

If the Port Authority makes additional requests for snow removal, such as clearing walkways in the parking lots and assisting patrons, particularly handicapped parkers to access their vehicles if blocked in, they will provide snow brushes, shovels, hand salt spreaders and snow blowers.

#### **Extra Coverage/ Work**

The Port Authority Supervisor will inform the ABM Parking Services SIC on duty when a snow event is expected and will arrange necessary extra coverage for plowing and salting of the exit lanes, depending on the anticipated severity, accumulation, the length of the storm and slippery conditions. Extra coverage for Supervisory staff for snow detail, transportation of Casual Laborers (Casuals), and Drivers operating vehicles for plowing and salting of the exit lanes will be arranged in twelve (12) hour shifts. All hours worked in relation to snow removal will be reimbursable by the Port Authority.

In addition, should the Port Authority Supervisor request extra coverage for snow removal, such as, plowing and salting of entrance lanes, clearing walkways in the parking lots and assisting patrons, particularly handicapped parkers, to access their vehicles if blocked in, it will be considered as "Extra Work." Some of these responsibilities will require the need for Casual Laborers.

"Extra Work" coverage for hours worked by Supervisors and Drivers and the agreed upon rate for Casual Laborers will be billed to the Port Authority. ABM Parking Services will arrange to provide Casual Laborers as requested by the PA Supervisor. Casual Laborers will be using shovels, hand salt spreaders and snow blowers (Casual Laborers operating snow blowers will be billed at a higher rate). Casual Laborers will be scheduled for eight (8) hours shifts.

#### **Snow Event Preparation**

The PA Supervisor and SIC on duty will discuss and arrange the following:

- ★ Schedule additional Supervisory staff for snow detail and the transportation of ABM Parking Services employees and Casual Laborers to their assigned lots.
- ★ Rearrange the regular schedule of the Utility staff to fit snow removal detail for plowing and salting. These employees will work twelve (12) hours shifts.
- ★ Schedule Casual Laborers for eight (8) hour shifts. The PA Supervisor will inform the SIC of the amount of casual laborers needed and the start times.
- ★ The PA Supervisor will provide written authorization for any additional ABM Parking Services staff and casual labor.
- ★ Snow equipment deficiencies/damages will be reported immediately to the PA Supervisor.
- ★ ABM Parking Services is responsible for the repairs and maintenance of the three plows. All other snow equipment – snow blowers, mounted salt spreaders, hand salt spreaders, shovels, and brushes – will be the responsibility of the PA.
- ★ ABM Parking Services will keep a supply of salt provided by the PA prior the development of the snow event.
- ★ Additional expenses, such as gas for snow blowers will be billed to the PA.

In the event of a severe snow storm that causes cancellation of public transportation and blocked roadways, the following will be discussed and arranged:

- ★ Picking up and dropping off employees at key public transportation points in the vicinity of the airport. Employees will be informed to contact the Supervisor-In-Charge at EWR: (973) 718-7270 or (973) 961-6421, JFK: (347) 238-3231 or (718) 244-4168, LGA: (347) 468-3928 or (718) 533-3850 should they need transportation.

- ★ Use existing staff to cover main posts. Each lot should have adequate coverage to accommodate the traffic without delays and inconvenience to patrons. Hours worked will be billed accordingly and should not sustain liquidated damages for deficiencies.
- ★ In the event of a "State of Emergency," ABM will provide proper accommodations and meals as needed for employees working double shifts and employees holding over throughout the course of the event. All efforts will be made to have a list of employees who will be covering key posts during the length of the storm.

### **Snow Removal Operation**

The snow removal operation will consist of the following:

- ★ Snow Plow vehicles will be used to plow 30' in each direction of all exit lanes of the parking lots. The lanes will be plowed to maintain adequate traffic flow and will be repeated as necessary until the event ends.
- ★ Casuals will be assigned to all parking lots to clear walkways, bus shelters, handicap spaces and stairways in garages using shovels, hand spreaders and snow blowers.
- ★ Casuals will assist patrons to access their vehicles if blocked in, particularly handicapped patrons.
- ★ Supervisors assigned to each lot, including the Supervisor assigned to snow detail, will be responsible for the supervision of the Casuals and be accountable for the snow equipment.
- ★ The ABM Parking Services vans will have snow brushes to distribute to patrons.
- ★ The Utility staff will ensure that an adequate supply of salt is available at all times.
- ★ The SIC on duty will coordinate with the snow detail Supervisor to ensure all snow equipment is inventoried, cleaned and stored after the storm.
- ★ The Operations Manager will ensure all snow removal responsibilities by Contract are arranged and accomplished.

### **Emergency and Evacuation Plans**

Site specific emergency and evacuation plans will be forthcoming. In the event of any emergency or evacuation, our employees should follow instructions given to them by a superior; however, please be advised that at each airport it is the Port Authority Police Department that is in charge and any order, process, etc. they give will override any order, process, etc. given by anyone else. For example, should you be instructed to stay in your booth by your SIC, but just a moment later a PAPD official tells you to leave the booth – you will leave the booth.

State Abbreviations for License Plates

ALABAMA	AL
ALASKA	AK
ARIZONA	AZ
ARKANSAS	AR
CALIFORNIA	CA
COLORADO	CO
CONNECTICUT	CT
DELAWARE	DE
DISTRICT OF COLUMBIA	DC
FLORIDA	FL
GEORGIA	GA
HAWAII	HI
IDAHO	ID
ILLINOIS	IL
INDIANA	IN
IOWA	IA
KANSAS	KS
KENTUCKY	KY
LOUISIANA	LA
MAINE	ME
MARYLAND	MD
MASSACHUSETTS	MA
MICHIGAN	MI
MINNESOTA	MN
MISSISSIPPI	MS
MISSOURI	MO

MONTANA	MT
NEBRASKA	NE
NEVADA	NV
NEW HAMPSHIRE	NH
NEW JERSEY	NJ
NEW MEXICO	NM
NEW YORK	NY
NORTH CAROLINA	NC
NORTH DAKOTA	ND
OHIO	OH
OKLAHOMA	OK
OREGON	OR
PENNSYLVANIA	PA
RHODE ISLAND	RI
SOUTH CAROLINA	SC
SOUTH DAKOTA	SD
TENNESSEE	TN
TEXAS	TX
UTAH	UT
VERMONT	VT
VIRGINIA	VA
WASHINGTON	WA
WEST VIRGINIA	WV
WISCONSIN	WI
WYOMING	WY

These are the official two-letter abbreviations for the provinces and territories in Canada.

Alberta	AB
British Columbia	BC
Manitoba	MB
New Brunswick	NB
Newfoundland & Labrador	NL
Northwest Territories	NT
Nova Scotia	NS

Nunavut	NU
Ontario	ON
Prince Edward Island	PE
Quebec	QC
Saskatchewan	SK
Yukon	YT

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# **Airport Operations Manual**

## **ABM PARKING SERVICES**

**John F. Kennedy**

**LaGuardia**

**Newark**

**Revised May, 2012**

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## SECTION ONE – CUSTOMER SERVICE

### *Customer Service Standards*

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

### *Employee Attitude, Appearance, Awareness and Knowledge*

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

### *Attitude, all employees shall:*

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

### *Appearance, all employees shall:*

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

### *Airport Community is PAPD's Eyes and Ears*

#### **Security and Public Safety**

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

#### **Airport Community is PAPD's Eyes and Ears**

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

### **Crime Watch**

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

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

### **Unattended Items**

If you come upon any unattended luggage, baggage, etc., do not attempt to recover the item. Contact your immediate supervisor to notify the PAPD at EWR: (973) 961-6230, JFK: (718) 244-4335 or LGA: (718) 533-3911. There are also call boxes located throughout the lots that will dial the police directly or you may dial \*21 from 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 A plaque with the cashier's name and a telephone number for customer comment or complaint shall be clearly visible at each cashier booth.
- 13.5.1 If requested, employees shall be capable of providing driving directions to other major airports and off airport areas verbally and/or with printed materials.
- 13.5.2 Employees shall provide a "thank you" or an appropriate pleasant closing to every customer.

### **Mystery Shops**

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

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

### Examples of Failed PA Mystery Shops

Parking Lot - P4 Lane 806

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

Parking Lot - Terminal A Lane 916 - Lost Ticket Encounter

	13.00	General Comments	Employee Name: XXXXX Date: XXXX Time: XXXX Weather: Sunny Occupancy: Steady
<b>Standards of Employee Attitude, Appearance and Knowledge</b>		Standards of Employee Attitude, Appearance and Knowledge General Comments	The customer approached the exit booth at 15:25 p.m. and reported that his parking ticket was lost. XXXXX asked for the vehicle's registration and the driver's license; however, he did not explain to the customer about the procedure, or how much time would it take to complete the process. He was approached by other uniformed personnel who assisted in expediting the process as other vehicles were lining up in that lane. The name badge of the uniformed personnel was not visibly displayed. The overall procedure took 25 minutes and the customer was thanked at departure. It was noted that none of the associates had greeted the customer at arrival.
	1.1.1	Greet all customers in a friendly and professional manner.	XXXXX did not greet the customer.
	1.1.4	Remain calm when encountering an upset customer, try to calm the customer, listen carefully and show empathy with the customer's problem.	XXXXX did no show empathy with the customer's problem.
	1.1.7	Use a proper and courteous vocabulary and tone of voice with customers. For example, use word such as "please", "yes", "hello" and "thank-you".	XXXXX vocabulary did not contain courteous words.

**Examples of Passed PA Mystery Shop**

Parking Lot - PE PA Lane 307

	13.0.0	General Comments	<b>Employee Name:</b> XXXXX <b>Date:</b> XXXX <b>Time:</b> XXXX <b>Weather:</b> Overcast <b>Occupancy:</b> Slow
<b>Standards of Employee Attitude, Appearance and Knowledge</b>		Standards of Employee Attitude, Appearance and Knowledge General Comments	XXXXX greeted the customer upon arrival. She wished a pleasant day to the guest as she found out that there was no charge for parking due to the short stay in the parking lot. Provided accurate and adequate directions to the customer and thanked him prior to the departure. The associate maintained courteous and professional demeanor throughout the encounter and met the employee service standard with 100% compliance.

Short Term Parking A - Aisle 108 - Exit Lane 916

	13.0.0	General Comments	<b>Employee Name:</b> XXXX <b>Date:</b> XXXX <b>Time:</b> XXXX <b>Weather:</b> Clear <b>Occupancy:</b> Slow
<b>Standards of Functionality</b>	13.3.4	Properly uniformed and identifiable personnel shall be readily available to assist customers during designated travel periods and to respond to emergency situations.	A call was placed from the emergency telephone at 20:55 near aisle 103 to assist the traveler in locating the car. XXXX answered on the second ring, asked the caller the location and stated that she would send assistance. At 21:05 XXXX arrived and asked the traveler what was needed. XXXX indicated for the traveler to get in the van and he would assist in locating the car. He asked the make and model and then asked for the keys to the car. He began to circle the lot and pressed the panic button on the set of keys. The car was located within five minutes. XXXX was pleasant throughout the encounter and wished the traveler a good night.
<b>Standards of Employee Attitude, Appearance and Knowledge</b>		Standards of Employee Attitude, Appearance and Knowledge General Comments	XXXXX offered a greeting as the traveler placed the ticket in the machine. She smiled and indicated the price. When the traveler handed XXXX a business pass, she offered a pen and asked the traveler to please sign the pass. XXXX quickly processed the pass and wished the traveler a good night. The employee standards were met with 100% compliance.

**Airport surveys**

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

**Customer Care Rewards Program (aka Appreciation Program)**

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

**Eligibility**

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

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

**Consistency Award Program**

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

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

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

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

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

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

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

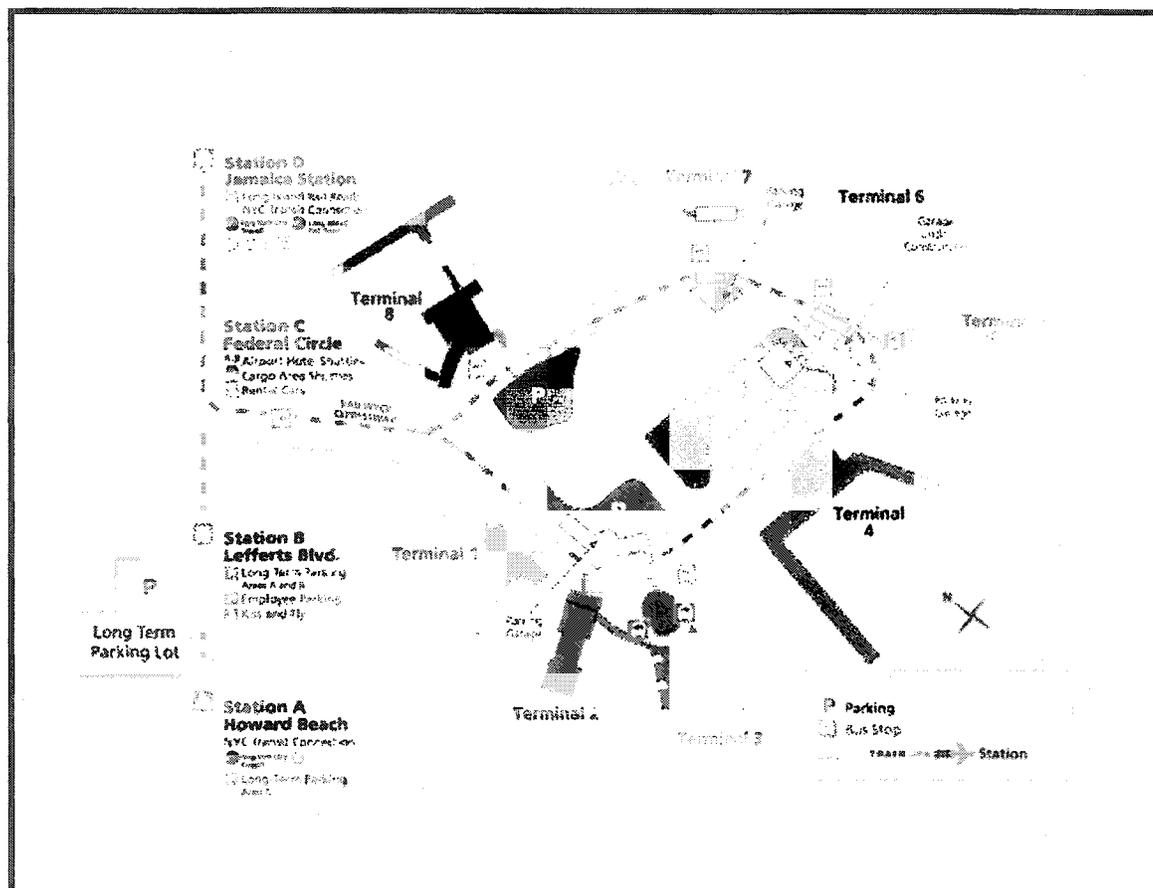
#### **Rules and Regulations of the PA's Reward Program**

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

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

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

## John F. Kennedy International Airport Information



### Short Term

Up to 30 Minutes - \$ 3.00

31-60 minutes - \$ 6.00

Each additional half hour - \$ 3.00

To a daily maximum of - \$33.00

### Long Term

Up to 24 Hours - \$18.00

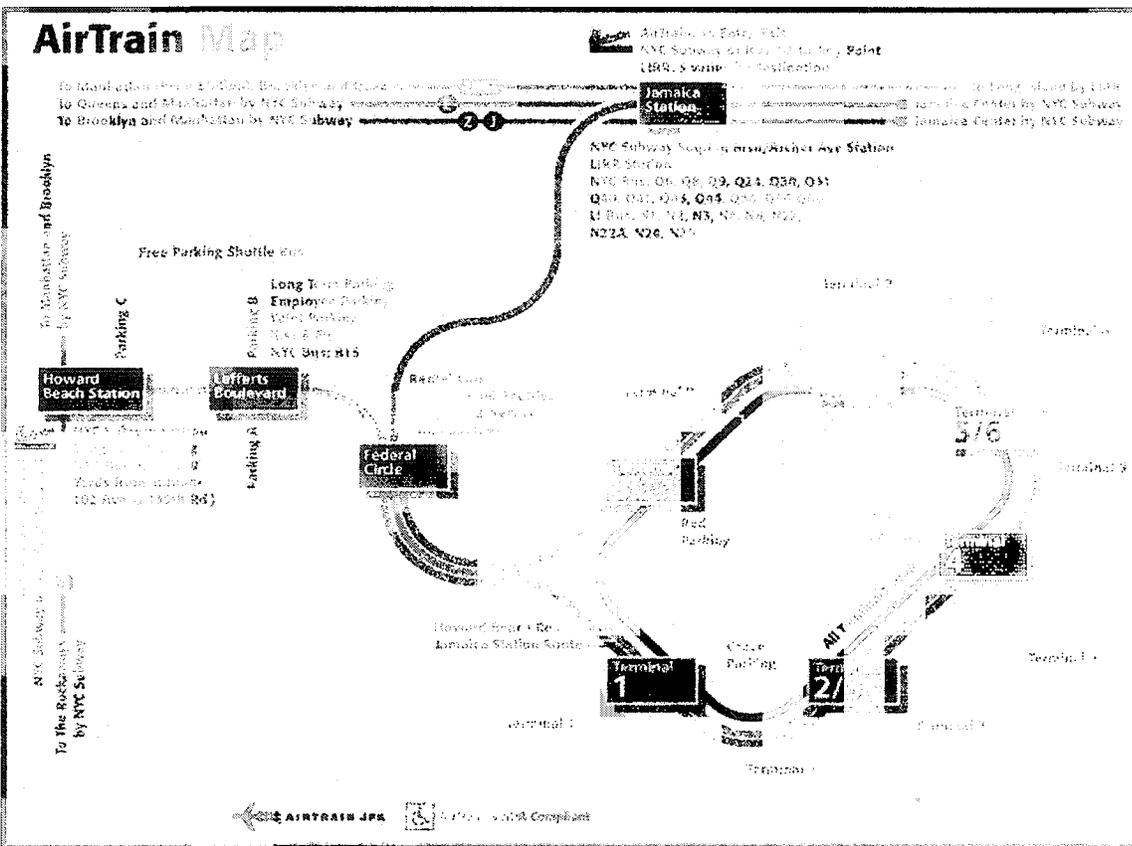
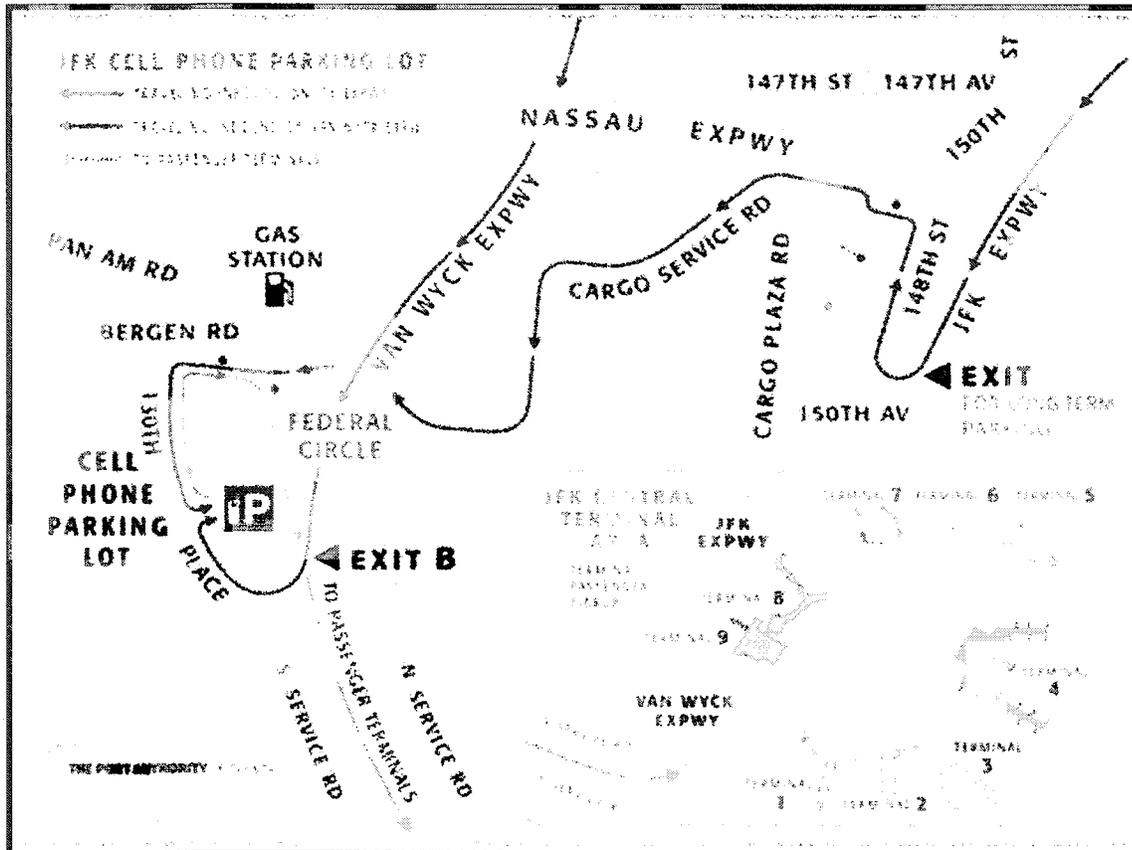
Each additional 8 hours - \$ 6.00

### Handicap

\$3 up to the first half hour or part

\$6 up to 1 hour

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



## Directions to John F. Kennedy International Airport

### From the North:

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

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

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

### From the East:

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

### From the South:

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

### From the West:

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

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

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

### To Airports:

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

**Newark Liberty International Airport:** Belt Parkway West to Verrazano Bridge; continue on Staten Island Expressway (I-278) west to Goethals Bridge; across bridge, take NJ Turnpike north to Exit 13A or Exit 14; follow signs to airport.

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

Avis	(718) 244-5406 or (800) 230 4898
Budget	(718) 656-1890 or (800) 527-0700
Dollar	(866) 434-2226
Hertz	(718) 656-7600 or (800) 654-3131
National	(718) 632-8300 or (800) 227-7368
Enterprise	(718) 659-1200 or (800) 736-8227

**JFK Inn**

154-10 South Conduit Avenue  
Jamaica, NY 11434  
Tel: (718) 723-5100  
Fax: (718) 341-3730  
Toll Free: (800) 734-5199

**Crowne Plaza Hotel, JFK Airport**

151-20 Baisley Boulevard  
Jamaica, NY 11434  
Tel: (718) 489-1000  
Fax: (718) 489-1100  
Toll-Free: (800) CROWNE PLAZA

**Radisson Hotel at JFK**

135-30 140th Street  
Jamaica, NY 11436  
Tel: (718) 322-2300  
Fax: (718) 322-6894  
Toll-Free: (800) 333-3333

**Best Western JFK Airport**

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

**Howard Johnson Express Inn at JFK Airport**

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

**Hampton Inn**

144-10 135th Avenue  
Jamaica, NY 11436  
Tel: (718) 322-7500  
Fax: (718) 322-7933  
Toll Free: (800) HAMPTON

**Courtyard by Marriott JFK Airport**

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

**Holiday Inn JFK Airport**

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

**Holiday Inn Express Kennedy Airport**

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

**Comfort Inn JFK Airport**

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

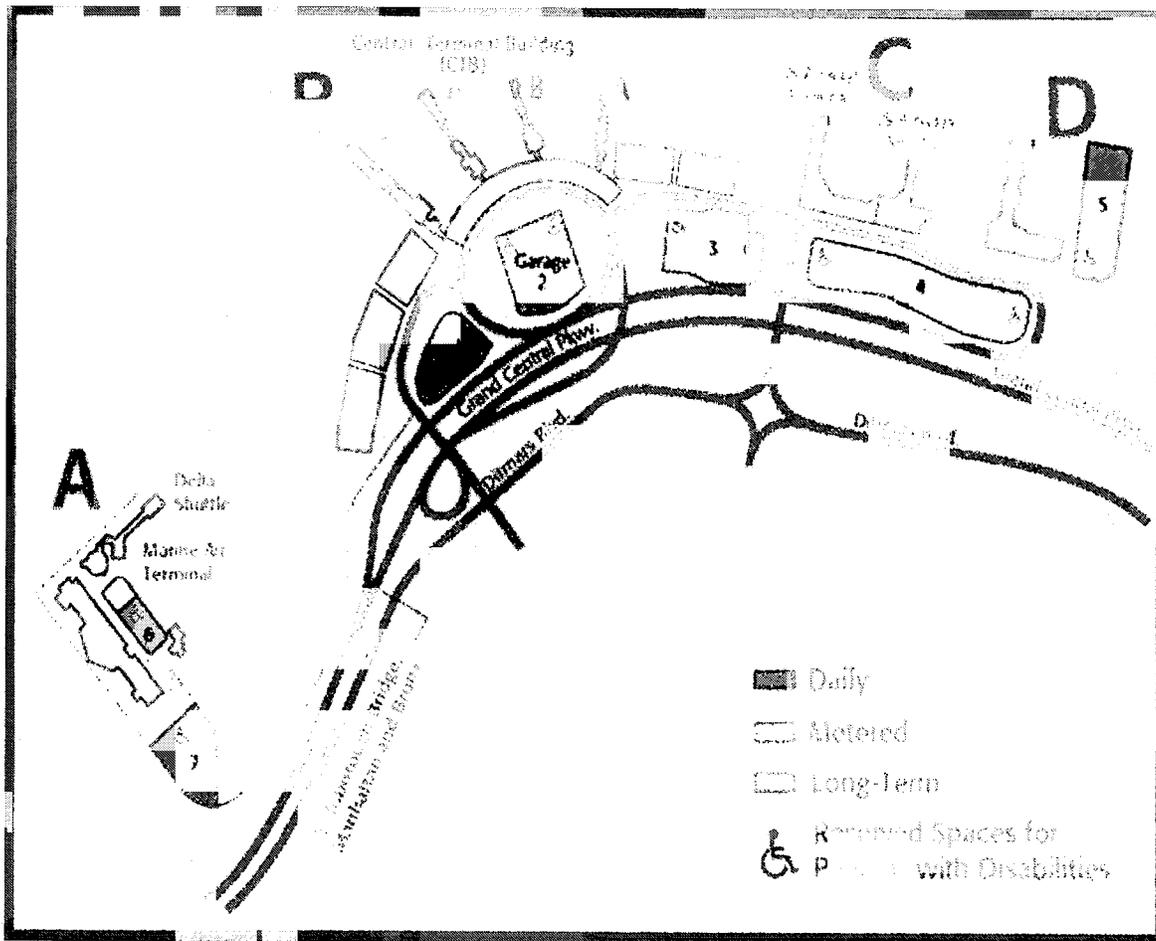
**Double Tree Club Hotel**

156-08 Rockaway Boulevard  
Jamaica, NY 11434  
Tel: (718) 276-2188  
Fax: (718) 276-0255  
Toll Free: (800) 222-TREE

PAPD (718) 244-4335  
General Information (718) 244-4444  
Lost & Found (718) 244-4225  
ABM Parking Services SIC (347) 238-3231  
ABM Parking Services Ln1 (347) 238-3232

ABM Parking Services Ln2 (347) 238-3233  
ABM Parking Services (718) 244-4168  
Employee Sales (347) 238-3239  
Employee Sales (347) 238-3240  
Human Resource (347) 238-3248  
Customer Service (347) 238-3238

## LaGuardia Airport Information



### Short Term

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

### Long Term

Up to 24 hours - \$33.00  
 24-48 hours - \$66.00  
 Each additional 8 hours - \$ 6.00

### Handicap

\$3 up to the first half hour or part  
 \$6 up to 1 hour  
 \$3 for each half hour or part up to \$33 per 24 hours for the first 48 hours  
 \$3 for each half hour or part thereafter up to \$18 maximum for each 24-hour period

### Metered Parking – Marine Air Terminal

\$.50 for each 15 minutes  
 2 hour limit

### LaGuardia Airport courtesy buses

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

#### Directions to LGA from the 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.

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

##### **To Airports:**

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

**Newark Liberty International Airport:** West on Grand Central Parkway to Long Island Expressway (I-495); West on Long Island Expressway (I-495) to Brooklyn Queens Expressway (BQE I-278); south on Brooklyn Queens Expressway (BQE I-278) to Verrazano Bridge; continue on Brooklyn Queens Expressway (BQE I-278) west to Goethals Bridge; across bridge, take NJ Turnpike north to Exit 13A or Exit 14; follow signs to airport.

#### Car Rental Companies at LGA

Avis (718) 507-3600 or (800) 230 4898  
Budget (718) 639-6400 or (800) 527-0700  
Dollar (718) 779-5600 or (800) 800-4000  
Hertz (718) 478-5300 or (800) 654-3131  
National (718) 429-5893 or (800) 227-7368  
Enterprise (718) 457-2900 or (800) 736-8227

## LaGuardia Airport Hotel Information

Crowne Plaza  
104-04 Ditmars Boulevard  
East Elmhurst, NY 11369  
(718) 457-6300  
(800) 692-5429  
Fax: (718) 899-9768

Wyndham Garden Hotel - LaGuardia  
100-15 Ditmars Boulevard  
East Elmhurst, NY 11369  
(718) 426-1500

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

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

Sheraton LaGuardia East  
135-20 39th Avenue  
Flushing, NY 11354  
(718) 460-6666  
Fax: (718) 445-2655

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

Clarion Hotel  
9400 Ditmars Boulevard  
Flushing, NY 11369  
(718) 335-1200

Wingate Inn & Suites at LaGuardia Airport  
137-07 Northern Boulevard  
Flushing, NY 11354  
(718) 445-3300  
(718) 445-4101 Sales

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

Ramada Plaza Hotel - LaGuardia Airport  
37-10 114th Street  
Corona, NY 11368  
(718) 651-2100  
(800) 272-6232

Skyway Motel at LaGuardia  
102-10 Ditmars Boulevard  
East Elmhurst, NY 11369  
(718) 899-6900

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

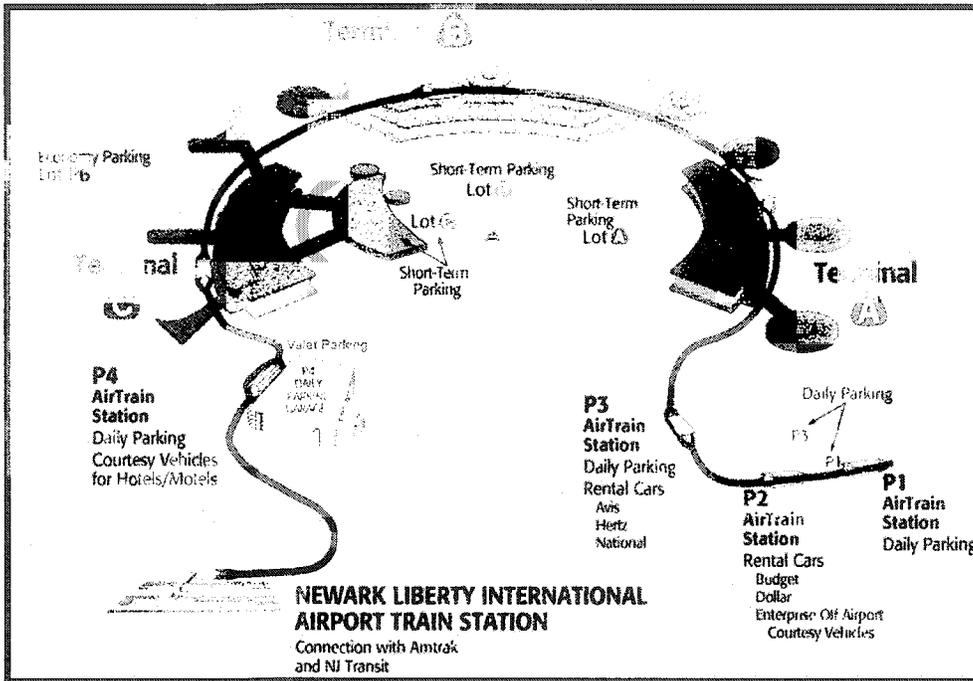
Howard Johnson  
135 - 33 38th Avenue  
Flushing, New York 11354  
(718) 461-3888

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

## LaGuardia Airport Important Phone Numbers

PAPD	(718) 533-3900
Emergency	(718) 533-4333
General Information	(718) 533-3400
Tow Truck Service	(718) 533-3993
Lost & Found	(718) 533-3988
Human Resources	(718) 468-3940
ABM Parking Services SIC	(347) 468-3928
ABM Parking Services Ln1	(347) 468-3929
ABM Parking Services Ln2	(347) 468-3930
ABM Parking Services	(718) 533-3850
Employee Sales	(718) 533-3413
Customer Service	(347) 468-3936

# Newark Liberty International Airport Information



### Short Term

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

### Daily (P1, 3 & 4)

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

### Economy

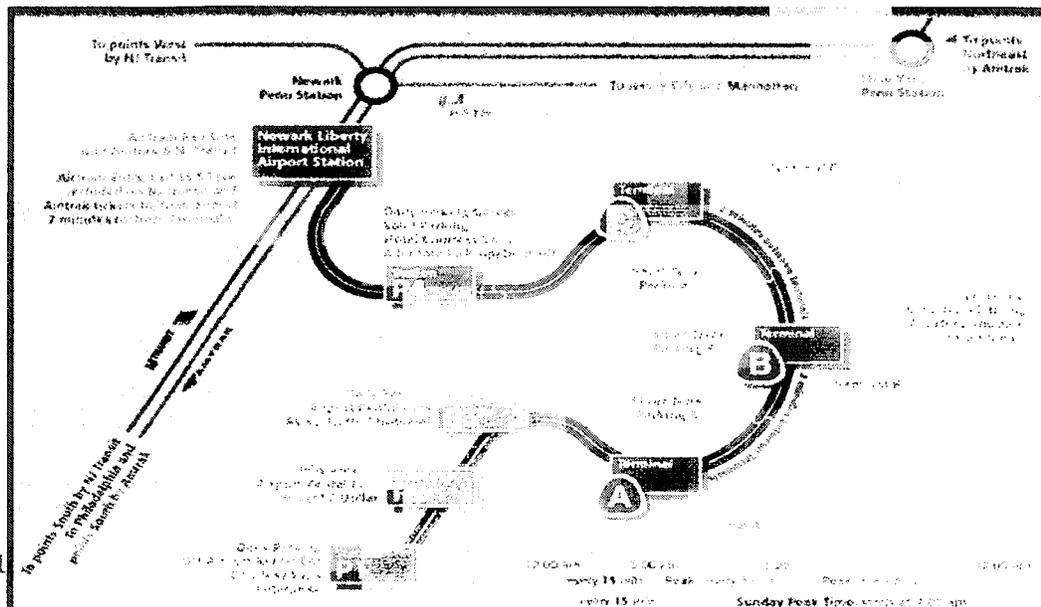
Up to 24 hours - \$18.00  
 Each additional 8 hours - \$ 6.00

### Valet

Up to 24 hours - \$40.00  
 Each additional 12 hours - \$20.00

### Handicap

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



## **Directions to Newark Liberty Airport**

### **To EWR from the North:**

**From I-87 NY Thruway:** Leave Thruway at Exit 15; south on NJ 17 to US 46; east on US 46 to NJ Turnpike south; take Turnpike Exit 14 or 13A; follow signs for Newark Liberty International Airport.

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

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

### **To EWR from the East:**

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

### **To EWR from the South:**

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

### **To EWR from the West:**

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

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

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

### **From EWR to Various Locations:**

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

**PA (Allentown):** 78 West

**Lincoln Tunnel:** NJ Turnpike North

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

**George Washington Bridge:** NJ Turnpike North

**Lower Manhattan:** 1&9 North or 78 East to the Holland Tunnel

**Midtown Manhattan (42<sup>nd</sup> St):** NJ Turnpike North to the Lincoln Tunnel

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

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

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

**Brooklyn:** NJ Turnpike South to the Goethals Bridge (Exit 13) through Staten Island (278 East) to the Verrazano Bridge or 1&9 North to the Holland Tunnel to Canal St. to the Manhattan Bridge

### **To Airports:**

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

**LaGuardia Airport:** 1&9 North or 78 East to the Holland Tunnel. Exit #5 Canal Street to the Manhattan Bridge. 278 East (BQE), follow signs to LGA.

**New Jersey Transit – [www.njtransit.com](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 call rental companies are located at the P2 AirTrain station.

Avis (973) 961-4300 or (800) 230 4898

Budget (973) 961-2990 or (800) 527-0700

Dollar (973) 824-2002

Hertz (973) 621-2000 or (800) 654-3131

National (973) 622-1270

Enterprise (973) 733-2723 or (800) 325-8007

(A shuttle bus departs from the P2 air train station to an off airport site.)

**Newark Liberty International Airport Hotel Information**

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

**Newark Airport Marriott**

Newark International Airport

Newark, NJ 07114

Toll Free: 800-882-1037

Tel: (973) 623-0006

Fax: (973) 623-7618

**Courtyard Newark Marriott**

600 Route 1 & 9 South

Newark, NJ 07114

Tel: 973-643-8500

Fax: 973-648-0662

**Hilton Newark Airport**

1170 Spring Street

Elizabeth, New Jersey

07201-2114

Tel: 1/908/351-3900

Fax: 1/908/351-9556

**Hilton Short Hills**

41 JFK Parkway

Short Hills, New Jersey 07078

Tel: (973) 379-0100

Fax: (973) 379-6870

**Howard Johnson Hotel**

50 Port Street

Newark, NJ 07114

Tel:(201) 344-1500

1-800-I-GO-HOJO (1-800-446-4656)

**Hampton Inn Newark Airport**

1128-38 Spring Street

Elizabeth, NJ 07207

Tel:(908) 355-0500

(800) HAMPTON (426-7866)

Fax:(908) 355-4343

**Best Western**

Newark Airport West

101 International Way

Newark, New Jersey, 07114

973-621-6200 Fax: 973-621-6266

**Hilton Newark Gateway**

Gateway Center - Raymond Blvd

Newark, New Jersey 07102-5107

Tel: (973) 622-5000

Fax: (973) 622-2644

**Holiday Inn North**

160 Frontage Road

Newark, NJ 07114

Tel:(973) 589-1000

Fax: (973) 589-2799

**Newark-Days Inn Airport**

450 Route 1 South

(near Haynes Avenue)

Newark, NJ, 07114

Tel:(973) 242-0900

(800) DAYS INN (800-329-7466)

**Newark Robert Treat**

Travelodge Hotel  
50 Park Place  
Newark, NJ, 07102, US

**Sheraton Newark Airport Hotel**

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

**Best Hotel**

2735 Rte. 22 West  
Union, NJ 07083  
Tel: (908) 687-8600

**Ramada Inn**

US Highway 1 and 9 & Haynes Avenue  
Newark, NJ 07114  
Tel: (973) 824-4000

**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, NJ, 07201-2183  
Tel: 908-436-4600

**Newark International Airport Important Phone Numbers**

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

**General Email Information**

LaGuardia Airport Website  
[www.laguardiaairport.com](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  
[parkingcustomerservice@abm.com](mailto:parkingcustomerservice@abm.com)

PA Customer Service Email  
[airportcustomer@panynj.gov](mailto:airportcustomer@panynj.gov)

**E-ZPass Customer Service**

New York Customer Service Center	(800) 333-8655	<a href="http://www.ezpassny.com">www.ezpassny.com</a>
Regional Consortium Service Center	(800) 288-6865	<a href="http://www.ezpass.com">www.ezpass.com</a>
Delaware River Port Authority	(800) 881-3772	<a href="http://www.drpa.com">www.drpa.com</a>
Pennsylvania Turnpike Authority	(800) 736-6727	<a href="http://www.paturnpike.com">www.paturnpike.com</a>
Massachusetts Turnpike Authority	(800) 525-3278	<a href="http://www.mtafastlane.com">www.mtafastlane.com</a>
West Virginia Parkways Authority	(800) 206-6222	<a href="http://www.wvturnpike.com">www.wvturnpike.com</a>
Maryland Transportation Authority	(800) 321-6824	<a href="http://www.ezpassmd.com">www.ezpassmd.com</a>

**Airport Wayfinding system**

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

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

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

## SECTION TWO – OPERATIONS

### Job Functions and Responsibilities

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

#### Supervisor-In-Charge

- ★ Supervise all parking activities for which the contractor is responsible on an assigned shift at the facility.
- ★ Monitor and ensure the compliance by all staff of established Airport Customer Service standards.
- ★ Be responsible for the optimum utilization of personnel and other resources on an assigned shift, including assistance in establishing entrance and exit lane scheduling patterns necessary to meet adequate service standards.
- ★ Discuss any existing problems concerning vehicles, tickets, staffing coverage, broken equipment or other related matters with the SIC from the previous shift.
- ★ Assign supervisors' specific duties including skimming of monies from cashier's booths, manning the duty desk, customer service supervision and patrolling of parking fields and roadways.
- ★ Schedule proper supervision for the assigned shift, arrange for lunch relief, days off, cashier rotation, vacation and similar categories of time.
- ★ Explain new procedures to supervisory staff as they are implemented.
- ★ Contact the General Manager/Operations Manager for updating on current changes. Keep the General Manager/Operations Manager fully informed on daily operations.
- ★ Oversee the change of shift by physical presence in the office to ensure all employees are in compliance with company's uniform and policies.
- ★ Check supervisor's tour assignment reports to insure proper staffing coverage in all parking areas. Authorize necessary steps to obtain volunteers for overtime, as necessary.
- ★ Assume the responsibilities as company representative when both the General Manager and the Operations Manager are unavailable.
- ★ Pay careful attention to PRCS, and vault-room functions.
- ★ Maintain appropriate liaison and coordination with Port Authority Duty Transportation Supervisor on daily operational problems affecting patron service or public relations.
- ★ Assist in personnel training of all supervisory personnel and advising them of company rules, regulations, standards and responsibilities.
- ★ Oversee duties performed by Parking Supervisors, monitor their daily reports on physical conditions of cashier booths and take follow-up action to effect repairs. Report findings to management as required.
- ★ Train lower-level supervisory personnel on their functions and responsibilities and evaluate subordinate performance.
- ★ NOTE: In addition to the above there are other related duties that may be required in this job category. The points outlined as key items of responsibility are set forth here primary as a guide.
- ★ Log all computer malfunctions and dispatch proper maintenance personnel to resolve the problem.
- ★ Resolve any problem with cashier personnel. Answer incoming intercom calls from cashier staff and resolve the situation in accordance with company policy. Depending upon the situation, advice or approval may be sought from the Port Authority supervisor to assist in correcting the condition.

#### Plaza/Office Supervisor and Functions

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

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

**POF Supervisor Functions:**

- ★ POF keys are utilized by the supervisor to retrieve retracted tickets and replace receipt paper. One key ring contains all keys for the POF machines (Total of 12 at JFK & 14 at LGA) and they are kept in the vault room safe.
- ★ The Supervisor would be issued by the SIC at the beginning of each tour. The supervisor would be responsible to respond to any call to retrieve any retracted tickets and replace receipt paper as needed.
- ★ The keys are returned upon completion of this task and logged by the SIC. Any retracted tickets are to be returned to Auditing

**In addition, workstation supervisors:**

- ★ Must master all of the job functions and responsibilities of the cashiers, supervise them, and render such advice and training to them as necessary.
- ★ Possess significant computer training to enable him/her to train cashiers and to correct problems that may result from malfunctioning of the equipment or its improper use.
- ★ Must be in constant communication with the cashiers and take appropriate action to clear any situation in the lanes.
- ★ Must be in communication with patrons and be able to solve a patron's problem at entry lanes, exit lanes and pre-paid stations.
- ★ Must be able to effectively communicate with management, vendor support people, and other entities operating at the airport.
- ★ Do not leave assigned post unattended without prior approval from the SIC.
- ★ Must be able to understand and use the Revenue Control system.

**Unmanned Supervisor (Plaza)**

- ★ Plaza supervisors in charge of the unmanned lanes will be responsible to assist the CT with any transactions it may encounter problems with.
- ★ Supervisor would request the control room to open the lanes in unmanned mode. The supervisor would login into the CT **without** starting a shift. By just login into the CT, the supervisor will be able to view and assist transactions being processed. In the supervisor begins a shift the lane will not be unmanned and will accept cash, and Onyx will not allow the supervisor to login into consecutive lanes.
- ★ The lanes will process transaction without intervention unless the EZ-Pass is not a valid EZ-Pass Plus tag; if the customer takes longer than 20 seconds to enter the ticket. If more than 20 seconds pass from the time the EZ-Pass was read and the moment the customer enter the ticket. The EZ-Pass must be patch for it to work. If the transactions requires the user to select from a fuzzy match. The ticket is unreadable, or the customer wants to pay cash.
- ★ These lanes **do not** take cash, therefore when customer that wants to use this form of payment and drive into these lanes. The supervisor must void the transactions and assist the customer to back up and use a manned lane.
- ★ The only moment that credit card is accepted in these lane is when there is not a valid EZ-Pass Plus tag, no EZ-Pass is present, or the overhead EZ-Pass read times out. The lane automatically tries to charge the EZ-Pass. If the customer has a valid EZ-Pass Plus tag and wants to pay credit card, the CT will charge it automatically. One way to go around this is not to insert the ticket until after 30 seconds, forcing the overhead EZ-Pass read to timeout.

**Supervisor locations / call numbers at Newark Liberty International Airport**

	<b>Location</b>	<b>Radio Call Number</b>
Short-term	CTP Plaza	709
	Plaza 3	711
	Plaza 2	712
	Plaza 1	712 A
Daily	P1/P3	714
	P4 Plaza	715
	P4 Garage	715 A
Economy	P6	716
	P6 Field	716 A

	P7	716 B
Valet	P4 Air-train station	801
Employee	Lot F	717
Supervisor	Field	710
SIC	Field	703A
Supervisor	Control room (PRCS)	706
SIC	Control room	703

#### Supervisor locations at LaGuardia Airport

	Location	Radio Call Number
Lot	1-7, 10E and 10W	By name

#### Supervisor locations at JFK Airport

	Location	Radio Call Number
Lot 1	Green	By Name
Lot 2	Blue	
Lot 3	Red	
Lot 4	Yellow	
Lot 5	British Deck (Orange)	
Long Term	Grey	
Supervisor	Field	
SIC	Field	
Supervisor	Control room (RCS)	
SIC	Control room	

#### Lot Cashier

The function of a "Cashier" is to collect parking fees from patrons as they leave the Airport Parking Lots. Normally the parking lot computer will calculate parking fees, however, in the event of power outage or computer malfunction, cashier must be able to calculate fees owed.

- ★ The cashier will be fully knowledgeable of the Port Authority lot rate structure and ensure that patrons are properly charged in accordance with the published rates.
- ★ The cashier will ensure the safeguarding of funds and be accountable for overages and shortages.
- ★ The cashier will prepare a daily tour report recording by denomination the total number of monies and tickets collected, recording any exceptions.
- ★ As directed, the cashier will prepare lost claim-check forms and balance due statements.
- ★ The cashier will be fully knowledgeable on the Port Authority's Revenue Control System computer terminal installed at the exit lane toll plaza.
- ★ The cashier will provide superior customer service to airport customers.
- ★ When there is a shift change only one lane at a time should be closed. At no time should more than one lanes closed during the shift change.

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

**Traffic Attendant**

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

**Hand Signals**

- Stop
- Proceed forward
- Proceed backward
- Turn left
- Turn right

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

**Directing Traffic at LaGuardia Airport**

**Short Term Parking – Lots 1-4-5-6-7 / Lot 2 Garage**

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

**Long Term Parking Lot #3**

- ★ When Lot #3 is closed it is important to emphasize that all other lots are based on the rates posted for that parking lot. We do offer the customer a long term parking voucher which will allow them to park in another lot and receive the long term rate. The T/A, upon distribution of the voucher must remind customers to sign and turn in vouchers to the cashier upon exit to obtain the long term proper rate. Explain that there is a map on the back of the voucher and if needed give specific directions to the customer.

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

**Short Term Parking – Lots 1-4-5-6-7 / Lot 2 Garage**

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

### **Long Term Parking Lot #9**

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

### **Directing Traffic at Newark Liberty International Airport**

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

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

#### **Daily P4 Garage**

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

#### **Daily P1/P3**

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

#### **Economy P6**

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

### **Radio Communication**

#### **Guidelines:**

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

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

### Terminology

“**Break**” should be used when ending one transmission and starting another one.

“**Copy**” means “I understand.” When phrased as a question (“copy?”) It means “do you understand?”

“**Go**” means “proceed with your message.”

“**Roger**” means “I understand and will comply.”

### *Phonetic Alphabet for Radio and Intercom Transmission*

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

### Beginning of Cashier / Traffic Attendant Shift

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

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

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

### *Telephone and Intercom Communication*

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

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

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

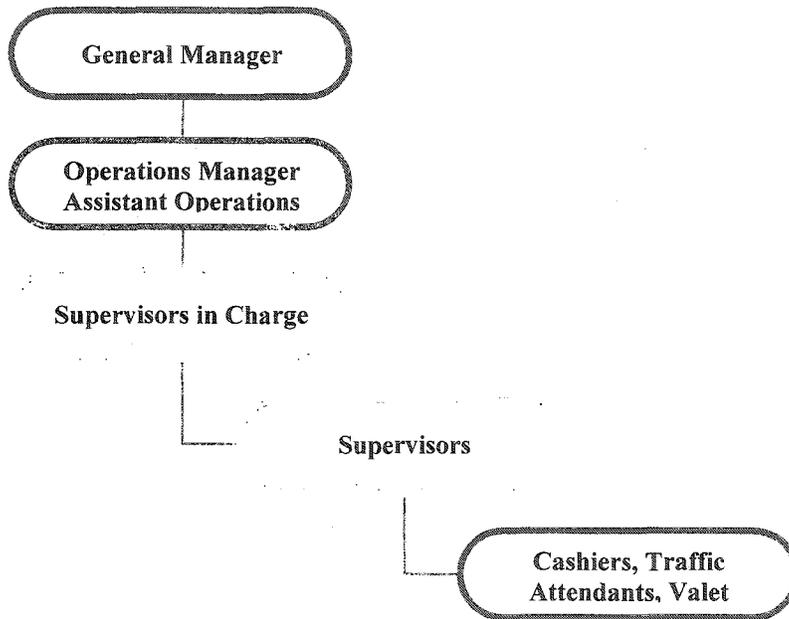
### *Log-in and Password*

In order to perform the functions of the Federal APD equipment you are required to “**Log-in**” into the system using a “**Username and Password**”. It is of the utmost importance that you remember your “**Username and Password**”. Your “**Password**” has to be changed every 90 days as a requirement of the PA Audit Department and in accordance with the PA contract agreement.

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

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

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



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

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

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

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

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

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

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

#### Vehicle Checklist

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

#### Motorcycles

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

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

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

#### Waiver of Liability for Self-Service Parking

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

#### THIS LICENSE LIMITS OUR LIABILITY- PLEASE READ IT

This contract licenses the holder to park one automobile in this area at holder's risk. LOCK YOUR CAR. We are not 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.

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

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

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

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

#### **Incident Reports – Valet Claims**

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

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

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

#### **Incident and Employee Accident Injury Reports**

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

General procedures are noted, however, all applicable personnel (SIC, HR, various Managers) take part in on-line certification training for this procedure. If you are not fully aware of reporting procedures, please contact your OPs Manager and a training session will be set up for you. A copy of the Accident Investigation manual should be available at the SIC desk. Basic information such as what is noted below will always be required in addition to what is in the on-line training.

#### **Accident Reports – Employees claiming injuries on the job.**

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

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

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

### **Employee Illness**

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

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

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

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

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

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

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

### **PAPD Impounded Vehicle Procedure**

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

- ★ On a weekly basis ABM faxes the report of vehicles left in the parking lots over 30 days to the Port Authority.
- ★ PAPD will inform ABM control office when they are towing vehicles out of the parking lots. The transactions are processed as abandoned vehicles at the exit plazas and parking fees associated with vehicles will show on the accounts receivable reports.
- ★ PAPD and the Towing Company will fill out and sign a certificate of release for each vehicle removed from the parking lots.
- ★ ABM SIC will collect all the certificates of release (it is a four part document consecutively numbered) and file in a folder (entire document) in the control office until the vehicle(s) is/are released.
- ★ ABM SIC will record all impounded vehicles in the impounded vehicle database/log. Each entry has the date impounded, license plate number, lot name, impound number, parking fees owed, date released, amount collected. (Date released and amount collected will be updated when the vehicle is released from the impound lot.)
- ★ When a vehicle is released the PAPD will inform ABM's control office that a patron is at the impound lot to retrieve their vehicle. The PAPD will provide the license plate number so that the duty supervisor can verify the license plate and fees to be collected and log into the impounded vehicle database/log. (The patron can pay at the impound lot and/or at the supervisor's control office)
- ★ The control desk supervisor will retrieve the certificate of release from the impounded vehicle file for the vehicle being released. The field supervisor collecting the parking fees for the vehicle (whether at the impound lot and/or the control office) will complete the patron's information on the form and get a signature from the towing company validating the vehicle's release and payment made.
- ★ The white copy is for ABM audit department, the canary copy is the patron's receipt, the pink copy is PAPD receipt and the golden rod copy remains in the vehicle impounded file.

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

#### Emergency Roadside Service

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

#### Fuel Inspection Report

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

#### Emergency Features

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

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

#### Securing Unmanned Lanes

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

### Lot Counts

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

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

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

### Lot Closures

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

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

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

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

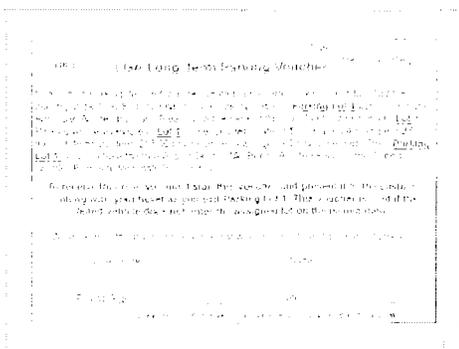
### Long Term Vouchers (processing lot closure coupon)

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

- ★ EWR - P1/P3 only with a green coupon
- ★ JFK - Red Lot (Terminal 8) with coupon
- ★ LGA - Lot 1 with green coupon, Lot 4 with yellow coupon, Lot 5 with orange coupon or Lot 7 with blue coupon

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

### Sample Long Term (Economy) Parking Voucher

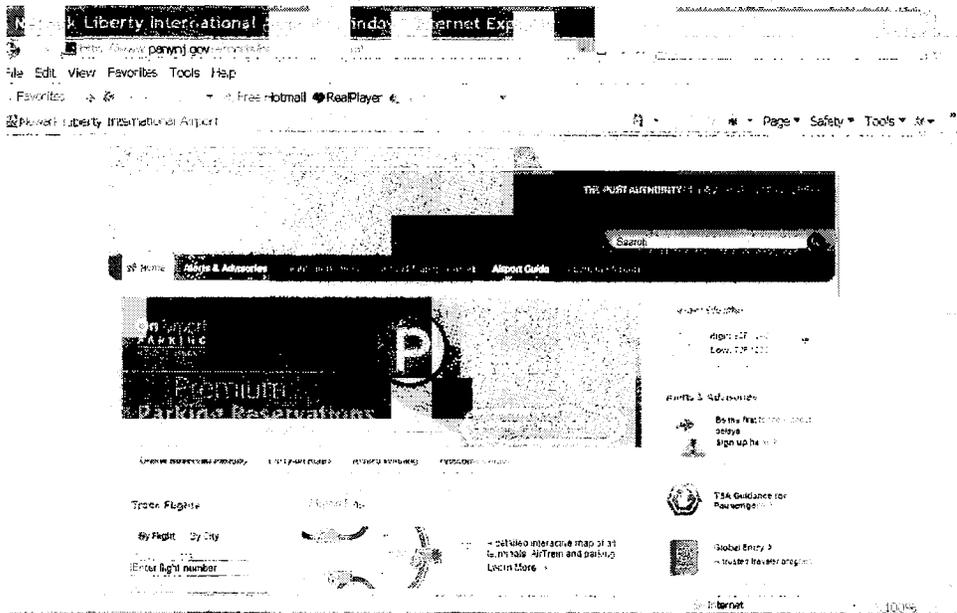


211342	<b>Parking Notice</b>	Date issued: <u>7/26/07</u> <small>(For use only)</small>
Due to high parking demand, Economy Lots P6 and P7 are full. To assist you, parking has been made available <b>ONLY in P1/P3 Daily Lots</b> at the Economy rate of \$15.00 for each 24-hour period.		
To received this rate, you must sign this notice and present it to the cashier as you exit Daily Lots P1/P3.		
We apologize for any inconvenience.		
License Plate: <u>ABB 3925</u>	State: <u>NJ</u>	
Please Sign: <u>E. Rivera-Domenich</u>	Date: <u>7/26/07</u>	

## 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. After the availability has been confirmed, the next screen will show your travel information and prompt the customer to reserve now. After the customer clicks on the "reserve now button" they will be taken to the next screen which will prompt returning customers to login. If the patron is a new customer to the Premium Reserved Program there is a button for them to click require contact information and acceptance of the terms and conditions. Once completed they will click on continue. After completing all information necessary and completing their order the customer will have receive a voucher via e-mail. Upon arrival at the airport the customer will drive to the reserved area they have selected. They will be directed to the proper section of the garage via reserved signs. Once they have parked they will be required to place their reserved voucher on the dashboard.

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

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

additional spaces needed. The SIC will have their staff block off the additional spaces needed as close as possible to the existing reserved area by 3AM.

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

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

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

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

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

(Sample of voucher below).

<b>LaGuardia International Airport Reserved Parking Voucher</b>			
GARAGE		VOUCHER NUMBER	
Terminal B Lot 2 Level 1		LGA11100001	
RESERVATION DATE	NUMBER OF DAYS	PLATE NUMBER	STATE
10/24/2011	5	123456	nj
PLEASE DISPLAY VOUCHER ON YOUR DASHBOARD			

**THIS VOUCHER LIMITS OUR LIABILITY - PLEASE READ IT.**

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

Self-Service Parking Lot – not attended. Only a license is granted hereby and no bailment is created. This is the full license and no employee shall change it.

This license expires in 30 days. Cars left for more than 30 days shall be deemed abandoned and will be disposed of at owner's expense unless special agreements are made with the Parking Lot Manager.

**Customer Calls Regarding Reservation Parking Procedures**

1. When an incoming call regarding any aspect of the reservation program is received by the Control Room during usual business hours when the CS Department is "opened," the call should be forwarded to the CS Department for addressing. (Basically, Monday through Friday, 9-5.)

2. When an incoming call regarding any aspect of the reservation program is received by the Control Room during off business hours when the CS Department is “closed,” the person fielding the call **MUST** inquire as to the nature of the concern.
  - a. If the concern does not need attention until the CS Department is “opened” then the call can be forwarded to the CS Department and the CSM will handle when they come in. (i.e., Patron calls on a Friday evening at 8:30 stating they didn’t get the voucher for their reservation on the following Wednesday. SIC informs the patron that they will forward them to the CS Department, they can leave a message and the CSM will take care of it for them on Monday. SIC can also advise the patron of an email option and give the CSM’s email as well.)
  - b. If the concern should need attention prior to the CS Department being “opened,” (i.e., Patron calls on a Friday evening at 8:30 stating they didn’t get/lost their voucher for a reservation on Saturday/Sunday/Monday morning), then the SIC will inform them to send an email with the following information ASAP to them (sicewr@abm.com, siclga@abm.com, or sicjfk@abm.com) – Name, Address, Phone, License Plate, Area Reserved and Reservation Dates. Inform the patron that once you receive that information, you will reply with an attachment they can put in their dashboard for parking.
  - c. When you reply to the patron with that email, please copy your CSM so they can validate the reservation and if there is any concern or problem, (i.e., they are not in the system, dates are incorrect, etc.) the CSM will report any discrepancies to the OM.

#### Sample Emergency Voucher for Reserved Parking

<p style="text-align: center;"><b>Emergency Voucher for Reservation Parking Program.</b></p> <p>Place this voucher in the driver-side area of your dashboard so it is visible from your windshield. This is replacing the voucher that was emailed to you at the time you made your reservation on-line.</p> <p>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.</p> <p style="text-align: center;"><b>- AMPCO SYSTEM PARKING -</b></p>
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#### Non Revenue Customers

If a non-revenue customer is having a problem exiting contact the Control Room and ask the supervisor to look up the user in the system. If the exiting customer’s name and LP match the current transaction the fee should be waived. (“Override” function). SIC’s, if you find any discrepancy between the LP listed and the actual vehicle immediately contact the LGA Employee Sales Office at 718-533-3413, JFK Employee Sales Office at (347) 238-3239/3241 or EWR Employee Sales Office at (973) 961-2022/2023.

If we cannot verify via the non-revenue list that the customer has non-revenue privileges we should ask them politely to accept a balance due.

Non-revenue users are allowed two vehicle license plate numbers associated with a PIN or E-Z Pass. A non-revenue user can only gain access to exit the parking lot using his/her PIN or E-Z Pass if the exiting vehicle is programmed into the Federal system.

If the non-revenue user is not in the system and could not be alternately verified and refuses to pay the parking fee or accept a balance due, contact your supervisor who will inform The Port Authority Operations supervisor for their intervention. The PA Operations supervisor will advise or approve the course of action to be taken. The appropriate log entries should be made.

#### **Global Non-Revenue/ PA Orange EZ Pass Tags**

##### *Personal Pass privileges:*

- ★ **4 hour period free parking in short term and daily lots.**
  - *NOTE: If the tag holder stays beyond the 4 hour limit he/she is required to pay the full fee from when they entered the lot.*
- ★ **Unlimited Free Parking in Economy Lots (LGA Lot 5 only)**

##### *Annual Pass privileges:*

- ★ **Unlimited Free Parking in ALL Lots**

If a tag holder is unaware of the privilege associated with their tag, they should contact the Port Authority or who issued them their tag. It is not possible to determine their privilege in our system.

#### **Drop Safes**

Drop safes are located in each exit booth, but since there is a different policy on use at each airport, please see you SIC or Operation Manager for use at your location.

#### **Manual Operation Procedure**

In the event any lot must go manual it is important to be prepared and able to manually calculate parking fees based on the entrance ticket.

The Port Authority will approve and instruct ABM Parking Services to implement a manual operation. Unless instructed otherwise by the Port Authority, the cashier must record the license plate number, state, and exit time on each ticket. Non-revenue transactions should be recorded as such on the ticket and on the cashier exception report.

#### **Manual Operation Procedure**

A lot bleed is similar to a manual operation. The cashier however, may not be required to write license plates, states, and exit times on the tickets. This decision will be made by the Port Authority.

All lot bleed tickets will be collected by the Port Authority Operations Supervisor at the end of the bleed. If requested by the Port Authority Operations Supervisor, ABM Supervisors should assist in collecting all tickets in a timely manner.

Each individual airport has various procedures for lot bleeds. The PA Supervisor On Duty (72-74-92) will facilitate any lot bleed operation and should be cooperated with in order to ensure compliance.

#### **ACT Receipt Paper Acquisition Procedure**

1. Remove back cover from receipt side of ACT using #11 key.
2. Push down on locking pin located on bottom left of cabinet behind printer frame.

3. Pull back on printer frame (from bottom) to gain access to receipt mechanism.
4. On left side of printer push down on BLUE lever to the vertical position (up and down).
5. Lift up on empty paper roll to remove (discard empty roll, retain roll holder pin).
6. Insert roll holder pin into new paper and install in printer with end of paper feeding from bottom, facing forward of ACT (paper roll should turn clockwise).
7. Feed end of paper through upper slot of printer frame and pull through to paper guide slot.
8. Insert paper into guide slot (mechanism with BLUE lever) until paper shows through exit side of printer.
9. Lift up on BLUE lever to horizontal (side to side) position to lock in place.
10. Locate 2 BLACK pushbuttons on right side of printer assembly under WHITE connector.
11. Press both buttons simultaneously (same time) and hold for 2 seconds, then momentarily push top button and release. A test receipt should print (repeat if necessary).
12. Remove test receipt from front of ACT.
13. Slide printer mechanism forward until locking pin snaps up behind frame of printer. (If printer is hard to slide forward lift up on frame of printer to get over locking pin.)
14. Turn off then on.
15. Replace cover and lock cover.
16. Wait till ACT display shows READY before allowing cars into lane.

#### **Ticket Issuing Devices (TID)**

Ticket Issuing Devices (TID) are devices that provide each customer entering the parking lot a ticket that permits them to park in the lot. Each ticket has a printed license on the back.

#### **THIS LICENSE LIMITS OUR LIABILITY- PLEASE READ IT**

This contract licenses the holder to park one automobile in this area at holder's risk. **LOCK YOUR CAR.** We are not 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 stock the machine with tickets and perform minor technical troubleshooting. The supervisor should monitor the TID's in his/her lot for any problems.

When working on a TID it is important to use caution.

- ★ When closing the lane to perform maintenance on the TID, request a "red light" for that lane.
- ★ Do not allow customers into the lane.
- ★ Be sure to follow all guidelines when installing tickets or re-setting machine.
- ★ Always test lane to ensure it is working before opening.
- ★ When finished in the lane, request a "green light."

#### **Equivalent Keys**

There is a key ring assigned to each lot and plaza. The key ring is passed along to each incoming supervisor from the previous supervisor. Keys are accounted for in the vault room. The vault room supervisor will verify that each current supervisor is in possession of the key ring for their designated lot. Supervisors assigned to the CTP area should verify with the vault room in person.

### Shift Change

Switchover occurs approximately an hour into each supervisor shift. At this time each cashier and traffic attendant must wait until their relief comes to their location. It is not acceptable for any cashier to log out, take their nameplate down, and/or stop accepting vehicles in their lane before their relief comes. The supervisor must maintain the open number of lanes required at that time.

If there is a customer present in a lane during the time of a physical switchover the patron must be politely asked to wait for the completion. A lane should not be entirely closed during a switchover, avoiding the need to divert traffic to a different lane.

### Exception Transactions

**See cashier terminal manual for procedures to process the below transactions.**

All exception transactions must be listed on the cashier's exception report. All exception transactions will require a supervisor's approval.

#### ★ Fee Overrides

An override should only be conducted for verified non-revenue transactions.

#### ★ Mutilated tickets/Blank/Unreadable tickets (Manual Input Ticket numbers)

**First enter ticket number using the "Enter ID" button, if no entry match is found, go to next step.**

Must enter date and time manually by selecting "create new" in Federal System.

#### ★ Swapped/Foreign/Used Tickets

**Pick the matching entry for vehicle in the exit lane, don't automatically pick matching ticket numbers.** If the customer is unable to present a valid ticket, process the transaction as a lost ID. For Swapped Tickets, request ID for validation and notify SIC of any inconsistencies. User needs to view matching vehicle by using images provided by Federal system in fuzzy match screen.

#### ★ Handicap Transactions

The customer must provide a valid handicap license, license plate, and/or hang tag at the time of exit. The license plate and tag number should be listed on the cashier exception report. Cashier will change vehicle class to give discount to customer.

#### ★ Lost ID

The customer must provide a valid driver's license and registration. If they are unable to produce the requested information the PAPD must be contacted for an ID check. The transaction should be processed using the LPR entrance as verification, if there is no LPR entrance the vehicle must be charged the full 24 hour rate. The LPI should also be checked as verification of entrance time.

#### ★ Stolen tickets

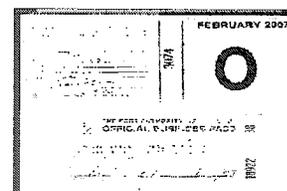
**Do not pick from ticket. Pick the matching entry for vehicle in the exit lane.** The customer must provide a valid driver's license and registration. If they are unable to produce the requested information the PAPD must be contacted for an ID check. The stolen ticket should be processed as a lost ID.

#### ★ Uncollected Funds

The customer must provide a valid driver's license and registration. If they are unable to produce the requested information the PAPD must be contacted for an ID check.

### Security Issues

**Zero Coupon - Issued to Customs and Border Protection Officers**



**Official Business Pass- Issued to Port Authority employees and those doing business with the Port Authority.**

**Press Pass**

Customers with a press pass receive a 24 hour period of free parking in all lots. The press pass holder will be responsible for any time parked beyond 24 hours.

**Sample New Jersey Press Pass**



**Diplomats**

Diplomatic vehicles with official Diplomat License Plates, will receive complimentary parking for up to 24 hours in all parking facilities at The Port Authority Airports. If a Diplomatic is parked beyond 24 hours, then they are responsible to pay the entire parking fee. The cashier should write down the license plate on their exception report.



**Tow Truck**

A Certificate of Release must be completed for any Tow Truck transaction.

**Delayed Items**

Should be processed using "adjust time" in the federal system. Supervisors may dispute up to 5 minutes off of a fee. Anything over 5 minutes must be approved by a SIC and/or PA Operations. For any major delays due to malfunctions, customer issues, etc. please contact the SIC to request the authorization of the Traffic Back-Up function. The Traffic Back-Up function must be approved by PA Operations.

**Identification Check**

An identification check (ID) must be performed when a customer is unable to provide a valid driver's license and/or a valid registration.

To perform the ID check the supervisor contacts the control room supervisor who will then contact the PAPD to respond to the lane.

When explaining to the customer that an ID check needs to be performed, the supervisor should explain it in a non-threatening way. Explain that the check is for the customer's protection. We must be absolutely certain that they are the owner before we release the vehicle.

The lane should be closed during the ID check. When the officer has completed the check and has given the "ok", record the officer's badge number and name on the paper work.

#### *EZ Pass Plus*

Customers who decide to use their EZ Pass at the airport must be enrolled into the EZ Pass *Plus* program. If a customer attempts to use their EZ Pass and the overhead antenna does not read the tag, ask the customer to remove it and try to use the patch antenna located inside your booth.

A customer may use their EZ Pass *Plus* to exit the parking if:

1. An EZ Pass *Plus* account is established through their EZ Pass agency.
2. Their EZ Pass is replenished using a major credit card.
3. If they are a commercial account user of EZ Pass they should call the EZ Pass customer service center to have EZ Pass *Plus* activated.

All transactions under \$20 will be deducted from a customer's EZ Pass balance. All transactions over \$20 will be charged directly to the credit card that replenishes the customer's account.

Customers who have EZ Pass tags affixed to their bumper may have problems exiting the lots using EZ Pass as a form of payment. If you are experiencing this problem please let the customer know that the equipment does not read bumper tags. However, it has been found that on occasion the system will read them with no problems.

#### *Fraudulent activities*

Any misrepresentation of The Port Authority funds will be subject to investigation by the Port Authority Police Department. These include but are not limited to:

- ★ Manually raising and lowering the exit gate without authorization from a supervisor.
- ★ Manually opening and closing cash drawers.
- ★ Issuing balance due forms as manual receipts. Only supervisors are authorized to issue manual receipts.
- ★ Accepting cash when a patron's EZ- Pass is already charged.
- ★ Entering incorrect license plates into the CT.

Employees who are engaged in such fraudulent activities will be immediately terminated and can also be subject to legal actions.

#### *Electronic Journal*

There is an electronic journal in each lane to be used for auditing purposes in the event of a system failure. This electronic journal must be retrieved along with the ticket collection every day after the virtual midnight occurs (immediately after midnight 00:00 AM at LGA and 03:00 at EWR and JFK).

The process is as follows:

1. Ensure a user is already logged into the ACT. If the lane is not in use, log on as a supervisor.
2. Select the "View Journal" from the "Other" tab.
3. Enter the date and time range required and press "Submit" button

4. Touch the "Export" button on the next screen. Once the export action is completed, press the "Cancel" button to exit.
5. If you logged on as a supervisor, close the shift completely.

#### **Vault Room Procedures**

##### **Supervisor's-In-Charge**

- ★ The Supervisor-In-Charge will provide the vault room supervisor a list of all open lanes by number and attending cashiers, reliefs or anyone handling Company funds.
- ★ Supervisor-In-Charge will monitor the vault room allowing no more than three Cashiers inside at any given time.
- ★ During shift change supervisor-in-charge will assist vault supervisor to expedite cashiers closing.
- ★ Funds Collected should be processed and secured.
- ★ Supervisor-In-Charge will Sign Off on Supervisors 'Final Log' before forwarding to Audit Department.
- ★ Supervisor-In-Charge will monitor the On Site Supervisors daily to ensure compliance.

##### **On Site Supervisor (Plaza)**

- ★ On Site Supervisor's will ensure cashiers are making frequent drops.
- ★ Supervisors will periodically check on cashiers to ensure that they are not holding cash in excess of permissible amounts. If necessary request a SPO report (shift print out).
- ★ A cash drop should be made for every \$300 (\$200 JFK & LGA) collected. (Not including change bank.)

##### **Procedures for Skimming Supervisor**

- ★ Only vehicles equipped with safes should be used for collecting funds. All funds collected should be secured in this safe.
- ★ All 'OPEN' lanes 'MUST' be Checked and Skimmed.
- ★ Closing of lanes should only be done, if necessary with Supervisor-In-Charge permission (closing of lanes should not be common practice).
- ★ Supervisor will retrieve all funds from safes verifying funds with cashier before leaving booth.
- ★ After each round of collection all funds collected will be verified, completing all necessary paper work for deposit.
- ★ The Skim Supervisor will then hand over their collections to the Vault Room Supervisor

##### **Vault Room Supervisor**

- ★ After clocking in Supervisor will request a list of all open lanes by number and cashier name, reliefs, and any one collecting company funds.
- ★ Vault Room Supervisor should process all cashiers thoroughly and individually, confirming to the cashier/s his or her shift status before leaving the Vault Room.
- ★ Valet cashiers will be added in the final report as one deposit. (Do not make a separate deposit for valet.)
- ★ This Supervisor should allow no more than three persons inside the Vault Room at any given time.
- ★ It is the responsibility of the Vault Room Supervisor to monitor the amount of persons present in the room at any given time.
- ★ Supervisors final log should re-check for errors with all supporting documents attached waiting for Supervisor-In-Charge final approval at the end of every shift.

#### **Mobile LPI Procedure**

Inventory at the public parking lots begins with a ABM Parking Services Mobile LPI Supervisor, assisted by a traffic attendant, whose responsibility is to ensure all vehicles parked are properly recorded. Each day,

shortly after midnight, the MLPI Supervisor proceeds to the MLPI vehicle which captures an image of the license plate recording them by lot and row based on pre-programmed routes within each lot. The focus is on the capturing the license plates by the MLPI cameras.

**MLPI Supervisor Procedure:**

- ★ First the supervisor has to turn on the MLPI hardware.
- ★ If any changes were done in Onyx for the routes then the supervisor will need to sync the MLPI hardware with the new route settings from Onyx. The supervisor will need to connect the Ethernet cable from the MLPI computer to any one of the upload points located within the facility. After the MLPI computer is connected to the network the new settings will sync automatically after the user logs into the MLPI application.
- ★ When the MLPI computer is turned on the MLPI application starts automatically and prompts the user to log in. To have a successful login and upload the user must have an Onyx log in name and the username assigned for the MLPI application must match the Onyx username.
- ★ After log in the user will be enabled to see all the routes available. The supervisor is able to start inventory in any one of the routes, since the order does not matter. As soon as a route has been selected, the user must press the “start” button.
- ★ The user will then enter the Route Collection screen. This screen will tell the user which lot, section and camera is functioning. The user must be aware what section the MLPI is ready to start the inventory on as well as which camera is set to start collection. Which camera is functioning is set in Onyx and cannot be changed from the MLPI application, only one camera works at a time. To start the inventory the user must touch “press to capture” section located on the bottom left side of screen.
- ★ While doing the inventory, if there is a license plate that the camera cannot read, the user is able to enter the plate manually. The user must touch the “LPN” section and the virtual keyboard will pop up to enable the manual entry of license plate and state.
- ★ If MLPI captures and reads a license plate that is an obvious misread, the user is able to correct the misread license plate. The user must touch the license plate which is incorrect on the screen, and the vehicle information will appear (license plate, state, LPR, and CCTV images). The user can then press the “LPN” section and correct the plate.
- ★ When the user is finished with the section, then the user must touch either “>>” or “<<” field to go to the next row or the previous row.
- ★ When the whole route is completed, the MLPI application will notify the user of this by generating a message “Route Completed”. The user can go back to all the routes by touching the “Routes” button.
- ★ After the route is completed the “Sync” button will appear in the route selection screen. This is the way MLPI application notifies the user that that lot is ready to be uploaded. When ALL the routes are finished the user can now upload the inventory.
- ★ The user must connect the Ethernet cable into the MLPI computer and one of the upload points located within the facility. After the MLPI computer is connected to the network, the user must touch the “SYNC” button and the MLPI application will upload all the data to Onyx.

**LPI Supervisor Procedures:**

The LPI supervisor is responsible for generating the reports using Business Objects feature. The supervisor generates and files the following reports:

1. LPI Upload 4.3 – This report gives all the plates inventoried in a single day.
2. LPI Exceptions 4.2 – This report gives the plates for exceptions (relocated vehicles, exceptions/missing) for the given date requested.

3. Missing Vehicle Report 3.10 – This report gives all missing vehicles for the given date. A missing vehicle in the FAPD system is defined as follows: If MLPI inventoried the car the day before, and it was not inventoried for the current date, but the vehicle still has an open visit (meaning there is not exit recorded), the plate will be generated in this report.
  4. Missing Entry Transaction Report 3.11 – This report gives all plates inventoried by the MLPI but Onyx could not find a matching opened visit for the plate. Reasons for this could be LPR was not captured at entry, plate misread either at entry or by MLPI.
  5. 30 Day Plus Vehicle – The reports list all vehicles that have been in the lot for the amount of days being search. The search is done by open visits and MLPI inventory.
  6. LPI Active Summary 4.1 – This report gives all “active” vehicles at the time the report gets requested by single lot.
- ★ The LPI supervisor saves LPI Upload 4.3 report and keeps it in a folder in his Desktop. The supervisor gathers the inventory count for each lot and inputs that data into an excel spreadsheet named Inventory Recap. This sheet contains the inventory counts for the daily upload of the MLPI.
  - ★ After generating the Missing Vehicle Report 3.10. The supervisor gathers the information that the report provides the user about the missing vehicle (a vehicle which was inventoried the day before and the following day the vehicle was not inventoried by MLPI and has an open visit pending). The report gets saved as an excel file and the spreadsheet is added two columns, which the report does not provide. The columns are amount of days the vehicle was in the lot and the fee for those days. Then the supervisor starts to search for the missing plates using tools in Onyx (Command > Credit Card > Search Visits) and Business Objects (System Activity 8.14 Report). If the missing vehicle is not found then the history for the vehicle is pulled from the LPI Upload Report. The LPI supervisor is responsible for reporting all missing vehicles data. The supervisor inputs all the missing vehicles found and vehicles not found on a Daily Missing Recap Sheet and a Monthly Missing Recap Sheet.
  - ★ The supervisor generates the 30 Day Plus Vehicle Report once a week on Mondays. After getting this information the supervisor verifies that the vehicle has not had any activity in Onyx. If it shows that there was no activity between the 30 days of its stay, then the supervisor notifies the SIC on duty. The SIC will send a field supervisor to verify the vehicle is still in the lot and its location. When the vehicle is located descriptive data is noted about the vehicle (make, model, year, color). All the information that was gathered about the vehicle is inputted into a spreadsheet and sent out to PAPD, ABM Management, and the PA Operations Supervisor. There is a report done monthly on all the vehicles that have stayed for over 30 days in the facility and the report is delivered to ABM Management, and the PA Operations Supervisor and the Port Authority Contract Administrator.
  - ★ If needed the LPI supervisor is able to enter into the Onyx system and view all the license plates which are still in the database where the LPI supervisor is able to change settings if needed to the MLPI routes, as well as view all of the vehicles with different status types such as Active, Exception, Reappeared, and Relocated. Onyx gives the user the ability to search for a specific license plate and give the ability to change the status of a license plate. The user can change a license plate from Reappeared to Active.

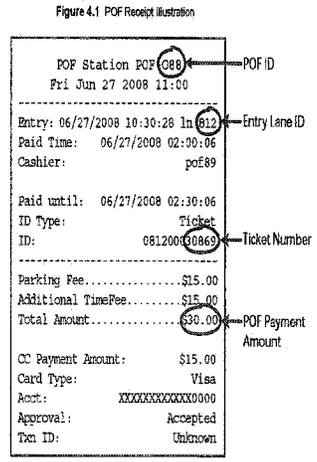
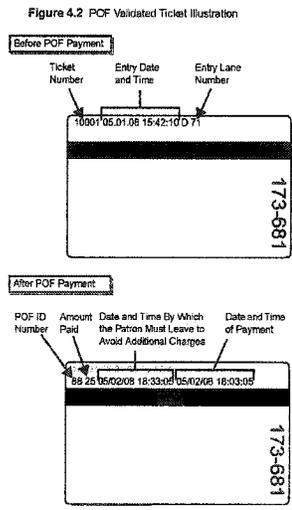
#### Unmanned Procedure

- ★ Unmanned lanes provide an expedited option to exiting the parking lot. They are designated exit lanes operating without the need of cashiers, with limited payment options accepted.
- ★ The payment options for these lanes are “EZ-Pass Plus” as a primary method and credit card as secondary, in addition those patrons who are within the allowed grace period (complementary), patrons who have pre-paid (POF), and airport employees (Local Non-Revenue and PIN parkers).

- ★ These lanes are designed to not to accept cash payments, checks or traveler's checks but will allow you to override a payment to be processed as "non-revenue" or reduction of fee. As long as any outstanding fees are settled by any of the options provided.

**POF Procedure**

- ★ Pay-on-Foot stations are payment terminals located within CTA parking lots to provide an express payment option. The machines are operated by the patrons using a valid entry ticket and credit card. These terminals are designed **not** to accept cash. The only form of payment for POF is credit card.
- ★ Before the POF payment the entry ticket is encoded with the ticket number, entry date and time, entry lane number.
- ★ The patron will insert the entry ticket into the POF and use the touch screen to pay the parking fee and or add additional time. When a patron uses the POF to settle their fee, the POF encodes the ticket with the following information and it returns the ticket to the patron:
  - POF ID number
  - Amount paid
  - Date and Time by which the patron must leave to avoid additional charges
  - Date and time of payment



*Note:* The Paid until field shows the time the patron is expected to leave the facility; that is, it includes grace time.

- ★ The paid until field includes the grace time. The ticket is returned to the patron and a POF receipt is printed. In the event that the ticket is retracted into the machine the POF receipt will serve as a proof of payment. If the patron does not have the ticket or the receipt and providing the patron's license plate was read correctly at entry and at entry and the entry lane and POF are online, the plaza supervisor will provide the information to the SIC to use the "Search & Close Visits" option in Onyx to retrieve the ticket number, entry lane and the POF payment information. Once the information is retrieved the user can use the "Enter ID" option to enter ticket and entry lane information.

**Responsibilities**

ABM Parking Services is contractually responsible for removing snow and ice from the exit lanes to a distance of thirty (30) feet in each direction from the door of each cashier booth.

**Vehicles/ Equipment**

If the Port Authority makes additional requests for snow removal, such as clearing walkways in the parking lots and assisting patrons, particularly handicapped parkers to access their vehicles if blocked in, they will provide snow brushes, shovels, hand salt spreaders and snow blowers.

#### **Extra Coverage/ Work**

The Port Authority Supervisor will inform the ABM Parking Services SIC on duty when a snow event is expected and will arrange necessary extra coverage for plowing and salting of the exit lanes, depending on the anticipated severity, accumulation, the length of the storm and slippery conditions. Extra coverage for Supervisory staff for snow detail, transportation of Casual Laborers (Casuals), and Drivers operating vehicles for plowing and salting of the exit lanes will be arranged in twelve (12) hour shifts. All hours worked in relation to snow removal will be reimbursable by the Port Authority.

In addition, should the Port Authority Supervisor request extra coverage for snow removal, such as, plowing and salting of entrance lanes, clearing walkways in the parking lots and assisting patrons, particularly handicapped parkers, to access their vehicles if blocked in, it will be considered as "Extra Work." Some of these responsibilities will require the need for Casual Laborers.

"Extra Work" coverage for hours worked by Supervisors and Drivers and the agreed upon rate for Casual Laborers will be billed to the Port Authority. ABM Parking Services will arrange to provide Casual Laborers as requested by the PA Supervisor. Casual Laborers will be using shovels, hand salt spreaders and snow blowers (Casual Laborers operating snow blowers will be billed at a higher rate). Casual Laborers will be scheduled for eight (8) hours shifts.

#### **Snow Event Preparation**

The PA Supervisor and SIC on duty will discuss and arrange the following:

- ★ Schedule additional Supervisory staff for snow detail and the transportation of ABM Parking Services employees and Casual Laborers to their assigned lots.
- ★ Rearrange the regular schedule of the Utility staff to fit snow removal detail for plowing and salting. These employees will work twelve (12) hours shifts.
- ★ Schedule Casual Laborers for eight (8) hour shifts. The PA Supervisor will inform the SIC of the amount of casual laborers needed and the start times.
- ★ The PA Supervisor will provide written authorization for any additional ABM Parking Services staff and casual labor.
- ★ Snow equipment deficiencies/damages will be reported immediately to the PA Supervisor.
- ★ ABM Parking Services is responsible for the repairs and maintenance of the three plows. All other snow equipment – snow blowers, mounted salt spreaders, hand salt spreaders, shovels, and brushes – will be the responsibility of the PA.
- ★ ABM Parking Services will keep a supply of salt provided by the PA prior the development of the snow event.
- ★ Additional expenses, such as gas for snow blowers will be billed to the PA.

In the event of a severe snow storm that causes cancellation of public transportation and blocked roadways, the following will be discussed and arranged:

- ★ Picking up and dropping off employees at key public transportation points in the vicinity of the airport. Employees will be informed to contact the Supervisor-In-Charge at EWR: (973) 718-7270 or (973) 961-6421, JFK: (347) 238-3231 or (718) 244-4168, LGA: (347) 468-3928 or (718) 533-3850 should they need transportation.

- ★ Use existing staff to cover main posts. Each lot should have adequate coverage to accommodate the traffic without delays and inconvenience to patrons. Hours worked will be billed accordingly and should not sustain liquidated damages for deficiencies.
- ★ In the event of a "State of Emergency," ABM will provide proper accommodations and meals as needed for employees working double shifts and employees holding over throughout the course of the event. All efforts will be made to have a list of employees who will be covering key posts during the length of the storm.

### **Snow Removal Operation**

The snow removal operation will consist of the following:

- ★ Snow Plow vehicles will be used to plow 30' in each direction of all exit lanes of the parking lots. The lanes will be plowed to maintain adequate traffic flow and will be repeated as necessary until the event ends.
- ★ Casuals will be assigned to all parking lots to clear walkways, bus shelters, handicap spaces and stairways in garages using shovels, hand spreaders and snow blowers.
- ★ Casuals will assist patrons to access their vehicles if blocked in, particularly handicapped patrons.
- ★ Supervisors assigned to each lot, including the Supervisor assigned to snow detail, will be responsible for the supervision of the Casuals and be accountable for the snow equipment.
- ★ The ABM Parking Services vans will have snow brushes to distribute to patrons.
- ★ The Utility staff will ensure that an adequate supply of salt is available at all times.
- ★ The SIC on duty will coordinate with the snow detail Supervisor to ensure all snow equipment is inventoried, cleaned and stored after the storm.
- ★ The Operations Manager will ensure all snow removal responsibilities by Contract are arranged and accomplished.

### **Emergency and Evacuation Plans**

Site specific emergency and evacuation plans will be forthcoming. In the event of any emergency or evacuation, our employees should follow instructions given to them by a superior; however, please be advised that at each airport it is the Port Authority Police Department that is in charge and any order, process, etc. they give will override any order, process, etc. given by anyone else. For example, should you be instructed to stay in your booth by your SIC, but just a moment later a PAPD official tells you to leave the booth – you will leave the booth.

**State Abbreviations for License Plates**

ALABAMA	AL
ALASKA	AK
ARIZONA	AZ
ARKANSAS	AR
CALIFORNIA	CA
COLORADO	CO
CONNECTICUT	CT
DELAWARE	DE
DISTRICT OF COLUMBIA	DC
FLORIDA	FL
GEORGIA	GA
HAWAII	HI
IDAHO	ID
ILLINOIS	IL
INDIANA	IN
IOWA	IA
KANSAS	KS
KENTUCKY	KY
LOUISIANA	LA
MAINE	ME
MARYLAND	MD
MASSACHUSETTS	MA
MICHIGAN	MI
MINNESOTA	MN
MISSISSIPPI	MS
MISSOURI	MO

MONTANA	MT
NEBRASKA	NE
NEVADA	NV
NEW HAMPSHIRE	NH
NEW JERSEY	NJ
NEW MEXICO	NM
NEW YORK	NY
NORTH CAROLINA	NC
NORTH DAKOTA	ND
OHIO	OH
OKLAHOMA	OK
OREGON	OR
PENNSYLVANIA	PA
RHODE ISLAND	RI
SOUTH CAROLINA	SC
SOUTH DAKOTA	SD
TENNESSEE	TN
TEXAS	TX
UTAH	UT
VERMONT	VT
VIRGINIA	VA
WASHINGTON	WA
WEST VIRGINIA	WV
WISCONSIN	WI
WYOMING	WY

These are the official two-letter abbreviations for the provinces and territories in Canada.

Alberta	AB
British Columbia	BC
Manitoba	MB
New Brunswick	NB
Newfoundland & Labrador	NL
Northwest Territories	NT
Nova Scotia	NS

Nunavut	NU
Ontario	ON
Prince Edward Island	PE
Quebec	QC
Saskatchewan	SK
Yukon	YT

**THE PORT AUTHORITY OF NY & NJ**

John F. Kennedy  
INTERNATIONAL AIRPORT

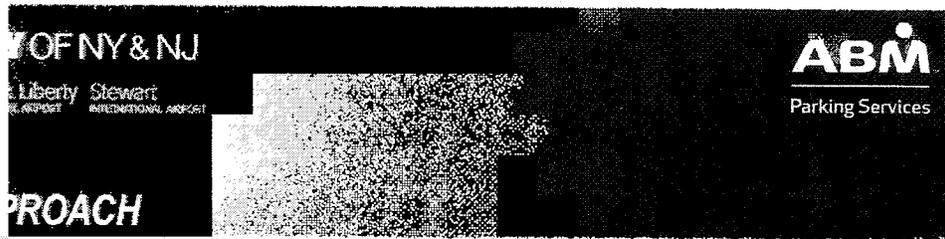
LaGuardia  
AIRPORT

Newark Liberty  
INTERNATIONAL AIRPORT

Stewart  
INTERNATIONAL AIRPORT

**ABM**  
Parking Services

# M/WBE PARTICIPATION PLAN



**m. Proposer's M/WBE Participation Plan**

For a detailed description of ABM Parking Services' M/WBE Participation Plan, as well as well as our Form PA 3749B Procurement M/WBE Participation Plan, please see Tab I. M/WBE Plan of this proposal.

**THE PORT AUTHORITY OF NY & NJ**

John F. Kennedy  
INTERNATIONAL AIRPORT

LaGuardia  
AIRPORT

Newark Liberty  
INTERNATIONAL AIRPORT

Stewart  
INTERNATIONAL AIRPORT

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Parking Services

**ATTACHMENT F  
CERTIFIED  
ENVIRONMENTALLY  
PREFERABLE  
PRODUCTS / PRACTICES  
FORM**

**THE PORT AUTHORITY OF NY & NJ**

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



# ATTACHMENT C PROPOSER'S REFERENCE FORM

**ATTACHMENT C- PROPOSER REFERENCE FORM**

Name of Proposer: ABM Parking Services

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

Include the following information for each reference:

Customer Name: Austin - Bergstrom International Airport

Address: 3600 Presidential Loop, Austin, Texas 78719

Contact Name and Title: Jerry Dinse - Parking Program Manager

Phone and Fax Numbers of Contact: p (512) 530-6344, f (512) 530-6379

Contract date(s): - Present (operated since 1993)

Contract cost: \$31,159,082.00

Description of work:

Parking Management, Valet, Public and Employee Shuttle

Annual Staff Hours: 305,760 total; 295,360 (full time), 10,400 (part time)

Customer Name: Boise Airport

Address: 3200 Airport Way, Boise, Idaho 73705

Contact Name and Title: Mike O'Dell - Deputy Director - Finance

Phone and Fax Numbers of Contact: p (208) 383-3110, f (208) 343-9667

Contract date(s): - Present (Operated since 2003)

Contract cost: \$3,694,000.00

Description of Work:

Parking Management and Public Shuttle

Annual Staff Hours: 36,750 total; 34,760 (full time), 2,000 (part time)

Customer Name: Colorado Springs Airport

Address: 7770 Milton Proby Parkway, Colorado Springs, Colorado 80919

Contact Name and Title: Mark Earl - Aviation Director

Phone and Fax Numbers of Contact: p (719) 550-1909, f (719) 550-1932

Contract date (s): - Present (Operated since 2004)

Contract cost: \$8,535,000.00

Description of work: Parking Management, Valet and Public Shuttle

Annual Staff Hours: 89,596 total; 87,100 (full time), 2,496 (part time)

**ATTACHMENT C - PROPOSER REFERENCE FORM**

Name of Proposer: ABM Parking Services

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

Include the following information for each reference:

Customer Name: Des Moines International Airport

Address: 5800 Fleur Drive, Suite 201, Des Moines, Iowa 50321

Contact Name and Title: Kevin Foley - Asst. Executive Director

Phone and Fax Numbers of Contact: p (515) 256-2854, f (515) 256-5025

Contract date(s): - Present (operated since 2010)

Contract cost: \$3,735,000.00

Description of work:

Parking Management and Public Shuttle

Annual Staff Hours: 54,728 total; 39,520 (full time), 13,208 (part time)

Customer Name: Eastern Iowa Airport

Address: 2515 Wright Brothers Blvd SW, Cedar Rapids, Iowa 52404

Contact Name and Title: Donald Swanson - Director of Finance and Administration

Phone and Fax Numbers of Contact: p (319) 362-3131, f (319) 362-1670

Contract date(s): - Present (Operated since 1998)

Contract cost: \$3,181,000.00

Description of Work:

Parking Management

Annual Staff Hours: 22,880 total; 18,772 (full time), 4,108 (part time)

Customer Name: Eppley Airfield

Address: 4501 Abbott Drive, Suite 2300, Omaha, Nebraska 68110

Contact Name and Title: Stan Kathol - Finance Director

Phone and Fax Numbers of Contact: p (402) 661-8000, f (402) 661-8025

Contract date (s): - Present (Operated since 1991)

Contract cost: \$63,755,000.00

Description of work: Parking Management and Public Shuttle

Annual Staff Hours: 100,103 total; 86,947 (full time), 13,156 (part time)

**ATTACHMENT C - PROPOSER REFERENCE FORM**

Name of Proposer: ABM Parking Services

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

Include the following information for each reference:

Customer Name: Gary - Chicago International Airport  
Address: 6001 West industrial Drive, Gary, Indiana 46406  
Contact Name and Title: Steve Landry - Airport Director  
Phone and Fax Numbers of Contact: p (219) 949-4936, f (219) 949-0573  
Contract date(s): 2008 - Present  
Contract cost: \$300,000.00  
Description of work:

Parking Management (only operated on certain days of the week depending on flight schedules)  
Annual Staff Hours: 2,080 total; (all full time)

Customer Name: Greenville - Spartanburg International Airport  
Address: 200 GSP Drive, Suite 1, Greer, South Carolina 29651  
Contact Name and Title: David Edwards - Airport Director  
Phone and Fax Numbers of Contact: p (864) 848-6260, f (864) 848-6225  
Contract date(s): 2009 - Present  
Contract cost: \$2,690,000.00

Description of Work:  
Parking Management  
Annual Staff Hours: 29,952 total; 29,120 (full time), 832 (part

Customer Name: Hilo International Airport  
Address: 1363 Mokuea, Hilo, Hawaii 96720  
Contact Name and Title: Ross Smith - Property Management Supervisor  
Phone and Fax Numbers of Contact: p (808) 838-8076, f (808) 838-8734  
Contract date (s): 1995 - Present  
Contract cost: \$5,000,000.00

Description of work: Parking Management  
Annual Staff Hours: 12,896 total; 12,064 (full time), 832 (part time)

**ATTACHMENT C - PROPOSER REFERENCE FORM**

Name of Proposer: ABM Parking Services

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

Include the following information for each reference:

Customer Name: Honolulu International Airport  
Address: 400 Rogers Boulevard, Honolulu, Hawaii 96819  
Contact Name and Title: Ross Smith - Property Management Supervisor  
Phone and Fax Numbers of Contact: p (808) 838-8676, f (808) 848-6225  
Contract date(s): 1994 - Present  
Contract cost: \$135,000,000.00  
Description of work:

Parking Management, Valet and Ground Transportation Management  
Annual Staff Hours: 247,760 total; 235,682 (full time), 12,078 (part time)

Customer Name: John F. Kennedy International Airport  
Address: South Service Road, Building 14, Jamaica, New York 11430  
Contact Name and Title: Peter Carbonaro - Supervisor - Transportation Operations  
Phone and Fax Numbers of Contact: p (718) 244-4159, f (718) 244-4271  
Contract date(s): 1984 - Present  
Contract cost: \$39,900,000.00

Description of Work:  
Parking Management  
(JFK, EWR & LGA operate under one contract)  
Annual Staff Hours: 404,352 total; 392,704 (full time), 11,648 (part time)

Customer Name: Kona International Airport  
Address: 73-200 Kupipi, Kailua - Kona, Hawaii 96740  
Contact Name and Title: Ross Smith - Property Management Supervisor  
Phone and Fax Numbers of Contact: p (808) 838-8676, f (808) 848-6225  
Contract date (s): 1995 - Present  
Contract cost: \$5,000,000.00

Description of work: Parking Management  
Annual Staff Hours: 12,896 total; 10,816 (full time), 2,080 (part time)

**ATTACHMENT C- PROPOSER REFERENCE FORM**

Name of Proposer: ABM Parking Services

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

Include the following information for each reference:

Customer Name: LaGuardia Airport  
Address: 94 Ditmars Boulevard, New York, New York 11369  
Contact Name and Title: Cheryl Lee - Supervisor of Landside Transportation  
Phone and Fax Numbers of Contact: p (718) 533-3456, f (718) 533-2421  
Contract date(s): 1989 - Present  
Contract cost: \$39,900,000.00  
Description of work:  
Parking Management  
(JFK, EWR & LGA operated under one contract)  
Annual Staff Hours: 227,812 total; 225,316 (full time), 2,496 (part time)

Customer Name: Lihue Airport  
Address: 3901 Mokulele Loop, Lihue, Hawaii 96766  
Contact Name and Title: Ross Smith - Property Management Supervisor  
Phone and Fax Numbers of Contact: p (808) 838-8676, f (808) 838-8734  
Contract date(s): 1995 - Present  
Contract cost: \$5,000,000.00  
Description of Work:  
Parking Management  
Annual Staff Hours: 12,896 total; 10,400 (full time), 2,496 (part time)

Customer Name: Long Beach Airport  
Address: 4100 Donald Douglas Drive, Long Beach, California 90808  
Contact Name and Title: Mark Echmalian - Administrative Analyst  
Phone and Fax Numbers of Contact: p (562) 570-2622, f (562) 570-2601  
Contract date (s): 1997 - Present  
Contract cost: \$23,733,000.00  
Description of work: Parking Management and Public Shuttle  
Annual Staff Hours: 265,760 total; 257,560 (full time), 8,200 (part time)

**ATTACHMENT C- PROPOSER REFERENCE FORM**

Name of Proposer: ABM Parking Services

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

Include the following information for each reference:

Customer Name: McCarren - Las Vegas International Airport  
Address: 5757 Wayne Newton, Las Vegas, Nevada 89119  
Contact Name and Title: Dan Busch - Parking & Transportation Manager  
Phone and Fax Numbers of Contact: p (702) 261-5211, f (702) 597-9553  
Contract date(s): 1999 - Present  
Contract cost: \$15,300,000.00  
Description of work:  
Valet Parking Management  
Annual Staff Hours: 26,624 total; 24,960 (full time), 1,664 (part time)

Customer Name: Minneapolis - St. Paul International Airport  
Address: 4300 Glumack Drive, St. Paul, Minnesota 55111  
Contact Name and Title: Arlie Johnson - Assistant Director  
Phone and Fax Numbers of Contact: p (612) 726-5568, f (612) 726-5728  
Contract date(s): 2004 - Present  
Contract cost: \$40,385,048.00  
Description of Work:  
Parking Management and Valet Parking  
Annual Staff Hours: 355,732 total; 344,226 (full time), 11,506 (part time)

Customer Name: Newark Liberty International Airport  
Address: 10 Tolar Place, Newark, New Jersey 07114  
Contact Name and Title: Denise Dugan - Supervisor of Landside Operations  
Phone and Fax Numbers of Contact: p (973) 961-6212, f (973) 961-6716  
Contract date (s): 2002 - Present  
Contract cost: \$88,200,000.00  
Description of work: Parking Management and Valet Parking  
(JFK, EWR & LGA operated under one contract)  
Annual Staff Hours: 502,440 total; 494,120 (full time), 8,320 (part time)

**ATTACHMENT C- PROPOSER REFERENCE FORM**

Name of Proposer: ABM Parking Services

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

Include the following information for each reference:

Customer Name: Norman Y. Mineta San Jose International Airport  
Address: 1701 Airport Boulevard, Suite B1130, San Jose, California 95112  
Contact Name and Title: Robert Lockhart - Landside Operations Manager  
Phone and Fax Numbers of Contact: p (408) 392-3514, f (408) 441-4591  
Contract date(s): 2002 - Present  
Contract cost: \$11,900,000.00  
Description of work:

Parking Management and Public Shuttle  
Annual Staff Hours: 93,912 total; 88,140 (full time), 5,772 (part time)

Customer Name: Oakland International Airport  
Address: 7600 Earhart Road, Oakland, California 94614  
Contact Name and Title: Steve Gordon - Airport Business Manager  
Phone and Fax Numbers of Contact: p (510) 563-3240, f (510) 563-3223  
Contract date(s): 2001 - Present  
Contract cost: \$10,500,000.00

Description of Work:  
Parking Management  
Annual Staff Hours: 104,052 total; 100,100 (full time), 3,952 (part time)

Customer Name: Orlando International Airport  
Address: One Jeff Fuqua Boulevard, Orlando, Florida 32827  
Contact Name and Title: Ron Lewis - Deputy Executive Director - Operations  
Phone and Fax Numbers of Contact: p (407) 825-2095, f (407) 825-3355  
Contract date (s): 2002 - Present  
Contract cost: \$30,800,000.00

Description of work: Parking Management and Valet Parking  
Annual Staff Hours: 216,736 total; 215,696 (full time), 1,040 (part time)

**ATTACHMENT C - PROPOSER REFERENCE FORM**

Name of Proposer: ABM Parking Services

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

Include the following information for each reference:

Customer Name: Phoenix - Mesa Gateway Airport  
Address: 6263 South Taxiway Circle, Mesa, Arizona 85212  
Contact Name and Title: Margie Evanson - Operations Project Coordinator  
Phone and Fax Numbers of Contact: p (480) 988-7557, f (480) 988-2315  
Contract date(s): 2009 - Present  
Contract cost: \$500,000.00  
Description of work:

Parking Management and Public Shuttle (Operated November thru January only)  
Annual Staff Hours: 5,250 total; 4,800 (full time), 450 (part time)

Customer Name: Raleigh - Durham International Airport  
Address: 1000 Trade Drive, RDU Airport, North Carolina 27623  
Contact Name and Title: Susan Weiss - Parking Director  
Phone and Fax Numbers of Contact: p (919) 840-7700, f (919) 840-7650  
Contract date(s): 2010 - Present  
Contract cost: \$5,800,000.00

Description of Work:  
Cashier, Shuttle Driver and Security Staffing Services  
Annual Staff Hours: 99,372 total; 90,220 (full time), 9,152 (part time)

Customer Name: Ronald Reagan National Airport  
Address: 2401 Smith Boulevard, Arlington, Virginia 22202  
Contact Name and Title: Kathleen McKeever -  
Phone and Fax Numbers of Contact: p (703) 417-8038, f (703) 417-8260  
Contract date (s): 2010 - Present  
Contract cost: \$15,884,000.00

Description of work: Parking Management  
Annual Staff Hours: 137,265 total; 129,912 (full time), 7,353 (part time)

**ATTACHMENT C - PROPOSER REFERENCE FORM**

Name of Proposer: ABM Parking Services

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

Include the following information for each reference:

Customer Name: Sacramento International Airport  
Address: 6900 Airport Boulevard, Sacramento, California 95837  
Contact Name and Title: Scott Bonivert - Airport Operations Officer  
Phone and Fax Numbers of Contact: p (916) 874-0636, f (916) 874-0636  
Contract date(s): 2006 - Present  
Contract cost: \$104,675,000.00

Description of work:

Parking Management and Public Shuttle  
Annual Staff Hours: 330,062 total; 293,480 (full time), 36,582 (part time)

Customer Name: Lambert - St. Louis International Airport  
Address: 10701 Lambert International Boulevard, St. Louis, Missouri 63145  
Contact Name and Title: Robert Salarano - Contracts Administration Manager  
Phone and Fax Numbers of Contact: p (314) 426-8178, f (314) 426-8076  
Contract date(s): 2011 - Present  
Contract cost: \$30,600,000.00

Description of Work:

Parking Management and Public Shuttle  
Annual Staff Hours: 377,108 total; 344,656 (full time), 32,448 (part time)

Customer Name: Santa Barbara Airport  
Address: 601 Firestone Road, Santa Barbara 95837  
Contact Name and Title: Hazel Johns - Assistant Airport Director  
Phone and Fax Numbers of Contact: p (916) 874-0636, f (916)  
Contract date (s): 2000 - Present  
Contract cost: \$4,500,000.00

Description of work:

Parking Management  
Annual Staff Hours: 39,936 total; 35,360 (full time), 4,576 (part time)

**ATTACHMENT C- PROPOSER REFERENCE FORM**

Name of Proposer: ABM Parking Services

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

Include the following information for each reference:

Customer Name: Southwest Georgia Regional Airport

Address: 3905 Newton Road, Albany, Georgia 31701

Contact Name and Title: Yvett Aehle - Airport Director

Phone and Fax Numbers of Contact: p (229) 430-5175, f (229) 964-1380

Contract date(s): 2006 - Present

Contract cost: \$400,000.00

Description of work:

Parking Management

Annual Staff Hours: 7,436 total; 6,240 (full time), 1,196 (part time)

Customer Name: Tyler - Pounds Regional Airport

Address: 700 Skyway Boulevard, Tyler, Texas 75704

Contact Name and Title: Davis Dixon - Airport Director

Phone and Fax Numbers of Contact: p (903) 531-9825, f (903) 531-9843

Contract date(s): 2010 - Present

Contract cost: \$700,000.00

Description of Work:

Parking Management

Annual Staff Hours: 5,824 total; 4,992 (full time), 832 (part time)

Customer Name: Washington - Dulles International Airport

Address: One Saarinen Circle, Dulles, Virginia 20166

Contact Name and Title: Matthew Sherwood - General Business Specialist

Phone and Fax Numbers of Contact: p (703) 572-2585, f (703) 572-8273

Contract date (s): 2010 - Present

Contract cost: \$22,517,000.00

Description of work: Parking Management and Valet Parking

Annual Staff Hours: 283,640 total; 239,960 (full time), 43,680 (part time)

**ATTACHMENT C- PROPOSER REFERENCE FORM**

Name of Proposer: ABM Parking Services

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

Include the following information for each reference:

Customer Name: Wichita Mid Continent Airport

Address: 2211 Air Cargo Road, Wichita, Kansas 67209

Contact Name and Title: Victor White - Airport Director

Phone and Fax Numbers of Contact: p (316) 946-4700, f (316) 946-4793

Contract date(s): 1995 - Present

Contract cost: \$6,000,000.00

Description of work:

Parking Management and Public Shuttle

Annual Staff Hours: 57,200 total; 52,208 (full time), 4,992 (part time)

Customer Name: Will Rogers World Airport

Address: 7100 Terminal Drive, Oklahoma City, Oklahoma 73159

Contact Name and Title: Mark Kranenburg - Airport Director

Phone and Fax Numbers of Contact: p (405) 681-3200, f (405) 316-3311

Contract date(s): 1994 - Present

Contract cost: \$14,400,000.00

Description of Work:

Parking Management and Public Shuttle

Annual Staff Hours: 128,856 total; 93,912 (full time), 34,944 (part time)

Customer Name: \_\_\_\_\_

Address: \_\_\_\_\_

Contact Name and Title: \_\_\_\_\_

Phone and Fax Numbers of Contact: \_\_\_\_\_

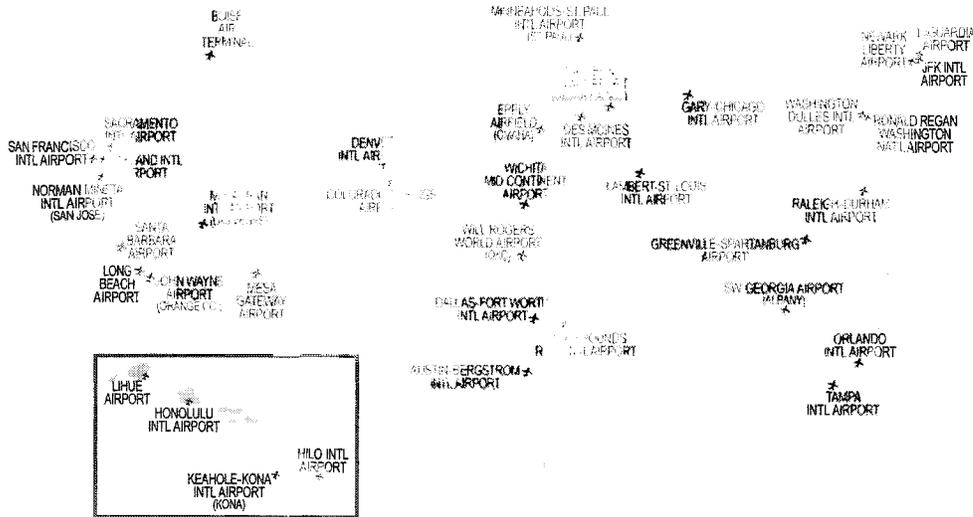
Contract date (s): \_\_\_\_\_

Contract cost: \_\_\_\_\_

Description of work: \_\_\_\_\_

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**Austin-Bergstrom International Airport** – Austin, Texas  
*Parking & Valet Management, Public & Employee Shuttle Operations*

**Boise Air Terminal** – Boise, Idaho  
*Parking Management, Public & Employee Shuttle Operations*

**Colorado Springs Airport** – Colorado Springs, Colorado  
*Parking & Valet Management, Public Shuttle Operations*

**Dallas-Fort Worth International Airport** – DFW, Texas  
*Express Parking Operations, Terminal Link Shuttle Operations*

**Denver International Airport** – Denver, Colorado  
*Public & Employee Shuttle Operations*

**Des Moines International Airport** – Des Moines, Iowa  
*Parking Management, Public Shuttle Operations*

**Eastern Iowa Airport** – Cedar Rapids, Iowa  
*Parking Management*

**Epply Airfield** – Omaha, Nebraska  
*Parking Management, Public Shuttle Operations*

**Gary-Chicago International Airport** – Gary, Indiana  
*Parking Management*

**Greenville-Spartanburg Airport** – Greenville, South Carolina  
*Parking Management*

**Hilo International Airport** – Hilo, Hawaii  
*Parking Management*

**Honolulu International Airport** – Honolulu, Hawaii  
*Parking, Valet & Ground Transportation Management*

**JFK International Airport** – New York City, New York  
*Parking Management*

**John Wayne Airport** – Orange County, California  
*Employee Shuttle Operations*

**Keahole-Kona International Airport** – Kona, Hawaii  
*Parking Management*

**LaGuardia Airport** – New York City, New York  
*Parking Management*

**Lambert – St. Louis International Airport** – St. Louis, MO  
*Parking Management, Public Shuttle Operations*

**Lihue Airport** – Lihue, Hawaii  
*Parking Management*

**Long Beach Airport** – Long Beach, California  
*Parking Management, Public Shuttle Operations*

**McCarran International Airport** – Las Vegas, Nevada  
*Valet Parking Management*

**Mesa Gateway Airport** – Mesa, Arizona  
*Parking Management, Public Shuttle Operations*

**Minneapolis-St. Paul International Airport** – St. Paul, Minnesota  
*Parking & Valet Management*

**Newark Liberty Airport** – Newark, New Jersey  
*Parking & Valet Management*

**Norman Mineta San Jose International Airport** – San Jose, California  
*Parking Management, Public Shuttle Operations*

**Oakland International Airport** – Oakland, California  
*Parking & Valet Management*

**Orlando International Airport** – Orlando, Florida  
*Parking & Valet Management*

**Raleigh-Durham International Airport** – Raleigh, North Carolina  
*Cashiering, Shuttle Driver & Security Staffing Services*

**Ronald Reagan Washington National Airport** – Arlington, Virginia  
*Parking Management*

**Sacramento International Airport** – Sacramento, California  
*Parking Management, Public, Rental Car & Employee Shuttle Operations*

**San Francisco International Airport** – San Francisco, California  
*Ground Transportation Management*

**Santa Barbara Airport** – Santa Barbara, California  
*Parking Management, Employee Shuttle Operations*

**Southwest Georgia Airport** – Albany, Georgia  
*Parking Management*

**Tampa International Airport** – Tampa, Florida  
*Parking & Valet Management, Public Shuttle Operations*

**Tyler Pounds Regional Airport** – Tyler, Texas  
*Parking Management*

**Washington Dulles International Airport** – Chantilly, Virginia  
*Parking & Valet Management*

**Wichita Mid Continent Airport** – Wichita, Kansas  
*Parking Management, Public Shuttle Operations*

**Will Rogers World Airport** – Oklahoma City, Oklahoma  
*Parking Management, Public Shuttle Operations, Ground Transportation Mgmt*

**THE PORT AUTHORITY OF NY & NJ**

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

**ABM**  
Parking Services

# FINANCIAL CAPABILITIES

The logo for ABM Parking Services, featuring the letters "ABM" in a bold, sans-serif font above the words "Parking Services" in a smaller, lighter font.

Parking Services

EXPERIENC

OSER & PROPOSER'S CAPABILIT

## b. Financial Capabilities

### Financial Profile

Ampco System Parking, DBA ABM Parking Services, is a wholly owned subsidiary of ABM Industries Inc., a public company traded on the New York Stock Exchange since 1965. Established in 1909, ABM is one of the largest facility service contractors listed on the NYSE. With annualized revenues in excess of \$4.2 billion and more than 101,000 employees, ABM provides janitorial, parking and transportation, engineering, security, and energy services for thousands of commercial, industrial, institutional and retail facilities in hundreds of cities across North America.

Due to the fact that we are a publicly traded company, ABM Industries and ultimately ABM Parking Services are subject to the strict reporting requirements of the Securities and Exchange Commission (SEC). Additionally, ABM Industries employs an outside auditing firm, KPMG, as well as a proven staff of professional internal auditors who continually review the financial condition of both the parent company and each of its subsidiaries.

Since its inception in 1966, ABM Parking Services has never been deficient in meeting any of its financial obligations required under any of its 2,000 plus parking management agreements and / or leases. Additionally, we have never had a bond forfeited or cancelled.

As our company has grown over the years, so too has the availability of financial resources resulting from the sustained and profitable growth of our parent company and its subsidiaries. Without question, ABM provides its subsidiaries with the financial stability and

assets necessary to compete effectively in today's complex marketplace.

### Financial Statements

As a publicly traded company, ABM provides audited financial statements in full compliance with all reporting requirements of the Securities and Exchange Commission (SEC). Furthermore, ABM is also compliant with the stringent audit and internal control requirements mandated by Sarbanes Oxley (SOX) legislation. Ampco System Parking segment earnings are provided; however the Ampco balance sheet can only be provided consolidated with ABM Industries, as materiality standards have been applied to the financial statements of ABM Industries as a whole, and not as to individual subsidiaries. Ampco is additionally restricted by SEC requirements from providing any financial statements (to third parties which would otherwise not be disclosed to the general public) except as a part of its parent company financial statements.

The information provided in the ABM Annual Report and the SEC Form 10-K is also available at our web site [www.abm.com](http://www.abm.com). Ampco System Parking is included as an audited and fully consolidated subsidiary on the SEC Form 10-K. Notes to Consolidated Financial Statements as well as other analytic information is available through *EDGAR*, *EDGAR Online* and various other search engines. However, once again, please consider accessing [www.abm.com](http://www.abm.com) both for more information on our company and for a more direct link to the public financial statements (which can be found through the "Investor Relations" link).



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**Statement of Work on Hand**

ABM Parking Services currently has the following airport work on hand.

**Austin – Bergstrom International Airport, Austin Texas**

Parking management, valet, public & employee shuttle

Annual Dollar Value: \$6,232,000.00  
Percentage of Completion: 75%  
Expected Date of Completion: 9/30/2014  
Contact: Jerry Dinse (512) 530-6344

**Boise Airport, Boise, Idaho**

Parking management & public shuttle

Annual Dollar Value: \$739,000.00  
Percentage of Completion: 90%  
Expected Date of Completion: 9/30/2013  
Contact: Mike O'Dell (208) 383-3110

**Colorado Springs Airport, Colorado Springs, Colorado**

Parking management, valet & public shuttle

Annual Dollar Value: \$1,708,000.00  
Percentage of Completion: 50%  
Expected Date of Completion: 4/14/2014  
Contact: Mark Earl (719) 550-1909

**Dallas – Fort Worth International Airport, Dallas, Texas**

Public shuttle (2 separate contracts)

Annual Dollar Value: \$8,914,000.00  
Percentage of Completion: 80%  
Expected Date of Completion: 11/1/2015  
Contact: David Harris (972) 973-8245

**Denver International Airport, Denver, Colorado**

Public & employee shuttle

Annual Dollar Value: \$18,000,000.00  
Percentage of Completion: 75%  
Expected Date of Completion: 1/31/2013  
Contact: Greg Holt (303) 342-3976

**Des Moines International Airport, Des Moines, Iowa**

Parking management & public shuttle

Annual Dollar Value: \$1,146,000.00  
Percentage of Completion: 66%  
Expected Date of Completion: 4/30/2013  
Contact: Kevin Foley (515) 256-2854

**Eastern Iowa Airport, Cedar Rapids, Iowa**

Parking management

Annual Dollar Value: \$700,000.00  
Percentage of Completion: 95%  
Expected Date of Completion: 9/1/2012  
Contact: Donald Swanson (319) 362-3131

**Eppley Airfield, Omaha, Nebraska**

Parking management & public shuttle

Annual Dollar Value: \$12,751,000.00  
Percentage of Completion: 60%  
Expected Date of Completion: 5/31/2014  
Contact: Stan Kathol (402) 661-8000

**Gary – Chicago International Airport, Gary Indiana**

Parking management

Annual Dollar Value: \$200,000.00  
Percentage of Completion: 100%  
Expected Date of Completion: Month to Month  
Contact: Steve Landry (219) 949-4936

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

Parking Services

The logo for PROP, featuring the word 'PROP' in a bold, sans-serif font.

**Greenville – Spartanburg International Airport, Greer, South Carolina**

Parking management  
Annual Dollar Value: \$750,000.00  
Percentage of Completion: 40%  
Expected Date of Completion: 10/31/2014  
Contact: David Edwards (864) 848-6260

**Hilo International Airport, Hilo, Hawaii**

Parking management  
Annual Dollar Value: \$500,000.00  
Percentage of Completion: 10%  
Expected Date of Completion: 7/1/2017  
Contact: Ross Smith (808) 838-8676

**Honolulu International Airport, Honolulu, Hawaii**

Parking management, valet & ground transportation management  
Annual Dollar Value: \$15,000,000.00  
Percentage of Completion: 10%  
Expected Date of Completion: 7/1/2017  
Contact: Ross Smith (808) 838-8676

**John F. Kennedy International Airport, New York, New York**

Parking management  
Annual Dollar Value: \$9,500,000.00  
Percentage of Completion: 97%  
Expected Date of Completion: 9/14/2012  
Contact: Peter Carbonaro (718) 244-4159

**John Wayne Airport, Costa Mesa, California**

Employee shuttle  
Annual Dollar Value: \$200,000.00  
Percentage of Completion: 99%  
Expected Date of Completion: 6/30/2012  
Contact: Robert Holden (949) 252-5246

**Kona International Airport, Kona, Hawaii**

Parking management  
Annual Dollar Value: \$500,000.00  
Percentage of Completion: 10%  
Expected Date of Completion: 7/1/2017  
Contact: Ross Smith (808) 838-8676

**LaGuardia Airport, New York, New York**

Parking management  
Annual Dollar Value: \$5,700,000.00  
Percentage of Completion: 97%  
Expected Date of Completion: 9/14/2012  
Contact: Cheryl Lee (718) 533-3456

**Lambert – St. Louis International Airport, St. Louis, Missouri**

Parking management & public shuttle  
Annual Dollar Value: \$10,643,000.00  
Percentage of Completion: 10%  
Expected Date of Completion: 7/1/2017  
Contact: Robert Salanaro (314) 426-8178

**Lihue Airport, Lihue, Hawaii**

Parking management  
Annual Dollar Value: \$500,000.00  
Percentage of Completion: 10%  
Expected Date of Completion: 7/1/2017  
Contact: Ross Smith (808) 838-8676

**Long Beach Airport, Long Beach, California**

Parking management & public shuttle  
Annual Dollar Value: \$1,270,000.00  
Percentage of Completion: 100%  
Expected Date of Completion: Month to month  
Contact: Mark Echmalian (562) 570-2622

**ABM**

Parking Services

**BRING EXPERIENC****McCarren Las Vegas International Airport,  
Las Vegas, Nevada**

Valet parking management

Annual Dollar Value: \$3,060,000.00

Percentage of Completion: 66%

Expected Date of Completion: 4/30/2013

Contact: Dan Busch (702) 261-5211

**Orlando International Airport, Orlando  
Florida**

Parking management &amp; valet

Annual Dollar Value: \$7,000,000.00

Percentage of Completion: 95%

Expected Date of Completion: 9/30/2012

Contact: Ron Lewis (407) 825-2095

**Minneapolis – St. Paul International Airport,  
St. Paul, Minnesota**

Parking Management &amp; valet

Annual Dollar Value: \$10,096,000.00

Percentage of Completion: 85%

Expected Date of Completion: 6/30/2013

Contact: Arlie Johnson (612) 726-5568

**Phoenix Mesa Gateway Airport, Mesa,  
Arizona**

Parking management &amp; public shuttle

Annual Dollar Value: \$75,000.00

Percentage of Completion: 100%

Expected Date of Completion: Month to month

Contact: Margie Evanson (480) 988-7557

**Newark Liberty International Airport,  
Newark, New Jersey**

Parking management &amp; valet

Annual Dollar Value: \$12,600,000.00

Percentage of Completion: 97%

Expected Date of Completion: 9/14/2012

Contact: Denise Dugan (973) 961-6212

**Raleigh – Durham International Airport,  
RDU, North Carolina**

Cashier, shuttle &amp; security staffing

Annual Dollar Value: \$2,500,000.00

Percentage of Completion: 70%

Expected Date of Completion: 9/30/2013

Contact: Susan Weiss (919) 840-7700

**Norman Mineta San Jose International  
Airport, San Jose, California**

Parking management &amp; public shuttle

Annual Dollar Value: \$4,000,000.00

Percentage of Completion: 50%

Expected Date of Completion: 12/31/2014

Contact: Robert Lockhart (408) 392-3514

**Ronald Reagan National Airport, Arlington,  
Virginia**

Parking management

Annual Dollar Value: \$5,281,000.00

Percentage of Completion: 66%

Expected Date of Completion: 6/30/2013

Contact: Kathleen McKeever (703) 417-8038

**Oakland International Airport, Oakland,  
California**

Parking management

Annual Dollar Value: \$3,500,000.00

Percentage of Completion: 100%

Expected Date of Completion: Month to month

Contact: Steve Gordon (510) 563-3240

**Sacramento International Airport,  
Sacramento, California**Parking management, public, employee &  
rental car shuttle

Annual Dollar Value: \$9,793,000.00

Percentage of Completion: 50%

Expected Date of Completion: 12/31/2015

Contact: Scott Bionivert (916) 874-0636

**ABM**

Parking Services

**PROPOSER & PROPOSER'S CAPABILITY****Santa Barbara Airport, Santa Barbara, California**

Parking management &amp; public shuttle

Annual Dollar Value: \$994,000.00

Percentage of Completion: 99%

Expected Date of Completion: 7/1/2017

Contact: Hazel Johns (916) 874-0636

**Southwest Georgia Regional Airport, Albany, Georgia**

Parking management

Annual Dollar Value: \$66,000.00

Percentage of Completion: 30%

Expected Date of Completion: 9/30/2014

Contact: Yvett Aehele(229) 430-5175

**Tampa International Airport, Tampa, Florida**

Parking management, valet &amp; public shuttle

Annual Dollar Value: \$7,402,000.00

Percentage of Completion: 10%

Expected Date of Completion: 6/30/2016

Contact: Karl Martin (813) 870-8712

**Tyler – Pounds Regional Airport, Tyler, Texas**

Parking management

Annual Dollar Value: \$125,000.00

Percentage of Completion: 40%

Expected Date of Completion: 10/30/2015

Contact: Davis Dixon (903) 531-9825

**Washington – Dulles International Airport, Dulles, Virginia**

Parking management &amp; valet

Annual Dollar Value: \$7,506,000.00

Percentage of Completion: 66%

Expected Date of Completion: 6/30/2013

Contact: Matthew Sherwood (703) 572-2585

**Wichita Mid Continent Airport, Wichita, Kansas**

Parking management &amp; public shuttle

Annual Dollar Value: \$1,200,000.00

Percentage of Completion: 70%

Expected Date of Completion: 4/30/2016

Contact: Victor White (316) 946-4700

**Will Rogers World Airport, Oklahoma City, Oklahoma**

Parking management, public shuttle &amp; ground transportation management

Annual Dollar Value: \$1,795,000.00

Percentage of Completion: 85%

Expected Date of Completion: 4/1/2015

Contact: Mark Kranenburg (405) 681-3200

**Proposals Pending**

ABM Parking Services has proposals pending for the following airport operations:

**Dallas – Fort Worth International Airport, Dallas, Texas\***

Services: Remote Shuttle (this operation is separate from ABM's other shuttling contracts at DFW)

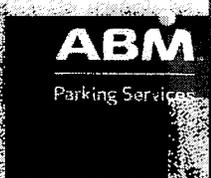
\*ABM was awarded this contract on 6/7/2012 and will commence operations on 10/1/2012.

**Kansas City International Airport, Kansas City Missouri**

Services: Public Shuttle

**Oakland International Airport, Oakland, California**

Services: Parking Management, Public Shuttle &amp; Ground Transportation Management (ABM is the incumbent operator for Parking Management)



**ABM**

Parking Services

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**Santa Barbara Airport, Santa Barbara, California**

Services: Parking Management & Employee Shuttle (ABM is the incumbent operator)

**Financial Data**

ABM Industries' fiscal year 2011 audited financial statements have been placed on the following pages, as well as our most recent 10Q dated 4/30/2012.

**Financial Institution Information**

Ampco System Parking DBA ABM Parking Services utilizes the following banks, among others, for our national parking operations.

**Bank of America**

125 S Market Street, 2<sup>nd</sup> Floor  
San Jose, California 95113  
Contact: Ken Jones, Senior Vice President  
(408) 277-7644

**Wells Fargo**

375 Park Avenue, 3<sup>rd</sup> Floor  
New York, New York 10152  
Contact: Eric Frandson, Director  
(212) 214-7214

**JP Morgan Chase Bank**

560 Mission Street, 19<sup>th</sup> Floor  
San Francisco, California 94104  
Contact: Charles Ackman, Managing Director  
(415) 315-3976

**Federal Employer Identification Number:**

**95-2495556**

**Dunn and Bradstreet Number:**

**04-848-8340**

**Dun & Bradstreet Rating: 5A1**

**THE PORT AUTHORITY OF NY & NJ**

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



# 2011 FINANCIAL STATEMENTS

UNITED STATES
SECURITIES AND EXCHANGE COMMISSION
WASHINGTON, D.C. 20549

FORM 10-K

(Mark One)

[X] ANNUAL REPORT UNDER SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934

For the fiscal year ended October 31, 2011

[ ] TRANSITION REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934

For the transition period from to

COMMISSION FILE NUMBER: 1-8929

ABM INDUSTRIES INCORPORATED

(Exact name of registrant as specified in its charter)

Delaware
(State or other jurisdiction of
incorporation or organization)

94-1369354
(I.R.S. Employer
Identification No.)

551 Fifth Avenue, Suite 300, New York, New York
(Address of principal executive offices)

10176
(Zip Code)

(212) 297-0200

(Registrant's telephone number, including area code)

Securities registered pursuant to Section 12(b) of the Act:

Title of each class: Common Stock, \$.01 par value
Name of each exchange on which registered: New York Stock Exchange

Securities registered pursuant to Section 12(g) of the Act:

None

Indicate by check mark if the registrant is a well-known seasoned issuer, as defined in Rule 405 of the Securities Act. Yes [X] No [ ]

Indicate by check mark if the registrant is not required to file reports pursuant to Section 13 or Section 15(d) of the Act. Yes [ ] No [X]

Indicate by check mark whether the registrant (1) has filed all reports required to be filed by Section 13 or 15(d) of the Securities Exchange Act of 1934 during the preceding 12 months (or for such shorter period that the registrant was required to file such reports), and (2) has been subject to the filing requirements for the past 90 days. Yes [X] No [ ]

Indicate by check mark whether the registrant has submitted electronically and posted on its corporate Web site, if any, every interactive Data File required to be submitted and posted pursuant to Rule 405 of Regulation S-T (§232.405 of this chapter) during the preceding 12 months (or for such shorter period that the registrant was required to submit and post such files). Yes [X] No [ ]

Indicate by check mark if disclosure of delinquent filers pursuant to Item 405 of Regulation S-K (§229.405 of this chapter) is not contained herein, and will not be contained, to the best of registrant's knowledge, in definitive proxy or information statements incorporated by reference in Part III of this Form 10-K or any amendment to this Form 10-K. [ ]

Indicate by check mark whether the registrant is a large accelerated filer, an accelerated filer, a non-accelerated filer, or a smaller reporting company. See the definitions of "large accelerated filer," "accelerated filer" and "smaller reporting company" in Rule 12b-2 of the Exchange Act.

Large accelerated filer [X]

Accelerated filer [ ]

Non-accelerated filer  (Do not check if a smaller reporting company) Smaller reporting company   
Indicate by check mark whether the registrant is a shell company (as defined in Rule 12b-2 of the Exchange Act). Yes   
No

As of April 29, 2011 (the last business day of registrant's most recently completed second fiscal quarter), non-affiliates of the registrant beneficially owned shares of the registrant's common stock with an aggregate market value of \$1,271,361,902 computed by reference to the price at which the common stock was last sold.

Number of shares of common stock outstanding as of December 9, 2011: 53,353,511.

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**DOCUMENTS INCORPORATED BY REFERENCE**

Portions of the Proxy Statement to be used by the Company in connection with its 2012 Annual Meeting of Stockholders are incorporated by reference into Part III of this Annual Report on Form 10-K.

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**ABM Industries Incorporated  
Form 10-K  
For the Fiscal Year Ended October 31, 2011**

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**ITEM 8. FINANCIAL STATEMENTS AND SUPPLEMENTARY DATA**

**Report of Independent Registered Public Accounting Firm**

The Board of Directors and Stockholders  
IBM Industries Incorporated:

We have audited the accompanying consolidated balance sheets of IBM Industries Incorporated and subsidiaries ("the Company") as of October 31, 2011 and 2010, and the related consolidated statements of income, stockholders' equity and comprehensive income, and cash flows for each of the years in the three-year period ended October 31, 2011. In connection with our audits of the consolidated financial statements, we have also audited the related financial statement Schedule II. We have also audited the Company's internal control over financial reporting as of October 31, 2011, based on criteria established in *Internal Control – Integrated Framework* issued by the Committee of Sponsoring Organizations of the Treadway Commission (COSO). The Company's management is responsible for these consolidated financial statements, the related financial statement Schedule II, for maintaining effective internal control over financial reporting, and for its assessment of the effectiveness of internal control over financial reporting, included in the accompanying Management's Report on Internal Control Over Financial Reporting. Our responsibility is to express an opinion on these consolidated financial statements and the related financial statement Schedule II and an opinion on the Company's internal control over financial reporting based on our audits.

We conducted our audits in accordance with the auditing standards of the Public Company Accounting Oversight Board (United States). Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement and whether effective internal control over financial reporting was maintained in all material respects. Our audits of the consolidated financial statements included examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements, assessing the accounting principles used and significant estimates made by management, and evaluating the overall financial statement presentation. Our audit of internal control over financial reporting included obtaining an understanding of internal control over financial reporting, assessing the risk that a material weakness exists, and testing and evaluating the design and operating effectiveness of internal control based on the assessed risk. Our audits also included performing such other procedures as we considered necessary in the circumstances. We believe that our audits provide a reasonable basis for our opinion.

A company's internal control over financial reporting is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. A company's internal control over financial reporting includes those policies and procedures that (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the company; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the company are being made only in accordance with authorizations of management and directors of the company; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorized acquisition, use, or disposition of the company's assets that could have a material effect on the financial statements.

Because of its inherent limitations, internal control over financial reporting may not prevent or detect misstatements. Also, projections of any evaluation of effectiveness to future periods are subject to the risk that controls may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the financial position of IBM Industries Incorporated and subsidiaries as of October 31, 2011 and 2010, and the results of their operations and their cash flows for each of the years in the three-year period ended October 31, 2011 in conformity with U.S. generally accepted accounting principles. Also in

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Our opinion, the related financial statement Schedule II, when considered in relation to the basic consolidated financial statements taken as a whole, presents fairly, in all material respects, the information set forth therein. Also in our opinion, ABM Industries Incorporated and subsidiaries maintained, in all material respects, effective internal control over financial reporting as of October 31, 2011, based on criteria established in *Internal Control – Integrated Framework* issued by the COSO.

/s/ KPMG LLP

New York, New York  
December 23, 2011

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IBM Industries Incorporated and Subsidiaries  
**CONSOLIDATED BALANCE SHEETS**

October 31,  
in thousands, except share amounts)

	<u>2011</u>	<u>2010</u>
<b>ASSETS</b>		
<b>Current assets</b>		
Cash and cash equivalents	\$ 25,467	\$ 39,446
Trade accounts receivable, net of allowances of \$13,485 and \$10,672 at October 31, 2011 and 2010, respectively	552,098	450,513
Prepaid income taxes	7,205	1,498
<b>Current assets of discontinued operations</b>	<b>1,992</b>	<b>4,260</b>
Prepaid expenses	41,823	41,306
Notes receivable and other	52,756	20,402
Deferred income taxes, net	40,565	46,193
Insurance recoverables	<b>10,851</b>	<b>5,138</b>
<b>Total current assets</b>	<b><u>733,757</u></b>	<b><u>608,756</u></b>
Non-current assets of discontinued operations	216	1,392
Insurance deposits	55,974	36,164
Other investments and long-term receivables	5,798	4,445
Deferred income taxes, net	30,948	51,068
Insurance recoverables	59,759	70,960
Other assets	43,178	37,869
Investments in auction rate securities	<b>15,670</b>	<b>20,171</b>
Investments in unconsolidated affiliates, net	14,423	—
Property, plant and equipment, net of accumulated depreciation of \$97,819 and \$98,884 at October 31, 2011 and 2010, respectively	60,009	58,088
Other intangible assets, net of accumulated amortization of \$78,669 and \$54,889 at October 31, 2011 and 2010, respectively	128,994	65,774
Goodwill	<b>750,872</b>	<b>593,987</b>
<b>Total assets</b>	<b><u>\$ 1,879,598</u></b>	<b><u>\$ 1,548,671</u></b>

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**RM Industries Incorporated and Subsidiaries  
CONSOLIDATED BALANCE SHEETS (continued)**

**LIABILITIES AND STOCKHOLDERS' EQUITY**

**Current liabilities**

Trade accounts payable	\$ 130,464	\$ 78,928
Accrued liabilities		
Compensation	112,233	89,063
<b>Taxes - other than income</b>	<b>19,144</b>	<b>17,663</b>
Insurance claims	78,828	77,101
Other	102,220	70,119
Income taxes payable	307	977
<b>Total current liabilities</b>	<b><u>443,196</u></b>	<b><u>333,851</u></b>

Income taxes payable	38,236	29,455
Line of credit	300,000	140,500
Retirement plans and other	39,707	34,626
insurance claims	<u>262,573</u>	<u>271,213</u>
<b>Total liabilities</b>	<b><u>1,083,712</u></b>	<b><u>809,645</u></b>

**Commitments and Contingencies**

**STOCKHOLDERS' EQUITY**

Preferred stock, \$0.01 par value; 500,000 shares authorized; none issued	—	—
Common stock, \$0.01 par value; 100,000,000 shares authorized, 53,333,071 and 52,635,343 shares issued and outstanding at October 31, 2011 and 2010, respectively	533	526
Additional paid-in capital	211,389	192,418
Accumulated other comprehensive loss, net of taxes	(2,661)	(1,863)
Retained earnings	<u>586,625</u>	<u>547,944</u>
<b>Total stockholders' equity</b>	<b><u>795,886</u></b>	<b><u>739,025</u></b>

<b>Total liabilities and stockholders' equity</b>	<b><u>\$ 1,879,598</u></b>	<b><u>\$ 1,548,670</u></b>
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See accompanying notes to the consolidated financial statements.

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ABM Industries Incorporated and Subsidiaries  
**CONSOLIDATED STATEMENTS OF INCOME**

Years ended October 31,  
in thousands, except per share data)

	2011	2010	2009
Revenues	\$ 4,299,794	\$ 4,399,247	\$ 4,249,873
Expenses			
Operating	3,781,038	3,724,036	3,714,899
Selling, general and administrative	324,762	241,526	263,633
Amortization of intangible assets	23,242	11,364	11,384
Total expenses	<u>4,129,274</u>	<u>3,986,908</u>	<u>3,989,716</u>
Operating profit	177,568	678,819	92,107
Other-than-temporary impairment losses on auction rate security:			
Gross impairment losses	—	—	(3,695)
Impairments recognized in other comprehensive income	—	(127)	2,129
Income from unconsolidated affiliates, net	3,915	—	—
Interest expense	<u>(15,805)</u>	<u>(4,639)</u>	<u>(5,881)</u>
Income from continuing operations Before income taxes	105,678	104,073	84,660
Provision for income taxes	<u>(36,980)</u>	<u>(40,203)</u>	<u>(29,170)</u>
Income from continuing operations	68,698	63,870	55,490
Discontinued Operations			
(Loss) income from discontinued operations, net of taxes	<u>(194)</u>	<u>251</u>	<u>(1,197)</u>
Net income	<u>\$ 68,504</u>	<u>\$ 64,321</u>	<u>\$ 54,293</u>
Net income per common share—Basic			
Income from continuing operations	\$ 1.29	\$ 1.23	\$ 1.08
Loss from discontinued operations	—	—	(0.02)
Net Income	<u>\$ 1.29</u>	<u>\$ 1.23</u>	<u>\$ 1.06</u>
Net income per common share—Diluted			
Income from continuing operations	\$ 1.27	\$ 1.21	\$ 1.07
Loss from discontinued operations	—	—	(0.02)
Net Income	<u>\$ 1.27</u>	<u>\$ 1.21</u>	<u>\$ 1.05</u>
Weighted average common shares outstanding			
Basic	53,121	52,117	51,373
Diluted	54,103	53,003	51,845
Dividends declared per common share	\$ 0.56	\$ 0.54	\$ 0.52

See accompanying notes to the consolidated financial statements.

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3M Industries Incorporated and Subsidiaries  
**CONSOLIDATED STATEMENTS OF STOCKHOLDERS' EQUITY AND COMPREHENSIVE INCOME**

(In thousands)	Common Stock		Treasury Stock		Additional Paid-in Capital	Accumulated Other Comprehensive Income (Loss)	Retained Earnings	Total
	Shares	Amount	Shares	Amount				
Balance October 31, 2008	—	\$ 581	—	\$ —	\$ 2,711	\$ (1,111)	\$ 465,136	\$ 667,281
<b>Comprehensive income:</b>								
Net income	—	—	—	—	—	—	64,293	64,293
Unrealized gain on auction rate securities, net of taxes of \$203	—	—	—	—	—	297	—	297
Reclass adjustment for credit losses recognized in earnings, net of taxes of \$94	—	—	—	—	—	—	930	930
Foreign currency translation, net of taxes of \$241	—	—	—	—	—	577	—	577
Actuarial loss—Adjustments to pension and other post-retirement benefit plans, net of taxes of \$139	—	—	—	—	—	(203)	—	(203)
Unrealized loss on interest rate swaps, net of taxes of \$412	—	—	—	—	—	(602)	—	(602)
Comprehensive income	—	—	—	—	—	—	—	55,292
<b>Dividends:</b>								
Common stock	—	—	—	—	—	—	(26,727)	(26,727)
Tax effect from exercise of stock options	—	—	—	—	(1,314)	—	—	(1,314)
Stock issued under employees' stock purchase and option plans	724	6	—	—	8,557	—	(226)	8,337
Share-based compensation expense	—	—	—	—	7,411	—	—	7,411
Treasury stock retirement	(7,028)	(70)	7,028	122,338	(122,268)	—	—	—
<b>Balance October 31, 2009</b>	<b>51,688</b>	<b>\$ 517</b>	<b>—</b>	<b>\$ —</b>	<b>\$ 176,480</b>	<b>\$ (2,423)</b>	<b>\$ 512,476</b>	<b>\$ 687,050</b>
<b>Comprehensive income:</b>								
Net income	—	—	—	—	—	—	64,121	64,121
Unrealized gain on auction rate securities, net of taxes of \$101	—	—	—	—	—	—	—	461
Reclass adjustment for credit losses recognized in earnings, net of taxes of \$53	—	—	—	—	—	—	74	74
Foreign currency translation	—	—	—	—	—	68	—	68
Actuarial loss—Adjustments to pension and other post-retirement benefit plans, net of taxes of \$108	—	—	—	—	—	(381)	—	(381)
Unrealized loss on auction rate swaps, net of taxes of \$13	—	—	—	—	—	(308)	—	(308)
Comprehensive income	—	—	—	—	—	—	—	64,681
<b>Dividends:</b>								
Common stock	—	—	—	—	—	—	(28,152)	(28,152)
Tax effect from exercise of stock options	—	—	—	—	(383)	—	—	(383)
Stock issued under employees' stock purchase and option plans	947	9	—	—	11,354	—	(501)	10,992
Share-based compensation expense	—	—	—	—	1,111	—	—	1,111
<b>Balance October 31, 2010</b>	<b>52,635</b>	<b>\$ 526</b>	<b>—</b>	<b>\$ —</b>	<b>\$ 192,418</b>	<b>\$ (1,863)</b>	<b>\$ 547,944</b>	<b>\$ 739,025</b>

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BM Industries Incorporated and Subsidiaries  
**CONSOLIDATED STATEMENTS OF STOCKHOLDERS' EQUITY AND COMPREHENSIVE INCOME**  
 (continued)

Net income	—	—	—	—	—	—	68,504	68,504
Foreign currency translation	—	—	—	—	—	213	—	213
Unrealized gain on auction rate securities, net of taxes of \$193	—	—	—	—	—	306	—	306
Foreign currency translation adjustments, net of taxes of \$115	—	—	—	—	—	115	—	115
Actuarial loss - Adjustments to pension and other post-retirement benefit plans, net of taxes of \$996	—	—	—	—	—	(1,433)	—	(1,433)
Dividends:								
Common stock	—	—	—	—	—	—	(29,744)	(29,744)
Tax effect from exercise of stock options	—	—	—	—	(467)	—	—	(467)
Stock issued under employee stock purchase and option plans	663	7	—	—	10,247	—	(179)	10,175
Share-based compensation expense	—	—	—	—	9,191	—	—	9,191
Balance October 31, 2011	61,300	1,000	—	—	211,389	\$ (6,700)	\$ 10,175	\$ 211,389

See accompanying notes to the consolidated financial statements.

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**3M Industries Incorporated and Subsidiaries**  
**CONSOLIDATED STATEMENTS OF CASH FLOWS**

**Years ended October 31,**  
**(in thousands)**

	<u>2011</u>	<u>2010</u>	<u>2009</u>
Cash flows from operating activities:			
Net income	\$ 68,504	\$ 64,121	\$ 54,293
(Loss) income from discontinued operations, net of taxes	(194)	251	(1,197)
<b>Income from continuing operations</b>	<b>68,698</b>	<b>63,870</b>	<b>55,490</b>
<b>Adjustments to reconcile income from continuing operations to net cash provided by continuing operating activities:</b>			
Depreciation and amortization of intangible assets	52,658	36,315	33,325
Deferred income taxes	24,227	17,654	16,191
Share-based compensation expense	9,191	4,071	7,411
Provision for bad debt	3,142	2,636	3,960
Discount accretion on insurance claims	874	912	1,248
Auction rate security credit loss impairment	—	127	1,566
Gain on sale of assets	(150)	(1,059)	(941)
Income from unconsolidated affiliates, net	(3,915)	—	—
Distributions from unconsolidated affiliates	2,539	—	—
Changes in assets and liabilities, net of effects of acquisitions:			
Trade accounts receivable	(18,432)	1,976	19,931
Prepaid expenses and other current assets	(7,786)	(297)	(1,431)
Insurance recoverables	5,488	(3,981)	(500)
Other assets and long-term receivables	5,962	3,856	(8,764)
Income taxes payable	4,396	22,629	12,623
Retirement plans and other non-current liabilities	(4,085)	(317)	(5,144)
Insurance claims	(11,950)	(247)	(1,497)
Trade accounts payable and other accrued liabilities	25,943	(7,399)	(12,213)
Net cash provided by continuing operating activities	<u>88,102</u>	<u>76,876</u>	<u>65,765</u>
Net cash provided by discontinued operating activities	156,800	140,746	121,255
Net cash provided by operating activities	<u>3,190</u>	<u>9,118</u>	<u>19,616</u>
Net cash provided by operating activities	<u>159,990</u>	<u>149,864</u>	<u>140,871</u>
<b>Cash flows from investing activities:</b>			
Additions to property, plant and equipment	(22,124)	(23,942)	(18,582)
Proceeds from sale of assets and other	912	1,512	2,165
Purchase of businesses, net of cash acquired	(290,985)	(65,430)	(21,050)
Investments in unconsolidated affiliates	(215)	—	—
Proceeds from sale of auction rate securities	5,000	—	—
<b>Net cash used in investing activities</b>	<b>(307,412)</b>	<b>(87,860)</b>	<b>(37,467)</b>
<b>Cash flows from financing activities:</b>			
Proceeds from exercises of stock options (including income tax benefit)	9,798	11,376	6,331
Dividends paid	(27,744)	(28,152)	(26,727)
Deferred financing costs paid	(5,021)	—	—
Borrowings from line of credit	885,500	448,000	638,000
Repayment of borrowings from line of credit	(726,000)	(480,000)	(695,500)
Changes in bank cash overdraft	—	(7,935)	(18,096)
Net cash provided by (used in) financing activities	<u>134,443</u>	<u>(56,711)</u>	<u>(95,992)</u>
Net (decrease) increase in cash and cash equivalents	<u>(12,979)</u>	<u>6,293</u>	<u>7,412</u>
Cash and cash equivalents at beginning of year	39,446	34,153	26,741
Cash and cash equivalents at end of year	<u>\$ 26,467</u>	<u>\$ 40,446</u>	<u>\$ 34,153</u>

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IBM Industries Incorporated and Subsidiaries  
CONSOLIDATED STATEMENTS OF CASH FLOWS (continued)

Supplemental Data:

Cash paid for income taxes, net of refunds received	\$ 9,651	\$ (108)	\$ 1,426
Tax effect from exercise of options	(467)	383	57
Cash received from exercise of options	10,175	10,993	7,145
Interest paid on line of credit	10,055	3,398	4,740
Non-cash investing activities:			
Common stock issued for business acquired	\$ —	\$ —	\$ 1,108

See accompanying notes to the consolidated financial statements.

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### SEGMENT INFORMATION

The Company is organized into four reportable operating segments, Janitorial, Engineering, Parking and Security, which are summarized as follows:

in thousands)	Year ended October 31,		
	2011	2010	2009
<b>Revenues</b>			
Janitorial	\$2,380,195	\$2,306,098	\$2,346,257
Engineering	899,381	382,629	341,462
Parking	615,679	469,398	457,477
Security	350,377	336,249	334,610
Corporate	1,210	1,373	2,017
	<u>4,246,842</u>	<u>3,495,747</u>	<u>3,481,823</u>
<b>Operating profit</b>			
Janitorial	140,621	140,007	139,170
Engineering	33,384	22,931	20,346
Parking	24,757	22,738	20,285
Security	7,968	7,487	8,221
Corporate	(88,662)	(84,324)	(95,915)
Operating profit	117,568	108,839	92,107
Other-than-temporary impairment losses on auction rate security			
Gross impairment losses	—	—	(3,695)
Impairments recognized in other comprehensive income	—	(127)	2,129
Income from unconsolidated affiliates, net	3,915	—	—
Interest expense	(15,805)	(4,639)	(5,881)
Income from continuing operations before income taxes	<u>\$ 105,678</u>	<u>\$ 104,073</u>	<u>\$ 84,660</u>

Effective November 1, 2010, the Company changed the management reporting responsibility for a subsidiary from the Janitorial segment to the Engineering segment. Amounts for the years ended October 31, 2010 and 2009 have been retrospectively adjusted to reflect this organizational change. The impact of the organizational change on the reported results for the years ended October 31, 2010 and 2009 was a reclassification of \$31.8 million and \$35.8 million of revenues, respectively, and \$1.0 million and \$0.7 million of operating profit, respectively, from the Janitorial segment to the Engineering segment.

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included within the Corporate segment for the year ended October 31, 2011, is a net benefit of \$2.7 million related to the settlement, on May 17, 2011, of a dispute with the former owners of the acquired assets of Five Star Parking, Network Parking Company Ltd., and System Parking, Inc. (acquired by the Company in 2010). Such amount was recorded in the Company's consolidated financial statements as a reduction of selling, general and administrative expenses.

(in thousands)	Year ended October 31,		
	2011	2010	2009
<b>Total identifiable intangible assets*</b>			
Amortizable	\$ 859,318	\$ 902,541	\$ 881,862
Engineering	469,807	68,710	68,482
Parking	149,052	145,801	100,549
Security	111,304	117,194	107,667
Corporate	287,909	313,772	347,239
	<u>1,077,390</u>	<u>1,548,018</u>	<u>1,505,799</u>
<b>Depreciation and Amortization</b>			
Amortizable	19,035	18,356	18,009
Engineering	15,214	549	350
Parking	3,644	2,797	2,746
Security	1,441	1,443	1,703
Corporate	13,324	13,170	10,917
	<u>52,658</u>	<u>36,315</u>	<u>33,325</u>
<b>Capital Expenditures</b>			
Amortizable	10,048	12,503	6,633
Engineering	1,280	79	749
Parking	2,023	1,265	1,815
Security	141	451	258
Corporate	8,602	9,644	9,127
	<u>\$ 22,124</u>	<u>\$ 23,942</u>	<u>\$ 18,582</u>

\* Excludes assets of discontinued operations of \$2.2 million, \$5.7 million and \$15.4 million as of October 31, 2011, 2010 and 2009, respectively.

**THE PORT AUTHORITY OF NY & NJ**

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

**ABM**  
Parking Services

**QUARTERLY FILING  
DATED APRIL 30, 2012**

**UNITED STATES  
SECURITIES AND EXCHANGE COMMISSION  
WASHINGTON, D.C. 20549**

**FORM 10-Q**

**QUARTERLY REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934**

For the quarterly period ended April 30, 2012

OR

**TRANSITION REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934**

For the transition period from \_\_\_\_\_ to \_\_\_\_\_

Commission file number: 1-8929

**ABM INDUSTRIES INCORPORATED**

(Exact name of registrant as specified in its charter)

**Delaware**  
(State or other jurisdiction of  
incorporation or organization)

**94-1369354**  
(I.R.S. Employer  
Identification No.)

**551 Fifth Avenue, Suite 300, New York,  
New York**  
(Address of principal executive offices)

**10176**  
(Zip Code)

**212-297-0200**  
(Registrant's telephone number, including area code)

**Not Applicable**  
(Former name, former address and former fiscal year, if changed since last report)

Indicate by check mark whether the registrant (1) has filed all reports required to be filed by Section 13 or 15(d) of the Securities Exchange Act of 1934 during the preceding 12 months (or for such shorter period that the registrant was required to file such reports), and (2) has been subject to such filing requirements for the past 90 days. Yes  No

Indicate by check mark whether the registrant has submitted electronically and posted on its corporate Web site, if any, every Interactive Data File required to be submitted and posted pursuant to Rule 405 of Regulation S-T (§232.405 of this chapter) during the preceding 12 months (or for such shorter period that the registrant was required to submit and post such files). Yes  No

Indicate by check mark whether the registrant is a large accelerated filer, an accelerated filer, a non-accelerated filer or a smaller reporting company. See the definitions of "large accelerated filer," "accelerated filer" and "smaller reporting company" in Rule 12b-2 of the Exchange Act.

Large accelerated filer  Accelerated filer   
Non-accelerated filer  (Do not check if a smaller reporting company) Smaller reporting company

Indicate by check mark whether the registrant is a shell company (as defined in Rule 12b-2 of the Exchange Act). Yes  No

Indicate the number of shares outstanding of each of the issuer's classes of common stock, as of the latest practicable date.

Class  
Common Stock, \$0.01 par value per share

Outstanding at June 1, 2012  
54,074,312 shares

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**ABM INDUSTRIES INCORPORATED AND SUBSIDIARIES**

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**ABM INDUSTRIES INCORPORATED AND SUBSIDIARIES**  
**CONSOLIDATED STATEMENTS OF INCOME**  
**(Unaudited)**

(thousands, except per share data)	Three Months Ended April 30,		Six Months Ended April 30,	
	2012	2011	2012	2011
Revenues	\$1,057,244	\$1,060,083	\$2,131,029	\$2,089,251
Expenses				
Operating	947,916	944,523	1,914,336	1,868,828
Selling, general and administrative	85,164	83,395	169,184	166,050
Amortization of intangible assets	5,301	5,666	10,850	10,959
Total expenses	1,038,381	1,033,584	2,094,370	2,045,837
Operating profit	18,863	26,499	36,659	43,415
Other-than-temporary impairment credit losses on auction rate security recognized in earnings	(313)	—	(313)	—
Income from unconsolidated affiliates, net	1,501	832	4,633	1,619
Interest expense	(2,441)	(4,317)	(5,275)	(8,363)
Income from continuing operations before income taxes	17,610	23,014	35,704	36,671
Provision for income taxes	(5,863)	(8,814)	(13,317)	(14,066)
Income from continuing operations	11,747	14,200	22,387	22,605
Loss from discontinued operations, net of taxes	(35)	(8)	(45)	(24)
Net income	\$ 11,712	\$ 14,192	\$ 22,342	\$ 22,581
Net income per common share—Basic				
Income from continuing operations	\$ 0.22	\$ 0.27	\$ 0.42	\$ 0.43
Loss from discontinued operations, net of taxes	—	—	—	—
Net Income	\$ 0.22	\$ 0.27	\$ 0.42	\$ 0.43
Net income per common share—Diluted				
Income from continuing operations	\$ 0.21	\$ 0.26	\$ 0.41	\$ 0.42
Loss from discontinued operations, net of taxes	—	—	—	—
Net Income	\$ 0.21	\$ 0.26	\$ 0.41	\$ 0.42
Weighted-average common and common equivalent shares outstanding				
Basic	53,944	53,106	53,721	52,972
Diluted	54,963	54,159	54,728	54,026
Dividends declared per common share	\$ 0.145	\$ 0.140	\$ 0.290	\$ 0.280

See accompanying notes to unaudited consolidated financial statements

**ABM INDUSTRIES INCORPORATED AND SUBSIDIARIES**  
**CONSOLIDATED STATEMENTS OF CASH FLOWS**  
(Unaudited)

	Six Months Ended April 30,	
	2012	2011
(in thousands)		
<b>Cash flows from operating activities:</b>		
Net income	\$ 22,342	\$ 22,581
Adjustments from discontinued operations, net of taxes	45	24
Income from continuing operations	22,387	22,605
<b>Adjustments to reconcile income from continuing operations to net cash provided by continuing operating activities:</b>		
Depreciation and amortization	25,803	25,906
Deferred income taxes	(1,253)	6,005
Share-based compensation expense	5,436	4,600
Provision for bad debt	1,548	1,172
Account accretion on insurance claims	360	436
Auction rate security credit loss impairment	313	-
Gain on sale of assets	(1,229)	(102)
Income from unconsolidated affiliates, net	(4,633)	(1,619)
Contributions from unconsolidated affiliates	4,311	738
Changes in operating assets and liabilities, net of effects of acquisitions:		
Trade accounts receivable	(13,405)	(20,265)
Prepaid expenses and other current assets	(6,338)	(9,983)
Insurance recoverables	(85)	(1,046)
Other assets and long-term receivables	7,652	3,659
Income taxes payable	9,604	2,532
Retirement plans and other non-current liabilities	(313)	(3,141)
Insurance claims	6,987	(2,000)
Trade accounts payable and other accrued liabilities	(2,060)	2,777
Net adjustments	31,992	8,919
Cash provided by continuing operating activities	54,379	31,524
Cash provided by discontinued operating activities	1,143	1,653
Cash provided by operating activities	55,522	33,177
<b>Cash flows from investing activities:</b>		
Payments to property, plant and equipment	(16,875)	(10,098)
Proceeds from sale of assets and other	1,793	344
Acquisition of businesses, net of cash acquired	-	(292,178)
Investments in unconsolidated affiliates	-	(793)
Proceeds from redemption of auction rate securities	-	5,000
Cash used in investing activities	(15,082)	(297,725)
<b>Cash flows from financing activities:</b>		
Proceeds from exercises of stock options (including income tax benefit)	8,097	7,731
Dividends paid	(15,579)	(14,834)
Deferred financing costs paid	(14)	(4,991)
Drawings from line of credit	404,000	561,500
Payment of borrowings from line of credit	(438,000)	(306,000)
Changes in bank cash overdrafts	-	4,986
Cash (used in) provided by financing activities	(41,496)	248,392
Decrease in cash and cash equivalents	(1,056)	(16,156)
Cash and cash equivalents at beginning of period	26,467	39,446
<b>Cash and cash equivalents at end of period</b>	<b>\$ 25,411</b>	<b>\$ 23,290</b>

See accompanying notes to unaudited consolidated financial statements

**ABM INDUSTRIES INCORPORATED AND SUBSIDIARIES**  
**CONSOLIDATED STATEMENTS OF CASH FLOWS**  
**(Unaudited)**

(Continued)

	Six Months Ended	
	April 30,	
(in thousands)	2012	2011
Supplemental Data:		
Cash paid for income taxes, net of refunds received	\$5,236	\$4,794
Effect from exercise of options		1,266
Cash received from exercise of options	8,094	6,465
Interest paid on line of credit	2,915	5,410

See accompanying notes to unaudited consolidated financial statements

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### Fair Value of Financial Instruments

As prescribed by FASB Accounting Standards Codification 820 ("ASC 820"), *Fair Value Measurements and Disclosures*, fair value is defined as the price that would be received to sell an asset or paid to transfer a liability (an exit price) in an orderly transaction between market participants at the measurement date. Valuation techniques used to measure fair value should maximize the use of observable inputs and minimize the use of unobservable inputs. These inputs consist of (1) observable inputs—market data obtained from independent sources, or unobservable inputs—market data determined using the Company's own assumptions about valuation. ASC 820 establishes a hierarchy to prioritize the inputs to valuation techniques, with the highest priority being given to Level 1 inputs and the lowest priority to Level 3 inputs, as described below:

**Level 1** – Quoted prices for identical assets or liabilities in active markets;

**Level 2** – Inputs other than Level 1 that are observable, either directly or indirectly, such as quoted prices for similar assets or liabilities in active markets; quoted prices for identical or similar instruments in markets that are not active; and model-derived valuations in which all significant inputs or significant value-drivers are observable in active markets; and

**Level 3** – Unobservable inputs for the asset or liability.

The following table presents the fair value hierarchy, carrying amounts, and fair values of the Company's significant financial instruments as of April 30, 2012 and October 31, 2011:

(in thousands)	Fair Value Hierarchy	April 30, 2012		October 31, 2011	
		Carrying Amount	Fair Value	Carrying Amount	Fair Value
<b>Assets</b>					
Cash and cash equivalents	1	\$ 25,411	\$ 25,411	\$ 26,467	\$ 26,467
Trade accounts receivable, net	2	564,055	564,055	552,098	552,098
Notes receivable	2	6,027	6,027	5,210	5,210
Assets held in funded deferred compensation plan	1	4,945	4,945	4,717	4,717
Investments in auction rate securities	3	17,994	17,994	15,670	15,670
<b>Total</b>		<u>\$618,432</u>	<u>\$618,432</u>	<u>\$604,162</u>	<u>\$604,162</u>
<b>Liabilities</b>					
Trade accounts payable	2	\$128,619	\$128,619	\$130,464	\$130,464
Interest rate swap	2	242	242	253	253
Line of credit	1	266,000	266,000	300,000	300,000
<b>Total</b>		<u>\$394,861</u>	<u>\$394,861</u>	<u>\$430,717</u>	<u>\$430,717</u>

The following methods and assumptions were used to estimate the fair value of the Company's classes of financial instruments for which it is practicable to estimate that value:

Cash and cash equivalents are stated at nominal value which equals fair value.

The carrying value of the Company's trade accounts receivable and payable, notes receivable, current assets of discontinued operations, prepaid expenses, and accrued liabilities approximates fair value due to their nature and short-term maturities of these instruments. Currently, there is no indication that a decrease in the value of the Company's notes receivable is probable. Therefore, the allowances on credit losses of notes receivable are immaterial.

The fair value of the assets held in the funded deferred compensation plan is based on quoted market prices. The assets are included in "Other assets" on the accompanying consolidated balance sheets.

For investments in auction rate securities, fair value is based on discounted cash flow valuation models, primarily utilizing unobservable inputs. See Note 6, "Auction Rate Securities," for the roll-forwards of assets measured at fair value using significant unobservable Level 3 inputs and the sensitivity analysis of significant inputs.

The fair value of the interest rate swap is estimated based on the present value of the difference between expected cash flows calculated at contracted interest rates and the expected cash flows at current market interest rates using observable benchmarks for London Interbank Offered Rate forward rates at the end of the period. The fair value is then compared to a valuation received from an independent third-party. See Note 8, "Line of Credit Facility."

Due to variable interest rates, the carrying value of outstanding borrowings under the Company's line of credit approximates its fair value.

During the six months ended April 30, 2012, the Company had no transfers of assets or liabilities between any of the above hierarchy levels.

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### 1. Segment Information

During the three months ended January 31, 2012, the Company changed the name of its Engineering segment to Facility Solutions to better reflect the variety of end-to-end integrated facility services, building operation and maintenance, and bundled energy solution services provided to its clients. The Company is organized into four reportable operating segments, Janitorial, Facility Solutions, Parking and Security, which are summarized as follows:

(in thousands)	Three Months Ended April 30,		Six Months Ended April 30,	
	2012	2011	2012	2011
<b>Revenues</b>				
Janitorial	\$ 593,447	\$ 590,254	\$1,187,787	\$1,184,860
Facility Solutions	222,550	229,197	456,323	421,845
Parking	152,680	156,127	306,130	308,993
Security	88,890	84,138	180,872	172,894
Corporate and other	(323)	367	(83)	660
	<u>\$1,057,244</u>	<u>\$1,060,083</u>	<u>\$2,131,029</u>	<u>\$2,089,252</u>
<b>Operating profit</b>				
Janitorial	\$ 33,494	\$ 34,934	\$ 64,002	\$ 64,798
Facility Solutions	6,381	6,842	12,746	14,292
Parking	6,092	4,894	10,842	9,628
Security	1,012	897	1,857	2,198
Corporate and other	(28,116)	(21,068)	(52,788)	(47,501)
<b>Operating profit</b>	18,863	26,499	36,659	43,415
Other-than-temporary impairment credit losses on auction rate security recognized in earnings	(313)	—	(313)	—
Income from unconsolidated affiliates, net	1,501	832	4,633	1,619
Interest expense	(2,441)	(4,317)	(5,275)	(8,363)
Income from continuing operations before income taxes	<u>\$ 17,610</u>	<u>\$ 23,014</u>	<u>\$ 35,704</u>	<u>\$ 36,671</u>

Most Corporate expenses are not allocated. Such expenses generally include current actuarial developments of self-insurance reserves relating to claims incurred in prior years, certain legal costs and settlements, certain information technology costs, share-based compensation costs, branding initiative costs, direct acquisition costs, severance costs associated with acquisitions, and certain chief executive officer and other executive and human resource department costs.

### Subsequent Events

On May 1, 2012, a wholly-owned subsidiary of the Company acquired the businesses and substantially all the assets of TEGG Corporation and CurrentSAFE Corporation, both Delaware corporations (“TEGG and CurrentSAFE”), pursuant to an Asset Purchase Agreement (the “Asset Purchase Agreement”) with TEGG and CurrentSAFE and the members and shareholders of TEGG and CurrentSAFE, dated as of May 1, 2012. TEGG and CurrentSAFE are U.S.-based, privately-held corporations engaged in the business of selling franchises and granting licenses to use their proprietary systems to deliver comprehensive electrical service and preventive and predictive maintenance solutions to commercial and industrial facilities, in the case of TEGG, and residences, in the case of CurrentSAFE. The acquisition expands the Company’s reach, increasing its services network in the commercial, industrial and residential electrical contracting industry.

The acquisition will be accounted for using the acquisition method of accounting. The purchase price for the acquisition was approximately \$6.2 million in cash, subject to post-closing adjustments. Approximately 8% of the purchase price is subject to a hold back by the Company for a period of 24 months as security for the sellers’ indemnification obligations under the Asset Purchase Agreement.

Due to the acquisition occurring subsequent to the reporting date, certain required disclosures, such as the preliminary allocation of the purchase price, the determination of goodwill, and acquisition related costs, have been omitted from the Company’s Quarterly Report on Form 10-Q for the quarter ended April 30, 2012 because the initial accounting for the business combination is incomplete as of the filing date. The Company will not provide pro forma information as the results of operations of this acquisition are not material to the Company’s consolidated financial statements.

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## Results of Operations

### Three Months Ended April 30, 2012 vs. Three Months Ended April 30, 2011

(\$ in thousands)	Three Months	Three Months	Increase	Increase
	Ended April 30, 2012	Ended April 30, 2011	(Decrease) \$	(Decrease) %
<b>Revenues</b>	\$1,057,344	\$1,060,083	\$ (2,839)	(0.3)%
<b>Expenses</b>				
Operating	947,916	944,523	3,393	0.4%
Selling, general and administrative	85,164	83,395	1,769	2.1%
Amortization of intangible assets	5,301	5,666	(365)	(6.4)%
Total expenses	1,038,381	1,033,584	4,797	0.5%
Operating profit	18,863	26,499	(7,636)	(28.8)%
Other-than-temporary impairment credit losses on auction rate security recognized in earnings	(313)	—	(313)	NM*
Income from unconsolidated affiliates, net	1,501	832	669	80.4%
Interest expense	(2,441)	(4,317)	(1,876)	(43.5)%
Income from continuing operations before income taxes	17,610	23,014	(5,404)	(23.5)%
Provision for income taxes	(5,863)	(8,814)	(2,951)	(33.5)%
Income from continuing operations	11,747	14,200	(2,453)	(17.3)%
Loss from discontinued operations, net of taxes	(35)	(8)	27	NM*
<b>Net income</b>	<u>\$ 11,712</u>	<u>\$ 14,192</u>	<u>\$ (2,480)</u>	<u>(17.5)%</u>

Not Meaningful

### Income and Income from Continuing Operations

Net income and income from continuing operations in the three months ended April 30, 2012 decreased by \$2.5 million to \$11.7 million (\$0.21 per diluted share), from \$14.2 million (\$0.26 per diluted share) in the three months ended April 30, 2011.

The decrease in net income and income from continuing operations was primarily related to:

\$5.1 million of legal expense associated with the settlement of certain legal cases;

a \$4.3 million increase in operating payroll and payroll related expenses, including higher federal and state unemployment insurance rates;

a \$0.9 million increase in legal fees and other costs associated with an internal investigation into a foreign entity previously affiliated with a joint venture; and

\$0.8 million of costs associated with the Company's branding initiative;

partially offset by:

a \$3.6 million decrease in selling, general and administrative payroll and payroll related expenses, due to cost control measures;

a \$3.0 million decrease in income taxes, primarily related to the decrease in income from continuing operations and certain discrete employment-based tax credits;

a \$1.9 million decrease in interest expense related to a decrease in average borrowings and average interest rates under the line of credit facility (the "Facility"); and

a \$0.7 million increase in income from unconsolidated affiliates primarily related to the Company's share of gains associated with property sales completed by one of its investments in a low income housing partnership.

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### Management Information

During the three months ended January 31, 2012, the Company changed the name of its Engineering segment to Facility Solutions to better reflect the variety of end-to-end integrated facility services, building operation and maintenance, and bundled energy solution services provided to its clients. The revenues and operating profits for the Company's reportable segments (Janitorial, Facility Solutions, Parking, and Security) are as follows:

(\$ in thousands)	Three Months	Three Months	Increase	Increase
	Ended April 30, 2012	Ended April 30, 2011	(Decrease) \$	(Decrease) %
<b>Revenues</b>				
Janitorial	\$ 593,447	\$ 590,254	\$ 3,193	0.5%
Facility Solutions	222,550	229,197	(6,647)	(2.9)%
Parking	152,680	156,127	(3,447)	(2.2)%
Security	88,890	84,138	4,752	5.6%
Corporate and other	(323)	367	(690)	NM*
	<u>\$ 1,057,244</u>	<u>\$ 1,060,083</u>	<u>\$ (2,839)</u>	<u>(0.3)%</u>
<b>Operating profit</b>				
Janitorial	\$ 33,494	\$ 34,934	\$ (1,440)	(4.1)%
Facility Solutions	6,381	6,842	(461)	(6.7)%
Parking	6,092	4,894	1,198	24.5%
Security	1,012	897	115	12.8%
Corporate and other	(28,116)	(21,068)	(7,048)	(33.5)%
<b>Operating profit</b>	<u>18,863</u>	<u>26,499</u>	<u>(7,636)</u>	<u>(28.8)%</u>
Other-than-temporary impairment credit losses on auction rate security recognized in earnings	(313)		(313)	NM*
Income from unconsolidated affiliates, net	1,501	832	669	80.4%
Interest expense	(2,441)	(4,317)	(1,876)	(43.5)%
<b>Income from continuing operations before income taxes</b>	<u>\$ 17,610</u>	<u>\$ 23,014</u>	<u>\$ (5,404)</u>	<u>(23.5)%</u>

Not Meaningful

### Janitorial

Janitorial revenues of \$593.4 million during the three months ended April 30, 2012, remained relatively consistent compared to \$590.2 million in the three months ended April 30, 2011. The slight increase was primarily related to an increase in tag work revenue from existing clients and additional revenue from new clients that exceeded the continuing impact of lost business and contract price compression experienced in fiscal 2011.

Operating profit decreased \$1.4 million, or 4.1%, during the three months ended April 30, 2012 compared to the three months ended April 30, 2011. Operating profit margin decreased by 0.3% from 5.9% in the three months ended April 30, 2011 to 5.6% in the three months ended April 30, 2012. The decrease was primarily related to the continuing impact of price compressions, increases in operating payroll and payroll related expenses, including higher federal and state unemployment insurance rates, and an increase in legal expenses and subcontractor costs, partially offset by a reduction in selling, general and administrative expenses due to cost control measures.

### Facility Solutions

Facility Solutions revenues decreased \$6.6 million, or 2.9%, during the three months ended April 30, 2012 compared to the three months ended April 30, 2011. The decrease was primarily related to the termination of certain U.S. government contracts in Iraq, and losses of client contracts that exceeded new business.

Operating profit decreased by \$0.5 million, or 6.7%, from \$6.9 million in the three months ended April 30, 2011, to \$6.4 million in the three months ended April 30, 2012. Operating profit margins slightly decreased by 0.1% from 3.0% in the three months ended April 30, 2011 to 2.9% in the three months ended April 30, 2012. The slight decrease was primarily related to the unfavorable margin impact as a result of the termination of certain U.S. government contracts in Iraq, and certain contract losses.

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Results of Operations

Months Ended April 30, 2012 vs. Six Months Ended April 30, 2011

(\$ in thousands)	Six Months Ended	Six Months Ended	Increase (Decrease)	Increase (Decrease)
	April 30, 2012	April 30, 2011	\$	%
<b>Revenues</b>	\$2,131,029	\$2,089,252	\$41,777	2.0%
<b>Expenses</b>				
Operating	1,914,336	1,868,828	45,508	2.4%
Selling, general and administrative	169,184	166,050	3,134	1.9%
Amortization of intangible assets	10,850	10,959	(109)	(1.0)%
Total expense	2,094,370	2,045,837	48,533	2.4%
Operating profit	36,659	43,415	(6,756)	(15.6)%
Other-than-temporary impairment credit losses on auction rate security recognized in earnings	(313)	—	(313)	NM*
Income from unconsolidated affiliates, net	4,633	1,619	3,014	NM*
Interest expense	(5,275)	(8,363)	(3,088)	(36.9)%
Income from continuing operations before income taxes	35,704	36,671	(967)	(2.6)%
Provision for income taxes	(13,317)	(14,066)	(749)	(5.3)%
Income from continuing operations	22,387	22,605	(218)	(0.9)%
Loss from discontinued operations, net of taxes	(45)	(24)	(21)	NM*
<b>Net income</b>	<u>\$ 22,342</u>	<u>\$ 22,581</u>	<u>\$ (239)</u>	<u>(1.1)%</u>

Not Meaningful

Income and Income from Continuing Operations

Net income and income from continuing operations in the six months ended April 30, 2012 decreased by \$0.2 million to \$22.4 million (\$0.41 per diluted share) from \$22.6 million (\$0.42 per diluted share) in the six months ended April 30, 2011.

The decrease in net income and income from continuing operations was primarily related to:

\$5.1 million of legal expense associated with the settlement of certain legal cases;

\$4.8 million increase in payroll related expenses associated with higher federal and state unemployment insurance rates;

\$2.7 million of legal fees and other costs associated with an internal investigation into a foreign entity previously affiliated with a joint venture; and

\$1.5 million of costs associated with the Company's branding initiative;

partially offset by:

a \$4.8 million decrease in transaction costs associated with the Linc Acquisition;

a \$3.1 million decrease in interest expense due to a decrease in average borrowings and average interest rates under the Facility;

a \$3.0 million increase in income from unconsolidated affiliates primarily related to the Company's share of gains associated with property sales completed by one of its investments in a low income housing partnership; and

a \$2.7 million sales allowance reserve reduction primarily driven by sustained improvements in historical and expected credits on client receivables which the Company attributes, in part, to its recently enhanced billing systems and related processes.

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### Management Information

During the three months ended January 31, 2012, the Company changed the name of its Engineering segment to Facility Solutions to better reflect the variety of end-to-end integrated facility services, building operation and maintenance, and bundled energy solution services provided to its clients. The revenues and operating profits for the Company's reportable segments (Janitorial, Facility Solutions, Parking, and Security) were as follows:

(\$ in thousands)	Six Months Ended	Six Months Ended	Increase (Decrease)	Increase (Decrease)
	April 30, 2012	April 30, 2011	\$	%
<b>REVENUES</b>				
Janitorial	\$1,187,787	\$1,184,860	\$ 2,927	0.2%
Facility Solutions	456,323	421,845	34,478	8.2%
Parking	306,130	308,993	(2,863)	(0.9)%
Security	180,872	172,894	7,978	4.6%
Corporate and other	(83)	660	(743)	NM*
	<u>\$2,131,029</u>	<u>\$2,089,252</u>	<u>\$41,777</u>	<u>2.0%</u>
<b>Operating profit</b>				
Janitorial	\$ 64,002	\$ 64,798	\$ (796)	(1.2)%
Facility Solutions	12,746	14,292	(1,546)	(10.8)%
Parking	10,842	9,628	1,214	12.6%
Security	1,857	2,198	(341)	(15.5)%
Corporate and other	(52,788)	(47,501)	(5,287)	(11.1)%
<b>Operating profit</b>	<u>36,659</u>	<u>43,415</u>	<u>(6,756)</u>	<u>(15.6)%</u>
Other-than-temporary impairment credit losses on auction rate security recognized in earnings	(313)		(313)	NM*
Income from unconsolidated affiliates, net	4,633	1,619	3,014	NM*
Interest expense	(5,275)	(8,363)	(3,088)	(36.9)%
<b>Income from continuing operations before income taxes</b>	<u>\$ 35,704</u>	<u>\$ 36,671</u>	<u>\$ (967)</u>	<u>(2.6)%</u>
Not Meaningful				

### Janitorial

Janitorial revenues of \$1,187.8 million during the six months ended April 30, 2012, remained relatively consistent compared to \$1,184.9 million in the six months ended April 30, 2011. The slight increase was primarily related to an increase in tag work and a reduction in sales allowance reserve, primarily driven by sustained improvements in historical and expected credits on client receivables, partially offset by the continuing impact of lost business and contract price compression experienced in fiscal 2011 that exceeded additional revenue from new clients.

Operating profit decreased \$0.8 million, or 1.2%, during the six months ended April 30, 2012 compared to the six months ended April 30, 2011. Operating profit margins slightly decreased by 0.1% from 5.5% in the six months ended April 30, 2011 to 5.4% in the six months ended April 30, 2012. The decrease was primarily related to the continuing impact of price compressions, increases in operating payroll and other related expenses, including higher federal and state unemployment insurance rates, and an increase in legal expenses and subcontractor costs, partially offset by a reduction in the sales allowance reserve, and lower selling, general and administrative expenses due to cost control measures.

**THE PORT AUTHORITY OF NY & NJ**

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

**ABM**  
Parking Services

**DETAILED EXPERTISE  
AND PAST EXPERIENCE**

### c. Detailed Expertise and Past Experience

For the past 40 years, Ampco System Parking DBA ABM Parking Services has been one of the nation's premier operators of parking facilities, presently serving clients in 40 states and over 200 cities throughout the country. Starting from the ground up in 1966 with just one parking facility, ABM has grown to its present size of over 2,000 locations, 36 Airport Operations and over 12,500 employees. ABM Parking Services opened our first airport operation in the late 1960's, and since then we have operated all types of airport operations from large, international airports such as John F. Kennedy and Minneapolis – St. Paul, medium size airports such as Honolulu and Austin to small, regional airports like Southwest Georgia and Tyler, Texas.

#### SIMILAR EXPERIENCE

ABM Parking Services has the active, extensive experience with, and the responsibility for the management and operation of multiple parking facilities that are comparable in size and scale to the Port Authority of New York and New Jersey Airport Parking Facilities. In addition, ABM Parking Services is the incumbent parking management firm at the Authority's Airport Parking Operations, successfully operating the facilities since 1984 (JFK), 1989 (LGA), and 2002 (EWR).

ABM Parking Services currently operates the following airport parking facilities that are similar in size and scope to the Port's facilities:

- **McCarren Las Vegas International Airport** – valet parking

- **Orlando International Airport** – parking management & valet parking
- **Minneapolis – St. Paul International Airport** - parking management & valet parking
- **Washington – Dulles International Airport** – parking management & valet parking
- **Honolulu International Airport** – parking management, valet parking & ground transportation management
- **Tampa International Airport** – parking management, valet parking and public shuttle
- **St. Louis – Lambert International Airport** - parking management and public shuttle
- **Oakland International Airport** – parking management

#### CUSTOMER SERVICE

ABM Parking Services operates under the principle that customer service is key to achieving success in the 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 parker**. The parking business dictates that our employees will always create the first and last impression of every patron utilizing your facility. This is why we maintain a customer service department, and a "Customer Courtesy Program" that guarantees a pleasant experience or the visit is on us. This service guarantee is unmatched by any other parking management company.

EXPERIENCE EXPERIENCE

PROFESSOR'S CAPABILITY



ABM Parking Services has extensive experience in improving customer service at airports across the country. ABM Parking Services has implemented numerous customer service initiatives at the Port's Airport Parking Facilities. Most recently, we have submitted a graphics and signage package at EWR, JFK and LGA that was designed to make the Airport Parking Facilities more customer friendly. Please see a sample from our EWR signage improvement package at the end of this section. In addition, ABM has worked with numerous other airports. The following are some examples:

• **Austin – Bergstrom International Airport**

ABM Parking Services has worked with the Airport to create one of the most comprehensive customer loyalty programs in the country at our Austin Bergstrom International Airport operation. With radio and television advertising, this loyalty program has been a major success. Customers who sign up receive a proximity card that is used to track customer points as well as to enter and exit the parking facility. The customer is rewarded with both points and the ability to conveniently enter and exit the parking facility with a proximity card. The credit card used when signing up for the program is automatically debited for all accumulated parking fees. Below, please find promotional information developed to advertise this program on our ABIA website.

**Zip In Zoom Out and Earn Points While Doing It**

The Park Perk Program™ is a better way to earn free airport parking. It was designed with you, the air traveler, in mind. Simply register for

the program online and begin earning reward points today. With the Park Perk Program™, you earn twenty points for each dollar you spend with us and since points are based on dollars, you earn more points for longer stays. You can earn points in any lot, and you can redeem them for free parking in any lot.

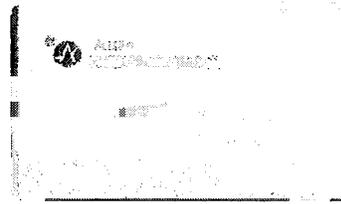
**Earn Points, Park Free**

By using the Park Perk Program™ Card, you can bypass the long lines. Simply swipe your Pass at the entrance and again at the exit. We will automatically charge your stay to your credit card that you provided at the time of sign-up. You can then check the status of your Park Perk Program™ account through this website. You can view your current number of earned points and also check your current number of free days of parking. Once you have earned a free day or days of parking, you can select on which day(s) you wish to redeem your rewards through this website. Then use your Park Perk Program™ Card as usual and the reward will be applied automatically.

**Need your receipt?**

Go online and print out your receipt from your account activity page at your convenience.

The Austin Bergstrom International Airport is just one example of how Ampco System Parking has assisted in the development of a comprehensive loyalty program which optimizes the features and capabilities of the on-site



parking revenue and control equipment. In addition to Loyalty Programs for the traveler, this system also has a corporate loyalty



program as well that gives discounted parking to all travelers who work for participating corporations and utilize their corporate credit card.

- **Denver International Airport**

When the Denver International Airport's Pike's Peak Long Term Parking Facility was expanded to nearly 9,000 parking stalls, it quickly became evident that the lot was too large to continue with the original plan of operation, a single route system. With 18 shuttle stops in the lot, a passenger boarding the bus at the first stop could spend the next 25 minutes or more driving through the lot on the bus, before leaving for the terminal.

Due to the enlarged lot, ABM Parking Services experienced a significant challenge in meeting our customer service expectations. The single route system, given the bus passenger capacity and the maximum allowed employee staffing by the airport, caused our buses to be loaded to capacity in the earlier shuttle stops, causing our drivers to pass waiting customers at later stops while driving full to the terminal. Without a doubt, an unfavorable impression of the operation was given to our customers.

To solve this customer service dilemma, ABM's airport parking professionals examined the Pike's Peak Lot and devised an alternate method of operation that would greatly enhance customer service while not adding any extra labor or additional buses. After convincing the Airport to try our plan, ABM split the lot into two separate routes, an A route and a B route (ultimately named Aspen Route and Bear Route). By dividing up the service to the 18

shuttle stops (9 per route) in the lot and adding an additional drop off and pick up point at the terminal, ABM Parking Services was able to greatly enhance service throughout the operation. The new split route system reduced the average headway dramatically to the 10 minute standard required by the Airport or below. In addition, because of fewer shuttle stops on a route, the likelihood of buses filling up before the route is complete, leaving customers to wait for the next bus was reduced to a minimum. After the first few weeks, it was evident that the new plan was a success and it was implemented on a permanent basis.

The revised operation of the Pike's Peak Lot brought customer service standards to a higher level than they were before the lot was expanded. This was achieved using the same amount of driver hours and equipment. The only expenses involved were for the additional signage needed on the lot and in the terminal.

Customer Service Surveys performed by the Airport showed a score of 94.84% out of 100%. Before the Split Route service was implemented on the Pike's Peak Lot, scores averaged 12% - 15% lower due to customer service issues and long headways.

### **TECHNICAL EXPERIENCE**

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

**ABM**

Parking Services

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

ABM Parking Services stands at the forefront of the technology curve with one of the finest Information Technology Services in the industry. ABM has instituted many state-of-the-art computer programs to simplify the parking business, as well as maintained strict regulatory requirements, including compliance with Sarbanes-Oxley. It is necessary to utilize technology to increase employee productivity and enhance client communication. Whether it's a new system to improve revenue control, enhance efficiency or fine-tune auditing, ABM has the experience and technology to make it happen.

### **PCI Compliance**

ABM Parking Services has been working diligently since the requirements from the Payment Card Industry (PCI) were released several years ago. On June 17, 2008, ABM received a Certificate of Compliance and is enrolled in Trustwave's TrustKeeper Compliance Validation service to meet the

Payment Card Industry Data Security Standard (PCI/DSS).

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

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

ABM Parking Services and our airport operations staff have vast experience with all types of access and revenue control systems including Federal APD, Xerox / ACS, Amano – McGann, ZEAG, Scheidt and Bachmann, etc. Not only does ABM have parking management experience, we also have extensive experience operating large airport valet operations, as well as airport transportation systems of all sizes.

### **WEBSITE DESIGN**

ABM Parking Services can help the PANYNJ create and / or improve the parking facilities website. ABM has in-house IT professionals, as well as outside contractors, who can help the Authority with website upgrades, graphics and



Parking Services

improvements, as well as create entirely new features and products.

In addition to helping our customers with programming, weblinks and minor tweaks and changes to their own websites, ABM has recently developed the following websites:

- ABM4WD Website which allows our customers to download statements and reports electronically, reducing the amount of paper waste that is created every month.
- Electronic billing website which allows monthly parkers to create an account, make changes / add and delete parkers from their account and make payments on-line.
- On-line Airport Parking Reservation website that allows parkers to reserve their parking space during busy holidays peak times.

In addition to the above websites, ABM Parking Services is nearing the completion of an on-line frequent parker program that will be available to our large commercial and airport parking accounts. The on-line Frequent Parker Program will have the same features that other on-line rewards programs have, at a fraction of the cost.

The following procedures will be utilized in the creation of any website:

Specific PCI project requirements

Business and management sign off on all changes is required.

1. Specialized server environment is required.

- a. Shared servers must have app pools for each site and separate system users for each app pool.
- b. Access to servers must be restricted as much as possible.
  - i. Only senior-level developers can access PCI servers and they must request access when the need arises.
  - ii. PCI servers can only be accessed through an intermediate server. This prevents someone from being able to access the server directly from their machine.
2. All code must be reviewed by a senior-level developer who did not take part in writing the reviewed code.
  - a. Documentation of code reviews must be kept.
  - b. Code reviews need to happen before code is released to production.
3. All test data must be removed from the database when it is released to production.
4. Sensitive data must be removed from the database when data is moved from production to a stage or development environment.
5. When the site is released to production, a daily Hackersafe scan of the site must be created.
  - a. This scan should be performed on the staged site before the site goes live.
6. If cardholder information is stored in the database, specific security measures must be put into place.
  - a. Strong encryption methods must be used to store the payment data. These



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methods are defined in the PCI Encryption Standards portion of the coding standards documentation. Areas that will need to be encrypted are:

\*This data will only need to be encrypted if the full card number is also stored.

- i. Credit Card Numbers
  - ii. Card holder names\*
  - iii. Expiration Date\*
- b. It is never permissible to store the CVV number in the database.
- c. Web application password security must conform to the section 8.5 PCI standards – if the application allows users to view cardholder information:
- i. Strong password validation:
    1. At least 7 characters
    2. Numeric and alphabetic characters
    3. Do not allow submission of a password that is the same as any of the last four passwords used for that user.
  - ii. System must lock accounts after no more than six failed attempts.
    1. Lockout must be for at least 30 minutes – or until an administrator enables the account.
  - iii. Session timeouts need to be set at no more than 15 minutes.
- d. Cardholder information can exist in the system only as long as it can be justified with a business reason.
- i. If a client requires card holder information to be in the system for longer than 90 days, they must sign off on that decision.

**THE PORT AUTHORITY OF NY & NJ**

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



# EWING PROPOSED SIGNAGE PACKAGE



dir

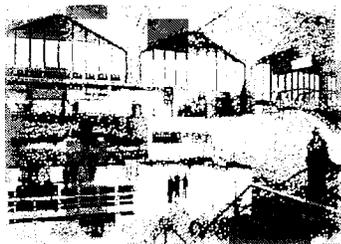
A Marketing Plan for

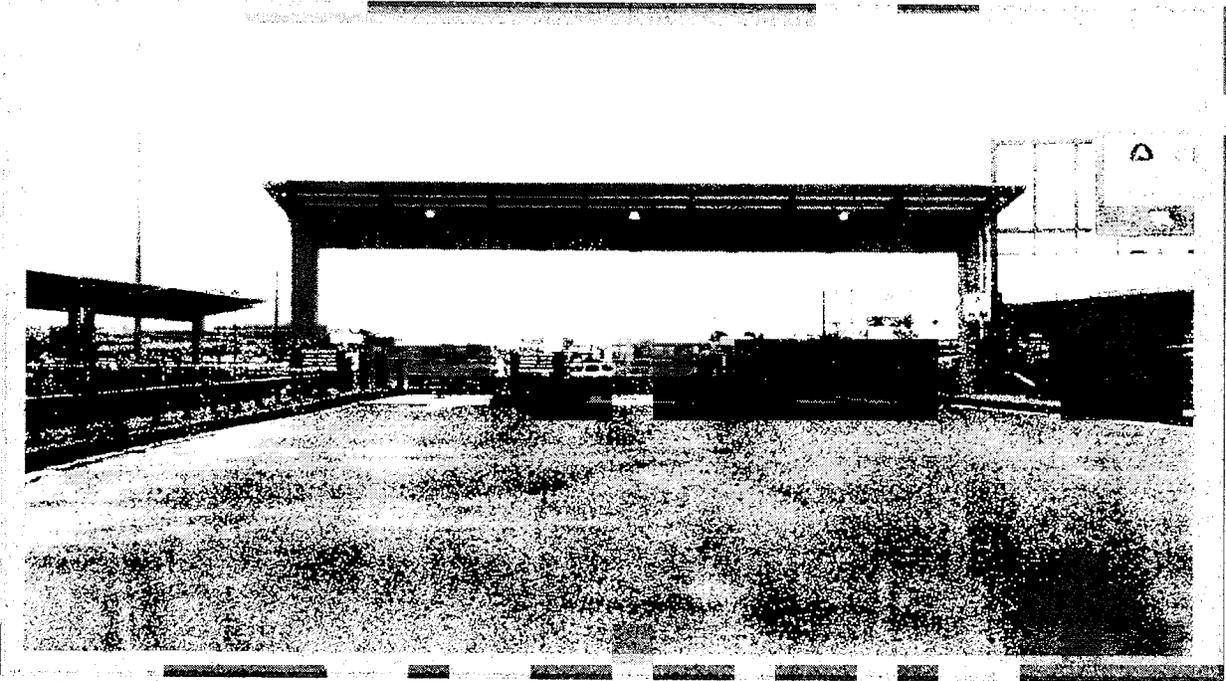
MINI-IMPACT

# ABM

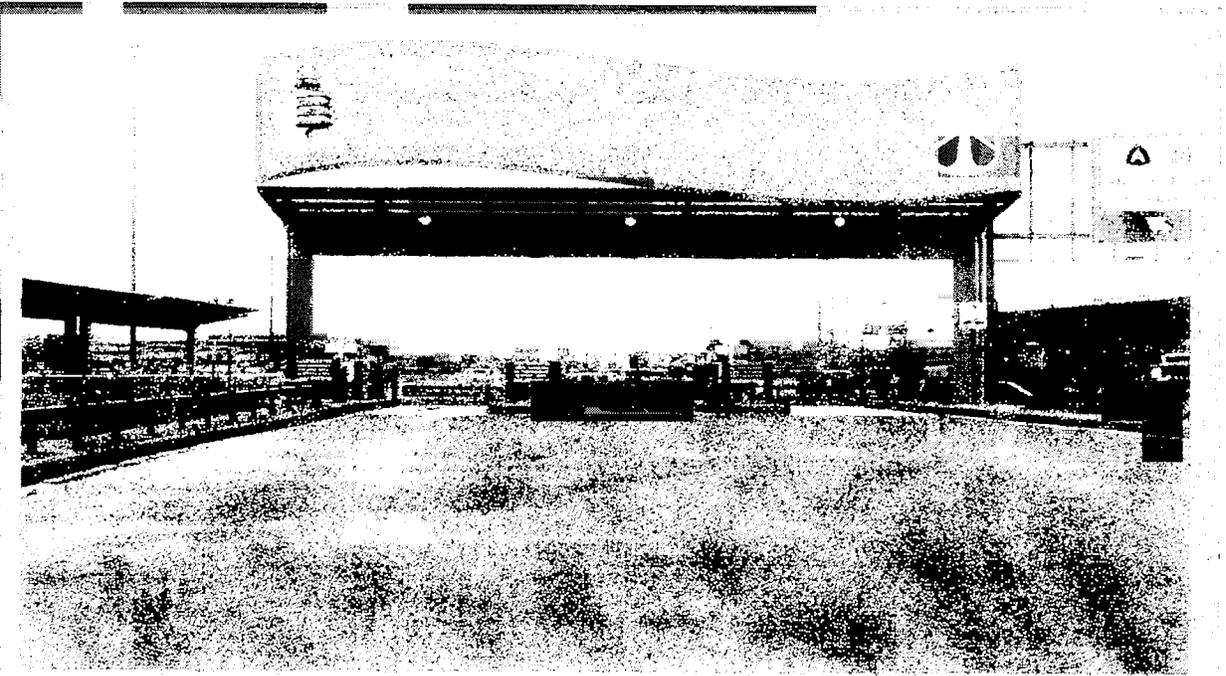
## Building Value

In this marketing plan we will show signage to be placed within the airport to inform our customer's about their parking options. We have documented locations that will help re-invent parking within the airport.





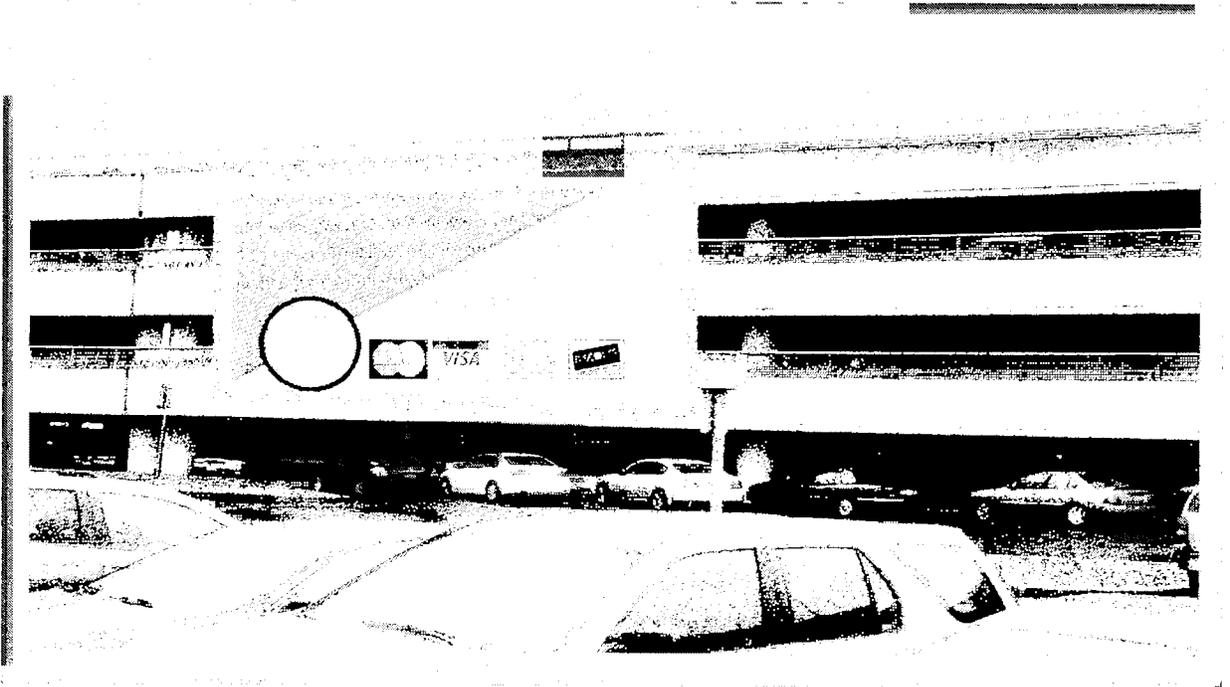
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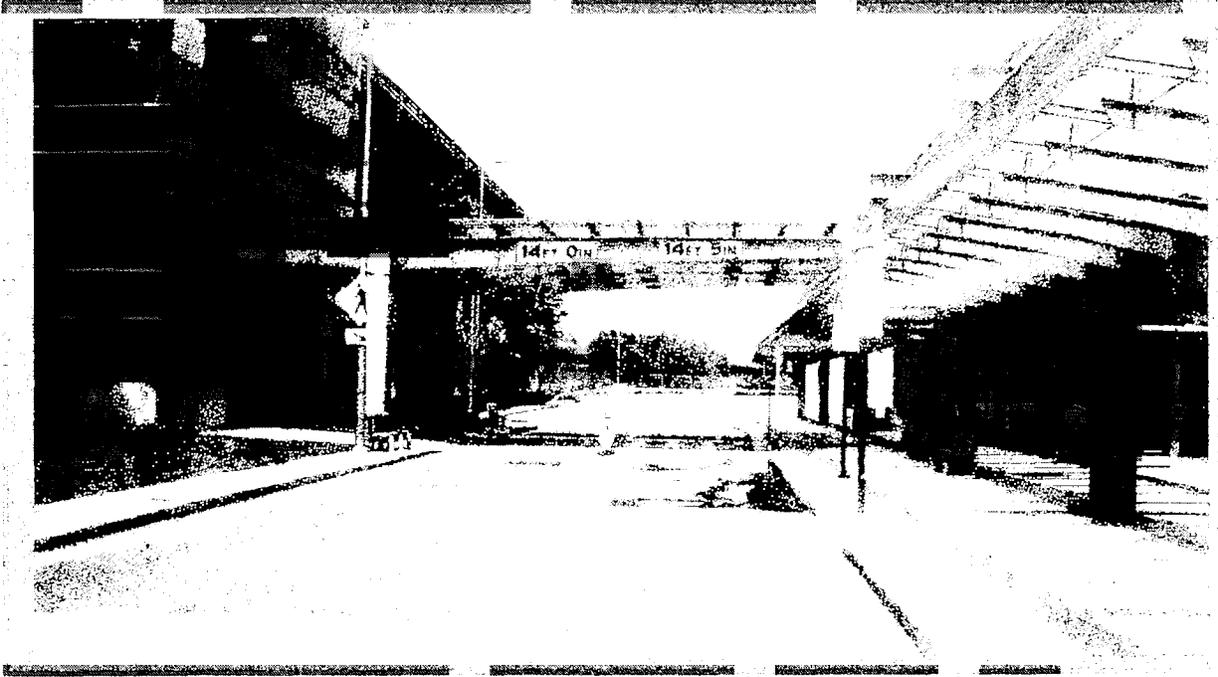
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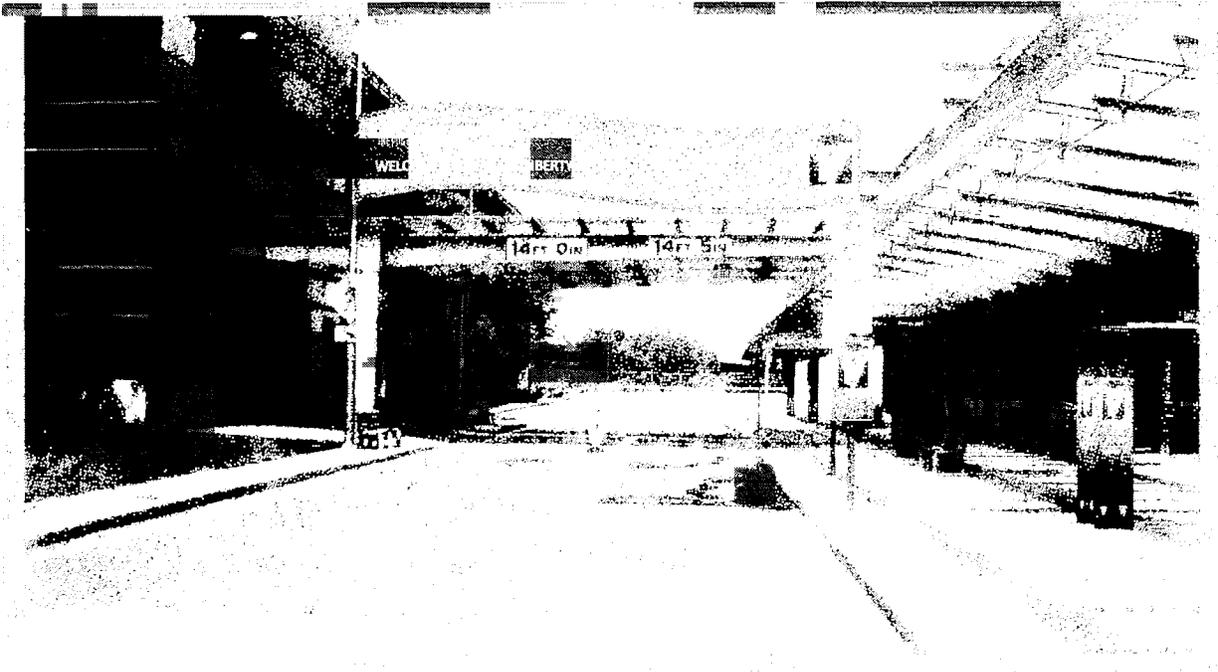
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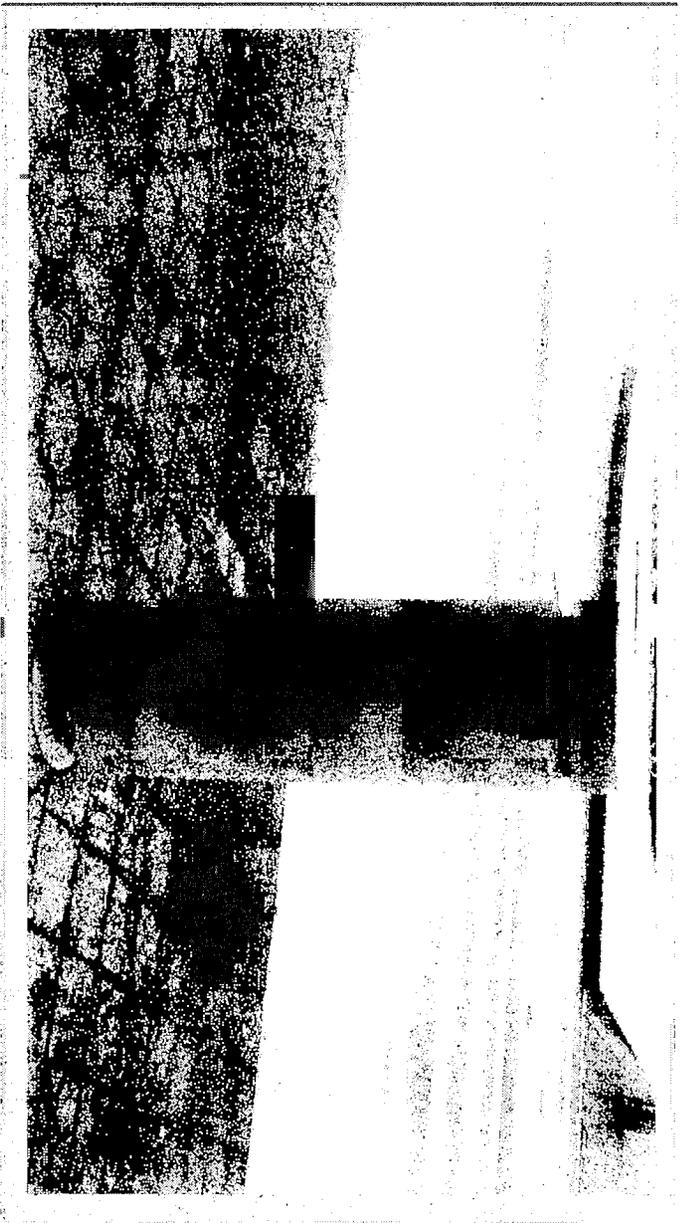
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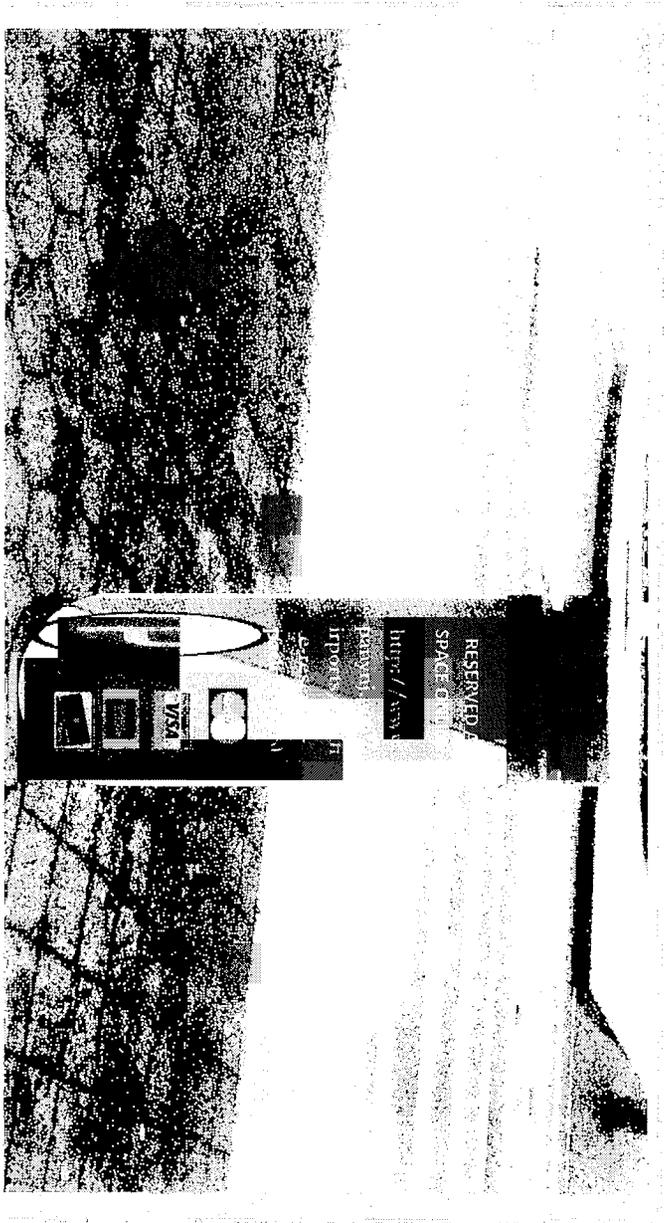
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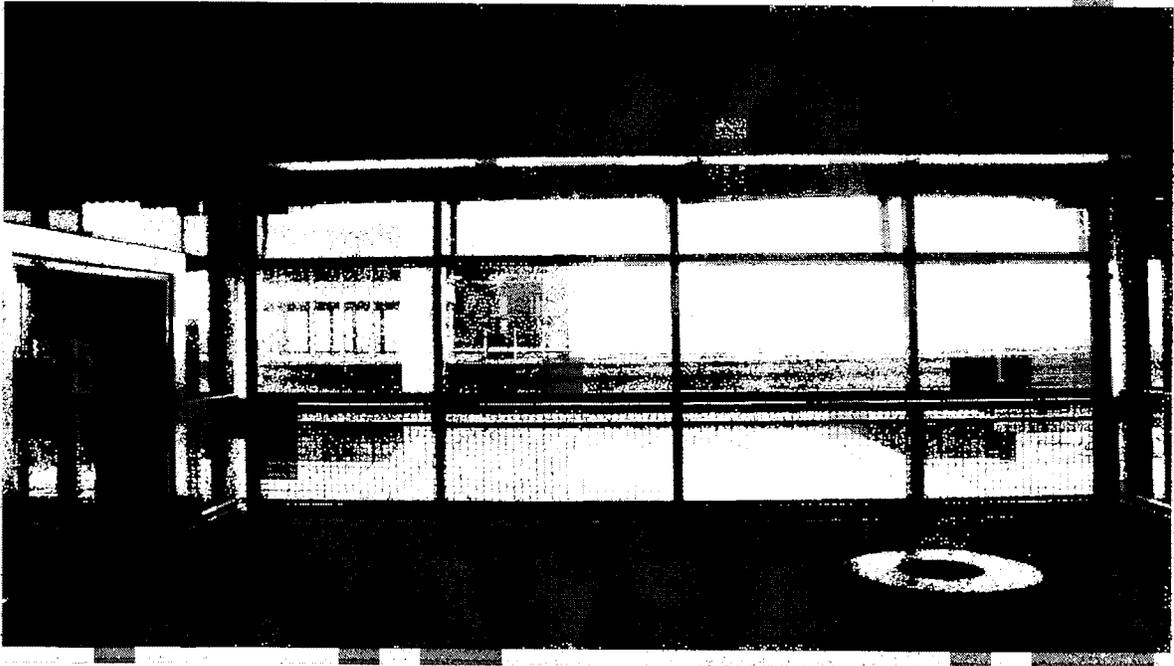
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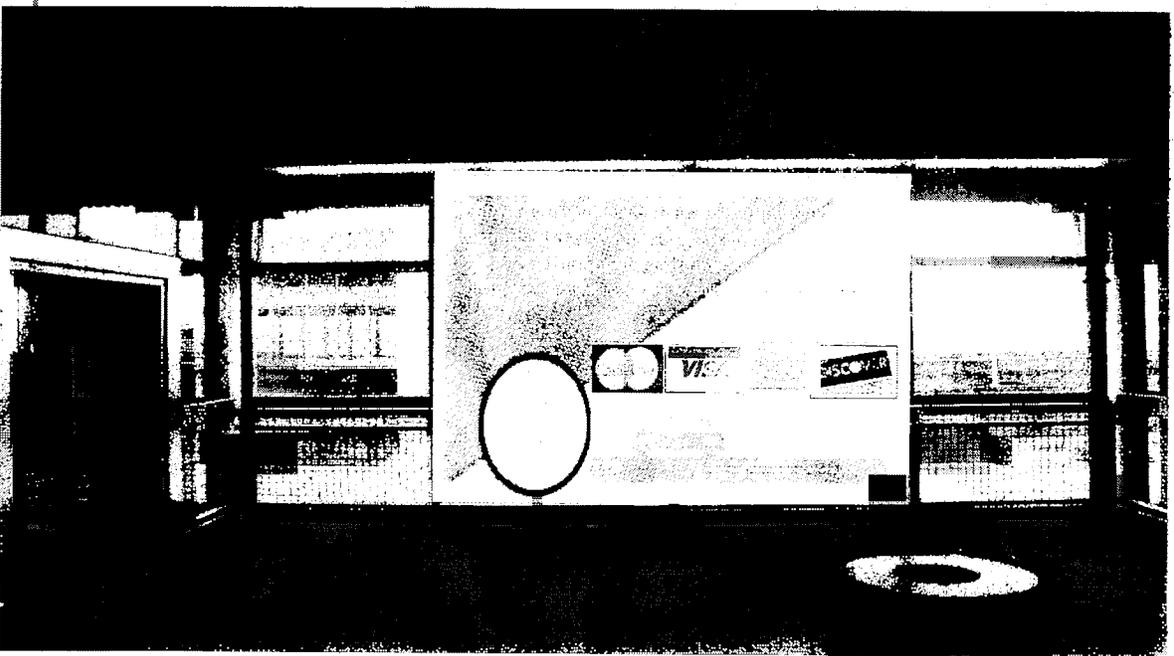
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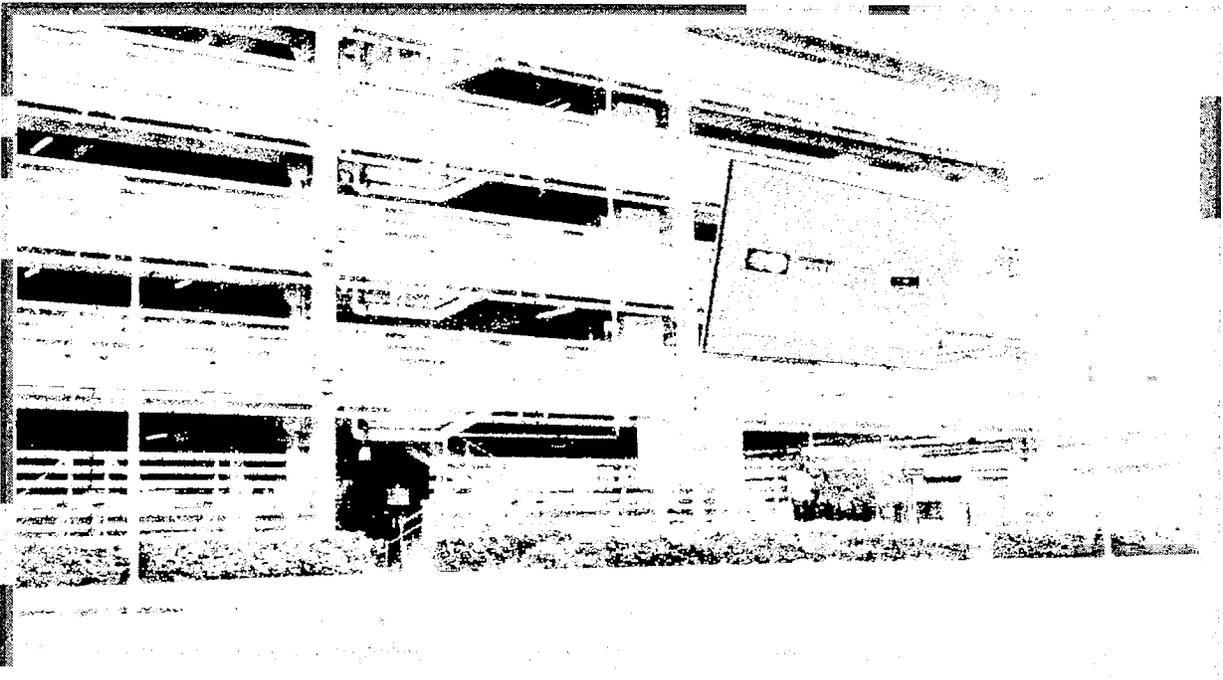
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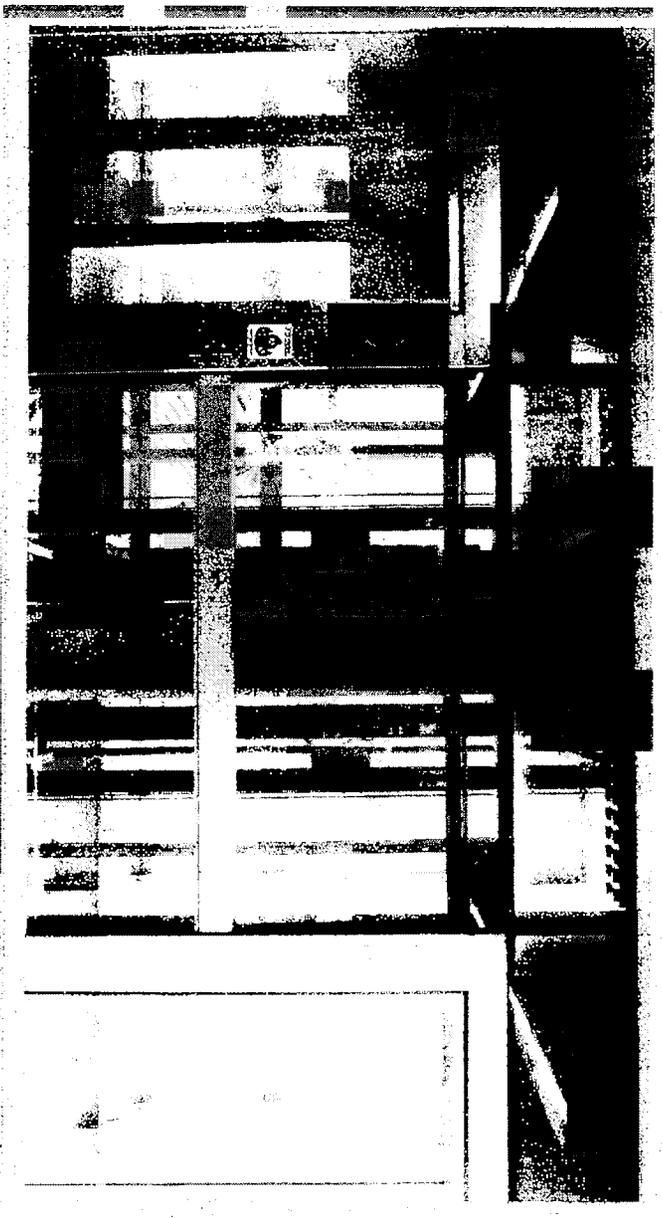
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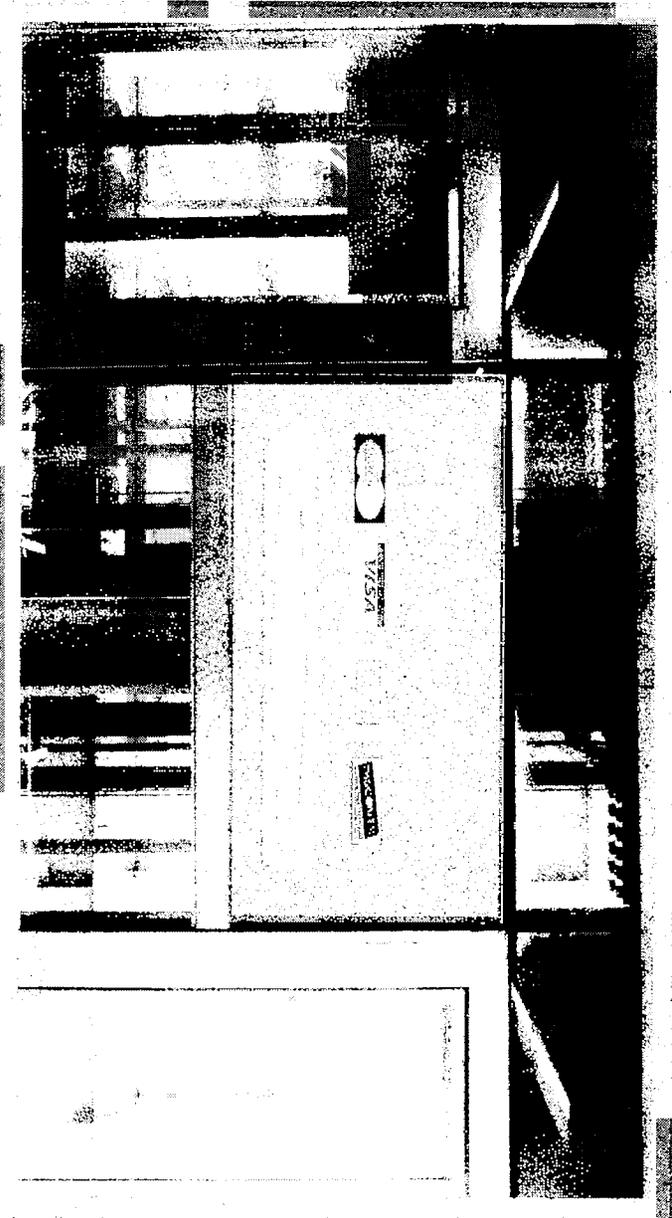
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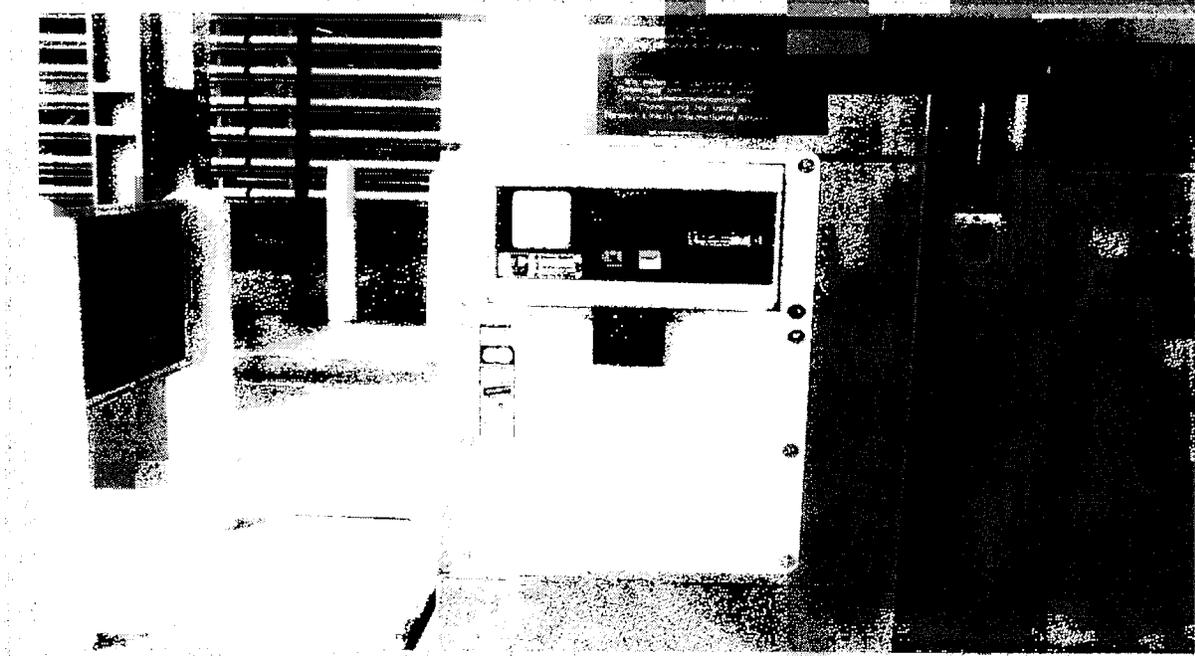
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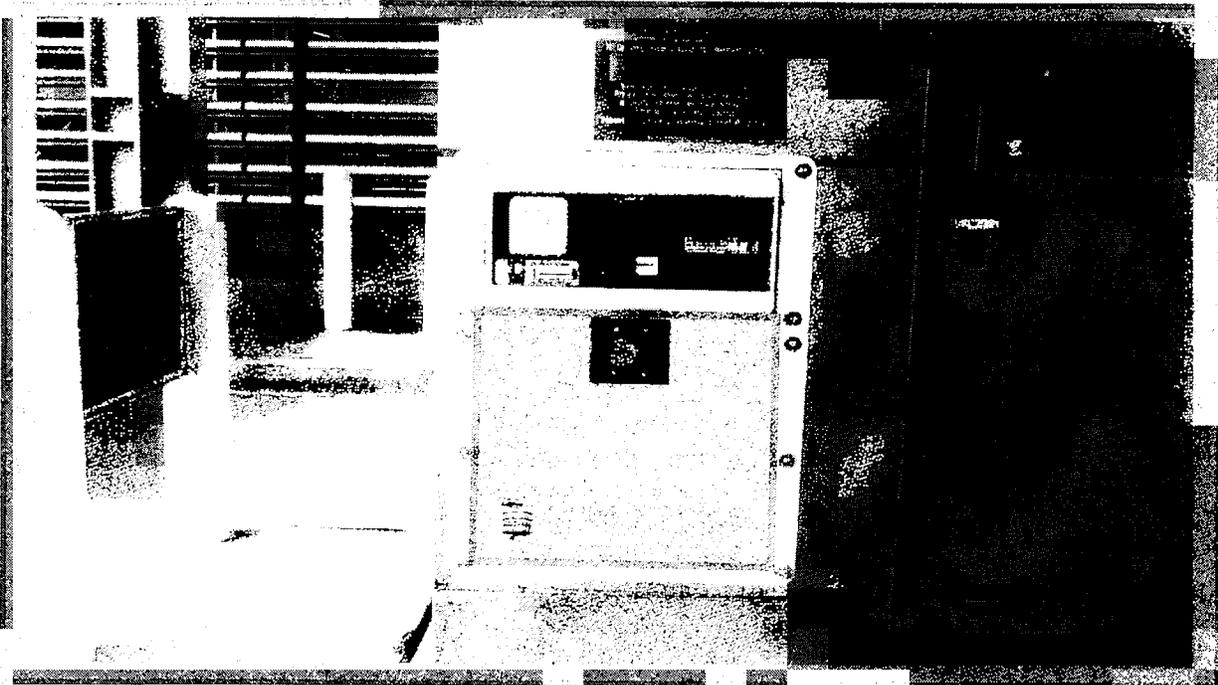
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**THE PORT AUTHORITY OF NY & NJ**

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



# RISK ASSESSMENT AND SUCCESSION PLANS



**ABM**

Parking Services

**EXPERIENCE**

**IN**

**OF**

**ROPO**

**QUALITY**

#### **d. Risk Assessment**

As the current operator of the Port Authority of New York and New Jersey's Airport Parking Facilities, there is NO additional risk for ABM Parking Services to retain the contract. There will be no issues or risk in expanding our operations with the addition of the parking facilities at Stewart International Airport to the contract. If the contract is awarded to ABM Parking Services, it will not be affected by our 2,000 other parking operations including 33 other airport contracts.

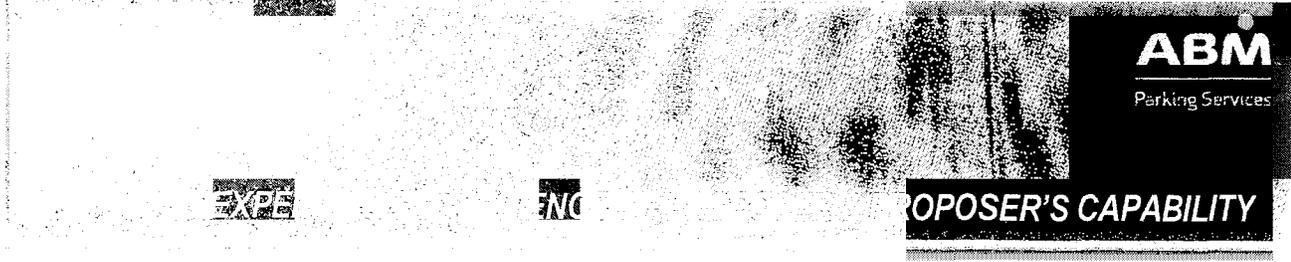
ABM Parking Services (and formerly, Five Star Parking) has demonstrated over the years that our firm has all necessary resources required to operate the contract in a quality manner. If we are chosen to operate under the new contract, ABM Parking Services will continue to operate the PANYNJ Airport Parking Facilities in a quality manner and will meet and exceed the expectations of the Authority.

**THE PORT AUTHORITY OF NY & NJ**

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

**ABM**  
Parking Services

# EMPLOYEE MANAGEMENT PROGRAMS



**ABM**

Parking Services

**PROPOSER'S CAPABILITY**

#### **g. Employee Management Programs**

For a detailed description of ABM Parking Services' Employee Management Programs, please see Tab F Proposal, Sub Tab 2 Management Approach, Section B of this proposal.

Please see the following pages for our Sample Employee Handbook. Our employee handbook covers all facets of employment with ABM Parking Services including:

- Conditions of Employment
- Compensation
- Paid Time Off
- Unpaid Time off
- Company Rules
- Workplace Safety and Health
- Benefits
- Termination

# EMPLOYEE HANDBOOK

**ABM**<sup>TM</sup>

Parking .es

## PRESIDENT'S MESSAGE

**W**e're very happy to welcome you to the ABM Family of Services. You have joined an organization that has established an outstanding reputation for quality service and products. Credit for this goes to every employee. We hope that you, too, will find satisfaction and take pride in your work here.

This Handbook is intended to help you get acquainted with your Company's employment guidelines, policies and procedures. We hope that it will serve as a useful reference document throughout your employment. *These guidelines, policies and procedures apply to all employees unless individual employment contracts or collective bargaining agreements provide otherwise.*

From time to time, the information included in our Employee Handbook may change. New guidelines, policies and procedures will be announced in bulletins, memos or other Company publications. You should keep copies of these. When it becomes necessary, we'll update this entire Handbook and you'll receive a new copy.

Mutual respect for each other is a requirement as we work together to reach our common goals. Having a clear understanding of the employment guidelines, policies and procedures will go a long way in developing your career potential. We hope that this Handbook will help you understand what is expected of you during your period of employment with the Company.

Your compliance with these guidelines, policies and procedures can be very important to your future and to the future of your Company.



Henrik Slipsager  
President and Chief Executive Officer  
ABM Industries Incorporated

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## CONDITIONS OF EMPLOYMENT

### EQUAL EMPLOYMENT OPPORTUNITY POLICY

The Company is an equal employment opportunity employer. The Company will not discriminate against qualified applicants or employees with respect to any terms or conditions of employment based on race, color, national origin, ancestry, gender, sexual orientation, age, religion, creed, physical or mental disability, marital status or any other characteristic prohibited by state or federal law or local ordinances.

When necessary, the Company will reasonably accommodate employees and applicants with disabilities if the person is otherwise qualified to safely perform all of the essential functions of the position.

### AT-WILL EMPLOYMENT

You are free to terminate your employment with the Company at any time, with or without a reason, and the Company has the right to terminate your employment at any time, with or without a reason unless prohibited by law or written contract. Although the Company may choose to terminate employment for cause, cause is not required. This is called "at-will" employment.

No one other than the President of the Company has the authority to alter this policy of "at-will" employment. Further, any such change of policy must be in writing and signed by the President.

The Company reserves the right to make lawful changes in its terms and conditions of employment. Nothing in this Handbook should be read as contractually limiting that right or as guaranteeing employment for any specific length or period of time.

## CONDITIONS OF EMPLOYMENT

### NEW HIRES

All offers of employment are contingent on verification of your right to work in the United States, as required by the Immigration Reform & Control Act of 1986. Upon receiving a conditional offer of employment, you will be asked to provide original documents verifying your right to work and to sign a verification form required by federal law. If you cannot verify your right to work in the United States, the Company may be obligated to revoke your employment.

### INTRODUCTORY PERIOD

New employees are "introductory employees." During this period, you will have an opportunity to learn your new position and see whether you enjoy your employment here. The Company will use this period to determine whether you are able to meet its expectations. Upon completion of this period, the Company will review your performance.

Completion of this introductory period does not entitle you to remain employed by the Company for any definite period of time. After completion of this period, eligible employees may be eligible for benefits described in this Handbook.

### EMPLOYMENT STATUS

There are five types of employees at the Company. Your employment status is one of the following:

(1) *Introductory Employee* - employees who have not yet completed the "introductory period";

## CONDITIONS OF EMPLOYMENT

(2) *Regular Full-Time Employee (exempt or non-exempt)* - employees who are salaried, although the salary may be converted to an hourly rate. These employees are not in a temporary status and are regularly scheduled to work the Company's full-time schedule.

(3) *Regular Part-Time Employee (exempt or non-exempt)* - employees who are salaried, although the salary may be converted to an hourly rate. These employees are not assigned to a temporary status and are regularly scheduled to work less than the Company's full-time work schedule. Regular part-time employees working less than 30 hours weekly are not generally eligible for Company benefits.

(4) *Temporary Employee* - employees who are hired as interim replacements to temporarily supplement the workforce or to assist in the completion of a specific project. Employment assignments in this category are of a limited duration. Temporary employees, whether full-time or part-time, are generally not eligible for Company benefits.

(5) *Hourly Employee* - employees who may or may not be on a regular schedule and are paid by the hour only for the hours they work. These jobs may be "on call" or restricted in schedule. Hourly employees generally are not eligible for Company benefits.

*Union Employees* may fall into any one of the above classifications and are members of an independent labor union whose terms and conditions of employment are covered by a collective bargaining agreement between the Company and that union.

## CONDITIONS OF EMPLOYMENT

### EMPLOYMENT OF RELATIVES/COHABITANTS Potential for Conflicts

The employment of relatives or close friends in the same area of an organization may cause serious conflicts and problems with favoritism and employee morale. Therefore, any hire, transfer, or promotion involving a relative by blood or marriage, or co-habitant, of any executive or manager of the Company requires prior written approval of an operating subsidiary senior vice president or corporate vice president. For purposes of this policy, relatives means a person's spouse, parents, children, grandchildren, siblings, mothers-in-law and fathers-in-law, sons and daughters-in-law, brothers and sisters-in-law, aunts and uncles and the spouses of aunts and uncles, [the children of aunts and uncles,] and anyone who shares the employee's home. Employees have a duty to bring such relationships to the attention of their human resources representative.

In addition, no relative of an employee shall be employed by the Company in any position where either of them is subject to any supervision, direction or review by the other, directly or through another person, with respect to any work activity, compensation or financial transactions or records, *without prior written approval of ABM Industries' President & Chief Executive Officer, and ABM Industries' Senior Vice President of Human Resources or ABM Industries' Vice President of Internal Audit.* This policy also applies to employees in positions which have access to Company proprietary information and/or sensitive information that may affect or influence employment conditions in any manner. It would apply, for instance, to any employee in a financial or human resources role. Finally, no relative by blood or marriage, or co-habitant can be employed in a position where the roles of the individuals, when taken together, would cause a weakness in internal controls.

In all cases where a personal relationship exists and where a conflict or the potential for conflict arises, whether or not a supervisory relationship is involved, the parties may be separated by reassignment or terminated from employment.

## CONDITIONS OF EMPLOYMENT

*If an employee marries or begins to share a household with another employee and they work in the same department or report to the same immediate supervisor, or if his/her relationship represents a security risk, internal control issue, or creates a potential conflict of interest, the employees may select between themselves which will transfer or be terminated subject to approval by ABM Industries' Senior Vice President of Human Resources. The Company will make reasonable efforts to provide transfer opportunities so that employment of both employees may be continued with the ABM organization.*

The potential for conflicts also exists with respect to the hire, transfer or promotion of any employee related by blood or marriage to an employee or principal of any client, customer, independent contractor or vendor of the Company and requires the same levels of approval outlined above. Any hiring involving a former professional employee of the Company's independent auditor, a close relative of a professional employee of the Company's independent auditor, or a relative of a member of the Company's Board of Directors requires the approval of ABM Industries' General Counsel or delegate. For purposes of this independent auditor restriction, a close relative means all relatives under this policy other than the children of aunts and uncles.

## PERSONNEL RECORDS

The Company keeps a personnel file on each employee. The contents of your file, except for letters of reference and other confidential information, are open for your inspection at reasonable times and at reasonable intervals at your request. You may only make copies of documents in the file that you have previously signed.

Any changes in your personal data, such as address and phone number, must be reported to your local Human Resource Representative, in writing, so that the Company records can be kept up to date. If you are enrolled in any Company health or welfare benefit plans, you must also notify the Company, in writing, of changes in marital status or number of dependents.

## CONDITIONS OF EMPLOYMENT

It is Company policy that no personnel or medical files be released to outsiders or unauthorized Company personnel without the written consent of the employee. Exceptions are made only when required under legal order or as required by government administrative regulations.

## EMPLOYEE PRIVACY

The Company respects your individual privacy. However, you should not anticipate an expectation of privacy with respect to your work-related conduct, including, but not limited to the use of Company-owned furniture, equipment or supplies. Company stationery, desks, telephones, voice mail, facsimile machines, copiers, e-mail, software and computer network systems are for business purposes only and may be accessed by management at any time. Therefore, you should practice professional discretion when using Company-owned property or communication systems.

## SELF-IDENTIFICATION

The Company has adopted a program to employ and advance persons who are: a) individuals with a disability b) war veterans or c) disabled veterans. In order to make this program succeed we ask that you identify yourself if you qualify under this program. It is completely voluntary and you will not be disciplined or refused employment if you do not wish to provide this information.

## POLYGRAPH TESTING

The Company will not use polygraph tests to randomly test employees. If polygraph testing is used as part of an ongoing investigation of workplace theft or other incidents causing economic loss or injury to the Company, the Company will conduct the testing in accordance with the provisions set forth in the Employee Polygraph Protection Act of 1988.

## CONDITIONS OF EMPLOYMENT

### COMPANY COMMUNICATIONS

Every company employee is responsible for ensuring the Company's communications systems are used properly and in accordance with this policy. Company stationary, telephones, facsimile machines, copiers, voice-mail, e-mail, software, and computer network systems are for business purposes only. Additionally:

1. The Company expressly reserves the right to monitor, access, retrieve, read and delete any communication that is created on, received through, or sent on Company property or systems to assure compliance with this or any other Company policy.
2. No messages or information should be transmitted through any Company communications system without a legitimate business purpose.
3. The provisions of the Company's Solicitations policy (page 23) fully apply to all communication systems.
4. No communications should be retrieved, created or sent that may constitute intimidating, hostile or offensive material based on gender, race, color, religion, national origin, sexual orientation or disability. The Company's policy against sexual harassment and other harassment applies fully to all company communication systems and any violation of that policy is grounds for discipline up to and including termination.
5. All electronic and telephonic communication systems and all communications and information transmitted by, received from, or stored in these systems, as well as passwords or codes utilized to access such communications and information, are the property of the Company.

## COMPENSATION

### WORK SCHEDULES

Management reserves the right to assign work schedules to accommodate business conditions, and you may be required to adjust your schedule accordingly. The regular workweek will not exceed 40 hours, and regular working hours generally will not exceed 8 hours per day within any consecutive 24-hour period.

### PAYMENT OF WAGES

In most cases, employees will be paid at least twice monthly. If a regularly scheduled payday falls on a weekend or scheduled holiday, paychecks will be distributed on the last regular workday before the holiday or weekend.

### OVERTIME

Some employees are exempt from the overtime pay requirements of the law. "Exempt" employees are paid a salary and are in executive, administrative, sales or professional positions.

Nonexempt employees are paid either a salary or on an hourly basis, and receive overtime pay for hours worked in excess of 40 hours per week. A number of states have more restrictive laws regarding the number of hours which may be worked in a day.

When operating requirements or other needs cannot be met during regular working hours, you may be expected to work overtime.

## COMPENSATION

If you work overtime, you will be paid at a rate of 1-1/2 times your regular rate for all hours worked greater than the daily maximum for your state or over 40 hours per week.

Overtime pay is based on actual time worked. Time off for sick leave, vacation leave or any leave of absence will not be considered hours worked for the purpose of calculating overtime hours.

### Approval to Work Overtime

Overtime, as well as any time in excess of your regular work schedule, must be authorized in advance by your Supervisor. If you work overtime without receiving prior authorization, you may be subject to disciplinary action up to and including termination.

## BREAKS AND MEAL PERIODS

If you are a non-exempt employee, you may be entitled to rest periods during your work period. Rest periods and meal periods may not be combined or used to leave work early. Additionally, you may receive at least one-half hour time off as a meal period. Your supervisor schedules meal and break periods.

## GARNISHMENTS

If the Company receives a court order to garnish your wages, we must comply with that order. A garnishment will reduce your take-home pay.

## PUNCTUALITY AND ATTENDANCE

Regular and punctual attendance is an essential function of your job. Unless you are unable to provide advance notice, you must notify your immediate Supervisor of absences as soon as possible.

## COMPENSATION

Failure to do so is cause for disciplinary action and may be cause for denial of absence pay.

When you call to inform the Company of an unexpected absence or late arrival, ask for your Supervisor directly. Notifying the switchboard operator or another employee is not sufficient. If your Supervisor is not available when you call, you may leave the information with another supervisor or manager.

Excessive absences and tardiness will lead to discipline, up to and including discharge. An absence is defined as failure to report for or remain at work *as scheduled*; this includes arriving late and leaving early. Multiple consecutive days off work for the same reason shall constitute a single absence.

Absence and tardiness are considered excessive if frequent or show a pattern. The following are general guidelines for unacceptable attendance:

<u>Guidelines – Excessive Absenteeism</u>	
Three (3) absences* in a Six (6) month period	Informal Warning
Four (4) absences* in a Six (6) month period	Formal Warning
More than four (4) absences* in a six (6) month period	Probation or Termination

\*see definition of "absence" above

## COMPENSATION

### ABSENCE WITHOUT NOTICE (JOB ABANDONMENT)

Absence from work for three consecutive days without notifying your Supervisor will be considered a voluntary resignation.

### COMPANY AND/OR CUSTOMER PROPERTY

The Company or our customers may, from time to time, entrust you with the care, custody and control of certain property such as uniforms, vehicles, tools, communication or computer equipment, supplies, catalogs, books and other materials. The Company may deduct from your paycheck the value of such items if they are not returned upon request, or for any damages beyond ordinary wear and tear to such items. The Company further reserves the right to take legal action against you to recover such property or its value, if necessary.

## PAID TIME OFF

### HOLIDAYS

All holidays to be observed shall be determined in advance by the Company's senior management, subject to the guidelines established by ABM.

### JURY/WITNESS DUTY

Unless you are informed otherwise by the Company for which you work, Jury Duty is an unpaid leave of absence, subject to local state law. Any pay received is subject to an offset for any "jury pay" received by the employee. If you are subpoenaed to appear as a witness in court or as a party to the action (plaintiff or defendant), you will be granted an unpaid leave. If you are subpoenaed to appear as a witness for the Company, you will be granted a paid leave.

### MILITARY LEAVE

All employees may take a leave of absence to accommodate service in the Armed Forces, Military Reserves and National Guard. The specific terms of the absence and of your rights to reinstatement, seniority, benefits and compensation after a military leave are governed by law.

### VOTING TIME OFF

In the event your work schedule would prevent you from voting on Election Day, the Company will give you the necessary time off to vote (up to a maximum of two hours).

### SICK LEAVE

If you are absent from work due to a non-work related illness or injury, you may be eligible for sick pay. In most cases, you will be required to complete your introductory period before you become eligible for this benefit, if offered. Your Human Resource Representative can provide you additional information on this benefit.

The Company reserves the right to require medical documentation substantiating all illness, injury and medical absences.

Excessive absenteeism, whether paid or unpaid, will be cause for disciplinary action.

## UNPAID TIME OFF

### PERSONAL LEAVE

Personal leaves of absence are unpaid and may be granted at the sole discretion of management in extraordinary circumstances.

### PARENTAL LEAVE FOR SCHOOL ACTIVITIES

(California, District of Columbia, Louisiana, Minnesota Only)

If you are a parent, guardian or grandparent receiving custody of a child in Kindergarten or grades 1-12 and it becomes necessary to attend a school activity, you must notify your Supervisor as soon as possible so that alternative arrangements can be made. Time off will be unpaid and in compliance with applicable state law.

### RELIGIOUS OBSERVANCES

You may be granted unpaid time off to observe religious holidays, business permitting. A written request for such time off must be submitted at least 30 days in advance.

### FAMILY/MEDICAL LEAVE

Family/medical leave is permitted for the birth of an employee's child, or placement of a child with the employee for adoption or foster care, to care for an employee's spouse, child or parent who has a serious health condition, or to care for an employee's own serious health condition.

If you have been employed for at least 12 months and worked 1,250 hours in the last 12 months, you may be eligible to take a family/medical leave up to 12 workweeks in a 12-month period. This leave is unpaid and subject to the requirements of the Family and Medical Leave Act of 1993 ("FMLA").

## UNPAID TIME OFF

For the purposes of measuring the amount of time available for an FMLA-covered leave, the company will use a "rolling" twelve month calendar, measured backward from the current date. For calculation purposes, the Company must determine the amount of leave previously used, if any, by examining your last twelve (12) months of attendance. This twelve-month calendar moves forward as the FMLA leave is spent.

If you are applying for a medical leave for yourself, you must submit a written certification from your treating physician which contains the following information:

- (1) The date on which your disability began or will begin;
- (2) The probable duration of your condition; and
- (3) A statement that, due to your serious health condition, you are (or will be) unable to perform the functions of your position.

You may be required to first utilize your sick leave benefits in the event of your own "serious medical condition," or your accrued vacation for such time off.

If you are applying for a leave to care for your child, spouse, or parent who has a serious health condition, you must submit a written certification signed by the treating physician that includes the following information:

- (1) The date on which the serious health condition began;
- (2) The probable duration of the condition;
- (3) An estimate of the amount of time that the health care provider believes you need to take in order to care for your child, parent or spouse; and
- (4) A statement that the serious health condition warrants the participation of a family member to provide care during a period of treatment or supervision of your child, parent, or spouse.

You may be required to first utilize your accrued vacation benefits for such time off.

## UNPAID TIME OFF

- If foreseeable, you must provide a 30-day advance written notice of your intent to take a family/medical leave. If not foreseeable, written notice must be provided as soon as practicable within 15 days.
- The Company will then provide you with a notice of your rights and obligations as soon as practicable (usually within two days) after you give notice for the leave.
- If the request is for a medical leave and the Company questions the validity of the medical certification, the Company can require a second medical opinion at the Company's expense.
- If you return from your family/medical leave in a timely manner, you will be returned to the same or similar position with equivalent terms and conditions of employment, including pay and benefits.

## PREGNANCY-DISABILITY LEAVE

Some states have more restrictive laws for pregnancy related disabilities. Contact your Human Resource Representative for information.

## COMPANY RULES

### CAUSE FOR DISCIPLINARY ACTION AND DISCHARGE

It is not possible to provide employees with a complete list of every possible cause that will, like unsatisfactory performance, result in disciplinary action, including discharge. However, in order to give you some guidance, examples of unacceptable conduct are listed below. You should be aware that conduct that is not listed below, but that is unprofessional or potentially embarrassing, adversely affects or is otherwise detrimental to the Company's interests, or the interests of our employees, customers, or the public at large, may also result in disciplinary action, up to and including immediate termination. Inclusion of the following list does not limit or diminish the Company's policy of "at-will" employment.

1. Inefficiency or failure to perform job duties satisfactorily.
2. Falsification of any Company record.
3. Theft, willful damage or unauthorized removal or use of Company, employee, or customer property, equipment, records or information.
4. Excessive tardiness.
5. Excessive absences.
6. Unauthorized absence or failure to promptly notify the Company of intended absence.
7. Failure to comply with instructions of a supervisor or manager.

## COMPANY RULES

8. Deliberate unsatisfactory work or negligence.
9. Wasting time, loitering, sleeping during work hours or leaving the workplace without authorization.
10. Failing to keep work areas and equipment clean, creating unsafe conditions or defacing Company or a customer's property.
11. Violation of safety, health or security rules.
12. Personal or unauthorized use of Company material, time or equipment.
13. Careless or negligent use of Company vehicle, equipment or other property.
14. Insubordination to a supervisor or manager such as direct confrontation or profanity.
15. Possession, distribution, sale, transfer or misuse of alcohol, prescription drugs or illegal drugs in the workplace, while on duty, or while operating Company-owned vehicles or equipment.
16. Being under the influence of alcohol or other drugs while at work, or possessing or using alcohol or other drugs on Company premises.
17. Creating, encouraging or participating in disorder or violence, fighting or threatening bodily harm.

## COMPANY RULES

18. Conviction of, or pleading guilty to or admission of a criminal offense involving dishonesty, violence, illegal drugs or moral turpitude.
19. Obtaining employment on the basis of false or misleading information, or a material omission of information.
20. Having an interest in or engaging in activities in direct or indirect competition with the Company or any of its affiliates as an employee, partner, consultant or owner.
21. Unauthorized disclosure or misuse of the Company's confidential information, including, but not limited to customer lists, trade secrets or other proprietary information.
22. Unauthorized duplication or use of keys that lock or secure Company or customer premises or property.
23. Possession of firearms, explosives or any item intended for use as a weapon on Company or customer premises.
24. Soliciting funds or distributing written or printed material during working hours without authorization from the Company.
25. Creating discord or harassing any other employee, customer or visitor.
26. Discrimination against or harassment of any applicant, employee, visitor or customer on the basis of gender, race, national origin, color, religion, age, disability, sexual orientation or marital status.
27. Conduct inappropriate in a business environment.

## COMPANY RULES

28. Any flagrantly deliberate or gross misconduct.
29. Misuse of Company or customer funds.
30. Commission of or attempt to commit any criminal act against the Company, its customers, employees or property, including, but not limited to fraud, theft, vandalism or extortion.
31. Failure to cooperate with a request to search Company or customer property.
32. Dress or grooming inappropriate in a business environment.

Company policy requires all employees to cooperate fully in any internal investigation concerning the workplace.

## ALCOHOLIC BEVERAGES AND DRUGS

By policy, the Company strictly prohibits employees from being under the influence, including in, possessing, providing, producing, buying, selling or using alcoholic beverages, unprescribed or illegal drugs at any time on Company premises or in Company vehicles.

Limited consumption of alcoholic beverages at certain Company-sponsored events held on Company property is allowed only with prior written approval of the Company's senior management. Consumption of alcoholic beverages is also permitted at certain Company-sponsored events off Company premises with prior written approval of the Company's senior management.

The Company is not liable for occupational injury or illness payments for any injuries arising out of voluntary participation in any off-duty

## COMPANY RULES

recreational, social or athletic activity not constituting part of the employee's work-related duties.

"Under the influence" is defined as being unable to perform work in a safe and productive manner; being in a physical or mental condition that creates a risk to the safety and well-being of the affected employee, other employees, the general public or Company property; and/or having any detectable level, in excess of a trace, of alcohol, unprescribed drugs or illegal drugs in the body.

An employee who is involved with on-the-job illegal drug use, possession or sale is in violation of Company policy. Off-the-job use, possession or sale of unprescribed or illegal drugs which has an adverse affect on the Company's customers, other employees, the general public or the Company's reputation or image is also considered a violation of this policy. In deciding what action to take, the Company will take into consideration the nature of the conduct and the employee's present assignment and record with the Company.

Additionally, any employee who is taking prescription or non-prescription drugs or medication which may adversely affect the employee's ability to work in a safe or productive manner is encouraged to report the use of this medication to his or her supervisor, or, if this is not possible, to the office manager before beginning work or entering any Company or customer facility. This includes drugs which are known or advertised as possibly affecting judgment, coordination or other senses, including those which may cause drowsiness or dizziness. Management, after obtaining medical advice, will then determine if any work restrictions will be necessary.

Consent to drug or alcohol testing, when requested by the Company, is a condition of continued employment with the Company and refusal to comply is insubordination.

## COMPANY RULES

Violations of this policy, including refusal to consent to drug or alcohol testing, will result in immediate suspension of the employee pending an investigation. The Company will then make a determination concerning the appropriate discipline, up to and including discharge, on the basis of evidence then available to the Company, reasonable inferences which the Company draws from that evidence, and the employee's refusal to consent to such testing.

## HARASSMENT

The Company is committed to providing a work environment that is free of discrimination including harassment. In keeping with this policy, the Company strictly prohibits unlawful harassment of any kind, including harassment on the basis of race, color, religion, gender, age, mental or physical disability, medical condition, national origin, marital status, veteran status, sexual orientation, or any other characteristic protected under federal or state law or local ordinance. Harassment may take many forms, but the most common forms include:

*Verbal harassment*, such as jokes, epithets, slurs, negative stereotyping and unwelcome remarks about an individual's body, color, physical characteristics, appearance, or talents, references to women such as "honey," "doll," or "sweetheart," comments or questions about a person's sexual practices, and patronizing terms or remarks;

*Physical harassment*, such as physical interference with normal work, impeding or blocking movement, assault, unwelcome physical contact, staring at a person's body, and threatening, intimidating or hostile acts that result to a protected characteristic;

## COMPANY RULES

*Visual harassment*, such as offensive or obscene photographs, calendars, posters, cards, cartoons, drawings, gestures, and any other written material, display of sexually suggestive or lewd objects, unwelcome personal notes or letters, and any other written or graphic material that denigrates or shows hostility or aversion toward an individual because of a protected characteristic, including posting or circulating any such items in the workplace.

There are two distinct categories of sexual harassment:

*Quid pro quo* sexual harassment occurs when an individual's submission to or rejection of unwelcome sexual conduct is used as a basis for employment decisions affecting that individual, including granting of employment benefits;

*Hostile environment* sexual harassment occurs when unwelcome sexual conduct unreasonably interferes with an individual's job performance or creates an intimidating, hostile or offensive working environment, even if it does not lead to tangible or economic job consequences.

Sexual harassment includes harassment of women by men, of men by women, and same-sex/gender-based harassment.

If you witness unlawful harassment on the job, you are expected to report it immediately to your supervisor, any other member of management, or your local Human Resource Representative. *It is the responsibility of any employee who has been harassed or otherwise discriminated against, or who has witnessed such harassment or discrimination, to immediately report all such conduct to their direct supervisor or to a senior supervisor. Furthermore, it is the responsibility of any supervisor who receives such a report to*

## COMPANY RULES

*Immediately communicate it to their management and to their Human Resource representative.*

The Company's policy is to immediately conduct a thorough, objective and complete investigation of any harassment complaint. At the conclusion of its investigation, it will attempt to determine whether unlawful harassment has occurred. The Company will look at the conduct and the context in which it occurred.

The Company will, as promptly as possible, communicate its findings to the accused, and the remedial action (if any) to be taken to the complainant, and when appropriate, to other persons who are directly concerned.

If the Company determines that harassment has occurred, the Company will take remedial action commensurate with the severity of the offense. This action may include disciplinary action against the harasser, up to and including termination. Steps will be taken, as necessary, to prevent any further harassment.

In situations involving consensual relationships between employees, the Company reserves the right to take whatever action is necessary to preserve a hostile-free and harassment-free environment.

No individual will suffer any reprisals or retaliation for reporting any incidents of harassment, or for participating in any investigation of incidents of harassment or perceived harassment.

## SOLICITATIONS

The Company discourages solicitation of its employees by co-workers. Such solicitation is only allowed during non-working time

## COMPANY RULES

and the non-working time of the person being solicited. "Non-working" time means time during meal periods or breaks and before or after working hours. The Company prohibits solicitation, collection, posting or distributing of printed or written materials anywhere on Company premises by non-employees.

## ENGLISH IN THE WORKPLACE

To assure compliance with many state and federal employment notice requirements, it is expected that all Company employees read and understand English sufficiently to maintain a safe and lawful work environment. To the extent practical, management will strive to provide alternate translations to further clarify those areas of concern.

## PERSONAL APPEARANCE

A professional appearance is essential to your job. You are a representative of the Company, so you must present a clean and professional image to our customers, employees, management and the general public. You must practice good grooming and personal hygiene. You must dress in a uniform, if required, or if not, in a professional and appropriate manner. If your attire or physical appearance is inappropriate, you may be required to leave the premises until such time as your appearance is appropriate. Consult your Supervisor if you have questions as to what constitutes appropriate appearance.

## EMPLOYMENT DISPUTES

All employees should seek a prompt review of their work-related problems. When such problems arise, you are expected to take the following steps to seek resolution:

## COMPANY RULES

*First, talk to your immediate Supervisor* - Discuss the problems you are having at work with your Supervisor. In most cases, he or she will be in the best position to help you.

*Or, talk to your Supervisor's manager* - If you are having trouble communicating with your immediate Supervisor, you should make an appointment with your Supervisor's manager and explain the problem.

*Talk to your local Human Resource representative, ABM's Human Resources Department or your union representative* - The Company's Human Resources staff or your union representative will work with you and any other people you've asked to have contacted to resolve the problem.

Salaried and hourly office and sales employees hired after March 11, 1994 are subject to the Company's Pre-Dispute Resolution program and may be subject to arbitration of their employment disputes.

## WORKPLACE SAFETY AND HEALTH

### SAFETY AND HEALTH POLICY

The Company is committed to providing all of its employees with a safe and healthy environment in which to work. The Company recognizes that a safe and healthy workplace is the right and the responsibility of every employee. The Company strongly believes that "accidents" are preventable if safety is made an integral part of daily activities. The prevention of work-related injuries is of such consequence that it will take precedence over any unsafe activity or condition. ABM's Safety Services Department is available for consultation on all health and safety matters.

In compliance with the Federal Hazard Communication Standard, the Company maintains Material Safety Data Sheets ("MSDS") for all chemicals used in the course of business. These MSDS sheets are available for review by all employees, as well as their representatives and physicians.

To promote the concept of a safe workplace, the Company maintains an Injury and Illness Prevention Program. This program is available for your review.

### VIOLENCE PREVENTION

Violence or threats of violence against the life, health, well-being, family or property of others, express or implied by words, gestures, symbols, intimidation or coercion, will be regarded as violating the fundamental rights of the Company to operate its business in a safe and peaceful manner. The Company has adopted the following practices to deal with any violence that may occur on its premises, and to ensure the safety of its employees.

## WORKPLACE SAFETY AND HEALTH

- Report all threats of violence, whether direct or indirect, as soon as possible to your Supervisor, or if he or she cannot be reached, to any other supervisor or manager. Be as specific as possible.
- Report all suspicious individuals or activities to your Supervisor or to any other supervisor or manager, as soon as possible.
- Do not put yourself in peril.
- If you hear a violent commotion near your work area, do not investigate or interfere. Telephone 911 immediately!
- Cooperate fully with security, law enforcement and medical personnel that respond to a call for help.
- Let the Company respond to all inquiries from the media about violence on its premises so that the Company can speak with one voice.
- If you are qualified, you may provide first aid to injured persons.

## SMOKING

In keeping with the Company's intent to provide a safe and healthful work environment, smoking is prohibited anywhere within a Company-owned or Company-leased building, and in any Company-owned or Company-leased vehicle. Smoking is discouraged in any other vehicle being driven in connection with Company business. Employees who smoke do not receive any additional break time or any other special considerations.

## WORKPLACE SAFETY AND HEALTH

### FITNESS FOR DUTY POLICY

To protect the health and well being of all employees, and to maintain a safe work environment, the Company reserves the right to require a fitness-for-duty evaluation when:

- there is reasonable cause for serious concern about an employee's ability to safely perform his or her job;
- an employee's behavior is grossly inappropriate for the workplace, as determined by the Human Resources Department of ABM;
- there is reasonable cause to protect public safety; or
- medical clarification is necessary to support a reasonable accommodation request.

An employee may be requested to report for a fitness-for-duty examination, on Company time and at Company expense, to a physician or medical facility designated by the Company. The employee will be asked to authorize the release of the examination results to the ABM Human Resources Department. All medical fitness-for-duty examinations will be held in strict confidence as required by law.

An employee's decision to comply with the request for a fitness-for-duty examination may affect the determination of whether disciplinary action should be taken, what type of action may be taken, or whether reasonable accommodation should be made.

## **WORKPLACE SAFETY AND HEALTH**

An employee's refusal to comply will be considered insubordination and, subject to review by ABM's Human Resources Department, may result in disciplinary action up to and including termination.

## **BENEFITS**

### **SOCIAL SECURITY AND INCOME TAX WITHHOLDING**

All employees must contribute to the Federal Social Security Program and federal and state income tax withholding. The Company pays a matching contribution for each employee's Social Security taxes. The Company requires all employees to complete an IRS-approved W-4 Form and to provide their Social Security number. Violation or interference with this policy is considered insubordination and may be grounds for discipline including discharge.

### **STATE DISABILITY INSURANCE**

Some states require that each employee contribute to a State Disability Insurance plan. Contributions are made through payroll deduction. Disability insurance is payable when you cannot work because of illness or injury that is unrelated to your employment with the Company.

### **UNEMPLOYMENT INSURANCE**

The Company contributes thousands of dollars each year to each State's Unemployment Fund on behalf of its employees. Unemployment benefits are provided by the state and are available to employees who have been subject to a layoff, but are usually not available to employees who have quit voluntarily or have been terminated for cause.

## BENEFITS

### WORK RELATED ILLNESS OR INJURY

An occupational injury or illness program may cover the cost of a legitimate occupational injury or illness that results from working for the Company. Benefits help pay for your medical treatment and part of any income you may lose while recovering. Specific benefits are prescribed by law depending on the circumstances of each case. To be assured of maximum coverage, each injury or illness must be reported immediately to your Supervisor who will promptly file a claim.

Occupational injury or illness coverage will not apply when your illness or injury is unrelated to working for the Company or when an injury arises out of voluntary participation in an off-duty recreational, social or athletic activity not constituting a part of your work-related duties.

Occupational injury or illness leaves of absence from the Company will run concurrently with the Federal Family and Medical Leave Act ("FMLA") leaves of absence for employees with FMLA-qualifying health conditions.

## TERMINATION

### PROCEDURE ON TERMINATION OF YOUR EMPLOYMENT

Your employment with the Company is at-will, which means that you may terminate your employment at any time, with or without notice, for any reason, and likewise, the Company may terminate your employment at any time, with or without notice and with or without cause, unless prohibited by law or written contract. No one other than the President of the Company has the authority to alter this arrangement.

Your employment with the Company may be deemed terminated for any of the following reasons:

- Voluntary resignation;
- Retirement;
- Reorganization within the Company (including, but not limited to, job elimination);
- Involuntary termination, with or without cause and with or without notice;
- Failure to return to work in a timely manner following an absence;
- Failure to report to work without notice for three (3) consecutive work days;
- Prolonged disability resulting in an inability to safely and satisfactorily perform all the essential functions of your job with or without reasonable accommodation; or
- Death

**TERMINATION**

If you wish to voluntarily terminate your employment with the Company, you are requested to give at least two weeks' written notice, if possible.

If you quit your employment without notice, the Company will pay you for all hours worked including any earned but unused vacation time, up to the last day of your employment.

If you quit your employment with notice, the Company may, at its discretion, pay you for the period of your notice, and excuse you from coming to work during that time.

**HANDBOOK RECEIPT AND  
ACKNOWLEDGMENT**

I acknowledge that I have read and understand the Employee Handbook, and I accept the terms and conditions of employment contained therein.

I understand that this Handbook summarizes the Company's personnel policies and guidelines, and that it is furnished to me solely for my information. I further understand that the policies and procedures contained in the Handbook are not intended to create an employment contract.

I understand that the Company may modify or rescind any of its policies, guidelines, benefits, or practices described in the Handbook at any time, except for its policy of at-will employment and those policies required by law.

Dated: \_\_\_\_\_

\_\_\_\_\_  
(Employee's Printed Name)

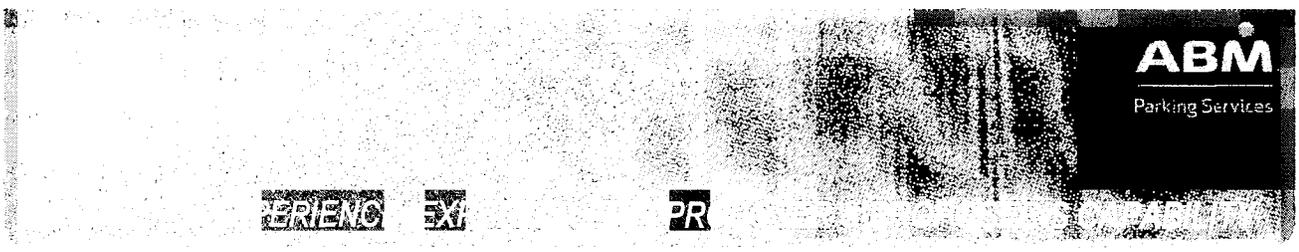
\_\_\_\_\_  
(Employee's Signature)

**THE PORT AUTHORITY OF NY & NJ**

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



# DETAILED TECHNICAL EXPERIENCE



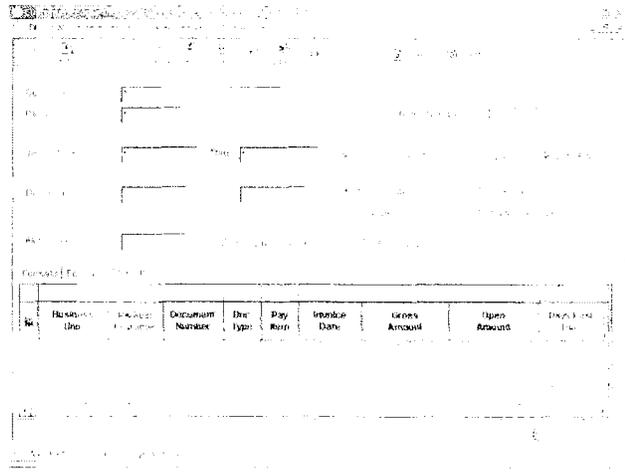
**h. Technical Expertise**

ABM Parking Services stands at the forefront of the technology curve with one of the finest Information Technology Services in the industry. ABM has instituted many state-of-the-art computer programs to simplify the parking business, as well as maintained strict regulatory requirements, including compliance with Sarbanes-Oxley. It is necessary to utilize technology to increase employee productivity and enhance client communication. Whether it's a new system to improve revenue control, enhance efficiency or fine-tune auditing, ABM Parking Services has the experience and technology to make it happen.

**SCORE<sup>4</sup> Accounting System**

SCORE<sup>4</sup> is ABM Parking Services' proprietary software program designed to control all parking revenue related activity at the facility level. Using the JDEdwards One World platform, it is perhaps the most advanced software program available in the parking industry.

The SCORE<sup>4</sup> program is based on the premise that the parking operation can and should be managed as a stand-alone business in the sense that it has potential for generating significant profits. In fact, often times the parking facilities are the most profitable component of the projects with which we are associated. Add the considerable cash component to this already complicated business, and it is clear to see why a software program capable of effectively capturing revenue activity and trends is essential.



Specially designed computer input screen

The primary objective of SCORE<sup>4</sup> is to provide our senior, mid-level, and on-site managers as well as the many property management firms and owners with whom we interface with valuable information rather than static data. To do so, it was necessary to create an entirely integrated financial management system specific to the parking facilities for which we are responsible. By doing so, we are able to generate up-to-the minute reports detailing critical statistical information so as to provide our managers and clients with an accurate snapshot of the facility's revenues. Additionally, because these processes and reports are completely automated, we are able to eliminate the necessity for both on-site and off-site operations personnel to re-key data. In short, the implementation of the SCORE<sup>4</sup> program at our facilities allows our operations personnel to visit their respective facilities more frequently due to the fact that they are not spending the majority of their working day creating and modifying non-automated reports. Further, SCORE<sup>4</sup> creates a much-needed link between our remote parking facilities and our corporate and regional offices. The

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architecture of the SCORE<sup>4</sup> database is state of the art in that it utilizes client-server technology to manage the parking operation. As such, the SCORE<sup>4</sup> user cannot easily manipulate the facility data, which is always a concern in a PC environment.

The server in which the program resides is in a dedicated data center that is managed by our parent company, ABM Industries Incorporated. Secure access to the program can be achieved via a Wide Area Connection (WAN), a dial-up connection into one of the ABM Parking Services regional or branch offices, or via the Internet coupled with ABM's virtual private networking (VPN) technology.

The latter is the most common solution for the remote users at our parking facilities. On the immediate horizon will be the migration to thin client technology at our remote facilities. By thin client we are suggesting that a Windows Terminal (WinTerm) with no local hard drive and consequently no potential for viruses or connectivity issues will replace the personal computer that is now required to access the server at ABM's data center.

Although access control equipment is not required to institute the SCORE<sup>4</sup> system, the SCORE<sup>4</sup> environment can be integrated with your access control system with the cooperation of your access equipment provider. The parking industry is literally in its infancy stage with respect to its ability to provide integration (either real time or otherwise) between the



billing/receivable component and the access control component.

Unfortunately, this leaves the operator with a significant potential for error, which may result in a loss of revenue at the facility. In fact, without an integration of the two sides of the system even the most well-managed operation may have a low possibility for shrinkage. Although several of the major revenue control equipment manufacturers have recently developed proprietary single database systems to control both the invoicing and access control aspects of the business, the billing component is often quite deficient in its ability to adjust for non-standard, non-market rate scenarios, lease expiration information and finally, one of the most difficult to tack, lease must-takes that are often associated with many of the parking specific tenant leases. Several of these non-standard scenarios are discussed later in this section.

With this in mind, ABM has made a conscious effort to integrate its SCORE<sup>4</sup> invoicing module with many of the more sophisticated access control systems in the marketplace. In most instances, the parker data is first entered into ABM's SCORE<sup>4</sup> database to ensure the integrity of the revenue stream is maintained. Thereafter, various data fields from the cardholder data screens as well as access level and area group information within SCORE<sup>4</sup> are entered into the access control database. Ultimately, the keycard will be activated in the access control system. Thereafter, on a monthly basis, the SCORE<sup>4</sup> billing database is compared with the access control database to ensure that no discrepancies exist, which further eliminates the possibility of activating the card in the

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

Parking Services

The logo for USER & PROPOSER, with the words 'USER & PROPOSER' in a bold, sans-serif font.

access database without ever accounting for the card from a billing perspective. Any exceptions between the two databases are then reported to the appropriate management parties at the location, branch, and/or regional level.

### ***Contract (Monthly) Parker Module***

Although SCORE<sup>4</sup> was designed to accommodate the simplest surface parking lot to the most complex mixed-use facility, either with or without revenue control equipment, its boldest features are found in its contract (monthly) parker component. In fact, it is the first and only revenue control software program designed exclusively for the parking industry that applies advanced logic to control its contract parkers.

Where most, if not all, parking-related software programs use additional rate codes to accommodate lease or contract concessions (such as parker discounts), SCORE<sup>4</sup> uses pre-programmed formulas to derive the concessions using the published rate for the facility as its foundation. Additionally, the SCORE<sup>4</sup> program automates other contract/lease driven tasks such as automatic rate change dates which are tied directly to the lease document specific to each tenant. Other examples include an ability to restrict parkers or accounts from utilizing stalls above and beyond their predetermined lease allocation in addition to the ability to "upgrade" parkers to a higher rate classification without compromising the tenant's lease allocation. The lease must-takes feature will continue to bill tenants for a specified number of parkers, even if their actual usage falls below the lease required minimum.

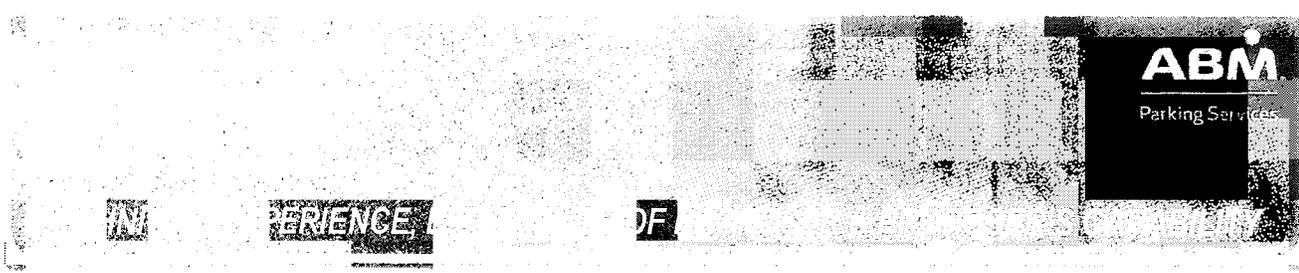
### ***Deposit Reconciliations***

Simply stated, the cash intensive nature of the parking business creates numerous opportunities for manipulation. As such, the necessary controls must be put in place wherever and whenever possible to ensure the revenues are maximized and shrinkage is minimized. One of the key and most beneficial features of SCORE<sup>4</sup> is its ability to automate deposit reconciliations for all of ABM Parking Services' locations (Note: This feature can only be used for facilities in which the revenues are deposited into an ABM established account or when a suitable downloaded data stream can be obtained from the landowner). This automated reconciliation is performed daily in our regional accounting offices where no cash handling responsibilities exist, effectively providing a key segregation of duties control. Reconciliations are performed for both bank deposits and credit card receipts.

To perform this simple yet tremendously effective test manually is both labor intensive and cumbersome, and unfortunately is oftentimes left out of the auditing process. Additionally, the nature of bank data makes it difficult to obtain on a daily basis when the process is not automated. However, when automated, as it is in SCORE<sup>4</sup>, the deposit reconciliation is always performed, and as such, can drastically reduce the possibility of one of the most primitive, yet frequent attempts to manipulate revenues.

### ***Integrated Manual Invoice Processing***

One of the often overlooked aspects of the parking business is the tracking of accounts receivable related to the purchase of validations, either prepaid or charged, and the



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charges associated with the mid-month establishment of new monthly parking accounts or the addition of new parkers within a previously established account. Generally speaking, the process has been to either type, handwrite, or complete a charge form to be processed at a later time by either the regional or corporate office to account for these charges. In these instances, it is unlikely that the charges related to the invoice will ever be entered into the accounts receivable system, and even when the charges are entered into the A/R system, they will not be posted on a real-time basis, which may ultimately compromise the reporting process.

To ensure that all charges related to the parking facility are posted in the A/R system and to ensure that the customers within the facility are responded to in a timely fashion, ABM has developed a manual invoicing module within the SCORE<sup>4</sup> environment. Therefore, any product or service that is sold at a parking facility will be accounted for on a real time basis via the manual invoicing system including the recording and collection of accounts receivable.

With respect to stamp validations, the books can be sold directly out of a predefined inventory. Thereafter, the receipt and/or invoice (depending on the payment policy at the facility) will be generated and presented to the customer, with 100% of the entry recorded on-line and real time. In the case of monthly parkers, the parker data can be entered into the SCORE<sup>4</sup> system, the keycards activated (if applicable), and the rates can be prorated (with all adjustments reported on line) simultaneously.

All invoices generated by SCORE<sup>4</sup> are mailed out by an independent fulfillment house to eliminate any possibilities of manipulation and ensure the proper segregation of duties are maintained.

#### ***Additional Reporting Capabilities***

SCORE<sup>4</sup> offers a vast array of reports for both monthly (contract) and transient parkers including receivable agings, contract detail reports, anticipated invoicing reports and revenue reports. Every manager has access to contract review reports that indicate when contracts are up for renewal or for terms changes. Additionally, every aspect of the database can be queried from the unique SCORE<sup>4</sup> screens that include an integrated query tool. These queries are real-time and can be exported to Excel as needed.

#### **Business Intelligence**

In addition to the vast array of reports available through our SCORE<sup>4</sup> product, we have developed a Business Intelligence database using the Oracle environment to create dashboards and reports that are based on data entry in our SCORE<sup>4</sup> system. By mapping the environments to each other we have created the ability to generate reports and analyze data all the way through to the cashier shift details. To the best of our knowledge, ABM Parking Services is the only company in the nation that compiles information at this level therefore allowing us to the ability to effectively manage all aspects of revenue collection.

Our Business Intelligence database is web based and we are currently in the process of developing a web portal for our landowners that

**PROPOSER & PROPOSER'S CAPABILITY**

would allow access to their properties for the review of revenue, expenses, and accounts receivables in our customized dashboard. A snap shot of the dashboard report is shown below:



Each of the individualized reports on the dashboard provides the user with drill down capabilities to additional documentation supporting the cumulative Portfolio totals. A sampling of these reports are:

**Gross Revenue**

- Current month revenue versus previous month figures and comparison of the same business month in the previous year
- Income Statements
- 13 Month Trend Reports

**Expenses**

- Current month expenses versus previous month figures and comparison of the same business month in the previous year
- Income Statements
- 13 Month Trend Reports

**Monthly Billing and Accounts Receivable**

- Selected Month Invoice Register
- Selected Month Aging Totals
- Previous Months Aging Totals

**Shift Report Analysis - Uncollected Ticket Review**

- Daily Recap of Revenue Collected
- Cashier Shift Report Summary
- Deposit Details
- Cashier Shift Details

In addition to the client based Business Intelligence tool, we have an internal section of the Oracle environment that we use for SOX related compliance reports. Along with these reports, ABM operations staff has access to nearly thirty additional reports that are used for analytical review of location performance and internal auditing practices.

Through the development of the Business Intelligence database, and the integration of our proprietary SCORE<sup>4</sup> software, ABM Parking Services leads the parking industry in reporting technology.

**Client Website Management Portal**

In the past, ABM Parking Services has given our customers hard copies of statements, reports, contracts, etc. Moving forward ABM will be providing customer documents electronically via ABM's customer portal. The portal will house all of your documents/reports to be shared among your team. ABM has incorporated multiple levels of security into the portal to allow users access to certain locations or all locations or limit access to financial

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documents to certain individuals if this security precaution is a needed requirement. Customers will simply log into the portal website at [www.abm4wd.com](http://www.abm4wd.com) and enter their user name and password to view their facility's information.

The Customer Portal is a component of our Green Care environmental strategy. ABM is taking several corporate wide steps to change existing business processes and procedures to become a more Green company.

### Workforce Management

To ensure that we are tracking employee time accurately and correctly ABM has implemented a Workforce Management system for all facilities. The Workforce Management system is a biometric and voice recognition payroll management system which is being used across the country with ABM. Employees are required to clock in for work using either the finger scan or voice recognition option depending on what system is set up at their assigned location. The Workforce Management system then tracks all payroll hours, vacation time, sick time, and even has the ability to disseminate payroll stubs and safety tips and information during the log-in process.



Thereafter, the system downloads the payroll data to the central hub several times per day for the most accurate and up to date payroll information. This new system will greatly reduce the many hours spent weekly

calculating payroll hours and reporting those hours to the payroll department.

The biometric scan option uses a remote terminal called WalTer (Wall Terminal) and it performs the following functions.

- He tracks (accurately) employees with their fingerprints, he eliminates buddy punching
- He speaks multiple languages (English, Spanish, Polish, etc.)
- He gives employees work instructions upon clocking-in and clocking-out
- Distributes payroll stubs, attendance reports to employees and managers
- Trains employees at remote locations
- Alerts you when an employee is late, is accumulating extra overtime, or if you go over budget
- Asks employees if they had a safe day, so they can't claim workman's compensation later in case they get injured outside the job
- WalTer does not require locations to buy a computer (as is the case with other systems)

Through WalTer the Manager can audit the payroll records and punctuality of the staff, distribute safety tips, notable information via the terminal at check-in and check-out times. The system also ensures employees receive their required break and lunch periods with documentation. At designated intervals the system will upload into the ABM payroll department for payroll processing and provide back-up details to accounting to ensure our clients are accurately being billed for all billable job categories.



## USER & PROPOSER'S CAPABILITY

The benefits of the automated payroll system are that it improves field productivity, payroll accuracy, and reduces payroll processing paperwork. Our Managers and office staff spend more time on operational issues and less on administrative tasks. The system provides an audit trail of timesheets and eliminates lost timesheets.

For the employees, they gain immediate access to pay-stub information, can review their pay history and track vacation accrual and other information. Providing employees access to online pay stubs, allows all of these tasks to be accomplished directly by the employee, without the involvement of managers or payroll personnel. The result is increased privacy and decreased administrative costs.

### Sure Park

ABM Parking Services can set up a system similar to Minneapolis – St. Paul International Airport's award winning Sure Park system. Sure Park enables customers to get live, up to the minute parking availability in three different ways:

- Via a 1-800 information line
- Through the MSP website ([www.msPAIRport.com](http://www.msPAIRport.com))
- Via telephone or smart phone text message request

The Sure Park system is set up through your current access control space count system and reports the space availability live. The system can be set up to show individual lot counts and can help the "in a hurry" business traveler to plan their trip on the fly, especially during peak travel times when some facilities might be full.

The Minneapolis – St. Paul International Airport even has a demonstration video on its site to show how the system works.

Not only does this system benefit parkers, but through the use of our Audit-Matic system, supervisors in the field can get up to date space counts, enabling them to effectively close full lots and direct customers to available parking, before the lots run out of space.

This innovative system has won an award from the International Parking Institute.

### Smart Drive

The Smart Drive system is the next generation of in-vehicle camera system that will allow us to monitor driver activity. This teaching



tool will allow us to show a driver what was done wrong and how it should have been performed. In-vehicle camera training is part of our new driver orientation process. It will also record accident events automatically and allow the driver to manually activate the camera by pressing the "panic button." By doing so, a driver can record events such as an unruly customer or an accident involving other vehicles. Almost every vehicle in the ABM fleet nationwide is equipped with an in-vehicle camera.

The Smart Drive system has proven to reduce liability claims and accidents, reduce the cost of

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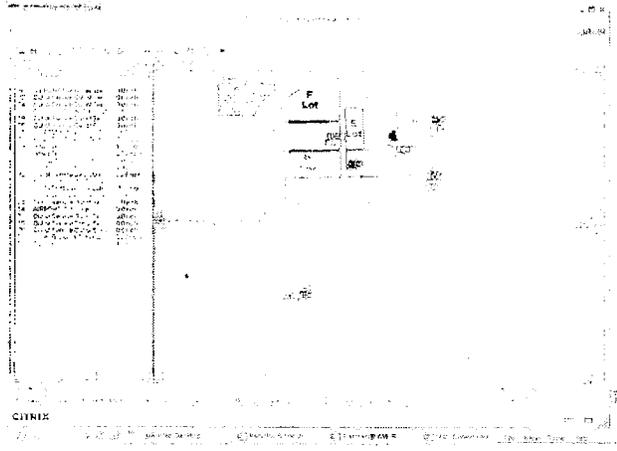
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physical damage from collisions and lowers the operating expenses of the shuttles due to reduced fuel consumption, transmission, brake and tire wear. This system immediately detects erratic driving so corrective action can be taken and detects safe driving so employees can be recognized. Wireless technology allows the camera's memory unit to be downloaded and archived at the end of every shift automatically, without taking the vehicle out of service.

### GPS Tracking Systems

ABM Parking Services was one of the pioneering firms that brought Global Positioning Systems into mainstream parking and transportation operations. While looking for ways to improve our customer service at our shuttle operations, we found that by adding GPS receivers to our fleet allowed us to greatly enhance our operations by decreasing headways and dispatching vehicles to the areas where they are needed most.

ABM currently utilizes GPS systems at many of our airport shuttle operations such as Denver, Austin, Dallas / Fort Worth, Tampa and most recently, Des Moines. The GPS system broadcasts real time data onto a screen in front of our shuttle dispatchers, enabling them to see the location of all shuttles. The GPS system increases customer service while decreasing headways while allowing our dispatchers to send shuttles to locations needing service, as well as making sure all stops are serviced properly. Not only does the system increase customer service, it also reduces wear and tear on the shuttles.



Modern GPS systems such as the RASTRAC System display real time speed data. An alert will be displayed on the screen if a shuttle goes above a predetermined speed. In addition, the system allows ABM the ability to see the location history of all the vehicles, time elapsed between established points and records how long a vehicle remains stationary.

### Instant Estimator System

ABM Parking Services offers our customers a superior customer service solution: our newly-patented Instant Estimator™ claims system. Instant Estimator expedites most claims in just hours instead of days... and provides your parking customers with uniquely supportive and personal customer service.



Our state-of-the-art claims technology is particularly valuable to large, high-traffic locations with a volume of transient customers. Here's our unique claims process step-by-step:

## PROPOSER & PROPOSER'S CAPABILITY

- Claim Reported: Within an hour, ABM's claims team transmits an alert email to your parking customer letting them know their incident is already being investigated. No matter where your customers' travels take them, they know exactly what's going on... and aren't left to wonder about the status of their incident.
- Claim Approved: Claims are usually approved within just 24 hours! Once approved, a dedicated member of our claims team - an actual live human being - calls out to the claimant and helps walk them through the simple settlement process.
- Claim Denied: If a claim is denied, your customer receives a detailed report of findings - including photos of their vehicle damage, investigator notes, and an explanation of relevant laws and protocols.
- Claimant Satisfaction: Throughout the entire claim... your parking customer isn't required to make a single significant effort. Our system generates a repair estimate for them, quickly transmits a settlement offer to repair their damages - we even provide claimants with a Google map and driving directions to nearby, reputable auto body facilities! Claimants love the system - both for its efficiency, and step-by-step customer assistance.

The most prudent way to handle auto claims is to prevent accidents in the first place. Taking a proactive approach - through specialized driver training and an awareness of conditions - is vital. ABM is the only provider that employs a comprehensive accident-prevention program - we call it DriveSmart™.

DriveSmart™ reduces accidents and claims at by focusing on three key areas of prevention:

- Specialized Driver Training - locations like airports and large valets are fast-paced, high-risk driving environments. To reduce accidents, we specially train our shuttle drivers and valets to drive safely in high-traffic conditions, and to navigate cautiously in tight lots and garages with significant pedestrian activity.
- Condition Awareness - it's important for our staff to stay alert to changes in airport weather conditions. A day that may begin clear & sunny can quickly devolve into icy conditions by mid-afternoon. We train our employees to closely monitor weather forecasts, and we provide our staff with daily weather updates. Our employees also physically walk your facilities several times a day, looking for drip-points that can pool into puddles, ice patches, and other types of vehicle or pedestrian hazards. And if a condition needs remedy, our employees work closely with property management maintenance personnel to eliminate the hazard quickly and safely.
- Weather-Related Signage - many customers fly into airports having no idea what the weather and driving conditions are like. ABM is the only parking provider



to post special signage in our garages alerting customers to realtime driving conditions.

**Dynamic Reporting**

Effective reporting can help your parking operation track trends, identify challenges, and resolve issues through targeted resources. ABM provides you with a level and depth of reporting far more robust than other parking vendors. In the area of claims alone, the range of reporting data we offer includes the total number of claims (daily, weekly, monthly), reported claims (per valet, per location, per facility), claims resolution time (accepted, denied, repaired), costs per claim (per claim type), and all averages.

**A Higher Standard of Performance**

Bottom line, our patented Instant Estimator system improves customer service across the board - claims are resolved 75% faster, and your customers are more satisfied with the simplicity of the process!

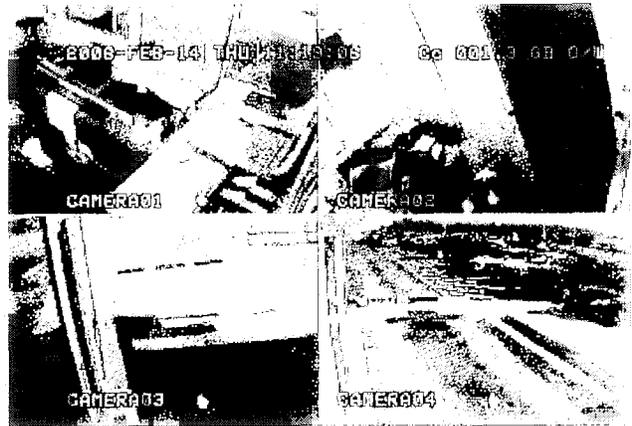
Most parking companies don't like to talk about claims. And with one of the best safety records in the industry, ABM incidents are rare. But accidents are going to happen. And when they do... our company is the best prepared to resolve these challenges quickly, fairly and professionally. Exceptional claims resolution offers your parking facility yet another valuable resource... and further differentiates ABM as the quality choice to be your parking provider.

**Internet Camera System**

ABM Parking Services can install a "stand alone" camera system at the entrances and

exits, cashier booth areas, parking office or any other area that may need supervision. The cameras can be linked to a website as well as saved on a DVR and can be accessed offsite via the internet for security purposes by both ABM and the Authority. The system is expandable and extra cameras can be added easily. These systems are invaluable for protecting against theft, robbery and damage to equipment caused by parkers.

This sample screenshot is from a four camera system that covers the entrance, exit, cashier booth and office at a busy small airport location. These stand alone systems are very inexpensive when compared to expanding most existing facility security systems.



**National Service Center**

ABM Facility Services' National Service Center provides ABM customers with a full service 24/7 call center designed to give clients a single point of contact to help satisfy every facility service need. Service calls from across the nation can be made to one customer-specific 800 number where Customer Service Representatives are available around the clock.

The implementation of this state-of-the-art system has allowed us to quickly identify and



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PROPOSER & PROPOSER'S CAPABILITY

track potential problem areas or issues for early troubleshooting.

### Information Technology Security

As a publicly traded company on the NYSE, ABM and all of its companies, including ABM Parking Services, are required to have strict controls in place in order to be compliant with Sarbanes Oxley, section 404 and other Government Regulatory requirements. Our Security Policies follow international security best practices established in ISO/IEC 17799:2005, Information Technology - Security Techniques - Code of Practice for information security management. We monitor our internal systems for breaches of security and vulnerabilities and assess the health of our systems and controls. We monitor our external networks for breach attempts and assess for weakness on a regular basis. We have strict Change Management policies that prevent undocumented and untested changes from occurring in our environment. ABM Industries has passed the audit and maintained compliance.



**CUSTOMER SERVICE AIRPORT**



**a. Customer Service Plan in Relation to Exhibit A**

ABM Parking Services will continue to ensure compliance of the Customer Care Airport Standards Manual through bi-annual Customer Service Training. In at least one of our two, two-hour training seminars (mandatory attendance by all employees); we will redistribute and review the standards and emphasize not only the need to meet, but to indeed exceed these standards in our day-to-day performance.

Our programs are built and hosted by our Customer Service and Training Department Managers. They are designed to motivate with timely topics that engage participants through lecture, role playing, and videos. In designing our programs, we make them unique to our locations and situations, yet also look to provide our staff with tools they can use in their personal life as well.

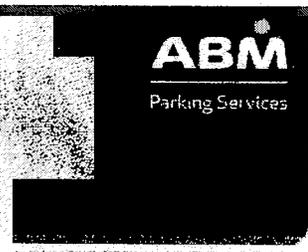
Our programs have been well received and genuinely appreciated by our staff. Contract Administrators and other PA personnel have at times sat in on our programs and expressed

very positive feedback about content and execution.

An example of one program that we called "10-10-10" based on the book by the same name from author, Suzy Welch; we demonstrated the short and long term "effects" of the actions we take and how those "effects" shape our future experiences in all aspects of life.

In addition to our mandatory bi-annual Customer Service Training, our management and supervisory staff take an active role in ensuring that everyone consistently recognize and strive to provide superior customer service. This is done through commentary during roll call, field visits, reward and recognition of positive performance, and indeed appropriate disciplinary action when performance is below an acceptable level.

Our Customer Service and Training Managers also ensure compliance to the PA Standards in their facilitation of patron compliments, concerns, and complaints. We provide our staff with what we call our "Compliments, Concerns, & Complaints" card (sample below), thereby allowing them to put customers in touch directly with our department. We offer them access to us via email, fax and phone. Once we hear from a patron, be it good or not so good news about an employee or the operation, our Customer Service Manager begins an investigation with 24 business hours. We validate the patron's noted experience and if it is good news about an employee – we share it with all! If it concerns a complaint about an employee, we take the appropriate disciplinary action. If a refund or fee adjustment is needed, we take the steps to process the refund.



ABM Parking Services's philosophy and "corporate culture" have generated over time a customer service program that has set the standard for the parking industry. Our program is predicated on the understanding that the parking personnel will always create both the first and last impression for the customers of the Port Authority of New York and New Jersey Airport Parking Operations.



Rather than simply taking a passive position by assuming that our responsibilities end with satisfying our client, we believe that the more important task is to exceed the expectations of the parkers utilizing the facilities.

To arrive at this objective, ABM Parking Services offers its employees the most extensive service related training opportunities available in the industry. From the attendants to the General Managers, we ensure that our employees are willing and capable of providing a superior level of service.

#### **Guarantee of Service**

ABM is the only company in our industry that is willing to stand behind its commitment to customer service. For more than a decade,

ABM Parking Services has stood behind our "Service Guarantee" program, which is just that — an unconditional guarantee of service. Although this was certainly an aggressive move for our company, we believe that each and every one of the patrons utilizing any of our over 2,000 locations across the country deserves to be made aware of our commitment to providing them with a superior level of service. In our opinion, the written guarantee along with a distinctive seal will assist us in accomplishing this goal.



The exciting, one-of-a-kind ABM Service Guarantee is discussed at length during the Customer Courtesy seminar. In addition to the customer's expectations, the guarantee further emphasizes the necessity for a high level of service to our employees. Created within the program is a mechanism where service deficiencies can be quickly and easily identified, then subsequently resolved.

#### **Customer Courtesy Training**

Over the last several years, ABM Parking Services has been instrumental in molding a positive image of the parking industry as a whole. When the decision to spearhead this effort was undertaken, our primary objective was to change the perception of each and every patron visiting an ABM facility.

The first step to achieving this objective was to establish a mission statement that would clearly delineate the company philosophy, which as you might imagine, was specifically focused on improved customer service. We

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created a document entitled "What Is A Customer?" which places the ABM philosophy in writing. In fact, we are so committed to ensuring this attitude be conveyed to our customers, we request that the "What Is A Customer" plaque be prominently displayed in the parking office.

The next step in the process was to establish a comprehensive agenda in an effort to portray a more positive image to the patrons of our facilities. With this in mind, ABM has developed its own Customer Courtesy Program. Initially, the program consisted of only a few concepts and components, however, most recently it has evolved into an extensive array of services.



### **Customer Seminar**

It is one thing to develop a Customer Courtesy Program and yet entirely another to effectively implement the same. It is imperative that the philosophies that form the foundation of innovative solutions such as our unique programs be reiterated on an ongoing basis. With this in mind, all of ABM Parking Services' field and management employees affiliated with the PANYNJ Airport Parking Operations will be required to attend a Customer Service Seminar on a semi-annual basis.

Although a predetermined and aggressive agenda is established, most segments of the seminar dictate a format other than a typical "student-teacher" approach. As such, the setting for our Customer Service Seminar is quite informal and for good reason. As part of this seminar, employee participation on all levels is encouraged. We recognize the importance of this approach as many of the ideas and components associated with the program as it stands today were initiated at similar sessions. Additionally, to achieve the maximum value from our efforts, it is imperative that employee feedback be obtained. After all, who is more qualified to answer the "what is and what is not working" questions than the field employees themselves.

### **Objective**

The underlying philosophy of the Customer Courtesy Program "What is a Customer?" is reiterated. Customer service is the mainstay of our business and the most important element that sets us apart from our competition.

DVD's are introduced in this session, which exemplify superior customer service. The DVD's include our training guide and a discussion from an expert in the customer service field, which have included Tom Peters, author of *In Search of Excellence*, and Roger Dowd of the Marriott Corporation. These DVD's demonstrate excellent examples of unequalled customer service on the front line, emphasizing our most effective service-related ideas are generated from the line employees rather than management.

### **Role-Playing**

One of the most productive segments of the seminar introduces role-playing. As we developed our extensive Customer Courtesy Program, one of the greatest complaints from our front-line employees was that they did not know how to promote a positive customer service approach to the patrons. We realized that we could not achieve superior customer service simply by telling our employees what to do, so we took the program one step further by demonstrating how to do it.

The role-playing segment provides us with that forum by allowing our line employees to physically interact with the customer in a



variety of situations. The various situations involve everything from simply acknowledging the customer with a cheerful "Good

Morning", "Have a Nice Flight" or "Good Bye" to satisfactorily dealing with the irate customer who refuses to pay the appropriate parking charges. We record these sessions so as to allow the employees to critique their own responses. This segment has proven to be the most useful portion of our Customer Service Seminar as it allows us the ability to show and subsequently improve by example.

### **Customer Service Representatives**

Another critical portion of the Customer Service Seminar is the segment outlining the job descriptions of all personnel employed at the PANYNJ Airport Parking Operations. The primary emphasis of this portion of the program

is the fact that each and every employee is not merely a cashier or shuttle driver whose sole responsibility is collecting cash or driving a vehicle, rather the employees must also serve as ambassadors of service excellence.

In this light, it is made clear that it is not acceptable to be proficient only in the execution of the task, but our employees must also be skilled in demonstrating a positive customer service attitude. It is not simply a fact of whether or not the job was completed; it is how it was completed that is important.

**Compliments, Complaints, Concerns...  
WE WANT TO HEAR FROM YOU!**



Business Value

*Please complete the reverse side of this card and mail, email or fax to the applicable location.*

*If you choose to email us, please provide the information requested on the reverse side in your correspondence.*

<p><b>Newark Liberty International Airport</b>  <b>ABM Parking Services</b>          Building 105, CTP          Newark, NJ 07114          Attn: Customer Service</p> <p>Ph: (973) 718-7267          Fax: (973) 961-6445</p>	<p><b>JFK International Airport</b>  <b>ABM Parking Services</b>          Building 14, East Wing, 1st Floor          Jamaica, NY 11430          Attn: Customer Service</p> <p>Ph: (347) 238-3238          Fax: (347) 238-3252</p>	<p><b>LaGuardia Airport</b>  <b>ABM Parking Services</b>          CTB, Suite 3925          Flushing, NY 11371          Attn: Customer Service</p> <p>Ph: (347) 468-3936          Fax: (347) 468-3937</p>
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Or email us at: [parkingcustomerservice@abm.com](mailto:parkingcustomerservice@abm.com)

front

Name: \_\_\_\_\_ Telephone #: ( ) \_\_\_\_\_

Address: \_\_\_\_\_ City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_

Where did you park? \_\_\_\_\_ Exit Date: \_\_\_\_\_ Approximate Time of Exit: \_\_\_\_\_

License Plate #: \_\_\_\_\_ State of Registration: \_\_\_\_\_

If Applicable: E-Z Pass Tag #: \_\_\_\_\_

Credit Card Type: \_\_\_\_\_ Expiration Date: \_\_\_\_\_

(necessary for any credit card refund or adjustment)

Comments \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\*For a lost ticket fee adjustment, please include original ticket when mailing this card.

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**b. Plan to Measure Performance to Port's Customer Care Service Standards**

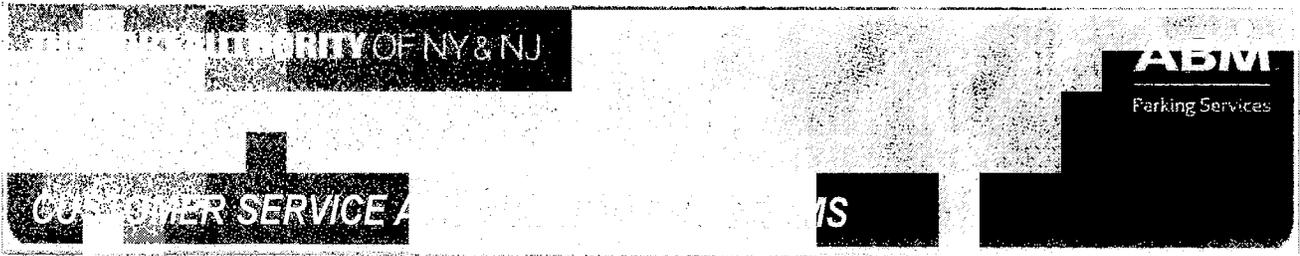
ABM Parking Services will continue to measure our performance against the Port Authority Customer Service Standards by closely monitoring, analyzing, and tracking both the Mystery Shops from the Port Authority and our own mystery shopper program. Our program mirrors the PA's and uses the same "Pass / Fail" scoring system. A quick review (see chart below) of our Port Authority shops for 2011 demonstrates an overall excellent passing average of 93%!

	JFK Passing Shops	JFK Failing Shops	LGA Passing Shops	LGA Failing Shops	EWR Passing Shops	EWR Failing Shops	Total Shops Done	Total Passing Shops	Total Failing Shops	Passing Average
Jan-11	4	2	6	0	2	1	15	12	3	80%
Feb-11	4	2	5	0	3	1	15	12	3	80%
Mar-11	3	3	6	1	4	0	17	13	4	76%
Apr-11	5	0	6	0	2	1	14	13	1	93%
May-11	5	0	6	0	3	0	14	14	0	100%
Jun-11	6	0	6	0	4	1	17	16	1	94%
Jul-11	6	0	7	0	6	0	19	19	0	100%
Aug-11	7	0	7	0	4	0	18	18	0	100%
Sep-11	6	0	7	0	4	0	17	17	0	100%
Oct-11	6	0	6	0	5	0	17	17	0	100%
Nov-11	6	0	6	0	5	0	17	17	0	100%
Dec-11	6	0	6	0	3	1	16	15	1	94%
	64	7	74	1	45	5	196	183	13	93%
Location Total		71		75		50				
Location Passing Average		90%		99%		90%				

In addition to using the mystery shopper programs to measure performance, we also pay close attention to feedback from the Terminal-by-Terminal survey (mentioned above) and annual employee evaluations of our managerial staff and quarterly evaluations for supervisors, SICs, and management for the incentive program.

Finally, we continually solicit feedback about our operation and people from our staff in a variety of ways.

- Employees have access to an "800" number and suggestion box where they can report anonymously.
- Employees are encouraged to nominate a peer for Employee of the Month.



- Employees are offered time in training classes to voice concerns.
- Employees are encouraged to advise our training department of issues or topics they would like to see covered in an upcoming seminar.
- Employees are encouraged to inform the Customer Service Department of incidents prior to the customer.
- We host "Town Hall" type meetings on a regular basis where employees can openly and face to face discuss concerns with management.
- Management maintains a general "open door" policy.

**c. Minimum Service Standards with Measurement**

Simply put, ABM Parking Services will continue to do what we have been doing! Our past and current practices as previously referenced in this response have served us, the Port Authority of New York and New Jersey, and most importantly - the parking patrons quite well.

Our future programs and initiatives will continue to provide our employees with the tools and overall support needed to not just meet, but exceed the service standards of the Port Authority. Our Customer Service and Training Department remains on top of current trends and applications of both the service and parking industries. We will continue with our day to day "hands on" approach and incorporate proven past methodologies with

current trends to remain the leader in Customer Care!

**ABM Parking Services Awards**



ABM Parking Services just doesn't talk about customer service, we deliver. The following customer service awards have been presented to ABM Parking Services and ABM Parking Service Employees by the Port Authority over the past few years.

- 2005 – Best Performance by a Port Authority Contractor for Customer Care (JFK) – Given because feedback from the PA's Mystery Shopper Program had our Taxi Dispatch division with the most passed shops for the year.
- 2006 – Director's Partnership (JFK, LGA, EWR) – Given because of our overall performance as a contractor was astounding! During 2006 we handled incredible issues and challenges as the entire Revenue Control System at all three airports was being changed. The Authority actually created this award to note our performance. I am not sure that they ever gave it out again.



- 2008 – Best Performance by a Port Authority Contractor for Customer Care (EWR) – Given because feedback from the PA's Mystery Shopper Program had our EWR division with the most passed shops for the year.
- 2009 – Employees of the Year for going Above & Beyond (EWR) – Given to three of our employees (Stanley Petersen, GM, Keith Urban, OM, and Emma Nikoi, Audit Supervisor) for how they helped Federal and Local Law Enforcement apprehend someone who caused a major security breach at the airport (made national news – fellow had to give his girlfriend one more kiss goodbye and went under the security rope when the TSA officer wasn't looking).
- 2010 – Best Performance by a Port Authority Contractor for Customer Care (LGA) - Given because feedback from the PA's Mystery Shopper Program had our LGA division with the most passed shops for the year.
- 2010 – Employees of the Year for going Above & Beyond (EWR) – Given to three of our employees (Nelson Maisonet, Traffic / Utility, Felix Puello, Supervisor, and Frank Montalvan, Supervisor) for how they helped a distressed traveler and her family.
- 2011 – Best Performance by a Port Authority Contractor for Customer Care (LGA) - Given because feedback from the PA's Mystery Shopper Program had our LGA division with the most passed shops for the year.
- 2011 – Employees of the Year for going Above & Beyond (LGA) – Given to our LGA Supervisor, (Seduat Tammassar) for how he helped a disoriented woman.

# Customer Service & Training Department Manual Policies and Procedures



May, 2012

All Customer Service & Training Managers (CST Managers) have a dual report – to their location’s General Manager and the NY/NJ Regional Customer Service & Training Manager.

The CST Managers are expected to address all aspects of “Customer Contact Concerns” in regards to the Parking Operation:

**Compliments, Complaints, Concerns...  
WE WANT TO HEAR FROM YOU!!**

**Building Name:** \_\_\_\_\_ **Please complete the reverse side of this card and mail, email or \_\_\_\_\_ to the appropriate location.**  
**If you choose to email us, please provide the information request \_\_\_\_\_ on the reverse side to your correspondence.**

<p><b>LaGuardia Airport</b>                  LaGuardia Airport                  Parking Services                  201-332-2000                  201-332-2000                  201-332-2000                  201-332-2000                  201-332-2000                  201-332-2000</p>	<p><b>JFK International Airport</b>                  JFK Parking Services                  Building 34, Level 1, 1st Floor                  Jamaica, NY 11430                  718-224-2000                  718-224-2000                  718-224-2000</p>	<p><b>LaGuardia Airport</b>                  LaGuardia Airport                  Parking Services                  201-332-2000                  201-332-2000                  201-332-2000                  201-332-2000                  201-332-2000</p>
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[www.panynj.gov](http://www.panynj.gov)

**Name:** \_\_\_\_\_ **Telephone #:** (\_\_\_\_) \_\_\_\_\_

**Address:** \_\_\_\_\_ **City:** \_\_\_\_\_ **State:** \_\_\_\_\_ **Zip:** \_\_\_\_\_

**Do you wish to park?** \_\_\_\_\_ **Exit Date:** \_\_\_\_\_ **Approximate Time of Exit:** \_\_\_\_\_

**License Plate #:** \_\_\_\_\_ **Card #/Registration:** \_\_\_\_\_

**Card Type:** \_\_\_\_\_ **Number:** \_\_\_\_\_ **Expiration Date:** \_\_\_\_\_  
(necessary for any credit card refund or adjustment)

\_\_\_\_\_

\_\_\_\_\_

\*For a lost ticket fee adjustment, please include original ticket when mailing this card.

All incoming customer inquiries and concerns are handled in timely and applicable manner. CST Manager are required to research all transactions and print back up documentation from Revenue Control System to validate a customer’s parking as well as, validate any issues with a customer’s parking experience.

Each customer inquiry is to be documented with a Customer Service Form.

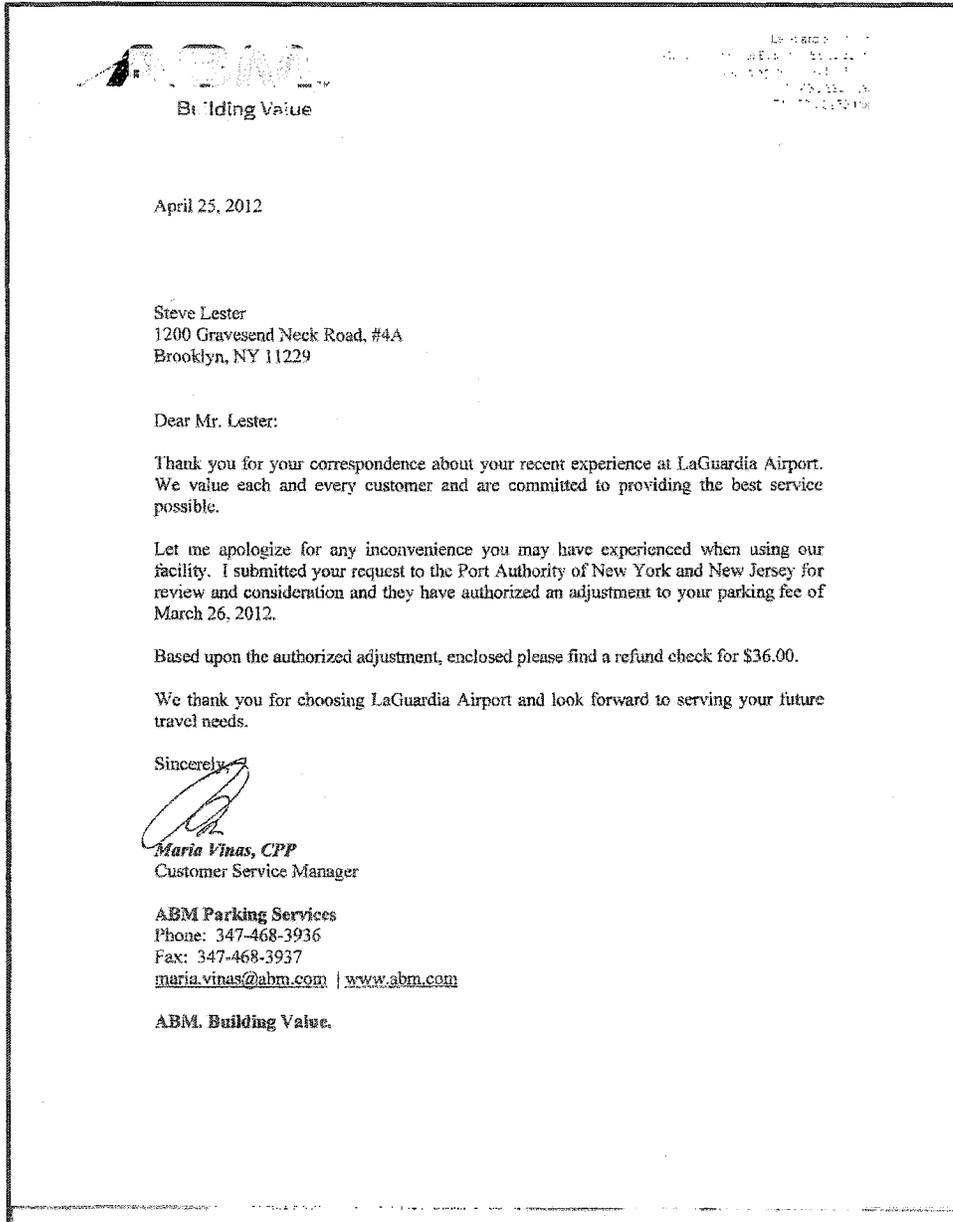
Sample Customer Service Forms:

 <b>Customer's Information</b>	
Ticket #: 27,842	Record #: 5
Name: Richard Devine Address: 1402 Lyndhurst Way City/State/Zip: Wappingers Falls NY 12590	Home Phone: (845) 224-4798 Work Phone: (845) 224-4798 E-Mail: Report Date: 3 /13/2009
<b>Vehicle Information</b> Plate/State: AZK7682 NY Make: Model: Year: Color:	<b>Ticket Information</b> Lot: P2 Date Entered: 12/31/2008 Time Entered: 6:33 Lanes: 205 Date Exited: 1 /4 /2009 Time Exited: 6:24 PM
<b>Transaction</b>	
Method Of Payment: E Z Pass Parking Fee: \$0.00	Refund Type: Check Amount: \$150.00 Date: 5/12/2009
Balance Due <input type="checkbox"/> Amount: \$0.00 Balance Due Rec. #:	Balance Due Waive: Amount: \$0.00 Request Denial: Date:
<b>Approved By:</b> Name: Tom Mari Date: 4/2//2009 Signature/Date	Delay <input type="checkbox"/> Wrong Lot <input type="checkbox"/> Lot Close <input type="checkbox"/> Lost Ticket <input type="checkbox"/> Handicap <input type="checkbox"/> Employee Sales <input type="checkbox"/> EZ Pass Error <input type="checkbox"/> Non Revenue <input checked="" type="checkbox"/> Credit Card Error <input type="checkbox"/> Miscellaneous <input type="checkbox"/>
<input type="checkbox"/> Combination of Self or Valet <input checked="" type="checkbox"/> Self Park <input type="checkbox"/> Valet Attended	
<b>If Valet or Attendant Parked Vehicle</b>	
<b>In</b> Name: Lastname:	<b>Out</b> Name: Lastname:
<b>Comments</b>	
Employee had Issues with Non-Revenue EZPass - was directed to the Employee Sales Office. Issue corrected. Employee charged \$150 Refund Request #09-08	
Reported By: Name: Lastname:	Phone: Date:
Customer Service Rep.	
Maria Vinas Out For Approval: <input type="checkbox"/> Date: 4/7/2009 Out To Account Payable/Receivable: <input type="checkbox"/> Date: 5/5/2009 Response Sent: <input checked="" type="checkbox"/> Date: 5/12/2009	

		<b>CUSTOMER SERVICE FORM</b>		Location: LGA	
ABM Parking Services Rep: Maria Vinas			Date: _____		
Customer Name: _____					
Phone #:		Email Address:			
Address: _____					
City:		State:		Zip Code:	
License Plate#:		Entry Transaction:		Lane:	
State:		Exit Transaction:		Lane:	
Equipment:		Time in Lot:		Days Hrs Mins	
Lot _____:		Long Term Rate:		= 0.00	
Non-Revenue: User#:		Company:			
Method of Payment: N/A			<input type="checkbox"/> Balance Due Issued		
Amount Paid \$		Calculated Fee \$ 0.00		Refund Amount \$ _____	
				***** Amount \$ _____	
Patron is:			<input type="checkbox"/> Received Copy of Receipt		
Request:					
<input type="checkbox"/> Checked for Prior Refund - No Prior Refund on: _____ for: \$ _____					
Description of Incident: _____					
Outcome: _____					
ABM Parking Services Customer Service:			Submitted for Approval <input type="checkbox"/> Date: _____		
			Response Letter Sent <input type="checkbox"/> Date: _____		
_____ Date: _____			Request #:		
Port Authority: <input type="checkbox"/> APPROVED <input type="checkbox"/> DENIED					

Once all pertinent customer information has been documented, the CST Manager will submit any requests for a fee adjustment to their PA Contract Administrator (based on location). All customer issues require a written response from the CST Manager.

Sample Response Refund Letter:



CST Managers are expected to maintain all customer information on file as well as input the informatipon into the Customer Service database/file. All paperwork must be filed by month and updated with appropriate dates of completion in the access database.

Example of Database Entry Screen:

The screenshot shows a web-based database entry interface. At the top, there are navigation links for 'Home', 'Database Entry', and 'Database Query'. Below this, a breadcrumb trail reads 'Home > Ticket Number Details For: 277608'. The main heading is 'Customer's Information'. The form is divided into several sections:

- Customer's Information:**
  - Ticket Number: 277608
  - Name: Richard Devine
  - Address: 1402 Lindhurst Way
  - City/State/Zip: Wappingers Falls, NY 12590
  - Record #: 5
  - Home Phone: (845) 224-4798
  - Work Phone:
  - E-Mail:
  - Report Date: 3/13/2009
- Location and Vehicle Information:**
  - Transaction:
  - Port Authority:
  - Type of Facility:
  - Incident Description/Comments:
  - Out for Approval:
- Vehicle Information:**
  - Plate/State: AZK7682 NY
  - Make:
  - Model:
  - Year:
  - Color:
- Ticket Information:**
  - Lot: P2
  - Lanes: 205
  - Date Entered: 12/31/2008
  - Time Entered: 6:33 AM
  - Date Exited: 1/4/2009
  - Time Exited: 6:24 PM

At the bottom of the form, there is a navigation bar with a grid of letters (A-Z) and a search box. Below the grid are buttons for 'Home', 'Refresh', 'Previous this Record', 'Reports', and 'Edit Screen'. To the right of these buttons are several small icons for navigation and printing.

On a monthly basis, all customer refunds/waivers are compiled for the PA in our Monthly Reports to assist in identifying the customer issues at each location.

CST Managers are responsible to execute all aspects of “Employee Training” in regards to the Parking Operation. These may include the program development and implementation of the following:

- New Hire Orientation – All new team members will undergo a day long training with various departments to include a welcome introduction, safety and security information, PA customer service information as well as information from Human Resources, Operations and a tour of the location.
- Monthly “Tool-Box” Safety Communications – Each month is a new safety related topic is presented to all employees of the company.
- Bi-Annual Customer Service Training – CST Managers conduct all employee customer service and operations training twice a year in May/June and again in Oct/Nov covering various topics of safety and security, any updates or new policies as well as various levels of customer service information to enhance the performance of the staff.
- Leadership Training – Specifically catered for the “leaders” of the team, this training offers information to assist in becoming better team leaders and effective managers.
- Off-Site Managers Workshop – “Managers Boot-Camp” is normally set in September, allowing the management team from the NY & NJ airports to receive a one-day, off-site intensive training program geared to tackling dilemma’s faced by managers of all categories. Whether in the field or administrative, the CST Manager team works to present topics that will enhance the management team to continue to reach their goals.
- Quality of Life – Training courses set for anyone to enhance their personal lives such as Driver’s Safety courses, CPR training or even just an evening of “down-time” with a movie.
- Computer Skills as needed – Refresher courses or learning a new program to enhance performance.

- Safety & Sexual Harassment – Working with the Human Resource Dept. the CST Managers present a Safety and Sexual Harassment course each year to all employees.
- Operations Manual Development and Revisions.
- Supervisor Certification Test Development and Revisions – All supervisors are required to take and pass a certification test as part of their position within the company.

Employee training is a mandatory part of employment within the company and the CST Managers are to ensure that all participation logs are submitted to the appropriate departments for billing purposes and maintained in the location Facility Training Log Book.

CST Managers are expected to attend company meetings – at times as just a participant, however, often also will take minutes for:

- Monthly APS Managers Meeting.
- Monthly ASP/PA Meeting
- Various Federal APD Meetings – some weekly, some monthly
- Various APS Supervisor/SIC Meetings – some weekly, some monthly
- Various APS Role Calls (when needed and times vary).
- Distribute minutes accordingly.
- Quarterly CSTD Meeting.
- PA Customer Care and Sub Council Meetings.

CST Manager's oversee the Mystery Shop Program for both PA and APS at their location. They are responsible to identify/verify the pass/fail Mystery Shops and, when necessary, discipline any employees of their failed shops. To discipline an employee, reviews of employee files are necessary to ensure the discipline is in accordance with ABM's progressive disciplinary protocol.

For each employee who passes a PA and/or ASP Mystery Shop, CST Managers will prepare and distribute personalized recognition notices as well as update company bulletin boards with Mystery Shopper information. Mystery Shop information is prepared for the company monthly report by the CST Manager.

Employee Events are handled by the CST Department, where the team runs all aspect of the event. These actions may include securing dates, locations, caterers, gifts, raffles, invitations, etc. for special events. As well as publicizing events with posters on bulletin boards within the office areas, notices, memos and informing employees at "Roll Calls". These events may include:

- Employee of the Year Luncheon Celebration.
- Valentine's Day.
- Mother's & Father's Day.
- Milestone Celebration.
- Employee Appreciation Day.
- SIC Dinner.
- Management Dinner.
- End of the Summer Luncheon.
- Thanksgiving Raffle.
- Thanksgiving Snack.
- Holiday Raffle/Luncheon

- Holiday Snack.
- Various miscellaneous events – i.e., Airport Day, Career Day.

The CST Managers are involved in other employee events such as preparing a Quarterly Newsletter. The newsletter includes information on the “goings-on” within the NY/NJ Airports as well as throughout the corporation. All Employee of the Month information is maintained by the CST Department, including updating the Employee of the Month wall plaques and certificate distribution. The CST Managers maintain the company’s CYDIR Program and publicize on bulletin boards all employees who receive CYDIR cards. CST Managers are the go-to person for each location’s PA Customer Care Recognition Program; collecting and maintaining the records for any Customer Care Reward Cards submitted to employees. CST Managers also submit qualifying employees to the Customer Care Recognition Program who may have gone above and beyond the call of duty within the quarter.

Working with the Human Resource Department, the CST Managers mail birthday cards each month to any employee celebrating a birthday as part of the Birthday Card Program.

The **Incentive Program** is a multi-level employee recognition program. This program marks positive performance with monetary rewards paid out through the second payroll quarterly for all qualifying employees. CST Managers must work closely with other department managers in order to track all performance indicators such as attendance, write ups and mandatory meeting/training attendance. Mystery Shopper scores are rewarded through the Incentive Program and the records are maintained by the CST Managers.

The **Miscellaneous** duties of the CST Managers vary. All recognize the importance of working as a team and never hesitate to lend or offer their expertise or skills to other areas of the operation. Some of what is noted below fall under the CST Manager’s direct responsibilities; some are preformed to support the overall operation that is APS. They are:

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

**THE PORT AUTHORITY OF NY & NJ**

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

**ABM**  
Parking Services

# REVENUE GENERATING / COST SAVINGS PLAN

ING / CO



### a. Revenue Generating / Cost Savings Plan

As one of the country's largest parking management firms, ABM Parking Services has developed a number of proven programs to generate additional income in airport parking facilities.

#### Advertising Opportunities

With recent changes limiting the ability of advertisers to contact potential customers, there is an ever increasing opportunity to sell prime advertising space. With their high volume foot traffic, airports certainly qualify as desirable location for advertisement space. Today, electronic advertising allows colorful displays changing frequently to capture and maintain the attention of the potential customer. New printing methods allow production of static advertisements that are in a word, cool. Below, please find a Superman advertisement wrap created for an elevator.



Elevator advertising is quickly gaining momentum as one of the hottest marketing opportunities. One of the most attractive aspects of elevator advertising is the sheer number of people it reaches. Assuming that 80% of the garage parkers at the PANYNJ

Airport Parking Facilities used the elevators, that would represent thousands of potential views daily.

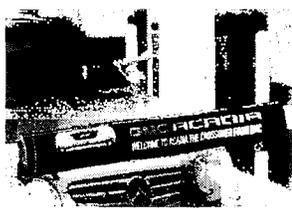
So how does it work? Simply put, elevators are equipped with exciting wraps as shown above and / or screens displaying high-resolution ads from paying sponsors. If you think about it, the advantages of elevator advertising are obvious. Unlike TV or web-based forms of advertising, elevator ads cannot be turned off. Similarly, elevator ads can't be viewed once and then thrown away like newspaper or magazine ads. In essence, elevator ads guarantee a captive audience both in the elevator cab and in the lobby waiting for the elevator to arrive. Customers appreciate elevator ads, too, because they offer free "entertainment" and eliminate the need to interact with strangers.

#### Advertickets and Gate Arm Ads



In any parking operation there are three major expenses: labor, liability insurance and operating costs, i.e. tickets and printing and gate arm cushioning. With the Advertickets program we can offset these costs and generate a new revenue stream by charging a fee to the advertiser. These programs create new revenue streams where there has traditionally been an expense like parking spitter tickets, as well as gate arm cushions. We believe that these programs will reduce expenses and will generate additional income for the PANYNJ Airport Parking Facilities. All potential ads will

ROST



be subject to approval by the Airport before they are installed.

**Parking Locator System**

ABM Parking Services recommends the installation of the Parking Locator System. The Parking Locator System can be installed in carefully placed locations throughout the PANYNJ Airport Parking Facilities.

The units allow customers to pull a complimentary locator slip that will help them find their car when they return. The system pays for itself by selling advertising space on the reverse side of the locator tickets, which enables the system to be free to the Airport. In addition, the Parking Locator System pays the airport a proportion of the advertising revenue. Of course, the Authority will have the ability to approve any advertising that is placed on the locator slips.

The system even has an option that will allow customers to text a number from their cell phone. Shortly thereafter, the Parking Locator System will send the customer two text messages to their phone. The first message will describe the customer's parking location and the second will be a short advertisement.

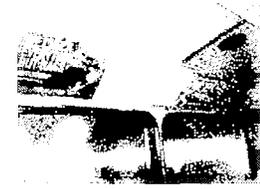
Again, the Parking Locator System can be installed at no cost to the Authority, and it will



actually pay a percentage of the advertising income back to the Authority.

**Shuttle Advertising**

ABM Parking Services works with advertising agencies such as Airport Target Media to generate additional income for our airport clients by using their shuttle fleets for advertising. Advertising can be relatively small by using "J" rail advertising cards on the shuttle interiors or can go more hi - tech by installing



advertising monitors with scrolling ads and videos. Just four interior ads can generate \$50 per month, per vehicle.



For optimum income, the ads can move to the exterior of the shuttles such as rear window wraps or even full bus wrap ads. Full wrap ads can generate up to \$1,200 per month, per vehicle! Of course, all advertising campaigns will need Authority approval before they can be implemented.



**Marketing Plan**

The following pages contain an airport parking marketing plan that was custom designed for the PANYNJ Airport Parking Facilities to increase market share, as well as revenues. If the Authority is interested in greatly expanding the marketing of the Airport Parking Facilities, ABM Parking services will work with a local area marketing firm to implement this plan.

**THE PORT AUTHORITY OF NY & NJ**

John F. Kennedy  
INTERNATIONAL AIRPORT

LaGuardia  
AIRPORT

Newark Liberty  
INTERNATIONAL AIRPORT

Stewart  
INTERNATIONAL AIRPORT



# MARKETING PLAN

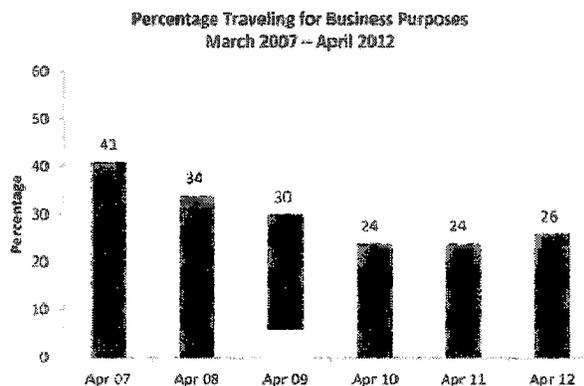
**SITUATIONAL ANALYSIS**

In the years following September 11, 2001, the travel industry was blindsided by both the dramatic rise of oil and gas prices starting in the second quarter of 2007 and then a worldwide economic downturn. The current environment remains challenging for hospitality-based businesses who struggle to maintain business-level customer perks while they focus on luring leisure travelers with more price-conscious sensitivities. Other industries experience similar challenges on an ongoing basis, while financial pressures remain unresolved in any sustained way.

While travel remains a less frequent priority for businesses, the leisure travel industry has remained relatively steady with both families and retirees, however, resorting to save and conserve behavior. The traveler that remains is frequently more discerning, looking for discounts, loyalty programs and greater value for their money. This same situation has led many industries to pull back if not completely abandon the advertising marketplace, leaving a lighter playing field for savvy marketers to capitalize upon. Ongoing opportunities exist which allow great impact for active marketers, with the result that their messaging in the current marketplace benefits from less competition for consumer's attention as well as less competition for available advertising units. For the immediate future, advertisers can realize great savings and campaign efficiencies.

In the meantime, with the business environment in a static state, it becomes even more imperative to maintain marketplace visibility and initiatives so as to capture as much available business as possible. ABM Parking Services believes that an opportunity exists for the Port Authority of New York and New Jersey (PANYNJ) Airport Parking Facilities to aggressively build its brand locally, resulting in an immediate return in investment and protecting its strong market share position from erosion. Launching and then maintaining a consistent marketing program will establish a lasting competitive advantage for the PANYNJ Airport Parking Facilities. As travel and enplanements rise, the PANYNJ Airport Parking Facilities will be poised and ready to increase market share and capacity rates.

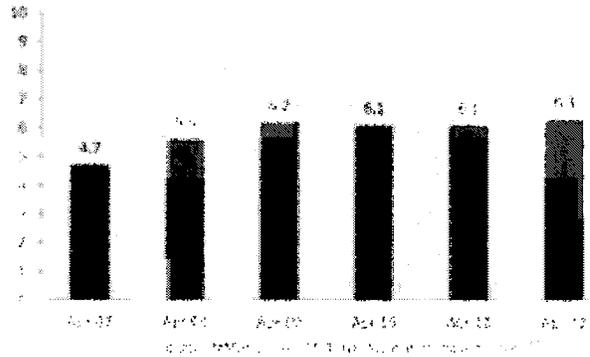
Just last month, the U.S. Travel Association reported that for the first time in the past five years, the business travel category exhibited signs of growth.



Source: MMEY Global/U.S. Travel Association, *travelhorizons*<sup>TM</sup>

The same study documents that the average number of trips taken by adults in the U.S. for business is also on the rise. Currently the average is six times per year.

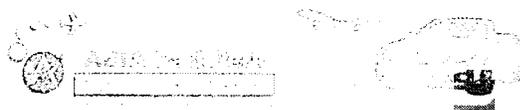
Average Number of Business Trips Taken in the Past 12 Months  
April 2007 - April 2012



Over the past 40 years, ABM Parking Services has developed extensive marketing programs for our airport parking services and is poised and ready to assist the Port Authority of New York and New Jersey (PANYNJ) with growing the business of its on-airport parking products. In addition to the successes and experience realized with PANYNJ, ABM Parking Services has also developed advertising and marketing initiatives to support airport parking operations in Oakland, Minneapolis / St. Paul, Tampa, Orlando and Austin.

ABM Parking Services has partnered with local advertising and marketing companies around the country in the development of strategies and initiatives to support these programs in coordination with airport umbrella branding by developing unique, well-considered, traveler-centric creative as well as heavily negotiated local media buys including outdoor, radio, TV, on-line, newsprint, POS, and collateral. This program has been particularly successful at managing and monitoring a diverse and extensive inventory of ad units, promotional efforts, and leveraging advertising dollars in return for valued-added promotions. On the following page is an example of the kind of return on investment that the PANYNJ Airport Parking Facilities can expect from negotiated advertising initiatives.

At the Austin – Bergstrom International Airport, the same campaign that leveraged paid advertising spots for an additional \$20,000+ in value-added announcements, resulted in a 455% increase in their ParkPerk program enrollments compared to the previous year. The media mix included radio and on-line travel verticals employing demographic and geographic targeting. Outdoor and in-terminal ad units were utilized throughout the year for a sustained effort.



The team is flexible and designed to be responsive to meet the expressed needs and directions provided by the Authority while providing expert counsel and external sounding boards.

The team partnership has resulted in extensive and forward-thinking expertise for the benefit of on airport parking especially in those circumstances where off-airport competitors have been established. In those markets, such as Austin, the close and committed team-oriented approach has resulted in well-informed, market-driven initiatives based on research and testing. The team facilitates consensus-building based on the development of a unique set of selling propositions, giving advertising initiatives the chance to resonate with current and prospective customers. Based on this experience and history of developing in-depth marketplace knowledge, we are pleased to make the following recommendations.

#### **TARGET MARKET DEVELOPMENT**

One of the first initiatives the team will implement under the new contract is a thorough analysis of market data, traveler profiles, and zip code level demographics in order to develop a target market demographic profile. The process of developing a thorough understanding of the PANYNJ Airport Parking customers is imperative to bringing to market relevant advertising and marketing strategies that resonate and help build business and loyalty.



Available research provides a basic level of information so proprietary studies proposed for the first year of the renewed contract can focus on obtaining more exacting information to help differentiate the PANYNJ Airport Parking Facilities from its competitors. Focus group studies are an ideal way to better understand the motivations and barriers experienced by current and potential customers. The end result is customer-centric creative development, strategies, and product improvements.

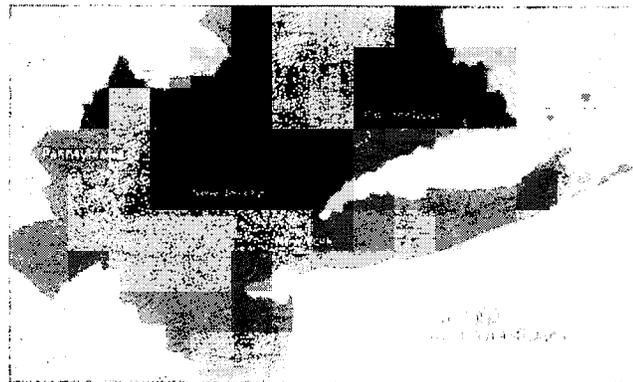
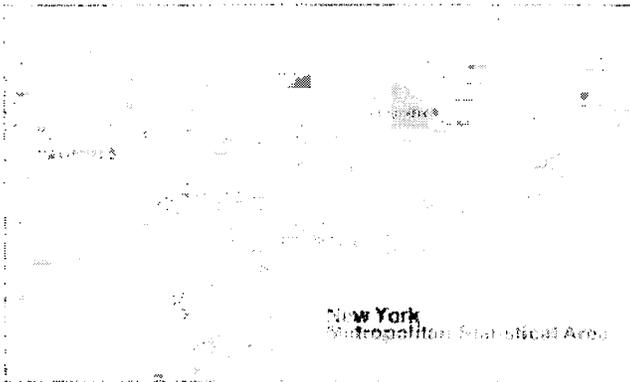
Other recommendations include a statistically reliable quantitative study follow-up to the focus group study in order to document customer, competitive and non-user profiles and viewpoints.

#### **Geographic**

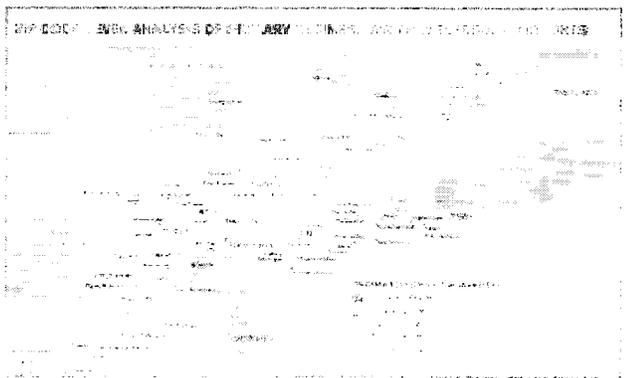
Verifiable data available through existing research studies reveals a number of interesting statistics with bearing on the preliminary development of the target market for airport parking in the New York region.

For purposes of this proposal, advertising and marketing efforts will focus on the standard market definition for the New York Metropolitan Statistical Area (MSA) as the geographic boundary for three out of the four PANYNJ parking operations: Newark Liberty International Airport, John F. Kennedy International Airport, and LaGuardia Airports.

The New York MSA is comprised of the Bronx, Kings, Nassau, New York, Putnam, Queens, Richmond, Rockland, Suffolk and Westchester counties as well as Connecticut's Fairfield county, and New Jersey's Bergen, Essex, Hudson, Middlesex, Monmouth, Morris, Passaic, Somerset, and Union counties.



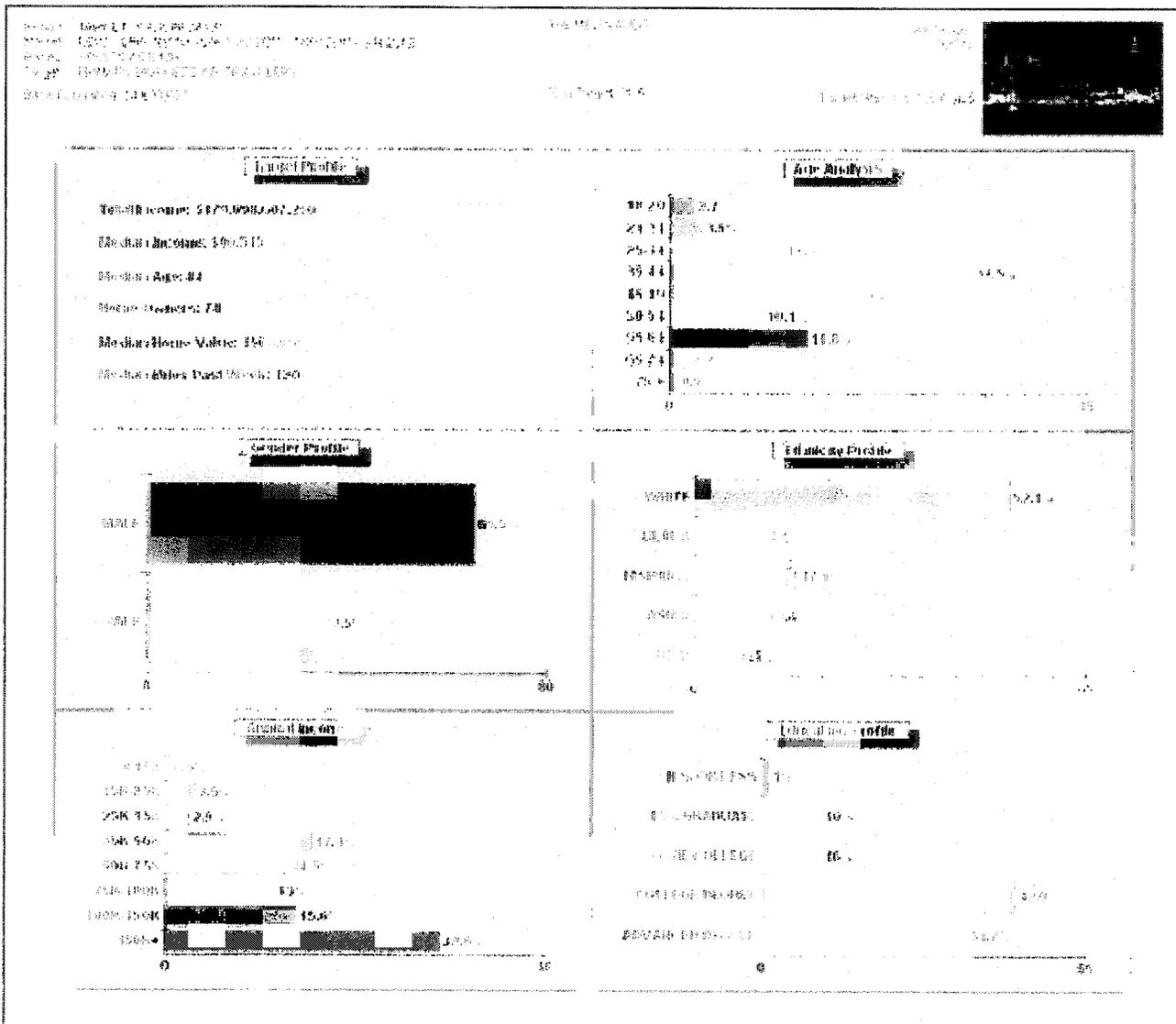
Portions of other MSAs are also part of the PANYNJ Airports catchment area and should be reviewed for consideration and prioritization for inclusion in outreach and broader advertising and marketing efforts. For example, the Litchfield and New Haven counties both represent approximately 100,000 additional high frequency flyers according to data obtained from Experian Information Solutions. These two counties fall within the New Haven MSA and are part of the PANYNJ Airports catchment area.



Data available through the proprietary studies conducted by Media Audit provide zip code level analysis of travelers in the New York MSA who have taken at least six domestic flights in the past year, as well as travelers who describe themselves as primarily traveling for business.

This data does not provide airport-specific data, however it is clear from the catchment area studies that the marketplace for Stewart International Airport should be separated out of the New York MSA to target Dutchess, Orange, Putnam, and Westchester counties separately whenever possible. At a minimum, available research for the Poughkeepsie, NY MSA will be reviewed upon refinement of strategy.

The overall market definition and profile for business travelers originating in the New York MSA reveals the likely target age, gender, and annual household income to use as a basis for target market definition.

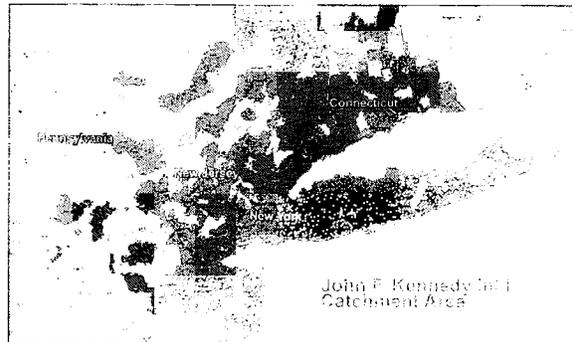


It is important to note that this broad definition without regard to travel frequency, income restriction (HHI \$100-250K), and driving requirement is already only 11.5% of the population.

With the narrowcasting to reach those travelers of utmost importance to the PANYNJ Airport Parking Facilities, comes the probability of statistic unreliability and the need to analyze data from a number of sources. Subsets of Media Audit data provide insight into percentages of Primary Business Travelers who own at least one vehicle among other things such as car make / model, purchasing habits, and general location.

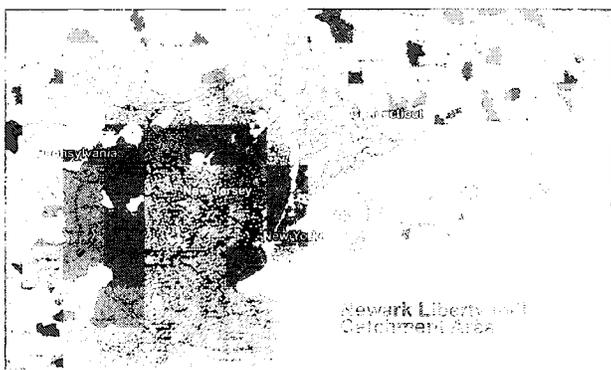
***Narrowcasting within Broadcasting***

Finding the pockets of high frequency travelers with the appropriate income levels and car ownership is critical to narrowly focusing the advertising and marketing efforts to be effective and most efficient. More detailed studies will be necessary to identify these customer clusters unique to each location.



For example, efforts to grow revenue with passengers in the PANYNJ catchment area who primarily fly out of JFK will likely concentrate on reaching those residents identified in the *May 2007 FAA Regional Air Service Demand Study* as originating in Manhattan, Long Island, Queens, Brooklyn, the Bronx, Staten Island, Westchester, and Putnam counties as well as eastern portions of New Jersey (7% of passengers), and western portions of Connecticut (7% of passengers).

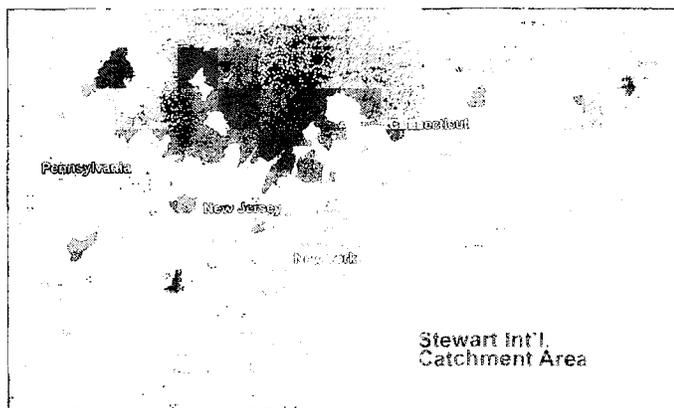
Based on the same FAA study, customers surveyed reported that if the availability of direct flights, preferred destinations, and pricing were all equal, that the most important criteria for selecting an airport is the traveler's proximity to the airport. Direct mail and geotargeted on-line campaigns will be helpful in supporting broader market initiatives.



LaGuardia and JFK share similar patterns of traveler origination. LaGuardia has less traffic and catchment area market share than JFK and Newark but has a higher concentration of business travelers. Messaging designed to appeal to the business traveler is critical for the LaGuardia-specific effort.

Meanwhile, Newark's travel patterns reveal that the majority of Newark's customers are New

Jersey residents (71%) with Manhattan still providing 17% of travelers. Newark has the highest concentration of business travelers at 37%. The New Jersey market represents a prime opportunity for business messaging and reaching travelers who are car owners.



Stewart Airport shares its catchment area with all three of the other PANYNJ airports but its share of the market is confined primarily to Rockland, Orange, Putnam, Dutchess, Ulster, Sullivan, and Delaware counties as well as Pennsylvania. While its catchment area also delivers a high concentration of travelers who are car owners, the number of passengers pales in comparison.

While the three main airports all experience market pressure on their revenue-producing parking operations, the Stewart Airport operation is positioned as the sole provider of airport parking in an area with high numbers of car drivers.

Thus ABM Parking Services recommends supporting an advertising initiative on behalf of all PANYNJ On-Airport Parking operations with carefully selected radio and outdoor media within the New York MSA.

By carefully selecting media and using strategies found effective at reaching high frequency travelers through mass media, the public component will be timed to prepare the market for the additional overlay of direct mail and an on-line campaign. Efforts on behalf of individual airports will be carefully crafted to target messaging to those travelers in close proximity to the specific airport. The May 2007 FAA Study reveals that travelers are most likely to select a specific airport based on proximity to their location if all other factors such as direct flights, schedules, and price are equal.

***Frequent Flyers / Frequent Parkers***

While Manhattan represents the highest concentration of travelers for three out of four Authority airports, it also has the lowest percentage of drivers. This provides a unique situation and challenge. In the New York market, high frequency travelers must first be targeted based on household income (HHI) requirements that rule out travelers who are motivated by low price without regard for convenience (i.e. mass transit) or those motivated by convenience without regard to price (i.e. car services). A frequent flyer who also drives and parks in commuter rail parking lots, sporting event lots, etc. is already exhibiting the kind of behavior that makes them more likely to use airport parking. Finding out where your key customers are when they are not flying, their lifestyles, and activities will enable the Authority to take its message to the prospect directly. Mass media used to



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Parking Services

increase top of mind is most effective when the true target is also reached in meaningful ways that communicate the company's understanding that they "get" what the customer is all about.

According to the *2009 Comparison Study by the New York NHTS*, as population gets denser, the number of car owners decreases. According to the study, "As many as two in every three New York state households in the most densely populated areas of the state (households located within New York City) don't own a vehicle." The data points to a need for targeting and attracting the attention of suburban drivers outside the urban core who are not using mass transit, taxi, drop off or car service when flying out of New York.

Data available from the *U.S. Census Bureau (2006-2010 American Community Survey)* on the statewide level is indicative of this trend as represented in commuting choices. Of working residents age 16+:

- 79.1% of Connecticut commutes by car
- 76.4% of Pennsylvania commutes by car
- 71.6% of New Jersey commutes by car
- 54.1% of New York State commutes by car

This information has great impact on the strategy and focus for the PANYNJ Airport Parking Facilities advertising and marketing. Determining the level of car ownership of high frequency travelers and their location is imperative to the success of outreach. While fewer residents of New York City (Manhattan and boroughs) commute or own cars, the sheer numbers may require a great deal of focus on the metro vs. suburban areas. Both segments will likely require targeted outreach.

ABM Parking Services proposes engaging the services of a New York-based market research firm to conduct customer dialogs designed to find this core group and document their attitudes and behaviors. Non-users with cars who do not drive and park represent one of the key opportunities for the PANYNJ Airport Parking Facilities. Enticing prospects who are qualified targets, but non-users, to sample the product is one of the key tactics to explore.

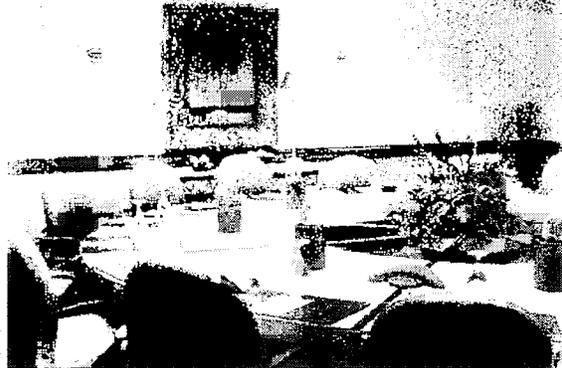
### ***Focus Groups***

Due to methodology approach, focus group studies provide an excellent opportunity to dialog with, observe, and listen to members of key customer groups. Insights gained during these studies often lead to inexpensive but successful product refinements that are market and customer driven.

ABM Parking Services recommends fielding an initial study concentrating on the PANYNJ Airports primary customer base, Newark Liberty International Airport.

The Newark market represents the greatest opportunity for revenue growth and concentration of frequent flyers who drive. While the Newark market profile may differ from those of JFK, LaGuardia, and Stewart, the Newark location also has the greatest number of competitors.

The insights gained in the initial Newark focus group can form the basis for fielding a broader study utilizing on-line technologies.



The statistically reliable quantitative study of the larger PANYNJ catchment area, segmented by primary airport for each traveler, will be discussed in a later section.

Based upon the PANYNJ's Airport parking product offerings and competitive situation, the team would recommend seating two groups for each product group. Duplicate groups will be necessary for redundancy to balance any outlier tendency or extreme response. Duplicate groups will also be required to separate leisure and business travelers whose needs are distinctly different enough that seating together would cause a fractured focus with less ability to probe core issues specific to each.

We have identified the following six group definitions:

1. On-Airport parkers in Terminal C Garage and Terminal A/B lots
2. On-Airport parkers in P4 Garage and Lots P1/P3
3. On-Airport parkers in Long Term P6
4. On-Airport parkers in Valet
5. Off-Airport parkers
6. Alternate travelers who drive vehicles but choose mass transit, cab, limo, drop-off, etc.

Should the Authority be able to provide customer contact data (name and phone number) the costs for recruitment will be greatly reduced. For purposes of the proposal, the advertising agency and market research firm partner will develop pricing based on limited access to PANYNJ data. Recruiting goals are recommended as follows:

- Travel out of EWR for business on a weekly basis, or
- Travel out of EWR for leisure on a monthly basis, and
- Age 25-54, and
- Own or have a long-term lease on a vehicle

This high frequency traveler will be difficult to recruit, not only because of the reticence of high-income consumers to engage in market research studies, but also because their travel schedules leave them with little time in any given week. The opportunity does exist, however, to engage those customers who are passionate about travel (i.e. "Road Warriors") and who will seize the opportunity to be involved in designing a product that is best suited to their needs.

That said, the chance remains that the study recruitment goals may require recruiting less frequent travelers in order to properly seat each study session. The ad agency will work closely with the client and market research firm to agree to acceptable recruitment goals. For example:

- Travel out of EWR for business on a monthly basis, or
- Travel out of EWR for leisure 4+/yr, and
- Age 25-54, and
- Own or have a long-term lease on a vehicle

The result will be a series of 12 focus group seatings of 6-10 participants in each. The findings will provide the Authority, ABM Parking Services, and the marketing team with in-depth understanding of the business and leisure traveler's motivations, behaviors, attitudes and experiential response within each particular product group. It is critical to identify the key barriers to category entry and potential entry motivations among those not active in the category.

The types of queries that have been fielded in other markets include:

- Price point sensitivities
- Most cost efficient product upgrades in ratio to customer satisfaction
- On airport vs. off-airport vs. car service tipping points
- Determining factors for lot selection
- Preferred valet/concierge level promotionals
- Fairness/usefulness of loyalty program rewards
- Travel routes from home vs. office
- Leisure activities and lifestyle
- Response to advertising creative
- New product testing/probes

All travelers who participate will do so mostly out of their investment and interest in being included in decision-making for a product of importance to them. In fact, the client and its customer will both reap the rewards of implementing new products and product improvements that bubble up from the focus group experience.

Typical compensation for participation includes dinner before the evening begins as well as a small incentive as a consideration. Some clients also provide a thank you gift which includes travel-



related products. For purposes of this proposal, the incentive is \$125 for a 90-minute focus group. Seven to ten team members from the Authority, ABM and the ad agency will be able to observe via a two-way mirror.

Since marketing and advertising activity has been limited in the past, the agency recommends utilizing the initial study to test messaging as well.



LEISURE MARKET ORIENTED MESSAGING ("BONGO" Free SALE)

OFF-SITE BUSINESS	Demographics	Lifestyle / how to say to spend spare time
<p>Value</p> <p>Low to Cost Ratio</p> <p>Travel to work or leisure</p> <ul style="list-style-type: none"> <li>• 60% book own travel; no use airlines websites</li> <li>• Fewers who did not book own travel listed travel agent, corporate site, Travelocity, Siemens, Kayak, Expedia.com, etc. as sources</li> <li>• Shows off-site for car rental, lost of property in car, pick up trays, take care of car, trust in reliability of shuttle car, etc. they get to terminal faster</li> <li>• Most watched about two years ago and still looking for my site, prior customer service, melbaest for design for shuttles.</li> <li>• 68% continue to use onsite monthly garage for city trips and Lot A &amp; B. (no running copy jobs)</li> <li>• Over half of parking was from car rental, but not 100% of it.</li> </ul> <p>Other</p> <ul style="list-style-type: none"> <li>• 60% American State and local business, 20% international</li> <li>• Of TV programs viewed, news/sports/price/finance/20% of total, 25% sports, 12%</li> <li>• Of radio stations listened to RUF (25%)</li> <li>• 60% did not recall of the last direct mail piece they received</li> </ul>	<ul style="list-style-type: none"> <li>• \$40K HH</li> <li>• Average Age 44</li> <li>• 63% Male 37% Female</li> <li>• 63% Married</li> <li>• Average 1.5 Children</li> </ul>	

SAMPLE COMPETITIVE ANALYSIS



**ABM**

Parking Services

The study can also provide a basis from which a statistically reliable quantitative study can be developed and fielded across the PANYNJ Airports catchment area to further probe for those areas revealed by the focus group which the Authority and agency feel warrant further exploration. The results of the follow-up study can be tabulated and analyzed on an airport-by-airport basis and be designed as statistically reliable for each airport.

Creative and decision-making that flows out of the customer dialogs will result in more relevant tactics and positioning. Testing and probing for ideas from key customers combined with decision-making and development based on solid research is an invaluable safeguard against hazarding any missteps or operating under false assumptions.

### ***Phase Two Quantitative Study***

The second phase of recommended market studies is a follow-up quantitative survey conducted on-line with frequent travelers with cars across the PANYNJ catchment area. The agency and research firm also recommends using the phase two study to form a baseline benchmark for product awareness and usage segmentation.

Not only will the body of work provide a quantifiable, statistically reliable attitudinal study,

Structured properly, the baseline awareness portion can serve several other purposes as well:

- Develop dashboard report on geographic and demographic profiles of PANYNJ's parking customers and those of its competitors.
- Form the basis for understanding basic segmentation by frequency and product.
- Provide a snapshot of market-place awareness and outreach effectiveness that can be repeated annually as a valuable tool for evaluating not only advertising and marketing development but customer attitudes toward the airport overall.
- Statistic reliability provides the ability to look at data by product usage, travel frequency, or any other number of criteria such as likelihood to respond to certain positive or negative stimuli. This last option can provide testing of initiatives in advance of product introductions.

At the conclusion of the quantitative on-line study, the agency and market research firm will create a profile for each product group based on type of traveler, frequency of travel, demographic segments, geography, etc. In the final analysis, the segmentation study will produce a customer profile as well as a product profile including:

- Descriptive customer group name
- Product attitude per group per product
- Psychographics

- Demographics
- Motivations / keys to messaging/tone development

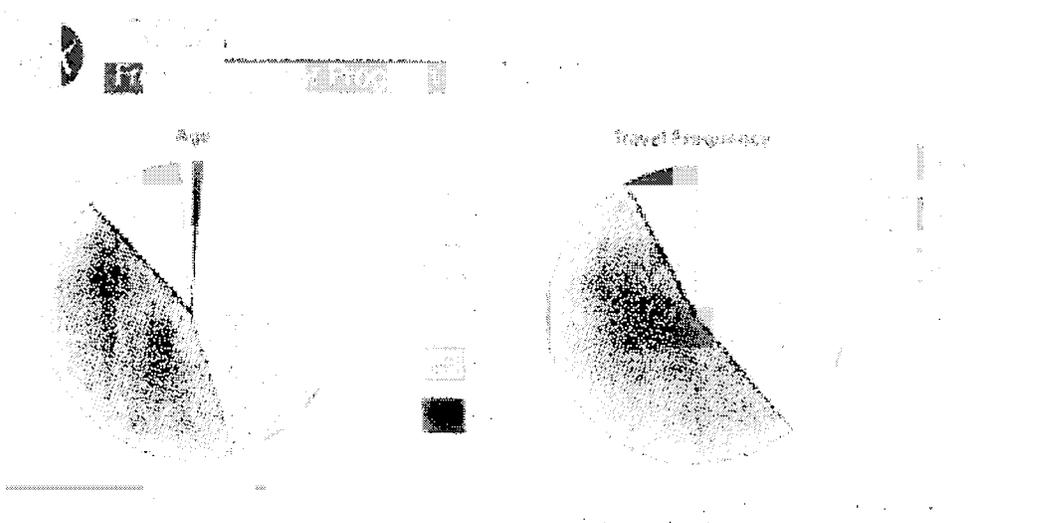
The quantitative study would further touch upon and form segmentation on which travelers use which products at both on-airport and any of the 27 additional businesses which are either direct competitors or provide options in lieu of the PANYNJ Airport Parking Facilities throughout the catchment area. The presentation of findings will help the Authority identify any situations that might weaken its market share and will further serve to solidify its positioning in a relevant manner.

A general target audience description has been provided to the market research firm in order to provide a recommendation and price estimate. For the purposes of this proposal, the incidence of qualification is low at 5% of the marketplace. Costs to complete a statistically representative number of on-line surveys have been included in the cost section. The market research firm will fine tune their approach and quote once a Non-Disclosure Agreement is in place.

## UNIQUE SELLING PROPOSITION AND MESSAGING SUCCESS

### *Creative Testing & Post Buy Awareness Studies*

Participants in the focus group and on-line quantitative studies will be given the option to participate in future web-based creative testing and post buy awareness studies. In this way, the Authority can begin to develop a list of consumers interested in serving as a customer-based advisory panel.



After completing the Newark focus group, baseline awareness study and statistically reliable quantitative study, the team will undergo a period of review and development designed to absorb the new information, develop firm target market definition, and brainstorm on-target strategies for client review and approval. The ad agency will develop two to three basic concept tracks for client review and begin testing with key customer groups.

In the Austin market, the ad agency was able to test creative concepts with high frequency business travelers, allowing for the agency and client team to select and refine creative that resonated with the key customer group. The creative testing also provided feedback on the believability of claims, and whether variations on messaging would seem relevant to frequent business travelers.

## Radio Ad: Lenny & Bruce

- **"It was like they were listening to this group when they wrote this ad."**
  - **Ad was liked because it provided reasons for parking at ABIA—valet parking, a loyalty program, etc.**
  - **Would drive action for interested people—check out the website for information about the programs mentioned in the ad.**
- **Timing & Brand did not affect effectiveness of the message.**
  - **Many complaints about both the content and timing of local flavor.**
- **Would grab attention when aired on radio.**
  - **Airplane engine lead-in grabs attention—a good device to use in spots.**
  - **High paced dialog catches attention but seems to add stress to parking.**
- **Take away: it was confirmed the content people were interested in—three reasons to park at ABIA are providing the parking, valet, the lounge and priority check-in. It turned out people are being more interested in local.**

## QUALIBUS CREATIVE TEST FEEDBACK

Based on the results of preliminary testing, the ad agency refined creative, including a switch in on-air talent and gave the spot more local flavor resulting in a 455% increase in program enrollments during the advertising campaign, compared to the previous year.

The on-line awareness study was made possible by capturing the e-mail addresses of top revenue-producing members of the client's loyalty program. By asking members to opt-in, not only was research able to work directly with key customer groups, but the agency and client worked regularly on referring to the high-end customer profile obtained through the on-line studies.

Participants were also recruited for focus group studies with a high percentage strongly invested in providing product feedback.

On-line studies with high frequency travelers consistently produce high participation rates.

### THE MARKET

A comprehensive understanding of the market is imperative. The body of knowledge brought to the initiative by the ad agency and ABM Parking Services will be considerable and will be further informed by the market research studies implemented in the first year of the renewed contract. With this in-depth understanding of the customer and their needs, the product and its benefits, the final step before properly positioning the PANYNJ Airport Parking Facilities is to clearly understand the competitive situation.

On a regular basis, the team will update the following snapshots of the marketplace.

### NEWARK AIRPORT PARKING

	2G	Yes	No
<b>Number of Spaces</b>	23,051	Haynes (Avistar) 1,700 McClellan (Avistar) - unknown #2 (SkyPark) - unknown	Unknown
<b>Products</b>	Valet Short Term Garage Short Term Lots Daily Garage Daily Lots Long Term Lot	Valet Open Air* Self Park Open Air** *Not available at #2 **Not available at #McC	Valet & Self Park Open Air
<b>Pricing</b>	Valet \$40 Short Term G & L \$33 Daily Garage \$27 Daily Lots \$24 Long Term Lot \$18	Valet Open Air \$18.95 Self Park Open Air Haynes \$13.95 #2 \$12.95	Valet & Self Park Open Air \$11.00
<b>Specials</b>	Earn double miles thru 6/1/12 with Thanks Again	Coupon for valet: Haynes \$16.60 McClellan \$14.79 Coupon for self-park Haynes \$12.15 #2 \$10.45	Platinum Premier earns 1 point for every dollar
<b>Other Services</b>	Restricted mobility Express Pay EZPark Plus	Comped paper & water	Drop off, detailing, text and e-mail alerts, live support
<b>Advertising</b>	"Safe, secure, no hidden fees, easy access to terminals"	"We have airport parking covered," "Show us your spots," marquee event advertising, boarding pass ads	"We Park... You Fly"
<b>Social</b>	Parking No; Corp Yes	Corp Yes	Yes
<b>Reservations</b>	Yes, \$5	Yes	Yes
<b>Rewards</b>	Thanks Again	Spot Club	Yes
<b>Yelp</b>	2.5 stars	1.5 stars avg. (before merger)	4.5 stars

**PARKING PLAN**

**JFK AIRPORT PARKING**

Number of Spaces	Location	Notes	Access	Hours	Remarks
1,000	Garage A	Terminal 1	24/7	24/7	Terminal 1
1,000	Garage B	Terminal 2	24/7	24/7	Terminal 2
1,000	Garage C	Terminal 3	24/7	24/7	Terminal 3
1,000	Garage D	Terminal 4	24/7	24/7	Terminal 4
1,000	Garage E	Terminal 5	24/7	24/7	Terminal 5
1,000	Garage F	Terminal 6	24/7	24/7	Terminal 6
1,000	Garage G	Terminal 7	24/7	24/7	Terminal 7
1,000	Garage H	Terminal 8	24/7	24/7	Terminal 8
1,000	Garage I	Terminal 9	24/7	24/7	Terminal 9
1,000	Garage J	Terminal 10	24/7	24/7	Terminal 10

**LAGUARDIA AIRPORT PARKING**

Number of Spaces	Parking	Parking Spot	Order	Notes	SuperShuttle	Yellow Cab
1,000	Garage A	Terminal 1	24/7	24/7	Terminal 1	Terminal 1
1,000	Garage B	Terminal 2	24/7	24/7	Terminal 2	Terminal 2
1,000	Garage C	Terminal 3	24/7	24/7	Terminal 3	Terminal 3
1,000	Garage D	Terminal 4	24/7	24/7	Terminal 4	Terminal 4
1,000	Garage E	Terminal 5	24/7	24/7	Terminal 5	Terminal 5
1,000	Garage F	Terminal 6	24/7	24/7	Terminal 6	Terminal 6
1,000	Garage G	Terminal 7	24/7	24/7	Terminal 7	Terminal 7
1,000	Garage H	Terminal 8	24/7	24/7	Terminal 8	Terminal 8
1,000	Garage I	Terminal 9	24/7	24/7	Terminal 9	Terminal 9
1,000	Garage J	Terminal 10	24/7	24/7	Terminal 10	Terminal 10

Further analysis comparing PANYNJ On-Airport Parking's rates to the national marketplace is also helpful in determining whether positioning and products are priced for success.

**Newark Liberty International Airport**

	<u>Hourly</u>	<u>Daily</u>
-Short Term Garage/Lots	\$3.00 0 – 30min \$6.00 30 – 1hr \$3.00 each add'l ½ hr	\$33.00/day max
- Daily Garage	\$3.00 0 – 30min \$6.00 30 – 1hr \$3.00 each add'l ½ hr	\$27.00/day max
- Daily Lots P1/P3	\$3.00 0 – 30min \$6.00 30 – 1hr \$3.00 each add'l ½ hr	\$24.00/day max
-Long Term Lot	\$6.00 each add'l 8 hrs	\$18.00/day 1 <sup>st</sup> 24 hrs
-Valet-Garage P4	\$20.00 each add'l 12 hrs	\$40.00/day
-Restricted Mobility	<i>Available in each parking lot near terminal entrance at P6 rate.</i>	

**John F. Kennedy International Airport**

	<u>Hourly</u>	<u>Daily</u>
-Short Term-Daily Garage (Terminals 1-8)	\$3.00 0 – 30min \$6.00 30 – 1hr \$3.00 each add'l ½ hr	\$33.00/day max
-Long-Term/Economy Lots	\$6.00 each add'l 8 hrs	\$18.00/day 1 <sup>st</sup> 24 hrs
-Restricted Mobility	<i>Available in each parking lot near terminal entrance at Long-Term rate.</i>	
-Cell Phone Lot	Complimentary	



Parking Service

### LaGuardia Airport

	<u>Hourly</u>	<u>Daily</u>
-Short Term-Daily Garage P2 & Daily Lots P 1, 4, 5, 6, and 7	\$3.00 0 – 30min \$6.00 30 – 1hr \$3.00 each add'l ½ hr	\$33.00/day max
-Long-Term/Economy Lot P3	\$6.00 each add'l 8 hrs (after 48 hrs)	\$33.00/day 1 <sup>st</sup> 24 hrs \$33.00/day 2 <sup>nd</sup> 24 hrs
-Restricted Mobility	Available in each parking lot near terminal entrance at Long-Term rate.	

### Stewart International Airport

	<u>Hourly</u>	<u>Daily</u>
-Short Term Lot	\$3.00 0 – 1hr \$3.00 each add'l ½ hr	\$30.00/day max
-Long-Term Lot (after 24 hrs)	\$4.00 each add'l 8 hrs \$10.00/day max	\$10.00/day 1 <sup>st</sup> 24 hrs \$60.00/wk max
-Restricted Mobility	Available in each parking lot at Short-Term rate with a daily max of \$10 1 <sup>st</sup> day; Long Term rat for additional days.	

### Tampa International Airport

	<u>Hourly</u>	<u>Daily</u>
-Short Term Garage	One hour grace period \$4.00 61-80 minutes \$3.00 each add'l hour	\$20.00/day max
-Long Term Garage	One hour grace period \$4.00 61-80 minutes \$3.00 each add'l hour	\$15.00/day max
-Economy Garage	\$3.00 per hour	\$9.00/day max
-Valet Parking	\$5.00 1/hr – less \$4.00 each additional hour	\$25.00/day max

-Cell Phone Lot Complimentary

**Hartsfield – Jackson Atlanta International Airport**

	<u>Hourly</u>	<u>Daily</u>
-Short Term Hourly Lots	\$2.00 1 –2 hrs \$3.00 each add'l hour	\$36.00/day max
-Short Term Daily Garage	\$3.00/hr	\$16.00/day max
-Economy Lot	\$3.00/hr	\$12.00/day max
-A/P Park N Ride	\$3.00/hr	\$9.00/day max
-Reserved (Gold)	\$3.00/hr	\$30.00/day max
-Reserved (Park-Ride)	\$3.00/hr	\$12.00/day max

**Los Angeles International Airport**

	<u>Hourly</u>	<u>Daily</u>
-Short Term	\$3.00 0 – 1 hr \$2.00 each add'l 30 min	\$30.00/day max
-Economy Lot C	\$4.00 0 – 1 hr \$4.00 each add'l. hour	\$12.00/day max
-Cell Phone Lot	Complimentary	

**Houston Bush Intercontinental Airport**

	<u>Hourly</u>	<u>Daily</u>
-Terminal Lots	\$2.00 0 – 1 hrs \$3.00 1 – 2 hrs \$5.00 2 – 3 hrs \$7.00 3 – 5 hrs	\$17.00/day max
-Ecopark Covered	\$2.77 0 – 3 hrs	\$6.47/day max

-Ecopark Uncovered	\$2.77 0 – 3 hrs	\$4.62/day max
-SurePark (Members)	\$7.00 0 – 3 hrs \$9.00 3 – 5 hrs	\$20.00/day max

**Austin-Bergstrom International Airport**

	<u>Hourly</u>	<u>Daily</u>
-Garage	\$3.00 0 – 1 hr \$3.00 each add'l 30 min	\$18.48/day max
-Close-In Uncovered	\$3.00 0 – 1 hr \$3.00 each add'l 30 min	\$9.24/day max
-Economy Lots B – F	\$3.00 0 – 1 hr \$3.00 each add'l 30 min	\$6.47/day max
-Valet		\$22.17/day max
-Cell Phone Lot	Complimentary	

**San Francisco International Airport**

	<u>Hourly</u>	<u>Daily</u>
-Short Term (domestic)	\$2.00 each 20 minutes	\$33.00/day max
-Short Term (international)	\$2.00 each 20 minutes	\$24.00/day max
-Long Term	\$2.00 each 20 minutes	\$15.00/day max
-Valet (domestic)	\$38.00/day 1 <sup>st</sup> day	\$45.00/day max
-ParkFast Members(domestic)	\$2.00 each 20 minutes	\$33.00/day max
-ParkFast Non-Members(domestic)	\$2.00 each 20 minutes	\$35.00/day max
-Cell Phone Lot	Complimentary	