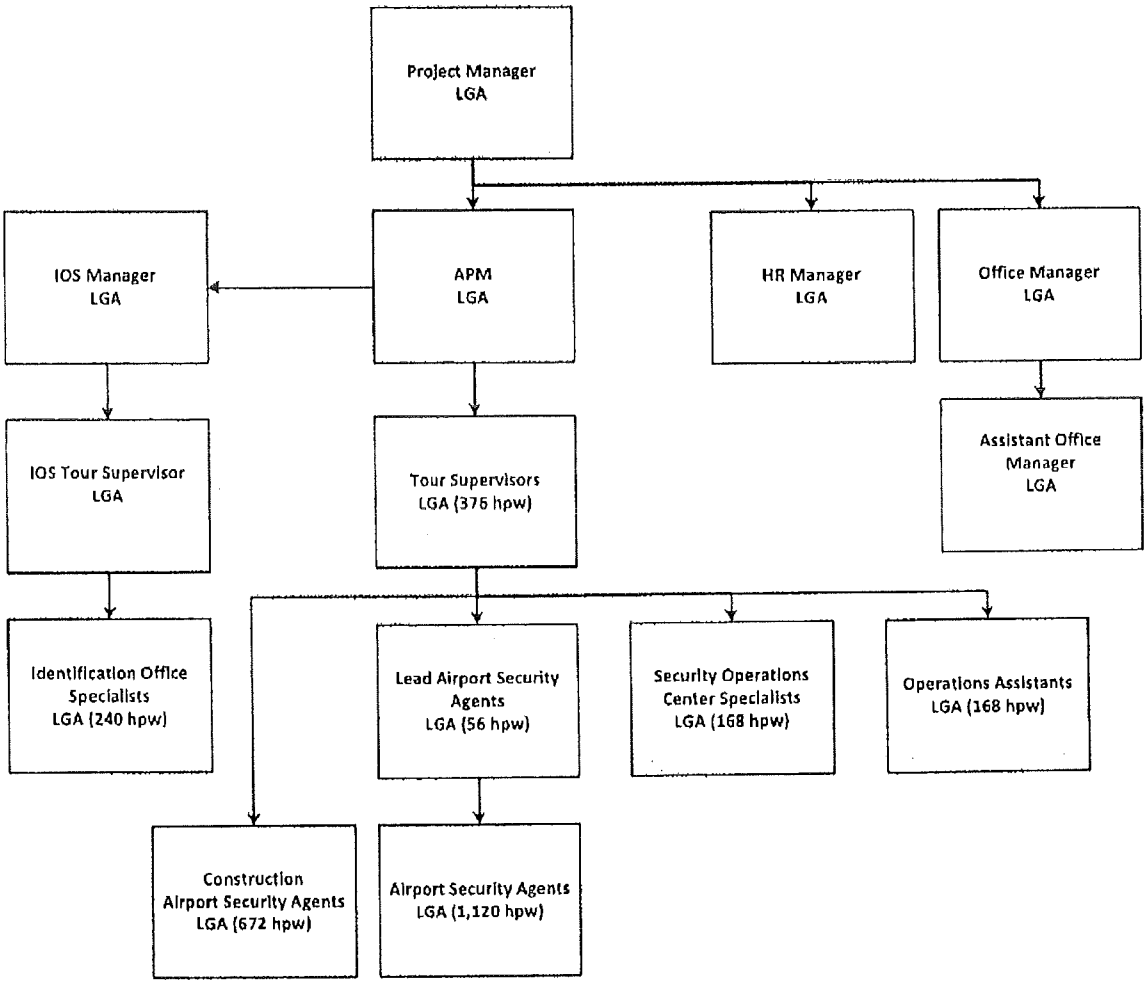
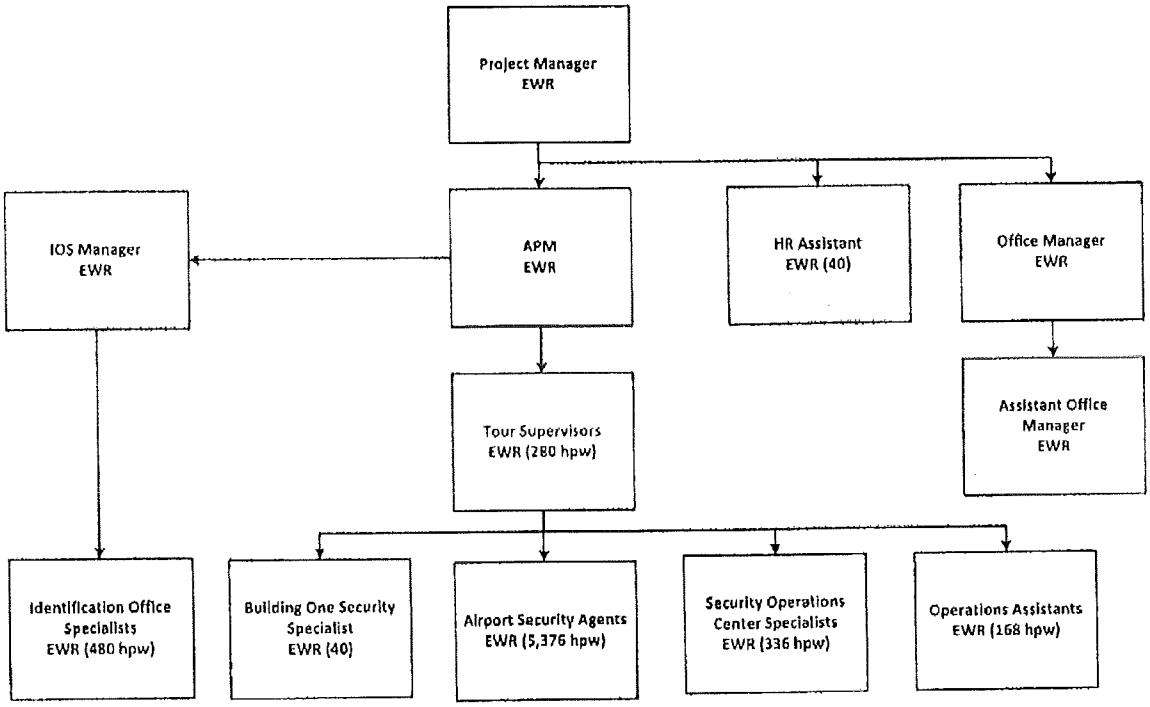


Figure 5 – Newark Liberty International Airport Staffing and Organizational Structure



RECRUITING AND SELECTION

AlliedBarton Certified Recruiters - AlliedBarton staffs every district office with recruiters that have been certified in our Recruiter Community Basic Course Certification Program (RCBC). This program ensures that the AlliedBarton's community of dedicated recruiters are trained and certified in basic recruiting processes, compliance and the company's state-of-the-art recruitment technology tools. The Recruitment Community Basic Course Certification Program provides industry-leading recruitment training. This course provides initial and ongoing recruitment training in a more consistent, controlled and disciplined manner than is currently occurring in the security industry.

AlliedBarton is **the only physical security company that requires the certification of all recruiters.** We created stringent curriculum to recertify all our recruiters, and as new recruiters join, they are required to take a three-hour course and pass the exam before working with us. The RCBC is modeled after the award-winning security officer training that was honored in Training magazine's Top 100 list.

Our online Applicant Tracking System allows AlliedBarton recruiters to quickly source the best available security officer from the database and resumes uploaded by candidates. The talent management and applicant tracking processes also expedite communications with project managers, with collateral functions, including:

- Requisition management
- Career website hosting (for external and internal job seekers)
- Automated e-media posting
- Candidate sourcing capability

- Application tracking
- Automated background checking features
- Customized filter questionnaires that allow us to "knock out" unqualified candidates

This technology also creates reports for EEOC audits and assessments, affirmative action requirements, review of hiring trends, candidate source data, and recruiter work flows.

RECRUITING AlliedBarton's selection process begins with recruiting qualified candidates and requiring them to successfully complete a four-tiered assessment process before being considered for an employment opportunity. This comprehensive screening process assures our clients' accounts are staffed with enthusiastic, well-groomed and dependable professionals who are drug-free, and possess an impeccable background.

Recruiting is the single most vital element in the lifeline of a service organization. Without quality people, we would have no service to provide. Experience has taught the security industry that when recruiting fails, the quality of service disintegrates. It is often stated that all security companies draw from the same labor pool, however AlliedBarton is able to step outside the boundaries of the traditional security labor pool based on two factors:

- Reputation as a great employer in the security industry
- Every AlliedBarton office is staffed with a certified recruiter who follows a comprehensive recruiting plan that facilitates the entire recruiting effort

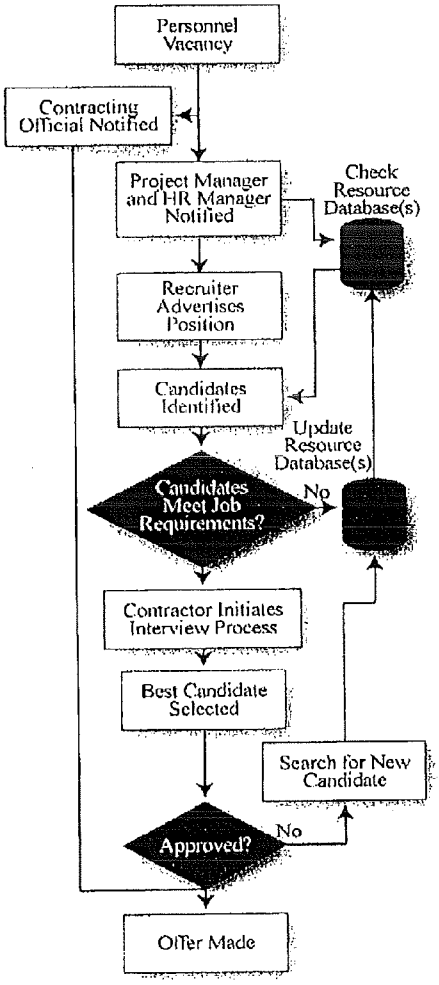
AlliedBarton draws from the same labor pool as other security and staffing companies. The boundaries of our pool, however, are larger, resulting from the depth of recruiting sources from which we draw. Based on our officer quality standards and leadership non-negotiables, out of all the candidates for employment who apply with our company, ***only 22% are selected*** – a relative hiring average of one individual chosen out of every five applicants. This statistic is highly reflective of our emphasis on high quality recruiting sources and uncompromising screening and background investigation standards.

The AlliedBarton Recruiting Process

When a vacancy occurs, the account manager will notify our district office as to the required qualification, the number of officers needed, and shifts available. We then have several options, which are listed below:

- **INTRANET.** AlliedBarton posts all internal job requisitions on our corporate Intranet for all 53,000 plus employees to view and respond to.
- **DATABASE.** We run a database search to match qualifications and availability. Personnel who match the requirements are then called in for an interview.
- **NEWSPAPERS/INTERNET.** This reaches large audiences quickly and is primarily for local/regional hires. Advertisement is usually done in geographically specific newspapers or Internet job recruiting sites.
- **TRADE SHOWS.** Administrative Support and Quality Control personnel participate in trade shows and career fairs to identify and talk to potential candidates.

- **JOB SERVICE CENTER.** Advertisement is also done in geographically specific unemployment centers that can readily query the market for qualified candidates.
- **CURRENT EMPLOYEE RECOMMENDATIONS.** Current employees recommend qualified friends and relatives.
- **UNIVERSITIES AND COLLEGES.** Excellent sources of talent and recent graduates are highly desirable as potential employees.
- **LAW ENFORCEMENT AGENCIES.** Excellent sources for experienced personnel familiar with the security industry.
- **MILITARY INSTALLATIONS.** Excellent sources for well-disciplined experienced personnel capable of working with various cultures, both nationally and internationally.



HIRE OUR HEROES PROGRAM.

AlliedBarton Security Services is committed to hiring veterans, reservists, their families and caregivers, and promoting this important hiring practice. Our company-wide military hiring program, Hire Our Heroes[SM], is an essential part of our recruiting strategy. The men and women who have dedicated themselves to serving our country make an incredible contribution in the workplace. AlliedBarton is proud to partner with military assistance programs to help put these heroes to work. Our nation's military personnel are well-trained, responsible and dedicated to serving their country and their communities. Reservists and veterans possess the leadership qualities and skills needed to provide the high level of security services that our customers need and AlliedBarton demands.

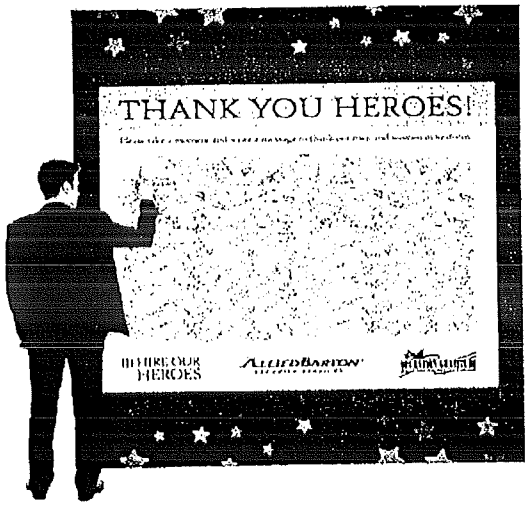
AlliedBarton has partnered with the following military assistance groups:

EMPLOYER PARTNERSHIP OF THE ARMED FORCES	**Employer Partnership of the Armed Forces** is a joint public-private venture designed to give business leaders tangible benefits for employing and sharing Solider-Employees. This program connects reserve and National Guard members, along with veterans, to civilian employers. The initiative, which is now military wide, has helped more than 1,000 employers hire eligible veterans, reserve and guard members.
ESGR EMPLOYER SUPPORT OF THE GUARD AND RESERVE	**Employer Support of the Guard and Reserve (ESGR)** is a Department of Defense agency that seeks to promote a culture in which all American employers support and value the military service of their employees. This organization strives to recognize outstanding support, increase awareness of the law and resolve conflicts through mediation. ESGR's role is to ensure the transition from civilian employee to active military duty and then back to civilian life.
WOUNDED WARRIOR PROJECT	**The Wounded Warrior Project (WWP)** is a non-profit organization whose mission is to "honor and empower wounded warriors" of the United States Armed Forces. The WWP works to raise awareness and enlist the public's aid for the needs of severely injured service men and women, to help severely injured service members aid and assist each other and to provide unique, direct programs and services to meet their needs.
	HireVeterans.com services thousands of job seekers from the military community– active service members, veterans, DOD civilians, spouses, family members and others. Recognized by industry experts as a leader, they offer employers access to resumes and job postings so that they can reach the military community. HireVeterans.com is a leader in online veteran and military recruiting.
	Founded in 1948 in Texas, American GI Forum is a major force working to protect and advance the rights and interests of Hispanic veterans and support the men and women in the U.S. armed services. As part of its mission, AGIF is a strong advocate for programs and policies that enhance our nation's security and promote the interests of Hispanic veterans.

"AlliedBarton has taken a leadership role in hiring veterans, reservists and national guardsmen. Not only does the company regularly hire security specialists from within our career portal, but they also have found extremely talented management recruits as well. Clearly AlliedBarton appreciates the incredible value that veterans bring to the civilian workforce, and they are setting the example for other corporations to follow."

In 2012 – so far – AlliedBarton has hired more than 10,000 military veterans or reservists!
AlliedBarton is proud to support our nation's military personnel as they develop civilian careers. The security services industry is an ideal field for transitioning veterans and reservists, and their spouses, and AlliedBarton is honored to employ those who have dedicated themselves to protecting our freedom.

As part of "Operation Gratitude" at the 2012 ASIS show in Philadelphia, more than 300 care packages were sent to members of the military serving overseas.



All applicants undergo a multi-tiered selection process outlined in Section F.4. The process includes core processes for pre-screening, application processing, final selection and post-hire processing.

Preliminary Review. New applicants are required to complete a detailed employment application. AlliedBarton will review the employment application to determine generally whether the applicant meets AlliedBarton and Port Authority's standards for the position being considered. All applicants will have the following minimum qualifications to be considered for an interview.

Requirement	ASAs, LASAs, IOS, Tour Supervisors, Operations Assistants	Project Managers, Assistant Project Managers, HR Managers, Office Managers, and Assistants
Education	High school diploma or GED	Bachelor's Degree or equivalent in a business discipline.
Valid DMV	Yes	Yes
Physical Requirement	Be physically fit to perform SOW (stand/sit for minimum of eight (8) hours, climb stairs, and walk at least five (5) continuous miles without difficulty). Be able to hear and understand at normal range levels. Have at least 20/40 vision, or wear glasses correcting vision to that standard. Be free of color blindness; have normal fields of vision and depth perceptions;	Be physically fit to perform SOW (stand/sit for minimum of eight (8) hours, climb stairs, and walk at least five (5) continuous miles without difficulty). Be able to hear and understand at normal range levels. Have at least 20/40 vision, or wear glasses correcting vision to that standard. Be free of color blindness; have normal fields of vision and depth perceptions;

Requirement	ASAs, LASAs, IOS, Tour Supervisors, Operations Assistants	Project Managers, Assistant Project Managers, HR Managers, Office Managers, and Assistants
Communication	Read, write, and speak fluently in English. Must be able to compose written reports. Must have the ability to use a computer and office and security-related software.	Read, write, and speak fluently in English. Must be able to compose written reports. Must have the ability to use a computer and office and security-related software.
Citizenship	US Citizenship in the form of a birth certificate, US passport, Certificate of Naturalization	US Citizenship in the form of a birth certificate, US passport, Certificate of Naturalization
Drug Test	Successfully pass a 10 panel drug test	Successfully pass a 10 panel drug test
Security Officer Certification	Yes, for the state in which the officer is assigned under this contract	
Age Requirement	Be a minimum age of 21 years old	Be a minimum age of 21 years old

F.2.J. INCENTIVE PLANS

AlliedBarton is committed to providing tools and training to help our managers engage, manage and retain our most important asset, our employees. For the Port Authority, the result is simple, yet profoundly important - motivated and engaged employees who perform at their best and continue to grow professionally and personally. Our Performance Review process ensures all employees have the opportunity to receive a formal review and feedback on performance. This comprehensive review process benefits the individual employee, the entire organization and ultimately, our clients.

AlliedBarton utilizes an on-line Performance Evaluation process through ***SuccessFactors*** called Performance Management. This software helps our managers effectively evaluate performance-their own as well as their employees. The program includes online evaluation forms, goal planning and in-person meetings. AlliedBarton provides management and supervisory personnel the opportunity to participate in training programs developed in partnership with one of the nation's most prestigious universities. This training enables AlliedBarton's leaders to continue their professional development while at AlliedBarton.

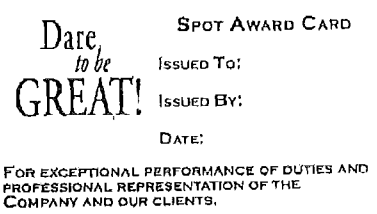
AlliedBarton Port Authority Employee Recognition Programs

Recognizing and rewarding employees for outstanding performance is an important part of AlliedBarton's "Core Values" and is a key element in the "Dare to Be Great" initiatives. As such, an AlliedBarton Employee Recognition Program has been developed to recognize and reward AlliedBarton employees assigned to the Port Authority Portfolio. The AlliedBarton Port Authority Employee Recognition Program is designed to motivate and energize AlliedBarton employees assigned to Port

Authority airports by providing them with program wide recognition and meaningful rewards for exemplary performance. The program:

- Establishes the progressive frequency and types of awards within the Port Authority Portfolio, beginning with instant recognition awards, quarterly performance awards and culminating with the selection of Outstanding Achievement Award and Leadership Excellence Award.
- Establishes a fair and consistent nomination criterion that incorporates AlliedBarton's Quality Standards.
- Establishes procedures for the nomination of awardees and establishes responsibility for selection of winners.

Instant Recognition Awards (Spot Awards) – AlliedBarton's program for the Port Authority will include on the spot recognition cards issued by the Program Managers, Assistant Program Managers, Quality Assurance Managers, Senior Managers, and clients for outstanding performance. When an officer has collected 3 Spot Award Cards, they are exchanged for a gift certificate. *This program will provide the Port Authority with the ability to recognize the security staff for outstanding performance.*


Dare, to be GREAT!

SPOT AWARD CARD

ISSUED TO:

ISSUED BY:

DATE:

FOR EXCEPTIONAL PERFORMANCE OF DUTIES AND PROFESSIONAL REPRESENTATION OF THE COMPANY AND OUR CLIENTS.

Quarterly Awards

Outstanding Achievement Award - One employee from each airport will be selected to receive the quarterly Outstanding Achievement Award recognition award (Multiple officers involved in the same event may be recognized. If that is the case, total award is equally split between them.). The quarterly winners will be presented with:

- A letter signed by the Vice President/General Manager and Vice President of Operations
- A certificate of achievement suitable for framing, signed by the Vice President of Operations, Port Authority.
- An appropriate plaque
- A monetary award

Annual Awards

Annually, all quarterly award recipients assigned to a Port Authority airport for at least one year with an exemplary record of fulfilling the AlliedBarton core values will be considered for the annual awards.

The quarterly winners will be reviewed, and **Outstanding Achievement Award and Leadership Excellence Award of the Year** for the program will be selected.

The award winner will be announced in January (or soon thereafter based on procurement of presentation items) of each calendar year for the preceding year.

The annual winners will receive:

- A letter of recognition/achievement, signed by our CEO, Bill Whitmore, suitable for framing,
- An appropriate plaque
- A certificate from AlliedBarton Port Authority program leadership
- A monetary award

The winners will be determined by AlliedBarton's leadership team supporting the Port Authority program. The winners will be announced in the "Great News" newsletter (approval required by Port Authority).

Additionally, employees with **perfect attendance** for the year will be recognized with a monetary award.

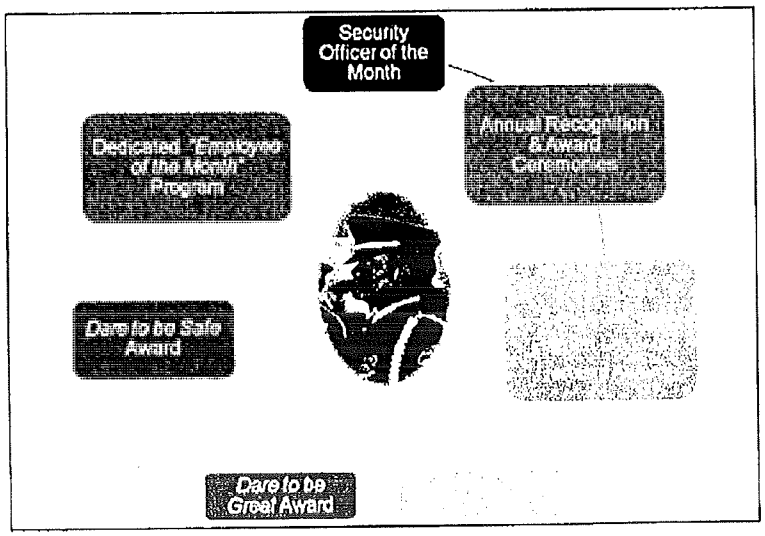
AlliedBarton Company-wide Recognition Programs

Across the nation, all of AlliedBarton's management, supervisory and general personal are eligible for the following recognition and incentive programs:

- **Security Officer of the Month** - Commemorative plaque and eligibility for Security Officer of the Year. The award recipient will receive a monetary award, a personalized plaque, recognition on the Security Officer of the Month calendar plaque at each site, and be eligible to win the Security Officer of the Year award. The Program Managers will also select up to two additional "Service Excellence Award" recipients who will receive a personalized plaque based on the amount of nominations received.
- **Paul Bryant Award (Security Officer of the Year)** - Winner for each region with cash award.
- **Frank Rabena Award (Account Manager of the Year)** - Winner for each region with cash award.
- **Harriett Lavender Award (Support Person of the Year)** - Winner for each region with cash award.
- **Dare to be *GREAT* Achievement Award Program** - AlliedBarton's Dare to be *GREAT* Achievement Award program recognizes employees for actions that go above and beyond our already high standards of quality.
- **Length of Service Awards** - Various honors for every five years of service.
- **Personal and Professional Development** - AlliedBarton provides a myriad of resources for personal and professional development, including online courses via AlliedBartonEDGE.com, suggested reading lists, a library of other resources at district and corporate training offices, and personal support and coaching from supervisors.
- **Referral Bonus** - Cash award for referring candidates who become AlliedBarton employees.
- **Heroism Award** - is available where warranted / appropriate.
- **Voucher Program** - AlliedBarton gift vouchers are issued to employees in appreciation of outstanding service or deeds, entitling them to choose from a large variety of items from our on-line company store as a reward/incentive.
- **Master Security Officer (MSO) Program** - Incentives for reaching each of five levels of AlliedBarton's formal, ongoing training and development program, including company store prizes and cash awards.
- **Outstanding Performance Recognition** - Movie tickets, gift certificates, plaques and other gifts given "on the spot" for going above and beyond the call of duty.

5,624 AlliedBarton employees celebrated length of service recognition in 2012:

3 employees	30 years
40 employees	25 years
70 employees	20 years
298 employees	15 years
1,110 employees	10 years
4,103 employees	5 years



F.2.K. DISCIPLINARY PLANS

Upon selection, every employee is provided with a copy of the AlliedBarton Employee Handbook which outlines acceptable performance standards for employees.

AlliedBarton will ensure that no gratuities of any kind or nature are solicited or accepted by any employee for any reason. Any employee who has been found to solicit and/or accept any gratuity of any kind will be immediately removed from the contract

Every effort is made to help an employee succeed; however, some performance trends and actions will require more formalized counseling. AlliedBarton uses the following progressive discipline process to institute corrective actions:

- ☑ Oral Counseling: when unintentional carelessness results in a problem or when a minor infraction of AlliedBarton and/or account rules and procedures occurs. A record of the oral counseling is documented and placed in the employee's personnel file.
- ☑ Written Reprimand: when a second reprimand is necessary for the same class of offence which originally carried an oral reprimand. Written reprimands are also given for more serious performance infractions and will result in an Employee Performance Record (EPR) being placed in the employee's personnel file.
- ☑ Suspension: an officer may be suspended with or without pay for a serious performance-related action or be suspended in order to better and more fully investigate an allegation of serious misconduct.
- ☑ Termination: termination may occur for repeated violations of company policy or due to a continuing pattern of disciplinary actions. Termination will also occur when there has been a serious performance infraction. Some other offences that will result in immediate termination include, but are not limited to, the following:

- Theft
- Dishonesty
- Offensive and profane language
- Release of AlliedBarton or client proprietary information
- Gambling
- Use or possession of drugs or alcohol while on duty or reporting to work under the influence of these substances.
- Sleeping while on duty
- Refusal to accept or follow a directive by a supervisor or work assignment
- Knowingly compromising the physical security of a client's site
- Any act of physical violence other than a self-defense situation
- No call/no show for a scheduled shift without proper excuse
- Falsification of reports and/or employment application information
- Gross negligence
- Criminal act or conviction
- Harassment or discrimination of another person, regardless of circumstances or type
- Excessive absenteeism

In addition to these formal actions, AlliedBarton uses a unique process to identify and formally document instances where an employee needs coaching/guidance, has expressed an interest for advancement and whose actions deserve recognition. These instances are recorded and used to help the officer change his/her behavior, develop a career ladder or co-celebrate a job well done.

F.2.L. SECURITY TRAINING PLAN

We understand the robust training requirements for the Airport Security Agents, Lead Airport Security Agents, Operations Assistants, Tour Supervisors, Security Operation Center Officers, Identification Specialists, Identification Office Manager, and all Management and support staff, are critical to the successful execution of the Port Authority's Airport Security Plan. The rigorous requirements for the Contractor provided and Port Authority provided training, combined with thorough audit capability is something which we fully understand and excel at implementing. Our award-winning and nationally recognized training programs for Security Officers, Supervisors and Managers form the basis for the training we will provide as required for this project. While the plan we have provided below includes much of the individual training points outlined in the solicitation, rest assured our training will meet, and in many cases, exceed the requirements set forth. AlliedBarton will be happy to provide detailed training curricula for each of the points listed in Section 33 Contractor Provided Training.

Our program features officers who will undertake four major training steps that ensure they possess basic, post, and advanced education knowledge in completing their duties:

1. Every officer will complete a **comprehensive pre-assignment basic course**, in compliance with requirements set forth in the solicitation, in the fundamental responsibilities of a security officer.

2. We will customize our **training program to include airport-specific policies, procedures, and practices**.
3. We will ensure that each officer continues professional development and meets compliance requirements by implementing **post-specific refresher training**, including any specific skill training required for their core post.
4. Officers will also be **cross-trained, in compliance with the solicitation requirements,** to ensure that there is backfill support for vacations, callouts, and special needs support.

Through our expert knowledge, we deliver Security Officers, Supervisors and Managers with a comprehensive understanding of and sensitivity to the issues faced by dealing with the public.

AlliedBarton's security training plan is a dynamic, living program that encompasses all positions and responsibilities of the Port Authority security program. As an organization renowned for our training programs, AlliedBarton is continually evolving and advancing our training programs to adapt to our customer's requirements and our plan for the Port Authority program includes:

Training	Total Hours	Personnel Trained	Timeframe for Completion
Initial Training All new employees will receive Initial training as part of their initial assignment to either airport facility. This training will include all elements of the Port Authority required Contractor training as well as AlliedBarton's customer service training and airport security officer training. Topics include, as a minimum, those included in Section 33 of the solicitation. **AlliedBarton Master Security Officer Essentials Orientation** All new AlliedBarton employees must successfully complete Master Security Officer Level I Essentials Orientation prior to customer assignment. **MSO Practical Application Training** Upon successful completion of initial training, each newly assigned employee will receive post/position specific onsite Practical Application Training.	40 Hours	Airport Security Agents, Lead Airport Security Agents, Building One Security Specialist, Operations Assistant, Tour Supervisor, Security, Operations Center Agents, Identification Office Manager, Identification, Office Specialist, Assistant Office Manager, Office Manager, Assistant, Project Manager, Project Manager, Human Resources Manager and Human Resources Assistant	All non-incumbent personnel will receive Initial Training after Essentials Orientation and prior to assignment All incumbent personnel will receive Initial Training within four (4) months after contract start date unless they have taken similar training within the past six (6) months and are deemed exempt by the Manager.

Training	Total Hours	Personnel Trained	Timeframe for Completion
Recurring Training AlliedBarton will provide informal recurring training on a monthly basis during guardmount and post inspections to ensure contract compliance. Formal recurring training will be provided on an annual basis in a classroom environment to all employees.	Minimum of 4 hours per year	Airport Security Agents, Lead Airport Security Agents, Building One Security Specialist, Operations Assistant, Tour Supervisor, Security, Operations Center Agents, Identification Office Manager, Identification, Office Specialist, Assistant Office Manager, Office Manager, Assistant, Project Manager, Project Manager, Human Resources Manager and Human Resources Assistant	Within one (1) month of an employee's anniversary of assignment to contract or position.
Refresher Training The refresher training will include at a minimum all topics required in the Initial and Leadership Training.	16 Hours of Refresher Initial Training for all employees and 8 hours of Refresher Leadership Training for Management and Supervisory Personnel	Airport Security Agents, Lead Airport Security Agents, Building One Security Specialist, Operations Assistant, Tour Supervisor, Security, Operations Center Agents, Identification Office Manager, Identification, Office Specialist, Assistant Office Manager, Office Manager, Assistant, Project Manager, Project Manager, Human Resources Manager and Human Resources Assistant	Within four (4) months of the start of the third year of the initial term of the contract.
Leadership Training All managerial and supervisory personnel will complete AlliedBarton's Leadership Training programs. These programs will include both Port Authority specific programs and AlliedBarton's proprietary leadership training programs.	24 hours	Tour Supervisor, Office, Manager, Identification Office Manager, Assistant Project Manager and Project Manager	All non-incumbent personnel will receive Leadership Training prior to assignment All incumbent personnel will receive Leadership Training within four (4) months after contract start date unless they have taken similar training within the past six (6) months and are deemed exempt by the Manager.

Training	Total Hours	Personnel Trained	Timeframe for Completion
Airport Security Agent Training Program This is PANYNJ conducted training.	To Be Determined by the Port Authority	Airport Security Agents	AlliedBarton will insure there are always a minimum of 645 Airport Security Agents who have completed the Airport Security Agent Training Program. If at any point during the contract term, the number of employees who have successfully completed the training is less than 475 employees, AlliedBarton will recruit and provide a sufficient number of candidates to participate in the Port Authority training program to bring the total workforce who have satisfactorily completed the Port Authority's "Airport Security Agent Training Program" and are otherwise qualified as Airport Security Agents, in accordance with the provisions hereof at the commencement of the Contract, to ensure that 475 Airport Security Agents are available at all times.
Port Authority Orientation Training This is PANYNJ conducted training.	Minimum 40 hours	Airport Security Agents, Lead Airport Security Agents, Building One Security Specialist, Operations Assistant, Tour Supervisor, Security, Operations Center Agents, Identification Office Manager, Identification, Office Specialist, Assistant Office Manager, Office Manager, Assistant, Project Manager, Project Manager, Human Resources Manager and Human Resources Assistant	Upon assignment to either airport after successful completion of Initial Training.
SOC Agent Training – Initial	Minimum of 16 hours	Surveillance System Operators to Security Operations Center Agents, Tour Supervisors, Assistant Project Manager, and Project Manager	Prior to assignment to the Security Operations Center.
SOC Agent Training – Refresher	Minimum of 16 hours	Surveillance System Operators to Security Operations Center Agents, Tour Supervisors, Assistant Project Manager, and Project Manager	Within one (1) month of an employee's anniversary of assignment to position.

F.2.M. CUSTOMER SERVICE PLAN

What does "customer support" mean? To most contract security companies, it means sacrificing the internal customer in an attempt to please the external customer. At AlliedBarton, it means supporting and winning the internal customer for life so that our employees will, in turn, support and win the external customer for life. Our focus is on much more than customer satisfaction. **Our focus is on world-class security and customer service.**

AlliedBarton's contract management program for the Port Authority security contract is designed to ensure there is always a manager available to respond to any request and provide support for any event, regardless of the time of day or day of week.

Airport Customer Care Service Standards

Customer Service Procedural Manual

We will develop, specifically for each airport, a complete customer service procedural manual, which will merge the needs and expectations of both the Port Authority and AlliedBarton. The basic purpose of this manual is:

- **Formal Record** – to ensure accurate documentation of all pertinent information. To establish a system which ensures that new information and changes are made in a professional manner.
- **Accountability** – to confirm the expectations you have of AlliedBarton and our security officers and assure that our personnel have a clear understanding of their responsibilities and the guidelines set for their performance standards.
- **Training Tool** – to be used in instructing all security officers on the customer service standards of the Port Authority.
- **Reference Tool** – easy access to all pertinent information for front line security officers.

Using the Port Authority's Airport Customer Care Service Standards as a foundation, AlliedBarton commits to an on-going customer service improvement campaign to ensure that employees provides levels of service that consistently exceed customer expectations. AlliedBarton will take all necessary measures to ensure compliance by all employees with all applicable sections of the most recent edition of the Airport Standards Manual.

As acknowledged by the Port Authority, delivering a consistent quality of service within an airport is a challenging task, since most of the process steps are planned and carried out by individual companies, following their internal regulations, philosophy and identity. AlliedBarton's customer service programs will support the Port Authority's key goal to demonstrate the value of customer service throughout the entire Airport operation.

AlliedBarton's customer service training for employees and employee incentive programs will be aligned to help the Port Authority achieve service excellence in the security program. Initial and semi-annual reviews of our master training plan will include assessment of the customer service modules to ensure consistency with the most recent edition of the Airport Standards Manual. AlliedBarton will follow through on any training recommendations made by the Port Authority and bear all associated expenses.

All AlliedBarton employees assigned to the Port Authority contract with direct customer contact will participate in the Port Authority's customer care training program.

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 AlliedBarton's management to foster a Total Culture to make the airports a safe and convenient place to be for the Port Authority's customers, partners and airport employees through improving and maintaining customer satisfaction with the airport experience.

AlliedBarton's employee management and training programs, commitment to service excellence, and quality control programs fosters a culture of world class security and safety programs delivered every day by customer service focused employees. Our proposal has outlined our:

- Communication plans with internal staff as well as the Port Authority.
- Our service standards to promote excellence.
- Our service strategies to deliver world class security and safety programs.
- Our ability to deliver quality service.
- And our plan to check for customer satisfaction.

Customer Connection

Customer Connection enhances communication and provides proactive measurements of customer satisfaction. The program's hotline, email and online form are all dedicated strictly to customers and staffed 24 hours a day by trained service assurance specialists. Customer Connection's multi-level structured survey process encourages ongoing feedback from the Port Authority and reviews performance.

CUSTOMER CONNECTION
Continuous Service Improvement

Survey Process

New Client Survey - One week following contract award - Determines key factors influencing the sales decision, evaluates our sales process and tools, and identifies additional service offerings.

Transition Assessment - 90 days after new account start - Reviews the startup and transition process, and identifies strengths as well as improvement opportunities.

Service Performance Evaluation - Annual - Evaluates overall customer satisfaction with our service offerings and delivery model.

These surveys are web-based for ease of completion and to ensure efficient tracking and response.

Customer-Driven Communication Tools

Our customers know they can rely on a fast response. While our local management team serves as the primary contact for our customers, we have enhanced our customer communication process to include several tools for use after normal business hours. These include our Customer Connection toll-free hotline, email (customerconnection@alliedbarton.com), and an online form all devoted exclusively to

customer communication and responded to quickly.

Survey results and customer inquiries are logged into our Customer Connection database. Each issue or concern is assigned an individual case number. Our Quality Assurance department is responsible for monitoring all cases to ensure action plans are developed and executed in a timely fashion. Every case is tracked electronically until resolved to the satisfaction of the customer, which is verified through direct customer follow-up by Quality Assurance. Trend reports are also generated on a monthly basis and reviewed by senior managers as well as our Customer Connection committee.

Net Promoter Survey

At AlliedBarton, our goal is to deliver the best security services tailored to your individual needs. To ensure your ongoing satisfaction, and to be responsive to your evolving needs, we are committed to continuous improvement based on your feedback.

AlliedBarton is the first in our industry to adopt the Net Promoter methodology for measuring client loyalty. This survey asks how likely our clients are to recommend AlliedBarton to a friend or colleague. Client loyalty is a true measure of business success. Our client's satisfaction is not enough. We strive to develop collaborative partnerships that our clients value as an integral part of their business. That is what creates client loyalty, and what we will strive to create for you.

This survey methodology is a globally recognized and innovative approach, with eight years of research behind the process. The key points that distinguish this program from other surveys are that it measures how clients feel about the total organization, and that our executives engage in understanding the specific actions needed to maintain and improve client loyalty. Your feedback guides our company-wide initiatives and enhances our local response. As a security provider that is truly in touch with your needs and provides solutions, we can help you reach your security goals.

We recognize that to truly be a partner, formal feedback through surveys is extremely valuable. And once we've gathered that feedback, we quickly put into action continuous improvement initiatives to meet your needs.

This program represents another first in AlliedBarton's drive to be the most responsive security services partner for our clients.

Some responses from our clients:

"Great officers, great office people, great response time for questions. I am just overall very pleased." - Financial Services client

"Consistent, professional officers, prompt service from supervision and exceptional customer service." - Business Services client

"Allied Barton Security is consistent with their ability to provide effective management, meeting applicable goals, being responsive to inquiries, problem resolution and providing quality customer satisfaction." Government Services Client

From and after the Commencement Date and continuing throughout the balance of the term of the Agreement, including the option periods if any, AlliedBarton will develop and establish a customer

service program and mission statement that incorporates and supports the mission of the Port Authority's Aviation Department to achieve regional and agency prosperity through a unified system of airport facilities that offer unsurpassed capacity and quality, a safe and secure environment, an excellent customer experience, and environmentally sustainable and community friendly services delivered by an available, capable and first-rate staff and the vision to serve the region as the unsurpassed regional, national, and global gateway for air passengers and cargo.

F.2.N. AUDIT PROGRAM

AlliedBarton Security is pledged to the complete satisfaction of quality conscious customers. Quality principles are the foundation upon which we operate. Each and every employee is part of the quality process, and exemplifies quality by doing the right things right the first time. Through innovation and dedication to internal and external customer satisfaction we strive to be recognized as the leader in our industry.

AlliedBarton projects, determines and reinforces its quality values to its clients on a consistent basis through our Customer Focus Process which:

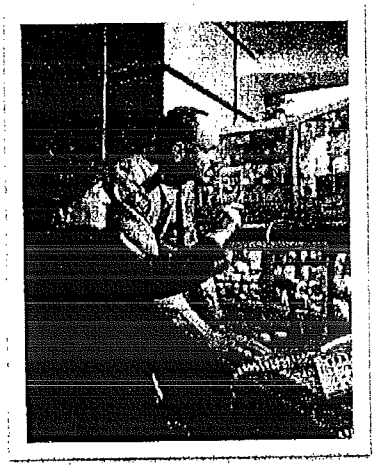
- Determines how we can better service our clients
- Asks what they need and expect
- Finds out if they are satisfied with our service
- Gains information to drive service improvements

A number of tools are used to accomplish the above and they include the following, which are expanded upon in our Customer Service Capabilities:

- Corporate Account Audits
- Regional Account Audits
- Customer Service Evaluations
- Officer Performance Evaluations
- Field Inspections
- New Account Start-Up Interviews

Audit Tools and Processes

AlliedBarton uses technology to enhance business processes. From scheduling, payroll and invoicing to means of communication and documentation, AlliedBarton is serious about using technology to gain efficiencies, ensure accuracy and enhance turnaround wherever possible. Our commitment to taking advantage of technology means efficient, streamlined business processes, smooth operations and a business partner that you can count on.



The backbone of AlliedBarton's technology solution is **WinTeam**, a multi-module system that supports every discipline and function of contract transition as well as contract operations. **WinTeam** processes are integral to staffing, accounting, scheduling, training, quality assurance and payroll. **WinTeam** also supports Postwatch, a system used to provide early warning of open posts. Agents in command centers monitor shift coverage data in real time and support resolution of post coverage deficiencies as needed to augment efforts by onsite supervisors.

Supervisory personnel will check the performance of all work for efficiency and inspect the quality of our performance and service. This approach results in high quality services, fosters pride in individual work, and generates a team effort unique to the industry.

Supervisors will be responsible for verifying officers retain knowledge by randomly auditing capabilities using a Post Order Skill Test (POST) audit form within the mobile date inspections system as well as the D^3 vSOC. The POST audit is built around five (5) to ten (10) questions from the OJT checklist used to train officers on post procedures. Data from POST audits is available to managers and opt-in Port Authority stakeholders through automated and on-demand reports through the D^3 system.

These existing and proven systems and processes, all supported by AlliedBarton's Information Technology Department, allow executives, managers and supervisors to focus on contract deliverables. Technology, efficiency, and expedited knowledge sharing supports the mission critical requirements of AlliedBarton's security program for the Port Authority.

AlliedBarton's Port Authority management team and regional quality assurance team will develop a compliance matrix to ensure that the service delivery is in complete compliance with the contract. The matrix identifies components of the Quality Control (QC) process and includes one-time and periodic QC tasks. Included in this matrix are required documentation and certifications relating to the contract such as:

- Applicant Drug Testing
- Background Investigations
- Certificate of Compliance
- Certificate of Occupancy
- Certified Payroll Reports
- Drug Testing, Initial and Random
- I-9 Documentation
- Insurance Certificates
- Incident Reports
- NY and NJ Security Agency License
- NY and NJ Training Academy License
- NY or NJ Security Guard License
- NY or NJ Identification
- NY or NJ Training Certification
- Purchase Order Tracking
- Scheduling
- Security Experience
- Supervisor Visits
- Assigned Airport Credentials (SIDA Badge)
- Uniform Discrepancies
- Weekly Duty Rosters

Compliance oversight is addressed at three operational levels: from the site by the management team, by AlliedBarton's New York Region Quality Assurance organization, and from AlliedBarton's Corporate Quality Assurance Director. All certifications, training requirements, and critical systems are included in the compliance matrix, and AlliedBarton's Port Authority contract compliance team assesses progress internally and again in status meetings with client representatives.

During contract transition, compliance milestones and deliverables for the lifecycle of the contract will be identified and tracked while at the same time, specific compliance specifications are also pre-loaded into **WinTeam**'s Compliance Tracker module which is linked to licensing, schedule and payroll systems.

The baseline for employee compliance is accomplished during the recruiting or intake process. Candidates are vetted by comparing requirements to qualifications. Credentials are entered into the **WinTeam Compliance Tracker** database where they will be maintained and cross referenced in the Scheduling process. Before a candidate is released for assignment and training, all background investigation and training requirements must be completed. An established intake process requires verification of every application metric before uniforms can be issued. When authorized to report to the site, responsibility for performance oversight transfers to the Program Manager.

As employees progress through initial orientation, pre-assignment certification and additional performance data is compiled in **WinTeam**. When a specific post requires a credential or unique attribute essential to contract compliance, such as Customs badge or fire watch certification, that specification is programmed into Compliance Tracker and **an on-screen error message is displayed if the manager tries to add an employee to the schedule and if the employee's Compliance Tracker records do not fit the pre-established profile of the post.**

Our commitment to compliance tracking extends beyond our training resources. **WinTeam**, AlliedBarton's automated scheduling component, is the compliance module that captures training records for security officers. **WinTeam** works in conjunction with the AlliedBarton EDGE and offers extensive compliance tracking and reporting functionality. Our managers access all systems our through our secure intranet to support compliance verification in real time. These programs work together to

enable trainers and managers to track employee progress through initial, specialty and refresher training, and to easily verify compliance.

Employee data is maintained in both paper and electronic form for the term of the employee's relationship with AlliedBarton and then archived for an appropriate statutory period as required by corporate, state, local or client mandates.

AlliedBarton's regional training organization is the primary group responsible for tracking training certifications and clearances and enforcing the 'arms length' relationship between data providers and data managers. By maintaining corporate mandated security protocols, site management team members are not allowed to enter or override compliance specifications for project staff. This separation of function and access is just one of the layers that support integrity of compliance and audit processes.

Monthly assessments are reported and reviewed in meetings between our security management team and Port Authority contract representatives. Additionally, quarterly business review meetings occur with site security management, our VP of Operations and Port Authority representatives. We use the business reviews to reflect on what we have accomplished through our partnership, for benchmarking and to establish future measurable goals.

Automated Scheduling and Invoicing

Our automated scheduling, payroll and invoicing system is a key differentiator for AlliedBarton. **WinTeam** integrates scheduling, payroll and billing in order to produce a natural and seamless record-keeping system that is fast, accurate, and rich in useful data. This system saves time for our management teams who can access and revise our online scheduling database in real time, from any location. **Schedules are automatically generated weekly and distributed electronically to each airport.**

AlliedBarton also offers biometric systems that allow line officers to record their arrival and departure from post. This system allows our service assurance centers to monitor staffing for compliance purposes, results in the immediate management escalation in the event of any exceptions, and reduces errors in payroll.

WinTeam is set up with all of the pertinent payroll and other financial information from the contract. Once a contract is set up in **WinTeam**, a master schedule is created for all personnel working at one of the airports as agreed in the contract. On a daily basis, the Operations Assistants will manage and update any changes to the weekly working schedule including sick and vacation time, and extra coverage. At the end of the week, the Office Managers will review all schedules for accuracy and a final review is conducted by AlliedBarton's Government Payroll and Billing team. After final review, the schedules are locked and transmitted to the corporate Billing and Payroll Departments.

AlliedBarton developed an automated reporting system to provide certify payroll records. These payroll reports include employee name, position, currently hourly wage, and the dollar amount of the supplement benefit. These reports are reviewed and audited by our Quality Assurance Auditors to ensure compliance with contract requirements and any discrepancies are documented for the Quarterly Business Review and corrected immediately.

AlliedBarton's New York/New Jersey Region Quality Assurance Audit Program

The following outlines AlliedBarton's existing New York/New Jersey Regions' Quality Assurance Audit Program that is focused on improving site operations, client retention and our overall operations by attaining our goal of 90% compliance utilizing our quality control techniques and best practices.

General Standards

- All Managers are required to complete their Quality Assurance MS Excel Audit Forms.
- All Audits are to be submitted on a monthly basis by each Program Manager by the last working day of each month.
- All Audit Reports are to be submitted via email utilizing the regions Electronic Audit Form. Once the audit is complete, the report will be emailed to the Vice President of Operations and the Regional Quality Assurance Director for review. The Vice President of Operations will ensure that each submission is properly prepared and in compliance with the regions policy.
- Any airport which falls below the required goal of 90% will be required to prepare a Written Action Plan for the Vice President of Operations with a copy to the Quality Assurance Manager. Each Written Action Plan will be reviewed for a discussion with the VP/GM.
- The Quality Assurance team will conduct a follow up audit where the goal was less than the 90% required. The respective Manager shall be responsible to complete and submit a new Quality Assurance Audit Form indicating all of the improvements enacted and the new audit score.
- Results of the Audits will be reported to the Vice President/General Manager.
- All Managers will maintain a copy of their completed forms for periodical review.

Vice President of Operations

- The Vice President of Operations will ensure that the Program Managers complete their Audit Report Form and submit to them no later than the 4th Friday of each month.
- Upon completion of the review process, all Audit Reports shall be emailed to the Regional Quality Assurance Director no later than the last working day of the month.
- The VP of Operations will also direct additional audits when necessary based on results of their managers' reports and will follow up to ensure that all appropriate actions have been taken as noted in the audit submissions and share any best practices with other managers and staff as applicable.

Quality Control & Assurance Team

- Upon receiving the Manager's Monthly Submission, the Quality Assurance Manager will determine if a follow-up is needed for the site
- The Quality Assurance Manager will track on a monthly basis the Audits submitted by each manager. The statistical results from the monthly reports will be included in the monthly MMR and Quality Assurance Report submissions to corporate.
- The Quality Assurance Manager will maintain all original documents for tracking and safekeeping

- The Quality Assurance Manager will complete follow-up audits at various sites based on the monthly submissions. The results of each follow-up audit will be forwarded to the respective Program Manager and Vice President of Operations. The results will also be included in the Monthly MMR and Quality Assurance Reports. .
- All Field Supervisors will be trained and required to complete follow-up audits as determined by the Quality Assurance Manager.
- The Quality Assurance Manager will provide training and assistance those managers who require additional training. All newly hired Managers shall be required to receive training on the audit process as part of their initial training.

Material Exempt Under Exemption (4)

F.2.0. FLEET MANAGEMENT PLAN

Vehicle fleet maintenance and replacement program;

AlliedBarton has identified several qualified MBE/WBE automobile dealers to provide all required vehicles and fleet management. All vehicles will be plated with PONYA or PAMVA plates, appropriately marked with the AlliedBarton logo as well as unique Port Authority identifying numbers using an illuminant paint to ensure visibility in low-visibility situations , and retro-fitted with light bars. AlliedBarton will have all vehicles acquired, registered and assigned prior to the 1 September 2013 contract start date.

Each vehicle will be equipped with:

- A GPS tracking system matching the specifications of Section 44 of the solicitation
- A DriveCam system
- A company issued radio
- A DOT safety kit
- A Port Authority issued fuel card
- A vehicle inspection log updated at the start of each shift

Utilizing our small business partners, MG Security and Johnson Security will provide fleet managers to support the fleet operations. The fleet managers will be responsible for ensuring every vehicle is sufficiently fueled and maintained as well as maintaining a stock of batteries, rim ready tires, and other critical vehicle components to provide timely service of the fleet.

The fleet managers will maintain a database detailing maintenance records and mileage at time of service for each vehicle, using a rotating maintenance schedule to ensure the required number of vehicles are always available. The fleet managers will be responsible for weekly reconciliation of fuel card logs. Other information maintained in vehicle database will include:

- Lease schedule
- Registration number with Port Authority, both the PONYA or PAMVA number and number on side of vehicle
- State inspection information
- License plate number
- GPS unit number
- DriveCam unit number
- Repair history

Prior to the start of each shift, each vehicle will be inspected by the on-coming officer utilizing the vehicle inspection report to include:

- Condition of the vehicle
- Fuel card in vehicle
- Radio in good working condition
- GPS and DriveCam units in good operating condition
- Lights and Light bar working condition
- Tires in good condition
- DOT Safety Kit in vehicle

All diagnostic readings will be recorded and any recommendations for maintenance or repairs will be immediately reported to the Tour Supervisor.

DriveCam Proven Benefits

AlliedBarton is recommending the addition of DriveCam in every vehicle because the DriveCam program delivers significant monetary and indirect benefits.

Fleets using DriveCam's solution realize millions of dollars in savings when they:

- Prevent collisions – Fleet operators see collision cost reductions of up to 80% in Property & Auto Liability and Workers Compensation claims.
- Prevent fraudulent claims – DriveCam's exception-based video captures indisputable evidence when an event occurs, protecting drivers and fleets from fraudulent or other errant claims.
- Prevent fuel waste – Typical reduction of up to 12% through the management of efficient driving, excessive idling and speeding.
- Prevent non-compliance – RAIR's Compliance Services ensure fleets spend more time on-the-road by meeting all federal mandates.

Fleets also realize a variety of important indirect benefits from developing and maintaining a world-class safety culture. With DriveCam, AlliedBarton will:

- Protect our drivers from the devastating impact of being involved in a collision – and exonerating them when they are in a no-fault collision.
- Protect our brand and the Port Authority's brand by minimizing high-profile collisions that might end up on the evening news.
- Exemplify good corporate citizenship by contributing to a safer and more environmentally conscious community.

F.2.P. M/WBE PARTICIPATION PLAN

Realizing the Port Authority has a long-standing practice of making its business opportunities available to Minority Business Enterprises (MBEs) and Women-Owned Businesses (WBEs) AlliedBarton is committed to encouraging the growth of small, minority-owned, and women-owned businesses through our Supplier Diversity Program. Our program focuses on the delivery of quality goods and services to our clients utilizing diverse organizations in a variety of roles including: strategic partnerships, product/service providers, consultants and subcontractors.

Rigorous good faith efforts were conducted to include participation by M/WBEs. We have carefully pre-screened contract security service providers and suppliers of security surveillance equipment, vehicle fleet dealerships, car maintenance providers, uniform suppliers, furniture dealers, compliance training, and quality assurance service providers. As a corporate member of the National Minority Supplier Development Council (NMSDC), and the Women's Business Enterprise Council (WBENC) we subscribe to their practices and certification processes. We identify those companies whose skills and devotion to quality may be a good match for your needs and our standards; as well, as those deemed eligible for certification with the Port Authority of New York and New Jersey. Then we request they submit an RFI response and proposal to give us a deeper sense of their capabilities, and so we may explore future joint service opportunities. Our RFI/RFP and selection process identifies providers who have the necessary skills, qualifications and resources to support our customers' programs at the same level as our direct service to customers.

Ongoing and throughout the life of the contract, AlliedBarton will aggressively continue to explore additional opportunities for potential partnership with M/WBEs who are certified (or eligible for certification) with the Port Authority of New York and New Jersey.

We understand the development of minority, women-owned and small-business enterprises. Therefore, we will divide sourced goods and services into small portions of the total Contract for maximum feasibility. AlliedBarton ensures timely progress payments to our subcontracting partners.

To ensure quality and consistent service levels, a Supplier Diversity Advisory Committee has been established and made up of high caliber professionals across many disciplines and segments of our organization. The purpose of this committee is to provide a broad perspective of client needs and to ensure that high impact, customer driven initiatives are always given priority.

This group will help to monitor performance of the Contract and assist with the creation of a sustainable environment conducive for the growth of our M/WBE subcontracting partners.

For contract year one, the achieved participation is targeted to be equivalent to at least 3% of the total Contract price for MBEs and 2% of the total Contract price for WBEs.

For contract year two, the achieved participation is targeted to be equivalent to at least 4% of the total Contract price for MBEs and 1.5% of the total Contract price for WBEs.

For contract year three, the achieved participation is targeted to be equivalent to at least 5% of the total Contract price for MBEs and 2% of the total Contract price for WBEs.

For contract year four, the achieved participation is targeted to be equivalent to at least 6% of the total Contract price for MBEs and 2.5% of the total Contract price for WBEs.

All proposed M/WBE partners are eligible for Port Authority Certification (1) an M/WBE, as defined by the Port Authority Uniform Certification Application of New York and New Jersey and (2) competent to perform portions of the Work.

In addition to the M/WBE participation chart shown below attached annexed hereto please find form PA3749B, completed, with detailed information about—

- Names, addresses, and contact information of all M/WBEs included in the Plan.
- Level of Participation including the percentage of M/WBE participation, and the Scope of Work describing the specific scope of work the M/WBEs will perform.

Company Name of certified M/WBE (or eligible for certification) with Port Authority	MBE or WBE	Description of Work, Services to be provided	Potential $ amount of M/WBE Subcontract	Potential % of M/WBE Subcontract
Sutton Ford Auto Group, Quality Auto Mall, Henderson Ford, Plattsburgh Ford, Green Brook Buick GMC, Superior Chevrolet, Kristal Auto Mall Cadillac	MBE	Vehicle Fleet Dealer	$2,145,502	5.1%
Sutton Ford Auto Group, Quality Auto Mall, Henderson Ford, Plattsburgh Ford, Green Brook Buick GMC, Superior Chevrolet, Kristal Auto Mall Cadillac	MBE	Vehicle Maintenance	$3,313,000	7.8%
Enterprise Uniform Company	WBE	Uniforms Provider	$1,105,000	2.6%
Meadows Office Furniture	WBE	Office Furniture	$25,000	<1.0%
MG Security	MBE	Security Services & Labor	$900,000	2.0%
Johnson Security Bureau	WBE	Security Services & Labor	$450,000	1.0%

PROCUREMENT M/WBE PARTICIPATION PLAN PA 3749B/12-11

Office of Business Diversity and Civil Rights

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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: AlliedBarton Security Services LLC.

Mailing Address: 229 W 36th St, 11th Fl New York, NY 10018

Telephone Number: 212.481.5777

Contract Description: Unarmed Uniformed Security Guard Services at JFK, LaGuardia, Newark, Stewart and Teterboro Airports

Contract Amount:

Contract Goals: MBE 12% WBE 5%

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
MG Security Manual Gomez, President 222 West 14th Street, Suite 7N New York, New York 10011 Phone:	MBE	Security Guard Services	1/1/14 - 7/31/21	increasing increments up to $3,000,000 annually	5-10%
			TOTAL:	$3,000,000	10%

Signature of Contractor:

Print Name: Stephen Sacchetti

Title: Vice President Business Development Date 2 April 2013

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

THE PORT AUTHORITY OF NY & NJ

PROCUREMENT M/WBE PARTICIPATION PLAN PA 3749B 12-11

Office of Business Diversity and Civil Rights

PAGE: 1 OF 1

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Contract Amount:

Contract Goals: MBE 12% WBE 5%

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
MG Security Manual Gomez, President 222 West 14th Street, Suite 7N New York, New York 10011 Phone:	MBE	Security Guard Services	1/1/14 - 7/31/21	increasing increments up to $3,000,000 annually	5-10%
			TOTAL:	$3,000,000	10%

Signature of Contractor:

Print Name: Stephen Sacchetti

Title: Vice President Business Development Date 2 April 2013

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

F.2.Q. CERTIFICATION OF ENVIRONMENTALLY PREFERABLE PRODUCTS/PRACTICES

AlliedBarton believes a firm commitment to sustainability means not just developing our own sustainability initiatives, but also helping you achieve yours. Sustainability is a good example of how we can naturally and effectively support many of your other business functions and initiatives, in addition to a safer, more secure environment.

Our Sustainability Commitment

Our commitment to respect and utilize natural and human resources effectively is something of which we are very proud. Our sustainability committee ensures our programs touch every level of the company, as well as the communities we serve. AlliedBarton's sustainability commitment extends beyond environmental concerns to also include socio-economic factors and human capital management.

AlliedBarton is committed to pursuing business methods, marketing strategies and service offerings which create and support business methods that preserve our environment and social well-being while maintaining or improving the long term viability of our business. We measure our success by several factors including:

- Reducing consumable products
- Increasing use of recycled content across the company
- Establishing new community outreach programs
- Implementing standardized companywide mentoring programs
- Measuring employee understanding of sustainability basics through surveys
- Assembling a subcommittee to identify, review and make recommendations for business practices that support sustainability initiatives

Each of our over 100 office locations nationwide has their own sustainability practices that support AlliedBarton's suggested guidelines. Some of the initiatives our local teams participate in include recycling programs, community and mentoring programs, setting printers to double print automatically to conserve paper, and ordering recyclable toners for our printers. A large percentage of the training our 50,000+ employees complete is paperless and done through our award-winning EDGE online learning management system. An additional paperless initiative we promote is providing computer kiosks for walk-in applicants to fill out applications online in our offices.

According to our real estate policy and guidelines, we typically choose office locations based on walking distance to public transportation and on sustainability practices already in place including:

- Building-wide recycling programs
- Energy conserving measures such as timed lighting and auto shut-off water in restrooms
- Use of recyclable materials in the construction of the office space or the building

Our corporate headquarters has been recognized for the sustainable practices we follow and was awarded a Recycling Recognition Award from the Town of Conshohocken, PA.

AlliedBarton's sustainability commitment extends beyond the important environmental aspects to also include socio-economic factors and human capital management. Of these three areas, the most important to us is human capital management. Because we are in a service industry in which our product is our people, human capital management plays a vital role in our business and in sustainability. Our Human Capital Management department's initiatives include our mentoring, manager on-ramp, leadership development, talent solutions, recruiting and performance management programs. All of these programs are designed to have a direct impact on our business and be a real benefit to our

employees. Some of the benefits include reduced turnover, better-trained and engaged employees, career development, and increased productivity.

Working Together

Just as we are stewards for our customers' safety and security awareness programs, we can do the same for their sustainability efforts. This commitment may include any number of projects where AlliedBarton security officers and managers can:

- Enforce policies
- Regulate energy usage
- Provide information
- Utilize energy efficient patrol vehicles

National Resources

The combination of local responsiveness and national resources is what sets us apart. Our national support team is in place to lend guidance, training and other resources to local security officers and managers using expertise and best practices in those functional areas critical to security operations. These specialists maintain excellent relationships with local teams, and proactively implement programs and procedures to ensure quality.

Customized Security Programs

We will develop a customized program that will ensure your assigned team is the right fit for your organization, and are fully prepared to address your security goals. Everything from recruiting requirements to training and post orders should be developed specifically for you. Because security assignments are developed specifically to meet your needs, adding responsibilities in support of your sustainability efforts is simple.

AlliedBarton is proud to be considered as a partner in supporting the security and safety programs as well as the environmentally preferable products and practice goals of the Port Authority.

AlliedBarton's completed Attachment I, Certified Environmentally Preferable Products/Practices is included on the following page.

ATTACHMENT I – Certified Environmentally Preferable Products/Practices
Proposer Name: AlliedBarton Security Services **Date:** 15 April 2013

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.

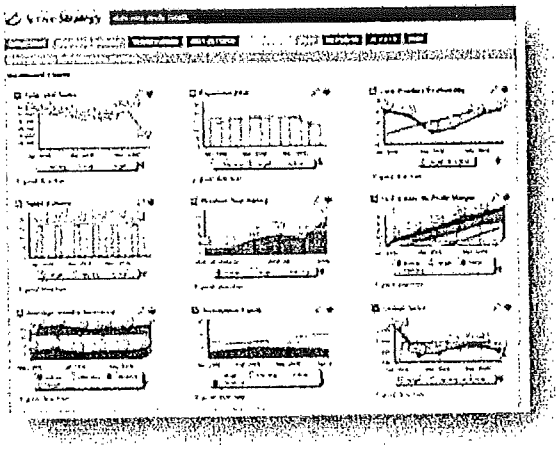
I hereby certify, under penalty of the law that the above statements are true and correct.

SAS _____ **Name** 15 April 2013 **Date**

2. **ActiveStrategy Performance Management Software**

AlliedBarton is pleased to present our web-based real-time performance excellence management system via ***ActiveStrategy***. It is designed to be a shared space between the Port Authority and AlliedBarton management teams to provide metric dashboards and performance review. We believe it is the most comprehensive performance excellence software application available today. It is designed to be used by everyone in an organization – from senior leaders to line-level employees – to easily view, manage, and improve performance. Here are just a few examples of how this flexible web-based system is used:

- Consolidate, track, and manage metrics/measures/KPIs
- Deploy cascaded, "drill-down" capable Balanced Scorecards and dashboards
- Provide an easy-to-access, easy-to-update repository for all information related to performance
- Align an organization's business units, departments, support functions, and even individual employees to specific measureable goals
- Provide improved transparency and visibility into true performance – or "single source of the truth"
- Ensure compliance with organizational standards
- Manage an overall organizational focus on strategic performance, performance excellence, or performance improvement



AlliedBarton' web-based performance excellence management system via ActiveStrategy is available for review by Port Authority personnel in order to gain a full understanding of its powerful reporting tools. We look forward to reviewing this web-based system in more detail.

Please refer to the below for full details on ActiveStrategy.

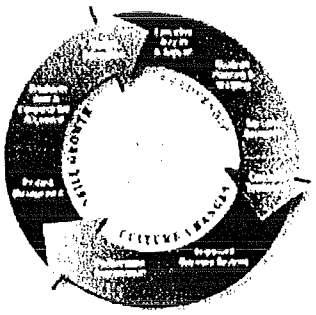
ALLIEDBARTON SECURITY SERVICES

Local Response | National Support

Active Strategy
Strategy
Execution
software & consulting

helps organizations execute strategy more effectively, providing better overall results and building toward Enterprise Strategy Execution.

Enterprise Strategy Execution



- ✔ Strategy Maps
- ✔ Balanced Scorecards
- ✔ Strategic Dashboards
- ✔ Metrics/KPI Management
- ✔ Leading Lagging Indicators
- ✔ Strategic Initiative Prioritization
- ✔ Six Sigma, P.D.C.A.
- ✔ Process Management
- ✔ Employee Goals

A Comprehensive Approach

ActiveStrategy specializes in getting each client the results that matter to their specific business and market situation. This requires a different combination of consulting services and software, customized to each client's needs and stage in the "strategy execution evolution."

Consulting Solutions

ActiveStrategy consulting engagements impart critical knowledge and techniques in your organization in focused, practical sessions. These can be at short in two days and are delivered by former and the teaches executives who know how to make these methodologies work. ActiveStrategy can accelerate results in all areas of Enterprise Strategy Execution.

A few examples of our Consulting Solutions:

- ✔ Balance Based Organizational Assessments
- ✔ Strategic Planning Facilitation
- ✔ Scorecard Dashboard Development & Deployment
- ✔ Selecting and Aligning Measures and Targets
- ✔ Scorecard-Based Business Review Coaching

Executive Vice President, Strategy Integration,
LandAmerica Financial Group

CONTACT US TO LEARN MORE ABOUT CONSULTING & TRAINING SOLUTIONS

ALLIEDBARTON SECURITY SERVICES
Local Response | National Support

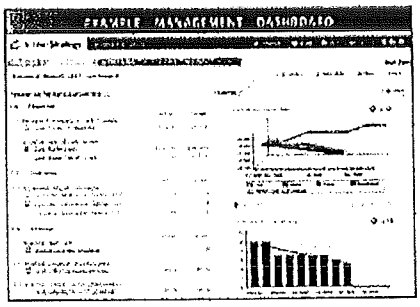
Software Solutions

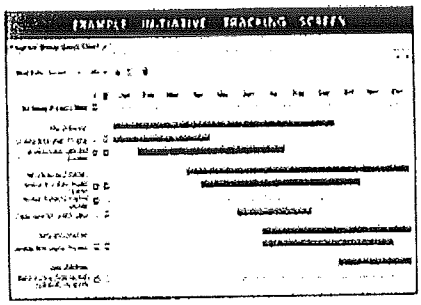
Once organizations move beyond a few top-level Balanced Scorecards or dashboards, managing this type of performance framework with spreadsheets and manual documentation becomes incredibly laborious. ActiveStrategy Enterprise™ software addresses this need, allowing organizations to focus on performance, rather than on keeping spreadsheets up-to-date.

Deployed as an internal intranet web solution, ActiveStrategy Enterprise is used by an organization's real business users – not just analysts or decision support groups – to manage performance and drive results. ActiveStrategy Enterprise delivers customized web-based scorecards or dashboards and performance insights directly to the people who need them, including CEOs, executive teams, senior and middle management, and front-line employees.

ActiveStrategy Enterprise Software:

- ✔ Helps an executive team create, report, and actively review an executive Balanced Scorecard and Board-level dashboard
- ✔ Enables each business unit and functional area to deploy linked scorecards to each level of management with aligned objectives, measures, and improvement initiatives
- ✔ Delivers personalized performance information to specific individuals, plus automatically alerts when updates are due
- ✔ Links strategic objectives all the way through to employee-level personal goals
- ✔ Manages process improvement projects affecting multiple areas with multiple owners





Contact us to schedule an online demo.

"ActiveStrategy understands that the project is really more about the business culture than it is about software – it's changing the process by which we set goals, evaluate goals, identify tactics to address the shortfalls, and optimize opportunities."

– Senior Vice President, Kaiser Permanente

ActiveStrategy

620 W. Germantown Pike | Plymouth Meeting, PA 19462 | 484.690.0700 | info@activestrategy.com

www.activestrategy.com

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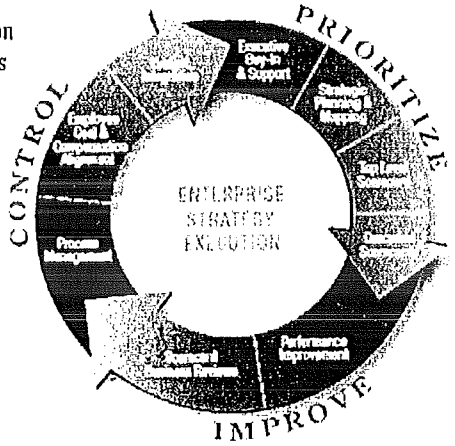
"We are the glue between the formulation of strategy and real world execution."

ActiveStrategy Software Features and Benefits

ActiveStrategy Enterprise is a best-in-class application suite that supports and automates the business practices and processes of Enterprise Strategy Execution. Unlike many software packages whose so-called scorecard or dashboard capabilities have grown out of financial or reporting applications, ActiveStrategy Enterprise was explicitly designed to facilitate the ongoing use of these proven methodologies. The system is available as a Software-as-a-Service (SaaS) solution called ActiveStrategy Enterprise On-Demand.



The following table highlights the ways in which ActiveStrategy supports each phase of Enterprise Strategy Execution.

Features to Support	Benefits to Users
EXECUTIVE BUY-IN & SUPPORT	
1. ActiveStrategy Software was built to explicitly mirror the way a business user thinks.	1. This makes the system intuitive and helps get executives comfortable with the click-to-drill-down approach.
2. ActiveStrategy coaching & training	2. We help clients work through the process of building content, putting it in the system, and learning to effectively use it to manage performance, ensuring that you will get the results you need.
STRATEGIC PLANNING & MAPPING	
3. Dynamic Strategy Mapping	3. The Strategy Map is a brief, visual depiction of the strategic plan and the basis for good Balanced Scorecards. ActiveStrategy Software helps you build a Strategy Map and creates the linkage to your Scorecards.
SUBJECTIVE SCORECARDS	
4. Rapid Scorecard creation & updating	4. Individual business users can easily and quickly create or modify Scorecards, Objectives, Measures, and Initiatives without requiring an IT or administrator's assistance.
5. Personalized Dashboard views for each user	5. Users can easily create Dashboard views that include relevant trend charts, Initiative reports, and Scorecards to ensure every user sees the specific performance information important to him or her.
6. Links measures/KPIs to organizational strategy through Objectives	6. Within ActiveStrategy Software, all Measures are linked to one or more strategic Objective. This ensures that Measures are well linked to the organization's strategy, so the most important areas receive their due focus.

Active Strategy

Quality Assurance Program: Our Quality Assurance Program uses a systematic approach developed to ensure that our company provides our clients with the finest services available. The Quality Assurance Program was designed to ensure excellence in service as well as compliance with contractual obligations. The overall goal is to provide the Port Authority with outstanding quality in their security program.

The New York\New Jersey Quality Assurance Program has been a successful placeholder by maintaining our professional image, work performance and efficiency, which in turn provides our clients with excellent security services. We feel that our program provides us with an edge over our competition since most of them do not provide such an enhanced program to their clients.

There are several key components of our Quality Assurance Program, which would be implemented at all of the designated Port Authority locations, such as:

- Field Inspection Program
- On-Site Account Audits
- Penetration/Intrusion Testing
- Secret Shopper Testing
- Vehicle Inspection Program

These programs are structured across all levels of management both at each of designated locations and at our Corporate Headquarters in NYC. Information is shared in real time throughout the organization and addressed immediately with the designated stakeholders. Our program was designed to collaborate with our clients in order to provide the best quality security service available. Depicted in the below table is an overview of our Quality Assurance components and its Frequencies.

- **Field Inspections**: Field Supervisors perform daily and periodic in-person inspections of people and audits of facilities using a mobile data inspection system which provides reports in real-time. The inspections measure and document Site and Officer Status, Officer Appearance/demeanor, Site Operations, Job Knowledge, training and employee issues. Every facility under AlliedBarton's current DCAS security contract is randomly inspected every week and every security officer is seen by our dedicated Field Supervisors. Throughout the New York/New Jersey region, our Field Inspection Program touched over 33,000 employees ensuring quality service at all of our client locations.
- **On-Site Account Audits**: Management and Quality Assurance staff perform annual and quarterly on-site account audits to ensure compliance with contract obligations. The audit process includes all levels of our contract performance as well as AlliedBarton's high standards. Our Human Resources personnel assess employees through independent focus groups, surveys or meetings and monitor compliance with state guard licensing requirements. Our NYC Corporate office also reviews all Audits of KPM quarterly results and additional customer assessment tools deployed to gather feedback using interviews, AlliedBarton surveys (Customer Connection) and Quarterly Business Review (QBR) presentations. In addition to the above, Regional and Corporate executive oversight and review, quarterly and annual performance reports and bi-annual client contract status reviews will be conducted.

- **Penetration/Intrusion Testing:** Our Penetration/Intrusion Testing program is a collaborative effort with our clients, which tests critical locations within a client site. Whether it is a main entrance, loading dock, secured parking areas, or secured location, our team with will with our clients to develop comprehensive scenarios and test the on-site staff in their detection capabilities. Our program utilizes many unique methods to gaining access or testing staff which would include utilizing false identification, manipulation/ fast talking of security officers to avoid providing identification and gaining access, testing of screening capabilities utilizing training materials such as false knives, guns, simulated explosive devices and other methods which would be developed during the planning and preparations stage of the process.

From: McGoy, Rudy
Sent: Monday, January 30, 2012 12:07 PM
To: Fogarty, Brian
Cc: Pettus, Steven; Ciaccio, Frank
Subject: DCAS penetration test

Brian;

A DCAS penetration test was conducted @ 11:21am this morning. I received notification from AB officer Morris Johnson, the 8am to 4pm officer to 130 Stuyvesant Place, that a man attempted to access the building with a gun.

The man entered the lobby and placed a newpaper containing a handgun in the x-ray machine. Officer Johnson identified and trapped the weapon in the machine. The officer did not return the weapon. The officer did not inform the perpetrator to the weapons detection in the machine and he notified DCAS officer Abdul in accordance with the training he received.

DCAS officer Abdul was not aware of the penetration test responded to the incident and confirmed to me that the man entering the building identified himself as Paul Napoli, a DCAS inspector.

Mr. Napoli according to Abdul informed Abdul that he was very impressed with the AlliedBarton officers response and application of DCAS procedures.

Abdul stated that Morris Johnson and the officers assigned to the lobby followed DCAS procedures to the "letter".

- **Secret Shopper Tests:** Quality Assurance staff conducts random tests at client locations to test officer alertness, professionalism and customer assistance while on duty. Posing as the public, staff will ask specific questions of the on scene staff to ensure that they meet all of our quality standards.
- **Vehicle Inspection Program:** In order to ensure that our fleet is well maintained and operational, a vehicle inspection program will be implemented utilizing our D3 Security Management Software Solution. This software solution will ensuring constant oversight of our fleet, reporting issues in real time to our management team, thus ensuring a well-maintained fleet.

Resolving Deficiencies. In the event that significant deficiencies are noted throughout the Quality Assurance process by any Quality Assurance stakeholder, the Vice President of Operations distributes a memorandum to all AlliedBarton employees at the site or across the contract. If deficiencies or solutions are deemed critical to contract performance, the Vice President of Operations or Quality Assurance Manager ensures that each are addressed accordingly. Those which require notification to all employees require that each employee sign an acknowledgment that they received and understand the

specific direction or memorandum provided to them. Acknowledgements, either electronic or paper form, will be retained by the Project / Compliance Manager and archived in accordance with project guidelines.

Contract compliance deficiencies are communicated to the attention of the Project / Compliance Manager and Vice President of Operations by the Quality Assurance Manager. The Vice President of Operations contacts the designated agency representative to inform of the deficiency and proposed corrective action. If the agency representative sends an official letter requesting a response, AlliedBarton Vice President of Operations responds to the letter within a mutually agreeable timeframe. If immediate action is required, AlliedBarton will take immediate corrective action.

If no official letter is required or sent, the agency representative and the Vice President of Operations and/or QAM will establish a mutually agreeable time-frame to correct the deficiency. All efforts will be made to correct significant deficiencies within 24 hours or in accordance with an agreed response timeframe.

AlliedBarton certifies that by submitting a Proposal, we will meet all wage and benefit requirements in the Contract, without exception.

F.4. 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:

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

The Proposer shall provide any other information that is related to the requirements in this Section (Section F), that the Proposer believes would be helpful to the Port Authority in the evaluation of its Proposal.

AlliedBarton's selection process begins with recruiting qualified candidates and requiring them to successfully complete a four-tiered assessment process before being considered for an employment opportunity. This comprehensive screening process assures our clients' accounts are staffed with enthusiastic, well-groomed and dependable professionals who are drug-free, and possess an impeccable background.

RECRUITING

Recruiting is the single most vital element in the lifeline of a service organization. Without quality people, we would have no service to provide. Experience has taught the security industry that when recruiting fails, the quality of service disintegrates. It is often stated that all security companies draw from the same labor pool; however, AlliedBarton is able to step outside the boundaries of the traditional security labor pool based on three factors:

- Above-market wages, which allow us to recruit service-oriented individuals who might not otherwise consider the security industry
- Reputation as a great employer
- Every AlliedBarton office is staffed with a certified Recruiter who follows a comprehensive recruiting plan that facilitates the entire recruiting effort

From: Cousillas, Eduardo
Sent: Wednesday, February 08, 2012 1:42 PM
To: Fogarty, Brian
Cc: Gordon, Margaret
Subject: NY Giants Parade-St. George

Brian,

I understand that John Regan sent an email in regards to the coverage support in Whitehall for the NY Giants Parade. I just wanted to send an email as well to commend Allied Barton, specifically Account Manager John Mcardle, who was working with me and armed supervisor Sharon Suber controlling the crowds at the St. George Terminal doors throughout the morning. **Your staff, under the supervision of Account Manager John Mcardle, demonstrated high professionalism and patience handling the extra passengers without compromising our security posture.**

Thank you for Allied Barton's continued support and contributions to the St. George security detail.

Eduardo Cousillas | Director of Marine Terminal Security

SCREENING

AlliedBarton's orientation has been to select the most qualified officer based on that individual's customer service propensities and their ability to subscribe to our core mission and values. Security skills can be taught, values cannot. This approach has demonstrated significant results to our existing portfolio of clients, including the Port Authority.

Once an applicant is identified through one of our recruiting sources for possible placement at a Port Authority airport, he or she undergoes a comprehensive multi-tiered evaluation process to assess qualifications, skills, attitudes and desires. This process ranges from an initial pre-qualification interview to the implementation of a battery of background checks which meet or exceed the specifications outlined in the solicitaiton. While we hesitate to profess perfection, we have certainly found that this multi-level assessment process has been extremely successful in identifying highly qualified and service-oriented professionals.

Level I Assessment

All candidates for employment must meet the following pre-qualification criteria:

- Must be at least 21 years of age
- Must possess a high school diploma or equivalent
- Must have a clean criminal record
- Must have proof of US citizenship or legal I-9 documents
- Must possess a valid NYS or NJS security license, depending on assignment
- Must have a minimum of two (2) years experience or equivalent education
- Must possess a valid drivers license
- Must possess excellent communication skills and demonstrate the ability to read and write in English equivalent to a high school graduate
- Must exhibit a customer-service oriented personality
- Must be physically, mentally and emotionally capable of performing all duties as defined by job description and the Americans with Disabilities Act.

Exemption (4)

Material Exempt Under Exemption (4)

Level III Assessment

If all testing results and investigative findings are reviewed favorably by the HR Manager, a candidate is deemed AlliedBarton-qualified. At this stage of the assessment process, the emphasis shifts from the general quality of the candidate to the specific personality indicators, skills and desires of the candidate. This assessment involves a one-on-one interview with AlliedBarton's Program Manager for the airport where the candidate is might be assigned. It is in this interview that the overall account structure and client specifications are reviewed in-depth with the candidate. Details related to exact schedules, specific job responsibilities and expectations, dress requirements and any special job placement issues are reviewed. Mutual interest is confirmed in making the job-match selection. We believe that this interview is the most important step in the process, since the Program Manager is keenly aware of what is best required in matching a candidate with the unique job requirements at the post.

Level IV Assessment

Upon successful completion of Levels I, II and III of our screening process, the candidate is scheduled into AlliedBarton's pre-employment training program. The new employee must complete AlliedBarton's initial training class and achieved a passing score on the written training evaluation prior to assignment. At that point, uniforms are issued and final paperwork is completed.

All security officers will meet all state and local government requirements.

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 submission will nevertheless be construed as though the Addenda had been acknowledged.

If the Proposer downloaded this RFP, it is the responsibility of the Proposer to periodically check the Port Authority website at http://www.panynj.gov/Doing;BusinessWith/contractors/html/current.php download any Addenda that might have been issued in connection with this Solicitation.

AlliedBarton acknowledges receipt of the following addendums. Copies of the signed addendums are included on the following pages.

Addendum Number	Issue Date
1	3/12/2013
2	3/25/2013
3	3/27/2013
4	4/2/2013
5	4/5/2013
6	4/12/2013