



Parking Services

D. Scott Hutchison  
Vice President, Airport  
ABM Parking Services  
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As previously mentioned in our letter of transmittal, we are submitting our proposal for **EWR to U-Street** parking. The following is contained in our proposal: [http://www.abm.com/Proposal/EWRtoUStreet](#)

Henok Tesfaye  
President & CEO  
U-Street Parking  
50 Rhode Island Ave, N.E., Suite 1  
Washington, DC 20002  
(202) 265-0010 – Office  
(703) 629-9424 – Mobile  
(202) 265-6007 – Fax  
[henok@u-street.com](mailto:henok@u-street.com) – Email

Following this letter of transmittal, please find the following:

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

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

Respectfully Submitted

D. Scott Hutchison  
Vice President, Airport



**ABM Parking Services Officer Listing**

**Directors**

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

**Company Officers**

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

**OFFER OF TRANSMITTAL**

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

**Principal Shareholders**

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



A436447

RECORDED  
FILED

CERTIFICATE OF AMENDMENT  
OF  
ARTICLES OF INCORPORATION

RECORDED  
FILED

...

William W. ... and Shirle ... Nachmann ce: ...

1. That the Vice President and Assistant ...  
... of ... Parks ...

2. That Article 3.13 of the Articles of Incorporation of this  
... is amended to read as follows:

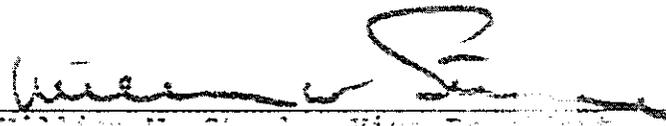
That the name of this corporation is ... Parking.

3. That the ... amendments of Articles of Incorporation ...  
... by the Board of Directors

4. That the ... amendments of Articles of Incorporation ...  
... by the required vote of shareholders in  
... 902 of the Corporations Code. The  
... shares of the corporation  
... of the ...  
... the vote required ... the vote  
... more than 50%

... under ... of  
... of ...  
... and ...

DATE: ...

  
\_\_\_\_\_  
Vice President

...







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

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

Our proposal highlights the strengths of our company:

**Qualifications:** ABM Parking Services more than forty-six years of operational history, coupled with our more than thirty-seven airports of operations, is but a testament to our strength, integrity and professional qualifications. In addition to JFK International Airport, LaGuardia Airport and Newark Liberty International Airport, we provide parking and / or shuttle and ground transportation management for airports including Sacramento International Airport, San Francisco International Airport, Ontario International Airport, San Jose International Airport, Ontario International

Airport, Ronald Reagan Washington National Airport and Minneapolis St. Paul International Airport. Our complete list of airports operations is provided within our proposal. We invite you to contact any of client airports and ask about our professional approach to managing their unique parking needs.

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

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

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



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

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

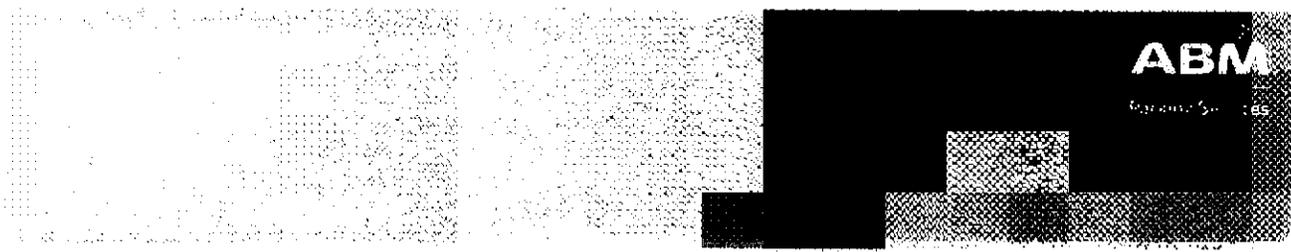
In addition to the strong support that the Port Authority of New York & New Jersey has come to rely on from our executives and managers, ABM Parking Services will also provide proven airport management and execution support through our airport specific operations and executive manager and staff. Our commitment within ABM Parking Services is to support our clients with the most professional, efficient and cost-effective solutions for providing airport parking and transportation services from across the country with the hands on management of our local executive management team.

**Marketing:** New to this proposal is the development of both Sales and Marketing program. While the PANYNJ has required that we include a Regional Sales & Marketing Coordinator in our Cost Proposal Form as part of our Management Fee, we submit a detailed

plan to develop and implement a successful marketing plan for the airport parking services. Our plan includes the use of a professional marketing agency to perform an in-depth market analysis. Our selected marketing firm will work in close concert with PANYNJ administration and our Regional Sales and Marketing Coordinator to use the market analysis to develop a fluid marketing strategy.

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

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

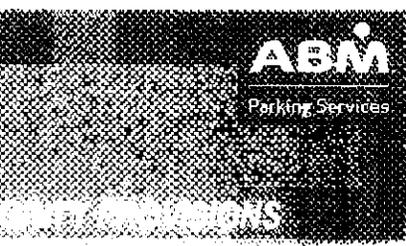
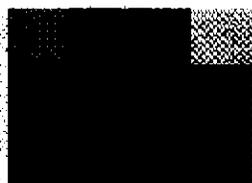


monthly statements with a "drill down" ability to look at and save actual invoices for all reimbursable expenses.

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

TO: [REDACTED]

TO



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

**THE PORT AUTHORITY OF NY & NJ**

John F. Kennedy International Airport Newark Liberty International Airport  
1000 Airport Blvd. New York, NY 10119 1000 Airport Blvd. Newark, NJ 07102



Parking Services

# DESCRIPTION OF IMPLEMENTATION AND MANAGEMENT

**ABM**

Parking Services

## Implementation and Management of Services

### a. I. CORPORATE STRUCTURE

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

As a subsidiary of Ampco System Parking, Incorporated, ABM Parking Services draws on the financial strength and infrastructure of one of the largest building services companies in the country. AMP Industries Inc., New York City, has over 100 years of experience with an extensive network of facilities and a workforce numbering over 101,000; the company is able to offer a full range of janitorial, security and cleaning services, in addition to parking and transportation. ABM's corporate reach extends across the continental U.S., Hawaii and Canada, and we have the ability to operate on a broad national level while still retaining a regional and local

presence through our branches and local offices.

#### ABM Parking Services Overview

Annual Revenue.....	\$618 million
Total Gross Revenue.....	\$1.2 billion
Employees.....	12,500
Operations.....	2,000
Airport Operations.....	37
Dun & Bradstreet Rating.....	5A1
Dun & Bradstreet.....	04-848-8340
Company Founded.....	1966
Parent Company.....	Ampco System Parking, Inc.

ABM Parking Services  
 1150 South Main Street, Suite 100  
 Los Angeles, CA 90015  
 Telephone: (213) 621-1000  
 Facsimile: (213) 621-1001  
 Website: [www.abmparking.com](http://www.abmparking.com)

ABM Parking Services Airport Operations Office  
 45 E Broadway  
 Salt Lake City, UT 84111  
 Telephone: (801) 351-7113  
 Facsimile: (801) 351-7113

ABM Parking Services Regional Office  
 100 Brewster Road  
 New Jersey 07114  
 Telephone: (973) 381-1111  
 Facsimile: (973) 381-1112

**Airport Experience**

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

**Local Presence**

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

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

Your contact with ABM Parking Services will be

Scott Hutchison, Vice President Airports

Michael Joseph, Regional Manager

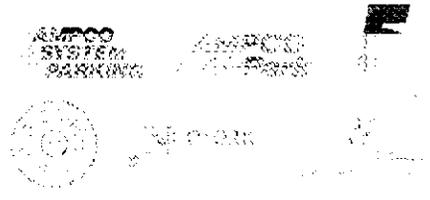
Proposed General Managers:

Stanley Peterson (EWR & SWF)

Orlando Rodriguez (JFK)

Haroon Akhtar (LGA)

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



**Company Expertise**

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

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

**Customer Service**

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



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

**Revenue / Fee Control**

ABM Parking Services is keenly aware that parking is a "lean" business and that the operator is charged with maximizing and accurately tracking revenue. In order to help reporting to its clients, ABM's activity is linked to that of the client with the use of state-of-the-art revenue control equipment, accompanied by advanced revenue control software. We can guarantee the integrity of the cash handling system will be maintained. One of our most useful revenue control tools is SCORE<sup>4</sup>, our accounting and invoicing program. One of the main parts of ABM's proprietary software package developed by ABM Industries, our parent company, SCORE<sup>4</sup> is an acronym for "Simplified Computer On-site Revenue Entry Version 4." The system enables us to keep more accurate records of parking revenue, debit and accounts receivable, and assists in the generation of monthly accounts receivable and active monthly card lists.

**Technology**

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



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

And of course...parking management.

### **Our Philosophy**

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

### **Compliance**

Ampco System Parking, DPA and Parking Services, has completed all audits in compliance of all other contracts that we have had with the Port Authority and its subsidiaries.

**THE PORT AUTHORITY OF NY & NJ**

John F. Kennedy International Airport  
L. GUARDIA

Newark Liberty International Airport  
STEWART

**ABM**  
Parking Services

# TRANSITION PLAN

## c. ii. TRANSITION PLAN

### Transition Plan for EWF, JEB, and LGA

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

### **TRANSITION PLAN – NEW CONTRACT**

ABM Parking Services is the current parking facilities operations and management partner for EWF, JEB, and LGA, therefore we are uniquely positioned to provide a seamless transition from the current contract to a new contract. In addition to our long history and long standing service to the Authority, ABM

Parking Services will dedicate all necessary resources to meet our proposal commitments in a timely manner. ABM will be fully prepared to implement all aspects of the new contract approved by Authority staff by the required commencement date of September 15, 2012. The Authority Staff will be apprised of the transition progress via our Transition Checklist that will be relayed daily via email.

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

There will be no significant changes to the current contract that is covering in place for the current contract such as the addition of new fleet vehicles, new fleet vehicles, etc. Therefore, ABM will produce a new contract on a non-binding for all employees that will facilitate the commencement of a new contract. A meeting will be held to discuss a quality training meeting and will be conducted for members of our transition team. This meeting will reintroduce our contract policies and procedures as well as our services to each other and other employees. Similar meetings will be



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

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

As with our employees, ABM Parking Services has a responsibility to our exiting vendors and subcontractors. As part of our exit transition plan, we will contact each vendor and subcontractor to inform them of our status. Those companies that currently have operating contracts will be given appropriate notices in accordance with their current contract agreements. We will also notify the many

vendors that allow us to operate with an open account of the change in operators. Each vendor will be encouraged to issue a final invoice as soon as possible following the termination of our contract.

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

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

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

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

#### Transition Plan for SWF

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

ABM Parking Services has successfully completed over ten transitions to new airports over the past five years, many of which involve the most complex and sensitive shuttle operations. In each case, we have had a local presence to coordinate the transition and implement the transition plan to minimize operational issues during all phases of the transition process. As a matter of fact, in 2010 we successfully transitioned the parking management operations of both the Washington Dulles International Airport and Ronald Reagan National Airport on the same day. We are confident that our extensive experience coupled with the expertise of our

on-site transition team will allow ABM Parking Services to exceed the Authority's expectations and provide for a seamless transition.

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

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

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

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

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

First Stage

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

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

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

Second Stage

Staffing & Training

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

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

Each of our employees who drive vehicles will be required to pass our driver training program. Our Decision Making Program (DMP) through ABM Parking Services has successfully completed this driver training program for our employees worldwide. This program allows our employees to demonstrate competency in each of the written training modules presented in the program including

Vehicle Operations, Emergency Management and Customer Service.

#### *Uniforms*

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

#### *Forms & Supplies*

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

#### *Fixtures & Equipment*

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

#### *Contractors & Suppliers*

ABM's General Manager, will schedule a meeting with Authority staff to discuss the transition of all vendors and suppliers. The meeting will discuss the transition of all vendors and suppliers. Contractors will be informed of the transition and the effective date. New contracts/agreements will be negotiated as necessary and will be subject to Authority approval.

#### *Operations Manual*

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

#### *Safety Audit*

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

#### *Operational Audit*

Finally, once in operation for 30-days, we will provide the Authority with a comprehensive operational and procedural audit for review with new contracts acquired. This audit will cover typical areas of concern that have been previously addressed. We have local management and contractors to have subject matter experts with most operations, auditors are able to help us recognize potential problems and identify appropriate solutions.

#### **Transition Plan – Gantt Chart**

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

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

Please see our detailed Transition Plan on the following page.

**Administrative**

- 1. Airport Operations
- 2. Airport Security
- 3. Airport Maintenance
- 4. Airport Safety
- 5. Airport Environmental
- 6. Airport Construction
- 7. Airport Parking
- 8. Airport Management
- 9. Airport Planning
- 10. Airport Marketing
- 11. Airport Administration
- 12. Airport Finance
- 13. Airport Legal
- 14. Airport Information Systems
- 15. Airport Communications
- 16. Airport Training
- 17. Airport Research
- 18. Airport Development
- 19. Airport Operations
- 20. Airport Security
- 21. Airport Maintenance
- 22. Airport Safety
- 23. Airport Environmental
- 24. Airport Construction
- 25. Airport Parking
- 26. Airport Management
- 27. Airport Planning
- 28. Airport Marketing
- 29. Airport Administration
- 30. Airport Finance
- 31. Airport Legal
- 32. Airport Information Systems
- 33. Airport Communications
- 34. Airport Training
- 35. Airport Research
- 36. Airport Development

**Logistics**

- 1. Airport Operations
- 2. Airport Security
- 3. Airport Maintenance
- 4. Airport Safety
- 5. Airport Environmental
- 6. Airport Construction
- 7. Airport Parking
- 8. Airport Management
- 9. Airport Planning
- 10. Airport Marketing
- 11. Airport Administration
- 12. Airport Finance
- 13. Airport Legal
- 14. Airport Information Systems
- 15. Airport Communications
- 16. Airport Training
- 17. Airport Research
- 18. Airport Development

**Operations**

- 1. Airport Operations
- 2. Airport Security
- 3. Airport Maintenance
- 4. Airport Safety
- 5. Airport Environmental
- 6. Airport Construction
- 7. Airport Parking
- 8. Airport Management
- 9. Airport Planning
- 10. Airport Marketing
- 11. Airport Administration
- 12. Airport Finance
- 13. Airport Legal
- 14. Airport Information Systems
- 15. Airport Communications
- 16. Airport Training
- 17. Airport Research
- 18. Airport Development

Overall Schedule

Abm Parking Services

Item	Start	End	Days	Rate	Notes
1. Airport Operations	7 days	Mon 8/19/12	Tue 8/20/12		
2. Airport Security	7 days	Mon 8/19/12	Tue 8/20/12		
3. Airport Maintenance	7 days	Mon 8/19/12	Tue 8/20/12		
4. Airport Safety	7 days	Mon 8/19/12	Tue 8/20/12		
5. Airport Environmental	7 days	Mon 8/19/12	Tue 8/20/12		
6. Airport Construction	7 days	Mon 8/19/12	Tue 8/20/12		
7. Airport Parking	7 days	Mon 8/19/12	Tue 8/20/12		
8. Airport Management	7 days	Mon 8/19/12	Tue 8/20/12		
9. Airport Planning	7 days	Mon 8/19/12	Tue 8/20/12		
10. Airport Marketing	7 days	Mon 8/19/12	Tue 8/20/12		
11. Airport Administration	7 days	Mon 8/19/12	Tue 8/20/12		
12. Airport Finance	7 days	Mon 8/19/12	Tue 8/20/12		
13. Airport Legal	7 days	Mon 8/19/12	Tue 8/20/12		
14. Airport Information Systems	7 days	Mon 8/19/12	Tue 8/20/12		
15. Airport Communications	7 days	Mon 8/19/12	Tue 8/20/12		
16. Airport Training	7 days	Mon 8/19/12	Tue 8/20/12		
17. Airport Research	7 days	Mon 8/19/12	Tue 8/20/12		
18. Airport Development	7 days	Mon 8/19/12	Tue 8/20/12		
19. Airport Operations	7 days	Mon 8/19/12	Tue 8/20/12		
20. Airport Security	7 days	Mon 8/19/12	Tue 8/20/12		
21. Airport Maintenance	7 days	Mon 8/19/12	Tue 8/20/12		
22. Airport Safety	7 days	Mon 8/19/12	Tue 8/20/12		
23. Airport Environmental	7 days	Mon 8/19/12	Tue 8/20/12		
24. Airport Construction	7 days	Mon 8/19/12	Tue 8/20/12		
25. Airport Parking	7 days	Mon 8/19/12	Tue 8/20/12		
26. Airport Management	7 days	Mon 8/19/12	Tue 8/20/12		
27. Airport Planning	7 days	Mon 8/19/12	Tue 8/20/12		
28. Airport Marketing	7 days	Mon 8/19/12	Tue 8/20/12		
29. Airport Administration	7 days	Mon 8/19/12	Tue 8/20/12		
30. Airport Finance	7 days	Mon 8/19/12	Tue 8/20/12		
31. Airport Legal	7 days	Mon 8/19/12	Tue 8/20/12		
32. Airport Information Systems	7 days	Mon 8/19/12	Tue 8/20/12		
33. Airport Communications	7 days	Mon 8/19/12	Tue 8/20/12		
34. Airport Training	7 days	Mon 8/19/12	Tue 8/20/12		
35. Airport Research	7 days	Mon 8/19/12	Tue 8/20/12		
36. Airport Development	7 days	Mon 8/19/12	Tue 8/20/12		

**THE PORT AUTHORITY OF NY & NJ**

John F. Kennedy International Airport    LaGuardia Airport    Newark Liberty International Airport    Stewart International Airport



# EMPLOYEE MANAGEMENT PROGRAMS



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

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

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



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

**ii. Security Training**

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

**iii. OSHA Training**

**ABM Safety Vision**

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

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

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

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

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

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

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

**iv. Employee Motivational Training**

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

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

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

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

#### v. Quality Assurance / Quality Control

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

#### Quality Assurance Program

It is one thing to say that something will be done and yet another to do it. With this in mind, ABM Parking Services has established its own in-house Quality Assurance Program to ensure that each of our customer service objectives

are attained. The fact that the Quality Assurance Department exists is conveyed to the employees at the customer service training seminar as a means of emphasizing that particular checks and balances are present. All aspects of the extensive quality assurance objective are introduced at the seminar as well.

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

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

Our inspector will arrive at the facilities unannounced and introduce himself to the Supervisor on duty. They will then complete their inspection and deliver the results to the General Manager as well as the Authority's representative. They will follow up on any outstanding items if necessary. In addition, the ABM Field and Vehicle Detail and Operations managers will conduct their own inspections with unannounced visits of their own.



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

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

Several types of supplemental audits are performed by the ABM Auditing Department. These audits verify the accurate completion of the daily reports and associated inventory controls, compliance with our Standard Operating Procedures, ticket handling guidelines, deposit monitoring techniques, quality control at the facility level and revenue

comparisons, etc. The following outline briefly describes the various types of audits our Field Audit Department will perform at the PANYNJ Airport Parking Facilities pursuant to your scheduling directive.

#### **Standard Operating Procedures Audit**

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

Where needed, these procedures will be modified to the specific characteristics of the revenue control equipment. The location may possess unique characteristics or requirements due to the physical layout of the parking facility, operating hours or other factors. The audit will contact the various revenue control systems.

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

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

Ticket Shopping

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

Booth / Cashier Audits

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

Comprehensive Ticket Audits

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

General Audit Survey

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

Review of Monthly / Employee Parking Records / Billings

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

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

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

Payroll Audit

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

Quality Control Inspections

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

Customer Card Audit

Selected airport sites and locations are invited to participate in a customer card audit. An audit team is formed and these are then assigned to the locations where they are audited. The Director of Customer Service often personally participates in this audit and may suspend or discipline employees for supplemental training. After the comment cards have been thoroughly reviewed, a comprehensive report is created. After six months, the location may distribute comment cards again to see if progress has been made in the area of customer satisfaction.

Employee Training

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

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

**vii. Disciplinary Procedures**

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

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

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

**viii. Staffing Plan**

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

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

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

**THE PORT AUTHORITY OF NY & NJ**

John F. Kennedy International Airport    LaGuardia Airport    Newark Liberty International Airport    Stewart International Airport

**ABM**  
Parking Services

# REGIONAL STAFFING PLAN

**PARKING SERVICES - REGIONAL POSITIONS**  
**STAFF SCHEDULE REQUIREMENTS - POST COVERAGE**

Effective Date: 09/15/2012	Saturday, September 15, 2012										
	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Weekly			
MARKERS	XX	XX	XX	XX	XX			40			
Regional Vehicle Manager	8	8	8	8	8			40			
Regional Vehicle Manager (Post Coverage)	8	8	8	8	8			40			
Regional Vehicle Manager (Post Coverage)	8	8	8	8	8			40			
Regional Vehicle Manager (Post Coverage)	8	8	8	8	8			40			
Regional Vehicle Manager (Post Coverage)	8	8	8	8	8			40			
<b>Staff Total</b>	<b>40</b>	<b>40</b>	<b>40</b>	<b>40</b>	<b>40</b>			<b>200</b>			



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

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

**THE PORT AUTHORITY OF NY & NJ**

John F. Kennedy LaGuardia Newark Liberty Stewart  
EAST RUTHERFORD, NJ NEW YORK, NY NEWARK, NJ STAMFORD, CT



Parking Services

# NEWARK LIBERTY INTERNATIONAL AIRPORT STAFFING PLAN









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

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





Cashier 87	1800-0200	1800-0200			1800-0200	1800-0200	1800-0200	40
Cashier 88	1500-2300	1500-2300	1500-2300			1500-2300	1500-2300	40
Cashier 89		1800-0200	1800-0200	1800-0200	1800-0200	1800-0200		40
Cashier 90	1500-2300	1500-2300	1500-2300			1500-2300	1500-2300	40
Cashier 91	0900-1300			0900-1300	0900-1300	0900-1300	0900-1300	20
Cashier 92	1700-2100	1700-2100	1700-2100			1700-2100	1700-2100	20
Cashier 93		1700-2100		1700-2100	1700-2100	1700-2100	1700-2100	20
Cashier 94	1700-2100			1700-2100	1700-2100	1700-2100	1700-2100	20
Cashier 95		1700-2100	1700-2100	1700-2100	1700-2100	1700-2100		20
Cashier 96	0900-1300			0900-1300	0900-1300	0900-1300	0900-1300	20
Cashier 97	0900-1300			0900-1300	0900-1300	0900-1300	0900-1300	20
Cashier 98	0900-1300			0900-1300	0900-1300	0900-1300	0900-1300	20
<b>Scheduled Hours</b>	<b>560</b>	<b>628</b>	<b>584</b>	<b>540</b>	<b>492</b>	<b>480</b>	<b>476</b>	<b>3760</b>
<b>Required Hours</b>	<b>416</b>	<b>405</b>	<b>405</b>	<b>424</b>	<b>424</b>	<b>388</b>	<b>405</b>	<b>2868</b>
<b>Off Days</b>	<b>144</b>	<b>223</b>	<b>179</b>	<b>179</b>	<b>68</b>	<b>9</b>	<b>7</b>	<b>362</b>
<b>Traffic Attendant Hours</b>	<b>M</b>	<b>TU</b>	<b>W</b>	<b>TH</b>	<b>F</b>	<b>SA</b>	<b>SU</b>	
Traffic Attendant 1	0700-1500	0700-1500	0700-1500	0700-1500	0700-1500			40
Traffic Attendant 2	0700-1500	0700-1500	0700-1500	0700-1500	0700-1500			40
Traffic Attendant 3	0700-1500	0700-1500	0700-1500	0700-1500	0700-1500			40
Traffic Attendant 4	0500-1300	0500-1300	0500-1300	0500-1300	0500-1300			40
Traffic Attendant 5	0700-1500	0700-1500	0700-1500	0700-1500	0700-1500			40
Traffic Attendant 6	0700-1500	0700-1500	0700-1500	0700-1500	0700-1500			40
Traffic Attendant 7		0500-1300	0500-1300	0500-1300	0500-1300	0500-1300		40
Traffic Attendant 8	0500-1300	0500-1300	0500-1300	0500-1300	0500-1300			40
Traffic Attendant 9		1300-2100	1300-2100	1300-2100	1300-2100	1300-2100		40
Traffic Attendant 10	2100-0500	2100-0500	2100-0500	2100-0500			2100-0500	40
Traffic Attendant 11			0500-1300	0500-1300	0500-1300	0500-1300	0500-1300	40
Traffic Attendant 12	0700-1500	0700-1500	0700-1500	0700-1500	0700-1500			40
Traffic Attendant 13	0700-1500	0700-1500	0700-1500			0700-1500	0700-1500	40
Traffic Attendant 14	0500-1300	0500-1300	0500-1300	0500-1300			0500-1300	40
Traffic Attendant 15	0500-1300	0500-1300	0500-1300			0500-1300	0500-1300	40
Traffic Attendant 16		2100-0500	2100-0500	2100-0500	2100-0500	2100-0500		40
Traffic Attendant 17	0500-1300	0500-1300			0500-1300	0500-1300	0500-1300	40
Traffic Attendant 18			1300-2100	1300-2100	1300-2100	1300-2100	1300-2100	40
Traffic Attendant 19	1300-2100	1300-2100			1300-2100	1300-2100	1300-2100	40
Traffic Attendant 20	1500-2300	1500-2300			1500-2300	1500-2300	1500-2300	40
Traffic Attendant 21	1300-2100	1300-2100	1300-2100	1300-2100			1300-2100	40
Traffic Attendant 22	1400-2200	1400-2200	1400-2200			1400-2200	1400-2200	40
Traffic Attendant 23	1400-2200	1400-2200	1400-2200			1400-2200	1400-2200	40
Traffic Attendant 24		1500-2300	1500-2300	1500-2300	1500-2300	1500-2300		40
Traffic Attendant 25			1400-2200	1400-2200	1400-2200	1400-2200	1400-2200	40
Traffic Attendant 26			1400-2200	1400-2200	1400-2200	1400-2200	1400-2200	40
Traffic Attendant 27	1500-2300			1500-2300	1500-2300	1500-2300	1500-2300	40
Traffic Attendant 28			1500-2300	1500-2300	1500-2300	1500-2300	1500-2300	40
Traffic Attendant 29			1500-2300	1500-2300	1500-2300	1500-2300	1500-2300	40
Traffic Attendant 30		1400-2200	1400-2200	1400-2200	1400-2200	1400-2200		40
Traffic Attendant 31	1500-2300			1500-2300	1500-2300	1500-2300	1500-2300	40
Traffic Attendant 32	1300-2100			1300-2100	1300-2100	1300-2100	1300-2100	40
Traffic Attendant 33	2100-0500	2100-0500	2100-0500			2100-0500	2100-0500	40
Traffic Attendant 34		1500-2300	1500-2300	1500-2300	1500-2300	1500-2300		40
Traffic Attendant 35	1500-2300			1500-2300	1500-2300	1500-2300	1500-2300	40
Traffic Attendant 36	2100-0500			2100-0500	2100-0500	2100-0500	2100-0500	40
Traffic Attendant 37		1500-2300			1500-2300	1500-2300	1500-2300	40
Traffic Attendant 38	1500-2300	1500-2300			1500-2300	1500-2300	1500-2300	40
Traffic Attendant 39	2100-0500			2100-0500	2100-0500	2100-0500	2100-0500	40
Traffic Attendant 40			1500-2300	1500-2300	1500-2300	1500-2300	1500-2300	40
Traffic Attendant 41	1500-2300			1500-2300	1500-2300	1500-2300	1500-2300	40
Traffic Attendant 42	1500-2300			1500-2300	1500-2300	1500-2300	1500-2300	40
Traffic Attendant 43	2200-0600	2200-0600	2200-0600			2200-0600	2200-0600	40
Traffic Attendant 44			1500-2300	1500-2300	1500-2300	1500-2300	1500-2300	40
Traffic Attendant 45	1500-2300			1500-2300	1500-2300	1500-2300	1500-2300	40
<b>Produced Hours</b>	<b>248</b>	<b>224</b>	<b>248</b>	<b>272</b>	<b>288</b>	<b>272</b>	<b>248</b>	<b>1800</b>
<b>Required Hours</b>	<b>223</b>	<b>247</b>	<b>247</b>	<b>247</b>	<b>211</b>	<b>171</b>	<b>171</b>	<b>1517</b>
<b>Off Hours</b>	<b>25</b>	<b>(23)</b>	<b>1</b>	<b>25</b>	<b>77</b>	<b>101</b>	<b>77</b>	<b>283</b>

Clerical Hours	MON	TU	W	TH	FR	SA	SU	
<b>Audit Department</b>								
Audit Clerk 1	0700-1530	0700-1530	0700-1530	0700-1530	0700-1530			40
Audit Clerk 2	0730-1600	0730-1600	0730-1600	0730-1600	0730-1600			40
Audit Clerk 3	0730-1600	0730-1600	0730-1600	0730-1600	0730-1600			40
Audit Clerk 4	0730-1600	0730-1600	0730-1600	0730-1600	0730-1600			40
Audit Clerk 5	0730-1600	0730-1600	0730-1600	0730-1600	0730-1600			40
Audit Clerk 6	0730-1600	0730-1600	0730-1600	0730-1600	0730-1600			40
Audit Clerk 7	0730-1600	0730-1600	0730-1600	0730-1600	0730-1600			40
Audit Clerk 8	0730-1600	0730-1600	0730-1600	0730-1600	0730-1600			40
Audit Clerk 9	0730-1600	0730-1600	0730-1600	0730-1600	0730-1600			40
Audit Clerk 10	0730-1600	0730-1600	0730-1600	0730-1600	0730-1600			40
Audit Clerk 11	0730-1600	0730-1600	0730-1600	0730-1600	0730-1600			40
Audit Clerk 12	0730-1600	0730-1600	0730-1600	0730-1600	0730-1600			40
<b>Sales Office</b>								
Sales Office - Clerk 1	0730-1600	0730-1600	0730-1600	0730-1600	0730-1600			40
Sales Office - Clerk 2	0730-1600	0730-1600	0730-1600	0730-1600	0730-1600			40
Sales Office - Clerk 3	0845-1715	0845-1715	0845-1715	0845-1715	0845-1715			40
<b>Office Admin Clerk</b>								
Exec. Admin	0900-1700	0900-1700	0900-1700	0900-1700	0900-1700			40
CS/Training Coordinator	0900-1700	0900-1700	0900-1700	0900-1700	0900-1700			40
Payroll Amin.	0800-1600	0800-1600	0800-1600	0800-1600	0800-1600			40
Human Resources Asst. Mgr.	0900-1700	0900-1700	0900-1700	0900-1700	0900-1700			40
Receptionist	0800-1600	0800-1600	0800-1600	0800-1600	0800-1600			40
<b>Scheduled Hours</b>	<b>160</b>	<b>160</b>	<b>160</b>	<b>160</b>	<b>160</b>			<b>800</b>
<b>Required Hours</b>	<b>160</b>	<b>160</b>	<b>160</b>	<b>160</b>	<b>160</b>			<b>800</b>
<b>Relief Hours</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>			<b>0</b>
<b>TOTALS</b>								
Scheduled Hours	1464	1484	1448	1488	1528	1120	1160	6100
Required Hours	1119	1192	1192	1211	1175	800	864	7701
Relief Hours	245	292	296	275	273	352	296	1699

**THE PORT AUTHORITY OF NY & NJ**

John F. Kennedy  
International Airport

LaGuardia  
Airport

Westchester  
County Airport

Newark Liberty  
International Airport

Stewart  
International Airport

**ABM**

Parking Services

# JFK INTERNATIONAL AIRPORT STAFFING PLAN









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

	Mo	Tu	We	Th	Fr	Sa	Su	Total
<b>General Manager</b>	8	8	8	8	8			40
<b>Operations Manager</b>	8	8	8	8	8			40
Actual Hours	48	48	48	48	48			240
Post Coverage (Recruited)	48	48	48	48	48			240
Total Coverage	0	0	0	0	0			0
<b>SIC's (Field/Office)</b>								
Supervisor in Charge 1		2300-0000	2300-0000	2300-0000	2300-0000	2300-0000		40
Supervisor in Charge 2	0800-1600	0800-1600	0800-1600	0800-1600	0800-1600			40
Supervisor in Charge 3	0700-1500	0700-1500	0700-1500	0700-1500			0700-1500	40
Supervisor in Charge 4		0700-1500	0700-1500	0700-1500	0700-1500	0700-1500		40
Supervisor in Charge 5	1500-2300	1500-2300	1500-2300	1500-2300			1500-2300	40
Supervisor in Charge 6		1500-2300	1500-2300	1500-2300	1500-2300	1500-2300		40
Actual Hours	240	240	240	240	240		240	1200
Post Coverage (Recruited)	32	48	48	48	32	24	24	208
Total Coverage	0	16	15	16	0	0	0	48
<b>Supervisors (Field/Office)</b>								
Supervisor 1	2300-0700	2300-0700	2300-0700	2300-0700	2300-0700			40
Supervisor 2	2100-0500	2100-0500	2100-0500	2100-0500	2100-0500			40
Supervisor 3	2300-0700	2300-0700	2300-0700	2300-0700			2300-0700	40
Supervisor 4	2300-0700	2300-0700	2300-0700			2300-0700	2300-0700	40
Supervisor 5	2100-0500	2100-0500			2100-0500	2300-0700	2300-0700	40
Supervisor 6	2300-0700	2300-0700			2300-0700	2300-0700	2300-0700	40
Supervisor 7	2300-0700			2300-0700	2300-0700	2300-0700	2300-0700	40
Supervisor 8			2300-0700	2300-0700	2300-0700	2300-0700	2300-0700	40
Supervisor 9			2300-0700	2300-0700	2300-0700	2300-0700	2300-0700	40
Supervisor 10		2300-0700	2300-0700	2300-0700				24
Supervisor 11		0700-1500	0700-1500	0700-1500	0700-1500	0700-1500		40
Supervisor 12		0500-1300	0500-1300	0500-1300	0500-1300	0500-1300		40
Supervisor 13		0700-1500	0700-1500	0700-1500	0700-1500	0700-1500		40
Supervisor 14	0700-1500	0700-1500	0700-1500	0700-1500	0700-1500			40
Supervisor 15	0700-1500	0700-1500	0700-1500	0700-1500			0700-1500	40
Supervisor 16	0700-1500	0700-1500	0700-1500	0700-1500			0700-1500	40
Supervisor 17	0700-1500	0700-1500	0700-1500	0700-1500			0700-1500	40
Supervisor 18	0700-1500	0700-1500	0700-1500	0700-1500			0700-1500	40
Supervisor 19	0700-1500	0700-1500	0700-1500			0700-1500	0700-1500	40
Supervisor 20	0700-1500	0700-1500	0700-1500			0700-1500	0700-1500	40
Supervisor 21	0700-1500	0700-1500	0700-1500			0700-1500	0700-1500	40
Supervisor 22	0500-1300	0700-1500			0700-1500	0700-1500	0500-1300	40
Supervisor 23	0700-1500	0700-1500			0700-1500	0700-1500	0700-1500	40
Supervisor 24	0700-1500	0700-1500			0700-1500	0700-1500	0700-1500	40
Supervisor 25	0700-1500			0700-1500	0700-1500	0700-1500	0700-1500	40
Supervisor 26	0700-1500			0700-1500	0700-1500	0700-1500	0700-1500	40
Supervisor 27	0700-1500			0700-1500	0700-1500	0700-1500	0700-1500	40
Supervisor 28			0700-1500	0700-1500	0700-1500	0700-1500	0700-1500	40
Supervisor 29			0700-1500	0700-1500	0700-1500	0700-1500	0700-1500	40
Supervisor 30			0700-1500	0700-1500	0700-1500	0700-1500	0700-1500	40
Supervisor 31		1500-2300	1500-2300	1500-2300	1500-2300	1500-2300		40
Supervisor 32		1600-0000	1600-0000	1600-0000	1600-0000	1600-0000		40
Supervisor 33		1500-2300	1500-2300	1500-2300	1500-2300	1500-2300		40
Supervisor 34		1500-2300	1500-2300	1500-2300	1500-2300	1500-2300		40
Supervisor 35	1300-2100	1300-2100	1300-2100	1300-2100	1300-2100			40

Supervisor 36	1500-2300	1500-2300	1500-2300	1500-2300	1500-2300			40
Supervisor 37	1500-2300	1500-2300	1500-2300	1500-2300	1500-2300			40
Supervisor 38	1800-0200	1800-0200	1800-0200	1800-0200	1800-0200			40
Supervisor 39	1500-2300	1500-2300	1500-2300	1500-2300				32
Supervisor 40	1500-2300	1500-2300	1500-2300	1500-2300			1500-2300	40
Supervisor 41	1600-0000	1600-0000	1600-0000	1600-0000			1600-0000	40
Supervisor 42	1500-2300	1500-2300	1500-2300	1500-2300			1500-2300	40
Supervisor 43	1500-2300	1500-2300	1500-2300			2300-0700	1500-2300	40
Supervisor 44	1700-0100	1700-0100	1700-0100			1700-0100	1700-0100	40
Supervisor 45	1500-2300	1500-2300	1500-2300			1500-2300	1500-2300	40
Supervisor 46	1500-2300	1500-2300	1500-2300			1500-2300	1500-2300	40
Supervisor 47	1500-2300	1500-2300			1500-2300	1500-2300	1500-2300	40
Supervisor 48	1500-2300	1500-2300			1500-2300	1300-2100	1300-2100	40
Supervisor 49	1500-2300	1500-2300			1500-2300	1500-2300	1500-2300	40
Supervisor 50	1500-2300	1500-2300			1500-2300	1300-2100	1300-2100	40
Supervisor 51	1800-0200			1700-0100	1700-0100	1800-0200	1800-0200	40
Supervisor 52	1500-2300			1500-2300	1500-2300	1500-2300	1500-2300	40
Supervisor 53	1600-0000			1600-0000	1600-0000	1600-0000	1600-0000	40
Supervisor 54	1500-2300			1500-2300	1500-2300	1500-2300	1500-2300	40
Supervisor 55			1500-2300	1500-2300	1500-2300	1500-2300	1500-2300	40
Supervisor 56			1500-2300	1500-2300	1500-2300	1500-2300	1500-2300	40
Supervisor 57			1500-2300	1500-2300	1500-2300	1500-2300	1500-2300	40
Supervisor 58						1500-2300	1500-2300	16
Asst. Ops. Supervisor	1100-1900	1100-1900	1100-1900	1100-1900			1100-1900	40
Quality Assurance Supervisor	0800-1600	0800-1600	0800-1600	0800-1600	0800-1600			40
Audit Supervisor	0900-1700	0900-1700	0900-1700	0900-1700	0900-1700			40
Actual Hours	352	352	344	344	328	328	344	2380
Post Coverage Required	295	295	295	295	287	275	287	2131
Relief Coverage	57	57	49	49	41	48	57	359
<b>Cashier Hours</b>								
Cashier 1		0000-0800	0000-0800	0000-0800	0000-0800	0000-0800		40
Cashier 2		0000-0800	0000-0800	0000-0800	0000-0800	0000-0800		40
Cashier 3		2300-0700	2300-0700	2300-0700	2300-0700	2300-0700	2300-0700	40
Cashier 4	0000-0800	0000-0800	0000-0800	0000-0800	0000-0800			40
Cashier 5	0000-0800	0000-0800	0000-0800	0000-0800	0000-0800			40
Cashier 6	0000-0800	0000-0800	0000-0800	0000-0800	0000-0800			40
Cashier 7	0000-0800	0000-0800	0000-0800	0000-0800	0000-0800			40
Cashier 8	2300-0700	2300-0700	2300-0700	2300-0700			2300-0700	40
Cashier 9	0000-0800	0000-0800	0000-0800	0000-0800			0000-0800	40
Cashier 10	0000-0800	0000-0800	0000-0800	0000-0800			0000-0800	40
Cashier 11	2300-0700	2300-0700	2300-0700			2300-0700	2300-0700	40
Cashier 12	0000-0800	0000-0800	0000-0800			0000-0800	0000-0800	40
Cashier 13	0000-0800	0000-0800	0000-0800			0000-0800	0000-0800	40
Cashier 14	0000-0800	0000-0800	0000-0800			0000-0800	0000-0800	40
Cashier 15	2300-0700	2300-0700			2300-0700	2300-0700	2300-0700	40
Cashier 16	2300-0700	2300-0700			2300-0700	2300-0700	2300-0700	40
Cashier 17	0000-0800	0000-0800			0000-0800	0000-0800	0000-0800	40
Cashier 18	0000-0800			0000-0800	0000-0800	0000-0800	0000-0800	40
Cashier 19	2300-0700			2300-0700	2300-0700	2300-0700	2300-0700	40
Cashier 20	2300-0700			2300-0700	2300-0700	2300-0700	2300-0700	40
Cashier 21	0000-0800			0000-0800	0000-0800	0000-0800	0000-0800	40
Cashier 22			2300-0700	2300-0700	2300-0700	2300-0700	2300-0700	40
Cashier 23			0000-0800	0000-0800	0000-0800	0000-0800	0000-0800	40
Cashier 24			0000-0800	0000-0800	0000-0800	0000-0800	0000-0800	40
Cashier 25			0000-0800	0000-0800	0000-0800	0000-0800	0000-0800	40
Cashier 26		0700-1500	0700-1500	0700-1500	0700-1500	0700-1500		40
Cashier 27		0800-1600	0800-1600	0800-1600	0800-1600	0800-1600		40
Cashier 28		0800-1600	0800-1600	0800-1600	0800-1600	0800-1600		40
Cashier 29			0800-1600	0800-1600	0800-1600	0800-1600	0800-1600	40



Cashier 89	1500-2300	1500-2300	1500-2300	1500-2300			1500-2300	40
Cashier 90	1800-2300	1800-2300	1800-2300	1800-2300			1800-2300	25
Cashier 91	1400-2200	1400-2200	1400-2200				1400-2200	32
Cashier 92		1500-2300	1800-2300	1500-2300	1500-2300			26
Cashier 93						1600-0000	1600-0000	16
Cashier 94		1500-0000	1600-0000	1600-0000				24
Cashier 95						1600-0000	1600-0000	16
Cashier 96					1600-0000	1600-0000	1600-0000	24
Cashier 97					1600-0000	1600-0000	1600-0000	24
Cashier 98	1600-0000		1800-2300				1600-0000	21
Subtotal Hours	533	536	559	557	560	512	517	3768
Post Coverage Required	110	116	110	110	110	410	410	2870
Relief Coverage	123	125	149	147	150	102	107	898
Traffic Attendants								
Traffic Attendant 1			2300-0700	2300-0700	1500-2300	2300-0700	2300-0700	40
Traffic Attendant 2	2300-0700	2300-0700			0700-1500	0700-1500	0700-1500	40
Traffic Attendant 3		0700-1500	0700-1500	0700-1500	0700-1500	0700-1500		40
Traffic Attendant 4	0700-1500	0700-1500	0700-1500	0700-1500	0700-1500			40
Traffic Attendant 5	0700-1500	0700-1500	0700-1500	0700-1500			0700-1500	40
Traffic Attendant 6	0700-1500	0700-1500	0700-1500			0700-1500	0700-1500	40
Traffic Attendant 7	0700-1500			0700-1500	0700-1500	0700-1500	0700-1500	40
Traffic Attendant 8		1500-2300	1500-2300	1500-2300	1500-2300	1500-2300		40
Traffic Attendant 9	1500-2300	1500-2300	1500-2300	1500-2300	1500-2300			40
Traffic Attendant 10	1500-2300	1500-2300	1500-2300	1500-2300	1500-2300			40
Traffic Attendant 11	1500-2300	1500-2300	1500-2300	1500-2300			1500-2300	40
Traffic Attendant 12	1500-2300	1500-2300	1500-2300			1500-2300	1500-2300	40
Traffic Attendant 13	1500-2300	1500-2300		2300-0700		1500-2300	1500-2300	40
Traffic Attendant 14	1500-2300	1500-2300			1500-2300	1500-2300	1500-2300	40
Traffic Attendant 15	1500-2300			1500-2300	1500-2300	1500-2300	1500-2300	40
Traffic Attendant 16			1500-2300	1500-2300	1500-2300	1500-2300	1500-2300	40
Traffic Attendant 17			1500-2300	1500-2300	1500-2300	1500-2300	1500-2300	40
Traffic Attendant 18	0700-1500	0700-1500	0700-1500	0700-1500	0700-1500			40
Actual Hours	104	104	104	112	104	96	96	720
Post Coverage Required	72	72	72	72	72	72	72	504
Relief Coverage	32	32	32	40	32	24	24	216
Clerks								
Revenue Clerks								
Audit Clerk 1	0800-1600	0800-1600	0800-1600	0800-1600	0800-1600			40
Audit Clerk 2	0800-1600	0800-1600	0800-1600	0800-1600	0800-1600			40
Audit Clerk 3	0800-1600	0800-1600	0800-1600	0800-1600	0800-1600			40
Audit Clerk 4	0800-1600	0800-1600	0800-1600	0800-1600	0800-1600			40
Audit Clerk 5	0800-1600	0800-1600	0800-1600	0800-1600	0800-1600			40
Audit Clerk 6	0800-1600	0800-1600	0800-1600	0800-1600	0800-1600			40
Audit Clerk 7	0800-1600	0800-1600	0800-1600	0800-1600	0800-1600			40
Sales Office Clerks								
Sales Office Clerk 1	0800-1600	0800-1600	0800-1600	0800-1600	0800-1600			40
Sales Office Clerk 2	0900-1700	0900-1700	0900-1700	0900-1700	0900-1700			40
Sales Office Clerk 3	0900-1700	0900-1700	0900-1700	0900-1700	0900-1700			40
Office Admin. Clerks								
Exec Admin	0900-1700	0900-1700	0900-1700	0900-1700	0900-1700			40
Shipping Coordinator	0900-1700	0900-1700	0900-1700	0900-1700	0900-1700			40
Payroll Admin	0800-1600	0800-1600	0800-1600	0800-1600	0800-1600			40
Human Resources Asst. Mgr	0900-1700	0900-1700	0900-1700	0900-1700	0900-1700			40
Actual Hours	112	112	112	112	112			560
Post Coverage Required	112	112	112	112	112			560
Relief Coverage	0	0	0	0	0			0
Weekly Actual Hours	1149	1162	1183	1189	1152	960	981	7726
Weekly Post Coverage Required	937	937	937	937	929	785	793	6255
Weekly Relief Coverage	212	225	246	252	223	175	188	1521

**THE PORT AUTHORITY OF NY & NJ**

John F. Kennedy  
INTERNATIONAL AIRPORT

LaGuardia  
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Newark  
LIBERTY  
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Stewart  
INTERNATIONAL AIRPORT



Parking Services

# LAGUARDIA AIRPORT STAFFING PLAN

## A-311 PARKING SERVICES - LA GUARDIA AIRPORT STAFF SCHEDULE REQUIREMENTS - POSY COVERAGE

Effective Date: 09/15/2012

Saturday, September 15, 2012

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Weekly
<b>MANAGERS</b>	6x8	6x8	6x8	6x8	6x8			Hours
Supervisor		1	1	1	1			40
Sub-Total		1	1	1	1			40
<b>Daily Total</b>	16	16	16	16	16			64

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Weekly
<b>SUPERVISOR-IN-CHARGE (FIELD/OFFICE)</b>	23x7	7x15	15x23	23x7	7x15	15x23	23x7	7x15
Supervisor	1	1	1	1	1	1	1	7
Sub-Total	1	1	1	1	1	1	1	7
<b>Shift Labels</b>	0	16	0	0	16	8	0	200
<b>Daily Total</b>	17	17	17	17	32	34	14	208

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Weekly
<b>SUPERVISOR (FIELD/OFFICE)</b>	23x7	7x15	15x23	23x7	7x15	15x23	23x7	7x15
Supervisor	1	1	1	1	1	1	1	7
Sub-Total	1	1	1	1	1	1	1	7
<b>Daily Total</b>	17	17	17	17	32	34	14	208

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Weekly
<b>OFFICE OPERATIONS SUPERVISOR</b>	23x7	7x15	15x23	23x7	7x15	15x23	23x7	7x15
Supervisor	1	1	1	1	1	1	1	7
Sub-Total	1	1	1	1	1	1	1	7
<b>Daily Total</b>	17	17	17	17	32	34	14	208

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Weekly
<b>OFFICE OPERATIONS SUPERVISOR</b>	23x7	7x15	15x23	23x7	7x15	15x23	23x7	7x15
Supervisor	1	1	1	1	1	1	1	7
Sub-Total	1	1	1	1	1	1	1	7
<b>Daily Total</b>	17	17	17	17	32	34	14	208

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Weekly
<b>POSY CASHIERS</b>	12x8	8x4	4x12	12x8	8x4	4x12	12x8	8x4
Supervisor	1	1	1	1	1	1	1	7
Sub-Total	1	1	1	1	1	1	1	7
<b>Daily Total</b>	17	17	17	17	32	34	14	208

401-501-1000			8		8	8		8	8		8	8		8	8		8	2		8	8	106
402-502-1000					8			8			8		1	8			8			8		57
403-503-1000	8			8			8			8			8			8			8			56
404-504-1000					8			8			8				8				8			56
405-505-1000					8			8			8				8				8			56
406-506-1000					8			8			8				8				8			56
407-507-1000					8			8			8				8				8			56
408-508-1000					8			8			8				8				8			56
409-509-1000					8			8			8				8				8			56
410-510-1000					8			8			8				8				8			56
411-511-1000					8			8			8				8				8			56
412-512-1000					8			8			8				8				8			56
413-513-1000					8			8			8				8				8			56
414-514-1000					8			8			8				8				8			56
415-515-1000					8			8			8				8				8			56
416-516-1000					8			8			8				8				8			56
417-517-1000					8			8			8				8				8			56
418-518-1000					8			8			8				8				8			56
419-519-1000					8			8			8				8				8			56
420-520-1000					8			8			8				8				8			56
421-521-1000					8			8			8				8				8			56
422-522-1000					8			8			8				8				8			56
423-523-1000					8			8			8				8				8			56
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425-525-1000					8			8			8				8				8			56
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427-527-1000					8			8			8				8				8			56
428-528-1000					8			8			8				8				8			56
429-529-1000					8			8			8				8				8			56
430-530-1000					8			8			8				8				8			56
431-531-1000					8			8			8				8				8			56
432-532-1000					8			8			8				8				8			56
433-533-1000					8			8			8				8				8			56
434-534-1000					8			8			8				8				8			56
435-535-1000					8			8			8				8				8			56
436-536-1000					8			8			8				8				8			56
437-537-1000					8			8			8				8				8			56
438-538-1000					8			8			8				8				8			56
439-539-1000					8			8			8				8				8			56
440-540-1000					8			8			8				8				8			56
441-541-1000					8			8			8				8				8			56
442-542-1000					8			8			8				8				8			56
443-543-1000					8			8			8				8				8			56
444-544-1000					8			8			8				8				8			56
445-545-1000					8			8			8				8				8			56
446-546-1000					8			8			8				8				8			56
447-547-1000					8			8			8				8				8			56
448-548-1000					8			8			8				8				8			56
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463-563-1000					8			8			8				8				8			56
464-564-1000					8			8			8				8				8			56
465-565-1000					8			8			8				8				8			56
466-566-1000					8			8			8				8				8			56
467-567-1000					8			8			8				8				8			56
468-568-1000					8			8			8				8				8			56
469-569-1000					8			8			8				8				8			56
470-570-1000					8			8			8				8				8			56
471-571-1000					8			8			8				8				8			56
472-572-1000					8			8			8				8				8			56
473-573-1000					8			8			8				8				8			56
474-574-1000					8			8			8				8				8			56
475-575-1000					8			8			8				8				8			56
476-576-1000					8			8			8				8				8			56
477-577-1000					8			8			8				8				8			56
478-578-1000					8			8			8				8				8			56
479-579-1000					8			8			8				8				8			56
480-580-1000					8			8			8				8				8			56
481-581-1000					8			8			8				8				8			56
482-582-1000					8			8			8				8				8			56
483-583-1000					8			8			8				8				8			56
484-584-1000																						



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

	Mo	Tu	We	Th	Fr	Sa	Su	Total
General Manager	8	8	8	8	8			40
Operations Manager	8	8	8	8	8			40
	16	16	16	16	16			80
<b>Sic Hours</b>								
Sic 1	2300-0730	2300-0730			2300-0730	2300-0730	2300-0730	40
Sic 2			2300-0730	2300-0730	1500-2330	1500-2330	1500-2330	40
Sic 3		0700-1530	0700-1530	0700-1530	0700-1530	0700-1530		40
Sic 4	0700-1530	1500-2330	1500-2330	1500-2330			0700-1530	40
Sales Office - Sic 5	0800-1630	0800-1630	0800-1630	0800-1630	0800-1630			40
Sic 6	1500-2330							8
Total Hours	32	52	32	32	32	24	24	208
Required Hours	32	32	32	32	32	24	24	208
Relief Time	0	0	0	0	0	0	0	0
<b>Supervisors Hours</b>								
Supervisor 1	2300-0730	2300-0730	2300-0730	2300-0730	2300-0730			40
Supervisor 2	2300-0730	2300-0730	2300-0730	2300-0730			2300-0730	40
Supervisor 3	2300-0730	2300-0730			2300-0730	2300-0730	2300-0730	40
Supervisor 4			2300-0730	2300-0730	2300-0730	2300-0730	2300-0730	40
Supervisor 5		0700-1530	0700-1530	0700-1530	0700-1530	0700-1530		40
Supervisor 6	0700-1530	0700-1530	0700-1530	0700-1530	0700-1530			40
Supervisor 7	0700-1530	0700-1530	0700-1530	0700-1530			0700-1530	40
Supervisor 8	0700-1530	0700-1530	0700-1530			0700-1530	0700-1530	40
Supervisor 9	0700-1530	1030-1900			0700-1530	0700-1530	0700-1530	40
Supervisor 10	1030-1900			0700-1530	0700-1530	0700-1530	0700-1530	40
Supervisor 11			1030-1900	1030-1900	1030-1900	1030-1900	1030-1900	40
Supervisor 12		1500-2330	1500-2330	1500-2330	1500-2330	1500-2330		40
Supervisor 13		1500-2330	1500-2330	1500-2330	1500-2330			32
Supervisor 14	1500-2330	1500-2330	1500-2330	1500-2330			1500-2330	40
Supervisor 15	1500-2330	1500-2330	1500-2330			1500-2330	1500-2330	40
Supervisor 16	2000-0430	1800-0200	1800-0200			1800-0200	2000-0430	40
Supervisor 17	1800-0200	1800-0200	1800-0200			2300-0730	2300-0730	40
Supervisor 18	1500-2330	1600-0030			1500-2330	1500-2330	1500-2330	40
Supervisor 19	1600-0030			1800-0200	1800-0200		1800-0200	32
Supervisor 20	1800-0230			1800-0230	1800-0230	1800-0230	1800-0230	40
Supervisor 21	1500-2330			1600-0030	1600-0030	1600-0030	1600-0030	40
Supervisor 22			1600-0030	1500-2330	1500-2330	1500-2330		32
Supervisor 23		2000-0430	2000-0430	2000-0430	2000-0430	2000-0430		40
Audit Supervisor 24	0800-1630	0800-1630	0800-1630	0800-1630	0800-1630			40
Quality Assur. Supervisor 25	0800-1630	0800-1630	0800-1630	0800-1630	0800-1630			40
Officer/Field Supervisor 26	0800-1630	0800-1630	0800-1630	0800-1630	0800-1630			40
Supervisor 27	0000-0200	0000-0200	0000-0200	0000-0200				8
Supervisor 28					0000-0200	0000-0200	0000-0200	6
								1030
Total Hours	134	154	154	134	134	130	130	1030
Required Hours	136	136	136	136	138	114	114	990
Relief Time	16	16	16	16	16	16	16	112
<b>Traffic Attendant Hours</b>								
Traffic 1		0000-0830	0000-0830	0000-0830	0000-0830	0000-0830		40
Traffic 2	0000-0830	0000-0830	0000-0830	0000-0830	0000-0830			40
Traffic 3	0000-0830	0000-0830	0000-0830	0000-0830			0000-0830	40
Traffic 4	0000-0830	0400-0830	0400-0830			0000-0800	0000-0800	32



Lane 601	0000-0830	0000-0830	0000-0830	0000-0830	0000-0830	0000-0830	0000-0830	56
Lane 601	0800-1630	0800-1630	0800-1630	0800-1630	0800-1630	0800-1630	0800-1630	56
Lane 601	1600-0030	1600-0030	1600-0030	1600-0030	1600-0030	1600-0030	1600-0030	56
Lot 7 Limo Staging Area								
Lane 701	0500-0830	0500-0830	0500-0830	0500-0830	0500-0830			16
Lane 701	0800-1630	0800-1630	0800-1630	0800-1630	0800-1630	0800-1630	0800-1630	56
Lane 701	1600-0030	1600-0030	1600-0030	1600-0030	1600-0030	1600-0030	1600-0030	56
L / R	2200-0630	0000-0830	0000-0830	0000-0830	0000-0830	0000-0830	0000-0830	56
L / R	0800-1630	0800-1630	0800-1630	0800-1630	0800-1630	0800-1630	0800-1630	56
L / R	0800-1630	0800-1630	0800-1630	0800-1630	0800-1630	0800-1630	0800-1630	56
L / R	1700-0130	1700-0130	1700-0130	1700-0130	1700-0130	1700-0130	1700-0130	56
L / R	1700-0130	1700-0130	1700-0130	1700-0130	1700-0130	1700-0130	1700-0130	56
L / R	1800-0230	1800-0230	1800-0230	1800-0230	1800-0230	1800-0230	1800-0230	56
Total Hours	272	272	272	272	272	272	272	189
Required Hours	224	224	224	224	224	211	221	1555
Relief Time	48	48	48	48	47	51	51	336
Clerical Hours	M	TU	W	TH	F	SA	SU	
<b>Audit Department</b>								
Audit Clerk 1	0700-1530	0700-1530	0700-1530	0700-1530	0700-1530			40
Audit Clerk 2	0730-1600	0730-1600	0730-1600	0730-1600	0730-1600			40
Audit Clerk 3	0730-1600	0730-1600	0730-1600	0730-1600	0730-1600			40
Audit Clerk 4	0730-1600	0730-1600	0730-1600	0730-1600	0730-1600			40
Audit Clerk 5	0730-1600	0730-1600	0730-1600	0730-1600	0730-1600			40
<b>Sales Office</b>								
Sales Office - Clerk 1	0730-1600	0730-1600	0730-1600	0730-1600	0730-1600			40
Sales Office - Clerk 2	0730-1600	0730-1600	0730-1600	0730-1600	0730-1600			40
<b>Office Admin Clerk</b>								
Exec. Admin	0900-1700	0900-1700	0900-1700	0900-1700	0900-1700			40
CS/Training Coordinator	0900-1700	0900-1700	0900-1700	0900-1700	0900-1700			40
Payroll Amin.	0800-1600	0800-1600	0800-1600	0800-1600	0800-1600			40
Scheduled Hours	80	80	80	80	80			400
Required Hours	80	80	80	80	80			400
Relief Hours	0	0	0	0	0			0
<b>Relief Hours</b>								
Scheduled Hours	578	578	578	578	578	542	540	4461
Required Hours	574	574	574	576	575	44	451	3845
Relief Hours	164	163	164	160	163	10	81	816

**THE PORT AUTHORITY OF NY & NJ**

John F. Kennedy LaGuardia Newark Liberty Stewart

**ABM**

Parking Services

# STEWART INTERNATIONAL AIRPORT STAFFING PLAN





## ix. Recruiting Procedures

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

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

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

The key to attracting competent candidates for employment in a competitive job market is being innovative and resourceful. We do this by how to reach out to the community, find viable job opportunities for individuals suitable for service where commitment is essential. Rather than waiting for people who want to work for ABM, we do the recruiting. Our strategy is to target groups and agencies within the community which experience has shown us will produce the best people.

### Applications

All interested persons are invited to complete an application and submit it to the Human Resources Department. Applicants are

gathered from many sources including newspapers, trade journals, local labor commissions, union halls and job boards at local colleges and universities.

### Job Order Form

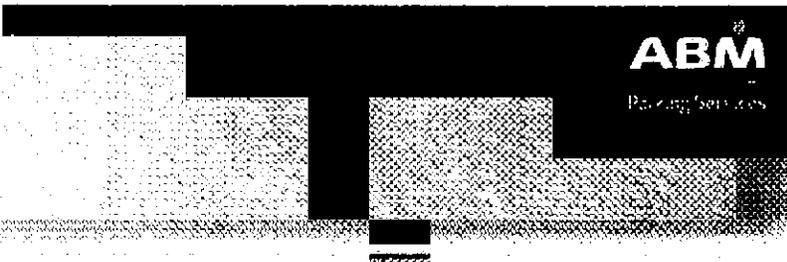
When a position becomes available, the Operations Manager will complete a *Job Order Form* and place it on file with the Human Resources Department. The *Job Order Form* requires the Operations Manager to provide the details of the position such as required experience, job description and shift hours.

### Background Investigations

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

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

ABM will conduct the background checks on job applicants once an offer is made. For key personnel, ABM requires financial / accounting information. Certain job offers will not be required to undergo a background check unless they are being hired into a position that requires financial / accounting information.



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Parking Services

### Process

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

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

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

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

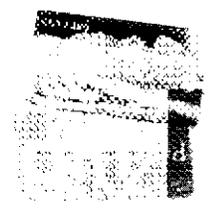
Once these background checks are completed, the Corporate Human Resources Department will notify the Airport Human Resources Department Managers to let them know if the applicant passed or failed their background check.

### Incentive Programs

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

We have found through our experience at other locations that employees do a better job when they know their work will be appreciated.

That is why we will provide incentives for perfect attendance, meeting vehicles processed per hour (vph) goals, positive customer comments and secret awards, as well as commendations and recognition for staff members. In addition, you can incentive your employees with gift cards, movie tickets, or gift cards to stores or restaurants.



### Recognition and Retention Program

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

The logo for ABM, featuring the letters 'ABM' in a bold, sans-serif font. Below the letters, the tagline 'A Different Way to Do It' is written in a smaller, lighter font. The logo is set against a dark, textured background.

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

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

then use that reporting to determine a course of action – disciplinary if the employee failed to meet the standards; and recognition if the employee met or exceed the stands.

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

#### **x. Performance Improvement Measurements**

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

A wonderful tool that we have used for years is the Mystery Shopper Program. In addition to the program that is in place by the Port Authority of New York and New Jersey, ABM Parking Services currently has approximately 24 mystery shoppers a month. (24 are for JFK and 17 are for LGA.)

Our shoppers visit the airports and engage cashiers, traffic attendants / valets, and supervisors in the field. They also place three phone calls each month to our Control Room and/or Employee Parking Sales Offices. Using the Port Authority's Standards, our shoppers report back on employee performance. We



## c Recruitment, Hiring and Training



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

### The Hiring Process

The hiring process begins with the Human Resources Department, which is involved daily in the screening process. All applicants view their resumes and cover letters through our internal database system. Only those who meet the minimum qualifications in the job description and successfully complete a multi-step screening process before they are allowed to present ABM.

### Job Order Form

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

### Applications

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

### Interview

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



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

**Substance Abuse Screening**

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

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

**Criminal Background Investigation**

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

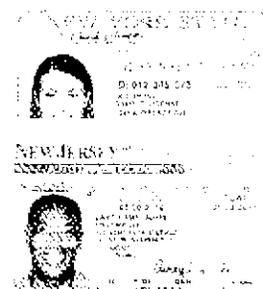
**Reference Check**

References provided by job applicants are verified by the Human Resources Department. This includes verification of prior employment and performance. At this point, candidates who have successfully completed their substance abuse screening, criminal

background investigation and reference check are eligible to be hired by ABM Parking Services.

**Department of Motor Vehicles Report**

For positions that require driving, a Department of Motor Vehicles Report is obtained to ensure the applicant has an acceptable driving record based on the ABM Industries point system. A *Motor Vehicle Report (MVR)* takes approximately 24



hours to process. Applicants who do not meet the ABM standards but pass the prescreening process may be offered non-driving positions. An employee who holds a driving position but does not maintain an acceptable driving record will lose their driving privileges with ABM.

Upon successful completion of the prescreening process, the job offer is confirmed, and all new hire paperwork is completed. The Human Resources Department then authorizes the uniform company to begin uniform procurement. The new hire is notified of tentative start date.

**EMPLOYEE DEVELOPMENT PROGRAMS**

**The New Employee**

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



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

**Comprehensive Orientation**

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

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

At the end of the orientation program, we include the following modules distributed in 12 pages that contain ABM and company information. These qualified individuals, who will serve the patrons, are placed at the facilities.

**All About ABM Parking Service:**

Employees are provided with the basic background knowledge of who ABM is, what ABM Parking Services are and what our philosophy is. Additionally, all new hires are issued an

**Employee Handbook.** The *Employee Handbook*

contains detailed information on all of the issues discussed during orientation, however, we realize employees need to refresh their memories and answer questions at a later date; the *Employee Handbook* will serve just that purpose.

**Benefits**

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

**Safety in the Workplace**

ABM Parking Services has a critical view of workplace safety, and there is nothing more basic than the safe completion of all jobs. This is especially true in a typical parking facility where the activity is continuous and occurs 24 hours a day. All new employees are familiarized with the ABM Safety program, through which they learn to recognize potential hazards, correct existing problems and conduct safety maintenance inspections to reduce, remove or eliminate it altogether.

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

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

### Job Specific Training

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

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

### Customer Service



To ensure that our employees demonstrate proper customer service attitude, we will tie orientation class with a powerful emphasis on

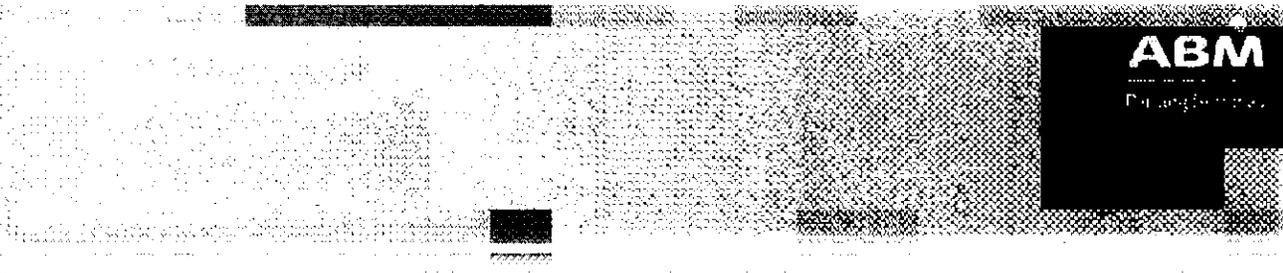
customer service. The philosophy of ABM is shared with the entire class, and our ever important "What is A Customer?" plaque is prominently displayed in the classroom setting.

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

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

### Conflict Avoidance

Role-playing is an important tool in preparing the employee for the situations she may encounter in the field. We create situations that are similar to those that the employees face as a part of their job. We will discuss the appropriate alternative behaviors used by the employees in handling



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

### **Attendance**

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

### **On-Site Field Training**

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

This segment of the orientation will consist of a variety of information such as the mission and goal of the company, a tour of the various facilities, and site-specific information on the facility, including staffing and procedures. Employees will receive information that will be necessary to perform their job. Any inquiries about the company, its products or services, or about the company's policies should be directed to the nearest AT&T machine, or to the company's toll-free number.

### **Ongoing Development for Existing Employees**

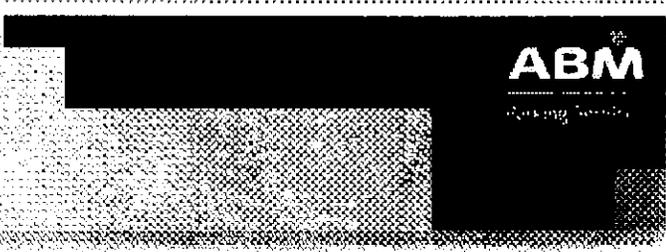
In addition to the comprehensive array of topics presented to new employees, ABM prides itself on the ongoing training programs it offers to our current team members. We understand that to succeed in today's business environment, it is imperative that we provide continuous training to all of our employees,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

### **Cross-Training**

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

### **Safety Training Seminar**

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



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

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

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

To ensure that the Accident Prevention Plan was properly implemented, a forum was established with assistance from ABM Industries, which is commonly referred to as the *Safety Training Seminar*. On an annual basis, all of our employees are invited to this session hosted by the ABM Parking Services Director of Loss Control as well as several individuals in similar capacities within the ABM corporate structure. The seminar includes detailed

discussions on a variety of safety-related topics specific to the parking industry. A sampling of the topics has been outlined below.

#### **Workers' Compensation Claims**

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

#### **Public Liability / Property Damage**

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

#### **Safety Contest**

As is true with most company wide programs, the support of the employees is a necessary ingredient for the success of this seminar. As a result, it is imperative that the seminar be an important and enjoyable event for all employees. The seminar, which is associated with the annual seminar, is used as a vehicle for the establishment of the *Safety Contest*, which incidentally has proven to be quite successful in the last few years.

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

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

### Standard Operating Procedures Training Seminar

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

### Technology Training

The parking industry has gained tremendous respect to technology and innovation. Computers and their associated technologies are present in almost every revenue control device found in the market today. Additionally, the reporting and analytical requirements have increased dramatically.

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



### Certified Parking Professionals

Educational programs are being developed commonplace in the industry. Many management arenas are offering many programs which simulate specific parking knowledge have been available in our industry until just recently. In 1996, the Parking Services committed to the placement of 50 qualified individuals into the National Parking Association's Certified Parking Professional (formerly Certified Parking Facility Manager, CPFM) program. We now have a number of certified managers responsible for the operation of our facilities.

Our employees are trained as a correspondence course and are looking to expand their knowledge of the industry. Contemporary issues such as computerization, parking control and specifications, the American Disabilities

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

### **ABM Parking Services' Roadmap to the Future**

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

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

With a stable workforce in place, we provide continuous training to all of our employees,

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

### **Full Time and Part Time Employees**

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

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

**THE PORT AUTHORITY OF NY & NJ**

John F. Kennedy  
INTERNATIONAL AIRPORT

L. Gardiner  
AIRPORT

Newark Liberty  
INTERNATIONAL AIRPORT

Stewart  
INTERNATIONAL AIRPORT

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Parking Services

# PLAN TO MINIMIZE EMPLOYEE TURNOVER

#### d. Plan to Minimize Employee Turnover

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

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

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

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

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

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

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

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

**THE PORT AUTHORITY OF NY & NJ**

John F. Kennedy International Airport Newark Liberty International Airport  
111 W. Wacker Drive, Suite 1000, New York, NY 10036-1000  
100 South Street, Suite 1000, Newark, NJ 07102-4200



Parking Services

# MANAGERIAL AND SUPERVISORY PERSONNEL

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## Managerial and Supervisory Personnel Exclusive to the Contract

### Executive Support Team

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

### Mark Muglich - President



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

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

Mark's many years of experience in management and consulting in a full range

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

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

ABM Parking Services's operations are organized into several geographic regions; each region has a Vice President of each region reporting to the President.

### Leonard Leonard - Executive Vice President



Leonard has been involved in the management of the company's operations in the Midwest since 1994. He joined the company in 1994 as a Regional Manager. He was promoted to National

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

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

#### **D. Scott Hutchison – Vice President, Airports**



Mr. D. Scott Hutchison is our Vice President, Airports and will be our designated account executive for the Port Authority of New York and New Jersey. Mr. Hutchison will be directly responsible for the supervision

of the transition of the new contract. With Mr. Hutchison, the Authority will be retaining one of the truly professional airport parking executives. For more than 25 of his 30 years in the parking business, Scott has been involved in the airport business. As Scott has been the parking manager for both the Salt Lake City International Airport and the Phoenix Sky Harbor International Airport, he has a strong background in the valet and shuttle service business. He will be the focus of his operations.

During his career as an airport parking and transportation executive, Scott has been responsible for airport parking and shuttle services in every airport market type. Scott has

overseen the parking and/or shuttle services for airports such as Los Angeles International Airport, San Francisco International Airport, Newark Liberty International Airport, Washington Dulles International Airport, John Wayne Airport, Salt Lake City International, Phoenix Sky Harbor International Airport, Long Beach Airport, Boise Air Terminal, Oklahoma City's Will Rogers World Airport and the Wichita's Mid Continent Airport; and many more.

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

Scott is a member of a number of the following organizations: NPA, APPE, ACPA and IPI where he currently serves on the Board of Advisors.

#### **Margaret Kann - Assistant Vice President of Airport Audit and Revenue**



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

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

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

**Tom Merlino - Director of Safety**



Tom Merlino's career with ABM Parking Services began in 1994. He is a senior executive in charge of managing that all 100+ locations with 1,000 diverse locations across with applicable federal, state and

local laws to buy and health and safety. He has been successful in identifying and implementing safety, technical and operational design and implementation of the necessary equipment and reporting to ensure that all control and cost of the operation, such as air operation, and other operations and employee training.

**On Site Management**

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

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



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

Since 2008, Michael has been our Regional Manager for the NY/NJ Airports parking operations contract. This contract governs Newark Liberty International, John F. Kennedy International and LaGuardia Airports. This is the second largest parking contract in the United States with parking revenues of over \$217,000,000, over 100,000 parking customers, over 44,000 spaces, and over \$16,000,000 annually and over 100 employees.

The primary focus of this contract is to manage the less and capital expenses of the contract, provide analytical and strategic services to the client, and to continually provide the highest level of Customer Service as well as maintain the highest Security Standards.

In his previous regional position, Michael was the Regional Manager at Liberty International Airport, New York's Office of Airport and Security in Charge at JFK; and today in addition to his role as Regional Manager of our

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

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



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

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

In 2010, Stanley was named the "Employee of the Year for Going Above and Beyond" by the Port of New York & New Jersey. He was also recognized as the "Employee of the Year" for his collaboration with the Port Authority in apprehending an individual who posed a major security threat at the airport.

Along with a degree from St. John's University, he holds the certification of Certified Parking Facility Manager from the National Parking Association.

**Haroon Akhtar, CPFM – General Manager, LaGuardia Airport**



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

Mr. Akhtar has managed numerous contracts that call for adherence to performance benchmarks, in high performance environments such as JFK International Airport and LaGuardia Airport. His leadership in employee engagement such benchmarks was driving the company to achieving the "High Performance" award by the Port Authority Contractor for Customer Care award two years in a row at LaGuardia Airport and with the Taxi Dispatch Company in 2009.

Over the past year, as shown in the attached chart, the number of jobs and the number of jobs added have increased. The number of jobs added has improved.



**Maurice Raymond, CPFM – Operations  
Manager at LaGuardia Airport**

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

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

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

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

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

Dimas Perez has over 20 years of experience in the parking industry and oversees more than 200 employees at our John F. Kennedy International Airport location where we

have annual revenue in the \$74,000,000 range.

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

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

**Pedro C. Cabrera, CPFM – Proposed  
Regional Finance & Accounting Coordinator**

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

Pedro started his career as a Cashier / Traffic Attendant and soon was promoted to Clerk in the Audit Department. A few years later, he was promoted to the position of LaGuardia Airport Chief Accountant where he oversaw the revenue-audit department. After successfully supervising this department for 10 years, he became the Credit Card & E-ZPass Manager in 2000. He trained his staff on reporting procedures, Parking Revenue Control System (PRCS), and other systems.

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

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

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

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



Ciro Averhoff has been the Regional I.T. Manager for the NY/NJ Airports Parking Operations since 2007. He is responsible for maintaining all levels of connectivity in all three airports, LaGuardia, JFK and LaGuardia.

Ciro has assisted in the implementation of parking systems at all three airports, including the implementation of a biometric clock system, the implementation of a new system and the implementation of a new system with our state-of-the-art system with Microsoft Windows 7. He also...

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

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



"First seek to understand then to be understood." (Stephen R. Covey) Keshia-Elaine Johnson lives this in her personal and professional life. She states, "To know the client or prospective client, you must listen to what they are saying and understand exactly what they are looking for. Understanding is the key to any successful relationship. It is the tools with which to meet your client's needs." Keshia-Elaine Johnson has a BA in Liberal Arts & Science with heavy concentrations in Sociology & Psychology along with 18 solid years of Marketing & Sales background. Keshia-Elaine Johnson is able to recognize, understand and build successful professional partnerships. Her career has progressed from Receptionist to Office Manager to Sales Representative to Account Coordinator to Client Service Representative. She has a well rounded knowledge of Marketing & Sales from the ground up.

Having a BA in Liberal Arts & Science with heavy concentrations in Sociology & Psychology along with 18 solid years of Marketing & Sales background. Keshia-Elaine Johnson is able to recognize, understand and build successful professional partnerships. Her career has progressed from Receptionist to Office Manager to Sales Representative to Account Coordinator to Client Service Representative. She has a well rounded knowledge of Marketing & Sales from the ground up.

In her marketing and sales, Keshia grew a barely existing profit category from its annual revenue of thousands to over \$1M with annual increases. Being committed to customer

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

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

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



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

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

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

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

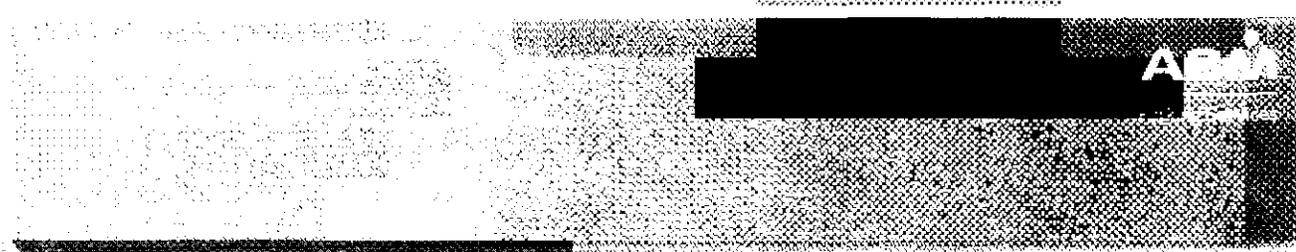


Cate Moran has been part of the parking operations for 11 years and in that time has instituted a wide variety of training, events, and incentive programs that have been instrumental in the success of our current contract with the Port Authority of New York and New Jersey.

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

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

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



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

**f. Resumes**

Please see our Key Personnel resumes on the following pages.

**Michael C. Joseph**

(Ex. 1)

**PROFESSIONAL EXPERIENCE:**

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

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

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

**08/2002 – 01/2008 Five Star Parking, Newark Liberty International Airport, Newark, NJ  
General Manager**

**01/2001 – 07/2002 Five Star Parking, LaGuardia Airport, Flushing, NY  
General Manager**

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

**06/2000 – 12/2000 Five Star Parking, John F. Kennedy International Airport, Jamaica, NY  
Sales Office Manager**

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

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

**TECHNICAL SKILLS:**

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

**EDUCATION:**

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Education Plaza Business Institute, Jackson Heights, NY - Major: Accounting and Information Systems

American Business Institute, Manhattan, NY - Certified: Computerized Office Specialist

University of Guyana, Georgetown, Guyana - Major: Business Mgt., Accounting

**STANLEY M. PETERSEN, CPP**

(Ex. 1)

**CAREER SUMMARY**

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

**PROFESSIONAL EXPERIENCE**

**Leadership:**

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

**Auditing:**

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

**Risk Management:**

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

**Employee Development:**

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

**WORK HISTORY**

<b>ABM / Five Star Parking</b> , Newark Liberty International Airport General Manager	2008 – Present
<b>Macy's and Nordstrom's</b> , Freehold, New Jersey	2004 - 2008
<b>REO Allegiance Inc.</b> , Bayonne, New Jersey Senior Asset Manager	2005
<b>C&amp;K Properties</b> , New York, New York Director of Parking Operations	2002 - 2004
<b>Central Parking Systems</b> , New York, New York Operations Manager and Purchasing Manager	1998 - 2001
<b>Edison Parking</b> , Newark, New Jersey General Manager, Director of Operational Services; Director of Internal Audit and Contracts Administration	1976 - 1998
<b>G. Mitchell Hartman &amp; Associates, Inc.</b> , Elmwood Park, New Jersey Instructor of the Dale Carnegie Course, Effective Speaking and Human Relations	1985 - 1997

**EDUCATION**

<b>Saint John's University</b> , New York	M.B.A. Business
<b>Northland College</b> , Wisconsin	B.S. Accounting
<b>New York University</b> , New York	Property Management Certificate
Continuing education credits in Purchasing, Management and Sales.	

**PROFESSIONAL EXPERIENCE:**

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

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

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

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

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

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

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

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

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

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

**ADDITIONAL SKILLS:**

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

**ORLANDO RODRIGUEZ**

(Ex. 1)

**EXPERIENCE:**

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

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

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

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

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

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

**EDUCATION / TRAINING**

**ESSEX COUNTY COLLEGE OF NEW JERSEY - Business Management**

*Seminars: Train the Trainer ● How to Interview People ● How to Deal with Employee Attitude Problems*

**KEITH W. URBAN**

(Ex. 1)

**EXPERIENCE:**

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

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

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

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

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

**2007 TO 2009** **CONSULTING AND INDEPENDENT CONTRACTING**

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

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

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

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

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

**Functional Skills**

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

**Highlights**

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

**Education**

Essex Community College – Associate of Arts Degree in Business Administration

**Maurice V. Raymond**

(Ex. 1)

**EXPERIENCE:**

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

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

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

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

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

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

**EDUCATION:**

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

**Dimas Perez**

(Ex. 1)

**Experience:**

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

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

Other duties are as follows:

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

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

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

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

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

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

**Education/Skills:**

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BA in Musical Education

Proficient in Microsoft Windows (XP, Vista, and Win7), Office Suites versions 2003, 2007 and 2010

Fully bilingual (Spanish/English)

**Pedro O. Cabrera**

(Ex. 1)

**EXPERIENCE**

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

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

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

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

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

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

**SKILLS:**

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Proficient in Microsoft Word, Advanced Excel, Access and PowerPoint

**EDUCATION / TRAINING:**

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

# Ciro Averhoff

(Ex. 1)

## PROFESSIONAL EXPERIENCE

### **ABM Industries**

**Sept 2010 – Present**

#### **Regional I.T. Manager**

- Responsible for maintaining all types of communication at all three airports.
  - Including network, VOIP system, radios/repeater and closed circuit TV.
- Assisted with the installation of the new biometric clocks in all three airports in conjunction with Workforce Management Systems (payroll).
- Maintain Microsoft Access databases.
- Maintain Windows 2000/2003 server including Thin Client software CITRIX.
- Help maintain and reduce cell phone costs.
- Skillful in computer hardware and software upgrades and installations.
- Assist staff in using Microsoft Windows and MS Office.
- Maintain all computer related hardware and software for ABM Industries in all three airports.
- Helped re-design, coordinate and maintain the installation of the new online premium parking reservation system.

### **Five Star Parking, Newark Liberty Int'l Airport**

**Aug 2002 – Aug 2010**

#### **Regional I.T. Manager**

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

**APCOA/Standard Parking, Newark Liberty Int'l Airport**

**Aug 2000 – July 2002**

**M.I.S. Manager**

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

**AMPCO System Parking, Newark Int'l Airport**

**March 1999 – July 2000**

**M.I.S./Audit Manager**

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

**Employee Lot Administrator**

**May 1996 – Feb 1999**

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

**APCOA, Newark Int'l Airport**

**Dec 1981 – April 1996**

**Supervisor**

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

**EDUCATION**

The Academy of Business Careers, 1984 – 1985

Kean College 1982 - 1983

**Personal Skills:** Fluent in English and Spanish

# KESHIA-ELAINE JOHNSON

(Ex. 1)

## EMPLOYMENT

- 2007 - Present** **Customer Service & Training Manager, ABM Parking Services - JFK**  
My duties as Customer Service & Training Manager include but are not limited to:
- ❖ Customer inquiries, complaints/concerns and refund requests.
  - ❖ Report and maintain customer service data base.
  - ❖ Conduct, develops and implement new hire orientations, bi-annual customer service training, leadership training and quality of life seminars.
  - ❖ Discipline employees based on mystery shop findings.
  - ❖ Maintain employee event budget and all aspects of annual events.
  - ❖ Negotiate with vendors for gifts, products, etc.
  - ❖ Track employee recognition program for distribution of incentives.
  - ❖ Edit, proofread, develop and distribute informational internal memos and correspondence.
- 1996 - 2006** **Account Executive, CBS Outdoor**  
As an Account Executive, was responsible for contributing to the \$177M Eastern Region budget.
- ❖ Increased local and national sales by prospecting new accounts.
  - ❖ Renewed and maintained current accounts.
  - ❖ Assisted clients in developing creative ideas and solving production issues.
  - ❖ Conducted market rides to produce media programs conducive to clients needs.
- 1995 - 1996** **Manager, Multi-Market Client Services, Gannett Outdoor New York**
- ❖ Supervised three client service coordinators in developing multi-market proposals for 16 Gannett Markets and over 50 Outdoor Network markets.
  - ❖ Contributed to the \$13M Outdoor Network budget by negotiating rates and interacting with managers and sales staff across the country.
  - ❖ Gathered information, cross-referenced rates, printed and dispersing the Gannett Outdoor/Outdoor Network USA rate card each year.
- 1993 - 1995** **National Account Coordinator, Gannett Outdoor New York**
- ❖ Scheduled workload for National and Local Account Managers.
  - ❖ Maintained accounts with 16 National Gannett markets and over 50 Network markets.
  - ❖ Worked closely with Marketing, Operations, Charting and Accounting departments to produce and maintain sales.
  - ❖ Managed proposals, contracts, proof of performance, anticipated reports and competitive information.
  - ❖ Handled sales and maintenance of small accounts, client rides and presentations.
  - ❖ Planned and orchestrated special events.
  - ❖ Kept daily calendars, scheduling meetings, handled expense reports and general administrative duties.

## EDUCATION

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

**Skills**

Proficient in MS Office

**Debra M. Walker**  
(Ex. 1)

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

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

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**EXPERIENCE**

**2011-Present**

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

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

**2002-2010**

**Railworks Corporation, New York City, NY  
Human Resources Manager**

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

**2001-2002**

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

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

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**SYSTEMS / SOFTWARE**

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

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**EDUCATION/CERTIFICATION**

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

**Cate Moran, CPP**

(Ex. 1)

**EXPERIENCE:**

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

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

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

**1995-2001**                      **Independent Contractor – Speaker, Trainer, Facilitator  
National Locations**

**Sommers Communication – Atlanta, GA.**

Contracted to conduct Customer Service Seminars for the US Postal Service. Presented programs throughout the United States and was considered the Number One Female Speaker in the program.

**Visual Services – Troy, MI**

Contracted to conduct Leadership, Customer Service, and a variety of other seminars both nationally and at on-site locations for Ford and Lincoln Mercury Dealerships.

**GENERAL/MISCELLANEOUS:**

- Proficient in Word, Excel and Internet; Process Improvement, Time Management, Leadership, Customer Service, HR Law, Contract Negotiation, Mediation, and Stress Management.
- The productivity of my departments played a key role in the PA awarding our operation top Customer Care Awards in six of the past seven years.
- I have achieved the accreditation of CPP (Certified Parking Professional) by the National Parking Association.
- Formal education was in theatre. Business, Computer, Training Education, etc. from a variety of sources over the past 25+ years.
- Very active on a personal level in a wide variety of community, charitable, religious, and educational organizations.

**THE PORT AUTHORITY OF NY & NJ**

John F. Kennedy LaGuardia Newark Liberty Stewart  
International Airport  
AIRPORT



# EMPLOYEE MOTIVATIONAL AND INCENTIVE PROGRAM

## **g. Employee Motivational and Incentive Programs**

ABM Parking Services has a full calendar of Employee Events separate and apart from our Employee Incentive Program. Both are geared to be motivational - but in different ways. Over the past seven years, each of these programs has grown in employee participation and can be directly credited with increasing morale and productivity.

### **Employee Motivational Events**

Using an annual budget of just under \$55,000, we celebrate our employees throughout the year with a wide variety of events. All events and budgets are planned, hosted and maintained by the Customer Service & Training Department. Please note that events can be adjusted due to unforeseen circumstances, conflict, etc. Though subject to minor changes, revisions, and/or adjustments, our general calendar and event descriptions (using September as the starting month) are:

- September – End of the Summer Luncheon. For office (basically terminal) staff. (These team members are invited to a luncheon on site after Labor Day, but before the end of September and usually on a Friday. We do this because this group of employees has little to no chance of being mystery shopped and therefore are not eligible for that level of incentive.)
- November – Thanksgiving Raffles. All employees, with the exception of certain managerial personnel, are eligible to win one of many raffle prizes from a drawing held the Friday before Thanksgiving. Past

prizes included a \$25 gift card to a local supermarket, Kindle, iPod.

- November – Thanksgiving Day Treat. Any employee that works on Thanksgiving Day is given a meal!
- December – Holiday Luncheon/Party and Holiday Gift Giveaway. Over the years, we have contributed to and been an organizer of holiday parties in December. Employees that participate have incurred a cost as well. Also, usually by the second week in December, we have a day where we serve some very light refreshments and begin the distribution of a holiday gift to everyone. Past gifts include: golf umbrella, back pack, lunch bags, and passport portfolios.
- December – Christmas Day Treat. Any employee that works on Christmas Day is given a small meal!
- January – Post Holiday Management Dinner. The Customer Service Department hosts a dinner for the management team. Usually on a Friday evening and on Staten Island (deeper in the roadway point between the three airport locations).
- February – Valentine's Day. Candy is distributed along with a little note of appreciation to any employee working on Valentine's Day.
- March – Employee of the Year Luncheon. All Employees of the Year from the previous year are invited to a luncheon in their honor. During the season, among ABM Managers, co-workers, and Port Authority staff, we name our Employees of the Year! (2 people are named at EWR and JFK, and one at LGA.) Each

Employee of the Year receives a \$500 check and plaque.

- April – SIC Dinner. The Customer Service Department hosts a dinner for the Supervisors-In-Charge. Usually on a Friday evening and on Staten Island (deemed the midway point between the three airport locations).
- May/June – Mother's and Father's Day. Any female working on Mother's Day and any male working on Father's Day receive a token of acknowledgement (i.e., flower).
- June – Milestone Celebration. In a small on-site luncheon (or just light refreshments depending on the number of employees be honored); we acknowledge employees who have been with the parking operation for 10, 20, 25, 30, 35, 40, 45+ years with gifts.
- August – Employee Appreciation. During one day in August, we host an all day event for employees (some bring family!). There is food, music, games, raffles, and an all employee giveaway gift. Past gifts have included beach mats, water bottles, backpacks and tote bags.
- ONGOING... Birthday Cards, Employee of the Month, Occasional Pizza Party. We do acknowledge each employee's birthday by mailing them a birthday card during their birthday month. In addition each month (using set criteria) we name two people at EWR and JFK and one at LGA as Employee of the Month. We acknowledge this honor with a \$75 check and certificate. Throughout the year we will throw an occasional pizza party type of event to acknowledge "a great audit" or "job well done during a snowstorm."

The actual budget of \$53,900 is divided up based on the employee percentage of the location. Therefore, since 42% of our employees are at EWR we allot \$22,638 in total for their annual events, JFK with 37% has \$19,943, and LGA with 21% has a budget of \$11,319.

### Employee Motivational Incentive Program

Our Incentive Program uses a \$300,000 annual budget and awards and acknowledges employee performance with a monetary quarterly payout based on notable performance. This program is maintained by the NY/NJ Regional Customer Service and Training Manager.

This is a multi-tiered program with applicable eligibility criteria and monetary allotments. Anyone with a passing mystery shop is awarded \$100 and a commendation letter with a minimum of \$25. Clerical, Supervisory, SDC and Management receive an incentive based on the percentage score of an employee. Please note that criteria can be waived due to unique circumstances, merit, and/or need for re-establishment.

- A. Tier 1 (Cashiers, Traffic Attendants and Clerks). All will still be eligible for the following
  - a. \$100 for any passing Mystery Shop.
  - b. \$25 for a complimentary gift.
  - c. Clerks – quarterly incentive based on performance completed by applicable employees worth \$0 to \$70.

- B. Tier 2 – Field Supervisors eligible quarterly payout of \$150. The 2 part criteria will each have a 50% value and there is still availability to earn additional dollars via mystery shops and complimentary letters. Criteria is:
- a. Criteria A worth \$75 of the \$150 is based on an evaluation by SIC
    - i. If Supervisor passes evaluation with 90%-100% they will receive \$75; 80-89% they will receive \$50, 70%-79% they will receive \$25 and anything lower than 70% will not receive any portion of the allotted \$75.
  - b. Criteria B worth \$75 of the \$150 is based on 80% of the monthly mystery shops passing. This breakdown is \$25 per month.
- C. Tier 3 is made up of administrative personnel who basically are not in charge of a department and work from and for one location only.
- a. Eligible quarterly payout is \$250 and based on an evaluation by the person they report to.
- D. Tier 4 made up of ALL SICs (including Employee Sales Call Managers) and key personnel from all locations who either in charge of a department/ft. or who interact with the Authority on the subject of Parking Services in key aspects of the operation and/or provide services to multiple locations. There is still availability to earn additional dollars via mystery shops and complimentary letters.
- a. All participants will be evaluated on a quarterly basis by their OM, GM, or Regional CS & Training Manager and eligible for up to \$325 per quarter.
  - b. Overall actual payout will be based on score received for non-control room SIC and non-customer service manager participants.
  - c. Control room SIC and CSM participants will have the passing mystery shop average included into their incentive.
- E. Tier 5 is made up of Regional people, GM's and OMs and eligible for \$350 per quarter.
- a. All participants to be evaluated by M. Joseph on a quarterly basis.
  - b. M. Joseph to be evaluated by S. Hutchison on a quarterly basis or his incentive will be based on the average payout of the tier.

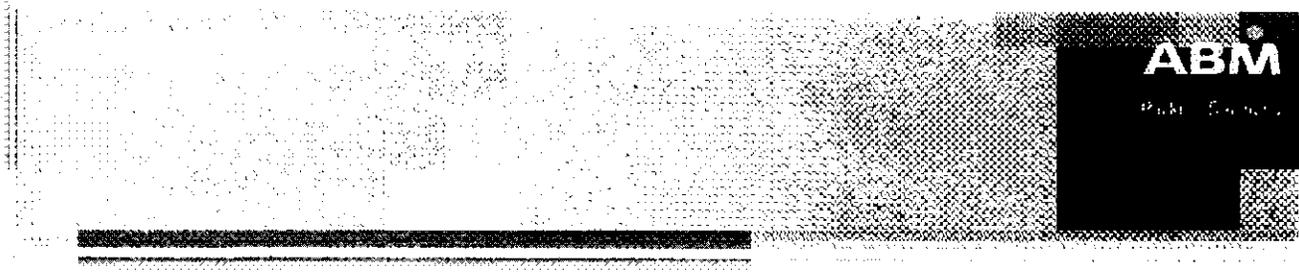
**THE PORT AUTHORITY OF NY & NJ**

John F. Kennedy • George A. Carlini • Newark Liberty • Stewart  
International Airport • Port Authority • New York • New Jersey

**ABM**

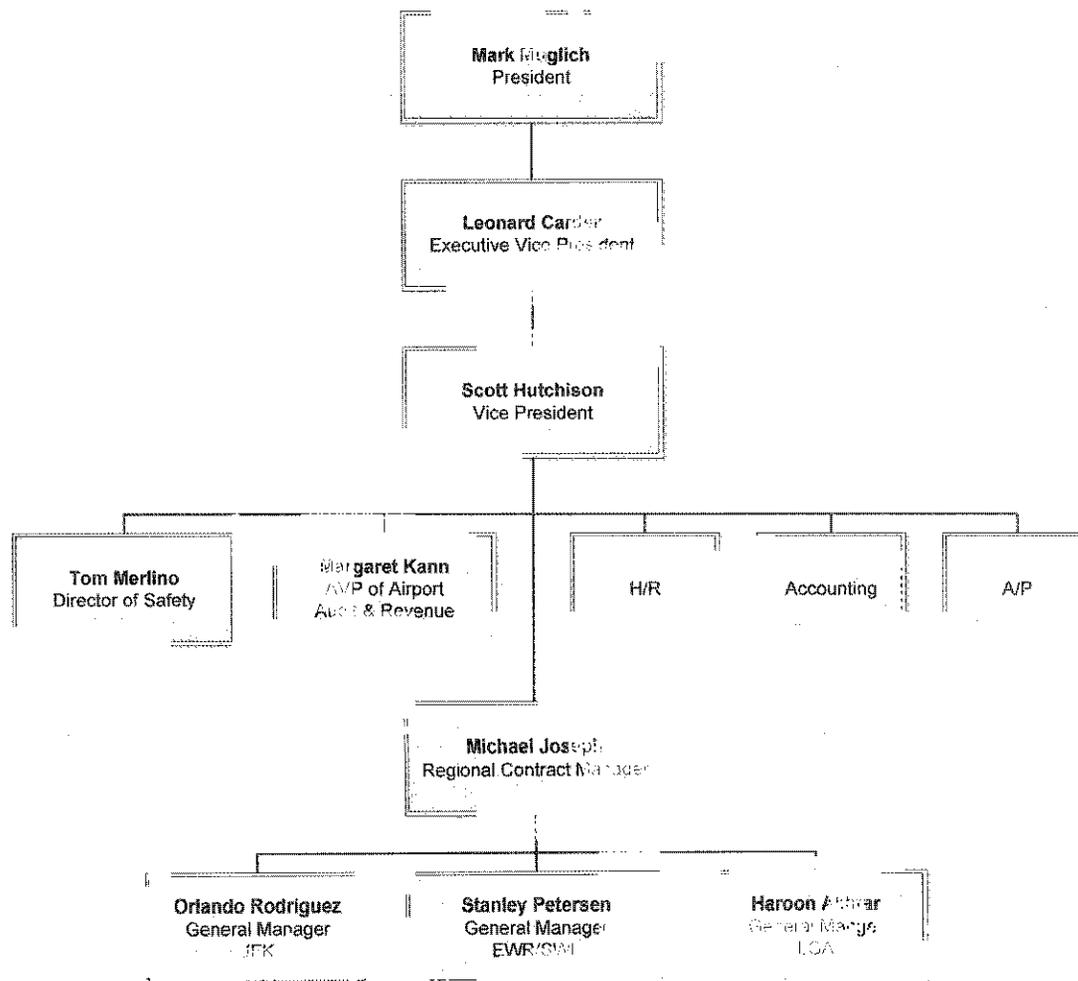
Parking Services

# ORGANIZATIONAL CHARTS



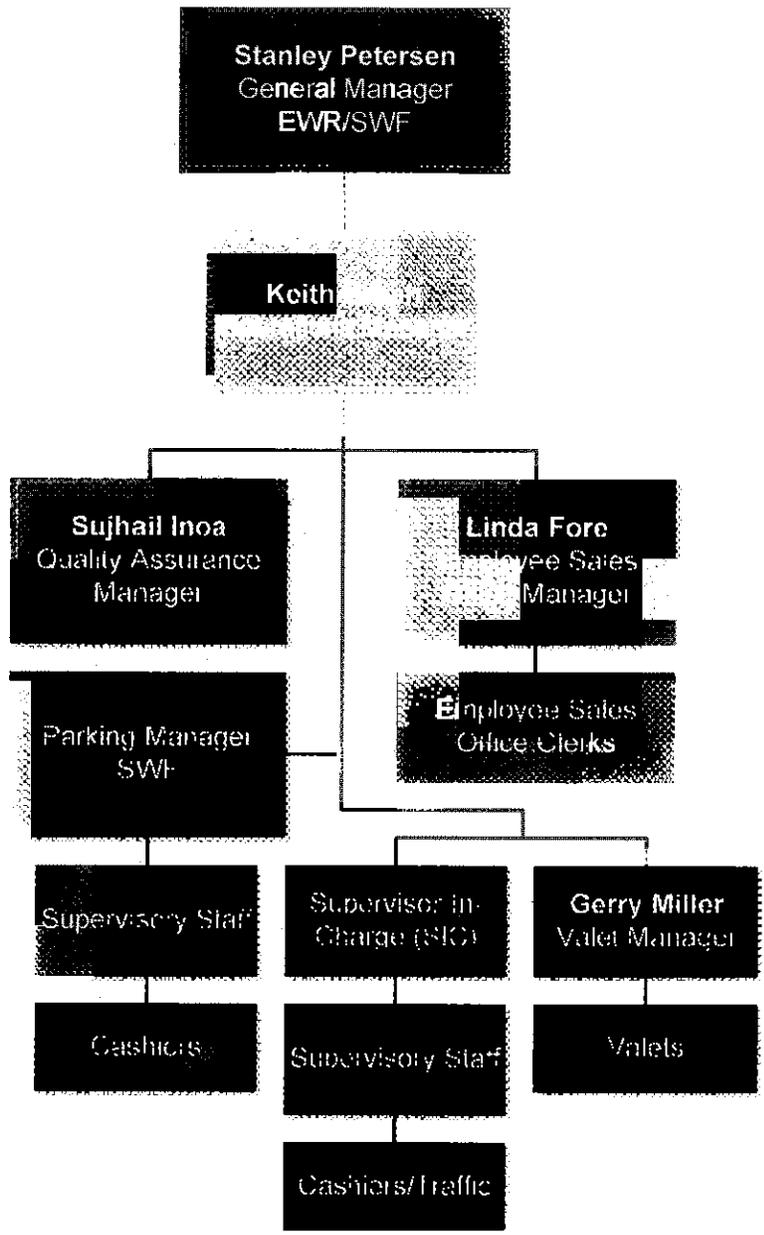
## **B. Comprehensive Organizational Charts**

Please see ABM Parking Services' comprehensive organizational charts for our Corporate, Regional and Airport Operations levels on the following pages.



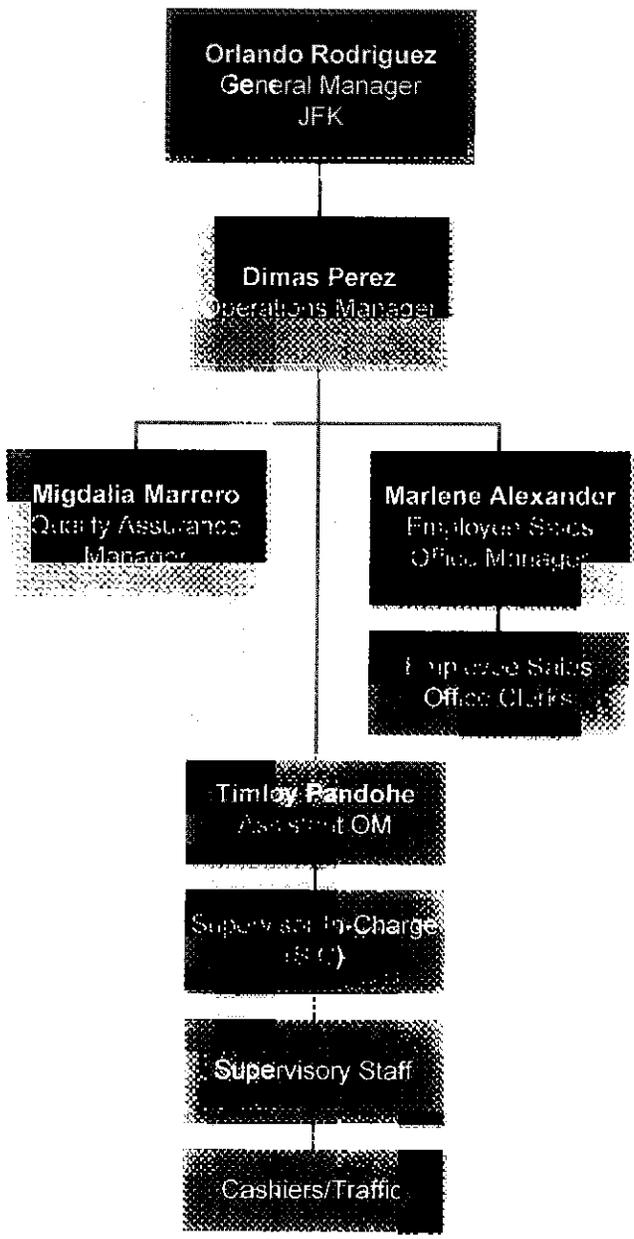


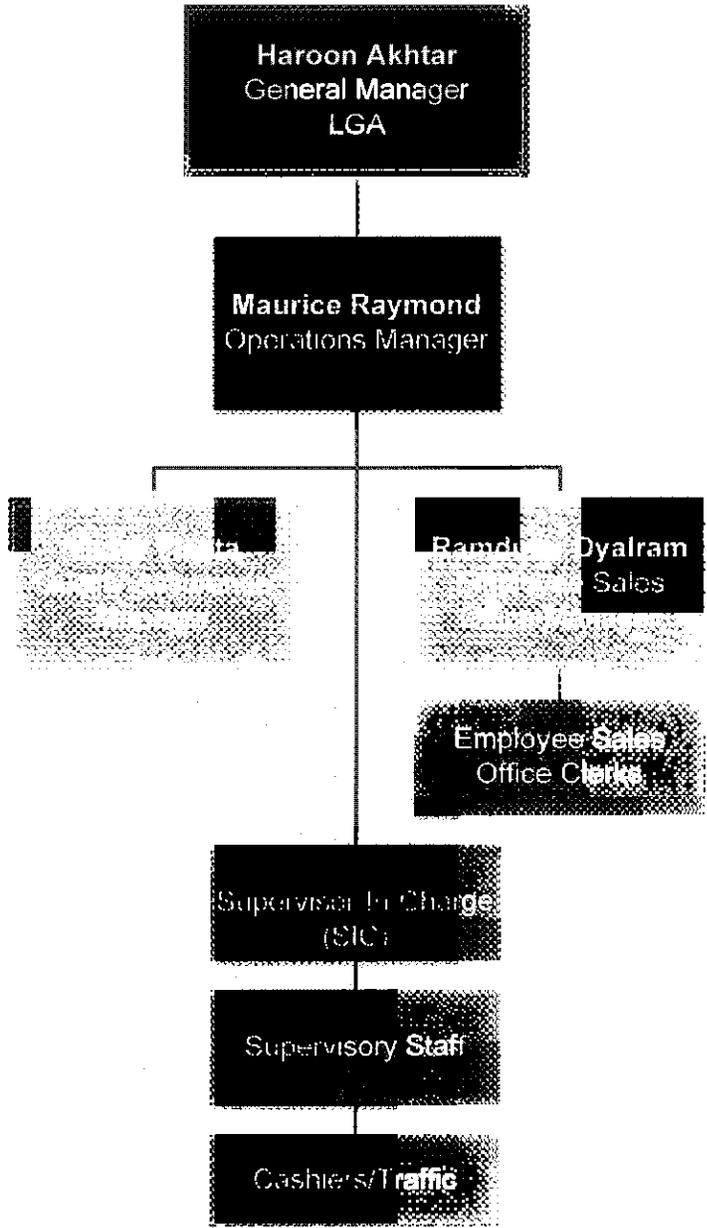
**RT ORGANIZATIONAL CHART**

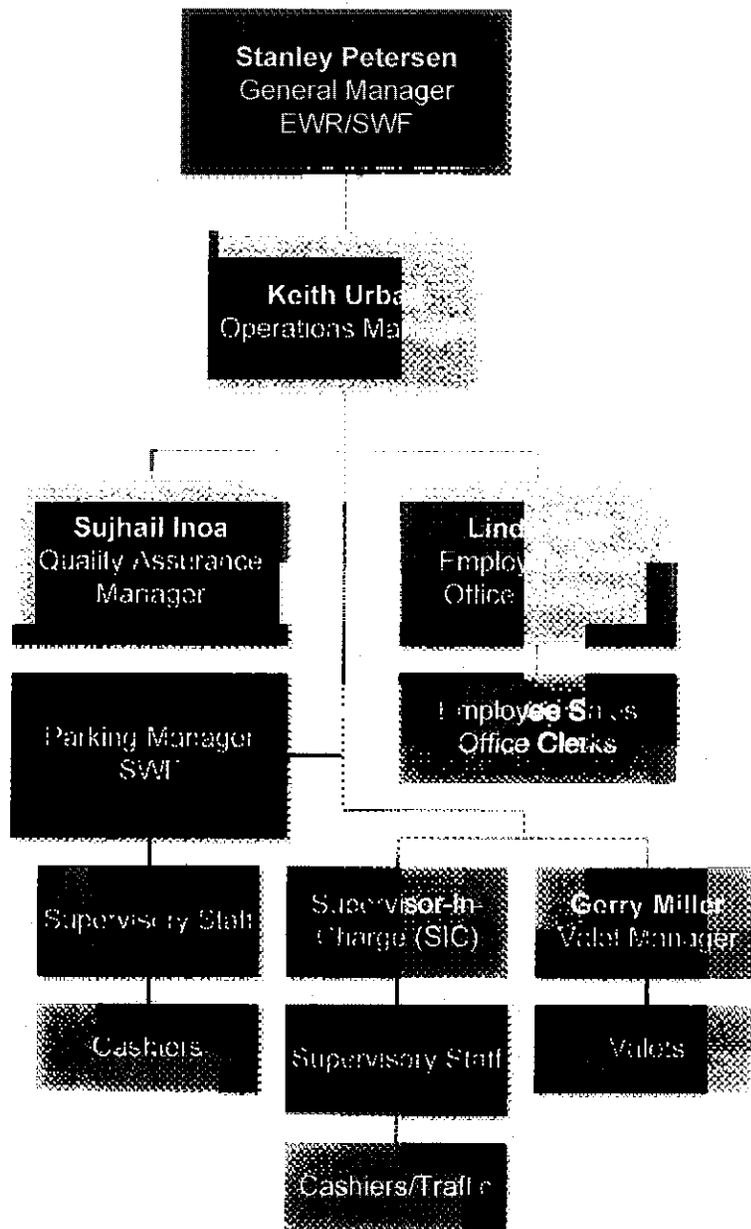
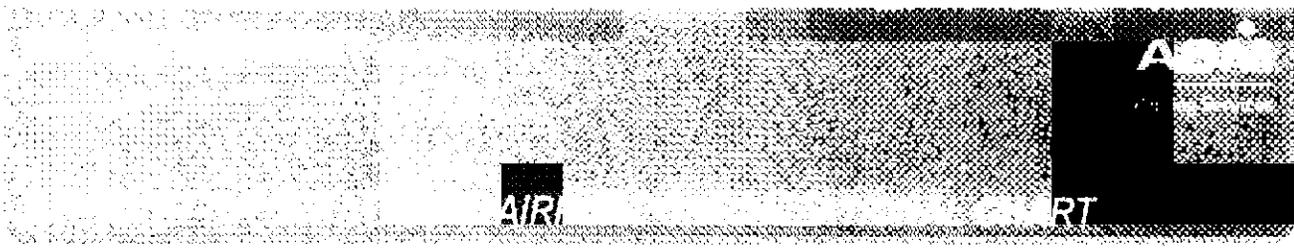




**RNA OPERATIONS DEPARTMENT CHART**







**THE PORT AUTHORITY OF NY & NJ**

John F. Kennedy  
INTERNATIONAL AIRPORT

LaGuardia  
AIRPORT

Newark Liberty  
INTERNATIONAL AIRPORT

Stewart  
INTERNATIONAL AIRPORT

**ABM**  
Parking Services

# WAGE, HEALTH AND SUPPLEMENTAL BENEFITS PLAN

The logo for ABM Parking Services, featuring the letters 'ABM' in a bold, sans-serif font.

Parking Services

## **I. Wage, Health and Supplemental Benefits Plan**

### **Self-Assessment Plan for All Years on Monthly Basis**

The wage, health and supplemental benefits calculations reports are done on a monthly basis to ensure affected employees by job classifications are correctly paid as required by the Port Authority contract agreement. The reports are also done for each contract period by airport and by job classifications as specified in the contract agreement. These calculations and reports are prepared by ABM Parking Services Corporate Controller's Office and are distributed to senior management staff for review.

The reports are also furnished to the Port Authority as required by contractual agreement. All support documents, reports, payroll register, health benefits plan, and supplemental benefits paid to employee are also provided to the Port Authority for their audit review.

By submitting this RFP, ABM Parking Services certifies that we will meet all wage and benefit requirements in the contract with no exception.

Please see the following pages for report samples.



Airport System Parking

The Port Authority of New York and New Jersey  
 Newark Liberty International Airport  
 2011/2012 WAGES/BENEFITS CALCULATION  
 Period: May 18, 2011 thru May 14, 2012  
 Contract Year Ended 5/14/2012 Year 2 - Option 2  
 Month: April 2012

ITEM	Period	AVERAGES	AVERAGES	HOURS	HOURS	WAGES	WAGES
		(42010-404)	(42010-405)	(42010-104)	(42010-105)	(42010-104)	(42010-105)
		CASHIER	TRAFFIC ATTENDANT	CASHIER	TRAFFIC ATTENDANT	CASHIER	TRAFFIC ATTENDANT
<b>HOURLY WAGE RATE</b>							
5/18 to 5/31/11	May-11	11,839.7	12,259.7	8,779.00	3,857.50	103,936.57	47,291.64
6/1 to 6/30/11	Jun-11	11,758.4	12,515.7	8,608.50	2,972.00	101,290.81	37,196.65
7/1 to 7/31/11	Jul-11	11,675.2	12,058.8	17,572.00	4,856.25	203,400.59	63,392.30
8/31/2011 & 9/15/11	Aug-11	11,742.0	12,741.2	16,467.32	5,663.75	192,855.01	71,992.93
9/15 & 9/15/11	Sep-11	11,386.1	12,404.9	14,498.75	7,003.50	173,783.35	87,228.23
9/15 & 10/15/11	Oct-11	11,371.1	12,209.4	14,396.50	7,018.00	170,902.14	85,825.61
10/15 & 11/15/11	Nov-11	11,805.2	12,453.5	15,801.45	6,751.50	186,540.26	84,284.51
11/15 & 12/15/11	Dec-11	11,911.5	12,504.1	15,193.25	6,523.25	180,973.93	81,893.36
12/15 & 1/15/12	Jan-12	11,809.4	12,312.6	14,792.00	6,351.00	174,684.38	78,197.60
1/15 & 2/15/12	Feb-12	11,820.3	12,330.3	15,439.75	6,858.25	183,428.38	84,584.63
2/15 & 3/15/12	Mar-12	11,748.6	12,426.4	14,575.50	6,381.75	171,197.18	79,366.22
3/15 & 4/15/12	Apr-12	11,800.8	12,547.7	15,521.80	6,391.00	181,304.65	80,000.80
	May-12	#DIV/0!	#DIV/0!				
		#DIV/0!	#DIV/0!				
		#DIV/0!	#DIV/0!	0.00	0.00	0.00	0.00
	<b>TOTAL</b>	11,793.5	12,477.5	171,645.32	70,627.75	2,024,307.26	881,254.48
	PER BID	11,863.9	11,993.8				
	Under/Over	0.0704	(1,383.7)				
<b>HOLIDAY/DAY/PERSONAL/BEREAVEMENT/INJURY/MEDICAL REIMB</b>							
	May-11	0.591	0.8406	8,779.00	3,857.50	10,176.12	3,242.57
	Jun-11	0.1030	0.1265	8,608.50	2,972.00	887.04	372.96
	Jul-11	0.7207	0.6897	17,572.00	4,856.25	12,663.70	3,349.52
7/31/2011 & 8/15/11	Aug-11	0.2083	0.1516	16,467.32	5,663.75	3,430.08	858.54
	Sep-11	0.6929	0.3473	14,498.75	7,003.50	10,045.62	2,433.84
	Oct-11	0.1353	0.0481	14,396.50	7,018.00	1,947.42	337.28
	Nov-11	0.1115	0.0731	15,801.45	6,751.50	1,762.00	157.12
	Dec-11	0.7170	0.4886	15,193.25	6,523.25	10,693.91	3,187.17
	Jan-12	1.1585	0.9970	14,792.00	6,351.00	17,136.08	6,332.98
	Feb-12	0.5948	1.0350	15,439.75	6,858.25	9,184.08	7,098.16
	Mar-12	0.6478	0.4665	14,575.50	6,381.75	9,441.68	2,977.04
	Apr-12	0.0352	0.0337	15,521.80	6,391.00	545.84	343.35
	May-12	#DIV/0!	#DIV/0!	0.00	0.00		

**Ampco System: Parking**  
**The Port Authority of New York and New Jersey**  
**Newark Liberty International Airport**  
**2011/2012 WAGES/BENEFITS CALCULATION**  
 Period: May 15, 2011 thru May 14, 2012  
 Contract Year Ended 6/14/2012 Year 2 - Option 2  
 Month: April 2012

Item	Period	AVERAGES	AVERAGES	HOURS	HOURS	WAGES	WAGES
		(42010-104)	(42010-105)	(42010-104)	(42010-105)	(42010-104)	(42010-105)
		CASHIER	TRAFFIC ATTENDANT	CASHIER	TRAFFIC ATTENDANT	CASHIER	TRAFFIC ATTENDANT
		#DIV/0!	#DIV/0!	0.00	0.00	0.00	0.00
		#DIV/0!	#DIV/0!	0.00	0.00	0.00	0.00
	TOTAL	0.5133	0.4345	171,645.82	70,627.75	86,740.57	30,939.74
	PER BID	0.5572	0.4523				
	Under/(Over)	0.0386	0.0178				
<b>SICK TIME ALLOWANCE</b>							
	May-11	0.0000	0.0000	8,779.00	3,857.50	0.00	0.00
	Jun-11	0.0000	0.0000	8,669.50	2,972.00	0.00	0.00
	JUL-11	0.1135	0.1116	17,572.00	4,856.25	1,893.73	541.05
7/31/2011 3:40:57	Aug-11	0.2109	0.0610	16,467.32	5,663.75	3,472.16	245.60
8/31/2011	Sep-11	0.3041	0.1231	14,498.75	7,003.50	4,409.68	857.36
	Oct-11	0.2651	0.0626	14,396.50	7,018.00	3,817.14	439.17
	Nov-11	0.1265	0.1321	15,801.45	6,751.50	1,998.96	891.66
	Dec-11	0.1026	0.1694	15,193.25	6,523.25	2,013.90	1,101.12
	Jan-12	0.2563	0.1078	14,792.00	3,351.00	3,791.53	684.88
	Feb-12	0.2998	0.1919	15,439.75	3,659.25	4,628.24	1,316.32
	Mar-12	0.4058	0.1532	14,575.50	5,381.75	5,915.42	977.34
	Apr-12	0.1298	0.1652	15,521.80	6,391.00	2,014.93	1,036.90
	May-12	#DIV/0!	#DIV/0!	0.00	0.00		
	Reversal 5/21/2011	#DIV/0!	#DIV/0!	0.00	0.00	(2,732.55)	(1,048.73)
	Apr-12 of 4/30/12	#DIV/0!	#DIV/0!	0.00	0.00	0,754.96	5,859.51
	TOTAL	0.3374	0.1861	171,645.82	70,627.75	40,740.85	15,141.94
	PER BID	0.2733	0.2232				
	Under/(Over)	0.0359	0.0371				
<b>PENSION</b>							
	May-11	0.0000	0.0000	8,779.00	3,857.50	0.00	0.00
	Jun-11	0.9196	1.1419	8,669.50	2,972.00	7,918.40	3,692.60
	JUL-11	0.5426	0.9484	17,572.00	4,856.25	9,534.40	4,006.65
	Aug-11	0.5004	0.7198	16,467.32	5,663.75	3,740.40	4,078.60
	Sep-11	0.5428	0.5478	14,498.75	7,003.50	7,669.60	3,636.00
	Oct-11	0.6875	0.7300	14,396.50	7,018.00	9,897.20	5,173.00
	Nov-11	0.5008	0.6006	15,801.45	6,751.50	7,913.40	4,054.80

**Amisco System Parking**

The Port Authority of **New York** and New Jersey  
 Newark Liberty International Airport  
 2011/2012 WAGES/BENEFITS CALCULATION  
 Period: May 15, 2011 thru May 14, 2012  
 Contract: Year Ended 5/14/2012 Year 2 - Option 2  
 Month: April 2012

ITEM	Period	AVERAGE	AVERAGE	HOURS	HOURS	WAGES	WAGES
		(42010-104)	(42010-105)	(42010-104)	(42010-105)	(42010-104)	(42010-105)
		CASHIER	TRAFFIC ATTENDANT	LANE CASHIER	TRAFFIC ATTENDANT	LANE CASHIER	TRAFFIC ATTENDANT
	Dec-11	0.6701	0.7352	15,193.25	6,523.25	10,180.60	4,796.00
	Jan-12	0.5571	0.5835	14,792.00	6,351.00	8,240.40	3,706.00
	Feb-12	0.5267	0.5533	15,439.75	6,858.25	8,131.40	3,615.00
	Mar-12	0.7000	0.7310	14,575.50	6,381.75	10,202.40	4,665.20
	Apr-12	0.4944	0.5696	15,521.80	6,391.00	7,672.60	3,640.80
	May-12	#DIV/0!	#DIV/0!	0.00	0.00		
		#DIV/0!	#DIV/0!	0.00	0.00	0.00	0.00
		#DIV/0!	#DIV/0!	0.00	0.00	0.00	0.00
	<b>TOTAL</b>	<b>0.5881</b>	<b>0.6477</b>	<b>7,645.82</b>	<b>70,627.75</b>	<b>95,802.00</b>	<b>45,713.20</b>
	<b>PER BID</b>	<b>0.5046</b>	<b>0.4779</b>				
	<b>Under/(Over)</b>	<b>(0.0835)</b>	<b>(0.1698)</b>				
<b>HEALTH WELFARE</b>							
	May-11	0.0000	0.0000	3,779.00	3,857.50	0.00	0.00
	Jun-11	1.4398	2.2903	6,608.50	2,972.00	38,220.00	9,750.00
	Jul-11	2.1997	2.0977	17,572.00	4,856.25	37,440.00	9,750.00
	Aug-11	2.2496	1.7215	16,167.32	5,663.75	37,050.00	9,750.00
	Sep-11	2.5699	1.2808	14,498.75	7,003.50	39,000.00	8,970.00
	Oct-11	2.6818	1.6116	14,396.50	7,018.00	38,610.00	11,310.00
	Nov-11	2.4434	1.0752	15,901.45	6,751.50	38,610.00	11,310.00
	Dec-11	2.3672	2.2171	15,193.25	6,523.25	36,270.00	14,430.00
	Jan-12	2.4520	2.3335	14,792.00	6,351.00	36,270.00	14,820.00
	Feb-12	2.3997	2.0472	15,439.75	6,858.25	37,050.00	14,040.00
	Mar-12	2.5436	2.4445	14,575.50	6,381.75	37,050.00	15,600.00
	Apr-12	2.3116	2.3189	15,521.80	6,391.00	35,880.00	14,820.00
	May-12	#DIV/0!	#DIV/0!	0.00	0.00		
		#DIV/0!	#DIV/0!	0.00	0.00	0.00	0.00
		#DIV/0!	#DIV/0!	0.00	0.00	0.00	0.00
	<b>TOTAL</b>	<b>2.3971</b>	<b>1.9051</b>	<b>171,545.82</b>	<b>70,627.75</b>	<b>411,450.00</b>	<b>134,560.00</b>
	<b>PER BID</b>	<b>2.8251</b>	<b>2.7045</b>				
	<b>Under/(Over)</b>	<b>0.4280</b>	<b>0.7994</b>				

**Ampco System Parking**  
**The Port Authority of New York and New Jersey**  
**Newark Liberty International Airport**  
**2011/2012 WAGES/BENEFITS CALCULATION**  
**Period: May 15, 2011 thru May 14, 2012**  
**Contract Year Ended 5/14/2012 Year 2 - Option 2**  
**Month: April 2012**

ITEM	Period	AVERAGES	AVERAGES	HOURS	HOURS	WAGES	WAGES
		(42010-104)	(42010-105)	(42010-104)	(42010-105)	(42010-104)	(42010-105)
		CASHIER	TRAFFIC ATTENDANT	CASHIER	TRAFFIC ATTENDANT	CASHIER	TRAFFIC ATTENDANT
	May-11	0.6600	0.1155	8,779.00	3,857.50	5,708.86	445.60
	Jun-11	0.6536	0.7676	8,608.50	2,972.00	5,825.86	2,281.25
	Jul-11	0.9903	1.4388	17,572.00	4,356.25	17,401.07	6,241.54
	Aug-11	0.7993	0.5683	16,457.32	5,663.75	3,163.14	3,218.58
	Sep-11	0.6986	0.6949	14,493.75	7,003.50	10,123.98	3,166.58
	Oct-11	0.7263	0.2178	14,396.50	7,018.00	10,484.98	1,949.92
	Nov-11	1.0860	0.4910	15,801.45	6,751.50	17,160.08	3,315.25
	Dec-11	0.9511	0.9580	15,193.25	6,523.75	17,450.38	3,240.57
	Jan-12	0.6488	0.5513	14,792.00	6,351.00	5,597.12	3,301.20
	Feb-12	0.7508	0.1571	15,439.75	6,858.25	11,690.25	5,152.32
	Mar-12	0.6904	0.1024	14,575.50	6,381.75	10,062.21	653.87
	Apr-12	0.9928	0.4227	15,521.80	6,391.00	15,410.44	2,701.49
	May-12	#DIV/0!	#DIV/0!	0.00	0.00		
	Reversal of 3/31/2011	#DIV/0!	#DIV/0!	0.00	0.00	(43,514.07)	(5,762.55)
	Accrual of 4/30/12	#DIV/0!	#DIV/0!	0.00	0.00	17,687.00	18,880.00
	TOTAL	0.8410	0.7312	171,645.82	70,627.75	44,412.15	21,910.54
	PER DIE	0.8150	0.6134				
	Under/Over	(0.0263)	(0.1178)				
<b>BONUS</b>							
	May-11	0.0000	0.0000	8,779.00	3,857.50		
	Jun-11	0.0000	0.0000	8,608.50	2,972.00		
	Jul-11	0.0000	0.0000	17,572.00	4,356.25		
	Aug-11	0.0000	0.0000	16,457.32	5,663.75		
	Sep-11	0.0000	0.0000	14,493.75	7,003.50		
	Oct-11	0.0000	0.0000	14,396.50	7,018.00		
	Nov-11	0.0000	0.0000	15,801.45	6,751.50		
	Dec-11	1.2242	0.0000	15,193.25	6,523.25	18,560.00	
	Jan-12	0.0000	0.0000	14,792.00	6,351.00		
	Feb-12	0.0000	0.0109	15,439.75	6,858.25		75.00
	Mar-12	0.0000	-0.0118	14,575.50	6,381.75		(75.00)
	Apr-12	0.0000	0.0000	15,521.80	6,391.00		
	May-12			0.00	0.00		

**Ampco System Parking**  
**The Port Authority of New York and New Jersey**  
**Newark Liberty International Airport**  
**2011/2012 WAGES/BENEFITS CALCULATION**  
 Period: May 15, 2011 thru May 14, 2012  
 Contract Year Ended 5/14/2012 Year 2 - Option 2  
 Month: April 2012

ITEM	Period	AVERAGES	AVERAGES	HOURS	HOURS	WAGES	WAGES
		(42010-104)	(42010-105)	(42010-104)	(42010-105)	(42010-104)	(42010-105)
		CASHIER	TRAFFIC ATTENDANT	LANE CASHIER	TRAFFIC ATTENDANT	LANE CASHIER	TRAFFIC ATTENDANT
		#DIV/0!	#DIV/0!	0.00	0.00		
		#DIV/0!	#DIV/0!	0.00	0.00		
	TOTAL	0.0000		171,645.92	70,627.75	18,600.00	0.00
	Per Bid						
	Under/Over	(0.1000)					
	Total Sub-Benefits	4,6557	3,9041	171,645.82	70,627.75	799,126.72	275,735.42
	Per Bid	4,9685	4,5013				
	Under/Over	0.3129	0.5972				
	Amount	\$ 53,712	\$ 42,181				
	Total Wages	10,4457	16,3815	171,645.82	70,627.75	2,823,433.98	1,156,989.90
	PER BID	13,8325	15,5901				
	Check	13,8325	15,5900				
	Under/Over	0.0000	(0.7364)				
	Amount	\$ 0.00	\$ (55,843)				



**Ampco System Parking**  
**The Port Authority of New York and New Jersey**  
**Newark Liberty International Airport**  
**2011/2012 WAGES/BENEFITS CALCULATION**  
 Period: May 15, 2011 thru May 14, 2012  
 Contract Year Ended 5/14/2012 Year 2 - Option 2  
 Month: April 2012

ITEM	AVERAGES (42010-102) SUPERVISOR IN CHARGE	AVERAGES (42010-102) PARSONS SUPERVISOR	AVERAGES (42010-103) OFFICE/REV CLERICAL	HOURS (42010-102) SUPERVISOR IN CHARGE	HOURS (42010-102) PARKING SUPERVISOR	HOURS (42010-103) OFFICE/REV CLERICAL	WAGES (42010-102) SUPERVISOR IN CHARGE	WAGES (42010-102) SUPERVISOR IN CHARGE	WAGES (42010-103) OFFICE/REV CLERICAL
JOURLY WAGE RATE									
5/15/2011	15,770	5,450	15,000	794.90	5,061.76	2,030.16	14,915.68	78,333.54	30,455.35
6/1/2011	19,070	5,558	14,780	771.75	4,919.51	1,995.96	14,717.50	76,579.92	29,174.25
30 & 7/5/11	16,388	5,261	15,250	1,382.25	9,270.52	3,705.61	16,152.20	141,478.70	56,535.75
30/01 & 3/5/11	18,670	5,428	15,200	1,527.25	9,519.27	3,656.61	18,523.07	146,850.31	53,698.31
8 & 9/15/11	18,025	5,150	15,010	1,511.75	10,201.18	3,457.66	18,455.83	154,355.22	48,480.15
30 & 10/31/11	18,584	5,210	14,250	1,427.00	10,072.77	3,372.09	18,634.13	155,531.38	48,054.53
30 & 11/30/11	18,458	5,060	15,030	1,500.25	9,981.77	3,712.88	18,625.45	155,582.00	56,681.05
30 & 12/31/11	18,742	5,370	15,100	1,340.25	9,392.27	3,662.35	18,978.00	145,930.06	56,556.91
30 & 1/31/12	18,688	5,512	15,780	1,517.00	9,463.27	3,430.73	18,341.50	146,218.67	52,435.44
30 & 2/29/12	18,700	5,750	15,050	1,371.50	9,940.52	3,836.45	19,419.24	152,008.40	56,514.60
1/9 & 3/15/12	18,800	5,420	15,180	1,438.50	9,760.11	3,435.53	17,443.87	150,573.43	52,176.06
12/1/12	18,700	5,280	15,300	1,483.50	10,292.87	3,637.45	17,741.88	157,300.31	53,896.6
May-12	WD/VO	WD/VO	WD/VO						
June-12	WD/VO	WD/VO	WD/VO						
July-12	WD/VO	WD/VO	WD/VO	0.00		0.00	0.00	0.00	0.00
TOTAL	8,7848	15,3607	14,0780	16,583.50	107,876.58	40,034.66	310,685.96	1,659,154.55	509,630.37
PER 500	6,2134	10,1334	10,1326						
Under/Over	(6,1215)	1,1430	0,1518						
COLLECTIVE AGREEMENT BENEFITS/MEDICAL REIMS									
May-11	2,1965	2,293	0,8981	794.90	5,061.76	2,030.16	1,745.12	6,222.60	1,890.00
June-11	9,7009	0,0447	0,0300	771.75	4,919.51	1,995.96	159.60	220.00	0.00
July-11	9,7880	0,0577	0,0700	1,382.25	9,270.52	3,705.61	104.72	3,188.24	2,144.00
30/01 & 3/5/11	9,0380	0,0440	0,0300	1,527.25	9,519.27	3,656.61	136.00	127.60	0.00
September-11	7,1594	0,0692	0,0181	1,511.75	10,201.18	3,457.66	1,752.22	5,806.96	1,384.00
October-11	9,8820	0,0391	0,0300	1,427.00	10,072.77	3,372.02	1,258.92	3,437.84	0.00
Nov-11	9,7705	0,0457	0,1634	1,500.25	9,981.77	3,702.88	1,157.44	1,554.46	1,004.00
Dec-11	9,6708	1,3842	1,3055	1,340.25	9,392.27	3,662.35	3,202.62	19,530.84	4,781.06
Jan-12	1,7736	1,1517	1,2281	1,517.00	9,463.27	3,430.73	2,601.44	11,277.10	4,213.51
Feb-12	9,6007	0,0237	0,4900	1,571.50	9,940.52	3,886.45	1,403.52	6,194.60	1,506.00
Mar-12	1,2406	0,0986	0,5550	1,355.00	9,750.11	3,435.53	1,136.72	6,320.88	1,906.00
April-12	0,2774	0,0173	0,0089	1,483.50	10,292.87	3,697.45	315.04	795.50	356.16
May-12	WD/VO	WD/VO	WD/VO	0.00	0.00	0.00			
June-12	WD/VO	WD/VO	WD/VO	0.00	0.00	0.00			
July-12	WD/VO	WD/VO	WD/VO	0.00	0.00	0.00			
TOTAL	6,8650	6,5807	6,4871	16,583.50	107,876.58	40,034.66	16,334.34	63,656.06	19,500.14
PER 500	6,8115	6,6619	6,8166						
Under/Over	(6,1705)	0,0016	0,0095						

**Ampco System Parking**  
**The Port Authority of New York and New Jersey**  
**Newark Liberty International Airport**  
**2011/2012 WAGES/BENEFITS CALCULATION**  
**Period: May 15, 2011 thru May 14, 2012**  
**Contract Year Ended 5/14/2012 Year 2 - Option 1**  
**Months: April 2012**

ITEM	AVERAGES	AVERAGES	AVERAGES	HOURS	HOURS	HOURS	WAGES	WAGES	WAGES
	(42010-02) SUPERVISOR IN CHARGE	(42010-102) PARKING SUPERVISOR	(42010-03) OFF. CLERICAL	(42010-102) SUPERVISOR IN CHARGE	(42010-02) PARKING SUPERVISOR	(42010-03) OFF. CLERICAL	(42010-102) SUPERVISOR IN CHARGE	(42010-102) PARKING SUPERVISOR	(42010-103) OFF. CLERICAL
SICK TIME ALLOWANCE									
May-11	0.0000	0.0000	0.0761	794.50	3,061.76	2,030.18	0.00	3.00	154.42
Jun-11	0.2069	0.1512	0.4675	771.75	3,919.51	1,995.96	0.00	648.40	639.06
Jul-11	0.2072	0.1770	0.2554	1,388.25	9,270.49	3,705.6	257.68	1,641.30	589.64
Aug-11	0.2951	0.2494	0.1523	1,527.25	9,519.27	3,953.51	453.20	2,373.98	589.16
Sep-11	0.1748	0.2746	0.1946	1,511.75	10,201.18	3,167.33	264.00	2,801.66	672.93
Oct-11	0.5017	0.1459	0.0717	1,471.00	10,072.77	3,372.07	770.06	1,500.08	241.88
Nov-11	0.3085	0.1827	0.1543	1,503.25	9,981.77	3,702.33	161.24	1,922.57	579.40
Dec-11	0.2915	0.3279	0.1310	1,543.75	9,392.17	3,502.33	155.34	3,032.73	401.84
Jan-12	0.839	0.2828	0.2368	1,517.00	9,463.77	3,426.70	279.04	2,674.48	872.29
Feb-12	0.2853	0.3714	0.3318	1,571.50	9,940.52	3,986.45	505.34	3,692.12	1,572.83
Mar-12	0.2078	0.2159	0.2423	1,438.50	9,700.77	3,435.53	37.08	2,107.59	632.75
Apr-12	0.1939	0.3067	0.4196	1,483.50	10,292.97	3,687.43	227.66	3,154.24	1,543.3
May-12	#DIV/0!	#DIV/0!	#DIV/0!	0.00	0.00	0.00			
Reversal 5/31/2011	#DIV/0!	#DIV/0!	#DIV/0!	0.00	0.00	0.00	(618.16)	(1,528.29)	(397.50)
April 2012	#DIV/0!	#DIV/0!	#DIV/0!	0.00	0.00	0.00	2,021.60	18,908.37	4,944.01
TOTAL	0.3725	0.3044	0.3334	16,583.50	107,876.38	40,834.58	6,177.62	32,632.79	13,349.19
PER BID	0.3785	0.4337	0.3514						
Under/Over	0.0061	0.1293	0.0180						

HEALTH AND ACCIDENTAL									
ITEM	AVERAGES	AVERAGES	AVERAGES	HOURS	HOURS	HOURS	WAGES	WAGES	WAGES
	(42010-02) SUPERVISOR IN CHARGE	(42010-102) PARKING SUPERVISOR	(42010-03) OFF. CLERICAL	(42010-102) SUPERVISOR IN CHARGE	(42010-02) PARKING SUPERVISOR	(42010-03) OFF. CLERICAL	(42010-102) SUPERVISOR IN CHARGE	(42010-102) PARKING SUPERVISOR	(42010-103) OFF. CLERICAL
May-11	0.0000	0.0000	0.0000	794.50	3,061.76	2,030.18			
Jun-11	0.6814	0.0708	0.4950	771.75	3,919.51	1,995.96	1,471.56	5,106.09	17,957.89
Jul-11	0.5823	1.5334	0.8996	1,388.25	9,270.49	3,705.61	7,471.05	4,215.21	17,485.04
Aug-11	1.8922	1.9453	4.7403	1,527.25	9,519.27	3,953.6	7,471.65	4,114.23	14,316.55
Sep-11	0.1930	1.3966	0.8163	1,511.75	10,201.18	3,457.85	7,790.07	7,045.57	10,158.75
Oct-11	0.4591	1.7577	0.8156	1,471.00	10,072.77	3,372.07	7,790.07	7,045.57	10,680.50
Nov-11	0.6930	1.8936	0.7142	1,608.25	9,981.77	3,702.33	8,441.88	10,504.36	12,753.34
Dec-11	0.9129	1.9728	1.7329	1,516.25	9,392.17	3,662.33	8,441.88	10,529.36	17,035.56
Jan-12	0.0938	1.9338	0.4027	1,571.50	9,463.77	3,439.76	8,243.96	13,256.98	11,875.96
Feb-12	0.8923	1.9177	0.6921	1,571.50	9,940.52	3,986.45	8,243.96	19,062.98	17,047.40
Mar-12	0.1261	1.9733	0.3195	1,438.50	9,700.77	3,435.53	9,243.96	19,279.98	17,401.18
Apr-12	0.2512	1.9008	2.938	1,483.50	10,292.97	3,687.43	9,243.96	19,564.98	15,945.16
May-12	#DIV/0!	#DIV/0!	#DIV/0!	0.00	0.00	0.00			
TOTAL	0.6238	1.7878	0.3967	16,533.50	107,876.38	40,834.38	50,250.60	19,1048.31	68,957.10
PER BID	0.2181	0.5493	0.1963						
Under/Over	(2,405.6)	0.7610	(0.2304)						

VACATION									
ITEM	AVERAGES	AVERAGES	AVERAGES	HOURS	HOURS	HOURS	WAGES	WAGES	WAGES
	(42010-02) SUPERVISOR IN CHARGE	(42010-102) PARKING SUPERVISOR	(42010-03) OFF. CLERICAL	(42010-102) SUPERVISOR IN CHARGE	(42010-02) PARKING SUPERVISOR	(42010-03) OFF. CLERICAL	(42010-102) SUPERVISOR IN CHARGE	(42010-102) PARKING SUPERVISOR	(42010-103) OFF. CLERICAL
May-11	0.0000	0.4111	0.4597	794.50	3,061.76	2,030.18	0.00	1,982.24	639.06
Jun-11	0.2069	1.1244	0.3366	771.75	3,919.51	1,995.96	59.69	3,531.58	612.29

**Airport System Parking**  
 The Port Authority of New York and New Jersey  
 Newark Liberty International Airport  
**2011/2012 WAGES/BENEFITS CALCULATION**  
 Period: May 15, 2011 thru May 31, 2011  
 Contract Year Ended 5/31/2012 Year 2 - Option 2  
 Month: April 2012

TM		AVERAGES	AVERAGES	AVERAGES	HOURS	HOURS	HOURS	WAGES	WAGES	WAGES
		(42010-102) SUPERVISOR IN CHARGE	(42010-102) PARKING SUPERVISOR	(42010-103) OFFICER/REV CLERICAL	(42010-102) SUPERVISOR IN CHARGE	(42010-102) PARKING SUPERVISOR	(42010-103) OFFICER/REV CLERICAL	(42010-102) SUPERVISOR IN CHARGE	(42010-102) PARKING SUPERVISOR	(42010-103) OFFICER/REV CLERICAL
	Jul-11	2,0738	1,4234	1,1872	1,383.25	9,270.82	3,756.31	2,885.57	3,495.71	4,437.72
312511000011	Aug-11	0,7889	0,6582	0,6241	1,527.25	9,515.27	3,856.51	1,774.24	3,517.15	2,749.03
	Sep-11	0,4807	0,6712	1,2864	1,511.75	10,201.18	3,457.05	695.68	6,877.89	1,448.21
	Oct-11	0,9761	0,3842	0,3838	1,427.00	10,072.77	3,372.02	1,333.36	5,368.37	1,280.40
	Nov-11	1,1395	0,3873	0,3964	1,006.25	9,551.77	3,702.06	1,830.40	5,361.78	3,009.14
	Dec-11	1,8558	1,0111	0,6232	1,516.25	9,392.27	3,662.36	2,869.65	9,507.02	3,282.07
	Jan-12	0,4523	1,3734	0,8665	1,317.00	9,463.27	3,430.78	746.80	12,385.46	2,972.61
	Feb-12	3,3953	1,7681	1,4915	1,711.50	9,940.52	3,885.45	5,289.42	11,591.05	6,790.73
	Mar-12	0,7383	0,4503	0,6297	1,138.50	9,760.77	3,435.53	1,062.00	4,304.86	2,133.36
	Apr-12	4335	0,7170	0,2105	1,483.50	10,202.97	3,697.45	2,126.54	7,686.42	778.46
	May-12	#DIV/0!	#DIV/0!	#DIV/0!	0.00	0.00	0.00			
	Revised 5/31/2011	#DIV/0!	#DIV/0!	#DIV/0!	0.00	0.00	0.00	(8,361.63)	(36,976.38)	(12,295.88)
	Acct. Bal of 4/30/12	#DIV/0!	#DIV/0!	#DIV/0!	0.00	0.00	0.00	6,488.60	39,516.65	16,124.53
	TOTAL	1,2886	0,9217	0,6089	16,583.50	107,876.58	40,034.66	21,369.77	89,536.72	35,683.03
	PER B/L	1,2906	1,0280	0,9936						
	Under/Over	0,0020	0,1063	0,0446						
00000	May-11	0,0000	0,0000	0,0000	731.50	5,061.76	2,030.19			
	Jun-11	0,0000	0,0000	0,0000	771.75	4,919.51	1,936.96			
	Jul-11	0,0000	0,0000	0,0000	1,388.25	9,270.82	3,706.61			
	Aug-11	0,0000	1,4287	0,0000	1,527.25	9,519.27	3,656.61		12,603.00	
	Sep-11	0,0000	0,3036	0,0000	1,511.75	10,201.18	3,457.05			
	Oct-11	0,0000	0,1092	0,0000	1,411.99	10,072.77	3,372.02		1,100.00	
E 11/30/11	Nov-11	0,0000	1,3874	0,0000	1,036.25	9,551.77	3,702.06		13,850.00	
	Dec-11	0,0000	3,5271	0,0000	1,516.25	9,392.27	3,662.36		31,252.00	
	Jan-12	0,0000	0,0000	0,0000	1,517.00	9,463.27	3,430.78			
	Feb-12	0,0000	1,1192	0,0000	1,571.50	9,940.52	3,885.45		11,126.00	
	Mar-12	0,0000	0,0077	0,0000	1,418.50	9,760.77	3,435.53		3,000.00	
	Apr-12	0,0000	0,0000	0,0000	1,483.50	10,202.97	3,697.45			
	May-12	#DIV/0!	#DIV/0!	#DIV/0!	0.00	0.00	0.00			
		#DIV/0!	#DIV/0!	#DIV/0!	0.00	0.00	0.00			
		#DIV/0!	#DIV/0!	#DIV/0!	0.00	0.00	0.00			
	TOTAL		0,9853		16,583.50	107,876.58	40,034.66	0.00	73,507.00	0.00
	Per B/L									
	Under/Over		(1,6670)							
	Acct. Balance	0,2587	4,2901	0,1131	3,583.50	107,876.53	40,034.66	137,121.39	162,800.87	204,322.15
	PER B/L	0,2587	4,2901	0,1131						
	Acct. Bal	12,0664	19,4702	20,1961	16,583.50	107,876.58	40,034.66	447,027.33	712,1955.41	306,480.22
	PER B/L	12,0664	19,4702	20,1961						

**Ampco System Parking**  
**The Port Authority of New York and New Jersey**  
**Sewark Liberty International Airport**  
**2011/2012 WAGES/BENEFITS CALCULATION**  
 Period: May 15, 2011 thru May 14, 2012  
 Contract Year Ended 5/14/2012 Year 2 - Option 2  
 Month: April 2012

ITEM	AVERAGES	AVERAGES	AVERAGES	HOURS	HOURS	HOURS	WAGES	WAGES	WAGES
	(42010-102) SUPERVISOR IN CHARGE	(42010-102) PARKING SUPERVISOR	(42010-102) OFFICER/REV CLERICAL	(42010-102) SUPERVISOR IN CHARGE	(42010-102) PARKING SUPERVISOR	(42010-102) OFFICER/REV CLERICAL	(42010-102) SUPERVISOR IN CHARGE	(42010-102) PARKING SUPERVISOR	(42010-103) OFFICER/REV CLERICAL
check	23,435.8	21,039.6	18,399.6						
Under/(Over)	(2,682.0)	2,156.2	(1,695.6)						
Under/(Over)	\$ (44,343)	\$ 232,600	\$ (57,861)						

**THE PORT AUTHORITY OF NY & NJ**

John F. Kennedy International Airport Newark Liberty International Airport  
1000 ALBANY ST. NEW YORK, NY 10018 1000 ALBANY ST. NEWARK, NJ 07102



Parking Services

# JFK SAMPLE WAGE & BENEFITS REPORT

**Ampco System Parking**  
 The Port Authority of New York and New Jersey  
 John F. Kennedy International Airport  
**2011-2012 WAGES/BENEFITS CALCULATION**  
 Period: May 16, 2011 thru May 15, 2012  
 Contract Year Ended May 14, 2012 - Year 2 Option 2  
 Month of April 2012

		AVERAGES (42010-104)	AVERAGES (42010-103)	AVERAGES (42010-105)	HOURS (42010-104)	HOURS (42010-103)	HOURS (42010-105)	WAGES (42010-104)	WAGES (42010-103)	WAGES (42010-105)
		LANE	OFFICE/REV	TRAFFIC	LANE	OFFICE/REV	TRAFFIC	LANE	OFFICE/REV	TRAFFIC
		CASHIER	CLERICAL	ATTENDANT	CASHIER	CLERICAL	ATTENDANT	CASHIER	CLERICAL	ATTENDANT
		*****	*****	*****	*****	*****	*****	*****	*****	*****
<b>HOURLY WAGE RATE</b>										
May 16 2011	May 11	11,8800	15,7375	11,9753	8,700 25	1,289 04	1,653 25	103,411.25	20,350 34	19,798 4
Jun 1 2011	Jun 11	11,8986	15,5995	11,9267	7,972 00	1,304 51	1,475 50	94,752 16	20,349 75	17,308 19
Jul 1 2011	Jul 11	11,9398	15,0000	11,9175	14,835 50	2,501 27	2,930 25	175,812 14	55,036 20	35,278 70
Aug 1 2011	Aug 11	11,2098	14,7892	11,8270	14,261 75	2,297 93	2,960 00	180,189 74	53,864 50	35,007 81
Sep 1 2011	Sep 11	11,5120	14,3371	11,9343	14,776 25	2,441 92	3,039 25	179,527 55	38,476 97	33,271 26
Oct 1 2011	Oct 11	12,2158	10,3163	12,1683	15,080 25	2,376 77	2,841 75	184,219 39	38,780 84	35,621 58
Nov 1 2011	Nov 11	12,1571	16,0181	12,0882	15,341 50	2,498 52	2,995 50	185,516 72	40,623 94	36,225 34
Dec 1 2011	Dec 11	12,1881	15,9472	12,0724	14,462 00	2,521 27	2,813 00	176,112 32	37,017 06	34,240 89
Jan 12 2012	Jan 12	14,1507	15,9358	12,0575	14,422 25	2,208 02	2,786 50	175,210 87	36,186 69	33,718 91
Feb 12 2012	Feb 12	14,1482	15,0887	12,2187	15,278 75	2,507 06	2,954 75	185,608 73	40,325 43	34,841 31
Mar 12 2012	Mar 12	14,0620	15,2263	12,1343	14,742 25	2,316 86	2,490 00	177,830 78	37,663 22	30,159 76
Apr 12 2012	Apr 12	14,9945	15,0667	12,0135	15,272 75	2,271 36	2,614 75	183,169 66	38,262 50	31,113 20
May 12	May 12	#DIV/0!	#DIV/0!	#DIV/0!						
Reverse	Reverse	#DIV/0!	#DIV/0!	#DIV/0!	0.00	0.00	0.00	0.00	0.00	0.00
Adjust	Adjust	#DIV/0!	#DIV/0!	#DIV/0!	0.00	0.00	0.00	0.00	0.00	0.00
<b>TOTAL</b>		12,0395	15,7739	12,0302	66,135 50	20,334 51	31,596 50	1,998,672 38	415,387 13	380,205 72
<b>PER DAY</b>		2,4081	3,1548	2,4060						
<b>Under/Over</b>		0.1087	0.6230	(1.6348)						
<b>COLLEASISTHRODAYPERSONALUBEREAVEMENTSINJURYMEDICAL ALLOWANCE</b>										
May 11	May 11	0.9758	1.0277	1.0541	8,700 25	1,289 04	1,653 25	8,489 76	1,318 02	1,742 72
Jun 11	Jun 11	0.0570	0.0767	0.0577	7,972 00	1,304 51	1,475 50	300 00	100 00	100 00
Jul 11	Jul 11	0.6591	0.3854	0.3136	14,835 50	2,501 27	2,960 25	7,998 29	1,359 18	2,408 40
Aug 11	Aug 11	0.0880	0.1382	0.0848	14,261 75	2,297 93	2,960 00	2,114 44	1,718 80	192 16
Sep 11	Sep 11	0.5996	0.4380	0.3656	14,776 25	2,441 92	3,039 25	8,715 64	1,071 19	1,720 08
Oct 11	Oct 11	0.5872	0.5173	0.5703	15,080 25	2,376 77	2,841 75	8,264 72	1,229 62	1,677 60
Nov 11	Nov 11	0.0900	0.3400	0.0648	15,341 50	2,498 52	2,995 50	1,380 32	100 00	194 16
Dec 11	Dec 11	1.1297	1.2348	1.3120	14,462 00	2,521 27	2,813 00	16,326 24	2,868 24	3,690 64
Jan 12	Jan 12	1.1547	1.1435	1.1435	14,422 25	2,208 02	2,786 50	16,854 00	2,965 04	3,197 12
Feb 12	Feb 12	0.5129	0.5604	0.5863	15,278 75	2,507 06	2,854 75	7,836 48	1,417 59	1,673 76
Mar 12	Mar 12	0.5469	0.5414	0.5825	14,742 25	2,316 86	2,490 00	8,062 02	2,414 40	1,465 28
Apr 12	Apr 12	0.5960	0.5945	0.5971	15,272 75	2,271 36	2,614 75	8,311 28	2,008 06	1,561 36
May 12	May 12	#DIV/0!	#DIV/0!	#DIV/0!	0.00	0.00	0.00			
Reverse	Reverse	#DIV/0!	#DIV/0!	#DIV/0!	0.00	0.00	0.00			
Adjust	Adjust	#DIV/0!	#DIV/0!	#DIV/0!	0.00	0.00	0.00			

**Ampco System Parking**  
**The Port Authority of New York and New Jersey**  
**John F. Kennedy International Airport**  
**2011/2012 WAGES/BENEFITS FTA EVALUATION**  
 Period: May 15, 2011 thru May 15, 2012  
 Contract Year Ended May 14, 2012 - Year 5 Option 1  
 Month of April 2012

ITEM	AVERAGES	AVERAGES	AVERAGES	HOURS	HOURS	HOURS	WAGES	WAGES	WAGES
	(42010-104)	(42010-103)	(42010-105)	(42010-104)	(42010-103)	(42010-105)	(42010-104)	(42010-103)	(42010-105)
	LANE	OFFICE/REV	TRAFFIC	LANE	OFFICE/REV	TRAFFIC	LANE	OFFICE/REV	TRAFFIC
	CASHIER	CLERICAL	ATTENDANT	CASHIER	CLERICAL	ATTENDANT	CASHIER	CLERICAL	ATTENDANT
TOTAL	0.5689	0.6086	0.6211	169,135.60	96,334.51	21,596.50	94,446.48	5,023.34	10,623.28
PER BID	0.5472	0.7874	0.4086				4.72%	3.50%	5.16%
Under/Over)	(0.0212)	0.1788	(0.2122)						
<b>SIDE TIME ALLOWANCE</b>									
May-11	0.0000	0.0000	0.0000	3,700.25	1,280.91	1,035.25	0.00	0.00	0.00
Jun-11	0.0161	0.1445	0.0000	7,972.00	1,504.51	1,476.50	114.30	188.45	0.00
Jul-11	0.0807	0.4157	0.0712	14,635.50	2,501.27	2,560.25	1,007.26	1,339.06	210.54
Aug-11	0.0450	0.0899	0.0540	15,261.75	2,297.93	2,560.00	888.71	204.40	219.60
Sep-11	0.0549	0.1466	0.1694	14,775.25	2,441.93	3,009.25	811.87	356.40	314.58
Oct-11	0.0354	0.1046	0.0640	15,080.25	2,376.77	2,011.75	518.06	249.00	188.18
Nov-11	0.0526	0.1560	0.0623	15,341.50	2,498.52	2,506.50	0.188	474.81	183.32
Dec-11	0.0598	0.5575	0.0971	14,452.00	2,321.27	2,813.00	320.13	1,204.13	273.12
Jan-12	0.0757	0.4487	0.0602	4,422.25	2,208.02	2,798.50	1,032.12	990.72	210.00
Feb-12	0.1037	0.2510	0.1427	5,278.75	2,507.96	2,854.75	1,533.60	679.21	407.00
Mar-12	0.0197	0.1076	0.3840	14,742.25	2,318.86	2,190.00	288.76	249.20	956.01
Apr-12	0.0325	0.5219	0.0000	16,272.75	2,271.36	2,614.75	496.00	1,730.71	0.00
May-12	#DIV/0!	#DIV/0!	#DIV/0!	0.00	0.00	0.00			
Revenue at 40100 - All Lanes	#DIV/0!	#DIV/0!	#DIV/0!	0.00	0.00	0.00	(3,892.70)	(600.16)	0.57 (36)
Aspirals as of 43020 L.C.	#DIV/0!	#DIV/0!	#DIV/0!	0.00	0.00	0.00	1,371.01	2,753.63	5,510.44
TOTAL	0.2624	0.3394	0.0375	68,135.60	96,334.51	11,896.30	41,876.12	5,026.07	1,177.32
PER BID	0.095	0.1150	0.0635				1.15%	2.15%	0.31%
Under/Over)	(0.1428)	(0.2203)	0.0280						
<b>PENSION &amp; SCHOLARSHIP</b>									
May-11	0.0000	0.0000	0.0000	3,700.25	1,280.91	1,035.25	0.00	0.00	0.00
Jun-11	1.3130	1.0836	1.7019	7,972.00	1,504.51	1,476.50	10,471.45	5,413.53	2,319.60
Jul-11	0.7157	0.4854	0.8765	14,635.50	2,501.27	2,560.25	15,609.47	1,714.16	2,382.57
Aug-11	0.7055	0.6289	0.8542	15,261.75	2,297.93	2,560.00	10,742.57	1,445.14	2,528.16
Sep-11	0.7383	0.5537	0.8390	14,775.25	2,441.93	3,009.25	10,516.48	1,332.13	2,543.74
Oct-11	0.7289	0.5439	0.8812	15,080.25	2,376.77	2,011.75	11,391.95	1,262.72	2,592.11
Nov-11	0.593	0.5230	0.8360	15,341.50	2,498.52	2,506.50	11,633.80	1,306.72	2,614.18
Dec-11	0.7595	0.5869	0.8668	14,452.00	2,321.27	2,813.00	15,876.15	1,362.31	2,464.67
Jan-12	1.1920	0.5955	0.9031	4,422.25	2,208.02	2,796.50	11,400.26	1,314.50	2,625.18
Feb-12	1.7056	0.5148	0.5259	15,378.75	2,507.05	2,654.75	10,716.35	1,290.72	2,357.5
Mar-12	0.7896	0.5994	0.0389	14,742.25	2,318.86	2,490.00	11,706.89	1,386.02	2,586.75
Apr-12	0.7075	0.5586	0.9639	16,272.75	2,271.36	2,614.75	11,562.61	1,366.70	2,620.20
May-12	#DIV/0!	#DIV/0!	#DIV/0!	0.00	0.00	0.00			

**Ampco System Parking**  
 The Port Authority of New York and New Jersey  
 John F. Kennedy International Airport  
**2011/2012 WAGES/BENEFITS CALCULATION**  
 Period: May 16, 2011 thru May 15, 2012  
 Contract Year: Ended May 14, 2012 - Year 2 Option 2  
 Month of April 2012

	AVERAGES (42010-104)	AVERAGES (42010-103)	AVERAGES (42010-105)	HOURS (42010-104)	HOURS (42010-103)	HOURS (42010-105)	WAGES (42010-104)	WAGES (42010-103)	WAGES (42010-105)
	LANE	OFFICER/REV	TRAFFIC	LANE	OFFICER/REV	TRAFFIC	LANE	OFFICER/REV	TRAFFIC
	CASHIER	CLERICAL	ATTENDANT	CASHIER	CLERICAL	ATTENDANT	CASHIER	CLERICAL	ATTENDANT
	#DIV/0!	#DIV/0!	#DIV/0!	0.00	0.00	0.00	0.00	0.00	0.00
	#DIV/0!	#DIV/0!	#DIV/0!	0.00	0.00	0.00	0.00	0.00	0.00
<b>TOTAL</b>	0.7278	0.5563	0.3790	166,135.50	26,334.51	31,596.50	170,928.70	14,849.40	27,773.59
PER BID	0.5919	0.6427	0.5694						
Under (Over)	(0.1369)	(0.1864)	(0.3096)						
<b>HEALTH/MEAL FARE</b>									
May-11	0.0000	0.0000	0.0000	8,700.25	1,239.01	1,653.25			
Jun-11	0.4538	7.3410	6.1080	7,972.00	1,304.51	1,475.50	5,150.00	9,166.00	9,014.00
Jul-11	0.4458	3.0700	3.9450	14,835.50	2,571.27	2,930.25	51,061.00	9,054.80	9,014.00
Aug-11	1.4182	3.4400	3.0450	15,261.75	2,297.93	2,900.00	52,138.00	7,906.70	9,014.00
Sep-11	1.7211	4.1150	3.7680	14,776.25	2,441.95	3,039.25	69,853.00	10,751.70	11,508.00
Oct-11	1.9734	4.1070	3.4174	15,080.25	2,376.77	2,941.75	61,428.00	9,762.78	10,653.00
Nov-11	1.3312	3.6974	3.3349	15,341.50	2,496.52	2,990.50	61,845.00	9,762.78	10,653.00
Dec-11	2.1978	3.2058	3.5730	14,452.00	2,321.27	2,813.00	60,575.00	9,762.78	10,653.00
Jan-12	3.2003	4.7403	5.6212	14,422.25	2,208.02	2,798.50	61,011.00	10,035.10	10,389.00
Feb-12	4.0205	1.1070	1.7432	15,278.75	2,507.06	2,854.75	61,420.00	10,207.18	10,658.00
Mar-12	1.3650	4.3858	1.1241	14,742.25	2,315.88	2,430.00	60,378.00	10,181.18	10,269.00
Apr-12	3.8503	4.4700	3.9573	15,272.75	2,271.35	2,614.75	60,378.00	9,181.18	10,269.00
May-12	#DIV/0!	#DIV/0!	#DIV/0!	0.00	0.00	0.00			
June-12	#DIV/0!	#DIV/0!	#DIV/0!	0.00	0.00	0.00			
At Year	#DIV/0!	#DIV/0!	#DIV/0!	0.00	0.00	0.00			
<b>TOTAL</b>	3.8209	4.0681	3.5010	166,135.50	26,334.51	31,596.50	651,408.00	76,837.83	110,620.00
PER BID	2.0019	3.1482	2.7409						
Under (Over)	(1.1810)	(0.9089)	(0.7571)						
<b>VACATION</b>									
May-11	0.1330	0.1720	0.0000	8,700.25	1,289.01	1,653.25	895.00	222.40	0.00
Jun-11	4.3070	1.0612	0.1870	7,972.00	1,304.51	1,475.50	4,010.14	1,410.40	270.83
Jul-11	0.4735	1.1517	0.6170	4,835.50	2,501.27	2,900.25	8,509.00	1,901.85	2,418.72
Aug-11	0.6165	0.3533	1.0200	15,261.75	2,297.93	2,900.00	12,447.80	5,459.65	3,019.70
Sep-11	0.3414	0.8230	0.3000	14,776.25	2,441.93	3,039.25	5,044.55	2,234.00	0.00
Oct-11	0.6159	0.2958	0.5509	15,080.25	2,376.77	2,941.75	7,745.45	679.80	1,638.10
Nov-11	0.6544	0.3962	1.3311	15,341.50	2,496.52	2,990.50	13,108.00	1,980.80	3,095.40
Dec-11	0.2031	1.4130	0.8525	14,452.00	2,321.27	2,813.00	5,247.35	3,285.90	2,389.00
Jan-12	0.2813	1.3218	0.0000	14,422.25	2,208.02	2,798.50	4,058.00	2,918.65	0.00
Feb-12	0.0564	0.2182	1.9945	15,278.75	2,507.06	2,854.75	10,639.60	342.00	5,693.92

**Ampco System Parking**  
**The Port Authority of New York and New Jersey**  
**John F. Kennedy International Airport**  
**2011/2012 WAGES/BENEFITS CALCULATION**  
**Period: May 16, 2011 thru May 15, 2012**  
**Contract Year Ended May 16, 2012 - Year 2 Option 2**  
**Month of April 2012**

ITEM	AVERAGES	AVERAGES	AVERAGES	HOURS	HOURS	HOURS	WAGES	WAGES	WAGES
	(#2010-104) LARE CASHIER	(#2010-103) OFFICE/REV CLERICAL	(#2010-105) TRAFFIC ATTENDANT	(#2010-104) LARE CASHIER	(#2010-103) OFFICE/REV CLERICAL	(#2010-105) TRAFFIC ATTENDANT	(#2010-104) LARE CASHIER	(#2010-103) OFFICE/REV CLERICAL	(#2010-105) TRAFFIC ATTENDANT
Mar-12	0.2354	1.0251	0.1914	16,742.25	2,316.86	2,480.00	3,470.24	2,370.10	476.88
Apr-12	0.6246	1.1308	0.3899	10,272.75	2,271.36	2,614.75	0.0000	2,508.48	1,099.60
May-12	#DIV/0!	#DIV/0!	#DIV/0!	0.00	0.00	0.00			
Contract 5/31/2011 Accrued	#DIV/0!	#DIV/0!	#DIV/0!	0.00	0.00	0.00	(55.30)	(9,871.16)	(6,998.45)
Accruals as of 5/31/2012	#DIV/0!	#DIV/0!	#DIV/0!	0.00	0.00	0.00	59,444.40	9,321.65	1,693.70
<b>TOTAL</b>	<b>0.8600</b>	<b>0.9898</b>	<b>0.75</b>	<b>166,135.50</b>	<b>26,334.51</b>	<b>31,399.50</b>	<b>124,625.00</b>	<b>25,987.70</b>	<b>21,728.07</b>
PER Bid	<b>0.6398</b>	<b>1.1020</b>	<b>0.35</b>				7.74%	3.20%	6.24%
Under/(Over)	<b>(0.0502)</b>	<b>0.1181</b>	<b>(0.4000)</b>						
<b>SUBS</b>									
May-11	0.0000	0.0000	0.0000	9,700.25	1,289.01	1,558.25	0.00	0.00	
Jun-11	0.0000	0.0000	0.0000	7,972.00	1,304.84	1,470.50			
Jul-11	0.0000	0.0000	0.0000	14,835.50	2,001.27	2,958.25			
Aug-11	0.0000	0.0000	0.0000	13,261.75	2,297.83	2,060.00			
Sep-11	0.0000	0.0000	0.0000	14,276.25	2,441.85	3,039.25			
Oct-11	0.0000	0.0000	0.0000	15,060.25	2,376.77	1,941.75			
Nov-11	0.0000	0.0000	0.0000	13,341.50	2,498.92	2,995.50			
Dec-11	0.0000	0.0000	0.0000	14,452.00	2,321.27	2.3			
Jan-12	0.0000	0.0000	0.0000	14,422.25	2,208.02	2,708.50			
Feb-12	0.0049	0.0199	0.0000	5,278.75	1,007.06	2,851.75	71.00	75.00	
Mar-12	-0.0051	-0.0324	0.0000	1,742.25	2,318.36	2,100.00	171.00	(75.00)	
Apr-12	0.0000	0.0000	0.0000	10,272.75	2,271.36	2,614.75			
May-12	#DIV/0!	#DIV/0!	#DIV/0!	0.00	0.00	0.00			
Jun-12	#DIV/0!	#DIV/0!	#DIV/0!	0.00	0.00	0.00			
Jul-12	#DIV/0!	#DIV/0!	#DIV/0!	0.00	0.00	0.00			
QTA				166,135.50	26,334.51	31,399.50	0.00	0.00	0.00
Per Bid									
Under/(Over)				1.0512					
				1.0512					
<b>Total Supp. Benefits - Actual</b>	<b>5,159.7</b>	<b>6,549.2</b>	<b>5,789.3</b>	<b>166,135.50</b>	<b>26,334.51</b>	<b>31,399.50</b>	<b>1,022,338.34</b>	<b>172,469.50</b>	<b>182,923.11</b>
<b>Total Supp. Benefits - Bid</b>	<b>4,653.4</b>	<b>5,831.3</b>	<b>5,199.6</b>						
<b>Under/(Over)</b>	<b>(506.3)</b>	<b>(717.9)</b>	<b>(589.8)</b>						
<b>Total Adv. &amp; Sup. Benefits</b>	<b>18,190.0</b>	<b>23,323.1</b>	<b>17,872.5</b>	<b>166,135.50</b>	<b>26,334.51</b>	<b>31,399.50</b>	<b>3,012,018.72</b>	<b>507,966.63</b>	<b>563,128.83</b>
PER Bid	<b>18,332.8</b>	<b>18,338.6</b>	<b>18,69.50</b>						
Difference	<b>(1,142.8)</b>	<b>(5,015.5)</b>	<b>(827.0)</b>						

Ampeo System Parking									
The Port Authority of New York and New Jersey									
John F. Kennedy International Airport									
2011/2012 WAGES/BENEFITS CALCULATION									
Period: May 15, 2011 thru May 15, 2012									
Contract Year: Ended May 14, 2012 - Year 2 Option 2									
Month of April 2012									
	AVERAGES	AVERAGES	AVERAGES	HOURS	HOURS	HOURS	WAGES	WAGES	WAGES
	(42010-104)	(42010-105)	(42010-105)	(42010-104)	(42010-105)	(42010-105)	(42010-104)	(42010-105)	(42010-105)
	LANE	OFFICE/REV	TRAFFIC	LANE	OFFICE/REV	TRAFFIC	LANE	OFFICE/REV	TRAFFIC
	CASHIER	CLERICAL	ATTENDANT	CASHIER	CLERICAL	ATTENDANT	CASHIER	CLERICAL	ATTENDANT
	*****	*****	*****	*****	*****	*****	*****	*****	*****
Under/Over:	\$ (225,837.16)	\$ (193,349.70)	\$ (70,382.53)						

**Ampco System Paying**  
**The Port Authority of New York and New Jersey**  
**John F. Kennedy International Airport**  
**2011/2012 WAGES/BENEFITS CALCULATION**  
 Period: May 16, 2011 thru May 16, 2012  
**Contract Year Ended May 16, 2012 - Year 17 (2011-12)**  
 Month of April 2012

	AVERAGES (42010-104)	AVERAGES (42010-103)	AVERAGES (42010-105)	HOURS (42010-104)	HOURS (42010-103)	HOURS (42010-105)	WAGES (42010-104)	WAGES (42010-103)	WAGES (42010-105)
	LANE	OFFICE/REV	TRAFFIC	LANE	OFFICE/REV	TRAFFIC	LANE	OFFICE/REV	TRAFFIC
ITEM	CASHIER	CLERICAL	ATTENDANT	CASHIER	CLERICAL	ATTENDANT	CASHIER	CLERICAL	ATTENDANT
=====	=====	=====	=====	=====	=====	=====	=====	=====	=====

**Airport System Parking**  
 The Port Authority of New York and New Jersey  
 John F. Kennedy International Airport  
**2011/2012 WAGES/BENEFITS CALCULATION**  
 Period: May 15, 2011 thru May 15, 2012  
 Contract Year Ended May 15, 2012 - Year 2 Option 2  
 Month of April 2012

ITEM	AVERAGES (42010-102)		AVERAGES (42010-102)		HOURS		HOURS		WAGES		WAGES	
	SUPERVISOR IN CHARGE	PARKING SUPERVISOR										
HOURLY WAGE RATE												
May 15-31	May-11	13.8224	14.8270	480.75	5,467.76	8,087.33	81,070.23					
June 1-15 2011	Jun-11	18.0418	14.7602	509.75	5,201.01	8,483.14	73,767.92					
6/30 & 7/1	Jul-11	16.3138	14.7837	894.00	9,696.02	15,056.60	143,401.17					
7/31 & 8/31/11	Aug-11	16.8637	14.7684	909.25	9,460.27	15,42.55	139,893.96					
8/31 & 9/1/11	Sep-11	17.0769	14.9015	841.25	8,748.52	14,367.60	130,365.93					
9/30 & 10/31/11	Oct-11	17.1550	14.8673	849.25	8,744.27	14,565.52	130,008.40					
10/31 & 11/30/11	Nov-11	17.1497	14.7811	910.75	9,299.52	15,619.13	137,457.34					
11/30 & 12/15/11	Dec-11	17.0532	14.7971	852.00	9,286.52	14,534.13	137,433.12					
12/15 & 1/15/12	Jan-12	17.0746	14.6148	846.50	9,605.77	14,453.83	140,366.12					
1/15 & 2/15/12	Feb-12	17.1957	14.6611	1,027.42	10,178.85	17,666.59	149,233.13					
2/15 & 3/15/12	Mar-12	17.0625	14.6967	868.50	9,056.52	14,802.93	135,076.97					
3/15 & 4/15/12	Apr-12	17.1127	14.6537	868.00	9,812.52	14,845.55	43,789.41					
Reversal	Reversal	\$DIV0	\$DIV0	0.00	0.00	0.00	0.00					
Accruals	Accruals	\$DIV0	\$DIV0	0.00	0.00	0.00	0.00					
TOTAL		17.0540	14.7539	8,845.42	104,569.56	167,903.70	1,542,662.85					
PER 30		1.9075	16.5875									
Under/Over		0.8553	83.38									
INDIVIDUAL MONTHLY PERSONAL UNAVAILABLE												
May-11	May-11	0.0101	0.0129	480.75	5,467.76	833.68	6,631.60					
June 1-30 2011	Jun-11	0.8000	0.3471	509.75	5,201.01	0.00	1,868.12					
Jul-11	Jul-11	0.7743	0.8642	594.00	9,696.02	892.24	6,376.38					
7/31/11 & 8/31/11	Aug-11	0.8000	0.2726	909.25	9,460.27	0.00	2,578.90					
	Sep-11	0.8229	0.9070	841.25	8,748.52	692.24	7,936.13					
	Oct-11	0.8151	0.7814	849.25	8,744.27	692.24	6,920.00					
	Nov-11	0.7891	0.2977	910.75	9,299.52	592.24	3,204.80					
	Dec-11	0.7411	0.8682	852.00	9,286.52	972.24	8,062.86					
	Jan-12	0.7490	1.5569	846.50	9,605.77	1,901.48	14,974.88					
	Feb-12	0.8061	0.7079	1,027.42	10,178.85	928.24	7,206.00					
	Mar-12	0.8123	0.8506	868.50	9,056.52	836.24	7,524.10					
	Apr-12	0.7840	0.8849	868.00	9,812.52	142.56	8,682.55					
May-12	May-12	\$DIV0	\$DIV0	0.00	0.00							
Reversal	Reversal	\$DIV0	\$DIV0	0.00	0.00							
Accruals	Accruals	\$DIV0	\$DIV0	0.00	0.00	0.00	0.00					

**Ampco System Parking**  
 The Port Authority of New York and New Jersey  
 John F. Kennedy International Airport  
**2011/2012 WAGES/BENEFITS CALCULATION**  
 Period: May 16, 2011 thru May 16, 2012  
 Contract Year Ended May 14, 2012 - Year 2 Option 2  
 Month of April 2012

ITEM	AVERAGES (42010-102) SUPERVISOR IN CHARGE		AVERAGES (42010-102) PARKING SUPERVISOR		HOURS (42010-102) SUPERVISOR IN CHARGE		HOURS (42010-102) PARKING SUPERVISOR		WAGES (42010-102) SUPERVISOR IN CHARGE		WAGES (42010-102) PARKING SUPERVISOR	
TOTAL	0.8112	0.7929			9,845.42		104,559.55		7,985.70		82,805.57	
PER BID	0.7840	0.6778										
Under/Over	(0.0272)	(0.2151)										
<b>SICK TIME ALLOWANCE</b>												
May-11	0.0000	0.0200			480.75		5,407.76		0.00		0.00	
June 15, 2011	0.0000	0.0000			509.75		5,201.01		0.00		0.00	
JUL-11	0.2953	0.0638			894.00		9,898.02		251.00		515.00	
7/27/11 & 8/15/11	0.0000	0.1008			909.25		9,450.27		0.00		0.00	
8/15/2011	0.3406	0.1873			841.25		8,748.52		456.56		1,638.15	
Oct-11	0.6311	0.2110			849.25		8,744.27		536.00		1,646.04	
Nov-11	0.3121	0.1535			910.75		9,299.52		284.24		4,271.04	
Dec-11	0.0000	0.0841			852.00		9,288.52		0.00		780.57	
Jan-12	0.0000	0.2039			846.50		9,503.77		0.00		1,058.21	
Feb-12	0.0000	0.1974			1,027.42		10,178.85		0.00		1,009.50	
Mar-12	0.3234	0.1840			856.50		9,058.52		377.60		1,566.71	
Apr-12	0.0000	0.3078			866.00		9,812.50		0.00		3,120.18	
May-12	#DIV/0!	#DIV/0!			0.00		0.00					
revised as of 05/11/11	#DIV/0!	#DIV/0!			0.00		0.00		0.10.10		4,172.10	
Approved as of 4/30/2012	#DIV/0!	#DIV/0!			0.00		0.00		0.00.00		28,388.84	
TOTAL	0.4617	0.3706			9,845.42		104,559.55		7,985.70		82,705.11	
PER BID	0.4826	0.3905										
Under/Over	0.0209	0.0099										
<b>HEALTH/MSLFARE</b>												
May-11	0.0000	0.0000			480.75		5,407.76					
June 15, 2011	11.0618	3.7382			509.75		5,201.01		5,548.94		18,642.21	
JUL-11	5.1982	1.9427			894.00		9,898.02		4,647.15		18,635.54	
Aug-11	5.1110	2.0639			909.25		9,460.27		4,647.18		18,524.84	
Sep-11	5.5241	2.9969			841.25		8,748.52		4,647.17		26,219.82	
Oct-11	5.4725	2.6386			849.25		8,744.27		4,647.18		23,072.54	
Nov-11	4.5883	2.4811			910.75		9,299.52		4,757.73		23,072.54	
Dec-11	5.4544	2.3309			852.00		9,288.52		4,647.18		21,045.84	
Jan-12	5.4601	2.5304			846.50		9,503.77		4,621.93		24,018.81	
Feb-12	4.4986	2.3730			1,027.42		10,178.85		4,621.93		24,154.63	
Mar-12	5.3838	2.7278			856.50		9,058.52		4,621.93		24,739.22	
Apr-12	5.2372	2.4137			866.00		9,812.50		4,621.93		23,581.63	
May-12	#DIV/0!	#DIV/0!			0.00		0.00					

**Ampro System Parking**

The Port Authority of New York and New Jersey  
 John F. Kennedy International Airport  
**2011/2012 WAGES/BENEFITS CALCULATION**  
 Period: May 16, 2011 thru May 15, 2012  
 Contract Year: Ended May 14, 2012 - Year 2 Option 2  
 Month of April 2012

ITEM	AVERAGES (42010-102)		AVERAGES (42010-102)		HOURS (42010-102)		HOURS (42010-102)		WAGES (42010-102)		WAGES (42010-102)	
	SUPERVISOR IN CHARGE	#DIV0	PARKING SUPERVISOR	#DIV0	SUPERV SCR IN CHARGE	PARKING SUPERVISOR	SUPERVISOR IN CHARGE	PARKING SUPERVISOR	SUPERVISOR IN CHARGE	PARKING SUPERVISOR	SUPERVISOR IN CHARGE	PARKING SUPERVISOR
Revs sat	#DIV0!		#DIV0!		0.00		0.00					
Revs sals	#DIV0!		#DIV0!		0.00		0.00					
<b>TOTAL</b>		0.2384		2.5755	9,845.42		<b>104,559.55</b>		31,501.84			<b>248,381.82</b>
PER BID		1.9063		2.5843								
Under/Over		(0.0299)		1.1588								
<b>VACATION:</b>												
June 1-15, 2011	May-11	1,014.83		3,027.77	489.75		5,467.76		680.00			<b>1,244.75</b>
	Jun-11	0.5559		0.4632	509.75		5,201.01		293.36			<b>2,408.93</b>
	Jul-11	2.7125		3.5251	594.00		9,696.02		2,425.84			<b>6,060.72</b>
7/31/11 & 8/13/11	Aug-11	0.1430		0.3474	909.25		9,480.27		712.86			8,310.73
8/21/2011	Sep-11	0.2445		0.9070	841.25		8,748.52		710.72			5,316.26
	Oct-11	0.1553		0.6280	349.25		8,744.27		640.00			5,431.73
	Nov-11	1.3570		0.5553	310.75		9,299.52		1,264.00			5,169.40
	Dec-11	1.8817		0.5577	362.00		9,286.52		1,432.80			5,175.97
	Jan-12	0.6737		0.3226	346.50		9,605.77		528.00			3,099.14
	Feb-12	0.6930		0.6789	1,027.42		10,478.85		712.80			3,910.88
	Mar-12	3.0000		0.9680	958.50		9,058.52		0.00			8,768.71
	Apr-12	0.0000		0.6664	666.00		9,812.52		0.00			6,539.17
	May-12	#DIV0!		#DIV0!	0.00		0.00		0.00			
Reversal of 6/31/2011 Accruals	#DIV0!			#DIV0!	0.00		0.00		(3,366.24)			(31,844.56)
Accruals of 4/30/2012	#DIV0!			#DIV0!	0.00		0.00		6,242.43			33,668.40
<b>TOTAL</b>		1.0825		0.3276	<b>9,845.42</b>		<b>104,559.55</b>		10,667.40			<b>66,519.37</b>
PER BID		1.2320		0.7467								
Under/Over		0.1485		(0.0811)								
<b>BONUS:</b>												
June 1-15, 2011	May-11	0.0000		0.0000	489.75		5,467.76					
	Jun-11	0.0000		0.0000	509.75		5,201.01					
	Jul-11	0.0000		0.0000	594.00		9,696.02					
	Aug-11	0.0000		1.3553	509.25		9,480.27					<b>13,200.00</b>
	Sep-11	0.0000		0.0000	841.25		8,748.52					
	Oct-11	0.0000		0.0000	349.25		8,744.27					
	Nov-11	0.0000		1.3570	310.75		9,299.52					<b>12,400.00</b>
	Dec-11	0.0000		1.8817	362.00		9,286.52					<b>9,901.63</b>

**Ampco System Parking**  
 The Port Authority of New York and New Jersey  
 John F. Kennedy International Airport  
**2011/2012 WAGES/BENEFITS CALCULATION**  
 Period: May 16, 2011 thru May 16, 2012  
 Contract Year Ended **May 14, 2012** - Year 2 Option 2  
 Months of April 2012

ITEM	AVERAGES	AVERAGES	HOURS	HOURS	WAGES	BASLD		
	(42010-102) SUPERVISOR IN CHARGE	(42010-102) <b>PARKING</b> SUPERVISOR	(42010-102) SUPERVISOR IN CHARGE	(42010-102) PARKING SUPERVISOR	(42010-102) SUPERVISOR IN CHARGE	(42010-102) PARKING SUPERVISOR		
Jan-12	0.0000	0.0000	846.50	9,605.77				
Feb-12	0.0000	0.9382	1,027.42	9,175.85		9,890.00		
Mar-12	0.0000	0.3312	858.50	9,058.52		9,000.00		
Apr-12	0.0000	0.0000	866.00	9,812.52				
May-12	#DIV/0!	#DIV/0!	0.00	0.00				
Reverse	#DIV/0!	#DIV/0!	0.00	0.00				
Accrual	#DIV/0!	#DIV/0!	0.00	0.00				
<b>TOTAL</b>	-	0.4506	<b>9,845.42</b>	<b>104,559.65</b>	<b>0.00</b>	<b>19,091.00</b>		
Per Bid	-	-						
Under(Over)	-	(0.4596)						
Total Supp Benefits - Actual	7,8925	4,8261	9,845.42	104,559.65	14,751.00	19,091.00		
Total Supp Benefits - Bid	6,4050	5,2360						
Under(Over)	(1,1875)	(0.4123)						
<b>Total Ave &amp; Sup.Benefits</b>	<b>24,6485</b>	19,5800	<b>9,845.42</b>	<b>104,559.65</b>	<b>14,751.00</b>	<b>20,972,274.00</b>		
PER BID	<b>24,3125</b>	21,6280						
Difference	(9,3340)	2,9461						
Amount	\$ (3,268.00)	\$ 2,248,881.93						



**Antipco System Parking  
The Port Authority of New York and New Jersey**

LaGuardia Airport  
2011/2012 Wages/Benefits Calculation  
Period: May 15, 2011 thru May 14, 2012

Contract Year Ended May 14, 2011 - Year 2 Option 2

Month of April 2012

ITEM		AVERAGES	AVERAGES	AVERAGES	HOURS	HOURS	HOURS	WAGES	WAGES	WAGES
		(2004-104)	(120-0-105)	(42618-195)	(42618-104)	(2010-103)	(42618-105)	(42618-104)	(420-0-103)	(42618-105)
		LANE CASHIER	OFFICER/REV. CLERICAL	TRAFFIC ATTENDANT	LANE CASHIER	OFFICER/REV. CLERICAL	TRAFFIC ATTENDANT	LANE CASHIER	CLERK TERM OPR	TRAFFIC ATTENDANT
<b>MONTHLY WAGE RATE</b>										
May 15 to 31	May 11	8,110	15,100	11,779.3	4,345.75	852.59	1,806.50	41,911.79	12,910.58	21,745.29
June 1 to 30	Jun 11	7,843	13,953.8	11,689.2	3,994.50	869.34	2,117.25	47,121.35	13,935.56	23,535.84
July 1 to 31	Jul 11	7,862.1	14,375.8	11,728.0	7,361.75	1,561.18	3,877.10	87,325.57	24,755.58	43,441.83
Aug 1 to 31	Aug 11	7,852	14,513	11,699.0	7,100.75	1,577.43	3,752.50	94,422.31	25,511.54	43,415.83
Sept 1 to 30	Sep 11	7,815.0	14,373	11,7115	6,500.00	1,558.50	3,180.50	93,424.96	24,657.57	43,435.50
Oct 1 to 31	Oct 11	7,771	14,353.5	11,674.1	6,585.25	1,574.01	3,584.00	90,352.67	24,422.27	41,225.87
Nov 1 to 30	Nov 11	7,804.0	14,777	11,673.8	7,640.25	1,639.91	3,676.00	92,452.95	24,254.22	41,881.15
Dec 1 to 31	Dec 11	7,877	14,901.6	11,604.0	7,335.50	1,579.43	3,616.25	85,809.74	25,556.21	41,027.19
Jan 1 to 31	Jan 12	8,121	14,933.0	11,472.0	7,368.00	1,521.93	3,539.50	86,995.97	24,714.04	40,802.88
Feb 1 to 28	Feb 12	7,899	14,688	11,783.8	7,755.25	1,600.93	3,539.25	81,863.49	23,854.14	45,658.15
Mar 1 to 31	Mar 12	7,834	15,373.7	11,780.6	7,735.00	1,587.18	3,470.50	84,403.55	24,819.21	43,913.15
Apr 1 to 30	Apr 12	7,888	15,000	11,686.5	7,337.50	1,654.43	3,729.75	85,497.04	24,816.14	43,926.30
	May 12	RD WAGE	#DIV/0!	RD WAGE						
	June 12	RD WAGE	#DIV/0!	RD WAGE						
	July 12	RD WAGE	#DIV/0!	RD WAGE				0.00	0.00	0.00
TOTAL		7,872	14,881	11,673.4	81,558.10	7,576.57	40,043.50	880,319.48	260,809.23	457,148.90
Health		1,000.00	15,404.8	5,933.1						
Unempl (over)		0.12000	0.6648	1,740.3						
<b>OLIDAY/SINCE PAY PARAGRAPH 15 PREVIOUS MONTHLY PAY BASED, ROUND.</b>										
May 11	May 11	1,028.0	1,137.5	1,131	4,345.75	852.59	1,806.50	4,358.57	1,042.51	2,115.26
June 11	Jun 11	0.3730	0.3253	0.1939	3,994.50	869.34	2,117.25	1,070.20	1,224.01	391.20
July 11	Jul 11	0.7425	0.353	0.6205	7,361.75	1,561.18	3,876.50	3,170.72	950.52	1,265.80
Aug 11	Aug 11	0.1522	0.3533	0.0491	7,100.75	1,577.43	3,751.50	1,030.80	100.00	181.35
Sept 11	Sep 11	0.7815	0.353	0.3822	6,500.00	1,558.50	3,180.50	6,116.75	850.52	1,211.80
Oct 11	Oct 11	1,1251	0.8648	0.6030	7,585.25	1,574.01	3,784.00	5,521.57	1,547.52	2,268.26
Nov 11	Nov 11	0.7150	0.7517	0.6181	7,582.50	1,639.91	3,609.00	5,867.17	1,158.82	1,021.01
Dec 11	Dec 11	3,680.4	0.9777	0.6792	7,355.50	1,579.43	3,616.25	6,320.80	1,541.24	3,121.79
Jan 12	Jan 12	1,336.0	1,256.4	1,787	7,358.00	1,521.93	3,539.50	9,789.60	1,956.24	3,120.31
Feb 12	Feb 12	0.7190	0.7495	0.6142	7,755.25	1,600.93	3,609.25	5,550.00	1,199.67	1,421.31
Mar 12	Mar 12	0.7210	0.6653	0.6451	7,735.00	1,587.18	3,470.50	5,165.96	1,088.71	2,344.24
Apr 12	Apr 12	3,133.0	9,131.8	0.0032	7,237.50	1,654.43	3,729.75	1,700.00	222.46	3,134.40
May 12	May 12	RD WAGE	RD WAGE	RD WAGE	0.00	0.00	0.00	0.00	0.00	0.00
June 12	Jun 12	RD WAGE	RD WAGE	RD WAGE	0.00	0.00	0.00	0.00	0.00	0.00
July 12	Jul 12	RD WAGE	RD WAGE	RD WAGE	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL		3,553.4	0.6407	0.8545	31,558.10	7,576.57	40,043.50	60,635.70	11,380.71	23,823.12
Per 12		3,541.1	0.6622	1,133.1						
Unempl (over)		0.12000	0.6656	1,133.8						
<b>REGULAR TIME ALL CHANGE</b>										
May 11		0.0000	0.0000	0.0000	4,045.75	852.59	1,806.50	0.00	0.00	0.00

**Airpax System Marking**  
**The Port Authority of New York and New Jersey**  
**LaGuardia Airport**  
**2011/2012 Wages/Benefits Calculation**  
**Period: May 15, 2011 thru May 14, 2012**  
**Contract Year Ended May 14, 2011 Year 2 Option 2**  
**Month of April 2012**

CLASS	MONTH	AVERAGES	AVERAGES	AVERAGES	HOURS	HOURS	HOURS	WAGES	WAGES	WAGES
		(4200-104)	(4200-103)	(4200-105)	(2000-104)	(2000-103)	(4000-103)	(4200-104)	(4200-103)	(4200-105)
		LANE	OFFICE/REV.	TRAFFIC	LANE	OFFICE/REV.	TRAFFIC	LANE	CLERK	ATTENDANT
		CASHIER	CLERICAL	ATTENDANT	CASHIER	CLERICAL	ATTENDANT	CASHIER	CLERK	ATTENDANT
	Jun-11	0.0000	0.1533	0.0000	3,500.00	589.37	2,017.28	35.48	154.51	0.00
	Jul-11	0.0757	0.0840	0.0807	3,750.75	1,351.18	3,686.50	56.70	171.50	255.00
	Aug-11	0.2188	0.1750	0.1681	4,000.75	1,577.43	3,457.50	153.82	280.75	375.25
	Sep-11	0.0300	0.2935	0.1655	6,000.00	1,858.59	3,760.00	408.00	575.47	825.00
	Oct-11	0.1746	0.2953	0.2152	7,586.25	1,974.01	3,984.00	700.00	514.82	765.00
	Nov-11	0.2858	0.3315	0.1920	7,537.85	1,835.03	3,880.00	1,077.00	804.10	1,050.00
	Dec-11	0.1114	0.1955	0.1358	7,137.50	1,475.42	3,638.25	701.25	300.00	351.25
	Jan-12	0.2737	0.0702	0.1388	7,358.00	1,571.92	3,139.50	2,071.25	106.00	1,071.25
	Feb-12	0.2115	0.3330	0.2880	7,085.25	1,600.82	3,950.25	1,640.00	1,010.44	2,457.75
	Mar-12	0.2293	0.4630	0.2181	7,125.00	1,697.10	3,410.00	1,555.00	753.22	750.00
	Apr-12	0.1450	0.1107	0.0427	7,007.50	1,351.45	3,728.75	313.44	197.20	187.20
	May-12	#DIV/0!	#DIV/0!	#DIV/0!	0.00	0.00	0.00			
	As of April 30, 2012	#DIV/0!	#DIV/0!	#DIV/0!	0.00	0.00	0.00	0.500.00	2,000.00	0.000.00
	FDWA	0.2887	0.3773	0.2668	51,563.10	17,576.87	43,019.10	20,017.75	6,681.05	10,781.10
	FLR BD	0.2753	0.3572	0.2454						
	Inden-Dwth	(0.0000)	(0.0000)	(0.0000)						
<b>PENSION</b>										
	May-11	0.0000	0.0000	0.0000	4,045.75	872.58	1,806.00	0.00	0.00	0.00
	Jun-11	4.750	1.1438	1.3884	3,333.50	869.54	2,017.28	5,017.25	976.35	2,156.40
	Jul-11	0.7980	0.5355	0.7540	7,331.75	1,751.18	3,686.50	5,470.00	535.21	2,181.55
	Aug-11	0.7707	0.5255	0.7004	7,100.75	1,577.43	3,757.50	5,470.00	340.37	2,626.00
	Sep-11	0.2740	0.6035	0.2134	6,500.00	1,838.59	3,760.00	8,610.00	940.55	2,810.50
	Oct-11	0.7744	0.6251	0.7420	7,085.25	1,971.01	3,984.00	5,990.00	642.07	2,683.10
	Nov-11	0.7605	0.4507	0.6023	7,337.85	1,639.03	3,680.00	6,027.25	747.00	2,500.77
	Dec-11	0.4236	0.5582	0.7389	7,000.00	1,479.43	3,615.25	3,017.50	645.00	3,870.57
	Jan-12	0.2905	0.5810	0.8224	7,368.00	1,621.93	3,539.50	7,017.25	328.50	1,505.00
	Feb-12	0.6592	0.5753	0.6502	7,764.25	1,600.82	3,959.25	6,006.00	371.06	2,330.77
	Mar-12	0.3535	0.6761	0.8051	7,125.00	1,697.10	3,410.00	6,388.00	393.72	2,785.02
	Apr-12	0.3320	0.6521	0.7225	7,032.50	1,351.45	3,728.75	5,740.75	911.14	2,703.54
	May-12	#DIV/0!	#DIV/0!	#DIV/0!	0.00	0.00	0.00			
	As of April 30, 2012	#DIV/0!	#DIV/0!	#DIV/0!	0.00	0.00	0.00			
	TOTAL	0.6407	0.5559	0.6712	81,706.10	17,576.87	43,043.50	38,556.31	9,511.80	29,678.88
	Per Sec	0.1687	0.6072	0.5568						
	Under/Oven payme	(0.3803)	0.6000	(0.2045)						
<b>REAL WAYS FAIR</b>										
	May-11	0.0000	0.0000	0.0000	4,045.75	857.00	1,806.00	0.00	0.00	0.00
	Jun-11	0.1122	0.2835	0.2834	3,994.00	369.34	2,017.28	10,070.00	3,240.00	3,000.00
	Jul-11	1.5167	2.0885	1.7524	7,331.75	1,571.18	3,686.50	9,693.00	3,250.56	6,432.00

**Ampco System Parking**  
**the Port Authority of New York and New Jersey**

- LaGuardia Airport

2011/2012 Wages/Benefits Calculation

Period: May 15, 2011 thru May 14, 2012

Contract Year Expires May 14, 2011 - Year 2 Option 2

Month of April 2012

	AVERAGES (42010-04)	AVERAGES (42010-05)	AVERAGES (42010-05)	HOURS (42010-04)	HOURS (42010-05)	HOURS (42010-05)	WAGES (42010-04)	WAGES (42010-05)	WAGES (42010-05)
	LANE CASHIER	OFFICE/REV. CLERICAL	TRAFFIC ATTENDANT	LANE CASHIER	OFFICE/REV. CLERICAL	ATTENDANT	LANE CASHIER	CLERK TERM OPR	ATTENDANT
Aug-11	14186	20070	15777	7,100.75	1,577.43	3,750.50	10,351.00	3,260.98	6,091.00
Sept-11	18805	25536	22289	8,808.00	1,558.56	3,180.00	11,290.00	3,041.97	7,089.00
Oct-11	15809	20127	20395	7,586.25	1,574.01	3,584.00	10,826.00	3,056.58	6,103.00
Nov-11	13374	22004	18277	7,832.85	1,639.93	3,609.00	9,560.00	3,073.50	7,080.00
Dec-11	15340	22547	18580	7,339.50	1,579.43	3,618.25	10,250.00	3,060.50	7,080.00
Jan-12	15113	22502	21206	7,368.00	1,521.93	3,530.50	10,030.00	3,424.50	7,006.00
Feb-12	15880	23895	18386	7,755.25	1,600.93	3,950.25	12,000.00	3,351.00	7,508.00
Mar-12	13970	22818	21500	7,125.00	1,567.15	3,470.50	12,000.00	3,021.20	7,506.00
Apr-12	15720	21865	20027	7,232.50	1,654.40	3,730.75	9,000.00	3,021.00	7,506.00
May-12	#DIV/0	#DIV/0	#DIV/0	0.00	0.00	0.00			
June-12	#DIV/0	#DIV/0	#DIV/0	0.00	0.00	0.00			
July-12	#DIV/0	#DIV/0	#DIV/0	0.00	0.00	0.00			
Aug-12	15230	21897	18977	8,556.10	17,576.97	40,040.50	104,713.00	30,480.00	75,100.00
Sept-12	15120	4,1070	0,7272						
Oct-12	10224	1,0110	1,7500						
NOVATION									
May-11	0,5800	0,1280	0,0000	1,045.75	852.59	1,806.50	573.00	101.80	0.00
Jun-11	0,5115	0,0140	0,5700	0,988.50	854.24	2,017.25	2,668.00	824.00	1,038.00
Jul-11	0,5176	0,0777	1,0344	7,301.75	1,561.16	3,686.50	5,718.00	4,450.00	3,813.00
Aug-11	0,4804	0,8584	1,3480	7,100.75	1,577.43	3,752.50	3,414.00	1,072.22	3,090.00
Sept-11	0,7690	0,2400	0,6850	6,604.00	1,556.06	3,180.00	1,834.00	430.00	1,788.00
Oct-11	0,7801	1,5577	0,5929	7,396.25	1,574.01	3,594.00	5,415.00	2,443.06	2,480.20
Nov-11	0,8057	1,3112	0,7840	7,832.85	1,603.93	3,630.00	5,449.20	2,134.00	1,741.80
Dec-11	0,8740	0,8880	0,5550	7,330.50	1,579.43	3,618.25	6,418.40	1,080.00	2,017.80
Jan-12	1,0564	0,0708	1,4244	7,068.00	1,521.93	3,530.50	1,058.00	850.00	5,112.41
Feb-12	1,0370	1,0654	0,6246	7,755.25	1,600.93	3,959.25	1,800.80	1,701.80	2,511.53
Mar-12	0,5700	0,0000	0,5507	7,125.00	1,567.15	3,470.50	1,088.00	0.00	1,056.00
Apr-12	0,1980	0,0850	0,4289	7,232.50	1,654.40	3,730.75	1,430.00	1,070.80	1,596.03
May-12	#DIV/0	#DIV/0	#DIV/0	0.00	0.00	0.00			
Benefit (1.00% of rate)	#DIV/0	#DIV/0	#DIV/0	0.00	0.00	0.00	15,711.75	6,072.18	10,082.64
and of age (0.00% rate)	#DIV/0	#DIV/0	#DIV/0	0.00	0.00	0.00	33,255.75	8,461.20	8,897.74
TOTAL	0,6667	5,0624	0,7627	54,556.10	17,576.97	40,070.50	54,370.95	16,774.81	30,071.00
NON-EMP	0,0000	0,0000	0,0000	0,999.00	880.00	2,011.25			
Jul-11	0,0000	0,0000	0,0000	1,067.75	1,561.16	3,686.50			

Ampco System Parking										
The Port Authority of New York and New Jersey										
LaGuardia Airport										
2011/2012 Wages/Benefits Correlation										
Period: May 15, 2011 thru May 14, 2012										
Contract Year ended May 14, 2011 - Year 2 Option 2										
Month of April 2012										
	AVERAGES	AVERAGES	AVERAGES	HOURS	HOURS	HOURS	WAGES	WAGES	WAGES	
	(2010-104)	(2010-105)	(2010-105)	(2010-104)	(2010-102)	(2010-106)	(2010-104)	(2010-103)	(2010-105)	
IT #	LANE	OFFICE/REV	TRAFFIC	LANE	OFFICE/REV	TRAFFIC	LANE	CLERK	TRAFFIC	
	CASHIER	CLERICAL	ATTENDANT	CASHIER	CLERICAL	ATTENDANT	CASHIER	TERM OFF	ATTENDANT	
Aug 11	0.0000	0.0000	0.0000	7,180.76	1,577.40	2,752.00				
Sep 11	0.0000	0.0000	0.0000	6,202.00	1,585.89	2,180.00				
Oct 11	0.0000	0.0000	0.0000	7,808.25	1,574.01	3,884.00				
Nov 11	0.0000	0.0000	0.0000	7,851.85	1,539.90	3,089.00				
Dec 11	0.0000	0.0000	0.0000	4,395.50	1,579.43	1,618.25				
Jan 12	0.0000	0.0000	0.0000	7,068.00	1,574.00	2,838.00				
Feb 12	0.0000	0.0000	0.0000	4,754.25	1,600.00	1,958.25	4,500.00			
Mar 12	0.0000	0.0000	0.0000	3,115.00	1,587.18	2,770.50				
Apr 12	0.0000	0.0000	0.0000	7,332.00	1,587.18	2,739.75				
May '12	#DIV/0!	#DIV/0!	#DIV/0!	0.00	0.00	0.00				
4578	#DIV/0!	#DIV/0!	#DIV/0!	0.00	0.00	0.00				
accruals	#DIV/0!	#DIV/0!	#DIV/0!	0.00	0.00	0.00				
total	0.0000	0.0000	0.0000	21,556.10	17,873.97	40,045.50	4,500.00	1,000.00	0.00	
Per #										
Under(Over) payment	(0.0000)	(0.0000)								
Supplemental Benefits - Act 1a	4,079.2	4,758.4	4,341.1	81,553.10	17,573.97	43,045.50	3,000.00	34,165.00	173,071.50	
Supplemental Benefits - B's	5,141.8	6,330.3	5,681.8							
Under(Over) payment	1,062.2	1,571.8	1,317.1							
Amount	\$ 88,635	\$ 92,673	\$ 91,442							
Total Ave & Sup.Benefits	15.8935	18.6285	15.0185	81,553.10	17,573.97	43,045.50	7,500.00	35,170.00	81,471.42	
PER BID	16.8326	18.0586	15.5550							
Under(Over) payment	0.9390	(1,228.0)	(0,4232)							
Amount	\$ 70,582	\$ (21,584)	\$ (16,245)							

**Amodeo System Parking**  
**Port Authority of New York and New Jersey**  
**LaGuardia Airport**  
**2011/2012 Wages/Benefits Calculation**  
**Period: May 14, 2011 thru May 14, 2012**  
**Contract Year Ended May 14, 2011 - Year 2 Option 2**  
**Month of April 2012**

		AVERAGES	AVERAGES	HOURS	HOURS	WAGES	WAGES
		(42010-100)	(42010-100)	(42010-100)	(42010-100)	(42010-100)	(42010-100)
		Supervisor	Parking	Supervisor	Parking	Supervisor	Parking
		In Charge	Supervisor	In Charge	Supervisor	In Charge	Supervisor
<b>ACCORD TO WAGE RATE</b>							
May 15 to 31	May-11	16,685	14,742	456.00	2,401.42	7,608.60	35,403.85
June 1 to 14	Jun-11	16,789	14,876	456.75	2,410.67	7,531.76	35,281.05
June 15 to June 30	Jul-11	16,534	14,719	333.50	4,155.59	13,814.72	51,168.08
July 1 to 31	Aug-11	16,568	14,690	356.50	3,872.59	14,188.93	56,889.52
Aug 1 to 31	Sep-11	15,474	14,734	680.50	4,347.59	11,210.83	64,061.14
Sept 1 to 30	Oct-11	16,873	14,723	860.00	4,260.34	14,339.26	62,751.97
Oct 1 to 31	Nov-11	16,709	14,723	860.00	4,324.74	14,921.16	63,674.27
Nov 1 to 30	Dec-11	16,618	14,715	887.00	4,209.59	14,740.24	62,067.56
Dec 1 to 31	Jan-12	16,428	14,458	896.00	4,276.34	14,555.70	61,827.79
Jan 1 to 31	Feb-12	16,774	14,575	399.50	4,861.84	15,034.38	71,348.65
Feb 1 to 28	Mar-12	16,603	14,689	822.75	4,510.59	13,660.30	66,301.53
Mar 1 to 31	Apr-12	16,495	14,687	305.25	4,670.09	14,932.85	66,590.38
	May-12	#DIV/0!	#DIV/0!				
	Reverse	#DIV/0!	#DIV/0!				
	Adjust	#DIV/0!	#DIV/0!	0.00	0.00		
<b>TOTAL</b>		16,504	14,688	9,433.75	48,301.39	156,538.62	709,494.79
Reimbursed by PA		17,488	18,418				
Underpayment		9,539	4,730				
<b>HOLIDAY/BIRTHDAY/PERSONAL LIBERATION/MENTAL/CRY DUTY/ MED. REIMS.</b>							
May-11	May-11	1,466	1,246	456.00	2,401.42	666.96	2,992.80
June-11	Jun-11	0,500	0,172	456.75	2,410.67	-	416.16
July-11	Jul-11	0,798	0,840	833.50	4,155.59	666.96	3,507.52
Aug-11	Aug-11	0,000	0,980	856.50	3,872.59	-	321.36
Sept-11	Sep-11	0,980	0,710	680.50	4,347.59	666.96	3,125.92
Oct-11	Oct-11	0,755	0,750	860.00	4,260.34	666.96	3,198.58
Nov-11	Nov-11	0,666	0,810	896.00	4,324.74	544.32	3,503.84
Dec-11	Dec-11	0,419	1,468	887.00	4,209.59	666.96	6,288.64
Jan-12	Jan-12	1,305	1,245	896.00	4,276.34	1,333.92	5,331.52
Feb-12	Feb-12	0,715	0,320	899.50	4,861.84	666.96	9,058.24
Mar-12	Mar-12	0,808	0,670	822.75	4,510.59	666.96	3,022.80

**Ampco System Parking**  
**The Port Authority of New York and New Jersey**  
**LaGuardia Airport**  
**2011/2012 Wages/Benefits Calculation**  
**Period: May 15, 2011 thru May 14, 2012**  
**Contract Year Ended May 14, 2011 - Year 2 Option 2**  
**Month of April 2012**

ITEM		AVERAGES	AVERAGES	HOURS	HOURS	WAGES	WAGES
		(42010-102) Supervisor In Charge	(42010-102) Parking Supervisor	(42010-102) Supervisor In Charge	(42010-102) Parking Supervisor	(42010-102) Supervisor In Charge	(42010-102) Parking Supervisor
	Apr-11	0.0000	0.0214	905.25	4,670.09	-	100.00
	May-12	#DIV/0!	#DIV/0!	0.00	0.00		
	Reversal	#DIV/0!	#DIV/0!	0.00	0.00		
	Accruals	#DIV/0!	#DIV/0!	0.00	0.00	-	-
	<b>TOTAL</b>	<b>0.6936</b>	<b>0.7219</b>	<b>9,438.75</b>	<b>48,301.38</b>	<b>3,546.00</b>	<b>39,657.49</b>
	PER BID	0.6816	0.6762				
	Under/(Over)	(0.0120)	(0.1457)				
<b>SICK TIME ALLOWANCE</b>							
	May-11	0.0000	0.0000	456.00	2,401.42	-	-
	Jun-11	0.0000	0.0218	456.75	2,410.67	-	32.55
	Jul-11	0.0000	0.1051	835.50	4,355.38	-	436.12
7/31/11 to 8/31/11	Aug-11	0.3292	0.3388	856.50	3,872.59	202.00	1,011.39
8/31/2011	Sep-11	0.0000	0.0557	680.50	4,347.59	-	242.11
	Oct-11	0.1426	0.3949	880.00	4,250.24	122.64	1,852.17
	Nov-11	0.4300	0.3345	893.00	4,324.74	584.00	1,446.83
	Dec-11	0.0000	0.2121	887.00	4,209.59	-	492.93
	Jan-12	0.1445	0.3160	886.00	4,276.34	128.00	1,051.17
	Feb-12	0.1423	0.1914	899.50	4,861.64	128.00	950.64
	Mar-12	0.3112	0.1730	822.75	4,810.59	256.00	780.13
	Apr-12	0.1484	0.2328	905.25	4,670.09	134.32	1,087.33
	May-12	#DIV/0!	#DIV/0!	0.00	0.00		
		#DIV/0!	#DIV/0!	0.00	0.00		
	<b>% of April 30, 2012</b>	<b>#DIV/0!</b>	<b>#DIV/0!</b>	<b>0.00</b>	<b>0.00</b>	<b>1,788.00</b>	<b>6,736.54</b>
	<b>TOTAL</b>	<b>0.3415</b>	<b>0.3418</b>	<b>9,439.75</b>	<b>48,201.36</b>	<b>3,222.96</b>	<b>16,571.11</b>
	PER BID	0.5128	0.1169				
	Under/(Over)	0.1713	(0.2250)				
<b>REALTY/STATE FARE</b>							
	May-11	0.0000	0.0000	456.00	2,401.42	0.00	0.00
	Jun-11	4.2443	6.5818	456.75	2,410.67	1,908.60	15,666.83
	Jul-11	2.3203	3.6006	835.50	4,355.59	1,938.60	14,002.69
	Aug-11	2.2634	3.9177	856.50	3,872.59	1,938.60	10,171.83
	Sep-11	2.8488	4.0468	680.50	4,347.59	1,938.60	11,520.63

**Ampco System Parking**  
**Yonk Port Authority of New York and New Jersey**  
**LaGuardia Airport**  
**2011/2012 Wages/Benefits Calculation**  
**Period: May 15, 2011 thru May 14, 2012**  
**Contract Year Ended May 14, 2011 - Year 2 Option 2**  
**Month of April 2012**

		AVERAGES (40010-102)	AVERAGES (42010-102)	HOURS (40010-102)	HOURS (42010-102)	WAGES (40010-102)	WAGES (42010-102)	
		Supervisor In Charge	Ranking Supervisor	Supervisor In Charge	Parking Supervisor	Supervisor In Charge	Ranking Supervisor	
I.D.M.	Oct-11	2,2542	4,3014	880.00	4,260.34	1,938.60	19,603.63	
	Nov-11	2,1709	4,0681	893.00	4,324.74	1,938.60	17,593.33	
	Dec-11	2,1556	4,0690	887.00	4,209.59	1,938.60	17,128.63	
	Jan-12	2,1060	4,1987	886.00	4,276.34	1,865.00	17,581.49	
	Feb-12	2,3734	3,8913	899.50	4,861.84	1,865.00	17,046.49	
	Mar-12	2,2668	4,1689	822.75	4,510.59	1,865.00	18,803.99	
	Apr-12	2,0002	4,0265	905.25	4,670.09	1,865.00	18,803.99	
	May-12	#DIV/0!	#DIV/0!	0.00	0.00			
	Revised	#DIV/0!	#DIV/0!	0.00	0.00	0.00	0.00	
	Approved	#DIV/0!	#DIV/0!	0.00	0.00	0.00	0.00	
	TOTAL		2,2201	3,9658	8,439.75	48,301.39	21,030.20	191,056.37
	PER BID		4,4675	4,6971				
	Under(Ovr.)		0,2585	0,0416				
VACATION	May-11	0,0000	0,4975	459.00	2,401.42	-	1,194.00	
	June-11	1,8950	0,1318	456.75	2,410.67	170.00	138.21	
	July-11	1,7254	1,2507	835.50	4,155.59	1,441.50	5,197.60	
	7/31/11 to 8/31/11	3,8770	0,7368	856.50	3,872.59	2,721.60	3,923.45	
	Aug-11	0,6000	0,5540	580.50	4,347.59		2,908.40	
	Oct-11	0,7139	1,2240	860.00	4,260.34	313.20	5,214.80	
	Nov-11	0,7521	0,7961	893.00	4,324.74	371.60	3,443.07	
	Dec-11	1,5809	0,6778	887.00	4,209.59	1,410.00	2,855.39	
	Jan-12	0,7573	0,7821	886.00	4,276.34	670.93	3,370.35	
	Feb-12	0,7115	0,7467	899.50	4,861.84	510.00	3,630.23	
	Mar-12	0,0000	0,8893	522.75	4,510.59		4,012.63	
	Apr-12	0,7964	0,8155	905.25	4,670.09	720.00	3,908.40	
	May-12	#DIV/0!	#DIV/0!	0.00	0.00			
	Revised of 5/31/2011 for part	#DIV/0!	#DIV/0!	0.00	0.00	(3,104.11)	(11,627.26)	
	to 4/30/2012	#DIV/0!	#DIV/0!	0.00	0.00	3,216.79	15,998.88	
	TOTAL		1,0051	1,0117	9,439.75	48,301.39	9,771.61	48,867.11
	PER BID		1,5218	0,8035				
Under(Ovr.)		0,2886	(0,2082)					

**Ampco System Parking**  
**The Port Authority of New York and New Jersey**  
**LaGuardia Airport**  
**2011/2012 Wages/Benefits Calculation**  
**Period: May 15, 2011 thru May 14, 2012**  
**Contract Year Ended May 14, 2011 - Year 2 Option 1**  
**Month of April 2012**

		<b>AVERAGES</b>	<b>AVERAGES</b>	<b>HOURS</b>	<b>ROLLERS</b>	<b>SEAGERS</b>	<b>WARRS</b>
		(42010-102)	(42010-102)	(42010-102)	(42010-102)	(42010-102)	(42010-102)
<b>ITEM</b>		<b>Supervisor</b>	<b>Parking</b>	<b>Supervisor</b>	<b>Parking</b>	<b>Supervisor</b>	<b>Parking</b>
		<b>In Charge</b>	<b>Supervisor</b>	<b>In Charge</b>	<b>Supervisor</b>	<b>In Charge</b>	<b>Supervisor</b>
<b>BONUS</b>							
May-11		0.0000	0.0000	456.00	2,401.40		
June 1 to 15		0.0000	0.0000	456.75	2,410.67		
		0.0000	0.0000	835.50	4,165.59		
		0.0000	1.8850	856.50	3,872.59	7,500.00	
		0.0000	0.0000	680.50	4,347.50		
		0.0000	0.0000	860.00	4,260.34		
		0.0000	2.8822	893.00	4,324.74		11,500.00
		7.0462	1.9004	887.00	4,208.59	3,250.00	4,900.00
		0.0000	0.0000	886.00	4,276.34		
		5.5586	1.0953	899.50	4,861.34	3,000.00	5,025.00
		0.0000	0.2051	822.75	4,540.59		1,250.00
		0.0000	0.0000	905.25	4,670.69		
		#DIV/0!	#DIV/0!	0.00	0.00		
		#DIV/0!	#DIV/0!	0.00	0.00		
		#DIV/0!	#DIV/0!	0.00	0.00		
	<b>TOTAL</b>	1.1919	0.6863	9,438.75	48,301.39	11,250.00	33,450.00
	<b>Per Bid</b>		0.3138				
	<b>Under/Over</b>	(1.1919)	(0.3726)				
	<b>Supp. Benefits - Actual</b>	5.4903	6.7172	9,438.75	48,301.39	61,621.72	324,402.00
	<b>Supp. Benefits - Bid</b>	7.2036	6.4074				
	<b>Under/Over</b>	1.7135	(0.3098)				
	<b>Amount</b>	\$ 16,173	\$ (14,965)				
	<b>Total Ave &amp; Supp. Benefits</b>	22.9750	21.4082	9,438.75	48,301.39	208,960.35	1,639,940.82
	<b>PEN END</b>	24.3124	21.6264				
	<b>Check</b>	24.3124	21.6264				
	<b>Under/Over</b>	2.2374	0.4202				
	<b>Amount</b>	\$ 24,113	\$ 20,298				

**THE PORT AUTHORITY OF NY & NJ**

John F. Kennedy International Airport    Newark Liberty International Airport    Stewart International Airport

**ABM**

Parking Services

# APPROACH TO UNDERPAYMENT OF WAGES AND BENEFITS

**j. Approach to underpayments of Wages, Health & Supplemental Benefits**

ABM Parking Services Controller and senior management staff closely monitor the monthly wages, health and supplemental benefits reports. For job classifications where there is underpayment, such underpayment is paid to affected employees in that job classification as a form of bonus. Employees who are in that job classification for that contract period participate in the bonus distribution.

These reports and payroll records as to proof of payment of any underpayments and meeting contractual obligations are provided to the Port Authority for audit review.

ABM Parking Services will continue such reporting process and will maintain clean records of all wages, health and supplemental benefits paid to its employees.

**THE PORT AUTHORITY OF NY & NJ**

John F. Kennedy International Airport    LaGuardia Airport    Newark Liberty International Airport    Stewart International Airport



Parking Services

**PLAN TO KEEP  
EMPLOYEES IN  
CURRENT ROLES AT  
CURRENT WAGES**

a. Plan to **Keep Employees in Current Roles with No Loss of Wages**

ABM Parking Services' proposal to operate the parking Facilities at the Port Authority of New York and New Jersey Airports has taken into account all of our current employees, as well as the employees at Stewart International Airport.

If ABM Parking Services is selected to continue to manage the Authority's Airport Parking facilities, the current employees will keep their current roles and wages (Stewart employees will need to pass ABM background checks). Our proposed budgets and fees have taken these costs into account.



### **I. Complete Description of How Proposer Intends to Implement and Manage Required Services**

Since ABM Parking Services (including Five Star Parking) has operated the EWR, JFK and LGA Parking Facilities for ten or more years, we already have all required services up and running and in place. If chosen to continue to operate the PANYNJ Airport Parking Facilities, ABM plans to expand our proven management and services to Stewart International Airport.

Please see the following pages for our detailed Standard Operating Procedures Manual. This explains our operating procedures that are currently in place at EWR, JFK and LGA. If chosen to continue to operate the PANYNJ Airport Parking Facilities, we will update this manual to reflect the procedures in place at SWF as well.

# **Airport Operations Manual ABM PARKING SERVICES**

**John F. Kennedy**

**LaGuardia**

**Newark**

**Revised May, 2012**

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## SECTION ONE – CUSTOMER SERVICE

### Customer Service Standards

Employees failing to comply with the airport customer service standards will be subjected to progressive discipline leading up to and including termination of employment.

### Employee Attitude, Appearance, Awareness and Knowledge

All airport employees are required to be courteous and helpful at all times with every customer and other employees, and keep in mind *"... people may not remember exactly what you did or what you said ... but they will always remember how you made them feel."* All employees will meet or exceed the following standards.

#### *Attitude, all employees shall:*

- 1.1.1 Greet all customers in a friendly and professional manner.
- 1.1.2 Address customers proactively - be friendly and approachable - anticipate customer's needs. Customers and passengers shall not have to initiate contact.
- 1.1.3 Display a smile and eye contact towards passengers and fellow employees at all times.
- 1.1.4 Project a pleasant, friendly and attentive demeanor and maintain proper posture at all times.
- 1.1.5 Be capable of communicating clearly when in contact with customers.
- 1.1.6 Refrain from using foul or inappropriate language at any time.
- 1.1.7 Use a proper and courteous vocabulary and tone of voice with customers.
- 1.1.8 Make every effort to satisfy customers' needs, even when those needs are outside the employee's specific job scope.
- 1.1.9 Focus on customers and not gather in a group to chat while on duty.
- 1.1.10 Not eat, drink, chew gum or smoke in other than designated areas of the workplace, especially in view of customers when in uniform.
- 1.1.11 Assure that the customers' needs are met by providing or calling for the appropriate services.
- 1.1.12 Not nap or sleep on duty or in public areas.
- 1.1.13 Not use personal electronic devices, including but not limited to cell phones and MP 3 players while on duty.

#### *Appearance, all employees shall:*

- 1.2.1 Be well groomed, clean and present a professional appearance.
- 1.2.2 Wear only appropriate accessories, as determined by employer, while on duty.
- 1.2.3 Wear name tags and/or official identification that is visible in the public at all times.
- 1.2.4 Wear clean, neat and pressed uniforms including appropriate footwear while on duty.
- 1.2.5 When speaking to customers, remove sunglasses (unless medically required otherwise) to facilitate eye contact. Sunglasses may only be worn outdoors and during daylight hours.

#### *Awareness, all employees shall:*

##### Security and Public Safety

Safety and security is an important airport responsibility for all employees. This can be most easily accomplished if you remain aware of your surroundings and follow these rules:

##### Airport Community is FAPD's Eyes and Ears

- LOOK - Observe the situation and circumstances.
- LISTEN - To statements made by subjects.
- THINK - Use the totality of the facts consistent with normal/ legal operations.
- ACT - Call the FAPD and report all the facts.

### Crime Watch

All employees are expected to be on the lookout for any suspicious and/or criminal activity in the parking lots. Routine checks should be conducted in each lot with an emphasis on the garage. Supervisors, please ensure that your vehicle's beacon light is on while touring any lot.

If you see an individual(s) committing a crime in a lot/garage (tampering with or attempting to break into a vehicle or engaging in any type of criminal activity) call your supervisor to advise. PAPD at EWR: (973) 961-6230, JFK: (718) 244-4335 or LGA: (718) 533-3911. There are also call boxes located throughout the lots that will dial the police directly or you may dial \*21 from an airport pay phone. Employees should become physically involved in stopping any crime. If a telephone is not available notify your immediate supervisor who will then contact the PAPD and the PA Operations.

### Unattended Items

If you come upon any unattended luggage, baggage, etc., do not attempt to recover the item. Contact your immediate supervisor to notify the PAPD at EWR: (973) 961-6230, JFK: (718) 244-4335 or LGA: (718) 533-3911. There are also call boxes located throughout the lots that will dial the police directly or you may dial \*21 from an airport pay phone.

### Knowledge, all employees shall:

- 1.4.1 Be well informed, capable of providing directions and know where and how to obtain requested information or services for customers.
- 1.4.2 Convey accurate information using clear and understandable terms.
- 1.4.4 Obtain the facts when encountering a dissatisfied customer, state any applicable policy clearly and politely; and be able to offer a solution or an adequate alternative to the customer. If unable to satisfy the customer or resolve the issue, direct the customer to immediate supervisor.
- 1.4.4 Know where and how to obtain assistance to resolve customers' questions or problems if language barriers arise-
- 1.4.5 Know where and how to obtain assistance in order to respond to medical and operational emergencies and operational disruptions.
- 1.4.6 Know where and how to obtain assistance in order to respond to emergencies including those relating to Passengers with Reduced Mobility being assisted
- 13.1.8 Cashier booth interiors shall be clean and free of visible clutter, such as newspapers, books, magazines, and personal belongings.
- 13.4.2 Handwritten or unprofessional signs shall not be used.
- 13.4.6 Employee name, title, and phone number shall be posted in each cashier booth.
- 13.5.1 Employees shall be capable of providing driving directions to other major airports and to airport events, verbally and/or with printed materials.
- 13.5.2 Employees shall provide a "thank you" or an appropriate pleasant closing to every customer.

### Mystery Shops

Mystery shops are conducted monthly both by the Port Authority and AEBM Parking Services. All employees are subject to be mystery shopped. A passing mystery shop will require the employee to follow all of the written customer service standards set forth by the Port Authority and AEBM Parking Service.

All employees will receive a monetary incentive for a passed mystery shop(s). A failed mystery shop will result in progressive discipline up to and including termination. The most frequently missed standards, yet the most important for ensuring each customer in a pleasant manner, are making eye contact and closing the transaction.

**Examples of Failed PA Mystery Shops**

Parking Lot - P4 Lane 806			
	13.00	General Comments	Employee Name: XXXXX Date: XXXX Time: XXXX Weather: Cloudy Occupancy: Steady The customer parked in Aisle 602.
Standards of Employee Attitude, Appearance and Knowledge	1.1.1	Greet all customers in a friendly and professional manner.	XXXXX did not offer a greeting to the customer and initiated the conversation stating "I have Dollars".
	1.1.3	Project a pleasant, friendly, and attentive demeanor and maintain proper posture at all times.	XXXXX behavior was not very friendly.
	1.1.7	Use a proper and courteous vocabulary and tone of voice with customers. For example, use word such as "please", "yes", "hello" and "thank-you".	XXXXX vocabulary did not contain courteous words.
	1.1.8	Maintain appropriate eye contact and a pleasant tone of voice while conversing with customers and fellow employees.	XXXXX tone of voice was not very pleasant.

Parking Lot - Terminal A Lane 946 - Lost Ticket Encounter			
	13.00	General Comments	Employee Name: XXXXX Date: XXXX Time: XXXX Weather: Sunny Occupancy: Steady
Standards of Employee Attitude, Appearance and Knowledge		Standards of Employee Attitude, Appearance and Knowledge General Comments	The customer approached the exit booth at 15:25 p.m. and reported that his parking ticket was lost. XXXXX asked for the vehicle's registration and the driver's license. However, he did not explain to the customer about the procedure or how much time would be required to complete the process. He was approached by other uniformed personnel who assisted in expediting the process as other vehicles were lining up in the lane. The name badge of the uniformed personnel was not visibly displayed. The overall procedure took 25 minutes and the customer was thanked at departure. It was noted that none of the associates had greeted the customer at arrival.
	1.1.1	Greet all customers in a friendly and professional manner.	XXXXX did not greet the customer.
	1.1.4	Remain calm when encountering angry customers, to calm the customer, listen carefully, and show empathy with the customer's problem.	XXXXX did not show empathy with the customer's problem.
	1.1.7	Use a proper and courteous vocabulary and tone of voice with customers. For example, use word such as "please", "yes", "hello" and "thank-you".	XXXXX vocabulary did not contain courteous words.

Examples of Passard PA Mystery Shop

Parking Lot - P1/P3 Lane 407			
	13.0.0	General Comments	Employee Name: XXXX Date: XXXX Time: XXXX Weather: Overcast Occupancy: Slow
Standards of Employee Attitude, Appearance and Knowledge		Standards of Employee Attitude, Appearance and Knowledge General Comments	XXXX greeted the customer upon arrival. She wished a pleasant day to the guest as she found out that there was no charge for parking due to the short stay in the parking lot. Provided accurate and adequate directions to the customer and thanked him prior to the departure. The associate maintained courteous and professional demeanor throughout the encounter and met the employer service standard with 100% compliance.
Short Term Parking A - Aisle 108 - Exit Lane 916			
	13.0.0	General Comments	Employee Name: XXXX Date: XXXX Time: XXXX Weather: Clear Occupancy: Slow
Standards of Functionality	13.3.4	Properly informed and identifiable personnel shall be readily available to assist travelers during designated travel periods and to respond to emergency situations.	A call was placed from the emergency telephone at 20:55 hour a/c 103 to assist the traveler in locating the car. XXXX answered on the second ring, asked the caller the location and stated that she would send assistance. At 21:05 XXXX arrived and asked the traveler what was needed. XXXX indicated for the traveler to get in the van and he would assist in locating the car. He asked the make and model and then asked for the keys to the car. He began to circle the lot and pressed the panic button on the set of keys. The car was located within five minutes. XXXX was pleasant throughout the encounter and wished the traveler a good night.
Standards of Employee Attitude, Appearance and Knowledge		Standards of Employee Attitude, Appearance and Knowledge General Comments	XXXX offered a greeting as the traveler placed the ticket in the machine. She smiled and indicated the price. When the traveler handed XXXX a business pass, she offered a pen and asked the traveler to please sign the pass. XXXX quickly processed the pass and wished the traveler a good night. The employee standards were met with 100% compliance.

Airport Services

The Port Authority and AEM Parking Services conduct their mystery shopping and inspection surveys on a continual basis. In addition, during the months of May and June the Port Authority performs annual customer service surveys and facility inspections of all areas of Newark, JFK, and LaGuardia Airports.

Customer Care Rewards Program (A PA Sponsored Program)

The goal of the Customer Care Reward & Recognition Program is to publicly recognize outstanding employees and acknowledge their accomplishments with two award levels: the first award is for Excellence while providing service to our customers; the second award is for going above and beyond while providing service to our customers.

Eligibility

**Excellency Award** - any non-PA airport employee who has direct contact with airport customers.

**Above & Beyond Award** - any non-PA airport employee.

Customer Care Award Program

As mentioned above, this award is for employees who directly with our customers. Designated staff members (Card Givers) from the Port Authority and participating partners will have access to a supply of Customer Care Reward & Recognition Cards. If a Card Giver observes an interaction with an employee delivering superior customer service consistently, he/she will present that person with a card. The Card Giver prints the recipient's name, title, company and prints and signs his/her own name and company on the card and then returns it to

the recipient. The recipient brings the card to their On-Site Customer Service Manager (EWR - Jeff Quick, LGA - Maria Vinas, and Keshia Johnson at JFK). The recipient is now eligible to be nominated as an Employee of the Quarter for his/her company. It is the role of each partner to select up to two (2) winners for Employee of the Quarter and submit the attached Nomination Form for each selected employee. Participating partners may also consider customer recognition and internal recognition to support an employee's nomination. The winners will receive a commendation letter, and be included in a group picture of all winners from their facility, which will appear in *Airport Press*.

#### **Above and Beyond Award Program**

This program is for all any airport employees that go "above and beyond" in their job regardless of having direct customer contact. This can range from saving someone's life to stopping and changing a tire for a customer.

It is the role of each contractor to select one (1) winner for **Employee of the Quarter** and submit the attached Nomination Form for the selected employee. The winner will receive a commendation letter, have his/her photo taken, and be featured in *Airport Press*.

#### **Employee of the Year:**

At the end of each year, the Port Authority will recognize an **Employee of the Year** in each category from each airport. Therefore, there will be an Employee of the Year for "Consistency in Performance" at EWR, JFK and LGA and an Employee of the Year for "Above and Beyond" for EWR, JFK and LGA. It is the responsibility of each partner to nominate one (1) of their **Employee of the Quarter** winners from each category to compete. The Customer Care Council Workgroup on Reward and Recognition will select the **Employee of the Year** for each category based on information from the Nomination Form submitted and the winners will be invited to the annual Customer Care Awards Ceremony Luncheon in May.

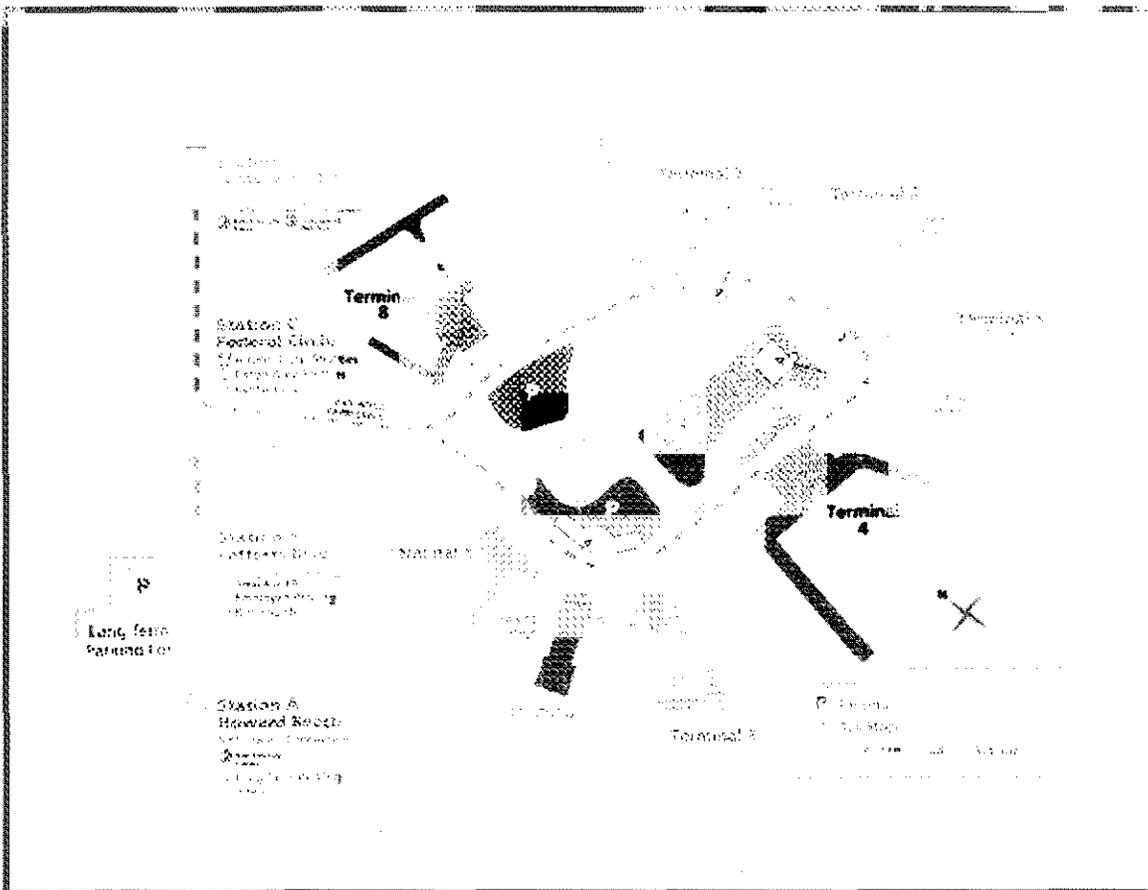
#### **Rules and Regulations of the PA's Reward Program**

- ★ Customer Care Reward cards are not valid without the issuer's signature and the employee's first and last name clearly written on the card.
- ★ The Recognition Card has no cash or monetary value on its own. The reward or recognition from receiving the card is solely at the discretion of the employer.
- ★ Employees cannot transfer their card to another person.
- ★ It is the employer's responsibility to educate their staff and notify them of any changes to the program.
- ★ Individual managers/supervisors/employers retain the right to determine the acceptance or rejection of an employee's Recognition Card.
- ★ Photocopies of cards will not be accepted.
- ★ The Port Authority will ensure that all emails received regarding the Customer Care Rewards program are brought to the Customer Care Council Workgroup on Reward and Recognition for consideration.
- ★ The Port Authority has the right to cancel the program at any time and will make every effort to notify participants of the program's cancellation.

If you have any questions, comments, and suggestions to enhance this program, please contact your On-Site Customer Service Manager.

*Note: The Customer Care Rewards program is sponsored by the Port Authority. ABM Parking Services has ongoing "In-House Incentive and Events" programs that are separate and apart from the Customer Care Rewards Program. For more information on our In-House programs, please see your On-Site Customer Service Manager.*

# John F. Kennedy International Airport Information



## Short Term

Up to 30 minutes - \$ 3.00

31-60 minutes - \$ 6.00

Each additional half hour - \$ 3.00

To a daily maximum of - \$33.00

## Long Term

Up to 24 Hours - \$18.00

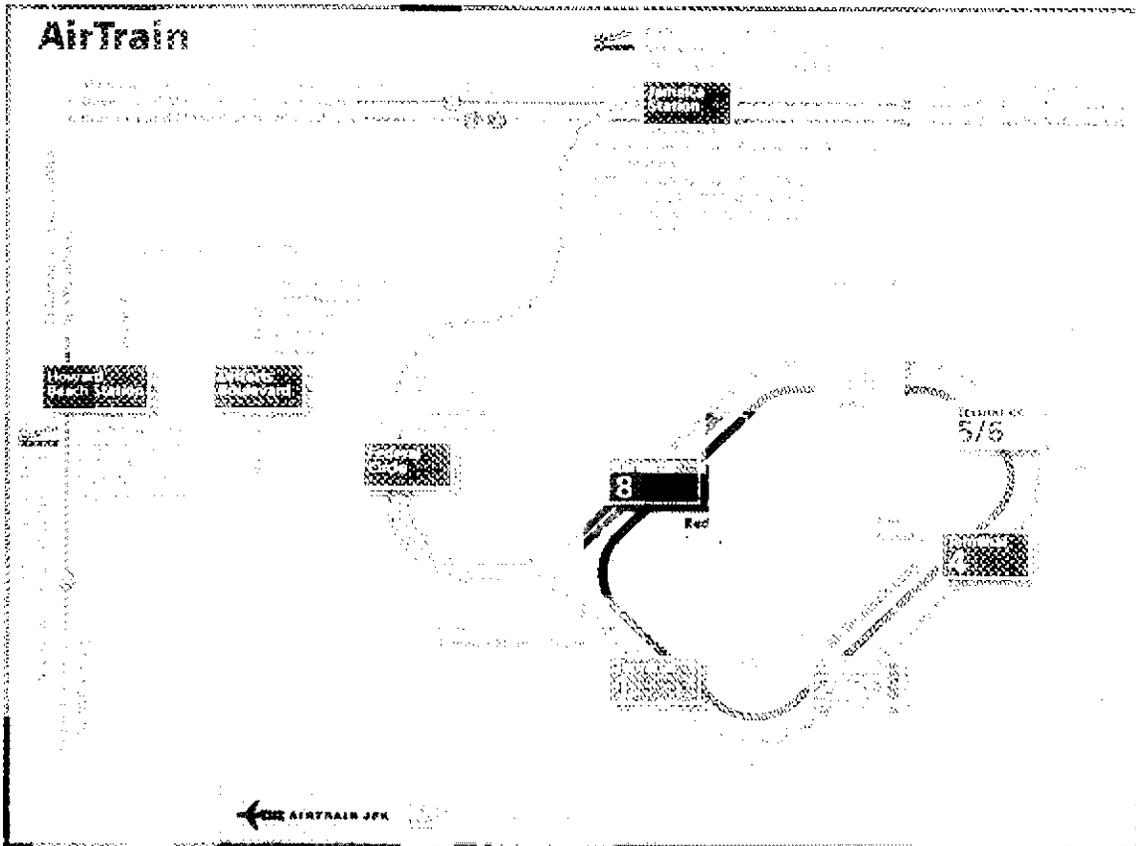
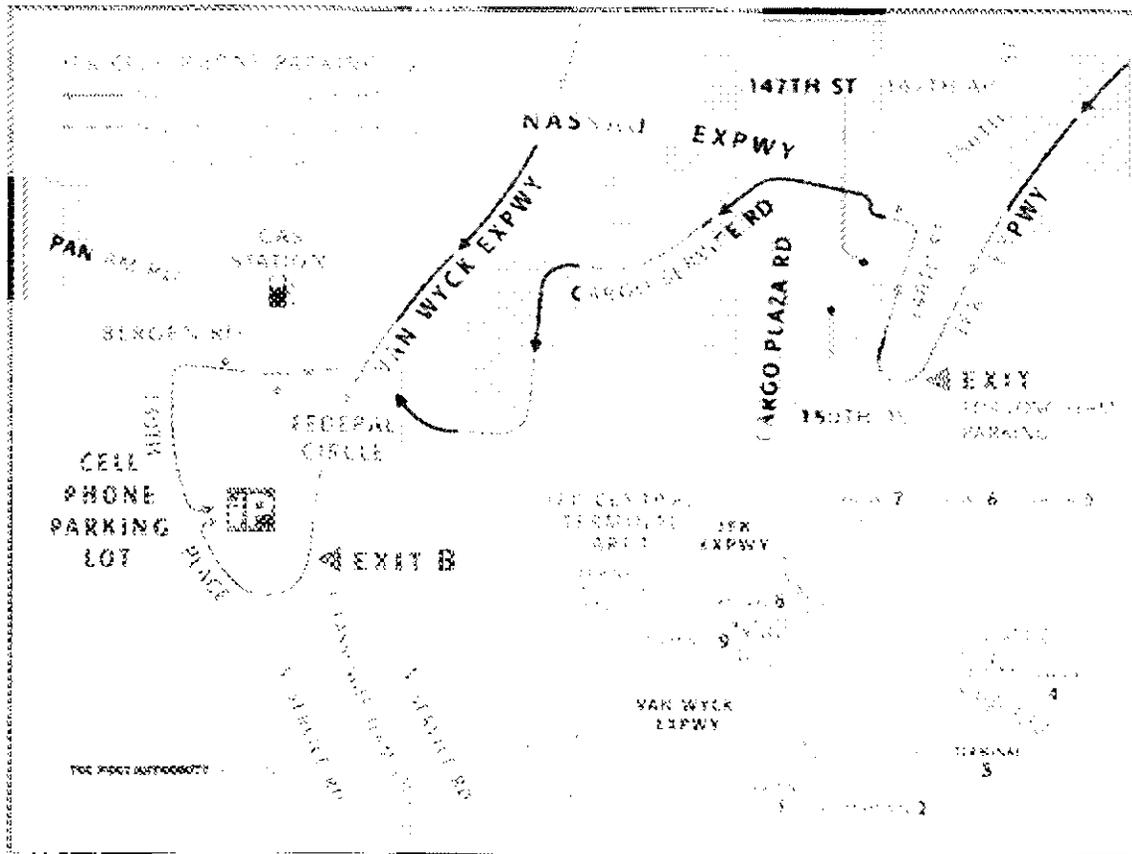
Each additional 8 hours - \$ 6.00

## Handicap

\$3 up to the first half hour or part thereof

\$6 up to 1 hour

\$3 for each half hour or part thereof after up to \$18 maximum for each 24-hour period



**Directions to John F. Kennedy International Airport**

**From the North:**

**From I-87 NY Thruway:** South on Thruway-Major Deegan Expressway (I-87) to Cross Bronx Expressway (I-95); east on Cross Bronx to Van Wyck Expressway south (I-678) across the Bronx-Whitestone Bridge to the Van Wyck Expressway (I-678) south which leads directly to the airport.

**From I-95 New England Thruway:** New England Thruway (I-95) to Bruckner Expressway take exit for Van Wyck Expressway south (I-678) across the Bronx-Whitestone Bridge to the Van Wyck Expressway south (I-678) which leads directly to the airport.

**From I-84/I-684:** South on I-684 to I-287; west on I-287 to NY Thruway-Major Deegan Expressway (I-87) to Cross Bronx Expressway (I-95); east Cross Bronx to Van Wyck Expressway south (I-678) across the Bronx-Whitestone Bridge to the Van Wyck Expressway (I-678) which leads directly to the airport.

**From the East:**

West on Long Island Expressway (I-495) to Van Wyck Expressway (I-678) south; take Van Wyck south directly to the airport.

**From the South:**

North on NJ Turnpike to Exit 13; east across Goethals Bridge to Staten Island Expressway (I-278); cross Verrazano Bridge; follow Gowanus Expressway north to Prospect Expressway south to 10th Avenue; follow 10th Avenue to McDonald Avenue south; turn left on Caton Avenue to Linden Boulevard (NY 27); take Linden Boulevard to Nassau Expressway directly to the airport.

**From the West:**

**Via I-78:** East on I-78 to NJ Turnpike south to Exit 13; cross Goethals Bridge to Staten Island Expressway (I-278) to Verrazano Bridge; just past the bridge, exit to Ft. Hamilton Parkway to Linden Boulevard (NY 27); take Linden Boulevard to Nassau Expressway directly to the airport.

**Via I-80/I-280:** East on I-80 to I-280 east to NJ Turnpike south continue as above.

**To Travel from JFK:** Van Wyck (I-678) North to Long Island Expressway (I-495) West.

**To Airport**

**LaGuardia Airport:** North on Van Wyck Expressway (I-678); East on Grand Central Parkway;

**Queens Liberty International Airport:** Bell Parkway West to Verrazano Bridge continue on Staten Island Expressway (I-278); west to Goethals Bridge across bridge take NJ Turnpike north to Exit 15A or north 14; follow signs to airport.

**John F. Kennedy International Airport Car Rental Information**

Alamo	(718) 634-6406 or (800) 330-3333
Budget	(718) 656-1898 or (800) 527-0700
Dollar	(855) 434-2326
He	(718) 656-7600 or (800) 654-3131
Hertz	(718) 632-8300 or (800) 227-7368
Enterprise	(718) 659-1200 or (800) 736-8227

John F. Kennedy International Airport Hotel Information

**JFK Inn**

151-10 South Conduit Avenue  
 Jamaica, NY 11434  
 Tel: (718) 723-5100  
 Fax: (718) 341-3730  
 Toll-Free: (800) 734-5199

**Courtyard by Marriott JFK Airport**

145-11 North Conduit Avenue  
 Jamaica, New York 11436  
 Tel: (718) 848-2121  
 Fax: (718) 848-0888-fax  
 Toll-Free: (800) 880-1934

**Crowne Plaza Hotel, JFK Airport**

144-00 Baisley Boulevard  
 Jamaica, NY 11434  
 Tel: (718) 489-1000  
 Fax: (718) 489-1100  
 Toll-Free: (800) CROWNE PLAZA

**Holiday Inn JFK Airport**

144-02 135th Avenue  
 Jamaica, NY 11436  
 Tel: (718) 659-0200  
 Fax: (718) 322-2533  
 Toll-Free: (800) 692-5350

**Radisson Hotel at JFK**

135-30 149th Street  
 Jamaica, NY 11436  
 Tel: (718) 322-2300  
 Fax: (718) 322-6894  
 Toll-Free: (800) 333-3333

**Holiday Inn Express Kennedy Airport**

153 - 70 South Conduit Avenue  
 Jamaica, NY 11434  
 Tel: (718) 977-3100  
 Fax: (718) 977-6100  
 Toll-Free: (800) HOLIDAY

**Best Western JFK Airport**

144 - 25 153rd Lane  
 Jamaica, NY 11434  
 Tel: (718) 977-2100  
 Fax: (718) 977-2200  
 Toll-Free: (800) 780-7234

**Comfort Inn JFK Airport**

144 - 36 153rd Lane  
 Jamaica, NY 11434  
 Tel: (718) 977-0001  
 Fax: (718) 977-9166  
 Toll-Free: (800) 4 CHOICE

**Howard Johnson Express Inn at JFK Airport**

153 - 95 Rockaway Blvd  
 Jamaica, NY 11434  
 Tel: (718) 723-6700  
 Fax: (718) 527-6300  
 Toll-Free (English): (800) 446-4656

**Double Tree Club Hotel**

156-08 Rockaway Boulevard  
 Jamaica, NY 11434  
 Tel: (718) 276-2188  
 Fax: (718) 276-9255  
 Toll Free: (800) 222-3333

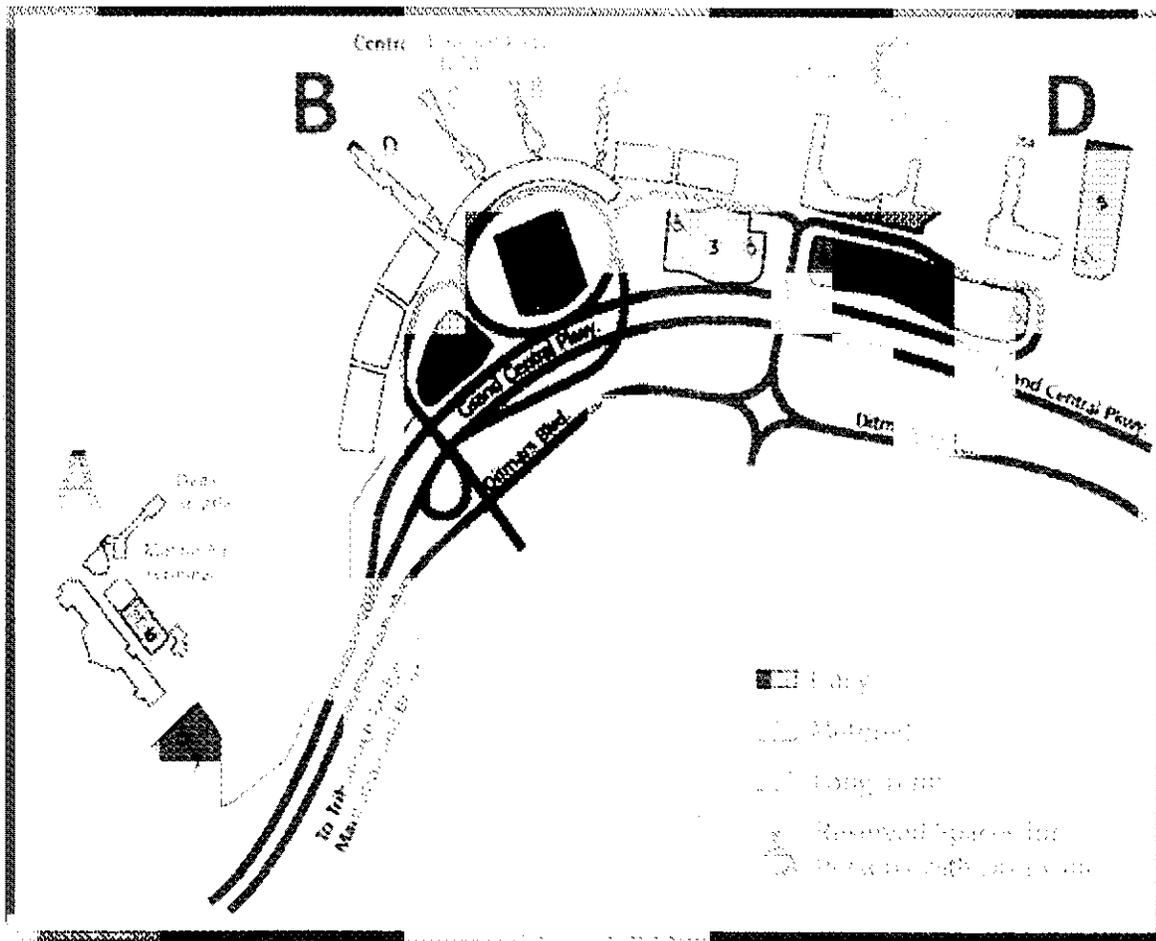
**Hampton Inn**

144-00 135th Avenue  
 Jamaica, NY 11436  
 Tel: (718) 322-7500  
 Fax: (718) 322-7933  
 Toll-Free: (800) HAMPTON

John F. Kennedy International Airport Important Phone Numbers

PAFFS	(718) 244-1337	ABM Parking Services Ltd	(347) 238-3238
General Information	(718) 244-4444	ABM Parking Services	(718) 244-4168
Lost & Found	(718) 244-4225	Employee Sales	(347) 238-3239
ABM Parking Services SIC	(347) 238-3231	Employee Sales	(347) 238-3240
ABM Parking Services Ltd	(347) 238-3232	Human Resources	(347) 238-3248
		Customer Service	(347) 238-3238

# Los Angeles Airport Information



## Short Term

Up to 30 minutes - \$ 3.00

31-60 minutes - \$ 6.00

Each additional half hour - \$ 3.00

To a daily maximum of - \$33.00

## Long Term

Up to 24 hours - \$33.00

24-48 hours - \$66.00

Each additional 8 hours - \$ 6.00

## Handicap

\$3 up to the first half hour or part

\$6 up to 1 hour

\$3 for each half hour or part up to \$33 per 24 hours for the first 48 hours.

\$3 for each half hour or part thereafter up to \$18 maximum for each 24-hour period

## Metered Parking – Marine Air Terminal

\$.50 for each 15 minutes

1 hour limit

Los Angeles Airport Courtesy Buses Routes A and B

Take the free Route A (All Terminals) or Route B (All Terminals except for Marine Air Terminal / Delta Shuttle) courtesy buses to transfer between parking lots and terminals. Route A buses run every 10-15 minutes from 4:00 a.m. to 11:30 p.m. and Route B buses run every 10-15 minutes from 6:00 a.m. to 2:00 a.m.

**Directions to Lufftlandia Airport**

**From the North:**

**From I-87 NY Thruway:** South on Thruway-Major Deegan Expressway (I-87) to Robert F. Kennedy (Triborough) Bridge to Queens; east on Astoria Boulevard to 94<sup>th</sup> Street; left onto 94<sup>th</sup> north directly to the airport.

**From I-95 New England Thruway:** New England Thruway (I-95) South to Bruckner Expressway; take exit for Van Wyck Expressway (I-678) south across the Bronx-Whitestone Bridge to exit for Northern Boulevard (west); west on Northern Boulevard to Astoria Boulevard to 94<sup>th</sup> Street; right onto 94<sup>th</sup> Street (north) directly to the airport.

**From I-84/I-684:** South on I-684 to; west on I-297 to NY Thruway (I-87); south on Thruway-Major Deegan Expressway (I-87) to Robert F. Kennedy (Triborough) Bridge to Queens; east on Astoria Boulevard to 94<sup>th</sup> street; left onto 94<sup>th</sup> (north) directly to the airport.

**From the East:**

West on Long Island Expressway (I-495) to Brooklyn Queens Expressway (BQE I-278); take Brooklyn Queens Expressway (BQE I-278) north to Exit 38/Northern Boulevard; take Northern Boulevard east to 94<sup>th</sup> Street; turn left onto 94<sup>th</sup> Street north directly to the airport.

**From the South:**

North on the NJ Turnpike to Exit 13; east across the Goethals Bridge to Staten Island Expressway (I-278); cross Verrazano Bridge; Gowanus Expressway north to Brooklyn Queens Expressway (BQE I-278), north to Exit 38/Northern Boulevard; take Northern Boulevard east to 94<sup>th</sup> Street directly to the airport.

**From the West:**

**Via I-78:** East on I-78 to NJ Turnpike south to Exit 13; cross Goethals Bridge to Staten Island Expressway (I-278); cross Verrazano Bridge Gowanus Expressway north to Brooklyn Queens Expressway (BQE I-278); north to Exit 38/Northern Boulevard; take Northern Boulevard east to 94<sup>th</sup> Street directly to the airport.

**Via I-80/I-280:** East on I-80 to I-280; take I-280 east to NJ Turnpike south; continue as above.

**From Manhattan from LGA:** Grand Central Parkway West to the RFK (Triboro Bridge)

**To Airports:**

**Newark Liberty International Airport:** West on Grand Central Parkway to Van Wyck Expressway (I-678) south; take Van Wyck south directly to the airport.

**Newark Liberty International Airport:** West on Grand Central Parkway to Long Island Expressway (I-495); west on Long Island Expressway (I-495) to Brooklyn Queens Expressway (BQE I-278); south on Brooklyn Queens Expressway (BQE I-278) to Verrazano Bridge; north on Brooklyn Queens Expressway (BQE I-278); west to Goethals Bridge; across bridge, take NJ Turnpike north to exit 38A or exit 38; follow signs to airport.

**Lufftlandia Airport Car Rental Information:**

- Avis (718) 507-3600 or (800) 230-4898
- Budget (718) 639-6400 or (800) 527-0700
- Dollar (718) 779-5600 or (800) 800-4000
- Hertz (718) 478-5300 or (800) 654-3131
- National (718) 429-5893 or (800) 277-7368
- Enterprise (718) 457-2900 or (800) 736-8227

LaGuardia Airport Hotel Information

Gateway Plaza

104-01 Ditmars Boulevard  
East Elmhurst, NY 11369  
(718) 457-6300  
(800) 692-5429  
Fax: (718) 899-9768

Wyndham Garden Hotel - LaGuardia

100-15 Ditmars Boulevard  
East Elmhurst, NY 11369  
(718) 426-1500

LaGuardia Marriott

102-05 Ditmars Boulevard  
East Elmhurst, NY 11369  
(718) 565-8900  
Fax: 718-898-4955

Airway Motor Inn

82-20 Astoria Boulevard  
Flushing, NY 11370  
(718) 565-5100

Sheraton LaGuardia East

135-20 39th Avenue  
Flushing, NY 11354  
(718) 460-6666  
Fax: (718) 448-8655

Eden Park Hotel

113-10 Corona Avenue  
Flushing, NY 11368  
(718) 699-4500

Clarion Hotel

9400 Ditmars Boulevard  
Flushing, NY 11369  
(718) 426-1200

Wingate Inn & Suites at LaGuardia Airport

137-07 Northern Boulevard  
Flushing, NY 11354  
(718) 445-3300  
(718) 445-4101 Sales

Garden Hotel LGA

136-36 39th Avenue  
Flushing, NY 11354  
(718) 426-1500

Ramada Plaza Hotel - LaGuardia Airport

37-10 114th Street  
Corona, NY 11368  
(718) 651-2100  
(800) 272-6232

Skyway Motel at LaGuardia

102-10 Ditmars Boulevard  
East Elmhurst, NY 11369  
(718) 899-6900

Paris Suites Hotel

109-17 Horace Harding  
Expressway  
Flushing, NY 11368  
(718) 760-2820

Howard Johnson

135 - 33 38th Avenue  
Flushing, New York 11354  
(718) 461-3888

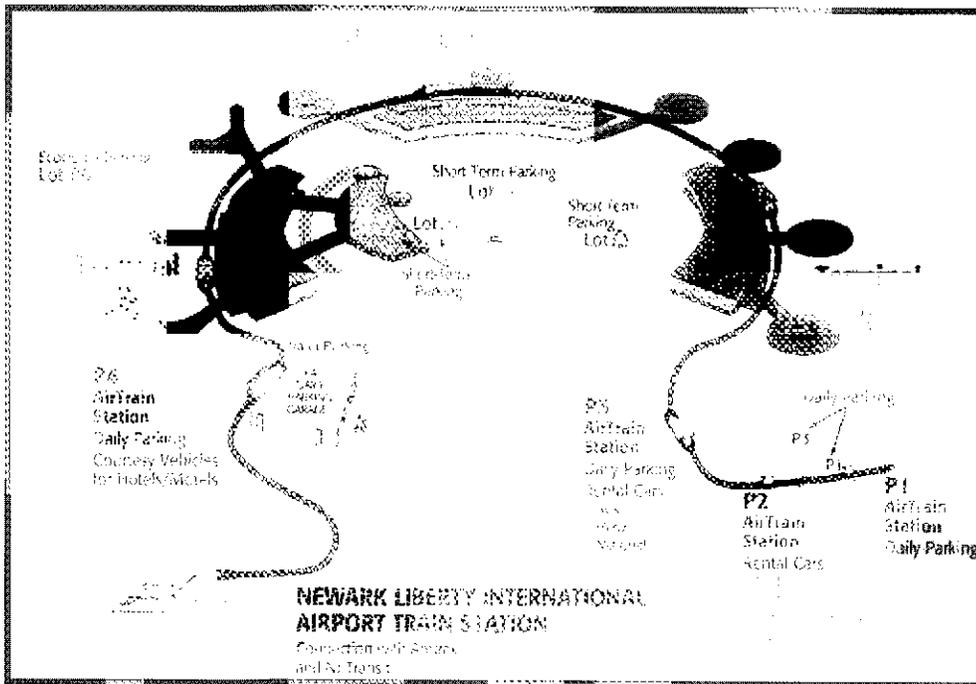
Courtyard LaGuardia

Phone: 718-446-4800  
Fax: 718-446-5733

LaGuardia Airport Important Phone Numbers

PAPE (718) 533-3900  
Emergency (718) 533-4333  
General Information (718) 533-3400  
Taxi/Ticket Service (718) 533-3993  
Lost & Found (718) 533-3988  
Human Resources (718) 468-3944  
A1 Parking Services SIC (347) 468-3923  
A2 Parking Services Ln1 (347) 468-3929  
A3 Parking Services Ln2 (347) 468-3930  
AEM Parking Services (718) 533-3850  
Employee Sales (718) 533-3413  
Customer Service (347) 468-3936

# Newark Liberty International Airport Information



## Short Term

Up to 30 minutes - \$ 3.00  
 31-60 minutes - \$ 6.00  
 Each additional half hour - \$ 3.00  
 To a daily maximum of - \$33.00

## Daily (P1, 3 & 4)

Up to 30 minutes - \$ 3.00  
 31-60 minutes - \$ 6.00  
 Each additional half hour - \$ 3.00  
 To a daily maximum of - \$24.00 (P1 & 3) or  
 \$27.00 (P4)

## Economy

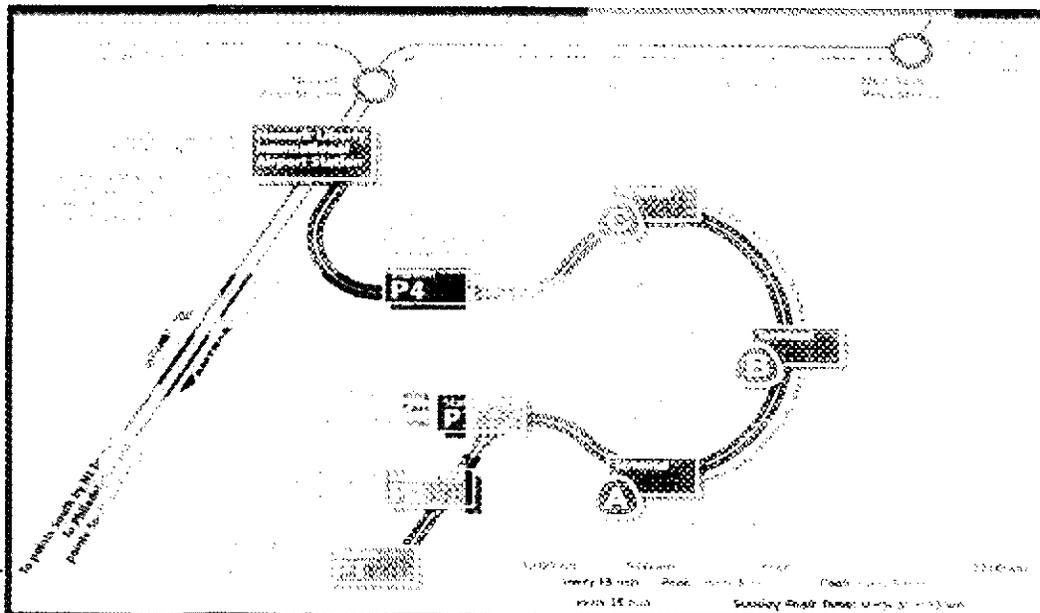
Up to 24 hours - \$18.00  
 Each additional 8 hours - \$ 6.00

## Valet

Up to 24 hours - \$20.00  
 Each additional 8 hours - \$20.00

## Handicap

\$3 for the first hour or part  
 \$6 up to 1 hour  
 \$3 for each half hour or part thereafter up to \$18  
 maximum for each 24-hour period



**Directions to Newark Liberty Airport**

**To EWR from the North:**

From I-87 NY Thruway: Leave Thruway at Exit 15, south on NJ 17 to US 46; east on US 46 to NJ Turnpike south take Turnpike north to Exit 13A. Follow signs for Newark Liberty International Airport.

From I-95 New England Thruway: NJ Thruway south to I-95-Cross Bronx Expressway; west to George Washington Bridge; continue south on NJ Turnpike as above.

From I-84/I-684: South on I-684 to I-287 to I-87-NY Thruway south on Thruway-Major Deegan Expressway; west to George Washington Bridge and south on NJ Turnpike as above.

**To EWR from the East:**

West on Long Island Expressway (I-495) to I-278/BQE; south on BQE to Verrazano Bridge; continue on I-278 west to Goethals Bridge; across bridge, take NJ Turnpike north to Exit 13A or Exit 14; follow signs to airport.

**To EWR from the South:**

NJ Turnpike north to Exit 13A or 14. Follow signs to Newark Liberty International Airport.

**To EWR from the West:**

**Via I-78:** East on I-78 to Exit 57; follow signs for Newark Liberty International Airport.

**Via I-80/I-280:** East on I-80 to I-280; take I-280 east to NJ Turnpike; south on Turnpike to Exit 14 or 13A; follow signs to Newark Liberty International Airport.

**Via US Route 22:** East on US 22 to merge with US 1&9 north following signs for Newark Liberty International Airport

**From EWR to Various Locations:**

**Shore Points/ South Jersey:** 78 West to the Garden State Parkway South

**PA (Allentown):** 78 West

**Lincoln Tunnel:** NJ Turnpike North

**Verrazano Bridge:** NJ Turnpike South to the Goethals Bridge (Exit 13) to I-278 East-Staten Island Expressway

**George Washington Bridge:** NJ Turnpike South

**Lower Manhattan:** I-80/I-280 North or 78 West to the Holland Tunnel

**Midtown Manhattan (42<sup>nd</sup> St.):** NJ Turnpike North to the George Washington Bridge

**Upper Manhattan:** NJ Turnpike North to the George Washington Bridge

**Central Manhattan:** NJ Turnpike North to the George Washington Bridge to the Cross Bronx Expressway

**South Bronx:** NJ Turnpike South to the Goethals Bridge (Exit 13)

**Brooklyn:** NJ Turnpike South to the Goethals Bridge (Exit 13) through Staten Island (278 East) to the Verrazano Bridge or I-80/I-280 North to the Holland Tunnel or Canal St. to the Manhattan Bridge

**To Airports:**

**JFK Airport:** NJ Turnpike South to the Goethals Bridge (Exit 13) through Staten Island (278 East) to the Verrazano Bridge; stay in left lane for the Belt Parkway East. Exit at JFK Airport and follow signs to terminal/parking.

**LaGuardia Airport:** I-80/I-280 East to the Holland Tunnel. Exit #5 Canal Street to the Manhattan Bridge. 278 East (BQE), follow signs to LGA.

**New Jersey Transit** – [www.njtransit.com](http://www.njtransit.com)  
**Amtrak** – [www.amtrak.com](http://www.amtrak.com)  
**Air Train Newark** – [www.airtrainnewark.com](http://www.airtrainnewark.com)

Newark Liberty International Airport Car Rental Information  
All rental companies are located at the P3 AirTrain station.

**Axis** (973) 961-1500 or (800) 230-4893  
**Budget** (973) 961-2990 or (800) 527-0700  
**Dollar** (973) 854-2602  
**Hertz** (973) 621-3000 or (800) 654-3131  
**National** (973) 622-1270  
**Enterprise** (973) 755-2723 or (800) 325-8007

(A shuttle bus departs from the P3 air train station to an off airport site.)

Newark Liberty International Airport Hotel Information

All hotels pick-up and drop-off at Air Train Station P4. Hotel courtesy vehicles depart approximately every 1/2 hour from Lot P4. There are courtesy phones available for major hotels.

**Newark Airport Marriott**  
Newark International Airport  
Newark, NJ 07114  
Toll Free: 800-882-1037  
Tel: (973) 623-0006  
Fax: (973) 623-7618

**Courtyard Newark Marriott**  
600 Route 1 & 9 South  
Newark, NJ 07114  
Tel: 973-643-8500  
Fax: 973-648-0662

**Hilton Newark Airport**  
1128 Spring Street  
Elizabeth, New Jersey  
07201-2114  
Tel: 1-908/351-3900  
Fax: 1-908/351-4156

**Hilton Short Hills**  
41 F. B. Parkway  
Short Hills, New Jersey 07078  
Tel: (973) 379-1100  
Fax: (973) 379-6870

**Howard Johnson Hotel**  
30 Park Street  
Newark, NJ 07114  
Tel: (201) 214-1500  
1-800-I-GO-HOTEL (1-800-446-4656)

**Hampton Inn Newark Airport**  
1128-38 Spring Street  
Elizabeth, NJ 07207  
Tel: (908) 355-0500  
(800) HAMPTON (426-7866)  
Fax: (908) 355-4343

**Best Western**  
Newark Airport West  
101 International Way  
Newark, New Jersey, 07114  
973-621-6200 Fax: 973-621-6266

**Hilton Newark Gateway**  
Center - Raymond Blvd  
Newark, New Jersey 07102-5107  
Tel: (973) 623-6000  
Fax: (973) 623-7114

**MoHawk Inn Newark**  
160 Front Street  
Newark, NJ 07114  
Tel: (973) 589-1000  
Fax: (973) 589-2799

**Newark Days Inn Airport**  
151 Route 1 South  
(near Hanes Avenue)  
Newark, NJ 07114  
Tel: (973) 244-0950  
(800) DAYS INN (800-329-7466)

**Newark Airport Treat**  
 Traveler Information  
 500 Pennsylvania  
 Newark, NJ, 07102, US

**Sheraton Newark Airport Hotel**  
 128 Frontage Road  
 Newark, New Jersey  
 Tel: (973) 690-5500  
 Fax: (973) 465-7195

**Hom Hotel**  
 2735 Rte. 22 West  
 Union, N.J. 07081  
 Tel: (908) 687-8600

**Ramada Inn**  
 US Highway 1 and 9 & Hoes Avenue  
 Newark, NJ 07104  
 Tel: (973) 821-1111

**Four Points Sheraton Newark International Airport**  
 Newark Airport  
 901 Spring Street  
 Elizabeth, New Jersey 07201  
 Tel: (908) 527-1600  
 Fax: (908) 527-1327  
 Reservations: (800) 325-3535

**Wyndham Newark Airport**  
 1000 Spring Street  
 Elizabeth, N.J. 07201-2183  
 Tel: 908-436-1600

**Newark International Airport Important Phone Numbers**

PA PD (973) 961-6230  
 General Information (973) 961-6000  
 Impound Lot (973) 961-6230  
 Lost & Found (973) 961-6230  
 ABM Parking Services SIC (973) 718-7270  
 ABM Parking Services Ln1 (973) 718-7271  
 ABM Parking Services Ln2 (973) 718-7272  
 Supervisors Ln1 (973) 961-6421  
 Supervisors Ln2 (973) 961-6422  
 Employee Sales (973) 961-022/2023  
 Human Resources (973) 718-7259  
 Customer Service (973) 718-7267/7269

General Email Information  
 LaGuardia Airport Website  
[www.laguardiaairport.com](http://www.laguardiaairport.com)  
 John F. Kennedy Website  
[www.kennedyairport.com](http://www.kennedyairport.com)  
 Newark Liberty Website  
[www.newarkairport.com](http://www.newarkairport.com)  
 Port Authority Website  
[www.panynj.gov](http://www.panynj.gov)  
 ABM Customer Service Email  
[airportcustserv@panynj.gov](mailto:airportcustserv@panynj.gov)  
 PA Customer Service Email  
[airportcustserv@panynj.gov](mailto:airportcustserv@panynj.gov)

**E-ZPass Customer Service**

New York Thruway Service Center (800) 333-8655 [www.ezpassny.com](http://www.ezpassny.com)  
 Regional Consortium Service Center (800) 288-6865 [www.ezpass.com](http://www.ezpass.com)  
 Delaware River Port Authority (800) 881-3773 [www.drpa.com](http://www.drpa.com)  
 Pennsylvania Turnpike Authority (800) 735-6727 [www.patempike.com](http://www.patempike.com)  
 Massachusetts Turnpike Authority (800) 525-2178 [www.masshighways.com](http://www.masshighways.com)  
 West Virginia Parkways Authority (800) 206-6101 [www.wvturnpike.com](http://www.wvturnpike.com)  
 Maryland Transportation Authority (800) 321-6824 [www.ezpassmd.com](http://www.ezpassmd.com)

**Airport Wayfinding System**

Yellow background signs are "directions" connected. You follow them to find airlines ticket counters, gates or baggage claim.

Black background signs are "services" connected. You follow them to find restrooms, elevators, ATM machines, and other services.

Green background signs are transportation connected. You follow them to find parking, Taxis, Ground Transportation Counters and buses.

## SECTION TWO – OPERATIONS

### Job Functions and Responsibilities

**SIC/Supervisors** – All SICs and supervisors are required to monitor and ensure the compliance by all staff of established Airport Customer Service standards.

### Supervisory Duties

- ★ Supervise all parking activities for which the contractor is responsible on an assigned shift at the facility.
- ★ Monitor and ensure the compliance by all staff of established Airport Customer Service standards.
- ★ Be responsible for the optimum utilization of personnel and other resources on an assigned shift, including assistance in establishing entrance and exit lane scheduling patterns necessary to meet adequate service standards.
- ★ Discuss any existing problems concerning vehicles, tickets, staffing coverage, broken equipment or other related matters with the SIC from the previous shift.
- ★ Assign supervisors' specific duties including skimming of monies from cashier's booths, manning the duty desk, customer service supervision and patrolling of parking fields and roadways.
- ★ Schedule proper supervision for the assigned shift, arrange for lunch relief, days off, cashier rotation, vacation and similar categories of time.
- ★ Explain new procedures to supervisory staff as they are implemented.
- ★ Contact the General Manager/Operations Manager for updating on current changes. Keep the General Manager/Operations Manager fully informed on daily operations.
- ★ Oversee the change of shift by physical presence in the office to ensure all employees are in compliance with company's rules and policies.
- ★ Check supervisor's tour assignment reports to insure proper staffing coverage in all parking areas. Authorize necessary steps to obtain volunteers for overtime, as necessary.
- ★ Assume the responsibilities as company representative when both the General Manager and the Operations Manager are unavailable.
- ★ Pay careful attention to PRCS and vault-room functions.
- ★ Maintain appropriate liaison and coordination with Port Authority Duty Transportation Supervisor on daily operational problems affecting person service or public relations.
- ★ Assist in personnel training of all supervisory personnel and advising them of company rules, regulations, standards and responsibilities.
- ★ Oversee duties performed by Parking Supervisors, monitor their daily reports on physical conditions of cashier booths and take follow-up action to effect repairs. Report findings to management as appropriate.
- ★ Train lower-level supervisory personnel on their functions and responsibilities and evaluate subordinate performance.
- ★ NOTE: in addition to the above there are other non-listed duties that may be required in this job category. The points outline only items of responsibility and are not intended to be all-inclusive as a guide.
- ★ Log all computer malfunctions and dispatch proper maintenance personnel to resolve the problem.
- ★ Resolve any problem with customer personnel. Answer incoming intercom calls from customer staff and resolve the situation in accordance with company policy. Depending upon the situation, advice or approval may be sought from the Port Authority supervisor to assist in conducting the situation.

### Field Office Supervisor and Locations

- ★ Under the direction of the Supervisor-in-Charge provide the first line supervision of all personnel of the contractor engaged in the parking lot operations to ensure safe and efficient service, which may include resolution of problems at the exit points.

- ★ Assure optimum utilization of personnel and other resources to maintain adequate patron service standards. Assist and recommend in the establishment of entrance and exit-lane scheduling patterns to maximize staff efficiency. *Shift change should be done one at a time. At no time should more than one lane close when there is shift change.*
- ★ As assigned, assume supervision of the duty desk, with responsibilities for maintaining operating logs, assigning cash banks, and controlling cashiers, including the control of variable message signs and the monitoring of any camera systems.
- ★ Check all tollbooth parking equipment and areas for condition and serviceability. Note cleanliness, rubbish, broken glass, condition of line floor, doors, windows, instruction cards and sheets and all equipment. Note deficiencies and corrective action in supervisor's log.
- ★ Check accuracy of time stamped by all time clocks at least once during assigned shift.
- ★ Check the attendance of all subordinate employees and monitor their ability to perform required duties and to reflect favorably upon organization with respect to appearance and compliance. Assure that an employee judged to be unfit is not permitted to go on duty before all deficient conditions are corrected.
- ★ Assign positions to each employee indicated on the work schedule and assure that each employee's change bank is in order.
- ★ Evaluate all traffic conditions and provide adequate tollbooth coverage (opening, closing and reversing lanes) to meet adequate standards of service. Open or close lots as occupancy reaches a certain predetermined level. Consult with the Port Authority personnel as required providing optimum traffic flow and a high level of customer service.
- ★ Supervise and train employees' personal contact with patrons to insure the establishment and maintenance of favorable public relations.
- ★ Take steps to prevent the accumulation of improperly parked vehicles considered a hindrance to traffic circulation within the lot.
- ★ Handle the investigation of lost-claim check cases and customer complaints when such handling by supervisors rather than cashiers is required.
- ★ Oversee the sign-out of cashiers at the end of assigned shift. Assure completion of ticket and cash receipt counts, cash deposits, and of tour reports.
- ★ Instruct and train employees in duties, rules and regulations. Insure that all instructions to employees are properly carried out.
- ★ Report to management all pertinent items and field activities vital to parking security and affecting the efficiency of operations. This includes traffic and parking patterns which the supervisor notes during periodic observation.
- ★ Conduct field observations on a regular basis and report deficiencies to the Supervisor in writing where the nature of the deficiency requires corrective action. Report to supervisor in writing all field observations if conditions warrant.
- ★ Physically inspect company vehicles for cleanliness and damage, and report findings in writing for corrective action.
- ★ Supervise non-paid stations, elevators, escalators at locations if required to satisfy operational needs.
- ★ Employees should be prepared to work any assign posts given to them at any point.

**POSTING AND KEY FUNCTIONS:**

- ★ Employees are assigned by the supervisor to retrieve retracted tickets and replace receipt paper. One employee will maintain all keys for the POF machines (total of 17 at T & 14 at SIC) and they are kept in the toll booth area.
- ★ The Supervisor will be issued by the SIC at the beginning of each tour. The supervisor would be responsible to respond to any call to retrieve any retracted tickets and replace receipt paper as needed.
- ★ The keys are returned upon completion of this task and logged by the SIC. Any retracted tickets are to be returned to Auditing.





- ★ The cashier shall present an exceptionally well groomed, neat, clean and conservative professional appearance. Wear only appropriate accessories. Fully display name tag, name tag and company's identification at all times.
- ★ The cashier should be knowledgeable of airport destinations, entrances, exits, etc.

#### **Traffic Attendant**

- ★ Under direction of your Supervisor-in-Charge you will be assigned to a particular post. You are required to remain at your designated post, be alert and portray a professional conduct (leaning on the concrete barriers is unacceptable).
- ★ Under immediate supervision and direction of the Field Supervisor, change traffic directional signs and set up traffic cones to facilitate the flow of traffic within public parking lots at the airport.
- ★ Direct patrons to available parking spaces within parking lots when required, and set up barriers or traffic cones to prevent unauthorized parking where necessary.
- ★ Direct departing traffic to available cashier lanes to expedite such traffic.
- ★ Report to immediate supervisor pavement failures including potholes and all other deficiencies with regard to the physical condition of the parking lots.
- ★ The traffic attendant will provide superior customer service to airport customers.
- ★ Perform other related duties as directed by the supervisor.
- ★ The traffic attendant shall present an exceptionally well groomed, neat, clean, and conservative professional appearance. Wear only appropriate accessories. Fully display name tag and company's identification at all times. You are required to wear traffic vest while on duty.
- ★ The traffic attendant should be knowledgeable of airport destinations, entrances, exits, etc.

#### **Hand Signals**

- Stop
- Proceed forward
- Proceed leftward
- Turn left
- Turn right

When directing traffic it is important to direct traffic using friendly but direct hand and body movements.

#### **Directing Traffic at LaGuardia Airport**

##### **Short Term Parking – Lots 1-4-5-6-7, Lot 8 Garage**

- ★ It is very important and a must that traffic attendants in the short term parking area communicate any changes in traffic pattern to their supervisors.
- ★ Weather and holiday related traffic is very common and directly effects traffic flow in the parking area.

##### **Long Term Parking Lot #8**

- ★ When Lot #8 is closed it is important to emphasize that longer lots are based on the sign posted for that parking lot. We do offer the customer a long term parking voucher which will allow them to park in another lot and receive the full amount of the VA. Upon construction of the voucher must remind customers to sign and turn in the voucher to the cashier upon exit to obtain the long term proper amount. Explain that there is a map outside of the cashier upon exit to obtain the long term proper amount of the voucher and if needed give specific directions to the customer.

#### **Directing Traffic at John F. Kennedy International Airport**

##### **Short Term Parking – Lots 1-4-5-6-7, Lot 8 Garage**

- ★ It is very important and a must that traffic attendants in the short term parking area communicate any change in traffic pattern to their supervisors.
- ★ Weather and holiday related traffic is very common and directly effects traffic flow in the parking area.

### Long Term Parking Lot #9

- ★ When Lot #9 is closed it is important to emphasize that all other lots are based on the rates posted for that parking lot. We do offer the customer a long term parking voucher which will allow them to park in the Red lot and receive the long term rate. The T/A upon distribution of the voucher must remind customers to sign and turn in vouchers to the cashier upon exit to obtain the long term proper rate explain that there is a map on the back of the coupon and if needed give specific directions to the customer. (If there is a need for additional overflow lots, instructions will be forthcoming from your Supervisor.)

### Managing Traffic at Newark Liberty International Airport

#### Short Term Parking – A-B-C Lot/Garage

- ★ It is very important and a “must” that Traffic Attendants in the short term parking area communicate any changes in traffic pattern to their supervisors.
- ★ Weather and holiday related traffic is very common and directly effects traffic flow in the short-term area.
- ★ Pay attention to where T/A’s are directing traffic when working at the mini-plazas. It’s important to keep the amount of vehicles even between each open plaza and CTP.

#### Daily P4 Garage

- ★ At times of heavy business travel the P4 garage may fill to capacity. It is important that the T/A give each customer who approaches the option of Valet at the regular rate of \$40 per day (no discount is available) or P1/P3 at the same daily rate of \$27 per day.

#### Daily P1/P3

- ★ When the economy lots P6 and P7 fill to capacity all customers will be directed to use P1/P3. They are directed to this lot either by electronic signs on the highway or by traffic attendants located at P6. All customers directed to this lot will be given a green coupon to receive the P6 parking rate. If you are located at the entrance of P1/P3 and issuing green coupons it is important that each and every customer receives a coupon and knows that he/she must present to the cashier before inserting their ticket at the exit lane.

#### Economy P6

- ★ When P6 and P7 (if being used) are closed it is important to emphasize that P1/P3 will be the only lot that the economy rate will be honored. If you are issuing green coupons directly from the exit, explain that there is a map on the back of the coupon and if needed give specific directions to the customer.

### Radio Communication

#### Guidelines:

- ★ When making a radio transmission, put the name of the party you are calling in to contact first. For example, if the Office SAs are going to reach a Field supervisor, the SA will say “Supervisor’s Name (call number), Control.”
- ★ Keep your transmission as short and as clear as possible. Speak loudly and clearly.
- ★ Be precise in your message. Do not assume that the person you are calling knows what you are talking about.
- ★ Remember that a radio is not a telephone. Everyone on the frequency hears what you are saying. Think before you speak.
- ★ Pay attention to the radio. If you are not the one being addressed on the radio, do not “tune out.” Listen anyway because a message may concern you.
- ★ If you are not sure if you are still working, call on the air for a radio check. It is your responsibility to make sure your radio is working properly. The correct response to a radio check is “I read you five by five.”

- ★ A "landline" should be requested only in the event of very long, detailed messages, or for messages that are of a discreet nature. However, if the other party is not available for a landline, you should relay the message in the shortest, most tactful way possible.

### Terminology

"Break" should be used when ending one transmission and starting another one.

"Copy" means "I understand." When phrased as a question ("copy?") it means "do you understand?"

"Go" means "proceed with your message."

"Roger" means "I understand and will comply."

### Phonetic Alphabet for Radio and Intercom Transmission

A- Alpha	J- Juliet	S- Sierra
B- Bravo	K- Kilo	T- Tango
C- Charlie	L- Lima	U- Uniform
D- Delta	M- Mike	V- Victor
E- Echo	N- November	W- Whiskey
F- Foxtrot	O- Oscar	X- X-Ray
G- Golf	P- Poppa	Y- Yankee
H- Hotel	Q- Quebec	Z- Zulu
I- India	R- Romeo	

### Beginning of Cashier / Traffic Attendant Shift

Each cashier and T/A reports to the control room at the beginning of their shift to clock-in, collect a money bag, cashier shift report, receive lane assignment, and receive any other equipment needed.

There will be one supervisor (usually SIC supervisor) who ensures that incoming employees are in complete uniform (see uniform policy), have their ID and nameplate. After this has been verified the employee may punch-in and begin their shift. Each cashier must be issued a money bag and each T/A must be issued radio.

Cashiers must be in complete uniform including name badge and nameplate. If they are not in complete uniform they should be sent to the SIC on duty.

### Telephones and Intercom Communication

When answering any office telephone or customer intercom, please follow the following script.

- ★ "Good morning/afternoon/evening. ABM Parking Services, this is *your name* speaking."
- ★ Always speak slowly and clearly.
- ★ Always adhere to the Port Authority Customer Service Standards.

When communicating over the phone, radio, etc. with customers, the same courteous vocabulary should be used.

### Log-in and Password

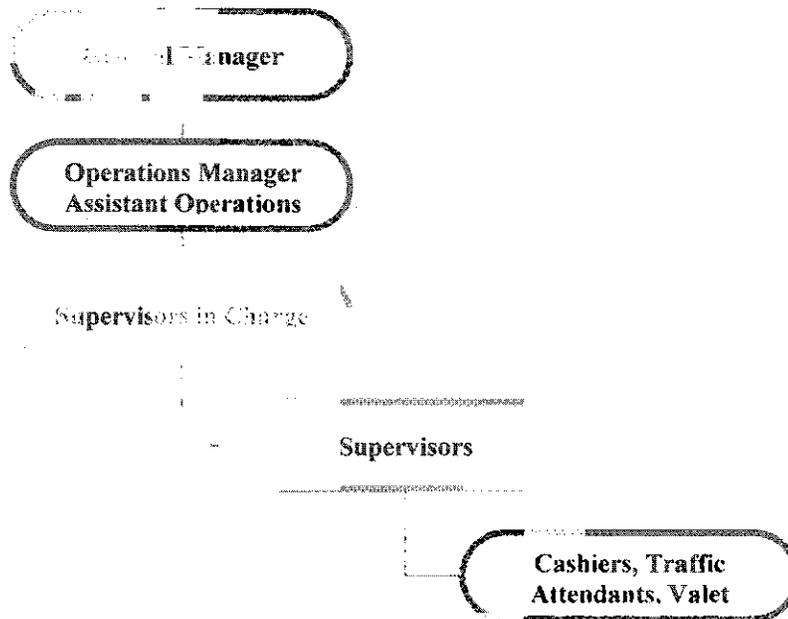
In order to perform the functions of the Radar 2000 equipment you are required to "log-in" into the system using a "Username and Password". It is of the utmost importance that **you** remember your "Username and Password". Your "Password" has to be changed every 90 days as a requirement of the PA. All log-in's should be in accordance with the PA contracting number.

ABM Management will review the exception reports and will monitor employees who continually log-in with incorrect usernames and passwords. Inputting incorrect user name and/or password will allow the system to lock you out. As such, may result in delay opening a lane(s), traffic congestion, defeat our customer service programs and productivity from the PA.

Only use your own user name and password. If it is found that you are using a user name and password other than your own, disciplinary action will be enforced.

#### Chain of Command

It is important to understand the list of job responsibilities for each position. Understanding the role that you play is even more important. All employees have to adhere to the responsibilities list that is assigned to them. The chain of command and who you answer to is determined by the following chart.



It is important to always direct any operational questions to your immediate supervisor. It is also important to follow any directives given from your immediate supervisor.

Unless a specific Human Resource policy is broken, all levels of the chain of command are to adhere to the request of their supervisors. Please refer to the Human Resource section of this manual as a guideline. Also, please refer to the policies/procedures and professional conduct sections of this manual.

#### Company Vehicles

Vehicle accidents and claims are not only a major expense to the company, but can cause serious injuries to the drivers as well as other parties involved. Careful driving is essential for the safety of you and others.

These key points may help prevent an accident when driving from location to location while on duty.

- ★ No cell phone use or loud music while operating company vehicles. (It is illegal to use a hand held phone while driving.)
- ★ Anticipating drivers' actions as they drive up to exits, intersections, or other areas in the parking lots.
- ★ Opening the doors carefully and slowly when getting in/on and out/off the vehicle. This will avoid hitting other vehicles parked next to you.
- ★ Driving vehicles slowly, reasonable and carefully. Be alert at all times.
- ★ Observe all traffic signs and signals.
- ★ Refrain from parking the vehicle on active roadways. (Do not disembark and/or allow employees to disembark on active roadways). Accidents that occur on active roadways while parking or allowing employees to

get in/on or out of the vehicle is a potential risk for serious liabilities and lawsuits. This may be very costly to the company :

- ★ Using headlights when driving through garages and on ramps. It is also required by law to turn on your headlights when using the windshield wipers (rain, fog, etc.)
- ★ Use precautions - look carefully at your mirrors to ensure the roadways are clear - when backing out of a parking space. Make sure it is safe before reversing the vehicle.

#### Vehicle Checklist

Each supervisor assigned or operating a company vehicle must complete a vehicle inspection checklist prior to driving the vehicle. The checklist must be completely filled out each time a new driver takes over the responsibility of a vehicle.

If the assigned vehicle has any damages not listed on the previous checklist or major physical damage that may cause safety risks, the supervisor must immediately notify the SIC on duty. All company vehicles must be driven in accordance with all state driving laws. Speed limits, street signage, and courteous driving must be abided by at all times. The vehicle beacon light must be turned on while driving in any garage. If any supervisor is involved in a vehicular accident of any kind (minor or major) they must notify their SIC immediately and/or the PARD.

#### Motorcycles

Motorcycles should not enter or exit through the Federal APD system. The entrance and exit gates are not equipped to safely process motorcycles. There are signs posted on each gate arm at the entrance of the lots stating that motorcycles are prohibited. In the event that you have to process a motorcycle, follow the procedure below.

1. When the motorcycle is recognized, process the transaction and collect any applicable fees.
2. If the customer informs the cashier that a ticket was not issued at the entrance, process as a lost claim.
3. If a ticket was issued but the CT is not recognizing the motorcycle in the lane create an entry using the ticket.
4. Document any motorcycle transactions on the exception report.

At EWR there is designated motorcycle parking located on the first level of the P4 garage. The number located at the first level across from the valet stand should be used. This area is intended for airport employees only. Since tickets are not used, the driver will not be charged for the usage of the space.

#### Damage Claims in Self-Service Lots

WBA Parking Services and/or the Port Authority are not liable for damages that occur to a vehicle while parked in any self-service parking lot, on the New York-New Jersey Airports. This includes Short-term parking lots, the Long Term Economy parking lot and Barclays Center Lot. Each issued parking ticket has a written statement limiting liability. See below.

#### THIS LICENSE LIMITS LIABILITY. YOU MUST READ IT

This contract licenses the holder to park one automobile in this area at holder's risk. LOCK YOUR CAR. We, the Port Authority and WBA, are not responsible for damage to automobiles or other articles by fire or any other cause, for theft of automobiles, or other articles, or any other loss in connection therewith, including without limitation, loss of use and physical damage thereto.

Self-Service parking lot-use extended. Only a license is granted hereby and no bailment is created. This is the self license and no employee shall change it.

**It is stated on the back of each issued parking ticket- This license expires in 30 days. Cars left for more than 30 days shall be deemed abandoned and will be disposed of at the owner's expense unless special arrangements are made with the Parking Lot Manager.**

When you encounter a customer who is currently in the lot and requesting to submit a claim for damages, you should complete an incident report immediately and offer to call the PAPD so they can also complete a police report.

If a customer calls with a claim after he/she has left the parking lot, please complete an incident report over the phone (make note that it was taken over the phone) and forward to the Customer Service and/or Operations Manager.

#### **Valet Claims Report - Newark Liberty International Airport**

If a customer is claiming damages to their vehicle while their vehicle was parked in valet, a valet incident report should be completed. Once the claim is submitted by ABM to "Instant Estimator", the customer **will be** contacted within 72 business hours. It is very important to obtain the email address of the customer. **This will be the primary and preferred means of communication between the claims director and the customer.**

#### **Incident Reports - Valet Claims**

The valet manager will investigate all claims and will determine if ABM Parking Services is liable for the claims. Should the investigation result from an employee's involvement the appropriate disciplinary actions will be taken. Details of the investigation will be sent to the Administrative Executive to contact the patron to provide three (3) estimates of the damages. The release will be sent to the patron before payment is made. Should the investigation prove that ABM Parking Services is not liable a denial letter will be mailed to the patron.

#### **Incident Report - Vehicular Accidents/Property Damages**

The incident reports involving vehicular accidents, damages, etc. should be forwarded to the Administrative Executive. The customer should be notified that they can contact Customer Service for more information.

#### **Incident or Employee Accident Injury Reports**

It is very important that incident reports are completed for any parking lot incidents that occur. These reports should be clearly written and a detail description of the incident should be provided.

When accidents are noted, however, all applicable personnel (including valets) who take part in on-site investigations concerning this procedure. If you are not fully trained on the procedures, please contact your Customer Manager and a training session will be scheduled for you. A copy of the Accident Investigation Manual should be available at the SIC desk. Basic information such as what is listed below will always be required in addition to what is in the on-line training.

#### **Accident Reports - Employees claiming injuries on the job**

*The Accident Illness reports involving employees claiming injuries on the job should be addressed and forwarded to the Human Resources Department. Please make sure the following information is properly completed.*

- ★ *Physician/Health Care Professional Information - if the employee refuses medical treatment, clearly indicate in the report.*
- ★ *Date and Time of the accident.*
- ★ *How the accident occurred and type of injuries.*
- ★ *Witnesses, if any.*

- ★ The accident report has to be completed either by the Supervisor or SIC and **NOT** by the injured employee.
- ★ The accident reports should reach the IIR Department within 24 hours from the time of the accident.

#### Employee Injuries

How to Report an Employee Injury Via the ABM Nuiseline - Call 1-888-840-4148

Enter the prompt for the Parking Division, and press Option 1, you will be connected to the nurse!

**STOP! IF THIS IS AN EMERGENCY DIAL 9-1-1**

(Notify Your Regional Administrator Immediately After Caring For The Employee)

Directions: Supply the Nurse Practitioner with your REGIONAL INSURANCE CODE (EWR-4424, LGA-4464, JFK-4469) and your location's (JDE) Business Unit Number (EWR-25801531, LGA-25801532, JFK-25801532). Please consult with your Regional Claims Administrator following your report to the ABM Nuiseline.

Note: If the employee has already received medical attention and/or is not present DO NOT CALL the nurse.

REPORT THE CLAIM DIRECTLY TO YOUR REGIONAL CLAIMS ADMINISTRATOR WITHIN 24 HOURS.

#### PAPD Impounded Vehicle Procedure

It is stated on the back of each issued parking ticket: "This license expires in 30 days." Cars left for more than 30 days shall be deemed abandoned and are subject to be towed to the PAPD impound lot at the owner's expense (unless special arrangements are made with the ABM Parking Services).

- ★ On a weekly basis PAPD will file the report of vehicles left in the parking lots over 30 days to the Port Authority.
- ★ PAPD will inform the control office when they are towing vehicles out of the parking lots. The transactions are to be reported as abandoned vehicles at the call places and parking fees associated with vehicles will show on the accounts receivable reports.
- ★ PAPD and the towing company will fill out and sign a certificate of release for each vehicle removed from the parking lots.
- ★ ABM SIC will collect all the certificates of release (it is a four part document consecutively numbered) and file in a binder (see document) in the control office until the vehicle(s) is/are released.
- ★ ABM SIC will report all the information on the impounded vehicle database log. Each copy has the date impounded, license plate number, location, impound number, parking fees, over-time released, amount collected, date released and date of release. The database will be updated when the vehicle is released from the impound lot.
- ★ When a vehicle is released, the PAPD will notify the control office that a patron is to be brought to the impound lot to retrieve their vehicle. The PAPD will provide the license plate number so that the supervisor can verify the license plate and fees to be collected. The log into the impounded vehicle database log. (The patron can pay at the impound lot or at the supervisor's control office).
- ★ The control desk supervisor will remove the certificate of release from the impounded vehicle file for the vehicle being released. The field supervisor collecting the parking fees for the vehicle (whether at the impound lot and/or the control office) will complete the patron's information on the form and get a signature from the towing company validating the vehicle's release and payment made.
- ★ The white copy is for the court department, the green copy is the patron's receipt, the pink copy is for PAPD records and the yellow copy remains in the vehicle impounded file.

- ★ Should the patron not have sufficient funds for the parking fee, the Port Authority supervisor on duty should be notified. A balance due can be issued pending approval from the Port Authority supervisor.
- ★ All fees collected are made as a special deposit.
- ★ A copy of the deposit slip attached to the completed certificate of release (white copy) will be sent to APM Audit Department for revenue reconciliation and records.

#### Emergency Roadside Service

1. ABM's supervisor will respond to all emergency roadside service calls (within 15 minutes) and will accompany the patron until the service is complete.
2. ABM's supervisor will handle service calls, such as, boost for vehicles with dead batteries. In the event your attempts fail, inform the authorized airport towing service for assistance.
3. ABM supervisor will need to have the patron sign the liability waiver prior to providing vehicle boost. If patron refuses to sign, then the supervisor should inform the SIC that the boost cannot be done and additional services are needed for the patron.
4. Service calls such as, lock-outs, tire change and/or any services needed that ABM does not have the capabilities to provide should be referred to the authorized airport towing service for assistance.
5. ABM's supervisor, on scene, should inform the SIC if the authorized Airport towing service does not show up within 15 minutes. It is very important to follow up on the service calls to ensure the service is completed within the 15 minute period.
6. ABM's SIC/Supervisor will sign all receipts for the services provided. The original copy of the receipts should be submitted to Management for the verification of the services provided and for billing purposes.
7. All service calls should be recorded on the Daily Auto Assistance Form with complete detail information.

#### Field Inspection Report

The below report must be completed during each hour for each parking lot. All supervisors should hand report into their SIC at the end of their tour. Any urgent matters must be reported to your SIC immediately. This report should be filled out with complete thoughts and/or premises. Check marks should never be used.

#### Emergency Features

If there is an emergency in your lot or in the CTP control room you will use the emergency buttons located in each exit lane under the cashier terminal; and in the control room under TV's desks. Familiarize yourself with the emergency buttons whenever you are working.

These buttons will dispatch the NYPD directly. The Cashier Terminal is also equipped with a safety feature designed to aid the cashier in the event of an emergency. This feature is called the "Emergency button" on the CT. This feature should be used for emergency purposes only. When the button is pushed it will open the cashier barrier and raise the gate. If a customer is audited and found to be abusing this feature, he/she will be subject to disciplinary action and possible termination. (Not applicable at Bk.)

#### Branding Unauthorized Entry

ABM Parking Services is responsible for the safety and security of the Port Authority's property and equipment. It is our responsibility to lock all booths and closing gates of lanes that are not in operation. You will be accountable for any unlocked booths that are not in operation. The SIC on duty will make sure this function is performed by the field/plaza supervisor.

**Lot Counts**

Lot counts are to be done every hour by each lot. If the lot is full it is best to count the available spaces and subtract from the total spaces in the lot. If the lot is empty it is best to count the vehicles and subtract from the total. You may find it easier to use a clicker (counting device) to accurately count the lot.

To get the most accurate count the supervisor should pull a ticket from the TFD before the count takes place. At the end of the count the supervisor should pull an additional ticket from the TFD to calculate the number of vehicles that parked while the lot count was being performed.

\*Due to various matters all spaces may not be available at all times. Please be familiar with construction, etc. happening in each lot prior to lot counts.

**Lot Closures**

Lot closures occur primarily in long term/economy parking lots. The closing of a lot will be determined by the Port Authority Operations Supervisor on duty. The lot should be closed early enough to prevent customers from entering the lot and not be able to find a parking space.

Supervisors must be aware of heavy incoming traffic conditions that may cause a lot closure. Supervisors should immediately notify the SIC on duty when the amount of available spaces in any lot drops below 100. The lot should then be monitored continuously. The SIC should be notified again when there are 50 available spaces. At that time the PA Operations supervisor on duty will make the final decision to close the lot.

If the lot closes a T/A will be assigned to the front of the lot to direct traffic. If the T/A is assigned to Long Term/Economy Lot he/she will issue a parking voucher.

At the time of closure, it is important to make a general broadcast over the radio. The message should indicate the location and time of the lot closure (or opening).

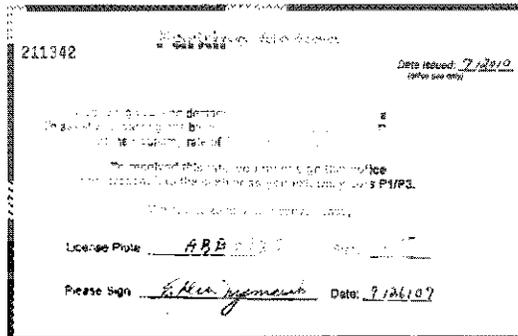
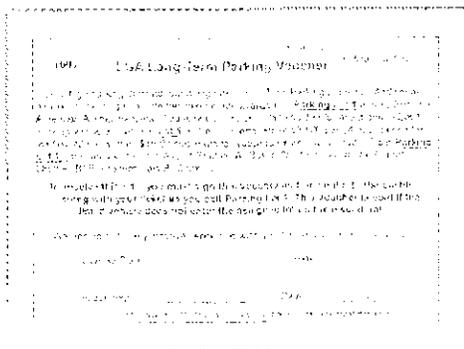
**Long Term Vouchers (preventing lot closure coupon)**

When the economy/long term parking lots close customers will be sent to a specified daily lot.

- ★ EWR - /P3 only with a green coupon
- ★ JFK - Red lot (Terminal 8) with coupon
- ★ LGA - Lot 1 with green coupon, Lot 4 with yellow coupon, Lot 5 with orange coupon or Lot 7 with blue coupon

This coupon entitles the customer to the economy rate for that stay only. The customer must sign and turn in the coupon to receive the economy rate upon exit.

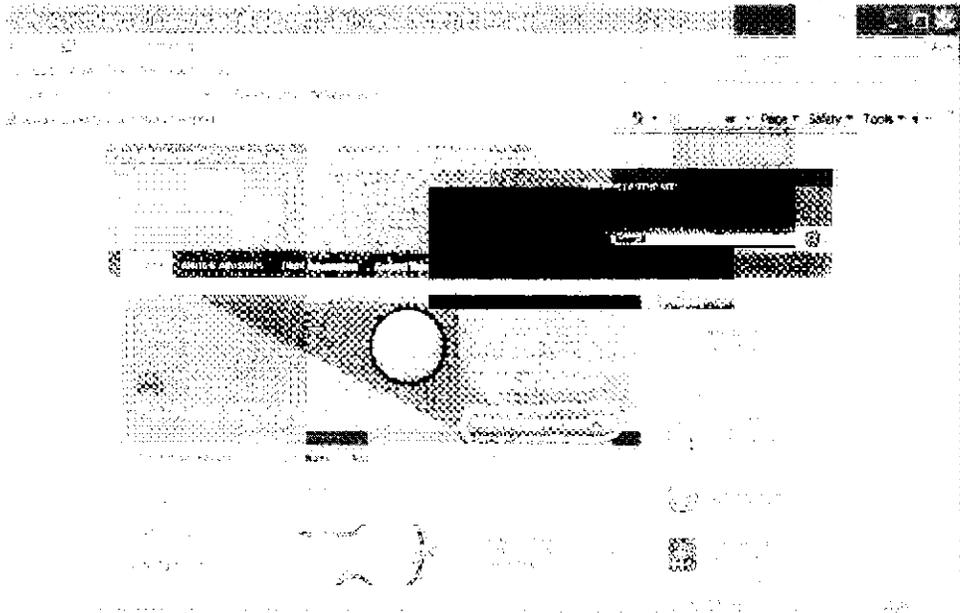
**Sample Long Term (economy) Parking Voucher**



## Premium Parking Reservations

### Customer process

Customers wishing to reserve space at the airports will do so from a link from the Port Authority web site. The customer will enter the web site [www.panynj.gov](http://www.panynj.gov) and select the appropriate airport from the drop down menu under commuting and travel, then under the airport guide tab they would select parking from here they will be able to select online parking reservations.



The patron will be taken to the next screen that explains the reserved program; allows them to see the applicable rates at the airport; download a brochure for the Premium Reserved Program as well as proceed to the actual registration screen. Once the customer arrives at the reservation screen they will be guided through the reservation system with online prompts. First they will be requested to enter their travel dates, select a location and then confirm the availability. Once the availability has been confirmed, the next screen will display the reservation details and prompt the customer to reserve now. After the customer clicks on the "Reserve Now" button they will be taken to the login screen which will prompt returning customers to login. If the customer is a new customer to the Premium Reserved Program there is a "New Customer" button that requires contact information and acceptance of the terms and conditions. Once completed they will click on continue. After completing all information necessary and completing their reservation the customer will have receive a voucher via e-mail. Upon arrival at the airport the customer will drive to the reserved location they have selected. They will be directed to the proper section of the garage and upon arrival when they have parked they will be required to place their reserved voucher on the dashboard.

AEM Parking Services Customer Service Department will be the point of contact for this program. The customer service staff will be responsible for responding to all questions and concerns regarding the Premium Reserved Parking program. They will also ensure that the operations staff are trained in all aspects of the program so they will be able to respond to customer calls and inquiries outside of normal business hours.

The supervisor in charge (SIC) will request a reserved parkers list from the system each morning at 2AM. The SIC will determine the number of request can be accommodated in the reservation of each facility and will report any incidents of overbooking to Port Authority Operations and determine the number of

additional spaces needed. The SIC will have their staff block off the additional spaces needed as close as possible to the existing reserved area by 1AM.

The SIC will provide the supervisor assigned the responsibility of patrolling the reserved area with a current list of customers who have pre-registered for a reserve space. The supervisors will make regular patrols of the reserved areas to ensure compliance with the program.

The supervisor will compare license plates on vehicles parked to those who have reserved a space. When there is a vehicle that is parked that is not on the list they will double check for a voucher before listing the vehicle in violation. Below is a sample of the supervisors check list.

In case the P4 garage has to close the traffic attendant stationed at the entrance plaza will verify that the patron has a reserved voucher and then direct them to proceed to the entrance plaza to enter the garage.

Violations will be confirmed with customer service or the SIC outside of normal business hours. Violators will have a violation notice placed on their windshield and the vehicle information recorded on the supervisor's check list.

Once a violation has been confirmed the SIC will report the violation to the 92 and follow their instructions.

(Sample of voucher below).

### LaGuardia International Airport Reserved Parking Voucher

GARAGE		VOUCHER NUMBER	
Terminal B Lot 2 Level 1		LGA11200001	
RESERVATION DATE	NUMBER OF DAYS	PLATE NUMBER	STATE
10/21/01	5	123456	nj

ISSUED BY: [Name] DATE: [Date]

**THESE VOUCHERS ARE NON-TRANSFERABLE - PLEASE READ IT!**

This license licensees the holder to park one motor vehicle in the area holder's use. THE HOLDER OR THE LICENSEE'S OR NOT RESPONSIBLE FOR DAMAGE TO OTHER VEHICLES OR OTHER ARTICLES BY OTHER VEHICLES OR OTHER ARTICLES OR ANY OTHER LOSS IN CONNECTION WITH THE LICENSE WITHOUT LIMITATION, INCLUDING PHYSICAL DAMAGE TO THE VEHICLE.

Self-service parking is not attended. Only a license is granted hereby and no bailment is created. This is the full license and no employee shall be liable.

This license expires in 30 days. Cars left for more than 30 days shall be deemed abandoned and will be disposed of at owner's expense unless special arrangements are made with the Parking lot Manager.

**Customer Inquiries Regarding Reserved Parking Procedures**

1. For an incoming call regarding any aspect of the reservation program is received by the Control Room during usual business hours when the CS Department is "open," the call should be forwarded to the CS Department for addressing. (Basically, Monday through Friday, 9-5.)

2. When an incoming call regarding any aspect of the reservation program is received by the Control Room during off business hours when the CS Department is "closed," the person fielding the call **MUST** inquire as to the nature of the concern.
  - a. If the concern does not need attention until the CS Department is "opened" then the call can be forwarded to the CS Department and the CSM will handle when they come in. (i.e., Patron calls on a Friday evening at 8:30 stating they didn't get the voucher for their reservation on the following Wednesday. SIC informs the patron that they will forward them to the CS Department, they can leave a message and the CSM will take care of it for them on Monday. SIC can also advise the patron of an email option and give the CSM's email as well.)
  - b. If the concern should need attention prior to the CS Department being "opened," (i.e., Patron calls on a Friday evening at 8:30 stating they didn't get/lost their voucher for a reservation on Saturday/Sunday/Monday morning), then the SIC will inform them to send an email with the following information ASAP to them (sicewr@abm.com, siclga@abm.com, or sicjfk@abm.com) – Name, Address, Phone, License Plate, Area Reserved and Reservation Dates. Inform the patron that once you receive that information, you will reply with an attachment they can put in their dashboard for parking.
  - c. When you reply to the patron with that email, please copy your CSM so they can validate the reservation and if there is any concern or problem. (i.e., they are not in the system, dates are incorrect, etc.) the CSM will report any discrepancies to the OM.

Sample Emergency Voucher for Reserved Parking

**Emergency Voucher for Reservation Parking Program**

This is this voucher is the driver-side area of your dashboard so it is visible from your windshield. This is replacing the voucher that was emailed to you at the time you made your reservation online.

Should the information you provided upon your request for this emergency voucher not meet the information we have on record submitted at the time you made your reservation, your vehicle will be subject to removal from the reservation area at owner expense.

**- SANFORD SYSTEM PARKING -**

**Non-Revenue Customers**

If a non-revenue customer is having a problem exiting contact the Control Room and ask the supervisor to lock up the system. If the exiting customer's name and license plate match the **current** transaction the fee should be waived (override function). SIC's: If you find any discrepancy between the LP listed and the actual license plate, immediately contact the UGA Employee Sales Office at 718-343-3413, JFK Employee Sales Office at (718) 235-229/3241 or EWR Employee Sales Office at (973) 961-2022/2023.

If we cannot verify via the non-revenue list that the customer has non-revenue privileges we should ask them politely to accept a balance due.

Non-revenue users are allowed two vehicle license plate numbers associated with a PA or EZ Pass. A non-revenue user can only gain access to exit the parking lot using his/her license or E-Z Pass if the existing vehicle is programmed into the federal system.

If the non-revenue user is not in the system and could not be alternatively verified and refuses to pay the parking fee or accept a balance due, contact your supervisor who will contact the Port Authority Operations supervisor for their intervention. The PA Operations supervisor will determine and approve the course of action to be taken. The appropriate log entries should be made.

#### *Global Non-Revenue/ PA Orange EZ-Pass Tags Personal Pass privileges:*

- ★ **4 hour period free parking in short term and daily lots.**
  - **NOTE: If the tag holder stays beyond the 4 hour limit he/she is required to pay the full fee from when they entered the lot.**
- ★ **Unlimited Free Parking in Economy Lots (LGA Lot 5 only)**

#### *Annual Pass privileges:*

- ★ **Unlimited Free Parking in ALL Lots**

If a tag holder is unaware of the privilege associated with their tag, they should contact the Port Authority or who issued them their tag. It is not possible to determine their privilege in our system.

#### *Drop Safes*

Drop safes are located in each exit booth, but since there is a different policy on use at each airport, please see your SIC or Operation Manager for use at your location.

#### *Manual Operation Procedures*

In the event a system must go manual it is important to be prepared and able to manually calculate parking fees based on the entrance ticket.

The Port Authority will approve and instruct ABM Parking Services to implement a manual operation. Unless instructed otherwise by the Port Authority, the cashier must record the license plate number, state, and exit time on each ticket. Non-revenue transactions should be recorded as such on the ticket and on the cashier exception report.

#### *Traffic Backup and Line Bleeds*

A lot bleed is similar to a manual operation. The cashier however may not be required to record license plates, states, and exit times on the tickets. This decision will be made by the Port Authority.

All line bleed tickets will be collected by the Port Authority Operations Supervisor at the end of the bleed. If requested by the Port Authority Operations Supervisor, ABM Supervisors should assist in collecting all tickets in a timely manner.

Each individual airport has various procedures for line bleeds. The PA Standard On Duty (22-74-02) will facilitate any lot bleed operation and should be consulted with in order to ensure compliance.

#### *AT&T Receipt Paper Replacement Procedure*

1. Remove back cover from receipt (see EXACT using #11 key).
2. Push down on locking pin located on bottom left of cabinet behind power frame.

3. Pull back on printer frame (from bottom) to gain access to receipt mechanism.
4. On left side of printer push down on BLUE lever to the vertical position (up and down).
5. Lift up on empty paper roll to remove (discard empty roll, retain roll holder pin).
6. Insert roll holder pin into new paper and install in printer with end of paper feeding from bottom, facing forward of ACT (paper roll should turn clockwise).
7. Feed end of paper through upper slot of printer frame and pull through to paper guide slot.
8. Insert paper into guide slot (mechanism with BLUE lever) until paper shows through exit side of printer.
9. Lift up on BLUE lever to horizontal (side to side) position to lock in place.
10. Locate 2 BLUE buttons on right side of printer assembly under WHITE connector.
11. Press both buttons simultaneously (same time) and hold for 2 seconds, then momentarily push top button and release. A test receipt should print (repeat if necessary).
12. Remove test receipt from front of ACT.
13. Slide printer mechanism forward until locking pin snaps up behind frame of printer. (If printer is hard to slide forward lift up on frame of printer to get over locking pin.)
14. Turn off then on.
15. Replace cover and lock cover.
16. Wait till ACT display shows READY before allowing cars into lane.

#### Ticket Issuing Devices (TID)

Ticket Issuing Devices (TID) are devices that provide each customer entering the parking lot a ticket that permits them to park on the lot. Each ticket has a printed license on the back.

#### **THIS LICENSE LIMITS OUR LIABILITY. PLEASE READ IT**

This contract licenses the holder to park one automobile in this area at holder's risk. **LOCK YOUR CAR.** We are not insurers and are not responsible for damage to automobiles or other articles by fire or any other cause, for theft of automobiles or other articles or any other loss in connection therewith, including without limitation loss of use and physical damage thereof.

Self-Service Parking Lot- not attended. Only a license is granted hereby and no bailment is created. This is the full license and no employee shall change it.

It is stated on the back of each issued parking ticket- This license expires in 30 days. Cars left for more than 30 days shall be deemed abandoned and will be disposed of at the owner's expense unless special arrangements are made with the Parking Lot Manager.

The TID also prints the time date, and ticket number on each issued ticket.

It is the supervisor's responsibility to service the machine with tickets and perform minor technical troubleshooting. The supervisor should monitor the TID's on his/her lot for any problems.

When working on a TID it is important to use caution:

- ★ When closing the door to the machine on the TID, request a "red light" for that lane.
- ★ Do not allow customers into the lane.
- ★ Be sure to follow all guidelines when working on tickets or re-setting machine.
- ★ Always test lane to ensure it is working before opening.
- ★ When finished in the lane, request a "green light"

#### Equipment Keys

There is a key ring assigned to each lot and plaza. The key ring is passed along to each incoming supervisor from the previous supervisor. Keys are accounted for in the vault room. The vault room supervisor will verify that each current supervisor is in possession of the key ring for their designated lot. Supervisors assigned to the CTP area should verify with the vault room in person.

### Shift Change

Switchover occurs approximately an hour into each supervisor shift. At this time each cashier and attendant must wait until their relief comes to their location. It is not acceptable for any cashier to log out, take their nameplate down, and/or stop accepting vehicles in their lane before their relief comes. The supervisor must maintain the open number of lanes required at that time.

If there is a customer present in a lane during the time of a physical switchover the patron must be politely asked to wait for the completion. A lane should not be entirely closed during a switchover, avoiding the need to divert traffic to a different lane.

### Exception Transactions

See cashier terminal manual for procedures to process the below transactions.

All exception transactions must be listed on the cashier's exception report. All exception transactions will require a supervisor's approval.

#### ★ Fee Overrides

An override should only be conducted for verified non-revenue transactions.

#### ★ Mutilated tickets/Blank/Unreadable tickets (Manual Input Ticket numbers)

First enter ticket number using the "Enter ID" button, if no entry match is found, go to next step.

Must enter date and time manually by selecting "create new" in Federal System.

#### ★ Swapped/Foreign/Used Tickets

Pick the matching entry for vehicle in the exit lane, don't automatically pick matching ticket numbers. If the customer is unable to present a valid ticket, process the transaction as a lost ID. For Swapped Tickets, request ID for validation and notify SIC of any inconsistencies. User needs to view matching vehicle by using images provided by Federal system in fuzzy match screen.

#### ★ Handicap Transactions

The customer must provide a valid handicap license, license plate, and/or hang tag at the time of exit. The license plate and tag number should be listed on the cashier exception report. Cashier will change vehicle class to give discount to customer.

#### ★ Lost ID

The customer must provide a valid driver's license and registration. If they are unable to produce the requested information the PARD must be contacted for an ID check. The transaction should be processed using the IPR entrance as verification. If there is no IPR entrance the vehicle must be charged the full 24 hour rate. The IPR should also be checked as verification of entrance time.

#### ★ Lost License

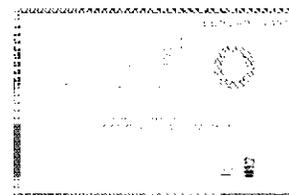
The customer must provide a valid driver's license and registration. If they are unable to produce the requested information the PARD must be contacted for an ID check. The stolen ticket should be processed as a lost ID.

#### ★ Mutilated Funds

The customer must provide a valid driver's license and registration. If they are unable to produce the requested information the PARD must be contacted for an ID check.

### State Authority Passes

Zero Coupon - issued to Customs and Border Protection Officers



**Official Business Passes Issued to Port Authority employees and those doing business with the Port Authority.**

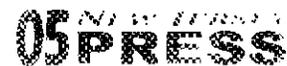
**Port Authority Passes - JFK International Airport**

**Port Authority Passes - LaGuardia Airport**

Sample: New Jersey Press Pass

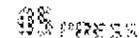
**Press Pass**

Customers with a press pass receive a 24 hour period of free parking in all lots. The press pass holder will be responsible for any time parked beyond 24 hours.



**Diplomatic**

Diplomatic vehicles with official Diplomat License Plates, will receive complimentary parking for up to 24 hours in all parking facilities at the Port Authority Airports. If a Diplomatic is parked beyond 24 hours, then they are responsible to pay the entire parking fee. The cashier should write down the license plate on their exception report.



**Tow Trucks**

A Certificate of Release must be completed for any Tow Truck transaction.

**Disputed Fees**

Should be processed using "adjust time" in the federal system. Supervisors may dispute up to 2 minutes off of a fee. Anything over 2 minutes must be approved by a SIC and/or PA Operations. For any malfunctions, customer issues, etc., please contact the SIC to request the authorization of the Traffic Back-Up function. The Traffic Back-Up function must be approved by PA Operations.

**Identification Checks**

An Identification check (ID) must be performed when a customer is unable to provide a valid driver's license and/or a valid registration.

To perform the ID check the supervisor contacts the control room supervisor who will then contact the PAPD to respond to the lane.

When explaining to the customer that an ID check needs to be performed, the supervisor should explain it in a non-threatening way. Explain that the check is for the customer's protection. We must be absolutely certain that they are the owner before we release the vehicle.

The lane should be closed during the ID check. When the officer has completed the check and has given the "ok", record the officer's badge number and name on the paper work.

#### **EZ Pass Plus**

Customers who decide to use their EZ Pass at the airport must be enrolled into the EZ Pass Plus program. If a customer attempts to use their EZ Pass and the overhead antenna does not read the tag, ask the customer to remove it and try to use the patch antenna located inside your booth.

A customer may use their EZ Pass Plus to exit the parking if:

1. An EZ Pass Plus account is established through their EZ Pass agency.
2. Their EZ Pass is replenished using a major credit card.
3. If they are a commercial account user of EZ Pass they should call the EZ Pass customer service center to have EZ Pass Plus activated.

All transactions under \$20 will be deducted from a customer's EZ Pass balance. All transactions over \$20 will be charged directly to the credit card that replenishes the customer's account.

Customers who have EZ Pass tags affixed to their bumper may have problems exiting the lots using EZ Pass as a form of payment. If you are experiencing this problem please let the customer know that the equipment does not read bumper tags. However, it has been found that on occasion the system will read them with no problems.

#### **Fraudulent activities**

Any misrepresentation of The Port Authority funds will be subject to investigation by the Port Authority Police Department. These include but are not limited to:

- ★ Manually raising and lowering the exit gate without authorization from a supervisor.
- ★ Manually opening and closing cash drawers.
- ★ Issuing balance due forms as manual receipts. Only supervisors are authorized to issue manual receipts.
- ★ Accepting cash when a patron's EZ- Pass is already charged.
- ★ Entering incorrect license plates into the CT.

Employees who are engaged in such fraudulent activities will be immediately terminated and can also be subject to legal actions.

#### **Electronic Journal**

There is an electronic journal in each lane to be used for auditing purposes in the event of a system failure. This electronic journal must be retrieved along with the ticket collection every day after the virtual midnight occurs (immediately after midnight 00:00 AM at LGA and 05:00 at JFK and TFK).

The process is as follows:

1. Ensure a user is already logged into the ACT. If the lane is not in use, log on as a supervisor.
2. Select the "View Journal" from the "Other" tab.
3. Enter the date and time range required and press "Submit" button.

4. Touch the "Export" button on the next screen. Once the export action is completed, press the "Cancel" button to exit.
5. If you logged on as a supervisor, close the Shift completely.

#### **Vault Room Procedures**

##### **Supervisor's-In-Charge**

- ★ The Supervisor-In-Charge will provide the vault room supervisor a list of all open lanes by number and attending cashier, reliefs or anyone handling Company funds.
- ★ Supervisor-In-Charge will monitor the vault room allowing no more than three Cashiers inside at any given time.
- ★ During shift change supervisor-in-charge will assist vault supervisor to expedite cashiers closing.
- ★ Funds Collected should be processed and secured.
- ★ Supervisor-In-Charge will Sign Off on Supervisors 'Final Log' before forwarding to Audit Department.
- ★ Supervisor-In-Charge will monitor the On Site Supervisors daily to ensure compliance.

##### **On Site Supervisor (Plaza)**

- ★ On Site Supervisor's will ensure cashiers are making frequent drops.
- ★ Supervisors will periodically check on cashiers to ensure that they are not holding cash in excess of permissible amounts. If necessary request a SPO report (shift print out).
- ★ A cash drop should be made for every \$300 (\$200 JFK & LGA) collected. (Not including change bank.)

##### **Procedures for Skimming Supervisor**

- ★ Only vehicles equipped with safes should be used for collecting funds. All funds collected should be secured in this safe.
- ★ All 'OPEN' lanes 'MUST' be Checked and Skimmed.
- ★ Closing of lanes should only be done, if necessary with Supervisor-in-Charge permission (closing of lanes should not be common practice).
- ★ Supervisor will retrieve all funds from safes verifying funds with cashier before leaving booth.
- ★ After each round of collection all funds collected will be verified, completing all necessary paper work for deposit.
- ★ The Skim Supervisor will then hand over their collections to the Vault Room Supervisor

##### **Vault Room Supervisor**

- ★ After clock out supervisor will request a list of all open lanes by number and cashier name, reliefs, and anyone collecting Company funds.
- ★ Vault Room Supervisor should process all cashiers thoroughly and individually, confirming to the Skimming Supervisor on shift status before leaving the Vault Room.
- ★ All cashiers will be added to the final report as one deposit. (Do not make a separate deposit for vehicles)
- ★ This Supervisor should allow no more than three persons inside the Vault Room at any given time.
- ★ It is the responsibility of the Vault Room Supervisor to monitor the amount of persons present in the room at any given time.
- ★ Supervisor's final log should be checked for errors with all supporting documents attached waiting for Supervisor-in-Charge final approval at the end of every shift.

#### **Mobile TSP Procedure**

Inventory of the public parking lots begins with a AS&I Parking Services Mobile TSP Supervisor, assisted by a traffic attendant, whose responsibility is to ensure all vehicles parked are properly recorded. Each day

starting after midnight, the MLPI Supervisor proceeds to the "License Plates" which captures an image of the license plate recording them by lot and row based on pre-programmed camera within each lot. The focus is on the capturing the license plates by the MLPI cameras.

#### MLPI Supervisor Procedure:

- ★ First the supervisor has to turn on the MLPI hardware.
- ★ If any changes were done in Onyx for the routes then the supervisor will need to sync the MLPI hardware with the new route settings from Onyx. The supervisor will need to connect the Ethernet cable from the MLPI computer to any one of the ports located within the facility. After the MLPI computer is connected to the network then the supervisor will sync manually after the user logs into the MLPI application.
- ★ When the MLPI computer is turned on the MLPI application starts automatically and prompts the user to log in. To have a successful login and upload the user must have an Onyx log in name and the username assigned for the MLPI application must match the Onyx username.
- ★ After log in the user will be enabled to see all the routes available. The supervisor is able to start inventory in any one of the routes, since the order does not matter. As soon as a route has been selected, the user must press the "start" button.
- ★ The user will then enter the Route Collection screen. This screen will tell the user which lot, section and camera is functioning. The user must be aware what section the MLPI is ready to start the inventory on as well as which camera is set to start collection. Which camera is functioning is set in Onyx and cannot be changed from the MLPI application, only one camera works at a time. To start the inventory the user must touch "press to capture" section located on the bottom left side of screen.
- ★ While doing the inventory, if there is a license plate that the camera cannot read, the user is able to enter the plate manually. The user must touch the "LPN" section and the virtual keyboard will pop up to enable the manual entry of license plate and state.
- ★ If MLPI captures and reads a license plate that is an obvious misread, the user is able to correct the misread license plate. The user must touch the license plate which is incorrect on the screen, and the vehicle information will appear (license plate, state, LPR, and CCTV images). The user can then press the "I LPR" section and correct the plate.
- ★ When the user is finished with the section, then the user must touch either ">>" or "<<" button to go to the next row or the previous row.
- ★ When the whole route is completed the MLPI application will notify the user of this by displaying the message "Route Completed". The user must touch back to all the routes by touching the "Route" button.
- ★ After the route is completed the "Sync" button will appear in the route selection screen. This is the way which application notifies the user that the data has been captured and can be uploaded. When all the routes are finished the user can now upload the inventory.
- ★ The user must connect the Ethernet cable from the MLPI computer and one of the upload points located within the facility. After the MLPI computer is connected to the network, the user must touch the "SYNC" button and the MLPI application will upload all the data to Onyx.

#### MLPI Supervisor Procedures:

The MLPI supervisor is responsible for generating the reports using Business Objects feature. The supervisor can run and filter the following reports:

1. LPR Upload #3 - This report gives all the plates inventoried in a given date.
2. LPR Discrepancy #2 - This report gives the plates for discrepancies, located vehicles, or plates missing for the given date requested.

3. **Missing Vehicle Report 3.10** – This report gives all missing vehicles for the given date. A missing vehicle in the IAPD system is defined as follows: If MLPI inventoried the car the day before, and it was not inventoried for the current date, but the vehicle still has an open visit (meaning there is no matching closed visit) the plate will be generated in this report.
4. **Missing Entry Transaction Report 3.11** – This report gives all plates inventoried by the MLPI but entry could not find a matching open/closed visit for the plate. Reasons for this could be LPR was not captured at entry, plate misread either at entry or by MLPI.
5. **30 Day Plus Vehicle** – The reports list all vehicles that have been in the lot for the amount of days being search. The search is done by open visits and MLPI inventory.
6. **LPI Active Summary 4.1** – This report gives all “active” vehicles at the time the report gets requested by single lot.

- ★ The LPI supervisor saves LPI Upload 4.3 report and keeps it in a folder in his Desktop. The supervisor gathers the inventory count for each lot and inputs that data into an excel spreadsheet named Inventory Recap. This sheet contains the inventory counts for the daily upload of the MLPI.
- ★ After generating the Missing Vehicle Report 3.10. The supervisor gathers the information that the report provides the user about the missing vehicle (a vehicle which was inventoried the day before and the following day the vehicle was not inventoried by MLPI and has an open visit pending). The report gets saved as an excel file and the spreadsheet is added two columns, which the report does not provide. The columns are amount of days the vehicle was in the lot and the fee for those days. Then the supervisor starts to search for the missing plates using tools in Onyx (Command > Credit Card > Search Visits) and Business Objects (System Activity 8.14 Report). If the missing vehicle is not found then the history for the vehicle is pulled from the LPI Upload Report. The LPI supervisor is responsible for reporting all missing vehicles data. The supervisor inputs all the missing vehicles found and vehicles not found on a Daily Missing Recap Sheet and a Monthly Missing Recap Sheet.
- ★ The supervisor generates the 30 Day Plus Vehicle Report once a week on Mondays. After getting this information the supervisor verifies that the vehicle has not been inventoried in Onyx. If it shows that there was no activity in the 30 days of its stay then the supervisor notifies the SIC on duty. The SIC will send a file to supervisor to verify the vehicle is still in the lot and its location. When the vehicle is located descriptive data is noted about the vehicle (make, model, year, color). All the information that was gathered about the vehicle is inputted into a spreadsheet and sent out to PAPD, ABM Management, and the PA Operations Supervisor. There is a report done monthly on all the vehicles that have stayed for over 30 days in the facility and this report is delivered to ABM Management, and the PA Operations Supervisor and the Port Authority of New York & New Jersey Administrator.
- ★ If needed the LPI supervisor is able to enter into the Onyx system and view all the license plates which are still in the database where the LPI supervisor is able to change readings if needed to the system as well as view all the vehicles with different status types such as Active, Inception, Reappeared, and Reboate. The user has the ability to search for a specific license plate and give the ability to change the status of a license plate and user can change a license plate from Reappeared to Active.

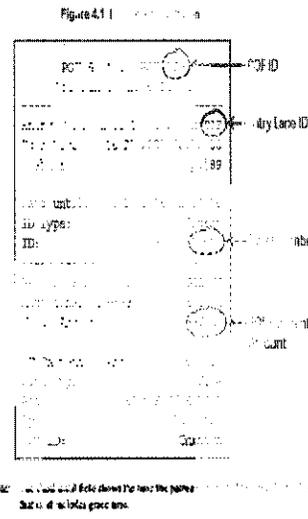
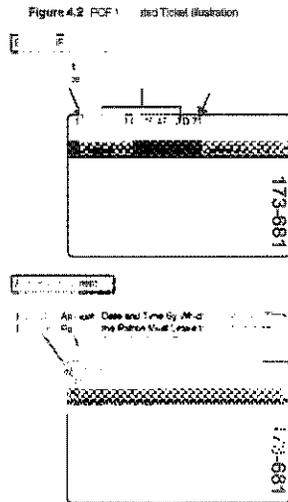
#### Financial Procedures

- ★ Unlimited lanes provide an expedient option to exiting the parking lot. They are designated cash lanes operating without the need of cashiers, with limited payment options accepted.
- ★ The payment options for these lanes are: EZ-Pass Plus™ as a primary method of payment, credit card as secondary, in addition to toll patrons who are within the allowed grace period (complementary), patrons who have pre-paid ETCs, and airport employees (over Non Revenue and 1000 hrs).

- ★ These lanes are designed to not to accept cash payments, checks or traveler's checks but will allow you to override a payment to be processed as "no-fee-cue" or reduction of fee. As long as any outstanding fees are settled by any of the options provided.

**POF Procedures**

- ★ Pay-on-foot stations are payment terminals located within CVA parking lots to provide an express payment option. The machines are operated by the patrons using a valid entry ticket and credit card. These terminals are designed **not** to accept cash. The only form of payment for POF is credit card.
- ★ Before the POF payment the entry ticket is encoded with the ticket number, entry date and time, entry lane number.
- ★ The patron will insert the entry ticket into the POF and use the touch screen to pay the parking fee and or add additional time. When a patron uses the POF to settle their fee, the POF encodes the ticket with the following information and it returns the ticket to the patron:
  - POF ID number
  - Amount paid
  - Date and Time by which the patron must leave to avoid additional charges
  - Date and time of payment



- ★ The paid amount field includes the grace time. The ticket is returned to the patron and a POF receipt is printed. In the event that the receipt is rejected into the machine the POF receipt will serve as a proof of payment. If the patron does not have the ticket or the receipt and providing the patron's license plate was used correctly at entry at the plaza, the supervisor will provide the information to retrieve the ticket number, entry lane number, POF ID, and amount paid. Once the information is retrieved the patron can use the "Printer ID" option to enter ticket and entry lane information.

**Snow Removal Responsibilities**

ARM Parking Services is contractually responsible for removing snow and ice from the entry area to a distance of thirty (30) feet in each direction from the door of each cashier booth.

**Vehicles/ Equipment**